Chapter 4 – Action Plan

Process

The 2016 Action Plan was developed by county meeting participants with assistance from Brown County Planning Commission/MPO staff. County meeting participants were asked to identify:

- needs and gaps in transportation services
- possible solutions to the needs and gaps
- persons or entities responsible for addressing needs and gaps
- a timeline for implementation
- roadblocks to implementation

Action Plan

Issue/Action	Responsible Party	Timeline	Roadblock to Implementation
Continue holding quarterly meetings of the **Brown County Transportation Coordinating Committee (TCC).**	Brown County Planning Commission/MPO & the Aging & Disability Resource Center of Brown County	The formation of the TCC: The TCC was established by the Brown County Board of Supervisors in 2008. The function of the TCC: TCC members collaborate & share information on available services, assist in resolving client/provider issues, & provide advocacy on behalf of seniors & individuals with disabilities who require specialized transportation services. The TCC also reviews & approves the ADRC's annual 85.21 applications & reviews & recommends approval of projects through the Section 5310 Enhanced Mobility of Seniors & Individuals with Disabilities Program.	None.

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Transportation as a Need* – The Aging & Disability Resource Center (ADRC) of Brown County's *Plan on Aging* cites transportation as a need that should be addressed. Transportation is mentioned at every listening session, planning event, & survey conducted by the ADRC staff, including at the heavily attended AGE Wave workshop held in 2015 in partnership with the UW-Extension. Existing specialized transportation services are complex. Although there are many options & resources available in the community, a needs assessment is warranted. **Source: ADRC of Brown County - County Plan on Aging 2016-2018* http://www.co.brown.wi.us/i/f/2016-2018-County-Aging-Unit-Plan-Brown-Web(1).pdf	The ADRC provided funding for a comprehensive transportation evaluation by Brown County Planning Commission (BCPC) staff. Study Description: To identify unmet needs for specialized transportation service in the county's rural area, the BCPC has developed a Rural Specialized Transportation Needs Study. The study process included: • Data collection & mapping. • Stakeholder interviews. • Public outreach meetings. • Analysis of the information obtained from the data collection efforts, stakeholder interviews, & public outreach meetings. • Development of a report that identifies where needs currently exist for rural specialized transportation service & where these needs are expected to exist in the future.	This plan was completed in 2016.	With the plan completed, it will be necessary to obtain funding for staff, capital, & programs if recommendations are to be implemented.

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The Green Bay area & Brown County could benefit from an expanded **Mobility Manager** function.	Currently the Job Center of Wisconsin (office located in Green Bay) employs a Mobility Manager. Emphasis is placed on employment-related transportation. Green Bay Metro is in the process of establishing a full-scale specialized transportation mobility management program that serves all of Brown County.	Ongoing. Brown County Planning Commission, Green Bay Metro, ADRC of Brown County, & the TCC have been working together for a number of years to bring a full-scale mobility management program to the general public, particularly low-income individuals, seniors, & persons with disabilities living in urban & rural Brown County. It is anticipated that a mobility manager will be hired in late 2016.	With a combination of funding sources identified to cover the cost of staff, the next step will be to secure funds for additional services.
Mobility Management training & assistance.	Low or no-cost assistance is available through the Wisconsin Association of Mobility Managers, National Center for Mobility Management (NCMM), & other organizations. Services include mobility management training & certification as well as technical assistance in the development of programs. Assistance is also available to help build awareness among local decision-makers, service providers, & consumers.	It is expected that the mobility manager scheduled to begin in late 2016 will take full advantage of the opportunities.	Implementation to begin in late 2016.

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Delay or prevent the need for specialized transportation services through **travel training**.	Human service agencies & Green Bay Metro	Ongoing. Green Bay Metro offers one-on-one bus boarding & alighting training for individuals using mobility devices. However, increase in demand for training has created strain on existing staff time. New in 2016. Green Bay Metro has produced a number of short "how to" videos to aid newcomers. They include: • how to read a bus schedule • how to use the farebox • how to navigate accessible bus features The videos are available at: www.greenbaymetro.org Scheduled for 2017. As stated above, Brown County Planning Commission, Green Bay Metro, & Brown County ADRC, will bring a full-scale mobility management program to Brown County in late 2016. In 2017, a full-time travel trainer is proposed.	Travel Trainer position scheduled to be filled in 2017.

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Funding: To enhance public transportation service for existing bus riders & make Metro a viable option for non-riders, Metro will have to raise & sustain additional money in the future. Current federal, state, & local funding sources for both operating & capital will not likely increase over the next several years. Increase in the backlog of unmet capital needs for public transit systems, particularly buses, will continue to be an issue. As of 2016, 39% of Green Bay Metro buses have exceeded useful life as defined by the Federal Transit Administration (FTA). Continue to study the possibility of creating a Regional Transportation Authority (RTA) in the Green Bay area, Brown County, or region.	Green Bay Transit Commission, Green Bay Metro staff, Brown County Planning Commission/MPO, the State of Wisconsin, & the federal government.	Ongoing. BCPC/MPO & Metro staffs continue to monitor/study the impact of recent changes in federal & state funding levels. Staff continues to monitor state RTA enabling legislation proposals.	Federal Transportation law limits the amount of funding large urban areas can receive for public bus & paratransit services. The Green Bay Urbanized Area reached 200,000+ population in the 2010 Census, prompting a decrease in overall federal transit aids used to operate service in Green Bay, De Pere, Allouez, Ashwaubenon, & Bellevue. Federal funds for capital purchases such as buses were cut dramatically with MAP-21. Available funds will increase under the new FAST Act but not to pre-MAP-21 levels. State of Wisconsin enabling legislation must be approved before locals can seek public approval of an RTA. State Legislature eliminated many of the previously-approved RTAs & voted down others.

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Current transportation revenue is insufficient to meet needs. The federal **gas tax** was last raised in 1993 & the state gas tax was last raised in 2006. Neither has been indexed to inflation. Policy analysts believe that an increased tax is needed to fund & sustain transportation infrastructure & programs. The issue has been studied, reports have been issued, & recommendations have been put forth. However, little progress has been made toward a establishing a long-term funding solution.	State & federal governments.	Wisconsin's Transportation Development Association (TDA) is currently promoting its JUST FIX IT campaign. The campaign encourages the Legislature & Governor to develop a long-term sustainable solution to fund Wisconsin's transportation systems. Furthermore, TDA supports "a responsible level of bonding & adjusts user fees to adequately & sustainably fund Wisconsin's multi-modal transportation system".	Federal & state legislative bodies have not acted.

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Explore additional funding programs/opportunities, including the Federal Section 5310 Enhanced Mobility of Seniors & Individuals with Disabilities Program & /or other funding such as Rides to Wellness Demonstration & Innovative Coordinated Access & Mobility Grants, & others.	Brown County Planning Commission/MPO staff, Green Bay Metro, & human service agencies.	2016+. Curative Connections has applied & plans to continue to apply for replacement vehicles for use in its transportation program. 2016+. Green Bay Metro has applied for funds to enhance transportation services for seniors & individuals with disabilities. This includes accessible bus shelters and partial funding for the Mobility Management Program. 2016+. Green Bay Metro is the Designated Recipient (DR) for Section 5310 program. The Green Bay Urbanized Area receives a direct allocation from the Section 5310 program. The Brown County Planning Commission Board of Directors has local approval authority for projects.	Annual allocation is limited to approximately $161,000.

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Service Gaps often exist due to lack of funding & /or vehicle capacity, as a result of institutional barriers, & other reasons. Gaps need to be identified & resolved if possible. Gaps: There have been requests for public transportation services to accommodate shift workers, for Sunday & holiday travelers, & to areas currently not serviced by transportation providers. There is also a need for services to be available 24 hours a day, seven days a week, for 365 days a year.	All. Explore public/private partnerships to fill gaps.	Beginning in late 2016/early 2017. Newly created Mobility Manager to evaluate existing services & make recommendations for improvement. The Mobility Manger will also identify, prioritize, & introduce new services to address gaps.	A limited number of private providers offer this service, but it is often much more expensive than public transportation options. As stated, with a combination of funding sources identified to cover the cost of staff, the next step will be to secure funds for additional services.
Immediate specialized transportation services are needed (for unforeseen circumstances).	Public & private transportation providers.	None. The Green Bay Metro paratransit program policy does not allow for same day trip requests. Federal law allows public transit systems to decline same day requests. Curative Connections will attempt to accommodate a same day request but capacity issues may prohibit such a trip.	Program policy & /or program capacity issues. A limited number of private providers offer this service, but this service can be cost prohibitive for some people.

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Non-Emergency Medical Transportation (NEMT) provided by the State of Wisconsin Department of Health Services (DHS) & **MTM** Transportation to qualifying Medicaid & BadgerCare Plus Members is insufficient & often leaves eligible clients without transportation. Other service quality issues have been documented. Service improvements needed. DHS defines the service as "last resort", meaning if you can drive or have a family member drive you to & from a medical appointment you are not eligible to receive service.	Wisconsin DHS & private for profit transportation firm, MTM.	MTM began providing service on August 1st, 2013, after the previous provider, LogistiCare, issued a letter of intent to cease service. The Wisconsin State Legislature's Legislative Audit Bureau conducted an audit & released a report in 2015 which identified issues with the program. DHS has ensured the transportation community that improvements are being made. MTM's service is being monitored by representatives of the Brown County TCC & other committees & organizations. Advocacy groups have suggested a regional model may offer improved service. The true cost for missed routine/preventative/follow-up medical appointments when transportation services cannot be provided should be calculated.	Wisconsin Legislature approved current brokerage system structure in an effort to save money.

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NEMT is difficult & costly to obtain for nursing home clients traveling to & from medical appointments & for hospital discharge. Federal reimbursement rates for qualifying individuals are approximately $10.00 per day which is low compared to the actual cost of providing transportation at approximately $25.00 to $100.00+ per trip. In many cases, the nursing home pays for the balance.	Unknown.	2013+. The Brown County TCC has been studying the issue. A solution has not been identified, but the TCC will continue to address this issue in cooperation with representatives of area nursing homes.	Federal, State, & local funding constraints. Reimbursement rates are typically well below actual expenses.
Bilingual Services The ADRC has received feedback from the Casa ALBA Melanie Hispanic Resource Center[1]. There is a need for a Spanish speaking driver to provide service for Hispanic elders who do not speak English and who are not comfortable navigating transportation services to the center or other locations.	Unknown	Undetermined.	Federal, State, & local funding constraints.

[1] Casa ALBA Melanie Hispanic Resource Center. The center serves as a hub for information and referral, bringing together persons seeking assistance with service providers in the community. Since opening its doors in February, 2012, Casa ALBA Melanie has been well received in the community, and experiences continuous growth and involvement.

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Green Bay Metro currently offers paratransit services under contract with a private-for-profit transportation company, MV. Metro should incrementally transition this service to an in-house operation.	Green Bay Transit Commission with support from Green Bay Metro & Brown County Planning Commission/MPO staffs.	The BCPC & Green Bay MPO have included this concept in plans & programs for many years. This concept has been endorsed by the Green Bay Transit Commission.	Lack of funding to hire additional staff, purchase technology, & acquire accessible vans & /or small buses. Upfront investment needed to ensure long-term savings.
New capabilities & opportunities are being created in both the transportation & human service communities through use of technology. Explore the increased use of technology.	Green Bay Metro, human service agencies, & Brown County Planning Commission/MPO	Ongoing. Technology continues to be purchased, creating efficiencies for existing programs & creating new digital applications, such as "Where's my Bus?" Additional technology is included in Metro's Capital Improvement Program, but it is not currently funded. Green Bay Metro to introduce a new wheelchair & occupant securement system called Q'Straint by Quantum on buses. Increased safety, independence for the user, & operational improvements due to load-time reductions have been realized by transit systems using this technology.	Lack of funding is often the primary roadblock to expanding the use of technology.
Impact that on-demand service Transportation Network Companies (TNCs)* such as Uber, Lyft, Sidecar, Wingz, Taxify, Haxi & others may have on transportation services. * TNCs link passengers with drivers who use their own vehicles. An online application (possibly via smart phone) is used by the passenger to request a ride. Several TNCs link wheelchair accessible vehicles to individuals needing them.	None.	Ongoing. With the recent introduction of TNC services in Brown County, identify possible opportunities & /or partnerships.	N/A

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The impact of driverless or autonomous cars will likely enhance mobility for all, including seniors and persons with disabilities.	None identified.	Ongoing. Driverless cars have become legal and have been introduced in several states. Wisconsin is not currently one of them.	Local, State, and or Federal laws may govern where and when the vehicles are allowed to operate.
A report entitled *An Update & Recommendations by* ***Bay Area Community Council*** *- Poverty in Brown County Progress Report 2015* states that many seniors & persons with disabilities cannot afford specialized transportation. This issue is magnified in rural areas that do not have access to Curative Connections or Green Bay Metro. The report identifies several barriers: 1. Affordability 2. Lack of access to services in rural areas 3. Service gaps in urban areas 4. Transportation to work 5. Employment hours 6. Prioritization of trip purposes (by some programs) Source: Bay Area Community Council report at: http://www.bayareacommunitycouncil.org/media/75555/poverty%20in%20brown%20county%202015.pdf	Newly created Mobility Manager to address service issues identified in study.	Ongoing.	Funding. As stated, with a combination of funding sources identified to cover the cost the mobility manager position, the next step will be to secure funds for additional services.
The BCCS study noted in its 2009 assessment that the area could benefit from Shared-Ride Taxi services.	Unknown.	None defined.	Funding. Entity to provide the service.

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Collaborative Community Report - Year End 2014 published by Brown County United Way 2-1-1, Family Services Crisis Center, & ADRC of Brown County cite significant requests for information, referrals, & unmet needs. The report identifies gaps in transportation services as one of the top 10 unmet needs for low income people. Concerns: • Limited public transit routes - especially outside of the urban center • Limited affordable transportation to support second & third shift employment • Complex & challenging non-emergency medical transportation for those on Medicaid • Growing population & growing needs of older adults • Large gap in rural transportation including Howard & Suamico Opportunities to explore include: • Improving non-emergency medical transportation for Medicaid participants following the state audit. • Coordinating available funds & programs through the local Transportation Coordinating Committee • Exploring the possibilities of adding mobility managers • Continuing to expand the reach of public transit via local municipalities • Developing public/private transportation partnerships to expand employment related opportunities. Source: http://www.co.brown.wi.us/i/f/aging__disability_resource_center/2014%20ADRC%20Crisis%20211%20Report%20Final.pdf	With similar issues identified in the Collaborative Community Report & the BCCS study, the newly created Mobility Manager to address concerns & opportunities.	Ongoing.	Funding. As stated, with a combination of funding sources identified to cover the cost the mobility manager position, the next step will be to secure funds for additional services.

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Engineering. Physical barriers, such as lack of sidewalks & curb cuts, restrict access to transportation services.	Brown County municipalities, Brown County Department of Public Works, State of Wisconsin, & private developers.	Ongoing. The need for improved land use decisions & transportation design policies are addressed in many local comprehensive plans, the Transit Development Plan, the Green Bay MPO's Long-Range Transportation Plan, & other planning documents. In 2012, Green Bay Metro improved access to bus route & bus stop information through the implementation of the "Where's My Bus?" application. This application allows passengers to retrieve real-time data regarding the arrival time of their bus via the internet. Passengers can send an email (via a computer or smart phone with internet access) with their bus stop number in the subject line & within a minute receive a response. This tool allows passengers to better time their arrival at their stop & minimizes waiting in inclement weather. In 2014, BCPC issued the Green Bay Metro Comprehensive Bus Stop Study. The study offers recommendations for improved bus stop accommodations.	Local/county/ state policies & funding.
Educate local, state, & federal elected officials (policy makers) & the general public of the need for specialized transportation services. The need for specialized transportation services will increase as Brown County's population ages. Also develop an advocacy strategy.	Brown County TCC, Brown County Planning Commission/Green Bay MPO, Green Bay Metro, & other committees & organizations.	Ongoing. Brown County TCC membership includes an elected official & members of various advocacy groups. Ongoing. BCPC staff serves on the NE Wisconsin Regional Access to Transportation Committee (NEWRATC). Funding & advocacy are key components of the committee's work. Ongoing. BC Homeless & Housing Coalition, Bay Area Community Council, Job Center of Wisconsin/Mobility Manager, United Way, JOSHUA, ESTHER, & many others have brought the issue forward.	To be determined.

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Engage seniors, individuals with disabilities, low-income individuals, & agency staff who represent them in the development of transportation plans & policies.	Brown County Transportation Coordinating Committee, Brown County Planning Commission/MPO, Green Bay Metro, human services agencies & advocates.	Ongoing. The Brown County TCC's membership includes advocates for seniors, individuals with disabilities, & low income individuals. Many local organizations routinely conduct listening sessions, surveys, & publish results & recommendations.	None.