



# Board of Trustees

MARCH 28, 2017

## Committee Meetings & Board Packet

TO: Sandra M. Foster, President and all other Board Members

FROM: Richard M. Enty, Executive Director/Secretary-Treasurer

DATE: March 23, 2017

RE: MONTHLY UPDATE

Month	Cash Sales Tax 2015	Cash Sales Tax 2016	Cash Sales Tax 2017	OVER (UNDER)	Percent
Jan	3,581,215.27	3,841,753.97	3,699,567.18	(142,186.79)	-3.70%
Feb	3,528,319.09	3,602,929.61	3,855,694.60	252,764.99	7.02%
Mar	4,487,866.45	4,560,452.70	4,756,847.41	196,394.71	4.31%
Apr	3,133,426.60	3,190,477.28	0.00	(3,190,477.28)	-100.00%
May	3,109,527.19	3,252,123.31	0.00	(3,252,123.31)	-100.00%
Jun	3,801,088.04	4,470,105.24	0.00	(4,470,105.24)	-100.00%
Jul	3,640,092.96	3,690,063.41	0.00	(3,690,063.41)	-100.00%
Aug	3,757,991.65	3,725,602.49	0.00	(3,725,602.49)	-100.00%
Sep	3,902,861.21	4,282,103.74	0.00	(4,282,103.74)	-100.00%
Oct	3,640,575.90	3,954,973.56	0.00	(3,954,973.56)	-100.00%
Nov	3,818,020.13	3,828,091.77	0.00	(3,828,091.77)	-100.00%
Dec	3,789,375.25	3,807,198.45	0.00	(3,807,198.45)	-100.00%
<b>Total</b>	<b>44,190,359.74</b>	<b>46,205,875.53</b>	<b>12,312,109.19</b>	<b>(33,893,766.34)</b>	<b>-73.35%</b>
	<b>2015</b>	<b>2016</b>	<b>2017</b>		
Jan - Mar	11,597,400.81	12,005,136.28	12,312,109.19	306,972.91	
		3.52%	2.56%		

Cash sales tax receipts this month are \$ 169,394/4.31% higher than March 2016. Because of a slow start in January, year-to-date receipts are \$317,000/2.6% ahead of last year at this time. We're very pleased to report that for the second consecutive month this year, ridership has increased! While the mild Winter may be one reason for this, we believe that we are seeing new rides generated from our new partnership which grants qualifying Akron Public School high school students the ability to ride METRO as much as they want. To date, over 1,400 students have registered for this program.

February 2017 total rides are up 2.41% over last February, although Paratransit is showing a very slight (1.2%) decline over last February. Year-to-date ridership is up 3.05%.

Preventable accidents are up 37.5% (11 v. 8) year-to-date and up 133.3% (7 v. 3) compared with February 2016. The Safety and Security Report provided in this package details these items along with security incidents that have recently occurred. Many of the accidents involve fixed objects. Staff will discuss this.

The following resolutions will be presented at the March meetings.

<u>Committee</u>	<u>Resolution Number</u>	<u>Authorizing</u>
Finance	2017-08	Disposal or Transfer of Certain Assets owned by METRO
Rail Operations	2017-09	A Contract for Construction of a METRO RTA Sandyville Rail Line Freight Access Roadway at 2nd St. SW, Canton
Human Resources	2017-10	Creation of a METRO Transit Police Department
Finance	2017-11	Purchase of radio upgrades from Motorola Solutions

Leadership Team Update

April 17-19 METRO staff will participate in Ohio Public Transit Association’s Annual Meeting. OPTA’s Legislative Day will take place on April 17<sup>th</sup>; I am setting up appointments with Senate and House legislators who represent Summit County to impress upon them the importance of having the State Legislature adopt \$25 million in new funding for public transit in Ohio as proposed by the Kasich Administration. I’ll also brief them on METRO’s major initiatives and get their feedback on how they feel METRO can better support their constituents and our community. Attached is a recent legislative report from OPTA concerning State funding for transit.

All METRO Departments have developed their initial set of 2017 SmartGoals, the next level of metrics below the Strategic Plan Performance Dashboard (attached). These goals are designed to focus and improve performance in key areas related to METRO’s Mission, Core Values and Strategic Plan focus areas.

The Operations Department Reports on February Activities:

Training Hours: 328

The training consisted of refresher training, line service training, MCI refresher training and mandatory training per the Preventable Accident Policy.

February 1	METRO provided one 40’ bus to the Akron Police Department for a Mock Evacuation Drill
February 10	Several Operations Members participated in the Meet and Greet which is an integral part of the recruitment process for new Operators
February 15-16	Interviews were conducted for the position of Special Service Operator (SSO)
February 17	The Director of Operations and The Chief Dispatcher participated in the Crisis Training Workshop facilitated by Bruce Hennes of Hennes Communications
February 20	Several members of the Operations Department including The Director of Operations and The Chief Dispatcher participated in the Service Planning Committee Meeting

The Operations Department Reports on February Activities: (continued):

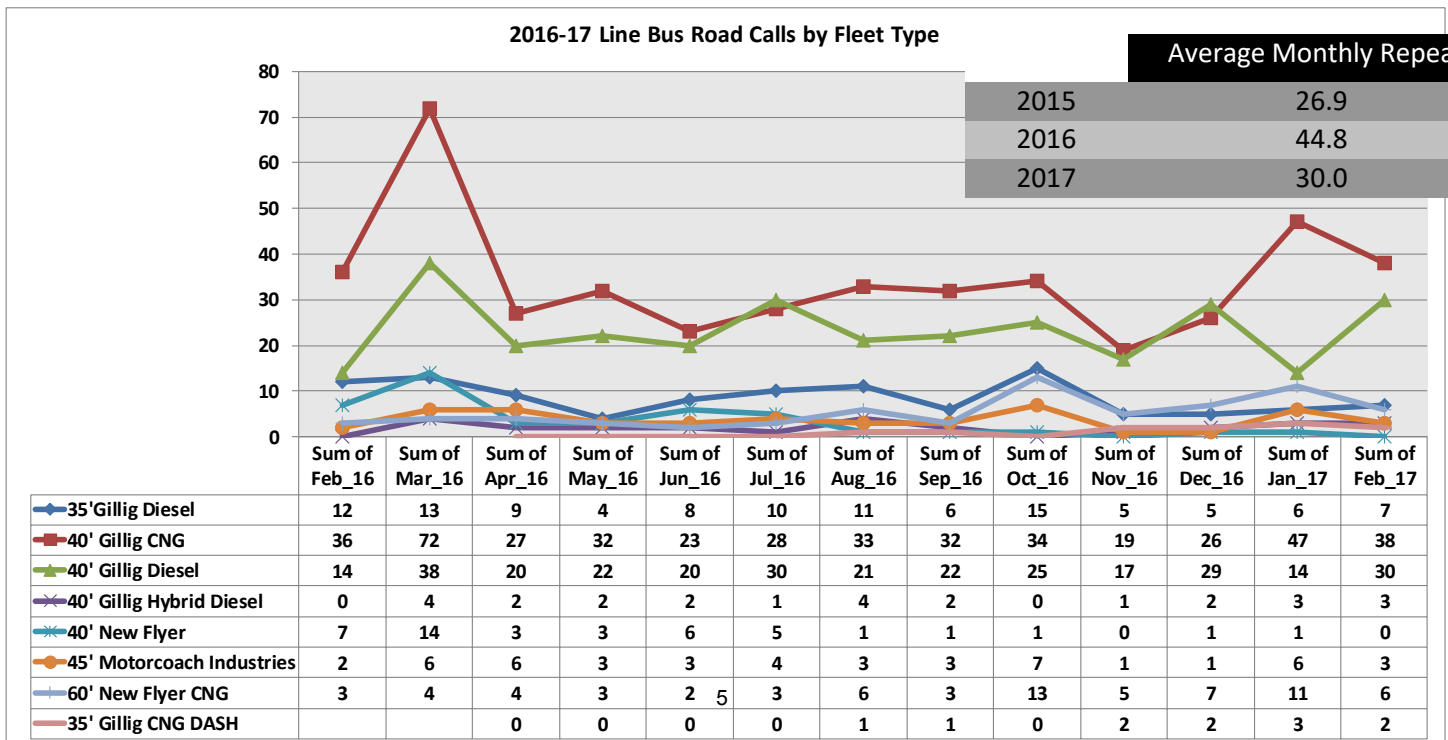
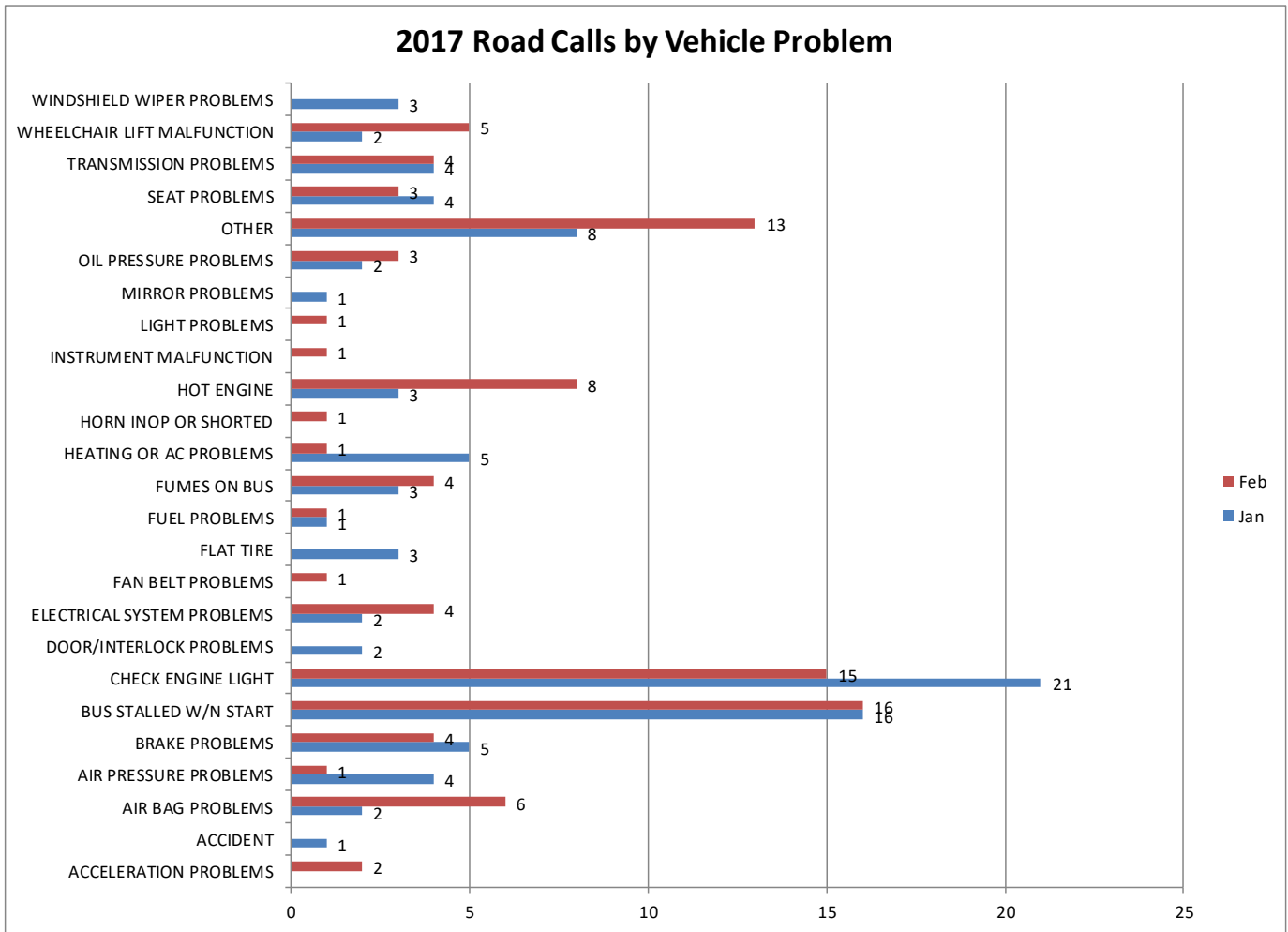
- |             |  |
|-------------|--|
| February 22 | The Leadership team met with the Executive Board Members for a scheduled update meeting/discussion   |
| February 24 | The Director of Operations and The Chief Dispatcher met with Quentin Wyatt, Safety Manager and other leaders of the Leadership team to discuss ways to reduce speeding on METRO property |

Attached are the Maintenance Department and Customer Service/Paratransit Reports.



## March 2017 Update

- Construction Work Continues on the Transit Center – Expected Completion-July 2017, Currently 2 weeks ahead of schedule



**FEBRUARY 2017 PERFORMANCE FROM CUSTOMER SERVICE & PARATRANSIT**

METRO paratransit services transported a total of 21,362 passengers in February, as shown below:

YEAR	PASSENGERS TRANSPORTED VIA PARATRANSIT	INCREASE IN PASSENGERS TRANSPORTED FROM 2013 DATA
FEB 2013	16,876	
FEB 2014	19,644	2,768
FEB 2015	20,215	3,339
FEB 2016	22,672 (One extra weekday)	5,796 (Leap Year)
FEB 2017	21,362	4,486

**NON-EMERGENCY TRANSPORTATION PASSENGERS:** We continue to see a substantial increase in the number of passengers transported to medical appointments via the DJFS NET contract. See table below:

YEAR	NET PASSENGERS TRANSPORTED
FEB 2013	1,068
FEB 2014	1,330
FEB 2015	1,792
FEB 2016	2,476
FEB 2017	3,538

**ADA PARATRANSIT SERVICE:** ADA service remains stable with 1,550 passengers transported in the month of February in 2017 versus 1,568 transported in the month of January in 2017 with an additional day of service. Similarly, last year we transported 1,625 ADA passengers in February of 2016 with an additional weekday due to leap year.

**APTA CALL CENTER CHALLENGE:** Melissa Barna, one of METRO’s Specialist in our Care Center at Kenmore Blvd, was invited to Tampa to compete, for the second year in a row, in the nationwide Call Center Challenge. Melissa did an excellent job and was up against equally experienced and skilled customer service professionals. The judges confided that it was a very tight competition, as each of the five finalists performed well in the live competition. The judges chose a great candidate from Access Services in Los Angeles, a contracted paratransit provider. Congrats to Melissa, who did a fantastic job representing METRO!

**STATISTICS:** Customer Service personnel performed 26 wheelchair weight and inspections and advocacy conversations, with 10 individual trainings occurring throughout the month and presentations attended, in addition to various external Committee meetings attended. Thirty-one (31) courtesy calls were made to new clients, 68 Service Desk Reports were filed and 122 applications were reviewed and processed for services ranging from Reduced Fare on line service to ADA Applications for paratransit service.

BAM

**From:** [OPTA](#)  
**To:** [Richard Enty](#)  
**Subject:** Big Transit News  
**Date:** Wednesday, March 22, 2017 7:37:38 PM

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## Big Transit News

**OPTA scored a big potential victory this week for transit. The Senate passed an omnibus amendment to the Transportation Budget that would earmark an additional \$15 million for transit from the Volkswagen Emissions Mitigation Trust Fund.**

This would be \$15 million on top of the additional \$10 million for transit that the Administration put in the proposed budget. OPTA's government affairs team in Columbus pushed extremely hard for this new additional funding. The language will head to conference committee soon.

It will be an extremely difficult fight to keep the funding at conference committee, but getting the funding this far is already a major accomplishment. Once we know conference committee members we were alert OPTA members to activate grassroots lobbying.

### **Reminder**

This is also an important reminder of how important developing relationships is for our OPTA members. As a reminder our legislative day is April 5. You need to schedule your appointments NOW and it's as easy as 1,2,3.

- 1) Call your Senators
- 2) Call your Representatives
- 3) Keep Dan Helmick Updated

### **Call your Senators**

You can find your Senator [here](#). Once you have identified their phone number call their office:

- 1) Identify yourself as the Transit Agency that serves their district
- 2) Tell them that OPTA is having our legislative day on April 5 and ask to schedule a meeting to discuss transit funding.
- 3) Meeting with staff is okay.

### **Call your Representatives**

- 1) You can find your Representative [here](#).
- 2) Let the office know that you are a constituent and would like to schedule a meeting for

OPTA's legislative day on April 5 to discuss public transit funding. Even if the legislator is busy on April 5 and can't meet with you, this will let them know you care.  
3) You may be scheduled to meet with staff. That is okay.

**Keep Dan Helmick Updated**

Once you have contacted your legislators' offices, let Dan Helmick know whether or not you have an appointment scheduled for April 5. Dan's email is [drh2050@gmail.com](mailto:drh2050@gmail.com).

**Please contact your legislators as soon as possible. This is a busy time of the year for them and the sooner you call their office the more likely it is that you can get on their schedule.**

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Ohio Public Transit Association, 2208 Arlington Ave, Suite 3, Columbus, OH 43221

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Sent by [chris@redtackstrategy.com](mailto:chris@redtackstrategy.com) in collaboration with

# METRO Board & *Leadership Team* Performance Dashboard

	Performance Area	Metric	2015	2016				2015	2016				Goal
			Q4	Q1	Q2	Q3	Q4	Q4	Q1	Q2	Q3	Q4	
Culture	<b>Operationalizing Core Values</b>	<b>Implementation of milestones and progress</b>	No Data	No Data	No Data	No Data	No Data						On Track
	Employee satisfaction	Survey criteria benchmark 2014-15 Metrics established in 2015	No Data	No Data	No Data	No Data	No Data						● Issues
Human Capital	Employee satisfaction	<b>Retention/turnover versus previous year</b>	No Data	No Data	No Data	No Data	No Data						○
		<b>Employee development - training hours/employee</b>	18.01	5.96	22.51	17.36	17.45	●	○	●	●	●	10.0
		<b>Employee development - Professional development metric</b>	No Data	No Data	No Data	No Data	No Data						NA
Operational Excellence	Ridership Growth	1% or > fisc.-resp. trip growth	-0.49%	1.57%	-3.27%	-4.01%	-4.39%	○	●	○	○	○	1.0%
	Fiscal Responsibility	Budget vs Actual (Adherence)	3.57%	-2.43%	-3.56%	-2.83%	-13.10%	○	●	●	●	●	< 0
	Safety Performance	Preventable accidents/100,000 Revenue miles - Line Service	1.04	0.81	1.40	0.79	0.58	○	○	○	○	●	0.75
		Preventable accidents/100,000 Rev. Mi. - SCAT	0.74	1.04	0.70	1.07	1.45	●	○	●	○	○	0.75
		Total number of injuries * 200,000 / number of work hours (last 12 months)	10.68	5.57	2.63	3.79	5.15	○	○	●	●	○	5.0
	Reliability	On-time perf. - Line Service	86.6%	90.0%	89.8%	78.0%	76.3%	○	●	○	○	○	90.0%
		On-time perf. - SCAT	93.6%	94.0%	93.3%	93.0%	93.0%	●	●	●	●	●	90.0%
		<b>Roadcalls - Line Serv./100K mi.</b>	17.41	16.90	16.70	19.70	15.20	○	○	○	○	●	16.5
		<b>Roadcalls - SCAT/100K mi.</b>	2.30	2.50	2.50	4.50	3.60	●	○	○	○	○	2.4
	Efficiency	Passengers / Mile - Line Service	1.20	1.17	1.21	1.26	1.20	○	○	○	○	○	1.3
		Passengers / Mile - SCAT	0.19	0.17	0.17	0.17	0.17	●	●	●	●	●	0.14
		Pass. / Mi. - Purch. Transp.	0.15	0.17	0.15	0.16	0.15	○	●	○	○	○	0.17
		Pass. / Hr. - Line Service	16.40	14.96	15.70	16.26	15.30	○	○	○	○	○	17.5
		Pass. / Hour - SCAT	2.50	2.33	2.30	2.28	2.30	●	●	●	●	●	2.1
		Pass. / Hr. - Purch. Transp.	2.25	2.26	2.18	2.20	1.93	●	●	●	●	○	2.0
		Cost / Mile - Line Service	\$9.24	\$9.22	\$9.41	\$9.64	\$9.78	○	○	○	○	○	\$8.75
Cost / Mile - SCAT		\$5.72	\$5.86	\$6.19	\$8.05	\$5.90	○	○	○	○	○	\$4.10	
Cost / Mile - Purch. Transp.		\$3.58	\$3.95	\$3.72	\$3.73	\$3.75	●	○	○	○	○	\$3.60	
Cost / Hr - Line Service		\$125.38	\$117.11	\$122.84	\$123.95	\$124.13	○	○	○	○	○	\$111.11	
Cost / Hour - SCAT	\$75.84	\$80.66	\$82.79	\$109.71	\$80.90	○	○	○	○	○	\$62.00		
Cost / Hour - Purch. Transp.	\$52.63	\$54.05	\$52.81	\$53.05	\$53.85	○	○	○	○	○	\$52.00		
Service Excellence	Customer satisfaction	Survey results compared to previous year	No Data	No Data	No Data	No Data	No Data						NA
		Implementation of Marketing and Stakeholder engagement plan	No Data	No Data	No Data	No Data	No Data						NA
Stakeholder Engagement	Community outreach	High-Value Project Progress	No Data	No Data	No Data	No Data	No Data						NA

**MONTHLY BOARD COMMITTEE MEETING AGENDAS  
VERNON LANE ODOM BOARD ROOM  
TUESDAY, MARCH 28, 2017  
8:00 A.M.**

**8:00 A.M. FINANCE COMMITTEE**

- 1) March 2017 Finance Report
- 2) Resolution 2017-08 Disposal of Assets
- 3) Resolution 2017-11 Purchase of Services Agreement for Radios
- 4) Kenmore Blvd. Administration Building Needs Assessment Report
- 5) Other

**8:10 A.M. MARKETING AND SERVICE PLANNING COMMITTEE**

- 1) February 2017 Performance Report
- 2) Update on Planning Activities
- 3) Marketing Update
- 4) Other

**8:20 A.M. RAIL OPERATIONS COMMITTEE**

- 1) Update on Rail Initiatives and Rail Valuation Study
- 2) Resolution 2017-09 Construction of a Freight Access Roadway 2<sup>nd</sup> St. SW, Canton
- 3) Other

**8:30 A.M. SAFETY COMMITTEE**

- 1) February 2017 Safety & Security Report
- 2) Resolution 2017-10 Creation of a METRO Transit Police Department
- 3) Other

**8:40 A.M. HUMAN RESOURCES COMMITTEE**

- 1) February 2017 Human Resources Report
- 2) Other

**8:45 A.M. ADJOURN**

**METRO RTA  
BOARD MINUTES  
TUESDAY, FEBRUARY 28, 2017**

**Trustees Present:** Sandra Foster, Scott Meyer, Stephan Kremer, Donald Christian, Chuck Rector, Ross Widenor, Jack Hefner, Renee Greene, Heather Heslop Licata, Nicholas Fernandez, David Prentice

**Trustees Absent:** Robert De Journette

**Staff Present:** Richard Enty, Angela Neeley, Mike Davis, Jason Popik, Robin Miller, Claire Merrick, DeHavilland McCall, Jamie Saylor, Angela Neeley, Valerie Shea, Jarrod Hampshire, John Sutherland, Christine Hoffer, Quentin Wyatt, Dana Gibitz, Sue Ketelsen

**Guests Present:** None

**CALL TO ORDER**

Ms. Foster called the meeting to order at 9:30 a.m.

**AUDIENCE PARTICIPATION**

None

**RECOGNITION**

None

**APPROVAL OF MINUTES**

Ms. Foster asked for a motion to approve the January 31, 2017 minutes. Mr. Kremer made a motion for approval, seconded by Mr. Christian. The minutes were unanimously approved by the Board. Ms. Foster asked for a motion to approve the February 21, 2017 Special Session minutes. Mr. Widenor made a motion for approval, seconded by Mr. Meyer. The minutes were unanimously approved by the Board.

## **FINANCE COMMITTEE**

Mr. Meyer said the Finance Committee did meet and all the financial affairs were in order.

## **MARKETING AND SERVICE PLANNING COMMITTEE**

Mr. Christian said the Marketing and Service Planning Committee met and updates were presented.

## **RAIL OPERATIONS COMMITTEE**

Mr. Kremer reported that the Rail Operations did meet. No business to discuss at this time.

## **SAFETY COMMITTEE**

Mr. Prentice said the committee did meet.

## **HUMAN RESOURCES**

Ms. Heslop Licata said that the Human Resources Committee did meet. There was no further business to discuss.

Ms. Foster suggested that the Board go into Executive Session to discuss items which needed Mr. Enty's attention. The Board unanimously voted to go into Executive Session.

**ROLL CALL:** Sandra Foster, Scott Meyer, Stephan Kremer, Donald Christian, Chuck Rector, Ross Widenor, Jack Hefner, Renee Greene, Heather Heslop Licata, Nicholas Fernandez, David Prentice

## **OTHER BUSINESS**

None

## **OFFICERS' REPORT**

### **President:**

None



**Executive Director:**

Last month Mr. Enty requested a meeting with the County Executive to introduce her and her staff to METRO’s new Director of Planning, Valerie Shea. That meeting will occur tomorrow, and will be discussing the “Driving METRO Forward” initiative. Our new Finance Director, Angela Neeley, will also attend.

Also planned is a meeting with John Trunk and staff from Summit DD to continue discussions on outstanding issues concerning the METRO—Summit DD MOU.

The Leadership Team met with TWU leadership, and included the same presentation of the “Driving METRO Forward” initiative made by Valerie Shea.

The Cuyahoga Valley Scenic Railroad is welcoming a new Director, Joe Mazur, who will begin next month. Mr. Mazur is a former Class of ’32 classmate of Mr. Enty’s from Leadership Akron.

METRO’s Director of Operations, DeHavilland McCall, was commended for guiding her department through some rather challenging employee matters recently. Her implementation of the Progressive Discipline policy, for example, was applauded.

Mr. Enty indicated his appreciation for METRO as being “the greatest place I’ve ever worked.”

**ADJOURNMENT**

There being no other business to come before the Board, the meeting was adjourned at 9:55 a.m.

**CERTIFICATE OF COMPLIANCE**

Pursuant to Section III, Article 3.2 of the Rules & Regulations of the METRO Regional Transit Authority, METRO has complied with the Notice and Notification to the public and news media.

\_\_\_\_\_  
**SAUNDRA M. FOSTER**  
**PRESIDENT**

\_\_\_\_\_  
**RICHARD M. ENTY, EXECUTIVE**  
**DIRECTOR/SECRETARY-TREASURER**

**MONTHLY BOARD MEETING AGENDA  
VERNON LANE ODOM BOARD ROOM  
TUESDAY, MARCH 28, 2017  
9:00 A.M.**

**ITEM 1: CALL TO ORDER:**

**ITEM 2: AUDIENCE PARTICIPATION:**

Any individual or representative of a group may take two (2) minutes to address the Board on any topic on the agenda. Anyone desiring more time than provided herein, shall notify the Secretary-Treasurer by the Tuesday preceding the Board meeting so that he/she may be placed on the Agenda for a maximum of five (5) minutes. METRO's Board Meetings are held the last Tuesday of the month as stated within Resolution 2016-28 unless otherwise noted.

**ITEM 3: RECOGNITION**

**ITEM 4: BOARD MINUTES:**

\*Approval of Board Meeting Minutes of February 28, 2017

**ITEM 5: COMMITTEE REPORTS & RESOLUTIONS:**

**Finance Committee**

Chair Report

\*Resolution 2017-08 authorizing the disposal of certain assets owned  
By the METRO Regional Transit Authority

\*Resolution 2017-11 authorizing purchase of services agreement  
for radios

**Marketing & Service Planning Committee**

Chair Report

**Rail Operations Committee**

Chair Report

\*Resolution 2017-09 authorizing METRO RTA to enter into Construction agreements with Perrin Asphalt and Concrete of Akron for the construction of a freight access roadway on surplus rail property at 3rd Street SW in Canton, OH

**Safety Committee**

Chair Report

**Human Resources Committee**

Chair Report

\*Resolution 2017-10 authorizing the creation of the METRO Transit Police Department

**ITEM 6: EXECUTIVE SESSION**

**ITEM 7: OTHER BUSINESS:**

**ITEM 8: OFFICERS' REPORT:**

- President
- Executive Director

**ITEM 9: CALL FOR ADJOURNMENT:**

**\*Denotes items that need approval of the Board**

*Next Scheduled Meeting – April 25, 2017*

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# Finance Committee

TO: Sandra M. Foster, President and all other Board Members

FROM: Richard M. Enty, Executive Director/Secretary-Treasurer

DATE: March 23, 2017

RE: Kenmore Boulevard Building Space Needs

Please see the attached report. This information was summarized in a presentation to the Board many months ago, prior to a decision being made to build a new combined Administration and Maintenance facility.

As we have discussed a new facility is needed in order to permit METRO to meet future needs over the next 30 years safely and cost-effectively. A detailed discussion of the new facility will be scheduled for April after staff completes the cost-benefit analysis supporting this decision. Following that, we will seek Board approval to begin expending funds on the new facility.

If there are any questions about this report, feel free to contact me.

Thank you.



CONSOLIDATED INCOME STATEMENT REPORT

SCHEDULED & SCAT SERVICES

METRO Regional Transit Authority

February-17

CURRENT MONTH				YEAR TO DATE					
ACTUAL	BUDGET	LAST YEAR	BUDGET VARIANCE	REVENUES	ACTUAL	BUDGET	LAST YEAR	BUDGET VARIANCE	YTD % CHANGE
308,361	339,000	375,216	-9.0%	Passenger Fares	650,847	653,000	679,826	-0.3%	-4.3%
23,037	38,000	33,685	-39.4%	Advertising Revenue	41,490	76,000	54,766	-45.4%	-24.2%
<u>331,398</u>	<u>377,000</u>	<u>408,901</u>	<u>-12.1%</u>	Total Operating	<u>692,337</u>	<u>729,000</u>	<u>734,592</u>	<u>-5.0%</u>	<u>-5.8%</u>
40,440	56,900	105,261	-28.9%	Non-Transportation	121,391	114,800	147,164	5.7%	-17.5%
3,720	5,000	4,485	-25.6%	Rail Related Revenue	25,490	10,000	25,476	154.9%	0.1%
				Local Subsidy					
4,804,896	4,695,000	4,606,518	2.3%	METRO Tax	8,699,537	8,190,000	8,245,841	6.2%	5.5%
110,723	115,000	65,680	-3.7%	Local Contracted Services	218,439	205,000	139,801	6.6%	56.2%
13,513	14,000	13,524	-3.5%	State Subsidy	23,613	28,000	27,324	-15.7%	-13.6%
0	0	36,683	0.0%	Federal Subsidy	0	0	36,683	0.0%	0.0%
<u>5,304,690</u>	<u>5,262,900</u>	<u>5,241,052</u>	<u>0.8%</u>	TOTAL REVENUES	<u>9,780,807</u>	<u>9,276,800</u>	<u>9,356,881</u>	<u>5.4%</u>	<u>4.5%</u>
				EXPENSES					
1,767,421	1,839,284	1,721,156	-3.9%	Wages and Salaries	3,527,184	3,759,171	3,298,565	-6.2%	6.9%
936,360	1,164,520	1,098,487	-19.6%	Fringe Benefits	2,185,149	2,343,164	2,176,098	-6.7%	0.4%
201,221	290,946	197,350	-30.8%	Services	430,278	531,892	392,748	-19.1%	9.6%
226,507	281,452	244,932	-19.5%	Materials and Supplies	462,987	562,904	521,958	-17.8%	-11.3%
19,558	163,833	130,920	-88.1%	Fuel	338,241	322,666	344,850	4.8%	-1.9%
81,036	88,760	46,710	-8.7%	Utilities	138,975	177,520	134,516	-21.7%	3.3%
119,077	122,080	62,685	-2.5%	Casualty and Liability	229,489	244,160	203,519	-6.0%	12.8%
149,561	158,800	142,270	-5.8%	Purchased Transportation	295,819	317,600	271,641	-6.9%	8.9%
34,696	60,450	31,823	-42.6%	Other Expenses	80,164	120,900	79,452	-33.7%	0.9%
<u>3,535,437</u>	<u>4,170,125</u>	<u>3,676,333</u>	<u>-15.2%</u>	TOTAL OPERATING EXPENSES	<u>7,688,286</u>	<u>8,379,977</u>	<u>7,423,347</u>	<u>-8.3%</u>	<u>3.6%</u>
<u>1,769,253</u>	<u>1,092,775</u>	<u>1,564,719</u>	<u>61.9%</u>	NET INCOME (LOSS) Before Depreciation	<u>2,092,521</u>	<u>896,823</u>	<u>1,933,534</u>	<u>133.3%</u>	<u>8.2%</u>
1,424	1,424	3,047	0.0%	Depreciation Operating	2,847	2,847	6,094	0.0%	-53.3%
788,984	788,984	760,719	0.0%	Depreciation Capital	1,551,690	1,551,690	1,529,810	0.0%	1.4%
4,325,845	4,960,533	4,440,099	-12.8%	TOTAL EXPENSES	9,242,823	9,934,514	8,959,251	-7.0%	3.2%
<u>978,845</u>	<u>302,367</u>	<u>800,953</u>	<u>-223.7%</u>	NET INCOME (LOSS) After Depreciation	<u>537,984</u>	<u>(657,714)</u>	<u>397,630</u>	<u>-181.8%</u>	<u>35.3%</u>

METRO Regional Transit Authority  
Feb-17

CURRENT MONTH					YEAR TO DATE			
ACTUAL	BUDGET	LAST YEAR	BUDGET VARIANCE	FRINGE BENEFITS	ACTUAL	BUDGET	LAST YEAR	BUDGET VARIANCE
333,671	393,851	317,370	-15.3%	P E R S	658,573	761,865	629,418	-13.6%
448,263	496,175	620,363	-9.7%	HOSP-MEDICAL	1,003,691	992,350	1,098,895	1.1%
16,604	16,317	6,000	1.8%	DENTAL	31,502	32,634	17,200	-3.5%
2,261	2,304	1,876	-1.9%	LIFE-INS	4,521	4,611	3,676	-2.0%
0	833	0	0.0%	UNEMPLOYMENT	0	1,666	0	0.0%
24,317	51,988	34,349	-53.2%	W. COMPENSATION	47,376	104,934	69,641	-54.9%
12,426	4,525	8,568	174.6%	SICK LEAVE	22,307	9,050	18,744	146.5%
43,772	78,233	47,494	-44.0%	HOLIDAY PAY	214,870	206,216	207,199	4.2%
50,948	97,839	60,619	-47.9%	VACATION PAY	193,452	204,928	127,671	-5.6%
3,348	21,595	1,121	-84.5%	UNIFORM ALLOWANCE	7,365	23,190	2,209	-68.2%
750	860	727	-12.8%	OTHERS *	1,492	1,720	1,445	-13.3%
936,360	1,164,520	1,098,487	-19.6%	TOTAL FRINGE BENEFITS	2,185,149	2,343,164	2,176,098	-6.7%

\* INCLUDES PHYSICALS & TUITION ASSISTANCE



METRO REGIONAL TRANSIT AUTHORITY

Balance Sheet

February

ASSETS	2017	2016	LIABILITIES AND CAPITAL	2017	2016
<b>Current Assets:</b>					
Cash	7,322,828.00	26,555,674.38	Current Liabilities:		
Short Term Investments	11,756,755.01	0.00	Accounts Payable	272,560.02	658,424.59
Capital Fund (Restricted)	7,506,319.55	7,506,319.55	Accrued Payroll	2,566,670.80	2,286,680.42
Rainy Day Fund (Restricted)	9,048,161.53	9,038,832.47	Accrued Payroll Liabilities	195,283.33	889,808.56
			Capital Contract Payable	0.00	0.00
			Short Term Debt	0.00	0.00
			Other	361,000.87	264,325.16
Receivables:			Total Current Liabilities	3,395,515.02	4,099,238.73
Trade, Less allowance	255,658.91	226,126.85			
Federal Assistance	3,350,710.00	0.26	Other Liabilities:		
State Assistance	0.26	0.00	Long Term Debt	0.00	0.00
Sales Tax Receivable	8,341,306.39	8,152,303.63	Net Pension Liability	19,171,267.00	0.00
Material & Supplies	1,431,138.89	1,451,872.74	Deferred Inflows	336,801.00	0.00
Prepaid Expenses	3,977,568.37	2,119,168.56	Deferred Revenue	59,940.00	28,026.00
Total Current Assets	52,990,446.91	55,050,298.44	Other Estimated Liabilities	1,000.00	1,000.00
			Total Other Liabilities	19,569,008.00	29,026.00
Property, Facilities & Equipment			Capital & Accumulated Earnings:		
Construction in Progress	13,880,192.31	6,094,340.17	Capital Grant: State & Federal	44,178,450.36	47,869,573.53
Land	4,480,557.96	4,283,301.36	Accumulated Earnings	87,488,208.49	92,471,557.14
Building & Improvements	45,132,113.46	45,144,709.46	Total Grants & Accum Earnings	131,666,658.85	140,341,130.67
Transportation Equipment	74,162,083.20	67,701,662.60			
Other Equipment	8,413,410.19	8,543,029.35			
Rail right-of-way	10,653,206.00	10,653,206.00			
Rail Infrastructure	7,669,000.44	7,702,622.82			
Total	164,390,563.56	150,122,871.76			
Less allowance for depreciation	(66,251,936.79)	(60,746,809.55)			
Total	98,138,626.77	89,376,062.21			
Deferred Outflows	3,485,891.00	0.00			
Deferred Charges & Other Assets	16,217.19	43,034.75			
Total	3,502,108.19	43,034.75			
Total Assets	\$ 154,631,181.87	\$ 144,469,395.40	Total Liability and Earning	\$ 154,631,181.87	\$ 144,469,395.40

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**COMMITTEE ASSIGNMENT:  
FINANCE**

**RESOLUTION NO. 2017-08**

A resolution authorizing the disposal or transfer of certain assets owned by the METRO Regional Transit Authority.

**WHEREAS**, pursuant to the Authority's Property Disposition Procedures dated August 19, 1994, and

**WHEREAS**, the following listed items no longer have a useful life and will be advertised and disposed of:

<u>Vehicle#</u>	<u>Description</u>	<u>Vehicle#</u>	<u>Description</u>
1404	2002 - NEW FLYER	521	2010 - CHEVY ELDORADO
1407	2002 - NEW FLYER		
1412	2003 - NEW FLYER		
1413	2003 - NEW FLYER		
1414	2003 - NEW FLYER		

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Trustees of METRO Regional Transit Authority that:

1. The Executive Director/Secretary-Treasurer is hereby authorized to dispose of such items.
2. The Executive Director/Secretary-Treasurer is hereby authorized to trade in any vehicle for a similar item for a fair and reasonable price.
3. The Executive Director/Secretary-Treasurer is hereby authorized to dispose of any remaining items as established within the Authority's approved Disposition Policy.
4. All formal actions of this Board of Trustees related to this Resolution and all deliberations of the Board of Trustees and any of its committees that resulted in such formal action were in meetings open to the public in compliance with all legal requirements, including Section 121.22 of the Revised Code.

**DATE ADOPTED:** March 28, 2017

\_\_\_\_\_  
**SAUNDRA M. FOSTER,  
PRESIDENT**

\_\_\_\_\_  
**RICHARD M. ENTY,  
EXECUTIVE DIRECTOR/  
SECRETARY-TREASURER**

**COMMITTEE ASSIGNMENT:  
"\*\*\*\*\*FINANCE**

**RESOLUTION 2017-11**

A resolution authorizing the purchase of services for the radio upgrades from Motorola Solutions.

**WHEREAS**, Summit County is upgrading their radio system, and

**WHEREAS**, METRO is required to upgrade our equipment to maintain compatibility, and

**WHEREAS**, Motorola has a contract with the State of Ohio under which METRO is able to purchase the equipment (STS 573077-0-1), and

**WHEREAS**, METRO has already awarded a contract to Motorola via resolution 2016-17 for the purchase of radio consoles in the amount of \$332,579, and

**WHEREAS**, the radios need to be upgraded in two phases, beginning the first phase in April, and

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Trustees of METRO Regional Transit Authority that:

1. METRO will purchase services from Motorola Solutions in the amount of \$120,434.
2. The Executive Director/Secretary-Treasurer is authorized to execute said purchase.
3. All formal actions of this Board of Trustees related to this Resolution and all deliberations of the Board of Trustees and any of its committees that resulted in such formal action were in meetings open to the public in compliance with all legal requirements, including Section 121.22 of the Revised Code.

**DATE ADOPTED:** March 28, 2017

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**SAUNDRA M. FOSTER,  
PRESIDENT**

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**RICHARD M. ENTY,  
EXECUTIVE DIRECTOR/  
SECRETARY-TREASURER**

# Marketing & Service Planning Committee

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**February 2017  
Performance Reports  
Combined Service**

**Current Month**

**Year to Date**

2017      2016      Percentage  
                         Changed

2017      2016      Percentage  
                         Changed

**Service Day Data**

2017	2016	Percentage Changed		2017	2016	Percentage Changed
20	21	-4.76%	Weekdays Operated	42	41	2.44%
4	4	0.00%	Saturdays Operated	8	9	-11.11%
4	4	0.00%	Sundays Operated	9	9	0.00%

**Passenger Data**

2017	2016	Percentage Changed		2017	2016	Percentage Changed
426,814	416,782	2.41%	Total Passengers	833,170	808,495	3.05%
18,605	17,307	7.50%	Average Weekday Passengers	17,343	16,898	2.63%
8,009	7,723	3.71%	Average Saturday Passengers	7,611	7,561	0.66%
4,274	4,143	3.16%	Average Sunday Passengers	3,615	3,923	-7.83%

**Service Level Data**

2017	2016	Percentage Changed		2017	2016	Percentage Changed
529,647	545,948	-2.99%	Total Vehicle Miles	1,047,868	1,068,934	-1.97%
449,088	467,882	-4.02%	Total Vehicle Revenue Miles	930,707	916,029	1.60%
0.95	0.89	6.69%	Average Passengers per Vehicle Revenue Mile	0.90	0.88	1.43%
38,696	36,342	6.48%	Total Vehicle Hours	81,436	71,793	13.43%
34,751	36,101	-3.74%	Total Vehicle Revenue Hours	71,824	70,819	1.42%
12.28	11.54	6.39%	Average Passengers per Vehicle Revenue Hour	11.60	11.42	1.61%

**Financial Data**

2017	2016	Percentage Changed		2017	2016	Percentage Changed
\$185,374	\$212,699	-12.85%	Cash Fares	\$383,859	\$395,275	-2.89%
\$122,987	\$162,516	-24.32%	Ticket and Pass Revenue	\$266,988	\$284,551	-6.17%
\$69,057	\$65,680	5.14%	Other Fare Related Revenue	\$176,772	\$138,802	27.36%
10.7%	12.0%	-10.95%	Percentage Total Farebox Recovery	10.8%	11.0%	-2.34%
\$7.88	\$7.86	0.15%	Average Cost per Vehicle Revenue Mile	\$8.26	\$8.11	1.89%
\$101.78	\$101.92	-0.14%	Average Cost per Vehicle Revenue Hour	\$107.08	\$104.91	2.07%
\$8.29	\$8.83	-6.13%	Average Cost per Passenger	\$9.23	\$9.19	0.46%

**Safety Data**

2017	2016	Percentage Changed		2017	2016	Percentage Changed
7	3	133.33%	Preventable Accidents	11	8	37.50%
7	6	16.67%	Nonpreventable Accidents	10	9	11.11%
14	9	55.56%	Total Accidents	21	17	23.53%

**February 2017  
Performance Reports  
SCAT/ADA Paratransit Service**

Current Month			Year to Date			
2017	2016	Percentage Changed	2017	2016	Percentage Changed	
<b>Service Day Data</b>						
20	21	-4.76%	Weekdays Operated	42	41	2.44%
4	4	0.00%	Saturdays Operated	8	9	-11.11%
4	4	0.00%	Sundays Operated	9	9	0.00%

<b>Passenger Data</b>						
21,362	22,672	-5.78%	Total Passengers	42,749	43,286	-1.24%
763	782	-2.41%	Average Passengers per Day	725	734	-1.24%
87.5	79.5	10.06%	Average Saturday ADA Passengers	84.4	72.4	16.47%
40.5	16.3	149.23%	Average Sunday ADA Passengers	32.3	27.7	16.87%
55.4	56.0	-1.21%	Average Total ADA Passengers	52.8	52.2	1.20%
5,762	5,689	1.28%	Total Purchased Transportation Pass.	11,418	10,863	5.11%

<b>Service Level Data</b>						
114,835	126,922	-9.52%	Total METRO Vehicle Miles	229,332	240,999	-4.84%
39,420	37,939	3.90%	Total Purchased Trans. Vehicle Miles	78,528	72,438	8.41%
154,255	164,861	-6.43%	Total Vehicle Miles	307,860	313,437	-1.78%
128,262	140,145	-8.48%	Total Revenue Miles	256,133	266,567	-3.91%
0.17	0.16	2.95%	Average Pass. per Revenue Vehicle Mile	0.17	0.16	2.78%
11,770	11,930	-1.34%	Total Vehicle Hours	23,575	22,626	4.19%
9,510	9,949	-4.41%	Total Vehicle Revenue Hours	18,668	18,904	-1.25%
2.2	2.3	-1.43%	Average Pass. per Vehicle Revenue Hour	2.3	2.3	0.01%
93%	93%	0.00%	On-time Performance - METRO	93%	94%	-0.53%
94%	94%	0.00%	On-time Performance - Purchased Transportation	94%	94%	0.00%

<b>Financial Data</b>						
\$41,736	\$51,750	-19.35%	Cash Fares	\$87,874	\$93,021	-5.53%
\$3,411	\$3,152	8.22%	Ticket and Pass Revenue	\$9,381	\$5,290	77.33%
\$62,026	\$47,533	30.49%	Other Fare Related Revenue	\$123,341	\$103,108	19.62%
15.7%	14.1%	11.55%	Percentage Total Farebox Recovery	15.5%	14.2%	9.19%
\$5.98	\$5.71	4.73%	Average Cost per Vehicle Revenue Mile - METRO	\$6.33	\$5.90	7.40%
\$3.79	\$3.75	1.18%	Average Cost per Vehicle Revenue Mile - Purchased Transportation	\$3.77	\$1.40	169.21%
\$79.43	\$78.27	1.49%	Average Cost per Vehicle Revenue Hour - METRO	\$84.47	\$81.44	3.72%
\$52.96	\$57.02	-7.12%	Average Cost per Vehicle Revenue Hour - Purchased Transportation	\$55.30	\$56.07	-1.36%
\$34.04	\$34.35	-0.90%	Average Cost per Passenger - METRO	\$35.91	\$35.31	1.69%
\$25.96	\$25.01	3.79%	Average Cost per Passenger - Purchased Transportation	\$25.91	\$25.01	3.61%
2.0	2.8	-28.57%	Average Small Bus Age	2.0	2.4	-16.67%

<b>Safety Data</b>						
1	1	0.00%	Preventable Accidents	1	2	-50.00%
2	1	100.00%	Nonpreventable Accidents	3	2	50.00%
3	2	50.00%	Total Accidents	4	4	0.00%



**February 2017  
Performance Reports  
Line Service**

**Current Month**

**Year to Date**

2017	2016	Percentage Changed		2017	2016	Percentage Changed
<b>Service Day Data</b>						
20	21	-4.76%	Weekdays Operated	42	41	2.44%
4	4	0.00%	Saturdays Operated	8	9	-11.11%
4	4	0.00%	Sundays Operated	9	9	0.00%

2017	2016	Percentage Changed		2017	2016	Percentage Changed
<b>Passenger Data</b>						
405,452	394,110	2.88%	Total Passengers	790,421	765,209	3.29%
17,842	16,525	7.97%	Average Weekday Passengers	16,618	16,165	2.80%
7,922	7,643	3.64%	Average Saturday Passengers	7,527	7,489	0.51%
4,233	4,127	2.58%	Average Sunday Passengers	3,583	3,895	-8.01%

2017	2016	Percentage Changed		2017	2016	Percentage Changed
<b>Service Level Data</b>						
375,392	381,087	-1.49%	Total Vehicle Miles	740,008	755,497	-2.05%
320,826	327,737	-2.11%	Total Vehicle Revenue Miles	674,574	649,462	3.87%
320,954	327,967	-2.14%	Total Scheduled Vehicle Revenue Miles	675,092	649,918	3.87%
1.26	1.20	5.05%	Average Passenger per Revenue Vehicle Mile	1.17	1.18	-0.55%
26,926	24,412	10.30%	Total Vehicle Hours	57,861	49,167	17.68%
25,241	26,152	-3.49%	Total Vehicle Revenue Hours	53,156	51,915	2.39%
25,241	26,152	-3.49%	Total Scheduled Vehicle Revenue Hours	53,156	51,915	2.39%
16.1	15.1	6.59%	Average Passenger per Vehicle Revenue Hour	14.9	14.7	0.88%
76%	87%	-12.64%	On-time Performance	77%	87%	-11.72%

2017	2016	Percentage Changed		2017	2016	Percentage Changed
<b>Financial Data</b>						
\$143,638	\$160,949	-10.76%	Cash Fares	\$295,985	\$302,254	-2.07%
\$119,576	\$159,364	-24.97%	Ticket and Pass Revenue	\$257,607	\$279,261	-7.75%
\$7,030	\$18,147	-61.26%	Other Fare Related Revenue	\$53,431	\$35,694	49.69%
9.5%	11.5%	-17.43%	Percentage Total FareBox Recovery	9.7%	10.3%	-5.69%
\$8.90	\$9.01	-1.19%	Average Cost per Vehicle Revenue Mile	\$9.30	\$9.26	0.40%
\$113.16	\$112.94	0.19%	Average Cost per Vehicle Revenue Hour	\$117.96	\$115.82	1.85%
\$7.04	\$7.49	-6.01%	Average Cost per Passenger	\$7.93	\$7.86	0.95%
4.3	4.8	-10.42%	Average Big Bus Age	4.3	4.6	-5.49%

2017	2016	Percentage Changed		2017	2016	Percentage Changed
<b>Safety Data</b>						
6	2	200.00%	Preventable Accidents	10	6	66.67%
5	5	0.00%	Nonpreventable Accidents	7	7	0.00%
11	7	57.14%	Total Accidents	17	13	30.77%

**February 2017**

**Line Service Categories**

Current Month

Year to Date

Current Month		Percentage Changed		Year to Date		Percentage Changed
2017	2016			2017	2016	
<b>URBAN (1 - 34)</b>						
356,658	356,977	-0.09%	Total Monthly Passengers	698,084	698,885	-0.11%
28	29	-3.45%	Service Days	59	59	0.00%
12,737.8	12,309.6	3.48%	Average Daily Passengers	11,831.9	11,845.5	-0.11%
19.7	18.9	4.55%	Passengers per Vehicle Hour	18.4	18.5	-0.67%
1.7	1.7	4.68%	Passengers per Vehicle Mile	1.6	1.6	-0.52%
\$5.44	\$5.59	-2.74%	Total Operating Cost Per Passenger	\$6.08	\$5.81	4.64%
<b>SUBURBAN (101-104, 110)</b>						
12,017	12,180	-1.34%	Total Monthly Passengers	23,904	22,760	5.03%
20	21	-4.76%	Service Days	42	41	2.44%
600.9	580.0	3.60%	Average Daily Passengers	569.1	555.1	2.52%
5.12	4.98	2.86%	Passengers per Vehicle Hour	4.85	4.77	1.80%
0.21	0.20	2.83%	Passengers per Vehicle Mile	0.20	0.20	1.77%
\$24.03	\$24.93	-3.60%	Total Operating Cost Per Passenger	\$27.39	\$27.34	0.18%
<b>EXPRESS (60 &amp; 61)</b>						
8,053	8,757	-8.04%	Total Monthly Passengers	16,113	16,812	-4.16%
20	21	-4.76%	Service Days	42	41	2.44%
402.7	417.0	-3.43%	Average Daily Passengers	383.6	410.0	-6.44%
9.4	9.7	-3.25%	Passengers per Vehicle Hour	8.9	9.5	-6.26%
0.4	0.4	-4.01%	Passengers per Vehicle Mile	0.4	0.4	-6.99%
\$15.43	\$14.72	4.88%	Total Operating Cost Per Passenger	\$17.30	\$15.71	10.11%
<b>CIRCULATOR (50, 51, 53, &amp; 59)</b>						
6,707	6,984	-3.97%	Total Monthly Passengers	13,243	12,803	3.44%
28	29	-3.45%	Service Days	59	59	0.00%
239.5	240.8	-0.54%	Average Daily Passengers	224.5	217.0	3.46%
4.2	4.3	-1.78%	Passengers per Vehicle Hour	4.0	4.0	0.91%
0.3	0.3	0.87%	Passengers per Vehicle Mile	0.3	0.3	2.12%
\$44.34	\$27.66	60.29%	Total Operating Cost Per Passenger	\$48.59	\$30.64	58.58%
<b>DASH (54)</b>						
12,187	N/A	N/A	Total Monthly Passengers	20,425	N/A	N/A
20	N/A	N/A	Service Days	42	N/A	N/A
609.4	N/A	N/A	Average Daily Passengers	486.3	N/A	N/A
10.2	N/A	N/A	Passengers per Vehicle Hour	8.1	N/A	N/A
1.9	N/A	N/A	Passengers per Vehicle Mile	1.5	N/A	N/A
\$9.29*	N/A	N/A	Total Operating Cost Per Passenger	\$11.09	N/A	N/A
<b>GROCERY (91 - 95)</b>						
1,612	1,766	-8.72%	Total Monthly Passengers	3,241	3,520	-7.93%
20	21	-4.76%	Service Days	42	41	2.44%
80.6	84.1	-4.16%	Average Daily Passengers	77.2	85.9	-10.13%
5.4	1.2	332.80%	Passengers per Vehicle Hour	5.2	1.2	317.16%
0.9	1.3	-26.00%	Passengers per Vehicle Mile	1.0	1.3	-26.83%
\$51.83	\$47.33	9.51%	Total Operating Cost Per Passenger	\$55.38	\$46.93	18.01%
<b>Sunday Line Service</b>						
16,932	16,506	2.58%	Total Monthly Passengers	32,248	35,055	-8.01%
4	4	0.00%	Service Days	9	9	0.00%
4,233.0	4,126.5	2.58%	Average Daily Passengers	3,583.1	3,895.0	-8.01%
13.7	13.4	2.07%	Passengers per Vehicle Hour	11.4	12.7	-9.58%
1.2	1.2	3.31%	Passengers per Vehicle Mile	1.0	1.1	-7.30%
\$6.76*	\$6.70*	0.87%	Total Operating Cost Per Passenger	\$9.02	\$8.25	9.34%
<b>Saturday Line Service</b>						
31,686	30,573	3.64%	Total Monthly Passengers	60,212	67,398	-10.66%
4	4	0.00%	Service Days	8	9	-11.11%
7,921.5	7,643.3	3.64%	Average Daily Passengers	7,526.5	7,488.7	0.50%
17.2	16.9	1.88%	Passengers per Vehicle Hour	16.3	16.5	-1.19%
1.5	1.4	2.79%	Passengers per Vehicle Mile	1.41	1.40	0.37%
\$5.32*	\$5.44*	-2.23%	Total Operating Cost Per Passenger	\$6.16	\$6.45	-4.49%
<b>Call-A-Bus</b>						
143	165	-13.33%	Total Monthly Passengers	282	322	-12.42%
<b>U of A ZipCard</b>						
20,115	20,127	-0.06%	Total Monthly Passengers	39,077	38,203	2.29%



2017 MONTHLY RIDERSHIP BY ROUTE

Route#	Description	JAN	FEB	% Change	Feb-16	MAR	APR	MAY	JUNE	JUL	AUG	SEP	OCT	NOV	DEC
1	West Market	41,403	41,405	-8.3%	45,150										
2	Arlington	36,141	39,877	-4.4%	41,692										
3	Copley Rd/Hawkins	21,322	22,717	1.0%	22,495										
4	Delia/N Hawkins	9,779	10,858	2.3%	10,609										
5	East Market/Eliet	6,163	6,314	-9.1%	6,949										
6	East Market/Lakemore	17,014	17,861	1.7%	17,558										
7	Cuyahoga Falls Ave	13,143	14,127	4.5%	13,514										
8	Kenmore/Barberton	21,588	22,040	4.4%	21,120										
9	Wooster/East Ave	11,535	12,318	-5.0%	12,964										
10	Howard/Portage Trail	19,389	20,061	-3.3%	20,750										
11	South Akron	2,108	2,358	20.1%	1,964										
12	Tallmadge Hill	14,345	14,518	4.0%	13,957										
13	Grant/Firestone Park	14,747	15,225	-0.2%	15,257										
14	Euclid/Barberton XP	21,167	22,285	8.6%	20,519										
17	Brown/Inman	16,855	16,947	-3.6%	17,588										
18	Thornton/Manchester	13,747	14,025	-8.7%	15,360										
19	Eastland	15,171	16,048	8.0%	14,853										
21	South Main	2,583	2,482	98.6%	1,250										
24	Lakeshore	4,376	5,234	21.1%	4,321										
26	W Exchange/White Pond	5,599	6,178	-5.6%	6,545										
28	Merriman Valley	4,471	4,434	22.3%	3,626										
30	Goodyear/Darrow	10,208	10,478	5.3%	9,946										
33	State Rd/Wyoga Lake	4,663	4,362	-1.1%	4,412										
34	Cascade Village/Uhler	13,909	14,506	-0.5%	14,578										
50	Montrose Circulator	2,093	2,038	-0.6%	2,051										
51	Stow Circulator	1,360	1,275	-14.6%	1,493										
53	Portage/Graham	1,815	2,214	6.1%	2,087										
54	DASH Circulator	8,238	12,187	N/A	-										
59	Chapel Hill Circulator	1,268	1,180	-12.8%	1,353										
60	NCX Chapel Hill/Cleveland	1,412	1,364	-25.5%	1,830										
61	NCX Montrose/Cleveland	6,648	6,689	-3.4%	6,927										
101	Richfield/Bath	1,309	1,331	-14.2%	1,552										
102	Northfield Express	2,771	2,970	-1.9%	3,028										
103	Stow/Hudson	2,911	2,791	3.9%	2,685										
104	Twinsburg Creekside	2,693	2,820	9.6%	2,573										
110	Green/Springfield	2,203	2,105	-10.1%	2,342										
TOTAL:		376,147	395,622	2.8%	384,898										

# Rail Operations Committee

TO: Sandra M. Foster, President and all other Board Members  
Richard M. Enty, Executive Director/Secretary-Treasurer

FROM: Valerie Shea, Director of Planning & Development

DATE: March 22, 2017

RE: RAIL ASSET MANAGEMENT REPORT UPDATE

A draft of the **Rail Asset Management Report**, prepared by Bergmann & Associates and R L Banks, is contained in this packet.

The report meets all of the study goals established in March 2016 and provides a full and comprehensive analysis of all METRO rail assets, their income and liquidation values, and the institutional and economic environment of METRO rail operations and holdings.

Study goals were to provide:

1. An historical review of plans, documents, and financial data for METRO rail properties;
2. An engineering inventory and assessment of existing assets;
3. A complete financial evaluation of assets, including liquidation values and costs;
4. Asset management alternatives and implementation considerations, including financial, technical, political, administrative, and legal factors;
5. A report on alternatives with recommendations, including ownership and uses, governing/management structures, administrative details, and legal requirements.

The draft report is being provided to the Board for review and feedback. The main body of the document is included in the packet; the full 157 page report with appendices will be made available on METRO's website: <http://www.akronmetro.org/transit-planning.aspx>.

METRO staff has not had the opportunity to have an in depth discussion of the findings of the report with the authors, nor with external stakeholders who have an interest in METRO's rail assets. Staff will come back to the Board with a recommendation on potential future options for these assets at a later date once appropriate feedback has been received.

DRAFT

# RAIL ASSET MANAGEMENT REPORT



PO #98645.25

March 21, 2017

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Prepared by:

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## Executive Summary

The Akron METRO Regional Transit Authority has engaged the services of Bergmann Associates and R.L. Banks & Associates to analyze the current state of affairs of METRO owned rail assets as well as to investigate potential future options for these assets. This task was undertaken to build off the recommendations of the 2012 *Rail Freight System Study* and to help METRO understand the financial implications of pursuing these recommendations, as well as exploring new ownership and management options. This report is meant to inform and guide METRO in its decision making process, not provide recommendations for their management.

This *Rail Asset Management Report* provides a comprehensive summary of the many pieces of this management puzzle. Many subtasks and reports were created to aid in the research; primarily focusing on the current and projected financial state of METRO owned rail assets, as well as exploring alternative and similar rail management styles. A summary of these reports, as well as the studies performed in 2012, are provided in the second chapter. This report also relies on various studies performed to assess how growth and change will occur in Northeastern Ohio as a community.

After summarizing the various related studies, this report delves into the four ownership options that METRO is interested in exploring: 1) Retaining rail assets; 2) leasing rail assets; 3) selling rail assets and 4) transferring ownership of rail assets. This analysis provides benefits and challenges of each option based on the various studies and reports. Again, at the request of METRO no recommendations are made as to which option is best.

Lastly, a discussion of the various ownership and management options that METRO could employ is provided. This includes a comparison of the current management of METRO's freight

operations to similar rail operations in the country. It also further discusses options for leasing the rail assets to an outside management company.



All of these components combined should provide METRO with valuable information when deciding the future of their rail assets. This report aims to help METRO determine a financially responsible course of action that allows the agency to continue providing high-quality service to customers and meet its long-term goals.

## Chapter 1: Introduction

### Report Purpose

The Akron METRO Regional Transit Authority is a public transit agency serving the metropolitan Akron, OH area. METRO owns three railroad corridors in the region, two of which are currently out of service, with the third fully active. The total holdings include roughly 41 miles of rail rights of way in both Stark and Summit Counties. These lines are the Akron Secondary Line, the Sandyville Line, and the Freedom Secondary Line (see Map 1). Bergmann Associates, in association with R.L. Banks Associates performed a number of studies to assess the future options that METRO has with their owned railroad assets. These studies include:

- An assessment of the Net Liquidation Value (NLV) of the railways
- A study into the value of the real estate that METRO owns
- A Going Concern Valuation
- A comparison of METRO's ownership to similar publically owned and managed rails
- A study of the financial feasibility of rail asset management
- A study into applicable Federal Transit Administration (FTA) and Federal Railroad Administration (FRA) requirements

This report will refer to these studies, as well as a multitude of existing studies and reports, to address the four options that METRO is interested in investigating:

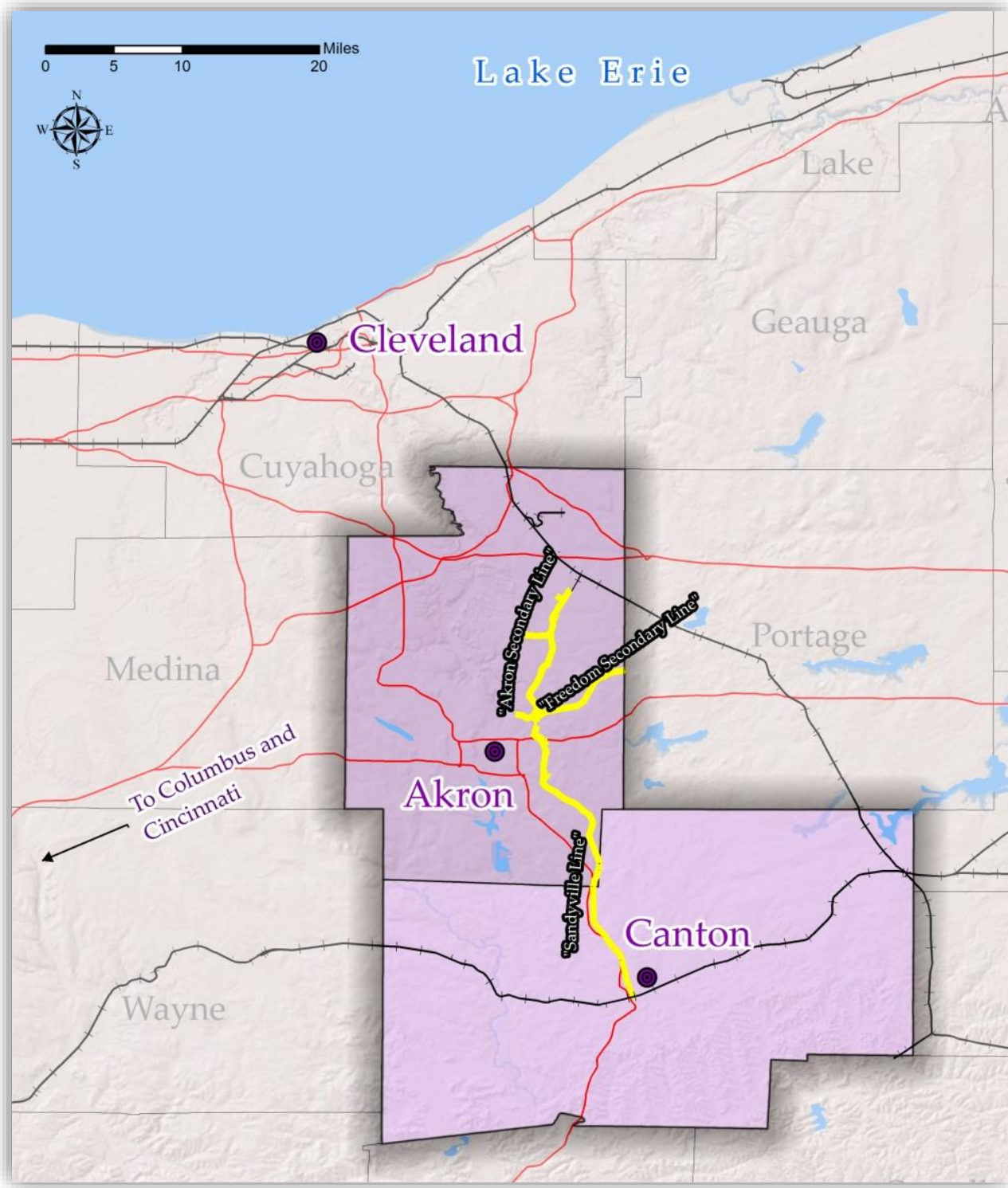
1. Retaining ownership of railroad assets
2. Leasing operation of the railroads
3. Selling all railroad assets
4. Transferring ownership of railroad assets to another entity

### Referenced Material

In 2011, METRO initiated a study with Bergmann Associates on the movement of rail freight within the region to investigate how METRO could contribute to the success of the regional economy. This study, the *Rail Freight System Study*, assessed the current state of all METRO owned railroads, the current use of rail for freight movement in the study area, as well as projected future need for rail use in the study area. Bergmann Associates also performed an analysis of potential rehabilitation efforts for the Sandyville line as well as provided recommendations for necessary repairs to reactivate the Akron Secondary line.

This report will also reference the historical activity of each line as well as the METRO Transit Master Plan. The following studies and plans from other organizations are also referenced:

- The Northeast Ohio Commuter Rail Feasibility Study (NEORail)
- The Canton-Akron-Cleveland Major Investment Study
- The Vibrant NEO 2040 Plan
- The AMATS 2030 Regional Transportation Plan



Map 1: Study Area

## Chapter 2: Summary of Rail Study Results

### METRO Rail Freight System Study

Akron METRO initiated the *METRO Rail Freight System Study* in early 2011 in order to evaluate the movement of rail freight within the METRO region. The aim was to gain a clearer understanding of how METRO could better contribute to the regional economy, as there is a strong link between freight facilities and services to regional competitiveness and quality of life. The final *Rail Freight System Study* provided a comprehensive analysis of the regional freight rail network in which METRO operates. It included a broad inventory of the existing freight transportation network in and around the study area, examined the socioeconomic fabric of the region, and included a market analysis of the economic development potential of increased rail use that may result from investment in the current rail freight network in Stark and Summit counties.

The findings of the *Rail Freight System Study* indicated that not only would METRO investments in its rail holdings for freight development have a significant impact on supporting the regional economy, it was also likely that METRO would realize a positive net return on those investments over the long-term. The positive factors influencing the potential for growth include:

- A skilled and innovative labor force, including many with prior experience in the rail industry, in Summit and Stark counties
- The existing rail network is wholly-owned by a single entity with connections to two Class 1 railroads
- Six (6) Freight Activity Centers (FACs) were found in the study area with a high degree of development potential
- Growing demand in the Utica Shale drilling industry which could in turn require more use of railroads for freight transport
- The location quotient (concentration of employment in particular industries) is very high for many manufacturing industries in the study area as compared to the national average.

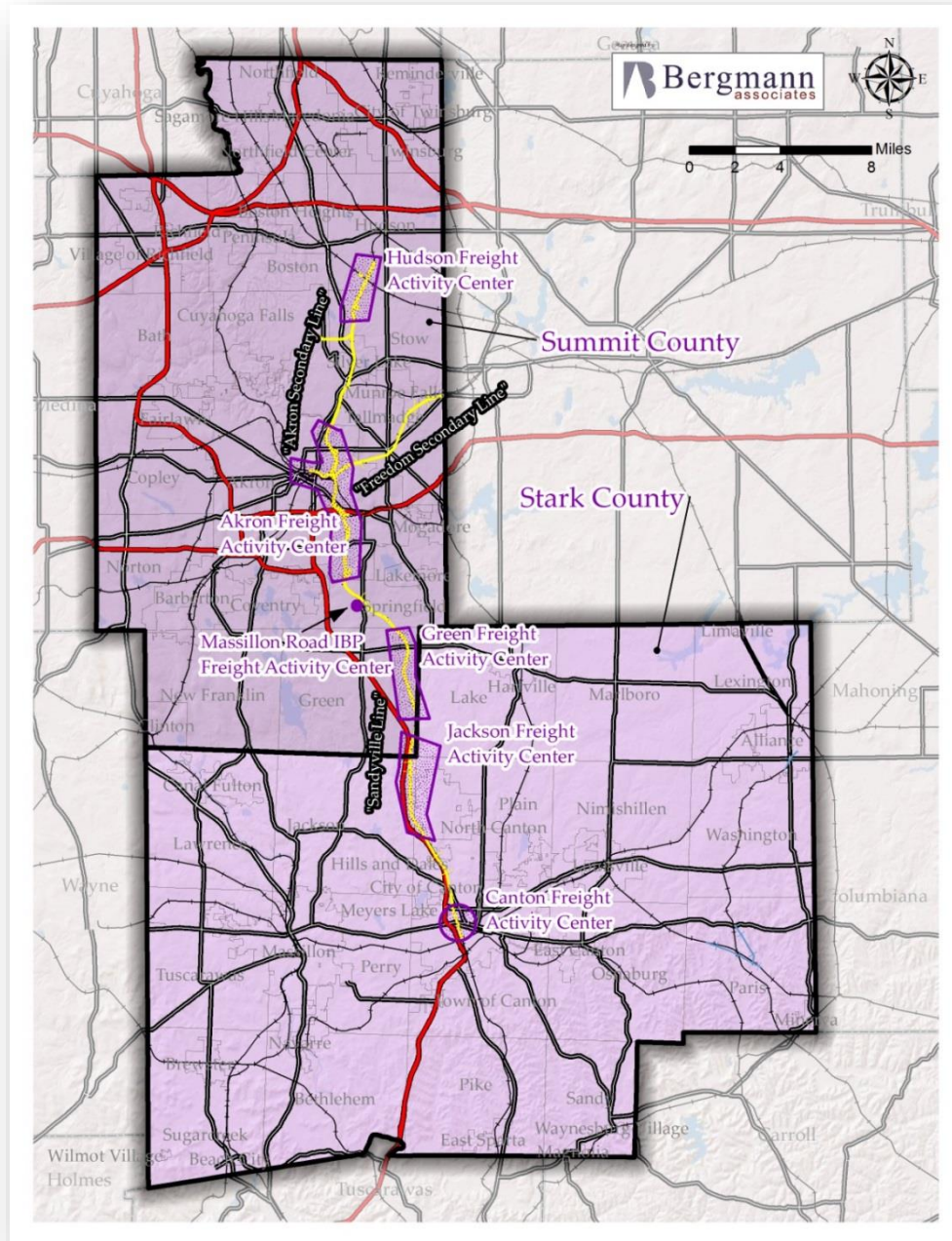
While the above indicators show that there is in fact a large potential for growth in the area based on increased rail freight availability, the study also outlined a number of issues and challenges to address before growth could occur. The study also prioritized a number of key investments, listed below:

- Highest Priority Investments:
  - Develop a strategy and administrative capacity to manage all aspects of freight rail operations, infrastructure maintenance and economic development
  - Establish a task force to help preserve, promote and coordinate regional rail development activities
  - Plan, design and construct a transload facility at the Hudson Freight Activity Center
- High Priority Investments:
  - Repair and/or replace bridges along the Sandyville Line



- Work with the City of Akron to maintain rail viability at the Massillon Road Industrial Park
- Restructure policy to allow METRO to make long-term agreements
- Develop a strategy to participate in the emerging Utica Shale gas industry
- Develop mapping inventory of all METRO-owned properties and rights-of-way

This study plays an important role in assessing the future options for METRO and is intended to help develop the benefits and challenges associated with each option that METRO is considering.



**Map 2: FACs Identified in METRO Rail Freight System Study**

## Sandyville Line Rehabilitation Program

METRO tasked Bergmann Associates to provide an evaluation and report on the existing conditions of the track structure of the Sandyville line in 2010. At the time, the Cuyahoga Valley Scenic Railroad offered passenger rail service on the Sandyville line. This program has since be retired. Wheeling and Lake Erie (WLE) operated freight traffic between MP 16 and 25.3 and Akron Barberton Cluster Railway (ABC) operated from MP 40 to MP 33.55. This accounted for approximately five freight cars per week. The Federal Railroad Administration (FRA) had provided citations to METRO on the state of Sandyville line and increased scrutiny from the FRA was expected.

Bergmann Associates recommended a number of repairs to upgrade the Sandyville line from a FRA Class 1 railroad to a FRA Class 2. These repairs included line and surface, placing additional ballast, tie replacement, replacement of missing and damaged tie plates, curve patch and vegetation control. In its current state, the Sandyville line will require increased yearly maintenance and downgrade to a FRA Class 1 line is possible. As a FRA Class 1 line, less yearly maintenance would be required. Although the initial estimates for initial repairs were high at \$4,242,260, estimations of maintenance of the line on a yearly basis ended up at approximately \$10,000 per mile. Without these repairs, the cost to METRO could increase substantially over time.

Additionally, Bergmann Associates provided recommendations for future project not associated with typical track maintenance to improve the state of the Sandyville line. For a full breakdown of repair recommendations and cost estimates, refer to the *Sandyville Line Rehabilitation Program* report.



Bridge 431 looking south towards Case Avenue along the Sandyville Line



## Akron Secondary Reactivation Program

Bergmann Associates also evaluated and reported on the existing conditions of the Akron Secondary line and recommend appropriate rehabilitation work necessary to reactivate the line between MP 1.49 (Barlow Road) and MP 2.94 (Seasons Road). Previously owned by Conrail, this line was abandoned in 1991 and has been inactive since. At the time of finalization of this report, there was interest in reactivating the line to facilitate freight movement for the Hudson Industrial Complex. This would be an added source of revenue for METRO.

Although heavily covered in thick brush in places due to the length of its inactive state, the rail itself is in mostly good condition with the exception of some curve wear just south of Barlow Road. Necessary repairs would include completion of clearing of brush and vegetation, replacement of 468' of rail for the curve patch, replacement of 75% of ties, and line and surface. Bergmann Associates also recommended additional inspection of the rails, assessment of the state of the bridge over Powers Creek and a hydraulic study of a flooding pipe culvert. A project to assess the Powers Creek Bridge is currently underway. With these repairs, it was assumed that the line could maintain FRA Class 2 status. The estimated cost of the rail rehabilitation totaled at \$1,411,928, with an additional estimate of \$150,000 for the additional recommendations and permitting. For a full breakdown of repair recommendations and cost estimates, refer to the *Akron Secondary Reactivation Program* report.



View northeast of the existing railroad bridge over Powers Creek on the Akron Secondary Line



## Net Liquidation Valuation of Akron METRO- Owned Rail Assets

R.L. Banks & Associates, Inc. (RLBA) was retained by Bergmann Associates to prepare the *Net Liquidation Valuation of Akron METRO-Owned Rail Assets* report in January 2017. The three corridors were assessed as summarized below:

- *The Sandyville Line:* A 24.14- mile corridor, extending south between Milepost 40.34 (Howard Street) in Akron, OH and Milepost 16.20 (Marion Street) in Canton, OH. This corridor was valued in three separate segments: 1) North (active); 2) Middle (inactive) and 3) South (active). The Akron Barberton Cluster Railway (ABC), a subsidiary of Wheeling & Lake Erie Railway (WLE), currently leases and operates the North segment, while WLE leases and operates the South segment. The Middle segment is currently inactive but maintained by METRO. The entirety of the 24.14- mile corridor that was inspected had track installed on it. ***(Of note, at the time of the NLV inspection, the middle segment was inactive but since that time has been reactivated and is currently in active freight use.)***
- *The Akron Secondary:* A 10.04- mile corridor, extending south between Milepost 1.45 (Barlow Road) in Hudson, OH and Milepost 11.49 (Arlington Street) in Akron, OH. This corridor was valued in two separate segments: 1) North (inactive) and 2) South (inactive). This line has been inactive over such an extended period that thick vegetation covers much of the existing track structure. While the corridor extends 10.04 miles, the physical track structure ends at approximately Milepost 8.0. As such, while the South (Inactive) segment extends between Milepost 4.58 and 11.49, only 3.49 miles of track and associated material were observed and valued
- *The Freedom Secondary:* A 9.33-mile corridor, extending south between Milepost 192.51 (Mogadore Road) in Kent, OH and Milepost 201.84 (Mill Street) in Akron, OH. This corridor was valued as a single segment. This line has been inactive over such an extended period that thick vegetation covers much of the existing track structure. Additionally, a paved recreational trail is present adjacent to the rail over a significant portion of the corridor. While the corridor extends 9.33 miles, the physical track structure ends at approximately Milepost 201.30. Additionally, the inspector observed that approximately 0.25 miles of track and associated material had been removed between Milepost 200.40 and Milepost 200.65. As such, while the Freedom Secondary extends between Milepost 192.51 and 201.84, only 8.54 miles of track and associated material were observed along the corridor.

The report determined the Net Liquidation Value (NLV) of track assets in the subject property as of January 3, 2017, based on findings recorded during a physical inspection of the assets that occurred December 4-9, 2016. The valuation included the value of railroad rail, turnout, other track material (OTM), including joint bars, anchors, tie plates and spikes as well as ties and ballast. Additionally, the report discussed the factors that influenced these values.

The NLV of all combined corridors is \$8,826,000. Desktop application of the current market prices of the physical inventory inspected was used to determine this price. The breakdown of the NLV per segment is in Table 1.

**Table 1: NLV Segment Summary**

Sandyville Line - North (Active) Segment	\$1,953,000
Sandyville Line - Middle (Inactive) Segment	\$2,074,000
Sandyville Line – South (Active) Segment	\$2,672,000
<b>Sandyville Line</b>	<b>\$6,699,000</b>
Akron Secondary – North (Inactive) Segment	\$561,000
Akron Secondary – South (Inactive) Segment	\$472,000
<b>Akron Secondary</b>	<b>\$1,033,000</b>
<b>Freedom Secondary</b>	<b>\$1,094,000</b>
<b>Grand Total</b>	<b>\$8,826,000</b>

Please note that this section of the report was finalized before the reactivation of the middle segment of the Sandyville line. The *Net Liquidation Valuation of Akron Metro- Owned Rail Assets Report* contains the fully detailed summary of results of this study and can be found in Appendix A.



**View of Akron Secondary showing Ballast fouled with vegetation around MP 4.2**

## Real Estate Valuation of METRO-owned Assets

The NLV of all real property that METRO owns in all three of the rail corridors was assessed. The assessment focuses on the use of the land in each corridor as no buildings were found that appeared to be METRO owned. The evaluation was performed separately on each line, and each rail was further divided into segments based on the highest and best use of the surrounding land. The Across-the-Fence (ATF) value and liquidation value of each segment was calculated.

Through this assessment, the highest and best use of all rail lines and subject properties is recommended be net liquidation. As the property is special use and railroads are rarely for sale, the assessor used the highest and best use of the adjacent properties to prepare price estimates. They have also assumed that due to the special nature of the rail corridor, the only options to liquidating to the adjoining property owners or to a real estate speculator. The limited nature of potential buyers does put the seller, METRO, at a disadvantage and will most likely require steep discounts to the buyer. The summary of each segment follows in Table 2.

**Table 2: Real Estate Valuations for METRO Owned Assets**

	EXTENTS	LENGTH (MILES)	LENGTH ADJACENT TO TRAIL (MILES)	AREA (ACRES)	HIGHEST AND BEST USE	ATF VALUE, NO TRAIL (\$/ACRE)	ATF VALUE, WITH TRAIL (\$/ACRE)	ATF TOTAL	LIQUIDATION VALUE (20% ATF)
<b>SANDYVILLE LINE- NORTH SEGMENT</b>	MP 35.55 to MP 40.34	6.79	-	69.272	Industrial	\$30,000	-	\$2,100,000	\$420,000
<b>SANDYVILLE LINE- MIDDLE SEGMENT</b>	MP 25.5 to MP 35.55	8.08	-	60.390	Agriculture, forestry	\$6,100	-	\$368,000	\$72,000
<b>SANDYVILLE LINE- SOUTH SEGMENT</b>	MP 16.39 to MP 25.5	9.16	1.3	71.292	Industrial	\$15,000	\$1,500	\$204,000	\$48,000
<b>AKRON SECONDARY- NORTH SEGMENT</b>	MP 1.45 to MP 4.58	3.13	-	25.04	Industrial	\$30,000	-	\$751,000	\$150,000
<b>AKRON SECONDARY- SOUTH</b>	MP 4.58 to MP 11.49	6.91	-	62.724	Industrial	\$30,000	-	\$1,882,000	\$376,000
<b>FREEDOM SECONDARY</b>	MP 192.51 to MP 201.84	9.33	6.29	113.79	Industrial	\$30,000	\$3,000	\$1,235,000	\$250,000

With these estimations, the total NLV of the Sandyville, Akron Secondary, and Freedom Secondary lines are \$540,000, \$526,000, and \$250,000 respectively. The total NLV of all lines is therefore \$1,316,000. For a complete discussion on the real estate valuation, please refer to Appendix B.

### **Going Concern Valuation**

RLBA assessed the operations for a going concern valuation of the rail lines owned by METRO and concluded that none of the rail lines constituted a going concern. The only line that could be a going concern is the Sandyville Line, which is the only operational line. The rule of thumb for a rail line to be considered viable is having at least 30 cars per mile per year. The north end of the Sandyville line averaged 98 cars per year in the five years prior to 2016. Averaged over the 6.79 miles that are operational, this equates to 14.4 cars originating or terminating on this line per mile. This segment is therefore not a going concern. The south end of the Sandyville Line averaged a higher yield of 234 loads per year in the past five years. However, when averaged over the 9.3 miles that are operational, this equates to only 25.2 cars originating or terminating on this line per mile. As this is under 30 cars per year per mile, this end is also not a going concern.

With METRO's reactivation of the middle segment of the Sandyville line, the reliability of service could be improved and lower prices for customers may be seen. While this is beneficial, it has added to the mileage that will need to be maintained. This also increases the mileage that is used to calculate the annual loads per mile metric, which if using the current load trends of 332 loads per over the new mileage of 24.14, the metric decreases to only 13.76 loads per mile per year originating or terminating on this line. For the complete going concern valuation, refer to Appendix C.

### **Public Ownership and Management Comparison**

The institutional arrangements currently in place at similar institutions with the active management and operation system in place at METRO were compared. In order to complete this comparison, METRO completed management "score cards", provided interviews with key METRO staff and provided documentation, including the current state of leases with Wheeling & Lake Erie Railway (WLE) and the Akron Barberton Cluster Railway (ABC). After the current situation at METRO was assessed, this was compared to the various leases held by the approximately 100 publically owned railroads in the U.S. From these 100 railroads, 10 were selected for their similarity to METRO's current situation.

It was concluded that METRO's agreements are generally in line with other publically owned and privately operated lines. More importantly, it is clearly showed that there was not one uniform approach to rail operations of this nature. The exception is METRO's responsibility to maintain the line in its agreement with WLE and ABC. In its current state, the terms of maintenance responsibility are ambiguous and confusing as to who is responsible. It was also found that METRO's agreements grant METRO a superior amount of control when compared with other similar agreements. By outlining the requirements for future passenger service, METRO has protected itself from potential operator obstruction should the operation of the lines shift to include passenger service. The 5-year length of the ABC lease allows for flexibility to

adjust to changing goals, however the 99-year lease with WLE negates this flexibility on their operated segments. A more detailed summary of this report is found in Chapter 4: Ownership and Governance, and the report can be found in Appendix D.

### **Alternative Management Structures**

Consideration was given to the best organization to perform the rail asset management that METRO is currently performing. “Best” is defined as what maximizes the benefits to local citizens of public sector rail line ownership. This task was performed with two key considerations: that rail assets be managed under one organization as a whole asset and that the willingness of any organization to take on the responsibility of management of the rail assets is likely to be greatly affected by whether the responsibility to fund the rail assets is transferred with management responsibilities. The potential arrangements were assessed for the rail assets to become a responsibility of NEORide, a tri-county council of governments’ intent on streamlining operations to ease passenger travel through their counties, the Ohio Transit Risk Pool (OTRP), a risk management entity, and other options.

NEORide is focused on passenger travel in Stark, Summit, and Portage counties and it would seem that the rail assets could be beneficially in helping NEORide attain its goal of creating “easier use for passengers travelling in the multi-county area” by providing passenger transit. Transitioning rail assets to NEORide in its formative years may be beneficial as they would be able to provide the specific focus that is necessary for successful rail functions from the start. However, NEORide is very modest in size and it is unlikely that they would be able to provide the financial or human resources necessary to manage the assets. It is also unsure whether the members would be willing to change their structure to focus on passenger rail, especially the member of Portage County who would not benefit from these assets.

The OTRP is also an attractive option as it is meant to manage risk of stable property. Currently, OTRP is not designed, staffed, or equipped to handle management of active or inactive rail lines, especially rail lines that have active freight operations. It is possible that OTRP could establish and oversee a management contract between OTRP and NEORide, where NEORide would handle rail ownership. Again, this is unlikely as it is difficult to transfer ownership to NEORide when they cannot handle the financial responsibility. It is also unknown whether the FTA would allow an arrangement of this nature to occur. In short, it has been determined that transfer of rail assets to another management organization is unlikely. For the full document, refer to Appendix E.

### **Financial Feasibility of Rail Asset Management**

The financial feasibility of rail asset management was assessed with historical, actual financial performance and adjusted for future performance. The main variables considered, aside from costs associated with the employment of the person handling METRO’s rail assets, included: 1) Revenues; 2) Infrastructure Maintenance Expenses; 3) Infrastructure Capital Expenses and 4) Insurance Expenses.

Revenues have varied greatly between 2005 and 2015, reaching a low of \$42,295 in 2013 and a high of \$65,824 in 2008. The average revenue is \$53,390 over this ten-year period. It can be

assumed that license revenues will continue to increase at an average rate of approximately 1.75% per year. It can also be assumed that revenues from ABC will increase each year, the former at approximately 3% per year, while WLE revenues will remain near that of those seen in 2016. Although there is talk of reinstating the use of the Sandyville line to host scenic tours for the Cuyahoga Valley Scenic Railway, these revenue estimates are not considered in this study.

Infrastructure maintenance expenses include track and signal inspections, as well as track and signal repairs. Track inspection costs between 2009 and 2013 varied between \$29,733 and \$37,380, averaging around \$34,025. This number can be used as a basis for costs going forward. Signal inspection costs varied between \$37,044 in 2009 and \$50,760 in 2016. These costs increased every year but one, and can be assumed to be increasing at a rate of about 4.5%. Track and signal repair costs are much more volatile than the inspection counterparts are. Signal repairs varied between \$2,855 in 2015 and \$30,165 in 2013, averaging \$13,423. Track repairs varied between \$14,136 and \$98,095, averaging \$50,124. The averages of the repair costs can be used to predict costs going forward due to the volatile nature, however, as the Sandyville Line is now connected through the middle portion the length will be extended by 50% and it will most likely mean that repair costs will rise by 50% in 2017.

Infrastructure capital expenses are the most volatile and difficult to predict category. Since 2004, around \$5,610,000 has been invested into the construction of the Sandyville Line, along with \$700,000 in design and construction management fees. Of that, \$1,124,000 has been directly funded by METRO. At the same time, \$168,000 were invested into the Akron Secondary, \$25,000 directly from METRO. This breaks down to an average yearly investment of \$485,000 into the Sandyville Line, \$94,000 by METRO and \$15,000 into the Akron Secondary, and \$2,000 directly from METRO. It is difficult to say whether more or less will be invested into these lines in the future and where that money will come from but it is assumed that these are viable estimates for capital involvements going forward.

The physical property of the railroad infrastructure is self-insured. METRO carries a \$5,000,000 liability policy, which cost \$30,000 in 2016. According to the Ohio Risk Transit Pool, these costs are predicted to increase by approximately 1.5% per year.

Projected cash flows, depicted in Table 3, of the rail assets are substantial and negative over all forecast years. Financial performance is expected to continue to deteriorate as expenses are growing faster than projected growth of revenues. There is no realistic likelihood that a fundamental change in the financial performance will be realized. For the full report, refer to Appendix F.



**Table 3: METRO Rail Line Cash Flow Projections**

	Actual		Projected				
	2015	2016	2017	2018	2019	2020	2021
<b>Cash Inflows</b>							
<b>Revenues</b>							
ABC	\$3,800	\$11,200	\$11,500	\$11,800	\$12,200	\$12,600	\$13,000
WLE	\$8,400	\$8,500	\$8,500	\$8,400	\$8,500	\$8,500	\$8,500
License	\$19,700	\$20,000	\$20,400	\$20,800	\$21,200	\$21,600	\$22,000
Stones	\$20,800	\$20,800	\$20,800	\$20,800	\$20,800	\$20,800	\$20,800
<b>Total Cash Inflows</b>	<b>\$50,300</b>	<b>\$60,500</b>	<b>\$61,200</b>	<b>\$61,900</b>	<b>\$62,700</b>	<b>\$63,500</b>	<b>\$64,300</b>
<b>Cash Outflows</b>							
<b>Maintenance</b>							
Track Inspection	(\$32,100)	(\$33,200)	(\$51,000)	(\$51,000)	(\$51,000)	(\$51,000)	(\$51,000)
Signal Inspection	(\$47,800)	(\$50,800)	(\$53,100)	(\$55,000)	(\$58,000)	(\$60,600)	(\$63,300)
Track Repairs	(\$74,900)	(\$98,100)	(\$75,200)	(\$75,200)	(\$75,200)	(\$75,200)	(\$75,200)
Signal Repairs	(\$3,500)	(\$2,900)	(\$13,400)	(\$13,400)	(\$13,400)	(\$13,400)	(\$13,400)
<b>Capital</b>							
Sandyville	(\$94,000)	(\$94,000)	(\$94,000)	(\$94,000)	(\$94,000)	(\$94,000)	(\$94,000)
Akron	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)
Secondary Insurance	N/A	(\$30,000)	(\$30,500)	(\$31,000)	(\$31,500)	(\$32,000)	(\$32,500)
<b>Total Cash Outflows</b>	<b>(\$254,300)</b>	<b>(\$31,000)</b>	<b>(\$319,200)</b>	<b>(\$322,100)</b>	<b>(\$325,100)</b>	<b>(\$328,200)</b>	<b>(\$331,400)</b>
<b>Net Cash Outflows</b>	<b>(\$204,000)</b>	<b>(\$250,500)</b>	<b>(\$258,000)</b>	<b>(\$260,000)</b>	<b>(\$262,400)</b>	<b>(\$264,700)</b>	<b>(\$267,100)</b>

**Account for Federal Transit Administration, Federal Railroad Administration and Other Legal Requirements**

As the majority of METRO owned rail assets were purchased using FTA funding, METRO should not attempt to change any ownership of rail lines without first consulting with the appropriate FTA staff. METRO will need to contact FTA Region 5 office for more information and to discuss the process for disposition of assets. Although the FTA will not discuss matters of this nature with the project team, it is assumed that the FTA would want to be paid back the amount of money it invested in the assets. As this amount is currently higher than the current liquidations value of the lines, this is an unattractive option. This also goes against the original

intent of the purchase of these lines to preserve them until it was practical to host passenger rail service. For the full report, refer to Appendix G.

## **Chapter 3: Options for METRO Rail Assets**

### **Option 1: Retaining Rail Assets**

The 2011 *Rail Freight System Study* explored the area surrounding METRO owned railroads to assess the existing population and state of industries utilizing rail freight as well as the potential for growth of rail-dependent industries. Many of the recommendations of this study were based on the potential for the area, not on fixed costs, so while many of the results were favorable, it is impossible to say with certainty how the area will grow over time. However, it was clear that operation of a railroad for freight transport in this area could not only be profitable for METRO; it could strengthen the potential for growth of the area.

#### **Benefits of Keeping Rail Assets**

One of the major takeaways from the 2011 study was that the study area, Summit and Stark counties, has a major potential for growth of industries reliant on rail transportation. There is not only a large workforce in these counties, there is a higher than average educated workforce as compared to the rest of the State of Ohio. The mix between educated and skilled workers present in this area could be very attractive to businesses looking to build. In addition, the study found that the study area has a high potential for growing existing operations, as well as attracting new businesses, based on a competitive location quotient (LQ). The areas of Summit and Stark counties have a large amount of land already zoned for industrial use, which could utilize a railroad to transport freight. The study identified six (6) Freight Activity Centers (FAC) as areas with high potential to utilize the METRO owned rail, if it was operational. Existing businesses interviewed during the study also expressed immediate need for an operational rail. Additionally, Stark and Summit counties are located where there is the opportunity for intermodal transport, whether by air or by the many waterways that are already in use for transport in Ohio.

In addition to the potential for growth, this area is particularly attractive due to its proximity to Class 1 railroads. If operational, METRO owned railroads could provide a key byway to connect two major Class 1 railroads. This connection may also help reduce rail traffic around the cities of Akron and Canton and help clear congestion.

METRO owned rails may also be beneficial in non-industrial sectors. The Cuyahoga Valley Scenic Rail Service (CVSR) once leased and operated scenic rail tours on the Sandyville Line until 2011. The new President and CEO of CVSR has expressed interest in expanding the service provided by the Cuyahoga Valley National Park (CVNP) via the Sandyville Line to Canton.

METRO is also currently receiving fees from the leasing of rail freight operations to ABC and WLE. The profits from rail traffic by volume were assessed between 2004 and 2016 and trends indicate that freight profit is growing. Profits from WLE have been relatively consistent over this period, fluctuating from a minimum of \$5,663 in 2009 to a high of \$11,000 in 2006. In recent



years, operations have been in the \$8,000-\$9,000 range. The profits derived from ABC have been slightly more unsteady, seeing peak performance in 2004 with \$21,184 and then declining to a low in 2012 with merely \$1,728. However, profits have increased since 2012 and even reached \$11,200 in 2016. Refer to Table 4 for a complete list:

**Table 4: Freight Revenue by Operator**

Year	ABC			WLE			Total
	Engines	Loads		Engines	Loads		
2004	191	471	\$21,184	196	307	\$10,563	<b>\$31,747</b>
2005	178	443	\$20,083	N/A	N/A	\$10,902	<b>\$30,985</b>
2006	172	432	\$19,811	207	264	\$11,000	<b>\$30,811</b>
2007	119	262	\$13,335	108	214	\$7,248	<b>\$20,583</b>
2008	99	202	\$10,535	115	195	\$7,146	<b>\$17,681</b>
2009	55	104	\$5,883	104	137	\$5,664	<b>\$11,547</b>
2010	67	139	\$4,748	N/A	310	\$7,657	<b>\$12,405</b>
2011	59	117	\$4,057	N/A	321	\$8,600	<b>\$12,656</b>
2012	27	48	\$1,729	166	192	\$8,251	<b>\$9,980</b>
2013	32	64	\$2,259	N/A	N/A	\$9,323	<b>\$11,582</b>
2014	51	89	\$3,227	128	225	\$9,457	<b>\$12,684</b>
2015	52	103	\$3,803	110	203	\$8,385	<b>\$12,189</b>
2016	96	184	\$11,200	104	318	\$8,519	<b>\$19,719</b>

Furthermore, keeping the rail assets aligns with METRO and the surrounding area’s vision for the future. The NEORail Phase II report highlights how passenger rail connecting Canton, Akron and Cleveland through Hudson would benefit the area. Providing this service could boost support for Cleveland and Akron and help slow urban sprawl by encouraging development along the rail corridor. This is echoed in the VibrantNEO 2040 Study, which looks at using existing infrastructure to expand public transportation and prioritizing growth near already established communities. Both studies call for investment into existing rail assets and the Cleveland-Akron-Canton Major Investment Study (CAC MIS) looks into the feasibility of doing so. Although initial estimates are high, around \$454 million to create a passenger rail connecting Cleveland and Canton, the study concedes that it could be possible with outside funding. Unfortunately, at the time of the study AMATS decided to forego investigation into a rail option.

METRO itself is considering passenger rail options as outlined in the METRO Transit Master Plan. These three lines, no matter when installed, could serve as major viable public transportation options. It is hard to ignore the importance that these lines could play in the future of Ohio. From the METRO Transit Master Plan, “it is important for both preservation of the rail system, and for the future of Ohio jobs that are dependent on rail access, for METRO to continue to invest in improvements to the rail system, using both local funds and funds from state and Federal government sources.”

### **Challenges of Keeping Rail Assets**

The most daunting challenge of keeping the rail assets would be the necessary upfront costs to make these railways operational. For example, the 2011 study recommended repairs were necessary on the portion of the Akron Secondary between Barlow Road and Seasons Road so that it could become operational for the existing businesses. While investment in these repairs are likely to yield a profit eventually, if they were estimated to cost an initial \$1.4 million (refer to *Akron Secondary Reactivation Program*). Additionally, the *Sandyville Line Rehabilitation Program* estimated the costs to perform repairs on the Sandyville line to keep it operational and found initial investments to be approximately \$4.2 million. The estimated costs to implement passenger rail service on the lines are even higher, ranging between \$86.2 million to \$123.4 million. Funding for this is also uncertain.

If METRO chooses to maintain ownership of the rail but not perform any alterations to the operating functionality, the rail assets will continue to depreciate, become less functional, and cost more to repair in the future. Should METRO choose not to perform investments in the rail, the current financial feasibility study forecasts that the costs to operate the lines is much higher than the profit gained, and it will continue in this manner for years to come. Neither freight operation on the Sandyville Line was found to be a going concern. Furthermore, both ends of the line are operating well under the metric that indicates a successful rail operation. It is uncertain what would enable a profit to be realized but it will most likely involve significant financial investments.

An additional challenge is the current 5-year agreement system that METRO has in place. In order to make agreements with connecting Class 1 railroads, it is likely that operating partners would require longer terms. Not only is the 5-year agreement an issue, but the structure of METRO is not one that is organized to operate a railroad. A new rail management structure would need to be established, safety and operating procedures would need to be developed, and a staff knowledgeable in railway operation would need to be hired. This is discussed further in Chapter 4: Ownership and Governance.

Lastly, there is the possibility that growth estimates may not be realized, however positive they are predicted to be. The *Rail Freight System Study* found parcels originally zoned solely for industrial use altered for different, non-rail dependent building uses. This could limit the potential for growth in the end.

### **Option 2: Leasing Rail Assets**

METRO has expressed interest in leasing the operation of the railroads to an outside party. While this option has many benefits, this option is unlikely due to the current 99-year lease that METRO holds with Wheeling & Lake Erie Railroad (WLE) for freight operations. Breaking this lease before the agreed term would cost a significant amount of money and may not be economically viable.

### **Benefits of Leasing Rail Assets**

The major benefit of leasing the railroads is that it accomplishes METRO's vision of maintaining the railways for rail use now and in the future. In addition, it eliminates the need for METRO to

hire and pay for an experienced rail staff and develop the necessary operation and maintenance procedures. This option could be profitable for METRO, as any operator would be paying for the use of METRO's assets. Lastly, establishing an operator's lease prior to performing any of the necessary repairs on the line may yield favorable conditions for receiving funds from either lenders or grants.

### **Challenges of Leasing Rail Assets**

On top of the challenge of the WLE lease, it may also be difficult to find an operator to lease to with the current condition of much of the railways. In the event that METRO finds an operator to lease to, there is a decent chance that they would require that METRO complete the initial major repairs prior to entering the lease agreement. This would mean that METRO would still shoulder much of the initial investment into the repair of these lines to operational condition and may not see as much of the potential profit as they would if they were the owner and operator. As the rail operation continues, METRO would still be responsible for complying with federal regulations and would need to make the necessary investments and repairs as such. In addition to these costs, METRO would still be liable should an accident such as injury or death occur on the rail and again, the business growth may not come and the asset may not yield a profit.

### **Option 3: Selling Rail Assets**

R.L. Banks Associates (RLBA) performed the Net Liquidation Valuation (NLV) of METRO owned rail corridors. RLBA completed assessment of the corridors as six (6) discreet sections, defined as follows:

- 1) Sandyville Line - North (Active) Segment (between MP 33.55 and MP 40.34), 6.79 miles;
- 2) Sandyville Line - Middle (Inactive) Segment (between MP 25.5 and MP 33.55), 8.05 miles;
- 3) Sandyville Line - South (Active) Segment (between MP 16.20 and MP 25.50), 9.30 miles;
- 4) Akron Secondary - North (Inactive) Segment (between MP 1.45 and MP 4.58), 3.13 miles;
- 5) Akron Secondary - South (Inactive) Segment (between MP 4.58 and MP 11.49), 6.91 miles;
- 6) Freedom Secondary - (between MP 192.51 and MP 201.84), 9.33 miles.

As noted in the Summary of Rail Study Results section, the NLV of all combined corridors is \$8,826,000.

### **Benefits of Selling Rail Assets**

The major benefit of selling the rail assets would be the profit gained from the sale. It would also alleviate the burden on METRO for being responsible for these rail assets. The current analysis of the cash flow of METRO owned rail assets is that in their current state, the assets are not profitable and will not be in years to come.

### **Challenges of Selling Rail Assets**

If METRO is to sell the rail assets, it is extremely unlikely that anyone would purchase the railroad intact. Liquidation is the most likely option. This could greatly diminish the potential for growth in the area and may be against METRO's mission to provide the necessary service that best suits the METRO area.

Another challenge is that the FTA may require that funds that they have invested into the assets be returned. At this time, that fee would be higher than the profit from the liquidation and would leave METRO at a loss.

#### **Option 4: Transferring Rail Assets**

Transfer of all rail assets from METRO to an alternative entity is a possibility, although an unlikely one. At this point, no other public sector agencies have expressed interest in obtaining responsibility of METRO owned rail assets. The Parks services may want to accept this transfer so that they may reinstate the use of the railroad and potentially turn the ROW into a bike path. Options for transferring rail assets to NEORide and the Ohio Transit Risk Pool (OTRP) were also assessed.

#### **Benefits of Transferring Rail Assets**

With transferring of the rail assets to another public agency, the railway will still be available to meet the area's needs in some capacity. Whether operated as a rail, for freight, scenic tours or potential passenger service, or as a bike path, public use of this entity will be available. This option also eliminates the burden of rail ownership from METRO's responsibility.

#### **Challenges of Transferring Rail Assets**

The major challenge with the transfer of METRO-owned assets to another public agency is finding an agency to accept the transfer. In addition, any agency that accepts this transfer may have plans for the rail assets that will interfere with current rail operations. METRO currently owns freight rights on the Sandyville line but leases the operation of freight transport to separate entities. The Akron Barberton Cluster Railway (ABC) currently operates on the Sandyville Line from MP 39 to MP 33.55. Their customers include Shulman Plastics, Diamond Polymer, Landmark Plastics and Omnova. Wheeling and Lake Erie (WLE) operates on the Sandyville line from MP 16 to MP 25.3 and their customers include McCann Plastics and a car mat manufacturer. It would be in the best interest of these customers to retain their freight movement abilities.

The likelihood of a transfer to an alternate agency was found to be very unlikely. NEORide, an entity focused on easing passenger travel in the Summit, Stark and Portage County area, is unlikely to accept the burden of financial responsibility that comes with rail ownership. The OTRP is capable of handling the financial burden, but is not organized to manage active freight operations or other active rail assets.

There is also the possibility that METRO would need to repay some/all of the grant money received for the initial purchase/rehabilitation of rail assets by the FTA. METRO would first need to consult with the appropriate FTA representatives to discuss their options. If the FTA requires their funds be paid back, this would fall to METRO and be a further financial burden.

### **Chapter 4: Ownership and Governance**

A comparison of the institutional arrangements currently in place at similar institutions with the active management and operation system in place at METRO was performed. Between management "scorecards", interviews with METRO staff, and an examination of all existing

lease agreements, a comparison between the current operating situation at METRO with 10 similar facilities in the United States was made. A summary of the key points of this report is included below, but the entire report can be found in Appendix D.

Research suggests that public rail ownership largely falls into four classes of entities: 1) State Departments of Transportation, 2) Regional Economic Development Agencies, 3) Regional Public Transportation Agencies, and 4) Local Governments. It was also found that the primary uses for the publically owned rail assets are often similar and can overlap.

**Table 5: Owners and Usage of Publically Owned and Privates Operated Rail Lines**

<i>Lessor</i>	<i>Owner Type</i>					<i>Primary Uses</i>	
	State DOT	Development Agency	Public Transit Agency	Local Government	Economic Development	Commuter or Transit Operations	Protecting for Future Use
<i>Georgia DOT</i>	X				X		
<i>Michigan DOT</i>	X				X		
<i>Vermont Agency of Transportation</i>	X				X		
<i>Ohio Rail Development Commission</i>		X			X		
<i>Steuben County Industrial Development Agency</i>		X			X		X
<i>SEDA-COG Joint Rail Authority</i>		X			X		
<i>North Coast Railroad Authority</i>			X			X	
<i>Confidential Example A</i>			X			X	
<i>Confidential Example B</i>				X	X		X
<i>East Wisconsin Counties Railroad Consortium</i>				X	X		X
<b><i>Metro Regional Transit Authority (WLE)</i></b>			X		X	X	
<b><i>Metro Regional Transit Authority (ABC)</i></b>			X		X	X	

METRO, as a regional public transportation agency, is closest in operation to other transit agencies. These transit agencies operate their publically owned rail primarily for passenger service or with very limited freight capacities. Instances where a public transportation agency purchases a rail without intended use for a passenger corridor are very limited. There are some cases such as with METRO where an agency purchases the rail to save it from abandonment or liquidation in the hope that passenger service may be implemented on it at a later time.



State DOTs are the most common owner of publically owned railroads but are the least similar to METRO. They generally have greater access to funding and can more easily justify having a line that traverses through multiple municipalities. However, their approach to private rail ownership and management is almost formulaic and trends of their lease agreements could provide valuable insight.

The second most common owner of public rail lines are regional economic development agencies. These agencies are general transportation agencies where the rail assets are part of a portfolio of other transportation assets, or may be rail specific. These agencies also have the freedom to manage regional rail lines in multiple municipalities, but often develop a much more “hands-on” approach to management of their assets.

Local governments make up the last, also uncommon, class of public rail owners. They generally purchase shorter secondary or tertiary lines hosting minimal freight rail traffic. They are generally motivated to purchase these lines to preserve a potential economic driver, but tend to lack the experience or capacity to become very involved with their railroads and rely heavily on the operator.



Looking north at MP 20 of the Sandyville Line

The management structure of each owner was analyzed and three major commonalities were identified among all owners: 1) revenue sharing/ compensation; 2) maintenance responsibilities; and 3) plans and reports required of the operator. Although the major goal of most public owners was to retain the rail service to the region as an economic driver, the majority of operator leases featured some sort of revenue sharing or compensation. Further, these models fall into three categories: 1) flat rate; 2) percent of income; and 3) based on number of carloads moved.

**Table 6: Revenue Methods of Publically Owned and Privately Operated Rail Lines**

<i>Lessor</i>	<i>Method of Revenue Sharing</i>						<i>Easements</i>	
	No Fee	Flat Rate	Percent of Gross Income	Percent of Net Income	Car Load	Rate Adjusted	Owner Administers and Collects	Operator Administers and Collects
<i>Georgia DOT</i>		X			X	X	X	
<i>Michigan DOT</i>	X						X	
<i>Vermont Agency of Transportation</i>			X				X	
<i>Ohio Rail Development Commission</i>		X			X	X	X	
<i>Steuben County Industrial Development Agency</i>		Note			X		X	
<i>SEDA-COG Joint Rail Authority</i>			X				X	
<i>North Coast Railroad Authority</i>				X			X	
<i>Confidential Example A</i>			X				X	
<i>Confidential Example B</i>					X		X	
<i>East Wisconsin Counties Railroad Consortium</i>		X				X	X	
<b><i>Metro Regional Transit Authority (WLE)</i></b>					X	X	X	
<b><i>Metro Regional Transit Authority (ABC)</i></b>					X	X	X	

Note: SCIDA charges an annual flat rate of \$1, as such, in practical terms there is no charge.

The leases and agreements were examined to determine how maintenance responsibilities were handled between the owners and operators of the rail lines. In all cases, responsibility was

assigned and three common models were identified: 1) the operator is 100% responsible for maintenance; 2) responsibility for maintenance is shared between the operator and the owner; and 3) a fund is paid into by the operator to be used only for maintenance of the line.

**Table 7: Maintenance Responsibilities of Publically Owned and Privately Operated Rail Lines**

<i>Lessor</i>	<i>Maintenance Responsibilities</i>			
	100% Operator Responsibility	100% Owner Responsibility	Shared Responsibility	Operator Pay-In Trust/ Fund
<i>Georgia DOT</i>	X			X
<i>Michigan DOT</i>	X			
<i>Vermont Agency of Transportation</i>			X	
<i>Ohio Rail Development Commission</i>	X			
<i>Steuben County Industrial Development Agency</i>			X	
<i>SEDA-COG Joint Rail Authority</i>	X			
<i>North Coast Railroad Authority</i>			X	X
<i>Confidential Example A</i>	X			X
<i>Confidential Example B</i>	X			X
<i>East Wisconsin Counties Railroad Consortium</i>	X			
<b><i>Metro Regional Transit Authority (WLE)</i></b>	X	<b>Note</b>		
<b><i>Metro Regional Transit Authority (ABC)</i></b>	X	<b>Note</b>		

Note: METRO is 100% responsible for line maintenance is METRO has active passenger service on the line. After one (1) year of no passenger service, METRO is relieved of its maintenance responsibilities and the Operator has the right to maintain the line. Our interpretation of the intent of the agreement is that the Operator is to maintain the line if it is freight only.

In the majority of cases, the operator is the 100% responsible party for maintenance of the line. With the exception of METRO or its third party operator, no cases of the owner being the 100% responsible party were found. Even cases with shared responsibility were rare and usually seemed tailored to a line specific situation, usually dealing with the inspection and maintenance of bridges and crossings. As for the operator pay-in fund/trust, the situation was usually observed where the owner placed most, if not all, of the compensation received from the operator into a fund that would in turn be used exclusively for maintenance. This essentially creates a “no fee or compensation” rail as the owner is not realizing the profit from operations,



but it also guarantees that there will always be capital available for maintenance and rehabilitation of the line.

Research also suggests that it is common for leases to ask for the regular submission of plans and/or reports by the line operator. These include: 1) operating plans; 2) maintenance plans; 3) business development plans and 4) performance and maintenance reports. Operating plans were a rare occurrence, only found in 12% of leases. In most cases, owners allow the operators to operator the line as they see fit. Requirements to submit a maintenance plan were more common, although the specifics were usually vague. Generally, these would include a budget, program, and routine maintenance schedule. Often included with the maintenance plans was the requirement that the line be kept up to a certain FRA track class. Occasionally, a business development plan was required. Whereas the operating or maintenance plans were vague updates to the owner, the business development plans were often more collaborative between the owner and operator. These were mostly required by Regional Economic Development agencies. It was most commonly seen the performance and/or management reports were asked to be sent to the owner on a regular basis. All but one of the examined leases required a performance or management report yearly.

Terms and lengths of the leases/ agreements with the operators was also analyzed. Typically, the average initial term length was 10.3 years, but varied between 6 months and 40 years. The most common lengths were between 2-5 years. This lack of uniformity suggests that length of lease terms is highly subjective to each particular circumstance. It is notable that no other lease term came near the 99-year length currently held between METRO and WLE as the next longest term was 40 years. It was also found that most other leases included some option for extension, number of successive extensions and requirements to execute any extension varied greatly from lease to lease.

The legal considerations outlined in the leases indicated that every private operator indemnifies the owner of the line. The exception to this rule is when the owner retains the right to install passenger service on the line, where then the lessor would indemnify the lessee solely as regards passenger operations. Many of the leases did not specify if the owner retained the right to enter the property. The clear exception to this was owners that were transit agencies, who generally included clear provisions that they be able to enter the property. In terms of passenger operations, METRO holds the most detailed lease outlining what shall happen if passenger service was initiated. Most other lease agreements state that additional terms will be decided upon should the option arise. It was also found that every lease outlined some level of minimum insurance requirements, which varied between \$1,000,000 and \$100,000,000.

Fortunately, these results indicate that the operation of publically owned and privately operated rail lines is anything but uniform. There are many different methods that each rail owner and operator has decided work best for their specific situation. It is also fortunate to see that METRO is currently operating in a similar fashion to many of these successful railroads. Any of these models could be useful should METRO decide to make changes to their management structure.

The most notable change would be to clear up the confusion regarding maintenance responsibilities. It was shown that in nearly 100% of cases that the operator is solely

responsible to maintenance costs to some extent. Due to the current state of METRO's agreements, it is vague who is responsible and many of these costs are falling to METRO when they most likely should not be. While this is more easily arranged with ABC, whose lease term is only 5 years, an attempt should be made to come to an agreement with WLE on who will be responsible for maintenance going forward.

The possibility of transferring the rail assets to an alternative management structure, such as a Regional Economic Development Agency as discussed above, was also investigated. This option did not seem likely with the current state of METRO assets. NEORide was considered, but they are unlikely able to shoulder the burden of financial responsibility at their modest size. The OTRP is not equipped to handle the assets that METRO owns even if they could handle the financial burden.

It is likely that should METRO retain ownership of their rail assets, a new management system should be put in place to focus on rail asset ownership. Further studies may need to be implemented to determine how to best accomplish this and it would be wise to consider the management and operation structures of the other public rail owners referenced above.

March 20, 2017

TO: Richard Enty, Executive Director  
Saundra Foster, Board President  
and All Other Board Members

FROM: Roger Bacon, Senior Planner

RE: 2<sup>nd</sup> Street SW Relocation Construction Contract Award

METRO RTA was informed in 2012 of the necessity to bring its railroad warning devices at four crossings in southwest Canton within regulated distances from operating tracks as established by the Federal Railroad Administration (FRA) and administered by the Public Utilities Commission of Ohio (PUCO). In conversations between METRO RTA staff, PUCO and FRA personnel and Canton City Engineering, it was determined that METRO needed funding to perform the necessary estimated \$467,000 in repairs. The PUCO offered full funding if the City of Canton were to close two railroad crossings (at Secombe and 2<sup>nd</sup> St SW) or 52% funding if only one crossing was closed.

Secombe Rd was closed without issue and it was noticed that the 2<sup>nd</sup> St SW crossing was serving two electrical supply warehouses with no access to the public. Further, it was determined that semi-trucks were backing across the 2<sup>nd</sup> St SW crossing at times in which it was possible that the Wheeling and Lake Erie Railway could be backing up the track to serve customers in Canton at MP 25.5. Because of complaints by the owners of the electrical supply warehouses about access to 2<sup>nd</sup> St SW, METRO personnel offered the use of the right of way from an abandoned turnout as a freight access road. The City of Canton then petitioned the PUCO to close both Secombe and 2<sup>nd</sup> St SW and it was granted.

In turn, in Case No. 15-1852-RR-RCP, funding amounts for PUCO, ORDC, METRO RTA and the City of Canton were established for the crossing modifications, roadway modifications and crossing closures. The construction contract for the crossing modifications was awarded to Railroad Signal Service under METRO RTA Resolution 2016-27 and work is underway. This resolution will award the contract for the roadway modifications, in which METRO RTA is responsible for all costs exceeding \$102,000. Once the roadway modifications are complete, the 2<sup>nd</sup> St SW crossing will be closed. The grant deadline was originally set for December 16, 2016, but bid complications necessitated an extension until July 1, 2017.

Perrin Asphalt & Concrete of Akron was the low bidder for the construction contract for the 2<sup>nd</sup> St SW Drive Relocation project with a bid of \$108,322.00. This bid is more than 10% above the engineer's estimate of \$83,782.97, however, upon review the variation between the bid and the estimate was determined to be the result of a \$16,500 variance in the price of the sliding gate and a \$5,425 variance in the cost of bollards. METRO's rail engineering firm, Bergmann & Associates, determined that the engineering estimate for the sliding fence gate and the bollards was estimated from ODOT cost data but stated that the specialized nature of these items warranted a second look.

“... while the total is over by \$24,539, that is almost entirely attributable to two specialty fence and gate items. The sliding gate was over estimate by \$16,500 and the bollards were over by \$5425. The engineers estimate was developed from ODOT cost data but given the specialized nature of these items it may be worthwhile to take a second look at them before tossing the bids out. If we do a little more research and find out that material costs for these items are in line with the bid I would be inclined to adjust the engineers estimate. If the total cost exceeds funding available from the grant however that is a whole different story.

The remainder of the items in the bid are very much in line with the costs in the estimate develop from ODOT bid data with the typical plus / minus variances that we typically see.”

Engineers for GPD of Akron, METRO’s general engineering firm, installed a similar gate on METRO property and suggested that we expect bid amounts of \$25,000 to \$30,000. (Nic Olechnowicz of GPD)

**RESOLUTION 2017-2;**

**COMMITTEE ASSIGNMENT:  
"RAIL OPERATIONS"**

A resolution authorizing METRO RTA to enter into construction agreements with Perrin Asphalt and Concrete of Akron for the construction of a freight access roadway on surplus rail property at 3<sup>rd</sup> St SW in Canton Ohio.

**WHEREAS**, the Public Utilities Commission (PUCO) has given METRO a grant of up to \$102,000 to construct a freight access roadway on METRO rail property formerly used as a turnout that has been truncated by 3<sup>rd</sup> St SW and the construction of businesses south of 3<sup>rd</sup> St SW with the remaining project costs being funded with local funds;

**WHEREAS**, two electrical supply warehouses are using the 2<sup>nd</sup> St SW rail crossing as access for their freight trucks;

**WHEREAS**, the 2<sup>nd</sup> St SW crossing serves only these warehouses and has no public access on the west side of the tracks;

**WHEREAS**, freight trucks using this crossing are backing across the tracks and at given time of the day are susceptible to a collision with Wheeling & Lake Erie Railway freight trains backing north through the crossing;

**WHEREAS**, the closure of the 2<sup>nd</sup> St SW will allow METRO to receive full funding for the Highway Rail Warning Device Relocation Project from the PUCO and the Ohio Rail Development Commission (ORDC);

**WHEREAS**, the following bids were received:

<b>Name</b>	<b>Bid</b>
Perrin Asphalt & Concrete	\$108,322
A. R. Lockhart Construction	\$156,659

**WHEREAS**, staff recommends that METRO RTA enter into a construction agreement with the low bidder, Perrin Asphalt and Concrete of Akron

**WHEREAS**, these improvements will allow the current electrical warehouses to remain in place and preserve the Canton economy; and

**NOW THEREFORE, BE IT RESOLVED** by the Board of Trustees of the METRO Regional Transit Authority that,

1. The Executive Director/Secretary-Treasurer is authorized to execute all documents with Perrin Asphalt and Concrete of Akron in the amount of \$108,322.
2. The Executive Director/Secretary-Treasurer is authorized up to a 10% contingency should change orders be necessary.

3. All formal actions of this Board of Trustees related to this Resolution and all deliberations of the Board of Trustees and any of its committees that resulted in such formal action were in meetings open to the public in compliance with all legal requirements, including Section 121.22 of the Revised Code.

**DATE ADOPTED:** March 28, 2017.

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**SAUNDRA M. FOSTER,  
PRESIDENT**

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**RICHARD M. ENTY,  
EXECUTIVE DIRECTOR/  
SECRETARY-TREASURER**

# Safety Committee

March 20, 2017



To: Richard Enty, Executive Director  
Saundra Foster, Board President  
Board Members

From: Christine Hoffer, Director of Human Resources

RE: February 2017 Safety and Security Report

METRO employees were involved in 14 accidents during February 2017, three (3) from SCAT, and eleven (11) from Line Service. Seven (7) accidents were classified as Preventable and seven (7) as Non-Preventable. All operators with preventable accidents met with Manager of Safety Quentin Wyatt. The onboard video was reviewed and reasonable measures that could have been utilized to avoid the accident and prevent others in the future were discussed.

METRO successfully passed the annual Risk Management Audit conducted by Ohio Transit Risk Pool (OTRP) on January 27<sup>th</sup>.

In February, the Akron Police and the Summit County Deputy Sheriffs responded to twenty-five (25) documented incidents at the Transit Center and on the busses. These incidents resulted in seven (7) adult arrests and one (1) juvenile arrest. The arrests included misconduct at a transit facility, assault, drug possession, and warrants. Akron Fire and EMS responded to the Transit Center on nine (9) occasions to assist passengers with medical issues. Five (5) individuals were transported to detox from the Transit Center. The Random Stop Program conducted twenty-seven (27) random stops and sixty-five (65) shelter checks.

#### Up-Coming Events

Shawn Metcalf collaborated with Greater Cleveland RTA Police and the Summit County Sheriff's Office to develop two (2) courses that will be presented at the OPTA Conference in April. "The Active Threat and the Response Plan" will cover the essentials of an emergency plan focusing on active threats in a transit system. "Heroin and the Attack on Transit" will be a panel discussion on the effects of Heroin on all phases of transit, including Human Resources, Law Enforcement, and Training for all staff.

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phone: 330.762.7267 / fax: 330.762.0854

web: AKRONMETRO.ORG





**FEBRUARY 2017 ACCIDENT REPORT**

Date	Preventable	Non-Preventable	SCAT	LINE	Property Damage	Personal Injury	Operator Cited	Disabling Damage	Details
2/2/2017	1			1	1				Bus Backed into Fixed Object on Site
2/3/2017		1	1		1				O/V Backed into Parked Bus
2/7/2017		1		1		1			Passenger Fall
2/7/2017		1	1			1			Onboard Incident
2/8/2017	1			1	1				Bus Hit Fixed Object While Turning
2/9/2017	1			1	1				Bus Rear-Ended O/V While Changing Lanes
2/9/2017		1		1	1				O/V Side-Swiped Bus
2/13/2017	1		1		1				O/V Turned into Bus
2/16/2017	1			1	1				Bus Hit Bus While Turning
2/16/2017									Bus Hit by Bus While Turning
2/16/2017	1	1		1	1				Stopped Bus Rear-Ended by O/V
2/16/2017		1		1	1				Bus Hit Fixed Object on Site
2/22/2017		1		1	1				O/V Struck Bus Mirror
2/27/2017	1			1	1				Bus Struck Mirror on Fixed Object
2/28/2017		1		1	1				Stopped Bus Rear-Ended by O/V
<b>SUM</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>11</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>0</b>	
<b>%</b>	<b>50.00</b>	<b>50.00</b>	<b>21.43</b>	<b>78.57</b>	<b>85.71</b>	<b>14.29</b>	<b>0.00</b>	<b>0.00</b>	
<b>TOTAL</b>	<b>14</b>								

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# Human Resources Committee

March 20, 2017

TO: Richard Enty, Executive Director  
 Saundra Foster, Board President,  
 and All Other Board Members

FROM: Human Resources

RE: March 2017 Human Resources Report

During February 2017, there were four (4) voluntary terminations (two retirements & two resignations) at METRO RTA. We also welcomed one (1) new employee in the Maintenance Department.

METRO employees participated in 1,091.25 training hours during the month of February 2017.

<u>*OSHA Recordable Rate</u>		<u>**DART Rate</u>	
2016 YTD	10.78	2016 YTD	8.82
2017 YTD	6.17	2017 YTD	4.27

*\*OSHA – Occupational Safety & Health Administration*

*\*\*DART – Days Away, Restricted Transfer*

During the Month of February 2017, there was one (1) reported work-related injury requiring medical treatment, resulting in lost time.

**Upcoming Events**

The next HR Days in the Bullpen will be on April 13<sup>th</sup> and at the Transit Center on April 19<sup>th</sup>.

Planning is underway for the Annual METRO RTA Picnic.





HUMAN RESOURCES MONTHLY REPORT  
METRO REGIONAL TRANSIT AUTHORITY  
February 28, 2017

CURRENT MONTH	LAST MONTH	% CHANGE		CURRENT MONTH	LAST YEAR Feb 2016	% CHANGE
406	409	-0.73%	TOTAL EMPLOYEES	406	384	5.73%
268	271	-1.11%	TOTAL OPERATORS	268	252	6.35%
244	247	-1.21%	FULL-TIME OPERATORS	244	226	7.96%
1	1	0.00%	EXTRA BOARD FILL-IN	1	1	0.00%
23	23	0.00%	SPECIAL SERVICE OPS	23	25	-8.00%
37	37	0.00%	MECHANICS	37	33	12.12%
16	16	0.00%	VEHICLE SERVICE	16	14	14.29%
68	68	0.00%	SALARIED STAFF	68	69	-1.45%
17	17	0.00%	OFFICE PERSONNEL	17	17	0.00%
156	158	-1.27%	MALE NON-MINORITY	156	151	3.31%
110	111	-0.91%	MALE MINORITY	110	100	10.00%
41.35%	41.26%	0.22%	% MINORITY	41.35%	39.84%	3.80%
72	72	0.00%	FEMALE, NON-MINORITY	72	70	2.86%
69	69	0.00%	FEMALE, MINORITY	69	63	9.52%
48.94%	48.94%	0.00%	% MINORITY	48.94%	47.37%	3.31%
44.09%	44.01%	0.18%	TOTAL MINORITY	44.09%	42.45%	3.86%
34.73%	34.47%	0.74%	TOTAL FEMALE	34.73%	34.64%	0.26%

CURRENT MONTH	LAST YEAR Feb 2016	% CHANGE		Y-T-D 2017	Y-T-D 2016	% CHANGE
1	0	0.00%	NEW HIRES	2	0	#DIV/0!
3	2	0.00%	TERMINATIONS	4	3	33.33%
0	0		INVOLUNTARY TERM	0	0	
4	2		VOLUNTARY TERM	5	3	
0	0	0.00%	PROMOTIONS	0	0	0.00%
0	0	0.00%	TRANSFERS	0	0	0.00%
1	0	0.00%	ON-THE-JOB INJURIES	5	1	400.00%
1	0	0.00%	# WORKERS COMP CLAIMS	5	1	-9.00%
2	9	-77.78%	SIC/ACC CLAIMS	6	15	-60.00%
6.68%	6.45%	3.57%	% OP ABSENTEEISM	6.79%	6.61%	2.72%
1,091.25	749.25	45.65%	# TRAINING HOURS	2,059.00	1,595.75	29.03%
1.67%	1.14%	-98.33%	% TRAINING/WORKING HRS	1.50%	1.21%	24.21%
65,254	65,577	-0.49%	TOTAL WORKING HOURS	136,993	132,025	3.76%

**TRAINING HOURS  
FEBRUARY 2017**

**CUSTOMER SERVICE**

DISPATCHER/SPECIALIST TRAINING 13.00

**HUMAN RESOURCES**

COMMUNICATION SKILLS & EXPERIENTIAL LEARNING 12.00

**OPERATIONS**

REFRESHER TRAINING 296.00  
 RETURN TO WORK TRAINING 16.00  
 CDL REFRESHER DRIVER TRAINING 2.00  
 COMMUNICATION SKILLS & EXPERIENTIAL LEARNING 14.00

**MAINTENANCE**

HVAC & COOLING SYSTEMS (VARIOUS EMPLOYEES) 48.00  
 TRANSMISSION REPAIR (VARIOUS EMPLOYEES) 36.25  
 ROAD CALLS & TROUBLESHOOTING (VARIOUS EMPLOYEES) 50.50  
 STEERING & SUSPENSION (VARIOUS EMPLOYEES) 45.75  
 BRAKE, ELECTRICAL AND BODY REPAIR 108.00  
 THERMOKING 160.00  
 ENGINE REPAIR (VARIOUS EMPLOYEES) 60.75  
 WHEELCHAIR LIFT/RAMP REPAIR 5.00  
 EXHAUST SYSTEM REPAIR (VARIOUS EMPLOYEES) 8.25  
 INSPECTION (VARIOUS EMPLOYEES) 127.75  
 NEW EMPLOYEE ORIENTATION 16.00  
 COMMUNICATION SKILLS & EXPERIENTIAL LEARNING 8.00  
 EMP FANS 16.00  
 SECTION 608 TRAINING/TESTING 48.00

**TOTAL FOR FEBRUARY 2017 1,091.25**

**YEAR-TO-DATE TOTAL FOR 2017 2,059.00**

To: Sandra M. Foster, President and all other Board Members

From: Christine S Hoffer, Director of Human Resources

Date: March 21, 2017

RE: Creation of Metro Police Department

As discussed in committee in February, 2017, it is the recommendation of the staff to create a police department of one to assist the Akron Police Department and the Summit County Sheriff's Office in providing for and maintaining security operations at all METRO property. Security Supervisor Shawn Metcalf will be appointed as Chief of METRO's transit police department with the power and duty to act as peace officer within all METRO property.

The staff feels that this action is needed to support the existing relationship with the Akron Police Department and the Summit County Sheriff's office and the growing needs of METRO to accommodate officer shortages due to court appearances, etc. In addition, this will allow METRO to qualify for grants for equipment and training. It is not the intention of staff to terminate or eliminate METRO's current off duty security force. Further, staff believes that this will enhance METRO's relationship with the Summit County Prosecutor's offices and adjoining police agencies.



**COMMITTEE ASSIGNMENT:  
SAFETY AND SECURITY**

**RESOLUTION 2017-12**

A resolution authorizing the creation of the METRO Transit Police Department.

**WHEREAS**, METRO Transit Police Department will provide for and maintain security operations subject to section [306.352](#) of the Revised Code. Regional transit authority police officers shall have the power and duty to act as peace officers within transit facilities owned, operated, or leased by the transit authority to protect the transit authority's property and the person and property of passengers, to preserve the peace, and to enforce all laws of the state and ordinances and regulations of political subdivisions in which the transit authority operates. Regional transit authority police officers also shall have the power and duty to act as peace officers when they render emergency assistance outside their jurisdiction to any other peace officer who is not a regional transit authority police officer and who has arrest authority under section [2935.03](#) of the Revised Code. Regional transit authority police officers may render emergency assistance if there is a threat of imminent physical danger to the peace officer, a threat of physical harm to another person, or any other serious emergency situation and if either the peace officer who is assisted requests emergency assistance or it appears that the peace officer who is assisted is unable to request emergency assistance and the circumstances observed by the regional transit authority police officer reasonably indicate that emergency assistance is appropriate, and

**WHEREAS**, Before exercising powers of arrest and the other powers and duties of a peace officer, each regional transit authority police officer shall take an oath and give bond to the state of Ohio in a sum that the board of trustees prescribes for the proper performance of the officer's duties, and

**WHEREAS**, Persons employed as regional transit authority police officers shall complete training for the position to which they have been appointed as required by the Ohio peace officer training commission as authorized in section [109.77](#) of the Revised Code, or be otherwise qualified. The cost of the training shall be provided by the regional transit authority, and

**NOW, THEREFORE BE IT RESOLVED**, by the Board of Trustees of the METRO Regional Transit Authority that:

1. The Board hereby consents to the creation of the METRO Transit Police Department.
2. The Board hereby consents to the appointment of Shawn Metcalf, Security Supervisor, as Chief of Police for the METRO Transit Police Department.
3. All formal actions of the Board of Trustees related to this Resolution and all deliberations of the Board of Trustees and any of its committees that resulted in such formal action were in meetings open to the public in compliance with all legal requirements, including Section 121.22 of the Revised Code.

**DATE ADOPTED:** March 28, 2017.

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**SAUNDRA M. FOSTER,  
PRESIDENT**

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**RICHARD M. ENTY,  
EXECUTIVE DIRECTOR/  
SECRETARY-TREASURER**



# Other

METRO REGIONAL TRANSIT AUTHORITY  
MONTHLY ATTENDANCE / LABOR

MTD 2017	MTD 2016	(VAR)	February	YTD 2017	YTD 2015	(VAR)
1	0	#N/A	NO PHYSICAL	1	0	#N/A
14	6	133.3%	RANDOM TESTING	26	14	85.7%
223	266	-16.2%	FMLA	405	468	-13.5%
75	33	127.3%	TEMP ASSIGN	136	63	115.9%
369	326	13.2%	SICK	718	641	12.0%
99	99	0.0%	PERS LV	172	181	-5.0%
7	5	40.0%	LOA	15	7	114.3%
1	3	-66.7%	TRADE	1	3	-66.7%
9	8	12.5%	BIRTHDAY	17	18	-5.6%
14	10	40.0%	UNION BUS	24	33	-27.3%
14	30	-53.3%	SUSPENSION	17	56	-69.6%
6	15	-60.0%	FUNERAL LV	15	18	-16.7%
0	3	#N/A	JURY DUTY	1	3	-66.7%
0	0	#N/A	REPORT OFF	0	0	#N/A
0	0	#N/A	TRADE, UNION	0	0	#N/A
2	1	100.0%	OK OFFICE	2	7	-71.4%
0	0	#N/A	LICENSE EXP	0	0	#N/A
0	0	#N/A	EXCUSED	0	0	#N/A
1	1	0.0%	WITNESS TIME	1	1	0.0%
0	0	#N/A	ADT POST ACCIDENT	3	0	#N/A
0	0	#N/A	TRANSIT AMBASSADOR	0	0	#N/A
23	0	#N/A	TRANSITIONAL WORK	78	0	#N/A
858	806	6.5%		1,632	1,513	7.9%
24	23	4.3%	MISS OUTS	37	34	8.8%
3,681	4,828	-23.8%	UNSCHEDULED OT	6,466	8,919	-27.5%
387	360	7.5%	SCHEDULED OT	785	716	9.6%
173	179	-3.4%	PAD TIME	337	330	2.1%
48	62	-22.6%	MINIMUM DAILY GUAR	76	161	-52.8%
26,583	25,412	4.6%	PLATFORM LINE TIME	53,437	50,049	6.8%
8,567	9,284	-7.7%	SCAT PLATFORM TIME	17,606	17,721	-0.6%
1,167	1,206	-3.2%	DEADHEAD TRAVEL	2,373	2,331	1.8%
94	113	-16.8%	BOE PLT	177	231	-23.4%
44,619	46,035	-3.1%	TOTAL LABOR	79,713	84,569	-5.7%
8.25%	10.49%		UOT/LABOR	8.11%	10.55%	
20	20	0.0%	WKDYS	42	40	5.0%
4	4	0.0%	SUN	8	9	-11.1%
4	4	0.0%	SAT	8	9	-11.1%
2,695	2,695	METRO	PULL OUT PERFORMANCE	1,777	1,869	SCAT
1	2	LATE		52	41	LATE
99.96%	99.93%	% ON TIME		97.07%	97.81%	% ON TIME

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