



\* \* \* **PUBLIC MEETING NOTICE** \* \* \*

**Board of Trustees**

Christopher Lawson, *President*  
City of Hamilton  
Perry Gordon, *Vice President*  
City of Oxford Police Department  
Jessica Chandler  
Butler County ESC  
David Fehr  
Butler County Department  
of Development  
James A. Foster  
City of Trenton  
Anita Scott Jones  
Atrium Medical Center  
Mimi Summers, J.D.  
Cincinnati State Middletown  
Corey Watt  
Resident

**Executive Director**

Matthew M. Dutkevicz

**Legal Counsel**

Gary Becker  
Dinsmore & Shohl, LLP

**General Public  
Transportation Services**

BGo on Demand

**Regional Services**

R1 - Middletown-Hamilton  
R2 - Middletown-Oxford  
R3 - Hamilton-Oxford  
R4 - Hamilton & Springdale  
R6 - Job Connector

**Oxford & Miami University Services**

U1 - Campus Core  
U1W - Walmart Flyer  
U2 - Park & Ride  
U3 - Tollgate Loop  
U4 - Health Loop

**Butler County Regional Transit Authority**  
**Board of Trustees**

**The BCRTA Board of Trustees is scheduled to meet on  
Wednesday, April 18, 2018 in the Board Room of the  
Butler County Regional Transit Authority Main Offices  
at 3045 Moser Court, Hamilton, Ohio 45011 at 8:00 a.m.**

In accordance with the American Disabilities Act, if anyone has a disability and requires assistance or, in accordance with the Limited English Proficiency Executive Order, requires translation services, please call Ms. Vonda Partin at 513.785.5226 or 800.750.0750 (Ohio Relay Service).

For questions or more information regarding this meeting please call 513.785.5226 or email [partinv@butlercountyrta.com](mailto:partinv@butlercountyrta.com).

**BUTLER COUNTY REGIONAL TRANSIT AUTHORITY BOARD OF TRUSTEES**

**April 18, 2018, 8:00 AM**

**BCRTA Board Room**

**3045 Moser Court, Hamilton, Ohio 45011**

**PRELIMINARY AGENDA**

- I. Call to Order & Roll
- II. Consideration of Absences
- III. Approval of the Agenda
- IV. Consent Agenda (motion requested)
  - a. Approval of the February 21, 2018 Meeting Minutes. None for March 21, 2018 – canceled due to inclement weather.
  - b. Secretary/Treasurer’s Report – January 2018 and February 2018
- V. Comments from Citizens
- VI. Director’s Report
- VII. Committee & Staff Reports
  - a. OKI
  - b. Executive Committee
  - c. Metrics
- VIII. Action Items
  - a. None
- IX. Discussion
  - a. Strategic Plan
- X. Adjourn (Motion Requested)

**Next Meeting Date:**

**May 16, 2018 @ 8:00 AM**

**Guest Reminder: Geoff Daniels of US Senator Brown’s Office – 9:30-11 AM, May 16**

## 2018 Butler County RTA Board of Trustees Attendance

	Jan	Feb	*Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec
Chandler, Jessica	E	X		X								
Fehr, David	X	X		X								
Foster, Jim	X	X		X								
Gordon, Perry	X	X		X								
Vacant												
Lawson, Chris	X	X		X								
Scott Jones, Anita	E	E		E								
Summers, Mimi	X	X		X								
Watt, Corey	X	X		X								

X = Present

E = Excused

A = Absent

\*3/21/2018 Canceled for Snow Day

**BUTLER COUNTY  
REGIONAL TRANSIT AUTHORITY  
BOARD OF TRUSTEES**

ATTENDANCE SHEET

April 18, 2018

NAME OF GUEST

ORGANIZATION

TELEPHONE /FAX / E-MAIL ADDRESS

NONE



gain for the year of \$237,000 which is slightly more than the local share of depreciation of \$204,000. Mr. Ruzinsky discussed how covering the annual local share of depreciation will help ensure BCRTA has the funds available to match future capital grants and Mr. Ruzinsky indicated that going forward this would be a new budget goal. Several Board members asked questions and Mr. Ruzinsky answered them. Mr. Ruzinsky then discussed the balance sheet, transactions report, and reserve statements, which the board had received in advance of the meeting.

Please see attached Financial Report statistics.

Mr. Lawson requested a motion to approve the Secretary/Treasurer's Report. Mr. Gordon made a motion to approve the report. Mr. Foster seconded the motion. The report was approved.

## **VII. DIRECTOR'S REPORT**

### **A. CONFLICT OF INTEREST DISCLOSURES**

*Trustees and key employees must complete and submit a conflict of interest disclosure consistent with BCRTA policy each year. The COI policy and forms are included with this month's packet for your convenience. Please return to Vonda Partin (partinv@butlercountyrta.com) before the February Board meeting. Thank you!*

### **B. Metrics & Service**

#### **Liberty Township P&R & 42X**

BCRTA has been unable to reach a satisfactory agreement with SORTA to extend service at this time and BCTID has informed BCRTA that the P&R location is rented to contractors through the summer. Staff will continue to pursue an agreement concurrently with a plan to address service in the area. City of Middletown's Dayton connector plans may become a factor as Liberty Township is now participating in that discussion again.

#### **Middletown Partnership**

The Middletown City Manager executed the new BCRTA agreement with an increased management fee and provisions for bus leasing, shared insurance coverage, and BCRTA provided maintenance services in January. Staff on both sides will begin implementing changes over the next few months. MTS will be officially moved over to OTRP coverage by March 1.

#### **Demand Response Service Rebuild – BGo**

BCRTA launched its redesigned demand response service on January 2nd. The service has been branded "BGo." Discounts are available for off peak travel, elderly and disabled passengers, and group rides. Demand is still low due to the loss of BCDD local waiver clients at the beginning of the year, but staff is making a strong effort to market and share information about the new service widely. \$5.00 trips are available in dense population areas. Staff expect this to be very popular once the word spreads.

## C. Staffing & Facility

### **Building Refurbishment**

Still on the agenda are energy efficient lighting upgrades, garage workstations for maintenance staff, additional storage and organization for maintenance and exterior building painting.

### **Staffing**

BCRTA is currently seeking CDL and non-CDL drivers as well as an operations supervisor and maintenance technician. Administrative positions have been filled at this time.

## D. Planning

### **Middletown, Monroe & Dayton Connection**

Discussions continue to move forward regarding the possible Dayton and Warren County connections. Partners are currently discussing financial contributions before BCRTA moves forward with more detailed plans.

### **42X Commuter Services**

BCRTA will begin surveying Cincinnati commuters in the next several months to determine the best solution for making meaningful improvements to Cincinnati commuter service from Butler County.

### **Brand Update**

After a lot of trial and experiment, staff will be updating the BCRTA brand image in 2018 and 2019. Rollout will be slow and methodically to retain existing brand awareness and to avoid extraneous costs from rebranding old equipment or other assets at end of life. Slight changes will likely continue as needs and looks are refined for varying purposes or BCRTA products.



## E. Discretionary Grant Availability

### **5310**

OKI released requests for projects to be funded by the 5310 grant program to benefit elderly and disabled individuals in December. BCRTA has identified this program as a strong match for a few strategic priorities including enhancements to the new BGo service and mobility management expansion. BCRTA applied jointly with the TABC for this program. News on award is expected in March.

### **5339**

NO UPDATES - BCRTA submitted its application for 5339 funds in late August for the Chestnut Fields portion of the TIGER project. Announcements for award should be made later this fall. Sources

report FTA received about 400 applications for this program totaling more than \$2B. \$226.5M is available for projects.

**Low & No Emission (LoNo)**

Staff has begun discussions with the City of Hamilton regarding the acquisition of electric, rubber tire trolleys for new service in the City of Hamilton. BCRTA and the City plan to prepare materials for a possible notice of funding availability this spring.

**Surface Transportation Block Grant Program (STP)**

OKI will be soliciting for STP projects this March with requests due in June. BCRTA may consider this program for potential facility needs.

**F. On the Horizon...**

**Ohio Public Transit Association Conference**

Select BCRTA staff will be attending the annual Ohio Public Transit Association Conference April 9 – 11, 2018 in Columbus. The program is available at <https://www.ohioneedstransit.org/2018-conference>. Trustees are welcome to attend, please contact Matt or Vonda ASAP for registration. Mr. Foster expressed interest for one day.

**Workplace Strength Survey**

Results from the 2016 Workplace Strength Survey was compared to the 2017 Workplace Strength Survey.

**G. Strategic Plan**

**2015 Strategic Plan, 2018 Proposed Updates (Redline) [FOR DISCUSSION ONLY]**

Develop Organizational Structure & Policies that Support Innovation

- Attract, retain and improve capacity of management team.
- Keep employees involved.
- Encourage and reward innovative leadership.
  - *Investigate and evaluate required changes to possible provision of BCRTA healthcare benefits for all staff*
  - *Identify and implement tangible and unconventional low cost / high value employee benefits.*
  - *Budget for individual staff training expenses annually.*
  - *Create individual development plans for managers outlining goals, training needs and identifying resources – 3 year outlook.*
  - *Create succession plans and opportunities.*



#### Develop Unique Transit Product

- Coordinate traditional needs and services with emerging transit technology.
- Target county and regional job connections.
- Strengthen MU relationship.
  - *Examine and implement regional fare integration.*
  - *Examine and implement NFC and other payment methods to reduce cash counting burden.*
  - *Cultivate rider programs with county agencies and employers.*
  - *Imitate rideshare success where appropriate.*
  - *Expand frequency, options and convenience of fixed routes.*
  - *Expand affordable low-cost door-to-door service for seniors & disabled*
  - *Bring Cincinnati commuter services “in house”*
  - *Prepare framework for autonomous transit/microtransit.*

#### Stay Responsive to Community Needs

- Partner with local planners and economic development entities.
- Expand transit's role in local workforce development.
- Assist in meeting "aging in place" access needs of elderly.
- Pursue local funding in the form of county-wide sales tax.
  - *Evaluate need for dedicated travel trainer/ridership coordinator to educate seniors and job seekers, interface with communities. Address as needed. Seek funding if possible.*
  - *Invest in successful communication strategies*
  - *Lobby planning jurisdictions to identify opportunities for low/no cost transit amenities in upcoming projects.*
  - *Coordinate new transit amenities and BCRTA Oxford "home" with Miami University.*
  - *Integrate MTS as one service.*

#### Improve Visibility of BCRTA and Promote BCRTA products

- Develop job-related brand and link to BCRTA products
- Build employer support.
- Involve and gain support of county commissioners, and other local decision makers.
- Partner with local jurisdictions on transformational projects
- Evaluate need and feasibility of prominent, central transit station with new office space and consolidated maintenance facilities.
  - *Aggressively expand social media presence.*
  - *Refresh brand and image as needed.*
  - *Establish and exceed annual goals for outreach commitments by BCRTA staff.*
  - *Evaluate need for dedicated marketing, communications and outreach staff. Address as needed.*

### VIII. Committee & Staff Reports

- OKI:** Mr. Dutkevicz reported that he attended the OKI meeting on February 8. Tank and Metro announced a partnership with Uber. Interesting information discussed at OKI included changing the scoring criteria for the Surface Transportation Program Grant. It wasn't a big change but technology criteria were added that will not dramatically affect BCRTA.
- Executive Committee:** No Executive Committee meeting was held.

- c. **Metrics:** Mr. Griffin shared that passengers per revenue hour in December is good but a little down with Fixed Routes at 18.3, Commuter Buses (passengers per hour) is a little lower at 2.6. BCRTA had 1.7 trips per hour in December which was a little drop in efficiency. BCRTA goal is at least 2 trips per hour. Passenger Cost Blended was \$10.03 in December which is a little up from last year. Admin/Overhead Cost Per Hour was \$16.19 which was increased from last December at \$10.51 but the technology costs are included in that amount accounting for the increase.

There were zero at-fault accidents in December but three not-at-fault accidents with one being where a BCRTA bus was parked and someone drove by and broke the mirror off the parked BCRTA bus. The second was where a car crossed the line while driving and hit a BCRTA bus. The third was when a client fell out of his wheel chair after he had refused his seat belt. The common procedure is that the driver will radio the dispatcher to let them know the rider has refused to wear a seat belt.

Average Fleet Age is 4.71. There's been three new 14 passenger buses in service for a little while now but maintenance staff is working to install all the cameras in them so that brings down the overall average fleet age. Five more new 14 passenger buses are coming.

Three Roads Calls (two for Demand Response/ADA and one for Fixed Routes) were performed in December.

Total Ridership was almost 7,000 for the month of December which is a little less than last year.

## IX. Governance

- a. **Applicants for the vacancy on the BCRTA Board of Trustees:** There were two applicants and one was in attendance: Mr. Travis Bautz, of Middletown, OH, who is the Director of a public library (MidPointe Library System with locations in Middletown, Monroe Trenton and West Chester). The second applicant, Christine Rose of Middletown, OH – a person living with disabilities, was not in attendance but her CV was shared with the Board members. Moving BCRTA Board meetings to various locations for overall public accessibility was discussed. Discussion of various location ensued with Ms. Summers Cincinnati State campus mentioned, Dee Russell Lee Bldg. on Route 4 in Hamilton mentioned, Butler Tech Bldg. mentioned and the Oxford – Miami University Campus suggested. Mr. Dutkevicz advised he would schedule some board meetings at more accessible locations.
- b. **March Regular Meeting:** A couple of Board members mentioned that they will miss the March BCRTA Board of Trustees meeting. Mr. Dutkevicz inquired if a quorum would be available.

## X. Action Items

- a. **Resolution No. 18-02-01: Authorizing the Purchase of Replacement Non-Revenue Vehicles from the Ohio Department of Administrative Services (ODAS) Cooperative Purchasing Program.**

Mr. Lawson requested a motion to accept Resolution 18-02-01. Mr. Watt made a motion to approve and Mr. Gordon seconded the motion.

Upon a call of the roll, the vote resulted as follows:

Ms. Chandler	YES
Mr. Fehr	YES
Mr. Foster	YES
Mr. Gordon	YES
Mr. Lawson	YES
Ms. Scott Jones	ABSENT
Ms. Summers	YES
Mr. Watt	YES

The resolution was adopted.

**xi. Executive Session**

Mr. Lawson requested a motion to enter executive session to consider the appointment, employment, dismissal, discipline, promotion, demotion, or compensation of a public employee or official, or the investigation of charges or complaints against a public employee.

Ms. Chandler made the motion and Mr. Foster seconded the motion.

Upon a call of the roll, the vote resulted as follows:

Ms. Chandler	YES
Mr. Fehr	YES
Mr. Foster	YES
Mr. Gordon	YES
Mr. Lawson	YES
Ms. Scott Jones	ABSENT
Ms. Summers	YES
Mr. Watt	YES

The Executive Session started at 9:25 AM.

Ms. Summers made a motion to exit the Executive Session. Ms. Chandler seconded the motion.

Upon a call of the roll, the vote resulted as follows:

Ms. Chandler	YES
Mr. Fehr	YES
Mr. Foster	YES
Mr. Gordon	YES
Mr. Lawson	YES
Ms. Scott Jones	ABSENT
Ms. Summers	YES
Mr. Watt	YES

Executive Session concluded at 9:35 AM.

Mr. Foster made a motion to amend the Executive Director's Employment Agreement to include a 2.5% salary increase effective January 1, 2018 and 5 PTO days each year in addition to what he is already entitled per BCRTA policy. Ms. Chandler seconded the motion.

Upon a call of the roll, the vote resulted as follows:

Ms. Chandler	YES
Mr. Fehr	YES
Mr. Foster	YES
Mr. Gordon	YES
Mr. Lawson	YES
Ms. Scott Jones	ABSENT
Ms. Summers	YES
Mr. Watt	ABSTAIN

The motion carried.

## XII. Adjourn

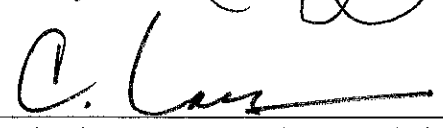
Ms. Summers moved to adjourn and Mr. Watt seconded. The motion carried. The meeting was adjourned at 9:39 AM.

Respectfully submitted,



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Matthew M. Dutkevich, Executive Director



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Approved – Chris Lawson, President, Board of Trustees

BCRTA  
Income Statement  
January 2018

	Current Month Budget	Current Month Actual	Change	Last Year Current Month
<b>Revenues</b>				
Passenger Fares	10,955.67	7,346.84	(3,608.83)	9,131.28
Contract Service	26,300.00	16,624.70	(9,675.30)	17,550.00
Other Transit Rev.	80,000.00	79,928.50	(71.50)	58,457.25
Mgt./Cons. Services	12,000.00	10,000.00	(2,000.00)	7,500.00
Maintenance Services	-	-	-	-
Rentals	-	-	-	-
Interest & Other	1,085.00	9,158.84	8,073.84	2,480.34
Local Funding	203,296.67	182,437.28	(20,859.39)	187,239.23
State Funding	-	-	-	10,113.00
Federal Funding	133,750.00	123,037.00	(10,713.00)	114,244.00
In-Kind Items	-	-	-	-
<b>Total Revenues</b>	<b>467,387.34</b>	<b>428,533.16</b>	<b>(38,854.18)</b>	<b>406,715.10</b>
<b>Expenses</b>				
Wages	223,000.00	197,466.06	(25,533.94)	178,496.67
Fringes	73,377.00	71,478.39	(1,898.61)	60,401.10
Services	36,850.00	20,021.42	(16,828.58)	22,870.49
Materials & Supplies	48,950.00	56,797.65	7,847.65	34,019.62
Utilities	8,025.00	8,468.80	443.80	11,389.76
Insurance	18,050.00	14,177.82	(3,872.18)	12,556.34
Taxes	-	-	-	-
Purchased Transportation	41,666.67	39,920.42	(1,746.25)	39,920.42
Misc. Items	9,135.33	7,159.92	(1,975.41)	3,111.35
Leases & Rentals	-	-	-	-
<b>Total Expenses</b>	<b>459,054.00</b>	<b>415,490.48</b>	<b>(43,563.52)</b>	<b>362,765.75</b>
<b>Gain / (Loss)</b>	<b>8,333.34</b>	<b>13,042.68</b>	<b>4,709.34</b>	<b>43,949.35</b>

BCRTA  
Income Statement  
January 2018

	Year to Date Budget	Year to Date Actual	Change	Year to Date Last Year
<b>Revenues</b>				
Passenger Fares	10,955.67	7,346.84	(3,608.83)	9,131.28
Contract Service	26,300.00	16,624.70	(9,675.30)	17,550.00
Other Transit Rev.	80,000.00	79,928.50	(71.50)	58,457.25
Mgt./Cons. Services	12,000.00	10,000.00	(2,000.00)	7,500.00
Maintenance Services	-	-	-	-
Rentals	-	-	-	-
Interest & Other	1,085.00	9,158.84	8,073.84	2,480.34
Local Funding	203,296.67	182,437.28	(20,859.39)	187,239.23
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<b>Gain / (Loss)</b>	<b>8,333.34</b>	<b>13,042.68</b>	<b>4,709.34</b>	<b>43,949.35</b>

Date	Reference	Jrnl	Trans Description	Debit Amt	Credit Amt	Balance
Checking - PNC (National City)						
1/1/18			Beginning Balance			61,014.37
1/2/18	A0737979	CRJ	Farebox Receipts	9,063.00		
1/2/18	12/20-12/31/17	CRJ	Farebox Receipts	1,065.49		
1/3/18	118923	CRJ	GovDeals.com	72.00		
1/3/18	0036388286	CRJ	Ohio Dept of Medicaid	11,575.00		
1/3/18	7424	CDJ	ABC Muncie Transit Supply		2,559.60	
1/3/18	7425	CDJ	Petty Cash		360.40	
1/3/18	7426	CDJ	Brighton Spring Service		100.00	
1/3/18	7427	CDJ	Cincinnati Bell		141.63	
1/3/18	7428	CDJ	Cummins Bridgeway LLC		881.70	
1/3/18	7429	CDJ	Middletown Treasury Divison		5.00	
1/3/18	7430	CDJ	Cornett's Pressure Cleaning		977.00	
1/3/18	7431	CDJ	Daves Lawn Care & Snow Removal		354.00	
1/3/18	7432	CDJ	Fastenal Company		4.93	
1/3/18	7433	CDJ	Gillig		179.34	
1/3/18	7434	CDJ	Heritage-Crystal Clean LLC		260.70	
1/3/18	7435	CDJ	Johnny G's Professional Servic		1,000.00	
1/3/18	7436	CDJ	Luxurious Wraps, LLC		160.00	
1/3/18	7437	CDJ	Minuteman Press - Fairfield		301.41	
1/3/18	7438	CDJ	Ohio Deferred Compensation		100.00	
1/3/18	7439	CDJ	Office Depot Inc.		383.85	
1/3/18	7440	CDJ	Sue Kadel		552.36	
1/3/18	7441	CDJ	Trebor Electrical Contractors		755.00	
1/3/18	7442	CDJ	Verizon Wireless		1,999.22	
1/9/18	7443	CDJ	ABC Muncie Transit Supply		1,123.52	
1/9/18	7444	CDJ	Cincinnati Bell Any Distance		1,543.79	
1/9/18	7445	CDJ	Cummins Bridgeway LLC		952.84	
1/9/18	7446	CDJ	Fuller Ford		1,299.72	
1/9/18	7447	CDJ	Mobilcomm		180.00	
1/9/18	7448	CDJ	Port Technology LLC		3,487.51	
1/9/18	7449	CDJ	Staples Credit Plan		251.35	
1/9/18	7450	CDJ	Talawanda School District		7,953.28	
1/9/18	7451	CDJ	ALLDATA		1,500.00	
1/9/18	7452	CDJ	Affordable Pest Control Inc.		47.00	
1/9/18	7453	CDJ	Cummins Bridgeway LLC		215.31	
1/9/18	7454	CDJ	Middletown Treasury Divison		5.00	
1/9/18	7455	CDJ	Cornett's Pressure Cleaning		900.00	
1/9/18	7456	CDJ	CenterGrid, LLC		346.61	
1/9/18	7457	CDJ	Fastenal Company		65.10	
1/9/18	7458	CDJ	Ohio Public Transit Associatio		2,700.00	
1/9/18	7459	CDJ	Pixels and Dots		65.00	
1/9/18	7460	CDJ	Pohiman Tire Inc.		314.70	
1/9/18	7461	CDJ	Rumpko Of Ohio Inc.		200.36	
1/10/18	Cash 12/31/17	CRJ	BCRTA Items	843.70		
1/10/18	713245	CRJ	BCRTA Items	150,000.00		



1/10/18	24850-51	CRJ	Ohio Transit Risk Pool	2,800.34	
1/10/18	011018	CRJ	BCRTA Items	45.00	
1/10/18	01/01-01/09/18	CRJ	Farebox Receipts	1,740.98	
1/11/18	034602	CRJ	SELF	350.00	
1/11/18	PRWE 01/05/18	GENJ	Garn Ck#1065		269.52
1/11/18	PRWE 01/05/18	GENJ			13,863.25
1/11/18	PRWE 01/05/18	GENJ			65,906.58
1/11/18	PRWE 01/05/18	GENJ	CSPC Ck#1066		164.33
1/11/18	AT 01/11/18	CDJ	Paycom		614.36
1/12/18	24860	CRJ	Ohio Transit Risk Pool	232.26	
1/12/18	7462	CDJ	KOI Enterprises, Inc.		3,943.92
1/12/18	7463	CDJ	LaborLawCenter, Inc		59.85
1/12/18	7464	CDJ	Ohio Deferred Compensation		100.00
1/12/18	7465	CDJ	PERS		54,798.78
1/12/18	7466	CDJ	Richard Welsh		727.40
1/12/18	7467	CDJ	SuperFleet Mastercard Program		25,405.21
1/16/18	AT 01/16/18	CDJ	Paycor Payroll Services		192.70
1/17/18	01/10-01/16/18	CRJ	Farebox Receipts	1,428.71	
1/19/18	7468	CDJ	Bethesda Healthcare Inc.		1,019.65
1/19/18	7469	CDJ	Cintas Corporation		913.47
1/19/18	7470	CDJ	City of Hamilton - Utilities		3,963.33
1/19/18	7471	CDJ	Cornett's Pressure Cleaning		258.00
1/19/18	7472	CDJ	Hamilton Enterprise Park POA		456.11
1/19/18	7473	CDJ	Millentium Business Systems		558.14
1/19/18	7474	CDJ	Matt Dutkevicz		115.56
1/19/18	7475	CDJ	Mobilcomm		180.00
1/19/18	7476	CDJ	My Paris Express		992.20
1/19/18	7477	CDJ	Overhead Door of Greater Cincinnati		264.50
1/19/18	7478	CDJ	Rob Griffin		3,017.64
1/19/18	7479	CDJ	RICOH USA, INC		225.06
1/19/18	7480	CDJ	Sileo Fire Protection Co.		466.75
1/22/18	AT 01/22/18	CRJ	BCRTA Items	130,000.00	
1/23/18	7481	CDJ	Blashock Plumbing Inc.		144.00
1/23/18	7482	CDJ	Cox Media Group		171.52
1/23/18	7483	CDJ	Cornett's Pressure Cleaning		514.00
1/23/18	7484	CDJ	CenterGrid, LLC		346.61
1/23/18	7485	CDJ	Fastenal Company		100.18
1/23/18	7486	CDJ	Gillig		1,126.53
1/23/18	7487	CDJ	Gailer Company		917.64
1/23/18	7488	CDJ	Office Depot Inc.		270.78
1/23/18	7489	CDJ	RICOH USA, INC		202.94
1/23/18	7490	CDJ	Treasurer State of Ohio		44.00
1/24/18	01023497	CRJ	BCDD Master Billing	3,045.00	
1/24/18	120011	CRJ	GovDeals.com	610.00	
1/24/18	ACH 01/24/18	CRJ	Federal Transit Administration	6,551.00	
1/24/18	01/17-01/23/18	CRJ	Farebox Receipts	1,635.30	
1/25/18	PRWE 01/19/18	GENJ	Garn Ck#1072		233.40

1/25/18	PRWE 01/19/18	GENJ	Garn Ck#1074		119.89		
1/25/18	PRWE 01/19/18	GENJ	Garn Ck#1071		133.19		
1/25/18	PRWE 01/19/18	GENJ	CSPC Ck#1073		224.23		
1/25/18	PRWE 01/19/18	GENJ			79,477.16		
1/25/18	PRWE 01/19/18	GENJ			16,032.92		
1/28/18	AT 1/25/18	CDJ	Paycom		1,705.51		
1/31/18	1026	CDJ	Charlene Byrum		394.95		
1/31/18	01/31/18	GENJ	Service Charge		15.00		
1/31/18	AT 1/31/18	CDJ	PNC Card Purchases		14,638.19		
			Current Period Change	321,057.78	329,516.20	-8,458.42	
1/31/18			Ending Balance				52,555.95

**Savings - PNC (National City)**

1/1/18			Beginning Balance				14,768.57
1/9/18	CC 12/31/17	CRJ	BCRTA Items	487.71			
1/31/18	01/31/18	GENJ	Interest Income	2.04			
1/31/18	01/31/18	GENJ	Service Charge		0.14		
			Current Period Change	489.75	0.14	489.61	
1/31/18			Ending Balance				15,258.18

**Savings - PNC Bank**

1/1/18			Beginning Balance				937,512.68
1/10/18	713245	CRJ	BCRTA Items - From Savings	150,000.00			
1/22/18	AT 01/22/18	CRJ	BCRTA Items - From Savings	130,000.00			
1/31/18	01/31/18	GENJ	Interest Income	144.31			
			Current Period Change	144.31	280,000.00	-279,855.69	
1/31/18			Ending Balance				657,656.99

BCRTA  
Balance Sheet (Net Pension Liability)  
January 2018

Assets

Current Assets		
Checking - PNC	52,555.95	
Savings - PNC	15,258.18	
Savings - PNC	657,656.99	
Bid Deposit	50,000.00	
Petty Cash	1,000.00	
Accounts Receivable	781,167.97	
Prepays	138,165.53	
	<u>1,695,804.62</u>	
		Total Assets
		<u>11,246,947.75</u>

*Other Assets	
Net Pension Asset	9,964.64
Deferred Outflows-Pensions	1,638,793.15
Property & Equipment	
Vehicles	8,728,407.72
Buildings & Land	2,521,829.31
Furniture & Equipment	667,562.20
Amenities & Misc.	63,767.63
WIP-Facility Renovation	141,695.13
Accum. Depr.	(4,220,876.65)
	<u>9,551,143.13</u>

Liabilities & Equity

Current Liabilities		
Accounts Payable	109,735.51	
Payroll Payables	93,250.38	
Other Payables	-	
Accrued PTO	96,330.99	
Reserve ACA Fines	-	
FTA Vehicle Funds	52,870.00	
Future Match Funds	6,250.03	
Unearned Tickets	22,595.00	
	<u>381,031.91</u>	
		Total Liabilities and Capital
		<u>11,246,947.75</u>
*Long-term Liabilities		
Net Pension Liability	4,104,439.49	
Deferred Inflows-Pensions	97,059.48	
Equity		
Balance Equity	2,861,645.23	
Federal Capital	9,471,770.00	
Local Capital	89,410.00	
Retained Earnings	(5,771,451.04)	
Net Income	13,042.68	
	<u>10,865,915.84</u>	

\*During 2015, BCRTA adopted GASB Statement 68, "Accounting and Financial Reporting for Pensions—an Amendment of GASB Statement 27," which significantly revises accounting for pension costs and liabilities. Many end users of this financial statement will gain a clearer understanding BCRTA's actual financial condition by adding deferred inflows related to pension and the net pension liability to the reported liabilities and equity section of the balance sheet and subtracting deferred outflows related to pension.

BCRTA

Cash Reserves  
January 2018

Current Assets	1,695,804.62
Current Liabilities	(381,031.91)
<b>Available Funds</b>	<b>1,314,772.71</b>

**Board Reserves**

Local Share Grant Obligations	
OH-2016-056-01	532,676.30
OH-2018-0xx-00 (pending grants)	1,257,558.50
Less 2018 Projected Local Match	(1,864,930.00)
	MU, MED, R6, VA

Match Required or (Overmatch) (74,695.20)

FTA Grants - Match Required

Working Capital Funds (2 Mths.) 834,774.67

Capital Replacement Funds 733,640.00 2018-2019 Local Share of Projects Not Yet on Grants

Contingency Funds -

**Total Board Reserves 1,568,414.67**

**Non-Restricted Funds (253,641.96)**

Addback 2019 Capital Match 323,740.00  
"Current" Non-Restricted Funds 70,098.04

**BCRTA  
Income Statement  
February 2018**

	Current Month Budget	Current Month Actual	Change	Last Year Current Month
<b>Revenues</b>				
Passenger Fares	10,955.67	8,145.88	(2,809.79)	8,036.60
Contract Service	26,300.00	14,957.00	(11,343.00)	17,430.00
Other Transit Rev.	80,000.00	80,579.50	579.50	61,370.50
Mgt./Cons. Services	12,000.00	10,000.00	(2,000.00)	7,500.00
Maintenance Services	-	-	-	-
Rentals	-	-	-	-
Interest & Other	1,085.00	2,001.38	916.38	681.17
Local Funding	203,296.67	182,985.00	(20,311.67)	184,856.21
State Funding	-	-	-	10,113.00
Federal Funding	133,750.00	121,055.00	(12,695.00)	115,756.00
In-Kind Items	-	-	-	-
<b>Total Revenues</b>	<b>467,387.34</b>	<b>419,723.76</b>	<b>(47,663.58)</b>	<b>405,743.48</b>
<b>Expenses</b>				
Wages	223,000.00	210,978.61	(12,021.39)	208,310.15
Fringes	73,377.00	51,991.32	(21,385.68)	48,989.58
Services	36,850.00	26,671.67	(10,178.33)	31,368.60
Materials & Supplies	48,950.00	58,334.85	9,384.85	40,869.45
Utilities	8,025.00	7,556.06	(468.94)	7,278.74
Insurance	18,050.00	7,004.40	(11,045.60)	12,556.34
Taxes	-	-	-	-
Purchased Transportation	41,666.67	41,044.50	(622.17)	39,920.42
Misc. Items	9,135.33	10,398.35	1,263.02	5,602.77
Leases & Rentals	-	-	-	-
<b>Total Expenses</b>	<b>459,054.00</b>	<b>413,979.76</b>	<b>(45,074.24)</b>	<b>394,896.05</b>
<b>Gain / (Loss)</b>	<b>8,333.34</b>	<b>5,744.00</b>	<b>(2,589.34)</b>	<b>10,847.43</b>

**BCRTA  
Income Statement  
February 2018**

	Year to Date Budget	Year to Date Actual	Change	Year to Date Last Year
<b>Revenues</b>				
Passenger Fares	21,911.34	15,492.72	(3,608.83)	17,167.88
Contract Service	52,600.00	31,581.70	(9,675.30)	34,980.00
Other Transit Rev.	160,000.00	160,508.00	(71.50)	119,827.75
Mgt./Cons. Services	24,000.00	20,000.00	(2,000.00)	15,000.00
Maintenance Services	-	-	-	-
Rentals	-	-	-	-
Interest & Other	2,170.00	11,160.22	8,073.84	3,161.51
Local Funding	406,593.34	366,546.36	(20,859.39)	372,095.44
State Funding	-	-	-	20,226.00
Federal Funding	267,500.00	244,092.00	(10,713.00)	230,000.00
In-Kind Items	-	-	-	-
<b>Total Revenues</b>	<b>934,774.68</b>	<b>849,381.00</b>	<b>(38,854.18)</b>	<b>812,458.58</b>
<b>Expenses</b>				
Wages	446,000.00	408,444.67	(25,533.94)	386,806.82
Fringes	146,754.00	123,469.71	(1,898.61)	109,390.68
Services	73,700.00	46,693.09	(16,828.58)	54,239.09
Materials & Supplies	97,900.00	115,132.50	7,847.65	74,889.07
Utilities	16,050.00	16,024.86	443.80	18,668.50
Insurance	36,100.00	21,182.22	(3,872.18)	25,112.68
Taxes	-	-	-	-
Purchased Transportation	83,333.34	82,089.00	(1,746.25)	79,840.84
Misc. Items	18,270.66	17,558.27	(1,975.41)	8,714.12
Leases & Rentals	-	-	-	-
<b>Total Expenses</b>	<b>918,108.00</b>	<b>830,594.32</b>	<b>(43,563.52)</b>	<b>757,661.80</b>
<b>Gain / (Loss)</b>	<b>16,666.68</b>	<b>18,786.68</b>	<b>4,709.34</b>	<b>54,796.78</b>

Date	Reference	Jrnl	Trans Description	Debit Amt	Credit Amt	Balance
<b>Checking - PNC (National City)</b>						
2/1/18			Beginning Balance			52,555.95
2/1/18	01/24-01/31/18	CRJ	Farebox Receipts	2,030.83		
2/5/18	120400	CRJ	GovDeals.com	3,326.00		
2/5/18	A0738608	CRJ	Miami University - Accounts Pa	2,471.00		
2/5/18	1121315	CRJ	TriHealth Corporate Office	200.00		
2/5/18	01023720	CRJ	BCDD Master Billing	2,645.00		
2/5/18	9521719	CRJ	BCRTA Items	1,378.04		
2/5/18	01024249	CRJ	Butler County Veterans Service	7,056.30		
2/5/18	314334	CRJ	BCRTA Items	150,000.00		
2/6/18	0036518578	CRJ	Ohio Dept of Medicaid	11,250.00		
2/6/18	7491	CDJ	Auditor of State		41.00	
2/6/18	7492	CDJ	Petty Cash		756.35	
2/6/18	7493	CDJ	Butler County Sheriff Dept.		4,495.00	
2/6/18	7494	CDJ	Brighton Spring Service		1,702.33	
2/6/18	7495	CDJ	Cincinnati Bell		144.88	
2/6/18	7496	CDJ	Cummins Bridgeway LLC		33.99	
2/6/18	7497	CDJ	Cornett's Pressure Cleaning		782.00	
2/6/18	7498	CDJ	CenterGrid, LLC		346.61	
2/6/18	7499	CDJ	Dinsmore & Shohl LLP		799.80	
2/6/18	7500	CDJ	Daves Lawn Care & Snow Removal		264.00	
2/6/18	7501	CDJ	Electronic Data Magnetics, Inc		3,620.00	
2/6/18	7502	CDJ	Fuller Ford		472.25	
2/6/18	7503	CDJ	Franks Glass		75.00	
2/6/18	7504	CDJ	Globe Ticket		511.00	
2/6/18	7505	CDJ	Heritage-Crystal Clean LLC		47.22	
2/6/18	7506	CDJ	IdentiSys Inc		108.00	
2/6/18	7507	CDJ	John Dsuban Spring Service		147.45	
2/6/18	7508	CDJ	Johnny G's Professional Servie		1,000.00	
2/6/18	7509	CDJ	KOI Enterprises, Inc.		4,687.09	
2/6/18	7510	CDJ	Ohio Deferred Compensation		200.00	
2/6/18	7511	CDJ	Office Depot Inc.		103.38	
2/6/18	7512	CDJ	RICOH USA, INC		45.46	
2/6/18	7513	CDJ	Refitt's LLC		1,150.00	
2/6/18	7514	CDJ	Security Lock Company		6.00	
2/6/18	7515	CDJ	Troon Technologies		3,000.00	
2/6/18	7516	CDJ	Verizon Wireless		989.39	
2/6/18	251188	CRJ	City of Middletown	84,357.36		
2/7/18	02/01-02/06/18	CRJ	Farebox Receipts	1,353.14		
2/8/18	PRWE 02/02/18	GENJ			1,025.00	
2/8/18	PRWE 02/02/18	GENJ	CSPC Ck#1077		224.23	
2/8/18	PRWE 02/02/18	GENJ	Garn Ck#1076		248.15	
2/8/18	PRWE 02/02/18	GENJ			14,610.21	
2/8/18	PRWE 02/02/18	GENJ	Garn Ck#1078		34.93	
2/8/18	PRWE 02/02/18	GENJ	Garn Ck#1075		113.06	
2/8/18	PRWE 02/02/18	GENJ			76,045.55	
2/8/18	AT 02/08/18	CDJ	Paycom		1,149.31	
2/9/18	Cash 1/31/18	CRJ	BCRTA Items	794.00		
2/14/18	24919	CRJ	BCRTA Items	9,973.76		
2/14/18	021418	CRJ	BCRTA Items	35.46		
2/14/18	02/7-02/13/18	CRJ	Farebox Receipts	1,789.63		
2/15/18	7517	CDJ	Affordable Pest Control Inc.		47.00	
2/15/18	7518	CDJ	Bethesda Healthcare Inc.		797.45	
2/15/18	7519	CDJ	Batteries Plus Bulbs #135		16.04	
2/15/18	7520	CDJ	Cincinnati Bell Any Distance		1,549.07	
2/15/18	7521	CDJ	Certified Language Int.		11.60	
2/15/18	7522	CDJ	City of Hamilton - Utilities		4,435.05	
2/15/18	7523	CDJ	Cornett's Pressure Cleaning		1,130.00	
2/15/18	7524	CDJ	Delene Weidner		2,038.90	
2/15/18	7525	CDJ	Fastenal Company		78.09	
2/15/18	7526	CDJ	Gillig		10,509.65	

2/15/18	7527	CDJ	Jake Sweeney Chrysler Jeep			229.19
2/15/18	7528	CDJ	Luxurious Wraps, LLC			340.00
2/15/18	7529	CDJ	Millennium Business Systems			287.48
2/15/18	7530	CDJ	Mobilcomm			238.00
2/15/18	7531	CDJ	Office Depot Inc.			420.98
2/15/18	7532	CDJ	PERS			45,650.21
2/15/18	7533	CDJ	Ruth G. Reed			407.00
2/15/18	7534	CDJ	Rumpke Of Ohio Inc.			202.40
2/15/18	7535	CDJ	Staples Credit Plan			5.85
2/15/18	7536	CDJ	SELF			250.00
2/15/18	7537	CDJ	SuperFleet Mastercard Program			16,606.47
2/15/18	7538	CDJ	Service Graphics			2,355.00
2/15/18	7539	CDJ	Talawanda School District			8,221.17
2/15/18	7540	CDJ	Verizon Wireless			803.34
2/18/18	AT 2/8/18	CDJ	Bureau of Workers Compensation			3,701.00
2/20/18	A0739239	CRJ	Miami University	257,232.21		
2/20/18	A0739239	CRJ	Farebox Receipts	1,383.00		
2/21/18	02/14-02/20/18	CRJ	Farebox Receipts	1,512.13		
2/22/18	AT 02/22/18	CDJ	Paycom			634.06
2/23/18	PRWE 02/16/18	GENJ	CSPC Ck#1081			130.64
2/23/18	PRWE 02/16/18	GENJ	Garn Ck#1080			266.38
2/23/18	PRWE 02/16/18	GENJ				17,076.76
2/23/18	PRWE 02/16/18	GENJ				725.00
2/23/18	PRWE 02/16/18	GENJ				85,840.85
2/23/18	PRWE 02/16/18	GENJ	Garn Ck#1079			102.32
2/27/18	7541	CDJ	Cintas Corporation			1,394.16
2/27/18	7542	CDJ	Cummins Bridgeway LLC			1,485.98
2/27/18	7543	CDJ	Cox Media Group			58.14
2/27/18	7544	CDJ	Cornett's Pressure Cleaning			1,153.00
2/27/18	7545	CDJ	Frank's Heavy Truck Collision			194.00
2/27/18	7546	CDJ	Gillig			909.15
2/27/18	7547	CDJ	Johnny G's Professional Servic			1,000.00
2/27/18	7548	CDJ	Jim's Tire & Auto			1,581.50
2/27/18	7549	CDJ	Kleem Inc.			477.60
2/27/18	7550	CDJ	Matt Dutkevicz			302.06
2/27/18	7551	CDJ	The National Flag Co			250.00
2/27/18	7552	CDJ	Ohio Deferred Compensation			100.00
2/27/18	7553	CDJ	Ohio Public Transit Associatio			1,050.00
2/27/18	7554	CDJ	Refitt's LLC			700.00
2/27/18	7555	CDJ	Security Lock Company			16.00
2/27/18	7556	CDJ	Whitworth Bus Sales Inc.			89.05
2/28/18	1077	CRJ	Transit Alliance of Butler Cou	25,000.00		
2/28/18	02/28/18	GENJ	Service Charge			7.25
2/28/18	AT 2/28/18	CDJ	PNC Card Purchases			5,507.19
			Current Period Change	563,787.86	340,360.67	223,427.19
2/28/18			Ending Balance			275,983.14
<b>Savings - PNC (National City)</b>						
2/1/18			Beginning Balance			15,258.18
2/9/18	CC 02/09/18	CRJ	BCRTA Items	672.25		
2/28/18	02/28/18	GENJ	Interest Income	2.84		
2/28/18	02/28/18	GENJ	Service Charge		0.14	
			Current Period Change	675.09	0.14	674.95
2/28/18			Ending Balance			15,933.13
<b>Savings - PNC Bank</b>						
2/1/18			Beginning Balance			657,656.99
2/5/18	314334	CRJ	BCRTA Items - From Savings		150,000.00	
2/28/18	02/28/18	GENJ	Interest Income	114.56		
			Current Period Change	114.56	150,000.00	-149,885.44
2/28/18			Ending Balance			507,771.55



**BCRTA  
Balance Sheet (Net Pension Liability)  
February 2018**

**Assets**

Current Assets		
Checking - PNC	275,983.14	
Savings - PNC	15,933.13	
Savings - PNC	507,771.55	
Bid Deposit	50,000.00	
Petty Cash	1,000.00	
Accounts Receivable	781,477.63	
Prepays	112,102.39	
	<u>1,744,267.84</u>	
*Other Assets		
Net Pension Asset	9,964.64	
Deferred Outflows-Pensions	1,638,793.15	
Property & Equipment		
Vehicles	8,728,407.72	
Buildings & Land	2,521,829.31	
Furniture & Equipment	667,562.20	
Amenities & Misc.	63,767.63	
WIP-Facility Renovation	141,695.13	
Accum. Depr.	(4,220,876.65)	
	<u>9,551,143.13</u>	Total Assets
		<u><u>11,295,410.97</u></u>

**Liabilities & Equity**

Current Liabilities		
Accounts Payable	119,449.03	
Payroll Payables	103,409.41	
Other Payables	-	
Accrued PTO	96,330.99	
Reserve ACA Fines	-	
FTA Vehicle Funds	52,870.00	
Future Match Funds	29,166.70	
Unearned Tickets	22,525.00	
	<u>423,751.13</u>	
*Long-term Liabilities		
Net Pension Liability	4,104,439.49	
Deferred Inflows-Pensions	97,059.48	
Equity		
Balance Equity	2,861,645.23	
Federal Capital	9,471,770.00	
Local Capital	89,410.00	
Retained Earnings	(5,771,451.04)	
Net Income	18,786.68	
	<u>10,871,659.84</u>	Total Liabilities and Capital
		<u><u>11,295,410.97</u></u>

\*During 2015, BCRTA adopted GASB Statement 68, "Accounting and Financial Reporting for Pensions—an Amendment of GASB Statement 27," which significantly revises accounting for pension costs and liabilities. Many end users of this financial statement will gain a clearer understanding BCRTA's actual financial condition by adding deferred inflows related to pension and the net pension liability to the reported liabilities and equity section of the balance sheet and subtracting deferred outflows related to pension.

**BCRTA  
Cash Reserves  
February 2018**

Current Assets	1,744,267.84
Current Liabilities	<u>(423,751.13)</u>
<b>Available Funds</b>	<b>1,320,516.71</b>

**Board Reserves**

Local Share Grant Obligations		
OH-2016-056-01	411,760.55	
OH-2018-0xx-00 (pending grants)	1,257,558.50	
Less 2018 Projected Local Match	(1,686,300.00)	MU, MED, R6, VA
Match Required or (Overmatch)	<u>(16,980.95)</u>	

FTA Grants - Match Required

Working Capital Funds (2 Mths.) 834,774.67

Capital Replacement Funds 733,640.00 2018-2019 Local Share of Projects Not Yet on Grants

Contingency Funds -

**Total Board Reserves 1,568,414.67**

**Non-Restricted Funds (247,897.96)**

Addback 2019 Capital Match 323,740.00  
 "Current" Non-Restricted Funds 75,842.04

## Director's Notes – April 2018

### Metrics & Service

- **Free Rides for New BGo Riders in May**

In order to increase ridership and reach more users, staff will be introducing free trial rides for new users travelling in the \$10 zone during the month of May. Please share as we market via social media!

### Staffing & Facility

- **Building Refurbishment**

Still on the agenda are energy efficient lighting upgrades, garage workstations for maintenance staff, additional storage and organization for maintenance and exterior building painting. BCRTA completed installation of a new facility camera surveillance system in Hamilton during March to replace an outdated system with limited function and maintainability.

- **Staffing**

BCRTA is currently seeking CDL and non-CDL drivers as well as an operations supervisor and maintenance technician. Administrative positions have been filled at this time.

### Planning

- **Middletown, Monroe & Dayton Connection**

Discussions continue to move forward regarding the possible Dayton and Warren County connections. Partners are currently discussing financial contributions before BCRTA moves forward with more detailed plans. BCRTA will also be discussing concurrent plans with the City of Middletown, alone, if the larger partnership is not viable. Middletown is still predicting a June start.

- **42X Commuter Services**

BCRTA will begin surveying Cincinnati commuters in the next several months to determine the best solution for making meaningful improvements to Cincinnati commuter service from Butler County.

- **Brand Update**

After a lot of trial and experiment, staff will be updating the BCRTA brand image in 2018 and 2019. Rollout will be slow and methodically to retain existing brand awareness and to avoid extraneous costs from rebranding old equipment or other assets at end of life. Slight changes will likely continue as needs and looks are refined for varying purposes or Bcrta products.



### Discretionary Grant Availability

## Director's Notes – April 2018

- 5310  
OKI has awarded BCRTA with two years of funding for the paratransit mobile application (scheduling and payment) and also two years for a staff travel trainer/mobility manager.
- 5339  
BCRTA was awarded \$2.6M this April to be put toward the Oxford multimodal facility. The project is still \$4.6M short of being fully funded.
- TIGER  
TIGER award announcements were made in early March. BCRTA was not successful and may not apply to this program again for this project. Competition in this program is very intense for the proposed local match and reach of the project, although the TIGER program has recently received a significant funding increase.
- Low & No Emission (LoNo)  
Staff has begun discussions with the City of Hamilton regarding the acquisition of electric, rubber tire trolleys for new service in the City of Hamilton. BCRTA and the City plan to prepare materials for a possible notice of funding availability this spring.
- Surface Transportation Block Grant Program (STP)  
OKI will be soliciting for STP projects this March with requests due in June. BCRTA may consider this program for potential facility needs.

## On the Horizon ...

- Geoff Daniels – Senator Brown's Office  
Geoff Daniels, local aide to US Senator Sherrod Brown is scheduled to visit after the May BCRTA board meeting. Please mark your calendars if you would like to stay: May 16, 2018 - 9:30 AM. We may make this a traveling meeting as Senator Brown's office is familiar with the Oxford facility project and may like to see the site.
- State Representative Candice Keller  
We have rescheduled Representative Keller to visit BCRTA following the June 20 regular board meeting.
- September Meeting Relocated  
In order to offer more accessible meeting spaces, we will hold the September BCRTA Board Meeting at Cincinnati State Middletown on 9/19/2018 at 8:00 AM. Thank you, Trustee Summers, for hosting!

**BCRTA Metric Scorecard**

