

APPENDIX D
Traffic and Transportation

Appendix D-1
Loading Dock Requirements Analysis
February 2004

**(Excerpted from *Industrial Engineering Analysis of GCT
Facilities Maintenance Operations, Task 3 Submittal
Conceptual Requirements Report/Rev 5, October 2003*)**

Note: The enclosed loading dock requirements analysis was performed as part of an “Industrial Engineering Analysis of Grand Central Terminal Maintenance Operations.” (Industrial engineering is a field of engineering that analyzes systems and processes so as to make them more efficient or effective.) The scope of that study was to determine whether facilities in Grand Central Terminal were adequate to effectively support maintenance of the expanded terminal once East Side Access-related improvements were complete.

6 GENERAL STOREROOM

The General Storeroom is not part of the FM Group, but it plays a key role in the overall operations at GCT. It is expected that the General Storeroom will continue to function as the primary controller of GCT supplies under the new Unified Operations after the ESA expansion. Thus, an understanding of current and future operations is necessary for ESA facility designs to ensure operational requirements are not adversely affected by ESA required changes. In particular, the potential relocation or splitting of the existing General Storeroom for expansion needs of the FM Group and the impact of an additional dock to interact with at the 50th Street Vent Building.

6.0 CURRENT OPERATIONS AND DELIVERIES:

A summary of the General Storeroom activities was originally provided in the Task 2 report of March 1, 2002. GCT tenant who utilize the storeroom include the FM Group shops, service plant (laborers), car dept./mechanical, mail room, power substation, communications & signals, radio shop, commissary, rail call (train phones), transportation, tickets, and stock office supplies (such as: paper towels, cups, batteries, flashlights, etc).

All standard stock materials for GCT are stored in the storeroom. The majority of items are cleaning materials (60% to 70% of the storeroom inventory). These items include: toilet paper, paper towels, and hand soap. About 30% of the storeroom inventory is in support of the FM shops. The electrical shop stores items including light bulbs, switches, and tie wraps. The plumbing shop stores items such as flush-o-meters, small fittings and valves.

The storeroom does more "non standard" order handling than standard orders.

Bulk deliveries from the central warehouse at Croton Harmon are primarily received at GCT via truck. Deliveries are usually every Tuesday and involve one to two trucks, with between 6 and 8 pallets of materials each. Typical bulk deliveries include bottled water, paper towels, and toilet paper.

The majority of deliveries handled by the storeroom are for Building Services. Items are received at the storeroom and held until they are moved to Building Services storage along track 112.

Storeroom staff is responsible for receiving all MNR deliveries at the docks. Deliveries are either classified as standards (storeroom stock items) or non-standard. Non-standard items make up the majority of the deliveries with all items require staging at the storeroom until the owning department is contacted and picks up the items

6.1 FUTURE STORAGE NEEDS:

Storage requirements for M of E Dept materials in the storeroom will decrease with their move to Highbridge. The storeroom will no longer need to store seat foam and 55-gal soap drums (soap deliveries were between 12 to 16 drums every 5 to 6 weeks).

Building Services demand for supplies will increase with the ESA expansion; however, expansion of storage space should not be required as long as delivery frequency can be increased. An example is toilet paper deliveries. Currently, approximately 5 skids are delivered every 3 weeks, which could be increased to every week, if needed, in order to meet an increased demand while utilizing existing storage spaces.

Current boxcar storage consists of two cars, one used by the M of E Staff and the other by the General Storeroom for bulk deliveries from Croton Harmon. The need for both of these cars could be eliminated in the future. M of E staff consists of Car Maintainers and Car Cleaners. The majority of their work is moving to the new Highbridge facility (detail cleaning, upholstery repair, air conditioning and condenser cleaning [filters]). The remaining staff will handle brake testing, light cleaning of the trains (newspaper pick-up and sweeping), and light running repairs. With the move of detail cleaning and upholstery to Highbridge, the need for the M of E storage car is deleted. As for the other boxcar, the current estimates usage for bulk deliveries is once every 6 weeks. The Assistant Storeroom Manager indicated this box car could probably be replaced with 12 more truck deliveries per year, since the majority of bulk orders are already received via trucks from the Croton Harmon Central Warehouse.

The MNR uniform storage located in the mezzanine above the General Storeroom will be required in the future, based on updated information received in 2003 (originals 2001 year interview notes indicated this space would be vacated with the relocation of the tailor shop to the 5th floor).

6.2 POSSIBLE RELOCATION OF THE STOREROOM

One of the FM Group expansion options requires the partial relocation the General Storeroom to the new ESA Concourse. The advantages of such a move include higher ceilings for palletized storage, better dock access without elevator load limitations, and a separate delivery dock from Depew Place (helping to avoid current dock congestion with Retail and other GCT tenant receiving. Disadvantages of the relocation would be a potentially farther distance between the Storeroom and the new 50th Street docks, and farther distance for the Facilities Maintenance Group to travel to get standard stock items. Issues of dealing with two loading dock locations will be an issue whether the storeroom is relocated or not.

7 GCT TRASH MANAGEMENT

The generation of trash at GCT is expected to grow with the ESA expansion due to increased train service and the new concourse. The following paragraphs provide a look at the current GCT trash management operations and the anticipated future requirements.

7.0 TRASH CLASSIFICATIONS

Trash Classifications at GCT fall into four main categories: Non-Compactable, Compactable (Wet trash), Recyclables, and Hazardous Waste.

- Non-compactable trash includes items such as wood and metal scraps, drywall, and construction debris. The main source of this type trash is general construction by work shops, worksites, storeroom, and construction projects. Tenants may also be a source.
- Compactable trash is collected from GCT office areas, tenant areas, train trash (interior cleaning of rail cars), and public receptacles throughout GCT.
- Recyclables are basically newspapers and cardboard. Plastics and glass are separated at the source during collection; however, they are currently disposed of as compactable trash. Recyclables are collected from GCT office areas, tenant areas, train trash (interior cleaning of rail cars), and public receptacles throughout GCT.
- Hazardous trash items include batteries, fluorescent bulbs, paints, and bio-hazards items, such as needles. Sources of this type trash within GCT are from general construction, tenants, and public receptacles throughout GCT.

7.1 OUTBOUND STAGING LOCATIONS

There are three main outbound staging areas for collected trash: Track 14, Depew Place Dock, and Alley 3. Trash is staged at these areas until removal to an off-site location is scheduled via train or truck. A description of these areas is described in the following paragraphs.

7.1.1 Track 14

Track 14 serves as the collection point for outbound recyclables and non-compatibles. The platform has room for a cardboard bailer (800# capacity), temporary storage of newspaper recycle carts and bailed cardboard, and is long enough to allow access to up to 6 flatbed cars. Typically, there are 4 cars for construction trash (non-compactable) and 2 for recyclables (newspaper and cardboard). Each car holds two 30 cubic yard open containers for trash collection. A fork truck is used to load cardboards bails and to empty newspaper recycle carts into the open containers.

7.1.2 Depew Place Dock

Depew Place Dock has two 35 cubic yard compactors located in a refrigerated room. These compactors serve for removal of all compactable trash from GCT. Refrigeration is used to minimize odors from decomposition of food products, especially from the Oyster Bar.

7.1.3 Alley 3

Hazardous waste storage is maintained in a storage room along Alley 3 near the FM shops. This storage area is not an approved Hazardous Waste Storage Area and requires updates to meet codes.

7.2 INTERNAL HANDLING AND MOVEMENTS OF GCT TRASH

Handling and movement of the various trash types is broken down by source responsibility.

- General construction trash (non-compactable) is moved by laborers using fork trucks to move dumping hoppers from the source to flatbed cars on Track 14. The frequency is on an as required basis occurring daily between 8 AM and 4 PM.
- Tenant trash items are moved by private contractor (currently ABM). The trash is moved from the source to either the Depew Place compactors, Track 14 open containers, or hazardous waste (Alley 3, by Facilities Maintenance)
- Train trash is bagged and newspapers are placed in recycle carts on the train platforms by Car Cleaners. The Car Cleaners are responsible for moving the bagged trash from train platforms to the compactors. Building Services personnel move the recycle carts to Track 14 and are responsible for emptying the carts into the flatcar containers. Approximately 75% of this trash is collected during 7 AM to 3 PM period, with the balance collected between 11 PM and 7 AM.
- Trash removal from public spaces is the responsibility of Building Services personnel. Items are moved from the source to Depew Place compactors, Track 14 open containers, or hazardous waste (Alley 3, by Facilities Maintenance).

7.3 HAULING TRASH FROM GCT – NOW AND FUTURE

The impact of the GCT expansion on GCT trash can be estimated based on the additional trains and expansion space within GCT. Future ESA train service is projected at 198 trains per day in addition to the existing 265 trains currently servicing GCT. This represents an increase of approximately 75%, for a total of 463 trains daily (representing an increase in ridership of approximately 160,000 passengers). A review of how the various trash types are currently handled, and the anticipated ESA growth impacts on current GCT trash management items are discussed in the following paragraphs.

7.3.1 Track 14

There are a total of 11 flatcars in the MNR system for handling the train hauled trash. Building Services coordinates with Transportation to schedule night trains to change out the flatbed cars when they are full. The typical frequency is 3 times per week, with the train movements as follows:

- Transportation switches out the full flatbed cars with empty cars on Monday, Wednesday, and Friday nights. Full cars are hauled to BN Yard for processing the next day.
- The flatcars are emptied at BN Yard Wednesday, Friday, and Monday, during the day via either a private hauler (construction trash), or by NYC Sanitation (recyclables)

Current trash volumes require removal of four flatcars of recyclables and one to two flat cars of non-compactable per week, based on Building Services estimates. This equates to 42 tons of newspaper and cardboard per week generated by riders on Metro North trains, the general public using GCT, and GCT tenants. The volume of non-compatibles is depended upon activities by the FM Group shop, MNR Storeroom, and GCT tenants.

The expected growth of recyclables can be tied to the increase in train service since the majority of the recyclables come from train cleaning and GCT containers. Using 75% as the anticipated growth factor, the existing weekly trash tonnage of recyclables would increase from 42 tons to almost 74 tons, or 7 flatcars per week. The non-compatibles make up another 1 to 2 flatcar loads weekly, which could increase to an additional 1 to 2 flatcars in the future. Thus, the future total of flatcars requiring processing in the future could be as high as 11 cars per week.

Currently there are 11 flatcars in the MNR system to haul the recyclables and non-compatibles out of GCT to the BN Yard for processing, which occurs typically 3 times per week. Track 14 has a capacity to park up to 6 flatbed cars. With the possibility of increasing flatcar movements daily there does not appear to be any problems utilizing the existing facilities to handle the anticipated growth in recyclables and non-compatibles. It is recommended that all future recyclables and non-compatibles continue to be staged and processed at Track 14.

7.3.2 Depew Place

Building Services coordinates with contracted hauler to schedule trash pick-ups of the compactor containers. One container is changed out during each dock visit, which is typically scheduled between midnight and 5 AM. Dock data reviewed for a 10-month period from January to October of 2002 confirmed that on average, 6 containers are hauled away weekly. At approximately 10.5 tons per container, this is equivalent to 63 tons of compactable trash per week.

Traffic to the garbage compactors is monitored by the Loading Dock Manager and collected in a database. Compactor data was reviewed for a 10-month period from January to October of 2002, showing the primary users, based on frequency of visits to the compactors. The primary users are ABM (contracted tenant cleaners), followed by Building Services, Car Department (Train

Trash), the Oyster Bar, then others. Charts 1 and 2 (located in the Appendix) show both the distribution of users from this data, along with the average drop off periods during a 24-hour period. However, this compactor data does not represent the actual amount of compactable garbage delivered with each visit and may not accurately represent the amount of garbage collected by each group. From MNR interviews, it was learned that MNR Accounting charges ABM for the disposal of two containers per week. This represents one-third of the weekly compactable trash, leaving the remaining 4 containers per week to be distributed between the other users.

In the future, compactable trash collected by all current users is expected to increase, except for the Oyster Bar, which might grow minimally. An estimated growth of each main user's trash collection could be estimated as growing proportionally to:

- Building Services – ESA square foot growth of the facility (62%)
- Car Department – Increase in train service (75%)
- ABM – Increase in retail spaces (11%)
- Oyster Bar – Minimal growth since the facility is not expanding.

Applying these growth factors to the current distribution would result in an estimated need to remove between 9 and 10 compactor containers per week. The need for increase room for an additional compactor does not appear warranted; instead, increasing the number of nightly removals of the existing compactor containers should cover the increased compactable trash volumes.

It is assumed that all compactable trash will be handled at the Depew Place dock. Placement of a small compactor at the 50th Street dock could help lighten some of the Depew Place compactor's load, but the main outbound trash is recommended to remain at Depew Street. In the future, glass and plastics, which are currently compact as garbage, should be recycled at the Track 14 facilities, thus reducing the actual volumes of compatibles in the future.

7.3.3 Alley 3 – Hazardous Materials Storage

Again, Building Services coordinates removal from the GCT by contacting a private hauler, as needed. Typically, this is done monthly. The volume is currently unknown based on interviews with MNR. Any increases in storing and disposing of hazardous materials can be handled by increasing the frequency of removals from GCT. MNR should evaluate the types of hazardous materials collected, stored, and disposed of currently and look at improving the existing storage area to ensure it meets current and future Hazardous Materials Storage requirements.

8 LOADING DOCKS

All official shipping and receiving for GCT occurs through the Depew Place docks. The exceptions are those deliveries that might be delivered by rail, and vendor deliveries received from street level entries to GCT.

8.0 DEPEW PLACE DOCKS

The GCT Depew Place docks consist of: four (4) main dock bays (with a shared fifth dock bay), two (2) 40-cubic yard compactor units in a refrigerated room, a loading dock office, a ramp to street level, and two freight elevators. The five dock bays line up along the north-south running Depew Place alley. None of the bays have dock lifts. A brief description of these areas follows.

Bays # 1 and # 2 are the northern most positions at the GCT Depew Place docks. They are short docks due to the refrigerated compactor room located behind these two positions. The short docks do not allow for staging of materials removed from a truck.

The refrigerated compactor room has roll-up doors on either end for access. Compactor loading occurs from the back side, with the compactor containers end facing the dock for changing out the containers. Refrigeration is used to keep garbage odors at a minimum.

Adjacent to the compactor room is the loading dock office, where staff coordinated deliveries and pick-ups.

Extending from the dock edge between bays # 2 and # 3 is a steep ramp which allows transition from street level to dock level by fork truck.

Bays # 3 and # 4 are the main receiving docks. They are deep positions and are lined up with the two freight elevators located behind the docks.

The two freight elevators have limited load capacity and are not capable of supporting both a palletized load and fork truck at the same time. This results in the need for additional fork trucks to handle the loading and off loading of the elevator, in addition to the extra handling of the materials.

Bay # 5 houses the Garbage Compactor for the Graybar Building (which is strictly for Graybar Building usage). There is no dock space. Street level access is the only option for GCT usage, when not being utilized by Graybar building staff. Fork truck access to the dock requires driving from Bay # 5 to the ramp between Bays # 2 and # 3.

Dock operations are 24-hours, seven days per week under the control of the Building Services group. One person is in the loading dock office every shift, serving to record all receiving and shipping. There are also two freight elevator operators during the week, with one on the weekends.

There is no queuing system at the docks other than first come, first served. Typical, a truck arrives with a delivery (or pick up). The loading dock manager contacts the receiving party who coordinates personnel to unload (or load) and move within GCT. Personnel for loading and unloading are not stationed at the loading dock. Loading dock personnel keep a log of all deliveries. Garbage pick-up

from compactors is usually scheduled during night operations, between 1 to 2 am when other deliveries are slow.

Building Services personnel indicated the docks are busier during Thanksgiving and Christmas times with December being the busiest month. The additional loading is due to holiday parties and the volume at the markets during the holiday season (+80 vendors in GCT).

8.1 LOADING DOCK ANALYSIS

Dock data reviewed for a 10-month period from January to October of 2002 confirmed that retail deliveries make up 63% of monthly total dock visits. MNR deliveries account for another 26%, being divided between the Commissary, General Storeroom, and general MNR deliveries. Garbage hauling from GCT is represented by 3% of the total, with the remaining 8% attributed to “Other” GCT tenants. This distribution is shown in pie chart (Chart 3).

The actual average monthly number of deliveries for each of the five categories is shown in Chart 4. There is an average of 971 dock visits per month. To estimate the future growth in dock visits, growth factors were applied to each of the five categories. These factors were as follows:

- Retail – Increase in retail space (11%)
- MNR Commissary – No Increase (0%). ESA train service is not expected to have food service on the trains, and existing train service using the Commissary is not expected to grow due to ESA. Any commissary needs for ESA trains is planned to utilize Jamaica for storage and servicing.
- General Storeroom - ESA square foot growth of the facility (62%).
- General MNR deliveries - ESA square foot growth of the facility (62%).
- Garbage – Increase in train service (75%).
- Others – ESA square foot growth of the facility (62%).

Applying these growth factors to the current distributions has resulted in an approximate 24% increase in overall number of dock visits in the future. On average, this represents an increase of 235 dock visits per month, to an average future dock loading of 1,206 visits per month. The individual projected growths are shown in Chart 4, with retail still being the major dock user at a frequency of 687 visits per month.

Two other parameters were evaluated when the existing dock data was analyzed; “time-of-day” and duration. The data presented in Chart 5 indicated that the primary delivery period is a four-hour period between 8AM and noon, representing 46% of the monthly dock visits. Another 44% of the visits are split between the four-hour periods on either side of the primary delivery period. Chart 6 shows the average duration for dock visits, broken down into four separate time increments. The majority of the dock visits fall into the 30 minute category, representing over 52% of the average monthly deliveries. Another 24 % are in the 30 to 60 minute category, followed by 15% in the 1 to 2 hour category, and the

remaining in 2 hour plus category. Table D1 provided shows the breakout of the data used for Chart 6 by major user category.

It should be noted that the dock data reviewed is limited to data collected by the Building Services staff at the Depew Place docks. The data does not include street level deliveries at GCT, nor does it account for queuing delays prior to arriving at the docks. Street level deliveries are more than likely caused by street congestion getting to Depew Place, or queuing delays waiting for a dock position to open. In determining future dock requirements, consideration should be made to account for the need to redirect these street level deliveries to the official loading docks to help protect the GCT public from potential delivery accidents. The following analysis includes this consideration.

8.2 FUTURE LOADING DOCK NEEDS

To get an estimate of future loading dock capacity needs, the future frequency of visits, along with dock visit times and durations were used. The highest volume of loading dock occurs between the hours of 8AM and noon, with retail deliveries being the highest frequency. Thus, it is suggested that an evaluation of maximum capacity loading can be done by evaluating the retail deliveries in this primary delivery period, accounting for the average duration of deliveries. Chart 7 is a representation of such a sampling for the month of January 2002. The data shows that 269 deliveries, averaging 45 minutes per delivery, were received during the primary receiving period in a month. Since the majority of retail deliveries occur during the weekdays, this number is divided by 20 days (representing four 5-day work weeks) to arrive at approximately 14 deliveries per day. At 45 minutes per delivery, this represents 10.5 hours of loading dock time. Each load dock bay offers 4 hours of load/unload time during the period. Thus, the number of loading dock bays required for current retail peak deliveries is 10.5 hours divided by 4 hours per bay, equaling 2.6 bays, rounded up to 3 bays. Using the forecasted 11% increase in retail deliveries, the required number of bays for retail deliveries increases to 2.8 bays (or 3 bays) to handle the peak retail deliveries. Considering that there are unofficial street level retail deliveries occurring presently, and that these deliveries should be going through the official GCT docks, the actual minimum number of bays for retail deliveries should be 4 in the future.

Using the data in Table D1, a more general review of loading dock capacities can be evaluated. This data shows 76% of the monthly deliveries are less than 45 minutes in duration. Dividing the 734 monthly deliveries 20 work week days, a conservative 37 deliveries per day is established. At 45 minutes per delivery, approximately 28 dock hours are required. Assuming the majority of these deliveries will happen in an 8-hour window, the minimum number of dock bays required is 3.5 (or 4) to handle existing dock loading. This agrees with the current number of dock bays used by GCT. The future number of dock bays is calculated using the overall growth factor of 24%, leading to a projected need of 4.3 bays (or a minimum of 5 bays) in the future. Again, considering queuing factors and elimination of street level deliveries, the proposed increase should be increased to 6 to allow for extra flexibility in deliveries to GCT.

A new loading dock is planned at the 50th Street Vent Building as part of the ESA expansion. This new loading dock will provide two additional loading dock bays, in addition to the existing 4 dock bays at Depew Place, meeting the projected dock growth needs discussed above. The only issue is how the loads between the two docks are distributed. The recommended future distribution of the Depew Place and 50th Street loading docks is as follows:

- 50th Street Docks should be used primarily for receiving of items to the new ESA Concourse and relocated tenants of GCT. Tenants using this dock for receiving should include: all retailers on the new Concourse, in addition to some of the existing retailers who now use Depew Place; the Commissary for all truck deliveries; Building Services for all supplies (closer to their storage area); and the Main Storeroom (if relocated to the ESA concourse, as recommended in Option “D” of the FM Group relocation).
- Depew Place Docks should continue to be used for the majority of outbound items, including the compactable trash. The docks would continue to be used for receiving FM Group special orders, retailers and Food Court vendors currently using the docks, and other GCT Tenants.

APPENDIX – TABLES/CHARTS

- **TABLE D1 – AVERAGE MONTHLY DOCK DELIVERIES AND DURATIONS**

- **CHART 1 – MONTHLY GCT GARBAGE COMPACTOR SOURCES**
- **CHART 2 – MONTHLY AVERAGE GARBAGE DROP-OFF PERIODS**
- **CHART 3 – GCT DELIVERY DISTRIBUTION, DEPEW PLACE DOCKS**
- **CHART 4 – GCT DOCK GROWTH PROJECTIONS**
- **CHART 5 – DELIVERY PERIODS (10 MONTH PERIOD [JAN-OCT 2002])**
- **CHART 6 – DURATION OF DELIVERIES (10 MONTH PERIOD [JAN-OCT 2002])**
- **CHART 7 – SAMPLE OF RETAIL DELIVERY PERIODS (JANUARY 2002 DATA)**

D1: Average Monthly Dock Deliveries and Durations (Jan – Oct 2002 Dock Data)

0-30 Minute Range			30-60 Minute Range			1-2 Hour Range			2+ Hours Range			Total Deliveries
Deliveries	% of Deliveries	Average Time	Deliveries	% of Deliveries	Average Time	Deliveries	% of Deliveries	Average Time	Deliveries	% of Deliveries	Average Time	
295	59%	0:18:16	167	72%	0:42:40	101	70%	1:24:50	56	61%	4:02:42	619
32	6%	0:12:35	17	7%	0:43:36	17	12%	1:27:27	19	20%	3:59:04	85
60	12%	0:14:01	10	4%	0:44:38	6	4%	1:23:42	1	1%	10:31:02	77
48	10%	0:19:07	26	11%	0:41:35	12	8%	1:18:27	4	4%	4:36:54	90
41	8%	0:14:45	13	5%	0:41:40	9	6%	1:25:24	13	14%	4:20:37	76
24	5%	0:17:05	0	0%	0:36:45	0	0%	1:20:00	0	0%	7:30:30	24
500	52%	0:17:09	232	24%	0:42:38	145	15%	1:24:37	92	10%	4:09:40	970

Chart 1
Monthly GCT Garbage Compactor Sources *
 (Based on Compactor Visits, Not Volume of Garbage)

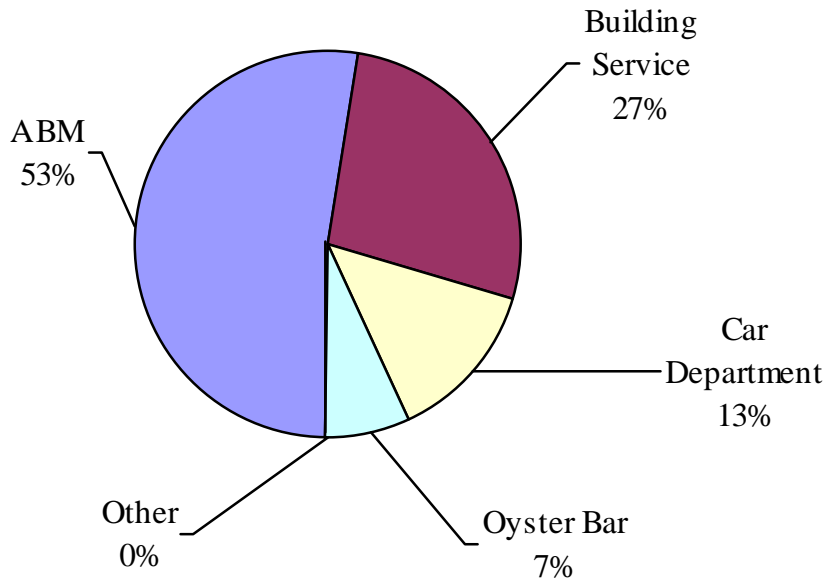


Chart 2
Monthly Average Garbage Drop-Off Periods *

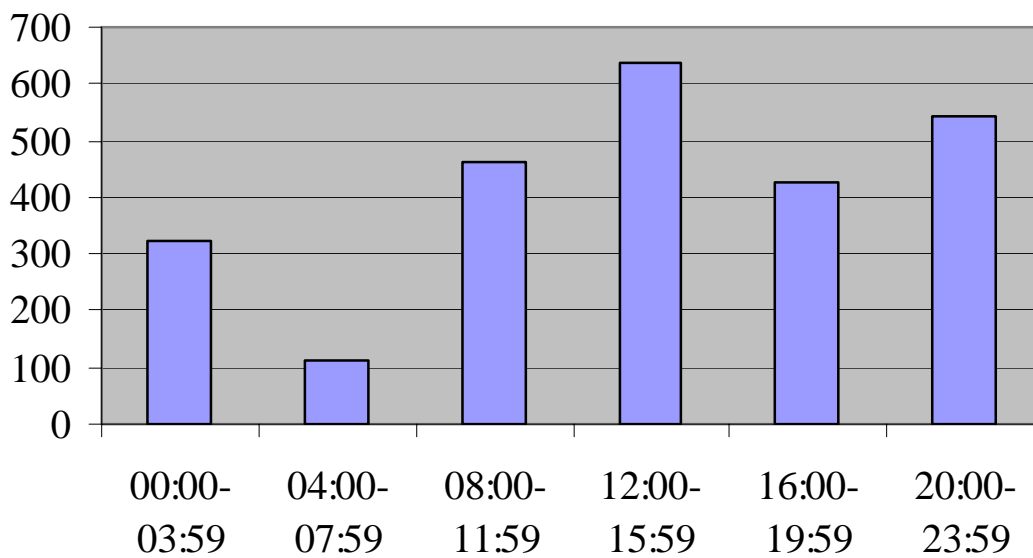


Chart 3
GCT Delivery Distribution
Depew Place Docks
(10 Month Period Jan-Oct 2002)

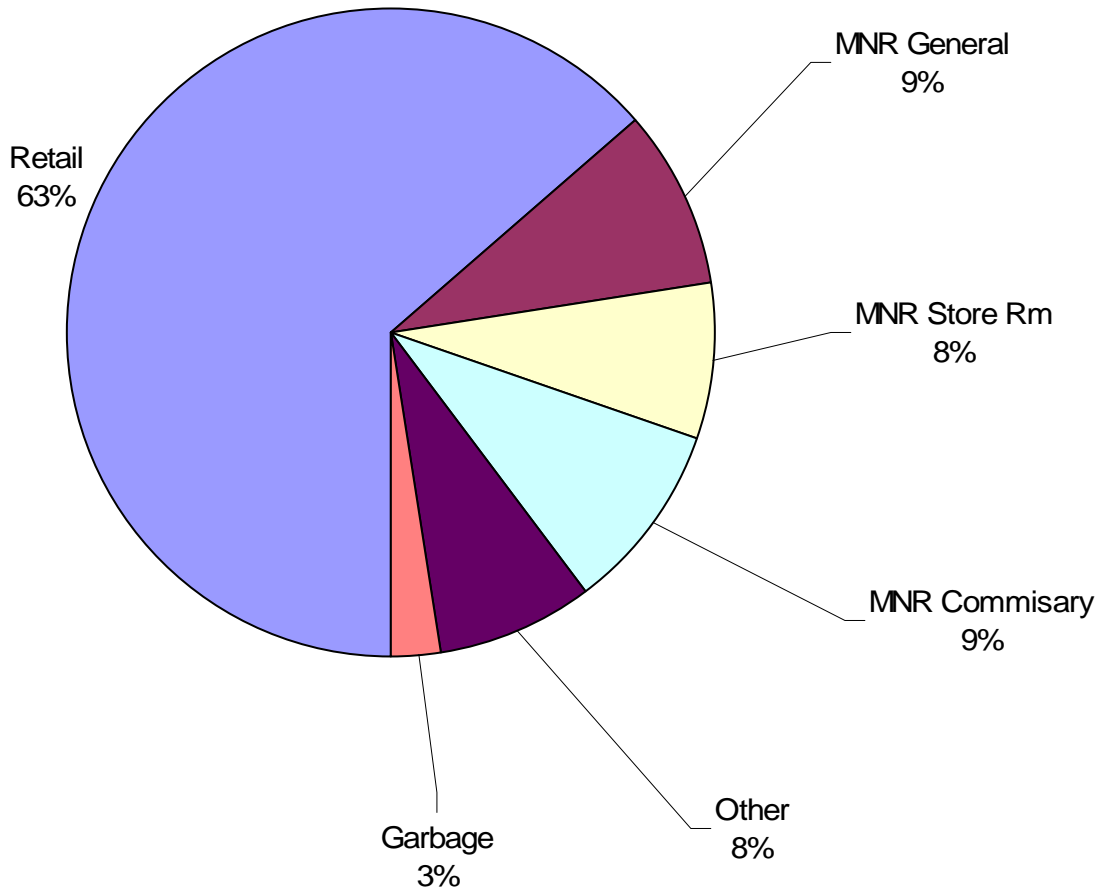
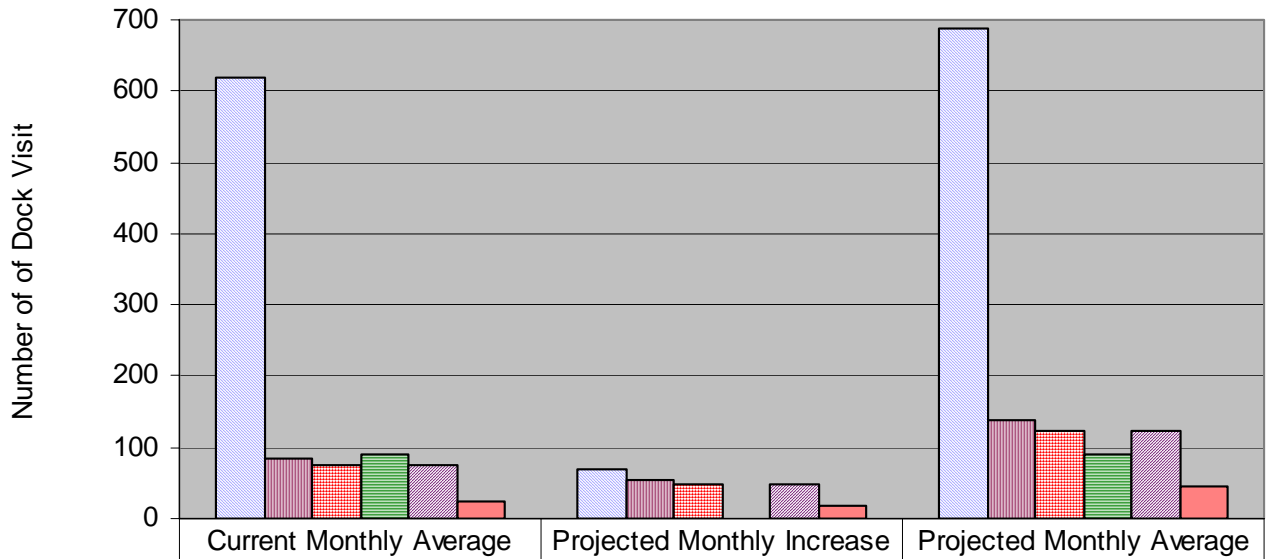


Chart 4
GCT Dock Growth Projections

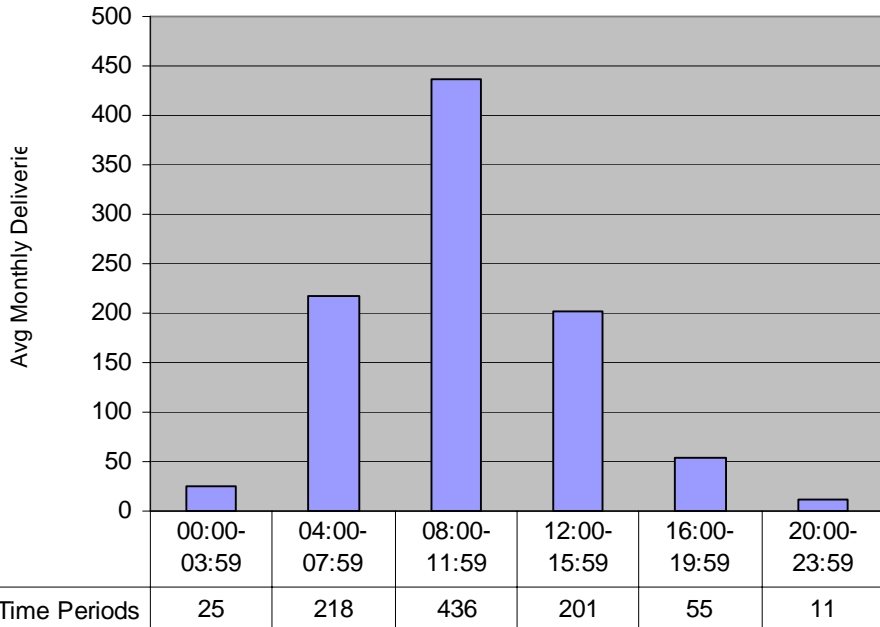


	Current Monthly Average	Projected Monthly Increase	Projected Monthly Average
Retail	619	68	687
MNR General	85	53	138
MNR Store Rm	76	48	124
MNR Commissary	90	0	90
Other	76	47	123
Garbage	25	19	44

Increase in MNR Store Rm and General Delivery distributions covers the addition of deliveries for LIRR expected in the future.

Assumption: LIRR deliveries will be through the existing MNR Store Rm.

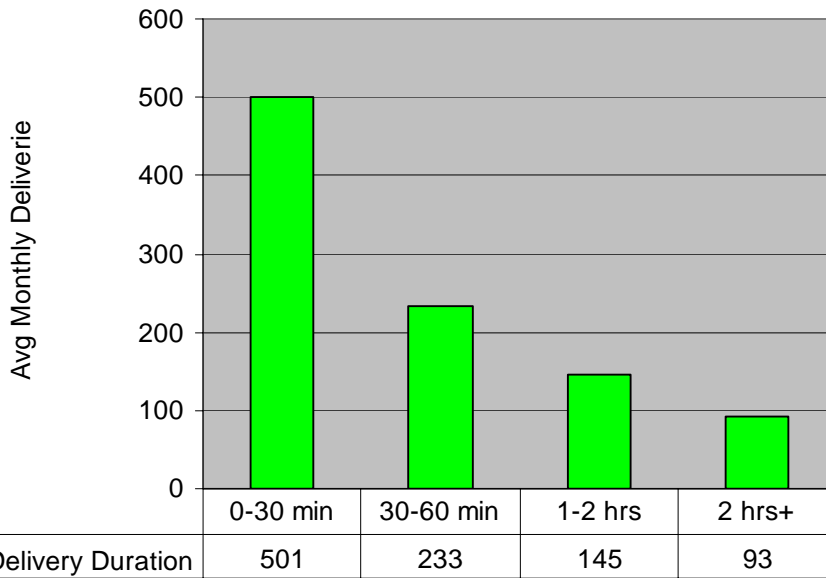
Chart 5
 Delivery Periods
 (10 Month Period [Jan - Oct 2002])



Delivery Periods (24 Hour Time)

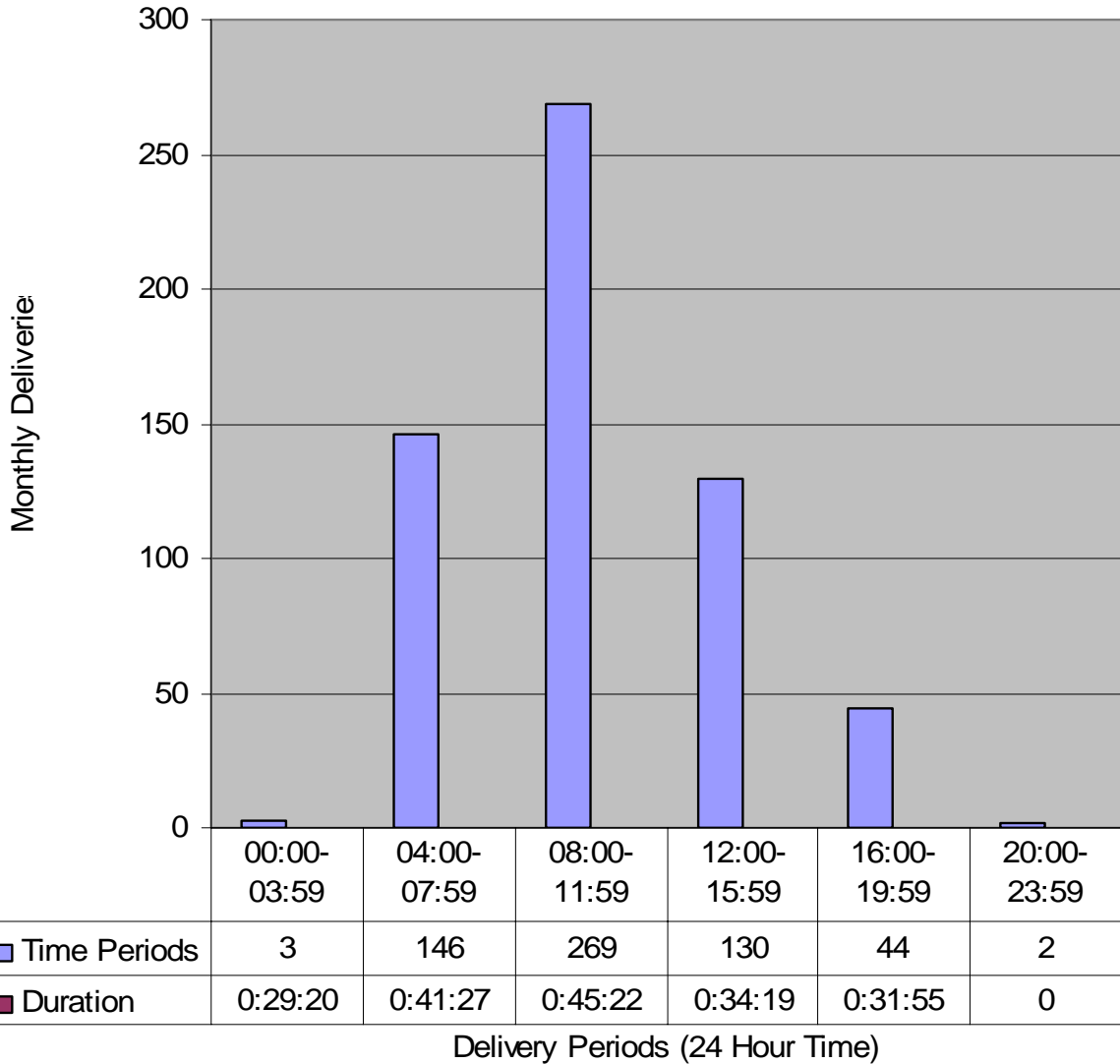
"Time Periods" = # of deliveries for the time period

Chart 6
 Duration of Deliveries
 (10 Month Period [Jan - Oct 2002])



"Delivery Duration" = # of deliveries for the duration period

Chart 7
 Sample of Retail Delivery Periods
 (January 2002 Data)



"Time Periods" = Count of Deliveries for the period
 "Duration" = Avg. Time per delivery in the delivery period