

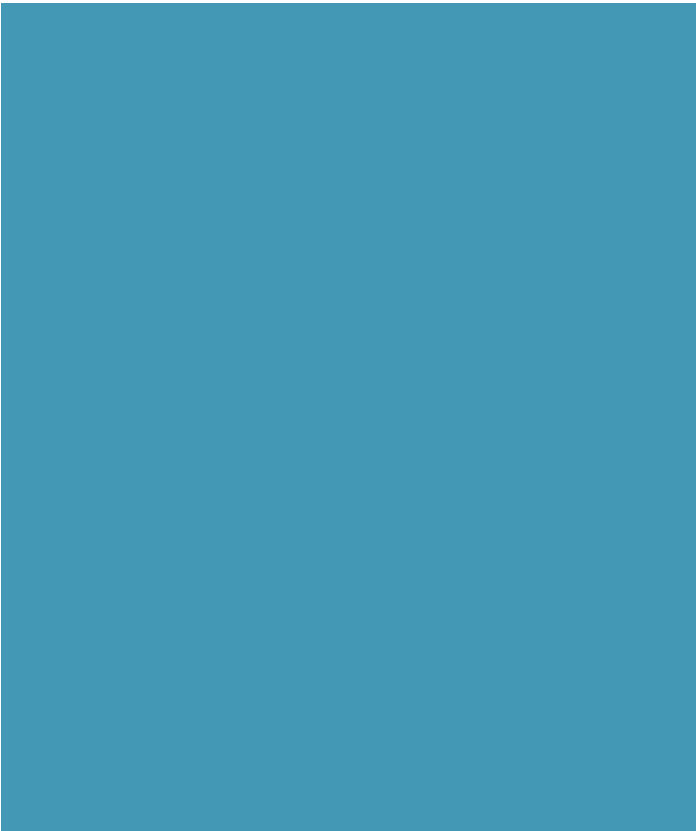


Technical Memorandum: Facility Planning and Programming Summary

Arenac Public Transit Authority Facility
Feasibility Study

Twining, Michigan

May 17, 2024





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1 Section One – Project Overview

1.1 Introduction

The Arenac Public Transit Authority (APTA) provides demand-response and Out of County Medical Transportation services to Arenac County, Michigan. APTA currently operates out of a facility in Twining, Michigan that is used under a lease agreement, and their fleet maintenance is completed off site by a contracted company. APTA is investigating the benefits and possibilities of investing in a new Operations Facility that will accommodate their projected growth.

The HDR Team was tasked with developing a Space Needs Program to document the current and projected needs to support a new, modernized, and economical Operations Facility. The Space Needs Program will be used to develop a test fit layout that graphically represents the space requirements of the new facility.

The areas and functions to be included are:

- Operations
- Service Areas
- Interior Fleet Parking
- Exterior Areas
- Employee & Visitor Parking

1.2 Methodology

The HDR Planning Team has an extensive history in planning, master planning, and design of similar facilities for Transit Administration, Operations, and Maintenance facilities. While the planning team can draw upon its involvement in other transit operations and maintenance facilities efforts, the most successful facility projects begin with gaining an understanding of the agency and its operation. This helps tailor the planning process to the specific needs of the agency, in this case APTA. Through meetings, discussions, and input from APTA stakeholders, the planning team gained a better understanding of the operational and functional needs of APTA to guide their planning efforts. With this valuable input and the Planning Team's knowledge in similar facilities, a Space Needs Program and a test fit layout were successfully created for the proposed facility.

1.3 Report Overview

The report will consist of various sections and appendices. The following is a brief description of the contents of each section.

1.3.1 Section One - Project Overview

Describes the background of the project and gives an overview of the complete report.

1.3.2 Section Two - Basis for Design

This section summarizes the qualitative planning issues noted during meeting sessions, including additional research and continued discussion with stakeholders. Noting each group utilizing the facility, this section also describes the agency's hours of operation, responsibilities, staffing count, vehicle parking, and list of other key planning issues for consideration during future planning and design efforts.

1.3.3 Section Three - Space Needs Program

This section presents a detailed list of space requirements for each group. This program intends to identify programmed spaces to fulfill future facility needs. Spaces are further defined by their quantity, area, and any additional remarks significant to design.

1.3.4 Section Four - ROM Estimate

This section gives a Rough Order of Magnitude (ROM) cost estimate for the proposed facility based on the expected space types and square footage requirements identified in the Space Needs Program.

1.3.5 Site Selection Analysis

This section presents the Site Scoring Worksheet for the prospective sites in Arenac County that could be acquired for APTA functions and the recommended ranking of each site based upon its Total Score.



2 Section Two – Basis for Design

2.1 Introduction

The purpose of Section Two - Basis for Design is to document and define the current and future requirements for the new APTA Operations Facility. This section presents the staffing, vehicle, and space requirements to support APTA. The following tables provide data on the current and 10-year projected operational and functional needs for a new facility. This section is an essential part of developing the Space Needs Program, presented in Section Three.

2.2 Staffing

The current hours of operation for the facility are from 6 a.m. to 7 p.m., Monday through Friday and 9 a.m. to 5 p.m. Saturday. Table 2-1. Staffing summarizes the staffing requirements to support the APTA Operations Facility for the current and future needs.

Table 2-1. Staffing

Position	Current	10-Year Projection
Director	1	1
Operations Manager	1	1
Office Coordinator/ Dispatch Manager	1	1
Dispatchers	2	2
Drivers	17	20
Total	22	25

2.3 Fleet Parking

All APTA vehicles shall be parked in an enclosed, heated, and ventilated area. Table 2-2. Parking documents the quantity and size of parking stalls required per vehicle type.

Table 2-2. Parking

Vehicle Type	Current	10-Year Projection	Size (feet)
Transit Van	6	9	10 x 20
Minivan	2	3	10 x 20
Cutaway Bus	2	4	10 x 20
Medium Duty Bus	2	4	10 x 20
Total	12	20	

Source: Programming Interviews/ Questionnaire

2.4 Key Planning Issues

The following key planning issues shall be considered during programming and design efforts for the APTA Operations Facility.

Office Areas

Administration Areas

- The Director shall be provided with a Private Office sized to accommodate a standard desk with a computer, file cabinets, and chairs for private meetings.

Operations Areas

- A Private Office shall be provided for the Operations Manager and the Office Coordinator/ Dispatch Manager positions. Each office shall be sized to accommodate two standard desks with computers, file cabinets, and chairs for meetings.
- A Dispatch Office/ Vestibule shall be provided for dispatch functions and driver interaction. Drivers shall have a direct path to the vehicles from the Dispatch Vestibule.
- Open Workstations shall be provided adjacent to the Dispatch Office/ Vestibule for Dispatchers.

Shared Areas

- A Lobby shall be open to the public at the entrance to the Facility. A unisex restroom shall be accessible from the Lobby for public use.
- Provide a Conference Room sized to accommodate up to 10 person meetings.
- A Table & Chair/ General Storage Room shall be accessible from the Conference Room.
- A Copy/ Supply/ Work Room shall be provided with a copier/ printer/ scanner and stationery/ materials storage.
- Provide a Kitchenette/ Vending Alcove for vending machines, refrigerator, microwaves, counter space, etc., accessible to all staff.
- Secure File Storage shall be provided with fireproof, locking file cabinets for documentation storage.

Operator Areas

Driver's Support Areas

- Provide a Driver's Room near the Dispatch Office/ Vestibule for Drivers to access before, after, or between shifts.
- A Locker Alcove shall be accessible directly from the Driver's Room. One half-height locker shall be provided per driver for storage of personal items during their shift.

Support Areas

- Men's and Women's Restrooms shall be provided and sized to meet applicable code requirements and daily peak demand use situations.
 - Men's and Women's Restrooms shall both be provided with toilet stalls, ADA stalls, shared sinks, and showers.
- Provide a Cleaning Supplies Closet with a mop sink for storage of cleaning materials and products.
- A Mother's Room shall be provided with cabinets, refrigerator, sink, and chair.

Building Support Areas

- Provide and confirm the size and location of the following Building Support Areas during design:
 - IT/ Server
 - Electrical
 - Mechanical
 - Fire Suppression Riser Room

Fleet Cleaning

- A Wash Bay shall be included for the exterior cleaning of APTA vehicles with a high-pressure wash system.
- A Wash Equipment Room shall be adjacent to the Wash Bay for storage of wash detergent, a pressure washer, and other wash equipment.

Fueling

- Provide a dedicated area in the vehicle circulation path for diesel and unleaded vehicle fueling. Fuel Lane shall be equipped with a dual dispenser for fueling and an interior cleaning vacuum.
- Provide a storage room adjacent to the Fueling Lane for storing cleaning supplies and materials.

Storage

- Provide a dedicated area for Miscellaneous/ Vehicle Equipment Storage.

Enclosed Parking Areas

- Parking for APTA vehicles shall be in an enclosed environment protected from the elements and will be easily accessible from the Operations functions of the facility.
- The orientation of the parking spaces shall allow for the most efficient use of space as possible while maintaining proper clearances and safe and efficient circulation.

Exterior Fuel Storage

- Provide two 5,000-gallon fuel tanks (one for unleaded and one for diesel fuel) on site.
- Tanks shall be in a secure area and accessible by the fill truck without impacting the service cycle or other circulation throughout the site.

Employee & Visitor Parking

- All employee and visitor parking shall be in one central parking area and shall include ADA Parking Spaces as required by local code.

3 Section Three – Space Needs Program

3.1 Introduction

The Space Needs Program presented in this section is the mathematical representation of the Arenac Public Transit Authority Operations Facility. The information presented in the program is based on the data provided/ confirmed by APTA and the Planning Team’s expertise and experience with similar facilities.

3.2 Circulation

The space requirements shown for each function are net usable area. By using an efficient design approach, the HDR Planning Team hopes to minimize the amount of circulation necessary for the facility. There are three types of circulation factors utilized in the Space Needs Program.

3.2.1 Interior or Building Circulation

This factor is applied to the program as a percentage of the total building square footage. It accounts for miscellaneous building spaces such as hallways, stairwells, custodial closets, mechanical, plumbing, and electrical rooms, wall thickness, structure (Circ/Mech/Elec/Struct - Net: Gross), and access requirements. The following is a list of the factors (in general) that have been applied to the program:

Administrative Office Areas	35%
Service Areas	150%

3.2.2 Parking Circulation Factor

This factor is included to account for the drive aisles, walkways, islands, and other areas created by site and access inefficiencies. This factor can vary from 15 to 100 percent of the actual space occupied by a vehicle for regular exterior parking. For this project, a factor of 100% was used for all exterior parking areas. A factor of 200% was used for all enclosed parking areas to account for the building structure requirements and proper bus circulation around the structure.

3.2.3 Site Factors

This factor is also applied to the program as a percentage of the total program square footage. It accounts for areas around buildings, site drive aisles, building access, and site access. The better the site conditions, access, easement, etc., the more efficient the site layout can become. For this project, a Site Factor of 200% was used for the Setbacks, Circulation, and Landscaping requirements to account for unexpected agency growth and to provide contingency for unknown site conditions. An additional factor of 5% was applied to the subtotal site requirements for stormwater detention needs.

3.3 Space Needs Program

A summary of the Space Needs Program for the Arenac Public Transit Authority Facility is provided in Figure 3-A. Space Needs Program Summary. This summary table includes projected square footage needs for building areas, exterior areas, and parking areas. These projected space needs are subtotaled into net square footage requirements and converted to the total site acreage requirements for the facility and any potential residual land area. Site circulation, landscaping requirements, and total acres required are also shown in the summary.

The detailed Space Needs Program is presented in Figure 3-B. Space Needs Program. The detailed program shows a complete list of each space to be included in the facility and the applicable space standard for that type of space. Additional information relevant to the space for this facility is included in the last column, labelled "Remarks".

Figure 3-A. Space Needs Program Summary

APTA Space Needs Summary by Area Type		Current Needs (2024)		Future Needs (2034)	
Building Areas		Staff	Area	Staff	Area
1 Office and Support Areas		22	2964	30	3175
	Circ/Mech/Elec/Struct		1,037		1,111
TOTAL			4,001		4,286
2 Service Areas			3000		3000
	Circ/Mech/Elec/Struct		4,500		4,500
TOTAL			7,500		7,500
3 Fleet Parking			2,800		4000
	Circ/Mech/Elec/Struct		5,600		8,000
TOTAL			8,400		12,000
Site Areas		Area		Area	
4 Exterior Areas			320		320
	Circ/Mech/Elec/Struct		320		320
TOTAL			640		640
5 Employee & Visitor Parking - Exterior			4,284		6,138
	Circ/Mech/Elec/Struct		4,284		6,138
TOTAL			8,568		12,276
Sub-Total Site Requirements			29,109		36,702
Setbacks/ Circulation/ Landscaping Requirements: 200%			58,219		73,404
Subtotal			87,328		110,106
Detention 5%			4,366		5,505
Total Site Requirements			91,694		115,611
		Sq Ft			
		Acres	2.11		2.65



Figure 3-B. Space Needs Program

Area Description	Space Type	Space Standard (SF)	Planning Ratio	Current Needs (2024)			Future Needs (2034)			Remarks
				Staff	Space	Area	Staff	Space	Area	
1 Office and Support Areas										
1.1 Office Areas										
1.1.1 Administration Areas										
1.1.1.1 Director	Private Office	12 x 12		1		144	1		144	With a desk, file cabinets, and chairs
1.1.2 Operations Areas										
1.1.2.1 Operations Manager	Private Office	10 x 12		1		120	1		120	Adjacent to lobby with a desk, file cabinets, and chairs
1.1.2.2 Office Coordinator/ Dispatch Manager	Private Office	10 x 12		1		120	1		120	Adjacent to lobby with a desk, file cabinets, and chairs
1.1.2.3 Dispatch Office / Vestibule	Enclosed	10 x 10			2	200		2	200	
1.1.2.4 Dispatch Open Workstations	Workstations	6 x 8		2		96	2		96	Open workstations
1.1.3 Shared Areas										
1.1.3.1 Lobby	Enclosed	15 x 15			1	225		1	225	Adj. to dispatch suite, open to public
1.1.3.2 Public Restroom	Enclosed	64			2	128		2	128	
1.1.3.3 Conference Room	Enclosed	25 sf per person	10 person occupancy		1	250		1	250	With tables and chairs
1.1.3.4 Table & Chair/ General Storage Room	Enclosed	100			1	100		1	100	
1.1.3.5 Kitchenette / Vending Alcove	Alcove	150			1	150		1	150	
1.1.3.6 Copy/ Supply/ Work Room	Enclosed	10 x 10			1	100		1	100	
1.1.3.7 Secure File Storage	Enclosed	50			1	50		1	50	With locking, fire proof file cabinets
Subtotal						1683		1683		
1.2 Operator Areas										
1.2.1 Driver's Support Areas										
1.2.1.1 Drivers				17			25			
1.2.1.2 Driver's Room	Enclosed	30 sf per person	75% of total staff		1	510		1	690	Shared with all staff
1.2.1.5 Driver's Locker Alcove	Alcove	3.5 sf per locker			19	67		28	98	Total operators + 10%, 1/2 height lockers
Subtotal						577		788		
1.3 Support Areas										
1.3.1 Mens' Restroom/ Showers										
Toilet		3 x 5	15 sq ft per unit		1			1		
ADA Stall		5 x 8	40 sq ft per unit		1			1		
Sink		2 x 3	6 sq ft per unit		2			2		
Shower		5 x 5	25 sq ft per unit		1			1		
1.3.2 Womens' Restroom/ Showers						138		138		Subtotal of areas plus 50%
Toilet		3 x 5	15 sq ft per unit		1			1		
ADA stall		5 x 8	40 sq ft per unit		1			1		
Sink		2 x 3	6 sq ft per unit		2			2		
Shower		5 x 5	25 sq ft per unit		1			1		
1.3.3 Cleaning Supplies Closet						48		48		
1.3.4 Mother's Room						80		80		
Subtotal						404		404		

Area Description	Space Type	Space Standard (SF)	Planning Ratio	Current Needs (2024)			Future Needs (2034)			Remarks
				Staff	Space	Area	Staff	Space	Area	
1.4 Building Support Areas										
1.4.1 IT/Server Room	Enclosed	50			1	50		1	50	Needs verification
1.4.2 Electrical Room	Enclosed	75			1	75		1	75	Needs verification
1.4.3 Mechanical Room	Enclosed	100			1	100		1	100	Needs verification
1.4.4 Fire Suppression Riser Room	Enclosed	75			1	75		1	75	Needs verification
<i>Subtotal</i>							300		300	
Subtotal						22	2,964		30	3,175
Circ/Mech/Elec/Struct		35%					1,037			1,111
Total Office and Support Areas										4,286
2 Service Areas										
2.1 Fleet Cleaning										
2.1.1 Rough Wash Bay	Enclosed	20 x 50			1	1000		1	1000	
2.1.1.1 Wash Equipment Room	Enclosed	10 x 10			1	100		1	100	
<i>Subtotal</i>							1,100		1,100	
2.2 Fueling										
2.2.1 Fuel Lane	Open	18 x 50			1	900		1	900	
2.2.1.1 Electrical Room	Enclosed	50			1	incl.		1	incl.	
2.2.1.2 Cleaning Supplies Storage	Enclosed	50			1	incl.		1	incl.	
<i>Subtotal</i>							900		900	
2.3 Storage										
2.3.1 Miscellaneous/ Vehicle Equipment Storage Area	Open	20 x 50			1	1,000		1	1,000	
<i>Subtotal</i>							1,000		1,000	
Subtotal							3,000			3,000
Circ/Mech/Elec/Struct		150%					4,500			4,500
Total Service Areas										7,500
3 Fleet Parking										
3.1 Enclosed Parking Areas										
3.1.1 Transit Van		10 x 20			6	1200		9	1800	
3.1.2 Minivan		10 x 20			2	400		3	600	
3.1.4 Cutaway Bus		10 x 20			2	400		4	800	
3.1.5 Medium Duty Bus		10 x 20			4	800		4	800	
<i>Subtotal</i>							2,800		20	4,000
Subtotal						14	2,800			5,600
Circ/Mech/Elec/Struct		200%					5,600			8,000
Total Bus Parking Areas										12,000

Area Description	Space Type	Space Standard (SF)	Planning Ratio	Current Needs (2024)			Future Needs (2034)			Remarks
				Staff	Space	Area	Staff	Space	Area	
4 Exterior Areas										
4.1 Exterior Fuel Storage										
4.1.1 Unleaded Fuel Tank	Open	8 x 20			1	160		1	160	
4.1.2 Diesel Fuel Tank	Open	8 x 20			1	160		1	160	
Subtotal						320			320	
Circ/Mech/Elec/Struct		100%				320			320	
Total Exterior Areas						640			640	
5 Employee & Visitor Parking - Exterior										
5.1 Parking Areas										
5.1.1 Employee	Open	9 x 18			22	3564		30	4860	
5.1.2 Visitor	Open	9 x 18	15% of staff/employee		3	486		5	810	
5.1.3 ADA	Open	13 x 18	5% of staff/employee		1	234		2	468	
Subtotal					25	4,284		35	6,138	
Circ/Mech/Elec/Struct		100%				4,284			6,138	
Total Employee & Visitor Exterior Parking Areas						8,568			12,276	
Sub-Total Site Requirements										
Setbacks/ Circulation/ Landscaping Requirements:		200%				29,109			36,702	
						58,219			73,404	
Subtotal						87,328			110,106	
Detention		5%				4,366			5,505	
Total Site Requirements						91,694			115,611 Sq Ft	
						2.11			2.65 Acres	

4 Section Four - ROM Estimate

Figure 4-A presents the Preliminary Budget Worksheet developed for the future needs of the proposed APTA Operations Facility. The results are based on the total square footage requirements listed in the Space Needs Program and should be considered only as a rough estimated cost. The total costs shown below were calculated using a cost per square footage plus a series of percentages to accommodate soft costs and contingencies.

Figure 4-A. Preliminary Budget Worksheet

	A	B	C	D	E	F	G	H	I
Item	Unit	Unit Cost	Quantity	Remarks	Extended Cost (B x C)	General Conditions 7.0% (E x .07)	Contractors Fee and Profit 4.5% (E x .045)	End of the Day Cost/SF	Total (Rounded) (E+F+G)
Site work									
Site Clearing/Development & Site Utility Extensions	SF	\$2.00	115,611	Total site area	\$231,222	\$16,186	\$10,405	\$2.23	\$257,813
Landscape	SF	\$1.50	23,122	20% total site area	\$34,683	\$2,428	\$1,561	\$1.67	\$38,672
Employee & Visitor Parking - Exterior	SF	\$3.50	12,276		\$42,966	\$3,008	\$1,933	\$3.90	\$47,907
Stormwater	SF	\$2.00	5,505		\$11,010	\$771	\$495	\$2.23	\$12,276
Subtotal for Site work					\$231,222	\$16,186	\$10,405		\$356,668
Building Areas									
Office and Support Areas	SF	\$350.00	4,286		\$1,500,100	\$105,007	\$67,505	\$390.25	\$1,672,612
Service Areas	SF	\$250.00	7,500		\$1,875,000	\$131,250	\$84,375	\$278.75	\$2,090,625
Fleet Parking	SF	\$200.00	12,000		\$2,400,000	\$168,000	\$108,000	\$223.00	\$2,676,000
Maintenance & Fueling Equipment	SF	\$50.00	7,500	Service Areas	\$375,000	\$26,250	\$16,875	\$55.75	\$418,125
FF&E	SF	\$20.00	4,286	Office and Support Areas	\$85,720	\$6,000	\$3,857	\$22.30	\$95,578
Subtotal for Building & Covered Areas					\$4,650,000	\$325,500	\$209,250		\$6,952,940
Subtotal					\$4,881,222	\$341,686	\$219,655		\$7,309,608
Architectural/Engineering Fees	%	10%							\$730,961
Agency Staff/Administration	%	1%							\$73,096
Construction Management Fees	%	1%							\$73,096
Preliminary Site Testing	LS								\$100,000
Environmental Cleanup Allowance	LS								\$100,000
Testing/Special Inspections	%	1%							\$73,096
Commissioning	%	1%							\$73,096
Contingency (10% of Construction)	%	10%							\$730,961
Subtotal									\$1,954,306
Total									\$9,263,914
Total Cost								Rounded	\$9,300,000

5 Section Five - Site Selection Analysis

Figure 5-A. Site shows a comparison of various sites that were selected in Arenac County that could potentially be acquired by APTA for the new Operations Facility. The sites were graded with numerous criteria that help determine which site will be the best fit for APTA. For each row of criteria, a score of one to four was applied to each site based on how favorable its characteristics were. If the site provided the best possible case scenario, it received a four in that category. The grade was then multiplied by a significant factor (SIG-FAC) that represents the importance of each criterion. The factor ranges from one to four, with four indicating a higher significance to the site's score. The scores were summed to create a Total Score for each site and ranked accordingly.

Figure 5-A. Site Selection Analysis

		Site #1 14W Huron Rd Omer, MI 48749				Site #2 S Hale Rd Omer, MI 48749				Site #3 S Arenac State Rd, Omer, MI 48749				Site #4 W Huron Omer, MI 48749				Site #5 W Huron Omer, MI 48749			
Parcel Number		002-013-100-040-00				003-0-018-200-027-06				030-0-015-400-005-00				030-0-015-300-130-10				030-0-015-300-130-05			
Evaluation Criteria		Grade	X	SIG-FAC	Score	Grade	X	SIG-FAC	Score	Grade	X	SIG-FAC	Score	Grade	X	SIG-FAC	Score	Grade	X	SIG-FAC	Score
1	Site Size	4	X	4	16	4	X	4	16	4	X	4	16	2	X	4	8	4	X	4	16
2	Site Configuration	2	X	2	4	2	X	2	4	4	X	2	8	1	X	2	2	1	X	2	2
3	Topography	4	X	2	8	4	X	2	8	4	X	2	8	4	X	2	8	4	X	2	8
4	Drainage/Floodplain	3	X	2	6	3	X	2	6	3	X	2	6	3	X	2	6	3	X	2	6
5	Zoning and Land Use	3	X	4	12	3	X	4	12	3	X	4	12	3	X	4	12	3	X	4	12
6	Site Utilities	3	X	1	3	2	X	1	2	2	X	1	2	2	X	1	2	2	X	1	2
7	Site Access	4	X	4	16	2	X	4	8	3	X	4	12	2	X	4	8	2	X	4	8
8	Traffic	3	X	2	6	3	X	2	6	3	X	2	6	3	X	2	6	3	X	2	6
9	Hazardous Materials	3	X	3	9	4	X	3	12	4	X	3	12	4	X	3	12	4	X	3	12
10	Environmental/Neighborhood	4	X	4	16	4	X	4	16	4	X	4	16	4	X	4	16	4	X	4	16
11	Site Development	2	X	3	6	3	X	3	9	3	X	3	9	4	X	3	12	3	X	3	9
12	Operational Efficiency	3	X	4	12	3	X	4	12	3	X	4	12	3	X	4	12	3	X	4	12
Total Score		114				111				119				104				109			
Rank		4				5				2				9				6			



		Site #6 988 S Court St Au Gres, MI 48703				Site #7 2497 E Huron Rd Au Gres, MI 48703				Site #8 Airpark Dr, Standish, MI				Site #9 Airpark Dr, Standish, MI			
Parcel Number		020-0-011-000-055-05				003-0-014-100-005-05				3 Parcels: 040-1-000-000- (130, 135, & 140)-00				040-1-000-000-145-00			
Evaluation Criteria		Grade	X	SIG-FAC	Score	Grade	X	SIG-FAC	Score	Grade	X	SIG-FAC	Score	Grade	X	SIG-FAC	Score
1	Site Size	4	X	4	16	4	X	4	16	4	X	4	16	4	X	4	16
2	Site Configuration	4	X	2	8	4	X	2	8	4	X	2	8	2	X	2	4
3	Topography	4	X	2	8	4	X	2	8	4	X	2	8	4	X	2	8
4	Drainage/Floodplain	1	X	2	2	3	X	2	6	3	X	2	6	3	X	2	6
5	Zoning and Land Use	3	X	4	12	3	X	4	12	4	X	4	16	4	X	4	16
6	Site Utilities	3	X	1	3	3	X	1	3	2	X	1	2	2	X	1	2
7	Site Access	3	X	4	12	4	X	4	16	2	X	4	8	2	X	4	8
8	Traffic	3	X	2	6	3	X	2	6	3	X	2	6	3	X	2	6
9	Hazardous Materials	3	X	3	9	3	X	3	9	4	X	3	12	4	X	3	12
10	Environmental/Neighborhood	3	X	4	12	3	X	4	12	4	X	4	16	4	X	4	16
11	Site Development	3	X	3	9	1	X	3	3	2	X	3	6	2	X	3	6
12	Operational Efficiency	2	X	4	8	2	X	4	8	4	X	4	16	4	X	4	16
Total Score		105				107				120				116			
Rank		8				7				1				3			