

# **AKRON METRO RTA KENMORE BOULEVARD ADMINISTRATION BUILDING NEEDS ASSESSMENT REPORT**

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**AKRON METRO RTA**  
**KENMORE BLVD ADMINISTRATION BUILDING STUDY**  
**August, 2015**

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## **EXECUTIVE SUMMARY**

### Project background:

The Akron METRO Regional Transit Authority commissioned professional architectural/planning services to undertake a thorough, objective and independent needs analysis, evaluate site alternatives, and develop conceptual designs and projected costs for developing and creating adequate administrative space for their headquarters operations. The plan was to address short and long term goals, objectives, and requirements for the various components that comprise the administrative functions of the Akron METRO Regional Transit Authority. The report was also to align the transit master plan for the organization to year 2030 with the physical fabric of the facility, to ensure that the facility is developed to a good state of repair and that any development shall reflect the core values of the Akron METRO Regional Transit Authority.

### Tasks undertaken:

The scope of work was to include, but not be limited to the following items:

- Overview of the operations of the Akron METRO Regional Transit Authority;
- Inventory and assessment of the current building (operational, staffing, physical plant, security, standards compliances);
- Forecasting capacity requirements;
- Space and operational requirements for a future facility or additions to the current facility, including the evaluation of potential sites for a new facility;
- Project cost for a future facility; and
- Preparation of a Final Needs Assessment Report.

### Outcome:

A space needs analysis confirms that the space requirements for current and anticipated future operations of the Akron METRO Regional Transit Authority are not adequately being served by the current facility. The needs analysis suggests that either a new facility be constructed or additions to the existing facility be constructed at an absolute minimum. The usage assessment confirms that a more efficient layout should be provided.

The square footage of the desirable facility was identified and therefrom the size of a probable addition. Two possible practical locations were identified for probable additions to the building and an opinion of probable cost developed on a \$/square foot basis.

A further option was developed to propose the construction of a new Maintenance building, on the same parcel as the current METRO RTA operations, which would free up space adjacent to the existing headquarters which could either be repurposed for the administrative functions or to provide space for a smaller addition for the administrative functions. An opinion of probable cost was also developed for each approach to this option.

In the final analysis, the recommendation of this report is that the most judicious option would be to construct a new bus maintenance building, demolish the existing bus maintenance area and construct a new administration addition. This recommendation takes into account a phased approach which would allow for minimal disruption of operational activities and also for careful financial budgeting.

## **INTRODUCTION**

Akron METRO Regional Transit Authority (RTA) is located in the City of Akron, Summit County, Ohio. In addition to providing transit services to the greater Akron area, and Summit County, the RTA also provides some services to the Stark Area Regional Transit Authority (SARTA), the Portage Area Regional Transit Authority (PARTA), and the University of Akron transit system. The Akron METRO RTA serves the cities of Akron, Barberton, Cuyahoga Falls, Fairlawn, Green, New Franklin, Norton as well as the Village of Clinton, Coventry and Copley Townships. There is also bus service to the City of Cleveland.

The Akron METRO Regional Transit Authority has an appointed 12-member Board of Trustees, each whom serves three-year terms.

The Akron METRO Regional Transit Authority provides bus service, SCAT buses, and owns an extensive network of rail lines. The organization's physical facilities includes the Kenmore Boulevard headquarters (including all administrative functions, maintenance and bus storage, as well as the RK Pfaff Intermodal Transit Center located in downtown Akron and the Independence Turn Around building located in Cuyahoga Falls. Other physical facilities are the Rolling Acres remote transit hub and the Park and Ride facility located in Bath, Ohio.

The main components of the administrative facility at the Kenmore Boulevard location include the following departmental heads and their respective staffs:

- Executive Director/Secretary/Treasurer,
- Director of Finance/Assistant Secretary-Treasurer,
- Director of Maintenance,
- Director of Human Resources,
- Director of Operations,
- Director of Communications/Marketing,
- Director of Planning/Development, and
- Director of Customer Service.

The current Akron METRO Regional Transit Authority Kenmore Boulevard facility, which was built in about 1984, accommodates not only the administrative functions but also the other functions of the RTA including:

- Bus maintenance
- Bus barns
- Bus refueling stations (both diesel and compressed natural gas)
- Bus wash bay
- Employee parking
- Salt storage dome

Facilities currently under construction includes

- Covered canopies for SCAT bus parking
- Public CNG refueling station

The existing office building is approximately 29,860 square feet in extent on three floors. Contiguous to the office building is the main vehicle maintenance facility which is a single-story high-volume space approximately 38,500 square feet in extent. Other buildings at the facility are not physically connected to the main building.



## **NEEDS ASSESSMENT REPORT**

The Akron METRO Regional Transit Authority engaged GPD Group, Inc., to develop the Needs Assessment Report.

The purpose of the report is to provide the following information:

- Review and report on current space utilization of the Kenmore Boulevard administration building;
- Provide space and operational requirements for current and future operations, including the evaluation of potential locations on the existing parcel for further development that might be required;
- Develop alternate locations on the site for any future development;
- Provide an Opinion of Probable Project Cost for any future development;
- Prepare a Final Needs Assessment Report.

To prepare the report, design professionals completed the following activities:

- Inspected the buildings and evaluated the current facilities.
- Conducted an inventory and assessment of the current building (operational, staffing, physical plant, security, standards compliances);
- Interviewed staff;
- Developed a space requirement analysis;
- Forecast future capacity requirements;
- Identified multiple possible locations for future development and analyzed the prospective locations for suitability; and
- Developed an Opinion of Probable Cost for the alternate proposed future development locations.

## **Physical Assessment of Current Building**

The existing Akron METRO Regional Transit Authority office building was constructed in 1984 and, despite maintenance over the years, now shows a deterioration of physical fabric, plant and infrastructure. Over the years, remodeling has taken place to accommodate various departments but space has simply run out as demand for services have increased and personnel rosters have grown. The Akron METRO Regional Transit Authority office building is now experiencing problems of crowding, security, and inefficiency.

It is submitted therefore that, as times and needs have changed, an updated facility is now needed for the Akron METRO Regional Transit Authority to provide better security and physical layout, together with more room for staff and their duties, as well as for the overall efficient operation Akron METRO Regional Transit Authority system.

## **Building Layout**

The existing administrative building is laid out on three floors: first floor, mezzanine, and second floor.

The first floor provides the following:

- Main entrances for public, staff and deliveries.
  - The main entrance, served by a small visitor parking lot with spaces for 19 cars, is accessed off Kenmore Boulevard and comprises a small vestibule with handicapped door operators, a reception lobby and waiting area, and the entrance to the elevator.
  - Staff parking is within the secure perimeter of the facility and access to the main entrance doors by staff is possible through a gate in the security fence. Staff is also able to gain access through an exterior door which gives access to the operators' area.
- Training Room, accessed off the lobby, with associated trainers' office (2 people).
- Operators' area, accessed through a secure door off the lobby
- Maintenance area
  - Office for the Assistant Director of Maintenance
  - Office for the Foreman/Yard Coordinator
  - Office for the Maintenance Trainer
  - Filing for bus maintenance records
  - Parts storage.

The mezzanine floor is served by the elevator, two communicating stairs with the other floors as well as a stair leading directly to the maintenance shop, and houses the following:

- Customer service
  - Care Center (call center);
  - Office for Director of Customer Service;
  - Office for Assistant Director of Customer Service;
  - Mobility Office;
- Maintenance
  - Office for the Director of Maintenance;
  - Office for the Maintenance Administrative Assistant and Buyer;
  - Office for Maintenance Trainer;
  - Maintenance staff lunch room; and
  - Maintenance locker rooms, showers and toilet facilities for both men and women;
- Storage
  - Customer Service

- Maintenance
- Communications/Marketing

The second floor is comprised of the remainder of the administrative functions of the organization and is served by the elevator and two stairwells. The second floor was remodeled in 2009 with an improved layout of offices and support space. It currently houses the following:

- Executive
  - Board Room
  - Office for the Executive Director/Secretary/Treasurer
  - Office for the Executive Director's Administrative Assistant
- Finance
  - Office for the Director of Finance/Assistant Secretary-Treasurer
  - Office for the Chief Accountant
  - Office for the Accountant
  - Office for the Procurement Manager
  - Office for the Financial Administrator
  - Office for the Data Systems Manager
  - Office for the Data Systems Assistant
  - Office for the Electronic Hardware Technician
  - Server Room
  - Filing/Printer
- Operations
  - Office for the Director of Operations
  - Office for the Director's Administrative Assistant
- Planning
  - Office for the Director of Planning/Development
  - Office for the Senior Planner
  - Office for the Planner/GIS
  - Office for the Scheduler
  - Office for the Transit Service Planner
  - Office for the Bus Stop Technician
- Communications/Marketing
  - Office for the Director of Communications/Marketing
  - Office for the Advertising Sales Manager
  - Offices for the Communications Specialists (2)
- Human Resources
  - Office for the Director of Human Resources
  - Office for the Generalist (EEO/DBE)
  - Office for the Director's Administrative Assistant
  - Office for the H.R. Specialist
  - Office for the H.R. Clerk
  - Office for the Manager of Safety
  - File Room
- Support
  - Lunch Room
  - Work/copy Room
  - Administrative Supplies/Storage
  - Men's Restrooms
  - Women's Restrooms

## **Evaluation Criteria**

### **Security**

Because of the age of construction, the current facility is not designed to embody current prevalent security-conscious design considerations. Access from the exterior to the main entrance is unsecured and does not permit views from the interior of people approaching the building. It is to be noted that a small desk is provided in the lobby for a police officer who is generally on duty during normal office hours.

Access from the area behind the security fence is permissible only if one is provided with a swipe card which is read by a card reader. There is also a first floor door for deliveries, which is accessed off the visitor parking lot, leads directly into the building and, if left unlocked, can provide unsupervised access into any of the floors via the adjacent stairwell.

Access is restricted from the lobby to the elevator, and also to the operators' and maintenance areas, through the use of swipe cards which are read by card readers.

The facility is equipped with CCTV cameras for monitoring activities.

An appropriate balance between access to the facility and public safety must be achieved. The current facility was not designed with security in mind and it is imperative that the building should be a safe place, for not only the administrative staff, but also the public. The goals developed in regard to these security issues include preparing a proper foundation for building security by way of a newly constructed entry point or updating an existing building to meet security needs, preventing dangerous items and/or people from entering the building by limiting and securing entrances to the facility, and having a facility layout that has the capacity to allow for quick and effective responses to security incidents.

### **Inadequate Space**

Through interviews with staff, it would appear that due to growth in the organization, the current administrative functions have outgrown the space in the existing building. It is noted that some of the positions are located remotely due to space constraints and also some positions which are currently unfilled largely due again to space constraints. There is virtually no potential for further growth within the building and it is critical therefore to provide a direction for improving the provision of space and thereby the efficiency of operations.

Several areas of concern were raised by staff interviewed with respect to work-related functions:

- Inadequate office space for current needs without even consideration of the future;
- Inadequate training facilities;
- Insufficient space for meetings; and
- Inadequate storage facilities.

Based upon current usage and standards, it is submitted that the space used by the various administrative functions is largely inadequate. The layout of the building does not allow for either a maximization of organizational flow or security, and does not accommodate the activities that now need to occur due to the organization having undergone growth in the past few years. The amount of space needed to accommodate the current daily activities of the Akron METRO RTA is inadequate and the arrangement of offices also does not support the requirements for circulation, equipment and storage. In several instances departments are split due to the lack of contiguous office space. In general terms it may be concluded that future growth would not be able to be accommodated within the existing building.

There is a shortage of offices/workstations in the current facility as well as inadequate conference rooms for small meetings which also impacts efficient functioning of the various departments. Most of the offices are relatively small and restricted for usable space. Analysis reveals that office and workstation sizes are generally sub-standard when compared with current trends.

Of note is the substantial lack of file space as well as employee work areas. Storage for records is located on the mezzanine with overflow and archives at the Independence Turn Around facility. There is no room for expansion in this facility which stifles the legal requirement to maintain records for several years. Human Resources, for instance, is required to maintain records for thirty years. Even in the event the organization is able to implement a digital paperless environment in the future, certain paper documents and digital/electronic records would need to be maintained for years to come. Moving to a digital storage environment would require investment in additional servers which would not be able to be housed within the existing server room.

Additional space is undoubtedly needed in order to accommodate the current and future needs of the Akron METRO RTA thereby providing an improved, comfortable, and efficient environment for employees to complete their tasks. Each space requires sufficient circulation in order for work to progress efficiently and sufficient space for people to move about without interfering with the work of others. The layout of space needs to be configured so that the space functions to most efficiently transact the business of the transit system. It is submitted that all of these factors are neither currently being met, nor are they likely to be met in the future unless the operations are housed in an appropriately sized and planned environment which will overcome the hitherto-mentioned inefficiencies in the organization.

### **Handicapped Accessibility**

Essential to the free and open access to a facility operated by a public agency that is people-centric are facilities that are free of physical barriers that inhibit persons who are impaired from getting to, entering, or using the services provided by the agency. Citizens and staff who are mobility impaired, physically weak, or who have a hearing or visual disability need not only to navigate freely from the parking lot but also have access to and move within all spaces within the building. The Akron METRO RTA administrative building currently only meets minimum requirements for handicap accessibility.

There is one elevator in the building which, anecdotally, has operational issues. When this elevator is not in service, access to the mezzanine and second floors is denied to anyone that cannot use the stairs. There is also no opportunity to provide an alternate work location on the first floor that could be used in such an eventuality.

Accessibility within the building to restrooms and showers are restricted as the facilities were constructed prior to the passage of the Americans with Disabilities Act and do not meet current standards.

It is to be noted that mobility assessments are becoming increasingly important, especially with Akron METRO RTA taking on assessment functions for other transit authorities. Having adequate accessible space for these functions to occur is imperative to ensuring effective public services which, in turn, will reduce transit operational costs for the agency.

### **Environment**

Efficiency is undermined by inappropriate arrangements of space and badly organized circulation systems. Outdated engineering of heating, ventilating, and air conditioning systems, or lack thereof in some areas of the building, make them uncomfortable for much of the year and do not meet current

standards for indoor environmental conditions. These poor environmental conditions have a concomitant deleterious effect on the health, functioning and efficiencies of the organization and its personnel. Dependent as most activities are these days on technology, it is noted with dismay that the computer servers are housed in a room which would have inadequate climate control for the addition of future servers.

In addition to not having efficient heating and air conditioning systems, interviews with staff raised the issue of limited access to natural light and views. The 2009 renovations did indeed provide some skylights to the interior spaces of the 2<sup>nd</sup> floor and these are reportedly very popular with staff but greater access to natural light was desirable.

In addition, it is noted that the restrooms for both staff and public are deficient. Visitors to the first floor of the building are required to use restrooms which are intended for the operators and which are in a secure portion of the building. Restrooms on the other two floors are submitted as being inadequate in both physical condition and spatially for the building occupants.

In addition to the stated inadequacies of the heating, ventilation, and air-conditioning systems, it is also submitted that the building is also underserved by the dated electrical systems and which would not provide for increased future technology demands. Plumbing is original to the building and is likely to have functionality issues due to the demands placed upon it by an increased number of users.

The building is intended to cater for the needs not only for the office workers but also for the operators and staff who are employed at the Kenmore Boulevard location. With consideration of these employees, it is noted that the spaces which address their welfare are inadequate for current and future needs. Related spaces include:

- Locker rooms/restrooms
- Break/lunch rooms
- Training rooms
- Employee welfare (wellness and exercise)

### **Parking/Accessibility**

A small parking lot off Kenmore Boulevard and adjacent to the existing building is dedicated to visitors and deliveries. Employees park within the secure perimeter of the property. Parking for both visitors and employees are provided with adequate handicap spaces.

However, the ease at which the public can reach their destination and receive service is deficient. The existing main entrance is not visible from the visitors' parking lot and despite large signs there is some difficulty in reaching the entrance. As opposed to a well-designed facility which would enable public activities/services to be located close to the entrance, together with the use of clearly visible and understandable signs and the presence of public information, the Akron METRO RTA building is not well laid-out.

### **Employee Welfare**

Noted during the interviews which were conducted with the various Directors, employee welfare, and in particular wellness and exercise, is taking on a more significant role. Current trends indicate that with healthcare costs and chronic disease rates continually rising each year, it will only become more difficult for both employees and employers (who must pay to insure their employees) to keep up financially, which is why successful employee wellness programs are becoming an increasingly important asset in the

workplace. It is submitted that poor health of employees often adds to higher absenteeism, higher disability costs, higher employee turnover rates, more customer dissatisfaction and variable customer service quality. Research done by American Sports Data shows those individuals who exercise frequently stayed home from work on an average 2.11 days annually compared to 3.06 days for individuals who were sedentary.

Allied with the wellness programs are agencies that can health risk assessments (including lab tests), weight management, disease prevention and management, diabetes management and smoking cessation programs, also providing on-site health screenings such as drug screenings, blood pressure and cholesterol screenings and mobile mammography services. Some agencies can even conduct on-site exercise programs as well as seminars on AED training, First Aid, CPR and other related topics.

In order to accommodate employee wellness programs, employers are paying more attention to such facilities that would promote wellness and improve employee welfare, including:

- Fitness area
  - walking track (indoor and outdoor),
  - weight room,
  - multipurpose workout room,
  - basketball space;
- Break/lunch room with appropriate kitchen/food preparation space;
- Relaxation space.

The availability of space in the current facilities which would cater to employee wellness programs is extremely limited.

Employee welfare is however not limited to these types of facilities but should include adequate training facilities as these would impact safety and job efficiency, and easy access to Human Resources. It is noted that training facilities are woefully inadequate at the current Kenmore Boulevard facility and that access to Human Resources is, by very nature of its physical location on the top floor of the building, somewhat inaccessible and “remote” to the majority of employees.

### **Design and Image**

The building which was constructed in 1984 is of an architectural style which was prevalent in that era and while it projects a solid, monumental image which might have been appropriate for that time, it is not welcoming and inviting for a people-centric agency such as the Akron METRO RTA. As stated previously, the very public entrance is obscured from view upon approach with the parts delivery door more visually obvious.

While a physical assessment is outside the scope of this report, members of staff have reported that the building has several structural inadequacies which could inhibit alterations and additions. Further detailed investigations are therefore recommended.

## **SPACE AND OPERATIONAL REQUIREMENTS**

The design professionals met with representatives from each of the departments to understand the space needs in each area. The Concept Space List was developed based on those discussions, analysis of the existing space, and the team's experience in designing similar facilities. The full detailed Concept Space List can also be found in the Appendix 1 of this report.

Executive	2,323	sf
Finance	2,958	sf
Operations	3,689	sf
Communications/Marketing	1,988	sf
Planning	1,087	sf
Customer Service	3,431	sf
Human Resources	2,291	sf
Maintenance	6,601	sf
Building Support	<u>23,983</u>	<u>sf</u>

**Total**                      **48,352 sf**

The existing building is approximately 29,860 sf in extent but, if built new, would be considered as 25,510 sf in accordance with the program. The conclusions that may be drawn from this are:

- The current building is undersized,
- The current building's internal layout is inefficient, and,
- Either a new facility should be constructed, or an addition of at least 22,842 sf be considered. It should however be noted that in the addition scenario re-programming of the existing building to improve the layout and size of spaces might reveal further inefficiencies that would require a larger addition.

### **Further Considerations:**

- In addition to space and operational considerations related to the Administration areas, the contiguous Bus Maintenance area should be reviewed. The current Bus Maintenance area is approximately 38,500 sf in extent. When the current building was designed and built in 1984, the Maintenance area was sized for a fleet of 90 35' buses and 50 paratransit buses. Currently the fleet consists of 137 buses which range in size from 35' to 60' and 91 paratransit buses. This growth is 52% for buses and 82% for paratransit buses. Projecting forward, particularly with further development of primary transit corridors and further transit hubs in accordance with the METRO RTA development master plan, would indicate that the current Maintenance facility will soon become woefully undersized and would need to be enlarged.

The space requirements currently provide for 10 large buses in the Maintenance area and 4 in the inspection area adjacent to the bus barn and 3 paratransit buses. Future development should provide for 20 multi-purpose bays to handle buses of all sizes. Depending upon the layout, the spatial requirements could range from sf to sf.

To consider all Maintenance-related functions as a whole, the space occupied by their offices and Parts (totaling 6,601 sf) should be added to this, increasing Maintenance to approximately 42,881 sf, but also reducing the overall Administration space to 41,751 sf. An addition would similarly be reduced in size to a minimum of 16,241 sf.



## **SITE ANALYSIS**

### **Space Requirements**

From the Concept Space List developed for the proposed facility it was determined that the overall size of the building should be almost 48,280 sq.ft. in extent. An addition to the existing building of at least 22,842 sq.ft. needs to be constructed.

Without consideration of optimum adjacencies of the functions to be housed, a simple split of the addition for 3 floors would provide a floor plate of 7,614 sq.ft (per floor).

One of the spaces identified as being desired would be that of a double-volume multi-purpose exercise room. Taking this into account, the floor plate would need to be approximately 8,780 sq.ft in extent. Ideally therefore there would be 8,770 sq.ft. would be located on the first floor, 5,280 sq.ft. would be located on the second floor, and the third floor would have an area of 8,780 sq.ft.

### **Site Selection**

Review of the existing site layout reveals the following:

1. Adjacent open space to the west of the building;
2. Adjacent open space to the north between the Kenmore Boulevard right-of-way and the existing building;
3. Adjacent open space to the east of the existing building.

Initial investigations revealed the following possibilities and concerns:

1. **Location 1** - Open space to the west of the building: This area is currently developed as the Visitors' and handicapped parking area. This area is however diagonally bisected by a 54" abandoned brick sanitary sewer. Suitability for a possible addition in this area would require investigations into the relocation/adaptation of the Visitors' parking area and also the possibility of construction over the abandoned sanitary sewer. If this location was deemed desirable, then an addition of 60'-0" wide x 146'-0" in length could be accommodated.
2. **Location 2** - Open space to the north of the building: This space is approximately 35'-0" in width. Any addition would be restricted by such available width. An addition with a proportion of 35'-0" wide x 250'-0" in length might not be an appropriate proportion for the activities to be housed within. Additionally, the existing 12" diameter storm sewer running parallel to Kenmore Boulevard and the water entry riser on that façade would need to be taken into account.
3. **Location 3** - Open space to the east of the building: Between the existing building and the adjacent fence of the employees' parking area this space is approximately 80'-0" in width. This space would most likely be suitable for an addition to the current building but it is noted that it is not contiguous with the existing administrative functions, and, would require re-working of the driveways to both the facility and the employees' parking area. Utilities in this area are two storm sewers (one 4" diameter and one 15" diameter) which would need to be relocated or bridges over. As with the area to the west of the building, an addition of 60'-0" wide x 146'-0" in length could be accommodated, or this proportion could be adjusted to better suit the functions to be housed within.

4. **Location 4** – Although initially outside the scope of this report, further review of the site options provided the opportunity to consider repurposing the existing space occupied by Bus Maintenance and the construction of a new Maintenance facility remote from the existing Administration building.

Based upon the Space and Operational Requirements identified on Page 13 of this report, a proposed new Bus Maintenance area would need to be approximately 42,881 sf in extent. An addition to the existing facility for Maintenance would hinder development of the Administration addition at the most suitable and logical location identified as location 3 above. Accordingly it would be prudent to consider a relocation of the Maintenance area away from the existing location, thereby freeing up that space for Administration purposes, whether an addition or repurposing of the existing space.

The existing Maintenance area has a footprint of approximately 38,500 square feet and this would adequately house the proposed additional square footage identified for the administrative functions (minimum 22,842 square feet). With relocation of the first floor parts area and offices, an additional 6,601 sf becomes available for repurposing for administrative functions.

The existing Bus Maintenance area has a clear height of feet to the underside of the structure and this would allow for only a single-story utilization for administrative functions. The physical envelope components of the Bus Maintenance are however only 3 exterior walls and a roof, and while it might be considered as a responsible exercise to keep these, in the longer term it may be more prudent to demolish and build a new addition to house the proposed Administration expansion. This addition could be single-story with provision for a future second, or even third story addition, or two or three story with a smaller footprint.

In addition to the practical aspects of relocating the Bus Maintenance area to a new building, a further consideration that should be borne in mind is that the existing rooftop mechanical equipment which conditions that space is nearing the end of its serviceable life and its replacement has been budgeted for in the near future.

Refer to Appendix 3 for site plans.

**OPINION OF PROBABLE COST**

For the purposes of the Needs Assessment Report, probable construction costs are calculated on a gross square-footage basis, averaged according to the type of construction required. The square footage cost would need to be refined once more refined schematic layouts are developed. To the square footage numbers "Soft Costs" are added and these include a construction contingency, professional fees, miscellaneous expenses, and loose furniture and equipment. The total of the construction cost and the soft costs represents an opinion of probable cost for the prc

It is submitted that it would also be prudent to provide an Opinion of Probable Cost for renovation of the existing Administration areas to provide for re-programming of these areas, and thereby a more efficient layout for the facility, once a plan for the Addition is developed.

Locations 1, 2 & 3

Administration Addition	22,842 sf @ \$250.00/sf	\$ 5,710,500
Administration Renovations	48,352 sf @ \$50.00/sf	\$2,417,500
	<b>Sub-Total Construction</b>	<b>\$ 8,128,000</b>
	<b>Contingency (5%)</b>	<b><u>406,400</u></b>
	<b>Total Construction</b>	<b>\$ 8,534,400</b>

Estimated project soft costs are as follows:

Professional fees (estimated at 8%)	\$682,752
Miscellaneous expenses (testing, legal, etc. estimated at 2%)	\$170,688
Loose furniture and equipment (estimated at 6%)	<u>\$512,064</u>
<b>Total Soft Costs</b>	<b>\$1,365,504</b>
<b>Total Project Budget</b>	<b>\$ 9,899,904</b>

Operating Costs

A good rule-of-thumb for calculating operating costs is based on the square-footage of the building. On an annual basis, expected costs include approximately \$2.00/sf for energy costs. \$1.00/sf elevator maintenance. \$1.00/sf for janitorial services.

For the proposed addition, we would estimate the following:

Energy costs	22,842 x \$2.00 =	\$ 45,684
Elevator maintenance	22,842 x \$1.00 =	\$ 22,842
Janitorial service	22,842 x \$1.00 =	\$ 22,842
Estimated annual operating costs		\$ 91,368

Location 4

A. New Bus Maintenance building and conversion of use of existing Bus Maintenance area and parts storage for Administration expansion

New Maintenance Building	42,881 sf @ \$150.00/sf	\$6,432,150
Conversion of use	38,500 sf @ \$100.00/sf	\$3,850,000
Conversion of use	6,601 sf @ \$100.00/sf	\$ 660,100
Administration Renovations	48,352 sf @ \$50.00/sf	\$2,417,600
	<b>Sub-Total Construction</b>	<b>\$ 13,359,850</b>
	<b>Contingency (5%)</b>	<b><u>667,993</u></b>
	<b>Total Construction</b>	<b>\$ 14,027,843</b>

Estimated project soft costs are as follows:

Professional fees (estimated at 8%)	\$ 1,122,227	
Miscellaneous expenses (testing, legal, etc. estimated at 2%)	\$ 280,557	
Loose furniture and equipment (estimated at 6%)	<u>\$ 841,671</u>	
	<b>Total Soft Costs</b>	<b>\$2,244,455</b>
	<b>Total Project Budget</b>	<b>\$ 16,272,298</b>

Operating Costs

Based upon the information stated above, we would estimate the following:

For the proposed new building		
Energy costs	42,881 x \$2.00 =	\$ 85,762
For the conversion of use of the existing building		
Energy costs	38,500 x \$2.00 =	\$ 77,000
Janitorial service	38,500 x \$1.00 =	\$ 38,500
	Estimated annual operating costs	\$201,262

B. New Bus Maintenance Area & New Administration Addition (including conversion of use of existing 6,601 sf)

New Maintenance Building	42,881 sf @ \$150.00/sf	\$6,432,150
Administration Addition	16,241 sf @ \$250.00/sf	\$4,060,250
Conversion of use	6,601 sf @ \$100.00/sf	\$ 660,100
Administration Renovations	48,352 sf @ \$50.00/sf	\$2,417,600
	<b>Sub-Total Construction</b>	<b>\$13,570,100</b>
	<b>Contingency (5%)</b>	<b><u>678,505</u></b>
	<b>Total Construction</b>	<b>\$ 14,248,605</b>

Estimated project soft costs are as follows:

Professional fees (estimated at 8%)		\$1,139,888
Miscellaneous expenses (testing, legal, etc. estimated at 2%)		\$ 284,972
Loose furniture and equipment (estimated at 6%)		<u>\$ 854,916</u>
	<b>Total Soft Costs</b>	<b>\$2,279,776</b>
	<b>Total Project Budget</b>	<b>\$ 16,528,381</b>

Operating Costs

Based upon the information stated above, we would estimate the following:

For the proposed new building		
Energy costs	42,881 x \$2.00 =	\$ 85,762
For the proposed addition to the existing building		
Energy costs	16,241 x \$2.00 =	\$ 32,482
Janitorial service	16,241 x \$1.00 =	\$ 16,241
	Estimated annual operating costs	\$ 134,485

## **RECOMMENDATIONS**

Based upon the information provided in this report, it is apparent that the current Administration building is undersized with respect not only to current needs but also for those of the short-term future. With further developments and increased transportation needs envisioned in the area served by the Akron METRO Regional Transit Authority, it is submitted that space needs will only increase in the long-term.

It is recommended therefore that an addition to the existing Administration building should be designed and constructed to serve the needs of the facility. The most practical location for the addition would be at the location as identified as #3, i.e. to the east of the existing Bus Maintenance area. The disadvantage of this location is that the Bus Maintenance area would separate the Administration area into two parts and thereby not provide the optimum operational efficiency of the entire facility.

It is evident that Bus Maintenance needs are also currently underserved by the existing facility and that it would be prudent to construct a new Bus Maintenance building elsewhere on the parcel, thus freeing up the space currently occupied by Bus Maintenance for development as space for the expansion of the Administration functions of the organization. Such a proposal will unify the Administration functions in one location and not bifurcated by the Bus Maintenance area.

Review of the physical fabric of the existing Bus Maintenance area indicates that the most judicious use of this space would be to demolish the existing exterior walls and roof and construct a new addition, not only right-sized for the envisioned expansion, but also future-proofed by making provisions for possible later additions. While the capital costs of both exercises are relatively equal, it should be noted that annual operating costs of the Administration addition would be significantly less. A further aspect of this recommendation is that the project could be carefully budgeted for, and developed in three distinct phases, which would also provide the least disruption to the operations of the facility:

- build the new Bus Maintenance facility,
- demolish and construct a new addition, and
- complete the renovations of the existing building.

## Akron METRO RTA - Existing & Concept Space List

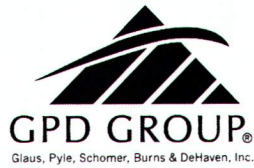
	Space Description	Notes	Qty	Existing Net Each	Existing Total Net	Qty	Concept Net Each	Concept Total SF
<b>1.00</b>	<b>Executive</b>							
1.01	Board Room		1	633	633		900	900
1.02	Executive Director/Secretary/Treasurer		1	261	261		261	261
1.03	Director's Toilet	Currently not ADA-compliant	1	34	34		60	60
1.04	Executive Assistant		1	205	205		205	205
1.05	Executive Assistant Storage		1				80	80
1.06	Caucus Room		1				350	350
1.07	Kitchenette		1				80	80
	<b>Total Net Square Footage</b>				<b>1,133</b>			<b>1,936</b>
	<b>Grossing Factor of 20%</b>				<b>227</b>			<b>387</b>
	<b>Total Gross Square Footage</b>				<b>1,360</b>			<b>2,323</b>
<b>2.00</b>	<b>Director of Finance/Assistant Secretary/Treasurer</b>							
2.01	Director's Office		1	185	185		185	185
2.02	Chief Accountant Office		1	102	102		120	120
2.03	Accountant Office		1	93	93		120	120
2.04	Procurement Manager Office		1	102	102		120	120
2.05	Financial Administrator Office		1	103	103		120	120
2.06	Maintenance Coordinator Office	No office currently provided	1				120	120
2.07	Printers/Files		1	183	183		200	200
2.08	Data Systems Manager Office		1	104	104		120	120
2.09	Data Systems Assistant Office		1	100	100		120	120
2.10	Electronic Hardware Technician		1	138	138		120	120
2.11	Servers		1	175	175		250	250
2.12	Administrative Assistant		1				120	120
2.13	Assistant Director of Finance		1				150	150
2.14	IT Workroom		1				200	200
2.15	Meeting space		1				200	200
2.16	Auditors		1				200	200
	<b>Total Net Square Footage</b>				<b>1,285</b>			<b>2,465</b>
	<b>Grossing Factor of 20%</b>				<b>257</b>			<b>493</b>
	<b>Total Gross Square Footage</b>				<b>1,542</b>			<b>2,958</b>
<b>3.00</b>	<b>Director of Operations</b>							
3.01	Director's Office		1	183	183		183	183
3.02	Administration Asst.		1	115	115		115	115
3.03	Trainers	First floor. 2 positions	2	66	132		120	240
3.04	Chief Dispatcher		1		0		120	120
3.05	Dispatchers	workstations	9	64	576		64	576
3.06	Training Room		1	981	981		1500	1,500
3.07	Operators' Bullpen	See 9.17 below	1	1,663	1,663			0
3.08	Kitchenette		1				100	100
3.09	Relaxation cubicles		3				80	240
	<b>Total Net Square Footage</b>				<b>3,649</b>			<b>3,074</b>
	<b>Grossing Factor of 20%</b>				<b>730</b>			<b>615</b>
	<b>Total Gross Square Footage</b>				<b>4,379</b>			<b>3,689</b>

	Space Description	Notes	Qty	Existing Net Each	Existing Total Net	Qty	Concept Net Each	Concept Total SF
<b>4.00</b>	<b>Director of Communications/Marketing</b>							
4.01	Director's Office		1	101	101		180	180
4.02	Advertising Sales Manager		1	101	101		120	120
4.03	Communications Specialist		1	107	107		120	120
4.03	Communications Specialist		1	105	105		120	120
4.04	Waiting Area		1	67	67		65	65
4.05	Storage for Materials		1				80	80
4.06	Storage for Bus Advertising Signs		1	352			352	352
4.07	Meeting Space	Can be used for private interviews	1				200	200
4.08	Workroom		1				200	200
4.09	Graphic Artist		1				120	120
4.10	Intern		1				100	100
	<b>Total Net Square Footage</b>				<b>481</b>			<b>1,657</b>
	<b>Grossing Factor of 20%</b>				<b>96</b>			<b>331</b>
	<b>Total Gross Square Footage</b>				<b>577</b>			<b>1,988</b>
<b>5.00</b>	<b>Director of Planning/Development</b>							
5.01	Director's Office		1	206	206		206	206
5.02	Senior Planner		1	102	102		120	120
5.03	Planner/GIS		1	116	116		120	120
5.04	Scheduler		1	115	115		120	120
5.05	Transit Service Planner		1	133	133		120	120
5.06	Planning Aide	open position	1				120	120
5.07	Bus Stop Technician		1	101	101		100	100
	<b>Total Net Square Footage</b>				<b>773</b>			<b>906</b>
	<b>Grossing Factor of 20%</b>				<b>155</b>			<b>181</b>
	<b>Total Gross Square Footage</b>				<b>928</b>			<b>1,087</b>
<b>6.00</b>	<b>Director of Customer Service</b>							
6.01	Director's Office		1	162	162		183	183
6.02	Assistant Director's Office		1	130	130		150	150
6.03	Call Center		10	105	1,050		105	1,050
6.04	Scat Dispatch		4	39	156		64	256
6.05	Mobility Specialists		2	166	332		166	332
6.06	Mobility Certification & Eligibility	currently located with Care Center	1	105	105		105	105
6.07	Open Area	meeting space/circulation	1	225	225			0
6.08	Copy/Kitchenette		1	54	54		54	54
6.09	Care Center - one additional staff		1				105	105
6.10	Dispatcher		1				64	64
6.11	Specialist		1				120	120
6.12	Mobility Assessment Specialists		2				120	240
6.13	Meeting Space		1				200	200
	<b>Total Net Square Footage</b>				<b>2,214</b>			<b>2,859</b>
	<b>Grossing Factor of 20%</b>				<b>443</b>			<b>572</b>
	<b>Total Gross Square Footage</b>				<b>2,657</b>			<b>3,431</b>



	Space Description	Notes	Qty	Existing Net Each	Existing Total Net	Qty	Concept Net Each	Concept Total SF
<b>7.00 Director of Human Resources</b>								
7.01	Director's Office		1	178	178		183	183
7.02	Generalist EEO/DBE		1	99	99		120	120
7.03	Administrative Assistant		1	100	100		120	120
7.04	H.R. Specialist		1	99	99		120	120
7.05	H.R. Clerk		1	106	106		120	120
7.06	Security Supervisor	not located at Kenmore Blvd						
7.07	Manager of Safety		1	87	87		120	120
7.08	Filing Room		1	194	194		250	250
7.09	Waiting Area		1				100	100
7.10	Conference Room		1				200	200
7.11	Camera/Badge Preparation		1				64	64
7.12	Work Restriction Workstations		1	116		3	64	192
7.13	Trainer and Development Coordinator		1				120	120
7.14	Storage		1				200	200
<b>Total Net Square Footage</b>					<b>863</b>			<b>1,909</b>
<b>Grossing Factor of 20%</b>						<b>173</b>		<b>382</b>
<b>Total Gross Square Footage</b>					<b>1,036</b>			<b>2,291</b>
<b>8.00 Director of Maintenance</b>								
8.01	Director's Office		1	233	233		233	233
8.02	Assistant Director of Maintenance	First floor	1	117	117		117	117
8.03	Shift Foremen	Office for 3 people	1	300	300		300	300
8.04	Maintenance Clerk	Currently a shared space for 2 people	1	178	178	2	120	240
8.05	Trainer	First floor	1	80	80		120	120
8.06	Trainer	Mezzanine	1	151	151		151	151
8.07	Parts Storage	First floor	1	4,340	4,340		4340	4340
8.06	Facilities Manager	Located off-site						
<b>Total Net Square Footage</b>					<b>5,399</b>			<b>5,501</b>
<b>Grossing Factor of 20%</b>						<b>1,080</b>		<b>1,100</b>
<b>Total Gross Square Footage</b>					<b>6,479</b>			<b>6,601</b>
<b>9.00 Building Support</b>								
9.01	Vestibule		1	56	56		100	100
9.02	Lobby/Reception		1	386	386		450	450
9.03	Lunch Room	2nd floor	1	338	338			0
9.04	Copy/Workroom		1	192	192		192	192
9.05	Office Supplies Storage		1	202	202		202	202
9.06	Women's RR			varies	329		329	329
9.07	Men's RR			varies	318		318	318
9.08	Break Room	Mezzanine	1	515	515			0
9.09	Men's Locker Room	Mezzanine	1	1342	1342		2000	2000
9.10	Women's Locker Room	Mezzanine	1	232	232		500	500
9.11	Central Storage	Mezzanine	1	1226	1226		2000	2000
9.12	Radio Room	Mezzanine	1	275	275		275	275
9.13	Utility Room	Mezzanine	1	50	50		50	50
9.14	Fitness Center		1				2000	2000
9.15	Multi-purpose Space	Double volume for basketball etc.	1				3500	3500
9.16	Indoor Walking Track	12 laps = 1 mile	1				3960	3960
9.17	Consolidated Lunch/Break Room	For 100 people	1				3600	3600

	Space Description	Notes	Qty	Existing Net Each	Existing Total Net	Qty	Concept Net Each	Concept Total SF
9.18	Kitchen		1				450	450
9.19	ADA Restroom	Off Lobby	1				60	60
<b>Total Net Square Footage</b>					<b>5,461</b>			<b>19,986</b>
<b>Grossing Factor of 20%</b>					<b>1,092</b>			<b>3,997</b>
<b>Total Gross Square Footage</b>					<b>6,553</b>			<b>23,983</b>
<b>Recapitulation</b>					<b>Gross S.F.</b>			
1.00	Executive				1,360			2,323
2.00	Finance				1,542			2,958
3.00	Operations				4,379			3,689
4.00	Communications & Marketing				577			1,988
5.00	Planning				928			1,087
6.00	Customer Service				2,657			3,431
7.00	Human Resources				1,036			2,291
8.00	Maintenance				6,479			6,601
9.00	Building Support				6,553			23,983
<b>Total Building Square Feet</b>					<b>25,510</b>			<b>48,352</b>



**AKRON METRO RTA  
Executive – Needs Assessment Meeting**

**Monday, July 20, 2015 @ 10:30 a.m.**

In Attendance

Richard M. Enty ..... Executive Director/Secretary - Treasurer  
 Dean Harris ..... Director of Finance/Assistant Secretary - Treasurer  
 Rodwell King..... GPD Group

The following is a brief review of items discussed at the meeting:

- R. Enty is the Executive Director/Secretary-Treasurer. Apart from the various directors, the following staff are directly under the supervision of R. Enty:

Administrative Assistant

Human Resources Generalist who reports on EEO and DBE

- The Administrative Assistant has an office adjacent to Mr. Enty. She requires two desks for her functions, file cabinets and storage. Current storage closet is inadequate.
- The Generalist is located in the Human Resources area and the reporting on EEO and DBE is an infrequent activity.
- Space is required for the following:

Meetings – in the Director’s office these normally are limited to about 4 people. Larger meetings are only able to be held in the Board Room.

Desk

File cabinets

The Director’s office currently has its own restroom.

- Associated with the Executive Director is the Board of Trustees. The space requirements for the Board includes:
  - Board Room for their meetings. It is noted that the current arrangement of the long table and the seating for the audience means that some of the Board members have their backs to the audience. Mr. Enty suggested a circular table to seat 20 people. Other options would

include some smaller tables that could be assembled into a larger "U"-shaped table for Board meetings and able to be broken into other arrangements for other meetings.

- A caucus room adjacent to the Board Room
- A kitchenette
- Access to restrooms
- Mr. Enty has concerns for the indoor environment conditions of the offices as currently the HVAC is not good and there is a paucity of natural light and access to views.
- Mr. Enty's vision for the organization includes the following:
  - Provide adequate space for current and future needs
  - Modernize the operations of the organization
  - Grow the service smartly and increase traffic. This may mean more administrative staff at the facility.
  - Provide for more flexibility
  - Provide better amenities for the staff, including
    - Pay more attention to wellness, especially with respect to various types of fitness classes, an outdoor walking path, perhaps a basketball court, improved food service,
    - Improve training and the facilities required to effectively support such training. It is noted that training would include all staff – administrative, operators, mechanics etc.
    - Improve the facilities for the operators – should be more inviting, relaxing, possible exercise equipment and even a permanent nurse's station
    - Access to computer stations
    - Encourage employment of interns, and make the operations of the organization known, especially to school children so that they might consider careers in the transit sector. A demonstration area would be useful for school tours etc.
  - Other considerations for the facility would be:
    - Improved and adequate storage for records
    - A library for informational resources



**AKRON METRO RTA  
Finance – Needs Assessment Meeting**

**Monday, July 20, 2015 @ 9:30 a.m.**

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In Attendance

Dean Harris ..... Director of Finance/Assistant Secretary - Treasurer  
Rodwell King..... GPD Group

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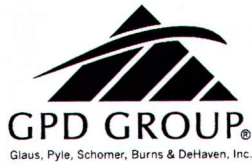
The following is a brief review of items discussed at the meeting:

- The following staff are currently under the supervision of D. Harris:
  - Chief Accountant
  - Accountant
  - Financial Administrator
  - Procurement Manager
  - Data Systems Manager
  - Data Systems Assistant
  - Electronic Hardware Technician
  - Maintenance Coordinator
- Each of the above has an office, apart from the Maintenance Coordinator, because of a lack of space for an office and he has a desk in a former filing area. It is noted that the Electronic Hardware Technician, although often not full-time in the building (as he deals a lot with maintenance of buses and utilizes a cart) actually has an office but is not located within the Finance area.
- Space is required for the following:
  - File cabinets
  - File safes
  - Printers (check printer plus a check folder, large printer). Noted that some staff have personal printers at their desks.



Servers – these are housed in a server room which has currently no excess space. Improvements to this space would be better HVAC and UPS backup systems.

- It was considered that an IT workroom would be a good idea as currently work on IT equipment is done in an office. Should such a workroom be provided, then possibly one office (Data Systems Assistant) could be eliminated.
- Meeting space is required. Preferably for groups as large as 10-12 people. Currently only small meetings are held in individual offices or in the Board Room which can accommodate more attendees.
- Space for the use of the Auditors is required. This occurs only once per year but for a period of 2 – 3 weeks.
- Finance interfaces with virtually all the user groups in the facility and therefore a small waiting area is necessary.
- Growth envisioned would encompass more staff and space for the IT/Data Systems, an Administrative Assistant, and an Assistant Director of Finance.
- “Hoteling” workspaces would be a possibility for temporary workers.
- Future development:
  - The Director has the vision of providing space to cater to the growing and prevalent needs to address the health and wellness of staff:
    - A fitness area with an indoor walking track, weight room, multipurpose workout room (aerobics, yoga classes etc.), a double-volumes workout/basketball space would could also serve as a large meeting room for the facility, restrooms and showers with adequate locker rooms.
    - A large break/lunch room with a full-service kitchen so as to foster improved dietary choices by staff. This break/lunch room should be larger than the combined size of the current 3 individual rooms.
  - HVAC - Upgrade the boiler to a natural gas operation for increased efficiency and also the possibility of power generation.
  - Open stairwell to connect the various levels and engender a feeling of an organization that is not separated by floor levels.
  - Improved technology in the office environment with an interactive short-throw projector in the Board Room, a meeting indicator panel exterior to the Board Room.



**AKRON METRO RTA  
Maintenance – Needs Assessment Meeting**

**Monday, July 10, 2015 @ 9:00 a.m.**

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In Attendance

John Sutherland..... Director of Maintenance  
Dean Harris ..... Director of Finance/Assistant Secretary - Treasurer  
  
Rodwell King..... GPD Group

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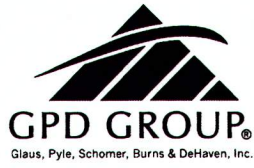
The following is a brief review of items discussed at the meeting:

- The main function of the Maintenance component is the service and repair of the vehicles that comprise the METRO RTA fleet. Included in the maintenance function are the mechanics and parts personnel, as well as fueling and cleaning of vehicles. Another maintenance function is that of facilities.
- The following staff are directly under the supervision of the Director of Maintenance:
  - Assistant Director of Maintenance
  - Administrative Assistant
  - Maintenance Clerk
  - Maintenance Trainers (2 positions of which one is currently unfilled)
  - Facilities Manager
  - Maintenance Clerk
  - Shift Foremen
  - Vehicle Service Hostlers
  - Mechanics
  - Mechanic Apprentices
  - Building Maintenance
  - Storerooms Keeper

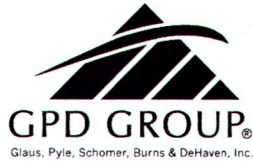
### Off-Site Maintenance

- Offices are required for the following:
  - Director of Maintenance. Currently located on the mezzanine.
  - Assistant Director of Maintenance. Currently located adjacent to the vehicle maintenance area.
  - Administrative Assistant and Maintenance Clerk(2 people). This space currently houses a copier/printer and is very undersized.
  - Shift Foremen/Yard Coordinator (3 people)
  - Trainer. Noted that currently the Trainer has two offices – one on the mezzanine and one on the first floor adjacent to the Maintenance area.
  - Facilities Manager – this is off site at the RK Pfaff Transit Center.
- Support spaces for the operations of the Maintenance component includes:
  - Locker rooms for men – need to accommodate 40 men – and associated showers, toilets, etc. Noted that currently men have 2 lockers each and there are also smaller lockers for the delivery of clean uniforms.
  - Locker rooms for women – need to accommodate 15 women - and associated showers, toilets, etc.
  - Lunch room for say 10 people per shift (3 shifts per day)
    - Is provided with TV, refrigerator, sink, microwave, beverage machine
    - Can also be used for meetings for up to 20 people
  - File storage for bus maintenance records. Files are kept on-site for 1 year and then archived. Lateral files are preferred.
  - Parts storage – current space requirements are adequate as not a lot of inventory is kept on site. Noted that in the parts area there are two desks for the clerks. No dock is currently provided. Deliveries are generally made through a door off the Visitors’ parking area. Storage for larger items is desired off the vehicle maintenance area and accessible by a forklift. It is thought that some existing space could be adapted for this purpose if adequate doors could be installed.
  - No space is required for significant quantities of building maintenance equipment and supplies as the organization utilizes a janitorial service vendor.





- Concern was expressed about the poor conditions of the finishes, fixtures and fitting of the existing locker rooms, restrooms and lunch room area.



**AKRON METRO RTA  
Communications & Marketing – Needs Assessment Meeting**

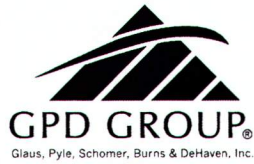
**Monday, July 10, 2015 @ 10:00 a.m.**

In Attendance

Molly Becker .....Director of Communications and Marketing  
 Dean Harris ..... Director of Finance/Assistant Secretary - Treasurer  
 Rodwell King..... GPD Group

The following is a brief review of items discussed at the meeting:

- Communications and Marketing is the outreach component of the organization. The department is responsible for:
  - Sales of advertising. Currently four transit authorities are served by this aspect – Akron, PARTA, SARTA and the University of Akron.
  - Internal and external communications.
  - Maintenance of the organization’s website.
  - Public speaking engagements.
  - Promotion of public hearings.
- The following staff are directly under the supervision of the Director of Communications and Marketing:
  - Advertising Sales Manager
  - Communications Specialists (2)
- Offices are required for the following:
  - Director of Communications & Marketing.
  - Advertising Sales Manager. This person is responsible for in-house sales and works with an outside printer and an outside installer. Artwork is generally prepared by the client.
  - Communications Specialists.



- The Director and the Communications Specialists work mainly in a digital environment for internal and external communications but sometimes need larger space for the assembly of projects. There are no additional or special requirements for the maintenance of the website, public speaking engagements and the promotion of public hearings. Communications and Marketing work closely with Planning, Customer Service and Finance groups and often require meetings with these groups.
- Space is required for:
  - Archived material – historical and marketing archives which are both physical and digital items;
  - Storage of materials, brochures and supplies (banners, promotional items etc.);
  - Storage of bus advertising signs;
  - Private interview space;
  - Meeting space (up to 6 people)
  - Workroom/space for assembly of large projects
  - Printer (networked) and large poster printer.
- Anticipated growth would include:
  - A graphic artist
  - Interns



**AKRON METRO RTA  
Human Resources – Needs Assessment Meeting**

**Monday, July 14, 2015 @ 9:00 a.m.**

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In Attendance

Christine Hoffer..... Director of Human Resources  
Dean Harris ..... Director of Finance/Assistant Secretary - Treasurer  
  
Rodwell King..... GPD Group

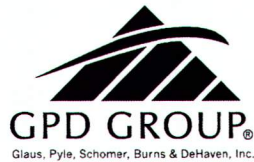
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The following is a brief review of items discussed at the meeting:

- Human Resources is the human part of the organization and provides resources for employees including payroll support, Workers’ Compensation, safety/security and benefits. Of all the groups in the Administration, H. R. primarily interfaces with Finance, IT, Operations and Maintenance.
- The following staff are directly under the supervision of the Director of Human Resources:
  - Generalist EEO/DBE
  - Administrative Assistant
  - H. R. Specialist
  - H. R. Clerk
  - Security Supervisor
  - Manager of Safety
  - Trainer and Development Coordinator (currently an unfilled position)
- Offices are required for each of the staff.
- Requirements/job activities are as follows:
  - Director – coordinates and supervises the activities of the department. Provides some interface with other Directors.
  - Generalist – deals with performance management, Equal Employment Opportunities (EEO) and Disadvantaged Business Enterprises (DBE). For EEO and DBE the generalist reports directly to the Executive Director.



- H. R. Administrative Assistant – is involved with various activities in support of the H. R. Department, including recruiting, advertisements, interviews, employee activities and employee orientation as well as Worker’s Compensation claims.
- H. R. Specialist – has a lot of employee interaction mainly in connection with benefits. Waiting space for employees is important for access to this person.
- H. R. Clerk – provides administrative assistant duties as well as filing, payroll support, wage garnishments etc.
- Security Supervisor - is responsible for asset protection and is located at the RK Pfaff Transit Center
- Manager of Safety – deals with bus accidents, safe driving training and workplace safety
- There is also currently an open position for another Specialist (Trainer and Development Coordinator) who would deal also with leadership training.
- The department works mainly in a digital environment and there are no special needs apart from an efficient office environment. The existing environment could be improved by increased access to natural light and views. The current skylights are well-liked by staff.
- It is to be noted that confidentiality is important and a dedicated printer and copier would be appropriate to support the office activities.
- A conference room would be appropriate for smaller internal meetings involving all H. R. staff. Could be sized for about 6-8 people.
- A waiting area for 4-6 people is important as employees often need to consult with one or more of the H. R. personnel. Often staff and prospective employees need to complete paperwork and currently there is no space in the H. R. area for this to be done. Some paperwork is able to be done in the first floor lobby but it would be ideal to provide a computer kiosk in various locations – including the operators’ bullpen and the Transit Center - for filling in forms etc. in private. A move to tablets would possibly be an option in order to reduce paper.
- A space for the camera/badge preparation is required.
- Storage for H. R. is important as files need to be maintained for 30 years. Files are currently held in the File Storage Room for up to 3 years and then archived off-site. A move to digital files is not really possible for H. R.
- Work restriction employees are often used for light office duties but there is currently very little space in the building to accommodate them. They are often housed in the break room but ideally would require about 3 cubicles to work in. The idea of these cubicles could also provide “hoteling” space for other METRO RTA employees when needed.



- The recruiting of operators is another significant activity for H. R. where prospective employees are interviewed by a selection committee comprised of about 8 – 12 people. These activities are currently conducted in the Board Room but the setup of the room is not conducive to the interviews.
- A more suitable training room would be useful for H. R. and would provide for self-directed, technology-rich training. Additionally leadership and growth development would benefit from such a space.
- It is to be noted that a mandatory annual safety training session is required for all employees. The current facility does not have space suitable for such a session and is currently conducted off site.
- In addition to this annual safety training session, H. R. conducts a monthly H. R. Day and this typically happens in the operators' bullpen. Ideally this should be located elsewhere and a dedicated training room might satisfy this requirement.
- It is noted that an ideal location for H. R. would be on the first floor as this would facilitate easier access to, and improved communication with the employees.



**AKRON METRO RTA  
Planning – Needs Assessment Meeting**

**Monday, July 23, 2015 @ 9:00 a.m.**

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In Attendance

Kris Liljeblad ..... Director of Planning/Development  
Dean Harris ..... Director of Finance/Assistant Secretary - Treasurer  
  
Rodwell King..... GPD Group

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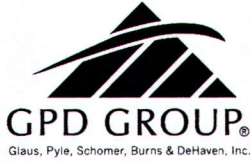
The following is a brief review of items discussed at the meeting:

- Planning is a routine activity. This department is responsible for program route and schedule planning. Apart from the buses, this also includes rail asset management, freight activity, recreational trail purposes, property management and crossing/vegetation maintenance. Planning supports the Finance Department with technical information, provides service management with planning decisions and implementation and also asset management on bus routes with respect to stops, signs, shelters, trash cans etc. The Planning Department also works daily with the Operations Department.
- The following staff are directly under the supervision of the Director of Planning/Development:
  - Senior Planner
  - Planner/GIS
  - Scheduler
  - Transit Service Planner
  - Planning Aide (part-time position that is currently unfilled)
  - Bus Stop Technician
- Generally offices are required for each of the staff.
- Requirements/job activities are as follows:
  - Director – coordinates and supervises the activities of the department. Provides some interface with other Directors, especially Finance, and more especially with the Executive Director.
  - Senior Planner – mostly deals with rail



- Planner/GIS – provides planning and GIS support
  - Scheduler – has meetings with union representative and Operations especially regarding the bid process for work assignments. The bid process currently utilizes the training room but there is a desire to move to a more automated process. Also has a need for a work area for assembling information for buses and stops and which often requires the use of a laminator. Some of this work currently happens in the hallway outside the scheduler's office.
  - Transit Service Planner provides support activities
  - Planning Aide provides support activities
  - Bus Stop Technician coordinates that activities of contractors with respect to the bus tops and spends approximately 40% of time in the field. It is noted that this person is currently located in the H. R. area and not with the Planning group.
- The Department works mainly in a digital environment and there are no special needs apart from an efficient office environment. Open-plan offices might be suitable for collaboration but currently all the offices are located in close proximity to one another and this is also acceptable. It is noted that the current office environment is not ideal with respect to HVAC and natural lighting/views.
  - Internal meetings are normally between 4-6 people and can happen in individual office although a small meeting room would be ideal. One exception is the Service Planning Committee which meets monthly and requires a larger space as it involves larger groups.
  - External meetings are generally public hearings and are held at locations outside of the communications but sometimes need larger space for the assembly of projects. There are no additional or special requirements for the maintenance of the website, public speaking engagements and the promotion of public hearings. Communications and Marketing work closely with Planning, Customer Service and Finance groups and often require meetings with these groups.
  - Storage of materials is moving to digital format and physical storage requirements are not significant. It is noted that Planning requires storage of files for periods between 3 – 5 years. It is further noted that the Independence Turn Around provides space for records and heavy equipment storage as well as for the assembly of signs.
  - Growth of the Planning Department is not anticipated as being significant.





**AKRON METRO RTA  
Operations – Needs Assessment Meeting**

**Monday, July 23, 2015 @ 10:00 a.m.**

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In Attendance

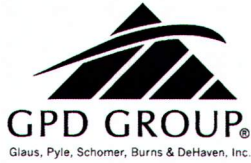
Dehavilland McCall ..... Director of Operations  
Jamie Saylor ..... Chief Dispatcher  
Dean Harris ..... Director of Finance/Assistant Secretary - Treasurer  
  
Rodwell King..... GPD Group

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The following is a brief review of items discussed at the meeting:

- Operations is a 7 day/week activity, functional between the hours of 4.15am and 2.00am, Monday through Friday. It is to be noted that hours on the weekends are less than during the week. This department is the largest in terms of staffing and includes the following:
  - 18 supervisors and dispatchers;
  - 3 temporary assignment operators to assist;
  - 3 trainers (2 positions are currently filled and 1 position is vacant);
  - 1 bus coordinator;
  - 226 fulltime operators and 26 part-time operators;
  - Chief Dispatcher;
  - Director of Operations.
- The dispatch office officially has six dispatchers but in reality a total of 9 personnel in the same space (including the Chief Dispatcher). Dispatchers work in a noisy environment with telephone calls and radios operating on 4 different frequencies. Peak operational hours are between 7.30am – 9.00am.
- Dispatchers deal with assigning on-duty and off-duty hours and overtime assignments. Dispatchers provide the materials for the next day’s work. Early work assignments are set in mailslots (generally cluttered) for the operators.
- Issues noted in the dispatch area include noise, poor ventilation, clutter, inadequate space for meetings/conversation, lack of privacy for sensitive issues (including review of video surveillance cameras by the Chief Dispatcher). There is neither space for dealing with disciplinary action nor for the occasional medical emergencies of staff when the desks/floor are used for examination space.

- Training:
  - It is noted that the existing training room is neither really dedicated nor conducive to training and is really a multipurpose space. The inadequacy of the training space for training seminars is quite embarrassing when the public attend. It needs to be a larger space and requires updated technology, climate control and improved ventilation. Ideally there should be a separate training facility on the premises and this might also facilitate the mandatory annual safety meeting.
  - Currently two trainers are utilized. They are accommodated within one small office, adjacent to the training room. Growth would anticipate one additional position. The location of this office is poor as it is not conducive to efficient operation – supplies and the copier are located on the second floor, storage of training items is within the training room.
- Operators' bullpen – this is the breakroom/relaxation area for the operators. There is wasted space due to a poor arrangement, too many lockers which are underutilized, cluttered notice boards etc.
- Improvements would include:
  - Office for the Chief Dispatcher (currently sensitive issues, reviews etc. have to be dealt with in the Director's office);
  - A lunch area for the supervisors;
  - More technology in the bullpen – provide TV's for notices – which would reduce clutter, and a better arrangement of schedules;
  - A separate kitchenette which could be used for the usual fundraising activities – this needs to be separate from the bullpen and it needs to be provided with a stove, refrigerator, sink, microwave, adequate storage;
  - Small individual rooms with space for recliners for naps for operators etc. – this space could also provide quiet space for personal telephone calls;
  - More open dispatch area with natural, brighter light;
  - Renovated restrooms;
  - A public unisex restroom off the lobby.



**AKRON METRO RTA  
Customer Service – Needs Assessment Meeting**

**Monday, July 23, 2015 @ 11:00 a.m.**

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In Attendance

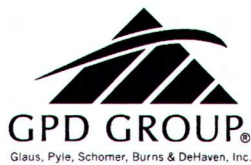
Bambi Miller..... Director of Customer Service  
Jamie Saylor ..... Assistant Director of Customer Service  
Dean Harris ..... Director of Finance/Assistant Secretary - Treasurer  
  
Rodwell King..... GPD Group

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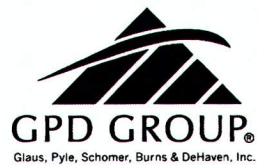
The following is a brief review of items discussed at the meeting:

- Customer Service deals with the public interface with the organization. Operations of this department include Receptionist at the Kenmore Boulevard facility, Customer Service at the RK Pfaff Transit Center, Care Center (call center), mobility assessments and SCAT/paratransit dispatch.
- The following staff are directly under the supervision of the Director of Customer Service:
  - Assistant Director of Customer Service
  - Call Center Supervisor
  - Customer Service Specialists
  - Customer Service Clerks
  - Customer Service PT
  - SCAT Dispatch
  - Mobility Specialists
  - Mobility Certification and Eligibility Admin
- Currently there are offices for:
  - Director
  - Assistant Director
- Currently there is also a spare office and a small common area. A kitchenette and a copier are located in a hallway.

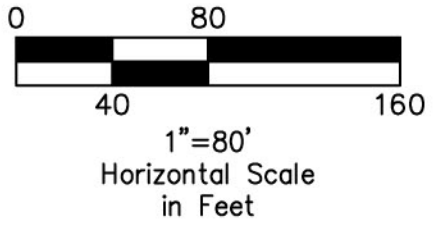
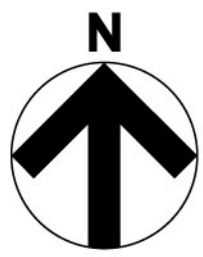




- The Care Center houses 10 staff plus the Supervisor and the mobility certification person. The hours of operation of the Care Center are from 6.00am – 8.00pm, Mondays – Fridays.
- Dispatch operates from 4.00am – 8.00pm, Mondays – Fridays, with 4 people per shift. These dispatchers deal with SCAT and paratransit, not regular bus service operations.
- RK Pfaff Transit Center is staffed 6.00am – 8.00pm, Mondays – Fridays, Saturdays 8.30am – 6.00pm and Sundays 9.30am – 5.30pm with space for 3 clerks.
- The Kenmore Boulevard Receptionist is on duty from 8.00am – 4.00pm Mondays – Fridays, and deals with visitors to the facility and also telephone reception.
- The mobility office is manned by 2 people – a mobility specialist and a travel trainer – and also has a wheelchair scale.
- The Care Center and Dispatch work in an open-plan environment. This area currently has 2-1/2 open work stations but the ½ space is not functional. The Eligibility Coordinator is located within the Care Center and this is not ideal.
- The Receptionist at the Kenmore Boulevard location is located in a vulnerable position in the lobby. The receptionist would be trapped in the event of a calamity. It would be preferable that there be a secure vestibule and the lobby should be more inviting. It is noted that the restroom access for visitors is not good as they need to access restrooms located within the secure environment of the operators' bullpen.
- Mobility assessments are extremely important to the functioning of Customer Service. Noted that Mobility specialists and that Mobility Eligibility do not need to be closely related. Preferable improvements to these operations would be improved access to a scale, mock-up of portion of a bus and availability of typical traffic equipment for training of public. Noted that the assessment center would be better located on the first floor for public access.
- Internal meetings are normally between 6-8 people. These meetings are typically with Operations and also staff meetings. Often there are also one-on-one meetings between a supervisor and a member of staff. These meetings are required to be conducted in private and there is currently no real space for this to happen.
- Storage of materials is moving to digital format and physical storage requirements are not significant. It is noted that the Independence Turn Around provides additional space for records.
- Growth of Customer Service might include doing possible assessments for other transit systems and could also anticipate the following personnel:
  - One additional person in the Care Center;
  - A supervisor at the RK Pfaff Transit Center;
  - Two additional mobility assessment specialists as functional cognitive assessments would be useful;



- An additional dispatcher;
- An additional specialist.

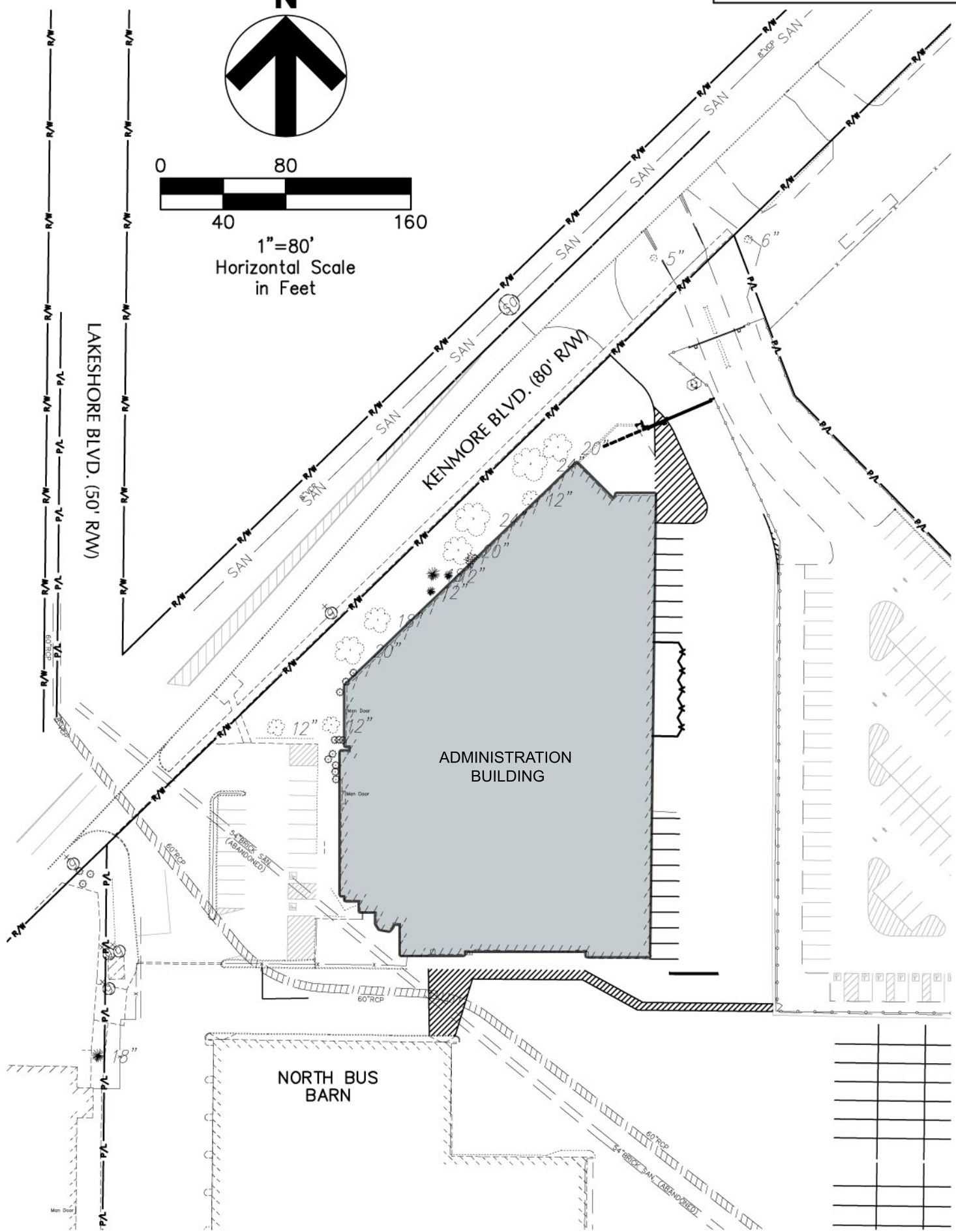


LAKESHORE BLVD. (50' RM)

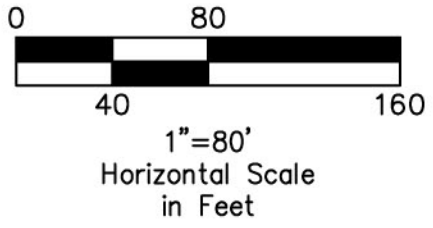
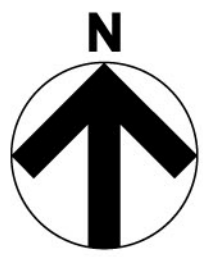
KENMORE BLVD. (80' R/W)

ADMINISTRATION BUILDING

NORTH BUS BARN

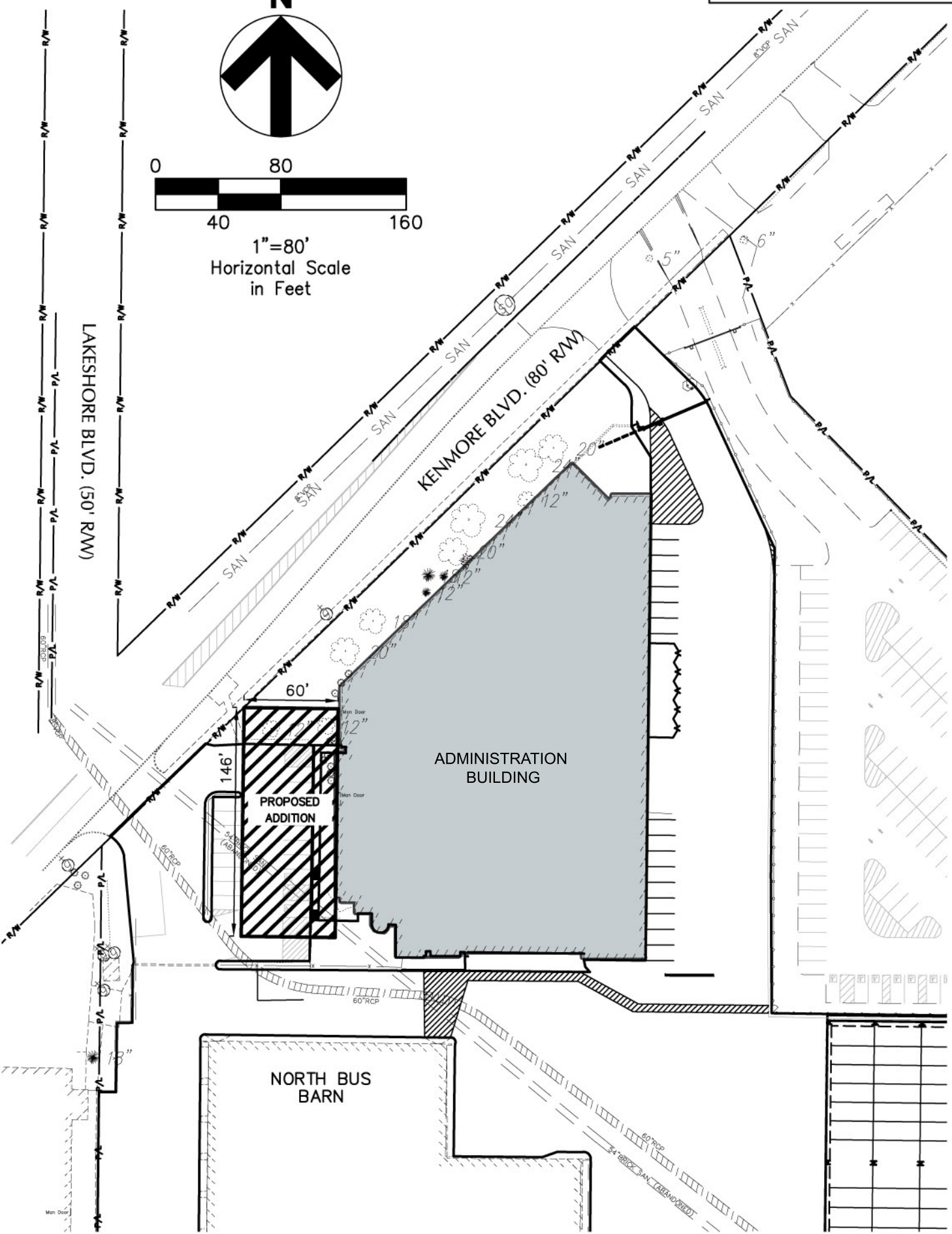
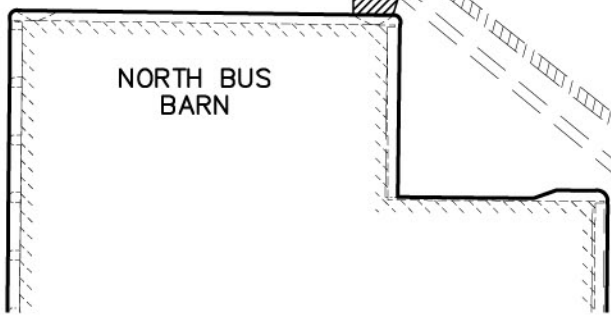
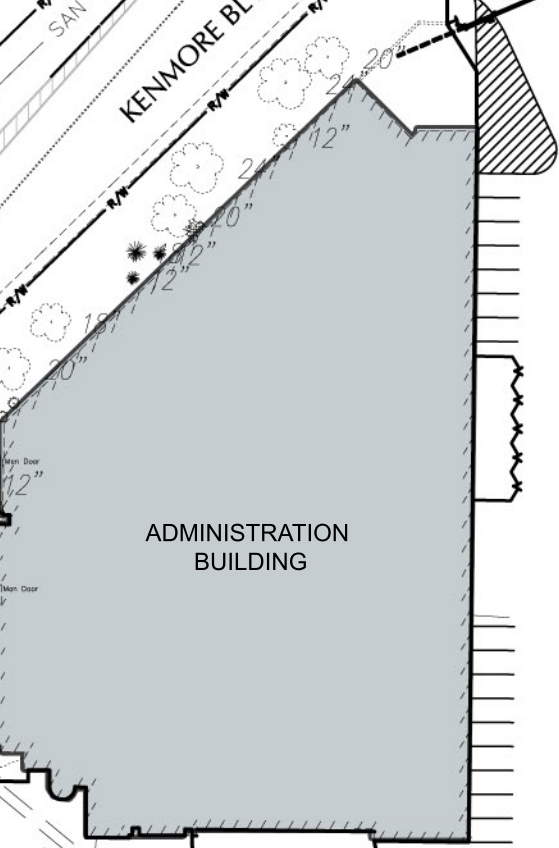


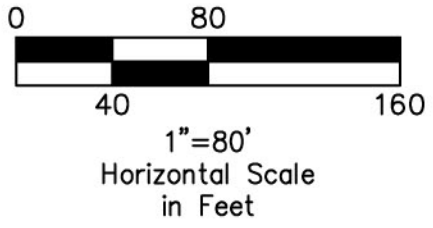
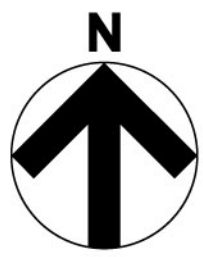




LAKESHORE BLVD. (50' RM)

KENMORE BLVD. (80' R/W)





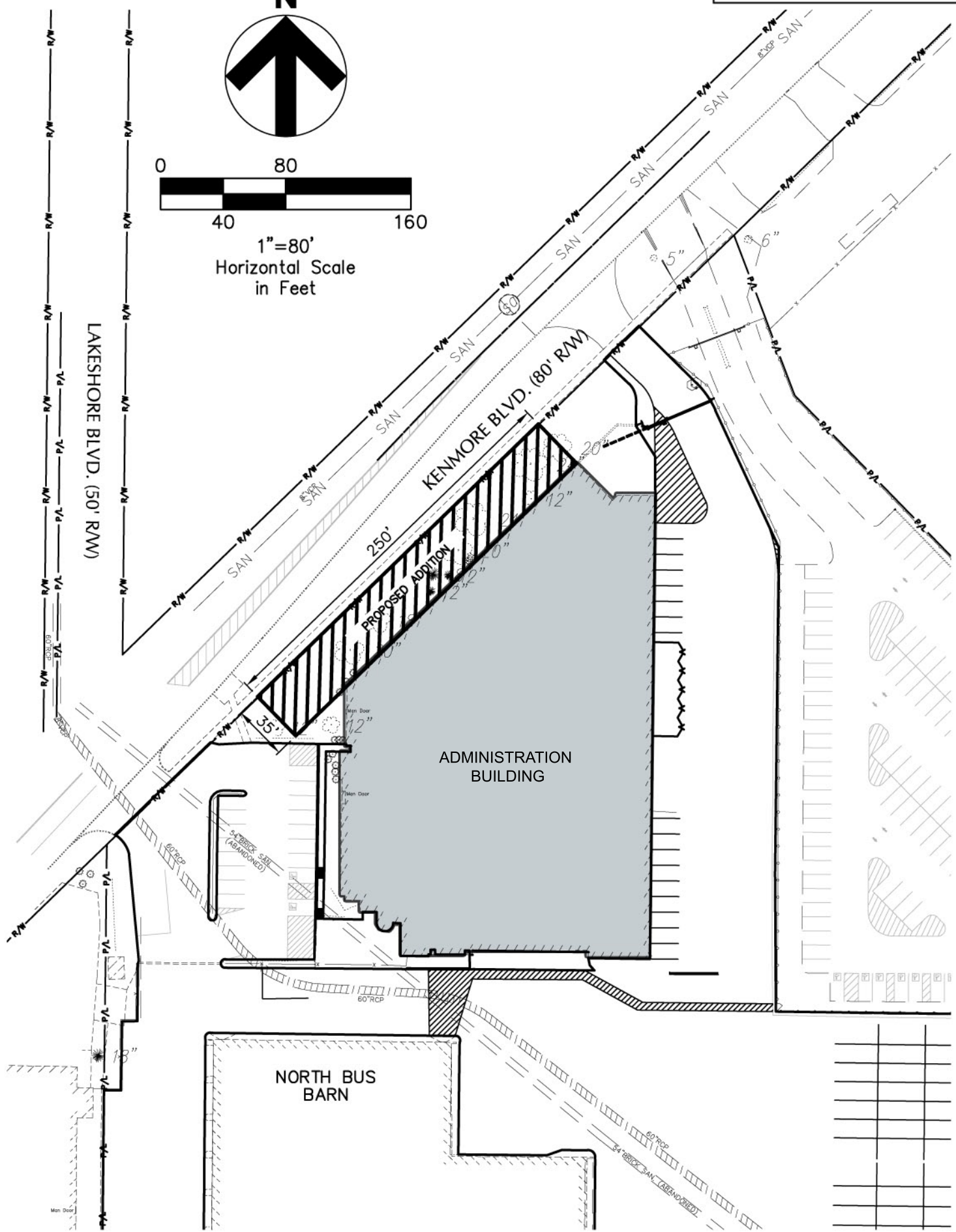
LAKESHORE BLVD. (50' RM)

KENMORE BLVD. (80' R/W)

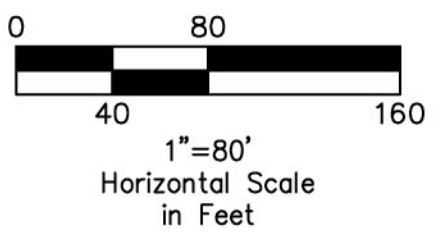
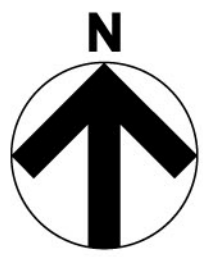
PROPOSED ADDITION

ADMINISTRATION BUILDING

NORTH BUS BARN







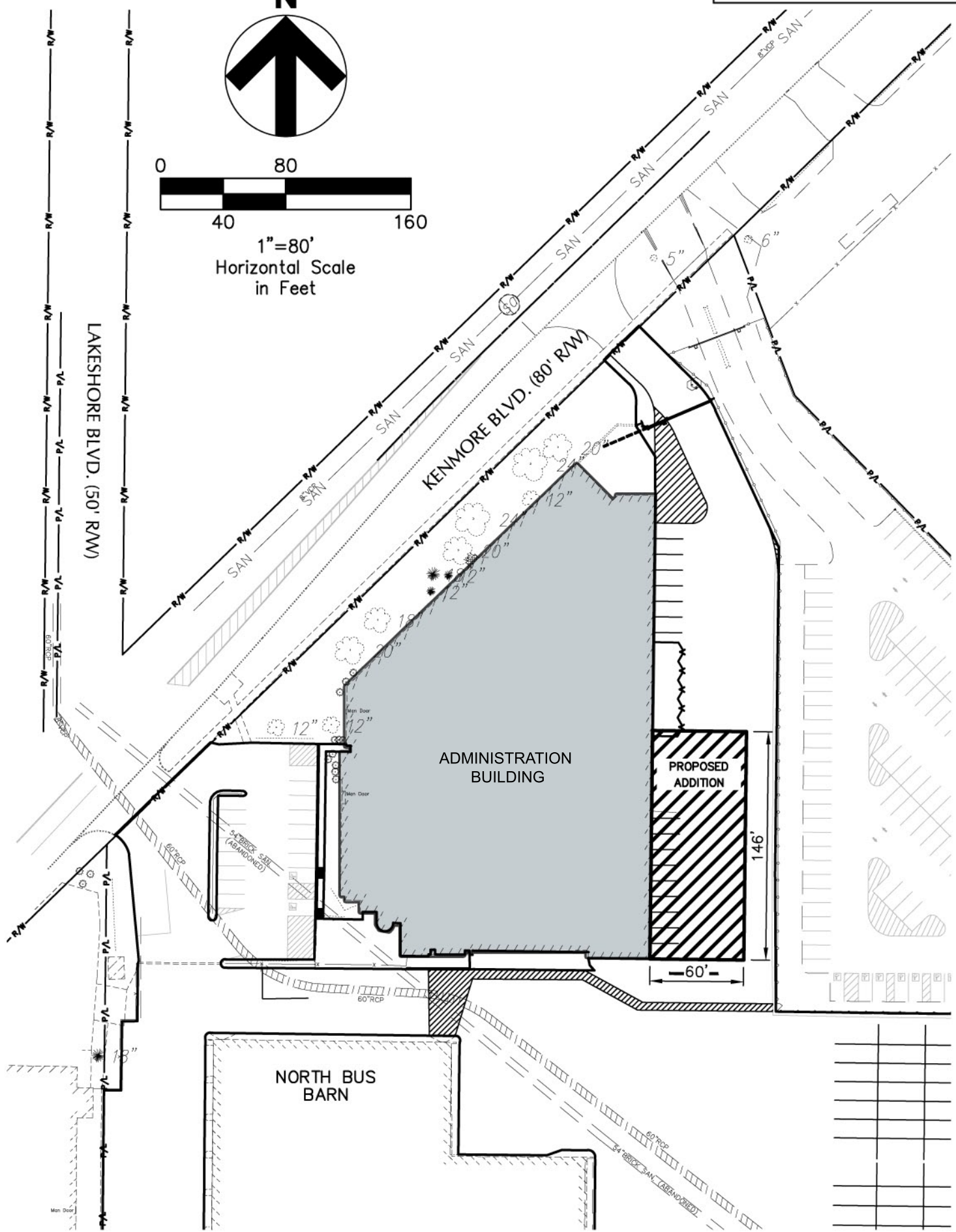
LAKESHORE BLVD. (50' RM)

KENMORE BLVD. (80' R/W)

ADMINISTRATION BUILDING

PROPOSED ADDITION

NORTH BUS BARN







# METRO RTA CAMPUS PLAN

416 Kenmore Blvd.  
Akron, OH 44301








THE COLORS SHOWN IN THIS RENDERING ARE CLOSE APPROXIMATIONS, BECAUSE OF INK VARIATIONS AND DIFFERENCES IN PRINTERS. AN EXACT COLOR MATCH CANNOT BE ACHIEVED. THE VIEWER IS ADVISED TO USE THE RENDERING AS A GUIDE FOR THE ARRANGEMENT OF COLORS ON THE BUILDING, AND TO THEN REFER TO THE ACTUAL COLOR OF MATERIAL SAMPLES PROVIDED.



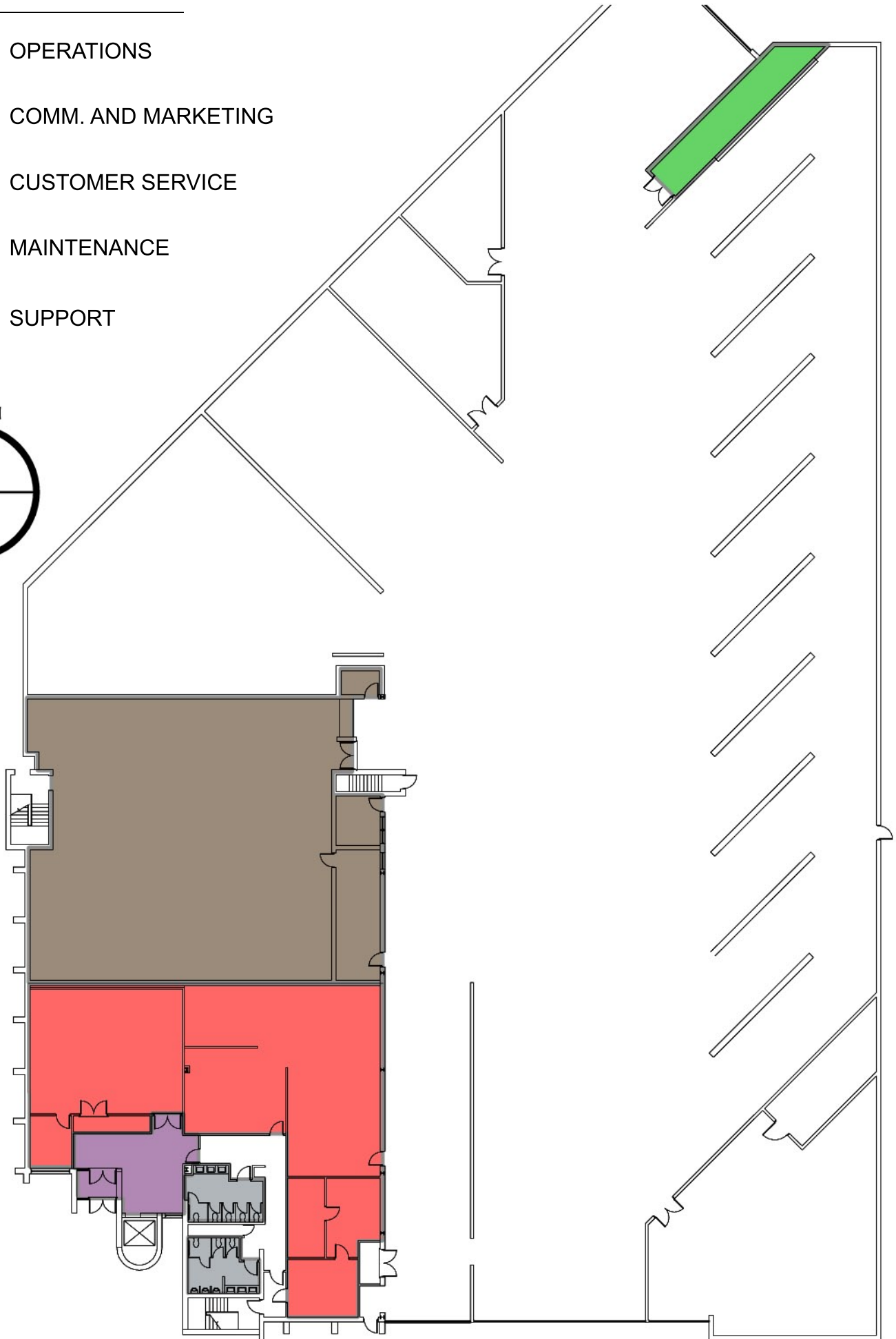


# LEGEND

-  OPERATIONS
-  COMM. AND MARKETING
-  CUSTOMER SERVICE
-  MAINTENANCE
-  SUPPORT



# EXISTING FIRST FLOOR - FP-1



# EXISTING MEZZANINE FLOOR - FP-2

## LEGEND



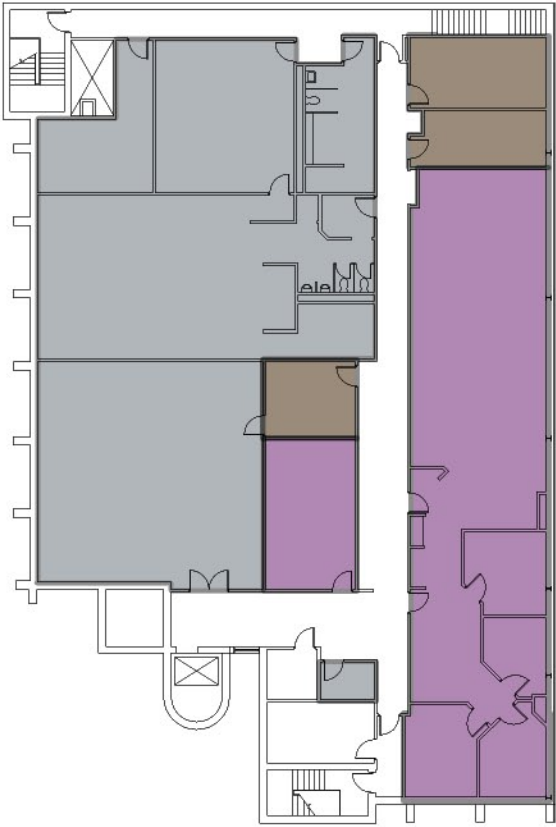
CUSTOMER SERVICE



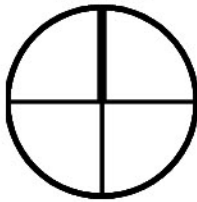
MAINTENANCE



SUPPORT



PLAN  
NORTH



# EXISTING SECOND FLOOR - FP-3

## LEGEND

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-  EXECUTIVE
-  FINANCE
-  OPERATIONS
-  COMM. AND MARKETING
-  PLANNING
-  HUMAN RESOURCES
-  SUPPORT

