MEMORANDUM

June 14, 2012

TO: Education Committee
             Planning, Housing, and Economic Development Committee

FROM: Keith Levchenko, Senior Legislative Analyst

SUBJECT: Discussion: School Site Selection Process and Montgomery County Public
             Schools/M-NCPPC Joint Working Group Recommendations

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Meeting Agenda
- Summary of Joint Working Group Purpose and Recommendations
- Short and Long-Term MCPS Site Needs
- Revised MCPS Site Selection Process
- Comparison of MCPS' Process to Montgomery Parks and County Government Site Selection Processes
- Ongoing Site Selection Issues and Lessons Learned from the B-CC Middle School #2 Site Selection Process
- Discussion of Recommendation to Study Future Co-Location Opportunities

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Attachments to this packet include:
- July 22, 2012 joint letter from the Board of Education President and Planning Board Chair to the Council President and County Executive (©1)
- MCPS' Long-Term Enrollment Projections Slides (©2-4)
- MCPS' New Site Selection Process – General Flowchart (©5)
- MCPS' New Site Selection Process – Detailed Flowchart (©6)
- Recommended Revisions to MCPS Site Selection Process (by M-NCPPC Staff) (©7-8)
- The Department of Parks Site Selection Process (©9-18)
- Montgomery County Site Selection Process (©19-23)
- MCPS' Minimum Middle School Requirements (in acres) (©24)
- Identifying Sites for Public Facilities in Master Plans (©25-26)
- Park/School Co-location Concept Diagram (©27)

The following persons are expected to attend the discussion:

Montgomery County Public Schools (MCPS)
- Christopher Barclay, Vice President, Board of Education
- Laura Steinberg, Staff Assistant, Board of Education
- James Song, Director, Department of Facilities Management
- Bruce Crispell, Director of Long-Range Planning, Department of Facilities Management
- Janice Turpin, Team Leader, Real Estate Management, Department of Facilities Management

Maryland-National Capital Park and Planning Commission (M-NCPPC)
- Francoise Carrier, Chair, Montgomery County Planning Board
- Mary Bradford, Director, Montgomery County Department of Parks
- Marye Wells-Harley, Vice Chair, Montgomery County Planning Board
- Piera Weiss, Deputy Director, Montgomery County Planning Department
- Mike Riley, Deputy Director, Montgomery County Department of Parks
- John Carter, Chief, Area 3, Montgomery County Planning Department
- Bill Gries, Land Acquisition Officer, Montgomery County Department of Parks

Executive Branch
- Ramona Bell-Pearson, Assistant Chief Administrative Officer
- Greg Ossont, Deputy Director, Department of General Services

Background

ED/PHED Joint Meeting on July 25, 2011

On July 25, 2011, the Education and PHED Committees met to discuss MCPS' site selection process. The Council Staff packet from this meeting is available at: http://www.montgomerycountymd.gov/content/council/pdf/agenda/cm/2011/110725/20110725_PHEDED1.pdf

The meeting was held to discuss several concerns regarding MCPS' site selection process. The first Bethesda-Chevy Chase Middle School #2 site selection process had concluded earlier in the spring of 2011, and a number of issues arose out of that specific effort that highlighted some general concerns, such as: the inclusion of public land, including parks, as candidate sites for future schools, the role of Montgomery Parks and the Planning Board in MCPS' site selection process (given that parks are frequently candidate sites), whether broader community representation is needed on MCPS' SSACs, and the SSAC evaluation process itself.

Formation of M-NCPPC/MCPS Joint Working Group

Just prior to last year's meeting, MCPS and Parks agreed to form a joint working group to review MCPS' site selection process (see letter on ©1). The purpose of the working group was to:

- Review the site selection processes of MCPS, Montgomery Parks, and County Government in order to identify improvements that can be made to the MCPS process (and, where applicable, to other agency site selection processes). Each of these processes is summarized

in attachments to this memorandum; see ©5-23).
- Discuss short-term and long-term school site needs and how best to ensure adequate school sites (in number and size) are available in the future.
- Identify ways for MCPS, M-NCPPC, and County agencies to collaborate on site needs, including consideration of co-location of public facilities.

The joint working group met six times (first meeting on October 26, 2011 and most recently meeting on May 23, 2012). The joint working group also discussed its work with the Planning Board on February 16.

M-NCPPC/MCPS Joint Working Group Discussion and Recommendations

The Working Group discussed the following topics:

- Comparison of the MCPS, Dept. of Parks, and County agencies' site selection processes.
- The problematic sizes of the Shady Grove and White Flint sector plans elementary school sites and how these inadequate sites came about.
- Requirements for site sizes large enough to address new environmental requirements (e.g., stormwater management on site.)
- The issue of finding sites for school bus depots and other County infrastructure.
- The process for including school sites in County master plans and sector plans.
- Use of the mandatory referral process prior to action on site selection.
- The MCPS modernization program.
- The inventory of potential future school sites, including ones owned by the BOE, County Government, M-NCPPC, or reserved in master plans to be conveyed during subdivision.
- The adequacy of potential future school sites in light of long-term enrollment forecasts.
- Ways to enhance collaboration among MCPS, M-NCPPC—Departments of Parks and Planning, and County Government agencies.

The Working Group's findings & recommendations include:

- Expansion of the MCPS site selection process to involve more stakeholders and inclusion of opportunities for public comment and use of the mandatory referral process at the Planning Board. *NOTE: These changes were implemented during the latest site selection process for Bethesda-Chevy Chase Middle School #2. The Board of Education is expected to formalize these changes in its policies this fall.*
- There are no new school site selection processes required in the next several years. Sites have already been selected for the new schools that will open in the coming six years. Four elementary schools, two middle schools, and one elementary holding center will open between 2012 and 2017. *However, there are a number of school additions and modernizations within the Approved FY13-18 CIP timeframe, some of which will require additional land and/or impact parkland.*
- In the long term, enrollment forecast scenarios indicate MCPS must remain vigilant in preserving all of its current sites and those in County and M-NCPPC ownership with reclamation provisions.
- MCPS, M-NCPPC, the County Executive, and the County Council must ensure that adequate school sites—in number and size—are identified in new master plans and sector plans that generate substantial numbers of students.

- The County should embark on a Public Facility Co-location Study that would inventory all publicly owned land and identify opportunities for co-location of public facilities (such as schools, parks, recreation centers, libraries, etc...) at these locations. Co-locations may become a key strategy to accommodate MCPS' programmatic requirements within more urban-style development patterns as land becomes more scarce and valuable.

Representatives from the Joint Working Group will be available at the Committee meeting to discuss these recommendations in more detail. Council Staff has included some comments and discussion points below.

Short- and Long-Term Planning Needs

As noted earlier, in the short term, MCPS does not anticipate any additional site selection processes are needed to meet capacity needs within the FY13-18 CIP period. However, over the longer term, capacity needs are likely to arise. Long-term needs will hinge on whether enrollment projections follow the "low", "medium," or "high" projections identified by MCPS (see slides on ©2-4). "Low" projections still result in the need for new school capacity. Capacity needs will vary by area of the County.

MCPS' Site Selection Process

<u>Site Selection Process Changes</u>

As noted in the first recommendation of the Working Group above, MCPS has modified its site selection process in several key ways in order to address various concerns. Both a general and a detailed flowchart reflecting the new site selection process are attached on ©5-6. The major changes include:

- Expanding the SSAC membership to include homeowners and civic associations in neighborhoods surrounding candidate sites.
- Opening up the SSAC deliberations regarding publicly-owned sites to the public.
- Adhering to the requirements of the Maryland Open Meetings Act.
- Including a formal notification to the Planning Board of publicly-owned candidate sites under consideration.
- Allowing for minority reports as part of the SSAC report to the Superintendent.
- Moving the mandatory referral process for private and public sites up: subsequent to the release of the SSAC report but prior to the Superintendent's recommendation to the Board of Education. *Note: the mandatory referral for private sites would occur after negotiations to purchase a private site are concluded but before the Superintendent recommends or the Board approves the acquisition.*

Council Staff believes the above changes reflect improvements to MCPS' prior process and address most of the concerns identified by M-NCPPC staff (see ©7-8), but that further tweaking of the process may be needed in the future. The second B-CC Middle School #2 SSAC process earlier this year utilized the changes noted above. Council Staff notes a number of issues that MCPS should address in the future.

- **The large size of the B-CC MS #2 SSAC (47 people) created logistical and operational**

challenges for managing topic discussion. *By comparison, the County Government process assumes a site selection committee of 7 to 9 members with 3 to 5 members of the public. Montgomery Parks assembles a "Project Committee" made up of staff that may consult with other agencies and outside groups.*

- **Formal voting by SSAC members was done to eliminate or keep sites for further consideration, with a simple majority determining the result. This voting process raises the importance of who sits on the SSAC and whether multiple MCPS, County Government, and Parks staff who serve on the SSAC should also vote on these issues.**

What is the best way to identify all potential candidate sites?

For the B-CC Site Selection process, MCPS formally requested potential sites for review from County agencies, civic associations, and homeowners' groups' potential candidate sites to be reviewed. **Council Staff believes this is a valuable process that helps ensure that sites are not overlooked.** *Montgomery Parks' Resource Atlas is an excellent GIS mapping tool that can help generate a list of potential sites.*

What level of review should MCPS do of all potential candidate sites prior to the assembling of the SSAC?

This question involves balancing the efficient use of MCPS resources with the need to identify key information that will be needed by the SSAC. MCPS does not have the resources, nor does it make sense for MCPS, to do a feasibility study of every site identified. On the other hand, some minimum level of information is needed to screen sites. Also, the more information collected on each site, the easier the task of the SSAC to assess the site.

Parks staff have suggested (see ©7) that MCPS do "test fits" for each site (with the assistance of a consultant, if needed) and utilize GIS technology to a greater extent to demonstrate how a school would fit on a particular site. MCPS' new process assumes these test fits are done subsequent to an initial screening process.

Developing minimum criteria for a screening process would keep the number of sites requiring "test fits" to a more manageable level. These criteria should be part of MCPS' public solicitation for candidate sites. For instance, in the second B-CC MS #2 site selection process, MCPS staff developed a minimum buildable site size needed for a middle school (10.1 acres, see ©24). This criterion was based on the middle school design specifications and a review of current MCPS middle schools on the smallest sites. While some allowance for potential adjacent land purchases and design innovations should be made (especially at an early screening stage), having a minimum site size is an extremely efficient way to screen out inadequate sites.

Council Staff suggests that similar minimum site size criteria be established for elementary and high school sites and that MCPS further consider the appropriate level of information to collect on candidate sites at the different stages of the process.

Continued Confidential Process for Private Sites

While all of the members of the Joint Working Group supported the changes noted earlier, one unresolved issue involves how to deal with private sites under consideration. MCPS' revised

process continues to keep any deliberations regarding private sites confidential. MCPS staff believe this confidentiality is needed to protect both the potential buyer (MCPS) and the potential seller (the private property owner) during the site review, appraisal, and negotiation process. County Executive Staff concur with the need for confidentiality until an initial site selection is made by the Chief Administrative Officer (CAO). A public meeting is then held to discuss the site. That is followed by a decision by the CAO affirming the site or restarting a site selection review.

Planning Board staff believe that, while confidentiality may provide some benefits to the potential buyer and seller, confidentiality also brings with it a number of complications to the process itself (basically requiring a bifurcation of the process into concurrent public and private components) and to the overall transparency of the effort.

Council Staff believes the benefits and costs of confidentiality need to be further weighed by MCPS. Council Staff shares the Planning Board staff's concerns that, while confidentiality may be desirable during certain phases of the site selection process (such as during the initial screening process and later during the appraisal and purchase price negotiations), other phases of the review (such as the SSAC review of sites) could be accomplished in a public setting without any detrimental impact on MCPS or the private property owner.

Master Planning of Future School Sites

While school capacity needs are formally discussed in the context of Master Plan revisions (for information on the process by which public facilities are identified in Master Plans, see ©25-26), the results have been mixed with regard to the actual identification, reservation, and/or dedication of sites for future schools.

For instance, in two recent master planning efforts, The Shady Grove Sector Plan and White Flint Sector Plan, school sites were reserved and/or dedicated. However, the site sizes that have come out of these processes are well below the average acreages of MCPS' existing elementary schools: White Flint Sector Plan Elementary School Reservations (2): 4.19 and 5.43 Acres; Shady Grove Sector Plan Elementary School/Park Reservation: 6.0 Acres. Depending on specific site constraints, MCPS may be challenged to meet its basic elementary school facility needs on any of these sites.[1] In the future, MCPS may have to consider a more urban school model for these size sites.

Planning Board staff will be available at the Joint Committee meeting to discuss the challenges of reserving or dedicating sites for schools.

Co-Location of Facilities

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Given the above challenges, the potential co-location of schools with other public facilities (such as parks, recreation centers, libraries, etc...) offers a way to potentially economize the use of scarce sites (see concept diagram on ©27). Co-locations offer the opportunity to share common

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[1] MCPS' preferred usable site size for elementary schools is 12 acres. MCPS' average site size for existing elementary schools is about 9.5 acres.

space needs such as parking areas, athletic facilities, and stormwater management. There may also be opportunities in co-locations for shared programming of interior facilities in some circumstances.

Co-location of facilities is not a new concept for MCPS. Many MCPS schools are located adjacent to parks. These parks effectively increase the ballfield programming opportunities for these schools which otherwise may not have sufficient space. These parks may also provide additional parking spaces as well.

A more direct example of co-location is Kingsview Middle School in Germantown. This school shares a 30.5 acre site with the Germantown Recreation Center, Outdoor Pool, and ballfields. The school and the recreation center share a large gymnasium with a retractable wall dividing the school side of the gymnasium from the recreation center side.

The Joint Working Group believes future co-location opportunities of schools and other public facilities should be identified as one strategy to secure future school sites that will be needed in the long-term. The details of such a study need to be further explored by representatives from County Government, M-NCPPC, and MCPS.

Next Steps

Council Staff believes the Joint Working Group has made significant progress on a number of important issues. There are some follow-up issues that will involve continued collaboration among MCPS, M-NCPPC, and County Government. These include: the co-location study noted above, the surplus site disposition process, coordination associated with school additions and modernizations (many of which affect adjacent park properties), and future site selection efforts for new schools.

Attachments
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MONTGOMERY COUNTY BOARD OF EDUCATION

MONTGOMERY COUNTY PLANNING BOARD

THE MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION

July 22, 2011

The Honorable Isiah Leggett
Montgomery County Executive
Executive Office Building
101 Monroe Street
Rockville, Maryland 20850

The Honorable Valerie Ervin, President
Montgomery County Council
Council Office Building
100 Maryland Avenue
Rockville, Maryland 20850

Dear County Executive Leggett and Council President Ervin:

The Montgomery County Board of Education and the Montgomery County Planning Board, Maryland-National Capital Park and Planning Commission (M-NCPPC), recognize the difficulty Montgomery County faces in accommodating new, renovated, or modernized public school facilities in communities where large, undeveloped properties are not readily available and the existing public open space is also highly valued by residents. Moreover, it has become apparent that existing master plans and other studies may not have adequately anticipated the growth in the need for more classrooms, schools, and public parks to serve increasingly dense and built-out communities, and the increased size of the Montgomery County Public Schools (MCPS) facilities required.

In the wake of a high level of public discourse regarding the Board of Education's recent selection of an M-NCPPC park as the future site for a new school, our two boards recently met for a working dinner and agreed that we must continue our long-term collaboration and seek solutions to this new situation. We are, therefore, forming a working group to analyze options for the best public outcome, including an improved MCPS site selection process, as well as looking for areas where we can cooperate without creating other challenging problems. MCPS, the Montgomery County Department of Parks, and the Montgomery County Planning Department will all be included.

We invite you each to designate a member of your staff to join us in this endeavor. We will begin our work this August, and hope to have recommendations in time to consider them in the upcoming CIP cycle. Please contact Joyce Garcia in the M-NCPPC Commissioners' Office at 301-495-4605 with your nominations. We look forward to a mutually agreeable result.

Sincerely,
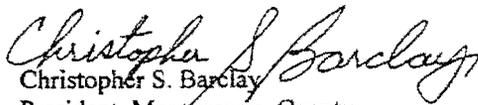
Christopher S. Barclay
President, Montgomery County
    Board of Education
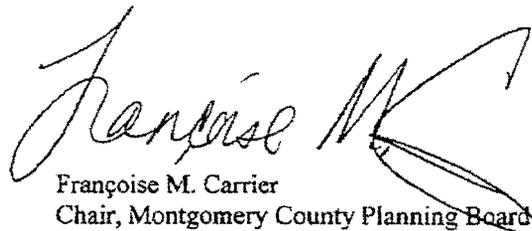
Françoise M. Carrier
Chair, Montgomery County Planning Board
M-NCPPC

cc: The Honorable Nancy Floreen
       Chair, PHED Committee
       Montgomery County Council

Montgomery County Resident Births: DRAFT
2000 to 2010 Actual and Projected 2011 to 2035 Round 8.0

Actual

Projected

18,209

15,712

13,843

13,905

13,273

Recommended Forecast

11,812

——— Low Series   — — Middle Series   • • • • • High Series

MCPS Grade Level Enrollment Projections: DRAFT
Actual 2010 to 2011 and Projected 2012—2040 with low, middle and high birth series
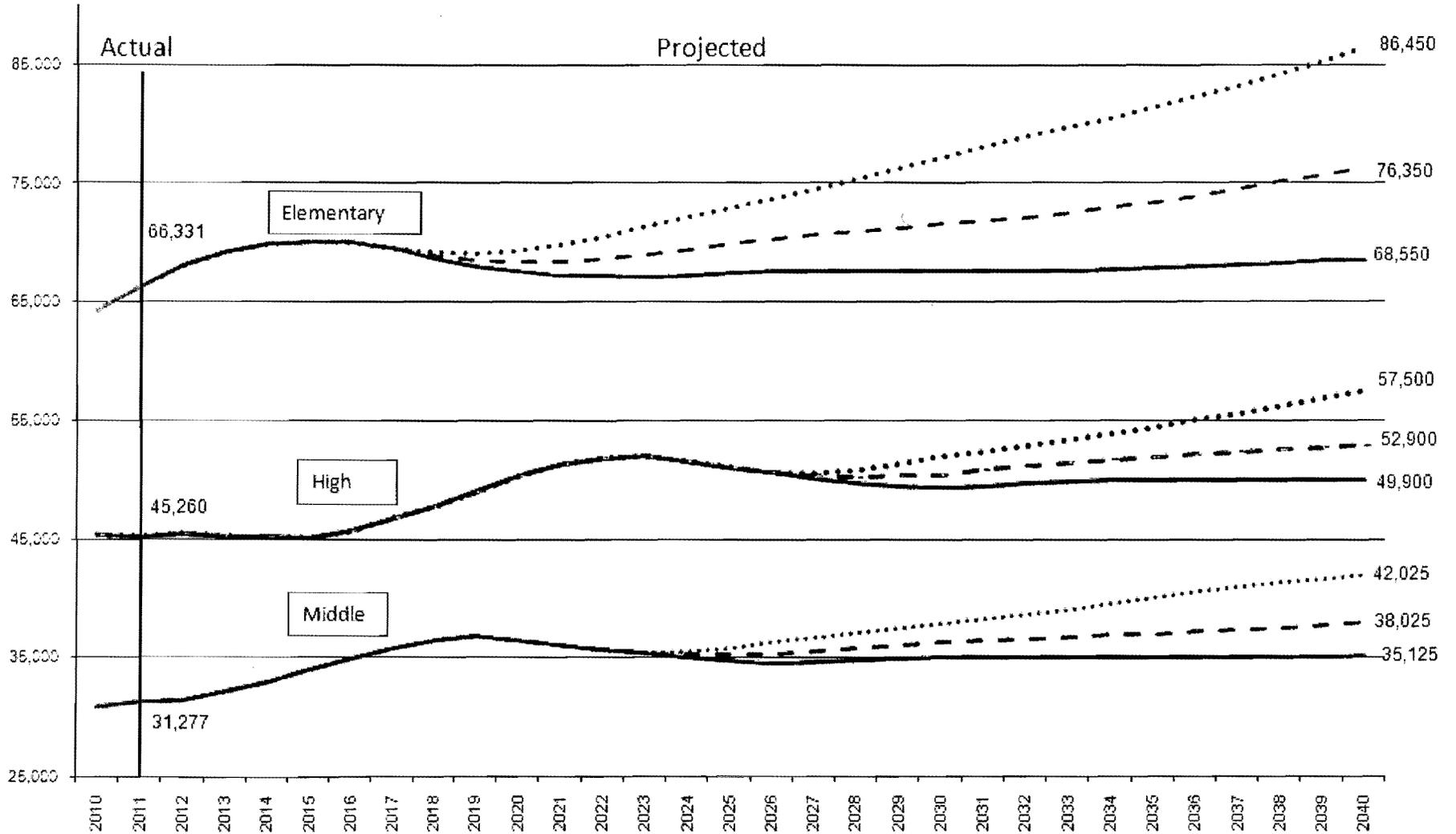
Total Capacities in 2017: Elementary = 73,576; Middle = 37,692; High = 47,285

MCPS Grades K-12 Enrollment Projection: DRAFT
Actual 2010 to 2011 and Projected 2012—2040 with low, middle and high birth series
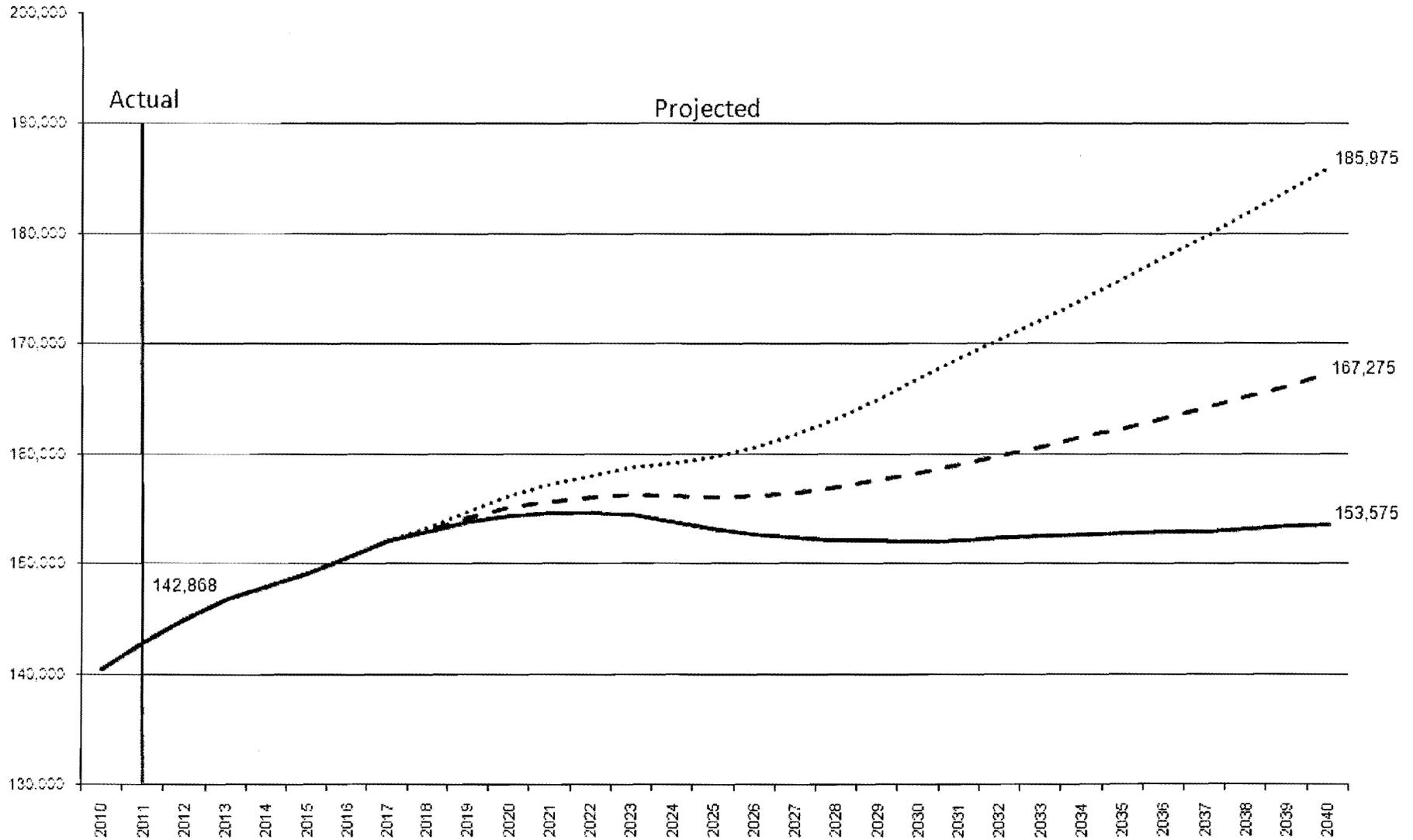
Notes: Total enrollment and forecast does not include Pre-K students. Approximately 3,500 students are in Pre-K programs in 2011.
Birth series based on Round 8.0 population forecast. Montgomery County Planning Dept. Research Division. Low series recommended.

3

START

1

Approved CIP indicates need for school site in a specific area

2

MCPS Staff Researches Sites and Forms SSAC

-Determine if external facilitator is needed
-Identify and research candidate sites
-Invite MCPS, county agency, M-NCPPC, and County Council representatives
-Invite PTA and homeowner association representatives around candidate sites
-Solicit candidate sites from representatives

3

SSAC Meetings Conducted

-Process adheres to *Maryland Open Meetings Act*
-Meetings open to the public
-Private property considered in closed session
-SSAC evaluates sites based on evaluation criteria
-SSAC votes to eliminate or retain sites
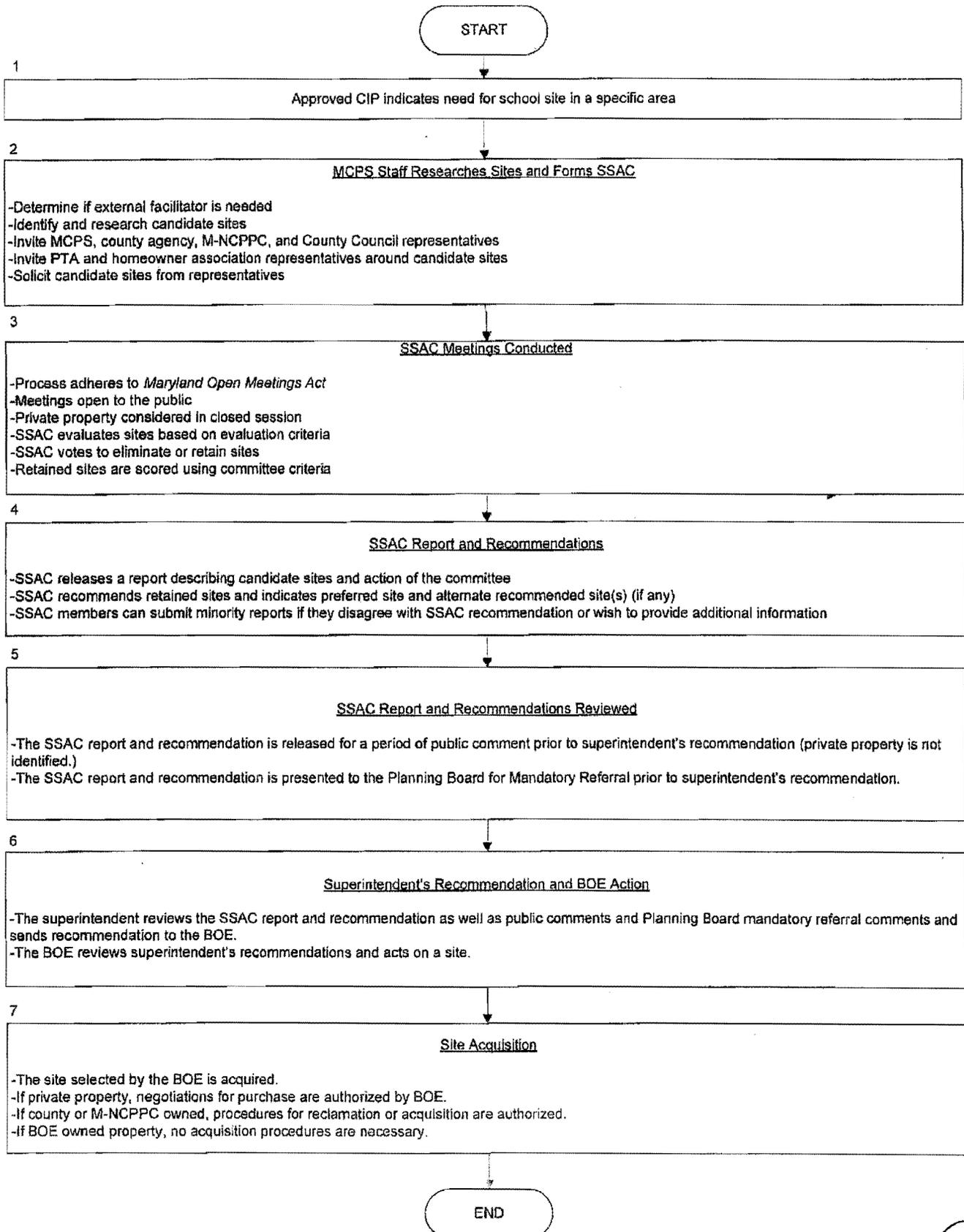-Retained sites are scored using committee criteria

4

SSAC Report and Recommendations

-SSAC releases a report describing candidate sites and action of the committee
-SSAC recommends retained sites and indicates preferred site and alternate recommended site(s) (if any)
-SSAC members can submit minority reports if they disagree with SSAC recommendation or wish to provide additional information

5

SSAC Report and Recommendations Reviewed

-The SSAC report and recommendation is released for a period of public comment prior to superintendent's recommendation (private property is not identified.)
-The SSAC report and recommendation is presented to the Planning Board for Mandatory Referral prior to superintendent's recommendation.

6

Superintendent's Recommendation and BOE Action

-The superintendent reviews the SSAC report and recommendation as well as public comments and Planning Board mandatory referral comments and sends recommendation to the BOE.
-The BOE reviews superintendent's recommendations and acts on a site.

7

Site Acquisition

-The site selected by the BOE is acquired.
-If private property, negotiations for purchase are authorized by BOE.
-If county or M-NCPPC owned, procedures for reclamation or acquisition are authorized.
-If BOE owned property, no acquisition procedures are necessary.

END

MCPS
Site Selection Process

START

1 — Approved CIP indicates need for school site in a specific area

2 — MCPS staff to determine use of external facilitator

3 — MCPS staff initially screen potential candidate sites

NO

30 — Site Acquisition Process begins

END

YES

29 — Is recommended site approved by BOE?

4 — MCPS staff to conduct initial research on potential candidate sites

5 — MCPS staff forms Site Selection Advisory Committee (SSAC), including homeowners and civic associations around potential candidate sites. SSAC members can suggest candidate sites.

6 — Criteria presented to SSAC for Site Evaluation

25 — Superintendent may recommend condemnation process to acquire site to BOE

NO

24 — Was negotiation successful?

YES

27 — Mandatory Referral Process

28 — Superintendent's recommendations released

7 — SSAC Reviews and identifies Candidate Sites

26 — Condemnation process upon BOE approval

23 — MCPS staff order appraisals and negotiates purchase price

22 — BOE discussion during Closed Session

8 — Are candidate sites publicly owned?

NO

END

9 — YES

Meetings open to public

12 — Discuss only privately owned sites in closed session

21 — Superintendent reviews SSAC report and recommendations, minority reports, public comments, and Mandatory Referral comments

10 — Notify and determine property owner(s) interests

13 — Adherence to *Open Meetings Act* procedure

19 — Release SSAC report for a public comments

No

20 — Mandatory Referral Process for publicly owned property only

11 — Notify Planning Board of potential publicly owned candidate sites

14 — SSAC evaluates sites based on criteria

15 — SSAC eliminates candidates which do not meet criteria

16 — MCPS staff conduct "Test Fit" for candidate sites

17 — SSAC releases report with recommended site(s) and minority reports may be included

18 — Is recommended site publicly owned?

Yes

Recommended Revisions to MCPS Site Selection Process

Mandatory Referral

- Consult with the Planning Board and ask its advice in choosing land for a school through the mandatory referral process. The work group should determine the optimal point of the site selection process for the mandatory referral to occur.

Identification of Potential Sites

- Do not identify M-NCPPC parkland for a candidate school site unless a reversion clause exists in the deed, or the Planning Board has approved its consideration for school purposes.
- Do not represent adjacent parkland as providing for a portion of MCPS program for outdoor spaces without the approval of the Planning Board.

Site Selection Advisory Committees (SSAC)

- Improve and formalize the process for identifying and appointing SSAC members.
- Improve and formalize the process whereby SSAC members vote.
- Utilize a professional facilitator to manage the process as opposed to MCPS staff.
- Remove the language: "The SSAC reaches consensus and makes a recommendation to the superintendant of schools." from the MCPS Long-Range Educational Facilities Planning Regulation governing site selection (FAA-RA) to indicate that the SSAC uses a voting process where majority and minority views may be reflected by vote.
- Include majority and minority views in the SSAC report when consensus is not achieved.
- After preliminary sites are identified, include SSAC members who represent communities / civic associations surrounding each site.
- Include "Ability to replace displaced facilities or resources" to the list of criteria that the SSAC evaluates when gauging the suitability of a site.

Test Fits & Architectural / Engineering Services

- Retain an architectural / engineering consultant to perform test fits for each site and advise the SSAC on the opportunities and constraints of each identified site.
- Apply greater use of GIS technology and graphical representations to demonstrate to the SSAC how the school might fit on each site.
- Require A/E consultant to clearly delineate known constraints and cost-divers of each site.

SSAC Report

- Improve the format of the final report to clearly reflect the process followed by the SSAC, how sites were identified or eliminated along the way, and specific rationale for the final recommendation.

Confidentiality

- Keep all SSAC meetings, processes, and reports open to the public, even if private sites have been identified as candidate sites.

Master Plans

- Strengthen coordination with Planning Department as are master plans are updated to identify **viable** school sites, if need is determined.
- Revisit MCPS guidelines for usable acreage preferred for each type of school.
- Consider funding mechanisms to acquire sufficient land if an adequate school site cannot be achieved through the master plan process.

Park Planning & Stewardship Division
Park & Trail Planning Section

The Department of Parks Site Selection Process

Montgomery County Department of Parks
Briefing of M-NCPPC / MCPS Joint Work Group
December 5, 2011

Overview

GOAL

- To have a defensible site selection process which subjects potential site(s) to rigorous analysis, using an objective, fact-based, standardized business practice.

PROCESS

| Staff site selection committee analyzes sites | Staff presents recommendation to senior management | Staff presents recommendation to the public | Staff presents recommendation to the Planning Board |
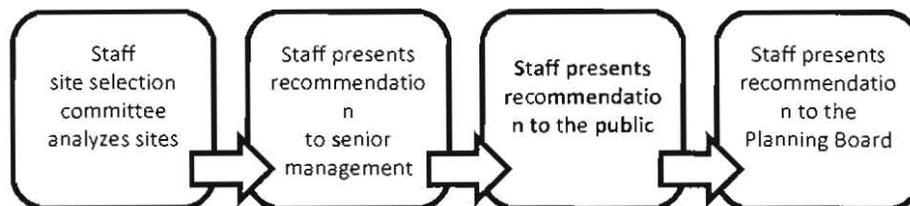
The Process

Step 1: Initiate Site Request

Step 2: Establish Project Committee

Step 3: Develop Program of Requirements (POR)

Step 4: Determine Site Selection Criteria (based on POR)

Step 5: Search for Potential Sites

Step 6: Determine Unconstrained Area(s)

Step 7: Evaluate and Select the Top Sites

Step 8: Share Recommendations with the Public

Step 1: Initiate Site Request

Internally identified need from approved policies

- Vision 2030 Strategic Plan
- Parks Recreation and Open Space (PROS) Plan
- Area Master Plans
- Park Master Plans
- Park Capital Improvements Program
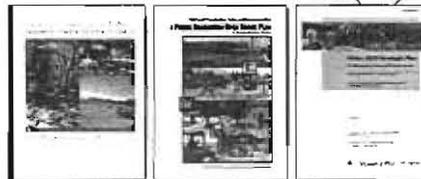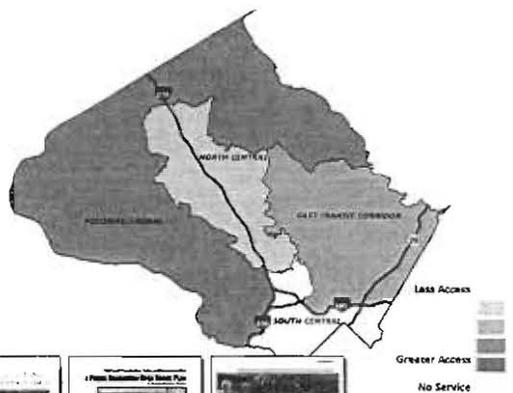
Step 1: Initiate Site Request

External requests

- Planning Board
- Council
- Executive
- Unsolicited Public Private Partnerships
- Other public agencies
- Utility companies

Step 2: Establish Project Committee

Subject matter experts from the Department of Parks and the Planning Department

- The committee regularly consults with industry representatives, user groups, subject matter experts, and representatives of other public agencies.

Project Example

Agricultural Incubators

A government-sponsored program designed to provide **new farmers** with some or all of the following:

- Free or subsidized land and associated buildings
- Free or subsidized farming equipment and machinery
- Information and Education on farming techniques
- Technical and Legal Assistance
- Advocacy and Marketing Assistance
- Financial assistance for start up costs for new company

- 7 -

Step 3: Develop Program of Requirements (POR)

Example: Agricultural Incubators

- Land
  - Tillable, unforested, environmentally unconstrained on appropriate park type
  - Immediately available, either due to existing renegotiable lease or otherwise unprogrammed
  - Presence of prime soils
  - Zoning that allows farming
- Infrastructure
  - Electricity
  - Water
  - Septic (approvable)
  - Access/entrance road
  - Pole Barn
  - Additional shed or barn for equipment storage
  - Deer fencing for fields, security fencing for sheds/barns
  - Housing for administrator and perhaps farmers
  - Building for administrative offices and meeting room

- 8 -

Step 4: Determine Site Selection Criteria (based on POR)

Most common criteria

- Within geographic area identified by approved policy or request

- Adequate developable area outside of sensitive areas as defined by the *Environmental Guidelines (M-NCPPC, 2000), the Master Plan for Historic Preservation (M-NCPPC, 2006),* etc.

- Would not eliminate a needed facility OR the facility is easily re-locatable

- Appropriate access, utilities, transportation, and other needed infrastructure

- Compatible with surrounding land use and zoning

- Meets time and financial limitations

- Other criteria (depends on project)

- 9 -

Step 5: Search for Potential Sites

Agricultural Incubators

- Generate a list of sites that meet the criteria, using GIS mapping tools such as Resource Atlas

- Search within existing parkland first

- 10 -
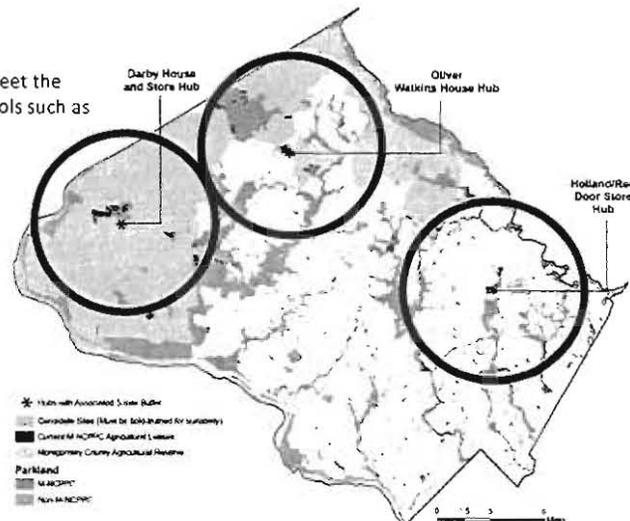
Step 6: Determine Unconstrained Area(s)

Example: Cabin John Regional Park

☐ Existing Amenities / Developed Areas

- Maintenance Yard
- Adventure Playground
- Train
- Baseball Fields
- Ice Skating Rink

- How much remaining developable area?

Step 6: Determine Unconstrained Area(s)

Apply Resource Atlas

- A GIS mapping tool for creating an analysis map similar to Natural Resource Inventory (NRI) required by Forest Conservation Law

Resource Atlas Map Legend

Symbol	Description		Symbol	Description
	Special Protection Area Outlines			Park Owned Historic Sites
	Parks Biodiversity Areas			National Register Historic Districts
	Best Natural Areas Parks			Master Plan for Historic Preservation
	Parks - Agricultural Leases			Cultural Resources Locational Atlas
	Erodible Soils			MNCPPC known Archaeological Sites
	15-25%			M-NCPPC Proposed
	25%+			M-NCPPC
	Forest Conservation Easements			Municipal
Y	Reforestation			State of Maryland
	Treatments Areas			United States
	Stream and Wetland Buffer			WSSC
	Wetlands			Revenue Authority
	III			Park Facilities (being updated)
	IV			Park Management Regions
	Springs & Seeps			Property Outlines
	WSSC Prestressed Concrete Mains			Stream/Lake Outline
	Hard Surface Trail			Hidden Hydrologic Feature
	Hard Surface Connector			Water Areas
	Natural Surface Trail			
	Natural Surface Connector			

Step 6: Determine Unconstrained Area(s)

Apply Resource Atlas

- Development constraints
  - Extensive Stream Valley Buffers
  - Best Natural Areas
  - Steep Slopes
  - Wetlands

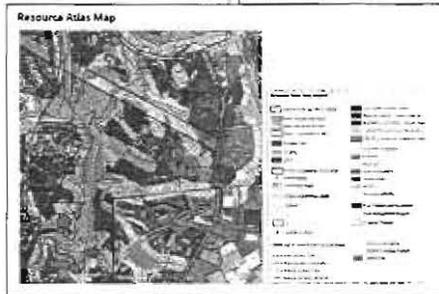## Step 6: Determine Unconstrained Area(s)

▨ Remaining Developable Areas

Step 7: Evaluate and Select the Top Sites

- Review search results
  - Site Selection Matrix
  - Resource Atlas Maps with Aerial Photos
  - Site Visits
- Rank Sites

Resource Atlas Map

Step 7: Evaluate and Select the Top Sites

Miracle League Site Selection Matrix

- Geographic Fundraising Area
- Adequate Size
- Convert fields vs construct new
- Planned/Existing function easily relocated
- Quick to implement
- Funds available
- Site Ready
- Un-constrained environmentally
- Compatible with surrounding uses
- Easy access to major roads
- Synergy with other facilities/ activities

Attachment 2 Miracle League Site Selection Matrix

Step 7: Evaluate and Select the Top Sites

Agricultural Incubators Site Selection Matrix

- Located in the Ag. Reserve
- Conforms with Park Master Plan
- Acres of land currently leased for agriculture
- Suitable soils for farming
- Access to public water
- Proximity to potential market
- Quick implementation based on renovating cultural/historic properties

Exhibit D - Site Selection and Decision Making Matrix. April 30, 2010 (Park Planning and Stewardship Division)

Step 7: Evaluate and Select the Top Sites

Draft Skatepark Site Selection Matrix

- Public transport
- Sidewalks
- Middle school distance
- Available space
- Good visibility / CPTED
- Parking regional only
- Development opportunities
- 200' from homes
- High % of target population in planning area
- Type of skatepark recommended for site

Skatepark Site Selection Matrix

Step 8: Share Recommendation with the Public

- Generate proposal and take for review and approval by select senior managers and the Director

- If appropriate, form an external advisory committee, e.g., as done in Agricultural Incubator Study, and share proposal with them; modify as appropriate

- Take staff recommendation to a public meeting, with all supporting analysis

- Modify as appropriate and if necessary go back to senior management and Director

- Take to Planning Board for review. Invite external advisory committee who participate in presentation

Keys to Success

- Evaluate potential sites using subject matter experts from within the agency before going to the public

- Supplement findings with additional information from user groups and successful prototypes

- Determine unconstrained areas of potential sites as a basis for list of candidates

- Tailor site selection criteria to the project and its Program of Requirements

- Explain the analysis that supports the recommendations in a clear, logical way to the public

- Invite stakeholders to the table as part of public review

<u>Site Selection Protocol for Facilities (12/22/10 version)</u>

Site selection is the principal responsibility of the Department of General Services (DGS) with the Using Department and the affected Regional Services Center being the clients. This site selection protocol is meant as guidelines for selecting sites for County facilities. As guidelines, they should be adjusted to fit each selection situation depending upon such factors as: the facility type, its complexity, the impact on community, the range of options available, cost, and urgency. In varying from this protocol, DGS along with its clients, should document changes and justifications for such changes.

I.   Determination of Need for a Site Selection

1. DGS, working with the Using Department, the applicable RSC Director, and the Office of Management and Budget (OMB), will coordinate to include the site selection project in the Facilities Site Selection Project Description Form (PDF) under CIP No. 500152 (or its equivalent).
2. For site selection or evaluation studies not identified in a County Council approved Site Selection PDF, DGS must obtain written OMB approval.
3. The DGS Director will call a meeting of clients and OMB to determine readiness for the Site Selection process. This meeting shall assess readiness criteria as well as policy level discussion regarding potential outcomes (draft list of readiness criteria attached).
4. The DGS Director and clients shall co-sign and forward a Decision Memo recommending the start of a specific site selection to the CAO. The Decision Memo shall include comments by any other affected County departments and agencies.

II.   Site Selection Set-Up

After CAO approval of the Decision memo, the DGS Director shall convene a meeting(s) of appropriate staff to begin the search for acceptable sites. Staff shall include the User Department, the applicable RSC, OMB, other affected County agencies, and Park and Planning.

1. DGS with clients shall establish preliminary evaluation criteria (draft list attached) and weightings. These preliminary evaluation criteria will be subject to change by the Site Selection Committee. While the Using Department need criteria shall be regarded as fixed, the Site Selection Committee may modify evaluation criteria. Technical evaluation criteria must include the relative costs of each site considered for the Committee's final vote, including any secondary costs.
2. DGS shall produce a list of identified potential sites, both public and private, which meet the minimum requirements of the site selection criteria.

III.   Site Selection

DGS, in coordination with clients, will establish a Site Selection Committee, consisting of members of all stakeholder groups. The RSC Director shall recruit appropriate community members; every effort shall be made to recruit residents from potentially impacted areas. Committee members shall include a representative from the Using Department, other appropriate County departments and may also include county residents, special interest groups or other persons whose participation is deemed important. Representatives from Park and Planning as well as other county agencies may also be appointed as non-voting members.

1. The DGS Director (or designee) shall chair the Site Selection Committee and begin the public selection process. The DGS chair will be a non voting Committee member. However, DGS will have one additional member who will have a vote.
2. The RSC Director (or designee) shall serve as vice-chair of the committee and, in the absence of the chair, shall act as chair on all matters. The RSC Director will not be a voting Committee member.
3. Committee size should be between 7 and 9 voting members, including 3 to 5 members of the public. The committee would normally be composed of the following members: using Department, DGS, OMB, an appropriate County Council representative, a member of the Regional Advisory Board, a community representative, and a business representative. Additional voting members may be added. The Committee may include an additional Using Department representative, another Department judged to be affected by the project and addition citizen representation. In addition to voting members, non voting Committee members would include the DGS chair, the RSC director, and M-NCPPC staff.
4. All voting and non-voting committee members must submit signed confidentiality non-disclosure forms to the Chair (these are to be attached).
5. Committee Chair shall establish a time-line for the process, preferably not to exceed 6 months.
6. Committee Chair shall present the Site Evaluation Committee with a list of potential sites prepared by DGS. Committee members can suggest additional sites for consideration. If the Committee judges the additional sites as likely to meet minimum criteria, DGS will evaluate and report back to the committee regarding all such sites.
7. The Site Selection Committee shall evaluate all identified potential sites, delineating positive and negative factors for each site, compiling both qualitative and quantitative (e.g. value voting) data. The Committee shall select three sites for which DGS will perform test fits and develop rough construction cost estimates.
8. At its final meeting, the Committee shall identify by vote its recommended site for CAO consideration. If another site is judged by the committee to be close in the final consideration, this site may also be submitted as an alternate.

IV.   CAO Decision Memorandum

DGS shall prepare a CAO Decision Memorandum that includes the Committee's findings, including alternates, and the Using Department's concurrence or comments. The decision memo shall also include any additional comments or dissenting views from Committee members or non-voting agencies participating in the selection process. The decision memo shall be signed by Directors of DGS, the Using Department, the RSC Director, OMB, and other County Departments as deemed appropriate.

V.   Public Meeting

The CAO may affirm the recommendation or return the item to the Committee for reconsideration as detailed by the CAO. Following CAO final concurrence of the Committee recommendation, the Committee Chair shall hold a public meeting to announce the selected site and receive public input. The public meeting shall be coordinated with the RSC, publicly advertised using media best suited for notice to the communities neighboring the selected site, and held at a time and location convenient to those residents.

VII.   Mandatory Referral

Following any CAO decision affirming the selection of a site for a County facility, DGS shall submit the site selection decision to M-NCPPC under Mandatory Referral.

X (21)

Site Section Criteria (12/22/10 version)

I Readiness (Whether to proceed with site selection)

1. Documented evidence of need
2. Identified scope (POR exists with cost estimates)
3. CIP funding exists
4. Study area initially identified
5. Initial list of potential sites identified
6. Compliance with Master Plan verified
7. Compliance with Departmental Strategic Plan verified
8. Appropriate County role verified
9. Interested governmental parties consulted
10. Public input sought
11. Operational budget impacts identified
12. Funding resources investigated
13. Implementation schedule developed
14. Decision Memorandum prepared for Chief Administrative Officer
15. Project specific criteria

II Site Selection Criteria (Deciding between potential sites)

1. Size meets minimum, including all buffers, offsets, etc.
2. Location with in the defined study area
3. Roadway access
4. Public transportation access
5. Land use and zoning – compatibility with surrounding area
6. Physical shape – site proportions and topography
7. Utility availability
8. Visibility
9. Ease of acquisition
10. Cost of land acquisition
11. Cost of construction
12. Operating impacts
13. Environmental impacts
14. Project specific criteria

Montgomery County Site Selection Process

1. Overall process
   - Determining need & Readiness
   - Bringing stakeholders together
   - Identifying options
   - Assessing options
   - Obtaining public input
   - Deciding

2. Determining Need & Readiness
   - Players including: using Dept., RSC, DGS, OMB, CE Office
   - Program of Requirements
   - Capital funding exists
   - Public input sought
   - Compliance with plans
   - (see full list of 15 points)

3. Bringing stakeholders together
   - Decision memo to proceed
   - Site selection committee established including community reps
   - Refine and apply evaluation criteria

4. Identifying options
   - DGS identifies options
   - Selection committee review sites and expand

5. Assessing sites
   - Pros & cons
   - Test fit & cost for 3 sites
   - Recommendations

6. Public input sought
   - Pre-Site Selection process
   - Community representative on Committee
   - Public meeting on recommendation

7. Chief Administration Officer – Decision Memos & Mandatory Referral

Improvement	Acres
Building Footprint (Smallest existing middle school currently – Lakelands MS)	2.0
Bus Loop (25 buses)	1.0
Car Parking (125)	0.9
Student Drop Off Aisle	0.5
Tennis Courts (4)	0.6
Basketball Courts (2)	0.3
Track Pavement	0.2
Soccer Field with Two Softball Overlay	3.0
Loading Zone	0.3
Stormwater Management	1.3
Total	**10.1**

*Assumes flat usable acres, with no trees, no stream buffers and no building setbacks. Space between items is site and shape dependent, and is not included in acreage listed.

Minimum MS Requirements (in acres)

24

PLANNING DEPARTMENT

PREPARED FOR MAY 23, 2012 MEETING OF TASK FORCE

Planning Department Master Planning Process

Process 1: Identifying Sites for Public Facilities in Master Plans

History

- Under the enabling state legislation (Article 28), The M-NCPPC is authorized to develop a General Plan, which can be amended from time to time and may include:

  Existing and forecasted amount type, intensity, general location of major public services, facilities and utilities

- The enabling legislation states that after a Master Plan of Highways is approved and adopted, the Commission is authorized to review all federal, state and local projects for major public services and facilities. This is called the Mandatory Referral process for which uniform guidelines are required per Article 28. The idea behind the referral process was to insure that future road rights of way were protected. Article 28 also enabled the Commission to acquire land for needed public facilities.
- The first M-NCPPC comprehensive plan for public facilities was the <u>1956 Amendment to the General Plan for Schools, Parks and Recreation</u>, which developed the park/school or park/community facility shared use concept.
- The <u>1964 Amendment to the General Plan (Wedges and Corridors)</u> states that individual sites for community facilities are to be reviewed by the Commission, under the mandatory referral legislation, for coordination with adopted plans.
- The 1964 Plan lays out two options for obtaining land for public facilities: reservation or dedication, both functions are allowed in the Subdivision Regulations. Reservation allows time for the public agency and property owner to consider purchase. Dedication, in whole or in part, is determined by how much the proposed development benefits or contributed to the need from the public facility.

Master Plan Process

- Planning Staff establishes existing population and services
- Planning Staff develops growth scenarios by land use type and for residential, the housing type
- Planning Staff coordinates with other agencies to calculate public facility needs generated by new development
  - The public agency assess need for facilities based on projected growth characteristics
  - The public agency provides criteria for the needed facility, for example: acreage, location, need for direct access to a primary road, etc.
- Planning Staff works with public agency staff on identifying potential sites
- Planning Staff includes sites, including alternative sites if appropriate, in Staff Draft

- Planning Board holds worksessions and may request that agencies present background information and rationale
- Planning Board directs staff to release plan as a public hearing document
- Planning Board holds public hearing
- Planning Board holds worksession, deliberates and directs staff to retain or change recommendations
- Planning Board approves Planning Board Draft and transmits to County Council and Executive
- Executive reviews document and projects fiscal impacts
- County Council holds public hearing
- PHED holds work session and may request agency presentation
- PHED makes recommendation to full Council
- Council acts on plan, if approval - the Planning Board and The M-NCPPC adopt Plan
- After approval and adoption, any public and private new development or redevelopment must be found consistent with the plan, through the Subdivision Regulations (Private) or the mandatory referral process (public).
- At the time of subdivision, if private development is proposed on property identified in an approved and adopted master plan for a public facility, the Planning Board makes finding regarding setting the site aside, consistency with master plan, and how the site can be obtained-reservation, dedication in full or in part.
- Mandatory Referrals is required even for those facilities identified in master plan. The review is on the details of the project on the identified site. Planning Board has advisory role and transmits comments to the agency.

2. *Where a site is not identified in a master plan and a public agency is going through a site selection process*

- Mandatory Referral section of Article 28 states that any change in use: from private to public use, or public to private use, or from one public use to another, must go through mandatory referral.
- In the case of a site selection mandatory referral, the Planning Staff would present all the sites to the Planning Board with criteria and any preferred sites identified by the agency. Planning Staff makes recommendation to the Planning Board.
- The Planning Board has advisory role and transmits comments to the agency.

Park / School Co-location Concept

Elementary School

- ✓ School Building
- ✓ Bus Loop & Service Drive
- ✓ Paved Play Areas
- ✓ Sidewalks
- ✓ Utilities

Shared Facilities

- ✓ Staff / Visitor Parking
- ✓ Athletic Field (PE / Recess)
- ✓ Basketball Courts
- ✓ Playgrounds
- ✓ Stormwater Management
- ✓ Water Fountains

Community Park

- ✓ Additional Athletic Field (s)
- ✓ Natural Areas (Woods / Landscape)
- ✓ Tennis Courts
- ✓ Gazebo / Picnic Area
- ✓ Trails / Walking Paths
- ✓ Dog Park
- ✓ Skate Spot
- ✓ Community Gardens

12 Acres ???

15 Acres ???

27