

EXECUTIVE SUMMARY

Introduction

Montgomery College was founded in 1946 and is Maryland's oldest community college. In 1950 Takoma Park became the College's first campus. The Rockville Campus was added in 1965, and the Germantown Campus in 1978. From 1946 to the present over half of a million students have attended classes at Montgomery College. All three campuses have experienced significant increases in enrollment. The Facilities Master Plan Update will quantify campus needs and identify solutions within the guidelines of the State of Maryland.

In order to address new opportunities and challenges, the College undertook a comprehensive update of its College-wide Facilities Master Plan to support its increasing enrollment, define facilities needs, and justify major new facilities initiatives anticipated as a result of this effort. Cho Benn Holback was commissioned in 2006 to prepare this College-wide Facilities Master Plan. The Facilities Master Plan covers the 10-year period from 2006 to 2016 and responds to the dramatic enrollment growth expected at the College and the critical capital need to address this growth.

This comprehensive College-wide effort includes five plans covering the Takoma Park/Silver Spring, Germantown and Rockville Campuses, Workforce Development and Continuing Education (WD&CE), and Central Administration. In addition to the ten-year Facilities Master Plan, the overall planning effort also includes a 20-year land use plan (2016-2026) for the three campuses plus WD&CE to provide broad direction for campus growth. The Plan's purpose is to establish a framework for development of these campuses, as well as the off-campus operations of the College, that is cohesive, integrated, and visionary. Some components of a Master Plan, such as space usage and academic and administrative requirements, are readily quantifiable, while other components may be described as quality of life issues, or qualitative components. Equal attention has been given to quantitative and qualitative components in order to develop a Facilities Master Plan that will truly support the role, mission, and educational plans of Montgomery College. The overall plan satisfies the Maryland Higher Education Commission (MHEC) requirements for a Facilities Master Plan to support the capital planning processes and capital funding requests of the College.

This facilities master planning effort updates the 2002-2012 Facilities Master Plan for the five units (three campuses plus WD&CE and Central Administration). This earlier five-part plan is the framework for the College's subsequent capital requests for funding projects on all three campuses. Since the adoption of the 2002-2012 plan, the Board has approved one amendment (March 2010) that adopted the Germantown Campus Facilities Master Plan (2006-2016) to incorporate current plans for a Science and Technology Park, as well as certain roadways included in Montgomery County's sector plan for the Germantown area.

The Master Planning Process

With new opportunities and challenges facing the College, the College undertook a comprehensive update of its College-wide Facilities Master Plan to support the increasing enrollment growth of the College, define facilities needs, and justify major new facilities initiatives anticipated as a result of this effort. In 2006, the College initiated an update to the master plan with the selection of Cho Been Holback + Associates for this purpose.

Numerous meetings and intensive planning sessions were held throughout the College with the affected constituent groups to discuss needs and program requirements; to refine enrollment, faculty, and staff projections; and review campus development options. This effort included the compilation, analysis, and confirmation of the Maryland Higher Education Commission (MHEC) endorsed 2016 enrollment projections for the College. These projections were further refined by the College into the three campus components

and distributed to discipline and unit levels throughout the College. In addition, the College developed enrollment projections for Workforce Development and Continuing Education, as well as detailed faculty and staff projections for all College units. This data-driven backbone to the master plan allows for a very defensible plan for the future that identifies a significant additional instructional and support space need to provide for the College's growth.

College Enrollment Projections

Using a consistent set of data for the Facilities Master Plan, the College's enrollment growth is significant over the 2006-2016 period. Overall, the College is projected to experience credit Full Time Equivalent (FTE) growth of 15.3% over the 2006 to 2016 period. The distribution of this growth indicates that the Rockville Campus is expected to grow 6.3% while more substantial growth of 24.7% is anticipated at the Takoma Park/Silver Spring Campus and dramatic growth of 32.9% projected for the Germantown Campus. The College's noncredit FTE enrollment in Workforce Development & Continuing Education is also projected to experience dramatic growth of 55% by 2016. Overall, the College is projecting faculty growth of 12% and staff growth of 10%, which is somewhat less than but consistent with student enrollment growth over the ten years. For campus libraries, annual growth of 16% in Physical Bound Volume Equivalents (PBVE) is projected for the Rockville and Takoma Park Campuses. Slightly higher PBVE growth of 19% is projected for the Germantown Campus due to the new biosciences curriculum and upper division science courses being offered on the campus by the University of Maryland.

The MHEC-endorsed data developed for this plan presents a conservative evaluation of the enrollment growth facing Maryland community colleges, particularly given the College's own experience with enrollment growth since 2006. However, each year the Maryland community colleges receive updated 10-year enrollment estimates from the MHEC and with the anticipated higher growth rate at the College, it is expected that a larger space need will support the College's capital program as individual projects proceed to detailed programming prior to a request for design funding.

TABLE 1 - FALL TERM 2006 MONTGOMERY COLLEGE-WIDE HEADCOUNT STATISTICS

	2001	2006	5yr % Chg	Projected 2016	10 yr % Chg
Takoma Park/SS	4,575	5,685	24%	6,708	18%
Germantown	4,871	5,529	12%	6,911	25%
Rockville	14,334	15,275	7%	15,565	2%
TOTAL	23,780	26,489	10%	29,184	9%

TABLE 2 - FALL TERM 2006 MONTGOMERY COLLEGE FTE ENROLLMENT STATISTICS

	2001	2006	5yr % Chg	Projected 2016	10 yr % Chg
Takoma Park/SS	2,367	2,796	18%	3,488	25%
Germantown	2,168	2,600	17%	3,456	33%
Rockville	7,908	8,096	2%	8,509	5%
TOTAL	12,443	13,492	8%	15,453	13%

Existing Building Conditions

In 2006, as part of the assessment process supporting the Facilities Master Plan, the College completed a comprehensive facilities conditions assessment that identified significant building condition deficiencies on all three campuses. An engineering consultant surveyed the College's total building space inventory of 1.5 million gross square feet (gsf), including all campus roadways, parking lots and garages, and underground utility systems. This study identified a total replacement value of \$322,000,000 for the College's physical plant.

Among the critical conclusions of the condition assessment considered during the master planning process is the fact that a significant share (62%) of the College's existing academic buildings are inefficient in size being smaller than 50,000 gsf. Small buildings are more inefficient to operate and constrain opportunities for growth both in terms of the land commitment to the building footprint and an inability to renovate for the larger program needs identified by the College. In addition to a high proportion of small buildings, nearly three-quarters of the buildings have significant systemic deficiencies equivalent to 10.1% of the replacement value or \$32.4-million. This condition is exacerbated by the prevalence of a high proportion of 30-year or older buildings, particularly on the Rockville and Takoma Park Campuses. The critical information provided by the conditions assessment was used during the master planning process to evaluate options for new buildings, renovations, and/or recommendations for building demolition and replacement.

The large deferred maintenance need identified by the conditions assessment is being used to support the College's FY2012 capital request to Montgomery County for increased funding. With the County's support, the College has started to address this deferred maintenance need.

Functional Adequacy

The extensive evaluation effort expended during the master planning process reinforced the anecdotal impression that insufficient space constrains the College's academic programs and services across all campuses and units. The problems range from fragmented support services that reduce department productivity and hinder discipline identity to inflexible teaching environments and physical accessibility issues. To make matters worse, the College's enrollment growth is outstripping the current plan for new buildings on all three campuses. Even with the completion of the final new building (Cultural Arts Center) on the Takoma Park/Silver Spring Campus that was part of the campus expansion, and two planned projects that include both the Rockville Science Center and Germantown Bioscience Education Center, the College will have a significant space deficiency without the construction of additional facilities.

Sustainability Goals

Montgomery College has been actively pursuing sustainability goals over the past twenty years, and continues to do so with a high level of commitment. Refer to the Appendix for a complete listing of "green" initiatives the college has been implementing and will continue to implement as part of the Facilities Master Plan process.

Space Needs Assessment

Based on the State space guidelines, the Facilities Master Plan provides a detailed response that addresses all of the capacity needs of the College. Within the context of growing each campus, the facility planning goals that guide the master plan include retaining the respective campus character as expansion occurs. The intent is to reinforce the College and campuses as community resources while eliminating fragmentation of disciplines, programs, and services. Where appropriate, the plan recommends removal and replacement of inefficient and small campus buildings. Each campus master plan begins with the addition of new facilities to provide relief to crowded conditions before proceeding with building renovations. The College’s on-going investment in building system upgrades supports the overall planning goal of improved campus facilities. And finally, the master plans are developed to support the campus communities with adequate learning, working, recreational and celebratory environments.

Overall, the College faces a significant current space deficit and a future 10-year space deficit that, if not addressed, will continue to be a serious constraint on the College’s ability to respond to the educational and cultural needs of students and the community. In summary, the College’s space deficiencies (net square feet) include:

TABLE 3 - MONTGOMERY COLLEGE NASF SPACE NEEDS

	Deficit 2006	Deficit 2016
Takoma Park/Silver Spring	117,037	99,557
Germantown	134,827	147,580
Rockville	256,425	194,796
TOTAL	508,289	441,933

This table clearly shows a huge deficit in space on campus to meet the State guidelines for facilities. The deficits vary from campus to campus. In Takoma Park/Silver Spring the vast majority of the deficit is due to a lack of class lab space. In addition, a deficit of athletic/recreation and study space is notable. In Germantown the deficit is also in class lab space, but not as great a percentage. There is also a notable deficit of classroom, athletics, study and shop/storage space.

The Rockville campus is much larger and the needs are more diverse, but the principal deficit is in class lab space as well. Other notable deficits are in offices, study, meeting rooms and lounges, athletics, media production, food service, shop/storage and central service. In addition, on all three campuses there is a significant lack of meeting rooms and lounges for students, faculty and staff.

CAMPUS RESPONSES

College-wide

Each campus of Montgomery College has a distinct history and physical setting that requires a unique type of response. The 2006-2016 Facilities Master Plan has tailored the approach to plan for growth on each campus, setting a framework for development.

Table 4 highlights the strategy for growth on each campus, emphasizing renovation of existing spaces and the new construction of buildings and building additions. In addition, the table shows the amount of space

that will be removed due to demolition of obsolete buildings. The Net Growth column displays the amount of proposed growth in facilities proposed in the FMP Update. The last column highlights the percent growth relative to the deficits projected in Table 3.

The proposed building projects do not satisfy the deficit on each campus due to a variety of reasons. College-wide the campus programs do not meet the allowance for Physical Education, Library study space and Food Facilities. Non-science class labs such as Reading and Writing are smaller than the MHEC guidelines. In addition, support spaces such as central storage, shops, data processing, etc. have allowances that are computed for each campus, but the spaces are programmed to Central Administration. The Facilities Master Plan provides a framework to guide the physical development of the Takoma Park/Silver Spring, Rockville and Germantown campuses for the next ten years, as well as identify the Workforce Development and Continuing Education, and Central Administration space needs. The five plans address the need for new buildings, renovations, additions, and site improvements (roads, parking lots, open space improvements, and major utility infrastructure improvements) to accommodate the enrollment increases expected on all three campuses while maintaining and enhancing the unique identity and character of each campus. The specific projects developed as part of this master plan are reconciled with campus identified needs and may not always match the exact amount of the identified space deficit shown in the above table. More detailed facility programs will be developed in the future for each specific project identified in the following discussion.

TABLE 4 - MONTGOMERY COLLEGE 2006-2016 PROPOSED BUILDING PROJECTS (NASF)

	Renovation	New Construction	Demolition	Net Growth	% Growth to Deficit
Takoma Park/Silver Spring	33,243	137,195	(91,506)	45,689	30%
Germantown	159,420	135,060	(1,290)	128,715	78%
Rockville	86,015	272,330	(29,478)	242,852	59%
TOTAL	240,325	542,785	(120,984)	421,801	63%

Takoma Park/Silver Spring has the most constrained campus and the greatest number of obsolete or dysfunctional existing structures. New facilities will mostly be built on the site of existing buildings. This explains the high amount of demolition on the campus and the low net growth. The space that is proposed to be built, mostly new class and science labs and library and study space can not be adequately addressed by the renovation of existing buildings.

The existing buildings at the Germantown campus are newer and afford opportunities for renovation. Most of the existing buildings on the campus are slated for renovation, not just due to their condition, but because principal uses are being transferred to other buildings. The Germantown campus has more available space for the construction of new buildings and the opportunity to attract and accommodate new students than the Takoma Park/Silver Spring campus. This helps to explain the larger amount of net growth on this campus.

The Rockville campus is reaching its capacity to absorb more growth without substantially changing the character of the campus or altering the amount of surface space devoted to the parking of automobiles. The strategy for the next ten years emphasizes both: creating a denser, livelier campus and providing structured parking on campus to accommodate the growth.

An estimate of construction costs for this level of development has been created. Table 5 summarizes the proposed building projects on each campus.

TABLE 5 - MONTGOMERY COLLEGE 2006-2016 CONSTRUCTION COSTS (IN FEB 2009 DOLLARS)

	New Buildings	Renovations	Total
Takoma Park/Silver Spring	129,678,000	56,170,000	185,848,000
Germantown	130,017,000	150,256,000	280,273,000
Rockville	333,155,000	192,296,000	525,451,000
TOTAL	\$ 592,850,000	\$ 398,722,000	\$ 991,572,000

The specific responses on each campus to managing and establishing a framework for growth are highlighted below.

The Takoma Park/Silver Spring Campus

The Takoma Park/Silver Spring campus of Montgomery College was founded in 1950 and was the College’s first campus. The majority of the campus was constructed during the late 1970s and these facilities are aging and in need of renovation. Typically the floor configurations and irregular shapes of the academic buildings are not ideal spaces for learning and instruction. The majority of the original buildings of the campus lie within the City of Takoma Park, but in the last five years the campus has expanded west into Silver Spring.

Over the last five years the College has transformed this campus with two strategies: creating the West Campus and consolidating student services in one building. These strategies have been a success and are essentially complete with the addition of the Health Sciences Building, the Cultural Arts Center, the Cafritz Foundation Arts Center and the Student Services Center.

The Facilities Master Plan for the Takoma Park/Silver Spring Campus is designed to support a 24.7% increase in enrollment through construction of approximately 129,000 nsf (181,000 gsf) of new space, and the renovation and reallocation of additional space in existing campus buildings. The new construction includes two new buildings on the east campus – a Science & Math Center and a Resource Center. Figure 1 shows the 2006-2016 Facilities Master Plan proposed for the Takoma Park/Silver Spring Campus.

The physical goals of the Facilities Master Plan include the creation of a Campus green that extends south from the new Student Services Center between the campus buildings along both Fenton Street to the west and New York Avenue to the east. The development of a Campus green will accentuate the linkage between the north end of the Campus with the Commons and Falcon Hall at the south end, and provide a natural gathering space for students within the collegiate setting. The pedestrian bridge over the METRO/CSX tracks with its connection to the second floor of the Student Services Center links the East Campus through Jesup Blair Park to the West Campus expansion along Georgia Avenue.

As part of this conceptual framework, the Campus Facilities Master Plan continues the successful design developed for the Student Services Center with the new replacement buildings proposed along both Fenton Street and New York Avenue. On Fenton Street, the plan proposes the phased development of a new four-story Science and Math Center that will be phased in to replace the existing Science South and

FIGURE 1 - TAKOMA PARK/SILVER SPRING CAMPUS 2006-2016 FACILITIES MASTER PLAN



SCIENCE AND MATH CENTER NORTH WING (Ph 2) 83,600 GSF

SCIENCE AND MATH CENTER SOUTH WING (Ph 1) 51,000 GSF

BUSINESS + SOCIAL SCIENCES, CHILDCARE RENOVATE PAVILION 4

SOCIAL SCIENCE LABS RENOVATE PAVILIONS 1 AND 2

CHILDCARE CENTER

HUMANITIES RENOVATE PAVILION 3

STUDENT RESOURCE CENTER / LIBRARY (Ph 1 & Ph 2) 84,500 GSF

FALCON HALL ADDITION 6,300 GSF

- NEW BUILDING
- RENOVATED BUILDING
- EXISTING BUILDING

- CF Cafritz Foundation Arts Center
- CM The Commons
- CU Cultural Arts Center
- DC Child Care
- EG East Garage
- FH Falcon Hall (Physical Education)
- HC Health Sciences Center
- MP Mathematics Pavilion
- NP North Pavilion
- P1 Pavilion 1
- P2 Pavilion 2
- P3 Pavilion 3
- P4 Pavilion 4
- RC Resource Center
- ST Student Services Center
- SN Science North
- SS Science South
- WG West Garage

Science North buildings. Similarly, a new Learning Resource Center with a two-story street edge stepping up to three-stories next to the Campus green is proposed to replace the North and Math Pavilions, and the existing Resource Center. The new Learning Resource Center is also anticipated to be phased in so that existing programs can continue to serve the campus.

For the West Campus, the Facilities Master Plan reflects the recent completion of the Cultural Arts Center and the West Parking Garage. The remaining building site on the West Campus provides an opportunity to support future expansion with space for a future academic building.

The remaining campus buildings will be renovated to reposition the facilities to new uses. This includes conversion of Pavilions 1 and 2 to Classroom Pavilions, Pavilion 3 to a Humanities Pavilion, and Pavilion 4 to a Business & Social Sciences Center, plus Child Care Center. These conversions will co-locate programs that are currently distributed on the existing campus.

The Takoma Park/Silver Spring plan also envisions growth in the ten to twenty year timeframe that will include a future building in the northeast quadrant of the former Giant Food bakery site. The future development of this site will again place the Takoma Park/Silver Spring Campus in a position where there are no further land development options without addition property acquisitions. This master plan notes possible property acquisitions north of the East Campus that could support the growth of the Takoma Park/Silver Spring Campus.

During the Master Plan process a series of additional guiding principles was developed to assist in the evaluation of master plan alternatives and to serve as a framework. These include:

1. Rejuvenate the Original Campus
2. Preserve the Existing Character of the Historic Neighborhood Adjacent to the Campus
3. Investigate Opportunities for Sensitive Future Growth
4. Implement the Facilities Master Plan with due regard to the sustainability and resource conservation programs of the College.

The 2006-2016 Facilities Master Plan for the Takoma Park/Silver Spring campus proposes six building projects. These projects seek to provide needed academic space and facilities to meet the ten year growth of the campus. Due to physical constraints not all of the deficit can be accommodated on the campus, but the new projects will create much needed improvements to the sciences and math programs and the library and study needs of the students.

1. Replace Science North and Science South buildings with a new Science and Math Center at 73,555 NASF (134,600 GSF).
2. Create a new 48,780 NASF (84,500 GSF) Student Resource Center and Library to support student study, learning and access to library services.
3. Renovate and build an addition to the dysfunctional Pavilion 4, formerly the Communication Arts Center, to create a new 12,000 NASF (20,000 GSF) Business and Social Sciences Building plus Child Care Center.
4. Renovate Pavilions 1 and 2 (P1 and P2) to provide class labs to support the social sciences and business programs.

5. Renovate Falcon Hall and create an addition of 6,300 GSF will add 3,755 NASF of new fitness, office and activity space.
6. Renovate Pavilion 4 (P4) to include a Child Care Center. The College will vacate the house on the corner of Philadelphia and Takoma Avenues where the existing Child Care Center is located.

The outdoor spaces on the central campus are critical components of the functioning of the adjoining buildings. The plan proposes improving these spaces, with enhanced landscaping, pedestrian paths and amenities. Between the Commons and Falcon Hall a new courtyard will be created by removing the existing tennis courts and handball courts.

No roadway or parking needs are being addressed in this facility master plan. The existing road system is outside of the campus and adequate to support the existing and proposed campus traffic. Parking needs have been satisfied, as well. With the addition of the West Garage in 2009 the campus will have 1,297 parking spaces, meeting the campus demand and providing for public parking for the new Cultural Arts Center.

Overall, the 2006-2016 Facilities Master Plan for the Takoma Park/Silver Spring campus will seek to accommodate as much development as is possible given the limited existing land available for development or redevelopment and the constraints of the existing historic neighborhood.

The Germantown Campus

The Germantown campus of Montgomery College was established in 1978 on 230 wooded acres. The majority of the campus was constructed during the late 1970s and these facilities are aging and in need of renovation. The three original buildings, Humanities and Social Sciences (HS), Science and Applied Studies (SA) and Physical Education (PG) share a common architectural vocabulary.

The Germantown Campus Facilities Master Plan is designed to support a 32.9% increase in enrollment through construction of approximately 197,000 net square feet (nsf) (276,000 gsf) of new space, and the renovation and reallocation of additional space in existing campus buildings. Figures 3.4.4 and 3.4.5 show the 2006-2016 Facilities Master Plan proposed for the Germantown Campus and Figures 3.4.12 and 3.4.13 provides the 2016-2026 Land Use Plan.

The rural character of the Germantown Campus is unique among the College's campuses. The site slopes significantly from north to south, and has beautiful natural resources including a stream and mature forest. The proposed Facilities Master Plan envisions improvements to the Germantown campus that expand facilities, improve access, and provide parking, while providing a framework for development that enhances the natural features of the campus. The master plan accomplishes this by locating facilities in linked quadrangles that organize buildings on the hilltop around open spaces, preserving as much undeveloped land as possible.

The Facilities Master Plan builds on the successful existing campus quadrangle concept and proposes a third quadrangle on the north side of Campus to be anchored by a new Student Resource Center. A new Social Science & Art Building will also be located on the north side of Campus and provide an activating link to the Goldenrod Building to the west. The developing quadrangle on the south side of Campus includes the planned Bioscience Education Center and will also accommodate a future building or expansion of the Biosciences Education Center, in addition to taking advantage of long vistas to the south.

FIGURE 2 - GERMANTOWN CAMPUS 2006-2016 FACILITIES MASTER PLAN



In addition to these new buildings, the Campus Plan envisions major renovations to the Science & Applied Studies Building and the Humanities & Social Sciences Building, as well as renovations to both the High Technology & Science Center and the Physical Education Building, as well as an addition to the later building.

A key element of the plan is construction of a parking garage so as to preserving campus open space and provide parking on the east side of the Campus. The garage is located east of the High Technology and Science Center. Both the High Technology and Science Center and the future building site will provide a through-building link from the parking garage elevation up to the existing and future campus quadrangles.

Critical to future campus development is the completion of a campus loop road as part of an overall vehicular circulation system. The plan envisions the extension of the Observation Drive into a new loop road that will enclose both the existing quadrangle and the new quadrangle on which the proposed Biosciences Education Center is located. This loop road will cross the existing dam at the Campus pond and close the loop by connecting to existing Observation Drive near the water tower. The loop will provide a new point of access to the Campus from Middlebrook Road to the south.

A major goal of the Germantown Campus plan is to address the planned development of a science and technology park to be located on College property, primarily south of the hill-top location of the academic campus. The proposed Science and Technology Park is located between Middlebrook Road and the hilltop academic campus, as well as an additional area located to the west on the former Kay tract purchased by the College in 2001.

It is anticipated that creation of the science and technology park will provide significant synergies between the College and the bioscience and technology business community by providing an environment that can utilize the educational and technical resources of the College, while allowing students and faculty the opportunities for collaboration and employment with the adjacent businesses.

Various alternatives for this park explored the appropriate physical and aesthetic relationship to the campus. The Master Plan depicts a park that has a unique identity, separate but related to the College campus. This relationship is supported by a vehicular and pedestrian circulation system for the Science and Technology Park extending Goldenrod Lane from the west to the new road linking to Middlebrook Road to the south. This road is connected to the College loop road in the middle of the property.

For planning purposes, the Facilities Master Plan is augmented by a separate document that depicts one million gross square feet of built space within the technology park, including a Montgomery County technology incubator facility, with parking primarily in freestanding above-grade parking garages. Development of this density with associate parking garages will leave little land undeveloped within the technology park and will require extensive tree removal and re-grading. Alternatives include less building area and/or construction of terraced or underground parking. The actual development of the Science and Technology Park will depend largely upon market forces.

The Facilities Master Plan also envisions growth in the ten to twenty year timeframe. Planning for this timeframe is helpful in creating a vision for the ultimate development of the campus, and to ensure that plans for the ten year timeframe do not preclude rational future development. This longer range plan for the Campus includes future College buildings along Observation Drive as it is developed as the Campus loop road. Additional future Campus development includes buildings that will be part of a proposed quadrangle to the east of the Bioscience Education Center.

A series of guiding principles has been developed to assist in the evaluation of master plan alternatives and to serve as a framework. These principles include:

1. Enhance the Hilltop Character of the Campus
2. Concentrate Development on the Campus
3. Consolidate Student Services and Enhance Student Life
4. Extend the Roadway System to Provide Better Access and Safety
5. Provide Appropriate Parking Facilities to Handle Future Parking Demands
6. Encourage Strategies for more Sustainable Development on Campus

Following the guiding principles, the 2016 Facilities Master Plan Update proposes to physically alter the arrival experience to the campus. It sites new buildings to serve as both a gateway to the campus and an extension of the existing pedestrian paths. The proposed Student Resource Center and Library will guide and orient visitors to the campus and will create a connection to the pond to the north of the campus. The proposed Social Sciences and Art Building will span across Observation Drive to break up the large areas of parking and define a clear pedestrian path to the Goldenrod Building (former Goldenrod Building). This building will also serve as a gateway as one approaches from Germantown Road up the winding access road to the campus.

The concentration of departments on the campus that would share facilities is also a goal of the plan. The proposed Physics, Engineering and Math Building will be located adjacent to the Bioscience Education Center (BE) within the former Social Sciences and Applied Studies (SA) building. The renovation will create a new circulation path within the building to allow for a direct access to the new quad from the center of the campus.

The location of the proposed Student Resource Center also concentrates the student services on the campus. It locates in one building most of the student orientation, student life offices, assessment services, the library and the learning centers and is located adjacent to the campus cafeteria and bookstore in the Humanities Building and the fitness activities of the Physical Education Building.

The 2006-2016 Facilities Master Plan for the Germantown campus proposes seven building projects. These projects seek to provide needed academic space and facilities to meet the ten year growth of the campus.

1. Create a new 66,370 NASF (116,235 GSF) Student Resource Center and Library .
2. Renovate the existing Social Studies and Applied Studies Building into the Physics, Engineering and Math Center (36,070 NASF).
3. Create a 21,795 NASF (36,325 GSF) addition to and renovate the Physical Education Building.
4. Create a new 36,105 NASF (65,600 GSF) Social Sciences and Art Building.
5. Renovate the Humanities and Social Sciences Building to infill the space vacated by the Library and the Childcare Center.
6. Alter the High Technology and Science Center.

To retain a compact campus new buildings like the Student Resource Center and the Social Sciences and Art Building are planned to be located close to the heart of the campus. These buildings also reinforce the concentration and grouping of like uses. Together the proposed new buildings, the reallocations, and the renovations of spaces within existing campus buildings, will support the continued growth of the Germantown campus.

The Rockville Campus

Opened in 1965, the Rockville campus has the largest enrollment of the three Montgomery College campuses with over 14,800 credit students in the 2002 fall term. The campus also serves a substantial non-credit student body through programs of Work Force Development and Continuing Education (WD&CE). In addition, tens of thousands of people come to the campus each year for art exhibits, concerts and theatrical events, athletic events, conferences and lectures, and other events open to the public.

The campus is characterized by a fairly dense core of low-rise buildings that were constructed in the 1960s and 70s. They are consistent in character and appearance; most are clad in a sand-colored brick. The spaces between buildings are pleasant in scale although haphazard in appearance and use. The core campus is organized in a loose grid of buildings, with the open spaces between buildings being primarily linear in character. Many of these linear spaces seem “left over” and are haphazardly landscaped and furnished. The ensemble of these core buildings and open spaces projects an image of a campus that is utilitarian and outdated.

The Facilities Master Plan for the Rockville Campus is designed to support a 6.3% increase in enrollment through construction of approximately 330,000 nsf (461,000 gsf) of new space, and the renovation and reallocation of additional space in existing campus buildings. Figure 4.4.4 shows the 2006-2016 Facilities Master Plan proposed for the Rockville Campus and Figure 4.4.16 provides the 2016-2026 Land Use Plan.

The physical goals of the Facilities Master Plan include enhancement of the entrances to the campus, creation of open space to enhance the campus environment, provision of additional space to meet the College's needs, and renovation of existing buildings.

The Facilities Master Plan illustrates the expansion opportunities made possible by constructing buildings on the surface parking lots on the north and south sides of the campus. Prominent new buildings create a new front door to the campus and enhance its image on the north creating an anchor to the new campus mall with the placement of the Student Services Center adjacent to Campus Center. On the south side of Campus, these new buildings include a new Art Building, Library, and future parking garage. The reconfiguration of the Campus entrance on Mannakee Street improves the visibility of the campus, creates a new entrance that serves as a focal point providing links to the Performing Arts Center and a future Campus loop road extension to the east. The eliminated surface parking will be replaced with one or more parking garages in the ten-year period.

The Campus plan creates three significant open spaces, or quadrangles. The first, an open mall linking the proposed site of the future Student Services Center on the north to the new Science Center on the south, which will open up the Campus and provide relief through the central core of the Campus. The second is a more formal entrance plaza that is open to a vehicular and bus drop-off at the southern entrance to the campus. This entrance plaza is proposed to be bounded by three new buildings, the Science Center, Library, and an Arts Addition. The third open space is located between the new Arts Addition and the existing Performing Arts Center and will include a vehicular drop-off for events at the Performing Arts Center. This third open space will be contiguous with the pedestrian Avenue of the Arts that will extend west from the proposed new Arts building, past the existing Theater Arts and Fine Arts buildings and culminate at the Performing Arts Center. This is a concept carried forward from the previous master plan that continues to provide an exciting springboard for open space development.

The Rockville Campus plan shows the current construction of a new Science Center located adjacent to the existing pond, a new Student Services Center that will serve as the entry point on to the Campus from the north and new Art and Library buildings to the south to serve a growing Campus student population. In addition, the occupants of the existing Technical Center will be relocated in the future so that a new 4-story expansion of academic space for the humanities programs could be constructed in its place.

Additionally, additions are proposed for the Physical Education, Parilla Performing Arts Center, and Gudelsky Institute for Technical Education. The continuation of the Campus renovation plan calls for future projects in nearly every campus building. Campus needs will also be supported by a new Physical Plant building and a new and larger Child Care Center.

The Facilities Master Plan incorporates a ten to twenty year plan that provides for additional development. This plan envisions expansion east into the portion of the campus currently devoted to outdoor recreational facilities.

A series of guiding principles was developed to assist in the evaluation of master plan alternatives.

1. Enhance Campus Gateways
2. Create a hierarchy of outdoor space.
3. Concentrate Development on the Campus
4. Concentrate Parking to Allow for Academic Expansion
5. Investigate Opportunities for Sensitive Future Growth off Campus

Following the guiding principles, the 2016 Facilities Master Plan proposes to physically alter the arrival experience to the campus. It sites new buildings to serve as both a gateway to the campus and an extension of the existing pedestrian paths. Given the limited building area available, new development will displace existing parking lots.

Development of academic buildings is proposed to occur in conjunction with development of structured parking. The core campus, currently consisting of mostly low-rise buildings, will slowly become a taller and more dense campus. While the central core buildings will remain fairly low (up to 3 stories typically), new buildings located just outside the core will be taller and larger. This will both maximize the limited building area available and allow for the development of signature buildings in key locations.

In addition to the seven new buildings proposed, nine existing buildings will be renovated, and three will be reallocated to new use. New buildings will be situated around a new pedestrian mall which will become the primary open space on campus. Existing buildings will be renovated to have a direct connection to the mall.

The 2016 Facilities Master Plan proposes the following projects to meet programmatic needs:

1. Renovate Macklin Tower.
2. Construct Garage North, a parking structure with 680 parking spaces.
3. Renovate the Physical Education Center and create a 28,560 NASF (47,600 GSF) addition.
4. Construct a new 72,060 NASF (130,320 GSF) Student Services Center bringing together student and administrative services to support the concept of "one stop" shopping services for students and the College community.
5. Reallocate the South Campus Instructional Building (17,765 NASF) as the headquarters for Workforce Development & Continuing Education (WD&CE).
6. Renovate the Campus Center (44,580 NASF) to enhance substantially the quality of student life on

campus.

7. Renovate the Computer Science building to retain the existing classrooms and class labs, together with a reconfiguration of the Campus administration computer center (12,520 NASF, 20,900 GSF).
8. Alter the Gudelsky Institute for Technical Education (39,895 NASF).
9. Replace the existing Interim Technical Training Center with a new 46,120 NASF (76,900 GSF) facility.
10. Construct the 23,400 NASF (42,500 GSF) Communication Arts Building.
11. Create a 31,175 NASF (56,400 GSF) addition to the Humanities Building.
12. Alter the Humanities Building (47,750 NASF, 73,912 GSF).
13. Replace the Technical Center (40,250 NASF) with a new Humanities and Social Sciences Building (68,645 NASF, 124,800 GSF).
14. Construct a new 40,450 NASF (73,500 GSF) Mixed Arts Building.
15. Create Garage South with 520 new parking spaces.
16. Construct a new 62,300 NASF (111,300 GSF) Library Resource Center.
17. Renovate the Performing Arts Center and create a new addition of 33,795 NASF (69,800 GSF).
18. Create a 3,800 NASF (6,900 GSF) Child Care Center.
19. Construct a new 18,120 NASF (30,100 GSF) Physical Plant facility.

While the existing grid of outdoor spaces is ample in quantity, it is not especially pleasant. Given the quantity of existing and proposed buildings, it is an opportune time to design the outdoor space so that it provides an organizational armature for the campus, focused around the large north-south mall or “spine”. The mall provides clear orientation and an open-space heart for the campus. Other key aspects of the landscape and open space plan include the development of an Arts Walk and crosswalk between the Library, the Student Center and the Physical Education Center.

From a supply perspective, the Facility Master Plan identifies the impact on parking associated with each building and building phase, including the loss of existing surface parking to new construction and the creation of new surface and structured parking facilities. Once the FMP program has been achieved the Rockville campus would have a total stabilized supply of nearly 3,700 spaces.

Overall, the 2006-2016 Facilities Master Plan for the Rockville campus will leave few existing buildings untouched; it is an aggressive plan to transform the campus and accommodate the existing needs and projected growth.

Workforce Development & Continuing Education (WD&CE)

Workforce Development and Continuing Education is spread among the three Montgomery College campuses. In addition to a physical presence on the Takoma Park, Germantown, and Rockville campuses, facilities are also located in leased space in Wheaton, Silver Spring at the Westfield Town Shopping Center, and in Gaithersburg at the Gaithersburg Business Training Center. In addition, WD&CE offerings are distributed throughout the county at many business and municipal locations.

With five current locations, the Workforce Development & Continuing Education Facilities Master Plan is coordinated with campus developments for the planned expansion of the programs and services offered by the unit. The unmet space need of the unit is nearly 4,000 nsf. In addition, the plan anticipates that Workforce Development & Continuing Education will continue to expand at its existing off-campus locations and/or develop new sites within new market locations. The underlying assumption of this plan is that all of the existing space leases serving the unit are continued beyond the 10-year period. The above space need is therefore for new additional space and represents a nearly 30% increase over the current space inventory.

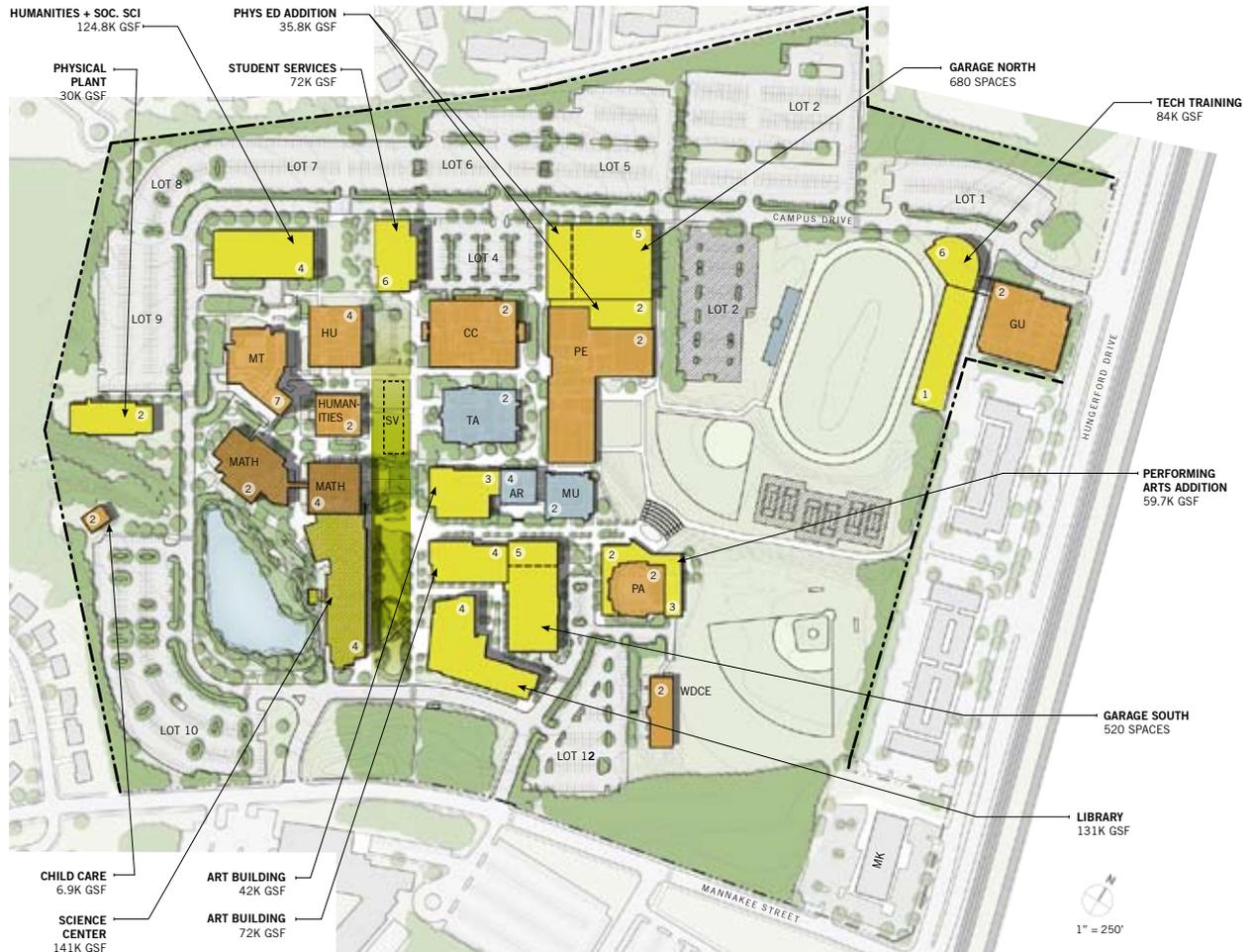
To support the vision for the WD&CE programs and to establish a coherent, logical framework for development of capital projects, the Facilities Master Plan has established goals and priorities. This Master Plan for WD&CE focuses on:

- Consolidating Workforce Development & Continuing Education efforts on the Germantown, Rockville, and Takoma Park/Silver Spring Campuses so that students, visitors, and the College community benefit from the ease, energy, and excitement generated by the synergy of proximity;
- Providing sufficient and adequate space at each location—classrooms, labs, offices, study, and support facilities—based on existing and projected needs;
- Presenting students the needed range of opportunities to study and learn collaboratively in supportive environments with the special assistance of faculty, counselors, and staff;
- Creating a stronger identity for the WD&CE program on each campus and at off-campus locations to enable a broader reach into the community and a clear, welcoming environment for visitors, and new and potential students.

Based on the College's anticipated enrollment growth over the 2006 to 2016 period, and supported by the instructional and other needs identified during the master planning process, the College has identified a number of capital projects for Workforce Development and Continuing Education (WD&CE) over the ensuing 10-year period. These projects include:

1. Reallocation of the Goldenrod Building on the Germantown Campus (12,200 GSF)
2. Reallocation of South Campus Instructional Building to WD&CE at Rockville (13,255 NASF)
3. Alteration of the Gudelsky Institute for Technical Education and Replacement of the Interim Technical Training Center at Rockville
4. Acquisition and Renovation of buildings at Westfield Town Shopping Center (22,500 GSF)
5. Acquisition and Renovation of buildings at Gaithersburg Center (29,600 GSF)
6. Lease of building at new White Oak Center for the East County Science and Technology Center (10,600 GSF)

FIGURE 3 - ROCKVILLE CAMPUS 2006-2016 FACILITIES MASTER PLAN



- | | | | |
|-----|---|------|--|
| # | NUMBER OF STORIES | AR | Paul Peck Art Building |
| ■ | NEW BUILDING | CC | Campus Center |
| ■ | RENOVATED BUILDING | CS | Computer Science |
| ■ | EXISTING BUILDING | GU | Homer S. Gudelsky Institute |
| ■ | IN DESIGN, UNDER CONSTRUCTION OR UNDER RENOVATION | HU | Humanities Building |
| ■ | PEDESTRIAN MALL | MK | Mannakee |
| --- | CAMPUS BOUNDARY | MT | Gordon & Marilyn Macklin Tower |
| | | MU | Music Building |
| | | PA | Robert E. Parilla Performing Arts Center |
| | | PE | Physical Education Center |
| | | SV | Student Services |
| | | TA | Theatre Arts Building |
| | | WDCE | Workforce Development & Continuing Education |

Central Administration

With four primary locations, the Central Administration Facilities Master Plan continues to indicate an unmet space need. The plan assumes that the space lease occupied by the Office of Information Technology will be terminated within the 10-year period and therefore this space is also included in the overall need. While the underlying assumption of this plan is to consolidate the central units when their space needs are addressed, the long-term resolution of central administration space needs are anticipated to be addressed in the context of the lease decision for the Office of Information Technology within the next five years. The unmet space need is split approximately two-thirds to respond to the needs of the Office of Information Technology and one-third to cover the space needs of all other central units.

Implementation

The Facilities Master Plan includes a proposed project-phasing plan that identifies the desired project sequence in response to the College’s needs. The master plan cost estimates for the various projects identified in the planning document total \$1,009,220,000 for the three campuses, Workforce Development and Continuing Education, and Central Administration. In summary, the total project capital costs (planning/design, construction and furniture and equipment) for each of the five components of the 2006-2016 Facilities Master Plan are as follows (Source: Central Facilities Cost Model):

Area	Cost (current dollars)
Germantown	\$280,273,000
Rockville	\$525,451,000
Takoma Park/Silver Spring	\$185,848,000
Workforce Development & Continuing Educa	(included above)
Central Administration	\$17,648,000
Total Cost	\$1,009,220,000

