Office of the Superintendent of Schools MONTGOMERY COUNTY PUBLIC SCHOOLS Rockville, Maryland

January 10, 2012

MEMORANDUM

To: Members of the Board of Education

From: Joshua P. Starr, Superintendent of Schools

Subject: Site Selection for an Upcounty Holding Facility for Elementary Schools

Background

In the coming years, upcounty elementary schools will reach an age and condition that will require modernization. Currently, all four holding facilities for elementary schools undergoing modernization are located in the mid to lower part of the county. This is a concern due to the long travel distances between the elementary schools in the upcounty area that are in the queue for modernization and the existing holding centers.

Montgomery County Public Schools (MCPS) staff formed a Site Selection Advisory Committee (SSAC) in spring 2011 to recommend a site for the upcounty holding facility. The SSAC included representatives from the following stakeholder groups: the MCPS Department of Facilities Management, the Maryland-National Capital Park and Planning Commission; the Montgomery County Council; the Montgomery County departments of Transportation and General Services; the Montgomery County Office of Management and Budget; the Upcounty Regional Services Center; the Montgomery County Council of Parent Teacher Associations, Inc.; the Clarksburg, Damascus, Gaithersburg, Col. Zadok Magruder, Northwest, Poolesville, Quince Orchard, Seneca Valley, and Watkins Mill cluster leadership; local municipalities; and homeowners'/citizens' associations that were adjacent to the candidate sites. In addition, the SSAC recommendation report was released for public comment from December 13, 2011, through December 27, 2011; no significant comments were received.

The SSAC evaluated nine sites, using criteria that included site size, location, access, topography, physical condition, utilities availability, and cost. The site review is detailed in the attached report, which can also be accessed at the following link:

 $http://www.montgomeryschoolsmd.org/departments/facilities/REM/pdf/Upcounty\%\,20 Holding\%\,20 Facility\%\,20 Recommendation.pdf$

The SSAC recommends that the Emory Grove Center, located at 18100 Washington Grove Lane in Gaithersburg, be the site for the upcounty holding facility for elementary schools. This 10-acre site, titled to the Board of Education, houses MCPS Child Find, the MCPS Early Childhood Disabilities Unit, and the Montgomery County Infants and Toddlers Program, as well as training units for the divisions of School Plant Operations and Food and Nutritional Services.

The recommended site is well located in an area to serve elementary schools in the upcounty that will need modernization in the coming years. The site also is in close proximity to Midcounty Highway, an arterial road that provides good vehicular access for schools undergoing modernization in the northern portion of the county. A recommendation on whether the existing programs currently housed in the facility will need to be relocated or collocated at the upcounty holding facility will be addressed in a future feasibility study.

I recommend the following resolution consistent with the Site Selection Advisory Committee's recommendation.

WHEREAS, A site selection process was conducted in spring 2011 to identify a site for an upcounty holding facility; and

WHEREAS, A Site Selection Advisory Committee was convened and reviewed nine candidate sites; and

WHEREAS, The Site Selection Advisory Committee recommended that the Emory Grove Center, located at 18100 Washington Grove Lane in Gaithersburg, be selected for the upcounty holding facility for elementary schools; and

WHEREAS, The Site Selection Advisory Committee recommendation report has been published for public comments; and

WHEREAS, The site offers the best range of site characteristics, including location within the targeted area, good topography, and accessibility from major roads; now therefore be it

<u>Resolved</u>, That the Emory Grove Center be selected as the site for the upcounty holding facility for elementary schools; and be it further

Resolved, That the Maryland-National Capital Park and Planning Commission, the County Council, and the Maryland State Superintendent of Schools be notified of this action.

JPS:LAB:JS:jlc

Attachment

SITE SELECTION ADVISORY COMMITTEE RECOMMENDATION

FOR

AN UPCOUNTY HOLDING FACILITY FOR ELEMENTARY SCHOOLS

December 12, 2011

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SITE SELECTION ADVISORY COMMITTEE RECOMMENDATION

AN UPCOUNTY HOLDING FACILITY FOR ELEMENTARY SCHOOLS

DECEMBER 12, 2011

BACKGROUND

Holding facilities are utilized for capital projects, such as modernizations and large-scale addition projects to house students and staff during construction. By relocating students and staff to a holding facility, MCPS is able to reduce the length of time required for construction and provide a safe and secure environment for students and staff. In the coming years, elementary schools in the upcounty area will reach an age and condition that will require modernization. Currently, all holding facilities for elementary schools undergoing modernization are located in the mid to lower part of the county. ¹

At the recommendation of the superintendent of schools, a site selection committee was convened in the spring of 2011 with the anticipation that once an acceptable site was identified, a feasibility study would be conducted to determine the feasibility, scope, and cost of opening the holding facility. The timing of construction and completion of the holding facility will be determined in a future Capital Improvements Program.

SITE SELECTION ADVISORY COMMITTEE

Montgomery County Public Schools (MCPS) Department of Facilities Management (DFM) staff formed a Site Selection Advisory Committee (SSAC) to identify suitable sites for an elementary school holding facility in the upcounty area. The SSAC comprised stakeholders from the Montgomery County Office of Management and Budget, the Montgomery County Department of Transportation, the Montgomery County Department of General Services, the Maryland-National Capital Park and Planning Commission (M-NCPPC), the Parent Teacher Associations (PTA) leadership from the clusters of Clarksburg, Damascus, Gaithersburg, Magruder, Northwest, Poolesville, Quince Orchard, Seneca Valley and Watkins Mill, representation from municipalities, and MCPS DFM. In addition, since a holding facility houses populations from differing locations

¹ A graphic depiction of planned and existing holding facilities is attached as Exhibit "A."

SITE SELECTION ADVISORY COMMITTEE RECOMMENDATION ON THE UPCOUNTY HOLDING FACILITY FOR ELEMENTARY SCHOOLS DECEMBER 12, 2011

and is not neighborhood-specific, representatives of homeowner/citizens associations that were adjacent to candidate sites were invited to participate.²

SITE SELECTION PROCESS

The site selection process³ enables MCPS planning and facilities staff to work with county agencies and the PTA community when considering sites for school construction.

The SSAC for the Upcounty Holding Facility met on May 27, June 30, July 15 and October 3, 2011. The SSAC identified the following objectives in making its recommendations for selected sites:

- The sites would be physically suited to meet program requirements.
- The sites would be appropriately located within the target geographic area.
- The sites would be available for acquisition at reasonable cost within acceptable time parameters.
- To the extent possible, the sites would follow Leadership in Energy and Environmental Design (LEEDTM) criteria.

The SSAC identified the target area for site selection as that area encompassing nine high school clusters of Clarksburg, Damascus, Gaithersburg, Magruder, Northwest, Poolesville, Quince Orchard, Seneca Valley and Watkins Mill.⁴

To achieve SSAC objectives, staff compiles the best information available about land in the target area and presents this information to the SSAC. Members are invited to offer additional sites or information about future developments of which they may be aware in the target area. For each candidate site, the SSAC considers the geographic location, its relation to future student populations, and appropriateness for future school operation. Using the criteria as described in the next section, the SSAC members build consensus on the most suitable site to recommend to the superintendent of schools.

The superintendent of schools will evaluate the SSAC's recommendation and make his recommendation to the Board of Education. The Board of Education will consider the SSAC and the superintendent of school's recommendation before officially adopting a site.

² A detailed list of individuals and the bodies or agencies that they represented is attached as Exhibit "B."

³ The site selection process is set forth in MCPS Regulation FAA RA, Long-Range Educational Facilities Planning, page 14 of 20. This regulation was last revised on June 8, 2008.

⁴ Graphic depiction showing the target area and the cluster boundaries is attached as Exhibit "C."

SITE SELECTION ADVISORY COMMITTEE RECOMMENDATION ON THE UPCOUNTY HOLDING FACILITY FOR ELEMENTARY SCHOOLS DECEMBER 12, 2011

CRITERIA

For site selection of an elementary school site, there are numerous criteria that are considered, including size, location, access, topography, physical condition, utilities availability, and cost. Suitability for LEEDTM certification is included in evaluating the criteria, as MCPS has adopted LEEDTM as a design standard for all MCPS construction projects. As explained below, there are several criteria that are applicable to LEEDTM design standards.

LOCATION

The location of a school site should be centrally located within the target area with adjacent residential use. The site selected for a holding facility should allow use of public transportation as the availability of public transportation is a criterion for LEEDTM certification. The new school also should be in an environment that is conducive to learning, without distractions from industrial or retail uses or excessive noise or hazard.

SIZE

The current Board of Education standard for a middle school is 12 acres. The Board's policy allows some departure from the standard if street patterns, topography, stormwater management, or other unusual reasons dictate.

TOPOGRAPHY

The topography of a candidate site is examined to determine if elevation changes or slopes will result in abnormally excessive grading for school construction. A balanced site is one in which soils in high elevation areas can be used to fill low elevation areas sufficiently without having to bring dirt onto the site or haul dirt off. A site that is not balanced will result in greater than average site preparation cost.

Topography also is examined to determine the location of wetland or sensitive environmental areas that may render portions of a site unusable or costly to develop. The existence of mature trees and steep slopes should be considered as these factors also could increase development costs or render portions of the site unusable.

There are several points related to topography that are relevant to LEED™ certification. In addition to avoidance of steep slopes, wetlands, and sensitive environmental areas, as previously mentioned, credit is given for avoiding land that is designated as prime agricultural, that contains rare or endangered species or that is designated as public parkland.

⁵ This standard is in conformance with MCPS Regulation FAA-RA, Long-Range Educational Facilities Planning, page 8 of 20. The regulation was revised June 8, 2008.

SITE SELECTION ADVISORY COMMITTEE RECOMMENDATION ON THE UPCOUNTY HOLDING FACILITY FOR ELEMENTARY SCHOOLS December 12, 2011

ACCESS

The SSAC reviews the access to candidate sites to determine road adequacy, length of road frontage, and potential access points that may be constructed. While safe pedestrian access is necessary for community use of the facility, the traffic accessing the holding facility is primarily bus and private automobile. The ideal site should have access to a primary subdivision road, which consists of a 70foot wide right-of-way. Candidate sites that have sufficient frontage to accommodate at least three points of access are preferred. In this way, school bus access can be provided separately from student drop-off, staff, and visitor access. A separate service drive is needed for deliveries.

UTILITIES

A suitable site must have access to public utilities that include water, sanitary sewer, natural gas, electricity, and cable. MCPS staff provides the SSAC with information concerning the Master Plan, phasing and timing for utility extensions to candidate sites. County master plans determine which areas of the region will be programmed for water and sewer. Category maps indicate when these facilities will be constructed. In cases where the schedule for water and sewer extensions will not meet the schedule for school opening, the SSAC may consider the cost to provide extensions from the school project budget.

A number of the candidate sites considered for the holding facility in the target area do not have access to public water or sanitary sewer service.

PHYSICAL CONDITION

The SSAC members examine the existing and planned use of adjacent land surrounding candidate sites to ensure compatibility with a good learning environment. Excessive noise, distracting activities, or hazardous industrial-type uses on adjacent land would not be conducive to education. Avoiding sites that are subject to excessive noise is a criterion in the LEEDTM for Schools certification. The physical condition of all of the candidates would be conducive to learning, with no evidence of areas of toxic or hazardous waste.

AVAILABILITY AND TIMING

Site availability is considered in instances where a site must be purchased. DFM staff will contact owners of candidate sites to determine if the owners would consider an offer to purchase, should their site be recommended for a new school. If an owner is willing, then the site is considered available. If the owner is unwilling to consider an offer, then the site is considered unavailable. In the latter case, however, if no other site is considered to be suitable, SSAC may recommend that the Board pursue acquisition of the site through its power of eminent domain. The SSAC must recognize the time delay to acquire a site through eminent domain and the legal costs involved.

Availability also is considered in cases where a site is to be provided at no cost to the Board of Education through the subdivision process. The SSAC must evaluate whether or not timing for the development of the subdivision and, therefore, the extension of roads and utilities will meet the

SITE SELECTION ADVISORY COMMITTEE RECOMMENDATION ON THE UPCOUNTY HOLDING FACILITY FOR ELEMENTARY SCHOOLS DECEMBER 12, 2011

schedule for opening the new school. If it appears that the school must open before substantial development of the adjacent property, then the SSAC may consider the site to be unavailable.

Eight of the nine candidate sites are owned in fee by the Board of Education. One candidate site is titled privately.

COST

Cost was a consideration in this site selection process because purchase would be necessary for one of the holding facility candidates.

Acquisition cost is usually the major constituent cost of a site. This includes the actual purchase price plus survey, appraisal, legal, and title costs. Of the sites being considered, one site would require purchase from a private owner.

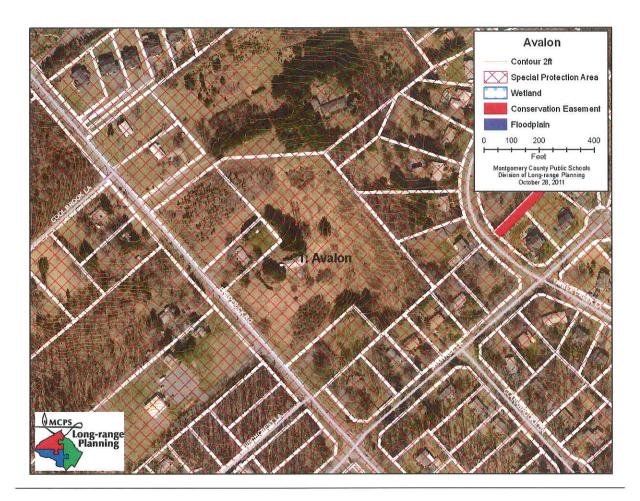
UPCOUNTY HOLDING FACILITY CANDIDATE SITES

There were nine candidate sites considered by the SSAC.⁶

⁶ The sites are shown in relationship to the elementary schools being assessed for future modernization on Exhibit "D."

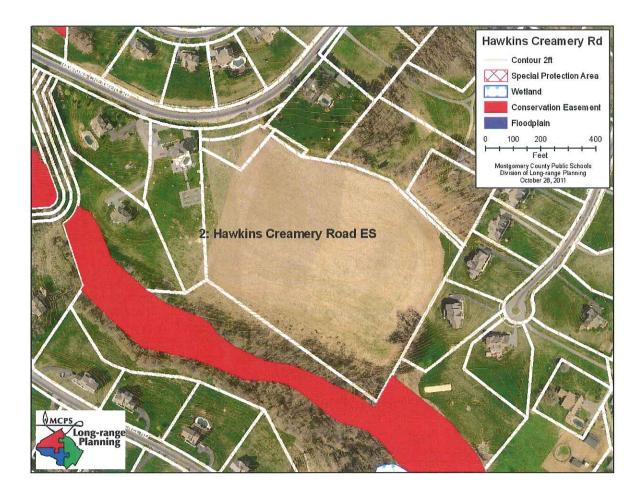
Avalon

This site, located at 22901 Frederick Road in Clarksburg, is titled to Avalon Education Group, Inc. and has Special Exception approval for educational use. The 10.32-acre parcel is improved with two vacant residences. The site has frontage on Frederick Road (MD 355) and is partially wooded. It is currently for sale with an asking price of \$1,500,000. The site is in the Clarksburg Special Protection Area and would require water resource protection measures to minimize impervious surface coverage on the project site.



Hawkins Creamery Road Elementary School

This 13.51-acre site is located on Hawkins Creamery Road in Damascus and is owned by the Board of Education. It is currently is leased for agricultural purposes with a retrieval clause should the site be needed for education purposes. It is open and slopes gently to the south. The only access to the site is from Hawkins Creamery Road and the frontage on Hawkins Creamery Road is limited. This site is not served by public water or sewer and would require extension of each in order to be used as a holding facility site.



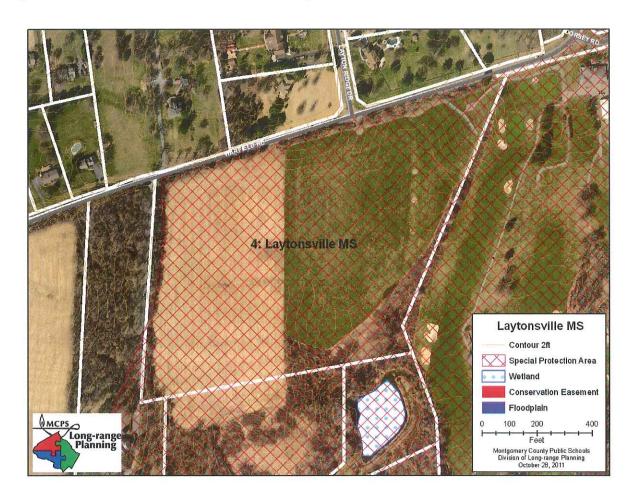
Kingsbridge Middle School

This candidate site, titled to the Board of Education, is located at 10110 Founders Way, in Damascus. It consists of 30.33 acres and is adjacent to the Damascus Regional Park. The site has been rough-graded into two levels. It is generally open with conservation easements along Kings Valley Road and towards the rear of the property along an existing stream valley buffer. It is served by public water and sewer.



Laytonsville Middle School

This 22.72-acre site is located on Warfield Road adjacent to the Laytonsville Golf Course. Access is from Warfield Road. A portion of the property is leased to the golf course for use as a driving range while a separate portion is leased for agricultural purposes. Both leases contain retrieval clauses should the site be needed for educational purposes. The site is open and slopes slightly to the south. The site is not served by public water and sewer. It is located in the Upper Rock Creek Special Protection Area which limits amount of pervious area to 8%.



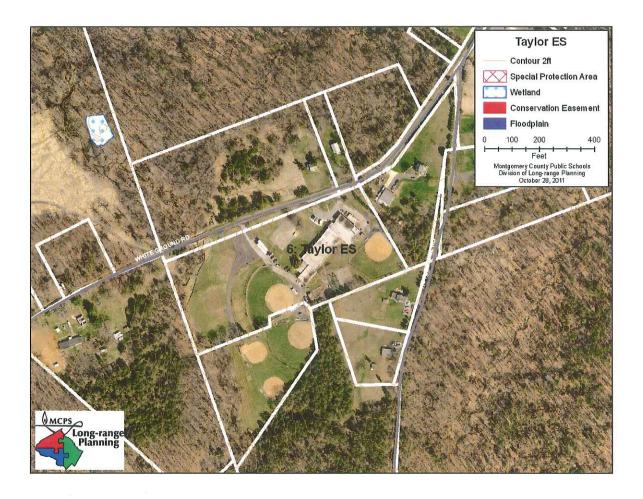
Oak Drive Elementary School

This site is located on at 12.99-acre parcel on Oak Drive across from John T. Baker Middle School. The site also has frontage on Ridge Road (MD 27); however, due to the steep slopes access would be problematic. The site, titled to the Board of Education, is partially wooded, is generally level along Oak Drive, and then falls steeply to Ridge Road. The property is served by public water and sewer.



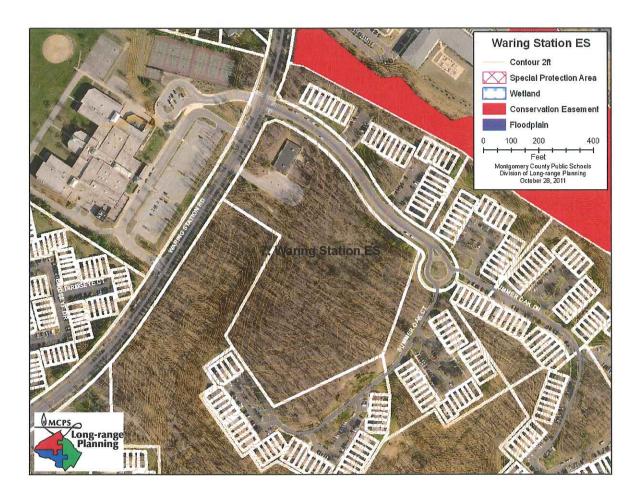
Edward U. Taylor Center

This site, titled to the Board of Education, is located at 19501 White Ground Road in Boyds. It is the location of the former Edward U. Taylor Elementary School that closed in 1979. White Ground Road is a designated rustic road which limits improvements or widening that could negatively affect the rustic classification of the roadway. The property consists of 11.47 acres and is improved with the former school building that houses the Science Materials Center. There is no public water or sewer service to the site and the facility is currently experiencing a failing septic system.



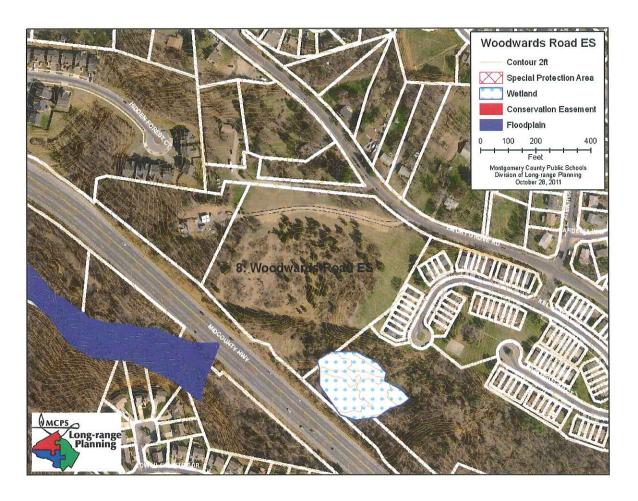
Waring Station Elementary School

This is a future elementary school site, titled to the Board of Education that consists of 9.99 acres. It is located at 18815 Waring Station Road in Germantown and has access also on Summer Oak Drive. The parcel lies across Waring Station Road from Roberto Clemente Middle School. It is served by public water and sewer. A portion of the parcel is leased by Montgomery County for use as a childcare facility. Lease terms allow retrieval for educational purposes. The parcel is heavily wooded and slopes to southwest.



Woodwards Road Elementary School

This Board of Education-owned site consists of 11.05 acres and is located on Emory Grove Road in Gaithersburg. The property also has frontage on Midcounty Highway, but vehicular access is prohibited. A portion of the site lies in the City of Gaithersburg. It is partially open and partially wooded; the property is generally level near Emory Grove Road and then falls sharply toward Midcounty Highway. It is served by public water and sewer. The entire site is currently leased to Comcast with a portion also leased to several telecommunications providers.



Emory Grove Center

This is the site is located at 18100 Washington Grove Lane in Gaithersburg. The 10.00 acre site, titled to the Board of Education, is the site of the former Longview School, which was collocated with Spark Matsunaga Elementary School in the Northwest Cluster. The property is improved with a building that houses Montgomery County Public Schools Child Find, Early Childhood Disabilities Unit and Montgomery County Infants and Toddlers Program as well as training units for School Plant Operations and Food and Nutrition Services. The only access is from Washington Grove Lane. There is no access to Woodfield Road (MD124) at the rear of the site, because a splinter portion of land titled to the Flower Hill Central Corporation separates the school parcel from the road. The site is served by public water and sewer.



ANALYSIS

During the course of the SSAC's discussions, staff reviewed each of the candidate sites under consideration. The SSAC discussed the candidate sites in terms of consistency with the approved and adopted countywide master plan and the school site selection criteria as set forth above and highlighted during the meeting.

Three of the candidate sites failed to meet the criteria for availability of public utilities. Hawkins Creamery Road, Laytonsville Middle School sites and the Edward U. Taylor Center are not currently served by public water and sewer. Extension of public sewer to Hawkins Creamery Road Elementary School and Laytonsville Middle school sites could add an additional \$2 - 3 million to the development costs of the construction of the project. Consideration of a septic system for these two sites would also entail increased day-to-day operations cost once the facility opened because a contractor would be required to monitor the on-site treatment facility daily. Public water service to these two sites would require a water main extension, also increasing construction costs. The Edward U. Taylor is completely outside of the public water and sewer planning area and is situated in the agricultural preserve. Consideration of utility any extension would be time consuming and costly. In consideration of the lack of public utilities and the fact that these three sites are also not ideally located to serve the majority of schools under consideration for modernization, these sites were eliminated from further consideration.

The Kingsbridge Middle School site is not centrally located to serve the target area. Furthermore, SSAC members pointed out that use of a 30-acre site would be better suited for future consideration as a middle school. In consideration of these factors, SSAC members agreed that the site should be eliminated from consideration.

The Oak Drive Elementary School site is located the farthest north in the target area. SSAC members noted that the steep slopes along Ridge Road would limit vehicular access to only the Oak Drive frontage. Some members were concerned about the adequacy of the paved width of the Oak Drive access. For these reasons, the SSAC agreed to eliminate this site.

The Avalon Property is privately owned. SSAC members were concerned with the cost associated with purchase of the property at fair market value. In addition, there was concern that the schoolrelated traffic would conflict with the high volume of traffic on Frederick Road (MD355), which is designated an arterial road. When the site was approved for a private school as a part of the Special Exception process, there was community concern with the number of proposed buses accessing the site. As a public school, the number of buses would likely be greater. It is located within the Clarksburg Special Protection Area and would require a design that minimizes impervious surfaces and added protection for storm water management. The SSAC voted to eliminate this site from further consideration.

SITE SELECTION ADVISORY COMMITTEE
RECOMMENDATION ON THE
UPCOUNTY HOLDING FACILITY
FOR ELEMENTARY SCHOOLS

DECEMBER 12, 2011

With the elimination of six of the candidate sites, the remaining three candidates—Waring Station Elementary School, Woodwards Road Elementary School and Emory Grove Center—were then further evaluated by the SSAC.

All three sites can accommodate the development of an elementary school holding facility and all three sites are well located to serve the majority of elementary schools that would need to be modernized. Development of the Waring Station Elementary School site would require removal of mature trees. SSAC members expressed concern with the high volume of traffic on Waring Station Road for this candidate site.

The Woodwards Road Elementary School property would require access from Emory Grove Road, the road frontage of which is limited. This factor could limit the number of driveway curb cuts for optimum vehicular circulation. The site is leased to four telecommunications companies and one utility company. Further study would be needed to determine whether there would be adequate space for the existing telecommunications operations to continue operations on the site.

The Emory Grove Center has access from Washington Grove Lane and is in close proximity to Midcounty Highway which would provide good access for elementary school populations travelling to this site. The existing building is 45,002 square feet and would likely need an addition or relocatable classrooms to support larger elementary schools that would be housed there. SSAC members expressed an interest in collocating the existing special education programs and training facilities with a new elementary school holding facility.

CONCLUSION

The SSAC rated the candidate sites by using a criteria evaluation grid and recommends that the Emory Grove Center be selected as the site for the holding facility The Emory Grove Center offers the best range of site characteristics of access, availability, location, and consistency with LEEDTM criteria.

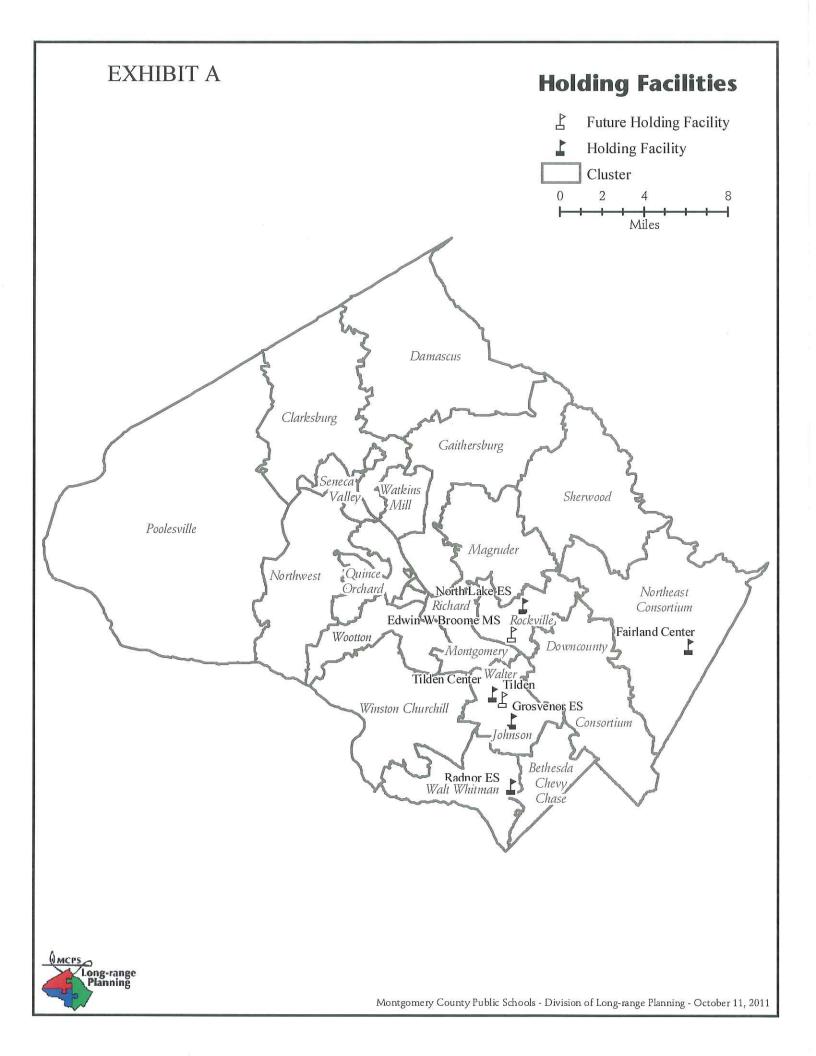


Exhibit B

UPCOUNTY HOLDING FACILITY SITE SELECTION ADVISORY COMMITTEE

Ms. Karen Anderson

Green School Program Manager Division of Construction Montgomery County Public Schools

Ms. Pazit Aviv

HOC

Camp Hill Square and Emory Grove Village

Ms. Laurie Augustino

Cluster Coordinator Gaithersburg Cluster

Ms. Cynthia Breneman

Director - Office of Real Estate Montgomery County Government

Ms. Sheila Brown

Waring Station HOA

Mr. Bruce Crispell

Director - Long-range Planning Montgomery County Public Schools

Ms. Jeri Crist

President - Christa McAuliffe ES Representative Seneca Valley Cluster

Ms. Rhondalyn Cox

HOA

Flower Hill

Ms. Beth Daly

Sugarloaf Citizens Association

Mr. Blaise DiFazio

Sr. Management & Budget Specialist Office of Management and Budget Montgomery County Government

Mr. Barry Fantle

Clarksburg Civic Assn.

Ms. Brooke Farquhar

Department of Parks M-NCPPC - MC

Mr. David Fraser-Hildago

Boyds Civic Association

Ms. Donna Hollingshead

Community Superintendent Montgomery County Public Schools

Mr. Bruce Johnson

Chief, Engineering Services Dept. of Public Works & Trans. Montgomery County Government

Ms. Beth Kennington

Cluster Coordinator Northwest Cluster

Dr. LaVerne Kimball

Community Superintendent Montgomery County Public Schools

Mr. Jerry Klobokowski

Town Council Town of Poolesville

Mr. Keith Levchenko (Observer)

Senior Legislative Analyst Office of the County Council

Ms. Catherine Matthews

Director - Upcounty Regional Services Center Montgomery County Government

Mr. Saeyin Oh

Facilities Designer Division of Construction Montgomery County Public Schools

Ms. Mary Beth O'Quinn

Development Review M-NCPPC

Mr. Greg Ossont/ Ms. Trudy Schwarz

Planning and Code Administration

City of Gaithersburg

UPCOUNTY HOLDING FACILITY SITE SELECTION ADVISORY COMMITTEE (Continued)

Mr. Todd Powell

Cluster Coordinator Clarksburg Cluster

Mr. Dan Pratts

Mayor City of Laytonsville

Mr. Michael Shpur

Architect – Schools Facilities Division of Construction Montgomery County Public Schools

Ms. Rebecca Smondrowski

Cluster Coordinator Quince Orchard Cluster

Mr. Alan Soukup

Environmental Planner
Department of Environmental Protection
Montgomery County Government

Mr. Adrian Talley/Darryl Williams

Community Superintendent Montgomery County Public Schools

Ms. Janice Turpin

Team Leader for Real Estate Management Montgomery County Public Schools

Ms. Alicia White

HOA

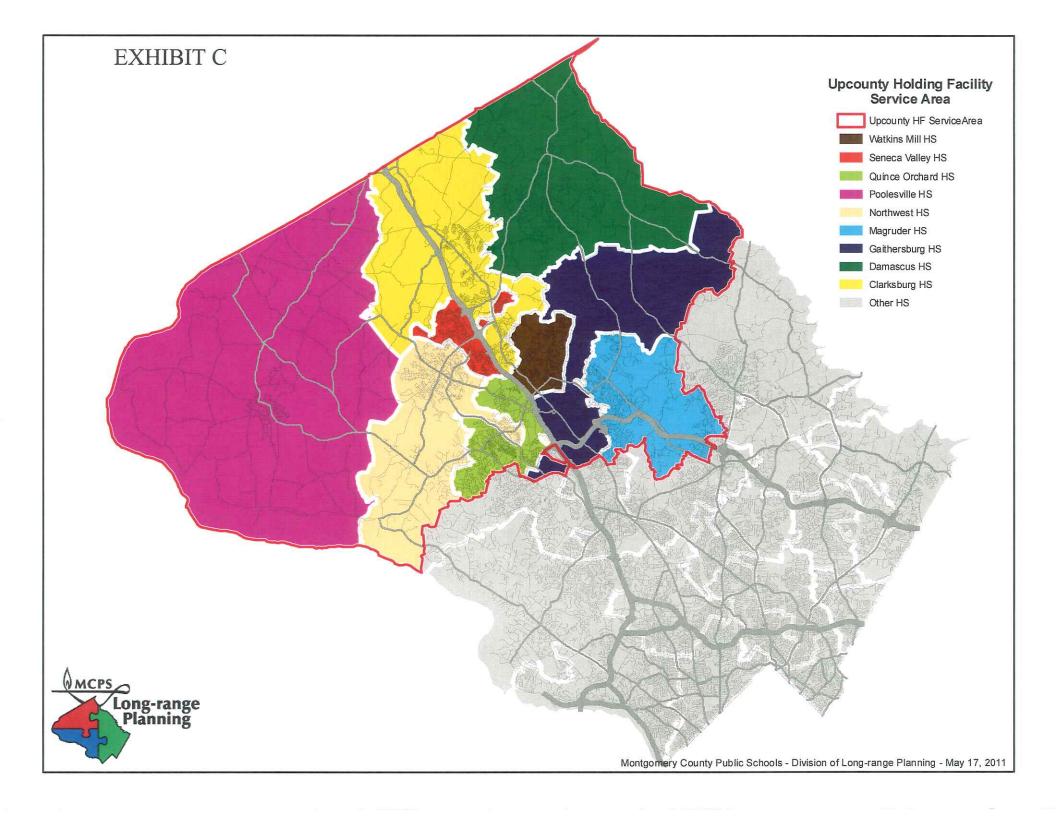
Woodlake Community Association

Mr. Ted Willard

Area Vice President Magruder Cluster

Ms. Mary Pat Wilson

Real Estate Management Specialist Dept. of Facilities Management Montgomery County Public Schools



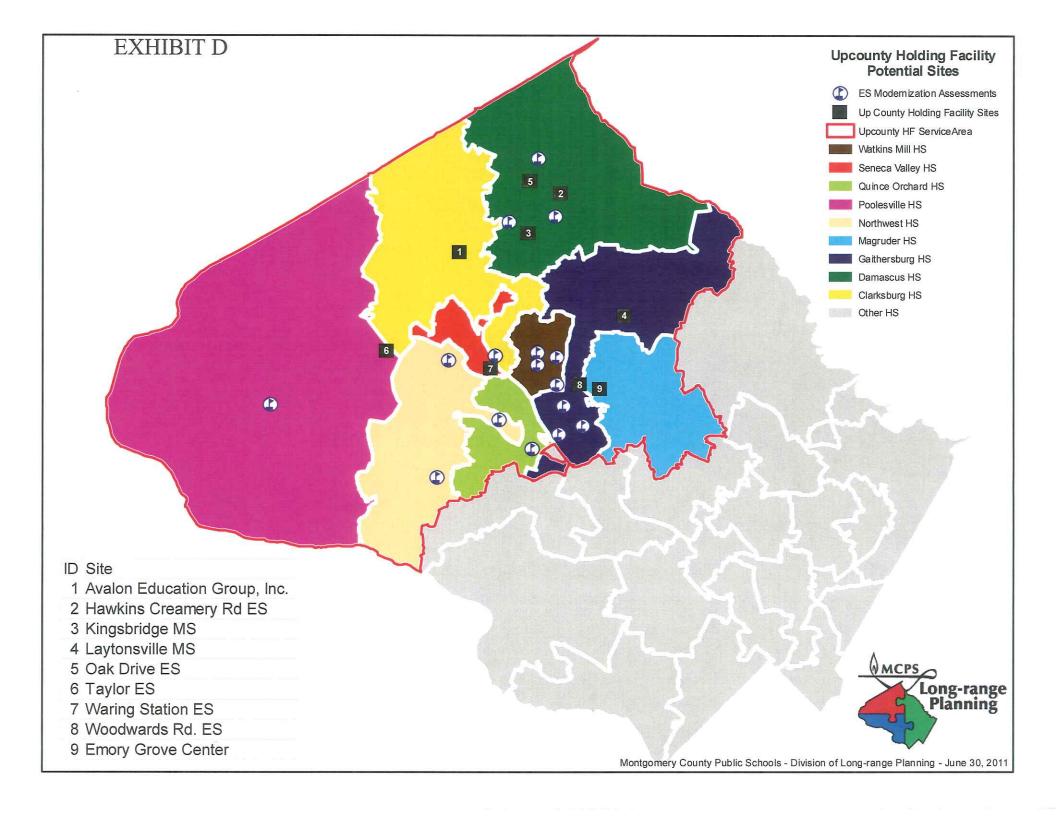


EXHIBIT E

Criteria Evaluation Grid with Total Site Selection Advisory Committee Scores

	1	2	3	4	5	6	7	8	9
	Avalon (10.32 ac.)	Hawkins Creamery Road (12.81 ac.)	Kingsbridge MS (30.33 ac.)	Laytonsville MS (22.72 ac.)	Oak Drive ES (12.99 ac.)	Edward U. Taylor Center (12.00 ac.)	Waring Station ES (9.99 ac.)	Woodwards Rd ES (11.05 ac.)	Emory Grove Center (10.00 ac.)
Criteria	Eliminated 7/15/11	Eliminated 6/30/11	Eliminated 6/30/11	Eliminated 6/30/11	Eliminated 7/15/11	Eliminated 6/30/11			
Location							13	16	28
Acreage							-4	2	18
Topography							-7	-2	26
Utilities							11	15	21
Access							-1	2	21
Cost							12	10	4
Availability/Timing							11	16	16
Physical Condition							0	8	14
Total							35	67	148

Note: Each SSAC member could score a cell with +1 if the site was considered "good" for the criterion; 0 if the site was considered "average" for the criterion; or -1 if the site was poor for the criterion. The numbers shown in each cell above represent the total score from all of the SSAC members' evaluations. The numbers in the "Total" row represent the overall score on all criteria for the site, a sum of all of the SSAC member evaluations.