

# Appendix J

***The approach to the Revitalization/Expansion program is being reviewed in order to develop a multi-variable approach to determine the priority order of large-scale renovations of facilities, possibly including programmatic and capacity considerations. Possible changes to this program will be considered as part of the development of the FY 2019–2024 Capital Improvements Program.***

## Assessing Schools for Revitalization/Expansion

On December 7, 2010, the Board of Education adopted Policy FKB, *Sustaining and Modernizing Montgomery County Public Schools (MCPS) Facilities*. This policy updated Policy FKB, Modernization/Renovation that was adopted in 1992 and had never been updated by the Board of Education. The updated version of Policy FKB provides for a new emphasis on sustaining Montgomery County Public Schools (MCPS) facilities in good condition through systematic life-cycle asset replacement. At the same time, the policy recognizes the need to modernize schools as a facility reaches the end of its useful lifecycle. The name of “modernizations” was changed to “revitalizations/expansions” to accurately reflect the scope of work detailed in the MCPS educational specifications.

### Facilities Assessment with Criteria and Testing (FACT)

While a primary factor in the need to revitalize a school is the age of the facility, a number of other factors also are considered in assessing the condition of a school. When the MCPS modernization program began in the early 1990s, a methodology known as Facilities Assessment with Criteria and Testing (FACT) was developed. The original FACT methodology was applied to three groups of school assessments—the first group in FY 1993, the second in FY 1996, and the third in FY 2000. Through the 2015–2016 school year, these assessments resulted in the revitalization/expansion of 41 elementary schools, 9 middle schools, and 11 high schools. From the round of assessments done in FY 1993, FY 1996 and FY 2000, another 6 elementary schools, 4 middle schools, and 7 high schools are now either under construction, in design, or are in the queue for revitalization/expansion. The list of these schools is provided in Appendix E, and they appear without italics.

The list of elementary schools from this older queue for revitalization/expansion is almost complete, with the last three elementary schools now scheduled for completion in January 2020. Because the school system is nearing the end of the old queue of schools for revitalization/expansion, it was necessary to assess additional elementary and secondary

schools for future revitalization/expansion. In the 2010–2011 school year a multi-stakeholder committee updated the FACT methodology and a total of 53 facilities were identified for the new FACT assessments. The list of schools included facilities that were built prior to the mid-1980s and that had never been revitalized, although some of these schools may have had some renovation work performed. Following the assessment of these schools their scores were used rank order them in a queue for future revitalization/expansion.

### Montgomery County Council Office of Legislative Oversight Report

On July 28, 2015, the Montgomery County Council Office of Legislative Oversight (OLO) released a study entitled, *A Review of the MCPS Revitalization/Expansion Program*. The study focused on two main concerns with the revitalization/expansion program and the 2010–2011 school year FACT methodology used to assess school conditions. First, the OLO study noted that the length of the queue of schools to be revitalized/expanded is long and would take 20 to 30 years to complete, pending funding levels.

Because the time period is long, the OLO study raised the concern that conditions at schools may change over time and the FACT scores that schools received in the 2010–2011 school year will become less accurate. Associated with this concern was the OLO finding that some of the conditions measured at schools are less permanent and could be addressed through maintenance projects prior to a revitalization/expansion project.

In response to the OLO study, the interim superintendent of schools at the time convened a multi-stakeholder FACT Review Committee to address the OLO study findings and update the FACT methodology. The FACT Review Committee met from December 2015 through April 2016, and issued a report with recommendations. The FACT Review Committee report included updated items to measure at schools that were

“permanent” in the sense that they cannot be addressed cost-effectively without revitalization/expansion. In addition, the report recommended more frequent reassessments of schools so that scores do not become out of date. The report maintained the previous scoring and recommended that schools that were assessed using the 2010–2011 version of the FACT methodology be reassessed with the updated methodology.

The interim superintendent of schools at that time supported the recommendations of the FACT Review Committee, with two modifications. First, instead of the proposed ten year cycle for school reassessments the interim superintendent’s plan included a six year cycle. Second, the interim superintendent added three high schools to the schools to be assessed—Col. Zadok Magruder and Damascus high schools (previously assessed) and Northwood High School (reopened in 2004 and was never assessed). The Board of Education supported the recommendations and, therefore, a consultant was hired to conduct the reassessments of the 49 schools.

## **School Reassessments**

On May 9, 2017, the Board of Education was briefed on the status of the revitalization/expansion program. The briefing included information regarding the reframing of key aspects of the educational facilities planning processes to improve the school system’s ability to respond to:

- Continued growth and capacity pressures
- Dynamic and diverse land use and development environments
- Wide range of facility conditions
- Funding constraints

Since the revitalization/expansion program is a significant portion of the Capital Improvements Program funding, leveraging these major capital projects to align with facilities priorities should be a consideration. Therefore, the recently collected data is being disaggregated and a multi-variable approach is being developed to determine the priority order of large-scale renovations of facilities, possibly including programmatic and capacity considerations. Possible changes to this program will be considered as part of the development of the FY 2019–2024 Capital Improvements Program.