



May 2, 2008

**MEMORANDUM**

**TO:** Montgomery County Planning Board

**FROM:** Daniel Hertz  
SilverPlace Project Manager

John Carter, Chief *JAC*  
Urban Design and Special Projects

**SUBJECT:** SilverPlace Program of Requirements

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**STAFF RECOMMENDATION**

This hearing provides the Planning Board the opportunity to discuss the Program of Requirements (POR) before the beginning of the design charrette with the community. The Program of requirements was completed by RTKL Architects, and it has been modified by the staff. Further modifications will be made to the Program of Requirements after the discussion with the Planning Board. Staff will return to the Planning Board before the charrette begins to incorporate the final comments.

**INTRODUCTION**

SilverPlace is designed to serve as a center for creative planning, park development and environmental stewardship. It will feature a new consolidated headquarters for the staff of the Maryland-National Capital Park and Planning Commission (M-NCPPC) in Montgomery County. As a model of design excellence, SilverPlace will feature a mix of uses, provide outstanding public spaces, include housing, and provide environmentally sensitive design in the Silver Spring Central Business District.

SilverPlace will:

- Consolidate the park and planning agency to serve the public more efficiently
- Create a mixed-use development compatible with the adjacent neighborhoods
- Emphasize design excellence and best development practices
- Provide housing to serve a range of incomes including a minimum of 30 percent affordable housing
- Create outstanding indoor and outdoor public spaces for the general public

- Establish a project that meets or exceeds the Leadership in Energy and Environmental Design (LEED) standards for Gold Certification
- Ensure wise transportation management, safe pedestrian circulation, and adequate parking
- Reduce public costs for the new Montgomery Regional Offices by leveraging the value of the Commission's land through the use of a public/private partnership

### Program Summary

The following table summarizes the proposed program for SilverPlace including the headquarters building program, parking spaces, minimum site area requirement for public use space, the extension of Planning Place, and other potential special needs.

Item	Staff	Gross Square Feet
<b>Headquarters Building Program</b>		
• Public Service Space	11	24,972
• Office Program	413	115,378
<b>Total Building Program</b>	<b>424</b>	<b>140,350</b>
<b>Parking Spaces</b>	<b>290</b>	
<b>Site Area Program</b>		
• Site Area (includes the existing MRO site and a portion of Parking Lot 2, see attachment)		168,792
• Minimum Public Use Space (20 percent)		33,759
• Minimum Off-Site Amenity Space (20 percent)		33,759
• Planning Place Extension to Spring Street (50 feet of public right-of-way)		17,500
<b>Total On-Site Public Space</b>		<b>51,259</b>
<b>Other Potential Needs for Space</b>		
• Potential Day Care Center (located in the MRO or elsewhere on the site):		
- Building		12,000
- Site		5,000
• LEED Standards (including stormwater management)		TBD
• Retail and Office Space		TBD
• Housing (30 percent affordable)		TBD

## DESCRIPTION OF THE SILVERPLACE BUILDING PROGRAM

The proposed building program for the Montgomery Regional Offices is divided into the following two areas:

- Public Service Space
- Office Building Space

### PUBLIC SERVICE SPACE

This space will be the first impression of the public for the new headquarters building. This space should have a significant amount of design attention to accommodate the variety of public needs. A central lobby, hearing room, pre-function room, and conference rooms will be located in this space. The Park Permits Office of the Department of Parks and the Public Information Counter of the Planning Department will also be located in this space. This portion of the project will be able to be separated from the office spaces for security. The key features of this space should include the following:

- **Public Information Counter** - This area would combine the existing Park Permit Office with the Public Information Counter.
- **Hearing Room Spaces** - The Hearing Room with a seating capacity of 125 seats excluding the Commissioners and staff would be included. A pre-function space where the public could gather while waiting for an agenda item is also included. The pre-function area could serve as expansion space for the Hearing Room. An adjacent conference room, coat closets, sound and video access, and storage space would be located in this space.
- **Public Conference Rooms** - Four conference rooms with varying capacity from six to twenty five people would be located in this space with electronic access to the intranet and internet to create video conference facilities.
- **Lobby Space** - This space would include a security desk, reception area, public seating areas, and display areas.
- **Resource Room** - This space should provide a secure area for staff and the public to review public documents including record plats, staff reports, master plans and sector plans, planning reports, park information documents, and other park and planning information.

Public Service Space	Staff	Gross Square Feet
• Hearing Room (125 seats)	0	6,474
• Shared support building (1 large, 1 medium and 2 small conference rooms with direct public access, mail room, 2 training rooms, lunch room, building service and loading, and furniture storage)	0	8,974
• Public Information Counter including Park Permits Office and the Public Information Counter	11	2,462
• Lobby with open meeting space, public resource spaces, volunteer services, and building service	0	2,900
Subtotal		20,810
• Other spaces (elevators, stairs and corridors)	0	+20 percent
<b>Total</b>	<b>11</b>	<b>24,972</b>

## OFFICE BUILDING SPACE

The office spaces will include the offices, conference rooms, and support spaces for the staff of the Planning Department, the Department of Parks, and the Commissioners. Access to the office space for the general public will be more limited than the public service spaces. These spaces should be designed to allow the Commission to compete for and retain the very best workers. The offices should be designed in a manner conducive to exchanging ideas and knowledge, and avoid isolating divisions. The office space should include multiple write-on surfaces/smart boards, flexible furniture, integrated technology, flexible audiovisual capabilities, and informal gathering spaces to encourage staff collaboration.

The office portion of SilverPlace will be designed to serve the needs of the employees of the Department of Parks and Planning Department in the 21<sup>st</sup> century. To serve these needs, the following elements will be incorporated into the design of the offices:

- **Floor Area** - Footprint of each floor should be approximately 15 - 20,000 feet to minimize the need to divide divisions on separate floors
- **Floor Width and Daylighting** – The width of each floor should be minimized (60 – 70 feet approximately) to maximize the use of daylight and conserve energy.
- **Circulation Areas** - Stairways and elevators should be located at the ends of each floor to maximize uninterrupted floor space and allow the reception and security areas to be located away from staff offices.
- **Conference Rooms** - Two to three conference rooms should be located on each floor with intranet and internet connections for video conferences.
- **Staff Reports and Publications** - Space for large format plotters, printers and scanners, and assembly of staff reports and presentations should be provided on each floor.
- **Electronic Connections** - Each office should be connected with adequate electrical, intranet, and internet connections.

**Planning Department** - The Planning Department presently includes six sections or divisions. The amount of space allocated for each division is summarized in the following table.

Planning Department	Staff	Gross Square Feet
• Director of Planning	6	1,903
• Management Services Division	9	1,634
• Strategic Planning Division	5	1,367
• Community-Based Planning Division	42	9,229
• Countywide Planning Division	53	11,358
• Development Review Division (excluding the public information counter - 4 people/1,534 square feet)	40	8,265
<b>Total</b>	<b>155</b>	<b>33,756</b>

Note: For purposes of this report, the office space for the Research and Technology Center is located in the Central Administrative Services Section.

**Department of Parks** - The Department of Parks recommends that the following divisions be included in the SilverPlace Headquarters Building.

Department of Parks	Staff	Gross Square Feet
• Director of Parks including (excludes the park permit section - 6 people/1,014 square feet)	22	5,326
• Enterprise Division	13	1,984
• Facility Management and Support Division	15	2,327
• Management Services Division	9	1,834
• Park Planning and Stewardship Division	39	8,028
• Park Development Section	53	10,909
<b>Total</b>	<b>151</b>	<b>30,408</b>

The space in the new SilverPlace would consolidate space from the existing Shorefield Road building, Parkside, and 1109 Spring Street. The Parkside Headquarters Building could provide space for the Southern Region Division, a police substation, and other offices.

**Central Administrative Services** – The space for the Central Administrative Unit includes the Commissioners’ Offices and the General Counsel’s Office. In addition, the Research and Technology Center is included in the Central Administrative Services since it serves both the Planning Department and the Department of Parks. The following table summarizes the space needs for the Central Administrative Services.

Central Administrative Services	Staff	Gross Square Feet
• Commissioners’ Offices (1 conference room)	19	5,172
• General Counsel’s Office (1 conference room)	11	3,017
• Research and Technology Center	43	10,298
<b>Total</b>	<b>73</b>	<b>18,487</b>

**Miscellaneous Groups** - Additional space needs include two to three conference rooms for each floor, space for the staff of the facility maintenance section, space for the M-NCPPC Credit Union, and space for future growth of twenty-five positions. The following table summarizes the space needs for these miscellaneous groups.

Miscellaneous Groups	Staff	Gross Square Feet
• Shared Support - Office (14 conference rooms)	0	3,705
• Shared Support - Office (equipment rooms, telecommunication areas, and reception areas)	0	4,787
• Facility Support Office (facility maintenance)	5	730
• M-NCPPC Credit Union	4	728
• Future Growth Positions	25	3,547
<b>Subtotal</b>	<b>34</b>	<b>13,497</b>

**Summary of All Spaces** – The following table summarizes the total program for the SilverPlace project including both the office space and the public service space described in the previous paragraphs.

<b>Summary of Total Interior Space</b>	<b>Staff</b>	<b>Gross Square Feet</b>
• Total Net Office Space	413	96,148
• Other spaces (elevators, stairs and corridors)	0	+20 percent
• Total Area of Office Space	413	115,378
• Total Public Service Space (including elevators, stairs and corridors)	11	24,972
<b>Total</b>	<b>424</b>	<b>140,350</b>

**PARKING ANALYSIS**

The following parking spaces should be incorporated into the site or the adjacent public parking garage.

- Current Inventory of Commission Vehicles:
  - Parkside 15
  - Research and Technology Center 2
  - Existing MRO Building 33
  - Park Development Division 17
  - Shorefield Site 6
  - Subtotal 73
- Parking for the Planning Board 5
- Staff Parking (0.5 spaces per employee) 212
- Total Spaces 290**

Note: The parking program may be reduced if the consolidation of offices provides the opportunity for sharing of Commission vehicles.

**EXTERIOR SPACE PROGRAM**

The site for SilverPlace includes the existing headquarters building, the adjacent parking areas, and the surface parking lot owned by the Silver Spring Parking Lot District (located along the existing parking garage approximately 60 feet wide). The area of land included in the proposed site is approximately 168,792 square feet.

In addition to the needs for the headquarters building, the following items need to be incorporated into the site:

- Total Site Area - 168,792 square feet
- Public Use Space (20 percent minimum of the site area) - 33,750 square feet
- Extension of Planning Place (50’ wide, right-of- way) - 17,500 square feet
- Stormwater Management -

The exterior space program should also include the following public spaces:

- **Spring Street Boulevard** - This Street should include a continuous sidewalk, extensive landscaping including street trees and street lights, and building setbacks to provide a transition to the Woodside Park and Woodside Station neighborhoods.
- **Pedestrian Connection** - Pedestrian access should be provided from Fairview Road to Georgia Avenue and Woodland Drive to Fenton Street.
- **Public Use Space** - A space large enough to serve the needs of the combined Department of Parks and Planning Department for outdoor events should be provided. This space should also serve the needs of the future housing development and the adjacent neighborhood.

## DAY CARE CENTER

If a day care center is included in the program, the following amount of space is needed:

- Interior Building Space 12,000 Square feet
- Exterior Space 5,000 Square feet

## OTHER EXTERIOR SPACES

The program does not allocate a specific amount of space for the following items:

- **LEED Requirements**
  - LEED Building Requirements
  - LEED Site Planning Requirements
- **Private Retail and Office**
- **Housing** (30 percent affordable)

## COMPARISON OF THE PROGRAM OF REQUIREMENTS

The following table compares the size of the Program of Requirements between the initial program in the Request for Proposals, the RTKL program, and the proposed program.

<b>PROGRAM COMPARISON</b>			
	<b>Initial</b>	<b>RTKL</b>	<b>Proposed</b>
Office Space (gross square feet)	98,000	-	115,378
Public Service Space (gross square feet)	22,000	-	24,972
<b>Totals (gross square feet)</b>	<b>120,000</b>	<b>161,330</b>	<b>140,350</b>
Residential 358 Units @ 1,250 square feet each	447,500	-	-
Private Retail and Office	197,000	-	-
<b>Subtotals</b>	<b>644,500</b>	<b>-</b>	<b>-</b>
<b>Totals</b>	<b>764,500</b>	<b>-</b>	<b>-</b>
Parking	<b>338</b>	<b>NA</b>	<b>290</b>

Note: The proposed program reduces the total space recommended by RTKL from 161,330 square feet to 140,350 gross square feet and saves \$7-10 million. The space devoted to stairways, corridors and elevators has been reduced from 25 percent to 20 percent of the total floor area, and the number of conference rooms, print rooms and file rooms has also been reduced.

## **OUTREACH TO DATE**

### **Park and Planning Staff**

The SilverPlace Team met with the Director of Parks, the Director of Planning, and each division chief of the Planning Department to review the results of the Program of Requirements prepared by RTKL Architects, Engineers and Planners. A meeting with the staff of the Department of Parks has been scheduled to review the Program of Requirements prior to the beginning of the charrette. In response to the comments at these meetings, the SilverPlace Team will revise the Program of Requirements.

### **Woodside Park Civic Association**

The SilverPlace Team met with the Woodside Park Civic Association on April 9, 2008. The purpose of this meeting was to discuss the tentative schedule, the charrette process, and the status of the design for Silver Place. In addition to the discussion, the team included an electronic perspective of the existing site. The team was extremely well received. The comments from the meeting include the following:

- Prefer the M-NCPPC to remain in Silver Spring at the present site
- Prefer the Montgomery Regional Offices to be located along Georgia Avenue instead of along Spring Street adjacent to the Woodside neighborhood
- Opposed to a large retail component for the project
- Concerned with traffic and the impact on the adjacent Woodside neighborhood
- Concerned about the potential conflict between the M-NCPPC acting both as developer and regulatory agency at the same time
- Concerned about the reliance on consultants and developers in the process instead of the staff of the M-NCPPC
- Prefer a project that incorporates the latest green technology and concerned that the development team is not capable of addressing this issue

Luis Estrada, Mary Beth O'Quinn, Dan Hertz, and John Carter attended the meeting. This meeting represented a significant first step in the design process.



## SCHEDULE

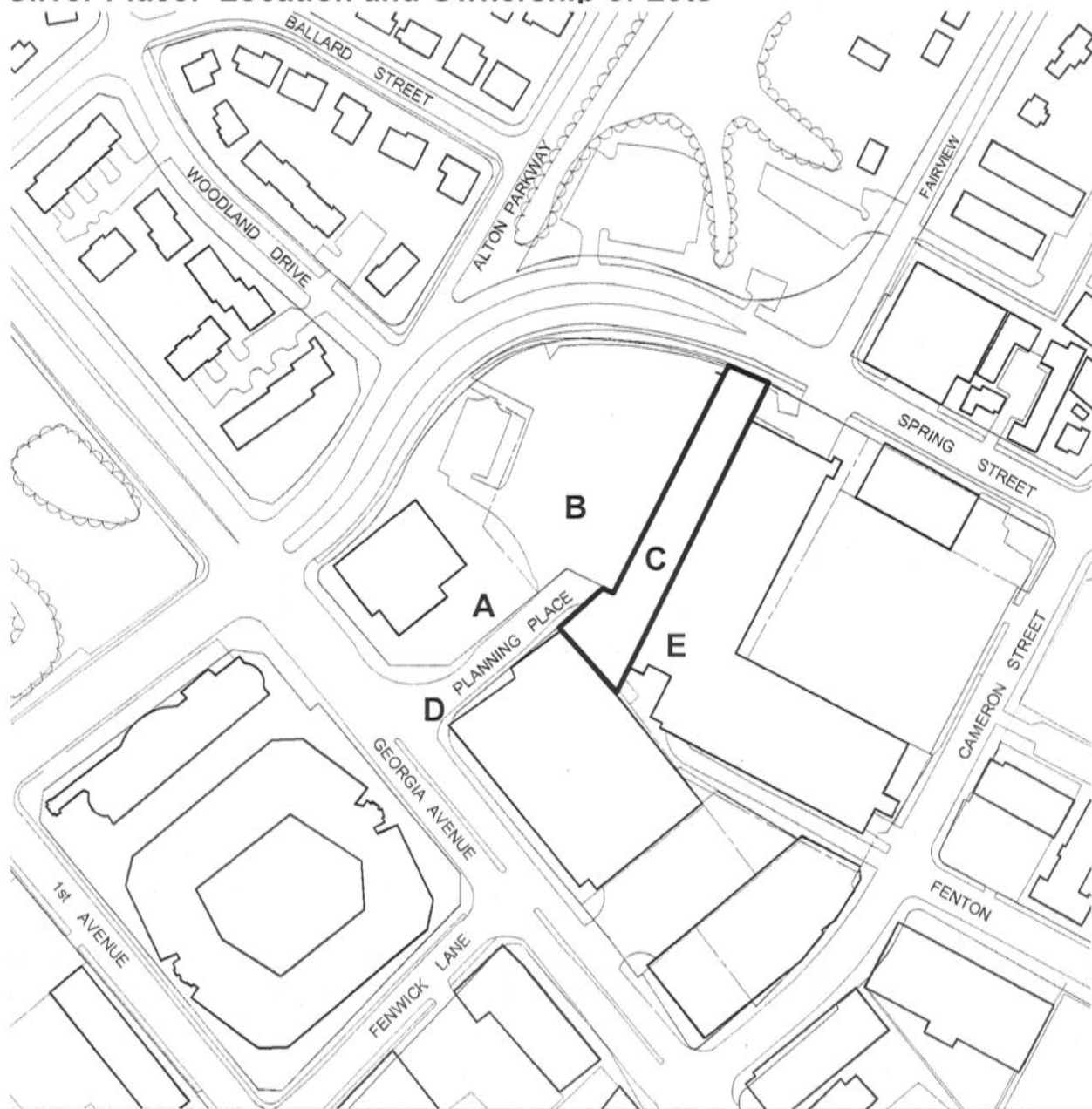
The following items identify the schedule of events:

- **County Council Approval of Funds for Facility Planning (March 18, 2008)**  
After review of the proposed funding for the facility planning phase, the County Council approved the request to fund community design workshops, to create a facility plan, and to produce a cost estimate for the new headquarters building.
- **Development Services Agreement and Notice to Proceed (April 28, 2008)**  
The Development Services Agreement and the notice to proceed for the next phase of the Silver Place project has been completed.
- **Planning Board Hearing (May 8, 2008)**  
Review of the Program of Requirements by the Planning Board at a regularly scheduled meeting.
- **Planning the Public Participation Process (May 28)**  
The staff will hold a pre-charrette meeting in the auditorium of the Montgomery Regional Offices at 8787 Georgia Avenue, Silver Spring, Maryland. This meeting will provide the opportunity for the public to participate in the planning for the community design workshops or charrette for SilverPlace.
- **Planning Board Hearing (May 29, 2008)**  
Review by the Planning Board of the final information packet for the charrette. The packet will provide the final Program of Requirements and a description of other requirements for the SilverPlace Project.
- **Public Design Workshops (Charrette - Early June, 2008)**  
A five-day design workshop or charrette will provide the opportunity for the public to participate directly in the facility planning and design for SilverPlace. The last day of the charrette will include a presentation of the results to be held in the Auditorium of the Montgomery Regional Offices, 8787 Georgia Avenue, Silver Spring, Maryland.
- **Planning Board Design Review (Summer 2008)**  
The Planning Board will conduct a public meeting to review the results of the community design workshops for SilverPlace.
- **County Council Considers Construction Appropriation (Fall 2008)**  
The County Council will review the facility plan and design for SilverPlace, and consider funding for the final design and construction of the project.

Attachments:

- Site Plan
- Three-Dimensional Drawing of the Existing Site
- RTKL Proposed Stacking Chart
- RTKL Report: Program of Requirements

## Silver Place: Location and Ownership of Lots



### Lots and Ownership

- A** Owned by the M-NCPPC (MRO building and site)
- B** Owned by the M-NCPPC (MRO parking lot)
- C** Owned by the Montgomery County Parking Authority, potential for purchase by the M-NCPPC (Parking Lot 2)
- D** Public right-of-way owned by Montgomery County
- E** Existing Public Parking Garage 2

**Note:** Total Lot Size = approximately 168,792 square feet  
(combined lots A, B and C)



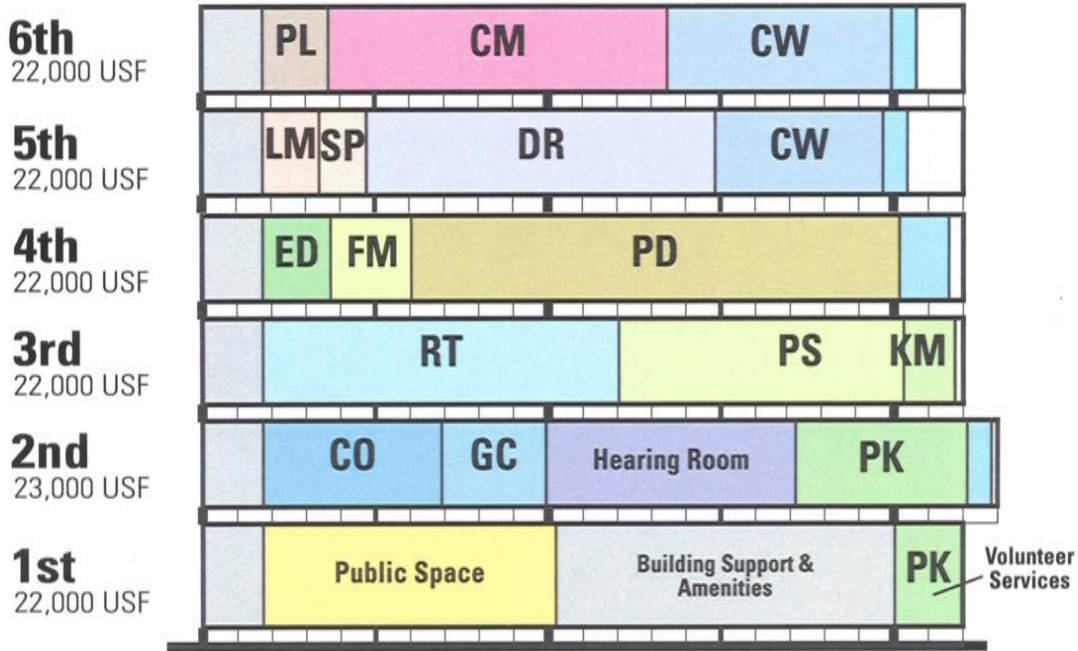
## Existing Montgomery Regional Headquarters



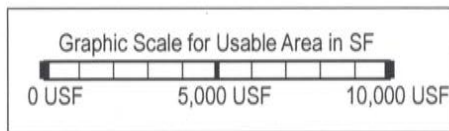
The existing Montgomery Regional Offices (MRO) and the surface parking lot are shown in the above perspective looking south from Spring Street toward the existing public parking garage. The proposed United Therapeutics Building and a high-rise housing development are also shown. The proposed site for the new MRO and housing includes the existing parking lot and the existing headquarters building.

# Proposed Stacking Chart

Hypothetical Building



## 133,000 USF MNCPPC Headquarters



### Legend

<b>CO</b> Commissioner's Office	<b>PK</b> Director of Parks	<b>PL</b> Director of Planning	<b>Hearing Room</b>
<b>GC</b> General Counsel	<b>ED</b> Enterprise Division	<b>LM</b> Planning Management Services	<b>Common / Support Space</b>
<b>RT</b> Research & Technology	<b>FM</b> Facility Management Support	<b>SP</b> Strategic Planning	<b>Public Space</b>
	<b>KM</b> Park Management Services	<b>CM</b> Community-Based Planning	<b>Future Growth</b>
	<b>PS</b> Park Planning & Stewardship	<b>CW</b> Countywide Planning	<b>Contingency Space</b>
	<b>PD</b> Park Development	<b>DR</b> Development Review	

# M-NCPPC SILVERPLACE HQ UPDATE

## AN OPPORTUNITY FOR CHANGE

Organizations often reap significant benefits by investing in new office space to make substantial cultural and organizational changes. The Maryland-National Capital Park and Planning Commission identified such an opportunity when it decided to leverage its existing 3.24 acre site in Downtown Silver Spring to create a world-class project that satisfies the Commission's long-term facility needs, and overall planning, urban design, environmental, and economic objectives.

Currently, the M-NCPPC operates primarily from the Montgomery Regional Office (MRO)—a facility that exemplifies the outdated, obsolete, and overcrowded conditions that characterize several of the M-NCPPC facilities. M-NCPPC's ability to serve the public is hindered by the size, condition, and lack of functionality of its workspaces. Employees deal with an inadequate amount of conference, storage, and support space and workspaces do not correlate with their function or position. The main lobby and hearing room lack support space, pre-function space, and security features, and are small and uninviting to both the general public and participants of weekly hearings.

The inadequate office space translates to an inefficient work environment, and disparate locations contribute to a fractured mission and culture. Consolidating the remote offices into one building will not only save energy and resources, it will enhance the commission's ability to serve the public, provide synergy across the Parks and Planning disciplines of M-NCPPC, and reinstate a sense of community throughout M-NCPPC. SilverPlace will be an exemplary mixed-use development with high quality open space built according to LEED standards to be compatible with the surrounding neighborhood. The facility's location and design coupled with smart growth principles will help to ensure that the headquarters can function effectively and efficiently into the future.

## PROGRAMMING BY THE NUMBERS

Today the M-NCPPC operates in roughly 100,000 total square

feet, with administrative functions divided between six buildings. A 2003 Consolidated Headquarters Study predicted that M-NCPPC needed 120,000 GSF to operate; however an exhaustive programming effort by RTKL revealed that this initial study did not adequately encompass the M-NCPPC's operational needs. RTKL's Program of Requirements for M-NCPPC calls for 170,000 GSF of operational space for 424 employees, with move-in during 2012.

The final square footage is the result of a programming process that started in early 2007. RTKL examined M-NCPPC at a micro level by:

- distributing questionnaires to M-NCPPC employees
- conducting interviews
- taking site tours
- photographic surveys
- focus groups
- visioning sessions

All of the information gathered was captured in a comprehensive database which generated the Program Report.

### The Program Report

The Program Report is a quantitative analysis of M-NCPPC's spatial requirements needed to function effectively. Base line square footages, personnel counts, space type allocations, etc. are included in this report. It is augmented and supported by design criteria narratives and tenant standards.

Design criteria for architectural, interior, mechanical, electrical, water systems, fire protection, security, telecommunications, and audio visual requirements each receives its own narrative. These narratives describe the qualitative and physical attributes of the spaces allocated in the Program Report as it relates to M-NCPPC needs.

Tenant standards are hypothetical layouts of the support and workplace spaces in the Program Report. These are not design guidelines, but are visual diagrams that justify the assigned square footage for that space.

The final Program of Requirements will be a stand-alone document that outlines the quantitative and qualitative needs of M-NCPPC as an organization. It is not a design concept, but rather captures the driving factors that must be considered during the design process. Such factors include personnel numbers, growth numbers, workspace requirements, support requirements, and adjacency requirements.

### A NEW WORK ENVIRONMENT

The spaces, functions, and services planned for the new headquarters offer many exciting improvements for M-NCPPC. RTKL's early interaction with M-NCPPC revealed several overarching design goals for the new headquarters. 'Flexible', 'collaborative', 'efficient', 'affordable', and 'welcoming' were terms reiterated time and again as design directives for SilverPlace. Their influence is evident throughout the POR.

#### Public Space

Customer Service will play a major role in the design of the new headquarters. The main lobby will include an information desk, display space, resource library, public conference rooms, small public meeting rooms, and the hearing room.

The hearing room and pre-function space are perhaps most different from their current counterparts. Typical occupancy will account for roughly 125 seated people; movable partitions will allow the room to open into the pre-function space for large gatherings of around 250-300 people. The pre-function space will be an area for people to gather before and after hearings. It will include a registration desk with equipment for preliminary evidence scanning and an electronic billboard that will list the day's items being presented before the Planning Board- two vital technological amenities that will save paper and streamline the hearing process. A green room with acoustical requirements for media interviews and a broadcasting booth have been included as well. Safety considerations require that the Commissioners enter and exit from a secure corridor.

#### Personnel Space

SilverPlace will not only be much more inviting to visit, but

it will also be a much nicer place to work. Collaboration, flexibility, and efficiency drove the programmatic requirements for personnel space, which totals 47% in the new headquarters. Usable area (USF) makes allowances for circulation, access to spaces, and unavoidable inefficiencies. The most significant change to personnel space is the creation and implementation of workplace standards. Currently MNCPPC does not have workplace standards; there are many types of work spaces across the organization that do not always correspond to employee position or function. RTKL worked with M-NCPPC to create seven typical offices and four typical workstations, all of which have dimensional similarity so that space can be assigned and later reconfigured in an incremental, logical, and efficient way. Based on these standards, RTKL assigned each employee a workstation or office:



Assigning workstations to 77% of employees equates to 39,000 USF of personnel space that is flexible and easily reconfigured.

#### Support Space

M-NCPPC will acquire vital support space at SilverPlace. RTKL recognized the current shortage of meeting rooms across the organization and estimated a need for 4 public conference rooms, 2 small public meeting rooms with capacities of 4-6 people, and a hearing room seating 125 people. Staff needs include one conference room and one meeting room per floor. The POR also provides for 2 training rooms. The Commissioners' Office and General Counsel's Office will each receive designated conference rooms.

In addition to conference rooms, each floor will feature 2-3 shared equipment hubs and 1 (one) coffee/pantry area. Plotter

rooms, file rooms, and storage closets are also interspersed throughout the building.

Building support includes a lunch room, catering kitchen, shower facility, mail room, central file room, and storage room to be shared by MNCPPC.

**PREPARING FOR FUTURE GROWTH**

Accounting for growth in the new headquarters is a vital component of the POR. Based on current headcounts, requested staffing increases, and short-term staffing projections, MNCPPC estimates that 399 employees will occupy the new headquarters when it opens in 2012. The POR also allows for additional growth over a reasonable projection period of fifteen years. Based on historical trends, MNCPPC projects a moderate growth of 25 new positions during this fifteen year horizon. Accordingly, the new headquarters will incorporate enough space to accommodate 424 positions when fully occupied in 2017. Vacant workstations will be installed and then filled between 2012 and 2017 as the 25-person growth occurs. These empty workstations can be used as intern stations, reference areas, storage areas, and small conferencing areas until they are needed to house staff members. Creating a “phantom unit” in which all of the 25 growth workstations are collocated on a portion of one floor is an alternative method of accommodating growth that RTKL does not recommend for this POR because it would require operating units to relocate within the building as growth occurs.

**NEXT STEPS**

The programmatic phase of development for the new M-NCPPC headquarters is nearing completion, pending final staff and board feedback. A guide on how to read the Program Report has been prepared to assist readers in reviewing the POR.

Various other questions remain:

1. What will be the standard of quality for the Headquarters Building- average, above average, exemplary?
2. Growth provisions: Should M-NCPPC incorporate a phantom unit or place vacant workstations throughout?
3. What is the future of Parkside? Keep as an outlet for growth?

Unquestionably, this exercise will substantially impact the way in which the M-NCPPC performs its tasks, accommodates its various work patterns, attracts and retains talent, and perhaps

most importantly, communicates its core values and mission inside and outside its own organization. It also provides compelling evidence of a refined approach to programming, complete with an analysis of qualitative, quantitative, and strategic data. This effective, scientific and collaborative partnership between a organization and workplace experts begins to suggest a better way of meeting organizational workplace needs in the future.

The following table summarizes the proposed program for SilverPlace.

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**Public Service Space** - As first place for the public to enter the new headquarters, this space will be the first impression of the public for the new headquarters buildings. This space should have a significant amount of design attention to accommodate the variety of public needs. The new central lobby, hearing room, and additional conference rooms will be located in this space. The park permits office from the Department of Parks and the public information counter from the Planning Department will also be located in this space. This portion of the project will be able to be separated from the office spaces for security.

<b>Public Service Space</b>	Staff	Usable Sq. Ft.
• Hearing Room	0	7,228
• Public Conference Rooms	0	2,610
• Public Information Counter Including Park Permits & the Planning Department Public Information Desk	11	1,740
• Lobby	0	2,900
• Open Meeting Space Public Resource Spaces Other Public Spaces & Building Service Areas	0	11,532
<b>Total Public Service Space</b>	<b>11</b>	<b>26,010</b>

**Office Building Space** - This office space will include the offices, conference rooms, and support spaces for the staff of the Planning Department, the Department of Parks, and the Commissioners

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• Research and Technology Center	43	10,294
<b>Total Central Administrative Services</b>	<b>73</b>	<b>18,480</b>

<b>Shared Facilities, Support &amp; Growth</b>	Staff	Usable Sq. Ft.
• Shared Conference Rooms – Office Floors	0	4,231
• Other Shared Support	0	6,267
• Facility Support Office	5	731
• M-NCPPC Credit Union	4	728
• Future Growth Positions	25	3,547
<b>Subtotal</b>	<b>34</b>	<b>15,504</b>