

Prince George's Community College

AGENCY OVERVIEW

Agency Description

Prince George’s Community College is a comprehensive academic institution providing both credit and non-credit post-secondary education for approximately 40,000 County residents, ranging in age from adolescence to senior citizens. The Community College operates under the legal framework provided by Title 16 of the Education Article of the Annotated Code of the State of Maryland, and with the general regulations promulgated by the Maryland Higher Education Commission (MHEC). Local policy is made by an eight-member Board of Trustees, seven of whom are appointed by the Governor (the eighth is elected by the student body). A President appointed by the Board of Trustees administers the College.

Facilities

Prince George’s Community College operates from its Largo Campus as well as Extension and Degree Centers owned by other agencies and organizations. The Largo Campus consists of 150 acres with 18 permanent buildings and two (2) temporary buildings.

Needs Assessment

The Community College instituted a series of projects to modernize buildings aged 20 to 38 years, maintain major systems and meet code requirements. Additionally, the College Board of Trustees has adopted and updated the MHEC mandated Facilities Master Plan. This Master Plan

establishes strategic initiatives aligned with the interests of the Community College’s staff and Board to more effectively serve County residents through this century.

FY 2024 Funding Source

- General Obligation Bonds – 39.0%
- State – 61.0%

FY 2024-2029 Program Highlights

- The College’s 2022-2032 Master Facilities Plan is underway however, final results are not expected until Summer 2023. The final recommendations of this study will help inform the College’s ongoing capital infrastructure planning and project phasing which may result in project delays.
- College Improvements include the ongoing renovation of buildings on the campus. In FY 2024, the College will replace six (6) college owned fire hydrants, a cooling tower, gutters and two (2) burner replacements in building boilers.
- Construction continues on the Marlboro Hall project with an anticipated completion date in FY 2025.

New Projects

None

Deleted Projects

None

Revised Projects

Project Name	Alternate Funding Source Required	Revisions			
		Total Project Cost Increase	Total Project Cost Decrease	Project Schedule Delayed	Project Schedule Accelerated
Bladen Hall Renovation		X		X	
College Improvements		X			
Health & Wellness Center				X	
Kent Hall Renovation And Addition				X	
Dr. Charlene Mickens Dukes Student Center Renovation		X		X	

Revised Projects *(continued)*

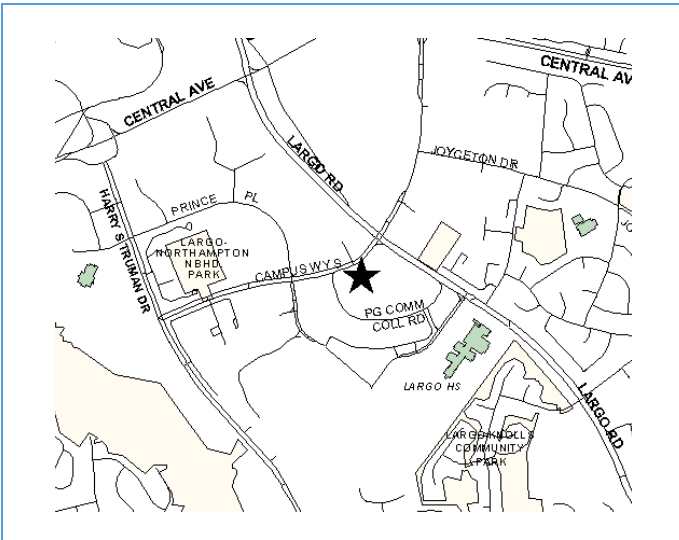
Project Name	Alternate Funding Source Required	Revisions			
		Total Project Cost Increase	Total Project Cost Decrease	Project Schedule Delayed	Project Schedule Accelerated
North Parking Garage				X	
Renovate Marlboro Hall		X		X	
Southern Region Campus		X			X

Program Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2023 Estimate	Total 6 Years	Budget Year FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 6 Years
EXPENDITURE											
PLANS	\$38,598	\$6,859	\$2,411	\$10,775	\$—	\$4,208	\$1,892	\$3,087	\$1,588	\$—	\$18,553
LAND	22,032	—	—	—	—	—	—	—	—	—	22,032
CONSTR	461,760	92,226	36,773	161,751	30,743	39,149	30,217	5,275	25,800	30,567	171,010
EQUIP	30,817	6,241	—	13,116	—	5,541	2,156	—	2,709	2,710	11,460
OTHER	2,506	2,506	—	—	—	—	—	—	—	—	—
TOTAL	\$555,713	\$107,832	\$39,184	\$185,642	\$30,743	\$48,898	\$34,265	\$8,362	\$30,097	\$33,277	\$223,055
FUNDING											
GO BONDS	\$238,979	\$46,021	\$12,447	\$81,334	\$11,420	\$17,474	\$18,409	\$5,340	\$13,520	\$15,171	\$99,177
STATE	316,734	61,452	28,394	103,010	17,892	25,773	20,356	3,164	17,077	18,748	123,878
TOTAL	\$555,713	\$107,473	\$40,841	\$184,344	\$29,312	\$43,247	\$38,765	\$8,504	\$30,597	\$33,919	\$223,055
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	

Project Listing

CIP ID#	Project Name	Address	Planning Area	Council District	Project Class	Total Project Cost (000)	Completion Date
4.73.0011	Bladen Hall Renovation	Largo Road and Campus Way, Largo	Largo-Lottsford	Six	Renovation	\$67,128	FY 2029
4.73.0005	College Improvements	Largo Road and Campus Way, Largo	Largo-Lottsford	Six	Replacement	22,219	Ongoing
4.73.0009	Dr. Charlene Mickens Dukes Student Center Renovation	Largo Road and Campus Way, Largo	Largo-Lottsford	Six	Rehabilitation	77,402	FY 2026
3.73.0005	Health & Wellness Center	Largo Road and Campus Way, Largo	Largo-Lottsford	Six	New Construction	151,520	TBD
4.73.0007	Kent Hall Renovation and Addition	Largo Road and Campus Way, Largo	Largo-Lottsford	Six	Addition	28,351	TBD
3.73.0006	North Parking Garage	Largo Road and Campus Way, Largo	Not Assigned	Six	New Construction	31,434	TBD
4.73.0008	Renovate Marlboro Hall	Largo Road and Campus Way, Largo	Largo-Lottsford	Six	Rehabilitation	164,409	FY 2025
3.73.0001	Southern Region Campus	Location Not Determined	Not Assigned	Nine	New Construction	13,250	TBD
Program Total						\$555,713	
NUMBER OF PROJECTS = 8							



Description: The project provides funding for replacing mechanical, life safety, environmental temperature building controls and infrastructure items on the Largo Campus.

Justification: The projects included are based upon surveys that identify replacements and modifications necessary to maintain the proper operation of campus facilities.

Highlights: FY 2024 funding will be used to replace six college owned fire hydrants, a cooling tower replacement at Accokeek Hall, two burner replacements in the Center for Health Studies building boilers and for gutter replacements at the Trades Shop.

Enabling Legislation: CB-41-2022

Location		Status	
Address	Largo Road and Campus Way, Largo	Project Status	Under Construction
Council District	Six	Class	Replacement
Planning Area	Largo-Lottsford	Land Status	Publicly Owned Land

PROJECT MILESTONES

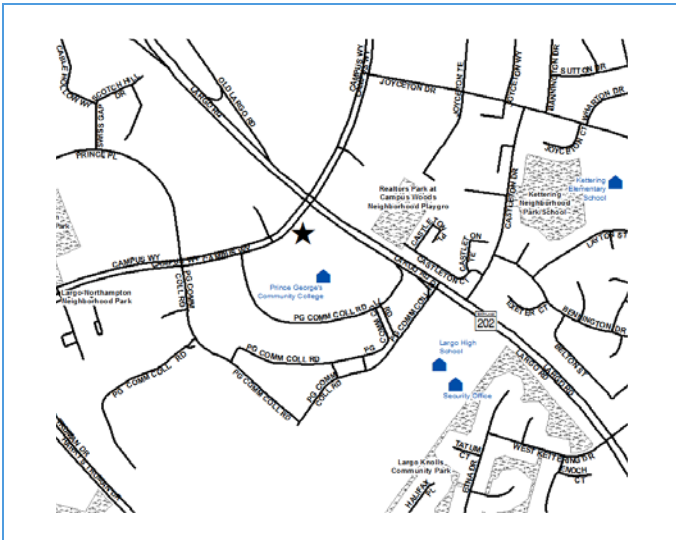
	Estimate	Actual
1 st Year in Capital Program		FY 2009
1 st Year in Capital Budget		FY 2012
Completed Design		Ongoing
Began Construction		Ongoing
Project Completion		Ongoing

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2023 Estimate	FY 2024	Total
\$9,582	\$2,637	\$2,000	\$14,219

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2023 Estimate	Total 6 Years	Budget Year FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 6 Years
EXPENDITURE											
PLANS	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
LAND	—	—	—	—	—	—	—	—	—	—	—
CONSTR	19,713	7,076	2,637	10,000	2,000	1,500	1,500	1,500	2,000	1,500	—
EQUIP	—	—	—	—	—	—	—	—	—	—	—
OTHER	2,506	2,506	—	—	—	—	—	—	—	—	—
TOTAL	\$22,219	\$9,582	\$2,637	\$10,000	\$2,000	\$1,500	\$1,500	\$1,500	\$2,000	\$1,500	\$—
FUNDING											
GO BONDS	\$17,645	\$8,708	\$—	\$8,937	\$153	\$1,500	\$1,500	\$1,642	\$2,000	\$2,142	\$—
STATE	4,574	2,221	937	1,416	416	—	500	—	500	—	—
TOTAL	\$22,219	\$10,929	\$937	\$10,353	\$569	\$1,500	\$2,000	\$1,642	\$2,500	\$2,142	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	



Description: This project provides for the renovation of 50,742 Net Assignable Square Feet (NASF)/69,116 Gross Square Feet and the construction of an addition totaling approximately 14,000 NASF of student services space. The building will be approximately 46 years old when construction begins and it will be renovated to meet LEED Silver certification requirements.

Justification: The building's mechanical and electrical systems such as switchgear, electrical system, piping systems, lighting, flooring, air handling units, roof top split systems, chiller, air compressor, controls, pumps and motors and roof will have reached the end of their service life. The elevator is not ADA compliant and requires replacement. Student study space, lounge, meeting and open space is limited and requires a building expansion.

Highlights: This project is currently under construction however, no activity is anticipated in FY 2024. The total project cost increases to reflect current market trends. The completion date for this project has moved from FY 2025 to FY 2026.

Enabling Legislation: CB-41-2022

Location		Status	
Address	Largo Road and Campus Way, Largo	Project Status	Under Construction
Council District	Six	Class	Rehabilitation
Planning Area	Largo-Lottsford	Land Status	Publicly Owned Land

PROJECT MILESTONES

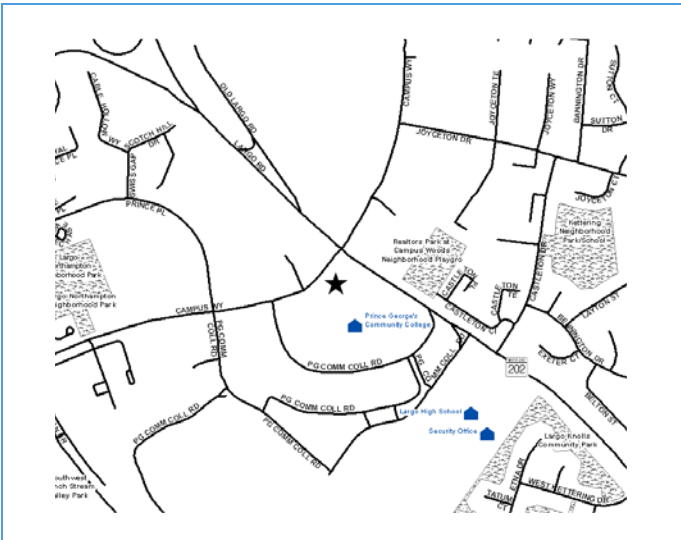
	Estimate	Actual
1 st Year in Capital Program		FY 2013
1 st Year in Capital Budget		FY 2020
Completed Design		FY 2025
Began Construction	FY 2022	
Project Completion	FY 2026	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2023 Estimate	FY 2024	Total
\$8,342	\$4,794	\$0	\$13,136

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2023 Estimate	Total 6 Years	Budget Year FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 6 Years
EXPENDITURE											
PLANS	\$4,208	\$—	\$—	\$4,208	\$—	\$4,208	\$—	\$—	\$—	\$—	\$—
LAND	—	—	—	—	—	—	—	—	—	—	—
CONSTR	68,882	8,342	4,794	55,746	—	27,029	28,717	—	—	—	—
EQUIP	4,312	—	—	4,312	—	2,156	2,156	—	—	—	—
OTHER	—	—	—	—	—	—	—	—	—	—	—
TOTAL	\$77,402	\$8,342	\$4,794	\$64,266	\$—	\$33,393	\$30,873	\$—	\$—	\$—	\$—
FUNDING											
GO BONDS	\$28,687	\$2,069	\$—	\$26,618	\$—	\$10,484	\$16,134	\$—	\$—	\$—	\$—
STATE	48,715	4,567	8,151	35,997	—	17,258	18,739	—	—	—	—
TOTAL	\$77,402	\$6,636	\$8,151	\$62,615	\$—	\$27,742	\$34,873	\$—	\$—	\$—	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
OPERATING				—	—	—	—	—	—	—	—
DEBT				—	—	—	—	—	—	—	—
OTHER				—	—	—	—	—	—	—	—
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—



Description: This project constructs a new 145,665 net assignable square feet Health and Wellness Center to support the Health, Nutrition, Physical Education, and Athletics programs on campus. The building will create a state-of-the-art athletic and educational facility that will support the entire campus.

Justification: This project will provide the College with the opportunity to expand programming in Health, Nutrition, and Physical Education areas. The new facility will offer the student population and community credit and non-credit courses currently not offered at the College.

Highlights: The project start date is pushed to Beyond 6 Years pending the results of the 2022-2032 Facilities Master Plan which is anticipated by late Summer 2023.

Enabling Legislation: CB-41-2022

Location		Status	
Address	Largo Road and Campus Way, Largo	Project Status	Design Not Begun
Council District	Six	Class	New Construction
Planning Area	Largo-Lottsford	Land Status	Publicly Owned Land

PROJECT MILESTONES

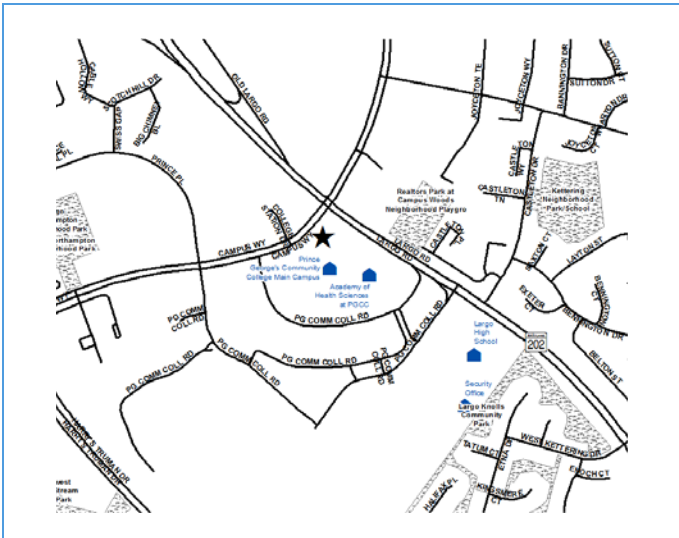
	Estimate	Actual
1 st Year in Capital Program		FY 2012
1 st Year in Capital Budget		FY XXXX
Completed Design	TBD	
Began Construction	TBD	
Project Completion	TBD	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2023 Estimate	FY 2024	Total
\$0	\$0	\$0	\$0

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2023 Estimate	Total 6 Years	Budget Year FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 6 Years
EXPENDITURE											
PLANS	\$12,992	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$12,992
LAND	—	—	—	—	—	—	—	—	—	—	—
CONSTR	132,300	—	—	—	—	—	—	—	—	—	132,300
EQUIP	6,228	—	—	—	—	—	—	—	—	—	6,228
OTHER	—	—	—	—	—	—	—	—	—	—	—
TOTAL	\$151,520	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$151,520
FUNDING											
GO BONDS	\$63,218	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$63,218
STATE	88,302	—	—	—	—	—	—	—	—	—	88,302
TOTAL	\$151,520	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$151,520
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	



Description: The scope of this project provides for the renovation of 19,247 net additional square feet/30,738 gross square feet and the construction of a third floor addition of approximately 9,620 net additional square feet/15,000 gross square feet to the college administration building.

Justification: The space and layout of the building is ineffective and the college administration has outgrown the building. The building's mechanical and electrical systems such as the elevator, switchgear, electrical system, piping systems, lighting, flooring, air handling units, roof top split systems, air compressor, controls, pumps, motors and emergency generator will have reached the end of their service life and require replacement during renovation.

Highlights: This project is pushed to Beyond 6 Years to reflect current infrastructure priorities for facilities.

Enabling Legislation: CB-41-2022

Location		Status	
Address	Largo Road and Campus Way, Largo	Project Status	Design Not Begun
Council District	Six	Class	Addition
Planning Area	Largo-Lottsford	Land Status	Publicly Owned Land

PROJECT MILESTONES

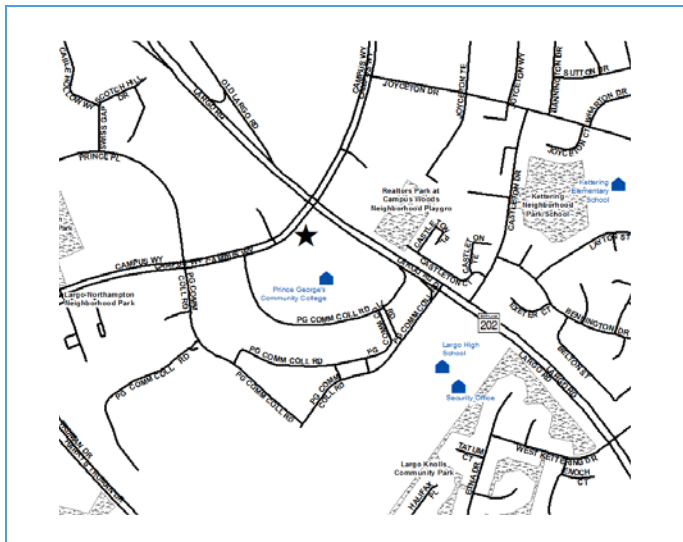
	Estimate	Actual
1 st Year in Capital Program		FY 2014
1 st Year in Capital Budget		FY XXXX
Completed Design	TBD	
Began Construction	TBD	
Project Completion	TBD	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2023 Estimate	FY 2024	Total
\$0	\$0	\$0	\$0

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2023 Estimate	Total 6 Years	Budget Year FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 6 Years
EXPENDITURE											
PLANS	\$2,205	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$2,205
LAND	22,032	—	—	—	—	—	—	—	—	—	22,032
CONSTR	—	—	—	—	—	—	—	—	—	—	—
EQUIP	4,114	—	—	—	—	—	—	—	—	—	4,114
OTHER	—	—	—	—	—	—	—	—	—	—	—
TOTAL	\$28,351	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$28,351
FUNDING											
GO BONDS	\$11,481	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$11,481
STATE	16,870	—	—	—	—	—	—	—	—	—	16,870
TOTAL	\$28,351	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$28,351
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	



Description: This project will provide parking for the students, faculty and guests on the campus. Due to the expansion and new buildings on the campus, parking has become sparse.

Justification: The demand for parking on a daily basis has become difficult at times. This project will address the parking demands and public safety concerns.

Highlights: The project start date is pushed to Beyond 6 Years pending the results of the 2022-2032 Facilities Master Plan which is anticipated by late Summer 2023.

Enabling Legislation: CB-41-2022

Location		Status	
Address	Largo Road and Campus Way, Largo	Project Status	Design Not Begun
Council District	Six	Class	New Construction
Planning Area	Not Assigned	Land Status	Publicly Owned Land

PROJECT MILESTONES

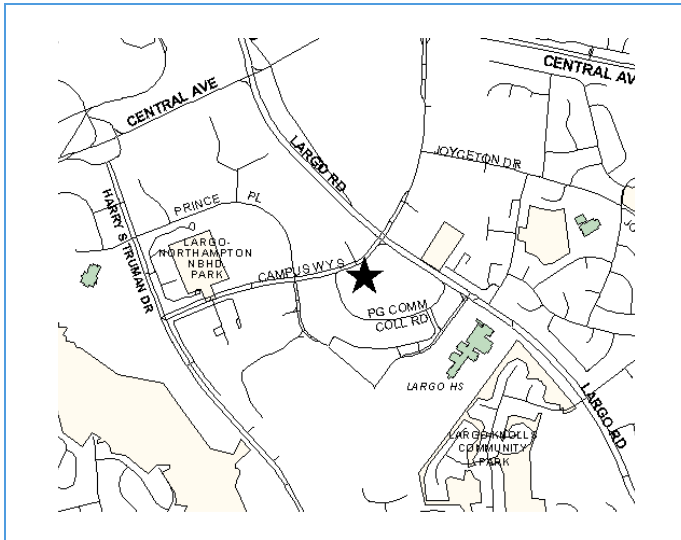
	Estimate	Actual
1 st Year in Capital Program		FY 2017
1 st Year in Capital Budget		FY XXXX
Completed Design	TBD	
Began Construction	TBD	
Project Completion	TBD	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2023 Estimate	FY 2024	Total
\$0	\$0	\$0	\$0

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2023 Estimate	Total 6 Years	Budget Year FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 6 Years
EXPENDITURE											
PLANS	\$1,856	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$1,856
LAND	—	—	—	—	—	—	—	—	—	—	—
CONSTR	28,460	—	—	—	—	—	—	—	—	—	28,460
EQUIP	1,118	—	—	—	—	—	—	—	—	—	1,118
OTHER	—	—	—	—	—	—	—	—	—	—	—
TOTAL	\$31,434	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$31,434
FUNDING											
GO BONDS	\$12,728	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$12,728
STATE	18,706	—	—	—	—	—	—	—	—	—	18,706
TOTAL	\$31,434	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$31,434
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	



Description: This project provides funding to renovate 130,156 gross square feet of general classroom and faculty office space. The College will incorporate technological innovations for modern classrooms and reconfigure space to correspond to current educational program demands.

Justification: Marlboro Hall was 35 years old when the project commenced design. Technological and architectural improvements will be necessary to modernize the building and reconfigure the spaces to meet educational demand needs. The Facilities Evaluation Survey conducted by Myers Engineering, Inc. in March 1998 recommended extensive exterior masonry and foundation work, expansion joint work, ceiling replacement of automatic temperature controls with direct digital controls along with other mechanical and electrical improvements.

Highlights: The total project costs have increased due to cost escalations. The project is now projected to be completed in FY 2025.

Enabling Legislation: CB-41-2022

Location		Status	
Address	Largo Road and Campus Way, Largo	Project Status	Under Construction
Council District	Six	Class	Rehabilitation
Planning Area	Largo-Lottsford	Land Status	Publicly Owned Land

PROJECT MILESTONES

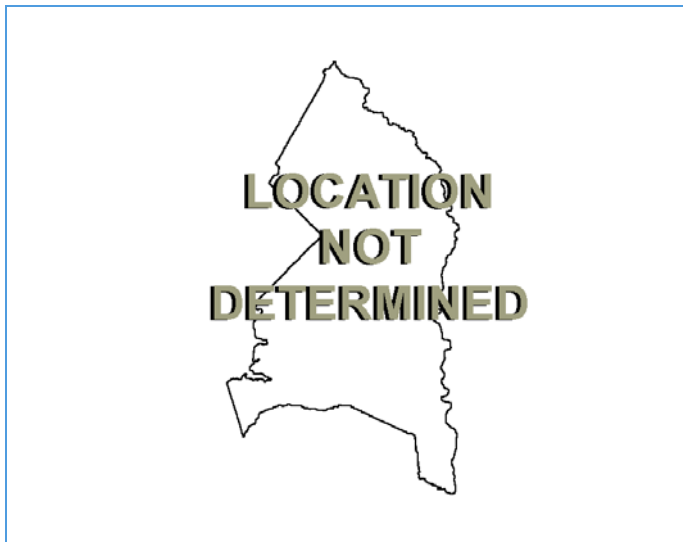
	Estimate	Actual
1 st Year in Capital Program		FY 2006
1 st Year in Capital Budget		FY 2018
Completed Design		FY 2021
Began Construction		FY 2022
Project Completion	FY 2025	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2023 Estimate	FY 2024	Total
\$89,908	\$31,753	\$28,743	\$150,404

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2023 Estimate	Total 6 Years	Budget Year FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 6 Years
EXPENDITURE											
PLANS	\$9,270	\$6,859	\$2,411	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
LAND	—	—	—	—	—	—	—	—	—	—	—
CONSTR	145,513	76,808	29,342	39,363	28,743	10,620	—	—	—	—	—
EQUIP	9,626	6,241	—	3,385	—	3,385	—	—	—	—	—
OTHER	—	—	—	—	—	—	—	—	—	—	—
TOTAL	\$164,409	\$89,908	\$31,753	\$42,748	\$28,743	\$14,005	\$—	\$—	\$—	\$—	\$—
FUNDING											
GO BONDS	\$64,448	\$35,244	\$12,447	\$16,757	\$11,267	\$5,490	\$—	\$—	\$—	\$—	\$—
STATE	99,961	54,664	19,306	25,991	17,476	8,515	—	—	—	—	—
TOTAL	\$164,409	\$89,908	\$31,753	\$42,748	\$28,743	\$14,005	\$—	\$—	\$—	\$—	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	



Description: This project provided preliminary funding for a feasibility study in FY 2015 to build a college campus in the southern area of the County.

Justification: Growth in the southern area of the County indicates the need for this new campus. The purposes of locating a campus of PGCC in the southern portion of the County are to reduce the number of residents leaving the County to attend the College of Southern Maryland and improve access to PGCC generally for south County residents.

Highlights: The Southern Area Campus shall be located in Councilmanic District 9. The Southern Region Campus (SRC) will be conceptually designed in the College's upcoming 2022-2032 Facilities Master Plan which is set for release in late Summer 2023. The increase in total project costs include funding planning costs of \$3M. Although this project was set to begin in the Beyond 6 Years, in FY 2027 funds support planning costs of \$1.5M.

Enabling Legislation: CB-41-2022

Location		Status	
Address	Location Not Determined	Project Status	Design Not Begun
Council District	Nine	Class	New Construction
Planning Area	Not Assigned	Land Status	Not Assigned

PROJECT MILESTONES

	Estimate	Actual
1 st Year in Capital Program		FY 2014
1 st Year in Capital Budget		FY 2015
Completed Design	FY 2027	
Began Construction	TBD	
Project Completion	TBD	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2023 Estimate	FY 2024	Total
\$0	\$0	\$0	\$0

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2023 Estimate	Total 6 Years	Budget Year FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Beyond 6 Years
EXPENDITURE											
PLANS	\$3,000	\$—	\$—	\$1,500	\$—	\$—	\$—	\$1,500	\$—	\$—	\$1,500
LAND	—	—	—	—	—	—	—	—	—	—	—
CONSTR	10,250	—	—	—	—	—	—	—	—	—	10,250
EQUIP	—	—	—	—	—	—	—	—	—	—	—
OTHER	—	—	—	—	—	—	—	—	—	—	—
TOTAL	\$13,250	\$—	\$—	\$1,500	\$—	\$—	\$—	\$1,500	\$—	\$—	\$11,750
FUNDING											
GO BONDS	\$13,250	\$—	\$—	\$1,500	\$—	\$—	\$—	\$1,500	\$—	\$—	\$11,750
TOTAL	\$13,250	\$—	\$—	\$1,500	\$—	\$—	\$—	\$1,500	\$—	\$—	\$11,750
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	