

Redevelopment Authority

AGENCY OVERVIEW

THE CAPITAL BUDGET OF THE REDEVELOPMENT AUTHORITY IS SEPARATE AND DISTINCT FROM THE COUNTY'S CAPITAL IMPROVEMENT PROGRAM. THE BUDGET IS PRESENTED FOR INFORMATIONAL PURPOSES ONLY.

Agency Description

The Redevelopment Authority (RDA) was established pursuant to CB-85-1997. Its Charter was approved pursuant to CR-60-1998. The purpose of the Authority is to provide for residential, commercial, or industrial development in the County.

FY 2027 Funding Sources

- Other – 34.2% (land sales, County contributions, and moral obligation bonds)
- State – 65.8%

FY 2027-2032 Program Highlights

- The Glenarden Apartments Redevelopment project is projected to have lot sales on 97 total townhomes commencing in the last quarter of FY 2026, continuing into FY 2027 and FY 2028. The projected gross sales revenue is estimated at \$10.1 million.

- The Suitland Manor project continues under construction. FY 2027 funding includes \$1.2 million in PAYGO and \$1.1 million in land sales.
- The Addison Road / Capitol Heights Metro Corridor project supports the site preparation and construction of the Addison Park Senior Housing project and 210 Maryland Park Drive.
- The Cheverly Development project supports the entitlement process and the demolition, abatement, and grading of the site.
- The County Revitalization project funds community and commercial grants, the site maintenance of Aviation Landing, and the monopole relocation at Beacon Heights.
- The Old Fairmont Heights HS Redevelopment project has \$5.0 million in State funding to support the development of a film studio and soundstage renovation project along the Blue Line Corridor.

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
Cheverly Development		X			X
County Revitalization			X		
Glenarden Apartments Redevelopment				X	
Suitland Manor		X		X	

Program Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2026 Estimate	Total 6 Years	Budget Year FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Beyond 6 Years
EXPENDITURE											
PLANS	\$12,516	\$9,966	\$1,750	\$800	\$—	\$250	\$250	\$250	\$50	\$—	\$—
LAND	5,450	5,450	—	—	—	—	—	—	—	—	—
CONSTR	118,311	71,387	26,066	20,858	—	8,804	4,304	3,000	2,750	2,000	—
EQUIP	1	1	—	—	—	—	—	—	—	—	—
OTHER	71,297	61,675	9,482	140	—	140	—	—	—	—	—
TOTAL	\$207,575	\$148,479	\$37,298	\$21,798	\$—	\$9,194	\$4,554	\$3,250	\$2,800	\$2,000	\$—
FUNDING											
FEDERAL	\$269	\$269	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
STATE	33,372	5,922	4,600	22,850	13,500	3,300	2,400	3,650	—	—	—
OTHER	173,934	115,720	3,634	54,580	7,036	4,597	2,750	3,250	18,850	18,097	—
TOTAL	\$207,575	\$121,911	\$8,234	\$77,430	\$20,536	\$7,897	\$5,150	\$6,900	\$18,850	\$18,097	\$—
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
8.90.0002	Addison Road/Capitol Heights Metro Corridor	Various Locations	Town of Capitol Heights	Seven	Land Acquisition	\$10,001	FY 2030
9.90.0001	Cheverly Development	5801-5809 Annapolis Road, Cheverly	Defense Hgts. - Bladensburg and Vicinity	Five	Rehabilitation	22,423	FY 2030
8.90.0004	County Revitalization	Countywide	Not Assigned	Countywide	Rehabilitation	13,574	Ongoing
4.90.0001	Glenarden Apartments Redevelopment	8405 Hamlin Street, Glenarden	Landover and Vicinity	Five	Rehabilitation	24,843	FY 2028
8.90.0007	Old Fairmont Heights HS Redevelopment	1401 Nye Street, Capitol Heights	Town of Capitol Heights	Seven	Rehabilitation	5,000	FY 2027
8.90.0003	Suitland Manor	Homer Avenue, Suitland	Suitland, District Heights, and Vicinity	Seven	Rehabilitation	129,234	FY 2032
8.90.0006	Town of Upper Marlboro	Upper Marlboro Area, Upper Marlboro	Upper Marlboro and Vicinity	Nine	Rehabilitation	2,500	FY 2031
Program Total						\$207,575	
NUMBER OF PROJECTS = 7							



Description: This project consists of land assembly, relocation, and demolition to facilitate Transit Oriented Development (TOD) near two metro stations. The Redevelopment Authority owns property in the development phase near the Capitol Heights Metro Station and is developing projects on Old Central Avenue one block from the Addison Road Metro Station.

Justification: The Capitol Heights and Addison Road metro stations require land assembly to stimulate TOD projects, and funds are required for pre-development work. Improvements will continue for small community-led projects.

Highlights: The RDA has estimated utility pole relocation and studies at Addison Park Senior Housing in the amount of \$2.0 million, which is expected to be funded by a State grant. Additionally, the RDA has applied for a \$3.0 million grant to cover infrastructure costs for 210 Maryland Park Drive.

Enabling Legislation: Not Applicable

Location		Status	
Address	Various Locations	Project Status	Under Construction
Council District	Seven	Class	Land Acquisition
Planning Area	Town of Capitol Heights	Land Status	Land Bank Acquisition

PROJECT MILESTONES

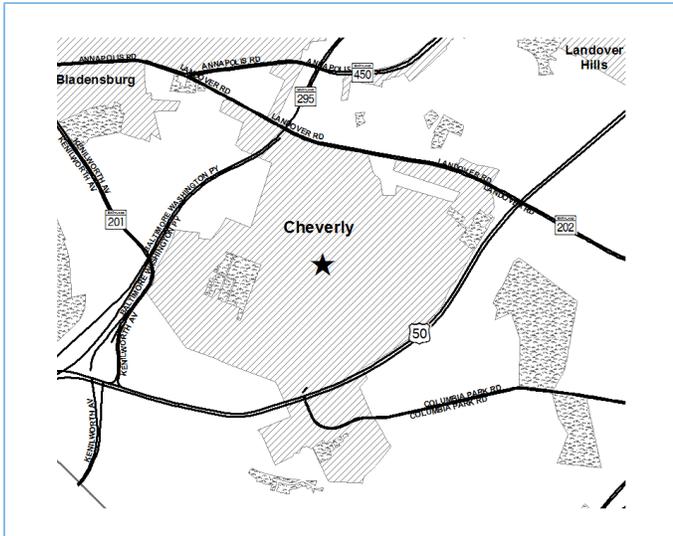
	Estimate	Actual
1 st Year in Capital Program		FY 2004
1 st Year in Capital Budget		FY 2005
Completed Design		FY 2019
Began Construction		FY 2020
Project Completion	FY 2030	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2026 Estimate	FY 2027	Total
\$5,963	\$4,038	\$0	\$10,001

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2026 Estimate	Total 6 Years	Budget Year FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Beyond 6 Years
EXPENDITURE											
PLANS	\$634	\$134	\$500	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
LAND	2,061	2,061	—	—	—	—	—	—	—	—	—
CONSTR	4,991	1,453	3,538	—	—	—	—	—	—	—	—
EQUIP	—	—	—	—	—	—	—	—	—	—	—
OTHER	2,315	2,315	—	—	—	—	—	—	—	—	—
TOTAL	\$10,001	\$5,963	\$4,038	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
FUNDING											
STATE	\$5,250	\$250	\$—	\$5,000	\$5,000	\$—	\$—	\$—	\$—	\$—	\$—
OTHER	4,751	4,601	—	150	150	—	—	—	—	—	—
TOTAL	\$10,001	\$4,851	\$—	\$5,150	\$5,150	\$—	\$—	\$—	\$—	\$—	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
OPERATING				—	—	—	—	—	—	—	—
DEBT				—	—	—	—	—	—	—	—
OTHER				—	—	—	—	—	—	—	—
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—



Description: The Cheverly Development project consists of land assembly, demolition, and redevelopment of a hotel and restaurant with 50,000 buildable square feet. The hotel will house 120 rooms, and the restaurant will accommodate 100 to 125 guests. This will be the first Leadership in Energy and Environmental Design (LEED) Certified Extended Stay Hotel in the County. The project also consists of the redevelopment of the former hospital site into an urban style, mixed-use neighborhood.

Justification: This project is designed to spur commercial and residential growth along the Maryland Route 450 and 202 corridors in and near the Town of Cheverly. The Redevelopment Authority owns property in the area that is planned for redevelopment, and the acquisition of other blighted properties nearby will enhance the development potential of this site.

Highlights: The cumulative appropriation will fund site maintenance and eventual demolition, abatement, and grading. Studies for bike/pedestrian lanes, traffic, stormwater, erosion, and sediment plans were completed in FY 2026.

Enabling Legislation: Not Applicable

Location		Status	
Address	5801-5809 Annapolis Road, Cheverly	Project Status	Design Stage
Council District	Five	Class	Rehabilitation
Planning Area	Defense Hgts. - Bladensburg and Vicinity	Land Status	Site Selected Only

PROJECT MILESTONES

	Estimate	Actual
1 st Year in Capital Program		FY 2014
1 st Year in Capital Budget		FY 2014
Completed Design		FY 2021
Began Construction		FY 2021
Project Completion	FY 2030	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2026 Estimate	FY 2027	Total
\$7,491	\$11,184	\$0	\$18,675

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2026 Estimate	Total 6 Years	Budget Year FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Beyond 6 Years
EXPENDITURE											
PLANS	\$166	\$166	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
LAND	66	66	—	—	—	—	—	—	—	—	—
CONSTR	21,677	7,082	10,987	3,608	—	1,804	1,804	—	—	—	—
EQUIP	1	1	—	—	—	—	—	—	—	—	—
OTHER	513	176	197	140	—	140	—	—	—	—	—
TOTAL	\$22,423	\$7,491	\$11,184	\$3,748	\$—	\$1,944	\$1,804	\$—	\$—	\$—	\$—
FUNDING											
STATE	\$22,071	\$4,621	\$4,600	\$12,850	\$3,500	\$3,300	\$2,400	\$3,650	\$—	\$—	\$—
OTHER	352	352	—	—	—	—	—	—	—	—	—
TOTAL	\$22,423	\$4,973	\$4,600	\$12,850	\$3,500	\$3,300	\$2,400	\$3,650	\$—	\$—	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	



Description: The County Revitalization project consists of land assembly, relocation, demolition, and various programs. Countywide efforts include the (1) Community Impact Grants (CIG) Program to provide the matching funds to County based non-profits to implement small community-led projects, (2) Transit Oriented Development (TOD) Place Marketing Program, (3) Commercial Revitalization Programs to provide the grant matching fund to shopping center owners dedicated to rehabilitating unattractive shopping centers, and the (4) Northern Gateway Revitalization Program.

Justification: The Commercial Property Improvement Programs (CPIP) grants, CIG grants, and Asset Management function revitalize and preserve targeted communities in support of the County Executive's priorities of creating equitable communities and transit-oriented development.

Highlights: The cumulative appropriation will fund the CIG and CPIP grant programs. It also supports the continued asset management of County-owned properties.

Enabling Legislation: Not Applicable

Location		Status	
Address	Countywide	Project Status	Design Stage
Council District	Countywide	Class	Rehabilitation
Planning Area	Not Assigned	Land Status	Location Not Determined

PROJECT MILESTONES

	Estimate	Actual
1 st Year in Capital Program		FY 2000
1 st Year in Capital Budget		FY 2004
Completed Design		Ongoing
Began Construction		Ongoing
Project Completion		Ongoing

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2026 Estimate	FY 2027	Total
\$7,636	\$5,938	\$0	\$13,574

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2026 Estimate	Total 6 Years	Budget Year FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Beyond 6 Years
EXPENDITURE											
PLANS	\$321	\$321	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
LAND	96	96	—	—	—	—	—	—	—	—	—
CONSTR	786	786	—	—	—	—	—	—	—	—	—
EQUIP	—	—	—	—	—	—	—	—	—	—	—
OTHER	12,371	6,433	5,938	—	—	—	—	—	—	—	—
TOTAL	\$13,574	\$7,636	\$5,938	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
FUNDING											
STATE	\$601	\$601	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
OTHER	12,973	10,230	198	2,545	198	2,347	—	—	—	—	—
TOTAL	\$13,574	\$10,831	\$198	\$2,545	\$198	\$2,347	\$—	\$—	\$—	\$—	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	



Description: The Glenarden Apartments Redevelopment is a four phased project including demolition and replacement of a blighted apartment complex on 27 acres in Glenarden. The redevelopment and new housing will consist of 429 new multifamily apartments, owner occupied townhomes for seniors and families, infrastructure improvements, a community center, pool, and over three acres of green space in a pedestrian friendly environment.

Justification: This project continues to stimulate economic development in the areas eligible for rehabilitation and blight removal. The neighborhood is being revitalized through the provision of new affordable housing stock, public infrastructure improvements, and public safety enhancements.

Highlights: The RDA expects to have lot sales on 97 total townhomes commencing in the last quarter of FY 2026, and continuing into FY 2027 and FY 2028. The projected gross sales revenue is estimated at \$10.1 million.

Enabling Legislation: Not Applicable

Location		Status	
Address	8405 Hamlin Street, Glenarden	Project Status	Under Construction
Council District	Five	Class	Rehabilitation
Planning Area	Landover and Vicinity	Land Status	No Land Involved

PROJECT MILESTONES

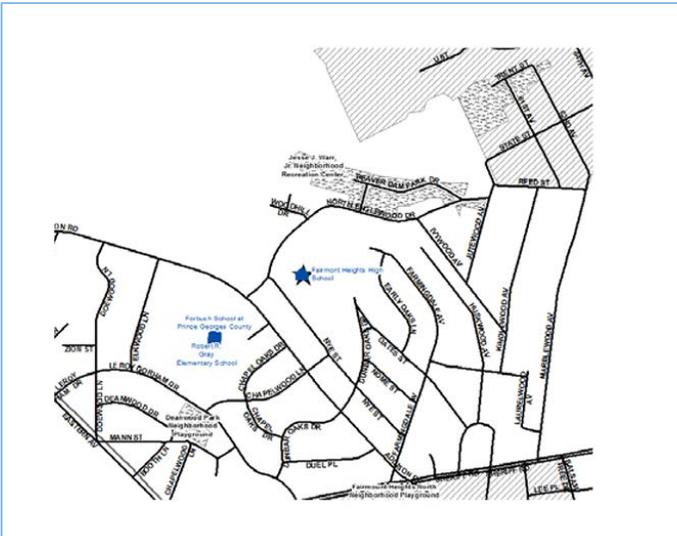
	Estimate	Actual
1 st Year in Capital Program		FY 2013
1 st Year in Capital Budget		FY 2013
Completed Design		FY 2018
Began Construction		FY 2018
Project Completion	FY 2028	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2026 Estimate	FY 2027	Total
\$21,496	\$3,347	\$0	\$24,843

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2026 Estimate	Total 6 Years	Budget Year FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Beyond 6 Years
EXPENDITURE											
PLANS	\$53	\$53	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
LAND	3	3	—	—	—	—	—	—	—	—	—
CONSTR	20,396	20,396	—	—	—	—	—	—	—	—	—
EQUIP	—	—	—	—	—	—	—	—	—	—	—
OTHER	4,391	1,044	3,347	—	—	—	—	—	—	—	—
TOTAL	\$24,843	\$21,496	\$3,347	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
FUNDING											
FEDERAL	\$269	\$269	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
OTHER	24,574	19,036	1,100	4,438	4,438	—	—	—	—	—	—
TOTAL	\$24,843	\$19,305	\$1,100	\$4,438	\$4,438	\$—	\$—	\$—	\$—	\$—	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	



Description: The redevelopment of the old Fairmont Heights High School, a 168,841 square foot structure, aligns with signature projects along the Blue Line Corridor including a civic plaza, fieldhouse, market hall, and a cultural arts and library facility.

Justification: The structure is a prior school building on 14.9 acres built in 1951. The primary structure and land were dispositioned from the Board of Education to the County for potential adaptive re-use.

Highlights: The cumulative appropriation will support the development of a film studio and soundstage renovation project along the Blue Line Corridor.

Enabling Legislation: Not Applicable

Location		Status	
Address	1401 Nye Street, Capitol Heights	Project Status	Design Not Begun
Council District	Seven	Class	Rehabilitation
Planning Area	Town of Capitol Heights	Land Status	Publicly Owned Land

PROJECT MILESTONES

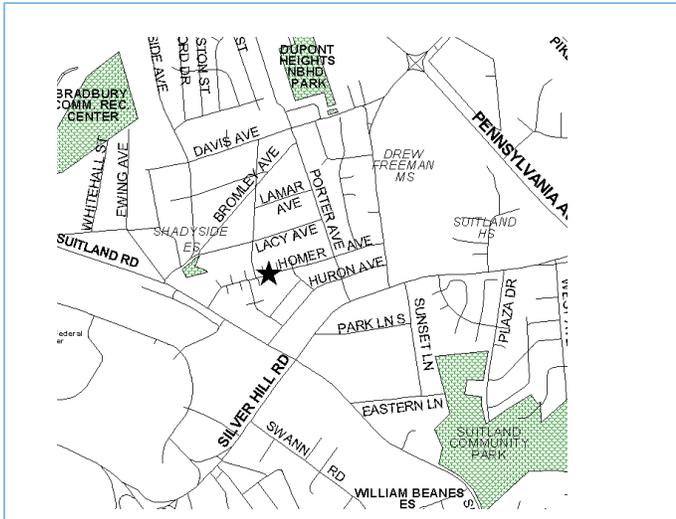
	Estimate	Actual
1 st Year in Capital Program		FY 2025
1 st Year in Capital Budget		FY 2025
Completed Design	FY 2025	
Began Construction	FY 2026	
Project Completion	FY 2027	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2026 Estimate	FY 2027	Total
\$0	\$5,000	\$0	\$5,000

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2026 Estimate	Total 6 Years	Budget Year FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Beyond 6 Years
EXPENDITURE											
PLANS	\$1,000	\$—	\$1,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
LAND	—	—	—	—	—	—	—	—	—	—	—
CONSTR	4,000	—	4,000	—	—	—	—	—	—	—	—
EQUIP	—	—	—	—	—	—	—	—	—	—	—
OTHER	—	—	—	—	—	—	—	—	—	—	—
TOTAL	\$5,000	\$—	\$5,000	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
FUNDING											
STATE	\$5,000	\$—	\$—	\$5,000	\$5,000	\$—	\$—	\$—	\$—	\$—	\$—
TOTAL	\$5,000	\$—	\$—	\$5,000	\$5,000	\$—	\$—	\$—	\$—	\$—	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
OPERATING				—	—	—	—	—	—	—	—
DEBT				—	—	—	—	—	—	—	—
OTHER				—	—	—	—	—	—	—	—
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—



Description: The Suitland Manor project consists of acquisition, relocation, demolition, and clearance of approximately 33 acres of commercial and residential properties. Total public infrastructure costs are estimated to be \$40 million. The infrastructure construction is underway, and the townhome phase is complete. The 137-unit senior building is under construction.

Justification: The neighborhood will be revitalized through the provision of new housing stock, infrastructure improvements, and public safety enhancements. The project will provide retail investment to complement the neighborhood and the Suitland Federal Center.

Highlights: The cumulative appropriation will support the construction of infrastructure (streets, utilities, and stormwater management) for the residential, retail, and open space project. The project will be constructing townhomes for Phase 2a and accepting solicitations for road improvements, demolition, and site preparation and the complete buildout of Central Park. FY 2027 'Other' funding consists of \$1.2 million in PAYGO and \$1.1 million in land sales.

Location		Status	
Address	Homer Avenue, Suitland	Project Status	Under Construction
Council District	Seven	Class	Rehabilitation
Planning Area	Suitland, District Heights, and Vicinity	Land Status	Land Bank Acquisition

PROJECT MILESTONES

	Estimate	Actual
1 st Year in Capital Program		FY 2001
1 st Year in Capital Budget		FY 2001
Completed Design		FY 2022
Began Construction		FY 2018
Project Completion	FY 2032	

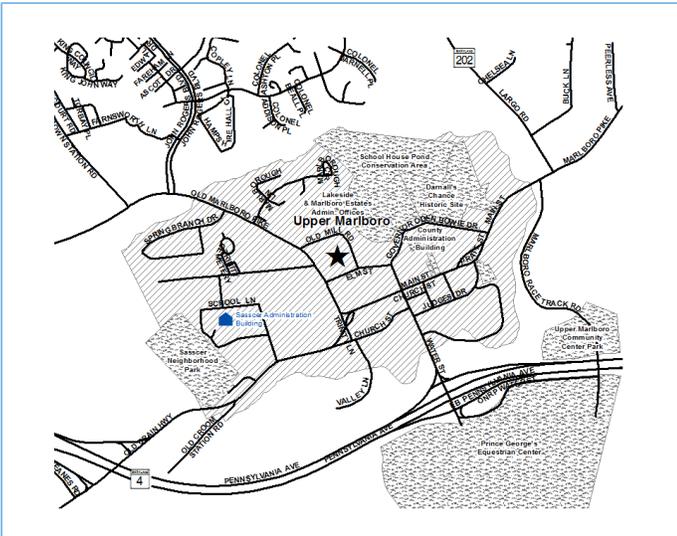
Enabling Legislation: Not Applicable

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2026 Estimate	FY 2027	Total
\$105,893	\$7,541	\$0	\$113,434

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2026 Estimate	Total 6 Years	Budget Year FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Beyond 6 Years
EXPENDITURE											
PLANS	\$10,092	\$9,292	\$—	\$800	\$—	\$250	\$250	\$250	\$50	\$—	\$—
LAND	3,224	3,224	—	—	—	—	—	—	—	—	—
CONSTR	64,211	41,670	7,541	15,000	—	7,000	2,000	2,000	2,000	2,000	—
EQUIP	—	—	—	—	—	—	—	—	—	—	—
OTHER	51,707	51,707	—	—	—	—	—	—	—	—	—
TOTAL	\$129,234	\$105,893	\$7,541	\$15,800	\$—	\$7,250	\$2,250	\$2,250	\$2,050	\$2,000	\$—
FUNDING											
STATE	\$450	\$450	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
OTHER	128,784	81,251	2,336	45,197	2,250	2,250	2,250	2,250	18,100	18,097	—
TOTAL	\$129,234	\$81,701	\$2,336	\$45,197	\$2,250	\$2,250	\$2,250	\$2,250	\$18,100	\$18,097	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
OPERATING				—	—	—	—	—	—	—	—
DEBT				—	—	—	—	—	—	—	—
OTHER				—	—	—	—	—	—	—	—
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—



Description: The Town of Upper Marlboro project includes infrastructure improvements and redevelopment efforts to address potential needs in the Town of Upper Marlboro.

Justification: The Town of Upper Marlboro anticipates various infrastructure needs and redevelopment initiatives in the future.

Highlights: The cumulative appropriation will support the Town of Upper Marlboro's request for a feasibility study.

Enabling Legislation: Not Applicable

Location		Status	
Address	Upper Marlboro Area, Upper Marlboro	Project Status	Design Stage
Council District	Nine	Class	Rehabilitation
Planning Area	Upper Marlboro and Vicinity	Land Status	Design Not Begun

PROJECT MILESTONES

	Estimate	Actual
1 st Year in Capital Program		FY 2017
1 st Year in Capital Budget		FY 2025
Completed Design	FY 2028	
Began Construction	FY 2029	
Project Completion	FY 2031	

CUMULATIVE APPROPRIATION (000'S)

Life to Date	FY 2026 Estimate	FY 2027	Total
\$0	\$250	\$0	\$250

Project Summary

Category/Description	Total Project Cost	Life to Date Actual	FY 2026 Estimate	Total 6 Years	Budget Year FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	Beyond 6 Years
EXPENDITURE											
PLANS	\$250	\$—	\$250	\$—	\$—	\$—	\$—	\$—	\$—	\$—	\$—
LAND	—	—	—	—	—	—	—	—	—	—	—
CONSTR	2,250	—	—	2,250	—	—	500	1,000	750	—	—
EQUIP	—	—	—	—	—	—	—	—	—	—	—
OTHER	—	—	—	—	—	—	—	—	—	—	—
TOTAL	\$2,500	\$—	\$250	\$2,250	\$—	\$—	\$500	\$1,000	\$750	\$—	\$—
FUNDING											
OTHER	\$2,500	\$250	\$—	\$2,250	\$—	\$—	\$500	\$1,000	\$750	\$—	\$—
TOTAL	\$2,500	\$250	\$—	\$2,250	\$—	\$—	\$500	\$1,000	\$750	\$—	\$—
OPERATING IMPACT											
PERSONNEL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	
OPERATING				—	—	—	—	—	—	—	
DEBT				—	—	—	—	—	—	—	
OTHER				—	—	—	—	—	—	—	
TOTAL				\$—	\$—	\$—	\$—	\$—	\$—	\$—	