



THE PRINCE GEORGE'S COUNTY GOVERNMENT

Office of Audits and Investigations

MEMORANDUM

April 12, 2021

TO: Calvin S. Hawkins II, Chair
Prince George's County Council

THRU: David H. Van Dyke, County Auditor *DH*

FROM: Arian Albear, Legislative Budget and Policy Analyst *MA*

RE: Prince George's Community College
Fiscal Year 2022 Budget Review

Budget Overview

The FY 2022 Proposed Budget for the Prince George's Community College is \$119,089,400. This is a decrease of \$13,572,700, or 10.2%, under the FY 2021 Approved Budget. The decrease is primarily driven by operating costs, capital outlay, and compensation offset by an increase in fringe benefits.

Budget Comparison

Approved Fiscal Year 2021 to Proposed Fiscal Year 2022

| Funding Source | FY 2020 Actual | FY 2021 Approved | FY 2021 Estimated | % Change - Est vs App | FY 2022 Proposed | \$ Change | % Change |
|---------------------|----------------------|----------------------|----------------------|--------------------------|-----------------------|-----------------------|---------------|
| County Contribution | \$ 43,922,330 | \$ 43,922,300 | \$ 43,922,300 | 0.0% | \$ 41,726,200 | \$ (2,196,100) | -5.0% |
| State Aid | 31,245,262 | 35,928,300 | 31,245,000 | -13.0% | 32,967,100 | (2,961,200) | -8.2% |
| Tuition and Fees | 40,164,615 | 42,407,500 | 34,530,100 | -18.6% | 36,076,200 | (6,331,300) | -14.9% |
| Other Revenues | 2,846,420 | 4,685,000 | 1,707,000 | -63.6% | 2,637,600 | (2,047,400) | -43.7% |
| Fund Balance | - | 5,719,000 | 3,142,600 | -45.0% | 5,682,300 | (36,700) | -0.6% |
| Total | \$118,178,627 | \$132,662,100 | \$114,547,000 | -13.7% | \$ 119,089,400 | \$(13,572,700) | -10.2% |

Authorized Staffing Comparison

| | FY 2021 Approved | FY 2022 Proposed | Change Amount | Percentage Change |
|--------------|---------------------|---------------------|------------------|----------------------|
| Full-Time | 908 | 909 | 1 | 0.1% |
| Part-Time | 1,266 | 1,266 | 0 | 0.0% |
| Total | 2,174 | 2,175 | 1 | 0.0% |

COVID-19 IMPACT & RESPONSE

- COVID-19-associated costs currently fully covered by external sources
- College Tuition & Fees revenue have decreased from FY 2021 Approved Budget amounts.
 - Enrollment data continues to decline.
- The College has undergone two rounds of downward budget adjustment from \$132,622,100 to \$117,927,256.
- The College implemented a hiring frost, replacing only the most critical positions. While the Knowledge Transfer process documents an exiting employee’s job responsibilities and project status, vacant positions take a toll on operations.
- 54 staff working in shuttered, in-person operations have been laid off. These include staff working in the Natatorium, the Center for Performing Arts, and Athletics. The College intends on recall laid off staff once in-person operations resume.

CARES Funding

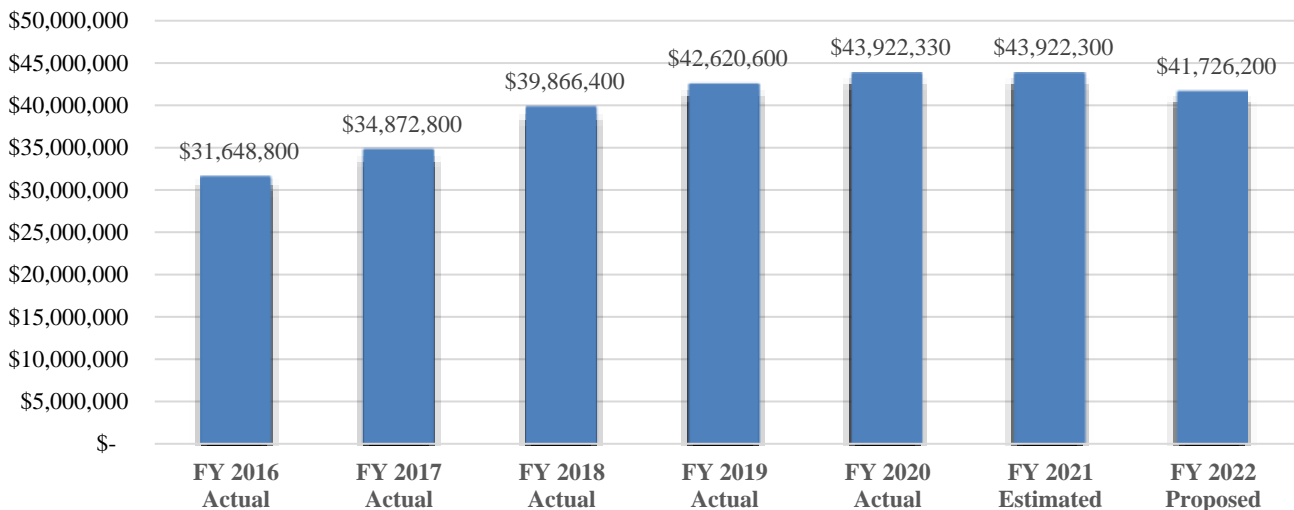
- CARES I: \$6.4 million (\$3.2 million directly to students, \$3.2 million to institution)
- CARES II: \$14.7 million (\$3.2 million directly to students, \$11.5 million to institution)
- Moving forward, the College expects to continue hybrid learning and telework practices on some scale.

Budget Comparison – Revenues

County Contribution

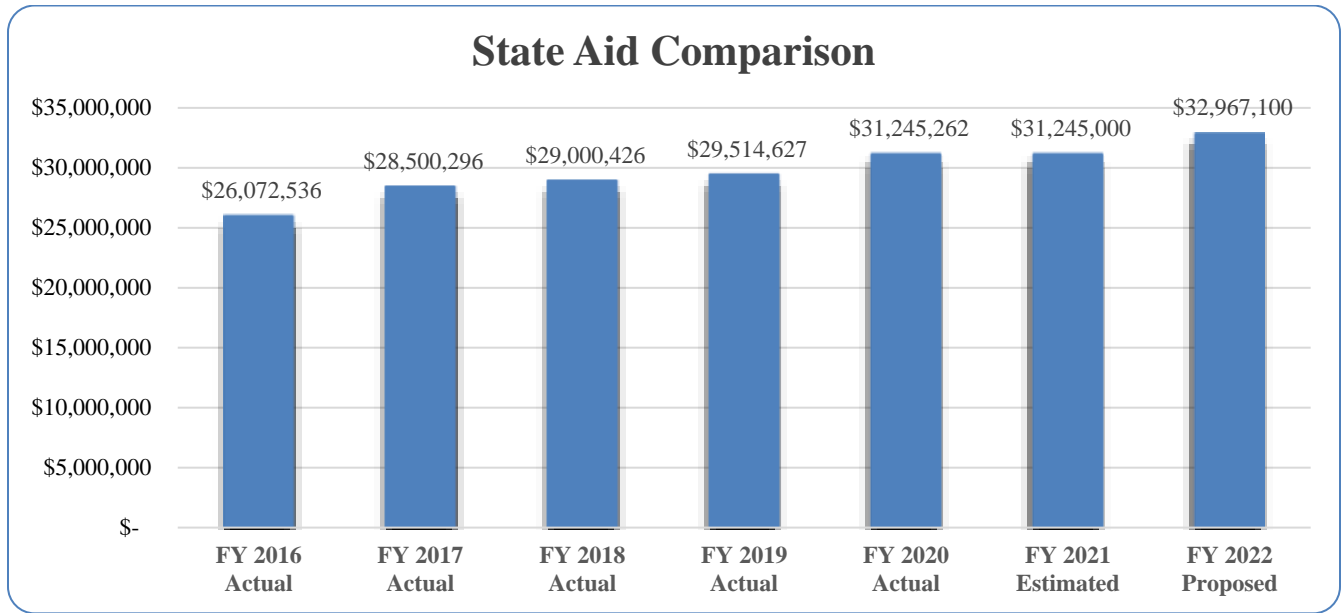
- The proposed FY 2022 County contribution to the Community College is \$41,726,200, a decrease of \$2,196,100, or 5%, under the FY 2021 Approved Budget. The County’s contribution comprises 35% of the total proposed funding. The contribution has increased \$10,077,400, or 31.8%, over the amount provided in FY 2016.

County Contribution Comparison



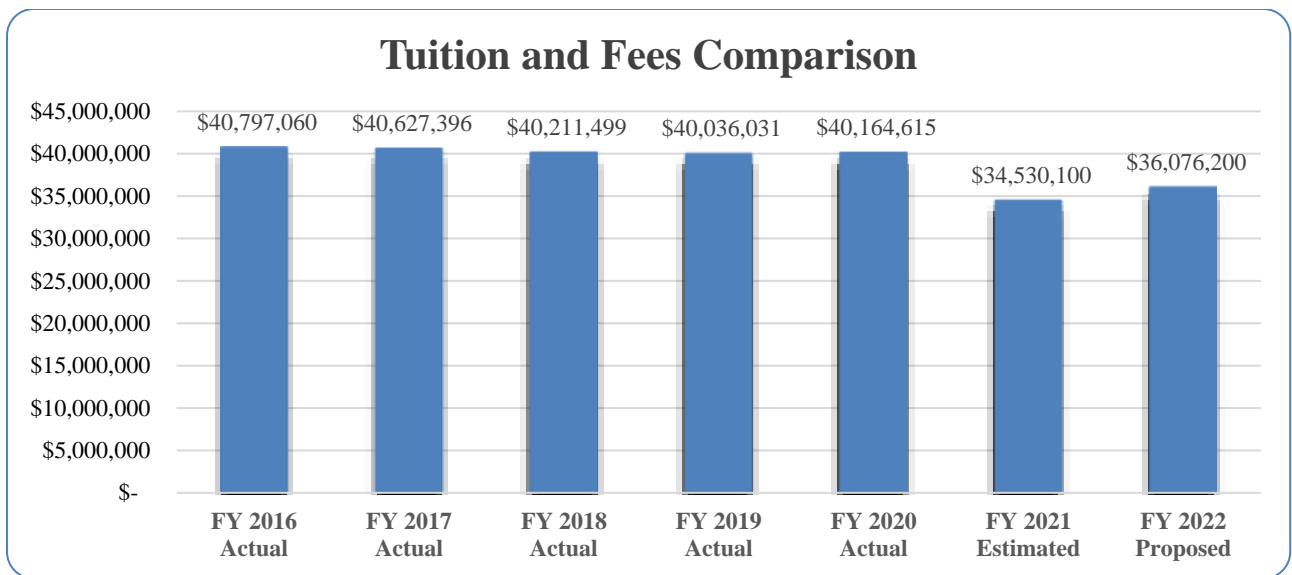
State Aid

- The proposed FY 2022 State Aid to the Community College is \$32,967,100, a decrease of \$2,961,200, or 8.2%, under the FY 2021 Approved Budget. State Aid comprises 27.7% of the total proposed funding. State Aid has increased \$6,894,564, or 26.4%, over the amount provided in FY 2016.



Tuition and Fees

- The proposed FY 2022 Tuition and Fees budget is \$36,076,200, a decrease of \$6,331,300, or 14.9% under the FY 2021 Approved Budget. Tuition and Fees comprise 30.3% of the total proposed funding. Tuition and Fees have decreased \$4,720,860, or 11.6% under FY 2016. Out of the total proposed Tuition and Fees budget, \$34,412,900 is from credit revenue, while \$1,663,300 is from non-credit revenue.



- FY 2022 student enrollment in credit (17,085 students) and non-credit (13,467 students) is projected to increase when compared to FY 2021 estimated enrollment. Decrease in enrollment for FY 2021 has been attributed to the closure of the College as a result of the COVID-19 pandemic. The College's Independent Auditor's Report for the period ending in 30 June 2020 noted declining enrollment trends of 19.1% over an eight-year period beginning in FY 2012. FY 2020 experienced a 2.7% decline in enrollment under FY 2019.

| FISCAL YEAR STUDENT ENROLLMENT | | | | |
|---------------------------------------|-----------------------|-----------------------|--------------------------|-------------------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Proposed |
| Credit | 7,202 | 7,256 | 7,083 | 7,355 |
| Non-Credit | 4,565 | 4,088 | 2,044 | 2,537 |
| Total Duplicated | 11,767 | 11,344 | 9,127 | 9,892 |

| FISCAL YEAR HEAD COUNT | | | | |
|-------------------------------|-----------------------|-----------------------|--------------------------|-------------------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Proposed |
| Credit | 16,981 | 16,812 | 16,315 | 17,085 |
| Non-Credit | 21,274 | 17,130 | 11,991 | 13,467 |
| Total Duplicated | 38,255 | 33,942 | 28,306 | 30,552 |
| Total Unduplicated | 37,411 | 33,280 | 28,013 | 30,065 |

- The College continues to struggle with low retention, graduation, and transfer rates after four-year. The implementation of the Pathways program to guide students through course selection aims to reverse this trend.

| STUDENT RETENTION AND COMPLETION RATES | | | | | | |
|---|-----------------------|-----------------------|-----------------------|--------------------------|--------------------------|--|
| | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Projected | |
| Fall to Fall retention – developmental students | 52.2% | 54.2% | 47.3% | 49.6% | 52.1% | |
| Fall to Fall retention – college-ready students | 57.4% | 63.0% | 66.1% | 62.8% | 63.0% | |
| Graduation & transfer rate after 4 years (all students in cohorts) | 36.2% | 39.1% | 36.8% | 37.1% | 37.5% | |
| Graduation & transfer rate after 4 years (college-ready students) | 54.1% | 53.9% | 49.3% | 49.8% | 50.3% | |
| Graduation & transfer rate after 4 years (developmental completers) | 46.8% | 50.3% | 43.9% | 44.4% | 44.8% | |

- The Community College does not anticipate a tuition rate increase for FY 2022. The chart below summarizes the current tuition rates per credit.

| Tuition Rate (per credit) | |
|--------------------------------------|---------------------|
| Tuition Type | FY 2022 Rate |
| County Resident | \$107 |
| Maryland Resident, other counties | \$202 |
| Out-of-State residents | \$304 |
| Revised Consolidated for all courses | \$47 |

Other Revenues

- The proposed FY 2022 Other Revenues is \$2,637,600, a decrease of \$2,047,400, or 43.7% under the FY 2021 Approved Budget. Other Revenues account for 2.2% of the total proposed budget and are composed primarily of sales and services (\$1,937,600) and contribution from M-NCPPC (\$700,000).

Fund Balance

- The Community College proposes to use \$5,682,300 of their General Fund Balance during FY 2022, a decrease of \$36,700 or 0.6% under the approved FY 2021 level. The College noted an estimated total General Fund balance of \$21.1 million for FY 2022..

Budget Comparison – Expenditures

Approved Fiscal Year 2021 to Proposed Fiscal Year 2022

| Expenditures | FY 2020 Actual | FY 2021 Approved | FY 2021 Estimated | % Change - Est vs App | FY 2022 Proposed | \$ Change | % Change |
|--------------------|-----------------------|-----------------------|-----------------------|--------------------------|-----------------------|------------------------|---------------|
| Compensation | \$ 72,765,480 | \$ 75,243,800 | \$ 70,280,700 | -6.6% | \$ 72,480,400 | \$ (2,763,400) | -3.7% |
| Fringe Benefits | 16,249,695 | 18,752,400 | 19,056,700 | 1.6% | 20,612,900 | 1,860,500 | 9.9% |
| Operating Expenses | 24,768,365 | 34,950,200 | 23,484,600 | -32.8% | 25,287,600 | (9,662,600) | -27.6% |
| Capital Outlay | 1,916,829 | 3,715,700 | 1,725,000 | -53.6% | 708,500 | (3,007,200) | -80.9% |
| Total | \$ 115,700,369 | \$ 132,662,100 | \$ 114,547,000 | -13.7% | \$ 119,089,400 | \$ (13,572,700) | -10.2% |

Budget and Staffing, by Division

| Category | FY 2020 Actual | FY 2021 Approved | FY 2021 Estimated | % Change - Est vs App | FY 2022 Proposed | \$ Change | % Change |
|-----------------------------|-----------------------|-----------------------|-----------------------|--------------------------|-----------------------|------------------------|---------------|
| Instruction | \$ 36,087,999 | \$ 39,572,200 | \$ 37,146,500 | -6.1% | \$ 36,771,300 | \$ (2,800,900) | -7.1% |
| Academic Support | 26,363,357 | 31,637,000 | 26,423,900 | -16.5% | 28,612,300 | (3,024,700) | -9.6% |
| Student Services | 9,143,792 | 10,487,300 | 9,392,300 | -10.4% | 9,517,000 | (970,300) | -9.3% |
| Plant Operations | 13,036,801 | 16,504,800 | 12,112,700 | -26.6% | 13,415,900 | (3,088,900) | -18.7% |
| Institutional Support | 27,731,124 | 31,173,300 | 26,396,900 | -15.3% | 28,074,500 | (3,098,800) | -9.9% |
| Scholarship and Fellowships | 2,816,164 | 2,685,300 | 2,535,500 | -5.6% | 2,300,000 | (385,300) | -14.3% |
| Public Service | 521,133 | 602,200 | 539,200 | -10.5% | 398,400 | (203,800) | -33.8% |
| Total | \$ 115,700,370 | \$ 132,662,100 | \$ 114,547,000 | -13.7% | \$ 119,089,400 | \$ (13,572,700) | -10.2% |

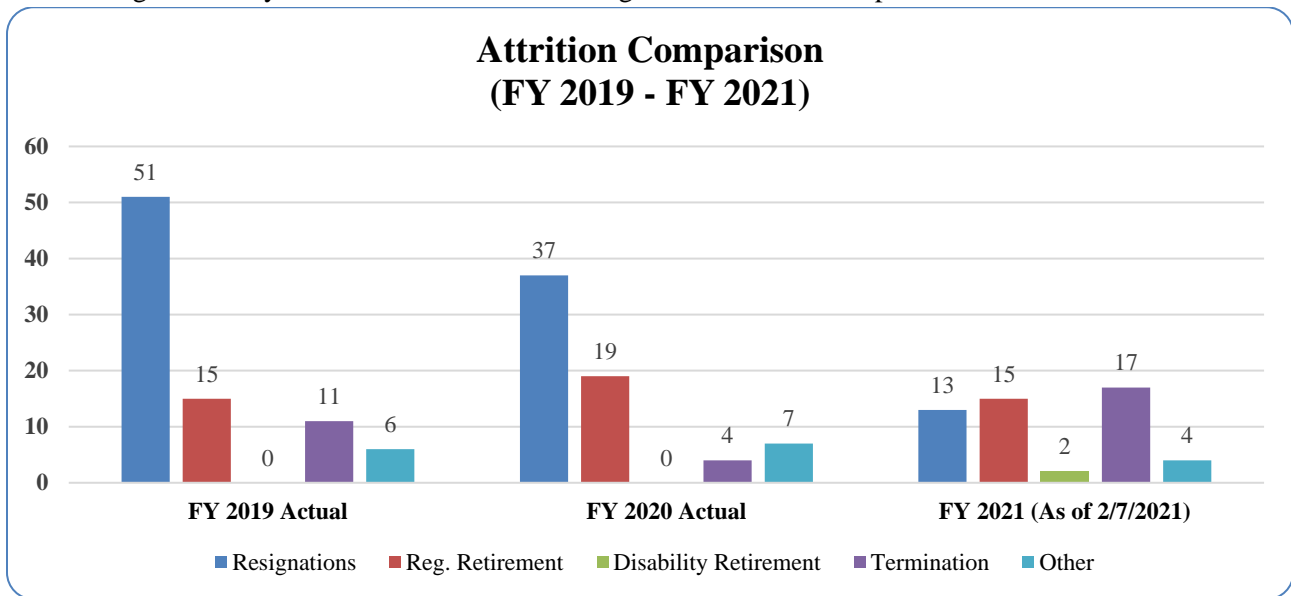
| Category | FY 2021 Approved | | FY 2022 Proposed | | Change Amount | | Change Percentage | |
|----------------------------|---------------------|--------------|---------------------|--------------|------------------|----------|----------------------|-------------|
| | FT | PT | FT | PT | FT | PT | FT | PT |
| Instruction | 243 | 1,112 | 243 | 1,112 | 0 | 0 | 0.0% | 0.0% |
| Academic Support | 229 | 85 | 229 | 85 | 0 | 0 | 0.0% | 0.0% |
| Student Services | 99 | 11 | 102 | 11 | 3 | 0 | 3.0% | 0.0% |
| Plant Operations | 135 | 24 | 133 | 24 | -2 | 0 | -1.5% | 0.0% |
| Institutional Support | 197 | 18 | 197 | 18 | 0 | 0 | 0.0% | 0.0% |
| Scholarship and Fellowship | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% | 0.0% |
| Public Service | 5 | 16 | 5 | 16 | 0 | 0 | 0.0% | 0.0% |
| Total | 908 | 1,266 | 909 | 1,266 | 1 | 0 | 0.1% | 0.0% |
| Total Employees | 2,174 | | 2,175 | | 1 | | 0.05% | |

Staffing Changes and Compensation

- The proposed FY 2022 Compensation expenditure is \$72,480,400, a decrease of \$2,763,400, or 3.7% under the FY 2021 Approved Budget. The reduction is due to increased salary lapse, attrition as well as a reduction in overtime and prior salary adjustments.
- Compensation costs in FY 2022 include funding for 909 full-time positions and 1,266 part-time positions for a total of 2,175 employees, an increase of one (1) full-time position over FY 2021. Below is a summary of current full-time and part-time instructional staff by type of credential:

| INSTRUCTIONAL STAFF BY TYPE OF CREDENTIAL | | | |
|--|--------------------------|--------------------------|--------------|
| Degree Level | Full-Time Faculty | Part-Time Faculty | Total |
| Bachelor’s Degree | 12 | 60 | 72 |
| Less than Master’s (LTM) | 15 | 1073 | 1088 |
| Master’s Degree | 148 | 326 | 474 |
| Doctorate Degree | 59 | 130 | 189 |
| Total | 234 | 1589 | 1823 |

- According to information obtained from the 2020 Databook published by the Maryland Association of Community Colleges in March 2020, the College’s 10-month full-time credit instructional faculty’s overall weighted average salary ranks 4th highest among the 16 Maryland Community Colleges. Nevertheless, exit interviews confirmed compensation (when compared with similar positions in the government and private sector) as a key factor in most resignations. As of 25 January 2021, the College had 153 full-time and 549 part-time vacant positions. This amounts to 16.9% and 43.4% vacancy rates, respectively.
- The College’s attrition rate as of 7 February 2021 is 6.4% and it is expected to reach between 8% and 10% by the end of the fiscal year – in line with the 8.1% rate in FY 2020 Actual. Of the 51 employees that have left the College in FY 2021, 17 were terminations, 15 were regular retirement, 13 were voluntary resignations, 2 were through disability retirement, and 4 were through other reasons not specified.



- By 30 June 2021, 183 personnel will be eligible for retirement, amounting to 20.75% of the College’s total personnel.

Fringe Benefits

- The proposed FY 2022 Fringe Benefits expenditures is \$20,612,900, an increase of \$1,860,500, or 9.9%, over the current year's approved level of funding due to rising insurance premiums. Fringe benefits as a percentage of total compensation has trended upwards.

| Fringe Benefits Historical Trend | | | | | | | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------------|---------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Actual | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Proposed |
| Fringe Benefits | \$17,168,645 | \$15,110,951 | \$18,473,268 | \$20,944,678 | \$16,249,695 | \$19,056,700 | \$20,612,900 |
| As a % of Compensation | 28.3% | 24.7% | 29.4% | 31.2% | 22.3% | 27.1% | 28.4% |
| Annual % Change | 8.6% | -12.0% | 22.3% | 13.4% | -22.4% | 17.3% | 8.2% |

Operating Expenses

- The proposed FY 2022 Operating Expenses is \$25,287,600 and are comprised of the following major items:
 - Operating Contracts \$ 13,813,900
 - Utilities \$ 2,767,000
 - Office/Building Lease/Rental \$ 2,386,800
 - Miscellaneous \$ 2,300,500
 - General Office Supplies \$ 1,230,900
- Operating Expenses are proposed to decrease in FY 2022 by \$9,662,600, or 27.6%, under FY 2021 approved level of funding due to reductions in 12 of the 14 line items in order to align with decreased revenues. 'Telephone' and 'Insurance Premiums' expenditures remained unchanged from FY 2021 funding levels. (*See the itemized Operating Objects chart below.*)
- Additional information regarding the decreases in operating expenses is displayed in the *First Round Budget Review Questions*, Question 16 and in the chart below:

| Operating Objects | FY 2021 Budget | FY 2022 Proposed | FY 2021 - FY2022 | |
|------------------------------|----------------------|----------------------|-----------------------|---------------|
| | | | \$ Change | % Change |
| Telephone | 655,300 | 655,300 | - | 0.0% |
| Utilities | 3,921,600 | 2,767,000 | (1,154,600) | -29.4% |
| Printing | 522,300 | 375,000 | (147,300) | -28.2% |
| Postage | 179,200 | 93,800 | (85,400) | -47.7% |
| Training | 898,300 | 72,800 | (825,500) | -91.9% |
| Advertising | 1,089,800 | 673,800 | (416,000) | -38.2% |
| Travel: Non-Training | 183,500 | 9,500 | (174,000) | -94.8% |
| Membership Fees | 397,800 | 305,600 | (92,200) | -23.2% |
| Insurance Premiums | 523,900 | 523,900 | - | 0.0% |
| Operating Contracts | 18,338,000 | 13,813,900 | (4,524,100) | -24.7% |
| General Office Supplies | 2,579,800 | 1,230,900 | (1,348,900) | -52.3% |
| Equipment Lease/Rental | 84,400 | 78,800 | (5,600) | -6.6% |
| Office/Building Lease/Rental | 2,480,000 | 2,386,800 | (93,200) | -3.8% |
| Miscellaneous | 3,096,300 | 2,300,500 | (795,800) | -25.7% |
| TOTAL | \$ 34,950,200 | \$ 25,287,600 | \$ (9,662,600) | -27.6% |

Capital Outlay

- The proposed FY 2022 Capital Outlay expenditures is \$708,500, a decrease of \$3,007,200, or 80.9% under the FY 2021 Approved Budget. Due to distance operations, the College postponed and/or cancelled some of the proposed expenses to remain within budget constraints.

HIGHLIGHTS

The mission of the Prince George's Community College is to transform students' lives. The College's mission is accomplished through education, training, and serving a diverse population through accessible, affordable, and rigorous learning experiences.

- The College provides the following five (5) core services under its mission:
 - ❖ Nearly 200 programs of study, including associate degrees, certificates, letters of recognition, and workforce development and continuing education programs;
 - ❖ Customized workforce training programs;
 - ❖ A well-developed continuing education program;
 - ❖ Educational partnerships with community agencies, businesses, industries, and organizations; and
 - ❖ Educational opportunities for a growing population of immigrant and international students.
- The College's Strategic Focus and Initiatives in FY 2022 are:
 - ❖ Promoting an integrated planning and budget process;
 - ❖ Conducting deep analyses to ensure effective stewardship of all key resources to reduce redundancy, waste, and dependency on reserves;
 - ❖ Strengthening college-wide financial planning through collaboration that fosters transparent and inclusive analyses and decision-making;
 - ❖ Promoting innovation to achieve short- and long-term fiscal sustainability and optimize organizational performance and future strategic positioning; and
 - ❖ Developing an evidence-based budget informed by varied data sources.
- Some of the Community College's notable accomplishments in FY 2021 include:
 - ❖ Launching INNOHUB @ Prince George's Community College;
 - ❖ Being selected by the Education Design Lab as one of the six community colleges with extraordinary entrepreneurship potential to improve outcomes for under-served students;
 - ❖ Receiving a \$2 million grant for adult education and family literacy services from the Department of Education and Maryland Department of Labor; and
 - ❖ Announcing Dr. Falecia Williams as the College's Ninth President.

Information Technology

- The College's technology initiatives for FY 2022 include:
 - ❖ Replacing phone system with modern cloud/hybrid communications system that unifies voice, fax, video, conferencing, and collaboration tools;
 - ❖ Supporting new instructional modalities resulting from the COVID-19 pandemic. This includes transitioning 18 traditional classrooms into Zoom Video Classrooms;
 - ❖ Enhancing remote and online instruction by transitioning current learning management system (LMS) to a cloud-based LMS;

- ❖ Continuing to support IT security posture by upgrading anti-virus systems and other defense strategies;
 - ❖ Maintaining reliable and stable operating environment, technology refresh for end-of-life network hardware and critical safety infrastructure; and
 - ❖ Meeting the demands of the College's growing data and storage needs.
- The College continues to experience high vacancy rates (33.9%) in critical technology positions and expect FY 2022 vacancy rates to increase to over 50% as a result of anticipated retirements. Lack of personnel to provide in-house IT services has been bridged by outsourcing critical web application and IT security services.
 - The College hires part-time students for low-demand technical vacancies as part of the Enterprise Technology Apprenticeship Program (ETAP). The Program object is to employ and develop the next generation of technology professionals by providing practical work experience for students in lieu of recruiting full-time staff. The COVID-19 pandemic reduced the number of students participating from 20 to around five (5).

Initiatives/Programs

- **Prince George's County's Promise Scholarship Program** supports students in addition to federal, state, and private scholarships to complete their education. For FY 2021, the College received \$1.7 million for the Promise Scholarship and expenditure totals are estimated to exceed this amount. As of December 2020, 436 students were awarded \$906,624 for the Fall 2020 semester to cover tuition, fees, and books and 231 additional students participated in program aspects whose federal or State grant funding covered tuition and fees.
- The **Guided Pathways Project** is designed to address two systemic challenges to student completion: 1) too many choices among which programs and courses to take; and 2) not enough advising support to navigate the multitude of choices – these result in low completion rates and students taking longer to complete their degrees.
- The **Academic English as a Second Language (ESL) Program** continues to meet the needs of the residents with limited English proficiency. The program consists of eight (8) courses offered at three levels of competency (basic, intermediary, and advanced) with courses focused on reading and grammar/writing as well as global oral communication. Faculty in the Academic ESL area have a master's degree or higher in TESOL, Linguistics, or FL with the ESL population. Several ESL faculty members work as tutors at the Writing Center, providing ESL-specific support to students in both the ESL sequence and credit classes. Students in the PGCC Academic English Area continue to have the option to take classes through the Laurel College Center in classes taught by Howard Community College faculty. The **Continuing Education ESL Program** is designed for individuals who need basic English instruction to be successful in the workplace, the community, and to transfer into academic or continuing education programs. Courses are funded by Consolidated Adult Education and Family Literacy Services grants administered by Maryland's Department of Labor. The College's **Adult Education ESL Program** also provides free healthcare, hospitality, and education certification courses connecting English-language instruction and workforce preparation and training. The **Transition ESL Program** assists individuals who may be confident in spoken English but wish to improve and/or prepare for college enrollment or the US naturalization exam. The Refugee Training Program provides free pre-vocational ESL training to individuals with refugee, asylee, or SIV (Special Immigrant Visa) status living in the County. The program is funded by the Maryland Office of Refugees and Asylees.

- The College partners with **Prince George's County Public Schools (PGCPS)** in following major programs and initiatives:
 - ❖ Offering GED preparation, adult literacy, and ESL classes at seven public schools.
 - ❖ Teacher trainings for full certification in the State of Maryland in partnership with PGCPS's Conditional Educator Program.
 - ❖ College for Integrative Arts partners with PGCPS to train teachers in incorporating fine arts disciplines (visual arts, film, music, dance, theater, poetry, literature) into their lesson plans.

- The College has collaborated with the **Prince George's County Memorial Library System (PGCMLS)** in the following major programs and initiatives:
 - ❖ Planning and implementing the FY 2021 STEM Summer Experience program for middle school students.
 - ❖ College's African American Studies Institute (AASI) plans to partner with the Library in FY 2022 to apply for a Big Read grant.

- The College has partnered with several businesses, governmental agencies, community-based organizations, and credit, workforce development, and continuing education advisory boards to meet its Student Success and Regional Impact goals. Examples of some of the partnerships are listed below:
 - ❖ *Allied Health and Nursing*: Supports clinical education components of the nursing and allied health programs
 - ❖ *TalentReady*: Comprehensive IT education program preparing students for one of four high school career paths: software development, networking, data management, and cybersecurity.
 - ❖ *STEM Experience Summer Camps*: Focuses on youth educational programming to expand the STEM talent pipeline.
 - ❖ *Innovation Hub*: Aims to attract, encourage, and facilitate innovation projects and provide entrepreneurial and experiential learning opportunities for students, faculty, and the community. Key components of the program include: Product Design Studio, Coding Lab, Human Capital Lab, and the Advisory Studio.
 - ❖ *Teambuilders Academy*: Assists students to achieve occupational certifications to enhance employability.
 - ❖ *Verizon Innovation Learning Program*: Introduces middle-school girls to science, technology, engineering, and math (STEM) skills.
 - ❖ *Intro to Smart Cities*: Course that introduces employers and students to competencies relevant to Smart Cities and the use of 5G technologies in rethinking business practices and processes.
 - ❖ *Prince George's County Police Department Adrienne/Percy*: Assists police department personnel in preparing for the Department Promotional Exam.
 - ❖ *Thomas Shortman Training Fund (TSTF)*: Offers a variety of adult education courses.
 - ❖ *Amazon Web Services Academy Partner/America's Promise*: Increases the number of emerging technology cloud computing courses offered to broaden capacity and meet technological requirements for Artificial Intelligence (AI).
 - ❖ *Sustainable Energy Workforce Development Program*: Provides free occupational skills training and work-based learning to prepare residents for employment in the renewable energy industry.
 - ❖ *CASA*: Develops training for Latino and immigrant populations in the County.
 - ❖ *Community Service and Training*: Provides services to children with special needs in partnership with PGCPS's Infants and Toddlers Program.

- Further information on each of the partnerships listed above can be found in the *First Round Budget Review Questions*, Question 26.
- For the College’s **Strategic Partnership Portfolio** representing majors aligned to the goals and implementation strategies of the Strategic Plan, see the *First Round Budget Review Questions*, Question 25. The general goal categories center around: Student Success, Regional Impact, and Organizational Excellence.

Capital Improvement Program (CIP) Overview

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 15 permanent buildings and 18 temporary buildings. The Community College has instituted a series of projects to modernize buildings aged 20 to 38 years, maintain major systems, and meet code requirements. The Facilities Master Plan establishes strategic initiatives aligned with the interests of the Community College’s staff and Board to more effectively serve the County’s residents.

FY 2022 Funding Sources

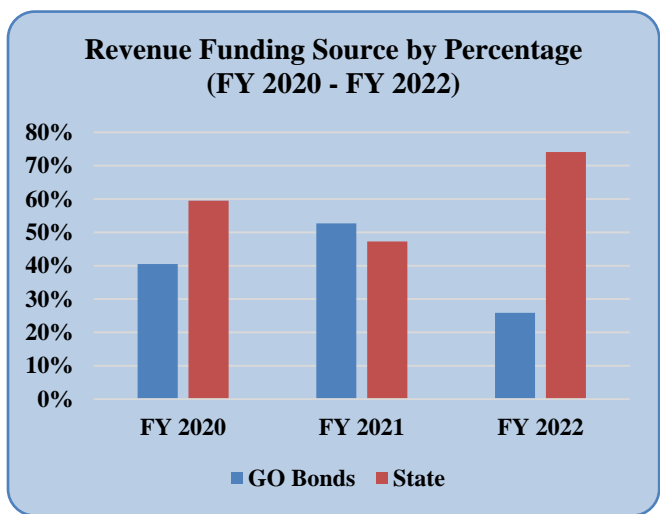
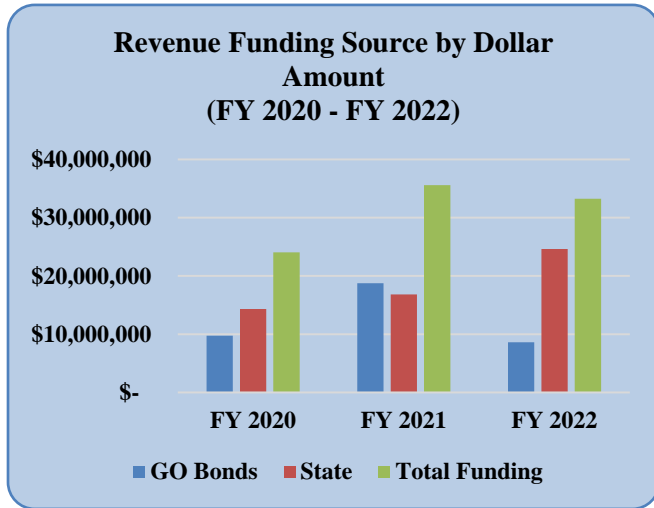
- As reflected in the statement of net position, the College has an unrestricted net deficit of \$42.3 million (as of 30 June 2020). Included in this total is \$5.3 million in the Capital Expenses Reserve Fund (CERF). This fund is used for construction projects not covered by the State and County CIP. The funds are committed to various capital projects to include: deferred maintenance and operating efforts to ensure the safe return for learning/work environments and to support any potential unforeseen costs associated with the Marlboro Hall project.

- In the Proposed FY 2022 Capital Budget, the funding source for CIP projects is as follows:

| | |
|--------------------------|---------------------------------|
| General Obligation Bonds | \$ 8,608,000 ; or, 25.9% |
| <u>State</u> | <u>\$24,637,000 ; or, 74.1%</u> |
| Total | \$33,245,000 100% |

- In the Approved FY 2021 Capital Budget, the funding source for CIP projects was as follows:

| | |
|--------------------------|--------------------------------|
| General Obligation Bonds | \$18,757,000; or, 52.7% |
| <u>State</u> | <u>\$16,831,000; or, 47.3%</u> |
| Total | \$35,588,000 100% |



Capital Improvement Budget Overview

- The Community College facility needs are addressed in the FY 2022-2027 Proposed Capital Improvement Program (CIP) Budget. The FY 2022 Proposed Capital Improvement Budget is \$33,245,000, which reflects a decrease of \$2,343,000, or 6.6%, under the FY 2021 Approved Capital Budget of \$35,588,000, and total project costs of \$385,608,000. The Capital Budget decrease is the result of the completion of the Queen Anne Academic Center during FY 2021, offset by increases in the proposed project budgets for Bladen Hall Renovation, College Improvements, North Parking Garage, and Renovate Marlboro Hall.
- Current and proposed CIP projects for the Community College are listed in the accompanying table below:

| Project Name | Est. Comp. | Approved FY 2021-2026 CIP | | Proposed FY 2022-2027 CIP | | | Change in Fiscal Year Budget (FY2021 - FY2022) | | Change in Total Project Funding (FY2021 - FY2022) | |
|-----------------------------------|------------|------------------------------|--------------------------------|---------------------------|------------------------------|--------------------------------|--|-------------|---|-----------|
| | | Approved FY21 Capital Budget | Total Approved Project Funding | Expended thru FY21 | Proposed FY22 Capital Budget | Total Proposed Project Funding | \$ Change | % Change | \$ Change | % Change |
| Bladen Hall Renovation | FY 2025 | 1,200,000 | 15,000,000 | - | - | 15,675,000 | (1,200,000) | -100% | 675,000 | 5% |
| College Improvements | Ongoing | 1,500,000 | 17,219,000 | 8,981,000 | 500,000 | 18,719,000 | (1,000,000) | -67% | 1,500,000 | 9% |
| Health & Wellness Center | TBD | - | 122,517,000 | - | - | 122,517,000 | - | 0% | - | 0% |
| Kent Hall Renovation and Addition | FY 2026 | - | 23,060,000 | - | - | 23,060,000 | - | 0% | - | 0% |
| Largo Student Center Renovation | FY 2024 | 5,136,000 | 64,047,000 | - | - | 56,217,000 | (5,136,000) | -100% | (7,830,000) | -12% |
| North Parking Garage | TBD | - | 24,941,000 | - | - | 26,303,000 | - | 0% | 1,362,000 | 5% |
| Renovate Marlboro Hall | FY 2024 | 23,392,000 | 110,431,000 | 8,674,000 | 62,373,000 | 112,867,000 | 38,981,000 | 167% | 2,436,000 | 2% |
| Southern Region Campus | TBD | - | 10,250,000 | - | - | 10,250,000 | - | 0% | - | 0% |
| TOTAL | | \$31,228,000 | \$ 387,465,000 | \$17,655,000 | \$ 62,873,000 | \$ 385,608,000 | \$31,645,000 | 101% | \$(1,857,000) | 0% |

- The Community College has eight (8) renovation and construction projects that are ongoing and/or planned in FY 2022. Details and funding requests are discussed below:
 - Bladen Hall Renovation* (no FY 2022 funding proposed)
 - Renovates 2nd and 3rd floors of Bladen Hall to update classrooms, faculty offices, and student faculty meeting spaces. Renovations will also cover restrooms, windows, and other miscellaneous HVAC equipment and electrical systems.

- Design is expected to be completed in FY 2023.
- Construction has been delayed to FY 2023 to align with estimated project schedule and State's allocation of funding; construction is expected to finish in FY 2025.
- Total project cost increased due to: 1) cost escalations, and 2) inclusion of Construction Management at Risk/Construction Management Agent (CMAR/CMA) fees.
- *College Improvements* (FY 2022 funding request: \$500,000)
 - Provides funding for replacing mechanical, life safety, environmental temperature building controls, and infrastructure items.
 - FY 2022 renovations will be used to replace two boilers and pneumatic controls located in the Novak Field House.
- *Health & Wellness Center* (no FY 2022 funding proposed)
 - Future proposed project to construct a new 145,665 net assignable square foot building to support the Health, Nutrition, Physical Education, and Athletics programs on campus.
 - Project has been delayed two years due to priority ranking and funding availability.
 - Design is scheduled to begin in FY 2026.
 - Construction is scheduled to begin in FY 2025.
- *Kent Hall Renovation and Addition* (no FY 2022 funding proposed)
 - Future proposed project to renovate 19,247 net additional square feet/30,738 gross square feet and the construction of a third floor of approximately 9,620 square feet/15,000 gross square feet to the college administration building.
 - Design is scheduled to begin in FY 2024.
- *Largo Student Center Renovation* (no FY 2022 funding proposed)
 - Provides for the renovation of 50,742 net assignable square feet/69,116 gross square feet and the construction of an addition totaling approximate 14,000 net assignable square feet of student services space.
 - Design has been delayed one year to FY 2022.
 - Construction is schedule to begin in FY 2022 and finish in FY 2024.
 - Total project cost decreased due to a reduction in State funding. Project will be redesigned to conform with available funding.
- *North Parking Garage* (no FY 2022 funding proposed)
 - Future proposed project that provides additional parking to students, faculty, and guests on the campus which has become sparse as a result of expansions and new building additions.
 - Design is scheduled to begin in FY 2026 due to realignment of available resources.
 - Total project cost increased due to: 1) cost escalations, and 2) inclusion of Construction Management at Risk/Construction Management Agent (CMAR/CMA) fees.
- *Renovate Marlboro Hall* (FY 2022 funding request: \$62,373,000)
 - Renovates 130,156 gross square feet of general classroom and faculty office space.
 - Design is scheduled to be completed in FY 2023.
 - Construction began in FY 2021 and is scheduled to be completed in FY 2024.
 - Total project cost increased due to: 1) cost escalations, and 2) inclusion of Construction Management at Risk/Construction Management Agent (CMAR/CMA) fees.
- *Southern Region Campus* (no FY 2022 funding proposed)
 - Provided preliminary funding for a feasibility study in FY 2015.
 - Future proposed project to build a college campus in the southern area of the County.