



# THE PRINCE GEORGE'S COUNTY GOVERNMENT

## Office of Audits and Investigations

### M E M O R A N D U M

April 11, 2022

TO: Jolene Ivey, Chair  
Education and Workforce Development (EWD) Committee

THRU: Turkessa M. Green, County Auditor

FROM: Arian Albear, Legislative Budget and Policy Analyst

RE: Prince George's Community College  
Fiscal Year 2023 Budget Review

#### Budget Overview

The FY 2023 Proposed Budget for the Prince George's Community College is \$126,813,200. This is an increase of \$3,618,400, or 2.9%, over the FY 2022 Approved Budget. The increase is primarily driven by an increase in operating costs that were reduced in the prior year due to not operating in person, an increase in the Promise Scholarship Program, and a 3.5% salary enhancement for eligible staff. The increases are partially offset by a decrease in the fringe benefit rate.

#### Budget Comparison

##### Approved Fiscal Year 2022 to Proposed Fiscal Year 2023

Funding Source	FY 2021 Actual	FY 2022 Approved	FY 2022 Estimated	% Change Est vs App	FY 2023 Proposed	\$ Change	% Change
County Contribution	\$ 43,922,330	\$ 41,726,200	\$ 43,926,200	5.3%	\$ 43,927,200	\$ 2,201,000	5.3%
State Aid	31,245,262	37,072,500	37,072,500	0.0%	42,694,600	5,622,100	15.2%
Tuition and Fees	37,383,476	36,076,200	32,164,000	-10.8%	35,842,800	(233,400)	-0.6%
Other Revenues	1,573,275	8,319,900	1,564,900	-81.2%	4,348,600	(3,971,300)	-47.7%
Fund Balance	-	-	-	-	-	-	-
<b>Total</b>	<b>\$114,124,343</b>	<b>\$123,194,800</b>	<b>\$114,727,600</b>	<b>-6.9%</b>	<b>\$ 126,813,200</b>	<b>\$ 3,618,400</b>	<b>2.9%</b>

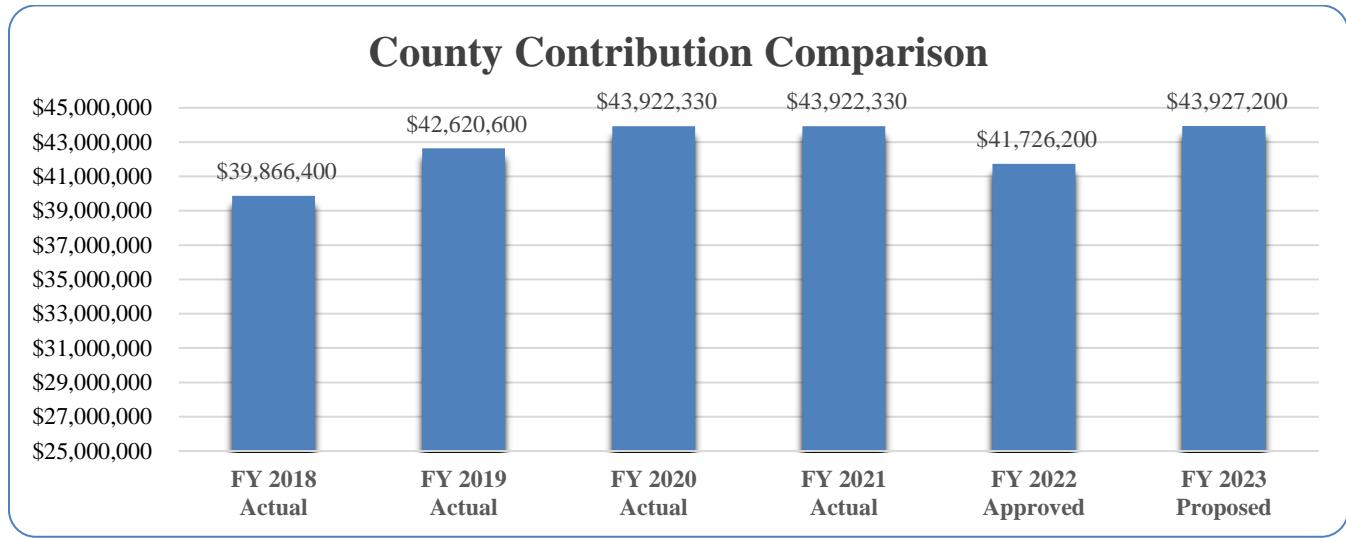
#### Authorized Staffing Comparison

	FY 2022 Approved	FY 2023 Proposed	Change Amount	Percentage Change
Full-Time	910	912	2	0.2%
Part-Time	1,266	872	-394	-31.1%
<b>Total</b>	<b>2,176</b>	<b>1,784</b>	<b>-392</b>	<b>-18.0%</b>

### **Budget Comparison – Revenues**

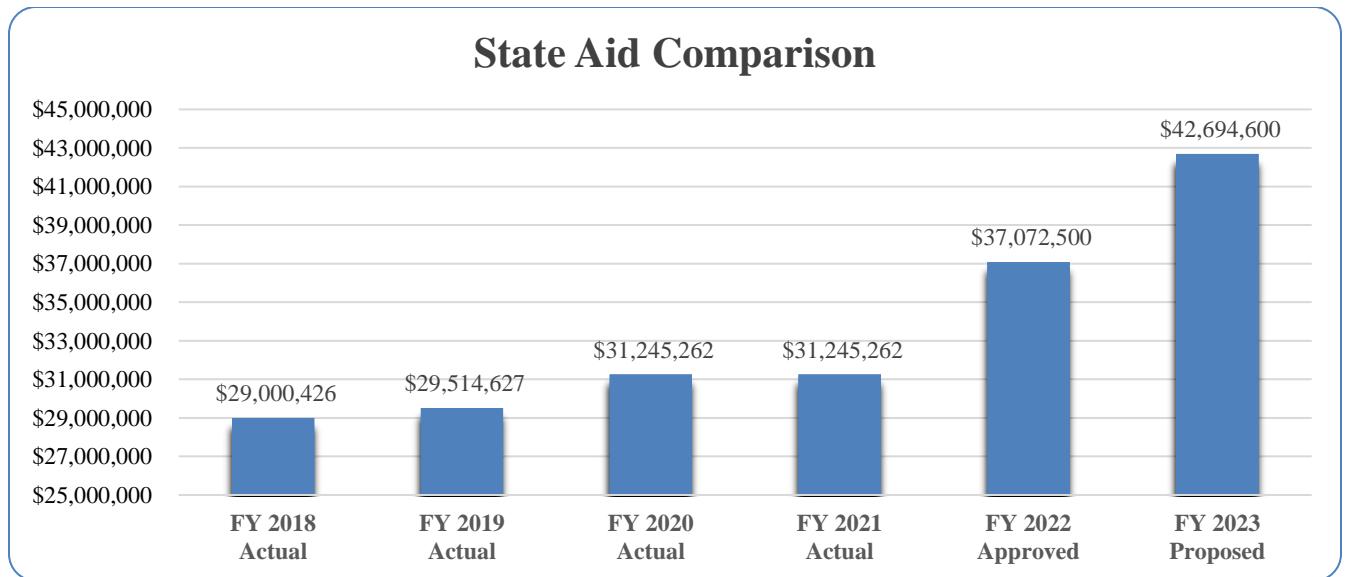
#### ***County Contribution***

- The proposed FY 2023 County contribution to the College is \$43,927,200, an increase of \$2,201,000, or 5.3%, over the FY 2022 Approved Budget. The County's contribution comprises 34.6% of the total proposed funding. The County Contribution has increased \$4,060,800 over the amount provided in FY 2018.
- According to the Annotated Code of Maryland's Cade Funding Formula (Section 16-305), local support must match at least the funding level of the previous year's contribution. Due to this requirement, the County allocated an additional \$2.2 million to the Community College for FY 2022.



#### ***State Aid***

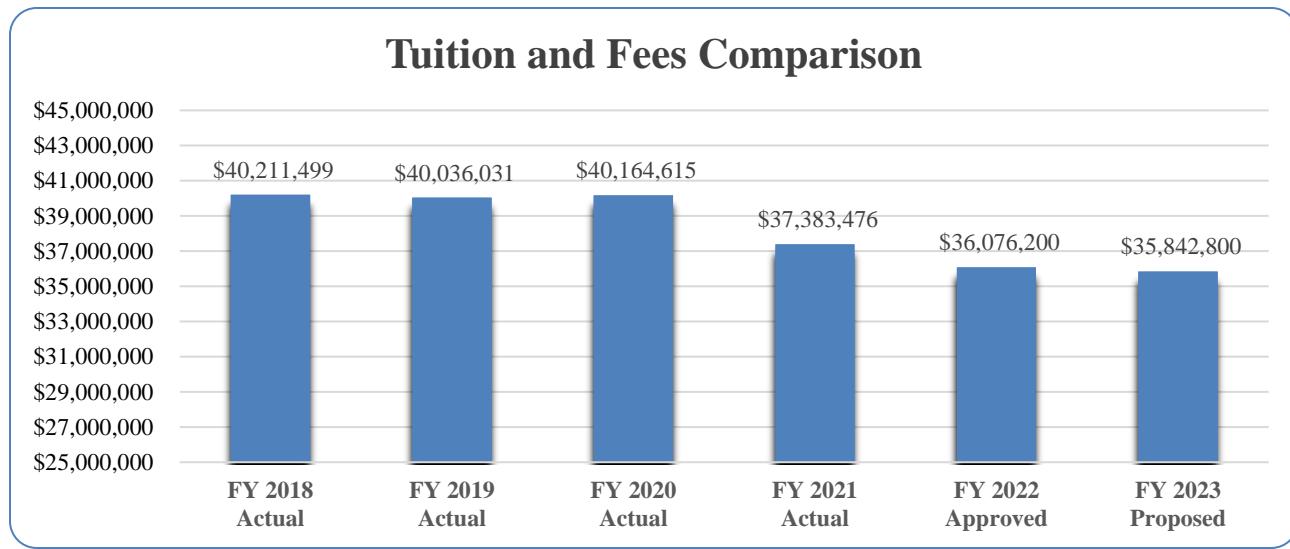
- The proposed FY 2023 State Aid to the Community College is \$42,694,600, an increase of \$5,622,100, or 15.2%, over the FY 2022 Approved Budget. State Aid comprises 33.7% of the total proposed funding. State Aid has increased \$13,694,174 over the amount provided in FY 2018.



- The Governor's proposed FY 2023 budget increases funding to 15 State community colleges by 20% (Baltimore City Community College received 10%). This will be the first time that full funding of the community college formula has been achieved.
- If passed, HB 1102/SB 799 would provide \$10 million to reimburse community colleges for State-mandated, unfunded tuition waivers. HB 598/SB 540 would provide an annual State appropriation of \$1 million to cover the costs of the annual subscription that enhances the ARTSYS program, which allows students to transfer from a two-year community college to a Maryland four-year institution. Both bills passed unanimously in the Senate and were heard in the House Appropriations Committee on April 4, 2022. As of April 8, they have not been scheduled for further action in the House of Delegates.

#### ***Tuition and Fees***

- The proposed FY 2023 Tuition and Fees budget is \$35,842,800, a decrease of \$233,400, or 0.6% under the FY 2022 Approved Budget. Tuition and Fees comprise 28.3% of the total proposed funding. Tuition and Fees have decreased \$4,954,260 under the amount provided in FY 2016. Out of the total proposed Tuition and Fees budget, \$33,136,500 is from credit revenue, while \$2,706,300 is from non-credit revenue.



- FY 2023 student credit enrollment (7,338 students) and non-credit enrollment (3,287 students) is projected to increase when compared to FY 2022 estimated enrollment. The College's Independent Auditor's Report for the period ending on June 30, 2021, noted declining enrollment trends of 19.4% from FY 2020. FY 2020 experienced a 2.7% decline in enrollment under FY 2019.

<b>FISCAL YEAR STUDENT ENROLLMENT</b>				
	<b>FY 2020 Actual</b>	<b>FY 2021 Actual</b>	<b>FY 2022 Estimated</b>	<b>FY 2023 Proposed</b>
Credit	7,256	7,659	7,095	7,338
Non-Credit	4,088	1,566	2,929	3,287
Total Duplicated	11,343	9,225	10,025	10,625

FISCAL YEAR HEAD COUNT				
	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Proposed
Credit	16,812	16,951	14,939	15,517
Non-Credit	17,130	9,601	11,329	12,462
Total Duplicated	33,942	26,552	26,269	27,979
Total Unduplicated	33,280	24,774	26,150	26,632

- The Community College anticipates a tuition rate increase for FY 2023. The chart below summarizes the current and proposed tuition rates per credit.

Tuition Rate (per credit)			
Tuition Type	FY 2022 Rate	FY 2023 Rate	Difference
County Resident	\$107	\$114	\$7
MD Resident, other counties	\$202	\$209	\$7
Out-of-State residents	\$304	\$311	\$7
Revised Consolidated for all courses	\$47	\$47	\$0

### ***Other Funding Sources***

- Other Funding Sources are proposed at \$4,348,600 for FY 2023, a decrease of \$3,971,300, or 47.7% under the FY 2022 Approved Budget. These revenues are generated from sales and services (\$953,700), M-NCPPC contributions (\$700,000), and use of Fund Balance (\$2,694,900). Other Funding Sources comprise 3.4% of the total proposed budget.

### ***Fund Balance***

- The Community College proposes to use \$2,694,900 of their General Fund Balance during FY 2023, a decrease of \$2,987,400, or 52.6%, under the approved FY 2022 level. Notably, the College has not used any of their approved allocation for FY 2022. The FY 2023 total estimated Fund Balance for the Community College is \$35,553,439.

### **Budget Comparison – Expenditures**

#### **Approved Fiscal Year 2022 to Proposed Fiscal Year 2023**

Expenditures	FY 2021 Actual	FY 2022 Approved	FY 2022 Estimated	% Change - Est vs App	FY 2023 Proposed	\$	Change	% Change
Compensation	\$ 68,579,251	\$ 74,480,400	\$ 69,500,000	-6.7%	\$ 76,276,800	\$ 1,796,400	2.4%	
Fringe Benefits	15,401,412	20,940,300	18,000,100	-14.0%	20,000,100	(940,200)	-4.5%	
Operating Expenses	29,036,350	26,374,500	25,977,600	-1.5%	28,989,900	2,615,400	9.9%	
Capital Outlay	1,107,330	1,399,600	1,249,900	-10.7%	1,546,400	146,800	10.5%	
<b>Total</b>	<b>\$ 114,124,343</b>	<b>\$ 123,194,800</b>	<b>\$ 114,727,600</b>	<b>-6.9%</b>	<b>\$ 126,813,200</b>	<b>\$ 3,618,400</b>	<b>2.9%</b>	

## Budget and Staffing, by Division

Category	FY 2021 Actual	FY 2022 Approved	FY 2022 Estimated	% Change - Est vs App	FY 2023 Proposed	\$ Change	% Change
Instruction	\$ 34,579,441	\$ 42,041,700	\$ 39,160,700	-6.9%	\$ 42,758,000	\$ 716,300	1.7%
Academic Support	25,319,190	27,493,800	24,781,100	-9.9%	28,598,300	1,104,500	4.0%
Student Services	8,049,248	8,939,100	9,072,400	1.5%	8,908,700	(30,400)	-0.3%
Plant Operations	14,449,753	12,819,300	10,942,800	-14.6%	12,782,100	(37,200)	-0.3%
Institutional Support	28,857,641	29,003,500	27,681,900	-4.6%	30,484,900	1,481,400	5.1%
Scholarship and Fellowships	2,577,056	2,636,300	2,610,000	-1.0%	2,725,000	88,700	3.4%
Public Service	292,014	261,100	478,700	83.3%	556,200	295,100	113.0%
<b>Total</b>	<b>\$ 114,124,343</b>	<b>\$ 123,194,800</b>	<b>\$ 114,727,600</b>	<b>-6.9%</b>	<b>\$ 126,813,200</b>	<b>\$ 3,618,400</b>	<b>2.9%</b>

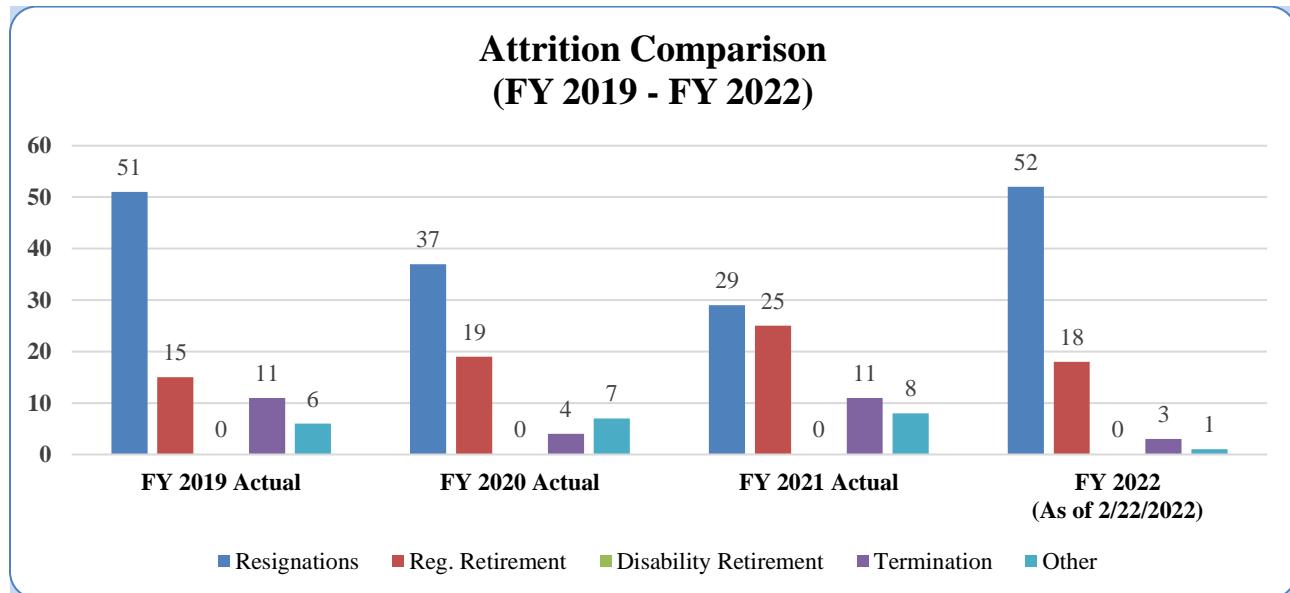
Category	FY 2022 Approved		FY 2023 Proposed		Change Amount	Change Percentage
	FT	PT	FT	PT	FT	PT
Instruction	243	1,115	245	721	2	-394
Academic Support	227	84	227	84	0	0
Student Services	102	12	102	12	0	0
Plant Operations	132	23	132	23	0	0
Institutional Support	201	18	201	18	0	0
Scholarship and Fellowships	0	0	0	0	0	N/A
Public Service	5	14	5	14	0	0
<b>Total</b>	<b>910</b>	<b>1,266</b>	<b>912</b>	<b>872</b>	<b>2</b>	<b>-394</b>
<b>Total Employees</b>	<b>2,176</b>		<b>1,784</b>		<b>-392</b>	<b>-18.01%</b>

### Staffing Changes and Compensation

- The proposed FY 2023 Compensation is \$76,276,800, an increase of \$1,796,400, or 2.4% over the FY 2022 Approved Budget. The increase is due to a 3.5% salary enhancement for eligible staff.
- The College approved a 2.5% salary enhancement to all full-time and part-time employees in October 2021, totaling approximately \$1.3 million. Another 1% enhancement will be provided for all employees by June 2022 using the \$2.2 million additional allocation from the County.
- Compensation costs in FY 2023 include funding for 912 full-time positions and 872 part-time positions for a total of 1,784 employees, an increase of two (2) full-time position over FY 2022.
- The Community College has budgeted \$478,500 for overtime expenditures in FY 2023.

Year	Approved Overtime Budget	Overtime Expenditures		Actual vs. Approved Variance (\$)	Actual vs. Approved Variance (%)
<b>FY 2020</b>	\$ 748,478	Actual:	\$ 596,178	<b>\$(152,300)</b>	<b>-20.3%</b>
<b>FY 2021</b>	\$ 451,078	Actual:	\$ 298,225	<b>\$(152,853)</b>	<b>-33.9%</b>
<b>FY 2022</b>	\$ 451,078	Actual YTD:	\$ 149,195	<b>\$(301,883)</b>	<b>-66.9%</b>
		Projected:	\$ 305,000	<b>\$(146,078)</b>	<b>-32.4%</b>
<b>FY 2023</b>		Budgeted:	\$ 478,500		

- At the end of FY 2021, the College's total Other Post-Employment Benefits (OPEB) liability was \$54,005,000.
- The College's attrition rate as of February 22, 2022, is 9.6% and it is expected to reach between 12% and 14% by the end of the fiscal year. Of the 74 employees that have left the College in FY 2022, 52 were resignations, 18 were regular retirement, three (3) were terminations, and one (1) was for another reason not specified.



- According to information obtained from the 2021 Databook published by the Maryland Association of Community Colleges in May 2021, the College's 10-month full-time credit instructional faculty's overall weighted average salary ranks 4<sup>th</sup> highest among the 16 Maryland Community Colleges (after Montgomery College, College of Southern Maryland, and Community College of Baltimore County). The College notes that compensation remains a key factor in the majority of resignations. Employees noted that they were offered significantly higher salaries in the government and in the private sector. The positions most affected by attrition were spread across almost all departments.
- Attrition has created a slowdown in operations with some areas having below 50% of active employees and the College has had to readjust some timetables for deliverables as a result. For FY 2022, PGCC noted 197 full-time and 77 part-time vacancies.
- By June 30, 2022, 236 personnel will be eligible for retirement, amounting to 28.89% of the College's total personnel.

#### ***Fringe Benefits***

- The proposed FY 2023 Fringe Benefit expenditures is \$20,000,100, a decrease of \$940,200, or 4.5%, under the current year's approved level of funding due to the staffing complement changes and associated benefits provided. Fringe benefits as a percentage of total compensation has trended upwards.

Fringe Benefits Historical Trend							
	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimated	FY 2023 Proposed
Fringe Benefits	\$15,110,951	\$18,473,268	\$20,944,678	\$16,249,695	\$15,401,412	\$18,000,100	\$ 20,000,100
As a % of Compensation	24.7%	29.4%	31.2%	22.3%	22.5%	25.9%	26.2%
Annual % Change		22.3%	13.4%	-22.4%	-5.2%	16.9%	29.9%

### ***Operating Expenses***

- The proposed FY 2023 Operating Expenses is \$28,989,900 and are comprised of the following major items:
  - Operating Contracts \$ 14,368,400
  - Utilities \$ 2,880,000
  - Miscellaneous \$ 2,650,000
  - Office/Building Lease/Rental \$ 2,367,000
  - General Office Supplies \$ 1,567,400
  - Advertising \$ 1,529,200
- Operating Expenses are proposed to increase in FY 2023 by \$2,615,400, or 9.9%, over the FY 2022 approved level of funding due to increases in 13 of the 14 operating categories.
- Additional information regarding the increases in operating expenses is displayed in the *First Round Budget Review Questions*, Question 19 and in the chart below:

Operating Objects	FY 2022 Budget	FY 2023 Proposed	FY 2022 - FY2023	
			\$ Change	% Change
Telephone	734,100	817,000	82,900	11.3%
Utilities	2,766,700	2,880,000	113,300	4.1%
Printing	415,600	640,000	224,400	54.0%
Postage	96,900	307,800	210,900	217.6%
Training	80,300	318,000	237,700	296.0%
Advertising	741,700	1,529,200	787,500	106.2%
Travel: Non-Training	10,900	76,300	65,400	600.0%
Membership Fees	345,600	404,600	59,000	17.1%
Insurance Premiums	592,500	956,000	363,500	61.4%
Operating Contracts	14,437,400	14,368,400	(69,000)	-0.5%
General Office Supplies	1,353,400	1,567,400	214,000	15.8%
Equipment Lease/Rental	-	108,200	108,200	N/A
Office/Building Lease/Rental	2,163,100	2,367,000	203,900	9.4%
Miscellaneous	2,636,300	2,650,000	13,700	0.5%
<b>TOTAL</b>	<b>\$ 26,374,500</b>	<b>\$ 28,989,900</b>	<b>\$ 2,615,400</b>	<b>9.9%</b>

- Operating increases are primarily due to anticipated costs and materials to support marketing/advertising campaign efforts.

### ***Capital Outlay***

- Proposed FY 2023 Capital Outlay expenditures are \$1,546,400, an increase of \$146,800 over the FY 2022 Approved Budget. Purchases support equipment for new computers in classrooms, remediation of security vulnerabilities, replacing end-of-life hardware and critical safety infrastructure, and other facilities management equipment.

## **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 Community College is governed by a College Board of Trustees. The current Members are:

	<b>Board Member</b>	<b>Term Begin</b>	<b>Term End</b>	<b>Appointed</b>
<b>1</b>	Mr. Samuel J. Parker Jr.	7/1/2017	7/30/2022	3/30/2018
<b>2</b>	C. Michael Walls, Esquire	7/1/2017	6/30/2022	3/30/2018
<b>3</b>	Ms. Audrey L. Farley	7/1/2020	6/30/2026	11/5/2021
<b>4</b>	Mrs. Tomeka C. Bumbry	7/1/2020	6/30/2025	11/5/2021
<b>5</b>	Mr. Howard W. Stone, Jr.	7/1/2019	6/30/2024	7/1/2019
<b>6</b>	The Honorable Floyd E. Wilson, Jr.	7/1/2018	6/30/2023	7/31/2018
<b>7</b>	Mr. Sidney L. Gibson	7/1/2018	6/30/2023	1/2/2020
<b>8</b>	Mr. Jerrel Johnson, <i>Student Trustee</i>	7/1/2021	6/30/2022	N/A

- 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 2023 are:
  - ❖ Enhancing equitable access and upward mobility for enrolling and completing at PGCC.
  - ❖ Optimizing pathways for students' progression to graduation and transfer or career.
  - ❖ Ensuring learning and achievement through high impact practices.
  - ❖ Reimagining workforce innovation and strategic partnerships.
- Some of the Community College's notable accomplishments in FY 2022 include:
  - ❖ Launching the FY 2022-2025 Strategic Plan.
  - ❖ Receiving the Predominantly Black Institution (PBI) formula grant.
  - ❖ Hosting a new Truth, Racial Healing, and Transformation (TRHT) Campus Center.
  - ❖ Migrating to a new learning management system that meets functionality needs and saves on costs.
- The FY 2022-2025 Strategic Plan envisions PGCC as the region's premier center for dynamic teaching and learning, strategic partnerships, and community engagement that advance knowledge, economic equity, and lifelong personal development. The "Core Commitments" are identified as:
  - ❖ Students First
  - ❖ Achievement
  - ❖ Equity
  - ❖ Continuous Improvement
  - ❖ Empathy
  - ❖ Integrity

Information Technology

- The College's technology initiatives for FY 2023 include:
  - ❖ IT Security.
  - ❖ ERP Enhancement.
  - ❖ Business Application Enhancement.
  - ❖ Network Infrastructure Equipment Refresh.
  - ❖ Instructional Enhancement.
  - ❖ Classroom Computer Refresh.
- The College continues to experience high vacancy rates (32.7%) in critical technology positions and expect FY 2023 vacancy rates to increase to 36% 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's objective is to employ and develop the next generation of technology professionals by providing practical work experience for students.

Initiatives/Programs

- The College's **Dual Enrollment Program** accounts for most of the budgetary sources, as students are offered a 50% discount if they continue on to complete an associate degree (**Dual2Degree**).
- 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. In Fall 2022, the College will fully implement intrusive advising, where all students will be assigned an advisor with whom they must consult prior to registration each term.
- **Prince George's County's Promise Scholarship Program** supports students in addition to federal, state, and private scholarships to complete their education. For FY 2022, the College anticipates serving 375 students with approximately \$1.5 million for the Promise Scholarship. As of December 2021, 363 students were awarded \$729,648 for the Fall 2021 semester to cover tuition, fees, and books and 165 additional students participated in program aspects whose federal or State grant funding covered tuition and fees. As of December 2021, 248 Scholarship recipients graduated from PGCC.
- 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 the Dual Enrollment Program to juniors and seniors. The Program enrolled approximately 1,731 students between Summer 2021 and Spring 2022.
  - ❖ Early & Middle College Programs that allow students to simultaneously earn a HS diploma and an associate's degree.
  - ❖ 3D Scholars Program at Charles Herbert Flowers HS (in partnership with UMD Global Campus).
  - ❖ 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:
  - ❖ Sharing information of various programs conducted by the College and the Library
  - ❖ Aims to partner with PGCMLS to target Veteran and active-duty military populations and resume presenting to the Teen Action Group (TAG).
- The College noted the following **Climate Change mitigation** strategies on campus:
  - ❖ Marlboro Hall is expected to have four (4) EV charging stations.
  - ❖ Additional partnership with PEPCO to install eight (8) charging stations in parking lots throughout campus.
- As a result of the **COVID-19 pandemic**, the College instituted a number of operation changes. PGCC plans to keep in place the following changes post-pandemic:
  - ❖ Academic Instruction Modality Expansion
  - ❖ College continuity of operations plans by essential functions
  - ❖ Event management operations for in-person activities
  - ❖ PGCC Be Wise community responsibility statement
  - ❖ College-wide facility safety measures
  - ❖ Remote and in-person appointment scheduler for services
  - ❖ Virtual & hybrid performances, based on need
  - ❖ COVID-19 self-reporting process, vaccination mandate, and vaccine verification app.

## **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 2023 Funding Sources**

- As reflected in the statement of net position, the College noted an increase by \$18.7 million, from \$219.7 million in FY 2020 to \$238.4 million, as of June 30, 2021. Unrestricted assets increased by \$24.7 million between FY 2020 and FY 2021. The College uses some of its fund balance from the Capital Expense Reserve Fund (CERF) to enhance facilities, maintain existing buildings, and fund unexpected expenses.

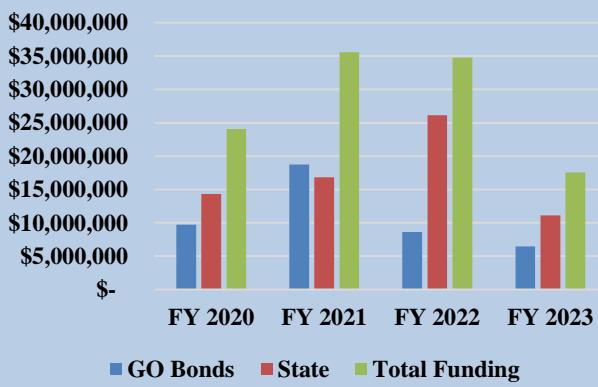
- In the Proposed FY 2023 Capital Budget, the funding source for CIP projects is as follows:

General Obligation Bonds	\$ 6,447,000; or, 36.8%
<u>State</u>	<u>\$11,088,000; or, 63.2%</u>
<b>Total</b>	<b>\$17,535,000 100%</b>

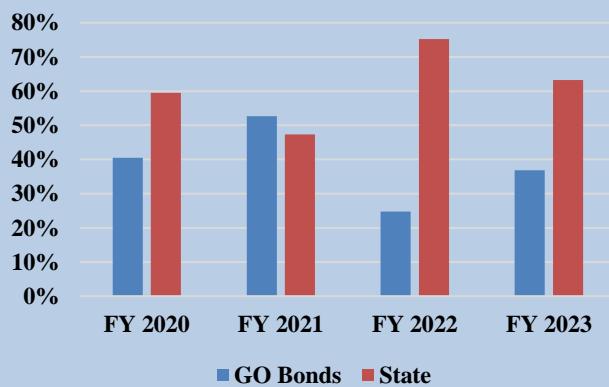
- In the Approved FY 2022 Capital Budget, the funding source for CIP projects was as follows:

General Obligation Bonds	\$ 8,608,000 ; or, 24.8%
<u>State</u>	<u>\$26,137,000 ; or, 75.2%</u>
<b>Total</b>	<b>\$34,745,000 100%</b>

**Revenue Funding Source (by \$ Amount)  
(FY 2020 - FY 2022)**



**Revenue Funding Source (by %)  
(FY 2020 - FY 2022)**



### **Capital Improvement Budget Overview**

- The Community College facility needs are addressed in the FY 2023-2028 Proposed Capital Improvement Program (CIP). The FY 2023 Proposed Capital Budget is \$33,253,000, which reflects a decrease of \$35,721,000, or 51.8%, under the FY 2022 Approved Capital Budget of \$68,974,000.
- Current and proposed CIP projects for the Community College are listed in the accompanying tables below:

Project Name	Est. Comp.	Approved FY 2022-2027 CIP	Proposed FY 2023-2028 CIP		Change in Fiscal Year Budget (FY2022 - FY2023)	
		Approved FY 2022 Capital Budget	Expended thru FY 2022	Proposed FY 2023 Capital Budget	\$ Change	% Change
Bladen Hall Renovation	FY 2026	\$ -	\$ -	\$ -	-	0%
College Improvements	Ongoing	1,469,000	10,719,000	1,500,000	31,000	2%
Dukes Student Center Renov.	FY 2025	5,132,000	5,136,000	-	(5,132,000)	-100%
Health & Wellness Center	TBD	-	-	-	-	0%
Kent Hall Renov. & Addition	FY 2027	-	-	-	-	0%
North Parking Garage	TBD	-	-	-	-	0%
Renovate Marlboro Hall	FY 2024	62,373,000	89,908,000	31,753,000	(30,620,000)	-49%
Southern Region Campus	TBD	-	-	-	-	0%
<b>TOTAL</b>		<b>\$ 68,974,000</b>	<b>\$ 105,763,000</b>	<b>\$ 33,253,000</b>	<b>\$ (35,721,000)</b>	<b>-51.8%</b>

- Total project costs for the Proposed FY 2023 – FY 2028 CIP are \$452,799,000, an increase of \$67,191,000, or 17.4%, over the Approved FY 2022 – FY 2027 CIP.

Project Name	Est. Comp.	Approved FY 2022-2027 CIP	Proposed FY 2023-2028 CIP		Change in Total Project Cost (FY2022 - FY2023)	
		Approved Total Project Cost	Proposed Total Project Cost	\$ Change	% Change	
Bladen Hall Renovation	FY 2026	\$ 15,675,000	\$ 19,867,000	4,192,000	27%	
College Improvements	Ongoing	18,719,000	20,219,000	1,500,000	8%	
Dukes Student Center Renov.	FY 2025	56,217,000	64,085,000	7,868,000	14%	
Health & Wellness Center	TBD	122,517,000	151,520,000	29,003,000	24%	
Kent Hall Renov. & Addition	FY 2027	23,060,000	28,351,000	5,291,000	23%	
North Parking Garage	TBD	26,303,000	31,434,000	5,131,000	20%	
Renovate Marlboro Hall	FY 2024	112,867,000	127,073,000	14,206,000	13%	
Southern Region Campus	TBD	10,250,000	10,250,000	-	0%	
<b>TOTAL</b>		<b>\$ 385,608,000</b>	<b>\$ 452,799,000</b>	<b>\$ 67,191,000</b>	<b>17.4%</b>	

- The Community College has eight (8) renovation and construction projects that are ongoing and/or planned in FY 2023. Details and funding requests are discussed below:
  - *Bladen Hall Renovation* (no FY 2023 funding proposed) – Delayed.
    - Renovates 2<sup>nd</sup> and 3<sup>rd</sup> 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 delayed again and now expected to be completed in FY 2024.
    - Construction is expected to begin in FY 2025 to align with estimated project schedule and State’s allocation of funding; construction is expected to finish in FY 2026.
    - 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 2023 funding request: \$1,500,000)
  - Provides funding for replacing mechanical, life safety, environmental temperature building controls, and infrastructure items.
  - FY 2023 renovations will be used to replace the rooftop HVAC system, laboratory fume exhaust hoods, and the cost of converting mechanical systems from pneumatic to direct digital control systems.
- *Dr. Charlene Mickens Dukes Student Center Renovation* (no FY 2023 funding proposed) – Delayed.
  - 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 was completed in FY 2022.
  - Construction is delayed and estimated to begin in FY 2022 with completion in FY 2025.
  - Total project cost increases due to project redesign to conform to available funding.
- *Health & Wellness Center* (no FY 2023 funding proposed) – Delayed.
  - 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 further due to priority ranking and funding availability.
  - Design is scheduled to be completed in FY 2028.
  - Construction is scheduled to begin in FY 2028 with no estimated completion date.
  - Total project cost increases due to inclusion of Construction Management at Risk/Construction Management Agent (CMAR/CMA) fees.
- *Kent Hall Renovation and Addition* (no FY 2023 funding proposed) – Delayed.
  - 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 now scheduled to be completed in FY 2025.
  - Construction is scheduled to begin in FY 2026 and be completed in FY 2027.
  - Total project cost increases due to inclusion of Construction Management at Risk/Construction Management Agent (CMAR/CMA) fees.
- *North Parking Garage* (no FY 2023 funding proposed) – Delayed.
  - 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 be completed in FY 2026.
  - Construction is scheduled to begin in FY 2027 with no estimated completion date.
  - Total project cost increased due to inclusion of Construction Management at Risk/Construction Management Agent (CMAR/CMA) fees.
- *Renovate Marlboro Hall* (FY 2023 funding request: \$31,753,000) – Delayed.
  - Renovates 130,156 gross square feet of general classroom and faculty office space.
  - Design is scheduled to be completed in FY 2022.
  - 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 2023 funding proposed) – Delayed.
  - 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.