



THE PRINCE GEORGE'S COUNTY GOVERNMENT

Office of Audits and Investigations

MEMORANDUM

April 17, 2019

TO: Sydney J. Harrison, Chair
Education, and Workforce Development (EWD)

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

FROM: Inez N. Claggett, Senior Legislative Auditor *INC*

RE: Prince George's County Memorial Library System
Fiscal Year 2020 Budget Review

Budget Overview

The FY 2020 Proposed Budget for the Prince George's County Memorial Library System (the "Memorial Library") is \$32,353,500. This is an increase of \$1,228,900, or 3.9%, over the FY 2019 Approved Budget. The increase is primarily driven by increases within the County's contribution, State Aid, and the Memorial Library's use of Fund Balance.

Budget Comparison

Approved Fiscal Year 2019 to Proposed Fiscal Year 2020

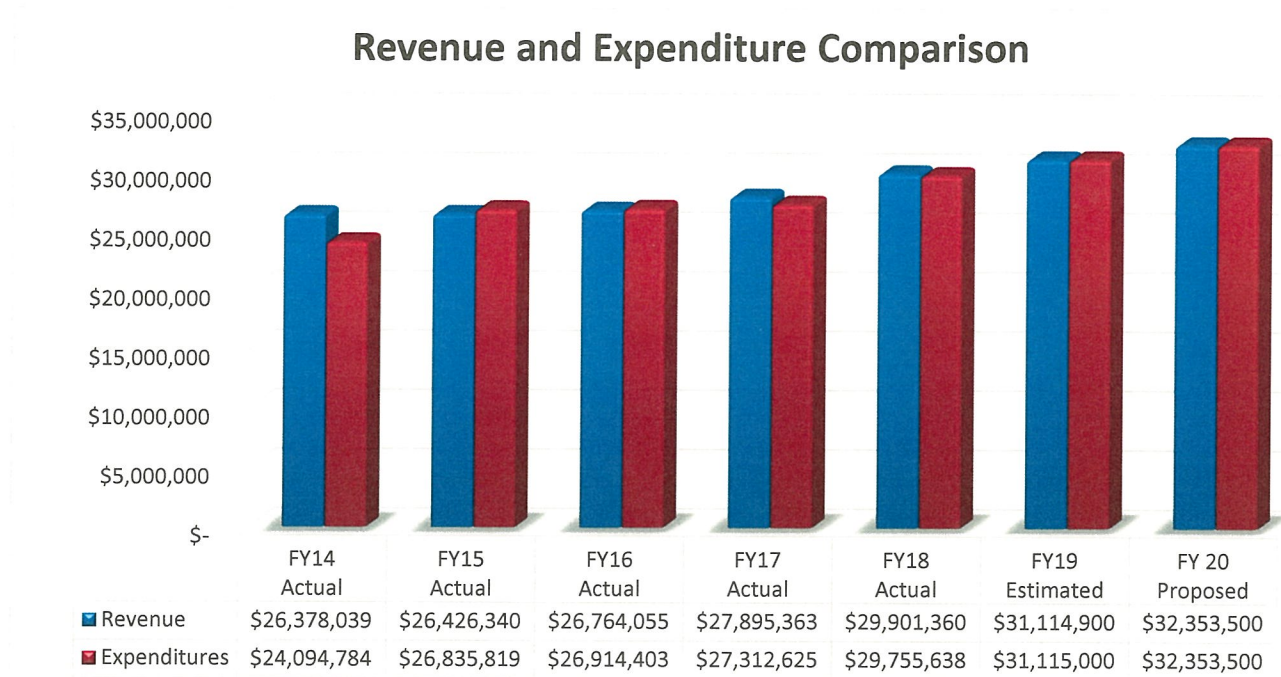
Funding Source	FY 2018 Actual	FY 2019 Approved	FY 2019 Estimated	% Change - Est vs App	FY 2020 Proposed	\$ Change	% Change
County Contribution	\$21,524,900	\$ 22,400,000	\$22,400,000	0.0%	\$ 23,278,200	\$ 878,200	3.9%
State Aid	7,401,722	7,477,000	7,477,000	0.0%	7,628,000	151,000	2.0%
Interest	878	1,000	900	-10.0%	900	(100)	-10.0%
Fines/Fees	250,057	270,000	250,100	-7.4%	250,100	(19,900)	-7.4%
Miscellaneous	723,803	776,600	787,000	1.3%	797,000	20,400	2.6%
Fund Balance	-	200,000	200,000	0.0%	399,300	199,300	100.0%
Total	\$29,901,360	\$ 31,124,600	\$31,115,000	0.0%	\$ 32,353,500	\$1,228,900	3.9%

Authorized Staffing

	FY 2019 Approved	FY 2020 Proposed	Change Amount	Percentage Change
Full-Time	284	309	25	8.8%
Part-Time	54	29	-25	-46.3%
Total	338	338	0	0.0%

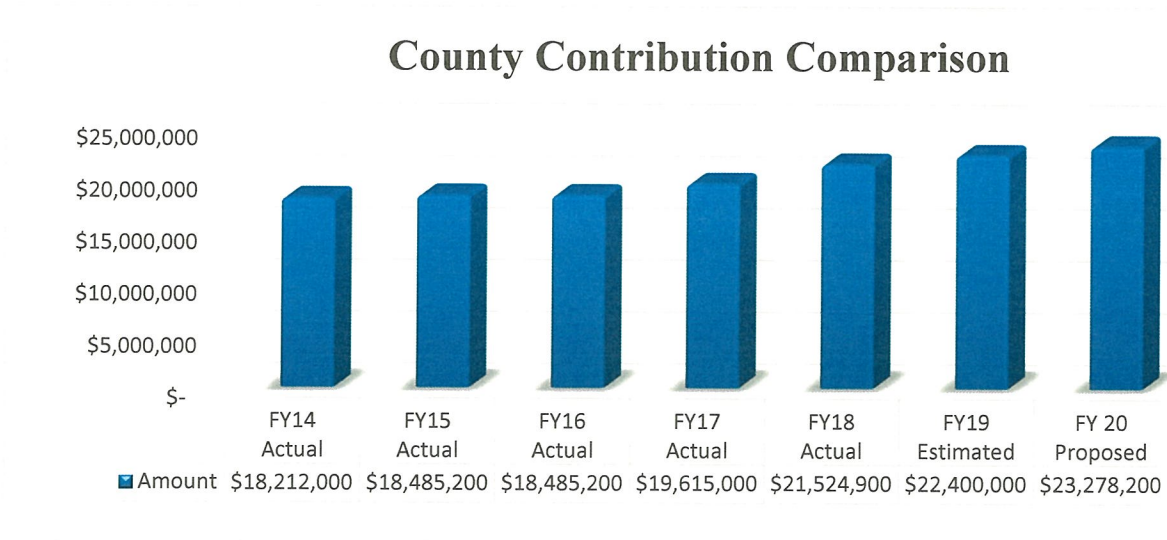
Budget Comparison – Total Revenue and Expenditures

- For FY 2020 the Memorial Library anticipates modest revenue growth of 4.7%. Memorial Library staff anticipates maintaining expenditures within appropriated revenue levels for FY 2019 and FY 2020 as Branches are modernized.

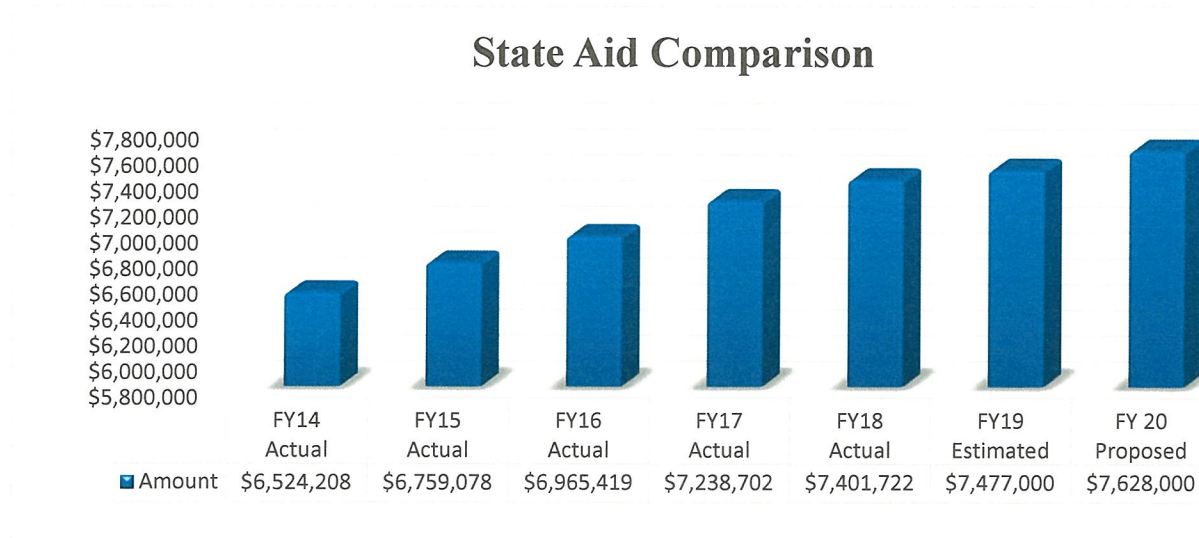


Budget Comparison – Revenues

- The proposed FY 2020 County contribution to the Memorial Library is \$23,278,200, an increase of \$878,200, or 3.9%, over the FY 2019 Approved Budget. The County's contribution comprises 71.9% of the Memorial Library's total proposed budget. The contribution has increased \$5,066,200, or 27.8%, since FY 2014.



- Proposed State Aid for FY 2020 is \$7,628,000, an increase of \$151,000, or 2.0%, over the FY 2019 Approved Budget. State Aid comprises 23.6% of the Memorial Library's total proposed funding. State Aid has increased \$1,103,792, or 16.9%, over the amount provided in FY 2014.



- Interest revenue is proposed at \$900, a decrease of \$100, or 10.0% under the FY 2019 approved level. The FY 2020 proposed fines/fees revenue of \$250,100, decreases by \$19,900, or 7.4%, and proposed miscellaneous revenue in the amount of \$797,000, increases by \$20,400, or 2.6%, when compared to the current fiscal year's approved level. Miscellaneous funds reflect revenue generated from the sale of books and materials, copier commissions, printing and account collections, meeting room rentals and passport application fees.
- The Memorial Library proposes to use \$399,300 of their Fund Balance during FY 2020. As of the June 30, 2018 audited financial statements, the Memorial Library's Fund Balance is \$5,790,338. Of that amount, \$1,395,685 was assigned by management for emergency capital repairs, and the remainder, \$4,394,653, was unassigned.

Budget Comparison – Expenditures

Approved Fiscal Year 2019 to Proposed Fiscal Year 2020

Expenditures	FY 2018 Actual	FY 2019 Approved	FY 2019 Estimated	% Change - Est vs App	FY 2020 Proposed	\$ Change	% Change
Compensation	\$ 16,176,139	\$ 17,660,000	\$17,965,500	1.7%	\$ 18,685,700	\$ 1,025,700	5.8%
Fringe Benefits	3,990,220	4,363,100	4,398,300	0.8%	4,420,100	57,000	1.3%
Operating Expenses	9,452,288	9,101,500	8,751,200	-3.8%	9,147,700	46,200	0.5%
Capital Outlay	136,991	-	-	0.0%	100,000	100,000	100.0%
Total	\$ 29,755,638	\$ 31,124,600	\$31,115,000	0.0%	\$ 32,353,500	\$ 1,228,900	3.9%

Budget and Staffing, by Division

Category	FY 2018 Actual	FY 2019 Approved	FY 2019 Estimated	% Change - Est vs App	FY 2020 Proposed	\$ Change	% Change
Public Services	\$ 22,864,867	\$ 23,595,400	\$ 23,466,700	-0.5%	\$ 24,523,000	\$ 927,600	3.9%
Administration	1,790,654	1,876,100	1,891,300	0.8%	1,986,200	110,100	5.9%
Support Services	5,100,117	5,653,100	5,757,000	1.8%	5,844,300	191,200	3.4%
Total	\$ 29,755,638	\$ 31,124,600	\$ 31,115,000	0.0%	\$ 32,353,500	\$ 1,228,900	3.9%

Category	FY 2019 Approved		FY 2020 Proposed		Change Amount		Change Percentage	
	FT	PT	FT	PT	FT	PT	FT	PT
Public Services	201	49	228	22	27	-27	13.4%	-55.1%
Administration	17	1	15	4	-2	3	-11.8%	300.0%
Support Services	66	4	66	3	0	-1	0.0%	-25.0%
Total	284	54	309	29	25	-25	8.8%	-46.3%

Staffing Changes and Compensation

- The staffing complement for FY 2020 is anticipated to remain unchanged from the previous fiscal year. During FY 2019 a new human resource management system was initialized and a reconciliation between full-time and part-time positions occurred which contributed to a shift in tracking of some positions from part-time to full-time.
- Proposed funding for FY 2020 compensation is \$18,685,700, an increase of \$1,025,700, or 5.8%, over the current budgeted amount. Anticipated compensation costs include funding for 290 of the 309 full-time positions, and 29 part-time positions. The compensation expenditure increase is due to salary adjustments and the implementation of the new compensation classification plan.
- As of March 2019, the Memorial Library's attrition rate is 10.0%. Key factors contributing to the attrition level is individual desire for increased job responsibilities and career growth. Administrative staff are working to implement a career ladder for staff.
- In accordance with the Memorial Library's agreement with Municipal and County Government Employees Organization/United Food and Commercial Workers Union Local 1994, the Memorial Library paid a general wage adjustment of 2.25% to eligible employees, as well as a merit increase of 3.5% to employees who obtained a satisfactory performance evaluation, during FY 2019.
- Included in the proposed FY 2020 budget is funding to support a wage increase for eligible union employees in accordance with the negotiated agreement. The agreement requires a 2.0% general wage adjustment, and a 3.5% merit increase for employees who have obtained a satisfactory performance appraisal, on July 1, 2019. The cost of which are \$337,400 and \$590,500, respectively.

Fringe Benefits

- Fringe benefits expenditures in FY 2020 are proposed to increase by \$57,000, or 1.3%, over the current year's approved level of funding to align with compensation adjustments.

Fringe Benefits Historical Trend					
	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Proposed
Fringe Benefits Expenditures	\$ 4,084,039	\$3,881,637	\$3,990,220	\$4,398,300	\$4,420,100
As a % of Compensation	26.9%	25.2%	24.7%	24.5%	23.7%
Annual % Change	8.0%	-5.0%	2.7%	10.5%	0.5%

Operating Expenses

- Proposed funding for FY 2020 operating expenditures is \$9,147,700, an increase of \$46,200, or 0.5%, above the current approved level. The proposed increase supports continuing technology upgrades. (*See the itemized Operating Objects chart below.*) Proposed operating expenditures are comprised of the following major items:

○ Books and Periodicals	\$3,752,700
○ Office Automation	\$1,119,900
○ General and Administrative Contracts	\$1,045,600
○ Building Repair & Maintenance	\$1,024,500
○ Utilities	\$1,017,100

Operating Objects	FY 2019 Budget	FY 2020 Proposed	FY 2019 - FY20	
			\$ Change	% Change
Office Automation	699,200	1,119,900	420,700	60.2%
Building Repair/Maintenance	990,200	1,024,500	34,300	3.5%
Telephone	239,700	265,100	25,400	10.6%
Vehicle Equipment Repair Maintenance	45,500	58,800	13,300	29.2%
Printing	5,100	6,000	900	17.6%
Office and Operating Equipment Repair/Maintenance	194,800	195,500	700	0.4%
Insurance Premiums	175,600	175,600	-	0.0%
Membership Fees	24,100	24,100	-	0.0%
Travel: Non-Training	80,500	80,400	(100)	-0.1%
Gas and Oil	53,700	52,700	(1,000)	-1.9%
Equipment Lease	90,100	88,000	(2,100)	-2.3%
Mileage Reimbursement	30,100	24,200	(5,900)	-19.6%
Advertising	114,300	99,400	(14,900)	-13.0%
Utilities	1,043,700	1,017,100	(26,600)	-2.5%
General Office Supplies	181,000	118,100	(62,900)	-34.8%
Periodicals	3,825,000	3,752,700	(72,300)	-1.9%
General & Administrative Contracts	1,308,900	1,045,600	(263,300)	-20.1%
TOTAL	\$ 9,101,500	\$ 9,147,700	\$ 46,200	0.5%

- For FY 2020, Office Automation expenditures are proposed to increase \$420,700, or 60.2%, above the FY 2019 approved level as a result of a budgetary alignment of IT consulting services costs from the General and Administrative Contracts object to the Office Automation object.

- The Memorial Library's FY 2020 General and Administrative Contracts expenditures are proposed to decrease \$263,300, or 20.1%, below the FY 2019 approved level due to the aforementioned budgetary alignment.
- Periodicals expenses are proposed to decrease by \$72,300, or 1.9% when compared with the current fiscal year, due to cost cutting measures.
- A decrease of \$62,900, or 34.8%, is anticipated within the General Office Supplies category for FY 2020 due to a budgetary realignment of cleaning supply costs to the Building and Repair object.
- Additional information regarding increases/decreases in operating expenses is shown on page 5 within the Memorial Library's response to *First Round Budget Review Question 14*.

Capital Outlay

- Capital Outlay expenditures increase by \$100,000, or 100%, during FY 2020 as a result of the decision to no longer defer fleet vehicle replacement. The Memorial Library anticipates purchasing three vehicles (a truck with liftgate, a delivery truck, and a van) for FY 2020.

HIGHLIGHTS

- The Memorial Library System provides high quality library services through the utilization of a broad range of contemporary media and technologies available to public libraries. The Memorial Library administers the policies set forth by the Board of Library Trustees and provides for and delivers library services through three major activities: Public Services, Administration and Support Services.
- The Memorial Library is governed by a Board of Library Trustees (Board) which is a policy making body that guides the development of library services. The Board consists of seven volunteer members appointed by the County Executive. The terms of four (4) Board Members have expired, and a vacancy exists for one Member. The current member list includes:
 - Mr. Samuel A. Epps, IV, President (expired term)
 - Mr. Brett Crawford, Vice President (expired term)
 - Dr. Hiram Larew (expired term)
 - Ms. Sylvia Bolivar
 - Dr. Arthuree Wright
 - Ms. Toni Smith (expired term)
- In November of 2018, the Board of Library Trustees named Ms. Roberta Phillips as the next Chief Executive Officer for the Memorial Library System. A press release from the Board of Library Trustees states that Ms. Phillips was previously Director of Planning and Projects for the Richland Library in Columbia, South Carolina. She has worked with a broad range of library customers and was recognized for her commitment to customer focused services. Ms. Phillips earned a Master of Library and Information Science from Wayne State University in Detroit, and a Bachelor of Arts in Education from Michigan State University. She assumed her new role with Prince George's County Memorial Library System in January of 2019.

- In July 2019 the Memorial Library anticipates initiating conversations for development of a Strategic Plan. The vision for the Strategic Plan includes development of focus areas that align with County Executive Alsobrooks's outlook for the County, to be used to guide Memorial Library management decisions over a three to five-year period. Grant funding is anticipated to be obtained for use in the hiring of a Consultant for facilitation of the Strategic Plan's creation.
- The Memorial Library's FY 2019 Approved Budget included \$200,000 in additional resources to support the enhancement of security services within the branches. Police coverage was added in locations without prior security coverage, and additional police coverage was added within some branches that did not have adequate security coverage. A police presence was added in the Upper Marlboro (20 hour/wk) and New Carrollton (20 hours/wk) branches, while coverage was increased in the following locations: Hillcrest Heights (17 hours/wk), Fairmount Heights (17 hours/wk), Largo-Kettering (17 hours/wk), and New Carrollton (20 hours/wk).
- Staff of the Memorial Library identify Kindergarten readiness services, workforce development services, resources for English language learners, and staffing as primary service demands which affect workload and performance.
- Recommendations and results from the compensation and classification study discussed in the previous year's budget discussions were implemented during the current fiscal year. The study provides for more significantly competitive compensation for use when recruiting and retaining staff. Nine (9) part-time salaried staff were also promoted to either a 40-hour or a 20-hour salaried position. These actions will allow the Memorial Library to be more competitive in their hiring process.

Initiatives/Programs

- The Memorial Library's early literacy "Ready to Read: Books from Birth Program" continues. The Program officially rolled out during FY 2019 as part of the County's New Born Initiative. The Program enables a child to have a home library of 60 books by the time he/she reaches Kindergarten and encourages parents to read with and to their children. Over 8,000 children have been registered for participation in the Program to date, and by the end of FY 2020 the Memorial Library anticipates that registrations will exceed 14,000. To date, 1,291 children who were registered for Books from Birth have reached age 5 and have graduated from the Program.
- The Memorial Library has received a \$7,500 grant from Urban Libraries Council to be used to increase exposure to STEM (aka Science, Technology, Engineering, and Mathematics) programming for children who would not ordinarily be exposed to these activities. Using Zoom (video conferencing software) middle school students will connect with children in Oklahoma to do STEM activities. These activities are anticipated to begin in school year 2020 and be held over a 2-year period based from the New Carrollton Branch.
- The Memorial Library reports improvement in meeting the needs of Non-English Speakers. An English Language Learner Coordinator has been hired and is helping to meet the needs of Non-English Speakers. A Kids Achieve Club has been established in every branch where a Title I school, and a large population of Spanish speakers exists. The club assists all children but is designed to assist children who do not speak English in their home, to get homework help. An English Conversation Club was created that assists adults

in the practice of the English language. Hiring practices have also been modified, and the Spanish language is required for Memorial Library job openings in the western part of the County. Recruitment of staff who speak other languages has increased, and thirty-six (36) staff members are certified to speak and or read in a language other than English. The Memorial Library's catalog is also now available in Spanish.

- The Memorial Library began a collaboration with the University of Maryland on their grant funded project to offer support to entrepreneurs and small businesses within the community. Library branches will be used as the primary base for resources to be obtained, and for research to be conducted by participants in the grant program.
- The Memorial Library collaborates with many organizations to continue and expand programs and services. Various collaborations include partnerships with the Judy Center, the Department of Social Services, the Health Department for Early Literacy Initiatives, 100 Black Men of Prince George's County for the Boys Read Program, TLC Coaching (TLC) for the Lead Read Succeed Program in Oxon Hill, Retired and Senior Volunteer Program (RSVP) for the Kids Achieve Program, and with Berwyn Baptist English as a Second Language (ESL) Ministry for the English Conversation Club.
- The Memorial Library desires to hire a Director of Development to work with the Library Foundation. This individual would be primarily tasked to secure funding for innovation, to participate in advocacy efforts, and to create a signature funding event. Future plans for the Memorial Library would include the addition of a Grant Writer and Volunteer Coordinator who would secure and manage large grants and effectuate the utilization of volunteers to their fullest potential.

Information Technology

- During the current fiscal year, the Memorial Library replaced 230 new public computers. An additional 630 public and staff computers are at the end of their useful life and need to be replaced. The replacement of these computers is anticipated to occur over the next two fiscal years.
- Funding is proposed within the FY 2020 budget for the purchase of a Client Management tool to assist in the management of over 1,700 computers which are connected to the Memorial Library's network.
- In FY 2020 there is also proposed funding for the replacement of the public black/white printers. Funding is anticipated to be provided, and replacement is planned to occur, over the next three fiscal years.

Capital Improvement Program (CIP) Overview

The Memorial Library System is comprised of nineteen (19) branch locations, one (1) library facility at the County Correctional Center for use by correctional facility inmates, and a Public Documents Reference Library at the County Administration Building in Upper Marlboro.

New libraries are programmed for underserved areas of the County. Existing library facilities are 15 – 35 years old and require regular inspections, comprehensive repairs and preventive maintenance. Capital needs are identified and prioritized with special attention given to addressing safety issues and to preserving or preventing further deterioration of public libraries. Public libraries are used heavily by the public and thus require frequent updating and preventative maintenance.

- Funding Source**

General Obligation Bonds \$25,167,000; or 100%

- Capital Improvement Budget Overview**

The Proposed FY 2020 Capital Budget for the Memorial Library System is \$25.3 million, or 142.7%, more than the Approved FY 2019 Capital Budget, with total project costs of \$196.5 million. The increase in Capital Budget funding is primarily due to the anticipated costs of Library Branch renovations, and construction costs associated with the Hyattsville Branch replacement and Surratts-Clinton Branch renovation.

Project Name	Est. Comp.	Approved FY 2019 - 2024 CIP		Proposed FY 2020 - 2025 CIP				Change in Fiscal Year Budget FY 19 to FY 20		Change in Total Funding FY 19 to FY 20	
		Approved FY19 Capital Budget	Total Approved Project Funding	Expended thru FY19	Proposed FY20 Capital Budget	FY21 and beyond	Total Proposed Project Funding	\$ Change	% Change	\$ Change	% Change
Baden Public Library	06/2027	\$ -	\$ 200,000	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ -	0.0%	\$ -	0.0%
Bladensburg Library Replacement	06/2023	\$ -	\$ 15,546,000	\$ 250,000	\$ 696,000	\$ 18,054,000	\$ 19,000,000	\$ 696,000	100.0%	\$ 3,454,000	22.2%
Brandywine Library	06/2027	\$ -	\$ 20,825,000	\$ -	\$ -	\$ 20,825,000	\$ 20,825,000	\$ -	0.0%	\$ -	0.0%
District 7 Branch Library	06/2027	\$ -	\$ 19,180,000	\$ 179,000	\$ 22,000	\$ 18,978,000	\$ 19,179,000	\$ 22,000	100.0%	\$ (1,000)	0.0%
Glenn Dale Branch Library	06/2027	\$ -	\$ 18,350,000	\$ -	\$ -	\$ 18,350,000	\$ 18,350,000	\$ -	0.0%	\$ -	0.0%
Hyattsville Branch Replacement	07/2022	\$ 6,090,000	\$ 34,715,000	\$23,415,000	\$10,771,000	\$ 2,350,000	\$ 36,536,000	\$ 4,681,000	76.9%	\$ 1,821,000	5.2%
Langley Park Branch	06/2025	\$ -	\$ 22,350,000	\$ -	\$ 1,400,000	\$ 20,950,000	\$ 22,350,000	\$ 1,400,000	100.0%	\$ -	0.0%
Library Branch Renovations 2	06/2025	\$ 2,655,000	\$ 35,673,000	\$21,178,000	\$ 3,293,000	\$ 12,920,000	\$ 37,391,000	\$ 638,000	24.0%	\$ 1,718,000	4.8%
New Carrollton Branch Renovations	06/2020	\$ -	\$ 16,498,000	\$11,320,000	\$ 2,191,000	\$ -	\$ 13,511,000	\$ 2,191,000	100.0%	\$ (2,987,000)	-18.1%
Surratts-Clinton Branch Renovation	06/2020	\$ 1,697,000	\$ 9,108,000	\$ 2,135,000	\$ 6,973,000	\$ -	\$ 9,108,000	\$ 5,276,000	310.9%	\$ -	0.0%
TOTAL		\$10,442,000	\$ 192,445,000	\$58,477,000	\$25,346,000	\$112,627,000	\$ 196,450,000	\$ 14,904,000	142.73%	\$ 4,005,000	2.1%

The Memorial Library's proposed FY 2020 Capital Budget includes the six (6) projects detailed and discussed below.

- *Bladensburg Library Replacement (FY 20 Funding Request: \$0.96 million)*
 - Project is for design and construction of a new approximately 20,000 square foot branch library to replace the existing branch.
 - FY 2020 funds will be used to fund the ongoing design and planning phase.
 - Proposed FY 2020 funding for the project is \$696,000 funded by general obligation bonds. The anticipated total cost of the project is \$19.0 million.

- *Hyattsville Branch Replacement (FY 20 Funding Request: \$10.8 million)*
 - Construction will continue for the Hyattsville Branch in FY 2020.
 - This project consists of building a new one-story, 40,000 square feet facility, with additional study rooms and community meeting space as well as more available parking. The plan is to also provide emergency power for a portion of the building so that it can be used as a cooling/warming shelter in the event of catastrophic weather.
 - The proposed FY 2020 Capital Budget for the project is \$10.8 million, or 76.9% more than the FY 2019 Approved Budget, with an anticipated total project cost of \$36.5 million. FY 2020 funding will be general obligation bonds.
- *Langley Park Branch (FY 20 Funding Request: \$1.4 million)*
 - Project is for design and construction of a new approximately 40,000 square foot facility which will include the Langley Boys and Girls Club.
 - FY 2020 funds will be used to continue the design and planning phase for the Langley Park Branch.
 - FY 2020 proposed funding of \$1.4 million will be general obligation bonds. Anticipated total project cost is \$22.4 million.
- *New Carrollton Branch Renovation (FY 20 Funding Request: \$2.2 million)*
 - This project consists of renovating the existing New Carrollton Branch. Plans include relocating the entrance to make it more accessible, improving the access from the parking area, expanding the upper level public service area, replacing mechanical systems and making various design changes to improve functionality.
 - Renovations will continue in FY 2020 for the New Carrollton Branch.
 - The proposed FY 2020 Capital Budget for the project is \$2.2 million with anticipated total project costs of \$13.5 million to be funded by general obligation bonds.
- *Surratts-Clinton Branch (FY 20 Funding Request: \$7.0 million)*
 - This project consists of renovating the existing space to create multiple study rooms and a separate Children's room with interactive learning features.
 - The HVAC, restrooms, ceiling and furnishings need to be refurbished. The lighting needs to be replaced with a more energy-efficient system.
 - Construction will begin for the Surratts-Clinton Branch in FY 2020.
 - The proposed FY 2020 Capital Budget for the project is \$7.0 million, or approximately 310.9% more than the approved FY 2019 Capital Budget, with total project cost of \$9.1 million. FY 2020 funding will be general obligation bonds.
- *Library Branch Renovations 2 (FY 20 Funding Request: \$3.3 million)*
 - This project consists of updating and renovating branch libraries including replacing carpeting, roofs, HVAC systems, installing Americans with Disabilities Act (ADA) compliant entrances, fences, walkways, parking lots, and renovating public restrooms.
 - This project also provides a source of funding for unanticipated and/or emergency library renovation projects.
 - The proposed FY 2020 Capital Budget for the project is \$3.3 million or 24.0% more than the approved FY 2019 Capital Budget. FY 2020 funding will be general obligation bonds.
 - The table on page 11 summarizes branch renovations for FY 2019, and those being contemplated for FY 2020.

Branch	Description of Renovation	FY 2019	FY 2020
Accokeek	Re-carpeting and interior painting Installation of security access system Roof replacement Seal and re-line parking lot	X X X	X
Beltsville	Replace collection shelving Seal and re-line parking lot Sidewalk repairs Installation of security access system	X X X	X
Fairmount Heights	Water main & sprinkler piping replacement Seal and re-line parking lot LED retro-fit Renovate staff restrooms Installation of security access system	X X X	X X
Glenarden	Replace collection shelving Renovate staff restrooms Installation of security access system		X X X
Greenbelt	Re-carpeting Replace collection shelving Sidewalk repairs	X X	X
Hillcrest Heights	Seal and re-line parking lot		X
Largo-Kettering	Installation of security access system	X	
Oxon Hill	Security camera upgrade Installation of security access system Renovate staff restrooms Renovate meeting room kitchenette	X	X X X
South Bowie	LED retro-fit Installation of security access system	X	X
Spauldings	Installation of security access system Replace chiller Install environmental control system Replace collection shelving Renovate staff restrooms Exterior renovations and upgrades as per Neighborhood Design Center assistance	X X X	X X X
Upper Marlboro	Water pipe replacement Sidewalk repairs Installation of security access system Renovate staff restroom Renovate staff & meeting room kitchenette Interior painting	X X X	X X X
System-wide	Furniture replacement- various branches IT upgrades – various branches	X X	