

FIVE-YEAR (2020-2024)

CAPITAL IMPROVEMENT PLAN (CIP)

OVERVIEW

The Capital Improvement Plan (CIP) is one of the most significant planning processes for Clarion County. In most local governments, it would not be possible to pay for large-scale capital projects or capital improvements without the development of a capital plan.

A CIP is a special budget document that is developed and utilized by a local governing body to identify specific capital projects with corresponding funding sources planned to be undertaken over a multi-year period. The plan outlines the estimated cost for each project. The plan also provides a recommended time frame for carrying out the implementation of specific capital projects. The CIP process will be implemented with the involvement of the stakeholder groups guaranteeing that communication of the capital needs, benefits, cost, schedule, options, and strategies is obtained and addressed.

Clarion County's CIP for years 2020-2024 includes the following goals:

1. Provide for a logical, effective replacement and upgrade of major infrastructure systems;
2. Expansion and/or enhancement of facilities and equipment necessary for the provision of the continued excellent quality of services and to enhance the quality of life for County residents.
3. Preserve community and historical assets.
4. Improve financial planning by comparing needs with resources and identifying potential fiscal implications.
5. Encourage innovation and economic development by becoming more business friendly and marketing of Clarion County.
6. Maintain a strong partnership with municipalities and boroughs and the school districts.

The capital projects are funded through sources that match the useful life of the projects. This is in contrast to general operating budgets that are funded through annual tax levies, fees and miscellaneous revenue. A logical funding source for capital projects is a transfer from the General Fund from the Unassigned Fund Balance through the adoption of the annual budget. The resolution will resolve that a set amount of the Unassigned Fund Balance be committed to the capital budgeting plan while maintaining a margin of safety in the Unassigned Fund Balance to cover any unforeseen expenditures such as state or federal funding impasse, emergency building repairs, increased health care costs, delay in receiving real estate tax revenue, etc.

The first year (2020) of the Capital Improvement Plan is formally authorized as part of the 2020 Budget adoption. Projects outlined in the remaining four years (2021-2024) are for planning purposes only and are not authorized until the future budgets are adopted. The CIP will be reviewed and analyzed during the budget process in order to determine the appropriate level of funding for each project identified. Important decisions about what projects will be undertaken, what priorities are set in order to meet the goals identified in the capital planning process and an update to the capital plan will be provided at that time.

CAPITAL PROJECT DEFINITION

Capital expenditures will enhance, acquire or extend the useful life of assets through a variety of activities. Generally, building or land acquisition, feasibility studies, planning, design, construction, invest in technology, asset rehabilitation and project implementation are activities associated with capital projects. Items included in the CIP range from renovations of existing facilities to technology capital investments.

For budgeting and accounting, a capital project included in the capital improvement plan is defined as an individual asset or project expenditure of at least \$30,000 which has an expected useful life of three years or longer.

SOURCES OF FUNDING

The County's financial and debt management policies guide the County's capital investments and long-term financial management. A fiscally responsible government should manage its money well and live within its means while preparing a realistic plan to meet the goals outlined above.

The funding sources detailed in the CIP include:

- General Fund Budgeted
- General Fund Reserves
- Grant and/or Agency Funds
- Debt
- Project Revenues, Savings, Fees, etc.

CLARION COUNTY OF PA

CAPITAL PROJECTS

ITEM #1: CLARION COUNTY COURTHOUSE RENOVATIONS

The renovations include new windows, heat system and air conditioning, ADA compliant bathrooms, drains, flooring, sound system, benches, lighting, painting, etc.

ESTMATED COST: \$800,000

PRIORITY: HIGHEST/ESSENTIAL

The improvements to the Clarion County courthouse are essential for the efficient operation of the government functions. The courthouse updates and renovations will be made over the five-year capital plan.

ITEM #2: HUMAN SERVICES BUILDING RENOVATIONS

The updates include heat system, central air, windows, flooring, doors, ceiling towels, lights, paint, etc.

ESTIMATED COST: \$300,000

PRIORITY: HIGHEST/ESSENTIAL

The improvements to the Human Services Building identified are necessary for the efficient operation of the government functions. Capital Improvements to the Human Services Building should be made over the five-year capital plan in order to carry out the necessary updates and renovations. The renovations will be capitalized and recovered through future rent.

ITEM #3: 911 CENTER/EMERGENCY MANAGEMENT - - RENOVATIONS OR RELOCATION

ESTIMATED COST: \$400,000

PRIORITY: HIGHEST/ESSENTIAL

The drainage system needs to be addressed. There are a number of maintenance projects that need to be completed, to ensure safe and efficient operation of the 911-Center. Another option is to purchase a building allowing for several key court-related offices to be relocated from non-County owned buildings to the courthouse. The relocation of 911 Center/Emergency Management also needs to be reviewed to determine the positive benefits of increased record storage, county-owned vehicles and equipment being housed in one, easily accessible location, improved efficiency, making space available for other needs within the county, etc.

ITEM #4: CLARION COUNTY JAIL RENOVATIONS

Heating and Air Condition system, roof replacement and security cameras, etc.

ESTIMATED COST: \$225,000

PRIORITY: HIGHEST/ESSENTIAL

The current roof on the Clarion County Jail is over 21 years old and must be replaced, the same as the heating and air conditioning units. Additional security cameras are necessary for the safety of the employees and the inmates. Two new air conditioning units were purchased by the Corrections Fund (07) in June of 2019 at a cost of \$9,275 per unit or \$18,550. The Safety Grant may purchase the security cameras for the jail at an estimated cost of \$7,000 to \$8,000.

ITEM #5: SPACE UTILIZATION IN COUNTY-OWNED BUILDINGS INCLUDING RECORD STORAGE

Review of the current space utilization and record storage.

ESIMATED COST: \$30,000 (renovating vacated spaces to accommodate new functions)

Currently, the Public Defender office is housed in a non-County owned building at an annual cost of \$15,330. Recently, the County purchased a building to house the District Attorney's Office moving from a rented space (at a cost of \$16,800 per year) to a county-owned space. The County must also address the storage needs of the County offices when conducting the space utilization study.

ITEM #6: TELEPHONE SYSTEM LIFE CYCLE REPLACEMENT

Purchase and replace outdated telephone systems and equipment with newer communications technology as existing hardware reaches the end of its useful life.

ESTIMATED COST: \$57,678

ITEM #7: TECHNOLOGY REPLACEMENT, REFRESHMENT AND ENHANCEMENT PLAN

Develop a technology replacement, refreshment and enhancement plan for the County.

ESTIMATED COST: \$50,000 (first year of plan will be a 60/40 split of the cost between the Capital Reserve and the General Fund Budget). In future years, the split will be transitioned to a point where the General Fund Budget will cover the annual cost of the Technology Replacement Plan.

Technology, computers, and electronic equipment have become a pervasive and embedded tool used every day by the County. Technology equipment must be reliable, predictable, and must

perform adequately in order to make use of its intended purpose. This strategy is crucial to achieving the County's mission. The key to sustainability is changing the operational and funding mindset from that of one-time acquisition to an annual, repeatable process. When total outlay costs are average and leveled by lifecycle to calculate an annual cost, an ongoing or sustainable annual budget can be developed.

A review of the current computers, printers, copiers, etc. will be completed to establish the current inventory or baseline for the County. The review/replacement plan will include various components that are required to maintain and keep the County's IT infrastructure operational. Components include networking equipment, software upgrades, wiring improvements, and various other necessary components. The plan will design a replacement cycle for the county's components.

PRIORITY: HIGHEST/ESSENTIAL

ITEM #8: VIRTUALIZATION BACKUP SYSTEM

Purchase a virtual backup system for use by the County.

ESTIMATED COST: \$100,000 to \$170,000

PRIORITY: DESIRABLE

The County needs to move to a virtualization backup system. The County's Informational Technology Department needs to protect the County's Computer System and data. As a result of the world's ever-changing cybersecurity issues we must provide as much protection as possible. Additionally, the current servers are reaching storage capacity.

ITEM #9: PUBLIC SAFETY COMMUNICATIONS SYSTEM

Review and update the 911 Center communications system.

ESTIMATED COST: Between \$3,000,000 and \$4,700,000

PRIORITY: DESIRABLE (LONG-TERM)

This capital improvement may not get completed within this five-year plan; however, the County needs to start now to be prepared. The current system was installed in 2003 and the County must be pro-active in updating the current system for the future.

The current County 911 Center communications system is aging out. Originally, beginning 2018 purchasing of repair parts was no longer an option for the County's communications system but the federal government and the manufacturer extended the availability of parts through 2021 with the possibility of the parts being available through 2025. Other counties have or are currently

changing over to the new digital system, called P-25 a new national system. Armstrong, Butler and Erie counties have spent between \$12,000,000 and \$25,000,000 on their upgrades.

Options include doing a full change over at one time or taking steps to work toward for a full change over, spread out over two and four years. Clarion County could begin with the construction of a new tower in the New Bethlehem area at a cost of about \$400,000, and phasing in other steps as funds are available. In addition to working with the Commonwealth of Pennsylvania agencies to share as many of their tower(s) possible to reduce the County's cost.

Funds for the replacement/improvements should be set aside each year for the next five years to reduce the financial burden and the effect on the yearly budgets when the time comes. Part of the funding will be covered through the 911 Fund.

ITEM #10: ELECTION/VOTING MACHINES

Upgrade or invest in new voting machines.

ESTIMATED COST: \$98,556.49 per year for 8 years = \$788,452

REIMBURSED THROUGH STATE: \$473,071 (60%)

POSSIBLE FEDERAL FUNDING: \$37,867

BALANCE TO BE COVERED BY COUNTY: \$315,381 (without Federal Funding)

PRIORITY: HIGHEST/ESSENTIAL

The County's current voting machines were purchased in 2004 and are at the end of their life expectancy. Act 77 of 2019, signed on October 2019 by Governor Wolf, authorizes funding to help counties purchase new voting systems with a paper trail that strengthens the security of our elections. Act 77 allows for reimbursing counties for 60 percent of their actual costs to replace voting systems.

ITEM #11: HIGH RESOLUTION AERIAL PICTOMETRY IMAGERY – CLARION COUNTY

Multi-Project which includes two projects over a six-year period.

ESTIMATED COST: \$218,100 (\$38,236.70 per year for 3 years = \$114,710.10 – Project 1)

(\$34,463.30 per year for 3 years = \$103,389.90 – Project 2)

PRIORITY: DESIRABLE

The County Assessment Office needs to maintain current and accurate records of all property improvements within the County. Additionally, the imagery will assist the Public Safety Department including the 911 Office, GIS data, CYS, Sheriff's Office, etc.

PRIORITY RANKING SCALE

HIGHEST/ESSENTIAL PRIORITY: Projects which are required to complete or make fully useable a major public improvement, projects which would remedy a condition dangerous to the health, welfare and safety of the public, and/or projects which would provide facilities for a critically needed program or to meet mandated regulations.

DESIRABLE PRIORITY: Projects which would benefit the County, conserve or improve existing facilities, and/or achieve a standard level of service.