

# Person County Capital Improvement Plan FY 2020-2024

Approved



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April 15, 2019

# Person County, North Carolina Capital Improvement Plan

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# PERSON COUNTY

## OFFICE OF THE COUNTY MANAGER

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April 15, 2019

Dear Person County Residents:

I am pleased to present Person County's Fiscal Years 2020-2024 Capital Improvement Plan (CIP). The CIP is an important planning tool for our County, reflecting the Board of County Commissioners' priorities for large capital projects over the next five years. In addition to Person County Government, this plan also incorporates the needs of our partner agencies- including Person County Schools and Piedmont Community College (PCC) - given that counties are statutorily responsible for the provision of educational facilities. We also include capital needs for two outside agencies for which the County owns the buildings: the Person County Museum of History and the Person County Senior Center, although there are no identified needs for either entity in this proposed CIP.

The development of this plan takes into account many factors including the current economic and fiscal climate, logistical and financial constraints, as well as competing demands and priorities for county funds. The most critical capital needs are those that address a life-safety issue. Once those needs are identified, we work towards a balance of needs and priorities within our logistical and financial constraints. This plan identifies the anticipated funding sources needed to meet these priorities. Although the projects in this plan span the next five years, the fiscal impacts extend far beyond. Projects that are financed incur debt service payments typically over a fifteen to twenty year period. Therefore, the full array of funding sources needed to support the projects as well as potential impacts to future operating budgets are also presented. The Board of Commissioners reviews the five year CIP every year, but only funds the projects on an annual fiscal year basis.

Although not yet reflected in the CIP, the County has engaged the services of a financial advisor to assist in the planning and management of large impending capital needs, particularly for the Person County Schools, which far exceed the county's current funding capacity. Over the next year, we will be working closely with our advisors to develop a fiscally responsible plan to fund the enormous needs of the schools. In the meantime, this Capital Improvement Plan seeks to prioritize economic development, provide for some efficiency upgrades and address some safety needs at both Piedmont Community College and Person County Schools. The County has taken a proactive approach in managing roofing needs and window replacements for county buildings and schools through the implementation of a comprehensive assessment and replacement plan. For the current Fiscal Year 2018-2019, just over \$7M was allocated for capital needs, of which \$4.4M was financed for the provision of our public safety communications system, and county and school building improvements. For the upcoming Fiscal Year 2019-2020, spending remains steady at a proposed \$6.4M with no planned financings.

Spending and project highlights for FY20 include construction of a proposed new Executive Hangar at Person County Airport, estimated at \$3.6M of which \$1.3M will come from the Airport Project Fund Balance rather than the General Fund. Another large project is the final construction of the County's Fiber Project at a cost of \$789,063. There are three minor roofing projects; new permitting software for our Development Services group at \$184,500 with a contribution from the City of Roxboro for their

participation in the project of \$22,625; Information Technology Server Expansion for \$130,358; and lights replacement at Bushy Fork Park for \$57,739.

For our educational partners, PCC is will receive an appropriation for the POD Building (\$79,000); technology upgrades (\$100,000) and telephone system replacement (57,592); enhancements to safety and security lighting (\$50,000); a generator (\$80,000); and a Feasibility Study (\$54,000) for an Advanced Manufacturing and STEM center to further our economic development efforts. Person County Schools will make ADA improvements at four elementary schools (\$398,481); interior painting at Earl Bradsher preschool (\$80,000); and an upgrade to the fire alarm system at Southern Middle School (\$200,000).

An important element of this CIP is the debt analysis summary and the table and graph showing the future debt service levels for Person County Government. Comparing Person County's debt service levels to counties benchmarked with our population size indicate that our debt ratio is below average at 4%, which is half of the benchmarked population group's average ratio of 8%. The spreadsheets and graph illustrate Person County's ability to take on additional debt payments in the future, which will be necessary as we begin to address the huge deferred maintenance needs for the Person County Schools in the coming years. Person County will continue to evaluate financing as a viable option for funding our capital needs, but will proceed with caution as we monitor the County's dependence on debt and rising interest rates in the future.

Please keep in mind that this Capital Improvement Plan is just that- a plan- and while a great deal of effort and analysis have gone into this, it offers a starting point for annual comparisons, fiscal changes, unforeseen needs, and a place where public discussion can begin. The CIP will continue to be reviewed throughout the year, presenting any recommended changes to the Board for consideration. This review is critical as new information about our capital needs, our fiscal health, financing tools, and existing project scheduling arises.

Person County Government takes great care and pride in being fiscally responsible. This CIP demonstrates our commitment to provide not only sustainable infrastructure, but improvements and enhancements to our community and quality of life. County staff looks forward to working with the Board of County Commissioners and our community partners as we implement the Fiscal Year 2020-2024 Capital Improvement Plan.

Sincerely,

A handwritten signature in cursive script that reads "Heidi York".

Heidi York  
County Manager

# Person County, North Carolina Capital Improvement Plan



## Objectives of a CIP:

- Create a plan to organize long term capital needs in a manner to promote discussion regarding priority, feasibility, timing, potential costs, financing options and future budgetary effect.
- Limit projects to those costing \$50,000 and over in the plan.
- Present an overview of requests submitted by Person County departments, Piedmont Community College and Public Schools.
- Facilitate the exchange of information and coordination between the County, the community college and the schools on capital planning.

## Steps in developing a CIP:

- Determine capital needs for all departments and certain County-funded agencies.
- Review priorities and assess proposed capital projects in relationship to these priorities.
- Make recommendations to the Board of County Commissioners on a project's timing, priority and possible financing options.

## Categories of projects:

*Person County Government*  
*Piedmont Community College*  
*Public Schools*

- Each project includes a description, a timeline for construction and operating costs, and the current status.
- Also included are graphs that summarize revenue sources, projects by function, projects by type, and outstanding debt.

# Person County, North Carolina Capital Improvement Plan



## Criteria in determining project status:

### **Safety**

- Is public health or safety a critical factor with regard to this project?
- What are the consequences if not approved?

### **Mandate**

- Is the project required by legal mandates?
- Is the project needed to bring the County into compliance with any laws or regulations?

### **Timing and Linkages**

- What is the relationship to other projects, either ongoing or requested?
- Does the project relate to a County-adopted plan or policy?

### **Economic Impact**

- Will this project promote economic development or otherwise raise the standard of living for our citizens?

### **Efficiencies**

- Will this project increase productivity or service quality, or respond to a demand for service?
- Are there any project alternatives?

### **Service Impact**

- Will this project provide a critical service or improve the quality of life for our citizens?
- How will this project improve services to citizens and other service clients?
- How would delays in starting the project affect County services?

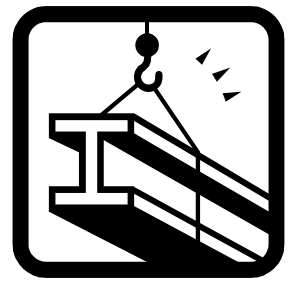
### **Operating Budget Impact**

- What is the possibility of cost escalation over time?
- Will this project reduce annual operating costs in some manner?
- What would be the impact upon the annual operating budget and future operating budgets?

### **Debt Management**

- What types of funding sources are available?
- How reliable is the funding source recommended for the project?
- How would any proposed debt impact the County's debt capacity?
- Does the timing of the proposed construction correspond to the availability of funding?

# Person County, North Carolina Capital Improvement Plan



## Completed Projects

### Person County Government:

- Relocate IT Department- \$97,000
- Tax Appraisal software - \$425,000
- Boiler replacement- LEC- \$85,000
- Bushy Fork Park- new roof- \$52,523
- Library renovations- \$136,329

### Piedmont Community College

- New Roof- Bldg. D -\$183,297
- Acoustical Ceiling - \$60,000
- Telephone System -\$165,452
- Main Power Switch- \$113,450

### Public Schools

- Northern Middle - Bleacher replacement - \$85,000
- School Maintenance- new roof – \$202,893
- Facilities use audit- \$120,000
- South Elementary – valve replacement - \$180,000
- Northern Middle- fire alarm upgrade- \$151,710
- Stories Creek Elementary – cooling tower replacement- \$110,000
- Helena Elementary – cooling tower replacement- \$110,000
- Northern Middle- HVAC rooftop units- \$411,395

## Ongoing Projects

### Person County Government:

**Courthouse- new roof - \$120,741** – Engineering is complete, estimated completion date August 2019.

**Server Expansion - \$83,000 (FY19)**- Two year project, ending in FY20 (\$130,358). Storage equipment implementation is complete and processing equipment will be implemented in FY20.

**PCOB Elevator modernization- \$86,015**- Work is scheduled to begin in April of 2019 and should be complete by May.

**HVAC system- Huck Sansbury gym- \$86,015** – The system has been installed; however, the duct work installation was delayed due to basketball season. Project should be complete by Spring/Early Summer 2019.

**Public Safety Towers -\$3,134,895** -Construction of the Bushy Fork and Bethel Hill towers is complete. Installation of equipment was completed in Dec 2018. Final connection to the fiber system is estimated to be complete by Dec 2019.

**Wireless Broadband Project -\$250,000** – Wireless installation on Mt. Tirzah and Woodland is complete. Bethel Hill and Bushy Fork towers are scheduled for FY20 and FY21, respectively.

**Fiber Project -\$3,076,106** – The fiber project is 75% complete. Three routes have been bored and fiber is being blown in to the Bethel Hill route. Estimated completion date is Sept. 2019.

**Kirby Auditorium-seating replacements- \$110,273**- Seats have been ordered and the installation contract is complete; however, manufacturer delayed due to size of the order. Completion date per the installation contract is estimated for June 2019.

**Bleacher replacement- \$70,000**- Work has been scheduled for March and should be complete by Spring of 2019.

### Piedmont Community College:

**Early College- POD Building- \$473,752** – Project is underway with modular components on site. Pieces cannot be set until the ground is dry. Estimated completion date is Spring of 2019.

**Computer Server room- AC unit and generator- \$74,640**- Weather has delayed this project, but it is expected to be completed by Spring of 2019.

### Public Schools:

**New Roof- Early intervention -\$207,000**- To be bid out in Spring of 2019 and completed by Fall of 2019.



**Person County**  
**Capital Improvement Plan**  
**FY 2020-2024**  
**Approved Projects**

YEAR	DEPT	PROJECT TITLE	TOTAL COST	PROJECT DESCRIPTION AND JUSTIFICATION
2020	IT	Server Expansion	130,358	Second year of server expansion. Total cost is \$213,358. Includes adding two servers, one server replacement , licensing, additional hardware, and implimentation costs.
	IT	Permitting Software	184,500	New software for Planning, GIS, Inspections and EH. Current software is no longer supported and does not integrate the permitting process.
	General Services	LEC- Enhanced camera system	55,000	Replace monitoring system in the LEC to improve automation and meet State requirements.
	General Services	New roof- Grounds Maintenance	104,614	As recommended in the Roofing Study.
	General Services	New Roof - Animal Services	224,162	As recommended in the Roofing Study.
	General Services	New Roof - Board of Elections	130,292	As recommended in the Roofing Study.
	Economic Dev.	Fiber Construction	789,063	Third and final year of installation of 52 miles of fiber that will connect the county's four public safety towers and other public facilities. Total cost is \$3,092,299.
	Parks and Rec	Bushy Fork - light replacement	57,739	Ball field lights are old and use outdated technology. Replace with safer and brighter lighting.
	Airport	Executive Hanger construction	3,600,000	Construct a large hangar for an executive jet estimated at \$60M in taxable value. Two inquiries have already been made this year for a hangar of this size.
	PCC	New Telephone System	57,592	Current system has been discontinued and is unreliable. Total project cost is \$197,433 and spans three years.
	PCC	Early College- POD bldg	79,000	Construct a new building for the PECIL program. This building will be leased over 4 years for a total cost of \$556,740.
	PCC	Feasibility Study- STEM center	55,000	Feasibility study to determine the demand and costs to construct a new facility to house an advanced technology training center and STEM high school classrooms.
	PCC	IT upgrades	100,000	Upgrades to campus technology
	PCC	Building S - generator	80,000	Purchase a generator to provide back up power in the event of a crisis.
	PCC	Campus safety and security lighting	50,000	Improvements to degraded stairs, walkways and lighting.
	Public Schools	Earl Bradsher - interior painting	80,000	State inspections require new interior painting for this facility.
	Public Schools	Southern Middle - fire alarm upgrade	200,000	Replace obsolete alarm system.
	Public Schools	North, NE, Woodland - ADA improvements	398,481	Construct ramps and lifts at elementary schools.
2021	General Services	New Roof - Helena (old) Gym	227,627	As recommended in the Roofing Study.
	General Services	New Roof - Mayo Park Buildings	96,482	As recommended in the Roofing Study.
	General Services	New Roof - EMS	155,442	As recommended in the Roofing Study.
	General Services	New Roof - Helena EMS/Sheriff Satellite	105,500	As recommended in the Roofing Study.
	Parks and Rec	Huck Sansbury - playground surface replacement	57,739	Replace wood chips under play equipment with ADA accessible safety surfacing. Current subsurface is rotted and inhibits proper drainage.
	Parks and Rec	Athletic fields - light replacement	50,000	Ball field lights are 25+ years old and need to be upgraded.
	Stormwater	Stormwater BMP	1,122,500	State law requires that the county implement projects to improve water quality in Falls Lake.
	PCC	New Telephone System	57,592	Current system has been discontinued and is unreliable. Total project cost is \$197,433 and spans three years.
	PCC	Early College- POD bldg	79,000	Construct a new building for the PECIL program. This building will be leased over 4 years for a total cost of \$556,740.
	PCC	Information technology upgrades	80,000	Upgrades to campus technology
	PCC	Enclose selected walkways	100,000	Enclose walkways for improved safety and energy efficiency.
	PCC	Enviro controls for buildings	250,000	Existing system is old and does not function properly. Hard wiring of the control system has been repeatedly struck by lightning. The new system will be web-based and does not require much of the current hardware.
	PCC	New Roof- Building L & covered walkways	217,556	As recommended in the Roofing Study.
	PCC	Campus safety and security lighting	60,000	Improvements to degraded stairs, walkways and lighting.
	PCC	Chiller units	250,000	Replace old chiller units that do not function properly.
	Public Schools	New roof - North End Elementary	649,056	As recommended in the Roofing Study.

**Person County  
Capital Improvement Plan  
FY 2020-2024  
Approved Projects**

YEAR	DEPT	PROJECT TITLE	TOTAL COST	PROJECT DESCRIPTION AND JUSTIFICATION
	Public Schools	New roof - Southern Middle - storage/dugouts/restroom/booth	41,413	As recommended in the Roofing Study.
<b>2022</b>	General Services	New Roof - Inspections	212,417	As recommended in the Roofing Study.
	General Services	New Roof - Emergency Communications	71,520	As recommended in the Roofing Study.
	General Services	New Roof - Museum Complex	383,424	As recommended in the Roofing Study.
	Parks and Rec	Athletic field light and pole upgrades	49,500	Ball field lights are 25+ years old and need to be upgraded.
	Stormwater	Stormwater BMP	892,500	State law requires that the county implement projects to improve water quality in Falls Lake.
	PCC	New Telephone System	9,600	State law requires that the county implement projects to improve water quality in Falls Lake.
	PCC	Early College- POD bldg	79,000	Construct a new building for the PECIL program. This building will be leased over 4 years for a total cost of \$556,740.
	PCC	Information technology upgrades	50,000	Upgrades to campus technology
	PCC	Enclose selected walkways	100,000	Enclose walkways for improved safety and energy efficiency.
	PCC	Enviro controls for buildings	250,000	Existing system is old and does not function properly. Hard wiring of the control system has been repeatedly struck by lightning. The new system will be web-based and does not require much of the current hardware.
	PCC	Campus safety and security lighting	60,000	Improvements to degraded stairs, walkways and lighting.
	PCC	Chiller units	250,000	Replace old chiller units that do not function properly.
	Public Schools	New roof - North End Elementary	119,315	As recommended in the Roofing Study.
<b>2023</b>	Parks and Rec	Athletic field light and pole upgrades	55,000	Ball field lights are 25+ years old and need to be upgraded.
	Person Industries	Feasibility Study-PI/merger	50,000	The lease at the PI Madison Blvd. location ends in 2025. Staff and clients will be moved to the MRF facility. Upgrades to the MRF equipment and the facility will be needed to accommodate additional employees.
	Stormwater	Stormwater BMP	892,500	State law requires that the county implement projects to improve water quality in Falls Lake.
	PCC	Early College- POD bldg	79,000	Total cost is \$800,000. \$200K annual set-aside in the CIP for four years with construction in FY2023.
	PCC	Information technology upgrades	50,000	Upgrades to campus technology
	Public Schools	New Roof- South Elementary	1,145,026	As recommended in the Roofing Study.
<b>2024</b>	General Services	New roof - Library	83,838	As recommended in the Roofing Study.
	Rec, Arts & Parks	Athletic field light and pole upgrades	52,000	Ball field lights are 25+ years old and need to be upgraded.
	Stormwater	Stormwater BMP	892,500	State law requires that the county implement projects to improve water quality in Falls Lake.
	PCC	Early College- POD bldg	79,000	Construct a new building for the PECIL program. This building will be leased over 4 years for a total cost of \$556,740.
	PCC	Information technology upgrades	40,000	Upgrades to campus technology
	Public Schools	New Roof-North Elementary.	965,609	As recommended in the Roofing Study.
	Public Schools	New Roof- Southern Middle School	119,161	As recommended in the Roofing Study.

**Person County**  
**Capital Improvement Plan**  
**FY 2020-2024**  
**Projects Not Approved**

DEPT	PROJECT TITLE	TOTAL COST	PROJECT DESCRIPTION/REASON FOR NOT RECOMMENDING
PCC	Advanced Tech STEM building	32,800,000	More information is needed about the cost and demand for this project. A feasibility study has been included in the FY20 CIP to determine the cost and need.
PCC	North Campus Access	3,000,000	More information about the cost and the necessity of this project is needed before it can be included in the CIP. This issue will be addressed as part of the STEM facility feasibility study.

**Person County  
Capital Improvement Plan (CIP)  
2020-24  
Approved - Funding Schedule**

<b>Sources of Revenue:</b>	<b>Current Year 2018-19</b>	<b>Planning Year 2019-20</b>	<b>Planning Year 2020-21</b>	<b>Planning Year 2021-22</b>	<b>Planning Year 2022-23</b>	<b>Planning Year 2023-24</b>	<b>TOTAL REVENUE SOURCES</b>
<b>Revenues:</b>							
General Fund Contribution	2,105,856	4,669,176	2,874,998	1,859,776	1,204,026	1,039,608	<b>13,753,440</b>
CIP Project Fund Balance	330,000	360,000	-	250,000	475,000	300,000	<b>1,715,000</b>
Airport Project Fund Balance	-	1,323,000	-	-	-	-	<b>1,323,000</b>
City of Roxboro Contribution - Permitting Software	-	22,625	-	-	-	-	<b>22,625</b>
Library Development Trust Fund	136,329	-	-	-	-	-	<b>136,329</b>
Stormwater Fees	-	-	1,122,500	892,500	892,500	892,500	<b>3,800,000</b>
Public Safety Comm System, County & School Building Improvements - Fund Balance	100,000	-	-	-	-	-	<b>100,000</b>
Debt Proceeds - Public Safety Comm System, County & School Building Improvements	4,400,000	-	-	-	-	-	<b>4,400,000</b>
<b>Total Sources of Revenue:</b>	<b>7,072,185</b>	<b>6,374,801</b>	<b>3,997,498</b>	<b>3,002,276</b>	<b>2,571,526</b>	<b>2,232,108</b>	<b>25,250,394</b>
<b>Project Costs for County:</b>	<b>Current Year 2018-19</b>	<b>Planning Year 2019-20</b>	<b>Planning Year 2020-21</b>	<b>Planning Year 2021-22</b>	<b>Planning Year 2022-23</b>	<b>Planning Year 2023-24</b>	<b>TOTAL PROJECT COSTS</b>
<b>Information Technology:</b>							
Server Expansion	83,000	130,358	-	-	-	-	<b>213,358</b>
Permitting Software	-	184,500	-	-	-	-	<b>184,500</b>
<b>General Services:</b>							
New Roof - Bushy Fork	52,523	-	-	-	-	-	<b>52,523</b>
PCOB elevator modernization	86,015	-	-	-	-	-	<b>86,015</b>
HVAC System - Huck Sansbury Gym	95,000	-	-	-	-	-	<b>95,000</b>
Enhanced Camera System - LEC	-	55,000	-	-	-	-	<b>55,000</b>
New Roof - Grounds Maintenance	-	104,614	-	-	-	-	<b>104,614</b>
New Roof - Animal Services	-	224,162	-	-	-	-	<b>224,162</b>
New Roof - Board of Elections	-	130,292	-	-	-	-	<b>130,292</b>
New Roof - Helena (old) Gym	-	-	227,627	-	-	-	<b>227,627</b>
New Roof - Mayo Park Buildings	-	-	96,482	-	-	-	<b>96,482</b>
New Roof - EMS	-	-	155,442	-	-	-	<b>155,442</b>
New Roof - Helena EMS/Sheriff Satellite Station	-	-	105,500	-	-	-	<b>105,500</b>
New Roof - Inspections	-	-	-	212,417	-	-	<b>212,417</b>
New Roof - Emergency Communications (911)	-	-	-	71,520	-	-	<b>71,520</b>
New Roof - Museum Complex	-	-	-	383,424	-	-	<b>383,424</b>
New Roof - Library	-	-	-	-	-	83,838	<b>83,838</b>
<b>Emergency Management Services:</b>							
Public Safety Communication System Upgrade							
Tower Construction	739,938	-	-	-	-	-	<b>739,938</b>
VIPER Radio Units	951,765	-	-	-	-	-	<b>951,765</b>
VHF Equipment	1,174,459	-	-	-	-	-	<b>1,174,459</b>
Planning & Consulting	199,197	-	-	-	-	-	<b>199,197</b>
Administration expenses	500	-	-	-	-	-	<b>500</b>
Issuance costs	69,036	-	-	-	-	-	<b>69,036</b>
Contingency funding	100,000	-	-	-	-	-	<b>100,000</b>

**Person County  
Capital Improvement Plan (CIP)  
2020-24  
Approved - Funding Schedule**

<b>Project Costs for County:</b>	<b>Current Year 2018-19</b>	<b>Planning Year 2019-20</b>	<b>Planning Year 2020-21</b>	<b>Planning Year 2021-22</b>	<b>Planning Year 2022-23</b>	<b>Planning Year 2023-24</b>	<b>TOTAL PROJECT COSTS</b>
<b>Economic Development:</b>							
Fiber project							
Construction	1,451,566	789,063	-	-	-	-	<b>2,240,629</b>
<b>Recreation, Arts &amp; Parks:</b>							
Kirby Auditorium - seating replacements	110,273	-	-	-	-	-	<b>110,273</b>
Huck Sansbury - bleachers replacement	70,000	-	-	-	-	-	<b>70,000</b>
Bushy Fork - light replacement	-	57,739	-	-	-	-	<b>57,739</b>
Huck Sansbury - playground surface replacement	-	-	205,330	-	-	-	<b>205,330</b>
Athletic fields - light replacement	-	-	50,000	49,500	55,000	52,000	<b>206,500</b>
<b>Person Industries</b>							
Feasibility Study - PI merger/upgrade	-	-	-	-	50,000	-	<b>50,000</b>
<b>Airport Construction Projects:</b>							
Executive Hangar construction	-	3,600,000	-	-	-	-	<b>3,600,000</b>
<b>Public Library:</b>							
Library renovations	136,329	-	-	-	-	-	<b>136,329</b>
<b>Stormwater:</b>							
Stormwater BMP	-	-	1,122,500	892,500	892,500	892,500	<b>3,800,000</b>
<b>Set-asides for future projects</b>	-	-	-	-	-	-	-
<b>Total County Projects:</b>	<b>5,319,601</b>	<b>5,275,728</b>	<b>1,962,881</b>	<b>1,609,361</b>	<b>997,500</b>	<b>1,028,338</b>	<b>16,193,409</b>

**Person County  
Capital Improvement Plan (CIP)  
2020-24  
Approved - Funding Schedule**

<b>Project Costs for County:</b>	<b>Current Year 2018-19</b>	<b>Planning Year 2019-20</b>	<b>Planning Year 2020-21</b>	<b>Planning Year 2021-22</b>	<b>Planning Year 2022-23</b>	<b>Planning Year 2023-24</b>	<b>TOTAL PROJECT COSTS</b>
<b>Project Costs for PCC:</b>	<b>Current Year 2018-19</b>	<b>Planning Year 2019-20</b>	<b>Planning Year 2020-21</b>	<b>Planning Year 2021-22</b>	<b>Planning Year 2022-23</b>	<b>Planning Year 2023-24</b>	<b>TOTAL PROJECT COSTS</b>
<b>Piedmont Community College (PCC):</b>							
Main Power Switch replacement	113,450	-	-	-	-	-	113,450
Telephone System replacement	72,649	57,592	57,592	9,600	-	-	197,433
Early College - POD Building	161,740	79,000	79,000	79,000	79,000	79,000	556,740
Computer Server room - AC unit and generator	74,640	-	-	-	-	-	74,640
Feasibility Study - Advanced mfg tech/ STEM center	-	54,000	-	-	-	-	54,000
Information technology upgrades	-	100,000	80,000	50,000	50,000	40,000	320,000
Enclose selected walkways	-	-	100,000	100,000	-	-	200,000
Enviro controls for buildings	-	-	250,000	250,000	-	-	500,000
New Roof- Building L & covered walkways	-	-	217,556	-	-	-	217,556
Building S - generator	-	80,000	-	-	-	-	80,000
Campus safety and security lighting	-	50,000	60,000	60,000	-	-	170,000
Chiller units	-	-	250,000	250,000	-	-	500,000
<b>Set-asides for future projects</b>	-	-	250,000	-	-	-	250,000
<b>Total PCC Projects:</b>	<b>422,479</b>	<b>420,592</b>	<b>1,344,148</b>	<b>798,600</b>	<b>129,000</b>	<b>119,000</b>	<b>3,233,819</b>
<b>Project Costs for Public Schools:</b>	<b>Current Year 2018-19</b>	<b>Planning Year 2019-20</b>	<b>Planning Year 2020-21</b>	<b>Planning Year 2021-22</b>	<b>Planning Year 2022-23</b>	<b>Planning Year 2023-24</b>	<b>TOTAL PROJECT COSTS</b>
<b>Public Schools:</b>							
South Elementary - valve replacement	180,000	-	-	-	-	-	180,000
Northern Middle - fire alarm upgrade	151,710	-	-	-	-	-	151,710
Stories Creek Elementary - cooling tower replacement	110,000	-	-	-	-	-	110,000
Helena Elementary - cooling tower replacement	110,000	-	-	-	-	-	110,000
New Roof - Early Intervention	207,000	-	-	-	-	-	207,000
Northern Middle - HVAC rooftop units	411,395	-	-	-	-	-	411,395
Earl Bradsher - interior painting	-	80,000	-	-	-	-	80,000
Southern Middle - fire alarm upgrade	-	200,000	-	-	-	-	200,000
North, NE, Woodland, Oak Lane - ADA improvements	-	398,481	-	-	-	-	398,481
New roof - North End Elementary	-	-	649,056	-	-	-	649,056
New roof - Southern Middle - storage/dugouts/restroom/booth	-	-	41,413	-	-	-	41,413
New roof - North End Elementary	-	-	-	119,315	-	-	119,315
New roof - South Elementary	-	-	-	-	1,145,026	-	1,145,026
New roof - North Elementary	-	-	-	-	-	965,609	965,609
New roof - Southern Middle School	-	-	-	-	-	119,161	119,161
<b>Set-asides for future projects</b>	160,000	-	-	475,000	300,000	-	935,000
<b>Total Public Schools Projects:</b>	<b>1,330,105</b>	<b>678,481</b>	<b>690,469</b>	<b>594,315</b>	<b>1,445,026</b>	<b>1,084,770</b>	<b>5,823,166</b>
<b>Total Project Costs:</b>	<b>7,072,185</b>	<b>6,374,801</b>	<b>3,997,498</b>	<b>3,002,276</b>	<b>2,571,526</b>	<b>2,232,108</b>	<b>25,250,394</b>

**Person County  
Capital Improvement Plan (CIP)  
2020-24  
Approved - Funding Schedule**

<b>Project Costs for County:</b>	<b>Current Year 2018-19</b>	<b>Planning Year 2019-20</b>	<b>Planning Year 2020-21</b>	<b>Planning Year 2021-22</b>	<b>Planning Year 2022-23</b>	<b>Planning Year 2023-24</b>	<b>TOTAL PROJECT COSTS</b>
<b>Sources of Revenue for Operating Impact Costs:</b>	<b>Current Year 2018-19</b>	<b>Planning Year 2019-20</b>	<b>Planning Year 2020-21</b>	<b>Planning Year 2021-22</b>	<b>Planning Year 2022-23</b>	<b>Planning Year 2023-24</b>	<b>TOTAL REVENUE SOURCES</b>
General Fund Revenues	380,421	714,703	686,288	672,248	715,318	687,056	3,856,034
<b>Total Sources of Revenue for Operating Impact Costs:</b>	<b>380,421</b>	<b>714,703</b>	<b>686,288</b>	<b>672,248</b>	<b>715,318</b>	<b>687,056</b>	<b>3,856,034</b>

<b>Operating Impact Costs:</b>	<b>Current Year 2018-19</b>	<b>Planning Year 2019-20</b>	<b>Planning Year 2020-21</b>	<b>Planning Year 2021-22</b>	<b>Planning Year 2022-23</b>	<b>Planning Year 2023-24</b>	<b>TOTAL PROJECT COSTS</b>
<b>IT: Permitting Software</b>							
New maintenance contract	-	52,309	52,309	52,309	52,309	52,309	261,545
<b>IT: Server upgrade</b>							
Software and licenses	-	-	4,900	4,900	19,122	4,900	33,822
Maintenance on hardware	-	-	5,775	5,775	8,663	8,663	28,876
Renewal on back up software	-	2,948	2,948	2,948	2,948	2,948	14,740
<b>Fiber Maintenance</b>							
Maintenance and repair	13,066	13,066	13,066	13,066	13,066	13,066	78,396
Equipment and warranty	-	20,000	-	-	-	-	20,000
Monitoring	-	5,600	5,600	5,600	5,600	5,600	28,000
<b>Parks and Recreation</b>							
Bushy Fork light replacement	-	-	(250)	(250)	(250)	(250)	(1,000)
<b>Public Safety &amp; Broadband Towers Project</b>							
Debt Service payments	349,175	540,400	526,360	512,320	498,280	484,240	2,910,775
Lights maintenance	12,000	12,000	12,000	12,000	12,000	12,000	72,000
Electricity & fuel	4,400	4,400	4,400	4,400	4,400	4,400	26,400
Insurance	1,780	1,780	1,780	1,780	1,780	1,780	10,680
<b>Airport Executive Hangar</b>							
Utilities- electricity	-	1,200	2,400	2,400	2,400	2,400	10,800
Lease	-	-	(6,000)	(6,000)	(6,000)	(6,000)	(24,000)
<b>PCC Telephone System</b>							
Maintenance upgrade	-	-	-	-	40,000	40,000	80,000
<b>PCC Early College- POD Building</b>							
Custodial employee	-	33,000	33,000	33,000	33,000	33,000	165,000
Maintenance and custodial supplies	-	8,000	8,000	8,000	8,000	8,000	40,000
Utilities	-	20,000	20,000	20,000	20,000	20,000	100,000
<b>Total Operating Impact Costs:</b>	<b>380,421</b>	<b>714,703</b>	<b>686,288</b>	<b>672,248</b>	<b>715,318</b>	<b>687,056</b>	<b>3,856,034</b>

**Note: Item highlighted below is a project associated with a proposed debt financing.**

**2018-19 Public Safety & Broadband Towers Project**

The County entered into an installment purchase contract for \$4.4M on May 10, 2018 to finance a portion of the construction of two public safety communication towers and purchase and installation of related facilities and equipment, rooftop HVAC units and fire alarm system replacements for Northern Middle School, installation of a new HVAC system for the Huck Sansbury Gym, roofing replacement for Early Intervention and Family Services, cooling tower replacements for Helena and Stories Creek Elementary Schools, and heating and cooling unit valve replacements at South Elementary School. These costs are listed in the FY 2018-19 since the work for the majority of these projects did not commence until the current year.

## Set-Aside Funds for Future Years

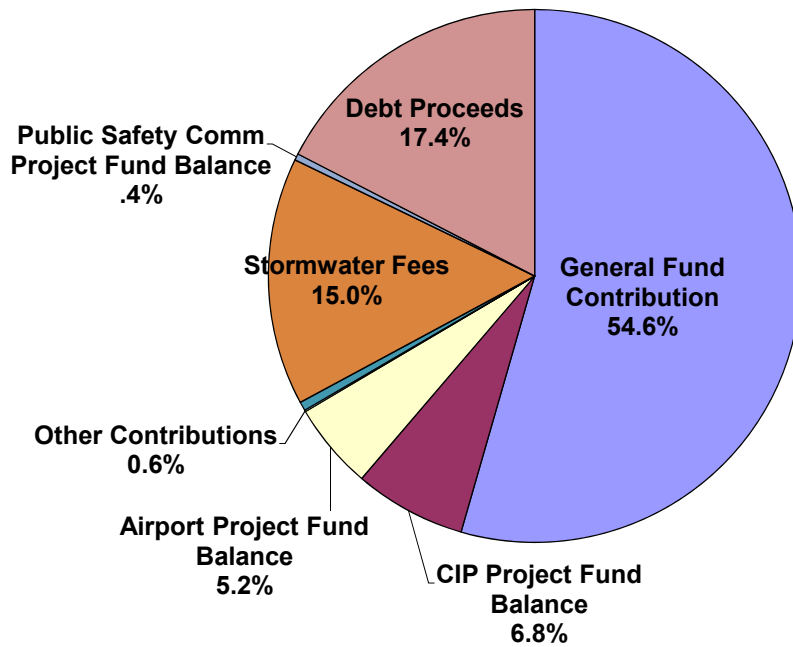
Note: The County implements a best practice approach for distributing the costs of capital projects to minimize the impact in any one fiscal year. This is accomplished by incrementally funding expensive projects over multiple fiscal years. The projects listed below are funded through set-aside funds leading up to the year in which the project will be completed, thus reducing the burden in that year. This is a proactive approach to planning and funding future capital needs as well as maximizing cash flow capacity.

	Set-Aside Amount	Fiscal Year that project is recommended to take place	Remaining Cost
<b>Current &amp; Prior Years</b>			
Southern Middle-Fire Alarm Upgrade	\$ 160,000	2019-2020	\$ 40,000
<b>Budget Year 2019-2020</b>			
(No set asides proposed in this year)	\$ -		
<b>Planning Year 2020-2021</b>			
PCC-Chiller Units	\$ 250,000	2021-2022	\$ -
<b>Planning Year 2021-2022</b>			
New Roof-South Elementary	\$ 475,000	2022-2023	\$ 670,026
<b>Planning Year 2022-2023</b>			
New Roof-North Elementary	\$ 300,000	2023-2024	\$ 665,609
<b>Planning Year 2023-2024</b>			
(No set asides proposed in this year)	\$ -		



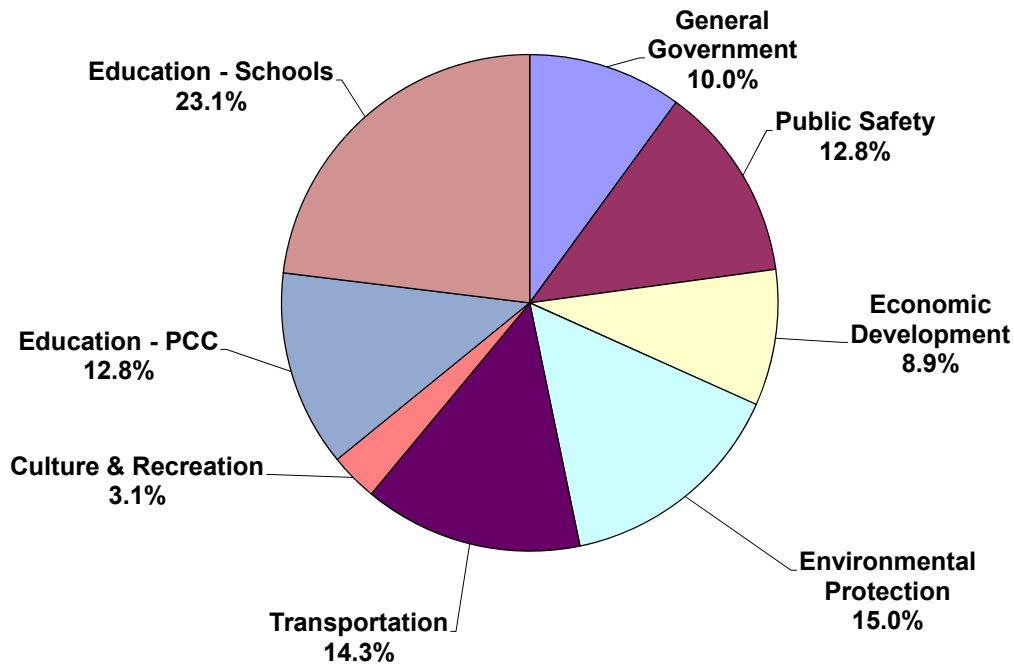
**Person County Capital Improvement Plan  
Approved - Revenue Sources  
FY 2020 - 2024**

Total % Revenue Sources								
Description	Current Year	2020	2021	2022	2023	2024	Totals	% of Total
General Fund Contribution	2,105,856	4,669,176	2,874,998	1,859,776	1,204,026	1,039,608	13,753,440	54.6%
CIP Project Fund Balance	330,000	360,000	-	250,000	475,000	300,000	1,715,000	6.8%
Airport Project Fund Balance	-	1,323,000	-	-	-	-	1,323,000	5.2%
City of Roxboro Contribution - Permitting Software	-	22,625	-	-	-	-	22,625	0.1%
Library Development Trust Fund	136,329	-	-	-	-	-	136,329	0.5%
Stormwater Fees	-	-	1,122,500	892,500	892,500	892,500	3,800,000	15.0%
Public Safety Comm System, County & School Building Improvements-Fund Balance	100,000	-	-	-	-	-	100,000	0.4%
Debt Proceeds - Public Safety Comm System, County & School Building Improvements	4,400,000	-	-	-	-	-	4,400,000	17.4%
<b>Totals</b>	<b>7,072,185</b>	<b>6,374,801</b>	<b>3,997,498</b>	<b>3,002,276</b>	<b>2,571,526</b>	<b>2,232,108</b>	<b>25,250,394</b>	<b>100.0%</b>



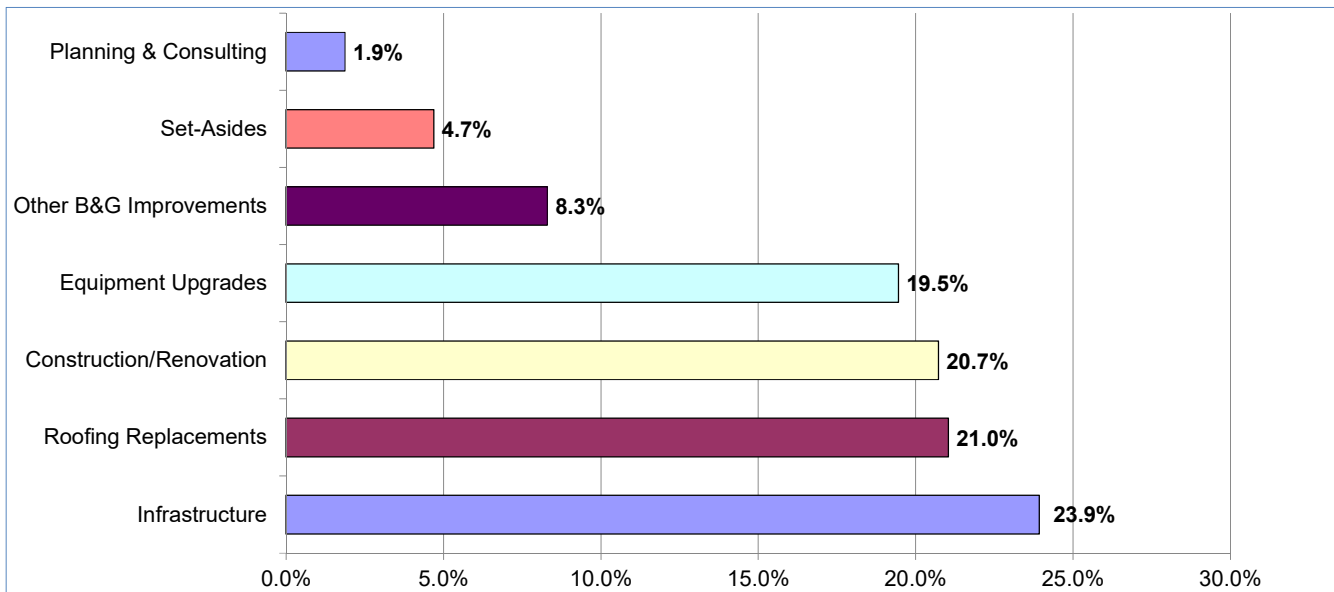
**Person County Capital Improvement Plan**  
**Approved - by Function**  
**FY 2020 - 2024**

<b>Total % CIP Projects by Function</b>								
<b>Description</b>	<b>Current Year</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Totals</b>	<b>% of Total</b>
General Government	316,538	828,926	585,051	667,361	50,000	83,838	2,531,714	10.0%
Public Safety	3,234,895	-	-	-	-	-	3,234,895	12.8%
Economic Development	1,451,566	789,063	-	-	-	-	2,240,629	8.9%
Environmental Protection	-	-	1,122,500	892,500	892,500	892,500	3,800,000	15.0%
Transportation	-	3,600,000	-	-	-	-	3,600,000	14.3%
Culture & Recreation	316,602	57,739	255,330	49,500	55,000	52,000	786,171	3.1%
Education - PCC	422,479	420,592	1,344,148	798,600	129,000	119,000	3,233,819	12.8%
Education - Schools	1,330,105	678,481	690,469	594,315	1,445,026	1,084,770	5,823,166	23.1%
<b>Totals</b>	<b>7,072,185</b>	<b>6,374,801</b>	<b>3,997,498</b>	<b>3,002,276</b>	<b>2,571,526</b>	<b>2,232,108</b>	<b>25,250,394</b>	<b>100.0%</b>



**Person County Capital Improvement Plan**  
**Approved - by Type**  
**FY 2020 - 2024**

<b>Total % CIP Projects by Type</b>								
<b>Description</b>	<b>Current Year</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Totals</b>	<b>% of Total</b>
Infrastructure	1,451,566	789,063	1,122,500	892,500	892,500	892,500	6,040,629	<b>23.9%</b>
Roofing Replacements	259,523	459,068	1,493,076	786,676	1,145,026	1,168,608	5,311,977	<b>21.0%</b>
Construction/Renovation	1,038,007	3,679,000	179,000	179,000	79,000	79,000	5,233,007	<b>20.7%</b>
Equipment Upgrades	2,883,048	915,189	497,592	419,100	105,000	92,000	4,911,929	<b>19.5%</b>
Other B&G Improvements	911,308	478,481	455,330	250,000	-	-	2,095,119	<b>8.3%</b>
Set-Asides	160,000	-	250,000	475,000	300,000	-	1,185,000	<b>4.7%</b>
Planning & Consulting	368,733	54,000	-	-	50,000	-	472,733	<b>1.9%</b>
<b>Totals</b>	<b>7,072,185</b>	<b>6,374,801</b>	<b>3,997,498</b>	<b>3,002,276</b>	<b>2,571,526</b>	<b>2,232,108</b>	<b>25,250,394</b>	<b>100.0%</b>



# Person County's Debt Service

## Current Debt Service

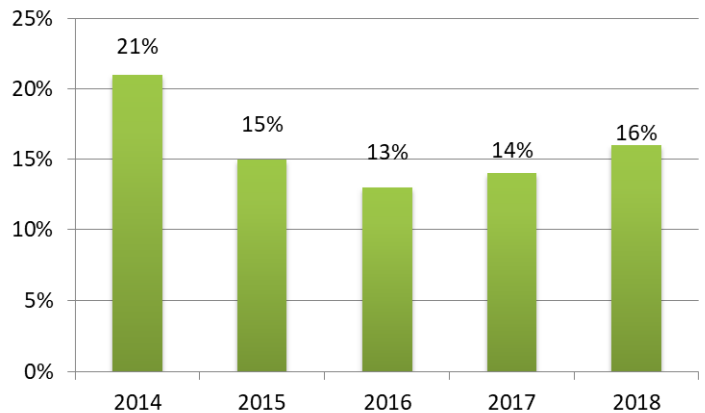
Project	Description	Term	Int Rate %	Outstanding Balance	Last Pyt Fiscal Year
<b>2006 Various Roofing/Paving Projects</b>	Re-roofing, paving and repaving certain school, community college and other public facilities; re-floor the gymnasium; construct new tennis courts at Person High School.	15 years	3.86%	838,685	2021
<b>2010 Courthouse Renovation &amp; Various Roofing (BAB's)</b>	Engineering and construction costs associated with the renovation of the Courthouse and some various re-roofing for certain school, community college and other public facilities; financed through Build America Bonds (BAB's) yielding a 35% refund of the interest payments.	10 years	4.08%	468,360	2021
<b>2012 SMS &amp; portion of PHS Re-roofing (QSCB)</b>	Re-roofing construction for Southern Middle School and a portion of Person High School; financed through a Qualified School Construction Bond (QSCB) yielding a 100% refund of the interest payments.	15 years	3.93%	2,089,032	2028
<b>2015 Capital Lease (Elections Equipment)</b>	Upgrade of voting equipment; financed as a capital equipment lease for a 5 year term.	5 years	6.07%	7,660	2020
<b>2015 PCRC &amp; Various Roofing Projects</b>	Purchase, renovation and re-roofing of the existing Person County Recycling Facility, and re-roofing construction for the Kirby Civic Auditorium and Earl Bradsher Preschool.	15 years	2.80%	1,580,600	2029
<b>2016 Roxplex &amp; Various Roofing Projects</b>	Acquisition and improvements of Roxplex property; re-roofing construction to Huck Sansbury, South Elementary, Woodland Elementary, and Oak Lane Elementary; window replacements for North End Elementary, and a chiller replacement for Southern Middle School.	15 years	2.22%	1,409,472	2026
<b>2016 Capital Lease (E911 Radios and Console Furniture)</b>	Replacement of radios and console furniture designed and programmed specifically for use by the E911 Communications Center.	5 years	7.186%	147,493	2020
<b>2016 Capital Lease (E911 Telephone Equipment)</b>	Upgrade of telephone equipment for operations at E911 Communications Center.	5 years	5.555%	132,415	2021
<b>2017 Person County Senior Center Project</b>	Acquisition and improvements of existing facility (formerly "Total Fitness Center") to be location of Person County Senior Center.	5 years	5.555%	2,339,369	2032
<b>2018 Towers &amp; Other Building Improvements</b>	Construction of public safety communication towers; Huck Sansbury HVAC and improvements to various school buildings.	15 years	3.51%	5,260,863	2033
<b>2018 Capital Lease (EMS Ambulances and Turnout Gear)</b>	Purchase of three ambulances and associated turnout gear.	5 years	N/A	620,869	2023
		<b>TOTAL DEBT SERVICE OUTSTANDING</b>		<b><u>\$14,894,818</u></b>	

## Current Debt Analysis

There are two standard ratios that measure debt service levels and the capacity for taking on additional debt. These ratios and their meaning for Person County are described below:

- Debt to Assets Ratio:** Measures leverage, the extent to which total assets are financed with long-term debt. The debt-to-assets ratio is calculated as long-term debt divided by total assets. A high debt to assets ratio may indicate an over-reliance on debt for financing assets, and a low ratio may indicate a weak management of reserves. At FY 2017, the debt to assets ratio for Person County was 14%, while other 20 counties with similar populations show an average of 37%. Person County was the 4<sup>th</sup> highest county for the amount of total assets reported in comparison to these other counties, but rated the 3<sup>rd</sup> lowest Debt to Assets Ratio, as well as the 7<sup>th</sup> lowest long term debt amount. Results appear to indicate that Person County is minimally leveraged in debt compared to the population group average. As displayed in the chart below, Person County's debt to assets ratio has declined from 21% in FY 2014 to 16% in FY 2018. This reduction can likely be attributed to a large payoff of school debt in FY2015, as well as the addition of school assets held as collateral for County financings in previous years that were added to the County's asset totals beginning in the financial report for FY2017. Auditors determined that these assets should be included on the County's Statement of Net Position since the properties belong to the County during the life of the debt. A slight uptick in FY2017 and again in FY2018 is the result of issuing new debt for the Senior Center renovation and construction of Public Safety Communication Towers. As interest rates are forecasted to increase, and new debt is issued, it is anticipated that this percentage will continue to climb. A gradual change or level trend indicates to credit agencies a more strategic approach to the management of the County's assets.

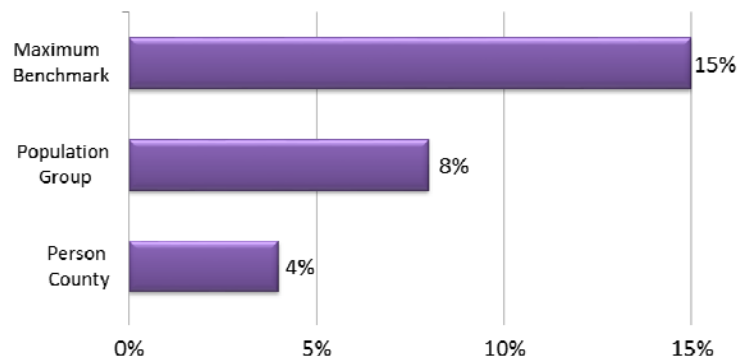
<u>FY</u>	<u>Person County's Debt to Assets Ratio</u>
2014	21%
2015	15%
2016	13%
2017	14%
2018	16%



- Debt Service Ratio:**

Measures financing obligations, provides feedback on service flexibility with the amount of expenditures committed to annual debt service. The debt service ratio is calculated as annual debt service divided by total expenses. General accounting guidance discourages this ratio from being higher than 15% for a maximum benchmark. Any percentage higher than this can severely hamper the County's service flexibility. Person County's debt service ratio held at 4% which is half of the population group's average ratio of 8% for FY 2017 (Person County's ratio reports to be same for FY 2018). Even though Person County has issued new debt in FY2017 and FY2018, increases in expenditures for those two years offset the increase in debt service, causing the debt service ratio to hold flat. This level trend indicates a tight management of its debt service costs in relation to total expenditures. As it stands now, Person County is in a favorable position to take on more debt if you compare the debt service ratio levels to its peer counties. A consistent debt ratio level indicates a stronger management of financing resources in relation to the amount that is available for other services.

<u>FY 2017</u>	<u>Debt Service Ratio</u>
Person County	4%
Population Group	8%
Maximum Benchmark	15%



## Proposed Debt Service

There are no proposed financings in this CIP for FY 2020-2024.

# Future Debt Service Payments for Person County

Fiscal Year Ending June 30	2006 Various Roofing/Paving Projects	2010 Courthouse Renovation & Various Roofing Projects	2012 School Roofing Projects for SMS & PHS (QSCB)	Capital Leases	2015 PCRC & Various Roofing Projects	2016 Roxplex & Various Roofing Projects	2017 Senior Center & Various Roofing Projects	2018 Towers & Other Building Improvements Project	Total Current Debt Service
2020	427,094	315,300	276,546	416,302	138,500	128,394	203,624	349,175	2,254,935
2021	411,591	153,060	268,338	181,700	135,700	205,730	199,678	540,400	2,096,197
2022	-	-	260,131	155,217	430,800	275,323	195,733	526,360	1,843,564
2023	-	-	251,924	155,217	221,000	310,457	191,787	512,320	1,642,705
2024	-	-	243,717	-	116,100	259,158	187,842	498,280	1,305,096
2025	-	-	235,509	-	113,300	154,163	183,897	484,240	1,171,108
2026	-	-	227,302	-	110,500	76,249	179,951	470,200	1,064,202
2027	-	-	219,095	-	107,700	-	176,006	381,818	884,619
2028	-	-	106,470	-	104,900	-	172,060	370,411	753,841
2029	-	-	-	-	102,100	-	168,115	359,003	629,218
2030	-	-	-	-	-	-	164,169	347,596	511,765
2031	-	-	-	-	-	-	160,224	212,285	372,509
2032	-	-	-	-	-	-	156,284	106,143	262,426
2033	-	-	-	-	-	-	-	102,633	102,633
2034	-	-	-	-	-	-	-	-	-
<b>Totals</b>	<b>\$ 838,685</b>	<b>\$ 468,360</b>	<b>\$ 2,089,032</b>	<b>\$ 908,437</b>	<b>\$ 1,580,600</b>	<b>\$ 1,409,472</b>	<b>\$ 2,339,369</b>	<b>\$ 5,260,863</b>	<b>\$ 14,894,818</b>

Above chart displays Person County's current debt service schedule. Debt paydowns in FY2019 causes total outstanding debt to drop by almost \$2.2M.

No future debt financings are being proposed at this time (see chart to the right). It is estimated that the County's total outstanding debt will be \$14.9M at current year end.

Graph below represents County's outstanding debt service over 10 year period. Projection of \$14.9M at end of FY19 is a 10% reduction from the prior year.

Fiscal Year Ending June 30	Total Current Debt Service	No Proposed Debt Financings	Total Proposed Debt Service	Adjusted Year to Year Change with Proposed Debt Service
2020	2,254,935	-	2,254,935	87,903
2021	2,096,197	-	2,096,197	(158,737)
2022	1,843,564	-	1,843,564	(252,633)
2023	1,642,705	-	1,642,705	(200,859)
2024	1,305,096	-	1,305,096	(337,609)
2025	1,171,108	-	1,171,108	(133,988)
2026	1,064,202	-	1,064,202	(106,906)
2027	884,619	-	884,619	(179,583)
2028	753,841	-	753,841	(130,778)
2029	629,218	-	629,218	(124,623)
2030	511,765	-	511,765	(117,453)
2031	372,509	-	372,509	(139,256)
2032	262,426	-	262,426	(110,083)
2033	102,633	-	102,633	(159,794)
2034	-	-	-	(102,633)
2035	-	-	-	-
2035	-	-	-	-
<b>Totals</b>	<b>\$ 14,894,818</b>	<b>\$ -</b>	<b>\$ 14,894,818</b>	<b>\$ (2,167,031)</b>

