

# Cumberland County Facilities Master Plan (FMP)

Board of Commissioners Briefing

September 10, 2025



# What is a Facilities Master Plan?

What do we have now?

- Inventory existing buildings

What will we need in the future?

- Project space needs through 2043

How can we provide needed space?

- Flexible menu of options

# Why prepare a FMP?

- ✓ Meet modern facility standards for safety, accessibility, and technology
- ✓ Improve service access, convenience, and efficiency
- ✓ Decrease spending on leases and repairs
- ✓ Lower costs by selling properties that no longer meet needs
- ✓ Strategically plan for increasing population and service demand

# FMP Process

Understand



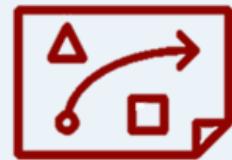
Data Forms &  
Interactive  
Database

Define



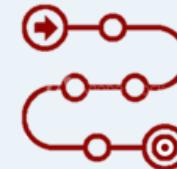
Space Drivers &  
Benchmark

Analyze



Gap Analysis &  
Scenario  
Workshops

Plan



Roadmap &  
Implementation  
Schedule



# FMP Stakeholder Engagement

- Every department interviewed/surveyed
- Responses validated by senior management
- Staff/customer survey conducted
- Peer county visits/interviews

**Study Introduction**

**Cumberland County FMP Survey**

**Background**

Cumberland County, Pennsylvania commissioned OnPointe Insights to conduct the Facilities Master Plan survey, consisting of both staff feedback and resident feedback. The surveys were in the field from May 9th to June 20th, 2024. Residents were invited to take the survey via email and flyers/posters in county facilities. All 957 county employees were invited to participate. In total, 374 staff surveys (39% participation) and 469 resident surveys were completed.

The online survey measured importance and performance of significant building attributes. The survey addresses how staff and residents interact with and are affected by county facilities. Key topics included:

- Facility and workspace impact on motivation and ability to work
- Visitor focused attributes, staff focused attributes, and security attributes of each building
- Potential for / acceptability of remote work and space sharing
- Hours of operation
- In depth comments from both staff and residents

**Reviewing the data**

This Online Dashboard presents results in an interactive way.

- The dashboard is split by staff responses and resident responses.
- Many sections have arrows on the left. Click the arrows to expand a section and see additional visualizations and data analysis.
- Use filters to explore specific buildings and departments where applicable
- Comments are ordered by building in alphabetical order. Comments can also be filtered by building and departments where applicable.
- "Building Summaries" at the end of the staff survey shows a page of useful metrics and analysis for each building.
- Export the data you want into PDF, Excel or PowerPoint formats

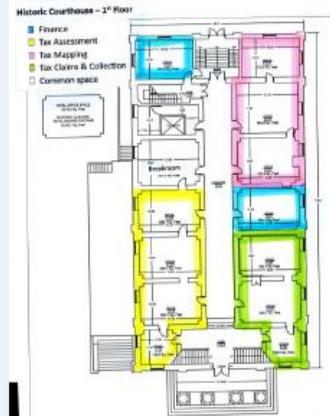
 OnPointe Insights

# Definitions

## Space Terms 101



**Net Square Feet (NSF)** = inside dimensions of a space/room



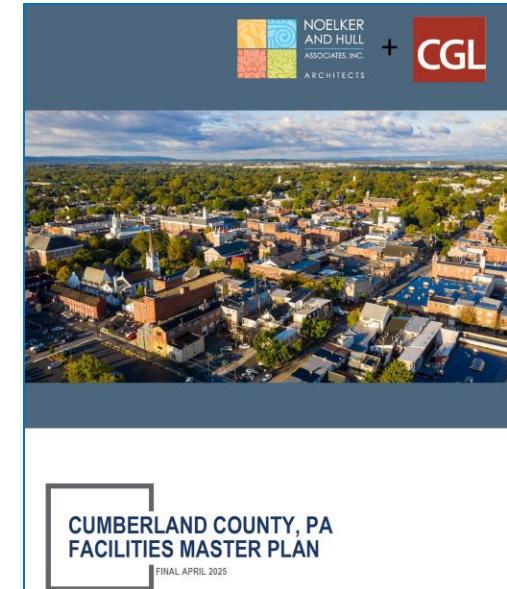
**Department Gross Square Feet (DGSF)** = sum of offices/workstations, reception, meeting rooms, storage, plus corridors and internal walls



**Building Gross Square Feet (BGSF)** = sum of all interior spaces & non-assignable areas to include exterior wall thickness, common public circulation, stairwells, elevators, and mechanical

# FMP Findings

1. Some county facilities are functionally or structurally obsolete
2. Dispersed services are inefficient, complicate customer access, and increase cost
3. County needs more space to support growing service demands



# Obsolete Facilities

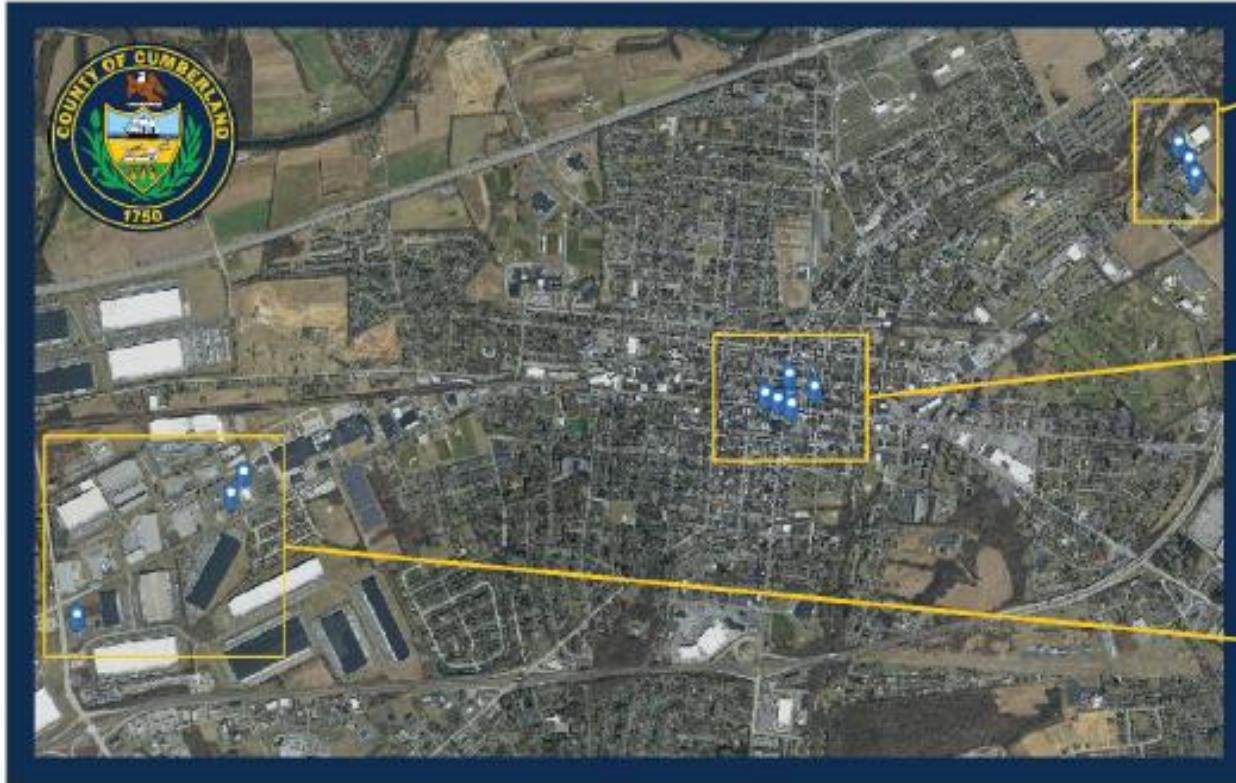
- All 14 county facilities inspected for compliance with various codes/standards
- “Facility Condition Index” assigned based on condition
  - Score = % of the total facility value that would be required to bring facility to a like-new condition
  - Higher the number, the worse condition

# Obsolete Facilities

- “Fair” rated buildings require varying degrees of upgrade
- Outdated safety and accessibility standards
- Main Courthouse not meeting many standards
- “Critical” buildings receive priority consideration

Building	Built	Area (BGSF)	FCI Score	
Public Safety Building	2010	24,233	5%	Good
Aging/Community Services	1993	8,024	8%	Good
Courthouse Annex/Bixler	1985	29,640	8%	Good
1601 Ritner Highway	1980s	37,622	10%	Good
Dennis Marion Building	1993	37,918	10%	Good
1615 Ritner Highway	1990s	14,028	12%	Fair
Allen Road Archives	1991	10,000	13%	Fair
Historic Jail	1854	22,020	13%	Fair
Domestic Relations Building	1920s	23,315	14%	Fair
Allen Road Building	1986	19,160	14%	Fair
Historic Courthouse	1846	22,010	14%	Fair
Main Courthouse	1959	61,418	20%	Poor
Reed Building	1800s	5,168	26%	Critical
Facilities Management Barns	1800s	n/a	33%	Critical

# Dispersed Facilities



COUNTY  
CAMPUSES



Claremont Road



Downtown



Ritner Highway

# Dispersed Leased Facilities

- **Business Central**

Building houses Veteran Affairs, Criminal Justice Services, MDJ 09-2-02, large conference room, and one parking space for police.

5-year lease total = \$714,624.16

- **Coroner**

5-year lease total = \$156,891

- **Library System**

5-year lease total = \$531,848.97

# More Space

- Population projected to continue ~1% annual growth through 2043
- Increasing population drives service demands

Year	Population	% Change
2000	213,674	--
2010	235,406	10.2%
2020	259,469	10.2%
2024 (ACS Estimate)	275,516	6.2% (from 2020)
2043 (FMP Projection)	331,688	20.4% (from 2024)

# More Space

Category/Department	Existing Space/DGSF	Projected Space/DGSF	2043 to Existing	
	Existing	2043	# Chg	% Chg.
Administration & Finance	60,635	78,243	17,608	29%
Agriculture, Development & Planning	15,163	19,053	3,890	26%
Courts & Criminal Justice	311,476	401,260	89,784	29%
Emergency Services	24,223	31,773	7,550	31%
Health & Human Services	46,086	56,991	10,905	24%
Common Shared/ Vacant/ Tenant	26,629	12,274	(14,355)	-54%
<b>Grand Total</b>	<b>484,212</b>	<b>599,595</b>	<b>115,383</b>	<b>24%</b>

Source: CGL; June 2024 and updated August 2024 and February 2025.

***County needs 115,383 DGSF by 2043***

# Options Analysis

- How do we provide the 115K DGSF?
  - Renovations/additions
  - New leases
  - Divest buildings
  - New buildings
- Where is space provided?
- How much will it cost?
- When do we start?



# Options Analysis

- Updates to current buildings cannot address future need
- 2 “design options” that address long term needs
  - Option 1 - Use county-owned property
  - Option 2 - New, unidentified site
- Interim projects needed to address immediate concerns

# Building Action by Option

- Options to renovate, repurpose, demolish, and build new
- Not all projects will be pursued
- New opportunities may arise
- Further evaluate leases

Existing	Option 1	Option 2
Main Courthouse	Renovate	Renovate
Courthouse Annex/Bixler	Renovate	Renovate
Historic Courthouse	Renovate/Repurpose	Renovate/Repurpose
Dennis Marion Building	Repurpose	Repurpose
Reed Building	Divest	Divest
Domestic Relations	Divest	Divest
Historic Jail	Repurpose	Repurpose
Allen Road Building	Demolish/Build New	Renovate
Allen Road Archives	Demolish/Build New	Renovate/Expand
1601 Ritner	Renovate	Renovate
1615 Ritner	Renovate	Renovate
Aging/Community Services	Repurpose	Repurpose
Public Safety Building	Renovate/Expand	Renovate/Expand
Facilities Management Barns	Demolish	Demolish
Fire Training Center	Demolish	Demolish
Prison	Continue Use	Continue Use
New Facilities	New Judicial Facility	New Judicial Facility
	New Youth Services Center	New Youth Services Center
	New Judicial & Youth Parking	New Judicial & Youth Parking
	New RW, VC, WM	New RW, VC, WM
	New Con. & Plan.	
	New Archives	

# Project Schedule and Cost

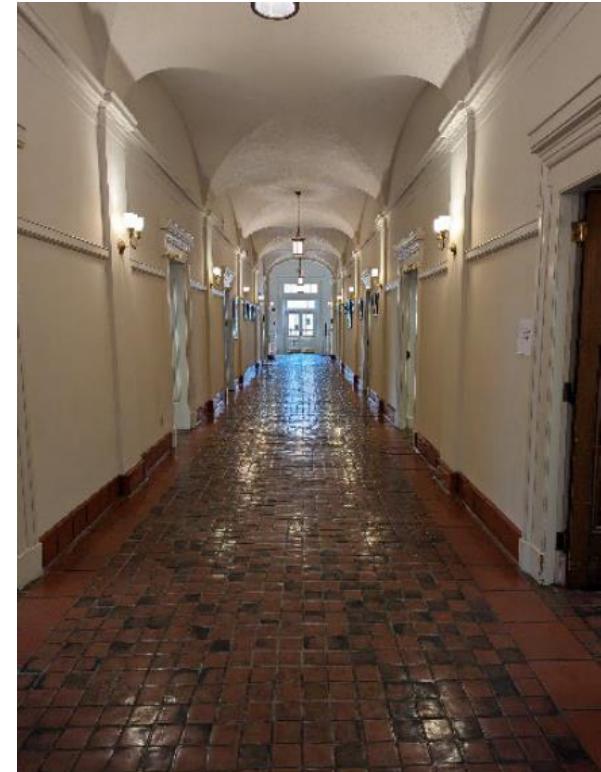
- Design options include “menu” of ~20 potential projects
  - Not all projects will be implemented
  - Further cost/benefit analysis is needed
  - Other projects not in FMP may be pursued
- 17-year implementation timeframe
- Costs range from ~\$200K to over \$200M

# Cost Notes

- Not all projects will be pursued
- New projects may arise
- Costs include grossing factors of 15%-40%
- Annual 5% escalation added to multi-year projects
- Divested facilities may generate revenue

# New Building Requirements

- Must be in Carlisle Borough
- Minimum of 10 acres in size
- Efficiently locate related departments
- Courts and criminal justice have most need



# Action Priorities

- Address the critical rated facilities
- Department critical adjacencies
- Space needs
- Right sizing of departments

# Interim Projects

- **Phase 1**

Co-locating Office of Aging with MH/IDD at 1615 Ritner Highway. Completion of phase 1 expected December of 2025

- **Phase 2**

Adult Probation will be moved to 1100 Claremont Rd which is referred to as "Aging/Community Services in the report. Estimated move date spring of 2026

# Next Steps

- Implement near term projects
- Ongoing due diligence on county property options
  - Continued departmental collaboration
  - Legal and engineering support on retainer
  - Coordination with municipal partners
- Project updates will be publicly provided

# More Information...

- [cumberlandcountypa.gov/FMP](http://cumberlandcountypa.gov/FMP)
- Report download
  - *Portions of the FMP Final Report have been redacted for security purposes*
- Ongoing project updates



# Questions?