

County of Roanoke, Virginia



Adopted Capital Improvement Program
Fiscal Years 2021—2030





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For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



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July 1, 2020

To the Honorable Chairman and Members of the Board of Supervisors,
and the Citizens of Roanoke County, Virginia:

On June 23, 2020, the Roanoke County Board of Supervisors adopted the fiscal year 2021-2030 Capital Improvement Program (CIP). The County Administrator's proposed fiscal year 2021-2030 CIP was presented to the Board of Supervisors on January 28, 2020. The Board of Supervisors were provided with an overview of the proposed CIP at a work session on February 25, 2020 including an update on current capital projects.

Due to the COVID-19 pandemic, the original proposed CIP was revised and presented to the Board of Supervisors on May 12, 2020, based on anticipated reductions in various revenue categories. The revised proposal eliminated general government fund support to the CIP among other revenue adjustments. Additionally, some projects were removed, reduced, or deferred to be evaluated as part of the fiscal year 2022-2031 CIP development process. The Board of Supervisors made no changes to the County Administrator's proposed fiscal year 2021-2030 capital improvement program.

As part of this section of the Capital Improvement Program, the County Administrator's May 12, 2020 transmittal letter to the Board of Supervisors has been included, as it provides insight into the priorities and initiatives included in the ten year CIP. The remainder of the document has been updated to reflect the fiscal year 2021-2030 CIP adopted by the Board of Supervisors on June 23, 2020.

The entire Capital Improvement Program document is available on-line at: <http://www.roanokecountyva.gov/index.aspx?NID=80>.

Sincerely,

Laurie L. Gearheart, CPA
Director of Finance & Management Services

Meredith L. Thompson
Budget Division Director



May 12, 2020

Dear Chairman Radford and Members of the Board of Supervisors:

Attached for your consideration is my revised Proposed FY 2021 – FY 2030 Capital Improvement Program (CIP). This proposal for the FY 2021 – FY 2030 CIP totals \$82,270,862 in capital projects over the ten year plan. The original CIP proposal was presented on January 28, 2020 and totaled \$84,193,838 across the ten year plan. The reduction of \$1,922,976 since the original proposal is mostly included in the first year of the plan, fiscal year 2020-2021, with only minor changes to fiscal years 2022 through 2030.

In March of 2020, after the Board of Supervisors were provided with a work session on the Proposed FY 2021 – FY 2030 CIP, economic impacts from the COVID-19 pandemic emerged. Restrictions to limit the spread of the virus created immediate and long-term impacts to Roanoke County revenues. With reduced revenue estimates, both the County's operating budget and CIP were reevaluated. Balancing the operating budget included major reductions to capital projects in fiscal year 2020-2021. The revised proposal for fiscal year 2020-2021 now totals

\$4,635,474, which is a decrease from \$6,588,450 proposed in January.

With limited resources available, the priorities for this proposed CIP are to continue required funding based on agreements or mandates, maintain existing facilities and equipment that require replacement or updates, and support projects that maximize funding from other sources. To balance the CIP with reduced revenues, difficult decisions were made and include the elimination and reduction to project funding in the upcoming year. I recognize that continuing this model beyond FY 2021 is not sustainable through the ten year plan, but long term resolution of these issues will take more time to resolve than currently available. Fiscal years 2022-2030 remain largely the same as originally proposed. These planned years will be reevaluated once more information is available on the potential long-term impacts to the economy from the COVID-19 pandemic.

Roanoke County Public Schools (RCPS), faced with similar revenue reductions, will be proposing a revised operating budget and ten year plan. Please note that at the time of the printing of this document, the RCPS had not presented their revised CIP request. When the School Board submits their FY 2021 – FY 2030 CIP, staff will provide the Board of Supervisors with an update through the budget memo process.

Required Funding for Agreements and Mandates

The FY 2021 – FY 2030 Capital Improvement supports various projects that are required through mandate or agreements. While revenues in FY 2021 are reduced, funding for these



projects is necessary. The County committed to provide funding for both the Roanoke County Broadband Authority Infrastructure and the Woodhaven Property Acquisition and Improvements through the term of debt for these projects. Funding for these projects remains level with the original proposal of \$6.12 million over the ten year plan. The Storm Drainage Maintenance of Effort project provides funding to support maintenance and upkeep of stormwater management, which is required for the County to maintain its MS4 permit. Funding for this project totals \$2.59 million over the ten year plan, with a reduction of \$50,000 in FY 2021 due to available balances in this ongoing project.

Maintenance of Existing Facilities and Equipment

Facility and equipment replacement projects originally proposed for funding in fiscal year 2020-2021 are now proposed with the bare minimum required to maintain through this year.

Capital Maintenance Programs

The original proposal included \$18.8 million in funding for Capital Maintenance Programs (CMPs) over the next ten years. CMPs are now proposed to receive \$18.4 million due to reductions in the upcoming fiscal year. In FY 2021, \$1.10 million is proposed to adequately fund maintenance programs for General Services, Parks, Recreation & Tourism, and the Sheriff's Office. A new CMP was proposed for the Green Ridge Recreation Center, but funding for this new program is now delayed until FY 2022. CMP programs ensure that County facilities will remain functional and safe for our citizens, visitors, and employees.

Public Safety Communications Technology and Infrastructure

Maintenance of equipment and infrastructure is vital to the regional public safety communications network maintained by the County of Roanoke. The Digital Microwave Ring Replacement project is proposed to receive \$0.32 million in FY 2021, which is in addition to \$0.49 million in FY 2019 and FY 2020. This project replaces the County's 14 Microwave Radios, which have been in service since 2006. The Public Safety Communications Infrastructure project, proposed for \$0.15 million in funding in FY 2021, will replace the current mountaintop equipment located at all of the Roanoke Valley Radio System sites. Both of these projects replace equipment that is outdated and is longer supported by the vendor.

Technology and Software Updates

Roanoke County business requires that certain systems remain functional and up-to-date with vendor support. Roanoke County is in the process of updating its human resources and payroll software based on lack of vendor support of the previous system. Funding for this project was included in FY 2020 for the first phase of the Global HR project. Phases II and III were originally planned to receive \$1.73 million in funding over fiscal years 2021 and 2022. This project has been reevaluated and project funding has been reduced to \$1.55 million, and the third and final phase has been moved from FY 2022 to FY 2023. Funding for an upgrade to the County's financial system is required by the vendor and is included for funding in FY 2021 in the amount of \$0.72 million.



Maximize Funding from Other Sources

Planned projects that have leveraged funding outside of Roanoke County include projects that are eligible or have already been approved for grants, Virginia Department of Transportation, and Virginia Department of Fire Programs funding. In some cases, if match funds were eliminated, the County may be required to return funding already invested in active projects.

Transportation – Roads & Greenways

The ten year capital plan continues investments in our roads infrastructure and continues to leverage Commonwealth and Federal funding when available. Transportation projects proposed for funding in the ten year plan include completion of funding for the Fallowater Lane Extension (\$0.78 million, total for FY 2021 & FY 2022) and the County portion of the Plantation Road Phase II project (\$0.2 million, FY 2021). The Plantation Road project also includes \$1.75 million in Commonwealth funding that was appropriated by the Board of Supervisors in January 2019. County funds are also reserved to match Commonwealth Revenue Sharing funds (\$0.25 million annually) from FY 2023-2030 for future transportation priorities.

Rural Broadband Initiative

The Rural Broadband Initiative is vital to improving communication and data technology in both the business sector and in residential settings. The County is currently taking active steps to identify areas where citizens either do not have or have inadequate internet service. The County plans to use this data to

seek public-private partnerships and grants from the Virginia Telecommunication Initiative (VATI) program. The proposed CIP includes \$0.1 million in County funding, which will be combined with \$0.2 million allocated to this project from FY 2019 year end funds. A total of \$0.3 million is proposed to serve as the County's match portion of 20% to be eligible for the VATI grant program, which, if selected, could yield a total project cost of \$1.5 million.

Conclusion

The Proposed FY 2021 – FY 2030 CIP includes a conservative estimate of funding for the first year. The priority and focus for the next fiscal year is to manage through the economic uncertainties that lie ahead. Once these impacts can be evaluated more fully in the coming months, the FY 2022 – FY 2031 CIP development process will begin where planned funding and projects will be evaluated for capacity.

The CIP is balanced and reflects the Board of Supervisors' updated "12-12-12" model. Each County project proposed for financing through debt issuance meets the approved debt ratios assigned in the financial policy. Projections for future debt include an assumption of \$12.0 million for Roanoke County Public Schools during the years that are scheduled for funding.

I would like to recognize the contributions of Assistant County Administrators Rebecca Owens and Richard Caywood, our Finance and Management Services Department led by Laurie Gearheart, Budget Division staff including Meredith Thompson, Steve Elliott, and Corey White, Department Directors, Constitutional Officers, and their staff in the development of this



ten year CIP. I appreciate the collaboration of all involved to develop a revised capital improvement plan that meets the needs of our community through an uncertain economic time for Roanoke County.

Sincerely,

Daniel R. O'Donnell
Roanoke County Administrator



Capital Improvement Program Overview

The underlying strategy for the development of the Capital Improvement Program (CIP) is to plan for construction and maintenance of investments necessary to provide public services in compliance with the County's Comprehensive Plan and other adopted policies. It is a long-range planning tool used to schedule anticipated capital projects and coordinate capital financing in a way that manages future debt service requirements. By looking beyond the current year and projecting what, where, when and how capital investments should be made, capital programming enables the County to maintain an effective level of service for both the present and future population.

The CIP is a detailed listing of projects submitted to the Board of Supervisors for approval. For the purposes of the CIP, a capital project (or collection of projects) is defined as being beneficial to County citizens, generally costs in excess of \$100,000, and has a lifespan of over five years or, if funded by bonds, a lifespan at least equal to the length of the bond issue. This can include items such as reconstruction or replacement of buildings or equipment, new construction or development, and acquisition of property and equipment.

The CIP is a planning document and is subject to change each year as the needs of the community become more defined. The first year of the ten-year plan is the only formal appropriation of funding. The program is reviewed annually and revised based on current community needs, asset conditions, available resources, and funding opportunities.

The County Administrator established project priorities to align available resources with projects over the ten year period. These priorities provided by the County Administrator for projects included in the ten-year plan include:

- Maintenance of existing facilities and needs identified by the Facility Conditions Assessment;
- Support for technology for public safety and communications infrastructure;
- Investments in public infrastructure to promote economic development opportunities; and
- Continue to leverage the use of outside funding sources.

The CIP document is organized into three primary sections. These sections include:

- Summary of budget and financial information on all projects, funding sources, and additional operating impacts;
- Project descriptions with budget and funding information for each project organized by County Functional Teams; and
- Appendices providing information on projects not funded in the ten year plan and information regarding the County's outstanding debt and Board of Supervisors approved debt policies.



Roanoke County Vision and Strategic Plan

Community Strategic Plan

In FY 2017, the County of Roanoke Board of Supervisors adopted the first-ever Community Strategic Plan. As part of the strategic planning process, the following vision statement was developed in January 2016.

Vision Statement:

“Roanoke County is a vibrant, innovative, and scenic community that values its citizens, heritage, and quality of life.”

The Community Strategic Plan was created to provide guidance and influence the development of annual budget planning including the Capital Improvement Program (CIP). The County’s CIP development process included review of the departmental requests for capital funds in light of the vision and strategic direction provided by the community through the civic engagement process.

Strategic Initiatives

- Connect Roanoke County to the World
- Position Roanoke County for Future Economic Growth
- Promote Neighborhood Connections
- Ensure Citizen Safety
- Be a Caring & Inclusive Community
- Promote Lifelong Learning
- Keep Roanoke County Healthy, Clean, and Beautiful

Data on the progress toward these initiatives will be collected, reviewed, reported and used to make adjustments to County services and programs. Each year, an annual report is created to highlight the accomplishments related to the Community Strategic Plan from the prior year. The full Community Strategic Plan and annual reports can be found online at www.roanokecountyva.gov/CSP.

Organizational Strategic Plan

Roanoke County adopted an internal Organizational Strategic Plan, which identifies strategies to be used by departments and employees to deliver quality services with integrity and distinction in October 2017.

Vision Statement:

“Roanoke County is a vibrant, innovative, and scenic community that values its citizens, heritage, and quality of life.”

The following outcome areas were identified by staff as priorities within the Organizational Strategic Plan.

Outcome Areas:

- Responsive Service Delivery
- Branding and Marketing
- Workplace Culture and Being an Employer of Choice

Staff continue to monitor progress toward and prioritize goals within each outcome area.

