

# Budgeting with Multi-Year Replacement Plans

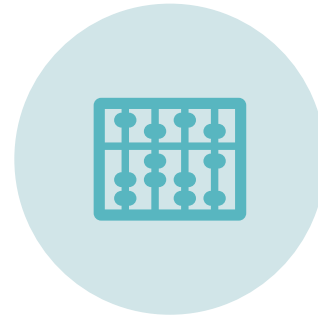


# Why This Matters

---



Defend transfers



Explain fund balance



Avoid one-time money  
misuse



Improve board  
conversations

# The Problem

- ❑ Deferred maintenance builds over time
- ❑ Large purchases hit all at once
- ❑ One-time funding used incorrectly
- ❑ Decision-making becomes reactive





## The Solution

- Replacement plans
- Dedicated funds
- Annual transfers
- Multi-year projections

## What is a Replacement Plan?

---

A replacement plan is a **multi-year financial and operational strategy** that schedules asset replacement based on useful life and condition and aligns funding to sustain those needs over time.

# Components of a Strong Replacement Plan

## Asset Inventory

- Inventory
- Quantity
- Type
- Useful life
- Condition

## Costing

- Unit costs
- Inflation
- Specification changes
- Market changes

## Funding

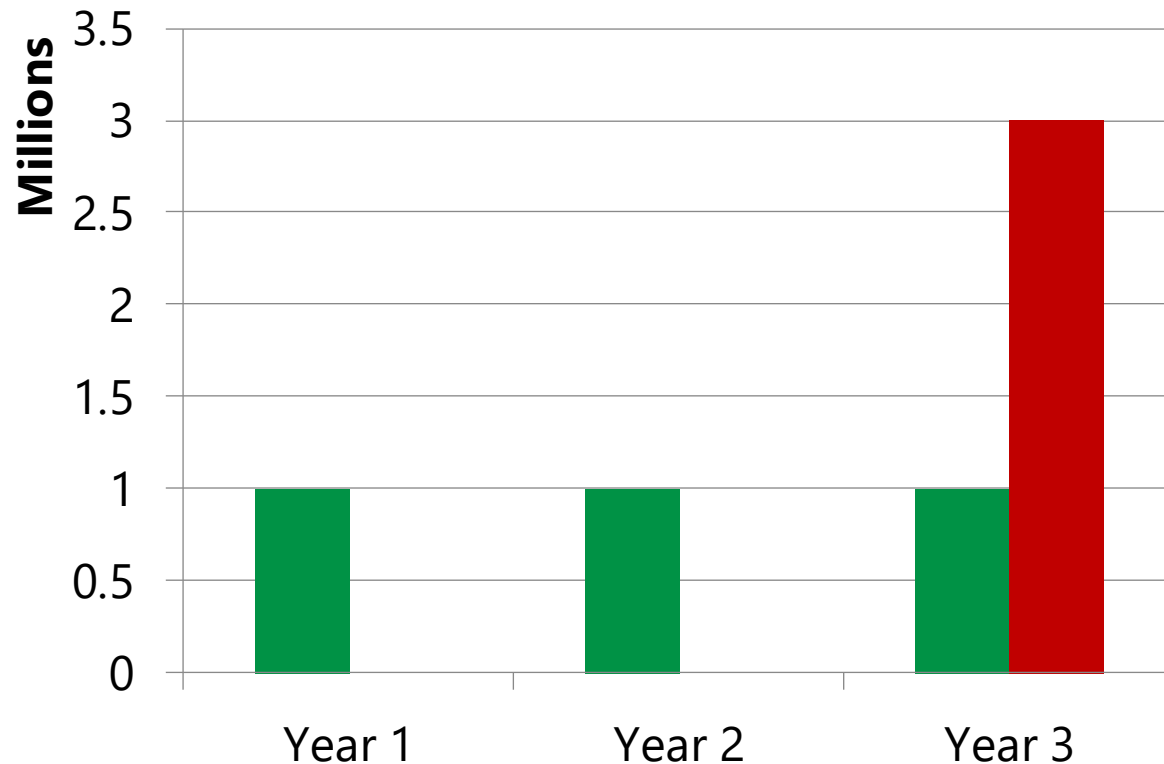
- Planned contributions
- Smooth cost impact

# Roanoke County Public Schools Technology Replacement Plan



	2026	2027	2028	2029	2030	2031
	Budget	/~~~~~For Future Planning Purposes~~~~~/				
<b>Funding sources</b>						
Sale of machinery and equipment	\$ 56,500	\$ 150,000	\$ 200,000	\$ 210,000	\$ 203,000	\$ 150,000
Rental income (EBS lease)	27,786	28,620	29,478	30,366	31,278	32,214
Transfer from General Fund	7,006,585	7,956,585	9,000,000	9,000,000	9,000,000	9,000,000
Transfer from Student Activity Fund	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total funding sources</b>	<b>\$ 7,093,871</b>	<b>\$ 8,138,205</b>	<b>\$ 9,232,478</b>	<b>\$ 9,243,366</b>	<b>\$ 9,237,278</b>	<b>\$ 9,185,214</b>
<b>Replacement needs</b>						
E-hallpass license	\$ 26,599	\$ 26,599	\$ 26,599	\$ 26,599	\$ -	\$ -
Equipment lease-computers	2,846,533	3,528,435	4,049,886	4,140,499	3,807,567	3,637,380
Equipment lease-IP telephony	-	199,900	199,900	199,900	199,900	199,900
Equipment lease-radio BDA	-	-	-	-	321,584	321,584
Equipment lease-radios	327,307	327,307	-	-	-	-
Distance learning equipment	-	-	75,000	-	-	-
Network	473,000	611,960	326,000	516,800	480,000	665,660
Server	100,000	100,000	174,854	300,000	100,000	100,000
<b>Total replacement needs</b>	<b>\$ 7,154,784</b>	<b>\$ 8,034,546</b>	<b>\$ 8,092,584</b>	<b>\$ 8,505,143</b>	<b>\$ 7,692,894</b>	<b>\$ 7,824,554</b>
<b>Fund Balance</b>						
Funding sources less needs	\$ (60,913)	\$ 103,659	\$ 1,139,894	\$ 738,223	\$ 1,544,384	\$ 1,360,660
Beginning fund balance	65,436	4,523	108,182	1,248,076	1,986,299	3,530,683
<b>Ending fund balance</b>	<b>\$ 4,523</b>	<b>\$ 108,182</b>	<b>\$ 1,248,076</b>	<b>\$ 1,986,299</b>	<b>\$ 3,530,683</b>	<b>\$ 4,891,343</b>

- ❑ Annual funding transfers are even
- ❑ Pay large cost spikes with accumulated funds
- ❑ Predictability improves decision-making



Smoothing  
the Spike

## Benefits

Predictable budgeting

Reduced surprises

Better asset condition

Better communication

## Pitfalls

Underfunding transfers

Ignoring inflation

Using one-time funds

Not updating annually

# Best Practices

---



Treat transfers as non-negotiable



Update plans annually



Show multi-year projections



Align with strategic goals

# What Happens If You Skip a Year?

---



Future costs  
increase



Fund balance  
declines



Replacement cycles  
break



Pressure shifts to  
future budgets

# Communicating with the Board



Focus on predictability



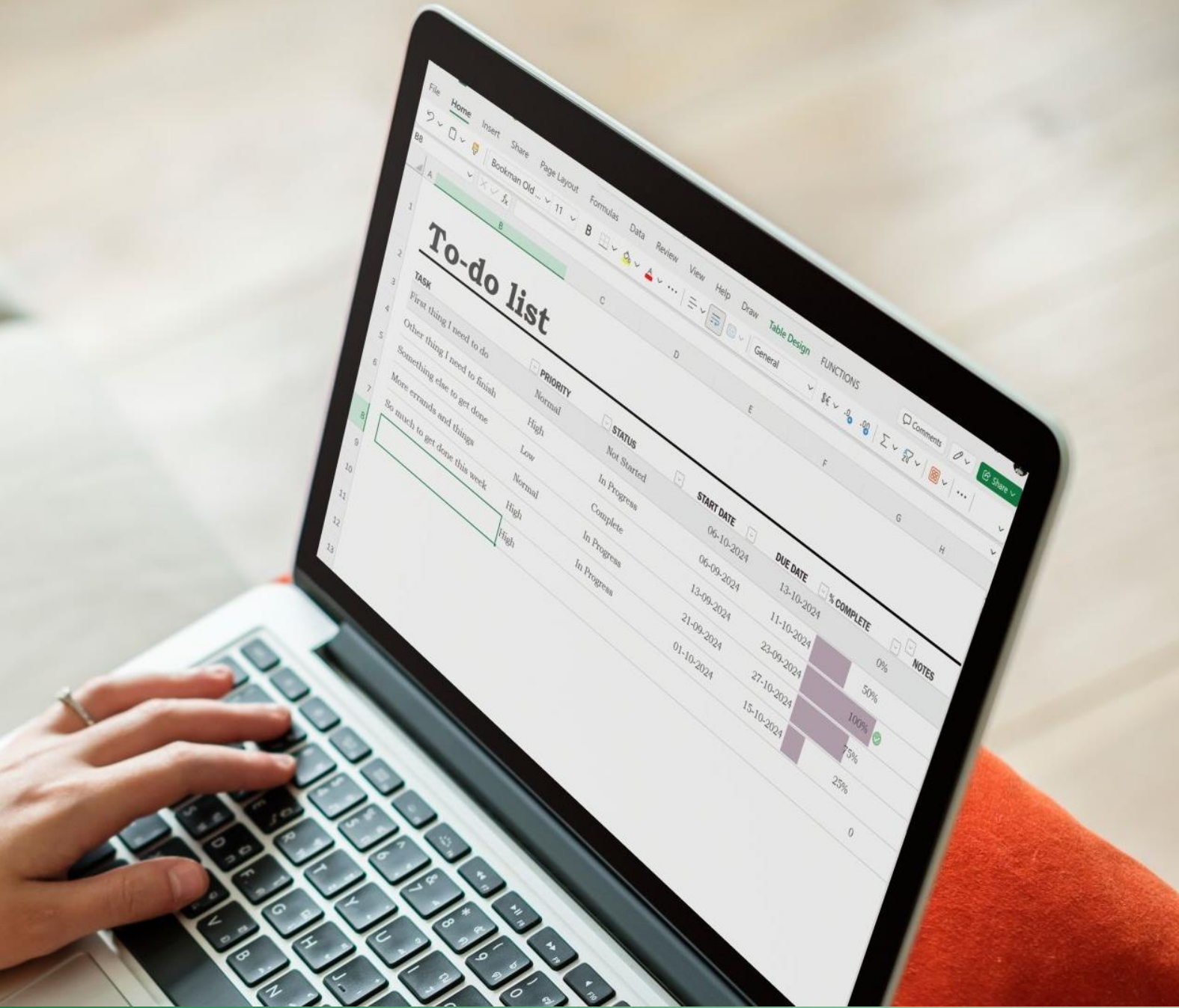
Use visuals to show smoothing effect



Explain long-term savings



Connect to student impact



# Building a Robust Replacement Plan

# How to Build the Plan

---

Step 1: Identify assets with spikes

---

Step 2: Set useful life and cost assumptions

---

Step 3: Build multi-year schedule

---

Step 4: Calculate annual transfer

---

Step 5: Create or align fund

---

Step 6: Update annually



# Roanoke County Public Schools

Fleet  
Replacement  
Plan

Textbook  
Adoption  
Plan

Technology  
Replacement  
Plan

Capital  
Maintenance  
Plan

Capital  
Improvement  
Plan

Fleet  
Replacement  
Fund

Instructional  
Resources  
Fund

Technology  
Replacement  
Fund

Capital Projects Funds

# General Fund

# Roanoke County Public Schools Fleet Replacement Plan



	A	B	C	D	E	F	G	H	I
1	Inflation			2026	2027	2028	2029	2030	2031
2				Budget					
3				Funding sources					
4				\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
5				10,000	10,000	10,000	10,000	10,000	10,000
6				25,000	2,225,000	2,475,000	2,475,000	2,475,000	2,475,000
7				10,000	10,000	10,000	10,000	10,000	10,000
8				<b>\$ 60,000</b>	<b>\$ 2,260,000</b>	<b>\$ 2,510,000</b>	<b>\$ 2,510,000</b>	<b>\$ 2,510,000</b>	<b>\$ 2,510,000</b>
9									
10				Replacement needs					
11	2.00%		Regular Ed buses 141,644	\$ -	\$ 1,473,664	\$ 1,503,137	\$ 1,533,200	\$ 1,563,864	\$ 1,754,650
12			Quantity 132	-	10	10	10	10	10
13	2.00%		Special Ed buses 148,697	-	309,409	157,798	160,954	328,347	502,370
14			Quantity 33	-	2	1	1	2	
15	2.00%		Activity buses 100,000	-	-	-	-	-	-
16			Quantity 5	-	-	-	-	-	-
17			<b>Total buses</b>	-	<b>1,783,073</b>	<b>1,660,935</b>	<b>1,694,154</b>	<b>1,892,211</b>	<b>2,257,027</b>
18			Quantity 170	-	12	11	11	12	14
19	2.00%		1 ton truck 100,000	-	-	2,242	108,211	110,000	-
20				-	-	-	-	-	-
21				-	-	-	-	-	-
22				-	-	-	-	-	-
23				-	-	-	-	-	-
24				-	-	-	-	-	-
25				-	-	-	-	-	-
26				-	-	-	-	-	-
27				-	-	-	-	-	-
28				-	-	-	-	-	-
29				-	-	-	-	-	-
30				-	-	-	-	-	-
31				-	-	-	-	-	-
32				-	-	-	-	-	-
33				-	-	-	-	-	-
34				-	-	-	-	-	-
35				-	-	-	-	-	-
36				-	-	-	-	-	-
37				-	-	-	-	-	-
38				-	-	-	-	-	-
39				-	-	-	-	-	-
40				-	-	-	-	-	-
41				<b>16,695</b>	<b>2,143,433</b>	<b>2,638,697</b>	<b>2,399,215</b>	<b>2,572,730</b>	<b>2,388,000</b>
42									
43				Fund balance					
44				\$ 43,305	\$ 116,567	\$ (128,697)	\$ 110,785	\$ (62,730)	\$ 121,920
45				4,886	48,191	164,758	36,061	146,846	84,116
46				<b>\$ 48,191</b>	<b>\$ 164,758</b>	<b>\$ 36,061</b>	<b>\$ 146,846</b>	<b>\$ 84,116</b>	<b>\$ 206,036</b>
47									
48				2,725,000	25,000	2,225,000	2,475,000	2,475,000	2,475,000
49				(2,700,000)	2,200,000	250,000	-	-	-
50				<b>25,000</b>	<b>2,225,000</b>	<b>2,475,000</b>	<b>2,475,000</b>	<b>2,475,000</b>	<b>2,475,000</b>
51									

# Roanoke County Public Schools Textbook Adoption Plan



	A	B	C	D	E	F	G	H
1		<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
2		<b>Budget ~~~~~For Future Planning Purposes~~~~~</b>						
3	<b>Funding sources</b>							
4	State funding	\$ 1,341,387	\$ 1,341,387	\$ 1,341,387	\$ 1,341,387	\$ 1,341,387	\$ 1,341,387	\$ 1,341,387
5	Sale of books	10,000	10,000	10,000	10,000	10,000	10,000	10,000
6	Transfer from General Fund	<b>500,000</b>	<b>550,000</b>	<b>600,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>
7	<b>Total funding sources</b>	<b>\$ 1,851,387</b>	<b>\$ 1,901,387</b>	<b>\$ 1,951,387</b>	<b>\$ 2,001,387</b>	<b>\$ 2,001,387</b>	<b>\$ 2,001,387</b>	<b>\$ 2,001,387</b>
8								
9	<b>Replacement needs</b>							
10	English (Adoption in 2028)	\$ 376,464	<b>\$ 2,050,830</b>	\$ 399,380	\$ 411,360	\$ 423,710	\$ 436,420	\$ 449,520
11	Science (Adoption in 2029)	-	-	<b>1,800,000</b>	-	-	-	-
12	History (Adoption in 2031)	7,730	7,960	8,200	8,450	<b>1,800,000</b>	8,960	9,230
13	Mathematics (Adoption in 2032)	-	200,000	-	-	-	<b>1,800,000</b>	-
14	Career & Technical Education	35,123	-	-	-	250,000	-	-
15	Health, PE & Drivers Education	-	-	-	-	169,800	-	-
16	ELL & World Languages	-	450,000	-	46,690	-	-	-
17	Music and Performing Arts	15,450	15,910	16,390	16,880	17,390	17,910	18,450
18	Miscellaneous	15,450	15,910	16,390	16,880	17,390	17,910	18,440
19	<b>Total replacement needs</b>	<b>\$ 450,217</b>	<b>\$ 2,740,610</b>	<b>\$ 2,240,360</b>	<b>\$ 500,260</b>	<b>\$ 2,678,290</b>	<b>\$ 2,281,200</b>	<b>\$ 495,640</b>
20								
21	<b>Fund Balance</b>							
22	Funding sources less needs	\$ 1,401,170	\$ (839,223)	\$ (288,973)	\$ 1,501,127	\$ (676,903)	\$ (279,813)	\$ 1,505,747
23	Beginning fund balance	65,672	1,466,842	627,619	338,646	1,839,773	1,162,870	883,057
24	<b>Ending fund balance</b>	<b>\$ 1,466,842</b>	<b>\$ 627,619</b>	<b>\$ 338,646</b>	<b>\$ 1,839,773</b>	<b>\$ 1,162,870</b>	<b>\$ 883,057</b>	<b>\$ 2,388,804</b>
25								
26	PY Transfer	1,000,000	500,000	550,000	600,000	650,000	650,000	650,000
27	Transfer Adjustment	<b>(500,000)</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	-	-	-
28		<b>500,000</b>	<b>550,000</b>	<b>600,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>

# Roanoke County Public Schools Textbook Adoption Plan



	A	B	C	D	E	F	G
5	Year	Level	Subject	Resource	Division	Total Cost	Notes
52	2026		Miscellaneous	Central Part-time	SC02	6,650.00	3% inflation
53	2026		Miscellaneous	Central Supplies	SC02	2,060.00	3% inflation
54	2026		Miscellaneous	Misc Supplies	SC02	6,740.00	3% inflation
55	2026	9-12	Career & Technical Education		SC02	35,123.00	3% inflation
56	2026	K-12	English (Adoption in 2028)	Handwriting	SC03	70,040.00	actual cost was \$68,000 in 2025 so added 3% inflation
57	2026	K-12	English (Adoption in 2028)	IXL - Reading	SC03	44,055.00	actual cost
58	2026	K-12	English (Adoption in 2028)	Learning A-Z	SC03	60,990.00	actual cost was \$59,209 in 2025 so added 3% inflation
59	2026	K-12	English (Adoption in 2028)	Newsela	SC03	100,529.00	3% inflation
60	2026	K-12	English (Adoption in 2028)	Newsela	SC03	49,350.00	3% inflation - newly added this year to pull out of GENF
61	2026	K-12	English (Adoption in 2028)	Scholastic	SC03	51,500.00	3% inflation
62	2026	K-12	History (Adoption in 2031)	TrueFlix	SC06	7,730.00	3% inflation
69	2026	6-12	Music and Performing Arts		SC10	15,450.00	3% inflation
122	2026	k-12	Mathematics (Adoption in 2028)	IXL - Math	SC04	-	
129	2026	9-12	ELL & World Languages	German	SC07	-	
139	2026	9-12	ELL & World Languages	Latin	SC07	-	
158						<b>450,217.00</b>	
159							

# Roanoke County Public Schools Technology Replacement Plan



	A	B	C	D	E	F	G
		2026	2027	2028	2029	2030	2031
		Budget /~~~~~For Future Planning Purposes~~~~~/					
3	<b>Funding sources</b>						
4	Sale of machinery and equipment	\$ 56,500	\$ 150,000	\$ 200,000	\$ 210,000	\$ 203,000	\$ 150,000
5	Rental income (EBS lease)	27,786	28,620	29,478	30,366	31,278	32,210
6	Transfer from General Fund	7,006,585	7,956,585	9,000,000	9,000,000	9,000,000	9,000,000
7	Transfer from Student Activity Fund	3,000	3,000	3,000	3,000	3,000	3,000
8	<b>Total funding sources</b>	<b>\$ 7,093,871</b>	<b>\$ 8,138,205</b>	<b>\$ 9,232,478</b>	<b>\$ 9,243,366</b>	<b>\$ 9,237,278</b>	<b>\$ 9,185,214</b>
10	<b>Replacement needs</b>						
11	E-hallpass license	\$ 26,599	\$ 26,599	\$ 26,599	\$ 26,599	\$ -	\$ -
12	IP telephony license	87,000	87,000	87,000	87,000	87,000	87,000
13	Radio license	253,344	253,344	253,344	253,344	253,344	253,344
14	Server license	645,113	645,113	645,113	645,113	645,113	645,113
15	Equipment lease-cameras	507,293	507,293	507,293	507,293	507,293	507,293
16	Equipment lease-card access	410,000	410,000	410,000	410,000	410,000	410,000
17	Equipment lease-computer	2,846,522	3,528,435	4,049,836	4,140,499	3,750,000	3,637,380
25	iPads	-	-	-	81,000	-	-
26	Distance learning equipment	-	-	75,000	-	-	-
27	Network	473,000	611,960	326,000	516,800	480,000	665,600
28	Server	100,000	100,000	174,854	300,000	100,000	100,000
29	<b>Total replacement needs</b>	<b>\$ 7,154,784</b>	<b>\$ 8,034,546</b>	<b>\$ 8,092,584</b>	<b>\$ 8,505,143</b>	<b>\$ 7,692,894</b>	<b>\$ 7,824,550</b>
31	<b>Fund Balance</b>						
32	Funding sources less needs	\$ (60,913)	\$ 103,659	\$ 1,139,894	\$ 738,223	\$ 1,544,384	\$ 1,360,660
33	Beginning fund balance	65,436	4,523	108,182	1,248,076	1,986,299	3,530,683
34	<b>Ending fund balance</b>	<b>\$ 4,523</b>	<b>\$ 108,182</b>	<b>\$ 1,248,076</b>	<b>\$ 1,986,299</b>	<b>\$ 3,530,683</b>	<b>\$ 4,891,343</b>
36	PY Transfer	6,655,031	7,006,585	7,956,585	9,000,000	9,000,000	9,000,000
37	Transfer Adjustment	351,554	950,000	1,043,415	-	-	-
38		<b>7,006,585</b>	<b>7,956,585</b>	<b>9,000,000</b>	<b>9,000,000</b>	<b>9,000,000</b>	<b>9,000,000</b>

# Roanoke County Public Schools Technology Replacement Plan



	A	B	C	D	E	F	I
5	Year	Level	Location	Equipment	Lease Agreement	Rooms	Total Cost
130	2026	Division	Division	Equipment Lease-Cameras	Dell Lease 810-6672732-017	Cameras	507,292.83
131	2026	Division	Division	Equipment Lease-Radios	Dell Lease 810-6672732-018	Radios	327,307.28
132	2026	Division	Division	Equipment Lease-Prometheans	Dell Lease 810-6672732-020	Active Panels-1st Rotation	353,556.44
133	2026	Division	Division	Equipment Lease-Prometheans	Dell Lease 810-6672732-021	Active Panels-2nd Rotatio	283,951.97
135	2026	Division	Division	Equipment Lease-Wireless	Dell Lease 810-6672732-025		455,534.59
137	2026	High	Division	Equipment Lease-Vape Detection	Dell Lease 810-6672732-026	Vape Detection	128,466.89
138	2026	Division	Division	Equipment Lease-Computers	Dell Lease 811-6672732-015	Future labs, grades 9, 10, st	106,706.94
139	2026	Division	Division	Equipment Lease-Computers	Dell Lease 811-6672732-016	Staff, library circ.,bags	277,932.44
140	2026	Division	Division	Equipment Lease-Computers	Dell Lease 811-6672732-019	Future labs, grades 6,9, staf	516,359.96
141	2026	Division	Division	Equipment Lease-Computers	Dell Lease 811-6672732-022-024	Grades 3,4,5,7,8,9,IA,staff	1,230,091.72
142	2026	Division	Division	Equipment Lease-Computers	Dell Lease 811-6672732-0013	Grades 6,9, staff, Café, Lib	715,442.00
143	2026	Division	Division	Equipment Lease-Card Access	Dell Lease 810-6672732-future		410,000.00
144	2026	High, M	Division	E-hallpass license	E-hallpass license		26,599.11
145	2026	Division	Division	Building Security	Informacast	911 and Jabber for lockdov	141,000.00
146	2026	Division	Division	Building Security	Raptor-StudentSafe	Emergency Mgt, Vistor Mg	21,085.00
147	2026	Division	Division	Building Security	Raptor	Emergency Mgt, Vistor Mg	95,000.00
148	2026	Division	Division	Server License	RCPS annual payment		645,113.00
149	2026	Division	Division	Radio License	RoCo annual payment		253,344.00
150	2026	Division	Division	IP telephony license			87,000.00
151	2026	Division	Division	Network			235,000.00
152	2026	Element	Mount Plea:	Network			105,000.00
153	2026	Middle	Glenvar	Network			133,000.00
154	2026	Division	Division	Server		1	100,000.00
363							<b>7,154,784.17</b>

# Roanoke County Public Schools Capital Maintenance Plan



	A	B	C	D	E	F	G	H	I	J	K
1		<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>
2		<b>Budget</b>	<b>/~~~~~For Future Planning Purposes~~~~~/</b>								
3	<b>Funding sources</b>										
4	General Fund transfer	\$ 1,500,000	\$ 1,750,000	\$ 2,000,000	\$ 2,250,000	\$ 2,500,000	\$ 2,750,000	\$ 3,000,000	\$ 3,250,000	\$ 3,500,000	\$ 4,000,000
5	<b>Total funding sources</b>	<b>\$1,500,000</b>	<b>\$1,750,000</b>	<b>\$2,000,000</b>	<b>\$2,250,000</b>	<b>\$2,500,000</b>	<b>\$2,750,000</b>	<b>\$3,000,000</b>	<b>\$3,250,000</b>	<b>\$3,500,000</b>	<b>\$4,000,000</b>
6											
7	<b>Replacement Needs</b>										
8	Bleachers	\$ 200,000	\$ -	\$ 250,000	\$ -	\$ -	\$ 500,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
9	Digital signs	50,000	75,000	75,000	75,000	70,000	75,000	75,000	75,000	75,000	75,000
10	Electrical	20,000	-	200,000	-	300,000	300,000	300,000	200,000	200,000	200,000
11	Exterior maintenance	124,000	-	-	-	200,000	100,000	200,000	200,000	200,000	200,000
12	Fencing	-	140,000	-	200,000	100,000	100,000	100,000	100,000	100,000	100,000
13	Fire panel repair	-	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000
14	Furniture	-	-	-	95,000	50,000	50,000	50,000	50,000	50,000	50,000
15	Grounds	100,000	-	100,000	-	200,000	200,000	200,000	200,000	200,000	200,000
16	HVAC	230,000	750,000	650,000	250,000	400,000	400,000	400,000	300,000	500,000	500,000
17	Parking lots	246,000	545,000	325,000	470,000	220,000	250,000	215,000	215,000	250,000	250,000
18	Playground equipment	100,000	100,000	240,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000
19	Plumbing	-	-	-	-	100,000	100,000	100,000	100,000	100,000	100,000
20	Preventative maintenance	100,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
21	Roofing	250,000	-	-	500,000	200,000	200,000	550,000	1,000,000	1,000,000	1,500,000
22	Scoreboards	80,000	80,000	100,000	100,000	100,000	100,000	100,000	100,000	90,000	90,000
23	Sidewalks	-	-	-	200,000	200,000	100,000	100,000	100,000	100,000	100,000
24	Stormwater management	-	-	-	-	-	15,000	-	-	25,000	25,000
25	Windows	-	-	-	-	100,000	-	100,000	100,000	100,000	100,000
26	<b>Total replacement needs</b>	<b>\$1,500,000</b>	<b>\$1,750,000</b>	<b>\$2,000,000</b>	<b>\$2,250,000</b>	<b>\$2,500,000</b>	<b>\$2,750,000</b>	<b>\$3,000,000</b>	<b>\$3,250,000</b>	<b>\$3,500,000</b>	<b>\$4,000,000</b>

# Roanoke County Public Schools Capital Maintenance Plan



	A	B	C	D	E	F	G
1	Year	Level	Location	Type	Equipment	Room/Area	CMP Budget
23	2026	Middle	William Byrd	Electrical	Classroom & Gym Lighting upgrades		20,000.00
24	2026	All	Division	Scoreboards	Repair/Replace Scoreboards		80,000.00
25	2026	All	Division	Bleachers	Repair/Replace Bleachers		200,000.00
26	2026	High	Division	Digital Signs	Repair/Replace Digital Signs		50,000.00
27	2026	Elementary	Mount Pleasant	Parking Lots	Crack Seal, Seal Coat and Paint		15,000.00
28	2026	Elementary	Oak Grove	Parking Lots	Crack Seal, Seal Coat and Paint		15,000.00
29	2026	Elementary	Burlington	Parking Lots	Crack Seal, Seal Coat and Paint		25,000.00
30	2026	Middle	William Byrd	Exterior Maintenance	Exterior Wall Sealing (Water Intrusion)		124,000.00
31	2026	Elementary	Cave Spring	HVAC	Cooling Tower Repair	Bundle Replacement	30,000.00
32	2026	Administration	Division	Parking Lots	Painting		71,000.00
33	2026	Elementary	Fort Lewis	Playground Equipment	Playground		100,000.00
34	2026	Middle	Cave Spring	Grounds	Drain Tile/Pipe at Practice Field		100,000.00
35	2026	Administration	Transportation	Parking Lots	Pave Transportation Shop Bus Parking Lot		120,000.00
36	2026	Administration	Division	Preventative Maintenance	HVAC		100,000.00
37	2026	Elementary	Mount View	HVAC	Chiller Replacement		200,000.00
38	2026	Elementary	Oak Grove	Roofing	Full Roof	Entire School	250,000.00
183							<b>1,500,000.00</b>

# Roanoke County Public Schools Capital Improvement Plan



	A	B	C	D	F	G	H	I	J	K	L	M	N	O	AB	AC	AD
	<b>NOTE FOR 2026 CIP... Double check the refunding credits!!!!</b>				2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Future Allocation	Total Project Costs	
					<b>Budget /-----For Future Planning Purposes-----/</b>												
	Check	Difference	Funding sources														
PR*	6,000,000	(578,036)	Major capital special projects	\$ -	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 21,964	\$ 5,421,964	
Bond	120,000,000	(7,700,000)	County allocation for future bonds	-	-	20,000,000	-	20,000,000	20,000,000	-	20,000,000	20,000,000	-	-	12,300,000	112,300,000	
Debt	2,823,701	-	County transfer for debt reserves	700,833	725,424	752,750	644,694	-	-	-	-	-	-	-	-	2,823,701	
Credits	390,335	-	County transfer for refunding credits	117,931	114,831	74,943	74,631	3,987	4,012	-	-	-	-	-	-	390,335	
GF	30,500,000	-	General Fund transfer for CMP	1,500,000	1,750,000	2,000,000	2,250,000	2,500,000	2,750,000	3,000,000	3,250,000	3,500,000	4,000,000	4,000,000	30,500,000		
	153,714,036	(7,700,000)	<b>Total funding sources</b>	\$ 2,318,764	\$ 3,190,255	\$23,427,693	\$ 3,569,325	\$23,103,987	\$23,354,012	\$ 3,600,000	\$23,850,000	\$24,100,000	\$ 4,600,000	\$16,321,964	\$151,436,000		
	Check	Difference	Capital projects														
NMS	39,144,000	-	Northside Middle (1969) 109,889 square feet 611 enrollment 12/15/23	\$ 818,764	\$ 1,440,255	\$21,427,693	\$ 1,319,325	\$14,137,963	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 39,144,000	2030
GES	18,010,000	-	Glenvar Elementary (1959) 52,325 square feet 380 enrollment 12/15/23	-	-	-	-	6,466,024	11,543,976	-	-	-	-	-	-	18,010,000	2031
HVM	44,724,000	-	Hidden Valley Middle (1972) 119,824 square feet 566 enrollment 12/15/23	-	-	-	-	-	9,060,036	600,000	20,600,000	14,463,964	-	-	-	44,724,000	2034
BUR	9,751,000	-	Burlington Elementary (1939) 68,149 square feet 501 enrollment 12/15/23	-	-	-	-	-	-	-	-	6,136,036	600,000	3,014,964	9,751,000	2036	
PFE	9,307,000	-	Penn Forest Elementary (1972) 65,047 square feet 406 enrollment 12/15/23	-	-	-	-	-	-	-	-	-	-	9,307,000	9,307,000	2036	
CMP	30,500,000	-	Capital Maintenance Plan	1,500,000	1,750,000	2,000,000	2,250,000	2,500,000	2,750,000	3,000,000	3,250,000	3,500,000	4,000,000	4,000,000	30,500,000		
	151,436,000	-	<b>Total capital projects</b>	\$ 2,318,764	\$ 3,190,255	\$23,427,693	\$ 3,569,325	\$23,103,987	\$23,354,012	\$ 3,600,000	\$23,850,000	\$24,100,000	\$ 4,600,000	\$16,321,964	\$151,436,000		
				2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Future	Total		
PRMJ	Estimate \$120M personnel budget with 1% surplus - 50% allc			-	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,000,000		
				-	-	-	-	-	-	-	-	-	-	(578,036)	(578,036)		
Bond	Per Capital Funding Agreement 20-20-20					20,000,000		20,000,000	20,000,000		20,000,000	20,000,000		20,000,000	120,000,000		
						-		-	-		-	-		(7,700,000)	(7,700,000)		
Debt	Source for Debt Fund Reserves and VPSA Credits - schedules			700,833	725,424	752,750	644,694	-	-	-	-	-	-	-	2,823,701		
						-		-	-		-	-		-	-		
Available Credits				117,931	114,831	74,943	74,631	3,987	4,012	-	-	-	-	-	390,335		
						-		-	-		-	-		-	-		

# Roanoke County Public Schools Capital Improvement Plan



	A	B	C	D	E	F
5	PROJ	Funding	Year	Amount	Rev	Exp
6	CMP	GF	2026	1,500,000	040934-OPS-OP02-PRMN-SML25***	8****-2-OPS-OP02-PRMN-4*00-0000-***--SML24001
7	NMS	Credits	2026	117,931	040935-OPS-OP01-PRMJ-SPL30001-M04	660030-2-OPS-OP01-PRMJ-6600-0000-M04--SPL30001
8	NMS	Debt	2026	700,833	040935-OPS-OP01-PRMJ-SPL30001-M04	660030-2-OPS-OP01-PRMJ-6600-0000-M04--SPL30001
9	NMS	PRMJ	2026	-	Transfer from Major Capital Special Projects during carryover	660030-2-OPS-OP01-PRMJ-6600-0000-M04--SPL30001
52	<b>Total</b>			<b>2,318,764</b>		

# Roanoke County Public Schools Capital Improvement Plan



	A	B	F	G	H	I	J	K	L	M	N	O
			<b>Total</b>	<b>New</b>		<b>New</b>						
		<b>School/Address/City</b>	<b>Square</b>	<b>Construction</b>	<b>Renovation</b>	<b>Construction</b>	<b>Renovation</b>	<b>Soft</b>	<b>Total</b>	<b>Year</b>	<b>Inflation</b>	<b>Cost with</b>
			<b>Footage</b>	<b>Percent</b>	<b>Percent</b>	<b>Cost</b>	<b>Cost</b>	<b>Cost</b>	<b>Cost</b>			<b>Inflation</b>
4					Elementary	\$400	\$275	10%				
5					Middle	\$400	\$275	14%				
6					High	\$400	\$275	17%				
7												
8												
9	1	<b>Northside Middle</b> 6810 Northside High School Rd, Roanoke	109,889	20%	80%	8,791,120	24,175,580	4,615,338	<b>37,582,038</b>	2030	4.16%	<b>39,144,000</b>
10	2	<b>Glenvar Elementary</b> 4507 Malus Dr, Salem	52,325	20%	80%	4,186,000	11,511,500	1,569,750	<b>17,267,250</b>	2031	4.30%	<b>18,010,000</b>
11	3	<b>Hidden Valley Middle</b> 4902 Hidden Valley School Rd, Roanoke	119,824	30%	70%	14,378,880	23,066,120	5,242,300	<b>42,687,300</b>	2034	4.77%	<b>44,724,000</b>
12	4	<b>Burlington Elementary</b> 6533 Peters Creek Rd, Roanoke	68,149	0%	45%	-	8,433,439	843,344	<b>9,276,783</b>	2036	5.11%	<b>9,751,000</b>
13	5	<b>Penn Forest Elementary</b> 6328 Merriman Rd, Roanoke	65,047	0%	45%	-	8,049,566	804,957	<b>8,854,523</b>	2036	5.11%	<b>9,307,000</b>
15									<b>115,667,894</b>			<b>120,936,000</b>

# Key Takeaways for Finance Leaders

---

- ❑ You cannot eliminate future costs
- ❑ You can control timing and impact
- ❑ Stability is a decision, not a result
- ❑ Consistent funding builds credibility with your board





Susan Peterson  
Director of Finance  
Roanoke County Public Schools  
speterson@rcps.us