



Jefferson County Capital Program & Strategic Plan 2023-2027

Presented by:
County Executive Dennis Gannon
August 1, 2022



JEFFERSON COUNTY, MISSOURI

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County Executive

August 1, 2022

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Presented with this document is my proposed Capital Improvement & Strategic Plan for fiscal years 2023-2027 beginning January 1, 2023 and ending December 31, 2027. The Capital Improvement & Strategic Plan (CIP) is an important tool that begins our budget cycle each year. The CIP is a planning document which is updated annually to reflect current conditions and the financial position of the County. Capital expenditures should enhance, acquire or extend the useful life of assets through a variety of activities. By reviewing the capital plan annually, the County can accommodate new projects, revise current undertakings, identify capital project needs and develop a financial roadmap.

Capital projects, as utilized in our CIP, are projects resulting in economic activities that lead to the acquisition, construction or extension of the useful life of the County's capital assets. Capital assets depicted in this plan include land, facilities, park structures, surveys, studies, technology systems and equipment.

The CIP is divided into six categories to facilitate a better understanding of the County's needs, its current projects, and potential sources of funding for the future. The first section of the CIP is an introduction to the plan. The second describes items that will be included in the Fiscal Year 2023 budget. Next, the third section identifies capital projects requested by County departments, followed by the fourth section which outlines previously completed projects. The fifth section contains financial information for the County, with the final section outlining potential methods of funding for capital projects.

This year's global economic pitfalls of rising fuel costs, supply chain disturbances, and overall inflation has us taking an even closer look at the budget. High cost of materials and labor shortages has led to lack of bids received and bids submitted significantly higher than years past.

In closing, the Capital Improvement Plan provides a strategic vision for capital planning for the County. The main outcomes of the plan should primarily serve these purposes. Projects recommended and carried forward to completion shall enhance the County's position in maintaining and improving County owned assets and services. In addition, approved projects should be realistic, achievable and demonstrate to our citizens that we are bringing value for the use of funds that we receive.

Respectfully submitted,



Dennis Gannon

County Executive



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Introduction

The Capital Improvement and Strategic Plan (CIP) is presented to the Jefferson County Council by the County Executive pursuant to section 7.3.1 of the Home Rule Charter of Jefferson County. The plan provides information on the County Government's capital needs for fiscal years 2023-2027. Although the plan is intended to be a working document that is updated on a continuing basis by administration, the Home Rule Charter of Jefferson County requires that its most current version be formally submitted to the County Council for adoption by Resolution on a yearly basis.

The CIP is a short-range plan identifying current and potential capital projects and equipment purchases. In addition, it provides a timeline of priority projects, states justifications for each item and identifies methods of funding for the elements identified. The plan allows for a systematic evaluation of potential projects in advance of the annual budget preparation schedule.

Infrastructure, technology, and major equipment establish the physical foundation for providing services to citizens. Capital facilities and infrastructure are important pillars that will serve the citizens now and into the future.

The CIP will be one of the tools utilized in establishing a vision of the County's future and strategic direction. The plan also allows a review of projects or items prioritized and completed during the previous five (5) years.

Where necessary, the County will seek funding from federal, state and alternative sources. The County will also consider various funding methods, described in more detail later in the plan.



Priority Projects Overview

The following identified nine (9) capital projects and justifications, represent what the County Executive currently believes to be the most important capital needs of the County. Each of these items will be contained in the 2023 budget that will be presented to the County Council for consideration and approval, including any items that are in progress in 2022 and carry over.

Some of the priority projects and project requests contained herein include studies and surveys. As we move forward planning the management of capital assets, it will be important that we gather as much data and information possible allowing the County to make informed decisions on what options we will choose.

The priority projects listed on the next few pages are in progress in 2022 or projected for fiscal year 2023. The remaining items contained throughout the CIP following the planned priority projects, will serve as a framework of capital assets or projects that have been identified and recommended for action in the next 5 years, as methods of funding become available. In addition to the priority projects listed, as the fiscal year 2023 budget process moves forward, additional items might be included in the budget.

In summary, as previously stated, the Capital Program and Strategic Plan is a working document and should be reviewed annually, reflecting updated and changing needs, priorities, and methods of funding. Taken in totality, this will ensure that the infrastructure exists to move the Capital Program and Strategic Plan forward.



Planned Priority Projects

Year Division	Project Name	Project Description	Costs Methods of Funding	Justification Goals & Objectives
2023 Facilities/Capital Renovation	ADA Upgrades	Continued ADA upgrades to Jail/ Juvenile Detention Facility	\$27,000 General Revenue	ADA Transition Plan Title II Continue upgrades of County operated facilities identified in the ADA Transition Plan.
2022/2023 Emergency Management	Outdoor Warning System Study	Survey the feasibility of installing an outdoor warning system in highly populated areas of unincorporated parts of the County	To Be Determined General Revenue/Potential Grant. Grant application in process.	The region has a history of severe & destructive weather patterns & conditions. Project delayed in 2020. Install an outdoor warning system in highly populated unincorporated portions of Jefferson County which alerts the public that a hazard exists where little or poor cell phone reception is available.
2022/2023 Facilities/Capital Renovation	Juvenile Detention Facility Capital Improvement	Security controls system upgrade	\$250,000 To Be Determined	Continued expenditures are needed due to the age & use of facility. Repair & replace obsolete security systems & controls. Bids received, refining scope.



Planned Priority Projects (Cont.)

Year Division	Project Name	Project Description	Costs Methods of Funding	Justification Goals & Objectives
2023 Fleet	Fleet Upgrade	Fleet vehicle purchase	\$820,000 General Revenue/Short-Term Lease-Purchase	Purchase 10 vehicles for the Department of Sheriff & 6 vehicles for the general fleet. These units will replace high mileage vehicles. On-going rotation of vehicles due to safety, mileage & maintenance concerns.
2021/2022 General Revenue	Property Acquisition	Property acquisition for future facilities	\$450,000 General Revenue	Upgrades & improvements to the current County jail have become cost prohibitive. Identify, purchase and position parcel of land for future facility. Property under contract.
2022/2023 General Revenue	New Courthouse & Jail Capital Project	Formulate conceptual plans and timeline for action items	To Be Determined To Be Determined	Space needs assessment was completed in late 2019. Discussion with financial & construction professionals regarding RFP/RFQ for site master planning on-going.



Planned Priority Projects (Cont.)

Year Division	Project Name	Project Description	Costs Methods of Funding	Justification Goals & Objectives
2023 Facilities/Capital Renovation	Jail facility repairs and upgrades	Interior repairs and equipment replacements	\$170,000 General Revenue	Several interior items need to be repaired or replaced due to age and condition of facility.
2023 Facilities/Capital Renovation	Courthouse facility repairs and upgrades	Interior repairs and equipment replacements	\$345,000 General Revenue	Several interior items need to be repaired or replaced due to age and condition of facility.
2023 Facilities	Design Maintenance/ Multi Purpose Facility	Replace current facility/design work	\$312,000 General Revenue	Current facility is structurally and functionally obsolete. Design and replace current facility.



Department of Emergency Management

The Office of Emergency Management (OEM) is looking into the feasibility of an outdoor warning system in Jefferson County's unincorporated areas. The cost listed in the CIP is to generate a computer simulated acoustic coverage map that would identify the number of sirens and placement locations necessary to provide Countywide coverage. We have applied for a mitigation grant that, if awarded, will cover \$22,500 of the estimated \$36,000 cost. This is a competitive grant and we have already passed several rounds of review at the State and Federal level. A final decision is expected late this year with potential funding being provided in 2023.

The office is also laying the foundation for long-term development of Jefferson County's Emergency Management System. The OEM's current facility was refitted and opened in 2017 with the idea that it would serve the County's needs for at least 20 years. It continues to serving this purpose well but as the County continues to attract residents, business and industry, the demand for public safety services will only increase. We propose to conduct a study to determine the cost associated with the construction of a hardened, purpose-built facility for the operations of the OEM and the Jefferson County Hazmat Team and to serve as a continuity of operations location for Jefferson County's essential services.



Department of Emergency Management Recommendations

Project	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Hardened EOC Study			\$120,000		
Outdoor Warning Siren Study	\$36,000				
TOTALS	\$36,000		\$120,000		



Facility Services Division

Overview

The Facility Services Division of the Jefferson County Public Works Department maintains twenty-five (25) County-owned buildings. Fourteen (14) of these buildings, or approximately 300,000 square feet of office and detention area space, are open to the public. These buildings require routine maintenance such as plumbing repairs, electrical wiring upgrades and painting. These expenses are all funded out of the Facility Services Division annual budget.

Additionally, these buildings require larger cost cyclical replacements or repairs for features such as HVAC units, water heaters, roofs, elevators, and interior finishes as well as building and state agency code upgrades. County buildings also go through renovations or remodels from time to time in order to fit new needs and demands of the facility user, or to address any deficiencies in the current facility itself. All of these major repairs, replacements, remodels and renovations are beyond the funding abilities of the Facility Services Division and must become part of the 5-year Capital Improvement Plan.

The average age of our larger cost cyclical features is generally over 10 years of age. In Table 1. 2023-2027 Recommended Facility Capital Improvements for Buildings, the focus is on addressing the aging and failing features of the County buildings that require repair or replacement. In addition, there are needs for major renovations and remodels of certain buildings. The amount of funds requested for this overall plan is substantial; however, the age and/or condition of our County buildings is driving the needs.



Facility Services Division

Capital Improvement Plan Recommendations

Table 1. 2023-2027 Recommended Facility Capital Improvements for Buildings on the following page shows the recommended Capital Improvement by year, building, and category. For the purposes of this presentation, the Facility Services Division Capital Improvement Plan recommendations are summarized in the following categories: exterior projects, interior projects, and special projects.

The exterior projects category covers; building exterior, gutters, exterior doors, sidewalks, windows, HVAC units, roofs, exterior lighting, and landscape. The interior projects category covers; flooring, wall painting, ceilings, lighting, exit/emergency lighting, signage, fire alarm systems, bathrooms, electric/security upgrades, hot water heaters, and stairwells. The special projects cover building specific features such as; replacing heaters, water leaks, appliance replacement, elevator replacement, and large construction remodeling projects. A more detailed plan in spreadsheet format has been prepared and is continuously updated as conditions warrant; however, it is provided separate from this summary presentation due to the amount of detail.

Below is a summary of annual cost based on recommendations shown on the following Table 1.

FY2023-FY2027 – Summary of Capital Improvement Plan for Buildings

Fiscal Year	Proposed Capital Investment
2023	\$ 1,802,987
2024	\$ 2,452,632
2025	\$ 2,879,859
2026	\$ 4,230,000
2027	\$ 4,980,000



Facility Services Division

Capital Improvement Plan Recommendations

Table 1. 2023-2027 Recommended Capital Improvement Plan for Buildings

	2023 CAPITAL IMPROVEMENT RECOMMENDATIONS				2024 CAPITAL IMPROVEMENT RECOMMENDATIONS				2025 CAPITAL IMPROVEMENT RECOMMENDATIONS				2026 CAPITAL IMPROVEMENT RECOMMENDATIONS				2027 CAPITAL IMPROVEMENT RECOMMENDATIONS			
	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2023	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2024	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2025	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2026	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2027
ADMINISTRATION CENTER	\$0	\$0	\$85,000	\$85,000	\$0	\$20,000	\$20,000	\$40,000	\$0	\$0	\$35,225	\$35,225	\$0	\$0	\$250,000	\$250,000	\$0	\$0	\$0	\$0
ANIMAL CONTROL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ANIMAL RESOURCE CENTER	\$0	\$0	\$200,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
ANNEX	\$0	\$60,000	\$300,000	\$360,000	\$0	\$0	\$10,000	\$10,000	\$30,000	\$65,000	\$0	\$95,000	\$0	\$0	\$125,000	\$125,000	\$15,000	\$0	\$0	\$15,000
CIVIC CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$360,000	\$360,000	\$0	\$0	\$360,000	\$360,000	\$0	\$0	\$3,000,000	\$3,000,000	\$0	\$0	\$3,000,000	\$3,000,000
COURTHOUSE	\$15,000	\$140,000	\$215,000	\$370,000	\$30,000	\$100,000	\$20,000	\$150,000	\$90,000	\$100,000	\$0	\$190,000	\$150,000	\$0	\$150,000	\$30,000	\$95,000	\$20,000	\$145,000	
ECONOMIC DEVELOPMENT	\$45,000	\$0	\$15,000	\$60,000	\$0	\$0	\$0	\$0	\$22,000	\$0	\$0	\$22,000	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$10,000
EMERGENCY MANAGEMENT	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$10,000	\$28,000	\$0	\$0	\$28,000	\$0	\$0	\$0	\$0	\$15,000	\$0	\$0	\$15,000
EVIDENCE STORAGE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FACILITY SERVICES	\$0	\$0	\$312,000	\$312,000	\$0	\$0	\$1,250,000	\$1,250,000	\$0	\$0	\$1,250,000	\$1,250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FLEET SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
JAIL	\$0	\$56,000	\$130,000	\$186,000	\$110,000	\$108,000	\$20,000	\$238,000	\$155,000	\$219,000	\$0	\$374,000	\$0	\$0	\$0	\$0	\$20,000	\$16,000	\$310,000	\$346,000
JUSTICE CENTER	\$0	\$70,000	\$0	\$70,000	\$30,000	\$0	\$53,665	\$83,665	\$15,000	\$30,000	\$0	\$45,000	\$0	\$0	\$0	\$0	\$105,000	\$60,000	\$70,000	\$235,000
JUVENILE DETENTION	\$25,000	\$22,500	\$11,630	\$59,130	\$0	\$45,000	\$20,000	\$65,000	\$30,000	\$50,000	\$0	\$80,000	\$0	\$0	\$0	\$0	\$50,000	\$0	\$20,000	\$70,000
PARK MAINTENANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$138,000	\$0	\$0	\$138,000
PUBLIC DEFENDER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SHERIFF ZONE OFFICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
THIRD STREET ANNEX	\$5,000	\$10,000	\$0	\$15,000	\$15,000	\$8,000	\$0	\$23,000	\$3,000	\$10,000	\$12,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000
	2023 CAPITAL IMPROVEMENT RECOMMENDATIONS				2024 CAPITAL IMPROVEMENT RECOMMENDATIONS				2025 CAPITAL IMPROVEMENT RECOMMENDATIONS				2026 CAPITAL IMPROVEMENT RECOMMENDATIONS				2027 CAPITAL IMPROVEMENT RECOMMENDATIONS			
	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2023	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2024	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2025	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2026	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2027
ANNUAL EXPENSES	\$90,000	\$358,500	\$1,268,630	\$1,717,130	\$195,000	\$281,000	\$1,753,665	\$2,229,665	\$373,000	\$474,000	\$1,657,225	\$2,504,225	\$150,000	\$0	\$3,375,000	\$3,525,000	\$373,000	\$181,000	\$3,430,000	\$3,984,000
ANNUAL INFLATION (5%)	\$4,500	\$17,925	\$63,432	\$85,857	\$19,500	\$28,100	\$175,367	\$222,967	\$55,950	\$71,100	\$248,584	\$375,634	\$30,000	\$0	\$675,000	\$705,000	\$93,250	\$45,250	\$857,500	\$996,000
ANNUAL TOTALS	\$94,500	\$376,425	\$1,332,062	\$1,802,987	\$214,500	\$309,100	\$1,929,032	\$2,452,632	\$428,950	\$545,100	\$1,905,809	\$2,879,859	\$180,000	\$0	\$4,050,000	\$4,230,000	\$466,250	\$226,250	\$4,287,500	\$4,980,000

Please note that the building systems and facility site repairs, replacements, remodel and renovations detailed above do not include building needs within the Highway Division of the Public Works Department. These needs are considered outside of the General Revenue Fund Capital Improvement Plan.

Table 1 above reflects the need to fully replace the existing Facility Services and Civic Center buildings. They have aged beyond reasonable repairs. Attempts to keep these facilities in a safe and functional working order have become cost prohibitive. Facility Services building engineering design is proposed in 2023 with construction split between 2024 and 2025. Civic Center building engineering design is proposed in for 2024 and 2025 with construction split between 2026 and 2027.



Fleet Services Division

Overview

The Jefferson County Light Fleet Services Division maintains over 387 light vehicles in the Jefferson County Fleet. This fleet is comprised of all light duty vehicles including the vehicles in the Jefferson County Sheriff's Department, Public Works light vehicles and pickups, Inspector vehicles, EMA/Hazmat vehicles, and all other administrative vehicles.

The primary goal of the Fleet Services Division is to provide first-class service. We do so by making quality, cost-efficient repairs in a timely manner.

Fleet Services also practices a strenuous, routine maintenance program including oil changes and preventative car maintenance, which includes flushing transmissions and routine "tune-ups".

Aggressive vehicle maintenance and best cost repairs continue to be a key part of the Fleet Services mission statement. Emphasis is placed on finding the correct match of a vehicle to functionality and making the best decision with regards to vehicle purchase, repair, modification, and servicing



Fleet Services Division

Overview Continued

A well-managed and properly funded replacement program reduces expenses and fuel consumption by using more efficient vehicles, provides a safer vehicle with newer safety features, and reduces vehicle down time since the vehicle isn't in the shop for as many repairs.

In 2022, the Sheriff's Department purchased 7 Chevrolet Tahoe's using Prop P funds. In addition, the County, using ARPA funds, purchased 55 Ford Police Interceptor Utility vehicles, 1 Maverick for Code Enforcement, and 1 F150 each for Animal Control and Building Maintenance. The Parks Department also purchased 1 Escape, and the Assessor's Department purchased 1 Explorer.



Fleet Division Vehicle Purchase Plan

To fund future year vehicle replacements, the following Jefferson County funding will be required. Please note that the vehicles below do not include vehicle and equipment replacement needs within the Public Works Department, which are considered outside of the General Revenue Fund capital improvement plan.

2023	DEPARTMENT	TOTAL VEHICLES NEEDED	TOTAL BUDGET NEEDED
	Code Enforcement	2 Vehicles	\$820,000
	Public Administrator	1 Vehicle	
	Building Maintenance	2 Vehicles	
	Sheriff	10 Vehicles	
	Prosecuting Attorney	1 Vehicle	

2024	DEPARTMENT	TOTAL VEHICLES NEEDED	TOTAL BUDGET NEEDED
	Animal Control	1 Vehicle	\$835,000
	Fleet Services	1 Vehicle	
	Building Maintenance	1 Vehicle	
	Sheriff	12 Vehicles	
	Code Enforcement	1 Vehicle	



Fleet Division Vehicle Purchase Plan

To fund future year vehicle replacements, the following Jefferson County funding will be required. Please note that the vehicles below do not include vehicle and equipment replacement needs within the Public Works Department, which are considered outside of the General Revenue Fund capital improvement plan.

2025	DEPARTMENT	TOTAL VEHICLES NEEDED	TOTAL BUDGET NEEDED
	Animal Control	1 Vehicle	
	Code Enforcement	2 Vehicles	
	Building Maintenance	1 Vehicle	
	Sheriff	15 Vehicles	
			\$835,000

2026	DEPARTMENT	TOTAL VEHICLES NEEDED	TOTAL BUDGET NEEDED
	Emergency Mgt.	1 Vehicle	
	Solid Waste	1 Vehicle	
	Parks	1 Vehicle	
	Juvenile	1 Vehicle	
	Sheriff	18 Vehicles	
			\$845,000



Fleet Division Vehicle Purchase Plan

To fund future year vehicle replacements, the following Jefferson County funding will be required. Please note that the vehicles below do not include vehicle and equipment replacement needs within the Public Works Department, which are considered outside of the General Revenue Fund capital improvement plan.

2027	DEPARTMENT	TOTAL VEHICLES NEEDED	TOTAL BUDGET NEEDED
	Code Enforcement	1 Vehicle	\$845,000
	Animal Control	1 Vehicle	
	Building Maintenance	1 Vehicle	
	Fleet Services	1 Vehicle	
	Sheriff	20 Vehicles	



Department of Information Technology

Overview

The Department of Information Technology (IT) has identified several Capital projects for the fiscal years 2023 to 2027. This document presents an estimate of the costs associated for each project and the target timeline for implementation of the projects. There are six (6) areas of focus in the recommended IT plan that have been identified with a projected cost of \$3,935,725 for all areas listed. Costs for these projects would be allocated across the appropriate budgetary major fund areas based on application and usage. The project areas identified are:

1. Workplace Safety and Security
2. Infrastructure
3. Data Management
4. Electronic Communications and Systems Integration
5. Technical Currency
6. Applications Software

The projects address basic hardware life-cycles, data security, regulatory mandates, and new opportunities to advance County government operations overall. COVID-19 continues to have a dramatic impact on the world-wide computer chip manufacturing industry and IT equipment costs. Persistent security threats such as ransomware and supply chain interruptions are expected to keep pressure on the IT department budget for several years to come.



Department of Information Technology

Workplace Safety and Security

Modernize Door Access and County-Wide Video Recording Systems

The County-Wide video recording system comprised mostly of obsolete equipment is unstable and difficult to maintain. The Department of Information Technology continually works on providing workplace safety and security solutions. The County makes considerable use of 86 video security cameras. The County wishes to expand video security and door access controls within and around its facilities.

Estimated project cost is \$168,000

Table 1. Workplace Safety and Security cost estimates for 2023-2027.

	FY 23	FY 24	FY 25	FY 26	FY 27	Five Year Total
Expand County-wide Video Recording Cameras	\$21,000					\$21,000
Expand County-wide Door Access system	\$30,000	\$30,000	\$30,000			\$90,000
Replace County Courthouse Video Cameras and Recorder System (forklift upgrade)	\$57,000					\$57,000
Total	\$108,000	\$30,000	\$30,000			\$168,000



Department of Information Technology

Infrastructure

Infrastructure pertains to those components that keep Jefferson County’s local, wide-area and wireless networks functioning. Those components include network: Switches, Routers, Servers, Uninterruptable Power Supplies, and Business Continuity and Disaster Recovery (BC&DR) Solutions.

Estimated project cost is \$279,000

Table 2. Infrastructure maintenance cost estimates for 2023-2027.

	FY 23	FY 24	FY 25	FY 26	FY 27	Five Year Total
Upgrade Virtual Machine Cluster	\$40,000					\$40,000
Replace County Core Switches (End-of-Life)	\$9,000					\$9,000
Replace County remote site Switches (end-of-Life)	\$25,000					\$25,000
Replace Justice Center Switches (End-of-Life)	\$20,000					\$20,000
Replace Jail Switches (End-of-Life)		\$10,000				\$10,000
Repalce CS1000 Storage Area Network (End-of-Life)		\$80,000				\$80,000
Add Back-end Disk Storage			\$25,000			\$25,000
Install Datacenter Uninteruptable Power Supply				\$70,000		\$70,000
Total	\$94,000	\$90,000	\$25,000	\$70,000		\$279,000



Department of Information Technology

Data Management

eDiscovery Request Management and Sunshine Law Response Tools

The County needs an advanced strategy for managing the rising number of Freedom Of Information Act (FOIA) (aka Sunshine requests). Managing and responding to those requests can require multiple Records Custodians researching numerous locations; emails, on premises servers and workstation data stores, tape backups, cloud data storage locations, online records, etc. This project entails seeking out and implementing the effective and efficient tool(s) to manage and meet public information release requests. Storing indexed data and searching for it are hand-in-hand solutions.

Estimated project cost is \$310,000

Table 3. Data Management and eDiscovery cost estimates for 2023-2027

	FY 23	FY 24	FY 25	FY 26	FY 27	Five Year Total
eDiscovery Request/Response Management	\$36,000	\$36,000	\$36,000	\$36,000	\$ 36,000	\$ 180,000
Content Indexing, Search & Reporting Tools	\$65,000	\$15,000	\$15,000	\$20,000	\$15,000	\$130,000
Total	\$101,000	\$51,000	\$51,000	\$56,000	\$51,000	\$310,000



Department of Information Technology

Electronic Communications and Systems Integration

System Integration

Exchanging identity information and other key data elements is required for the systems to communicate with each other. Custom programming interfaces will need to be developed and coded.

Estimated project cost is \$86,000

Table 4. Electronic Communications and Systems Integration costs for 2023-2027.

	FY 23	FY 24	FY 25	FY 26	FY 27	Five Year Total
Systems' Integrations	\$15,000	\$15,000	\$18,000	\$18,000	\$20,000	\$86,000
Total	\$15,000	\$15,000	\$18,000	\$18,000	\$20,000	\$86,000



Department of Information Technology

Technical Currency

Technical Currency refers to the state of our computing hardware and software in relation to its product life-cycle roadmap, maintenance agreements and subscriptions, legal compliance, ability to be upgraded, risk of failure, and spare parts availability. Additionally, the County needs to address the changing user-based technology platforms. Key positions will continue to migrate from static workstations at the office to mobile devices with access to essential network resources based on who-you-are rather than where-you-are.

Laptops and Electronic Notebooks with docking stations and Remote Access (three-year life cycle)

Estimated life-cycle cost is \$797,825

Workstations (five-year life cycle)

Estimated life-cycle cost is \$796,400

Servers (seven-year life cycle)

Estimated life-cycle cost is \$129,500

Disaster Recovery platform

Jefferson County will continue converting physical servers to the virtual platform and shore up support for other devices and operating systems such as the data tape library system.

Estimated cost is \$150,000



Department of Information Technology

Technical Currency (cont.)

MITEL Phone Replacements

Estimated life-cycle cost estimate is \$300,000.

Professional Services Contingency

The County continues using many legacy applications to deliver services. These include 13 Public Works databases, a Purchasing Department office supply inventory management, Boards and Commissions software, and a Liquor License program. Ad hoc professional services will be required to service and support these applications as suitable replacements are found and implemented.

Estimated Contingency Cost: \$250,000

Table 5. reflects estimated Technical Currency costs for 2023-2027

	FY 23	FY 24	FY 25	FY 26	FY 27	Five Year Total
Laptops & Notebooks 3 Yr. Life Cycle	\$201,123	\$97,224	\$201,125	\$97,226	\$201,127	\$797,825
Desktop Computer 5 Yr. Life Cycle	\$207,900	\$171,600	\$209,000		\$207,900	\$796,400
Server 7 Yr. Life Cycle	\$63,000			\$3,500	\$63,000	\$129,500
Disaster Recovery Life Cycle	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Replace MITEL Phones (End-of Life)			\$100,000	\$100,000	\$100,000	\$300,000
Professional Services	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total	\$552,023	\$384,824	\$590,125	\$280,726	\$652,027	\$2,423,725



Department of Information Technology

Application Software

Digital Operations

We will emphasize digital document processing solutions that reduce or eliminate paper and its associated labor and materials costs. This includes document imaging and scanners with Optical Character Recognition (OCR) solutions, purchasing workflows, as well as developing, processing and storing on-line forms.

Estimated project cost is \$175,000

Automated Invoice Processing

The County's current invoice processing is predominantly a laborious paper document processing system. It will be replaced with a modern system providing digital forms scanning and artificial intelligence that learns invoices, stores the record and prepares payments for review and release.

Estimated project cost is \$305,000

Agenda Management

We will implement a digital agenda processing solution that provides County-Wide workflows, multi-department collaboration and record keeping for Council meeting agendas.

Estimated project cost is \$60,000



Department of Information Technology

Application Software (cont.)

Planning and Budget Performance

The County will modernize its financial planning and budget performance systems with a cloud-based solution that integrates with our current financial systems to provide real-time performance information and transparency.

Estimated project cost is \$250,000

Table 6. reflects estimated Applications Software costs for 2023-2027.

	FY 23	FY 24	FY 25	FY 26	FY 27	Five Year Total
Digital Operations	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	\$175,000
Automated Invoice Processing	\$65,000	\$60,000	\$60,000	\$60,000	\$60,000	\$305,000
Agenda Management solution	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$60,000
Planning & Budget Performance	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total	\$162,000	\$157,000	\$157,000	\$157,000	\$157,000	\$790,000



Department of Information Technology

Summary

Table 7. Total cost estimates by year

	2023	2024	2025	2026	2027	Total
Workplace Safety & Security	\$108,000	\$30,000	\$30,000			\$168,000
Infrastructure	\$94,000	\$25,000	\$25,000	\$70,000		\$279,000
Data Management	\$101,000	\$51,000	\$51,000	\$56,000	\$51,000	\$310,000
Electronic Communications & Systems Integration	\$15,000	\$18,000	\$18,000	\$18,000	\$20,000	\$86,000
Technical Currency	\$552,023	\$590,125	\$590,125	\$280,726	\$652,027	\$2,459,725
Applications Software	\$162,000	\$384,824	\$157,000	\$157,000	\$157,000	\$633,000
Total	\$1,032,023	\$727,824	\$714,125	\$157,726	\$880,027	\$3,935,725



Department of Parks and Recreation

Overview

The Jefferson County Department of Parks and Recreation identified the following major capital improvement projects for the fiscal years 2023 – 2027. The estimated timelines and development costs do not reflect the operating expenses associated with the continued support of these projects. Completion of these projects will support the strategic plan of the Department, which is to enrich the quality-of-life for the mind, body and spirit of Jefferson County residents.

The five (5) year Capital Improvement Plan identifies twenty-five (25) projects totaling \$3,234,000 to update and improve our current parks and recreational services. This list is not exhaustive, but it is a solid representation of the main identified major capital needs of our parks system.

Note: After discussion with Mr. Jonas, the 6 million dollars that had previously been in this Park's Capital Plan for a replacement building has been moved into the Building/Renovation Capital Planning under Mr. Jonas' oversight.



Department of Parks and Recreation

Overview (cont.)

The major projects include:

1. Beck Park - Initial Improvements, trail development
2. Beck Park - Roadway Shared Maintenance
3. Big River Saddle Club - Pavilion Replacement
4. Dog Park - (TBD)
5. High Ridge Civic Center - Parking Expansions / overlay
6. High Ridge Civic Center- Pickleball Court - rubberize surface-1
7. Kimmswick "Park" - Improvements, Trail, Parking, Pavilion
8. Morse Mill, Park Roadway Acquisition
9. Morse Mill, Asphalt Parking Lot (not roadway)
10. Morse Mill, Pavilion 30' by 22' (wood)
11. NW Sports Complex -Asphalt walking/running track
12. NW Sports Complex - Sunshade for Playground
13. Playground Attainment Program -Various- (grants)
14. Pleasant Valley Nature Preserve - Asphalt Parking Lot (Road Tax)
15. Pleasant Valley Nature Preserve - Pavilion Replacement
16. Property Acquisitions - TBD
17. Splash Pad, (High Ridge Civic Center or Northwest Sports complex)
18. River Bend - Gravel Parking Area
19. River Bend - Trail Development
20. Rockford Beach - Engineered / Asphalt / Concrete Drive/ Parking
21. Stone Bridge Park - Development, multi-phase
22. Sunridge Park - Pavilion replacement/update
23. Sunridge Park - Parking lot update / expansion
24. Sunridge Park - "Fire" Tower Safety / Painting upgrade
25. Winter Park - Asphalt overlay



Department of Parks & Recreation 2023

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2023 Parks	Beck Park Initial Improvements	Develop Parking Area	\$30,000 Parks & Recreation Funds	Development of the parking area. Develop initial gravel parking area. Removal of trees.
2023 Parks	Sunridge Park Parking Lot Update / Expansion	Overlay the current lot and expand to increase the parking spaces	\$100,000 Parks & Recreation Funds / Road Tax	To increase the parking capacity. Due to increased use of the park, the parking area needs expanded to accommodate the patrons.
2023 Parks	River Bend Gravel Parking Area	Develop gravel parking area at River Bend Park	\$40,000 Parks & Recreation funds	Initial Parking development. Allow vehicular parking for trail use.



Department of Parks & Recreation 2023 (cont.)

<u>Year Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs Methods of Funding</u>	<u>Justification Goals & Objectives</u>
2023 Parks	High Ridge Civic Center-Pickleball Court	Install a tiled rubberized playing surface on 1 court	\$14,000 Parks & Recreation Funds/Possible Grant	Place a rubberized playing surface on the court. Increase usability, decrease injuries to users.
2023 Parks	Kimmswick "Park"	Continued Development of Parking, Trails, Signage	\$70,000 Parks & Recreation Funds/Possible Grant	Develop a "new" park area. Initial Development for trails and other amenities.
2023 Parks	NW Sports Complex	Phase 1, Asphalt the current gravel walking/running track loop around the complex	\$60,000 Parks & Recreation Funds/Possible Grant	Improve the usability of the walking loop area for all abilities (ADA-upgrade) .



Department of Parks & Recreation 2023 (cont.)

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2023 Parks	Pleasant Valley Nature Preserve- Asphalt	Asphalt the entrance and parking area. Not the gravel roadway into the park	\$80,000 Parks & Recreation Funds / Road Tax	To improve & upgrade the parking area. Install asphalt for improved parking & use.
2023 Parks	Property Acquisition - TBD	Acquire adjacent properties to current operational parks to increase footprint & usability of parks	\$100,000 Parks & Recreation Reserve Funds	As a part of the Parks Master Plan to acquire property for use. To acquire property for the expansion & development of parks.
2023 Parks	Big River Saddle Club Pavilion Replacement	Raze the current Pavilion and Construct a New Pavilion , including updated electrical	\$130,000 Parks & Recreation Funds / possible Recovery Act funds	The current pavilion has reached end of life. Need to replace before becoming a hazard.



Department of Parks & Recreation 2023 (cont.)

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project</u> <u>Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2023 Parks	Morse Mill Park Roadway Acquisition	Negotiate full acquisition of the Morse Mill Park Road from the current multiple owners	\$20,000 Parks & Recreation funds	Acquisition will allow for the county to properly maintain and improve the roadway.



Department of Parks & Recreation 2024

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2024 Parks	Park TBD – Dog Park	Dog Park (Land not included)	\$40,000 Parks & Recreation Funds / Grants	Develop a Dog Park for the County on currently owned property for our residents. This would include segregated areas for all dog types. Fencing, dog obstacle courses & possible water attractions.
2024 Parks	Morse Mill Park – Asphalt	Asphalt Parking only	\$200,000 Parks & Recreation Funds	To improve & upgrade the parking area. Install asphalt for improved parking & use.
2024 Parks	Playground Attainment Program	Replacement of playground equipment. (Pleasant Valley Park or Big River Saddle Club)	\$150,000 Jefferson Foundation Grant, Land and Water Conservation Fund (LWCF)	Implementation of the Master Plan to include updated playground equipment. To obtain grant money to install new playground equipment.



Department of Parks & Recreation 2024 (cont.)

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2024 Parks	Sunridge Park Tower Project	Safety upgrades as identified in ABNA engineering study	\$60,000 Parks & Recreation Funds	To reopen the Tower at Sunridge as destination. Execute the Safety upgrades as identified by the engineering study.
2024 Parks	Sunshade – Northwest Sports complex.	To Provide a sunshade/screening over the playground	\$150,000 Parks & Recreation Funds / Recovery Act Fund	Install a Sunshade canopy over the playground. Improve the sun safety of the users of the playground.
2024 Parks	River Bend Park – Trail Development	Clear, grade trail area to develop the park for shared use.	\$40,000 Parks & Recreation Funds	Continue development of the park.



Department of Parks & Recreation 2024 (cont.)

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project</u> <u>Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2024 Parks	Rockford Beach	Engineered / Asphalt driveways and parking areas	\$250,000 Parks & Recreation Funds	To improve & upgrade the parking area. Install asphalt for improved parking & use.
2024 Parks	Stone Bridge Park , Roadway and Parking	Develop an initial gravel roadway and engineering of a gravel parking area	\$30,000 Parks & Recreation Funds	A continuation of development of the park. To continue the development of the parking area & begin planning on a pavilion.



Department of Parks & Recreation 2025

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2025 Parks	Beck Park – Initial Trail Development	Develop a Trail system	\$40,000 Parks & Recreation Funds / Trail Grant	Development of the Park area. Develop initial trail system .
2025 Parks	High Ridge Civic Center- Parking expansion/ Overlay	Asphalt removal and replacement and parking expansion	\$150,000 Parks & Recreation Funds	To improve & upgrade the parking area. Install asphalt for improved parking & use.
2025 Parks	Kimmswick “Park”	Continue Development of trails & parking	\$100,000 Parks & Recreation Funds/Possible Grant	Develop a “new” park area. Initial Development for trails and other amenities.



Department of Parks & Recreation 2025 (cont.)

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2025 Parks	Property Acquisition	Acquire adjacent properties to current operational parks to increase footprint & usability of parks	\$150,000 Parks & Recreation Reserve Funds	As a part of the Parks Master Plan to acquire property for use. To acquire property for the expansion & development of parks.
2025 Parks	Pavilion Replacement Pleasant Valley	Raze the current Pavilion and Construct a New Pavilion, including updated electrical and water	\$130,000 Parks & Recreation Funds / possible Recovery Act funds	The current pavilion has reached end of life. Need to replace before becoming a hazard.
2025 Parks	Stone Bridge Park , Roadway and Parking	Continuation of initial roadway and parking area	\$20,000 Parks & Recreation Funds	A continuation of development of the park. To continue the development of the parking area & begin planning on a pavilion.



Department of Parks & Recreation 2026

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2026 Parks	Beck Park – Initial Trail Development	Continuation of Trail Development	\$10,000 Parks & Recreation Funds	Development of the Park area. Develop initial Trail Development.
2026 Parks	Playground Attainment Program	Replacement of playground equipment. (Pleasant Valley Park or Big River Saddle Club)	\$150,000 Jefferson Foundation, Land and Water Conservation Fund (LWCF)	Implementation of the Master Plan to include updated playground equipment. To obtain grant money to install new playground equipment.
2026 Parks	Sunridge Park	Painting of the “Fire” Tower	\$100,000 Parks & Recreation Funds	Painting to preserve the tower structure. This would be the 2 nd phase projected for the project.



Department of Parks & Recreation 2026 cont.

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2026 Parks	Pavilion Replacement-Sunridge Park	Raze the current Pavilion and Construct a New Pavilion , including updated electrical and water	\$130,000 Parks & Recreation Funds / possible Recovery Act funds	The current pavilion has reached end of life. Need to replace before becoming a hazard.
2026 Parks	Beck Park Roadway Maintenance	To maintain the shared roadway at Beck Park	\$10,000 Parks & Recreation Funds	Work with the other property owners to maintain the shared “gravel” roadway.



Department of Parks & Recreation 2027

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project</u> <u>Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2027 Parks	Winter Park – Asphalt Overlay	Asphalt overlay and parking expansions	\$160,000 Parks & Recreation Funds	To improve & upgrade the parking area. Install asphalt for improved parking & use.
2027 Parks	Kimmswick “Park”	Continuation of Development of Trails, Parking, Pavilion	\$100,000 Parks & Recreation Funds/Possible Grant	Pavilion for the park area “River’s Edge” Continued Development for the area.
2027 Parks	High Ridge Civic Center Splash Pad	60’ by 40’ Splash Pad non-recycled water use.	300,000 Parks & Recreation Funds / possible Recovery Act Funds	Development of a community splash pad. Providing for a community need and request.



Department of Parks & Recreation 2027 (cont.)

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Project</u> <u>Description</u>	<u>Costs</u> <u>Methods of Funding</u>	<u>Justification</u> <u>Goals & Objectives</u>
2027 Parks	Stone Bridge Park , Roadway and Parking	Continuation of initial gravel roadway and parking area.	\$30,000 Parks & Recreation Funds	A continuation of development of the park. To continue the development of the parking area & begin planning on a pavilion.
2027 Parks	Pavilion at Morse Mill Park	30' by 22' structure (wood)	\$60,000 Parks & Recreation Funds	Build a pavilion at Morse Mill Park. Continue to upgrade the park and amenities .
2027 Park	Sunridge Park Tower Safety Upgrade	Painting/Upgrade to improve the safety of the tower for use	\$30,000 Parks & Recreation Funds	Painting to preserve the tower structure. This would be the 3 rd /final phase projected for the project.



Jefferson County Department of Parks and Recreation

Capital Projects 2023 to 2027

Project	FY 23	FY 24	FY 25	FY 26	FY 27
Beck Park - Initial Improvements, trail development	\$30,000		\$40,000	\$10,000	
Beck Park - Roadway Shared Maintenance				\$10,000	
Big River Saddle Club - Pavilion Replacement	\$130,000				
Dog Park - (TBD)		\$40,000			
High Ridge Civic Center - Parking Expansions / overlay			\$150,000		
High Ridge Civic Center- Pickleball Court - rubberize surface-1	\$14,000				
Kimmswick "Park" - Improvements, Trail, Parking, Pavilion	\$70,000		\$100,000		\$100,000
Morse Mill, Park Roadway Acquisition	\$20,000				
Morse Mill, Asphalt Parking Lot (not roadway)		\$200,000			
Morse Mill, Pavilion 30' by 22' (wood)					\$60,000
NW Sports Complex -Asphalt walking/running track	\$60,000				
NW Sports Complex - Sunshade for Playground		\$150,000			
Playground Attainment Program -Various- (grants)		\$150,000		\$150,000	
Pleasant Valley Nature Preserve - Asphalt Parking Lot (Road Tax)	\$80,000				
Pleasant Valley Nature Preserve - Pavilion Replacement			\$130,000		
Property Acquisitions - TBD	\$100,000		\$150,000		
Splash Pad,(High Ridge Civic Center or Northwest Sports complex					\$300,000
River Bend - Gravel Parking Area	\$40,000				
River Bend - Trail Development		\$40,000			
Rockford Beach - Engineered / Asphalt / Concrete Drive/ Parking		\$250,000			
Stone Bridge Park - Development, multi-phase		\$30,000	\$20,000		\$30,000
Sunridge Park - Pavilion replacement/update				\$130,000	
Sunridge Park - Parking lot update / expansion	\$100,000				
Sunridge Park - "Fire" Tower Safety / Painting upgrade		\$60,000		\$100,000	\$30,000
Winter Park - Asphalt overlay					\$160,000
Sub Totals	\$644,000	\$920,000	\$590,000	\$400,000	\$680,000
Total					\$3,234,000



Projects Completed 2017-2021

<u>Year</u>	<u>Project Name</u>	<u>Description</u>	<u>Cost</u>	<u>Source of Funding</u>
2021	Jail	Sewer grinder and water heater replacement	\$28,220	General Revenue
2021	Jail	Replacement of door motors – Phase 2	\$160,644	General Revenue
2021	ARC	Roof replacement	\$52,845	General Revenue
2021	Courthouse	Replace chiller	\$109,864	General Revenue
2021	Justice Center	Replace remaining handrails	\$64,004	General Revenue
2021	Various	Seal/repair parking lots (Admin/Annex/Justice/Juvenile/ARC/Court)	\$87,926	General Revenue
2021	Jail	Women’s shower and sally port repairs	\$57,181	General Revenue
2021	Admin/Annex	HVAC controls system upgrade	\$112,266	General Revenue
2021	Facilities	Land acquisition for future Jail	\$426,320.33	Multiple Funds
2021	Fleet	Purchase of 24 vehicles for the Department of Sheriff. Delivery delayed until 2022 due to lack of inventory.	TBD	General Revenue



Projects Completed 2017-2021

<u>Year</u>	<u>Project Name</u>	<u>Description</u>	<u>Cost</u>	<u>Source of Funding</u>
2020	Various Building Improvements	COVID mitigation fixturing, including touchless faucets/towel & soap dispensers	\$139,776	Cares Act Funding
2020	Animal Resource Center	Remodel & repurposing of facility including air purification system	\$1,474,962	General Revenue & Cares Act Funding
2020	Justice Center	Roofing system repairs & exterior pedestrian railing replacement	\$99,045	General Revenue
2020	Annex	Interior upgrades and mitigation improvements	\$79,326	General Revenue & Cares Act Funding
2020	Jail	Door replacements & air purification system installation	\$172,627	General Revenue & Cares Act Funding
2020	Courthouse	Entry area addition, construction & design. Plexiglass barriers in courtrooms	\$322,791	Cares Act Funding
2020	Administration Building	Interior & security upgrades including mitigation controls	\$119,119	General Revenue & Cares Act Funding
2020	Animal Resource Center Design	Architectural design for repurposing facility for new Animal Resource Center	\$231,728	General Revenue
2020	Juvenile Detention	Wall separation mitigation barrier	\$17,610	Cares Act Funding
2020	Courthouse	Interior upgrades, boiler & compressor replacements	\$52,070	General Revenue
2020	Fleet Vehicles	Purchase of 20 units for the Department of Sheriff & 10 additional vehicles for Public Works & general fleet	\$909,073	Multiple Funds General Revenue 3 Year lease agreement 13 vehicles.



Projects Completed 2017-2021

<u>Year</u>	<u>Project Name</u>	<u>Description</u>	<u>Cost</u>	<u>Source of Funding</u>
2019	Courthouse Capital Improvements	Tuckpointing & roof repairs	\$82,138	General Revenue
2019	Jail Capital Improvements	Retaining wall replacement, elevator rebuild	\$149,999	General Revenue
2019	Courthouse & Jail Study	Space allocation & needs study for Jail & Courthouse facilities	\$125,271	General Revenue
2019	Jail Security Systems	Replacement & upgrade of security systems & controls	\$71,618	General Revenue
2018	Fleet Vehicles	Purchase of 19 units for the Department of Sheriff & 4 additional vehicles for the general fleet	\$633,582	Multiple Funds Cash for 16 Vehicles. General Revenue 3 Year lease agreement for 7 vehicles
2018	Site Assessments & capital forecasting Program	Site assessments & review of facilities for purchase of capital budgeting & forecasting program	\$53,648	General Revenue
2018	Courthouse Capital Improvements	Compressor replacements & repairs of facility	\$33,927	General Revenue
2018	Animal Resource Center Design	Architectural design for repurposing facility for new Animal Resource Center	\$231,728	General Revenue
2018	Animal Resource Center Fence	Installation of fence & gate to secure property	\$35,826	General Revenue
2018	Jail Capital Improvements	Installation, repair & design work on facility projects	\$26,698	General Revenue



Projects Completed 2017-2021

<u>Year</u>	<u>Project Name</u>	<u>Description</u>	<u>Cost</u>	<u>Source of Funding</u>
2017	Jail Capital Improvements	Installation, repair & design work on facility projects	\$343,733	General Revenue
2017	Animal Resource Center	Site assessments & inspections Initial payments made to design firm	\$40,789	General Revenue
2017	Courthouse Capital Improvements	Installation, repair & design work on facility projects	\$42,470	General Revenue
2017	Fleet Vehicles	Purchase of 11 units for the Department of the Sheriff	\$309,063	General Revenue 3 Year lease purchase agreement



Future Budgets – Forecast and Analysis

County revenues for the duration of this Five-Year Capital and Strategic Plan (FY 2023-2027) are anticipated to be stable. For budget planning purposes, the County estimates the actual General Revenue Fund budget to be approximately \$29,000,000 in 2023. The County anticipates slight growth during this 5-year period. While growth may occur in some segments of County revenue, it is anticipated that there will be decreases in other segments that will offset that revenue growth. This has been the County’s experience for the past several fiscal years and predicted into the near future.

The County will continue to work with all stakeholders promoting “shop Jefferson County” initiatives in attempting to retain and attract sales tax collections. The County also continues to monitor the trend in grant funding at the state and federal level as this could impact the overall budget.

This Capital and Strategic Plan forecast does not anticipate action by the County Council outside of the normal budgetary process or asking County voters for additional revenue to finance capital improvements. The County will continue researching for applicable federal, state or other grant opportunities for capital purposes. Certain capital projects might require any or all of these considerations at some point in time in the future.

County officials are hopeful that during the timeframe covered in this capital plan, building and economic indicators will continue trending upward resulting in further population growth. These factors will assist the County in offsetting areas of opportunity.



Current Financial Condition

The County of Jefferson, Missouri Financial Statements and Independent Auditor’s Report contains important information related to governmental activities, each major fund, and the aggregate remaining fund information for the audit for the year ended December 31, 2019. The section entitled “Notes to the Basic Financial Statements” (pages 17-21) includes detailed information regarding the County’s long-term debt and an explanation of the capital projects financed by the various financing instruments.

The County’s 2020 audit includes information regarding the payment schedule for each instrument that is currently being used by the County. The County currently has long-term debt in the form of Certificates of Participation (COP) and Special Assessment Debt with Government Commitment in the form of Neighborhood Improvement District Bonds (NIDS).

The chart on the following page lists the current long-term capital construction obligations of the County. The 2010B Refunding Certificates of Participation from 2001 A were paid off early in 2022.

It is important to note that on July 18, 2013, Standard and Poor affirmed an issuer credit rating of ‘AA’ for Jefferson County and a rating of ‘AA-’ on the County’s existing NID bonds and certificates of participation (COPS).



Current Financial Information

Current Capital Obligations	Total Issuance	Annual Principal and Interest Cost (2023)	Maturity Date	Revenue Source
2010 Recovery Zone Economic Development Lease COPS <ul style="list-style-type: none"> a. 3rd Floor Justice Center b. Energy Improvements in Courthouse and Various County Owned Buildings 	\$1,945,000.00	\$171,850.00	31-Dec-25	Department of Energy EECBG Grant of Guaranteed Energy Savings & General Revenue
Series 2017-restated 2012 Certificates of Participation <ul style="list-style-type: none"> a. Justice Center b. Juvenile Detention Center c. County Jail Renovation 	\$13,200,000.00	\$1,501,131.26	15-Apr-28	Lawsuit Settlement, Existing Debt Service, Juvenile Funds & General Revenue

*See Repayment Schedule for each Series on Table II of the 2022 approved County Budget



Identifying Capital Priorities

The Home Rule Charter of Jefferson County, Missouri gives the County Executive the responsibility to identify capital projects and funding options. Capital construction recommendations and financing options are to be identified in the annual budget proposed by the County Executive.

It is the responsibility of the County Council to act on those recommendations through the process of approving the proposed budget. The Charter also states, in Section 3.4.2.14, that the County Council may “issue bonds as general obligation of the County or as obligations payable from designated project revenues as authorized by Missouri law.” This is an important point, due to the fact that construction of new buildings generally requires a dedicated source of revenue and current County funds available for debt service are flat into the foreseeable future.

The information that follows identifies the various funding options available that will provide a dedicated source of revenue for funding capital construction projects.



Funding for Capital Projects

Existing County revenues will not support additional debt service for the construction of new buildings. Into the foreseeable future, all capital construction must have a source of revenue to service the debt that is incurred. County officials must consider the various financing tools available to them to meet capital needs. The County Executive and County Council will want to use methods of financing capital improvements that are practical and economically feasible.

- **GENERAL OBLIGATION BOND (G.O. BOND)**

One commonly used instrument to finance capital construction projects is the General Obligation Bond (G.O. Bond). General Obligation Bonds are debt instruments issued by a political entity to raise funds for construction of public infrastructure, such as buildings. What makes the bonds unique is that they are backed by the full faith and credit of the County, following an affirmative vote of the people to levy a property tax sufficient to meet the debt service obligation. The ability to back up bond payments with tax funds makes G.O. Bonds distinct from revenue bonds, which are repaid using the revenue generated by a specific project bonds are issued to fund, such as fees from a parking garage.

- **SALES TAX**

Missouri counties have a continuing need for methods of financing capital improvements. A sales tax can provide a workable financing alternative to issuing general obligation bonds. The sales tax, once approved by a majority of the voters, can be used to finance particular projects in the following ways:



Funding for Capital Projects Cont.

- **LEASE/PURCHASE FINANCING**

The County may acquire certain equipment or facilities from a private entity, such as a bank, pursuant to a lease/purchase agreement that is subject to an annual appropriation by the County Council. The sales tax revenue provides a source of funds for making lease payments. The County receives unencumbered title to the items being leased when the final lease payment is made. The payments may also be made by an annual appropriation of General Revenue by the County Council.

- **LEASEHOLD REVENUE BONDS BY A NON-PROFIT CORPORATION**

This financing technique involves the formation of a non-profit corporation separate from the County. The corporation issues bonds on behalf of the County and the bond proceeds are used to acquire and construct or improve certain property that is owned by or leased to the corporation. The property is then leased back to the County by the corporation pursuant to a lease agreement that is subject to an annual appropriation by the County Council. This method is useful for the long-term financing of high-cost projects, such as the construction of a new building. The payments may also be made by an annual appropriation of General Revenue by the County Council.

- **CERTIFICATES OF PARTICIPATION (COPS)**

This financing technique has been used to finance several County building projects in recent years. The administration center is financed by the proceeds of the original Certificates of Participation (COPS) Series 2001A. The Jail, Juvenile Detention Center, and Justice Center were funded through the proceeds of the original Series 2007 COPS, now referred to as Series 2017.



Funding for Capital Projects Cont.

- **CERTIFICATES OF PARTICIPATION (COPS)-cont.**

This financing technique is similar to leasehold revenue bonds. The lessor, usually a bank or trust company, acquires and constructs or improves certain facilities that it leases to the County under a lease purchase agreement. The bank or trust company, acting as trustee, executes and delivers certificates of participation evidencing interests in the right to receive lease payments from the County. The proceeds of the certificates of participation are used to acquire, construct or improve the facilities. The sales tax revenues can be used by the County to provide funds to make the lease payments. The payment may also be made by an annual appropriation of General Revenue by the County Council.

- **PAY-AS-YOU-GO(PAYG)**

This method of funding capital projects comes from annual appropriations and is part of the adopted budget. PAYG funding provides the greatest flexibility since it is not constrained by tax-exempt bond requirements and can fund maintenance capital projects. Utilizing PAYG allows for capital projects to be completed without borrowing money or seeking additional revenues by saving or freeing up money from existing sources. Projects that are typically smaller in scale as well as minor renovations are likely candidates for this type of funding.



Funding for Capital Projects Cont.

- **SALES TAX SUPPORTED BONDS**

The County may issue bonds directly to fund capital improvements and may impose a sales tax to repay the bonds. Before sales tax monies can be pledged to the payment of bonds on a long-term basis, the bonds must be approved by a constitutionally required percentage of voters under Article VI, Section 26 of the Missouri Constitution. A four-sevenths vote is required for approval at the general municipal election, primary or general election, and a two-thirds vote is required for approval at all other elections.

The financing methods described above must be structured carefully in order to comply with constitutional and other legal requirements. They must be structured to comply with federal tax law and be aware that other potential legal issues may arise in sales tax financing.

