

JEFFERSON COUNTY, MO CAPITAL PROGRAM & STRATEGIC PLAN 2026-2030

Presented by:
County Executive Dennis Gannon

August 1, 2025





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August 1, 2025

The Honorable County Council
PO Box 100
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Presented with this document is my proposed Capital Improvement & Strategic Plan for fiscal years 2026-2030 beginning January 1, 2026 and ending December 31, 2030. 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 to invest in or complete priority projects. Capital assets depicted in this plan, can include land, facilities, park structures, surveys, studies, technology systems, equipment and light fleet vehicles.

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 2026 budget. Next, the third section identifies capital projects identified and 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.

We continue to see higher cost of materials and labor shortages which has forced us to monitor cost projections. These conditions have required us to modify timelines for projected completion dates and project start dates of certain items contained in previous CIP's and this might again be the case in the coming years.

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.

Sincerely,

A handwritten signature in blue ink that reads "Dennis J. Gannon".

Dennis J. Gannon
County Executive

JEFFERSON COUNTY, MISSOURI CAPITAL PROGRAM AND STRATEGIC PLAN

FISCAL YEARS 2026-2030

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FISCAL YEARS 2026-2030
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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 presents an overview of major identified capital expenditure requests and provides information on the County Government's major capital needs for fiscal years 2026-2030.

Although the plan is intended to be a working document that is updated on a continuing basis by County 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 project needs, equipment and technology purchases. In addition, it provides a timeline of identified 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 eight (8) capital projects and justifications, represent what the County Executive will place in the budget at this time. Each of these items will be contained in the 2026 budget that will be presented to the County Council for consideration and approval on or before November 1st and may include items that are in progress in 2025 and carry over into the 2026 fiscal year.

As we move forward in 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 2025 or projected for action in fiscal year 2026. 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 2026 budget process moves forward, some of the identified items might be included in the budget, and other modifications and adjustments might become necessary.

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
2025/2026 Emergency Management	Outdoor Warning System Installation	Based off of OEM study, build a system capable of reaching areas of greater than 2,000 residents per square mile in unincorporated parts of the County. Study was recently completed.	\$2,248397 ARPA funding	The region has a history of severe & destructive weather patterns & conditions. Project delayed in 2020. OEM study conducted in 2023. 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. <i>Project in Process.</i>
2025 Facilities/Capital Renovation	Emergency Management	Install parking lot lighting; install additional security cameras	\$75,000 General Revenue	Additional security features needed at property. Protect property and staff at the facility. <i>Project in Process.</i>
2025/2026 General Revenue	Courthouse & Jail Capital Project	Formulate conceptual plans and timeline for action items on the 16-acre site and Courthouse.	\$125,000 General Revenue	Space needs assessment was completed in late 2019. Discussion with consultant regarding conceptual plans. <i>Project In Process.</i>



Planned Priority Projects (Cont.)

Year Division	Project Name	Project Description	Costs Methods of Funding	Justification Goals & Objectives
2026 Fleet	Fleet Upgrade	Fleet vehicle purchase	\$955,000 General Revenue/short-term lease-purchase/Grants	Purchase 15 vehicles for the Department of Sheriff & 3 vehicles for the general fleet. These units will replace high mileage vehicles. On-going rotation of vehicles due to safety, mileage & maintenance concerns.
2025/2026 Facilities/Capital Renovation	Courthouse facility repairs and upgrades	Remodel 2nd floor restrooms; install wayfinding/door signage; ceiling & lighting replacement	\$175,000 General Revenue	Several interior items need to be repaired or replaced due to age and condition of facility. Continued updating of facility, <i>Project In process</i> .
2025 Facilities/Capital Renovation	Jail facility repairs and upgrades	Phase 1 exterior power wash, sealing and tuckpointing; repair structural columns; elevator repairs	\$150,000 General Revenue	Several exterior and interior items need to be repaired or replaced due to age and condition of facility. Continued updating of facility. <i>Project In process</i> .



Planned Priority Projects (Cont.)

Year Division	Project Name	Project Description	Costs Methods of Funding	Justification Goals & Objectives
2025 Facilities/Capital Renovation	Justice Center	Phase 2 - exterior masonry sealing and tuckpointing.	\$100,000	Repairs needed due to age and condition of facility.
			General Revenue	Continued updating of facility. <i>Project In process.</i>
2026 Information Technology	Technical Currency	Laptops (5-year life-cycle).	\$121,000	Reaching end of life-cycle.
			General Revenue	Replacement due to life-cycle.

- During the 2025 departmental budget meetings, the submitted Capital Renovation budget request was reduced by \$192,346 to balance the budget, before presenting the budget to the County Council.
- The Animal Resource Center project listed in the 2025-2029 Capital Program and strategic plan was removed by recommendation from the Department.



Department of Emergency Management

The Office of Emergency Management (OEM) is responsible for development of the County's Emergency Operations Plan, operational management of its Emergency Operations Center (EOC) and direction of the County's emergency hazardous materials response team. The OEM's office staffing is composed of three full-time personnel and one part-time. Staffing for the hazmat team is a mainly volunteer and currently rosters 26 active personnel.

The OEM is actively working on placement of an outdoor warning system in Jefferson County's unincorporated areas. This system focuses on providing early warning service to areas of dense population. While the project timeline does have construction wrapping up before the 2026 calendar year begins, we recommend allocation of some funding to the project in case of delays or unforeseen issues.

Also incorporated into this plan are costs associated with updating critical communications equipment.

To maintain compatibility with ongoing upgrades to the regional SLATER system, communications hardware that is no longer serviceable is being replaced. Allocating \$200,000 would allow us to complete replacement of needed hardware and establish a long-term replacement cycle. Purchased hardware would have an estimated service life of 10-15 years.

The Office's primary hazardous materials response vehicle (5519) is also nearing end of service life. Due to age, service of the vehicle and its incorporated sensors is becoming challenging as parts for certain sensors and vehicle features are no longer being produced or supported by manufacturers. The Office is aggressively working with regional partners to seek grant funding to support this project but declining availability of UASI funds does make outright replacement from that grant unlikely, currently. Design and construction of a custom response vehicle will take at least a year from project initiation.

Also included is a request for outdoor parking covers for deployable equipment that cannot be stored indoors. This would reduce weathering of equipment and reduce annual maintenance needs.

Beyond the immediate five-year timeframe covered by this CIP, large projects on the radar include replacement of SCBA tanks and an overhaul of the County's Emergency Operations Center both around 2040.



Department of Emergency Management

Project	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
Outdoor Warning Sirens Project	\$250,000				
800 MHz Radios Purchase	\$200,000				
5519 Replacement		\$2,600,000			
Equipment Parking Cover	\$50,000				
TOTALS	\$500,000				



Facility Services Division

Overview

The Facility Services Division of the Jefferson County Public Works Department maintains twenty-six (26) County-owned buildings. Twelve (12) of these buildings are open to the public. Over 360,000 square feet of office and detention area space is maintained by the Division. These buildings require routine maintenance such as plumbing repairs, minor HVAC repairs, electrical wiring upgrades, minor painting or flooring repairs, etc. 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 to fit new needs and demands of the facility user, or to address any deficiencies in the current facility itself. All these major repairs, replacements, remodels and renovations are beyond the funding abilities of the Facility Services Division and must become part of the five-year Capital Improvement Plan.

The average age of our larger cost building features is generally over 10 years of age. In Tables 1 and 2. Cost/Narrative Summary of 2026-2030 Recommended Facility Capital Improvements for County 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, as well as the desire to continue improving workspaces, is driving the needs.



Facility Services Division

Capital Improvement Plan Recommendations

Tables 1 and 2. Cost/Narrative Summary of 2026-2030 Recommended Facility Capital Improvements for County Buildings on the following pages show 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, landscape, etc. The interior projects category covers; flooring, wall painting, ceilings, lighting, exit/emergency lighting, signage, fire alarm systems, bathrooms, electric/security upgrades, hot water heaters, stairwells, etc. The special projects cover building specific features such as; replacing heaters, water leaks, appliance replacement, elevator replacement, large construction remodeling projects, etc. 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.

FY2026-FY2030 – Summary of Capital Improvement Plan for Buildings

Fiscal Year	Proposed Capital Investment
2026	\$ 1,875,000
2027	\$ 1,875,000
2028	\$ 1,875,000
2029	\$ 1,875,000
2030	\$ 1,875,000



Facility Services Division

Capital Improvement Plan Recommendations

Table 1. Cost Summary of 2026-2030 Recommended Capital Improvement Plan for County Buildings:

	2026 CAPITAL IMPROVEMENT RECOMMENDATIONS				2027 CAPITAL IMPROVEMENT RECOMMENDATIONS				2028 CAPITAL IMPROVEMENT RECOMMENDATIONS				2029 CAPITAL IMPROVEMENT RECOMMENDATIONS				2030 CAPITAL IMPROVEMENT RECOMMENDATIONS				2026-2030 FIVE-YEAR TOTALS BY BUILDING	
	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2026	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2027	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2028	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2029	EXTERIOR PROJECTS	INTERIOR PROJECTS	SPECIAL PROJECTS	TOTAL FOR 2030		
ADMINISTRATION CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	\$60,000	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$1,210,000	
ANIMAL RESOURCE CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$50,000	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$100,000	
ANNEX	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$225,000	\$0	\$0	\$325,000	\$325,000
CIVIC CENTER	\$0	\$0	\$1,500,000	\$1,500,000	\$0	\$0	\$1,500,000	\$1,500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,000,000	
CONTRACTS/PURCHASING	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
COURTHOUSE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$715,000	\$715,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$715,000
CRIME LABORATORY	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
ECONOMIC DEVELOPMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
EMERGENCY MANAGEMENT	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	
EVIDENCE STORAGE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
FACILITY SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000	\$75,000	\$0	\$0	\$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	\$0	
JAIL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$200,000	\$350,000	\$0	\$0	\$0	\$0	\$0	\$625,000	\$550,000	\$1,175,000	\$1,525,000	
JUSTICE CENTER	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	
JUVENILE DETENTION	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
PARK MAINTENANCE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000	\$0	\$0	\$125,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000	
SHERIFF ZONE OFFICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
THIRD STREET ANNEX	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
VARIOUS - ADA UPGRADES				\$150,000					\$0			\$0				\$0				\$0	\$150,000	
VARIOUS - FLOORING				\$50,000					\$50,000			\$50,000				\$25,000					\$25,000	
VARIOUS - WATER HEATERS				\$25,000					\$25,000			\$25,000				\$25,000					\$25,000	
VARIOUS - HVAC REPLACEMENT				\$100,000					\$100,000			\$100,000				\$100,000					\$100,000	
VARIOUS - PAINTING				\$50,000					\$50,000			\$50,000				\$25,000					\$25,000	
VARIOUS - PARKING LOTS				\$0					\$150,000			\$0				\$0					\$200,000	
	2026 CAPITAL IMPROVEMENT RECOMMENDATIONS				2027 CAPITAL IMPROVEMENT RECOMMENDATIONS				2028 CAPITAL IMPROVEMENT RECOMMENDATIONS				2029 CAPITAL IMPROVEMENT RECOMMENDATIONS				2030 CAPITAL IMPROVEMENT RECOMMENDATIONS				2026-2030 FIVE-YEAR BUILDING PLAN TOTAL	
ANNUAL TOTALS	\$0	\$0	\$1,500,000	\$1,875,000	\$0	\$0	\$1,500,000	\$1,875,000	\$335,000	\$25,000	\$1,290,000	\$1,875,000	\$50,000	\$0	\$1,650,000	\$1,875,000	\$100,000	\$850,000	\$550,000	\$1,875,000	\$9,375,000	

Notes on Table 1:

1. Does not include shed building needs within Highway Division of the Public Works Department. These needs are considered within the Road & Bridge Fund, not the General Revenue Fund Capital Improvement Plan.
2. Reflects need to replace existing Civic Center building. Building has aged beyond repair. Keeping this facility in a safe and functional working order has become cost prohibitive. New building construction split between 2026 and 2027. Limited improvements will occur in 2026 and 2027 at all other county buildings.
3. Courthouse RFQ and design-build solicitation in 2028 is for a planned \$30 million building addition and major renovation that is assumed to be under construction between 2029-2032 under separate funding.



Facility Services Division

Capital Improvement Plan Recommendations

Table 2. Narrative Summary of 2026-2030 Recommended Capital Improvement Plan for County Buildings:

	2026 CAPITAL IMPROVEMENT DESCRIPTIONS	2027 CAPITAL IMPROVEMENT DESCRIPTIONS	2028 CAPITAL IMPROVEMENT DESCRIPTIONS	2029 CAPITAL IMPROVEMENT DESCRIPTIONS
ADMINISTRATION CENTER	no planned improvements	no planned improvements	new store front exit doors	design & construction of new storage building
ANIMAL RESOURCE CENTER	no planned improvements	no planned improvements	repair, seal and repaint concrete flooring	clean and seal building siding; repair gutters
ANNEX	no planned improvements	no planned improvements	no planned improvements	no planned improvements
CIVIC CENTER	begin construction of new community center	end construction of new community center	no planned improvements	no planned improvements
CONTRACTS/PURCHASING	no planned improvements	no planned improvements	no planned improvements	no planned improvements
COURTHOUSE	no planned improvements	no planned improvements	building addition RFQ / design-build solicitation	no planned improvements
CRIME LABORATORY	no planned improvements	no planned improvements	no planned improvements	no planned improvements
ECONOMIC DEVELOPMENT	no planned improvements	no planned improvements	no planned improvements	no planned improvements
EMERGENCY MANAGEMENT	no planned improvements	no planned improvements	install covered parking for trailers and equipment	no planned improvements
EVIDENCE STORAGE	no planned improvements	no planned improvements	no planned improvements	no planned improvements
FACILITY SERVICES	no planned improvements	no planned improvements	demolish existing shed and maintenance bldg	construct new county vehicle parking lot
FLEET SERVICES	no planned improvements	no planned improvements	no planned improvements	no planned improvements
JAIL	no planned improvements	no planned improvements	replace windows; roof repairs; repair and seal concrete flooring	no planned improvements
JUSTICE CENTER	no planned improvements	no planned improvements	detention office remodel	no planned improvements
JUVENILE DETENTION	no planned improvements	no planned improvements	no planned improvements	no planned improvements
PARK MAINTENANCE	no planned improvements	no planned improvements	replace metal siding and building repairs	no planned improvements
SHERIFF ZONE OFFICES	no planned improvements	no planned improvements	no planned improvements	no planned improvements
THIRD STREET ANNEX	no planned improvements	no planned improvements	no planned improvements	no planned improvements
VARIOUS - ADA UPGRADES	finish remaining upgrades at county buildings	no planned improvements	no planned improvements	no planned improvements
VARIOUS - FLOORING	replace flooring at county buildings	replace flooring at county buildings	replace flooring at county buildings	replace flooring at county buildings
VARIOUS - HOT WATER HEATERS	replace units at county buildings	replace units at county buildings	replace units at county buildings	replace units at county buildings
VARIOUS - HVAC REPLACEMENT	replace units at county buildings	replace units at county buildings	replace units at county buildings	replace units at county buildings
VARIOUS - PAINTING	repair and repaint walls at county buildings	repair and repaint walls at county buildings	repair and repaint walls at county buildings	repair and repaint walls at county buildings
VARIOUS - PARKING LOTS	no planned improvements	sealing & repairs of all major county parking lots	no planned improvements	no planned improvements



Fleet Services Division

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.

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.

The Fleet Services Division will continue to monitor and recommend the replacement of vehicles where warranted, funding through multiple sources and grant opportunities during the 2025 and 2026 budget years.



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.

2026	DEPARTMENT	TOTAL VEHICLES NEEDED	VEHICLE TYPE	TOTAL BUDGET NEEDED \$955,000
	Code Enforcement	1	Small Truck	
	Animal Control	1	Van	
	Juvenile	1	Small SUV	
	Sheriff	15	Pursuit Rated SUV	

2027	DEPARTMENT	TOTAL VEHICLES NEEDED	VEHICLE TYPE	TOTAL BUDGET NEEDED \$965,000
	Code Enforcement	1	Small Pickup	
	Animal Control	1	Pickup	
	Building Maintenance	1	½ Ton Pickup Truck	
	Fleet Services	1	Small Pickup or SUV	
	Sheriff	16	Pursuit Rated SUV	



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.

2028	DEPARTMENT	TOTAL VEHICLES NEEDED	VEHICLE TYPE	TOTAL BUDGET NEEDED
	Code Enforcement	1	Small Pickup	
	Building Maintenance	1	½ Ton Pickup Truck	
	Administration	1	SUV	
	Solid Waste	1	¾ Ton Truck	
	Sheriff	13	Pursuit Rated SUV	

2029	DEPARTMENT	TOTAL VEHICLES NEEDED	VEHICLE TYPE	TOTAL BUDGET NEEDED
	Code Enforcement	1	Small Pickup	
	Juvenile	1	Small SUV	
	Animal Control	1	Small Pickup	
	Administration	1	SUV	
	Sheriff	17	Pursuit Rated SUV	



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.

2030	DEPARTMENT	TOTAL VEHICLES NEEDED	VEHICLE TYPE	TOTAL BUDGET NEEDED
	Code Enforcement	1	Small Pickup	
	Building Maintenance	1	½ Ton Pickup	
	Solid Waste	1	¾ Ton Pickup	
	Planning Zoning	1	Small Pickup or SUV	
	Sheriff's Office	15	Pursuit Rated SUV	
				\$985,000



Department of Information Technology

Overview

The Department of Information Technology (IT) has identified several Capital Improvement Plans (CIP) for the fiscal years 2026 to 2030. This document presents estimated 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 with projected cost of \$4,962,900 for all areas listed. Project costs would be allocated across the appropriate budgetary major fund areas based on application and usage. The focus areas are:

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

The projects address citizen engagement and transparency, basic hardware replacement life-cycles, network and data security, regulatory mandates, and new opportunities to advance County government operations overall. Supply chain interruptions and cost increases continue to pressure the IT budget and project timelines for years to come.



Department of Information Technology

Workplace Safety and Security

Workforce Safety and Security focuses on leveraging technology to enhance the safety, security, and resilience of the County's workplace environment. This plan outlines the five-year investments in technology infrastructure and systems that support the physical and cybersecurity measures critical to protecting personnel and assets. By aligning technology upgrades with safety objectives, the Technology CIP ensures a proactive approach to risk management, regulatory compliance, and operational continuity, while fostering a secure and responsive workplace.

Estimated project cost is \$1,181,000



Department of Information Technology

Workplace Safety and Security

The County will enhance physical and cyber security protections. Government is a highly targeted and the security requirements continue to grow. Camera security, identity solutions, and a robust cybersecurity program help to protect the community, staff, and County assets.

Estimated project cost is \$1,181,000

Table 1. Workplace Safety and Security cost estimates for 2026-2030.

	FY 26	FY 27	FY 28	FY 29	FY 30	Five Year Total
Courthouse Security Cameras & Door Card Readers		\$19,000				\$19,000
Annex/Administration Center Security Cameras & Door Card Readers	\$18,000		\$6,000	\$6,000		\$30,000
Security Cameras & Door Card Readers (Misc Locations)				\$12,000	\$12,000	\$24,000
Multi-Factor Authentication & Single Sign-On	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	\$190,000
Security Camera NVR Replacements	\$18,000				\$18,000	\$36,000
Enterprise Password Manager	\$42,600	\$42,600	\$42,600	\$42,600	\$42,600	\$213,000
REJIS Virtual CISO	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Kaseya Endpoint Manager	\$58,800	\$58,800	\$58,800	\$58,800	\$58,800	\$294,000
Total	\$250,400	\$233,400	\$220,400	\$232,400	\$244,400	\$1,181,000



Department of Information Technology

Infrastructure

The focus of infrastructure investments focuses on upgrading aging systems, enhancing cybersecurity, increasing network capacity, and supporting digital transformation initiatives.

Key Goals

- Modernize core infrastructure (servers, storage, network)
- Grow capabilities through system integration and expanded availability
- Ensure cybersecurity resilience and compliance
- Improve business continuity and disaster recovery

Estimated project cost is \$407,250



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, UPS, and servers.

Table 2. Infrastructure maintenance cost estimates for 2026-2030.

	FY 26	FY 27	FY 28	FY 29	FY 30	Five Year Total
Dedicated Justice Center Circuit			\$14,400	\$14,400	\$14,400	\$43,200
Dedicated Admin Center Circuit		\$14,400	\$14,400	\$14,400	\$14,400	\$57,600
Dedicated Annex Circuit				\$14,400	\$14,400	\$28,800
Install replacement UPS	\$2,000	\$2,000	\$2,000	\$3,750	\$4,500	\$14,250
Wireless Network Expansion at Courthouse	\$20,000	\$10,000				\$30,000
Wireless Network Expansion at Admin Center & Annex		\$28,000				\$28,000
Replacement Firewall (End-of-Life)	\$7,900				\$8,500	\$16,400
Virtual Server Hardware			\$30,000	\$80,000		\$110,000
Physical Server Hardware			\$15,000			\$15,000
Network Switches	\$7,500			\$8,500	\$48,000	\$64,000
Total	\$37,400	\$54,400	\$75,800	\$135,450	\$104,200	\$407,250



Department of Information Technology

Data Management

Data Management enhances the planning, organization, storage, and accessibility of critical data assets that support infrastructure development and long-term organizational goals. This initiative aims to modernize legacy systems, improve data quality and integration, ensure regulatory compliance, and enable data-driven decision-making across departments.

Estimated project cost is \$515,000



Department of Information Technology

Data Management

Enterprise Print Management System (EPMS) and Service Contract

An Enterprise Print Management System (EPMS) is a software solution designed to centralize and optimize printing operations throughout the County. It provides Administration with tools to manage, monitor, and track all aspects of printing, including device management, user access, print job tracking, security, and cost control. This can lead to significant cost savings, improved efficiency, and enhanced security within the printing environment.

Table 3. Data Management and eDiscovery cost estimates for 2026-2030

	FY 26	FY 27	FY 28	FY 29	FY 30	Five Year Total
eDiscovery Request/Response Management	\$14,300	\$14,300	\$14,300	\$14,300	\$14,300	\$71,500
System & Data Integration	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Data Governance Program Development			\$25,000	\$25,000	\$25,000	\$75,000
Asset Management System			\$4,500	\$4,500	\$4,500	\$13,500
Enterprise Print Management System & Service Contract				\$130,000	\$150,000	\$280,000
Total	\$29,300	\$29,300	\$58,800	\$188,800	\$208,800	\$515,000



Department of Information Technology

Electronic Communications and Systems Integration

Electronic Communications and System Integration

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

Estimated project cost is \$211,400



Department of Information Technology

Electronic Communications and Systems Integration

Microsoft Teams Licensing

Microsoft Teams is a collaboration platform developed as part of the Microsoft 365 suite. It brings together chat, meetings, file sharing, and application integration in one platform. Expanding Microsoft Teams licensing to key staff will increase collaboration and productivity.

Estimated project cost is \$37,700

Table 4. Electronic Communications and Systems Integration costs for 2026-2030.

	FY 26	FY 27	FY 28	FY 29	FY 30	Five Year Total
Systems Integration Programming	\$15,000	\$15,000	\$18,000	\$18,000	\$20,000	\$86,000
MS Teams Licensing	\$6,100	\$7,900	\$7,900	\$7,900	\$7,900	\$37,700
CJIS Approved Large File Transfer Service	\$5,300	\$10,600	\$10,600	\$10,600	\$10,600	\$47,700
Employee Learning Management System (LMS)		\$10,000	\$10,000	\$10,000	\$10,000	\$40,000
Total	\$26,400	\$43,500	\$46,500	\$46,500	\$48,500	\$211,400



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 with docking stations (five-year life cycle)

Estimated life-cycle cost is \$665,000

Workstations (five-year life cycle)

Estimated life-cycle cost is \$315,000

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 \$53,000



Department of Information Technology

Technical Currency (cont.)

Table 5. reflects estimated Technical Currency costs for 2026-2030

	FY 26	FY 27	FY 28	FY 29	FY 30	Five Year Total
Laptops (5 Year Life Cycle)	\$121,000	\$121,000	\$121,000	\$121,000	\$121,000	\$605,000
Desktop Computer (5 Year Life Cycle)	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$315,000
10x Sheriff Mobile Data Terminal (MDT) (5 Year Life Cycle)	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Tablet Life Cycle	\$6,800	\$6,800	\$6,800	\$6,800	\$6,800	\$34,000
Disaster Recovery Site Life Cycle	\$3,000	\$5,000	\$20,000	\$15,000	\$10,000	\$53,000
50x Replace MITEL Phones	\$25,250	\$25,250	\$25,250	\$25,250	\$25,250	\$126,250
Laptop Docks	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$60,000
Professional Services	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
10x County Services MDTs	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$180,000
Total	\$347,050	\$349,050	\$364,050	\$359,050	\$354,050	\$1,773,250



Department of Information Technology

Application Software

Digital Operations

The County continues to embrace 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 \$200,000

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 auditible records and prepares payments for review and release.

Estimated project cost is \$300,000

Agenda Management

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

Estimated project cost is \$125,000



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 2026-2030.

	FY 26	FY 27	FY 28	FY 29	FY 30	Five Year Total
Digital Operations	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Automated Invoice Processing	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Government-Focused Agenda Management solution	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Planning & Budget Performance	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Total	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000



Department of Information Technology

Summary

Table 7. Total cost estimates by year

	2026	2027	2028	2029	2030	Total
Workplace Safety & Security	\$250,400	\$233,400	\$220,400	\$232,400	\$244,400	\$1,181,000
Infrastructure	\$37,400	\$54,400	\$75,800	\$135,450	\$104,200	\$407,250
Data Management	\$29,300	\$29,300	\$58,800	\$188,800	\$208,800	\$515,000
Electronic Communications & Systems						
Integration	\$26,400	\$43,500	\$46,500	\$46,500	\$48,500	\$211,400
Technical Currency	\$347,050	\$349,050	\$364,050	\$359,050	\$354,050	\$1,773,250
Applications Software	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$875,000
Total	\$865,550	\$884,650	\$940,550	\$1,137,200	\$1,134,950	\$4,962,900



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 2026 – 2030. 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 (20) main projects totaling \$10,245,000 to update, improve and expand our current parks and recreational services. This list is not exhaustive, but it is a solid representation of the main identified major capital needs and vision for our parks system.

Note: This does not include the 3 million dollars identified for the replacement building in High Ridge that was moved into the Building/Renovation Capital Planning under Mr. Jonas' oversight.



Department of Parks and Recreation

Overview (cont.)

The major projects include:

1.	Access Control Gates - Various Parks
2.	Beck Park - Initial Improvements, Trail Development
3.	Beck Park - Shared Bridge Replacement
4.	Big River Saddle Club - Playground (grants)
5.	Imperial / Barnhart Athletic Center "New" (building only)
6.	Maintenance Equipment Pavilion
7.	Morse Mill, Park Roadway Acquisition
8.	Morse Mill, Asphalt Parking Lot (not roadway)
9.	Northwest Sports Complex -Skate Park - replacement
10.	Northwest Sports Complex - Replacement Playground
11.	Northwest Sports Complex - Turf Soccer Fields
12.	Pleasant Valley Nature Preserve - Playground (grants)
13.	Pleasant Valley Nature Preserve - Pavilion Replacement
14.	Property Acquisitions – TBD
15.	Splash Pad - (TBD)
16.	River Bend - Gravel Parking & Trail Development
17.	Rockford Park - Engineered / Asphalt / Concrete Drive/ Parking
18.	Sunridge Park - Pavilion replacement/update
19.	Sunridge Park - Parking lot update / expansion
20.	Winter Park - Asphalt overlay



Department of Parks & Recreation 2026

<u>Year Division</u>	<u>Project Name</u>	<u>Project Description</u>	<u>Costs Methods of Funding</u>	<u>Justification Goals & Objectives</u>
2026 Parks	Access Control Gates – Various Parks	Automatic Access Control Gate – Open and Closing of Parks	\$70,000 Parks & Recreation Funds	To Secure Parks after Hours Installation of the Gate Control System
2026 Parks	Maintenance Equipment Pavilion / Port	Equipment “pavilion” port 70 by 20. Open on 1 side	\$120,000 Parks & Recreation Funds	To Protect our equipment investments from sun / weather. Increase longevity / life of the equipment. Installation of the Pavilion Port.
2026 Parks	Property Acquisition	Property Identified, not for open disclosure.	\$300,000 – Yr 1 payment. Parks & Recreation funds	As a part of the Parks Master Plan to acquire property for use. To acquire property for the expansion & development of parks.



Department of Parks & Recreation 2027

<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>
2027 Parks	Access Control Gates – Various Parks	Automatic Access Control Gate – Open and Closing of Parks	\$70,000 Parks & Recreation Funds	To Secure Parks after Hours Installation of the Gate Control System
2027 Parks	Playground Attainment Program: Big River Saddle Club	Replacement of removed / dangerous playground equipment.	\$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.
2027 Parks	Pleasant Valley Nature Preserve – Pavilion Replacement	Replacement of 40-year-old wood pavilion.	\$150,000 Parks & Recreation funds / Grants	Replace the end-of-life pavilion. Installation of the Pavilion



Department of Parks and Recreation 2027 (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>
2027 Parks	Property Acquisition	Property Identified, not for open disclosure.	\$300,000 – Yr 2 payment. Parks & Recreation funds	As a part of the Parks Master Plan to acquire property for use. To acquire property for the expansion & development of parks.
2027 Parks	River Bend	Develop a Trail system	\$20,000 Parks & Recreation Funds / Trail Grant	Development of the Park area. Develop initial trail system .
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.



Department of Parks & Recreation 2028

<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>
2028 Parks	Access Control Gates – Various Parks	Automatic Access Control Gate – Open and Closing of Parks	\$75,000 Parks & Recreation Funds	To Secure Parks after Hours Installation of the Gate Control System
2028 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.
2028 Parks	Northwest Sports Complex	Playground will be near end of life.	\$350,000 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 2028 (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>
2028 Parks	Playground Attainment Program: Pleasant Valley Nature Preserve	Replacement of removed / dangerous playground equipment.	\$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.
2028 Parks	Sunridge Park- Parking Lot Update / Expansion	Overlay the current lot and expand to increase the parking spaces	\$150,000 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.



Department of Parks & Recreation 2029

<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>
2029 Parks	Access Control Gates – Various Parks	Automatic Access Control Gate – Open and Closing of Parks	\$80,000 Parks & Recreation Funds	To Secure Parks after Hours Installation of the Gate Control System
2029 Parks	Beck Park – Initial Trail Development	Continuation of Trail Development	\$30,000 Parks & Recreation Funds	Development of the Park area. Develop initial Trail Development.
2029 Parks	Morse Mill Park – Asphalt	Asphalt Parking Lot Area only	\$200,000 Parks & Recreation Funds	To improve & upgrade the parking area. Install asphalt for improved parking & use.



Department of Parks & Recreation 2029 (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>
2029 Parks	Northwest Sports Complex- Skate Park Replacement	Replace the Skate Park	\$600,000 Parks & Recreation Funds	Replace the entire skate park due to the degrading concrete skate surface. Execute the replacement of the degraded concrete.
2029 Parks	Northwest Sports Complex – Turf Soccer Fields	Install Turf Soccer Fields at the Complex	\$800,000 Parks & Recreation Funds	To improve the use of the fields and eliminate 75% of the maintenance cost and time managing the areas. Install synthetic turf for improved use / safety and cost reduction.
2029 Parks	Rockford Park – Concrete / Asphalt	Engineered Concrete/ Asphalt driveways and parking areas	\$500,000 Parks & Recreation Funds	To improve & upgrade the parking area. Install asphalt for improved parking & use.



Department of Parks & Recreation 2029 (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>
2029 Parks	Sunridge – Pavilion Replacement	Replacement of 40-year-old wood pavilion.	\$150,000 Parks & Recreation funds / Grants	Replace the end-of-life pavilion. Installation of the Pavilion



Department of Parks & Recreation 2030

<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>
2030 Parks	Beck Park Bridge Replacement	Anticipating this Bridge to be replaced due to safety and age issues . This is a shared project with the other owners "Boland Inc."	\$1,500,000 Parks & Recreation Funds	Work with the other property owners to develop a plan for replacement of the Bridge .
2030 Parks	Imperial / Barnhart Athletic Center Fields	Build a New Athletic Center in the Imperial Barnhart Area to offer residents access to exercise programs	\$4,000,000 Funding to be determined	Develop Parks presence in the Imperial / Barnhart Area. This project would provide the area with full recreation services.
2030 Parks	Splash Pad Location TBD	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.



Jefferson County Department of Parks and Recreation
Capital Planning - 2026 to 2030

Project	FY 26	FY 27	FY 28	FY 29	FY 30
Access Control Gates - Various Parks	\$70,000	\$70,000	\$75,000	\$80,000	
Beck Park - Initial Improvements, Trail Development				\$30,000	
Beck Park - Shared Bridge Replacement					\$1,500,000
Big River Saddle Club - Playground (grants)		\$150,000			
Imperial / Barnhart Athletic Center "New" (building only)					\$4,000,000
Maintenance Equipment Pavilion	\$120,000				
Morse Mill, Park Roadway Acquisition			\$20,000		
Morse Mill, Asphalt Parking Lot (not roadway)				\$200,000	
Northwest Sports Complex -Skate Park -replacement				\$600,000	
Northwest Sports Complex - Replacement Playground			\$350,000		
Northwest Sports Complex - Turf Soccer Fields				\$800,000	
Pleasant Valley Nature Preserve - Playground (grants)			\$150,000		
Pleasant Valley Nature Preserve - Pavilion Replacement		\$150,000			
Property Acquisitions - TBD	\$300,000	\$300,000			
Splash Pad,(TBD)					\$300,000
River Bend - Trail Devleopment		\$20,000			
Rockford Park - Engineered / Asphalt / Concrete Drive/ Parking				\$500,000	
Sunridge Park - Pavilion replacement/update				\$150,000	
Sunridge Park - Parking lot update / expansion			\$150,000		
Winter Park - Asphalt overlay		\$160,000			
Sub Totals	\$490,000	\$850,000	\$745,000	\$2,360,000	\$5,800,000
Total					\$10,245,000



Projects Completed 2020-2024

<u>Year</u>	<u>Project Name</u>	<u>Description</u>	<u>Cost</u>	<u>Source of Funding</u>
2024	Admin. Emergency Generator	Install emergency generator for Administration building	\$146,212	General Revenue
2024	Admin. Upgrades and Repairs	ADA plan upgrades, stairwell door improvements, assembly room upgrades	\$41,452	General Revenue
2024	Annex repairs and replacements	Exterior window replacements, stairwell repairs	\$82,617	General Revenue
2024	Public Administrator Office	Public Administrator Office suite improvements	\$34,588	General Revenue
2024	Animal Resource Center	Air Conditioning ventilation additions and data wiring	\$53,449	General Revenue
2024	High Ridge Civic Center	Building concept-level design	\$41,644	General Revenue
2024	Courthouse	Entry security addition, replace and repair various flooring, painting, doors and chairs	\$125,425	General Revenue
2024	Economic Development Corp. Building	Replace siding	\$71,646	General Revenue
2024	Maintenance Facility	Construction of new maintenance facility	\$959,758	General Revenue/ARPA
2024	Light Fleet Facility	Garage floor repairs, replacement of lighting	\$45,446	General Revenue
2024	Jail Replacements	Hot water heater replacements, walk-in freezer repairs, flooring and painting repairs	\$64,271	General Revenue



Projects Completed 2020-2024

<u>Year</u>	<u>Project Name</u>	<u>Description</u>	<u>Cost</u>	<u>Source of Funding</u>
2024	Purchasing Building	Install retaining wall	\$49,848	General Revenue
2024	Justice Center	Phase 1-exterior tuckpointing, interior flooring, painting and wall repairs	\$152,878	General Revenue
2024	Juvenile Facility	Replace security control system	\$267,600	ARPA
2024	Parking Lot Preservation	Seal various parking lots	\$89,315	General Revenue
2024	Fleet Vehicles	Purchase of 15 vehicles for the Department of Sheriff & 1 vehicle for the general fleet. These units replaced high mileage vehicles.	\$713,513	General Revenue/ARPA/Grant
2023	Jail facility repairs and upgrades	Interior repairs, equipment replacements and Jail door replacement motors.	\$526,806	General Revenue/ARPA
2023	Courthouse facility repairs and upgrades	Interior repairs and equipment replacement.	\$241,413	General Revenue
2023	Fleet Vehicles	Purchase of 13 vehicles for the Department of Sheriff & 6 vehicles for the general fleet. These units replaced high mileage vehicles.	\$820,000	General Revenue/ Specific Fund
2023	Facility Maintenance Project	Facility Maintenance Division, design and construction of new facility.	\$1,195,534	General Revenue/ ARPA
2023	3 rd Street Building	Remodel and upgrade to house Public Defender Office. New HVAC unit.	\$42,629	General Revenue



Projects Completed 2020-2024

<u>Year</u>	<u>Project Name</u>	<u>Description</u>	<u>Cost</u>	<u>Source of Funding</u>
2023	Admin. Building	Emergency foundation repairs, replace HVAC unit, upgrade County Counselor's offices.	\$84,114	General Revenue
2023	NW Sports Complex	Asphalted gravel walking/running track loop around the complex.	\$85,000	General Revenue
2023	High Ridge Civic Center Pickleball Court	Installed rubberized playing surface on 1 court.	\$14,000	General Revenue
2023	Juvenile Detention Center	Replaced fire pump system controller, exterior sealing and kitchen repairs.	\$124,352	General Revenue
2022	Courthouse	Repair walkway and replace ADA ramps	\$92,865.10	General Revenue
2022	Courthouse	ADA upgrades to existing restrooms	\$59,036.00	General Revenue
2022	Courthouse	Replace flooring and ceiling-first floor	\$42,826.15	General Revenue
2022	Courthouse	Various repairs	\$29,866.99	General Revenue
2022	Annex	Replace emergency fire escape	\$78,214.00	General Revenue
2022	Emergency Management	Parking lot repairs and gate replacement	\$166,039.69	General Revenue
2022	Jail	Roof repairs	\$59,500.00	General Revenue



Projects Completed 2020-2024

<u>Year</u>	<u>Project Name</u>	<u>Description</u>	<u>Cost</u>	<u>Source of Funding</u>
2022	Jail	Jail door motor replacements	\$388,784.02	ARPA
2022	Juvenile Detention Center	Security Control and various repairs	\$48,143.55	General Revenue
2022	HVAC	HVAC unit replacements	\$85,102.00	General Revenue
2022	Flooring	Flooring repairs and replacements	\$94,054.38	General Revenue
2022	Information Technology	Replaced tape backup platform	\$23,056.44	General Revenue
2022	Information Technology	Replaced virtual service servers	\$53,099.01	General Revenue
2022	Information Technology	Replaced County door access system	\$93,735.65	General Revenue
2022	Information Technology	Replaced County data storage servers	\$70,156.70	General Revenue
2022	3 rd Street Building	Installed new 3 rd Street Fiber Optical Network Connection	\$60,644	General Revenue
2022	Fleet Vehicles	Purchase of 26 units for the Department of Sheriff & 12 additional vehicles for Public Works & General Fleet	\$1,255,325	Multiple Funds ARPA/Public Works/General Revenue/Law Enforcement/Assessor Fund



Projects Completed 2020-2024

Year	Project Name	Description	Cost	Source of Funding
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
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



Projects Completed 2020-2024

<u>Year</u>	<u>Project Name</u>	<u>Description</u>	<u>Cost</u>	<u>Source of Funding</u>
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.



Future Budgets – Forecast and Analysis

County revenues for the duration of this Five-Year Capital and Strategic Plan (FY 2026-2030) are anticipated to be stable. For budget planning purposes, the County estimates the actual General Revenue Fund budget to be approximately \$55,126,452 in 2025. This number includes \$17,526,480 in grant funds, from state allocations for an infrastructure needs of an economic development project. The County anticipates continued slight growth in the overall General Revenue fund during this 5-year period.

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, 2024. The section entitled "Notes to the Basic Financial Statements", Note 3-Long Term Debt (pages 20-23) 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 2024 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.



Current Financial Information

Current Capital Obligations	Total Issuance	Annual Principal and Interest Cost (2025)	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	\$159,456	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	\$1,501,828	15-Apr-28	Lawsuit Settlement, Existing Debt Service, Juvenile Funds & General Revenue

*See Repayment Schedule for each Series on Table II of the 2025 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.

The County Executive and County Council act on recommendations and ultimately approve Capital Expenditures through the annual budget process and throughout the fiscal year by subsequent budget amendments or ordinance approvals.

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, since 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.

