

NOTICE OF PUBLIC HEARING

JEFFERSON COUNTY, MISSOURI FIVE-YEAR CAPITAL AND STRATEGIC PLAN

Notice is hereby given that the County Council of Jefferson County, Missouri will conduct a public hearing on the *Five-Year Capital and Strategic Plan 2019-2023* on Monday, August 27, 2018 at 6:30 p.m. in the Assembly Room of the Jefferson County Administration Center, located at 729 Maple Street, Hillsboro, Missouri.

The Plan identifies six (6) capital projects that the County Executive believes should receive utmost consideration. In addition, the Plan describes other capital and non-capital projects identified by various departments, as well as, cost estimates and a proposed time schedule for each.

The document also contains detailed information on the various financing options that may be considered when projects are being planned. The County's financial capacity to proceed on a specific project will be evaluated and the most appropriate financing instrument chosen for each project.

A complete copy of the Plan is available on the County web site at: www.jeffcomo.org or available for inspection at the Office of County Executive, Suite G30 in the Administration Center, during normal business hours.



JEFFERSON COUNTY



CAPITAL PROGRAM AND STRATEGIC PLAN

Years 2019 – 2023

**Prepared in Compliance with the Home Rule Charter of Jefferson County, Missouri
Section 7.3.1**

Presented by County Executive Ken Waller
August 1, 2018

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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 2019-2023. 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.

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.



Synopsis of Priority Capital Projects for 2019

The following identified six (6) capital projects represent what the County Executive believes to be the most important capital needs of the County at this time. Each of these items will be described in more detail in the requests section of the plan.

<u>Year</u> <u>Division</u>	<u>Project</u> <u>Name</u>	<u>Description</u>	<u>Costs</u> <u>Method Of Funding</u>	<u>Justification</u> <u>Goals and objectives</u>
2019 Fleet	Fleet Upgrade	Modernize and upgrade fleet	\$606,000 General Revenue Multi-Year Note	Purchase 13 Interceptor units for the Department of Sheriff and 6 additional vehicles for the general fleet. These units will replace high mileage vehicles. Continue implementing replacement program begun in FY 2011 and to increase vehicles to match staffing levels in the Department of Sheriff.
2018/2019 Animal Control	Animal Resource Center	Repositioning and transition of acquired structure and property for Animal Resource Center	\$1,700,000 General Revenue/Short-term Financing/Donations	Bid and construction documents projected to be completed by the end of Q3 2018 and construction projected to begin in Q4 of 2018. Grand opening projected Spring 2019. Improve the County's ability to protect public health, leading to increased community participation in the program.



Synopsis of Priority Projects Planned for 2019

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Description</u>	<u>Costs</u> <u>Method Of</u> <u>Funding</u>	<u>Justification</u> <u>Goals And Objectives</u>
2018/2019 Facilities	Courthouse and Jail Facility Space Needs Assessment	Initial background work and consultant selection completed	Determination in Process Various Funds	Limitations and growing functional obsolescence of current facility. RFP was issued and financial advisor was selected to review financial options and capabilities. RFP submissions currently under review. Projected completion date of study is January 2019.
2019 Facilities	Jail Capital Improvements	Interior/exterior repairs	\$372,968 General Revenue	Continued expenditures are needed due to the age and use of the facility. Some projects delayed in 2018. Repair and replace obsolete facility and mechanical systems as identified and as funds allow.



Synopsis of Priority Projects Planned for 2019

<u>Year</u> <u>Division</u>	<u>Project Name</u>	<u>Description</u>	<u>Costs</u> <u>Method Of</u> <u>Funding</u>	<u>Justification</u> <u>Goals And Objectives</u>
2019 Public Works	Highway Shed Facilities	Asphalt pavement, mill and overlay of parking lots	\$167,618 Public Works	Highway Department facilities pavement and parking lots are at the end of their lifespan. Recondition and repair of parking and drive areas as funds and completion of other projects allow.
2019 General Revenue	Geographic Information Systems (GIS) Service Center	Begin multi- department discussion regarding the formation of a GIS Service Center	To Be Determined Multiple Funds	A stand alone Service Center would be dedicated to a specific mission. The center would eliminate redundancy within County departments. Provide frequently requested specialized mapping services and data analysis to multiple County departments as well as public and private agencies, consulting firms and other stakeholders.



Animal Control Division

The County started work on building a new Animal Resource Center in 2017. Initial work has involved securing the property and laying the groundwork for the capabilities of the new Animal Resource Center. The facility will be designed for current use as well as future needs and mission requirements.

The County is nearing the end of the architectural and design phase of the project. Bid documents and specifications are also being completed at this time.

Conceptual design release should be completed by the end of September and construction is targeted to begin in the 4th quarter of 2018. Completion of construction as well as the opening of the facility is slated for Spring of 2019.

When completed, the Animal Resource Center will be a modern facility that will provide a safe and secure environment. This facility will also allow for citizens to interact with animals and find their future companions.



Office of Emergency Management

The OEM is in the process of applying for multiple funding opportunities aimed at facilitating acquisition of repeatedly flooded residential properties by Jefferson County. Upon purchase, buildings on the properties would be removed and the area allowed to flood thereby mitigating the overall negative impact of the incident. Each of these opportunities requires a local match of funding upon award acceptance and projects must then be completed within a two-year time frame.

These properties could still be utilized for development of certain park facilities in the future, within the bounds of grant-imposed deed restrictions. Completion of these programs, if funding is awarded, will require the continued cooperation of multiple County departments to see the task completed.

- HMGP is a reimbursement grant at 75 Federal/25 Local. While Jefferson County would front all the funding, it would recover up to \$177,262.50 of project costs.
- EDA is a standard grant at 50 EDA/50 Local.

Project	FY 2019	FY 2020	Total CIP Funding
Hazard Mitigation Grant Program Match	\$118,175	\$118,175	\$236,350.00
Economic Development Administration Grant Match	\$96,869.25	\$96,869.25	\$193,738.50
Totals	\$215,044.25	\$215,044.25	430,088.50



Facility Services Division

Overview

The Facility Services Division of the Jefferson County Public Works Department maintains twenty-two (22) County-owned buildings. Fourteen (14) of these buildings, or approximately 300,000 square feet of office and detention area space, is open to the public. These buildings require routine maintenance such as plumbing repairs, electrical wiring upgrades, and painting which is 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. 2019-2023 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 condition of our County buildings is driving the need.



Facility Services Division

Capital Improvement Plan Recommendations

Table 1. 2019-2023 Recommended Facility Capital Improvements for Buildings on the following page shows the recommended Capital Improvement by year, building, and category. The Facility Services Division Capital Improvement Plan recommendations are summarized in categories of: exterior projects, interior projects, and special projects for the purposes of this presentation.

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. 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 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.

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

FY2019-FY2023 – Summary of Capital Improvement Plan for Buildings

Fiscal Year	Proposed Capital Investment
2019	\$ 1,463,376
2020	\$ 1,515,555
2021	\$ 1,543,889
2022	\$ 1,649,489
2023	\$ 1,563,378



Facility Services Division

Table 1. Recommended Capitol Improvement Plan for Buildings

	2019 Capital Improvement Recommendations				2020 Capital Improvement Recommendations				2021 Capital Improvement Recommendations				2022 Capital Improvement Recommendations				2023 Capital Improvement Recommendations			
County Building	Exterior Projects	Interior Projects	Special Projects	TOTAL FOR 2019	Exterior Projects	Interior Projects	Special Projects	TOTAL for 2020	Exterior Projects	Interior Projects	Special Projects	TOTAL FOR 2021	Exterior Projects	Interior Projects	Special Projects	TOTAL FOR 2022	Exterior Projects	Interior Projects	Special Projects	TOTAL FOR 2023
Administration	\$14,929	\$0	\$0	\$14,929	\$16,850	\$11,993	\$0	\$28,843	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,714	\$183,128	\$0	\$185,842
Animal Control	\$38,672	\$9,900	\$0	\$48,572	\$30,870	\$49,984	\$0	\$80,854	\$0	\$32,356	\$0	\$32,356	\$0	\$25,313	\$0	\$25,313	\$7,379	\$87,376	\$0	\$94,755
Annex	\$0	\$64,762	\$0	\$64,762	\$25,115	\$358,315	\$0	\$383,430	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Civic Center	\$124,678	\$137,075	\$6,500	\$268,253	\$10,884	\$97,374	\$0	\$108,258	\$0	\$0	\$0	\$0	\$0	\$713	\$0	\$713	\$5,313	\$20,181	\$0	\$25,494
Courthouse	\$11,273	\$12,356	\$0	\$23,629	\$0	\$0	\$0	\$0	\$499,986	\$0	\$389,028	\$889,014	\$20,937	\$196,502	\$580,274	\$797,713	\$10,506	\$359,833	\$0	\$370,339
EDC	\$118,616	\$106,333	\$3,500	\$228,449	\$0	\$0	\$0	\$0	\$6,697	\$59,785	\$0	\$66,482	\$0	\$9,353	\$0	\$9,353	\$10,801	\$24,772	\$0	\$35,573
EMA	\$82,800	\$13,561	\$0	\$96,361	\$37,252	\$15,148	\$0	\$52,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$68,368	\$29,373	\$0	\$97,741
Facilities	\$27,508	\$45,639	\$0	\$73,147	\$4,580	\$59,866	\$0	\$64,446	\$0	\$0	\$0	\$0	\$4,856	\$0	\$0	\$4,856	\$7,510	\$3,801	\$0	\$11,311
Jail	\$124,076	\$340,442	\$0	\$464,518	\$32,445	\$295,944	\$242,965	\$571,354	\$12,778	\$34,537	\$0	\$47,315	\$6,293	\$362,858	\$0	\$369,151	\$17,378	\$52,146	\$241,956	\$311,480
Justice Center	\$12,221	\$27,408	\$0	\$39,629	\$0	\$0	\$0	\$0	\$6,240	\$231,295	\$165,715	\$403,250	\$9,345	\$1,908	\$0	\$11,253	\$0	\$87,181	\$0	\$87,181
Juvenile Detention	\$8,602	\$11,840	\$0	\$20,442	\$4,934	\$15,032	\$0	\$19,966	\$0	\$19,662	\$0	\$19,662	\$60,222	\$140,294	\$0	\$200,516	\$92,833	\$144,721	\$0	\$237,554
Light Fleet	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,507	\$0	\$0	\$12,507	\$0	\$5,977	\$0	\$5,977
Parks Maintenance	\$43,858	\$0	\$0	\$43,858	\$33,776	\$0	\$0	\$33,776	\$14,212	\$23,976	\$0	\$38,188	\$153,488	\$12,269	\$0	\$165,757	\$8,695	\$18,215	\$0	\$26,910
Third Street Annex	\$34,204	\$0	\$0	\$34,204	\$35,425	\$91,376	\$0	\$126,801	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,345	\$15,812	\$0	\$22,157
	2019 Capital Improvement Recommendations				2020 Capital Improvement Recommendations				2021 Capital Improvement Recommendations				2022 Capital Improvement Recommendations				2023 Capital Improvement Recommendations			
	Exterior Projects	Interior Projects	Special Projects	TOTAL FOR 2019	Exterior Projects	Interior Projects	Special Projects	TOTAL for 2020	Exterior Projects	Interior Projects	Special Projects	TOTAL FOR 2021	Exterior Projects	Interior Projects	Special Projects	TOTAL FOR 2022	Exterior Projects	Interior Projects	Special Projects	TOTAL FOR 2023
Annual Expenses	\$641,437	\$769,316	\$10,000	\$1,420,753	\$232,131	\$995,032	\$242,965	\$1,470,128	\$539,913	\$401,611	\$554,743	\$1,496,267	\$267,648	\$749,210	\$580,274	\$1,597,132	\$237,842	\$1,032,516	\$241,956	\$1,512,314
Annual Inflation (3%)	\$19,243	\$23,079	\$300	\$42,623	\$7,173	\$30,746	\$7,508	\$45,427	\$17,184	\$12,782	\$17,656	\$47,622	\$8,774	\$24,560	\$19,022	\$52,357	\$8,031	\$34,863	\$8,170	\$51,064
Annual Totals	\$660,680	\$792,395	\$10,300	\$1,463,376	\$239,304	\$1,025,778	\$250,473	\$1,515,555	\$557,097	\$414,393	\$572,399	\$1,543,889	\$276,422	\$773,770	\$599,296	\$1,649,489	\$245,873	\$1,067,379	\$250,126	\$1,563,378



Fleet Services Division

The Jefferson County Fleet Services Division maintains just over 320 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. This is accomplished by making quality, cost-efficient repairs in a timely manner. In 2013, the County began our practice of purchasing primarily Ford vehicles. Concentrating our interest in one auto maker has allowed the County to reduce parts inventory and allowed the County to purchase only one costly diagnostic computer rather than having to purchase and maintain costly diagnostic equipment for numerous manufacturers.

Fleet Services also implements a strenuous maintenance program, placing heavy focus on vehicle transmissions, which in the past have been an issue. Servicing transmissions every 30,000 miles has a significant impact on the life of our vehicles. Since beginning this practice, there have been no transmission failures, even with at least 26 of the 2013 and newer Ford Interceptor Sedans and Utilities having in excess of 100,000 miles.



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 regard to vehicle repair and modification.

A well-managed and properly funded replacement program reduces expenses, reduces fuel consumption with more efficient vehicles, provides a safer vehicle with newer safety features, and reduces vehicle down time due to reduced repairs.

In April 2018, the Sheriff's Department passed an additional Real Estate Tax, Prop P. As a result, additional deputies will be added to the Department. For 2018, the Sheriff's Department funded the purchase of 12 Interceptor Sedans and the County funded the purchase of 6. In addition, the Assessor used his Department's reserves to purchase 3 new Escapes.



Fleet Division Vehicle Purchase Plan

To fund future year vehicle replacements, the following Jefferson County funding will be required:

2019	DEPARTMENT	TOTAL VEHICLES NEEDED	TOTAL BUDGET NEEDED
	Animal Control	2 Vehicles	\$606,000
	Building Maintenance	1 Vehicle	
	Solid Waste	1 Vehicle	
	Code Enforcement	1 Vehicle	
	Administration	1 Vehicle	
	Sheriff	13 Vehicles	

2020	DEPARTMENT	TOTAL VEHICLES NEEDED	TOTAL BUDGET NEEDED
	Planning & Zoning	1 Vehicle	\$697,000
	EMA	1 Vehicle	
	Animal Control	1 Vehicle	
	Code Enforcement	1 Vehicle	
	Juvenile	1 Vehicle	
	Public Administrator	1 Vehicle	
Sheriff	16 Vehicles		



Fleet Division Vehicle Purchase Plan

To fund future year vehicle replacements, the following Jefferson County funding will be required:

2021	DEPARTMENT	TOTAL VEHICLES NEEDED	TOTAL BUDGET NEEDED
	Building Maintenance	1 Vehicle	\$735,000
	Planning & Zoning	1 Vehicle	
	Juvenile	1 Vehicle	
	EMA	1 Vehicle	
	Code Enforcement	2 Vehicles	
	Sheriff	18 Vehicles	

2022	DEPARTMENT	TOTAL VEHICLES NEEDED	TOTAL BUDGET NEEDED
	Code Enforcement	2 Vehicle	\$688,000
	Animal Control	1 Vehicle	
	Building Maintenance	1 Vehicle	
	Planning & Zoning	1 Vehicle	
	Sheriff	17 Vehicles	



Department of Information Technology

The Department of Information Technology has identified several Capital projects for the fiscal years 2019 to 2023. This document presents an estimate of the costs associated for each project and the target timeline for implementation of the projects. There are seven (7) areas of focus in the recommended IT plan that have been identified with a projected cost of \$3,047,116 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. Work Place Safety and Security
2. Infrastructure
3. Data Management
4. Electronic Communications and Systems Integration
5. Technical Currency
6. Applications Software
7. Staple Software Programs

The significantly higher estimate than in past years reflects a need to address basic equipment life-cycles, data security, regulatory mandates, and new opportunities to advance County government operations overall. We should expect tangible cost offsets as cloud based solutions take hold and eliminate associated data center equipment, maintenance and utilities.



Department of Information Technology

Work Place Safety and Security

The Department of Information Technology continually works on providing work place safety and security solutions. The County currently has 80 cameras in operation throughout the buildings. Activity from these cameras is recorded and stored for approximately 30 days. Additionally, the County makes considerable use of proximity card/door access readers at most offices.

Recorded Video and Proximity Card Reader Door Access

There are seven courtrooms that currently do not have cameras. Of these, there are four courtrooms identified as needing video monitoring. Additionally, these courtrooms would also benefit from having an intercom system installed. The Courthouse and Justice Center need exterior cameras installed.

Proximity card readers will be installed in the Annex Building and other County offices. County proximity cards provide for work place security (the exception being the Juvenile Detention facility) and also integrate with the timeclocks used for attendance tracking purposes.

Projected Cost: \$60,000

Table 1. reflects detailed Work Place Safety and Security cost estimates for 2019-2023.

	FY 19	FY 20	FY 21	FY 22	FY 23	Five Year Total
Card Reader and Camera Systems	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
Total	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000



Department of Information Technology

Infrastructure

As the Information Technology industry continues to move into the Internet cloud, managing the life cycle of networking devices and bandwidth becomes more important. Infrastructure pertains to those components that keep Jefferson County’s local, wide area and wireless network functioning. Those components include:

- Network Bandwidth
- Wiring
- Switches
- Routers
- Uninterruptable Power Supplies
- Creating an Alternative Network (WIFI)
- Business Continuity and Disaster Recovery Solutions
- Projected Cost: \$387,500

Table 2. reflects detailed Infrastructure maintenance cost estimates for 2019-2023.

	FY 19	FY 20	FY 21	FY 22	FY 23	Five Year Total
Expand Campus WIFI	\$ 5,000	\$ 5,000	\$ 5,000			\$ 15,000
Bandwidth Increase	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$ 50,000
Network Equipment 7 Yr. Life Cycle	\$65,000	\$25,000	\$35,000	\$39,000	\$39,000	\$203,000
Replace Maple St. Fiber Optic Cable				\$35,000		\$ 35,000
Virtual Replication Appliance for DR	\$19,500					\$ 19,500
Network Traffic Shaping		\$40,000	\$15,000	\$10,000		\$ 65,000
Total	\$99,500	\$80,000	\$65,000	\$94,000	\$49,000	\$387,500



Department of Information Technology

Data Management

Data Security and Management

Software vendors are aggressively changing from perpetual license models to the cloud Software-as-a-Service (SaaS) annual subscription models. The County will invest in new content security and management strategies for SaaS technologies including Data Loss Prevention, Cloud Access Security, and End Point Security.

Projected Cost: \$242,800

Table 3. reflects detailed Data Management and eDiscovery cost estimates for 2019-2023

	FY 19	FY 20	FY 21	FY 22	FY 23	Five Year Total
Cloud Access Security	\$12,636	\$13,141	\$13,667	\$14,214	\$14,782	\$ 68,440
Cloud Data Content Management	\$32,192	\$33,479	\$34,818	\$36,211	\$37,660	\$174,360
Total	\$44,828	\$46,620	\$48,485	\$50,425	\$52,442	\$242,800



Department of Information Technology

Electronic Communications and Systems Integration

System Integration

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

Projected Cost: \$81,000

Faxing Service

Certain County offices need facsimile communication services. Faxing via the cloud maximizes the County’s investment in networked resources. The County will implement cloud faxing capability through Software-as-a-Service.

Projected Cost: \$37,793

Mobile Device Management (MDM)

Mobile device user identity, data access and interoperability with a wide-range of services need to be managed. The County will invest in MDM tools.

Projected Cost: \$45,000

Table 4. reflects estimated Electronic Communications and Systems Integration costs for 2019-2023.

	FY 19	FY 20	FY 21	FY 22	FY 23	Five Year Total
Systems' Integrations	\$15,000	\$15,000	\$15,000	\$18,000	\$18,000	\$81,000
Faxing Services		\$ 8,900	\$ 9,256	\$ 9,626	\$10,011	\$37,793
Mobile Device Management	\$25,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$45,000
Total	\$40,000	\$28,900	\$29,256	\$32,626	\$33,011	\$163,793



Department of Information Technology

Technical Currency

As technology moves to the Internet of Things (IoT) and subscription models. 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.

End User Computers

Jefferson County currently is running Microsoft Windows 7 on approximately one half of all desktop and laptop computers. Mainstream support for Windows 7 ended Jan 13, 2015 and extended support will end Jan 14, 2020. Information Technology must continue upgrading end user computer systems to Windows 10, and monitors and printers as needed.

Projected Cost: \$190,000

Data Servers

Jefferson County will continue converting physical servers to the virtual platform. And will shore up support for other locally developed applications, Microsoft SQL Databases and Server Operating Systems.

Projected Cost: \$175,000

Ron Turley Associates (RTA)

Fleet Management uses the RTA application suite for managing their operations. We will update this system to a cloud SaaS and add Paperless Shop functionality.

Project Cost: \$11,000



Department of Information Technology

Technical Currency (cont.)

Interactive Systems

There are several service areas in need of software upgrades and/or hardware refreshes. In some cases the software is written for operating systems that are no longer supported. In other cases the hardware cannot run the available software or interconnect with newer systems. This includes the Code Enforcement Interactive Voice Response appliance. This plan replaces these systems with supported platforms.

Projected Cost: \$30,000

Jefferson County Website and Veteran's Memorial Wall

To better serve Jefferson County citizens, our website will be remodeled and made ADA compliant. Also, the Veteran's Memorial Wall display is no longer supported by its developer and the platform is outdated. This will be refreshed to a current supported programming language.

Projected Cost: \$309,000

Professional Services Contingency

The County will continue many Information Technology services such as the; 13 Public Works, Purchasing Inventory, Board of Commissions and Liquor License applications and databases. Should they be necessary Professional Services will be required to update and support these services throughout their individual life cycles.

Contingency Cost: \$500,000



Department of Information Technology

Technical Currency (cont.)

Table 5. reflects estimated Technical Currency costs for 2019-2023.

	FY 19	FY 20	FY 21	FY 22	FY 23	Five Year Total
Computer 5 Yr. Life Cycle	\$ 30,000	\$ 45,000	\$ 45,000	\$ 35,000	\$ 35,000	\$190,000
Server 7 Yr. Life Cycle	\$ 45,000	\$ 40,000	\$ 30,000	\$ 30,000	\$ 30,000	\$175,000
RTA Cloud Subscription	\$ 11,000					\$ 11,000
Code Enforcement IVR Replacement System	\$ 30,000					\$ 30,000
Memorial Wall Kiosks	\$ 15,000	\$ 15,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 39,000
Jeffcomo.org Website Refresh	\$150,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$270,000
Professional Services	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Total	\$381,000	\$230,000	\$208,000	\$198,000	\$198,000	\$1,215,000



Department of Information Technology

Application Software

Permitting and Cash Tracking Systems

A new system will be implemented in 2019 that will provide inspectors the ability to access inspection forms in the field using their smartphones. All information will then be automatically uploaded into a County database.

Projected Cost: \$155,500

Digital Operations

In 2019, we will emphasize digital document processing solutions that reduce or eliminate paper processing's associated labor and materials costs. This includes document imaging and OCR solutions, Purchase Order and Invoice automation, and on-line forms and workflows.

Projected Cost: \$167,000

Table 6. reflects estimated Applications Software costs for 2019-2023.

	FY 19	FY 20	FY 21	FY 22	FY 23	Five Year Total
Permitting and Cash Tracking System	\$ 95,000	\$30,000	\$ 8,500	\$10,000	\$12,000	\$155,500
Document Imaging and OCR System	\$ 30,000	\$10,000	\$ 5,000			\$ 45,000
Automated Invoice Processing		\$45,000	\$25,000	\$ 7,000		\$ 77,000
Purchase Order/ Invoice Automation	\$ 45,000					\$ 45,000
Total	\$170,000	\$85,000	\$38,500	\$17,000	\$12,000	\$322,500



Department of Information Technology

Staple Software Programs

Microsoft Products

Jefferson County will continue using Microsoft Office 365 (O365). O365 is a cloud based technology that significantly reduces IT touch labor and eases collaboration and sharing with all users by using the same version of document creation software.

Estimated five year cost is \$360,126

e911 Service

e911 Service ensures the County phone system can be used to route emergency call location details to the proper First Responders through a cloud based e911 service provider.

Estimated five year cost is \$42,660

eDiscovery

Legal mandates and government transparency requirements are addressed by archiving email, audio/visual recordings and social media content. The number of requests for detailed records citing Sunshine Law and litigation actions are trending upward. In order to respond the County must invest in content recording, indexing, storage, auditing, retrieval and redacting technologies.

Estimated five year cost is \$252,737

Table 7. reflects estimated Staple Software Programs cost for 2019-2023

	FY 19	FY 20	FY 21	FY 22	FY 23	Five Year Total
Microsoft Office 365 & Exchange	\$65,174	\$68,432	\$71,854	\$75,447	\$79,219	\$360,126
E911 Emergency Response Phone Service	\$ 8,532	\$ 8,532	\$ 8,532	\$ 8,532	\$ 8,532	\$42,660
Email, Documents and Social Media Archiving	\$43,000	\$49,391	\$51,366	\$53,421	\$55,559	\$252,737
Total	\$116,706	\$126,355	\$131,752	\$137,400	\$143,310	\$655,523



Department of Information Technology

Summary

Table 8. Total cost estimates by year

	2019	2020	2021	2022	2023	Total
Work Place Safety and Security	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000	\$60,000
Infrastructure	\$99,500	\$80,000	\$65,000	\$94,000	\$49,000	\$387,500
Data Management	\$44,828	\$46,620	\$48,485	\$50,425	\$52,442	\$242,800
Electronic Communications and Systems Integration	\$40,000	\$28,900	\$29,256	\$32,626	\$33,011	\$163,793
Technical Currency	\$381,000	\$230,000	\$208,000	\$198,000	\$198,000	\$1,215,000
Applications Software	\$170,000	\$85,000	\$38,500	\$17,000	\$12,000	\$322,500
Staple Software Programs	\$116,706	\$126,355	\$131,752	\$137,400	\$143,310	\$655,523
Total	\$872,034	\$606,875	\$530,993	\$539,451	\$497,763	\$3,047,116



Department of Parks and Recreation

The Jefferson County Department of Parks and Recreation identified the following major capital improvement projects for the fiscal years 2019 – 2023. The estimated timelines and development cost 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 seventeen (17) projects totaling \$728,000 to expand, update and improve our parks and recreational services.

The major projects include:

1. High Ridge Civic Center – Continued update of the hockey rink
2. Multi-year Playground Attainment plan
3. Sunridge Park – Water / Electric and Restrooms
4. Sunridge Park – “Fire” Tower Safety Update
5. Sunridge Park – Parking lot expansion
6. Stone Bridge Park – Continued development
7. Property swap/acquisition of adjoining park properties
8. Kimmswick Port / Park – Cooperative development with Port Authority / City of Kimmswick
9. Cedar Hill Park – Asphalt parking lot (road tax)
10. Cedar Hill Park – Campsite Development
11. High Ridge Civic Center – Walking Trail Development
12. High Ridge Civic Center – Development of a Dog Park
13. Pleasant Valley Park – Water / Electric and Restrooms
14. Pleasant Valley Park – Asphalt parking lot (road tax)
15. Pleasant Valley Park – Re-development / update of walking trails
16. Big River Saddle Club – Asphalt entrance(road tax)
17. Big River Saddle Club – Update Restrooms



Department of Parks and Recreation

FY 2019 Projects:

High Ridge Civic Center – Hockey Rink, Continue Update to Multi-Use Court

Location : 2800 Community Ln., High Ridge

Council District: 1

Estimated Cost \$6,000

Funding Source: Parks and Recreation Funds.

Project Description: This project is in process and has started with repairing the cracks in the asphalt. The process is to continue with the renovation of the metal rink and replacing the rink walls as well as resurface the court to make it functional for pickleball as well.

Sunridge Park – Water / Electric

Location: 8093 Tower Rd., Hillsboro

Council District: 7

Estimated Cost: \$5,000

Funding Source: Parks and Recreation Funds

Project Description: Obtaining public water and electric to the park to further improve the park.

Sunridge Park – “Fire” Tower Safety Upgrade

Location: 8093 Tower Rd., Hillsboro

Council District: 7

Estimated Cost: \$25,000

Funding Source: Parks and Recreation Funds

Project Description: To addressing safety upgrades as identified by ABNA Engineering, to reopen the tower.



Department of Parks and Recreation

FY 2019 Projects - continued:

Stone Bridge Park – Continue Development, Multi-Phase, Multi-year

Location: 3091 Stone Bridge Place Festus

Council District: 5

Project Construction Cost: \$10,000

Funding Source: Attempt to obtain Land and Water Conservation Funds, Parks Funds and County General Funds.

Project Description: Continue development of Stone Bridge Park. Amenities include a graveled parking lot, restrooms and partial trail development.

Property Swap/Acquisition of Adjoining Park Properties

Location: County-wide

Council District: All

Estimated Cost Up to \$50,000

Funding Source: Parks and Recreation reserve funds

Project Description: Acquire adjacent property to current operational parks to increase footprint and usability of parks. This could include purchase or land swap depending on locations.

Kimmswick Port / Park – Development

Location: 5900 Mississippi St., Imperial

Council District: 4

Estimated Cost: \$15,000

Funding Source: Parks and Recreation Funds – General Revenue – Port Authority

Project Description: Assisting in the development of the Mississippi River area near Kimmswick, parking, picnic, boating, fishing amenities.



Department of Parks and Recreation

FY 2020 Projects:

Playground Attainment Program

Location: One of two parks (Pleasant Valley Park, or Big River Saddle Club)

Council Districts: 7

Estimated Cost: \$87,000

Funding Source: Parks and Recreation and Grant Funds

Project Description: Removal of the old playgrounds has been completed. Replacement playgrounds are being identified and evaluated – funding being pursued.

Sunridge Park – Restrooms

Location: 8093 Tower Rd., Hillsboro

Council District: 7

Estimated Cost: \$20,000

Funding Source: Parks and Recreation Funds

Project Description: Build public restrooms / septic system.

Sunridge Park – Expand, Repave the Parking Lot

Location: 8093 Tower Rd., Hillsboro

Council District: 7

Estimated Cost: \$50,000

Funding Source: Parks and Recreation Funds

Project Description: Use has increased; This expansion will double the parking.



Department of Parks and Recreation

FY 2020 Projects - continued:

Stone Bridge Park – Continued Development, Multi-Phase, Multi-year

Location: 3091 Stone Bridge Place Festus

Council District: 5

Project Construction Cost: \$10,000

Funding Source: Attempt to obtain Land and Water Conservation Funds, Parks Funds and County General Funds.

Project Description: Development of construction plans for Stone Bridge Park. Amenities include a graveled parking lot, restrooms and partial trail development.

Kimmswick Port / Park – Continued Development

Location: 5900 Mississippi St., Imperial

Council District: 4

Estimated Cost: \$10,000

Funding Source: Parks and Recreation Funds – General Revenue – Port Authority

Project Description: Assisting in the development of the Mississippi River area near Kimmswick, parking, picnic, boating, fishing amenities.



Department of Parks and Recreation

FY 2020 Projects - continued:

Cedar Hill Park – Asphalt Overlay

Location: 6801 Cedar Hill Rd., Cedar Hill

Council District: 7

Projected Development Cost: \$135,000

Funding Source(s) Requested: Road Tax

Project Description: Asphalt of the entry and Parking areas.

Pleasant Valley – Water / Electric

Location: 6701 Twin Rivers Rd., Eureka

Council District: 1

Project Construction Cost: \$5,000

Funding Source: Park and Recreation Funds

Project Description: Obtaining public water and electric to the park to further improve the park.



Department of Parks and Recreation

FY 2021 Projects:

Sunridge Park – “Fire” Tower Painting

Location: 8093 Tower Rd., Hillsboro

Council District: 7

Estimated Cost: \$30,000

Funding Source: Parks and Recreation Funds

Project Description: Painting to preserve the tower structure 1/3 of the project.

Stone Bridge Park – Continued Development, Multi-Phase, Multi-year

Location: 3091 Stone Bridge Place, Festus

Council District: 5

Project Construction Cost: \$10,000

Funding Source: Attempt to obtain Land and Water Conservation Funds, Parks Funds and County General Funds.

Project Description: Development of construction plans for Stone Bridge Park. Amenities include a graveled parking lot, restrooms and partial trail development.



Department of Parks and Recreation

FY 2021 Projects - continued:

Cedar Hill Park – Campsite Development

Location: 6801 Cedar Hill Rd., Cedar Hill

Council District: 7

Projected Development Cost: \$10,000

Funding Source: Parks and Recreation Funds

Project Description: New gravel road and camp parking areas, fire rings, BBQ pits and picnic tables.

High Ridge Civic Center – Dog Park

Location: 2800 Community Ln., High Ridge

Council District: 1

Estimated Cost: Minimum \$8,000

Funding Source: Parks and Recreation Funds/Possible Grant Funds

Project Description: Develop a Dog Park for the county, including segregated areas for all dog types. Fencing, dog obstacle courses and possible water attraction.

Pleasant Valley – Restrooms

Location: 6701 Twin Rivers Rd., Eureka

Council District: 1

Estimated Cost: \$20,000

Funding Source: Parks and Recreation Funds

Project Description: Build public restrooms / septic system.



Department of Parks and Recreation

FY 2021 Projects - continued:

Pleasant Valley – Asphalt Overlay

Location: 6701 Twin Rivers Rd., Eureka

Projected Development Cost: \$30,000

Council District: 1

Funding Source: Requested: Road Tax

Project Description: Asphalt of the parking lot – Restricting access.

Pleasant Valley – Trail Revitalization / Upgrade

Location: 6701 Twin Rivers Rd., Eureka

Council District: 1

Projected Development Cost: \$10,000

Funding Source: Parks and Recreation Funds / Grants

Project Description: Regrading, graveling and serpentine development.

Big River Saddle Club – Asphalt Entrance “200ft.”

Location: 11350 Joe Buck Rd., Dittmer

Council District: 7

Projected Development Cost: \$20,000

Funding Source: Requested: Road Tax

Project Description: Asphalt Entrance



Department of Parks and Recreation

FY 2022 Projects:

Playground Attainment Program

Location: One of two parks (Pleasant Valley Park or Big River Saddle Club)

Council Districts: 7

Estimated Cost: \$88,000

Funding Source: Parks and Recreation and Grant Funds

Project Description: Replacement playground – funding being pursued.

Stone Bridge Park – Continued Development, Multi-Phase, Multi-year

Location: 3091 Stone Bridge Place, Festus

Council District: 5

Project Construction Cost: \$10,000

Funding Source: Attempt to obtain Land and Water Conservation Funds, Parks Funds and County General Funds.

Project Description: Continued development of Stone Bridge Park.

High Ridge Civic Center – Walking Trail

Location: 2800 Community Ln., High Ridge

Council District: 1

Estimated Cost: Minimum \$8,000

Funding Source: Parks and Recreation Funds/Possible Grant Funds

Project Description: Develop a walking trail around the campus.



Department of Parks and Recreation

FY 2023 Projects:

Sunridge Park – “Fire” Tower Painting

Location: 8093 Tower Rd., Hillsboro

Council District: 7

Estimated Cost: \$30,000

Funding Source: Parks and Recreation Funds

Project Description: Painting to preserve the tower structure 1/3 of the project.

Stone Bridge Park – Continued Development, Multi-Phase, Multi-year

Location: 3091 Stone Bridge Place, Festus

Council District: 5

Project Construction Cost: \$10,000

Funding Source: Attempt to obtain Land and Water Conservation Funds, Parks Funds and County General Funds.

Project Description: Continued development of Stone Bridge Park.

Big River Saddle Club – Restrooms

Location: 11350 Joe Buck Rd., Dittmer

Council District: 7

Estimated Cost: \$16,000

Funding Source: Parks and Recreation Funds

Project Description: Build public restrooms / septic system.



Jefferson County Department of Parks and Recreation

Capital Projects 2019 to 2023

Project	FY 19	FY 20	FY 21	FY 22	FY 23
Hockey Rink (continue update) for multi-use court	\$6,000				
Playground Replacement Program (grants)		\$87,000		\$88,000	
Sunridge Park - Water / Electric and Restrooms	\$5,000	\$20,000			
"Fire" Tower safety upgrade and (painting yrs. 21 / 23)	\$25,000		\$30,000		\$30,000
Sunridge Park - Parking lot expansion		\$50,000			
Stone Bridge Park Development, multi-phase	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Property swap / acquisitions	\$50,000				
Development of Kimmswick Property w/ Port Authority	\$15,000	\$10,000			
Asphalt Cedar Hill Park, Parking lot Paving (Road Tax)		\$135,000			
Cedar Hill Park - Campsite Development			\$10,000		
High Ridge Civic Center - Walking Trail Development				\$8,000	
Development of a Dog Park (High Ridge Civic Center)			\$8,000		
Pleasant Valley Park - Water, Electric and Restrooms		\$5,000	\$20,000		
Pleasant Valley Park - Parking Lot Paving (Road Tax)			\$30,000		
Pleasant Valley Park - "re-development of trails"			\$10,000		
Big River Saddle Club - Pave Entrance (Road Tax)			\$20,000		
Big River Saddle Club - New Restrooms					\$16,000
Sub Totals	\$111,000	\$317,000	\$138,000	\$106,000	\$56,000
Total					\$728,000



Projects Completed 2013-2017

Year	Project Name	Description	Cost	Source of Funding
2017	Jail Capital Improvements	Installation, repair and design work on facility projects	\$343,733	General Revenue
2017	Animal Resource Center	Site assessments and inspections Initial payments made to design firm	\$40,789	General Revenue
2017	Courthouse Capital Improvements	Installation, repair and 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
2016	Courthouse Capital Improvements	Installation, repair and design work on facility projects	\$238,680	General Revenue
2016	Jail Capital Improvements	Installation, repair and design work on facility projects	\$152,328	General Revenue
2016	Northwest Sports Complex	Asphalt overlay and striping of parking and drive areas	\$232,365	Multiple Funds
2016	Emergency Management Facility Upgrade	Emergency Operations Center office and equipment buildout and upgrade at the Herculaneum facility. Disaster Recovery implementation	\$395,134	General Revenue
2016	Fleet Vehicles	Purchase of 15 units for the Department of Sheriff and 1 additional vehicle for the general fleet	\$426,000	General Revenue 3 Year Lease Purchase Agreement
2015	Courthouse Elevator	Replacement of existing elevator	\$247,000	General Revenue



Projects Completed 2013-2017 (Cont.)

Year	Project Name	Description	Cost	Source of Funding
2015	Northwest Sports Complex	Installation of Pavilion	\$65,000	Grant funding
2015	Fleet Vehicles	Purchase of 18 interceptor units for the Department of Sheriff and 2 additional vehicles for various departments	\$508,254	General Revenue 2 year lease purchase agreement
2014	Northwest Sports Complex	Installation of new playground equipment	\$118,000	Grant funding and Department of Parks funds
2014	Northwest Sports Complex	Construction of concession stand and restrooms at the Northwest Sports Complex	\$185,316	Department of Parks funds
2014	Emergency Management Upgrade	Purchase of facility for HSERT group, equipment and future EOC Also provides backup for continuity	\$541,902	General Revenue
2014	Fleet Upgrade	Purchase of 10 interceptor units for the Department of the Sheriff	\$251,421	General Revenue
2014	Administration Building Parking Lot	Administration Building Parking Lot Improvement project	\$97,407	Public Works
2013	Fleet Upgrade	Purchase of 27 interceptor units and 9 equipped vehicles for canine officers for the Department of the Sheriff along with 2 vehicles for the Animal Control Division and 6 additional vehicles for various County departments	\$642,775	General Revenue 2 year lease purchase agreement
2013	Animal Control Facilities and Services Upgrade	Purchase and upgrade of office space at Animal Control facilities, purchase of new vehicle for use of Division, and addition of Vet. Tech. position	\$136,260	General Revenue



Future Budgets-Forecasts and Analysis

County revenues for the duration of this Five-Year Capital and Strategic Plan (FY 2019-2023) are anticipated to be stable. For budget planning purposes, the County Auditor estimates the General Revenue Fund to be approximately \$27,500,000 annually. At this time, the County should not anticipate any current County tax or fee to grow appreciably during this 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 dramatic increase in internet retail sales could have a negative impact on retail sales tax collected. The County 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, asking County voters for additional revenue to finance capital improvements, nor does it anticipate the County receiving federal, state or other grants for capital purposes. County officials are hopeful that during the timeframe covered in this capital plan, building and economic indicators will begin trending upward to overcome the adverse effects of the economic downturn experienced in recent years and the County's economy will return to its characteristic pattern of resilience and vitality.



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, 2017. 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 2017 Audit includes information regarding the payment schedule for each instrument that is currently being used by the County.

The chart on the following page lists the current long-term capital construction obligations of the County which include: total issuance amount, annual principal and interest costs, maturity dates and other general information related to each obligation.

It is important to note that on July 18, 2013, Standard and Poor's 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	Maturity Date	Revenue Source
2010B Refunding Certificates of Participation from 2001 A	\$2,650,000.00	\$288,450.00	15-Sept-22	General Revenue Appropriation
2010 Recovery Zone Economic Development Lease COPS a. 3 rd Floor Justice Center b. Energy Improvements in Courthouse and Various County Owned Buildings	\$1,945,000.00	\$188,756.25	31-Dec-25	Department of Energy EECBG Grant of Guaranteed Energy Savings and General Revenue
Series 2017-restated 2012 Certificates of Participation a. Justice Center b. Juvenile Detention Center c. County Jail Renovation	\$13,200,000.00	\$1,295,428.50	15-Apr-28	Lawsuit Settlement, Existing Debt Service, Juvenile Funds and General Revenue

***See Repayment Schedule for each Series on Table V of the 2016 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 Priorities

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 Priorities (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 Priorities (Cont.)

Certificates of Participation (COPS)-continued

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.

- 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 moneys 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.

