

*“There she stands, proud in all her glory.”*

# Missouri County Record

Fall 2010



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**Adair County Courthouse, Kirksville, MO**

## Correction From Our Previous Publication

*Each issue of the Missouri County Record we feature a different county courthouse on the cover. For the summer 2010 edition, we printed the Adair County courthouse on the cover and mistakenly labeled it as the Atchison County courthouse.*

*Many of the magazine's readers enjoy seeing their courthouses on the cover. For MAC, it is one of the highlights of each publication to be able to "show off" one of our state's unique, historic courthouses. We strive hard for accuracy in our publication, and we apologize for the error.*



## The Missouri County Record Vol. 16, No. 3

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*The Missouri Association of Counties, founded in 1972, is a nonprofit corporation and lobbying alliance of county elected and administrative officials who work to improve services for Missouri taxpayers. The board of directors meets on the third Wednesday of designated months in Jefferson City to promote passage of priority bills and monitor other legislation before the state General Assembly and the United States Congress. The Missouri County Record is produced four times annually by the association staff. Subscription rates for non-association members are \$15 per year prepaid. Rates for association members are included in membership service fees. All articles, photographs and graphics contained herein are the property of the association and may not be reproduced or published without permission. Advertising rates are available upon request.*

# Jackson County Wins “Best In Show” Award

Each year, the National Association of County Information Officers (NACIO) solicits entries for its Awards of Excellence in the areas of public communication. NACIO is an affiliate of the National Association of Counties and represents a network of professionals from county public information offices and state associations of counties who are dedicated to improving the art of communication.

This year, in Washoe County (Reno), NV, Jackson County, MO, took home the top award – “Best In Show” for its public outreach campaign called the “Historic Jackson County Truman Courthouse Grounds Renovation Project.” Receiving the award were County Executive Michael Sanders and Joan Dickey from the Office of Communications.

Winners of the 2010 Awards of Excellence were chosen from 328 entries in categories ranging from annual reports, magazines, conference programs, brochures, visitors’ guides, audio visual productions, newsletters, photography, employee manuals, feature articles and websites – anything produced to heighten the public’s perception of county government.

Jackson County was notified of its top award from Lori Hudson, communications director in Hillsborough County, FL. She was on the selection committee and is a prior “Best In Show” winner.

“‘The Historic Jackson County Truman Courthouse Grounds Renovation Project’ shines as a perfect example of great communications work,” said Hudson. “It tells a tremendous story and unites a community. If ever there are county communicators who want to know how to put together a fantastic special event project, they should take notes from Jackson County.”

## The Background Behind The Project

On Jan. 30, 2009, Executive Sanders deemed the condition of the Historic Truman Courthouse to be an emergency. The announcement was made in the Brady Courtroom on the top floor of the historic courthouse. Since walls had been added around its perimeter in the early 1970s, water had begun to infiltrate the basement. The damage was beginning to compromise the integrity of the structure. The Office of Communications set up a press conference, where the county executive was joined by the mayor of the City of Independence (site of the courthouse), state Sen. Victor Callahan, and state Rep. Gary Dusenberry.

The press conference was covered in the *Kansas City Star*, *Independence Examiner*, *Blue Springs Journal*, *Lee’s Summit Journal*, a blog called *Infozine*, KMBC Channel 9, and WDAF Fox 4. There was no budget necessary for the press conference.

As part of the project, a special Web page was created to follow the progress; it is still being updated

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because this was just one phase of the renovations that are planned for the structure. The Web page is [www.jacksongov.org/content/3624/default.aspx](http://www.jacksongov.org/content/3624/default.aspx).

Since there was so much public interest, momentum gathered on “keeping the public informed.” The design was not completed at the time of the original press conference, so the Public Works Department was pulling out all the stops to get it finished. The bid documents had to be put together quickly, because the county executive wanted the work started before the spring rains.

There was no heat in the historic courthouse because the original boiler had finally reached a point where it couldn’t be fixed and had to be replaced; however, there was an interest in opening the bids in the courtroom that had been used by President Harry Truman when he was the presiding judge of Jackson County. That quickly led to an idea to actually have President Truman be there to open the bids.

A call was put into Neil Johnson, a local re-enactor who frequently makes appearances as Harry Truman. (County officials who attended the NACo Annual Conference and Exposition when it was held in Jackson County may have seen him at the Conference-Wide Event.) Johnson was happy to come forward and generously donated his time because of his affection for the building and his excitement about being part of the event.

Press releases are not typically sent out for bid openings, but since “Harry Truman” was attending and Executive Sanders was going to participate, a news release was issued. The bid opening was covered on KMBC-TV 9, and in the *Independence Examiner* and *Lee’s Summit Journal*. Once again, no budget was necessary for this event.

The Jackson County Legislature awarded the contract on March 16, 2009 – only a month and a half after the county executive announced the project. On March 24, the Office of Communications held a “wall-breaking” ceremony. County, city and state officials and members of the civic community used sledge hammers that had been spray-painted gold and took swings at the wall. Press coverage was particularly good for this event. *The Independence Examiner*, the main newspaper for the city of Independence, ran a video that was accessible from the Internet version of the story.

This event drew a good crowd from the surrounding neighborhood as well. This was the only event that really required a budget. The Public Works Department paid for the sledgehammers and commemorative tags. The sledgehammers became souvenirs for elected officials, dignitaries and

*(Continued On Page 6)*

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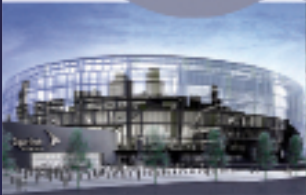


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If you have any questions, I encourage you to contact Devon Young at Arthur J. Gallagher (1-800-877-8218), or Bev Cunningham or myself at (573) 634-2120. We are most appreciative of your past support and look forward to serving your future workers’ comp needs.

Respectfully,

A handwritten signature in black ink, appearing to read "D. Burke".

Dick Burke  
MAC Trust Administrator

(Continued From Page 3)

supporters of the project.

After the wall-breaking event, Ken and Cindy McClain, business owners on the Independence Square and tireless champions of the area, hosted a reception at one of their restaurants. The Communications Department provided fact sheets and posters depicting the project. The general public was invited and given the opportunity to ask questions of the elected officials, county personnel and contractor.

The entire project was very visible, since it was taking place in the middle of the Independence Square. A group of local merchants, known as the Independence Square Association, was particularly interested in being kept informed about the construction. Since a good list was available, it was relatively simple to create a newsletter that could be e-mailed to anyone who was interested in receiving updates. The newsletter was titled the *Courthouse Courier*. It was sent to the group six times over the course of the 5-month project. No budget was necessary for the newsletter.

One of the key elements of the project was having it completed in time for the Santa Cali Gon Days Festival held every year in Independence. It is the biggest fundraiser by far for the Independence Chamber of Commerce and all of the activity takes place on the square surrounding the courthouse. It was going to be difficult to have the ribbon-cutting with all of the booths being set up for the festival.

A decision was made to have the ribbon-cutting actually be the kick-off event for the day. The ribbon used was construction tape draped from the popular orange and white traffic cones. The event started



*Jackson County Executive Mike Sanders and Communications Liaison Joan Dickey accept the county's NACIO Award of Excellence at NACo's Annual Conference in Washoe County, NV, for its Truman Courthouse Grounds Renovation Project.*



*Using gold-painted hammers, Jackson County Executive Mike Sanders (center left) and Independence Mayor Don Reimal (right) "bring down the wall" in a ceremonial wall-breaking. They were joined by members of the Jackson County Legislature, members of the Independence City Council, and civic leaders from around the community to usher in Phase II of the renovation project.*

at 10:30 a.m. on Friday, Sept. 4. Red, white and blue bunting was draped from the east entrance, which served as a natural stage. Since the event was competing with a lot of noise and most of the streets that surround the courthouse were closed, the dignitaries arrived in Model A Fords, escorted by the Independence Police Department. As they drove up, "Happy Days Are Here Again," a popular song when



*(Top) On Feb. 26, 2009, the late President Harry Truman (portrayed by Niel M. Johnson) joined Independence Mayor Don Reimal and Jackson County Executive Mike Sanders to open bids for phase II of the project. (Bottom) Adding a touch of historic ambiance, dignitaries arrived to the ribbon cutting ceremony in Ford Model A cars.*



Harry Truman was president, was playing from loud speakers.

The centerpiece of the Historic Jackson County Truman Courthouse is the clock tower. Many Independence citizens have fond memories of "winding the clock." This was a term used by teenagers when they drove around the square showing off their cars and meeting with friends. After the speeches were given and the ribbon was cut, "Rock Around the Clock" rang out.

The last official event of the year was the Christmas Lighting. The mayor of Independence and the county executive joined together to light the tree that was brought in for the event. Executive Sanders read "Twas the Night before Christmas," and a special mailbox was set up for the children to leave their letters to Santa.

The structural integrity of the Historic Jackson County Truman Courthouse has been restored. The courthouse, itself, is once again a centerpiece for flag raisings, press conferences and public events. Plans are currently underway to restore the inside of the building.

This ongoing project allowed the Office of Communications to use imagination and creativity to generate interest, excitement and "buzz" in the community.

*Photos courtesy of Jackson County Office of Communications.*

# State Authorizes Property Assessment Clean Energy Act Can PACE Work In Missouri?

By John Harris

The terms energy efficiency, clean energy, renewable energy, green energy, energy security and sustainability have been common themes of discussion and debate for a good while now. For whatever the reason – cost, hassle, soccer practice – Americans have not collectively taken up an active passion for reducing energy use.

Some now believe the latest next big thing toward that end could be “PACE” or Property Assessment Clean Energy. The idea comes to us from a California initiative (naturally) which provided that private property owners are allowed access to energy efficiency and renewable energy project funding through the issuance of municipal bonds. Of course municipal debt has traditionally been reserved for use in the pursuit of a public purpose. The birth and rapid growth of the PACE concept across the country stems from a declaration that such projects are in the public interest and so, therefore, are deemed to be a public purpose.

Vice President Joseph Biden was instrumental in pushing PACE. Encouraging the Department of Energy to provide pilot project funding in 2008, his work in shepherding the PACE concept resulted in an inclusion of a “public purpose” authorization. This was accomplished through the Jobs Bill created by the American Recovery and Reinvestment Act.

Property Assessment Clean Energy is a voluntary program that provides 100 percent of up-front costs for energy efficiency and renewable energy projects for residential and business property. Participating property owners may have up to 20 years for repayment through a special property tax assessment. This removes a number of barriers to property owners who may have an interest in upgrading their homes or business properties, but who wish to avoid debt, may not be able to afford the up-front costs, or are uncertain how long they will remain on the properties.

Now property owners who wish to upgrade their property by making it energy-efficient will have access to capital. This money provides for up-front costs of the improvements, and the repayment is made from savings resulting from reduced energy use. Because the property improvement is repaid through a special property tax assessment, the repayment is an obligation of the current property owner. This means the repayment stays with the property and not the individual who initiated the property improvement.

Enabling legislation for Missouri was passed as the Property Assessment Clean Energy Act, HB1692 (*RSMo* 67.2800-67.2835). It happened on the last day of the session as a part of an omnibus bill. The PACE provision was supported by a broad range of

interests, from environmentalists who are concerned about greenhouse gases and the health of the planet to bankers who consider the program to be a driver of jobs and economic activity.

Great efforts by many organizations and individuals culminated in a celebration as Gov. Nixon signed the bill into law on July 13. Now, however, care must be taken as the next steps to enact PACE programs in the state will be critical.

The enthusiasm for the PACE concept and what it promises could inadvertently take Missouri communities down a wrong path. While every community, be it a county, city, town, or village, desires to provide such a popular and useful program to its citizens, care must be taken to consider what will make the program actually work. A sustainable energy efficiency and renewable energy program, available to property owners at any time and continuously, is the goal. To make that a reality, very few, if any, of our Missouri communities can go it alone.

A critical aspect for any endeavor is consistency of availability for its patrons. If a property owner is motivated to access a community PACE program just to find project funding is available on a hit-and-miss basis, it is unlikely the program will be successful for very long, much less sustainable.

This certainly will be the nature of individual community programs that don't have sufficient scale to provide continuous access to all property owners as they are ready to avail themselves of the program, which may be this year, next year or the next. Statistics show that no one community in Missouri, be it a county or city, can effectively provide a PACE program on its own.

There is, however, a remedy to this problem which is already available for Missouri communities. It lays in the existing cooperative relationships among one another and with one or another of the state's 19 Regional Planning Commissions. These professional organizations represent the entire state of Missouri and are, according to their mission statement, “committed to enhancing the state's regions.

“Regional councils are engaged in a myriad of activities, including economic and community development, housing initiatives, safety and security, transportation planning, environmental issues and quality-of-life issues.” The activities conducted by the regional councils create jobs for Missourians, stimulate private investment, and attract millions of dollars which support public projects.

*(Continued On Page 24)*

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## Taney County Receives National Appointments



**Jim Strafuss**

Taney County Associate Commissioner Jim Strafuss, along with Economic Development Director Ron Houseman, recently returned from participating in the 2010 National Association of Counties (NACo) Annual Conference held in Washoe County (Reno), NV. Both Strafuss and Houseman received national attention through appointments within NACo's leadership team.

Eva Danner, president of the Missouri Association of Counties, said, "The hard work and dedication of both men should be commended. The appointments were well-deserved, and Missourians will benefit enormously from the leadership positions they attained at this meeting."

Commissioner Strafuss received appointments as vice-chairman of two prestigious committees (Information Technology & the Rural Action Caucus).

The IT Committee evaluates new technologies, and works with staff and the private sector in the development of policy and education. It is a blended committee with members from the vendor community, county IT directors, and commissioners.

The Rural Action Caucus literally represents everything in approximately 2,000 rural counties across the country. It is the

appointed to the NACo Board of Directors by incoming association President Glen Whitley from Tarrant County (Fort Worth), TX. Each incoming president has 10 at-large appointments to the board. However, of the 10, only one appointment can be bestowed upon a non-elected official. Karen Miller, Boone County associate commissioner and past president of NACo, stated that the 10 appointments are the most coveted among all appointments by the NACo membership. Miller added that the fact Ron Houseman has received the appointment from the last seven NACo presidents is truly impressive.

"I am honored to receive the board appointment and will work on behalf of Missourians to secure needed solutions for the varied challenges we face as county governments," Houseman said. He added that this was a great conference with a lot of emphasis placed on the economy and how to "Get More with Less," how to "Use Technology to Improve Services and Reduce Costs," how to "Work Smarter," and how to "Partner More Effectively." The workshops, the training, and information garnered through this set of meetings will prove invaluable to the governance of our county, Houseman stated.

Houseman applauded Strafuss for his involvement and for the appointments he received to key NACo committees. "Along with his background working for Cisco Systems, the fact that Jim is involved puts him in a position to meet this country's county government leaders and, therefore, be better enabled to help Taney County through influential contacts that have the wherewithal to make positive things happen," Houseman said.

Commissioner Strafuss commented that this conference was truly beneficial and that he brought



**Ron Houseman**

outreach arm for everything rural.

During the conference, Houseman also received recognition when re-

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home pages and pages of notes from meetings and a host of ideas that will benefit the citizens of Taney County. Strafuss reiterated that associations exist to perform three primary services for their members – to advocate, to educate, and to facilitate. He said that the presentations on new technologies, new approaches to existing challenges, and educational seminars made this conference “pure gold” for all who attended.

Dick Burke, executive director of the Missouri Association of Counties, stated that “Missouri is once again extremely honored to have Ron Houseman representing us on the NACo Board of Directors. Ron has been forming relationships with county government leaders from across the United States for years. He has been able to forge relationships nationally with Republicans and Democrats, as well as conservatives and liberals.” Burke added that Houseman has served in numerous leadership capacities, including chairman of the Environment, Energy and Land Use Steering Committee; vice chair of the Unfunded Mandates Task Force; the Sustainable Development Committee; as well as on the NACo Deferred Compensation Advisory Committee which oversees \$9.7 billion dollars in deferred employee earnings.

Burke noted that it is equally an honor for Jim Strafuss to be appointed to two prestigious vice-chair positions within the NACo leadership structure. Burke credits Strafuss’ hard work and knowledge of pertinent issues as key to his appointments.

NACo is the only national organization that represents county governments in the United States. Founded 75 years ago in 1935, NACo provides essential services to the nation’s 3,068 counties. NACo advances issues with a unified voice before the federal government, improves the public’s understanding of county government, assists counties in finding and sharing innovative solutions through education and research, and provides value-added services to save counties and taxpayers money.

## Holt Elected As MAC’s NACo Board Representative



On May 12, the MAC board of directors elected Jasper County Collector Stephen Holt to serve as the association’s representative to the National Association of Counties’ 126-member board of directors.

In this capacity, Holt will attend several national meetings each year that are held at varying locations around the country.

The first of such meetings was NACo’s July 2010 Annual Conference in Washoe County (Reno), NV. “I thoroughly enjoyed my first exposure to the inner workings of our national association,” said Holt. “NACo holds three major conferences a year. We address current issues facing counties, and this will provide an opportunity for me to network and gain knowledge and information to bring back to the counties in Missouri.”

Also in Nevada, Holt became president-elect of the National Association of County Collectors, Treasurers and Finance Officers (NACCTFO). He will assume the presidency next July at the annual conference in Portland, OR.

NACCTFO is a NACo affiliate and was founded in 1954. It is the only national organization in the country that represents all elected and appointed county financial officers, regardless of title.

With a strong history of service to our state’s county governments, Steve Holt previously served as president of the Missouri Association of Counties in 1998 and as president of the Missouri County Collectors Association in 2001.

## Missouri Receives Rural Internet Funding

U.S. Agriculture Secretary Tom Vilsack announced on Aug. 4 that 126 broadband services nationwide, spanning 38 states, would receive stimulus funding for rural broadband infrastructure and expansion projects. Missouri received over \$81 million allocated to eight companies across the state. These monies will be provided by the USDA in the form of grants funded by the American Recovery and Reinvestment Act.

For Missouri, the USDA anticipates that the grants will help approximately 6,500 people, 260 businesses, and 36 communities. It will support approximately 525 jobs statewide.

In addition to these funds, as of Aug. 18 and Sept. 13 respectively, Missouri entities received an additional \$66 million and \$58 million in stimulus funds

for rural broadband expansion.

Cass County in particular received \$26 million from the USDA to build a broadband network. Other recipients included BlueBird Media, Sho-Me Technologies and the Missouri Dept. of Education, all of which received stimulus funds via the U.S. Dept. of Commerce.

These projects are part of Gov. Nixon’s MoBroadbandNow initiative, a public-private partnership which has earned over \$192 million since its 2009 inception. The partnership seeks to match federal funding awards with private monies to carry out the projects.

To date, Missouri has received approximately \$275 million in federal stimulus dollars for broadband infrastructure and expansion projects.



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## Local Use Tax Under-Utilized

After many years of legislative and court battles, the state General Assembly approved a new local-option use tax effective for the state FY 1997 and thereafter. The local use tax is set at a rate equal to the local sales tax.

It is paid by consumers who purchase goods on the Internet or by catalog order. It is designed to “level the playing field” between online retailers/catalog companies who have an unfair competitive advantage over hometown merchants. Hometown merchants must collect the local sales tax, so it only stands to reason that out-of-state vendors should do the same.

However, the use tax can only be collected if county governments submit it to a vote of the people. It is not a new tax! It’s the same as the local sales tax. County residents pay local sales tax to “Mom & Pop” merchants, so why not to online retailers and catalog companies?

In 1998, 21 counties imposed the local use tax. Today, that number has grown to only 38 counties. These counties are receiving approximately 2 percent in additional local sales/use tax revenue.

Granted, the larger counties receive more revenue from the local use tax because they have more resident purchasers. Platte County, for instance, took in \$3.9 million in FY 2010. Clay got \$2.8 million; Cass got \$1.7 million; and Cole got \$1.2 million.

But what about the smaller counties? Caldwell welcomed \$500,313 in added revenue, and \$401,160 helped Marion County coffers. Even Worth County was happy to accept \$21,421 in FY 2010 use tax distributions.

The following are **total local use tax revenue distributions** received by counties (where voters approved it) during the past five state fiscal years:

<b>FY 2010</b>	<b>38 counties</b>	<b>\$21.7 million</b>
<b>FY 2009</b>	<b>37 counties</b>	<b>\$21.3 million</b>
<b>FY 2008</b>	<b>35 counties</b>	<b>\$21.5 million</b>
<b>FY 2007</b>	<b>34 counties</b>	<b>\$19.6 million</b>
<b>FY 2006</b>	<b>30 counties</b>	<b>\$18.2 million</b>

The following are **total local sales tax revenue distributions** received by all 114 Missouri counties in the past five state fiscal years:

<b>FY 2010</b>	<b>\$959.6 million</b>
<b>FY 2009</b>	<b>\$965.9 million</b>
<b>FY 2008</b>	<b>\$977.9 million</b>
<b>FY 2007</b>	<b>\$948.1 million</b>
<b>FY 2006</b>	<b>\$890.8 million</b>

During this 5-year time span, local use tax revenues amounted to 2 percent of all local sales tax revenues.

Isn’t it worth thinking about?

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# Economy Again Means Zero Percent Growth Rate For CART Funds

Missouri Department of Transportation (MoDOT) officials project that for FY '11 each penny of the state gas tax is expected to bring in \$40 million. With the total gas tax set at 17 cents, that means \$680 million will be divided among the state, counties and cities for road and bridge maintenance and repair.

For 2011, the county share of the gas tax is projected to be approximately \$79.4 million. MoDOT also projects the county intake from the '11 motor vehicle sales/use tax will be \$13.2 million. Finally, they project vehicle fees for the new state fiscal year will net counties an estimated \$10.6 million.

Total county revenues from these three sources should be approximately \$103.2 million.

To compute your county's portion of 2011 County Aid Road Trust (CART) revenues, you may simply use the \$103.2 million times your new percentage share listed on this page.

**Example #1 (for Dallas County)**  
**\$103.2 million X .0060610 = \$625,495.20**

If, however, you want to know the breakdown from each of the three sources that make up county CART revenues, use the following steps:

**Example #2 (for Dallas County)**

**Gas Tax Revenues**  
**\$79.4 million X .0060610 = \$481,243.40**

**Motor Vehicle Sales/Use Tax Revenues**  
**\$13.2 million X .0060610 = \$80,005.20**

**Motor Vehicle Fees**  
**\$10.6 million X .0060610 = \$64,246.60**

The tally of these three figures will approximate the amount in Example #1 and provide your county's estimated CART revenues for the state's FY '11 year.

## County Aid Road Trust (CART) Funds

CART Funds are apportioned to counties on the basis of two factors: one-half of the funds are credited to the county based on the ratio that its road mileage bears to the total county road mileage in the unincorporated areas of the state, and one-half is credited to the county based on the ratio that its rural land valuation bears to the rural land valuation of the entire state. Total 2010 Missouri county road mileage is 73,348.6. Total 2010 assessed valuation in the unincorporated areas is \$22,391,549,647.

The CART distribution percentages for 2011 (shown in the accompanying table) are based on these 2010 figures.

## County CART Percents For 2011 Budgeting

Adair	.0059267	Linn	.0056329
Andrew	.0065040	Livingston	.0050202
Atchison	.0054986	Macon	.0073679
Audrain	.0075404	Madison	.0030635
Barry	.0114415	Maries	.0038505
Barton	.0061502	Marion	.0048549
Bates	.0082667	McDonald	.0068575
Benton	.0069538	Mercer	.0035440
Bollinger	.0049343	Miller	.0079352
Boone	.0148400	Mississippi	.0034940
Buchanan	.0055367	Moniteau	.0047342
Butler	.0108019	Monroe	.0056275
Caldwell	.0050813	Montgomery	.0053369
Callaway	.0142436	Morgan	.0116350
Camden	.0253515	New Madrid	.0073023
Cape Girar.	.0087003	Newton	.0104825
Carroll	.0073664	Nodaway	.0098207
Carter	.0028372	Oregon	.0045576
Cass	.0124790	Osage	.0051074
Cedar	.0054086	Ozark	.0062128
Chariton	.0066021	Pemiscot	.0051689
Christian	.0125700	Perry	.0053443
Clark	.0046016	Pettis	.0098675
Clay	.0077793	Phelps	.0078957
Clinton	.0060797	Pike	.0055271
Cole	.0100788	Platte	.0139385
Cooper	.0050575	Polk	.0081338
Crawford	.0061468	Pulaski	.0072491
Dade	.0049416	Putnam	.0045691
Dallas	.0060610	Ralls	.0048279
Daviess	.0053523	Randolph	.0074400
DeKalb	.0052190	Ray	.0069595
Dent	.0058131	Reynolds	.0061056
Douglas	.0061885	Ripley	.0038446
Dunklin	.0075111	Saline	.0066701
Franklin	.0217971	Schuyler	.0026018
Gasconade	.0050556	Scotland	.0041172
Gentry	.0047022	Scott	.0045469
Greene	.0319529	Shannon	.0055330
Grundy	.0040334	Shelby	.0048955
Harrison	.0067840	St. Charles	.0365864
Henry	.0070176	St. Clair	.0055584
Hickory	.0041743	St. Francois	.0072653
Holt	.0042720	St. Louis	.1111371
Howard	.0035424	Ste. Genevieve	.0068818
Howell	.0104158	Stoddard	.0096683
Iron	.0035162	Stone	.0109305
Jackson	.0096691	Sullivan	.0045451
Jasper	.0124558	Taney	.0112290
Jefferson	.0365203	Texas	.0086918
Johnson	.0124205	Vernon	.0086662
Knox	.0042293	Warren	.0066683
Laclede	.0075495	Washington	.0051237
Lafayette	.0077690	Wayne	.0050007
Lawrence	.0094045	Webster	.0083812
Lewis	.0042108	Worth	.0020996
Lincoln	.0104398	Wright	.0060904



## 2010 Conference Odds Are In Your Favor!



Be a big winner Nov. 21-23 and attend MAC's 39<sup>th</sup> Annual Conference & Tradeshow! It's all in the cards at Tan-Tar-A Resort, and how you play the game is up to you.

The social theme of this year's meeting is "Las Vegas at the Lake." We're reproducing the atmosphere of the desert pleasure palace with a strip of hospitality suites and an action-packed Casino Night!

Only in some cases are the decks stacked against you. This year's formal agenda is designed to chip away at the odds of losing ground in this economy and in next year's legislative session.

MO Supreme Court Chief Justice William Ray Price Jr. will initiate dialogue with counties about the sentencing of non-violent offenders.

Other general sessions will be devoted to the Fair Tax (how a sales tax system could replace the state income tax), NACo's "County Government Works" initiative, and the state's Victim Assistance Network.

Our featured guest speaker is Dr. Eric Greitens, a Navy SEAL, who will focus on the role of public

servants in their communities and how to better emphasize the four pillars of the complete warrior: No worse enemy. No better friend. No better diplomat. No better role model.

Also on hand will be Dr. Sara Imhoff from the Arlington, VA-based Concord Coalition (a nationwide, totally non-partisan, grassroots organization advocating generationally responsible fiscal policy). Zeroing in on America's economy and how it's headed for a crisis, her purpose is to educate the public about the causes and consequences of federal budget deficits, the long-term challenges facing the country's unsustainable entitlement programs, and how to build a sound economy for future generations.

Bet your bottom dollar on a "learning and earning" return and choose from among 21 breakout sessions.

A tentative sampling of topics includes the following:

- Budgeting session for newly elected officials;
- Interest rates and financing costs with or without a

credit rating;

- Inmate health care;
- The right-of-way acquisition process;
- Property tax administration, billing and collection;
- Internet technology shared services with the state;
- Enhancement of 9-1-1 emergency communications;
- An update from the MO Ethics Commission;
- Reducing energy and operational costs and alternative energy systems;
- Tough personnel decisions;
- Cash incentives for qualifying energy upgrades;
- High-Speed Internet and communications solutions;
- Deferred comp plans for governmental entities;
- Missouri's Sunshine Law;
- Rebate Calculations On Outstanding Bond Issues; and
- The Property Assessed Clean Energy Program.

Winner takes all in the Exhibit Hall Extravaganza! We promise a glittering gala that will give you a chance to eat, drink, be merry, and talk a little shop. To ensure you're in the proper frame of mind, some Vegas razzle dazzle will flavor the 6-8:00 p.m. grand opening on Sunday night.

Nominations and Legislative Committee meetings, the Business Meeting (to elect officers and vote on the 2011 Missouri County Platform), the President's Reception, the Annual Banquet, and affiliate meetings are all standard features of our November meeting.

Bring along your better half and join us for our 39<sup>th</sup> Annual Conference.

MAC is in for high times in Camden County and on a role for the 2011 session.

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The work side – for your county's future – cannot!

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Reservation requests must be received no later than Oct. 23 to guarantee accommodations. However, reservations may be accepted and confirmed up to the opening day of the conference (providing accommodations are still available), but the group rate is not guaranteed. Check-in: 4:00 p.m. day of arrival. Check-out: 11:00 a.m. day of departure.

The group rate is \$89.00, plus 3 percent lodging tax.  
If your county is tax-exempt, please provide a letter indicating your status upon check-in.

### Tentative Agenda

*"The Complete Warrior" with Dr. Eric Greitens (U.S. Navy SEAL Officer)*

The Fair Tax Proposal  
Reducing The State's Prisoner Population  
Correctional Healthcare  
Right-Of-Way Acquisition  
Planning & Zoning – The Basics  
Information Technology Shared Services

Ethics Commission Update  
Tough Personnel Decisions  
Public-Sector Purchasing  
A Sunshine Law Primer  
Property Assessed Clean Energy Program  
Attempting To Fix 9-1-1 Problems





# Counties, Cities, And The State Explore Shared IT Services

Digital technology has forever changed how we conduct business and how we live our lives. From smart phones to tablet PCs, from e-mail to social media, digital communications are now the norm for sharing information in today's world, and government entities are no exception. Constituents now demand that data regarding their local governments be just a few clicks away, literally at their fingertips.

Boone County Associate Commissioner Karen Miller saw a need for counties to get up-to-date. "When I compiled an e-mail list for all our commissioners, I found that 83 of 330 did not have an e-mail address," Miller stated. "This poses a challenge when trying to communicate quickly. We need to work on bringing counties up-to-speed." Additionally, there are only 51 counties that have websites across the state.

Boone County was recognized in 2010 by e.Republic's Center for Digital Government, a national research and advisory institute on Information Technology (IT) policies and best practices in state and local government. In a national survey conducted jointly by the Center and the National Association of Counties (NACo) entitled the Digital Counties Survey, the county won an award for its implementation of several new technologies aimed at improving the life of both citizens and government employees. One example is its new "Poll Worker Portal," which, in collaboration with the Boone County clerk's office, has reduced Boone County Human Resources' workload and has made poll worker recruitment more streamlined and accessible to citizens. "This is one of many areas we addressed in this time of economic downturn," County Chief Information Officer (CIO) Aron Gish stated. "The award is reflective of Boone County IT's overall effort in communication to the citizens and best practices in IT."

And the county is no newbie to the survey's recognition. It has consistently placed in the top 10 from 2003 through 2010 (with the exception of 2009) in the 150,000-249,000 population category.

With Boone County as a model for digital governance, Miller sought to find out what steps local entities and the state could take to enhance and streamline digital governance in Missouri. She met with Cathilea Robinett, executive director of the Center for Digital Government, as well as Bill Bryan, deputy director of the Missouri Dept. of Natural Resources (and former Missouri CIO); Doug Young, Missouri CIO; and Tim Robyn, Missouri deputy CIO, to arrange a roundtable discussion regarding IT sharing across the state. "I am happy to be a part of a roundtable discussion," Robinett stated. "Missouri counties face several IT challenges regarding digital government."

The initial roundtable, which took place Feb. 4, included several county CIOs and technologically minded county officials spanning all Missouri classifications. A central challenge for most counties involved lack of resources. Especially true in rural counties, funding for technology infrastructure is severely limited.

Due to the productive outcome of the first roundtable, the Center for Digital Government scheduled a follow-up panel discussion, as well as a follow-up roundtable discussion, at the Missouri Digital Government Summit that was held June 16 at the Capitol Plaza Hotel in Jefferson City. The panel consisted of Doug Young and Karen

Miller, as well as Kansas City CIO Ivan Drinks. The panel discussed how local and state resources that overlap may be consolidated into an easy-to-find way. "Our constituents aren't just county citizens, city citizens or state citizens; they are all three," Drinks stated. He, as well as the rest of the panel, agreed that as the IT world and information-sharing via the Web grows, constituents increasingly expect to have easy-to-find access to government resources using as few mouse clicks as possible.

Knowing there are technological needs and challenges facing

local entities, what is the next step? Based on feedback from these meetings, the Missouri Association of Counties partnered with the Missouri Municipal League and the state of Missouri to develop and distribute a survey to its members with the goal of better understanding their needs. Questions ranked what budget entities currently had to work with, what technological needs the entities faced, and ultimately what technology services entities may be interested in sharing with the state. With 113 counties and over 600 cities surveyed, feedback was good. Forty counties responded to the survey (approximately 35 percent of those counties surveyed).

Miller discussed these issues at MAC's summer board meeting in August. "As a goal, we should work on getting all of Missouri's counties on the Web," Miller stated. She proposed that, at the very least, a webpage and e-mail contacts for county officials is a necessity in today's rapidly evolving digital world.

The response from MAC's board of directors was positive. The board decided to put together an IT committee to further explore steps the association can take in moving counties forward technologically.

"I wanted to get the ball rolling, to facilitate discussion within MAC on how we can move counties forward technologically," Miller stated. "I think this is a great first step."



*Boone County Collector Pat Lensmeyer and Associate Commissioner Karen Miller display Boone County's Digital Counties Survey Award at the 2010 NACo Annual Conference. Boone County tied for 4th in the 150,000-249,000 population category.*

## NACo “County Government Works” Initiative Underway

National Association of Counties’ (NACo) President Glen Whitley is calling on all county officials to join the “County Government Works” campaign to help raise county government awareness across the country.

“We know that America’s counties provide outstanding programs and services, but unfortunately too many Americans do not,” Whitley said. “It’s up to us as county officials to reach out to the public and make them more knowledgeable and positive about the contributions of county government. I am hopeful that through the “County Government Works” campaign we can make a difference in our communities.”

A variety of outreach tools are available on the NACo website, [www.naco.org](http://www.naco.org), under the “About Counties/Tell the Public What You Do” section. There you will find examples of effective public awareness programs, how to establish citizen/leadership universities, and examples of state association public awareness efforts.

The toolkit offers county officials practical, proven methods for raising county government awareness. The kit includes:

- A speaker’s library that provides talking points for community and civic group meetings;
- Ideas for scheduling tours of county buildings;
- Information on citizen universities;
- Methods for informing and educating students; and
- Brochures for community and school events.

The brochures are already designed and laid out. All you have to do is add your county’s information and make copies. The brochure will provide basic facts and information about your county that will be a valuable resource for your residents.

“Especially in these tough times, it’s important for county officials to go the extra mile and

communicate the roles and responsibilities of counties,” Whitley said. “I am asking all county officials to join me in this effort.”

The National Association of Counties (NACo) is the only national organization that represents county governments in the United States. Founded in 1935, NACo provides essential services to the nation’s 3,068 counties. NACo

advances issues with a unified voice before the federal government, improves the public’s understanding of county government, assists counties in finding and sharing innovative solutions through education and research, and provides value-added services to save counties and taxpayers money. For more information about NACo, visit [www.naco.org](http://www.naco.org).

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## **See-Thru Government**

**By Ellen Perlman, Staff Writer, *Governing Magazine***

"A new level of transparency" is what President Obama says he wants as state and local governments spend economic-stimulus dollars. But what does that mean? Here's one example: \$15,482.57 spent on "professional services" and "clothing supplies" at a store that sells women's undergarments.

That's a line item of government spending that recently turned up on a Missouri state Web site. The site, called the Missouri Accountability Portal, was a cutting-edge experiment in openness long before Obama turned transparency into a buzzword. Last year, the National Taxpayers Union combed the site and found \$2.4 million worth of spending for "questionable purposes," including the intimate apparel. Matt Blunt, who was governor at the time, asked his staff to look into it. It turns out the purchases at Ann's Bra Shop in Vandalia were legit: The Department of Corrections needed them for female inmates in the state's prison system. Nevertheless, Blunt said he welcomed the scrutiny. "Transparency and openness root out wasteful spending," he said.

Missouri's experience with setting up its accountability site offers some clues to what lies ahead with the stimulus funds. Obama wants state and local governments to feed a federal Web site, [recovery.gov](http://recovery.gov), with detailed data on how they're spending the money. In addition, almost every state is setting up its own stimulus site. If there's one thing state and local officials can be sure of, it's this: When spending stats begin hitting the Internet, they can expect more scrutiny of their decisions than they've ever experienced before.

But that may be the least of their worries. Simply complying with what the stimulus law requires on transparency and shaking meaningful data out of their computer systems will be challenging enough. Indeed, Missouri was more prepared than most states are to implement this sort of thing. Before Blunt ordered up the transparency site in 2007, Missouri had already consolidated its IT systems. That experience gave administration leaders the technological and political know-how to steer the many state agencies toward the common goal of opening up their books on the Web. What's more, Missouri had an enterprise-wide financial system to tabulate spending across its agencies. "If you don't have one," jokes former Chief Information Officer Dan Ross, "get out your checkbook and buy one of those hundred-million-dollar systems and get going."

It's probably not, in fact, necessary to spend nine-digit sums on new IT systems to make transparency Web sites work. But figuring out exactly what *is* necessary has been one of the most frustrating

things state and local officials have had to deal with since Obama signed the American Recovery and Reinvestment Act in February. They're being asked to spend the stimulus funds at a furious pace, but also to account for every dollar according to federal rules that were still being written late into April [2009]. "There's definitely a lot of concern," says Stacey Mazer, of the National Association of State Budget Officers. "There are so many rules and things are moving quickly. States are supposed to spend the money quickly, do it right and make sure they don't miss a reporting requirement."

Making matters more confusing, the reporting requirements are coming from a variety of different federal agencies. The largest sources of stimulus funds flowing to the states are the Department of Education, the Department of Transportation and the Centers for Medicare and Medicaid Services. But states also will have to sort out additional reporting requirements from any federal agencies they receive funds from.

For the majority of states, this transparency push is a brand new endeavor. The good news, however, is that not all are starting from scratch. Besides Missouri, more than a dozen states already had some experience with trying to track their expenditures online. So there are models for how to work through the technical challenges. Sandra Fabry, of the Center for Fiscal Accountability (an arm of Grover Norquist's anti-tax lobby, Americans for Tax Reform) is one of the few people who has studied what states have done with transparency portals. "There isn't a perfect one out there yet," Fabry says, "but some are better than others."

Fabry says a good transparency Web site is comprehensive, is updated frequently and breaks down expenditures by the items purchased and vendors used. One of the best is in Texas. Comptroller Susan Combs launched the site in January 2007, starting with tracking her own office's outlays. By April, the spending of two dozen large agencies was added to the mix, and by June, every agency's data was up on the site. Information is updated daily and drills down so far that citizens can find out how much agencies spend on pencils, if they want to know. At the legislature's request, a search function has been added. Now, anyone can search the site to see what checks were cut to which vendors doing business with the state.

The site has been equally useful as a management tool. One agency noticed that it was using five different vendors to buy ink cartridges and toner. When it consolidated to one vendor, it saved \$73,000. Another agency looked more closely at its spending on pagers,

and found several that were used infrequently or not at all. Those plans were discontinued, for a savings of \$14,600. Combs says Texas has found \$4.2 million worth of such efficiencies, simply by putting its spending online and letting people look at it and ask questions.

Texas, like Missouri, was fortunate to have a new statewide accounting system in place. That helped to get spending data online quickly. But Fabry notes that states need not have top-of-the-line IT systems in place to make a respectable try at transparency. They can achieve a degree of openness with the tools they have, and make improvements over time. That's what happened with Kansas' KanView, which relies on the state's ancient legacy accounting system to provide the site's data.

KanView went online in February of last year [2008]. Its creators in the Department of Administration admit that its capabilities are limited. For example, users can find payments to vendors, but not what the payments were for. In addition, the data is current only up to the end of the previous fiscal year. Nevertheless, KanView "gives a sense of openness," says Duane Goossen, the state budget director. "We have nothing to hide." Goossen notes that Kansas is in the process of purchasing a new financial system. By July of next year [2010], the state's ability to track and reveal its expenditures to the public will be greatly enhanced.

By most measures, Missouri leads the pack when it comes to transparency. The Missouri Accountability Portal is updated daily, and contains data going back all the way to the year 2000. Users not only can drill down deeply into what the state is spending money on but can take a close look at whom the state is contracting with. The ability to do this across fiscal years is particularly useful for exploring whether one company might be getting a conspicuously

large amount of the state's business.

Two other features distinguish Missouri's system from those in other states. Missouri's site publishes the salaries of all state employees. That information was always publicly available, but never so easy to find as with a Web search. Missouri also is posting information on tax credits given to businesses. The state runs 37 different tax-credit programs, intended to encourage activities from job creation to charitable donations. The multiple agencies responsible for these credits have never coordinated with one another. But now, the site makes it relatively easy for legislators to track who is receiving the credits and how much tax-credit liability the



Left to right: Scott Crist, Kelly Smilie, John Phillips Jr., Anna Wilt, Phil Richter, Kristin Koziol, Landon Boehm

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state has incurred.

Missouri's transparency portal gets more than 33,000 hits a day. What are those users looking for? Some are state employees looking for information to help them do their jobs.

Others are contractors, checking up on their competition. And a few are fiscal watchdogs, looking to find what they deem to be wasteful spending.

When Missouri rolled out the site, officials steeled themselves for "gotcha" comments from the public. But they also were willing to concede that as stewards of state tax dollars, they had to be able to accept blame in some cases.

The key to transparency working as it should is context. And that's where Missouri's site, other

state sites, and perhaps Obama's stimulus transparency efforts, all may be doomed to come up a little bit short. In a vacuum, \$15,000 in taxpayer funds spent at a bra shop sounds downright scandalous. Only

when it is researched and explained does it sound eminently reasonable. Numbers with dollar signs next to them have a way of inspiring people to ask questions. What large numbers standing

alone don't do is provide answers.

*This article was originally published in the May 2009 edition of Governing Magazine. It is reprinted with permission from GOVERNING, the publisher / copyright holder of Governing Magazine.*



*The Missouri Accountability Portal ([mapyourtaxes.mo.gov](http://mapyourtaxes.mo.gov)) provides citizens with quick and easy access to state spending data and government program enforcement information.*

## PACE Program

*(Continued From Page 7)*

When communities pool their own energy efficiency and renewable energy projects together with those of neighboring and even regional areas, then scalability is possible. Scalability in this case connotes a program that can provide efficient financing and readily accessible funds to each community participant when and where needed.

The framework provided by the Regional Planning Commission network seems a perfect match for the implementation of PACE. If the PACE program is to succeed in and for Missouri communities, scale of operation is required. It is fortunate that that is exactly what the cooperative anatomy of our state's Regional Planning Commissions delivers.

*John Harris is vice president of Country Club Bank's Public Finance Division. He may be reached at 573-214-0919 or via e-mail – [jharris@countryclubbank.com](mailto:jharris@countryclubbank.com).*

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## **Taking The Lead: What County Leaders Need To Know Now For An Effective County Sewer Plan**

*This is the optimal time for Missouri county officials to take the lead in bringing an organized, efficient and fiscally responsible sewer solution for their home county. This two-part article will provide basic information to serve as a jumping-off point to help commissioners, sewer board representatives, and other county leaders take stock in their own local sewer situation.*

*For background information, plus tips on assessing the current status of a county's sewer situation and how to assemble a team to get started, please see part one of this article in the previous publication.*

### **Funding Seems Complicated And No One Wants to Pay More...**

Once the steering committee is assembled and true planning begins, the conversation will likely turn to cost. "This is when people look around for options and some pressure can set in," says Charlie Zitnik, senior vice president and public finance banker for DA Davidson & Co, a financial services holding company in Kansas City, MO. "And it's no wonder, because county leaders have lots to do other than sewers."

Zitnik recommends that start-up sewer districts first look into grant and low-interest loan funding from state and federal government sources such as Missouri Department of Natural Resources and US Department of Agriculture (USDA, also Rural Development). The next step would be to look for a reputable financial services company to underwrite any lease financing. That same company can help county leaders work through a number of district formation proceedings, and offer support in the bond election process (fraught with tricky rules regarding county-funded activities – like the definition of voter education vs. promotion).

The regionalization trend is a big factor in funding, too. In truth, factoring in regionalization can significantly impact the DNR priority point formula for sewer projects. USDA funding also looks favorably on regionalization.

Whether or not county leaders decide to move forward with sewer project funding, it's important to assess costs associated with maintaining the status quo against project costs. Some planning time can be set aside to consider both tangible and intangible costs to the community. Scenarios to consider are the health and safety of county residents, economic development, water quality impact from improper septic runoff, the effect on area tourism in the event of negative press, the bearing on local property values, and opportunities for industrial revenue that may be lost to areas with a sewage treatment system already in place.

### **So How do I Figure Out These Regulations?**

It's been said already that ignoring maintenance and regulatory requirements (as spelled out in DNR-issued operating permit for anything more than an on-site system) is a big reason that package plants fail. And the reality is, disregarding regular maintenance requirements and failure to plan for upcoming regulations and plant upgrades is nearly always the reason for failure at a sewer treatment facility.

"Keeping up with regulations is a major part of operating any kind of permitted wastewater treatment facility" says Gary Anger, president of water and wastewater contract operations firm Alliance Water Resources in Columbia, MO. "It's important to consider current and future regulations when putting a treatment plan together – you don't want to build a system tomorrow that can't handle regulations we already see coming at us within the next five years."

Tracking current and future regulatory requirements can be a challenge. DNR does list current "clean water" laws and regulations on their website, as well as "rules in development" on their online Water Resources Center. While all of the information is there, it can be a lot to digest for a county leader who is just beginning to explore options.

Other ways to become more acquainted with the subject are to consult with a professional operations and maintenance firm, and to attend meetings and events sponsored by organizations in Missouri who deal with operations, maintenance and regulations on a daily basis. Organizations in Missouri include the Missouri Rural Water Association and the Missouri Association of Sewer Districts.

### **What Are Some Realities Of Maintaining A County-Wide Sewer System?**

For specific guidance, county leaders should consult with wastewater operations professionals and other industry insiders they've assembled about exact operations and maintenance needs for the type of county-wide plan they are considering.

More generally, county officials and stakeholders should carefully consider the benefits of regionalization. Beyond helping with start-up funding, pulling together as a region works because:

- There are fewer regulations to follow, as there is only one permit per sewer treatment facility or



receiving waterway (the body of water that the treated water – or effluent – actually flows into once it leaves the treatment works).

- It's less expensive to administer and more cost-effective to maintain just one facility.
- Working with municipal facilities already in place can mean savings on shared equipment (for example, backhoes or sewer line televising equipment and other tools needed to clean sewer and collection lines).
- Having one facility could make it easier to set up an agreement with local water providers to collect for unpaid sewer bills (allowable under Sec. 250.236, *RSMo*).
- Properly licensed operators are increasingly in demand; regional facilities can pool resources in order to find – and keep – operators with the required license and experience levels.
- A sound and reliable regional sewer agreement can spur economic development and allow the parties in agreement to steer clear of territorial issues in the future.

While engineers offer invaluable services in planning the structure of a treatment plant, it's important to keep in mind that it's the people who will be working within the structure to perform the day-to-day operations that will make it a success. Treatment facilities are built to different levels of operations standards. The standards are based on a number of factors, and not just anyone off the street can be hired to operate even the least complicated treatment systems.

All systems require licensed, professional operations staff; more complicated treatment processes require an operator with more experience and a higher level of licensing. Finding and keeping qualified operators can be a special

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challenge for rural areas because highly licensed operators tend to get lured away for bigger salaries that urban areas can more easily afford. Working with a contract operations firm can be a big help because the company is likely to have a pool of licensed professionals at the ready.

### Where Do I Go From Here?

Moving forward, getting all of this information out to folks in the community in a way that lays out the facts without becoming overwhelming will be vital. Careful exploration of the true status of sewer within county borders, along with an understanding of why the status quo is leaving the county vulnerable, shapes the kind of prudent fact-finding that constituents will expect.

A carefully selected steering committee can round out the specifics and help form both a plan and a way to get the word out to citizens. Local stakeholders can provide an invaluable "insider" prospective, and explain the benefits of a county-wide sewer plan in a way that helps their friends and neighbors to identify. Industry professionals provide fundamental advice on technical

and structural components, plus insight into the day-to-day realities of living with the end result – an important factor to keep in mind along the way.

County officials strive to provide a framework that allows their county to grow responsibly, to provide needed services for citizens, and to be ready for economic opportunities. Setting a county-wide sewer plan into place is a major step toward that goal.

## U.S. Communities Launches New Website

U.S. Communities is pleased to announce the launch of their newly redesigned website [www.uscommunities.org](http://www.uscommunities.org)! Their site has been updated with many new features to help procurement professionals find the resources they need quickly and efficiently.

One key feature now offered through their new website is their online marketplace. U.S. Communities' online marketplace was designed to make purchasing through U.S. Communities' contracts easier. The online marketplace is available

at no cost, provides quick visibility into products and pricing, and integrates many U.S. Communities' supplier contracts into a single shopping environment. Purchases can be made using a p-card or credit card.

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- BSN Sports/US Games- Athletic Equipment and Supplies
- Hagemeyer- Homeland Security and Public Safety Equipment
- Zep- Janitorial Supplies

To get started, please visit U.S. Communities' website at [www.uscommunities.org](http://www.uscommunities.org) and click on the "Shop Now" button.

Webinars on the U.S. Communities online marketplace will be held daily. To register for a webinar, please visit their website at [www.uscommunities.org/news-events/ecom-webinar.aspx](http://www.uscommunities.org/news-events/ecom-webinar.aspx).

For additional information please contact us at [cs@uscommunities.org](mailto:cs@uscommunities.org).

*The 5th Annual Missouri Association of County Transportation Officials (MACTO) Conference will be Nov. 2-3 at the Lodge of the Four Seasons, Lake of the Ozarks. For registration information, please call Executive Director Dan Ratermann at 417-332-7919*



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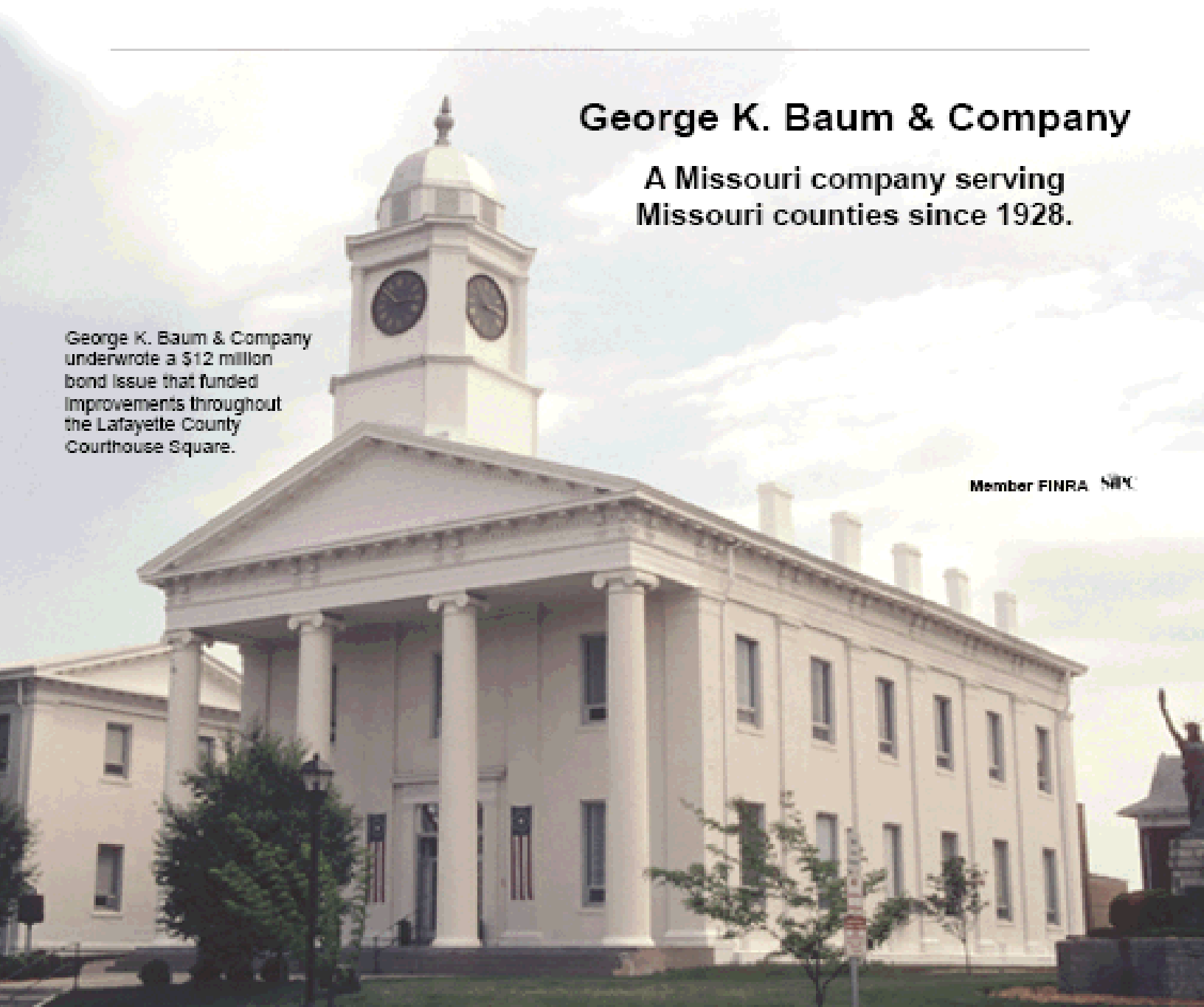
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