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Missouri County Record

Summer 2021

Warren County Courthouse

Warrenton, Missouri

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On the cover

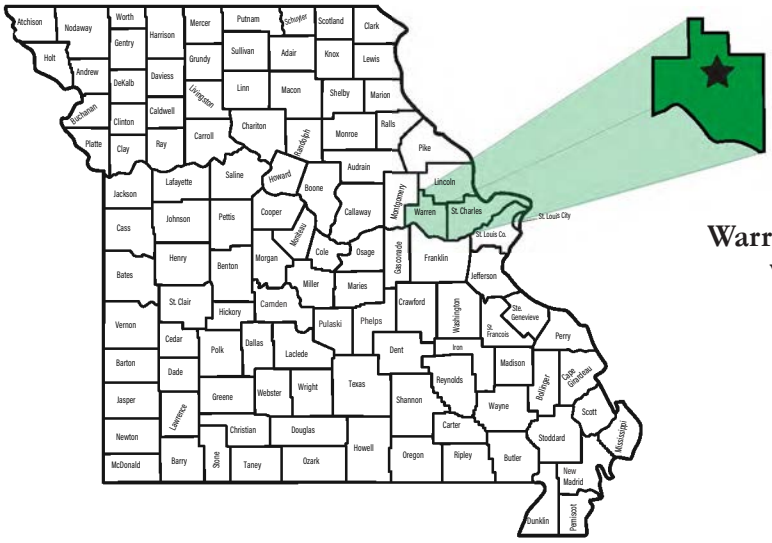
Warren County

Dennis Weiser
Missouri Courthouses: Building Memories on the Square

In 1836, after three years of considering various sites, the voters approved Warrenton as the county seat. Early court sessions there were held in private homes while construction of a courthouse began in 1837. The county's first courthouse was completed the next year, and it served as the seat of justice until 1871, when it was sold at auction and later razed.

The court had begun work on a replacement courthouse in 1869, and it was ready of occupancy in 1871. In 1972, that building was placed on the National Register of Historic Places but has since been demolished. The cupola and some of the foundation stones are on display at the Warren County Historical Society Museum and Historical Library, located across the street from the county square and the replacement courthouse.

In 1995, work began on the county's present courthouse. It was occupied in 1997 and the dedication ceremony was held in 1998.



Warren County
Warrenton

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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.

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MAC Executive Director (pictured above on the right) poses with Senator Dan Hegeman during MAC's Legislative Day in April. Pictured top right, MAC President-Elect Steve Hobbs gets ready to present Burke with a resolution from the Missouri Senate on his retirement. Pictured middle right, Burke is presented with a plaque for his years of service from the Southeast Region of the County Commissioners Association of Missouri. Pictured bottom right, Cole County Associate Commissioner Jeff Hoelscher presents Burke with a resolution on his service to counties during a retirement dinner in June.

Burke set to retire from MAC after 35 years of service

After more than 20 years as the executive director of the Missouri Association of Counties and 35 years with the association in total, Dick Burke is ready to retire.

Burke, who is retiring from the association on Aug. 1, announced his intentions to retire to MAC staff and the executive board early in the year before making an official announcement to membership.

"I've worked with a lot of presidents and hundreds of board members in these last 22 years, and I've been very blessed to have their support," Burke told board members during the May meeting in Jefferson City." Executive directors at many not-for-profit organizations do not get that support, especially not for 22 years like I did. I can't tell you what it meant to me that you put your faith and trust in me to carry out this job."

Burke has served as the executive director of the association since being appointed in 1999. He was responsible for the overall administration of the organization and has acted as the chief legislative liaison. He has also served as the administrator of the association's self-insured Workers' Compensation Trust.

Burke began his career with the association in 1985 as a lobbyist before being appointed deputy director in 1990.

The MAC Executive Board is currently reviewing applicants for the position of executive director and will likely put forth a recommendation to the full board at its next meeting in August.

MAC Deputy Director Bev Cunningham will continue to serve as interim executive director until the executive director position is filled.

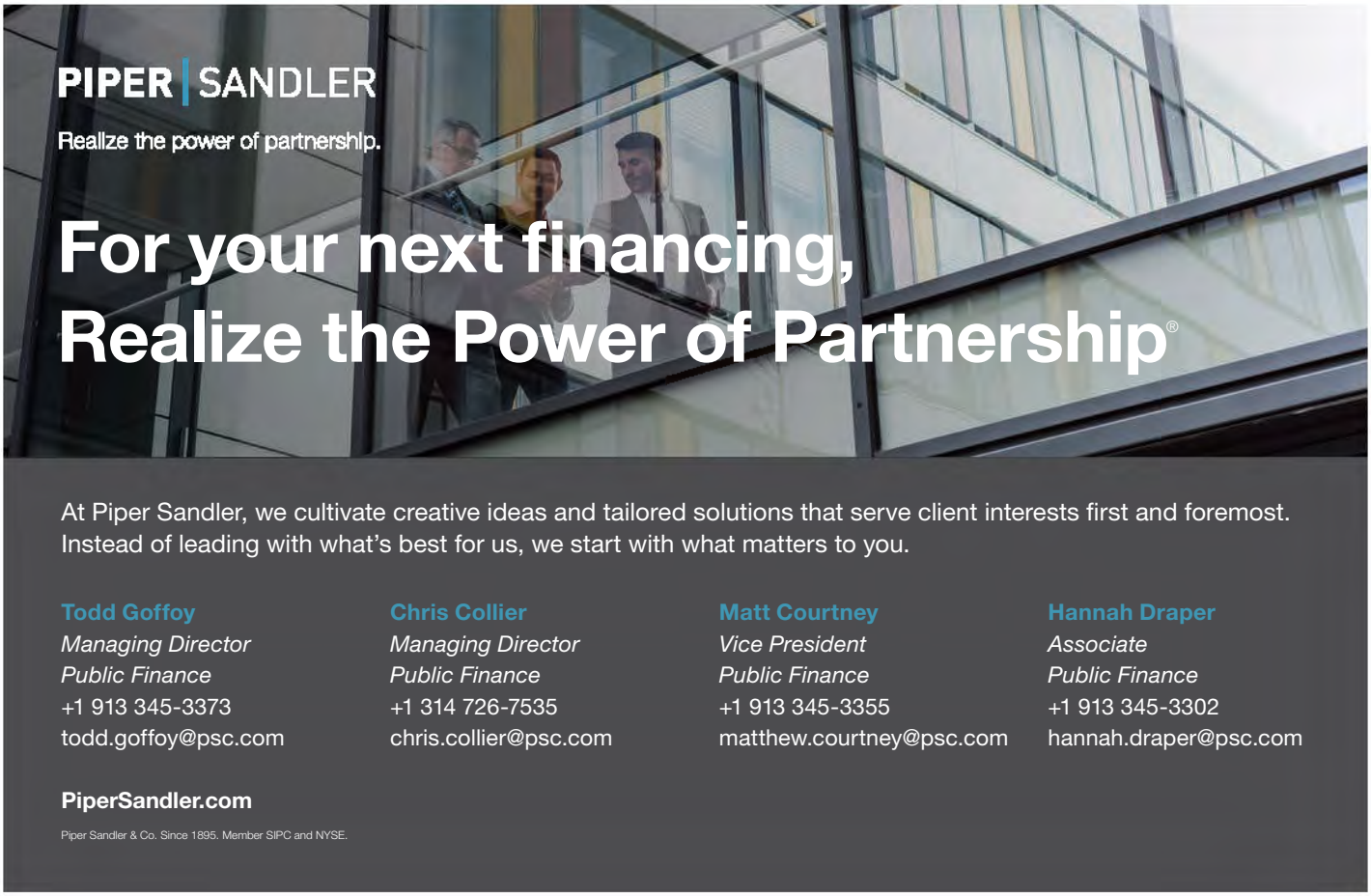
MAC board elects Dixon for NACo seat

Bob Dixon, Greene County Presiding Commissioner, was elected by the MAC Board of Directors to serve as Missouri's representative on the NACo Board during the MAC Board meeting in May at the Capitol Plaza Hotel in Jefferson City.

Dixon, a former state representative and senator, serves on the NACo Rural Broadband Task Force and the Finance, Pensions and Intergovernmental Affairs Steering Committee.

Dixon takes over the NACo seat that was vacated after Cass County Associate Commissioner Jimmy Odom left office at the end of 2020.

MAC President and Atchison County Clerk Susette Taylor swears in Greene County Presiding Commissioner Bob Dixon during the May board meeting in Jefferson City. Dixon was elected by the Board of Directors to serve on the board as the NACo representative for Missouri.



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Creating a cybersecurity plan for rural government

By Alex Braszko
Cybersecurity consultant for Andrew County

Alex Braszko, pictured right, speaks with the Andrew County Emergency Management Director, standing left, and two Andrew County Commissioners during a cybersecurity training session in March at the Andrew County Sheriff's Department.

Living in rural communities can be a pleasant, rich and very fulfilling experience. People that grew up in the country know this well. Individuals that grow up in small towns who later experience the hustle and bustle of bigger cities frequently find themselves trying to return to the slower, quieter pace of life once they begin having a family. Some search for jobs in rural towns with lower costs of living. Others hope to become active members of closer-knit communities where neighbors actually talk to neighbors and business owners know their customers on a personal level. While some smaller towns continue to fade into the past, others are thriving as they find innovative ways of attracting workers, families and retirees.

One means of attracting and keeping residents in rural communities is through rural connectivity. Rural connectivity is a key growth driver in many states. In thousands of small towns across the country, it's actually quite good and only getting better as broadband providers continue to spread to the most remote locations. Space-based internet may soon see connectivity issues of the past disappear altogether, thanks in part to pioneers like Elon Musk and his Starlink program's low latency, broadband internet service. Through advances in broadband technology, telecoms and internet service providers are offering rural citizens the means to remain connected to distant friends, a way to stay informed of what's happening internationally, options in attending online university classes and even access to telehealth. While access to good schools, well-paying jobs or cultural events can still pose a challenge for many rural communities, today telework, remote learning and online shopping via the internet make transitioning to a rural life easier than ever.

Even out in the country, people still interact with local government and service providers. Because they rely on many technologies similar to what is used in big cities, rural service providers,

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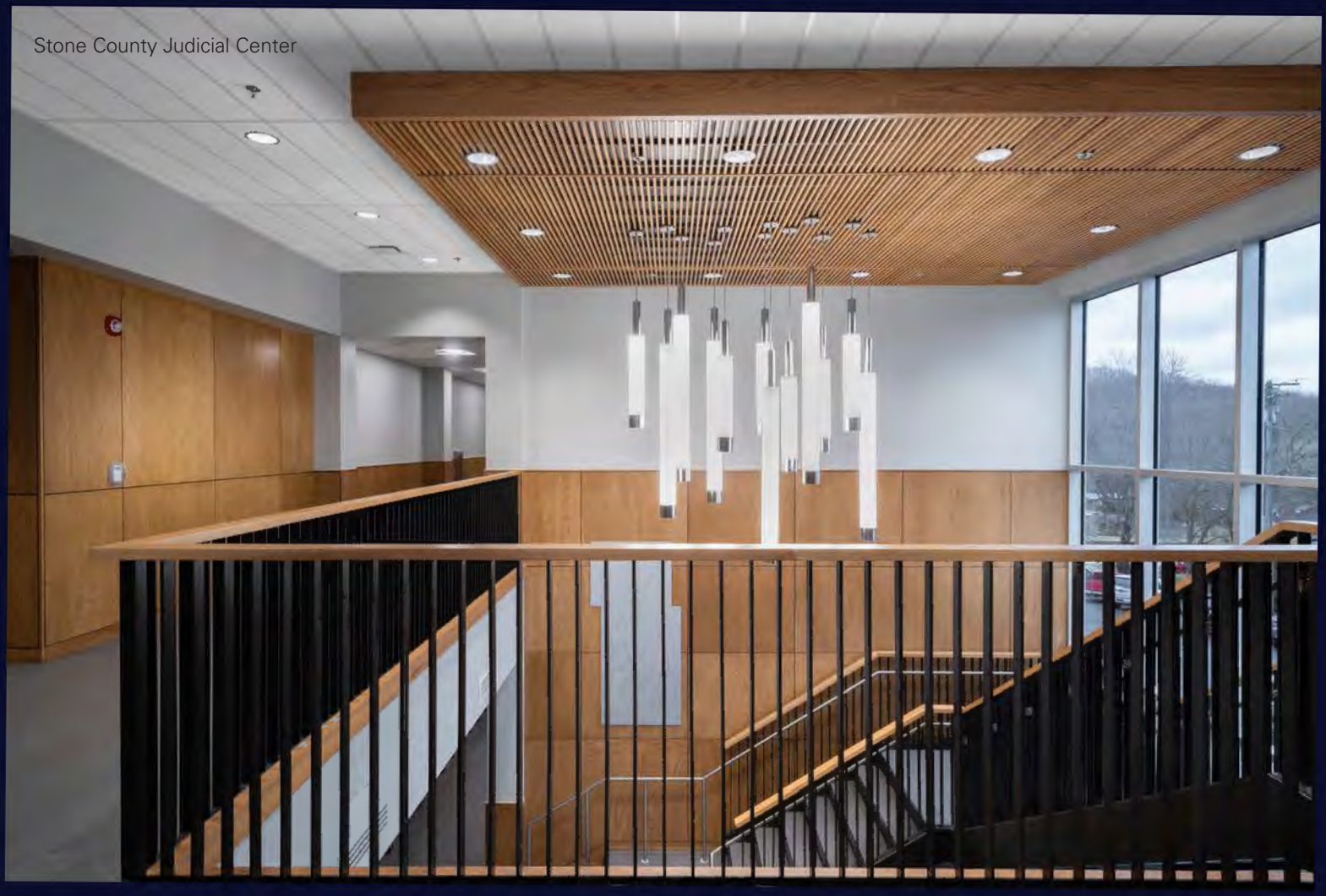

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continued from page 6

municipalities and county governments unfortunately experience the full array of cybersecurity challenges, frustrations, and risks that plague their more populated neighbors. Specifically, from an IT or digital services perspective, phishing scams, ransomware attacks, and distributed denial-of-service attacks are not uncommon in many remote U.S. towns and counties. Becoming a target for cyber criminals or even nation state actors isn't about how big you are so much as how vulnerable your control systems are or if you present an opportunistic or worthwhile target.

If you discover that your small town or county government or service provider lacks a robust cybersecurity plan, and if you decide to invest your time and energy helping them to develop a cybersecurity plan, the following insights might prove useful:

- In 2018, Colorado Governor Hickenlooper declared a statewide emergency when the Colorado Department of Transportation was hit with a ransomware attack that encrypted files and locked out 2000 government computers.
- A 2019 ransomware attack that caused the Governor of Texas to declare a state of emergency impacted 22 Texas towns.
- Of 125 cybersecurity incidents that occurred in the State of Missouri through March 2021, 13 focused on county governments. Many were isolated rural towns and counties with small populations.

Reality today is that local governments, hospitals, school districts and businesses are all targets of opportunity for nefarious actors in cyberspace, regardless of where they are located.

Rural Community IT Challenges

Because IT costs are prohibitive and resources limited, many rural communities lack a Chief Information Officer or Technology Officer, Information Security Officer, or even a fully staffed IT department. Many rural communities rely on volunteers or local businesses to maintain their public facing websites, often with minimal protective measures in place. IT service or maintenance providers can be physically located far from rural towns or county seats of government. If town or county governments do have local access to providers, the number of IT services or products can be extremely limited and the range of services offered less extensive than one might hope for. Finally, some rural communities choose not to invest in cybersecurity services because they are not familiar with the benefits they offer. Prohibitive costs, lack of trained personnel, lack of access to service providers and products are very real challenges faced by rural communities.

As a result of the above, counties might not even understand why they'd want services like data backup, cloud storage, or cyber insurance policies. They may not understand why they need to periodically conduct

vulnerability assessments, cyber hygiene or penetration tests, or why it's important to get cyber threat updates. They may not have an incident response plan for cybersecurity incidents. Their regional Hazard Mitigation Plan or emergency managers may be familiar with many other natural and manmade threats to their communities, but not consider cybersecurity implications if their networks were breached. Many rural communities are not familiar with who they need to reach out to when discovering a ransomware attack. Unfortunately, many rural communities don't understand their own networks, have never mapped out their cyber infrastructure, and don't know the requirements of their cybersecurity insurance policies, if they even have them.

Despite these challenges to implementing a cybersecurity plan, many of the above listed issues can be greatly reduced or resolved through cybersecurity training and using a competent IT partner. Many key leaders in rural communities have never received any cybersecurity training. While most use smartphones or computers, they may not understand the threats and have rarely considered how to more fully protect their devices. Ask yourself, if you are located in a rural community, when was the last time your end users or administrative representatives had cybersecurity training? If the answer is, "Never," unfortunately you're not alone.

Cybersecurity Resources

Creating a cybersecurity plan is a team effort, but where to start? One of your greatest resources in creating a cybersecurity plan is buy-in from the top, specifically community leaders that understand the very real cybersecurity risks to their rural communities. It typically only takes one cybersecurity training session to open government leaders' eyes to the very real threats that exist to their hometowns. Explaining cybersecurity breaches and ransomware attacks on towns or counties of comparable size helps rural community leaders realize that being geographically isolated or having a small population offers no protection from cyber criminals. If you can enlist the help of mayors or department heads or county commissioners in encouraging other department leaders to support your cybersecurity planning efforts, you've made great strides in preparing to mitigate your rural community's vulnerabilities. Recruiting influential local government leaders to your cause, even if their knowledge of cybersecurity is limited, will improve your chances of successfully creating an effective cybersecurity plan. Buy-in from all relevant departments and

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organizations in your rural community is essential to executing an effective cybersecurity plan.

Among the first comments you'll hear when you bring up cybersecurity is, "We don't have the funding for that." Rural communities realize they don't have the financial resources to conduct business the same way as big city or county governments. The great news is that even if they lack the financial resources to dedicate toward IT or cybersecurity efforts, there is plenty of free cybersecurity assistance available to them. You just have to know where to look.

Multiple regional, state and federal entities, such as 501(c)(3)s, regional councils, regional planning commissions, SEMA, local federal Cybersecurity and Infrastructure Security Agency (CISA), are eager to help you in your cybersecurity efforts. They can assist you in understanding cyber threats to your local community, training your government employees to understand cybersecurity threat methods and how best to protect themselves and their IT systems. They can and do conduct vulnerability assessments and recommend areas where your community can focus efforts to best mitigate identified risks. These organizations can also provide recommended sources of funding to resource the mitigation of your rural community's identified cybersecurity vulnerabilities. These organizations eagerly offer critical resources you will need to set up your own cybersecurity plan for free.

Then there are your state's universities and colleges. Many educational institutions offer their students up for internships, either over summer breaks or during the academic year, across various fields. If your community lacks employees dedicated to cybersecurity, you may want to advertise to your local community college or the nearest university that you're looking for student volunteers to assist with creating your community cybersecurity plan.

For many students, the experience is eye-opening and rewarding, providing insights into just how important cybersecurity is for local government. While assisting with your cybersecurity efforts, they will receive valuable work experience and networking opportunities. You'll likely have to find a government department to sponsor the student interns, have your local sheriff's office conduct a background investigation and complete a work

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MAC hosts a Legislative Day in April

The Missouri Association of Counties hosted a Legislative Day in April at the Capitol Plaza Hotel in Jefferson City. Attendees heard from lawmakers on bills that impacted counties during this year's legislative session. NACo President Gary Moore also spoke to attendees during the luchneon and got to visit the Capitol. Moore was called up to the dias on the Senate floor for a picture with Lt. Gov. Mike Kehoe during his visit.

Missouri Association of Counties

50th MAC Annual Conference & Expo

November 21-23, 2021
Margaritaville Lake Resort
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Agenda sessions will include ARPA, online sales tax, transportation, IT security, legal updates and broadband. We will also feature the state's leading lawmakers and influential state officials.

Mail this form (one per county official) with payment to MAC Conference, PO Box 234, Jefferson City, MO 65102-0234

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___ (X) County Officials' Early Registration by Nov. 8 = $150 (payment must accompany registration)

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Achievement Award Competition for 2021

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1. Use the entry form format on the next page to create the first page of the entry form submission.
2. Obtain a letter of authorization. This is simply a letter signed either by a county executive or presiding commissioner authorizing the entry of the county's program(s) in the Achievement Award Competition. Counties may submit one (1) letter of endorsement for all entries, but please list each entry by program name in the letter of endorsement.
3. Construct the executive summary. This is the statement of the challenge and the solution. The executive summary is a very important part of your entry. It must be no more than three 8½ by 11 double-spaced pages. Since this may be published for statewide distribution, please present the information how it should be used in print. MAC reserves the right to edit this material.

MAC invites counties to enter the 2021 Achievement Award Competition

These unique awards recognize the innovative and creative spirit of Missouri county governments in finding new and effective ways of providing programs and services to its citizens.

Please read instructions and consider entering a county's program(s)/ project(s) to win one or more of these awards.

Judges will be looking for programs that are innovative, unique and easily replicable. County programs or projects submitted must have been in existence for at least one year. Only programs that are county programs will be considered.

Selection Criteria

A panel of county officials will evaluate the entries. Judges' decisions are final. The following criteria will be used to select the winners:

- Statement of the problem and solution.
- Innovation, resourcefulness, vision, uniqueness, and risk-taking.
- Replicability of the program/project.
- Cost-effectiveness of the program/project.

Last year's winners

Webster County

- Webster County — U.S. 60 Corridor Study & Master Plan

Boone County

- Boone County — Mental Health Staffing of Defendants

Cape Girardeau County

- Cape Girardeau — Using the Design-Build Process to Maximize Taxpayer Funds

Christian County

- Christian County — Human Resources: Best Practices

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Entry form format

Please use the format below as a guide in creating the first page of the entry form submission for the MAC Achievement Award Competition:

Title of the entry

(to be used on this award — maximum of seven words)

_____

_____

County name (for joint submissions, please list all counties involved)

_____

Contact name and title

_____

Mailing address

_____

City State Zip

_____

Phone Ext.

_____

Email

General information

All recipients will be notified by mail upon completion of judging in the fall.

The awards will be presented at MAC's Annual Conference and Expo on Nov. 21-23 at the Lake of the Ozarks. However, this could be subject to change.

In the event that a multi-county application is honored, each county will receive an award.

If you have any questions, contact Carah Bright, MAC Member Relations, at 573-634-2120, or **cbright@mocounties.com**

Include the following

- Completed entry form.
- Three-page executive summary.
- Copy of endorsement letter authorizing entry.

(One letter may be used for multiple entries, but please include a copy for each entry.)

Mail all of the above to:

Missouri Association of Counties
P.O. BOX 234
Jefferson City, MO 65102-0234 or email it to: cbright@mocounties.com

Organize the entry's executive summary as follows:

Overview – Provide a brief, 25-word summary of the program or project.

Problem or Challenge – Describe the problem or challenge the county faced and the process used to address it.

Solution – Describe the steps taken by the county to solve the problem or overcome the challenge.

Budget/Cost/Savings – How much money was budgeted for funding the project?

- List all sources of funding for the project.
- Did the project come within/under budget?
- What is the measure of increased productivity or time saved?

Results – Describe the results of the program/project. Discuss how the program or project has positively affected the community, improved delivery of services to the public, or improved administration of a program internally.

Project or Program Contact – List the name, title, mailing address, phone and email address of the person who can be contacted about the program.

Optional Submission – If the program involved the development of a video, brochure or pictures of progress, please enclose or email copies with the submission. Items will not be returned and become the property of MAC.

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contract with the supplying university.

No Need to Start from Scratch

Why recreate the wheel? You will be pleasantly surprised to discover how many IT professionals are willing to help out their neighbors when it comes to cybersecurity. Understanding we are all in this together, they can be an excellent resource to include in developing your cybersecurity plan. Whether it's the IT department in your nearest big city, school district, sheriff's department or even healthcare providers, you'll likely find more than one organization with IT and cybersecurity expertise willing to help you get started on your cybersecurity plan. They may have templates or offer up their own plans as examples. If you're really lucky, they may be kind enough to help you from start to finish.

Expectation Management

Developing a cybersecurity plan for your community will take time, especially if you've never completed one before. You'll likely spend hours researching and fact-finding and have many lengthy conversations with subject matter experts where you'll learn things you've never considered. Developing a cybersecurity plan certainly is not something you can do overnight, and it will help you stay motivated when you consider your progress from a Crawl, Walk, Run perspective. The Crawl stage may entail your research and fact-finding and attempts to gain an influential government leader's buy-in. The Walk stage might include coordinating for or conducting your own first cybersecurity training event. Perhaps you might include coordination for basic CISA vulnerability assessments with your local government representatives in your Walk stage. The Run stage might entail your work with regional partners toward writing grants and requesting resources to mitigate the vulnerabilities you identified in the Walk stage or even requesting more robust vulnerability assessments. Eventually, you might conduct a tabletop or live exercise in the Run stage and offer assistance to your neighbors that have not considered putting together a cybersecurity plan yet.

If you can develop a strategy using your community leaders with recommended objectives and lines of effort, great. If you have no practical planning or strategy development experience, then simply stating your concern and telling folks you'd like to protect your community from a cybersecurity attack is often met with support and further offers of assistance.

Cybersecurity Plan Checklist (Getting Started):

1. If you're a volunteer in your community working to develop a plan, it's great to have someone with an official or government title that you can point to

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as supporting your efforts, assist with coordinating meetings with other government leaders, or offer up training locations, resources, etc. Find a community leader (or two or three) that believes in the importance of cybersecurity and can act as your sponsor. County commissioners, mayors and aldermen are all great to engage in this effort. Law enforcement or emergency managers also lend credibility to the importance of your efforts. Mention you'd like to help with the creation of a cybersecurity plan for your community. Then, let them know you plan to request free cybersecurity training for your local leaders from regional, state and/or federal resources. Let them know you'd like to advertise and invite as many people as you can. Cybersecurity training events can focus on executive level training, end user or administrative training so choosing your target audience will be key to a successful training session.

2. Reach out to your regional Cybersecurity and Infrastructure Security Agency (CISA) representative and review cybersecurity resources available to your community at this link: https://www.cisa.gov/cisa cybersecurity-resources.
3. Reach out to your State Emergency Management Agency (SEMA) cybersecurity expert. Ask what resources are available at the state level for creating your cybersecurity plan or for conducting cybersecurity training.
4. When you reach out to your local or regional partners, regional councils or planning commissions, ask them about their experience in writing cybersecurity grants. If they don't have any, invite them to your cybersecurity training session. If they're involved in emergency management and have a hazard mitigation plan or regional threat assessment, ask them if cybersecurity is included as a threat and if you can get a copy. Ask to get a copy of anything they do have that is cybersecurity planning related. They can also easily reach up to state entities to see if anything exists at the state level. Regional planners are oftentimes eager to share information with active, interested community members, so don't be afraid to ask.
5. If you lack planning experience, Emergency Management Directors, event planners or community event organizers are all excellent resources to tap into from a planning perspective.
6. Reach out to your Regional Homeland Security Oversight Committee (RHSOC) lead to see if any resources exist to help you develop a local government cybersecurity plan from an emergency management perspective. Ask if any other similar sized government organizations in your state have successfully created a cybersecurity plan you could take a look at to mimic.
7. With the permission of your government leaders, get to know your local IT service and maintenance providers. Introduce them to your cybersecurity planning efforts and let them know you'll need their participation in future cyber vulnerability assessments. If you get pushback, encourage them to consider a more engaged community customer service perspective. You might also mention that gaining experience developing cybersecurity plans and exercises will positively differentiate them from their competitors.
8. If you're in need of staff support, contact your state

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universities' career development points of contact. Let them know you're interested in offering student internships, through your sheriff's department or other government department, where students will be able to work on cybersecurity plan development and IT issues. Complete a contract with the university for expectation management, work load, hours, etc. Don't forget to get a background check on any potential interns through your local sheriff's office.

As you mature your community's understanding of cybersecurity and develop a network of cybersecurity minded individuals, you'll want to engage your local government leaders and develop a strategy, objectives, and lines of effort for your cybersecurity plan. Additionally, you'll want to explore your cybersecurity plan from legal and law enforcement response perspectives. You'll want to get your government leaders to consider public messaging in the event an attack does happen on your municipality, and you'll want to learn as much as you can about cyber-attack insurance policy requirements. Remember: Crawl, Walk, Run.

Realizing the Benefits

Once you've accomplished a few of the above recommendations, you'll likely start to notice more buy-in throughout your community supporting your cybersecurity efforts. With additional effort, you can maintain and grow the momentum by offering additional training opportunities, conducting more advanced assessments like penetration tests, coordinated phishing emails, and maybe a tabletop exercise. Eventually, cybersecurity will become a part of your local government's priorities and you might even get government grants to support your community in its cybersecurity efforts.

Having a cybersecurity plan in place, informing government leaders and administrative representatives of who they should contact in an emergency and practicing a cyber incident response plan will help your rural community deal with a real-world event should one ever occur - and the chances are good that it will.

Volunteers and county offcials listen to a presentation during a cybersecurity training session in March at the Andrew County Sheriff's Department.

***

Lt. Colonel (USA, Ret.) Alexander Braszko served the United States for 22 years as a Military Intelligence and Space Operations officer. He has extensive experience integrating space, cyberspace and information operations capabilities into Army and Joint operations. After leaving the Army, he became Chief Innovation Officer for Kansas City. He helped complete OneIT; the merging of Kansas City's and KCPD's IT departments. He also helped create an Emerging Technology Board, charged with fostering a system of collaboration between city departments, law enforcement, and community representatives.

He lives with his wife and children in Andrew County, where he is volunteering with the county commission, the Sheriff's Department, and the emergency management director on creating a county cybersecurity plan.

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CART fund projections for FY 2022

Missouri Department of Transportation (MoDOT) officials project each penny of the state gas tax is expected to bring in $40.7 million for FY 2022, meaning the 17-cent gas tax would bring in a total of $691.9 million to be distributed among the state, counties and cities for road and bridge maintenance and repair. If the gas tax increases by 2.5 cents on Oct. 1, 2021, officials project each penny of the new gas tax (19.5 cents) would bring in $76.4 million or nearly a total of $1.5 billion to be distributed.

For FY 2022, the county share of the gas tax without a 2.5-cent increase is projected to be approximately $80.8 million. MoDOT also projects the county intake from the FY 2022 motor vehicle sales/use tax will be $17.75 million, while vehicle fees for the state's new fiscal year is projected to bring counties an estimated $11.82 million. Total county revenues from these three sources should be approximately $110.37 million, which is lower than last year's projection of $111.7 million.

If the gas tax increases on Oct. 1, 2021 by 2.5 cents, the projected county revenues from the three sources should be approximately $181.2 million.

To figure the County Aid Road Trust (CART) revenues for a county for FY 2022, use $110.37 million multiplied by the county's combined factor listed in the table. If the 2.5-cent increase starts being collected on Oct. 1, 2021, use $181.27 million in the first example below and use $151.7 million in the gas tax revenues in the second example:

Example #1 (for Camden County)
$110,370,000 million x .0239 = $2,637,843

To see the projected breakdown from each of the three sources making up county CART revenues, use the following steps:

Example #2 (for Camden County)
Gas tax revenues
$80,800,000 million x . 0239 = $1,931,120

Motor vehicle sales/use tax revenues
$17,750,000 million x .0239 = $424,225

Motor vehicle fees
$11,820,000 million x .0239 = $282,498

The tally of these figures will approximate the amount in Example #1 and provide the county's ***"projected"*** CART revenues for FY 2022.

CART Funds are apportioned on the basis of two factors: half the funds are credited on the ratio a county's road mileage bears to the total county road mileage in the unincorporated areas, and another half is based on the ratio that county rural land valuation bears to the rural land valuation of the entire state. Total 2021 Missouri county road mileage is 73,777.10. Total 2021 assessed valuation in the unincorporated areas is $27,569,101,098.

The CART distribution percentages for FY 2022 are based on these 2021 figures.

2022 CART percentages for counties

Adair	0.0057	Linn	0.0056
Andrew	0.0063	Livingston	0.0052
Atchison	0.0057	McDonald	0.0065
Audrain	0.0075	Macon	0.0076
Barry	0.0117	Madison	0.0030
Barton	0.0060	Maries	0.0040
Bates	0.0083	Marion	0.0051
Benton	0.0069	Mercer	0.0036
Bollinger	0.0051	Miller	0.0075
Boone	0.0150	Mississippi	0.0036
Buchanan	0.0053	Moniteau	0.0049
Butler	0.0103	Monroe	0.0058
Caldwell	0.0052	Montgomery	0.0050
Callaway	0.0142	Morgan	0.0110
Camden	0.0239	New Madrid	0.0071
Cape Girardeau	0.0093	Newton	0.0112
Carroll	0.0072	Nodaway	0.0102
Carter	0.0030	Oregon	0.0046
Cass	0.0131	Osage	0.0050
Cedar	0.0052	Ozark	0.0061
Chariton	0.0067	Pemiscot	0.0049
Christian	0.0132	Perry	0.0056
Clark	0.0046	Pettis	0.0099
Clay	0.0079	Phelps	0.0077
Clinton	0.0058	Pike	0.0053
Cole	0.0099	Platte	0.0135
Cooper	0.0051	Polk	0.0085
Crawford	0.0063	Pulaski	0.0072
Dade	0.0050	Putnam	0.0050
Dallas	0.0061	Ralls	0.0051
Daviess	0.0061	Randolph	0.0072
DeKalb	0.0063	Ray	0.0070
Dent	0.0058	Reynolds	0.0066
Douglas	0.0066	Ripley	0.0039
Dunklin	0.0070	St. Charles	0.0354
Franklin	0.0196	St. Clair	0.0055
Gasconade	0.0050	St. Francois	0.0076
Gentry	0.0045	Ste. Genevieve	0.0066
Greene	0.0320	St. Louis	0.1048
Grundy	0.0041	Saline	0.0067
Harrison	0.0066	Schuyler	0.0027
Henry	0.0071	Scotland	0.0041
Hickory	0.0041	Scott	0.0044
Holt	0.0043	Shannon	0.0056
Howard	0.0035	Shelby	0.0048
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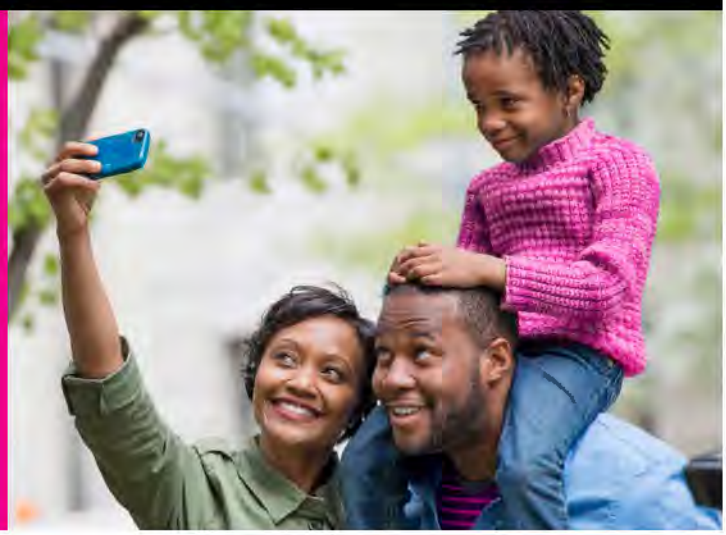

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Submit your ideas for MAC's 50th Annual Conference

We would like to hear from you! Please suggest speakers and topics of interest for this year's 50th Annual Conference

Planning for our 50th Annual Conference is getting started. Join us in celebrating 50 years of serving Missouri's counties. Last year, we were not able to meet in person due to the coronavirus pandemic. This year we are planning to celebrate our golden anniversary in style by finally having an in-person annual conference. We will take any steps necessary to ensure the safety of our members and sponsors.

Our conference is an important event for county elected officials to see new innovations, meet with vendors and hear about issues that may affect county government. Your input is a valuable resource in making sure that our conference continues to provide our members with the information and tools they need in order to be successful leaders in their communities.

If you have any ideas on how to celebrate our 50th Annual Conference or have suggestions on topics or speakers, please fill out the form below and send it back to MAC before Sept. 1, 2021. Forms may be sent to:

Attn: 2021 MAC Annual Conference ideas
Missouri Association of Counties
P.O. Box 234
Jefferson City, MO 65102

You may also email them to Carah Bright at **cbright@mocounties.com**.

Submission form deadline: Sept. 1, 2021

Conference submission form

Name _____

Title _____ County _____

General Session — presenter/topic suggestions

1. Topic _____
   Speaker _____
2. Topic _____
   Speaker _____
3. Topic _____
   Speaker _____
4. Topic _____
   Speaker _____

Breakout Session — topic suggestions

1. Topic _____
   Speaker _____
2. Topic _____
   Speaker _____
3. Topic _____
   Speaker _____
4. Topic _____
   Speaker _____

INNOVATIVE PUBLIC FINANCE SOLUTIONS

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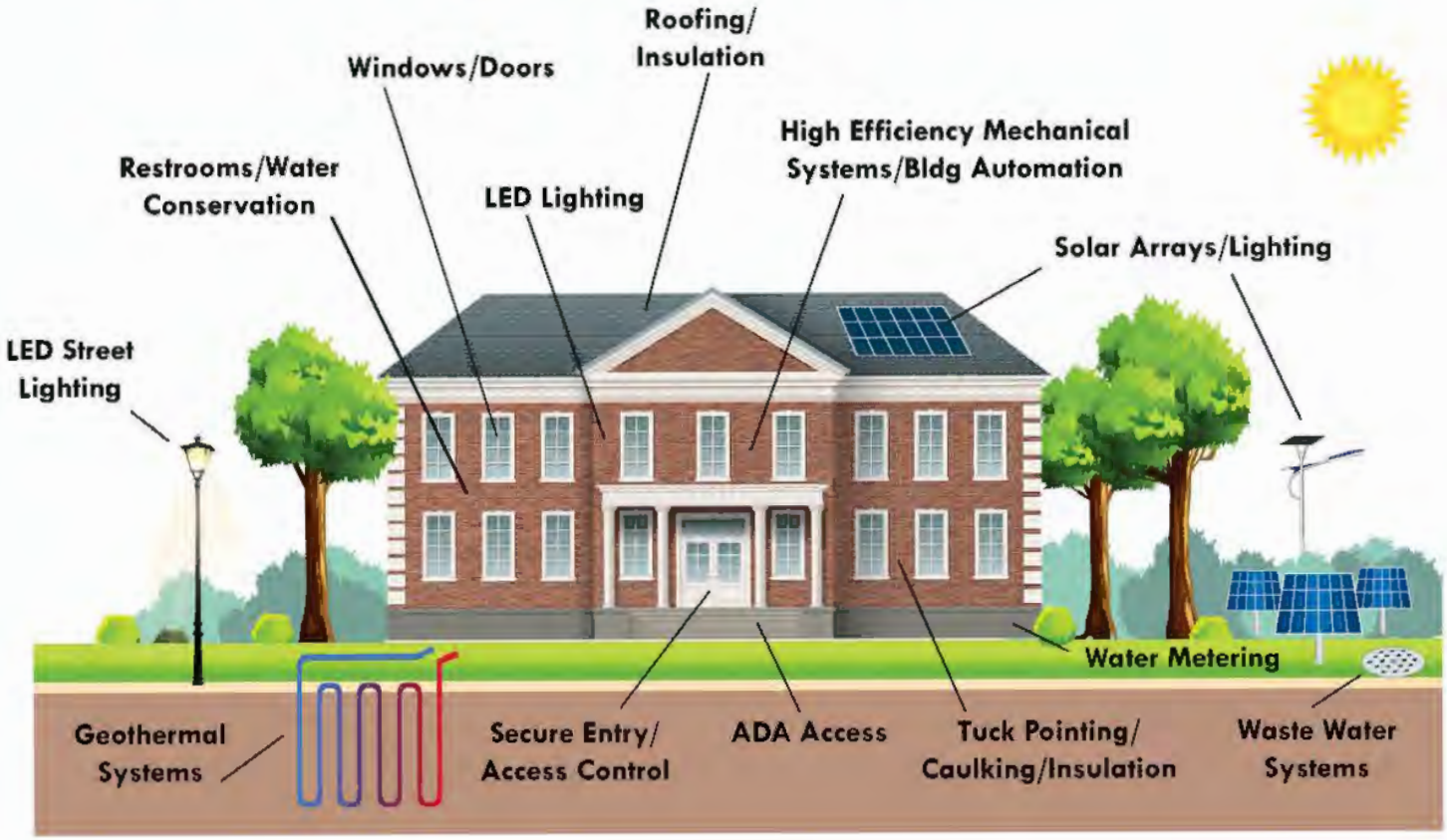
Infrastructure Upgrades Funded with Guaranteed Savings



Design/Build Performance Based Facility and Infrastructure Solutions

CTS helps local governments leverage special financing options and savings to fund much needed facility and infrastructure improvements. The results are modernized, comfortble and healthy public facilities with reduced energy and operational costs.

- ✓ Turnkey, engineered solutions improve comfort as well as energy and operational efficiency
- ✓ Projects designed to maximize economic and environmental impact
- ✓ Custom approach to fit specific client needs with lowest life-cycle cost
- ✓ Guaranteed price, savings and performance
- ✓ Address deferred maintenance and long-term capital improvement plan
- ✓ On site Project Management
- ✓ Single point of contact and responsibility

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A VEREGY COMPANY

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