

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

Missouri County Record

Winter 2016



**Cass County Courthouse,
Harrisonville, Mo.**

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On The Cover

Cass County

Dennis Weiser

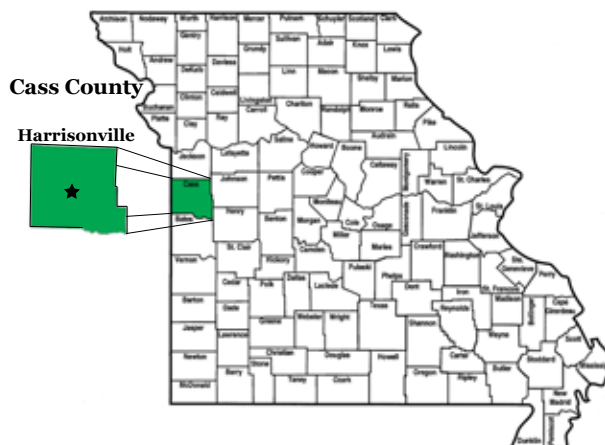
Missouri Courthouses: Building Memories On The Square

In 1835, this county was named Van Buren, but the state Legislature changed it to Cass in 1849. This tribute, coming on the heels of Cass's unsuccessful presidential race, was probably in recognition of his staunch support of popular sovereignty – the concept that the people living in the territory should be able to determine for themselves whether or not to permit slavery.

When Cass County built its first courthouse remains a question. But, in 1843, a documented courthouse was built on the public square. A replacement courthouse was authorized in 1860, but the public voiced concern over the county's depressed financial condition. Despite the warning flag, county officials decided to proceed with their plans and contracted for the

manufacture of 3,000 bricks to build a new courthouse. Soon after the bricks were delivered, the outbreak of the Civil War halted the project. After the war, the county sold the unused bricks to repair damages caused by the conflict to the old courthouse.

In 1897, the county built the current courthouse. The three-story, yellow-brick courthouse, with its asymmetrical tower, low-pitched rooflines, and arced windows, is an example of Italianate style in architecture.



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2017 MAC Legislative Priorities

During the annual conference in November 2016, MAC members passed three resolutions which focus on implementing change during the 2017 legislative session.

Upgrade Missouri's

9-1-1 Wireless Emergency Services

Because Missouri is the only state in the nation without a state wireless recovery fee, the system is behind and outdated. Citizens of Missouri falsely believe they are protected with 9-1-1 service when utilizing cellular services, and many Missouri residents travel extensively throughout the year to areas in the state where they are not protected by 9-1-1 service. There are currently 16 Missouri counties that have no 9-1-1 service and 30 counties still cannot locate a 9-1-1 call from a cell phone. MAC will support legislation to design a complete and detailed plan for upgrading the system. The life of 9-1-1 service equipment is seven years, many of which are already outdated. Without the recovery fee, Missouri will never attain statewide enhanced 9-1-1 services.

Support Fully Funding State Mandates On County Government

MAC respectfully requests that the Missouri General Assembly and the incoming governor include in the state's Fiscal Year 2018 budget (1) an increase in the appropriation for prisoner per diem reimbursement authorized under Sec. 221.105, *RSMo*, (2) an appropriation to fully fund state assessment maintenance reimbursements, (3) an appropriation to fully fund any new obligations placed on the election officials of this state including state payment of a proportional share of primary and general election costs, (4) both an appropriation to fully fund the reimbursement for the detention and care of neglected and/or delinquent

juveniles and the salaries of juvenile court personnel in single-county circuits, (5) an appropriation that would relieve counties of the cost of providing office space and certain utility expenses for the various state public defenders' offices, (6) an appropriation that would relieve counties from salary and retirement contribution increases for county prosecuting attorneys, and (7) also request that the General Assembly continue to refrain from implementing the requirements of SB 711 relating to property tax enacted in 2008 until full state funding for the same is authorized.

Additionally, recognizing the difficult budgetary constraints that the state of Missouri is experiencing and the dim prospects for additional state appropriations for these programs and, as a partner with the state in the delivery of these services, MAC requests that incoming governor and the Missouri General Assembly hold county governments harmless from any further state budget cuts in these areas.

Support A Transportation Funding Package That Will Address The State's Dire Infrastructure Needs

Missouri's agricultural industry, a strong economic factor for the state, heavily relies on the state's roads and bridges to transport livestock and crops. However, there is no new state funding beside the current system, and federal funding is expected to diminish soon. Missouri has the seventh largest system in the nation and we rank 47th in funding. Missouri currently has the 9th highest number of obsolete bridges in the nation. MAC will respectfully request the General Assembly support a new package that will address Missouri's dire infrastructure needs.



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2016 MAC County Achievement Awards

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Audrain County – “Maximizing Opportunities & Resources For Employment”

It was brought to the attention of the Audrain County Commission that new rules from the federal government now require sheltered workshops to transition some of their employees to the community workforce and pay them minimum wage. However, most sheltered workshops struggle to find companies to partner with and even pay subsidized rates. It is also very difficult to get job training for individuals with special needs. Mexico Public Schools are very inclusive of children with special needs, but once they graduate, there are few employment opportunities besides the sheltered workshop.

The Audrain County Commission worked with the Sheltered Workshop Board, Audrain Handicap Services (SB 40 Board), a committee of concerned citizens (MORE- Maximizing Opportunities and Resources for Employment), Bright Futures Audrain and Mexico Public Schools to develop a COE program for high school students with special needs. Mexico Public Schools provided a job coach for the students to give them on-the-job training for an easier transition into the workforce and to be productive members of society.

Audrain County was in need of part-time custodial work and offered to be the first employer to participate. The county hired Katie Lauer, a junior at Mexico High School. Katie now comes with her job coach three days a week from noon until 3 pm. She is learning how to dust, sweep and mop, wash windows and other tasks. Her job coach is with her to see that the jobs are done properly, and the custodians are able to do their jobs without having



Katie with her paycheck

to oversee Katie. Her job coach also provides transportation to and from school. In return, the county is paying Katie minimum wage.

In just a few short weeks, Katie was a favorite at the courthouse. Her infectious smile and her pride in her job, lift everyone's spirits. People with special needs make fabulous employees. It is the county's hope,

that by the time Katie graduates high school, she will no longer need a job coach and can enter the workforce full-time for Audrain County or someone else if she chooses. By finding jobs for this sector of the community, the Sheltered Workshop can meet its goals, while still being able to provide jobs for individuals who cannot transition to the private sector.

Cape Girardeau County – “Establishment Of Juvenile Justice Center”

In 1966, the 32nd Judicial District Juvenile Center was located at a former family residence in Cape Girardeau. In 1970, the county proposed a 1-year 10-cent property tax to fund a new building for the inadequate juvenile center. It failed. After attempts to obtain grants, additional taxation, etc., the county was able to budget funds to purchase a house as a temporary solution in 1974. The building went through several upgrades and remodels, but

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The new 32nd Judicial District Juvenile Center in Cape Girardeau County

it operated as an around-the-clock detention center until it was closed by the state in 2012.

In 1990, there was an immediate need for additional office space for the staff. The county provided space for several juvenile employees in the upper floor of the Common Pleas Annex, located two blocks away. This created a burden on staff with files and resources split between two buildings. The actual juvenile court proceedings were being held in the same building, the courthouse, as the adult system which did not lend itself to proper “sight and sound” separation requirements.

In 2013, the county began looking at building a new facility and options of repurposing properties in the Cape Girardeau area. The county

was working with a vendor already to evaluate the entire county facility footprint of what is currently in use versus what would be needed in the next 25 years.

The facility survey estimated that the Juvenile Department would need approximately 10,000 square feet for adequate administrative and program space. An available building was located in Cape Girardeau that met the recommendation and also included two acres of property to support future expansion, outdoor program space and storage.

The county had between \$750,000 and \$1 million budgeted for the project from a capital improvement bond surplus, general revenue capital improvement fund, City of Cape Girardeau adjacent

community casino revenue fund, State of Missouri OSCA “Family Friendly Waiting Room” Grant and local business donations. Cost savings were realized by utilizing the County Building and Grounds Department for much of the build-out and finish work. Courtroom furnishings were purchased through Missouri Vocational Enterprises (Department of Corrections) which provided significant savings. Some equipment from the previous location was moved to the new building, and office furniture was obtained from Federal GSA Surplus. Final costs were approximately \$800,000.

The new building provides space for 15 state and county employees that were previously located in two buildings. Savings began in 2016 with one utility bill rather than two and the transportation of staff moving between the two previous buildings. The additional program space in the new building has already been used for several law enforcement and state trainings that previously were in rented locations. Additional meeting rooms allow court staff and attorneys to use a polycom video system rather than travel to out-of-county locations to meet with juveniles and their parents. The program space also allows court staff to write additional grants that will provide pre-vocational training to juveniles in the circuit along with emergency preparedness skills (first aid CPR training).

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Greene County – “Strategically Communicating Transparency Through Open-Book Management”

Facilitated by the Great Game of Business organization in 2012, Greene County adopted the practices of open-book management to improve its cash balance and more accurately forecast revenues and expenditures on a monthly basis with an open discussion format. As the fiscal literacy of the staff team and leadership improved, there was a need to make regularly updated financial information more accessible and to engage the public and media in the process.

A more visible “Financial Dashboard” website tool, launched with a re-engineered website, now provides a user-friendly portal to access weekly Great Game staff “huddle” meeting reports and monthly budget projections including the county’s operating cash balance. This archive also serves as an important resource when educating about the county’s finances and explaining where tax dollars go. As well, communicating about the activities and findings of the Financial Advisory Task Force, composed of highly skilled business and financial professionals, provided the public with another resource for understanding the county’s financial position.

Greene County undertook a regular plan of communication including efforts to obtain earned media coverage and generate social media posts with engaging video and photos regarding the practice of open-book management. The plan included focusing on the content of weekly huddles and the on-line repository of financial data.

Open-book management has resulted in documented savings

and improvements in the county’s operating cash balance. The cash reserve was at approximately \$2 million at one point in 2011. In 2015, the county was able to bring that balance back up to more than \$11 million. This allowed the county to give employees their first cost-of-living raise in nearly six years. In 2016, the county funded several much-needed building maintenance projects which had been delayed for years due to budget constraints. More than 30 pages of efficiency efforts implemented by departments and offices were provided to the Financial Advisory Task Force during its review of the county’s finances in 2015.

The initiatives to develop communication and education tools such as a web portal for the financial data resulting from open-book management practices have been completed by staff with nominal additional expense. Collaboration of the Information Services Department, the auditor’s office, the treasurer’s office, the county’s communications director,

the county commission, the county administrator, the budget office and others have enabled these efforts to be designed, initiated and implemented with very little investment other than staff time.

Photos and videos from weekly huddles posted on social media help humanize the narrative of fiscal literacy and transparency. Communicating task force activity over the past 18 months has generated substantive media coverage in television, radio and print including informative editorials in the region’s highest circulating newspaper. Based on an appropriately calculated advertising value equivalent formula for earned media with publicity multiplier, the total value of earned media over that time period promoting fiscal transparency through the activities of the Financial Advisory Task Force would be similar to having purchased \$24,000 worth of advertising to educate the public in this case.

Education regarding the Financial Advisory Task Force, planned social media posts regarding huddle

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content, and establishing the user-friendly on-line repository of open-book management process information and real-time budget data all contributed to building a more tangible way to authentically achieve transparency and educate the public regarding the county's finances.

Randolph County – “Mobile Election Center”

Randolph County created a mobile voting unit to ensure that voters are able to cast ballots when regular voting sites are unavailable.

Following the identification of the problem to ensure that voters' needs are met, Randolph County Clerk Will Ellis determined that having a mobile unit that could swiftly and efficiently move to voting sites that are inoperable, would be the most efficient way to solve the problem. The Randolph County Ambulance District was contacted to inquire about vehicles that could be recycled for use as voting stations. The ambulance district replaces their large truck ambulances on a regular schedule, and the old units don't



Randolph County Voting Mobile Unit

have a considerable amount of resale value. Ambulances are purchased with public funds, so acquiring an ambulance with its onboard independent power generator from the ambulance district was both simple and relatively inexpensive. In this case for Randolph County, the ambulance district gave a surplus ambulance to the county. A few modifications were made to the interior to transform it, and the exterior of the ambulance was



changed to have a red, white, and blue background with an American flag and eagle. The identification on the vehicle was changed to identify the vehicle as a mobile voting unit.

A small portion of the funds that had been allocated to the county clerk's office for miscellaneous expenses was used. A government grant was applied for, which was used to transform the exterior of the vehicle. The mobile voting unit relatively cost Randolph County and the residents nothing additional. An old vehicle that was about to be surplus scrap was revitalized to a new, value-adding purpose. The initial investment for the vehicle will be spread out for several years more, increasing the value add for the original purchase price

Randolph County has the ability to safeguard elections by providing a mobile voting unit to voting locations that for any reason are unable to provide service during the election process.

Taney County – “Septic Tank Pump-Out Program”

The Taney County Commission through the Department of Environmental Services created a

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program that offers free septic tank pumping for residential properties located in Taney County.

Taney County operates primarily on a tourism-based economy, and the county's lakes, creeks and streams add greatly to the area's natural beauty and draw millions of visitors annually to the area. It is of the upmost importance that these waters and their quality be maintained and protected along with the public drinking water supplies that serve the citizens and visitors.

The Taney County Commission funded the construction of approximately \$75 million worth of centralized sewer projects throughout the un-incorporated areas of the county since 1994. These projects have eliminated hundreds of septic tank systems located within each project area and many private-package wastewater treatment facilities. These facilities, many old and antiquated, were not operated or maintained properly and created a significant impact on the county's lakes, creeks and streams. Once the county-funded public wastewater systems were placed into service, a significant improvement of the water quality within each area was realized.

The county commission continues to fund the construction of public wastewater systems throughout the county, but in doing so, they realized there are still an estimated 7,000 septic tank systems being used daily by county residents. These septic tank systems are located in areas that may not receive public sewer service for many years due to their location, cost of construction and other issues. With lake homes being popular in the county, many of these septic tank systems are located near the water's edge. Also, with Taney County's topography being steep and hilly, all watersheds in the county eventually drain into a lake, creek or stream.

With septic tanks being a leading contributor to ground-water pollution, the county commission through the county's Department of Environmental Services in 2014, created the Septic Tank Pump-Out Program whereby the county will pay 100 percent of the cost for owners of residential property to have their septic tank pumped of contents and serviced. This program also has an educational component to it whereby each participant is given written and/or verbal instruction regarding how to properly maintain his septic system.

In 1993, the county commission placed a ballot issue before the voters of Taney County. This ballot issue asked the voters to approve a ½-cent sales tax that, if approved, would be spent only on water quality and wastewater capital improvement projects. The ballot issue was approved by the voters of Taney County and currently generates approximately \$7.5 million dollars per year.

The construction of centralized public wastewater projects is the main focus of the expenditure of these funds. However, the county

commission has approved a portion of the annual revenues received through the sales tax to be used as a funding source for the Septic Tank Pump-Out Program.

Each year since 2014, the county commission has set a target goal of pumping out the septic tanks located on 500 residential properties. Annually, this has resulted in an approximate cost of \$75,000.

Since the inception of the program, 1,271 residential properties have benefited from the program. This has resulted in approximately 1.2 million gallons of wastewater being removed from the properties and transported to a publicly owned treatment works for proper treatment and disposal in accordance with state and federal discharge permit limits.



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Department Of Labor Overtime Rule Blocked By Texas Court

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U.S. District Judge Mazzant from the Eastern District of Texas issued a preliminary injunction on November 22, blocking implementation of the DOL's overtime rule on the grounds that the rule exceeds the authority delegated by Congress. In the 20-page decision, Judge Mazzant ruled that the 21 states and 50-plus business groups had a significant chance of success and would suffer serious financial harm if the rule was implemented on December 1. The Court indicated the increase of the salary level requirements from \$455 per week to \$921 per week effectively eliminated the overtime exemption.

The injunction halts enforcement of the rule nationwide until a final

decision on its merits comes down. A preliminary injunction preserves the status quo while the court determines the DOL's authority to make the final rule, as well as the rule's validity.

According to Judge Mazzant, "If Congress intended the salary requirement to supplant the duties test, then Congress, not the Department, should make the change."

Now that the rule has been delayed it puts into play the possibility of the new administration's taking steps to change course on the exemption rules and federal wage and hour policy, regardless of the final outcome of the case.

The difficult situation is for those counties who have already either raised exempt employees' salaries to meet the new threshold or re-classified employees earning less than the new threshold amount. If those changes have already been made, counties will likely want to leave those decisions in place if they have already been implemented. Having said that, if there are exempt employees who were going to be re-classified to non-exempt but have not yet been re-classified or if there were going to be pay increases given in order to meet the new threshold amount, counties may want to postpone that decision for the time being until we receive a final decision.

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A Dream In The Green Hills Of Missouri Taking Form **The East Locust Creek Reservoir**

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In the Green Hills just north of Milan, Mo., a dream is taking shape and form— a 2,356 acre, water-supply reservoir providing 7 million gallons of water per day to 10 counties and an estimated 54,000 customers. The East Locust Creek Reservoir is the ultimate solution to an acute and chronic threat of water shortage in northern Missouri.

"This project has been blessed with great support and great leadership from the citizens to the elected leaders in Washington and Jefferson City," said Sullivan County Presiding Commissioner Chris May and a leader and supporter of the lake project. "I think they took notice when the people of Sullivan County pushed their chips to the middle of the table and passed a 1/2-cent retail sales tax. The county commission raised water rates by \$1 per 1,000

gallons to underwrite the project. In essence, the people said, 'We are all in; now, will you help us?'"

The North Central Missouri Regional Water Commission, the local sponsor and future owner of the reservoir, was formed to oversee the construction of a 2,356 acre, 7 mile lake with 82 miles of shoreline. The commission is supported by the Natural Resources Conservation Service, who will provide roughly half of the estimated \$98 million for the reservoir. To date, the commission has spent or is programmed to spend some \$37 million to advance the reservoir, purchasing over 4,000 acres of ground or 75 of 81 parcels. The dam is nearing final design, and demolition and pre-construction lake-bed clean-up has begun. The commission is in its 19th month of final permitting with the U.S.

Army Corps of Engineers. Once permitting is complete, the keystone of the project, final financing, can be secured. The commission is also working with the Missouri Department of Natural Resources and USDA-Rural Development to secure an approximate \$36 million loan to secure the local match share and complete the reservoir.

The commission's project team is headed by Brad Scott, general manager. Scott has led a diverse team for seven years. Together, with supporters, they have passed a ballot issue, drafted two pieces of legislation, redrew the lake boundaries, advocated for federal and state appropriations, and advanced the project across multiple fronts.

"We all remain grateful to the many, many leaders who have helped

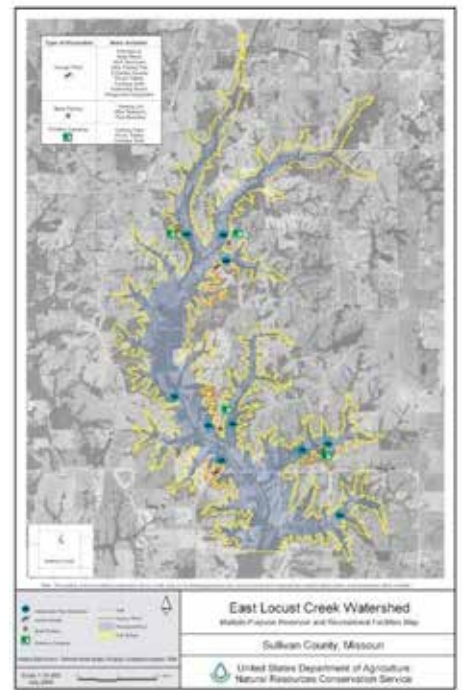
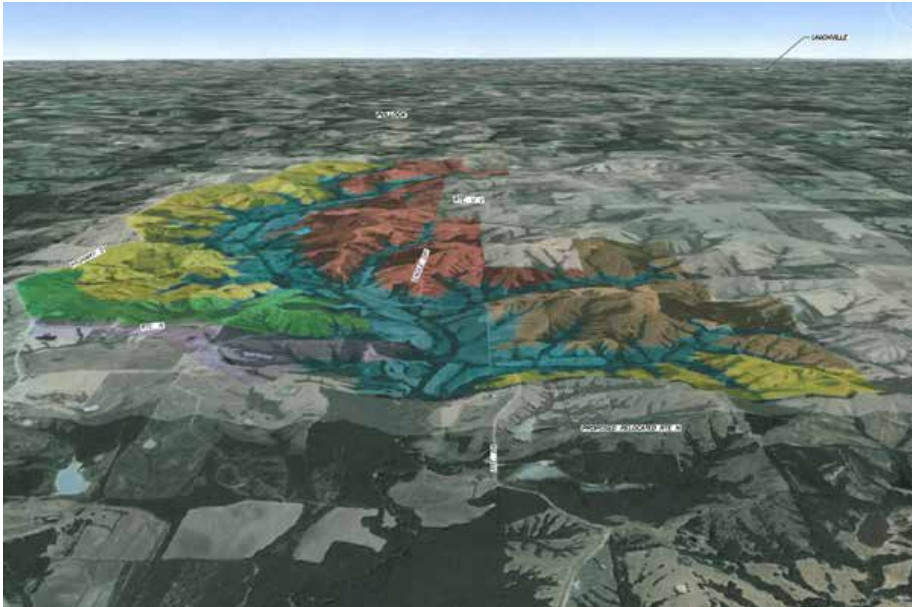
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Above: 3D map of the East Locust Creek Reservoir
Right: Ariel view of the East Locust Creek Reservoir

us,” said Commission Chairman Rick Gardner. “The project, as a whole, has been a model of collaboration and great leadership from all levels of government.”

Scott agreed.

“We’ve tried to be creative and collaborative and to look over the horizon,” said Scott. “At every step we’ve had to write policy, forge paths, create protocols, and in two instances draft laws to make this lake happen, because, try as we did, we could not find a *Lake Building for Dummies* anywhere. The road we traveled, we had to find first.”



Project Manager Brad Scott explaining the lake project to a Milan Boy Scout Troop at “No More Trash Bash ... At the Bottom of the Lake”



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Perry County Prepares For Mass Influx Of Eclipse Enthusiasts

Amanda Layton
Perry County Deputy Clerk

Perry County is preparing for darkness next summer and the wave of visitors that a unique kind of dark can bring. A total eclipse of the sun will cast its shadow on Aug. 21, 2017. This is where the moon moves directly in front of the sun, blocking the light and creating the golden ring called the corona. While this will be a coast-to-coast event encompassing 12 states, Missouri — specifically Perry County — will experience one of the longest periods of darkness at two minutes and 40 seconds of totality. In comparison, some areas will only see 15 seconds of full dark. The rare North American event, dubbed the Great American Eclipse, is a once-in-a-lifetime event

for many, and is expected to draw astronomers, photographers and eclipse enthusiasts from all over the globe.

The Perry County Tourism and Cultural Resource office has taken the lead on planning for this event, coordinating with local businesses and the community as a whole, so the population is prepared for the temporary colonization of astronomers and eclipse enthusiasts on Perry County's 480 square miles. At the helm of the department is Director Trish Erzfeld, whom officials say has been instrumental in coordinating the community's efforts to get ready for the day of darkness. She serves as the chairperson for

the Perry County Eclipse Taskforce that was established in November 2015 and has been a voice for promoting the county's eclipse-planning efforts. Erzfeld served as a presenter last summer to the American Astronomical Society's U.S. Solar Eclipse 2017 Conference held in Carbondale, Ill., where she offered a detailed account of how Perry County has been preparing for the tourism surge of eclipse enthusiasts so it may serve as a model to other cities along the line of totality.

"This total solar eclipse will enter the U. S. along the west coast of Oregon, arc across twelve states, including Missouri, before exiting the U.S. in North Carolina and concluding



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its black path somewhere in the North Atlantic Ocean,” Erzfeld said. “This is a once-in-a-life time event, and is expected to draw thousands to the region as the last total eclipse for Perry County occurred in 1442, and the next won’t occur until April of 2024.” Erzfeld said Perry County will be within fractions of a second of the maximum amount of totality eclipse viewers can experience for the particular event.

Situated just north of the Missouri Bootheel, Perry County is home to more than 19,000 people, but eclipse organizers anticipate the county’s one-day population will more than double for the eclipse. In an effort to accommodate such a massive addition of citizens, local leadership has been holding meetings and organizing in an effort to be prepared for the multitude. For more than a year, the Eclipse Taskforce has been tackling the arduous process of educating businesses, schools and local residents about the scientific mechanics and the impact the eclipse will have on the community as a whole.

Area leaders are anticipating the residents and regional business owners will see a significant return on their planning investment with the boost the Perry County’s economy will see in August.

“The eclipse is a great opportunity for Perry County to showcase the community,” Perry County Economic Development Authority Director Scott Sattler said. “It is estimated that we will receive 15,000 - 20,000 visitors on the day of the eclipse because we are in the center of the totality line. We have easy access to Interstate 55, which will bring visitors from the north and south who want to experience this event. The Perryville Chamber of Commerce is also working to bring visitors in early by providing things for them to do on the weekend.”



The Great American Eclipse’s path across Missouri’s counties.

Sattler expects the event to serve as a shot in the arm for area businesses. “This will be an opportunity to help our local businesses increase sales on the weekend prior to the eclipse, and especially on the day of the event,” Sattler said. “The area will benefit from the increase in sales tax generated from the mass of visitors that will be purchasing things in Perry County.”

Erzfeld said the Show-Me State is expected to be an ideal place for eclipse watchers on August 21 where the shadow of the eclipse will be approximately 70 miles wide and travel at 1,000 mph. The shadow will enter Missouri at St. Joseph, stream across Columbia and cross the Mississippi River into Illinois right over Perry County. Organizers anticipate the 2017 eclipse will be the most viewed in history with Missouri leading the pack of those with their eyes turned towards the heavens due to its population, easily navigated transportation system, typical summer weather, and the fact it will have some of the longest

durations of total darkness.

Perry County currently serves as a pioneer of planning for the eclipse, and leaders have graciously shared their eclipse model with coordinators from other locations that will be impacted by the path of totality. “We have been working with people in North Carolina, Oregon and Nashville,” Erzfeld said. “If your county is within the path of totality, be assured that you will see travelers seeking to fulfill their eclipse experience.” Planners say the effort to attract watchers will only intensify during the coming months through social media campaigns, web-based marketing, and coverage provided by both local and national news media.

The taskforce has been hard at work scouting and creating viewing destinations to accommodate the thousands of people expected to gather for the rare North American event, as well as making sure the region is prepared for what such an increase in populace means.

“The Eclipse Taskforce prides itself on being one of the largest and
Continued On Page 24

Continued From Page 23

most county-wide oriented taskforces developed,” Erzfeld said. “It includes representatives of the county commission, city administrator, 9-1-1 office, law enforcement, ambulance, local hospital board, county clerk, chamber of commerce, economic development, health department, Highway Patrol, MoDot, Missouri State Emergency Management Agency and tourism board. We are all working toward creating the best possible eclipse experience for both local residents and eclipse visitors. The group has been running through different scenarios the swarm of population can bring that include traffic congestion, providing adequate and plentiful overnight accommodations, heat and health issues, emergency routes, overloaded cell service, sanitation and security issues the task force addresses. The task force is utilizing a wide variety of Perry County professionals in their respective fields of expertise, relying on their in-depth knowledge of the county and city, its limits, abilities, workforce and resources.”

Sattler agrees.

“If we get that influx of people ascending on the community you need to plan for several issues,” Sattler said. “One is the increase in amount of vehicles that will be on your roads and where to park them. So we have to develop a traffic control plan. Another issue is the trash and public facilities so part of the committee is the health department. These are just a few of the issues that you need to plan for. The task force gives everyone the opportunity to brainstorm to make this a great experience for everyone.”

Although the economic benefits are eye-popping, Erzfeld said it is a delicate balance between event planning and disaster control. “The stark reality is that the overwhelming influx of visitors will come to Perry County whether we are prepared



The Great American Eclipse's path across the U.S. Map by Michael Zeiler. More maps may be found at <http://eclipse-maps.com> Map used with permission.

or not,” she said. “So we chose to address the challenge head on being as prepared as possible and promoting all economic benefits to our businesses.”

Erzfeld said there are a lot of unknowns and shifting variables in what to expect for the eclipse. “The influx of people is undeterminable which makes the planning process difficult,” she said. “Our plan must have flexibility.”

Erzfeld said at the end of the day, the eclipse task force is planning for the worst and hoping for the best. “Our main goal is to get people in and out safely and help them along with our local residents having the best possible eclipse experience we can.”

Perry County Clerk Jared Kutz reiterated her point.

“The most difficult part of the planning is we can only hypothesize on how many eclipse enthusiasts will arrive for the big show here and throughout Missouri,” Kutz said. “Missouri is the Show-Me State and

Perry County is a can-do community, so we want to show not just our local folks but visitors that we are prepared to ensure they arrive, experience the darkness, and head home safely, and hopefully they will remember Perry County knows what it's doing.”

For more information on Perry County's Eclipse Task Force, contact Perry County Heritage Tourism Director Trish Erzfeld at (573) 547-6062, find them on Facebook at Solar Eclipse Perry County Missouri 2017 or on Twitter at Perry Co Eclipse.



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Schools Watch Program Can Enhance School Safety

Neighborhood Watch programs have been around for many years and have proven to be an effective deterrent to crime. Now the Missouri School Board Association's Center for Education Safety is taking that idea a step further by creating a school-based neighborhood watch program called Schools Watch. This program enlists the help of parents, grandparents, and those living near school buildings to serve as another set of eyes watching for suspicious activity.

Missouri Local Leader Partnership, made up of Missouri Association of Counties, the Missouri Municipal League, and the Missouri School Board Association is proud to support the Schools Watch program.

"One of the most important ways to keep our schools safe is to maintain strong situational awareness so that any suspicious activity is reported promptly to school safety staff and local law enforcement officials," says CES Director Paul Fennwald.

Those participating in Schools Watch will have access to a free mobile app called See Something Send Something that can send immediate messages to the

appropriate law enforcement agencies. Schools Watch signage also is available to post near school buildings, as well as window decals and bumper stickers to help

promote the program. For more information on how to organize Schools Watch in your community, send an email to info@moces.org.



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Project Delivery Options For Missouri Counties

Steve W. Davis, AIA, NCARB, ACA
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With the recent passage of Missouri HB 2376, counties in Missouri now have all project delivery options available to them. The two options that have always been available are Design/Bid/Build and Construction Manager Agency (CMA). Now Construction Manager at Risk (CMr) and Design/Build may be used.

So what's the difference, and what are the pros and cons of each?

The first two options, that have always been available to counties, are similar in that they both involve managing the project to a budget, but they do not contractually involve a Guaranteed Maximum Price (GMP).

Design/Bid/Build (D/B/B)

In this traditional option, you hire an architect who works with you to develop a design including systems and finishes for your project. Your architect will use his experience to recommend to you the systems and finishes that would be most appropriate. Your architect then prepares plans and specifications for bidding. A contract is then awarded to the lowest responsive General Contractor (GC). The county signs a single contract with the awarded GC, who carries all the subcontracts under his bond.

Construction Manager Agency (CMA)

In this option, typically, you hire an architect and CM early in the design process. Your architect and CM work together with you to develop a design, including systems and finishes, for your project. The CM provides cost and constructability opinions of the different systems and finishes being considered and allows you to weigh-in before a final decision is made. Your CM decides on the appropriate number of Sub-Prime packages for the project, typically 6-30. Your architect and CM then prepare the plans and specifications for your project for bidding. Bids are received for each of the Sub-Prime packages and contracts are awarded to the lowest responsive bidder of each package. The CM then prepares a contract with the Owner for each of the successful Prime Sub-Prime bidders. This could result in multiple contracts managed by your CM. Under a CMA contract, the CM cannot self-perform on any of the Sub-Prime packages.

The newest two options, as a result of Missouri HB 2376, are different in that they both involve delivery of a project to a contracted Guaranteed Maximum Price (GMP).

Construction Manager at Risk (CMr)

In Missouri, the CMr option is only available on projects greater than \$3 million. In this option, typically, you hire an architect early in the design process. The

county then selects a CMr in a two-step qualifications-based process.

Step 1: Qualifications only (no fee).

Step 2: A "Shortlist" is selected from Step 1, maximum of five minimum, to provide additional info including fees and general conditions. Minimum of two may be selected to interview.

Your architect and CM then work together with you to develop the design including systems and finishes for your project. The CM provides cost and constructability opinions of the different systems and finishes being considered and allows you to weigh-in before a final

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decision is made. Your CM then provides you a GMP and decides on what the appropriate number of Sub-Prime packages are for the project, typically 6-30. Your architect and CM then prepare the plans and specifications for your project for bidding. Bids are received for each of the Sub-Prime packages and contracts are awarded to the lowest responsive bidder of each package. The CM then prepares contracts for each Prime Sub bidder. The County then holds a contract with each Sub-Prime, 6-30, managed by your CM. Under a CMr contract, the CM can self-perform on any of the Sub-Prime packages, but he must provide a bid the same as any other Sub-Prime bidder. The CMr is bound contractually to the GMP.

Design-Build (D-B)

In Missouri, the D-B option is only available on projects greater than \$7 million. In this option, the county first hires a "Design Criteria Consultant" (DCC) the DCC is a licensed architect or engineer who assists the county in determining and preparing design criteria (Bridging Documents) to be used in selecting a D-B. The DCC is involved in the D-B selection process, bidding, and construction administration of the project.

The DCC assists the county in a three-phase D-B qualifications based selection process.

Phase I: Qualifications only (no fee) based on experience, references, individual qualifications and primary design consultant qualifications.

A "Shortlist" is selected from Phase 1, maximum of five minimum of two, to submit the Phase II & III, concurrently, Technical Proposal.

Phase II: Technical Proposal including "conceptual" design (minimum of 40 percent of Phase II & III scoring). No cost. Once Phase II scoring is complete and posted, the Phase III cost proposal is opened publicly.

Phase III: Construction Cost Proposal (Maximum of 60 percent of Phase II & III scoring).

A stipend of no less than ½ percent is issued to each of the non-selected D-B Phase II & III proposers, unless they want to maintain rights to their proposal, then they forfeit the stipend.

The selection of the delivery process that best fits your needs can be confusing, and with the passing of HB 2376, counties now have the full gamut of options to consider including the traditional Design/Bid/Build and Construction Manager Agency. And now, there is Construction Manager at Risk and Design-Build. Each option has its pros and cons and, done correctly, each option can provide a best-value solution.

Steve has been doing Justice Design since 1987, primarily in the Midwest. He developed a Small/Medium size Jail Planning Process, PONI Light, and has helped lead several successful Public Awareness Campaigns, nine for 11 since 2008. For more information or to schedule Steve to come in and visit contact him at (m) 515-705-8002 or sdavis@shive-hattery.com.

Majestic Consulting Company

"What is Your Story?"



County Leaders:

It was my pleasure to see old friends and make many new ones at the Fall Conference. Many of you attended my seminar on the "Art of Persuasion."

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Let's further develop "your story," and your future.

Craig Felzien
President & Chief Story Teller

craigfelzien@gmail.com | 636-706-9315

Long-Time County Supporter Wins MAC Business Award

Each year MAC recognizes a business or government entity for their support of the organization and their assistance with the educational programs for its county members. This year, the board of directors selected Shafer, Kline & Warren for that honor.

During the annual MAC Awards Banquet on Monday, Nov. 21, SKW Senior Project Manager Gary Strack accepted the MAC 2016 Business/Government Partnership Award on behalf of SKW.

"It's an honor to receive this recognition for our efforts to foster strong working relationships with local government officials," said Strack. "Through our involvement with MAC, we are able to better understand the issues impacting Missouri communities and help them solve those infrastructure challenges."

SKW has been an associate member of MAC for more than 20 years, and Strack has served on the Local Public Agency Advisory Committee with the Missouri Department of Transportation (MoDOT) and the Federal Highway Administration (FHWA) for the past three years.

"For 2016, we wanted to especially recognize Shafer, Kline & Warren for the loyalty and dedication to our organization," said MAC President "Doc" Kritzer. "SKW


has remained constant over the years in providing Missouri's counties with surveying, engineering and construction services."

SKW's involvement with MAC includes attending and sponsoring numerous activities and educational sessions annually for its members.

"We are one of the leading suppliers of design for federal aid projects in the State of Missouri," said Strack. "MAC plays a vital role in connecting and educating the county officials who lead these projects for our Missouri counties."



Strack and MAC President "Doc" Kritzer



Terry is one of more than 300 Alliance employees who navigates to cleaner waters.


He and his team ensure regulatory compliance for their communities by:

- Performing regular maintenance and monitoring throughout the water system
- Participating in regular training to keep abreast and updated of changes
- Building and maintaining positive working relationships with regulatory officials

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Terry Merritt
Division Manager

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Funding and Implementing Improvements to Historical Courthouses, Facilities, and Infrastructure



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- ✓ On site Project Management
- ✓ Single point of contact



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