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Cover Photo: South Sprigg Street Bridge, Cape Girardeau, Missouri
In southeast Cape Girardeau in 2007, an event of unexpected impact and duration occurred. This became our story of an adventure from hellish geology to an award-winning bridge.

The story begins with the sudden manifestation of 19 large sinkholes in the southeast area of Cape Girardeau, located a half mile from the Mississippi River in the vicinity of the South Sprigg Street Bridge. This group of large holes opened up over a period of only a few weeks; many holes opened in only a few hours. Several of the holes close to the South Sprigg Street Bridge caused the paved creek bank to fall in, and also caused the road pavement on the north end approach to cave in. This road provides important access to nearby industrial sites such as the Buzzi Unicem quarry and cement production facility; the SEMO Stone quarry with their associated concrete, asphalt and gravel supply; a local dairy farm; the City's wastewater treatment facility and solid waste transfer station. It also serves as an alternate route into Cape Girardeau for residents and commuting college students. The road closure had a significant, negative impact for many users.

The City began fixing the holes by filling the large, deep cone-shaped vortexes with boulders and various sizes of rock. Concrete was pumped into some holes to try and seal off the cavity. With the holes filled, the City repaired the road pavement and opened the road to motorists and industrial site users. It was an exciting and demanding effort, and things seemed back in order by late 2007 or, so we thought. The holes near the north side of the creek and bridge approach formed again in spring of 2008. The City again filled the holes and fixed the road. Surely, it was fixed this time! But, not for long. The holes near the north end of the bridge came back in 2011. The City filled them with concrete and rock and fixed the road again. The process was repeated in 2012. In 2013, the holes came back even larger than before, and new ones appeared. The City closed the road. City staff began a detailed review searching for a sustainable solution to this monumental problem.

Some basic geo-technical work had been done by the U.S. Army Corps of Engineers in 2009. This was studied carefully for any insight that could be helpful. There were discussions with engineers familiar with karst topography. Karst is the term for the limestone formations where holes form. The karst is a series of crevices in the limestone bedrock that form over very long periods of time. These crevices form where water sits on the limestone and slowly dissolves it. The soil on top settles, causing a low spot allowing water to stand. This causes the limestone to dissolve more and the problem accelerates. The crevices become large enough for the water to gradually wash the soil away, creating a void. Eventually the
soil over the void settles, causing the hole. Often, the hole becomes a dramatic and quick manifestation, as witnessed in 2007.

While the discussions of what to do were ongoing, there were other discussions about how to pay for the solution. During that time, the Mississippi River became an active player in the situation. The flood actually proved to be a benefit. This seemed cosmically fair since the holes were observed to be more active soon after a flood event, and therefore were somewhat attributed to the river’s actions.

In the summer of 2013, the river rose to a fairly high stage, such that a federal disaster declaration was issued. The declaration opened an avenue to emergency relief funding through the Federal Highway Administration. These funds could be used for restoration of the bridge and roadway. The City applied for the funds and received approval in May 2014. The City promptly selected Horner & Shifrin as the design engineering firm for the project. They teamed with Stantec, a geo-technical specialist, and began work in October 2014.

A troubling requirement in the disaster declaration regulations was that the project had to have a construction contract signed by September 2015. Due to the complexity of the problem, the design work was expected to take longer than usual. Recognizing this challenge, the City requested and received approval for a one-year time extension, so the project needed to be under construction by September 2016.

The design work involved a tremendous amount of geo-technical investigation to chart what the bed rock looked like at the site. This was accomplished by setting up a grid of core holes, test pits and soundings. Through two sets of field investigations, a total of 134 soundings, 84 core holes and two test pits were done. This data was reviewed to answer questions like “Do we save the old bridge?” “Do we choose a different alignment?” “Do we choose a new location?” and “What do we do with them big ole sinkholes?” The City decided to put a new, longer bridge in the same alignment and location as the current bridge. This longer bridge would span over the areas with the sink holes. The project involved digging and exposing the bedrock at the footing sites to be certain the bridge foundations would be on solid rock. The new bridge would be three spans totaling 385 feet in length. The old bridge was 150 feet long. The final design work was completed. Bids were opened July 2016. The construction contract with Robertson Construction was signed in September 2016, meeting the requirements for the disaster declaration.

Construction began by demolishing the old bridge and excavating the areas for the new bridge footings. We found very large crevices and holes; several were larger and deeper than expected. The holes proved quite challenging to address. With fierce determination, the design and construction team worked closely together and managed to build a solution for each of the challenges. This involved large cap structures for the crevices and holes. These caps were a combination of boulders, concrete and reinforcing steel. It also required building the footings a bit larger and stronger than originally planned.

Several of the holes close to the South Sprigg Street Bridge caused the paved creek bank to fall in, and also caused the road pavement on the north end approach to cave in.
In April 2017, construction work was moving along on schedule and making good progress when the story took another turn. The Mississippi River flooded again. This time the forecast was for a near-record stage of 48.5 feet. For reference, local flood stage is 32 feet. If the forecast stage was reached, it would be only five inches lower than the all-time high for Cape Girardeau. Thankfully, the river did not reach the forecast “near record” stage. It did get up over 45 feet, shutting down bridge work for a couple of weeks. We were thankful the flood occurred after the last bridge footing was finished. Once the flood waters receded, the work resumed with capping off a very large hole near the north end of the new bridge. This one was more than 60 feet wide. We drove 35-foot-long steel sheet piles across the hole to seal it off and then capped the area with boulders and concrete.

Now, the actual above-ground bridge work could begin. The last two sets of bridge girders were set; the framing for the bridge deck was completed quickly; and the concrete for the bridge deck was cast on Aug. 11, 2017. Casting the bridge deck used more than 450 yards of concrete and took more than nine hours. With the bridge deck in place, the roadway approaches at each end could be completed, and the curving and guard rails could be set. The last item of work was to hang a 12-inch water line on one side of the bridge and an 8-inch gas line on the other. With the utility lines finished, the work area was cleaned up and the bridge was completed and opened to traffic on Oct. 13, 2017.

Our story took 10 years from start to finish. We encountered and overcame quite a number of challenges including several rounds of holes forming and the subsequent road repairs; hellish-looking geology; eight river floods during the 10 years, with one major flood during construction; an aggressive schedule requirement; and finding the funds for the project. The total project cost was more than $6 million, with $4.9 million of that for construction.

In February 2018, the project was honored to receive an American Council of Engineering Company’s (ACEC) Engineering Excellence award. This was awarded to the design engineering firm, Horner & Shifrin, for their excellent work on the design of a very complex and challenging project. Thanks to the great team of Robertson Construction’s crew, the Horner & Shifrin construction manager and design team, and the city project manager, this was a very successful project. The teamwork, with their collective skills and abilities, was the key to the success of the project.

The City is pleased to have completed an important and challenging project to restore a critical roadway into service for our community. It is also encouraging to have our project recognized by a prestigious group like ACEC for excellence in engineering.

Stan Polivick has been serving Cape Girardeau and its public works department for 10 years. Before coming to Cape, he held city engineer positions in Louisiana and Mississippi after graduating from Mississippi State University in 1980. He was recently featured in FEMA’s Partners in Resilience video series: https://www.fema.gov/media-library/assets/videos/161620.
Following the 2011 EF-5 tornado disaster, the quaint charm of Joplin’s South Main Street was absent. The wear and tear from a steady flow of major equipment vehicles, large trucks and excessive traffic created a bumpy ride on a popular route. After the storm-related debris was cleared, a very rough road remained, causing drivers to dodge potholes and uneven surfaces.

Residents and visitors alike wanted to enjoy Main Street again. Offering a mixed-use environment of residential, commercial, cultural and entertainment, it is where many enjoy shopping, dining, living, working and sharing.

With the assistance of the United States Department of Housing and Urban Development’s (HUD) Community Development Block Grant-Disaster Recovery (CDBG-DR) grant, Joplin could rebuild and beautify the southern portion of Main Street. Damaged by the EF-5 tornado and the aftermath of recovery and clean-up equipment, Main Street improvements would be one of numerous projects that would help bring back the environment citizens previously enjoyed.

The project held unique challenges. During early citizen engagements in the recovery effort, many people voiced encouragements for interconnectivity and transportation options in addition to the traditional vehicular traffic. Walking trails and shared-use paths for cyclists and pedestrians in Joplin’s rebuilding efforts were a top priority in discussions. Beautification and green space were frequently mentioned. All were good ideas that city planners and engineers would consider as initial plans developed for two main corridors in the center of Joplin. Main Street was not the only recovery project on the drawing board for streetscaping. Improvements to 20th Street, the four-lane road that the tornado followed as it headed out of Joplin, were also scheduled.

Joplin officials and engineering consultants met with citizens and property owners several times to discuss various options, obstacles and opportunities for these streets. With HUD’s CDBG-DR funding assistance came stringent rules, complex regulations and a tight timeframe. All projects had to be reviewed and approved; planned and designed; and finally completed by mid-2019. To assist with grant oversight and compliance, the City hired PricewaterhouseCoopers. This group has worked closely with staff throughout the recovery to ensure all federal requirements were correctly met.

Although Main Street and 20th Street were the most visible street projects with a budget of $16 million, they were only a portion of the $67 million of infrastructure work scheduled to be completed in this timeframe. With one-third of the City affected by the storm, the vast amount of work was divided by sections geographically, breaking up the recovery area into manageable projects for both city staff and the contractors and engineers bidding on the projects. It was a team approach to help rebuild Joplin.
Recovery work was completed from the ground up, literally. Initially focused on underground work of wastewater and stormwater projects, projects were now becoming more visible, and moving into a higher traffic-count area. Main Street was the first project to begin this phase. Keeping citizens informed and traveling efficiently through the City was a goal of everyone involved.

Main Street included a 1.5 mile-stretch of surface that needed smoothing and beautification. As part of this project, one-half mile of road would require a complete rebuild due to a bad subgrade and much-needed drainage work. To keep traffic flowing throughout the project, the contractor, Branco Enterprises, worked on only two lanes at a time. Crews would go up one side of the 15-block project and then down the other side.

The City hired a joint engineering team (JET) consisting of Olsson and Associates as the primary contractor, and TranSystems and CJW Consultants as subcontractors to design Main Street’s new look. The group also managed a series of projects related to rebuilding from the tornado damage.

“Meeting with the public in various phases of our planning helped them understand the boundaries we faced, and gave us the opportunities to talk with them about some of the new amenities they’d see,” said Troy Bolander, director of planning and community development.

Trees were planted along Main Street and new lights were installed. Streetlights were selected to distinguish the southern part of Main Street and provide a cleaner light using LED lighting. Benches were placed along the sidewalks, and trees received an up-lighting treatment that can be used for decorative purposes during various holidays.

“Downtown Joplin has a certain appeal, and we wanted to create the same inviting atmosphere but with a unique look for South Main Street,” said Bolander. “This helps define different segments of our City and gives people a sense of identification with the various districts in Joplin.”

Enhanced pedestrian crossings were placed at the three, heavily-traveled intersections along Main Street. Stamped brick pavers define the crosswalks, yet do not change the surface grade, allowing for a smooth crossing for wheelchairs, strollers and bicycles. This provides a unique look to the intersections while alerting drivers to the crosswalks.

Citizens were also reminded to share the road with cyclists. Without space for a bike lane, the City posted Shared Use Lane signs along Main Street, and the outside road lanes were marked with a shared path symbol.

“We’re hearing from a lot of cycling enthusiasts who want more connectivity in Joplin,” said Bolander. “This provided for that bike lane.”

As Main Street’s project wrapped up, work on 20th Street was progressing. Existing right of way allowed for a new sidewalk on the north side of the street, and a shared-use path was built on the opposite side of the road to provide the flexibility of walking, jogging or cycling along the street. Surface improvements will conclude soon and intersections will receive the stamped brick crosswalks later this summer.

Hertzberg noted that collaboration has been a key component in the street projects with many skilled people coming together to work through each project’s details. With several projects taking place at once, it is important to strategically plan the location and timing of detours or street closures to limit frustration for those traveling in Joplin.

“City staff and our contractors were pleased to get Main Street completed in one construction season,” he said, “but our citizens were thrilled when it was opened without lane shifts, delays and detours.”

Lynn Iliff Onstot is the public information officer for the city of Joplin. She may be reached at lonstot@joplinmo.org.
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Friday, June 8 | 7:45 - 9:00 a.m.
Creve Coeur: Brown Smith Wallace CityPlace 6

Tuesday, June 12 | 12:00 - 1:00 p.m. (CST)
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City Of Sedalia:
Water System Improvements

The city of Sedalia is the largest municipality in Pettis County and is the county seat. It serves as the retail hub near the heart of the nation, located 90 miles east of Kansas City and 120 miles north of Springfield. The City hosts one of the largest annual state fairs in the United States, with more than 400,000 people in attendance, and has been host since 1899.

History Of The City’s Water Department And System

Segments of the water distribution system mains in the City have been dated back before the time of the first state fair, with estimates that they were initially installed in the 1872-1887 timeframe. The City’s first pumping facility was completed around 1872 at the current location of the water treatment plant and mains were first installed through parts of the City. In 1887, the City sold the water system to the Sedalia Water Company that expanded the distribution system. In 1915, a “modern rapid sand filtration plant” was constructed – the original filters and building are still used today.

While some improvements have been completed on various parts of the original system over the years, portions are in need of updates and improvements. Sections of some of the oldest water mains are in poor condition with reduced flow capacity and restricted water flow.

The parts of the City’s water system that are more than 100 years old were identified to be in need of upgrades when a water distribution system study and improvement plan by Ponzer Youngquist, P.A., Inc., was completed in early 2017. This plan outlines the current needs of the system and a phased approach to fund the upgrades, primarily through water rate increases.

Addressing The Needs Of The System

The City has been working with Stifel and Ponzer Youngquist, P.A., Inc., since June of 2016 toward the goal of identifying water system needs and establishing a source of repayment for the identified projects. Since this time, numerous meetings have been held with management and the board of public works to determine the desired approach to fund the capital needs and to help modernize the system while maintaining service to the City’s customer base in a cost-effective manner.

The first phase of this project will replace and upsize more than 9.7 miles of water mains throughout the City and will include related fire hydrant replacements, as well as paying for a water tower renovation. These identified projects total approximately $12.5 million and are the first phase of items to be addressed. The specific list of projects to be completed is very extensive. The first phase will address the immediate needs of the system with additional phases to be funded in the coming years.

A comprehensive rate study was conducted and several options were discussed with management and the public works board. Funding of the first phase of the project will be completed with water rate increases to the monthly service charges for residential customers in the amount of approximately $3 per residential connection within the City each month. This service charge increase will be implemented in the 2019 fiscal year and equates to an increase of 15 percent of overall revenues. The rate study indicated that an additional rate increase of approximately 10 percent will be necessary the following year to preserve adequate capital projects and repairs. The board took this stepped approach to the total increase as a means to help customers adjust their budgets over time rather than all at once. Adequate current reserves allowed the board this flexibility.
Bond Process

After the project phases had been determined, the financing team worked with the water department and the City to move towards a certificates of participation sale to fund the first phase. The board of public works decided to proceed with 25-year financing in order to minimize the annual debt service repayment and the overall water rate impact. Debt service repayment was structured with an interest-only payment for the first year and level debt each year thereafter.

The City pursued an underlying rating from Standard & Poor’s Global Ratings (S&P) and secured a rating upgrade to “A+” for the City’s certificates of participation. This rating upgrade was due to the City’s strong management of its budget and the addition of formalized financial policies and practices. The improved credit quality directly resulted in savings each year by lowering the cost of borrowing. While the size of the certificates of participation issuance was for approximately $13 million, total orders were received for $32 million – this oversubscription (more orders than certificates available) allowed the City to lower interest rates by more than five basis points (0.05 percent) that equates to approximately $100,000 in interest savings over the life of the certificates. The total project fund deposit for the first phase was for $12.6 million and the closing took place on March 27, 2018.

The board of public works can now proceed with bidding out the project and begin the upgrades to the water system.

Economic Development

The water system improvements will help ensure that the system is kept up to date and will allow for additional economic development in and around the City. By maintaining and improving the water system, the City is able to remain competitive with local and regional municipalities when looking at new opportunities for corporations to invest in and around the City.

The city of Sedalia has recently announced a new location for Nucor, a producer of steel and related products, and a $250 million capital investment for a steel rebar micro-mill. This new development will create more than 250 full-time jobs with an average salary of $65,000, according to Nucor. It is also estimated that there will be an additional 150 jobs created by suppliers and downstream processors to support the expansion, bringing the total new jobs to the community to approximately 400. New jobs created in the coming months will bring new customers for the water system. New construction for housing may also increase to house the additional workers in the area.

This economic development in the region will bring additional revenues to the water system and to the City that will benefit from additional sales tax revenues among other revenue increases.

“This is an overdue project that we simply had to find a way to make it work,” said City Administrator Kelvin Shaw. “We were able to craft a way to get it done while minimizing the impact on the rate payers.”

Martin Ghafoori is a director in public finance with Stifel and has nearly 15 years of experience working with various cities and other municipalities in Missouri to help fund infrastructure projects. He can be reached at (314) 342-8467 or GhafooriM@Stifel.com.
City Of Peculiar: Obtaining A Less Expensive Water Source For The Future

Conveniently located 25 miles south of the hustle and bustle of Kansas City, Missouri, sits the city of Peculiar. Founded in 1868 and celebrating its sesquicentennial (150 years) in June 2018, Peculiar was incorporated in 1953 to become a fourth class city governed by a mayor and board of aldermen. Bolstered by visionary leadership and a proactive operations and maintenance staff, the City recently completed two engineering water studies to determine its water demand for the next 25 years and beyond.

The Kansas City, Missouri, Water Services Department (KCMO WSD) and the city of Peculiar worked with Larkin Lamp Rynearson Engineers to create a new, 12-inch water supply from Raymore, Missouri, to Peculiar along Hwy J.

Reducing and controlling water supply costs has been a long-term goal of the city of Peculiar from the start of this endeavor in 2013. Could elimination of an intermediate supplier through a direct connection to Kansas City for potable water, justify the capital costs? Will reduced unit water costs provide a return on investment? The feasibility of this project was of great interest to the City’s elected officials because water rates are a frequent topic among residents. Peculiar is hardly alone as other similar communities grapple with this same issue.

The city of Peculiar’s water supply purchases presented several concerns:

- Indirect purchase of water gave the City less control over costs;
- Mark-up fees within the intermediate supplier’s system vary annually and have trended upward; and
- The City has helped pay for a significant amount of infrastructure within the intermediate supplier’s system.

Project Goals

1. Creatively use municipal resources to produce measurable benefits for the City.

Throughout the design process, the City looked at ways to incorporate new technologies to facilitate improved service to water customers. This led to the incorporation of a multiple conduit system within the water transmission main construction. The conduit system is the City’s first step in implementing a smart metering system. Eventually the system will allow residents to view their water usage in a variety of ways.
2. Minimize the impact to the community.

To reduce the construction disturbance to the community and its residents, the pipe line was bored in lieu of open-trench cut and installation at many locations along the transmission main alignment. This saved numerous trees and landscaping items. (See photo of pipe bore under tree.)

3. Incorporate environmental preservation into the design and construction.

To minimize environmental construction disturbance, the pipe line was bored and pipe pulled in lieu of open-trench cut and installation at all stream crossings along the transmission main alignment.

The city of Peculiar agreed to disconnect from Public Water Supply District No. 2 and connect to Kansas City, Missouri, Water Services Department (KCMO WSD) directly by Oct. 26, 2017. The project was complete days ahead of schedule.

Early Analysis

Larkin Lamp Rynearson investigated potential water supply sources as part of a grant received from the Missouri Department of Natural Resources, and as part of a capital improvement plan (CIP). Three potential water suppliers were analyzed in addition to the current water source. The engineering report analysis reported on each entity’s water source, treatment, construction issues, estimated costs and maintenance of a proposed connection. These considerations were input into a supplier decision matrix to assist the City in deciding upon a future water supplier. After selecting the most advantageous water supply source, a cost analysis was performed to determine if changing water suppliers would indeed save the City money in the future.

The next task was preparing an analysis (alignment study) of proposed transmission main routes. The purpose of this alignment study was to determine the most cost-effective and beneficial location of a transmission main from the proposed source in Raymore, Missouri, to the City’s distribution system. The following items were analyzed:

- Existing water main infrastructure (both the City’s and nearby water districts);
- Physical obstacles that would impede construction included highway and street crossings, waterways, driveways, residential landscaping and wooded areas;
- Number of landowners affected by construction;
- Easements (both existing and required – including a cost component); and
- Capital costs.

The transmission main analysis was broken into three segments and the route analysis investigated alignment options within each segment. Using the route analysis allowed the city officials to make informed decisions on future water supply that could be easily explained to their constituents. After negotiating the direct supply contract with the Kansas City, Missouri, Water Services Department (KCMO WSD) of up to 1 million gallons per day (MGD), the City authorized design and easement acquisition.

Project Description And Results

The water transmission main project consisted of installation of 470 linear feet of 12-inch ductile iron pipe and the installation of 27,000 linear feet of a 12-inch polyvinyl chloride (PVC) pipe with all associated valves, hydrants and other appurtenances. The project had one Missouri highway to cross (twice), 26 private driveway crossings, and three stream crossings.

The water supplier (KCMO WSD) required a new master meter and telemetry to monitor flow from the provider into the City’s distribution system. The city of Peculiar paid a Kansas City connection fee of $820,000. This was included in the total cost of the project.

In addition, this project will connect the Peculiar Master Meter No. 2 (east of Peculiar Drive and north of Peculiar Way), providing a 12-inch looped water main to the existing 10-inch main at Master Meter No. 1 (west of Harper Rd and north of Peculiar Way). To reach a connection point adjacent to the Raymore elevated tank, the project required approximately five miles of transmission main to be installed north of Peculiar along Missouri Hwy J. On the south end of the new service transmission main, the City connected at two locations:

1) Hwy J just east of Interstate -49 to an existing water line at Branic Road, and;
2) A 12-inch main that was relocated in 2015 in preparation of the new I-49 & Peculiar Way interchange completed in 2016.

Construction of the water transmission main project by Leath & Sons of Raytown, Missouri, began the first week of
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June 2017, and the city of Peculiar was receiving water from KCMO WSD on Oct. 16, 2017, 10 days ahead of schedule.

Conclusion

This exciting water transmission main project will meet the anticipated regional growth for the Peculiar community. The new water supply increased the former water supply by nearly 50 percent from 700,000 gallons from Public Water Supply District (PWSD) No. 2 to 1 MGD; and addresses the potential water needs of the new I-49 & Peculiar Way Interchange near and around northwest Peculiar to be served by PWSD No. 2 with 700,000 gallons/day. The direct connection of the water transmission main is the critical first step in opening up this I-49 & Peculiar Way Interchange for development. The new transmission main delivered a long-term practical solution within budget and on-time.

With access and availability from several water sources, this valuable resource will entice future generations of commercial and residential developers.

Chad Harrington, P.E., is the project manager with Larkin Lamp Rynerarson. Carl M. Brooks, P.E., is the city engineer for the city of Peculiar.

Project Costs and Scheduled Completion Date

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Missouri's Use Tax:
Tips, Myths, And What You Need To Know

City officials across Missouri are talking about the use tax, and with good reason. The use tax can help make the difference between a thriving shopping district and a struggling main street. With an ever-changing marketplace that includes increased online and mobile purchases, customers shopping online may not pay regular local sales tax if the vendor is out of state. This presents an incentive for the consumer to shop online, while the local brick-and-mortar shops in a community are left out. Over time, the local voter-approved sales taxes decline – forcing an inevitable decline in the essential services paid for by that local sales tax.

The use tax allows a city to impose the exact same amount of tax it would have collected as a local sales tax. Cities are realizing the lost revenue to fund vital services, and are working to close this digital divide. More than 160 cities in Missouri have passed the use tax, and many more are planning to put it on an upcoming ballot.

As you consider how to present the proposal to your community, MML offers some important tips to consider, stemming from conversations with city officials who conducted successful campaigns. In addition, this article contains 10 myths often heard by League staff regarding, how a use tax affects citizens.

Is your city considering the use tax? The League has valuable resources to help at www.mocities.com. Use the tips, experiences and materials from the League and other cities to clearly propose this important initiative to your citizens.

TOP 10 CAMPAIGN TIPS

1. Be prepared with the right answers.

Use tax is confusing. Do not be caught off guard with unexpected questions, and be prepared to explain the intricacies involved with the tax. MML has many resources available to members, including webinars, articles, FAQ's, and a library of sample campaign materials from other cities. Estimates of potential revenue, lists of the cities that have already passed the use tax, and samples ordinances are all available on the MML website. Member officials are further encouraged to contact League staff with any questions related to the use tax. Please take advantage of what your MML can offer.

2. Get in front of the issue and give it a full-court press.

Some cities have taken a hands-off approach to the use tax, perhaps thinking that an under-the-radar approach will provide a chance for the tax to squeak by. Feedback from cities that had successful use tax campaigns in April show
these cities took the opposite approach. Many focused on the civic-minded groups/organizations whose members are more likely to be the “cheerleaders” in the community. They participated in public speaking engagements and mainstream media interviews (radio, newspaper and television.)

Some successful cities did report taking a hands-off approach when it came to social media, mostly in an effort to avoid stirring the pot. As one city public information officer said, “Do not feed the trolls.” Choose your battles wisely.

3. Get the support of the local businesses and civic groups.

Most local chambers are supportive of the passage of the use tax. Brick-and-mortar stores face the familiar scenario of today’s shoppers visiting a store to view the physical products only to turn around and purchase the product online, thus avoiding the local sales tax. Most local retailers will support a use tax that imposes the same taxes on out-of-state retailers that are imposed locally. Encourage the mayor and/or city council members to make presentations to local civic groups. Make plans to do the civic group circuit: go to the senior center, Rotary Club, or any other interested group with a prepared PowerPoint and other promotional materials. MML has an online library with sample PowerPoints, brochures and other resources.

4. Explain where the tax money will go.

Missouri voters tend to be more supportive when they know where the revenue will be directed. Even if the estimated revenue for what a use tax will bring in is low, expressing where the money will go generally aids in the chances for voter approval. Stating that the revenue will go into operating expenses to help fund police, fire, parks, sidewalk construction and street repairs may help. If the numbers are small, it may make sense not to get into specifics. However, almost universally, the cities that have had successful use tax campaigns did report committing to particular projects or purchases if the voters approved the tax.

5. Work with the other entities in your area.

Team up with your county and neighboring cities. Try to create a unified message. Make sure the area-wide ballots use the same language. If possible, all entities should list the use tax as the same item on the ballot (for example, Prop B.)

6. Comply with Missouri campaign laws.

Missouri law prohibits city governments from spending public funds to support passage of ballot measures. Walking a fine line between simply educating voters and advocating an opinion can be difficult. City officials are cautioned to
limit campaign materials paid for by the city to strictly be informational with “just the facts.” These materials cannot include opinions and certainly cannot include statements such as “vote for the tax.”

Additionally, the Missouri Ethics Commission requires all campaign materials to include “paid for by” identifiers that include the name of the entity, entity’s principal officer’s name, title and mailing address of entity or principal office. This identification requirement can apply to city newsletters or even a Facebook post.

7. Emphasize that the use tax plugs a loophole.

Written materials related to the use tax campaign paid for by the city need to avoid matters of opinion. However, the mayor, councilmembers and other city supporters who are not paid by the city are free to voice their opinions. An important part of that narrative should be how the “sales tax well” is drying up. Historically, Missouri cities have relied upon the sales tax as a means of funding vital city services. The rise in e-commerce has created an ever-increasing vacuum in this traditional funding source.

The U.S. Department of Commerce now estimates that 9 percent of all retail sales now occur online; if these sales are made with out-of-state vendors, then the sales are not subject to the local sales tax. Over the past 10 years, e-commerce has gone from 3 percent of total sales to the present level of more than 9 percent.1 Links to these e-commerce figures can be found on the League’s website.

There is no reason to think this upward trend will not continue. Our marketplace has fundamentally changed. The use tax is the first step in closing the Internet loophole. In this sense, it really is not a new tax. Prior to the rise of online shopping, consumers were paying local sales tax on the goods they are now purchasing online. Passage of a use tax is essential to closing the Internet loophole.

8. Stress the fairness angle.

Again, campaign materials paid for by the city cannot include opinions; however, mayors and councilmembers are encouraged to stress the fairness angle of the use tax. The citizens of your city, through the election process, have voted to impose local sales taxes as a means to fund vital city services. Online shopping creates an unfair marketplace mechanism wherein your local brick-and-mortar, job-creating retailers are placed at a tax disadvantage against giant online retailers that do not have to charge the local sales tax. Passing the use tax, levels the playing field.

Not only does the use tax level the playing field for your brick-and-mortar stores; the tax bridges an ever-increasing digital divide between your citizens. For example, senior citizens who may still prefer to shop at traditional local retailers shoulder more of the tax burden while younger, more internet-savvy citizens may not be paying any local sales tax at all. The use tax levels the playing field for your patrons so that they all equally share in the consumption tax burden that was previously approved by city residents.

9. Debunk the myths.

There is no end to the sometimes, ludicrous claims opponents of the use tax may make. The second half of this article addresses the top 10 myths the League continues to hear about on a daily basis. Be prepared to debunk these myths. Explain that the use tax is only a method for the cities to keep up with an ever-changing marketplace.

10. Utilize MML’s online campaign library.

Several MML member cities have provided copies of the materials they used in their use tax campaigns. These materials may be accessed via the League’s website. Materials include a variety of resources, such as newsletter blurbs, videos, radio ads, as well as sample PowerPoint presentations.

**TOP 10 MYTHS INVOLVING THE USE TAX**

**Myth #1: The use tax must be passed by 2018.**

There is no deadline for the passage of the local use tax and cities may absolutely bring the issue to the voters after 2018. However, cities that have not received voter approval for either the continuation of the local sales on vehicles purchased from out-of-state or passed a local use tax by November 2018 will lose the revenue they are currently receiving on the titling of vehicles (and trailers, out-board motors and boats) purchased out of state. Further, the Missouri Department of Revenue (Mo-DOR) has indicated that cities imposing the use tax after November 2018 will not be able to apply the use tax to the titling of vehicles purchased from out of state (this would not apply to cities that have already passed the continuation of the sales tax on titling.)

**Myth #2: The Missouri Department of Revenue is already collecting the local use tax and holding those funds for cities.**

The local use tax is only imposed upon voter approval. The Mo-DOR will not collect a local use tax until citizens approve the tax locally. Additionally, Mo-DOR is not holding any funds for cities to be turned over upon passage of the use tax.
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Myth #3: Passage of the use tax means every time a resident purchases something on the Internet, the city will receive revenue.

Although passage of a local use tax will allow a city to impose the tax on purchases made by residents from out-of-state vendors, the tax collected at the time of the sale depends on many factors. Vendors with a nexus (physical presence) in the state of Missouri are required to collect the use tax, while vendors without a nexus currently do not have to collect the tax. A ruling from the United State Supreme Court on the Wayfair vs. South Dakota case may make it easier to enforce the use tax on vendors that do not have a nexus in Missouri. Currently, when vendors don’t collect the use tax the consumer is supposed to self-report if their total annual purchases from out-of-state vendors exceed $2,000 (on purchases for where no use tax was paid.)

It is important to remember that the use tax only applies to goods purchased from vendors located outside Missouri. When Missouri residents buy items online from vendors located in Missouri, they will pay the sales tax rate imposed at that Missouri vendor’s location. The revenue from that local sales tax will remain in the local jurisdiction where the vendor is located.

Myth #4: We don’t need to pass the local use tax because Federal action such as Marketplace Fairness or the Wayfair vs. South Dakota Supreme Court Case will impose the tax for us.

Even if the U.S. Supreme Court does away with the requirement for vendors to have nexus in the state, Missouri cities will only see a revenue gain from that decision if they have a use tax in place. The same can be said about the federal Marketplace Fairness Act, sponsored by Missouri Sen. Blunt and supported by Sen. McCaskill; even if this bill passed, only cities with an existing use tax jurisdiction would see a revenue increase.

Myth #5: We don’t need to pass the local use tax because Missouri is going to join the Streamlined Sales Tax Compact.

Even if the Missouri Legislature passes legislation for Missouri to enter into the Streamlined Sales Tax Compact, the legislation as currently written (at the time of this article) would still require local municipalities to get voter approval for a use tax in order for the local sales tax rate to apply to out-of-state purchases.

Myth #6: The use tax is illegal because Congress has outlawed taxes on the Internet.

In 2015, Congress passed the Permanent Internet Tax Freedom Act. This law prohibits state and local taxes on Internet service providers. This law has nothing to do with taxes on goods sold over the Internet.

Myth #7: Amazon is already collecting our local sales tax and/or Amazon is only collecting the state sales tax.

There is a lot of conflicting information surrounding last year’s mega announcement that Amazon would begin collecting Missouri taxes. While news reports often proclaimed that Amazon would be collecting Missouri sales tax, the tax actually collected currently is the use tax. Moving forward upon completion of Amazon’s Hazelwood and St. Peter’s facilities, the Missouri Department of Revenue has reported to MML staff that it will consider those facilities to be the point of sale for goods originating from those facilities. This means residents in other locations in Missouri will pay the local sales tax rate to Hazelwood or St. Peters on goods shipped from those facilities. Presumably goods shipped from Amazon facilities located outside Missouri will be subject to the use tax.

Myth #8: Passage of a local use tax will mean our residents will now have to self-report their online purchases.

The state of Missouri already imposes a statewide use tax. This means consumers and businesses that make more than $2,000 worth of purchases from out-of-state vendors (that don’t collect the use tax) must self-report their use tax debt. While passage of a local use tax will mean that the local sales tax rate must be added to the tax rate the individual self-reports, the passage of the local use tax does not change the self-report requirement. In other words, residents who do not currently self-report will not suddenly need to self-report as a result of the city having passed the local use tax.

Myth #9: Missouri has so many jurisdictions with so many different tax rates it is impossible for vendors to know what tax rate to impose.

Computers and Geographic Information Software (GIS) make such worries a thing of the past. Although there may be specific instances where an address has been coded with the wrong tax rate, the Mo-DOR can very easily provide the tax rate for almost any location in the state. Concerns regarding shared zip codes or post office addresses that use a different city for the mailing address are generally unfounded. To find the particular sales and use tax rates across the state visit Mo-DOR’s portal at: https://mytax.mo.gov/rptp/portal/home/business/customFindSalesUseTaxRates/

Myth #10: The use tax is double taxation.

The use tax is imposed only when Missouri residents purchase goods from out-of-state vendors and plans for those goods shipped to be used in Missouri. If a use tax is paid on a purchase, a sales tax will not also apply. For instance, if a Missouri resident travels to Illinois and makes a purchase
while in that state, the resident will pay the Illinois sales tax but, will not pay the Missouri use tax when the good is brought back to Missouri.

**Stuart Haynes** is a policy and membership associate with the Missouri Municipal League.

Endnotes:

Multiple Discharger Variance

Communities with a facultative lagoon system used to treat domestic sewage may be able to seek a break on their ammonia requirements if the Missouri-approved Multiple Discharger Variance (MDV) framework is approved by the United States Environmental Protection Agency (EPA).

On Jan. 4, 2018, the Missouri Water Quality Standards was unanimously adopted by the Missouri Clean Water Commission. Within the Water Quality Standards packet is the regulation 10 CSR 20-7.031(B), that is the incorporation of the MDV framework. This language enables the Missouri Department of Natural Resources (MDNR) to use the adopted MDV framework to issue permits with a variance from the water-quality-based effluent limit of ammonia for a permittee that meets all of requirements within the MDV framework. The Water Quality Standards packet was submitted to EPA on April 13, 2018. The EPA has 60 days to approve or 90 days to deny the new rule.

The rigorous application process set forth by MDNR meets all requirements set forth by the federal Clean Water Act. The potential applicants for the variance from the ammonia standards must be municipalities with a population of less than 10,000; a publicly-owned utility, commonly known as POTW; and have multi-celled, facultative lagoon systems where the residents of the community would experience a substantial and widespread social and economic impact if required to comply with final ammonia limits within their Missouri State Operating Permit. The MDNR has stated during past meetings that they are willing to assist any municipality through the application process.

The MDV framework allows a wastewater Missouri State Operating Permit to be issued with ammonia limits that are less stringent than the regulations required for the 20-year term of the MDV. The ammonia limits issued within the permit is based on current performance of the lagoon system. Limits will be calculated using the past five years of discharge monitoring-reported data from the...
permitted lagoon in order to establish the highest attainable effluent limit (HAC).

The limit set will be based on one of two scenarios:

**Scenario 1:** The 95th percentile is to be the final effluent limit in the form of the monthly average and the 99th percentile is to be the final effluent limit in the form of the daily maximum.

**Scenario 2:** If the applicant’s well-functioning facility meets the total ammonia nitrogen criteria during one season but not the other, the current criteria for total ammonia nitrogen will remain as the water-quality-based effluent limit during the season in which the facility can treat to the criteria level. The season, in which the facility cannot meet the current criteria, the permit will be issued with the highest attainable effluent limits as the monthly average and the daily maximum based on the 95th and 99th percentile of the facility’s current performance.

Additional conditions include that the facility comply with the pollutant minimization program (PMP) that is characterized within the framework. The PMP establishes requirements to ensure that the lagoon system is well-operated and maintained throughout the term of the variance.

The MDV framework established by MDNR is a tool for municipalities to use if compliance with ammonia requirements is beyond the current financial capability of the city. The Missouri Public Utility Alliance and the Missouri Municipal League are eagerly waiting for the approval from EPA of the water quality standards packet so that the department can begin the implementation process of the MDV framework and municipalities can feel relief that they will be able to use existing infrastructure to comply with their wastewater permit.

**Lacey Hirschvogel** is the environmental and public policy coordinator with the Missouri Public Utility Alliance. She focuses on municipal National Pollutant Discharge Elimination System (NPDES) wastewater permitting, as well as policy issues within the Missouri Clean Water Law and the Clean Water Act. She graduated with a Bachelor of Science degree in Biochemistry from the University of Florida and is currently working on her Masters of Public Affairs at the University of Missouri.
Shared Service Agreements

The following information addresses questions regarding shared service agreements. It is provided from a shared service agreement provider, the Institute for Building Technology and Safety (IBTS), and two Missouri local government officials who use the service. Contributors are Curt Skoog, Kansas City branch manager at IBTS; Brad Ratcliff, city administrator, city of Peculiar, Missouri; and Leslee Rivarola, city administrator, city of Lake Lotawana, Missouri.

What is a shared service agreement?
Governments of all sizes face financial challenges and difficulties in securing the resources needed to provide important services. A shared service agreement is a collaborative service delivery approach that allows municipalities to share the cost of services, maximize building department efficiencies, and hire or retain certified staff to provide professional services in a cost-effective manner. In short, shared services provide affordable access to experienced staff.

How can my community take advantage of a shared service agreement?
MML signed a master service agreement with the Institute for Building Technology and Safety (IBTS) last fall, enabling interested member municipalities to contract building department services on a full-time or as-needed basis. Once jurisdictions sign a service agreement, they are able to request services and only pay a fee for the services that have been provided. This flexibility gives communities the opportunity to share resources and provide quality services for an affordable cost.

What services are provided under the agreement?
MML members gain access to IBTS's building department service offering, including:

- Planning and zoning;
- Permitting;
- Plan review;
- Inspections;
- Floodplain management;
- Stormwater services;
- Property maintenance;
- Accessibility reviews;
- Fire code reviews; and
- GOVmotus™ permitting software.

Are any other municipalities in Missouri currently utilizing this agreement?

Mr. Ratcliff: The city of Peculiar has utilized IBTS’s plan review and construction inspection services the past four years.

Ms. Rivarola: The city of Lake Lotawana signed a service agreement with IBTS in June 2016 and has been actively utilizing the full suite of building services, with the exception of accessibility and fire code reviews.

What were the motivations behind your communities signing a shared service agreement?

Mr. Ratcliff: The shared service agreement provides augmented inspection and plan review services as needed. Peculiar has experienced a significant growth in single-family dwelling construction, and IBTS has provided the inspectors necessary to keep pace with this construction. Additionally, experienced and certified plan review personnel are available for large projects; a recent 120,000-square-foot addition to the Raymore-Peculiar High School took advantage of this.

Ms. Rivarola: Lake Lotawana is a small community whose primary challenge is retaining and recruiting qualified personnel. However, this does not mean that service expectations are any different. The agreement allows the City to provide exceptional services without the full financial burden of hiring the necessary inspectors.

What challenges has the agreement helped your communities overcome?

Mr. Ratcliff: The agreement ensured our construction inspection capability, and response time has kept pace with the surge in single-family dwelling permits we have issued the past three years.

Ms. Rivarola: We are a very active community with a variety of building projects occurring at any given time. The agreement has allowed us to access services on demand and schedule inspections at times that are mutually convenient.
What responsibilities does a municipality take on when signing a shared services agreement?

**Mr. Ratcliff:** The municipality is responsible for appointing a program manager (to coordinate services for the IBTS service agreement) who shall be the principal point of contact on behalf of the jurisdiction. The municipality remains responsible for enforcing its municipal code and adopted building codes, to include taking administrative and legal action to enforce compliance if necessary.

**Ms. Rivarola:** As an early adopter of the shared services agreement, Lake Lotawana had to analyze how our municipal codes interacted, or possibly even competed with, building codes. Our team worked with IBTS to ensure that both sets of code were enforced. Additionally, the City has enjoyed the use of the GOVmotus permitting software and were able to customize the screens that the end user sees in order to keep certain information private.

What guidance can your communities provide on entering into a service agreement?

**Mr. Ratcliff:** A variety of building code, planning, zoning and property maintenance services are available to a municipality to provide and/or augment municipal services as needed. The advantage of entering into a service agreement is that the selected services and capabilities are readily available should the need arise.

**Ms. Rivarola:** The agreement works well for providing a service and building a partnership with IBTS, but it is not intended to replace the need for City oversight. Communities that are interested in signing such an agreement should still ensure that a program manager is on site to help coordinate efforts.

Who can I contact for more information?

Curt Skoog, IBTS
cskoog@ibts.org
816.679.0608

Stuart Haynes, MML
shaynes@mocities.com
573.635.9134
Belton Opens Wastewater Treatment Facility

The City of Belton in 2017 completed an $11.5 million, state-of-the-art wastewater treatment plant and pumping station upgrade, located at 21200 S. Mullen Road. The plant represents a significant technological upgrade for the city of Belton’s wastewater treatment processes and features a new SCADA (Supervisory Control And Data Acquisition) system that alerts operators to potential problems with water pressure and flow, as well as equipment issues or malfunctions.

“Wastewater treatment provides an important public and environmental safety function, and this upgraded facility enables the City to keep closer tabs on operations, efficiency and capacity,” said Belton Public Works Director Celia Duran.

The upgraded wastewater treatment facility includes a new headworks building and influent pumping station, both of which replaced aging and outdated structures and were designed and constructed to accommodate projected flows outlined in the City’s Wastewater Treatment Master Plan.

The City utilized a low-interest loan program offered by the Missouri Department of Natural Resources’ State Revolving Fund Program to pay for construction of the facility after voters approved a bond issue funding the project in April 2013.

Carollo Engineers designed the facility, and Foley Company served as general contractor.

Columbia Improves Major Gateway With Vision Zero Lens, Sustainability Approach

A long-planned capital improvement to the intersection of Stadium Boulevard and Old Highway 63, that serves as an eastern gateway to Columbia, incorporates engineering strategies to satisfy goals of...
safety, sustainability and aesthetics.

"We look at all infrastructure through a Vision Zero lens," Public Works Director David Nichols said. "New traffic signals, wider turn lanes, crosswalks with pedestrian islands, sidewalks, bike lanes and sustainable landscaping are all part of this project. It's a 'complete streets' approach as we seek engineering solutions that provide safe access for all motorists, pedestrians and nonmotorized transportation users."


“Incorporating sustainable vegetation can reduce annual maintenance costs, staff time and even water usage in some areas,” Stone said.

Planting vegetation that is visually pleasing while also serving a purpose is key to sustainable design.

“Amazing rain gardens and native Missouri plants were incorporated into the landscaping design,” Stormwater Educator Michael Heimos said. “This improves stormwater quality and provides a habitat for local pollinators — an approach that makes our public works staff so innovative.”

Visit CoMo.gov/PublicWorks/Stadium-Old63 to learn more about this project.

Grandview's Presidents Trail

The Truman Farm Home and Longview Lake are both popular destinations in Grandview, Missouri. Until now, they have only been reachable by car. The recently completed 2.5-mile Presidential Trail connects the two federal sites. They are now more accessible to everyone, especially pedestrians and bicyclists.

While Longview Lake had an existing loop trail, it was disconnected from other parts of the City. To create a seamless Presidential Trail, the City added pathways from the Farm Home south on Blue Ridge Boulevard, east along Harry Truman Drive, through Southview Park, and finally, connected it to the existing trail at Longview Lake east of Raytown Road. Crews installed special signage along the trail to highlight the history of the area and to connect the pathway visually.

The Presidential Trail has changed the way Grandview residents are accessing local attractions. This new multi-use trail connects neighborhoods to shopping and other amenities along Harry Truman Drive, and has improved neighborhoods. It is helping Grandview move forward.

Total project costs came out to $811,675 with Federal Land Access Program funds paying for $575,750. The City contributed the remainder. The project design firm was Affinis Corporation of Overland Park, Kansas, and the prime contractor was Amino Brothers of Kansas City, Kansas.
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Bistate Cooperation Reduces Turkey Creek Flood Risk In Kansas City

Since stormwater knows no political boundaries, a unique and focused effort by congressional delegations from two states, two municipalities in separate states, and a federal agency was needed to create a solution to reduce the risk of devastating floods along Southwest Boulevard in Kansas City, Missouri.

Turkey Creek flows through Kansas to the Kansas River, but heavy rains caused waters to overflow banks and flood small businesses along Southwest Boulevard. Kansas City, represented by KC Water, joined with the Unified Government of Wyandotte County/Kansas City, Kansas and the U.S. Army Corps of Engineers on the Turkey Creek Flood Risk Reduction Project.

The last phase of the 13-phase, 17-year project was begun in late 2017. Already, benefits are evident.

Small businesses previously shuttered for weeks or months to clean up after bad floods gained new assurance that risk of business disruption would be significantly reduced. Road and rail thoroughfares became less susceptible to closure. Property values stabilized and are rising.

Lee’s Summit Municipal Airport

The Lee’s Summit Municipal Airport recently completed runway improvements that are expected to boost economic development and redevelopment in the City by providing another option for transportation and accessibility.

The runway construction project was unique in that it included a 21-day continuous closure of the runways for intersection construction, so no flights could take off or land at the airport during that timeframe. North/south runway 18-36 was extended from 4,014 ft. x 75 ft. to 5,501 ft. x 100 ft. The longer runway allows greater capabilities for corporate aircraft users to take off and land at the airport, giving many business jets another airport option in the Kansas City metropolitan area.

The crosswind runway 11-29 was also extended from 3,800 ft. x 75 ft. to 4,000 ft. x 75 ft.

The runway improvements were celebrated at a community-wide ribbon cutting in late September 2017, complete with fireworks and a flyover, and the approaches were published by the FAA in February 2018.

More improvements are underway, with the relocation of Taxiway Alpha and the construction of replacement T-hangars expected to be complete by fall 2018. For more information about the Lee’s Summit Municipal Airport visit LSAirport.net or call 816-969-1800.

The U.S. Army Corps of Engineers estimates that the $151 million total investment provided benefit of $241.7 million to the region.

While most of the costs were spent in Kansas and most of the benefit occurs in Missouri, agencies collaborated and shared responsibility to achieve regional flood risk reduction success.
More than 50 years ago, Northdale Park was a family area in the middle of Perryville. It was in a basin drained by an underground cave, referred to as a sinkhole. At one point, the entrance to the cave collapsed. The basin began flooding during small or big rains, sometimes leaving standing water for weeks at a time. The City learned recently that the city sewer line that ran below the park was leaking seriously, and much of that water was going into the sewer system.

While investigating the system’s serious Inflow and Infiltration (I & I) problems, we found this flow. City staff consulted with Baer Engineering in Perryville. This line flowed into a lift station on the other side of the basin. The firm found that if the City could purchase a small plot of land, this line could be re-routed around the basin and eliminate the lift station. It would eliminate a huge source of I & I.

During a recent rain event, only five houses were still connected to this line. The sewage was minimal, helping the City to determine how much I & I came into the line from the basin. During that time of rain, the lift station pumped more than 150,000 gallons of water that was mainly draining into the sewer line from the lake!

The line re-routing project has been recently completed. The City notes large improvements from eliminating the lift station, with diminished sewer backup for customers and improved I & I.
Missouri city, county and school board officials, as well as public policy students, gathered in Columbia, Missouri, on April 10, 2018, for the 4th Annual Partners in Governance Conference. The event focused on examining the roles, duties, and best practices facing governmental and public employees in the modern political climate some refer to as the “Post-Truth Era.” Panelists shared how local government employees can best navigate and implement their duties as the political culture changes in terms of social media, diversity and budgeting. Each year, the Conference helps officials explore important current events facing all levels of government in today’s political, social, and technological environment.

The event is sponsored by the Missouri Municipal League, the Institute of Public Policy, the Missouri Association of Counties, the Missouri School Boards Association and FOCUS St. Louis.
Does your community have the **POWER to**...

- **Evaluate the condition of** – and prepare a strategic plan for – **any needed infrastructure upgrades?**
- **Manage and operate within today’s regulations** – always keeping an eye on evolving trends for future changes?
- **Leverage water and wastewater operations** for strong economic growth today and well into the future?
- **Recruit and retain high-quality, licensed operators** – and hold them accountable for performance?
- **Follow a maintenance program** designed to maximize current spending – and to delay or avoid future expenditures for replacements/rebuilds?

**It’s not a matter of authority.** It’s a matter of having the right people with the right knowledge and education available at the right time. This assures that your community’s water and wastewater systems work optimally today and tomorrow as a key asset to growth and viability. It just takes one bad storm, one miscalculation of chemicals, one misstep to set things on a course that is hard to recover from.

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New And Re-elected Missouri Local Government Officials Ready To Serve their Community!

Fulton City Clerk Courtney Crowson swears in new city council members. (l-r) Steve Moore, John Braun, Mary Rehklau and Ballard Simmons.

Recently retired City Clerk Vitula Skillman swears in new and re-elected Wentzville City Aldermen during the Board of Aldermen meeting on April 25, 2018. From left to right: Aldermen Jeff Ottenlips, Robert Hussey and Michael Hays.

(top left, clockwise) In Cape Girardeau, the swearing in took place for Mayor Bob Fox and Council Members Dan Presson, Stacy Kinder and Shelly Moore.

(l-r) Under the direction of Perryville City Clerk Tracy Prost, Ward I Alderman Tom Guth, Mayor Ken Baer, Ward II Alderman Curt Buerck, and Ward III Alderman Prince Hudson recite the oath of office as they enter a new term.

(l-r) Newly-elected incumbent Aldermen Joe Bob Baker, Larry Cunningham, Phil Penzel, and Dave Reiminger were sworn in by Jackson City Clerk Liza Walker during a recent Board of Aldermen meeting in Jackson.

(l-r) In Maplewood, Council Member Sandy Phillips is sworn in by City Manager Marty Corcoran.
On April 23rd, 2018, Nixa City Clerk Cindy Robbins swore in Council Member Matt Barker, who was elected to a three-year term to serve in District II. Also elected (not pictured) was Council Member Scott Perryman, District 1.

(l-r) In North Kansas City, the swearing in took place for Council Member Clevenger, Council Member Steffen, Council Member Pearce and Council Member Pearman by City Clerk Crystal Doss.


Performing the Oath was Odessa City Clerk Peggy Eoff. Pictured (l-r) are Alderwoman Mickey Starr, Collector Jennifer Leblanc, Alderman Ray Harves, Alderman Steve Wright and Mayor Adam Couch.
MEMBERS' Notes

MML 2018 Calendar of Events

May
20-23..... International Institute of Municipal Clerks, Norfolk, Virginia
23..... MML Central Regional Meeting, Higginsville, Missouri
24..... MML West Gate Regional Meeting, Harrisonville, Missouri

June
7-8..... MML Elected Officials Training Conference, Columbia, Missouri
12..... MML Webinar: The Benefits of Native Plants for Communities
13..... Missouri Digital Government Summit, Jefferson City, Missouri
19..... MML Webinar: Fundamentals of Municipal Contracting
21..... MML Policy Committee Meeting

July
7-8..... MML Elected Officials Training Conference, Columbia, Missouri
20-22..... Missouri Municipal Attorneys Association Annual Meeting, Osage Beach, Missouri
26..... MML Webinar: Trust Building Strategies For Leaders
26..... MML West Gate Civic Leadership Banquet, Independence, Missouri

August
8..... MML Webinar: Census Tools
17..... MML Board of Directors Meeting, Old Kinderhook, Camdenton, Missouri

September
15..... Financial Disclosure Ordinance Deadline
16-19..... MML 84th Annual Conference, Branson, Missouri

Find more events and details on www.mocities.com and in the MML monthly e-newsletter.

JAY T. BELL AWARD
Congratulations to City Manager Amy Hamilton, Richmond Heights, on receiving the Jay T. Bell Award for professionalism, high standards of accomplishment and ethical conduct! Hamilton received the award at the spring meeting of the Missouri City/County Managers Association (MCMA) in May. The award is the Association’s highest honor for members.

RICHARD NOLL AWARD
Congratulations to Assistant City Administrator Sharon Stott, Creve Coeur, honored with the Richard R. Noll Award for professionalism, high standards of accomplishment and ethical conduct. Stott received the award at the Missouri City/County Managers Association (MCMA) in May.

EXCELLENCE IN GOVERNMENT AWARD
The Missouri Government Finance Officers Association selected Linda Flinn, treasurer of Troy, Missouri, as this year’s recipient of the Missouri GFOA Excellence in Government Award. The award was presented at the National GFOA annual meeting, held this year in St. Louis. The award is sponsored by Piper Jaffray and presented to the government finance professional in Missouri who displays the high standard of leadership, professionalism, ethics and integrity promoted by Missouri GFOA. Congratulations Linda!

OUTSTANDING CITY CLERK AWARD
Troy City Clerk, Jodi Schneider, was presented with the prestigious Missouri City Clerks and Finance Officers Association’s 2018 Outstanding City Clerk Award at the annual MoCCFOA Spring Institute banquet held in Columbia, Missouri, on March 14, 2018. The purpose of the Outstanding City Clerk Award is to recognize a city clerk or finance officer who has demonstrated outstanding service and commitment to their municipality, community and professional organization.

SENIOR SERVICE AWARD
Congratulations to Marilyn Powell, city council member with New London, for being honored with Lt. Gov. Mike Parson’s Senior Service Award! The award highlights positive accomplishments Missouri’s senior citizens provide their local communities!

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