



# Department of Economic Development

Truman State Office Bldg., Rm. 680  
PO Box 1157, Jefferson City 65102  
Telephone: (573) 751-4962 / FAX: (573) 526-7700  
www.ded.mo.gov  
Email: [ecodev@ded.mo.gov](mailto:ecodev@ded.mo.gov)

The Missouri Department of Economic Development's mission is to create solid, high-paying jobs and to boost economic development across the state to help local communities grow and prosper.

The department administers a wide array of services and programs designed to enhance Missouri's economic growth in the 21st century. These essential services focus on workers, businesses and communities. The department is composed of agencies that administer statutory requirements and department policy in the areas of community, economic and workforce development.

Helping the department with its mission are a number of divisions, boards, commissions and councils, working together to ensure that the state meets Governor Jay Nixon's vision of making Missouri the best possible location to live, work, raise a family, or visit.

The Business and Community Services Division is a pivotal division in the department and houses the sales, research, marketing, finance and compliance teams.

The Division of Workforce Development is the largest division in the department, helping Missourians access gainful employment and train for the next-generation, high-tech jobs of tomorrow's economy.

The Missouri Division of Tourism, Missouri Development Finance Board, Missouri Housing Development Commission, Missouri Technology Corporation, Missouri Arts Council, Missouri Women's Council, and the Missouri Community Service Commission are all housed within the department, as are the Missouri Public Service Commission and the Office of Public Counsel.

## Administrative Services

The department is administered by a director appointed by the governor and confirmed by

the Senate. The director appoints the management staff and division directors. The general counsel's office provides comprehensive legal advice regarding issues affecting divisions within the department.

Several support sections assist in department administration. Communications promotes the department's programs and activities throughout the state and nation by means of news releases and other public relations tools.

Financial Systems analyzes monthly financial statements and works with the state treasurer, state auditor, and the Office of Administration to perform cash management activities.

Budget and Planning develops and monitors the budget, reviews expenditures, provides strategic planning assistance and researches grants.

Human Resources assists the divisions by advertising for and recruiting new employees, administering the wage and salary program, preparing payrolls and maintaining personnel policies and procedures.

## Economic Development Groups

The economic development agencies – Business and Community Services Division, Workforce Development and Tourism – work with local communities to help businesses create jobs, increase sales, find and retain qualified workers, identify sites and obtain financial support to locate or expand in Missouri. The agencies also work with local and regional partners to stimulate greater economic growth by increasing capital investment, promoting tourism and the arts, creating greater access to affordable housing and enhancing self-sufficiency within the state's diverse communities.

## Division of Business and Community Services

Truman State Office Bldg., Rm. 720  
Telephone: (573) 522-4173 / FAX: (573) 522-5033  
Toll-free: (800) 523-1434  
[www.missouridevelopment.org](http://www.missouridevelopment.org)  
Email: [missouridevelopment@ded.mo.gov](mailto:missouridevelopment@ded.mo.gov)

The Division of Business and Community Services' mission is to facilitate job creation and private investment in the state through existing business expansion and new business location, as well as to support planned community development and growth. The division is comprised of professionals who work directly with local business and community developers, private business, local government, non-profit organizations, and developers. The division is organized into teams that all support the same mission. The teams are Sales, Research, Marketing, Finance, and Compliance.



LINDA MARTINEZ  
Director



KATIE STEELE DANNER  
Deputy Director



KAREN GOEKE  
Executive Assistant



KAREN WINN  
General Counsel



JOHN FOUGERE  
Director of Communications



JULIE MURPHY-FINN  
Legislative Liaison



RACHEL POTTS  
Director of Human Resources



SARAH SCHUETTE  
Director of Administration

## Sales Team

The Sales Team's main objective is to represent the Business and Community Services Division to the public. There are three main components of the Sales Team: regional project managers assigned to work with businesses and communities in every region of the state; international trade specialists assigned to promote export trade, increase opportunities for foreign investment, provide technical assistance in the area of trade finance and manage Missouri's foreign office contracts; and industry specialists assigned to facilitate growth in eight of Missouri's high-potential industries. The Sales Team also works closely with the Missouri Partnership, a public-private organization sponsored in part by the state whose mission and focus is to attract new businesses to Missouri.

## Research

The Missouri Economic Research and Information Center (MERIC) provides comprehensive analysis of Missouri's socioeconomic environment at the local, regional and statewide levels. To achieve this, MERIC employs a wide array of tools, which include econometric models, geographic information systems and advanced statistical methods. Coupled with its analysis capability, MERIC maintains a comprehensive labor market database produced in cooperation with the U.S. Department of Labor. Data on employment/unemployment, wages, layoffs, labor availability and a variety of other information designed to help understand the state's labor market conditions are regularly reported.



JUDY GERHKE  
Director of Financial Systems

## Marketing

The Marketing Team blends marketing, creative design and research skills with information technology to construct customized communications and marketing tools that add value to Missouri's business and attraction and expansion efforts. The professional staff is responsible for providing direct support as required by business expansion and site selection projects by delivering social, economic and demographic information on the state and the project's location. The team provides a variety of analytical reports on prospects to enhance decision-making and customer service.

## Finance

The state of Missouri has a variety of tools to assist in the financing of a variety of economic development projects. Tax credits, grants and loans are available in the areas of business

development, community development, redevelopment, and infrastructure development. The Finance Team houses professionals that oversee the programs including application and program creation, application review, evaluation, coordination with the sales team, recommendation and reporting. The team also provides professional technical assistance and training to businesses, communities, non-profits and developers.

#### Compliance

The Compliance Team monitors the finance and incentive programs administered by the department to ensure efficiency and compliance. The monitoring process includes both internal file reviews and on-site visits. The professional staff strives to ensure that the stated purpose of each program is being achieved, that the funds have been used in a manner consistent with the statute, and that there is adequate source documentation indicating compliance. The Compliance Team provides feedback and suggestions to both the Sales and Finance Teams to ensure that programs are efficient and effective.

#### Missouri Technology Corporation

Truman State Office Bldg., Rm. 680  
PO Box 2137, Jefferson City 65102  
Telephone: (573) 526-0470 / FAX: (573) 526-8202  
www.missouritechnology.com  
Email: info@missouritechnology.com

Chartered by an act of the General Assembly in 1994 (section 348.251, RSMo), the Missouri Technology Corporation is a private, not-for-profit corporation led by a fifteen-member board of directors, eleven of whom are appointed by the governor from the fields of science and technology, and representatives of public and private universities, businesses and the public. The other four members include the director or the director's designee of the Department of Economic Development, the president or president's designee of the University of Missouri System, a member of the Senate and a member of the House of Representatives.

The Missouri Technology Corporation is charged by law with being a focal point for creating better ways Missouri businesses can interface with universities in order to solve technical and productivity issues; for bringing more research funding and emphasis to Missouri universities, especially involving life sciences, information technology and advanced manufacturing; and for creating and managing a system to transfer new discoveries into the marketplace in order to create companies and new jobs.

The corporation is embarking on an effort to raise the level of awareness among policymakers and the public as to the connections between a strong economy and key investments in developing new technologies that can be used by Missouri businesses and entrepreneurs.



JASON HALL  
Executive Director, Missouri  
Technology Corporation

#### Missouri Technology Corporation Board of Directors

**Steinhoff, Gregory A.**, chair, Columbia;  
**Mehan, Daniel P.**, vice chair, Jefferson City;  
**Stokes, Frank**, secretary/treasurer, St. Louis;  
**Baker, James P., Ph.D.**, Springfield;  
**Bannister, Joseph G.**, St. Louis;  
**Devers, Daniel P.**, Kansas City;  
**Fisher, Jake**, Portageville;  
**Franano, F. Nicholas, M.D.**, Kansas City;  
**Gonzalez, Victoria**, Manchester;  
**Griesheimer, Sen. John**, Washington;  
**Hobbs, Rep. Steve**, Mexico;  
**Megnia, Col. John**, Ft. Leonard Wood, *ex officio*;  
**Martinez, Linda**, Department of Economic Development director;  
**Nichols, Michael F., Ph.D.**, University of Missouri System designee, Columbia;  
**Rubin, Donn**, St. Louis;  
**Timm, Ed**, Webster Groves;  
**Hall, Jason R.**, executive director.

#### Research Alliance of Missouri

Truman State Office Bldg., Rm. 680  
PO Box 2137, Jefferson City 65102  
Telephone: (573) 526-0470 / FAX: (573) 526-8202  
www.missouritechnology.com/ram/

The Research Alliance of Missouri, (RAM) was founded on January 15, 2003 as a "new alliance between business and universities...to coordinate research and provide more access to technology for Missouri businesses." The Missouri Technology Corporation, whose charter calls for the establishment of a research alliance, and the Missouri Department of Economic Development convened the senior research officers in Missouri's universities that sponsor active research and development programs. Since that time, the members of RAM have adopted a strategic plan and have built new collaborative research initiatives among the institutions; initiated a process to streamline technology transfer from inventions in member university laboratories to commercial products; and assisted Missouri businesses in addressing



STANLEY WHITEHURST  
Vice Chair, Missouri  
Community Service Commission



JOHN R. ALBRIGHT  
Member, Missouri Community  
Service Commission



ERIKA BRANDL  
Ex officio Member, Missouri  
Community Service Commission



ANDRES MARIN DOMINGUEZ  
Member, Missouri Community  
Service Commission

technological problems through collaborative research projects.

The Research Alliance provides expertise and guidance in linking education and business, working together to coordinate research, pool resources, boost commercialization opportunities and provide Missouri businesses with greater access to technology.

The Research Alliance of Missouri is comprised of chief research officers from universities and research institutions throughout the state, as well as leaders from organizations such as the Missouri Technology Corporation, Department of Economic Development and the Department of Higher Education.

#### Research Alliance of Missouri Members

**Krishnamurthy, K., Ph.D.**, chair, Missouri University of Science and Technology;  
**Kiel, Cindy**, vice chair, Washington University, St. Louis;  
**Arshadi, Nasser, Ph.D.**, treasurer, University of Missouri–St. Louis, St. Louis;  
**Beachy, Roger N., Ph.D.**, Donald Danforth Plant Science Center, St. Louis;  
**Di Stefano, Maria C., Ph. D.**, Truman State University, Kirksville;  
**Duncan, Robert V., Ph.D.**, University of Missouri–Columbia, Columbia;  
**Glaros, Alan G., Ph.D.**, Kansas City University of Medicine and Biosciences, Kansas City;  
**Jennings, Marie**, Stowers Institute for Medical Research, Kansas City;  
**Johnson, Jane C.**, A.T. Still University, Kirksville;  
**Kunkel, Allen**, Missouri State University, Springfield;  
**Morgan, William T., Ph.D.**, University of Missouri–Kansas City, Kansas City;  
**Nichols, Michael F., Ph.D.**, University of Missouri System, Columbia;  
**Roedemeier, Dennis D.**, Southeast Missouri State University, Cape Girardeau;  
**Steel, Victoria**, University of Central Missouri, Warrensburg;  
**Steinhoff, Gregory A.**, Missouri Technology Corporation chair, Columbia;



LINDA DUFFY  
Member, Missouri Community  
Service Commission

**Tait, Raymond, Ph.D.**, St. Louis University, St. Louis;  
**Veeman, Frank C., Ed.D.**, Northwest Missouri State University, Maryville;  
**Hall, Jason R.**, executive director.

#### Missouri Community Service Commission

Truman State Office Bldg., Rm. 770  
PO Box 118, Jefferson City 65102  
Telephone: (573) 751-7488 / FAX: (573) 526-0463  
www.mvolutunteers.org  
Email: americorps@ded.mo.gov or mcsc@ded.mo.gov

The Missouri Community Service Commission (MCSC) is dedicated to creating opportunities to enable all citizens to serve their communities. The MCSC connects Missourians of all ages and backgrounds in an effort to improve unmet community service needs through direct and tangible service. The MCSC serves as the administrator for AmeriCorps\*State funding in Missouri by awarding monetary grants and providing technical assistance and support to its grantees. By collaborating with volunteer organizations and state agencies, and by continuing to effectively administer national service initiatives, the MCSC makes it possible for Missourians to serve their communities.

The MCSC was established by an act of the Missouri Legislature in 1994 as a direct response to the National and Community Service Trust Act of 1993. Its 15 to 25 members are appointed by



JANE B. EVANS  
Member, Missouri Community Service Commission



CYNTHIA HEISLEN  
Member, Missouri Community Service Commission



LT. GOVERNOR PETER KINDER  
Member, Missouri Community Service Commission



RANDALL J. McARTHUR  
Member, Missouri Community Service Commission



FORREST MILLER JR.  
Member, Missouri Community Service Commission



NINA N. MURPHY  
Member, Missouri Community Service Commission



MARY POTTER  
Member, Missouri Community Service Commission



TAMEKA RANDLE  
Member, Missouri Community Service Commission



LORI RASMUSSEN  
Member, Missouri Community Service Commission



JANIS VANMETER  
Member, Missouri Community Service Commission



JOLENE SCHULZ  
Member, Missouri Community Service Commission



LINDA THOMPSON  
Executive Director, Missouri Community Service Commission

the governor and meet quarterly. The Missouri Legislature passed a measure in 1998 allowing the commission to raise private contributions to assist in its work, thus enabling the commission to broaden its impact on the service and volunteer communities. The MCSC receives federal funding from the Corporation for National and Community Service (CNCS) to administer the AmeriCorps\*State and Education Awards programs in Missouri, making federal funds more responsive to state and local needs and providing greater assistance to educational, non-profit, secular and faith-based community organizations.

Overseeing the AmeriCorps program is the MCSC's primary responsibility. AmeriCorps is a national service network supported by the Corporation for National and Community Service

(CNCS) of Washington, D.C. AmeriCorps members may serve full-time or less than full-time. The participants are often referred to as "Members." These members, through the MCSC and CNCS, are provided opportunities to serve their communities and build capacity to meet local needs.

AmeriCorps, the domestic Peace Corps, engages citizens of all ages in projects ranging from tutoring, youth mentoring, public safety, housing rehabilitation, health care, environmental issues and disaster relief. It provides communities and neighborhoods with valuable human resources for addressing their most pressing civic issues, and gives the individual a way to serve their country by reaching out to others. Through AmeriCorps, more than 400,000 Americans have been given the opportunity to increase their skills

and earn money for college. In many cases, AmeriCorps has provided educational resources to individuals who would have not otherwise been able to obtain them. More than 5,000 Missourians have served their communities through AmeriCorps since the program's inception in 1994. Among their accomplishments, Missouri members have tutored more than 40,000 elementary and secondary students, with 85 percent improving at least one grade level, and contributed to significant reductions in urban crime rates through conflict resolution and other public safety programs. In 2007–2008, 200 AmeriCorps members served 242,714 hours. They recruited 27,541 non-AmeriCorps volunteers who served approximately 137,705 hours.

Most non-for-profit organizations, local or state governments, school districts, or institutions of higher education may sponsor an AmeriCorps program. An AmeriCorps member's term of service for one year on a full-time basis is a minimum of 1,700 hours. Part-time can consist of 900, 675, 450, or 300 hours. At the successful completion of their service commitment, they may be eligible to receive up to a \$5,350 education award (less for part-time service) that may be redeemed at a Title IV university, college, or trade school. Most AmeriCorps members receive a living allowance while serving, although it varies with the type of program. In 2007-2008, a fulltime living allowance equaled \$11,400. The living allowance is optional for part-time members.

### Missouri Community Service Commission

- Stiffler, Angela**, (R), chair, Kansas City, Dec. 15, 2010;
- Whitehurst, Stanley**, (R), vice chair, Marshfield, Dec. 16, 2010;
- Albright, John R.**, (R), Sunrise Beach, Dec. 15, 2010;
- Brandl, Erika**, Department of Elementary and Secondary Education, Jefferson City, *ex officio*;
- Dominguez, Andres**, (D), Parkville, Dec. 15, 2009;
- Duffy, Linda**, (R), Columbia, Dec. 15, 2010;
- Evans, Jane B.**, (R), St. Louis, Dec. 12, 2009;
- Heislen, Cynthia**, (D), Department of Elementary and Secondary Education, Jefferson City;
- Kinder, Lt. Gov. Peter**, (R), Cape Girardeau, Dec. 12, 2009;
- Laverty, Michael**, Corporation for National and Community Services, Kansas City, *ex officio*;
- McArthur, Randall J.**, (R), Maryland Heights, April 5, 2012;
- Miller, Forrest Jr.**, (R), Crestwood, April 5, 2012;
- Murphy, Nina N.**, (D), St. Louis City, Dec. 15, 2009;
- O'Mara, James E.**, (R), Weldon Springs, Dec. 15, 2011;



STATE TREASURER CLINT ZWEIFEL  
Chair, Missouri Housing Development Commission



PETE RAMSEL  
Acting Executive Director, Missouri Housing Development Commission

- Potter, Mary**, (R), Blue Springs, Dec. 15, 2010;
- Randle, Tameka L.**, (D), Cape Girardeau, Dec. 12, 2009;
- Rasmussen, Lori**, (D), Chesterfield, March 26, 2012;
- Schulz, Jolene**, (D), Columbia, Dec. 15, 2010;
- VanMeter, Janice**, (D), Lewistown, Dec. 15, 2011.

### Missouri Housing Development Commission

3435 Broadway, Kansas City 64111-2459  
Telephone: (816) 759-6600  
FAX: (816) 759-6828 / Toll-free: (866) 605-7467  
www.mhdc.com  
Email: information@mhdc.com

The Missouri Housing Development Commission (MHDC), created by the 75th General Assembly, has invested/loaned in excess of \$4 billion to construct, renovate and preserve affordable housing. MHDC functions as a bank, providing financing directly to developers of affordable rental properties. The commission also provides funding for home loans to qualified, first-time buyers through a network of certified, private mortgage lenders.

The commission makes funds available for the purchase of homes for first-time buyers. The funds for mortgage financing are provided through the sale of tax-exempt notes and bonds that the commission is authorized to issue.

The commission administers the federal and Missouri Low Income Housing Tax Credit (LIHTC) programs, federal HOME funds, the U.S. Department of Housing and Urban Development (HUD) Project-Based Section 8 rental assistance contracts, the direct MHDC funding of several housing assistance programs and the Affordable Housing Assistance Tax Credit. Additionally, the commission administers the Missouri Housing Trust Fund to help prevent homelessness and to provide emergency housing assistance for very low-income Missourians.



**NOLA RUTH**  
Chair  
Missouri Arts Council



**SHARON BESHORE**  
Member  
Missouri Arts Council



**CYNTHIA L. CARTWRIGHT**  
Member  
Missouri Arts Council



**CAROL GREGG**  
Member  
Missouri Arts Council



**DAVID HALEN**  
Member  
Missouri Arts Council



**JOAN ISRAELITE**  
Member  
Missouri Arts Council



**MARIANNE KILROY**  
Member  
Missouri Arts Council



**EMMETT MCAULIFFE**  
Member  
Missouri Arts Council



**DR. DAVID NICHOLS**  
Member  
Missouri Arts Council



**ROBERT B. NOBLE**  
Member  
Missouri Arts Council



**MEREDITH PERKINS**  
Member  
Missouri Arts Council



**GWYN PRENTICE**  
Member  
Missouri Arts Council



**DR. JOEL W. RAY**  
Member  
Missouri Arts Council



**MARK SAPPINGTON**  
Member  
Missouri Arts Council



**BEVERLY STROHMEIER**  
Executive Director  
Missouri Arts Council

The commission participates with the Department of Economic Development in preparing the state's Consolidated Plan for HUD.

The commission includes the governor, lieutenant governor, attorney general, treasurer, and six persons appointed by the governor with the advice and consent of the Senate.

**Missouri Housing Development Commission**

- Zweifel, State Treasurer Clint**, (D), chair, *ex officio*;
- Greim, Claudia Oñate**, (D), vice chair, Kansas City, Oct. 13, 2009;
- Bradford, Cale**, (R), secretary/treasurer, Perryville, Oct. 13, 2011;
- Kinder, Lt. Governor Peter**, (R), *ex officio*;
- Koster, Attorney General Chris**, (D), *ex officio*;
- Nash, Troy**, (D), Kansas City, Oct. 13, 2012;
- Nixon, Governor Jay**, (D), *ex officio*;
- Temporiti, John**, (D), St. Louis, Oct. 13, 2012;
- Vacancies** (2).

**Missouri State Council on the Arts**

815 Olive St., Ste. 16, St. Louis 63101-1503  
Telephone: (314) 340-6845 / FAX: (314) 340-7215  
TDD: (800) 735-2966 / Toll-free: (866) 407-4752  
[www.missouriartscouncil.org](http://www.missouriartscouncil.org)  
Email: [moarts@ded.mo.gov](mailto:moarts@ded.mo.gov)

The Missouri Arts Council (MAC) – as public leader, partner and catalyst – is dedicated to broadening the appreciation and availability of the arts in the state and fostering the diversity, vitality and excellence of Missouri's communities, economy and cultural heritage.

Created by an act of the 73rd General Assembly, the Missouri Arts Council acts as the state's arts grant-making division, providing financial assistance to nonprofit organizations across the state to encourage and stimulate economic and community growth and development through the arts. A division of the Missouri Department of Economic Development, MAC is the second-oldest state-funded arts state agency in the country, providing vital support and leadership to bring the arts to all the people of Missouri. The Missouri Arts Council board consists of 15 volunteer citizens from across the state who are appointed by the Department of Economic Development. The governor designates a chair and a vice chair. The board meets regularly to provide direction in policy making and programmatic oversight.

Through funds from the Missouri General Assembly and the National Endowment for the Arts, MAC provides funding for quality arts programming in both large and small communities. Funding areas include: discipline program assistance (music, dance, theater, literature, electronic media, visual arts, multidiscipline, festivals), community arts, established institu-

tions and mid-sized organizations, folk arts, arts education, minority arts, touring, monthly strategic grants and capacity building.

MAC allocates every program dollar based on the recommendations of Missouri citizens who review grant applications from organizations throughout the state. The panel's recommendations are based on established criteria, including artistic excellence, education and outreach, community support, administrative ability and diversity of audiences served.

The Missouri Cultural Trust Fund is an invested endowment fund created by the state legislature in 1993. Income from the trust is dedicated to supporting the arts in Missouri. A portion of the revenue generated by Missouri's nonresident professional athletes and entertainers is the funding source for the Cultural Trust Fund. The trust is administered by a board of trustees, consisting of the state treasurer, two members of the Senate appointed by the president pro tem of the Senate, two members of the House of Representatives appointed by the speaker of the house and the members of the Missouri Arts Council.

**Missouri Arts Council**

- Ruth, Nola**, chair, Columbia;
- Anderson, Dr. Reynaldo S.**, St. Louis;
- Beshore, Sharon**, Joplin;
- Cartwright, Cynthia Laing**, Kansas City;
- Gregg, Carol**, Chillicothe;
- Halen, David W.**, St. Louis;
- Israelite, Joan**, Lee's Summit;
- Kilroy, Marianne**, Kansas City;
- McAuliffe, Emmett**, St. Louis;
- Nichols, Dr. David C.**, Kirksville;
- Noble, Robert B.**, Springfield;
- Perkins, Meredith**, St. Louis;
- Prentice, Gwyn**, Kansas City;
- Ray, Dr. Joel W.**, Cape Girardeau;
- Sappington, Mark**, Kansas City.

**Missouri Cultural Trust Board**

- Ruth, Nola**, chair, Columbia;
- Anderson, Dr. Reynaldo S.**, St. Louis;
- Beshore, Sharon**, Joplin;
- Bray, Sen. Joan**, St. Louis;
- Cartwright, Cynthia Laing**, Kansas City;
- Crowell, Sen. Jason**, Cape Girardeau;
- Gregg, Carol**, Chillicothe;
- Halen, David W.**, St. Louis;
- Israelite, Joan**, Lee's Summit;
- Kilroy, Marianne**, Kansas City;
- McAuliffe, Emmett**, St. Louis;
- Nichols, Dr. David C.**, Kirksville;
- Noble, Robert B.**, Springfield;
- Perkins, Meredith**, St. Louis;
- Prentice, Gwyn**, Kansas City;
- Ray, Dr. Joel W.**, Cape Girardeau;
- Storch, Rep. Rachel**, St. Louis;
- Wilson, Rep. Larry**, Flemington;
- Zweifel, Clint**, State Treasurer.

**Division of Workforce Development**

421 E. Dunklin St., PO Box 1087, Jefferson City 65102  
 Telephone: (573) 751-3349 / FAX: (573) 751-8162  
 www.workforce.mo.gov  
 www.MissouriCareerSource.com  
 Email: wfd@ded.mo.gov

The Division of Workforce Development (DWD) is the job development and training arm of the Department of Economic Development. The mission of the division is to foster a skilled workforce to improve Missouri's competitiveness in the global marketplace by providing quality skill development opportunities adapted to today's business and industry standards. Job creation and worker skill development will continue to play a critical role in Missouri's economic recovery and ensure that our state continues to have "a highly productive, innovative workforce that is second to none."

To businesses in the state, the Division of Workforce Development provides human resource assistance through business representatives and local Business Service Teams. Assistance is provided to laid-off workers through Rapid Response services offered at businesses that are experiencing downsizing. In addition, the division administers a federal tax credit program offering businesses tax credits for hiring targeted individuals. The division also administers three state-funded industry training programs with economic development missions, which provide funding to assist eligible companies in training their workers for the purpose of creating or retaining jobs in Missouri. These programs are operated locally by educational agencies, such as the community colleges.

Business and job-seeker services are delivered through Missouri Career Centers, located in 43 cities and towns across the state and the job search/match web site, [www.MissouriCareerSource.com](http://www.MissouriCareerSource.com). Missouri Career Centers house trained, friendly workforce specialists who help people find careers that best meet their needs and skill sets. They provide guidance on completing job applications, preparing resumes, practicing interviewing skills, signing up for training or education or registering for unemployment compensation. These centers also offer supportive equipment, like computers, telephones, fax machines and copiers. Businesses may use Career Centers to seek or interview potential employees, test applicants' occupational skills or gain access to labor market information.

Career Centers are governed by a flexible but coordinated system of oversight and support. Local Workforce Investment Boards and chief local elected officials in each of Missouri's 14 regions are responsible for the development of workforce policy and oversight of delivery of services, based on local economic factors. At the state level, the division monitors, evaluates and provides technical assistance to the regions.



JULIE GIBSON  
 Director, Division of Workforce Development



NIA RAY  
 Director, Missouri Workforce Investment Board

Each Career Center is managed by a Functional Manager, who oversees daily operations and coordination of customer services across all state and local programs.

The division provides staff to the governor-appointed Missouri Workforce Investment Board. The council, which serves as the State Workforce Investment Board, develops policy and guidance for the workforce system of Missouri and makes recommendations to the governor as to the effectiveness of the system.

**Missouri Women's Council**

Truman State Office Bldg.  
 PO Box 1684, Jefferson City 65102  
 Telephone: (573) 751-0810 / Toll-free: 1-877-426-9284  
 www.womenscouncil.org  
 Email: [Wcouncil@ded.mo.gov](mailto:Wcouncil@ded.mo.gov)

The Missouri Women's Council was established in 1985 by the state's 83rd General Assembly. For over 20 years, the council has been meeting its mandate to identify and address the issues affecting the economic and employment status of Missouri women. The council serves as a resource and referral center connecting women to information on all aspects of women, work and family life.

The Women's Council promotes women's economic and employment opportunities through education and training programs, conferences, referral consultations, and by providing free resources for Missouri citizens including:

- a web site that provides timely information on women's economic issues with links to various resources;
- The Women's Resource Guide;
- The Missouri Family Affirming Wage Guide;
- current statistics and fact sheets on economic issues affecting women;
- The Outstanding Women of Missouri Traveling History Exhibit featuring Missouri women recognized in their disciplines throughout our state's history; and
- information on the Breast Cancer Awareness License Plate.



SANDRA JONES  
 Chair, Women's Council



JANET BANDERA  
 Member, Women's Council



SEN. NORMA CHAMPION  
 Member, Women's Council



SEN. RITA DAYS  
 Member, Women's Council



MICHELLE T. ESSWEIN  
 Member, Women's Council



TERRI GRAY  
 Member, Women's Council



LORENE JAMES  
 Member, Women's Council



NANCI KING  
 Member, Women's Council



KERRI McBEE-BLACK  
 Member, Women's Council



SARAH MURRAY  
 Member, Women's Council



REP. MARILYN RUESTMAN  
 Member, Women's Council



REP. RACHEL STORCH  
 Member, Women's Council



KAREN THORNTON  
 Member, Women's Council



VALERIE WHITE  
 Member, Women's Council



DONAYLE WHITMORE  
 Member, Women's Council



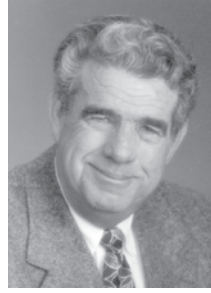
MARY COTTOM  
 Executive Director  
 Women's Council



LINDA MARTINEZ  
Chair, Missouri Development  
Finance Board



JOHN D. STARR  
Vice Chair, Missouri  
Development Finance Board



LARRY D. NEFF  
Secretary, Missouri  
Development Finance Board



JOHN E. MEHNER  
Treasurer, Missouri  
Development Finance Board



BRIAN H. MAY  
Member, Missouri Development  
Finance Board



MARIE CARMICHAEL  
Member, Missouri Development  
Finance Board



L.B. ECKELKAMP JR.  
Member, Missouri Development  
Finance Board



DANETTE D. PROCTOR  
Member, Missouri Development  
Finance Board

The council consists of 15 members. The governor, with the advice and consent of the Senate, appoints 11 members for staggered terms. The remaining four members of the council consist of two senators and two representatives, who are appointed by their respective bodies in the same manner as members of the standing committees. An executive director serves at the pleasure of the council.

### Missouri Women's Council

**Jones, Sandra**, (R), chair, Bolivar, Dec. 6, 2008;  
**Bandera, Janet**, (R), O'Fallon, Dec. 6, 2010;  
**Champion, Sen. Norma**, (R), Springfield;  
**Days, Sen. Rita**, (D), St. Louis;  
**Esswein, Michelle**, (I), St. Louis, Dec. 6, 2010;  
**Gray, Terri**, (D), Columbia, Dec. 6, 2005;  
**James, Lorene**, (R), Kansas City, Dec. 6, 2008;  
**King, Nanci**, (R), Jefferson City, Dec. 6, 2006;  
**McBee-Black, Kerri**, (D), Harrisburg, Dec. 6, 2005;  
**Murray, Sarah**, (D), Kansas City, Dec. 6, 2010;  
**Ruestman, Rep. Marilyn**, (R), Joplin;  
**Storch, Rep. Rachel**, (D), St. Louis;  
**Thornton, Karen**, (R), Sunrise Beach, Dec. 6, 2009;  
**White, Valerie**, (R), St. Charles, Dec. 6, 2010;  
**Whitmore, Donayle**, (D), St. Louis, Dec. 6, 2006;  
**Cottom, Mary**, executive director.



ROBERT V. MISEREZ  
Executive Director, Missouri  
Development Finance Board

### Missouri Development Finance Board

*Governor Office Bldg.  
200 Madison St., Ste. 1000, PO Box 567  
Jefferson City 65102  
Telephone: (573) 751-8479 / FAX: (573) 526-4418  
www.mdffb.org  
Email: mdffb@ded.mo.gov*

For over two decades, the Missouri Development Finance Board (MDFB) has provided development financing to assist infrastructure and economic development projects throughout Missouri. These projects have a high probability of success, but would not be feasible without the board's assistance.

Originally created by state statute in 1982, the board previously operated as the Missouri Industrial Development Board and the Missouri Economic Development Commission. In 1985, legislation was enacted which merged the commission into the board. In 1989, the board's name was changed to the Missouri Economic Development, Export and Infrastructure Board. Four years later, the legislature authorized the board's third and current name change.

The legislature, however, was not just making changes to the board's name, it also was progressively expanding the board's authority. These changes increased the board's ability to not only finance small businesses, but also to help fund public infrastructure improvements, cultural facilities and larger-scale business locations and expansions.

The board has welcomed these additional responsibilities and now administers several programs to facilitate economic development and to assist in business expansion and attraction in Missouri.

### Bond Financing

The Missouri Development Finance Board is authorized to issue taxable or tax-exempt **private activity** industrial revenue bonds for the acquisition or renovation of fixed assets owned by businesses involved in manufacturing or the production of tangible products. Currently, the board is focusing primarily on redevelopment projects, particularly those that eliminate blight.

The board can issue tax-exempt **cultural facility bonds** to qualified charitable organizations for acquisition, construction, renovation and equipping cultural projects, such as museums or recreational facilities.

The board can issue tax-exempt **public purpose** infrastructure bonds to local governments that have projects that serve a public purpose, such as public buildings, jails, police and fire stations, and public infrastructure.

### Missouri Tax Credit for Contributions

The Tax Credit for Contributions Program is a significant fundraising tool that uses private contributions to fund public purpose projects. The board is authorized to grant state tax credits equal to 50 percent of any monies contributed to the board by a taxpayer, in which the proceeds assist in offsetting the costs of qualified projects that benefit the general public.

### Downtown Revitalization Program

Through the Downtown Revitalization Program, the board is authorized to grant state tax credits equal to 50 percent of any monies contributed to the board by a taxpayer. These funds are then used for public-purpose infrastructure improvements necessary to redevelop downtown

areas in communities with populations under 50,000 individuals.

### Missouri Infrastructure Loan Program

Through the Missouri Infrastructure Loan Program, the board can offer long-term, low-interest loans to local political subdivisions or rural public sewer and water districts to fund infrastructure improvements.

### Business Use Incentives for Large-Scale Development (BUILD)

The board is authorized to issue and monitor BUILD Missouri Revenue Bonds, which provide a tool for the Department of Economic Development and MDFB to finance a portion of the eligible costs for businesses that seek to locate or expand in Missouri. Eligible projects must meet substantial new job, capital investment and general company eligibility requirements.

### City/State Partners Program

The City/State Partners Program is a joint effort between the Export Import Bank of the United States (Ex-Im) and state and local entities around the country. The program aims to provide financing services to small and medium-sized U.S. companies that are in need of financing to start exporting their products and services.

Borrowers participating in the board's programs are responsible for debt repayment. The state of Missouri does not incur any costs, nor does it bear any obligation for retiring loans, bonds or notes.

Membership on the board is composed of eight private Missouri residents who are appointed by the governor with the advice and consent of the Senate to four-year terms, the lieutenant governor and directors of the departments of Economic Development, Agriculture and Natural Resources. Seven members constitute a quorum. Not more than five appointed members may be of the same political party. Appointed members serve staggered terms to provide continuity and enhance program development.

### Missouri Development Finance Board

**Martinez, Linda**, (D), chair;  
**Starr, John D.**, (D), vice chair, Kansas City, Sept. 14, 2011;  
**Neff, Larry D.**, (D), secretary, Neosho, Sept. 14, 2010;  
**Mehner, John E.**, (R), treasurer, Cape Girardeau, Sept. 14, 2011;  
**Carmichael, Marie**, (D), Springfield, Sept. 14, 2012;  
**Eckelkamp, L.B. Jr.**, (R), Washington, Sept. 14, 2011;



LT. GOVERNOR PETER KINDER  
Chair  
Missouri Tourism Commission



SCOTT HOVIS  
Member  
Missouri Tourism Commission



MARCI BENNETT  
Member  
Missouri Tourism Commission



SHARON GARRETT  
Member  
Missouri Tourism Commission



SEN. JACK GOODMAN  
Member  
Missouri Tourism Commission



SEN. RYAN MCKENNA  
Member  
Missouri Tourism Commission



ERIC RHONE  
Member  
Missouri Tourism Commission



R.B. (BOB) SMITH III  
Acting Director  
Division of Tourism

**Hagler, Dr. Jon**, Department of Agriculture, *ex officio*;

**Kinder, Lt. Governor Peter**, *ex officio*;

**May, Brian H.**, (D), Clayton, Sept. 14, 2012;

**Proctor, Danette D.**, (R), Springfield, Sept. 14, 2010;

**Templeton, Mark**, Department of Natural Resources, *ex officio*;

**Miserez, Robert V.**, executive director.

### Missouri Division of Tourism

Tourism continues to rank as one of the most important revenue and job producing industries in Missouri, creating more than 293,310 jobs in fiscal year 2008. With an economic impact of approximately \$12.7 billion and \$652 million in state tax revenue, tourism is a dynamic component of economic development. There were 39 million domestic visitors to the Show-Me State in the last fiscal year, and more than 364,000 international visitors in calendar year 2007.

The 74th General Assembly recognized the importance of tourism 42 years ago with the creation of the Missouri Tourism Commission. In cooperation with the Missouri Department of Transportation, the Division of Tourism operates seven Welcome Centers located in rest areas along the interstate highway system at key entry points around the state: Eagleville, Hannibal, Joplin, Kansas City, New Madrid, Rock Port, and St. Louis. The division's award-winning marketing program includes a variety of print,

broadcast and online advertising that focuses on the experiences that Missouri offers and tourists' perceptions of Missouri as a scenic destination with cultural, historical and family activities. Also a major component of the division is its web site – [www.VisitMO.com](http://www.VisitMO.com).

In 1993, HB 188 was signed into law as Section 620.467, RSMo. This legislation included a performance-based funding formula for the Missouri Division of Tourism.

### Tourism Commission

The commission consists of ten members: the lieutenant governor; two members of the Senate of different political parties appointed by the president pro tem of the Senate; two members of the House of Representatives of different political parties appointed by the speaker of the House; and five other persons appointed by the governor, which may include but are not limited to, persons engaged in tourism-oriented operations. No more than three of the governor's appointees shall be of the same political party.

Commission members appointed by the governor serve staggered four-year terms and may be reappointed at the end of their terms. All serve without compensation, but are reimbursed for necessary expenses incurred in the performance of their duties.

The commission elects a chairman and meets at least four times in a calendar year at the call of the chairman to determine all matters relating to the tourism policies of the state of Missouri and the administration of the Division of Tourism.

The commission reports to each regular session of the General Assembly the results of its marketing program and any recommendations for legislation in the field of tourism promotion.

The budget of the Division of Tourism is contained within the annual submittal of the Department of Economic Development to the Missouri General Assembly for approval.

The Tourism Commission employs a director of the Division of Tourism, qualified by education and experience in public administration with a background in the use of the various news media. The director employs a staff of professional, technical and clerical personnel.

### Tourism Commission

**Kinder, Lt. Governor Peter**, (R), chair, Cape Girardeau;

**Bennett, Marci**, (D), St. Joseph;

**Garrett, Sharon**, (R), Purdy;

**Goodman, Sen. Jack**, (R), Mt. Vernon;

**Hovis, Scott**, (D), Jefferson City;

**McKenna, Sen. Ryan**, (D), Crystal City;

**Rhone, Eric**, (D), St. Louis;

**Swanson, Kelly**, (R), Kimberling City;

**Wallace, Rep. Maynard**, (R), Thornfield;

**Walsh, Rep. Gina**, (D), St. Louis;

**Smith, R.B. (Bob) III**, acting director, Jefferson City.

### Activities and Plans

Division activities focus on five research-based, strategically planned areas:

- communications efforts include public and media relations, [www.VisitMO.com](http://www.VisitMO.com), photographic services and publications;
- cooperative marketing matches state funds with private-sector tourism dollars for destination promotion;
- domestic marketing includes advertising, trade shows, meetings/convention marketing and sports marketing, special promotions and events;
- international efforts are targeted in Canada and the United Kingdom in the areas of trade relations, public relations, product development and advertising; and
- special market efforts focus on reaching niche audiences, such as African-American tourists; agritourism; cultural tourists; and tour and travel, which includes group tour and group leader familiarization tours, advertising and marketplaces.

The main marketing activities are in the area of advertising and promotion. Among the promotional tools are brochures, highlighted by the annual *Missouri Travel Guide*. This publication is distributed free to the public by ordering from the division's web site or by picking it up at one of the division's Welcome Centers. News releases and a monthly newsletter, *The Tourism Monitor*, also are prepared for the news media and others interested in Missouri tourism. The division has an Internet presence through its web site, which includes destination and attraction information, as well as news and other promotional programs.

Through a paid advertising program, the division promotes Missouri's vacation opportunities. The advertising has the goal of creating a positive image of Missouri and generating travel to the state. Mailing of state information in response to requests is another major part of the division's responsibilities.

Research plays a necessary role in measuring the effectiveness of the division's efforts to increase tourism spending and stimulate economic and market-share growth at the state and local level. It not only measures past efforts, but also can give important insight to how and where, when and to whom the state should direct promotional efforts to increase the number of visitors, the length of stay, and their expenditures. Research projects are conducted on a continual basis to determine the size, growth and impact of these marketing efforts.



KELLY SWANSON  
Member  
Missouri Tourism Commission



REP. MAYNARD WALLACE  
Member  
Missouri Tourism Commission



REP. GINA WALSH  
Member  
Missouri Tourism Commission

Annually, the division also works with independent research firms to assess the effect of travel spending on the state's economy, tax revenue derived from travel spending and employment generated through tourism.

In 1993, the Missouri Division of Tourism initiated the Cooperative Marketing Program, a 50/50 matching funds reimbursement program, designed to leverage division marketing resources through participation in strategic marketing partnerships. The Cooperative Marketing Program affords the division the opportunity to support local performance-driven projects designed to increase tourism, and provide incentive and opportunity for marketing growth and improvement at the destination level. Qualified professional, nonprofit, destination-marketing organizations throughout Missouri participate regularly in this program. The first year, fiscal year 1995, the program received a budget of \$1 million and funded more than 50 marketing organizations. Each year, the division consistently dedicates a significant portion of its marketing budget to the Cooperative Marketing Program. The fiscal year 2008 expended \$3.2 million in matching funds for the implementation of 55 projects that resulted in total marketing project expenditures of more than \$5.6 million. The funded projects generated more than two billion gross advertising impressions and 800,000 inquiries.

Much of the division's work is designed to meet the changing trends in the travel/tourism industry. The division, through its marketing partners, has expanded its marketing campaign to help our tourism industry grow into new areas. The initiative also includes encouraging close-to-home travel for the estimated 80 million Americans who live within a day's drive of Missouri. The division cooperates with tour packagers and group travel promoters to develop efficient, cost-saving travel opportunities for those who prefer pre-planned vacations.

For travelers entering Missouri, the division operates seven Official State Welcome Centers. The seven welcome centers are located at key entry points to the state at the following locations:

- Joplin Welcome Center – Interstate 44 west of Joplin
- St. Louis Welcome Center – Interstate 270 and Riverview Drive in St. Louis
- New Madrid Welcome Center – Interstate 55 south of New Madrid
- The Hardin C. Cox Welcome Center at Rock Port – Interstate 29 near Rock Port
- Hannibal Welcome Center – Highway 61 in Hannibal
- Kansas City Welcome Center – Interstate 70 at the Sports Complex
- Eagleville Welcome Center – Interstate 35 at Eagleville



LEWIS R. MILLS JR.  
Public Counsel, Office of the  
Public Counsel

Close relationships with others in the travel-promotion field are vital. The division maintains these relationships through memberships, including the U.S. Travel Association, International Visit USA Committees, National Tour Association, American Bus Association, Travel and Tourism Research Association, Missouri Travel Council, Missouri Association of Convention and Visitors Bureaus and other travel associations.

The division has been successful in its campaign to reach international markets, including Canada and the United Kingdom. The division has marketing representatives in the United Kingdom and Canada to oversee the growth of these important markets. Further promotional efforts are coordinated with the Department of Economic Development's international offices.

The division works closely with Missouri communities and promotion groups, including the Missouri Travel Council and Missouri Association of Convention and Visitors Bureaus.

### Regulatory Groups

Through its regulatory agencies, the Department of Economic Development works to safeguard the public interest by ensuring safe and sound financial institutions, just and reasonable utility rates and ethical services by licensed professionals. These agencies include the Office of the Public Counsel and the Missouri Public Service Commission.

### Office of the Public Counsel

Governor Office Bldg.  
200 Madison St., Ste. 650, PO Box 2230  
Jefferson City 65102  
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www.mo-opc.org  
Email: mopco@ded.mo.gov

The Office of the Public Counsel is Missouri's consumer advocate in the area of utility regulation. The public counsel must be an attorney licensed to practice in Missouri and is

appointed by the director of the Department of Economic Development.

The Office of the Public Counsel was established in 1974 as an independent agency to represent the interests of utility customers in proceedings before and appeals from the Missouri Public Service Commission (PSC) and the courts. The PSC regulates the rates and services of investor-owned electric, natural gas, telephone, water, sewer and steam heat utilities, and also regulates manufactured housing. The Public Counsel's participation in PSC cases and its power to appeal PSC decisions has resulted in important victories for utility consumers.

While keeping abreast of the rapid changes that are currently occurring in the utility sector, the Office of the Public Counsel advocates for high quality utility services at affordable rates. When large industrial and commercial utility customers retain counsel to represent their particular interests before the PSC, the Office of the Public Counsel focuses its representation on residential and small business customers who otherwise would not have their point of view presented or their interests protected. The Public Counsel's representation gives these consumers an essential voice in the regulation of life sustaining public utility services.

Dramatic changes in federal and state policy have introduced some competition into the local telephone market, and may significantly impact Missouri's electric industry. The Office of the Public Counsel advocates for such changes only when it appears that consumers would benefit. If such changes occur, the Office of the Public Counsel will continue its traditional role in the remaining monopoly utility markets, but will also focus its efforts on the emerging competitive areas to advocate regulatory structures that would facilitate a transition to truly effective competition. The public counsel educates and communicates with consumers about their rights and responsibilities. These efforts are especially important to guard against consumer fraud.

The office consists of attorneys, technical experts and administrative staff. The attorneys represent the public interest in proceedings before the PSC, the state and federal courts, as well as before the Federal Communications Commission and Federal Energy Regulatory Commission. Accountants, economists, financial analysts and engineers are the backbone of the technical staff. These experts offer the public counsel's testimony on the reasonableness, feasibility and affordability of utility proposals and practices.

The public counsel attempts to focus on the most significant cases for utility consumers and cases which have broad public policy effects. The office also consults and works with other public utility consumer advocates in the other states to keep current on issues vital to the

consumer and to address national and regional issues of interest to Missouri consumers.

### Missouri Public Service Commission

Governor Office Bldg.  
200 Madison St., PO Box 360, Jefferson City 65102  
Telephone: (573) 751-3234 / Toll-free: (800) 392-4211  
www.psc.mo.gov  
Email: pscinfo@psc.state.mo.gov

The Missouri Public Service Commission is charged with the statutory responsibility of ensuring that public utility consumers receive safe and adequate services at just and reasonable rates that will provide the utility companies' shareholders the opportunity to earn a reasonable return on their investment.

The commission consists of five commissioners who are appointed by the governor to six-year terms with the advice and consent of the Missouri Senate. The terms are staggered so that no more than two terms expire in any one year. The governor designates one member as chair who serves in that capacity at the pleasure of the governor.

The commission regulates utility rates, service and safety for investor-owned electric, natural gas, sewer and water companies. The commission also monitors the construction and set-up of manufactured homes to ensure compliance with state and federal law. While the rates charged by rural electric cooperatives and municipally-owned utilities are determined by their respective governing bodies, the commission has jurisdiction regarding matters of safety over the electric cooperatives and municipal electric and natural gas systems. The commission has limited authority over telecommunications services. The commission also oversees service territory issues involving investor-owned electric utilities, rural electric cooperatives and municipally-owned electric utilities as well as those involving privately-owned water and sewer utilities and public water supply districts.

The commission has a staff of professional accountants, engineers, economists, attorneys, financial analysts and management specialists that evaluate utility requests for commission approval. These requests deal with matters such as tariff changes regarding rates and business operations, financing proposals, business reorganizations, asset transfers and mergers. The staff will provide the results of its evaluation and recommend actions that satisfy the agency's statutory requirements.

The staff conducts routine and special investigations to ensure compliance with commission statutes, rules and orders, including standards for safety and quality of service. Staff will initiate or implement actions to enforce these laws when necessary. Enforcement actions for injunctive





ROBERT M. CLAYTON III  
Chair, Missouri Public Service  
Commission



JEFF DAVIS  
Commissioner, Missouri Public  
Service Commission



TERRY JARRETT  
Commissioner, Missouri Public  
Service Commission



KEVIN GUNN  
Commissioner, Missouri Public  
Service Commission



WESS A. HENDERSON  
Executive Director  
Missouri Public Service  
Commission



KEVIN A. THOMPSON  
General Counsel  
Missouri Public Service  
Commission



ROBERT E. SCHALLENBERG  
Director, Utility Services, Mis-  
souri Public Service  
Commission



NATELLE DIETRICH  
Director, Utility Operations,  
Missouri Public Service  
Commission

relief or monetary penalties are prosecuted in state court by the commission's general counsel.

The traditional rate case is the process through which the commission ultimately determines what customers will pay for their utility services. The process is commenced in one of two ways: a utility company files a tariff for authority to change its rates; or a complaint is filed by the commission, the PSC staff, the Office of the Public Counsel or others challenging the reasonableness of the utility's rates.

The general public is formally represented before the commission by the Office of the Public Counsel, which is a separate state agency under the Department of Economic Development.

Under both the tariff method and the complaint case method, the commission normally will conduct hearings for the purpose of addressing the reasonableness of the proposed tariff or the reasonableness of the rates being challenged. In many tariff filing cases, by law, the commission has up to 11 months from the time a tariff is filed to reach its decision, or the rates will go into effect as filed. Many of these cases are resolved in accord with a settlement between the parties and processed in a shorter time frame.

Special rules apply for water and sewer companies with less than 8,000 customers in Missouri. They can pursue changes in rates without

the necessity of filing a formal rate case (called an informal rate case). Water and sewer companies with over 8,000 customers are subject to filing a traditional rate case.

The commission staff conducts an independent, on-site investigation of the company's books and records to provide the commission with a recommendation as to what increase or decrease, if any, should be ordered. This investigation can take from two weeks to several months and results in the pre-filing of written testimony. Other parties such as the Office of the Public Counsel, consumer groups, commercial and industrial interests and municipali-



DANA K. JOYCE  
Director, Administration and  
Regulatory Policy, Missouri  
Public Service Commission

ties are given an opportunity to provide written testimony.

In addition to holding formal evidentiary hearings, the commission may hold local public hearings, which allow customers to express their views on the proposed increase or the utility's service.

Once the formal hearings are completed, the commission reviews the evidence submitted, deliberates and then issues a decision. That decision is subject to court appeal.

The commission is also engaged in a variety of activities reflecting changes in state and federal law regarding the telecommunications and energy sectors of the utility industry. As federal regulators make decisions which directly affect Missouri utility consumers, the commission participates in proceedings before the Federal Energy Regulatory Commission (FERC) and the Federal Communications Commission (FCC). Commissioners and staff members have submitted comments or testified on numerous occasions before these agencies and the commission has taken appeals from decisions adverse to Missouri ratepayers to the federal courts.

Regular meetings of the commission are each week. As with other state agencies, commission meetings are subject to the state's open meetings law.

The Data Center keeps a record of all filings and proceedings of the commission. These records are available for public inspection from 8 a.m. to 5 p.m., Monday through Friday, except legal holidays. Many of these records are also available via the commission's web site ([www.psc.mo.gov](http://www.psc.mo.gov)).

A consumer who has questions about specific matters relating to utility service should first call the utility company. If the consumer is not satisfied with the company response, he or she may call the commission's consumer services department. Consumers may also file formal written complaints. The commission's main consumer services office is located in Jefferson City. The commission's toll-free hotline number for complaints is 1-800-392-4211.

Under the commission's procedure, each informal complaint is assigned a specialist who acts as an intermediary between the consumer and the utility in an attempt to resolve the complaint. Through investigations of consumer complaints, the consumer services department works to ensure that utilities comply with their approved tariffs and commission regulations.

The Missouri Public Service Commission was established in 1913 by the 47th General Assembly. The 1974 State Reorganization Act placed the commission within the Department of Consumer Affairs, Regulation and Licensing, which in 1984 was renamed the Department of Economic Development.

### Missouri Public Service Commission

**Clayton, Robert M. III, (D)**, chair, Columbia, April 28, 2009;

**Davis, Jeff, (R)**, commissioner, Jefferson City, April 15, 2012;

**Jarrett, Terry M., (R)**, commissioner, Jefferson City, September 11, 2013;

**Gunn, Kevin D., (D)**, commissioner, Jefferson City, March 13, 2014.