



# Department of Economic Development

Truman State Office Bldg., Room 680

PO Box 1157

Jefferson City 65102

Telephone: (573) 751-4962 / FAX: (573) 526-7700

www.ded.mo.gov / E-mail: ecoddev@ded.mo.gov

The Missouri Department of Economic Development administers a wide array of services and programs designed to attract and retain good, family-supporting jobs and to help local communities fulfill their dreams.

Under the leadership of Governor Matt Blunt, the department underwent a significant reorganization beginning in 2005 under the direction of Department Director Greg Steinhoff. Steinhoff has sharpened the department's focus to one centered on progress, not process.

To achieve this goal, the old divisions of Business Development and Trade and Community Development were merged into the new Business and Community Services Division. The Business and Community Services division houses the sales, marketing, finance and community development teams.

The Sales team now includes Industry Specialists who are tasked with reaching out to businesses identified as having tremendous growth potential. These experts are able to communicate with leaders in their respective industries to highlight the benefits and advantages of relocating or expanding in the Show-Me State. The International Trade and Investment staff seeks to expand Missouri's presence in the global marketplace. In 2006, Missouri businesses set a new export record with \$12.8 billion in sales to 191 different countries around the world.

The Marketing Team helps promote Missouri in a variety of ways, including providing research assistance, purchasing advertising, and working various trade shows promoting Missouri industries.

The Finance Team administers financial assistance programs to help facilitate business and community development. The Compliance Team works to ensure that these state resources are being spent properly and that recipients of finan-



GREG STEINHOFF  
Director



MIKE MILLS  
Deputy Director



SPENCE JACKSON  
Deputy Director

cial assistance are using them as agreed to with the department.

The Community Development Team works directly with Missouri communities and oversees a variety of programs to assist with infrastructure improvements and to help transform blighted and economically challenged areas into centers of job growth.

In 2006, Governor Blunt unveiled his Downtown Revitalization and Economic Assistance for Missouri (DREAM) initiative. This was created to help small and mid-size Missouri towns access state resources to help transform their downtown areas into thriving centers of commerce and job creation.

The Division of Workforce Development remains an important part of the department, helping Missourians access gainful employment during a time in which tens of thousands of new jobs have been created across the state.

The Division of Tourism, Missouri Development Finance Board, Missouri Housing Development Commission, Missouri Arts Council, and the Missouri Community Service Commission are part of the department, as are the Missouri Public Service Commission and the Office of the Public Counsel.



PAM COFFEY  
Executive Assistant



DARYL HYLTON  
General Counsel



BRIAN GRACE  
Director of Public Affairs



MIKE DOWNING  
Co-Director, Business and Community services Division



SALLIE HEMEWAY  
Co-Director, Business and Community Services Division



RHONDA MEYER  
Director of Administration



JUDY GERHKE  
Director of Financial Systems



SARAH SCHUETTE  
Director of Human Resources



MARTY ROMITTI  
Director of MERIC

## 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 and provides staff support for the Small Business Regulatory Fairness Board.

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.

### Small Business Regulatory Fairness Board

**George, J. Scott**, chair, Mt. Vernon;  
**Angst, Randy**, vice chair, Lebanon;  
**Baker, Rep. Brian L.**, member, Belton;  
**Nodler, Sen. Gary**, member, Joplin;  
**Ocello, Micheal**, member, St. Louis;  
**Skaggs, Rep. Trent**, member, Independence;  
**Taxman, Maria Guadalupe**, member, St. Louis;  
**Wade, Merrill**, member, Chesterfield;  
**Vacancy**, (2).

### Missouri Economic Research and Information Center

*Truman State Office Bldg.  
P.O. Box 3150  
Jefferson City 65102-3150  
Telephone: (573) 522-6261 / Toll Free: (800) 225-8113  
FAX: (573) 751-7160  
www.missourieconomy.org*

The Missouri Economic Research and Information Center (MERIC) provides comprehensive analysis of Missouri's socioeconomic environment at the local, regional and state levels. To achieve this, MERIC employs a wide array of tools, which include econometric models, geographic information systems and advanced statistical methods. Ongoing projects at MERIC include targeted development, economic and social impact assessments, industry and occupational analyses, career seeker products and information on Missouri's demographic and economic trends.

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.

Ultimately, MERIC's mission is to provide accurate, relevant and timely information to decision makers and the public in order to facilitate a better understanding of Missouri's socioeconomic environment.

### 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

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Telephone: (573) 751-5098/ FAX: (573) 751-7384  
Toll Free: (800) 523-1434  
www.missouridevelopment.org  
E-mail: missouridevelopment@ded.mo.gov*

The Division of Business and Community Services was created as part of a major department reorganization in 2005. This division is comprised of professionals who work directly with businesses seeking to relocate or expand their presence in Missouri. Several programs are used to facilitate these efforts with great success.

Housed within this division are members of the International Trade and Investment team, who work to expand Missouri's presence around the world. A major focus is to aid in the development of international sales contracts through the assistance of Missouri's foreign contract offices and partner networks. Missouri contract agents are currently located in Mexico, Japan and China. The office also concentrates efforts towards increasing foreign investment in Missouri by monitoring international companies of interest and their investment trends. The professional staff can also assist with trade finance issues including Export-Import Bank loans, guarantees and insurance.

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 to 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.

The team is also responsible for development of a variety of customized marketing materials to support the business attraction process.

The Finance Team provides financing and tax credit incentives to businesses that locate or expand in Missouri. These incentives, which include the governor's Missouri Quality Jobs

Program, enable Missouri to compete effectively with other states for new jobs and investment.

The Compliance Team monitors incentive programs administered by the department to ensure efficiency and compliance. The professional staff also strives to ensure that the stated purpose of each program is being achieved.

The mission of the Community Development team is to increase the economic self-sufficiency and prosperity of Missouri communities and neighborhoods. Members of the team achieve this result by offering programs to promote community investment, redevelopment, infrastructure development and support to local governments and not-for-profit organizations.

## Missouri Technology Corporation

Truman State Office Bldg., Room 680  
PO Box 2137

Jefferson City 65102

Telephone: (573) 526-0470 / FAX: (573) 526-8202

[www.missouritechnology.com](http://www.missouritechnology.com)

E-mail: [info@missouritechnology.com](mailto: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 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 the 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 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.

## Missouri Technology Corporation Board of Directors

**Rubin, Donn**, chair, St. Louis;



ROB MONSEES  
Executive Director, Missouri  
Technology Corporation

**Park, Dr. John T.**, vice chair, Rolla;  
**Corwin, David S.**, secretary/treasurer, Clayton;  
**Abney, Col. J.C.**, Ft. Leonard Wood;\*  
**Baker, Dr. Jim**, Springfield;  
**Calcaterra, Dr. Robert J.**, St. Louis;  
**Ferguson, Randall C. Jr.**, Lee's Summit;  
**Gibbons, Sen. Michael**, St. Louis;  
**Mehan, Daniel P.**, Jefferson City;  
**Salva, Stanley J.**, Sugar Creek;  
**Sexton, Larry**, St. Robert;  
**Steinhoff, Gregory A.**, Department of Economic  
Development, *ex officio*;  
**Stokes, Frank**, Lonedell;  
**Wendt, Greg**, San Francisco, CA;  
**Monsees, Rob**, executive director.  
**(Vacancy)**, member from House

\*Col. Abney was elected by the members to serve in an *ex officio* capacity, representing Fort Leonard Wood

## Research Alliance of Missouri

119 E. Atchison St., PO Box 2137  
Jefferson City 65102

Telephone: (573) 659-4636

[www.missouritechnology.com/ram/](http://www.missouritechnology.com/ram/)

The Research Alliance of Missouri, or "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 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

- Gardner, John C., Ph.D.**, chair, University of Missouri–Columbia;
- Alter, William A. III, Ph.D.**, vice chair, Missouri State University, Springfield;
- Arshadi, Nasser, Ph.D.**, treasurer, University of Missouri–St. Louis;
- Baumann, John, Ph.D.**, University of Missouri–Kansas City;
- Beachy, Dr. Roger**, Donald Danforth Plant Science Center, St. Louis;
- Coleman, James, Ph.D.**, University of Missouri–Columbia;
- Ellis, L. Scott, Ph.D.**, Truman State University, Kirksville;
- Glaros, Alan G., Ph.D.**, Kansas City University of Medicine & Biosciences;
- Jennings, Marie**, Stowers Institute for Medical Research, Kansas City;
- Johnson, Jane C.**, A.T. Still University of Health Sciences, Kirksville;
- Krishnamurthy, Dr. Krishna**, University of Missouri–Rolla;
- Roedemeier, Dennis**, Southeast Missouri State University, Cape Girardeau;
- Rubin, Donn**, St. Louis Regional Chamber of Commerce & Growth;
- Stanley, Dr. Samuel, M.D.**, Washington University, St. Louis;
- Steel, Victoria**, Central Missouri State University, Warrensburg;
- Steinhoff, Gregory A.**, director, Missouri Department of Economic Development, Jefferson City;
- Veeman, Frank, Ph.D.**, Northwest Missouri State University, Maryville;
- Zahner, Joseph E., Ph.D.**, St. Louis University;
- Monsees, Rob**, executive director, Research Alliance of Missouri.



THEODORE J. CICERO, Ph.D.  
Chair, Seed Capital Investment Board

## Seed Capital Investment Board

The Missouri Seed Capital Investment Board was established by Section 620.641, RSMo, also referred to as the New Enterprise Creation Act. The board is composed of thirteen members, eight of whom are appointed by the governor with the advice and consent of the Senate, including one representing a major private research university, one representing a major public research university, and six members with backgrounds in technology, banking, labor or small business development. The remaining five members include the director or director's designee of the Department of Economic Development and a member from each of the four innovation centers.

The New Enterprise Creation Act authorized the issuance of \$20 million in state tax credits to attract funding for early-stage, technology-based enterprises in Missouri. It is the board's responsibility to approve the professional fund manager, monitor the seed capital program's activities and verify compliance with the New Enterprise Creation Act.

### Seed Capital Investment Board

- Cicero, Dr. Theodore J., Ph.D.**, chair, St. Louis;
- Bergfalk, Jim**, Kansas City;
- Collins, Brian H.**, Kansas City;
- Curtiss, Roy III, Ph.D.**, St. Louis;
- Gerke, Gene**, Columbia;
- Hall, Karen K.**, Branson;
- Jacobi, Robert V. Jr.**, Kansas City;
- Johnson, Lethorne**, St. Louis;
- Kaskowitz, Rosemary A.**, St. Louis;
- Lehmkuhle, Stephen W., Ph.D.**, Columbia;
- Prugh, Rick**, Rolla;
- Steinhoff, Gregory A.**, Missouri Department of Economic Development, *ex officio*;
- Stupp, J.J.**, St. Louis.

## Community Development Division

Truman State Office Bldg., Room 720  
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The mission of the **Community Development Division** is to increase the economic self-sufficiency and prosperity of Missouri communities and neighborhoods. Members of the group achieve this result by offering programs to promote community investment, redevelopment activities, planning and leadership development, infrastructure development and support to local governments and not-for-profit organizations.

### Community Development Programs

The **Community Development Block Grant (CDBG) Program** administers grants to cities with populations of less than 50,000 and counties with populations of less than 200,000. The program is designed to improve local communities by providing funds to develop suitable living environments and expand economic opportunities, principally for low and moderate income persons. The grant process is open to all non-entitlement local governments and provides assistance in areas such as public facilities, housing, economic development and downtown revitalization. Funds are provided through the U.S. Department of Housing and Urban Development.

The **Neighborhood Assistance Tax Credit Program (NAP)** administers a tax credit program designated for the betterment of communities and neighborhoods. The Neighborhood Assistance Act provides a tax credit incentive to encourage business participation in community development projects operated by not-for-profit organizations in areas such as crime prevention, community services, physical revitalization, job training, economic development, new generation cooperatives and education.

The **Youth Opportunities and Violence Prevention Program (YOP)** administers a tax credit program specifically directed toward programs which are designed to prevent youth from engaging in violent behavior and enable youth to improve themselves through education, job training and apprenticeship activities. The tax credits are given to businesses and individuals contributing to an approved project undertaken by either a public or private organization.

The **Family Development Account Program (FDA)** administers a state tax credit program that enables contributors to make donations to organizations that establish and run a Family Development or Individual Development Account project. The funds contributed are used to match low-income participants' savings ac-

counts, enabling them to save funds to further their education, purchase or renovate a home or start a new business.

The **Historic Preservation Tax Credit Program** aids in the redevelopment of Missouri's commercial and residential historic structures. The tax credit is equal to 25 percent of the total costs and expenses incurred during the rehabilitation of a nationally designated historic property or a property located in a historic district.

The **Community Development Corporation Program** assists in the development of CDCs — nonprofit organizations that promote the industrial, economic, entrepreneurial, commercial and civic development of a community. The CDC program also offers a tax credit and grant program to encourage workforce development, housing development and many other CDC services.

The **Neighborhood Preservation Program** assists homeowners and developers that wish to renovate or construct residences for homeownership by providing state tax credits for housing renovation and or new construction. State statutes require that the program operate in certain qualifying and eligible areas of the state.

The **Brownfield Redevelopment Program** provides tax credits and grants for remediation of contaminated sites throughout Missouri. The program provides opportunities to redevelop once vibrant business and community sites that are currently underutilized or are vacant, thus bringing jobs and investment back into the area.

The **Enhanced Enterprise Zone Program** provides tax credits to new or expanding businesses in a Missouri Enhanced Enterprise Zone. The zones are specific geographic areas designated by local governments and certified by the Department of Economic Development. Zone designation is based on certain demographic criteria, the potential to create sustainable jobs in a targeted industry and a demonstrated impact on local industry cluster development.

The **Missouri Downtown Economic Stimulus Act (MODESA)** helps facilitate redevelopment of downtown areas and the creation of jobs by providing essential public infrastructure. A portion of the new state and local taxes created by the redevelopment can be diverted to fund eligible public infrastructure and related costs for a period of up to 25 years.

The **Missouri Rural Economic Stimulus Act (MORESA)** provides financial incentives for public infrastructure for the development of renewable fuel production facilities or eligible new generation processing entities creating new jobs and agricultural markets in rural Missouri. A portion of the new state and local taxes created by the production facility or processing entity can

be diverted to fund eligible public infrastructure and related costs for a period of up to 25 years.

The **State Supplemental Tax Increment Financing Program** facilitates the redevelopment of blighted areas by providing essential public infrastructure. Municipalities may apply for a portion of the new state tax revenues created by the project to be disbursed to cover a financing gap for eligible redevelopment costs on eligible projects.

The **Delta Regional Authority (DRA)** is a federal-state partnership serving a 240-county/parish area in an eight-state region. Led by a Federal Co-Chairman and the governors of each participating state, the DRA is designed to remedy severe and chronic economic distress by stimulating economic development and fostering partnerships that will have a positive impact on the region's economy. The DRA focuses on basic infrastructure development and transportation improvements, business development and job training services. It serves the southeast portion of Missouri.

The **Missouri Community Assessment and Planning Process (MOCAPP)** is a comprehensive local planning tool designed to be self-driven. The tool assesses 37 subcategories of development and incorporates local participation in the process. Communities successfully completing phases of MOCAPP may gain recognition as a Missouri Star City, 5-Star City, or All Missouri Certified City.

The **Downtown Revitalization and Economic Assistance for Missouri (DREAM)** initiative was created by Governor Matt Blunt in 2006 to help small and mid-size Missouri communities navigate through the various forms of assistance available through the Missouri Department of Economic Development, the Missouri Finance Board and the Missouri Housing Development Commission. All cities chosen to take part receive thorough assistance and guidance to help implement their downtown revitalization goals. This initiative was implemented to help Missouri communities create jobs and enhance economic opportunities in addition to providing infrastructure assistance.

## Quality Jobs

Created by Governor Matt Blunt in 2005, this initiative provides tax credits to qualifying businesses that create jobs that provide health care benefits for their employees and pay above the average county wage in the area they are seeking to expand or relocate.

## Missouri Community Service Commission

*Truman State Office Bldg., Room 770*

*PO Box 118*

*Jefferson City 65102*

*Telephone: (573) 751-7488 / FAX: (573) 526-0463*

*or www.movolunteers.org*

*E-mail: 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 Missouri Community Service Commission connects Missourians of all ages and backgrounds in an effort to improve unmet community 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 fifteen to twenty-five members are appointed by 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 gives communities and neighborhoods 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,

over 100,000 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 not have otherwise been able to obtain them. More than 3,500 Missourians have served their communities through AmeriCorps since the program's inception in 1994. Among their accomplishments, Missouri Members have tutored nearly 25,000 elementary and secondary students, with 80 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 2005-2006, 245 AmeriCorps Members served 346,393 hours. They recruited 5,921 non-AmeriCorps volunteers who served a total of 140,237 hours.

Most not-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 1,700 hours. Part-time can be 900, 675, 450, or 300 hours. Members may serve a maximum of two terms of service in AmeriCorps. At the completion of their service commitment, they receive a \$4,725 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 2005-2006, a full-time living allowance will equal \$11,100. The living allowance is optional for part-time Members.

## Missouri Community Service Commission

**Dominguez, Andres**, (D), chair, Kansas City, Dec. 15, 2006;

**Hardy, Dana M.**, (D), vice chair, St. Louis, Dec. 16, 2006;

**Acock, Jay**, (R), Department of Elementary and Secondary Education, Jefferson City;

**Duffy, Linda**, (R), Columbia, Dec. 12, 2007;

**Evans, Jane B.**, (R), St. Louis, Dec. 12, 2009;

**James-Hatter, Becky**, (D), St. Louis, Dec. 12, 2007;

**Kinder, Lt. Gov. Peter**, (R), Cape Girardeau, Dec. 15, 2009;

**Moskoff, Judith Anne**, (R), Ladue, Dec. 12, 2007

**Randle, Tameka L.**, (D), Cape Girardeau, Dec. 12, 2009;

**Rhow, Vicki C.**, (D), Kennett, Dec. 15, 2006;

**Roper, Hal D.**, (R), Joplin, Dec. 12, 2007;

**Schulz, Jolene**, (D), Columbia, Dec. 12, 2007;

**Schallert, Raynel**, (R), Monett, Dec. 12, 2008;

**Scott, Claudette M.**, (D), Kansas City, Dec. 15, 2006;

**Stiffler, Angela N.**, (R), Independence, Dec. 12, 2007;

**Whitehurst, Stanley**, (R), Marshfield, Dec. 12, 2007;

**Wolken, Barbara**, (D), Jefferson City, Dec. 15, 2008;

**Laverty, Michael**, Corporation for National and



**ANDRES MARIN DOMINGUEZ**  
Chair, Missouri Community Service Commission



**DANA M. HARDY**  
Vice Chair, Missouri Community Service Commission



**JAY ACOCK**  
Member, Missouri Community Service Commission



**LINDA DUFFY**  
Member, Missouri Community Service Commission



**BECKY JAMES-HATTER**  
Member, Missouri Community Service Commission



**LT. GOVERNOR PETER KINDER**  
Member, Missouri Community Service Commission

Community Services, Kansas City, *ex officio*;  
**Riner, Alicia**, Department Elementary Secondary Education, Jefferson City, *ex officio*.

## 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 / E-mail: information@mhdc.com

The Missouri Housing Development Commission, created by the 75th General Assembly, has





**RAYNEL SCHALLERT**  
Member, Missouri Community  
Service Commission



**JOLENE SCHULZ**  
Member, Missouri Community  
Service Commission



**CLAUDETTE M. SCOTT**  
Member, Missouri Community  
Service Commission



**STANLEY WHITEHURST**  
Member, Missouri Community  
Service Commission



**BARBARA WOLKEN**  
Member, Missouri Community  
Service Commission



**LINDA JACKSON**  
Executive Director, Missouri  
Community Service Commission



**RICHARD BAALMANN**  
Chair, Missouri Housing  
Development Commission



**PETE RAMSEL**  
Acting Executive Director,  
Missouri Housing Development  
Commission

invested almost \$4 billion for rental housing developments, preservation of affordable rental housing, home mortgages, home improvement loans, grants to neighborhood housing groups, and other housing programs. MHDC functions as a bank, providing financing directly to borrowers or through a network of private lending institutions.

The commission makes loans to non-profit and limited-dividend sponsors of residential housing to provide affordable housing for underserved Missourians. The commission also makes funds available for the purchase of homes for first-time buyers at below-market interest rates. The funds for mortgage financing are provided through the sale of tax-exempt notes and bonds that the commission is authorized to issue.

Additionally, the commission is authorized to establish a revolving fund to make non-interest bearing loans to non-profit organizations to defray development costs of housing for low- and moderate-income persons. The commission provides advisory, consultative, training and educational services to non-profit housing organizations.

The commission also administers the federal Low Income Housing Tax Credit, Missouri Low Income Housing Tax Credit and the Affordable Housing Assistance Tax Credit; and operates a

housing trust fund for very low-income Missourians to help prevent homelessness and provide emergency housing assistance.

The commission participates with the Department of Economic Development in preparing the state's Consolidated Plan for the U.S. Department of Housing and Urban Development.

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\*

**Baalmann, Richard**, (R), chair, St. Louis, Oct. 13, 2009;

**Fulp, Robert C.**, (R), vice chair, Springfield, Oct. 13, 2008;

**Greim, Claudia Onate**, (D), secretary/treasurer, Kansas City, Oct. 13, 2009;

**Blunt, Governor Matt**, (R), *ex officio*

**Cook, Loren II**, (R), Jefferson City, Oct. 13, 2008;

**Kinder, Lt. Governor Peter**, (R), *ex officio*

**Luetkenhaus, Bill**, (D), Wentzville, Oct. 13, 2007;

**Nixon, Attorney General Jay**, (D), *ex officio*

**Steelman, State Treasurer Sarah**, (R), *ex officio*

**Vacancy, (D);**

**Pete Ramsel**, executive director

\*\$50 per diem

## 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 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 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, folk arts, arts education, minority arts, touring, mini grants, technical assistance, endowment building and renovation/construction.

Applicants must demonstrate that they have sound administration and financial management skills and are capable of promoting the state-local partnership in arts activities to assure broad participation by both the applicant and the audience. Applicants include but are not limited to: community arts agencies, performing organizations, elementary and high schools, colleges, universities, museums, libraries, chambers of commerce, Community Betterment and Main Street Program organizations, and other civic and tourism organizations that present art to their communities.

MAC allocates every program dollar based on the recommendations of Missouri citizens who

serve on advisory panels that meet annually to review applications from organizations seeking grants. The panel's recommendations are based on established criteria, including artistic excellence, education and outreach, community support, administrative ability and diversity of audience served.

The Missouri Cultural Trust Fund is an investment 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 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

**Vangel, Michael**, chair, Columbia;

**Beshore, Sharon**, Joplin;

**Cartwright, Cynthia Laing**, Kansas City;

**Coleman, Sen. Maida**, St. Louis

**Grove, Ms. Dudley R.**, St. Louis;

**Israelite, Joan**, Lee's Summit;

**Kilroy, Marianne**, Kansas City;

**Kohn, Dr. Dixie A.**, St. Louis;

**Noble, Robert B.**, Springfield;

**Perkins, Meredith E.**, St. Louis;

**Prentice, Gwyn**, Kansas City;

**Ray, Dr. Joel W.**, Cape Girardeau;

**Shields, Sen. Charlie**, St. Joseph;

**Sheffield, Glenn**, Webster Groves;

**Steelman, State Treasurer Sarah**;

**Stratman, Karen**, Washington;

**Wooten, Rosalie**, Springfield;

**Strohmeier, Beverly**, executive director.

## Missouri Cultural Trust Board

**Vangel, Michael**, chair, Columbia;

**Beshore, Sharon**, Joplin;

**Cartwright, Cynthia Laing**, Kansas City;

**Coleman, Sen. Maida**, St. Louis;

**Grove, Ms. Dudley R.**, St. Louis;

**Israelite, Joan**, Lee's Summit;

**Kilroy, Marianne**, Kansas City;

**Kohn, Dr. Dixie A.**, St. Louis;

**Noble, Robert B.**, Springfield;

**Perkins, Meredith E.**, St. Louis;

**Prentice, Gwyn**, Kansas City;

**Ray, Dr. Joel W.**, Cape Girardeau;

**Sheffield, Glenn**, Webster Groves;

**Shields, Sen. Charlie**, St. Joseph;

**Steelman, Sarah**, State Treasurer;

**Stratman, Karen**, Washington;

**Wooten, Rosalie**, Springfield;

**Strohmeier, Beverly**, executive director.



MICHAEL VANGEL  
Chair  
Missouri Arts Council



SHARON BESHORE  
Member  
Missouri Arts Council



CYNTHIA L. CARTWRIGHT  
Member  
Missouri Arts Council



JOAN ISRAELITE  
Member  
Missouri Arts Council



MARIANNE KILROY  
Member  
Missouri Arts Council



DR. DIXIE A. KOHN  
Member  
Missouri Arts Council



ROBERT B. NOBLE  
Member  
Missouri Arts Council



MEREDITH PERKINS  
Member  
Missouri Arts Council



DR. JOEL W. RAY  
Member  
Missouri Arts Council



GLENN SHEFFIELD  
Member  
Missouri Arts Council



KAREN STRATMAN  
Member  
Missouri Arts Council



ROSALIE WOOTEN  
Member  
Missouri Arts Council

## Division of Workforce Development

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

The Division of Workforce Development (DWD) is the talent development arm 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



BEVERLY STROHMEIER  
Executive Director  
Missouri Arts Council

adapted to today's business and industry standards. The division is a national leader at pioneering workforce strategies in the new economy. This has involved reengineering services based on an adherence to eight values: customer focus, competitiveness, innovation, accountability, strategic alliances, forward thinking, excellence and adaptability. DWD's vision is to prepare a skilled workforce for quality, family-supporting jobs which will continue to contribute to a more competitive Missouri and ensure that Missouri continues to have the "greatest workforce in the world."

To businesses in the state, the Division of Workforce Development provides human resource assistance through Business Representatives, local Business Service Teams and an online employee search tool, *GreatHires.org*. In addition, the division administers federal tax credit programs offering businesses tax credits for hiring targeted individuals. The division also administers three state funded industry-training programs, which provide funding to help eligible companies train their workers for the purpose of creating or retaining jobs in Missouri.

For Missourians seeking career entry or advancement, the division administers several federal programs designed to provide skill building services, such as core services available to everyone, plus intensive and training services, which are available to those who meet eligibility criteria. In addition, any individual searching for employment can use the job search features in *GreatHires.org*.

Business and job-seeker services are delivered through 40+ Missouri One-Stop Career Centers located around the state. Businesses may use the career centers to seek or interview potential employees, test applicants' occupational skills or gain access to labor market information. Job seekers can use the career centers to learn about job openings, create a resume, conduct a job search, sign up for training or education or register for unemployment compensation.

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

For more innovative and efficient delivery of services, *MissouriCareerSource.com* was developed as a 'virtual' Career Center. The site con-



RODERICK NUNN  
Director, Division of Workforce  
Development

tains dedicated webpages for the job seeker and business components of *GreatHires.org*, integrated Career and Workforce Information products, visual descriptions of the Missouri Career Center, the WorkSmart website for workforce professionals, and access to each local workforce region's webpage.

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

## 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](http://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 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 website 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;



VICKY J. HARTZLER  
Chair, Women's Council



SEN. MAIDA COLEMAN  
Member, Women's Council



MICHELLE T. ESSWEIN  
Member, Women's Council



TERRI GRAY  
Member, Women's Council



LORENE JAMES  
Member, Women's Council



SANDRA JONES  
Member, Women's Council



NANCI KING  
Member, Women's Council



KERRI MCBEE-BLACK  
Member, Women's Council



SARAH MURRAY  
Member, Women's Council



SEN. LUANN RIDGEWAY  
Member, Women's Council



REP. MARILYN RUESTMAN  
Member, Women's Council



LORI SMITH-PATTERSON  
Member, Women's Council



VALERIE WHITE  
Member, Women's Council



DONAYLE WHITMORE-SMITH  
Member, Women's Council



MARY COTTOM  
Executive Director  
Women's Council

- The Outstanding Missouri Women traveling exhibit featuring Missouri women recognized in their disciplines throughout our state's history; and
- Information on the Breast Cancer Awareness License Plate.

The council consists of fifteen members. The governor, with the advice and consent of the Senate, appoints eleven 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

**Hartzler, Vicky J.**, chair, (R), Harrisonville, Dec. 6, 2007;

**Coleman, Sen. Maida**, (D), St. Louis;

**Esswein, Michelle**, (I), St. Louis, Dec. 6, 2007;

**Gray, Terri**, (D), Columbia, Dec. 6, 2005;

**King, Nancy**, (R), Jefferson City, Dec. 6, 2006;

**James, Lorene**, (R), Kansas City, Dec. 6, 2008;

**Jones, Sandra**, (R), Bolivar, Dec. 6, 2008;

**McBee-Black, Kerri**, (D), Harrisburg, Dec. 6, 2005;

**Murray, Sarah**, (D), Kansas City, Dec. 6, 2007;

**Ridgeway, Sen. Luann**, (R), Smithville;

**Ruestman, Rep. Marilyn**, (R), Joplin;

**Smith-Patterson, Lori**, (R), Kirksville, Dec. 6, 2006;

**White, Valerie**, (R), Weldon Springs, Dec. 6, 2007;

**Whitmore-Smith, Donayle**, (D), St. Louis, Dec. 6, 2009;

**Cottom, Mary**, executive director.

### 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.mdfb.org / E-mail: mdfb@ded.mo.gov*

For over two decades, the Missouri Development Finance Board 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



LT. GOVERNOR PETER KINDER  
Chair, Missouri Development  
Finance Board



JOHN D. STARR  
Vice Chair, Missouri Develop-  
ment Finance Board



LARRY D. NEFF  
Secretary, Missouri Develop-  
ment Finance Board



NELSON C. GRUMNEY JR.  
Treasurer, Missouri Develop-  
ment Finance Board



PAUL S. LINDSEY  
Member, Missouri Development  
Finance Board



RICHARD J. WILSON  
Member, Missouri Development  
Finance Board



JAMES D. HILL  
Member, Missouri Development  
Finance Board



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

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 (Ex-Im) Bank of the United States 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.



DANETTE D. PROCTOR  
Member, Missouri Development  
Finance Board



ROBERT V. MISEREZ  
Executive Director, Missouri  
Development Finance Board

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

**Kinder, Lt. Governor Peter**, chair;

**Starr, John D.**, (D), vice chair, Kansas City, Sept. 14, 2007;

**Neff, Larry D.**, (D), secretary, Neosho, Sept. 14, 2010;

**Childers, Doyle**, Department of Natural Resources, *ex officio*;

**Eckelkamp, L.B. Jr.**, (R), Washington, September 14, 2007;

**Grumney, Nelson C. Jr.**, (R), treasurer, St. Louis, Sept. 14, 2008;

**Hill, James D.**, (R), St. Louis, September 14, 2007;

**Lindsey, Paul S.**, (D), Lebanon, Sept. 14, 2003;

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

**Smith, Katie**, Department of Agriculture, *ex officio*;

**Steinhoff, Gregory**, Department of Economic Development, *ex officio*;

**Wilson, Richard**, (R), Jefferson City, Sept. 14, 2008;

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

## Missouri Division of Tourism

*Truman State Office Bldg.*

*PO Box 1055*

*Jefferson City 65102*

*Telephone: (573) 751-4133 / FAX: (573) 751-5160 / Toll*

*free: (800) 877-1234*

*www.VisitMO.com / E-mail: tourism@ded.mo.gov*

Tourism continues to rank as one of the most important revenue and job producing industries in Missouri, creating more than 245,000 jobs in fiscal year 2004. With an economic impact of approximately \$13.4 billion and \$627 million in state tax revenue, tourism is a dynamic component of economic development, providing one of every 14 Missouri jobs. There were 37.7 million visitors to the Show-Me State in the last fiscal year—an all-time record!

The 74th General Assembly recognized the importance of tourism 38 years ago with the creation of the Missouri Tourism Commission in 1967. In 1997, the Division of Tourism unveiled a new direction for tourism by creating a new state logo and slogan promoting Missouri's river heritage. Now in its ninth year, the division of tourism's advertising slogan, "Where the rivers run," continues as a theme in Missouri's marketing efforts. Print and broadcast advertising focus on the experiences that Missouri offers and tourists' perceptions of Missouri as a scenic destination with cultural, historical and family activities.

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 tourist-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.

## Missouri Tourism Commission

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

**Divincen, Jim**, (R) vice chair, Osage Beach;

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

**Clear, Lee**, St. Louis;

**Coleman, Sen. Maida**, (D), St. Louis;

**Engler, Sen. Kevin**, (R), Farmington;

**Garrett, Sharon**, Purdy;

**Swanson, Kelly**, Kimberling City;

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

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

**Wright, Randall**, (D), Columbia;

**Luetkemeyer, Blaine**, director, Jefferson City.





LT. GOVERNOR PETER KINDER  
Chair  
Missouri Tourism Commission



JIM DIVINCEN  
Vice Chair  
Missouri Tourism Commission



MARCI BENNETT  
Member  
Missouri Tourism Commission



LEE CLEAR  
Member  
Missouri Tourism Commission



SENATOR MAIDA COLEMAN  
Member  
Missouri Tourism Commission



SENATOR KEVIN ENGLER  
Member  
Missouri Tourism Commission



SHARON GARRETT  
Member  
Missouri Tourism Commission



KELLY SWANSON  
Member  
Missouri Tourism Commission



REP. MAYNARD WALLACE  
Member  
Missouri Tourism Commission



REP. GINA WALSH  
Member  
Missouri Tourism Commission



RANDALL WRIGHT  
Member  
Missouri Tourism Commission



BLAINE LUETKEMEYER  
Director  
Division of Tourism

## 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 markets 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.

Research plays a vital role in 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 its market share of visitors and expenditures. Research projects are conducted on a continual basis to determine the size, growth and impact of these marketing efforts.

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

Most activities are in the area of advertising and promotion. Among the promotional tools are brochures, highlighted by the annual *Missouri Vacation Planner*. This publication is distributed free to the public. 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.

In 1993, the Missouri Division of Tourism initiated the Cooperative Marketing Program, a 50/50 matching funds reimbursement program, designed to extend the division's marketing resources through participation in strategic marketing partnerships, support local performance-driven projects designed to increase tourism, and to 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 2004 program awarded just over \$3 million in matching funds for 64 projects resulting in total project expenditures of more than \$6.6 million, and gross impressions of \$1.1 billion.

Much of the division's work is designed to meet the changing trends in the travel/tourism industry. For the seventh fiscal year, the Division of Tourism will have specifically targeted Missouri's tourism

message to audiences in the African-American market. The division, through its marketing partners, has expanded its marketing campaign to help our tourism industry grow in new areas. This 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 six Official State Welcome Centers. The six 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 at Hannibal
- Kansas City Welcome Center—Interstate 70 entering Kansas City

Close relationships with others in the travel-promotion field are vital. The division maintains these relationships through memberships, including the Travel Industry Association of America, International Visit USA Committees, National Tour Association, American Bus Association and other travel associations.

The division has won awards in its campaigns to reach international markets, including Canada and the United Kingdom. Much of this effort is through regional marketing organizations, such as Mississippi River Country USA. The division has a market representative in the United Kingdom to oversee the growth of this important market. Further promotional efforts are coordinated with the Department of Economic Development's international offices.

The division works closely with Missouri communities, area promotion groups and federal agencies, including the Missouri Travel Council, Missouri Association of Convention and Visitors Bureaus, Missouri Arts Council, state and national parks, the Missouri Department of Conservation, U.S. Army Corps of Engineers, National Forest Service and U.S. Department of Commerce.

## 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  
Telephone: (573) 751-4857 / FAX: (573) 751-5562  
www.mo-opc.org / E-mail: 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.



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

The office consists of attorneys, technical experts and an 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; (800) 392-4211  
www.psc.mo.gov / E-mail: pscinfo@psc.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, gas, telecommunications, sewer and water companies. The commission also monitors the construc-

tion 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 rural electric cooperatives and municipally-operated electric and natural gas systems. Similarly, the commission does not have jurisdiction over the basic service rates for telephone cooperatives, but regulates other aspects of their operations. 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 conduct 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 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 Public Counsel or others challenging the reasonableness of the utility's rates. Generally, a tariff filing seeks a rate increase while a complaint filing seeks a rate reduction.

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 most 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 timeframe.

The commission staff conduct 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 municipalities 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 hearing is completed, the commission reviews the evidence submitted, deliberates and then issues a decision. That decision is subject to appeal to the courts.

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 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 held on Tuesdays and Thursdays. 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 electronically at [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, and there is also a branch office located in the St. Louis area. 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 com-



**JEFF DAVIS**  
Chair, Missouri Public Service  
Commission



**CONNIE MURRAY**  
Commissioner, Missouri Public  
Service Commission



**STEVE GAW**  
Commissioner, Missouri Public  
Service Commission



**ROBERT M. CLAYTON III**  
Commissioner, Missouri Public  
Service Commission



**LINWARD (Lin) APPLING**  
Commissioner, Missouri Public  
Service Commission



**WESS A. HENDERSON**  
Executive Director  
Missouri Public Service  
Commission



**KEVIN A. THOMPSON**  
General Counsel  
Missouri Public Service  
Commission



**COLLEEN (Cully) M. DALE**  
Chief Regulatory Law Judge,  
Adjudication Division, Missouri  
Public Service Commission



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



**WARREN WOOD**  
Director, Utility Operations,  
Missouri Public Service  
Commission



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

plaints, 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

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

**Appling, Linward**, (D), commissioner, Jefferson City, October 31, 2007;

**Clayton, Robert M. III**, (D), commissioner, Columbia, May 27, 2009;

**Gaw, Steve**, (D), commissioner, Holts Summit, April 2, 2007;

**Murray, Connie**, (R), commissioner, Jefferson City, April 28, 2009.