



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

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 and visit.

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

The Division of Workforce Development remains a pivotal section of 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 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 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.

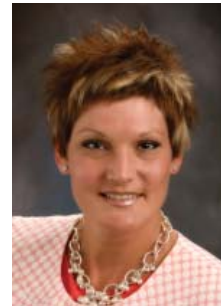
Human Resources assists the divisions by advertising for and recruiting new employees, administering the wage and



DAVID KERR
Director



MIKE DOWNING
Deputy Director



DAWN OVERBEY
Administrative Assistant



CHRIS PIEPER
General Counsel



JOHN FOUGERE
Director of Communications



JULIE MURPHY FINN
Director of Legislative Affairs

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
Jefferson City 65102
Telephone: (573) 522-4173 / FAX: (573) 522-5033
Toll Free: (800) 523-1434
www.missouridevelopment.org
Email: 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 economic and community development professionals, private business, local government, nonprofit organizations and real estate developers. The division is organized into teams that all support the same mission. The teams are sales, research, marketing, finance, and compliance.

Sales Team

The sales team's main objective is existing business retention and expansion. 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, including foreign office representatives, assigned to promote export trade, increase opportunities for foreign investment and provide technical assistance in the area of trade finance; and industry special-

ists 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 research team, known as 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.

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, 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, nonprofits 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

The Missouri Technology Corporation (MTC) is a public-private partnership created by the Missouri General Assembly to promote entrepreneurship and foster the growth of new and emerging high-tech companies. MTC focuses on 21st century bioscience industries that build on Missouri's rich history in agriculture. It is governed by a 15-member board of directors appointed by the governor, speaker of the House, and *president pro tem* of the Senate. The president of the University of Missouri System and the director of the Department of Economic Development are *ex officio* members of the board.



SARAH SCHUETTE
Director of Administration



DAVIN ALTHOFF
Director of Financial
Systems



RACHEL POTTS
Director of Human
Resources



JASON HALL
Executive Director
Missouri Technology
Corporation

Missouri Technology Corporation Board of Directors

Bannister, Joseph G., chair, St. Louis;
Mehan, Daniel P., vice chair, Jefferson City;
Baker, James P., Ph.D., secretary/treasurer, Springfield;
Devers, Daniel P., Kansas City;
Gonzalez, Victoria, Manchester;
Harris, Anthony, M.D., M.B.A., Columbia;
Kemp, Garry, Lee's Summit;
Kerr, David D., Department of Economic Development Director, *ex officio*;
Nichols, Michael F., Ph.D., University of Missouri System designee, Columbia;
Rubin, Donn, St. Louis;
Steinhoff, Gregory A., Columbia;
Stokes, Frank, St. Louis;
Wetle, Michael D., St. Louis;
Williams, Col. Charles A., Fort Leonard Wood, *ex officio*;
Vacancy, member from the Missouri House of Representatives;
Vacancy, member from the Missouri Senate;
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." RAM 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.



JANICE K. VANMETER
Chair
Missouri Community
Service Commission



NINA NORTH MURPHY
Vice Chair
Missouri Community
Service Commission



JOHN R. ALBRIGHT
Member
Missouri Community
Service Commission



ERIKA BRANDL
Member
Missouri Community
Service Commission



ANDRES DOMINGUEZ
Member
Missouri Community
Service Commission



LINDA DUFFY
Member
Missouri Community
Service Commission



CINDY HEISLEN
Member
Missouri Community
Service Commission



DANIEL KAPPEL
Member
Missouri Community
Service Commission



LT. GOVERNOR PETER
KINDER
Member, Missouri Commu-
nity Service Commission



RANDALL J. McARTHUR
Member
Missouri Community
Service Commission



FORREST MILLER JR.
Member
Missouri Community
Service Commission



LORI RASMUSSEN
Member
Missouri Community
Service Commission

Research Alliance of Missouri Members

Tait, Raymond, Ph.D., chair, St. Louis University, St. Louis;
Kunkel, Allen, vice chair, Missouri State University, Spring-
field;

Arshadi, Nasser, Ph.D., treasurer, University of Missouri–St.
Louis, St. Louis;

Di Stefano, Maria C., Ph.D., Truman State University, Kirks-
ville;

Duncan, Robert V., Ph.D., University of Missouri, Columbia;
Glaros, Alan G., Ph.D., Kansas City University of Medicine
and Biosciences, Kansas City;

Goldstein, Karla, Donald Danforth Plant Science Center, St.
Louis;

Johnson, Jane C., A.T. Still University, Kirksville;

Kharasch, Evan, M.D., Ph.D., Washington University, St.
Louis;

Kiel, Cindy, vice chair, Washington University, St. Louis;

Knos, Ted R., Ph.D., University of Missouri–Kansas City,
Kansas City;

Krishnamurthy, K., Ph.D., chair, Missouri University of Sci-
ence and Technology, Rolla;

Nichols, Michael F., Ph.D., University of Missouri System,
Columbia;

Stapleton, James, Ph.D., Southeast Missouri State Univer-
sity, Cape Girardeau;

Steel, Victoria, University of Central Missouri, Warrensburg;

Veeman, Frank C., Ed.D., Northwest Missouri State Univer-
sity, 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

Email: americorps@ded.mo.gov or mcsc@ded.mo.gov

www.movolunteers.org

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 com-



LINDA THOMPSON
Executive Director
Missouri Community
Service Commission

munity 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 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, nonprofit, 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 (CNCS) of Washington, D.C. AmeriCorps

members may serve full-time or part-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, often referred to as the “domestic Peace Corps,” engages citizens of all ages in projects ranging from tutoring, youth mentoring, public safety, housing rehabilitation, health care, environmental issues, disaster relief and other human needs. 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. Nationwide since 1994, more than 700,000 Americans have provided more than 860 million hours of service to their communities and country through AmeriCorps. AmeriCorps provides members 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. Locally, 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. In 2009–2010, 382 AmeriCorps Members served 360,580 hours. They recruited 53,361 non-AmeriCorps volunteers who served an average of five hours each.

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 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, though it varies with the type of program. In 2009–2010, a full-time minimum living allowance equaled \$11,400. The living allowance is optional for part-time members.

Missouri Community Service Commission

VanMeter, Janis K., (D), chair, Lewistown, Dec. 15, 2011;
Murphy, Nina North, (D), vice chair, St. Louis, Dec. 15, 2012;
Abright, John R., (R), Sunrise Beach, Dec. 15, 2010;
Brandl, Erika, Department of Elementary and Secondary Education, *ex officio*, Jefferson City;
Dominguez, Andres, (D), Parkville;
Duffy, Linda, (R), Columbia;
Heislen, Cindy, (D), Jefferson City, Dec. 12, 2012;
Hibbeler, Cheryl, (D), O’Fallon, Dec. 15, 2013;
Kappel, Daniel, (R), Wildwood, Dec. 15, 2013;
Kinder, Lt. Gov. Peter, (R), Jefferson City;
Laverty, Michael, CNCS *ex officio*, Corporation for National Service, Kansas City;
McArthur, Randall J., (R), Maryland Heights, April 5, 2012;
Miller, Forrest Jr., (R), Crestwood, April 5, 2012;
Powers, Elaine, (D), St. Louis, Dec. 15, 2011;
Rasmussen, Lori, (D), Chesterfield, March 26, 2012;
Shelton, Amanda, (D), Columbia, Dec. 15, 2011;
Unger, Russell, (D), Columbia, Nov. 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
 Email: information@mhdc.com
www.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 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, U.S. Department of Housing and Urban Development (HUD) Project-Based Section 8 rental assistance contracts, Affordable Housing Assistance tax credit and several housing assistance programs funded directly by MHDC. Additionally, the commission administers the Missouri Housing Trust Fund, a program designed to prevent homelessness and provide emergency housing assistance for very low-income Missourians.

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

Bay, Jeffrey S., (D), chair, Kansas City, Oct. 13, 2012;
Nash, Troy, (D), vice chair, Kansas City, Oct. 13, 2012;
Stanfield, John, (D), secretary/treasurer, St. Charles, Oct. 13, 2011;
Bradford, Cale, (R), Perryville, Oct. 13, 2011;
Joyce, Timothy, (R), Warrenton, Oct. 13, 2013;
Kinder, Lt. Gov. Peter, (R), *ex officio*;
Koster, Attorney General Chris, (D), *ex officio*;
Nixon, Gov. Jay, (D), *ex officio*;
Zweifel, State Treasurer Clint, (D), *ex officio*;
Vacancy (1).

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
 Email: 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 MAC 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 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 includes: discipline program assistance (music, dance, theater, literature, electronic media, visual arts, multi-discipline, festivals), community arts, established institutions 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 artis-



CYNTHIA L. CARTWRIGHT
Chair
Missouri Arts Council



SHARON BESHORE
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



DR. JOEL RAY
Member
Missouri Arts Council



MARK SAPPINGTON
Member
Missouri Arts Council



BEVERLY STROHMEYER
Member
Missouri Arts Council

tic excellence, education and outreach, community support, administrative ability and diversity of audience 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 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;
Grove, Dudley R., St. Louis;
Halen, David W., St. Louis;
Israelite, Joan, Lee's Summit;
Kilroy, Marianne, Kansas City;
McAuliffe, Emmet, Clayton;
Nichols, Dr. David C., Kirksville;
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;
Cartwright, Cynthia Laing, vice chair, Kansas City;
Gregg, Carol, Chillicothe;
Halen, David W., St. Louis;
Israelite, Joan, Lee's Summit;
Kilroy, Marianne, Kansas City;
McAuliffe, Emmet, Clayton;
Nichols, Dr. David C., Kirksville;
Ray, Dr. Joel W., Cape Girardeau;
Sappington, Mark, Kansas City;
Crowell, Sen. Jason, Cape Girardeau;
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.MissouriCareerSource.com

Email: wfd@ded.mo.gov

As the job development and training arm of the Department of Economic Development, the Division of Workforce Development (DWD) provides a robust menu of vital re-employment services, including access to skill-building training, career connections for job seekers and human resources assistance for businesses. These services are provided through a statewide network of Missouri Career Centers and the job web portal MissouriCareerSource.com. Missouri's workforce system is a collaborative partnership that includes the Missouri Department of Labor and Industrial Relations/Division of Employment Security, 14 local Workforce Investment Boards and 12 community college districts and other local educational agencies across the state.

With the assistance of trained, professional staff, Missouri's Next Generation Career Centers streamline customer flow to provide an expanded product box of valuable career assistance services, like specialized workshops, skills assessments, résumé writing assistance and more. These services equip the state's workforce with the training and skills needed by employers to compete in this 21st century economy. Career 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.

DWD also provides several innovative targeted skill-building programs, such as the WorkReadyMissouri program for unemployment insurance claimants; the Show-Me Heroes program for veterans; a nationally-recognized On-the-Job Training (OJT) Program; the National Career Readiness Certificate; and widely acclaimed youth programs.

Since Missouri's businesses are critical to the success of a long-term healthy economy, DWD provides industry training programs, cost-saving financial incentives, hiring assistance and other business services through a network of business representatives and local business service teams. The division's state-funded industry training programs provide funding to assist eligible companies in training their workers for the purpose of creating or retaining jobs in Missouri. These pro-



JULIE GIBSON
Director, Division of
Workforce Development



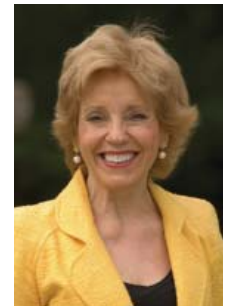
NIA RAY
Director, Missouri Workforce
Investment Board



JANET BANDERA
Member, Women's Council



CHRISTINE BIERMAN
Member, Women's Council



NORMA CHAMPION
Member, Women's Council

grams are operated locally by educational agencies, such as the community colleges.

The division also provides staff to the governor-appointed Missouri Workforce Investment Board (MoWIB). This board sets workforce policy for Missouri's local workforce areas and strengthens ties among state workforce, education and economic development agencies. MoWIB is currently a 37-member board, a majority of which represents high-level management representatives from Missouri's most progressive and successful companies. The board meets quarterly and engages the directors and commissioners of six state agencies to meet the objective of strengthening Missouri's workforce system.

By fostering a skilled workforce, DWD helps our businesses to be more competitive—both regionally and globally—and helps Missouri citizens become more competitive and successful as they seek jobs and advance up the career ladder.

Missouri Women's Council

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 and 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; and the Outstanding Women of Missouri Traveling History Exhibit featuring Missouri women recognized in their disciplines throughout our state's history.

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

Word, Michelle J., chair, (R), Kansas City, Dec. 6, 2012;
Bandera, Janet, (R), O'Fallon, Dec. 6, 2010;
Bierman, Christine, (D), St. Louis, Dec. 6, 2011;
Champion, Sen. Norma, (R), Springfield;
Colbert-Botchway, Nicole, J.D., M.B.A., (D), St. Louis, Dec. 6, 2013;
Colbert Kean, Melodee, (D), Joplin, Dec. 6, 2011;
Coleman, Jackie, (D), Jefferson City, Dec. 6, 2011;
Crum Thompson, Catherine, (I), Jefferson City, Dec. 6, 2013;
Days, Sen. Rita, (D), St. Louis;
Nisbet, Norma, (I), St. Louis, Dec. 6, 2011;
Haefner, Rep. Marsha, (R), St. Louis;
Monticello, Rep. Genise, (D), St. Louis;
Thornton, Karen, (R), Sunrise Beach, Dec. 6, 2009;



NICOLE COLBERT-BOTCHWAY, J.D., M.B.A.
Member, Women's Council



JACKIE COLEMAN
Member, Women's Council



RITA DAYS
Member, Women's Council



NORMA NISBET
Member, Women's Council



REP. MARSHA HAEFNER
Member, Women's Council



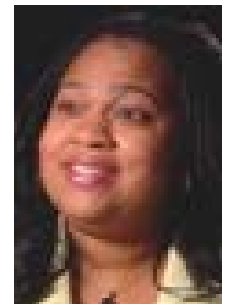
REP. GENISE MONTICELLO
Member, Women's Council



KAREN THORNTON
Member, Women's Council



VALERIE WHITE
Member, Women's Council



DONAYLE WHITMORE
Member, Women's Council



LISA ALTHOFF
Director
Women's Council



MARIE CARMICHAEL
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



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



PATRICK LAMPING
Member, Missouri
Development Finance Board

White, Valerie, (R), St. Charles, Dec. 6, 2007;
Whitmore, Donayle, (D), St. Louis, Dec. 6, 2006;
Althoff, Lisa, 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
Email: mdfb@ded.mo.gov

The Missouri Development Finance Board (MDFB) administers several financing programs for public infrastructure and private economic development capital projects of all sizes throughout Missouri. Additionally, the board provides technical consulting services that support Missouri business export activities in partnership with Ex-Im Bank, the Small Business Administration and small cities' downtown development efforts. The board manages many of these programs in partnership with the Missouri DED.

The board was originally created in 1982 as a separate body corporate and politic of the state within DED as the Missouri Industrial Development Board. Its primary mission was to finance small- to medium- sized new and expanding manufacturing businesses. The board's name and mission have evolved at various times since its inception based upon subsequent legislation that expanded its business financing authority and added authority to fund local and state public infrastructure improvements and nonprofit facilities.

The board funds its loans and investments through the issuance of project-specific conduit revenue bond debt, limited authorization to approve tax credits, and fee income earned. 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 repaying conduit loans, bonds or notes issued by the board for private or local government borrowers. The board sustains its staffing and operational costs from fee income paid by applicants to its programs and other general operating revenues.

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. These volunteer members must have been residents of the state for not less than five years prior to their appointment. Remaining membership consists of 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

Carmichael, Marie, (D), chair, Springfield, Sept. 14, 2012;
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;
Eckelkamp, L.B. Jr., (R), Washington, Sept. 14, 2011;



KELLEY M. MARTIN
Member, Missouri
Development Finance Board



REUBEN A. SHELTON
Member, Missouri
Development Finance Board



ROBERT V. MISEREZ
Executive Director, Missouri
Development Finance Board

Martin, Kelley M., (R), Kansas City, Sept. 14, 2012;
Shelton, Reuben A., (D), St. Louis, Sept. 14, 2014;
Lamping, Patrick J., (D), Barnhart, Sept. 14, 2012;
Kerr, David D., Department of Economic Development, *ex officio*;
Hagler, Dr. Jon, Department of Agriculture, *ex officio*;
Pauley, Sara, Department of Natural Resources, *ex officio*;
Lt. Governor Peter Kinder, *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 281,000 jobs in fiscal year 2010. With an economic impact of approximately \$7.2 billion and \$638 million in state tax revenue, tourism is a dynamic component of economic development. There were 35.8 million domestic visitors to the Show-Me State in the last fiscal year and more than 250,000 international visitors in calendar year 2008 (the last year reported).

The 74th General Assembly recognized the importance of tourism 45 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, Hayti, Rock Port and St. Louis. The division's award-winning marketing program includes print, television 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 website—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 10 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



MARCI BENNETT
Chair, Missouri Tourism
Commission



SCOTT HOVIS
Vice Chair, Missouri
Tourism Commission



REP. JOE FALLERT
Member, Missouri Tourism
Commission



SEN. JACK GOODMAN
Member, Missouri Tourism
Commission



LT. GOV. PETER KINDER
Member, Missouri Tourism
Commission



SEN. RYAN MCKENNA
Member, Missouri Tourism
Commission

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

Bennett, Marci, (D), chair, St. Joseph;
Hovis, Scott, (D), vice-chair, Jefferson City;
Kinder, Lt. Gov. Peter, (R), Cape Girardeau;
Joslyn, John, (R), Branson;
Goodman, Sen. Jack, (R), Mt. Vernon;
McKenna, Ryan, (D), Crystal City;
Tinnen, Brenda, (I), Kansas City;
Schoeller, Rep. Shane, (R), Willard;
Fallert, Rep. Joe, (D), St. Genevieve;
Rhone, Eric, (D), St. Louis;
Danner, Kathleen (Katie) Steele, 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 and new media, photographic and video 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, 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 tours



ERIC RHONE
Member, Missouri Tourism
Commission



REP. SHANE SCHOELLER
Member, Missouri Tourism
Commission



BRENDA TINNEN
Member, Missouri Tourism
Commission



KATHLEEN (KATIE) STEELE
DANNER
Director, Missouri Tourism
Commission

and group leader familiarization tours, advertising and marketplaces.

The primary activities are in the area of advertising and promotion. Among the promotional tools is the annual *Missouri Travel Guide*. This publication is distributed free to the public by ordering from the division's website 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 website, VisitMO.com, 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, 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.

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 2010 expended \$3.9 million in matching funds for the implementation of 47 projects that resulted in total marketing project expenditures of more than \$7.8 million. The funded projects generated more than \$1.8 billion gross advertising impressions and more than 916,000 inquiries.

Much of the division's work is designed to meet the changing trends in the travel/tourism industry. Missouri's tourism message appeals to all audiences. 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;
- Hayti Welcome Center—Interstate 55 at Hayti;
- 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 entering Kansas City;
- Eagleville Welcome Center – Interstate 35 at Eagleville

Close relationships with others in the travel-promotion field are vital. The division maintains these relationships through memberships, including the U.S. Travel Association, National Tour Association, American Bus Association and other travel associations.

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

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.



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

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
Email: mapco@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 and 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 that have broad public policy effects. The office also consults and works with other public utility consumer advocates in the other states to keep



KEVIN GUNN
Chair, Missouri Public
Service Commission



ROBERT M. CLAYTON III
Commissioner, Missouri
Public Service Commission



JEFF DAVIS
Commissioner, Missouri
Public Service Commission



TERRY JARRETT
Commissioner, Missouri
Public Service Commission



ROBERT S. KENNEY
Commissioner, Missouri
Public Service Commission



WESS A. HENDERSON
Executive Director, Missouri
Public Service Commission

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 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



KEVIN A. THOMPSON
General Counsel, Missouri
Public Service Commission



ROBERT E. SCHALLENBERG
Director, Utility Services,
Missouri Public Service
Commission



NATELLE DIETRICH
Director, Utility Operations,
Missouri Public Service
Commission



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

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 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 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 that 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 website (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

Gunn, Kevin, D., (D), chair, Webster Groves, March 13, 2014;
Clayton, Robert M. III, (D), commissioner, Hannibal, April 28, 2009;

Davis, Jeff, (R), commissioner, Jefferson City, April 15, 2012;
Jarrett, Terry M., (R), commissioner, Jefferson City, September 11, 2013;

Kenney, Robert S., (D), commissioner, St. Louis, April 28, 2015.