



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



MIKE DOWNING
Acting Director



DAWN OVERBEY
Administrative Assistant



NATHAN NICKOLAUS
General Counsel



AMY SUSAN
Director of Communications
and Marketing



STACEY HIRST
Director of Financial Systems



RACHEL POTTS
Director of Human Resources

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, developing and delivering staff training 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 composed 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



SALLIE HEMENWAY
Director, Division of Business
and Community Services

promote export trade, increase opportunities for foreign investment and provide technical assistance in the area of trade finance; and industry specialists assigned to facilitate growth in eight of Missouri's high-potential industries. The sales team also works closely with the Missouri Partnership, a public-private organization sponsored in part by the state, whose mission and focus is to attract new businesses to Missouri.

Research

The 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's 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 the stated purpose of each program is being achieved, 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 programs are efficient and effective.

Division of Energy

Telephone: 573-751-2254 / FAX: 573-526-7553

The Division of Energy helps Missourians meet their energy needs through education and assistance, and encourages Missourians to advance the efficient use of diverse energy resources to provide for a healthier environment and to achieve greater energy security for future generations.

The division provides technical and financial assistance for energy efficiency and renewable energy improvements; supports market development and demonstration projects promoting clean energy sources and technologies; provides energy data, information and research on energy issues, including supplies and prices, to all Missourians; and promotes policies that support energy efficiency.

Employees work with residential, agricultural, educational, local government, business and industrial clients to develop energy-efficiency programs and measures that pay back the initial investment within a reasonable time frame. Staff consults with the Office of Administration and other state agencies to integrate energy efficiency into state buildings and purchases.

The division monitors energy supplies and prices, works with state decision-makers to help



LLONA C. WEISS
Director
Division of Energy



BILL ANDERSON
Acting Director, Missouri
Technology Corporation

ensure adequate energy supplies for Missouri and reviews policy issues relevant to Missouri energy needs.

Staff trains other state agencies to use alternative fuel vehicles in compliance with state laws. The division also partners with the federal Clean Cities programs in Missouri's metropolitan areas to strive for cleaner air and water through alternative transportation fuels and technologies. Staff assists the Missouri Department of Transportation with the Mid-Missouri Rideshare Program and connects Missouri commuters to the carpooling program nearest them.

The division provides financial assistance for energy efficiency projects and administers the Weatherization Assistance Program, which serves Missouri citizens through 19 local agencies. The weatherization program has provided cost-effective, energy-efficient home improvements to more than 182,000 homes since the inception of the program in 1977. The department's energy revolving loan fund helps schools, colleges, universities, hospitals and local governments finance energy-efficiency projects so that money saved can be used for other needs related to the mission of the entity.

Missouri Weatherization Policy Advisory Council

The council provides policy review and recommendations for delivery of the Weatherization Assistance Program in Missouri. Federal regulations require that a policy advisory council be formed to advise the department on weatherization program issues and distribution of financial assistance. The council reviews and makes recommendations to the department pertaining to the Missouri Weatherization State Plan, federal grant application and programmatic policies.

Sanders, Terry, chair;
Steinmann, Todd, vice-chair;
Keller, Vicki, member;

Lewis, Rae, member;
Miller, David, member;
Patterson, Bonnie, member;
Poston, Marc, member;
Rohlfing, Chris, member;
Stahlman, Michael, member;
Vacancy (1), member.

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.

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;
Canuteson, Elizabeth, Liberty;
Galloway, Nicole R., Columbia;
Gonzalez, Victoria, Manchester;
Kemp, Garry, Lee's Summit;
Kerr, David D., Ballwin;
Rubin, Donn, St. Louis;
Steinhoff, Gregory A., Columbia;
Wettle, Michael D., St. Louis;
Berry, Rep. T.J., member, Missouri House of Representatives;
Downing, Mike, Department of Economic Development, *ex officio*;
Williams, Col. Charles A., Fort Leonard Wood, *ex officio*;
Anderson, Bill, acting 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 composed of chief research officers from universities and research institutions throughout the state.

Research Alliance of Missouri Members

Tait, Raymond, Ph.D., chair, St. Louis University, St. Louis;
Kunkel, Allen, vice chair, Missouri State University, Springfield;
Arshadi, Nasser, Ph.D., treasurer, University of Missouri—St. Louis, St. Louis;
Di Stefano, Maria C., Ph.D., Truman State University, Kirksville;
Duncan, Robert V., Ph.D., University of Missouri, Columbia;
Glaros, Alan G., Ph.D., Kansas City University of Medicine and Biosciences, Kansas City;
Johnson, Jane C., A.T. Still University, Kirksville;
Kharasch, Evan, M.D., Ph.D., Washington University, St. Louis;
Knous, Ted R., Ph.D., University of Missouri—Kansas City, Kansas City;
Krishnamurthy, K., Ph.D., chair, Missouri University of Science and Technology, Rolla;
Lee, Lawrence, Northwest Missouri State University, Maryville;
Nichols, Michael F., Ph.D., University of Missouri System, Columbia;
Roeber, Karla J., Donald Danforth Plant Science Center, St. Louis;
Stapleton, James, Ph.D., Southeast Missouri State University, Cape Girardeau;
Vacancy, University of Central Missouri, Warrensburg;
Anderson, Bill, acting 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 community service needs through direct and tangible service. The MCSC serves as the administrator for AmeriCorps*State funding in Missouri by awarding monetary grants and providing technical assis-



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



CINDY HEISLEN
Member, Missouri Community
Service Commission



DANIEL KAPPEL
Member, Missouri Community
Service Commission



LT. GOVERNOR PETER KINDER
Member, Missouri Community
Service Commission



RANDALL J. McARTHUR
Member, Missouri Community
Service Commission



FORREST MILLER JR.
Member, Missouri Community
Service Commission



NICOLE ROACH
Member, Missouri Community
Service Commission



MOLLY TURNER
Ex officio Member, Missouri
Community Service Commission



LINDA THOMPSON
Executive Director Missouri
Community Service Commission

tance and support to its grantees. By collaborating with volunteer organizations and state agencies and 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. Since 1994, more than 10,000 Missouri residents have served more than 14 million hours and have qualified for Segal AmeriCorps Education Awards totaling more than \$29,900,000. In 2011–2012, 389 AmeriCorps Members recruited 77,568 volunteers who served 612,484.5 hours. Based on the Independent Sector’s Value of Volunteer Time, the National Value of Volunteer Time for 2011 was \$21.79 per hour. This equates to \$13,346,037. Also in 2011–2012, AmeriCorps Members tutored and/or mentored 46,734 individuals. Of these, 168 were children of incarcerated parents. 167 AmeriCorps members participated in disaster response and relief and 263 were certified in disaster preparedness and response.

Most not-for-profit organizations with 501(c)(3) status in the state of Missouri, 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 \$5,550 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 2011–2012, a full-time minimum living allowance equaled \$12,100. The living allowance is optional for part-time members.

Missouri Community Service Commission

VanMeter, Janis K., (D), chair, Lewistown, Dec. 15, 2014;

Murphy, Nina North, (D), vice chair, St. Louis, Dec. 15, 2012;

Albright, John R., (R), Sunrise Beach, Dec. 15, 2013;

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;
McArthur, Randall J., (R), Maryland Heights, April 5, 2012;

Miller, Forrest Jr., (R), Crestwood, Dec. 15, 2014;

Roach, Nicole, (D), St. Louis, March 26, 2015;

Turner, Molly, CNCS *ex officio*, Corporation for National Service, Kansas City;

Unger, Russell, (D), Columbia, Dec. 15, 2014.

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 and 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;

Cosgrove, David, (D), secretary/treasurer, Webster Groves, Oct. 13, 2013;
Roberts, Greg, (D), Chesterfield, Oct. 13, 2015;
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*;
Vacancies (2).

Missouri State Council on the Arts

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

The Missouri Arts Council (MAC)—as a 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 non-profit 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 director of the Department of Economic Development. The governor designates a chair and a vice chair. The board meets regularly to provide direction in policy making and programmatic oversight.

Through funds from the Missouri General Assembly and the National Endowment for the Arts, MAC provides funding for quality arts programming in both large and small communities. Funding areas include: discipline program assistance (music, dance, theater, literature, electronic media, visual arts, multidiscipline, festivals), community arts, established 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 artistic excellence, education and outreach, community support, administrative ability and diversity of audience served.

The Missouri Arts Council Trust Fund is an invested fund created by the state legislature

in 1993. Income from the trust is dedicated to supporting the arts in Missouri. A portion of the income tax revenue generated by Missouri’s non-resident professional athletes and entertainers is the funding source for the Missouri Arts Council 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;
Israelite, Joan, Lee’s Summit;
Kilroy, Marianne, Kansas City;
McAuliffe, Emmett, 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;
Israelite, Joan, Lee’s Summit;
Kilroy, Marianne, Kansas City;
McAuliffe, Emmett, Clayton;
Nichols, Dr. David C., Kirksville;
Ray, Dr. Joel W., Cape Girardeau;
Sappington, Mark, Kansas City;
Keaveny, Sen. Joe, St. Louis;
Schaaf, Sen. Rob, St. Joseph;
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.jobs.mo.gov
 Email: wfd@ded.mo.gov

As the employment 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 jobs.mo.gov web portal. Missouri’s workforce system is a collaborative partnership that includes the Missouri Depart-



NOLA RUTH
Chair
Missouri Arts Council



SHARON BESHORE
Member
Missouri Arts Council



CAROL GREGG
Member
Missouri Arts Council



DR. REYNOLDO ANDERSON
Member
Missouri Arts Council



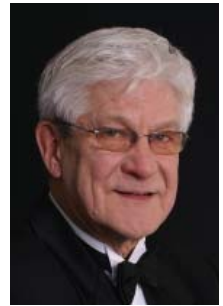
JOAN ISRAELITE
Member
Missouri Arts Council



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

ment 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 offer job seekers use of supportive equipment, such as 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, as well as a summer youth program in partnership with the Department of Natural Resources' State Parks Youth Division.

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. 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 programs are operated locally by educational agencies, such as 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 whom represent high-level management 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



AMY SUBLETT
Acting Director, Division of
Workforce Development



MAIDA COLEMAN
Director, Missouri Workforce
Investment Board

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, (D), Kansas City, Dec. 6, 2012;
Bandera, Janet, (R), O'Fallon, Dec. 6, 2010;
Colbert-Bochway, Nicole, J.D., M.B.A., (D), St. Louis, Dec. 6, 2013;
Coleman, Jackie, (D), Jefferson City, Dec. 6, 2011;
Collins, Noelle, J.D. (D), St. Louis, Dec. 6, 2014;
Crum Thompson, Catherine, (I), Jefferson City, Dec. 6, 2013;
Curls, Sen. Kiki, (D), St. Louis;
Nisbet, Norma, (I), St. Louis, Dec. 6, 2011;
Haefner, Rep. Marsha, (R), St. Louis;
Kean, Melodee Colbert, (D), Joplin, Dec. 6, 2011;
Monticello, Rep. Genise, (D), St. Louis;
Thornton, Karen, (R), Sunrise Beach, Dec. 6, 2009;
White, Valerie, (R), St. Charles, Dec. 6, 2007;
Whitmore, Donayle, (D), St. Louis, Dec. 6, 2006;
Vacancy (1);
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.mdffb.org
 Email: mdffb@ded.mo.gov

The Missouri Development Finance Board (MDFB) administers several financing programs



MICHELLE J. WORD
Chair, Women's Council



JANET BANDERA
Member, Women's Council



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



JACKIE COLEMAN
Member, Women's Council



NOELLE COLLINS, J.D.
Member, Women's Council



SEN. KIKI CURLS
Member, Women's Council



REP. MARSHA HAEFNER
Member, Women's Council



MELODEE COLBERT KEAN
Member, Women's Council



REP. GENISE MONTICELLO
Member, Women's Council



NORMA NISBET
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



REUBEN A. SHELTON
Vice Chair, Missouri
Development Finance Board



LARRY D. NEFF
Secretary, Missouri
Development Finance Board



JOHN E. MEHNER
Treasurer, Missouri
Development Finance Board



MATTHEW L. DAMERON
Member, Missouri
Development Finance Board



BRADLEY G. GREGORY
Member, Missouri
Development Finance Board



PATRICK J. LAMPING
Member, Missouri
Development Finance Board



KELLEY M. MARTIN
Member, Missouri
Development Finance Board

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



ROBERT V. MISEREZ
Executive Director, Missouri
Development Finance Board

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 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;

Shelton, Reuben A., (D), vice chair, St. Louis, Sept. 14, 2014;

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

Mehner, John E., (R), treasurer, Cape Girardeau, Sept. 14, 2011;

Dameron, Matthew L., (D), Kansas City, Sept. 14, 2015;

Gregory, Bradley G., (R), Bolivar, Sept. 14, 2015;

Lamping, Patrick J., (D), Barnhart, Sept. 14, 2012;

Martin, Kelley M., (R), Kansas City, Sept. 14, 2012;

Bozoian, Harry D., Department of Agriculture, *ex officio*;

Downing, Mike, Department of Economic Development, *ex officio*;

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

Pauley, Sara, Department of Natural Resources, *ex officio*;

Miserez, Robert V., executive director.

Missouri Division of Tourism

Tourism continues to rank as one of the most important revenue- and job-producing industries in Missouri, creating more than 281,000 jobs. Missouri's 6 million residents welcome more than 36 million visitors annually. With an \$11 billion dollar economic impact and a \$627 million impact on state tax revenue, tourism is a dynamic component of economic development. The travel industry has a broad footprint in Missouri because it is composed of a diverse group of businesses found in every county in the state. The money visitors spend while in Missouri produces business receipts at these firms, in turn employing Missouri residents and paying their wages and salaries.

State and local government units benefit from travel as well. The state government collects taxes on the gross receipts of businesses operating in the state, as well as sales and use taxes levied on the sale of goods and services to travelers. Local governments also collect sales and use taxes generated from traveler purchases.

The 74th General Assembly recognized the importance of tourism 46 years ago with the creation of the Missouri Tourism Commission. In collaboration with the Missouri Department of

Transportation, the Division of Tourism operates seven welcome centers at key locations around the state, providing interaction with visitors, many of whom extend their stay after learning about the opportunities to be found in the state.

As the official destination marketing organization charged with promoting Missouri as a leisure travel destination, the Missouri Division of Tourism (MDT) plans and implements a wide variety of marketing and strategic sales initiatives. The division's award-winning marketing program includes print, television, radio, online, outdoor, search text and mobile advertising focusing on the experiences Missouri offers and tourists' perceptions of Missouri as a scenic destination with cultural, historical and family activities. A major component of the division is its website: 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 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.



SCOTT HOVIS
Chair
Missouri Tourism Commission



BRENDA TINNEN
Vice Chair
Missouri Tourism Commission



BENNETT KELLER
Member
Missouri Tourism Commission



LT. GOV. PETER KINDER
Member
Missouri Tourism Commission



REP. MICHELLE KRATKY
Member
Missouri Tourism Commission



SEN. RYAN MCKENNA
Member
Missouri Tourism Commission



REP. DON PHILLIPS
Member
Missouri Tourism Commission



ERIC RHONE
Member
Missouri Tourism Commission

The director employs a staff of professional, technical and clerical personnel.

Tourism Commission

Hovis, Scott, (D), chair, Jefferson City;
Tinnen, Brenda, (I), vice chair, Kansas City;
Joslyn, John, (R), Branson;
Keller, Bennett, (D), Ballwin;
Kinder, Lt. Gov. Peter, (R), Cape Girardeau;
Kratky, Rep. Michelle, (D), St. Louis;
McKenna, Sen. Ryan, (D), Crystal City;
Phillips, Rep. Don, (R), Kimberling City;
Rhone, Eric, (D), St. Louis ;
Schmitt, Sen. Eric, (R), Glendale;
Danner, Kathleen (Katie) Steele, director, Jefferson City.

Advertising and Promotion

The division's primary activities are in the areas of advertising and promotion. The goal is to deliver the right message, through the right medium, to the right audience, at the right time, in order to maximize the economic impact of travel to the Show-Me State.

The strategic marketing plan is the roadmap that guides all marketing efforts of MDT and has



SEN. ERIC SCHMITT
Member
Missouri Tourism Commission



KATHLEEN (KATIE) STEELE DANNER
Director
Missouri Tourism Commission

been designed to highlight the benefits that mean the most to the largest potential universe of customers. The goal is to implement a competitively funded program providing the required manpower and marketing resources to achieve success. Among the promotional tools is the annual *Missouri Travel Guide*. News releases and a monthly newsletter, *The Tourism Monitor*, are distributed to the news media, travel writers, and others interested in Missouri tourism. MDT also engages with thousands of potential travelers, all of whom

have expressed an interest in travel in Missouri through its twice-monthly email marketing campaign and via social media outlets.

Through a paid-advertising program, the division promotes Missouri's vacation opportunities. MDT's advertising is designed to create a positive image of Missouri and to generate travel to the state. The majority of MDT marketing efforts are focused on the domestic leisure traveler, which includes visits to friends and relatives as well as trips taken for cultural, arts, outdoor recreation and entertainment purposes. A person-trip is defined as one person on a trip away from home overnight in paid accommodations, or on a day or overnight trip to places 50 miles or more, one-way, away from home.

Research plays a vital and 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. MDT's research measures past efforts and offers insights as 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.

The division 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 designed to leverage division marketing resources through participation in strategic marketing partnerships.

For travelers to the Show-Me State, the division's nine Official State Welcome Centers are at the following locations:

- Joplin Welcome Center—Interstate 44 at Mile Marker 2 Rest Area, west of Joplin;
- St. Louis Welcome Center—Interstate 270 and Riverview Drive;
- Hayti Welcome Center—Interstate 55 at Mile Marker 20;
- The Hardin C. Cox Welcome Center at Rock Port—Interstate 29 S. at Mile Marker 109;
- Hannibal Welcome Center—Hwy. 61 N.;
- Kansas City Welcome Center—Interstate 70 at Blue Ridge Cutoff;
- Eagleville Welcome Center—Interstate 35 at Eagleville;
- Conway Welcome Center East—110620 Interstate 44 East;
- Conway Welcome Center West—110619 Interstate 44 West.

These centers welcome more than a half-million visitors each year.

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

The division also works to reach international markets, with a marketing representative assigned to oversee the growth of these important markets.

The division works in collaboration with Brand USA to market Missouri to the international traveler.

The division also oversees work of the Missouri Film Office, which works to attract film, television and video productions to Missouri and to promote the growth of the film and video-production industry in the Show-Me State.

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

Email: mopco@ded.mo.gov

The Office of the Public Counsel is Missouri's consumer advocate in the area of utility regulation. The public counsel must be an attorney licensed to practice in Missouri and is appointed by the director of the Department of Economic Development. The Office of the Public Counsel was established in 1974 as an independent agency to represent the interests of utility customers in proceedings before and appeals from the Missouri Public Service Commission (PSC) and the courts. The PSC regulates the rates and services of investor-owned electric, natural gas, telephone, water, sewer and steam heat utilities and 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 currently occurring in the utility sector, the Office of the Public Counsel advocates for safe and adequate utility services at just and reasonable rates. By statute, the Office of the Pub-

lic Counsel represents all customers and 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. 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 and economists 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 current on issues vital to the consumer and to address national and regional issues of interest to Missouri consumers. In addition, through the property rights ombudsman, the Office of the Public Counsel provides assistance to citizens seeking guidance about condemnation process and procedures.

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.mo.gov

The Missouri Public Service Commission is charged with the statutory responsibility of ensuring 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 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



LEWIS MILLS
Public Counsel
Office of the Public Counsel

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 who 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 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.



ROBERT S. KENNEY
Chair, Missouri Public Service
Commission



DANIEL Y. HALL
Commissioner, Missouri Public
Service Commission



WILLIAM KENNEY
Commissioner, Missouri Public
Service Commission



STEPHEN M. STOLL
Commissioner, Missouri Public
Service Commission



MORRIS WOODRUFF
Secretary, Missouri Public
Service Commission



JOSHUA HARDEN
General Counsel, Missouri
Public Service Commission



WESS A. HENDERSON
Director, Administration and
Regulatory Policy, Missouri
Public Service Commission



CHERYLN D. VOSS
Director of Regulatory Review
Missouri Public Service
Commission

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 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 rate-payers 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 with 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

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

Hall, Daniel Y., (R), commissioner, Jefferson City, September 27, 2019;

Kenney, William P., (R), commissioner, Lee's Summit, January 9, 2019;

Stoll, Stephen M., (D), commissioner, Festus, December 13, 2017.