Members of the Grand Army of the Republic march to the Zalma Cemetery to commemorate their fallen comrades, Marble Hill, c1910.
(Missouri State Archives, Vanishing Missouri Collection)
Government exists to serve, and a broad network of government organizations has been created to accomplish the purpose. Because of the many different names used by these groups—departments, divisions, agencies, boards, commissions, bureaus, units, sections, programs and others—it can be difficult to determine which area of government is responsible for certain services, or to sort out responsibilities or relationships within the governmental framework.

The Missouri Constitution (Article II, Section 1) states: "The powers of government shall be divided into three distinct departments—the legislative, executive and judicial." This section also prohibits persons within each branch from exercising powers of the other branches.

From these three branches spring the variety of organizations which deliver services of state government. Generally speaking, the legislative and judicial branches rely on committees or other small, appointed groups to perform research, develop policy, provide advocacy services or handle administrative duties. In these two branches, most services are delivered through the offices of the elected officials themselves and not by related agencies.

It is through the executive branch that the greatest proportion of state services are delivered. The Constitution (Article IV, Section 12) and the Reorganization Act of 1974 have established a number of "executive departments" to deal with specific areas of interest. A chart showing the present state departments is shown on the following page.


Within each executive department exists a variety of offices of varying size and scope which deal with specific services. Traditionally, "divisions" are the next-largest organizations within departments and function to bring together smaller-sized groups, such as "bureaus," "sections" or "units." Divisions may be governed by a "board" or "commission" composed of members who are either appointed by the governor, made members by law or appointed by a department official. State agencies may administer certain sections of state law, as defined by the Revised Statutes of Missouri, may develop their own rules and regulations as promulgated in the Missouri Register and Code of State Regulations or may institute programs and policies which address the needs of their areas of service.

The Missouri Constitution

Since achieving statehood in 1821, Missouri has had only four Constitutions. The first was adopted in 1820 and was presented to Congress before Missouri was allowed to enter the union of states. The state’s second Constitution was drafted and adopted in 1865. It was replaced by a third Constitution only ten years later. The current Constitution was adopted in 1945 and has been amended a number of times in order to meet the changing needs of our state and its people.

The Constitution of the State of Missouri is published by the Office of Secretary of State pursuant to the Revised Statutes of Missouri (RSMo 2.110). Copies of the Missouri Constitution, which also includes the text of the U.S. Constitution, are available without charge by writing to: Secretary of State Matt Blunt, Publications Division, PO Box 1767, Jefferson City, MO 65102.
**EXECUTIVE DEPARTMENTS**

- Department of Agriculture
- Department of Corrections
- Department of Elementary & Secondary Education
- Department of Higher Education
- Department of Labor & Industrial Relations
- Department of Natural Resources
- Department of Revenue
- Department of Transportation
- Department of Social Services
- Department of Mental Health
- Department of Public Safety
- Department of Administration
- Department of Conservation
- Department of Economic Development
- Department of Health and Senior Services
- Department of Insurance
- Office of Administration
- House of Representatives*
- Lieutenant Governor*
- Secretary of State*
- Governor*
- State Auditor*
- State Treasurer*
- Attorney General*
- Supreme Court †
- Court of Appeals †
- Circuit Courts †

* Indicates elected offices
† Indicates appointed offices subject to public vote for retention
‡ Some circuit court judges are elected. Others are appointed under the Missouri Nonpartisan Plan. All are subject to public vote for retention

**Voters**

**Legislative Branch**
- Senate*
- House of Representatives*

**Executive Branch**
- Governor*
- Lieutenant Governor*
- Secretary of State*
- Attorney General*
- State Treasurer*
- State Auditor*

**Judicial Branch**
- Supreme Court †
- Court of Appeals †
- Circuit Courts †
The Office of Administration is the state’s service and administrative control agency. Created by the General Assembly on January 15, 1973, it combines and coordinates the central management functions of state government. Its responsibilities were clarified and amended by the Omnibus State Reorganization Act of 1974.

The chief administrative officer is the commissioner of administration who is appointed by the governor with the advice and consent of the Senate. The commissioner appoints the deputy commissioners and the directors of the divisions who are responsible to him through the deputy commissioner. The divisions are Accounting, Budget and Planning, Design and Construction, Facilities Management, General Services, Information Services, Personnel and Purchasing and Materials Management.

The Office of Equal Opportunity assists and monitors state agencies in promoting and ensuring equal opportunity within state government through employment, provision of services and operation of facilities.

The Missouri Commission on Intergovernmental Relations provides a forum for state and local governments to deal with mutual problems. The commission serves as a clearinghouse for information relevant to intergovernmental issues.

Division of Accounting

The Division of Accounting is the custodian of the accounting records of the state. The division performs a pre-audit examination of all requests for payments and ensures that all such requests are proper; prepares checks for the state treasurer’s signature, publishes monthly financial summaries and annual financial reports, administers bond sales for the Board of Fund Commissioners and Board of Public Buildings and administers the social security coverage for all employees of the state and its political subdivisions.
Division of Design and Construction
Truman State Office Bldg., Rooms 730 and 780
Telephone: (573) 751-3339 / FAX: (573) 751-7277

The Division of Design and Construction is responsible for construction projects at state facilities other than institutions of higher education, state roads and highways and conservation facilities. The division develops and reviews plans and specifications for state construction; selects consulting architects and engineers; conducts in-house design; bids and contracts for construction work; manages construction projects; oversees the expenditures of capital improvement appropriations; and provides guidelines, information and recommendations for capital improvements.

Division of Facilities Management
Truman State Office Bldg., Room 590
Telephone: (573) 751-1034 / FAX: (573) 751-1466

The Division of Facilities Management operates, maintains and manages state-owned office buildings and various other structures at the seat of government and other locations within the state.

Facilities Management provides a clean, safe and efficient work environment for state agencies assigned as tenants in each facility. Within Jefferson City, 21 separate structures containing approximately 1,700,000 square feet of usable space, including the State Capitol and the Executive Mansion, are cared for by Facilities Management. In addition, office buildings outside of Jefferson City are located in St. Joseph, Kansas City, Springfield and St. Louis. These facilities contain approximately 700,000 square feet of usable office space.

Facilities Management is also responsible for acquiring and managing leased space, using competitive public bids to acquire leased space. The lease program consists of approximately 550 separate contracts containing about 3,000,000 square feet of space providing work space for approximately 19,000 personnel.

Division of General Services
Truman State Office Bldg., Room 760
Telephone: (573) 751-0929 / FAX: (573) 751-7819

The Division of General Services, organized into several sections, provides essential management services to the state departments and to the Office of Administration.

The Risk Management section administers the state's legal expense fund and workers' compensation programs, purchases insurance where required and monitors policies and claims. This section also coordinates the state's occupational safety and health program and advises state agencies on the risk management aspects of insurance, loss prevention and control, security, and all other exposures to loss.

The Missouri Public Entity Risk Management (MOPERM) board operates a shared-risk program offering tort liability and other coverages deemed appropriate for participating political subdivisions of the state, their officers and employees.

The Vehicle Maintenance unit operates a central maintenance facility to provide mechanical repairs for state vehicles in the Jefferson City area.
The **State Printing Center** provides agencies with low-cost and quick copy printing services while maintaining a high level of quality.

The **Forms Management unit** analyzes and designs standardized forms used in the conduct of state business.

The **Flight Operations unit** provides air transportation services to officials and employees of all state agencies to facilitate state business.

The **Head Injury Program** plans and directs a statewide service delivery system of prevention, cognitive retraining, therapies, vocational rehabilitation and transitional living facilities for individuals receiving head injuries.

The **Governor’s Council on Physical Fitness and Health** promotes wellness to all Missourians through such programs as the Show-Me State Games and the Governor’s Fitness and Health Leadership Award.

The Division of General Services also provides interagency mail services within Jefferson City and mail services for the Office of Administration.

**Division of Information Services**

Truman State Office Bldg., Room 280
Telephone: (573) 751-3290 / FAX: (573) 751-3299

The Division of Information Services is the central point for providing data-processing services for the executive branch. The division promotes the economic and efficient use of data processing and telecommunications to transact state business.

The division operates a centralized computer facility for state agencies and elected officials, a data processing education center for state employees, systems development services, the state telephone switchboard and associated telecommunications network and data entry services to the Office of Administration and elected officials.

**Division of Personnel**

Truman State Office Bldg., Room 430
Telephone: (573) 751-4162 / FAX: (573) 751-8641
TT: (573) 526-4488
http://www.oa.state.mo.us/pers/pers.htm

The Division of Personnel operates the Missouri Merit System, administers the Uniform Classification and Pay System and provides other personnel management assistance and services to state agencies and employees as provided in the State Personnel Law (Chapter 36 RSMo).

The Missouri Merit System covers approximately 36,000 employees in six state departments (Office of Administration, Corrections, Health, Mental Health, Natural Resources, Social Services) and parts of three others (Economic Development, Labor and Industrial Relations, Public Safety). This system of personnel management is based on the principles of merit and fitness including competitive examinations for employment, objective and consistent personnel policies and appeals from disciplinary actions.

The Uniform Classification and Pay (UCP) System promotes pay equity among state employees in most executive branch agencies and provides for a coordinated compensation policy. The system covers employees of merit system agencies and those of the departments of Agriculture, Economic Development, Higher Education (exclusive of colleges and universities), Insurance, Labor and Industrial Relations, Public Safety and Revenue. When fully implemented UCP will have a total coverage of approximately 40,000 employees.

The division also has employee relations and development responsibilities extending to all executive branch agencies (exclusive of the institutions of higher education) covering about 61,000 state employees. These programs include labor relations, management training, performance management, leave benefit administration and personnel management consultation.

**Division of Purchasing and Materials Management**

Truman State Office Bldg., Room 630
Telephone: (573) 751-2387 / FAX: (573) 751-7276

The Division of Purchasing and Materials Management is responsible for the procurement of all state-required supplies, materials, equipment and professional or general services except for those agencies exempted by law. The division transacts monetary commitments and contracts or authorizes such transactions by state agencies, executes procurement functions in accordance with applicable statutes and maximizes competitive procurement and awards on all contracts,
implements programs to expand business with minority and women owned business enterprises, provides for statewide cooperative procurement by local government and maintains responsibility for the statewide in-house recycling program. The Materials Management section is responsible for transfers and disposal of state surplus property and acquires donable property declared excess by federal government agencies to distribute such property to public-sponsored entities.

Office of Information Technology

Truman State Office Bldg., Room 560
Telephone: (573) 526-7741 / FAX: (573) 526-7747

The Office of Information Technology’s primary responsibility is to promote the effective use of information technology (IT) as a key business enabler through the development and execution of a statewide Information Systems Strategic Plan. The office promotes the practice of enterprise-wide information technology adaptation and strives to facilitate agency collaboration and cooperation in the application of information technology within their departments. Current statewide initiatives include IT architecture standards, risk assessment and project management, digital delivery of government services (e-government), a total cost of ownership/return on investment program for IT projects, and integrating the state telecommunication networks to improve management and operation.

The state’s Chief Information Officer directs the Office of Information Technology, established in 1995. Assisting the Chief Information Officer and his staff is the Information Technology Advisory Board (ITAB). The ITAB, comprised of the IT directors representing agencies within all branches of Missouri State Government, sets technical standards, selects and sponsors new technology research and development projects and conducts operational and tactical planning.

The statewide Information Systems Strategic Plan drives the mission and goals identified in four key areas: access, optimization, architecture and innovation. The availability of resources and the effective delivery of services are critical to the mission of the state. In order to maximize accessibility, the Plan’s goal is to create an operational environment that provides access to appropriate information enabling the delivery of services to Missouri citizens. An important part of this direction is the current e-government initiative that will provide online services to the state’s citizens and businesses.

A criterion for optimization is the effective and efficient utilization of state resources necessary to create and support an operational environment where costs are managed, resources are shared and used to their maximum potential, and services are continually improved. Establishment of an enterprise-wide adaptive architecture is important to serve as a planning vehicle and communications medium for technology infrastructure, principles and practices. Innovation through the effective application of information technology is vital to the state and our goal is to encourage recognition of the value of information technology and the benefits it provides to the citizens of Missouri. To achieve all of these goals, the office must recruit, develop and retain a skilled information technology workforce within Missouri State Government.

Board of Fund Commissioners

Truman State Office Bldg., Room 153
Telephone: (573) 751-2835

The Board of Fund Commissioners issues, redeems and cancels state general obligations bonds and performs other administrative activities related to state general obligation debt as assigned by law. The board also administers the Escheats Fund.

The board is composed of the governor, lieutenant governor, attorney general, state auditor, state treasurer and commissioner of administration. The governor is president of the board, and the state treasurer is secretary. The board employs an executive secretary and a stenographer to help carry out its duties.

Board of Public Buildings

The Board of Public Buildings is composed of the governor, lieutenant governor and attorney general. The governor serves as the chair, and the lieutenant governor is the secretary.

Missouri law provides that the board has general supervision and charge of state facilities at the seat of government. The board also has the authority to issue revenue bonds for the construction of state office buildings and certain other facilities.
The board works with the Division of Design and Construction and the Division of Facilities Management in carrying out its responsibilities.

**Administrative Hearing Commission**

Truman State Office Bldg., Room 640  
PO Box 1557  
Telephone: (573) 751-2422 / FAX: (573) 751-5018

The Administrative Hearing Commission is a neutral, independent administrative tribunal that decides disputes involving state agencies and another party, usually a private person or corporation. The Commission typically decides the cases after a trial-type hearing. It hears evidence and arguments from the state agency and from the other party. Any party, including the state agency, may seek review of the Administrative Hearing Commission’s decision from the judicial branch.

The statutes authorize jurisdiction for the Administrative Hearing Commission to resolve disputes over decisions of more than 100 state agencies. Chief among them are the Director of Revenue’s tax decisions, professional licensing decisions of many boards of the Department of Economic Development and other departments, the Department of Social Services’ decisions on payments to Medicaid service providers and the Missouri Health Facilities Committee’s decisions on certificates of need. The statutes commit other specific matters to the Administrative Hearing Commission also. Several thousand cases per year are filed with the Administrative Hearing Commission.

The Commission consists of not more than three members, appointed by the governor and confirmed by the Senate, who serve six-year terms.

**Children’s Trust Fund**

1719 Southridge, PO Box 1641  
Jefferson City 65102-1641  
Telephone: (573) 751-5147 / FAX: (573) 751-0254

The Children’s Trust Fund works to establish programs for the prevention of child abuse and neglect.

The Children’s Trust Fund is a public/private partnership located within state government, governed by citizens representative of the state and linked with other agencies at all levels (state and local, public and private). Funding comes from voluntary contributions from taxpayer refunds designated on state income tax returns, sale of the CTF license plate, fees on marriage licenses, fees on vital records, a Federal Prevention Grant and other voluntary contributions.

**Children’s Trust Fund**  
**Board of Directors**

McCarter Dudley, chair, St. Louis, Sept. 15, 1998;
Governor’s Council on Physical Fitness and Health

Truman State Office Bldg., Room 760
Telephone: (573) 751-0915 / FAX: (573) 751-7819

The 29-member Governor’s Council on Physical Fitness and Health, established in 1986, includes elected officials, state officials and individuals from the private sector.

The council seeks to improve and promote the physical fitness and health of all Missourians by encouraging the exchange of information and opportunities. The council also oversees the Missouri Show-Me STATE GAMES, Missouri State Senior Games and Show-Me Body Walk.

Council Members

Hampton, Clark, chair, St. Joseph;
Bailey, Dr. Joyce, vice chair, Warrensburg;
Allen, Art, Ava;
Brigham, Dr. Dale, Columbia;
Clay, Jim, Chesterfield;
Davis, Rep. D.J., Odessa;
Gonder, Nanci, Jefferson City;
Grevillius, Doris, Springfield;
Hartmann, Michael, Jefferson City;
Jennings, Christopher, Jefferson City;
Kendrick, Bob, Kansas City;
Kincaid, Howard, Columbia;
Kinder, Dr. Jerry, Fredericktown;
Lenox, John, Columbia;
Maxwell, Lt. Gov. Joe, Jefferson City;
Osborn, Jerry, Clinton;
Reed, Priscilla, Cedar Hill;
Ross, Rep. Carson, Blue Springs;
Sharpe, Dr. Gary, Jefferson City;
Simmons, Dr. Connie, Cape Girardeau;
Stoll, Rep. Stephen, Festus;

Missouri Public Entity Risk Management Fund (MOPERM)

2010 Williams St., PO Box 105080
Jefferson City 65110-5080
Telephone: (573) 751-1837 / FAX: (573) 751-8276

The Missouri Public Entity Risk Management (MOPERM) was established by the 83rd General Assembly and signed into law by the governor in 1986.

The MOPERM board of trustees operates a shared-risk program offering tort liability and other coverages deemed appropriate for participating political subdivisions of the state, their officers and employees.

Membership of the board consists of the attorney general, the commissioner of administration and four members appointed by the governor with the advice and consent of the Senate, who are officers or employees of those public entities participating in the fund. No more than two members appointed by the governor shall be of the same political affiliation. Members appointed by the governor serve four-year terms. Members of the board serve without compensation.

MOPERM Board of Trustees

Kemper, Charles, (R), chair, Troy, July 15, 2004;
Wild, John, (R), vice chair, Wildwood, July 15, 1999;
Hartmann, Michael, Jefferson City;
Logan, Judy, (D), Vienna, July 15, 2002;
Nixon, Jeremiah (Jay), (D), Jefferson City;
Missouri State Employees’ Voluntary Life Insurance Commission
Truman State Office Bldg., Room 570
Telephone: (573) 751-3289
FAX: (573) 751-0523 / (573) 751-0159

The 87th Missouri General Assembly enacted legislation (Section 105.1000, RSMo) to create the Voluntary Life Insurance Commission. The commission administers a voluntary life insurance plan for state employees. The plan allows state employees to authorize voluntary payroll deductions for the purchase of life insurance products that have been procured through competitive bids. The Office of Administration provides staff support to the commission for administration of the program.

The five-member commission includes one member of the House, one member of the Senate and three members appointed by the governor with the consent of the Senate. Members serve three-year terms.

Voluntary Life Insurance Commission

Missouri Ethics Commission
221 Metro Dr., PO Box 1254
Jefferson City 65102
Telephone: (573) 751-2020 / FAX: (573) 526-4506

The Missouri Ethics Commission was created by the Missouri Ethics Law of 1991 (Section 105.955, RSMo). The commission is charged with enforcement of conflict of interest and lobbying laws (Section 105.450-498, RSMo) and campaign finance disclosure laws (Chapter 130, RSMo).

The commission is composed of six members, not more than three of whom may be the same political party. These members must be from different congressional districts, and no more than three can be from an odd- or even-numbered congressional district. The governor appoints the members of the commission with the advice and consent of the Senate. The commission elects a biennial chair and is assigned to the Office of Administration for budgeting purposes only.

The commission receives and reviews complaints alleging violations of the conflict of interest and lobbying statutes and the campaign finance disclosure statute. After investigation of these complaints, the commission refers the complaints to the appropriate prosecuting authority or disciplinary authority along with recommendations for sanctions. The commission may also initiate judicial proceedings on its own.

The commission reviews and audits reports required by the campaign finance disclosure law, the financial interest disclosure laws and the lobbying registration and reporting laws. The commission acts as the public repository for such reports. The commission provides information and assistance to lobbyists, elected and appointed officials, employees of the state and political subdivisions and the general public.

Missouri Ethics Commission*
Greenwell, Mike, (D-9), chair, Shelbina, March 15, 2002; Gann, Donald, (R-7), vice chair, Ozark, March 15, 2002; Conger, Philip, (R-6), Bethany, March 15, 2004; Donahue, Sandra, (R-2), St. Louis, March 15, 2004; Spain, James, (D-8), Poplar Bluff, March 15, 2004; Spielbusch, Elaine, (D-5), Kansas City, March 15, 2002.

*$100 per diem.
Missouri State Employees’ Deferred Compensation Commission

Truman State Office Bldg., Room 570
Telephone: (573) 751-3289 / FAX: (573) 751-0523

The Missouri General Assembly enacted legislation in 1974 (Section 105.900, RSMo) that created a deferred compensation plan for state employees. Employees are encouraged to contribute part of their compensation to the plan to be withdrawn upon retirement.

Under the act, the program is administered by a five-member commission, which includes one member of the House, one member of the Senate and three members appointed by the governor, with the consent of the Senate. The governor’s appointees serve three-year terms.

The commission also administers a plan for contributions by the state, subject to annual appropriation, to qualified participants in the deferred compensation plan.

Deferred Compensation Commission

Greenbaum, Sheila, chair, St. Louis, Nov. 20, 2000;
Greiman, Gerald P., University City, Nov. 20, 2002;
Hanson, Richard A., Columbia, Nov. 20, 2001;
O’Toole, Rep. James P., St. Louis, December 31, 2002;

Missouri Commission on Intergovernmental Cooperation

Truman State Office Bldg., Room 840
Telephone: (573) 751-4834 / FAX: (573) 522-4395

Established in 1985 by executive order, the Missouri Commission on Intergovernmental Cooperation seeks to develop closer partnerships between state and local governments. The commission serves as a vehicle of communication through which state and local governments can meet to discuss and resolve shared existing and potential problems such as regional justice centers, community information networks, solid waste and greater self-determination for cities and counties.

The commission functions as a clearinghouse of information relevant to intergovernmental issues and develops publications and reports on state-local issues.

The commission consists of 28 members. The governor appoints five members from the private sector and six from state government, the speaker of the House appoints two state representatives, the Senate president pro tem appoints two senators and various local government associations appoint the remaining 13 members.

Commission on Intergovernmental Cooperation

Verkamp, Randy, chair, St. James;
Adams, Joseph, University City;
Ballard, John, Ashland;
Burke, Dick, Jefferson City;
Cavender, Richard, Rolla;
Childers, Doyle, Reeds Spring;
Clements, Shonagh, St. Louis;
Driskill, Joe, Jefferson City;
Fischer, Carol Russell, Jefferson City;
Hartmann, Michael, Jefferson City;
Hoppe, Tom, Kansas City;
Hungerbeeler, Henry, Jefferson City;
Landon, James, Warrensburg;
Levin, Mark, Maryland Heights;
Mahfood, Steve, Jefferson City;
Markenson, Gary, Jefferson City;
Messerli, Karen, Lee’s Summit;
Miller, Karen, Columbia;
Murry, William L., Wheeling;
Ostmann, Cindy, St. Peters;
Paulsell, Steve, Columbia;
Rackers, Tom, Jefferson City;
Ward, Carter, Columbia;
Whitfield, Ken, Rock Hill;
Williams-Neal, Mary, Kansas City;
Vacancies (3).

Jackson County Sports Complex Authority

Harry S Truman Sports Complex

8501 Stadium Dr., Kansas City 64129
Telephone: (816) 921-3600 / FAX: (816) 921-3677
JCSCA.ORG

The bipartisan Authority consists of five commissioners who are qualified voters of the State of Missouri and residents of Jackson County. The Jackson County Legislature submits a list of candidates to the governor to replace members of the Authority whose terms have expired. The governor then appoints the succeeding members.
from that list of candidates. The Commissioners serve staggered terms of five years and hold office until a successor has been appointed and qualified. No more than three members may be of the same political party. The authority is empowered to issue bonds.

The Jackson County Sports Complex Authority is authorized under the constitution and laws of the State of Missouri to plan, construct, operate and maintain a sports stadium fieldhouse, indoor and outdoor recreational facilities center, playing fields, parking facilities and other concessions within Jackson County; to negotiate and perform its obligations as landlord under lease agreements with the Kansas City Royals Baseball Corporation and the Kansas City Chiefs Football Club, Inc.; to oversee the maintenance and operation of the Harry S Truman Sports Complex in a fiscally responsible manner which will allow it to maintain its stature as a premier sports facility in the nation; to administer funds received from the State of Missouri, Jackson County, and the City of Kansas City, Missouri, or any other sources which are to be used for furtherance of its statutory duties; to develop a land use plan for potential development of the Sports Complex and to recommend to the county appropriate long-term leasing arrangements for the Sports Complex facilities; and to work with other political subdivisions, agencies and commissions for the furtherance of all types of sports, either professional or amateur, commercial or private, within Jackson County.

Jackson County Sports Complex Authority
Bondon, John, (D), chair, Kansas City, July 15, 2002;
Winship, Gerald, (R), first vice chair, Lee's Summit, July 15, 2001;
Berkley, Richard L., (R), second vice chair, Kansas City, July 15, 2000;
Mackey, Jerry, (D), secretary, Independence, July 15, 2003;

Martin Luther King Jr. State Celebration Commission

The Martin Luther King Jr. State Celebration Commission is a continuing commission and meets at the call of the chair.

Martin Luther King Jr. State Celebration Commission
Givens, Dr. Henry Jr., chair, St. Louis;
Banks, Anita, St. Louis;
Buford, James H., St. Louis;
Cleaver, Rev. Emanuel II, Kansas City;
Gates, Ollie, Kansas City;
Hardin, Charlotte C., Springfield;
Hartmann, Michael, Jeferson City;
Johnson, Carol N., St. Louis;
Jones, Rev. Sammie, St. Louis;
LaCour, James A., Cape Girardeau;
McBride, Jack, Fulton;
Middleton, Michael A., Columbia;
Monroe, Vernice Givens, Lee's Summit;
Nance, Rev. Earl Jr., St. Louis;
Packnett, Gwendolyn D., St. Louis;
Slay, Mayor Francis, St. Louis;
Thomas, Bertha A., Kirksville;
Thompson, Rep. Betty, University City;
Thompson, Lessie J., Lee's Summit;
Gales, Merdean F., St. Louis.

Citizens’ Commission on Compensation for Elected Officials
State Capitol, Room 125
Telephone: (573) 751-1851 / FAX: (573) 751-1212

In 1994 Missouri voters approved the creation of the “Missouri Citizens’ Commission on Compensation for Elected Officials.” This commission was established to ensure that the power to control the rate of compensation of elected officials of this state is retained and exercised by the people of the state.

Beginning in 1996 and every two years thereafter the commission will review the relationship of compensation to the duties of all elected state officials. The commission's recom-
mendation of a salary schedule shall become effective unless disapproved by the General Assembly. The 22-member commission serves four-year terms.

Commission Members
Ebeling, John, chair, Manchester;
May, Margaret J., vice chair, Kansas City;
Caltagirone, Philip, Fenton;
Azar, Dr. Mark, St. Louis;
Bruno, John Michael, St. Louis;
Barnhart, Larry, Long Lane;
Brenton, Laura, Independence;
Dailey, Kevin, Mercer;
Cross, Terry, Hollister;
Grigsby, Sue, West Plains;
Ryan, Phillip, Hannibal;
Ryan, Brendan, St. Louis;
Buscher, Maureen, Warrenton;
Dudgemon, Jean, Kirksville;
Guier, Barry, Sweet Springs;
Hill, James, Ellington;
Kilgore, Yetta, University City;
Markus, Phyllis Woollen, St. Louis;
Mueller, Robert, St. Louis;
Stafford, Rhonda, Cassville;
Vacancies (2).

Health and Educational Facilities Authority
15450 S. Outer Forty Rd., Ste. 230
Chesterfield 63017
Telephone: (636) 519-0700 / FAX: (636) 519-0792

The Health and Educational Facilities Authority, created in 1975, provides assistance to non-profit health and educational institutions in the construction, financing and refinancing of projects.

The Authority consists of seven members appointed by the governor with the advice and consent of the Senate. Each member must be a resident of the state; no more than four members may be of the same political party.

The authority is empowered to: issue bonds, notes and other obligations for any of its corporate purposes and to refund the same; charge and collect rents, rates and fees for the use of projects or for services furnished by facilities in relation thereto; construct, repair, operate, lease or regulate projects for participating health or educational institutions; refinance indebtedness of participating institutions incurred in the construction or acquisition of facilities by such institutions; establish or cause to be established rules and regulations for the use of projects; receive loans or grants from any public agency or other source, in relation to projects; make loans to participating health institutions for the costs of projects; mortgage any project and the site thereof the benefit of the holders of bonds issued to finance such project; and do all things necessary or convenient to carry out the purposes of the act.

Missouri Health and Educational Facilities Authority Board Members
Whipple, Clifford I., Ph.D., (R), chair, Springfield, July 30, 2004;
Thompson, Donald E., vice chair, (D), Troy, July 30, 2003;
Bell, Robert E., treasurer, (R), St. Louis, July 30, 2003;
Cavner, Nadia T., (D), Springfield, July 30, 2002;
Hudson, Delores A., (D), Warrensburg, July 30, 2005;
Hunter, Jewel L., (D), St. Louis, July 30, 2004;
Thomas, Thomas S., (R), Columbia, July 30, 1996.

Missouri Head Injury Advisory Council
Truman State Office Bldg., Room 760
Telephone: (573) 751-9003 / FAX: (573) 522-4395

The Missouri Head Injury Advisory Council was established in 1985 by executive order; in 1986, the Missouri General Assembly gave the council statutory authority (Section 192.745, RSMo).

The council consists of 25 members, including four from the General Assembly and 21 appointed by the governor with the advice and consent of the Senate.

- The council promotes discussion of reducing the debilitating effects of head injuries and disseminates information on the prevention and rehabilitation of persons affected by head injuries.
- It studies current prevention, treatment and rehabilitation technologies and recommends appropriate preparation and distribution of resources to provide services to persons with head injury through private and public residential facilities, day programs and other specialized services.
The council recommends methods to improve the state’s service delivery system and develops standards for funding or licensing of facilities, day programs and other specialized services. An annual report sent to the commissioner of administration, the governor and the General Assembly communicates activities of the council.

Missouri Head Injury Advisory Council

Orton, Susan K., interim chair, Creve Coeur;
Adelstein, Willa M., R.N., M.S.N., Columbia;
Barr, Stephen L., Ed.D., Jefferson City;
Blass, John, Columbia;
Casey, James W., Jefferson City;
Clark, Melinda, St. Louis;
Claycomb, Donald M., Ph.D., Linn;
Council, Betty, Jefferson City;
Elmore, Melinda K., Ashland;
Findlay, R. Dale, Jefferson City;
Graves, Billie Sue; Perryville;
Holske, George, Eureka;
Jordan, Stephen A., Ph.D., Cape Girardeau;
Kampeter, Gerald J., Jefferson City;
Kerr, Deborah, Columbia;
Richter, Mary L., Jefferson City;
Schlechte, Tricia, Jefferson City;
Shaul, Joyce F., Jefferson City;
Terrell, Wanda T., M.D., St. Louis;
Unnerstall, Lynne P., Washington;
Vessell, Ronald W., Jefferson City;
Williams, Janet M., Ph.D., Kansas City.

Personnel Advisory Board

Truman State Office Bldg., Fourth Fl.
Telephone: (573) 751-4576 / FAX: (573) 751-8641
TDD: (573) 526-4488

Within the Office of Administration, the State Personnel Law (Chapter 36, RS Mo) provides for a Personnel Advisory Board of seven members, six of whom are appointed by the governor with the advice and consent of the Senate. Four members are appointed from the public at large, one is a member of executive management in state government and one is a non-management state employee. The seventh member is the person designated as the state equal opportunity officer.

The board has oversight responsibility for the Missouri Merit System and the Uniform Classification and Pay System and has broad policy making authority in various areas of human resources administration. The board conducts hearings for appeals of dismissals and other disciplinary actions. Responsibilities also include meeting with appointing authorities regarding personnel management needs and making recommendations to the governor and the General Assembly regarding state compensation policy.

Personnel Advisory Board*

Boudreau, Paul A., chair, Jefferson City, July 31, 2004;
Touzeau, Karen C., vice chair, Columbia, July 31, 2004;
Buckler, Margaret E., Columbia, July 31, 2006;
Eason, Marvin R., Jefferson City;
Gardner, Anne C., Sedalia, July 31, 2002;
Gladden, Jerry D., Fulton, July 31, 2006;

*Public members receive $83.92 per diem.