

Taxes or Tolls?

MDOT funding crisis looms large

By Randy McConnell

Missouri Department of Transportation administrators are using drastic language in predicting how the state highway system will operate when funding drops dramatically two years down the road.

"We're going to fall off a cliff," said Bill McKenna, a former senator in the final days on the transportation commission.

"A perfect storm continues to brew on the transportation horizon," MoDOT Director Pete Rahn said in his State of Transportation address Wednesday. "Three major factors are stirring up gale force winds that are coming on like a freight train set to arrive in 2010."

Those factors are a 40 percent drop in federal funding for Missouri's transportation needs, the end of funding from bonds approved in 2004, and sharply rising costs for material to maintain and build roads.

State senators have introduced legislation for consideration this year that would counter the problem by either charging tolls for using I-70 or diverting a percentage of growth in state general revenue. And a senator who last year proposed raising the sales taxes by a penny to generate highway funds now aims to organize a petition drive to place a measure on the August 2009 ballot.

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New headquarters building nearly finished at Discovery Ridge.



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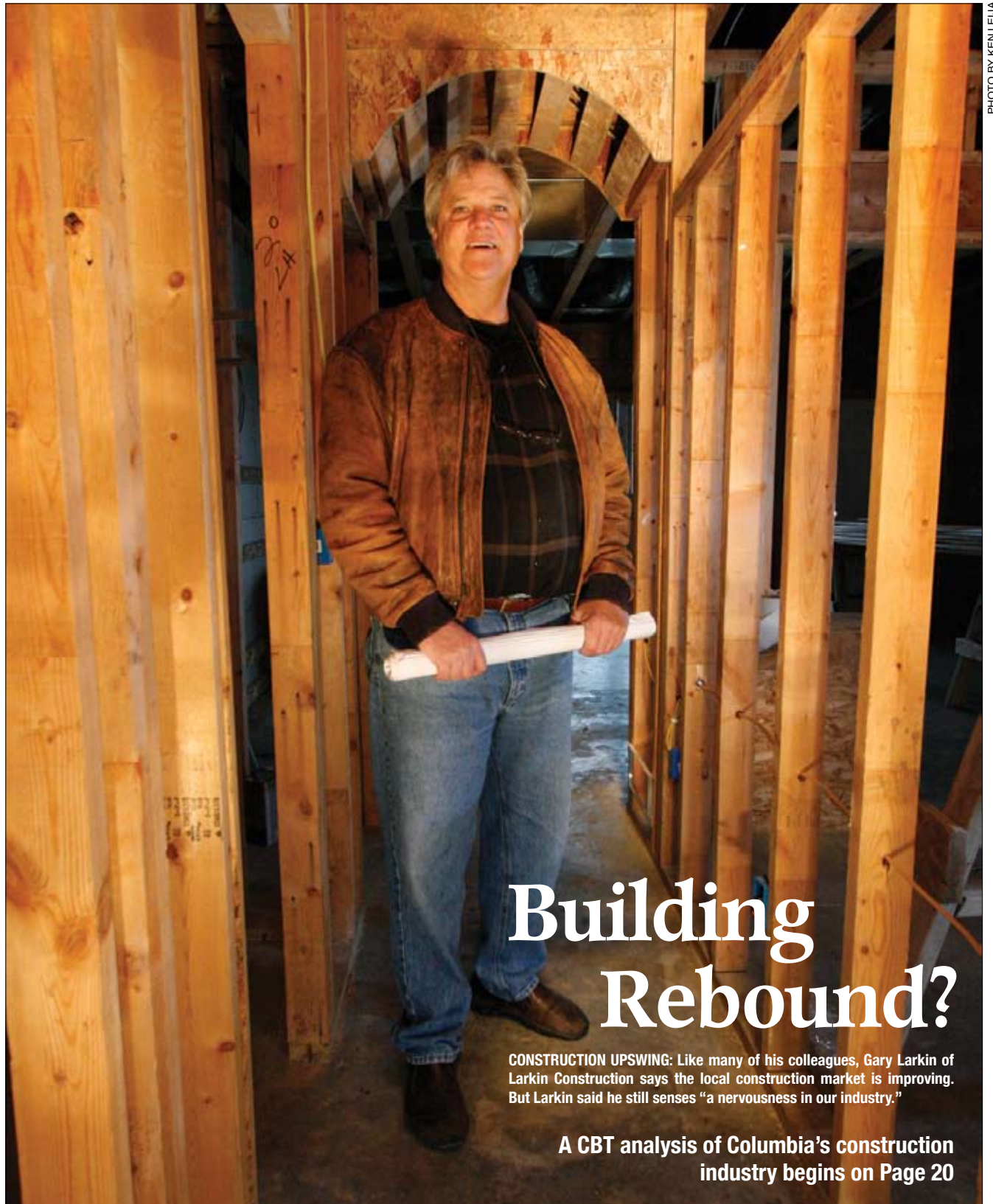


PHOTO BY KEN LEIVA

Building Rebound?

CONSTRUCTION UPSWING: Like many of his colleagues, Gary Larkin of Larkin Construction says the local construction market is improving. But Larkin said he still senses "a nervousness in our industry."

A CBT analysis of Columbia's construction industry begins on Page 20

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EDITOR'S WELCOME



Editor **David Reed**

editor@columbiabusinessstimes.com

Driving back from Jefferson City on U.S. 63 last week, past the nearly finished ABC Labs headquarters at Discovery Ridge and through the University of Missouri campus, the building projects along the way made me think about the promise and the potential for Columbia's construction industry.

For the story that begins on Page 24, reporter Jordan Milne and photographer Jennifer Kettler toured the ABC Labs building, which will be finished in about four weeks and was designed with expansion in mind. If its business plan pans out, ABC will double employment and revenue in a few years.

While private construction has slowed, the pace of building is bustling on the MU campus, particularly around the hospital, and you can see the

details on our map that spreads across the center of the magazine. More than \$400 million worth of projects are in the design or construction phase.

In the north, CBT's part of town, veteran builder Gary Larkin is finishing some cottages and townhomes at Brookside Square but is taking a cautious approach. Larkin intends to build more as he sells more. In our analysis of the local construction industry that begins on Page 20, builders and developers told us that speculative projects have just about halted and there has been a leveling of supply and demand.

Amid all the talk of a national recession and a housing crisis, we hope readers will get a dose of local reality with our regular in-depth coverage of both our overall economy and our industries.

CBT CALENDAR OF EVENTS

February 2008

- 12** **The Basics of Writing a Business Plan**
6 p.m. to 9 p.m. at the Osher Lifelong Learning Center, 3215B Lemone Industrial Blvd. Participants learn the importance of business plans and the key required elements of a basic plan. They also get tips on writing style and appearance. \$49; 882-7096
- 15** **Beginning Quickbooks for Small Business (Session 1 of 1)**
9 a.m. to 3:30 p.m. at the Osher Lifelong Learning Center, 3215B Lemone Industrial Blvd. This introductory hands-on learning opportunity helps businesspeople increase the accuracy of their small-business accounting. Participants learn to track cash flow, set up customers and vendors, track accounts payable and receivable, reconcile accounts, create reports, and set up budgets using Quickbooks software. Lunch is included. \$119; 882-7096
- 19** **Lunch & Learn: How Safe is Your Business?**
11:30 a.m. to 1 p.m. at Daniel Boone Regional Library
The Columbia Chamber of Commerce Small Business Committee hosts this lunch session, in which Officer Jessie Haden of the Columbia Police Department gives tips on reducing the threat of crime. The event is free; lunch is available for \$7-\$10. Register online at columbiamochamber.com. 874-1132
- 20** **Missouri Chamber Day at the Capitol**
All day at the Capitol Plaza Hotel in Jefferson City Employers have a forum for discussing the business community's legislative priorities and the opportunity to discuss those priorities with their legislators. Participants do not need to be members of the Missouri Chamber to attend. Hear the latest updates on proposed legislative initiatives in the morning session, followed by welcoming remarks by Gov. Matt Blunt. The luncheon keynote speaker, Charlie Cook, is one of the nation's leading authorities on U.S. elections and political trends. 573-634-3511
- 22** **Emerging Professionals In Columbia (EPIC) Networking Reception.**
5:30p.m. to 9 p.m. at Déjà vu, 405 Cherry St. EIPC members mingle while enjoying food, drinks and reserved seating for a comedy show. \$12; 817-9115
- 2009 Spring Career Fair**
12 p.m. at the Hearnes Center Concourse
The University of Missouri School of Business sponsors this networking opportunity for job seekers. 882-6898.
- 22** **"Let's Talk Columbia!" 2008 Annual Dialogue**
All weekend at Friendship Missionary Baptist Church, 1707 Smiley Lane
The city of Columbia weekend of citizen dialogue. 874-7632.

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The Columbia Business Times strives to be Columbia's leading source for timely and comprehensive news coverage of the local business community. This publication is dedicated to being the most relevant and useful vehicle for the exchange of information and ideas among Columbia's business professionals.



OUR DATA SPEAKS VOLUMES

Transportation Funding ... continued from Page 1

When "the bottom drops out of Missouri's transportation funding," Rahn said, "we go from a \$1.2 billion dollar construction program in 2005 to a \$569 million dollar one—from the largest highway-building program in Missouri history to one where we will struggle to maintain roads. We will go from an improving highway system to one that is deteriorating."

From Feast to Famine

After suffering through the dark times of the Missouri Highway and Transportation Commission, McKenna said MoDOT has turned around during the past four years.

"I can hear much better things about MoDOT," McKenna said, in contrast to headlines about insufficient funding, project delays, a spurt of deadly crashes and claims of mismanagement.

Since voters freed more funding for the agency in 2004 and the commission brought in Rahn from New Mexico as director that year:

- Improved conditions have dramatically slashed the accident rate and deaths on the state roads. Included were cables that prevented crossover deaths on interstates, more rumble strips, wider stripes and more readable signs.

- A "smooth roads" initiative improved surfaces on most of 2,200 miles of major highways. The achievement increased the share of state roads in "good condition" from less than half to three-quarters.

- Improvements to U.S. 60 from Springfield to the Mississippi River and U.S. 36 across northern Missouri have given those areas of the state four-lane highways that opened out-of-the-way stretches to modern transit.

- The highways and transportation department in December began the transformation of U.S. 40 into



Pete Rahn

Interstate 64 through the hearts of St. Louis city and county without major traffic disruption in the state's largest metropolitan area.

McKenna's vision of the progress, though, has been marred by the looming funding crisis. For his part, Rahn said there is an \$18 billion gap in the price of what the public has identified as transportation priori-

ties and what the department can afford in the foreseeable future.

"While the public has filet mignon expectations, MoDOT has Filet O' Fish funding," Rahn said in his address to the General Assembly.

Amendment 3, the 2004 change for road building, had allotted all the state vehicle sales tax—adding \$200 million a year—to the highway department, instead of just half, and required the agency to issue a \$1.9 billion bond issue for new construction. The department essentially spends all that bonded construction money in two years.

Missouri anticipates that it will lose 35 to 40 percent of its federal highway aid in two years because Congress decided to spend the reserves from the highway trust fund faster than the federal gas tax generated revenues. With the state now receiving \$895 million a year from the federal government, the shortfall could reach \$350 million.

"The needs that directly impact our state's economic competitiveness are not going away," Rahn said. "Our two busiest interstates, I-70 and I-44, are overcrowded and that congestion is growing everyday. They also have been stretched beyond their limits. The \$7 billion necessary to completely rebuild and expand them—with dedicated truck lanes to separate 18-wheelers from family sedans—is a monetary illusion as we stand today."

What can Missouri do to avoid the coming highway crunch?

With such a time crunch before the state loses half its highway funding—and the need for a statewide vote before replacement monies are authorized—the 2008 session is startling because of the lack of headway on legislation to fill the gap.

(continued on Page 13)

The group of people we listen to now includes the Voice of the Tigers.

Mike Kelly of The Insurance Group and Voice of the Tigers, has joined our Advisory Board: (left to right) John Massey, Dr. Lynn Miller, Don Schilling, Thomas R. Gray, Bob Black, Dale Nichols, Kat Cunningham, Dr. Harry Sulzberger, Dr. Matt Thornburg.

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Hirings

The Business Times Company, publisher of the *Columbia Business Times* and *Columbia Home & Lifestyle* magazine, has hired **Joe Schmitter** as a marketing consultant. Schmitter will assist clients in planning and executing advertising campaigns for both publications. He served as director of sales and marketing for the Mid-Missouri Mavericks and most recently was a marketing consultant for The Real Estate Book. Joe has more than 10 years of sales and marketing experience.

Event Solutions has hired **Michelle Dobbins** as vice president of sales. Dobbins recently owned Celebrations, an event-planning service. Before that she worked for the Missouri Department of Conservation. She holds degrees in marketing and public relations.

The financial-planning firm Waddell & Reed has hired **Will McWilliams** as a financial adviser. McWilliams will help develop customized financial plans, recommend investment strategies and counsel claimants in the Columbia area. He worked as a sales consultant with Butler Supply and a sales associate for Glazer's Midwest in St. Louis before joining Waddell & Reed.

The advertising agency Visionworks Marketing & Communications has hired **David Bickley**, a Web and graphic designer and award-winning commercial photographer. He has eight years of experience in photography and 10 in graphic design. His work can be seen at www.top100photographers.com.

Boone County National Bank has named **Marybeth Gillum** director of the Central Bancompany Customer Service Center, which manages all incoming calls for the company's 13 community banks. Gillum, who has 10 years of experience in

customer service, manages 45 employees. She previously was consumer relations manager and director of human resources for Salton, Inc.

Departures

Pamela J. Franta, owner of Pamela Franta Consulting and former contributor to the *Columbia Business Times*, has been hired as vice-president of organizational consulting at Psychological Associates, Inc. of St. Louis, a 50-year-old business serving Fortune 500 companies. In her new role, she will provide assessment, selection, coaching, customized training and consulting services.

Appointments

Purple Tree Technologies has named four Missouri business leaders to its board of directors: former Gov. **Roger B. Wilson**; **Robert Orscheln**, products president and COO of Orscheln Products; **Byron Hill**, CEO of ABC Laboratories; and furniture-industry representative **George Baumgartner**. Purple Tree Technologies, a privately held company based in Columbia, is the developer of the Emergency Alert Response System (EARS) for broadcasting emergency alerts to cell phones and freestanding electronic displays.

The 2008 board of directors for the Central Missouri chapter of the American Society for Training and Development is: president, **Louesa Runge Fine**, State Farm Insurance; vice president-membership, **Karen Wilms**, Shelter Insurance; vice president-finance, **Angela Alexander**, Premier Bank; vice president-communications, **Julie Glaser**, Central Bank; vice president-professional development, **Kim Kraus**, Central Technology Services, Inc.; and assistant vice president-professional development, **Susan Groshong**, Lifelong Learning Consulting. Members-at-large include: **Lisa Balty**, Farm Credit Services of Missouri; **Barbara Beermann**, Missouri State Employees' Retirement System (MOSERS); and **John Durboraw**, William



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Woods University. The society is the largest association dedicated to workplace learning and performance professionals.

The Missouri Junior Chamber, also known as the Jaycees, has installed **Tonya Benton** as its 2008 state president. Benton joined the Columbia chapter of Jaycees in 2000 and served as its president in 2003. She is the first Columbian to serve as state Missouri Jaycees president since 1970. Benton, who works as the Benton Homes chief financial officer, graduated from Hickman High School and Stephens College as well as Arizona State University and Thunderbird, The American Graduate School of International Management.

Promotions

Boone County National Bank has named **Kelcie Lenertz** assistant branch manager of the Motor Bank. Lenertz is responsible for staff supervision, business development and customer service. She started as a teller in February 2007 and was then promoted to senior teller in December 2007.

Stephanie Turner has been appointed college unit director of the J. Patty Financial Group of Northwestern Mutual Financial Network. In her new position, she will train new financial representatives and provide guidance and solutions for financial needs and goals. Turner is a graduate of the University of Missouri and a recipient of the Pacesetter 40 Award from Northwestern Mutual.

Midwest Independent Bank has promoted **Kim Morff** to assistant vice president/customer relationship manager. Morff has more than 15 years of prior banking experience, including eight years in the bank's operations division. Her new responsibilities include oversight of the cash management, wire transfer and control departments of the operations division.

Phil Zemel was promoted to chief credit officer and senior vice president at Midwest Independent Bank. Zemel has more than 26 years of banking experience. He holds a master's degree in business administration from the University of Missouri-Columbia.

Andii Kreek Jobe was promoted to investment manager in Midwest Independent Bank's operations division. Jobe holds a bachelor's degree in business administration from Truman State University in Kirksville. She is also a graduate of the American Bankers Association School of Compliance.

Commerce Bank has promoted three people to the position of assistant vice president. **Jennifer Bradley's** responsibilities include managing programs to support 19 branches in central Missouri. In her eight years with Commerce, Bradley has served in several positions, most recently as sales coordinator. **Amy Hoehne** will manage operational functions and employees, overseeing 27 retail branches in Missouri. Hoehne has 13 years of banking experience. Most recently she was Commerce's regional retail group operations manager. **Jennifer Truesdell** will manage retail sales and customer service at Commerce's Broadway Shops branch. She holds a degree in business administration from Columbia College.

Honors

The Columbia Board of Realtors recently named **David Davis**, a broker/associate for Jones Company Real Estate, Realtor of the Year. Davis, who earned his real estate license in 1986, played a key role in bringing Olive Garden, 63 Diner, Old Chicago, Otscen and other businesses to Columbia. He was president of the Columbia Board of Realtors in 2005.

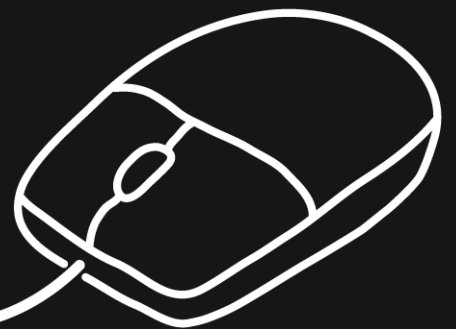
The Columbia Board of Realtors gave **Sean Moore** its Joel Radman Award, which honors new Realtors. Moore, who joined RE/MAX Boone Realty in 2004, is one of the company's top 12 agents. He is also a patrol officer for the Columbia Police Dept.

The Council of Residential Specialists has awarded **Murray Hardesty**, of Plaza Real Estate Services, the Certified Residential Specialist (CRS) designation. Realtors who receive the CRS designation have completed advanced courses and have demonstrated professional expertise in the field of residential real estate. Fewer than 38,000 Realtors nationwide have earned this credential.

Valerie Shaw, executive vice president of central Missouri retail banking for Commerce Bank, recently received the Dr. Martin Luther King Jr. Trailblazer Award for service and community contributions. Shaw serves as treasurer for both the Columbia Unit and the Missouri Conference of the NAACP. She is a member of the Kiwanis Club, Chamber of Commerce and Women's Network; a United Way fund-raising division chair; and a trustee for Second Missionary Baptist Church.

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BUSINESS PROFILE | MISSOURI TESTING SERVICES

University Testing center offers services to local businesses

By Sarah Kohnle



FRONT ROW: Cathy Rinta-Evans, head test administrator; Khesha Duncan, testing services supervisor. BACK ROW: Paul Graf, administrative assistant; Jamie Acker, office support staff.

Attention all University of Missouri graduates who went off into the business world and thought you'd taken your last test on campus: MU Testing Services wants you back.

The university operation, located in MU's Parker Hall, is offering its services to students of all types, from undergraduates to professionals expanding their career horizons.

Khesha Duncan says that in her six months as the supervisor of Testing Services, she's found that many Columbia residents are familiar with the former Parker Memorial Hospital but unfamiliar with what goes on inside its red brick walls.


"We are an auxiliary operation with revenue-generating capabilities, much like the bookstore, where we serve both the student population and the general public," Duncan said.

Testing Services administers computer-based and paper-based exams at numerous levels, for everyone from adults earning high school equivalency diplomas to students applying to graduate or professional schools to employees gaining professional certification.


The service's presence is evident in the student community, Duncan said, where students know what exams they need to take and where. And Duncan said information about the service seems to travel by word of mouth among information technology professionals and in the insurance industry. In addition, the office has a national presence on the testing entities' Web sites. But Duncan hopes to expand locally and to explore, "to see who needs what and how much of that we can assist with."

Many businesses have particular certification and licensing needs, as well as entrance exams for potential employees, she said. "They have to send applicants somewhere—St. Louis, Kansas City, Jeff City—to take those exams if it's not something they do on site. As a testing center, we would be able to administer many of those exams for local businesses, not just for Columbia/Boone County but, long-term, across the state," she said.

At MU, Testing Services exams taken on Internet-linked computers and with paper and pencil are administered six days a week. On a particular day in January, in one of the computer-based testing labs, four students are taking the Graduate Record Examination (GRE) and Test of English as a Foreign



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BUSINESS PROFILE | MISSOURI TESTING SERVICES

Language (TOEFL) exams. In the other, two information-technology professionals take an exam to acquire new certification. Down the hall, a pre-journalism student takes the Missouri College English Test to determine whether he can avoid a retake of English composition.

Even fitness professionals can take certification exams at the testing center. Wilson's Fitness employs nearly 40 personal trainers among its three clubs, and fitness supervisor Jon Garlow said trainers regularly travel to gain additional certification. But, like many local businesspeople, Garlow said he was unaware of the variety of testing that the Columbia site could administer.

The certified personal trainer test is one of the many individual proctored exams Duncan said the service administers. Others include nursing and college-level placement exams. "There is a license or certification for almost anything. We have the capability to offer quite a few exams we're not."

In addition to testing one person at a time, the service is able to test large groups, usually in the physics building or elsewhere on campus where they can accommodate up to 200 candidates.

Smaller groups and GED testing, which is limited to 20 regardless of location, are handled on the second floor of Parker Hall, above the stress-management clinic. In addition, licensed administrators travel to correctional centers to conduct the GED.

Testing is very structured. Rules govern areas such as length of breaks, ratio of proctors to examinees, and desk size per number of students.

"If we say a lunch break is 30 minutes, that's what it is. If you come back in 45, you may not be able to finish the exam," Duncan said. "[We follow] whatever the rules for the manual state for that exam. It's really a very serious thing. People are taking some pretty high-stakes exams, and you want to proctor exams as perfectly as you can, make sure there are no incidents of collusion or cheating." That includes proctors to check the restrooms after an exam begins to ensure no cell phones and/or materials are left behind. People who try to bend the rules may get tossed out of the exam.

"There's definitely a no-cell-phone rule across the board. Some are stricter. We'll provide a cardboard box where they can turn in phones during the exam. If a phone rings, or is found on a person during an exam, it's grounds for dismissal, test scores are disqualified, and the information is sent to the [testing] board."

Cathy Rinta-Evans, lead test administrator and computer-based testing administrator, is stationed near the smaller testing rooms. Rooms are under tight supervision, with several cameras trained on the examinees. She keeps constant watch, swiveling between monitors and physical line of sight. She said she hasn't seen any cheating, but "I have seen people try to eat in there."

Keeping the environment conducive to testing is important. Duncan said that during a break for an LSAT (Law School Admission Test), two candidates complained that the chairs squeaked. Duncan dashed outside and grabbed a can of WD-40 from her car.

"During lunch break we looked at the seating chart and took care of all of the seats around the students and the door handles," she said. "Environment is crucial. It could affect somebody's performance and, ultimately, their score."

Duncan said there's a lot of stress associated with testing, and sometimes they see people crying in the hall. To offset that, the staff tries to welcome people to the site.

"I think that's one of the things we do well and one of the things I try to be cognizant of when I come in the morning and people are already anxious and nervous," Duncan said. "We wish them good luck, tell them good morning. It's necessary for us to remember that these people are paying money to take an exam, and we've been trained to administer a professional examination. And friendliness—courtesy—is all a part of that professional exam." ❖

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PHOTO BY JENNIFER KETTLER



Ray Kriner and Deb Barger of Preferred Hospice.

Hospice care on the rise, but misconceptions persist

By Robert Thomas

More patients are receiving hospice care as the elderly population steadily increases, but many people still have misconceptions about the service, hospice administrators in Columbia say.

"A lot of people think that you just go on hospice a few days or couple of weeks and then die," said Deb Barger, director of clinical services at Preferred Hospice. "We don't give up on people. We actively treat their symptoms and support them even though we may not be treating the disease itself."

Ray Kriner, administrator of Preferred Hospice, added, "Just because someone is in a hospice does not mean that they are necessarily dying right now. Many families are in denial and not aware of all of our services." Awareness is especially important with the oldest members of the baby boomer generation now in their 60s.

In 2006, 26,599 patients received hospice care in Missouri, up almost 13 percent from 2005, according to the Missouri Hospice and Palliative Care Association. All but 2 percent of these received services in their homes.

Kriner said the local demand for hospice care has risen in the last five years. "You might say we have a higher turnover; we are admitting more people to hospice and of course we have the other side of that."

But hospice care is still underutilized. Only a third of Americans die while under hospice care, according to a Harvard Medical School study, despite the fact that hospice care is often free through Medicare entitlements.

For a patient to receive hospice care under Medicare, two physicians must say that the person is likely to die of his or her disease within six months. Some patients with end-stage lung diseases exceed that six-month period because their diseases are managed, but they still remain eligible. As people become more aware of avail-

able services, they will use hospice care more, Kriner said.

Doctors may be another reason hospice is used by only a small percentage of dying patients. "A lot of times, doctors do not think of hospice until they have absolutely no other treatment they can imagine to offer, and by that time the quality of life is in the bucket," Barger said.

Hospice providers offer no quiet, dimly lit rooms where patients live out their last days. In fact, no in-patient facilities exist in Columbia.

Friendship House in Jefferson City, which supplies the area's only on-site hospice care, is closing on Feb. 15 after being open 10 years. The administrators said costs were rising rapidly and donations were declining.

Hospices such as Preferred act, rather, as a clearinghouse for medical and support services. Most patients are managed in their homes or at skilled-care facilities, such as nursing homes.

Preferred Hospice's staff of 22 full-time employees includes nurses, aides and social workers who serve a 60-square-mile area in Central Missouri. Thirty volunteers work with the staff and patients, providing emotional support to patients and caregivers, assisting in the office and offering bereavement help. Companionship provided by volunteers is an important aspect of hospice care. Efforts are made to match gender, interests and age.

Some patients receive hospice services for several months before they die, and a few remain active. A favorite activity of some patients is taking their oxygen tanks and wheelchairs to gamble on the casino boat in Boonville, said Barger.

"Not a very therapeutic environment, but that is what they want to do," she said.

Preferred Hospice maintains a "census" of 60 patients per month, a number that's often in flux. "Sometimes you lose 10 and admit 15," Barger said.

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Hospice care is an entitlement under the Medicare Hospice benefit, which generally pays 100 percent for medication, equipment, supplies and hospice team services. Social workers help people negotiate with government agencies, Barger said.

In addition to Medicare Part A, hospice is paid for by private insurance or private funds. Payment is on a per-diem basis and varies according to whether the locations are rural or urban and whether the patient is receiving inpatient care or home care.

Routine home care costs about \$120 a day, including nursing visits, equipment and medications related to the disease.

"Most hospices have a philosophy that nobody is denied hospice care based on ability to pay. We sometimes get patients too young to get Medicare

or who don't have private insurance. If they have a need and meet the hospice criteria, they are still admitted," Barger said. "Our biggest challenge is making people understand that we are not giving up."

Another challenge is trying to educate families about unnecessary medical interventions at the end of loved ones' lives. "We tell people it is always your right to call 911, but what we hope to do is make families comfortable enough with the end-of-life process so they don't call 911," Barger said. Hospice workers discourage artificial feeding and resuscitation of hospice patients, she said, because such measures usually don't prolong lives or improve their quality.

Most hospice patients have signed a do-not-resuscitate form before arriving at a hospice, said Kriner.

"Everybody has this storybook idea of CPR being like it is on [the television show] *ER*. They resuscitate them and then have these great conversations, and the patient walks out of the hospital," Barger said.

"But when you have someone terminally ill and you do any kind of resuscitations measure, typically you are exposing them to more discomfort and temporary prolonging of the inevitable." ❖

In 2006, 26,599 patients received hospice care in Missouri, up almost 13 percent from 2005, according to the Missouri Hospice and Palliative Care Association. All but 2 percent of these received services in their homes.

HOSPICES IN COLUMBIA

Preferred Hospice of Missouri

1900 N. Providence Road
499-4540

Option Care/Missouri River

1410 Heriford Drive
814-7100

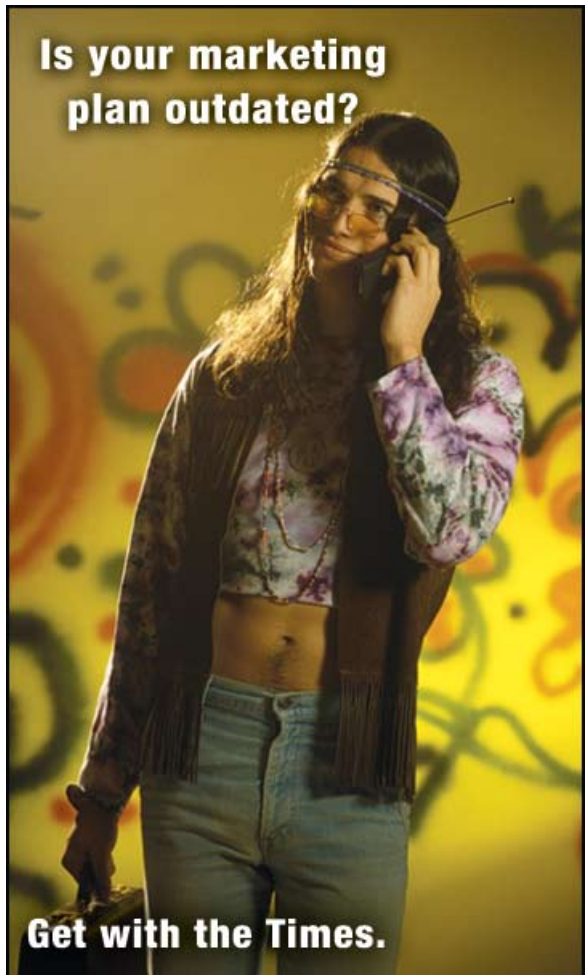
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From the Roundtable

Return to public civility could aid discourse, development**Al Germond**

Al Germond is the host of the "Sunday Morning Roundtable" every Sunday at 8:15 a.m. on KFRU. He can be reached at al@columbiabusiness.com.

I never met Hirst Mendenhall, but I understand he was an impressive person, based on what he accomplished here. Mendenhall, who died Jan. 27, set foot in Columbia to study journalism and then went off to help win World War II, the war to end all wars—a member of the vanishing "greatest generation." Mendenhall came back to Columbia and eventually joined the ranks of eminent citizens who helped develop the city through various projects.

For me, Mendenhall's passing is a time to pause and wonder what obstacles he encountered in developing, say, the Quarry Heights neighborhood, which remains to this day one of the true gems of the Old Southwest subdivisions.

Having seen its population more than quadruple in 60 years, Mendenhall, if you'd sat down to visit with him, probably would have agreed that Columbia's future is being held back in a number of ways.

One hindrance is certainly the increased and occasional overarching involvement of a coterie of local boards, councils, commissions, departments and functionaries. Aside from what is mandated, it seems there's always room for one more assemblage of volunteers with enough free time on their hands to meet periodically. Membership becomes their "hobby," which is ramped up to the level of a periodic forum that gives members their opportunity to squawk while giving a hard time to each supplicant who appears before them.

Former City Councilman Brian Ash recently noted the breakdown of public civility, as opposing groups spar and go to "war," so to speak, over a particular project or proposal.

Compromise seems to be a tough order, while rigid doctrines get peoples' backs up on matters that really end up being rather inconsequential. The flames are periodically fanned by the probing—sometimes attacking—nature of various local media, including print, television, Internet blogs and talk radio.

There certainly is a generous supply of media outlets, and this probably leads to the second hindrance: the comparatively limited participation in local civic affairs by members of the business, financial and development communities. Who in this group of doers wants to see their privacy eroded while daily dealing with the Fourth Estate and the sniping along the way by participants in various electronic media outlets?

The developers and investors in this community need to be honored and respected, as I have argued in previous columns, but that doesn't mean they are always saints. The ability to compromise is essential. Still, they should be celebrated because they are employers of men and women who develop business plans, borrow the money they are responsible for paying back and then persevere to deal with an increasing number of regulatory obstacles tossed in their way.

With compromise in mind, one can only imagine what goes on in a developer's mind when a project as ambitious as the contentious Crosscreek at the intersection of Highway 63 and Stadium Boulevard comes up for public consideration. An example is the five hours of public debate that engaged the City Council last Monday. The only decision was to table

the matter until the March 3 meeting and who-knows-how-many more sessions after that.

How many more of these contentious gatherings in which the council burns the midnight oil will it take before enough citizen rage sets in and the council finally installs stricter time-limiting constraints?

Let the council take a more authoritarian approach by setting absolute time limits. Hang a traffic light in the council chambers: green means "talk," yellow means "it's time to wrap things up" and red means "stop talking!" A stopwatch-equipped referee controls the light according to a pre-determined timing schedule.

Then there's another hindrance. Columbia has no superstar promoter-developer like John Q. Hammons. I look admiringly at Springfield. Some of us like to tut-tut about this growing southwest Missouri metropolis because life there somehow seems beneath us in one way or another. In fact, though, we're jealous because Springfield has richly benefited from John Q's contributions over the years. Could it be that Springfield's various agencies, councils, commissions and factotums decided to welcome this bearer of development largess far more than we could ever imagine doing here?

It wouldn't take much research to find out how Springfield's city government agencies deal with development situations like the Crosscreek project. I'd bet if Columbia had a person like John Q. Hammons around, we'd be way ahead of where we are now and maybe wouldn't be so anxious about the trend toward weakening sales tax revenues.

Guest Column

Maintaining a vibrant central commercial district**Sid Sullivan**

Sid Sullivan is a Columbia political observer and former Missouri General Assembly candidate.

In an earlier article I discussed the neighborhood considerations for abandoning the idea of upgrading the east-side Highway WW to an arterial road. I suggested an organizing principle of placing elementary schools, parks and other neighborhood facilities in the interior of the neighborhood protected from through traffic carried on arterial roads.

This avoids the wholly illogical practice of locating elementary schools adjacent to major arterials. This practice is intended apparently to provide quick vehicular access. But the result is that all access is slowed by the need to mount crossing guards, to post slower speeds in school zones and to motivate more parents to drive their children to school because of unsafe traffic conditions.

Efforts to reduce childhood obesity are undermined by more children being bused or driven to schools too distant or too cut off by major traffic arteries to make walking practicable or safe. The increased traffic generated by the built-in need to drive more children to school serves inevitably to fatten school busing contracts and makes yet another contribution to Columbia's carbon footprint and global warming.

There are other reasons for downgrading the status of Highway WW. Improving it as an arterial west of Rolling Hills Road will dump

additional traffic into the East Broadway corridor, an already congested part of the city. The vibrant but comparatively stable downtown district—with its eating, drinking and entertainment establishments and specialty shops—should be increasingly a place of pedestrian amenity, rather than a conduit for traffic headed for a growing west-side commercial complex. This lack of refinement in development policy is reflected in the recent study to expand the capacity of West Broadway to carry increased traffic loads.

An obvious need to provide supplementary access from the developing residential areas on the east side of the city to the west-side commercial complex and to the north side of the newly developing Lemone Industrial Park is overlooked by the failure to consider extending Stadium Boulevard eastward to Highway WW. Such an extension would also provide access from the eastern sections of Highway WW to the commercial complexes at the Stadium/Highway 63 and the Broadway/Highway 63 interchanges.

A study should be made to determine whether a reasonable alignment, with a minimum displacement of homes, can be found in a Stadium Boulevard extension to Highway WW, possibly in a parkway along the southern fork of Grindstone Creek. Such a facility, along with

the street and bridge improvements planned for the Lemone Industrial Park, could be financed with a tax incremental district based on the tax increments accruing in the industrial park and the proposed commercial districts at the Stadium/Highway 63 intersection.

An alternative should be considered to the proposed extension of Stadium to Richland Road in favor of preserving a viable organization of neighborhoods and of diverting unwanted through-traffic from the downtown district. The connection of Stadium Boulevard to I-70 can still be made via an eastward extension of Stadium to Highway WW combined with a north/south arterial provided at Rolling Hills Road.

It is the essence of sound planning to both create walkable neighborhoods and maintain a walkable central commercial district. Locating elementary schools on the interior of neighborhoods and major arterials on the edges of future elementary school attendance areas preserves the tranquility of the neighborhood. Likewise, diverting through traffic around the central commercial district to avoid congestion maintains a vibrant walkable retail district. Not much can be done about highways and schools already in place, but we can avoid compounding the problem with a closer coordination of new schools and new and upgraded roadways.

Citizen Journalist

In an act of preservation, councilman flags a foul



Mike Martin

Columbia resident and science journalist Mike Martin earned a master's degree in business administration from the University of Washington, with a concentration in entrepreneurship and innovation. He can be reached at mike.martin@nasw.org.

The handling of a historic preservation ordinance at a recent Columbia City Council meeting afforded a rare glimpse of the local government's inner workings.

The Planning & Zoning Commission, a legislative body, approved the ordinance, but the Planning Department's executive branch, more commonly known as "Staff," subsequently changed a key word. The word change came after the P&Z Commission's unanimous vote—and without the commission's knowledge, advice or consent.

The P&Z vote followed a vigorous debate and something you don't see much at public meetings in council chambers. Historic Preservation Commission chairman Brian Treece reached across the aisle—literally, over the handrail—to planning director Tim Teddy, rewording and reworking the ordinance as issues arose during P&Z's discussion. To "Council," they sent a minor miracle: with few changes, a major revision of a longstanding city law that had the unanimous support of commissions and departments.

Then, Staff changed a word, and Council received a different new law.

Public Good

As historic preservation has become a well-recognized public good, communities nationwide have created commissions, tax incentives, protections and special recognition for structures or landmarks of cultural or historical significance. Columbia, for instance, yearly selects 10 "notable historic properties" to honor at a February gala.

To keep pace with local preservation, the city's Historic Preservation Commission (HPC) and Planning Department revised the city ordinance that enables the commission to do its job. It was a first-time change that took 14 months, more than a decade after the commission's creation.

A virtual copy of a State-of-Missouri template, the ordinance stopped at P&Z for debate, revision and, most importantly, a year or nay recommendation for the Columbia City Council.

Advice and Consent

Legislative branch commissions like P&Z and HPC "advise" our city's legislators—our councilpersons.

"To advise Council" sounds like a one-on-one relationship between commissioners and councilpersons. But what happened at the Dec. 17 Council meeting spotlighted a potent nuance that can cloud the relationship: Commission advice is channeled and filtered—through Staff.

The executive branch—our city manager and his "cabinet" of department directors—controls the commission recommendation timeline (the date advice finally arrives at council, 14 months for the HPC ordinance); the information flow and the route it takes; and, in this case, key wording.

In the revised historic preservation ordinance, the words "to administer" left P&Z, somehow becoming "to advise" when the ordinance arrived at Council.

Fourth Ward councilperson Jerry Wade was not amused. "I am very uncomfortable with Staff changing language that was forwarded to us by Planning & Zoning," he said. Wade explained that council members need to see commission language alongside staff recommendations, not have the language replaced by staff recommendations.

Perhaps seeing shades of good ol' boys in smoky back rooms, 5th Ward councilperson Laura Nauser wondered aloud whether recommendations from City Attorney Fred Boeckmann were ordinance-driven or "just the way we've always done things."

It was an uncomfortable moment on a public stage.

Pop and Fresh – Turnover!

The ordinance P&Z approved granted historic preservation commissioners the power to administer certain preservation programs. Staff apparently took issue with the word "administer," but after the P&Z meeting. Between the city attorney and planning director, "administer" became "advise" in the interim.

By replacing "to administer" with "to advise," the executive branch was preserving its ability to filter and control information from one legislative body to another, an ability it should not rightly have.

As a historic preservation commissioner and chairperson of the city's finance commission, I enjoyed serving as a council adviser and working with Staff. But Staff filters did make commission service feel like a football game at times: the Staff block; Staff interference; and the Staff foul, which Councilman Wade flagged on Dec. 17.

Staff filters are leftovers from a paternalistic executive branch that worked well when Columbia was small and needed Ray Beck's unobstructed visionary hand. But now, nearing the 100,000-population mark, the city needs a turnover. More people mean more complications and an increasing demand for effective power sharing and labor division among executives and legislators.

Council needs its own legislative-branch administrative assistant to facilitate communications among commissioners, constituents and councilpersons; its own office space; and a stipend, at least, for meetings and time spent poring over pending legislation.

In short, our council representatives need a level playing field.

LETTER TO THE EDITOR

Military schools are not reform schools



J. Basil Read, III

Captain U.S. Navy (Ret.)
President/
Superintendent
Wentworth Military
Academy and Junior
College

Al Germond's thoughts on creative tenting for youth as expressed in the *Columbia Business Times* are interesting. As president of one of the two military schools left in the state of Missouri, I want you to know that we are not in the business of taking in and turning around "troubled youth." In fact, high school students with criminal records are barred from entry to Wentworth, and, to the best of my knowledge, they are not admitted to any of the 31 military high schools in the country.

It is true that in the decades immediately following the Vietnam War some military schools lowered enrollment standards to keep their doors open. However, those that survived did so through rigorous college-prep academic programs and leadership-development curricula.

Wentworth is currently one of only two residential campuses in Missouri to offer a robust dual enrollment program in which students can earn simultaneous college and high school credits. We are also one of only five military junior colleges in the nation authorized by

Congress to commission officers into the U.S. Army and the National Guard at the end of the sophomore year of college.

I would like to invite you to visit our historic campus in Lexington, where you will meet scores of bright, polite and motivated young men and women. You will also find that there are no walls, fences, guards or wardens to confine our students on our 137-acre campus.

What's your opinion?

Send your letters and comments to *CBT* via our Web site, www.columbiabusiness.com, by mail to 2001 Corporate Place, Columbia, Mo 65202 or by e-mail to editor@columbiabusiness.com

Three area businesses honored at state Capitol

Leaders of three small businesses in Columbia—Alan McClure, president of Patric Chocolate; Keshab Gangopadhyay and Shubra Gangopadhyay, co-presidents of NEMS/MEMS WORKS LLC; and Hao Li, founder and head of Nanova—were honored by members of the Missouri General Assembly on Jan. 30

McClure, the Gangopadhyays and Li were among representatives of 18 small businesses recognized in the Capitol rotunda at the annual Client Showcase sponsored by the Missouri Small Business Development Centers (MO SBDC) and the Missouri Procurement Technical Assistance Centers (MO PTAC).

The showcase honors outstanding small businesses and the impact their enterprises have on the economic development of their local areas and the state of Missouri. MO SBDC and MO PTAC are part of the University of Missouri Extension's Business Development Program. During the showcase, participants discussed their products and services and received legislative resolutions honoring the positive impact of their enterprises on the state's economy.

"This showcase provides a venue to demonstrate the importance of Missouri's small businesses to the economic vitality of the state," says Steve Wyatt, director of MU Extension's Business Development Program. ❖



TOP LEFT: Ted Farnen, chief of staff to state Sen. Chuck Graham, Keshab Gangopadhyay and Steve Apperson, a partner in the company. LEFT: State Rep. Ed Robb and Alan McClure. ABOVE: Robb and Hao Li.

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Transportation Funding ... continued from Page 3



Traffic jams are commonplace at the I-70/U.S. 63 interchange.

Sen. Matt Bartle, a Lee's Summit Republican, offered a constitutional amendment and legislation (SJR and SB 793) that would allow the department to charge tolls for using I-70 and rebuild it. The bill, however, limited the fee to \$5, or far less than the tolls in other states. Pennsylvania, for example, will charge \$25 for a car and \$100 for a truck to travel the length of I-80, which the state plans to convert to tolls.

Even without that cap, tolls are unlikely to generate substantial funding for road construction because most Missouri highways serve sparsely populated areas. "Tolls work on very few routes in our state," Rahn told the *CBT*. "Tolls are not the solution to all of our needs," he said, although he held open the prospect of converting major interstates.

Of the 32,000 miles of state roads, 5,000 miles carry 80 percent of the state's traffic.

**"I don't think Missourians
are close to accepting tolls,"**

—Rep. Neal St. Onge

Owners of trucking companies, convenience stores, gas stations and other businesses generally are opposed to tolls because of difficulties in getting on and off them, and many existing businesses likely would lose customers under any design. Missourians have tended to view highways as public investments they made—and they seldom want to pay, even if some leaders promote public-private partnerships.

Rep. Neal St. Onge, chair of the House Transportation Committee and co-chair of the Joint Committee on Transportation Oversight, said tolls could work on I-70 and I-44. But he added, "I don't think Missourians are close to accepting tolls."

Sen. John Loudon, a Ballwin Republican, received substantial attention when he filed a constitutional amendment (SJR 43) that would divert 10 percent of the growth in state general revenue to future highway needs.

Political figures involved in the issue indicated the Loudon proposal has numerous problems—principally its raid on general revenue, which largely provides much of the state's investment in elementary, secondary and higher education, mental health and the state Medicaid program. The proposal would generate only \$36

million in 2010 and supposedly grow to \$1.3 billion by 2030 if inflation rose at levels higher than they are now.

"I see a lot of opposition from everybody, and I'm also afraid that if we did that, we would lead people to believe we had solved a problem," St. Onge said. "The money generals do not feel it generates enough. It could create the illusion that we had produced enough money for transportation."

The \$8 billion interstate highway plan

Missing from the list of legislation filed this year are proposals from the chairmen of the two transportation committees, St. Onge and Sen. Bill Stouffer of Marshall, who busily pursued them in 2007.

St. Onge would have increased gas taxes by four cents, diesel taxes by six and the general state sales tax by a half cent, along with other vehicle fees, generating more than \$700 million a year for mass transit, ports and mostly the reconstruction of I-70.

Stouffer, however, would have raised the sales tax by one cent until 2018—earning about \$800 million a year for the state to rebuild and improve I-70 and I-44 as eight-lane interstates or a total of \$8 billion, admittedly the largest tax increase in state history.

Neither piece of legislation advanced beyond committee, but during the interim, St. Onge and Stouffer continued working on the proposal. They eventually planned to organize an initiative petition drive to gain voter signatures and place the highway funding measure on the August 2008 ballot, when Missouri also had a primary election scheduled.

One figure stood in their way—Matt Blunt, who was still planning to run for re-election and would have faced potentially sticky questions on the ballot issue because of his no-tax-increase pledges on an issue heavily supported by some Republican allies. Later in 2007, the fellow Republican sent a message to legislators who were backing the plan.

Stouffer and, to a lesser extent, St. Onge still are enthused about building on the original concept and giving highways inroads into the sales taxes on general sales. "The sales tax is the easiest way, probably the only way to raise the dollars we need" for full funding of road needs, St. Onge said.

Stouffer, though, has given thought to marketing the proposal as an "economic development bill, a jobs bill" that would use the new

(continued on Page 15)

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PEOPLE YOU SHOULD KNOW

Eric Peterson

President, Septagon Construction Company, Inc.



AGE: 55

JOB DESCRIPTION: Provide construction services to commercial, industrial and institutional clients throughout mid-Missouri.

YEARS LIVED IN COLUMBIA: 34

ORIGINAL HOMETOWN: Memphis, Tenn.

EDUCATION: Diploma from Christian Brothers High School in Memphis. Bachelor's degree in forestry/journalism and master's degree in public administration from the University of Missouri-Columbia.

COMMUNITY INVOLVEMENT: Metro Rotary member; Job Point board of directors member; Muscular Dystrophy Golf Tournament corporate sponsor; Columbia chapter of Ducks Unlimited co-chair; City of Columbia Visioning Process participant; Columbia Chamber of Commerce member; U. S. Green Building Council member; United Way contributor and past division chair; Central Missouri Development Council member.

PROFESSIONAL BACKGROUND: Six years as a consulting and practicing forester, 27 years in facilities management/construction/construction management.

A COLUMBIA BUSINESSPERSON I ADMIRE: I really like Byron Hill of ABC Labs. Byron is a fun and entertaining person to be around and a brilliant businessman. He also has a great love of the outdoors and outdoor lifestyle and a superb code of ethics.

WHY I'M PASSIONATE ABOUT MY JOB: I am honored that people choose Septagon Construction to build their churches, schools and places of business. Delivering on commitments based on a relationship of trust, seeing what you have accomplished at the end of the day, working as a part of the design-and-construction team, being a good steward of our natural resources used in the construction trades and continuing to develop new relationships all are very fulfilling for me.

IF I WEREN'T DOING THIS FOR A LIVING: I would build very low-energy-use or energy-producing homes. If I couldn't build at all, I would write for a living. I would travel, living the outdoor lifestyle, hunting, fishing and observing the natural environment and write about observations and inspirations found here.

BIGGEST CAREER OBSTACLE I'VE OVERCOME: The shift from working for myself in the private sector to working for the university and the public sector. I think working for yourself, you have unlimited freedom to plan and execute jobs with your staff and clients, with the focus being on the bottom line. While the public sector is concerned with efficiency, the emphasis is much more on the process. I think once you realize there is a higher degree of accountability required in the public sector, the rules and regulations that initially appeared burdensome make more sense.

A FAVORITE RECENT PROJECT: The renovation of Lela Rainey Wood Hall at Stephens College was certainly one of my favorites. On two occasions, I met Stephens alumnae and their spouses who met, or had their first date, in the ballroom. Both began to cry as they related their first encounters with each other and how much it meant to them to see the ballroom restored to its original grandeur.

WHAT PEOPLE SHOULD KNOW ABOUT THIS PROFESSION: It is usually feast or famine, and it is guaranteed to cycle between the two. We are lucky here in Columbia, as the hills and valleys are not so steep.

WHAT I DO FOR FUN: I enjoy being with my family outside on the water or watching the kids play sports. I also enjoy golf, duck and deer hunting, fishing, traveling, reading and astronomy.

FAMILY: Wife: Barbara Payne Peterson. Daughters: Erin and Sara Peterson, Kelsey and Taylor Payne.

FAVORITE PLACE IN COLUMBIA: The site of our next job! No, seriously, Jesse Hall Auditorium. Where else can you experience culture from all over the world in one place—acrobats from China, ballets or symphonies from all over the country and world, New York dance troops—or step in a time machine and see the Four Tops, Glen Miller or *Jesus Christ Superstar*?

ACCOMPLISHMENT I'M MOST PROUD OF: Professionally, the exterior restoration of Jesse Hall while I was a construction manager at the University of Missouri. Personally, watching my children blossom as they enter adulthood.

MOST PEOPLE DON'T KNOW THAT: I backpacked more than 600 miles one summer, mostly on the Pacific Crest Trail. ❖

Transportation Funding ... continued from Page 13

highways to make Missouri "the leading distribution center for the country," building on its central location, access to the Mississippi and Missouri rivers, and the presence of two major airports and major rail facilities in Kansas City and St. Louis.

Stouffer now aims to organize a petition drive to place a measure on the August 2009 ballot, although St. Onge has heard about the poor chances of winning off-year elections. But St. Onge knows that the virtual end of Missouri's highway funding in 2010 makes an election next year timely. "We cannot afford to wait," he said.

Stouffer said he expects his drive to take off after this November's elections and for politically powerful groups to wait to announce their support then.

He has no plans to attempt to take the plan through the legislative process to get it on the ballot.

Their approach once again would allow Missouri's roads to consume some of the taxes that previously supported general social needs, but it does not divert revenue from schools, colleges and hospitals to roads.

Stouffer said he has talked to 60 or more groups about the campaign. "They all say, 'why haven't you done it yet?'" he said.

He also talked warmly about groups that have signed onto the objective—an improved economy and revitalized transportation system. None of the ones he mentioned would verify anything but interest in the plan.

(continued on Page 16)



Traffic congestion on I-70 in Columbia.

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 Cost for 20, 30 or 40 yard roll-off:
 \$2.10 per day rental; \$77.87 per service pull + \$32.50 per ton.

Transportation Funding ... continued from Page 15

The Missouri Chamber of Commerce and Industry wants to seriously study such a major improvement for the state's roads, which handle 70 percent of the industrial and retail tonnage moved here. Trey Davis, the chamber's vice president for governmental affairs, noted that it recently sponsored a conference that featured transportation issues only and featured Rahn, Stouffer and St. Onge as speakers, but the group had taken no formal position.

Associated Industries of Missouri so far is keeping at arms length on the issue, although it, too, has sponsored annual conferences on transportation because of the interest of both its manufacturing and retail members, said Gary Marble, the AIM president.

"Both groups realize there's a real funding issue coming to Missouri," St. Onge said. "I haven't seen anybody jump up and down to raise taxes. You have to realize typically the chamber and Associated Industries are conservative groups, even Republican groups. And the Republican mantra has been no new taxes. But it's going to take a tax increase."

McKenna, a Democrat when he served in the Senate, said, "I would love to see both Democrats and Republican candidates for governors say, 'We need to make this state move forward' on transportation planning and projects. ❖"



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Business Conference & Showcase features wide-ranging seminars

By Jordan Milne

Coordinators of the 2008 Columbia Chamber of Commerce Business Conference & Showcase had one objective in mind when they arranged this year's seminars: Give the members what they want.

"We asked the Columbia Chamber members what they wanted to get out of their Business Conference & Showcase, and the hot topics were sales and marketing, and personal growth in the work force," said Annette Bealmear, co-chair of the Business Conference & Showcase Committee. "With the wide variety of topics this year, we are hoping that everyone will take advantage and learn something new that they can incorporate into their world. These seminars are truly geared toward all working professionals."

The 2008 BC&S will take place March 18 at the Holiday Inn Select Executive and Expo Centers.

Five seminars selected by the chamber will follow the Quarterly Member Breakfast, which is sponsored by the University Concert Series.

After catching your coffee buzz, check out "Watching the Gauges-A Proactive Approach to a Profitable '08," from 9 a.m. to 11 a.m., presented by Dave Mattson, a BC&S veteran and CEO of Sandler Training. Sandler is a leader in corporate training and development and has been rated the top management training company in the United States by Entrepreneur magazine for multiple years.

Mattson is a trainer, speaker, author and consultant whose specialties include management, sales, interpersonal communication, team building and strategic planning. His seminar will focus on mastering management and sales.

From 11:45 a.m. to 1 p.m., attendees are invited to the keynote luncheon and the 14th annual ATHENA Award presentation. The chamber's Women's Network will honor an individual who excels in a profession, contributes to the community and actively assists women in achieving their full potential.

During this time Ed Lamont, president of Lamont Consulting Group and a participant in the Dynamics of Selling and James K Ruble seminars, presents "Positioning Yourself as an Expert". His presentation includes learning how to "write to sell," "speak to sell" and "teach to sell."



Cara Christianson

Lamont continues presenting with "Positioning Yourself as an Expert: Part 2," from 1:30 p.m. to 3 p.m. In this session, he will review the expertise strategy and drill deeper to the core of the topic.

"Why Economic Regionalism? A Missouri CORE Partnership Roundtable Discussion" from 3 p.m. to 4 p.m. concludes the seminars. During this time, Missouri CORE Partnership members will speak about who they are and where they focus their efforts.

The Missouri CORE Partnership is an initiative to promote regional economic development in Boone, Cole, Callaway, Audrain, Cooper, Howard, Osage, Moniteau, Camden, Miller, Morgan and Randolph counties. At this seminar, expect to broaden your understanding of mid-Missouri's economic-vitality issues and initiatives and to have all your burning questions about the CORE initiative answered.

"Our economy is a hot topic right now, and we hope this will be a place where community members can come and get a feel for some of the great steps our community is taking to ensure a successful future for Columbia and surrounding areas," said Cara Christianson, co-chair of the Business Conference & Showcase Committee.

The cost of the seminars ranges from \$15 to \$30, and all include admission to the showcase. Businesses can register online at www.bcs.columbiamochamber.com with \$3 off each event for those who register before March 13.

"From working together as a team, to how to hit those year-end numbers, there is something for everyone," said Christianson. "Whether you are an office manager, sales representative or staff member, you will be able to walk away with information on how you can improve your current work environment." ❖



Ed Lamont



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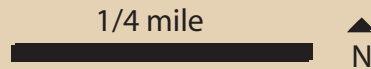


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MU'S MASTER CONSTRUCTION PLAN*

While private construction has slowed significantly in Columbia, the University of Missouri continues to construct and renovate buildings throughout the campus at a steady pace. MU's current Campus Facilities Master Plan includes \$110 million in recently completed projects and more than \$400 million in projects that are in the design or construction phase. In its capital improvement request now before the state legislature, the UM System is asking the General Assembly for \$47 million to expand and renovate Lafferre Hall, and Gov. Matt Blunt's supplemental budget includes \$31 million for the Ellis Fischel Cancer Center. Campus Facilities will hold a public forum on the master plan at 10:30 a.m. March 12 in Memorial Union. MU added 2.2 million gross square feet of building space from 2000 to 2006.

- Recently completed project
- Project in building stage
- Project in planning stage
- University property



Thomas & Nell Lafferre Hall renovation
This project will rebuild the 1922 addition and a portion of the original building. The project will replace approximately 25,000 square feet of building space.

New Steam Tunnel
MU is replacing an 85-year-old steam tunnel and associated piping. The new steam line will follow the same route, from the power plant on Stewart Road, south on Sixth Street to Conley Avenue, and east on Conley to the corner of Maryland Avenue. Construction begins in May 2008, and sections of the roads will be closed while work is being done.
Cost: \$22 million
Complete: May 2010

MU Student Center / Brady Commons Expansion
This improvement will add 145,000 gross square feet of new space to be used for student organizations, study space, an arts and media center and more.
Cost: \$58.7 million
Complete: January 2011



- A** Schweitzer Hall addition/renovation
Cost: **\$10 million**
- B** Hatch Hall renovation
Cost: **\$18.4 million**
- C** Southwest Campus Housing
Cost: **\$39 million**
- D** Mizzou Athletic Training Complex
Cost: **\$16 million**
- E** National Swine Resource and Research Center
Cost: **\$8.3 million**
- F** Research Reactor Addition
Cost: **\$5.9 million**
- G** Research Park/Chiller Plant
Cost: **\$3.6 million**

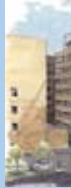
- H** Mick Deaver Drive Extension
Cost: **\$4 million**
Construction February 2008-August 2008
- I** Mid-Campus Housing
Cost: **\$58.6 million**
- J** Parking Structure #7
Cost: **\$25 million**
Complete Spring 2009

- K** Hudson and Gillett Hall Renovation
Cost: **\$40 million**
Construction December 2008-April 2011
- L** School of Music Performing Arts Center
Cost: **\$84 million**
Located at NE corner of Hitt and University Ave.

MU Life Science Incubator
The 33,000-square-foot building will be leased to individuals or companies for development of products discovered through research generated by MU faculty and staff.
Cost: \$9.7 million
Complete: August 2008

International Institute for Nano and Molecular Medicine
The institute will bring together researchers from various disciplines to study the use of nanoparticles in fighting disease. MU will be the only university in the country with a nanotechnology research facility, a nuclear research reactor, a medical school, a veterinary school, an engineering school and a life sciences center.
Cost: \$9.4 million
Complete: January 2008

Clinical Support and Education Building
This 108,525 gross-square-foot, seven-story structure will accommodate significant recent physician recruitment and free up other building areas for redevelopment.
Cost: \$100 million
Complete: 2009



*Corrects and updates map in Jan. 12 CBT

portion of the 1935 addition of the building formerly known as Engineering Building East. The project features standard space with 60,000 square feet of new construction in a three-story building.

Cost: \$24.27 million **Complete:** Summer 2009

Donald W. Reynolds Journalism Institute

The projected completion date has been pushed ahead several times because of construction delays, in part because the former Sociology Building on Francis Quad-angle was gutted and the exterior had to be maintained because of its historic significance. It will include a technology and research center, a journalism "futures laboratory," public interaction areas and an enlarged journalism library



Cost: \$22 million

Complete: Summer 2008

Schurz Hall renovation

Cost: \$22 million

Complete: April-May 2008

Regional Biocontainment Laboratory

Construction began in November 2006 on this building, which will include research and core labs for 20 investigators. Will also include conference and teaching sections.



Cost: \$18.4 million

Complete: April 2008

RADIL facility

This building under construction is located in South Farm's Discovery Ridge, beside U.S. 63 at the future Gans Road intersection. The 50,000-square-foot building will house the College of Veterinary Medicine's fee-for-service testing lab, in addition to teaching and research space.

Cost: \$15.5 million

Complete: July 2008



University Patient Care Tower

Construction of the tower is expected to begin in February 2009. It will connect to the University Hospital on the North side. It will include the new Ellis Fischel Cancer Center.



Cost: \$157 million

Complete: July 2011

University of Missouri Health Care Orthopedic Institute

The 114,000-square-foot building would provide five outpatient operating rooms, imaging facilities, orthopedic clinics, short-stay inpatient beds, a pharmacy and support space. Construction will start in July '08



Cost: \$52.5 million

Complete: December '09



Cost: \$26.5 million
Complete: Feb 2008

Who's Building What?

- A: Schweitzer Hall renovation;** KCI Construction Co., Lebanon, MO
- D: Athletic Training Complex;** Orf Construction, Bridgeton, MO
- F: MU Research Reactor Addition;** Sircal Contractors, Inc., Jefferson City
- G: Chiller Building;** Environmental Engineering, Jefferson City
- I: Mid-Campus Housing;** KCI Construction Co.
- J: Parking Structure #7;** J.E. Dunn Construction Co., Kansas City
- BOX: Lafferre Hall;** KCI Construction Co.
- BOX: Life Science Incubator;** Sircal
- BOX: Nano and Molecular Medicine;** United HRB Contractors
- BOX: Regional Biocontainment Lab;** K&S Associates
- BOX: Schurz Hall renovation;** K&S Associates
- BOX: Reynolds Journalism Institute;** Kozeny Wagner and Sircal
- BOX: Clinical Support and Education Building;** River City Construction, Peoria, IL

Is the worst behind? Builders see business picking up



The addition to the historic Boone County Courthouse will expand the County Prosecutor's office, create additional courtroom and jury space, and provide additional office space.

By Matt Jarmensky

Veteran homebuilder Gary Larkin says the condition of Columbia's construction and real estate markets in 2007, when the number of construction projects plummeted and some builders were forced out of business, was the worst he's seen since the early 1980s, when he was just getting into the profession.

Larkin started building his first house in 1979, when the interest rate was 10 percent.

"I built my house on the weekends, so by the time I got finished seven months later, it was three points higher," Larkin said. "That was my final mortgage; it was 13 percent. I could not sleep at night."

Interest rates kept rising, the market stalled, and the nation went into recession. The same thing, on a smaller scale, happened in the early 1990s.

Three years ago, speculative homebuilding accounted for about three-quarters of Larkin Construction's business. In 2006 Larkin halted his speculative building altogether. Just in time.

Now, with spring approaching, Larkin senses "a nervousness in our industry."

But Larkin is sleeping just fine; he and other residential and commercial builders and developers say business is picking up.

Larkin has sold two of the five townhomes and one of the four cottages his com-

pany built at the new Brookside Square subdivision in north Columbia, and he's contemplating doing something he hasn't done since 2006—starting construction of a house.

"In January, more people were looking than we've had in months," Larkin said as he supervised carpentry taking place inside one of his townhouses. "With interest rates dropping, I'm mystified we're not selling more."

While economists are debating whether the nation is entering another recession, the cost of borrowing is a key difference between the previous recessions and today's market.

By comparison, a typical current rate for a fixed 30-year mortgage is about 6 percent, down from 6.4 percent last year, according to the Boone County National Bank Web site. Boone County home values have appreciated more than 2 percent in the last two years, according to Boone County Assessor Tom Shauwecker. While that's lower than the boom years, many other areas of the country are seeing declines in housing value.

Also, unemployment was relatively high before previous recessions but currently is low nationally and particularly low in Columbia—just above 3 percent.

Developers say the local numbers underpin a healthier industry and the supply and demand of residential and commercial buildings is leveling. They blame last year's correction on overbuilding of speculative homes,

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especially by investors who didn't have a solid background in building houses.

Optimism took hold among developers from 2002 to 2006 as Columbia built homes in record numbers.

"In '05 we were going great guns," Larkin said. "We knew something was cooking in '06. You can just kind of feel it sometimes. You keep watching that inventory creep up. You have this momentous weight rolling down the hill and when you see something coming up it takes a while to slow things down. Some of our projects take a year to plan. Once you get there, you have to start."

By 2007, builders' enthusiasm for speculative development was fading.

The number of residential building permits last year dropped 61 percent from 2006, according to the city's protective inspection department.



Wolverton

"We sold significantly more new homes in 2007 than were built," developer Rob Wolverton wrote on Jan. 17 in his 2007 Residential Real Estate Market Report.

The correction hit real estate professionals and the community as a whole. City sales tax revenue from construction and home improvement last year dropped \$425,000, or 15 percent, from 2006, and speculative builders were forced to change their strategies or eat their losses. Some builders got out of the profession. Membership in the Homebuilders Association of Columbia has fallen from a high near 250 to 175.

"It's been hard for a lot of people," Annie Pope, director of the Homebuilders Association, said. Credit

requirements are tightening for construction loans, she added.

"Credit is definitely more careful," Larkin said, "but it's available if you've got the track record."

But there have been many legal notices in the newspapers announcing foreclosures on real estate, including those involving builders who bought lots and were unable to keep up with monthly payments.

Developer and Realtor Tracy Arey said he knows a handful of "code-plus" builders, owners of family businesses that made quality a priority, who aren't in business anymore. He thinks the slowdown hit hardest on family operations



Arey

that were low volume but high-quality builders.

"It's human nature to get optimistic and that's what happened to a lot of people," Arey said. "Everyone saw these houses selling quickly. You tend to get every laborer in the construction field becoming a builder, and that's what happened."

For his own part, Arey got out of new home construction this year, preferring to focus on development and real estate sales.

"Sometimes I felt like a builder wouldn't give me the listing just because I was seen as competition," he said. "I think two days after I announced my decision to stop building, I received a call from a builder and listed all his buildings."



River Region Credit Union and Sports Clips, a franchise owned by Jeff and Kim Guinn, will move into this 7,200-square-foot building on the southwest corner of Grindstone Plaza, which builder Jeff Herigon of Hercon Construction plans to finish this spring for the owner, THF Realty, at a cost of about \$1 million.

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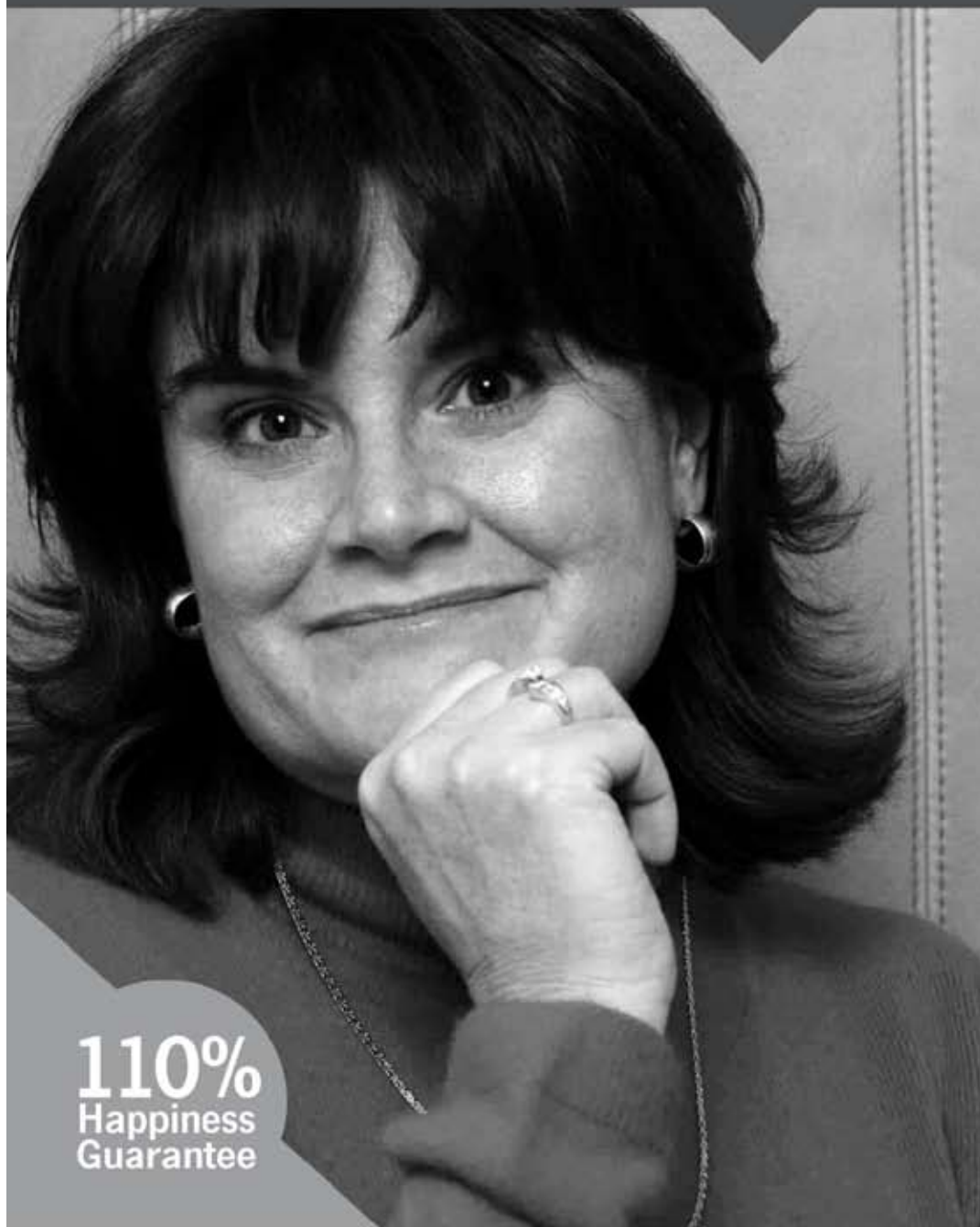
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The correction put pressure on subcontractors as well. One example is Tom Overkamp, who started framing buildings in Columbia in 1987 but went to work in sales at Mid-City Lumber at the end of 2006.

“Before that, I would turn down more work than I would actually do in a year,” Overkamp said. “It got a little slow that summer, and I was trying to pick up other jobs and stuff just to keep my help busy.”

While speculative builders bemoaned the state of their market, Rod Glidewell, whose Glidewell Construction primarily take on remodeling and custom building projects, said he hasn't felt the squeeze of the speculative homes oversupply.

“I've continued to stay very busy,” Glidewell said. “There hasn't been a slowdown there at all. What you'll find there is the old builders that have a big clientele of customers.”

Nevertheless, Glidewell understands the crunch speculative builders face. In the past, he built one or two speculative houses per year. A house he built two years ago on speculation still hasn't sold.

“I could easily lose \$75,000 on the project. If that was the only income I had, it would bankrupt me because I'm not a rich man,” he said.

Builders are optimistic that the coming year will be better. The supply of new houses is inching closer to the demand.

“The total supply of homes on the market at the end of the year was 1,100, as opposed to 1,238 at the end of 2006,” according to Wolverton, a partner in R. Anthony Development.

“If there are more than 100-125 speculative homes built in Boone County in 2008, we should all be institutionalized,” he wrote in his year-end report.

Wolverton said he thinks sales will drop again in 2008 but emphasized the local housing market, supported by strong economic fundamentals, is not in crisis.

The aspect of the market that does worry him is the oversupply of high-end houses and lots.

“I believe we have a 10- to 15-year supply of high-end lots in the market today,” he wrote. “The number of choices the high-end new home buyer has is staggering: Old Hawthorne, Bristol Lake, Copperstone, Heritage Woods, The Woodlands, Magnolia Falls, Steeplechase, Southern Hills and the upper end of Thornbrook.”

Wolverton said another problem that will remain in the market is the oversupply of developed building lots.

“I believe it will take three to five years to bring our supply of ‘affordable home’ [\$400,000 and under] lots into balance, and I believe it will take 10 to 15 years or more to absorb the supply of high-end lots currently in the market,” Wolverton wrote.

The value of commercial building permits in the 2007 calendar year sunk 39.2 percent from 2006.

But several commercial builders contacted by the CBT said they'd had a good year.

“What we are seeing is that overall, commercial construction starts are down from last year,” said Eric Peterson, president of Septagon Construction's Columbia branch. “Couple that downtrend with national chains coming in with their own traveling construction crews or construction managers and competition from out-of-town contractors bidding on jobs that did not used to attract statewide attention and there are fewer general contracting opportunities for local contractors.”



Peterson

Peterson said Septagon's revenue was down a little last year but that he had record years in 2005 and 2006.

Jeff Herigon, owner of Hercon Construction, said his company had steady work last year and added, “There is quite a bit of activity that has broken loose since the beginning of the year.”

Randy Coil, owner of Coil Construction, said that, despite a little sag in retail construction, his business was steady in 2007, compared to prior years.

“Currently we have some extra inventory in the retail sector,” Coil said. “There's still strong activity out there on churches, health care and other miscellaneous sectors.”

“From our perspective, it was still a good year in Columbia,” Coil said. “I think the volatility here is not near what the residential is. We do have a slowdown in retail construction, and part of that slowdown is just because we brought a lot of inventory into the market in 06 and 07.” ♦

Female business owners build place for themselves in construction industry

By Virginia Wilson

Of the nearly 2.8 million construction companies operating in the United States, 12 percent are owned solely by women, while 10 percent are equally co-owned by men and women. The numbers are only expected to grow.

Recent research by the Center for Women's Business Research found the top reason women start businesses in a non-traditional sector is to generate higher income. They want to have greater financial independence than owners of businesses in more traditional sectors, such as retail and service. The No. 2 reason women start such businesses is for job satisfaction, having passion about the work they do.

In the construction industry, probably more than many other sectors, personal relationships are particularly important. And women are better at building and maintaining relationships on a personal level.

Several factors work in favor of women operating businesses in the construction industry. Female-owned companies have an edge in government contracting, which is often tied to goals that a certain percentage of spending occur with businesses owned by women or ethnic minorities. In addition, more corporations in the private sector are seeking to diversify their construction contracting to include more women-owned firms. To ensure that women are indeed the business owners and not simply a "front" for a male-owned company, the companies are certified as "majority women-owned."

In addition to the preference given to women-owned companies in terms of diversity goals, the reason those companies are so successful in the industry is due in large part, according to the experts, to women's natural attention to detail and orientation toward processes and relationship building. In the construction industry, probably more than many other sectors, personal relationships are particularly important. And women are better at building and maintaining relationships on a personal level.

The construction industry as a whole is a major employer, with more than 240,000 new construction jobs available each year. By 2012, it is estimated there will be more than 1 million jobs available. These jobs are attractive, particularly to women, because they typically pay better wages (\$25 to \$30 per hour) and offer opportunities for promotion.

To encourage more women-owned construction companies, leaders in the industry recommend mentoring relationships. Recently, the national Associated Builders and Contractors and the National Association of Women in Construction renewed their formal agreement to create more opportunities for women-owned companies. They pledged to work together to prevent discriminatory practices and encourage mutual training and mentoring relationships.

In addition, the Women in Apprenticeship and Nontraditional Occupations Act authorized the U.S. Department of Labor to award grants to community-based organizations that encouraged the recruitment, training, employment and retention of women in non-traditional trade occupations. This program places 100 women per year in registered apprenticeships in the construction industry.

Even with the strides that have been made to diversify the construction sector in terms of business ownership, many believe there is more to be done. Industry leaders feel that women in large measure tend to ignore the construction trade as one that is truly available to them for employment or business ownership. Part of the reason is the age-old stereotypes of women as too delicate for the industry. That, combined with the huge percentage of men in the construction work force, may keep females away from construction as a career.

Those same industry leaders comment that if the industry will not go to the women, the women must go to the industry by attending trade shows, joining women-owned business organizations and job-shadowing female role models in the industry.

An area of slightly more rapid growth is that of the female "do-it-yourselfer." Women represent more than 45 percent of the nation's home-improvement product purchasers. And women comprise 51 percent of the consumers who hire home-improvement professionals. In short, women are making more and more decisions regarding their own construction and remodeling projects.

So, although women have historically been more the keepers of their homes, the housing boom, shifts in gender roles and the increasing number of households headed by single females have helped to boost female interest in construction, a trend that has not been lost on home-improvement retailers. ♦

Virginia Wilson is a counselor with the Missouri Small Business Development Center in the University Center for Innovation and Entrepreneurship at MU.

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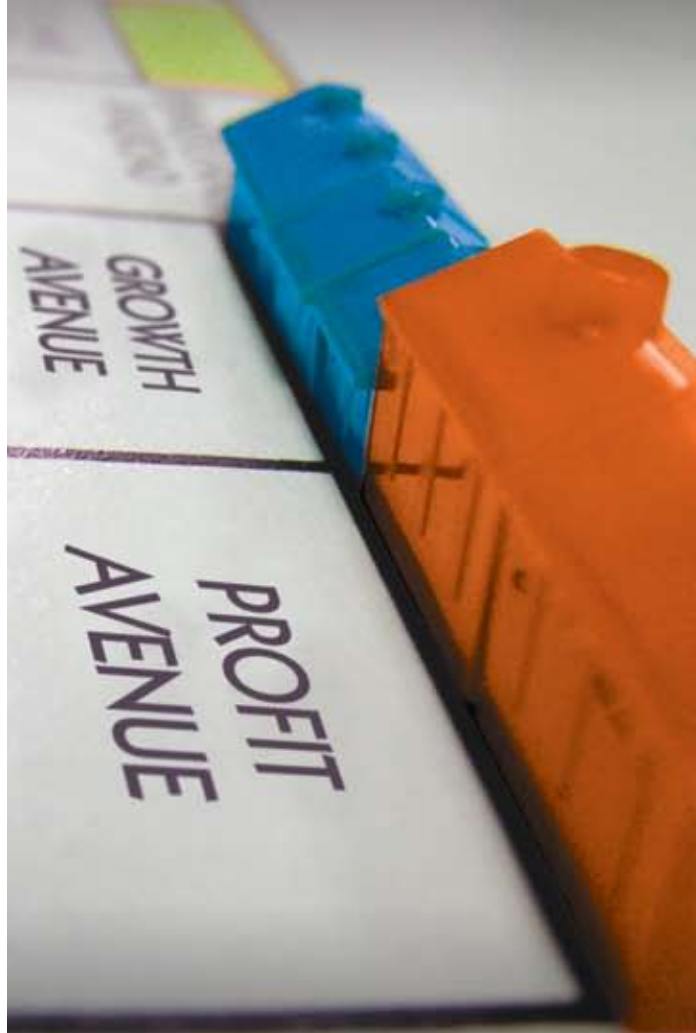
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ABC Laboratories CEO Byron Hill and Operations Manager Troy DeVault outside ABC's new facility at Discovery Ridge.

ARCO completing ABC Labs' headquarters building next month

By Jordan Milne

ARCO Construction Co. intends to complete the Analytical Bio-Chemistry Laboratories headquarters on March 11, and in April the company will begin moving into a sophisticated building that President Byron Hill called "the model of efficiency."

ABC Labs will be the first tenant at the University of Missouri's research park, Discovery Ridge, along U.S. 63 at the Gans Creek interchange, now under construction. Boone County agreed to cut the company's property taxes in half during the next 10 years to keep its swiftly growing operation here.

The company's executives say the building more than doubles its capacity. Because ABC's goals involve doubling annual revenue to \$50 million by 2010 and increasing employment from about 300 to 500, the building was designed to be expandable.

ARCO, based in St. Louis, used more than a dozen local subcontractors for the \$14.5 million project. (See list on Page 26.)

ABC Labs, currently operating on ABC Lane off Interstate 70 and in numerous leased buildings around Columbia, provides analytical chemistry services and support to the pharmaceutical and chemical industries.

ARCO officials say it typically costs about \$250 per square foot or more to build laboratory space, but the company built the 90,000-square-foot building to ABC Labs for \$161 per square foot.

"The expansion was absolutely necessary to keep up with the growth of our business," Hill said. "We are very, very fortunate to have ARCO deliver what we needed at a cost significantly lower than expected."

The building has approximately 60,000 square feet of versatile analytical lab and support space and 30,000 square feet of office space. Each lab module has an office set outside, and lab space is mobile so that research equipment can be moved to accommodate changing environments and new technologies. The building is sited to accommodate an additional 33,000 square feet.

The building features:

- Four labs at the building's core, with 25 fume hoods channeling air to exhaust fans that vent the building.
- A storage suite where controllers can implement a wide range of controlled environmental conditions for testing the stability of pharmaceutical products.
- A centralized power center where workers will control the building's specialized electrical, ionized water and high-purity gas piping.
- A 1,600-square-foot blast-resistant chemical storage room with eight-inch-thick concrete walls and a subterranean 5,000-gallon containment tank
- A main lobby, private offices and multi-functional training space.
- Interior windows designed for a tour route that will maximize safety without disturbing work by employees.

"Tours are a very important part of our business," Hill said. "We average over a tour a week with clients from all over the globe. This is a wonderful, effective display situation for us."

Some of the building's other features include multiple perimeter windows to allow natural light, occupancy sensor lights in the rooms, card readers to monitor employee location, and chemical and stain-resistant Medintech flooring and Trespa countertops. Utilities in several of the rooms are accessible from the ceiling, so spaces can be reconfigured as needed.

ARCO estimates that it saved ABC \$500,000 by reconfiguring the HVAC system, which includes two 250-ton air cooled rotary chilled coolers that work with two outside air rooftop units in order to provide the lab with 100 percent outside air.

"The HVAC system is about 30 percent of the cost of



Tim Koyn, field superintendent of Arco, and Kristein King of ABC Labs tour the new labs at Discovery Ridge.

Talking about business news...



Ray Beck joins host Al Germond as he launches the new **COLUMBIA BUSINESS TIMES ROUNDTABLE** live on KFRU News Talk 1400

Every Sunday, 8A.M.—10A.M.

Call Al and Ray during the kickoff show, Feb. 10, at

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Columbia Business Times

KFRU NEWS TALK 1400



In Good Company

The conference for entrepreneurial women

Seats are filling quickly. Register NOW!

Join us for the second year of this exciting event for and about entrepreneurial women! Learn from outstanding presenters and successful women entrepreneurs who will share their secrets of success and inspire you with their personal stories!

On Monday, Feb. 25, from 5:30-8:00 p.m., enjoy networking, light refreshments and visits to our exhibits, followed by "Inspired Entrepreneurship," a visit with CEO Brenda Newberry of The Newberry Group. Learn how Brenda began her company in her basement with a few hundred dollars and then grew it into a multi-million dollar IT firm.



On Tuesday, Feb. 26, join us for breakfast at 7:30 a.m. and then enjoy three tracks of educational sessions for emerging businesses, existing companies and firms interested in government contracting. At lunch, we'll hear from keynote speaker,



Michele Stauffer, founder and CEO of Kansas Aircraft Corporation. You'll be inspired by Michele's success as both an entrepreneur and philanthropist.

Following lunch, we'll hear from a panel of women entrepreneurs from mid-Missouri and then conclude our day with a plenary session entitled "How to Work a Room – Networking for Introverts." You won't want to miss this informative and inspiring event. Perfect for

women business owners and any woman who wants to think, work and perform like a successful entrepreneur!

Monday, Feb. 25, 5:30-8:00 pm
Reception and Pre-conference Event
Tuesday, Feb. 26, 7:30 am-4:00 pm
Breakfast, Lunch, Sessions, Keynote Speakers,
a Panel of Women Entrepreneurs and MORE!
at the
Reynolds Alumni Center
University of Missouri in Columbia

Cost:
\$79 before Feb. 25; \$99 at the door
For more information or to register,
call 573/882-7096 or visit our website at
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- Doors, hardware:** Boone County Millwork, Columbia
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- Window treatment:** Johnston Paint & Decorating, Columbia
- Storage Tank:** Mid State Petroleum, Hallsville
- Plumbing and HVAC:** Environmental Engineering, Jefferson City
- Electric:** Meyer Electric, Jefferson City



LEFT: Tim Koyn of Arco Construction demonstrates how the windows of the blasting room work. ABOVE: ABC Laboratories CEO Byron Hill and Tim Koyn, field superintendent of Arco, tour the new facility at Discovery Ridge.

the building,” said Troy DeVault, ABC operations and project manager.

Custom-made computer center

Like the specialized places in the rest of the building, the document control/data/computer server center, located at the building’s core, also contains unusual features. The room is equipped with security systems to meet strict regulations for research labs.

“In the computer server room we designed a special HFC 125 fire support system, which launches chemical-charged bottles to suck the oxygen from the room,”

said Tim Koyn, superintendent and design/build contractor for ARCO. “It’s also backed up with an uninterrupted power supply.”

The building’s systems are fully automated and can be adjusted offsite via the Internet. Utilities run through about half the height of the structure’s 20-foot ceiling, rather than exterior walls, to facilitate future expansion on the site’s additional 33,000 square feet.

ABC Labs plans to start moving into the building in April, a process expected to take four months. ❖

Are you registered for the 2008 Business Conference & Showcase seminars?

Register now folks! Seating is limited!

BREAKING NEWS
Stewart Throckmorton,
Business Conference & Showcase fanatic
SNN — Stew’s News Network
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SEMINARS

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Positioning Yourself as an Expert: Part 1**
Ed Lamont
Brought to you by Legend Automotive
11:45 AM-1:00 PM

Positioning Yourself as an Expert: Part 2
Ed Lamont breakout session
Brought to you by William Woods University
1:30-3:00 PM

Why Economic Regionalism?
Missouri CORE Partnership Roundtable
3:00-4:00 PM

Experts In Training: Taking It to the Streets
Ed Lamont
Brought to you by EPIC
3:30-4:30 PM

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CONSTRUCTION UPDATE



The sign says construction of the Holiday Inn-Lake of the Woods (left) on St. Charles Road south of Interstate 70 is scheduled to be completed in fall 2008, but the Columbia Convention & Visitors Bureau estimates it will be finished in spring 2009. Owner George Pate could not be reached for comment. Pate is also behind the construction of the Fairfield Inn in the Woodland Springs development along Clark Lane, near Hooters restaurant and Residence Inn. It had been scheduled to be finished by the end of this winter. A third hotel under construction in Columbia is the Hampton Inn and Suites on Stadium Boulevard, scheduled to be finished in July.

STEPHENS COLLEGE PERFORMING ARTS 2007-2008 SEASON

PLAYHOUSE COMPANY

The Country Wife
7:30 p.m., Feb. 8-9, 14-16; 2 p.m. Sunday matinee, Feb. 10

WAREHOUSE COMPANY

Triptych
7:30 p.m., Feb. 27-29, March 1

DANCE COMPANY

Stephens College Annual Dance Company Spring Concert
7:30 p.m., March 7-8, 14-15; 2 p.m. Sunday matinee, March 9

MUSIC

Bach's Lunch
12:30 p.m., Feb. 28, March 20

FILM

Student Film Showcase
May 4

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ABC Laboratories	Attorneys at Law	Jimmy John's	Pilates of Columbia	Skintuition Medical Spa	Watkins Roofing
Bank of Missouri	CenturyTel	Gourmet Sandwiches		Summit Lake Winery	Woodrail Centre

Dates subject to change. For more information, visit: www.stephens.edu/performingarts
For tickets, contact the Box Office: (573) 876-7199 or boxoffice@stephens.edu

Hotel Construction History

Property	Rooms	Opened
Arrowhead Motel.....	20	1938
Baymont Inn (Formerly Budgetel).....	102	1988
Best Value Inn.....	115	1973
Best Western.....	120	1969
Campus Inn RAZED 2007.....	98	1976
Candlewood Suites.....	80	2002
Comfort Inn and Suites.....	60	2005
Country Inn and Suites.....	85	2007
Travelodge.....	156	1975
Days Inn.....	156	1965
Deluxe Inn.....	47	1971
Drury Inn.....	123	1989
Econo-Lodge.....	92	1954
Eastwood.....	36	1955
Extended Stay America.....	80	2003
Fairfield (changed to Comfort – fall 07).....	80	1998
Fairfield Inn (by Residence Inn)*.....	91	2008-Winter
Staybridge Suites (formerly Hawthorn).....	82	1999
Hilton Gardens.....	150	2006
Holiday Inn Express.....	64	1986
Holiday Inn – Lake of the Woods*.....	120	2009 – Spring
Hampton Inn.....	122	1996
Hampton Inn and Suites*.....	133	2008 - Summer
Holiday Inn – East (now Quality Inn).....	142	1971
Holiday Inn - Executive Center.....	316	1972
La Quinta.....	60	1989
Marriott Courtyard.....	134	2005
Motel 6 East Inn and Suites.....	60	1995
Motel 6 - West.....	83	1974
Ramada Inn RAZED 2007.....	190	1969
Regency.....	101	1965
Red Roof Inn.....	108	1985
Residence Inn.....	86	2005
Stoney Creek Inn.....	181	2003
Super 7.....	34	196
Super 8.....	75	1985
Super 8 Lake of the Woods.....	60	2004
Wingate Inn.....	81	2000

Operating: 3291

*Under construction: 344

Source: Columbia Convention and Visitors Bureau

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2007 ADDY Awards

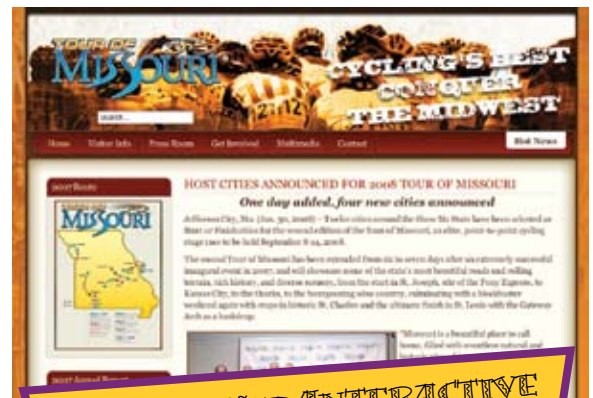
ADDY GRAS
 February 8, 2008



2007 ADDY'S
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The Mid-Missouri Advertising Federation presented the local ADDY Awards on Feb. 8 at the Courtyard by Marriott.

This year's winners will have the chance at gaining a spot in regional and national competitions within the American Advertising Federation.



BEST OF WEB/INTERACTIVE

The Rocket Group
 "Tour of Missouri.com"
 Hawthorne Foundation
 Gus Wagner, Project Manager
 Leo Kempf, Graphic Design
 Jon Crawford, Rails Developer

BEST OF RADIO

Tom Bradley
 "Auto Envy"
 Autos2NV
 Tom Bradley, Writer/Producer

BEST OF TV

Woodruff Sweitzer
 "Big 12 Sportsmanship PSA"
 Big 12 Conference
 Steve Sweitzer, Chief Creative Director
 Justin White, Associate Creative Director
 Greg Beers, Associate Creative Director
 Lori Rodgers, Account Manager



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Gold Medal Winners

Division/Category	Company	Title	Client
Collateral material-brochure	Visionworks Marketing & Communications	Sportspark at Mizzou Viewbook	University of Missouri - Columbia
Collateral material-brochure	Woodruff Sweitzer	Mizzou Media Guide - Football	Mizzou Athletics
Collateral material-poster	Woodruff Sweitzer	Missouri Ballet Rock Poster	Missouri Contemporary Ballet
Consumer or trade publication campaign	The IDP Group	HRI Trade Pub Campaign	HRI
Elements of advertising-logo	The IDP Group	School House Bed and Breakfast Logo	School House Bed and Breakfast
Interactive media-Web sites, consumer: HTML/other - database	The IDP Group	Meyers Magic Web Site	Meyers Magic/Joel Meyers
Interactive media-Web Sites, consumer: HTML/other - database	The Rocket Group	The Rocket Group/TourofMissouri.Com	Hawthorne Foundation
Newspaper, self-promotion	Columbia Daily Tribune	A Beautiful Thing	Columbia Daily Tribune
Public service-broadcast/electronic TV	Woodruff Sweitzer	Big 12 Sportsmanship PSA	Big 12 Conference
Radio campaign	Bradley Marketing Inc.	Auto Envy	Autos2NV
Television-local	JW Broadcasting	Stage Fright: The Pit	Callaway Arts Council

Silver Medal Winners

Division/Category	Company	Title	Client
Advertising industry: self-promotion (special event material)	Adexpress	Adexpress Holiday Invitation	Adexpress
Collateral material-special event material campaign	Visionworks Marketing & Communications	2nd Annual Symposium on Democracy Campaign	Westminster College
Collateral material-brochure	The IDP Group	Lyceum Brochure	Arrow Rock Lyceum Theater
Direct marketing	Adexpress	Manhattan Closet - Direct Mail	Manhattan Closet
Elements of advertising-logo	Woodruff Sweitzer	Thumper Logo	Thumper Production (Div. of Woodruff Sweitzer)
Elements of advertising-logo	The IDP Group	Purple Tree Technologies Logo	Purple Tree Technologies
Interactive media: Web sites, consumer: HTML/Other - Database	The IDP Group	School House Bed and Breakfast	School House Bed and Breakfast
Interactive media: Web sites, consumer: HTML/Other - Database	The IDP Group	Waterwood Professional Building Web site	Waterwood Professional
Interactive media: Web sites, business to business: HTML/Other	Woodruff Sweitzer	Forum Development Group Web site	Forum Development Group
Interactive media: Web sites, consumer: Flash	Woodruff Sweitzer	TOW Web	Diamond Pet Foods
Mixed media campaigns-consumer: regional/national	Woodruff Sweitzer	TOW Campaign	Diamond Pet Foods
Newspaper, self-promotion	Columbia Daily Tribune	PULSE Launch	Columbia Daily Tribune
Radio-local	Zimmer Radio Group	Living Canvas - "Happy Tom"	Living Canvas
Radio-local	Zimmer Radio Group	"Floor Augmentation"	EJ Flooring
Radio campaign	Zimmer Radio Group	Sky High Bar & Grill - "Two Guys" - Campaign	Sky High Bar & Grill
Radio campaign	Zimmer Radio Group	RAM Telecom - "Lame" - Campaign	RAM Telecom/Verizon
Sales promotion-packaging campaign	Woodruff Sweitzer	TOW Packaging	Diamond Pet Foods
Sales promotion-product or service sales presentation catalog	Woodruff Sweitzer	POS Catalog	POS
Television-local	JW Broadcasting	Puppet Christmas	Ann's Teachers Store & More
Television-local	OnMedia	RAIN - Image 2007	RAIN
Television-local	OnMedia	Dreamcatcher - Fashion	Dreamcatcher
Television-regional/national campaigns, consumer services	OnMedia	Premier Bank - The Premier Bank Difference	Premier Bank - Image Mark Advertising



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ENTERPRISES DEVELOPMENT CORP
LOT 5 BROADWAY BLUFFS
SUBDIVISION

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LOT 13A VINTAGE FALLS PLAT 1-A

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LOT 7 FALL CREEK PLAT 1

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LOT 150 THORNBROOK

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HOMECOMINGS FINANCIAL
NETWORK INC
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CHRISTINE
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DEVELOPMENT INC
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STR 27-48-14 //NE

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GREGORY
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LOT 20 LEAWOOD SUB

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MCAREAVY, JOSEPH AND GIGI
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SERVICES INC
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HEYEN, KEVEN AND MARY
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STR 28-46-12 //SW

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STR 15-50-14 //SW FF WITH
EXCEPTIONS

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RADER, JACK AND JULIE ANN
COMMERCE BANK
LOT 30 COUNTRY WOODS

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WJP PROPERTIES LLC
HAWTHORN BANK
LOT 136 BELLWOOD

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HOLLEY, JOHN AND JUDY
THE CALLAWAY BANK
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256/559 FF W/ESMT

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SUNTRUST MORTGAGE INC
LOT 523 SMITHTON RIDGE

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BOONE LANDHOLDINGS LLC
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SERVICES INC
STR 16-49-11 //W

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STR 24-48-12 /NE/NE

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GLENN
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STR 3-46-13 //N

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LOT 245 BEDFORD WALK

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STR 32-51-11 //NW

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CHANG, JULIA M
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LOT 30 COUNTRY CLUB FAIRWAYS

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LOT 205 QUAIL CREEK WEST

\$182,000

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STR 24-49-12 /W/NW

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PREMIER BANK
STR 2-49-14 /E/SE

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LOT 117A OLD HAWTHORNE

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CASTROP, JOSEPH AND GLENDA
THE CALLAWAY BANK
STR 19-50-11 /NW/NE

\$165,000

ROBERTSON, MARK AND JAMIE
MID AMERICA MORTGAGE
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LOT 28 EMERALD POINT

\$163,271

GORDON, RANDY
BOONE COUNTY NATIONAL BANK
LOT 11 FOREST PARK

\$160,650

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BOONE COUNTY NATIONAL BANK
LOT 37 MIDWAY CROSSINGS

\$160,550

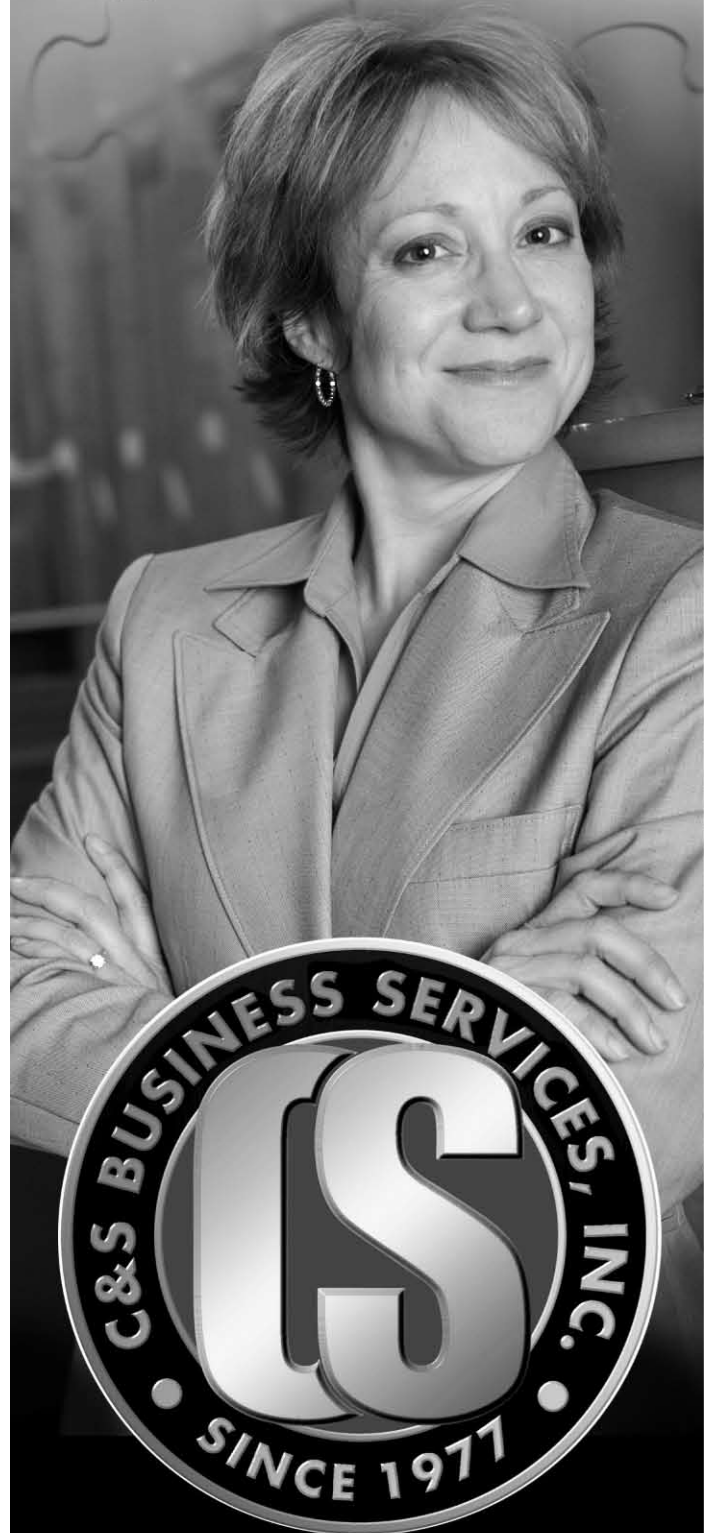
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TRUE/FALSE PREVIEW

Ready to indulge in a film-watching frenzy?

The annual True/False Film Festival kicks off Feb. 28 for a four-day downtown whirlwind of parties, games, concerts and screenings of scores of documentary films from around the world. (For a full schedule, visit www.truefalse.org.) A few film highlights:



American Teen

Directed by Nanette Burstein (*On the Ropes*, *The Kid Stays in the Picture*) and filmed at Warsaw Community High School in Warsaw, Ind., this film follows the lives of four teenagers through their senior year of high school. Using cinema vérité footage, interviews and animation, it presents a candid portrait of being 17 and all that goes with it. We see the insecurities, the cliques, the jealousies, the first loves and heartbreaks, the experimentation with sex and alcohol, the parental pressures, and the struggle to make profound decisions about the future.



Shake the Devil Off

As if the loss of their homes and the destruction of their city wasn't enough, the parishioners at St. Augustine Church in New Orleans find themselves under siege once again. This time, the archdiocese has decided to close their parish, shuttering the 165-year-old church, the city's first multiracial house of worship. Directed by Steve Entell and featuring an inspiring soundtrack, the film follows the growing resistance movement to keep the church open and retain the compassionate and beloved Father Jerome LeDoux in his position.



Forbidden Lies

After escaping the brutal misogyny she experienced in Jordan, Norma Khouri wrote the shocking story of her best friend, who was murdered by her Muslim father because of an affair with a Christian man. After *Forbidden Love* became an international bestseller, Khouri served as a spokesperson against the practice of "honor killings." Then investigative reporters discovered glaring inconsistencies in the book, and Random House pulled it from circulation. In this documentary, Australian director Anna Broinowski takes us deeper into Khouri's story, following her from Chicago to Sydney to Amman and uncovering a web of alternate realities and half-truths.

Stranded: I've Come From a Plane That Crashed in the Mountains

Three days before Christmas 1972, Uruguayan rugby players walked out of the Andes. "They smelled of the grave," remembers one of the Chilean shepherds who greeted them. Two months earlier, their plane, carrying 45 players, coaches and friends, went down in a blinding snowstorm. Sixteen survived both the crash and the aftermath—by eating their dead. Directed by Gonzalo Arijon, *Stranded* not only interviews the survivors of Flight 571 but also follows the survivors and their loved ones on a journey back to the crash site more than 30 years later—and includes recreations of the flight and the struggles of the stranded youths.

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Time Well Spent

Previews and reviews of mid-Missouri events

By **Brent Beshore**, owner and CEO of Event Solutions

THE LATEST IN EVENT TRENDS

Ice it: Despite the weather, ice is hot. As a general trend, the use of ice continues to get more elaborate. Now, ice can be not only sculpted into company logos or works of art but also converted into platters, ice buckets (literally), serving ware and cocktail glasses. Even further on the extreme, a company in Georgia can create “usable” ice that can be ridden, played on or even driven (perhaps for only a short period of time).

Portable Restrooms with a Twist: Very few things in life are more revolting than having to use the restroom at an outdoor event, especially in the summer. Between the razor-thin plastic walls, lack of ventilation and that blue stuff, it is enough to make anyone want to just “hold it.” But someone has taken note and developed a completely new portable restroom complete with hands-free faucets, marble sinks, porcelain commodes, chandeliers and fresh air. While we probably won’t see it in use here anytime soon, one can hope.



Solid Water: Hidrolight is a new decorative gel that can give your florals a kick. When added to water, the absorbent polymer expands to more than 100 times its original size and provides a great environment to keep fresh flowers looking brand new. With a life of about a year (with proper maintenance) and lots of colors to choose from, you can use it for just about any occasion.

HIT LIST:

- 1. Concert Series: Golden Dragon Acrobats of China**—7 p.m. Feb. 9 in Jesse Auditorium
- 2. Concert Series: Jazz at Lincoln Center with Wynton Marsalis**—7 p.m. Feb. 10 in Jesse Auditorium
- 3. Concert Series: Saint Louis Symphony Orchestra**—7 p.m. Feb. 12 in Jesse Auditorium
- 4. Richard Thompson’s 1000 Years of Popular Music**—7 p.m. Feb. 12 at The Blue Note
- 5. Boys and Girls Club Chili Cook-Off**—11 a.m. to 2 p.m. Feb. 16 at the Holiday Inn Executive Center
- 6. Concert Series: Annie**—7 p.m. Feb. 18 in Jesse Auditorium
- 7. Masonic Library and Museum Grand Opening**—2-6 p.m. Feb. 23 at the Masonic Home of Missouri
- 8. Red Carpet Live: Magic of the Movies 2008**—6 p.m. Feb. 24 at The Blue Note; www.redcarpetcolumbia.com (an Event Solutions happening)

Is your favorite charity holding a fund-raiser? Is your company hosting an event? Are you and your friends throwing a party? Tell me about it at events@eventsolutionsllc.com.

REVIEWS

American Culinary Federation Tasting Dinner

Where: MU Reynolds Alumni Center

When: Jan. 27

Why: Cooking showcase to benefit the American Culinary Federation

Cost: \$50/ticket

Details: Upon arrival guests were treated to wine and tasting appetizers ranging from foie gras and smoked salmon to pear with blue cheese and prosciutto. The proper dinner was six courses of decadence. Each course was paired with a different wine, with tastes of pheasant, pork belly, black truffles and chocolate “lava.”

Rating: 8/10—Innovative food and a different format made this a great experience.

Columbia Notables: Chris and Elizabeth Harrison, Christina and Alex George, John and Donna LaRocca, Mark Sultrup

Stephens College 175th Anniversary Kick-Off

Where: Kimball Ballroom, Stephens College

When: Jan. 31

Why: To kick off a year of celebration

Cost: Free

Details: A diverse group of students, faculty and guests gathered to mark the beginning of the school’s 175th year. The eclectic and entertaining program included appearances from queens, court jesters, Peter Pan and Capt. Hook, all delivering interesting tidbits of information. Stephens President Wendy Libby gave a very interesting and well-delivered speech that encompassed all that is Stephens.

Rating: 7/10—While not without its hiccups, the innovative and powerful program was definitely a hit.



PREVIEWS

Model Citizen Fashion Show

Where: Holiday Inn Executive Center

When: March 8; 6:30 p.m. Wine Reception, 8 p.m. Fashion Show

Why: Fund-raiser for the MU Thompson Center for Autism & Neurodevelopmental Disorders

Cost: \$75/person for the Wine Reception or \$25/person for the Fashion Show

Details: Jann Carl, weekend anchor for Entertainment Tonight, hosts Model Citizen, a fashion show featuring Missouri boutiques and the designers they carry, including Bingham’s, Britches, Girl Boutique, Hemline, Molly Jayne’s, Betsey Johnson, the Carlisle Collection, Dillard’s and Madison Christianer.

More Info: E-mail Kellie Ann Christie at christieka@missouri.edu.

Anticipation Rating: 8/10—Looking forward to wine, fashion and a little Hollywood.

Assistance League Cookie Connection

Where: At your office

When: Feb. 12

Why: Freshly baked cookies for a great cause delivered to straight to your special someone.

Cost: \$6-8/ dozen

Details: Do the half-dozen roses no longer cut it on Valentine’s Day? On Feb. 12, the wonderful women of the Assistance League of Mid-Missouri will drop off pre-ordered, freshly baked cookies to businesses across the city. All proceeds benefit a litany of women-oriented causes, including helping The Shelter, providing school supplies for kids in need, and funding a scholarship program.

More Info: www.almm.org

Anticipation Rating: 8/10—I’ve ordered mine. How about you?

True/False Film Festival

Where: Downtown

When: Feb. 28—March 2

Why: Columbia comes alive with films and fun

Cost: Passes range from \$55 to \$200, depending on what events you want to attend.

Details: “The festival highlights innovative work with a cinematic scope, creative takes on contemporary currents and, most of all, work that provokes dialogue about its subject and discussion of the documentary form itself.”

More Info: www.truefalse.org

Anticipation Rating: 9/10—Get prepared for what has become a signature event for Columbia, the Midwest and filmmakers around the world.





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