



Jeremiah W. (Jay) Nixon
Governor

State of Missouri
OFFICE OF ADMINISTRATION
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Doug Nelson
Commissioner

February 18, 2014

Dear Business Owner:

On behalf of State of Missouri's Office of Administration ("OA"), I would like to invite you to participate as a business owner in a focus group to discuss providing goods and services to the State of Missouri. The sessions are part of OA's review of its Minority- and Women-Owned Business Enterprise ("M/WBE") Program. These important sessions will provide you with an opportunity to relate your experiences with doing business with the State and its MWBE Program, as well as barriers to the full and fair inclusion of all firms in our opportunities. Your insight and experience will help to identify needed Program improvements and support the State's strategic objectives.

OA has engaged Colette Holt, an attorney who specializes in minority and women business programs, to conduct the sessions, in conjunction with local sub-consultants from St. Louis and Kansas City.

The interviews or focus group discussions will be held at various times; please see the schedule on the following page for dates, times and locations. The sessions will last approximately two hours.

You must reserve your space at the appropriate session. To do so, please contact the Holt Firm at 855-mwbelow (855-692-3529) or Missouri_study@mwbelow.com. Persons with disabilities who may require special accommodations should contact Ms. Holt no later than one week prior to the session.

We look forward to your participation.

Sincerely,

A handwritten signature in black ink, appearing to read "Doug Nelson", written over a circular stamp or seal.

Doug Nelson
Commissioner, Office of Administration

Attachment

CITY	LOCATION	DATE	TIME	INDUSTRY
Kansas City	Bruce R. Watkins Cultural Center 3700 Blue Pkwy, Kansas City, MO 64130	March 31, 2014 Monday	10:00 a.m.	Construction
			1:00 p.m.	Construction-related professional services; design; architectural
			4:00 p.m.	Goods and Services
Springfield	Springfield Public Library, Meeting Room B 4653 S. Campbell Ave. Springfield, MO 65810	April 3, 2014 Thursday	10:00 a.m.	All industries
Jefferson City	Harry S. Truman State Office Bldg., Room 750 301 W. High St. Jefferson City, MO 65102	April 4, 2014 Friday	10:00 a.m.	All industries
St. Louis	St. Louis Community College, William J. Harrison Education Center 3140 Cass Avenue St. Louis, MO 63106	April 7, 2014 Monday	10:00 a.m.	Construction
			1:00 p.m.	Construction-related professional services; design; architectural
			4:00 p.m.	Goods and Services
Cape Girardeau	Cape Girardeau Public Library, Oscar Hirsch Room 711 N. Clark St Cape Girardeau, MO 63701	April 10, 2014 Thursday	9:00 a.m.	All industries