



Jeremiah W. (Jay) Nixon
Governor

State of Missouri
OFFICE OF ADMINISTRATION

Doug Nelson
Commissioner

Post Office Box 809
Jefferson City, Missouri 65102
Phone: (573) 751-1851
Fax: (573) 751-1212

February 18, 2014

Dear Stakeholder:

The State of Missouri's Office of Administration ("OA") is conducting a Disparity Study for its Minority- and Women-Owned Business Enterprise ("M/WBE") Program to ensure that this critical initiative remains legally defensible and administratively successful. As part of the Disparity Study process, we invite you to join us for a stakeholder meeting. The meeting will last approximately two hours.

OA is working with Colette Holt & Associates, a nationally-recognized firm that specializes in disparity studies and minority and women business programs, to conduct the Study in conjunction with local sub-consultants from St. Louis and Kansas City.

The purpose of the meeting is to gather input from businesses, community organizations and individuals regarding their experiences in doing business or attempting to do business with the State and with its M/WBE program, as well as with any barriers to the full and fair inclusion of all firms in State contracting opportunities. Your insight and experiences with the State and its contracting process will help us to identify potential program improvements and support Missouri's strategic objectives to increase collaboration and promote economic growth for all elements of our State. We value your input, and we hope you will participate.

The meetings will be held in Kansas City and St. Louis; please see below for dates, times and locations. Seating is on a first come, first served basis.

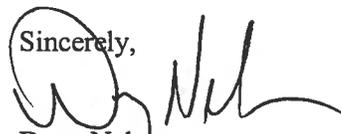
Kansas City: April 2, 2014, Wednesday, 10:00 a.m. at the Bruce R. Watkins Cultural Center 3700 Blue Pkwy, Kansas City, MO 64130.

St. Louis: April 9, 2014, Wednesday, 10:00 a.m. at the St. Louis Community College, William J. Harrison Education Center, 3140 Cass Avenue, St. Louis, MO 63106.

There are also business owner interviews scheduled for Kansas City, Springfield, Jefferson City, St. Louis and Cape Girardeau from March 31 to April 10. Please pass this information on to any owner who may be interested in participating.

If you have any questions, please contact Ms. Holt by email at missouri_study@mwbelaw.com or by phone at 855-692-6529 (855-MWB-ELAW).

We look forward to your participation.

Sincerely,


Doug Nelson
Commissioner, Office of Administration