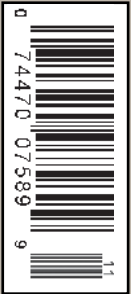


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Features

12 The Aftermath

The outcome of the 2020 presidential election will be felt in myriad ways, but among the first to note the impact will be investors.

19 WeKC

Here are 12 women who leaned on values learned early in life to drive their personal and professional success.
By Dennis Boone

34 Rainmakers

Being a minority or woman in business implies certain challenges, but those can be and are overcome.
By Dennis Boone

42 Q&A: Mark Jorgenson

The soon-to-retire president of U.S. Bank's community banking unit reflects on corporate responsibility.

44 Transitions: Exiting the Business

You can dot all the I's and cross all the T's before selling your business, but little of that is grounded on a huge outcome: Your mindset following a sale.

51 Construction and Engineering Trends

Artificial intelligence and Big Data are combining to present new kinds of challenges to a market long-known as a center of engineering excellence. The COVID-19 pandemic is leaving its mark on the types of buildings that will be going up for years.

Talk of the Town

- 7 **In the News/Correspondent**
Business News and Legislative Updates

Perspectives

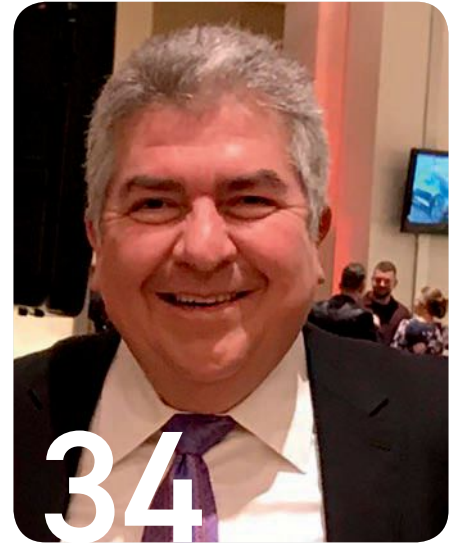
- 4 **Editor's Note**
The Electoral Process and the Death of Civility
by Joe Sweeney
- 9 **Between the Lines**
We're losing something rare and precious when civil discourse gives way to constant outrage and protest.
by Jack Cashill
- 11 **Reflections**
The bike-rider/motorist divide won't be bridged with current developments.
by Dennis Boone
- 15 **In a Nutshell**
How can investors assess the way this year's elections will impact portfolios?
by Ken Herman

Business & Commerce

- 33 **Small Business Adviser**
Women in business may enjoy special challenges, but special opportunities also exist.
by Stephanie Sage
- 46 **Wealth Management**
Get your investing mind right before selling a business or retiring from one.
by Brian Leitner
- 48 **Financial Adviser**
Selling a business? Don't short-change yourself by overlooking these financing strategies.
by Kristin Tyson
- 56 **Of Counsel**
COVID-19 has changed everything, and that includes state and municipal processes for development proposals.
by D.J. Pierre and Brian Bear

Leads & Lists

- 32 **Top Area Women-Owned Businesses**
- 40 **Top Minority-Owned Businesses**
- 53 **Top Area General Contractors**
- 54 **Top Area Engineering Firms**
(ranked by licensed engineers)



Special Sections

19 WeKC

Our 23rd class of distinguished women in executive roles across the Kansas City region spotlights high achievers at firms specializing in legal and financial services, insurance, construction, engineering and more.

34 Rainmakers

In a year of candid discussions about race and equity, principals of six stand-out companies talk frankly about the challenges of operating a business as a minority or woman in the Kansas City region. Their collective wisdom: With the right mix of vision and determination, any barrier to success can be broken down.



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The Electoral Process and the Death of Civility



Bitter disappointment, from the tenor of the campaigns to the failures in vote tabulation.

I believe in and greatly value democracy. But I have to ask: After 244 years and 45 presidential administrations, how in God's name could America make the historic blunders it has witnessed throughout the 2020 election cycle?

I fear that if and when the onion is peeled back, we will uncover numerous unethical actions, likely some illegal ones, relating to voter fraud. And in many cases, by the very same organizations, leaders and elected officials empowered to ethically manage the election process in each state and for our nation.

This cringefest started earlier than most, and made for months of personal disdain in the run-up to the general election. We were bombarded with the most ridiculous and unsubstantiated attack ads, mostly produced by slick out-of-market messaging sharks who understand nothing of our shared Missouri-Kansas values. Invariably, they take snippets of a candidate's past positions, speeches or televised interviews, then do their best to twist and discredit.

Take the Senate race in Kansas. Does anybody know what Barbara Bollier and Roger Marshall *really* stood for? The vast majority of their ads were bitter attacks on each other, not strong statements of specific policy proposals. And uplifting messages from either? Far too few (though I believe both are good people and either could effectively serve in Washington).

That's probably on us: We're the ones who have allowed those kinds of messages to work over the past 30 years. If the candidates are going to plow billions into the firms that generate that schlock in every state, the leadership of those "communications" interests will never change. Why would it?

Even as I make a living under the protections of the 1st Amendment, I wish there were a way to prevent political-interest groups from poisoning the discussion with campaigns that too often are based on outright falsehoods.

I was raised a Democrat, and my Dad was the last elected Jackson County Assessor. He might not have been the model Democratic candidate, as he would not allow Jim Nutter and the Jackson County Machine to freely walk over him and mandate his responsibilities.

The Democratic Party, however, has evolved—or should I say, devolved—over the years. It's not what it was. Not even close. Some ask why I have moved away from the Democrat agenda, and honestly, *the party left me*. I'm not a fanatic Republican by any means; I always vote for the candidate, not the party. But as a

small business owner, Republican policies today align more with my beliefs. And not so very long ago, those same beliefs were tenets of the Democrats, who stood in opposition to "the rich."

At this point, I don't think I can recall an election that ended with my respect intact for both major-party candidates. I look at campaigns like Gov. Mike Parson vs. Nicole Galloway and wonder how on earth these two could productively align to lead our state through the remainder of her term as state auditor—until January 2023.

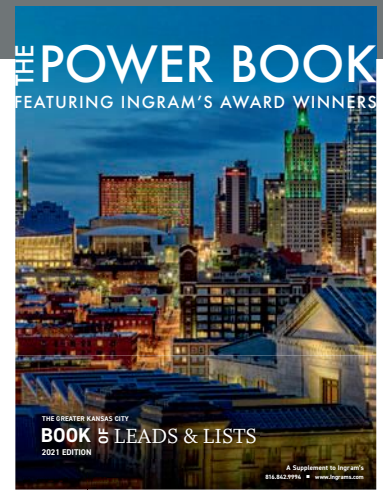
I rarely follow elections in other countries. I doubt many others do either. But the United States sure has provided a circus of entertainment this year, and, we're still doing it with voting irregularities suspected in half a dozen states.

I'm very proud to be an American, and hope that the mission of this magazine serves the interests of everyone in the region, irrespective of political leanings. I am disgusted, however, at the lack of civility among so many citizens—and for that matter, educated and influential leaders.

And don't even get me started on the mechanisms by which votes are counted in this country. I don't want to lose faith in the great experiment that is democracy, but some of the shenanigans captured on video at polling stations in the most hotly contested states leave me completely lacking in confidence that this election was as free and fair as we've been promised.

It's time for more voters to discover backbone and character, to start thinking on their own and to vote intelligently, as well as with their hearts. But until we can agree on ways to eliminate the clutter from the election cycle, the American brainwashings will continue. **I**





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We hope to host an informal publication release event that could be held in December, at which time we would release the 2021 edition of *The Power Book* and *Ingram's* December edition. Valued clients and VIPs will be invited to come by this Open House event. (Sponsorship rates are net prices. No other discounts apply)

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Top Doctors Unite

I've watched over the years as *Ingram's* each Fall unveils another class of Top Doctors, and while I expect over time the program may lose steam or the quality of the physicians may decline, that's yet to happen. In fact the opposite occurs.

In a world filled with concerns of medical malpractice and health system consolidation of physician practice groups, I'm pleased to see the ongoing interest in and pride associated with recognizing extraordinary physicians. As we age, relationships with our doctors develop into a more important dynamic and I'm a fan of what *Ingram's* does to recognize great docs.

John Williams, Overland Park, Kan.

Thanks, Ingram's

It's been a tough year so far for a lot of businesses in the U.S., and staying cooped up at home hasn't helped with the morale of a lot of people during the pandemic. That's why I was happy to see *Ingram's* back again with its annual Corporate Report 100 look

at fast-growth companies. It was a nice break from all the gloom and doom, and a reminder that business success will be available, when this crisis is over, to companies with the leadership and vision to pursue innovation.

Don Roberts, Topeka, Kan.

Fair and Balanced

A quick note of appreciation to *Ingram's* for taking on many of the important issues during this turbulent election year concurrent with focusing on the positive things about our region and the leaders who run the show. Journalism is especially jaded these days and it's hard sometimes to sift through the clutter. *Ingram's* provides fair and balanced reporting and advocates on behalf of our region. A lesson and art other media should practice.

Mike Rush, Kansas City, Mo.

Have something to say about what you've read in *Ingram's*? E-mail your comments to Editorial@Ingrams.com.

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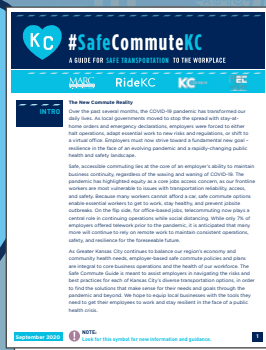
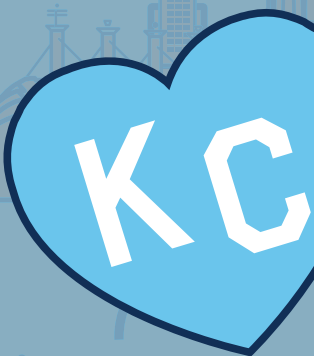
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CASS COUNTY

MCC Eyes Southern Site

Metropolitan Community College is exploring options for bringing post-secondary instruction to Cass County, where Chancellor Kim Beatty told several dozen residents last month that the move could be made without additional local tax support. Among the possibilities, she said, was a satellite location and potentially a second campus if demand warranted. The soonest such an expansion might occur, officials says, is the 2022–23 school year.

CLAY COUNTY

New Logistics Site

Seeking to capitalize on the region's growing status as a distribution hub, Opus Group has broken ground on a 182,000-square-foot industrial building in Liberty. The Heartland Meadows Commerce Center, which is being built on a spec basis, would fit with the area's manufacturing, warehouse and distribution profile, officials say, and would leverage a strong regional labor pool. The site could be home to as many as eight tenants, with buildings featuring as many as 43 docks, two drive-in doors, trailer parking and parking for 220 vehicles.

JACKSON COUNTY

Earnings Tax on April Ballot

The 1 percent Kansas City, Mo., earnings tax—a financial lifeline for City Hall, and a bane of suburban residents who commute into the city for work—will be back on the ballot in April. The City Council has approved a measure to place the fate of the tax on the April 6 ballot, keeping it in place for five more years. The tax is currently slated to expire in 2022. In 2016, voters in Kansas City overwhelmingly approved extension of the e-tax, 77 percent to 23 percent.

Blue KC Funding VC

Blue Cross and Blue Shield of Kansas City, the region's largest not-for-profit

health insurer, says it will invest in KCRise Fund II, which funds high-growth, early-stage technology companies in the Kansas City area. Officials didn't release a dollar figure attached to that commitment, but said the mission of the venture-capital firm aligned closely with some of its own goals. The fund invests in seed and Series A-stage technology companies.

PLATTE COUNTY

FedEx Hiring Boom

KC's growing role as a national center of logistics has also bolstered its last-mile delivery needs, and FedEx Ground says it will add hundreds of new delivery jobs at its new Northland facility and across the metro. The company plans to add 1,300 employees, with 300 of those at the distri-

bution center near Kansas City International Airport, one of eight new or expanded large package centers nationwide.

KANSAS

DOUGLAS COUNTY

KU Sheds 150 With Buyout

At least 147 employees at the University of Kansas, the largest employer in Lawrence, have agreed to take an early retirement buyout as the school looks to cut costs amid the coronavirus pandemic. Provost Barbara Bichelmeyer told faculty and staff members that unit leaders across campus hope to fill roughly 20 percent of those spots, but said many positions would have to remain vacant. Buyouts included a lump-sum cash payment of \$100,000 or an employee's fiscal year 2021 budgeted base salary, whichever was lower.

Correspondent

News Updates from the Capital cities

Washington | Boom: Economy Snaps Back

The U.S. economy roared back from its second quarter COVID coma with a record growth of 33.1 percent in the third quarter, the Commerce Department announced just before the Nov. 3 election. Though up sharply with the easing of business and production restrictions caused by COVID-19, the GDP is still likely to be 3.5 percent lower this year than it was in 2019. Officials are less optimistic that fourth-quarter performance will be anywhere near as robust, largely because of an autumn spike in cases of the virus across nearly every state.

Jefferson City | State Adds to Kawasaki Expansion

Citing figures from a recent study, Gov. Mike Parson says the U.S. military spends approximately \$18.2 billion a year in Missouri, generating a combined \$29 billion in economic activity. Military spending, the study found, contributes \$11 billion to Missouri workers, and supports more than 180,000 jobs—about 7 percent of the state's work force. The \$29 billion in economic activity equals about 9 percent of Missouri's Gross State Product, which is the monetary value of all the goods and services produced in the state.

Topeka | Kelly Readies COVID-19 Testing Strategy

Responding to Gov. Laura Kelly's executive orders aimed at limiting spread of the COVID-19 virus in Kansas, legislators from both chambers of the Capitol have begun deliberations on ways to limit executive-branch powers during declared emergencies. The Special Committee on the Kansas Emergency Management Act identified 37 items that could require legislative authorization to make changes in the state's emergency-management laws, and it recommended many of them on Thursday for consideration in the next legislative session. Recognizing the need to give the chief executive latitude during the early days of a crisis, they generally agreed that, more legislative oversight was needed when a crisis takes on longer-term aspects. **I**

JOHNSON COUNTY

Soccer Complex Funds Declined

Just a week after voting to accept federal money for a video broadcast system at a city soccer complex, the City Council has reversed itself and will not apply CARES Act funding for the project. Officials decided it would not be possible to pursue the \$350,000 distribution for work at the Scheels Overland Park Soccer Complex because they do not believe they could meet the federal deadline of Dec. 30 for CARES projects. It was planned to have been used for a pay-per-view video broadcasting system for the complex.

SHAWNEE COUNTY

Docking Fans Weigh In

Downtown Topeka Inc. and the Greater Topeka Chamber of Commerce are pushing for the state to step in and save the Docking Building, a 12-story office building that former Gov. Sam Brownback had marked for demolition. Testifying at a

legislative committee hearing last month, officials urged that the building be renovated for use by state agencies, a move that would bolster efforts to revitalize the Downtown area. The Kansas Department of Administration is exploring opportunities to place operations of at least two agencies there if the property is removed.

WYANDOTTE COUNTY

DFA Marks More Growth

Kansas City's largest private company is now the second-largest organization of its kind in the U.S.: Dairy Farmers of America, with nearly \$16 billion in revenue last year, is now ranked by National Cooperative Bank as the nation's No. 2 cooperative. The bank's list highlights the business activity and economic power of member-owned and controlled businesses, and is used as an indicator of cooperative impact across the U.S. DFA brought in \$15.9 billion in 2019, placing it behind top ranked CHS Inc. in Minnesota.

New Life at P&G Plant

On the brink of a permanent closing earlier this year, the Procter & Gamble plant in Kansas City, Kan., will remain open, for the most unanticipated of reasons: huge demand for soap and cleaning materials caused by COVID-19. Originally scheduled to close at the end of 2020, the manufacturing plant's parent said in October that it would put that shutdown on hold for at least the next two years, pulling 125 jobs off the cutting board. Earlier this year, P&G issued severance packages and announced looming layoffs, backtracking on plans to move production to West Virginia by the end of the year.

Logistics Growth Driver

With Gov. Laura Kelly on hand, officials in Wyandotte County celebrated the October completion of the Turner Diagonal Interchange project, which will fuel growth of shipping and distribution centers in the region and potentially generate 2,500 jobs. The public-private partnership generated more than \$28 million for the project. **I**

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Thank You!

Community Dies in Darkness



Something precious dies when we allow judgment to be passed on 'the canceled.'

Some years ago—many actually—I picked up a bird's nest that landed on my front lawn. On examination, I noticed that the nest was constructed largely of string, little circles of string laced together.

On reflection, I realized these were the strings my neighbors and I casually slipped off our rolled-up copies of *The Kansas City Star* and casually discarded. Hard to believe, but just a generation or so ago, some 90 percent of metro households subscribed to *The Star*, and delivery routes were as avidly contested as NFL franchises. Not so anymore. That's a shame—and not just for the birds.

Like many of my neighbors, I consumed the paper from cover to cover. In addition to local news, I learned who was dying, who was getting married, which bands were coming to KC, which movies were showing, which cultural events were unfolding, which teams were playing and how well, and what the weather portended.

At work, I had KCUR, the local NPR station, on in the background just about all day. If I didn't watch much KCPT, the local PBS station, it was because of the station's snootiness, not its politics. In the same vein, I watched TV news just about every night, local and national.

As I got to know the town better, I started writing the occasional article for *The Star*, and I almost took on a regular column. I appeared routinely on KCUR and produced a half-dozen documentaries for KCPT. *The Star* reviewed my books, and I became something of a regular on KCPT's Week in Review.

Politically, I have not changed since those days of happy "coexistence." Hell, I manned the right half of a left-right talk radio show on KMBZ for five years in the mid-1990s without having a single door shut in my face, not even those at UMKC, where my wife was a professor.

Although I never did anything to cancel myself—no racial joke told on a hot mic, no groped intern, no self-pleasuring Zoom chat—I and people like me found ourselves being slowly cancelled. The trend started before the turn of the century, took a pause for 9-11, and accelerated during the years when Donald Trump was just another guy with a reality TV show.

The cancelling took place on a personal level as well. One summer day I was out mowing the lawn when a friend beckoned me over to the sidewalk. Reluctantly, I shut down my always petulant mower and asked him what was up.

"Bush is an idiot," said the fellow, a law professor, and stormed off. "That's it?" I shouted after him. "The mower better start."

As the range of acceptable opinions shrank, invitations to university-related affairs shriveled. More than once, a hostess would approach me at the door and say, "No politics." I never initiated a political discussion. It didn't matter. Her other guests operated under no such constraint. Word to the unwise: never argue with a talk show host. We know too much.

By 2015, *The Star* had long since stopped talking to me, KCUR stopped hosting me, and finally, without explanation, KCPT stopped inviting me to be on Kansas City Week in

Review. I do not take

this personally. Recently, KCPT cancelled "Ruckus," the long-running show that positioned itself as the one local source of civilized debate and on which I never appeared.

In 2013, some good souls launched a program called "American Public Square." It had the commendable goal of "bringing civility

back" to the aforementioned square. In early 2016, the organizers invited me to participate in a panel discussion titled "Muslims in the Metro."

My strategy was to confuse the audience members with the truth, namely that liberal affection for the very conservative Islam makes no apparent sense. When the host and my fellow panelists, two of whom were wearing hijabs, vigorously challenged my thesis, I pulled out my index cards. I recited the Pew polling numbers on how Muslims worldwide felt about

The cancel trend started before 2000, took a pause for 9-11, and accelerated during the years when Donald Trump was just another guy with a reality TV show.

issues like family, women, abortion, gay rights, and tolerance of Jews.

The discussion featured an active online fact checker and a civility bell. I welcomed the fact checker. He confirmed that my numbers were right. Although no one rang the civility bell on me, I was never asked back. I am told that the American Public Square has quietly abandoned the idea of having both sides represented on controversial issues.

Increasingly, the Kansas City “community” has morphed into a circle of the like-minded. The astute African-American social commentator Shelby Steele refers to this circle as the “zone of decency.” Those within find redemption by decertifying those without. The decent are quick to call their preferred media outlet when the seemingly less-decent breach the zone with a rogue opinion, which is how Ruckus got cancelled, literally.

By the most generous of definitions, *The Star* is a for-profit enterprise. It makes no marketing sense to decertify half or more of the newspaper’s red-state market, but that is the publisher’s

It’s not just a coastal phenomenon: Drivers of the cancel culture here have already come after J.C. Nichols and Andrew Jackson. Can Harry Truman be far behind?

right. The taxpayer-funded KCUR and KCPT do not have that right. They exercise it nonetheless. These entities no longer even fake objectivity.

Together, they exert substantial pressure on the corporate and nonprofit community to follow the party line. Those who march to the beat of their own drum or even question the orthodoxy *du jour* can quickly find themselves shamed, decertified, cancelled.

None of this portends well for any genuine sense of community. “I often admired the infinite art with which the inhabitants of the United States managed to fix a common goal to the efforts of many men and to get them to advance to it freely,” said Alexis de Tocqueville, explaining the unique genius of America.

The critical word here is “freely.” In Kansas City, as in many such cities, freedom has yielded to intimidation. We have already cancelled J.C. Nichols and Andrew Jackson. Can Harry Truman be far behind? **I**

The views expressed in this column are the writer’s own, and do not necessarily reflect those of *Ingram’s Magazine*.
Jack Cashill, Senior Editor, Editorial@Ingrams.com

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Something to Think About for Inter-City Commuters



A more bike-friendly system is coming in KC. Let's stop the grousing and focus more on getting everybody a share of what they want.

Even at an advanced age, with the siren of retirement warming up off-stage, it's possible for anyone with an open mind to learn a few things. With a little self-introspection, one might even come to change one's own mind about certain subjects.

God, I hate that.

I'm reminded of the need for more mind-openness and more polite civic discourse after picking up the phone a few days ago to reach Eric Rogers, executive director of BikeWalkKC.org. My original intent was to give him a Boomer commuter's "get-off-the-grass!" lashing over this past summer's bike-path improvements to Gilham Road. Diplomat that he is, however, he defused that original sentiment with ... rational argument and facts.

Dang: I hate that, too.

Precipitating my call was a weeks-long simmer that started after I stumbled upon a reconfigured Gilham Road this summer. Coming down from the crest of the hill that elevates the Nelson-Atkins museum over South Hyde Park, motorists were greeted with painted lines turning two lanes into a single file. Then came the concrete parking barriers set up to create lanes for two-way bike traffic from the 42nd Street intersection to 39th Street.

My immediate reaction was to fulminate over why A) drivers would have to pay the price of slower, heavier traffic en route to Downtown and B) why bicyclists would have to risk being jammed onto the same pavement with some of the heavier, higher-speed flows of traffic.

Natural reactions from a motorist's perspective, perhaps. But Rogers had another view. "This has been part of a process that goes back several years," he said, one involving neighbors, associations and businesses in the Hyde Park. In a year-long study, UMKC, the Nelson, various non-profits and others all had a seat at the table—as did any potentially gruff drivers who actually paid attention to the process.

"The neighbors started with a concern of wanting to prioritize the people living in the neighborhood, and their safety, over the comfort of those of passing through who live somewhere else," Rogers said. As an advocate for change that comes from the ground up instead of top-down, I couldn't argue with that. "The priority was to slow down cars and make it safer to cross on foot," he said.

But if that's the goal, why not put nearby residential streets on the road diet, take vehicular traffic down to a single lane there and build the two-way bike lanes on the remainder? Wouldn't that inconvenience far fewer people? Wouldn't that make for safer biking?

Not necessarily, it turns out. Yes, the visionaries who laid out

the city's boulevard system had indeed bequeathed us a fantastic alternative to highway commuting. But ...

"One of the reasons the boulevards are a good fit for this is that the system in many areas follows the natural landscape, often the lowest grade," Rogers says, wielding another fact like a rapier. "The hills are not as steep as they are on other streets. Kansas City is not really Kansas—if you've ridden anywhere, you know there are a lot of hills." And, he said, the residential streets are laced with on-street parking, which compounds the challenge of bike-lane routing.

In addition to neighborhood security, safety and sustainability, he said, there's a business case to be made for a more integrated system that incorporates biking and walking into the overall transit plan.

"People who are bike commuters use a lot less health care, they're less expensive to insure, and we're competing for businesses with cities like Portland, Chicago and Denver, who have all done way more of this," Rogers said. "We've seen companies increasingly looking at these types of infrastructure amenities, and they are attractive for work-force recruitment and development."

Case in point: Columbia, where IBM chose to build a facility in part because of an expansive bike-trial system. "The company even paid to do some of the expansion for that site," Rogers says. "There is a growing economic case for this."

Then, too, increased public transit options—including the MAX bus service and, at some point, a lengthened streetcar system—will further reduce the traffic volumes in the affected parts of Midtown.

Well, nothing like a solid economic argument to force one to rethink the changing world around him. Once the bars are safe post-pandemic, maybe I'll give Rogers another call and offer to buy him a beer for broadening my horizons.

But that'd mean getting together closer to my home in Baja Brookside. That way, I wouldn't have to drive ... **I**

The visionaries who left us a magnificent set of broad roadways never specified that they be dedicated solely to internal-combustion vehicles, did they?

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Change Is Coming . . .

The Balance of Power

With a few races even still too close to call, or headed to a pair of U.S. Senate runoff elections in Georgia on January 5, here's where partisan control is projected to fall for January's new congressional and legislative sessions, based on electoral counts as of Nov. 9:

U.S. Senate

GOP: 50 / Democrats/Indep.: 48
(2 Georgia run-off elections pending)

U.S. House

Democrats: 227 / GOP: 208

Missouri Senate*

GOP: 23 / Democrats: 8

* _ Three vacant seats remain to be filled.

Missouri House

GOP: 113 / Democrats: 49

Kansas Senate

GOP: 29 / Democrats: 11

Kansas House

GOP: 86 / Democrats: 39

But not a great deal of it, evidently. Once you look past the White House, this was very nearly a status-quo election.

by Dennis Boone

You have to hand it to business executives in America: They help drive the world's largest economy, even as the goalposts of regulation, finance and public policy are constantly moving—especially in election years.

With much of the dust settling from the Nov. 3 national, state and local elections, a clearer picture is emerging regarding business conditions nationally and in the Missouri-Kansas region.

What kinds of changes can business owners and executives expect? The short answer: Not many right away, and few big ones.

On the national level, the Blue Wave touted by many in the punditocracy never materialized. Joe Biden had to slug it out with Donald Trump for three days to scratch out a claim to the White House. And that claim is almost certain to be headed for the courts in half a dozen states, then likely to

the U.S. Supreme Court.

Three days after the election, the protracted counting of mail voting allowed Biden to pull ahead of Trump by several thousand votes in Pennsylvania, and by a couple thousand in Georgia, with more being counted.

Complicating the final tallies was the COVID-19-driven push to allow more voting by mail this year. Roughly 90 million mail ballots were requested nationwide, and 35 million had yet to be returned by Election Day. States vary in their deadlines for having election-date postmarked ballots submitted, so in some locales, counting will continue until nearly mid-November.

Despite a potential loss, Trump added more than 7 million votes to his 2016 total nationwide, surpassing 71 million votes as of this writing. Dispersed across the Blue Wall states he flipped four years ago, though, that additional support wasn't enough to with-

stand the 75 million votes that Biden had secured nationwide.

But Biden will walk into a bit of a Beltway Buzzsaw if Republicans secure one or both Georgia seats that are headed for run-off votes. The Democrats were shut out in six key Senate races where they spent a combined \$315 million nationwide, and otherwise appear to have a net gain of a single seat, leaving the GOP on the verge of retaining control.

Now, all eyes turn to Georgia, the new center of the political universe by virtue of two Senate run-off races. If Democrats take both, Kamala Harris becomes the Senate's tie-breaking vote as vice president. Republicans need to win at least one to retain control.



If Joe Biden wants some guidance on working with divided government, he could ask Laura Kelly. The Democratic governor has to work with a Kansas Legislature that boasts super-majorities in both the House and Senate.

In House races, Democrats were sorely disappointed when their dreams of an expanded majority were dashed—in fact, their edge shrank with the loss of at least five seats. But it could be worse.

With the outcomes of two dozen House races still not finalized a week after the election, it's unknown how large the Democratic majority will be in the 117th Congress; the previous session had a count of 232 Democrats, 199 Republicans and four open seats just before the elections.

Even if Democrats are able to maintain control, Speaker Nancy Pelosi will be in a more precarious position; news stories the day after the vote reported anonymous grumbling within the Democratic caucus about whether she should be replaced, given the vote outcomes.

With government likely divided, public-policy gurus say the most far-reaching elements of the Biden-Harris agenda are dead on arrival. Talk of packing the Supreme Court, enacting a Green New Deal or seeking statehood for Puerto Rico or the District of Columbia would go nowhere. The same is likely true for Biden's pre-election pledge to roll back the Trump tax cuts of December 2017, which slashed the corporate income tax rate from 36 percent to 21 percent.

That may be a prescription for gridlock, but it's no guarantee of changing business conditions. On the executive/administrative side, Trump and his team have been at war with Regulatory America for 3½ years, repealing or revising hundreds of executive orders that the president believed were stunting economic growth. He had an argument there, as the economy was showing historic strength before the Wuhan coronavirus pandemic hit our shores last winter.

According to a Cato Institute analysis, the Trump emphasis on deregulation showed up with a relatively small number of new regulations compared to his predecessors, and an early embrace of a 2-for-1 strategy to eliminate a pair of regulations for each

new one adopted.

Still, the effort wasn't as successful as originally envisioned, the institute said, because too few new appointees were put in place at key regulatory agencies to pursue Trump's agenda. And a rollback of his rollback is almost assured: Even before the Nov. 3 vote, New York Attorney General Letitia James was identifying Trump directives to suggest priority reversals for Biden.

The financial markets didn't seem perturbed by the contested nature of the voting or lack of broad change in the Washington power structure; in the days after the first in-person votes were cast Nov. 3, the Dow Jones Industrial Average hit a record high on the Monday following the election.

CLOSER TO HOME

In the two-state region, it was also a status-quo election. At the congressional level, the makeup of each state's House delegation retained its partisan mix: Republicans still hold six of eight seats in Missouri, and three of the four in Kansas.

And the one Senate seat up for grabs, to succeed Pat Roberts in Kansas, produced an especially bitter, bruising fight before Roger Marshall retained it for the GOP.

Stepping up from his Washington role for the state's 1st District in the House, he overcame former state Sen. Barbara Bollier, a Leawood physician.

Two other congressional incumbents never made it through their primaries: State Treasurer Jake LaTurner is D.C. bound, taking the 2nd District seat that he had wrested from Steve Watkins last summer. On the Missouri side, the woman who booted longtime St. Louis Rep. William Clay Lacy in the Democratic primary, Cori Bush, coasted in the general election.

STATE CAPITOLS

National races get the big headlines, but much of the heavy lifting in laws that affect individuals and businesses is done at the statehouse level—think police reform, gun-control and abortion as some of the hot-button issues there. But 2020 adds a special emphasis because of the decennial redistricting that will take place starting next year, based on the 2020 Census data.

Kansas will somewhat mirror the Washington picture: Divided government between Democratic Gov. Laura Kelly and a Legislature with veto-proof majorities in the Senate and House.

Democrats had been just a single seat away from ending that super-majority status in the House, but the GOP picked up two seats—with some counting still going on—to surpass the two-thirds level of control needed to set aside Kelly initiatives, 86-39. The breakdown in the 40-seat Senate is likely to shake out at 29-11 for the GOP.

In Missouri, Senate control remained with Republicans, who won 10 of 17 races and lost just four head-to-head match-ups among those. In the House, the GOP lost a single seat, but it wasn't enough to end its super-majority status, now at 113-49.

The outcomes in each state, producing little overall change, mirrored events nationwide. The Blue Wave that had been predicted by many at the national level was also expected to crash ashore in the 50 statehouses, but never arrived. Outcomes generally mirrored events in Topeka and Jefferson City; only a handful of legislative bodies flipped nationwide, and no full control switched.

With a handful of races still to be called in almost every state, Republicans remained on pace to retain their control of capitals in 29 states. **I**

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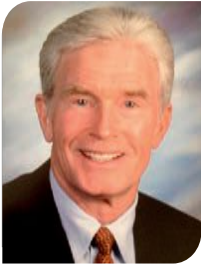


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Here's Hoping the Election Dispute Ends Quickly



The long battle for the White House in 2000 unsettled the markets. No reruns, please.

"It's Morning in America" — Ronald Reagan, 1984

We should all hope Reagan's quote becomes more appropriate than Joe Biden's recent quote: *"We're about to go into a Dark Winter."* My colleagues on Wall Street also hope that Election Week doesn't turn into Election Month—or worse.

The last time a presidential election was contested in the courts, in 2000, it took five weeks to get election results. That bitter legal battle was only settled by the U.S. Supreme Court. The market responded negatively to uncertainty, as the S&P 500 Index fell 8.4 percent between election day and the day Al Gore conceded defeat in the wake of a Supreme Court ruling that ended the Florida recount and secured the presidency for George W. Bush.

Punch-card voting ballots were summarily eliminated from the Florida election process—remember, Bush won the state by just 537 votes out of more than 5.8 million cast, prompting the

Gore legal challenges and recounts. Those reforms were followed by national election changes by 2014. Interestingly, during the 2000 "hanging chad" election uncertainty, Bush and Gore were fairly civil in their decorum to each other. Life went on without major social upheaval, as it should have. That was expected in the past.

In nearly half of the time from 1929 to 2019, one party controlled both chambers of Congress as well as the White House. Despite huge market swings, the S&P 500 rose an average 7.45 percent during those 91 years (according to Dow Jones Market Data). During one-party rule, market indices were up 30 times, and were down 15 years. In the 46 other years, when there

was a split government, the index climbed 7.26 percent on average, rising 29 times, falling 16 times, and remaining unchanged once. While political party control many not have statistically made much difference in the past, that was before one party moved well to the left by embracing socialism and what's been called the Green New Deal.

There certainly has been a "V"-shaped recovery brewing recently, as GDP rose at a 33.1 percent annual rate in the third quarter. Specific details look even better, with consumption beating expectations and private investment absolutely booming. The biggest drag on growth recently has been trade balances, reflecting the surge in demand from American consumers—which fueled imports—and relatively weaker recovery outside the U.S., which hurt exports.

The third-quarter rise in GDP was bigger than the second-quarter drop in percentage terms, but smaller in dollar terms. Nevertheless, this is what a V-shaped recovery looks like. Of course, given this is political silly-season, and the candidates differ in their descriptions of the economy, it is important to realize

they both are theoretically correct.

As President Trump claimed, the recovery is V-shaped, and as Vice President Biden claimed, it is also K-shaped. That is, the recovery is not yet complete because recovery from the pandemic-caused recession has not yet equally benefited all lower earning workers. But, don't ignore lockdowns in blue states, where employment in restaurants and other non-essential employers are still limited.

Despite ongoing work restrictions, economic growth boomed during the third quarter. There is only \$670 billion of GDP, or 3.5 percent, to make up before the entire loss from the lockdown recession is recovered. To make that up in a single quarter, GDP would have to rise at a 15.1 percent annual rate (which is unlikely this quarter). Nevertheless, the economy could fully recover during the first half of 2021, especially if vaccines are as effective as are recently developed therapeutics in speeding COVID recovery. Nevertheless, COVID resurgence fears mean fourth-quarter markets may be challenging, especially if the Biden/Harris ticket prevails in the post-election challenges.

The blame game, finger pointing and extreme uncertainty continue to come at the expense of our American society. "Your ALL OR NOTHING approach is hurting hard-working Americans who need help NOW," Treasury Secretary Steven Mnuchin said in response to a letter from House Speaker Nancy Pelosi (which detailed six areas that must be addressed before stimulus talks could move forward in the Democratic controlled house).

Pelosi's pork-packed agenda included significant state and local bail-out funding. While another aid package is overdue, Pelosi said it may be possible to strike a COVID relief deal in the so-called lame-duck session of Congress.

In the meantime, markets will likely be unsettled until at least the presidential election is fully resolved. **I**

There certainly has been a "V"-shaped recovery brewing recently, as GDP rose at a 33.1 percent annual rate in the third quarter.

Ken Herman served as the Managing Director of Bank of America Global Capital Markets and was the Mayor of and served on the City Council in Glendora, Calif.

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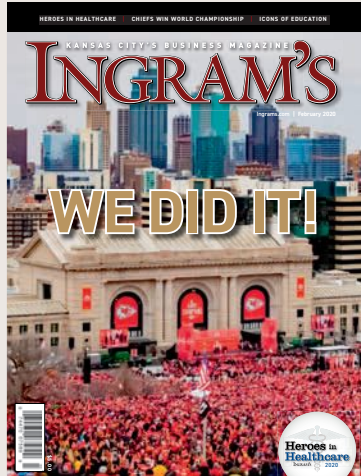
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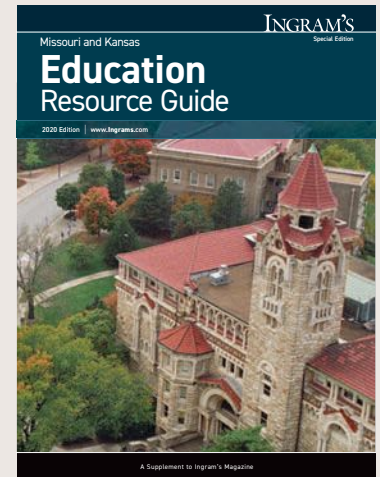
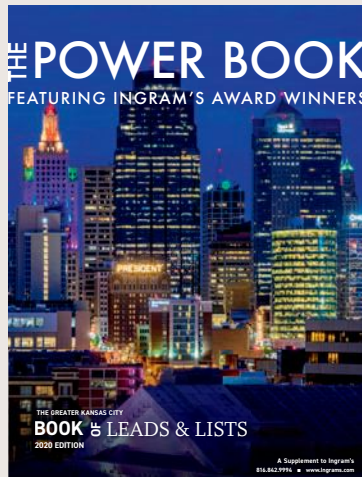
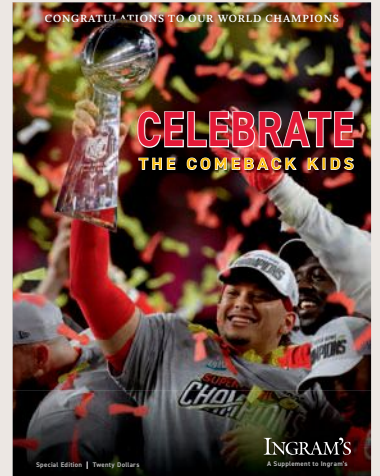
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Running Against the Current

Evidence is mounting that women's progression into the executive ranks is losing steam. Not with this group.

by Dennis Boone

Think for a moment about where women can rise to the top of their professions. If the first roles at the top of your mind were nursing and teaching, you might want to bone up on what's happening in the world the rest of us live in.

Look no further than the 2020 class of Women Executives-Kansas City. High achievers, all, but not a one of the 12 hails from the ranks of education or health-care delivery.

Rather, they represent sectors long-dominated by men, especially in executive roles, and particularly construction and engineering—but also in financial services, legal services, athletic-related administration and sports broadcasting, health insurance and state-level government.

Each has earned her place of recognition with WeKC. The personal story of each, however, represents but a single data point within their sector metric. And you know what they say about the difference between anecdote and data. In some ways, this year's honorees remain outliers within that previously referenced Real World.

Support for that can be found in the latest Women in the Workplace assessment from the global consultancy McKinsey & Co. Drawing on the workplace experiences of more than 40,000 people representing 317 firms, analysts there found that between 2015 and 2020, the progression of women up the corporate ladder actually ebbed this year. It attributed that largely to the workplace effects of economic lockdowns in the face of a global pandemic. Specifically, by administrative tier:

- Women accounted for 38 percent of front-line managers, the same level as in 2018 and 2019 (and up just a point from 2015–2017).

- They lost a step in senior management/director positions, to 33 percent, down a point from 34 percent in both 2018 and 2019.

- At the vice president level, another one-point drop, to 29 percent. This, following a rise from 27 percent to 30 percent between 2015 and 2019.

- One category where progress remained strong was senior vice president, up from 23 percent in 2015 to 28 percent this year.

- But at the all-important C-suite level, after a run from 17 percent to 19, then 20 and 22 percent from 2015–2018, the numbers dipped back to 21 percent last year and this.

If you've been reading carefully between all those lines, and you're sensing that something just isn't adding up, you are correct: Some of the key areas of retreat were showing up well before a little bug from Asia started throwing its weight around in the early 2020.

Despite gains for women in leadership, the analysis concluded, the "broken rung" was still a major barrier as early as 2019. And by this year, "for the sixth year in a row, women continued to lose ground at the first step up to manager," the report said. "For every 100 men promoted to manager, only 85 women were promoted—and this gap was even larger for some women: only 58 black women and 71 Latinas were promoted. As a result, women remain significantly outnumbered in entry-level management."

And the trendlines, the report said, can't be explained by attrition alone.

You don't have to have a degree in data science to discern the implications for that in the years to come: Fewer women in entry level today implies fewer available for promotion tomorrow.

Relevant, perhaps, but not determinative for the 12 women you're about to meet with the 2020 Women Executives-Kansas City. The numbers above reinforce our commitment to showcasing this level of achievement, and this level of achievers.

Against the odds, they've staked their collective claim to key leadership roles with some of the region's most influential companies.

We invite you to join us in saluting their achievements. **I**

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DeAngela Burns-Wallace KANSAS DEPT. OF ADMINISTRATION

When it comes to the ability of women to overcome hurdles to executive careers, the real issue isn't about their experience, says DeAngela Burns-Wallace: It's about the way the racetrack has been laid out. "It's about our system and society and roles we put women in," says Burns-Wallace, whose role in state government can be likened to that of a corporate COO. "It's about the assumptions made and hiring practices that ask questions and create unintended biases to women being successful in the workplace."

It is, she says, a very personal space as a woman of color, and a single mother of a teenage son. Too many times in a career that has taken her through the ranks of foreign service, academia and now state administration, there simply were no role models who looked like her. "That's changing," she says, "but not at the pace you'd suspect when looking at the rate of women receiving college degrees."

So in addition to the proscribed duties of her office, she seeks to be that role model for others. "You've got to lead from the front," Burns-Wallace says. "That becomes a game-changer when you see the value of a diverse work force, not simply because 'we have to do this' or because the data plays a certain way. It leads to a diverse work environment with different perspectives."

A Kansas City native, she recalls her first brush with diversity, coming at a time when the concept had yet to fully form in her head. She'd gone from a nearly all-black grade school to a nearly all-white high school, and her takeaway from that would shape much of her career path—first through college at Stanford, then working abroad for the State Department before coming back to her roots with a combined 15 years in administrative roles at the University of Missouri, then the University of Kansas.



The latter put her in the contact circle of a former state senator—now governor—Laura Kelly. When she got the call last year inquiring about a state role, "it was a moment, I'll tell you that," Burns-Wallace says. Leaving KU "was one of the hardest things I ever had to do. We were doing amazing work with student retention

and graduation rates rising. That is hard work in higher education to make those numbers move."

But she's now part of a bigger mission, completely buying into Kelly's vision for the state: "To hear from a leader that we're going to do this work, it won't be easy, it won't be fun, but it's the right thing to do and it's going to help change lives—it was a truly unique opportunity that I'm thankful for."

Dana Foote KPMG

Challenges? Dana Foote has seen them. She was adopted as an infant, by blue-collar parents with no college degree. When her parents divorced, her favorite place and influence was her grandparents' farm in Colorado. There, she learned the farm-kid work ethic from her grandfather, while her grandmother taught things like crocheting and cooking, balancing some of the more mundane farm-life chores.

While at Hastings College as a music major, she formed a friendship with a girl who was struggling with her entry-level accounting coursework. "I looked at her book, and it just clicked for me," Foote says. "It just made sense." She soon was enrolled in her first accounting class, then picked it up as a dual major to retain her music scholarship.

"I knew about the Big Six accounting firms at the time; I'd heard that's where the best majors went," Foote says, reflecting on her own zeal for competition. "I thought, 'If I want to be the best, I have to work for a Big Six firm. And within that discipline, she embraced the audit function of accountancy. It had no special appeal at first, other than getting her into a firm, but "once I became part of it, I liked the integrity that comes with it, and the respect that comes from being an auditor."

At KPMG, she says, the organizational embrace of integrity, courage and excellence were key elements of that work. "Once I was in, I never wanted to change."

The gender mix entering the firm back then was roughly 50-50, but it was clear that leadership then was a man's world, with no female partners. That's changed significantly, and will continue to as the firm extends its diversity initiatives. "But before you go to the numbers," Foote says, "you have to start with the framework and best practices. I think we still hire 50-50 out of college, but what are we doing to keep those ladies with us? That's a big part of my job as a partner—to show that they can have a family—I have two



daughters, eighth and third grade—and you can have it all and be successful."

The example she sets for her girls extends to her own health; Foote was diagnosed with multiple sclerosis early in her career. It would not stand in the way of her rise to partner, business unit practice partner, audit leadership team and founding member of the

firm's Abilities in Motion initiative. "At the time, I thought this is the end, what is this crazy thing I don't understand?" she says of her diagnosis. "I didn't want to let anybody down, or let it define me, so I kept it secret until I became a partner and told only a few close associates. But eventually, I knew that I needed to lead by example and let folks know that even with a disability, with the support of the firm, it doesn't have to impact their career."



KPMG is proud to join Ingram's in honoring the entire 2020 class of WeKC women including our own Dana Foote.



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Mary Jane Judy POLSINELLI PC

In what seems like our never-ending struggle to adjust attitudes about women in business leadership roles, Mary Jane Judy has developed a uniquely personal approach: “My goal,” says the co-managing partner of Polsinelli’s Kansas City office, “is to raise four sons who don’t think twice about a woman being the chair of a committee, the CEO of a company, or the president of the United States.”

Now *that’s* leadership. That Judy today manages the city’s largest law firm is in part the result of upbringing, acting on a hunch and keeping her ears open when opportunity knocked—literally. The latter came when she was still at Mizzou. A visitor arrived at her parents’ Kansas City home; it was 28-year-old Cathy Jolly, campaigning for a seat in the Missouri House.

“She and my mom got to talking,” Judy says, “and I remember my mom calling and saying ‘You have to see about interning for Cathy.’ She did, got the gig and spent two days a week in Jefferson City during the 2001 legislative session. ‘I loved it,’ Judy says, “and Cathy continued to be a mentor all through law school and when I moved back to Kansas City.” It would be the first of many steps on a path her parents had helped chart for her. “Although my folks didn’t ever really push me, they knew my strengths and made suggestions they thought would fit,” Judy says. “More importantly, they always put an emphasis on service, being on the lookout for ways to help others, and really living a life of kindness, and just doing the right thing.”

Her internship eventually led to law school, applying on something of a whim inspired by the Jeff City experience. “Seven years in Columbia, (my license plate is 7YRTGR, always have to explain it was for two degrees),” she says. Two years in, and realizing an affinity for transactional work, she did a summer stint at Polsinelli “and haven’t looked back since. So, I suppose, it wasn’t until I was actually doing it that I realized it was the right path.”



With office leadership partner Greg Kratofil, she steers the mother ship of a national law firm with 900 attorneys in 21 locations; about 225 of those lawyers are based here. In addition to that, and raising the four boys, she’s been on a number of civic boards, including those of the Chamber and formerly with KC parks. “Getting back to the val-

ues from my folks, it has always been a priority to be involved, serve our communities.

“I am the type that voluntarily attends political fundraisers (not all of them). So, when Chase Simmons took over as CEO, KC was the only office (and the largest) without its own office managing partner. My involvement in the community and within the firm, I think, guided his decision to ask Greg and I to serve as co-OMPs. My board positions were all things I liked to do—not stepping stones for my current role.”

Michelle Stark Kaufman DENTONS

The past never really does leave us, does it? Just ask Michelle Stark Kaufman, whose parents were raised during the Great Depression. When everything fell apart for her paternal grandfather’s farming interests, “they had to move to the poorest farm he owned, had to get by with catalogue pages for toilet paper,” she says. By contrast, her maternal grandfather was a lawyer representing railroads and banks, and business was good.

Despite different backgrounds, she says, each parent “learned similar lessons: neither felt like kids should have things handed to them, and nobody was better than anyone else.” She would carry those values into her own legal career, burnished with the competitive experience of being the oldest of six children in their Fort Dodge, Iowa, home. “It was chaos and competition,” she says, “but the values we learned were to very much give back, you’re not more special, and you need to earn your place in this world.”

That she’s done at Dentons, the world’s largest law firm. Her path there wasn’t a straight line out of Iowa State University; she did a spin on the West Coast as a graphic artist, but realized the skills that made her a standout in Iowa were behind the curve in Los Angeles. “Training,” she muses, “can take you only so far in art. You have to be born with a talent.” Not interested in being just OK in any chosen field, she took an aptitude test that suggested her strengths might align with a law career, then she earned her JD at UMKC.

Her first job at what is now Stinson LLC provided training not unlike the specialty rotations awaiting med-school grads. During those, she found that transactional law had an appeal—the adversarial nature of litigation was a turn-off—and she would go on to establish a solid book of business with large health-care clients.

It wasn’t easy at first—there were times the men in the room assumed she was there to take orders for coffee. “At the highest levels, this is still male-dominated, but it’s much better than 30 years ago,” she says. “But the more women I see in leadership roles, the less



odd it becomes.” She was, in fact, the first woman to attain partner status at the Kansas City office of Dentons’ predecessor firm, and recalls meeting a new associate who blurted out “Oh, you’re the icon!” “I’d been around the longest of any of the women in our office,” Kaufman says, “but it did not occur to me to ever be called that.”

Kaufman also has a deep history of civic engagement, harkening back to the lessons of her youth.

“My parents, they gave back a lot; they volunteered a lot,” she says. “My dad always said, especially as a lawyer, you have some tools and the ability that maybe the ordinary person wouldn’t have with your legal skills that can benefit charitable organizations, your community, your church. It’s your civic rent, part of what you do to make your community better.”

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Polsinelli congratulates **Mary Jane Judy**, Shareholder and Co-Office Managing Partner in Kansas City, for her recognition in *Ingram's 2020 Class of WeKC—Women Executives Kansas City*.

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Kathy Nelson GREATER KC SPORTS COMMISSION FOUNDATION

To borrow a courtroom aphorism, we'll stipulate that Kathy Nelson has amassed more career recognition, honors and awards than we could pack onto this page. That covers a range of professional, civic and philanthropic kudos—including a Cristo Rey Dancing With the Stars grand championship. And those cover just the past 10 years, before she left an award-winning career in sports and news broadcasting to become point guard for the region's sports-related efforts to organize, sponsor and attract big-time athletic events.

Instead, let's explore the foundation for that success: KC-born and raised. Parochial school, Winnetonka High and Truman State graduate. Dad worked for TWA for more than 40 years; Mom at Western Auto, then Ferrellgas. And from them, an appreciation for "volunteering, at our church, our schools, our activities and within their careers," Nelson says. "My brothers and I were right there with them most of the time, so I learned early on the importance of participating and giving back."

That would translate in opportunities to lead, early, on basketball teams, in school clubs and with other extra-curricular activities. "I was always encouraged to be involved," Nelson says. "That has and continues to shape who I am, to step in and participate."

A brief college flirtation with chemistry ended when other students and professors suggested she had a knack for TV and radio. It was an easy switch. Still, she says, "never did I imagine I would take my love for sports, both as a participant and spectator, and make a career from it." She spent 20 years in broadcasting, doing live sports television production—high school and college events, NFL, MLB and NBA games and more.

That work, and her service orientation, led her to the sports commission, where the late Kevin Gray, her predecessor, encouraged her to become a program director in 2010. "I wasn't sure I was ready to leave my 20-plus-year television career," Nelson says, "but I was ready for a calmer



lifestyle." And to show her two daughters "mom was capable of making a significant career move while still being there for them."

The commission organizes the Kansas City Marathon (its chief source of revenue), and works to bring events like the Big XII basketball tournaments and other high-profile events to town, including Kansas City's bid to become a 2026

FIFA World Cup host city. Engagement with sporting executives, male and female, has taught her that as women, "we have a long way to go to equality on the field, in the boardroom, and in previously male dominated roles, but it has gotten better," Nelson says. "In our industry of sports/events there are still very few females with the title President/CEO. We have to continue to look for and provide opportunities for gender balance. The lift-as-you-rise mindset is critical for women in executive roles."

Gayle Packer TERRACON

To the untrained eye, the "P.E." you see after the name of a professional engineer may not mean a lot. In the engineering field, it speaks volumes, and you see it often in combination with "CEO." The lack of that distinction, though, has never held Gayle Packer back. Neither has being a woman in a business sector long the dominion of men at all levels, but especially in the C-suite.

Then again, Packer says, "the concept of being the CEO was never really on the radar for me because I didn't think it was possible without that "P.E." after my name." Yet here she is, leading one of the nation's biggest environmental-engineering companies, with more than 150 offices and 5,000 employees nationwide at Olathe-based Terracon.

So, no, it was not a traditional path to leadership within the engineering sector. Packer began her career in agricultural law, and that lasted for about five years with a pair of firms in Kansas City. Then an entrepreneurial itch set in. She pondered various business models, focusing on a pair of possible Internet ventures in homeowner services and catering. When a gig opened up for a contract-review position at Terracon in 2004, she landed an offer, figuring she could work that for 12 to 18 months while refining her own business plans.

"But I moved out of legal about a year later, and more to the business side," she says. "I really learned the business side through a business lens, not a technical lens." And in reporting to CEO David Gaboury, she was able to demonstrate her command of the corporate model. As general counsel, then chief administrative officer, she orchestrated the firm's rapid expansion with dozens of acquisitions.

When the succession plan was announced that designated her the next CEO, "there certainly was some skepticism of that, not just from our own employees on some levels, but the industry, as well: 'She's not an engineer,'" Packer says. "I was able to over-



come that internally, and I think I'm overcoming it at an industry level. When you're the CEO, you don't have to write those geotechnical engineering reports."

To that role, she brings a value set forged by family and faith in her native Ohio. She grew up on an orchard farm with both sets of grandparents within a mile of her parents home, and their emphasis on integrity and caring for those in need was profound. She's confident that her status as a female CEO in the engineering world won't remain an outlier in the years to come. Efforts by schools and organizations like the Girl Scouts to encourage young girls to consider STEM careers eventually will pay off, she says. "We're just starting to see the results of that," Packer says, "but we're not solving today's problem—we're solving for the future."

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Pam Popp LOCKTON RETIREMENT SERVICES

She had four older brothers growing up, and they made an impression. “I always felt the need to work harder to catch up and keep up in school, in sports, in life,” says Pam Popp, president of Lockton Retirement Services, which manages retirement-plan funds worth a combined \$80 billion. The lessons didn’t end with that riot of Type-A personalities at home. “My mother taught me to be grateful and my father taught me principles—to stand up for what I believed in and to stand up for others who didn’t have a voice.”

That’s been the framework for her success at Lockton, the world’s largest privately held independent insurance brokerage and benefits advisory. She got into that work coming out of Indiana University, Popp says, because “finance was ‘the family business,’” as several of the siblings followed her father into financial services.

For her, though, there was a difference. Not a lot of women were in financial services then, and even today, executive roles tilt toward men. That difference would not define her. “Back then, I thought more about opportunity than obstacles and just worked hard to add value and make a difference,” she says. “I was raised to believe I could do or be anything, and so it never occurred to me that my opportunities could be limited by gender.”

After more than 25 years with AON and J.P. Morgan, she joined Lockton in 2014, so she’s been able to work for what she calls “great companies where opportunities were created for those who worked hard and delivered results.” But “I also have had some not-so-great experiences—for example, early in my career, a senior manager “explained” to me that I didn’t need to make any more money because I had a husband with a good job. Needless to say, I didn’t work there long and instead have focused on working in organizations that value empowerment, leadership and growth. Where continuous development and learning are valued.”

In early 2019, she added the duties of Chief Inclusion Officer at Lockton, helping set



the value of those qualities in the work force. “I have mentored more people in the last decade or so than I can even recount—it is so rewarding to help someone accomplish a feat they weren’t certain was possible,” Popp says. “To get a great assignment, a new client, a new job, a raise—you name it, and the pride and confidence

that instills is priceless. And to be a part of that is what drives me.”

Much being done in financial services to drive more diversity and inclusion, she says, driven by a sense of social equity, a real business need for innovation and quest for additional talent. “Can we do more? Always!” she says. “When we work so hard to bring diversity to our organizations, we have a place where everyone is valued and their voices are heard in solving business and community challenges. This creates the sense of belonging that we all strive to find.”

CiCi Rojas TICO SPORTS

Darn few people raised in Kansas City, Kan., wear the badge of privilege, and CiCi Rojas was no different, in their parlance, as a native Dotte. At one point in life, she was a young, single mom. At others, she had to refocus from family and career and fend off a pair of nasty attacks of cancer.

But the influence of her upbringing, her years in the world of business associations—including leadership roles at national and local Chambers of Commerce, and the Central Exchange here in Kansas City—and, finally, her own entrepreneurial vision have combined to bring Rojas to a satisfying place in life: She’s the co-owner, with her husband, of Tico Sports and Tico Productions, tapping into the fastest-growing consumer segment of the population by delivering diversity-driven entertainment options.

“I have always loved the association management world and the ability it gives you to champion small business and women to advance across all sectors,” says Rojas. “I had always wanted to begin my own entrepreneurial journey to apply what I learned, my executive experience, and my network to give me an edge in starting a business, but the timing was never ideal.”

When her husband, Oscar, suggested turning his photojournalism skills into business, she says, “I believed it was the best way for me to achieve my aspirations as well when the time was right for me.” Since 2013, they’ve specialized in telling their partners’ stories throughout a multicultural lens, including with Spanish-language broadcasts of Chiefs games. “For me, this has been living my dream of working in Sports, and controlling my destiny as an entrepreneur,” she says. “Our sports side has grown and we have since worked with several NFL, an NHL and collegiate sports teams and created a niche for our services.”

That experience has allowed her to engage in philanthropic activity at a new level, especially with in-kind services. “We have also been able to grow young minority talent and provide opportunities they would not have had access to,” Rojas says.



She attributes much of a get-it-done mindset to her upbringing. “My values and grittiness started at home with my parents, who worked tirelessly to give us a good and stable home life, coach our neighborhood teams, and most important, taught me to always have an open mind, and ultimately to rely on yourself and not others.”

Rojas does, however, make concessions to the contributions of others, especially those who have supported her through her battles with lymphoma.

“Going through a significant health issue like that is life-changing from many perspectives, most importantly, valuing what matters in your life, family, friends, and causes and people you care deeply about,” she says. “The feeling of knowing you can overcome challenges is one of life’s most surprising super powers, as it comes from your own inner strength.”

Congratulations Pam Popp on winning the WeKC award!



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Susan Schaefer JE DUNN CONSTRUCTION

Susan Schaefer has come far enough to appreciate that, even within the male-dominated construction sector, more women are entering the ranks every year. “More important to me,” she says, “we are seeing more stay in the construction industry”—a trend, she believes, that is reversing the historical dearth of female construction executives.

As vice president of construction for the largest general contractor to call Kansas City its home, she’s at the vanguard of that change. “Women are realizing that they can have a successful career and the family life they always wanted,” Schaefer says. “Our companies are way more flexible and supportive than what we saw in the past.” She considers herself fortunate in that respect, because when she became a mother six years ago, there weren’t many success models to follow. “I had to pave my way with balancing project management and being a young mom,” she says. “I just did it though and had 100 percent support from those around me.” And her example today inspires more project managers seeking that very balance.

They get help from the firm’s Moment Connection, an internal women’s networking group she co-founded four years ago. “Serving as the founding chair and helping grow the group to what it is today (thriving in all of our 22 offices around the country!) is certainly one of the (if not THE) most proud accomplishments of my career to date,” Schaefer says.

That she even has a construction career flies a bit in the face of childhood experience. “When I was in grade school, I wanted to be a secretary,” she confesses. “It was the only executive or business position that I saw women in.” Later, accounting offered some appeal, but in her third year at OU, “I realized I needed more than just balance sheets and financial reports. I yearned for something more tangible.” Her exploration of options



led to construction science and management, what she calls “the perfect combination of engineering, design, building and business.”

Her education complemented a value set derived from growing up in Enid, Okla., as one of three children in a blue-collar family. “My parents taught me the values of honesty, patience, grace and hard work,” she says, and her maternal grandparents nurtured “my ability to dream and have confidence in knowing I could accomplish anything,” she says. “They taught me the value of persistent hard work, and the importance of serving others and giving back to the community. It’s these core values (grace, honesty, empathy, servant leadership, drive and hard work) that have allowed my career to flourish as it has.”

Abby Wendel UMB BANK

Watching her divorced mother work, raise two girls and engage in community and social circles left an impression on Abby Wendel. “My mom really taught me that although sometimes it’s not easy, it is possible to lead a fulfilling life as a working mom,” says the president of consumer banking for UMB Bank. “She was a strong role model and showed us the importance of hard work, community involvement and giving back.”

After earning a degree in political science from the University of Colorado—where she would soon secure her MBA—Wendel landed a job at the Federal Reserve Bank’s office in Denver. It was a perfect mix of career and personal interests with outdoor attractions 14,000 feet tall. After six years there, she came to the Kansas City headquarters as public affairs manager, and before long, was immersed in the business culture here through the Centurions program. “Many say participation in that program is like earning a graduate degree in Kansas City, which I completely agree with,” Wendel says. “It was a great way to get to know the greater Kansas City region and learn and work alongside other leaders in the community.” It also led to connections that eventually opened doors at UMB, the market leader in deposit share.

“Transitioning to a publicly traded company like UMB was intimidating, but I had a strong skill set and was fortunate to join UMB as the director of investor relations, which was really the perfect fit,” Wendel says. “It was an excellent way to get to know UMB, and my broad background coming from the Fed made me a good fit for the role.”

It also gave her insight into the company, an inside understanding of what made it tick and how investors viewed it, she said. “Then, I had the opportunity to move around within the company, growing professionally and contributing in a variety of roles, such as chief strategy officer. UMB’s culture is similar to the Fed’s, so it was an easy transition.”

Then came the great challenge facing many women in executive roles: Family.



Early in her career, she says, “I distinctly remember conversations at the leadership table about whether an associate or co-worker would be coming back to work after having a child. I always thought, ‘Why are we talking about that now?’ I knew I wanted to have kids and have a family, but I also knew that for me personally, in order to do what I wanted to do

professionally, I was going to make having a family and a job work.”

Women, she says, leave their careers for a number of reasons, as do men. “However, I believe being able to work and have a family should be something obtainable for everyone,” Wendel says. “This should be the norm, and looking back on my career so far, I’ve been so fortunate to have a great support system at home. I hope to be a resource for other working moms, as my mother was to me.”

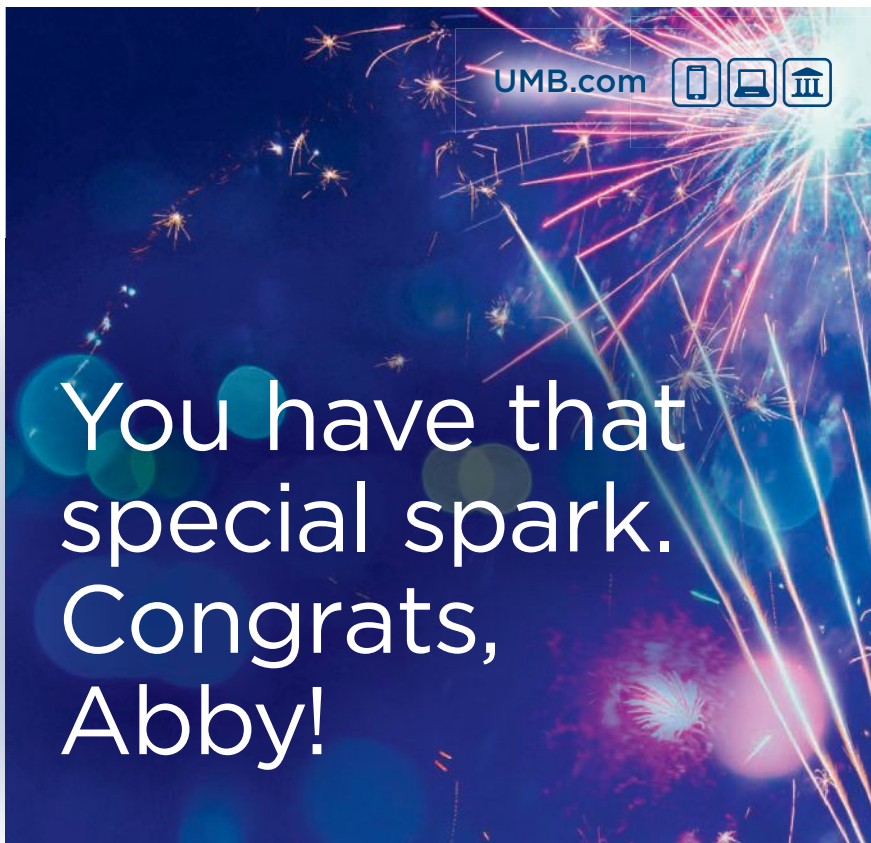


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Kim White BLUE CROSS BLUE SHIELD OF KANSAS CITY

You know that old saying about the best way to make God laugh is to tell him your life plan? Kim White can relate: “I started at Blue Cross and Blue Shield of Kansas City in 1997 as a strategic planning analyst and expected to be with the company for a couple of years,” she says. “Twenty-three years later, I’m still here and loving it.”

Mind you: she’s not a strategic planning analyst any more. She’s senior vice president and chief administrative officer for the region’s largest private health-insurer. Her work addresses the health-care coverage needs of roughly 1 million area residents, and impacts more than 1,100 employees here.

Not exactly what she had in mind when she left her small town in northeast Kansas for KU. She arrived there, she says, knowing that “I was fortunate to have good teachers and good role models who taught me the value of hard work, giving back and treating people well.”

Her goal was a degree in speech pathology. “But it wasn’t the right fit—mostly for my future clients!” she wisecracks. “I considered other options, but chose psychology because I loved learning about the brain and behavior. Frankly, it still fascinates me.”

White says she “wanted a career that would allow me to independently support myself, continue to learn and make a difference,” and she was fortunate to find her destination after just a few steps down the career path. By contrast, work-force professionals say most people in their lifetimes can expect not just to work for a series of employers, but to have a series of career paths.

After KU, she earned a master’s in health administration from Mizzou, setting herself up nicely for a gig in the insurance sector, and the fit was perfect. “Blue KC is a great place to work,” she says. “I’ve learned from a lot of great mentors during my tenure at



the company, both men and women. When I look back over the years, it’s easy for me to see many women being prepared for leadership positions by men and by other women. As we all strive for more diverse and inclusive cultures, those of us in leadership roles have an opportunity to think more broadly about succession planning and

development of talent.”

The work is challenging—especially since passage of the Affordable Care Act in 2010—and important, White says, “and the people are the best.” Armed with that frame of mind, she has found success in the guidance of a colleague who likes to say that, “if you do the right thing for the right reasons, things work out well most of the time.” As White says, “It’s been a pretty good rule by which to live and make decisions.”

Shawna Wright COMMERCE BANK

“Executive leadership,” says Shawna Wright, “was always an aspiration, but not a specific goal. My main motivations have always been to keep learning, remain challenged and add value. Nothing is more satisfying than seeing someone on your team excel. I believe in giving others the same chances I had.”

And she’s certainly made the most of those opportunities. She leveraged a business-administration degree from William Jewell to steadily rise through the human-resources ranks at Commerce Bank, a regional banking giant with \$30 billion in assets.

Her path to HR was influenced during her college sorority days. “I held several leadership roles that required me to deal with tough situations,” Wright recalls. “I am good at reading people and love solving problems. Seeing how I handled these situations, my sorority adviser encouraged me to pursue human resources.”

She interviewed at Commerce as a college senior year—happy coincidence—just as an opening came up in the bank’s HR department. “I had no idea that taking that job would lead me to a long-term career at the bank,” says Wright, who is now director of talent management. “But it’s given me the opportunity to build relationships, develop people and serve as an adviser to leaders in the bank. I find immense satisfaction and gratitude for the chance to make an impact each day. At Commerce, I truly get to help others focus on what matters most.”

Doing so means applying the guidance of her parents, who from an early age “taught me the importance of hard work, while instilling values of integrity and dedication and encouraging my quiet, competitive nature,” Wright says. Another key influencer she met in college became her husband, and “he has always been good at reminding me I can do anything I put my mind to,” Wright says. Then there



have been leaders and mentors throughout her career who “challenged me with new opportunities and pushed me just when I needed it,” she believes.

In her current role with the bank, Wright is in a position to directly address the composition of the work force, and in a business sector where

leadership is top-heavy with men.

“Financial services can be a male-dominated industry, but I never let it bother me,” Wright says. “I just strove to do my best and got opportunities based on merit. I knew that women would be finding more opportunities.” And that they would make good on them: “We have so much to offer with our different perspectives and abilities. Organizations are so much more effective with more voices at the table.”

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2. 2.	Technology Group Solutions 8551 Quivira Rd., Lenexa, KS 66215 913.451.9900, Fax: 913.451.9907, www.tgs-mtc.com	\$116,867,093 \$142,323,752	71 60	DD 11	51%	Full-service IT integrator specializing in data center hardware, software and security platforms to end-user devices spanning industries to education, healthcare and more	Lenora Payne President & CEO 2005
3. 3.	ARJ Infusion Services 10049 Lakeview Ave., Lenexa, KS 66219 913.451.8804, Fax: 913.451.8194, www.arjinfusion.com	\$92,800,000 \$81,800,000	115 110	DD DD	60%	Healthcare/Pharmaceuticals	Lisa Sackuvich, Owner Andy Copeland, CEO 2000
4. 9.	Universal Construction 1615 Argentine Blvd., Kansas City, KS 66105 913.342.1150, Fax: 913.342.1151, universalconstruction.net	\$81,692,833 \$50,157,534	25 38	DD DD	51%	General Contractor	Cynthia Smith CEO 1931
5. 5.	Peruvian Connection 24535 McLouth Rd., Tonganoxie, KS 66086 913.845.2450, www.peruvianconnection.com	\$77,500,000 \$72,300,000	190 180	160 180	100%	International, multichannel marketer of original design luxury fiber knit and woven apparel, primarily for women. Handcrafted in Peru and other South American countries	Annie Hurlbut Chairman & CEO 1976
6. 4.	ProActive Solutions 5625 Foxride Dr., Mission, KS 66202 913.948.8000, www.proactivesolutions.com	\$75,658,742 \$80,194,513	DD DD	DD DD	51%	Independent tech. provider that designs & installs complex, enterprise-scale infrastructure solutions. Products & services in areas of business continuity, intelligence, servers, storage & virtualization	Melissa Cather President 1996
7. 6.	Mark One Electric Co. 1414 Genessee St., Kansas City, MO 64102 816.842.7023, Fax: 816.842.8955, www.markone.com	\$70,000,000 \$70,000,000	300 310	DD DD	82%	Specialty electrical contractor	Rosana Privitera Biondo President 1974
8. 8.	Bennett Packaging of Kansas City 220 N.W. Space Center Cir., Lee's Summit, MO 64064 816.379.5001, Fax: 816.379.5003, www.BennettKC.com	\$56,000,000 \$68,503,917	DD 228	DD 43	51%	Manufacturer and high graphic printer of custom corrugate boxes and retail displays	Kathy Bennett CEO 1987
9. 13.	Staco Electric Construction 3920 E. 137th Terrace, Grandview, MO 64157 816.765.7112, Fax: 816.765.2351, www.stacoelectric.com	\$46,508,015 \$30,978,103	172 172	DD DD	51%	Electrical and low-voltage communications, infrastructure construction, design/build services and signage installation services in commercial, industrial & health care markets	Vanessa Linscott President 1971
10. 10.	Goetze Dental 3939 N.E. 33rd Terrace, Kansas City, MO 64117 816.413.1200, www.goetzedental.com	\$41,000,000 \$42,000,000	DD 103	24 27	80%	Full-service distributor of dental supplies, equip., computers and practice mgmt software as well as technical repair service, technology installation & help desk services	Donald Brunker CEO 1884
11. 14.	ECCO Select 1301 Oak St., Ste. 400, Kansas City, MO 64106 816.960.3800, Fax: 816.960.3804, www.eccoselect.com	\$39,400,000 \$30,373,000	493 217	197 87	100%	Staffing, software development, system integration, enterprise architecture, program management, rapid deployment, security and IT consulting	Jeanette Prenger Owner/President 1995
12. 11.	Kansas City Electrical Supply Co. 14851 W. 99th St., Lenexa, KS 66215 913.563.7002, Fax: 913.563.7050, kcelectricalsupply.com	\$36,969,064 \$40,635,345	50 48	15 14	100%	Distributor of electrical products	Kaylin Crain President 1927
13. 16.	M&A Securities Group 4151 N. Mulberry Dr., Ste. 252, Kansas City, MO 64116 816.888.7920, www.securities-group.com	\$33,300,000 \$27,700,000	7 7	4 4	70%	Broker-dealer platform for independent professionals who advise middle-market companies on M&A and private, institutional capital raising	Jessica Pastorino President & COO 2011
14. 15.	Mid America Physician Services 5525 W. 119th, Ste. 200, Overland Park, KS 66209 913.677.3113, womenshealthkc.com	\$29,059,500 \$28,187,000	125 124	122 121	85%	Obstetric and gynecological services	Cheryl Rips M.D. 2013
15. 17.	Schweiger Construction Co. 8300 Troost Ave., Kansas City, MO 64131 816.523.5875, Fax: 866.455.0815, www.schweigercc.com	\$24,700,000 \$25,040,000	35 35	9 8	100%	Commercial general contractor	Carol Meharry President 1889
16. 18.	Delden Garage Doors 3530 N. Kimball Dr., Kansas City, MO 64161 816.523.5875, Fax: 866.455.0815, www.deldenmfg.com	\$23,240,000 \$23,748,236	109 122	17 17	70%	KC based company that distributes, installs and services garage doors, electric openers, parts and accessories in the midwest	Denise Dahms President 1964
17. 23.	Cornell Roofing & Sheet Metal Co. 901 S. Northern Blvd., Independence, MO 64053 816.252.8300, Fax: 816.252.8334, www.cornellroofing.com	\$22,430,000 \$17,618,337	DD 79	DD 6	100%	Commercial roofing specializing in flat roofs and commercial sheet metal including custom sheet metal fabrication	Mary McNamara President 1927
18. 19.	Woodley Building Maintenance 8601 E. 63rd St., Kansas City, MO 64113 816.358.9444, Fax: 816.358.7121, www.wbmservices.com	\$22,000,000 \$22,000,000	DD DD	DD DD	100%	Full-service janitorial & facility service management since 1969	Robbie Woodley, Pres./CEO Terry Woodley, VP & COO Tiffany Woodley, VP & CFO
19. 20.	Shor's Travel Management 7815 Floyd St., Overland Park, KS 66204 913.677.7777, Fax: 913.831.1405, www.shortstravel.com	\$20,780,818 \$21,492,414	20 16	24 22	72%	Corporate and government travel, sports travel, air charters, groups & meetings, group travel and incentive travel. Also offers proprietary online booking tools	Megan Howard Dir. of Bus. Dev. & Client Success, 1946
20. —	IBC, Inc. 2320 NE Independence Ave., Lee's Summit, MO 64064 816.220.0812, www.ibcinc.biz	\$18,856,773 \$11,847,842	95 55	DD DD	100%	Carpentry & Traffic Control	Brandy McCombs CEO 2009
21. —	Grapevine Designs 8406 Melrose, Lenexa, KS 66214 913.307.0224, Fax: 913.307.0096, grapevinedesigns.com	\$18,500,000 \$16,000,000	60 41	54 37	55%	Promotional marketing agency	Janie Gaunce President 2000
22. 21.	Nationwide Transportation & Logistics Services 5940 Nieman Rd., Shawnee, KS 66203 913.888.1685, www.nationwidetransportation.com	\$18,109,376 \$20,084,550	16 17	11 12	51%	Third-party freight transportation broker (3PL), specializing in arranging truckload, LTL, van, refrigerated, flatbed, expedited & intermodal shipments in US and Canada	Kim Isenhower President 1998
23. —	Firelake Construction 14217 W 95th St., Lenexa, KS 66215 913.312.9540, firelakeconstruction.com	\$18,046,436 \$14,371,818	83 88	DD DD	55%	General Contracting-Commercial & Government, Building Automation Systems & Electronic Security Solutions	Jackie Foley CEO 2011
24. —	Curry Real Estate Services 2700 N.E. Kendallwood Pkwy., Ste. 208, Gladstone, MO 64119 816.414.5200, Fax: 816.452.4757, www.curryre.com	\$16,500,000 \$16,400,000	84 81	39 40	100%	Manage, lease and sell commercial and multi-family properties	Ellen Todd President/CEO 1924
25. 24.	AdamsGabbert 10975 Benson Dr., Ste. 100, OP, KS 66210, Corp. Woods 12 913.735.4390, Fax: 913.904.3474, www.adamsgabbert.com	\$16,100,000 \$17,300,000	147 200	131 160	100%	IT Staffing, Advisory, Technology & Payroll services for small to mid-size businesses	Denise Kruse CEO 1999

List was compiled from data provided through questionnaires and interviews with company personnel. Companies headquartered outside the Kansas City region are ranked by revenues from the 22-county metropolitan area. Some firms deserving mention may have been omitted due to lack of information. In the event of a tie, companies were ranked by number of employees.

With These Resources, Everything IS Up to Date in KC



Women need not enter business fray alone.

You may be familiar with a song entitled “Everything’s Up To Date In Kansas City” and thought to yourself that this is not true at all. Well, there is an area in which Kansas City is much more than just “up to date”—it is beyond compare. I am referring to the outstanding approach to entrepreneurship here.

Corporations, organizations, and individuals are collaborating throughout the metro area. They are producing innovative programming, events, and support systems for launching, scaling, and growing enterprises. With truly energized business spirit, I believe the old “Kansas City is behind the times” adage is really diminishing.

Because of these activities, business ownership for women is thriving. According to a 2019 Kauffman Indicators of Entrepreneurship report, 85.32 percent of Kansas City area women-led new businesses are still active after 12 months, and they are generally profitable.

According to the 2019 American Express “State of Women-Owned Businesses Report,” the growth rates nationally of several key metrics for women-owned businesses showed continued progress when compared to all businesses over the past five years: The number of women owned businesses increased 21 percent, well above the 9 percent for businesses overall. Total employment by women-owned businesses rose 8 percent, more than four times the 1.8 percent rate for business overall.

With its central location in the country, Kansas City is respected as both a transportation and a distribution hub. Available warehouse space above and below ground for manufacturing, wholesaling and fulfillment and a variety of office-sharing facilities make this city viable for relocating or expanding an established business here, and female entrepreneurs are taking advantage.

Opportunity is here in traditional business-owner classifications, including clothing stores, dining spots, residential real-estate agencies and hair salons. For the more non-traditional endeavors, female owners are prevailing in printing, construction, manufacturing, remediation, and logistics. Technology is attracting a fair share of female entrepreneurs to the industry in Kansas City for a wide range of services, from tech staffing or placement, to consulting and training, and to software development.

No matter the category of business ownership women may enter, there will always be challenges, roadblocks, downtimes, and increasing competition. Having access to information to help deal with issues can be vital to our success. Fortunately, Kansas City offers outstanding assistance in terms of membership groups specifically for women business owners. A variety of non-profit organizations offer resources to provide insights, information, support, peer groups, networking, and opportunities. Among them:

General business: The National Association of Women Business Owners, Kansas City Chapter www.nawbokc.org, offers peer groups, virtual business-themed seminars and events, and networking sessions. Membership comprises women business owners whose enterprises are based in the metro Kansas City area. NAWBO

National, which oversees the chapters, is based in Washington, D.C. and is a one-stop resource to propel women owners into greater economic, social, and political spheres of power worldwide. NAWBO is the only dues-based organization representing the interests of all women entrepreneurs across all industries, with chapters nationwide.

Construction-based: Women Construction Owners and Executives (WCOE), Kansas City Chapter <https://www.wcoekc.org>, comprises women officers, owners, partners, and policy-making executives active in construction through the provision or procurement of goods and/or services. Women who follow a non-traditional path as owners or executives in the construction industry face unique challenges. WCOE understands the importance of providing a strong and unified voice to equalize the playing field for women in the industry.

Mentoring (for both men and women entrepreneurs): The Helzberg Entrepreneurial Mentoring Program <https://www.hempkc.org/>, more commonly known as HEMP, is dedicated to strengthening entrepreneurial leaders through excellence in mentoring. HEMP was founded in 1995 by Barnett Helzberg, Jr., the former owner and president of Helzberg Diamonds. Both male and female entrepreneurs can participate in the HEMP program, which matches seasoned, successful entrepreneur mentors with less-experienced entrepreneur mentees. Considerable mentoring is also fostered through peer-to-peer relationships derived from involvement through HEMP.

Business and entrepreneurs resource organization: KCSOURCELINK <https://www.kcsourcelink.com>, offers a unique “Resource Navigator” search engine to locate organizations, events, and resources by simply entering “woman business owner” in the search area on the Web site. KCSOURCELINK connects entrepreneurs to more than 240 area resource partners offering programming, networking, resources and much more. They also help to coordinate ideal events for entrepreneurs including Global Entrepreneur Week. 

Female entrepreneurs are taking advantage of what Kansas City has to offer with its centrality and economic diversity.

Stephanie Sage is president and CEO of Sage Restoration in Overland Park, Kan., and president of NAWBOKC.org. **P** | 913.905.0500 **E** | ssage@sagerestorationkc.com



RAINMAKERS

J Women- & Minority-Owned Business Executives

Entrepreneurs on Equity

Executives from women- and minority-owned companies reflect on the pathway to success, and how they forged their own way.

Among its multiple challenges, 2020 has been a year for hard conversations about work-force aspects of diversity and inclusion in America. But for all the attention paid to matters of equality and equity, how often have you heard mention of proven successes among diverse companies owned by women and minorities?

The reason we have public policies to assist WBE/MBE firms is a shared belief that diversity in business ownership benefits the overall economy and our social structures. Not all companies in those buckets benefit equally from such ownership—those in the construction sector, for example, prosper in part because of that status.

Yes, barriers to success remain. If you don't believe that, have a candid conversation with any woman or minority owner who has built an enterprise from the ground up.

But they'll also tell you that, no matter what hurdles are put in front of them based on their gender, race or ethnicity, customer-focused entrepreneurs will eventually overcome, drawing on a blend of personal values, organizational commitment and servant-leader mentality.

Ingram's sounded out half a dozen successful executives of minority- and women-owned businesses to address these overlooked aspects in the national discussion about the nature of equity. We think their stories represent a lot of what's right about America. And that they can inspire all of us to consider new ways to think about the way we promote social change.

Business is the vehicle for their success. Values are the keys that turned the motor. There's a lesson in there for all of us. **I**

CARLOS LEDEZMA

CABLE DAHMER AUTOMOTIVE GROUP

Hands-down the most successful minority-owned business in the Kansas City region is Cable Dahmer Automotive Group, which blitzed past the half-billion dollar mark in sales last year, recording nearly \$565 million. But you can search high and low on the directories of certified minority-business enterprises in the two-state region and not find Carlos Ledezma's company.



He made it to the top without that distinction. Far more important than the way the world views your enterprise is the way your enterprise views the world, he says.

"One thing we believe in is that, instead of competing, let's just create," says Ledezma, who bought into the ownership at Cable Dahmer just two years after joining the company. "You've got to create in a way that provides a different level of service for your customers, and we do that at every turn we

possibly can." With extended warranties, service, pickup and delivery—any aspect of the business that touches a consumer carries the potential to make a customer for life.

It is a leadership view crafted from personal experience that dates to his arrival in the U.S. from Mexico when his parents immigrated.

"Mom and Dad were great servants," Ledezma says. "When I was younger, I didn't understand why they enjoyed serving others so much. I would watch them as they served others around them, working at a dude ranch. It was amazing how they were always making sure others were being taken care of; it came to them so naturally. I asked them if they ever got tired of it and they said, no, we enjoy it."

Applying those lessons to business leadership, he says, "you have to start with serving others and caring about other people. When you care about them more than you care about yourself, what ends up happening is you develop people to levels they never thought they could get to."

In business, the No. 1 quality of a leader, Ledezma says, is the ability to make good servants out of those around him. "You have to first start with people serving the customers. If you don't have a good servant-leader taking care of the people in an organization, they won't serve customers well, either."

So, if he could travel back to meet a young Carlos Ledezma, what guidance might he offer today? "I would tell him to plant more trees where you never get shade. I really believe that if you are less selfish and agree to help others, you will accomplish more than you can possibly imagine. I feel like I've helped a few people in my career; I just wish I would have touched more lives along the way."

BRANDY McCOMBS

IBC, INC.

Ask Brandy McCombs about the difference-making potential of being a certified woman-owned business enterprise, and you won't be surprised about its importance for her company, but you might be about the impact early on.

"I would say when we first started, it wasn't really relevant," says the founder and chief executive of IBC, Inc., the brand for International Builders & Consultants. "The woman-owned status is mostly held with government projects, but in 2009, those were very few and very far between," she says.

Instead her company—which now operates on two tracks of building improvements and road-construction signage and striping—got off the ground with privately funded jobs, she says. That, of course, has changed over the past five years as she has been able to wield that designation to compete for work on some large-scale public infrastructure projects, including Kansas City International Airport.

And it has helped take her 11½-year-old company from startup to nearly \$18.9 million in 2019 revenues. Certification, she says, "has opened up doors left and right. It has been very valuable. With KCI, where we did the traffic controls as they were shutting down roads, putting up barriers, routing traffic and doing road striping, if we had not had the WBE, we probably would not have done that work."



So yes, it's been one tool for success at IBC, which has made four consecutive appearances on *Ingram's* Corporate Report 100 list of the region's fastest-growing companies. But it's just one tool in the toolbox. The biggest, she declares, is "accountability."

"I'm looking for somebody who is accountable," McCombs says. "I hold myself accountable for a lot of things that sometimes, clearly, are not my fault. But there's not a lot of that in the world. When somebody holds themselves accountable and can admit it when sometimes they've done something wrong, that's what I'm looking for. That's what makes them trustworthy."

You can trace a straight line between her childhood and her own quest for people with that trait.

"My father was demanding," says McCombs, one of four children raised in Ohio. "He was stern. When he asked a question, you'd better have the answer, and it better not be pointing a finger at someone else, because you'd be in trouble. I was one of the children who got punished when I lied, but that made me who I am today."

2020 RAINMAKERS

MARY McNAMARA CORNELL ROOFING & SHEET METAL

Mary McNamara has always been one to call it the way she sees it: “Having a WBE may get you in the door, it may get you that first job, but you still must execute and build or maintain your company’s reputation based on the quality of the service you provide,” says the owner of Cornell Roofing & Sheet Metal. “It is critical for that race or gender difference to be erased when you get to that job. No special treatment.”



Construction has long been singled out for lagging other business trends—adoption of technology comes quickly to mind—but with a few notable exceptions, it’s not winning any prizes for its embrace of gender diversity. Too often, female executives say, the mask slips with some of their male peers, and old biases peek through.

“Some of it still exists,” says McNamara. “You have to walk through it and do the best job your company can do and everybody else has to just get over it. It would be nice if sometimes they just thought of you as a really good roofer.”

To become that roofer, McNamara has built a company that draws on her own core values and leadership qualities: Honesty, integrity, perseverance and flexibility. “For myself, these are my most treasured leadership qualities,” she says. “These are all common words we hear in business—but are we really practicing them?”

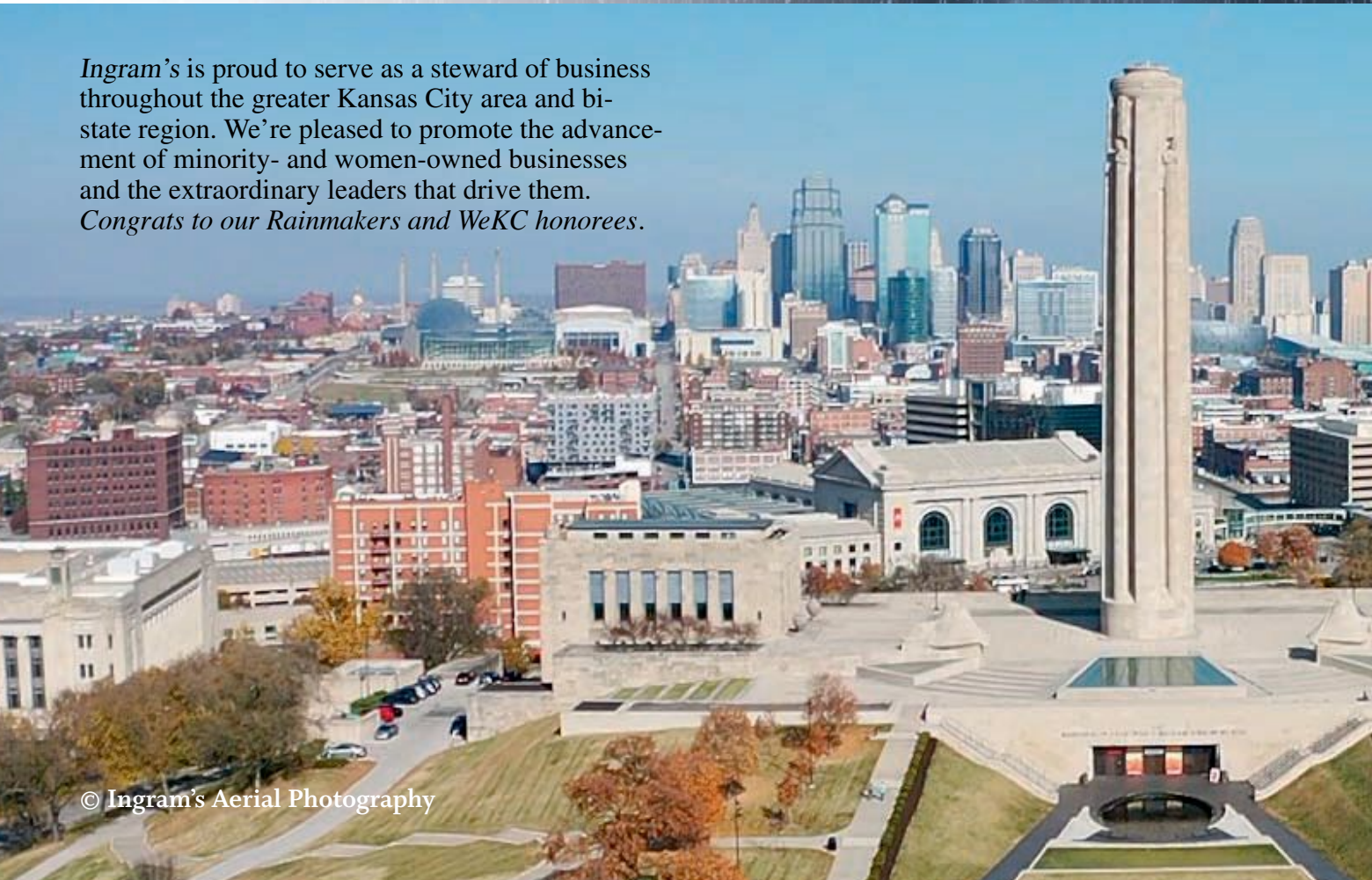
When it comes to honesty, she says, “I understand how delivering the hard truth can be challenging and may not put you in the best light. Ultimately though, you have to look in mirror and be true to yourself knowing you have treated others with honesty so you can turn off that light and sleep soundly.”

Integrity means doing the right thing because it’s the right thing, period. Perseverance means shrugging off life’s curve balls and starting fresh the next day, pushing forward and building resilience and character. And flexibility is crucial to surviving in changing times.

Those values were forged in the crucible of ownership since 2007, and during two decades of work in roofing before buying Cornell. A Detroit native, McNamara came from a family of roofers operating in the Chicago-Milwaukee region before moving here in 1983.

If she had any advice she could give her younger self about the path she was headed down in construction, it would be this, she says; “Sometimes, you want to choose your words more carefully. And to hold my temper. It’s a very difficult industry to work in—I have no clue why picked the hardest one.”

Ingram’s is proud to serve as a steward of business throughout the greater Kansas City area and bi-state region. We’re pleased to promote the advancement of minority- and women-owned businesses and the extraordinary leaders that drive them. Congrats to our Rainmakers and WeKC honorees.





MAKE IT RAIN

Mary!



Congratulations from your Cornell team on the well-deserved recognition! We're beyond proud to have a leader who works tirelessly for our customers and community. Thank you, Mary, for all you do.

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2020 RAINMAKER MARY MCNAMARA,
Owner & President, Cornell Roofing & Sheet Metal



INGRAM'S
MISSOURI'S AND KANSAS' BUSINESS MEDIA

LISA SACKUVICH and ANDY COPELAND ARJ INFUSION SERVICES

The need for WBE certification at a start-up health-care company wasn't front and center when Lisa Sackuvich founded ARJ Infusion Services 20 years ago. But the world has change a great deal around that small health-care provider, which isn't so small today: Revenues last year hit \$92.8 million, elevating the company to No. 3 among the region's biggest women-owned businesses.

And the changing nature of health-care collaboration makes WBE certification an important tool, says Sackuvich, now the company's chairman since turning day-to-day operations over to her son, Andy Copeland, in 2018.



"I was not certified originally—I was late to the party on that," Sackuvich says. But

since reaching that status in 2016, "things have been very different," she said, and not because the company can earn contracts the way a construction company might. "It does add another layer of credibility, another validation that we welcome people into what we're doing and gives us a certain valuation," she says.

In the home-infusion business, typically dominated by men who are pharmacists, the designation carries clout with other insurers and potential partners who have their own mandates to diversify supplier and vendor networks. But certification itself only takes you so far. You have to deliver, at a high level, to achieve this kind of growth.

For Copeland, that means dialing in to an organizational value set formulated by his mother, but with roots that run back to his grandparents—values that Sackuvich says include a strong work ethic, believing in yourself and that dreams come true, doing the right thing, honesty, integrity, fairness, kindness and adherence to the Hippocratic oath: Do no harm.

As the company grew, Copeland says, "we did have to codify those values; we have them on the wall at all of our locations." Job applicants are shown the six values—accountability, reliability, creating partnerships with stakeholders, being stewards of the community, supporting patient communities, and committing to excellence and teamwork.

Each is asked to review and assess them, and their responses go a long way in determining whether they will secure a job offer. "This is the road map," Copeland says. "We are looking for people who mirror those values. You find out a lot about somebody by the way they answer the question, 'What do these mean to you?'"

VANESSA LINSOTT STACO ELECTRIC

Certification as a woman-owned business has helped Vanessa Linscott put Staco Electric on the path to success, but it's also been something of a chip on her shoulder: "On a personal level, I feel that the WBE status has made me work even harder," says the president of this Kansas City electrical contractor. Nobody, in her view, is going to look at Staco as a company that earned a job "just because."

"In my own mind I have always believed that it doesn't matter if a person is tall or short, or male or female," Linscott says. "If you can put together a group of people who will all pull on the same rope so many barriers can be tackled."

Despite working in the construction sphere—a space not known as a diversity trend-setter—Linscott says that "I have not experienced a situation when I found that being a woman hindered my success. I've always liked the quote, 'Go ahead and tell me I can't do something ... that will be fun!'"

Part of the is the entrepreneurial DNA she inherited growing up in a family of business owners, including her parents and their siblings. "It was never instilled in me to believe that I had limits to the things I could do," Linscott says. "In fact, I guess I always believed that I'd own my own business."



She leads that business and its roughly 175 employees with a personal belief that "leading by example is one of the most important qualities that a leader must possess," Linscott says. "The qualities that you want to see in your organization must be modeled from the top-down." So she has structured

an open-dialogue environment, because "we want all of our employees to know that we want to hear from them regularly. In return, we strive to keep an open-door policy culture. We are a family-owned business and it is important to us that all of the people who work with us feel like they are a vital piece of that family."

You can't argue with the success that her business vision has produced: Last year alone, the company's revenues were up 53 percent year-over year. That has driven Staco into the Top 10 of the region's largest women-owned businesses.

It's hard to imagine that, if she had a do-over, things would turn out any differently. To a younger version of herself, Linscott says, "I would encourage myself to take it a day at a time. To embrace all of the experiences along the way, because each of them adds something important to the person you become. Even things that seem devastating at the time (being terminated from a sales job over a phone call) are opportunities for growth. I would give myself more grace. Most of all, I would say, "You are right: Good things are coming."

STACO
STACO Electric Construction Co.

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electrical maintenance services

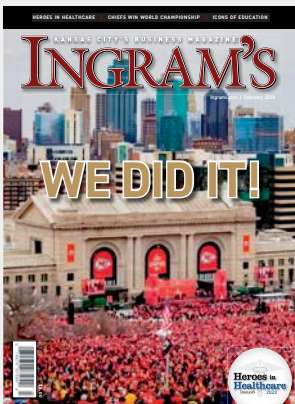
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Rank 2020 2019	Company Name Address Phone, Fax, Website	Gross Revenue 2019/ 2018	Total Employees 2019/ 2018	Ethnicity	Percent Minority Owned	Area of Main Business Activity	Top Area Executive Year Established
1. 1.	Cable-Dahmer Automotive Group 1834 S. Noland Rd., Independence, MO 64055 816.254.3860, Fax: 816.521.7585, www.cabledahmer.com	\$564,587,480 \$433,204,090	580 586	Hispanic	98%	New and used automotive sales, service, parts and collision repair centers	Carlos Ledezma President/CEO 1983
2. 2.	Technology Group Solutions 8551 Quivira Rd., Lenexa, KS 66215 913.451.9900, Fax: 913.451.9907, www.tgs-mtc.com	\$116,867,693 \$142,323,752	71 60	African-American	51%	Full-service IT integrator specializing in data center hardware, software and security platforms to end-user devices	Lenora Payne CEO/President 2005
3. 4.	Perfect Output of KC 9200 Indian Crk. Pkwy., Ste. 400, Overland Park, KS 66210 913.317.8400, Fax: 913.317.8489, www.perfectoutput.com	\$44,900,000 \$40,000,000	100 116	African-American	100%	Office document equipment services	John Walker Owner/Chairman 1997
4. —	Infinite Energy Construction 13625 Oak St., Kansas City, MO 64145 816.763.7471, infiniteenergyconstruction.com	\$42,000,000 DD	DD DD	Hispanic	100%	Construction Management Services	Nilson Goes CEO 1996
5. 6.	ECCO Select 1601 Iron St., Ste. 200, North Kansas City, MO 64116 816.960.3800, Fax: 816.960.3804, www.eccoselect.com	\$39,400,000 \$30,373,000	493 217	Hispanic	100%	Staffing, software development, system integration, enterprise architecture, program management, rapid deployment, security and IT consulting	Jeanette Prenger Owner/President 1995
6. 5.	KMG Hotels 1645 Swift Ave., North Kansas City, MO 64116 816.221.1633, Fax: 816.842.1458, kmghotels.com	\$35,791,890 \$32,000,000	500 415	Indian	100%	Owner & operator of 12 Hotels nation-wide	Sanjay Koshiya Jayesh Koshiya, Owners 2000
7. 7.	Woodley Building Maintenance 8601 E. 63rd St., Kansas City, MO 64113 816.358.9444, www.wbmservices.com	\$22,000,000 \$22,000,000	DD DD	African-American	100%	Full-service janitorial and facility services management	Robbie Woodley, CEO Terry Woodley, VP & COO Tiffany Woodley, VP & CFO
8. 10.	Firelake Construction 14217 W. 95th St., Lenexa, KS 66215 913.312.9540, Fax: 913.312.9545, www.firelakeco.com	\$18,046,436 \$14,371,818	83 88	Native-American	100%	General construction & Security Systems Solutions	Jackie Foley CEO 2011
9. 8.	Veracity Consulting 8100 Newton St., Overland Park, KS 66204 913.945.1912, www.engageveracity.com	\$15,797,433 \$18,281,930	82 81	Native-American	100%	Tech consulting company that offers customized IT solutions to help organizations navigate emerging technologies	Angela Hurt CEO & Founder 2006
10. 9.	Alexander Mechanical 4251 N. Kentucky Ave., Kansas City, MO 64161 816.833.0700, Fax: 816.833.0760, www.alexmech.com	\$15,500,000 \$16,000,000	60 46	African-American	100%	Mechanical contractor, turnkey design-build, installation of boilers, chillers, pumps, cooling towers, air handlers, computer room systems	William Alexander President 1998
11. 11.	BranchPattern 7400 College Blvd., Ste. 150, Overland Park, KS 66210 913.951.8311, Fax: 913.491.1838, www.megroup.com	\$12,800,000 \$12,200,000	81 78	Indian	82%	Business consultancy, engineering (MEP, design-build, assessments), building science (commissioning & testing, green building cert., quality mgmt consulting, research & dev.), energy & ecology, tech - acoustics	Rick Maniktala President 1991
12. 14.	Icthus Operations 1204 N. State Route 7, Pleasant Hill, MO 64080 816.540.2802, Fax: 816.540.3263, www.beaconsg.com	\$12,000,000 \$11,000,000	7 6	Asian	100%	Distributor/MFR Rep specializing in process filtration, hollow fiber filtration, disposable mixing, BioReactors, fermenters, diaphragm valves, gaskets, hose, tubing, etc...	Panumas Badger Anotai Badger, Owners 2010
13. 13.	SE3 230 S.W. Main St., #213, Lee's Summit, MO 64063 816.272.5545, Fax: 816.817.0747, www.se3.us	\$11,385,621 \$11,443,112	73 67	African-American	87%	Transportation & municipal engineering; from planning through design & construction mgmt - including program mgmt for several major transportation agencies	Vernal Stewart President/CEO 2004
14. 12.	DataLocker 7300 College Blvd., #600, Overland Park, KS 66210 913.310.9088, www.datalocker.com	\$11,310,000 \$11,770,000	40 31	Asian	60%	Provider of encryption solutions	Jay Kim CEO 2007
15. 24.	HYR Global Source 7304 W. 130th St., Ste. 220, Overland Park, KS 66213 913.815.2597, www.hyrglobalsource.com	\$9,750,000 \$5,500,000	90 62	Asian-Indian	100%	Consulting/Programming Services	Raj Yampati President 2013
16. 19.	Genesis Environmental Solutions 8422 S. 7 Hwy., Blue Springs, MO 64014 816.229.5900, Fax: 816.229.4495, www.genesisenviro.com	\$9,733,000 \$8,393,000	33 32	Native-American	100%	Environmental field services, industrial cleaning and blasting, non-destructive integrity testing, inspection services, industrial painting and coatings	Shaun Thomas President/ CEO 2004
17. 20.	Columbia Construction P.O. Box 445, Spring Hill, KS 66083 913.247.3114, Fax: 913.247.3116, columbiacconstruction.com	\$9,400,000 \$7,800,000	38 29	Asian	100%	General contractor performs commercial and multi-family as well as new residential and remodeling	Joe Grossman President 2009
18. 21.	Chelsoft Solutions Co. 527 N. Murlen Road, Ste. B, Olathe, KS 66062 913.538.5401, www.chelsoftusa.com	\$8,502,617 \$6,873,498	70 64	Asian-Indian	100%	Global IT services, provides consulting, staff augmentation and technology-driven business solutions where business and technology services converge	Kiran Chelluri President 2010
19. 22.	3-Feathers Construction & Sales 102200 E. 65th St., Raytown, MO 64133 816.778.0767, Fax: 816.778.0799, www.3-feathers.com	\$6,210,000 \$6,500,000	26 28	Native-American	51%	Specializes in steel installation services for major concrete construction projects across Missouri, Kansas, Iowa, Arkansas and Oklahoma. Rebar placement.	Michael Hudson President 2009
20. 23.	Knight Trenching & Excavating 14168 Santa Fe Trail Dr., Lenexa, KS 66215 9513.599.6999, Fax: 913.5599.6686, knightexcavating.com	\$5,400,000 \$6,300,000	12 15	Native-American	100%	Site work, grading, excavation	Pamela Knight President 1951
21. —	Integrated Psychiatric Consultants 15316 Perry St., Overland Park, KS 66221 913.557.0007, Fax: 913.273.1750, www.integrated-pc.com	\$5,164,245 \$4,306,316	13 11	Asian	100%	Healthcare Professionals, Psychiatrists and Psychiatric, Nurse Practitioners	Vishal Adma, CEO Jyotsna Adma, Medical Director, 2002
22. 25.	Garcia Architecture 508 W. 75th St., Ste. B, Kansas City, MO 64114 913.284.1985, garciaarchitecture.net	\$4,965,580 \$4,453,704	29 28	Hispanic	100%	Architecture/Interior Design/Construction Management	Rafeal Garcia Owner 1989
23. —	LaborMax Staffing KCMetro 825 South 7th St., Kansas City, KS 66202 913.362.3000, Fax: 913.362.3001, labormaxkcmetro.com	\$4,880,000 \$4,400,000	7 DD	Hispanic	81%	Hospitality, full-time and temp staffing, light industrial, construction, warehouse and production, clerical and admin. staffing temporary and direct-hire	Al Balloqui Owner/Operator 2012
24. —	Saigan Technologies 2300 Main St., Ste. 900, Kansas City, MO 64108 816.303.1301, Fax: 816.222.0477, www.saigantech.com	\$4,630,152 \$3,850,760	25 48	Asian	100%	IT services offering engagement options; staffing, contract and contract-to-hire, project to solution-based offerings, IT	Geetha Gondi President 2004
25. —	Sara Software Systems 804 N. Meadowbrook Dr., Olathe, KS 66062 913.815.0499, sarasoftwaresystems.com	\$4,013,255 \$3,779,351	24 21	Indian	100%	Professional & Technical IT services	Maninder Kaur, CEO Avi Singh, President 2004

List was compiled from data provided through questionnaires and interviews with company personnel. Some firms deserving mention may have been omitted due to lack of information. In the event of a tie in gross revenues, companies were ranked by number of employees.

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Q&A ... WITH MARK JORGENSON

Winding down a nearly 40-year career in Kansas City, the highly engaged leader of U.S. Bank's national community banking unit reflects on the changing nature of corporate responsibility.

Q: What were the foundations of your own sense of corporate responsibility—the influences that informed your own values of what it means to be appropriately engaged as a company?

A: Banks especially enjoy a unique platform in our community and in our country. I see us as connectors, in the sense that we seek to connect resources to customers and to charitable organizations. Networking for good is something I've always felt is a personal responsibility for me and our colleagues at the bank. The nature of our business puts us at the middle of many interactions every day, every week, throughout the year. On a corporate level, success isn't achieved if we're not able to help other people become their best selves, not just businesses, but engaged collectively to enhance the quality of life in the Kansas City community.

Q: So were those views hard-wired into you growing up, or the products of years of honing that sense of corporate responsibility during your career?

A: A little of both, I guess. I'm proud to say I'm an Eagle Scout. There have been studies done on that, one by a fellow at Baylor who came into that study expecting to find no statistical difference between an Eagle Scout and anyone else in terms of values. When he looked at the data, he found that Eagle Scouts do give back more, they take care of the environment more effectively, they generally have better business careers. I'm not putting it all on scouting, but think that answers the question of how I was raised. In the workplace, everybody has the opportunity to pick a boss, a company, an industry, and I was fortunate to pick a company that really felt like being engaged in the community was really important.

Q: Tell us a bit about the challenges of producing a cohesive engagement

strategy that can work across silos—corporate (especially as a public company), civic (which can step into the public sphere), philanthropic, etc.

A: Producing an engagement strategy can be difficult. It's much easier if there exists a shared set of core values, as in our banking groups and business lines. We talk about the shared values quite frequently to keep them top of mind. We have our stated core values, and there are five of them: One, do the right thing. Two, we power potential. Three, we stay a step ahead. Four, we draw strength from diversity. And five, we put people first. I'm reminded of the time I was serving on the board of a youth organization, and when an issue came up, determining how to make a decision, board members would ask "what's in the best interest of the kids?" It's a simple question, but it reflected a core value. All the sudden, the right answer became readily apparent. So first, it's very important for every organization to have and nurture a shared set of values. Then the silos just fall away and corporate action can be identified and initiated.

Q: *The Washington Post* just came out with a story about companies like Hertz, JC Penney and Nieman Marcus, where millions of dollars in bonuses were paid to a handful of executives immediately before bankruptcy filings. How badly do the optics of that tarnish the concept of corporate responsibility?

A: I guess all I can say is, I wonder about the core values of those companies. The first I mentioned in ours, we do the right thing. To me, that doesn't sound like the right thing. I'm a big fan of capitalism, but not at all a fan of crony capitalism.

Q: We see a lot of organized blow-back these days against companies over certain value sets of their leadership



"Producing an engagement strategy can be difficult. It's much easier if there exists a shared set of core values."

— MARK JORGENSON
DIRECTOR OF COMMUNITY BANKING
U.S. BANK

(particularly with private ownership, as in recent years with Hobby Lobby and Chick-fil-A). Just how much is the emerging role of a company's digital presence (and outsiders' ability to influence it) changing the underlying strategies for efforts to engage in social issues?

A: There's no question, a company's digital presence is a way to communicate with various constituencies, and it's important to recognize that it's one way that might resonate more with certain demographic groups. The concern is that your messages to be communicated are well-conceived and crafted to meet your primary objectives. We think it's important that

this company stands tall for what is right, and if possible, does things in ways that do not promote controversy. That's easier said than done, but doing what is right is more important than standing on the sidelines with issues that face the community.

Q: There's much more of an imperative to keep those public-facing activities updated and evolving as well, isn't there?

A: There's no question that we're living in a time of rapid change. That change demands that companies evolve and anticipate problems and trends before they happen. That way, the organization will no doubt be viewed as an effective leader in the community. Those core values that serve as your foundation, you do need to be mindful of the changes we face and anticipate those broader trends so you're viewed as a more forward-thinking corporate citizen in the community.

Q: How difficult is it to align various components of that strategy: the longer-standing corporate, social and environmental aspects, but also newer efforts that might be centered on race, public safety, equity and the like?

A: If you have a strategy in place, and if it's grounded in core values, it's much easier to pivot and support new and emerging efforts in a community. For us, we've ramped up diversity, inclusion and equity initiatives on several fronts—hiring, volunteering, grant-making, putting our money where our mouth is, leveraging relationships with key organizations like the United Way and here in Kansas City with the Urban Neighborhood Initiative.

Q: What makes that all work?

A: It comes down to listening. Not just to leaders in the community, but to your own employees, having the courage to have conversations that maybe in the past were not something that were even thought about. I was thinking earlier this morning about a conversation I'd had a person who came to one of our off-site meetings, at 36 he had been the youngest leader of the Pacific fleet ever, and he said that one of the things a manager must do is send the

signal to your people to let them know how important they are to you. Use your influence to find out who they are, recognize the effects you have on them, understand how to make them grow taller. That fits into the conversation about equity, inclusion and so forth. As we learn from employees what's important to them, we can help apply that in our communities.

Q: Does that require some sort of formal corporate structure?

A: It would be helpful, but I don't think it's necessary if you have the culture that promotes such communication and conversations. It should just happen. If it's not happening, introducing some structure into the situation could help, allow you to get your sea legs as an organization and allow it to become part of the culture.

Q: Do you envision any new means of engagement by which companies can effectively calm the waters on some of the most contentious social issues the nation is facing?

A: We're already doing a number of things to help the current situation, which involves some choppy waters. One thing that's different, but we are committed to doing, is measuring the results of our activities. They are all designed to make us a more effective participant. The adage of What Gets Measured, Gets Done applies here. We're trying to cater to a diverse pipeline of talent and have that throughout the organization, through all levels. If you're measuring that, you can see when you're not doing well and say, "OK, we're doing something wrong." That creates a need to be more introspective. It's one thing we're committed to doing—measuring. You may think you're doing something well, but it takes an objective look to make sure, and I think that's important for any company.

Q: The bank's national headquarters is in Minneapolis, and we all know what has happened there since May 25. How has that impacted the company, in regard to its social responsibility profile on social justice issues?

A: There's no question, our senior

leadership really embraced how we can do things in a different way to be supportive of our communities. One of the things we did, we had a diversity and inclusion officer at the bank, but he now reports to the CEO and is on the management committee. This by itself says its important. We also gave a lot of money back to the community, and do lots of volunteer efforts. Doing at the mother ship, the holding-company level, allows that to flow throughout an organization.

Q: You're retiring at year-end, but say you'll still have seats on various boards. Why is that important when you could instead be on a beach somewhere?

A: My wife and I raised four children who are now adults. We tried to instill in them a sense of community responsibility, so to do anything different from that would be disingenuous. That's not something we'd think of doing, retreating from the civic and charitable arena. I have a friend who is also active who told me he loved being involved with charitable and civic board work because it was a great chance to hang around some really good people. Right now, I'm on six non-profits, a couple of for-profit boards and a private equity board, as well, so I'm going to keep plenty busy, along with my wife, which I like.

Q: What do you hope your history of engagement might inspire in younger executives?

A: I speak to a number of young colleagues in our company, and I tell them that it's important to think about how each wants to make a difference, and that they shouldn't be shy about asking leaders to help them get connected. It's important that they seek it out, and especially important that they align with organizations that have missions with causes about which they are truly passionate. Otherwise, it's a hollow effort. Once they are engaged, if they are offered a leadership role, they should pounce on it. No one is ever prepared for all the challenges that it will entail, but the experience would benefit the organization, it benefits the leadership of it, and it makes them better associates for their day job. My view is that it's a win-win-win for sure. **■**

Going in Style

Selling your company will be a big financial change, but that's just the first of many to navigate as owners look to disengage after a lifetime's endeavors.

by Dennis Boone

You've structured a deal, dotted the I's, crossed the T's, and you're coming down the back stretch of business ownership. You've followed every bit of guidance from your lawyer, your CPA, your wealth manager, your insurance agent. You are ready to take the retirement plunge.

Or are you? Those trusted advisers may be experts in their respective fields, but you didn't hire them to be your psychologist. The question you have to ask yourself is, are you truly prepared for the mental test you'll face when you finally hand over the keys?

Being ready to make the sale means more than a simple transaction: It means taking on a new life with new interests, new schedules (if any!) and new depths in your relationships with spouse, family and friends.

You might surrender those keys, but there are ways to exit that business that don't involve quitting cold turkey. You can do so, of course, but you can also structure the deal to retain a role as a full-time paid employee, as a partner stair-stepping out by selling off chunks of the business in increments, as a free-lance consultant or, if you're selling to a family member, as a trusted adviser in your own right.

"It's an emotional moment," says Mike Anderson of Bridgepoint Investment Banking. "At one level, it can be a knife edge—do you wean yourself off the business, or are you

physically just gone? The phrase I've used with some owners is, it's tough, because you're putting your kid up for adoption." And the analogy isn't far off, he says, because most owners—and no offense intended to

to do afterwards, as with philanthropy? Can you volunteer or take over as chairman of a non-profit? They need your leadership, and you need something to focus on."

Dreams of endless vacation sound



Business brokers, wealth managers and other advisers say owners who sell their companies would be well-served to find new ways to make a difference, such as volunteering at a community garden or non-profit, or even consulting young entrepreneurs.

them—have spent more time over the decades working on the business than they did with their own children. That's often the harsh reality of business ownership.

A big part of the answer that owners must discern for themselves, Anderson said, is "One, do you have something to go to? A focus on what

terrific, until you start to deal with the hassles of travel, especially longer trips overseas. Many retirees find that the novelty wears off in a hurry. "How will you spend your days?" asks Dan Danford of the Family Investment Center. "That is the million-dollar question. Every business is sold by a pessimist and bought



“At one level, it can be a knife edge—do you wean yourself off the business, or are you physically just gone? ... It’s tough, because you’re putting your kid up for adoption.”

— MIKE ANDERSON, MANAGING DIRECTOR
BRIDGEPOINT INVESTMENT BANKING

by an optimist. Sometimes knowing too much holds us back.”

The emotional impact, advisers say, can be minimized in various ways. If your hobby is golf, perhaps, and you feel your business skills shouldn’t atrophy in retirement, maybe you want to start a company that specializes in producing custom grips or other accessories. The point is, you spent decades building a plan, refining it and executing it. Don’t go into retirement—which in some cases can cover two or three decades in itself—without a similarly strategic vision.

The exodus from the company will also depend on the “who” of your sale. If it’s to a son or daughter, or extended family members, you still have an emotional stake in the success of the company under new ownership. That dynamic probably doesn’t exist if you’re selling to a competitor.

Anderson cites the example of an owner who is still going to the office every day at 82, but has been telling his son for years that he’ll be turning the business over to him one day. “But because he’s never given his son meaningful control, the son can’t possibly run the business without him. There’s nothing the kid would like more than for Dad to move to Florida, but Dad feels like ‘he can’t possibly do as well as I did.’”

Not a good recipe for family relations going forward.

Ensuring your emotional health should take place in lockstep with safeguarding your financial health, experts say.

“Some people are very vulnerable after they sell the company,” says Danford. “They have a lot of time and money and it’s easy to get bored. I treat it a bit like death or divorce ... wait a few

months or a year before making any big financial decisions.”

Another dynamic that can affect your exit plan: the underlying financial terms.

DIY FINANCING

If you have a prospective buyer who lacks the means to acquire your business in a straight-up cash deal—perhaps it’s a family member—or with financing already in hand, one potential way to get the deal done is to bankroll it yourself. Among the guidelines that can help protect your interests and cast a wider buyer net:

- **Remember, you’re the bank.** You should expect an additional return on the use of your money in the form of an interest-bearing loan you’re making to the buyer.
- **You may be the bank on this deal, but you’re not a bank.** So you can offer more lenient terms, which can help attract more prospective buyers, along with faster closing times.
- **Your willingness to finance the deal demonstrates confidence that the company will continue to earn enough to retire the loan.** Unwillingness to consider this option may indicate to buyers that you’re not sure about future profitability.
- **Just as the buyer is executing due diligence on your company, you’ll do the same to make sure they know how to run a company and have an acceptable financial history.**
- **Terms:** Loans generally run 5-7 years, at interest rates of 6-10 percent, and down payments of 10-25 percent.

“Seller financing, if I’m the finance guy, I’m not going to leave right away; I want to make sure these guys don’t screw up so I get paid,” Anderson said. “If it’s private equity, you’re probably more confident they can figure it out, because they have a lot of money tied up in that business now. Who’s taking over really makes a difference.”

That becomes important the older you get as an owner. If you’re past 70 and starting to lose a step, you may be waiting too long, professionals say. There’s a chance a prospective buyer will try to wait you out, hoping the price will go down as you become more motivated to sell. Otherwise, you could try to offload it to a successive

generation, but then do what? Hang around and be in the way?

The transition from business finance to personal finance is an important one, Danford says. “Business finance is mostly about cash flow and capital expenditures,” he says. “Personal finance is all about risks and rewards and making your money last. For some people, it’s the first time they’ve had real money in their pocket, and it worries them a lot.”

None of this, he said, applies strictly to business owners; anyone entering retirement will feel the effects. But it’s a different dynamic with someone

who has to sell off a lifetime’s work.

“Retirement is a bit like the old high dive at the public swimming pool: terrifying, until you do it,” he said. “Then it is fine. The anticipation is way worse than the event. It’s something like sending your kids off to college. You give them a hug, wish them good luck, and you drive back home to an altered world. For better or worse, it’s a stunning new chapter.” **1**

INGRAM’S YEAR IN TRANSITIONS

In December’s concluding installment, we’ll explore Philanthropic Strategies after a sale.

Even In Retirement, You Need a Plan



Don't wait to chart out this fantastic chapter.

The definition of retirement has changed over the years. However you define it, effective retirement planning should cover a variety of different aspects of your life. While many focus on the financial aspect, it's equally important to focus on the non-financial aspect of retirement planning, such as the impact my retirement may have on my family or health. All too often, we wait until our later years to plan this fantastic chapter of our lives, and waiting too long may not provide you the time plan for the retirement you want. Whether you're 20 years from retirement or you've just retired, proactive planning around what's important to you today will enable you to live your retirement on your terms.

From the financial perspective, work provides many of us with income, access to savings plans and health-care benefits. As you plan your retirement, you'll need to understand what you need to do to ensure you can accomplish your financial goals. Whether

that's planning for a lifetime of income, ensuring you have a plan for health care and long-term-care expenses, or making sure you have decided what happens to your assets after your life. It's critical to have a plan that has been stress-tested from various perspectives to ensure you can accomplish what is important to you before you decide to leave the work force or sell your business because it can be awfully difficult to go back after you make that leap. Measure twice, cut once, as they say.

Think about what work provides you today outside of your finances: It provides you structure for your day/week, a social environment, and keeps you intellectually engaged. For some, this routine of work may encompass physical activity or exercise, which can keep you healthy and reduce potential medical expenses in the future. Exercise can also play a role in raising endorphin levels, making you happier in general, which is especially important when you consider that risk of depression increases by about 40 percent after retiring. The research indicates that many people have their identities tied up in their titles. Think about the last party you attended. The odds are someone asked what you did for a living. Once you're in retirement, what do you say? What will your purpose be in retirement? What will be the reason you get out of bed? How will you replace what you receive through your work?

A few ideas to consider from both the financial aspect, as well as the non-financial, as you think about your retirement whenever that might be:

To ensure you have enough financial resources, you need to run the numbers often. The key is having a plan that you continue to iterate on and plan for the unexpected. For example, actual results may differ from your inflation assumptions and rate of return projections. You may have to leave the work force sooner than expected, which can happen for many reasons, including health issues. Most decisions we make as couples

impact both people. Retirement is no different. There's an old saying that "I love you in sickness and in health, but not for lunch."

How will one's retirement impact their spouse? What activities might you do together vs. separately? Did you know the divorce rate in the U.S. is around 50 percent, but the largest demographic of those getting divorced is over 50? Think about how much time you spend or spent in the office planning for the company over a long career. Now, ask yourself how much time you spend now planning your retirement. It's your retirement and your life. You deserve dedicating time to planning it.

Here are a few exercises to experiment with as you think through the process.

What are the 7-10 activities you'd like to do in retirement? Who will you do them with? Where will you live and why? Print out a two-week calendar of your future retirement. Many believe they know how they'll spend the time. Looking at it in greater detail will provide you greater clarity. Write down 3-5 things you believe your spouse or partner wants to accomplish in retirement. Don't worry: If you're like me, you may not be able to do this, but it might make for a great date-night conversation. What might your exercise regimen look like vs. what it looks like today?

Conclusion

After speaking with many individuals and clients about retirement, many have had the same regret. They wished they had planned more for retirement and for all the time they have on their hands. The definition of retirement has changed. What's important is that each of us craft our own definition based on what we want those years to look like. Like many things in life, we have the option of letting things unfold and happen or we have the ability to decide that we'll determine our own destiny and, by planning ahead of time, we'll have fewer regrets. **1**

What will your purpose be in retirement? What will be the reason you get out of bed? How will you replace what you get from your work?

Brian Leitner is head of wealth management and chief practice management officer for Mariner Wealth Advisors in Overland Park, Kan.

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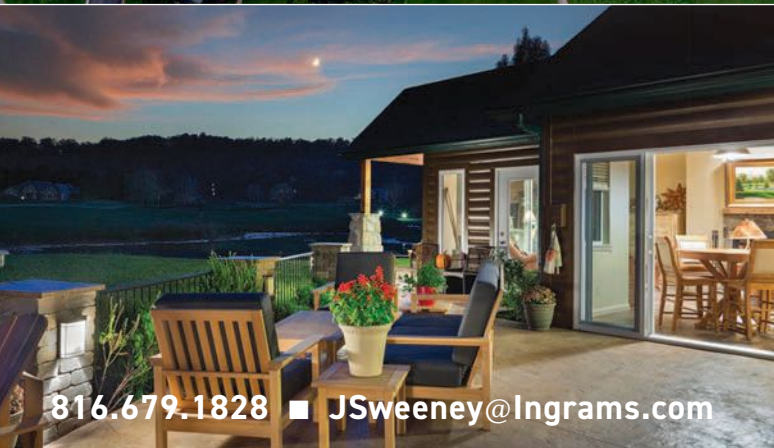
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Business Transition: Understanding Your Options



Before you exit the stage of business ownership, consider the potential paths.

As a business owner, stepping away from your business can be one of the hardest and most rewarding times of your life. You have dedicated your entire adult life to building your business. You may have succeeded in creating jobs, developing new products or services, supporting community organizations, and contributing to the local and national economy. Most important, your hard work and dedication built a comfortable lifestyle for yourself and your family.

Most businesses start out as a labor of love. Early on, you never thought of how or when you would transition your business. It is no surprise that business owners, who are often caught up in the day-to-day management of their business, forget to think about these important questions that will have a great impact on how they will eventually transition their business.

Some questions to consider:

- Do you intend to retire from the business while remaining a majority owner?
- Do you have a plan for succession of management?
- Do you have children who currently work in the business or intend to enter the business?
- Do you intend to sell the business to a third party?
- Do you or the business have enough liquidity to facilitate a seamless transition?

While these questions may be difficult to answer on your own, creating a team of experienced professionals to collaborate with, such as a banker, legal adviser, accountant, and wealth manager, is a great start. It is helpful to have an experienced team of professionals to help you think through the challenges, opportunities and business transition options. Developing a team can help you sort through the alternatives to develop a business transition plan that is best for you.

Exit Strategies to Consider

Employee Stock Purchase Plan (ESOP). An ESOP is a qualified retirement plan, established to help employees acquire ownership and share in the future growth and profitability of a company. There are tax advantages available to both the buyer and the seller, making it a flexible succession tool, and one that offers greater confidentiality and certainty of close.

A key is to align yourself with a team of experienced ESOP professionals. “I’m fortunate to have helped finance a number of ESOP buyouts—there is a sense of pride, empowerment and long-term commitment to legacy that is unique to employee-owned organizations,” says Matt Mayer, Managing Director, Corporate

Finance at CrossFirst Bank.

Transition to a Family Member or Management Team. If you are planning to hand the business down, work with your team of experienced advisors to understand the best way to get the liquidity you need and to minimize tax liabilities you or your family may incur. It is also important to start the conversation early with your family about the realities of a business owner both from an operational and financial standpoint. This will ensure that in the event you need to sell, they have the funds necessary to buy you out.

Sale to a Third Party. Third-party buyers may offer a higher purchase price, more cash at closing, and a clean break from the company, but a business

owner needs to recognize the business may look differently after closing, so aligning their vision with the plans of a potential buyer is important. “For any seller, it’s critical to build a team of experienced advisers to guide them through the process to ensure the best financial and personal outcome for them and their family,” says Ward

Whether it’s through an ESOP, sale to a family member or to a third party, the way you structure your deal will have far-reaching implications.

Nixon, Managing Director, Corporate and Enterprise Finance at CrossFirst Bank.

Achieving and maintaining a high level of success in the business world requires partners who understand the unique challenges you experience. And understanding the alternatives and selecting the option that is best for you and your business will result in a smooth transition. **I**

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Virus or no virus, buildings have to be built.

Contractors and designers in Kansas City, taking COVID-19's challenges head-on, remain upbeat as they move into an uncharted new world.

by Dennis Boone

We're just weeks away from a new year, and the ability—mercifully—to reference 2020 in the past tense. Eventually, the daily counts of new COVID-19 infections will fall, the numbers of deaths from the pandemic will inevitably tail off.

But the ramifications of a global health crisis will live on in the construction and design disciplines, in some ways permanently reconfiguring one of the region's, and nation's, most important drivers of economic growth.

In the near term, the effects are already being felt. According to key executives at some of the region's biggest firms:

■ In higher education, a sudden and swift decline in enrollments has plundered the financial plans of the large public universities that had been best-positioned for large-scale construction projects. That will compel general contractors, mechanical and electrical engineers and architectural firms to seek out other sectors to replenish losses to the project pipeline.

■ In health care, finances were similarly crushed in the spring, after elective procedures with higher profitability were deferred to clear space for a crushing patient load that failed to materialize. At many area hospitals, budgets were slashed, staff furloughed and executive pay was scaled back.

■ Large office spaces have cleared out, with tens of thousands of employees are still working from home. In some cases, the leadership expects to keep their staffs off-site well into 2021, and perhaps even into 2022. That will dramatically cut into renovation work.

■ As for new office buildings, if it isn't ordered by a customer, you're not likely to see much construction on a spec basis.

In manufacturing and construction, new processes and practices have been adopted to keep workers spatially distanced, and schedules adjusted with earlier starts and later finishes to reduce the staff population density. Assembly methods have been revised to minimize the need for larger groups at job sites. And the notion of just-in-time delivery has never enjoyed greater popularity.

And those are just for starters.

"In the post-COVID world, we need to understand how the economy will work and what markets will flourish and which will struggle," says Ray Kowalik,

well as in commercial real estate development and in public-sector offices, will be resolving a conundrum: How will downtowns continue to grow and thrive when the most essential vehicle for that growth—the elevator—is no longer to effectively move large numbers of bodies?

"If you go to the really big cities, New York, and especially Manhattan, you can't occupy the big buildings," says Tim Moormeier, president of U.S. Engineering. "It would take hours and hours to get everybody in at three people per elevator car. I have a friend there who says some of the really big companies in Manhattan



"From artificial intelligence to cloud-based applications and systems, technology is changing and disrupting everything in every industry. Technology will continue to drive quality, safety, and speed to market."

— RAY KOWALIK, CHAIRMAN/CEO, BURNS & MCDONNELL

chairman and CEO of the region's largest engineering firm, Burns & McDonnell. "Obviously, the home-delivery model is here to stay. Beyond that, we also see the diversification of the electric generation mix continue to evolve."

The power industry, a key driver of future economic growth, is coping with distributed generation and huge shifts in sourcing to reduce carbon intensity with renewables, battery storage and flexible, fast-start, low-hour units, he said.

"Our oil/gas customers are making a big push into renewable fuels also," Kowalik said. "We've made investments in preparing for this shift with our expertise, project delivery, and talent acquisition.

While we've yet to see the full impact of the pandemic, a particularly thorny challenge for people in that sector, as

are probably not all coming back."

One potential upside of that is the expected demand for new, roomier office space. But it's clear that a large slice of the work force is destined to remain working remotely for good.

"Kansas City is traditionally not a large spec-office market, and it will likely continue to be uncommon to see much office development that is not tenant-specific," says Paul Neidlein, president of the Midwest Division for JE Dunn Construction. On the bright side, he said, "we are seeing some markets maintain velocity, including the mission critical, justice, and our federal markets."

In addition, the health-care market here appears to be reviving after a pause over the past year, Neidlein said. "We intentionally maintain a very diverse port-

folio of work that will help minimize the impact of any one specific market pulling back,” he said.

At Centric, co-owner Richard Wetzel is seeing much the same with a pull-back in new office and retail projects. “But it’s been more than made up in our pipeline of multifamily, industrial, and, surprisingly, hospitality projects,” he said. “We are on plan to meet the 2020 new contract and revenue goals we set for ourselves before the pandemic, which we hope will maintain through year-end.”

At U.S. Engineering, Moormeier, said, only about 20 percent of the staff has returned to office work, and the company has pivoted—hard—to address processes and personnel needs. Work that can be fabricated in advance can arrive on a job site with fewer people needed in the labor chain, he said. And IT-heavy roles like building-information modeling are ideally suited to remote work.

On the production side, though, the difference between assembly and manufacturing is pronounced.

“There’s a lot more volatility on the construction site than in manufacturing facilities,” Moormeier said. “Construction changes every day with subs coming in and out, deliveries—it’s really a bit of orchestrated chaos.” Manufacturing processes, by contrast, are far more structured and organized. “You’re trying to do similar activities the same way every day, in a controlled environment, with the same workers. It’s very, very consistent.”

As far as deploying that labor goes, there are differing views on how comfortably companies can move forward with the available work force.

“Because we have yet to see a slowdown in work, the labor crunch is still acute,” Wetzel said. “Construction is a lagging industry, and may see a slowdown from the current economic crunch in the next 6-18 months, but if so, it hasn’t hit yet.”

The fact that construction was considered an essential business in most Kansas City-area municipalities, he said, allowed the company to keep working through the shelter-in-place orders. “That certainly eased the pain for our industry,” Wetzel said.



CLEARING OUT: Once the pandemic hit, companies around the world emptied high-density office spaces and set up millions of their work employees to work remotely. In many cases, a large percentage of them continue to work from home. That will have far-reaching consequences for construction, development and design of office buildings well into the future.

Things are more comfortable at JE Dunn. “We are not concerned about labor shortages in Kansas City,” said Neidlein. “While we did see some short-term labor pressure on a few trades, as the largest contractor in the area with a work force of several hundred skilled tradespeople, this was a manageable pre-pandemic and we don’t expect to see major issues as volumes pick up.”

For owners looking to build, Neidlein said, “there is already a re-thinking of building design in the face of the pandemic, trying to predict the space of the future and how we will all work. We have quickly learned about the immediate impact of social distancing on our job sites, but our incredible field leadership has adapted to the new normal in how we work on-site, plan projects to minimize close-contact, and prepare for minor impacts, if there are any.”

Kowalik is seeing the profound shifts on both the construction and design sides.

“Our clients continue to move toward more integrated delivery models,” he said. “Whether you call that EPC or design-build, they are increasingly wanting one entity to handle their project and see that it’s done safely, on schedule and on budget. The efficiency gained with having ALL those resources in house, on one team, is enormous.”

Even before the pandemic had set in, executives across the sector say, the entire construction-design world was ripe for a technical revolution.

“From artificial intelligence to cloud-based applications and systems, technology is changing and disrupting everything in every industry,” Kowalik said. “Technology will continue to drive quality, safety, and speed to market and we are always embracing technology to provide better tools and more mobile applications. We are constantly trying to understand how we can be more efficient and effective with our communications, processes and execution of projects.” **I**

Rank 2020 2019	Company Name Address Phone, Fax, Website	Total Area/HQ Office Billings 2019/2018 (in millions)	Firm-wide Billings 2019/2018 (in millions)	2019 Local Contracts Awarded/ Completed (in millions)	Number of Employees Local/ Firm-wide	Headquarters/ Year Founded	Top Projects Completed or Underway in the Last Year	Top Executives
1. 1.	J.E. Dunn Construction Co. 1001 Locust St., Kansas City, MO 64106 816.474.8600, www.jedunn.com	\$4,256.37 \$3,577.48	\$4,256.37 \$3,577.48	\$1,411.07 \$1,339.08	1,059 3,527	Kansas City, Mo. 1924	Cerner Innovations Campus Phases 3&4, Lowe's KC Convention Center Hotel, JoCo Courthouse, Shamrock Trading Corp. Campus Phase 1	Gordon Lansford, CEO Paul Neidlein, Midwest President
2. 2.	Kiewit 8900 Renner Blvd., Lenexa, KS 66219 913.928.7000, kiewit.com	\$2,308.04 \$2,151.72	DD \$8,245.63*	DD DD	1,546 23,000	Lenexa, Kan.	Hill Top Energy Center, Niles Energy Center, Hickory Run Energy Center	Dave Fickinger Executive Vice President
3. 3.	Burns & McDonnell 9400 Ward Parkway, Kansas City, MO 64114 816.333.9400, burnsmcd.com	\$2,371.32 \$1,667.90	\$2,371.32 \$1,667.90	\$87.60 \$37.39	3,053 7,633	Kansas City, Mo. 1898	REVERB, Waddell & Reed Hq's, Creative Planning Campus Exp., USDA Econ. Research Service & Nat'l Inst. of Food & Ag Office Space	Ray Kowalik Chairman/CEO
4. 4.	Turner Construction Co. 1220 Washington, Ste. 100, Kansas City, MO 64105 913.283.0555, Fax: 816.283.0558, turnerconstruction.com	\$676.82 \$621.00	DD \$13,315.5	\$811.00 DD	218 6,649	New York, NY 1902	Lee's Summit Med. Office Bldg, Gardner Justice Ctr, AdventHealth Outpatient Health Campus, Confidential Data Ctr-Attoona, IA & Papillion, NE	Karen Hogan Vice President & General Manager
5. 5.	McCownGordon Construction 422 Admiral Blvd., Kansas City, MO 64106 816.960.1111, Fax: 816.960.1182, mccowngordon.com	\$590.00 \$582.00	\$590.00 \$582.00	DD DD	389 489	Kansas City, Mo. 1999	Children's Mercy Research Tower, Truman Med Center Univ. Health II, Garmin Renovation, 46 Penn, 13th & Wyandotte Comm. Dev., Turner School Dist.	Ramin Cherifat CEO
6. 7.	Nabholz Construction 1707 E. 123rd Terr., Olathe, KS 66061 913.393.6500, Fax: 913.393.6600, www.nabholz.com	\$176.61 \$110.06	\$971.00 \$831.71	DD DD	88 1,209	Conway, Ark. 1949	Jefferson City & Leavenworth Sch. Dist. Bond Prgm, Medical Center of Aurora Renovations	Jeff Gattis President
7. —	McCarthy Building Companies 7930 Santa Fe Dr., Overland Park, KS 66204 913.202.7002, www.mccarthy.com	\$170.72 \$49.16	\$4,645.03 \$3,136.00	DD DD	200 5,200	St. Louis, MO 1864	Tomahawk, Creek Waste Water Treatment Facility, JoCo Medical Examiner Facility, Merriam Community Center	Steve Meuschke VP-Operations
8. 6.	MW Builders 13725 W. 109th St., Lenexa, KS 66215 913.317.3700, Fax: 913.345.0889, www.mwbuilders.com	\$114.12 \$129.47	\$262.94 \$241.68	\$34.94 \$13.55	69 198	Austin, Texas 1971	Flashcube Apts, Park Place Multi-Family/Office/Garage, City Club Apts	Todd Winnerman President
9. 11.	ARCO National Construction-KC 5015 N.W. Canal St., #110, Riverside, MO 64150 816.282.6324, Fax: 816.623.9590, www.arconational.com	\$105.59 \$74.48	\$579.88 \$486.40	\$136.73 \$62.25	37 215	St. Louis, Mo. 1992	Coldpoint Logistics, Freezer/Cold Dock Distribution Facility, Beyond Self Storage Climate Controlled Self Storage Facility	Matt White, Sam Stahnke Managers
10. —	Titan Built 8207 Melrose Dr., Lenexa, KS 66214 913.782.6700, www.titanbuilt.com	\$99.18 \$94.36	\$99.18 \$94.36	\$100.13 \$86.46	45 45	Lenexa, Kan. 1975	APEX at CityPlace, CityPlace Corp. Ctr I & III, Lofts at City Center, AdventHealth Gateway Med. Office Bldg, Patton Jr. High School	Frank Giudicessi, Tim Rose Partners
11. 10.	Centric 520 W Pennway St., Ste. 100, Kansas City, MO 64108 816.389.8300, Fax: 816.389.8301, centric.build	\$97.27 \$81.56	\$97.27 \$81.56	\$88.57 \$39.02	140 140	Kansas City, Mo. 2010	Beacon Hill Flats, Novel Place OP & Blue Springs, Reed Dealership, Aristocrat Motors Lee's Summit, Liberty Animal Shelton, Atomic Provisions	Steve Swanson, Richard Wetzel Partners
12. 14.	Universal Construction 1615 Argentine Blvd., Kansas City, KS 66105 913.342.1150, universalconstruction.net	\$77.43 \$47.66	\$81.69 \$50.16	\$14.78 \$59.25	35 35	Kansas City, Kan. 1931	Walden Middle School, Hopewell Elementary, Bates County Jail, Liberty North Phase IV Expansion	Cynthia Smith CEO
13. 19.	Brinkmann Constructors 8700 Indian Creek Pkwy., Ste. 150, OP, KS 66210 913.717.9007, www.brinkmannconstructors.com	\$80.00 \$47.00	\$566.00 \$475.00	\$141.00 \$41.00	31 290	Chesterfield, Mo. 1984	HERE State College Student Housing, Windcrest Sr Living, Rise on Chauncey Student Housing, GM Processing Ctr, Tallgrass Creek Sr Living	Andy McDonell Regional VP
14. 12.	StructSure Projects 903 E. 104th St., Ste. 140, Kansas City, MO 64131 913.647.9400, Fax: 913.647.9500, structsureprojects.com	\$77.25 \$71.89	\$77.25 \$71.89	\$16.68 \$81.08	26 62	Kansas City, Mo. 1994	Keller Army Hospital, FE Warren AFB, Lackland Ambulatory, Travis AFB Phase IV, Minot ND AFB	Kevin Rogers Owner/CEO
15. 8.	BlueScope Construction 1540 Genessee St., Kansas City, MO 64102 816.245.6000, www.BlueScopeConstruction.com	\$76.09 \$103.05	\$76.09 \$103.05	\$79.64 \$69.80	40 95	Kansas City, Mo. 1970	Data Center - Reno, NV; FedEx Ground - NJ; Simmons Pet Food - Emporia, KS	Joshua Wight President
16. 9.	A.L. Huber General Contractor 10770 El Monte, Overland Park, KS 66211 913.341.4880, www.alhuber.com	\$66.44 \$83.06	\$66.44 \$83.06	\$42.80 \$61.07	40 40	Overland Park, Kan. 1903	J Reiger, TVH Office & Warehouse Additions, Fishtech Cyber Defense Center	Phil Thomas President
17. —	Septagon Construction Co. 113 E Third St., Sedalia, MO 65301 660.827.5955, Fax: 660.826.8058, www.septagon.com	\$65.00 \$63.00	\$65.00 \$63.00	\$40.00 \$28.00	5 182	Sedalia, Mo. 1976	DD	Stace Anderson President
18. 21.	Excel Constructors 8041 W. 47th St., Overland Park, KS 66203 913.261.1000, Fax: 913.261.1001, excelconstructors.com	\$59.30 \$43.60	\$59.30 \$43.60	\$86.90 \$25.30	55 55	Overland Park, Kan. 1991	Donnelly College Academic Bldg, Independence Health Retreat, Lee's Summit Surgical MOB	Jerry Katlin, Ryan Trotnic Presidents
19. 20.	KBS Constructors 14995 W. 117th St., Olathe, KS 66062 913.422.5300, kbsci.com	\$53.16 \$44.84	\$53.16 \$44.84	DD DD	75 75	Topeka, Kan. 1989	Wolf Creek Nuclear Plant Main Access Facility, Midland Care, Morris County ER, St. Joseph Topeka, Camso Industrial Addition	Dan Foltz, President Rob Cunningham, VP
20. 17.	Haren Companies 8035 Nieman Road, Lenexa, KS 66214 913.495.9558, Fax: 913.495.9560, harencompanies.com	\$51.55 \$48.60	\$52.40 \$48.60	\$24.90 \$22.70	97 97	Lenexa, Kan. 1932	KCK Fire Station No. 12, District at Lenexa City Ctr, Liberty Police Renovation, No Vacancy Hotel, Bluhawk Apts, John Knox Village Meadows Apt	Wells Haren President
21. —	Rau Construction Co. 9101 W. 110th St., Overland Park, KS 66210 913.642.6000, Fax: 913.642.6031, rauconstruction.com	\$45.10 \$28.40	\$45.10 \$28.40	\$45.00 \$22.00	45 45	Overland Park, Kan. 1870	West Bottoms Flats Apartments, Church of Scientology	Gus Rau Meyer President
22. 24.	Al J. Mueller Construction Co. 1305 South 59th St., St. Joseph, MO 64507 816.233.6055, Fax: 816.233.3209, aljmueller.com	\$44.26 \$32.40	\$44.26 \$32.40	DD DD	DD DD	St. Joseph, MO 1974	DD	Lawrence McPhee President
23. 16.	Fogel-Anderson Construction Co. 1212 East 8th St., Kansas City, MO 64106 816.842.6914, Fax: 816.842.0946, fogel-anderson.com	\$42.36 \$49.20	\$42.36 \$49.20	\$68.26 \$22.41	30 30	Kansas City, Mo. 1917	Paragon Star, Mission Gateway, BSSD Liggett Trails, Summit Christian Academy, 46 Summit	Greg Harrelson President
24. —	Infinite Energy Construction 13625 Oak St., Kansas City, MO 64145 913.317.7471, www.infiniteenergyconstruction.com	\$42.00 DD	\$42.00 DD	DD DD	70 70	Kansas City, Mo. 1996	DD	Nilson Goes CEO
25. 15.	Oddo Development Co. 15431 W. 100th Terrace, Lenexa, KS 66219 913.894.6336, Fax: 913.894.9100, oddodevelopment.com	\$40.00 \$50.00	\$40.00 \$50.00	\$70.00 \$30.00	80 80	Lenexa, Kan. 1966	Sonoma Plaza, Sonoma Hill Apartments	Rick Oddo CEO

List was compiled from data provided through questionnaires and interviews with company personnel. Companies headquartered outside of the 22-county Kansas City area ranked by in-market billings; area companies ranked by firm-wide billings. Some companies deserving mention may have been omitted due to lack of information. *—Combined revenues of parent Kiewit Corp. of Omaha.

Rank 2020 2019	Company Name Address Phone, Fax, Website	# Engineers Local Firmwide	Office Billings 2019/2018 (in millions)	Engineering Billing 19/18 (in millions)	Area Billing 2019/2018 (in millions)	Professional Engineers Local/Total	Local Architects/ Employees	Headquarters Year Established Locally	Top Projects Completed in 2019 or currently underway	Top Area Executive
1.	Burns & McDonnell 9400 Ward Parkway, Kansas City, MO 64114 314.682.1500, www.burnsmcd.com	1,520 3,628	\$4,167.2 \$3,512.0	\$74.6 \$98.4	\$164.2 \$210.0	848 1,798	38 3,053	Kansas City, Mo. 1898	Reverb, Waddell & Reed HQ, 9450 South WHQ Expansion	Ray Kowalik Chairman, President & CEO
2.	Black & Veatch 11401 Lamar Avenue, Overland Park, KS 66211 913.458.2000, Fax: 913.458.2012, www.bv.com	1,277 4,360	\$3,700.0 \$3,500.0	DD DD	DD DD	735 1,987	20 2,986	Overland Park, Kan. 1915	DD	Steve Edwards Chairman & CEO
3.	Kiewit Engineering 8900 Renner Boulevard, Lenexa, KS 66219 913.928.7000, www.kiewit.com	491 1,047	\$791.3 \$523.1	\$458.8 \$448.0	DD DD	269 503	3 921	Lenexa, Kan. 1979	Blue Water Energy Center, Calcasieu Pass	Dan Lumma, President- Engineering
4.	Henderson Engineers 8345 Lenexa Drive, Ste. 300, Lenexa, KS 66214 913.742.5000, Fax: 913.742.5001, hei-eng.com	330 525	\$192.0 \$142.0	\$14.8 \$12.2	\$16.7 \$18.7	158 227	0 525	Lenexa, Kan. 1970	KCI Airport, SoFi Stadium (Inglewood, CA), Grandscape (The Colony, Tex.)	Rich Smith President & CEO
5.	HNTB Corp. 715 Kirk Drive, Kansas City, MO 64105 816.472.1201, Fax: 816.472.4060, www.hntb.com	155 2,098	\$1,355.5 \$1,235.2	\$23.9 \$43.8	\$124.3 \$103.2	98 1,113	22 565	Kansas City, Mo. 1914	Gathering Place, Tulsa's Riverfront Park, City of Tulsa / I-74 Miss. River Bridge CE&I, IowaDOT / Champ Clark Bridge, MoDOT	Tom O'Grady Corporate President
6.	OLSSON 7301 W. 133rd St., Overland Park, KS 66213 913.381.1170, www.olssonassociates.com	110 399	\$191.7 \$154.8	\$57.0 \$43.3	\$57.0 \$43.3	72 301	0 260	Lincoln, Neb. 1998	BluHawk Development - OP, KS / Quivira Road - OP, KS / North KC Burlington Corridor	Sterling Cramer VP & Regional Manager
7.	GBA (George Butler Associates) 9801 Renner Boulevard, Lenexa, KS 66219 913.492.0400, Fax: 913.577.8200, gbateam.com	104 133	\$41.8 \$37.5	\$31.7 \$29.3	\$41.8 \$37.5	74 93	7 173	Lenexa, Kan. 1969	KDOT Statewide Load Rating Prgm / Validation Support of Eng, Pfizer / US24 Buckner, MDOT	Tim Ross CEO/President
8.	POWER Engineers 16041 Foster, Overland Park, KS 66085 913.681.2881, Fax: 913.681.8475, www.powereng.com	91 1,598	\$509.7 \$466.1	DD DD	DD DD	51 531	0 148	Hailey, Id. 2010	Inter Pipeline LTD Cent. Utilities Block PDH, Neb. Pub. Power Dist. - GGS To Holt 345KV, Seattle City Light - Denny Substation	Tor Anderson VP-Eng, Generation Division
9.	HDR Engineering 10450 Holmes Rd., Ste. 600, Kansas City, MO 64131 816.360.2700, Fax: 816.360.2777, www.hdrinc.com	81 2,517	\$2,069.2 \$1,956.1	\$21.4 \$90.5	\$21.4 \$90.5	76 2,517	1 205	Omaha, Neb. 1985	KC Streetcar South Ext., MoDOT I-435/I-70 Interchange, JCW Tomahawk WWTP	Joseph Drimmel Sr. VP
10.	Bartlett & West 1200 S.W. Executive Dr., Topeka, KS 66615 785.272.2252, Fax: 785.228.6210, bartwest.com	45 125	\$58.9 \$57.6	\$17.7 \$17.3	\$26.1 \$25.9	35 76	0 145	Topeka, Kan. 1951	MoDOT-LIDAR, Three Affiliated Tribes Water System, KC Southern Permit Review	Keith Warta CEO
11.	TranSystems Corp. 2400 Pershing Rd., Ste. 400, Kansas City, MO 64108 816.329.8700, www.transystems.com	42 383	\$199.0 \$192.3	\$23.6 \$19.2	\$26.5 \$24.1	34 274	1 115	Kansas City, Mo. 1966	DD	Paul Malir President/COO
12.	Walter P. Moore 1100 Walnut St., Ste. 1825, Kansas City, MO 64106 816.701.2100, www.walterpmoore.com	32 478	\$113.8 \$109.0	\$7.8 \$7.8	\$7.8 \$7.8	22 293	1 42	Houston, Texas 1975	Nashville MLS Stadium, Johnson County Medical Examiner	Cliff Greenleaf Managing Director
13.	Wilson & Co. Engineers & Architects 800 E. 101st Terr., Ste. 200, Kansas City, MO 64131 816.701.3100, Fax: 816.942.3013, wilsonco.com	29 207	\$82.1 \$84.8	\$9.29 \$11.0	\$9.29 \$11.0	18 134	0 56	Albuquerque, N.M. 1992	BNSF Emporia Subdivision Design & CM, KCMO Raytown Road I-435 to 87th Street Design, MoDOT Bundled Bridges	Troy Eisenbraun, SVP ; Nicholas Thomas, VP
13.	CDM Smith 9200 Ward Pkwy., Ste. 320, Kansas City, MO 64114 816.444.8270, Fax: 816.444.8232, cdsmith.com	29 3,160	DD DD	DD DD	DD DD	24 735	0 44	Boston, Mass. 1993	83rd & Troost Target Green Infrastructure Improvements, Memphis WWTP CMAR Improvements	Jackie Mosher VP
15.	WSP USA 16201 W. 95th St., Ste. 200, Lenexa, KS 66219 913.310.9943, Fax: 913.310.9944, wsp.com	28 3,194	\$1,810.5 \$1,723.7	\$5.33 \$8.73	\$5.93 \$10.5	14 2,493	0 62	New York, N.Y. 2004	California High Speed Rail Prgm Mgmt, Tri-State tollway Expansion in Illinois, Central Interstate 70 D/B in Colorado	Agnes Otto VP & Area Mgr
16.	Thornton Tomasetti 2323 Grand Blvd., Ste. 900, Kansas City, MO 64108 816.221.7771, www.thorntontomasetti.com	27 1,000	\$285.0 \$268.0	\$12.3 \$11.4	\$12.3 \$11.4	23 550	0 42	New York, N.Y. 2004	Belmont Park Arena in Elmont, NY ; New Arena at Seattle Center, Mercedes-Benz Superdome Renovation	Matthew Farber Assoc. Principal & KC Office Director
17.	Terracon Consultants 10841 S. Ridgeview Rd., Olathe, KS 66061 913.599.6886, Fax: 913.599.0574, terracon.com	26 1,011	\$805.0 \$752.0	\$12.1 \$11.9	\$12.1 \$11.9	23 560	1 315	Olathe, Kan. 1978	National Bio & Agro-Defense Facility (NBAF) ; Amazon Air CVG Hub, Erlanger KY ; I-465 NW Pjct, Indianapolis, IN	Gayle Packer President/CEO
17.	AECOM Technical Services 2380 McGee St., Ste. 200, Kansas City, MO 64108 816.561.4443, Fax: 816.561.2863, aecom.com	26 18,000	\$20,200.0 \$20,156.0	\$3.09 \$4.60	\$51.23 \$9.30	26 10,750	10 83	Los Angeles, Calif. 1959	DD	Janet Strickland Assoc. VP
17.	Hoss & Brown Engineers 15902 Midland Dr., Shawnee, KS 66217 913.362.9090, www.h-be.com	26 22	\$7.25 \$5.40	\$2.26 \$2.76	\$2.26 \$2.76	13 13	1 30.5	Lawrence, Kan., 1951 & Lenexa, Kan., 1999	Backyard Apartments, Village Shalom Sr Living Addition, Columbus Public Safety Facility	Neil Bartley President
20.	BHC Rhodes 7101 College Blvd., Ste. 400, Overland Park, KS 66210 913.663.1900, Fax: 913.663.1633, www.ihbc.com	25 32	\$13.3 \$20.5	\$4.45 \$3.64	\$5.91 \$3.64	18 18	1 122	Overland Park, Kan. 1992	Nieman Road Improvement - Shawnee, KS / Neighborhood St Reconstruction, OP, KS / Lee Blvd, Leawood, KS	Kevin Honomoichl President
21.	Renaissance Infrastructure Consulting 5015 N.W. Canal St., Ste. 100, Riverside, MO 64150 816.800.0950, www.ric-consult.com	23 23	\$6.64 \$8.23	\$4.98 \$7.16	\$6.64 \$7.40	14 14	1 (land- space) 55	Riverside, Mo. 2010	Lake Winnebago Expansion & Dam Design, Heartland Logistics Park, Logistics Park KC Inland Port 51-54	Chip Corcoran President & Project Manager
21.	Johnston Burkholder Associates 930 Central St., Kansas City, MO 64105 816.421.4200, Fax: 816.421.4381, jbaengr.com	23 23	DD DD	DD DD	DD DD	16 16	0 31	Kansas City, Mo. 1986	Inter Miami CF Training Facility - Ft Lauderdale, FL ; Sports - Cedar Park, TX ; Jamaica Office Bldg - Montego Bay	Bart Halverson & Joseph Hanagan Principals
23.	Cook, Flatt & Strobel Engineers 1421 E. 104th St., Kansas City, MO 64131 816.333.4477, www.cfse.com	21 23	\$10.9 \$10.2	DD DD	\$10.9 \$10.2	19 21	1 93	Topeka, Kan. 1961	91st Street Extension, MO Rte 1 & Parvin Road, KCI Single Terminal Airport (Inspection & Testing)	Kenneth Blair, President Sabin Yanez, Sr. VP
23.	Professional Engineering Consultants 1263 S.W. Topeka Blvd., Topeka, KS 66612 785.233.8300, Fax: 785.233.8855, www.pec1.com	21 111	\$44.7 \$46.2	\$4.58 \$5.81	\$5.96 \$7.23	15 87	0 45	Wichita, Kan. 1997	Lawrence Memorial Hosp. West Outpatient Facility, SW 10th St Fairlawn to Wanamaker, Wanamaker Force Main Replacement	Bob Koopman Principal/Topeka Office Lead
25.	McClure 11250 Corporate Ave., Lenexa, KS 66219 913.888.7800, Fax: 913.888.7868, mcclure.com	20 74	\$30.0 \$39.0	\$14.0 \$12.9	\$14.0 \$12.9	14 48	1 57	Clive, Iowa 1950	Design - City of Bettendorf SSES, City of Grimes Osmosis & City of West Des Moines Ashworth Road Reconstruction	Mike Kellam VP of Bus. Dev. & Mktg
25.	DLR Group 7290 W. 133rd St., Overland Park, KS 66213 913.897.7811, www.dlrgroup.com	20 190	\$270.0 \$262.0	\$7.70 \$6.60	\$23.2 \$20.1	10 105	35 84	No Formal HQ's 1997	Wichita Baseball Stadium, Capps Middle School	Rod Oathout Principal, Global Energy Leader

Total Kansas City office billing includes firm-wide numbers for Kansas City-area headquartered firms. Engineering firms headquartered outside of Kansas City's 22-county area are ranked by billing in the Kansas City area. List was compiled from data provided through questionnaires and interviews with company personnel. Some companies deserving mention may have been omitted due to lack of information. In the event of a tie, companies were ranked by number of engineers firmwide.



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Development Incentives in the Time of COVID-19



New project work will help drive economic recovery, but it won't be business as usual.

The current COVID pandemic and the subsequent economic slowdown have caused many to re-think development in Kansas City. The hospitality industry has been severely impacted, but demand for Downtown rental housing and metro-wide owner-occupied housing have remained relatively steady.

Although all businesses have been impacted, as difficult as it might seem, we must not forget that we will eventually get past this crisis. And because we will eventually get through this time period, our city continues to look for opportunities to foster public and private investments to improve the quality of life for all Kansas Citians.

Indeed, most local and state policy makers understand that meaningful public participation in development, housing, and work-force development can be a critical means of hastening the inevitable economic recovery in a post-COVID America.

In Kansas City, Mo., local government has a multitude of tools available to help encourage development to meet the needs of area residents and business. Under the current mayoral administration, the city's economic development entities are focused on incentivizing investments that will promote well-paying jobs, affordable housing, sustainability, and business growth in areas of town that have seen past divestment.

COVID has not prevented those economic development entities from meeting regularly and recommending innovative projects for incentives. City Hall continues to also meet and approve projects that fit the needs and priorities of the city.

The key to success in seeking incentives is multifaceted.

First, the project must fulfill a demonstrated need in the city that benefits all residents and businesses. Second, developers must understand the process to seek an incentive, which requires understanding entity standards, guidelines, and the correct submission of proposals. Finally, maintaining relationships with the development entities' staff and board members is a necessary element to ensure a successful proposal can come to fruition.

At the state level, the challenges presented by COVID have only reinforced previous objectives of state economic-development policy makers.

Prior to the pandemic, Missouri was focused on strengthening its presence in work-force development and targeting investment in infrastructure developments. Now, as state and local governments like KC are digging out of the unemployment fallout from COVID, these investment areas have only become more critical. State policy makers gave an early indicator of this approach in their expenditures of CARES act funding earlier in the year.

For instance, the Show Me Strong Personal Protective Equipment Retooling Program, administered by the Missouri Department of Economic Development, was aimed at providing grants for businesses to retool and retrain personnel to operate within social distancing guidelines. The underlying purpose was to get Missourians back to work while maintaining safety and public health requirements. Thus, on the state level, requests for assistance that can be tied to reopening, expanding, and reemploying members of work force impacted by COVID are likely to find a sympathetic ear in Jefferson City, even as state budgets tighten.

Through our roles with the Central City Economic Development Board and the Missouri Department of Economic Development, we have seen many who mistakenly assume that this multifaceted process is simple. Often it is not, and the process is ever-evolving, depending on the public-policy challenges confronting state and local governments.

When a new challenge arises, even one as serious as COVID, the business community should not assume that state and local governments are "closed" for incentives or other public participation. Equally important, the business community should not assume that it will be business as usual, either. Indeed, with a challenge like COVID, the evolution is not only a change in development priorities, but also likely a generational change in the individuals overseeing incentive recommendations.

Developers unaware of these realities will only see a costly and sometimes public failure in pursuit of any incentive.

At the end of the day, COVID has not slowed the work of Kansas City, Missouri economic development groups, nor has it slowed work at the state level. Instead COVID has made it all the more imperative for developers to be aware of the current realities and priorities in pursuing incentives. taking action. **I**

At the end of the day, COVID has not slowed the work of Kansas City, Missouri economic development groups, nor has it slowed work at the state level.

D.J. Pierre and Brian Bear are attorneys at Spencer Fane LLP in the firm's Kansas City, Missouri office.
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E | djpierre@spencerfane.com
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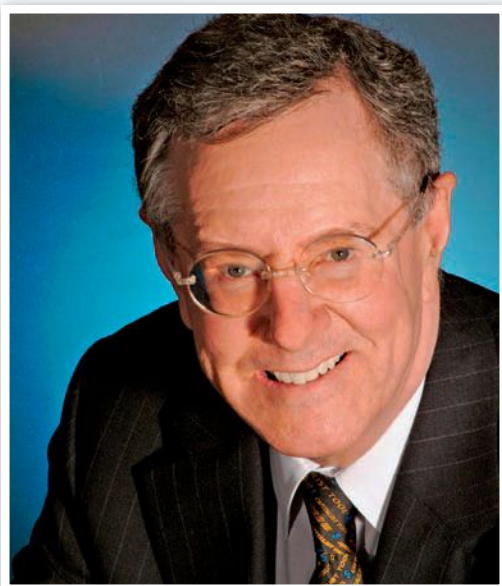
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Editor-in-Chief of
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Ingram's is proud to be a member of The Business Forum alliance and to bring Steve Forbes and other nationally-acclaimed top business minds and thought leaders to you each month. [Registration is FREE and we encourage you and your colleagues to sign up and participate in the January 13 Webcast \(hosted the second Wednesday of each month\).](#) Sponsorship opportunities are available. Please contact Joe Sweeney at 816.842.9994 / JSweeney@Ingrams.com

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Jan

Biggest Business of 20 Business Dealmakers

Milestones (2020-21) Corporate Anniversaries

Executive of the Year Awards



Construction Industry Outlook

Construction and Development Q1 Quarterly Report

Real Estate and Leasing Trends

- The 2015-2020 business cycle produces seismic shifts in KC market.

Expert Q&A: Economic Forecast

Insights: Sponsored Content

- Architecture Firms
- Chambers of Commerce
- Research and Life Sciences Organizations

Feb

The Post Covid-19 Comeback

Engaging Workforce

Heroes in Healthcare

Icons of Education



Higher Education Industry Outlook

Education and the Workforce Q1 Quarterly Report

Higher Ed and the Workforce

- Demographics, economic trends create new demands for instruction.

Expert Q&A: Business Succession

Insights: Sponsored Content

- Private Colleges & Universities Undergrad Programs (MO & KS)
- Public Colleges & Universities Undergrad Programs (MO & KS)
- Technical Schools & Colleges (MO & KS)
- Nursing Programs (MO & KS)
- Residential Real Estate Teams

SPECIAL EDITION
(February 2021)

Destination
Kansas City



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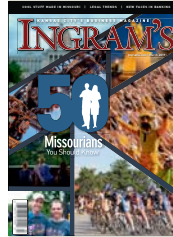
Polybags with Ingram's February Edition

Mar

Top 25 Brands in MO

Cool Stuff Made in Missouri

50 Missourians You Should Know



Banking Industry Outlook

Banking and Financial Services Q1 Quarterly Report

Regional Banking

- Sharp growth and stiffer competition increasingly define regional banking trends.

Expert Q&A: Business Banking

Insights: Sponsored Content

- Top Area Banks (Ranked by Branches)
- Top Area Accounting Firms
- Top Area Law Firms (by # Lawyers)
- Top Area Independent Insurance Agencies
- Top Area Commercial Realtors (Ranked by Revenue)
- Top Area Staffing Agencies

Apr

40 Under Forty Special Edition Leadership Edition

40 Under Forty Alumni of the Year



Healthcare Industry Outlook

Healthcare and Insurance Q2 Quarterly Report

Agribusiness at Our Core

- Production, animal health remain central to the region's long-term growth.

Expert Q&A: Leadership

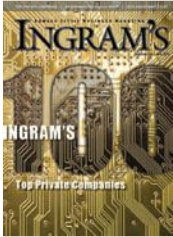
Insights: Sponsored Content

- Top Area Retirement Communities
- Top Area Assisted Living Facilities
- Top Area Home Health Care Agencies
- Top Area Independent Insurance Agencies
- Top Area Digital Marketing Firms

May

The Ingram's 100: The KC Area's Top Private Companies People. Power. Money.

Best Companies to Work For



Engineering and Design Industry Outlook

Construction and Development Q2 Quarterly Report

Engineering and Design

- Local firms increasingly stake their claim to global prominence.

Expert Q&A: Artificial Intelligence & Manufacturing

Insights: Sponsored Content

- Top Area Private Companies
- Top Area Public Companies
- Top Area Logistics Companies
- Top Area Engineering Firms (Ranked by Revenue)
- Top Area Residential Real Estate Firms

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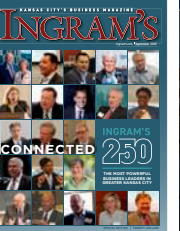




Thursday, January 28
Tuesday, February 2

Thursday, January 28
Tuesday, February 2

Friday, February 26
Tuesday, March 2

Tuesday, March 30
Thursday, April 1

Thursday, April 29
Monday, May 3

June	July	Aug	Sept	Oct	Nov	Dec	SPECIAL EDITION (November 2021)
<p>Top 25 Brands in KS</p> <p>Cool Stuff Made in Kansas</p> <p>50 Kansans You Should Know</p> 	<p>Emerging Industries</p> <p>The Start-Up Ecosystem and the Money Behind It</p> <p>Corporate Report 100 KC's Fastest-Growing Firms</p> 	<p>Transitions and M&A</p> <p>Retirement Planning All About Boomers</p> <p>Best of Business Kansas City Awards</p> 	<p>Ingram's 250</p> <p>The Most Powerful Edition of the Year and the Highest Read</p> <p>The Most Powerful Business Executives in the Region</p> 	<p>Ingram's Special Medical Edition</p> <p>Traiblazers</p> <p>Top Doctors</p> <p>20 in Their Twenties</p> 	<p>Logistics and Warehousing</p> <p>Workplace Makeover</p> <p>WeKC-Women Execs</p> <p>Rainmakers</p> 	<p>Ingram's Annual Philanthropy Edition</p> <p>Year in Review and 2021 Newsmakers</p> <p>Corporate Champions</p> <p>Philanthropist of the Year</p> 	<p>THE POWER BOOK FEATURING INGRAM'S AWARD WINNERS</p> 
<p>Transportation Industry Outlook</p> <p>Education and the Workforce Q2 Quarterly Report</p> <p>Logistics and Warehousing</p> <p>No other sector has outstripped the growth this area has seen since 2015.</p> <p>Expert Q&A: Logistics</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area MBA Programs (MO & KS) Private Colleges & Universities Graduate Programs (MO & KS) Public Colleges & Universities Graduate Programs (MO & KS) Community Colleges (MO & KS) 	<p>Professional Services Industry Outlook</p> <p>Banking and Financial Services Q3 Quarterly Report</p> <p>The Law Firm Landscape</p> <p>Local firms extend their reach with consolidations, out-of-town acquisitions.</p> <p>Expert Q&A: Managing Growth</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Home Builders Elected Officials (Cities) Top Area Public-Sector Employers Small Business Development Centers Top Area Private and Public Golf Courses 	<p>Wealth Management Industry Outlook</p> <p>Healthcare and Insurance Q3 Quarterly Report</p> <p>Sports in KC</p> <p>Kansas City claims its place in the national limelight with NFL, MLB and MLS championships.</p> <p>Expert Q&A: Wealth Management Trends</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Hospitals and Medical Centers (Ranked by Admissions) Top Area Health Care Insurance Providers Utility Companies (MO & KS) Military Installations (MO & KS) Veteran and Military Support Agencies 	<p>Ingram's 250 General Assembly and Special Report</p> <p>Banking and Financial Services Q3 Quarterly Report</p> <p>C-Suite Changes: Boomer Exodus</p> <p>A new generation of leadership takes the reigns in sweeping change.</p> <p>Expert Q&A: Venture Capital</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Wealth Management Firms Top Area Banks (Ranked by Assets) Top Area Credit Unions Top Area Mortgage Companies Top Area Venture Capital Firms 	<p>Research and Innovation Industry Outlook</p> <p>Education and the Workforce Q4 Quarterly Report</p> <p>Reinventing Health Care</p> <p>A highly competitive market moves into a new era of collaboration.</p> <p>Expert Q&A: Health and Benefits</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Hospitals and Medical Centers (Ranked by Revenue) Top Area Private High Schools Top Area Public School Districts Top Area Ad Agencies, Marketing Firms Top Area Labor Unions 	<p>Commercial Real Estate Industry Outlook</p> <p>Construction and Development Q4 Quarterly Report</p> <p>A Kansas City Makeover</p> <p>A review of real-estate developments on an unprecedented scale.</p> <p>Expert Q&A: Reconsidering Office Space</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area General Contractors Top Area Engineering Firms (Licensed Engineers) Top Area Commercial Realtors (Ranked by Space Managed) Top Area Women-Owned Businesses Top Area Minority-Owned Businesses 	<p>Philanthropy Industry Outlook (Giving Back)</p> <p>Healthcare and Insurance Q4 Quarterly Report</p> <p>Philanthropic Realignment</p> <p>Huge influx of wealth is being directed at non-profits and charitable causes in the region.</p> <p>Expert Q&A: Planned Giving</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Foundations and Charitable Trusts Top Area Non-Profit Organizations Area Elected Officials (Fed, State, County) Top Area SBA Lenders 	<p>THE POWER BOOK</p> <p>I Influential Ingram's 250 Women Executives - KC 40 Under Forty Best Companies to Work For Corporate Report 100 Best of Business Kansas City</p> <p>II Community Ingram's 2020 Community Calendar Non-Profit Organizations Foundations and Charitable Trusts Airlines Serving KCI Airports Elected Officials (City) Elected Officials (County, State, Federal) Military Installations Veteran Support Organizations</p> <p>III Business Services Accounting, Consulting Firms Law Firms Economic Development Agencies Chambers of Commerce Ad Agencies and Marketing Firm Digital Marketing Firms Largest Employers Labor Unions Private Companies Public Companies Public Sector Employers Staffing Agencies Minority-Owned Businesses Women-Owned Businesses Hotels Convention & Meeting Space Private and Public Golf Clubs Small Business Development Centers</p> <p>IV Financial Services Banks (ranked by Branches) Banks (Ranked by Assets) SBA Lenders Mortgage Companies Credit Unions Wealth Management Firms Independent Insurance Agencies Venture Capital Firms</p> <p>V Education and Healthcare Private Colleges and Universities (Undergrad) Private Colleges and Universities (Graduate) Public Colleges and Universities (Undergrad) Public Colleges and Universities (Graduate) MBA Programs Community Colleges Technical Schools & Colleges Public School Districts Private High Schools Nursing Programs Hospitals & Medical Centers Health Insurers Home Health Care Agencies Assisted Living Communities Retirement Communities</p> <p>VI Construction and Real Estate General Contractors Architecture Firms Engineering Firms Commercial Realtors (Sales) Commercial Realtors (Space) Residential Realtors Res. Real Estate Teams Home Builders Utility Companies Labor Unions</p> <p>Polybags with Ingram's November Edition</p>

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Destination Downtown SERIES II

Destination Downtown SERIES III

Destination Downtown SERIES IV

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Tuesday, August 31
Thursday, September 2

Tuesday, September 28
Thursday, September 30

Thursday, October 28
Tuesday, November 2

Tuesday, November 30
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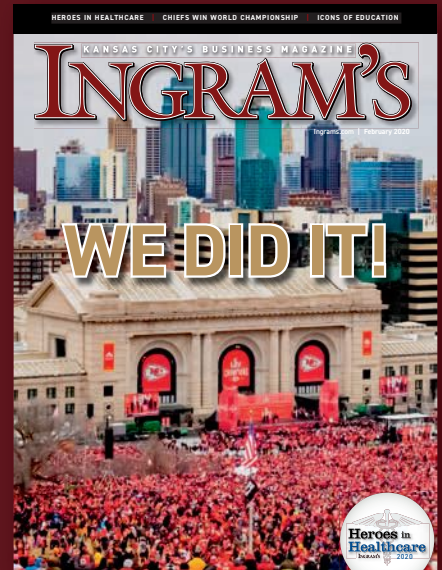
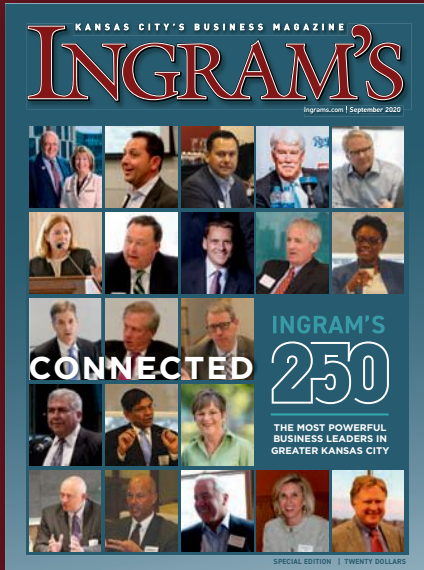
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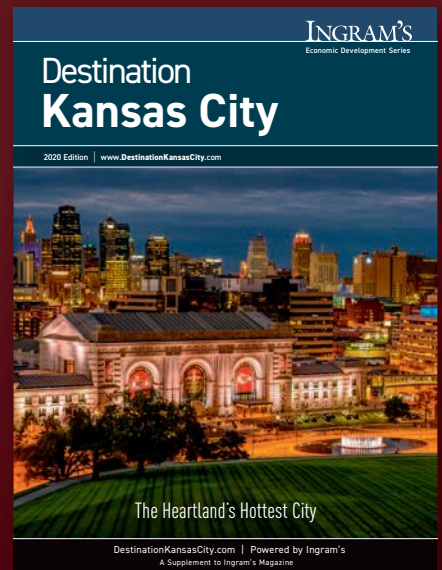
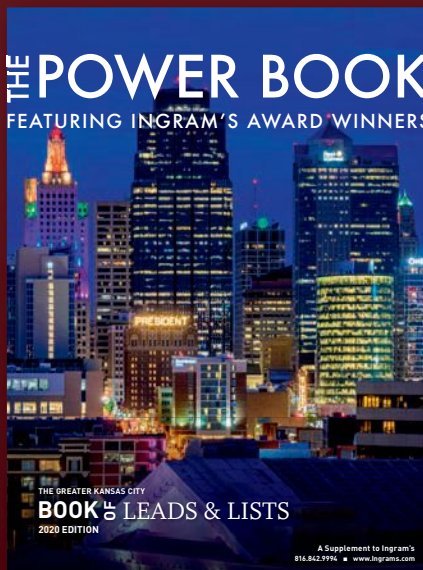
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Jeffrey Gitomer, Author/Consultant



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Joe Sweeney
Editor-in-Chief & Publisher
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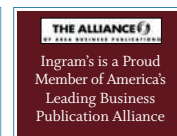
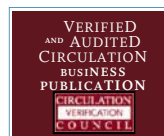


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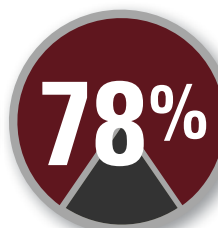


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Our senior editorial team has a combined 90 years of expertise as a team working for you.
www.Ingrams.com



80% of our readers believe an ad in *Ingram's* enhances an advertiser's brand image.



78% have been loyal readers for at least 5 years (10x industry average) and 38% have been loyal readers for over 10 years.



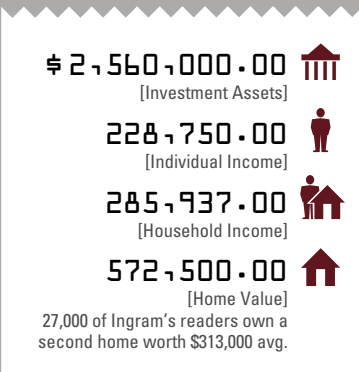
70% of readers save and share their copy of *Ingram's* with others — added reach for your message.



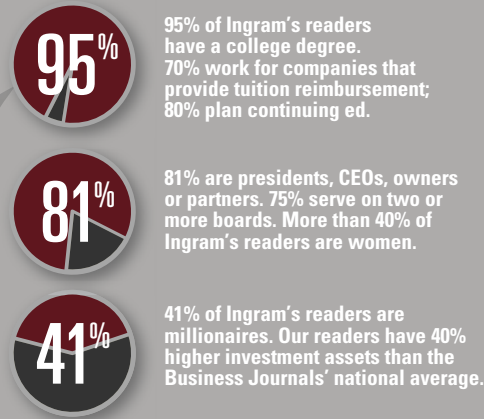
60% have shared ads with colleagues in the previous 12 months — extending ad reach.

Readers of Worth

Our readers are far more affluent and influential than any other regional or national business publication's readers



Ingram's Readers are Affluent and Influential

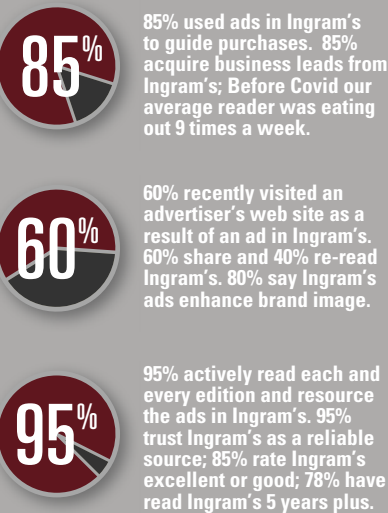


Loyal and Engaged Readers

Typical time Ingram's readers spend reading or referencing the area's leading publications



Decision Makers with Purchasing Power



* Readership Survey conducted by Market Intellect.
 ** National Readership Average (2.18 readers per copy)
 Source: Newspaper Association of America and Statement of Ownership from above-mentioned business journals

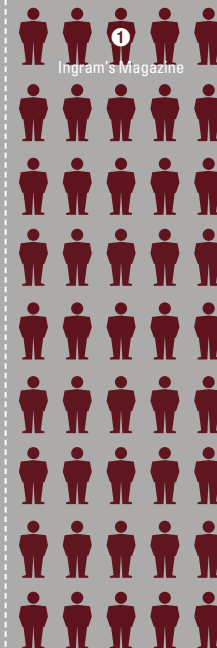
Readership Rivaling ALL Regional Business Journals—Combined!

Ingram's delivers a larger number of executive readers. By far. In fact, Ingram's has more readers than all of the business journals in both Missouri and Kansas—**combined!** And Ingram's readers have significantly higher demographics.

- 1 Ingram's Magazine**
78,483* Influential Executive Readers
- 2 St. Louis Business Journal**
26,410** (12,115 copies)
- 3 Kansas City Business Journal**
16,258** (7,458 copies)
- 4 Wichita Business Journal**
8,044** (3,690 copies)
- 5 Springfield Business Journal**
7,906** (3,627 copies)

Updated: October 2020

Ingram's Magazine 78,483



All Others Business Journals Combined 58,618



SPONSORSHIP OPPORTUNITIES, COMPETITIONS AND EVENTS

Recognition Programs and Events

Corporate Report 100 ■ 40 Under Forty ■ 50 Missourians and Kansans You Should Know ■ Rainmakers 20 in Their Twenties ■ Corporate Champions ■ Local Heroes ■ Ingram's 250 ■ Ingram's 100 ■ Best of the Best Best Companies to Work For ■ Heroes in Healthcare ■ Top Doctors ■ WeKC—Women of Influence

Ingram's recognition programs and events celebrate the people who make successful companies work and give this region its unique personality. Your partnership in sponsoring these programs—from 50 Missourians and 50 Kansans You Should Know to our 40 Under Forty and more—helps promote the people who make regional business thrive. We spotlight the finest talent this region has to offer in law, health care, education and many more sectors with these well-researched efforts that recognize achievements of professionals, executives, entrepreneurs, top producers and many more.

Assemblies and Reports

Executive Round Table Series ■ Industry Outlook ■ Economic Forecast ■ Economic Development Assemblies

For a quarter century, at hundreds of industry and economic development assemblies around the greater Kansas City region and across the states of Missouri and Kansas, Ingram's has lasered in on the thriving communities and vital business sectors that make up our regional economy. No other media can deliver the key players who speak candidly and at length about trends, opportunities and challenges facing the region. When you align with Ingram's as a project partner for these initiatives, your organization steps forward as an authoritative leader and makes a powerful statement about its commitment to bolstering the regional business climate.

INGRAM'S PRINT

EDITORIAL FEATURES AND OVERVIEW

INGRAM'S AWARDS
Competition and Recognition Programs

INGRAM'S MONTHLY EDITIONS

Editorial Columns	Guest Columns
<ul style="list-style-type: none"> ■ Between the Lines: Jack Cashill ■ Reflections: Dennis Boone ■ In a Nutshell: Ken Herman 	<ul style="list-style-type: none"> ■ Wealth Management Adviser ■ Small Business Adviser ■ Technology ■ Of Counsel ■ Sales & Marketing ■ Financial Adviser

INDUSTRY OUTLOOK

QUARTERLY REPORTS

NEW
HISTORICAL PERSPECTIVES: THE LAST BUSINESS CYCLE (SPECIAL AD RATES)
(Sponsor, ad and profile opportunities)

INGRAM'S MONTHLY EXPERT Q&A

INSIGHTS: SPONSORED CONTENT

INGRAM'S MONTHLY LEADS & LISTS
(includes the Greater Kansas City area and often times statewide MO and KS)

Jan

Biggest Business of 20 Business Dealmakers

Milestones (2020-21) Corporate Anniversaries

Executive of the Year Awards



Construction Industry Outlook

Construction and Development Q1 Quarterly Report

Real Estate and Leasing Trends

- The 2015-2020 business cycle produces seismic shifts in KC market.

Expert Q&A: Economic Forecast

Insights: Sponsored Content

- Architecture Firms
- Chambers of Commerce
- Research and Life Sciences Organizations

Feb

The Post Covid-19 Comeback

Engaging Workforce

Heroes in Healthcare

Icons of Education



Higher Education Industry Outlook

Education and the Workforce Q1 Quarterly Report

Higher Ed and the Workforce

- Demographics, economic trends create new demands for instruction.

Expert Q&A: Business Succession


Insights: Sponsored Content

- Private Colleges & Universities Undergrad Programs (MO & KS)
- Public Colleges & Universities Undergrad Programs (MO & KS)
- Technical Schools & Colleges (MO & KS)
- Nursing Programs (MO & KS)
- Residential Real Estate Teams

SPECIAL EDITION (February 2021)

Destination Kansas City

Welcome to World-Class Kansas City
The Center of Commerce, Culture and Entrepreneurship



Ingram's 2021 Special Edition of DESTINATION KANSAS CITY

Reserve Your Position

A comprehensive guide to KC's economy, investment opportunities and the business climate. Destination Kansas City is read by Ingram's influential and affluent readers, including tens of thousands of site selection consultants, relocation specialists and executives from expansion-oriented firms.

Discounts with ads in two or more Destination Publications

- Economic Development Agencies
- KC Region's Largest Employers
- Top Area Hotels
- Top Area Convention and Meeting Facilities (Exhibit Halls and Hotel Meeting Space)
- Top Airports (KC Area)
- Airlines Serving KCI

Polybags with Ingram's February Edition

Mar

Top 25 Brands in MO

Cool Stuff Made in Missouri

50 Missourians You Should Know



Banking Industry Outlook

Banking and Financial Services Q1 Quarterly Report

Regional Banking

- Sharp growth and stiffer competition increasingly define regional banking trends.

Expert Q&A: Business Banking

Insights: Sponsored Content

- Top Area Banks (Ranked by Branches)
- Top Area Accounting Firms
- Top Area Law Firms (by # Lawyers)
- Top Area Independent Insurance Agencies
- Top Area Commercial Realtors (Ranked by Revenue)
- Top Area Staffing Agencies

Apr

40 Under Forty Special Edition Leadership Edition

40 Under Forty Alumni of the Year



Healthcare Industry Outlook

Healthcare and Insurance Q2 Quarterly Report

Agribusiness at Our Core

- Production, animal health remain central to the region's long-term growth.

Expert Q&A: Leadership

Insights: Sponsored Content

- Top Area Retirement Communities
- Top Area Assisted Living Facilities
- Top Area Home Health Care Agencies
- Top Area Engineering Insurance Agencies
- Top Area Digital Marketing Firms

May

The Ingram's 100: The KC Area's Top Private Companies People. Power. Money.

Best Companies to Work For



Engineering and Design Industry Outlook

Construction and Development Q2 Quarterly Report

Engineering and Design

- Local firms increasingly stake their claim to global prominence.

Expert Q&A: Artificial Intelligence & Manufacturing

Insights: Sponsored Content

- Top Area Private Companies
- Top Area Public Companies
- Top Area Logistics Companies
- Top Area Engineering Firms (Ranked by Revenue)
- Top Area Residential Real Estate Firms

CONSTRUCTION PROJECTS

PEOPLE ON THE MOVE

WANT TO SHARE YOUR STORY IN INGRAM'S? ANNOUNCING THE ALL-NEW INSIGHTS: SPONSORED CONTENT

New vehicles to convey your marketing message, along with time-tested winners like Ingram's Profile pages. Your chance to connect directly with our audience of affluent and influential readers. Insights: Sponsored Content is available in Ingram's print and online digital products.

NEW EACH MONTH, WE WILL SHOWCASE ONE OF THE AREA'S MOST IMPORTANT CONSTRUCTION PROJECTS

INGRAM'S INCLUDES PRINT AND ONLINE ANNOUNCEMENTS "ONES TO WATCH & PEOPLE ON THE MOVE"

NEW **INSIGHTS: SPONSORED CONTENT**

Ingram's Advertisers Enjoy Extraordinary Marketing Options. May Sponsor Content/Coverage About Their Organization or Initiative

- Your opportunity to go multi-channel with marketing efforts that reach nearly 100,000 influential readers; more at Ingrams.com.
- Content you can tailor to most effectively reach your target audience.
- Extend the reach of your marketing dollar with content that readers will both use and share.
- Profiles that don't just connect with potential customers, they drive customer response.



AD/MATERIALS DEADLINE DISTRIBUTION DATE

Tuesday, December 29
Monday, January 4


Thursday, January 28
Tuesday, February 2

Thursday, January 28
Tuesday, February 2

Friday, February 26
Tuesday, March 2

Tuesday, March 30
Thursday, April 1

Thursday, April 29
Monday, May 3

June	July	Aug	Sept	Oct	Nov	Dec	SPECIAL EDITION (November 2021)
<p>Top 25 Brands in KS</p> <p>Cool Stuff Made in Kansas</p> <p>50 Kansans You Should Know</p> 	<p>Emerging Industries</p> <p>The Start-Up Ecosystem and the Money Behind It</p> <p>Corporate Report 100 KC's Fastest-Growing Firms</p> 	<p>Transitions and M&A</p> <p>Retirement Planning All About Boomers</p> <p>Best of Business Kansas City Awards</p> 	<p>Ingram's 250</p> <p>The Most Powerful Edition of the Year and the Highest Read</p> <p>The Most Powerful Business Executives in the Region</p> 	<p>Ingram's Special Medical Edition</p> <p>Traiblazers</p> <p>Top Doctors</p> <p>20 in Their Twenties</p> 	<p>Logistics and Warehousing</p> <p>Workplace Makeover</p> <p>WeKC-Women Execs</p> <p>Rainmakers</p> 	<p>Ingram's Annual Philanthropy Edition</p> <p>Year in Review and 2021 Newsmakers</p> <p>Corporate Champions</p> <p>Philanthropist of the Year</p> 	<p>THE POWER BOOK</p> <p>FEATURING INGRAM'S AWARD WINNERS</p> 
<p>Transportation Industry Outlook</p> <p>Education and the Workforce Q2 Quarterly Report</p> <p>Logistics and Warehousing</p> <p>No other sector has outstripped the growth this area has seen since 2015.</p> <p>Expert Q&A: Logistics</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area MBA Programs (MO & KS) Private Colleges & Universities Graduate Programs (MO & KS) Public Colleges & Universities Graduate Programs (MO & KS) Community Colleges (MO & KS) 	<p>Professional Services Industry Outlook</p> <p>Banking and Financial Services Q3 Quarterly Report</p> <p>The Law Firm Landscape</p> <p>Local firms extend their reach with consolidations, out-of-town acquisitions.</p> <p>Expert Q&A: Managing Growth</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Home Builders Elected Officials (Cities) Top Area Public-Sector Employers Small Business Development Centers Top Area Private and Public Golf Courses 	<p>Wealth Management Industry Outlook</p> <p>Healthcare and Insurance Q3 Quarterly Report</p> <p>Sports in KC</p> <p>Kansas City claims its place in the national limelight with the NFL, MLB and MLS championships.</p> <p>Expert Q&A: Wealth Management Trends</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Hospitals and Medical Centers (Ranked by Admissions) Top Area Health Care Insurance Providers Utility Companies (MO & KS) Military Installations (MO & KS) Veteran and Military Support Agencies 	<p>Ingram's 250 General Assembly and Special Report</p> <p>Banking and Financial Services Q3 Quarterly Report</p> <p>C-Suite Changes: Boomer Exodus</p> <p>A new generation of leadership takes the reins in sweeping change.</p> <p>Expert Q&A: Venture Capital</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Wealth Management Firms Top Area Banks (Ranked by Assets) Top Area Credit Unions Top Area Mortgage Companies Top Area Venture Capital Firms 	<p>Research and Innovation Industry Outlook</p> <p>Education and the Workforce Q4 Quarterly Report</p> <p>Reinventing Health Care</p> <p>A highly competitive market moves into a new era of collaboration.</p> <p>Expert Q&A: Health and Benefits</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Hospitals and Medical Centers (Ranked by Revenue) Top Area Private High Schools Top Area Public School Districts Top Area Ad Agencies, Marketing Firms Top Area Labor Unions 	<p>Commercial Real Estate Industry Outlook</p> <p>Construction and Development Q4 Quarterly Report</p> <p>A Kansas City Makeover</p> <p>A review of real-estate developments on an unprecedented scale.</p> <p>Expert Q&A: Reconsidering Office Space</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area General Contractors Top Area Engineering Firms (Licensed Engineers) Top Area Commercial Realtors (Ranked by Space Managed) Top Area Women-Owned Businesses Top Area Minority-Owned Businesses 	<p>Philanthropy Industry Outlook (Giving Back)</p> <p>Healthcare and Insurance Q4 Quarterly Report</p> <p>Philanthropic Realignment</p> <p>Huge influx of wealth is being directed at non-profits and charitable causes in the region.</p> <p>Expert Q&A: Planned Giving</p> <p>Insights: Sponsored Content</p> <ul style="list-style-type: none"> Top Area Foundations and Charitable Trusts Top Area Non-Profit Organizations Area Elected Officials (Fed, State, County) Top Area SBA Lenders 	<p>THE POWER BOOK</p> <p>I Influential</p> <p>Ingram's 250 Women Executives - KC 40 Under Forty Best Companies to Work For Corporate Report 100 Best of Business Kansas City</p> <p>II Community</p> <p>Ingram's 2020 Community Calendar Non-Profit Organizations Foundations and Charitable Trusts Airlines Serving KCI Airports Elected Officials (City) Elected Officials (County, State, Federal) Military Installations Veteran Support Organizations</p> <p>III Business Services</p> <p>Accounting, Consulting Firms Law Firms Economic Development Agencies Chambers of Commerce Ad Agencies and Marketing Firm Digital Marketing Firms Largest Employers Labor Unions Private Companies Public Companies Public Sector Employers Staffing Agencies Minority-Owned Businesses Women-Owned Businesses Hotels Convention & Meeting Space Private and Public Golf Clubs Small Business Development Centers</p> <p>IV Financial Services</p> <p>Banks (ranked by Branches) Banks (Ranked by Assets) SBA Lenders Mortgage Companies Credit Unions Wealth Management Firms Independent Insurance Agencies Venture Capital Firms</p> <p>V Education and Healthcare</p> <p>Private Colleges and Universities (Undergrad) Private Colleges and Universities (Graduate) Public Colleges and Universities (Undergrad) Public Colleges and Universities (Graduate) MBA Programs Community Colleges Technical Schools & Colleges Public School Districts Private High Schools Nursing Programs Hospitals & Medical Centers Health Insurers Home Health Care Agencies Assisted Living Communities Retirement Communities</p> <p>VI Construction and Real Estate</p> <p>General Contractors Architecture Firms Engineering Firms Commercial Realtors (Sales) Commercial Realtors (Space) Residential Realtors Res. Real Estate Teams Home Builders Utility Companies Labor Unions</p> <p>Polybags with Ingram's November Edition</p>

RESERVATIONS TAKEN FOR 12 CONSTRUCTION PROJECTS IN '21

SPONSOR THE "ONES TO WATCH" IN THE MEDIA THAT MATTERS

NEW CONSTRUCTION PROJECTS: FOR INFO: Email JSweeney@Ingrams.com

PEOPLE ON THE MOVE: FOR INFO: Advertising@Ingrams.com ■ 816.842.9994

SPONSORSHIP/POSITIONING OPPORTUNITIES



Extraordinary Opportunities to Serve as a Project Partner

- Competitions and Recognition Programs
- Industry Outlook Assemblies and Reports
- Quarterly Reports
- Special Reports and Guides
- Special Advertising Sections
- New and Established Events
- Ingrams.com
- Ingram's Lists OnLine
- Economic Development Assemblies and Reports
- Destination Kansas City
- Destination Kansas
- Destination Missouri
- Book of Leads & Lists
- Special Editions
- Consider Ingram's as a Media Partner for your Organization's Initiative

DESTINATION MISSOURI AND DESTINATION KANSAS

Strategically built, meticulously researched and uniquely formatted, the Destination Missouri and Destination Kansas publications and their companion websites provide an integrated platform for driving development initiatives and investment throughout the bi-state region.

Destination Missouri and Destination Kansas are Powered by Ingram's

Thursday, May 27 Tuesday, June 1	Tuesday, June 29 Friday, July 2	Thursday, July 29 Monday, August 2	Tuesday, August 31 Thursday, September 2	Tuesday, September 28 Thursday, September 30	Thursday, October 28 Tuesday, November 2	Tuesday, November 30 Thursday, December 2	Thursday, October 28 Tuesday, November 2
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INGRAM'S DIGITAL

MUCH MORE THAN AN AWARD-WINNING MAGAZINE

INGRAMS.COM — HOME PAGE AND PREMIUM RUN OF SITE
Ingrams.com delivers the latest breaking news and insights on the most timely and relevant business stories. Online is where business professionals interact with Ingram's brand every day and stay informed on what you need to know.



Advertisers who understand the value of reaching Ingram's influential and affluent executive print readers can leverage the power of those connections with our additional digital channels. Foremost among them: *Ingrams.com*. There, you'll find breaking daily news that mirrors our print edition's core coverage pillars, but also spans the breadth of the regional business community and the public-sector policymakers who shape the playing field. More than 80,000 executive decision-makers who read the print editions, and tens of thousands more viewing on-line, know there's no better way to stay informed on key developments in the regional business landscape than to follow it with *Ingrams.com* and our digital channels.

INGRAMS.COM RATES:

Leaderboard (728 x 90); **Med. Rectangle** (300 x 250); **Mobile** (350 x 50)

Half Page (300 x 600) *OR* **Skyscraper** (300 x 750)

Impressions	1-3 Months	4-7 Months	8-12 Months	Impressions	1-3 Months	4-7 Months	8-12 Months
20,000/month	795/mo.	745/mo.	695/mo.	20,000/month	1113/mo.	1053/mo.	993/mo.
30,000/month	1199/mo.	1117/mo.	1024/mo.	30,000/month	1669/mo.	1579/mo.	1489/mo.
40,000/month	1590/mo.	1490/mo.	1390/mo.	40,000/month	2226/mo.	2118/mo.	1986/mo.
50,000/month	1987/mo.	1862/mo.	1737/mo.	50,000/month	2782/mo.	2632/mo.	2482/mo.

* Based on a minimum of 20,000 impressions per month. Prices are subject to change, however, rates will be honored for signed advertising agreements for up to 12 months. Rates will be based on the number of ad impressions received in a given month.

DIGITAL AD SUBMISSIONS: Send to Production@Ingrams.com Questions: Traci Faulk, Production Manager/Art Director 816.842.9994 Accepted media include: GIF, JPG, PNG. Third-party ads and verification accepted. Specify the URL/website you would like your ad to link to.

DIGITAL ADVERTISING: Advertising@Ingrams.com ■ JSweeney@Ingrams.com



INGRAM'S DIGITAL EDITION "VALUE-ADDED BONUS"

Your ads in the print editions of Ingram's is included as a bonus in Ingram's Digital Editions, which is viewed by tens of thousands of additional influential readers.

- Your ad is hyperlinked directly to your website and emails on your ads are linked as well.
- Enjoy the benefits of both print and online advertising with the region's leading business media.

**Insights
Breaking News**
Delivered Each
Morning

DAILY

Start each morning with Ingram's Executive Insights, Kansas City's trusted source for breaking business news and events, in your inbox.

eNews:
**Education and
the Workforce**

MONDAY

Target audience: University/community college admins, MBA program leadership, workforce development executives, HR managers, hiring decision-makers.

eNews:
**Real Estate and
Construction**

TUESDAY

Target audience: General contractors, sub-contractors, commercial/residential realty executives, logistics/transportation, commercial lenders.

eNews:
**Healthcare
and Insurance**

WEDNESDAY

Target audience: Hospital executives, physicians, other care providers, insurance/benefits executives, insurance brokers, benefits consultants.

eNews:
**Banking and
Finance**

THURSDAY

Target audience: Banking/credit union executives, mortgage lenders, SBA lenders, wealth managers, accounting/professional-services executives and more.

eNews:
**Week in Review/
The Week Ahead**

FRIDAY

Recap and updates of the biggest stories of the week for each coverage area, plus calendar of key reports and upcoming meetings for the week.

INGRAM'S INSIGHTS and eNEWSLETTERS

Executive Insights is delivered by e-mail every morning to inboxes of the Kansas City region's most prominent executives. It's the best way to stay up to date on breaking news and emerging trends that set the stage for being informed and for the business success of your organization.

INGRAM'S EXECUTIVE INSIGHTS RATES:

Your ad will be published each business day for one month.

Medium Rectangle (300 x 250) OR Leaderboard (728 x 90)

eMails Delivered to Inboxes	1-3 Months	4-7 Months	8-12 Months
7,500/daily (for 1 month)	1425/mo.	1305/mo.	1185/mo.
10,000/daily (for 1 month)	1900/mo.	1740/mo.	1580/mo.
15,000/daily (for 1 month)	2850/mo.	2610/mo.	2370/mo.
20,000/daily (for 1 month)	3800/mo.	3480/mo.	3160/mo.

The number of emails to inboxes trends upwards and invoices will be adjusted based on volume.

INGRAM'S eNEWSLETTERS RATES:

Your ad will be published one, two or five business days/week for a month.

Medium Rectangle (300 x 250) OR Leaderboard (728 x 90)

eMails Delivered to Inboxes	1-3 Months	4-7 Months	8-12 Months
1 day/week (for 1 month)	695/mo.	645/mo.	595/mo.
2 days/week (for 1 month)	995/mo.	945/mo.	895/mo.
5 days/week (for 1 month)	1995/mo.	1945/mo.	1895/mo.

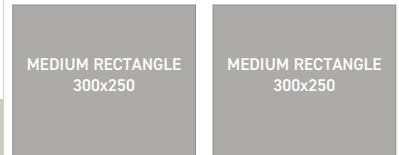
* Prices are subject to change, however, rates will be honored for signed ad agreements for up to 12 months. The number of emails delivered to inboxes trends upwards each week and month.



KC's Biggest Company Just Got Bigger
Dairy Farmers of America, the largest private company in the Kansas City metropolitan area, has added another organization to its portfolio. A majority of the 360-farm board of St. Albans Cooperative Creamery, in Vermont, voted to merge with DFA. [\[READ MORE\]](#)

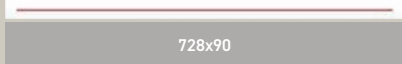


RELATED NEWS
[The South Firm Is Among Environmental Firms in the Court's Death Court](#)
[Centers for Disease Control and Prevention's Data Lapses of Thousands a Week and More](#)



Sprint Fades Into History; Now It's the New T-Mobile
Sprint Corp., once the crown jewel of business and employment in the Kansas City region, is no more. T-Mobile US announced today that it has officially completed its merger with Sprint Corp. [\[READ MORE\]](#)

Area Banks' PPP Lending Tops \$3 Billion
Data from the FDIC show that Kansas City-area banks put more than \$3 billion into the local economy through the Paycheck Protection Program. With nearly 25,000 loans issued in this region, two banks accounted for the lion's share of lending volume. [\[READ MORE\]](#)



Steve Forbes, Chair and Editor-in-Chief
Forbes Media

Wed., January 13, 2021
(2nd Wednesday each month)



Renée Mauborgne
NYT Bestseller
Blue Ocean Strategy
#1 Management Thinker by *Thinkers50*

Wed., February 10, 2021

You're invited to become a sponsor of our monthly webcast featuring America's top business minds and thought leaders

Sponsorships are Available
Sponsor one Quarter up to 12 monthly webcasts

INGRAM'S PRINT

47 Years as Missouri's and Kansas' Trusted Business Resource

Ask About Ingram's Frequency Advertising Packages

RATE CARD #26
RELEASED 10-18-2019

ADVERTISING RATES

BLACK & WHITE	16x	12x	8x	4x	1x
Full Page	2920	3040	3180	3300	3640
2/3 Page	2340	2480	2700	2820	2920
Island	2120	2240	2340	2460	2700
1/2 Page	1860	1980	2100	2220	2340
1/3 Page	1760	1860	1980	2100	2220
1/6 Page	920	1020	1120	1180	1300
1/2 Page Spread	2920	3040	3180	3300	3640
2 Pages or Spread	4600	4760	5040	5420	6160
4 Pages or Insert	8200	8060	8660	9280	9900

Rates include prepress, proofing & printing services. Preferred Positions add 10%

FOUR COLOR	16x	12x	8x	4x	1x
Full Page	3420	3520	3660	3760	4020
2/3 Page	2700	2880	3060	3220	3400
Island	2460	2580	2780	3040	3300
1/2 Page	2240	2340	2460	2580	2820
1/3 Page	1860	1980	2100	2220	2340
1/6 Page	1280	1400	1480	1580	1700
1/2 Page Spread	3420	3520	3660	3760	4020
2 Pages or Spread	5420	5580	5880	6400	7200
4 Pages or Insert	9160	9400	9620	9860	10100

Rates include prepress, proofing & printing services. Preferred Positions add 10%

SPECIAL POSITIONS	16x	12x	8x	4x	1x
Cover 2	4480	4580	4680	5880	5980
Cover 3	4220	4380	4480	4600	4700
Cover 4	4700	4920	5040	5160	5260

NOTE: PRINT ADVERTISERS RECEIVE VALUE-ADDED INSERTIONS IN INGRAM'S DIGITAL EDITIONS. LINKS ARE CONNECTED TO ALL WEBSITES AND EMAILS.

DESTINATION MISSOURI		DESTINATION KANSAS		Your guide to investing in Missouri and Kansas	
	B&W	4-Color		B&W	4-Color
Full Page	4095	4695	1/6 Page	1395	1760
2/3 Page	3695	4195	1/2 Page Spread	4330	4795
Island	3175	3795	2 Pgs or Spread	6995	7995
1/2 Page	2695	3375	4 Pgs or Insert	11750	12935
1/3 Page	2195	2775	Preferred Positions add 10%		

Jurisdiction for any litigation from advertising placed in the Ingram's Print or Digital shall properly lie in Jackson County, MO with advertiser bearing the cost of reasonable attorney's fees in the event of unpaid invoice collection.

FREQUENCY PRINT ADVERTISING SPECIAL PACKAGES

1/2 Page Color Ads (horizontal: 7" w x 4-7/8" h)

Buy 8 color 1/2 page ads ■ Receive 1 FREE 1/2 Page Ad
You Pay: \$2,091 net each (\$2,460 gross)
Total Budget: \$16,720 (Includes 9 color 1/2 page ads)
Average cost per ad with bonus ad: \$1,858 net (34% OFF)*

Buy 12 color 1/2 page ads ■ Receive 2 FREE 1/2 Page Ads
You Pay: \$1,989 net each (\$2,240 gross)
Total Budget: \$23,860 (Includes 14 color 1/2 page ads)
Average cost per ad with bonus ad: \$1,705 net (39% OFF)*

1 Page Color Ads

Buy 8 color 1 page ads ■ Receive 1 FREE Ad Page
You Pay: \$3,111 net each (\$3,660 gross)
Total Budget: \$24,880 (Includes 9 color ad pages)
Average cost per ad with bonus ad: \$2,765 net (34% OFF)*

Buy 12 color 1 page ads ■ Receive 2 FREE Ad Pages
You Pay: \$2,992 net each (\$3,520 gross)
Total Budget: \$35,904 (Includes 14 color ad pages)
Average cost per ad with bonus ad: \$2,564 net (39% OFF)*

* Based on discount from published 1x ad rate

Online or Print and Online Advertising Packages also Available

MECHANICAL SPECIFICATIONS

DIGITAL ADVERTISEMENT REQUIREMENTS

Please use the following guidelines for submitting ads in a digital format.

LAYOUT FILES

Our preferred ad format is a PDF/X-1a compliant file. All images should be 300 dpi and line art should be 1200 dpi. If creating files in InDesign, Adobe Illustrator, or QuarkXPress (version 7 or higher), simply export a PDF using the PDF/X-1a setting. If creating your file in QuarkXPress (version 6.5 or lower), "Print" a "PostScript" file and "Distill" it using the PDF/X-1a setting in Acrobat Distiller. Fonts and graphic files must be embedded and colors must be CMYK. Send files to Production@Ingrams.com

IMAGE FILES	File Format	Color	Resolution
Color Photos	JPEG or Tiff	CMYK	300+ dpi
Black & White Photos	JPEG or Tiff	Greyscale	300+ dpi
B/W (Line Art)	Tiff	Greyscale	1200 dpi
EPS (Vector Graphics)*	EPS	CMYK	NA

*IMPORTANT: Include linked media and convert fonts to outlines

ADVERTISING, DESIGN AND PRODUCTION

Any ads that are designed and/or produced by Ingram's will incur the charge of \$90 per hour with a 1-hour minimum charge. Ad production services will be billed in 15-minute increments after the first hour.

SUBJECT TO TERMS AND CONDITIONS

Payment is due within 30 days of invoice date. By paying within 30 days from the date of invoice, you avoid the charge of 1.75% per month that we must otherwise charge as interest. First time advertisers are to pre-pay their first insertion. Agencies should note, too, that we cannot honor commission on invoices that are 60 days or older—we encourage prompt payment. By honoring the terms of the Ad Agreement and our policy, the company is assured of maintaining its negotiated rates.

DIMENSIONS		Width	Height
Magazine Trim		8 1/8"	10 1/8"
Full Page Bleed		8 3/8"	11 1/8"
2 Page Spread Bleed		16 1/8"	11 1/8"
1/2 Page Spread Bleed		16 1/2"	5 1/16"

AD DIMENSIONS		Width	Height
Full Page (active area)		7"	10"
1/2 Page		4 1/16"	10"
Island		4 1/16"	7 1/2"
1/2 Page horizontal		7"	4 1/8"
1/3 Page vertical		2 1/8"	10"
1/3 Page horizontal		4 1/16"	4 1/8"
1/6 Page vertical		2 1/8"	4 7/8"
1/6 Page horizontal		4 1/16"	2 3/8"
2 Page Spread		15 1/4"	10"
1/2 Page Spread (may bleed)		15 1/4"	4 1/8"

We're offering four extremely aggressively discounted packages for frequency advertisers

■ Commit to eight color ads in Ingram's in 2021 and we'll provide you ONE BONUS AD, which you may run in your choice of *Destination Kansas City* or in *The Power Book*, which includes the *Book of Leads & Lists*.
 ■ Commit to 12 color ads in Ingram's in 2021 and we'll provide you TWO BONUS ADS, which you may run in both *Destination Kansas City* and in *The Power Book*, which includes the *Book of Leads & Lists*.

Note: Published ad rates will be required to pay if program is canceled. **Offer Ends Soon**



Your Vacation Home on the 17th Green

Lodging Rates

Lodging Rates: April 2020 through March 2022

Sleeps up to 10 (10 beds in 4 bedrooms) Beds in three bedrooms (King or 2 Twin XLs). 2 Queens and 2 twins in large bedroom.	In-Season	Off-Season (Nov.-March)
Friday and Saturday (per night)	\$677	\$464
Sunday - Thursday (per night)	\$597	\$432
7 Nights (One Week Special) (average per night)	\$3,850 (\$550)	\$2,191 (\$313)
5 Night Special (Sunday to Friday) (average per night)	\$2,191 (\$438)	\$1,795 (\$359)

In-Season: April 1 through October 31; **Off-Season:** November 1 through March 31.
Check in: 1:00 pm / Check out: 11:00 am; A minimum of two night stay required.
Memorial Day, 4th of July and Labor Day holidays require a 3 night stay: \$878 per night.
Valentine's Day, Thanksgiving, Christmas and New Year's holidays: \$798 per night.
One time cleaning fee: \$150 for the home.

Prices subject to change

Cottage 21 & Cottage 22 on the 16th Hole

Lodging Rates: April 2020 through March 2022

Sleeps Four Adults Per Cottage Two bedrooms in each cottage (King or Twin XL beds)	In-Season (April-Oct.)	Off-Season (Nov.-March)
Friday and Saturday (per night)	\$341	\$232
Sunday - Thursday (per night)	\$297	\$216
7 Nights (One Week Special) (average per night)	\$1,925 (\$275)	\$1,095 (\$156)
5 Night Special (Sunday to Friday) (average per night)	\$1,095 (\$219)	\$895 (\$179)

In-Season: April 1 through October 31; **Off-Season:** November 1 through March 31.
Check in: 1:00 pm / Check out: 11:00 am; A minimum of two night stay required.
Memorial Day, 4th of July and Labor Day holidays require 3 night stay: \$439 per night.
Valentine's Day, Thanksgiving, Christmas and New Year's holidays: \$399 per night.
One time cleaning fee: \$70 per cottage/\$140 total for both cottages.

www.LakeoftheOzarksLodging.com
www.OldKinderhookCottages.com

The Marina at Old Kinderhook is on the 12 mile marker of the Big Niangua. Access to the Lake of the Ozarks is a short 2 minute drive from Your Home at the Lake.

Reserve **Your Home at the Lake**
816.679.1828 ■ JSweeney@Ingrams.com

Reserve Your Stay at The Premier Golf Vacation Rentals at Old Kinderhook



Cottages 21 and 22 on the 16th
Par 3 Hole of Old Kinderhook

Perfect for Retreats, Meetings and Reunions
18 Beds/8 Bedrooms in Three Golf Course Homes

LakeoftheOzarksLodging.com



Vacation Homes on the Golf Course at Old Kinderhook



315 Country Ridge
Vacation Home on the 17th
Green of Old Kinderhook



Lake of the Ozarks Lodges
(fractional ownership)

315 Country Ridge
4 BR/10 Bed Vacation Rental

Cottages 21 & 22

2020-2022 Rates

Your Vacation Home and Meeting Place on the 17th Green of Old Kinderhook



Available for Groups of up to 10 Guests

- Golf Groups
- Corporate Retreats
- Family and School Reunions
- Family Vacations
- Select Wedding Parties
- Couples and Great Friends



Golf Course Estate Home



Your Home at the Lake

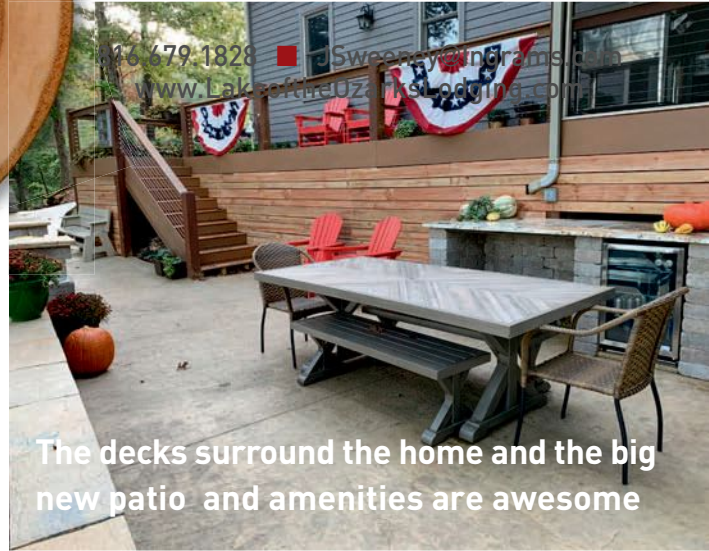
315 Country Ridge Drive

This large home includes 4 bedrooms, 10 beds, 3.5 baths, kitchen, dining . . . and much more!

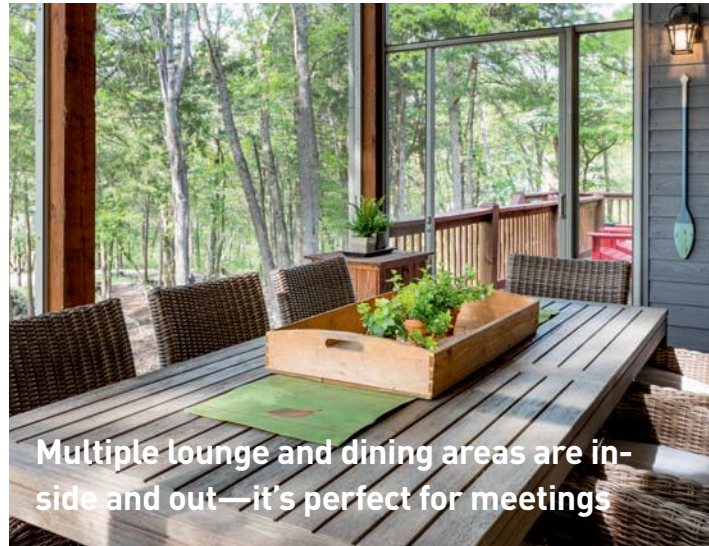
There's a lot of dough rolled into this beautiful vacation rental lake home at 315 Country Ridge Dr., in more ways than one. The home was built in 1999 by the Wolferman family from Kansas City, which is famous today for its gourmet English muffins. You may reserve this beautiful home as a rental.



Samsung 65" Curved 4K Ultra High Definition Smart TV



The decks surround the home and the big new patio and amenities are awesome



Multiple lounge and dining areas are inside and out—it's perfect for meetings

Bedroom 4: Two queen beds as well as two twin XLs (perfect for families)



Bedrooms with 40" Smart TVs

Master/Bedroom 1: Two Twin XL beds converts to one California King





Your Vacation Home on the 17th Green of Old Kinderhook



Bedroom 1: Two Twin XL beds convert to a California King



Bedroom 2: Two Twin XL beds
convert to one California King →



Cottage 21 on the 16th Hole at Old Kinderhook



About Cottage 21 (1,300 square foot unit includes two bedrooms, bathroom, kitchen, dining, living room)

- Inspired by world-class golf resorts like Pebble Beach, Cottage 21 offers a casual lodging experience in a great environment.
- Additions include a beautiful timber frame living room and patio overlooking the pond, 16th green and Old Kinderhook Valley.
- Beautiful hickory cabinets and Portofino granite countertops in the kitchen and master bath. New slate tile in common areas.
- Large new Jacuzzi whirlpool in the master bath as well as six person Master Spa hot tub located on the Bomanite patio.
- Washing machine and dryer located in the master bath. Large new LG and Maytag stainless steel appliances.



Cottage 22



Available for up to 4 Guests per Cottage or Groups of 8 if you reserve both attached Cottages 21 & 22

- Golf Groups
- Corporate Retreats
- Family and School Reunions
- Family Vacations
- Select Wedding Parties
- Couples and Great Friends

About Cottage 22 (1,300 square foot unit includes two bedrooms, bathroom, kitchen, dining, living room)

- Inspired by world-class resorts like Beaver Creek, Cottage 22 offers a casual lodging experience in a great environment.
- Additions include a beautiful master bedroom and patio overlooking the pond, 16th green and Old Kinderhook Valley.
- Beautiful maple cabinets and Uba Tuba granite counters in the kitchen and master bath. New slate tile in common areas.
- Large new Jacuzzi whirlpool in the master bath as well as six person Master Spa hot tub located on the patio.
- Washing machine and dryer located in a hallway. Large new LG and Maytag stainless steel appliances ... and much more!

