

# CITY *of* CAPE G I R A R D E A U

## APPLICATION FOR TAX INCREMENT FINANCING OR OTHER PUBLIC INCENTIVES

Arsenal Venture, LLC

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Applicant's Name

338 Broadway, Suite 101  
Cape Girardeau, MO 63701

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Street Address

City/State/ Zip

85-1661523

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Applicants' Federal Tax Identification Number (FEIN)

MITS/Missouri ID No.

Lindsey Radcliffe, CEO 618-697-1132/314-255-2372/lradcliffe@morningstarbx.com

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Name and Title of Responsible Officer

Telephone/FAX/E-mail

Heather McMillan, COO 573-979-7967/314-255-2372/hmcmillan@morningstarbx.com

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Attorney for or Authorized Representative of Applicant

Telephone/FAX/E-mail

338 Broadway, Suite 101  
Cape Girardeau, MO 63701

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Street Address

City/State/Zip

*Application Format: Please answer the following questions on a separate sheet of paper.*

*Upon request, proposals will be kept confidential to the extent permitted by law.*

### DEVELOPMENT TEAM:

- 1) Provide the relevant information on the Applicant's background and development experience. Demonstrate that the Applicant possesses the technical ability to complete and operate the project. Include resumes of key individuals assigned to the project.



338 Broadway, Ste 301  
Cape Girardeau, MO 63701  
573-225-6678 • info@morningstarbx.com

## City of Cape Girardeau Application for Tax Increment Financing

### I. Development Team

1. Arsenal Venture, LLC was created as the real-estate holding company for Morning Star Behavioral Associates, LLC. Arsenal Venture, LLC is solely owned by Lindsey Radcliffe.

Morning Star was established to provide high quality behavior analysis services to individuals in our community. We are a company that was born out of a discomfort in just meeting expectations. We just sat in one too many meetings where we were told that “treatment was good enough”. We were convinced that our patients deserved better, and we could do better. At that point, Morning Star became a rally cry to best practice and started to define the future of what behavior analysis looks like. We wanted our patients limits to be their limits not resources around them or the background of any one team member. At Morning Star, we boldly lay down our pride and commit fully to collaboration with one another and the field.

Morning Star got its start by partnering early with Codefi in the Old Federal Building downtown. After a year in the Old Federal Building, we moved with Codefi to the Marquette Tower. In 2018, we won the First 50K competition, which allowed us to build our third-floor clinic, where we currently reside. We have also created a corporate office space on the first floor of the Marquette Tower.

We purchased the old Commerce Bank site at 1 S. Main in Downtown to enhance our ability to care for patients with intellectual and developmental disabilities. The new location will allow us to dramatically increase the number of individuals that we are able to serve.

Lindsey Radcliffe, CEO, has been a partner in Morning Star Behavioral Associates since 2012. She has a rich lineage of compassion and service in the state of Illinois becoming the fifth generation of family serving people with disabilities in the southern most Illinois. She has over 13 years of experience working in program design and the implementation of research projects in residential, day training, employment and educational settings gaining a wealth of experience. Lindsey has presented and consulted with top universities and state committees on current employment trends for people with disabilities and how active treatment in employment can affect primary education at an early age. She has also designed a highly successful program “the Eleven Categories of Independence” for adults with intellectual disabilities helping them achieve a higher level of independence both residentially and on the job. Lindsey is known for her innovation in planning and creating a very natural and common-sense approach to learning and treatment. Her resume is attached in appendix A.



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573-225-6678 • [info@morningstarbx.com](mailto:info@morningstarbx.com)

Heather McMillan serves as COO for both Morning Star Behavioral Associates and Arsenal Venture. She has been a member of the leadership team since 2020. A tenured faculty member at Southeast Missouri State University, she has 25 years of experience in healthcare and higher education. She is responsible for the business operations of Morning Star. She completed her Ph.D. in Management, with a collateral in Statistics, from the University of Tennessee, Knoxville. She also received a Master of Business Administration in Health Care Human Resources and a Bachelor of Business Administration in Human Resources from East Tennessee State University. Additionally, she is certified as a Professional in Human Resources by the Human Resources Certification Institute and as a SHRM-CP by the Society for Human Resource Management. Her vita is attached in appendix A.

2. Project Advisors

Metheny Architects  
225 S. Meramec St. Ste 1032T  
Clayton, MO 63105  
[618-580-5863/jmetheny.architect@pm.me](mailto:618-580-5863/jmetheny.architect@pm.me)

Strickland Engineering  
113 W Main St #1  
Jackson, MO 63755  
573-243-4080

Boulder Construction (Roof Repair and Replacement)  
2075 Corporate Circle  
Cape Girardeau, MO 63703  
573-332-1882

Whalen Construction (Consultant)  
338 S. Kirkwood Rd  
Kirkwood, MO 63122  
314-821-1745

All principals and development team are in good standing with the City, County, State, and Federal governments.

II. Project Description

3. 1 S. Main  
Cape Girardeau, MO 63701  
Parcel Number 21-107-00-26-001.00-000  
Latitude 37.303176960726  
Longitude -89.5189406600047

4. Cape Girardeau is no ordinary place. Community runs deep and hope is abounding. This is an important presupposition to the 1 Main project because, like Cape Girardeau itself, this project will challenge barriers of socio-economic status, race, disability, and science, pushing our community to one profound mission - to see people as the gift they are and the value that everyone adds to the community. All of us.

Ambitious, this project is most definitely ambitious. I have been called a lot of things, but this building is the outward reflection of the world class behavior analysis done inside it. The vision is simple, create a 7,000 square foot ABA clinic lined with windows, engaging video games, a teaching kitchen, and unique skill development spaces, combined with world class practitioners – not to mention a cool indoor slide!

Our goal from the beginning has been developing a state-of-the-art facility in a place where Autism services were sparse only 7 years ago. This building will allow 120 patients of all ages to be seen each week. Additionally, the space will service as headquarters for our hybrid clinics serving children in the bootheel of Missouri including Pemiscot and New Madrid counties. With this project, Morning Star will be the largest single ABA Center in the Midwest.

Morning Star is becoming a Behavioral Center for Excellence and is being recognized as one of the nation's top ABA providers. Part of this recognition is for our philosophy about how and where we build clinics. It is important to distinguish that an ABA clinic is typically designed in a strip mall on the outskirts of town, or in an old daycare...not Morning Star. This building will be designed not only to meet the needs of people with disabilities throughout their lifespan, but also create synergy with the downtown. A tenant of our mission is community, and there is no better place to achieve that than with our downtown location. Our patients will be shopping and eating downtown, using recreation facilities, and participating in downtown events, including the farmer's market. With your help, we will be opening our doors to destigmatize Autism diagnoses. We envision a welcoming space where the people can interact and get questions answered about supports for autism and other intellectual and developmental disabilities.

Finally, our mission is moved even further by developing 3 river lofts above the space. We believe that having people living over the clinic promotes true community by creating natural opportunities for people to interact and create relationships.

Our goal is your goal, become One Cape.

Site Plan & Floor Plan - See appendix B

5. Arsenal Venture, LLC is the current owner of the property at 1 S. Main.

6. The property is appropriately zoned for current use.

III. Statutory Eligibility Requirements

7. TIF funding (as shown in the *pro forma* financial statement) is necessary to support the development of the project early in the debt repayment phase. Cash flow projections are negative for the first 8 years of the project without a 90% TIF credit, and only modest with the credit. The TIF credit will not only allow us to maintain the building, but will also support further improvements to the outside of the facility in future years. But For Statement is attached as appendix C

8. Financial Resource verification - See appendix D

IV. Project Costs/Financing

9. Sources of Debt Financing - See appendix D

10. Costs

Bidding for the project is in two phases, 1) roof and 2) general construction. Roof bids have been completed and Boulder Construction has been selected for roof repair and replacement. The accepted bid for this portion of the project is \$90,000.

RIPs for the general construction of the facility have been issued. Initial projections for the buildout are \$750,000. Financing was obtained based on initial buildout projections.

11. None at this time.

12. *Pro forma* - See appendix E

13. None at this time.

**PROJECTS COSTS/FINANCING:**

- 10) Identify sources, amount, and status of all debt financing and/or equity funding available to complete the project. With respect to each source of funds, identify a contact person who can verify such source.
- 11) Provide and outline the costs associated with the development of the proposed project(s).
- 12) List other public incentives, if any, which are being sought by the Applicant in furtherance of this project.
- 13) Provide a *pro forma* financial statement, showing the projected return on investment if the project is built without TIF assistance, and the projected return on investment if the project is built with TIF assistance.
- 14) Provide an estimate of the market value of all taxable personal property to be located at the project site following completion of the project.

*I hereby certify all the information in this application is true and complete to the best of my knowledge.*

*I acknowledge submitting this application is not a guarantee of public assistance. Each proposal will be evaluated to determine how well it supports the City's objectives for the Redevelopment Area and if public incentives are warranted. The City may reject all or part of any redevelopment proposal. Approval of the redevelopment proposal or any part thereof will be made in the sole discretion of City.*

*I also acknowledge the public assistance through the use of Tax Increment Financing will be on a 'pay as you go' basis.*

Applicant's Signature

Date

Title

Company

**Lindsey M. Radcliffe**  
**MABC, BT, CFPRS, QIDP, DDP, DSPT**  
Phone: (618) 697-1132  
Email: [lradcliffe@morningstarbx.com](mailto:lradcliffe@morningstarbx.com)

## Professional Experience

5/2016 to Present      Morning Star Behavioral Associates  
**CEO/ Owner**

- Liaison between Funding sources and Morning Star
- Secure new business opportunities in the field of Applied Behavior Analysis
- Reviews & secures authorizations from funding streams for new and continuing clients
- Consults & trains residential & inpatient psychiatric units on behavior analysis and transition clients to the community settings
- Mentor and manage the C-suite as well as multi-site clinics in day-to-day operations maintaining excellence in care
- Recruit internationally for the best talent to join Morning Star, including but not limited to Maryland, Hawaii, California, Nebraska, Italy and the UAE
- Spear heads all research projects for publications in international journals
- Maintains and foster relationships with universities to engage in collaborative research and graduate assistantships
- Grow the business financially through grants, commercial insurance, and government contracts

12/2010 to 5/2016      Morning Star Behavioral Associates  
**Partner/Owner**, under Mr. Jim Livesay, MSABA, BCBA

- Consulted with Middle Tennessee State University Special Education Graduate Program on Vocational skills for people with Intellectual Disabilities and Autism as a part of a national panel
- Conduct Functional Behavior Assessments in home, work and school settings, under supervision
- Authored and conducted a 2-year study and program evaluation of “The 11 Categories of Independence”
- Conduct one to one service for sexual assault victims with Intellectual Disabilities
- Conduct Social Groups for Sex Offenders with a Dual Diagnosis of Intellectual Disabilities and Mental Illness
- Conduct meetings with State agencies and representatives
- Helped facilitate a Clinical and Administrative Review Team (CART) reviews with the Department of Human Services in Illinois
- Interacted with clients on a daily basis
- Completed the 2,500 hours of direct supervision required by the Behavior Analysis Certification Board to sit for BACB exam.
- Secured contract with the Department of Mental Health in Missouri

12/2008 to 12/2019      Community Integrated Living Inc



**Vice President of Services, Quality Assurance Consultant, DSP  
Trainer, Owner**

- Developed DSP and QIDP training programs
- Created and adapted curriculum for Direct Support Professionals to an online e-book format
- Train all Direct Support Professionals within the organization and certify them through the state of IL
- Conduct in-services on quality assurance and behavior modification
- Consulted on residential environments that support Individuals with a history of sexual deviancy/violence
- Sit on the Interdisciplinary team of Medical Doctors, Psychologists, Behavior Analysts and Pharmacists
- Maintain the Q.I.D.P. role for 8 Individuals with developmental disabilities
- Supervise job duties of staff and the implementation programs for individuals
- Review behavior programs and monitor implementation for individuals with developmental disabilities
- Monitor Charting, activities of daily living, monthly goals, community outings and eating programs
- Helped in downsizing from ICF-DD to CILA agencies

1/2013 to 5/2014      Blue Sky Community Services

**Director of Programs & QDDP**

- Communicated with the board of directors regarding standards and the financial feasibility of the project
- Consulted with owners on blueprints for the design of facility
- Helped secure a contract with the Department of Mental Health in the State of Missouri
- Designed all programs in place at Day Habitation Center
- Designed Job Discovery and Community Employment programs
- Recruited and communicate with the community to find possible volunteer and employment opportunities
- Hired and trained direct support staff in 140-hour training as well as restraint training
- Consulted with the service coordinators on appropriate services for each individual
- Conducted a battery of psychometric testing on each individual served including but not limited to the SIB-R, Hudson Scale of Contentment, QABF, FAST and ADOS-2



12/2008 to 08/2011 J.R.'s Centre

**Director of Vocational Services & Qualified Intellectual Disabilities Professional (QIDP)**

- Counsel clients (people with ID, DD and Autism) on career opportunities
- Serve as the liaison to the community in education and advocacy for clients
- Authored the campaign "Purposed" partnering with world relief organization, *Food for the Hungry*, to provide opportunities to individuals in services
- Designed logo, presentations, and marketing for Purposed campaign (Available upon request)
- Measure productivity of hourly workers according to the Department of Labor standards
- Responsible for completion of time studies
- Research and gather annual prevailing wage study
- Coordinated developments of individuals written placement plan, including activities needed for individuals to reach employment goals, services needed to maintain employment, insuring the proper implementation of the plan.
- Responsible for organizing and presenting staffing needs at placement and to review placement/ follow –up activities for each individual and to review and modify plan based on individuals needs Job coach individuals that are beginning in community employment
- Developed an active treatment approach to the current model used at day training including the design of a recreation area, the development of a pilot program to help individuals gain skills needed for independent living (Data and results are to be published but available on request), a computer lab, resource room, urban garden for the community and therapeutic support and a thrift store
- Taught a DSP/ Staff re-training on active treatment, the Montessori approach to learning and the 12-principles of re-education

**EDUCATION**

- Ongoing Executive Education, Florida Institute Of Technology & Pennsylvania State University
- May 2012, Masters of Arts in Nouthetic Counseling, The Southern Baptist Theological Seminary
- December 2011, Masters Plus certificate for Behavior Analysis Board Certification, Southeast Missouri State University
- May 2008 B.S. in Psychology with minors in Physical Education/Coaching and Business, Austin Peay State University

**Certifications:**

- Certified Psychosocial Rehabilitation Specialist through the National Association of Forensic Counselors 2015
- Behavior Therapist certification by the state of IL 2014
- Direct Support Person Trainer certification by the state of IL 2012
- Direct Support Person certification by Kel-Tech Management Company 2009
- Qualified Intellectual Disability Professional (QIDP) certification by the IL Department of Human Services 2009

- American Red Cross First Responder Certification (CPR/AED- Adult & Child,
- Sports injury Prevention and First Aid, Asthma Inhaler Training, Epinephrine Auto Injector Training,
- Blood-borne Pathogens Training: PDT, Pandemic Flu: Are you prepared presentation)
- Licensed Nursing Home Administrator course work, 2012
- Nationally Certified *Nouthetic* Counselor through NANC, courses and internship completed 2012

### **Community Involvement:**

- Hope for One More Board Member
- Old Town Cape Economic Vitality Committee Member
- Chamber of Commerce Member
- Gateway Coalition of Service Providers Member
- Autism Awareness of Southeast Missouri Board Member
- Invited attendee at the Autism Law Summit
- 2019 Member of the Regional Behavior Support Committee – Department of Mental Health of Missouri Designation
- Sat on nationwide panel through Middle Tennessee State University discussing the future of employment for people who have intellectual, developmental disabilities and autism
- Director of BOWL N BOP, a dance and bowling day serving over 1000 people with disabilities and 150 volunteers 2011 to present
- Fundraised over \$5000 for the BOWL N BOP event through a partnership with the Southern Illinois Minors (a minor league baseball team) and other marketing and advocacy campaigns
- Volunteer Assistant golf coach for Austin Peay State University 09
- Golf Coach for the JR Center Special Olympics Golf Team (Regional Champions)
- Three-year member of the Austin Peay State University Golf Team
- Two-year member of the Southern Illinois University Golf Team

### **Awards/Honors:**

- 1st 50k Pitch Contest Winner 18
- Awarded a Behavior Therapy certification by the IL Department of Human Services 14
- Awarded a QIDP certification by the IL Department of Human Services 10
- Austin Peay State University's Golf Team Scholar-Athlete 07-08
- Austin Peay State University's Honors Research (Available upon request)
- Austin Peay State University's women's golf team captain 07-08
- Member of the Austin Peay State University Psychology Club 05-08
- Southern Illinois University Dean's List 04

### **Publications:**

“Women at Southern A Walk through Psalms”, 2010 Pg 386.

## Vita\*

### **HEATHER S. MCMILLAN, PhD, MBA, PHR, SHRM-CP**

235 Country Club Drive • Cape Girardeau, MO 63701

hmcmillan@semo.edu • 573-651-9041

*updated: November, 2020*

#### **EDUCATION**

**Ph.D.** University of Tennessee, 2011, Knoxville, TN

**Major Area:** Business Administration – Management, Human Resource Development

**Collateral:** Statistics

**M.B.A.** East Tennessee State University, 2002, Johnson City, TN

**Major Area:** Healthcare Human Resources

**B.B.A.** East Tennessee State University, 1997, Johnson City, TN

**Summa Cum Laude Graduate**

**Major Area:** Human Resource Management

#### **ACADEMIC TEACHING EXPERIENCE**

##### **SOUTHEAST MISSOURI STATE UNIVERSITY, CAPE GIRARDEAU, MO**

- 2016-Present* Tenured Associate Professor, Department of Management and Marketing,  
Harrison College of Business
- 2015-2016* Director – Healthcare Programs, Harrison College of Business.  
Responsible for graduate and undergraduate healthcare programs (MS with 5  
options, BSBA, BS with 2 options and 4 graduate certificate programs). Includes  
general program supervision, as well as advising and internship supervision.
- 2014-2017* Faculty Associate, Office of the Provost.  
Responsible for Health Studies @ Southeast initiative, an umbrella program  
uniting all health related education at Southeast Missouri State University.
- 2008-2016* Tenure-track Assistant Professor (classified as instructor until completion of  
dissertation), Department of Management and Marketing, Harrison College of  
Business

##### **UNIVERSITY OF TEXAS, TYLER, TX**

- 2015-2018* Visiting Graduate Faculty.  
Granted visiting graduate faculty status to serve on dissertation committees in the  
College of Business and Technology.

## UNIVERSITY OF TENNESSEE, KNOXVILLE, TN

- 2006-2008 Graduate Teaching Associate, Department of Human Resource Development, College of Business Administration
- 2006-2010 Assessor, Senior Executive, Physician's Executive, and Aero-Space Executive MBA Programs: The University of Tennessee, Knoxville, TN
- 2005-2006 Graduate Teaching Assistant, Department of Human Resource Development, College of Business Administration

## EAST TENNESSEE STATE UNIVERSITY, JOHNSON CITY, TN

- 2002-2005 Adjunct Instructor, Department of Management and Marketing, College of Business
- 2001-2002 Graduate Teaching Assistant, Allen and Ruth Harris Chair of Excellence, College of Business

## NON-ACADEMIC EXPERIENCE

- 2019-Present Co-founder, SHM Consulting, LLC., Cape Girardeau, MO
- 2010-2018 Principal and Lead Consultant, McMillan Consulting Solutions, Cape Girardeau, MO
- 2013-2016 Statistician, Institute for Innovation and Entrepreneurship, Southeast Missouri State University, Cape Girardeau, MO
- 2007-2010 Assessor, Tennessee Assessment Center, Knoxville, TN
- 2002-2005 Human Resource Manager, HealthSouth Rehabilitation Hospital, Kingsport, TN
  - Key Accomplishments:
    - Achieved lowest turnover in Eastern Division in 2003.
    - Redesigned hospital orientation to better educate new employees. Included not only policies and procedures, but also clinical education inservices.
    - Created a hospital focus on education by employing a Nurse Educator, offering education opportunities for clinical and non-clinical staff, developing an education library and providing monthly managerial training opportunities.
  - Position Responsibilities:
    - Sole responsibility for daily human resources activities, including employee relations, recruiting, paperwork processing, workers' compensation, and policy and procedure development.
    - Data collection, analysis and reporting (standard monthly and adhoc) of all human resources issues, including salary, wage and benefits, turnover, and JCAHO required clinical/human resources screening indicators.
    - Member of the Senior Hospital Administration Team.
    - Facility HIPAA Coordinator.
- 1998-2000 Compensation and Benefits Coordinator, Frontier Health, Johnson City, TN
  - Key Accomplishments:
    - Developed position control system for budgeting, developing staffing patterns and monitoring employee turnover corporate wide or by department.
    - Assisted in development of comprehensive pay plan-including pay scales and job classifications, job descriptions and day-to-day plan operations.

- Implemented annual “benefit forums” at various corporate locations to provide an opportunity for employees to seek assistance with and provide feedback regarding benefit plans.

Position Responsibilities:

- Plan administrator for self-funded health and dental plan with approximately 900 covered lives; life insurance; long-term disability; and 403B retirement plan.
- Responsible for HRIS system-including data integrity and maintenance, design and development of automated application tracking, performance evaluation notifications and standardized monthly and adhoc reporting.
- Responsible for administration and monitoring of workers compensation and FMLA.
- Responsible for all external reporting-including EEO, OES and compensation surveys.

1997-1998 Families First Coordinator/Job Development Coordinator, Washington County Families First – East Tennessee State University, Johnson City, TN

Key Accomplishments

- Developed new instructional material.
- Upgraded all lab PCs with new software and tutorials.
- Developed and implemented 40-hour Job Club/Search component, focusing on building communication, teamwork, résumé writing, interviewing and job retention skills.
- Placed ETSU Employment and Training Services on the national Welfare-to-Work Partnership Program registry.

Position Responsibilities:

- Supervised and provided instruction for up to 25 people per day in a multiple-PC lab.
- Maintained and upgraded all office PCs.
- Provided support for Families First recipients in obtaining and retaining employment.
- Developed relationships with employers in the area for placement of participants.

## CURRENT RESEARCH AND SCHOLARLY PUBLICATIONS

### Refereed Journal Publications

**McMillan, H.S.,** Stovall, S., Johnston, N., Dickson, K.E., Schweiger, D.C. (2020). The times, they are changin’: A logical approach for developing a promotion and tenure document for uncertain times. *Academy of Educational Leadership Journal*, 24(4).

Holt, S., **McMillan, H.S.** Wiles, J. (2019). The new degree program is successful now what? Optimizing program growth through retention. *Academy of Educational Leadership Journal*, 23(3).

**McMillan, H.S.,** Gilley, A., Caldwell, J., Heames, J., & Gilley, J. W., (2015). Exploring the antecedents of perceived managerial ethicality: A multi-dimensional / multi-level approach. *Journal of Leadership, Accountability, and Ethics*, 12(2), 50-66.

**McMillan, H.S.,** & Morris, M.L. (2012). Examining the relationship between work/life conflict and life satisfaction in executives: The importance of problem-solving coping interventions and HRD. *Advances in Developing Human Resources*, 14(4), 640-663.

Lim, D.H., Morris, M.L., & **McMillan, H.S.** (2011). Construct validation of the translated version of the work-family conflict scale for use in Korea. *Human Resource Development Quarterly*, 22 (4), 519-544.

**McMillan, H.S.,** Morris, M.L. & Atchley, E.K. (2011). Constructs of the work/life interface: A synthesis of the literature and introduction of the concept of work/life harmony. *Human Resource Development Review*, 10(1), 6-25.

- Morris, M.L., Heames, J.T., & **McMillan, H.S.** (2011). Human resource executives' perceptions and measurement of the strategic impact of work/life initiatives. *Human Resource Development Quarterly*, 22(3), 265-296.
- Morris, M.L., **McMillan, H.S.**, Duncan, S.F., & Larson, J.H. (2011). Who will attend? Characteristics of couples and individuals in marriage education. *Marriage and Family Review*, 47(1), 1-22.
- Gilley, A., Gilley, J.W., & **McMillan, H.S.** (2009) Organizational change: Motivation, communication, and leadership effectiveness. *Performance Improvement Quarterly*, 21(4), 75-94.
- Gilley, A., **McMillan, H.S.**, & Gilley, J.W. (2009). Organizational change and characteristics of leadership effectiveness. *Journal of Leadership and Organizational Studies*, 16(1), 38-47.
- Morris, M.L., Storberg-Walker, J., & **McMillan, H.S.** (2009). Developing an OD-intervention metric system with the use of applied theory-building methodology: A work/life intervention example. *Human Resource Development Quarterly*, 20(4), 419-450.

#### Refereed Proceeding Publications

- McMillan, H.S.**, Gilley, A., Caldwell, J., Heames, J.T., and Gilley, J.W. (2014) Exploring the antecedents of perceived managerial ethicality: A multi-dimensional/multi-level approach (Abstract). *Proceedings of the Midwest Academy of Management Annual Meeting*. [https://www.midwestacademyofmanagement.org/abstracts.php?sub\\_id=29298](https://www.midwestacademyofmanagement.org/abstracts.php?sub_id=29298)
- McMillan, H.S.**, & Morris, M.L. (2012). Examining the relationship between work/life conflict and life satisfaction in executives: The importance of problem-solving coping interventions and HRD. In J. Wang (Ed.), *Proceedings of the 2012 Academy of Human Resource Development International Research Conference in the Americas* (No. 135-RTF, 2285-2318).
- Auer, D.M., **McMillan, H.S.**, & Heischmidt, K.A. (2011). Are electronic medical records systems helping to increase productivity? In A. Mukherjee (Ed.), *Proceedings of the Business and Health Administration Association* (176-186).
- Lim, D.H., Morris, M.L., & **McMillan, H.S.** (2010). Construct validation of a Korean version of the Work-family Conflict Scale. In J. Storberg-Walker, C.M. Graham, & K.M. Dirani (Eds.), *Proceedings of the 2010 Academy of Human Resource Development International Research Conference in the Americas* (No. 36-2, 1367-1392).
- Gordon, P.J., Heischmidt, K.A., Sterrett, J.L., & **McMillan, H.S.** (2009). Internationalizing the business program: One college's approach. In P. Gordon & M. Kunz (Eds.), *Marketing Management Association 2009 Educators' Conference proceedings* (133-138).
- Morris, M.L., **McMillan, H.S.**, & Heames, J.T. (2009). Examining the strategic impact of work/life initiatives: Individual and organizational performance. In T. Chermack (Ed.), *Proceedings of the 2009 Academy of Human Resource Development International Research Conference in the Americas* (No. 49-2, 2950 - 2979).
- Morris, M.L., **McMillan, H.S.**, & Storberg-Walker, J. (2009) Developing an OD intervention metric system using applied theory building methodology: A work/life intervention example. In T. Chermack (Ed.), *Proceedings of the 2009 Academy of Human Resource Development International Research Conference in the Americas*, (No. 39-2, 2298 - 2356).

- McMillan, H.S.,** Morris, M.L., & Atchley, E.K. (2008). Constructs of the work/life interface and their importance to HRD. In T. Chermack (Ed.), *Proceedings of the 2008 Academy of Human Resource Development International Research Conference in the Americas*, (No. 9-1, 217-224).
- Gilley, A., Gilley, J.W., & **McMillan, H.S.** (2008). Organizational change and characteristics of leadership effectiveness: A comparative study. In C. Sutton (Ed.), *Proceedings of the 2008 Midwest Academy of Management* (1-19)
- McMillan, H.S.,** & Morris, M.L. (2007). Demographic correlates in occupational stress compensable injuries. In F. Nafuhko (Ed.), *Proceedings of the 2007 Academy of Human Resource Development Conference* (No. 41-2, 925-932).
- McMillan, H.S.,** & Morris, M.L. (2006). The work/life business case: Building a metric system. In E. Weatherly (Ed.), *Proceedings of the 2006 Southern Management Association* (396-401).

#### Publications in Edited Books

- McMillan, H. S.,** & Morris, M. L. (2019). Family Business. *Macmillan Encyclopedia of Intimate and Family Relationships*. Farmington Hills, MI: Cengage Learning, Inc.
- Morris, M.L., & **McMillan, H.S.** (2014). Guiding HRD research in the work/life interface: The importance of work/life harmony in the development of interventions. *Handbook of HRD: Theory and practice*. San Francisco, CA: Jossey-Bass.
- Brinkman, L.S., **McMillan, H.S.,** & Morris, M.L. (2008). HR metrics. In A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *The Praeger handbook of human resource management, Vol. 2* (443-445). Santa Barbara, CA: Praeger Publishers.
- McMillan, H.S.** (2008). Comparable worth. In A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *The Praeger handbook of human resource management, Vol. 2* (497-498). Santa Barbara, CA: Praeger Publishers.
- McMillan, H.S.** (2008). Record retention laws. In A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *The Praeger handbook of human resource management, Vol. 1* (304-306). Santa Barbara, CA: Praeger Publishers.
- McMillan, H.S.** (2008). Separation agreements. In A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *The Praeger handbook of human resource management, Vol. 2* (538-539). Santa Barbara, CA: Praeger Publishers.
- McMillan, H.S.,** & Brinkman, L.S. (2008). Work/Life balance. In A. Gilley, J.W. Gilley, S.A. Quatro, & P. Dixon (Eds.), *The Praeger handbook of human resource management, Vol. 2* (481-483). Santa Barbara, CA: Praeger Publishers.

#### Practitioner Publications

- Stapleton, J.S., & **McMillan, H.S.** (2015). *Business dynamics in the Delta: Jobs and sales 1990-2011*. Clarksdale, MS: Delta Regional Authority.

#### Invited Publications

- McMillan, H.S.** (2016). Book Review High-Impact Human Capital Strategy: Addressing the 12 Major Challenges Today's Organizations Face. *Journal of Applied Management and Entrepreneurship*, 21(2), 125-127.



### Works in Process

McAllister, C. & **McMillan, H.S.** (in process). The effects of winter intersession courses on student outcomes. *Journals TBD*

- Multiple manuscripts are expected from this data collection. Variables of interest have been identified, with requests for data made to Institutional Research. Literature review and identification of potential journals has also begun on the project.

**McMillan, H.S.** (in process). Burnout in physicians. *Journal TBD*

- An analysis of how the physician experience of burnout is different from other professions. Literature review has been conducted and hypotheses formed. Data has been collected, with an N=253, and analysis is currently underway.

Crowley, E., & **McMillan, H.S.** (in process). Assessing T-shaped professionals. *Journal TBD*

Preliminary work on creation and factor analysis of an assessment tool for evaluating students' mastery of the T-Shaped Professional Model. Preliminary stages of research.

## **PRESENTATIONS**

### Refereed Conference Presentations

Dickson, K.E., Johnston, N., **McMillan, H.S.**, Schweiger, D.C., & Stovall, S. (2020).

Development of a flexible points-based promotion and tenure document in the age of societal uncertainty. *EDSIGCON & CONISAR Computing Education and Information Systems Applied Research 2020 Conference*. Virtual: EDSIG Information Systems Education Special Interest Group.

Holt, S., **McMillan, H.S.**, Wiles, J. (2018). Optimizing Growth: Retention Strategies in Healthcare Administration Programs. *31st Annual Conference of the Business and Health Administration Association (BHAA)*. Chicago, IL: Business & Health Administration Association (MBAA International).

**McMillan, H.S.**, & Morris, M.L. (2011). Examining the relationship between work/life conflict and life satisfaction in executives: The role of problem-solving coping. Presented at the 2011 Southern Management Association Conference, Savannah, GA.

Morris, M.L., & **McMillan, H.S.** (2008). The strategic impact of work/family initiatives: Implications for family life educators. Presented at the 2008 National Council on Family Relations Conference, Little Rock, AK.

Morris, M.L., **McMillan, H.S.**, & Heames, J.T. (2008). The hard evidence: The strategic impact of work/life initiatives on key performance indicators. Presented at the 2008 Southern Management Association Conference, St. Petersburg Beach, FL.

**McMillan, H.S.**, Mathews, K.D., Martin, A.B., Arms, K.P., & Morris, M.L. (2006). Striving toward balance: A survey of work/life perceptions and initiatives. Presented at the 2006 National Council on Family Relations Conference, Minneapolis, MN.

**McMillan, H.S.**, & Morris, M.L. (2006). The work/life business case: Building a metric system. Presented at the Brigham Young University Families and Work Research Conference, Provo, UT.

### Professional Presentations

- McMillan, H.S.** (2020, November 5). Recruitment for Small Business. SEMO Entrepreneurship Network (SEN).
- McMillan, H.S.**, (2020, March 23). HR in the Shadow of Coronavirus: A webinar for ABA providers. Zoom Presentation for Applied Behavior Analysis Firms.
- McMillan, H.S.**, (2020, March 23). HR in the Shadow of Coronavirus. Zoom Presentation for area businesses.
- McMillan, H.S.** (2019, July 11). Teambuilding in a Diverse Work Environment. Southeast Missouri Press Association Conference, Cape Girardeau, MO.
- McMillan, H.S.** (2019, March 19). Human Resources 101. Business Leadership Series. Jackson Chamber of Commerce, Jackson, MO.
- McMillan, H.S.** (2019, November 9). Soldier Retention in the Gendarmerie of Minas Gerais. Policia Militar de Minas Gerais, Minas Gerais, Brazil.
- McMillan, H.S.** (2017, October 30). Work/life Balance and the Importance of Employee Happiness to Organizations. Psychology Presentation Series. Southeast Missouri State University Department of Psychology, Southeast Missouri State University, Cape Girardeau, MO.
- McMillan, H.S.** (2016, April 7). Communication Skills. Ribe Handelsskole Program, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2016, January 11). Behavioral Data in Moodle. CSTL Winter Institute, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2015, December 2). Talent Assessment and Analytics. Cape Girardeau Chamber of Commerce HR Seminar, Cape Girardeau, MO.
- McMillan, H.S.** (2015, October 16). Health Studies @ Southeast. Counselor Appreciation Event, Admissions Department, Southeast Missouri State University, Cape Girardeau, MO.
- McMillan, H.S.**, Cheek, C., & Garner, B. (2015, September 22). Employee Relations: Aligning Human Resource Strategy with Business Strategy. 2015 Triumph Award Luncheon and Marketing and Small Business Conference, Tri-State Advertising and Marketing Professionals, Cape Girardeau, MO.
- McMillan, H.S.** (2015, June 18). Learning Design Using Analytics. CSTL, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2015, April 8). Don't hire the "evil twin." Using behavioral interviewing to select the best candidates. McDonald's Tri-State Co-op People Meeting, Cape Girardeau, MO.
- McMillan, H.S.** (2015, February 24). Health Studies @ Southeast. Plan for College Dinner, Admissions Department, Southeast Missouri State University, Cape Girardeau, MO.
- McMillan, H.S.** (2015, January 20). Social Media and the Administrative Professional. Girardot Chapter, International Association of Administrative Professionals. Cape Girardeau, MO.
- Eddleman, W., & **McMillan, H.S.** (2014, November 29). Producing Globalized Human Resources in the 21<sup>st</sup> Century. Meio University Presentation (given by Eddleman). Okinawa, Japan.
- McMillan, H.S.** (2014, October 8). McNair Scholars Program Forum Participant. TRIO Programs, Southeast Missouri State University, Cape Girardeau, MO.
- Wiles, J.W., & **McMillan, H.S.** (2014, August 18). Goal Setting & Tactic Setting Activity. Department of Music, Southeast Missouri State University, Cape Girardeau, MO.

- McMillan, H.S.** (2014, May 29). Beginning iPads Presentation. CSTL, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2014, May 23). Exploring Moodle Attendance and Choice. CSTL, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2014, February 28). How to be a first round draft pick. Camp Enterprise Presentation, Rotary Club of Cape Girardeau. Cape Girardeau, MO.
- McMillan, H.S.** (2014, February 18). The ins and outs of social media. Girardot Chapter, International Association of Administrative Professionals. Cape Girardeau, MO.
- McMillan, H.S.** (2013, November 6). Maximizing your iPad. *BRAINS Faculty Presentation*, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2013, October 4). Take-away Friday workshop series: Video editing/tools/best practices. CSTL, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2013, September 27). Top 10 HR Headaches for Small and Medium Sized Businesses in 2014. Center for Innovation and Entrepreneurship, Cape Girardeau, MO.
- McMillan, H.S.** (2013, September 26). Communication Skills. Ribe Handelsskole Program, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S., & Evans, B.** (2013, August 21). Best Practices in the Blended/Flipped Class. Faculty Development Day Breakout Session, CSTL, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2013, July 24). Social Media and Recruiting Webinar. Center for Innovation and Entrepreneurship, Cape Girardeau, MO.
- McMillan, H.S.** (2013, May 28). Intermediate iPad Workshop. CSTL. Southeast Missouri State University, Cape Girardeau, MO.
- McMillan, H.S.** (2013, April 26). Seven Habits of Highly Sought After Recruits. *Annual Meeting of Partners in Progress Accounting Advisory Board*. Southeast Missouri State University, Cape Girardeau, MO.
- McMillan, H.S.** (2013, February 19). A procedures manual: Where do I start? *February Chapter Meeting*. International Association of Administrative Professionals, Cape Girardeau, MO.
- McMillan, H.S.** (2013, January 11). Ask the Experts Moodle Seminar (panel member). Southeast Missouri State University, Cape Girardeau, MO.
- McMillan, H.S.** (2012, November 29). Work/life balance: What is it, and how do we get it? *2012 New Supervisor Orientation*, City of Cape Girardeau, MO. Cape Girardeau, MO.
- McMillan, H.S.** (2012, September 7). Take-away Friday workshop series: Moodle Assignments. CSTL, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2012, June 26). Moodle training. CSTL, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2012, January 18). Departmental iPad training. Department of Management & Marketing, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2011, October 6) Issues in communication. Ribe Handelsskole Program, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2011, September 7) The role of problem focused coping skills in work/life conflict. *BRAINS Faculty Presentation*, Southeast Missouri State University. Cape Girardeau, MO.
- McMillan, H.S.** (2010, November 11) Work/life Balance: It's not just for Mommies anymore! *Alpha Kappa Psi, Zeta Omicron Chapter*, Southeast Missouri State University. Cape Girardeau, MO.

- McMillan, H.S.** (2010, June 11) CAPE: Consciously Adapting for Personal Excellence through Work/Life Balance. *2010 IAAP-Missouri State Conference*, Missouri Division International Association of Administrative Professionals. Cape Girardeau, MO.
- McMillan, H.S.** (Presented by Dickson, K.) (2010, March 29). Federal and State Human Resource Laws and Strategies Workshop. *Operation JumpStart*, Douglas C. Greene Center for Innovation and Entrepreneurship, Southeast Missouri State University. Cape Girardeau, MO.
- Fluegge Woolf, E.R., & **McMillan, H.S.** (2008, October 16). Gender differences in body language. *WAVE Committee Fall Education Conference*, Procter and Gamble. Cape Girardeau, MO.
- Morris, M.L., & **McMillan, H.S.** (2005). The business case for work/life initiatives. *Monthly Meeting*, Institute of Management Accountants. Knoxville, TN.

## STUDENT PROJECT SUPERVISION

### Dissertation Committee Member

John Dexter, The University of Texas at Tyler (completed 2016)  
 Kristen Waddell, The University of Texas at Tyler (completed 2016)  
 April Martin, The University of Tennessee (completed 2014)

### Graduate – Masters' Research Thesis Supervised

Heath Velasquez (in progress)  
 Paula Sammarco (completed 2017)  
 Jeff Bruns (completed 2016)  
 Lisa Kelley (completed 2016)  
 Nicole Simon (completed 2016)  
 Daniel Tiner (completed 2016)  
 Brady Barke (completed 2015)  
 Anthony Gilbert (completed 2015)  
 Adam Haberbarger (completed 2015)  
 Janel Koenig (completed 2015)  
 Leann Stinson (completed 2014)  
 Timothy Joyce (completed 2013; Awarded best MBA Applied Research Project)  
 Concetta Scerbo (completed 2013)  
 Tyson Amos (completed 2013)  
 Danielle Auer (completed 2010; 2011 - Business & Health Administration Association Best Paper Award in Healthcare Informatics Track)  
 Lee Clinton (completed 2010)  
 Drew Kristal (completed 2010)  
 Taylor Burdin (completed 2009)  
 Jennifer Kastan (completed 2009)  
 Jennifer Benson (completed 2008)

### Graduate – Masters' Research Thesis Committee Member

Crystal Thele (completed 2013)  
 Matthew Watkins (completed 2012)

Graduate – Masters’ Research Statistical Consultant

Jason Blum (2015)  
Sarah Matthias (2014)  
Jakob Pallesen (2013)  
Kevin Davie (2011)  
Scott Price (2010)  
Brian Burcham (2010)  
Christian Berens (2009)  
Jon Fox (2008)

AMCAS Committees

Bradford Hutcheson (2015)  
Rebekah Smith (2014)

McNair Projects Supervised

Anita Lucious (completed 2012)

Undergraduate Independent Studies Supervised

Christopher Green (in progress)  
Derek Nunnery (completed 2019)  
Emily McKee (completed 2019)  
Rachael Renner (completed 2018)  
Daniel Tiner (completed 2014)  
Katherine Bathon (completed 2013)  
Kathryn Stephens (completed 2012)  
Janel Koenig (completed 2012)  
Elizabeth Grass (completed 2012)  
Bonnie Modglin (completed 2009)

Graduate Independent Studies Supervised

Natallia Gray (completed 2020)

Honors Projects Supervised

Cameron Hedgecorth (completed 2020) – HN499 capstone and 2 projects  
Alexander Bansbach (completed 2019)  
Mary Stanfield (completed 2017) – 2 projects  
Tayler Picarella (completed 2017)  
Cory Herzog (completed 2016)  
Melissa Wallace (completed 2015)  
Katie Bathon (completed 2013)

**ACADEMIC TEACHING EXPERIENCE**

Undergraduate Courses Taught

MG301: Principles of Management

MG356: Foundations of Human Resource Management  
MG362: Management Skills  
MG416: Acquiring Talent  
MG436: Compensating Talent  
HRD 455: Training Program Evaluation  
MGMT 3100: Production and Operations Management  
MGMT 3220: Management Information Systems  
MGMT 3300: Written Organizational Communications

Dual Graduate/Undergraduate Courses Taught

HA580: Managing Health Systems, Strategy and Quality  
MG546: Acquiring and Compensating Talent  
MG550: Improving Team Performance  
MG566: Legal and Union Issues in Human Resources

Graduate Courses Taught

BA620: Quantitative and Qualitative Research Methods  
BA656: Applied Human Resource Management

**PROFESSIONAL ORGANIZATIONS**

2011-Present SHRM of Southeast Missouri  
2007-Present Academy of Management  
2006-Present Academy of Human Resource Development  
2006-Present Southern Management Association  
1995-Present Society of Human Resource Management  
2014-2016 American College of Healthcare Executives

**GRANT FUNDING**

2012 Kent Library Endowment Fund Grant for human resources books (\$3,500),  
Southeast Missouri State University  
2007 Scholarly Activities Research Incentive Fund (\$2,500), The University of  
Tennessee

**EDITORIAL DUTIES/BOARDS**

2019-Present Reviewer, *Frontiers in Psychology*  
2017-Present Reviewer, *New Horizons in Adult Education and Human Resource Development*  
2017-Present Reviewer, *Human Resource Development Quarterly*  
2017-Present Editorial Board Member, *Journal of Managerial Psychology*  
2014 Session Facilitator, 2014 Southern Management Association Conference  
2014 Reviewer, 2014 Southern Management Association Conference  
2014-Present Reviewer, *Academy of Management Learning & Education*  
2014-Present Reviewer, *Organization Management Journal*  
2013-Present Editorial Board Member, *Advances in Developing Human Resources*

- 2013 Session Facilitator, *2013 Southern Management Association Conference*
- 2013 Reviewer, *2013 Southern Management Association Conference*
- 2013 Reviewer, *Proceedings of the 2013 Academy of Human Resource Development International Research Conference in the Americas*
- 2012-Present Reviewer, *Family Relations*
- 2012-Present Reviewer, *Human Resource Development International*
- 2011 Reviewer, *Journal of Leadership and Organizational Studies*
- 2011-Present Reviewer, *Journal of Managerial Psychology*
- 2011-Present Reviewer, *Human Resource Development Review*
- 2011 Discussant, *2011 Southern Management Association Conference*
- 2011 Reviewer, *2011 Southern Management Association Conference*
- 2010 Reviewer, *2010 Academy of Management Conference*
- 2009 Reviewer, *Proceedings of the 2010 Academy of Human Resource Development International Research Conference in the Americas*
- 2009 Reviewer, *2009 Southern Management Association Conference*
- 2008 Reviewer, *Proceedings of the 2009 Academy of Human Resource Development International Research Conference in the Americas*
- 2007 Reviewer, *Proceedings of the 2008 Academy of Human Resource Development International Research Conference in the Americas*
- 2007 Session Chair, *2007 Academy of Management Conference*
- 2007 Discussant, *2007 Southern Management Association Conference*
- 2007 Reviewer, *2007 Southern Management Association Conference*
- 2006 Reviewer, *Proceedings of the 2007 Academy of Human Resource Development International Conference*
- 2006 Reviewer, *2006 Southern Management Association Conference*
- 2006 Discussant, *2006 Southern Management Association Conference*

## UNIVERSITY SERVICE

- 2020-Present Chair, Management Discipline Committee (Department-level service)
- 2020 Advisor, SEMO Blue Hack (Department-level service)
- 2019-Present Chair, Promotion and Tenure Criteria Committee (Department-level service)
- 2019 Member, Healthcare Management Search Committee (Department-level service)
- 2019-2020 Member, HCBC Student Organizations and Involvement Adhoc Committee (College-level service)
- 2019-2020 Member, MSM Program Assessment Committee (College-level service)
- 2018-Present Member, Management Discipline Committee (Department-level service)
- 2018-2019 Chair, Promotion and Tenure Committee (Department-level service)
- 2018-2019 Member, Business Analytics Minor Committee (College-level service)
- 2018 Member, HLC Category 2 Accreditation Committee (University-level service)
- 2018 Member, RNTT Management Search Committee (Department-level service)
- 2018 Member, Copper Dome Faculty Fellow Selection Committee (College-level service)
- 2017-2020 Member, Faculty Innovators Committee (University-level service)
- 2017-Present Coordinator, HCBC Alumni Surveys (College-level service)
- 2017-2018 Chair, Grievance Committee (University-level service)



2017-2018	Chair, HR Curriculum Revision Committee (Department-level service)
2017-2018	Member, Healthcare Management Discipline Committee (Department-level service)
2017-2018	Member, Healthcare Curriculum Revision Committee (Department-level service)
2017-2018	Member, Department Promotion and Tenure Committee (Department-level service)
2017	Member, HCBC Student Welcome Back Event Committee (College-level service)
2016-2017	Member, Department Promotion and Tenure Committee (Department-level service)
2016-2018	Member, AMCAS Preparation Committee (University-level service)
2016	Chair, SHRM Curriculum Alignment Committee (Department-level service)
2015-2018	Member, Grievance Committee (University-level service)
2015	Presenter, Department of Admissions “Plan for College” Dinner (University-level service)
2015	Member, Coordinator – Employee Relations in Center for Academic Advising and Career Services Search Committee (University-level service)
2014-2015	Chair, Academic Visionary Committee (University-level service)
2014-2017	Member, Academic Appeals Committee (University-level service)
2014-2018	Alternate, Faculty Senate (Department-level service)
2014	Chair, Healthcare Administration Search Committee (Department-level service)
2014	Member, Career Counselor in Center for Academic Advising and Career Services Search Committee (University-level service)
2014	Member, Project Coordinator II – IRIE Search Committee (University-level service)
2014	Member, Adhoc Accelerated Graduate Degree Committee (University-level service)
2013-Present	Executive Forum Logistical Support, HCB (College-level service)
2013-2015	Social Media Coordinator, HCB (College-level service)
2013-2015	Member, Academic Visionary Committee (University-level service)
2013-2014	Chair, HCB Healthcare Administration Degree Development (College-level service)
2013-2014	Chair, BSBA Undergraduate Curriculum Redesign Committee (College-level service)
2013	Presenter, 2013 HCB Luncheon and Open House (College-level service)
2013	Member, Entrepreneurship Search Committee (Department-level service)
2013	Chair, SHRM Curriculum Re-alignment Project (Department-level service)
2012-Present	Member, Honors Faculty (University-level service)
2012-2014	Academic Liaison – Masters of Science in Management
2012-2014	Member, Faculty Senate Documents Committee (University-level service)
2012-2014	Moodle Liaison, Department of Management & Marketing (Department-level service)
2012	Member, Pilot Team for Moodle LMS Deployment (University-level service)
2012	Center for Strategic and International Studies Faculty Member
2011-2018	Judge, Regional DECA Competition (College-level service)
2011-2018	Member, College Council (College-level service)

2011-2016	Coordinator, Harrison College of Business Student Welcome Back Party (College-level service)
2011-2015	Alternate, Faculty Senate Grievance Committee (University-level service)
2011-2014	Member, University Planning Committee (University-level service)
2011	Member, Summer Course Review Committee (University-level service)
2011	Co-Chair, Masters of Science in Organizational Management Assurance of Learning Goals Committee (College-level service)
2011	Chair, Departmental AQ Recommendation Committee (Department-level service)
2010-Present	Primary Advisor, Association of Human Resources and Management (Student Society for Human Resource Management Organization)
2010-2012	Faculty Senate Representative to University Wellness Committee (University-level service)
2010-2012	Member, Academic Council (University-level service)
2010-2011	Academic Council Representative to Adhoc Faculty Handbook Committee (University-level service)
2010	Chair, SHRM Curriculum Alignment Project (Department-level service)
2010	Member, Management Curriculum Planning Committee (Department-level service)
2009-2018	Moderator, Redhawk Rumble (College-level service)
2009	Co-Advisor, HR Redhawks (Student Society for Human Resource Management Organization)
2009	Chair, College Sabbatical Committee (College-level service)
2009	Member, Management Curriculum Planning Committee (Department-level service)
2009	Member, Management Minor Redesign Committee (Department-level service)
2008-Present	Show Me Days Representative – once yearly (Department-level service)
2008-2011	Member, Sabbatical Committee (College-level service)

### EXTERNAL SERVICE ACTIVITIES

2020	Board Chairman, Hope for One More, Cape Girardeau, MO
2019-Present	Executive Committee Member and Board of Directors, Hope for One More, Cape Girardeau, MO
2017-Present	Advancement Chair, Boy Scout Troop 5, Cape Girardeau, MO
2017-Present	HR Consultant (unpaid) to Hope for One More, Cape Girardeau, MO
2015-2017	Board of Directors, SHRM of Southeast Missouri
2013-2015	Committee Chair, Cub Scout Pack 21, Cape Girardeau, MO
2009	HR Consultant (unpaid) to Exit Realty, Cape Girardeau, MO
2009-2010	HR Consultant (unpaid) to Cape Girardeau, MO, Department of Education
2009-2010	Treasurer, Cape Area Habitat for Humanity
2008-2010	HR Consultant (unpaid) to Executive Committee, Cape Area Habitat for Humanity
2008-2010	Board of Directors, Cape Area Habitat for Humanity
2008	Conference Program Coordinator, <i>2008 Academy of Human Resource Development International Research Conference in the Americas</i>

- 2007 Conference Program Coordinator, 2007 *Academy of Human Resource Development International Research Conference in the Americas*
- 2003-2005 Board of Directors, Sullivan County Families First Council
- 2002-2005 Board of Directors, Sullivan County Health Occupations Advisory Council
- 2001 Director of Marketing/Student Affairs, Northeast Tennessee Chapter, Society for Human Resource Management

## HONORS AND AWARDS

- 2019 Department of Management Outstanding Faculty Member (student choice award)
- 2016 Volunteer Recognition, Society for Human Resource Management
- 2015 SHRM-CP Certification, Society for Human Resource Management
- 2015 QM Certification earned for BA656 and MG566
- 2014 QM Certification earned for MG356 and MG362
- 2013 HCB Representative to Fastenal Customer Expo, Indianapolis, IN.
- 2012-2014 Copper Dome Faculty Fellowship for Excellence in Teaching
- 2012 Wenzao Chinese Summer School hosted by Wenzao Ursuline College of Languages, Kaohsiung, Taiwan.
- 2012 Finalist, Richard A. Swanson Award for Best Paper in *Human Resource Development Quarterly* in 2011
- 2011 Student's Choice Award for Excellence in Teaching, Harrison College of Business
- 2011 Business and Health Administration Association Best Paper Award in Healthcare Informatics Track for Auer, D.M., **McMillan, H.S.**, & Heischmidt, K., (2011). Are electronic medical records helping to increase productivity?
- 2010 Outstanding MBA Teaching Award, Harrison College of Business
- 2010 Most read article in the Journal of Leadership and Organizational Studies for 2009 for Gilley, A., **McMillan, H.S.**, & Gilley, J.W., (2009) Organizational change and characteristics of leadership effectiveness
- 2010 Academy of Human Resource Development Cutting Edge Award (Top Ten Conference Paper) for Morris, M.L., **McMillan, H.S.**, Heames, J.T., (2009). Examining the strategic impact of work/life initiatives: Individual and organizational performance
- 2009 Academy of Human Resource Development Cutting Edge Award (Top Ten Conference Paper) for **McMillan, H.S.**, Morris, M.L., & Atchley, E.K. (2008). Constructs of the Work/life Interface and their Importance to HRD
- 2008 Southern Management Association Paper Development Workshop (Top Ten Conference Paper) for Morris, M.L., **McMillan, H.S.** & Heames, J.T. The hard evidence: The strategic impact of work/life initiatives on key performance indicators
- 2008 Chancellor's Citation for Excellence in Professional Promise, The University of Tennessee, Knoxville (only honoree in College of Business)
- 2000-Present PHR Certification, HR Certification Institute
- 2000 Member, The Business Journal of Tri-Cities, TN/VA "40 Under Forty Class"
- 1998 Outstanding Student in Management, East Tennessee State University
- 1997-Lifetime Phi Kappa Phi Honor Society

- 1996-1997* College of Business Faculty and Staff Funded Scholarship, East Tennessee State University
- 1996* National Dean's List
- 1996-Lifetime* Beta Gamma Sigma Honor Society
- 1996-Lifetime* Omicron Delta Kappa Leadership Society
- 1996-Lifetime* Alpha Lambda Delta Honor Society
- 1995* Gamma Beta Phi Honor Society
- 1996* Society for Human Resource Management National Foundation Scholarship (2 awarded yearly)

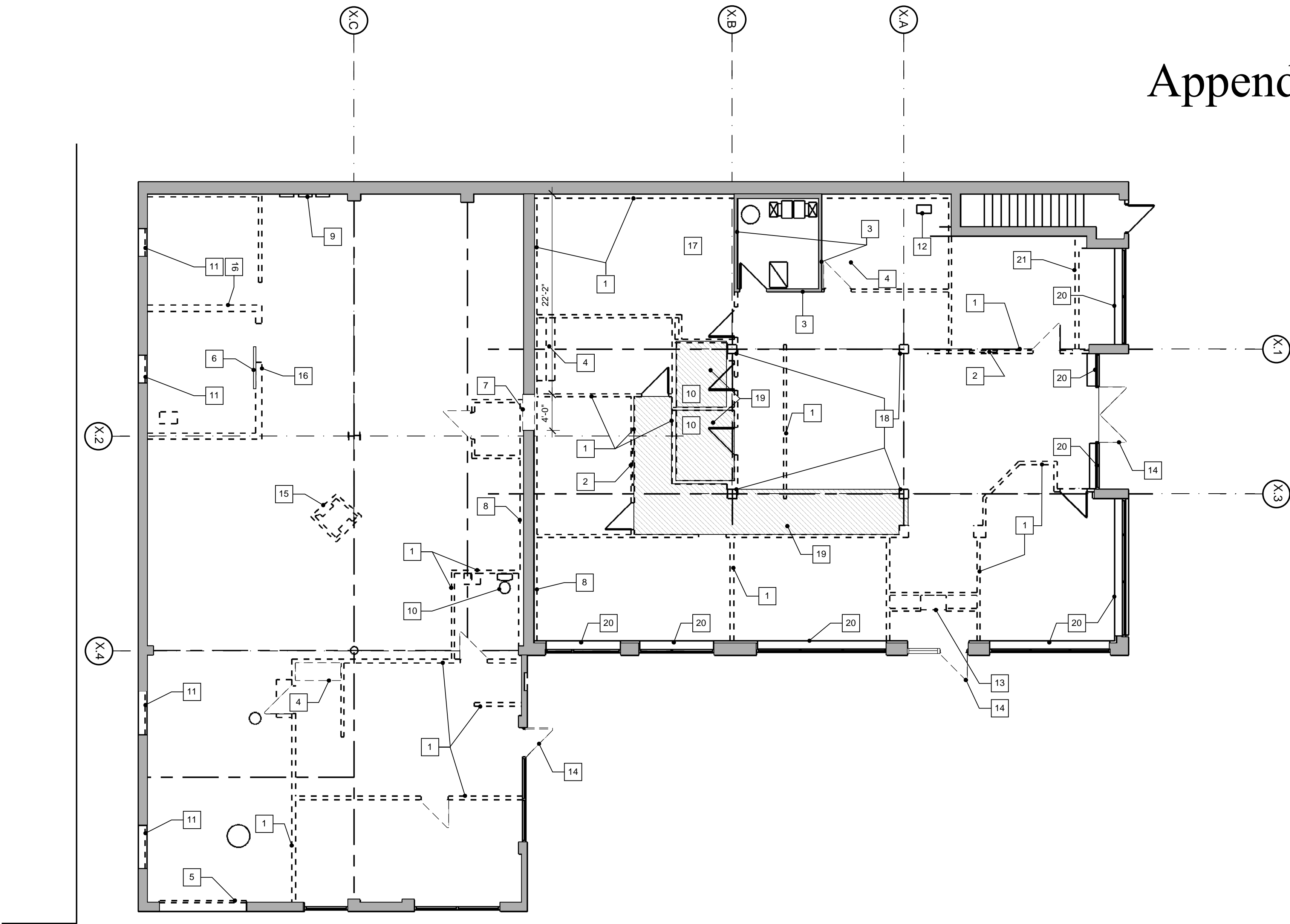
# Appendix B

## GENERAL DEMOLITION NOTES

1. VERIFY ALL EXISTING ELECTRICAL WORK AND PLUMBING BEFORE DEMOLITION.
2. CLEAN AND SEAL ALL EXPOSED EXISTING BRICK TO SERVE AS FINISHED WALL.
3. CLEAN AND SEAL ALL EXPOSED EXISTING BRICK TO SERVE AS FINISHED WALL.
4. REMOVE ALL EXIST. CEILING MATERIAL TO THE FIRE-RATED CEILING/ 2ND FLOOR ASSEMBLY IN NORTH SIDE INTERIOR.

## DEMOLITION NOTES

1. GYP. BD. WALL TO BE REMOVED COMPLETELY
2. INTERIOR WINDOW TO BE REMOVED
3. PROTECT EXISTING WALLS TO REMAIN
4. EXIST. CABINETS AND PLUMBING FIXTURES TO BE REMOVED. COORDINATE PLUMBING PIPES WITH NEW CONSTRUCTION FOR PROTECTION/ RE-USE
5. OVERHEAD DOOR AND TRACK TO BE REMOVED. BUILD TEMPORARY SECURITY WALL
6. REMOVE & STORE SLIDING DOOR & HARDWARE TO BE REBUILT/ RELOCATED PER PLAN
7. REMOVE EXISTING BRICK WALL- SAW CUT & PREPARE FOR OPENING FOR RELOCATED SLIDING DOOR (RE: NOTE 6)
8. REMOVE EXISTING BRICK WALL- SAW CUT & PREPARE FOR OPENING FOR RELOCATED SLIDING DOOR (RE: NOTE 6)
9. EXIST. ELECTRICAL SERVICE TO BUILDING- PROTECT
10. EXIST. PLUMBING FIXTURES TO BE REMOVED. COORD. W/ PLANS TO REMOVE EXIST. CONCRETE FOR NEW PLUMBING TIE-IN AS REQUIRED
11. WINDOW & FRAME TO BE REMOVED. PREP OPENING FOR NEW WINDOWS PER SCHEDULE
12. EXIST. DATA RACK TO BE PROTECTED
13. EXIST. ATM AND INTERIOR WALLS TO BE REMOVED. COORD. W/ OWNER FOR EQUIPMENT DISPOSAL
14. EXIST. DOOR TO REMAIN UNTIL NEW DOORS ARRIVE FOR INSTALLATION, RE: SCHEDULES
15. COORD. w/ OWNER ON DEMOLITION OF CAR LIFT
16. CMU BLOCK WALL TO BE REMOVED
17. EXIST. HVAC/ WATER HEATER TO REMAIN
18. FIRE RATED COLUMNS TO PROTECT/ REMAIN
19. CERAMIC TILE TO BE REMOVED
20. EXIST. CERAMIC TILE WINDOW SILL TO REMAIN.
21. EXIST. GYP. BD. CEILING SOFFIT TO REMAIN



## 1 DEMOLITION PLAN

1/8" = 1'-0"

Interior Finish Renovation for:  
**MORNINGSTAR BEHAVIORAL  
ASSOCIATES**

One South Main Street  
Cape Girardeau  
Missouri, 63701

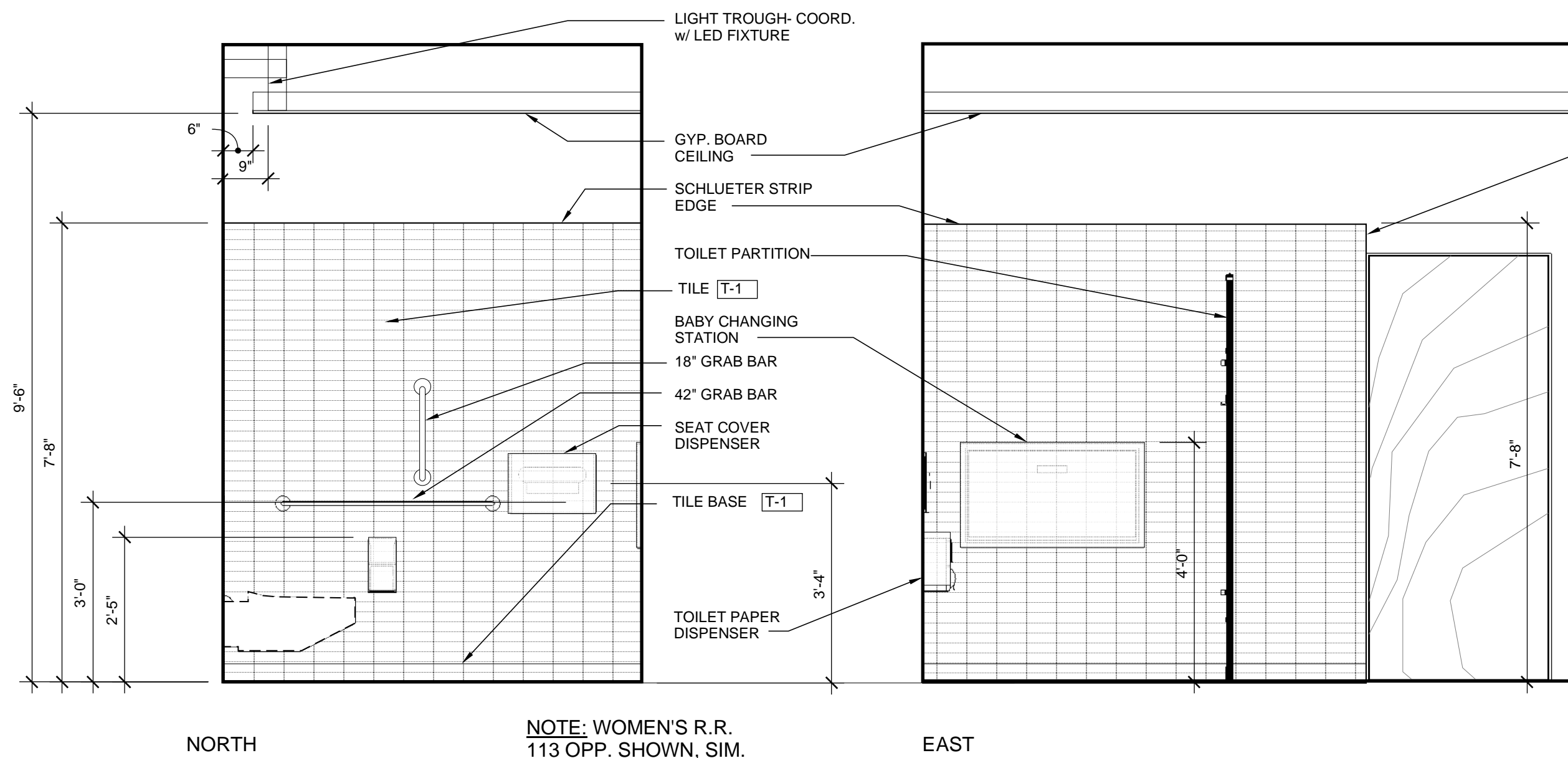
Document Date:  
August 31, 2021

Document Phase:  
Construction Documents

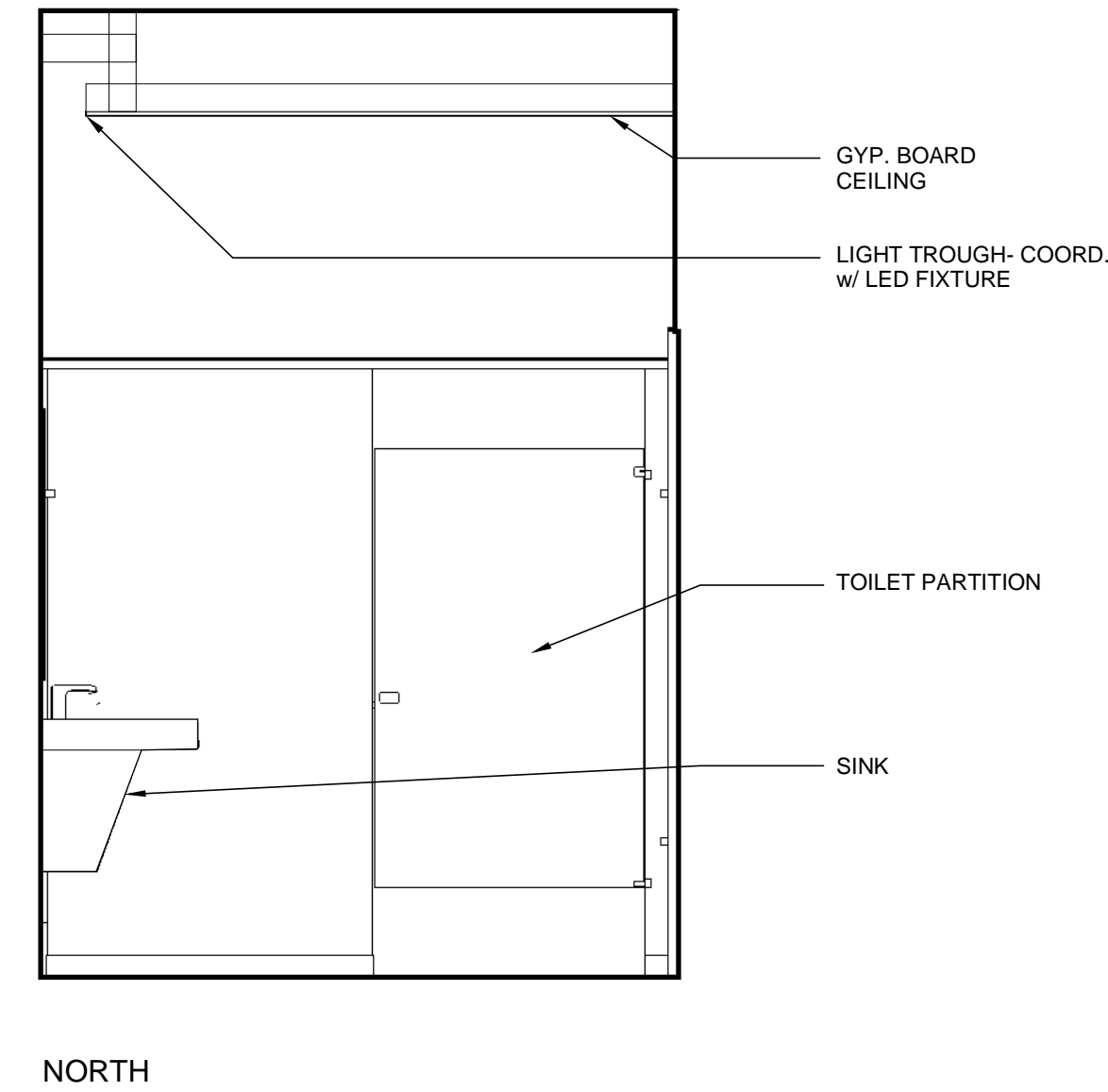
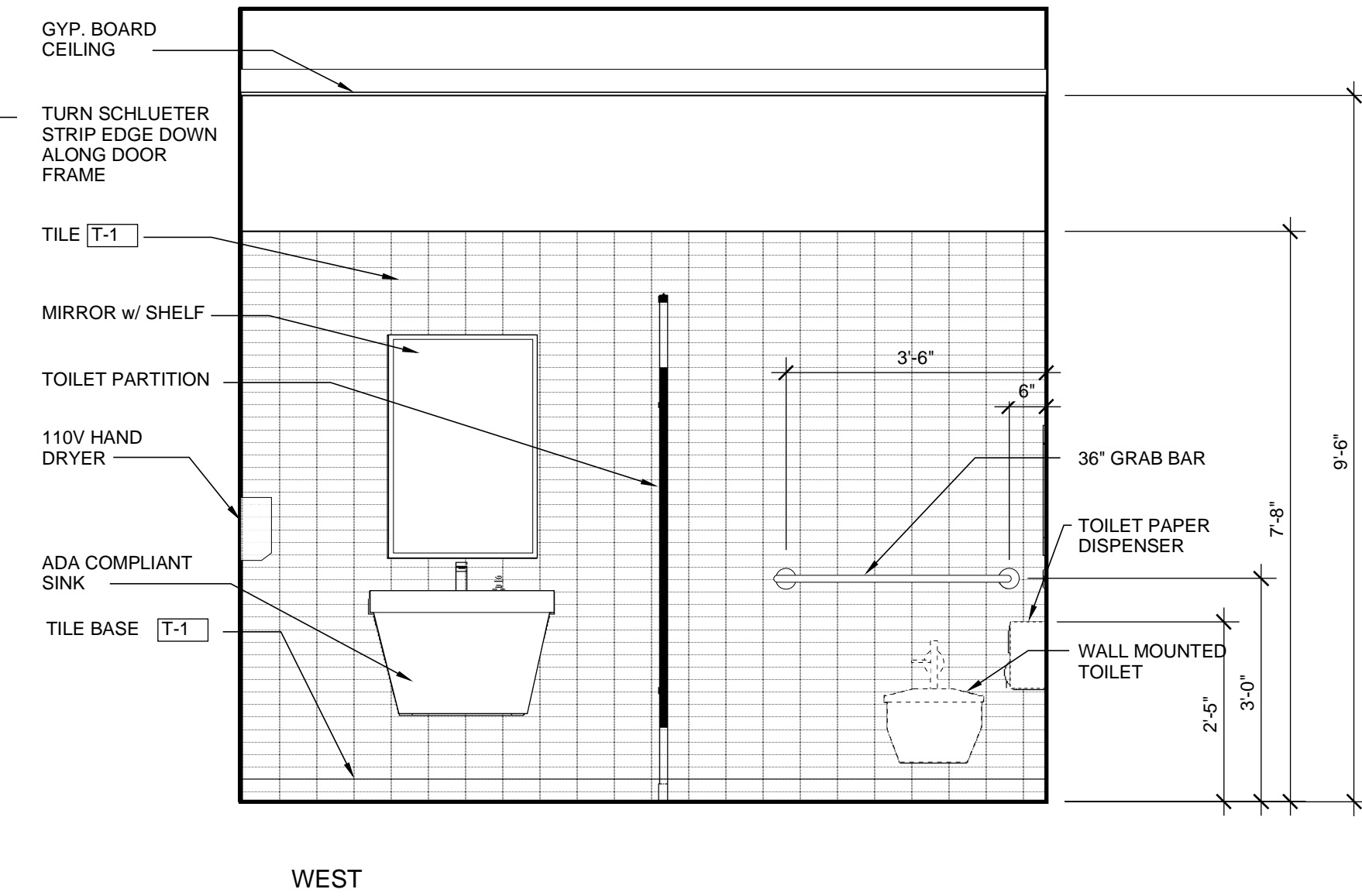
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Demolition Plan/  
Notes

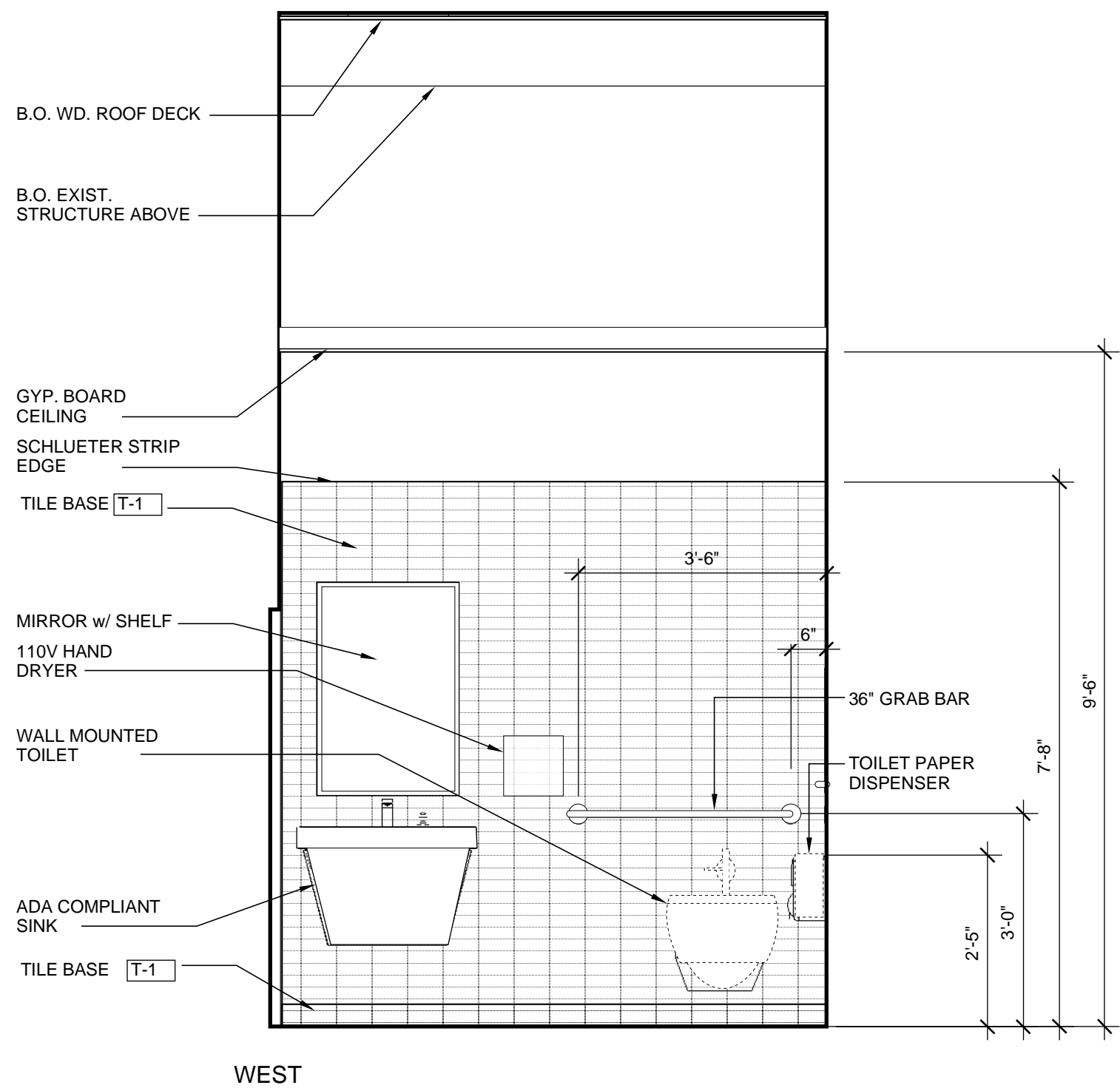
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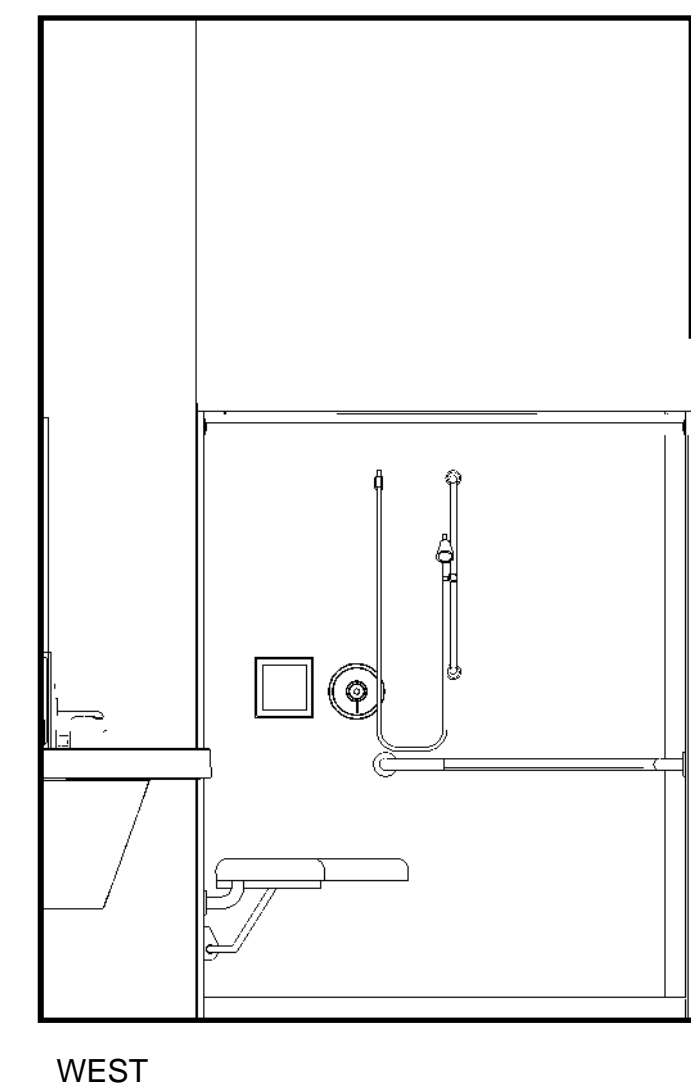
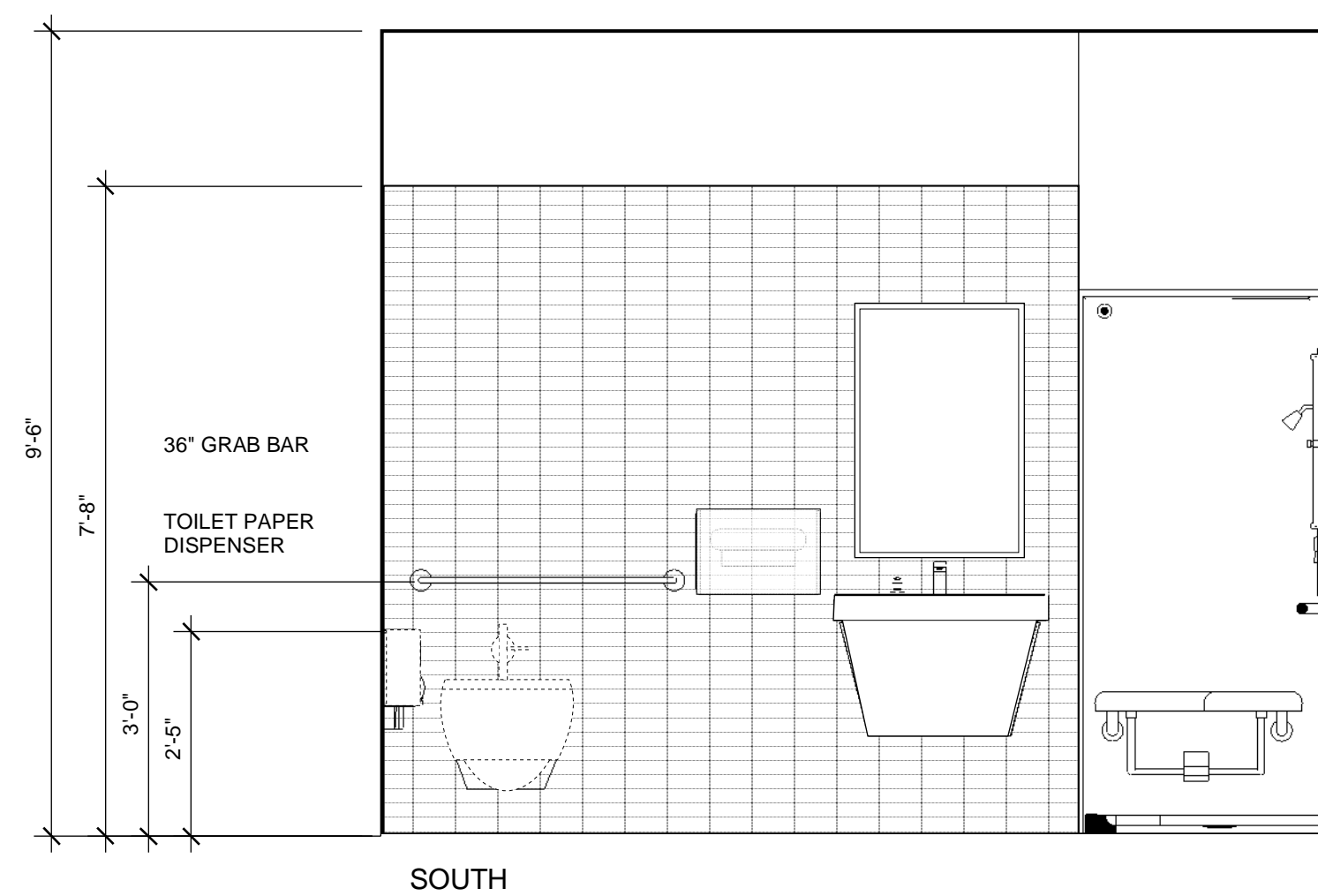
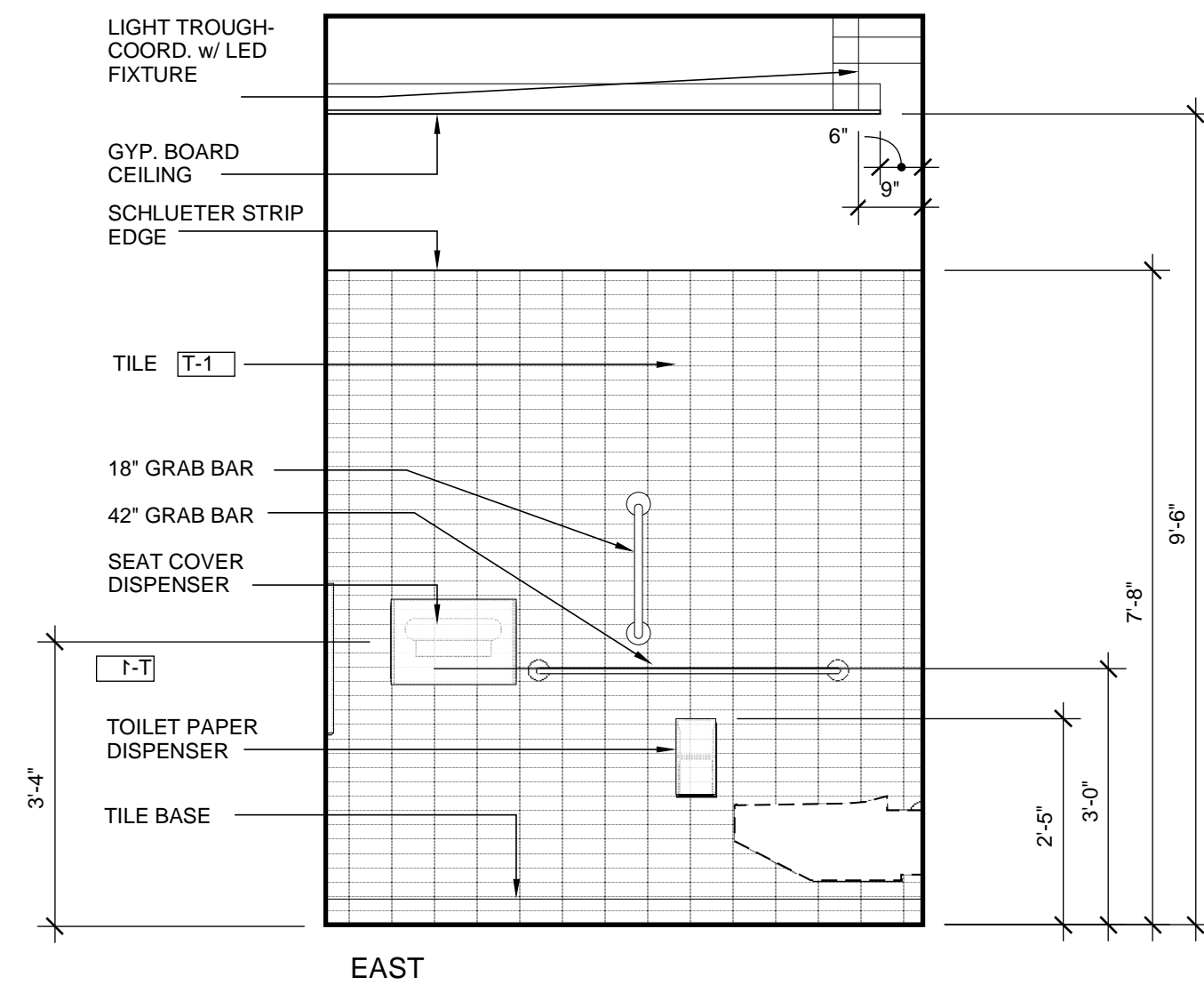
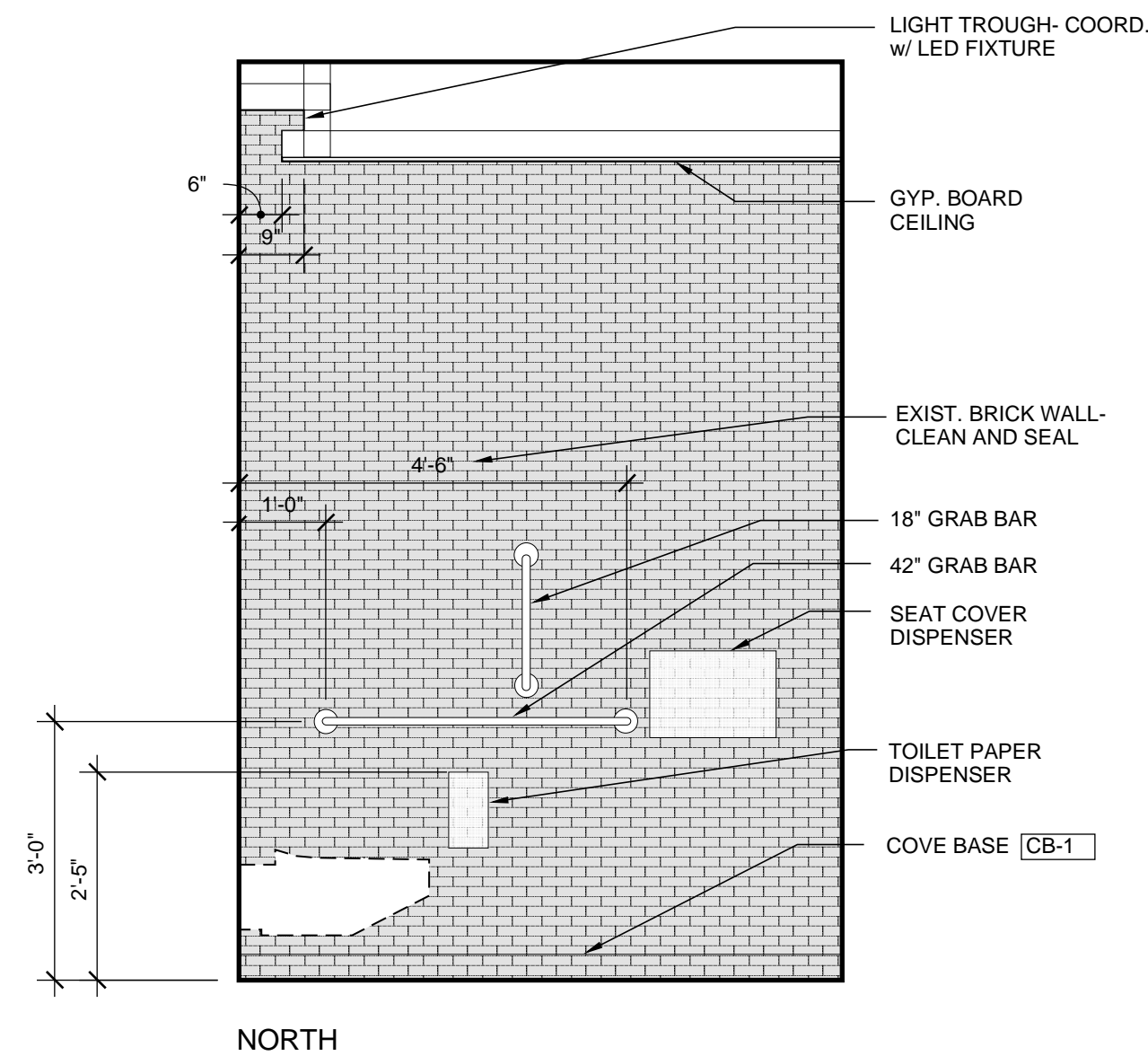
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1/2" = 1'-0"



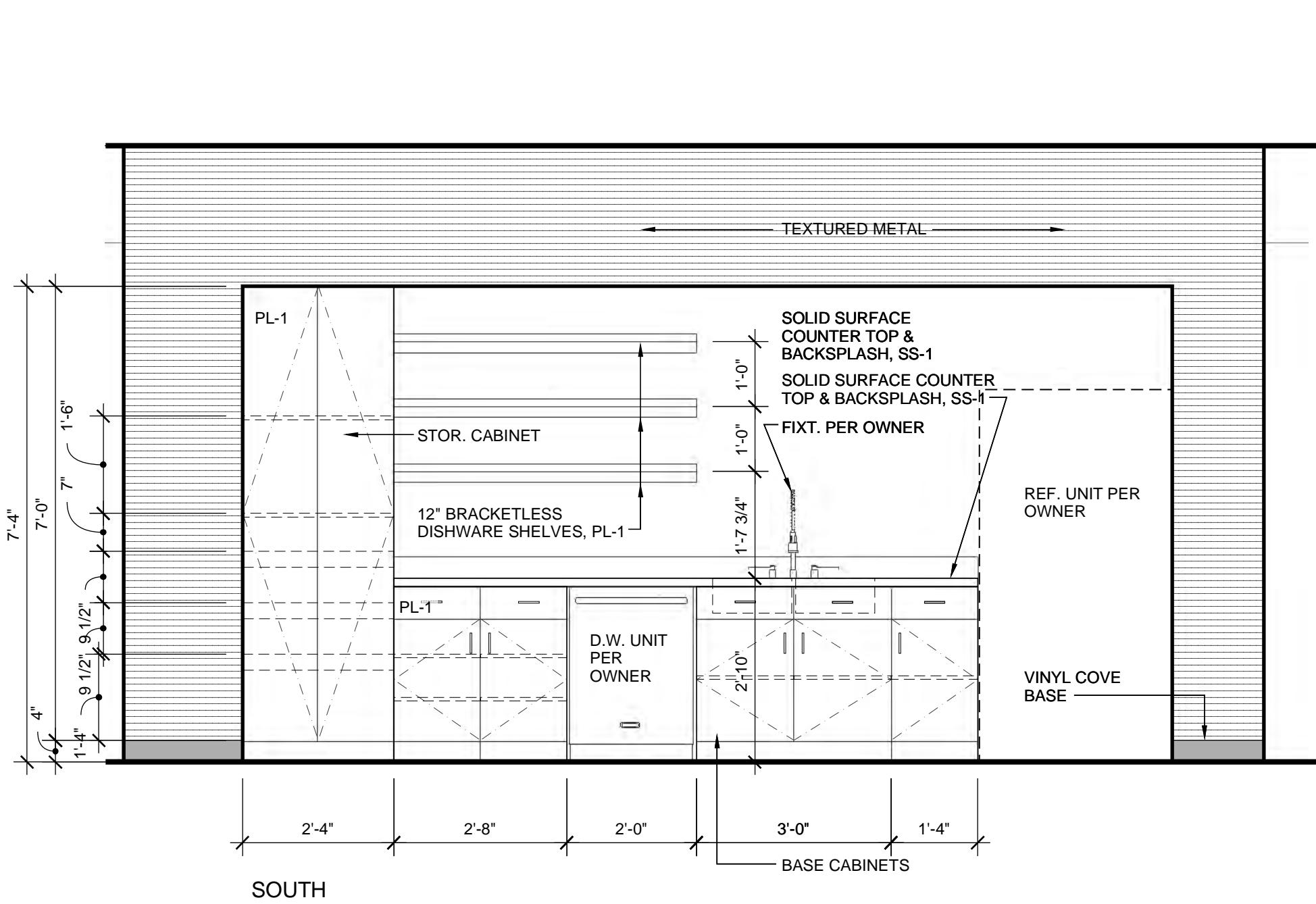
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1/2" = 1'-0"



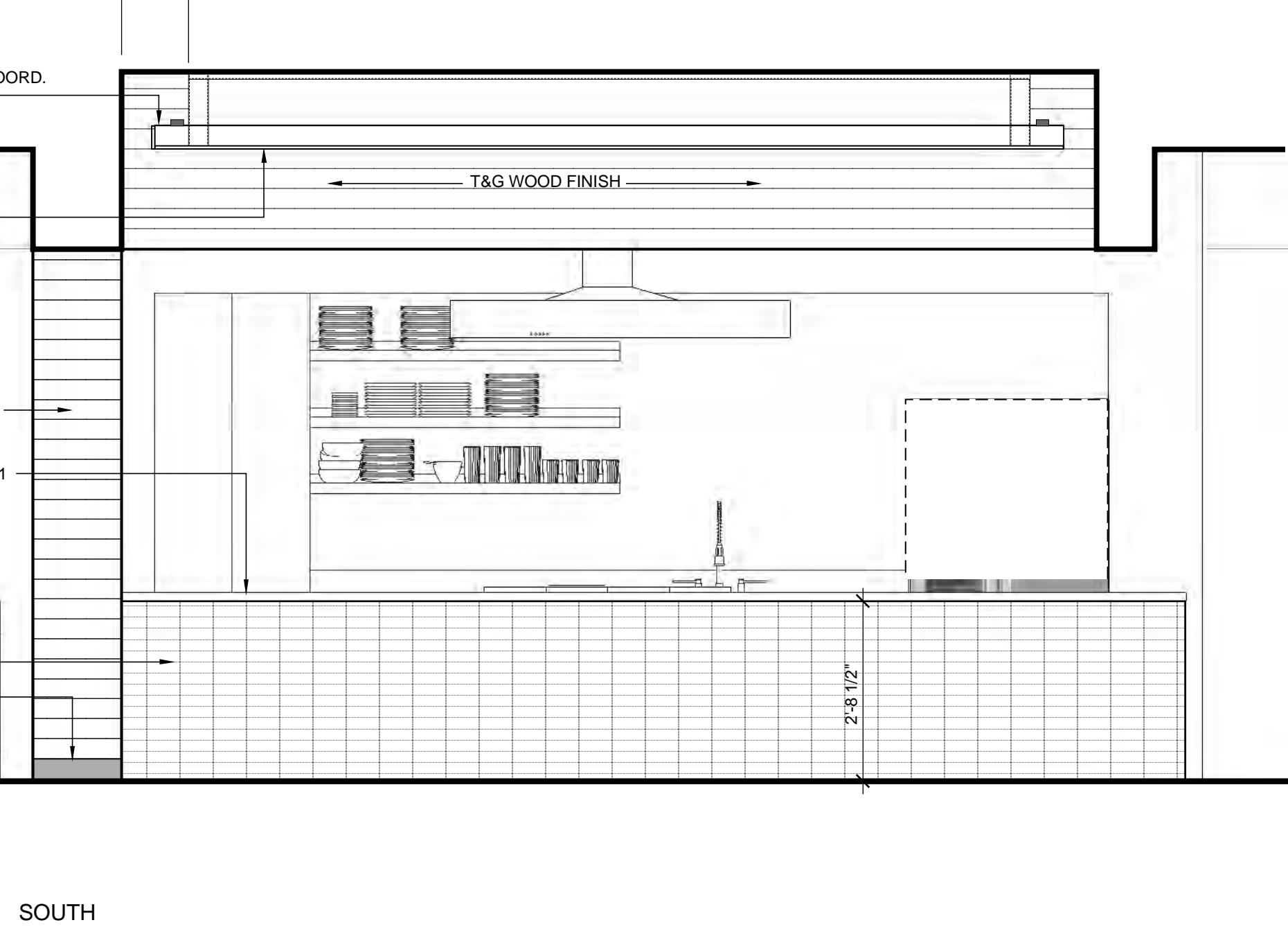
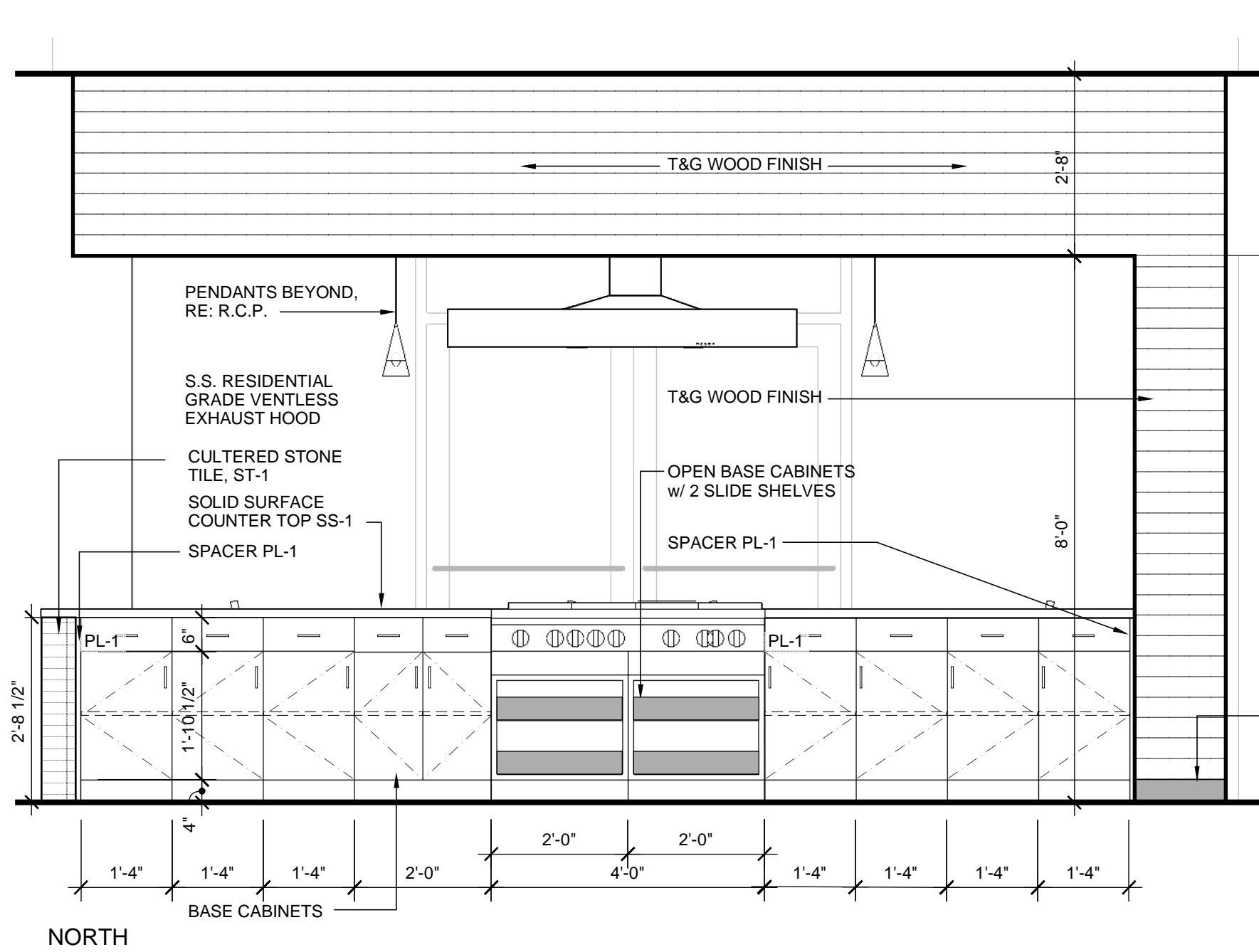
**3** INT. ELEV. - UNISEX R.R. 123  
1/2" = 1'-0"



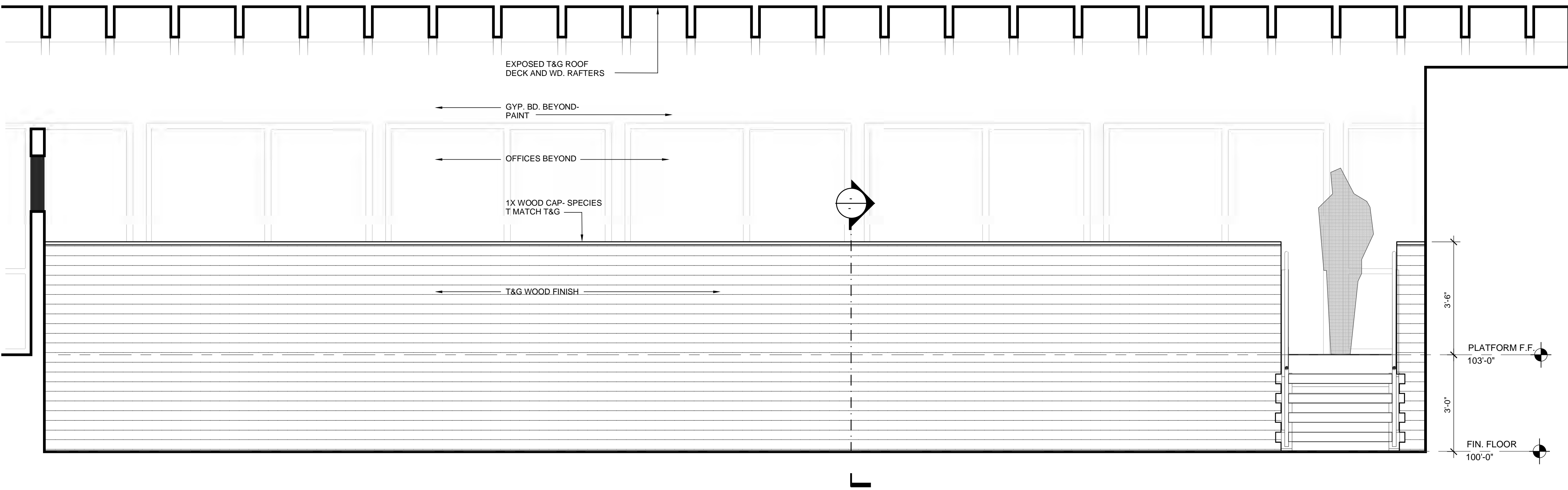
**4** INT. ELEV. - UNISEX R.R. 123  
1/2" = 1'-0"



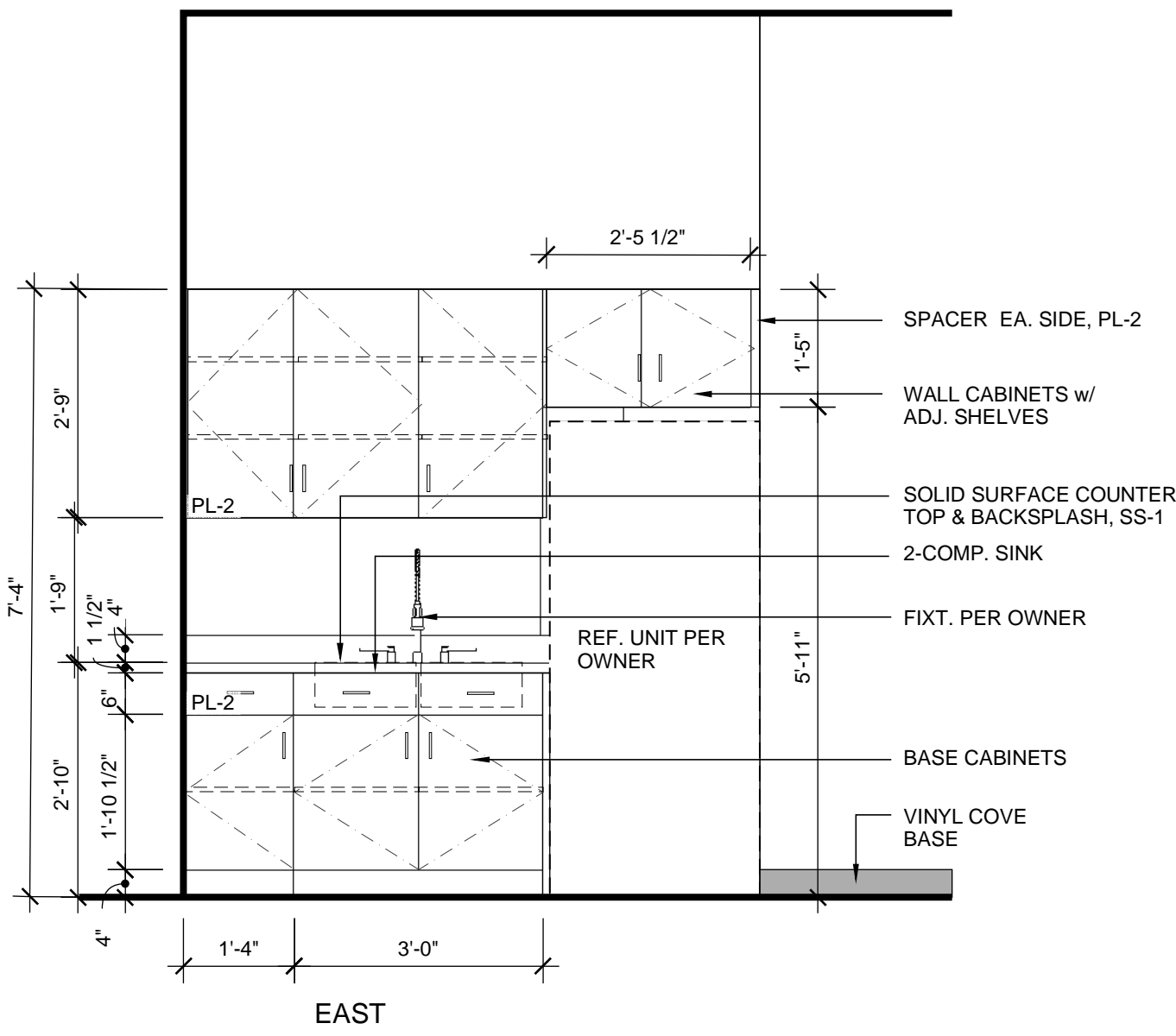
1 INT. ELEV. - KITCHEN 105  
1/2" = 1'-0"



2 INT. ELEV. - OPEN AREA 104  
1/2" = 1'-0"

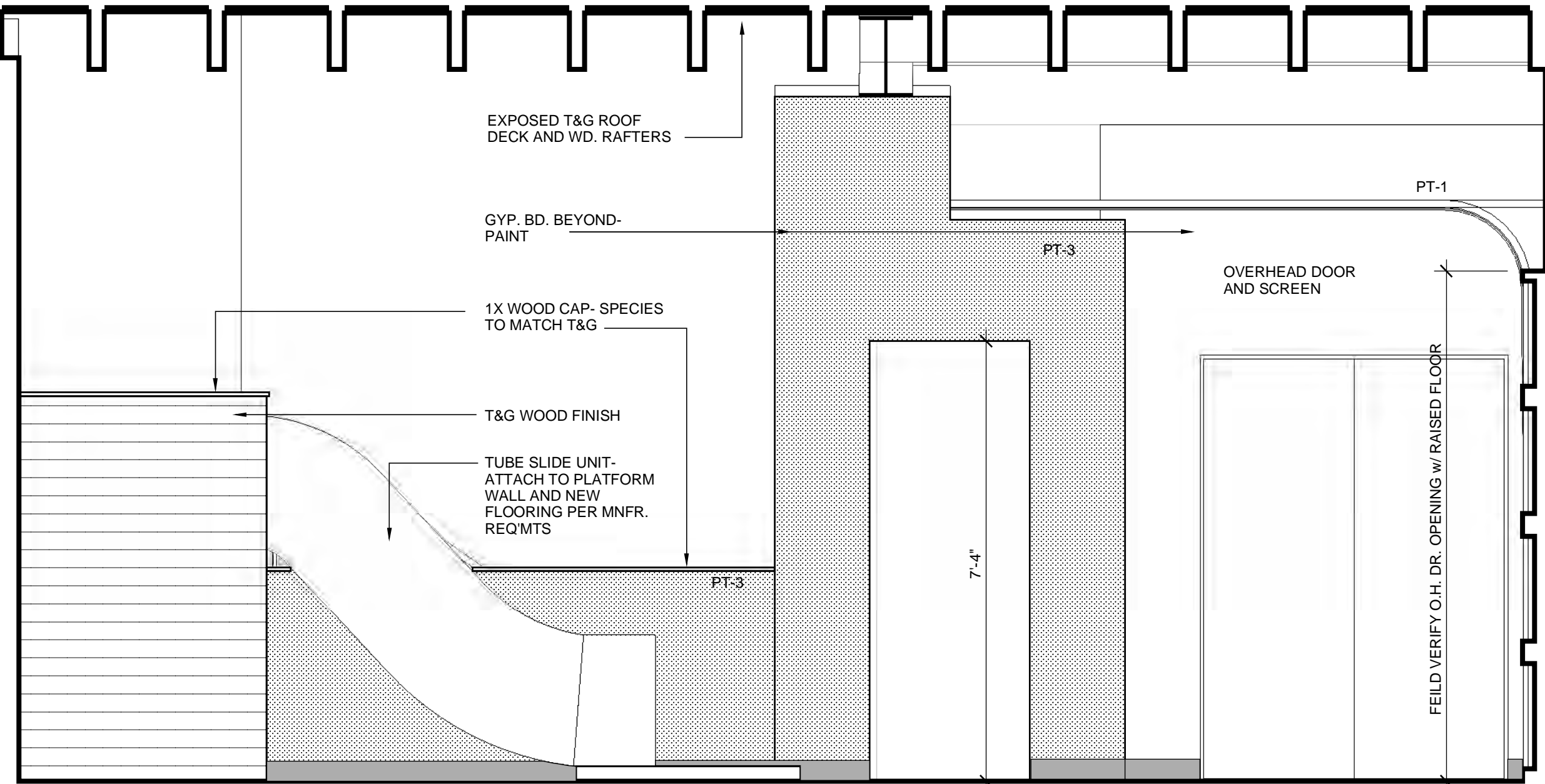
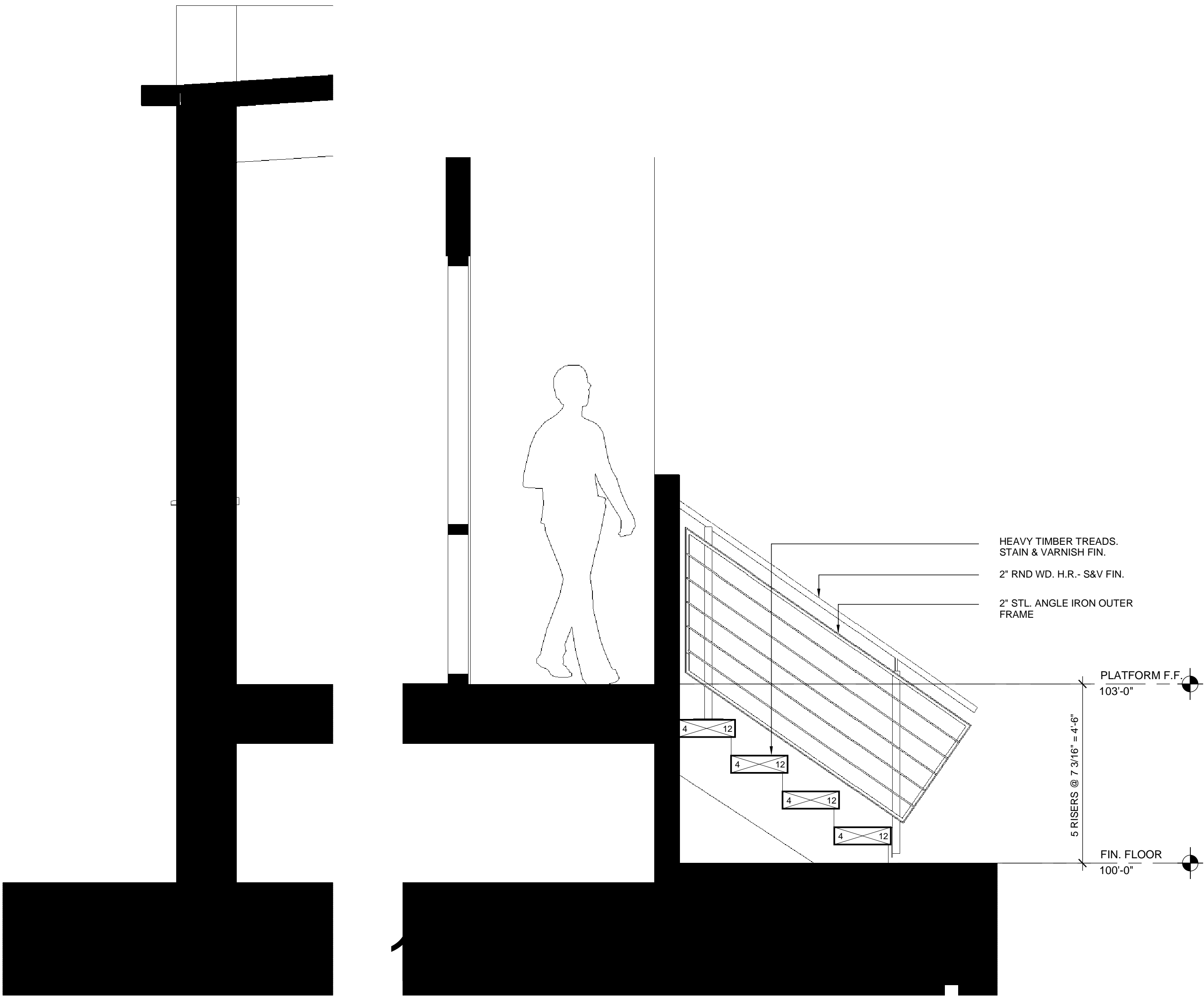


3 INT. ELEV. - OPEN AREA 148  
1/2" = 1'-0"



4 INT. ELEV. - BREAK RM. 119  
1/2" = 1'-0"

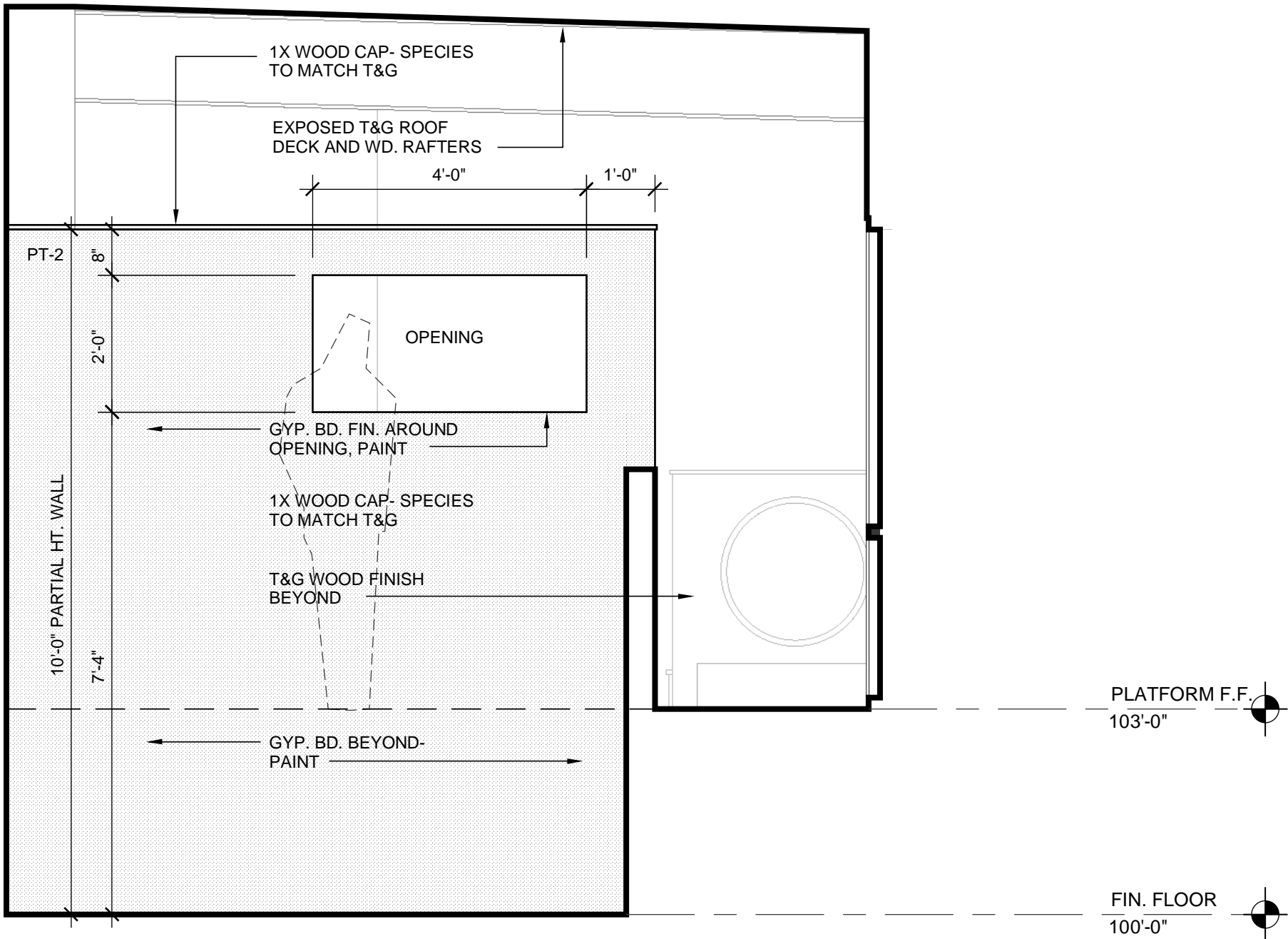




NORTH

## 1 INT. ELEV. - PLAY AREA 138

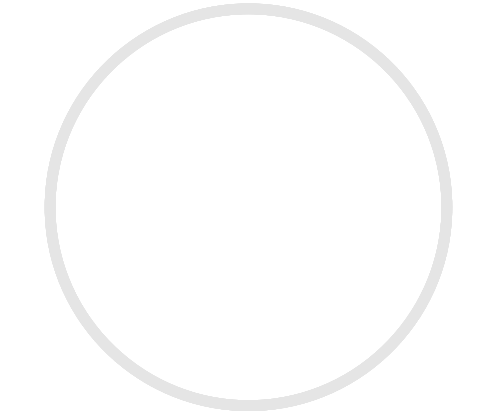
1/2" = 1'-0"



EAST

## 2 INT. ELEV. - OPEN AREA 148

1/2" = 1'-0"



Interior Finish Renovation for:  
**MORNINGSTAR BEHAVIORAL  
ASSOCIATES**

One South Main Street  
Cape Girardeau  
Missouri, 63701

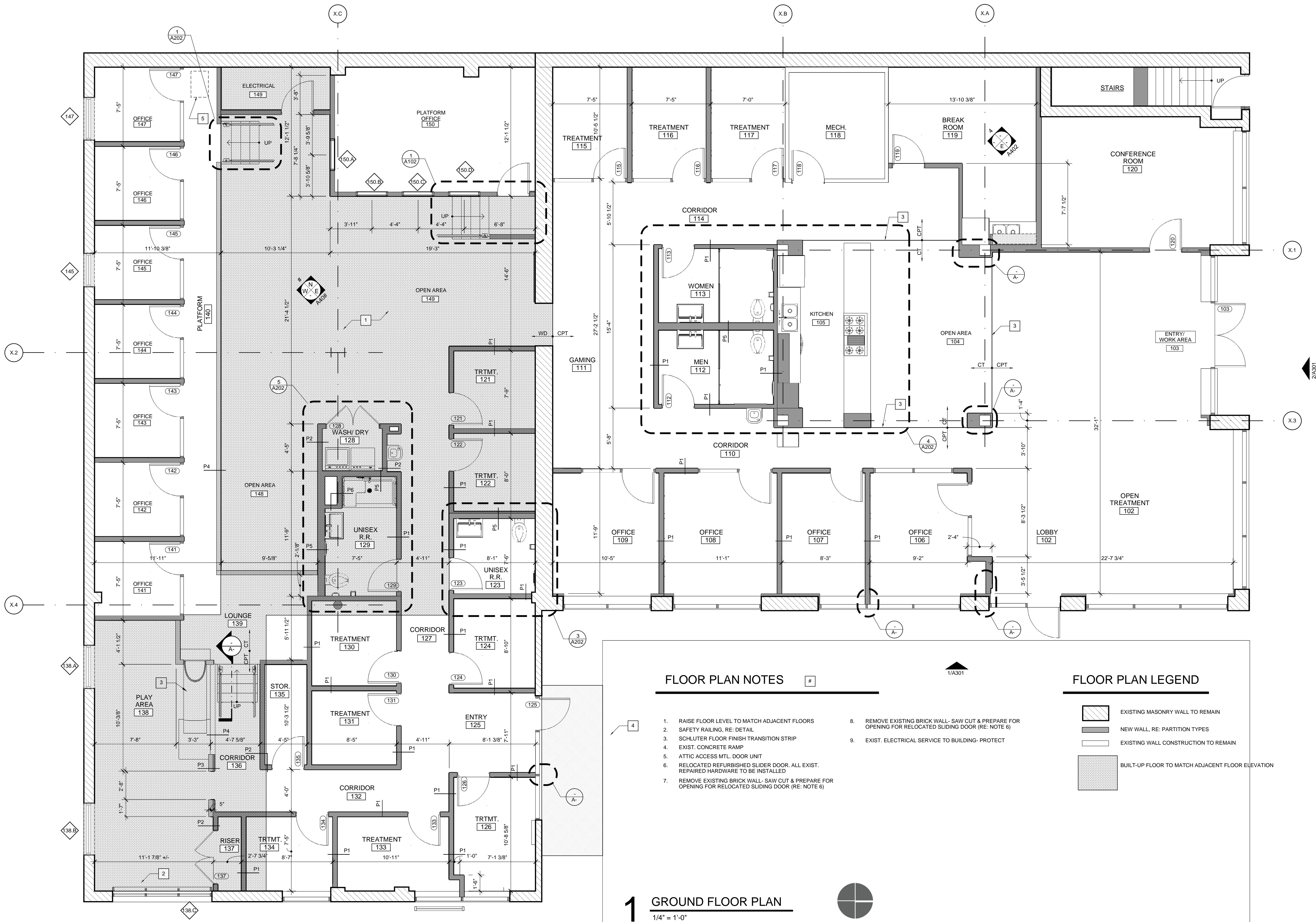
Document Date:  
August 31, 2021

Document Phase:  
Construction Documents

rev. date:  
remark:

Interior Elevations  
Millwork Details

A403



Interior Finish Renovation for:  
**MORNINGSTAR BEHAVIORAL  
ASSOCIATES**

One South Main Street  
Cape Girardeau  
Missouri, 63701

Document Date:  
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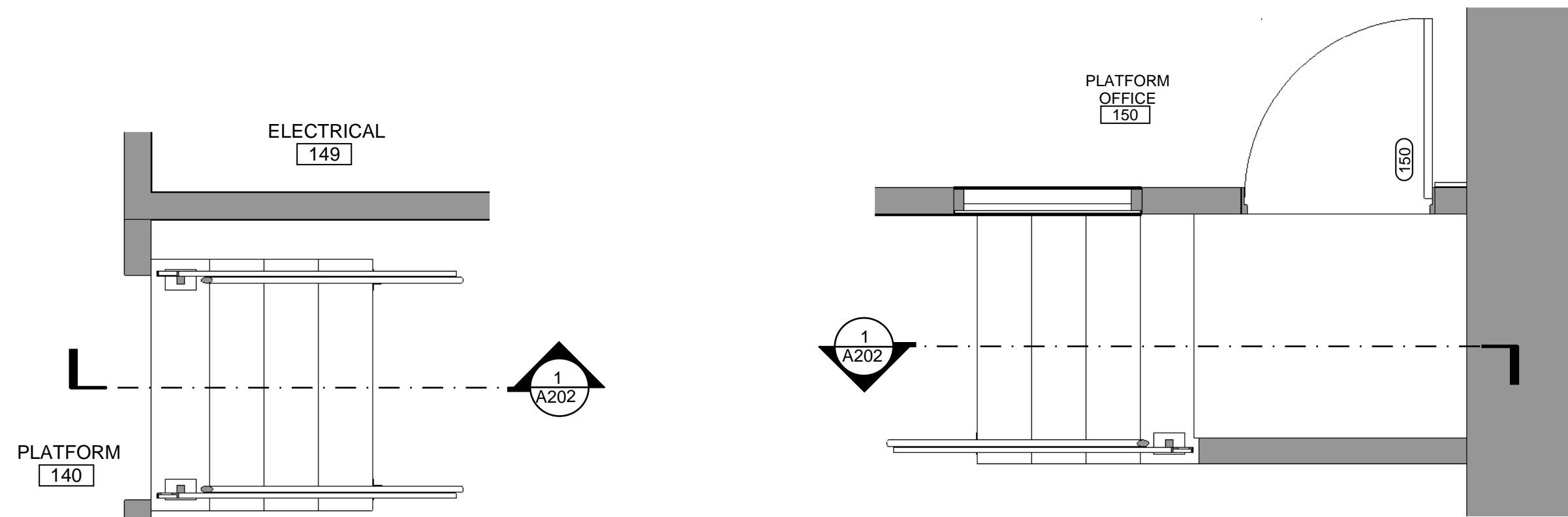
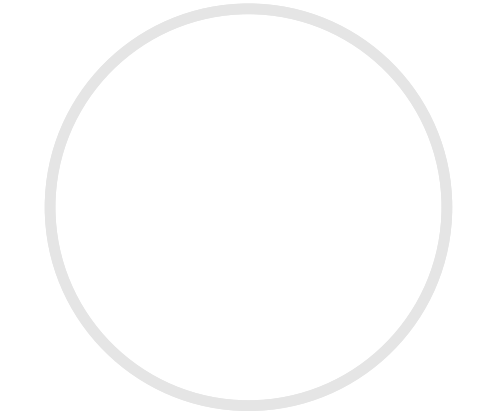
Document Phase:  
Construction Documents

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remark:

Floor Plans

**A201**



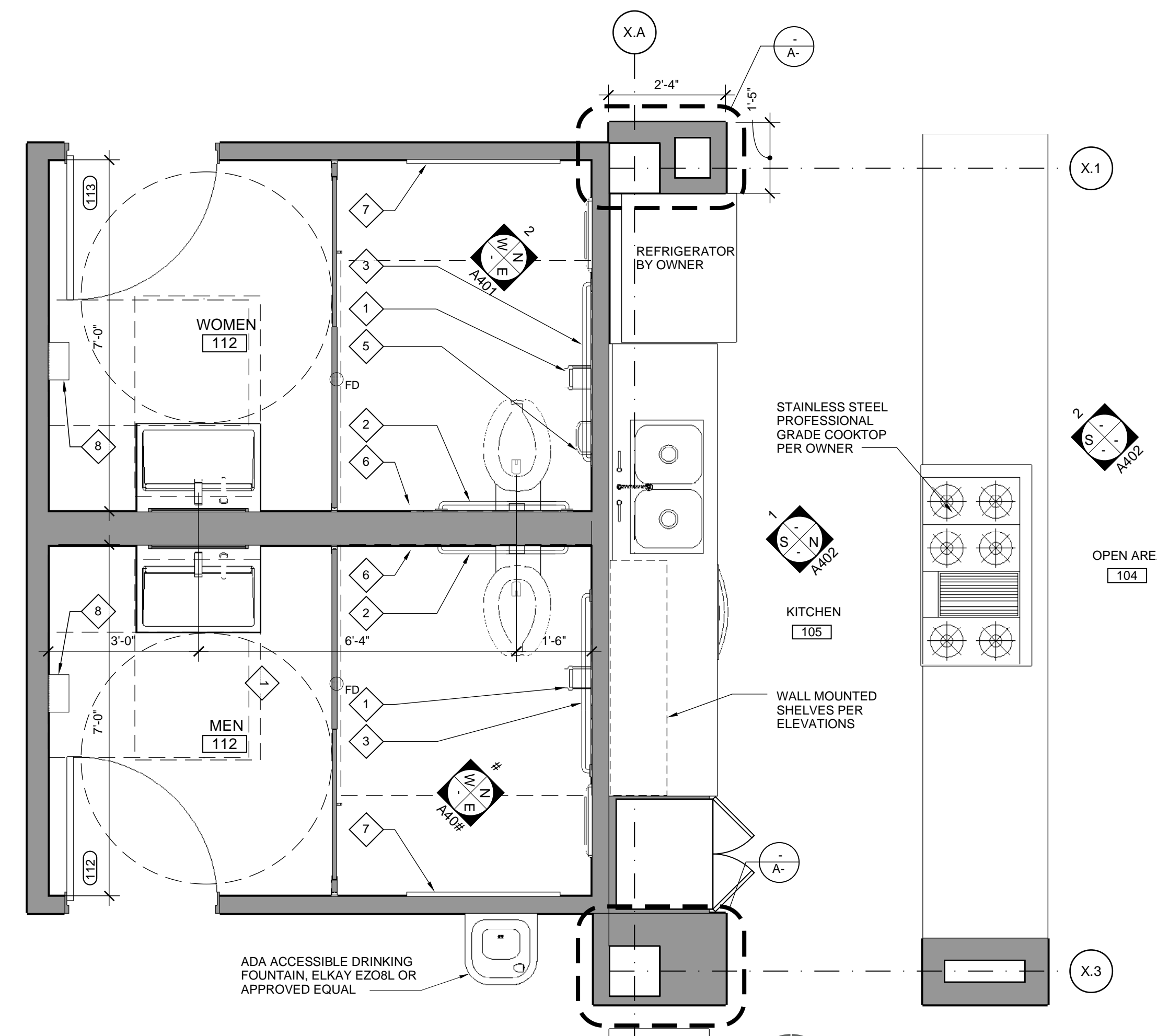


**1** ENLARGED STAIR PLAN  
1/2" = 1'-0"

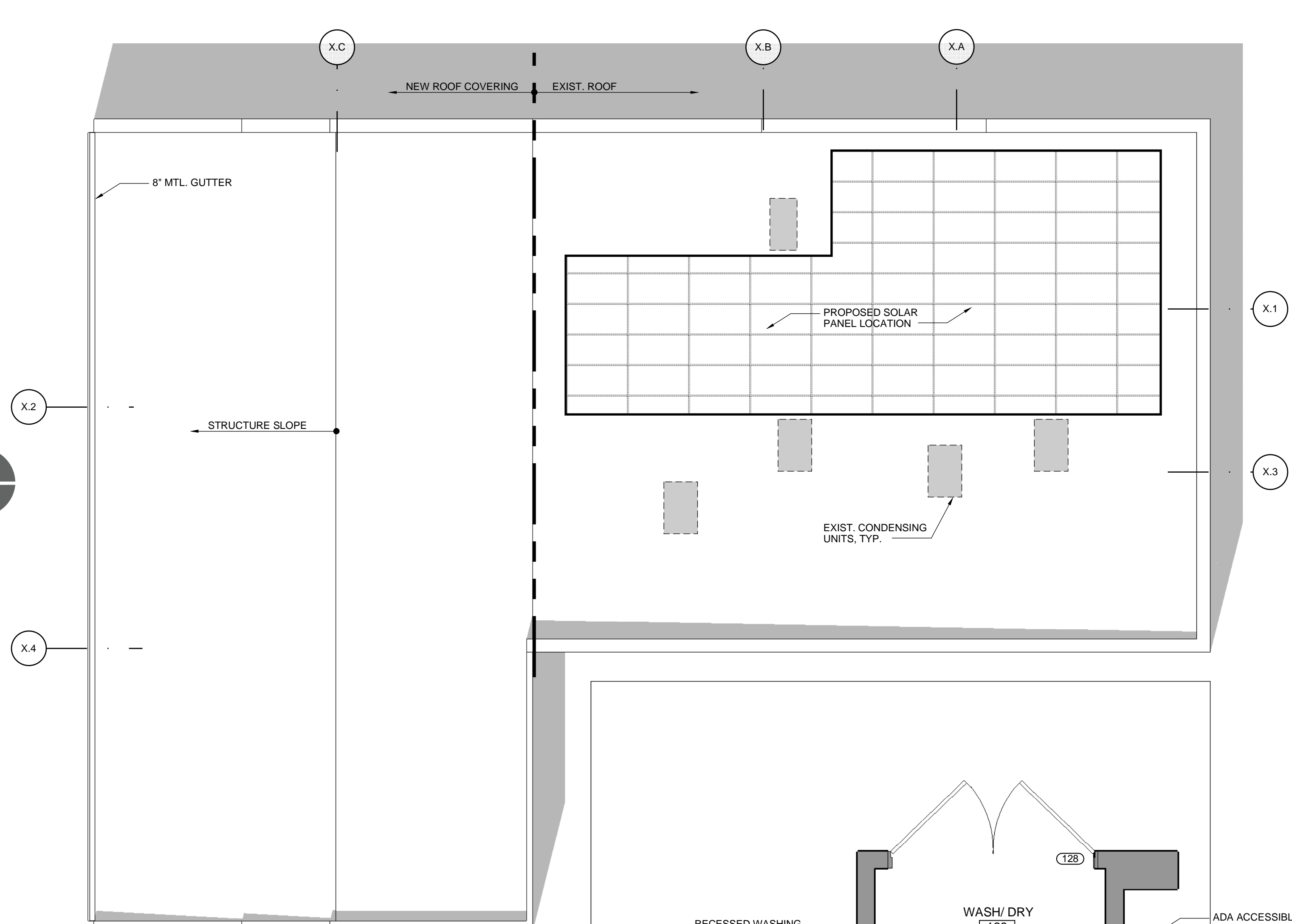
**2** ENLARGED STAIR PLAN  
1/2" = 1'-0"

TOILET ACCESSORIES

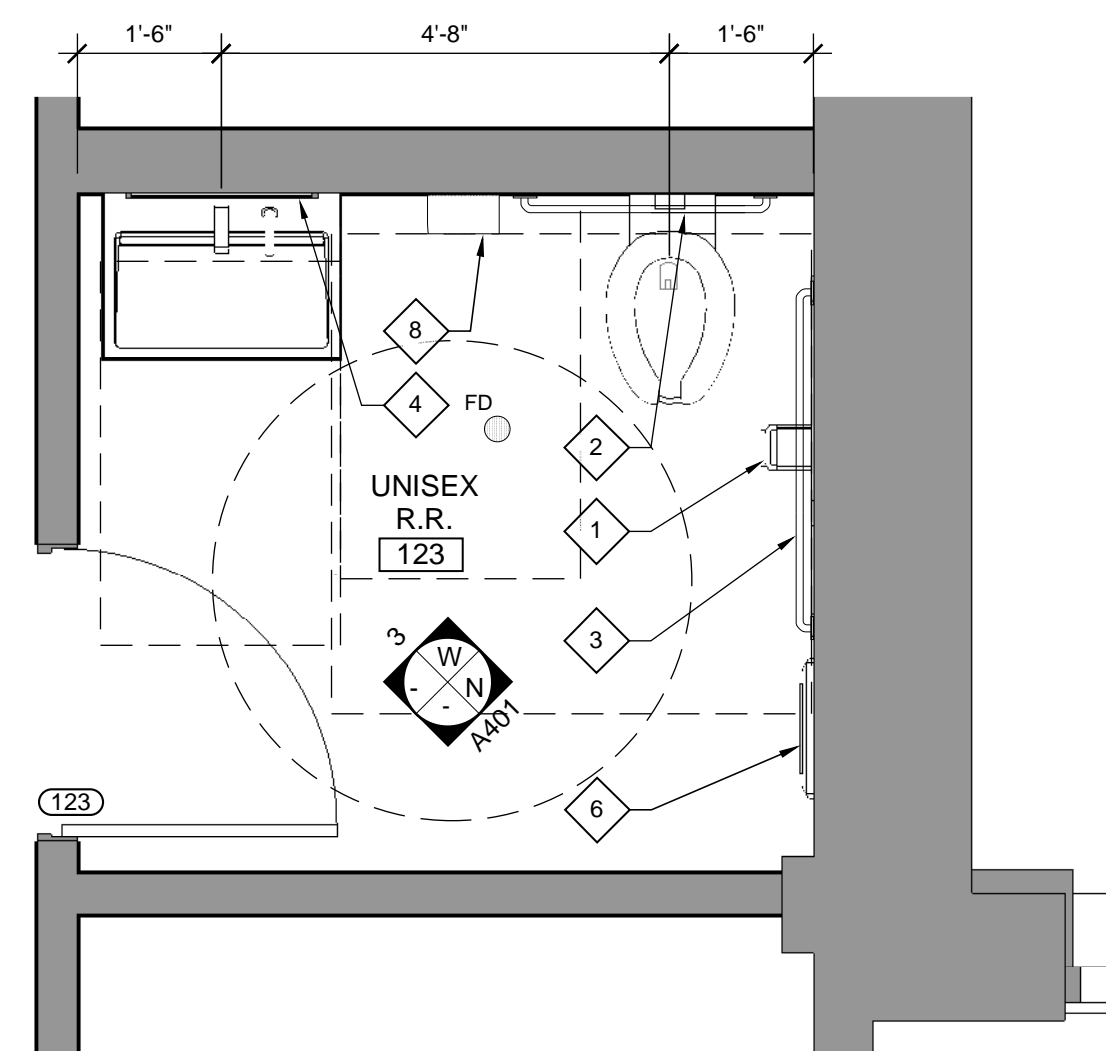
1. SURFACE MOUNTED TOILET PAPER DISPENSER BOBRICK B2888 OR EQUAL
2. STAINLESS STEEL 1 1/2" DIA. GRAB BAR 36" LONG W/ ALL NECESSARY CONCEALED MOUNTING PLATES INCLUDE ANCHOR PLATES IN STUD WALLS SUPPLIED BY MNFR. - BOBRICK B-2606 OR EQUAL
3. STAINLESS STEEL 1 1/2" DIA. GRAB BAR 42" LONG W/ ALL NECESSARY CONCEALED MOUNTING PLATES INCLUDE ANCHOR PLATES IN STUD WALLS SUPPLIED BY MNFR. - BOBRICK B-2606 OR EQUAL
4. 24" X 36" STAINLESS STL. FRAMED MIRROR W/ SHELF BY MNFR. BOBRICK B166-2436 OR EQUAL
5. SURFACE MOUNTED SANITARY DISPOSAL- BOBRICK B-270 OR EQUAL
6. SURFACE MOUNTED SEAT COVER DISPENSER- BOBRICK B-221 OR EQUAL
7. SURFACE MOUNTED BABY CHANGING TABLE- KOALA KARE WHITE, KB200-05 OR EQUAL



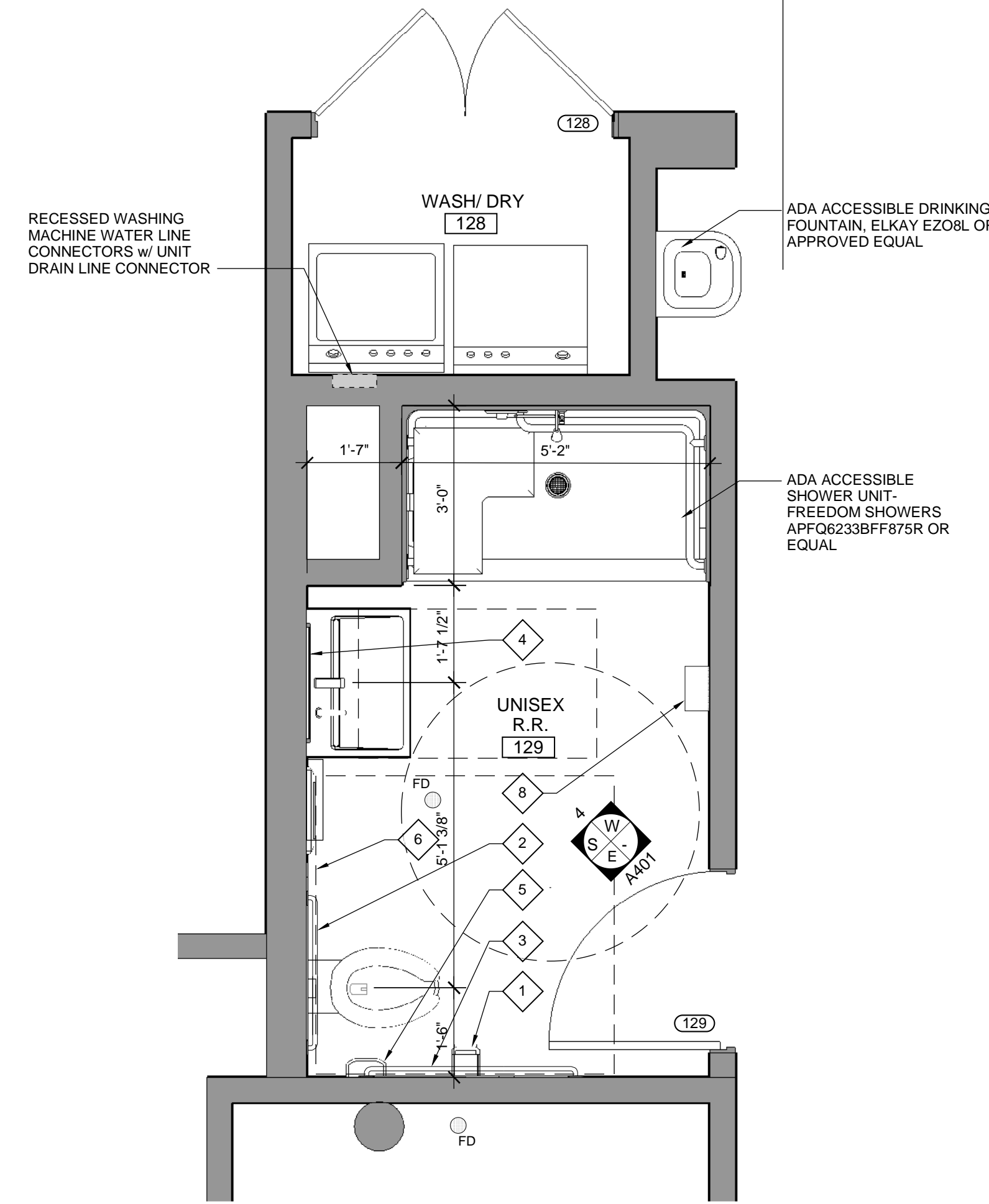
**4** ENLARGED FLOOR PLAN  
1/2" = 1'-0"



**3** ROOF PLAN  
1/8" = 1'-0"



**5** ENLARGED FLOOR PLAN  
1/2" = 1'-0"



**6** ENLARGED FLOOR PLAN  
1/2" = 1'-0"



LIGHTING FIXTURES

- CEILING MOUNTED LED LIGHT FIXTURE
- WALL MOUNTED LED LIGHT FIXTURE
- FLUSH WALL MOUNT LED DOWNLIGHT
- LED PENDANT LIGHT
- LED CAN LIGHT
- RECESSED EXHAUST FAN
- RECESSED EXHAUST FAN w/ LED LIGHT
- LED STRIP LIGHT
- FLUSH EXTERIOR FLOOR UPLIGHT
- LED FLUSH FULL LENGTH SURFACE STRIP LIGHT
- LOW VOLTAGE CAN LIGHT
- LOW VOLTAGE LED PLANTER UPLIGHT
- UNDER CABINET LED PUCK LIGHT
- UNDER CABINET FLUORESCENT PUCK LIGHT
- TRACK MOUNTED LOW VOLTAGE LIGHT
- SPOT ADJUSTABLE LED RECESSED LIGHT

METHENY ARCHITECTS

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Clayton, MO 63105  
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jmetheny.architect@pm.me



R.C.P. LEGEND

LIGHT SOFFIT

FRAMED GYP. BD. CEILING w/ LIGHT SOFFIT WHERE INDICATED

EXISTING CEILING TO BE REFINISHED/ PAINTED

T.&G. WOOD

OPEN TO STRUCTURE ABOVE

2 REFLECTED CEILING PLAN

1/8" = 1'-0"



Interior Finish Renovation for:  
**MORNINGSTAR BEHAVIORAL ASSOCIATES**

One South Main Street  
Cape Girardeau  
Missouri, 63701

Document Date:  
September 2, 2021

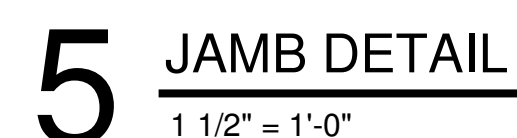
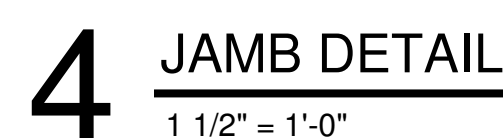
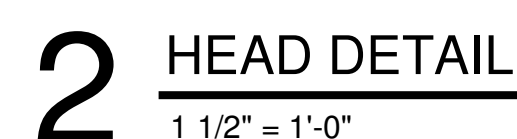
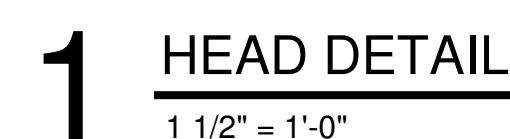
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Construction Documents

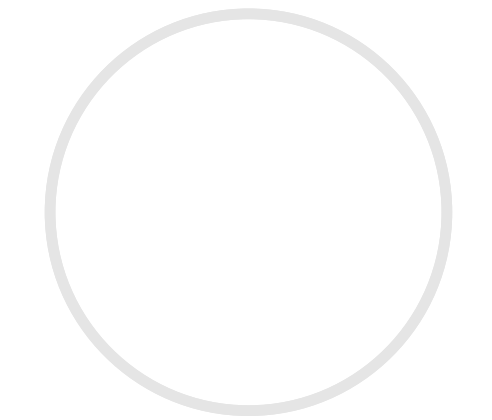
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remark:

Reflected Ceiling Plan

A601







1 EAST ELEVATION  
1/4" = 1'-0"



2 NORTH ELEVATION  
1/4" = 1'-0"

Interior Finish Renovation for:  
**MORNINGSTAR BEHAVIORAL  
ASSOCIATES**

One South Main Street  
Cape Girardeau  
Missouri, 63701

Document Date:
August 31, 2021
Document Phase:
Construction Documents
rev. date:
remark:

Exterior Elevations



Drawing Symbols

INDICATES DRAWING NUMBER

INDICATES SHEET NUMBER OF DRAWING LOCATION

DETAIL/ SECTION REFERENCE

EXTERIOR ELEVATION REFERENCE

INDICATES DRAWING NUMBER OF ELEVATION(S)

INDICATES DIRECTION OF ELEVATION FACE

INDICATES SHEET NUMBER OF ELEVATION(S) LOCATION

INTERIOR/ AREA ELEVATION(S) REFERENCE

STRUCTURAL/ BUILDING FACE GRID

ENTIRE BUILDING SECTION

ALL OTHER SECTIONS

MAIN ENTRY

MAIN ENTRY

ROOM DESIGNATION

DOOR NUMBER

PARTITION TYPES

WINDOW NUMBER

EQUIPMENT NUMBER

REVISION

PLAN NOTE

EQUIP. NOTE

FIN. FLOOR

100'-0"

ELEVATION HEIGHT MARKERS

1/A100

1/A100

1/A100

5

5

1/A202

1/A202

1/A202

1/A202

1/A202

1/A202

1/A202

105

105

10.A

10.A

000

000

2

2

#

#

Abbreviations

@	AT	MAX.	MAXIMUM
ABV.	AND	MECH.	MECHANICAL
A.C.	ABOVE	MFR.	MANUFACTURER
AC	ASPHALTIC CONCRETE	MH.	MAN HOLE
ACT.	AIR CONDITIONING	MIN.	MINIMUM
ACOUST.	ABOVE COUNTERTOP	MIR.	MIRROR
ADDNL.	ACOUSTICAL	MISC.	MISCELLANEOUS
ADJ.	ADJACENT	MOD.	MICROWAVE
AFF.	ABOVE FINISH FLOOR	MTL.	MODULE
AGG.	AGGREGATE		METAL
ALUM.	ALUMINUM	(N)	NEW
ALT.	ALTERNATE	NEC	NATIONAL ELECTRIC CODE
ARCH.	ARCHITECTURAL	NIC.	NOT IN CONTRACT
AVG.	AVERAGE	N/A	NOT APPLICABLE
		NTS.	NOT TO SCALE
BD.	BOARD		
BF.	BOTH FACES	O/	OVER
BIC.	BUILT-IN CABINET	O.C.	ON CENTER
BLDG.	BUILDING	O.D.	OUTSIDE DIAMETER
BLK.	BLOCK	OFD.	OVERFLOW DRAIN
BLK.G.	BLOCKING	OH.	OVERHEAD
BLW	BELOW	OPP.	OPPOSITE
BRZ.	BRONZE		
BTM.	BOTTOM	PERF.	PERFORATED
BTR.	BETTER	PLAM.	PLASTIC LAMINATED
BTWN.	BETWEEN	PLYWD	PLYWOOD
BVL.	BEVELED	PNT.	PAINT
BW.	BOTH WAYS	PP.	POWER POLE
		PSF	POUNDS PER SQUARE FOOT
CAB.	CABINET	PT.	PRESSURE TREATED
CF	CUBIC FEET	PVC.	POLY VINYL CHLORIDE
CLG.	CEILING	PVMT.	PAVEMENT
CJ.	CONTROL JOINT	PUE.	PUBLIC UTILITY EASEMENT
CLR.	CLEAR		
CMU	CONCRETE MASONRY UNIT	QT.	QUARRY TILE
CNTR.	COUNTER	QT.	QUARRY TILE
C.O.	CLEAN OUT		
COL.	COLUMN	R.	RISER
COMP.	COMPOSITION	RAD.	RADIUS
CONC.	CONCRETE	RD.	ROOF DRAIN
CONN.	CONNECTION	RDWD.	REDWOOD
CONT.	CONTINUOUS	REINF.	REINFORCING
CONTR.	CONTRACTO	REF.	REFRIGIERATOR
CT.	CERAMIC TILE	REQD	REQUIRED
		RET.	RETAINING
DBL.	DOUBLE	REV.	REVISION
DET.	DETAIL	RM.	ROOM
DEPT.	DEPARTMENT	RO.	ROUGH OPENING
D.F.	DOUGLAS FIR		
DIA.	DIAMETER	SC.	SOLID CORE
DIM.	DIMENSION	S&V	STAIN AND VARNISH
DIV.	DIVISION	SCHED.	SCHEDULE
DN	DOWN	SD	SOAP DISPENSER
DW	DISHWASHER	SDR.	STORM DRAIN
DWG.	DRAWING	SECT.	SECTION
		SEZ	STREAM EASEMENT ZONE
(E)	EXISTING	SF	SQUARE FOOT/FEET
EA.	EACH	SHT.	SHEET
EJ.	EXPANSION JOINT	SHLV.	SHELVES
ELECT.	ELECTRIC/ELECTICAL	SHWR.	SHOWER
ELEV.	ELEVATION	SIM.	SIMILAR
EMER.	EMERGENCY	SLR.	SEALER
EN.	EDGE NAIL		
EOP.	EDGE OF PAVEMENT	SPECS.	SPECIFICATIONS
EOS.	EDGE OF SLAB	SQ.	SQUARE
EQ.	EQUAL	S&P	SHELF & POLE
EQUIP.	EQUIPMENT	SAN.	SANITARY SEWER
EXT.	EXTERIOR	S.S.D.	SEE STRUCTURAL DRAWINGS
		S.S.	STAINLESS STEEL
FA	FIRE ALARM	STD.	STANDARD
FACP	FIRE ALARM CONTROL PANEL	STL.	STEEL
FAU	FORCED AIR UNIT	STOR.	STORAGE
FD	FLOOR DRAIN	STRUCT.	STRUCTURAL
FFE	FINISHED FLOOR ELEVATION	SUSP.	SUSPENDED
FG	FIXED GLASS	S.W.	SHEARWALL
FH	FIRE HYDRANT	SYP	SOUTHERN YELLOW PINE
FIN	FINISH		
FLR	FLOOR	T.	TREAD
		TC.	TRASH COMPACTOR
GA	GAUGE	TEL.	TELEPHONE
GALV	GALVANIZED	TEMP.	TEMPERED
GC	GENERAL CONTRACTOR	T&G	TONGUE & GROOVED
GFI	GROUND FAULT INTERRUPTER	TV	TELEVISION
GI	GALVANIZED IRON	TYP.	TYPICAL
GL	GLASS		
GLB	GLUED LAMINATED BEAM	UBC	UNIFORM BUILDING CODE
GND	GROUND	UFC	UNIFORM FIRE CODE
GSM	GALVANIZED SHEET METAL	UMC	UNIFORM MECHANICAL CODE
GYP	GYPSUM (WALL) BOARD	UNO	UNLESS NOTED OTHERWISE
		UPN	UNIFORM PLUMBING CODE
HB	HOSE BIB		
HC	HOLLOW CORE / HANDICAP	VCT.	VINYL COMPOSITION TILE
HDWR	HARDWARE	VENT.	VENTILATION
HORIZ	HORIZONTAL	VERT.	VERTICAL
HM	HOLLOW METAL	VIF.	VERIFY IN FIELD
HP	HIGH POINT	VNR.	VENEER
HT	HEIGHT		
HTG	HEATING	W/	WITH
HVAC	HEATING/VENTILATION/AIR CONDITIONING	WD.	WATER CLOSET
HW	HOT WATER	W.	WOOD
		WH.	WASHER
ID	INSIDE DIAMETER	WO	WATER HEATER
INCL	INCLUDED	WP.	WITHOUT
INFO	INFORMATION		
INSUL	INSULATION	YD.	YARD
INT	INTERIOR		
INF	INFRARED		
IRC	INTERNATIONAL RESIDENTIAL CODE		
LAM	LAMINATE		
LB	POUND		
LF	LINEAL FOOT		
LVL.	LAMINATED VENEER LUMBER		

Morning Star Behavioral Associates  
Interior Finish & Renovation

One Main Street, Cape Girardeau, MO

Construction Documents Review Set- Not for Construction

Sheet Index

ARCHITECTURAL	
A000	COVER SHEET
A101	CODE DATA/ LIFE SAFETY PLAN
A201	DEMOLITION PLAN
A201	FLOOR PLAN
A202	ENLARGED FLOOR PLANS & DETAILS
A203	ROOF PLAN & DETAILS
A301	EXTERIOR ELEVATIONS
A401	INTERIOR ELEVATIONS
A501	DR. & WIN. SCHEDULES & DETAILS
A601	REFLECTED CEILING PLANS
STRUCTURAL	
S0	GENERAL NOTES
S1	DATA SHEET
S2	DATA SHEET

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AUGUST 31, 2021

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## Code Data

## Code Summary

Construction Code:	International Building Code (IBC) 2015
Existing Building Code:	International Existing Building Code (IEBC) 2015
Mechanical Code:	International Mechanical Code (IMC) 2015
Plumbing Code:	Universal Plumbing Code (UPC) 2015
Electric Code:	National Electrical Code (NEC) 2014
Fuel/ Gas Code:	International Mechanical Code (IMC) 2015
Fire Code:	International Fire Code (IFC) 2015
Energy Conservation:	International Energy Conservation Code (IECC) 2009
Elevator Code:	N/A
Building Enforcement:	City of Cape Girardeau, MO
ADA Code:	Americans with Disabilities Act (ADA) – ICC/ANSI 117.1- 20

## EBIC 2015:

Section 505 – Level 3  
THE EXISTING BUILDING CONSISTS OF A 2-STORY MIXED USE STRUCTURE AND AN ADJOINING SINGLE STORY STRUCTURE. BOTH AREAS OF THE GROUND FLOORS ARE TO BE COMBINED INTO ONE OFFICE SPACE FOR CLIENT THERAPY PURPOSES, RESULTING IN A LEVEL 3 ALTERATION OF >50% OF THE BUILDING AREA

Section 707.2 - New Roof construction shall comply with Ch. 15 of IBC  
Section 707.3.2 - Roof diaphragm design per IBC Section 1609.3(1)  
Section 803.6 - With an automated sprinkler system installed, the required fire resistance ratings of building elements and materials shall be permitted to meet the requirements of the current building codes.

Section 804.2.2.1 (Mixed Uses)-

When an automated sprinkler system separated from an occupancy type not requiring protection, a minimum of 1-hour fire resistant construction shall separate the two.

Section 806.2 - When stairways are added that didn't exist previously, an accessible route shall be provided per IBC Section 1104.4 & 1104.5.

Section 907.4.5 - New Roof wall anchors into existing unreinforced masonry shall meet all seismic design requirements of the IBC 2015.

Exterior Walls: Item W-8-M-19 (IEBC, Table 1.1.4)– All appear to be 8" solid core Clay Brick, min.  
Interior Walls: Gypsum Wallboard (GWB) of nominal dimension wood or mtl. framing, non-load bearing.

## IBC 2015:

## Building Type

Existing building: New interior of the ground floor Occupancy (only) use group B, to be sprinklered

## Building Data

## Use &amp; Occupancy Classification – Chapter 3

Use Group: Professional Group "B" (Section 304)  
Residential Group "R-2" (Section 310.4 - Not in scope of work)

Construction Type:

Fire Protection: (Existing is NON-SPRINKLERED)

Renovation to Group B Floor area to have a fully automated sprinkler system

## Building Heights and Areas – Chapter 5

Allowable Building Area for Type III-A Construction (Table 504.3):

Actual Lower Level Existing	
2 Story Structure:	3,075 s.f.
1 Story Structure:	3,215 s.f.
Total:	6,290 s.f.
Allowable =	Unlimited Area (507.5)

Mixed Use Occupancy Separations: Yes, R-2 and B

## Type of Construction – Chapter 6

Existing: Type III-A Construction – Noncombustible Unprotected Steel Structure – Non-sprinklered

## Fire Resistance Rating Requirements for Building Elements (Table 601)

Primary structural frame	2 hours
Primary structural frame if supporting roof only -	1 hour
Bearing walls, exterior and interior -	2 hours
Table 602 - Non-bearing walls and partitions, Exterior	
Fire Separation Distance < 30'-0" -	1 hr. rating
Fire Separation Distance > 30'-0" -	0 hr. rating
Non-bearing walls and partitions, Interior -	0 hr. rating
Fire Partitions, Corridors	
(See Means of Egress section below)	
Shaft Enclosures -	N/A
Floor const. and secondary members (See section 202) -	2 hours
Roof const. and secondary members (See section 202) -	1 hour
No rating where roof construction is 20 feet above floor below	

Fire Barrier Assembly between Fire Areas (707.3.9) -

2 hours

## Fire Protection Systems – Chapter 9

Section 903 – Automatic Sprinkler Systems

New B-2 const. = YES  
Exist. R-2 const. = YES  
YES

Section 903.2.11.5 – Commercial Cooking Operations

Section 906.1 - Portable Fire Extinguishers

New B-2 const. = YES  
Exist. R-2 const. = YES  
YES  
NO

Section 907 – Fire Alarm and Detection Systems

Section 909 – Smoke Control Systems

## Means of Egress

## - Chapter 10

Table 1004.1.220 - Occupant Load -

Exercise rooms (Treatment) -  
Business Areas -

re: Life Safety Plan  
50 s.f. / person  
100 s.f. / person  
200 s.f. / person

Kitchen, commercial -

Section 1004.3 - Posting of Occupant Load

Signs shall be posted in Assembly spaces

Table 1017.2 - Exit Access Travel Distance (max.)

Common Path of Travel -

Corridor Path W/ (1) exit -

300 feet  
100 feet

Section 1020.1 - Dead End limits

Professional Group "B" (304)

Dead end corridor -

Table 1020.1Corridor Fire Resistance Rating -

Table 1020.2 - Min. Corridor width (max.)

50 feet if sprinklered  
None with sprinkler system

Less than 100 occupants -

44 inches

## Accessibility - Chapter 11

Section 1104.4 Exception - No accessible route required to mezzanines w/ an aggregate area less than 3,000 s.f.

## Plumbing Systems – Chapter 29

Table (2902.1) - Fixture Counts (Occupancy = 115)

## Plumbing Fixture Counts – Occupancy Calculations

## Toilets – Design Count

## Water Closets

## Urinals

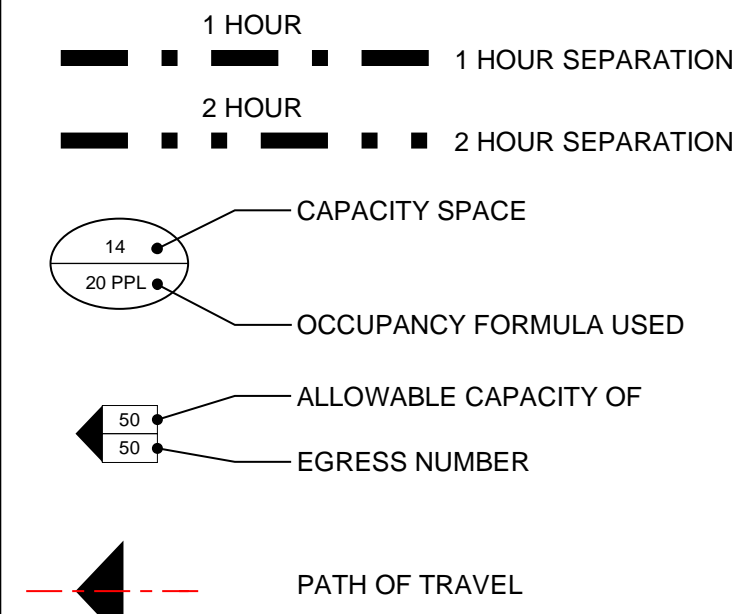
## Lavatories

Unisex	Male	Female	Male	Female
2	1	2	1	2

## LIFE SAFETY NOTES

CONSTRUCTION	(IBC 2015 - 602.3)
EXISTING BUILDING:	III-A (NO CHANGE)
OCCUPANCY TYPE:	(IBC 2015 - 304)
PROFESSIONAL "B"	(NO CHANGE)
PROJECT AREA:	(TABLE 506.2)
RENOVATED AREA 1:	3,075 S.F.
RENOVATED AREA 2:	3,215 S.F.
TOTAL:	6,290
ALLOWABLE:	28,500 S.F.
MAX. EXIT TRAVEL DISTANCE:	(IBC 2015 - 1017.2)
RENOVATED AREA :	300'-0" MAX.

## LIFE SAFETY NOTES



## GENERAL ARCHITECTURAL NOTES

- THE CONTRACTOR SHALL INSPECT THE SITE, STUDY EXISTING CONDITIONS, REVIEW DRAWINGS AND SPECIFICATIONS.
- TAKE ALL MEASUREMENTS FOR THE WORK AND BE RESPONSIBLE FOR COMMUNICATING ANY DISCREPANCIES. COORDINATE THE WORK AND SHOP DRAWINGS WITH ALL OTHER TRADES AFFECTED AND MAKE ANY NECESSARY OFFSETS TO CONCEAL PIPING AND DUCTWORK, AND TO CLEAR EQUIPMENT, STRUCTURAL MEMBERS AND OTHER OBSTRUCTIONS.
- PROTECT ALL WORK, MATERIALS AND EQUIPMENT. CAP OR PLUG TEMPORARY OPENINGS. DELIVER ALL WORK TO THE OWNER CLEAN AND IN GOOD CONDITION.
- CUTTING AND PATCHING OF EXISTING WALLS, FLOORS OR CEILINGS REQUIRED BY NEW WORK SHALL BE INCLUDED AS WORK PROVIDED UNDER THIS CONTRACT.
- CUTTING SHALL BE DONE WITH CARE SO AS TO NOT DAMAGE EXISTING EQUIPMENT, CONNECTIONS, CONTROLS, ETC.
- DAMAGE CAUSED BY SUCH CUTTING OR ANY DEMOLITION OR CONSTRUCTION WORK SHALL BE REPLACED OR REPAIRED TO ORIGINAL CONDITION BY CONTRACTOR AT NO COST TO THE OWNER UNLESS UNFORESEEN EXISTING CONDITIONS ARE DISCOVERED AND OWNER/ ARCHITECT ARE NOTIFIED.
- ALL MATERIALS AND EQUIPMENT SHALL BE NEW, OF THE BEST QUALITY AND FREE FROM DEFECTS. UNLESS NOTED OTHERWISE.
- MANUFACTURER AND MODEL NUMBERS SPECIFIED ESTABLISH THE TYPE AND QUALITY REQUIRED.
- ALL WORK SHALL COMPLY WITH APPLICABLE REGULATIONS, CODES, AND ORDINANCES.
- THE CONTRACTOR SHALL PERFORM ALL TEST AS SPECIFIED OR AS NECESSARY TO MEONSTRATE A COMPLETE AND SATISFACTORY INSTALLATION.
- ALL ELECTRICAL WORK NECESSARY TO PROVIDE A COMPLETE INSTALLATION SHALL BE FURNISHED UNDER THIS CONTRACT.
- ALL EXPOSED PENETRATIONS MADE THROUGH EXISTING ROOFS, FLOORS, AND WALLS SHALL BE PATCHED WITH LIKE MATERIALS TO MATCH THE SURROUNDING AREAS AND FILLED AS CLOSE AS POSSIBLE TO THE NEW PIPING OR DUCTWORK.
- THE CONTRACTOR SHALL BE RESPONSIBLE FOR ANY DAMAGE TO EXISTING MATERIALS RESULTING FROM WORK UNDER CONTRACT AND SHALL RESTORE SUCH TO ITS ORIGINAL CONDITION.
- INTERIOR WALL DIMENSIONS ARE MEASURED FROM FACE OF STUDS. ALL BRICK DIMENSIONS ARE NOMINAL, NOT ACTUAL.
- ALL GYPSOARD IN THE GARAGE SHALL BE TYPE 'X' FIRE CODE GYPSUM BOARD.
- PROVIDE WOOD BLOCKING IN ALL WALLS TO RECIEVE WALL HUNG ACCESSORIES SUCH AS GRAB BARS, MILLWORK, CASEWORK, COAT HOOKS AND DOOR STOPS, ETC.
- THE CONTRACTOR SHALL WORK WITH THE CONDITIONS AS THEY EXIST AT THE SITE. ALL ABOVE CEILING CONDITIONS SHALL BE REVIEWED, AND MODIFICATIONS IDENTIFIED, COORDINATED AND OPERATIONAL SYSTEM AT NO ADDITIONAL COST TO THE OWNER IF APPLICABLE. COORDINATION SHALL INCLUDE, BUT NOT LIMITED TO THE FOLLOWING:
  - A. THE OWNER'S EQUIPMENT REQUIREMENTS
  - B. THE CEILING SUPPORT SYSTEM
  - C. THE MECHANICAL DUCTWORK SYSTEM
  - D. THE LIGHTING FIXTURES
  - E. ELECTRICAL WIRING AND CONDUIT SYSTEMS
  - F. THE PLUMBING AND PIPING SYSTEMS
  - G. THE COMMUNICATIONS SYSTEMS
- WHEN ALTERING THE BUILDING, IS STRUCTURAL INTEGRITY APPEARS TO BE IN QUESTION, CONTRACTOR SHALL NOTIFY ARCHITECT IMMEDIATELY.
- INSTALL EXTENSIONS ON ALL POWER AND DATA BACK WHERE ADDITIONAL LAYERS OF GYPSUM BOARD, ETC., IS TO BE INSTALLED IF APPLICABLE.
- CONTRACTOR SHALL VERIFY ALL DIMENSIONS AND QUANTITIES HEREIN.
- HAUL ALL ITEMS THAT ARE NOT TO BE SALVAGED FROM JOB SITE, ADHERING TO ALL (IF ANY) RECYCLING REQUIREMENTS OF LOCAL JURISDICTIONS, LAWS, ETC.
- OWNER HAS THE FIRST RIGHTS TO ANY DEMOLITION OR EXTRA MATERIAL FROM CONSTRUCTION.

INDEPENDENCE ST.

EXISTING BUILDING

MAIN ST.

Interior Finish Renovation for:

MORNINGSTAR BEHAVIORAL  
ASSOCIATES

One South Main Street  
Cape Girardeau  
Missouri, 63701

Document Date:  
July 29, 2021

Document Phase:  
Construction Documents

rev. date:  
remark:

Building Codes

A000



No.	Room Name	FLOOR Hardwood Carpet Concrete Ceramic Tile Concrete/Stain 1X4 Wood- SV Porcelain Tile Vinyle Cove Base Ceramic Tile Gyp. Bd.- Painted 1X6 T&G Wood - Ceramic Tile Gyp. Bd.- Painted 1X6 T&G Wood - Ceramic Tile Gyp. Bd.- Painted 1X6 T&G WOOD - Ceramic Tile Gyp. Bd.- Painted 1X6 T&G Wood Lowered Ceiling Ceiling Height Indicates Vaulted	BASE	NORTH	EAST	SOUTH	WEST	CEILING	
101	LOBBY								
102	OPEN TREATMENT								
104	OPEN AREA								
105	KITCHEN AREA								
106	OFFICE								
107	OFFICE								
108	OFFICE								
109	OFFICE								
110	CORRIDOR								
111	MEN								
112	WOMEN								
113	CORRIDOR								
114	TREATMENT								
115	TREATMENT								
116	TREATMENT								
117	MECHANICAL (Exist)								
118	BREAK ROOM								
119	CONFERENCE ROOM								
120	WASHER/ DRYER								
121	TREATMENT								
122	TREATMENT								
123	TREATMENT								
124	RESTROOM								
125	RESTROOM								
126	TREATMENT								
127	TREATMENT								
128	CORRIDOR								
129	CORRIDOR								
130	TREATMENT								
131	TREATMENT								
132	CLOSET								
133	PLAY AREA								
134	LOUNGE								
135	OFFICE								
136	OFFICE								
137	OFFICE								
138	OFFICE								
139	OFFICE								
140	OFFICE								
141	OFFICE								
142	MEZZANINE								

Ceramic Tile (CT-#)	
CT-1	Ceramic Tile to be
CT-2	Ceramic Tile to be
Wood Stain (S/v)	
S/v	Stain to be
Concrete Stain	
Concrete Sealant	
Concrete Stain	
Concrete Sealant	
T&G Wood Siding	
WD-1	1x6 T&G Douglas Fir w/ no bevel
WD-2	1x6 T&G Red Cedar with sealant

Diagram A: A door with a tempered glass panel. The glass panel is 4 1/2" high. The door is 8" high. The door is labeled "ADA APPROVED PANIC BAR (BEYOND)". The door is labeled "SEE SCHED." for the glass panel and "SEE SCHED." for the door height.

Diagram B: A door with a tempered glass panel. The glass panel is 4 1/2" high. The door is labeled "SEE SCHED." for the glass panel and "SEE SCHED." for the door height.

Diagram C: A door with a tempered glass panel. The glass panel is 4 1/2" high. The door is labeled "SEE SCHED." for the glass panel and "SEE SCHED." for the door height. The door is labeled "VENT PANEL" for the glass panel.

Diagram D: A door with a tempered glass panel. The glass panel is 4 1/2" high. The door is labeled "SEE SCHED." for the glass panel and "SEE SCHED." for the door height.


Win No.	Room Name	Size	Sashes	Sill Height	Type	Tempered	SDL's	Thermal Break	Low E	u/SHGC Values	Operation	Egress	Screen	Notes
138.A	PLAY AREA	VERIFY	FIXED	VERIFY	ALUM	NO	NO	YES	YES	.32/.36	NONE	NO	NO	-
138.B	PLAY AREA	VERIFY	FIXED	VERIFY	ALUM	NO	NO	YES	YES	.32/.36	NONE	NO	NO	-
146	OFFICE	VERIFY	FIXED	VERIFY	ALUM	NO	NO	YES	YES	.32/.36	NONE	NO	NO	-

Door					Frame							Frame
Dr No.	Type	Mat'l	Finish	Size	Type	Mat'l	Finish	Head	Jamb	Jamb	Hwd.	Notes
101	A	ALUM	SEALED	3'-0" x (VERIFY) x 1 3/4"	-	EXIST	EXIST	-	-	-	-	FIELD VERIFY ALL EXIST. CONDITIONS & DIMENSIONS FIELD VERIFY ALL EXIST. CONDITIONS & DIMENSIONS
103	A	ALUM	SEALED	DBL 3'-0" x (VERIFY) x 1 3/4"	-	EXIST	EXIST	-	-	-	-	
106	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
107	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
108	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
109	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
112	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
113	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
115	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
116	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
117	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
118	C	STL	PAINT	3'-0" x 7'-0" x 1 3/4"	2	STL	PAINT	-	-	-	-	-
119	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
120	D	WD/ GL	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
121	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
122	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
123	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
124	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
125	A	ALUM	SEALED	3'-0" x (VERIFY) x 1 3/4"	EXIST	EXIST	EXIST	-	-	-	-	FIELD VERIFY ALL EXIST. CONDITIONS & DIMENSIONS
126	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	
128	B	WD	S&V	DBL 2'-6" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
129	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
130	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
131	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
133	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
134	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
135	C	STL	PAINT	3'-0" x 7'-0" x 1 3/4"	2	STL	PAINT	-	-	-	-	-
137	B	WD	S&V	DBL 2'-6" x 7'-0" x 1 1/2"	2	STL	PAINT	-	-	-	-	-
138	E	ALUM	SEALED	9'-4" x 9'-0" (VERIFY)	-	-	-	-	-	-	-	OVERHEAD DOOR, F.V. CONDITIONS & DIMS
141	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	
142	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
143	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
144	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
145	B	WD	S&V	3'-0" x 7'-0" x 1 1/2"	3	STL	PAINT	-	-	-	-	-
146	B	WD	S&V	3'-								

Diagram illustrating two types of STL frames:

- STL. FRAME (Type 1):** A simple rectangular frame with a door. It is labeled "NOT USED".
- STL. FRAME (Type 2):** A rectangular frame with a door and a window. The window is labeled "TEMPERED GLASS, TYP". It is labeled "NOT USED".

STL FRAME

2

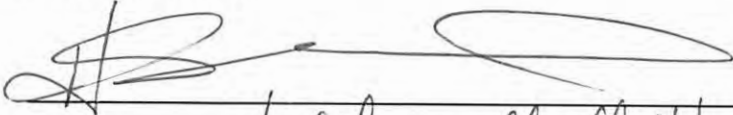
STATE OF MISSOURI )  
 )  
COUNTY OF CAPE GIRARDEAU )

## Appendix C


### AFFIDAVIT

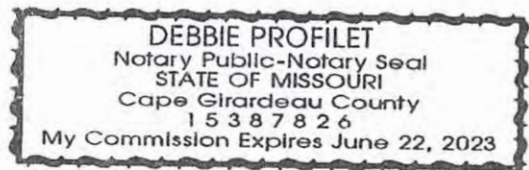
I, the undersigned, am over the age of 18 years and have personal knowledge of the matters stated herein.

1. I am the Chief Operating Officer of Arsenal Venture, LLC (name of Company), and am authorized to attest to the matters set forth herein.
2. Arsenal Venture, LLC (Name of Company) owns the property located at 15. Main Street in Cape Girardeau, Missouri. The property has not been subject to growth and development through investment by private enterprise, and would not reasonably be anticipated to be developed without the adoption of tax increment financing.

  
Printed Name: Heather McMillan

Subscribed and sworn to before me this 9th day of November, 2015: 2021

  
Notary Public



My commission expires on: 6-22-23



**Southern**  
**BANK**  
*Strong Roots. Strong Branches.*

Appendix D

11-02-2021

To: Lindsey Radcliffe  
From: Brian Rivenburgh  
Subject: 1 S Main Funding status

Lindsey, please let this letter serve as verification that you have secured a loan for the purchase of the building at 1 S Main in Cape Girardeau and the necessary funds to remodel the building per the build out projections. The loan, 658121, is open and fundable. If more information is needed do not hesitate to contact me.

Brian Rivenburgh, Market President



*William P. Dockins, MAI, SRA (1934-2017)*  
*John M. Karnes, MAI, SRA, AI-GRS*



1021 Kingsway Drive, No. 1 • Post Office Box 189 • Cape Girardeau, Missouri 63702-0189 • Phone 573-334-6203  
1515 East Beach Boulevard, No. 230 • Pass Christian, Mississippi 39571

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January 7, 2021

Southern Bank  
Attn: Gail A. Dame, Loan Coordinator  
3168 William Street  
Cape Girardeau, Missouri

RE: An Appraisal Report  
An Office/Apartment Building  
1 South Main Street  
Cape Girardeau, Missouri  
J. M. Karnes & Associates File Reference: 2020227Rev

Dear Ms. Dame:

At your request and authorization, we have prepared an appraisal of the market value of the above referenced property. Our analysis is presented in the following Appraisal Report. The purpose of this appraisal is to provide an "As Is" and an "As Complete" market value estimate of the Fee Simple interest in the subject for mortgage analysis and/or credit decisions by the client.

The following appraisal sets forth the most pertinent data gathered, the techniques employed and the reasoning leading to the opinion of value. The analyses, opinion and conclusions herein were developed based on, and this report has been prepared in conformance with

- Our interpretation of the client's guidelines,
- The guidelines and recommendations set forth in the Uniform Standards of Professional Appraisal Practice (USPAP),
- The requirements of the Code of Professional Ethics and Standards of Professional Appraisal Practice of the Appraisal Institute, and
- Title XI Regulations of the Financial Institutions Reform, Recovery, and Enforcement Act of 1989 (FIRREA) updated in 1994 and further updated by the Interagency Appraisal and Evaluation Guidelines promulgated in 2010.

This appraisal is not based upon a requested minimum or maximum valuation, a specific valuation, the approval of a loan or any prearranged condition that warrants bias. This report, in its entirety, including all assumptions and limiting conditions, is an integral part of, and inseparable from, this letter. It is specific to the needs of the client and this letter is cogent *only* when presented conjointly with the appraisal report. It is for the sole use of the client and no other use or user of the report is permitted by any other party for any purpose. Dissemination of this report by any party to non-client, non-intended users does not extend reliance to any other party. We will not be responsible for such unauthorized use of the report, its conclusions or contents, used partially or in its entirety. The client may provide copies of the appraisal report in its entirety (*not component parts*) to third parties who may review such reports in connection with loan underwriting, securitization efforts or portfolio evaluation; however, the client-appraiser relationship is between Southern Bank and the appraisers (John M. Karnes, MAI and Cara S. Allen). A future reader or holder of this appraisal report is only a reader without the prior written consent of both the client and the appraiser to use this report.

We are not required to explain or testify as to appraisal results other than to respond to the client for routine and customary questions. Consent to allow an appraisal report prepared by *J.M. Karnes & Associates, LLC* or portions of the same, to become part of or be referenced in any public offering, will be granted at my sole discretion. If given, this will be on condition that we be provided with an Indemnification Agreement and/or Non-Reliance letter, in a form and content satisfactory to me, by a party satisfactory to me.

In accordance with the Competency Provision in the Uniform Standards of Professional Appraisal Practice (USPAP), we have the ability to identify the appraisal problem, and the knowledge and experience required to complete this appraisal assignment competently. Please refer to the **Professional Qualifications** in the Addendum to this report.

Based upon the Scope of Work, as outlined in this report, and under the *hypothetical condition* that the subject had been completed and stabilized at this time, we have developed the following opinion of Market Value:

Value Conclusion			
Appraisal Premise	Interest Appraised	Effective Date	Value Conclusion
"As Complete"	Fee Simple	October 29, 2020	\$1,280,000

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
	Contruccion	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Year 17	Year 18	Year 19	Year 20	Year 21	Year 22
Income																							
1st Floor	\$ -	\$100,640	\$100,640	\$100,640	\$100,640	\$106,930	\$106,930	\$106,930	\$106,930	\$106,930	\$113,220	\$113,220	\$113,220	\$113,220	\$113,220	\$113,220	\$113,220	\$113,220	\$113,220	\$113,220	\$113,220	\$113,220	\$113,220
Apt 1	\$ -	\$ 20,400	\$ 20,400	\$ 22,440	\$ 22,440	\$ 24,684	\$ 24,684	\$ 27,152	\$ 27,152	\$ 29,867	\$ 29,867	\$ 32,854	\$ 32,854	\$ 36,139	\$ 36,139	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753
Apt 2	\$ -	\$ 15,600	\$ 15,600	\$ 17,160	\$ 17,160	\$ 18,876	\$ 18,876	\$ 20,764	\$ 20,764	\$ 22,840	\$ 22,840	\$ 25,124	\$ 25,124	\$ 27,636	\$ 27,636	\$ 30,400	\$ 30,400	\$ 30,400	\$ 30,400	\$ 30,400	\$ 30,400	\$ 30,400	\$ 30,400
Apt 3	\$ -	\$ 20,400	\$ 20,400	\$ 22,440	\$ 22,440	\$ 24,684	\$ 24,684	\$ 27,152	\$ 27,152	\$ 29,867	\$ 29,867	\$ 32,854	\$ 32,854	\$ 36,139	\$ 36,139	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753	\$ 39,753
Vacancy Cost	\$ (2,820)	\$ (2,820)	\$ (3,102)	\$ (3,102)	\$ (3,102)	\$ (3,412)	\$ (3,412)	\$ (3,753)	\$ (3,753)	\$ (4,129)	\$ (4,129)	\$ (4,542)	\$ (4,542)	\$ (4,996)	\$ (4,996)	\$ (5,495)	\$ (5,495)	\$ (5,495)	\$ (5,495)	\$ (5,495)	\$ (5,495)	\$ (5,495)	\$ (5,495)
Gross Income		\$154,220	\$154,220	\$159,578	\$159,578	\$171,762	\$171,762	\$178,245	\$178,245	\$185,376	\$191,665	\$199,510	\$199,510	\$208,139	\$208,138	\$217,630	\$217,631	\$217,631	\$217,631	\$217,631	\$217,631	\$217,631	\$217,631
Expenses																							
Liability & Property Ins		\$ 5,790	\$ 5,963	\$ 6,142	\$ 6,326	\$ 6,516	\$ 6,712	\$ 6,913	\$ 7,121	\$ 7,334	\$ 7,554	\$ 7,781	\$ 8,014	\$ 8,255	\$ 8,502	\$ 8,757	\$ 9,020	\$ 9,291	\$ 9,569	\$ 9,856	\$ 10,152	\$ 10,457	\$ 10,770
Utilities - Common Areas		\$ 2,400	\$ 2,424	\$ 2,448	\$ 2,473	\$ 2,497	\$ 2,522	\$ 2,548	\$ 2,573	\$ 2,599	\$ 2,625	\$ 2,651	\$ 2,678	\$ 2,704	\$ 2,731	\$ 2,759	\$ 2,786	\$ 2,814	\$ 2,842	\$ 2,871	\$ 2,899	\$ 2,928	\$ 2,958
Repairs		\$ 15,422	\$ 15,422	\$ 15,958	\$ 15,958	\$ 17,176	\$ 17,176	\$ 17,824	\$ 17,824	\$ 18,538	\$ 19,167	\$ 19,951	\$ 19,951	\$ 20,814	\$ 20,814	\$ 21,763	\$ 21,763	\$ 21,763	\$ 21,763	\$ 21,763	\$ 21,763	\$ 21,763	\$ 21,763
Trash		\$ 2,400	\$ 2,424	\$ 2,448	\$ 2,473	\$ 2,497	\$ 2,522	\$ 2,548	\$ 2,573	\$ 2,599	\$ 2,625	\$ 2,651	\$ 2,678	\$ 2,704	\$ 2,731	\$ 2,759	\$ 2,786	\$ 2,814	\$ 2,842	\$ 2,871	\$ 2,899	\$ 2,928	\$ 2,958
HVAC Maintenance		\$ 2,000	\$ 2,020	\$ 2,040	\$ 2,061	\$ 2,081	\$ 2,102	\$ 2,123	\$ 2,144	\$ 2,166	\$ 2,187	\$ 2,209	\$ 2,231	\$ 2,254	\$ 2,276	\$ 2,299	\$ 2,322	\$ 2,345	\$ 2,369	\$ 2,392	\$ 2,416	\$ 2,440	\$ 2,465
Management Fee		\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,001	\$ 12,002	\$ 12,003	\$ 12,004	\$ 12,005	\$ 12,006	\$ 12,007	\$ 12,008	\$ 12,009	\$ 12,010	\$ 12,011	\$ 12,012
Total Expenses (without tax liability)		\$ 40,012	\$ 40,253	\$ 41,037	\$ 41,290	\$ 42,769	\$ 43,035	\$ 43,956	\$ 44,235	\$ 45,235	\$ 46,158	\$ 47,244	\$ 47,554	\$ 48,734	\$ 49,059	\$ 50,342	\$ 50,684	\$ 51,034	\$ 51,394	\$ 51,762	\$ 52,140	\$ 52,528	\$ 52,926
Net Operating Income		\$114,208	\$113,967	\$118,541	\$118,288	\$128,993	\$128,727	\$134,289	\$134,009	\$140,141	\$145,508	\$152,266	\$151,957	\$159,405	\$159,079	\$167,288	\$166,947	\$166,596	\$166,237	\$165,868	\$165,490	\$165,103	\$164,705
Capital Costs																							
Replacement Reserves		\$ (15,422)	\$ (15,422)	\$ (15,958)	\$ (15,958)	\$ (17,176)	\$ (17,176)	\$ (17,824)	\$ (17,824)	\$ (18,538)	\$ (19,167)	\$ (19,951)	\$ (19,951)	\$ (20,814)	\$ (20,814)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)
Total Capital Costs		\$ (15,422)	\$ (15,422)	\$ (15,958)	\$ (15,958)	\$ (17,176)	\$ (17,176)	\$ (17,824)	\$ (17,824)	\$ (18,538)	\$ (19,167)	\$ (19,951)	\$ (19,951)	\$ (20,814)	\$ (20,814)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)	\$ (21,763)
Operating Cash Flow/Capitalized NOI		\$ 98,786	\$ 98,545	\$102,584	\$102,330	\$111,817	\$111,551	\$116,465	\$116,185	\$121,603	\$126,341	\$132,315	\$132,006	\$138,592	\$138,265	\$145,525	\$145,184	\$144,833	\$144,474	\$144,105	\$143,727	\$143,340	\$142,942
Debt Service		\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)	\$ (96,000)
Cash Flow After Debt (pre-tax liability)		\$ 2,786	\$ 2,545	\$ 6,584	\$ 6,330	\$ 15,817	\$ 15,551	\$ 20,465	\$ 20,185	\$ 25,603	\$ 30,341	\$ 36,315	\$ 36,006	\$ 42,592	\$ 42,265	\$ 49,525	\$ 49,184	\$ 48,833	\$ 48,474	\$ 48,105	\$ 47,727	\$ 47,340	\$ 46,942
Tax Detail																							
Current Property Taxes		\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288	\$ 5,288
Future Property Taxes (based on 1.28 post construction valuation)		\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273	\$ 17,273
Incremental tax increase based on improvements		\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985	\$ 11,985
Cash Flow After Debt & Taxes (Full rate)		\$ (14,486)	\$ (14,728)	\$ (10,689)	\$ (10,943)	\$ (1,456)	\$ (1,722)	\$ 3,192	\$ 2,912	\$ 8,331	\$ 13,068	\$ 19,042	\$ 18,733	\$ 25,319	\$ 24,993	\$ 32,253	\$ 31,911	\$ 31,561	\$ 31,201	\$ 30,833	\$ 30,455	\$ 30,067	\$ 29,669
Cash Flow After Debt with 90% incremental increase TIF		\$ (3,700)	\$ (3,942)	\$ 97	\$ (157)	\$ 9,331	\$ 9,064	\$ 13,978	\$ 13,698	\$ 19,117	\$ 23,855	\$ 29,828	\$ 29,519	\$ 36,105	\$ 35,779	\$ 43,039	\$ 42,697	\$ 42,347	\$ 41,987	\$ 41,619	\$ 41,241	\$ 40,853	\$ 40,455
90% TIF Proceeds		\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786	\$ 10,786
Construction Cost Offset from 90% TIF Proceeds	\$750,000	\$739,214	\$728,427	\$717,641	\$706,855	\$696,069	\$685,282	\$674,496	\$663,710	\$652,924	\$642,137	\$631,351	\$620,565	\$609,779	\$598,992	\$588,206	\$577,420	\$566,633	\$555,847	\$545,061	\$534,275	\$523,488	\$512,702