

# FY18 Annual Report

Missouri Partnership



**MISSOURI**  
PARTNERSHIP®

## OUR PURPOSE

To increase economic prosperity and change lives throughout the state by attracting new jobs and investment to Missouri.

## OUR PRIORITIES

Field the best statewide team in the country.

Build global brand recognition.

Provide customized solutions and certainty to the client.

Enhance statewide competitiveness at the community level.

## OUR PRINCIPLES

**People win projects.** Our success relies on individuals doing their jobs exceedingly well.

**Customer experience matters.** Every interaction we have with a client provides an opportunity to move ahead or retreat on a project.

**Prepared communities win.** Once the client begins the search process, it's too late to get ready.

**We are accountable to our stakeholders.** We understand this is not OUR organization, but that we are accountable to our stakeholders, including: the economic development community throughout the state as represented by MEDC; the state of Missouri and specifically the Department of Economic Development; and the private sector and business community as represented by Hawthorn Foundation.

## A Message From the Chairman

FY2018 was a great year for economic development in and throughout Missouri. It's said that success is about persistence and doing the right thing for the long term. Last year was the most recent example of how that is true with Missouri Partnership and our economic development partners around the state.

Our top line results built on a very successful FY2017 to significantly outperform our two-year targets. Working in partnership with Missouri's Department of Economic Development and regional and local economic development groups across the state, we won 20 projects in FY2018 that will create nearly 3,800 new jobs, \$160 million in new annual payroll, and more than \$650 million in new capital investment.

FY2018 was also a year of challenge, as we absorbed a significant budget reduction, preventing us from engaging in a number of marketing tactics and impacting our ability to generate new leads. Despite these challenges, we have a great team and committed partners in communities and regions across the state, and together we were able to generate a significant amount of new business.

In FY2019, we will continue strategically targeting our key industries and engaging with site selection professionals across the U.S. and internationally. Additionally, we will introduce an increased focus on proactive lead generation via a new, comprehensive approach to targeted marketing and outreach.

And our partnership model, working closely with local and regional organizations, the Department of Economic Development, Hawthorn Foundation, the Governor's office, and Cabinet heads, will continue. We will, in all that we do, strive to deliver well-coordinated, customer-centric support to the companies we are recruiting to Missouri.

Missouri has a great story to be told and continued growth ahead. It is an honor to serve the people of Missouri, attract companies from around the world to invest in Missouri, and create life-changing jobs and opportunities for our citizens.

Sincerely,



Mike Deggendorf  
CEO, Grid Assurance  
Chairman, Missouri Partnership Board of Directors



Mike Deggendorf  
Chairman of the Board of Directors





# Missouri Partnership

## Overview of Missouri Partnership

Founded in 2007, Missouri Partnership is a public-private economic development partnership designed to increase the visibility of Missouri as a globally competitive business location and attract new jobs and investment to the state.

Since 2007, we have led or supported the successful recruitment of projects resulting in more than 20,000 new jobs, and more than \$1 billion in new annual payroll and \$2.4 billion in new capital investment.

Missouri Partnership works statewide to connect companies with the best locations and solutions for their business goals, in partnership with the Missouri Department of Economic Development, the Hawthorn Foundation and economic development agencies across the state.

Our team of economic development professionals is long tenured and highly regarded nationally and internationally. We are an expert resource to support business clients when the time is right to look at Missouri.

## Purpose

To increase economic prosperity and change lives throughout the state by attracting new jobs and investment to Missouri.

## Missouri Partnership Strategy Map: FY2017-2018

### Purpose

To increase economic prosperity throughout the state by attracting new jobs and investment to Missouri



### Destination

Over the next two years the Partnership will facilitate new business investment leading to the creation of 5,000 new jobs, \$250 million in new annual payroll, and \$500 million in new capital investment



### Value Proposition

Deliver location-based solutions that meet customer's strategic needs: Provide real estate solutions; Liaison with community & state agencies; Counsel & advise; Create certainty



### Internal

We will deliver this value by working through four Strategic Themes:

Strategic Outreach:	Advocacy for the Project:	Partnership Philosophy:	Financial Stewardship:
Build a stronger project pipeline	Provide best-in-class, solutions-based project management	Work with partners to increase competitiveness statewide	Adhere to financial best practices; Improve stakeholder ROI

### Learning & Growth

Align right people - right job; Ensure data-driven marketing/recruitment practices; Demonstrate Partnership values in everything we do



### Financial

Secure & grow funding for operations; Maintain targeted operating reserve; Maximize resources for marketing & recruitment



# Missouri's Key Sectors

## Advanced Manufacturing Network

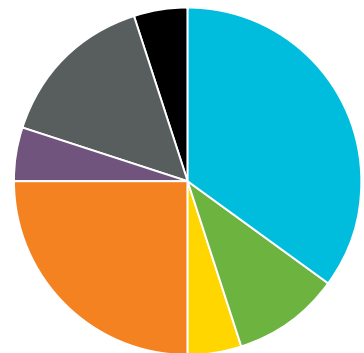
Missouri is a center for advanced manufacturing excellence, making the latest in military and commercial aircraft, and many of America's top selling trucks and vans.

## Global Agtech Leader

Missouri is the global leader in agtech and gateway to the future of advanced farming, leading the way with innovative technology and research that is transforming agriculture.

### Companies Recruited to Missouri in FY2018

- Advanced Manufacturing
- Agtech
- Energy Solutions
- Financial & Professional Services
- Food Solutions
- Logistics
- General Industry







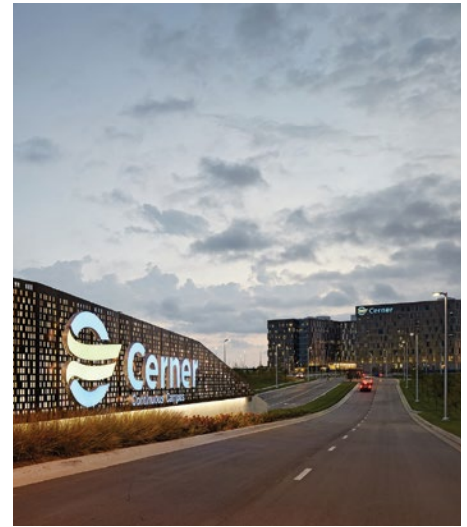
### Energy Solutions

Missouri’s innovative energy research and manufacturing positions Missouri as a prime location for companies in the energy storage sector.



### Food Solutions

Missouri’s robust food production sector includes more than 300 companies due to Missouri’s leading role in agriculture and easy access to global distribution.



### North America’s Logistics Center

Missouri knows logistics, and can move products to the global market quickly and efficiently. Missouri is North America’s rail, river, road, air and pipeline crossroads.

### Financial & Professional Services

Missouri has a depth of talent, with more than 236,000 employed in financial and professional services and many more providing technical support to companies nationwide.

### Health Innovation

Cerner, Centene and Express Scripts are all companies synonymous with Missouri’s reputation in health innovation. These companies, and others across the state, are remaking the health industry.





# Building a Stronger Project Pipeline

## Outreach and Marketing

In FY2018, Missouri Partnership continued our outreach and promotion strategies and tactics, investing in approaches our team and our partners have historically seen value in.

The foundation of our online outreach in FY2018 was our daily website and social media content. Aggressive daily coverage of growth and investment across Missouri was designed to raise visibility for Missouri through owned and earned media. Missouri Partnership staff developed more than 260 articles that covered project announcements and news from around the state.

In addition, we continued our strategic industry-specific outreach to companies in the midst of an expansion decision via online and real-world approaches. Our tactics were designed to connect directly with companies, understand their business expansion needs, and then introduce them to potential

Missouri-based solutions. An important part of this targeted outreach is our in-person interactions with companies and professional site selectors.

In FY2018, we also partnered with *Site Selection* magazine and numerous companies and economic development organizations from around Missouri to produce a 100+ page Missouri investment profile, for print and online consumption. This magazine was mailed to 5,000 key *Site Selection* subscribers and distributed at conferences and events.

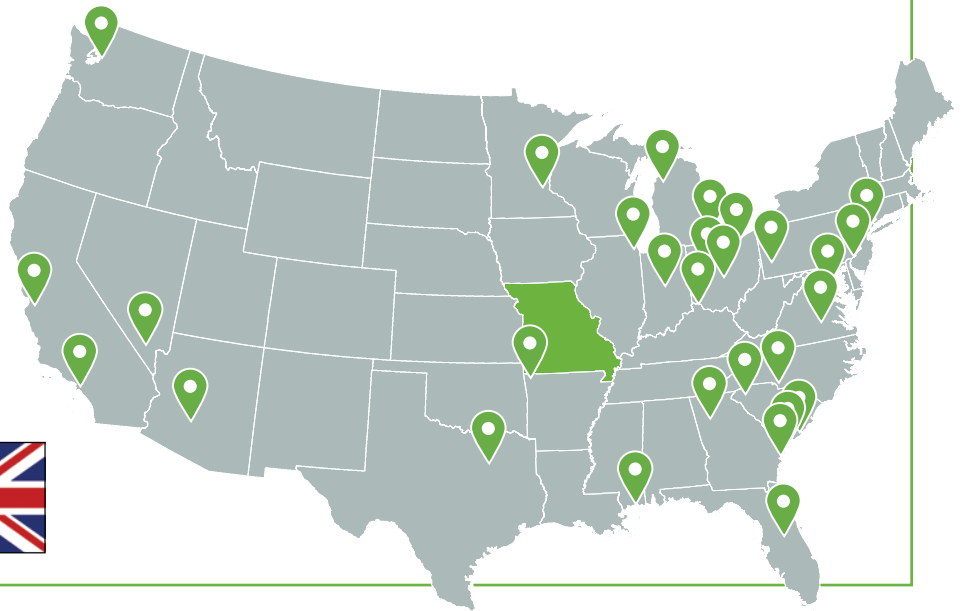
## Missouri/UK Event at the British Residence

For the second year in a row, Missouri and the UK Government partnered to host companies, site selectors, and other key influencers at an event that highlighted Missouri/UK economic connections and Missouri's strengths. Held during the Chicago Air and Water Show, guests experienced eye-level viewing of the



## Where We've Been

Missouri Partnership's events, trade shows, and meetings across the globe in FY2018.



Made-in-Missouri F/A-18 Blue Angels demonstration, while spending time with former Blue Angels with Missouri connections.

## The I-70 Series

Missouri hosted professional site selectors in Kansas City and St. Louis during the I-70 Series, a series of games between Missouri's two MLB teams — the Kansas City Royals and the St. Louis Cardinals. The relaxed environment of the games allowed our team, and our partners from across the state, to build stronger relationships with those professionals that companies rely heavily on during expansion projects.

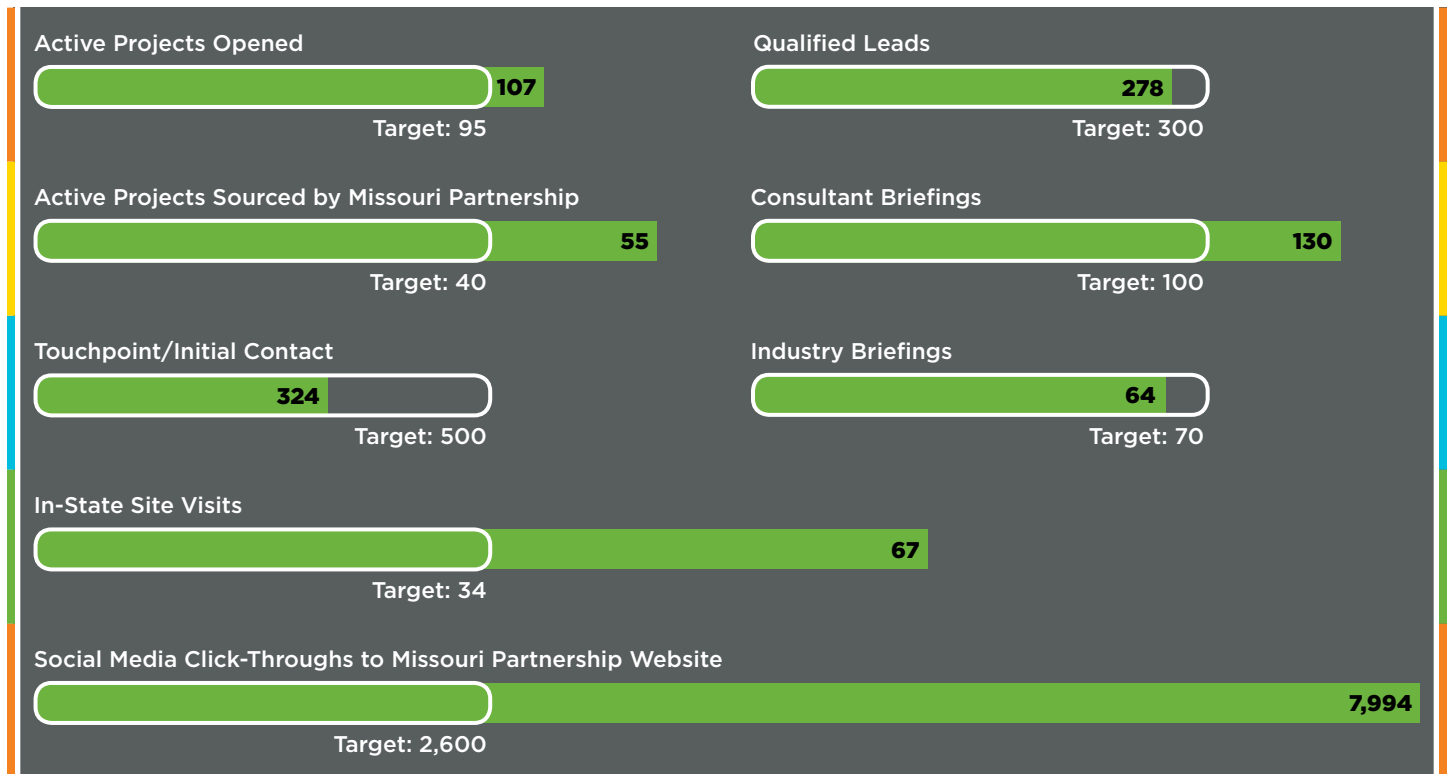
## MIPIM

In support of the Missouri Association of Realtors, Missouri Partnership participated in MIPIM, the premier real estate event that gathers the most influential players in the international property industry.



Chicago FDI Outreach Lunch

## Missouri Partnership Scorecard Metrics



Left: Missouri Association of Realtors' booth at MIPIM in Lyon, France  
 Opposite: Missouri's booth at SelectUSA in Washington DC



**Chicago FDI Outreach Lunch**

In April, Missouri Partnership along with economic development partners from around Missouri met with representatives from 14 countries to discuss the future of foreign direct investment (FDI) in Missouri. International trade officials from Belgium, Brazil, Canada, France, Germany, India, Israel, Japan, Korea, Netherlands, Spain, Turkey and the United Kingdom attended the event, which featured an overview of Missouri and a networking lunch.

**ITRA Conference**

Missouri partnered with ITRA Global, a worldwide organization of real estate professionals, to bring 40+ members to Missouri to experience our state firsthand.

**SelectUSA**

In June, Missouri Partnership and our partners from across the state had a highly visible presence at the SelectUSA Investment Summit in Washington DC, allowing us to meet with numerous companies from around the world who are looking to invest and create jobs in the U.S.

**Forbes Agtech Summit**

Missouri Partnership attended the Forbes Agtech Summit in Salinas, California, for the second year. This high-profile agtech summit gathers innovators from around the globe, many from Missouri, allowing us to invite these companies to invest and succeed within Missouri’s agtech ecosystem.





# Providing Best-in-Class, Solutions-Based Project Management

## **Amazon Opens Fulfillment Center, Two Delivery Centers In Missouri**

Amazon.com, Inc. announced plans for their first Missouri fulfillment center to be located in St. Peters, creating more than 1,500 full-time jobs with benefits and opportunities to engage with Amazon Robotics in a highly technological workplace.

“We’re excited to continue growing our team with our first, state-of-the-art fulfillment center in Missouri,” Sanjay Shah, Amazon’s Vice President of North America Customer Fulfillment, said. “Our ability to expand in Missouri is the result of two things: incredible customers and an outstanding workforce. Amazon is committed to providing great opportunities for employment and creating a positive economic impact for the region.”

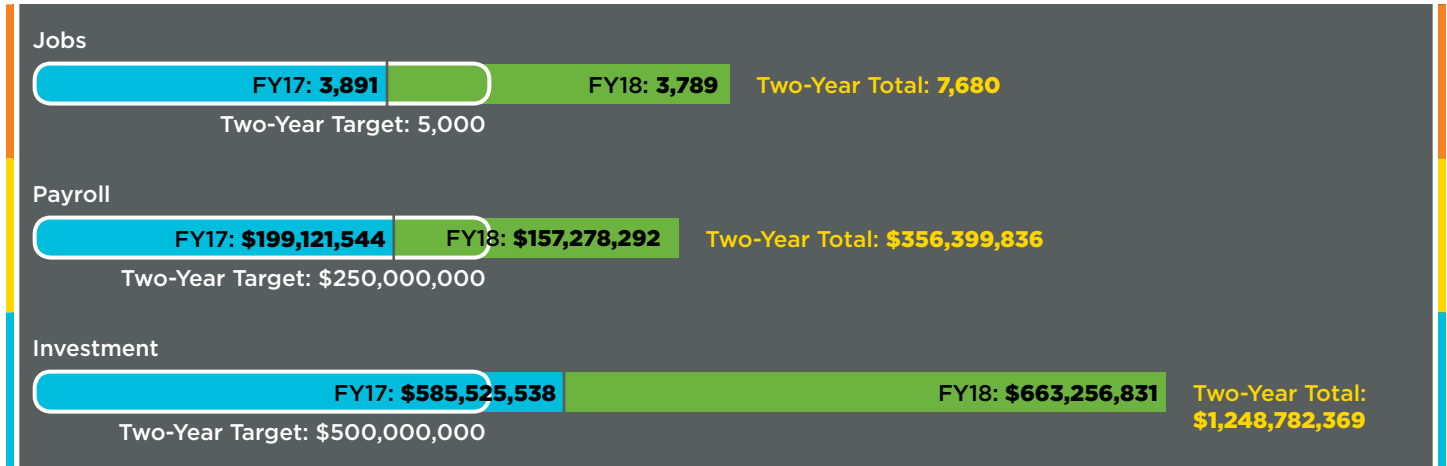
Additionally, Amazon opened two sortation and delivery centers in the Hazelwood Logistics Center in Hazelwood, Missouri, where the company employs more than 300.

“Amazon’s choice to locate in Missouri speaks to our strength as North America’s logistics center,” Rob Dixon, Director of Missouri’s Department of Economic Development, said. “Our central location, international airports and extensive highway, rail and river networks position Missouri as an ideal location for this new facility.”

## **ZAF Energy Systems Opens Manufacturing Plant in Joplin, Missouri, Adds 100 Jobs**

ZAF Energy Systems Inc., a developer of next-generation battery technology, opened a new production facility in Joplin, Missouri. The new facility is dedicated to manufacturing

## Missouri Partnership Scorecard Metrics



Amazon has opened a fulfillment center in St. Peters and two delivery centers in Hazelwood

ZAF’s line of rechargeable nickel zinc (NiZn) batteries, and is expected to bring more than 100 jobs to the region.

“We just weren’t able to keep up with the demand with the capacity we had in Montana,” ZAF President and CEO Randy Moore said. “The new production facility in Joplin will drastically scale up production to several thousand batteries per month, enabling us to keep pace with growing demand while also refining manufacturing processes and accelerating development efforts. The end

result will be a turnkey engineering package we can deliver to manufacturers with customer demand already built into the equation.”

ZAF’s NiZn batteries have potential uses in a wide range of applications including automotive, heavy trucking, remote telecom, renewable energy, and marine. The Joplin facility is expected to dramatically expand ZAF’s current production capacity.

### Exide Technologies Builds First Missouri Plant, Creates 50 New Jobs

Exide Technologies, a global provider of stored electrical-energy solutions for the transportation and industrial markets, unveiled their new \$35 million state-of-the-art manufacturing facility in Kansas City, Missouri. The new 180,000 square foot facility will significantly enhance the production, quality and durability of Exide automotive batteries in North

## FY2018 Announcements

Company Name	Location	Jobs	Capital Investment	Annual Payroll
Advanced Machining & Automation Inc.	Lancaster	50	\$5,775,000	\$2,774,300
Amazon	St. Peters	1,500	\$175,000,000	\$42,175,500
Axium Plastics, LLC	Jefferson City	48	\$18,000,000	\$1,659,984
BH North America	St. Charles	50	\$2,750,000	\$2,791,650
Clyde & Co	Kansas City	70	\$3,000,000	\$5,554,360
CTC	St. Louis	23	\$2,100,000	\$2,040,997
Evertrack	St. Louis	82	\$31,200,000	\$4,024,068
Exide Technologies	Kansas City	80	\$38,977,471	\$3,858,560
EXL	Lee's Summit	259	\$2,000,000	\$9,408,693
Fairfield Processing Corporation	St. Louis	107	\$6,015,000	\$2,413,920
Faurecia Interiors	Blue Springs	301	\$60,000,000	\$12,989,053
Full Potential Solutions	Kansas City	150	\$5,250,000	\$5,908,650
Grove Collaborative	St. Peters	210	\$3,708,500	\$8,428,560
GrowSafe Systems Ltd	Smithville	46	\$500,000	\$7,505,866
Hexa Ingenieros	St. Louis	20	\$85,500	\$1,225,000
Nucor	Sedalia	255	\$265,350,000	\$16,575,000
Save-A-Lot	St. Ann	64	\$20,400,000	\$5,880,000
Serioplast	St. Louis	71	\$10,390,000	\$2,635,023
Square, Inc.	St. Louis	303	\$8,000,000	\$14,676,108
ZAF Energy Systems	Joplin	100	\$4,755,360	\$4,753,000
<b>Total</b>		<b>3,789</b>	<b>\$663,256,831</b>	<b>\$157,278,292</b>

Opposite: EXL announces a new location in Lee's Summit, a city in the Kansas City metropolitan area





America and will add up to 50 new jobs in the region.

“We are winning new business and growing market share necessitating strategic investments like this one that bring value to our customers and meet their need for high-performance batteries,” Vic Koelsch, President and CEO of Exide Technologies, said. “With this new facility, we are bringing improved quality and operational efficiency improvements that serve to increase our capacity significantly which, in turn, positions Exide for continued growth in the automotive and industrial battery markets.”

Exide’s enhanced punched grid manufacturing technology and unique grid design increases battery performance and reliability, meeting the

unique and evolving battery needs of today’s most technologically advanced vehicles. The Missouri site will utilize a high precision punching process to ensure grid quality and eliminates grid variability.

### **Nucor Announces 250+ New Advanced Manufacturing Jobs In Sedalia**

Nucor, the largest producer of steel in the United States, is investing at least \$250 million to build a steel bar micro-mill in Sedalia, Missouri. When completed, the new Nucor facility will create more than 250 high-paying jobs.

“This rebar micro-mill project is consistent with our long-term

strategy for profitable growth and builds on our position as the low-cost producer,” John Ferriola, Chairman, CEO & President of Nucor, said. “Strategically positioning this micro-mill in Sedalia will give us a sustained cost advantage over other domestic steel producers supplying rebar from outside the region.”

### **Fairfield Processing Corp. Expands, Adds 100+ Jobs In Missouri**

Fairfield Processing Corp., a third generation, family-owned and operated American business dedicated to providing high quality and innovative fiber-processed products to the DIY, home decor and industrial trades, announced its plans to add more than 100 jobs to its North St.

Louis facility in the coming years. The company also produces stuffed toys, pillows, pet beds, fabrics and other items at the manufacturing and distribution facility.

### Evertrak Commences Production In St. Louis and Creates 82 New Jobs

Evertrak (formerly NICE Rail Products), a veteran owned and operated manufacturer of composite railroad ties, announced that it will commence production in St. Louis with plans to create 82 new jobs.

“We set out to build a company that sparks greatness in others and is worthy of our collective potential as leaders,” Tim Noonan, Founder and CEO of NICE Holdings, said. “We are poised to disrupt hundreds of years of the status quo and do it in way that is good for the planet.”

Evertrak is a team of talented and experienced entrepreneurs and creators whose purpose is to spark greatness in others, with a vision of a world that ships on recycled material. The company’s passion is to transform and disrupt the railroad industry through its Evertrak™ line of railroad ties, made from recycled plastic and never-before recycled fiberglass.



### Faurecia Creates 300+ Jobs, Invests \$60M+ in Missouri

Faurecia, a leading automotive technology company developing solutions for sustainable mobility and smart life on board, announced plans to open a new Interiors production facility in Blue Springs, Missouri. The new facility will create more than 300 new jobs and officially begin production activity in 2018, ramping up to full production by the end of 2020. Upon completion, total investment is expected to be in excess of \$60 million for the approximately 250,000 square foot plant.

“Faurecia is proud to open this new site and to provide new opportunities for local jobseekers,” Donald Hampton, Jr., President of Faurecia Interiors in North America, said. “Kansas City Metro and the Blue Springs area are known for being a source of excellence in American manufacturing and we’re looking forward to building on that expertise and skill set as we continue to provide the very best to our customers.”

Faurecia will manufacture and assemble door panels and instrument panels using the latest technologies. The company currently employs more than 600 people in Missouri at its Clean Mobility facility in Dexter, and Seating facility in Wentzville.

### Missouri Partnership Scorecard Metrics



Above: Ribbon cutting at ZAF Energy Systems in Joplin  
Above opposite: Faurecia’s automotive interiors



## Grove Collaborative Creates 200+ New Jobs in St. Peters

Grove Collaborative, a high-growth natural home focused platform delivering products directly to consumers, announced plans to open a new fulfillment center in St. Peters, Missouri. The new 137,000 square foot facility represents \$3.7 million in total capital investment, and will create 210 new jobs in the region over the coming years.

“We’re thrilled to open our newest and largest fulfillment center in St. Peters,” Grove Founder and CEO Stuart Landesberg said. “Our Missouri hub will allow us not only to provide our community with faster service, but also serve as a catalyst for innovation across our supply chain. Grove is a people-focused business, and I could not be more excited to partner with the St. Peters community as we continue to grow.”

Grove makes it simple and affordable for consumers to shop their values. Grove sources better-for-you and more sustainable products from

a curated selection of third-party brands like Seventh Generation, Mrs. Meyer’s, method, and Acure. Grove stands out for its personalized customer service, approachable prices, and its Flagship brand, which is the company’s best selling line.

## Save-A-Lot Chooses Missouri For HQ Expansion

Missouri-based Save-A-Lot announced that construction will begin on its new corporate headquarters at the Crossings at Northwest in St. Ann, Missouri. The new 165,000 square foot space in St. Louis County will house its current operations plus an additional 64 employees that the company plans to hire over the next three years.

“St. Louis has been home to Save-A-Lot for more than forty years and we are proud to continue our association with this great city,” Kenneth McGrath, President and CEO of Save-A-Lot food stores, said. “Our desire to build for the future in state-of-the-art facilities with

continued access to great talent on our doorstep underpins this decision. The Crossings at Northwest is the perfect fit for our new home.”

Save-A-Lot conducted a national search to find the right location for its corporate headquarters, which currently employs 450 people. After a detailed internal analysis, discussion directly with Missouri and regional leadership, along with assistance from us and our St. Louis regional partners, the company decided to remain in the St. Louis region and the state of Missouri.

## Spanish Company Chooses Missouri For New U.S. Headquarters

BH North America Corporation, a Spanish-owned premium fitness equipment, bicycle and garage cabinetry company, is relocating its U.S. headquarters from California to St. Charles, Missouri. The move brings 50 new jobs to the region.

“Missouri is perfectly positioned at the intersection of the east-west



and north-south shipping corridors,” Dan Foust, President and CEO of BH North America, said. “We can ship products anywhere in the U.S. in a couple of days and eliminate a lot of waste in rent and taxes. This strategic location and cost savings will allow us to innovate, invest in our people and increase our competitiveness in the marketplace.”

The new 75,000 square foot St. Charles facility will include the company’s headquarters, residential and commercial products showroom, state-of-the-art video and photo studio, distribution center and warehouse.

## **Brazilian Company Selects Missouri For Its North American HQ**

Leaders of Centro de Tecnologia Canavieira (CTC), the world’s largest sugarcane technology company, headquartered in Piracicaba, São Paulo, Brazil, announced that following a nationwide search the company has selected St. Louis, Missouri, for its North American research headquarters. The newly formed subsidiary of CTC, CTC Genomics, will be temporarily located at the Donald Danforth Plant Science Center while their permanent space at the Bio Research & Development Growth (BRDG) Park is built.

“After visiting multiple sites, our encounter with St. Louis was the perfect environment to attract talent, and access unique infrastructures and transformation expertise for our bold start in the U.S.,” Diego Henrique Souza Ferres, Head of R&D, said. “CTC Genomics will advance techniques to develop sugarcane and accelerate development and yield gains over time.”

CTC Genomics will focus on developing new platforms for sugarcane, which will allow substantial quality and productivity gains. The company plans to initially employ 10-15 people in its BRDG Park location enabling them to access some of the Danforth





Center's state-of-the-art facilities, including the Center's Transformation Facility.

### Hexa Ingenieros Chooses Missouri for US HQ, Creates 20 New Jobs

Hexa Ingenieros, a Spanish engineering services company focused on designing and implementing automation process control and industrial computing services, is entering the U.S. marketplace and establishing its U.S. headquarters in Missouri. The company will operate as Hexa Engineers in the U.S.

"We have already spotted many opportunities to enhance American manufacturers' competitiveness through technologies that have already been successfully implemented in Europe by Hexa Ingenieros, our parent company," Javier Diez, Manager of Hexa Engineers, said. "We expect fast growth among customers all across the U.S. due to these good technical references that have been proven in Europe."

Hexa Engineer's U.S. HQ will be located in the Cambridge Innovation Center (CIC) in St. Louis, Missouri, and they will create 20 new programming and engineering jobs.

### Leading Financial Services Company Square Expands in Missouri Creating 300+ New Jobs

Square Inc., a leading financial services company located in the Cortex Innovation Community in St. Louis, Missouri, is doubling its footprint and creating an additional 300+ new jobs.

"Square is proud to be from St. Louis and thrilled to expand our presence here, where we've exceeded our growth expectations thanks to the wealth of local talent," Jim McKelvey, Co-Founder and Director of Square, said. "St. Louis is home to tens of thousands of Square sellers and we're thankful for the support of our city and state partners in furthering their growth. We're excited for what's ahead."

The company first established their presence in St. Louis in Cortex's @4240 Building in September 2015 with 200+ new jobs to support their growing mobile payments company.

Opposite: Inside Square's new location in St. Louis

Above: Grove Collaborative cutting the ribbon on their new fulfillment center in St. Peters





# Increasing Competitiveness Statewide

## Capacity Building

Missouri Partnership expanded our competitive preparation programs due to our core belief that Prepared Communities Win. We continued our community assessments (ASSESS) through multi-day community evaluations and mock site visits, and expanded the program to provide training on the basics of RFI responses and other key steps at the beginning of a site selection process that can give communities a competitive advantage (TRAIN).

We also supported Lakeside with the Locators, a Missouri Economic Development Council event focused on bringing Missouri economic development professionals together with site selectors from around the country for three days of intensive sessions and dialogue. In addition, legislators joined the event for a morning of insights from these site selection experts. In FY2018, 10 professional site selectors participated in the event.

## Site Searches

Missouri Partnership was engaged in 67 site visits with consultants and companies in FY2018, highlighting 25 communities across Missouri. In addition, our team worked with our economic development partners from across the state to conduct more than 39 real estate searches for companies and site selection consultants who were evaluating Missouri for investment and job creation.

## Certified Sites Videos

Throughout FY2018, Missouri Partnership led an effort to capture drone footage of every certified site in Missouri, and produce high quality videos that highlight the unique assets of each. Working in partnership with Allstate Consulting and regional and local economic development officials, the team secured the drone footage and then produced the final videos with narration, music beds and on-screen graphics in-house.



At the end of FY2018, 29 videos had been completed. As more sites become certified, future videos will be produced.

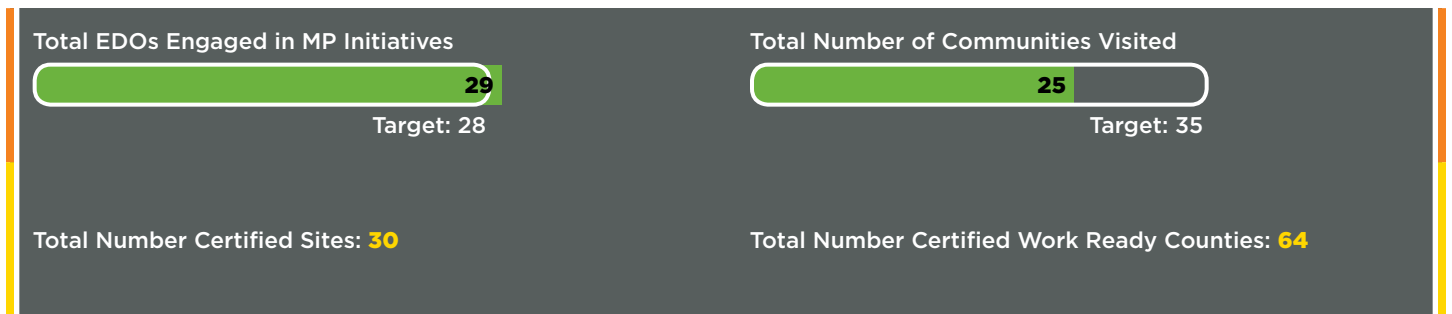
### Cooperative Marketing

Missouri Partnership works with our partners statewide to promote Missouri as a strategic business investment destination and to increase the visibility of those partners. During FY2018, Missouri Partnership worked with 29 regional and local economic development organizations through events, outreach missions and conferences around North America.



The marketing video for Bolivar Business Park, a certified site

### Missouri Partnership Scorecard Metrics



### Prepared Communities Win

#### TRAIN

- City of Liberty
- City of Malden
- Joplin Regional Partnership
- Kaysinger Basin Regional Planning Commission
- Liberty Utilities
- Perry County IDA
- Sikeston Regional Chamber and Area Economic Development Corporation
- Springfield Regional Economic Partnership

#### ASSESS

- City of Lamar
- City of Liberty
- City of Nixa
- City of O'Fallon
- Pemiscot County Port Authority
- Sikeston Regional Chamber and Area Economic Development Corporation





# Board, Staff & Investors

## Board

Mike Deggendorf, Grid Assurance/  
KCP&L (Chairman)

Greg Nook, JE Dunn (Vice Chairman)

John Sondag, AT&T (Treasurer)

Mark Woodson, Associated Electric  
Cooperative, Inc. (Secretary)

Scott Carter, Spire

Jessica Craig, Economic  
Development Sedalia-Pettis County  
(MEDC President)

Jim Curran, Electrical Connection

Rob Dixon, Missouri Department of  
Economic Development

Ryan Mooney, Springfield Area  
Chamber of Commerce (Advisory  
Council Representative)

Michael Mueller, Ameren Missouri

Cheryl Norton, Missouri American  
Water

Jim Owen, Missouri Employers  
Mutual

Tim Paulson, Emery Sapp & Sons Inc.

Clif Smart, Missouri State University

## Advisory Council

Jim Alexander, St. Louis Regional  
Chamber

Bernie Andrews, Columbia Regional  
Economic Development Inc.

Carolyn Chrisman, Kirksville Regional  
Economic Development, Inc (K-REDI)

Tim Cowden, Kansas City Area  
Development Council

Steve Halter, Greater Poplar Bluff  
Area Chamber of Commerce

Brad Lau, St. Joseph Chamber of  
Commerce

John Mehner, Cape Girardeau  
Chamber of Commerce

Ryan Mooney, Springfield Area  
Chamber of Commerce

Rob O'Brian, Joplin Area Chamber  
of Commerce

Opposite: Hawthorn Foundation founder Senator Kit Bond at Hawthorn's 35<sup>th</sup> anniversary celebration

## Staff

Steve Johnson, CEO

Subash Alias, SVP

Sean Johnson, VP of Business Recruitment

Deborah Price, VP of Business Recruitment and General Counsel

Dennis Pruitt, CEcD, VP of International Business Recruitment

Mark Sutherland, VP of Market Strategies

Raven Aldridge, Office Manager

Amanda Clark, Research Assistant

Kylee Garretson, Business Recruitment Manager

Janelle Higgins, Marketing Outreach Manager

Leah Hill, Research Manager

Amy Monahan, Creative Manager

Erin Pettit, Marketing Events Manager

Stephen Votaw, Marketing Communications Manager

**The Hawthorn Foundation**, led by Executive Director Steve Oslica, is a key partner, investor and supporter of Missouri Partnership. The Hawthorn Foundation and their members are an essential foundation in the success of Missouri Partnership.

## Investors

Accenture

Ameren Missouri

ARCO Construction

Associated Electric Cooperative Inc

Associated General Contractors of Missouri

AT&T

Bank of America

Bi-State Development Agency

The Boeing Corporation

Brewer Science

Burlington Northern Santa Fe (BNSF)

Callaway Electric Cooperative

Cape Girardeau Chamber of Commerce

Carmichael & Neal, PC

Central Bank and Central Bancompany

City of St. Charles

City Utilities of Springfield

Clinton Economic Development

Columbia REDI

Community Bank & Trust

Cox Health

Crowder College

Development Strategies

Economic Development Corporation of Kansas City (EDCKC)







Economic Development Sedalia-Pettis County  
 Edward Jones  
 Elasticity  
 Electrical Connection  
 Emeritus  
 Emery Sapp & Sons  
 Empire District Electric  
 Enterprise Holdings  
 First State Bank and Trust of Caruthersville  
 Ford Motor Company  
 GilmoreBell  
 Greater Kansas City Chamber of Commerce  
 Hallmark  
 Incentilock  
 Industrial Process Systems  
 Ingram's Magazine  
 J. E. Dunn Construction Company  
 Joplin Area Chamber of Commerce  
 JP Morgan Chase  
 Kansas City Power & Light  
 Kansas City Southern  
 Kansas City Area Development Council (KCADC)  
 Kit Bond Strategies  
 Marsh USA, Inc.  
 MC Industrial  
 McKinsey and Company  
 Missouri Energy Initiative (MEI)  
 Meramec Instrument Transformer  
 Missouri American Water  
 Missouri Bankers Association

Missouri Chamber of Commerce and Industry  
 Missouri Community College Association  
 Missouri Department of Economic Development  
 Missouri Development Finance Board  
 Missouri Economic Development Council  
 Missouri Employers Mutual  
 Missouri REALTORS  
 Missouri Southern State University  
 Missouri State University  
 Moberly Area Economic Development  
 Monsanto  
 Mosaic Life Care  
 Neosho Area Business and Industrial Foundation, Inc  
 Newmark Grubb Zimmer  
 Norfolk Southern Corporation  
 Northeast Power Electric Cooperative  
 Olsson Associates  
 Orscheln Products  
 Platte County Economic Development Corporation  
 Plumbers and Pipefitters Local 562  
 Power Partners/IBEW  
 Regional Business Council  
 RMI  
 Rockwood Asset Management, LLC  
 Sandberg Phoenix and Von Gontard  
 Sheet Metal Workers Local 36  
 Smith Admundsen  
 Southeast Missouri State University  
 Spire  
 Spiritas Worldwide  
 Springfield Area Chamber of Commerce  
 St. Louis Cardinals  
 St. Louis Regional Chamber  
 St. Joseph Metropolitan Chamber of Commerce

St. Louis Community College  
 St. Louis Economic Development Partnership  
 State Technical College of Missouri  
 Stifel Nicolaus  
 The Striler Group  
 Taney County Partnership  
 Thompson Coburn  
 Union Pacific  
 University of Central Missouri  
 University of Missouri System  
 Veterans United Home Loans  
 Wells Fargo Advisors  
 Western Governor's University  
 White Goss Attorneys at Law  
 World Wide Technology Holding  
 Ygrene Energy

**Opposite top: Hawthorn Foundation Executive Director Steven T. Oslica**

**Opposite left: Hawthorn Foundation members enjoy the 35th Anniversary event**

**Opposite right: Missouri DED's Mark Stombaugh and Missouri Partnership CEO Steve Johnson**

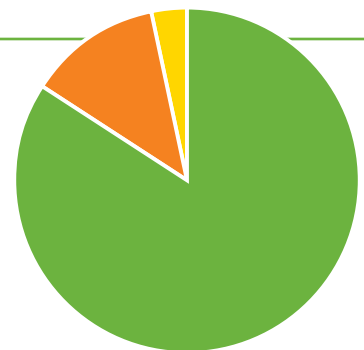




# Securing and Growing Funding for Operations

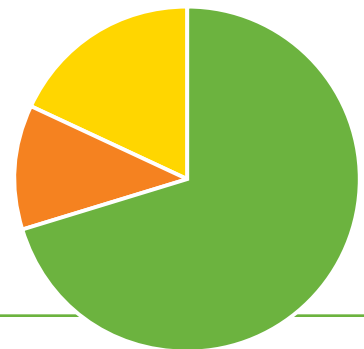
## FY2018 Funding

- Promote Missouri public-sector funds: \$2,000,000
- Hawthorn Foundation private-sector funds: \$300,000
- Other: \$74,893



## FY2018 Expenses

- Professional services: \$1,623,743
- Operating expenses: \$270,041
- Direct marketing expenses: \$412,252





## OUR BELIEFS AND EXPECTATIONS

**Our advantage:** We believe out-performing our competition will result in increased success for Missouri, and the client is interested in more than just lowest cost and highest incentives. We expect to create and work through seamless teams, communicate with one voice, be available, respond expeditiously, and create certainty around the deal for the client.

**Customer focus:** We believe a strong focus on solving the client's business needs will lead to more success for Missouri. We expect to do everything within our power to understand the client's driving issues and offer Missouri-based solutions, wherever they may be.

**Statewide perspective:** We believe it is our responsibility to vigorously advocate for the entire state and expect to highlight, on every project we lead, as many opportunities throughout Missouri as possible given the client's parameters.

**Respect the lead:** We believe in working projects through whomever owns the relationship with the client. If it's the Partnership, we expect our partners to work through us until the client chooses to make the transition. If our partner owns the relationship, we will always work through them and never introduce new opportunities outside our partner's region. If requested to do so by the client we will immediately inform our community partner and ask the client to do the same.

**Confidentiality:** We believe in respecting the requests of our clients and partners for certain information to be kept confidential and expect such confidences to be honored by all with whom we work.

**Mutual regard:** We believe in positively and accurately promoting our state, regions, and communities and will refrain from disparaging other areas. We expect our community partners, whether during site visits or outbound company/consultant meetings, to never speak ill of another Missouri community.

**Preparation:** We believe it is our responsibility to be fully prepared for every client-related encounter and expect our community partners to be similarly prepared to the extent possible based on the information we have provided.

**Responsiveness:** We believe in simplifying the process for our clients by responding to their information requests in the manner and timeframe they desire, and expect our partners to help us in this regard by providing relevant and comprehensive information on-time and in the format requested.

**Counsel:** We believe it is part of our mission to assist partners in areas such as research, proposal preparation, and providing overall support for investment projects they are working on, even if we're not directly involved.

**Success:** We believe Missouri can compete with anyone, anywhere, and we expect to win.



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St. Louis, Missouri 63105

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PARTNERSHIP®

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Kansas City, Missouri 64106

