

# Missouri Partnership FY 2022 Annual Report

MISSOURI  
PARTNERSHIP®



# A Message from the Chair

Fiscal Year (FY) 2022 was the year of shaking hands again. After almost two years of mostly virtual interactions, our team was able to get back out and meet with growing companies in person.

And our team was everywhere. France, the UK, Germany, Ireland, and across the United States, we were shaking hands and getting to know companies and their growth goals. At the same time, the team was also staying engaged virtually, and spending time across Missouri working with our local communities to ensure they were ready to compete when an opportunity for company investment was discovered.

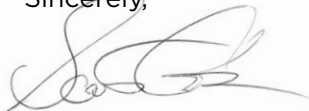
FY 2022 was also the first year in our new three-year strategic plan which is a bold plan with some aggressive goals. These new three-year goals not only took our previous high performance and charged after them again, but we also added two new and important goals—our rural win ratio and our success ratio—to the top level alongside new jobs, new annual payroll, and new capital investment.

FY 2022 was a year of increased support from the Hawthorn Foundation and the State of Missouri. Our funding was increased as a result of the value the entire legislature and the Governor see in the work we do. It is an honor for the team to be able to do the work they do on behalf of Missouri, and it is wonderful to see that recognized with additional support from Missouri.

Our team was one to be proud of. Over the past couple of years, they have shown just how adaptable they can be, while still delivering results for Missouri. Their focus is always on bringing jobs and investment to the state and ensuring that their work impacts all of Missouri.

This is an amazing organization, with some phenomenal partners in state government and around the state in our various regions and communities, and it is an honor to serve with my fellow board members. The future success of this organization is in good hands today, and I look forward to seeing the impact it will have for many years to come.

Sincerely,



Scott Carter  
President, Spire Missouri, Spire Inc.  
Chair, Missouri Partnership Board of Directors

# Missouri Partnership

Missouri Partnership was founded in 2008 by community leaders from around the state in order to enhance and grow business attraction to Missouri from around the world. These attracted businesses invest in the state and create jobs that positively impact families across Missouri. Our singular purpose as a public-private economic development organization is business attraction.

Since 2008, we have led or supported the successful attraction of companies and projects to Missouri that have resulted in the creation of more than 29,500 new jobs, more than \$1.5 billion in new annual payroll, and more than \$4.8 billion in new capital investment.

Our team works across the state to connect companies with the best locations and customized solutions for their expansion and business goals. Working in partnership with the Hawthorn Foundation, the Missouri Department of Economic Development, and local and regional economic development agencies, chambers and government across Missouri, we provide a concierge service to companies, and deliver the best of Missouri to them.

Our one purpose is clear: to increase economic prosperity 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.

**Preparation is key.** 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 the Missouri Economic Development Council (MEDC); the State of Missouri and specifically the Department of Economic Development; and the private sector and business community as represented by Hawthorn Foundation.

## OUR BELIEFS AND EXPECTATIONS

**Our Advantage:** We believe outperforming 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 clients' business needs will lead to more success for Missouri. We expect to do everything within our power to understand the clients' 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 clients' parameters.

**Respect the Lead:** We believe in working projects through whomever owns the relationship with the client. If it's Missouri 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.

### MISSOURI PARTNERSHIP STRATEGY MAP: FY2022-2024

FY 2022 was the first year in our 2022-2024 strategy map with targets that continue to push Missouri Partnership to new levels. We had a full 12 months back on the road and returned to the office in a hybrid environment, resulting in us reaching 62 percent of our three-year capital investment goal in just the first year.

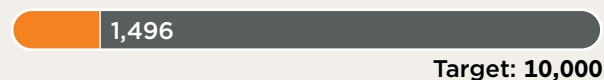
#### Purpose

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

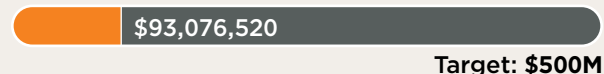
### 3-YEAR METRICS

■ FY2022    ■ FY2022-2024 Target

#### New Jobs



#### Annual Payroll



#### Capital Investment



#### Rural Win Ratio



#### Success Ratio







### Destination

From FY 2022–FY 2024, Missouri Partnership will facilitate new business transactions leading to the creation of 10,000 new jobs, \$500 million in new annual payroll, and \$2 billion in new capital investment. We will strive to have 33% of our wins in rural areas, and have a success ratio of at least 20%.

### Value Propositions

**To Our Clients:** We aggregate statewide access into a single point-of-contact and deliver customized, confidential business solutions through our highly experienced and professional team.

**To Our Stakeholders:** We actively project Missouri’s brand globally, engage our statewide partners in a collaborative process, and provide consultative leadership on competitive recruitment projects.

**To Our Team:** We provide the opportunity to make a positive difference in people’s lives throughout our state and an environment that expects great work and recognizes contributions by all.

### How We Win

We will win more projects by focusing on four strategic priorities:

**Build A Stronger Organization:** We must continually strengthen the organization — our finances, our external brand, and our workplace culture and environment. None of the other strategic priorities are possible without a viable, competitively-funded organization.

**Field The Best Team:** Our greatest advantage is our team. We will keep this advantage by pursuing a balanced workplace, ensuring team members have the tools and knowledge to succeed, and are competitively rewarded for their accomplishments.

**Raise The Bar:** Projects are ultimately won at the community level, so we must constantly communicate and role model best-in-class business recruitment strategies and tactics to our community partners.

**More Shots On Goal:** We can only win more projects by opening more & increasing our success ratio. We must continually identify and pursue new means to uncover recruitment opportunities and strategies to enhance our effectiveness.

### Accountability

In all things we will be accountable to our stakeholders, including: the economic development community throughout the state as represented by the Missouri Economic Development Council (MEDC); the State of Missouri and specifically the Department of Economic Development; and the private sector and business community as represented by Hawthorn Foundation.

*Above: The grand opening of AFS’ Advanced Technology Center in Town and Country, MO*

*Below: Meta announces a new \$800 million data center in Kansas City, MO*



## SCORECARD

	3-Year Target	FY2022 Actual	% 3-Year Target
New Jobs	10,000	1,496	15%
Annual Payroll	\$500,000,000	\$93,076,520	19%
Capital Investment	\$2,000,000,000	\$1,237,521,165	62%
Rural Win Ratio	33%	19%	57%
Success Ratio	20%	14%	70%

	FY2022			FY2023	FY2024
	Target	Actual	% Target YTD	Target	Target
<b>Marketing</b>					
<b>Online Advertising Clicks</b>	<b>305,000</b>	<b>392,555</b>	<b>129%</b>	<b>335,500</b>	<b>369,050</b>
Facebook Ads Clicks	150,000	187,269	125%	165,000	181,500
Google Ads Clicks	120,000	141,829	118%	132,000	145,200
LinkedIn Ads Clicks	35,000	63,457	181%	38,500	42,350
<b>Social Media Clicks</b>	<b>341,500</b>	<b>298,313</b>	<b>87%</b>	<b>375,650</b>	<b>413,215</b>
Facebook Clicks	300,000	225,058	75%	330,000	363,000
LinkedIn Clicks	40,000	72,333	181%	44,000	48,400
Twitter Clicks	1,500	922	61%	1,650	1,815
<b>Facebook Followers</b>	<b>2,500</b>	<b>2,521</b>	<b>101%</b>	<b>2,750</b>	<b>3,025</b>
<b>LinkedIn Followers</b>	<b>6,000</b>	<b>6,618</b>	<b>110%</b>	<b>6,600</b>	<b>7,260</b>
<b>Twitter Followers</b>	<b>6,000</b>	<b>6,006</b>	<b>100%</b>	<b>6,600</b>	<b>7,260</b>
<b>Bounce Rates</b>	<b>&lt;40%</b>	<b>23%</b>	<b>-</b>	<b>&lt;35%</b>	<b>&lt;30%</b>
<b>Unique Visitors</b>	<b>300,000</b>	<b>294,851</b>	<b>98%</b>	<b>330,000</b>	<b>363,000</b>
<b>Total Visitors</b>	<b>350,000</b>	<b>328,857</b>	<b>94%</b>	<b>385,000</b>	<b>423,500</b>
<b>Organic Search Traffic</b>	<b>15,000</b>	<b>29,106</b>	<b>194%</b>	<b>16,500</b>	<b>18,150</b>
<b>Business Development</b>					
<b>Touchpoints</b>	<b>500</b>	<b>833</b>	<b>167%</b>	<b>550</b>	<b>605</b>
<b>Qualified Leads</b>	<b>300</b>	<b>213</b>	<b>71%</b>	<b>330</b>	<b>363</b>
<b>Consultant Briefings</b>	<b>130</b>	<b>164</b>	<b>126%</b>	<b>143</b>	<b>157</b>
<b>Industry Briefings</b>	<b>70</b>	<b>112</b>	<b>160%</b>	<b>77</b>	<b>85</b>
<b>FDI Briefings</b>	<b>55</b>	<b>136</b>	<b>247%</b>	<b>60</b>	<b>66</b>
<b>Business Dev. Events</b>	<b>35</b>	<b>51</b>	<b>146%</b>	<b>39</b>	<b>42</b>
<b>Project Management</b>					
<b>Active Projects Opened</b>	<b>100</b>	<b>134</b>	<b>134%</b>	<b>110</b>	<b>121</b>
<b>Active Projects Sourced by MP</b>	<b>50</b>	<b>55</b>	<b>110%</b>	<b>55</b>	<b>60</b>
<b>In-State Site Visits</b>	<b>50</b>	<b>52</b>	<b>104%</b>	<b>55</b>	<b>60</b>
<b>Projects Won</b>	<b>20</b>	<b>16</b>	<b>80%</b>	<b>22</b>	<b>25</b>
<b>Average Wages</b>	<b>\$50,000</b>	<b>\$57,833</b>	<b>116%</b>	<b>\$50,000</b>	<b>\$50,000</b>
<b>Incentives Cost per Job</b>	<b>\$8,895</b>	<b>\$10,915</b>	<b>-</b>	<b>\$8,895</b>	<b>\$8,895</b>
<b>Capacity Building And Engagement Opportunities</b>					
<b>Raise the Bar - Train</b>	<b>6</b>	<b>7</b>	<b>117%</b>	<b>6</b>	<b>6</b>
<b>Raise the Bar - Assess</b>	<b>4</b>	<b>2</b>	<b>50%</b>	<b>4</b>	<b>4</b>
<b>Raise the Bar - Compete</b>	<b>3</b>	<b>2</b>	<b>67%</b>	<b>5</b>	<b>5</b>
<b>Engagement Opportunity</b>	<b>25</b>	<b>21</b>	<b>84%</b>	<b>25</b>	<b>25</b>

# Missouri's Key Sectors

## ADVANCED MANUFACTURING

Missouri is a global leader in advanced manufacturing, building America's most popular trucks and vans, leading edge military aircraft, and the latest products using advanced automation and highly skilled talent.

## AEROSPACE AND DEFENSE

Missouri has been a world leader in aerospace and defense for 100+ years. Today, Missouri innovation happens every day in geospatial, defense products, military aviation and munitions, and cybersecurity.

## AGTECH & FOOD

Missouri is the global leader in agtech and is providing the world with the latest in ag technology and food production. Missouri's \$94 billion ag industry is the foundation, and Missouri's talent and innovation delivers results that are feeding the world.

## ENERGY

Missouri innovation in battery technology powers everything from Mars missions to the International Space Station, to minute medical devices in the human body.

## FINANCIAL & PROFESSIONAL SERVICES

Missouri is home to the second-largest concentration of financial securities brokerage firms among major U.S. metropolitan areas. Companies such as H&R Block, Stifel, Edward Jones and RGA all have their global headquarters in the state.

## HEALTH INNOVATION

Missouri companies impact the world in both data and pure research. Pfizer developed key elements of their COVID-19 vaccine in the state, and historic landmarks such as the human genome project took place here. With nearly 5,000 companies in just the bioscience industry, we are innovating our way to a better future.

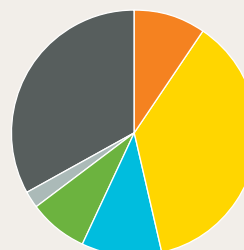
## LOGISTICS & DISTRIBUTION

Missouri is served by every Class I railroad, is home to the northern-most, ice-free and dam-free port on the Mississippi, is in the center of North America, and is the birthplace of the U.S. Interstate Highway System.

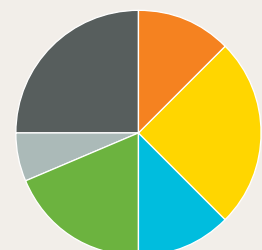
### RECRUITMENT WINS IN FY2022 BY INDUSTRY

- Advanced Manufacturing
- Agtech & Food
- Energy
- Financial & Professional Services
- Health Innovation
- Logistics & Distribution

Number of Jobs



Number of Companies



# Our Key Program Areas

*Top: Ribbon cutting on MSI's new showroom and distribution center in St. Louis, MO*

*Bottom: Earned media example in Smithsonian magazine*



Missouri Partnership focuses on four key areas: marketing; business development; project management; and capacity building.

## MARKETING

Marketing is our top-level promotion to target audiences around the world. Missouri has a powerful story to tell, and our team has the privilege of telling that story to business decision makers, site selectors and foreign governments. This year saw a heavy focus on earned media as part of our larger strategy, resulting in Missouri's business story being told via outlets such as Forbes, MarketWatch, MSN, New York Times, NPR, and the Smithsonian Magazine.

## BUSINESS DEVELOPMENT

Turning leads generated by our marketing efforts and other tactics such as direct outreach, in-person meetings and trade shows, and converting them into active projects, is an essential part of the business development process. It takes attention to detail, responsiveness, and a strong commitment to a high-level of customer service.

## PROJECT MANAGEMENT

Missouri Partnership is focused on providing a high-touch concierge service to companies actively considering Missouri for expansion. Our complete support ecosystem is designed to take a company from the early stages of evaluating our state, all the way to final site selection and aftercare. In FY 2022, the Missouri Partnership team led or supported 134 projects, resulting in 52 in-state site visits and 16 winning announcements.

## CAPACITY BUILDING

Our communities are the key to our success as a state. Our team actively works around the state, outside of active projects, to ensure we are all ready to respond when a company is interested in investing in Missouri. We provide mock site visits, training, regional marketing support, and the identification and marketing of large build-ready sites. The team was able to support 21 engagement opportunities around the state in FY 2022.





# Taking Missouri to the World

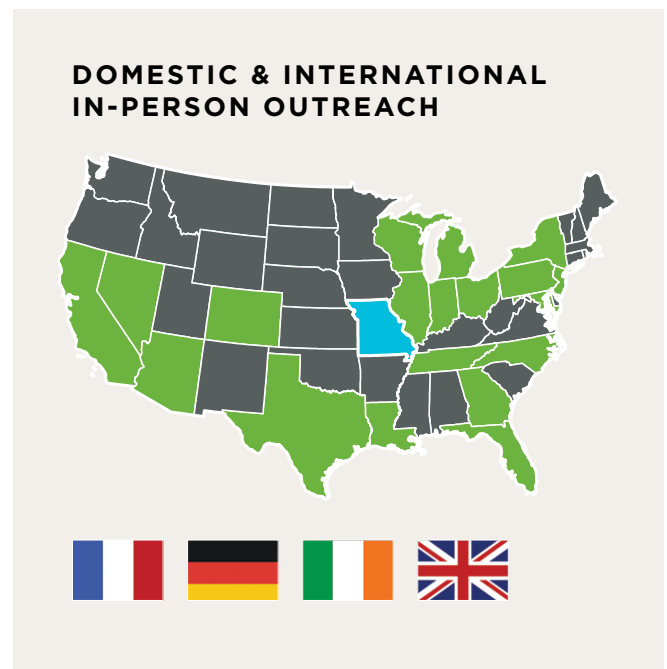
FY 2022 saw a return to the world of in-person interaction while still maintaining the added value of virtual engagement. During the global shutdown that occurred over the last two years, we worked hard to tell Missouri's story in a new virtual environment. During the reopening of international travel and in-person events in FY 2022, we engaged in person once again, while not losing the added value of impactful virtual connections.

During FY 2022, our team was once again actively engaging with companies and influencers in person around the country, and around the world. Our team spent time in 20 different states and four countries, meeting with companies, speaking at conferences, engaging with foreign governments, and spending time with site selectors.

We continued to reach decision makers via social media and targeted advertising, while also significantly increasing our focus on earned media and thought leadership articles.

Through the use of real-world and virtual engagement tactics, our team was able to meet with more than 800 individuals, of which more than 200 were real potential projects. The team also engaged in more than 160 briefings with site selectors, more than 130 briefings with members of foreign governments, more than 110 briefings with companies interested in Missouri, and more than 50 business development events.

*Below: Panel discussion at MIPIM in France*



# Shaking Hands Once Again



## LONDON CALLING

In September 2021, Missouri Partnership attended London Tech Week, an international gathering of growing and innovative companies. Our team was privileged to participate on a panel discussing innovation communities in the U.S. We were able to highlight the numerous innovation districts across Missouri and engage with companies interested in entering the U.S. for the first time.

## COMING TO AMERICA

The SelectUSA Investment Summit is a gathering of international companies hosted by the U.S. Government. Every company in attendance is considering expansion in the U.S. or U.S. market entry, so this is a key event for us to meet with those companies and promote Missouri as the right destination for them. Approximately 3,700 people attended the conference in June 2022 as it returned to an in-person event for the first time since 2019. Our team was able to spend time with various company delegations from countries such as Ireland and India, as well as spend time with various ambassadors and senior government officials from around the world.



## CROSSING THE POND

In March 2022, Missouri Governor Mike Parson led a delegation of state leaders to Ireland and the United Kingdom. According to U.S. Government officials in Ireland and the UK, this was the first state level trade mission to visit since the pandemic began. Missouri Partnership travelled with the Governor and engaged with companies, government officials and other key leaders in both countries. Highlights of the visit included meeting with UK Minister of State



*Top: Missouri's booth at SelectUSA Investment Summit in Washington, D.C.*

*Middle: Meeting with CBRE as part of a cooperative mission to the Phoenix, AZ area*

*Bottom: British Hon. Consul & Missouri Partnership CMO Mark Sutherland, UK Deputy Ambassador Michael Tatham, Lt. Governor Mike Kehoe, and State Rep. Derek Grier at Busch Stadium in St. Louis, MO*

Penny Mordaunt; the U.S. Embassy teams in Dublin, Belfast and London; and with UK agtech leadership that gathered for a day-long event with us in Cambridge.

### **SHOW ME DIPLOMACY**

In addition to meeting with government officials in foreign nations, Missouri had the privilege of hosting delegations from a variety of countries throughout FY 2022. Senior diplomats and economic development officials from the UK, the Netherlands, Japan, Malaysia, South Korea, France and Germany spent time in Missouri, visiting with companies from their country that have invested here, and learning more about the opportunities for their companies in Missouri.

We also held two events, one in Washington, D.C. and one in Chicago, allowing us to spend time with various senior diplomats and economic officials from various nations. In Washington D.C., we hosted 14 countries, and in Chicago, we hosted 13 countries.

### **THE SCIENCE OF WHERE**

The GEOINT 2022 Symposium was held in Denver, Colorado. Missouri hosted the conference in 2021 and will again in 2023. The symposium is the nation's largest gathering of geospatial intelligence professionals, and Missouri has a large and visible presence at the event. Missouri's strengths in geospatial, and the presence of the National Geospatial Intelligence Agency (NGA) in Missouri, makes our state an attractive location for growing geospatial companies. We were thrilled to partner with many Missouri organizations to promote our strengths within the industry.

### **I WOULD WALK 500 MILES...**

An important part of our business development is attendance at numerous trade shows around the world. These are shows where we don't have a booth, but our team walks the floor with the goal of talking with every company in attendance. Events such as the Battery Show and CAR in Michigan, Pack Expo and CES in Nevada and Work Truck Week in Indiana are all trade shows where we are able to generate strong project leads for Missouri.

### **...AND 500 MORE**

In addition to meeting with companies at various trade shows, we attend numerous events that allow us to spend time with professional site selectors. These are talented individuals who work with numerous companies as they look for their next expansion location. In FY 2022, we were able to participate in events with site selectors in Texas, Florida, Illinois, Georgia and more.

### **GETTING THE GANG TOGETHER**

We also engage in cooperative missions where we are joined by economic development partners from communities and organizations across Missouri. We coordinate visits to numerous cities throughout the year to meet with specific site selection companies. In FY 2022, our team led visits to 11 states across the U.S.



# Telling Missouri's Story

## ALL THE NEWS THAT'S FIT TO PRINT

Throughout FY 2022, our team worked to generate news coverage about Missouri and place thought leadership pieces in publications. Missouri's story is impactful, and we were thrilled to host reporters in-state for multi-day visits that included media from NPR, MarketWatch and the Smithsonian magazine. In addition, the team worked with media around the country and around the world to generate coverage of Missouri's business news so that business decision makers across the planet were aware of the growth and opportunity in our great state.

## THE SOCIAL NETWORK

Social media remains our most potent force when it comes to promoting Missouri to the world. Thanks to modern technology and the ability to target specific types of people, we continued to promote specific industry strengths to senior leaders in the same industry globally. This daily content is posted on our website and then promoted via numerous social channels and other advertising outlets online.

## LET'S GO TO THE MOVIES

Video is an important aspect of our content, especially when we are able to cover big announcements or highlight communities and community assets. Sometimes you just have to see it to believe it, and our videos are designed to capture these stories and tell them via a highly visual medium. Our videos are then featured in advertisements, as pre-roll for other online videos, on our social media channels and in our email newsletters.

*Below: Print advertisement in The European magazine*

## MAD MEN

Our advertising efforts include traditional print advertising in publications such as The European and Site Selection magazines, as well as digital advertising on major news sites and through organizations like London Tech Week. We also ran advertorial placements in a variety of print and online publications. All advertising is designed to be relevant, effective and introduce Missouri in a new way to readers and viewers.

MISSOURI:  
**AT THE CENTER**

**OF INNOVATION**

HOME OF THE WORLD'S ANIMAL HEALTH CORRIDOR

3<sup>RD</sup> BEST U.S. CORPORATE TAX INDEX

4<sup>TH</sup> BEST STATE FOR LABOR-INTENSIVE MANUFACTURING

**MISSOURI**  
U. S. A.

Missouri Partnership provides complimentary concierge services to companies investing and expanding in Missouri for the first time. Let us show you just how innovative Missouri is, why it could be the best place in the U.S. for your next expansion, and how we can reduce the risk inherent with choosing your next location. Contact Subash Alias, CEO, at +1.314.725.0949 or subash@missouripartnership.com.



# Raise the Bar

Missouri Partnership utilizes our Raise the Bar initiative as part of our capacity building work throughout Missouri. This initiative was created to assist our communities and ensure they are prepared at all times to compete for projects.

Raise the Bar - Compete was recently created to better prepare Missouri so that we can compete for large industrial projects. During FY 2022, the Raise the Bar - Compete initiative focused on identifying mega sites, which are single-user sites for large industrial development at least 1,000 acres in size.

## COMPETE

During the mega site initiative, our team and our consultants identified numerous possible mega sites across Missouri. Each site was evaluated via a virtual process, and then due diligence was completed on the final two sites through a mock site visit. As a result, Missouri identified two nearly 1,000-acre mega sites that can be targeted for investment and construction.

*Below: Capacity building workshop*

## TRAIN

As part of the Raise the Bar - Compete mega site initiative, seven communities went through our training process via a virtual site visit that included the local stakeholder for each site.

## ASSESS

Also, as part of the Raise the Bar - Compete mega site initiative, two communities underwent a full, in-person mock site visit to fully evaluate their proposed mega site.

## INSIGHT MISSOURI

Every year, Missouri Partnership is honored to volunteer with the Missouri Economic Development Council (MEDC) and help execute an impactful multi-day conference that brings together leading site selectors, Missouri elected officials, and economic developers from around the state. This year's conference took place in Kansas City, Missouri. The event allowed participants to discuss the latest trends in economic development, opportunities for the future, and the latest information relevant to expanding companies looking at Missouri.



# Missouri Loves Company

*Top: Deli Star Corporation cuts the ribbon on its new headquarters in St. Louis, MO*

*Bottom: Circular SynTech, LLC (CST) breaks ground on a new facility in New Madrid, MO*



**Alpla**

Jobs: 60  
Payroll: \$3M  
Investment: \$16M



**EIWA**

Jobs: 2



Making Dream Surfaces Attainable

**MSI**

Jobs: 18  
Payroll: \$995K  
Investment: \$3.1M



**Circular SynTech**

Jobs: 45  
Payroll: \$3.2M  
Investment: \$91.4M



**Hallmark**

Jobs: 248  
Payroll: \$12.4M  
Investment: \$65.8M



**Ostara USA**

Jobs: 40  
Payroll: \$2.6M  
Investment: \$17.8M



**Clarios**

Jobs: 114  
Payroll: \$7.9M  
Investment: \$45M



**Home Depot**

Jobs: 25  
Payroll: \$1.1M  
Investment: \$907.4M



**RLE INTERNATIONAL**

**RLE International**

Jobs: 85  
Payroll: \$5.7M  
Investment: \$7.6M



**Deli Star**

Jobs: 475  
Payroll: \$32.6M  
Investment: \$99M



**Meta**

Jobs: 100  
Payroll: \$8.1M  
Investment: \$800M



**TierPoint**

Jobs: 5  
Payroll: \$410K  
Investment: \$11.9M



# VERDE

Going Green & Beyond

## Verde Resources

Jobs: 32

Payroll: \$1.5M

Investment: \$5.6M

# VIR

## Vir Biotechnology

Jobs: 36

Payroll: \$4.4M

Investment: \$41M

# Walgreens

## Walgreens

Jobs: 200

Payroll: \$8.6M

Investment: \$30M

# Wyld

## Wyld Networks

Jobs: 11



# Board, Staff, & Investors

## BOARD

**Chair:** Scott Carter  
*Spire Energy Missouri*

**Vice-Chair:** Clif Smart  
*Missouri State University*

**Secretary:** Craig Unruh  
*AT&T Missouri*

**Treasurer:** Michael Collins  
*JE Dunn Construction*

Melissa Agustin  
*Bayer US - Crop Science*

Steven Burch  
*Burch Food Service*

Leann Chilton  
*BJC Healthcare*

Molly Hyland  
*Commerce Bank*

Rebecca Losli  
*Missouri American Water*

Tim Paulson  
*Emery Sapp & Sons*

Ron Richard  
*C&N Bowling Corporation*

Patrick Smith  
*Ameren Missouri*

Joseph Wilkinson  
*Associated Electric Cooperative*

Carolyn Chrisman, Ex-officio  
*Kirkville Regional Economic Development, Inc.*

Maggie Kost, Ex-officio  
*Missouri Department of Economic Development*

Scott Sattler, Ex-officio  
*Perry County Economic Development Authority*

*Opposite: Panel discussion at the Governor's Conference on Economic Development, an event sponsored by Hawthorn Foundation*

## ADVISORY COUNCIL

Jim Alexander  
*AllianceSTL*

Bernie Andrews  
*Columbia Regional Economic Development, Inc.*

Carolyn Chrisman  
*Kirkville Regional Economic Development, Inc.*

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*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*

## STAFF

Subash Alias  
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Cathleen Flournoy  
*VP, Business Recruitment*

Kim Gerlt  
*Business Recruitment Manager & Legal Specialist*

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Leah Hill  
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Amy Monahan  
*Creative Manager*

Ebby Neuner  
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*Events Manager*

Deborah Price, Esq.  
*VP, Business Recruitment & General Counsel*

Dennis Pruitt, CEcD  
*VP, Business Development*

Mark Sutherland  
*CMO*

Stephen Votaw  
*Manager, Marketing & Communications*

Cara Weber  
*VP, Business Recruitment*

**HAWTHORN FOUNDATION  
INVESTORS**

Accenture

Æsir Technologies

Ameren Missouri

ARCO Construction Company

Associated Electric Cooperative, Inc.

Associated General Contractors of Missouri  
(AGC)

AT&T

Bank of America

Bayer Crop Science

BJC Healthcare

Blitz, Bardgett & Deutsch, LLC

BNSF Railway

Brewer Science

Buchanan County

Burch Food Services

Callaway Electric Cooperative

Cape Girardeau Chamber of Commerce

Carmichael & Neal, P.C.

Central Bank and Central Bancompany

City of Florissant

City of Houston

City of St. Charles

City Utilities of Springfield

Clark-Fox Family Foundation

Columbia Regional Economic Development,  
Inc. (REDI)

Commerce Bancshares, Inc.

Community Bank & Trust (CBT)

CoxHealth

Economic Development Council of St.  
Charles County (EDC)

Economic Development Sedalia-Pettis  
County Missouri

Edward Jones

Electrical Connection

Emery Sapp & Sons, Inc. (ESS)

Enterprise Holdings

Evergy

First State Bank & Trust Co., Inc. of Sikeston

Ford Motor Company

Gilmore Bell

Google

Greater Kansas City Chamber of Commerce

GRO Marshfield

Hallmark Cards, Inc.

Hamra Enterprises

Hannibal Regional Economic Development  
Council

Ingram's Magazine

JE Dunn Construction

Joplin Area Chamber of Commerce  
Jordan Valley Community Health Center  
Kadean Construction Company  
Kansas City Area Development Council (KCADC)  
Kansas City Southern (KCS)  
Kit Bond Strategies  
Lee's Summit Economic Development Council  
Leonardo DRS  
Liberty Utilities  
Maly Commercial Realty  
Maryville University  
Masterclock, Inc.  
McCarthy Building Companies, Inc.  
Missouri American Water  
Missouri Association of Manufacturers (MAM)  
Missouri Bankers Association (MBA)  
Missouri Chamber of Commerce and Industry  
Missouri Department of Economic Development  
Missouri Development Finance Board (MDFB)

Missouri Economic Development Council (MEDC)  
Missouri Employers Mutual  
Missouri Energy Initiative (MEI)  
Missouri REALTORS®  
Missouri Southern State University  
Missouri State University  
Missouri Walnut, LLC  
Nabholz Construction  
Neosho Area Business and Industrial Foundation, Inc. (NABIFI)  
Norfolk Southern Corporation  
Northeast Power Electric Cooperative (Northeast Power)  
Nucor Steel  
Ozarks Technical Community College  
Plumbers & Pipefitters 562  
Port KC  
Power Partners  
Regional Business Council  
Sandberg Phoenix  
Schnucks Markets  
Show Me Christian County  
Sikeston Regional Chamber  
Southeast Missouri State University  
Spire, Inc.  
Springfield Area Chamber of Commerce  
St. Charles Community College  
St. Joseph Chamber of Commerce  
St. Louis Cardinals  
St. Louis Community College  
The Staenberg Group  
State Technical College of Missouri  
Stifel Financial  
Thompson Coburn, LLP  
Union Pacific Railroad  
United WE  
University of Missouri System  
Veterans United Home Loans  
World Wide Technology Holdings

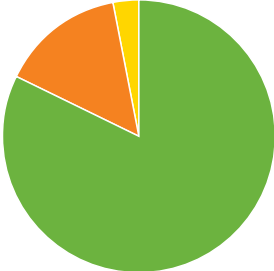
*Below: Kit Bond Citizen Leadership Award Dinner honoring Senator Roy Blunt*



# Funding & Expenses

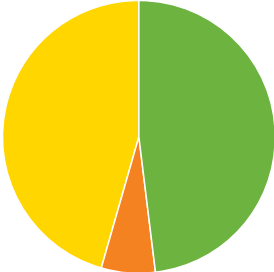
## FY2022 FUNDING

Promote Missouri public-sector funds:	<b>\$3,000,000</b>
Hawthorn Foundation private-sector funds:	<b>\$535,000</b>
Other:	<b>\$108,212</b>



## FY2022 EXPENSES

Professional services:	<b>\$2,085,585</b>
Operating expenses:	<b>\$283,674</b>
Direct expenses:	<b>\$1,964,316</b>



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