

# Missouri Partnership FY2021 Annual Report





# A Message from the Chair

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FY2021 was a unique year. It was a difficult year for many of us, but also a year that saw innovation take place across multiple industries. And our organization was no different.

We began the year four months into the pandemic and ended the year with optimism and a hope for the future as the world worked to counter the challenges of the COVID-19 virus. But our team never stopped. We never gave up. And we remained committed to promoting this great state in a way that attracted companies here, which then created life-changing jobs for Missouri families and huge investment into Missouri communities.

FY2021 was also the final year in our 3-year strategic plan for business attraction to the state of Missouri. It was always an aggressive plan, and our FY2021 results were 99.8 percent of targeted new jobs, 77 percent of targeted new annual payroll, and 117 percent of targeted new capital investment. Our team came through and delivered in a tough year. We innovated our approaches to companies around the world. We designed processes to ensure site visits and other interactions with companies were safe and beneficial. We adopted new technology to allow for a better virtual experience. And we continued to promote Missouri in ways that were relevant and appropriate amid a global pandemic.

Our team never lost sight of the mission to increase economic prosperity throughout the state by attracting new jobs and investment to Missouri. At the same time as promoting the state externally, we continued to work with our regional partners across the state to ensure they were ready to respond quickly when companies expressed an interest in expanding to Missouri.

It is an honor to serve this organization alongside my fellow board members. I look forward to the future success of this organization, our partners around the state, and the communities across Missouri.

Sincerely,

A handwritten signature in black ink, appearing to read 'Scott Carter', with a stylized, cursive script.

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



# Missouri Partnership

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Missouri Partnership was founded in 2007 to meet the need expressed by communities across the state to build awareness of Missouri globally and attract businesses from across the U.S. and around the world to Missouri to invest and create life-changing jobs for Missourians. Today, we are a public-private economic development organization dedicated to just that.

Since 2009, we have led or supported the successful attraction of companies and projects to Missouri that have resulted in the creation of more than 28,000 new jobs, more than \$1.4 billion in new annual payroll, and more than \$3.5 billion in new capital investment.

Our team works statewide to connect companies with the best locations and customized solutions for their expansion needs and business goals. We work in partnership with a much larger statewide team from the Hawthorn Foundation, the Missouri Department of Economic Development, and various economic development agencies, chambers and governments across the state of Missouri.

All of this is focused on that one original purpose: 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.





FY2021 saw the final year in our 2019–2021 strategy map with targets based on some of our best performing years in the past. While we dealt with unique global challenges throughout these three years, our FY2021 results were 99.8 percent of targeted new jobs, 77 percent of targeted new annual payroll, and 117 percent of targeted new capital investment. We have been excited to deliver success after success for our

communities across the state and are committed to maintaining these targets for the next three years as we emerge from the global pandemic.

## MISSOURI PARTNERSHIP STRATEGY MAP: FY2019–2021

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

**DESTINATION** Over three years, we 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.

### 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.

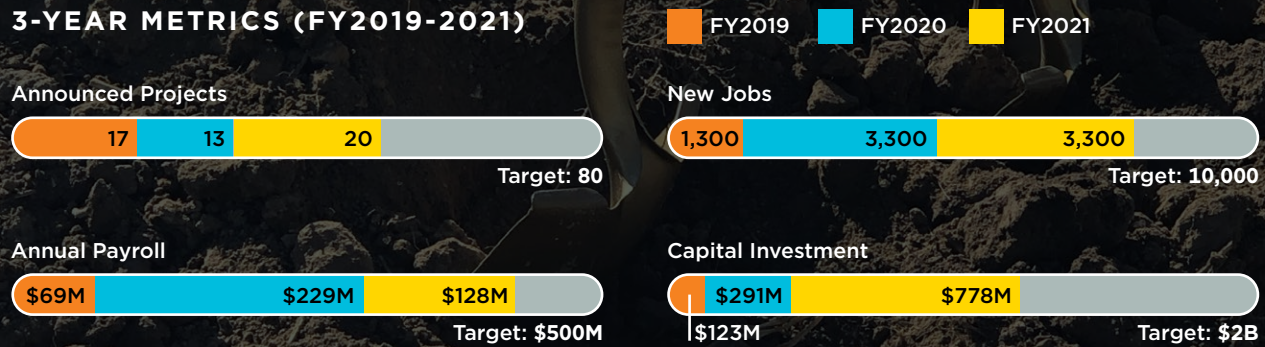
**Raise the bar:** Projects are ultimately won at the community level, so we must constantly communicate and role model best-in-class business recruitment strategies and tactics to our community partners.

**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.



### 3-YEAR METRICS (FY2019-2021)



### STRATEGIC PLAN SCORECARD FY2019-2021

	FY2019		FY2020		FY2021	
	Target	Actual	Target	Actual	Target	Actual
<b>Marketing</b>						
Online Advertising	20,000	211,272	146,200	599,833	153,510	367,113
Facebook Ads Click-Throughs	5,000	178,059	120,000	299,113	126,000	224,178
Google Ads Click-Throughs	10,000	31,910	25,000	275,965	26,250	98,808
LinkedIn Ads Click-Throughs	5,000	1,303	1,200	24,755	1,260	44,127
Social Media	12,500	78,874	54,200	241,383	56,910	435,737
Facebook Click-Throughs	5,000	74,520	50,000	211,056	52,500	387,200
LinkedIn Click-Throughs	5,000	3,159	3,000	28,831	3,150	46,893
Twitter Click-Throughs	2,500	1,195	1,200	1,496	1,260	1,644
<b>Business Development</b>						
Touchpoints/ Initial Contacts	500	437	500	468	525	1,188
Qualified Leads	300	266	300	45	315	90
Consultant Briefings	100	119	125	194	131	276
Industry Briefings	70	64	70	64	74	50
FDI Briefings	50	48	50	30	53	24
Lead Generation Meetings	36	23	10	3	11	7
Business Development Events	43	46	40	34	42	36
<b>Project Management</b>						
Active Projects Opened	100	102	100	93	105	120
Active Projects Sourced by MP	50	42	60	34	63	41
In-State Site Visits	40	68	75	43	79	18
<b>Capacity Building And Engagement Opportunities</b>						
Capacity Building Events	35	32	-	-	-	-
Raise the Bar - Assess	-	4	4	4	4	4
Raise the Bar - Train	-	11	6	4	6	1
Raise the Bar - Compete	-	-	3	0	3	0
Engagement Opportunities	-	-	25	19	26	27

Capacity Buildings Events were no longer tracked after FY19. Raise the Bar and Engagement Opportunities began tracking in FY20.



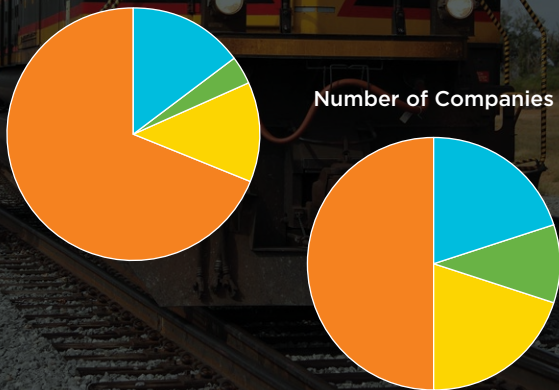
# Missouri's Key Sectors

## RECRUITMENT WINS IN FY2021 BY INDUSTRY

- Advanced Manufacturing
- Agtech & Food
- Financial & Professional Services
- Distribution & Logistics

Number of Jobs

Number of Companies



### Advanced Manufacturing

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

### Aerospace and Defense

Missouri is a world leader in geospatial analysis, defense products, military aviation and munitions, and cybersecurity. Numerous companies and organizations are investing in the state, including the National Geospatial Intelligence Agency with its \$1.7 billion HQ West.

### Agtech & Food

Missouri's global leadership in agtech is on display every day in fields across the world. From advanced genomics with seeds, to the use of data on a square inch of a field, Missouri talent is developing every aspect of agtech today. And Missouri's \$88 billion agriculture ecosystem is at the foundation of it all, producing food, fuel and fiber for a growing population.

### Distribution and Logistics

Missouri is served by every Class 1 railroad, is at the confluence of the Missouri and the Mississippi Rivers, is home to the Ag Coast of America, is centrally located, and is the birthplace of the U.S. Interstate Highway System. As a result, the state is a natural location for distribution and is known as North America's Logistics Center.

### Energy Solutions

Missouri is home to leading developers and producers of batteries and energy storage devices for the defense, space, automotive, medical and consumer industries. Missouri innovation powers the Mars missions, the International Space Station, and the smallest of implantable medical devices.

### Financial and Professional Services

Home to the second-highest concentration of financial securities brokerage firms among major U.S. metropolitan areas and to 12 percent of U.S. reinsurance industry employees, Missouri is a powerhouse of financial expertise.

### Health Innovation

Missouri companies with international pedigrees are driving industry-wide changes for health innovation, data management, and research. With nearly 5,000 companies in just the bioscience industry in Missouri, we are innovating our way to a better future for all people.



# Our Key Program Areas

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

Marketing is our top-level promotion to target audiences around the world. Business development is identifying projects within those audiences and building connections with them. Project management is competing for Missouri to win those identified projects. Capacity building is ensuring that Missouri communities are ready to rapidly and effectively engage with an active project.

## MARKETING

Missouri has a powerful story to tell that positions us as an attractive destination for expanding companies. That audience is global and we leverage numerous online and digital approaches, along with selective use of print and other real-world tactics to reach our narrowly-defined target audiences.

## BUSINESS DEVELOPMENT

The identification, cultivation, and conversion of leads into active projects is essential. We do this through marketing, direct outreach, in-person meetings, and virtual/traditional trade shows.

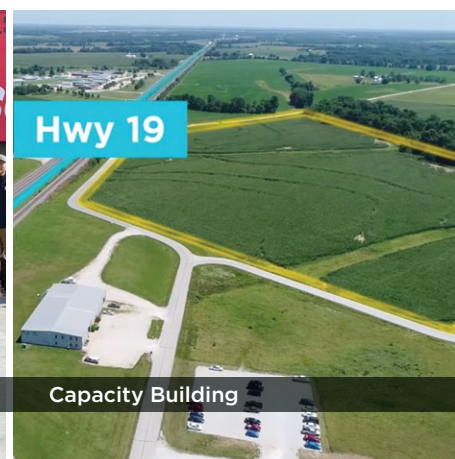
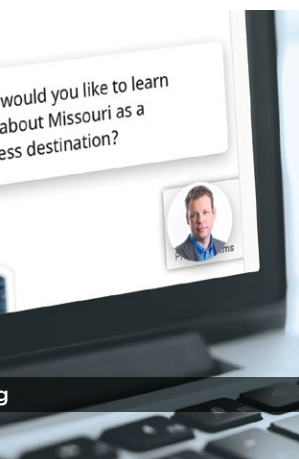
## PROJECT MANAGEMENT

We focus on providing a high-level concierge service to companies during every step of their expansion. Our project management process is a high-touch, custom support ecosystem designed to take a company from the early stages of evaluating our state, all the way to final site selection and aftercare.

## CAPACITY BUILDING

Our communities need to be ready at all times to compete for projects. We provide services to our regional partners that include producing aerial videos of Certified Sites, conducting mock sites visits, and working with communities to develop marketing plans and branding.

*Left to right: Live Chat feature on Missouri Partnership's website; sponsored breakfast at the Site Selectors Guild conference; ribbon cutting event for Casey's; aerial video of a Certified Site in Montgomery City*



# A Virtual Experience

FY2021 was a year of unique experiences and rapid pivots. As we rolled out of four months of a global pandemic into July 2020, we had no idea what the next 12 months would bring. However, we were focused on ensuring that Missouri's story continued to be told in an effective way and that the opportunities for companies to come here and create jobs and growth were promoted to the right audiences at the right times.

Following the global economic shutdown, the State of Missouri aggressively focused on the steps needed to reopen our economy

and get Missourians back to work. Our team volunteered to be a part of those efforts, and three members of our staff were active in different key initiatives with members of state government and others from around Missouri. The result was the "Show Me Strong Recovery" Plan. This coordinated approach to reopening Missouri is one of the reasons behind Missouri's status as the fifth-best state for economic recovery and the first for small business wage growth.

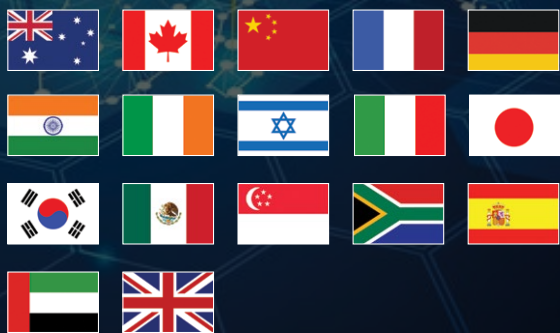
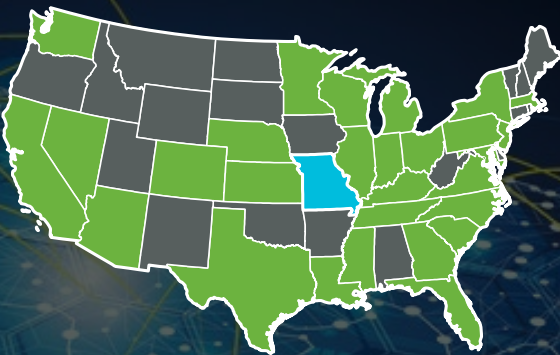
We also continued to strategically promote our social content around the world to specific audiences in order to draw them to our website so we could engage with them directly. We stepped up our efforts to generate earned media coverage of the state, our assets, our quality of life, and of the companies who chose to invest and grow here.

We continued the virtual approach to business development that we started at the beginning of the pandemic. We worked to ensure that our active projects continued to move forward, both virtually and in-person, so that at the end of the day, life-changing jobs were created for Missouri families.

We also focused on the future. We worked with communities around the state to develop their ability to rapidly respond to company inquiries and to ensure that sites were identified and developed to meet future trends in various industries. We worked with other communities, especially those in rural areas, to develop branding and marketing materials the community could use to promote their strengths and assets to companies. We worked with state leadership as they focused on economic recovery and the development of a multi-faceted strategic approach to reopen the Missouri economy and lead the U.S. out of an economic crisis.

## OUR VIRTUAL VISITS

It was a year of global connectivity – but in a new way. Through a combination of real-world and virtual visits, as shown on the map below, Missouri remained connected to companies and key influencers around the world.





# Building Missouri's Brand

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A key focus of Missouri Partnership is supporting the state's rural communities as they work to attract new companies to the region to create jobs and investment.

## MISSOURI NORTHEAST

Throughout FY2021, we worked with the team in northeastern Missouri to develop messaging and a brand identity for what is now Missouri Northeast. Working with regional leaders from across the area, along with Associated Electric Cooperative, Missouri Northeast now has a cohesive brand to present themselves to the world.

## MORE MISSOURI

In FY2021, we wrapped up the first stage of a statewide project that was focused on creating a common messaging platform that could be used where appropriate across tourism, business attraction, economic development and talent attraction at the local, regional and statewide levels. Our core team represented 20 different organizations, both within and outside of state government. Throughout the process, more than 100 different organizations from around Missouri got involved. The resulting "More Missouri" messaging platform was rolled out in FY2021 to our hundreds of partners across the state.

*Right: Missouri Northeast has begun creating materials with their new visual brand*



## ALL MISSOURI

Partnership is in our name, and throughout FY2021, we were able to partner with Northwest Missouri as part of their regional team focused on creating civic pride and highlighting the great assets and opportunities across the region. We are also in the early stages of supporting South-Central Missouri as they begin considering their brand presence in the state. Our team is always ready to support Missouri communities and regions, whether rural or urban, in order to tell the world the state is a great business destination.

# Event Highlights

## INTERNATIONAL OUTREACH

### London Calling

For the past couple of years, Missouri Partnership has been working closely with London Tech Week (LTW) to highlight Missouri's growing tech ecosystem across LTW's global footprint. Missouri's involvement in FY2021 included attending the virtual 2020 LTW week-long event, facilitating a virtual panel event, and a report by London Tech Week on the tech ecosystem in Missouri and opportunities for UK companies to expand here.

### REAP in Missouri

There is a vibrant partnership between Missouri and the UK in the area of agtech. A key partner in building economic, academic, and research partnerships that transcend the Atlantic is Agri-TechE in Cambridge, England. Agri-TechE has hosted Missouri missions to the UK, and Missouri has hosted an Agri-TechE mission to the U.S. The REAP Conference is Agri-TechE's annual conference each November, and this year it went fully virtual. Missouri was an

active part of the program, including the announcement of a Spring 2021 Virtual Two-Way Mission. The combination of these two events allowed us to grow the awareness of Missouri among UK companies in order to attract them here when they begin their expansion into the U.S.

### SelectUSA

The SelectUSA Investment Summit has long been our premier event for foreign direct investment into Missouri. SelectUSA is run by the U.S. Department of Commerce and supports states in the recruitment of international companies. In normal times, this event is held in Washington, D.C., but it was held virtually this year due to COVID-19. More than 3,400 people "attended" the event with representation from 80 international markets. Missouri Partnership was a diamond sponsor and we were featured prominently on the event website. Governor Parson was able to participate in a fireside chat with Piva, an Italian company Missouri Partnership helped recruit to Ste. Genevieve. We also hosted





an evening reception for nearly 100 people, and we were able to increase the amount of information available at our virtual booth.

### **JETRO**

The Japan External Trade Organization (JETRO) is a non-profit organization working to promote mutual trade and investment between Japan and the rest of the world, and Missouri has a long-term, solid relationship with the organization. JETRO's office in Chicago has actively participated in Missouri Partnership events, including our annual FDI Luncheon in Chicago that is typically attended by 20-30 foreign government representatives. This year, JETRO invited Missouri Partnership to present an in-depth webinar for a corporate Japanese audience that highlighted the advantages of doing business in Missouri.

### **NORTH AMERICAN OUTREACH**

#### **We All Scream for Ice Cream**

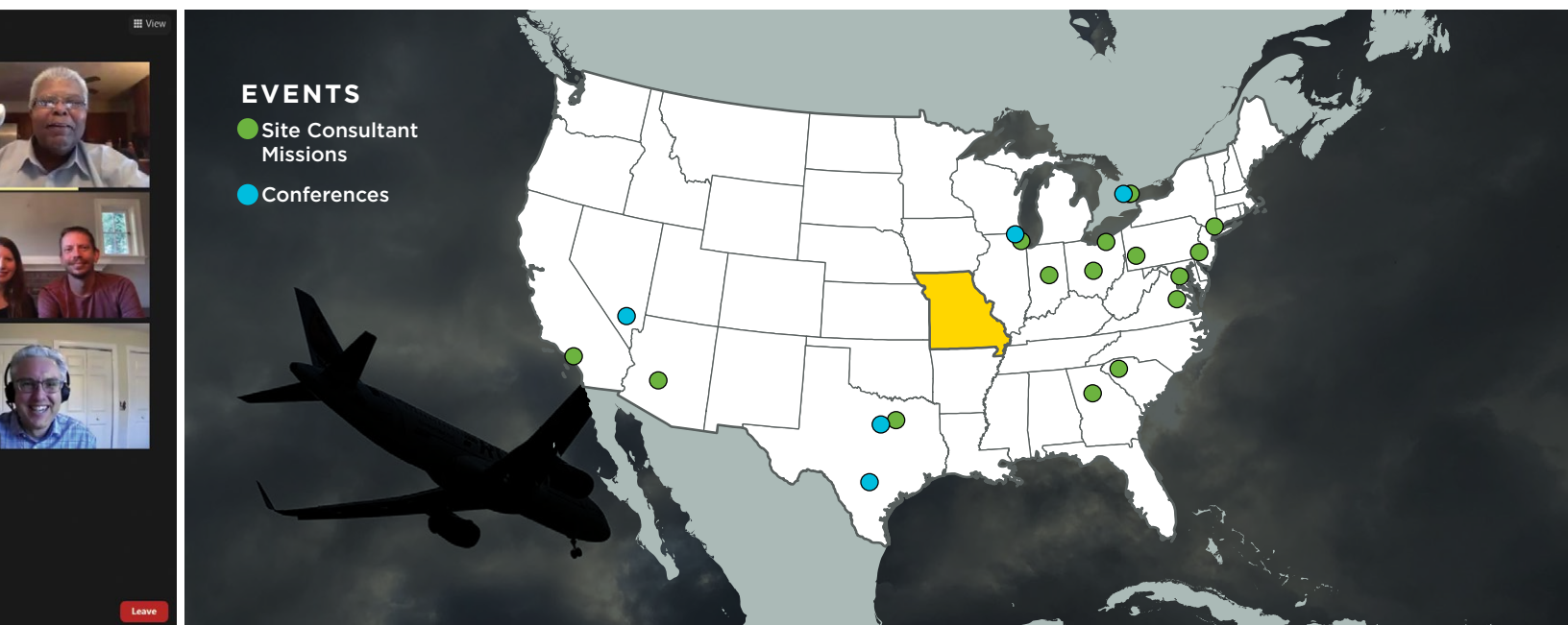
FY2021, as we all know, was a year unlike any of us had ever experienced. And in our business where personal connections with corporate expansion decision makers are essential, the inability to visit and meet with these individuals was an immediate challenge. So, we decided to have some ice cream. In partnership with Missouri

creamery Clementine's, we set up a series of "ice cream socials" with site selectors and other key decision makers all over the U.S. We shipped the delicious creations such as "Missouri Mud" and "Rieger's Old Fashioned" in dry ice and then scheduled a Zoom call. Our partners from around the state joined these dynamic conversations, and we were able to stay connected in a remote environment to 20 different key target markets around the U.S. over the course of the year.

#### **Virtually Travelling There**

With travel restrictions in place throughout the year, it remained essential to continue to build relationships with key contacts and companies across the U.S. and Canada. As such, working with our economic development partners around the state, we scheduled virtual "trips" and limited real-world visits to various cities across North America in order to have deeper conversations.

*Below: Virtual ice cream social with site selectors and key decision makers*



# Promoting Missouri

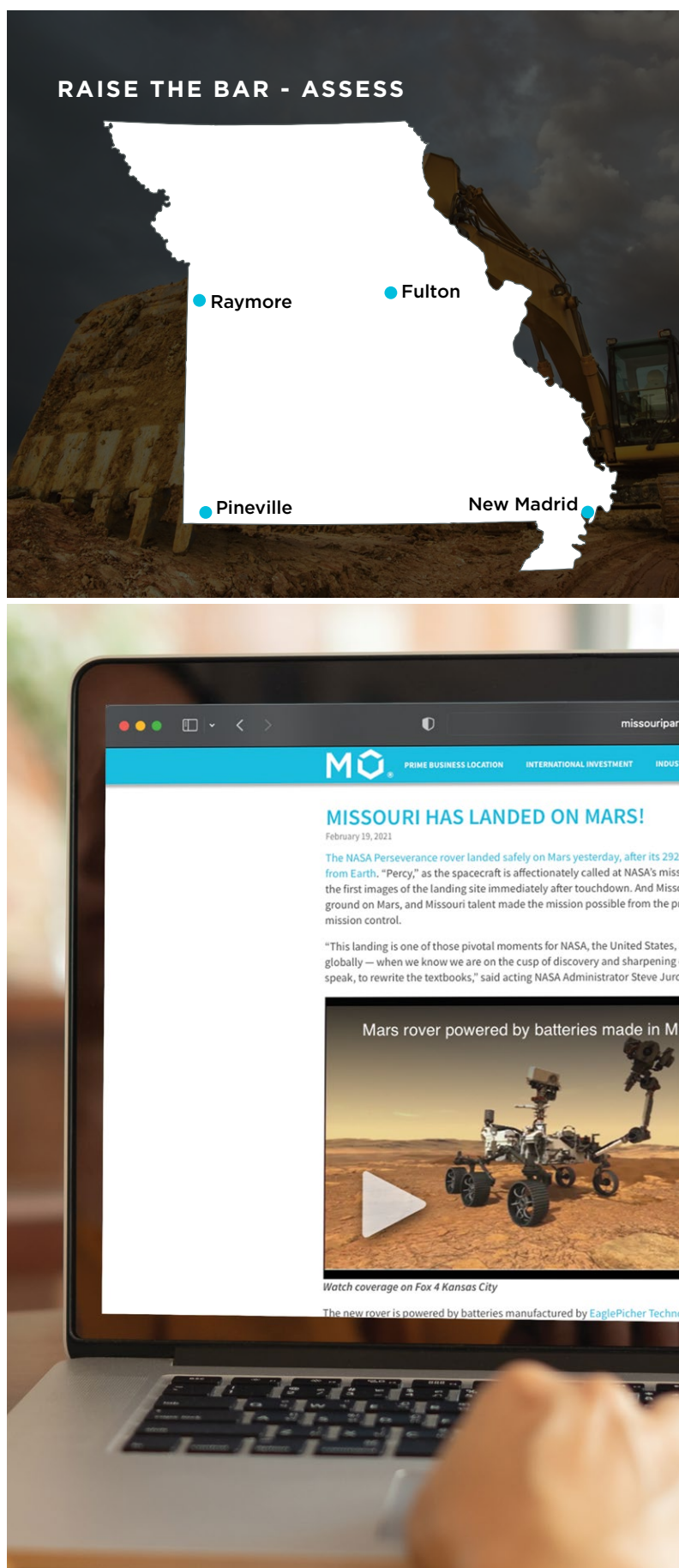
## EARNED MEDIA

Some of the best moments in life are when someone else says something nice about you. We think that's true for Missouri as well. When we are able to show a reporter an interesting aspect of the state, and then they independently write or report nice things about us, the credibility of the information increases. And there were a lot of nice things said about Missouri throughout the year in publications such as Forbes, Area Development, AutoNews, Fodor's Travel, and Motley Fool.

## SOCIAL MEDIA

Our social channels are how we reach the world every day. Our team creates daily content about Missouri business success on our website, and then we post that content on our social channels. We then use a variety of paid strategies to target that content to those we are trying to reach around the world in order to introduce them to Missouri in a relevant way. Our goal is for an agtech executive in Holland or India to only see Missouri agtech content, or for a financial services executive in New York or London to only see our articles about our vibrant financial services ecosystem.

*Right: Missouri Partnership's blog post on Missouri-made batteries powering NASA's Perseverance Rover reached 123,533 viewers with 1,519 reactions, comments, and shares, and 11,503 clicks.*





# Building the Future

## RAISE THE BAR - TRAIN

Knowledge is power, and Train is designed to walk community leaders through an educational session on rapid responses to company and site selector inquiries. These training sessions are held virtually and in-person. They help ensure that when a tight deadline is presented by a company, as many communities as possible are in a position to respond with the data and insights needed.

## RAISE THE BAR - ASSESS

Each year, Missouri Partnership and our utility partners secure the services of a professional site selector to take Missouri communities through a mock site visit built around a specific project scope. This process identifies weaknesses and strengths within the community, and allows communities to develop a plan to be even more prepared when an actual attraction project is started, and sometimes even to identify opportunities the community had not been aware of in the past.

## RAISE THE BAR - COMPETE

Most competitive expansion projects proceed or end because of one major item — the availability of a suitable building or site. As part of our work to ensure we stay competitive on as many projects as possible, we worked throughout FY2021 with Global Location Strategies (GLS) to identify large industrial sites to develop a Missouri Mega-Sites program.

## CERTIFIED SITES

Missouri Partnership continues to support Missouri's Certified Sites program through marketing and collateral production. In FY2021, we promoted our Certified Sites

videos, developed marketing materials, and submitted many of these shovel-ready sites for active projects.

## INSIGHT MISSOURI

Working with our partners at the Missouri Economic Development Council (MEDC), we helped welcome leading site selection professionals to the state for the highly-interactive annual Insight Missouri conference. The conference takes place across multiple days and moves around the state each year, and this year's event was held in St. Louis, Missouri. The event allows Missouri's economic developers and top site selection consultants to discuss the latest industry trends, Missouri perspectives, and opportunities across the state. The event also allows Missouri to present the latest information on the state to these important contacts who work directly with expanding companies.

## COOPERATIVE MISSIONS

Missouri Partnership continued with our cooperative missions across the U.S., albeit in the new virtual world. Our team and our partners around the state engaged with site selectors in cities we normally target for our in-person visits, and with site selectors in other locations that we normally would not visit. These virtual visits allowed us to strengthen relationships with the professionals that many companies rely on for their expansion needs, and to build new connections with site selectors we see less often but who are also important to Missouri's successful attraction of jobs and investment. On many occasions, we shipped Clementine's Missouri Mud ice cream, made with ingredients from all over the state, to make the conversation all the more memorable.

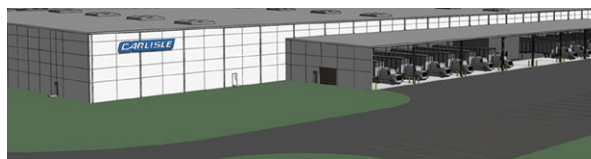
# Growing Our Economy



**Location:** St. Louis  
**Jobs:** 100

## Advocado

St. Louis won due to affordable real estate, low cost of living and skilled workforce.

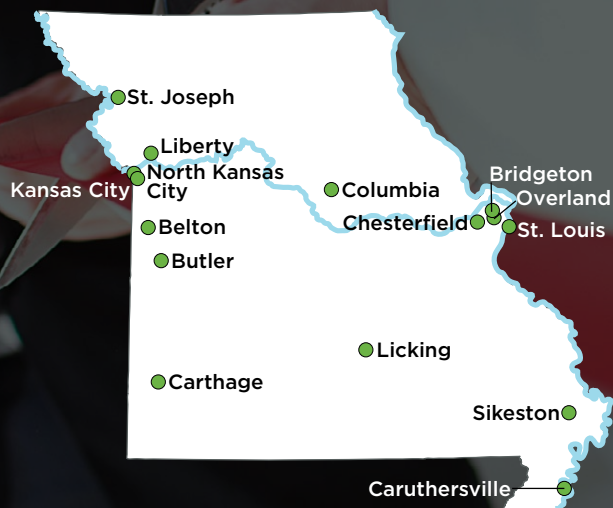


**Location:** Sikeston  
**Jobs:** 100  
**Investment:** \$62M

## Carlisle Construction Materials LLC

This 455,000 square foot production and manufacturing facility is positioned to serve the central US. *(The image above is an example rendering, not a planned design.)*

## PROJECT LOCATIONS



**Location:** Joplin  
**Jobs:** 125  
**Investment:** \$62M

## Casey's

This new, state-of-the-art warehouse will serve 400-600 of the company's stores.





Your Premier  
Inclusion Supplier

Location: St. Joseph  
Jobs: 60  
Investment: \$24M

### Cereal Ingredients, Inc

This 80,000 square foot facility adds flavor, texture and color to baked goods, cereal and other foods.



Location: Belton  
Jobs: 1,600  
Investment: \$143M

### Chewy, Inc.

Chewy's latest automated fulfillment center brings a variety of skilled positions and growth opportunities for the region.



Location: Butler  
Jobs: 60  
Investment: \$6M

### FFE Transportation Services Inc.

Butler was selected due to its robust workforce, friendly business climate and safety of the community.



Location: Chesterfield  
Jobs: 106  
Investment: \$111M

### Gateway Studios & Production Services

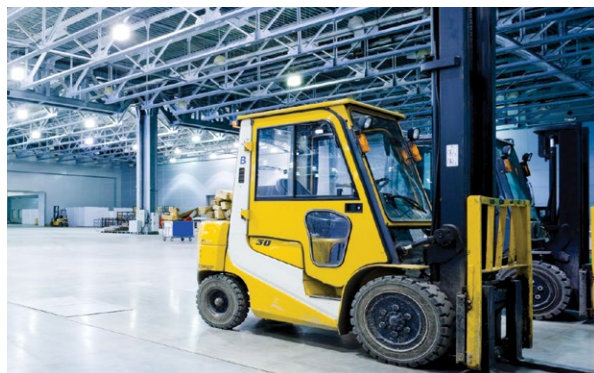
The largest entertainment manufacturing, production services and rehearsal facility of its kind in the U.S.



**Location:** St. Louis  
**Jobs:** 20  
**Investment:** \$1M

#### **Optimas Solutions**

Optimas is focused on PPE distribution and opened this new facility in the middle of a global pandemic.



**Location:** Kansas City  
**Jobs:** 200  
**Investment:** \$35.5M

#### **Melaleuca, Inc.**

Melaleuca retrofitted a former Harley Davidson plant to create this 508,000 square foot distribution center and warehouse.



**Location:** Kansas City  
**Jobs:** 100  
**Investment:** \$156M

#### **Niagara Bottling, LLC**

This is their second manufacturing facility in Kansas City. Their first was announced in July 2019.





**Location:** Columbia  
**Jobs:** 250  
**Investment:** \$200M

### Swift Prepared Foods

Missouri won a second investment from Swift in the past two years due to its strategic location and local community support. The ribbon cutting for Swift's Moberly facility is shown above.



**Locations:** St. Louis, Columbia, and Jefferson City  
**Jobs:** 630  
**Investment:** \$1.9M

### Veterans United

This financial services company chose their new locations based on workforce availability.

### All American Uniforms Inc

**Location:** Licking  
**Jobs:** 55  
**Investment:** \$500K

### Belleville Boot Company

**Location:** Carthage  
**Jobs:** 238  
**Investment:** \$2.7M

### BoxyCharm

**Location:** Belton  
**Jobs:** 250  
**Investment:** \$50M

### Engineered Tax Services

**Location:** St. Louis  
**Jobs:** 16  
**Investment:** \$2.2M

### Penny-Newman

**Location:** Pemiscot County Port  
**Jobs:** 6 jobs  
**Investment:** \$2.1M

### Phoenix Package Logistics LLC

**Location:** North Kansas City  
**Jobs:** 15  
**Investment:** \$1.7M

### Vicarli SA

**Location:** Bridgeton  
**Jobs:** 6

### World Pantry

**Location:** Kansas City  
**Jobs:** 20  
**Investment:** \$1.1M

# Board, Staff, & Investors

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## BOARD

**Chair:** Scott Carter

*Spire Energy Missouri*

**Vice-Chair:** Clif Smart

*Missouri State University*

**Treasurer:** Debbie Dewey

*Missouri American Water*

**Secretary:** Michael Collins

*JE Dunn Construction*

Melissa Agustin

*Bayer US - Crop Science*

Leann Chilton

*BJC Healthcare*

Matt Forck

*Ameren Missouri*

Molly Hyland

*Commerce Bank*

Tim Paulson

*Emery Sapp & Sons*

Ron Richard

*C&N Bowling Corporation*

Craig Unruh

*AT&T Missouri*

Joseph Wilkinson

*Associated Electric Cooperative*

Jonas Arjes, Ex-officio

*Taney County Partnership*

Rob Dixon, Ex-officio

*Missouri Department of Economic Development*

Ryan Mooney, Ex-officio

*Springfield Area Chamber of Commerce*

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*

## STAFF

Raven Aldridge

*Operations Manager*

Subash Alias

*CEO*

Cathleen Flournoy

*VP, Business Recruitment*

Kylee Garretson

*Director, Business Recruitment & Capacity Building*

Kim Gerlt

*Business Recruitment Manager & Legal Specialist*

Janelle Higgins

*VP, Marketing & Communications*

Leah Hill

*Director of Research*

Amy Monahan

*Creative Manager*

Erin Pettit

*Events Manager*

Deborah Price, Esq.

*VP, Business Recruitment & General Counsel*

Dennis Pruitt, CEcD

*VP, Business Development*

Mark Sutherland

*CMO*

Stephen Votaw

*Manager, Marketing & Communications*

## ADVISORY COUNCIL

Jim Alexander

*AllianceSTL*

Bernie Andrews

*Columbia Regional Economic Development, Inc.*

Carolyn Chrisman

*Kirkville Regional Economic Development, Inc.*



## HAWTHORN FOUNDATION INVESTORS

Accenture

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

Callaway Electric Cooperative

Cape Girardeau Chamber of  
Commerce

Carmichael & Neal, P.C.

Central Bank and Central  
Bancompany

Chemline, Inc.

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)

Evergy

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

Ford Motor Company

Gilmore Bell

Google

Greater Kansas City Chamber of  
Commerce

GRO Marshfield

Hallmark Cards, Inc.

Hamra Enterprises

Hannibal Regional Economic  
Development Council

Industrial Process Systems (IPS)

Ingram's Magazine

JE Dunn Construction

Joplin Area Chamber of  
Commerce

Jordan Valley Community Health  
Center

K&S Wire Products, Inc.

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

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

Moberly Area Economic  
Development

Neosho Area Business and  
Industrial Foundation, Inc.  
(NABIFI)

Newmark Grubb Zimmer

Norfolk Southern Corporation

Northeast Power Electric  
Cooperative (Northeast Power)

Ozarks Technical Community  
College

Port KC

Regional Business Council

Schnucks Markets

Show Me Christian County

Southeast Missouri State  
University

Spire, Inc.

Springfield Area Chamber of  
Commerce

St. Joseph Chamber of Commerce

St. Louis Cardinals

St. Louis Community College

State Technical College of Missouri

The Staenberg Group

Thompson Coburn, LLP

Union Pacific Railroad

United WE

University of Missouri System

Veterans United Home Loans

Western Governors  
University-Missouri

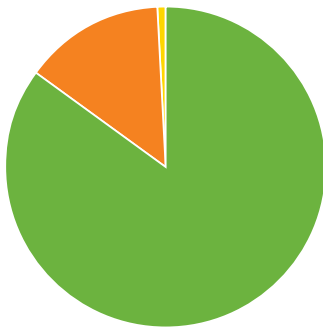
Wood, Cooper & Peterson, LLC

World Wide Technology Holdings

Ygrene Energy Fund, Inc.

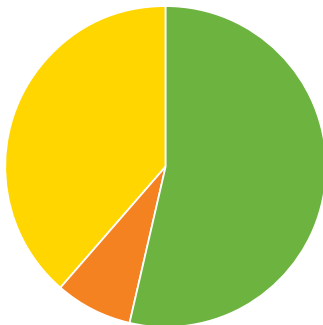
# Funding & Expenses

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## FY2021 FUNDING

■ Promote Missouri public-sector funds:	<b>\$3,000,000</b>
■ Hawthorn Foundation private-sector funds:	<b>\$497,500</b>
■ Other:	<b>\$22,993</b>



## FY2021 EXPENSES

■ Professional services:	<b>\$1,832,619</b>
■ Operating expenses:	<b>\$258,563</b>
■ Direct expenses:	<b>\$1,313,862</b>





[www.missouripartnership.com](http://www.missouripartnership.com)

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