Missouri Economic Development Council (MEDC)

2016 Missouri Partnership Community Competitiveness Assessments Review

June 15, 2017

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2016 Missouri Partnership Community Competitiveness Assessments

ADY ADVANTAGE APPROACH

PRIOR TO VISIT

• Review of marketing materials (website, collateral, etc.) for strategy, messaging
• Mock RFI
2016 Missouri Partnership Community Competitiveness Assessments

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DURING VISIT

• Mock site visit/windshield tour
• Economic development assets
• Sites and buildings assessment
• Stakeholder input and feedback
2016 Missouri Partnership Community Competitiveness Assessments

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DURING VISIT
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AFTER THE VISIT
- Detailed documentation of findings
- Recommendations
- Teleconference to review recommendations/next steps
Today's Agenda

WHAT’S IN STORE

A Little Bit About You

Setting the Stage

Community Competitiveness Assessment Lessons

• Mock RFI Feedback

• On-Site Feedback

• Other Best Practices
A LITTLE BIT ABOUT YOU
**WHAT IS THE POPULATION OF THE JURISDICTION YOUR ORGANIZATION SERVES?**

<table>
<thead>
<tr>
<th>Population Range</th>
<th>Percentage</th>
</tr>
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<tbody>
<tr>
<td>Less than 5,000</td>
<td>10%</td>
</tr>
<tr>
<td>5,000 - 9,999</td>
<td>10%</td>
</tr>
<tr>
<td>10,000 - 24,999</td>
<td>15%</td>
</tr>
<tr>
<td>25,000 - 49,999</td>
<td>20%</td>
</tr>
<tr>
<td>50,000 - 99,999</td>
<td>23%</td>
</tr>
<tr>
<td>100,000 - 249,999</td>
<td>5%</td>
</tr>
<tr>
<td>250,000 or more</td>
<td>17%</td>
</tr>
</tbody>
</table>

55% of respondents serve a jurisdiction of less than 50,000.
Presentation Impact Survey Feedback

WHICH OF THE FOLLOWING REPRESENTS YOUR JURISDICTION?

- City/Town/Village: 37%
- County: 35%
- Multiple County Region: 20%
- State: 3%
- Other (please specify): 5%

72% of respondents represent a city, town, village, or county.

Other responses included a utility and a multiple state region.
WHICH OF THE FOLLOWING BEST DESCRIBES YOUR ORGANIZATION?

- Privately funded (100%) - 13%
- Primarily (80-99%) privately-funded - 5%
- Mostly (55-80%) privately-funded - 10%
- About evenly split between privately- and publicly-funded - 10%
- Mostly (55-80%) publicly-funded - 10%
- Primarily (80-99%) publicly-funded - 15%
- Publicly-funded (100%) - 37%

Over 50% of respondents are all or primarily publicly-funded.
HOW MUCH EMPHASIS DOES YOUR ORGANIZATION PLACE ON THE FOLLOWING ACTIVITIES?

- **Business Retention and Expansion**: 51%
- **Business Recruitment**: 28%
- **Business Start-up**: 21%

Most respondents focus primarily on BRE activities.
WHAT ARE THE BIGGEST ECONOMIC DEVELOPMENT OPPORTUNITIES FACING YOUR COMMUNITY/REGION?

OPPORTUNITIES

- Talent attraction and recruitment
- Location
- Workforce development
- Low costs of doing business
- Educational institutions
- Industrial park
- Start-ups
- Small businesses
- Value-added agriculture
- Access to markets
- Transportation infrastructure
- Available sites and buildings
- Work ready certification
- Tourism
- Regionalization
- Airport expansion
- Logistics
- E-commerce
- Business succession strategies
WHAT ARE THE BIGGEST ECONOMIC DEVELOPMENT CHALLENGES FACING YOUR COMMUNITY/REGION?

CHALLENGES
HAS YOUR ORGANIZATION IMPLEMENTED, OR IS IT IN THE PROCESS OF IMPLEMENTING, ANY NEW TALENT RECRUITMENT AND RETENTION STRATEGIES?

- **Yes**: 52%
- **No**: 40%
- **I don't know**: 8%

52% of respondents are working on talent strategies.
SETTING THE STAGE
Site Selection Process
Role of RFIs
MEDC Member Input

**HOW MANY RFIs DID YOUR ORGANIZATION RECEIVE IN 2016?**

- 0: 9%
- 1-4: 18%
- 5-9: 6%
- 10-24: 45%
- 24-49: 18%
- 50-74: 3%
- 75 or more: 0%

33% of respondents received less than 10 RFIs last year.
(IF YOUR ANSWER TO THE PREVIOUS QUESTION WAS GREATER THAN 1)
WHAT WAS THE SINGLE GREATEST SOURCE OF THE RFIs YOUR ORGANIZATION RECEIVED LAST YEAR?

- State EDC: 34%
- Utility: 3%
- Regional EDC: 23%
- Site Selectors: 6%
- Other (please specify): 34%

Most respondents (67%) receive their RFIs from the state or regional level.

Other responses included developers and others.
Your Role in Winning A Project

**STATE**

- incentives
- coordination-with-local-EDC-groups
- responsiveness
- providing-information-data

**REGIONAL**

- incentives
- coordination-with-communities
- face-to-face-meetings
- knowledge-of-communities-and-contacts

**LOCAL**

- coordinating-with-various-groups
- knowledge-of-their-locality
- local-incentives
- ability-to-expedite
- providing-information

You’re only as strong as the ecosystem in which you operate when trying to attract a project.

Each state, regional, and local EDO has its own inter-dependent role(s).
Before the RFI Is Issued

RFI READINESS

- How do you get on the radar? What’s the role of the state, utilities, and regions in doing so?

- What are the mistakes that local EDOs (especially) make that keep them out of the running before the process even begins?

- How important is sites and buildings information in the site selection process?

- About what percent of the information requested in the RFI is new each time and what percent can be anticipated?

Almost all of the 2016 Missouri Partnership Community Competitiveness Assessment participants had most of their properties listed in the S&B database with a LOIS graphic.
Our Goal in Issuing an RFI

• Our goal is nothing short of building a database to compare communities and sites side by side…so that the least competitive locations can be eliminated!
Fatal Flaws in Responding to RFIs

• The easiest way to get eliminated from a specific project is to not submit on time, or to submit an incomplete response.
  
  o What do you do if you are missing one piece of critical information?
  
  o What do you do if you find the RFI in your “junk” folder when the deadline is only one day away?
Fatal Flaws in Responding to RFIs

- The second easiest way to get eliminated is to have an uncoordinated regional or state effort.
  - If you make it hard for us to send out an RFI, we can only imagine what it would be like to actually do a project with you.
Fatal Flaws in Responding to RFIs

• Another way to get eliminated is to respond to an RFI when your community and/or the property is not suited to the project.
  
  o Although it may seem that you’re “trying your best,” this behavior can actually be detrimental to getting future RFIs.
Fatal Flaws in Responding to RFIs

“If you don’t know what your brand is, then I don’t either. And I don’t have time to figure it out.”

Dennis Donovan (far right)
WDG Consulting
When considering your LAST project, were there any fatal flaws that eliminated one or more locations?

Nearly two-thirds (65%) of locations under consideration exhibited a “fatal flaw” that precluded selection.

N=72
Please describe briefly the "fatal flaw."

FATAL FLAWS

The most frequently mentioned fatal flaws included:

• Lack of available property/building
  o Infrastructure issues
  o Timing to get the site “ready”
  o Site contamination

• Workforce issues
  o Availability – especially for certain required occupations
  o Quality
  o Work ethic
  o Substance abuse
  o Turnover
  o Union presence

“Lack of an available building.”

“Significant union presence, lack of available workforce, physical limitations to site development.”

“Non right to work (union) state, state income taxes, over regulation”

“Shortcomings in community conditions discovered in on-site due diligence. Concerns with human resources (quality, work ethic, cost for specific positions, substance abuse, etc.) Technical problems with sites or buildings. Failure by public agencies, utilities, or others to cooperate.”

“Site and infrastructure issues.”
Please describe briefly the "fatal flaw"

**FATAL FLAWS (CONT’D)**

- Costs
  - Taxes
  - Labor
  - Utility
  - Real estate
  - Capital/Borrowing

“Poor property availability, labor situation, higher costs.”
Mock RFI Responses
Best Practices – Asking For More Information on the RFI

1. Is it okay to contact the site selector if you don’t understand something in the RFI?

2. Is it okay to contact the site selector for more information?

3. Does it matter how you contact the site selector – frequency, means of communication, etc.?

4. If you do contact a site selector, what should be the number one question you ask about the project?

5. What could you do before you contacted the site selector in preparation?
Best Practices – How to Submit the RFI

1. If we ask you for Excel files, please do not provide us with PDFs. And vice-versa. There is a reason for our request.

2. If you have a lot of documentation, please put that in a DropBox and label it, so we are warned before trying to download it or print it.

3. If you have multiple attachments, label them A Introductory Letter, B Response to RFI, C Information on Alpha Property, D Information on Beta Property, etc. so that we can review them and print them in the order in which you intended us to. Else provide one document with appendices.
Best Practices – How to Submit the RFI

MARSHALL-SALINE DEVELOPMENT CORPORATION

Virtually all information requested was provided exactly as requested.

Project Vanguard
Request for Information (RFI)
Due: August 1, 2016

4. Project Timing — Select community and property by end of 2015. More specific details are as follows:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Estimated Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal Due</td>
<td>August 1, 2016</td>
</tr>
<tr>
<td>Review Proposals – Site Analysis</td>
<td>August 2016</td>
</tr>
<tr>
<td>Site Visit</td>
<td>September 2016</td>
</tr>
<tr>
<td>Recommend Final Site to Board of Directors</td>
<td>October 2016</td>
</tr>
<tr>
<td>Option on Real Estate and Complete Incentive Negotiations</td>
<td>November 2016</td>
</tr>
<tr>
<td>Begin Design, Construction, and Improvements</td>
<td>January 2017</td>
</tr>
<tr>
<td>Commerce Operations</td>
<td>TBC</td>
</tr>
</tbody>
</table>

5. Facility/Site Requirements — The following provides anticipated parameters for the future facility or site. At this time Project Vanguard is still exploring the functional design of the space, so these should be viewed only as guidelines. You may include facilities or sites that fall slightly outside the parameters.

- Preferred Building Size
  - Project Vanguard anticipates the need to retrofit any facility to provide the proper mix of manufacturing, distribution, office, and storage space.
  - Building Dimensions: Prefer Rectangular
  - Outdoor Storage: Not a Requirement
  - Ceiling Height: 10 ft (min)
  - Site Size if no existing facility: 3.8 to 6.5 acres
  - Water Requirements (gallons per day): 6,000 to 6,000 GPD
  - Waste Requirements (gallons per day): 4,000 to 6,000 GPD
  - Electric Requirements (monthly usage): 3,500 to 5,500 KWH

6. Assistance programs at the state and local level — programs of interest include but are not limited to workforce training, infrastructure improvements, tax credits, property tax abatements, fast-track permitting, low interest financing, and/or forgivable loans/grants.

Given the following project considerations, please provide all the requested information to the best of your ability. Submit all outstanding information by email to vanguard@dsconsulting by 5:00 p.m. on Monday, August 1.

Please treat this and other project correspondence as very confidential and refer to it as Project Vanguard.
Best Practices – How to Submit the RFI

CITY OF HARRISONVILLE, MISSOURI

Virtually all information requested was provided exactly as requested.

Project Vanguard
Request for Information (RFI)
Date: August 5, 2018

Site Information Data Request
Please provide the following information, to the best of your ability, for each submittal submitted.
The information can be provided in attachments that reference the outline numbering below.

Site 

1. Site Address:
2. Site Layout:
3. Site Description:

Maps and Reports
Please embed the following maps and reports, noting the location of the site as applicable:
- Site map clearly showing the boundaries
- Map of surrounding transportation networks (highways, streets, etc.)
- Image/schematic showing pedestrian access to the site
- Copies of any geotechnical, archaeological, or environmental studies that have been or are in the worksite surrounding area
- Aerial photographs

Community Information
Please provide any other information about the community or surrounding area that would be relevant to the development. Consider your existing business base and provide us with your business case for Project Vanguard.

Project Vanguard
July 15, 2018

Project Vanguard
July 19, 2018

Project Vanguard
July 23, 2018

© Voltedge, Inc. dba Ady Advantage | 613 Williamson St, Suite 201 | Madison, WI 53703 | 608.663.9218 | AdyAdvantage.com
A thoughtful table of contents after title page and properly labeled pages and attachments made information easy to find.
Best Practices – About Your Response

1. What should you include on every sheet of paper and every spreadsheet or map you submit?

2. How many maps should you submit? What if none were asked for?

3. How important is the branding of your response?

4. Curate your response. For example, only send us pertinent photos.
A sense of the city's brand was incorporated throughout the whole RFI response, including cover page, colors, maps, etc.
Best Practices – Presenting Properties

1. You can usually submit more than one property (RFI will state this). Don’t submit more than 3-5 at the local level or we will assume it is just a data dump. Send us the best ones and let us know if there are more.

2. Provide standard information (workforce, incentives, job training, etc.) just once.

3. Provide site-specific information related to each submitted property, even if this means repeating utility information and incentives for each site. This makes it easier to eliminate one or two properties and keep the others in the running without the risk of dissociating some of the information from the finalist sites.

4. Maps. We love maps.
Clear photos and maps were provided for each site.
Dollar Tree Will Invest $110 Million for Distribution Center in Warrensburg

April 18, 2017

WARRENSBURG—Today, the Missouri Department of Economic Development announced that Dollar Tree will invest approximately $110 million to build a 1.2 million square foot distribution facility in Warrensburg, Mo. Dollar Tree expects to create 375 new jobs within three years, and the facility will support Dollar Tree’s retail store network in the Midwestern U.S. The facility will see 150-200 inbound/outbound trucks per day.
Best Practices – How to Stand Out

1. Write a cover letter even if (especially if) it wasn’t specifically asked for.

2. Approach the writing of your submission as if you were writing it for someone who has never visited your place. Include information that is “obvious” to the locals but perhaps not as much to newcomers, especially unique characteristics that are unlikely to come up in our very focused data scans.

3. Nail your region’s competitive positioning.

4. Provide references to local, similar businesses if you can.

5. **BONUS:** Consider how you should correspond with the site selector AFTER the project is over?
CITY OF OZARK, MISSOURI

Introduction Letter

City of Ozark
205 North 1st Street
Ozark, MO 65721

Wednesday, August 3, 2016

Ms. Janet Agy
President and CEO
Ady Advantage
411 Williamson Street, Suite 201
Madison, WI 53703

Ms. Agy and the Ady Advantage Team,

On behalf of the City of Ozark, I would like to thank you for consideration of our community as a location for your company’s operations. Ozark, Missouri is a community with unapologetic vision, sophisticated charm, and innovative thinking. Project Vanguard would be an invaluable asset to our future and we are grateful for this opportunity.

In the ‘Official Response’ you will find thorough yet concise details regarding the information you requested. The entire team at the City of Ozark has come together to present one existing facility and two greenfield sites as potential locations for Project Vanguard. Additionally, we have prepared information and included the labor data for our existing workforce, workforce training availability, infrastructure plans for improvement, and tax abatement incentives.

We look forward to your site visit August 29-30, 2016 and are eager to begin a long-standing partnership. Our team is ready to assist you in meeting the January 2017 Milestone of launching design, construction, and improvements. Should you have any questions before your site visit please reach out to Project Vanguard Point of Contact: Amanda Moore, Executive Director - Clark Chamber of Commerce. Ms. Sitzes can be reached at (417) 583-2400 or director@ozarkchamber.com.

Grateful regards,

[Signature]

Ms. Steena Schilds
Ozark City Administrator
(417) 583-2407
schilds@ozarkchamber.com

Project Vanguard | #

Strategic positioning started to develop in the cover letter. More positioning was provided later in the RFI response under "Community Information" that backed up "Why Ozark" with data.
The information provided by the Missouri Partnership (herein referred to as the ‘Developing Company’) for this project was prepared for the purpose of obtaining economic development incentives. The information provided includes detailed descriptions of the project, its impacts, and its potential benefits to the community in Missouri.

**Missouri Incentive Programs Illustration**

The Developing Company has detailed its project plans, which include constructing a new facility in Grain Valley, Missouri. The project is expected to create 50 new jobs, with an average annual wage of $42,745. The potential employment opportunities include positions in various sectors such as manufacturing, logistics, and technology.

**Statewide Works Criteria**

- **Company must create at least 10 new jobs at the project facility.**
- **Annual average wage of all positions must be at least 90% of the County Average Wage.**
- **Project must be located in a Growth Corridor area.**

**Missouri Economic Development Corporation**

The Developing Company is eligible for Missouri Economic Development Corporation incentives based on the information provided. For more information on Missouri economic development, visit [MissouriEconomicDevelopment.com](http://MissouriEconomicDevelopment.com).
CITY OF TRENTON, MISSOURI

The information provided met the requirements of the RFI. Provided very specific information on utility rates and incentives.
On-Site Visit
Presentation Impact Survey Feedback

HOW MANY SITE VISITS WITH SITE SELECTORS AND/OR PROSPECTIVE COMPANIES (NEW INVESTORS) DID YOU HOST IN 2016?

About half of respondents hosted between one and four site visits in 2016.
Best Practices – How to Stand Out

CITIES OF OZARK AND TRENTON, MISSOURI

Pulling together the right stakeholders demonstrates that you have the relationships and you are well aligned.
Best Practices – How to Stand Out

CITY OF GRAIN VALLEY, MISSOURI

Having access to a large vehicle so everyone can ride together is a great accommodation.
CITY OF OZARK, MISSOURI

Having access to a large vehicle so everyone can ride together is a great accommodation.
Having a consistent brand, logo, and colors throughout your website, RFI response, wayfinding, signage, and other marketing collateral uses is a plus.
Best Practices – How to Stand Out

CITY OF GRAIN VALLEY, MISSOURI

It is critical to have all sites and buildings listed accurately, completely, and up to date in LOIS. Always use quality photos in the listing.
Each page should prominently include contact information.
Best Practices – How to Stand Out

Having a list of people with whom we visited, including all their contact information, is rarely provided but very valuable and the sign of an experienced business recruiter.
Best Practices – How to Stand Out

CITY OF GRAIN VALLEY, MISSOURI

Having presentations prepared on a jump drive available after they’re presented is very convenient and helpful.
Having welcome packets in our hotel room with small memorabilia gifts that tie back to your community are a great way to create a positive impression.

CITY OF WARRENSBURG, MISSOURI
Thank You

608.663.9218
jady@adyadvantage.com
www.linkedin.com/in/janetady/

Talent Toolbox for Economic Developers
Published February 2016

Rural Economic Development Toolbox
Published September 2014

Blog and newsletter at www.adyadvantage.com
Special Offer for Attendees

FREE COMMUNITY BENCHMARKING ASSESSMENT

• Free benchmarking of your organization on the key factors included within the Capacity Readiness Scorecard.

• In return for filling it out, you’ll get:
  o A customized report for your organization, showing how your organization compares to your peers on key factors from the Capacity Readiness Scorecard.

  o Confidentiality – only your organization will know your organization’s ranking.

https://www.surveymonkey.com/r/CapacityReadiness