



JEFFERSON CITY, MISSOURI IMPLEMENTATION PLAN

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March 18, 2020

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OVERVIEW

Jefferson City, Missouri is located in a prime geographical area between St. Louis and Kansas City. Considering the City's location as the state capital along with major employers and solid post-secondary institutions, it has the opportunity to take full advantage to grow and thrive economically. However, under unforeseeable circumstances the City has not grown in population since 2010 and the Jefferson City Metropolitan Statistical Area (MSA) has seen the same fate. To make matters worse, the City was hit with a major tornado in May 2019, leaving behind devastation to some of its citizens and employers.

In 2006, Market Street Services worked with the Jefferson City Chamber of Commerce to create a holistic strategy for the area. While much work has been done following that strategy, followed by a second one, the need for an updated strategy is vital. There needs to be a comprehensive look at business retention and expansion; entrepreneurship and small business; and an extensive look at talent to see how Jefferson City can attract jobs to the City and grow in population. Fortunately, the City and Chamber recognize the need for an updated strategy that is responsive to the needs of Jefferson City and surrounding area.

Under the leadership of the Jefferson City Area Chamber of Commerce and the City of Jefferson, the community is pursuing a collective vision for its future to ensure that population and economic growth is strengthened in order to create wealth, enhance quality of life, and strengthen its appeal as a destination for companies, visitors, and talent. To facilitate this process, the Chamber and City have contracted with Market Street Services. The initiative has brought together committed leaders to fashion a way forward for the area and create a holistic, actionable, and realistic strategy to help the Jefferson City area chart its course for the next five years.

This will be accomplished by leveraging robust data analysis and outreach to constituents across the Jefferson City area to determine competitive strengths, challenges, and opportunities and formulate an actionable strategic plan to advance the community towards its goals. The process will be overseen by a **Steering Committee** of influential public and private leaders who will inform the development of strategic deliverables, discuss and approve draft reports, and ensure that strategic implementation is positioned for success.

KEY COMPONENTS OF THE JEFFERSON CITY, MO STRATEGIC PROCESS INCLUDE:

1. Community Assessment and Competitive Scorecards

It is important that local leaders have an honest appraisal of current trends affecting the Jefferson City area's competitive position. This Assessment synthesizes existing research, community and stakeholder input, and a wealth of quantitative data covering Cole County, Missouri to produce a narrative about the community – where it has been, where it stands today, and where it may be heading. Research and findings will be structured according to key narrative "stories" that emerge from the analysis. The stories presented in the

Community Assessment include comparisons to three peer communities: **Boone County, MO (Columbia)**; **Cape Girardeau County, MO (Cape Girardeau)**; and **Shawnee County, KS (Topeka)**, as well as the state of Missouri and the U.S. Accompanying Competitive Scorecards will illustrate how Cole County compares to the three benchmark areas as well as six additional communities.

Public input was a vital piece of this component. Feedback was gained from ten one-on-one interviews of key leaders, six focus groups, and an online survey that garnered over 1,600 responses.

2. Community and Economic Development Strategy

The Strategy represents the culmination of all the quantitative and qualitative research to date through the development of detailed action items geared towards addressing challenges and capitalizing on opportunities for a visionary future. The plan will be supported by innovative best practices successfully implemented by communities from around the country. Where possible, the Strategy will incorporate the numerous efforts already underway in the Jefferson City area. Upon approval by the project Steering Committee, the Strategy will serve as Jefferson City's blueprint for competitive enhancement across a broad range of strategic categories.

3. Organizational Assessment

The Organizational Assessment provides an opportunity to bolster the community's economic development programming through a review of Jefferson City's primary organizational economic development needs. The Assessment examines the need for a new organization that could be developed to fill any target needs identified, its mission and corresponding program of work, and its alignment with existing economic development partners.

4. Implementation Plan

A plan, no matter how visionary, is only valuable when it is implemented. The Implementation Plan represents a work plan for the Chamber and its implementation partners to ensure that the Strategy is activated and sustained for the next five years and beyond. The Plan will formalize timelines for phasing in the Strategy's multiple actions, identify lead and support implementation entities, determine existing and necessary financial and personnel capacity to drive implementation, propose optimal staffing and governance operations, and confirm performance metrics to track implementation progress and success.

STEERING COMMITTEE

This process is supported by multiple organizations and will be guided by a diverse Steering Committee comprised of representatives from the public, private, and nonprofit sectors. The following individuals have generously volunteered their time to serve the community and this process by providing strategic guidance, input, and oversight throughout the process, attending five meetings from September 2019 through March 2020.

INDIVIDUAL

Dave Minton, Committee Co-Chair

Darren Heckman, Committee Co-Chair

Carlene Bax

Gregg Bexten

Sam Bushman

Gasper Calvaruso

Morgan Delong Costello

Jeff Davidson

Kirk Farmer

Andy Fechtel

Diane Gillespie

Elizabeth Huber

Ken Hussey

Mike Kehoe

Larry Kolb

Larry Linthacum

Rick Mihalevich

Doug Otto

Quentin Rice

Shawn Strong

Carrie Tergin

Janet Wear-Enloe

Jerald Woolfolk

REPRESENTING ORGANIZATION

Central Bank

High 5 Communications

RE/MAX Jefferson City

Hawthorn Bank

Cole County

Capital Region Medical Center

DeLong's Inc.

Modern Litho Print

Farmer Holding Company

Fechtels Beverage

JC Convention & Visitors Bureau

Huber & Associates

City of Jefferson

State of Missouri

Kolb Properties

Jefferson City Public Schools

City of Jefferson

American Family Insurance

JQ's on High

State Technical College of Missouri

City of Jefferson

SSM Health

Lincoln University

IMPLEMENTATION PLAN

The Strategy effort represents a call to action for the Jefferson City area's economic and community development leaders. The Jefferson City area has reached a point where complacency and the status quo must be actively replaced to proactively pursue economic opportunities and aggressively address competitive challenges before they become liabilities.

This Implementation Plan provides an outline of the initial organizational, funding, and timeline factors needed to jumpstart the implementation process for the Jefferson City Community and Economic Development Strategy. For the Strategy to generate its envisioned results, the initiative will require enhanced capacity and resource allocation to a greater degree than the region has ever previously dedicated to economic and community development work. Future developments will need to be viewed through the prism of the Strategy's directives for progressive and long-term change. Successful implementation will take the Jefferson City area to an entirely different level of cooperation, programming, and prosperity.

Creation of the Strategy resulted from a tremendous amount of quantitative and qualitative research, including a look at Cole County's demographic and economic trends, competitive dynamics, marketing programs, and target industries. More than 1,600 area residents, employees, and community leaders participated in the process through interviews, focus groups, and an online survey. Together, this research led to the development of a far-reaching program to position the Jefferson City area as a region that is competitive for businesses and talent. The project's Steering Committee worked diligently to provide direction and consensus on the final Strategy.

It is important to recognize that through this process, it has become a top priority to shift to a regional approach to economic development. The purpose of a regional approach is to create a comprehensive "umbrella" under which all competitive assets can be leveraged. The goal is to synchronize activities of multiple organizations so that activity is directed toward a single vision. This Implementation Plan calls for participation from a diversity of area stakeholder groups. To maintain momentum and coordinate progress across the region, a dramatically higher level investment in economic development will be needed.

Organization Dynamics

Jefferson City will need to expand organizational capacity to support the implementation of the Community and Economic Development Strategy. In addition to increased staffing and funding, future action requires coordinated and committed participation from a range of local organizations such as city and county governments, chambers of commerce, private industry, and educational institutions. Activating economic development will involve aligning new capacity with existing programs in an efficient structure so that individual organizations' efforts move the Strategy forward without overlap. The following section recommends what an effective organizational structure will look like.

VOLUNTEER STRUCTURE

The strength of the Jefferson City Community and Economic Development Strategy can be attributed directly to the quality and commitment of its Steering Committee. The public and private leaders who agreed to serve this critical role have been active and engaged in every meeting and responsive to online surveys and comment periods for project deliverables. Continued dedication to the implementation of the plan by these leaders and others in the community will ensure that all the hard work and input that went into plan development will bear fruit through implementation in the months and years ahead.

STRATEGIC IMPLEMENTATION COMMITTEE

It is recommended that the current Steering Committee transition into a smaller group to serve as the Strategic Implementation Committee. This committee's role is to shepherd and oversee the initial implementation of the Jefferson City Community and Economic Development Strategy. The Implementation Committee will serve as the “keeper of the goals” of the Strategy, taking ownership of outcomes and monitoring progress towards realization of performance benchmarks. The Committee will be responsible for specific oversight of strategic implementation to ensure that all key stakeholder groups critical to effective strategic implementation are represented around the table. The Implementation Committee will be kept apprised of all strategic investments and programming and receive reports from the Task Forces, action committees, Partnership staff, and other local implementation partners. In the first year, the Implementation Committee should meet monthly to create consistency and momentum, ensuring that Task Force progress and challenges are reported back to the Implementation Committee for discussion and advisement. After the first year, the Implementation Committee should meet at least quarterly.

The Implementation Committee must be comprised of individuals who are interested and willing to make a personal commitment to advance the Community and Economic Development Strategy and its components. A significant portion of the smaller group's representation should be derived from the existing Steering Committee membership, as these individuals are familiar with the strategic planning process, the public input that informed it, the strategic implications of the research findings, and the Strategy itself. **Continuity in leadership is critical to an effective transition from strategic planning to implementation.**

TASK FORCES AND ACTION COMMITTEES

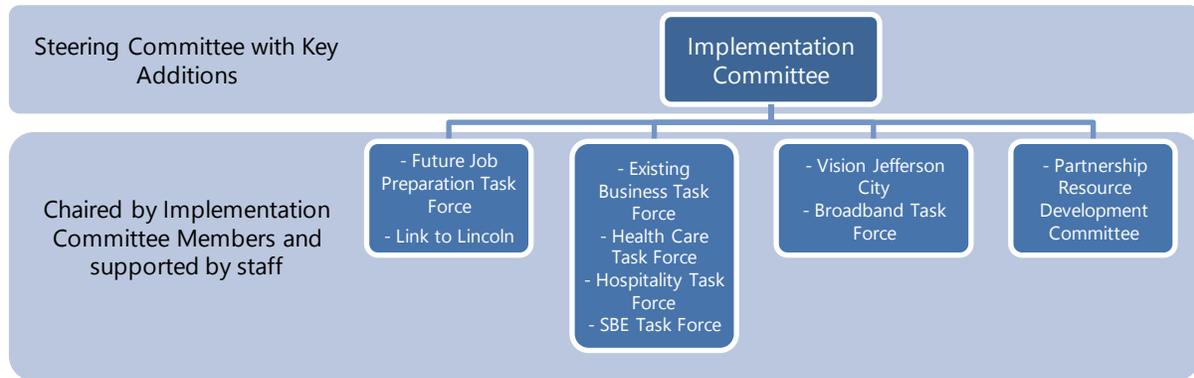
Market Street recommends establishing and empowering Task Forces and Action Committees to advance each goal area, as described within the Strategy. The assembly of these volunteer Task Forces allows those entities currently involved in various implementation activities to meet and discuss how to integrate (and, potentially, expand) their programs and responsibilities to best move implementation forward.

The Task Forces are “where the rubber meets the road” in terms of implementation. As subsets of the Implementation Committee, each Task Force should be chaired by a member of the Implementation Committee. The membership of each Task Force should include practitioners and representatives of entities that have implementation roles for that strategy. Supported by Partnership staff and, potentially, other partners, the Task Forces should be charged with integrating the Strategy into their own programs of work,

identifying gaps between what is taking place and what is proposed in the plan, and working to close those gaps. Task Forces will also serve as advisors to the Partnership staff member assigned to their topic.

As soon as their members are determined, the Task Forces should begin implementation of their strategic areas and action steps as written. Priorities can be reordered if necessary, but it is important that the Task Forces respect the comprehensive, consensus process that resulted in the determination of the Strategy. In partnership with the implementation organizations, Task Forces will initially be charged with identifying the current and anticipated capacity needs in terms of programs, personnel, and funding to effectively implement key strategic recommendations.

The following graphic represents the volunteer structure for the Jefferson City Community and Economic Development Strategy.



NEW REGIONAL PARTNERSHIP

It is critical that the new regional community and economic development organization is designed as a public-private partnership. Market Street has never seen a community and economic development strategic program succeed that was not a partnership of this type. Relying on either the public or private sectors to entirely fund and/or implement a strategic plan would doom it to failure.

The new regional economic development organization (EDO) should obtain status as a 501(c)(3) corporation. This type of nonprofit corporation allows for the receipt of funds from public and private entities and government granting programs, enabling a broader range of investors to participate in economic development. The Internal Revenue Service has approved strategic community and economic development activities as a “public purpose.”

The Steering Committee will need to meet to reach consensus on the Partnership’s future name. It is important that the organization’s name reflects its regional programmatic mandate. Suggestions for a name so far have included Capital Area Partnership and Jefferson City Area Partnership. While the new EDO is referred to as “the Partnership” throughout this report, the Steering Committee will make the final decision on what to name the new organization.

MISSION

One of the pre-implementation activities that will need to be completed before the new entity is launched is to develop a strong mission statement. A mission statement that the Strategic Implementation Committee can consider and potentially adopt is:

The mission of the Partnership is to develop sustainable growth in the Jefferson City Region from existing and new businesses. The Partnership advocates a "pro-business climate" that supports and encourages the creation of new jobs and new capital investments.

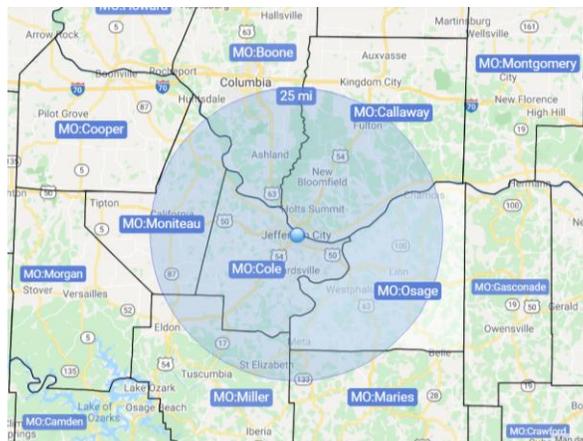
While the economic development function of the Chamber will largely be moved into the purview of the Partnership, the Chamber should remain a strong partner and influential organization within the region. The Chamber will need to decide on its programs and activities moving forward. There are plenty of opportunities for the Chamber to reinvent and modify its present structure in staffing, programs, and funding as the Partnership is being developed.

The Jefferson City Area Chamber will need to revisit its mission and consider updating it to align with the new suite of programs and activities. The current mission is:

Our mission is to promote economic vitality and strength in the Jefferson City area and be a leading public policy advocate for business people; to provide valuable services to our members; and, fully participate and partner in activities that improve the economy and quality of life.

GEOGRAPHIC SERVICE AREA

Based on proximity and commuting patterns, our recommendation for the initial inclusion in the region is four counties: Cole, Callaway, Moniteau, and Osage, which is also the Jefferson City metropolitan statistical area (MSA). Because of the significant commute patterns between Cole and Boone counties, serious consideration of how to either include or partner with Boone County eventually is advised for a longer term strategy. However, based on input related to historical issues and substantial pushback in the Steering Committee's first set of regional definition, Boone County is not recommended for the immediate inclusion. For more details regarding this recommendation, please refer to the Considerations to Determine the Region memo to Steering Committee members dated February 17, 2020.



STRUCTURE

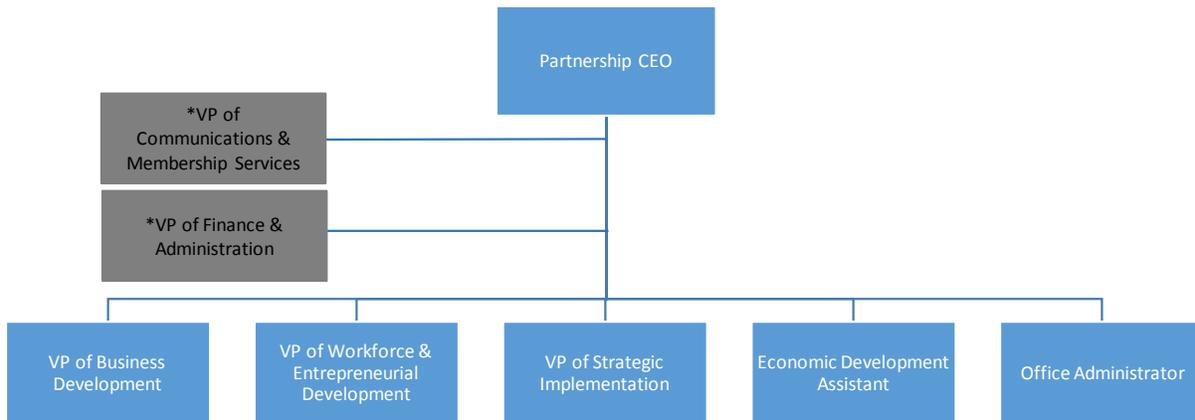
The Partnership will operate as a 501(c)(3) organization separate from the Jefferson City Area Chamber of Commerce. The two organizations will share resources such as space and selected operational staff. A new Board of Directors will need to be developed for the new EDO that is representative of all counties included in the region and that is representative of the top industries that support economic development in the region.

STAFFING NEEDS

Based on feedback throughout the strategic planning process, it is clear that Jefferson City area stakeholders are ready to come together to make the region, and all of its communities, more competitive by pursuing economic development through a regional lens. To pursue this effort, the Organizational Assessment recommended the development of a new EDO. The recommended structure for this EDO is based on best practices seen in other successful communities.

The chart on the following page illustrates how the new organization should be structured. A CEO will oversee all staff while being principally responsible for coordinating and leading economic development efforts. One vice president will be assigned to three major areas: Business Development, Workforce Development and Entrepreneurial Development, and Strategic Implementation. Finally, the entire office will be supported by an Office Administrator and an Economic Development Assistant. The Partnership should consider sharing a finance position and a communications position with the Jefferson City Area Chamber. In the following staff chart, these positions are illustrated as half-time positions. The Partnership should also consider sharing office space with the Chamber.

RECOMMENDED STAFF STRUCTURE



*Half-time positions

Specific descriptions of the additional staff persons Market Street recommends at the new regional EDO are detailed in the Appendix. While Market Street understands that additional staff persons represent a large increase in capacity, the current capacity to implement the Strategy on a daily basis does not exist.

The staffing for the Partnership is vital to the new entity's long-term sustainability. Funding is an important variable that dictates the timing of the hiring of staff. Accomplishing a successful capital campaign will be necessary to ensuring that the entity can launch with as many of the essential staff as possible. While "phasing in" may be easier to do, there are risks with attempting to ramp up once after funds have been secured and earmarked and are in budgets from both the private and public sectors.

Budget and Funding

The implementation of the Jefferson City Community and Economic Development Strategy will require an allocation of resources not previously committed to community and economic development in the region. New expenditures and a more holistic approach facilitated by a new economic development structure are a key to future success. Based on the proposed staff organization for implementation, new and/or re-assigned professional staff are needed for implementation. Implementation costs will thus be inclusive of new spending, but also the potential re-budgeting of certain existing organizational funds.

A breakdown of the five-year budget for Strategy implementation follows. Several line items will also require increased funding over time, including cost of living salary adjustments. The total five-year campaign cost is estimated to be \$4.8 million, with an annual organizational budget of between \$930,000 and \$992,000.

FIVE-YEAR BUDGET

	Year 1	Year 2	Year 3	Year 4	Year 5
Operations					
Office Space	\$30,000	\$35,000	\$35,000	\$35,000	\$36,500
Computer/Software/Phones	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Supplies/Printing/Postage/Publications/Research	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Start-up Costs	\$50,000	-	-	-	-
Marketing					
Internal (local and roll-out)	\$10,000	\$10,000	\$12,000	\$12,000	\$14,000
Website	\$50,000	\$12,000	\$12,000	\$12,000	\$12,000
Conferences and meetings	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000
External (inbound and outbound)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Staffing					
CEO	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000
Max Bonus	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Vice President, Business Development	\$75,000	\$77,250	\$79,568	\$81,955	\$84,413
Vice President, Workforce and Entrepreneurial Development	\$75,000	\$77,250	\$79,568	\$81,955	\$84,413
Vice President, Strategic Implementation	\$75,000	\$77,250	\$79,568	\$81,955	\$84,413
Economic Development Assistant	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Office Administrator	\$40,000	\$41,200	\$42,436	\$43,709	\$45,020
PT Communications	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510
PT Finance	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393
Benefits	\$151,500	\$154,695	\$157,986	\$161,375	\$164,867
Training and Professional Development	\$5,000	\$8,000	\$8,000	\$8,000	\$9,500
Yearly Totals	\$991,500	\$930,345	\$946,605	\$961,294	\$981,422
Total 5-Year Campaign Budget					\$4,811,166

FUNDS RECIPIENT

As recommended in the Organizational Assessment, the Partnership will be better able to function and fundraise with a 501(c)(3) status. Providing investors with transparency as to how their funds are being utilized – including delivering regular “investor reports” on implementation progress and results geared to performance metrics – will ensure that they are comfortable that their monies are going to the purposes designated in the Strategy.

SOURCES

This Strategy represents a giant step forward in expanding the civic capacity of the Jefferson City region. It cannot be funded from current organizational budgets, nor is it reasonable for the regional organization’s operations and staff to take over implementation of all community and economic development programming. This effort will need to be marketed as a new approach to economic development and as the keeper of the Strategy.

Raising funds for economic development is rarely an easy process. Having a clear plan and accountability measures in place is an important first step. As discussed earlier, Market Street recommends forming a Resource Development Committee immediately following the final presentation of this Implementation Plan to the Steering Committee. Many stakeholders will need to be engaged in this committee. The committee should be chaired by a prominent and well-liked community leader who has the proven ability to form partnerships and raise funds to push this Strategy forward. The Resource Development Committee will need to organize marketing materials and events to get the word out about new regional economic development efforts and how community members may join and contribute to these efforts.

Ultimately, the funding of the implementation will need to be a combination of the following sources:

- City of Jefferson
- Cole County
- Other municipalities in the region
- Callaway, Moniteau, and Osage counties
- Private business investments
- Utilities
- State and federal grants
- Philanthropic and foundation investments
- Individual investments

Market Street recommends that the City of Jefferson maintains its current financial commitment toward economic development activities and that Cole County reinstates its prior financial commitment. In order to provide an equitable financing structure for the new public entities that will be invited to join the effort, an initial \$2 per capita is recommended. This allows smaller communities to participate at a lower, but scaled, cost.

There should also be consideration for establishing a minimum investment level to provide enough support to ensure that the regional effort can be sustained. For example, a base level of \$5,000 plus a per capita

amount. It is important to note, though, that this may significantly impact the number of communities able to participate. This minimum investment approach could also be applied to a tier of options for businesses engaged as potential investors.

If all counties and communities participate, over 50 percent of the necessary budget will be met, creating public support that will be a selling point for private investment and paving the way for a true public-private partnership.

Revenue Needed for Year 1	Total
Total Local Public Funding	\$551,908
Jefferson City	\$185,000
Cole County	\$150,000
All Other Counties and Municipalities (\$2 per capita)	\$216,908
Remaining Funds Needed from Private Sector and Other Sources	\$439,592

The long-term goal of the Partnership is to have all the public entities in the region to be active members. The Partnership believes that "a rising tide floats all boats" and that when new jobs and capital investments are created anywhere in the region, every entity benefits directly or indirectly. Each member is encouraged to actively participate with their input, public support, and financial support. The Partnership should actively pursue the financial support from public and private entities throughout the region.

To build sustainability while employing fundraising efforts, it is recommended that donors be asked for a five-year commitment. Based on the previously presented budget, the goal should be to raise just over \$4.7 million over the five-year period to support five years of regional economic development efforts in the Jefferson City region.

It is recommended that firms who specialize in capital fundraising be contacted concerning their demonstrated successes and their proposal for working with the Partnership on the funding needed from both the private and public sectors. The actual fundraising effort should not take place until the structure of the Partnership and its mission is clearly identified and agreed upon by the Partnership's leadership. Prematurely asking for financial support before all the major pieces are in place can be disastrous. Once the initial ask is made to the range of potential investors and partners, the approach and results become the benchmark for future capital campaigns and fundraising efforts and should set expectations to avoid results that are not sustainable or needed.

Pre-Implementation Timeline

Market Street recommends utilizing the remainder of 2020 as a "pre-implementation" period prior to the formal launch of the strategy. During this time, stakeholders and partner organizations in the community must assess critical implementation capacity and generate support for the Strategy and implementation framework among key constituencies and leaders. The pre-implementation period should begin after the

strategic planning process is concluded. **Launch and duration periods proposed in the following table are only estimates;** Jefferson City area leaders may find that activities can be initiated and/or advanced more rapidly than proposed.

	Action	Launch & Duration	Notes
1	Begin 501(c)(3) application	April 1	Begin the development of paperwork to establish the 501(c)(3) entity that will become the Partnership. The approval should be obtained before July 1.
2	Identify Partnership Board of Directors and extend invitations	April	Determine which initial public and private positions are vital to the Board and begin educating those not familiar with the strategic planning process about the Partnership and the Strategy
3	Begin exploring possibilities for capital campaign	April	The Implementation Committee must determine if it wants to hire a firm to launch a capital campaign or if it should be done in-house.
4	Consider branding the Strategy	April and May	Bring together key leaders to determine if a strategic brand is beneficial and come to a decision on the name and tagline
5	Develop marketing materials for the capital campaign	mid-May	Whether hiring a firm or fundraising in-house, materials will need to be developed for outreach and engagement
6	Formalize Implementation Committee membership	April and May	Confirm with existing members their intention to serve and identify/secure commitments from additional members as needed; set a date for the first meeting
7	Hold first Implementation Committee meeting	May	Brief the Committee on pre-implementation activities; introduce new members to the strategic process; facilitate the discussion of potential Task Forces and membership; identify opportunities for member assistance with communications strategy
8	Identify an interim VP of Strategic Implementation or implementation coordinator	May	To ensure that the critical task of managing and administering pre-implementation is accomplished effectively, a loaned staff person or executive, retired volunteer, contracted individual or firm, or other option must be pursued to provide the capacity to direct initial implementation
9	Develop a communications plan for the Strategy rollout	May and June	Convene a small group of Implementation Committee members to develop a strategy for communicating Strategy benefits and securing consensus and buy-in from key implementation partners and the general public
10	Hold second Implementation Committee meeting	June	Prepare Committee for population and launch of Task Forces; update Committee on progress of communications and support-building planning
11	Identify Task Force Chairs	May and June	From the roster of confirmed Implementation Committee members, identify a chair or chairs for each Task Force; note that in addition to leading Task Forces, chairs will play key roles in the formulation of the communications plan outlined in Action 9
12	Populate Task Forces and Action Committees	June to July	Follow up on initial outreach to confirm membership in implementation Task Forces and Action Committees

Action		Launch & Duration	Notes
13	Hold initial Task Force meetings	July	Hold initial meetings for each Task Force; brief each newly formed groups on the Strategy and ask members to vet their organizational programming against relevant strategic recommendations
14	Hold the third Implementation Committee meeting	August	All members who are leads of a Task Force should update Committee on what was accomplished in the first Task Force meetings; discuss member roles in upcoming fundraising and outreach efforts; begin planning public rollout of the Strategy (see Action 19); continue meeting monthly
15	Begin Partnership fundraising and regional partner outreach	August	Based on the plan developed in Action 9, present and build support for Strategy to all requisite partners; seek commitments to assist with implementation as formal regional partners
16	Hold the second round of Work Group meetings	September	Begin work on assigned strategic recommendations and actions; develop frequency and schedules for future Committee meetings
17	Continue volunteer implementation work	September onward	Continue to hold Implementation Committee and Work Group meetings per schedules determined by each group
18	Begin Partnership hiring process	October	Begin the search for highly qualified candidates; actual hires need not occur until December but a search should begin at this time
19	Hold a high-profile public rollout event for the Strategy	January	Host an official region-wide rollout event as a celebration and call to action for its implementation; promote event in preceding months as part of communications plan developed in Action 9

Key Priority Initiatives

The following components of the Strategy were selected by the Steering Committee via a survey and meeting feedback as the most impactful, highest priority activities for the community to pursue through implementation. They are the “biggest rocks” that will cause the widest ripples across the Jefferson City area economy.

Listed in order of priority based on Steering Committee feedback, the initiatives include the following:

1. **Ensure that the Missouri State Penitentiary Redevelopment project maximizes economic development return on investment while celebrating the area’s quality of life assets, such as the river.**
2. **Invest in broadband infrastructure – potentially including a free public wireless network – to facilitate job creation and talent retention and attraction.**
3. **Work to ensure that Lincoln University’s innovation resources, including its impending university research center, becomes a transformational resource for the Jefferson City area.**
4. **Actively support the development and activation of the Heartland Port as a part of the region’s economic development approach.**
5. **Support and assist Lincoln University with the additional expansion of their Nursing School.**

6. Engage in a targeted approach to business attraction and marketing.
7. Update and publish the current inventory of land and buildings in the region suitable for desired business development.
8. Establish a Small Business/Entrepreneurial Task Force focused on providing small businesses with the resources they need to effectively maneuver through various processes in order to launch, sustain, and expand.
9. Work with existing entities to enhance and take advantage of potential economic development that might come from better utilization of the Jefferson City Memorial Airport and its property.
10. Consider developing a Link to Lincoln initiative that identifies, considers, and champions collaboration opportunities between the University, the city, private firms, and other organizations.
11. Empower the Chamber's Young Professionals organization to work on economic and community development projects that are specific to their needs.
12. Establish a task force to gather the current information related to the future job demands and skills for the region as compared to the programs that can feed the workforce supply to meet those future demands. As a result, the voids or lack of adequate resources can be documented, and steps can be mapped out and taken to remove the barriers.
13. Ensure that there is a formal beautification effort that benefits the various corridors of the community.
14. Ensure that city government policies and regulations optimize the local business climate for existing and new firms.

All four strategic goals (Workforce Development, Economic Development, Sense of Place/Quality of Life, and Regionalism) are reflected in these top priority initiatives, which is a positive signal that the Steering Committee values a holistic approach to addressing the region's needs. While these strategic priorities rose to the top as the activities that will set the region up for the greatest return on investment for regional resources, they should be supported by the full breadth of tactics and actions in the Strategy. It is important to acknowledge that the catalytic effect of the strategic priorities will improve the likelihood that associated activities across the entire strategic plan will be successfully advanced.

For additional details about these priorities or for a full listing of recommended initiatives and strategic activities, please refer to the Jefferson City Community and Economic Development Strategy. All recommended initiatives and strategic activities are also included in the Five-Year Implementation Framework that begins on page 20.

First Year Action Timeline

The following key corresponds to cells in the First Year Action Timeline matrix on the following pages. Implementation partners should **always** refer to the Strategy for full descriptions of key initiatives and tactical activities.

Because the official launch date of the Jefferson City Community and Economic Development Strategy has not yet been confirmed, the First Year Action Timeline will not utilize a specific year/month to represent initiation of strategic implementation. Instead, the first 12 months of implementation will be differentiated by quarter, with January 1, 2021 as a default launch date. The timeline can be adjusted if a different launch date is determined.

At the beginning of each new year of the five-year implementation timeframe, **Market Street recommends that the Partnership and its allies review past year successes and challenges prior to finalizing the implementation action plan for the forthcoming year.** A variety of factors may require that individual action items be adjusted, particularly in the latter years of the campaign.

The First Year Action Timeline incorporates the Strategy's Key Priority Initiatives. However, there are many ongoing tactical activities that also contribute to strategic implementation. Market Street has attempted to capture both new and ongoing activities in the first-year activity matrices. It is also assumed any implementation partner's current strategic activities will continue during the Strategy's "pre-implementation" phase.

FIRST YEAR ACTION TIMELINE

Actions	Potential Lead Implementation Entity	2020			
		Q1	Q2	Q3	Q4
Workforce Development					
Overall					
Establish a task force to gather the current information related to the future job demands and skills for the region as compared to the programs that can feed the workforce supply to meet those future demands.	Regional Partnership				
Pre-K to 12					
Support efforts to expand the availability and capacity of Pre-K.	Regional public and private schools				
Postsecondary Education					
Support and assist Lincoln University with the additional expansion of their Nursing School.	Lincoln University				
Talent Retention and Attraction					
Create a regional job board on the Partnership website to include additional information on jobs available, skills required, and updated information on workforce needs, concerns, and opportunities.	Regional Partnership				
Develop a multi-layered brand initiative that highlights the community's current competitive advantages for talent.	Regional Partnership, Jefferson City CVB				
Host an annual local reception during a popular holiday season and/or homecoming weekend, encouraging former Jefferson City residents who are in Jefferson City to visit family for the holiday to see how the community has changed for the better since they moved away.	Regional Partnership				
Economic Development					
Existing Businesses					
Improve capabilities to track and respond to employer needs identified through business retention and expansion (BRE) activities.	Regional Partnership				
Establish a Health Care Task Force to actively work with the region's medical entities and all other key entities to become the lead organization helping to influence changes related to St. Mary's Hospital and the Capital Region Medical Center.	Regional Partnership				
Business Attraction					
Update and publish the current inventory of land and buildings in the region suitable for desired business development.	Regional Partnership				
Engage in a targeted approach to business attraction and marketing.	Regional Partnership				
Small Business Development and Entrepreneurship					
Establish a Small Business/Entrepreneurial Task Force focused on providing small businesses with the resources they need to effectively maneuver through various processes in order to launch, sustain, and expand.	Regional Partnership				
Ensure that city government policies and regulations optimize the local business climate for existing and new firms.	City of Jefferson				
Work to ensure that Lincoln University's innovation resources, including its impending university research center, becomes a transformational resource for the Jefferson City area.	Lincoln University, Regional Partnership				

FIRST YEAR ACTION TIMELINE, CONTINUED

Actions	Potential Lead Implementation Entity	2020			
		Q1	Q2	Q3	Q4
Sense of Place/Quality of Life					
Public Engagement					
Form a Task Force called Vision Jefferson City that engages with the public to hear their opinions, create awareness around ongoing projects, and create excitement and momentum around those projects.	TBD				
Assets and Amenities					
Ensure that the Missouri State Penitentiary Redevelopment project maximizes economic development return on investment while celebrating the area's quality of life assets, such as the river.	MSP Community Partners				
Invest in broadband infrastructure – potentially including a free public wireless network – to facilitate job creation and talent retention and attraction.	Regional Partnership				
Effectively support the implementation of the Capital Area Metropolitan Planning Organization (CAMPO) 2045 & Beyond Metropolitan Transportation Plan.	Capital Area Metropolitan Planning Organization				
Housing					
Create an inventory of all downtown “second-floor” spaces (essentially, all space available in downtown buildings above street level) to identify opportunities to create new residential spaces in existing buildings.	Regional Partnership				
Community Inclusion					
Ensure that recommended Task Forces have adequate representation of key groups in the community.	Regional Partnership				
Regionalism					
Work with existing entities to enhance and take advantage of potential economic development that might come from better utilization of the Jefferson City Memorial Airport and its property.	Jefferson City Memorial Airport				
Work with Columbia leaders to support the possibility of expanding the Columbia Regional Airport to provide greater and more convenient access to air travel.	Regional Partnership				
Actively support the development and activation of the Heartland Port as a part of the region's economic development approach.	Heartland Port Authority				

Five-Year Implementation Framework

As noted previously in this report, Market Street advises that communities implementing comprehensive strategies take time at the end of each program year to assess the previous 12 months' activities and adjust action planning accordingly based on these results and new challenges and opportunities that have emerged. Because it has been our experience that implementation timelines for years two through five of a five-year cycle can change slightly from what was predicted at the launch of implementation, we develop detailed timelines for the first year only. The Partnership and its implementation partners should work together to formalize action plans for each subsequent year of strategic implementation.

That said, Market Street has prepared the following framework as a resource for Jefferson City area partners as they work to implement the region's strategy. Complemented by detailed tactics for each key initiative in the Strategy, these matrices should be utilized by implementation entities to guide efforts, inform resource development, manage outreach, help track progress, and identify "what's next" on the implementation to-do list. Note that these grids are provided to guide the Task Forces as they do work.

The following key corresponds to cells in the Five-Year Implementation Framework on the following pages. Implementation partners should **always** refer to the Strategy for full descriptions of key initiatives and tactical activities.

- **LEAD** corresponds to the potential lead entity(ies) guiding implementation of that action and tactics.
- **SUPPORT** lists key entities that could assist/influence implementation of that action and tactics.

PARTNER ABBREVIATION LIST

BTAC	Blue Tiger Athletic Club	LU	Lincoln University
CAMPO	Capital Area Metropolitan Planning Organization	LUMOAA	Lincoln University MO Alumni Association
CC	Cole County	LUSBDC	Lincoln University Small Business Development Center
Chambers	All chambers of commerce in region	MDED	Missouri Department of Economic Development
CRA	Columbia Regional Airport	MDOT	Missouri Department of Transportation
CRMC	Capital Region Medical Center	Media	Local media
CVB	Jefferson City Convention & Visitors Bureau	MP	Missouri Partnership
Developers	Area private developers	MPSC	Missouri Public Service Commission
GOV	Regional communities and counties	MSP	Missouri State Penitentiary Community Partners
HA	Housing Authorities	MWBC	Missouri Women's Business Center
Hotels	Jefferson City area hotels	Nonprofits	Regional nonprofits serving the Jefferson City area
HP	Heartland Port Authority	Private Biz	Jefferson City area businesses
Investors	Area investors	PRIVSCH	Parochial and private schools in region
JC	City of Jefferson	Realtors	Regional realtors
JCAC	Jefferson City Area Chamber of Commerce	Schools	All public districts in region
JCBA	Jefferson City Business Associations	SHRM	Missouri State Council for the Society of Human Resource Managers
JCMA	Jefferson City Memorial Airport	SSM	SSM Health
JCPL	Jefferson City Public Library	STCM	State Technical College of Missouri
JCPRFD	City of Jefferson Parks, Recreation, and Forestry Department	TBD	To Be Determined
LBA	Local Builders' Associations	YP	Chamber Young Professionals

WORKFORCE DEVELOPMENT

Actions	Potential Implementation Entity		2021	2022	2023	2024	2025
	Lead	Support					
Workforce Development							
Overall							
Establish a task force to gather the current information related to the future job demands and skills for the region as compared to the programs that can feed the workforce supply to meet those future demands.	RP	Schools, PRIVSCH, LU, STCM, SHRM					
Pre-K to 12							
Support efforts to expand the availability and capacity of Pre-K.	Schools, PRIVSCH	RP, Nonprofits					
Work to consistently offer teacher and counselor opportunities for knowledge and skill advancement through formal and informal engagement.	Schools, PRIVSCH	RP					
Provide all support necessary to ensure that all regional school districts offer multiple programs and pathways to careers in the region.	Schools, PRIVSCH	RP					
Explore the enhancement of the education foundation to provide an outlet for regional school officials to share best practices and coordinate with each other and with regional employers on various initiatives.	Schools, PRIVSCH	RP, Nonprofits					
Review, assess, and support the expansion of dual enrollment programs in all high schools with area technical colleges and universities to improve continuity and increased flow of workforce.	RP	Schools, PRIVSCH, LU, STCM					
Postsecondary Education							
Based on identified needs, seek funding and support to establish and expand student internship programs with area employers and the public and private school systems, colleges, and Lincoln University.	RP	Schools, PRIVSCH, LU, STCM					
Support and assist Lincoln University with the additional expansion of their Nursing School.	LU	RP					
Consider developing a Link to Lincoln initiative that identifies, considers, and champions collaboration opportunities between the University, the city, private firms, and other organizations.	LU, RP	JCBA, Chambers, Private Biz, JCPL, JC, CC, BTAC, LUMOAA					
Talent Retention and Attraction							
Create a regional job board on the Partnership website to include additional information on jobs available, skills required, and updated information on workforce needs, concerns, and opportunities.	RP	Private biz, nonprofits, SHRM					
Develop a multi-layered brand initiative that highlights the community's current competitive advantages for talent.	RP, CVB						
Host an annual local reception during a popular holiday season and/or homecoming weekend, encouraging former Jefferson City residents who are in Jefferson City to visit family for the holiday to see how the community has changed for the better since they moved away.	RP	CVB, JCBA, Chambers					
Empower the Chamber's Young Professionals organization to work on economic and community development projects that are specific to their needs.	JCAC	RP					
Develop a high school leadership program that engages younger residents in a way that encourages community involvement and exposure.	JCAC	Schools, PRIVSCH					

ECONOMIC DEVELOPMENT

Actions	Potential Implementation Entity		2021	2022	2023	2024	2025
	Lead	Support					
Economic Development							
Existing Businesses							
Improve capabilities to track and respond to employer needs identified through business retention and expansion (BRE) activities.	RP	Private biz					
Establish a Health Care Task Force to actively work with the region's medical entities and all other key entities to become the lead organization helping to influence changes related to St. Mary's Hospital and the Capital Region Medical Center.	RP	SSM, CRMC					
Establish a Hospitality Task Force to actively work to connect existing and prospective businesses with existing talent training programs in the larger region, to explore the need for new training programs, and to consider developing a program within the Jefferson City CVB that promotes community pride among front-line workers who interface with visitors.	CVB	RP, Chambers, Hotels, Local Media					
Business Attraction							
Update and publish the current inventory of land and buildings in the region suitable for desired business development.	RP	Realtors, JC, CC, GOV					
Host a "red carpet" type events at least once per year for selected new and existing companies/consultants/developers and, separately, for the State Legislature to expose them to the opportunities for the region and ask for their support.	RP	JC, CC, GOV					
Engage in a targeted approach to business attraction and marketing.	RP	MDED, MP					
Small Business Development and Entrepreneurship							
Establish a Small Business/Entrepreneurial Task Force focused on providing small businesses with the resources they need to effectively maneuver through various processes in order to launch, sustain, and expand.	RP	LU					
Ensure that city government policies and regulations optimize the local business climate for existing and new firms.	JC, CC, GOV	RP, Developers, Investors, SBDC					
Work to ensure that Lincoln University's innovation resources, including its impending university research center, becomes a transformational resource for the Jefferson City area.	LUSBDC, RP	LC, CC, GOV, MDED, MP, MWBC					

SENSE OF PLACE/QUALITY OF LIFE

Actions	Potential Implementation Entity		2021	2022	2023	2024	2025
	Lead	Support					
Sense of Place/Quality of Life							
Public Engagement							
Form a Task Force called Vision Jefferson City that engages with the public to hear their opinions, create awareness around ongoing projects, and create excitement and momentum around those projects.	TBD	JC, CC, GOV, Nonprofits, RP					
Assets and Amenities							
Ensure that the Missouri State Penitentiary Redevelopment project maximizes economic development return on investment while celebrating the area's quality of life assets, such as the river.	MSP	RP, JC, CC					
Invest in broadband infrastructure – potentially including a free public wireless network – to facilitate job creation and talent retention and attraction.	RP	JC, CC, GOV, MPSC, Chambers					
Effectively support the implementation of the Capital Area Metropolitan Planning Organization (CAMPO) 2045 & Beyond Metropolitan Transportation Plan.	CAMPO	MDOT, JC, CC, GOV, Chambers					
Support the Parks, Recreation, and Forestry Department in determining the gaps in parks and recreational facilities throughout the city and become an advocate for the changes and additions as warranted.	JCPRFD	CVB, JCBA, Chambers					
Work with existing entities to determine the key needs and concerns for developing a thriving downtown for shopping, entertainment, dining, and living.	RP	CVB, JCBA, Chambers					
Ensure that there is a formal beautification effort that benefits the various corridors of the community.	RP	JC, CC, GOV					
Housing							
Seek to incentivize timely repair of existing housing or the development of new housing and supportive neighborhood retail (e.g. pharmacy, grocery, dry cleaning, etc.) where applicable in targeted neighborhoods, particularly those impacted by the recent tornado.	JC	Developers, Investors, Realtors, HA, LBA					
Create an inventory of all downtown "second-floor" spaces (essentially, all space available in downtown buildings above street level) to identify opportunities to create new residential spaces in existing buildings.	RP	Realtors, LBA					
Consider creating a Jefferson City Land Bank Authority to leverage resources to obtain land and properties for the purpose of neighborhood revitalization.	JC	RP, HA					
Community Inclusion							
Work with local non-profits, community organizations, small businesses, and other entities to develop an annual festival and/or other high-profile events that celebrate the various cultures of residents in the community.	Non-profits	CVB, JCBA, Chambers, SBDC					
Ensure that recommended Task Forces have adequate representation of key groups in the community.	RP						

REGIONALISM

Actions	Potential Implementation Entity		2021	2022	2023	2024	2025
	Lead	Support					
Regionalism							
Survey the region to determine the current and future regional needs with specific focus on workforce development, health care, business, broadband internet/Wi-Fi connectivity, tourism, and quality of life issues.	RP						
Work with existing entities to enhance and take advantage of potential economic development that might come from better utilization of the Jefferson City Memorial Airport and its property.	JCMA	RP, JC, CC, GOV					
Work with Columbia leaders to support the possibility of expanding the Columbia Regional Airport to provide greater and more convenient access to air travel.	RP						
Actively support the development and activation of the Heartland Port as a part of the region's economic development approach.	HP	RP					

Performance Measurement

Measuring performance is a critical component of any economic development initiative. Metrics are an important factor in helping investors, implementation partners, and the community in determining if implementation is having the desired impact and producing sufficient return on investment.

Market Street recommends that the Jefferson City area tracks two distinct types of metrics:

1. **Core Community Measures:** These metrics represent regional outcomes that will be impacted by effective implementation of strategic recommendations but are also influenced by many other factors outside the control of any implementing organization. They seek to measure the Jefferson City area's performance in key demographic, socioeconomic, economic, and quality of life indicators that the strategy seeks to impact.
2. **Strategic Activity Measures:** These metrics are more closely tied to the tactical recommendations in the strategy and are more directly influenced by the implementation effort. In most cases, these data are not currently being collected so a source will need to be identified or developed to track performance of these indicators.

The practice of establishing performance goals associated with the implementation of an economic development strategy has become commonplace. These often include specific job and income growth projected to occur in the five-year implementation timeframe. However, it is extremely difficult to establish meaningful estimates for quantifiable gains that are influenced by trends that are often beyond local control; the unforeseen Great Recession is a good example of that reality. In addition, there is typically a lag of between one to three years for the release of certain economic and demographic data that would affect the timeliness of performance reporting.

The Partnership and other key partners should establish five-year comparative goals for Core Community Measures as strategic implementation begins. The following tables display Core Community Measures and Strategic Activity Measures. Strategic measures are only suggested indicators and can be adjusted as needed by implementation partners.

CORE COMMUNITY MEASURES

Core Community Measures are "topline indicators" that help determine whether the Jefferson City area is making progress and moving in the right direction. These metrics measure the overall success of the Strategy's implementation and are not tied to any one initiative. For example, the growth in the labor force is not tied to one specific initiative, but it will help to measure how successful the Jefferson City area has been at attracting, developing, and retaining talent in order to grow its workforce.

As previously mentioned, it is suggested that the community benchmark its progress on these key metrics relative to the state of Missouri and the nation to account for any external trends such as economic cycles. Additionally, the Jefferson City area should seek to close the gap in key metrics between itself, Missouri, or

the nation. The following Core Community Measures are proposed by Market Street for tracking by Jefferson City area implementation partners, kept in one place by the Vice President of Strategic Implementation, and shared with the Implementation Committee for internal review at least annually.

Performance Measure	Current Value				Current Difference (vs MSA)		Source
	Cole County, MO	Jefferson City MSA	Missouri	United States	Missouri	United States	
Five-Year Employment Growth (2014-2019)	3.4%	4.3%	4.7%	7.3%	● -0.4%	● -3.0%	EMSI
Self-Employment as a % of Total Employment (2018)	3.4%	5.6%	5.9%	6.5%	● -0.3%	● -0.9%	EMSI
Five-Year Population Growth (2013-2018)	0.11%	0.6%	1.4%	3.5%	● -0.8%	● -2.9%	Census
% of Population Aged 25-44 (2018)	26.4%	25.9%	25.6%	26.6%	● 0.3%	● -0.7%	Census
Ratio of Population Aged 25-44 to 45-64 (2018)	1.01	0.99	0.99	1.04	● 0.0	● -0.1	Census
Per Capita Income (2018)	\$47,790	\$43,802	\$47,746	\$54,446	● -\$3,944	● -\$10,644	BEA
Average Annual Wage (2019)	\$42,126	\$41,638	\$48,461	\$56,194	● -\$6,823	● -\$14,556	EMSI
Five-Year Wage Growth (2014-2019)	9.6%	12.1%	12.2%	13.1%	● -0.02%	● -1.0%	EMSI
Number of Net New Businesses (2014-2019)	11	-35	19,886	744,376	N/A		EMSI
Percentage Net Growth in Number of Businesses (2014-2019)	0.5%	-0.9%	10.7%	7.9%	● -11.6%	● -8.8%	EMSI
Total Poverty Rate (2017, 5-year estimate)	12.6%	11.9%	14.6%	14.6%	● -2.7%	● -2.7%	ACS
Child Poverty Rate (2017, 5-year estimate)	17.9%	17.3%	20.0%	20.3%	● -2.7%	● -3.0%	ACS
% of 25+ Pop. w/ Associate's Degree (2017, 5-year estimate)	7.7%	7.6%	7.7%	8.3%	● -0.1%	● -0.7%	ACS
% of 25+ Pop. w/ Bachelor's Degree or Higher (2017, 5-yr. est.)	31.4%	25.9%	28.2%	30.9%	● -2.3%	● -5.0%	ACS

STRATEGIC ACTIVITY MEASURES

These metrics include both performance and activity measures and help the region to measure its progress related to the specific goal areas of the Strategy. Implementation Partners should work together to track and report metrics.

Potential Measure	Potential Data Source
Workforce Development	
Number of available Pre-K spots in each county	Track locally
Average salary of teachers and counselors in area school districts compared to other Missouri districts	Track locally
Number of students participating in career readiness initiative	Track locally
Number of students participating in dual enrollment programs	MDESE
Percentage of graduates who transition immediately into a college, technical school, or full-time employment	MDESE
Number of Nursing School student slots available	Lincoln
Number of businesses participating in Link to Lincoln efforts	Track locally
Number of Lincoln alumni participating in Link to Lincoln events	Track locally
Number of attendees at Lincoln Speaker Series	Track locally
Number of attendees at Lincoln sporting events	Track locally
Number of job board hits and clicks	Track locally
Number of attendees at talent attraction events	Track locally
Number of young professionals participating in community/economic development projects	Track locally
Impact (quantitative or qualitative) of young professional community/economic development projects	Track locally
Number of applicants to the high school leadership program	Track locally
Percentage of minorities participating in high school leadership program	Track locally
Economic Development	
# of companies contacted via BRE programming by size and business sector	Track locally
# of companies visited via BRE programming	Track locally
# of leads identified or gained due to collective efforts	Track locally
Economic development web metrics, including hits and data downloads	Track locally
# of earned media placements	Track locally
Number of domestic and international marketing trips, trade show and industry conferences, and prospect meetings that regional partners are involved in	Track locally
Annual direct and indirect impact of hospitality, tourism, and the arts	Visit MO
Number of tourists visiting the Jefferson City area	Visit MO
Number of hospitality employees participating in Community Pride program	Track locally
Number of shovel-ready sites and spec buildings available for prospects	Track locally
Number of small business owners and entrepreneurs served by the Lincoln SBDC and partners	Lincoln/Track locally
Entrepreneurial online hub website metrics, including hits and data downloads	Track locally
Number of attendees at small business workshops and events	Track locally
Amount of research and development expenditures at Lincoln	Lincoln
Number of applicant for the proposed incubator	Lincoln
Impact of firms who graduate from the incubator	Lincoln
Amount of angel funding available	Track locally

Potential Measure	Potential Data Source
Sense of Place/Quality of Life	
Number of citizens participating in Vision Jefferson City activities	Track locally
Number of suggestions and comments received through proposed communication tool	Track locally
Economic impact of MSP Redevelopment project	Track locally
Number of projected visitors to MSP Redevelopment upon completion	Track locally
Number of direct and indirect jobs created from the MSP Redevelopment project	Track locally
Percentage of homes in region without broadband internet access	Census/Track locally
Broadband speed available to homes and businesses throughout the region	Track locally
Cost of broadband throughout the region	Track locally
Number of youth sports tournaments hosted in the region	Track locally
Economic impact of youth sports tournaments hosted in the region	Track locally
Number of vacant homes throughout the region, particularly in storm-impacted areas	Track locally
Financial amount of incentives leveraged for home upgrade projects	Track locally
Number of housing building permits awarded	HUD
Average property value in various neighborhoods throughout the region	Track locally
Number of attendees at community festivals and other events	Track locally
Number/percentage of leaders representing underrepresented groups within Task Forces	Track locally
Regionalism	
Number of public entities investing in the Partnership/percentage of county and city governments investing	Track locally
Number of private firms investing in the Partnership	Track locally
Number of residents from each county participating in regional surveys	Track locally
Economic impact of the Jefferson City Memorial Airport	Track locally
Number of flight destinations at Columbia Regional Airport	BTS
Average ticket price of flights at Columbia Regional Airport, compared to STL and KCI	BTS
Economic impact of the Heartland Port	Track locally

CONCLUSION

The process of creating the Comprehensive Economic Development Strategy for the Jefferson City area has been a meaningful process that has involved numerous business, community, and public sector leaders.

The Strategy marks the beginning of a new era of economic development and meaningful change in the Jefferson City area. Its success hinges on a collaborative, robust, and far-sighted implementation effort.

Forming a nonprofit public-private partnership that is devoted exclusively to economic development will add to the transparency, efficiency, and efficacy of area economic development efforts. As political and economic conditions change, the Partnership – as “keeper of the goals” of strategic implementation – will be in a position to continuously monitor the Strategy’s progress, work toward implementation, make changes where necessary, and advocate for support within a dedicated economic region.

Implementation is a long road, and there is no “finish line” in economic development. Staying competitive in this economy will take a great deal of communication and trust to ensure that all constituents within the region are moving ahead in-step with one another. The implementation of this Strategy will be a significant test of region’s ability to align behind a comprehensive effort and to assert itself as a major player in mid-Missouri.

APPENDIX: JOB DESCRIPTIONS

This Appendix contains job descriptions to support the Regional Partnership. While some of these positions may be filled by existing staff, these descriptions help to delineate responsibilities within the future organization.

CHIEF EXECUTIVE OFFICER

The CEO of the Regional Partnership will be a proven, highly-skilled leader in the field of non-profit management, with extensive experience overseeing community-driven programs to improve job and wealth creation, develop competitive workforce capacity, and affect progressive public policy. The CEO will demonstrate the highest levels of integrity, honesty, and openness to creating strong and enduring relationships with key leaders in the local, regional, state, and federal arenas.

Responsibilities:

- Implement the Community and Economic Development Strategy to become the primary economic development entity for the Jefferson City Region
- Work closely with members of the governing Board of Directors, the Jefferson City Area Chamber of Commerce, elected officials, the business community, and other relevant parties, to advance regional economic development
- Create and effectively lead a focused and highly dedicated team that is committed to the development and execution of a highly effective organization
- Monitor and evaluate on a regular basis the organization's financial status and take appropriate actions to manage the fiscal aspects of the organization
 - Ensure that short-term and long-term funding is adequate
- Develop/implement and measure the results of a targeted program that integrates multiple platforms to influence and build relationships with prospects, consultants, company decision makers and media information sources
- Identify, plan, and execute a recruitment plan of targeted business sectors that would be a good fit for the Region
- Serve as the primary voice of the Partnership to ensure that a strong communications effort is in place that meets internal and external needs
- Lead the Business Retention Expansion (BRE) program for the Partnership Region

The ideal candidate for the CEO position will be:

- A strong leader and skilled manager with a proven, measurable demonstration of success in highly regarded economic and community development nonprofit or governmental organizations

- A successful executive with experience cultivating and managing a large staff of skilled professionals and an influential board of directors
- A professional with the acumen to address complex economic, political, social, and community issues
- A visionary with a demonstrated ability to think outside the box and develop creative approaches to difficult challenges
- An individual with extensive knowledge of governmental and public policy processes
- A leader with the ability to personally engage, sustain, and retain relationships that advance the vision, mission, programs, and values of the Regional Partnership in support of the Jefferson City Region's Community and Economic Development Strategy

Desired competencies include:

- Presence and communications skills to lend immediate credibility to the organization's mission
- Strategic thinker who is interested in and understands the nexus of political, regional, and economic issues
- Highest personal and professional character and integrity
- Ability to maintain confidentiality of sensitive information and efforts
- Collaborative and accomplished as both a leader and colleague
- A philosophical commitment to the betterment of the Jefferson City Region
- A personality that can unify disparate groups around common goals and objectives
- A broad understanding of effective organizational functions and the impact of decisions on the performance of the enterprise
- Sound, timely decision-making based on prior experience, sound counsel, and an analysis of available information
- Collaborative and productive relationship-building both inside and outside the organization
- A constant desire to learn and pursue self-improvement
- Cultural awareness and sensitivity to the full diversity of the Partnership's constituents and partners

Desired education:

- The preferred candidate will have five to 10 years of experience in a top leadership position at a local, regional, or statewide community and economic development entity or equivalent organization with demonstrated success
- Professional certification (CCE, IOM, CEcD) preferred
- Bachelor's degree required, master's degree preferred



VICE PRESIDENT OF BUSINESS DEVELOPMENT

The Vice President of Business Development will report to the CEO of the Partnership. The VP of Business Development is responsible for locating companies to the region. The VP of Business Development must be able to lead, facilitate, and team up with staff members and partners in the business of lead generation and prospect development.

Responsibilities:

- Assist the CEO in the programs and activities to help create new jobs and new capital investment within the Region
- Provide a variety of timely quantitative and qualitative research designed to assist in new job creation and new capital investment
- Assist in the development and management of the recruiting/tracking process for new job creation and new capital investment for the Region
- Respond to initial requests for information on the Region by prospects and track project developments until a final decision is made
- Assist in the planning and development of recruitment efforts including targeted trips, on site visitations, and activities designed to generate leads for the Region
- Develop and expand the professional network of location specialists including site selection consultants, real estate developers, utilities, etc. to familiarize and sell the Jefferson City region

Qualifications:

- At least five years of successful marketing and sales experience in the economic development field with facility site location experience
- Extensive network base of professional contacts within the site selection/real estate development industry
- A solid understanding of factors affecting business location decisions, including sites, workforce, permits, and regulations/construction
- Excellent strategic planning and project management skills
- Cooperative team player
- Able to work in a fast paced, competitive environment
- Strong leadership skills and the ability to organize, influence, and work cooperatively with business, community, and government leaders

Desired education:

- Bachelor's Degree from an accredited four-year college required
- Master's Degree in a related area such as economics, planning, or business or public administration preferred

- Designation as a Certified Economic Developer (CED) desirable

VICE PRESIDENT OF WORKFORCE AND ENTREPRENEURIAL DEVELOPMENT

The Vice President of Workforce and Entrepreneurial Development will report to the CEO of the Partnership. The ideal candidate will possess initiative, project management skills, professionalism and communication skills, the ability to work with diverse groups and gain consensus, an understanding of education and workforce data resources, and a familiarity of small business development resources.

Responsibilities:

- Establish a "one stop process" for new and expanding small businesses
- Serve as the liaison for existing small business development entities to ensure that gaps are minimized that prevent small business growth and development within the region
- Identify and address the needs of existing business in workforce development working with existing entities and the creation of new efforts where needed
- Create/coordinate/oversee a "Cradle-to-Career" Partnership (C2C) for the Region
- Serve as a liaison to area Pre-K–12 institutions, assisting them with programs that are critical to the vitality of the region, such as (but not limited to) school-to-work, early college, dropout prevention, and intern and apprenticeship programs
- Work with all levels of education sectors to spread positive news stories with regional media
- Ensure that Lincoln University has community support needed to generate state and federal research dollars and progress plans to expand its Nursing program

Qualifications:

- At least five years of experience in an educational, community development, or economic development environment
- A solid understanding of education and workforce development factors affecting business location decisions, the local economy, and a community's ability to be competitive
- Ability to work with diverse groups of stakeholders and manage multiple projects
- Microsoft Office Skills (Word, Outlook, PowerPoint, and Excel)
- Excellent communication skills (written, verbal, and presentation)
- Detail- and people-oriented

Education:

- Bachelor's Degree from an accredited four-year college required
- Master's Degree in a related area such as planning, business or public administration, or education is preferred

VICE PRESIDENT OF STRATEGIC IMPLEMENTATION

The Vice President of Strategic Implementation will lead the collaborative implementation of the recently developed five-year Community and Economic Development Strategy. The successful candidate will report to the CEO of the Partnership and coordinate and work closely with the Implementation Committee, Task Forces and Action Committees, and key partners throughout the Jefferson City Region to meet the objectives and timelines contained within the Strategy.

Responsibilities:

- Convene and assist the Implementation Committee, Task Forces and Action Committees, implementation partners, local governments, and all stakeholders to produce measurable results
- Serve as liaison to partner organizations and top community leaders
- Ensure that all parties are accountable to the recommendations and timelines defined within the final strategy
- Cultivate strategic relationships at every opportunity
- Use the Strategy as the ultimate guide but seek out innovative approaches to talent, place, image, and economic issues
- Continually evaluate the plan and performance measures to confirm that ongoing work is still relevant
- Along with the Partnership CEO and the chairs of the Implementation Committee, serve as the public face and voice of the initiative
- Communicate progress to implementation partners, stakeholders, and the community-at-large on a regular basis
- Work with VP of Communications and Membership Services to update collateral and other materials as benchmarks are met

Qualifications:

- A background in community, leadership, organizational and/or economic development (preference is a minimum of five years)
- A strong ability to develop relationships and convene people across all boundaries
- A proven record of leadership
- Excellent communication skills (written, verbal, and presentation)
- Strong organizational skills
- Excellent project management skills from project initiation to execution
- Results-focused with the ability to develop and execute strategic plans (metric driven)
- Ability to work both independently and on diverse and dynamic teams

- Microsoft Office Skills (Word, Outlook, PowerPoint, and Excel)

Education:

- Bachelor's Degree from an accredited four-year college required

ECONOMIC DEVELOPMENT ASSISTANT

The Economic Development Assistant will report to the CEO of the Partnership. The ideal candidate will possess initiative, basic project management skills, an above average degree of professionalism and communication skills, solid Excel and data skills, and sound internet and web research skills.

Responsibilities:

- Conduct both quantitative and qualitative analysis extensively in support of CEO and Vice Presidents, using Excel and Word
- Conduct in-depth, comprehensive research within designated timeframe, with intermediate assessment and analysis necessary to deliver summary of concise, key points to internal staff
- Write proposals for new projects or grants
- Prepare special presentations and research for the CEO and Vice Presidents, as directed
- Research and catalog location advantages for use in marketing the Jefferson City Region to firms considering a new location
- Actively participate in assigned team to support professional office staff with efficient and effective support deliverables
- Participate as needed with other areas within research (primary research, strategic services)
- Create maps and support professional staff with geographic data (maps and reports)

Qualifications:

- Three to five years of experience in community development, economic development, planning, or other related field preferred
- Demonstrated administrative and/or research assistant experience required
- Ability to work independently and manage multiple priorities
- Strong analytical and communications capabilities
- Able to work in a fast paced, team-oriented, and competitive environment

Education:

- Bachelor's Degree from an accredited four-year college preferred

OFFICE ADMINISTRATOR

This position will report to and support the CEO of the Partnership and other staff as deemed appropriate by the CEO. The ideal candidate will be detail-oriented.

Responsibilities:

- Provide administrative services to the CEO and other staff as deemed appropriate by the CEO
- Effectively manage support services needed for the Partnership
- Serve as the initial point of contact greeting visitors, phone calls and other inquiries screening and/or directing to the appropriate key contact person
- Perform general office administrative duties of a modern effective organization
- Complete special projects as assigned

Qualifications:

- At least three years of experience with increasing responsibility in an economic development, marketing, business, or tourism environment
- Self-starter with a high energy level and ability to work under pressure
- Ability to manage multiple tasks
- Microsoft Office Skills (Word, Outlook, PowerPoint, and intermediate Excel).
- Ability to type 50 WPM or above
- Time management and prioritization skills
- Ability to maintain flexibility within a fast-paced and ever-changing environment
- Detail- and people-oriented