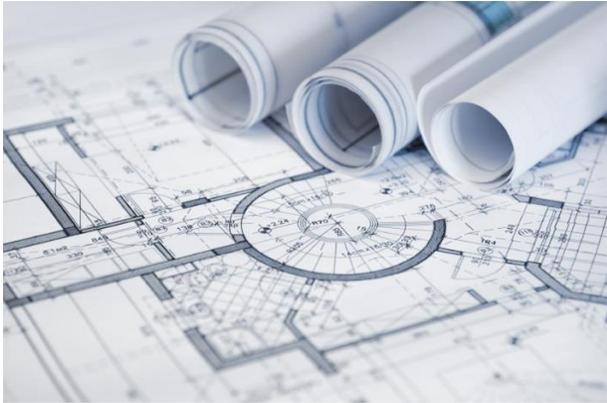


Economic Development Incentive Policy

Malden, Missouri



Adopted by Malden City Council April 22, 2019

Amended by Malden City Council November 9, 2020

Table of Contents

	Page
ECONOMIC DEVELOPMENT VISION	4
INCENTIVE MATRIX	5
STRATEGIC DIRECTION	6
TARGETED AREAS	8
COMMUNITY PROFILE	10
MAYOR & CITY COUNCIL	11
COMMUNITY PARTNERS	12
OVERVIEW OF FINANCIAL TOOLS AND INCENTIVES	13
SPECIAL TAXING DISTRICTS	13
PROPERTY TAX ABATEMENT	13
TAX INCREMENT FINANCING	13
DEFINITIONS AND GUIDELINES	14
COMMUNITY IMPROVEMENT DISTRICT	14
TRANSPORTATION DEVELOPMENT DISTRICT	15
NEIGHBORHOOD IMPROVEMENT DISTRICT	16
LAND CLEARANCE FOR REDEVELOPMENT AUTHORITY	17
URBAN REDEVELOPMENT CORPORATIONS (CHAPTER 353)	18
DEVELOPMENT AGREEMENTS	19
TAX INCREMENT FINANCING	20
SITE SPECIFIC	21
APPLICATION AND REVIEW PROCESS	22
GUIDELINES FOR DEVELOPERS AND APPLICANTS	23
GENERAL POLICIES	24
INCENTIVE APPLICATION CHECKLIST	25-26
SAMPLE FUNDING AGREEMENT	27-38

ECONOMIC DEVELOPMENT VISION

The purpose of every vision statement is to describe a desired future outcome. This vision guides our decision making to allow for a consistent review and discussion of economic development and the use of incentives. It is the intent of the Mayor and City Council, City staff, and community partners to help align and direct resources to obtain this vision. In 2013, the Mayor and City Council, with input from our community partners, adopted the following vision;

USE OF INCENTIVES

City of Malden is prepared to strategically and responsibly consider the use of incentive programs to meet our economic development goals and outcomes. It is the City's philosophy to be accommodating to targeted businesses that support our vision that has been outlined by the City Council. In accordance with our areas of focus and targeted outcomes, the City of Malden may provide a level of incentive as outlined in the following matrix (Table A).

Table A

Availability of Incentives								
Areas of Focus						Guidelines		
Incentives		Downtown	Entrepreneurship	Redevelopment	Attraction/ Retention	Targeted Businesses	Minimum Investment	*Incentive
	CID	X		X	X	X	Public Improvement Required	Up to 1%
	TDD	X		X	X	X	Public Improvement Required	Up to 1%
	NID	X		X	X	X	Public Improvement Required	Special Assessment
	LCRA	X		X	X	X	\$500k	50% for 10 yrs.
	Chapter 353	X		X	X	X	\$5m New/\$3m Existing	50% for 10 yrs.
	Sales Tax Reimbursement			X	X	X	\$250k (Public Improvement)	Up to 1/2 cent
	TIF	X		X	X	X	\$5m New/\$3m Existing	**25%
	Site Specific Incentives	X	X	X	X	X	TBD	TBD

*If request is below the listed amount City staff may proceed with review and presentation to Council. If request exceeds listed amount a conceptual presentation shall be made to City Council before proceeding with request

**The value of the incentive is calculated by multiplying the cap amount and the total private development cost. Private development costs and activities are items that will not have public ownership.

STRATEGIC DIRECTION

The Mayor, City Council, and community partners have worked to clearly identify targeted development outcomes and targeted areas for development to communicate the City's economic development goals.

These outcomes, or goals, have been created to inform prospective investors of 'what' is desired by development that may make use of incentives.

Targeted Outcomes

The City is seeking investment that supports or benefits;

- **The development and maintenance of infrastructure**

Development projects are encouraged to exhibit a public benefit through improvement, creation, or expansion of public infrastructure. In particular there is an interest for opportunities where the expansion of public infrastructure may create new economic development areas. This can include the development of streets, signals, stormwater facilities, removal of blight, water and sewer utilities.

- **Attracts or retains targeted businesses**

Creating employment opportunities that allow individuals to advance their careers within the City of Malden is a priority. We seek employers that will leverage our existing strengths and workforce resources. We also seek economic sectors that have strong growth potential in the future. The City strives to be a regional hub that provides a fertile environment for the development of technology, manufacturing, and entrepreneurship.

To be considered a targeted business, the business shall help create an environment where work opportunities exist to support family households. A quality life is a combination of good income, health, family, and leisure activities. These life experiences are more likely to occur when the workplace is in Malden. A common measurement of quality jobs is income. Indexes such as compensation that equals or exceeds the average pay for Dunklin County, Missouri workers, is often used as a standard.

- **Preserves or enhances residential developments**

The City of Malden strives to provide a high quality of life for its residents. Residential development projects should provide an environment that attracts residents by incorporating quality design standards. We are seeking future residential communities that offer housing choices to attract next generations as well as supporting today's lifestyles. Residential developments that are incentivized should improve livability by enhancing the accessibility to needs and services. Careful consideration will be given to the impact on other taxing jurisdictions.

- **Allows for business retention or expansion**

Retaining our existing economic base is vital to providing reliable municipal services. The City of Malden seeks to promote an environment that will encourage growth and

sustainability of the existing economic base. This can be accomplished through partnership opportunities with those looking to grow their business.

- **Helps generate a positive community image**

The City of Malden seeks to be recognized as a community that possesses quality commercial and residential development that is well planned, meets diverse needs, and exceeds community expectations. This approach will help identify Malden as a vibrant city with a spirit of cooperation among its diverse citizens, businesses, organizations, education systems, and local government.

TARGETED AREAS FOR DEVELOPMENT/REDEVELOPMENT

The Mayor and City Council has established targeted areas for development or redevelopment. **These targeted areas were defined to help inform investors of ‘where’ development and redevelopment is most desired.** Incentive requests may be considered for projects outside of these targeted areas. Summary of the geographic area and map can be found in the following section.

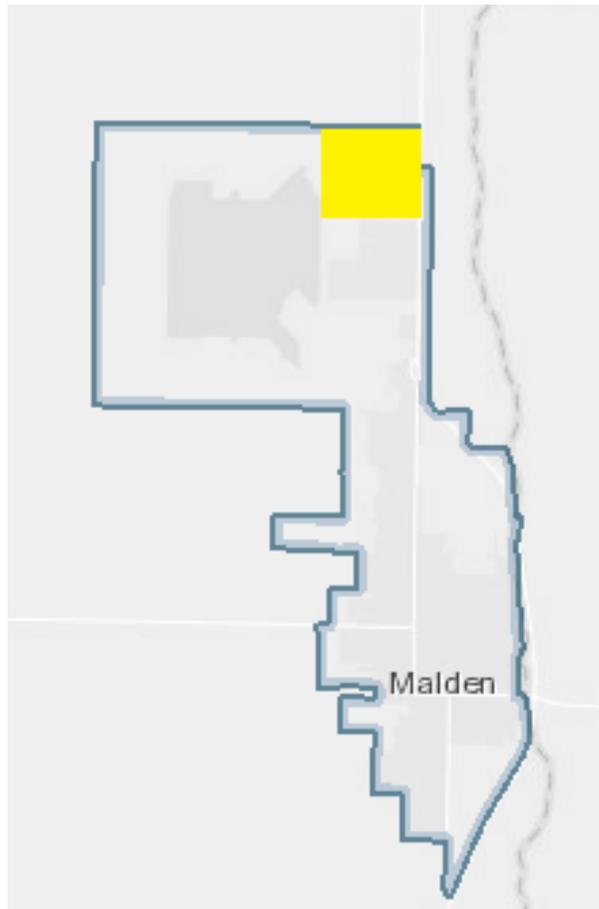
NE Corner of the Industrial Park:

Boundary description: Highway 25 to the north, CO RD 102 to the west, Davis Industrial Drive to the south and Federal Drive to the east.

General overview: This area includes multiple acreage tracts and the entire area is zoned I-C (industrial and commercial).

Rail -The industrial park rail spur is south of this property and can be extended to this property. Union Pacific rail services the industrial park.

Infrastructure – Sewer, water and electric is in place to serve this area. Gas (Liberty Utilities) is nearby and would have to be extended for access.



Appendix

Guidelines & Resources

COMMUNITY PROFILE

In 2018, Malden celebrated its 150th anniversary. A town of 3,900-plus that stretches over 7.5-square-miles and within a five-mile radius a population of approx. 7,200.

Educational opportunities exist from pre-k through high-school, and Regional Campus of higher education offerings a short driving distance away. Other educational and recreational opportunities such as the Bootheel Youth Museum, the Malden Army Airfield Military Museum and the Malden Country Club.

The City of Malden, along with partners from the Malden Economic Development and Airport Committee and Chamber of Commerce have worked in tandem to market a message that would differentiate Malden. Our community is our strength.

Demographics

The median age is 38. The median household income is \$30,385. And, 74% of high school students attend college.

Transportation Corridors

Malden is located at the crossroads of U.S. Highway 62, and Missouri Routes 25, and is approximately 20 miles west of Interstate 55 and south of U.S. Highway 60, and 25 miles north of U.S. Highway 412. An active Union Pacific railroad still plays a role in the City's transportation, access and development.

Malden Regional Airport is a general aviation airport with a 5,011 ft and 4,999 ft runways. The airport offers self-service fuel for 100 LL and full service for Jet A fuel.

Employment and Economy

There are 175 plus businesses in Malden with 1 to 125 employees. The health sector has become a major component of the Malden economy with four in home medical services, three regional clinics, two nursing homes and an adult day care. The City has seen its retail base steady over the past decade.

Malden is located within a Missouri Enterprise Zone, which was created to encourage businesses to locate in certain designated areas.

Mayor and City Council



Mayor Denton Kooyman

Ward 1



Lynnette Jenkins



Debra Wilkerson

Ward 2



Dianna Rogers

Trent Landers

Ward 3



Karen Haley



Harold Jones

Ward 4



Casen Coleman



Kevin Moore

Community Partners

The City has numerous partnerships to enhance service delivery in an effort to accomplish community and stakeholder goals. In addition to education providers and civic groups, key economic development partners include: Malden Economic Development and Airport Committee; Malden Chamber of Commerce.

Malden Economic Development and Airport Committee

The is a public-private sector partnership devoted to improving the economic well-being of residents and businesses in Malden through its mission: *“To attract and retain business investment and jobs by partnering with allies to create and market a good-quality-of-life, pro-business community.”*

This committee provides a wide range of services which are designed to assist those wanting to invest in our community. Services include:

- Business Assistance Programs
- Incentive Identification and Application

Malden Chamber of Commerce

The Chamber is dedicated to *“... create opportunities for business success through networking and advocacy. We provide leadership by serving as a catalyst for the economic growth and prosperity of the Malden community.”*

The Chamber’s singular goal is to ensure that there is no better place to live or do business than right here in Malden. Services include:

- Tourism Promotion
- Entrepreneur Assistance
- Community and Business Marketing
- Business Development

ECONOMIC DEVELOPMENT POLICY STATEMENT

The City Council of the City of Malden is the approving body for all projects that make use of economic development incentives. It is the City Council’s responsibility to balance the needs for economic development and a positive financial condition for the provision of City services. The City Council reserves its power to judiciously review the merits of all development projects on a case by case basis. Under no circumstance will incentives be approved without consent from a majority of the City Council.

The purpose of this document is to inform the prospective investor of the types and uses of incentives that are available to fund development projects within the City. Additionally, the policies contained are guiding statements intended to outline processes, procedures, and reflect the general consensus of the Mayor and City Council.

OVERVIEW OF FINANCIAL TOOLS AND INCENTIVES

Purpose

Economic development incentives are a means to reduce or redirect taxes for businesses in exchange for specific desirable actions or investments that might not otherwise be financially feasible. To qualify for incentives, a project must demonstrate an ability to meet the City's targeted outcomes.

CATEGORIES

Special Taxing Districts

The City may establish or approve the establishment of special districts that can impose special assessments and/or taxes in order to pay for public improvements and/or to eliminate blight. These districts are typically geographic areas such as a neighborhood or corridor that are contiguously connected. The most common special taxing districts are Neighborhood Improvement Districts (NID), Community Improvement Districts (CID), and Transportation Development Districts (TDD).

Property Tax Abatement

Tax abatement is offered through a variety of programs geared to job creation, private investment, and redevelopment. Typically, property taxes continue to be paid on land and improvements based on their value prior to the new investment. All, or a portion, of the incremental increase in property taxes is abated for an established period of time. This incentive is sometimes referred to by the respective Missouri Statute as Chapter 99 (Land Clearance for Redevelopment Authority), or Chapter 353 (Urban Redevelopment Corporation).

Tax Increment Financing (TIF)

All taxes owed and a portion of all of the incremental increase in taxes resulting from the redevelopment is captured and redirected to pay redevelopment project costs. Taxing jurisdictions continue to receive the taxes based on the pre-development value. A Tax Increment Financing (TIF) project may also capture new economic activity taxes after the TIF is approved. All new Business Personal Property taxes created immediately flow to the respective taxing jurisdictions while the TIF is in existence.

Definitions and Guidelines

Community Improvement District (CID)

A CID is a separate political subdivision or not for profit organization that can be created for the purpose of issuing bonds, levying taxes and applying special assessments to finance public improvements, public services or blight removal.

Eligible Revenues and Financing Tools: (Authorized by Sections 67.1401 to 67.1561 RSMo.)

- Special Assessments: If approved by owners collectively owning more than 50% of the assessed value, and by more than 50% per capita of property owners in the districts.
- Property Tax: Additional property taxes may be approved by majority vote of qualified voters in the district boundary.
- Sales Tax: Additional sales tax may be imposed up to a maximum of 1% if approved by majority vote of qualified voters in the district.
- Fees and Rents
- Grants, Gifts, or Donations

Common Uses for CID	
<u>Improvements</u>	<u>Services</u>
Parks	Economic, Planning, Marketing or other Studies
Convention Centers	Waste Collection/Disposal
Parking Lots	Recreational and Cultural Activities
Sidewalks	Special Events
Streets	Cleaning and Maintenance of Public/Private property
Storm Water Facilities	Security
Sanitary Sewer Facilities	Facility Operation
	Blight Removal

As permitted by the State statutes listed above, the City has developed the following guidelines as criteria for granting the use of this financing tool.

Guidelines:

- May be used in coordination with other development tools or as a standalone entity. When a CID/TDD/NID is used to create supplemental revenue to support a primary economic tool such as a TIF, the supplement should relate to public benefits. The City discourages the use of CID/TDD/NID when the sole purpose is to remedy private maintenance and repair costs.
- The amount of incentive granted will be determined based upon the merits of the project for a total of up to 1% per \$100 of assessed value or \$0.01 of sales tax revenue.
- If pursuing a blighted CID, public improvements related to the redevelopment project shall be considered a priority.

Transportation Development District (TDD)

Similar to a CID, a TDD operates as a separate political subdivision that may be created for the purpose of issuing bonds, levying taxes, and applying special assessments to finance transportation-related improvements.

Eligible Revenues and Financing Tools: (Authorized by Sections 238.200 to 238.275 RSMo.)

- **Special Assessments:** May be imposed for improvements that specifically benefit properties within the TDD. Majority voter approval is required. More than one special assessment may be imposed within the district.
- **Property Tax:** May be levied with the approval of at least 4/7ths of qualified voters and may not exceed the annual rate of \$0.10 per \$100 of assessed valuation.
- **Sales Tax:** May be imposed in increments of 1/8 of 1% up to a full 1% upon approval of a majority of qualified voters.

Common Uses for TDD	
Bridges	Interchanges
Highways	Signing
Intersections	Parking Lots
Signalization	Terminals
Bus Stops	Rest Areas
Hangers	Airports
Railroads	Mass Transit
Roads	Docks

As permitted by the State statutes listed above, the City has developed the following guidelines as criteria for granting the use of this financing tool.

Guidelines:

- May be used in coordination with other development tools or as a ‘stand-alone’ entity. When a CID/TDD/NID is used to create supplemental revenue to support a primary economic tool such as a TIF, the supplement should relate to public benefits. The City discourages the use of CID/TDD/NID when the sole purpose is to remedy private maintenance and repair costs.
- The amount of incentive granted will be determined based upon the merits of the project for a total of up to 1% per \$100 of assessed value or \$0.01 of sales tax revenue.

Neighborhood Improvement District (NID)

A Neighborhood Improvement District (NID) may be created in an area desiring certain public-use improvements that are paid for by special assessments to property owners in the area in which the improvements are made. The kind of projects that can be financed through an NID must be for facilities used by the public, and must confer a benefit on property within the NID.

Eligible Revenues and Financing Tools: (Authorized by Sections 67.453 to 67.745 RSMo.)

- **Special Assessments:** Financing source comes from the sale of bonds and can be privately funded. Project improvements may be financed with general obligation bonds issued by the City. Maximum bond term is 20 years.
- **Bonds:** The bonds are to be repaid by special assessments (sales taxes or property taxes) generated from the properties within the district.

Common Uses for NID	
Property Acquisition	Streets
Gutters	Sidewalks
Water, Gas and Utility Mains	Street Lights
Parks and Playgrounds	Storm Water Facilities
Sanitary Sewer	Off-Street Parking
Engineering and Legal Fees	Maintenance of the project

As permitted by the State statutes listed above, the City has developed the following guidelines as criteria for granting the use of this financing tool.

Guidelines:

- May be used in coordination with other development tools or as a standalone entity. When a CID/TDD/NID is used to create supplemental revenue to support a primary economic tool such as a TIF, the supplement should relate to public benefits. The City discourages the use of CID/TDD/NID when the sole purpose is to remedy private maintenance and repair costs.
- The amount of incentive granted will be determined based upon the merits of the project for a total of up to 1% per \$100 of assessed value.

Land Clearance for Redevelopment Authority (LCRA) LCRA Law enables municipalities to curb urban blight and encourage redevelopment of real property. LCRA has the power to acquire and dispose of both real and personal property by purchase, lease, eminent domain, grant, bequest, devise or gift. LCRA has the power to issue taxable or tax-exempt bonds to fund any of its corporate purposes. LCRA, once created locally, is a separate political entity required to comply with all Missouri laws applicable to political subdivisions.

Eligible Revenues and Financing Tools: (Authorized by Sections 99.300-99.715 RSMo.)

- **Property Tax Abatement:** A maximum of 100% of the taxes on the increase in assessed value of both land and improvements for 10 years. During the abatement period, the property owner continues to pay taxes on the land and improvements that existed prior to redevelopment.
- **Bonds:** Can be issued to finance redevelopment and blight remediation.

Common Uses for LCRA	
Land Acquisition	Land Disposal
Building Construction	Building Rehabilitation
Blighted Removal Activates	

As permitted by the State statutes listed above, the City has developed the following guidelines as criteria for granting the use of this financing tool.

Guidelines:

- Typically, incentives considered under the LCRA will be at an abatement level of 50% over a 10-year period for new development and redevelopment. To qualify for site specific incentives over the 50% base level of participation, the applicant must demonstrate extraordinary needs or qualifications.

Site Specific Incentives

When a development or redevelopment project achieves or delivers the targeted outcomes defined in this document, a site-specific incentive may be granted in addition to traditional incentives at the base level amount. These site-specific incentives are intended to encourage development projects that have extraordinary qualifications or needs and return on investment. At least one of the below criteria must be met for consideration.

Extraordinary Qualification Criteria:

- Creates jobs where average compensation is equal to or exceeds the average pay of workers in Dunklin County, Missouri. (See Exhibit D)
- Creates additional direct general fund revenue taxes that exceed the amount that is to be abated.
- Rehabilitates structures as listed in any historic register or within any historic district as defined by local, state, or federal governments.

Urban Redevelopment Corporations (Chapter 353)

Chapter 353 allows for tax abatement of incremental real property taxes provided as an incentive for the clearance, re-planning, reconstruction, or rehabilitation of blighted areas.

Eligible Revenues and Financing Tools: (Authorized by Section. 27 & 27(b), Missouri Constitution)

- Property Tax Abatement: A maximum of 100% of the taxes on the increase in assessed value of the land and 100% of the taxes on the value of the improvements for 10 years and 50% of the taxes on the increase in assessed value of the land and improvements for the next 10 years. The level of abatement may be modified by an agreement to make payments in lieu of taxes (PILOTs).

Common Uses for Chapter 353 Bonds	
Land Acquisition	Blight Removal Activities
Building Construction	Building Rehabilitation

As permitted by the State statutes listed above, the City has developed the following guidelines as criteria for granting the use of this financing tool.

Guidelines:

- Typically, incentives considered under the Chapter 353 will be at an abatement of 50% over a 10-year period for new development, redevelopment, and business equipment expansions.
- To qualify for site specific incentives over the 50% base level of participation for the initial 10 years and/or abatement beyond the initial 10 years, the applicant must demonstrate extraordinary qualifications.

Development Agreements

The City of Malden negotiates agreements to reimburse developers local taxes that are generated from the development (real property, personal property, and sales). Public purpose must be identified

(e.g. public infrastructure requirements, economic development, elimination of blight, etc.).

Traditionally these agreements are used to finance public improvements for which there is already a need but no public funds available.

Eligible Revenues and Financing Tools: (Authorized by City Charter of Malden, Missouri)

- **Sales Tax Reimbursement:** The City may pledge a portion of the new sales taxes expected to be generated by the development to fund infrastructure improvements.
- **Developer Participation:** In this type of agreement the developer provides partial or total funding to expedite an unfunded public improvement that will benefit the development.

Common Uses for Sales Tax Reimbursement	
Intersection Improvements	Street Widening
Traffic Signals	Streetscape Improvements
Regional Stormwater Detention Facilities	

As permitted by the City Charter listed above, the City has developed the following guidelines as criteria for granting the use of this financing tool.

Guidelines:

- Sales tax reimbursement will only be authorized to fund public improvement projects directly related to the development.
- Sales Tax Reimbursement shall be limited to funding from the General Fund and base level of participation at ½ cent over a 10-year period for public improvement projects.

Tax Increment Financing (TIF)

TIF is an economic development tool that provides a means for local governments to finance the redevelopment of designated areas determined to be blighted or conservation areas (near blight), or economic development areas. TIF allows future increases in real property and economic activity taxes to be captured and redirected to fund the redevelopment.

Eligible Revenues and Financing Tools: (Authorization Sections 99.800 to 99.865 RSMo.)

- **Payments in Lieu of Tax (PILOTS):** The tax increment produced as a result of increased assessed property values over the base level. State Statutes authorizes the redirection of 100% of the incremental increase in property taxes to the TIF special allocation fund. Taxing jurisdictions will continue to receive taxes based on the property values prior to the redevelopment.
- **Economic Activity Taxes (EATs):** State Statutes authorize the redirection of 50% of the incremental increase in taxes generated by economic activities within the project, such as new sales, utility, food, and beverage taxes.
- **Bonds:** The City may also issue obligations to pay for Redevelopment Project Costs and pledge the funds in the special allocation fund to retire the obligations. Maximum bond term is 23 years but may be longer when there are multiple project areas that are collectively more than 23 years (maximum of 33 years from plan adoption).

Common Uses for TIF	
Professional Services	Plans and Specifications
Land Acquisition	Site Preparation
Public Improvements	Private Improvements

As permitted by the State statutes listed above, the City has developed the following guidelines as criteria for granting the use of this financing tool.

Guidelines:

- Typically, incentives considered utilizing TIF will be at an amount not to exceed 25% of the total private development costs.
- To qualify for site specific incentives over the 25% base level of participation, the applicant must demonstrate extraordinary qualifications.

Site Specific Incentives

When a development or redevelopment project achieves or delivers the targeted outcomes defined in this document, a site-specific incentive may be granted in addition to traditional incentives at the base level amount. These site-specific incentives are intended to encourage development projects that have extraordinary qualifications or needs and return on investment. The amount of incentive granted will be negotiated based upon the merits of the project.

Extraordinary Qualification Criteria:

- Creates jobs where average compensation is equal to or exceeds the average pay of workers in Dunklin County, Missouri. (See Exhibit D)
- Creates additional direct general fund revenue taxes that exceed the amount that is to be abated.
- Rehabilitates structures as listed in any historic register or within any historic district as defined by local, state, or federal governments.

Guidelines:

- Sales tax reimbursements shall only be considered for public improvements

APPLICATION AND REVIEW PROCESS

Purpose

A predefined process and procedure will ensure that project review is consistent and efficient in an effort to have a uniform review process.

Overview of Application and Approval Process

If the applicant of a proposed project requests an incentive at the base level, or below, as referenced in the Availability of Incentives matrix, the developer or applicant may proceed with the statutory requirements outlined by each incentive. These statutory requirements may require a presentation to a Tax Increment Finance Commission, a petition process, funding agreement, or blight determination. For more information on these requirements please contact the City Manager's office.

If the applicant of a proposed project requests an incentive above the base level then the following guidelines will be used as the process for the review of the proposal.

Policy

- 1 Applicants shall notify, in writing, the City of Malden and may also notify the Malden Economic Development Council of their intent to pursue a development project that will make use of incentives above the base level. The pre-approval checklist, identified as Exhibit A to this document, shall accompany this letter at the time of submittal. In conjunction with the submission of the pre-approval checklist, an acceptable representation of the proposed project shall be submitted to accompany the incentive request.
- 2 There shall be pre-application conference(s) with City staff to review the proposal prior to a conceptual presentation to the City Council.
- 3 After review of the required submittals and pre-application conference(s), a conceptual presentation is made to the City Council to solicit feedback and direction on the proposal. The City Council may provide direction to the applicant and staff directly after the conceptual presentation or may choose to request additional information or presentations to be scheduled at a future regular session meeting of the City Council.
- 4 Should a request for incentive(s) be determined to require a funding agreement, the funding agreement may be placed on the same agenda as the conceptual presentation or future City Council regular session meeting as appropriate.

GUIDELINES FOR DEVELOPERS AND APPLICANTS

Purpose

To assist in the decision-making process, the City of Malden has identified needed information that will help ensure each project is thoroughly reviewed in its entirety.

Policy

1. At any time, the City of Malden, may request an independent, third-party review, and financial analysis of the proposed development project. This review may include an analysis of cost and benefits, return on investment, general financials, feasibility, and require legal assistance from the City's Counsel. This review /analysis and legal assistance from the City's Counsel is to be provided at no cost to the City and is to be structured through a funding agreement similar to the one enclosed as Exhibit B.
2. At any time, the City Council of the City of Malden, may request review of available credit that may be used by the applicant for the purpose of development.

GENERAL POLICIES

Purpose To meet the community's needs and protect resources entrusted to the City by its residents, the City Council may develop policies that regulate economic development for the purpose of maintaining or improving the general welfare of the City.

Policy

1. Before review by the City Council, all proposed projects that are to receive incentives must be consistent with the City's Comprehensive Plan and must comply with all applicable City zoning.
2. The City's 'annual appropriation', or General Fund, guarantee will not be pledged for economic development projects.
3. The City Council will not consider or grant incentives for projects that have received any type of building permit or infrastructure permit. This provision shall not pertain to various permits including:
 - a. Building permits necessary for repairs to existing buildings or their systems in efforts to maintain public safety
 - b. Infrastructure permits necessary for repairs to existing infrastructure in efforts to maintain public safety.
 - c. Demolition permits necessary to maintain public safety
 - d. Land disturbance permits
4. The disbursement of incentives will be subject to an annual evaluation to ensure that the performance of the development project is commensurate with the amount of incentives granted.
5. The City Council will receive comments, or a statement of impact, from the Malden School District, or any other taxing jurisdiction, if provided to City staff in writing during the review and processing of the proposal.
6. Incentive requests involving the redirection of taxes shall incorporate information to differentiate public vs private improvements/costs within the proposal or project budget.

Exhibit A
Financial Incentive Pre-Application Worksheet

DATE: _____ APPLICANT: _____

ADDRESS: _____

PHONE NO.: _____ EMAIL: _____

CONTACT PERSON: _____

DEVELOPMENT CENTER
PROJECT NAME: _____

PROJECT TYPE Check all that apply and fill in the SIC/NAICS code, if known.

- Industrial, Manufacturing, Technology SIC/NAICS code: _____
 - New building, no existing Missouri operations
 - New building, other Missouri operations already in existence
 - Expanding existing facility
 - Retaining existing facility

- Retail/Restaurant/Hotel SIC/NAICE code: _____
 - New freestanding building
 - New multi-use tenant building
 - Remodel, addition or expansion of existing building

- Office
 - New freestanding building
 - New multi-use tenant building
 - Remodel, addition or expansion of existing building

- Residential
 - New freestanding residential units
 - New residential units in a multi-use building
 - Remodel, addition or expansion of existing building

- Downtown
 - Remodel, addition or expansion of existing building
 - Exterior façade improvement
 - Construction of new building

- Other

PROPERTY FOR WHICH INCENTIVES ARE BEING SOUGHT

Attach map and legal description of property

ADDRESS: _____

CURRENT PROPERTY OWNER: _____

WILL APPLICANT BE PURCHASING THE PROPERTY: _____ YES _____ NO

TOTAL ACRES: _____ BUILDING SQ FT: _____

INVESTMENT

Total new investment: \$ _____

- Acquisition of land/existing building: \$ _____
- Annual lease of land/existing buildings: \$ _____
- Preparation of plans, studies, surveys: \$ _____
- Site preparation costs: \$ _____
- Building improvements: \$ _____
- Site improvements: \$ _____
- Utilities/Infrastructure Costs: (streets, sewer, etc.,) \$ _____

TIMELINE

Calendar year in which applicant plans to begin construction: _____

Approximate opening date: _____

WAGE & BENEFITS

	Job Category (executive, professional, clerical, general labor, etc.)	# new full-time employees	# new part-time employees	Average hourly wage/employee
Year 1				
Year 2				

% of health care premium paid for by the employer:

TYPE OF FINANCIAL INCENTIVE DESIRED

TAX REDIRECTION OR ABATEMENT

- Tax Increment Financing
- Chapter 100 Industrial Revenue Bonds
- Chapter 353 Tax Abatement
- Chapter 99 Land Clearance for Redevelopment (LCRA)

Special Assessment, Property Tax, Sales Tax

- Neighborhood Improvement District
- Community Improvement District
- Transportation Development District

Local Incentive Tools

- Sales Tax Reimbursement Agreements
- Cost-Share Development Agreements

EXHIBIT B

TAX INCREMENT FINANCING FUNDING AGREEMENT

This tax increment financing funding agreement (“Agreement” is entered into this _____ day of _____, 201__ by City of Malden, Missouri (the “City”), and _____, a _____ (the “Company”).

RECITALS

A. The City is a constitutional charter city incorporated and exercising governmental functions and powers pursuant to the Constitution and the Statutes of the State of Missouri. The principal office of the City is located at the City Hall, 201 South Madison, Malden, Missouri 63863.

B. The Tax Increment Financing Commission of Malden, Missouri (the “Commission”) was created pursuant to the Real Property Tax Increment Allocation Redevelopment Act, Sections 99.80 et seq. (R.S.Mo.1982, as amended) (the “Act”), and under Ordinance No. **XXXX**, adopted by the City Council of the City. The principal office of the Commission is located at City Hall, 201 South Madison, Malden, Missouri 63863.

C. The Company is a _____ engaged in the business of _____ with offices at _____.

D. The Commission has been requested by the Company to consider a potential plan for economic development-based financing for the Company related to the development of _____ (the “plan”), which Plan may include, without limitation, a tax increment financing plan within the City, in accordance with the Act, or any other local or state economic development-base tool or option that is or may become available to the City and, if such Plans approved by the City, the City and the Commission may be requested to provide such other services and assistance as may be required to implement and administer the Plan through its completion.

E. The Commission and the City do not have a source of funds to finance costs incurred by them, in the form of additional City staff time, legal, fiscal, planning, transportation and engineering consultants, direct out-of-pocket expenses and other costs, resulting from services rendered in connection with review, evaluation, processing and consideration applications for tax increment financing assistance authorized by the Act, or any other local or state economic development-based financing tool or option that is or may become available to the City.

F. If the Company’s Plan is approved by the City Council and if sufficient revenues are generated by the redevelopment contemplated by the Plan, Commission and City costs covered by this Agreement and paid by Company shall be reimbursed to Company from monies deposited into the Special Allocations Fund pursuant to 99.845 RSMo.

AGREEMENT

1. Service to be Performed by the Commission and/or the City. The City (or, if directed by the City, the Commission) shall:

a. Prepare or consult with the Company on the preparation of and consider the Plan in accordance with the provisions of the Act, give all notices, make all publications and hold hearings as required by the Act on behalf of the City or the Commission;

b. Provided necessary staff, legal, financial, engineering and transportation assistance to prepare and present the Plan to the Commission and the City (including all staff reports, consultant reports and other third party reports, analysis and other information) and to permit consideration of the Plan by the Commission and the City, to prepare any resolutions or motions and, if the Commission recommends approval of the Plan, to prepare and present required ordinances to the City Council of the City.

c. Apply to the appropriate local or state agencies, authorities or entities as necessary or as required by the Plan, or as requested by the Company and approved by the City.

d. Provide any other assistance by the Company and agreed to by the City in connection with the Plan.

e. If the City Council of the City approves the Plan, provide the necessary staff and legal assistance to prepare and negotiate a definitive agreement between the Company and the City for implementation of the Plan; and

f. If a definitive agreement is entered into, provide the necessary staff and legal assistance to administer such agreement and Plan until funds are available in Special Allocation Fund.

2. Initial Deposit. The City acknowledges receipt of an initial deposit of funds (the "Deposit") from the Company in the amount equal to (1) the Full Funding Level as required in Table 1 based on the incentive amount being requested, or (2) the Minimum Initial Deposit as specified in Table 1. If the amount of the Deposit is in the amount of the Minimum Initial, then Developer shall also deposit with City an irrevocable standby letter of credit (the "Letter of Credit") is an amount equal to the difference between the Full Funding Level and the Deposit. The Letter of Credit shall be in the form attached hereto as Exhibit ____, shall be subject to draw by the City as provided herein. The City shall disburse the Deposit as set forth in Section 4 and shall bill the Company pursuant to Section 3 to re-establish the Deposit so that there is always a cash balance equal to the Minimum Initial Deposit amount. Further, prior to consideration or approval by the City Council of any ordinance, Company shall deposit with the City an amount equal to an amount determined by City staff to be sufficient to cover costs incurred during the City Council process from which additional disbursements may be made as required.

The Full Funding Level is only an estimate of expenses to be incurred through the TIF application process. The Company will be billed for actual out-of-pocket or City authorized third party consultant costs for services as set forth in Section 1. The City shall bill the Company monthly, or at such other interval or times as City shall determine to be appropriate, pursuant to Section 3 to re-establish the Deposit.

Table 1

Incentive Requested	Less Than \$5,000,000	\$5,000,000 to \$25,000,000	\$25,000,000 to \$100,000,00	More Than \$100,000,000
Minimum Deposit	\$25,000	\$50,000	\$50,000	\$50,000
Letter of Credit	n/a	n/a	\$100,000	\$225,000
Full Funding Level	\$25,000	\$50,000	\$150,000	\$275,000

3. Additional Funding. The City shall submit from time to time an itemized statement for administrative expenses and actual out-of-pocket expenses necessary to perform its obligations hereunder or for any additional obligations or expenditures incurred by the City or Commission. Subject to the remaining provisions of this Section 3, such statements may be submitted upon execution of consultant contracts relating to the Plan or as expenses are incurred by the City in connection with the City’s and/or Commission’s review and consideration of the Plan. The Company may be billed in advance for the full amount of third-party consultant contracts expenses upon approval of the contract by the City Administrator of the City Council. The Company shall pay the City the amounts set forth on such statements (the “Additional Funds”) within ten (10) days of receipt thereof or before final consideration of the application; provided, however, that as to any amounts billed in advance for any contract or consultant fees, City shall have the right to elect not to execute any such contract or to engage or authorize such consultant or contractor to proceed until such advance billing amount is paid by the Company.

If any such amounts are not so paid when due, the unpaid balance shall accrue interest at the rate of two percent (2%) per month from the date billed until paid, but in no event shall such interest rate exceed twenty-four percent (24%) per annum. Further the Commission and City shall be relieved of any and all obligations hereunder (including without limitation any obligation to review or consider the Plan) until all such amounts (with interest) are paid, or the City may terminate this Agreement pursuant to Section 6.a.

In addition, if such funds (including any advance-billed costs) are not so received, all work by staff and third party consultants on the TIF application shall cease until full payment is made, including penalties, and the fund balance is restored to the Deposit amount as set forth in Section 2 or, prior to any consideration or approval by the City Council, an amount sufficient to cover anticipated costs incurred during final consideration process is deposited as provided herein. Company acknowledges and agrees that the City shall have the right to delay final consideration of Plan, or consideration or approval by the City Council of any ordinances with respect to the Plan or the projects contemplated therein, until all outstanding expenses have been paid and the fund balance is sufficient to cover all remaining cost anticipated to be incurred by or on behalf of the City through the anticipated conclusion of such final consideration process, including but not limited to meeting expenses, court reporting, attorney’s fees and other third party consultant preparation and attendance.

If at any time any amounts (including advance billings) are unpaid beyond the time periods set forth herein, or if at any time the City shall determine that it desires to hold on deposit the Full Funding Amount, City shall have the right to draw on the Letter of Credit and to hold the amounts so drawn as part of the Deposit.

4. Disbursement of Funds.

a. The City shall disburse the Deposit and Additional Funds for reimbursement for costs to the City on or before the thirty (30th) day of each month, and for consulting fees and the payment of all out-of-pocket expenses incurred by the Commission and/or the City in connection with the performance of its obligations under this Agreement as payment for such expenses become due. Upon reasonable notice, the Commission and/or City shall make its records available for inspection by Company with respect to such disbursements.

b. All of the services set forth in Section 1 are eligible redevelopment costs under the Act and as such are reimbursable from the Special Allocation Fund, but only to the extent ultimately set forth in the approved Plan and the redevelopment contract to be entered into in connection with any implementation of the Plan.

5. Plan Administration. In addition to the services set forth in Section 1, the Commission and/or City will be required to provide services from time to time for the continuing administration of the Plan and management of the Special Allocation Fund. The Commission and/or City may be reimbursed from the Special Allocation Fund for meeting expense at \$250.00 per meeting and, upon appropriate itemization, staff time and expenses. In addition, the City may retain monies deposited in the Special Allocation Fund each year, is an amount equal to the documented expenses of the Commission and /or the City that are reasonable or incidental to the general operations of the Commission and/or City with respect to administration of the Plan.

6. Termination.

a. In the event the Company fails to perform any of its obligations herein, the City may terminate this Agreement, and any other agreement between the parties, at its sole discretion upon ten (10) days written notice to the Company. Termination by the City shall also terminate any duties and obligations of the Commission and the City with respect to this Agreement, including, but not limited to, the Commission's or City's processing of Company's application and/or Plan. Upon such termination, the City shall retain the Deposit and Additional Funds, if any, necessary to reimburse all outstanding expenses incurred by the City and/or the Commission pursuant to this Agreement and any monies due and owing to the City and/or the Commission pursuant to any other agreement and shall pay all remaining refundable Deposit and Additional Funds, if any, to the Company within ninety (90) days of such termination.

b. The parties hereto acknowledge that the Company may determine to abandon the Plan. Upon notice of abandonment by the Company, this Agreement shall terminate and the City may terminate any other agreement between the parties and shall retain the Deposit and Additional Funds, if any, necessary to reimburse its staff time accumulated to the date of termination and outstanding expenses incurred pursuant to this Agreement and any monies due and owing to the Commission or the City pursuant to any other agreement and shall pay all remaining refundable Deposit and Additional Funds, if any, to the Company within sixty (60) days of such termination.

c. In the event the Deposit and Additional Funds are insufficient to reimburse the City for the outstanding expenses of the City and/or the Commission payable hereunder, the Company shall reimburse the City as set forth in Section 3.

7. Subsequent Redevelopers. In the event the Commission or City selects another

redeveloper pursuant to a request for proposals or other bid process to carry out the Plan, the City shall require the subsequent redeveloper to assume all obligations of the Company under this Agreement as of the date it is designated as redeveloper and to reimburse the Company for its expenditures hereunder.

8. Notice. Any notice, approval, request or consent required by or asked to be given under this Agreement shall be deemed to be given if it is in writing and mailed by United States mail, postage prepaid, or delivered by hand, and addressed as follows:

To the City:

City Administrator
201 South Madison
Malden, MO 63863

With a copy to:

City Attorney
201 South Madison
Malden, MO 63863

To the Company:

With copy to:

Each party may specify that notice be addressed to any other person or address by giving to the other party ten (10) days prior written notice thereof.

[SIGNATURES APPEAR ON THE FOLLOWING PAGE]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized representatives the day and year above written.

CITY OF MALDEN, MISSOURI

By: _____

Its: _____

Attest:

By: _____

Its: City Clerk

Approved as to form:

City Attorney

[Company]

By: _____

Its: _____

Attest:

By: _____

Its: _____

STATE OF MISSOURI)
) ss.
COUNTY OF DUNKLIN)

On this day of _____, 20____, before me, a Notary Public in and for said State, personally appeared _____ of the **CITY OF MALDEN, MISSOURI**, who is personally know to me to be the same person who executed, as such official, the within instrument of behalf of said City and such person duly acknowledged to me that she executed the same for the purposes therein stated and that the execution of the same to be the free act and deed of said City.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal, the day and year about written.

Notary Public

My Commission Expires:

STATE OF _____)
) ss.
COUNTY OF _____)

On this day of _____, 20____, before me, a Notary Public, appeared _____, to me personally known, who being by me duly sworn, did say that he/she is the _____ of _____, a _____, and that said instrument was signed on behalf of said _____ by authority of its _____ and said _____ acknowledged said instrument to be the free act and deed of said _____.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my official seal, the day and year about written.

Notary Public

My Commission Expires:

Exhibit C

[Date]

Irrevocable Letter of Credit Number _____

Beneficiary:

City of Malden, Missouri
201 South Main
Malden, MO 63863
Attention: City Administrator

Ladies and Gentlemen:

We hereby issue in your favor our irrevocable Standby Letter of Credit for the account of _____ (the "Company)), for an amount not exceeding in the aggregate U.S. Dollars _____ **U.S. _____** (the "Stated Amount"). The Letter of Credit is issued to you pursuant to the terms of that certain Tax Increment Financing Funding Agreement, dated as of _____, between you and the Company (the "Funding Agreement").

The Stated Amount is available to you, hereunder, against presentation to us of your appropriately completed drawing certificate(s) in the form of Exhibit 1 or Exhibit 2, attached hereto. Only one drawing may be made hereunder.

If a drawing is received by us prior to 12:00 Noon, Malden, Missouri time, on a Business Day, and provided that such drawing conforms to the terms and conditions hereof, payment of the drawing amount shall be made to the Beneficiary in immediately available funds by 3:00 PM., Malden, Missouri time, on the same Business Day. If a drawing is received by us after 12:00 PM, Malden, Missouri time, on a Business Day, and provided that such drawing conforms to the terms and conditions hereof, payment of the drawing amount shall be made to the Beneficiary in immediately available funds by 1:00 PM., Malden, Missouri time, on the next succeeding Business Day. Drawing Certificate(s) may be presented hereunder by facsimile transmission (facsimile number _____). If transmitted via facsimile, the original of any such transmitted Drawing Certificate shall be immediately sent to us by overnight courier, however, the Beneficiary and the Corporation agree that we are authorized to act upon any facsimile transmission of Drawing Certificate without the need to follow up for the receipt of the original Drawing Certificate.

If a demand for payment made hereunder by the Beneficiary does not conform to the terms and conditions of this Letter of Credit, we shall give the Beneficiary prompt notice that the demand for payment was not made in accordance with the terms and conditions of this Letter of Credit, stating the reason therefor, and we will upon the Beneficiary's instructions hold any such non-conforming demand, the Beneficiary may attempt to correct such demand to the extent that they are entitled to do so.

As used in this Letter of Credit "Business Day" shall mean any day other than a Saturday, Sunday or a day on which banking institutions in the state of Missouri are required or authorized by law to close.

The Letter of Credit expires at our office located at _____ with our close of business on _____, on any extended date hereinafter provided for; provided, however, that if on such date you subject to a court order that prohibits or otherwise restricts your ability to draw on this Letter of Credit, then such expiry date shall be automatically extended without amendment to the date which is (30) days after the date on which such order is dismissed (the "Expiry Date").

It is a condition of this Letter of Credit that the Expiry Date will be deemed automatically extended, without amendment, for successive periods of one year, unless at least sixty-five (65) days prior to any Expiry Date we notify you in writing by hand delivery or by courier of our intention not to extend the Expiry Date. Upon receipt of such notice you may then make one drawing hereunder for up to the then available Stated Amount by the presentation to us of your appropriately completed Drawing Certificate in the form of Exhibit 2, attached hereto.

Notwithstanding any reference is this Letter of Credit to other documents, instruments or agreements or references is such other documents, instruments of agreements to this Letter of Credit, this Letter of Credit sets forth in full the terms of our undertaking and any such documents, instruments or agreements shall not be deemed incorporated herein by such reference.

Except as otherwise expressly stated herein, this Letter of Credit is issued subject to the Uniform Customs and Practice for Documentary Credits (1993 Revision), International Chamber of Commerce Publication Number 500, the "UCP". It is hereby agreed that Article 41 of the UCP will not apply to this Letter of Credit. This Letter of Credit shall be deemed to be a contract made under the laws of the state of Missouri and shall, as to matters not governed by the UCP, be governed by and construed in accordance with the laws of the state of Missouri.

We hereby agree with you that Drawing Certificates drawn under and in compliance with the terms of this Letter of Credit will be duly honored by us on due presentation to us.

Communications to us regarding this Letter of Credit must be in writing and must be addressed to us at _____, specifically referring therein to this Letter of Credit by number.

By: _____
Name: _____
Title: _____
Tel: _____
Fax: _____

Exhibit 1 to Letter of Credit Number _____

Drawing Certificate

To: _____

Re: Your Letter of Credit No. _____

The undersigned, a duly authorized officer of the City of Malden, Missouri, the "Beneficiary" of the captioned Letter of Credit (the "Credit"), hereby certifies to you with respect to the Credit that:

- (1) Demand is hereby made under the Credit for payment of US \$[amount to be inserted].
- (2) The above amount is being demanded pursuant to the terms of that certain Tax Increment Financing Funding Agreement, dated as of _____, between us and the Company (as defined in the Credit), and as the same may be from time to time amended, modified or supplemented.

Payment of this demand is required to be made in immediately available funds, by wire transfer, to the Beneficiary in accordance with the following payment instructions.

[insert payment instruction]

In Witness Whereof, the Beneficiary has executed and delivered this Drawing Certificate as of [date to be inserted].

City of Malden, Missouri

By: _____
Name: _____
Title: _____

Exhibit 2 to Letter of Credit Number _____

Drawing Certificate

To: _____

Re: Your Letter of Credit No. _____

The undersigned, a duly authorized officer of the City of Malden, Missouri, the "Beneficiary" of the captioned Letter of Credit (the "Credit"), hereby certifies to you with respect to the Credit that:

(1) The Beneficiary has received a notice from the issuer of Credit that the Expiry Date referred to in the Credit will not be extended beyond [Expiry Date in effect on the date of the Drawing Certificate to be inserted].

(2) There are less than sixty-five (65) days prior to the Expiry Date of the Credit and the Beneficiary has not received a replacement Letter of Credit satisfactory to the Beneficiary. The Beneficiary is therefore demanding payment of US \$ [amount to be inserted] from the issuer under the Credit.

(2) The amount demanded will be used to satisfy obligations of the Company (as defined in the Credit) pursuant to the terms of that certain Tax Increment Financing Funding Agreement, dated as of _____, between us and the Company (as defined in the Credit), and as the same may be from time to time amended, modified or supplemented.

Payment of this demand is required to be made in immediately available funds, by wire transfer, to the Beneficiary in accordance with the following payment instructions.

[insert payment instruction]

In Witness Whereof, the Beneficiary has executed and delivered this Drawing Certificate as of [date to be inserted].

City of Malden, Missouri

By: _____
Name: _____
Title: _____

Exhibit D

Proposed Chapter 100, 353, TIF and LCRA Abatement Guidelines							
Wages	Number of Jobs						
		5	7	10	15	20	25
	100% CAW	10 YR / 50%	10 YR / 50%	10 YR / 50%	10 YR / 50% + 2 YR / 50%	10 YR / 75% + 2 YR / 75%	10 YR / 100% + 2 YR / 100%
	105% CAW	10 YR / 55%	10 YR / 55%	10 YR / 55%	10 YR / 55% + 2 YR / 50%	10 YR / 75% + 2 YR / 75%	10 YR / 100% + 2 YR / 100%
	110% CAW	10 YR / 60%	10 YR / 60%	10 YR / 60%	10 YR / 60% + 2 YR / 50%	10 YR / 75% + 2 YR / 75%	10 YR / 100% + 2 YR / 100%
	120% CAW	10 YR / 65%	10 YR / 65%	10 YR / 65%	10 YR / 65% + 2 YR / 50%	10 YR / 75% + 2 YR / 75%	10 YR / 100% + 2 YR / 100%
	130% CAW	10 YR / 70%	10 YR / 70%	10 YR / 70%	10 YR / 70% + 2 YR / 50%	10 YR / 75% + 2 YR / 75%	10 YR / 100% + 2 YR / 100%
	140% CAW	10 YR / 75%	10 YR / 75%	10 YR / 50% + 2 YR / 50%	10 YR / 75% + 5 YR / 50%	10 YR / 75% + 5 YR / 75%	10 YR / 100% + 5 YR / 100%
	150% CAW	10 YR / 80%	10 YR / 80%	10 YR / 50% + 2 YR / 50%	10 YR / 80% + 5 YR / 50%	10 YR / 75% + 5 YR / 75%	10 YR / 100% + 5 YR / 100%
	160% CAW	10 YR / 85%	10 YR / 85%	10 YR / 50% + 2 YR / 50%	10 YR / 85% + 5 YR / 50%	10 YR / 75% + 5 YR / 75%	10 YR / 100% + 5 YR / 100%
	170% CAW	10 YR / 90%	10 YR / 90%	10 YR / 50% + 2 YR / 50%	10 YR / 90% + 5 YR / 50%	10 YR / 75% + 5 YR / 75%	10 YR / 100% + 5 YR / 100%
180% CAW	10 YR / 95%	10 YR / 95%	10 YR / 50% + 2 YR / 50%	10 YR / 95% + 5 YR / 50%	10 YR / 75% + 5 YR / 75%	10 YR / 100% + 5 YR / 100%	
190% CAW	10 YR / 100%	10 YR / 100%	10 YR / 50% + 2 YR / 50%	10 YR / 100% + 5 YR / 50%	10 YR / 75% + 5 YR / 75%	10 YR / 100% + 5 YR / 100%	

Base: 10 yr. / 50 % abatement for companies creating a minimum of 10 jobs

CAW = County Average Wage *for all industries Public & Private in Dunklin County, Missouri as determined by the most recent published information from the Missouri Economic Research & Information Center (MERIC)*

Job Creation: Number of net new Full Time Employees in 24 months after beginning new/expanded operations.