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MISSOURI

BUSINESS

WINTER 2021

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Daniel P. Mehan
President and CEO

Karen Buschmann
Vice President of Marketing & Communications

Jacob Luecke
Director of Communications

Shawna Scott
Content Specialist

Dara Vint
Graphic Design

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mochamber.com/transportation2030

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STOP THE WAVE

There are many challenges ahead as lawmakers begin the 2021 Legislative Session. But one issue should be clear cut: The legislature must immediately act to stop opportunistic COVID-19 lawsuits.

Unlike many legal reform issues, this is not a complicated problem to understand.

Trial attorneys around the nation are working overtime to turn the COVID-19 crisis into their own personal money-spinner. Since the pandemic began, more than 1,000 virus-related lawsuits have been filed across the country — with more filed each month.

In response, many states, including all but one of Missouri's neighboring states, have worked to reduce or stop these lawsuits. Thus far, Missouri has done nothing.

Lawyers in our state are free to seek damages based on allegations that people were exposed to COVID-19 on the premises of an employer. These suits can go forward here regardless of whether the employer was following public health recommendations to keep employees and customers safe.

Today, this threat looms over every employer in Missouri — including businesses, schools and health care providers.

When the Missouri Chamber published an open letter calling for action on this issue, nearly 800 Missouri businesses and individuals signed on.

This situation is hurting Missouri's ability to recover from the pandemic. We regularly hear from employers that they are reluctant to reopen and return to work knowing this could leave them exposed to frivolous lawsuits.

When the 2021 session convenes in January, it will be up to Missouri lawmakers to address this issue.

Fortunately, there seems to be support from key officials in Jefferson City including Gov. Mike Parson and leaders in the Missouri House and Senate.

We are urging these officials to consider COVID-19 liability an urgent matter that deserves emergency legislation as their first priority in 2021.

Successfully addressing this issue would be a great first step for the many new lawmakers beginning their terms in 2021. During the Nov. 3 election, Missouri voters wisely selected pro-jobs candidates to fill Missouri House and Senate seats. In fact, 42 of the 44 candidates endorsed by the Missouri Chamber Political Action Committee won their elections.

The best way for these lawmakers to show they are serious about growing Missouri's economy is to support the urgent passage of this legislation.

The Missouri Chamber of Commerce and Industry will continue to champion this issue until the job is done. As we do this, we need your help.

Please consider contacting your lawmaker and asking them to pass legislation to shield employers from opportunistic COVID-19 lawsuits.

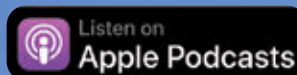
It's clear that a flood of COVID-19 litigation is coming. If we fail to act now, far too many employers might end up underwater.

Daniel P. Mehan is president and CEO of the Missouri Chamber of Commerce and Industry





MISSOURI CHAMBER
OF COMMERCE AND INDUSTRY



CAPITOL Chat

A PODCAST FROM THE MISSOURI CHAMBER OF COMMERCE AND INDUSTRY

Join your Missouri Chamber Governmental Affairs team for a regular look under the dome with a focus on the latest developments concerning pro-business legislation.

Visit mochamber.com/capitolchat to listen.



Kara Corches, Director of Legislative Affairs
kcorches@mochamber.com

• Matthew Panik, Vice President of Governmental Affairs
mpanik@mochamber.com

• Ross Lien, Director of Legislative Affairs
rlien@mochamber.com

Thanking The Unsung Heroes



MICHAEL TRAIN AND JAMES CARTER

The coronavirus pandemic has been an unprecedented global challenge, met by incredible sacrifice and commitment from essential workers across the world who make daily life possible.

As we have witnessed throughout this crisis, beyond the noble efforts of health care workers around the globe, there is yet another category that needs to be celebrated – those who have worked tirelessly behind the scenes in critical manufacturing roles despite many challenging circumstances. These are the people who have literally kept the lights on by ensuring electricity is uninterrupted and sources of energy are kept intact. These are the workers that produce sanitizer and cleaning solutions, members of water and waste management teams, pharmaceutical and medical device employees and people who manufacture personal protective equipment — and the list goes on.

At Emerson, our colleagues around the world have been proud to do our part to enable these important efforts. Our teams have worked diligently to keep hospitals running, operating rooms cool and medicines refrigerated. We helped our customers accelerate the production of face masks, face shields and hand sanitizer. We enabled professional tradespeople with the technology to use their skills to keep critical infrastructure operating smoothly. Many of the people behind these efforts spent time away from their families and worked around the clock to keep things running, all while doing their best to protect their own health and well-being.

So often, the industries and employees who fill these critical roles do not always receive the praise they deserve – but today, we express our deepest gratitude for the hard work each and every person in the manufacturing community has contributed over

these trying months. It is our responsibility to not only thank these manufacturing workers for their ongoing dedication, but to continue supporting them as we move into the next phase of our economic renewal.

From the onset of the crisis, policymakers at the federal, state and local level have played an important role in ensuring that critical manufacturing functions were maintained as safely as possible amid the pandemic. We applaud the bipartisan lawmakers across all levels of government who participated in important dialogue, listened and put guidelines in place that allowed our global supply chains, local factories and business partners to continue operating safely. And as we look to the future, we must now continue to work together to ensure that manufacturers are positioned to be the engine for the resurgence of our economy.

Manufacturers and policymakers must work together to ensure global supply chains continue to operate without disruption, provide ongoing educational training and workforce development for the advancement of skilled tradespeople and support continued investment in 21st-century infrastructure. These policies will empower manufacturers of all sizes to continue their essential work in our communities.

Many challenges still remain for our economy, our society, and our world – but we remain optimistic that brighter days are ahead. The hard-working people of the manufacturing community are standing by to continue bringing us the essential products and services needed for daily life. We thank them for the invaluable contributions they have made to our communities during our time of need, and we look forward to the unprecedented renewal that manufacturing will make possible. ■



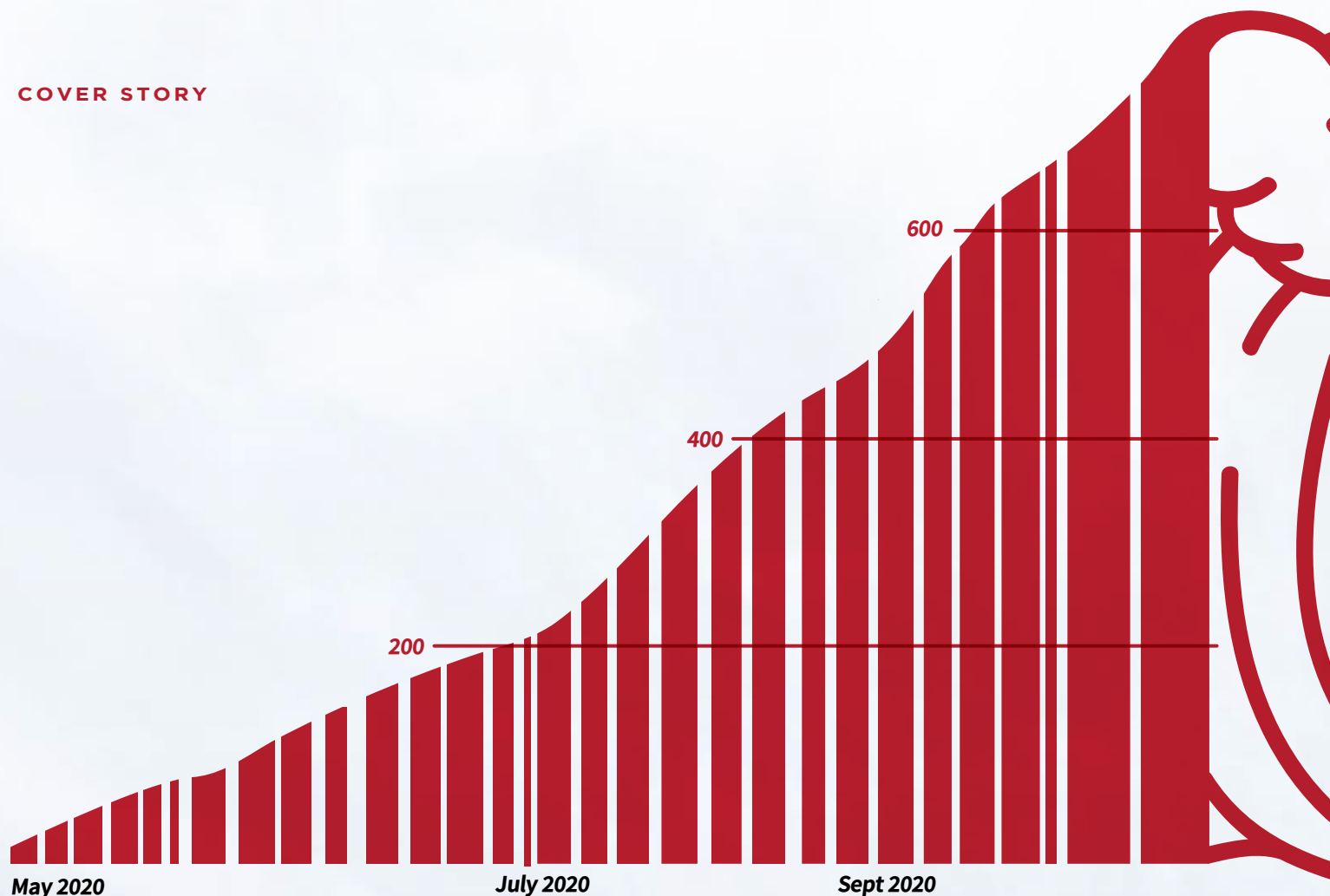
OUR 2021 GAME PLAN

The Missouri Chamber has published an ambitious Legislative Agenda for the 2021 Legislative Session. The agenda is guided by direct input from our members to ensure we are focused on the issues that matter most to businesses.

TO SEE THE MISSOURI CHAMBER'S FULL LEGISLATIVE AGENDA, VISIT [MOCHAMBER.COM/ADVOCACY](https://mochamber.com/advocacy).



MISSOURI CHAMBER
OF COMMERCE AND INDUSTRY



National COVID-19 lawsuits according to the Littler COVID-19 Litigation Tracker

It's not hard to see it coming.

While Missouri continues to confront the immediate challenges of the COVID-19 pandemic, another concern is rising on the horizon: an incoming wave of predatory coronavirus lawsuits.

Since March, more than 1,000 COVID-19 lawsuits have been filed against employers across the nation. It's unclear just how large the wave will grow as thousands of suits likely remain unfiled — especially in places like Missouri where litigants can wait years to sue.

In response, many states have enacted some form of shield for employers against these suits. But to date, Missouri employers remain completely exposed.

The risk is easy to understand.

If an employee or customer believes they contracted COVID-19 at a business, they could file a suit against that business seeking damages.

In addition, if a business answered the urgent call to shift operations to produce personal protective equipment or hand sanitizer during times of shortage, that business could be sued over the effectiveness of those products.

The pandemic has also created many new creative ways for

attorneys to target health care providers and schools.

Today in Missouri, there is nothing to stop suits like these from going forward.

The Missouri Chamber spent the better part of 2020 sounding the alarm about this issue and rallying grassroots support for action. Thus far, nearly 800 companies and individuals have co-signed the Missouri Chamber's letter requests employers be protected from opportunistic lawsuits. Hundreds of business people have sent emails to the capitol calling for action.

Hermann Oak Leather Co. in St. Louis was one of the employers that signed the Missouri Chamber's letter calling for action. President Shepley Hermann said all of his company's workers were paid full wages during their spring furlough, but bringing them back left his business wide open for litigation.

"Without liability protection, this covid pandemic will give new meaning to the term, 'no good deed goes unpunished,'" wrote Hermann.

Similar concerns are felt at businesses across the state.

"We have worked hard to stay educated and implement all the precautions that we can to prevent the spread of this virus. It has worked so far, but it would be devastating to lose it all due to a frivolous lawsuit," wrote another co-signer from Symmetry Machining Services in Nevada, Mo.



GETTING AHEAD OF THE WAVE

**WITH LAWSUITS ON
THE RISE, MISSOURI
CHAMBER FIGHTS
TO CURB FRIVOLOUS
COVID-19 LITIGATION**

The statistics easily illustrate why COVID-19 lawsuits are keeping employers up at night. Just look at the graphic with this story to see how fast these cases are proliferating.

"We must do everything we can to help our businesses, schools and health care facilities safely open — and remain open — so our economy can recover," said Daniel P. Mehan, Missouri Chamber president and CEO. "When these organizations follow public health guidelines, they should not have to face crippling COVID-19 lawsuits."

Gov. Mike Parson and leaders in the Missouri General Assembly have voiced support for passing COVID-19 lawsuit protections. Lawmakers jump-started discussions in December by holding a hearing on a COVID-19 liability bill.

As the legislative session begins in January, the Missouri Chamber is strongly urging lawmakers to pass emergency legislation as their first priority.

Such a bill would help invigorate the state's economic recovery, ensuring employers could feel more confident in reopening and bringing employees back to work. Health care providers and educators also have trial attorneys' targets on their backs — and the legislation being pursued by the Missouri Chamber would shield them as well.

"None of these groups should be penalized for their efforts

to respond to a declared state of emergency," Gov. Parson said. "They must be able to continue operating and serving the public without risk of unnecessary and frivolous claims."

Yet passing the bill won't come easy. Trial attorney lobbyists are already spreading talking points in Jefferson City claiming that a law would give all organizations a free pass to flout safety guidelines.

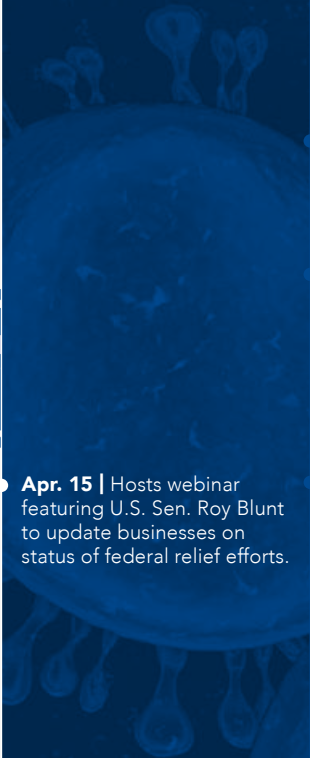

However, the COVID-19 liability law being pursued by the Missouri Chamber would not protect bad actors — only those who have followed relevant guidelines to keep employees and customers safe.

"I want to make it clear that we are not asking lawmakers to protect businesses that ignore government orders and defy public health recommendations. But companies that are taking the necessary precautions should not be unjustly dragged into court," said Mehan.

It's going to take a united effort to convince Missouri lawmakers that there is an urgent need to pass this legislation. 🗳️

Please continue to watch mochamber.com for ways to contact your lawmaker and let them know that action is needed to stop the wave of COVID-19 litigation.

LEADING DURING CRISIS

MARCH	APRIL	MAY	JUNE	JULY
<ul style="list-style-type: none"> Mar. 3 Launches coronavirus resource page launches at mochamber.com/coronavirus. MAR 9 Alerts members of the first COVID-19 case in Missouri. Mar. 16 Business leaders join Missouri Chamber Zoom call with state leaders from health, economic development and labor departments. Mar. 17 Missouri Chamber team transitions to remote work. Mar. 20 #BuyMo social media and email campaign launches to encourage support of struggling local businesses, sending more than 65k emails and attracting more than 69k social media hits. Mar. 30 Missouri Chamber team begins effort to contact every single member company to offer expertise and assistance. 	 <ul style="list-style-type: none"> Apr. 15 Hosts webinar featuring U.S. Sen. Roy Blunt to update businesses on status of federal relief efforts. APR 20 Publishes UNITING for RECOVERY: A COVID-19 Economic Response Agenda, which would later be cited and included in the state's Show-Me Strong Recovery Plan. APR 27 Publishes RETURN TO WORK Guide to help businesses reopen safely. Apr. 28 Missouri Chamber President/CEO Dan Mehan speaks during Gov. Mike Parson's daily COVID-19 briefing to discuss economic recovery and reopening efforts. Apr. 28-30 Hosts free Return to Work webinar series, attracting more than 400 viewers. 	<ul style="list-style-type: none"> May 7 Hosts webinar featuring U.S. Sen. Josh Hawley who outlined federal recovery efforts, attracting nearly 200 participants. May 11 Re-opens Jefferson City office with new COVID-19 safety measures in place. May 15 A shortened 2020 Missouri Legislative Session ends with the passage of several Missouri Chamber priority bills on issues including punitive damages reform, workforce recovery, broadband access expansion and gas infrastructure updates. 	<ul style="list-style-type: none"> Jun. 3 Hosts a Supply Chain Disruption Webinar. Jun. 12 Hosts a free webinar to help businesses host virtual internships. Jun. 15-19 Launches first virtual Kansas City Show Me Careers program in partnership with the Kauffman Foundation. Jun. 18 Hosts a webinar on informing businesses about upcoming changes to unemployment regulations. UNEMPLOYMENT UPDATE: Changes coming in July Jun. 26 Streams virtual STEM Signing Day event. 	<div> <div> DIVERSITY & INCLUSION </div> <ul style="list-style-type: none"> JUL 14 Begins four-part virtual Diversity & Inclusion webinar series. Jul. 16 Joins "Mask Up Missouri" coalition effort to help educate Missourians on the benefits of mask wearing to control the spread of COVID-19. Jul. 24 Streams Economic Reset: How Missouri Can Thrive in the New Normal webinar. </div> 

Since the coronavirus arrived in Missouri in March, the Missouri Chamber has taken a leadership role in the response to this crisis. Through a historic pandemic, a busy legislative season in the Capitol and high-stakes elections, our work brought timely information, resources and pro-jobs advocacy results to Missouri companies and the workers they employ.

Here's a look at some of our efforts to help lead during this crisis:

AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
<div>  <p>AUG 19 Launches a comprehensive toolkit to help businesses create virtual internships on Missouri Intern Connect.</p> </div> <div>  <p>Aug. 28 Hosts a virtual meeting of the Missouri Chamber Federation to set a unified set of legislative goals shared by the Missouri Chamber and local chambers of commerce.</p> </div>	<div>  <p>SEPT 2 Launches Missouri Apprenticeship Connect, a first-in-the-nation apprenticeship matching service.</p> <p>Sept. 17 Honors 116 lawmakers as Business Champions for their pro-jobs work in the Missouri General Assembly.</p> <p>Sept. 17 Begins 3rd year of St. Louis Show Me Careers program virtually for 30 education professionals.</p> </div>	<div>  <p>OCT 2 Hosts MFG Day virtual event to raise youth awareness of manufacturing careers.</p> <p>Oct. 21 Launches Transportation2030: Making Missouri A Leading Logistics Hub report and holds virtual 2020 Transportation Future Summit.</p> <p>Oct. 28 Sends follow-up COVID-19 business impact survey to all members.</p> </div>	<div>  <p>NOV 3 Missourians elect pro-jobs Gov. Mike Parson, Lt. Gov. Mike Kehoe and 42 of the 44 legislative candidates endorsed by the Missouri Chamber Political Action Committee. Voters also pass Amendment 3, overturning a radical redistricting effort that threatened to upend the state's pro-business progress.</p> <p>Nov. 9 Hosts live press event featuring U.S. Sen. Roy Blunt, business leaders and an apprentice to highlight how Missouri is leading the nation in apprenticeships.</p> <p>Nov. 12 In response to our grassroots campaign, Gov. Parson calls for the legislature to address the problem of frivolous COVID-19 lawsuits.</p> </div>	<div>  <p>Dec. 1 Testifies at preliminary hearing held on COVID-19 liability protection legislation, Senate Bill 1 sponsored by Sen. Ed Emery.</p> <p>Dec. 7-11 Missouri Chamber Math & Science Coalition hosts weeklong Computer Science Week Go Pro in Tech virtual spotlights with computer science professionals in partnership with Missouri AfterSchool Network to boost awareness of computer science careers.</p> <p>Dec. 9 Missouri Chamber Board of Directors approves the 2021 Missouri Chamber Legislative Agenda in advance of the upcoming legislative session.</p> <p>DEC 10 Hosts virtual All Member Meeting, serving as the annual meeting of the Missouri Chamber, drawing 255 attendees.</p> </div>



Inside Missouri's Apprenticeship Revolution

Apprenticeships are booming in Missouri. As Missouri businesses continue to search for the skilled workforce they need, more organizations are turning to this time tested — yet suddenly cutting-edge — training tool.

Although apprenticeships are commonly associated with skilled trades like construction, today's apprenticeships exist in nearly every industry — including information technology, manufacturing, health care and energy.

For workers, apprenticeship can serve as the bridge between school and a profitable career — or as a streamlined pathway to advancement if seeking a career change. Apprentices earn while they learn, reducing or eliminating student debt altogether. They receive hands-on training from seasoned industry professionals and career-relevant classroom time, all in one program.

Likewise, employers benefit from developing a broader and more diversified talent pool, ensuring that institutional knowledge is passed down before experienced workers retire and reducing recruiting and turnover costs.

Research shows about 94 percent of workers retain employment after completing an apprenticeship program, earning an average salary of \$70,000 which leads to a \$300,000 lifetime earning

advantage over non-apprentices.

Missouri is considered a leading state in the advancement of today's modern apprenticeship models. In 2019, our state ranked second in the nation for new

94%
**of workers retain
employment after
completing an
apprenticeship
program**

apprenticeships, and currently there are nearly 14,000 apprentices in Missouri.

And thanks to several developments, Missouri continues to lead in apprenticeships.

Most recently, the Missouri Chamber Foundation was awarded a \$6 million U.S. Dept. of Labor grant to train 5,300 new technology industry apprentices over the next four years. These apprenticeships

will address critical needs in computer programming, network support, cybersecurity and other shortage areas.

According to the Missouri Chamber Foundation's Technology 2030 Report, Missouri is projected to be among the top 10 states in tech job growth over the next five years. In order to meet the demand, Missouri needs to be supporting innovative ways to help employers find the talented workers they need.

"We know that businesses across the state are struggling with workforce right now. Today's talent gap is especially concerning for businesses in our state's fast-growing technology industry. We need to do everything we can to make sure our state is poised to take advantage of the influx of technology jobs that are being created in Missouri," said Daniel P. Mehan, Missouri Chamber president and CEO. "This progress could not have come at a better time."

U.S. Sen. Roy Blunt of Missouri was instrumental in securing the apprenticeship funding. He has been a strong supporter of growing the apprenticeship model.

During his time working on this issue, Blunt said he had met several apprentices who only discovered the apprenticeship track later in their careers after working

a series of jobs with little or no upward mobility.

“Eventually they wound up in this apprenticeship program. But to get there, most of them had lost about 10 years,” said Blunt.

He refers to this trend as “the lost decade.”

“What do we do to create that connection earlier for young people to know what they’d like to do? And in the case of an apprenticeship program, actually get out and do it?” Blunt said.

Several important developments are helping Missouri answer that question and continue to set the pace for the country in apprenticeships.

One big change was establishing Industry-Recognized Apprenticeship Programs, or IRAPs. IRAPs include certifications that are transferrable from employer to employer, credentials which are particularly valuable for workers. Missouri is one of only four states that recognize IRAPs, thanks to House Bill 2046 sponsored by Rep. Derek Grier and passed by state lawmakers in 2019.

“It’s a huge boon for industry in Missouri that we can now work with not just traditional registered apprenticeships, but we now can ensure the integrity and quality of Industry Recognized Apprenticeships and help design programs that are supportive of employers,” said Dr. Mardy Leathers, director of the Missouri Division of Workforce Development.

That momentum continues with the newly-launched Missouri Apprentice Connect, a website the Missouri Chamber of Commerce and Industry developed in partnership with the Missouri Dept. of Higher Education and Workforce Development.

This innovative service helps employers with registered apprenticeship programs find aspiring apprentices. The site also makes it easier for Missourians to take advantage of the outstanding career and skill growth opportunities that apprenticeships provide. More than 200 employers and partners have already signed up.

“With Missouri Apprentice Connect,

our state is continuing to lead the U.S. in apprenticeship innovation. We are encouraging our members and job creators across Missouri to learn about the advantages of hosting a registered apprenticeship program. We also want Missouri workers — those who have lost their jobs and those who are ready for something more — to seriously consider pursuing an apprenticeship as a way to enhance their skills and grow into a new career,” said Mehan.

The need to prevent “the lost decade” and get workers into skilled jobs sooner is not lost on companies like Cerner.

The global health care technology company’s successful existing apprenticeship program made it possible for them to become the lead partner on the Missouri Chamber Foundation apprenticeship grant.

“We’re more than happy to share our success stories and best practices of what we’ve learned and to help other organizations that are facing similar challenges,” said Bill Huffaker, Cerner’s senior vice president of integrated talent.

Other key partners on the grant are several of Missouri’s leading technology companies, including World Wide Technology, Jack Henry, Fishtech and CyberUp.

CyberUp, a nonprofit based in St. Louis, provides training and career placement opportunities for apprentices.

“We are blessed as a state to have great academic institutions for those that pursue traditional pathways into careers, but we’re also fortunate to have great programs driving apprenticeship for our state to help individuals for whom college isn’t an option,” said CyberUp Executive Director Tony Bryan. “Very excited about the next several years of doing this grant with the Missouri Chamber and proud to support the state of Missouri and help drive workforce.”

Apprentice Mickey Price used CyberUp’s training programs to learn about careers in cybersecurity and ultimately landed an apprenticeship at Barry-Wehmiller, a global supplier of manufacturing technology and



**“Now I’ve got
a job in the
industry before
I even have
my associate’s
degree.”**

— Mickey Price, CyberUp apprentice





solutions.

“I didn’t know what I wanted to do in technology, but I knew I was looking for on-the-job training,” said Price.

Price began her apprenticeship remotely in March 2020 during the pandemic lockdown.

“I went back to school for network engineering and now I’ve got a job in the industry before I even have my associate’s degree,” she said.

She said the experience “totally changed the trajectory” of her education and that she didn’t know where she would be right now were it not for the program.

“I might be still in customer service without them,” said Price. “I couldn’t be more grateful to everybody.” 🌐





TRANSPORTATION2030

Making Missouri A Leading Logistics Hub



MISSOURI CHAMBER
FOUNDATION



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Dedicated to the American Dream

Introduction



Missouri's central location has long been a major logistics advantage. Being within a day's reach of half of U.S. households, manufacturing establishments and the agricultural heartland has motivated investment from a wide range of companies. But natural and long-held advantages can evaporate in the face of regional, national and global competition, especially if critical ongoing and new investments aren't made.

Making Missouri a Leading Logistics Hub

was commissioned by the Missouri Chamber Foundation, in partnership with the Missouri REALTORS Association, to identify the challenges that Missouri must overcome — and the assets our state can leverage — to meet our full potential and establish our state as one of the nation's top logistics centers. The study is part of the Missouri Chamber's over-arching Missouri 2030 strategic initiative to reposition our state as a global leader.

A Gallup survey of 1,000 Missouri CEOs and business leaders revealed that basic infrastructure is a prevalent concern of employers, especially industries that depend on roads and airports for moving goods. Gallup concluded that leveraging Missouri's location through strategic policymaking and investment would be a smart move for the state.

This report is designed to analyze Missouri's transportation infrastructure assets individually and

collectively, and to provide a state blueprint to increase our logistics competitiveness. It highlights individual infrastructure assets' strengths and weaknesses. It reveals how Missouri stacks up against neighboring states and nationally.

Development of this report included research and stakeholder input from site selectors, logistics professionals, commercial real estate experts and other executives knowledgeable about their region of the state. Polling results from Missouri CEOs and business leaders and voters at large were used in the report. The report relies heavily on data provided by the Missouri Department of Transportation and the Missouri Freight Plan. The report also draws upon the comprehensive work of the 21st Century Missouri Transportation System Task Force.

Executive Summary



As it always has been, having a competitive infrastructure advantage is vital to Missouri's economic future. The state's history is filled with stories of infrastructure firsts that have positioned the state for growth — and lost opportunities that have ceded advantages to others.

Missouri has many strengths. Missouri occupies a naturally strategic location in the center of the United States. The state has a robust logistics workforce supported by strong higher education programs focused on supply chain management and logistics. Missouri has competitive costs in many aspects of logistics — in labor, building space, and energy costs to name a few. Missouri has strong assets in the four primary freight transportation modes — roads, rail, waterways, and air — and has made past investments to position the state as an important logistics hub.

However, Missouri, like many states, is challenged by rapidly aging infrastructure and limited resources to

address the problem. Much has been written about the mounting crisis beneath our declining highways and bridges. The issue of Missouri's under utilized airports and waterways has not been as widely discussed, but these assets are a valuable resource waiting to be fully tapped. Missouri's rail strength is unrivaled and provides our state a competitive advantage no other state can match, and with the right investment it could be an even greater asset.

Missouri currently stands out in the logistics industry among Midwestern rivals and nationally. But could infrastructure shortcomings damage the state's logistics momentum? How do we convince voters that more investment in our logistics infrastructure is needed to move our state forward economically? In today's fast-moving economy, if a state is not making intentional moves forward, it will be left behind. That is especially true in the booming logistics arena.



Making Missouri a Leading Logistics Hub ends with 22 recommendations for strategies, policies and investments to strengthen Missouri’s competitive position in infrastructure and logistics.

The recommendations address:

- The elephant in the room: funding levels and funding reliability. Current funding mechanisms are antiquated and barely adequate to maintain the existing system, much less support infrastructure enhancements.
- The individual pieces that make up the state’s multi-modal network — highways, ports and rivers, rail, and air — as well as other types of infrastructure.
- Broader issues of cooperation and collaboration.
- Critical logistics-related topics such as workforce availability and training and site redevelopment.
- Outside-the-box initiatives like a St. Louis to Kansas City hyperloop, use of predictive analytics, non-physical infrastructure assets, and the concept of ‘asset recycling’ to redeploy and reinvest the state’s resources to address the greatest infrastructure needs.

COVID-19 Related Impacts on Logistics and Infrastructure

While the COVID-19 pandemic has had disastrous short-term effects on most of the U.S. economy, and many sectors will suffer for an extended period, the outlook for the logistics sector is considerably brighter. Indeed, for logistics there are probably more positive impacts than negative.

THE LOGISTICS REAL ESTATE MARKET

At the end of the first quarter, U.S. vacancy for industrial, warehouse, and distribution space was at a low 10 percent, and new construction starts in 2020 were down moderately from the prior year. There was no glut of new space on the market when the COVID-19 crisis hit. As a result, commercial real estate experts predict only a slight increase in vacancy this year, with vacancy rates declining again in 2021 and 2022. Industrial properties continue to be a preferred asset among real estate investors.

DEMAND FOR LOGISTICS SPACE

The already-booming trend of e-commerce got a major boost from stay-at-home orders. Some observers believe that the e-commerce revolution will create demand for an additional 500 million square feet of logistics space in America over the next two to three years. Also, the likelihood of inventories changing from just-in-time levels to provide more of a safety cushion might increase space demand by 5 to 7 percent. Another potential demand creator for warehouse and distribution space is the continuing desire for local, fresh, and organically-produced foods and beverages, with the accompanying need for more cold storage facilities.

SUPPLY CHAIN SHIFTS

In a recent survey, a large majority of businesses plan major shifts in their supply chain and procurement strategies, including: expanding the base of suppliers and sources; reducing the extent of globalization; and increasing inventories. Most analysts foresee supply chains becoming more diverse and thus less fragile, with an emphasis on sourcing and production that is closer to the end user (especially close to large, affluent markets). This could mean that suppliers will be more dispersed across low-cost Asian countries other than China (like Vietnam and Malaysia), in other large emerging markets like Brazil, and near major consumer markets in North America. Mexico and the United States could both benefit. The Midwest Cargo Hub Commission's attempt to create a dual customs clearance facility with Mexico at St. Louis Lambert International Airport could take on added importance.

RESHORING AND FOREIGN DIRECT INVESTMENT

According to an April 2020 survey, most North America-based manufacturing and industrial companies intend to bring some sourcing and production back to North America. Mexico might benefit the most due to significant cost advantages. Still, 55 percent of site selection professionals expect a general resumption of U.S. project activity by the fourth quarter of 2020, and 45 percent sometime in 2021. For reshoring projects and new direct investment by foreign companies,

the hottest sectors are likely to be in logistics and advanced manufacturing. Biotech, pharmaceuticals, and medical products should see the greatest demand for manufacturing facilities. Most analysts do not foresee a “dynamic resurgence” of U.S. manufacturing at home, but any significant production increase in the U.S. or Mexico is likely to enhance prospects for the logistics sector in America.

INFRASTRUCTURE INVESTMENT

There is no denying that shrinking investment in infrastructure assets is the biggest obstacle to growth. COVID-19 has made matters worse, especially in states, like Missouri, that rely heavily on fuel taxes. During the height of the crisis, some states reported mileage dropping below 60 percent of normal levels.

The potential passage of an infrastructure bill in Congress would provide a major boost to the logistics industry in terms of road, bridge, and other needed improvements. In July, the House of Representatives passed the \$1.5 trillion Moving Forward Act, which includes \$500 billion for surface transportation improvements, but it is unlikely to be passed by the Senate. Meanwhile, the White House has not released specifics but is calling for at least \$1 trillion in infrastructure spending, including some funds targeted at relieving harmful freight bottlenecks across America. The two sides in Washington are in general agreement about the need for infrastructure funding as well as economic stimulus, but a deal could still be derailed by funding difficulties.

CONCLUSION

Overall, the warehouse and distribution sector appears likely to weather the COVID-19 storm in good health and with increased demand likely for the near future. The key drivers of: 1) booming e-commerce demand; 2) supply chains that are more resilient and closer to large, affluent markets; and 3) the need for cold storage near those affluent consumers should brighten the outlook for the logistics sector across the United States and in Missouri. Will Missouri be able to take advantage of this opportunity?



Recommendations

STRATEGIES, POLICIES, AND INVESTMENTS TO STRENGTHEN MISSOURI'S POSITION AS A LEADING LOGISTICS HUB

1. Sustained and Dedicated Funding is Imperative for Future Competitiveness —

Current funding mechanisms and levels are outdated and not adequate to maintain the existing system and ensure safety. The current funding model is based on 1996 fuel tax levels and fees that were set in the 1970s. More robust funding is required to address the estimated \$825 million in unfunded transportation priorities annually. No matter what the source, highway safety, maintenance and expansion call for dedicated funding at an increased level. A more diverse mix of sources — including driver license and vehicle registration fees, vehicle sales taxes, electric vehicle taxes, and perhaps internet sales taxes — would help make the funding stream more reliable. Taxes and fees should also be indexed for inflation to ensure that future

needs are met.

2. Support Study of State Authorization for Regional Fuel Taxing Authorities —

Study the merits of legislation that would allow voters to pass a local option fuel tax with a hold harmless provision that would protect existing state transportation revenue. Although critics warn it would hinder Missouri's ability to pass statewide initiatives in the future, some states and regions have successfully utilized this approach.

3. Emphasize Multi-Modal Planning and Investment —

Not all markets can offer all four major shipping modes (road, rail, river, air), so Missouri must continue to invest in each as a competitive advantage.

MoDOT's 2017 State Freight Plan uses an illustrative term,

"comprehensive freight corridors," to describe its emphasis on multi-modal improvements. A strategic policy recommendation of that plan is to "cultivate a long-term focus to develop comprehensive freight corridors." MoDOT's 2020-2024 multi-modal funding program calls for \$441.6 million in funding over five years. Of that, 64 percent is expected to come from federal sources and 36 percent from state funds. The biggest share is designated for projects in aviation and transit.

4. Simplify and Promote Public-Private Partnerships —

The synergy created by public river ports and largely private cargo terminals is an example of joint investments to strengthen Missouri's logistics competitiveness. Other examples where even small incentive programs or matching funds could spur greater private sector

investment include:

- The creation or improvement of access roads to connect industrial and logistics sites to public highways and interstates;
- Streamlining zoning, permitting, or other ways to incentivize new privately-funded cargo facilities at public airports;
- Incentives for new rail spurs to industrial sites, typically paid for by the private sector;
- State matching funds to help river ports obtain larger federal improvement grants;
- Government leadership and collaboration with innovative private sector initiatives like the hyperloop.

5. Celebrate Collaboration —

As called for in the 2017 Missouri State Freight Plan, MoDOT should prioritize communication and collaboration with the state Department of Economic Development to “address specific freight transportation needs of targeted industries.” MoDOT should also increase collaboration with regional economic development and logistics organizations such as KC SmartPort and the St. Louis Regional Freightway.

6. Collaborate with stakeholders to coordinate a **Statewide Voter Education Process**

about the importance of infrastructure competitiveness for Missouri’s economic and job prospects.

Recommendations for Highways:

7. Prioritize Interstate Funding

— Invest in I-70 (and its urban loop connections) as one of America’s most critical east-west freight corridors. I-44 is another critical interstate for Missouri. Keeping those interstates’ condition and capacity as assets should be a top priority.

8. Improve Interstate Interchanges and Spurs

Across the State — Several smaller metros noted inadequate existing interchanges, the need for new interchanges to encourage economic development, and the benefit of developing a new interstate spur to areas like Jefferson City. This would require significant funding and congressional approval.

9. Create an Autonomous Vehicles Policy

— Colorado is an example of a state defining a policy for autonomous passenger vehicles and trucks, which increases certainty for logistics companies investing in the state. An alternative to developing state-level policy is for Missouri to lead the push for national policies on autonomous vehicles, eliminating a patchwork of state laws that can frustrate the shipping industry.

10. Champion Innovative Approaches, such as the New TransAmerica Corridor

— Missouri, and the U.S., are in need of a new transportation corridor to fit the needs of the 21st century. The Transamerica Corridor is the solution. It’s not a traditional highway. It’s a multi-faceted corridor that will set the new standard for how we transport people, freight, and even energy from coast to coast with minimal environmental impact. The corridor will provide jobs, modern transportation, and better infrastructure on both local and nationwide levels. Congressional funding for this has languished, however, the benefits of this project merit further analysis and engagement with our federal congressional delegation.

Recommendations for Ports and Rivers:

11. Support the Proposed Container on Vessel (COV) Initiative

— Another public-private joint effort, and involving multiple states, the COV initiative could greatly strengthen the appeal of containerized river freight by reducing shipping times and adding economies of scale. It would likely increase the scope of goods for which river freight is the best alternative. Use of refrigerated shipping

vessels could increase Missouri's competitiveness in selling value-added products.

12. Provide More Matching Funds for Federal Grants

— Even a modest program to help Missouri's ports (especially smaller ones) with the matching funds needed to apply for federal port grants could help ports capture much larger dollars for needed improvements and expansion.

Recommendations for Rail:

13. Create a Freight Rail Economic Development Program — As recommended by ASCE's Infrastructure Report Card, Missouri could increase participation in rail infrastructure improvements that are now largely made by the private sector. Two examples of freight rail economic development programs:

- Michigan DOT's Freight Economic Development Program – Low-interest loans to businesses for rail infrastructure such as spur tracks. Loans have a 5-year repayment period but can be forgiven (converted to grants) if the company meets agreed-upon shipping levels each year.
- North Carolina DOT's Rail Industrial Access Program – Grants to a new or expanding company of up to 50 percent of a project's cost and up to \$200,000 per project. Grants are to help construct or refurbish rail spur tracks.

Recommendations for Air:

14. Provide State Incentives to Increase High-Value Air Freight and Passenger Flights — Some states have boosted air connectivity at their major airports (for both air cargo and passenger flights) by providing incentives for expanded service. Airports in Indianapolis, Memphis, and Pittsburgh have benefitted from legislative policies to support increased air service.

15. Support Efforts to Increase International Air Cargo Connections and Trade Activity — Establishing a Midwest Air Cargo Hub to improve direct air freight connections with major markets (such as Mexico) could improve the prospects for new and expanded industry as well as increased foreign direct investment (FDI).

Publicizing data on air cargo shipped to and from MCI and STL by value, in addition to weight, will help demonstrate the potential for time-sensitive, high-value items to be shipped by air. Increased marketing of these airports' capacity, strategic locations, and the new terminal at MCI can help to elevate Missouri's position as a Midwestern air cargo hub.

Recommendation to Spur Site Redevelopment:

16. Develop New Environmental Liability

Policies to Promote Redevelopment — With available land becoming scarce, and the increased focus on locating logistics facilities in the center of metro areas, there is more interest in redeveloping older industrial and commercial sites. Environmental liability concerns can be a major stumbling block to urban redevelopment. Programs such as Kansas' Certificate of Environmental Liability Release (CELR) and North Carolina's Brownfields Program release a buyer from liability for pre-existing site contamination that they did not cause.

This increased certainty for site redevelopers can spur higher and better use of old industrial properties. Redevelopment of urban sites can positively address many issues: jobs, tax base, urban blight and crime, to name a few.

Other policy initiatives to incentivize infill development could include urging local governments to pre-zone land for logistics facilities, particularly adjacent to STL and MCI airports and the Port of St. Louis.

Recommendations for the Infrastructure Workforce:

17. Generate Multiple Approaches to Workforce Supply & Quality — For logistics businesses, as well as manufacturers and many other industries, the availability and skills of the labor force are now

critical issues. Demographic trends in America suggest that a tight labor market might continue for years to come. Missouri has a reputation for a robust labor supply in logistics, one with good skills and work ethic. But it cannot take these strengths for granted. Kansas City community colleges and economic development partners are taking a three-pronged approach for improving worker availability and quality:

- Helping connect workers to jobs though transportation initiatives such as RideshareKC
- Helping existing workers to update their skills or transfer skills between occupations
- Improving student awareness of logistics and manufacturing careers, starting in middle school. The St. Louis region boasts more workers employed in the manufacturing sector than all peer cities in the Midwest. Accordingly, six area institutions offer 16 certificate and degree offerings in the manufacturing, transportation and logistics fields.^{12v} Fontbonne University and St. Louis University offer certificates in Supply Chain Management, and nearby Lewis & Clark Community College and East Central College offer Logistics Management certificates. At Ranken Technical College, the new Manufacturing Incubator/ Training Center will train 80 to

100 students at a time in a work-atmosphere cell including logistics training. Partners in developing the new facility include the City of St. Louis and local industry. Workforce2030 emphasizes the need for regional sector strategies. Logistics is a vital sector to many regions of Missouri. Investment in specialized skills critical to logistics such as diesel mechanic, truck driving and quality control can strengthen the state's competitive position for years to come.

Recommendations for the Future:

18. Continue to Explore New Technologies Such as St. Louis to Kansas City Hyperloop — Although it is early in the development stage, the hyperloop concept would dramatically reduce travel times from St. Louis to Columbia and Kansas City, effectively combining them into one metropolitan area. This could offer great advantages for increasing labor availability, moving goods and people, reducing road congestion, and advancing tourism. In addition, a commitment to hyperloop development would place Missouri back in a leadership position for logistics infrastructure nationally and internationally. Missouri should focus on recruiting private funding and removing unnecessary regulatory burdens to facilitate development.

19. Lead the Nation in the Use of Predictive Analytics —

Using analytics to anticipate congestion and capacity constraints across shipping modes can improve system performance as well as safety. Analytics can also be used to research product origins and destinations, allowing Missouri to target investments to become more competitive in logistics, nationally and globally.

20. Promote the State's Non-Physical Assets —

Missouri assets such as a AAA bond rating and a low tax structure are strengths that can be marketed as infrastructure to support a successful business environment and economy.

21. Reuse Existing Assets and Re-Invest —

Missouri is studying Australia's concept of "asset recycling," where it evaluates existing assets and determines when their value should be unlocked and deployed elsewhere. For example, an older government office building or parking deck could be sold or leased to a private party, with the proceeds re-invested to address the greatest infrastructure needs.

22. Foster a Culture of Innovation —

Missouri can leverage cutting-edge research and workforce development to advance our infrastructure needs through partnerships such as the one between MoDOT and the University of Missouri System to create the Missouri Center for Transportation Innovation.



"As a state we want to do everything we can to support the men and women who are building up our communities, so thank you for the work that you do. It's a pleasure to be able to support you in that work."

Rep. Mary Elizabeth Coleman (R-Arnold)

Business Champions of 2020


Missouri Chamber recognizes lawmakers with pro-business vote ratings

When it comes to growing a thriving economy and good jobs to support families, Missouri employers and employees are fortunate to have a strong coalition of pro-business lawmakers on their side.

The Missouri Chamber of Commerce and Industry recognized 116 members of the Missouri General Assembly as Business Champions in September. This designation recognizes state lawmakers who supported policies during the 2020 Legislative Session to make Missouri a more competitive place to do business.

Votes on several pro-business bills were considered in determining the 2020 list.

"The Business Champion program is our way of thanking Missouri's top pro-business lawmakers for their commitment to growing our economy," said Missouri Chamber President and CEO Daniel P. Mehan. "The Missouri General Assembly was successful in passing several pro-business policies during the 2020 Legislative Session. We applaud our Business Champions for their leadership and we look forward to working alongside them to continue our progress in 2021 and beyond."

Find the full list of 2020 Business Champions and see if your legislators made the cut at www.mochamber.com/businesschampions. 



What does a being Business Champion mean to you?

"A Business Champion for me is someone who first and foremost puts those employers and those businesses at the forefront of the decisions that we make and the policies that we enact here — making sure that those things support those businesses. Our business community really is the engine that makes this entire state work. We can do nothing without the employees and the employers being well taken care of, compensated for the work that they do and overall growing our economy."

Sen. Lincoln Hough (R-Springfield)

"It's a great honor. I'm very appreciative to the Missouri Chamber of Commerce. I think it means that they recognize people that are willing to do the things it takes to bring businesses to Missouri and get those high-paying jobs that support families to Missouri and let people around the country know that Missouri is open for business."

Rep. Jonathan Patterson (R-Lee's Summit)

"When the economy is strong, jobs are being created, people are working, people are earning incomes and paying taxes, which funds education. It's a cycle that you have to have in Missouri and in any state to be successful. So to be the champion for the first part of that cycle in the job creation aspect is something that's always been a no-brainer for me and something that certainly I've been proud to be able to be a part of."

Sen. Majority Floor Leader Caleb Rowden
(R-Columbia)

BIZ TWEETS

YOU'RE
SIMPLY
THE BEST



BJC HealthCare
@BJC_HealthCare

To our health care workers today and every day,
we thank you and we love you!

The VRBPAC based its recommendation on the totality of scientific evidence, including data from a pivotal Phase 3 clinical study and manufacturing data relating to the quality and consistency of the vaccine.



Pfizer Inc. ✓
@pfizer

The [@US_FDA Vaccines](#) and Related Biological Products Advisory Committee ([#VRBPAC](#)) voted in support of granting Emergency Use Authorization (EUA) in the US for the Pfizer-[@BioNTech_Group](#) [#COVID19](#) mRNA vaccine: <http://on.pfizer.com/3m8GKOM>



Upskilling and Recruiting Veterans for Manufacturing Careers
What can manufacturers do to attract and retain talented veterans? Sam...
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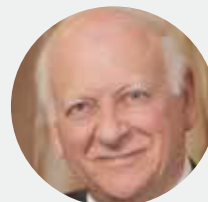


The NAM ✓
@ShopFloorNAM

More than 200,000 men and women transition out of the military each year. Through its [#HeroesMAKEAmerica](#) program, [@TheMfgInstitute](#) is helping veterans transition their skills to successful manufacturing careers. [#VeteransDay](#)



Drury Hotels
@DruryHotels



Today we celebrate the life of one of our co-founders, Charles Drury. Charles passed away earlier this week at 92 years old. He lived his life by focusing on faith, family and business. We will honor his legacy by living the values he instilled in Drury Hotels.

Apprenticeships in Missouri by the Numbers



2ND
IN THE NATION
FOR COMPLETED
APPRENTICESHIPS



13,560
ACTIVE
APPRENTICESHIPS IN
MISSOURI



489
REGISTERED
PROGRAMS



MO Higher Education & Workforce Development
@MODHEWD

Sixty-two percent of apprentices in Missouri complete their programs, compared to around 40 percent nationally. "We are also in the top third in the number of registered programs," said [@MardyLeathers](#). "We're expanding and modernizing apprenticeships." [#MOApprentices](#) [#NAW2020](#)



Hillyard Tech Center

@HillyardTech

Hillyard Technical Center students participating in a virtual #mfgday20. Big thanks to @StJoeChamber and all the sponsors. @StJosephSchools @jill_huntsman @MissouriChamber



Senator Roy Blunt

@RoyBlunt

Big news for Missouri's workforce @MissouriChamber using \$6 million in federal funding to create thousands of tech apprenticeships – setting more Missourians on a path to career success



Mike Kehoe

@LtGovMikeKehoe

Today, the @BuyMissouri program launches a highly anticipated retail partnership. ltgov.mo.gov/buy-missouri-launches-retail-partnership/ #MissouriProud #BuyMO

**Women of Excellence
2020 Panel Participant**

Presented by the American Red Cross
of Greater Kansas City
and Northwest Missouri



Heather Watts

Senior Vice President,
DIY Tax



H&R Block News

@HRBlockNews

Our female leaders are committed to paving the way for future leaders. Heather Watts, Senior Vice President, DIY Tax joins @RedCrossMO "Women of Excellence 2020" reflecting on her path to leadership, and advice for the next generation of female leaders. <http://hrblock.io/37OKFgp>



Missouri State Treasurer Scott Fitzpatrick

@MODHEWD

ICYMI: This week, Treasurer Fitzpatrick announced partnerships with @MissouriChamber, @COMOChamber, @STLRegChamber to encourage businesses to increase equity and inclusion for employees with disabilities via @MissouriABLE



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MFG DAY GOES VIRTUAL

Thousands of students tune in statewide to learn about manufacturing careers

Presented by **BKD**
CPAs & Advisors

Each October, manufacturers across Missouri throw open their factory doors to students as a way to showcase their career opportunities.

When the pandemic threatened to halt the annual event this year, the Missouri Chamber Manufacturing Alliance proposed a bold idea: convert Manufacturing Day to an interactive virtual event livestreamed into thousands of classrooms and homes around Missouri.

The plan came to fruition on Oct. 2 as the virtual event showcased detailed video tours inside factories across Missouri. Students and educators watched how products are made and learned about the variety of high-tech, good-paying manufacturing jobs available today.

Approximately 8,870 participants tuned in.

Reimagining the annual event had a silver lining. In a typical year, each class might be bussed to two or three sites in their community. But thanks to the online format, the Missouri Chamber was able to Zoom in thousands of students and teachers to a total of nine different plants from all across the state — complete with live Q&A sessions with factory leaders and team members.

“Even during the pandemic, we continue to see workforce

shortages in our manufacturing sector. We need to do everything we can to make sure we give our young people the opportunity to be inspired to pursue a career in manufacturing,” said Daniel P. Mehan, Missouri Chamber president and CEO. “Going virtual with Manufacturing Day in 2020 allowed us to keep the momentum we’ve built in recent years.”

The four-hour livestream was presented by BKD.

“Manufacturing has been the bedrock of Missouri’s economic growth,” said John Mather, National Industry Partner, BKD Manufacturing & Distribution Group. “As the largest public accounting firm, headquartered in the state of Missouri, BKD has supported the manufacturing sector for more than 95 years. Our firm is excited to be the presenting sponsor of Manufacturing Day as we recognize the impact manufacturing has on our state and work with and engage the next generation of manufacturing leaders.”

Featured manufacturers included Boeing, Emerson, Kawasaki, Koller Craft, Pfizer, Polytainers, Toyota, and many more.

Emerson President Mike Train was one of the guests who joined the livestream to answer students’ questions.

“Emerson is proud to sponsor this year’s Manufacturing Day and to reinforce the important role the next generation will play

in moving our industry forward,” said Train. “The challenges we have seen this year both here in the United States and around the globe have reinforced the critical nature of the manufacturing sector and the ongoing need for our people and our industry in the viability of daily life.”

U.S. manufacturing is facing a skilled worker shortfall of 2.4 million over the next decade, according to the National Association of Manufacturers (NAM), spurring movements like the Missouri Chamber Manufacturing Alliance to boost education efforts on the good jobs available in the sector.

MFG Day helps make those gears start to turn in the minds of youth across the state — some of whom will go on to become part of the nation’s next-generation creators and innovators.

“I think some of them really had some big aha moments,” said 7th grade teacher Darci Schmidt in a story by the Branson Tri-Lakes News.

Schmidt teaches at Hollister Schools and showed the event to her math class. She said the experience helped her students realize how much teamwork and creativity goes into manufacturing.

“It was just awesome to see their reaction all day long,” said Schmidt. 🌐

The Missouri Chamber developed 2020 Manufacturing Day in collaboration with the Manufacturing Institute, Missouri Enterprise and the Missouri Department of Elementary & Secondary Education.

2020 Sponsors

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WHAT IS THE MISSOURI CHAMBER MANUFACTURING ALLIANCE?



Manufacturing powers Missouri’s economy. It’s time for our industry to have a stronger, united coalition that’s capable of advocating for our interests and advancing manufacturing in our state. With this alliance, the Missouri Chamber is uniting the manufacturing industry in a new way, backed by our unmatched advocacy strength and statewide programmatic reach.

Learn more at www.mochamber.com/manufacturing-alliance



MISSOURI CHAMBER
OF COMMERCE AND INDUSTRY

UPCOMING VIRTUAL EVENTS

JAN 5 | **Capitol Insight** **Preparing you for the 2021 Session** 12:00PM–5:00PM

Hit the ground running for the 2021 Legislative Session! Whether you're new to the Missouri Capitol or an experienced advocacy professional, you won't want to miss this fully interactive virtual gathering of your peers, industry experts and government officials. Equip yourself to achieve your advocacy goals with the latest legislative intel, updates and more to maximize your impact in Jefferson City.

JAN 27 | **Legislative Impact** 9:00AM–12:00PM

Don't let the ongoing pandemic stop your organization from having its voice heard in Jefferson City. This virtual event will take you inside the state capitol and connect you with Missouri's top lawmakers as they work on policy for the year. This opportunity is ideal for local chambers of commerce and all employers interested in gaining insight into what's happening in Jefferson City and helping ensure their local priorities are on the map.

FEB 11, 18, 25 | **Missouri DC Virtual Fly-In** 12:00PM–1:00PM EACH DAY

An annual tradition is moving online this year. Don't miss this opportunity to speak with Missouri's congressional delegation and share your insight into the issues that are important to your business. This virtual trip, organized by the Missouri Chamber of Commerce and Industry, offers the opportunity to be part of today's biggest federal policy discussions and share your thoughts with the elected leaders representing Missouri in our nation's capital.

APR 21-23 | **Workforce2030** 9:00AM–1:00PM EACH DAY

The third annual Workforce2030 Conference will explore the many strategies and programs that Missouri's employers, educators and organizations can implement to make our state the home of a vibrant talent pool. Stemming from the findings of the Missouri Chamber Foundation's Workforce2030 Report, this collaborative, multidisciplinary event will offer resources, knowledge from state and national experts, and networking opportunities to help Missouri build the world's best workforce.

MAY 27 | **Missouri MFG Summit** 9:00AM–3:00PM

Manufacturing powers Missouri's economy. Let's supercharge this impact starting now, at the Missouri MFG Summit. Hear from industry and political leaders about what's coming next in this all-important sector. This virtual event will also help build a coalition of manufacturers to advance manufacturing in our state. Brought to you by the Missouri Chamber Manufacturing Alliance, this first-of-its-kind conference features top industry professionals and unique learning and networking opportunities to start the gears turning toward a stronger, united manufacturing industry.

Register for all upcoming events at mochamber.com/events.
For more information on event sponsorship contact Karen Buschmann at kbuschmann@mochamber.com.