



Open to the public. You may also view meetings on the City of Festus Agenda & Minutes Center:
<https://festusmo.portal.civicclerk.com/>.

I. Call to Order – Roll Call

II. Ordinances and Resolutions

Bill No. 4875 - An ordinance of the City Council of the City of Festus, Missouri; authorizing the Mayor to enter into and execute an agreement with MarksNelson Advisors LLC.; incorporating said agreement as a part of this ordinance, and establishing an effective date.

III. Adjourn

CITY OF FESTUS, MISSOURI CITY COUNCIL ACTION RECOMMENDATION



Subject: Bill No. 4875 - An ordinance of the City Council of the City of Festus, Missouri; authorizing the Mayor to enter into and execute an agreement with MarksNelson Advisors LLC.; incorporating said agreement as a part of this ordinance, and establishing an effective date.

Meeting Date: February 26, 2026

Presented By:

BACKGROUND/COMMENTS:

Staff recommends authorizing the engagement of MarksNelson Advisors, LLC, represented by Steve Etcher, to provide economic development consulting services related to a development project in the City of Festus. The proposed scope includes incentive strategy development, program evaluation, negotiations support, and fiscal analysis to ensure alignment with City goals and statutory compliance.

This will prepare the City for discussions with a prospective developer considering a major investment in Festus. The project may involve significant capital expenditures, infrastructure needs, and long-term operational employment. Given the scale and complexity of the opportunity, the City seeks specialized advisory support to evaluate and structure a competitive, fiscally responsible incentive proposal.

MarksNelson Advisors has extensive experience with economic development incentive planning, having supported similar projects across Missouri.

BUDGET CONSIDERATIONS:

Base Consulting Agreement:

- \$20,000 minimum engagement (includes up to 50 hours of consulting)
- Additional hours billed at \$400/hour (with pre-authorization)

Success Fee:

- A fee tied to any potential bond issuance, to be paid by the developer
- 50% of issuance fee retained by the City; 50% paid to MarksNelson

Optional Compliance Monitoring:

- \$10,000/year for incentive compliance tracking and reporting (paid by developer)

LEGAL CONSIDERATIONS:

None

RECOMMENDED ACTION:

Approve agreement with MarksNelson

ATTACHMENTS/BIDS/DOCUMENTS:

1. Bill No. 4875 - Economic Development Incentives Consultant 01262026
2. Festus Incentives Consulting Proposal

BILL NO. 4875

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FESTUS, MISSOURI; AUTHORIZING THE MAYOR TO ENTER INTO AND EXECUTE AN AGREEMENT WITH MARKSNELSON ADVISORS LLC.; INCORPORATING SAID AGREEMENT AS A PART OF THIS ORDINANCE; AND ESTABLISHING AN EFFECTIVE DATE.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF FESTUS, MISSOURI, as follows:

SECTION I. The City Council of the City of Festus hereby approves the agreement with MarksNelson Advisors LLC. for economic development incentives consulting services, in substantially the form attached hereto as Exhibit A, and incorporated by reference.

SECTION II. The Mayor is hereby authorized and directed to execute the agreement approved by Section I of this Ordinance. The Mayor, City Administrator, and City Clerk are hereby authorized and directed to take such further actions as may be reasonably necessary to carry out the intent of this Ordinance.

SECTION III. That said Agreement is incorporated in this Ordinance as if fully set out herein.

SECTION IV. This Ordinance shall be and become in full force and effect from and after the date of its passage by the City Council and by the approval of the Mayor.

READ TWO TIMES AND PASSED THIS _____ DAY OF _____, 2026

President of the City Council

APPROVED THIS _____ DAY OF _____, 2026

Mayor of the City of Festus

ATTEST:

City Clerk

Exhibit A

[*insert agreement with MarksNelson Advisors LLC.*]



MarksNelson
a springline company

Proposal For:
Economic Development Incentives Consulting
Data Center Development

Prepared For:
City of Festus, Missouri

January 2026

MarksNelson Advisors, LLC

6800 W. 115th Street #3511
Overland Park, KS 66211

Steve Etcher, Partner

Phone (636) 359-0114 (m)

Phone (816) 743-7700

Email setcher@mnadvisors.com

Our objective? To meet all of yours.

(And exceed your expectations while we're at it).

January 5, 2026

Mr. Gregory Camp, City Administrator
City of Festus
711 W. Main Street
Festus, MO 63028

RE: Data Center Incentives Consulting Services

Dear Mr. Camp,

Thank you for the opportunity to submit this proposal to engage MarksNelson Advisors, LLC to support your economic development efforts for data center development opportunity in your community. Our project team has decades of experience helping local and regional public and private organizations position their communities for success. We are excited about the prospect of putting our skills and expertise to work for the City of Festus.

We understand what drives rural economic development. Our experience leading, advising, planning, and implementing successful economic development efforts and site selection projects for corporate clients has given us unique insights. We understand you want to ensure a positive economic impact for the city and other taxing jurisdictions. Some of our more notable related experiences include:

- AWS Data Center, Montgomery County, Missouri--\$34.5B capital investment
- AFG Beef Processing Plant, Warren County, Missouri--\$950M capital investment
- CertainTeed Roofing Plant, Jonesbug, Missouri-\$150M capital investment
- Multiple data center development projects in the final phases of approvals

Our project team has assisted numerous communities and organizations with regional economic development initiatives. Perhaps more importantly, our team is incredibly *passionate* about economic development, having spent our entire careers working with local, regional, state, and national organizations focused on advancing rural development. This is not just another engagement for us – *this is our mission and our passion!*

Enclosed please find our proposal. We look forward to working with you, and as always please feel free to contact us anytime. I can be reached at 636.359.0114 or setcher@mnadvisors.com

Best Regards,



Steve Etcher, Partner
MarksNelson Advisors, LLC

About MarksNelson Advisors, LLC



Our project team held previous leadership positions with regional planning organizations, including both state and local economic development organizations. We have served on the Board of Directors for regional, state, and national industry associations, including the National Association of Development Organizations (NADO).

Our team has supported organizations like yours with strategic planning, training, organization development/structuring, organization management, fiscal management, marketing, communications, grant applications and administration, strategic initiative implementation, industry studies, and reports and more.

Our professionals are proactive, anticipating issues and making the process as streamlined as possible for your organization. We're curious about your community, vigilant about the details, committed to service, and value excellence in all things – big and small. We don't just work for you. We work with you.

In 2015, MarksNelson acquired St. Louis-based Community EDGE, LLC, resulting in the formation of the firm's Community Consulting practice. This practice is led by professionals with extensive backgrounds in economic and community development that support our community clients with grant and other funding program administration, planning, consulting, and training services.

As a result, MarksNelson can mobilize a unique breadth and depth of specialized experience and expertise, along with strong familiarity with state and federal programs.

Our clients benefit from a highly accessible, dedicated team of professionals assigned specifically as their project team. The professionals making up your project team ensure each solution is customized to meet your needs. Additionally, they pull from the added capacity and broad expertise available through the full firm.

The result: you benefit from the service quality of a dedicated team AND the expertise and capacity of a larger firm.

Overview of Proposed Scope of Services

The City of Festus leadership desires to negotiate an incentive approach with a proposed data center development project that can create a win-win opportunity for the company, the local taxing jurisdictions, and the city. The city desires to create a positive return on any proposed incentive agreement.

To achieve this, MarksNelson will:

Identify Key Project Objectives

- > MarksNelson will work with city leadership and identified stakeholders to identify desired outcomes from any proposed incentive offerings to support the project.

Inventory Available Programs and Tools

- > MarksNelson will work with local leadership to review and inventory available incentives programs to support the proposed project.

Develop Draft Incentive Proposal for Consideration

- > MarksNelson will meet with the proposed development project to articulate the project value including:
 - a. Planned capital investment
 - b. Planned permanent employment
 - c. Proposed salary levels of planned employment
 - d. Construction employment
 - e. Economic benefit
 - f. Infrastructure needs and proposed investments,
 - g. Other relevant factors that impact potential incentives and project value
- > MarksNelson will prepare an incentive framework and proposal for the city leadership to consider and approve.
- > MarksNelson will negotiate the terms of the incentive agreement between the City and the project developer.
- > *MarksNelson services engagement does not include any legal or bond counsel services. The city will need a separate engagement for those services. MarksNelson can assist in securing these services if requested.*

Finalize Incentive Terms and Authorization

- > MarksNelson will work with city leadership, city legal advisors, bond counsel and other relevant stakeholders to authorize the incentive offering.

OPTIONAL: Ongoing Compliance and Reporting Services

- > MarksNelson will collect data from the participating company to ensure compliance with the terms of the performance agreement and provide a summary compliance report to the city annually for the duration of the agreement.

Project Timing

Work on the proposed scope of services will commence immediately upon acceptance of this proposal and subsequent execution of an engagement between Client and MarksNelson.

Cost of Services

Incentive Consulting Base Agreement

Minimum Engagement Amount: \$20,000*

(provides up to 50 hours of consulting services)

Additional hours billed at: \$400/hour

(Client will notify the city prior to incurring any additional hours beyond the initial 50 hours)

Incentive Consulting Success Fee

Chapter 100 Bond Issuance Success Fee TBD

An issuance fee will be incorporated into the bond transaction based on the project size and value. The final amount will be negotiated. The Company will pay the issuance fee. 50% of the issuance fee will be retained by the City and 50% will be remitted to MarksNelson.

Optional: Incentive Compliance Consulting and Reporting

Annual Chapter 100 Compliance Tracking & Reporting: \$10,000 per year

Costs for ongoing compliance and tracking related to the Chapter 100 performance agreement. Terms will be incorporated into the Chapter 100 agreement for the Company to pay \$10,000 per year to the City of Festus for compliance monitoring and reporting.

*Plus, any direct expenses including, but not limited to, travel, printing, postage and direct expenses.

All invoices are due within 30 days.

Leadership Team Experience



Steve Etcher, Partner

Phone (c) 636.359.0114 | (o) 816.743.7700

Email setcher@mnadvisors.com

INDUSTRY EXPERTISE

- > Government
- > Nonprofit
- > Community Development
- > Economic Development
- > Corporate Site Selection

SPECIALTIES

- > Project Administration
 - > Grant Administration
 - > Community Planning
 - > Utility Infrastructure Analysis
 - > Organizational Management >
- Public Financing Strategy

PROJECTS

- > Obtained more than \$100 million to fund community and economic development projects
- > Developed rural housing development initiatives
- > Rural broadband infrastructure development
- > Created and funded a \$1 million revolving loan fund to assist businesses
- > Relocated three communities from a floodplain
- > Administer more than 100 community infrastructure projects
- > \$1.25B in rural economic development projects in 2021
- > \$5B in site selection private investment projects
- > Industrial mega-site development

PROFESSIONAL ASSOCIATIONS

- > Missouri Association of Councils of Governments, Past President
- > National Association of Development Organizations, Past Second Vice President
- > National Business Incubation Association, Member

EDUCATION

- > Calvary Bible College and Theological Seminary
- > Columbia College, B.S. Business Administration (summa cum laude)

Steve Etcher specializes in helping clients chart the right course toward growth. A recognized leader in the community and economic development, Steve has been called on to testify before the United States House of Representatives and Missouri General Assembly and to speak at the White House Office of Intergovernmental Affairs.



Jon Roberts, Supervisor

Phone (o) 816.743.7700 | (c) 816.582.3639

Email jroberts@mnadvisors.com

INDUSTRY EXPERTISE

- > Rural Economic Development
- > Grant Administration
- > Site Selection
- > Data Analysis
- > Real Estate

SPECIALTIES

- > Strategic Planning
- > Labor Analysis
- > Economic Impact Studies
- > Grant Administration
- > Real Estate Market Analysis
- > Data Compilation and Analysis

EXPERIENCE

- > Federal grant application and compliance for numerous projects – over \$30M in federal grant funds won and administered
- > Economic development project management
- > Regional economic development assessments
- > Industrial site analysis and site readiness
- > Target Industry and Labor studies
- > Market research and analysis
- > Database design and management
- > Data reporting and visualization

EDUCATION

- > University of Kansas, Master of Urban Planning
- > University of Kansas B.A. Architectural Studies

Jon pulls from his more than 10 years of economic development, site selection, grant administration, and data analysis experience to help communities effectively develop and implement projects and strategic plans.

Nathan Piche, Associate

Phone (o) 816.743.7700 | (c) 417.598.9022

Email nathan.piche@mnadvisors.com



Nathan leverages his expertise in zoning, permitting, budgeting, and stakeholder engagement to advance economic development initiatives. His background allows him to streamline processes, foster investment ready environments, and deliver strategies that help our clients attract businesses, grow tax base, and strengthen local economies.

INDUSTRY EXPERTISE

- > Municipal Government
- > Community Development
- > Economic Development
- > Planning & Zoning
- > Public Administration

SPECIALTIES

- > Municipal Operations & Budgeting
- > Planning & Zoning Administration
- > Policy Development & Ordinance Drafting
- > Economic & Community Development
- > HR & Organizational Management

EXPERIENCE

- > Public administration
- > Managing economic development initiatives to increase local tax base
- > Oversight of capital projects, infrastructure planning and grants
- > Regional planning
- > HR & organizational leadership

EDUCATION

- > Missouri State University, Master of Public Administration
- > Missouri State University, Bachelor of Science in Political Science

References

The following represents a sample of prior related work completed by our consulting team. You are encouraged to contact these individuals and organizations for reflection on our process and quality of work.

Organization	Contract Person	Contact Information	Work Performed
City of New Madrid	Aaron Griffin	aaron@new-madrid.mo.us	Project management and grant services
Montgomery County Commission	Ryan Poston	ryan@moco.us	Grant application, administration, and project management
Warren County Commission	Joe Gildehaus	joe@warrencomo.us	Grant application, administration, and project management
EDC of St. Charles County	Greg Prestemon	Retired	Organization strategic plan and target industry analysis
Greater Montgomery County Economic Development Council	Brent Speight	bspeigth@scottagency.net	Organizational management and economic development consulting
Greater Warren County Economic Development Council	Dr. Gregg Klinginsmith	klinginsmithgt@warrencor3.org	Organizational management and economic development consulting
Headwaters Regional Development Commission	Naomi Carlson	ncarlson@hrdc.org	Visioning and organizational development
Iowa Association of Regional Councils	Carl Lingen	staff@iarcog.com	Professional development for state network
Monett Economic Development Partnership	Chris Weiner	cweiner@cityofmonett.com	Economic development plan and consulting
National Association of Development Organizations	Laurie Thompson	lthompson@nado.org	Strategic planning and professional development training
Northeast Nebraska Economic Development District	Thomas Higgenbotham, Jr.	thomash@nenedd.org	Regional technology plan development
Region 9 Development Commission	Nicole Griensewic	nicole@rndc.org	Strategic plan and organization development
Southwest Minnesota RDC	Jay Trusty	execdir@swrdc.org	Strategic plan and board engagement
Sumner-Cowley Electric Cooperative	Coni Adams	conia@sucocoop.com	Strategic action plan development, grant application & grant admin
U.S. Department of Commerce Economic Development Administration-Denver Regional Office	Angie Martinez Cindy Edwards	AMartinez@eda.gov Cedwards@eda.gov	CEDS training for EDDs

What Our Clients Are Saying

“My experience with Community EDGE (now MarksNelson) has been nothing but positive. I see an aggressive organization that is backed by knowledgeable leadership and staff. They want what is right and best for the communities they serve and work hard to provide that outcome. I look forward to a long-term relationship with this group.”

- Jim Krattli, Board of Directors, Greater Montgomery County Economic Development Council

“MarksNelson has done an amazing job bringing the project’s time-sensitive events into a concise and meaningful format. Actions have been effective and efficient, MarksNelson consistently brings a prepared level of experience and practicality to the management services they provide.”

- Mark Barlass, Executive Director of Student Services, Joplin (MO) School District

“Steve Etcher’s years of experience as a highly successful and effective Executive Director are evident throughout all aspects of the training programs that he develops and provides. Over the past 10 years, he has worked closely with the board and staff of NADO to develop training that is timely, relevant, meaningful, thoughtful, and innovative. We are pleased to have Steve provide training to our members and always receive positive feedback about his curriculum.

- Laurie Thompson, Deputy Executive Director, NADO

“As President of the Greater Warren County EDC, I have been fortunate to work with Josh Beck / Community EDGE (now MarksNelson). Josh has been terrific to work with. Our EDC’s accomplishments are a tribute to his experience, dedication, and staff’s hard work. We are really looking forward to continued job growth because of Josh and his firm’s efforts.”

-Scott Hays, Former President, Greater Warren County Economic Development Council

“He (Josh Beck) approaches his work in economic development with energy and integrity and will be a valuable representative of and advocate for the communities and locations he serves. I have enormous respect for Josh’s abilities and work ethic, and I would recommend him to any organization looking for strong economic development talent.

-Christopher Chung, former CEO, Missouri Partners

Contact Us

Steve Etcher

- > **Phone** 636.359.0114
- > **Email** setcher@mnadvisors.com

Jon Roberts

- > **Phone** 816.582.3639
- > **Email** jroberts@mnadvisors.com

Nathan Piche

- > **Phone** 417.598.9022
- > **Email** nathan.piche@mnadvisors.com

Proposal Acceptance

Signature, City of Festus

Date

Typed/Printed Name

Title

Upon acceptance of this proposal MarksNelson Advisors, LLC will prepare an official engagement letter that will govern our relationship during the tenure of this project and submit it to the City of Festus for execution prior to commencement of work. Please email a copy of this acceptance to Steve Etcher at setcher@mnadvisors.com