

# 2014 Comprehensive Economic Development Strategy



*“A Five-Year Regional Strategy for South-Central Missouri”*

Prepared By: South Central Ozark Council of Governments, Pomona, MO

**About the Cover:** In 1894 the current Alley Mill was built by a local speculator George Washington McCaskill and his business partner, Jenoa H. (J.H.) Whitacre, and remarkably their names can still be seen engraved on the wood siding next to the entrance. Employing a turbine rather than a water wheel, and manufactured rollers rather than stone grist stones, Alley Mill was considered to be very "*high tech*" for its day. The mill served the needs of the community by processing farmers' grain. Once processed, the resulting flour or meal could be sold or bartered for goods and services. In time, other services became available at Alley, including a blacksmith, a general store, and a school. Indeed, Alley Mill was an early Ozarks economic powerhouse!

Alley Mill served in other ways, apart from simply turning wheat and corn into meal. It served to solidify the widely scattered farmers and settlers in the nearby hills and hollows into a single community. People who might live ten miles from their nearest neighbor would all gather at the Mill during the same times of year to process and sell their grain. At harvest time, farmers from all over the hills would gather around the mill. Some would bring the whole family in wagons or by horse and mule, prepared to camp for a few days while the business got done. The mill's immediate vicinity was a bustling place where news was swapped, children played, families picnicked, friendships were forged and reinforced, and maybe a romance or two was sparked.

The community at Alley thrived for some time, beginning to decline as milling technology advanced. While fewer folks came to Alley for the mill's services, the tradition of gathering at the spring remained. People from all over the area made the trek to picnic by the spring's blue waters, to hold family reunions and gatherings. From 1913 into the early 30's, Alley was a commercial resort-attracting visitors from as far away as Saint Louis!

Today, as part of Ozark National Scenic Riverways, Alley Spring offers its cool waters and tranquil atmosphere to all Americans. It is still very popular with local people who still camp, picnic and hold reunions at Alley. A hundred springs and falls have come and gone since Alley Mill first opened its doors. As a commercial mill, it went out of business over sixty years ago, but as the anchor for a community it remains firmly anchored in the rock of time and tradition. (*Wikipedia*)

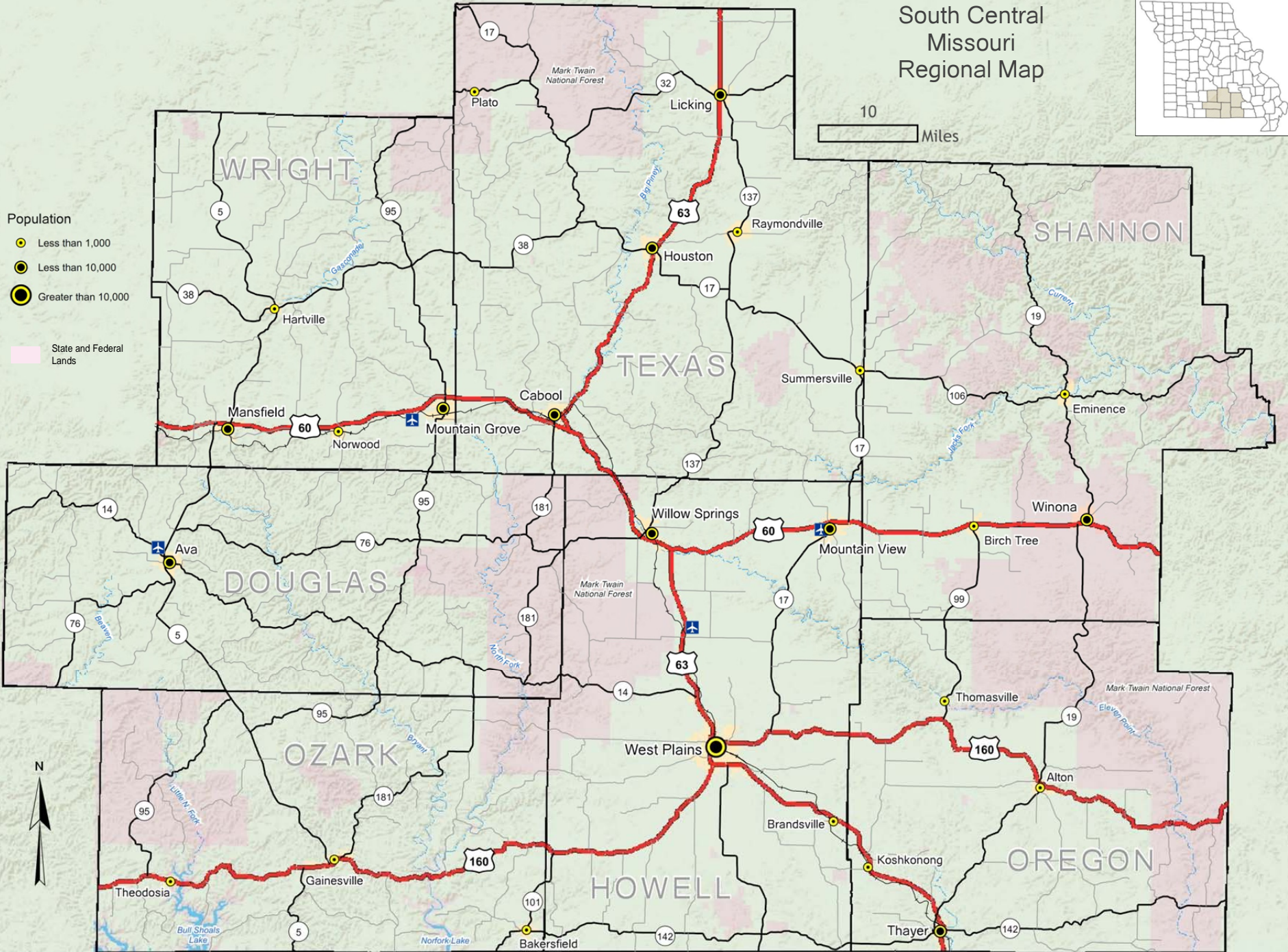


# South Central Missouri Regional Map



10 Miles

- Population
- Less than 1,000
  - Less than 10,000
  - Greater than 10,000
- State and Federal Lands



Map Created by South Central Ozark Council of Governments  
For Reference Purposes Only

STATE OF ARKANSAS

Sources: Esri, USGS, NOAA

<This page intentionally left blank>

## 2014 Comprehensive Economic Development Strategy

**Job Title:** 2014 SCOCOG Comprehensive Economic Development Strategy

**Date:** January 2015

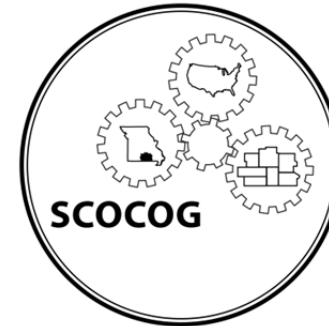
**Source of Copies:** South Central Ozark Council of Governments

PO Box 100

4407 County Road 2340

Pomona, Missouri 65789

417.256.4226 – [jmurrell@scocog.org](mailto:jmurrell@scocog.org)



**EDA Project:** Economic Development Administration #05-83-05325

**Acknowledgement:** This Economic Development Planning Grant Report and the work performed as indicated within, was accomplished under a grant with the United States Economic Development Administration, under the Public Works and Economic Development Act of 1965, as amended. The statements of work performed, conclusions and other technical assistance provided in this report are solely those of the grantee and/or its consultants.

This report is the result of tax-supported planning and technical assistance and may not be copyrighted. It may be freely reprinted with customary crediting of SCOCOG, the South Central Ozark Council of Governments, and the United States Economic Development Administration.

# Table of Contents

<b>Executive Summary</b>	1
<b>Planning Organization</b>	2
CEDS Strategy Committee	4
<b>Purpose of the CEDS</b>	7
<b>Public and Private Involvement in the Planning Process</b>	8
<b>History</b>	9
<b>Geography and Ecology</b>	16
<b>Transportation Network</b>	23
<b>Disaster Resiliency and Hazard Mitigation</b>	32
<b>Demographics</b>	34
<b>Workforce</b>	43
<b>Housing</b>	55
<b>Regional Economy and Industry Analysis</b>	56
<b>Strengths, Weaknesses, Opportunities, and Threats</b>	74
<b>CEDS Strategies and Objectives</b>	75
Plan of Action for Supporting Strategies and Objectives	79
<b>Past Economic Development Investments in the Region</b>	80
<b>Integrating the CEDS with the State's Economic Development Strategies</b>	84
<b>Vital Economic Development Projects, Programs &amp; Activities</b>	86
<b>Community Improvement Project List</b>	103
<b>Performance Measures</b>	118
Acknowledgements	119
Works Cited	119
Appendices	120



## Executive Summary

In today's changing economy, rural regions across the nation are seeking local and regional economic development strategies that can create jobs, expand business, and strengthen the local quality of life. While most jurisdictions in the South Central Ozark region of Missouri recognize that rural areas must adapt to a new 'global' economy, many struggle to identify how this adaption can be realized.

Historically, rural economic development has consisted of the extraction of natural resources and a reliance on an inexpensive local labor force—then marketing the two as community assets. In this era of global competition, these old approaches no longer generate favorable results.

*Six strategies for rethinking rural economic development:*

- I. Technology and innovation are essential components in generating economic growth in the new global economy.
- II. Substantial capital investments are needed to implement new technologies.
- III. Development efforts should make an effort to protect our valuable—and marketable—natural assets.
- IV. Economic development is best realized by working among a vast network of personal contacts.
- V. Jurisdictions must cooperate at the regional level to ensure best use of local resources.
- VI. Robust entrepreneurship and small business growth is the foundation of a sustainable rural economy.

It is our goal at the South Central Ozark Council of Governments to promote the South Central Ozark region as an attractive and desirable place to live, work, and visit. We strive to develop a diverse and stable local economy, grounded in innovative economic development strategies, tourism, and entrepreneurship—providing high quality jobs while capitalizing on a competitive cost of doing business. We aim to be guided by strong regional partnerships, interested in developing a robust stock of physical infrastructure and marketable industrial sites and facilities, and in cultivating a skilled, trained, and educated workforce.

## Planning Organization

The South Central Ozark Council of Governments (SCOCOG) serves a seven county region of Missouri consisting of Douglas, Howell, Oregon, Ozark, Shannon, Texas and Wright counties. Located within the seven county region are 22 incorporated communities—the largest being the City of West Plains (population 11,986) and the smallest being the Village of Plato (population 109).

The South Central Ozark Council of Governments is organized exclusively for charitable, educational, or scientific purposes within the meaning of section 501c3 of the Internal Revenue Code. The mission of the South Central Ozark Council of Governments is to promote human resources, educational opportunities, and economic development in order to enhance the quality of life for the region's inhabitants. The organization strives to accomplish these objectives by:

- Providing professional staff assistance to local governments and organizations in the region.
- Serving as an advocate for the South Central Region before federal, state, and local government agencies and other organizations that influence or affect public policy.
- Promoting the economic development of the region.
- Providing a forum for the discussion and resolution of common problems and issues affecting the region.

### SCOCOG Planning Staff

Position	Name	Hire Date	County of Residence
Executive Director	Johnny Murrell	05/1979	Howell
Fiscal Officer	Kelly Wise	06/2000	Howell
Project Manager	Monty Smith	08/2005	Howell
Community Development Specialist	Rebecca Pruet	04/2010	Howell
Economic Development – Loan Manager	Darci Malam	12/2014	Texas
Solid Waste District Coordinator	Jerry North	01/2015	Howell
Administrative Assistant	Angie Ball	10/2011	Howell
Planning Manager	Cody L. Dalton	05/2011	Webster

The primary emphasis of the South Central Ozark Council of Governments has always been to preserve and improve the quality of life within the South Central Missouri area; and the direction of Council activity continues to address economic development and community development, while maintaining the original concept of regional cooperation and coordination and efficient use of resources. Under the direction of John W. Murrell, Executive Director, the staff of SCOCOG provides assistance to the local communities, counties, federal agencies, the private sector, and other entities in such areas as infrastructure development, business development, recreation, solid waste management, emergency planning, transportation planning, and expansion resulting in job creation and/or retention.

Working with such a wide-ranging scope of activities enables the Council of Governments to effectively coordinate programs and services for the seven county area. Functioning alongside federal, state, and local officials and the private sector allows a unique relationship, which fosters healthy development within the region.

Throughout the history of the agency, developing adequate infrastructure for local communities and cities (i.e. water and wastewater systems) to serve the business community and residential populations has been of major importance. Most recently SCOCOG has been able to provide assistance to the City of Eminence (water), and the City of Gainesville (wastewater), in securing grant funds to improve their water systems. SCOCOG continues to work to expand and improve upon the basic infrastructure of the local communities as they grow and prosper, working with the local officials, funding agencies, and the private sector to enhance and improve public infrastructure.

Transportation improvements and transportation planning activities have been an integral component of the development of the region. The continued development of arterial routes such as U.S. Highways 160, 63, and 60 and State Routes 5, 19, and 38 have been and will continue to be the focus of economic developers in the region. Local improvements such as the expansion of U.S. Highway 60 to four lanes throughout the entire region and the new interchange and 60/63 have shown the economic impact that transportation improvement can have. SCOCOG actively works and supports transportation improvements that will benefit the entire region. The expansion of U.S. Highway 63 remains as the top transportation and economic development project in the South Central Missouri region.

During the past couple decades, the financial tools available to the Council of Governments through the Economic Development Administration Revolving Loan Fund, and the Missouri Community Development Block Grant Micro-Enterprise small business loans have enabled our economic and project development staff to be instrumental in numerous small business start-ups and business expansion projects that have injected much-needed funds into local job growth and retention efforts. It is anticipated that these programs will continue to promote the continued growth and expansion of the local economy.

## Comprehensive Economic Development Strategy Committee

- 1. Private Sector Representatives (>51%):** Any senior management official or executive holding a key decision-making position, with respect to any for-profit enterprise.

Name	Company	Position	Contact
Sam Currier	Warm Fork Woodlands Lumber Company	Co-Owner	grillplanks@gmail.com
Randall Combs	Alton Bank / Ready Transportation Inc.	President / Co-Owner	randallcombs@hotmail.com
Ron Reed	R.J.'s Knife Works	Owner	ronreed@houstonmo.org
Janice Lorrain	Lorrain Consulting	Owner	jlorrain@avamissouri.org
Dennis Lawson	Lame Horse Library	Owner	djlawson@centurylink.net
Wes Parks	CAPS Plus Embroidery	Owner	eng_sup@westplains.net
Sue Jolley	Jolley & Son Electric	Owner	hartvillecityhall@hotmail.com
Jim Anderson	Shady Lane Cabins	Owner	shadylanecabins@centurytel.net

- 2. Representatives of Other Economic Interests (<50%):** Persons who provide additional representation of the main economic interests of the region. These may include, but are not limited to: public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

Name	Position	Area of Interest	Contact
Melissa Robbins	Executive Director South Central Workforce Investment Board	Workforce/Labor	mrobbinsfs@centurytel.net
Myles Smith	Director of Member Services Howell-Oregon Electric Cooperative	Economic & Community Development	msmith@hoecoop.org
Bob Case	Economic Development Director City of West Plains, Missouri	Economic Development	development@westplains.net
Tony Floyd	Director of Member Services Intercounty Electric Cooperative	Economic Development	tony.floyd@ieca.coop
John Citron	Director Wright Co. Industrial Development Authority	Economic Development	wcida@wrightcountymo.com
Greg Donley	Western District Commissioner Ozark County, Missouri	Econ. Development / Agriculture	greg.1967@hotmail.com



## SCOCOG Economic Development District Board Membership Roster

- 1. Government Representatives (51-65%):** Elected officials and/or employees of a general-purpose unit of state, local, or tribal government who have been appointed to represent the government

Count	Name	Jurisdiction	Position
1	Larry Pueppke	Douglas County	Presiding Commissioner
2	Mark Collins	Howell County	Presiding Commissioner
3	Patrick Ledgerwood	Oregon County	Presiding Commissioner
4	Greg Donley	Ozark County	Associate Commissioner
5	Jeff Cowen	Shannon County	Presiding Commissioner
6	Fred Stenger	Texas County	Presiding Commissioner
7	Zachary Williams	Wright County	Presiding Commissioner
8	Eddie Maggard	City of Ava	Mayor
9	Linda Bunch	City of Brandsville	Mayor
10	Patrick Reed	City of Mountain View	Mayor
11	Jack Pahlmann	City of West Plains	Mayor
12	Jay Waggoner	City of Willow Springs	Mayor
13	Steven Crigler	City of Alton	Mayor
14	Tom Lowe	City of Koshkonong	Mayor
15	Junior Brewer	City of Thayer	Mayor
16	Albert Gargione	Village of Bakersfield	Mayor
17	Deanna Gail Reich	City of Gainesville	Mayor
18	James Brown	Village of Theodosia	Chairman of the Board
19	Gordon Williamson	City of Birch Tree	Mayor
20	Jim Anderson	City of Eminence	Mayor
21	Danny Cannon	City of Cabool	Mayor
22	Donald Tottingham	City of Houston	Mayor
23	Linda Miller	City of Licking	Mayor
24	Bob Biram*	Village of Plato	Chairman of the Board
25	Gene Dewitt	City of Raymondville	Chairman of the Board
26	Gene Fisk, Jr.	City of Summersville	Mayor
27	Wanda Cope	City of Hartville	Mayor
28	Loren Day	City of Mansfield	Mayor
29	Delbert Crewse	City of Mountain Grove	Mayor
30	Leroy Rakestraw	City of Norwood	Mayor
31	Gordon Buckner	City of Winona	Mayor
	*Tony Floyd appointed to represent Plato		

## 2. Non-Government Representatives (35-49%)

(A) *Private Sector Representatives*: Any senior management official or executive that holds a key decision-making position, with respect to any for-profit enterprise.

Count	Name	Organization	Position
1	Randall Combs	Alton Bank	President
2	Kim Hollis	Cattle Farm	Owner
3	Gary Collins	Gary Collins Farm	Owner
4	T.J. Lewis	Cattle Farm	Owner
5	Dennis Lawson	Lame Horse Library	Owner
6	Mike Sherman	Mike Sherman Farms	Owner
7	Shelly McAfee	McAfee Storage	Owner
8	Wes Parks	CAPS Plus Embroidery	Owner
9	Janice Lorrain	Lorrain Consulting	Owner
10	Craig Cunningham	Cunningham Construction	Owner
11	Leon Potter	Leon Potter Farms	Owner
12	Donna Watson	Watson Welding & Pipe	Owner
13	Todd Shanks	Ozark Heritage Welcome Center	Director
14	Herman Kelly	Kelly's Auto Body	Owner
15	Dale County	Canoe Rental Business	Owner

(B) *Stakeholder Organization Representatives*: Executive directors or chambers of commerce, representatives of institutions of post-secondary education, workforce development or labor groups.

Count	Name	Organization	Position
16	Melissa Robbins	Workforce Investment Board	Executive Director
17	Judy Shields	Ava Chamber of Commerce	Executive Director

## 3. At-Large Representatives (0-14%): Other individuals who represent the principal economic interests of the region.

Count	Name	Area of Interest	Position
1	Randy Pamperien	Transportation	Retired MoDOT

4. **SCOCOG Executive Committee:** Consisting of the chief elected officials of the seven counties of the SCOCOG region, the “ExCom” represents all local governments and the SCOCOG staff; and provides operational and fiscal oversight for the organization.

Name	County	Officers
Zachary Williams	Wright	Chairman
Mark Collins	Howell	Vice-Chairman
Fred Stenger	Texas	Treasurer
Jeff Cowen	Shannon	Secretary
Greg Donley	Ozark	--
Larry Pueppke	Douglas	--
Patrick Ledgerwood	Oregon	--

## Purpose of the CEDS

The purpose of the CEDS is multifaceted. The CEDS, or Comprehensive Economic Development Strategy, is designed to provide baseline information on demographics and economic data, development of strategies and objectives, and identify potential projects within the region. Preparation and adoption of the CEDS maintains the region’s Economic Development District (EDD) designation as well as grant eligibility for participating units of government.



## Public and Private Involvement in the Planning Process

The Comprehensive Economic Development Strategy update process started with the formation of a new CEDS strategy committee. Contact was made with the previous strategy committee to gauge the interest of those existing members in taking part in the 2014 update process. Members who did not wish to remain on the committee were replaced with individuals who wanted to be involved in the regional planning process. In all, the CEDS strategy committee was made up of 15 individuals representing all seven counties of the SCOCOG region, made up of a majority of private economic interest from a wide-ranging spectrum of economic sectors.

In January 2014, a call for community improvement projects was sent out to 22 communities and seven county offices in the region. Correspondence between the jurisdictions and planning staff helped to mold the community improvement project lists, first by a vetting process which included deleting 2007 projects that had been accomplished in the previous six years, or removing projects that had fallen out of priority for the respective communities. New projects were added to the community improvement project list using the call for projects process and during planning meetings held throughout the region. SCOCOG planning staff facilitated 13 public meetings within the region, with emphasis placed on the importance of the CEDS, the CEDS planning process, development of CEDS strategies, and identification and prioritization of community improvement projects.

The input gained from the local planning meetings was vital in guiding the redevelopment of the council of governments' objectives and strategies. A portion of the discussion focused on what programs the communities, counties and private sector representatives felt SCOCOG should work to deliver and how they could be best promoted and implemented locally. Improving communication of the availability of programs was an item that meeting participants felt more effort should be focused. Additionally, the idea of regional marketing was analyzed for its effectiveness and new ideas emerged on how our region's assets can be promoted more efficiently. The discussion on new marketing paradigms focused on internet marketing and improved use of social media.

CEDS Planning Meetings		
Jurisdiction	Date	Location
Strategy Committee Kickoff Meeting	February 18th	SCOCOG Office
Texas County	June 4th	Texas Co. Judicial Center
Shannon County	June 9th	Eminence City Hall
Douglas County	June 10th	Ava City Hall
Ozark County	June 10th	Gainesville Lions Club
Wright County	June 11th	Los Dos Potrillos
Howell County	June 12th	SCOCOG Office
Oregon County	June 16th	Thomasville Community
City of Mountain Grove	July 31st	Mountain Grove City Hall
City of Thayer	August 5th	El Charro
Strategy Committee Final Meeting	August 19th	SCOCOG Office

At the CEDS Strategy Committee's final planning meeting, the input from all local planning meetings was reviewed, analyzed, and the objectives and strategies were then developed using the directives gained from participants throughout the region.



## History

### What is “The Ozarks”?

Is it mountains? Is it hills? Even the most ardent fan of the Ozarks would have a hard time describing the region as mountainous; despite the fact the Boston Mountains of Northern Arkansas probably fit the bill. And, even though there are thousands of hills present across the Ozarks' landscape, that term seems inadequate to describe the land. In fact, many Ozarkers have accurately stated that it is not that the hills are so high in the Ozarks, as it is that the valleys are so low--the result of deep hollows cut by innumerable streams and rivers over millions of years. Probably the best description is a *plateau*, which is described as an "extensive land area having a relatively level surface raised sharply above adjacent land on at least one side."

Geographers, with a much more precise description, state the Ozarks is a mass of elevated land, roughly in the shape of a parallelogram, and bordered on all four sides by major rivers. To the north lies the Missouri River; to the east lies the Mississippi River; to the southeast lies the St. Francis and Black Rivers; to the south lies the Arkansas and White Rivers; to the west lies the Neosho, Grand, and Osage Rivers. Four states make up the roughly 50,000 square miles that comprise the Ozarks. Missouri has the largest share with 33,000 square miles. Arkansas is next with 13,000 square miles. The Cookson Hills of Eastern Oklahoma make up about 3,000 square miles of the plateau. Finally there is a small sliver of land in Western Illinois that makes up about 1,000 square miles of the Ozarks.

### Origin of the Name

As it is with almost everything in the Ozarks, the origin of the term itself is clouded in mystery. There seems to be at least three credible possibilities, the most popular story being that the term *Ozarks* was derived from the French abbreviation "*aux Arcs*" meaning "at" or "above" Arkansas. In this case "Arkansas" is in reference to the Arkansas Trading Post located along the banks of the Arkansas River, near present day Pine Bluff, Arkansas. Another theory is that the name originates from a Native American term, *Osage arcs*, which described the popular bow wood obtained from the ever-present Osage orange or hedge-apple tree found on the plateau. A third possibility is that the French often described this land they settled as the "land of the Osage and Arkansas Indians". Wanting to shorten their records, they used an abbreviated term which was recorded as the *land of the O's and Ark's*—or Ozarks.



## Prehistoric Ozarks

Recent archaeological discoveries at the *Big Eddy Site* along the banks of the Sac River in Cedar County, Missouri suggest that the arrival of humans into the Ozarks took place as early as 12,000 to 14,000 years ago. Archaeologists at the site have found definite traces of both Clovis and Dalton artifacts together, an unusual find which is providing the opportunity for researchers to study the relationship between the two cultures. Though the importance of the Big Eddy Site to archaeological research is immense, the site is becoming increasingly endangered because of extensive and rapid erosion due principally to the power generation releases from the Stockton Lake Dam. Regardless of the exact date, we know that Paleo-Indians followed migratory animals into the Ozarks at a very early date. However, scientists do not believe the inhabitants established any permanent settlements until much later.

Sometime around 1,000 BCE, or approximately 3,000 years ago, humans did begin to occupy caves for long periods of time. This period is generally known as the *Bluff-dweller* era and is specific to the Ozarks. These Bluff-dwellers almost always chose a cave or an overhang that was located near a stream or spring. The shelter usually had a southern exposure which could be closed off by hides or woven mats during winter months. During the cold seasons the Bluff-dwellers apparently wore robes of deerskin which were adorned with feathers and fiber cords. During the warm months, they shed these in favor of a simple breech-cloth. Researchers have discovered conch shells and other marine shells originating from the Gulf of Mexico region, which indicate that the Bluff-dwellers ranged far from their shelters and probably engaged in trade.

From the demise of the Bluff-dwellers 2,000 years ago up until the arrival of white explorers in the 17th century, the history of the Native American in the Ozarks is clouded in obscurity. When de Bourgemont arrived in the Ozarks in 1680, he encountered a tribe known as the Wa-ca-ce, meaning “people”, which the French then corrupted into the Ouchage, and later into *Osage*. The tribe was the dominant force in the area with lands reaching from the Arkansas River in the south to the Missouri River in the north. The Osage economy was much more akin to the Plains tribes than to the more agrarian tribes east of the Mississippi River. They preferred to spend their time on long, leisurely hunts rather than planting crops.

## Exploration and Settlement

The first European explorer to set foot in the present-day Ozarks was Spaniard Hernando de Soto. In search of silver and gold, de Soto and his accompanying force of 700 men landed in Florida in May of 1539. Trekking northwest, de Soto crossed the Mississippi River near its confluence of the White River in 1541. The explorers followed the White River upstream into the heart of the Ozarks. Following a harsh winter in 1541, the Spanish turned around and headed back to the Mississippi River. It was there that de Soto contracted fever and died on the banks of the river on May 2, 1542. Of the expedition's original 700 participants, only 311 returned home. It was a dismal failure by all standards.

After de Soto's venture into the Ozarks, it was well over one-hundred years before another white man set foot in the hills again. In the early 1600's, the French had settle in Canada and were determined to expand their empire south into the present day United States. First settling around the Great Lakes, they turned south and began to follow the Mississippi River into the middle of the country. Early French explorers to enter the Ozarks include Etienne de Bourgemont in the 1680's. French influence is found along the northern and eastern edges of the Ozarks, evidenced by the great city of Saint Louis, and the oldest settlement west of the Mississippi River at Ste. Genevieve, Missouri.

The first white man to extensively explore the Ozarks in a systematic way was Henry Rowe Schoolcraft. In search of valuable lead veins, Schoolcraft and a small team of men set out from present day Potosi, Missouri in the spring of 1818. His expedition led him through the hills of Southern Missouri, reaching into the present day SCOCOG region, through Shannon, Texas, Douglas, and Ozark Counties. Schoolcraft is the first person to develop a detailed account of the local flora, fauna, and human inhabitants of the region.

A majority of the early settlers emigrated into the Ozarks from the Appalachian region in the eastern United States. The bulk of those settlers were of Scotch-Irish descent. Early white settlers in the rugged hills, especially those of Scotch-Irish and German descent, created localized societies where cultural patterns were preserved generation after generation. Early settlers relied on hunting, fishing and trapping to supplement their diets and incomes. The Ozarks stereotypes of "old-fashioned" and "folksy" are well founded in history.

The population of Missouri and the Ozarks began to explode in the 1820's. In 1821, the state of Missouri ranked twenty-third in population; by 1860 it had increased to eighth. The table to the right shows the population growth in the State of Missouri between 1820 and 1860.

Year	Missouri Population
1820	66,586
1830	140,455
1840	383,702
1850	682,044
1860	1,182,012

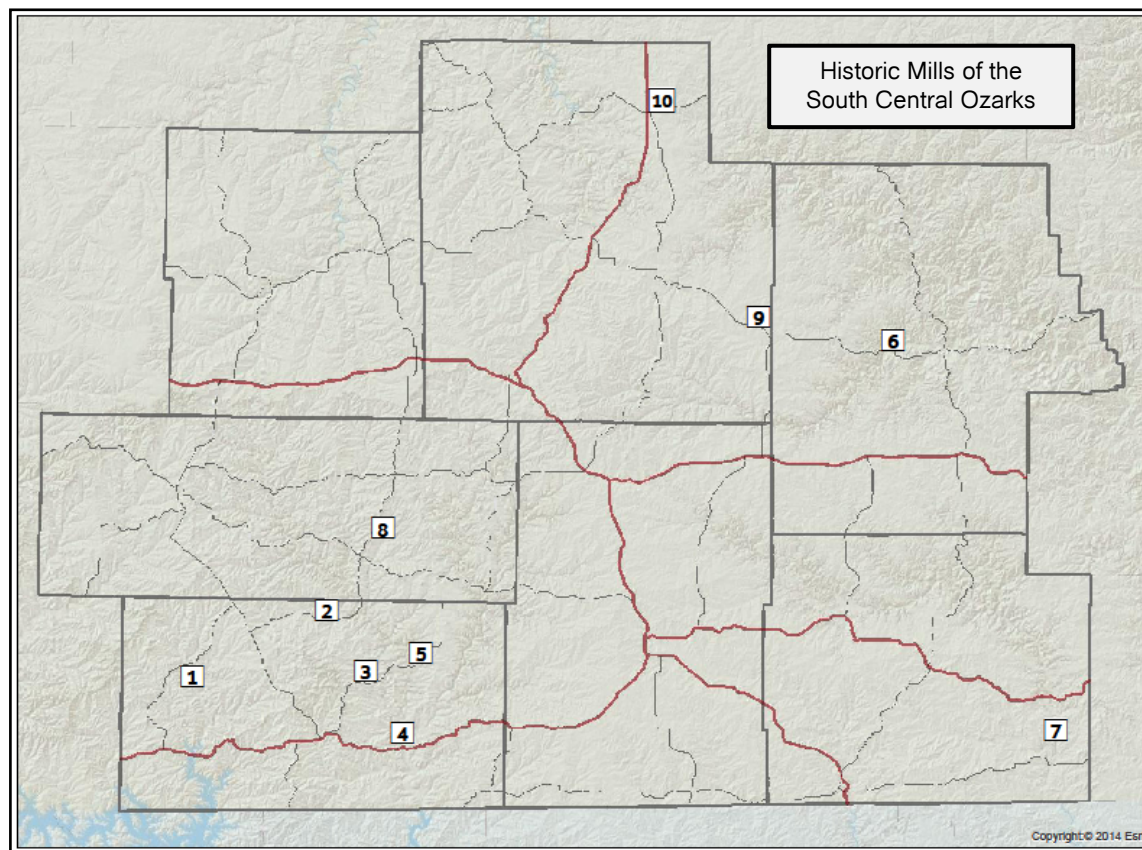
## Pioneer Economy

Early Ozarks farmers grew a little bit of everything, bringing their tried and true methods from the region in the East where most settlers came from. Cotton, tobacco, and hemp were early cash crops, however, the rocky-clay soil found throughout the Ozarks proved to be unsuitable for large plantation crops.

Subsistence farming was much more common across the region, with robust livestock being the hallmark of the independent farmer. The area's prolific beef cattle and poultry farms were matched in popularity and value by the *Missouri Mule*, a well-regarded Ozark commodity. A testament to the vigor of this spectacular animal is the popularity of the Missouri Mule that remains even today at local harvest festivals where mule jumping contests still take place every fall. The limestone outcroppings and rocky soil supported a variety of oak trees, which produced enough fencing for large numbers of hogs. The value of livestock, to include cattle, poultry, horses, mules, sheep, and hogs, in the Ozarks alone in 1860 approached an astounding \$14 million dollars.

Supported by hardy crops, water mills emerged in what would become the commercial centers of the rural Ozarks. Mills were important centers of commerce and culture, often thriving within miles of one another. Due to the abundant waterways and hardwood forests, mills were successful endeavors for the pioneer entrepreneur. The water-powered grist mills and timber mills, and later textile mills, would place the Ozarks on the map. The remaining grist mills of the South Central Missouri Ozarks region persist in function and lore as a center of local history and tourism.

- |               |                 |
|---------------|-----------------|
| 1. Hammond    | 6. Alley        |
| 2. Rockbridge | 7. Turner       |
| 3. Zandoni    | 8. Topaz        |
| 4. Dawt       | 9. Summersville |
| 5. Hodgson    | 10. Licking     |

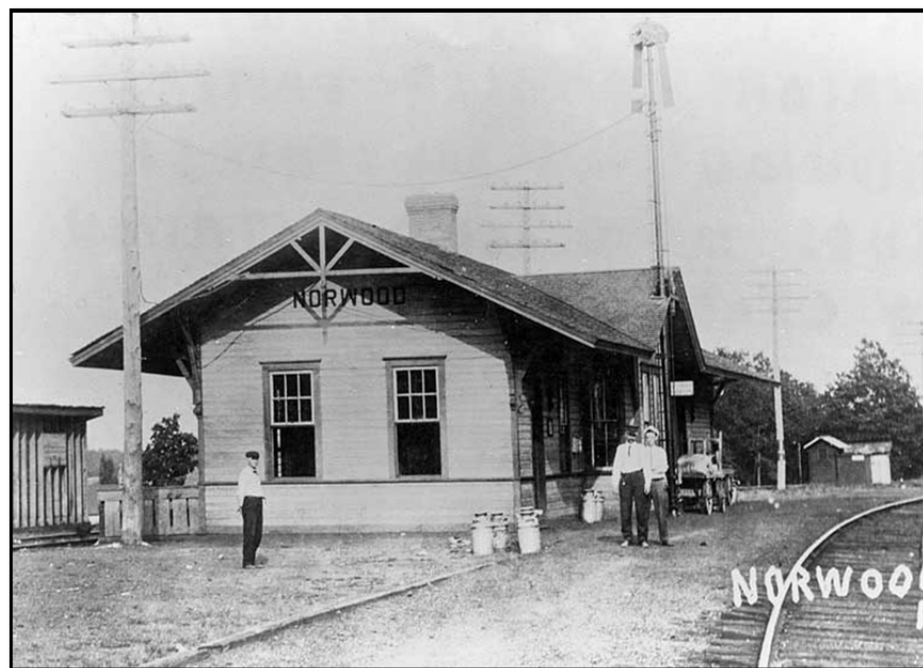




## Rail Expansion and Harvesting the Forest

The St. Louis and Iron Mountain Railroad first entered the Ozarks in the years 1856-1858. It stretched southwest from St. Louis through the lead mining region of Potosi to the iron mines of Pilot Knob in the Eastern Ozarks. This line, approximately 45 minutes north and east of the SCOCOG region did little to disrupt life in the South-Central Ozarks, however, it did prove that construction of a rail line through the rugged hills was financially feasible.

In 1868, a group of Boston investors were exploring the idea of expanding the southwestern spur of the Missouri Pacific Railroad all the way across the southwestern part of the United States. This vision would lead to a rail spur that would completely break away from the Missouri Pacific and become the St. Louis and San Francisco Railroad, or as it would forever be known in the Ozarks, the Frisco. In 1896, construction was completed on the Kansas City-Memphis Line that meandered through Wright, Texas, Howell and Oregon County. Another off-shoot, the Van Buren Line, linked the Frisco at Willow Springs, passing through the southern Shannon County logging communities of Birch Tree, Teresita, and Winona on its way to Southeastern Missouri and the Mississippi River.



Norwood Frisco Depot, c. 1910

One cannot overstate the impact the coming of the railroad had on the growth of the Ozarks. Farmers who once had to eke out a living on subsistence farms now had the opportunity to grow and distribute cash crops or livestock to regional markets. New towns, like Willow Springs and Thayer emerged up and down the railroad line. When the railroad arrived in town, community development followed. Many new services and institutions—schools, churches, stores, police and fire departments, hospitals, newspapers, and utilities—were needed to support the growing number of employees and their families. Generally, when families arrived, entrepreneurs followed to invest capital to create the support functions for the growing communities. The relationship between railroads and the burgeoning timber industry was mutually beneficial. The railroads needed cross ties and products to carry to market, and the timber industry needed distribution methods and the workforce skills supplied by the railroad men and their families.

In the aftermath of the Civil War, vast areas of the United States laid in ruin. What was destroyed had to be rebuilt, and the workforce and accompanying settler families had to be housed. Missouri's vast pine forests had not been previously harvested because of the remote location. But in the early 1890's lumbermen arrived, bought up vast acreages of forestland—sometimes for a few cents an acre—and cut, graded, and trestled hundreds of miles of narrow railroad track into the steep hills and hollows of the wilderness ([watersheds.org](http://watersheds.org)). The rail, along with the streams and rivers carried the logs to the mills.



The mobile logging camp of Cordz-Fisher Lumber Company of Birch Tree, c. 1905



A rare photo of a tie raft (no date, no location) possibly on the middle Current River

By 1920, the pine forests, the mills, and the jobs, were gone. Those who had come to work in the woods tried to stay and eke out a living from the thin soils of the deforested hills, but their efforts only produced meager crops and more erosion, and by 1928, large swaths of the Ozarks that once were home to rich timberland had become a wasteland (watersheds.org).

By the mid-1930s, Missouri forest and wildlife resources were at an all-time low. The forests were burned and abused. Gravel, eroded from the hillsides, choked the once-clear streams. An estimated 2,000 deer remained in the entire state, and turkeys declined to a few thousand birds in scattered flocks. In 1929, the Missouri National Forest Association successfully lobbied the Legislature to permit the federal government to purchase land in Missouri for a national forest. Eight purchase units were set up in 1934-35, and the national forests became a reality. Eventually, 1.5 million acres of cut-over forest land was acquired—it was the land that nobody else wanted (watersheds.org).

Solutions to the problems of managing forest resources and producing and using wood products lie with timber owners and the industries that harvest and process these products. Non-farm ownership of forest land is increasing steadily. Frequently, the land is purchased for purposes other than timber production; probably most urban buyers expect higher recreational value (hunting, fishing, camping, and nature-study) in addition to capital gain as land values increase. With a growing population and increasing levels of tourism the Ozark forest may eventually find its highest and best use as a recreational resource. (Rafferty, Milton D. *The Ozarks: Land and Life*. Norman: University of Oklahoma Press, 1980.)



A detailed look at deforestation and the rise of modern outdoor recreation can be found here: [National Park Service: History](#)



## Geography and Ecology

### Geography of the South Central Ozarks

The “South Central” Missouri Ozarks is comprised of seven-counties; the southernmost three counties share a border with the State of Arkansas. The region contains the three largest counties in the state in terms of size: Texas County, 1,179 square miles, Shannon County, 1,004 square miles, and Howell County, 928 square miles. The majority of the region’s population resides in cities located along the two local major transportation routes: U.S. Highways 60 and 63. The largest community is the City of West Plains in Howell County with an estimated 2012 population of 12,270. The nearest metropolitan area is the Springfield Metropolitan Statistical Area (MSA) which has an estimated 2012 population of 533,616. Springfield is located approximately 40 miles from the western border of Wright County on U.S. Highway 60.



## Geology

The Ozark Plateau region is known for its abundance of karst landforms; the most widely known of these landforms are caves, springs and sinkholes. Some of the more remarkable Karst features are: Grand Gulf, a spectacular collapsed cavern near Thayer, Missouri; Jam-Up Cave on the Jack's Fork River, and Round Spring near Eminence, Missouri. Karst (Karst Topography) is a landscape formed by the dissolution of soluble rocks such as limestone, dolomite or gypsum. The majority of the SCOCOG region is underlain by the prominent Roubidoux Formation. With Sandstones comprising the majority of the northern half, and Dolomite in the south, the exposed Roubidoux forms towering bluffs along the streams eroding into the plateau.

Another notable feature of the Ozarks is its elevation. The region seemingly rises out of nowhere, surrounded by hundreds of thousands of square miles of relatively flat land which comprises the central United States. The unusual elevation of the Ozark Plateau originates from the Cretaceous Period (146-65 million years ago) when shifting continental plates caused the Ozarks region to uplift. Since this last major uplift, the erosive forces of wind and rain have weathered this ancient mountain range, leaving behind an easily accessible, stunning timeline of Missouri's geologic history.

Missouri's Largest Springs			
Name of Spring	County	Average Flow (MGD)	Maximum Flow (MGD)
Big	Carter	276	840
<b>Greer</b>	<b>Oregon</b>	<b>214</b>	<b>583</b>
<b>Double</b>	<b>Ozark</b>	<b>101</b>	<b>156</b>
Bennett	Dallas	100	164
Meramec	Phelps	96	420
<b>Blue</b>	<b>Shannon</b>	<b>91</b>	<b>153</b>
<b>Alley</b>	<b>Shannon</b>	<b>83</b>	<b>181</b>
<b>Welch</b>	<b>Shannon</b>	<b>75</b>	<b>214</b>
Boiling	Pulaski	68	89
<b>Blue</b>	<b>Oregon</b>	<b>61</b>	<b>65</b>

## Water Resources

One of the reasons why the original settlers were so enthralled with the Ozarks was the abundance of free-flowing rivers and streams. In only our seven county region, there are eight small rivers (known locally as creeks) that are navigable by small watercraft. The majority of flow in these small rivers is spring-fed. The Ozarks is truly blessed with its springs. Springs are formed when surface water seeps through the limestone bedrock and is trapped in underground chasms, forming pools. As these pools reach capacity, the water is forced up through naturally occurring sinkholes or caves until it reaches the surface. The Missouri Department of Natural Resources has identified over six hundred springs of significant size in the Ozarks with thousands of others falling short of that classification. Six of the ten largest Missouri springs are located in the SCOCOG region. The region also possesses exceptional water resources in the form of man-made reservoirs, Bull Shoals Lake and Norfolk Lake are located in Ozark County straddling the Missouri-Arkansas border. These lakes are recognized

among the country's cleanest and most attractive lakes and are home to some of the best sport fishing in the continental United States. Among the region's numerous streams are two of America's clearest and most beautiful spring-fed rivers. The Current and Jack's Fork Rivers make up the Ozark National Scenic Riverways, the first national park area to protect a wild river system.

### Ozark National Scenic Riverways

The Ozark National Scenic Riverways is America's first congressionally designated national park for the preservation of a wild river system. The park encompasses more than 80,000 acres around two of America's clearest and most beautiful spring-fed rivers: the Current River and its major tributary, the Jacks Fork River.

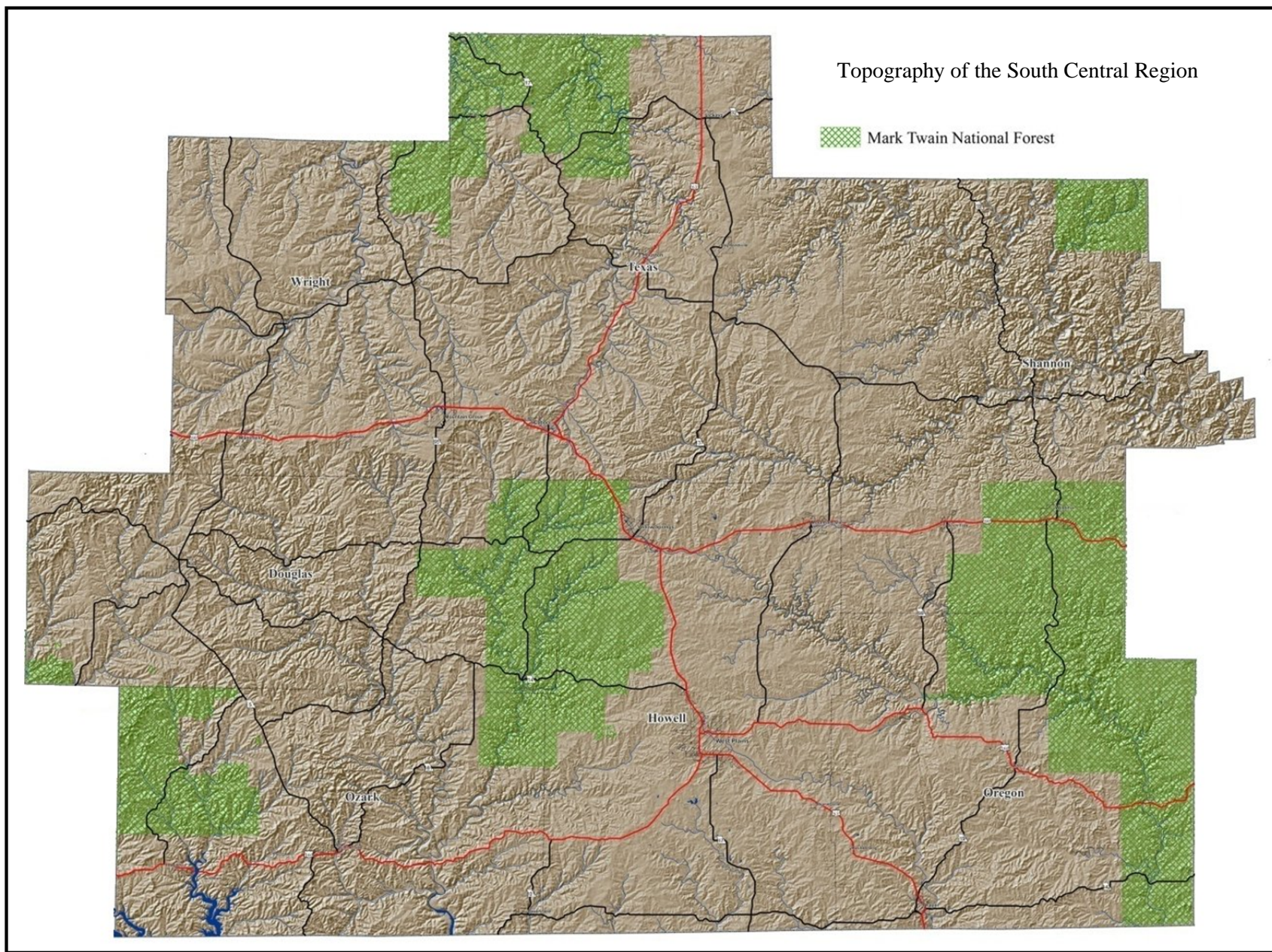
These rivers flow through pristine Ozark countryside, along towering bluffs and beside open pasturelands. Camping, swimming, fishing, canoeing, exploring and just plain relaxing are the name of the game here. The park is famous as an area of exceptional caves and springs; more than 300 of each are known to exist in the park ([visitmo.com](http://visitmo.com)).

The ONSR National Park is located in Shannon County in the SCOCOG region and in Carter County in the Ozark Foothills region to the east.



Kayakers near Jam-Up Cave on the Jacks Fork River







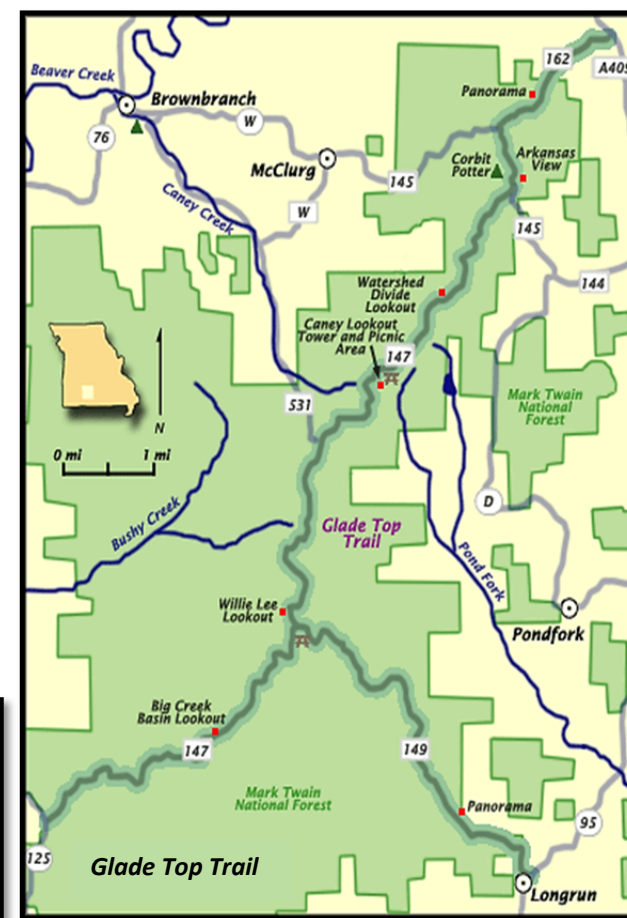
## Flora and Fauna

The upland region of the Ozark Plateau rises like an island in the midst of the Midwestern Plains. The Ozark Plateau is the northernmost part of the Interior Highlands, which represents the only extensive "mountainous" topography between the Appalachian and Rocky Mountains.

The main vegetation type of the Ozarks is an upland oak-hickory forest, although shortleaf pine does occur on escarpments to the north and northeast, and on the drier southern slopes. Red cedar glades are located on dry and rocky exposures where nothing else will grow. Bottomland hardwoods are found in the floodplains of rivers and streams. Cleared farmland dots the landscape; the fields are used for anything from small-scale farming operations, vast cattle ranches, or simple hay production.

### Glade Top Trail – National Historic Scenic Byway

Spanning 23 miles over Missouri's hill country, the Glade Top Trail travels narrow ridge tops of mixed hardwoods above a rolling countryside. Glades along the way provide habitat for some species not generally found in the Ozarks, such as the roadrunner and the Bachman Sparrow, a state endangered species. On the rocky glades you may also get a glimpse of a collared lizard, if lucky. The glades also provide a beautiful pallet of colors - in the spring Indian Paintbrush, Missouri Primrose and Coreopsis will add to your drive; in the summer yellow and purple coneflowers will be pleasing to your eye; and in the fall the Smoke Trees will show their plumage of color. Many vistas provide awesome views along the Glade Top Trail. *(United States Forest Service)*



## Environmental Threats

Because of the rough rocky terrain, thin soils, and relatively sparse population, the threats to the natural resources in the region are somewhat different than in other parts of the country. One of the major threats to the environment of the region is water quality reduction and contamination. Numerous threatened and endangered species are located in the area, generally associated with caves and free flowing streams. Water quality in the future will be impacted by mining operations (principally sand and gravel, limestone extraction), increased confined animal facilities (chickens, pigs, etc.), residential and industrial wastes, and riparian corridor destruction through vegetation removal. Many of these water quality problems are due to the interaction of surface and subsurface waters. The key to protecting water quality is to prevent contamination from entering the ground water systems. Contamination that sinks into the ground may quickly reappear in caves, wells, or springs. Another major environmental threat is the loss of biodiversity and forest fragmentation by residential development (both urban and rural) and associated support facilities. Other identified threats to this unique ecosystem include: sand and gravel dredging in streams and rivers; soil erosion and deposition into streams and rivers; cessation of ecological processes (e.g., controlled burning) essential to the maintenance of such habitats as oak and shortleaf pine savannahs; invasion by exotic, competing species (e.g., big-head and grass carp, zebra mussel, garlic mustard, purple loosestrife, feral horses and pigs); construction of private reservoirs and smaller impoundments on most watersheds; and lack of federal, state, and private funds necessary to conserve and manage the region's rich biological and botanical diversity.

Environmental vulnerability assessments have been developed for Missouri's Department of Natural Resources in partnership with Missouri CARES. CARES is a research and service center within the College of Agriculture, Food and Natural Resources at the University of Missouri – Columbia. Chemical contaminated sites, pesticide dealers, EPA's Toxic Release Inventory, locations of sinkholes, springs, forested areas, and environmentally sensitive sites, along with other relevant data have been entered into digital format readily available to organizations across the State who utilize the power of GIS. Missouri CARES constantly reviews their GIS data and updates the database on a regular schedule. SCOCOG has GIS capabilities, and data is downloaded from the CARES website for environmental analysis on projects as needed. Protecting the natural environment is a concern expressed by the stakeholders of the region, and every project adheres to the State's and Federal Government's guidelines and regulations for environmental protection.

Missouri CARES Website: [Center for Applied Research and Environmental Systems](#)

## Endangered Species

Federally listed species found in the Ozarks' ecosystem include the bald eagle, gray and Indiana bats, Ozark Hellbender, Ozark cavefish, Niangua darter, cave crawfish, pink mucket and Curtis pearly mussels, Neosho madtom, Missouri bladder-pod, Geocarpon, Mead's milkweed, eastern prairie fringed orchid, and western prairie fringed orchid.

Federal species of concern and candidate species include eastern small-footed bat, Bachman's sparrow, Henslow's sparrow, cerulean warbler, loggerhead shrike, alligator snapping turtle, crystal darter, Arkansas darter, ozark shiner, bluestripe darter, stargazing darter, paddlefish, spectacle case, western fanshell, snuffbox mussel, Neosho mucket, scaleshell, Ouachita kidneyshell, salamander mussel, purple liliput, rugged hornshell, Albarufan dagger moth, artesian agapetus caddisfly, Missouri glyphopsyche caddisfly, Kit's neotrichian caddisfly, contorted ochrotrichian microcaddisfly, Ozark snaketail dragonfly, Frison's seratellan mayfly, central Missouri cave amphipod, Barr's cave amphipod, Clanton's cave amphipod, subtle cave amphipod, pink planarian, Tumbling Creek cavesnail, auriculate false foxglove, Skinner's false foxglove, reed bent grass, Bush's poppy mallow, Ozark chinquapin, tall larkspur, French's shooting star, butternut, bifid phlox, Hall's rush, royal catchfly, bald grass, Ozark spiderwort, and Ozark wake robin.

In addition to these species, the region provides habitat for numerous state listed plants and animals. Within the region, 56 species and subspecies of fish, 14 species of amphibians and reptiles, 20 species and subspecies of crayfish, 23 species and subspecies of mussels and over 100 species of plants are largely restricted to this area.



## Transportation Network

There are approximately 2666 highway miles in the South Central Ozark Region:

- 1,544 miles are Missouri State Lettered Highways
- 817 miles are Missouri Numbered Highways
- 305 miles are U.S. Highways

Also there are approximately:

- 11,123 miles of County Roads
- 813 miles of City Streets

There are a total of 14,602 miles of roadways in the South Central Ozark Region.

### South Central Ozark Numbered Travelways

Roadways that are maintained by MoDOT:

HIGHWAY 60 runs east and west in the SCOCOG region through Wright, Texas, Howell and Shannon counties. It is a Federal designated truck route and a principal arterial road that is four lanes from the western Wright County line all the way to Willow Springs then is two lanes and State designated truck route to the eastern Shannon County line. There are 110 miles of Highway 60 in the region.

HIGHWAY 63 runs north and south from the northern Texas County line south through Howell County to the Arkansas border. It is a federally designated truck route and a principal arterial road. There are approximately 101 miles of Highway 63 in the region. It is a super two lane in Texas County and four-lane in Howell County until it leaves West Plains City then it is two lane to Thayer where it again becomes four lane for approximately two miles, to the Arkansas border.



HIGHWAYS 60/63 between Cabool and Willow Springs run concurrently and are four lanes. It is a principal arterial that is 23 miles long.

HIGHWAY 19 runs north and south through Shannon and Oregon counties. Its functional classification is minor arterial and it is two lanes. It is 62.6 miles in length.

HIGHWAY 106 starts at Summersville in Texas County and runs east and west through Shannon County. It is 40 miles long through the region and it is two lanes. Its functional classification is minor arterial.

HIGHWAY 142 is a major collector highway. It begins at Bakersfield in Ozark County and runs east and west through Howell and Oregon counties for 62 miles. It is a two lane road.

HIGHWAY 14 is a two lane road that runs east and west for 70 miles through the region. Its functional classification is minor arterial.

HIGHWAY 17 through the region runs southeast and northwest in Texas County and south and north through Howell County. Its functional classification is minor arterial and it is two lanes. It is 109 miles in length.

HIGHWAY 160 runs east and west through Ozark, Howell, and Oregon counties a total of 111 miles. It is classified as minor arterial and is two lanes. It is a very scenic route.

HIGHWAY 5 runs north and south through Wright, Douglas, and Ozark counties for 83 miles. It is a Federal designated truck route from Mansfield south to the Arkansas border and its functional classification is minor arterial. It is a two lane highway.

HIGHWAY 32 in Texas County runs east and west for 33 miles, is a minor arterial and is a State designated truck route east of Licking. Highway 32 is two lanes.

HIGHWAY 38's functional classification is minor arterial, it is two lanes and runs east and west through Texas and Wright counties for a distance of 43 miles.

HIGHWAY 101 starts at Caulfield off of 160 and runs north and south in Howell and Ozark counties to the Arkansas line for 12 miles. Its functional classification is major collector and it is a two lane highway.

HIGHWAY 181, a major collector north of Gainesville, runs north and south through Ozark and Douglas counties and ends at Cabool in Texas County. It is 57 miles long and two lanes.

HIGHWAY 95 is a major collector that runs north and south through Wright and Douglas counties and southeast, southwest through Ozark County where it junctions with Highway 160. It is a two lane road and is 93 miles long.

HIGHWAY 99 is a two lane highway 18 miles long, runs north and south; is in Oregon and Shannon counties and its functional classification is major collector.

HIGHWAY 137 runs north and south in Texas and Howell counties. It is 43 miles long and its functional classification is major collector. It is two lanes.

HIGHWAY 76 is a major collector that runs west and east through Douglas and Howell counties. It is 63 miles long and is two lanes.

### South Central Ozark Lettered Travelways

State Lettered Routes and their classifications are listed by the county they are in.

#### DOUGLAS COUNTY

##### *Major collectors:*

Routes Z, BB, O, T, A, JJ, Y,K, FF, AF, N, P, C, W, EE, AD, AP

##### *Minor collectors:*

Routes TT, AK, UU, NN, DD, AJ, A, KK, PP, B, U, YY, VV, AB, OO, WW, V, AA, AE, CC, AC, AM, EE, E, AH, AA

#### HOWELL COUNTY

##### *Major collectors:*

Routes E, JJ (North of 142), F, W, ZZ, AB, MM, K, AD, CC, BB, AP, P, N, Z, RA, Y

##### *Minor collectors:*

Routes YY, OO, FF, JJ (South of 142), PP, EE, T, WW, AA, U, UU, NN, HH, AM

OREGON COUNTY*Major collectors:*

Routes P, Old Highway 63 (through Thayer), Highway 142 (west of Thayer), W, M, 99, J, AA, A, E, EE, V, BB, H (north half), Y, U

*Minor collectors:*

K, JJ, DD, Z, OO, HH, CC, FF, KK, UU, H (south half)

OZARK COUNTY*Major collectors:*

Routes JJ, OO, P, W, T, J, N, H, CC (East of Highway 181), PP, O

*Minor collectors:*

Routes D, P, NN, HH, Z, Y, AA, FF, AC, CC (West of Highway 181), KK, V, T (East of J Highway), O, EE, V, AR, MM, A

SHANNON COUNTY*Major collectors:*

Routes B, K, KK, A, EE, D, H, E, T, TT, and Highway 99

*Minor collectors:*

Routes CC, P, N, Z, YY, JJ, WW, O, OO, ZZ, M, FF, Y, U, MM, DD, W, F, NN, HH, V

TEXAS COUNTY*Major collectors:*

Routes AH, M, MM, EE, half of PP, YY, Z, U, H, Y, C, W, F, B, K, YY, part of JJ, P and Business 60 through Mountain Grove and Cabool.

*Minor collectors:*

Routes AF, N, AT, CC, AB, V, BB, E, AA, AY, KK, TT, WW, W, NN, AZ, HH, AV, AC, DD, AM, AD, half of PP, AK, RA, AU, ZZ, FF, AJ, AN, AE, AP

WRIGHT COUNTY*Major collectors:*

Routes MM, DD, M, H, Z, AH, F, V, Y, E, N, AD, C, K, A and Business 60 through Mountain Grove and Mansfield

*Minor collectors:*

Routes DD (except where it connects M to MM), CC, AA, TT, NN, T, AF, KK, JJ, E, BB, HH, W, FF, AB, EE, B, U, PP, ZZ, AM

Approximate mileage by Functional classifications:

- 234 miles of Principal Arterial
- 551 miles of Minor Arterials
- 337 miles of Numbered Major Collector roadways
- 1544 miles of Lettered Highways that are Major and Minor Collectors

Collector routes normally carry local traffic. Most lettered routes are collectors. Although these roads make up the highest percentage of the state system, they carry the lowest percentage of the traffic. Because of limited resources, upgrading these roads is not a high priority with MoDOT. Most funds will be devoted to the National Highway System (NHS) and remaining arterial roads. The collectors for the most part will be maintained at current levels, and *targeting roads where traffic volumes exceed 1,700 vehicles per day* will benefit the most users. In the South Central Ozark region very few lettered routes designated as a collector has traffic volume that exceeds 1700 vehicles per day. Shoulder and lane width improvements on collector routes are among the highest ranking transportation improvement needs for the South Central Region.

## Bridges

There are 239 *State System Bridges* in the South Central Ozark Region:

- Howell County has 40 bridges
- Ozark County has 27 bridges
- Douglas County has 26 bridges
- Wright County has 36 bridges
- Texas County has 54 bridges
- Shannon County has 23 Bridges
- Oregon County has 33 bridges

Bridge Condition Ratings	
Code	Description
N	Not Applicable
9	Excellent Condition
8	Very Good Condition
7	Good Condition
6	Satisfactory Condition
5	Fair Condition
4	Poor Condition
3	Serious Condition
2	Critical Condition
1	Imminent Failure Condition
0	Failed Condition

If a bridge's structure is in poor shape and unable to carry the weight it was designed for, it is structurally deficient. If a bridge is in good physical condition but does not support the current or future demands placed on it by the transportation system, it is functionally obsolete. *In the South Central Region 42 system bridges are structurally deficient and 22 are functionally obsolete. 27 percent of these are rated condition four or lower.*

There are 17 bridges that are one lane in the South Central Region. One lane means that there is room for one vehicle only to cross the bridge at a time. The width restriction makes these bridges functionally obsolete. The one lane bridges in the region are posted with "Yield to Oncoming Traffic" signs. A vehicle must stop to allow the oncoming vehicle to cross the bridge before it may resume. Not only the smooth flow of traffic is interrupted; but these bridges pose a threat to the safety of the users of these routes. A few examples: Highway 17 in Howell County is a minor arterial with a one lane bridge; in Texas County on Highway 137 (which is classified as a major collector) there are three one lane bridges. Five of the one lane bridges in the region are condition four, and two are in serious condition; condition three.

When bridges are in poor condition, their use may be restricted so emergency vehicles, school buses and other heavy vehicles cannot cross. As a result, the smooth flow of people and goods is interrupted. In addition to the bridges currently in need of repair or replacement, another 90 bridges will be 50 years old before 2015. Since 50 years is typically considered a bridge's average service life, most of these bridges will also need attention.



## Railways

The region has 99.6 miles of railway. Burlington Northern/Santa Fe freight rail service goes through the southern part of Wright and Texas Counties, through the middle of Howell County and the southwest edge of Oregon County.

Since the freight rail lines are owned by private companies, no government funding is provided. MoDOT, however, is adopting policies that will help to ensure the continued survival of the small rail lines. To ensure continued viability of freight rail, MoDOT will implement the following policies.

- MoDOT will coordinate with Class I and II carriers to address track abandonment in an effort to help preserve the rail right-of-way for future rail use and work to minimize adverse economic impacts on communities affected by rail abandonment.
- MoDOT will work to enhance access of Class II and Class III carriers with Class I carriers and to support efforts to maintain the Class III rail system at appropriate condition levels.
- MoDOT will continue the grade-crossing improvement program. MoDOT will work with railroads to provide a safe and efficient railroad system that operates at minimum risk to persons and property.

There aren't any passenger trains through the South Central Ozark Region.

## Airports

The South Central Ozark Region has 10 public airports:

The aviation needs include maintenance and upgrades to physical facilities only, and do not include operational project needs for general aviation airports were developed by our transportation providers in three areas.

- Pavement
- Runway protection zones, runway safety areas and navigational aids
- Terminal and landslide projects

Jurisdiction	Airport Name
Ava	Bill Martin Memorial
Gainesville	Gainesville Memorial
Mansfield	Mansfield Municipal
Mountain Grove	Mountain Grove Memorial
Cabool	Cabool Memorial
Houston	Houston Memorial
Willow Springs	Willow Springs Memorial
Mountain View	Mountain View Municipal
West Plains	Western Plains Regional
Thayer	Thayer Memorial

MoDOT will enact the following policies towards its aviation program:

- MoDOT will work to restore and maintain the existing aviation system, provide a safe and reliable system that meets federal design criteria, and provide for expansion to meet future demand to allow for efficient and safe movement of people and goods.
- MoDOT will use its aviation prioritization process to allocate limited resources to maintain and enhance the aviation system.

MoDOT will develop partnerships with economic development agencies, other governmental agencies, airport owners and other interested groups to promote and educate people about the importance of projects that facilitate growth of aviation facilities.

### Transit Service

According to NADO's Rural Transportation Survey of 2008, one of every 12 households in rural areas has no vehicle. The percentage of rural elderly and rural poor without vehicles rises to 45 percent and 57 percent respectively. Despite these needs the regions rural residents live in areas without any public transit service. Economic distress, small community size, distance, dispersed settlement and low density add barriers to reliable and affordable rides in rural areas. Also rural areas contain 43 percent of the disabled, 39 percent of the elderly, 32 percent of the unemployed and 39 percent of people below the poverty level. These are the people who typically need and use public transportation. However, less than 10 percent of federal spending for public transportation goes to rural communities. Because there are fewer mobility options for residents without access to automobile, rural public transportation needs are growing. Few rural systems offer service to employment, schools, and volunteer activities of community events. Better access to medical and nutritional services is especially important to certain segments of the population like the elderly and persons with disabilities. Public transportation is an essential service for many Missourians. When surveyed, Missourians rated it the second most important mode behind highways and bridges. MoDOT has reviewed the tremendous needs in this concern; they have realized these needs could not be met in the next 20 years. However, there are some transportation options for the elderly and persons with disabilities:

OATS, Inc. is a private not-for-profit transportation service provider OATS is available to everyone, regardless of age, race, gender, color, religion, or national origin, and in fact serves a wide diversity of clientele. OATS, Inc. helps people get to work, doctor appointments, essential shopping, and other places people need to go. OATS service area in the South Central Ozark region covers Wright, Douglas, and Ozark counties.

Southeast Missouri Transportation Service, Inc. The mission of S.M.T.S. is to improve the quality of life of people through assisting their access to goods and services of society. Access/transportation will be of assistance in the prevention of institutionalization, improved

opportunity to employment and training facilities participation, equal utilization of medical and other services.. Their service area covers Texas, Howell, Oregon, and Shannon counties.

Ready Transportation is a private for-profit medical transportation provider.

There are three cities in the region that offer public transit services:

- West Plains Transit serves the community of West Plains. West Plains owns and operates the public transit system that runs from 8:00am to 4:00 pm Monday through Friday. The system is supported in part by grants from the Missouri Department of Transportation and the remaining costs are covered by fares and City general revenues. The system offers four fixed bus routes that run continuously and has one on-call response bus.
- The City of Houston's public transportation consists of an on-call response bus.
- Licking Bridge Builders, Inc. is that town's demand response service provider. There aren't any Commercial Bus Service providers in the South Central Ozark Region.

On March 19, 2013 the *Public Transit- Human Services Transportation Plan* was adopted for the region by the Board of Directors of SCOCOG and the region's Transportation Advisory Committee. Based on the results of the stakeholder assessment, transportation service inventory, and the study of targeted population's distribution throughout the region, strategies were developed and prioritized. The three strategies developed are:

- Increase transportation opportunity
- Increase accessibility to what we already have
- Improve quality of service

The 2013 *Public Transit- Human Services Transportation Plan* discusses the region's providers in detail; it was developed by SCOCOG and is on file at the SCOCOG office in Pomona, Missouri. Transit service providers must refer to the plan when applying for funding.

## Disaster Resiliency and Hazard Mitigation

The South Central Ozark region is committed to becoming resilient with respect to disaster mitigation and preparedness. Disaster Resiliency is defined as *“the ability to anticipate threats, reduce the impact of these threats by taking preemptive action, respond appropriately and efficiently when these threats materialize, and have a plan in place for recovery.”* (RUPRI, *Regional Resiliency*)

Regions everywhere are increasingly faced with multiple and sometimes cascading hazards and the South Central Missouri is no exception. Some communities, like those located in tornado alley, are more vulnerable than others to natural disasters by virtue of their location or past development decisions, while others are at risk because of their socio-economic characteristics.

One aspect of regional resiliency that should be emphasized is the increasing interconnectedness and interdependence between wide-ranging segments of critical infrastructures, notably in energy, telecommunications, transportation, water and wastewater treatment facilities, emergency services, government services, healthcare and hospitals, agriculture and food, commercial and service facilities, etc.

A “Disaster Resilient Region” should adhere to the following:

- The region should be able to anticipate that there may be multiple hazards or threats to their citizens and their property and/or landscape. These hazards might be non-routine episodic events such as tornadoes, floods, pandemics, or terrorist attacks. Cumulative events such as drought are also a threat to the region
- The region should understand its physical, economic, and social vulnerabilities to these hazards and take mitigating action to reduce their impact
- The region should be able to respond to events as they happen, mobilize resources and coordinate relief efforts
- The region should be able to organize itself through the stages of emergency response, restoration, reconstruction, and community betterment. (RUPRI, *Regional Resiliency*)

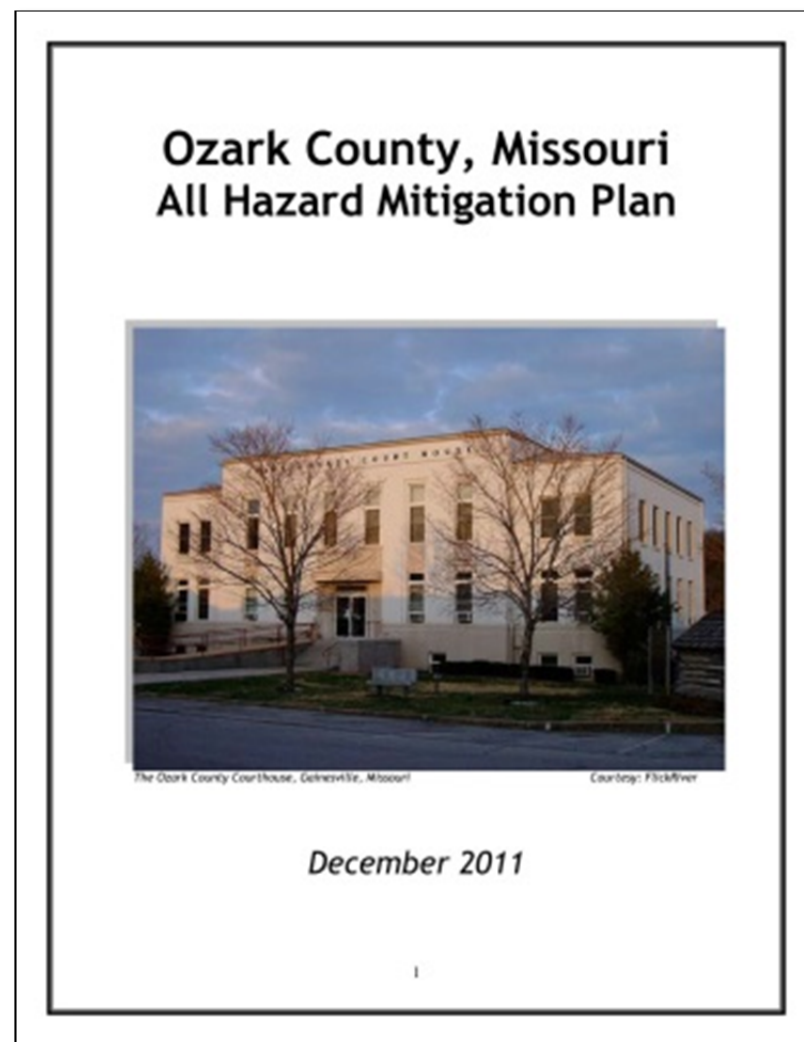
A more resilient region; one that has anticipated threats and mitigated some of them, developed a vision for the future, organized itself around key resiliency priorities, and planned for recovery, can more quickly restart its community services and chart a path to post-disaster functionality. The outcome of resiliency will position the region to efficiently and effectively organize the region’s approach to preparation, emergency response, and rebuilding.

### Hazard Mitigation

A key component of disaster resiliency is Hazard Mitigation Planning. In the SCOCOG region, we have developed Multi-Jurisdictional Hazard Mitigation Plans for each county to provide communities a road map for prevention—preventing loss of life, preventing property damages, preventing damage to critical infrastructures, and preventing economic loss. Hazard mitigation is a proactive measure that all local, regional, state, and even national entities should adopt. An additional benefit for the participating jurisdictions in our region for having a current Hazard Mitigation Plan is maintaining eligibility for implementation grants through the Federal Emergency Management Agency (FEMA).

The South Central region has experienced many hazardous events. Most of these hazards resulted in some form of property damage, and in some rare instances, even loss of life. Tornadoes, flooding, ice storms, wildfires, and droughts are statistically the greatest potential threat to the region. Currently, the potential for hazardous materials spill poses the greatest technological or “non-natural” threat to the region’s population

The intent and design of our ongoing mitigation planning is to assist local government officials, residents of the counties and cities in the South Central region, and public and private sector organizations in planning to address the risks associated within each jurisdiction of the inevitable natural hazards, thereby minimizing human, economic, and structural loss.

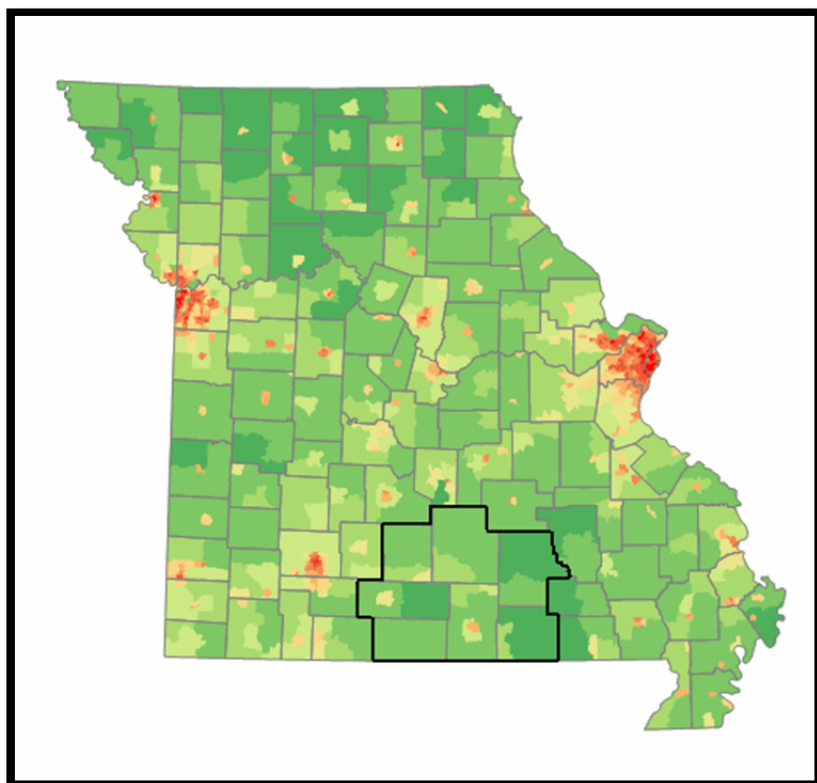


Multi-Jurisdictional All Hazard Mitigation Plans: Expiration Dates	
Douglas – effective through 3/27/2018	Shannon – effective through 5/6/2018
Howell – effective through 5/26/2017	Texas – effective through 5/19/2016
Oregon – effective through 1/5/2017	Wright – effective through 1/25/2017
Ozark – effective through 3/27/2018	

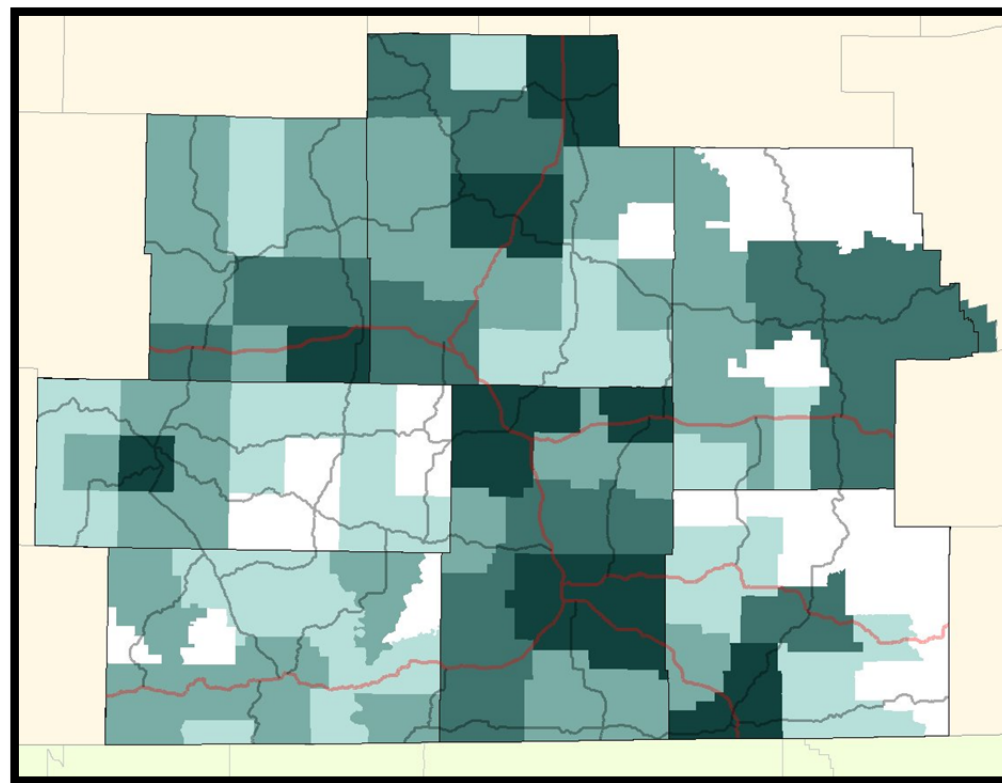


## Demographics

### Population Density



Missouri Population Density - 2006



SCOCOG Population Density by Township - 2010

The South Central Ozarks is one of the most sparsely populated regions in the state of Missouri. The low population densities of our seven counties are only rivaled by the “big-farm” country found in the Northern third of the state. Areas with such low population densities lack the critical mass of population that helps to attract business expansion and traditional economic investment.

### Population Characteristics – SCOCOG Cities, Villages, and Counties

Jurisdiction	2000 Census Population	2010 Census Population	Change in Population	Percent Change
<b>State of Missouri</b>	5,595,211	5,988,927	393,716	7.0%
<b>Douglas County</b>	13,084	13,684	600	4.6%
City of Ava	3,021	2,993	-28	-0.1%
<b>Howell County</b>	37,238	40,400	3,162	8.5%
City of Brandsville	174	161	-13	-1.0%
City of Mountain View	2,430	2,719	289	1.1%
City of West Plains	10,866	11,986	1,120	10%
City of Willow Springs	2,147	2,184	37	2.0%
<b>Oregon County</b>	10,344	10,881	537	5.2%
City of Alton	671	871	200	29.9%
City of Thayer	2,194	2,243	49	2.2%
<b>Ozark County</b>	9,542	9,723	181	1.9%
City of Bakersfield	285	246	-39	-13.7%
City of Gainesville	640	773	133	20.8%
Village of Theodosia	240	243	3	1.3%
Village of Sundown	38	48	10	26.3%
<b>Shannon County</b>	8,324	8,441	117	1.4%
City of Birch Tree	634	679	45	7.1%
City of Eminence	548	600	52	9.5%
City of Winona	1,280	1,335	55	4.3%
<b>Texas County</b>	23,003	26,008	3,005	13.1%
City of Cabool	2,170	2,146	-24	-1.1%
City of Houston	1,992	2,081	89	4.5%
City of Licking	1,484	3,124	1,640	110.5%
Village of Plato	31	109	78	251.6%
City of Raymondville	442	363	-79	-17.9%
City of Summersville	544	502	-42	-7.7%

Jurisdiction	2000 Census Population	2010 Census Population	Change in Population	Percent Change
<b>Wright County</b>	17,995	18,815	860	4.79
City of Hartville	607	613	6	1.0%
City of Mansfield	1,347	1,296	-51	-3.8%
City of Mountain Grove	4,574	4,789	215	4.7%
City of Norwood	552	665	113	20.4%
<b>SCOCOG Region</b>	109,978	118,229	8,251	7.5%

The overall growth rate of the seven county region compared favorably to the growth of the state as a whole. The SCOCOG region outpaced the state's growth rate by one-half of a percentage point. All seven counties exhibited progress with Texas County (13.1%) and Howell County (8.5%) having the most population growth. Shannon County (1.4%) and Ozark County (1.8%) grew the least.

The fastest growing communities (by percentage) in the region were the Village of Plato (251.6%), the City of the Licking (110.5%), and the City of Alton (29.9%). Due to Plato's small size, a relatively small increase in population has resulted in an enormous percentage growth. In Licking, the South Central Correctional Facility opened in 2001, producing a large population increase; the U.S. Census Bureau counts inmates toward the population of the communities they are incarcerated within. The new 1,596-bed maximum-security prison has resulted in the population of Licking more than doubling. The communities growing faster, in a more organic nature are: Alton, West Plains, Norwood, and Gainesville.

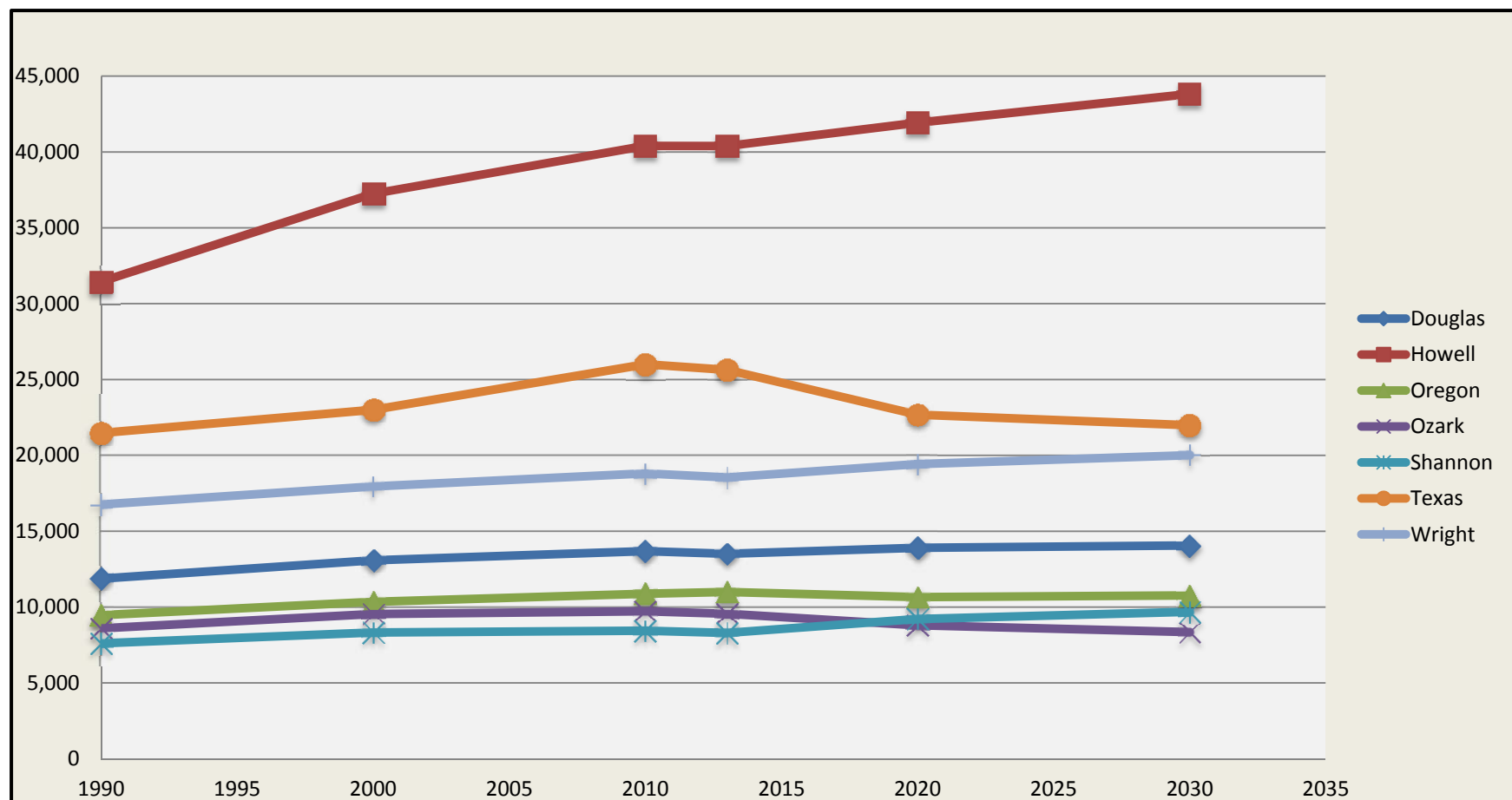
The cities of Raymondville and Summersville, both located in eastern Texas County, have suffered some of the largest population declines from 2000-2010. These small Texas County communities are perhaps losing population to the larger communities Houston and Licking to their north and west where better economic opportunities exist. The City of Bakersfield in southeastern Ozark County has lost population, (-13.7%) possibly to the nearby growing communities of West Plains, MO and Mountain Home, AR.

Population by County (2010 Census)		Largest Cities (2010 Census)	
Howell: 40,400	Oregon: 10,881	West Plains (Howell): 11,986	Mountain View (Howell): 2,719
Texas: 26,008	Ozark: 9,723	Mountain Grove (Wright): 4,789	Thayer (Oregon): 2,243
Wright: 18,815	Shannon: 8,441	Licking (Texas): 3,214	Willow Springs (Howell): 2,184
Douglas: 13,684		Ava (Douglas): 2,993	Cabool (Texas): 2,146

## DEMOGRAPHIC AND ECONOMIC PROFILE OF COUNTIES IN THE SOUTH CENTRAL OZARK REGION

County Characteristics	DOUGLAS	HOWELL	OREGON	OZARK	SHANNON	TEXAS	WRIGHT
Metro or Non-metro County	Non-metro	Non-metro	Non-metro	Non-metro	Non-metro	Non-metro	Non-metro
USDA County Typology: <i>Economic Dependence</i>	Manufacturing	Not Specialized	Not Specialized	Not Specialized	Manufacturing	Not Specialized	Not Specialized
USDA County Typology: <i>Federal Policy Types</i>	None	Retiree	Low Employment Persistent Poverty	Persistent Poverty	Low Education Low Employment Persistent Poverty	Persistent Poverty	Persistent Poverty
Number of Community Anchor Institutes	26	56	35	36	27	54	44
Population Characteristics							
Total Population (% of regional population)	13,684 (11%)	40,400 (31%)	10,881 (8%)	9,723 (8%)	8,441 (7%)	26,008 (20%)	18,815 (15%)
Population Density (sq. mile)	16.8	43.6	13.8	13.1	8.4	22.1	27.6
% Rural Population	78.50%	73.10%	79.90%	100%	100%	99.20%	75.80%
% of Households with Children (age 18 and under)	24.60%	29%	24.50%	21.50%	25.10%	26.50%	28.60%
% White / Caucasian	97.10%	96.30%	96.60%	97.40%	96%	93.60%	97.20%
Median Age	45	39.6	45.4	48.9	43.4	42.1	40.7
% over 65 Years Old	19.80%	17.20%	19.80%	23.40%	17.30%	18.10%	17.40%
Income, Education and Employment Indicators							
Median Household Income	\$29,830	\$33,211	\$27,646	\$28,709	\$26,600	\$32,076	\$29,608
Percentage Unemployed	10.30%	9.20%	9.40%	9.20%	14%	9.50%	10.60%
Population in Poverty	23.30%	21.30%	25%	24.50%	25.60%	23.80%	23.90%
Percentage of High School Graduates	38.80%	38.90%	44.30%	43.10%	43.10%	39.70%	40.70%
Total Number of Businesses	207	1117	212	183	170	503	409
Total Small Businesses	137	646	140	125	117	317	250
Percentage of Small Businesses (less than 5 employees)	66%	58%	66%	68%	69%	63%	61%
Sector with most Number of Employees	Manufacturing	Healthcare and social services	Retail Trade	Accommodation and Food services	Manufacturing	Healthcare and social services	Retail Trade
Sector with most Number of Businesses	Retail Trade	Retail Trade	Retail Trade	Retail Trade	Healthcare and social services	Retail Trade	Retail Trade

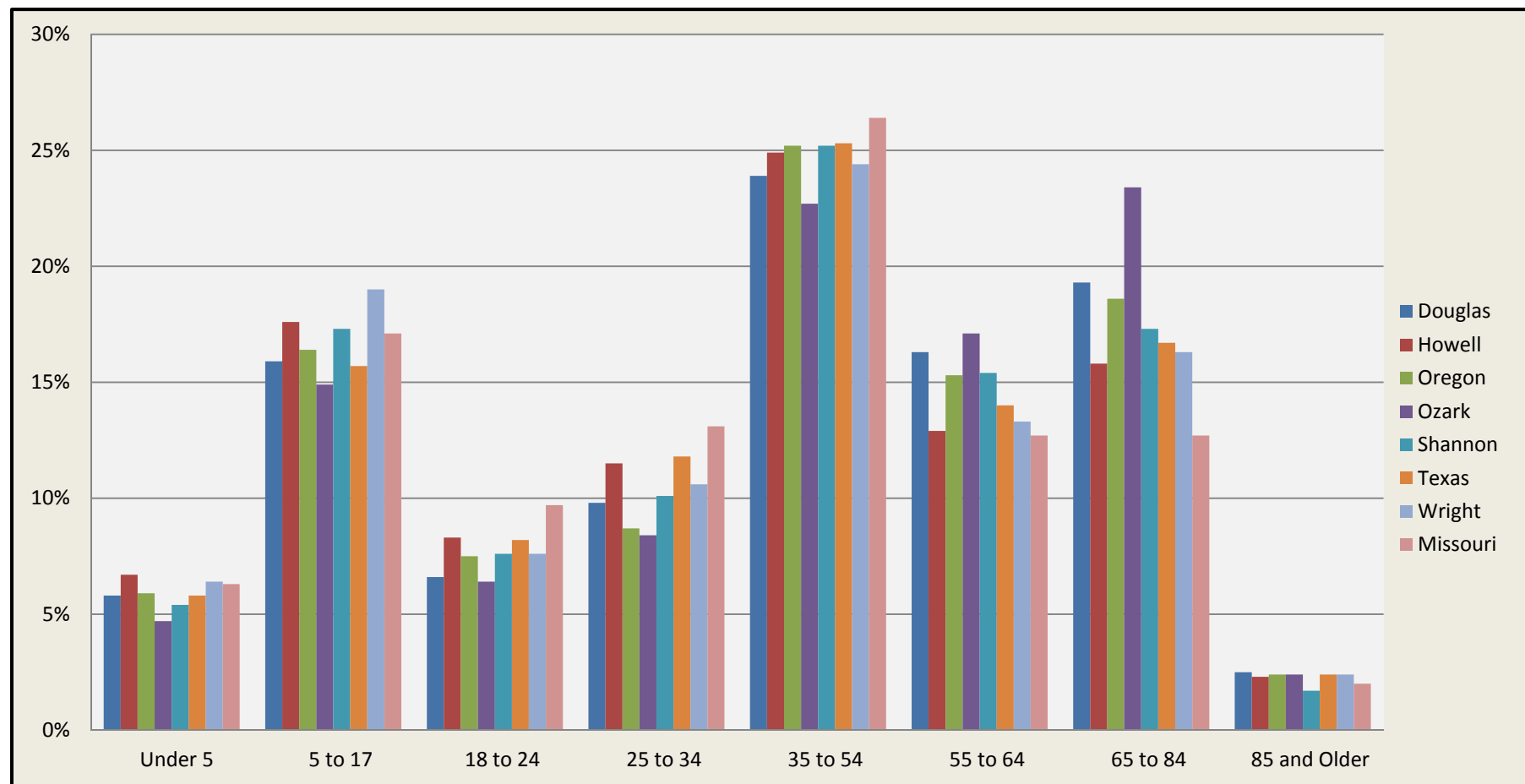
## Population Projections



The population projections above were gathered from the University of Missouri's Office for Social and Economic Data Analysis (OSED). The figure shows that five of the seven counties are projected to realize growth in the coming decades, with only Ozark and Texas County declining in population. The projections fall in line with the region's 7.5% growth rate from 2000-2010. The majority of the growth in region is being driven by Howell and Wright Counties.



Population Age Distribution

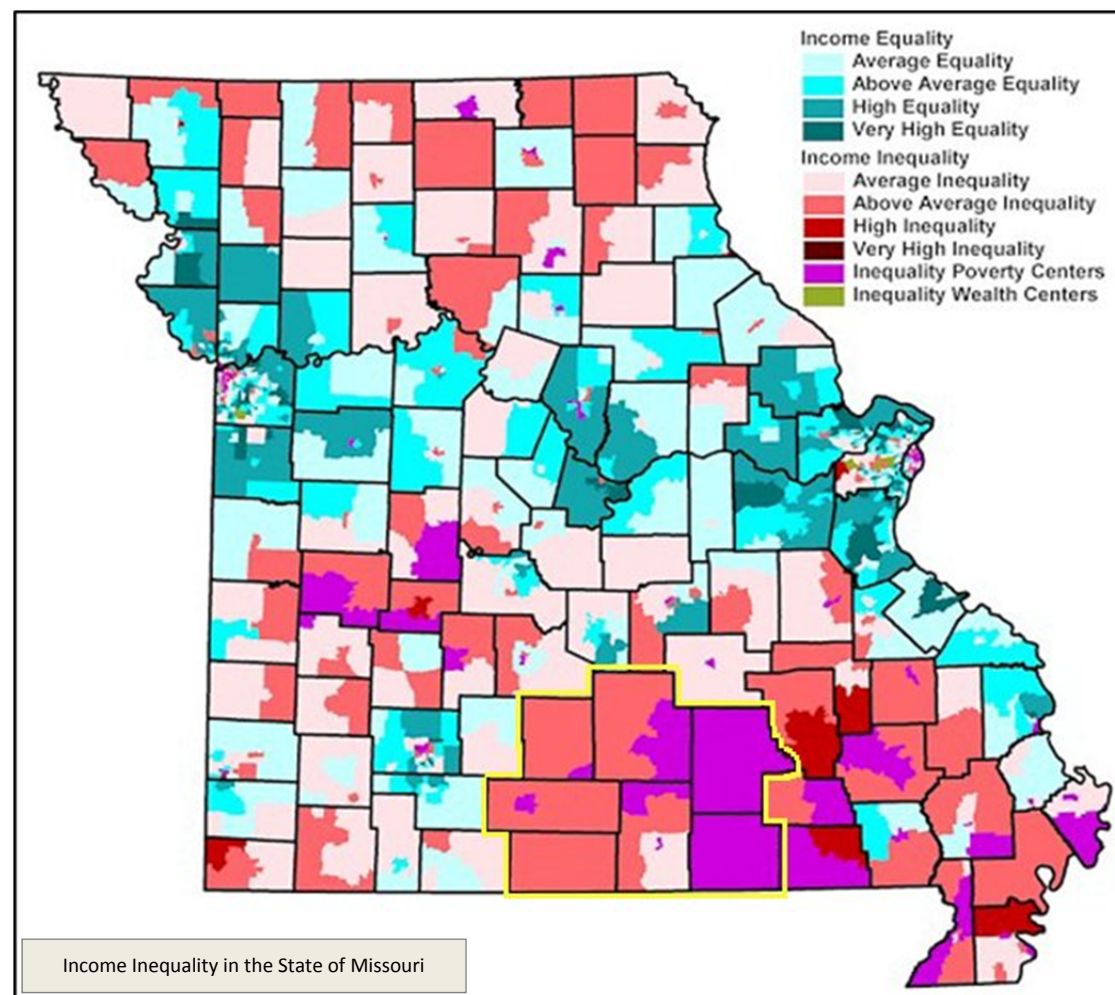


The SCOCOG region has a population that is much older than the state’s as a whole. A larger number of retirees relocate to the Ozarks due to the low cost of living, scenic beauty, and relatively low crime rates. Ozark County has the largest portion of the aging segment, with nearly a quarter of its population within the 65-84 age cohort. Howell County and Wright County, home to the region’s two largest cities, exhibit the largest percentages of children and young adults.

## Poverty and Income Inequality

One of the most pervasive issues facing our area is the widespread effects of persistent poverty and income inequality. In rural areas, the incidence of poverty is often linked to mobility and spatial inequality. Rural workers are not only disadvantaged by lower paying jobs, but are also encumbered by less access—longer distances—to better paying jobs. As a result, underemployment and informal work are more typical in rural areas. To further illustrate this point, 95 percent of persistent poverty counties in the United States are classified as rural while only 2 percent of persistent poverty counties are classified as urban (where access and mobility problems are less daunting and distance to formal employment is more expedient).

The map on the right displays the income inequality in the State of the Missouri. The vast majority of the SCOCOG region (outlined in yellow) has Above Average Inequality and nearly half of the region is designated as an Inequality Poverty Center. *Inequality Poverty Centers* are defined as those areas having inequality scores that are 1.0 or more standard deviations above the mean (per the University of Missouri) or having 50% or more of all households with incomes of \$25,000 or less. Poverty Centers in South Central Missouri include all of Oregon and Shannon Counties, and parts of Texas and Howell Counties. Three of the region's four largest cities: West Plains (1st), Mountain Grove (2nd), and Ava (4th) are also identified as Poverty Centers.

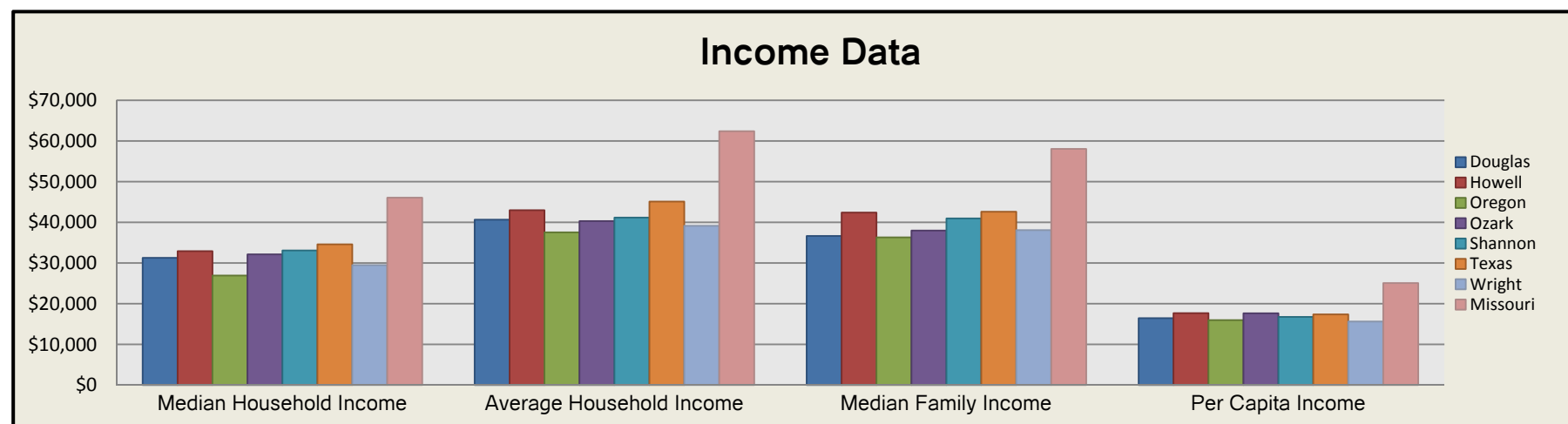


Source: OSEDA

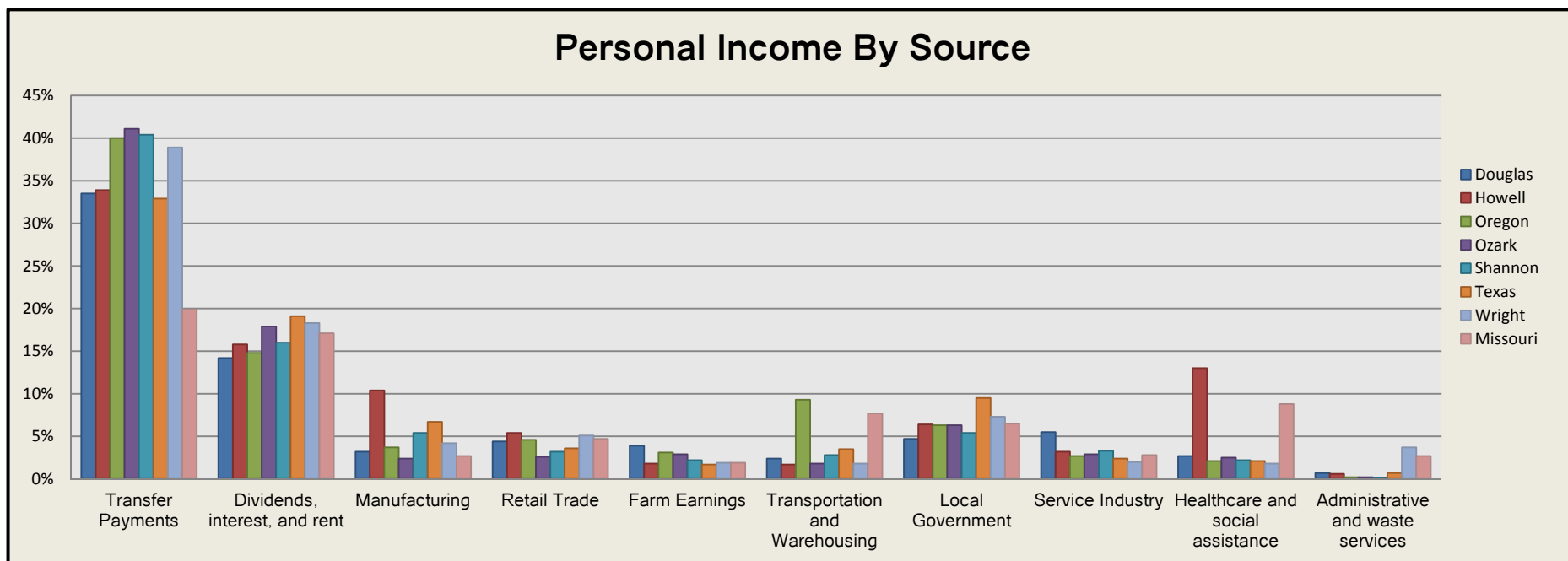
The effects of poverty are serious. Children who grow up in poverty suffer more persistent, frequent, and severe health problems than do children who grow up under better financial circumstances.

- Many infants born into poverty have a low birth weight, which is associated with many preventable mental and physical disabilities. Not only are these poor infants more likely to be irritable or sickly, they are also more likely to die before their first birthday.
- Children raised in poverty tend to miss school more often because of illness. These children also have a much higher rate of accidents than do other children, and they are twice as likely to have impaired vision and hearing, iron deficiency anemia, and higher than normal levels of lead in the blood, which can impair brain function.

Levels of stress in the family have also been shown to correlate with economic circumstances. Studies during economic recessions indicate that job loss and subsequent poverty are associated with violence in families, including child and elder abuse. Poor families experience much more stress than middle-class families. Besides financial uncertainty, these families are more likely to be exposed to series of negative events and “bad luck,” including illness, depression, eviction, job loss, criminal victimization, and family death. Parents who experience hard economic times may become excessively punitive and erratic, issuing demands backed by insults, threats, and corporal punishment (*Houghton, Mifflin, Harcourt*).



Many strategies for combating rural poverty have been set forth dating back to Lyndon B. Johnson’s declaration of “War on Poverty” in 1964, This legislation introduced initiatives such as the Social Security Act (Medicare and Medicaid), The Food Stamp Act, The Economic Opportunity Act (Community Action Program, Job Corps), and the Elementary and Secondary Education Act.



In an analysis of personal income, transfer payments are overwhelmingly the largest source of personal income in the seven county region. Transfer payments are payments by local, state, and federal governments and by businesses when no current services are rendered. A review of transfer payments in each county can provide a measure of economic stress or well-being.

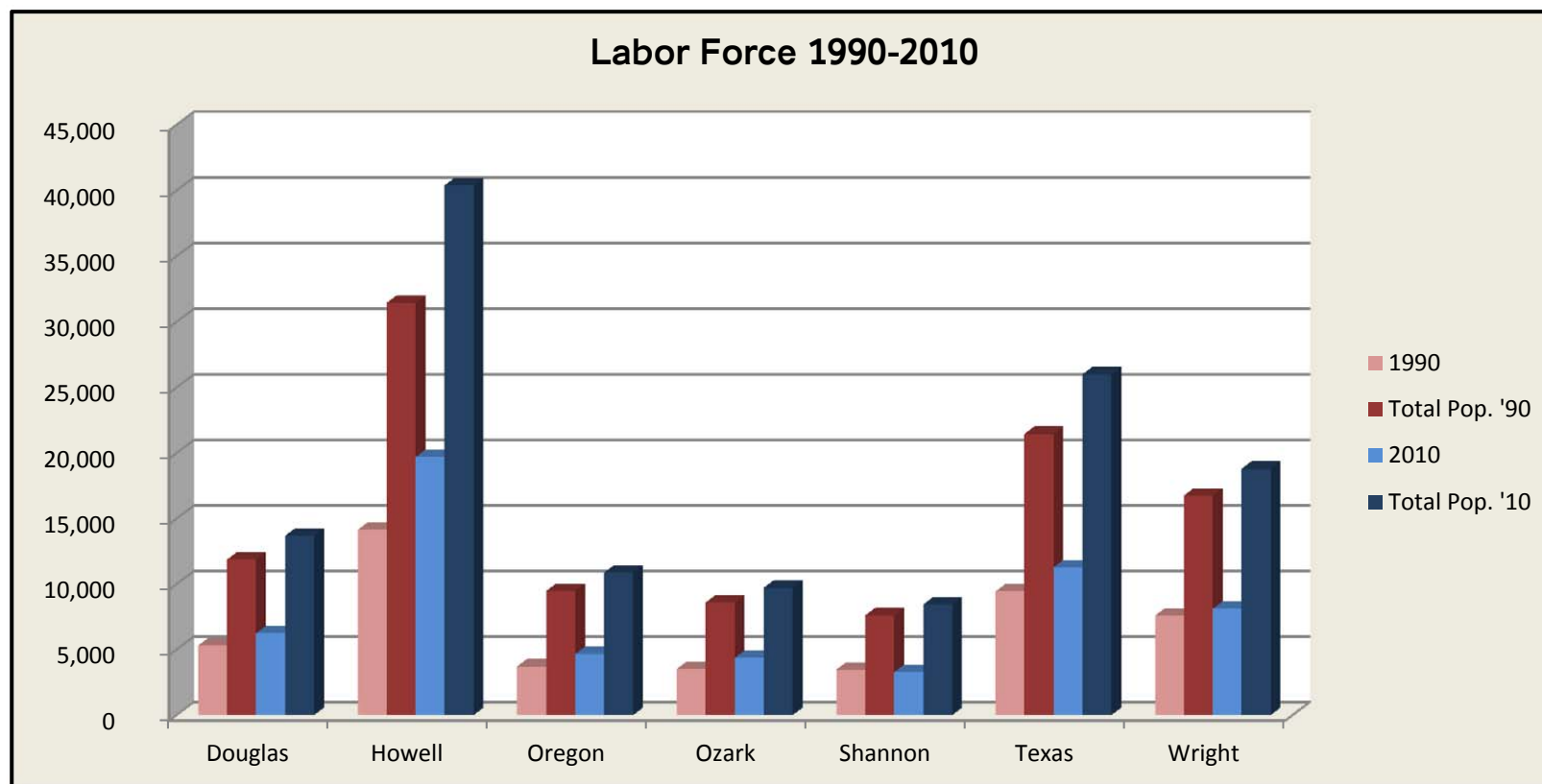
Personal dividend income, personal interest income, and rental income of persons with capital consumption adjustment are sometimes referred to as “property income.” This income includes personal retirement benefits and owners of renter-occupied housing units.

Manufacturing and Healthcare and Social Assistance make up nearly 25% of personal income in Howell County, Oregon County has a strong base in Transportation and Warehousing, being home to the regional office of the Burlington-Northern-Santa Fe Railroad.



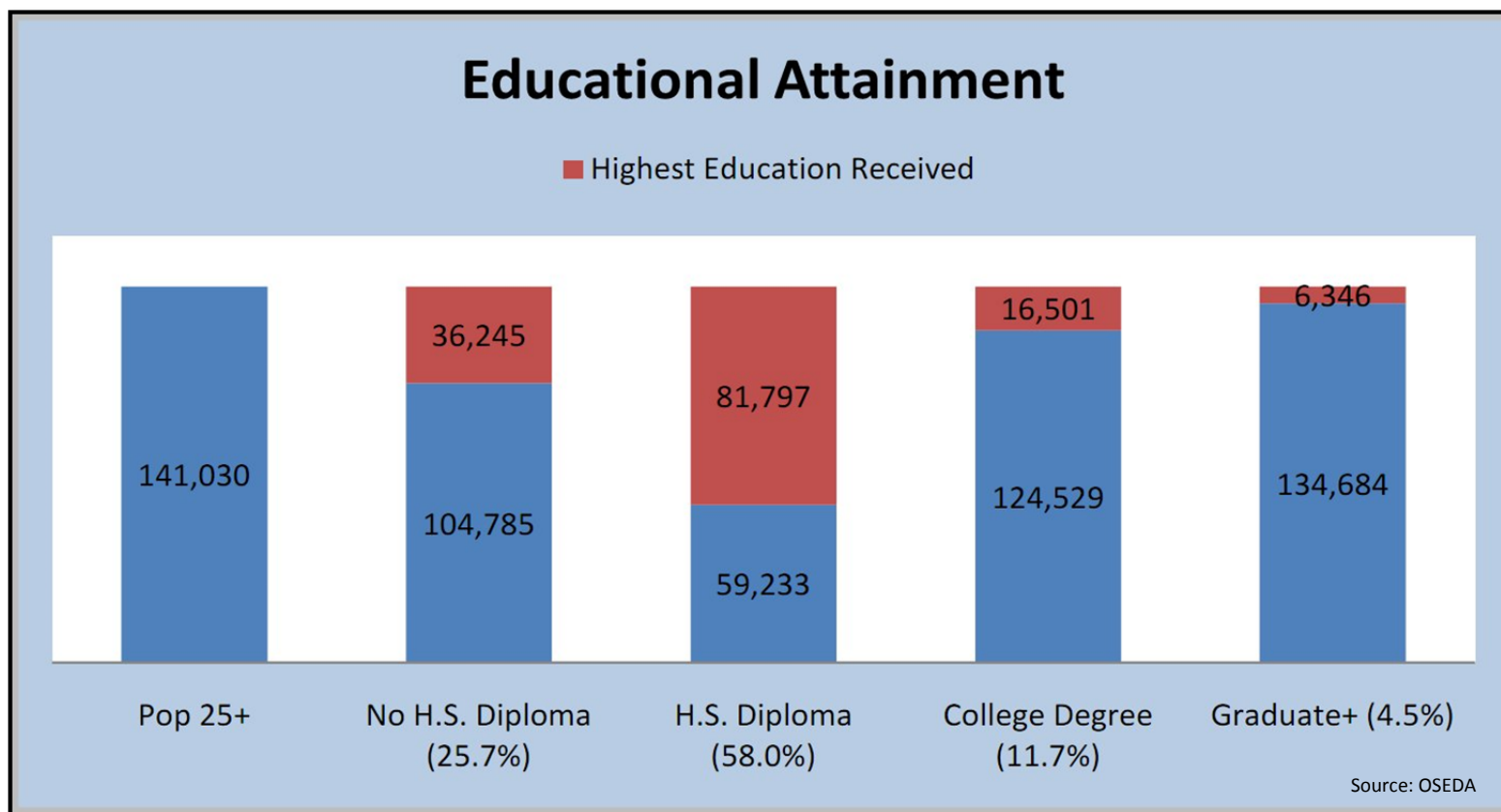
## Workforce

### Population and Labor Force



The total regional labor force is related to the overall population 16 years of age and older employed or actively pursuing employment. Persons sixteen and older who are students, homemakers, retired, institutionalized, or unable/unwilling to seek employment are not considered part of the labor force. In 2010, the population of the South Central Region was 118,229 and the labor force numbered 57,622 or 48.7% of the total population. Much of the growth in the local labor force can be explained by a relative growth in total population numbers. The only county that doesn't fit this simple explanation is Shannon County, where the labor force has shrunk despite a modest gain in total population from 1990-2010.

## Educational Attainment



Educational attainment data for the seven county region shows high dropout rates and staggeringly low rates of individuals with high school diplomas and college degrees. At the national level, the vast majority of the population, 85.2% have finished high school and nearly a quarter, 22% have obtained college degrees. This indicator does not bode well for local economic and workforce development. Schools in the region must to continue to implement strategies to facilitate better academic performance and the communities of South Central Missouri should to work to improve quality of life measures to retain and attract educated citizens.



## Entrepreneurship

In recent decades rural communities have faced many challenges that have negatively impacted the local economy. Many industries have experienced a decline or have left the region entirely, causing economic downturns that result in “brain drain” as young people leave the area in search of better economic opportunities. A proven strategy to strengthen a local rural economy is by promoting entrepreneurship. Entrepreneurship and small business development can insulate a local economy from outside economic impacts by tapping into the local talent and resources to build the economy from within.

According to the Kauffman Foundation for Education and Entrepreneurship (KF), there are four key factors in the entrepreneurial process. With each component, local communities can contribute something to ensure a favorable entrepreneurial environment.

The four factors of entrepreneurship as defined by the KF are: *Talent*, which belongs to individuals who “recognize market opportunities and then create organizations to take advantage of these opportunities”; *Opportunity*, defined as the ability to fill a need in the community; *Capital*, the financial resources to fill such a need; and *Know-How*, or the opportunity to network in order to gain expertise and technical knowledge.

### *Why Entrepreneurship?*

Entrepreneurship has always been an important part of America's economic tradition. Generally speaking, entrepreneurship refers to the creation or expansion of new businesses and industries, often by individuals who perceive a new market niche or opportunity and assume the risk of the venture.

Entrepreneurship is an attractive community and economic development tool for a host of reasons. According to Jay Kayne, vice president of community and policy for the Kauffman Center, the most important reason is that entrepreneurship creates wealth, not just wages. The wealth created by entrepreneurs stays in the community through reinvestment. Kayne argues that this is different from job creation, which brings wages to rural communities but does not necessarily keep corporate wealth within the boundaries of those communities.

Entrepreneurship not only helps retain wealth in a community; it also retains talent. Entrepreneurs in rural areas are more likely to become community leaders and reinvest through philanthropy and volunteer work. According to the Kauffman Center, “entrepreneurial behavior generates many outcomes including stronger civic leadership, better students, more productive workers, and enterprise creators.”

In addition to the economic benefits of entrepreneurship, there are intangible benefits that can boost a community's spirit. As rural communities experience economic decline, their sense of security, optimism and community pride may wane. A culture of entrepreneurship has great potential to lift those spirits. According to Raymond W. Smilor of the Kauffman Center, in a paper titled “Entrepreneurship and Community Development,” this is where entrepreneurship has some real community development potential. Smilor argues that entrepreneurs are ultimate optimists and that their optimism is a “remarkably potent resource for building community.”

Improving a community's spirit can lead to other benefits. A community with a strong spirit and an entrepreneurial environment is likely to have the potential to create organizations focused on better health care, childcare and other social services. In fact, the Kauffman Center has introduced the idea of social entrepreneurs, or people who use their entrepreneurial spirit to start organizations that focus on community development. (*CommunityDividend*)

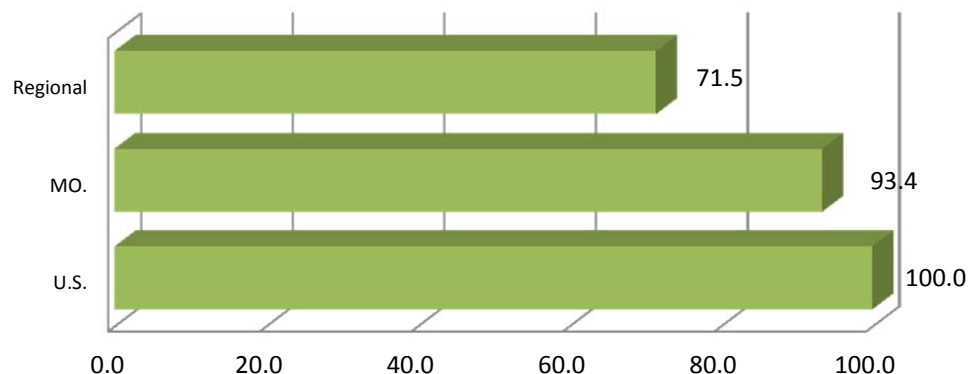
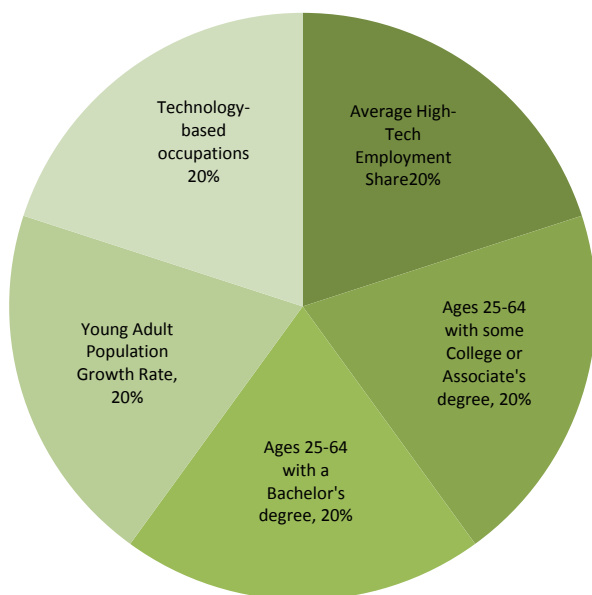
## Innovation Index

The Southeast Missouri State University's Institute for Regional Innovation and Entrepreneurship (IRIE) will be conducting a regional entrepreneurial assessment in 2015 and will be developing a set of strategies for local communities to help improve the regional "entrepreneurial ecosystem". According the IRIE, characteristics that "entrepreneurial friendly" communities exhibit are: strong business churn (when a small business closes another fills the void), a thriving arts and culture community, a community that embraces diversity, strong civic engagement, an educated populous with progressive community development efforts, and robust philanthropy.



As a baseline for their new study, the IRIE developed a measure of the existing entrepreneurial ecosystem by analyzing the Innovation Index of the seven county area. This baseline data was provided to the Council of Governments for inclusion in our 2014 CEDS update. The Innovation Index is qualitative economic measure that draws on 22 indicators and defines the existing entrepreneurial climate. The inputs for the index are made up of 30% Human Capital measures, 30% Economic Dynamics measures, 30% Productivity & Employment measures and 10% Economic Well-being indicators. The results of the Regional Innovation Index analysis are provided on the following pages:

## Human Capital (30%)



### Human Capital Strengths

#### Some College/Associates (2012)

- 28.6% - Regional
- 31.8% - Missouri
- 30.6% - U.S.

#### Tech-Based Occupations Share (2011)

- 10.9% - Regional
- 12.0% - Missouri
- 12.2% - U.S.

### Human Capital Challenges

#### Bachelor's Degree or Higher (2012)

- 14.1% - Regional
- 28.0% - Missouri
- 30.2% - U.S.

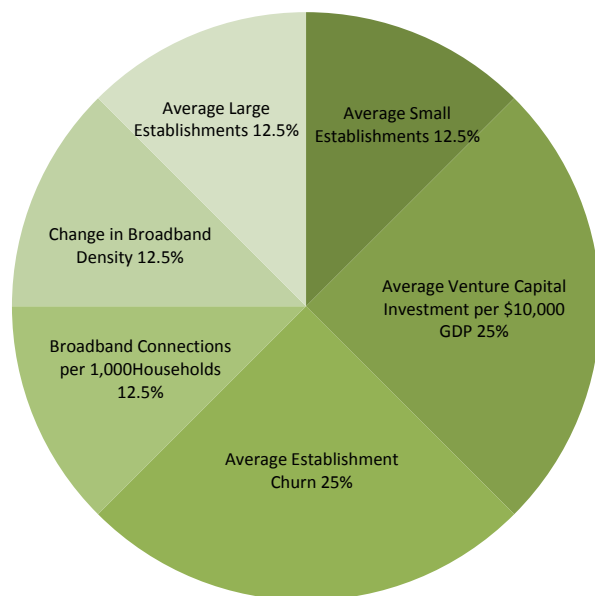
#### Change in Young Adult pop. (1997-2012)

- -0.7% - Regional
- -0.5% - Missouri
- -0.2% - U.S.

#### Average High-tech Employment Share (1997-2011)

- 1.7% - Regional
- 3.7% - Missouri
- 4.7% - U.S.

## Economic Dynamics (30%)



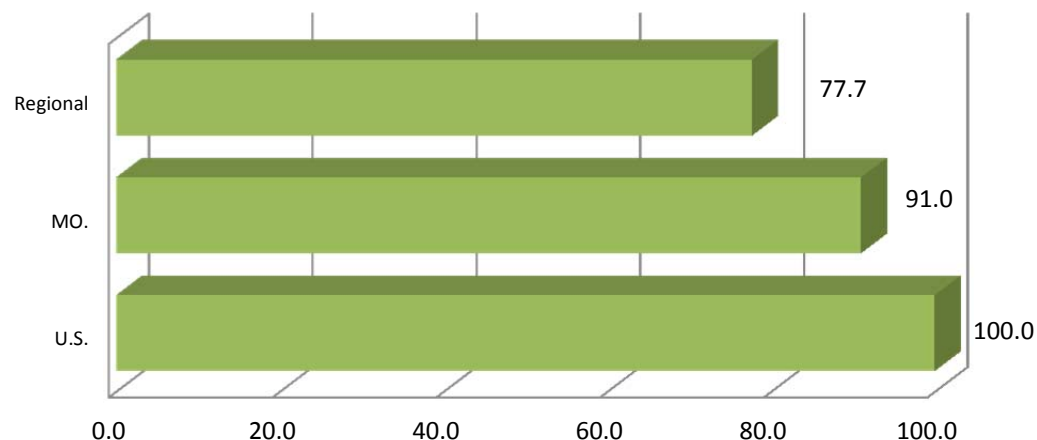
### Economic Dynamic Strengths

#### Average Establishment Churn (1999-2009)

- 73.2% - Regional
- 76.1% - Missouri
- 76.4% - U.S.

#### Average Small Establishments/10,000 Workers (1997-2011)

- 425.5 - Regional
- 367.7 - Missouri
- 371.6 - U.S.



### Economic Dynamics Challenges

#### Average Venture Capital investment per \$10,000 GDP (2005-2012)

- \$0.00 - Regional
- \$3.69 - Missouri
- \$39.92 - U.S.

#### Average Annual Change in Broadband Providers (2000-2012)

- 12.1% - Regional
- 19.3% - Missouri
- 23.2% - U.S.

#### Average Large Establishments per 10,000 Workers (1997-2011)

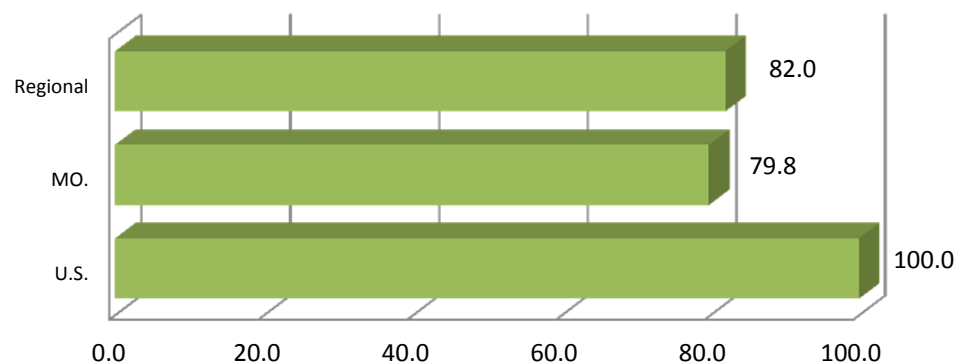
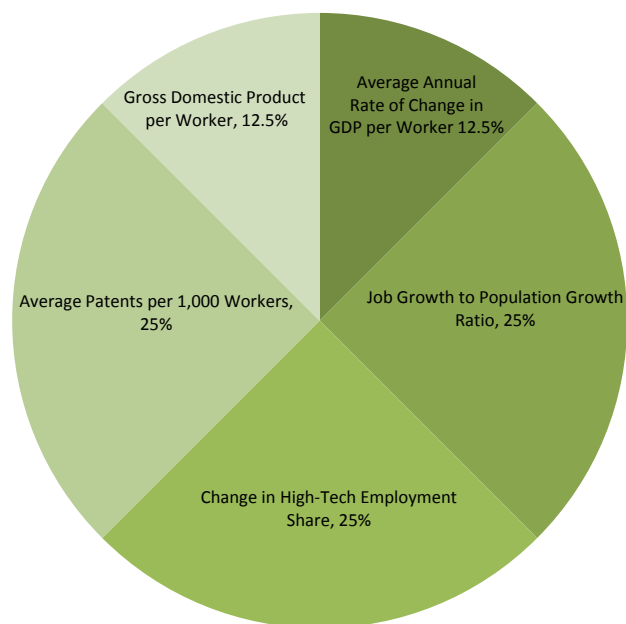
- 0.49 - Regional
- 1.15 - Missouri
- 1.08 - U.S.

#### Broadband Density

- 377 - Regional
- 700 - Missouri
- 700 - U.S.



## Productivity & Employment (30%)



### Productivity & Employment Strengths

#### Change in High-tech Employment Share (1997-2012)

- 5.3% - Regional
- 0.5% - Missouri
- -0.1% - U.S.

#### Change in GDP per worker (1997-2012)

- 0.98% - Regional
- 0.61% - Missouri
- 1.11% - U.S.

### Productivity & Employment Challenges

#### Job Growth-to-Population Growth Ratio (1997-2011)

- -0.03 – Regional
- 0.28 - Missouri
- 0.49 – U.S.

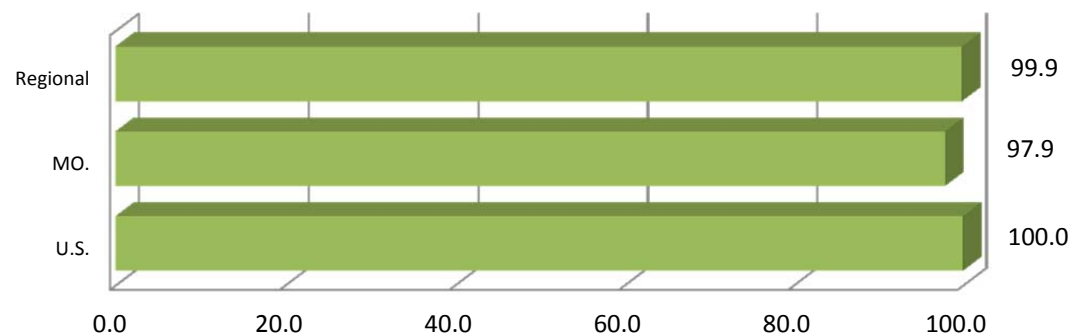
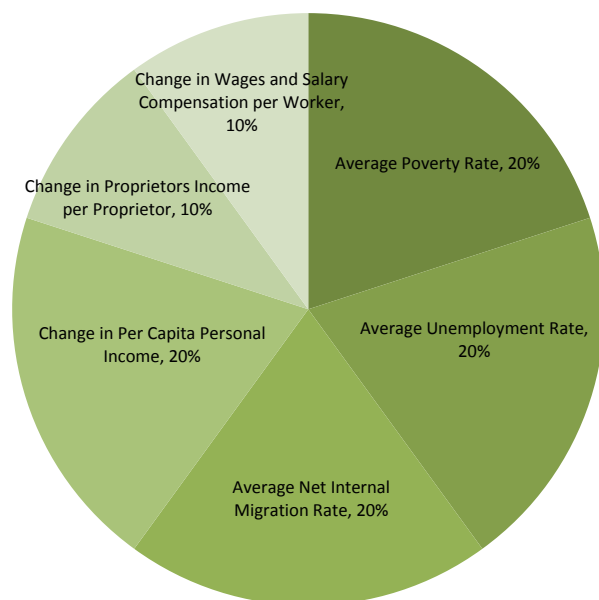
#### GDP per Worker (2011)

- \$47,278 - Regional
- \$62,193 - Missouri
- \$74,540 – U.S.

#### Average Patents per 1,000 Workers (1997-2011)

- 0.05 - Regional
- 0.23 - Missouri
- 0.50 – U.S.

## Economic Well-Being (10%)



### Economic Well-Being Challenges

#### Average Poverty Rate (2010-2012)

- 24.0% - Regional
- 15.8% - Missouri
- 15.7% - U.S.

#### Change in Average Proprietors Income (1997-2011)

- 0.7% - Regional
- 1.5% - Missouri
- 1.0% - U.S.

### Economic Well-Being Strengths

#### Net Int. Migration per 10,000 Residents (2000-2012)

- 16.6 - Regional
- 1.8 - Missouri
- 0.0 - U.S.

#### Change in Per Capita Personal Income (1997-2012)

- 3.6% - Regional
- 3.2% - Missouri
- 3.6% - U.S.

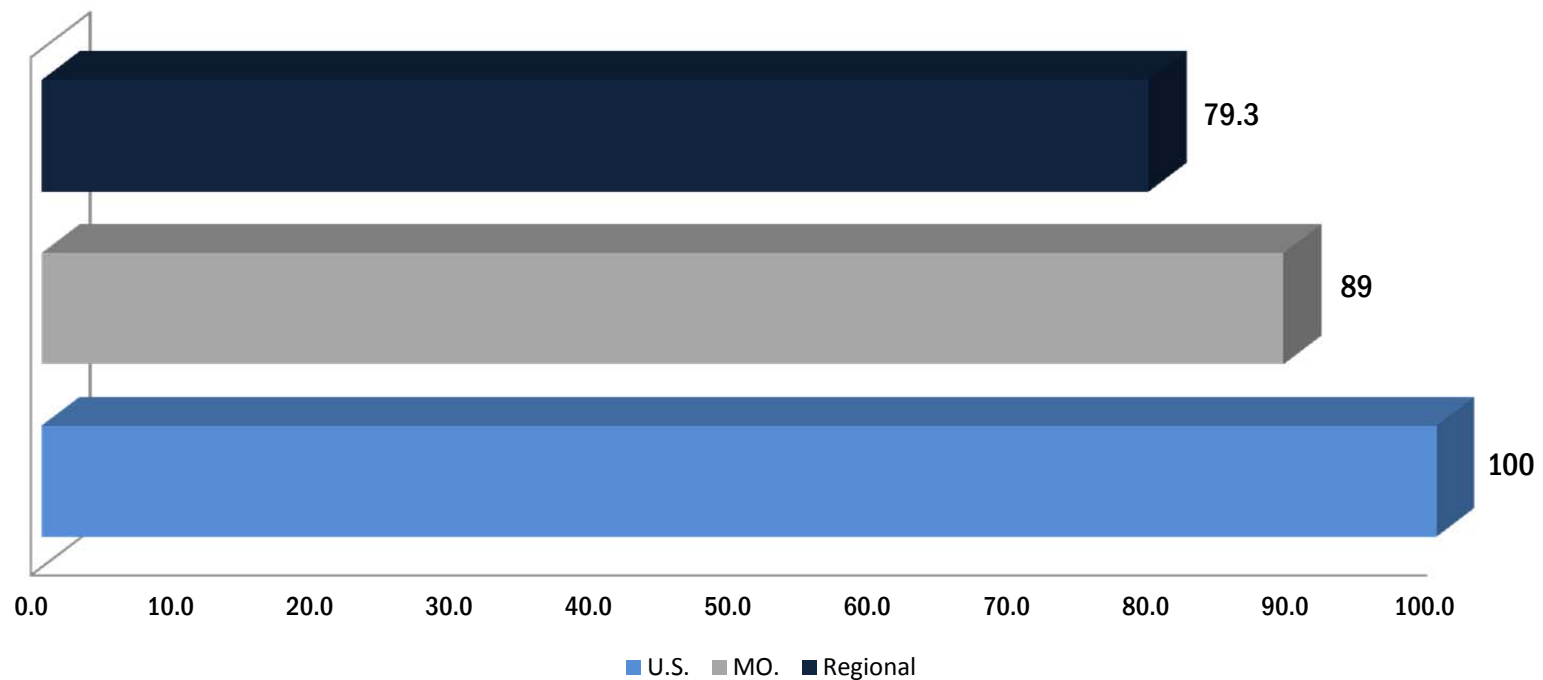
#### Change in Ave. Wage and Salary Earnings (1997-2011)

- 3.4% - Regional
- 3.1% - Missouri
- 3.4% - U.S.

#### Unemployment Rates (2010-2012)

- 8.6% - Regional
- 8.3% - Missouri
- 8.9% - U.S.

### Innovation Index for the South Central Ozarks



\*An Innovation Index of 75 is considered 'average' for rural regions such as the South Central Ozarks

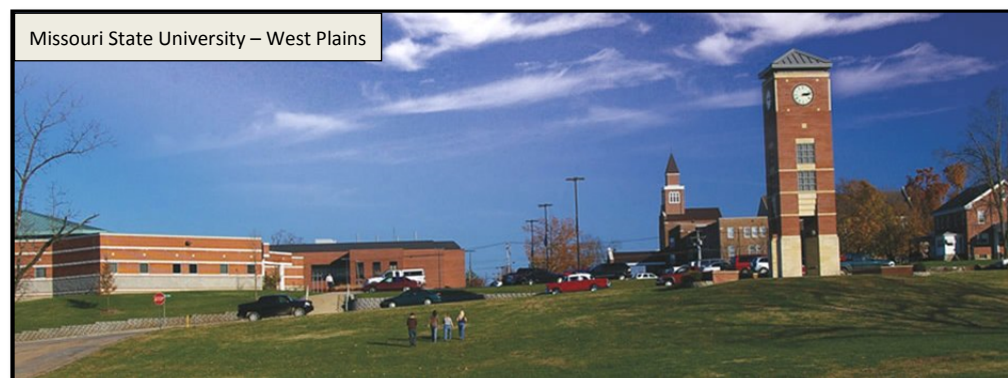
## Education and Training

According to the Missouri State of the Workforce 2011 Report, academic indicators reveal Missouri students are performing at higher than national averages and with concentrated focus on Science, Technology, Engineering and Mathematics (STEM) disciplines that will have the potential to be a competitive workforce in the near future (Move Forward, SOAR Region Economic Development Report)

### Area Colleges and Universities

- Missouri State University—West Plains

AAS degrees offered in Allied Health, Business Accounting, Computer Info, Business Management, Business & Technology Management, Child and Family Development, Computer Graphics and programming, Enology, Entrepreneurship, Agriculture, Technology, Law Enforcement, Respiratory Care, Viticulture, AS degree in General Studies and Teaching; AS degrees in Business, Nursing (LPN & RN Track), Bachelor's degrees offered in Child and Family Development, Business, Elementary Education, Nursing, Technology Management, Agriculture, and Master's Degrees in Business Administration, Elementary Education, Educational Administration and Counseling.



- Missouri State University—Mountain Grove

AA degrees offered with online support for a broad range of fields, including wine making, fruit and garden growing.

- University of Missouri Extension offices in each county offer miscellaneous continuing education courses.

- Drury University—Ava

AS Degrees in Business Administration, Communication, Criminal Justice, Emergency Medical Science, English, Environmental Studies and Environmental Management, Fine Arts, Foundations in Education, General Studies, Health



and Wellness, Law Enforcement, Organizational Studies, Paralegal Studies, Psychology, Radiologic Technology, and Writing.

- Drury University—Cabool offers dual degrees in Nursing and Medical Assisting
- Drury University—Thayer offers general education classes, financial assistance and career counseling.
- Drury University—West Plains offering degrees in Health and Wellness and Emergency Management.
- Southwest Baptist University—Mountain View

AA/AS degrees in Business Admin, AAS Emergency Medical Technology, AA/AS General Studies, BS Elementary Education, Business Administration, Criminal Justice, Human Services, Psychology and Sociology

- Mineral Area College—Winona offers Associates degrees in General Studies and Applied Associates Degree in Office Procedures.

#### Area Vocational Training Schools

South Central Career Center ~ Serving the entire SCOCOG area. Programs include: Adult Education and Literacy (AEL), Agriculture, Auto Collision Technology, Auto Technology, Building Trades, Business, Creative Design, Culinary Arts, Family and Consumer Science; Family, Career and Community Leaders of America (FCCLA), Health Sciences; Heating, Ventilation and Air Conditioning (HVAC), Machining/Drafting, Masonry, Practical Nursing, Surgical Technology, Welding Technology, and Woodworking

- Texas County Technical College in Houston, affiliated with Bolivar Technical College offers programs in Medical Administrative Assistance, Practical Nursing, and Accelerated LPN to RN.
- Ozark Mountain Technical Center in Mountain Grove offers online programs in Accounting and Finance, Business, College Readiness, Computer Applications, Design and Composition, Health Care and Medical, Language and Arts, Law and Legal, Personal Development, Teaching and Education, Technology, Writing and Publishing,
- Gainesville High School Vocational Training in Gainesville offers vocational courses in Business, Agriculture, Auto Mechanics, and Family and Consumer Sciences). This A+ high school has been identified five years in a row by U.S. News and World Report as one of “*America’s Best High Schools.*”

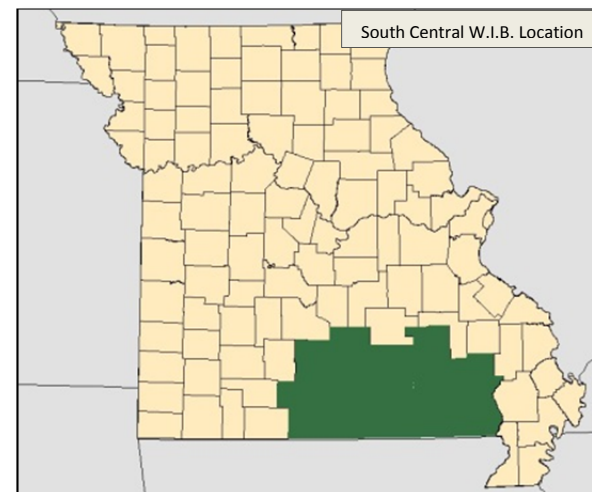
### South Central Missouri Workforce Investment Board

The South Central Workforce Investment Board (W.I.B.) is a leader in community collaboration and the continued development of a dynamic, highly skilled labor force. The South Central W.I.B. is comprised of twelve counties in Southern Missouri: Wright, Texas, Reynolds, Wayne, Shannon, Douglas, Ozark, Howell, Oregon, Carter, Ripley, and Butler. The regional board is appointed by the area's Chief Elected Official and is certified by the Governor of the State of Missouri. The Governor is also responsible for establishing the criteria for use by the chief elected official in appointing the regional board members. There are 14 separate workforce regions in Missouri.

Programs supported by the local W.I.B. for employers include: Show-Me Heroes, Work Ready Missouri, and the Federal Bonding Program. Programs and services for job seekers include: the Workforce Investment Act (WIA) Adult Program, the WIA Dislocated Worker Program, numerous workshops and training sessions ranging from English language proficiency to career networking. The W.I.B. also offers a WIA-approved Youth Training Program.

The WIB also supports the WorkKeys job profiling component, which enables businesses to match the work requirements important in a job to the skill levels in the candidate pool. It offers a concrete way for organizations to analyze the skills needed for specific jobs and to describe those needs to educators, students, and job applicants.

For each position, job profiling identifies the skills and WorkKeys skill levels an individual must have to perform successfully. By comparing job profile information with individuals' scores on the WorkKeys tests, organizations can make reliable decisions about hiring, training, and program development.



## Housing

A new report from the Housing Assistance Council (HAC) examines the housing crisis in rural America. Findings reveal that despite enjoying generally lower housing costs, an increasing number of rural households struggle with poverty. Rural poverty rates exceed comparable national rates across all racial and ethnic groups. These poor households also struggle with housing affordability; the number of housing cost burdened households rose by six percentage points in rural America between 2000 and 2010. (A household has a housing cost burden if more than 30% of its gross income goes towards housing costs).



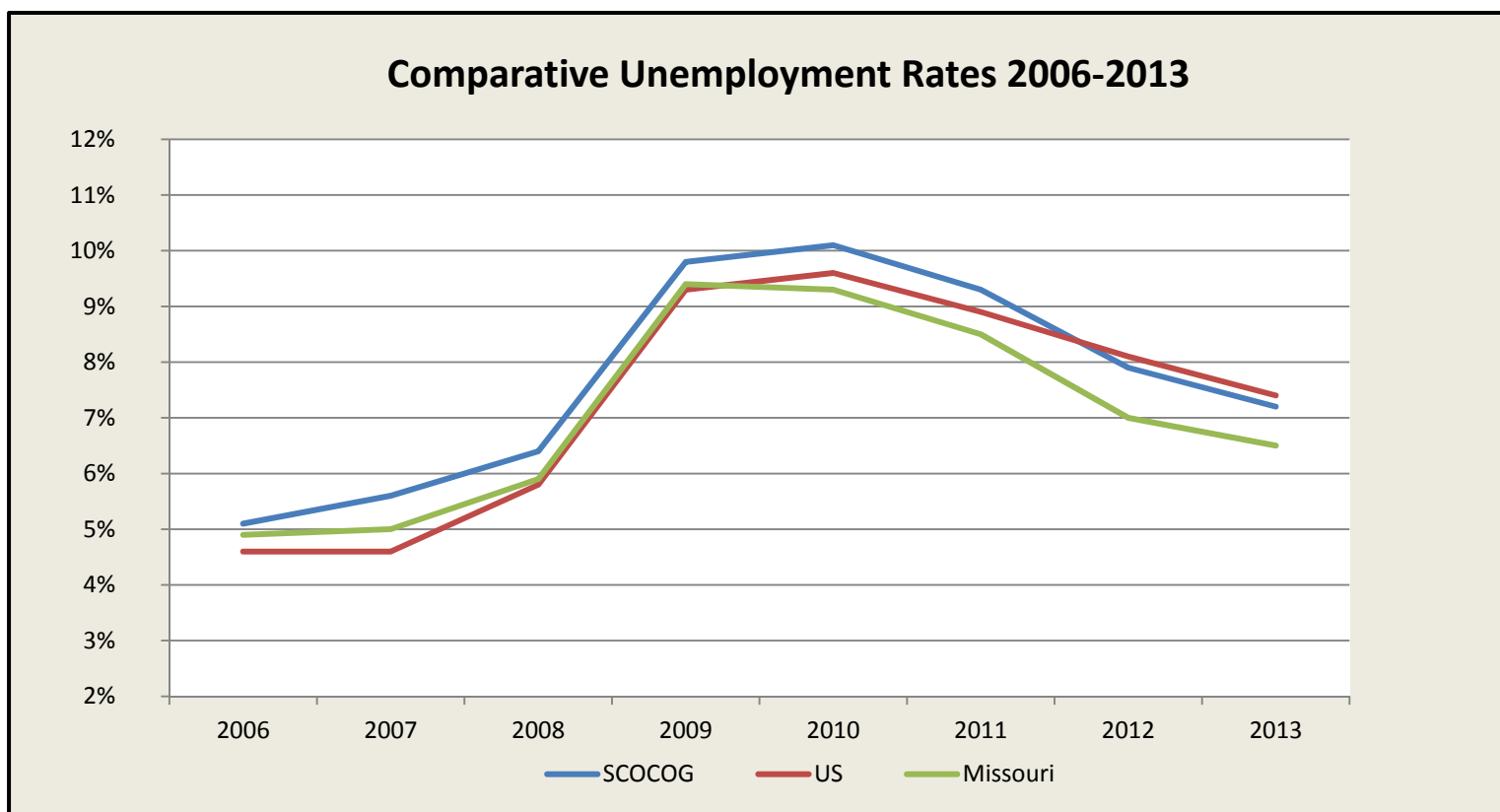
Over seven million rural households have housing cost burdens. Renter households are most likely to experience this cost burden, with 47% of rural renters paying over 30% of their income towards rent, compared to 25% of rural homeowners. While renters make up just 28% of all households in rural communities, they make up about 40% of cost burdened rural households (National Low Income Housing Coalition)

During the CEDS planning process, many community leaders stated they struggle to sustain an adequate low-to-moderate income housing stock due to varying factors: aging and deteriorating structures, a lack of private investment, or either the absence or poor enforcement of building codes.

Affordable rental housing options remain limited due to federal budget cuts, limited financing for nonprofit development, and competition for federal

grants that urban areas receive as entitlements. With few new affordable units being built across rural communities, many low income households turn to manufactured housing. Nationally, households living in manufactured housing have a median income of \$30,000, and more than half of all manufactured homes are in rural parts of the country. However, the closure of manufactured home parks in recent years, combined with weak legal protections for residents, contribute to increased instability and decreasing affordable housing options for low income rural households. (National Low Income Housing Coalition)

## Regional Economy and Industry Analysis



### Unemployment

The unemployment rates of the South Central Ozarks reflect a similar trend as the rates of the state and nation as a whole. The region's unemployment was approximately 0.5% higher than the state and national averages from 2006-2011, when local and state unemployment began to fall at a slightly higher rate than the national average. Currently, the local unemployment rate is slightly below the national average.

## Employment by Sector

Regional employment by major sector (2 digit NAICS) increased by 3.4 percent from 2001 to 2013. The region saw a majority of that increase of employment between 2001 and 2007 where the region's employment increased by 2.45 percent. 2007 to 2011 was a period of employment decline, with employment bouncing back in recent years.

In 2013 non-farm employment in the South Central Region was 35,211, this figure includes both public and private sectors. Manufacturing employed nearly 19 percent of area workers, a higher percentage than found in all but one of Missouri's 12 economic regions. Manufacturing, combined with retail and healthcare sectors, employ nearly half of all workers. The farming sector in the South Central region employed 8,515 (19.8%) individuals as either farm owner or farm worker in 2013. Some of these farm workers have other jobs, but clearly agriculture is a significant part of the region's economy.

<b>South Central Missouri Employment by Industry 2013</b>				
<b>NAICS</b>	<b>Industry</b>	<b>Annual Avg. Emp.</b>	<b>Perc. Total Emp.</b>	<b>Annual Avg. Wage</b>
11	Agriculture, Forestry, Fishing, and Hunting	8,515	19.8	\$24,234
31-33	Manufacturing	8,138	18.7	\$29,367
44-45	Retail Trade	6,876	15.8	\$19,283
62	Healthcare and Social Services	6,441	14.8	\$28,736
61	Educational Services	5,179	11.9	\$28,381
72	Accommodation and Food Services	3,525	8.1	\$10,742
92	Public Administration	2,698	6.2	\$29,815
48-49	Transportation and Warehousing	1,871	4.3	\$31,203
23	Construction	1,436	3.3	\$24,998
52	Finance and Insurance	1,392	3.2	\$32,362
	<b>Total Employment 2013</b>	<b>43,522</b>		

Source: Missouri D.E.D.



## Location Quotient

Location quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique” in comparison to the national average.

Industry LQs are calculated by comparing the industry’s share of regional employment with its share of national employment. Suppose that Breweries (NAICS 31212) account for 0.16% of all regional jobs but only 0.015% of all national jobs. The region’s LQ for Breweries would then be  $(.16 / .015) = 10.67$ , meaning that Breweries are nearly 11 times more concentrated in the region than average. (*economicmodeling.com*)

The basic uses of industry LQs (and, by extension, for industry clusters and occupations as well) include these items:

- To determine which industries make the regional economy unique.
- To identify the “export orientation” of an industry and identify the most export-oriented industries in the region.
- To identify emerging export industries beginning to bring money into the region.
- To identify endangered export industries that could erode the region’s economic base.

South Central Missouri Region Industries	Location Quotient 2002	Location Quotient 2012	Change
Forest & Wood Products	0.92	<b>5.71</b>	4.79
Mining	0.83	<b>2.88</b>	2.05
Transportation Equipment Mfg	0	<b>2.65</b>	2.65
Transportation & Logistics	1.18	<b>2.16</b>	0.98
Electrical Equipment, Appliance & Component Mfg	0	<b>1.97</b>	1.97
Agribusiness, Food Processing & Technology	0.17	<b>1.78</b>	1.61
Chemicals & Chemical Based Products	0.11	<b>1.73</b>	1.62
Machinery Mfg	0	<b>1.54</b>	1.54
Biomedical/Biotechnical (Life Sciences)	0.41	<b>1.31</b>	0.9
Energy (Fossil & Renewable)	0.57	<b>1.04</b>	0.47
Fabricated Metal Product Mfg	0.28	<b>1.03</b>	0.75
Arts, Entertainment, Recreation & Vistor Industries	0.24	<b>1</b>	0.76
Manufacturing Supercluster	0.12	<b>0.92</b>	0.8
Glass & Ceramics	0	<b>0.89</b>	0.89
Education & Knowledge Creation	0.25	<b>0.72</b>	0.47
Printing & Publishing	0.18	<b>0.6</b>	0.42
Business & Financial Services	0.14	<b>0.55</b>	0.41
Advanced Materials	0.12	<b>0.54</b>	0.42
Defense & Security	0.04	<b>0.49</b>	0.45
Computer & Electronic Product Mfg	0	<b>0.45</b>	0.45
Apparel & Textiles	0	<b>0.43</b>	0.43
Information Technology & Telecommunications	0.07	<b>0.28</b>	0.21

### Manufacturing (NAICS 31-33)

The manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. The assembling of component parts of manufactured products is considered manufacturing, except in cases where the activity is appropriately classified as construction. 18.7% of the region's workforce is employed in the manufacturing sector.

#### *Manufacturing Industry Patterns*

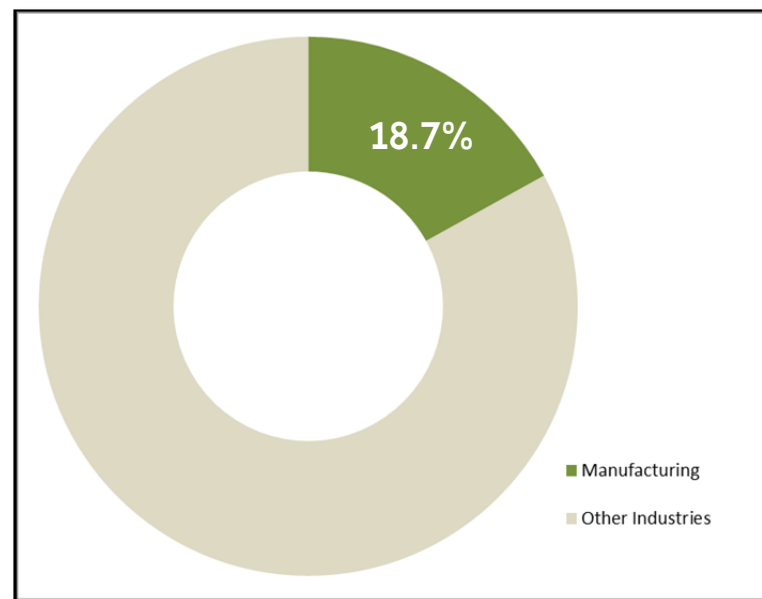
Manufacturing from 2003 to 2013 employed one-in-four workers in the private sector. Four strong patterns of industry concentration are found in Wood Products Manufacturing, Apparel Manufacturing, Electrical Equipment Manufacturing, and Transportation Equipment Manufacturing. These combined industries employ 16.1 % of the private sector.

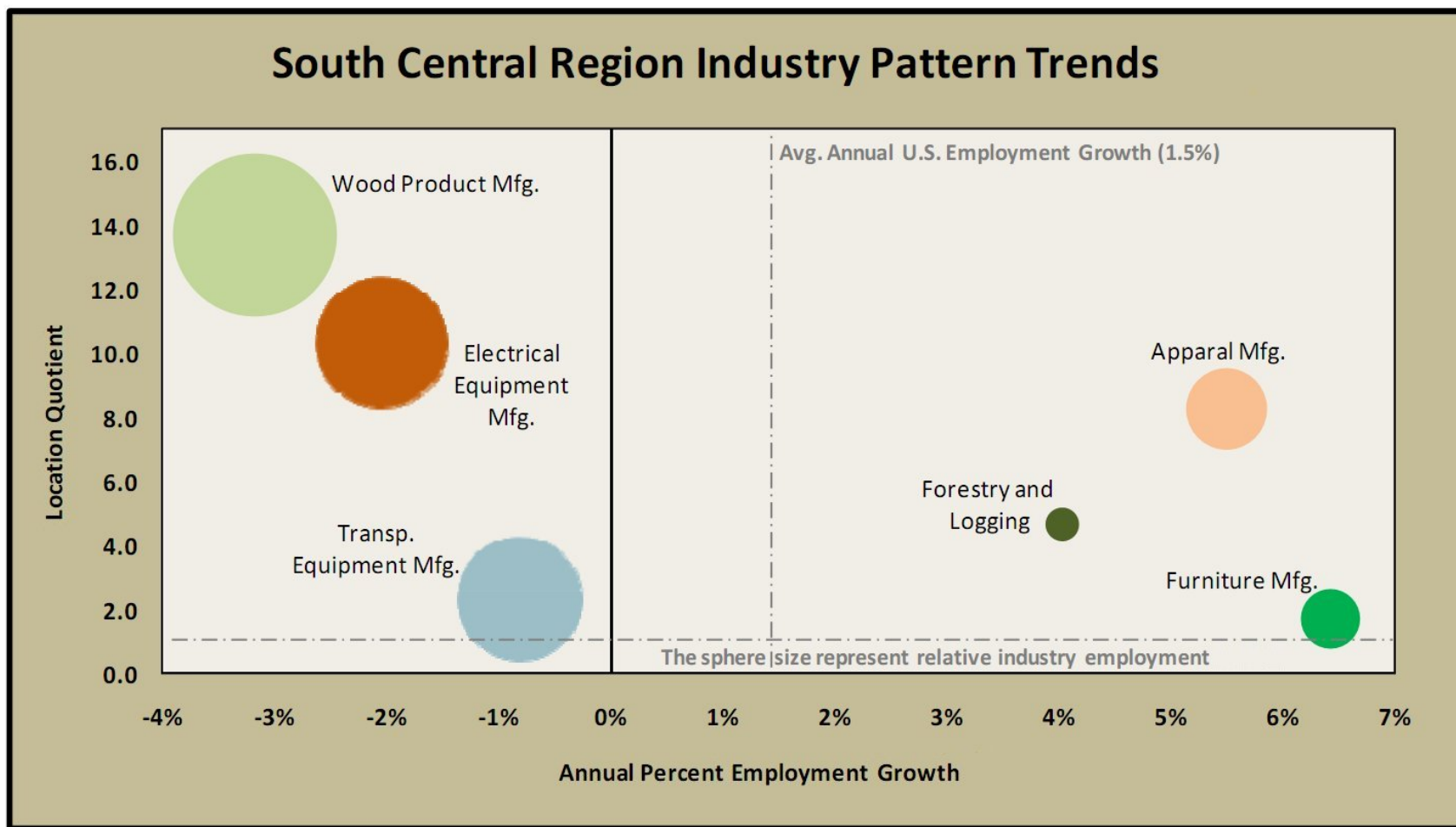
#### *Wood Products Cluster*

The South Central Ozarks has a long history of producing wood products, thanks to an abundant supply of soft and hardwood trees found in the region's dense forests. The state is a leading U.S. producer of wood pallets, which primarily come from this region. Pallet production fits well with the state's strength as a logistical hub of the Midwest.

The Wood Products Cluster encompasses the growing, harvesting, and processing of timber into final goods for public and business consumption. This cluster has a very high Location Quotient (LQ) of 5.71 and is the largest employing pattern industry. Employment did decline in the region during the years of 2005-2010, mirroring national industry trends, but the industry has rebounded since 2011 showing modest growth.

Companies in the cluster specialize in sawmill operations, pallet production, cabinet making, and flooring. The recession did impact these firms as the overall manufacturing and construction sectors were hit particularly hard. However, as of 2013, this cluster was still the largest pattern employer in the South Central region. Hopefully this industry will see additional growth and the economy continues to rebound since the proximity to timber and basic logistic need for pallets will remain unchanged.





2002-2012

Source: Missouri DED

### *Apparel Manufacturing Spot Strength*

Although one of the smaller pattern industries in the region, apparel manufacturing has a Location Quotient of 1.74 and has bucked national industry trends with steady employment growth since the mid-2000's. While apparel manufacturing declined in the U.S. at an annual rate of 7.7 percent, firms in the South Central region has grown at an annual rate of 4.6 percent from 2003-2013. As a local spot strength amid the backdrop of a larger, changing U.S. apparel industry, these companies may have developed market niches that will hopefully enable continued growth into the future.



### *Electrical Equipment Manufacturing Spot Strength*

Electrical equipment manufacturing is a spot strength in this area with a high Location Quotient of 1.97 in 2012. Although the industry lost employment from 2003-2007, it did grow through the recession. By 2010 the industry's regional Location Quotient had grown to over 1.4 as national employment in electrical equipment manufacturing declined during the recession. Firms in this region specialize in electric motors and utility components, similar to the Mid-Missouri Economic Region to the north. This pattern strength is located in a number of areas throughout Missouri and combines into a statewide industry cluster.

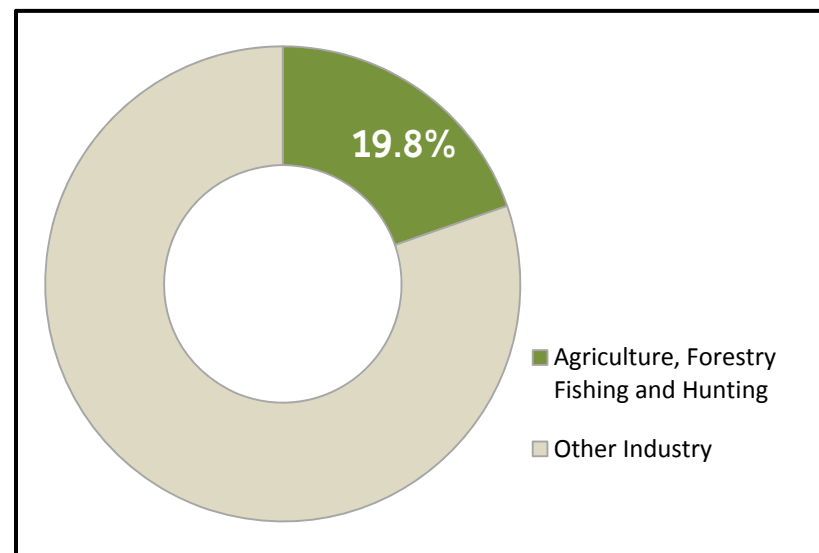
### *Transportation Equipment Manufacturing*

Transportation equipment manufacturing has a very high Location Quotient of 2.65 in the South Central region. Following national trends, this industry has experienced steadily declining employment since 2003; however, it remains a large subsector of the area's manufacturing industry. Local companies specialize in vehicle suspensions, power trains, and defense-related transportation products. Truck and van production has been historically a strength in the State of Missouri that has recently underwent setbacks with the closing of assembly plants in St. Louis. These firms have specialties that may not be related to the decline of those production facilities.

### Agriculture, Forestry, Fishing and Hunting (NAICS 11)

The Agriculture, Forestry, Fishing and Hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats. 19.8% of the regional workforce was employed in this sector in 2010.

The establishments in this sector are often described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries. A farm may consist of a single tract of land or a number of separate tracts which may be held under different tenures. For example, one tract may be owned by the farm operator and another rented. It may be operated by the operator alone or with the assistance of members of the household or hired employees, or it may be operated by a partnership, corporation, or other type of organization. When a landowner has one or more tenants, renters, croppers, or managers, the land operated by each is considered a farm.



The sector distinguishes two basic activities: agricultural production and agricultural support activities. Agricultural production includes establishments performing the complete farm or ranch operation, such as farm owner-operators, tenant farm operators, and sharecroppers. Agricultural support activities include establishments that perform one or more activities associated with farm operation, such as soil preparation, planting, harvesting, and management, on a contract or fee basis.

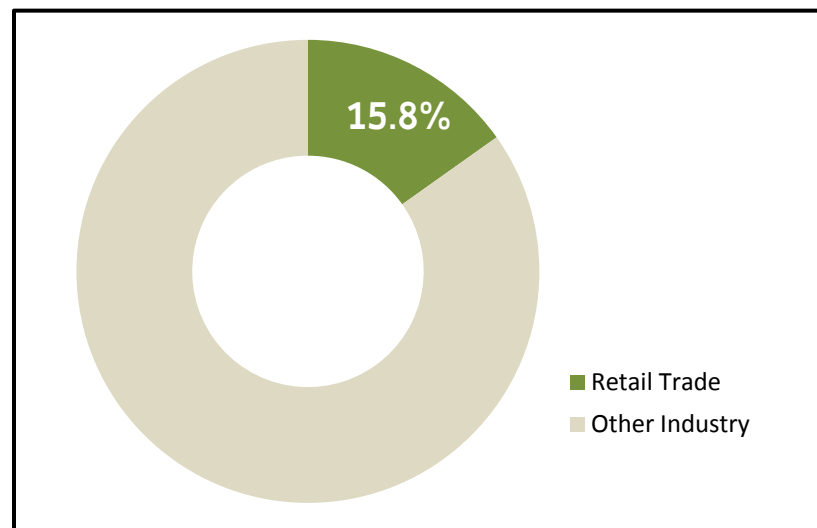
Excluded from the Agriculture, Forestry, Hunting and Fishing sector are establishments primarily engaged in agricultural research and establishments primarily engaged in administering programs for regulating and conserving land, mineral, wildlife, and forest use. These establishments are classified in Industry 54171, Research and Development in the Physical, Engineering, and Life Sciences; and Industry 92412, Administration of Conservation Programs, respectively. (U.S. Census Bureau)

Locally, this sector is comprised of primarily beef cattle production, timber harvesting and sawmill operations. The South Central region has experienced a massive decline in recent decades of dairy cattle operations, particularly in Ozark County, and other types of small family farms as smaller tracts of agricultural lands are purchased and consolidated.



### Retail Trade (NAICS 44-55)

The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. 15.8% of the regional workforce is employed within the retail trade sector.



The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and non-store retailers.

Store retailers operate fixed point-of-sale locations, located and designed to attract a high volume of walk-in customers. In general, retail stores have extensive displays of merchandise and use mass-media advertising to attract customers. They typically sell merchandise to the general public for personal or household consumption, but some also serve business and institutional clients. In addition to retailing merchandise, some types of store retailers are also engaged in the provision of after-sales services, such as repair and installation.

Non-store retailers, like store retailers, are organized to serve the general public, but their retailing methods differ. The establishments of this subsector reach customers and market merchandise with methods, such as the broadcasting of "infomercials," the broadcasting and publishing of direct-response advertising, the publishing of paper and electronic catalogs, door-to-door solicitation, in-home demonstration, selling from portable stalls (street vendors, except food), and distribution through vending machines. (U.S. Census Bureau)

### Health Care and Social Assistance (NAICS 62)

The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. 14.8% of the regional workforce is employed within the Health Care and Social Assistance sector.

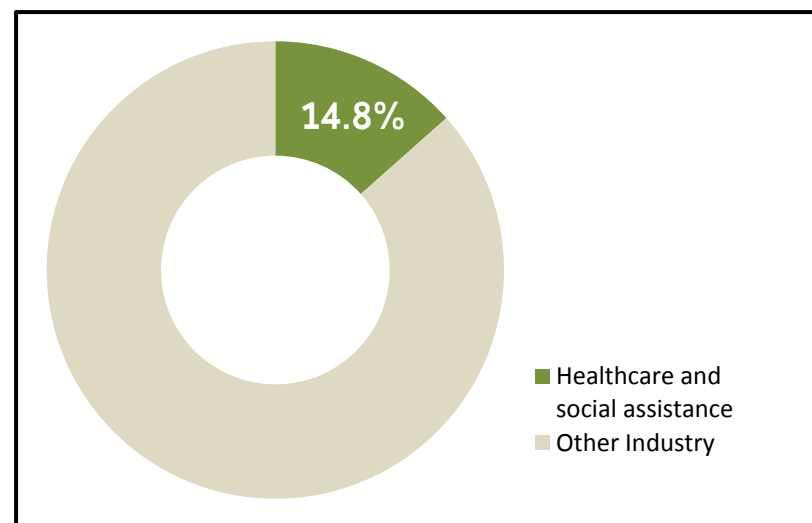
The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social

assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

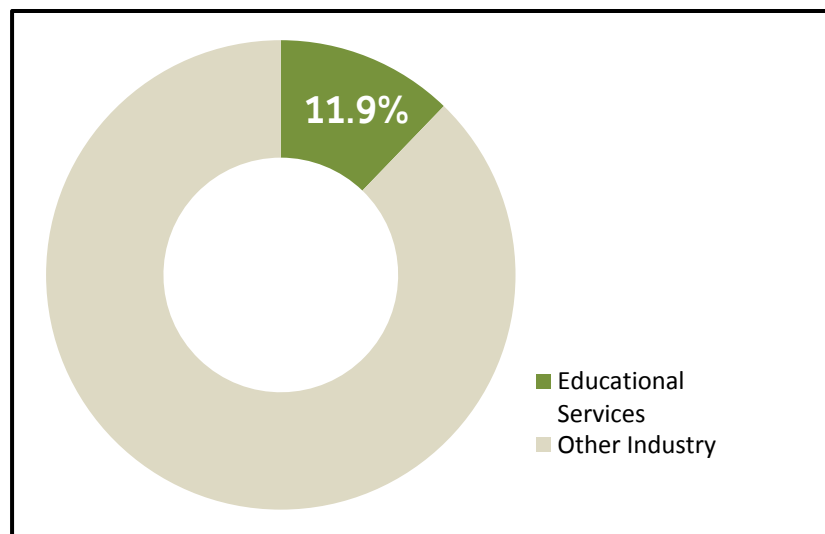
The region is home to three hospitals: Ozarks Medical Center (West Plains), Texas County Memorial Hospital (Houston), and Mercy Hospital (Mountain View).

Educational Services (NAICS 61)

The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students. 11.9% of the region's workforce is employed within the educational services sector.



11.9% of the region's workforce is employed within the educational services sector.



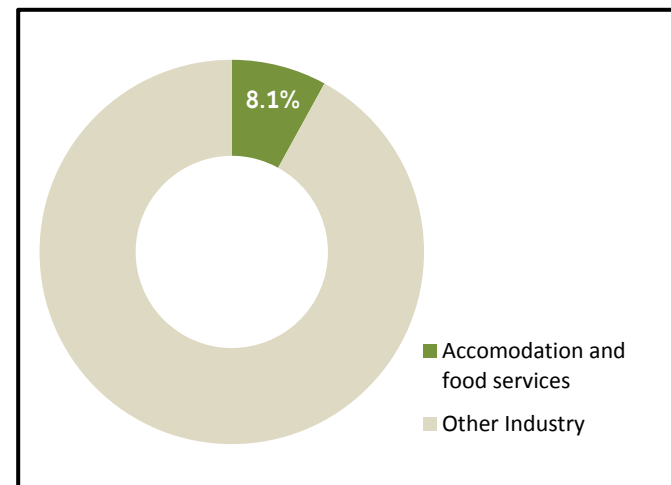
Educational services are usually delivered by teachers or instructors that explain, tell, demonstrate, supervise, and direct learning. Instruction is imparted in diverse settings, such as educational institutions, the workplace, or the home, and through diverse means, such as correspondence, television, the Internet, or other electronic and distance-learning methods. The training provided by these establishments may include the use of simulators and simulation methods. It can be adapted to the particular needs of the students, for example sign language can replace verbal language for teaching students with hearing impairments. All industries in the sector share this commonality of process, namely, labor inputs of instructors with the requisite subject matter expertise and teaching ability. (US Census Bureau)

### Accommodation and Food Services (NAICS 72)

The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.

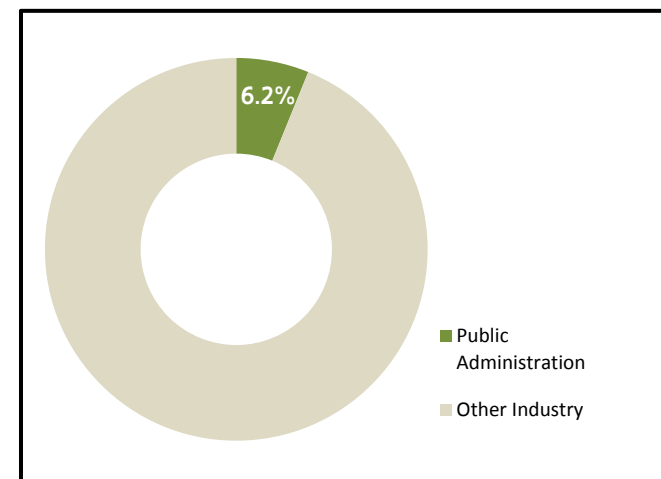
Excluded from this sector are civic and social organizations; amusement and recreation parks; theaters; and other recreation or entertainment facilities providing food and beverage services. (US Census Bureau)

Accommodation and Food Services is one of the fastest growing employment sectors in the SCOCOG region, now employing 8.1% of the regional workforce. Unfortunately, jobs within this sector are often some of the lowest paying jobs in the area. Additionally, this industry sector is closely tied to the local tourism industry and these firms experience some of the same “seasonality” problems (e.g. lay-offs) that other tourism-related businesses often encounter.



### Public Administration (NAICS 92)

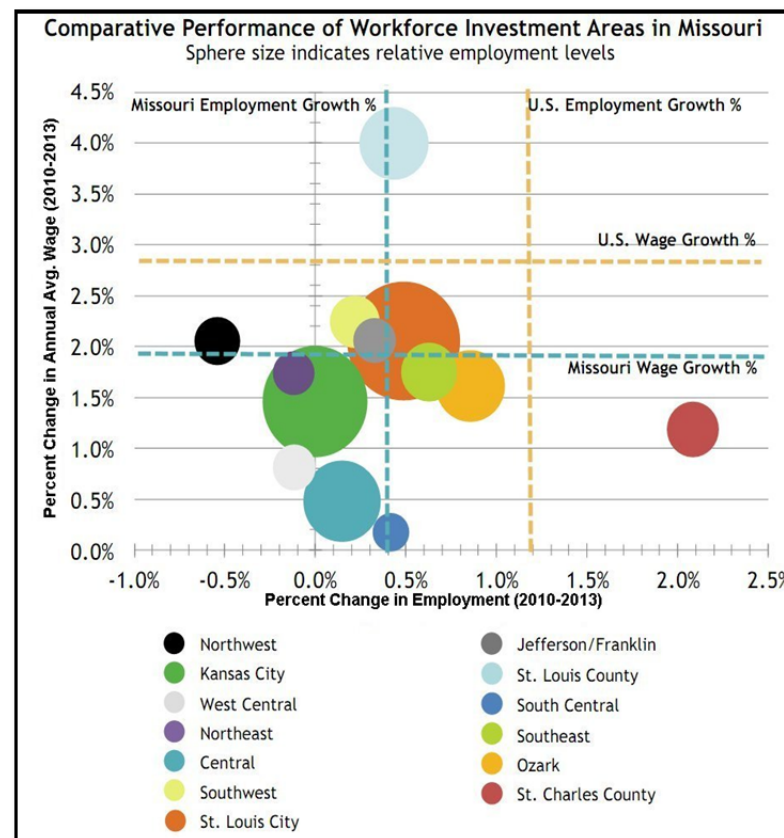
Employing 6.2% of the region’s workforce, the Public Administration sector consists of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies set policy, create laws, adjudicate civil and criminal legal cases, and provide for public safety and national defense. Ownership is generally not a criterion for classification in NAICS, therefore when separate establishment records are available, the administration of a government activity will be classified in Public Administration and the operation of the government activity will be classified in the sector that includes such operations. When separate establishment details for government agencies are not available, those agencies will be classified in the Public Administration sector. (US Census Bureau)



## Employment and Wage Growth

The South Central region has experienced the slowest annual wage growth compared to any region in the state, while showing slightly above average overall employment growth.

These trends indicate, unfortunately, that a majority of job growth is occurring in lower wage earning industries such as retail trade, accommodation and food services, forest products.



Source: Missouri DED

The State of Missouri's Average Annual Wage Growth was among the nation's lowest, only ranking higher than Delaware, Nevada, and Michigan.



## Growth Sectors

# Missouri's Fastest Growing Occupations 2011-2013

Missouri is projected to have more than 24,200 growth job openings from 2011 to 2013. During this time, the 20 occupations with the fastest projected growth in the state include 7 Healthcare and Social Services related occupations and 4 Business Operations Specialists occupations. Home Health Aides are projected to grow the most rapidly, increasing by 7.9 percent from 2011 to 2013.

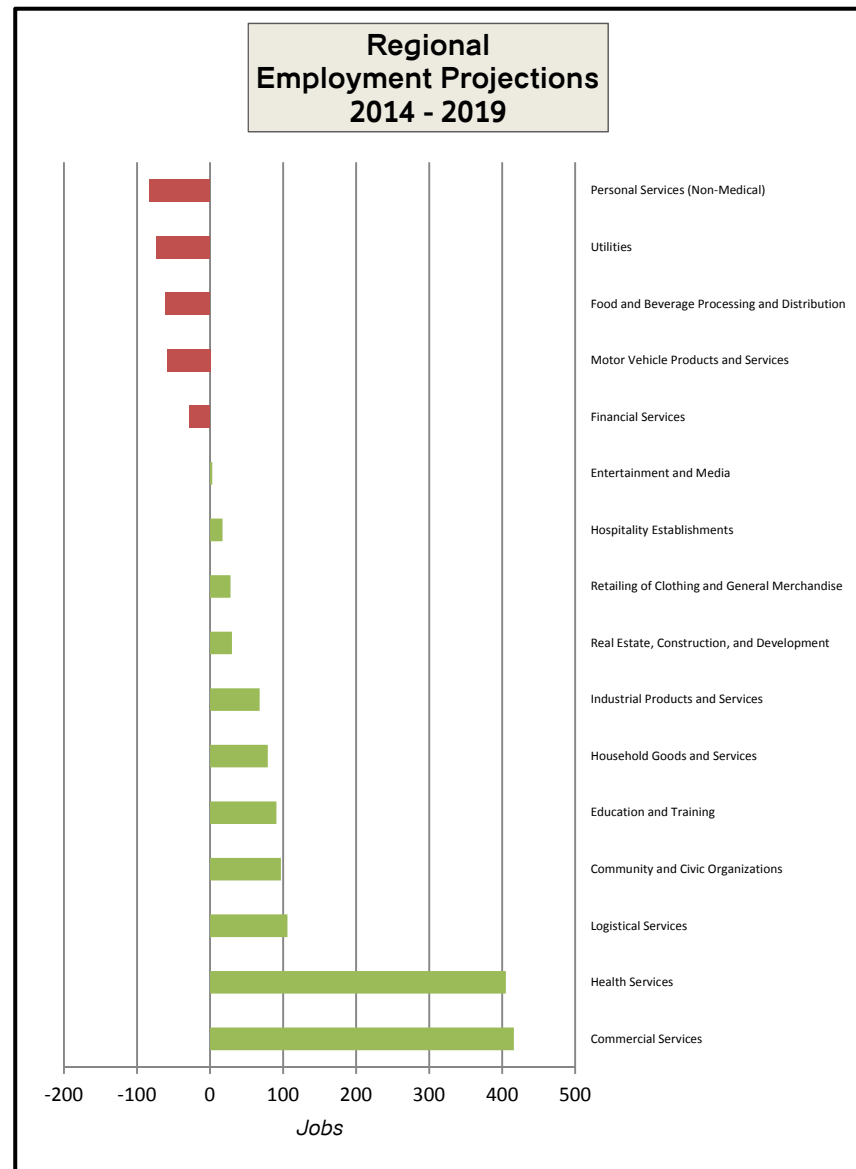
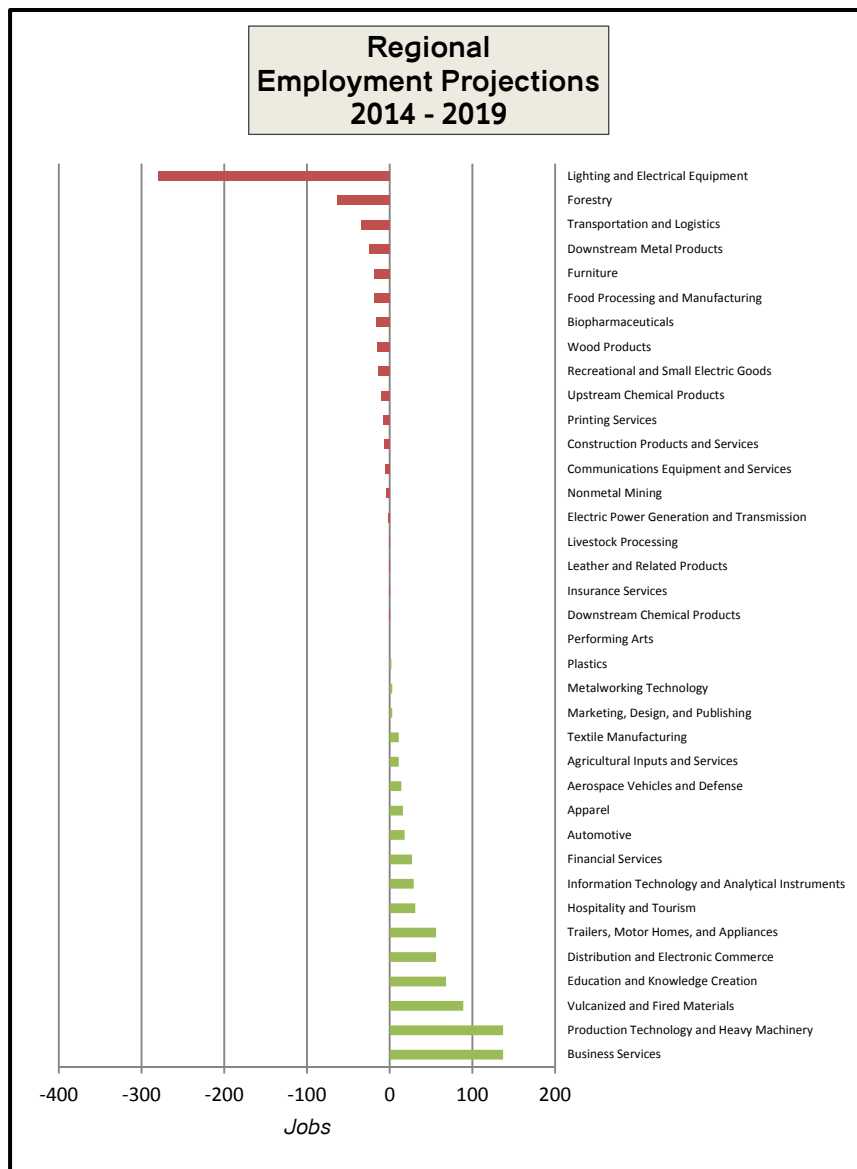
All 20 of the fastest growing occupations have a Grade A or B outlook in terms of having above average openings, growth and wages. (Missouri's top 20 fastest growing occupations were identified as those with the highest percent change from 2011-2013 with a minimum of 20 average annual growth openings.)

Occupation	2011 Estimated Employment	2013 Projected Employment	Percent Change	Total Growth Openings	Average Annual Wage	Career Grade
Home Health Aides	11,265	12,157	7.9%	892	\$19,984	A
Veterinary Technologists and Technicians	1,480	1,597	7.9%	117	\$32,404	A
Personal Care Aides	24,951	26,831	7.5%	1,880	\$19,200	A
Software Developers, Systems Software	5,007	5,362	7.1%	355	\$83,984	A-
Meeting, Convention, and Event Planners	1,455	1,538	5.7%	83	\$45,626	A-
Veterinarians	1,116	1,179	5.7%	63	\$76,702	A-
Occupational Therapy Assistants	861	909	5.6%	48	\$51,611	A-
Market Research Analysts and Marketing Specialists	5,062	5,340	5.5%	278	\$65,596	A-
Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	1,172	1,235	5.4%	63	n/a	A-
Logisticians	2,560	2,692	5.2%	132	\$68,258	A-
Diagnostic Medical Sonographers	1,012	1,063	5.0%	51	\$64,256	A-
Interpreters and Translators	915	958	4.7%	43	\$47,137	A-
Physical Therapist Assistants	2,112	2,211	4.7%	99	\$48,374	A-
Nonfarm Animal Caretakers	4,003	4,183	4.5%	180	\$21,312	A-
Personal Financial Advisors	3,577	3,720	4.0%	143	\$75,921	A-
Insurance Sales Agents	11,027	11,463	4.0%	436	\$61,632	A-
Healthcare Social Workers	4,991	5,185	3.9%	194	\$42,314	A-
Training and Development Specialists	5,386	5,591	3.8%	205	\$55,486	B+
Health Educators	1,264	1,311	3.7%	47	\$47,423	B+
Database Administrators	3,429	3,556	3.7%	127	\$72,386	B+

Data Sources: MERIC Short-Term Occupational Projections, MERIC Occupational Employment and Wage Survey, and U.S. Bureau of Labor Statistics (BLS). Career Grades are assigned by analyzing an occupation's percentage change, total openings, and average wage relative to all other occupations in the state. An occupation's combination of scores on these three variables determines its Career Grade.





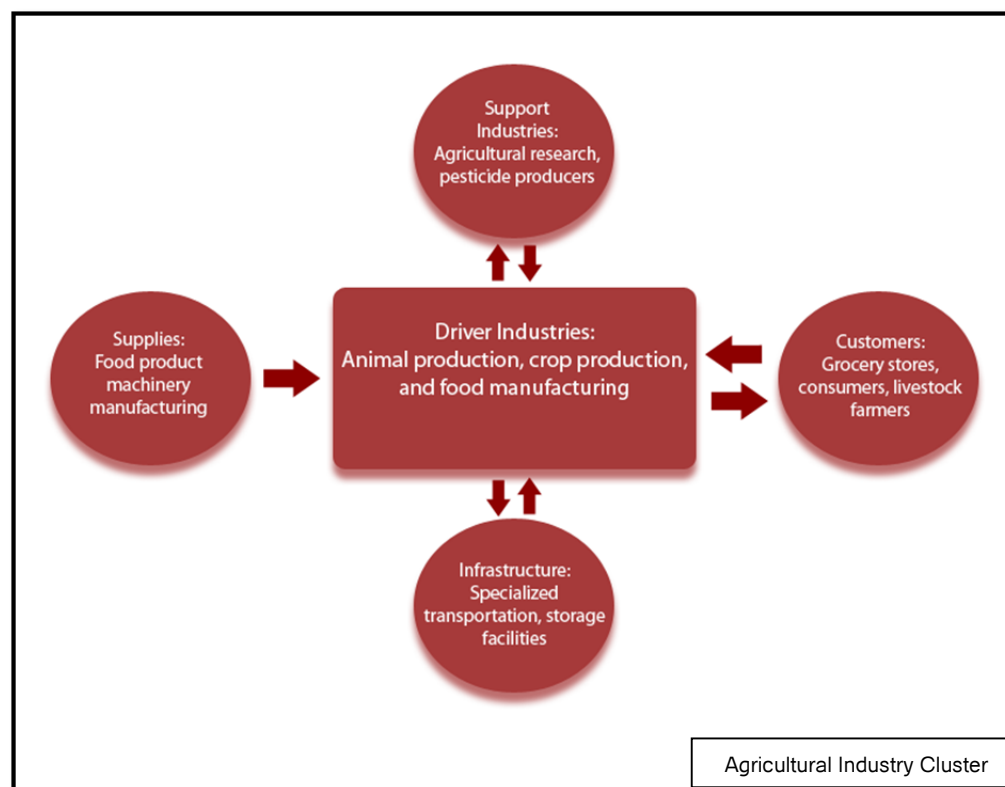


## Cluster Analysis

Cluster analysis is a concept first promoted by Dr. Michael Porter of Harvard University. It recognizes that industries in related sectors tend to cluster together geographically. A cluster will include the core or driver industries that produce related or similar goods. Upstream industries include suppliers of inputs to the core industries. A cluster will also include support industries that offer various specialized services to the core industries. These services could include research and development, labor training, specialized legal services, consulting, etc. Some industries require crucial infrastructure that needs to be developed such as waste management and remediation in the biomedical field. Finally, a cluster will include downstream industries, which are the ultimate customers of the core industries. These typically include wholesale and retail establishments. As an example, the diagram on the right depicts the various components for an agricultural industry cluster.

Cluster analysis recognizes that businesses operate in a global economy where technological change is the default position. Firms must learn to innovate or perish. It is also true that competitive advantages are not permanent, but are constantly being eroded by new firms with new ideas. Consider the dominant position of Microsoft in the PC industry just ten years ago and how quickly new competitors have become strong competitors for some of its products, particularly Google-based and Apple-based tablets that have reduced the demand for Windows-based PCs and laptops.

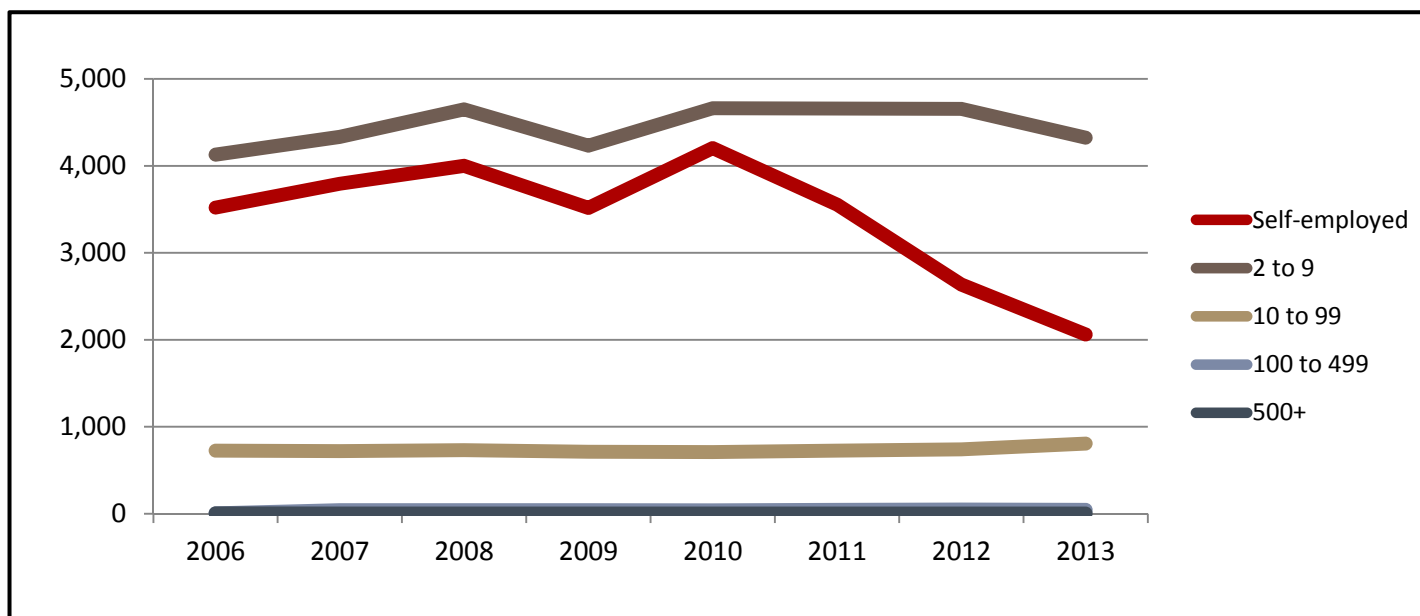
For regions, this means that it is imperative that they develop based on their competitive strengths or they will quickly be left behind in the race to attract new and growing firms. Cluster analysis also implies that a multi-regional approach to economic development is necessary as firms, customers, and workers do not respect political boundaries. A new major employer in a region is a #win for the county in which it decides to locate, but surrounding counties will benefit as well as their residents work there and their businesses are potential suppliers of goods and services to the new firm.



South Central Missouri Industry Clusters	Location Quotient 2002	Location Quotient 2012	Change	Cluster Employment 2002	Cluster Employment 2013	Change
Advanced Materials	0.66	0.5	-0.16	896	471	-425
Agribusiness, Food Processing & Technology	1.7	1.42	-0.28	1,378	1,074	-304
Apparel & Textiles	1.23	0.62	-0.61	451	89	-362
Arts, Entertainment, Recreation	0.71	0.67	-0.04	929	869	-60
Biomedical and Biotechnical	1.29	1.27	-0.02	4,044	4,590	546
Business & Financial Services	0.3	0.48	0.18	835	1,415	580
Chemicals & Chemical Based Products	1.25	2.04	0.79	817	897	80
Defense & Security	0.7	1.28	0.58	1,167	2,324	1157
Education & Knowledge Creation	1	0.94	-0.06	1,130	1,173	43
Energy	1.41	1.03	-0.38	2,059	1,539	-520
Forest & Wood Products	4.71	5.5	0.79	2,517	1,685	-832
Glass & Ceramics	1.97	0.19	-1.78	95	5	-90
Information Technology & Telecommunications	0.71	0.64	-0.07	1,026	809	-217
Transportation & Logistics	0.82	1.19	0.37	817	1,190	373
<b>Manufacturing (MFG) Super Cluster</b>	1.46	1.34	-0.12	2,522	1,651	-871
Fabricated Metal Product MFG	1.28	1.24	-0.04	471	345	-126
Machinery MFG	2.32	1.88	-0.44	602	354	-248
Computer & Electronics Product MFG	0.15	0.02	-0.13	10	2	-8
Electrical Equipment, Appliance & Component MFG	8.31	3.45	-4.86	736	209	-527
Transportation Equipment MFG	2.27	3.53	1.26	703	741	38
Mining	2.8	2.29	-0.51	126	117	-9
Printing & Publishing	0.61	0.59	-0.02	392	302	-90

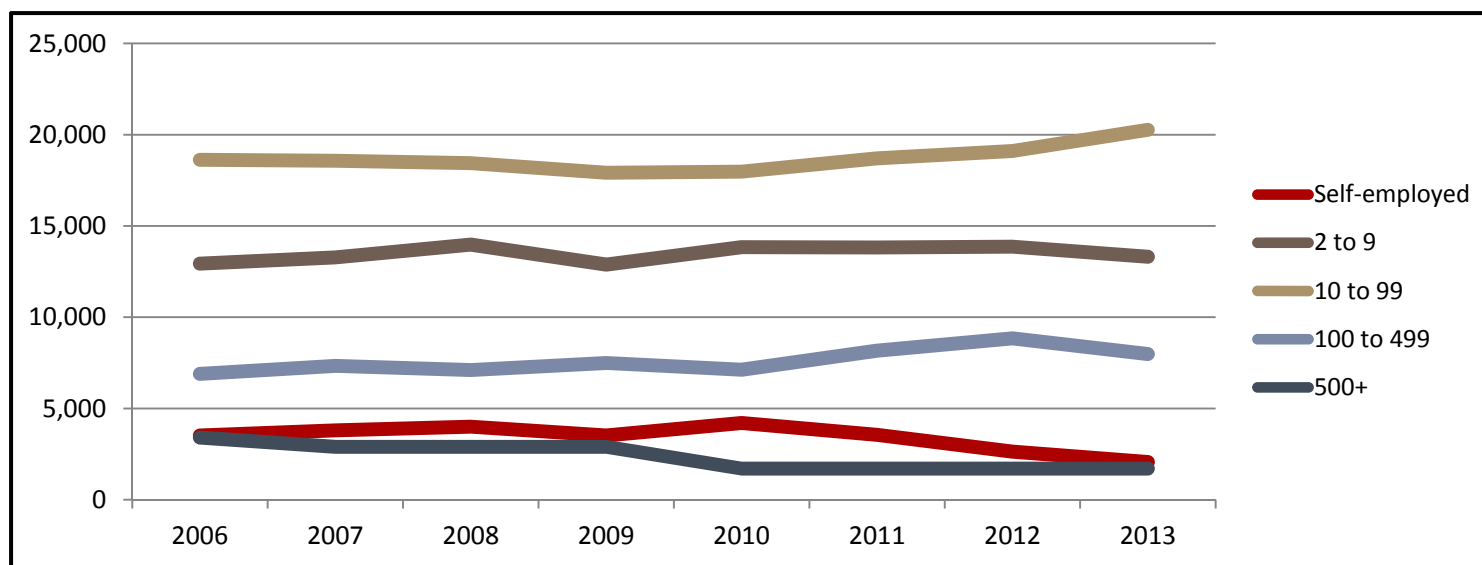
## Market Trends: Establishments

Establishment Size	2006	2007	2008	2009	2010	2011	2012	2013
Self-employed	3,521	3,795	4,000	3,516	4,205	3,556	2,636	2,061
2-9	4,129	4,334	4,650	4,232	4,662	4,659	4,656	4,325
10-99	725	721	731	712	709	725	740	807
100-499	4	42	41	41	39	45	49	45
500+	4	3	3	3	2	2	2	2
Total	8,420	8,905	9,425	8,504	9,617	8,987	8,083	7,242



Market Trend: Jobs

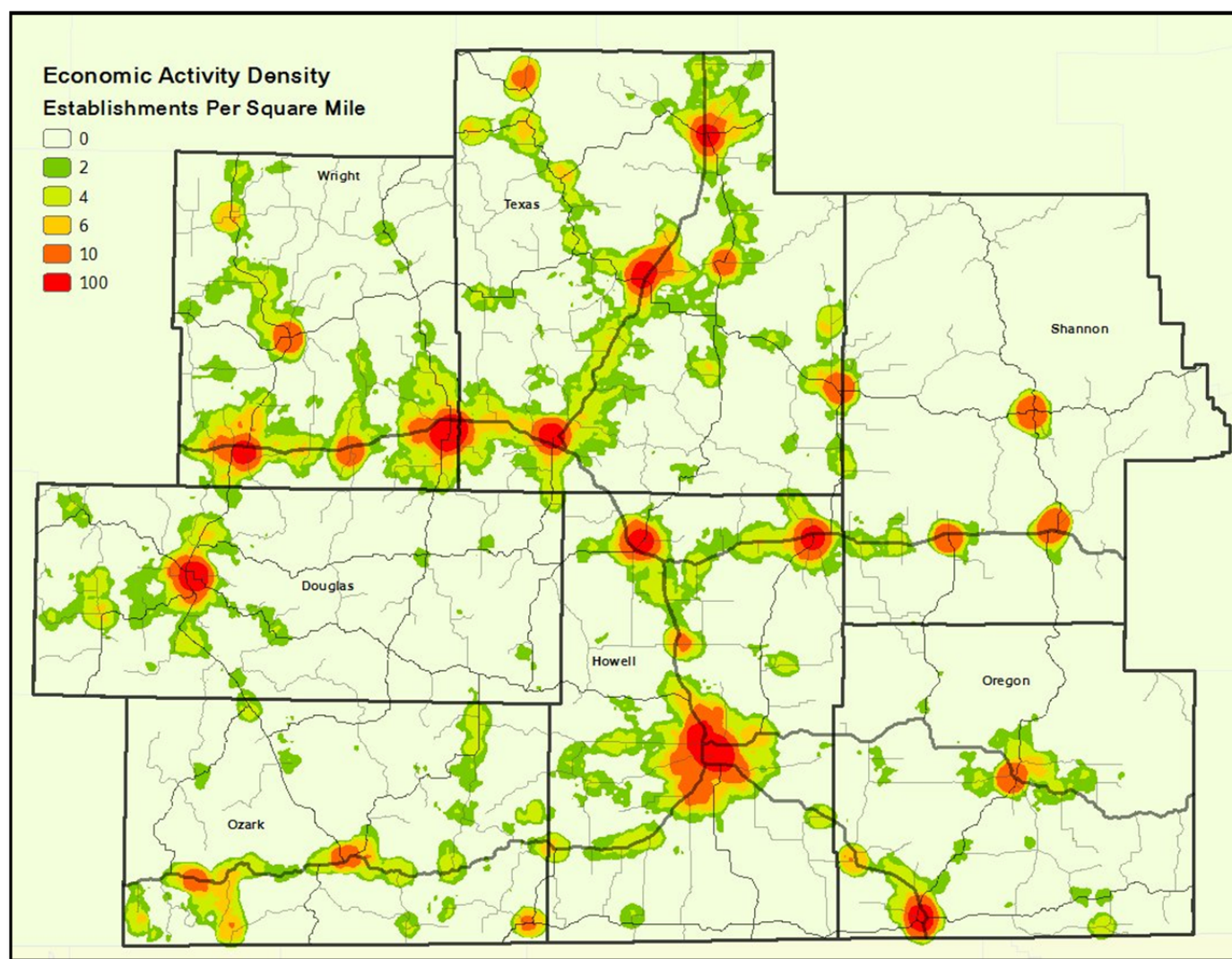
Establishment Size	2006	2007	2008	2009	2010	2011	2012	2013
Self-employed	3,521	3,795	4,000	3,516	4,205	3,556	2,636	2,061
2-9	12,932	13,275	13,974	12,880	13,835	13,823	13,863	13,311
10-99	18,624	18,568	18,437	17,918	17,975	18,702	19,110	20,265
100-499	6,892	7,329	7,105	7,486	7,118	8,168	8,838	7,980
500+	3,408	2,900	2,900	2,900	1,700	1,700	1,700	1,700
Total	45,377	45,867	46,416	44,700	44,833	45,949	46,147	46,517





### Distribution of Economic Activity in South Central Missouri

The following map illustrates the density of economic activity (commercial and industrial land uses) in the region. The structural land use data used in creating this map was collected by the University of Missouri's Geographic Resource Center and reviewed and verified by the South Central Ozarks Council of Governments in 2014.



## Regional Economic S.W.O.T.

The following table provides the *Strengths, Weaknesses, Opportunities and Threats* within the regional makeup of human and economic assets, and identifies issues posed by external and internal forces affecting the regional economy. The information presented below utilizes data collected by SCOCOG planning staff, Missouri's Offices of Social and Economic Data, Southeast Missouri State University's Institute for Regional Innovation and Entrepreneurship, Missouri Department of Economic Development and the Missouri Economic & Research Information Center (MERIC).

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Low cost of living index</li> <li>Above-average high school graduation rates</li> <li>Proximity to outstanding natural resources</li> <li>Low crime rates</li> <li>Aging workforce may lead to an improved job market over time</li> <li>Low cost of land for residential and commercial growth</li> </ul>	<ul style="list-style-type: none"> <li>Low population density</li> <li>Small tax bases</li> <li>Lack of funding for public infrastructure improvements</li> <li>Low college graduation rates</li> <li>Inadequate housing stock for low-to-moderate income families</li> <li>High rates of Income Inequality</li> <li>High rates of transfer payments</li> <li>Long commutes</li> <li>Low personal incomes = less purchasing power</li> <li>Limited rail connectivity</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Downtown revitalization efforts</li> <li>Improved Strategic Planning</li> <li>Implementation of the Missouri <i>BroadbandNow</i> Plan</li> <li>Growth of the Missouri State University-West Plains campus</li> <li>Expanded mass transit between population centers in the region</li> <li>Regional branding and related marketing campaigns</li> <li>Small business and entrepreneur start-up assistance</li> <li>Business management training</li> <li>"Buy local" campaigns</li> <li>Growth of healthcare industry to serve aging population</li> <li>Expansion of leading industry clusters</li> <li>Obtaining "Work Ready" community designations</li> </ul>	<ul style="list-style-type: none"> <li>Aging and failing infrastructure</li> <li>Federal discretionary spending programs being cut</li> <li>Manufacturing companies leaving the region</li> <li>An aging population and the need for expanded healthcare services</li> <li>Degradation of natural resources</li> <li>"Brain Drain" due to lack of high paying jobs in the region</li> <li>Small business competing with national chains</li> <li>Increased shipping costs</li> <li>Locals resistant to change</li> </ul>

## CEDS Goals, Strategies and Objectives

The Comprehensive Economic Development Strategy for the South Central Ozarks (CEDS) acknowledges the need for regional stakeholders to work together to increase the region's economic competitiveness nationally for investment and jobs. By addressing current economic development barriers in a concerted manner with area partners, public and private, the objectives listed in this plan will be more attainable. Achieving CEDS objectives will require area-wide cooperation on issues affecting the region's business climate and comparative economic capacities and constraints and will entail multifaceted cooperation among the participants.

The Council of Governments, functioning as a planning and project implementation organization, has been able to accomplish an orderly and progressive social and economic growth pattern in the past by cooperative efforts among the region's cities, counties, community organizations, and business leaders. It is realized and understood that in order to develop and achieve the objectives set forth within the CEDS plan many individuals across the region must devote time and effort in an attempt to achieve these common goals.

### **Goal One - Business and Industrial Development**

**Strategy: Support efforts aimed at business retention and expansion, the development of new enterprises, and ensuring the availability of appropriate technical assistance and financial resources. Provide support and assist in planning and implementing local and regional economic development projects and initiatives.**

#### **Objective 1A**

Support industrial development organizations, local chambers of commerce, financial institutions and the Ozark Heritage Region group so they may attract new industries and expand existing industries.

#### **Objective 1B**

Work in partnership with local, regional, state, and national organizations to attract business and industry for expansion and location in the South Central Ozark region in order to diversify and stabilize the local and regional economy.

#### **Objective 1C**

Promote government programs, both state and federal, that stimulate economic growth and development.

#### **Objective 1D**

Assist in preparation of regional transportation improvement programs, which emphasize prioritization of major improvements, establishment of better maintenance procedures, and upgrading of unimproved roads and bridges.

#### **Objective 1E**

Encourage export development for area manufacturers, particularly in the Wood Products Industry Cluster.

#### **Objective 1F**

Encourage investment in the improvement of existing industrial parks and support the development of new, high quality industrial and business parks.

**Objective 1G**

Provide communities assistance by writing appropriate grants.

**Objective 1H**

Make available financing options for small business growth and expansion.

**Objective 1I**

Promote opportunities for all levels of jobs within the region and encourage training for displaced and under-skilled labor.

**Objective 1J**

Encourage local industries to expand their operations.

**Objective 1K**

Promote business incubator projects to assist local entrepreneurs in starting successful new businesses.

**Objective 1L**

Attract more private capital investment in the region and encourage businesses to be more market based to increase their success and profitability.

**Objective 1M**

Endorse the expansion rail service facilities and freight terminal facilities in the region.

## **Goal Two - Community Development**

**Strategy: Promote community development initiatives and assist communities in efforts to improve the region as a good place to live and work.**

**Objective 2A**

Support the development, maintenance and improvement of public infrastructure necessary for economic development and enhancing the quality of life in the region.

**Objective 2B**

Advocate for road and transportation system enhancements as requested by the region's communities

**Objective 2C**

Continue to partner with the Delta Regional Authority in their efforts to bring economic development to the South Central Ozark region.

**Objective 2D**

Encourage more community and private sector participation in the development of public facilities and alternative modes of transportation.

**Objective 2E**

Encourage the establishment of local and regional organizations to develop and operate public transit services.

**Objective 2F**

Continue to partner with the Missouri Department of Transportation and the region's Transportation Advisory Committee (TAC) in prioritizing the region's transportation needs.

**Objective 2G**

Advocate for the four-laning of US Highway 63 to link the region to Interstate 44 and create an improved north/south corridor to spur economic development.

**Objective 2H**

Support the study and application of alternative and affordable energy sources within the region.

**Objective 2I**

Support environmental programs and processes that ensure the protection of the natural environment of the region.

**Objective 2J**

Promote further development of *access infrastructure* needed to enhance recreation opportunities and support our tourism industry throughout the region.

**Objective 2K**

Support programs and projects that contribute to the development of an appropriate local stock of affordable housing.

**Objective 2L**

Support the expansion of broadband technology and infrastructure throughout the region.

**Objective 2M**

Encourage efforts to develop, maintain, and enhance health care, education, public safety, and other essential community and social services throughout the region.

**Objective 2N**

Support the development of elderly care facilities in the region.

**Objective 2O**

Encourage the availability of affordable daycare facilities throughout the region to assist those who need childcare in order to work.

**Objective 2P**

Support the achievement of community goals through cooperative partnerships among regional, state, and federal agencies.

**Objective 2Q**

Establish acceptable solid waste disposal procedures to serve all areas of the region, and promote recycling.

**Objective 2R**

Support cooperative agreements, and joint efforts for local governments to work together to provide efficient solid waste service to area residents.



### **Goal Three - Human Resource Development**

**Strategy: Support the efforts of the local Workforce Investment Board (WIB) and the States' programs to develop the region's most important resource: the workforce**

**Objective 3A**

Promote the efforts of the WIB to ensure a skilled workforce comprised of local residents is available for employment opportunities.

**Objective 3B**

Support the expansion of vocational education and training programs consistent with existing and anticipated job opportunities in the region.

**Objective 3C**

Encourage educators to teach basic soft skills and critical thinking and the application of them into the workplace.

**Objective 3D**

Assist local schools in obtaining funding for structural and technology upgrades in an effort to modernize their campuses.

**Objective 3E**

Enhance distance learning capabilities throughout the region.

### **Goal Four - Regional Marketing**

**Strategy: Support efforts and programs that showcase the region as a desirable area to locate businesses and industry as well as an excellent place to visit and live.**

**Objective 4A**

Support efforts to increase economic opportunity and market access through cooperative marketing of the region's assets.

**Objective 4B**

Promote the outstanding natural resources of the area in an attempt to bolster the local tourism industry.

**Objective 4C**

Continue to work with the Ozark Heritage Region organization in promoting and marketing the South Central Ozark region.

**Objective 4D**

Encourage further development of tourism support services, including the provision of tour packages and improved lodging, restaurants and other services.

**Objective 4E**

Encourage preservation of the natural areas of the region, and the cleanliness of regional waters, throughways, and forests.

### Plan of Action For Supporting CEDS Strategies and Objectives

In order to implement the goals and objectives identified in the Comprehensive Economic Development Strategy, SCOCOG will employ the following work plan over the upcoming fiscal year:

Work closely with counties, cities, industrial development boards, the regional workforce development board, and other economic development entities to implement the strategies and objectives established within the 2014 CEDS document and cooperate with local stakeholders to implement the vital projects, programs and activities to the best of our agency's ability.

Provide project development, grant application and grant administration services to jurisdictions wishing to apply for funding through the Economic Development Administration, the United States Department of Agriculture—Rural Development, the Missouri Department of Economic Development's Community Development Block Grant program, the Federal or State Emergency Management Agencies, the Environmental Protection Agency, Department of Natural Resources, the Missouri Department of Conservation, and Missouri or United States Departments of Transportation.

The staff will continue to provide technical assistance in the areas of Comprehensive Planning, Hazard Mitigation Planning, Economic Development Planning, Environmental Planning, and mapping. Staff will continue move forward with additional planning and implementation activities contained within the regional *MissouriBroadbandNow Strategic Plan* and help coordinate final mile service provider planning and host workshops with potential local internet service providers within the region in an effort to expand affordable high speed internet to rural households and businesses.

Provide staff assistance for the Ozarks Small Business Incubator in West Plains for the closing of business and industrial loans, for general management and packaging, processing, and servicing of their small business loan program. SCOCOG will continue to administer the Economic Development Agencies Revolving Loan Fund and the Missouri Department of Economic Development's Micro-Enterprise small business loan program to stimulate small business development and expansion throughout the region.

SCOCOG will continue to serve as the regional transportation planning agency for the seven county region and assist the Missouri Department of Transportation with identification and prioritization of local projects for inclusion in the Statewide Transportation Improvement Program. The SCOCOG Transportation Planner updates the Regional Transportation Plan (RTP) on an annual basis as new priorities are determined by the South Central Ozarks Transportation Advisory Committee (SCOTAC)

Staff will continue to participate in local initiatives and activities as a member and support agency for the Ozark Heritage Region (OHR) association in support of their efforts to enhance regional marketing strategies, economic opportunity, and quality of life of the South Central region.

## Past Economic Development Investments in the Region

SCOCOG staff has been very successful in providing our members with assistance in accessing grant funds from the Economic Development Administration, Delta Regional Authority, Missouri Department of Economic Development's Community Development Block Grant Program, the Federal Emergency Management Agency, Department of Natural Resources, and the Missouri Department of Transportation. Additionally, SCOCOG's Revolving Loan and Microenterprise Loans are a resource for local small businesses.

Revolving Loan Fund and Microenterprise Investments 2007-2013			
Client	Settlement Date	Approved Loan Amount	Jobs Created
Warmfork Grill	1/4/2007	\$18,950	17.5
J.L.D. Pallet	1/12/2007	\$100,000	18
Country Style Salon	2/14/2007	\$15,000	1
Show-ME Scapes Garden Center	2/14/2007	\$40,000	4
Strings Attached Music	2/14/2007	\$7,000	1
Fundraiser Software	5/2/2007	\$25,000	3
MNM Foods	1/9/2008	\$100,000	35
Countertops LLC	5/16/2008	\$100,000	25
Pinecrest Cabins and Storage	6/6/2008	\$35,000	4
Customix Corp.	6/9/2008	\$70,000	6
R & R Grocery	9/26/2008	\$25,000	3
Thomason Brothers, Inc.	9/30/2008	\$60,000	18
Mt. Grove Components	10/27/2008	\$25,000	25
Pro Graphics	12/30/2008	\$25,000	0.5
Affordable Pressure Wash	1/26/2009	\$5,760	2
Fred Laker Worm Farm	3/2/2009	\$2,500	1
Hide Away Pizza	3/2/2009	\$32,500	3.5
Mtn. Trading Co.	6/23/2009	\$25,000	3
Henson Enterprises	6/24/2009	\$50,000	22
Customix Corp.	8/21/2009	\$25,000	2
Ozark Shavings LLC	8/24/2009	\$55,000	7

Complete Images	8/26/2009	\$6,000	1
Black Smoke Ranch	10/26/2009	\$15,000	2
Mathis Transportation LLC	11/25/2009	\$15,862	1
Ozark Finishing Technologies	11/25/2009	\$25,000	4
Summersville Cut Stock	2/22/2010	\$70,000	7
Restore Carpet Cleaning	3/22/2010	\$20,300	2.5
Ozark Green Recycling	5/24/2010	\$15,000	1
Awesome Pizza	10/14/2010	\$25,000	6.5
Ozark Orchard Restaurant	2/7/2011	\$14,000	10
New Life Merchandise	3/24/2011	\$2,000	1.5
Ozark Plumbing	4/13/2011	\$10,000	5
Twist and Shake	4/26/2011	\$10,000	1
Cash Saver Pantry	4/28/2011	\$28,465	4
Theodosia Marina	4/28/2011	\$56,000	6
Elite Air	10/25/2011	\$8,705	2
Ava's Hidden Treasures	12/6/2011	\$19,000	3
Spring Valley Café	5/29/2012	\$25,000	3
Black Smoke Ranch	8/9/2012	\$25,000	1
ConnXtion Entertainment	9/28/2012	\$100,000	8
Ozark Orchard Restaurant	10/4/2012	\$42,000	8.5
Sugar and Spice	1/23/2013	\$15,000	3
Farmer's Feed	4/23/2013	\$22,000	1.5
Theodosia Medical Clinic	6/25/2013	\$14,800	1
Stephens' Tire	11/22/2013	\$25,000	7
Sugar and Spice	11/22/2013	\$4,500	-
PFC Kustomizing	6/20/2014	\$9,200	2
Wash Me Car Wash	7/29/2014	100,000	4
Ozark Driving Institute	8/12/2014	\$70,000	5
Wood Pro Cabinetry	8/12/2014	\$15,750	1
ConnXtion Entertainment	05/16/2008	\$100,000	22

## Project Development and Administration 2007-2013

### **FY 2007**

#### Facility Construction/Rehab

- Gainesville R-V School Storm Shelter
- Alton R-IV School Storm Shelter
- Licking School Storm Shelter
- Sedalia School Storm Shelter
- Downtown West Plains, Inc. – Small Business Incubator Building

#### Infrastructure

- Plato – Community Sewer System
- Mountain View – Storm Drainage Improvements

#### Other

- West Plains Safe Routes to School Sidewalks Project
- Willow Springs MoDOT Enhancement Grant Downtown Streetscape
- Gainesville MoDOT Enhancement Grant Sidewalks
- Licking Safe Routes to School Downtown Sidewalks

### **FY 2008**

#### Facility Construction/Rehab

- Houston, Missouri Industrial Spec Building

#### Other

- Downtown West Plains, Inc. Revolving Loan Fund for building Façade Improvements
- City of West Plains – Housing Rehabilitation Project

### **FY 2009**

#### Facility Construction/Rehab

- Koshkonong High School -- Gymnasium Demolition
- City of Houston – Durham Building Expansion
- Licking High School – Tornado Safe Room
- Sedalia High School – Tornado Safe Room
- Richards School – Tornado Safe Room
- Missouri State University-West Plains – Tornado Safe Room

#### Infrastructure

- Plato Water and Wastewater Plants
- Grovespring Sewer System Replacement

#### Technical Assistance

- Ozark Heritage Region Marketing Initiative

#### Other

- City of Houston -- Countertops, LLC
- Houston Downtown Streetscape
- Ozark County – Mountain Mushrooms – CDBG Economic Development

### **FY 2010**

#### Facility Construction/Rehab

- City of West Plains – Ozarks Small Business Incubator
- Dora High School – Tornado Safe Room



Infrastructure

- City of West Plains – Grizzly Way Transportation Enhancement Grant
- City of West Plains – Wayhaven Trail Transportation Enhancement Grant
- City of Houston – Village Trail

**FY 2011**Facility Construction/Rehab

- City of Gainesville – Fire Station
- Willow Springs Community Foundation – Elevator for Ferguson Building

Infrastructure

- City of Willow Springs – Wastewater Treatment Facility

**FY 2012**Facility Construction/Rehab

- City of West Plains – Ozarks Small Business Incubator IDEA Center
- Howell County – Emergency Operations Center
- Glenwood School – Tornado Safe Room

Technical Assistance

- Regional Disaster Mitigation Planning Project – Land Use

Other

- City of West Plains – Galloway Park Trail

**FY 2013**Facility Construction/Rehab

- City of West Plains – Samaritan Outreach Center
- City of Cabool – Missouri Ozarks Health Clinic
- Texas County Memorial Hospital – Tornado Safe Room
- Texas County Memorial Hospital – Surgery Center
- Ozark County – Pontiac Fire Station

Infrastructure

- City of Houston – Northeast Industrial Park
- Heritage Business Park – Water System Improvements
- City of Gainesville – Sewer System Upgrade

Technical Assistance

- Trillium Trust – Community Connect Broadband Backbone Project
- Ozarks Small Business Incubator Small Business Mentoring and Management Training Program

Other

- City of Houston -- Countertops, LLC

## Integrating the CEDS with the State’s Economic Development Strategies

The following eight economic development strategies are identified in the *Missouri Strategic Initiative for Economic Growth, Market Street Services, 2011*

		Tactic
<b>Strategy 1</b>	<b>Missouri will attract, retain, and develop a workforce with the education and skills to succeed in a 21st Century economy.</b>	Tactic 1.1: Develop a tuition forgiveness program for qualifying Missouri high school graduates to attend Missouri colleges and universities.
		Tactic 1.2: Develop a statewide assessment to measure and certify core competency skills of Missouri's graduating high school seniors. Assessment would be informed by college- and career-readiness criteria.
		Tactic 1.3: Partner with the state’s colleges and universities to help increase the number and proportion of students who remain in Missouri after graduation.
		Tactic 1.4: Develop optimized and coordinated cluster-based career-training pipelines, protocols and assessments.
		Tactic 1.5: Provide a streamlined workforce training incentive for expansion and relocation prospects coordinated through Missouri’s community college network.
<b>Strategy 2</b>	<b>Missouri will support its local developers in the retention and expansion of existing businesses and employers.</b>	Tactic 2.1: Develop statewide cluster councils to help guide Missouri’s target-sector development strategies.
		Tactic 2.2: Develop a statewide business retention and expansion plan utilizing best practices that provides consistency of approach with enough flexibility to meet unique local and regional needs.
		Tactic 2.3: Develop a program to provide rural officials and practitioners with development of skill sets that would enable them to better work with businesses to retain and expand employment.
<b>Strategy 3</b>	<b>Missouri will optimize its tax, incentive and regulatory policies to best support the growth of high-value target sectors.</b>	Tactic 3.1: Streamline and optimize existing tax credits as per the recommendations of the Economic Development Tax Credits subcommittee of the Missouri Tax Credit Review Commission.
		Tactic 3.2: Provide a research-and-development tax credit in Missouri.
		Tactic 3.3: Provide an Angel investment tax credit in Missouri.

<b>Strategy 4</b>	<b>Missouri will invest in technology and innovation to attract, launch, and sustain the growth companies of the future.</b>	Tactic 4.1: Develop a Science and Technology/Innovation Fund in Missouri to facilitate the creation of best-practice capital-provision, support and infrastructure-development programs and projects.
<b>Strategy 5</b>	<b>Missouri will aggressively market the state to select domestic and international audiences.</b>	Tactic 5.1: Review and optimize the Missouri Partnership’s existing economic development marketing programs.
		Tactic 5.2: Promote Missouri’s non-urban counties for the “rural-sourcing” of technology and services employment.
		Tactic 5.3: Work with Missouri’s border states to one day formalize non-compete policies designed to prevent incentivizing the movement of companies within bi-state metropolitan areas.
		Tactic 5.4: Attract federal and non-profit research centers and institutions to Missouri.
<b>Strategy 6</b>	<b>Missouri will develop a best-in-class foreign trade initiative.</b>	Tactic 6.1: Formalize a program to leverage the international relationships, associations and contacts of Missouri universities’ research faculty to identify investment and export opportunities in Missouri’s targeted clusters.
		Tactic 6.2: Assess the need to launch additional Missouri overseas marketing offices.
		Tactic 6.3: Develop a trade alliance to coordinate localized, comprehensive early-stage assistance to Missouri-based companies looking to increase exports to foreign markets.
		Tactic 6.4: Support existing efforts to develop regional distribution hubs for key foreign markets.

<b>Strategy 7</b>	<b>Missouri will develop a culture that encourages small and minority business development and entrepreneurship.</b>	Tactic 7.1: Quantify, assess, coordinate and potentially enhance existing support programs.
		Tactic 7.2: Integrate entrepreneurship training into state K-12 and higher educational curricula.
		Tactic 7.3: Develop a program to assist rural communities with the development and growth of retail businesses.
		Tactic 7.4: Provide small-business-development instruction as a component of displaced and state-sponsored worker training.
		Tactic 7.5: Adapt and adopt the Lichtenstein and Lyons (L&L) Investing in Entrepreneurs strategy in Missouri's Small Business and Technology Development Centers and Procurement Technical Assistance Centers.

<b>Strategy 8</b>	<b>Missouri will provide the infrastructure necessary for companies and communities to be successful.</b>	Tactic 8.1: Market, leverage and enhance existing efforts and tools, specifically Missouri's statewide broadband initiative and the Missouri Certified Sites Program.
		Tactic 8.2: Develop a state-funded Authority with broad statutory powers to support high-impact infrastructure projects.
		Tactic 8.3: Support local capacity-building by assisting Missouri communities with the development of strategic vision plans.

The CEDS is integrated into the State of Missouri's economic development priorities in several ways:

- Through SCOCOG's ongoing participation with Missouri Association of Councils Of Governments (MACOG) on statewide planning initiatives, we participate in the sharing of best practices between the various regional planning commissions in the state, and cooperatively promote vital legislation that affects economic and community development in Missouri;
- Through SCOCOG's work programs with the Missouri Department of Transportation, the State Emergency Management Agency, the Delta Regional Authority, and the Missouri Department of Economic Development on various economic development, housing, infrastructure, hazard mitigation and other projects;
- Through SCOCOG Board members who are board members of the area Workforce Investment Board as well;
- Via SCOCOG staff review of state plans and studies such as economic development, workforce development, and the Missouri Economic Research and Information Center data during the CEDS development process; and
- Through the official review and concurrence of the CEDS required by EDA.

The South Central Ozarks Comprehensive Economic Development Strategy and the local implementation efforts are fully compatible with the State of Missouri's strategic initiatives for economic growth. The region and state are in-step by giving focus to workforce development, infrastructure investments to spur growth—particularly the *MissouriBroadbandNow* initiative, and enhancing small business development and entrepreneurship. The State of Missouri and the South Central Ozark Council of Governments are cooperative partners in the overall economic development process. The State relies heavily on regional planning agencies such as SCOCOG to implement and administer many of its programs and local governments recognize SCOCOG as a primary resource within the infrastructure improvement, transportation improvement and economic development investment capacities.

## Vital Economic Development Projects, Programs & Activities

### Economic Opportunities

#1 U.S. Highway 63 Four-Lane Expansion Project

#2 Broadband Service Expansion

#3 Building Regional Partnerships

#4 Support Entrepreneurship and Small Business Growth

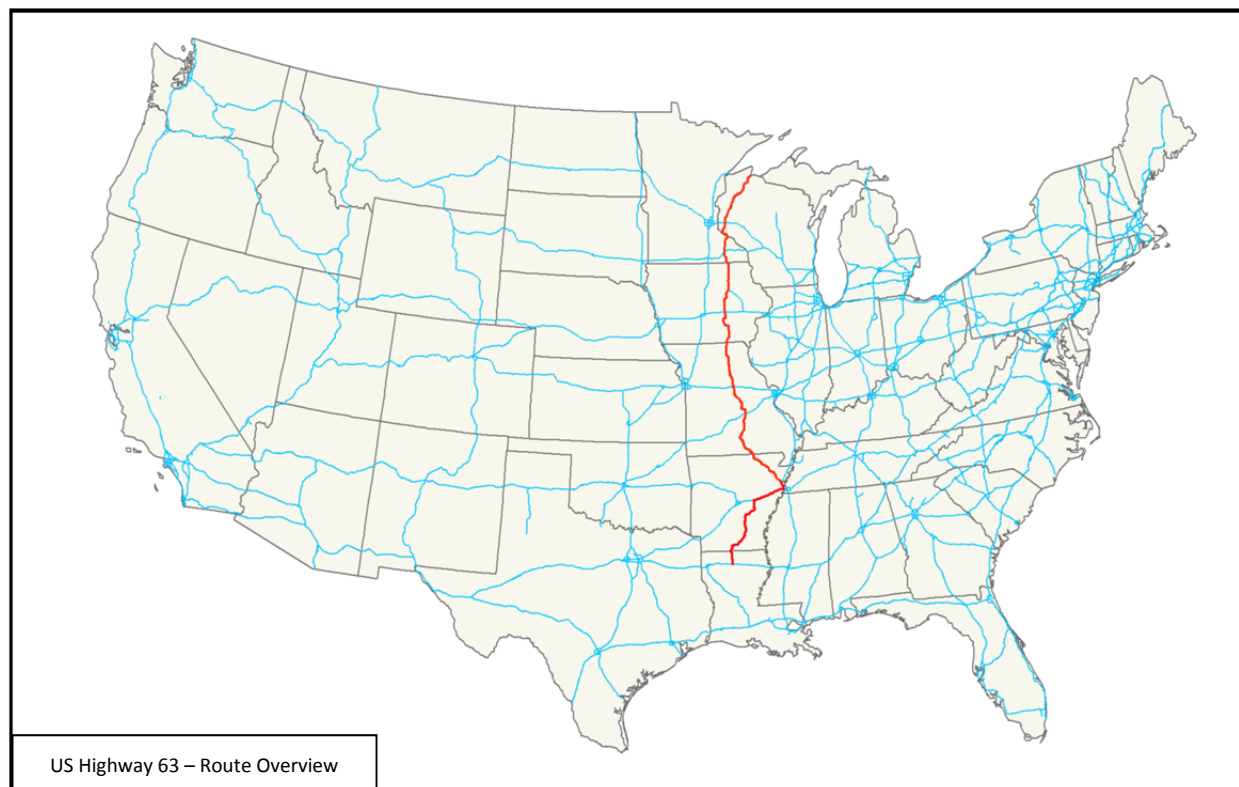
#5 Promote Eco-Tourism and Cultural Tourism

## U.S. Highway 63 Four-Lane Expansion Project

US Highway 63 bisects the South Central Ozark region from north-to-south from Thayer in Oregon County through Howell and Texas Counties and into Phelps County where it intersects with Interstate 44 at Rolla. From Thayer to West Plains the highway is two lanes with intermittent passing lanes. From West Plains to the 60/63 intersection at Cabool the US 63 is a four lane divided highway. North of Cabool to the road narrows back down to two lanes with intermittent passing lanes. In all, 105 linear miles of US Highway 63 are contained within the South Central region. From the City of Rolla, Route 63 continues north to the State Capitol, then on to its intersection with Interstate 70 in Columbia, where Route 63 expands to four lanes through the northern half of the state.

In 2004, the Highway 63 Coalition was established to promote the four-laning of Highway 63 from Rolla to the Arkansas border. The Highway 63 Coalition is made up of interested stakeholders, county and city officials, and economic developers of the cities along US 63.

The US Highway 63 project has been ranked as the number one transportation improvement project within our region for nearly a decade. The impact of this project would be profound on my local economies. Five of the eight largest cities in the SCOCOG region are located along US 63 and approximately 42% of the region's entire population lives within 15 miles of US 63! The route is centrally located and is the backbone of the north-and-south local transportation network. A highway improvement of this magnitude would bring with it enormous economic development potential to the center of the region and serve as a vital north-south corridor that we currently lack.





Falling revenues from the state and federal gas taxes has severely hindered MoDOT's ability to expand the state's transportation network. Given the current financial climate, it is the position of the state's transportation department that their efforts will be focused on maintenance and taking care of the existing system for the foreseeable future. New funding mechanisms must be identified on the state and federal level to deliver large scale transportation improvement like the US 63 expansion project. In February 2014, Missouri's Amendment Seven was introduced in an effort to create a 3/4 cent sales tax that would generate over \$700 million in additional funds over a 10 year period for transportation improvements throughout the state. Amendment Seven was defeated by sound margin by a vote of the people in August 2014.

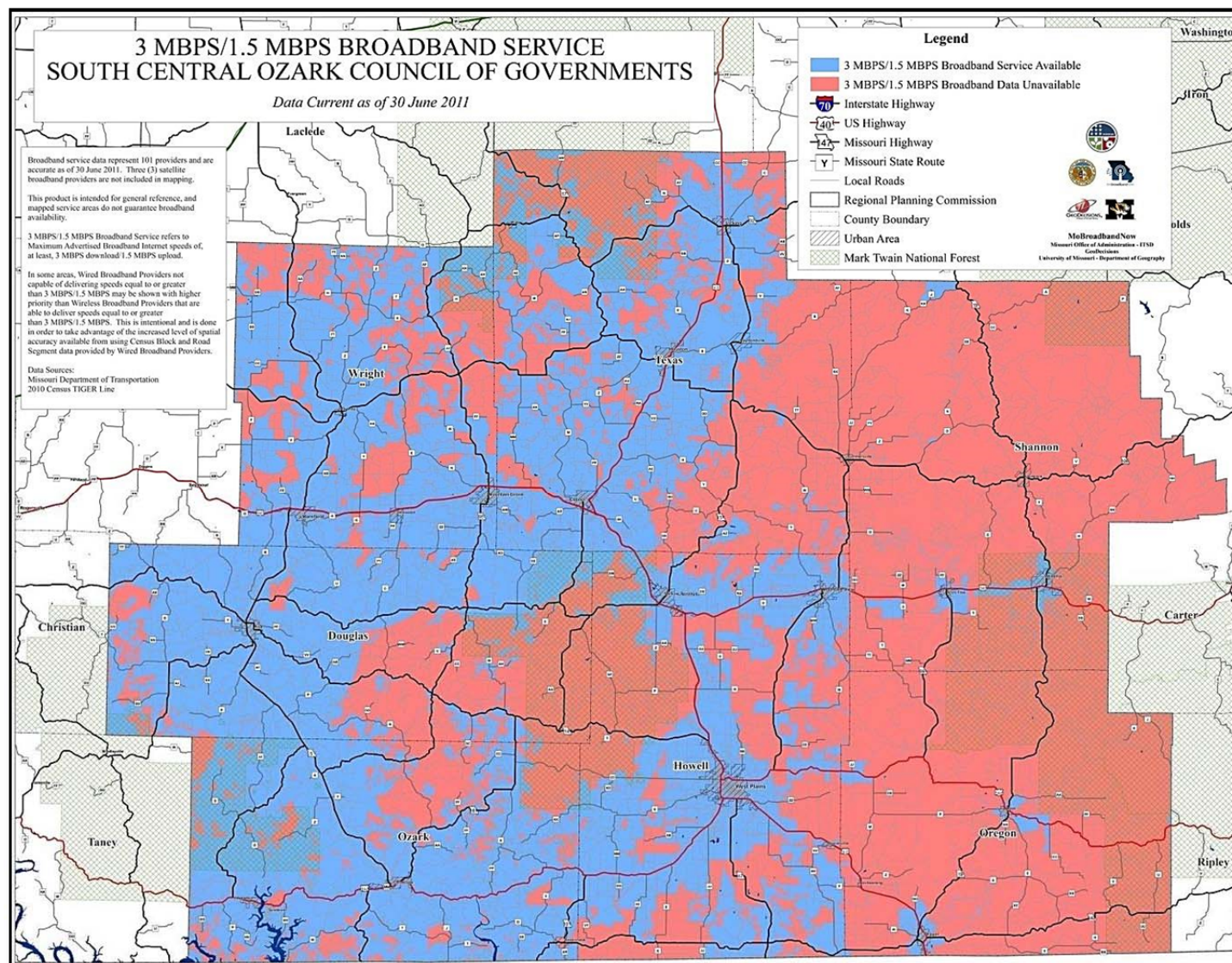
One possible alternative funding option for the expansion project may be a regional coalition of counties applying for a USDOT TIGER grant.

“The Transportation Investment Generating Economic Recovery, or TIGER Discretionary Grant program, provides a unique opportunity for the DOT to invest in road, rail, transit and port projects that promise to achieve critical national objectives. Since 2009, Congress has dedicated more than \$4.1 billion for six rounds to fund projects that have a significant impact on the Nation, a region or a metropolitan area.” (*United States Department of Transportation*)

The most expensive TIGER project in 2014 had a price tag of \$24,900,000, meaning that with initial estimates for the project hovering around \$46,000,000, the US 63 expansion project would need to be split into phases to be funded through TIGER.

The clear benefits of highway expansion and access improvements for local economic development validate such large expenditures. First, these investments work to reduce cost thereby rationalizing the geographic location of industries. Additionally, investment in transportation infrastructure gives regions a comparative advantage to attract new businesses that prefer to locate in areas where transport cost becomes relatively lower than in areas where adequate infrastructure is lacking. This becomes evident when examining the distribution of economic activity in our region and across Missouri—the most concentrated activity is located along major transportation routes. Opening up our region and improving access to travelers and commercial traffic will provide a better climate for economic investment in our region.





## Broadband Service Expansion

The topography of the SCOCOG region presents special challenges; the many hills of the Ozarks make it difficult to provide broadband throughout the entire region. Several counties in the region have large tracts of National Forest resulting in sections of the county with sparse population, and it is difficult and sometimes cost prohibitive to extend broadband to remote areas where there are few residences.



Below is the Broadband Expansion goal from SCOCOG's 2012 Regional MissouriBroadbandNow Strategic Plan:

**Goal: Expand Broadband Availability to Meet 95% Availability**

*Short-term objectives (1<sup>st</sup> & 2<sup>nd</sup> year)*

- a. Inventory of publicly owned towers or privately owned towers and taller objects that could possibly be used to expand availability. This should include MoDOT, MTNF/US Forest Service, Missouri Department of Conservation, Highway Patrol, and other groups.
- b. Work with providers to design initiatives to expand broadband where there is currently only dial-up or satellite available – Although all existing providers in the South Central Ozark region should be involved in this effort, a review of current broadband availability maps, as well as the location of a high percentage of dial-up and satellite internet users from the residential survey shows that it would be initially beneficial to work with those serving:
  - Northern and eastern Shannon County
  - Almost all of Oregon County – especially the eastern half
  - Southeastern Douglas County
- c. Inventory state and local government planning, zoning, rights-of-way, or construction rules and regulations. The inventory should be examining and collecting how these laws and rules could potentially impact build out or be an incentive to expanding broadband access.
- d. Inventory of Community Anchor Institutions. Discovery of their current plans and projects regarding increasing broadband access, speed, etc. The State can provide an initial list to the group from which it can follow-up and seek to build partnerships or leverage these plans.
- e. Begin to implement the design initiatives and build partnerships as discussed and agreed upon in Year 1. Also, begin looking at other areas that the most recent maps show as not having broadband availability.

*Intermediate-term objectives (3<sup>rd</sup> 4<sup>th</sup> & 5<sup>th</sup> year)*

- a. In Years 3 through 5 – Continue to expand broadband to all within the region, including any remaining design initiatives and then moving forward to complete a provision of full broadband within the region as soon as feasible within the five year planning horizon.

*Long-term objectives (6+ years)*

- a. Maintain and expand broadband networks to reach 100% availability in the South Central Ozark region, its counties, and municipalities.

Policies

- a. It is already stated as a policy that broadband be available to 95% or more of the population statewide. Consistent with the discussion above related to the provision of basic broadband service, similar incentives should be begun by focusing on the

unserved areas and providing them with at least basic broadband service availability. This access to 95% or more shall be defined as 95% or more of households and businesses throughout the region. This is not only a regional and statewide initiative, but a national initiative. Providers, for example, should be able to tap in to the Connect America Fund (CAF) program to help accomplish this. The South Central Ozark Broadband Development Program should work with providers regionally (as well as the State working at a statewide level) to assist providers in any way feasible to access such funds. Additionally, the State has supported the activities of MoBroadbandNow and other Missouri awardees of NTIA and RUS funds. All of the infrastructure being developed with these funds, including for example that of Windstream, should be accessed to expand broadband availability to 100% within the five year planning horizon (95% by 2014).

### Action Items/Implementation Plan

#### *Short-term objectives (1<sup>st</sup> & 2<sup>nd</sup> year)*

- a. RPC Broadband Development Program works with all providers to develop design initiatives during the short-term.
- b. Necessary funding and support is also obtained during Year 1 of the initiative.
- c. Complete inventory of publicly owned towers or privately owned towers and taller objects.
- d. Complete inventory of state and local government planning, zoning, rights-of-way, and construction rules and regulations.
- e. Review inventory of Community Anchor Institutions and look for partners and potential collaborations.
- f. Broadband system new-build and expansion efforts begin in Year 2 and continue until 95% availability is obtained by 2014.

#### *Intermediate-term objectives (3<sup>rd</sup> 4<sup>th</sup> & 5<sup>th</sup> year)*

- a. Broadband system new build and expansion efforts continue until 100% availability is achieved by the end of the 5 year planning horizon.

#### *Long-term objectives (6+ years)*

- a. Broadband availability is maintained at the 100% level and capacity is increased as discussed below.

### Resources Needed

- a. *Financial*
  - i. Until designs are chosen, it is not known exactly how much funding will be needed to initially build out to the 95%, and then the 100% level of broadband availability within the South Central Ozark region. This includes both Capital funds and the incremental operational cost that will be required to support the expanded networks. Detailed figures should be developed during Year One of the design phase, first for the targeted unserved areas described above and then for others, to determine costs to achieve the 95% level by 2014 and the 100% level by the end of the five year planning horizon. These should be

determined in Year One and agreement reached both at the regional and state level on the appropriate level of funding needed. Then funds can be procured and the build initiated.

- ii. Grant and other funding source application development – The region and the State should stand ready to support the providers in obtaining CAF funding (where pertinent), USF funding (until it is no longer available) and other infrastructure development funds to support the infrastructure builds designed.

b. *Human*

- i. There will be a variety of human resources needed, some which are factored into other activities, such as administrative and operational human resources at the State and regional level. A number of human resources will also be needed at the service provider level in order to design and build the network expansions.

c. *Organizational*

- i. Similar to the above, organizations involved will include the State, the RPC, service providers, and public / private groups and organizations operating in these local jurisdictions.

d. *Technical*

- i. Primary technical resources will come from the service provider, including the design and engineering of the infrastructure expansions to achieve the levels of broadband availability within the timelines discussed above.
- ii. There will also need to be some technical resources at the State and local level to evaluate the plans of the service providers.

	Priority	Term	Short Term			Inter Term		Long Term
			Dec-12	Jul-13	Dec-13	Dec-14	Dec-15	Dec-16
<b>Availability Goals: 95% Availability</b>								
Host meeting with all regional providers to explore current initiatives/projects/plans	1.33	1.57			Annual	Annual	Annual	Annual
Inventory middle-mile, POPs, and DIAs	1.33	1.57						
Inventory publicly or privately owned towers (or tall objects) that could be used to expand availability	1.50	1.86						
Inventory state and local government planning, zoning, rights-of-way, or construction rules and regulations	1.50	1.86						
Inventory of Community Anchor Institutions	1.50	1.86						
Develop list of potential funding sources and mechanisms	1.50	1.86						
Develop and execute public/private partnerships	1.67	2.43						
Implement the targeted design initiatives discussed and agreed upon	1.83	2.71						



## **Building Regional Partnerships**

Thinking regionally means thinking beyond local political boundaries (a single community or single county) to the boundaries which define those other local governments sharing a common interest. It means understanding that planning within a region is not identical with “regional planning”, but instead means building coalitions of stakeholders that are often informal and tailored to specific projects focusing upon the attraction of significant private investment, job creation, alternate energy development, transportation issues, land use evaluation and assessment challenges, communication issues, housing concerns or any combination of issues having a region-wide implication.

As used in the CEDS, regional cooperation is much more than simple intergovernmental cooperation. True regional collaboration involves bringing together appropriate stakeholders from not only local government, but the private and non-profit sectors as well, along with representatives from commercial and industrial firms, the area’s financial community, social service agencies and civic organizations, etc. The really important glue which successfully unites such local stakeholders for regional cooperation is their common interest in working together to increase their collective resource base and identifying appropriate competitive niches within which they can be economically successful on a more sustainable basis. However, nothing in this 2014 CEDS document is intended to suggest that regional cooperation should automatically result in the unnecessary creation of new organizations or an additional layer of local government.

Given below are the ten most common reasons for regional cooperation:

<b>Reason for Cooperation</b>	<b>Rationale for Regional Cooperation</b>
To save money ...	Allows communities take advantage of economies of scale, especially where fixed costs are high (e.g. public infrastructure improvements, new technologies, etc.) or when the presence of experienced staff expertise is required.
To deliver quality essential services ...	The provision of specialized services often requires professionals beyond the means of their small units of government and as a result they join others to spread the costs (e.g. planners and consultants, 911 dispatchers, etc.) while still maintaining a reasonable degree of local control in assuring high quality services.
To achieve political influence ...	When several governments are unified around a common objective in a more cohesive and aggressive effort, their ultimate chances for successfully attracting the attention and funding support of state and federal agencies is enhanced.

To achieve economic influence ...	Regional marketing for tourism and/or economic development purposes simply allows better media prices, greater consistency and more comprehensive and sophisticated presentations in today's highly competitive marketplace.
To address and solve a specific common problem ...	It's often said that two heads are better than one and sharing ideas and available local resources often permits better problem solving at a reduced cost.
To enhance the chances of sharing in increasingly scarce state and federal resources ...	In times of budget conservatism, state and federal funding agencies should welcome the opportunity to fund a joint facility, broadly supported program or shared staff position and thereby serve a greater number of local residents with their limited financial resources.
To plan more realistically ...	Stakeholders are realizing that in today's global economy, any community or county is, to some degree, dependent upon the other surrounding communities and counties within its region for labor and other development resources. In large part, a single community's economy and other aspects of quality of life are to some degree dependent upon its regional neighbors and even the state in which it is located.
To work together on common area-wide concerns ...	Through past experiences, local stakeholders now realize that among the effects of modern life are environmental impacts on water, air, and our other natural resources. For the most part, purely local approaches to most area-wide issues simply do not work well or are considered to be cost prohibitive.
To create a sense of local and regional harmony ...	Although a process that does not occur overnight, local stakeholders are now realizing that when local officials become acquainted through cooperative efforts, develop ongoing lines of communication and trust, they can reduce inter-jurisdictional conflicts which frequently hinder their ability to address their common concerns and opportunities and successfully lure new private investments and jobs.
To complement each other's strengths and weaknesses ...	Local stakeholders now realize that by drawing up the unique and more diverse strengths and attributes of several communities, each of the cooperating communities can develop a combined strategic package that is more balanced and responsive to the total needs of today's private sector investors.

As noted by virtually all of the leading national authorities on strategic planning, all of the evidence gathered in the last two decades continues to indicate that communities and counties must look beyond their borders and work together in support of a set of common regional development strategies, understanding that the jobs lost or created in one local jurisdiction will have a ripple effect that over-reaches local political boundaries. Many local elected officials and civic leaders have come to believe that as the predominantly rural economy of South Central Missouri continues to evolve, regional cooperation is the single most effective model for us to embrace given our lower population densities and scattered resources and unique attributes to foster future economic development in a truly sustainable fashion.

While it is true that local governments many not want nor particularly need “regional government”, the Economic Development District (SCOCOG) contends that they do need to consider cooperative regional efforts which will permit them to develop more cost effective viable strategies which benefit their respective communities and the neighboring communities within the region with common interests and concerns. Such cooperative regional efforts have the potential to reduce wasteful competition and promote more productive spending of public resources while allowing local jurisdictions to achieve results collectively that perhaps they could not accomplish individually.



SCOCOG will continually work to facilitate planning efforts that bring together stakeholder from around the region. This process of coalition building is a fundamental tenet of regional planning commissions and the staff at SCOCOG will strive to improve communications and coordination efforts to build stronger alliances across county and city lines.

## **Support Entrepreneurship and Small Business Development**

For many years, the primary focus of economic development efforts has been the provision of tax incentives. This method is at times successful, but it is certainly not the most sustainable growth strategy. The Kauffman Foundation reports that many policymakers have expressed a desire to end the practice of tax incentives but feel stuck in an arms race. They fear they cannot unilaterally forgo incentives because other communities use them, so they create ever-increasing incentive packages in an effort to compete. Two fundamental flaws of using tax incentives for business attraction are (1) undermining the local tax base—relinquishing money that could be used for community development projects, and (2) incentives targeting existing businesses ignore the economy's real engine for job creation: entrepreneurship and small business creation, which creates nearly all net new jobs in the United States, a fact that holds true at the state and city level.

Pursuant to this emergent model of economic development policy, the Kauffman Foundation for Education and Entrepreneurship gives us strategies to support entrepreneurship as an economic development tool:

### *Create, Not Relocate*

For states, cities, and counties reconsidering the use of tax incentives, alternatives exist that would help foster entrepreneurship as well as a dynamic market that generates jobs and innovations.

### *Reexamine Professional & Occupational Licensing*

- Nearly one-third of American workers are required to have a license to do their job. Occupational licensing acts as a barrier to entrepreneurs seeking to bring new innovations and business models to market. Revisit requirements for licensing and explore certification as an alternative to spur entrepreneurial competition and new business creation.

### *Welcome Immigrants*

- Immigrants were significantly more likely than native-born Americans to start businesses in 2013. Create a welcome atmosphere for all immigrants and embrace ethnic diversity to attract job-creating immigrant entrepreneurs.

### *Cultivate Human Capital*

- Higher levels of education are associated with increased entrepreneurial activity. An analysis of 356 U.S. metropolitan areas found that high school and college completion is tied to business startup rates.
- College graduates with degrees in diverse disciplines, including the arts, are likely to contribute to the creation and growth of new businesses.

### *Connect Entrepreneurs with Resources*

- Entrepreneurs operate largely at the local level, and regions are strengthened when entrepreneurs connect with one another. Programs created to help entrepreneurs should facilitate network formation, peer learning, and mentorships.
- Different types of entrepreneurs require different resources and cannot all be served by a one-stop shop. Policymakers should consider gaps in the local entrepreneurial ecosystem and ways in which different programs can be connected to each other.

### Revolving Loan Fund

At SCOCOG we continue to support entrepreneurship and small business growth by providing gap financing for economic growth. The Revolving Loan Fund, administered by the council of governments, is one of several EDA public investment tools available to assist distressed areas such as the South Central Ozarks.

A revolving loan fund (RLF) is a pool of money used by eligible recipients for the purpose of making loans to achieve certain economic benefits. As loans are repaid by the borrowers, the money is returned to the fund to make other loans. In that manner, the fund becomes an ongoing or “revolving” financial tool. SCOCOG’s RLF is not a substitute for conventional lending sources; Revolving Loan Funds are designed to fill gaps in existing local financial markets and provide or attract capital which otherwise would not be available for economic development.

#### RLF Minimum Threshold Criteria

- |   |  |
|---|--|
| • One full-time job created per \$10,000 of RLF investment        | • Maximum loan amount of \$100,000   |
| • Minimum leverage ratio of \$2 of private funds to \$1 RLF funds | • Must obtain, in writing, firm commitment from other private lender(s) participating in the project |
| • Minimum 10% equity injection by private sector participant      | • Payment of 2% loan origination fee on RLF portion of the loan when application is submitted.       |
| • RLF funding limit of 28% of total project cost                  |  |

#### Eligible Use of Funds for RLF Monies

- |   |   |
|---|---|
| • Private sector job creation or retention                          | • Capital for start-up, expansion, or retention of business           |
| • Contribute substantially to economic development or stabilization | • Indirect job creation may be considered if local conditions warrant |
| • Industrial and/or commercial activities                           | • Activities consistent with priorities of the US Dept. of Commerce   |
| • Direct job creation or retention                                  |   |



### Micro-Enterprise Loan Fund

SCOCOG's Micro-Enterprise Loan Fund (ME) operates in the same fashion as the RLF in that it is designed to replenish itself as borrowers repay loans; however, one substantial difference is that the Micro-Enterprise does not require involvement of another lending institution. The ME provides funding for individuals who have sound ideas for starting or expanding a small business who may not qualify for conventional bank loans.

#### ME Minimum Threshold Criteria

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• One full-time job created per \$15,000 of ME investment</li> </ul>           | <ul style="list-style-type: none"> <li>• Loans to business with less than five existing employees (including ownership)</li> </ul>                     |
| <ul style="list-style-type: none"> <li>• At least 51% of new jobs created must be taken by LMI individuals</li> </ul> | <ul style="list-style-type: none"> <li>• Must obtain, in writing, firm commitment from other private lender(s) participating in the project</li> </ul> |
| <ul style="list-style-type: none"> <li>• ME funding limit of 70% of total project cost</li> </ul>                     | <ul style="list-style-type: none"> <li>• Payment of 2% loan origination fee on ME portion of the loan when application is submitted.</li> </ul>        |
| <ul style="list-style-type: none"> <li>• Maximum loan amount of \$25,000</li> </ul>                                   |  |

#### Eligible Use of Funds for ME Monies

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Acquisition and rehabilitation of an existing building</li> </ul> | <ul style="list-style-type: none"> <li>• Land acquisition</li> </ul>                                  |
| <ul style="list-style-type: none"> <li>• Construction of a new building</li> </ul>                         | <ul style="list-style-type: none"> <li>• Purchase of machinery and/or equipment</li> </ul>            |
| <ul style="list-style-type: none"> <li>• Infrastructure improvements</li> </ul>                            | <ul style="list-style-type: none"> <li>• Working capital</li> </ul>                                   |
| <ul style="list-style-type: none"> <li>• Site preparation</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Education, training, and professional development</li> </ul> |

### Other Local Resources

*Ozarks Small Business Incubator (OzSBI): Identified in the 2007 CEDS as a "Vital Project"*

Located in downtown West Plains, the OzSBI serves the entire seven county South Central Ozarks region, providing business support services that accelerates the successful development of new and growing companies. It is a multi-tenant building that provides entrepreneurs with shared resources, such as clerical support and office equipment, managerial and technical assistance, and access to financial resources.

The OzSBI was built through a public-private partnership. The Incubator has received \$2 million dollars of state and federal grants to transform an historic brick building on Washington Avenue in downtown West Plains into the region's leading center for entrepreneurship.

Small business incubator programs are proven to graduate strong, self-supporting firms into their communities. These firms purchase, build or rent space, and create new jobs. They also create secondary jobs, improve the tax base, and contribute to a climate conducive to entrepreneurs.

Incubators reduce the risks of small business failures by nurturing firms in their start-up years. According to the National Business Incubation Association (NBIA), 87% of firms that graduate from incubators are still in business after five years versus 20% for non-incubator firms. All OzSBI clients are provided access to business support services through Missouri State University-West Plains Small Business and Technology Development Center.



The OzSBI helps grow successful businesses by providing clients the following benefits:

- Reducing start-up costs by providing flexible leases, furnished offices with telephones and broadband access, and shared business equipment—eliminating the need to purchase them upfront
- Developing a sound business plan—the OzSBI will challenge the entrepreneur to examine their business model, to justify their assumptions and work with the client to develop and execute a viable business plan.
- Finding capital and securing funding—the OzSBI team will assist the client in telling their business' story, identify funding resources, and develop a focused approach to raising capital, including access to OzSBI's microloan fund.
- Developing business skills to succeed—providing clients “core” business training and offer ongoing “focused” workshops, business mentors and coaches, and opportunities to network with successful entrepreneurs. (Ozarks Small Business Incubator)

#### *Small Business & Technology Development Center (SBTDC)*

Operating as an office of Missouri State University-West Plains, the SBTDC assists current small business owners and aspiring entrepreneurs by providing free, confidential, one-on-one business counseling sessions to its clients. During these counseling sessions, SBTDC staff places an emphasis on what small businesses need to survive and thrive. As an additional service, the Center provides business training seminars that focus on creating an attractive business concept, building a strong organization, developing lasting client relations, and maintaining profitable operations. (MSU-SBTDC)

Since 2001, the Center has served over 700 clients producing more than 700 new jobs and retaining nearly 600 jobs and receiving over \$18 million in loans and investments.

## Promote Eco-Tourism and Cultural Tourism

Identified in many of our local planning meetings as a priority, promoting our area as an ecotourism and cultural tourism destination is a key component for economic development in our region. Building on local assets is a proven development strategy, and our region is blessed with outstanding natural resources and a unique cultural heritage.

### Rivers

South Central Missouri is home to many beautiful rivers and streams that provide recreation opportunities and should be marketed as such throughout the state and the central United States.

#### Navigable Streams located in the SCOCOG region:

North Fork of the White River (Douglas/Ozark Counties)  
 Bryant Creek (Douglas/Ozark Counties)  
 Beaver Creek (Douglas County)  
 Woods Fork River (Wright County)  
 Gasconade River (Wright County)  
 Big Piney River (Texas County)  
 Current River (Ozark National Scenic Riverways, Shannon County)  
 Jacks Fork River (Ozark National Scenic Riverways, Shannon County)  
 Eleven Point River (federally listed as a National Wild & Scenic River, Oregon County)



These rivers and streams offer superb canoeing and kayaking, exceptional fishing, and stunning scenery winding through dense forests and towering limestone and dolomite bluffs.

### Lakes

Norfolk Lake and Bull Shoals Lake are located in southern Ozark County. These two reservoirs are recognized as two of the cleanest and most pristine water bodies in the central United States and provide outstanding recreation opportunities in the form of boating, fishing, and water sports. Located on the shores of Bull Shoals, the Village of Theodosia holds great potential for development as a tourist destination.

## National Forests

Home to thousands of acres of national forests, the South Central region offers camping, hiking, and trail riding opportunities through some of the most remote and rugged country found outside of the Western United States.



Riders gather for the Cross Country Trail Ride in Eminence

In Shannon County, the City of Eminence hosts some of the largest trail rides in the country. With horses and saddles in tow, as many as 10,000 visitors will descend on the community during a trail riding event. The riders traverse numerous trails through the Mark Twain National Forest along the Current and Jacks Fork Rivers taking in all of the beauty our forests have to offer.

## Cycling

The Transamerica Bicycling trail crosses our region through Wright, Texas, and Shannon Counties. Communities located along the trail are Hartville, Houston, Summersville, and Eminence. As this recreation activity grows in popularity, communities along the route should find ways to cater to the tourists by providing memorable and unique services along the Transamerica Trail.

In 2013, an estimated 423,330 Americans participated in road or paved surface bicycling, making bicycling the third largest outdoor activity in the United States behind running/jogging (532,140) and fishing (470,490) (The Outdoor Foundation). With the region's rugged and rolling topography, the construction of wide shoulders along rural highways and designation of bicycling routes throughout the region should be encouraged in an effort to increase the region's stature as a destination for the bicycling community.

## Foliage

The Ozarks are well known for its vibrant fall colors. Foliage viewing is a growing sector of ecotourism that brings thousands of visitors into our seven county area annually. Our most significant destination for fall foliage viewers is the glade top trail in western Ozark County. Offering 47 miles of improved roadway and numerous scenic look outs, the trail offers beautiful vistas for tourists and photographers.



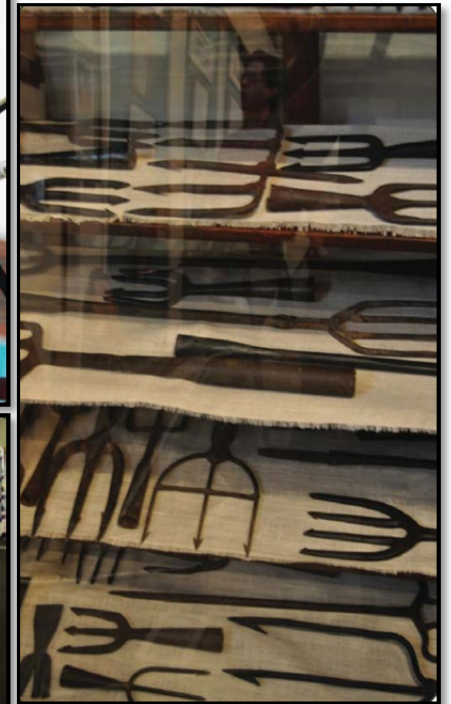
On a regional level, additional scenic lookouts should be planned and constructed at strategic locations along rural highways in the seven county region (perhaps serving a dual-purpose as bicycling respites) to provide additional destinations for visitors seeking to view the area's stunning fall colors.

### Cultural Tourism

At SCOCOG we believe there is great potential for the region to be designated as a National Heritage Area where conservation of our Ozarks Culture could be a basis for economic opportunity. This designation would enable us to communicate the richness and vitality of our culture more effectively to potential visitors and prospective residents while also contributing to the quality of life for those who already call this region home.

The seven county area that we represent possesses a wealth of cultural resources. These include historic sites, landmarks, and landscapes such as historic grist mills throughout the area, including Alley Mill near Eminence, a unique civil war site in Hartville, and the storied Irish Wilderness in Oregon County. Events and gatherings that reflect our regional culture range from *Hootin' and Hollerin'* in Gainesville and the *Old Time Music & Ozark Heritage Festival* in West Plains to church picnics and impromptu jam sessions. The work of traditional artists, craftspeople, and farmers encompasses quilts, music, furniture, and molasses. Perhaps the most important of our cultural resources are the stories we tell about our lives, families, and communities. Pursuing *National Heritage Area* status would enable us to take significant steps toward fulfilling the potential of these regional assets.

The resources that a National Heritage Area would make available would help us to conserve, interpret, and market our cultural treasures in a more coordinated, cohesive way. We would better equipped to give visitors to our area the fullest possible experience of it, help producers of goods that reflect our regional culture to benefit economically from their work, and support a quality of life that provides incentive for our talented young people to remain here and for natives of this region who have left for purposes of employment to return when they retire.





## Community Improvement Project List

Throughout the CEDS planning process, SCOCOG staff has been collecting improvement needs from representatives of the counties and communities throughout the region. The 2007 CEDS Community Improvement Project List was reviewed and vetted as projects were completed or fell out of priority. New projects were identified and prioritized through a call for projects distributed in early 2014, and during local planning meetings during the CEDS update. Having the most current needs from our communities is a crucial element for project development and delivery that will bring quality of life improvements to the citizens of the South Central Ozarks. This project list will be continuously reviewed and updated as SCOCOG works to implement the economic development strategies identified in this plan. SCOCOG will be using this list and be working closely with local stakeholders to deliver as many projects as possible over the five-years. The project list identifies potential funding sources, the level of local priority, and the projected number of jobs created by each project. While many of these community improvement projects will not directly create jobs, their impact can potentially spur economic growth and indirectly influence job creation.

Douglas County	Funding Category	Lead Agencies	Priority	Potential Jobs Created
New County Jail	Public Safety	County	High	6
Purchase additional emergency equipment (radios)	Public Safety	County	High	0
County facilities – Courthouse, sheds	Government Operations	County	Low	4
County economic program to improve local economy	Quality of Life/Planning	County/SCOCOG	Low	0
Make improvements to roads and bridges throughout the county	Transportation Infrastructure	County/MoDOT	Medium	0
City of Ava	Funding Category	Lead Agencies	Priority	Potential Jobs Created
Update Comprehensive Plan	Quality of Life/Planning	City/SCOCOG	High	0
Construct 1 mile of new city streets	Transportation Infrastructure	City	High	0
Provide a vocational & technical training facility	Education	City/School District	High	3
Install an additional 1,500 linear ft. of 4" water distribution line	Infrastructure	City/DNR/CDBG/USDA	High	0
Build an additional 1 mile of walking/recreational trail	Recreation	City/MoDOT/DNR	High	0
Provide an additional 50 units of low-to-moderate income housing	Quality of Life/Housing	Private Investment/HUD	High	0

Improve the sidewalk network throughout the city	Transportation Infrastructure	City/MoDOT	High	0
Replace one lift station	Infrastructure	City/DNR/CDBG/USDA	High	0
Repairs at the wastewater treatment facility (\$35K)	Infrastructure	City/DNR/CDBG/USDA	High	0
Purchase a “pumper” fire truck	Public Safety	City/Ava F.D.	Low	0
Resurface 6 miles of city streets	Transportation Infrastructure	City	Low	0
Dilapidated Housing Demolition – develop a structural conditions plan	Quality of Life	City/CDBG/SCOCOG	Low	0
Install 40K ft. of additional storm sewer	Infrastructure	City/CDBG	Medium	0
7K linear ft. of water distribution lines 8” & up	Infrastructure	City/DNR/CDBG/USDA	Medium	0
13K linear ft. of sewer collection pipe	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Overlay 2 miles of city streets	Transportation Infrastructure	City	Medium	0
Provide a community center	Recreation	City	Medium	7
Purchase 25 acres for parks & recreation	Recreation	City/MDC	Medium	2
Provide an additional 50 units of upper-income housing	Quality of Life/Housing	Private Investment/HUD	Medium	0
Install a satellite campus of the OzSBI in Ava at the old City Hall building	Economic Development	City/EDA/DRA	Medium	2
Airport Improvements	Transportation Infrastructure	City/MoDOT	Medium	0
Purchase 20 acres of land near airport for runway protection zone	Transportation Infrastructure	City	Medium	0
Construct additional multi-family housing in the city	Quality of Life/Housing	Private Sector/HUD	Medium	0
<b>Howell County</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Improve telecommunication infrastructure	Quality of Life	County/DRA/Private	High	8
Develop a sewer district for unincorporated areas	Infrastructure	County/DNR/CDBG/USDA	Low	10
Expansion of rural water district	Infrastructure	County/DNR/CDBG/USDA	Low	4
GIS system integrated between all county offices	Government Operations	County	Low	1
Hard surface county roads	Transportation Infrastructure	County	Low	0
GIS Training for appropriate County Staff	Government Operations	County/WIB	Low	0

County-wide building codes & code enforcement	Quality of Life	County/SCOCO	Medium	1
Rural volunteer fire department building improvements	Public Safety	County/RHSOC	Medium	0
Road & bridge projects (repair/replace)	Transportation Infrastructure	County/MoDOT	Medium	0
<b>City of Brandsville</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
16K linear ft. of new sewer collection pipe	Infrastructure	City/DNR/CDBG/USDA	High	0
Construct a community park with pavilion & picnic tables	Recreation	City/LWCF	Low	0
New sewer treatment facility	Infrastructure	City/CDBG/DNR/USDA	Medium	0
<b>City of Mountain View</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
New city water well	Infrastructure	City/DNR/CDBG/USDA	High	0
5K ft. of new sewer collection pipe	Infrastructure	City/DNR/CDBG/USDA	High	0
Purchase rescue vehicles/Air Ram	Public Safety	City/RHSOC	High	0
Four blocks of new sidewalk	Transportation Infrastructure	City/MoDOT	High	0
Resurface two miles of city street annually	Transportation Infrastructure	City	High	0
Purchase ten acres for parks and recreation	Recreation	City/LWCF/MDC	High	0
Provide an additional 200 units of low-to-moderate income housing	Quality of Life/Housing	Private Investment/HUD	Low	0
Additional ½ mile of storm sewers	Infrastructure	City/CDBG	Low	0
Chip & seal 2 miles of city streets	Transportation Infrastructure	City	Low	0
Provide additional street lighting	Public Safety	City	Low	0
52K linear ft. of new 10" water distribution lines	Infrastructure	City/DNR/CDBG/USDA	Medium	0
2K linear ft. of new 6" water distribution lines	Infrastructure	City/DNR/CDBG/USDA	Medium	0
2K linear ft. of new 8" water distribution lines	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Replace two miles of single phase electrical line	Infrastructure	City	Medium	0

City of West Plains	Funding Category	Lead Agencies	Priority	Potential Jobs Created
Construct 2 new Fire Stations, hire 4 additional firefighters	Public Safety (\$2.7M)	City	High	4
New Electric Substation	Infrastructure (\$7.5M)	City	High	2
Independence Drive Railroad Overpass	Transportation Infrastructure	City/USDOT	High	0
Install an additional 50K linear feet of 6" to 8" water distribution pipe	Infrastructure	City/DNR/CDBG/USDA	Low	0
25K linear ft. of new 12" to 14" water distribution pipe	Infrastructure	City/DNR/CDBG/USDA	Low	0
1 to 2 additional community water wells	Infrastructure	City/DNR/CDBG/USDA	Low	0
Upgrade 10 miles of single phase electrical line	Infrastructure	City/DNR/CDBG/USDA	Low	0
Construct 7 miles of new city streets	Transportation Infrastructure	City	Low	0
Improve storm sewers and drainage systems	Infrastructure (\$2M)	City/CDBG/USDA	Medium	0
Purchase 5 new police cars	Public Safety (\$150K)	City/SCOCO	Medium	0
50K linear feet of new sewer collection pipe	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Resurface 50 miles of city streets	Transportation Infrastructure	City	Medium	0
Construct three roundabouts for traffic control purposes	Transportation Infrastructure	City/MoDOT	Medium	0
City of Willow Springs	Funding Category	Lead Agencies	Priority	Potential Jobs Created
New community center	Recreation	City	High	2
Sewer improvements	Infrastructure	City/CDBG/DNR/USDA	High	0
New 200K g. elevated water storage tank	Infrastructure	City/CDBG/DNR/USDA	High	0
15K linear ft. of new 12" water distribution pipe	Infrastructure	City/CDBG/DNR/USDA	Medium	0
500K g. ground water storage tank	Infrastructure	City/CDBG/DNR/USDA	Medium	0
12,800 linear ft. of 8" water distribution pipe	Infrastructure	City/CDBG/DNR/USDA	Medium	0
4,500 linear ft. of new 6" water distribution pipe	Infrastructure	City/CDBG/DNR/USDA	Medium	0
Construct 10 miles of new city streets	Transportation Infrastructure	City	Low	0

One additional community well	Infrastructure	City/CDBG/DNR/USDA	Low	0
New single phase electric lines	Infrastructure	City	Low	0
Rebuild three phase electric lines	Infrastructure	City	Low	0
Construct an additional 1,200 ft. of storm sewer	Infrastructure	City/CDBG	Low	0
<b>Oregon County</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
New County Jail	Public Safety	County	High	2
Purchase a new road grader	Government Operations	County	High	1
Install new heating and cooling system in County Courthouse	Government Operations	County/DNR/MoDED	High	0
Purchase additional emergency equipment/vehicles	Public Safety	County/RHSOC	High	0
Introduction of more broadband internet	Quality of Life	County/CDBG/SCOCOg	High	0
911 service in Oregon County	Public Safety	County/SCOCOg/Centurylink	High	8
New construction of county roads	Transportation Infrastructure	County	Low	0
New construction of county bridges	Transportation Infrastructure	County/MoDOT (BRO)	Low	0
Rural Water System (storage, supply, and distribution infrastructure)	Infrastructure	County/CDBG/DNR/USDA	Low	10
Build a tornado safe room	Public Safety	County/FEMA/SCOCOg	Low	0
Build an industrial park and Spec. Building in the county	Economic Development	County/EDA/DRA	Medium	0
Install storm sirens in 'villages' in the county (Couch, Myrtle, Thomasville)	Public Safety	County/FEMA/SCOCOg	Medium	0
<b>City of Alton</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Build a new fire department building	Public Safety	City/CDBG	High	2
Install 3 or 4 community storm sirens	Public Safety	City/FEMA/SCOCOg	High	0
Construct 4 miles of new sidewalk	Transportation Infrastructure	City/MoDOT	High	0
Build a 100K g. elevated water storage tank	Infrastructure	City/DRA/CDBG/USDA	High	0
Dig a new water well for the city	Infrastructure	City/DRA/CDBG/USDA	High	0



Provide U.V. disinfection that the sewage treatment plant	Infrastructure	City/CDBG/DNR/USDA	High	0
Provide 50 additional units of low-to-moderate income housing	Quality of Life/Housing	Private Investment/HUD	Low	0
Chip & seal 7 miles of city streets	Transportation Infrastructure	City	Low	0
Install new culverts for stormwater management purposes	Infrastructure	City/CDBG	Medium	0
Open a community center	Recreation	City	Medium	1
Resurface 7 miles of city streets	Transportation Infrastructure	City	Medium	0
<b>City of Koshkonong</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Construct an additional ¾ miles of sidewalk in downtown Koshkonong	Transportation Infrastructure	City/MoDOT	High	0
Improve maintenance on 4 miles of city streets	Transportation Infrastructure	City	Low	0
Resurface 2 miles of city streets	Transportation Infrastructure	City	Low	0
<b>City of Thayer</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Upgrade the city's entire water system	Infrastructure	City/CBDG/DNR/USDA	High	0
Upgrade the city's entire power distribution system	Infrastructure	City	High	0
Construct a pedestrian overpass over US HWY 63 (access to schools)	Transportation Infrastructure	City/MoDOT/USDOT	High	0
Update zoning map	Government Operations	SCOCO	High	0
Fill in city pool and develop a new park elsewhere in the city	Recreation	City/LWCF	High	0
Purchase additional safety equipment for the Thayer Fire Department	Public Safety	City/RHSOC	High	0
Construct a new industrial park north of the city along US HWY 63	Economic Development	City/DRA/EDA/CDBG	Low	0
Build a multi-purpose recreational building	Recreation	City	Low	1
Improve enforcement of zoning ordinances	Quality of Life	City/SCOCO	Low	1
Airport expansion/improvements	Transportation Infrastructure	City/USDOT	Low	0
Expand the existing police and fire stations	Public Safety	City/CDBG	Low	0
Connect all unserved structures within city limits to sanitary sewer system	Infrastructure	City/DNR/CDBG/USDA	Medium	0

Resurface 27 miles of city streets	Transportation Infrastructure	City	Medium	0
Improve pedestrian access across the Walnut St. bridge over Warm Fork	Transportation Infrastructure	City/MoDOT/USDOT	Medium	0
Develop a Comprehensive Plan	Quality of Life	City/SCOCO	Medium	0
Apply for a lower I.S.O. rating reflecting recent fire protection improvements	Public Safety	City/RHSOC	Medium	0
<b>Ozark County</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Improve infrastructure in industrial park	Economic Development	County/EDA/DRA/CDBG	High	0
Promote tourism within the county	Economic Development	County/OHR	High	0
Create an Enhanced Enterprise Zone within the county	Economic Development	County	High	0
Expand the service of ambulances	Public Safety	Area Healthcare Providers	High	0
Expand clinic to an 8-bed “critical access care” hospital	Healthcare	Area Healthcare Providers	High	4
Hard surface county roads to tourist attractions (20-30 miles) (Glade Top Trail entrance road, Haskins Ford Road)	Transportation	County/USDOT	Low	0
Provide hiking or bicycling trails	Recreation	County/LWCF/DNR/MoDOT	Low	0
Provide additional law enforcement officers	Public Safety	County	Medium	0
Replace bridges along Haskins Ford Road	Transportation	County/FEMA	Medium	0
Improve Highway 5 to Ava and 160 West to Branson (for commuters and tourists)	Transportation	County/MoDOT	Medium	0
Establish a Co-op to support and distribute locally grown foods	Quality of Life	County	Medium	0
<b>City of Bakersfield</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
310K booster pump on water well	Infrastructure	City/DNR/CDBG/USDA	High	0
Construct an additional 10K g. elevated water storage tank	Infrastructure	City/DNR/CDBG/USDA	Medium	0
<b>City of Gainesville</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Improve infrastructure in the industrial park	Economic Development	City/CDBG/EDA/DRA	High	0

Install 2K additional linear feet of sewer collection pipe	Infrastructure	City/DNR/CDBG/USDA	High	0
Build walking trails throughout the city	Recreation	City/MoDOT	Low	0
14 additional Fire Department personnel	Public Safety	City	Medium	14
½ mile extension of the sewer system	Infrastructure	City/DNR/CDBG/USDA	Medium	0
<b>Village of Theodosia</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Chip & seal 8 miles of streets	Transportation Infrastructure	City	High	0
2 miles of new street construction	Transportation Infrastructure	City	Low	0
Resurface 5 miles of streets	Transportation Infrastructure	City	Low	0
Build a new community center	Recreation	City	Medium	1
Construct 4,425 feet of sidewalk	Transportation	City/MoDOT	Medium	0
<b>Shannon County</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Storm sirens throughout the county	Public Safety	County/SCOCO	High	0
New wiring for County Courthouse	Government Operations	County/DNR	High	0
New jail for County Courthouse	Public Safety	County	High	0
Construct a Shannon County Welcome Center	Economic Development	County	High	1
Update Floodplain maps	Public Safety	County/FEMA	Low	0
Develop a rural water system	Infrastructure	County/DNR/CDBG/USDA	Low	2
Tornado safe rooms at schools in the county	Public Safety	County/FEMA/SCOCO	Medium	0
Emergency equipment/vehicles	Public Safety	County/RHSOC	Medium	0
Purchase NOAA radios	Public Safety	County/RHSOC	Medium	0
Construction and maintenance of county roads and bridges	Transportation Infrastructure	County	Medium	0
<b>City of Birch Tree</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Repair/replace entire sewer collection system	Infrastructure	City/DNR/CDBG/USDA	High	0

Build a community center	Recreation	City	Low	0
Develop an industrial park near US HWY 60	Economic Development	City/EDA/CDBG/DRA	Low	0
Improve maintenance of city streets	Transportation Infrastructure	City	Medium	0
Construct additional low-to-moderate income housing units	Quality of Life/Housing	Private Investment/HUD	Medium	0
Purchase additional emergency vehicles and equipment	Public Safety	City/RHSOC	Medium	0
<b>City of Eminence</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Install a heating and cooling system in the industrial park Spec. Building	Economic Development	City/DED/DRA	High	0
Build a FEMA Safe Room/Community Room	Public Safety	City/FEMA/SCOCOG	High	0
Construct a helipad for emergency services	Public Safety	City	High	0
Resurface the city streets	Transportation Infrastructure	City	Low	0
Construct an additional 30-30 low-to-moderate income housing units	Quality of Life/Housing	Private Investment/HUD	Low	0
Replace 500 linear feet of water lines	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Construct sidewalks and install street lighting on Main Street	Transportation	City/MoDOT	Medium	0
<b>City of Winona</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Repair or replace sewer collection system (city-wide)	Infrastructure	City/DNR/CDBG/USDA	High	0
Provide an equal-basin for sewer treatment plant	Infrastructure	City/DNR/CDBG/USDA	High	0
Improvements to city water wells	Infrastructure	City/DNR/CDBG/USDA	Low	0
Build 1.5 miles of new city streets	Transportation Infrastructure	City	Low	0
Construct a Welcome Center near US HWY 60	Economic Development	City	Low	1
Construct a Spec. Building in industrial park	Economic Development	City/EDA/DRA/CDBG	Low	0
Replace electric poles throughout the city	Infrastructure	City	Low	0
Construct additional low-to-moderate income housing units	Quality of Life/Housing	Private Investment/HUD	Low	0
Improvements to elevated water storage tank	Infrastructure	City/DNR/CDBG/USDA	Medium	0

Make stormwater drainage improvements	Infrastructure	City/CDBG	Medium	0
Improve infrastructure in industrial park	Economic Development	City/EDA/DRA/CDBG	Medium	0
<b>Texas County</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Funding for law enforcement – The county is struggling to pay salaries for deputies	Public Safety	County	High	3
Construct a new 911 central dispatch center	Public Safety	County/FEMA	High	0
Install a heating and cooling system in the new Judicial Center	Infrastructure	County/DED	Medium	0
Improve bridges throughout the county – Route M at Roubidoux Creek, Yellow Cow Bridge, Route MM Overpass at US 60	Transportation Infrastructure	County/MoDOT	Medium	0
Construct additional assisted living units in the county	Healthcare	County/Private Investment/HHS	Medium	0
<b>City of Cabool</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Water tower at Industrial Park	Infrastructure	City/DNR/CDBG/USDA	High	0
Library at Elementary School	Education	School District	High	0
Improve the INI reduction of the sewer treatment facility	Infrastructure	City/DNR/CDBG/USDA	High	0
Open a Drury College Satellite Campus	Education	Private Investment	Low	4
20 additional low-to-moderate income housing units	Quality of Life/Housing	Private Investment/HUD	Low	0
Sidewalk construction and replacement	Transportation Infrastructure	City/MoDOT	Low	0
20 fire suits	Public Safety	City/RHSOC	Medium	0
Swimming pool repairs and upgrades	Recreation	City/LWCF	Medium	0
In-ground water storage south of Highway 181	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Install an additional 2,000 ft. of sewer collection lines	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Improvements to 51K linear feet water distribution pipes	Infrastructure	City/DNR/CDBG/USDA	Medium	0
<b>City of Houston</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential</b>



				Jobs Created
Rehabilitate the city pool	Recreation	City/LWCF	High	0
Construct a spec. building in the NE industrial park	Economic Development	City/DRA/EDA/CDBG	High	0
Build ¾ mile of new city street at the south side of the Walmart shopping center – HWY 63 Traffic Alleviation	Transportation Infrastructure	City	High	0
Improve drainage for stormwater runoff	Infrastructure	City/CDBG	Low	0
Rehabilitate low-income housing units throughout the city	Quality of Life/Housing	City/CDBG/Private Investment	Low	0
Build a 300K g. elevated water storage tank in NE industrial park	Infrastructure	City/DNR/CDBG/USDA	Low	0
Upgrade 3 miles of electrical line	Infrastructure	City	Low	0
Dig an additional 775' water well	Infrastructure	City/DNR/CDBG/USDA	Low	0
Demolish buildings in the floodplain	Public Safety	City/CDBG	Medium	0
Construct a hiking and/or bicycle trail	Recreation	City/DNR/MoDOT	Medium	0
Construct 5 miles of new sidewalk	Transportation Infrastructure	City/MoDOT	Medium	0
Public infrastructure development along the Route 17 corridor in Houston	Quality of Life	City/Private Investment	Medium	0
Community Youth Facility & Sports Complex	Recreation	City	Medium	3
Promote the development of satellite campuses for area colleges and universities	Education	City/Area Colleges	Medium	0
<b>City of Licking</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Dig a new city water well	Infrastructure	City/DNR/CDBG/USDA	High	0
Develop a five year strategic community plan	Quality of Life	City/SCOCO	High	0
Repair, upgrade, and extend sewer line throughout the city	Infrastructure	City/DNR/CDBG/USDA	High	0
Provide an additional 10 units of upper-income housing	Quality of Life/Housing	Private Investment/HUD	Medium	0
Purchase a new city fire truck	Public Safety	City	Medium	0
Develop an industrial park for the City of Licking	Economic Development	City/DRA/EDA/CDBG	Medium	0
New roofing and flooring at City Hall	Government Operations	City/DNR	Medium	0

Recreational trails within the city	Recreation	City/DNR/MoDOT	Medium	0
<b>Village of Plato</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Construct a sidewalk network in the community	Transportation Infrastructure	City/MoDOT	High	0
Provide an additional 10 units of low-to-moderate income housing	Quality of Life/Housing	Private Investment/HUD	High	0
Build 1.5 miles of new streets	Transportation	City	Low	0
Develop a comprehensive plan	Quality of Life	City/SCOCOG	Low	0
Construct a community health care clinic	Healthcare	City/TCMH/Private Investment	Medium	6
Create a 10-acre community park	Recreation	City	Medium	0
<b>City of Raymondville</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Construct a Community Wellness Center	Recreation	City	High	1
Improvements to the water distribution system	Infrastructure	City/DNR/CDBG/USDA	High	0
Chip & seal all city streets	Transportation Infrastructure	City	Low	0
Playground improvements	Recreation	City/LWCF	Medium	0
<b>City of Summersville</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Construct an early childhood education facility for Summersville R-II	Education	City/School District/CDBG	High	3
Build a city golf course	Recreation	City	Low	4
Improve storm drainage in the community	Infrastructure	City/CDBG	Medium	0
Resurface 6 miles of city streets	Transportation Infrastructure	City	Medium	0
Provide a community swimming pool facility	Recreation	City	Medium	0.5
<b>Wright County</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
New County Jail	Public Safety	County	High	2

Courthouse annex improvements – build an additional courtroom and office space on top of the space previously occupied by the library.	Government Operations	County/FEMA	High	0
Move Assessor’s Office to space previously occupied by the library	Government Operations	County	High	0
Water table depth and quality study	Natural Resources	County/DNR	Low	0
Bridge replacements in the county - HWY 38 bridges, Evening Shade Bridge, BRO Bridge on Stair-step Road	Transportation Infrastructure	County/MoDOT	Medium	0
Quiet zones at railroad crossings throughout the county.	Quality of Life	County/BNSF/MoDOT	Medium	0
Move 911 Dispatch to Sherriff’s Office	Public Safety	County/RHSOC	Medium	0
<b>City of Hartville</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Improve pedestrian access to the city park located south of Lake Casador	Transportation Infrastructure	City/MoDOT	High	0
Upgrading lagoon system to meet DNR Standards (UV Lights/Engineering Plan)	Natural Resources	City/DNR/USDA	High	0
Community Storm Sirens	Public Safety	City/SCOCOG	High	0
Additional playground equipment at new City Park	Recreation	City	Low	0
Downtown revitalization – fill vacant storefronts	Quality of Life	City/Private Investment	Low	0
Construct community tornado shelter	Public Safety	City/FEMA	Medium	0
Phase Two Sidewalk Project	Transportation Infrastructure	City/MoDOT	Medium	0
Construct walking trails near or around Lake Casador	Recreation/Trans.	City/DNR/MoDOT	Medium	0
<b>City of Mansfield</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
New 35 bed hospital facility	Healthcare	Area Healthcare Providers	High	15
300K g. elevated water storage tank	Infrastructure	City/DNR/CDBG/USDA	High	0
School tornado shelter	Public Safety	City/FEMA	High	0
Provide an additional low-to-moderate income housing units	Quality of Life/Housing	Private Investment/HUD	Low	0
Storm drainage long-term plan	Infrastructure	City/SCOCOG	Low	0

New 90 bed skilled nursing home facility	Healthcare	Area Healthcare Providers	Medium	0
Make improvements to sewer system	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Street paving and street maintenance	Infrastructure	City	Medium	0
Industrial park improvements (land, buildings, infrastructure, landscaping)	Economic Development	City/EDA/DRA/CDBG	Medium	0
<b>City of Mountain Grove</b>	<b>Funding Category</b>	<b>Lead Agencies</b>	<b>Priority</b>	<b>Potential Jobs Created</b>
Emergency Care Facility – Provide an urgent care center & 24/7 health services in Mountain Grove	Healthcare	Area Healthcare Providers	High	0
Realign Route 95 through Mountain Grove and build overpass over BNSF railroad	Transportation Infrastructure	City/MoDOT/USDOT	High	0
Connect existing walking paths near the Senior Center along Wall Street to the YMCA and Elementary School area	Transportation Infrastructure	City/MoDOT	High	0
Construct a new north fire station	Public Safety	City/CDBG	High	0
Residential demolition projects throughout the city	Quality of Life	City/CDBG	High	0
New Comprehensive Plan	Quality of Life	City/SCOCOG	High	0
Downtown revitalization – fill vacant storefronts	Quality of Life	City/Private Investment	Low	0
Repave Route 95 through the city	Transportation	City/MoDOT/CDBG	Low	0
Purchase additional police cars	Public Safety	City/SCOCOG	Low	0
Upgrade 4,000 ft. water distribution lines	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Upgrade sewer system collection lines	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Upgrades to City Well #4	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Revitalize West Business 60 Highway	Quality of Life	City/CDBG/Private Investment	Medium	0
Widening Route 95 in front of High School to allow for a turning lane	Transportation Infrastructure	City/MoDOT	Medium	0
Build sidewalks along Route 95 in the vicinity of the high school	Transportation Infrastructure	City/MoDOT	Medium	0
Funding to serve as match for \$300K in federal airport improvement dollars	Transportation Infrastructure	--	Medium	0

City of Norwood	Funding Category	Lead Agencies	Priority	Potential Jobs Created
6,400 sq. ft. Senior Center	Healthcare/Recreation	Area Healthcare Providers	High	3
Build a 40K g. water storage tank	Infrastructure	City/DNR/CDBG/USDA	High	0
Repave 4 miles (+/-) of city streets	Transportation Infrastructure	City	Low	0
Provide funds for an additional city police officer	Public Safety	City	Low	1
Dig an additional city water well	Infrastructure	City/DNR/CDBG/USDA	Medium	0
Construct a tornado safe room at the school	Public Safety	City/FEMA/SCOCOG	Medium	0



## Performance Measures

Performance evaluation is an important component of the economic development process. Most simply, it gauges the organization's effectiveness in meeting its goals. To be effective, performance evaluation should be conducted on an ongoing basis and the results used to adjust or redirect organizational efforts.

This Comprehensive Economic Development Strategy (CEDS) identifies four primary goals that give overall direction to the economic development efforts of the region. Under each goal are a number of objectives that articulate specific types of activity that support CEDS goals. The Annual Work Plans of South Central Ozark Council of Governments will identify the specific activities to be undertaken and the performance measure(s) by which their success will be evaluated.

SCOCOG will prepare its annual report and performance evaluation consistent with the requirements of EDA. Organization staff will prepare an annual report that includes reporting its progress toward achieving CEDS goals and will consider the following values.

- The extent to which the Annual Work Plan is consistent with identified CEDS goals.
- The extent to which the Annual Work Plan is consistent with CEDS objectives.
- The extent to which the organization is meeting the performance measures specified in the Annual Work Plan.

SCOCOG will conduct an annual growth trends analysis, which examines residential construction activity and socioeconomic data for its planning area and member jurisdictions, thus giving our staff and member communities an accurate depiction of the economic environment on a yearly basis.

Other performance measures to be tracked during the 5-year planning horizon of this CEDS are: the number of jobs created and retained in the region, directly affected by SCOCOG's economic development efforts (this data will be tracked using our Portfol software), the number and types of investments in the region, and the amount of private sector investment in the region (data collected by the Institute for Regional Innovation and Entrepreneurship).

## Acknowledgements

The South Central Ozark Council of Governments would like to thank the fourteen individuals who devoted their time and energy to be a part of the regional CEDS strategy committee, the elected officials of Douglas, Howell, Oregon, Ozark, Shannon, Texas, and Wright Counties, and the various local stakeholders that offered valuable input during the planning meetings held throughout the region. It was your participation and regionally-minded guidance that allowed the planning staff at SCOCOG to develop this 5-year comprehensive economic development strategy. We at SCOCOG look forward to working with many of you in an effort to implement the strategies contained within this plan.

## Works Cited

- "A History of Forestry in the Ozarks" 2007.  
<http://www.watersheds.org/farm/hforestry.htm>
- Rafferty, Milton D. The Ozarks: Land and Life. Norman: University of Oklahoma Press, 1980.
- "Ozark National Scenic Riverways" 2014.  
<http://www.visitmo.com/ozark-national-scenic-riverways-national-park.aspx>
- "Glade Top National Forest Scenic Byway" 2013.  
<http://www.fs.usda.gov/recarea/mtnf/recreation/recarea/?recid=21772&actid=64>
- Dabson, Brian, Colleen M Heflin, Kathleen K. Miller. Regional Resilience: Research and Policy Brief. The National Association of Development Organizations; U.S. Economic Development Administration. 2012.
- "Community Dividend: Entrepreneurship in Rural Communities" The Federal Reserve Bank of Minneapolis. 2001.  
[https://www.minneapolisfed.org/publications\\_papers/pub\\_display.cfm?id=2724&](https://www.minneapolisfed.org/publications_papers/pub_display.cfm?id=2724&)
- United States Rural Development. Dias, Don, Jeri Dias *"Move Forward: SOAR Region 2013 Economic Development Report"* 2013.
- "Housing Challenges in Rural Communities Persistent, On the Rise" National Low Income Housing Coalition. 2012.  
<http://nlhlc.org/article/housing-challenges-rural-communities-persistent-rise>
- "Client and Membership Services and Benefits" Ozarks Small Business Incubator. 2012. Promotional Publication.
- "North American Industry Classification System" United States Census Bureau. 2012.  
<http://www.census.gov/eos/www/naics/>
- "Causes and Effects of Poverty" Cliffs Notes. 2014.  
Houghton Mifflin Harcourt.  
<http://www.cliffsnotes.com/sciences/sociology/social-and-global-stratification/causes-and-effects-of-poverty>
- "Understanding Location Quotient" Sentz, Rob. 2011  
<http://www.economicmodeling.com/2011/10/14/understanding-location-quotient-2/>
- United States Department of Transportation. "TIGER Discretionary Grants" 2014. <http://www.dot.gov/tiger>
- Missouri Department of Economic Development. "Strategic Initiative for Economic Growth" Market Street Services, Inc. 2011.  
<http://www.ded.mo.gov/Strategic.aspx>
- Missouri State Office of Administration; South Central Ozark Council of Governments. *"South Central Ozark MOBroadband Now Regional Plan"* 2012.
- "Entrepreneurship's Role in Economic Development" Ewing Marion Kauffman Foundation. 2014.  
<http://www.kauffman.org/what-we-do/resources/entrepreneurship-policy-digest/entrepreneurships-role-in-economic-development>
- "Outdoor Participation Report, 2013" The Outdoor Foundation. 2014.  
<http://www.outdoorfoundation.org/pdf/ResearchParticipation2013.pdf>
- "Transforming Missouri Businesses" Small Business & Technology Development Center. Missouri State University-West Plains. 2014

Appendix I

## Planning Meeting Participants

Linda Garrett	Daryl Childers
Scott Lindsey	Michael King
Linda Miller	Ken Cotham
Fred Stenger	Stephen Clark
Elaine Campbell	Tonya Woods
Don Tottingham	Rosie Simpson
John Casey	Junior Brewer
Ron Reed	Donna Martin
Myles Smith	Willa Kramer
Randall Combs	Michele Ijames
Jim Anderson	Patsy Worrell
Sue Jolley	Dennis Ramsey
Janice Lorrain	David Bushner
Melissa Robbins	David Morrison
Darrell Hampsten	Gary Collins
Rebecca Evans	Kurt McGee
Jeff Cowen	Vickie Williams
Wes Parks	Nina S. Carter
John Casey	Sonya Hodges
Tina McQuerry	Valerie Reese
Robert McQuerry	Suzanne Welsh
Ernie Middleton	David Norman
Patrick Ledgerwood	Robert Case
Ron Scheets	Dennis Lawson
John Citron	Greg Donley
David Rauch	Mark Arnold

Appendix II

Public Notice

**AFFIDAVIT OF PUBLICATION**  
STATE OF MISSOURI  
COUNTY OF HOWELL

I, Frank L. Martin III, being duly sworn according to law, state that I am the Publisher of the WEST PLAINS DAILY QUILL, a newspaper of general circulation in the County of Howell, State of Missouri, which has been admitted to the United States Postal Service as periodical class matter in the city of West Plains, Missouri, and has been published regularly and consecutively for a period of more than three years and has a list of bona fide subscribers, voluntarily engaged as such, who have paid or agreed to pay a stated price for a subscription for a definite period of time, and that such newspaper has complied with the provisions of Section 493.050 Revised Statutes of Missouri 2000, and Section 59.310, Revised Statutes of Missouri 2000. The affixed notice appeared in said newspaper on the following dates:

- 1. December 16, 2014

Publisher's Fee: \$40.80

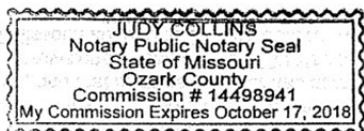
*Frank L. Martin III*

Frank L. Martin III, Publisher

Signed and sworn to before me on this  
16th day of December, 2014

*Judy Collins*

Judy Collins  
State of Missouri, Ozark County  
My commission expires 10-17-2014




PUBLIC NOTICE

The Comprehensive Economic Development Strategy (CEDS) is now available for public review and comments pursuant to 13 C.F.R. § 303.6. The CEDS is designed to provide baseline information on demographics and economic data, development of economic development Goals and Objectives, and identify potential projects within the region. Preparation and adoption of the CEDS maintains the region's Economic Development District (EDD) designation as well as grant eligibility for participating units of government. The CEDS Draft can be viewed online at [www.scocog.org](http://www.scocog.org); hard copies are available for review at the SCOCOG office, 4407 County 2340 in Pomona.

Insert date: December 16, 2014.

Appendix III

Adoption Resolution



*P.O. Box 100 Pomona, Missouri 65789-0100 (417) 256-4226*

**RESOLUTION**

A CERTIFIED RESOLUTION BY THE EXECUTIVE COMMITTEE OF THE SOUTH CENTRAL OZARK COUNCIL OF GOVERNMENTS FORMALLY ADOPTING THE 2014 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY DEVELOPED THROUGH A REGIONAL PLANNING PROCESS.

WHEREAS, the Public Work and Economic Development Act of 1965, 42 U.S.C. Sections 3132-3233, as amended, delegates the Economic Development Administration (E.D.A.) responsibility of assisting in the development of multi-county planning districts through project grants which assure effective utilization of local resources in creating full-time, permanent jobs for the unemployed and the underemployed; and

WHEREAS, the E.D.A. is authorized through planning and implementation grants to assist area planning efforts to solve problems of economic growth, unemployment, and underemployment; and

WHEREAS, enabling legislation of the E.D.A. requires the submittal of an updated Comprehensive Economic Development Strategy every five years, which includes a list of community improvement projects, and related economic development goals and strategies, to maintain economic development district designation; and


WHEREAS, the Comprehensive Economic Development Strategy was made available for public review and comment for 30 days via public notice provided in the region's newspaper of widest circulation, the *West Plains Daily Quill* on December 16th, 2014, and by hard copy located at the office of the South Central Ozark Council of Governments; and

WHEREAS, this Committee finds and determines, after reviewing all pertinent information, that it is necessary and in the best interest of the South Central Ozark region that it affirms and adopts the 2014 Comprehensive Economic Development Strategy to guide the planning and project implementation efforts in the seven-county region.


NOW THEREFORE BE IT RESOLVED, that the EXECUTIVE COMMITTEE OF DIRECTORS of the South Central Ozark Council of Governments hereby approves the COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY for the South Central Ozarks region.

APPROVED THIS 20TH DAY OF JANUARY, 2015

ATTEST:



SCOCOG Executive Director



Mark Collins, Chairman

---

*Project Administration • Community Planning & Development • Revolving Loan Fund  
Demographic & Census Information • Desktop Publishing • Computerized Mapping • Signs  
• A Designated Economic Development District •  
• Your Regional Planning Commission •*