

**OZARK Foothills
REGIONAL PLANNING COMMISSION
COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY**

Prepared by:

**THE OZARK Foothills
REGIONAL PLANNING COMMISSION**



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Comprehensive Economic Development Strategy,
2013

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ABSTRACT:

This document is the Comprehensive Economic Development Strategy for the Ozark Foothills Regional Planning Commission, 2013 that was originally authored in 1998 and updated in 2002. This document serves as a tool to improve coordinated economic development in the Ozark Foothills Region, and build upon the resources and efforts of the region to improve the quality of life and make the region a great place to live, work, and conduct business.

FOR ADDITIONAL

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EXECUTIVE SUMMARY

The Ozark Foothills Regional Planning Commission (OFRPC) was founded in 1967 and consists of the five Missouri counties of Butler, Carter, Reynolds, Ripley, and Wayne. The OFRPCC has been designated by the U.S. Department of Commerce, Economic Development Administration as the Economic Development District (EDD) for the region. The 2013 OFRPC Comprehensive Economic Development Strategy (CEDS) is designed to bring together the public and private sectors of the Region to create an economic roadmap to diversify and strengthen the Region's economy. This 2013 Comprehensive Economic Development Strategy is designed to guide the region's economic growth by fostering a more stable and diverse economy, assisting in the creation of jobs, and improving the overall living conditions in Butler, Carter, Reynolds, Ripley, and Wayne counties. It also provides a mechanism for coordinating the efforts of individuals, organizations, local government, and private industry concerned with the region's economic development. This plan further, integrates with the State's economic development priorities and workforce investment strategies.

The Ozark Foothills Regional Planning Commission CEDS was originally written in 1992. This revision will include the following sections as required by the United States Department of Commerce, Economic Development Administration:

1. Background of the economic development situation of the region.
2. Analysis of economic development problems and opportunities.
3. CEDS goals and objectives, defining regional expectations.
4. Community and private sector participation.
5. Strategic projects, programs, and activities.
6. CEDS plan of action
7. Performance measures.

SECTION I: BACKGROUND

The Ozark Foothills Regional Planning Commission (OFRPC) was created in 1965 to assist in the promotion of the economic growth of five counties in Southeast Missouri: Butler, Carter, Reynolds, Ripley, and Wayne. The five-county region is midway between St. Louis, Missouri; Memphis, Tennessee; and Little Rock, Arkansas. St. Louis lies 160 miles northeast, with Memphis 160 miles to the south. Nestled within these counties are 16 municipalities: Bunker, Centerville, Doniphan, Ellington, Ellsinore, Fisk, Grandin, Greenville, Mill Spring, Naylor, Neelyville, Piedmont, Poplar Bluff, Qulin, Van Buren, and Williamsville. The population and economic center of the region is Poplar Bluff which is home to several large manufacturing firms and Three Rivers Community College.

The OFRPC is responsible for preparing the region's Comprehensive Economic Development Strategy (CEDS) as well as leading various economic and community development activities. The OFRPC board of directors is comprised of elected officials and business representatives from the five county area. The OFRPC and its operation is directed by a 39 member board of directors. Membership and voting privileges are granted to 21 local elected officials with one representative from each of the five counties in the region and one representative from each of the 16 municipalities within the region. There are also two members each from nine community sectors: agriculture, finance, business, minorities, education, professionals, social agency, retired/senior citizens, and solid waste management.

Legal basis for planning

In 1965, the Missouri Legislature enacted the State and Regional Planning and Community Development Act. This Act, which appears as Chapter 251 of the Revised Statutes of Missouri (1969), created the Missouri Department of Community Affairs. Enumerated among its functions, the Department of Community Affairs is to assist local governments in cultivating solutions to their common problems. The Department is also to carry on continuing research and analysis of problems faced by the political subdivisions of the State. Emphasis is given to the difficulties faced by metropolitan, suburban, and other areas in which economic and population factors are changing. According to the Revised Statutes of the State of Missouri, 1969, Section 251.300, regional planning commissions:

“...may conduct all types of research studies, collect and analyze data, prepare maps, charts, and tables and conduct all necessary studies for the accomplishment of its other duties...”

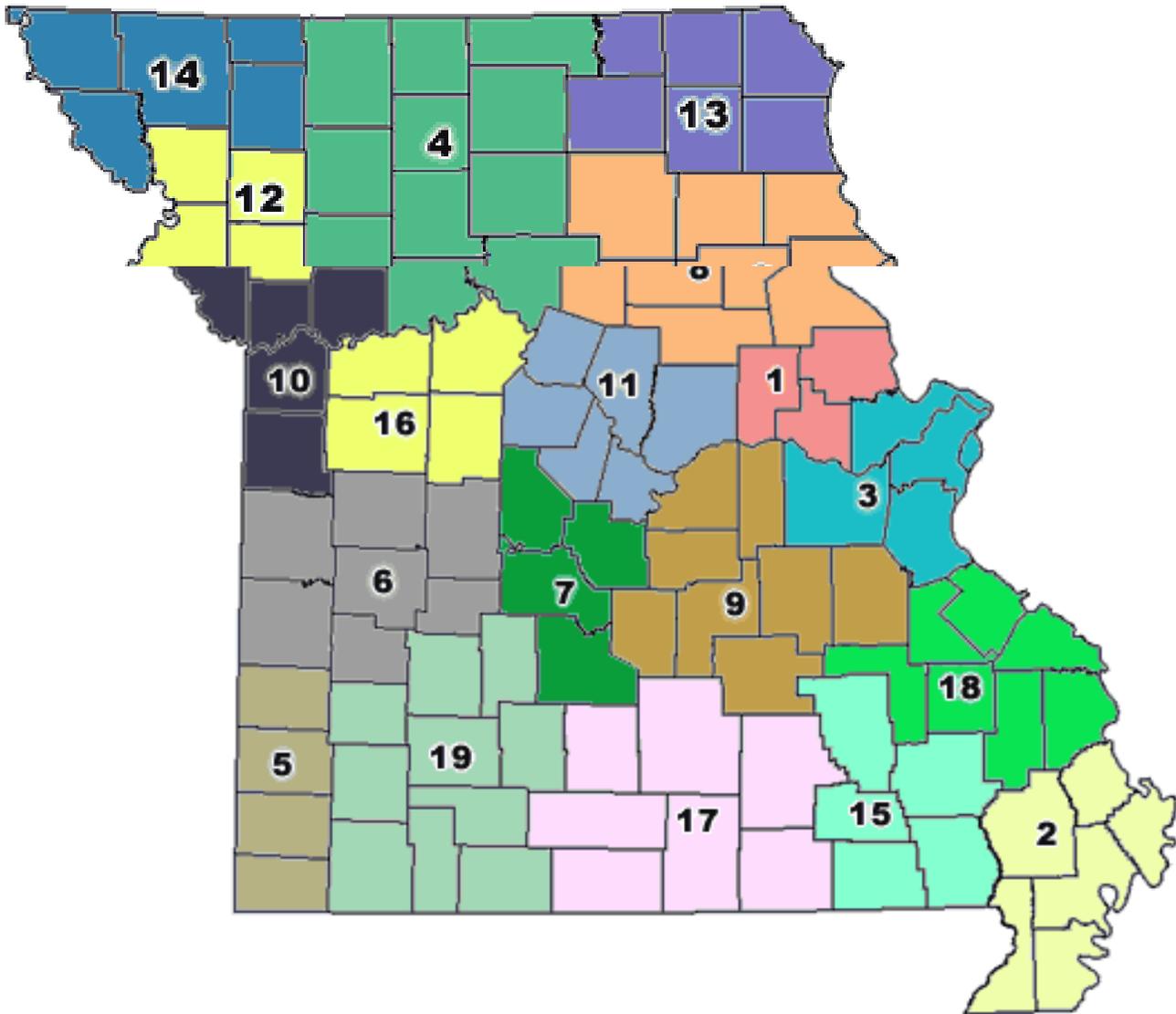
Designation of Regional Planning Commissions

The State and Regional Planning and Community Development Act also authorized the Governor to create regional planning commissions upon the petition of local governmental units. If the governor finds that there is a need for a regional planning commission, and if the governing bodies of local units within the proposed region

includes over fifty percent of the population of the proposed region, then the governor may create the regional planning commission.

Today, the State of Missouri's one-hundred and fourteen counties have been divided into nineteen regional planning commissions. The map below illustrates Missouri's Regional Planning Commissions.

Figure 1.1 Map of Missouri Regional Planning Commissions



- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Boonslick Regional Planning Commission 2. Bootheel Regional Planning Commission 3. East-West Gateway Coordinating Council 4. Green Hills Regional Planning Commission 5. Kaysinger Basin Regional Planning Commission 6. Lake of the Ozarks Council of Local Governments 7. Mark Twain Regional Planning Commission 8. Meramec Regional Planning Commission 9. Mid-America Council of Governments 10. Mid-Missouri Council of Governments | <ol style="list-style-type: none"> 11. MO-KAN Regional Council 12. Northeast Missouri Regional Planning Commission 13. Northwest Missouri Regional Council of Governments 14. Ozark Foothills Regional Planning Commission 15. Harry S. Truman Coordinating Council 16. Pioneer Trails Regional Planning Commission 17. South Central Ozark Council of Governments 18. Southeast Missouri Regional Planning and Economic Development 19. Southwest Missouri Advisory Council of Government |
|---|---|

The Ozark Foothills Regional Planning Commission is comprised of the following members:

Butler County	Carter County	Reynolds County	Ripley County	Wayne County
Poplar Bluff	Van Buren	Bunker	Doniphan	Greenville
Fisk	Ellsinore	Centerville	Naylor	Piedmont
Qulin	Grandin	Ellington		Williamsville
Neelyville				Village of Mill Spring

OFRPC Executive Board of Directors

- Chairman – Mr. Darrell Dement, Private Sector, Reynolds County
- 1st Vice Chairman – Dr. Gene Oakley, Private Sector, Carter County
- 2nd Vice Chairman – Mr. Edward Coursey, Private Sector, Butler County
- Secretary – Mr. William Kennon, Presiding Commissioner, Ripley County
- Treasurer – Mr. Paul Johnson, Private Sector, Reynolds County
- Ex-Officio Member – Mr. Brian Polk, Presiding Commissioner, Wayne County

OFRPC Board of Directors

The OFRPC Board of Directors is a voluntary association of local units of governments within the Ozark Foothills Region. Each municipality and each county is entitled to one representative to serve as a director. Also the following community sectors are allowed two representatives each:

- Agriculture
- Business
- Education
- The elderly
- Finance
- Minorities
- The professions
- Social agencies
- Solid waste

OFRPC Staff Members

Name	Title
Felicity Brady	Executive Director
Matt Winters	Associate Director
Mike Watkins	Fiscal Officer
Camille Donnell	Project Administrator
Corey Brown	Project Administrator
Andrew Murphy	Transportation Coordinator
Crystal Jones	Flood Recovery Coordinator
Jared Hicks	Self-Help Housing Coordinator
Ilene Ward	HUD Housing Counselor
Kelli Ibrahim	HUD Housing Counselor
Carolyn Hayes	HUD Housing Counselor
Jeanne Porter	Administrative Assistant
Jamie Lansford	Recycling Center Coordinator
Charles Bazzell	Recycling Center Technician
David Foster	Recycling Center Technician
Jerry Warren	Self-Help Housing Const. Supervisor
Chad Browning	Self-Help Housing Assistant

History of the OFRPC

On February 9, 1967, Governor Warren E. Hearnes signed the designation creating the Ozark Foothills Regional Planning Commission to assist the counties of Butler, Carter, Reynolds, Ripley, and Wayne. The OFRPC is a voluntary council of governments that provides a variety of technical assistance to the sixteen municipal and five county governments in southern Missouri.

General Description

The Ozark Foothills Region is a five-county, 3,410 square mile area located in the southeast section of the state. The Ozark Foothills Region has 83,376 residents, according to the 2010 US Decennial Census, a 3.9% increase from the 80,265 reported in the 2000 census. Making up this 2010 population total are Butler County, with 42,794 residents, Carter County, 6,265 residents, Reynolds County with 6,696 residents, Ripley County with 14,100 residents, and Wayne County with 13,521 residents.

The climate in the rolling hills of the five-county area averages 70.5 degrees. In January, the average temperature is 31.4 degrees, with the hottest month, July, seeing 91.8 degrees. The area measured an average annual rainfall of 37.26 inches and average snowfall of just over nine inches.

Programs and Services

The OFRPC is actively engaged in helping the members address community and economic development needs. The agency assists communities, not-for-profit corporations, and other political entities seek funding, develop strategies, and collaborate

in meeting their respective challenges. Grant writing, grant administration, project development and financing, and bringing programs and agencies together are just a few of the services which the OFRPC community development and planning staff provide. The types of projects undertaken are unique and constantly evolving, reflective of the dynamics of the region. Projects range from affordable housing and water/sewer systems to community buildings and neighborhood revitalization.

The OFRPC administers the Ripley County Public Housing Authority. This PHA provides Section 8 rental assistance to 356 households in the five county region. The RCPHA also provides a Family Self-Sufficiency program to 50 households, a Homeownership assistance program to 20 households and a Shelter-Plus Care Program to 30 households.

The OFRPC also administers the Ozark Foothills Development Association. The OFDA is the not-for-profit development association for the region. Currently the OFDA operates a USDA, Rural Development Mutual Self-Help Housing program to assist low income households build new homes that are financed through USDA, Rural Development home loans. The OFDA also operates a six unit business incubator located in the Poplar Bluff Industrial Park.

The OFRPC operates the Ozark Foothills Recycling Center. This center offers recycling services to the five county region. Collection trailers are located in each of the five counties of the region to provide a local collection point for residents. The center also operates an institutional generator program that collects recyclables such as cardboard and office paper from businesses and school districts throughout the region. In addition to the recycling center, the OFRPC also administers the Solid Waste Management District Q which corresponds to the five county service area.

The Transportation Advisory Committee (TAC) is a committee of the OFRPC. The OFRPC conducts transportation planning through the TAC and produces a Regional Transportation Plan that is updated every two years.

Section II: History of the Ozark Foothills Region

The Ozark Foothills Economic Development District consists of the five (5) Missouri counties of Butler, Carter, Reynolds, Ripley, and Wayne. They are located about 150 miles south of St. Louis and 150 miles north (and slightly west) of Memphis. Together, they cover an area of approximately 3,410 square miles.

Background Information

The history of the region is a rich one. Mound builders and other Indians lived along the St. Francis River in this area 10,000 years ago. Artifacts are still found here. A party of DeSoto's expedition also traveled the river in 1542 in search of gold.

As settlements were made west of the Mississippi River in Upper Louisiana, the Spanish divided the area into five administrative districts, each named for its seat of government: New Madrid, Cape Girardeau, Saint Genevieve, Saint Louis, and Saint Charles. In 1818, eight other counties were formed. One of these was Wayne County, extending from the western boundaries of Cape Girardeau and New Madrid Counties to the Osage Boundary. In 1823, a new treaty with the Osages established the Missouri's present western boundary, which became Wayne's limit also.

From this date until the attrition began in 1831, Wayne County included most of the south quarter of the state. From this vast domain, popularly called the "State of Wayne", all of twenty-four, and parts of eight other counties have been derived. These included all of the present Ozark Foothills Counties of Butler, Carter, Reynolds, Ripley, and Wayne. The St. Francois River forms the eastern boundary of Butler County. The Current River traverses Carter and Ripley Counties and the Black River, originating in Reynolds County, traverses both Wayne and Butler Counties and continues into Arkansas. Heavy forestation, abundant springs and rivers, sparsely developed land (much of it poorly adapted to agriculture), an energetic population, and an economy still primarily agricultural are some of the common characteristics of the five counties.

The Osage, Shawnee, Delaware, and Choctaw Indians dominated the Foothills prior to white settlement. Other Indians, forced into the area by increasing white Eastern populations, moved into a region which the government had found convenient as a dumping ground for eastern tribes. Butler County provided particularly fine hunting and camping grounds for the Osage along the Big Black River. As in the other counties, this county's first village was settled as a trading post as goods were hauled from Cape Girardeau on oxen. Ultimately, however, even the Indian stronghold of Butler County saw the demise of the Indian population. By 1830, almost all Indians in the Ozark Foothills had been moved into Kansas and Oklahoma.

The first settlers throughout the Ozark Foothills came from Kentucky, Tennessee, North and South Carolina, Illinois, and Indiana. German Poles located in Ripley County in the late 1800s, and Welsh miners were imported from Wales or brought in from Iron County

in 1873 to work the granite quarries near Piedmont in Wayne County. German immigrants moved into Butler County in 1881, renaming Gillis Bluff as Carola. There were still approximately 300 Indians living in Butler County at Cane Creek in 1819. They continued to live there in harmony with the white settlers until they died or were moved to reservations.

Wayne County was first organized in 1818 and its boundaries shifted up to 1848 when other county boundaries were being determined. Ripley was organized in 1833; Reynolds in 1845; Butler in 1849; and Carter in 1859.

Then, in the 1860s, with the advent of the Civil War, movements of another kind changed the lives of the Foothill inhabitants. Towns were raided and fighting became fierce. Almost all of the Ozark people were forced out of their homes by the end of the war. There were, for example, only four families left in Poplar Bluff by the war's end, and Doniphan, in Ripley County, was burned to the ground during General Sterling Price's Confederate march north with 12,000 men.

After the war, some guerilla warriors turned outlaw, raided the region, and hid in Arkansas. The Quantrill, James, and Reed Gangs achieved notoriety. The Ku Klux Klan, organized in Missouri in 1868, was particularly active in Southeast Missouri in the 1870s, appearing in 1871 in Butler and Ripley Counties. Wayne County and the State of Missouri experienced their first train robbery at Gad's Hill in 1874.

The post war lawlessness occurred primarily during the transition from military to civilian rule and did not delay long the first real economic boom experienced by the Ozark Region. From 1865 to 1920, the Ozark Foothills saw the first major influx of settlers and expanded economically.

An area once skirted because of its distance from major waterways finally became attractive as railroads branched out into every hollow seeking the Ozark short-leaf pine and oak for railroad ties. Men from the northern lumber camps, settlers discouraged with the prairies of Kansas, and Civil War veterans came to the region in hopes of finding instant wealth.

By the turn of the century, however, the best timber was cut. Lacking any permanent link with the region once they had the timber, the lumber companies sold their land and moved on to more plentiful supplies.

About this same time, however, new agricultural techniques renewed the optimism of farmers and encouraged them to plant more and concentrate on improving their herds of livestock. Reclamation of flood plains in Butler and Ripley Counties began in 1906. Today, the majority of the region's cash crops: soybeans, wheat, corn, and cotton come from this area.

A brief mining boom took place in 1890 as deposits of lead, iron, and copper were found. Most deposits were shallow and the mining ventures short-lived. Full exploitation of the

region's minerals would not take place until the 1960s, when metals were mined in Wayne and Reynolds Counties.

Extension of the railroad lines into the area to develop and exploit the lumber and mineral resources was one of the major stimulations to settlement and population growth in the Ozark Foothills. This expansion began after the Civil War and extended through the 1920s.

The St. Louis and Iron County Railroad (now the Missouri Pacific) was one of the first railroads in this region. It extended its first lines to Piedmont in 1871 to develop the granite quarries, which were later closed in 1889. From 1880 to 1915, other railroad lines were extended through the counties, with spurs to lumber mills. Railroad lines were moved in and out of the area, depending primarily on the supply of lumber. In 1880, the St. Louis and Iron County and a branch of the Frisco traversed Ripley County. In 1883, Neelyville was connected to Doniphan, and the State Line Railroad was brought into Ripley County. A railroad line reached the south bank of the Current River in 1888, and Blue Hole in 1898. The Frisco and Hoxie Railroad extended lines to Slagel near Current View in 1902 and, in 1915, the Missouri Southern, Bunker, and Bismark and the Cairo and Fulton Railroads were found in the area.

By the 1930s, row crop farming of hill land had virtually exhausted the thin upland soils. Creek valley farms, although limited in size and number, remained productive. The late 1930s witnessed the start of the National Forest Purchase areas and the rebirth of conservation in the region.

Within the last two decades, the development of lead and copper mining in Reynolds County has provided employment opportunities. Industrial development in Poplar Bluff, Doniphan, Piedmont, and Ellington have also diversified employment and given new vigor to the economy.

The last two decades have been periods of change for the Ozark Foothills. People have moved from the country into small towns which concentrate on providing services. This demographic shift reflects the changing economic structure. Generally, the area has come to rely on manufacturing, service industries, and tourism to provide its residents with employment.

Municipalities

The Ozark Foothills Region includes 16 incorporated places within its five counties. Butler County has the largest population with 42,794 residents, more than half of the total population in the region. In terms of land area, Butler County ranks third with 697.5 total square miles and a population density of 61.3 persons per square mile. There are four incorporated places in the county, the cities of Fisk, Neelyville, Poplar Bluff and Qulin. Poplar Bluff is the county seat and the largest incorporated place in the county and the region with 17,023 residents.

Carter County is the smallest county both in terms of geography and population. The county covers 507.6 square miles and has a population of 6,265 residents. There are three incorporated places in the county, Ellsinore, Grandin, and Van Buren. The City of Van Buren is the county seat and the largest town in the county with a population of 819 residents.

Reynolds County is the largest county in the region in terms of geography with a land area of 811.2 square miles. The county ranks fourth in population size with 6,696 residents. There are three incorporated places in the county, the Cities of Bunker, Centerville, and Ellsinore. The City of Centerville serves as the county seat and has a population of 191.

Ripley County is the second largest county in terms of population and the fourth largest county in terms of geography. According to the 2010 US Census, the county is home to 14,100 residents and covers 629.5 square miles. There are two incorporated places in Ripley County, the Cities of Doniphan and Naylor. The City of Doniphan serves as the county seat.

Wayne County is the third largest county in terms of population and the second largest in terms of geography. The county is home to 13,521 residents and covers a total land area of 761 square miles. There are four incorporated places in the county, the Cities of Greenville, Piedmont, and Williamsville, and the Village of Mill Spring. The City of Greenville serves as the county seat.

Geography, Geology, and Climate

The geography of the Ozark Foothills region is as varied as the people that reside in the region. The eastern and southern portions of Butler County and the southeast section of Ripley County is flat, fertile farm lands. These areas are home to row crops such as cotton, soybeans, and rice. As you travel west through the region you enter the foothills of the Ozark Mountains. This hilly terrain is home to countless streams that cut through scenic hills and valleys of the area. There are three larger rivers that are part of the region, the St. Francis Rivers marks the eastern boundary of Butler County. Traveling west the next river to cross is the Black River, and finally is the Current River.

The climate of the region can be described as humid continental with long summers and variable weather conditions. Summers are typically warm and humid with periods of extreme heat and humidity. The average daily temperature is 92.3 degrees in July. Winters are fairly brisk, but seldom severe, and also with periods of extreme cold or above average warmth. The average annual low temperature in January is 26 degrees Fahrenheit. Average annual snowfall is 7.6 inches, and the average annual rainfall is 46.2 inches. The region typically experiences 91 days with precipitation annually and 216 sunny days.

Environmental Constraints and Concerns

The Ozark Foothills region is susceptible to natural hazards like hail, thunderstorms, high winds, floods, tornadoes, and extreme temperatures (severe winter weather or high heat waves). Hazard mitigation planning is an important component of disaster recovery since

1988 when the Disaster Relief Act of 1974, Public Law 93-288, was amended by Public Law 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act. These plans are developed for all the five counties and updated every five years. Hazard Mitigations Plans discuss in detail the issues such as- historical statistics of the hazards, process followed to mitigate the hazards, and also the process to monitor, evaluate and update the plan. Apart from the hazard mitigation plans, each county develops an emergency operations plan which clearly details out the process followed in case of any unanticipated emergency.

While the lack of both industrial development and dense population have made the Ozark Foothills economically depressed, they have also kept the area relatively free of major pollutants. This does not mean, however, that the area is free of environmental difficulties. Already mentioned have been the circumstances associated with regional flooding. In addition, water pollution and rural trash disposal problems also exist, and their cause can be traced to the rural chapter of the area.

For example, hired trash removal has not gained support in many of our rural areas. Rather, residents have disposed of refuse in the ways many of their parents did before them, by burning paper waste and dumping the rest in the rural woodlands and ravines. Of course, many of the urban inhabitants of the region dump trash by the roadside also. The result has been roads lined with rusting appliances, paper, and other discarded items.

Recent efforts to clean up the countryside, in the form of a Whitegoods Retrieval Project, have greatly improved the appearance of many rural roads, but without constant attention to the problem, the roadsides could again revert to their previous squalid condition. As the practice of uncontrolled dumping continues, an adverse impact on the environment is assured. Furthermore, waste management comes at a high price for the Ozark Foothills Region by claiming resources that might otherwise promote the economy. The area economy clearly cannot afford the luxuries that would come with the “Cadillac” of solid waste management systems. It is understood, however, that the clean-up of the region would bring with it a heightened awareness and appreciation of features that would entice visitors to come to the area and spend money in our cities.

Just as the trash removal problem stems from the rural nature of the region, so do problems with water pollution. These problems, however, are complicated even further by local geography. Because the water tables are so high in parts of the delta areas, in particular in Butler County, rural water supplied by family wells can become polluted by private septic systems, as well as agriculture herbicides and pesticides. Although the geographic area in which this problem occurs is relatively small, the possible resulting health problems, from hepatitis to typhoid, make this problem worthy of note.

Due to the fact that the region is a hub of many different transportation systems (roads, rails, and air), the potential is great for a variety of hazardous material spills and other related accidents to occur while such substances are in transit through our service area. Many instances of this have occurred in the past, particularly severe examples of which would include poison gas leakages from trains and toxic chemical spills from tanker trucks. The local units of government in our region have recognized the high risk of damage to the environment caused by such incidents and have organized as a Local

Emergency Planning Commission. The planning activities of this group and the development of its emergency response capability have just begun, but the potential of this new organization to deal with one of the most substantial environmental threats to our region is great.

Clearly, the environmental difficulties which plague a sparsely populated, rural area like the Ozark Foothills do not compare in magnitude to those of highly urbanized areas. Unfortunately, the comparatively few problems are exacerbated by the limited means available to deal with such difficulties. In the long view, however, the region is a land rich in resources, with only minor environmental problems. If care is taken, therefore, the potential is great for utilization of those resources with little damage to the environment.

Natural and Historic Resources

The Ozark Foothills Region is home to many scenic natural settings. To begin, portions of all five counties are part of the Mark Twain National Forest. Butler County is home to 48,493 acres of the forest, Carter County has 90,641 acres, Reynolds County is covered by 89,812 acres, Ripley County 97,434 acres, and Wayne County 88,372 acres. In addition to the national forest, there are several other outdoor recreation areas. The current River in Carter County is part of the Ozark National Scenic Riverways, Sam A. Baker State Park is located in Wayne County, Clearwater Lake is also located Wayne County. Wappapello Lake, Mingo Wildlife Refuge, and the Coldwater State Forest are all also located in Wayne County. The Fourche Creek State Forest is located in Ripley County. Reynolds County is home to the Deer Run State Forest and Johnson Shut-Ins State Park.

In addition to the outdoor recreation facilities located throughout the region, the Ozark Foothills are also home to several historic landmarks. The table below lists the historic landmarks in each county.

Historic Landmarks and Districts	
Butler County	Butler County Courthouse
	Alfred W. Greer House
	Hargrove Pivot Bridge
	Koehler Fortified Archeological Site
	Little Black River Archeological District
	Mark Twain School
	J. Herbert Moore House
	Thomas Moore House
	Moore-Dalton House
	John Archibald Phillips House
	Poplar Bluff Commercial Historic District
	Poplar Bluff Public Library
	Rodgers Theatre Building
	South Sixth Street Historic District
St. Louis, Iron Mountain and Southern Railroad Depot	

	St. Louis-San Francisco Railroad Depot
	Wheatley Public School
	Wilborn-Steinberg Site
	William-Kennedy School
	Wright-Dalton-Bell-Anchor Department Store Building
	Zehe Building
Carter County	Mrs. Louis Bedell House
	Big Spring Historic District
	Earl Boyer House
	Chubb Hollow Site
	J.W. Gibson House
	Gooseneck Site
	Delia Greensfelder House
	Loretta Herrington House
	James Hinton House
	Nettie Jacobson House
	Isaac Kelley Site
	Nola Kitterman House
	Wallace Knapp House
	Burford Lawhorn House
	Iva Lewis House
	Masonic Lodge
	Terry Mays House
	Thornton McNew House
	Mill Pond
	Della Nance house
	Hazel Owens House
	Phillips Bay Mill
	Ernie Phillips House
	Alvis Powers House
	Hazel Shoat House
	Sixth Street Historic District
James Smith House	
Lawrence Smith House	
William F. Smith House	
Lee Tucker House	
Reynolds County	Burford – Carty Homestead
	Civil War Fortification at Barnesville
Ripley County	B-9 Structure Archeological Site
	Randolph Columbus Barrett House
	Indian Ford
	Little Black River Archeological District
	Mule Camp Site
	Price Site
	Ripley County Courthouse

	Ripley County Jail, Sheriff’s Office and Sheriff’s Residence
	Sylvan School
Wayne County	Fort Benton
	Old Greenville
	Sam A. Baker State Historic District

Political Geography

Taking advantage of the potentials and working with the limitations which exist in the Ozark Foothills Region requires the cooperation of many local governments. Most of these come together as board members of the Regional Planning Commission. Contained in this group are locally elected officials representing twenty-one member governments. These include the Counties of Butler, Carter, Reynolds, Ripley and Wayne and the sixteen incorporated cities that lie within their boundaries. One easily observable characteristic which our units of government share is that most are of modest size. The chart which follows illustrates this point:

County	Population	City	Population	Form of Government	Planning
Butler	42,794	Fisk	342	Mayor/Council	No
		Neelyville	483	Mayor/Council	No
		Poplar Bluff	17,023	City Manager/Council	Yes
		Qulin	458	Mayor/Council	No
Carter	6265	Ellsinore	446	Mayor/Council	No
		Grandin	243	Mayor/Council	No
		Van Buren	819	Mayor/Council	No
Reynolds	6,696	Bunker	407	Mayor/Council	No
		Centerville	191	Mayor/Alderman	No
		Ellington	987	Mayor/Alderman	No
Ripley	14,100	Doniphan	1,997	Mayor/Council	Yes
		Naylor	632	Mayor/Council	No
Wayne	13,521	Greenville	511	Mayor/Council	No
		Village of Mill Spring	189	Board of Directors	No
		Piedmont	1,977	Mayor/Council	No
		Williamsville	342	Mayor/Council	No

Source: Community Profiles, prepared by Ozark Foothills Regional Planning Commission and Communities, January 2013

Our cities are limited not only in size, but also in resources. One such limited resource is tax money. As the chart below demonstrates, keeping property and city sales tax as low as possible is a major concern of many of the region’s municipal governments. The area citizens, who are some of the poorest people in the nation, consistently vote down taxes which could provide more monetary resources for community development. This further emphasizes the need for cooperation among city, county, and regional governments and

agencies.

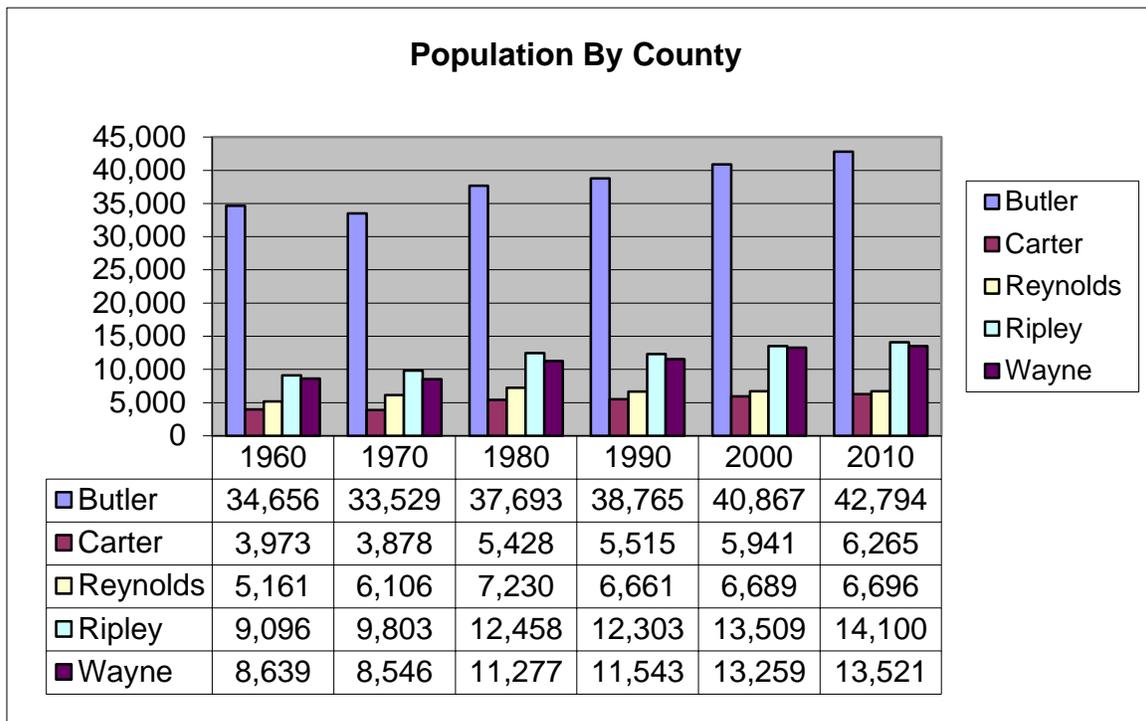
Besides the regional economic planning agencies and city and county governments, the cities in the five counties also work with locally elected state officials. The sixteen Ozark Foothills cities fall into several Missouri House and Senate Districts. The chart below identifies the Missouri Senate District and House of Representative District as well as the US Congressional District.

City	Sales and Property Tax	MO Senate District	MO House District	US Congressional District
Fisk	6.725/.7447	25	153	8
Neelyville	6.75/.57	25	153	8
Poplar Bluff	6.98/.76	25	152	8
Qulin	6.725/.46	25	153	8
Ellsinore	1.5/0	25	153	8
Grandin	1.0/.70	25	153	8
Van Buren	1.5/4.25	25	153	8
Bunker	7.225/.4751	03	144	8
Centerville	4.725/.35	03	144	8
Ellington	7.725/0	03	144	8
Doniphan	1.5/.398	33	153	8
Naylor	5.0/.671	33	153	8
Greenville	1.0/0	27	144	8
Mill Spring	1.0/.45	27	153	8
Piedmont	3.5/.480	27	144	8
Williamsville	1.0/.27	27	153	8

Source: Community Profiles, prepared by Ozark Foothills Regional Planning Commission and Communities, January 2013

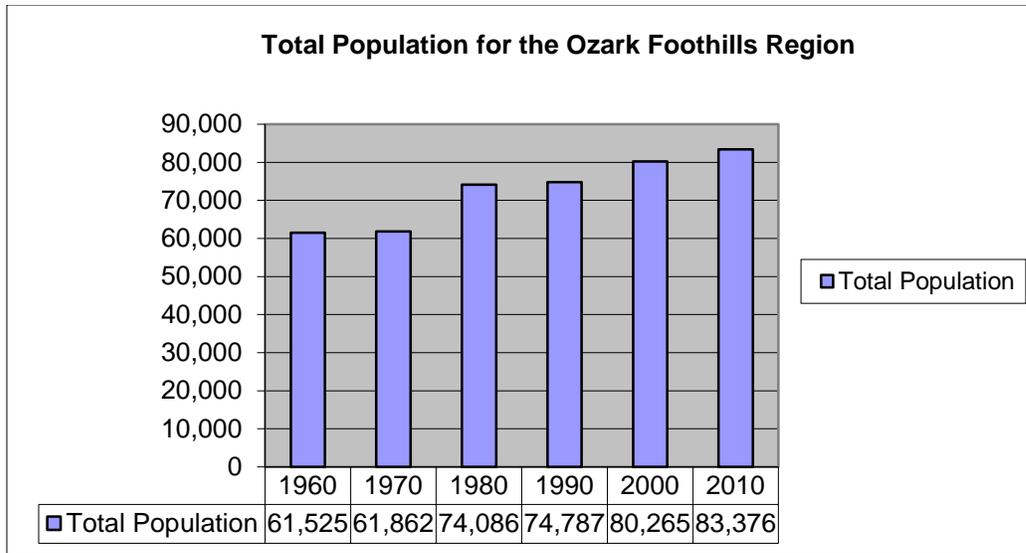
Section III. Demographic Profile

The Ozark Foothills Region is a rural area comprised of five sparsely populated counties, Butler, Carter, Reynolds, Ripley, and Wayne. The total population of the region, according to the 2010 United States Census, is 83,376. The most populated of the five counties is Butler County with a total population of 42,794. Ripley County is the second most populated county with a total population of 14,100 followed by Wayne County with 13,251 persons, Reynolds County with a population of 6,696, and finally Carter County with a total population of 6,265 persons.



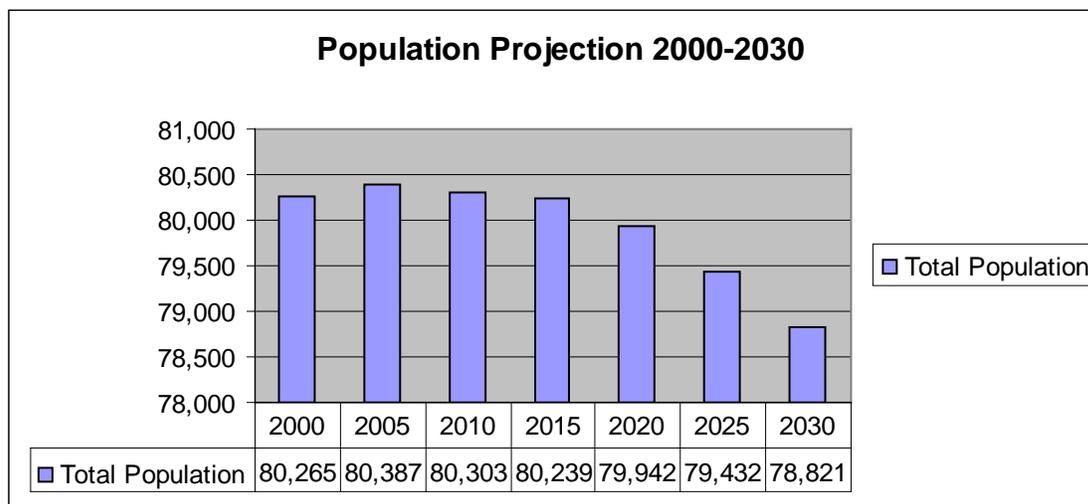
Source: 2010 US Census

The Ozark Foothills Region has experienced a 12.54% growth, 9,290 residents, from 1980 through 2010 according to the United States Census. This growth is less than that of the State of Missouri’s growth of 21.8% during the same time period. Between 1980 and 2010, Wayne County experienced the highest percentage growth rate of 19.90% or 2,244 persons as compared to Reynolds County experiencing a decline in population of 534 residents, or 7.39%. Butler County experienced an increase in population of 5,101 residents or 13.53%. Carter County saw an increase in population from 1980 through 2010 of 837 residents or 15.42%. Ripley County’s population grew by 1,642 residents or 13.18% during this 30 year time period.



Source: US Census Bureau

According to population projections from the Missouri Office of Administration, Division of Budget and Planning that were prepared in March 2008, the Ozark Foothills Region will experience a decrease in population of 1.83% or 1,444 persons between 2000 and 2030. Wayne County is projected to experience the greatest decrease in population during this 30 year time period with a decrease in population of 2,059 persons or 15.5%. Carter and Reynolds Counties are also projected to see a decrease in population of 104 and 404 persons respectively. Butler and Ripley Counties however are projected to realize a modest gain in population. Butler County’s population is expected to increase by 624 persons or 1.5% and Ripley County’s population is projected to realize the largest percentage gain in population in the region of 3.69% or 499 persons.



Source: Missouri Office of Administration.

The Ozark Foothills Region is a sparsely populated area. The five counties of the region cover 3,410 square miles. With a population of 83,376 persons this equates to a

population density of 24.45 persons per square mile. The sparse population density can be seen when comparing the region’s density to that of the State of Missouri’s population density of 87.1 persons per square mile. Displayed in the table below is the population density by county based on the 2010 US Census.

	Population	Land Area (Sq. Miles)	Population Density
Butler	42,794	698	58.59
Carter	6,265	508	11.70
Reynolds	6,696	811	8.25
Ripley	14,100	629	21.46
Wayne	13,521	761	17.42
Total	83,376	3,407	24.47

Source: 2010 US Census

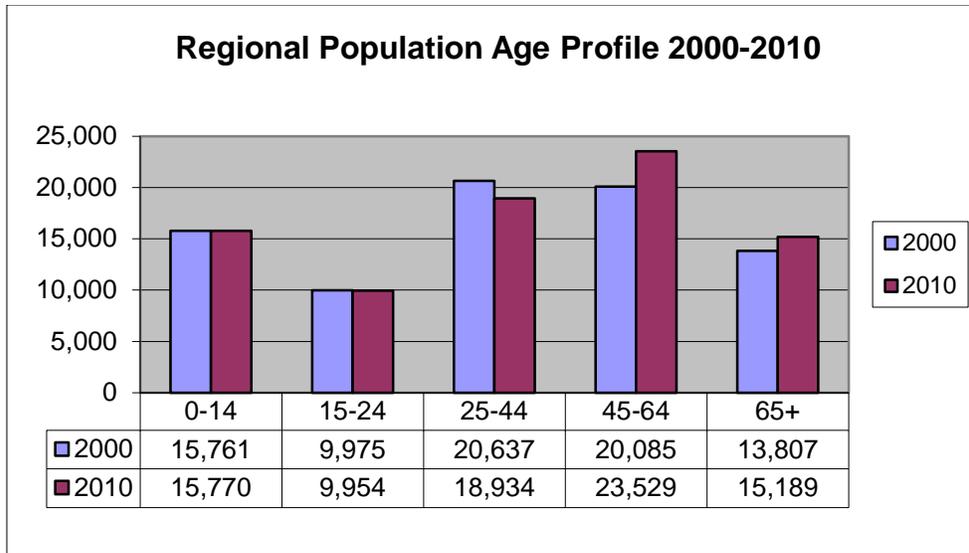
Births, Deaths and Migrations (2000-2010)

As displayed in the table below, the Ozark Foothills Region saw a modest growth in population from 2000 through 2010 resulting from migration into the area. The only county in the region to experience an out-migration of residents during this ten year period was Reynolds County with an out-migration of fifteen residents.

	Births	Deaths	Natural Increase Number	Rate	Net Migration Number	Rate
Butler	5,231	5,224	7	0.02%	2,095	5.40%
Carter	816	800	16	0.29%	410	7.43%
Reynolds	750	707	43	0.65%	-15	-0.23%
Ripley	1,687	1,694	-7	-0.06%	1,213	9.86%
Wayne	1,487	1,705	-218	-1.89%	1,934	16.75%

Age Profile

According to the United States Census, between 2000 and 2010 the Ozark Foothills Region experienced modest growth in all age groupings with the exception of the 25-44 and 15-24 age ranges. The 15-24 age range saw a decrease of 21 persons while the 25-44 age grouping saw a decrease of 1703 persons. The other age groupings experienced the following growth; 0-14 year old residents increased by 9 persons, 45-64 year old residents increased by 3,444 residents, and finally, the number of residents over 65 increased by 1,382 persons.



Source: 2010 US Census

The increase in residents between 45 and 64 suggests that the region has seen an increase of in-migration of residents. Persons in these this age ranges are typically considered the prime workforce ages for current employment. This suggests that this increase is due to persons relocating to the region in search of employment opportunities.

Income

The Ozark Foothills Region is one of the most impoverished sections of the State of Missouri. According to the 2007-2011 American Community Survey 5-Year Estimates, the Median Household Income for all residents of the State of Missouri is \$47,202. Listed in the table below are the counties’ MHI as reported in the ACS.

Ozark Foothills Region Median Household Income	
Missouri	\$47,202
Butler	\$34,080
Carter	\$26,689
Reynolds	\$33,382
Ripley	\$30,198
Wayne	\$29,331

Another factor that reveals the poverty of the Ozark Foothills Region is the percent of individuals below the federal poverty level. According to the 2007-2011 American Community

Survey 5-Year Estimates, the percent of individuals below the federal poverty level in the State of Missouri is 14.3%. All five of the counties of the Ozark Foothills Region report a much higher percent of individuals living in poverty, the table below lists those counties and their respective percent of individuals living below the poverty level.

Ozark Foothills Region, Individuals Below Federal Poverty Level	
Missouri	14.3%
Butler	20.0%
Carter	21.8%
Reynolds	23.3%
Ripley	25.6%
Wayne	21.8%
<i>Source: American Community Survey 2007-2011 5-Year Estimates</i>	

Education

The quality of local educational facilities is a significant consideration for companies seeking new locations, both from the standpoint of providing opportunities for company employees and their families, and the ability of the local educational system to be able to provide a workforce capable of meeting increasingly technical demands. The following table provides information about the school districts within each county in the Ozark Foothills Region. Information includes the number of students, number of certified staff and grade span.

The quality of public education throughout the Ozark Foothills Region is at a level of attainment conducive to companies requiring a skilled work force. All of the 15 school districts in the Region are accredited by the Missouri Department of Elementary and Secondary Education.

School District	Enrollment	Certified Staff	Grade Span
<i>Butler County</i>			
Neelyville	627	72	K-12
Poplar Bluff R-I	5,204	429	K-12
Twin Rivers R-X	947	90	K-12
<i>Carter County</i>			
East Carter R-II	778	85	K-12
Van Buren R-I	538	58	K-12
<i>Reynolds County</i>			
Centerville R-I	67	10	K-08
Southern Reynolds County R-II	527	48	K-12
Bunker R-III	263	37	K-12
Lesterville R-IV	257	48	K-12
<i>Ripley County</i>			
Naylor R-II	414	52	K-12
Doniphan R-I	1,624	150	K-12
Ripley County R-IV	179	20	K-08
Ripley County R-III	136	18	K-08
<i>Wayne County</i>			
Greenville R-II	765	92	K-12

Clearwater R-I	1,071	110	K-12
<i>Source: Missouri Department of Elementary and Secondary Education</i>			

The educational attainment level in the Ozark Foothills Region has been historically low when compared to the attainment level for the State of Missouri. The difference is most notable at the higher percentage of residents of the region that do not complete high school and the lower percentage of residents of the region that receive a bachelor’s degree and higher.

Educational Attainment						
	MO	Butler	Carter	Reynolds	Ripley	Wayne
Less than 9th grade	4.4	8.1	11.1	9.9	11.1	18
9th-12th grade, no diploma	8.7	15.5	13.3	17.3	18.3	22.3
High School graduate	31.9	34.2	38.2	42.6	38.7	34.3
Some college, no degree	22.6	21.6	20.2	17.0	14.3	15.8
Associate Degree	6.8	6.1	6.2	6.5	5.4	2.8
Bachelor's Degree	16.0	7.8	6.0	3.5	8.1	4.9
Graduate or professional degree	9.5	6.7	5.1	3.2	4.1	1.9

Source: 2010 United States Census

When comparing the dropout rates of the Ozark Foothills Region with that of the State of Missouri, there were only three school districts that had a higher dropout rate in 2008 and only two schools with a higher dropout rate in 2009. The majority of the schools are so small that one or two students dropping out can have a major impact on the dropout rate for the district.

Dropout Rate		
School District	2010	2011
Missouri	3.3	3.4
Poplar Bluff R-I	4.0	7.2
Twin Rivers R-X	2.5	3.7
Neelyville R-IV	9.4	6.5
East Carter Co. R-II	5.6	.9
Van Buren R-I	.6	.7
Southern Reynolds Co. R-II	1.3	.6
Bunker R-III	4.5	3.3
Lesterville R-IV	2.7	1.0
Doniphan R-I	6	4.3
Clearwater R-I	2.6	0.6
Greenville R-II	2.7	2.3

Source: Missouri Department of Elementary and Secondary Education

Graduation Analysis

The following table shows the number of high school graduates from each of the region’s school districts in May of 2011 along with the percentage of graduates that entered a four-year college or university, a two-year college, post-secondary institution, the workforce, the military, some other field, or whose status after graduation was unknown. In reviewing the data below, it can be seen that the local 2-year community colleges have a strong presence in the region and attract many high school graduates to their campuses. As can be seen when comparing the region’s high school graduates to those of the entire State of Missouri, the percentage of students attending a 4- year college is lower in the Ozark Foothills Region, while the percentage of students attending a 2-year college is higher for graduates of the region’s high schools.

School District	No. of Grads	4-Year College	2-Year College	Post-Secondary	Workforce	Military
State of Missouri	64,201	35.8	31.1	2.5	15.5	2.9
Bunker R-III	12	33.3	8.3	16.7	41.7	0
Clearwater R-I	85	14.1	32.9	0.0	34.1	4.7
Doniphan R-I	104	9.6	56.7	5.8	23.1	1.0
East Carter R-II	43	4.7	55.8	7.0	27.9	4.7
Greenville R-II	55	3.6	50.9	0.0	16.4	9.1
Lesterville R-IV	25	8.0	40.0	8.0	4.0	4.0
Naylor R-II	23	8.7	52.2	0.0	26.1	4.3
Neelyville R-IV	55	21.8	23.6	3.6	43.6	0.0
Poplar Bluff R-I	274	17.9	41.6	1.8	21.2	2.9
Southern Reynolds Co. R-II	41	24.4	22.0	0.0	4.9	7.3
Twin Rivers R-X	69	14.5	58.0	1.4	10.1	1.4
Van Buren R-I	37	2.7	51.4	5.4	21.6	16.2

Source: Missouri Department of Elementary and Secondary Education

Housing

Existing housing stock has been a concern in the Ozark Foothills Region for a number of years. As demonstrated in the table below, the number of available housing units has only increased by 1,525 units, a meager 3%, between April 2000 and July 2009. The majority of these new housing units that were constructed were single-family residential homes. In reviewing 2000 Census figures, only 13% of the housing available in Butler County was multi-family and only 5% of the housing in Carter, Reynolds, Ripley and Wayne Counties were multi-family housing units.

This lack of multi-family housing in the Region leaves few options available for those residents for rental properties. This shortage of apartments within the region has left a void in personnel from which employers can select. Also, this lack of multi-family housing has alienated the region from prospective employees. Those who would require this type of housing to transfer into the region as well as those who prefer the maintenance-free lifestyle afforded by apartments, are faced with a severe shortage of options.

	Butler	Carter	Reynolds	Ripley	Wayne	Total
Jul-10	19,717	3,229	4,023	6,618	8,056	41,643
Jul-09	19,339	3,152	3,907	6,650	7,859	40,907
Jul-08	19,350	3,158	3,913	6,660	7,874	40,955
Jul-07	19,345	3,159	3,916	6,664	7,880	40,964
Jul-06	19,349	3,164	3,920	6,671	7,894	40,998
Jul-05	19,333	3,165	3,922	6,672	7,895	40,987
Jul-04	19,305	3,164	3,923	6,670	7,885	40,947
Jul-03	19,169	3,136	3,890	6,605	7,804	40,604
Jul-02	19,021	3,107	3,851	6,547	7,720	40,246
Jul-01	18,889	3,075	3,814	6,488	7,634	39,900
Jul-00	18,749	3,039	3,772	6,414	7,527	39,501

Estimate Base						
2000 Census	18,707	3,028	3,759	6,392	7,496	39,382

Source: US Census Bureau, Population Estimates Program

Labor Force

A valuable resource of the Ozark Foothills Region is the labor force. The 2010 US Census reported a total population for the Region of 83,376 people. During 2010, 39,009 people were reported by the Missouri Economic Research and Information Center as comprising the labor force. The table below compares employment figures for the State of Missouri, the Ozark Foothills Region and all counties comprising the Region.

	2000	2011
Missouri	3.3%	8.6%
Total Civilian Labor Force	2,973,092	3,046,302
Total Employed	2,875,336	2,785,797
Butler County	4.5%	8.2%
Total Civilian Labor Force	19,859	20,719
Total Employed	18,965	19,018
Carter County	5.3%	9.3%
Total Civilian Labor Force	2,626	3,172
Total Employed	2,487	2,876
Reynolds County	6.8%	12.9%
Total Civilian Labor Force	2,809	2,393
Total Employed	2,617	2,085
Ripley County	4.8%	9.8%
Total Civilian Labor Force	5,836	6,672
Total Employed	5,555	6,020
Wayne County	5.2%	9.6%
Total Civilian Labor Force	5,513	5,911
Total Employed	5,229	5,346
Ozark Foothills Region	4.8%	9.1%
Total Civilian Labor Force	36,643	38,867
Total Employed	34,853	35,345

Butler County is the economic center of the five county region as can be seen in the population and workforce figures provided above. Carter, Reynolds, Ripley and Wayne County are more sparsely populated with fewer employment opportunities. Butler County is home to two hospitals, multiple manufacturing firms, and Three Rivers Community College in addition to numerous retail outlets. Many industries that had been strong in the region have seen declines over the past several decades such as mining and logging. Although opportunities in the industries still exist, there are fewer available.

Commuting Patterns

The average drive time within the Ozark Foothills Region to their place of work was 24.28 minutes according to the 2010 US Census. The majority of the five county region is very rural and residents must commute to the nearest town for employment opportunities. Poplar Bluff, located in Butler County is the economic hub of the region with several factories and two hospitals as well as numerous retail outlets. Many residents of the surrounding counties commute to Butler County for employment.

Commuting Patterns of the Region

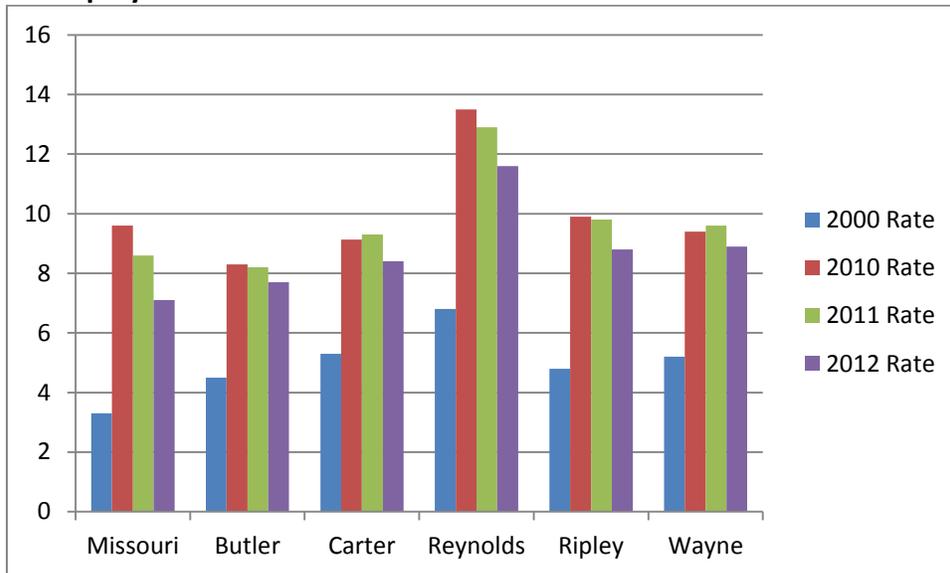
	Workers Age 16yrs or Older	Avg. Commute time in minutes	Drive alone	Carpool	Public Transportation	Bicycle or walk	Work at home
Butler	17,783	16.5	14,996	1,716	129	158	666
Carter	2,495	31.2	1,984	298	0	80	120
Reynolds	2,350	26.1	1,720	404	4	65	67
Ripley	5,024	22.1	3,758	857	2	159	162
Wayne	5,102	25.5	3,858	510	29	159	417
Total	32,754	24.28	26,316	3,785	164	621	1432

Source: US Census Bureau, 2006-2010 American Community Survey

Unemployment Trends

The unemployment rate for the State as well as the region has increased significantly between 2000 and 2011. It can be seen from the chart, that due to the economic downturn and business layoffs and closures, the unemployment rate has increased by more than 50% from 2000 to 2011.

Unemployment Rates



Source: Missouri Economic Research and Information Center

Unemployment Rates				
	2000	2010	2011	2012
	Rate	Rate	Rate	Rate
Missouri	3.3	9.6	8.6	7.1
Butler	4.5	8.3	8.2	7.7
Carter	5.3	9.13	9.3	8.4
Reynolds	6.8	13.5	12.9	11.6
Ripley	4.8	9.9	9.8	8.8
Wayne	5.2	9.4	9.6	8.9

Source: Missouri Economic Research and Information Center

Employment Trends

The total number of jobs in the Ozark Foothills Region increased by 6.7% from 2002-2011 while the number of jobs in the State of Missouri decreased by 3.0% during the same time frame. As can be seen in the table below, 2006 and 2005 were the years with the highest number of jobs in the region. Although the number of jobs grew during the middle of the decade, along with the national economy, the number of jobs began to decrease as the decade came to a close in 2010.

Number of jobs in the Ozark Foothills Region 2002-2011

Jobs	Butler	Carter	Reynolds	Ripley	Wayne	Total
2011	18,673	1,542	1,505	3,036	2,752	27,508
2010	18,479	1,581	1,530	2,943	2,803	27,336
2009	18,599	1,492	1,594	2,880	2,642	27,207
2008	19,403	1,464	1,621	2,924	2,587	27,999
2007	19,146	1,471	1,640	2,942	2,533	27,732
2006	19,664	1,484	1,586	2,936	2,556	28,236
2005	20,065	1,472	1,607	2,866	2,557	28,567
2004	19,308	1,455	1,678	2,765	2,482	27,688
2003	18,213	1,421	1,589	2,658	2,523	26,404
2002	18,031	1,375	1,543	2,538	2,498	25,985
10-year change	642	167	-38	498	254	1,523
10-year Percent Change	3.5%	10.8%	-2.5%	16.4%	9.2%	5.5%

Source: STATS Indiana

Because of the low population for all of the counties of the region other than Butler, the change in the number of jobs in the region has very little impact on the statewide economy. However, these small downturns in employment opportunities have a great impact on the employment rates of the region. According to the data provided in the

table above, Reynolds County was the only county in the region to experience a decline in the number of jobs from 2002 to 2011.

Establishments

The total number of establishments for Missouri increased by 6.9% from 2001-2011. For Butler County the increase was 21.2%, Carter County was 30.6%, Reynolds County was 44.2%, Ripley County was 57.2%, and Wayne County was 75.1%. The region, as a whole, saw an increase of 26.4% or 789 establishments.

Number of Establishments 2001-2010

Establishments	Butler	Carter	Reynolds	Ripley	Wayne	Total
2011	1,484	222	333	434	506	2,979
2010	1,452	229	343	426	501	2,951
2009	1,463	234	329	422	461	2,909
2008	1,427	229	312	395	424	2,787
2007	1,415	224	313	370	409	2,731
2006	1,366	219	299	336	381	2,601
2005	1,316	217	316	316	354	2,519
2004	1,300	208	319	306	344	2,477
2003	1,305	195	297	298	341	2,436
2002	1,270	186	277	292	324	2,349
2001	1,224	170	231	276	289	2,190
10-year change	260	52	102	158	217	789
10-year Percent Change	21.2%	30.6%	44.2%	57.2%	75.1%	26.4%

Source: STATS Indiana

Environmental Concerns

State and National Parks

There are three Missouri State Parks located within the Ozark Foothills Region. These state parks include Sam A. Baker State Park, Lake Wappapello State Park, and Johnson's Shut-Ins State Park. In addition to these three state parks, there are also two state parks that border the region and also must be considered for potential environmental concerns; these two parks are Elephant Rocks State Park and Taum Sauk Mountain State Park. Information regarding each park, maps of the parks and a map of all parks is included in the Appendix.

The Ozark Foothills Region is also home to the Mark Twain National Forest and the Poplar Bluff Ranger District of the National Forest. Carter, Reynolds and Ripley County also include large sections of the Ozark National Scenic Riverways that include the Current River. Maps of both the Mark Twain National Forest and the Ozark Scenic Riverways are included in the Appendix.

Brownfields

Throughout the five county Ozark Foothills Region there are various Brownfield sites as well as hazardous waste generators, petroleum storage tanks and superfund sites. All of these locations should be considered during the economic and community development planning phases. Included in the Appendix are maps of these sites along with information sheets that have been collected from the Missouri Department of Natural Resources

Floodplains

Each of the five counties that comprise the Ozark Foothills Region have areas that fall within the 100-year floodplain. Each of the counties has areas that are susceptible to flooding, both flash flooding and riverine flooding. All of the counties participate in the National Flood Insurance Program and have restrictions in place that regulate construction within the floodplain. Included in the Appendix are county-wide flood maps. For more specific flood maps, each county and municipality has floodplain coordinators.

Section IV. Economic Profile

Employment in various industries

Poplar Bluff in Butler County is the region's major economic center. The largest employment sectors are healthcare, manufacturing, and retail trade. This is due to two hospitals being located in Poplar Bluff, multiple manufacturers, and the city serving as the retail center for a broad rural area. Carter, Reynolds, Ripley and Wayne Counties also report their largest employment sectors as being in the manufacturing, retail trade, and healthcare industries. These counties with lower populations have smaller establishments than those found in Butler County.

The Ozark Foothills Region has seen an increase in population as well as an increase in the number of establishments and jobs from 2001 through 2011. While the population has increased at a faster pace than the number of jobs in the region, the unemployment rate is higher. All counties in the region with the exception of Butler County have unemployment rates that exceed the unemployment rate of the State of Missouri.

The data in the table below is from the 2008-2010 American Community Survey. According to this data, the largest employment sectors are as stated above, manufacturing, educational services, healthcare and social services, and retail trade. The industries with the smallest number of employees in the region include information, wholesale trade, and finance, insurance, and real estate.

Number of Employees per Industries

	Butler	Carter	Reynolds	Ripley	Wayne	Total	
Agriculture, forestry, fishing, hunting, and mining	195	154	454	283	159	1,245	3.68%
Construction	999	174	215	409	454	2,251	6.66%
Manufacturing	3,140	438	406	789	1,018	5,791	17.12%
Wholesale Trade	583	26	26	124	96	855	2.53%
Retail Trade	1,762	198	242	432	601	3,235	9.57%
Transportation, warehousing, and utilities	818	250	63	358	283	1,772	5.24%
Information	249	38	8	26	11	332	0.98%
Finance, insurance, real estate	624	5	89	129	224	1,071	3.17%
Professional, scientific, management, admin, and waste management	1,164	102	107	202	194	1,769	5.23%
Educational services, healthcare, and social assistance	5,805	705	567	1,646	1,219	9,942	29.40%

Arts, entertainment, recreation, accommodation, and food services	1,335	309	137	285	307	2,373	7.02%
Other, except public administration	862	80	61	378	299	1,680	4.97%
Public Administration	760	79	90	225	348	1,502	4.44%

Source: 2008-2010 American Community Survey

Wages

The jobs that are available to residents of the Ozark Foothills Region are typically low wage jobs. When comparing the average wage per job for the region, there has been little increase from 2001 through 2011 with four of the five counties actually reporting a decrease in the average wage per job from 2001 through 2011. These jobs, typically, pay less on average than jobs throughout the State of Missouri. When comparing 2011 average wages per job of the five county region to those statewide (\$41,461), Butler County's average wage per job is 74.4% of the state average, Carter County's average is 54.8% of the state's average, Reynolds County is 57.5%, Ripley County is 54.4% and Wayne County is 55.2% of the state's reported average wage per job.

Average Wage Per Job 2001-2011

	Butler	Carter	Reynolds	Ripley	Wayne
2011	\$30,823	\$22,730	\$23,854	\$22,587	\$22,784
2010	\$31,436	\$23,541	\$27,826	\$23,020	\$23,584
2009	\$30,949	\$22,314	\$26,757	\$22,987	\$24,213
2008	\$30,126	\$21,661	\$28,835	\$22,784	\$22,953
2007	\$30,103	\$21,889	\$27,223	\$22,659	\$23,390
2006	\$29,344	\$22,204	\$29,335	\$22,379	\$23,057
2005	\$29,441	\$22,518	\$28,557	\$22,778	\$22,871
2004	\$30,204	\$23,879	\$24,809	\$23,277	\$23,142
2003	\$31,132	\$23,385	\$25,324	\$23,917	\$22,993
2002	\$31,181	\$23,532	\$25,075	\$24,187	\$23,103
2001	\$30,861	\$23,913	\$23,720	\$23,514	\$23,513
10-year change	-\$38	-\$1,183	\$134	-\$927	-\$729
10-year % change	-0.1%	-4.9%	0.6%	-3.9%	-3.1%

Source: US Bureau of Labor Statistics
Adjusted for Inflation

Poverty

The lower than average wages in the region, coupled with other factors such as low education attainment and high rates of unemployment have led to a higher percentage of people living in poverty than the state averages. The table below provides county by county comparisons from the 2000 and 2011 US Census. As shown in this table, each of

the five counties in the Ozark Foothills Region have a much higher percentage of individuals living in poverty than the State of Missouri. The number of families receiving food stamps within the last twelve months is also much higher than the state average. Of the 33,777 total households in the Ozark Foothills Region, 20.99% of those households are receiving food stamps while the state average is 13.3%. Butler County has the highest rate with 22.9% of the total households receiving food stamps.

Individuals Living in Poverty		
	2000	2011
Missouri	10.6%	15.8%
Butler	18.6%	20.8%
Carter	25.2%	19.6%
Reynolds	20.1%	21.3%
Ripley	22.0%	24.0%
Wayne	21.9%	19.8%
<i>Source: US Census Bureau</i>		

Transportation

Recent transportation corridor improvements are expected to improve the economy of the region. The first completed project was the upgrading to four-lane of Highway 60 from Poplar Bluff to Willow Springs. With this section completed, Highway 60 is now completely four-lane east to west across the southern end of Missouri. Secondly, Highway 67 was upgraded to four-lanes from Fredericktown to Poplar Bluff. With this project now complete, Highway 67 is four-lanes from Poplar Bluff to St. Louis. The Missouri Department of Transportation is working with the Arkansas Department of Transportation to eventually complete the remaining two-lane sections of Highway 67 to four-lanes. Once this is completed, Highway 67 will be four-lanes from Little Rock, Arkansas to St. Louis.

Other transportation corridor improvements that have been completed are work on Highway 34 between Piedmont and Highway 67, Highway 160 in Ripley County to Doniphan and Highway 21 to Ellington in Reynolds County. These three highways have had shoulders added, treacherous curves straightened, and lanes widened in sections. All three of these highways are vital transportation corridors in the Region. These routes connect the towns of Piedmont and Doniphan to Highway 67 and Ellington to Highway 60. Improvements to the roads provide safer commutes for residents and allow for economic growth through improved transportation access.

Railroads

Another vital mode of transportation in the region is railroads. Freight rail services are available in Poplar Bluff and are utilized by manufacturers located in the Poplar Bluff Industrial Park. Recently a spur has been added in the industrial park for use by those manufacturers. Commercial freight services are offered by Union Pacific Railroad and Amtrak offers passenger rail service in Poplar Bluff.

Airports

The Poplar Bluff Airport offers freight air services. The nearest commercial airport is 80 miles from Poplar Bluff in Cape Girardeau, Missouri. The City of Doniphan and the City of Piedmont both operate small airports for light aircraft.

Public Transportation

Southern Missouri Transportation Services, Inc. offers public transportation to Butler, Carter, Reynolds, and Wayne County. They provide Long Distance Medical Service Transportation, local services, and special services for groups and organizations. These services are offered either free or at a minimal charge. Ripley County Transit, Inc. provides these same services to the residents of Ripley County.

Water and Sewer Facilities

The Ozark Foothills Region continues to make improvements to the public water and sewer services provided throughout the region. Incorporated cities within the region have city operated water and sewer services. Recently the City of Grandin in Carter County and the City of Fisk in Butler County have made large investments to improve utility services. Rural public water supply districts in the region also have made investments to improve the quality of their services. The Ripley County Public Water Supply District #2 is currently working to drill a new well; the Pike Creek Sewer District in Butler County has recently expanded its service area. These projects have all been made possible through financial commitments from the local entities as well as with funding from the Community Development Block Grant Program of Missouri's Department of Economic Development, the USDA, Rural Development, and the Missouri Department of Natural Resources.

Even though large strides have been made in the region to improve public sewer and water services, there are still large areas of the region that are not connected to public systems. These households are served through septic tanks and private wells.

Electricity and Natural Gas

The majority of the region's electricity is provided by two rural electric cooperatives. Ozark Border Electric Cooperative serves all of Butler County with the exception of the City of Poplar Bluff, all of Ripley and Carter County, and portions of Wayne and Reynolds County. Black River Electric Cooperative provides services to the remainder of Wayne and Reynolds County. The City of Poplar Bluff operates its own municipal utilities department that provides electricity service to residents within the city limits.

Natural Gas is provided in portions of the region. Butler County is provided natural gas service by Missouri Natural Gas Company and Wayne County is served by Atmos Energy.

Telecommunications

Continuing the advancement of telecommunication facilities and resources will foster economic growth throughout the region and diversify the economy by accommodating new and competitive industries and services. New communication infrastructure will enhance the quality of life in the Ozark Foothills Region through advanced medical, educational, governmental and commercial services.

The primary telecommunication service providers in the region are AT&T, Windstream Communications, and CenturyTel. In addition to these major telecommunications

providers, there are a variety of local and smaller providers that serve areas of the region. The following is a list of providers that offer broadband services to residents of the Ozark Foothills according to MO Broadband Now:

- | | |
|---|---|
| AT&T Communications of Texas, Inc. | Poplar Bluff Municipal Utilities and City Cable |
| AT&T Mobility, LLC | Sprint Nextel Corporation |
| Big River Telephone | StarBand Communications, Inc. |
| Boycom Cablevision, Inc. | United States Cellular Corporation |
| BPS Network | Verizon Wireless |
| CenturyTel, Inc. | WildBlue Communications, Inc. |
| Ellington Telephone | Windstream Corporation |
| Hughes Network | |
| Partel Broadband Telecommunications, Inc. | |

Recreation Facilities

As part of determining the quality of life in a region, one must examine the availability and the planned development of parks and recreation facilities. These community resources have been recognized as an economic asset to a community and to a region.

The population of the Ozark Foothills Region increased by 3.88% from 2000 through 2010. The region’s outdoor recreation facilities include community owned parks, playgrounds, ball fields, swimming pools, state and national forests and parks, and the amenities offered at these locations. According to the Statewide Comprehensive Outdoor Recreation Plan (SCORP), the region is deficient in all outdoor recreation facilities with the exception of the Walking Trail Miles.

Population trends by age group			
	2000	2010	
0-9	10095	10468	3.69%
10-17*	9323	8042	-13.74%
18-24	6318	7214	14.18%
25-44	20637	18934	-8.25%
45-64	20085	23529	17.15%
65+	13807	15189	10.01%
	80265	83376	3.88%
<i>Source: 2010 US Census</i>			

Facility	Weighted Existing	Weighted Potential Needs/Surplus	Capital Cost (\$)	Total
Parkland Acres	872.5	843.8	1,000	\$843,811
Walking Trail Miles	52.9	(34.8)	90,000	\$0.00
Bicycle Trail miles	0.0	30.6	90,000	\$2,752,298
Equestrian Trail	0.0	16.4	22,500	\$369,726
Exercise Trail	2.9	17.5	100,200	\$1,755,019
Nature Trail	0.9	15.8	22,500	\$356,010

Multi-purpose	2.0	17.0	90,000	\$1,531,676
Swimming Pool	1.0	11.3	1,000,000	\$11,348,462
Picnic Tables	119	509.8	75	\$38,234
Picnic Pavilion	41	18.2	150,000	\$2,731,378
Golf Courses	1	2	1,000,000	\$2,009,136
Ball Diamonds	15	37	85,000	\$3,140,908
Playgrounds	19	39.2	50,000	\$1,960,307
Tennis	12	22.4	40,000	\$895,942
Playfields	6	4.2	10,000	\$41,780
Volleyball	22	15.2	1,000	\$15,229
Basketball	20	7.3	40,000	\$292,140
Football/Soccer Fields	9	15.5	50,000	\$775,781
Handball/Racquetball	0	1.9	25,000	\$46,465
Multi-Use Courts	1	12.2	40,000	\$488,664
Horseshoe Courts	1	27.6	500	\$13,779
Shuffle Board Court	0	18.9	2,500	\$47,202
Campsites	1	22.6	1,000	\$22,601
Boat Ramps	10	N/A	N/A	N/A
Ice Rinks	0	0.7	\$1,500,000	\$1,106,300
Skateboard Park	1	2.3	\$120,000	\$279,673
Total Capital Cost				\$32,862,519

Source: Statewide Comprehensive Outdoor Recreation Plan

A few of the deficiencies from the chart above are currently being addressed through planning and development issues throughout the region. The City of Poplar Bluff has constructed a new skateboard park in the downtown area that is expected to open in the late spring of 2012. Poplar Bluff is planning a large multi-use trail project. The City of Greenville is working in conjunction with the Army Corps of Engineers to develop a multi-purpose that will connect the city to the Old Greenville Recreation Area. The City of Doniphan is developing a new park that will include a baseball/softball field, a soccer field and a nature trail.

Health Services

The table below lists the healthcare facilities in each county of the region.

Butler County	Facility
	Poplar Bluff Regional Medical Center
	John J. Pershing VA Medical Center
	Black River Medical Center
	Poplar Bluff Medical Partners
	Northwest Medical Clinic
	Kneibert Clinic
	Physician’s Park Primary Care
	Missouri Highlands Healthcare

Carter County	
	Big Spring Medical Clinic
Reynolds County	
	Big Springs Medical Clinic
	Ellington Family Clinic
	Advanced Healthcare Medical Center
Ripley County	
	Ripley County Memorial Hospital
	Good Samaritan Clinic
	Naylor Medical Clinic
	Ripley County Family Clinic
	Samuel Medical Clinic
Wayne County	
	Wayne County Medical Clinic
	Piedmont Family Clinic

Crime

Of the 2,764 crimes reported in the region in 2010, 269 were classified as violent offenses and 2,495 were classified as property offenses. During 2010 there were 5 murders reported in the region, 1 in Butler County and 4 in Ripley County. There were also 11 rapes reported in the region as well as 31 robberies, and 222 aggravated assaults. Of the property offenses, 564 were burglaries, 1,823 thefts, 9 motor vehicle thefts, and 18 reported arsons.

During 2010, there were 111 full-time law enforcement officers in the region. Of this total, 65 of these officers served in Butler County either through the county sheriff department or city police departments. There were 7 full-time officers in Carter County, 8 in Reynolds County, 16 in Ripley County, and 15 in Wayne County. These figures do not include the number of state and federal officers serving in the region such as the Missouri State Highway Patrol.

Current and Recent Economic Development Projects

While properly interested in their own communities’ needs, area chambers of commerce, industrial development authorities, local governments, and the Planning Commission have traditionally come together on a regional basis in the Ozark Foothills to find ways to achieve their major goals. In fact, most efforts in the area have usually taken on a distinctively cooperative air. Consequently, the activities which are described below and attributed specifically to local, state, or federal agencies are, in many cases, the combined efforts of several forces.

Locally, the spirit which has become a groundswell of support for economic development throughout the region has manifested itself in several projects. Reynolds County has recently taken steps to be recognized as an Enhanced Enterprise Zone by the Missouri Department of Economic Development in an effort to attract business to expand or relocate to Reynolds County. A large redevelopment project is underway in the City of Poplar Bluff. The development known as Eight Points Commercial Development will

cover 92-acres of redeveloped land. This site includes a new hospital and is expected to include 580,000 square feet of retail space along with a hotel with approximately 120 rooms. The City of Van Buren has seen an increase in economic development geared toward tourism along the Current River. Other areas of future economic development include Wayne County along the expanded Highway 67 and in Doniphan in their industrial park and along the scenic Current River.

Many other kinds of broad-based infrastructure projects have also been undertaken recently. Some of these, utilizing Community Development Block Grants (CDBGs), Neighborhood Assistance Program and Youth Opportunity Program Tax Credits, USDA Rural Development funding, have helped promote neighborhood development throughout the five counties. CDBGs and emergency grants have also been instrumental in making infrastructure improvements in Grandin, Fisk, Poplar Bluff, and Greenville. Federal Emergency Management Agency grant funding has also helped improve communities through flood buyout programs in Ellington, Doniphan, Piedmont, and Wayne County. The Delta Regional Authority has also provided grant funding from improvements in Butler County and in Grandin. All these efforts have gone a long way to make the establishment of business and industry in the region more feasible.

The spirit of economic development which has resulted in the establishment of community projects and enterprise zones is also evident as local chambers of commerce and industrial development authorities pull together to work for region-wide improvements.

The kinds of cooperative endeavors that have been discussed above are representative of most development and planning projects in the five county area. From community improvement to industrial development, group effort has made everyone’s job less taxing and has helped obtain maximum benefit from scarce financial resources. Together, we have begun to move forward toward our goal of increased prosperity for the citizens of the region.

OFRPC Regional Projects	
City/County/Region	Project
Region	OFRPC CEDS Update and Annual Updates – EDA
	Four-lane expansion of US HWY 60, MoDOT
	Four-lane expansion of US HWY 67, MoDOT
	Land Use Planning – CDBG & OFRPC
	Mobile Workforce Development Training Lab – DRA, Three Rivers Community College
Butler County	Poplar Bluff Industrial Park Bypass Road Completion
	Natural Hazard Mitigation Plan Update
	Broseley Senior Center, new facility
	Mapping of Low Water Crossings
	Levee District 12 Levee Study
	Mapping of Warning Siren locations
Poplar Bluff	Completion of Poplar Bluff Regional Medical Center

	Buyout of Flood Damaged properties
	New Walking/Bicycling Trail Development
	St. Vincent DePaul Food Pantry/Thrift Store
	Construction of Shelby Road
	Oneal Elementary Tornado Saferoom Construction
	Construction of storm water detention basins
Fisk	Construction of Community Center
	Water distribution system upgrades
Qulin	New Fire station
	Planning for new Nutrition Center
Neelyville	Designing of Neelyville Tornado Saferoom
	Street Paving project completed
Carter County	Mapping of Low Water Crossings
	Mapping of Warning Siren locations
	Paving of County Road K-259
	Update of Carter County Hazard Mitigation Plan
Ellsinore	TIF Created for commercial development
	Youth and Community Center
	Tornado Saferoom Completion
	Sidewalk improvements planning
Grandin	City water distribution system upgrades
Van Buren	Completion of tornado saferoom
Reynolds County	Update of Reynolds County Hazard Mitigation Plan
	Establishment of Enhanced Enterprise Zone
	Improvement of Hwy 21 and Hwy 72
Bunker	Completion of new Fire Station
Ellington	Purchase of flood damaged properties
	Construction of new fire station
Ripley County	Update of Ripley County Hazard Mitigation Plan
	Naylor Drainage District Improvements
Doniphan	Purchase of flood damaged properties
	Volunteer Fire Fighter recruitment project
	Quick Creek Park Development design
	Walking/bicycling trail development
Naylor	New library constructed
Wayne County	Purchase of flood damaged properties
	Update of Wayne County Hazard Mitigation Plan
	County Bridge replaced
	Completed new justice center & jail
	Fire department expansion, Lowndes VFD
Greenville	Development of walking trail
	Street paving project
	Planning for new community center
Village of Mill Spring	Planning/design for water distribution upgrades
	Planning for street paving project

Piedmont	Purchase of flood damaged properties
	Windsor Foods wastewater upgrades completed
	Construction of new firestation
Williamsville	Wastewater system upgrades
	City park improvements

Existing Plans

Following is a summary of existing plans in the region:

- Hazard Mitigation Plans; all five counties within the region have established Hazard Mitigation Plans in place. These plans are required by FEMA and are updated every five years.
- Transportation Plan for the Ozark Foothills Region; the OFRPC has prepared the regional transportation plan on behalf of the governments and citizens of the region to assist MoDOT in its planning efforts and maintaining of the region’s transportation system.
- Human Services Public Transportation Plan for the Ozark Foothills Region; this is a locally developed public transit and human services plan for the region. This plan is updated every five years by the OFRPC. The plan is used to assist MoDOT in coordinating and planning for public transportation needs in the region.
- Poplar Bluff Strategic Plan; recently compiled plan assists the City as it grows and plans for future development. The plan also identifies areas of possible improvements. The city hired an outside consulting service to prepare the plan.
- Local Emergency Operation Plan; each county in the region is part of a Local Emergency Planning Committee and each have developed specific emergency operations plan.
- All school districts in the area have individualized emergency plans in place that cover topics ranging from intruders to severe weather.

Economic Development Partners and Resources

The following is a list of local partners involved in economic development in the region:

- Missouri Department of Economic Development; the MoDED assists in stimulating the local economy through a variety of programs. These programs vary from directly assisting businesses and industries through tax credits programs to assisting communities attract growth and new businesses by improving the quality of life through infrastructure development and community facility development.

- US Department of Agriculture (USDA), Rural Development; Rural Development is another agency that has been and continues to be a partner in economic development activities in the region. This agency has been an excellent source of financing for infrastructure and community development projects.
- Missouri Workforce Investment Board; the mission of the WIB is to provide policy guidance and leadership to advance an integrated, demand-driven workforce and economic development system.
- South Central Missouri Community Action Agency (SCMCAA); the mission of the SCMCAA is to assist low-income residents in their efforts to become self-sufficient.
- Missouri Career Center, Poplar Bluff; the career center provides resources and assistance to job seekers as well as assisting employers in need of employees.

Other local partners in economic development include:

- Greater Poplar Bluff Chamber of Commerce
- Poplar Bluff Industries
- Van Buren Area Chamber of Commerce
- Ellington, Missouri Chamber of Commerce
- Ripley County Chamber of Commerce
- Piedmont Area Chamber of Commerce

Regional Growth Centers

As part of the process of developing and updating the Ozark Foothills CEDS, regional growth centers have been identified and classified. By definition, a primary growth center is an area of the region that meet all requirements set forth by the EDA, and provides opportunities for employment and economic growth that can impact the entire region. A secondary growth center is an area within the region that has a significant impact on a specific area of the region, but may not impact the entire region. A tertiary growth center is an area within the region that is growing and impacts only the immediate area or areas outside the region.

Primary Growth Centers

The OFRPC has designated two primary growth centers: the Poplar Bluff Industrial Park, and the Eight Points Commercial Development. The Poplar Bluff Industrial Park is located on the south side of the City of Poplar Bluff and provides employment opportunities for residents from all five counties of the region as well as residents from neighboring counties.

The Eight Points Commercial Development is bordered by Bypass 67, Westwood Boulevard, and Oak Grove Road in Poplar Bluff. The development covers 92 acres and is expected to include 580,000 square feet of retail space, 120 room hotel and the new Poplar Bluff Regional Medical Center.

Secondary Growth Centers

The OFRPC has designated four secondary growth centers: Piedmont Industrial Park, Doniphan Industrial Park, Ellington, and Van Buren. These areas include employment opportunities that greatly impact the local economies of the county as well as surrounding smaller communities.

Tertiary Growth Centers

In reviewing areas of the region, the OFRPC does not include areas that could be designated as tertiary growth centers.

Economic Clusters

Dr. Bruce Domazlicky of the Center for Economic and Business Research on the campus of Southeast Missouri State University was asked for assistance in compiling information regarding economic clusters in the Ozark Foothills Region. Dr. Domazlicky reviewed information that was part of a report entitled “Unlocking Rural Competitiveness: The Role of Regional Clusters,” (2007) that was funded through a grant from the Economic Development Administration, the Center for Regional Development (Purdue University) and the Indiana Business Research Center (Indiana University). The report emphasizes that clusters are a useful concept for strategic planning for rural regional economic development. It also notes that regional thinking and collaboration are important for success in the development of successful regional development strategies. Therefore, the concept of clusters can be particularly important to a region such as Ozark Foothills.

The following table presents the results of the cluster analysis for the region. Data are given for each cluster for 2001 and 2011. LQ is the location quotient, which is found as the total employment in a particular cluster for the region divided by the region’s total employment, divided by the percentage of employment in that cluster at the national level. Generally, if the LQ for a cluster is greater than one, this is taken as an indication that the region has a competitive advantage in the cluster.

Three factors are usually considered when looking at the results of a cluster analysis for a region. The first factor to consider is the location quotient (LQ). As stated above, if the LQ exceeds one for a cluster, it is indicative that the region has some sort of competitive advantage. This is evidence that the cluster potentially could be an important factor in present and future growth and development. The second factor is the absolute level of employment in a cluster. In 2011, there were over 39,000 jobs in the Ozark Foothills region. A small cluster with only a few hundred employees is unlikely to be a major driver of regional growth and development, even if the cluster’s LQ exceeds one. The third and final factor to consider is the change in a cluster’s LQ overtime and the change in the level of employment in the cluster over time. If the LQ is above one, but is shrinking over time, this would be evidence that the region’s competitiveness in the cluster is eroding such that the cluster may not play a major role in regional development.

For each cluster, the LQ and employment level for each cluster is given for 2001 and for 2011. Significant growth in both the LQ and employment can be identified in several clusters: Machinery Manufacturing, Glass & Ceramics, Fabricated Metals. The region is

clearly losing its competitive edge in some clusters: Forest & Wood Products, Apparel, Mining, and Agribusiness. Despite the decline in their location quotients, Forest & Wood Products and Agribusiness are still very large employers in the region and should continue to be important clusters, though they are unlikely to be major drivers of employment growth going forward since both experienced employment declines over the last 10 years.

Cluster	LQ 2001	Employment 2001	LQ 2011	Employment 2011
Advanced Materials	0.5986	1,177	0.9752	1,054
Agribusiness	2.6686	3,390	2.4935	2,865
Apparel	1.8783	1,171	0.1982	36
Arts & Entertainment	0.4651	665	0.6248	944
Biomedical	1.5111	4,244	1.2846	5,371
Business/Financial	0.3387	1,650	0.3870	2,299
Chemical	2.4238	1,282	2.2847	943
Defense/Security	0.1462	260	0.1490	204
Education	1.0115	2,975	0.8822	3,023
Energy	0.6257	1,435	0.7257	1,013
Forest & Wood	4.0592	2,561	2.5440	1,564
Glass/Ceramics	0.2795	39	1.3056	134
IT	0.1299	250	0.1459	249
Primary Metals	0	0	0	0
Fabricated Metals	0.9803	356	1.6192	534
Machinery Mfg.	4.2915	1,293	7.9206	1,938
Computer Mfg.	0	0	0.2013	50
Electrical Eq. Mfg.	0	0	0	0
Transportation Mfg.	0.4678	197	0.4654	148
Mining	1.3876	160	1.0318	151
Printing	0.4029	329	0.4102	364
Trans./Logistics	0.9670	1,152	1.0436	1,319

SWOT Analysis

SWOT (strength, weakness, opportunity, and threat) analysis is a method used to systematically gather and analyze information and identify issues and options facing the region. SWOT analysis provides information that is helpful in matching resources and capabilities to the competitive environment within which a region operates. This framework helps decision-makers focus activities and resources into areas where they can be most effective, and is a key step in crafting an economic development strategy. The economic strategy is designed to build upon these strengths and take full advantage of opportunities, while addressing weaknesses and mitigating threats.

The list of existing strengths, weakness, opportunities, and threats can be seen in the following tables. This list was developed by the Ozark Foothills CEDS committee.

Strengths

- Existence of lead mines for jobs
- Health care system has improved
- Reconstruction of Taum Sauk Reservoir in terms of jobs and contract dollars into Reynolds County
- Natural resources
- Butler County assets, particularly, industrial base
- Cost of living, including taxes, is low
- Housing costs are reasonable
- Favorable climate for industrial development
- National Park Service lands (1.5 million visitors per year)
- National recognition due to existence of parks
- Good political leadership; cooperative and willing to coordinate efforts
- Three Rivers Community College
- Home-grown teachers who understand local students
- Four-lane highways east-west (Hwy 60) and north-south (Hwy 67)

Weaknesses

- General apathy among residents
- Lack of marketing of local businesses to local residents
- Lack of adequate child care facilities
- Absentee fathers
- Isolation, in terms of
 - 1) Distance to major areas and employment, and
 - 2) Fuel costs for employees
- High level of transfer payments
- Brain drain; talent leaving the region for opportunities not in existence locally.
- Quality of teachers has declined
- Reduction of natural resources, for example, lead
- Lack of private sources of funding (private foundations)
- Incomplete communication infrastructure such as broad band Internet access in all communities
- Absence of computer literacy
- Lack of availability of broadband internet service
- Lack of affordable/accessible health care
- Limited labor pool
- Absence of consistent pay increases
- Lack of third party insurance
- County differences in terms of
 - 1) Resources, for example, strong agriculture base in Butler County, not present in other counties, and
 - 2) Difficulty in applying “one size fits all” model to problem solving
- Federal land ownership’s impact on revenue in counties

- Low educational attainment among residents

Opportunities

- Development of niche markets for such products as grapes, mushrooms and timber
- Presence of research/education centers for timber and forestry
- Inexpensive labor and utilities
- Organic food markets
- Cost of living is low
- Infusion of Federal government jobs and funds
- Alternative fuel production from wood byproducts
- Internet education
- Tourism and recreation (hiking, biking); see Strengths, 1.5 million visitors to region per year
- Hardwood markets
- Bridges, Mississippi River
- Transportation improvements on Highway 67, 34, 60 and 72)
- Reconstruction of Taum Sauk reservoir
- Entrepreneurship
- Maximization of return on wood product (value added)
- Internet and telephone-based business

Threats

- New Madrid Fault
- Export of jobs
- Industrial/business attraction to other counties outside region
- Absence of attraction/retention incentives for economic development
- Damage to natural resources, for example, scenery impacted by road construction
- Water quality
- Noise and air quality

Based on the SWOT analysis, the CEDS committee evaluated the existing goals and strategies and developed the action plans included in this plan. The action plans are prioritized based on time frame (Continuous, Short-term, and Long-term).

Vision, Goals, and Objectives

Vision Statement

The Ozark Foothills Regional Planning Commission was created to facilitate the cooperative effort of its member municipalities and counties in solving problems and planning for future development of human, natural, and economic resources of the Ozark Foothills Region. The Commission serves as a guide to local units of government in accomplishing a coordinated and efficient development of the region and the promotion

of its public health, safety, general welfare, and economic prosperity in accordance with the area's existing and future needs.

Goals

Goal 1 – The Ozark Foothills Regional Planning Commission will assist its service area through the provision of long-range economic planning services.

Goal 2 – The Ozark Foothills Regional Planning Commission will promote the initiation and expansion of the industrial and business community within the region.

Goal 3 – The Ozark Foothills Regional Planning Commission will seek to advance community development in its region through improvements of its transportation system.

Goal 4 - The Ozark Foothills Regional Planning Commission will attempt to improve the job skills of its work force and offer educational opportunities to those individuals interested in starting a new business or improving their management abilities.

Goal 5 - The Ozark Foothills Regional Planning Commission will assist its cities and counties in their on-going efforts to maintain and improve the infrastructure which facilitates economic development within their boundaries.

Goal 6 - The Ozark Foothills Regional Planning Commission will foster economic development which makes the best possible use of its service area's natural resources.

Goal 7 - The Ozark Foothills Regional Planning Commission will conduct pure and applied research projects and studies designed to improve local business conditions or the potential for future economic growth.

Goal 8 - The Ozark Foothills Regional Planning Commission will promote the development of a local recycling industry and the provision of a waste management system designed to better serve local businesses and governments.

Goal 9 - The Ozark Foothills Regional Planning Commission will seek to develop within the citizens of its service area an understanding of and appreciation for the economic development opportunities available to the region.

Goal 10 - The Ozark Foothills Regional Planning Commission will provide such technical advice and assistance to its cities and counties as is requested by its units of governments.

Goal 11 - The Ozark Foothills Regional Planning Commission will carry out all contractual responsibilities to the Economic Development Administration of the United States Department of Commerce

Based on the Goals set forth above, the CEDS Committee has developed the following list of actions; each action is assigned a timeframe of either Continuous, Short-Term, or

Long-Term. These actions are reviewed and adjusted annually through the Annual CEDS Report.

CEDS Action Plan	
Action	Timeframe
<i>Goal 1 – The Ozark Foothills Regional Planning Commission will assist its service area through the provision of long-range economic planning services.</i>	
The Ozark Foothills Regional Planning Commission will assist its service area through the provision of long-range economic development planning services.	Short-Term
The OFRPC will encourage the inclusion of state and federal legislators within its board of directors so as to build relationships and foster economic development within the region.	Short-Term
The OFRPC will maintain the organization of the Ozark Foothills Development Association—a non-profit Missouri corporation established to enhance economic development with the region.	Continuous
The OFRPC will work with the Delta Regional Authority to maintain its status as a Local Development District (LDD)	Continuous
The OFRPC will collaborate with the Delta Regional Authority so as to create economic opportunities for and enhance the quality of life in the region.	Continuous
The OFRPC will see that economic and community development staff complete the Delta Leadership Institute conducted by the Delta Regional Authority and the University of Alabama.	Short-Term
<i>Goal 2 – The Ozark Foothills Regional Planning Commission will promote the initiation and expansion of the industrial and business community within the region.</i>	
The OFRPC’s Executive Director will nurture relationships with local Chamber of Commerce Directors within the five-county region.	Short-Term
The OFRPC, on behalf of the Ozark Foothills Development Association, will continue to operate the Ozark Foothills Business Incubator located within the Poplar Bluff Industrial Park.	Continuous
The OFRPC will attempt to maintain 100% occupancy with the Ozark Foothills Business Incubator.	Continuous
The OFRPC will assist the State of Missouri with its broadband mapping effort through the creation and maintenance of a Regional Technology Planning Team and the production of a regional high-speed internet installation strategic plan	Short-Term
The OFRPC will continue its relationship with the Ripley County Public Housing Agency, allowing the provision of rental subsidies to 356 families within the five-county service area. Such work task will improve the quality of life among participant families and facilitate economic vitality among participant landlords.	Continuous
The OFRPC will improve the housing stock within its five-county service area through the continuation of its Mutual Self-Help Housing Program.	Continuous
Staff of the OFRPC will seek to increase the opportunities for small businesses to develop through the business incubator concept. This increase in opportunities will be achieved through promotion of the	Long-term

existing OFDA incubator, expansion of the OFDA incubator, and development of a service industry incubator.	
<i>Goal 3 – The Ozark Foothills Regional Planning Commission will seek to advance community development in its region through improvements of its transportation system.</i>	
The OFRPC will maintain and nurture its Transportation Advisory Committee in partnership with the Missouri Department of Transportation	Continuous
Community development will be advanced through improvement of the region’s federal, state, and local transportation systems	Short-Term
<i>Goal 4 - The Ozark Foothills Regional Planning Commission will attempt to improve the job skills of its work force and offer educational opportunities to those individuals interested in starting a new business or improving their management abilities.</i>	
The OFRPC will refer individuals interested in starting a new business or improving their management skills to the local Small Business Technology & Development Center for assistance.	Continuous
The OFRPC will continue to attempt to collect payments to its Revolving Loan Fund established through the State of Missouri so it may be able to issue additional loans to new and expanding businesses within the Ozark Foothills Region.	Short-Term
<i>Goal 5 - The Ozark Foothills Regional Planning Commission will assist its cities and counties in their on-going efforts to maintain and improve the infrastructure which facilitates economic development within their boundaries.</i>	
The OFRPC will assist member cities and counties in their on-going efforts to maintain and improve infrastructure in order to facilitate economic development within their boundaries.	Short-Term
The OFRPC will create new and strengthen existing relationships with both state and federal funding agency representatives so as to facilitate the receipt of monies necessary to implement projects that will improve the quality of life in the region	Short-Term
The OFRPC will oversee the activities of a flood recovery coordinator for the areas damaged by the 2008 and 2011 floods	Short- Term
<i>Goal 6 - The Ozark Foothills Regional Planning Commission will foster economic development which makes the best possible use of its service area’s natural resources.</i>	
The OFRPC, as requested, will apply for and administer Land and Water Conservation Fund Grants which improve the park and recreational facilities (and thereby the economic development potential) of its communities.	Short-Term
The OFRPC will assist its rural communities to protect their resources and infrastructure system	Long-Term
The OFRPC will undertake speaking and planning activities, as requested	Short-Term
<i>Goal 7 - The Ozark Foothills Regional Planning Commission will conduct pure and applied research projects and studies designed to improve local business conditions or the potential for future economic growth</i>	
The Planning Commission will continue to update, for our member governments, the County and Community Profiles developed to promote city and county-wide economic development activity.	Short-Term
<i>Goal 8 – The Ozark Foothills Regional Planning Commission will promote the</i>	

<i>development of a local recycling industry and the provision of a waste management system designed to better serve local businesses and governments.</i>	
The Planning Commission will apply for a Missouri Department of Natural Resources (DNR) District grant to expand its recycling and recovery efforts	Short-Term
The Commission will continue to promote the development of a local recycling industry and the provision of a waste management system designed to serve local businesses and governments.	Continuous
Other energy conservation efforts will be initiated or continued through the Commission’s operation of drop-off and curbside resource recovery programs in each of the five (5) counties	Continuous
<i>Goal 9– The Ozark Foothills Regional Planning Commission will seek to develop within the citizens of its service area an understanding of and appreciation for the economic development opportunities available to the region.</i>	
The Commission will conduct an educational program for its members regarding the tools available to encourage development and recruit industry into its five-county region.	Short-Term
The Planning Commission will undertake to have regular meetings scheduled at sites spread throughout the five (5) county area.	Short-Term
The Commission’s Executive Director, as requested, will make a number of public presentations and speeches concerning economic development to civic groups throughout the year.	Short-Term
An active media program, which makes known to the general public the economic development goals and programs of the Commission, will be carried out.	Short-Term
Our agency’s website will be upgraded to include the most current city and county information including the marketing of available industrial space.	Short-Term
<i>Goal 10 – The Ozark Foothills Regional Planning Commission will provide such technical advice and assistance to its cities and counties as is requested by its units of governments.</i>	
The Commission will prepare funding proposals and administer funded projects on behalf of its member governments and local non-profit organizations	Short-Term
The Commission will update its region’s five Hazard Mitigation Plans as approved by FEMA and required to obtain funding pursuant to the Stafford Act.	Short-Term
The Commission will conduct land use planning for each county in its five-county service area.	Long-Term
The Planning Commission will also offer, upon request, special technical assistance with regard to certain financial matters such as bond issuance and tax increment financing.	Short-Term
<i>Goal 11 – The Ozark Foothills Regional Planning Commission will carry out all contractual responsibilities to the Economic Development Administration of the United States Department of Commerce.</i>	
The Commission will carry out all contractual responsibilities to the	Continuous

Economic Development Administration of the United States Department of Commerce.	
The Planning Commission will submit a Comprehensive Economic Development Strategy to the Denver Regional Office of EDA	Short-Term
The Planning Commission will supply the economic development representative of EDA with timely information on plant closures, prospective plant closures and the number of employees affected	Continuous
The Commission will also file with the Denver Office of EDA all other required narrative and budgetary reports	Continuous

Future Regional Projects

City/County/Region	Project	# of Jobs	Lead Organization	CEDS Goal(s)
Region	Maintain EDD status	N/A	OFRPC	11
Region	Create Small Business Incubator	1-3	Poplar Bluff, Chamber of Commerce, UM Extension	4
Williamsville	Wastewater Improvements	N/A	City of Williamsville	5, 10
Butler County	Levee Improvements	N/A	Butler County	5
Poplar Bluff	Eight Points Commercial Development	50-500	City of Poplar Bluff	2
Poplar Bluff	Creation of Downtown Poplar Bluff CID	N/A	City of Poplar Bluff	1,3
Greenville	Construction of Community Center	1-3	City of Greenville	10
Qulin	Construction of Senior Center	N/A	City of Qulin	7
Butler County	Recruit industries to vacant factory buildings	Unknown	Butler County, Chamber of Commerce	2
Poplar Bluff	Develop Downtown Poplar Bluff	Unknown	City of Poplar Bluff	1, 2
OFRPC	Nurture Transportation Advisory Council	N/A	OFRPC	1, 3
OFRPC	Expansion of Industrial Park Small Business Incubator	3-6	OFRPC	2
OFRPC	Creation of Small	12-25	OFRPC	2

	Business Service Incubator			
Butler County	Improve HWY 67 S	N/A	Butler County, MoDOT, OFRPC	1, 3
Doniphan	Downtown Park Development	N/A	City of Doniphan	5, 6
Van Buren	Trail System development	N/A	City of Van Buren	1, 3, 6
Ripley County	PWSD #2 improvements	N/A	Ripley County, PWSD #2	5
Reynolds County	Develop Industrial Park	Unknown	Reynolds County	1, 2
Region	Offer JumpStart classes	Unknown	PB Chamber of Commerce	2, 4
Region	Increase recycling efforts	Unknown	OFRPC	1, 8
Mill Spring	Street paving	N/A	Village of Mill Spring	3
Mill Spring	Water system improvements	N/A	Village of Mill Spring	5
Region	Maintain County Hazard Mitigation Plans	N/A	OFRPC, Counties	1, 7, 10
Region	Promote activities through local events	N/A	OFRPC	9
Williamsville	Wastewater Improvements	N/A	City of Williamsville	5
Neelyville	Tornado Saferoom construction	N/A	Neelyville R-IV Schools	1, 10
Poplar Bluff	Capital improvements to school buildings	N/A	Poplar Bluff R-I Schools	1, 10
Poplar Bluff	Transportation Development District Improvements	Unknown	Poplar Bluff and Poplar Bluff TDD board	2, 3

Disaster Strategy

The following Disaster Assessment and Strategy is adopted as part of the 2012 Ozark Foothills Regional Planning Commission (OFRPC) CEDS. It is not intended to supplant or substitute for any adopted, approved emergency management, hazard mitigation, evacuation, or response plan or policy. Instead, it is intended to identify them as well as to define the relationship between said planning documents and the OFRPC and

economic development in our region, as well as include them by reference in this Strategy. Nevertheless, this strategy is designed around the EDA Strategy Guidelines, as provided by the US Department of Commerce.

Engaging in Pre-Disaster Recovery and Mitigation Planning Efforts

OFRPC attempts to participate, either directly with staff, technical committee members, and/or Board members, in recovery and mitigation planning efforts.

In regard to recovery planning, OFRPC actively participates in County level long term recovery efforts. Although known by different names in each County, our region has established these entities that include representation from non-profit (non-governmental) agencies, local governments, human service providers, and faith-based organizations in all but one of our counties. While originally founded in response to natural disasters in our region (flooding, ice storms, tornados, etc.), these entities continue to exist post-disaster because they have found benefit to being able to respond to disasters or emergencies of any size or kinds.

Mitigation planning efforts have been made under the auspices of the Federal Emergency Management Agency's (FEMA) Hazard Mitigation Grant Program (HMGP). Funding for said planning efforts, to date, have been borne by FEMA (federal); the Missouri Department of Public Safety, State Emergency Management Agency (SEMA); and the participating local governments. Currently, four (4) of the region's five counties have FEMA-approved multi-jurisdictional hazard mitigation plans (HMP); one (1) is currently in the update process and will be submitted for review in the spring of 2013. Approved multi-jurisdictional HMPs can be found on the OFRPC website (<http://www.OFRPC.org>).

1. Action Step #1: Continue involvement in our county's long term recovery committees.
2. Action Step #2: Assist in the completion of the final multi-jurisdictional hazard mitigation plans.
3. Action Step #3: Support maintenance of approved multi-jurisdictional hazard mitigation plans that cover our entire region.
4. Action Step #4: Educate the general public as to the HMP.

Knowing the Community's Risks and Vulnerabilities

As part of the Hazard Mitigation Planning (HMP) process, FEMA and SEMA require that all natural hazards be identified in each plan. For each potential hazard that is identified in an HMP, a profile is developed. The profiles all must assess a number of pieces of information including: a definition and description of the hazard; historical occurrence of the hazard in the jurisdiction; probability of occurrence; vulnerability to the hazard; maximum threat (worst case scenario) from the hazard; severity of impact from a hazard; and the speed of hazard onset (how quickly can the hazard develop). Using an evaluation system, each hazard is then scored and ranked by a local planning committee using elements of each hazard profile (historical occurrence, probability, vulnerability, maximum threat, severity, and speed of onset).

Following the scoring and ranking process, the vulnerability of critical facilities (i.e. governmental facilities, economic/business establishments, schools, hospitals, group homes and care facilities, etc.); social assets (population); and estimations of potential loss are calculated. Local goals and mitigation actions are then defined. As part of the mitigation action planning process, existing resources and assets are identified (plans, ordinances, and policies, departments-law enforcement, police, fire, emergency management, etc., and natural resources, and structures). These lengthy lists of mitigation actions (strategies or steps) are then prioritized by the local planning committee and tied back to the HMP's goal statements and implementation strategies.

In addition to developing a multi-jurisdictional or regional approach in developing HMPs, each plan has substantial appendices that include maps (floodplains, flood scenarios, critical sites, topography, historic tornado paths, etc.), demographic overviews, individual community hazard assessments and priorities, risk and vulnerability assessments, and action step details (estimated date of completion, cost, and funding sources) are also provided.

Recently the staff of the OFRPC worked with local rural electric cooperatives (REC) to develop a statewide hazard mitigation plan that covers all REC's within Missouri. The statewide plan covers all natural hazards that could potentially impact the services, assets and customers of the REC's. The plan identifies each REC, its boundaries, physical location of offices and warehouses and lists all assets with associated values. As with the county HMP's, the REC's HMP identifies and prioritizes mitigation actions that can be taken by the specific electric coop.

1. Action Step #1: Assist in the completion of the final multi-jurisdictional hazard mitigation plans.
2. Action Step #2: Support the maintenance of approved multi-jurisdictional, and REC hazard mitigation plans that cover the Ozark Foothills Region.

Evaluation

Summary

To determine the success and measure the performance of the Ozark Foothills EDD in meeting the goals of this CEDS, the criteria used include amount of dues collected from member units of governments, number of grants applied for, received and administered; number of programs and projects ongoing or expanded; number of requests for technical assistance from member units or other public or private entities and the overall condition of the region.

While the last criterion is difficult to assess quantitatively, it is easy to assess qualitatively. Basically, it is the response to two questions: Are we still providing a needed service? Is the service making a difference in the quality of life of the region's residents? The answer to both questions is yes.

In addition to the qualitative assessment, the following list of evaluation criteria have been developed to assess not only the performance of the EDD but also the health of the region.

Performance Management

The above table identifies specific goals and actions that provide overall direction for the economic development efforts of the Ozark Foothills Region. These goals were derived by combining input from planning sessions and the current conditions of the OFRPC. Along with each goal are listed actions which identify specific activities that will be undertaken by the OFRPC along with the local communities and local units of government to achieve each goal.

To measure the success of this CEDS, the OFRPC will evaluate by means of an ongoing review effort that will quantify the successful implementation of the CEDS and its goals.

The success will be measured by answering the following questions:

1. How many jobs have been created since the adoption of the CEDS.
2. How many and what type of investments have been undertaken in the region?
3. How many jobs have been retained in the region since the adoption of the CEDS?
4. What is the amount of private investment in the region since the adoption of the CEDS?
5. What changes have occurred in the economic environment of the region?

In addition to the five measurements listed above, additional criteria will be reviewed to determine the economic health of the community on an annual basis. The following criterion identifies a number of indicators as to that health and improvements that are made within the community as the economy of the region improves. Many of these factors also assist in the improvement of the economic health of the region.

Evaluation Criteria:

Housing

- Number of sub-standard units
- Percent of owner occupied
- Number of special needs housing
- Number of homeless shelters
- Number of transitional housing units
- Number of building permits

Economic Development

- Employment opportunity diversity
- Unemployment rates
- Household income

- Poverty rates

Natural Resources

- Acreage of protected natural resources

Transportation

- Miles of improved transportation
- Traffic counts
- Increase in available public transit

Other Factors

- Cost of living for region
- Crime index
- Population changes
- Education attainment rates
- Local sales and property tax income

While the majority of demand for the EDD's services originates from its member governments and local non-profit organizations, the EDD continues to nurture relationships with private enterprise and Chambers of Commerce located throughout the region in an attempt to facilitate public-private partnerships. In fact, during FY 2010, the EDD established a policy whereby work can be conducted by EDD staff for private enterprise as has typically not been the case. This will help to strengthen partnerships with such enterprises. It is the hope of the EDD that these partnerships will work to benefit both sectors while enhancing economic development within the region and increasing resource leveraging. Membership of both the EDD and the CEDS Strategy Committee include representatives of local business and industry.

APPENDIX

**OZARK FOOTHILLS REGIONAL PLANING
COMMISSION STRATEGY COMMITTEE ROSTER**

1. PRIVATE SECTOR REPRESENTATIVES *(At least 51%)*

Name	Company	Position
Margaret Carter	First Midwest Bank	Vice President
Darrell Dement	Dement Asphalt/Concrete	Owner
William Kennon	Co.	Owner
Paul Johnson	Kennon, CPA	Retired Manager
Russell French	Black River Electric Cooperative SEMO Risk Management	Owner

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS *(No more than 49%)*

Name	Area of Interest	Position
Brian Polk	Government	Presiding Commissioner, Wayne
Gene Oakley	Education	County
Greg Kirk	Social Services	Retired School Superintendent
Edward Coursey	Minorities	Executive Director, United Gospel Rescue Mission Retired Federal Employee

CALCULATIONS

<u>Percent</u>	<u>Number</u>
Private Sector Representatives (at least 51%)	<u>5</u>
<u>56%</u>	
Representatives of Other Economic Interests (no more than 49%)	<u>4</u>
<u>44%</u>	

Total Committee Membership

9

100%

EDD BOARD MEMBERSHIP ROSTER

1. GOVERNMENT REPRESENTATIVES (51-65%)

Name	Government	Position
John Bailiff	Carter County	Presiding Commissioner
Joe Loyd	Reynolds County	Presiding Commissioner
David Bowman	City of Ellsinore	Mayor
Stanley Barton	City of Centerville	Mayor
Angela Smith	City of Williamsville	Mayor
Ed Strenfel	Butler County	Presiding Commissioner
William Kennon	Ripley County	Presiding Commissioner
Susan Williams	City of Fisk	Mayor
Gary Long	City of Qulin	Mayor
Rick Julius	City of Grandin	Mayor
Brian Polk	Wayne County	Presiding Commissioner
Terry Cooper	City of Doniphan	Mayor
Donald Scowden	City of Greenville	Mayor
Ed DeGaris	City of Poplar Bluff	Mayor
Jimmy Ward	Village of Mill Spring	Village Chairman
Ron Wakefield	City of Ellington	Mayor
Bernard Allen	City of Naylor	Mayor
William Kirkpatrick	City of Piedmont	Mayor
Gary Owen	City of Bunker	Mayor
Lee McComb	City of Neelyville	Mayor
Randy Grassham	City of Van Buren	Mayor

2. NON-GOVERNMENT REPRESENTATIVES (35-49%)

A. Private Sector Representatives:

Name	Company / Enterprise	Position
Margaret Carter	First Midwest Bank	Vice-President
William Kennon	Kennon CPA	Owner
Russell French	SEMO Risk Management	Owner
Paul Johnson	Black River Electric	Former Manager
Darrell Dement	Dement Ready Mix	Owner
Wayne Gibbs	Agriculture	Farmer / Property Owner
Ed Strenfel	Private Business – Ed’s Huntin’ Stuff	Former Owner
Gene Oakley	Schultz & Summers Engineering	Marketing Consultant

B. Stakeholder Organization Representatives:

Name	Organization	Position
Brian Polk	Ozark Foothills Solid Waste	Chairman of the Board
Anne Francioni	Whole Kids Outreach	Executive Director
Greg Kirk	United Gospel Rescue Mission	Executive Director
Mike Gossett	National Park Service	Manager
Susan Williams	Butler County Sheltered Workshop	Board Member

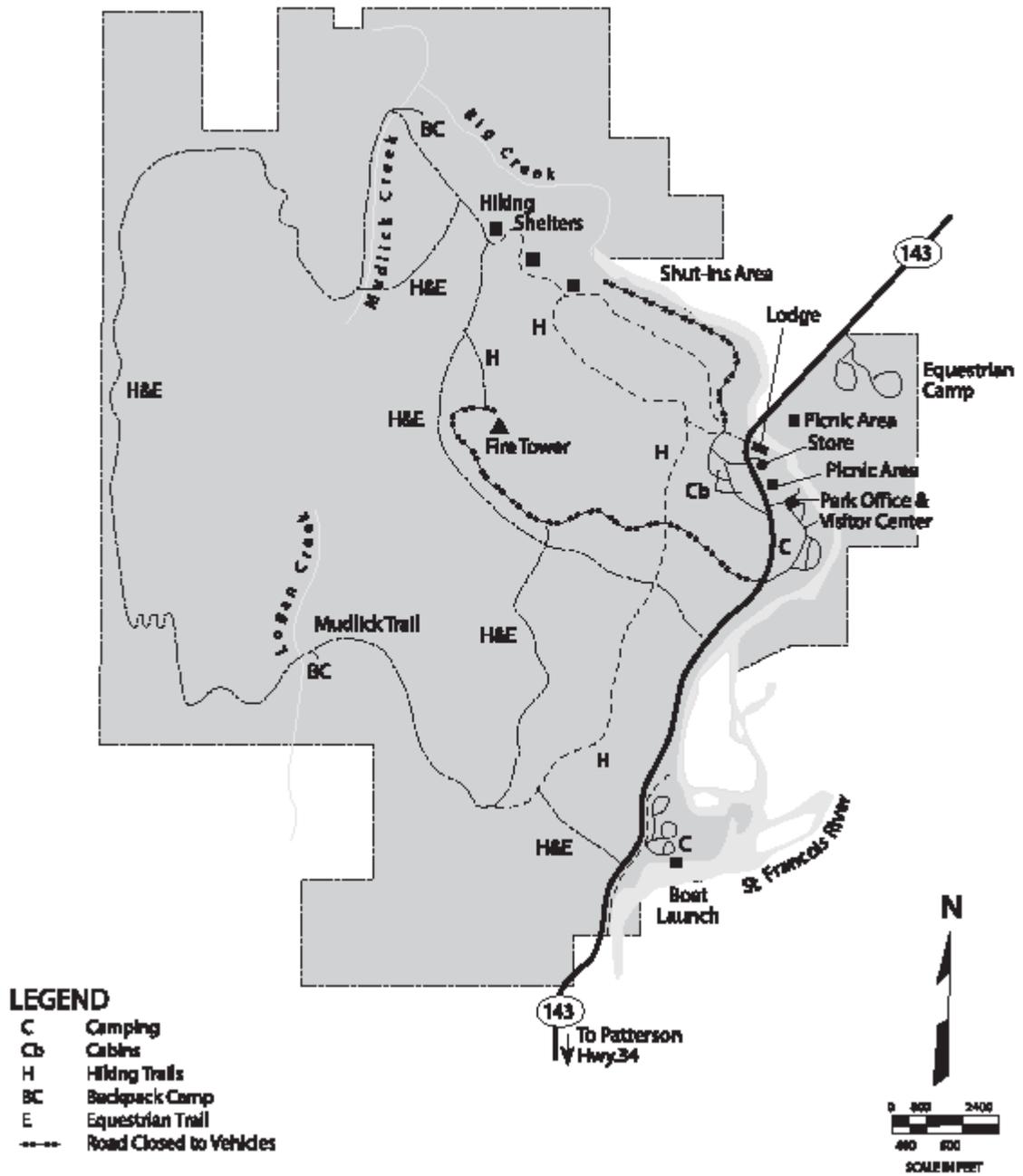
3. AT-LARGE REPRESENTATIVES (0-14%)

Name	Area of Interest	Background
Mildred Coursey	Minority	Public Representative
Ed Coursey	Minority	Public Representative
Joe Knodell	Education	Representative

CALCULATIONS

<u>Percent</u>	<u>Number</u>
1. Government Representatives (51-65%)	<u>21</u>
<u>57%</u>	
2. Non- Government Representatives (35-49%)	<u>13</u>
<u>35%</u>	
A. Private Sector Representatives (at least 1)	<u>8</u>
B. Stakeholder Organization Representatives (at least 1)	<u>5</u>
3. At-Large Representatives (0-14%)	<u>3</u>
<u>8%</u>	
Total Board Membership	37
100%	

SAM A. BAKER STATE PARK



12/13/19 General Information | Sam A. Baker State Park | Missouri State Parks

Missouri State Parks



General Information

at [Sam A. Baker State Park](#)

St. Francois Mountain Hideaway

As one of the earliest state parks in Missouri, Sam A. Baker State Park typifies the classic Missouri state park experience. Nature, history and recreational opportunities abound. The park's namesake is former Missouri Gov. Samuel Aaron Baker, who encouraged the park's creation in his birth county during the time of his governorship in 1926. The surrounding conical, dome-like hills of the St. Francois Mountains and the distinctive 1930s craftsmanship of the Civilian Conservation Corp (CCC) characterize this park.

The natural history of the park dates back to Precambrian times when volcanoes created the unique igneous rock that is the park's geological foundation. The Mudlick Dellenite is some of the oldest exposed rock on the North American continent. A period of great erosion carved the landscape into the knobs and valleys of one of the oldest mountain regions of North America. Mudlick Mountain, 1,313 feet high and a dominant feature of Sam A. Baker State Park, is one of these ancient knobs.

Today, hikers, backpackers and equestrians use the park's scenic trails to view its natural beauty. A designated National Recreation Trail, the Mudlick Trail features the best views of the 4,420-acre Mudlick Mountain Wild Area and the 1,370-acre [Mudlick Natural Area](#). This area is one of the larger wilderness preserves in the Missouri state park system. Natural fires kept the woodland landscape and glades open and free of brushy undergrowth, and fire is still used to maintain the native landscape. Visitors can explore the park's old-growth oak-hickory-pine forests and open woodlands, deep canyon gorges, igneous cliffs, gravel washes and glades. Three stone hiking shelters, built during the CCC period, are located along the trail and may be used by backpackers on a first-come, first-served basis during the winter hiking season, Oct. 1 - May 15. Deer, turkey, raccoon, bobcats, squirrels and a variety of birds, reptiles and amphibians are easily observed. Other hiking opportunities exist on the Shut-Ins Trail, the Hollow Pass Trail, and the nearby Wappapello Section of the Ozark Trail. An accessible paved bicycle and jogging path runs along the park's main corridor and offers opportunity for serious athletes or those who are just out for a stroll.

Big Creek and the St. Francois River attract anglers who cast for smallmouth bass, crappie,

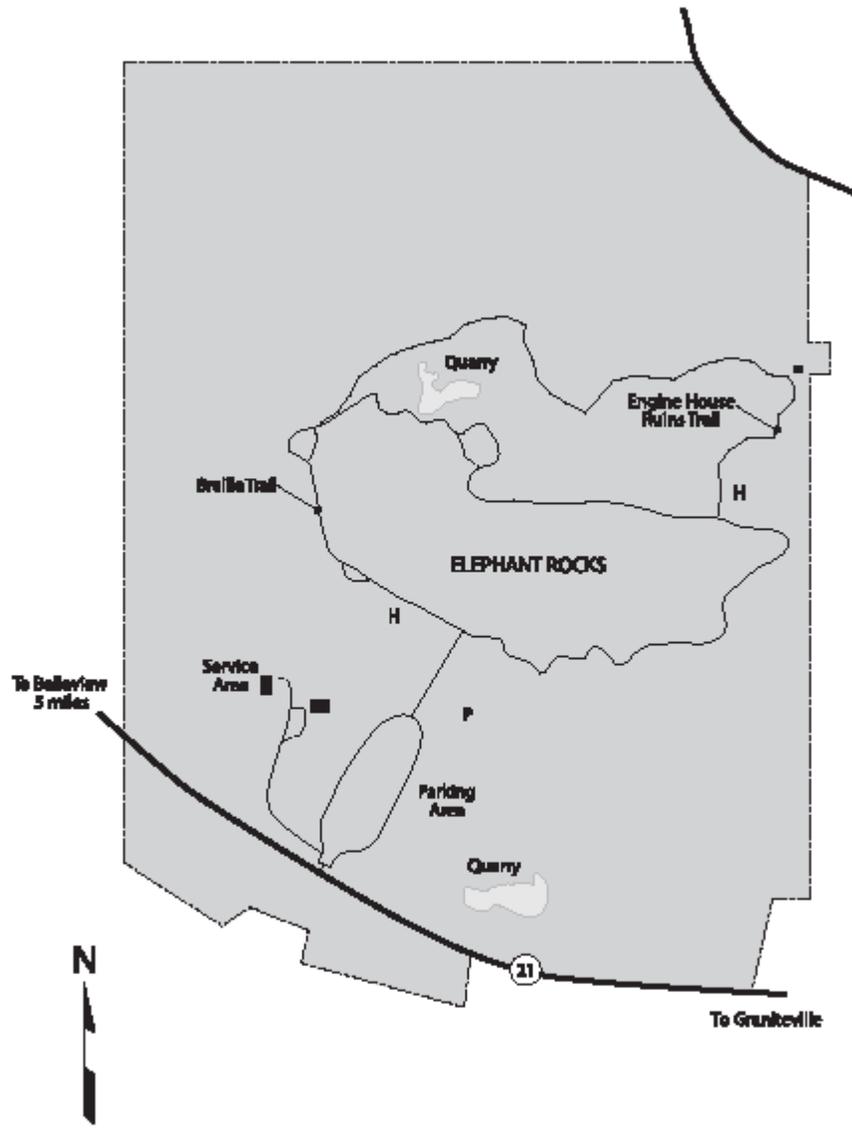
12/13/1G2general Information | Sam A. Baker State Park | Missouri State Parks
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sunfish, goggle-eye and catfish. Water enthusiasts enjoy wading, tubing, swimming and snorkeling in the cool, clear waters. Canoeing is offered year-round. Access to the river and Big Creek is offered year-round, but float trips are only offered during the recreation season. The park's concessionaire can arrange short or long float trips. A boat ramp and parking area provide easy access to the St. Francois River.

Visitors can enjoy several amenities, such as shaded picnic areas with group pavilions and nearby playgrounds, the visitor and nature center, naturalist programs, a convenient camp and souvenir store, and a hot and hearty meal at the old CCC stone dining lodge. Some facilities are not available during the winter months.

For the overnight guests, there are 18 rustic cabins, most of which were built by CCC craftsman, available for rent during season. The cottages are equipped with air conditioning, heating, linens, cooking utensils and dishes. Two campgrounds offer basic and electric campsites. Each campground features modern restrooms, hot showers, dumping stations and paved drives. Laundry facilities are available in the park. A separate equestrian campground and an additional group camping area are available. Reservations are taken in advance for all cabins and some campsites.

ELEPHANT ROCKS STATE PARK



LEGEND

- P Picnic Area
- H Hiking Trail

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Missouri State Parks

General Information

at Elephant Rocks State Park

Nature's Circus Elephants

One of the most curious geologic formations in Missouri is found at Elephant Rocks State Park. Giant boulders of 1.5 billion-year-old granite stand end-to-end like a train of circus elephants. Many of the elephant rocks lie within the seven-acre [Elephant Rocks Natural Area](#). This natural area is recognized for its outstanding geologic value.

[Elephant Rocks Natural Area](#) can be easily viewed from the one-mile paved Braille Trail. Designed especially for people with visual and physical disabilities, the Braille Trail is the first of its kind in Missouri state parks. An extension off the trail leads back to the ruins of an old railroad engine house.

The formation of this extraordinary herd of elephants began during the Precambrian era about 1.5 billion years ago. Molten rock, called magma, accumulated deep below the earth's surface. The magma slowly cooled, forming red granite rock. As the weight of the overlying rock was removed by erosion, horizontal and vertical cracks developed, fracturing the massive granite into huge, angular blocks. Water permeated down through the fractures, and groundwater rounded the edges and corners of the blocks while still underground, forming giant rounded masses. Erosion eventually removed the disintegrated material from along the fractures, and exposed these boulders at the earth's surface.

Physical and chemical weathering in low areas on the crest of the large granite outcrop has produced distinct, roughly circular depressions up to several feet in diameter, called "solution pans" or "tinajitas." Temporary pools of water that collect in these depressions often provide a home for tadpoles and mosquito larvae.

Since no official census of the herd has ever been taken, the exact number of "elephants" inhabiting the park is unknown. Although the elephant rocks are continually eroding away, new elephants are constantly being exposed. Information collected on Dumbo, the patriarch of Elephant Rocks State Park, shows that he is 27 feet tall, 35 feet long and 17 feet wide. At a weight of 162 pounds per cubic foot, Dumbo tips the scales at a hefty 680 tons.

Just outside the park is the oldest recorded commercial granite quarry in the state. This quarry, opened in 1869, furnished facing stone for some Eads Bridge piers across the Mississippi River, and from 1880 to 1900, millions of paving blocks for the St. Louis levee and downtown streets came from 1880 to 1900, millions of paving blocks for the St. Louis levee and downtown streets came

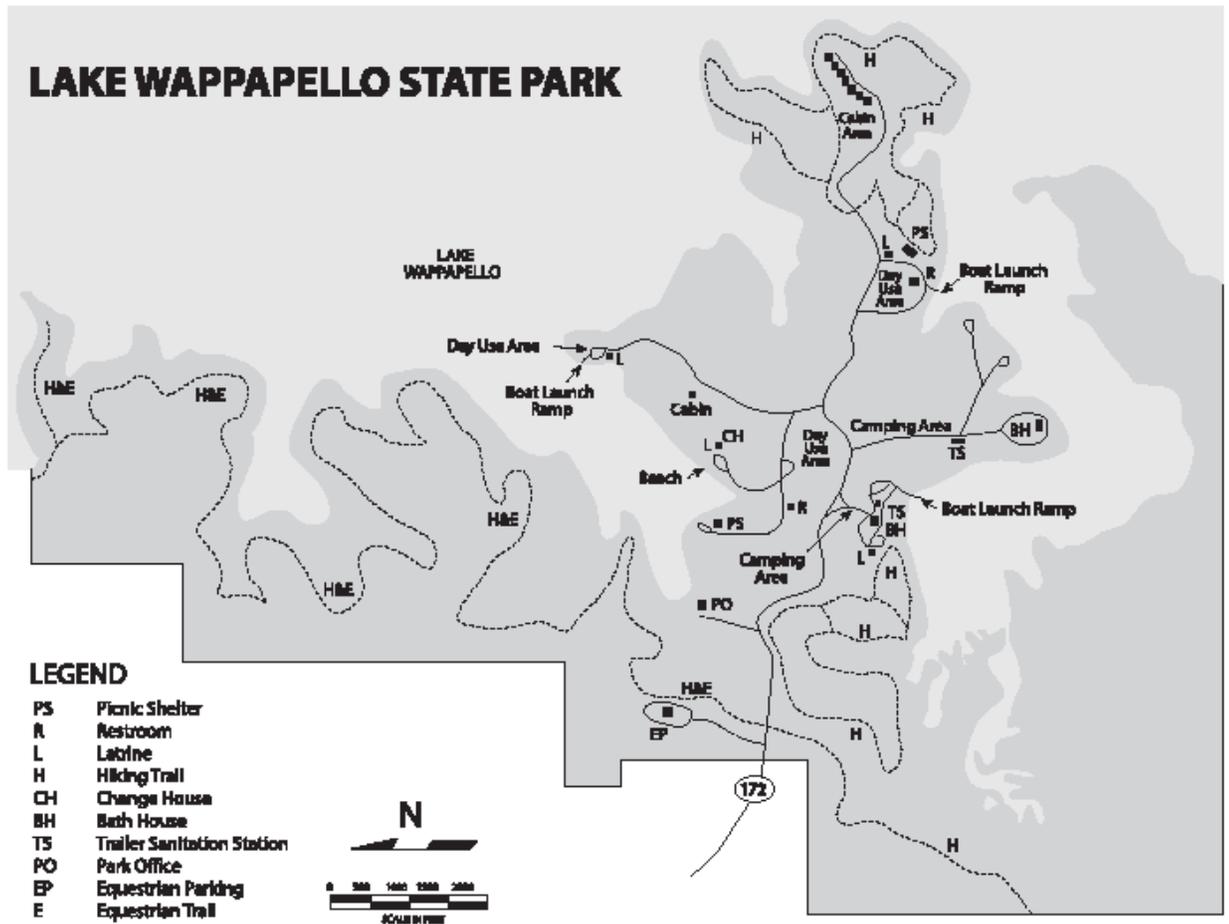
from this quarry. Other nearby quarries supplied granite for many major St. Louis buildings, as well as stone for the turned columns on the front porch of the Governor's mansion in Jefferson City. Today, this granite is used primarily for monuments and building veneer.

The higher quality granite blocks produced from quarries before the area became a state park were used for building homes and other structures; the flawed and damaged stone was hammered into blocks, which were used for paving streets. Roughly the size of a shoebox, these granite paving blocks sold for about eight cents each. At that rate, a good block maker, producing 50 blocks per day, could earn a whopping \$4 a day! Pretty good wages for a very hard day's work.

The nearby town of Graniteville, in its day (circa 1890), boasted a population of more than 700 people, making it the largest town in the area. Most of the town was owned and built by the quarry company. Walking down the street, you would have seen a hotel, post office, store, railroad depot and numerous homes. Today, only a few of the original granite buildings remain, including an impressive stone schoolhouse and several homes.

Numerous picnic sites among the giant red boulders provide ample opportunity for family picnicking and exploration of the elephant rocks. Camping is not available in Elephant Rocks State Park, but can be found in several nearby state parks. Pets must be on leashes. Rock-climbing equipment is not to be used in the park.

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Missouri State Parks

General Information at Lake Wappapello State Park

Southeast Missouri's Lake Escape

Nestled in southeast Missouri, land once used by Indians and pioneers to feed their families has been transformed into a recreation haven at Lake Wappapello State Park. North American Indian tribes, including the Shawnee, Cherokee, Osage and Delaware, originally settled the area. Legend has it that the town of Wappapello was named after a friendly Shawnee chief who hunted the forests during pioneer days.

The first pioneer, Isaac Kelly, came to the area in 1802. Settlers cut timber and farmed the land, and soon the Frisco Railroad established the town of Wappapello as a railway station. The Allison family owned the land, which now comprises Lake Wappapello State Park, from after the Civil War until the early 20th century. In 1938, the U.S. Army Corps of Engineers began construction of a dam to control flooding along the St. Francois River, thus creating Lake Wappapello. The state began leasing 1,854 acres of land from the Corps of Engineers in 1956.

The valleys and chert hillsides contain a variety of trees characteristic of the southern Ozark plains and the southeastern coastal plains. These include a variety of oak and hickory, red buckeye, beech and tulip trees. Vegetation in the park comprises ferns and orchids in the shaded areas, and birdsfoot violets, pussy's toes on the sunny slopes. Mistletoe, which grows in the black gum trees and sycamores along the edge of the lake, is a special feature rarely found in Missouri.

An abundance of waterfowl may be seen along Asher Creek and in the nearby cove, which is designated as a winter waterfowl refuge. Visitors should watch for wintering birds, such as eagles, ospreys and a number of duck species. Other inhabitants include great blue herons, multitudes of songbirds, and barred and great horned owls.

Visitors can take in all of these natural features while exploring several miles of trails that wind their way through the park. Lake Wappapello Trail, designed for hiking, backpacking, equestrian and all-terrain bicycling, wanders through varied and rugged Ozark upland terrain. Another hiking trail follows the edge of the lake, past the Allison Cemetery, and up the ridge where visitors can enjoy a superb view of the

sun setting over the lake. Asher Creek Trail includes a hike along the waterfowl refuge area of the lake. For a less strenuous walk, Lake View Trail offers a scenic route near the picnic area.

Lake Wappapello's clear Ozark waters can easily be accessed via the park's three boat ramps for fishing or water skiing. Fishermen can cast their lines in hopes of reducing the lake's excellent population of white bass, crappie and bluegill, as well as largemouth bass and catfish. Swimmers gain access to the lake at the park's sand swimming beach. The park's store offers personal watercraft rentals as well as drinks, snacks and other necessities for your park visit. Swimmers, boaters and hikers all have easy access to picnic and day-use areas, which include picnic sites, shelters and playground equipment.

Visitors wishing to stay overnight have two lodging options. Eight modern cabins with kitchens are available with advance reservations. Perfect for families, these air-conditioned and heated cabins come equipped with linens, kitchen supplies, picnic tables and grills. Four rustic camper cabins are also available for reservation. Campers have a choice of two campgrounds -- one perched on the ridge and one nestled near the lake. Each campground features hot showers, modern restrooms, laundry facilities and sanitary dumping stations. Campsites range from basic to electric hookups.

most at [eparks.com](http://mostateparks.com) <http://mostateparks.com/park/johnsons-shut-ins-state-park>

Missouri State Parks

Park Hours

Valley Day-Use Area

The main park gates open and close at these times.

March 1 through the Wednesday before Memorial Day

8 a.m. - 6 p.m. daily

Thursday before Memorial Day through Labor Day

8 a.m. - 7 p.m. daily

Day after Labor Day through Oct. 31

8 a.m. - 6 p.m. daily

November through February

8 a.m. - 4 p.m. daily

Camper Cabins hours

Open March through December

Gates to cabin area close at 10 p.m. from April through October.

Store - Black River Center hours

March 1-31

10 a.m. - 5:30 p.m. Saturday and Sunday

Closed Monday through Friday

April 1 through the Wednesday before Memorial Day

10 a.m. - 5:30 p.m. Wednesday through Sunday

Closed Monday and Tuesday

Thursday before Memorial Day through Labor Day

10 a.m. - 5:30 p.m. daily

Day after Labor Day through Oct. 31

10 a.m. - 5:30 p.m. Wednesday through Sunday

Closed Monday and Tuesday

Nov. 1-30

8 a.m. - 3:30 p.m. Saturday and Sunday

closed Monday through Friday

Dec. 1 through February

Closed

Store - River hours

April 1 through the Friday before Memorial Day

10 a.m. - 5:30 p.m. Saturday and Sunday

Closed Monday through Friday

Saturday of Memorial Day weekend through Labor Day

10 a.m. - 5:30 p.m. daily

Day after Labor Day through Oct. 31

10 a.m. - 5:30 p.m. Saturday and Sunday

Closed Monday through Friday

Nov. 1 through March 31

Closed

Store - Campground hours

April 1 through the Thursday before Memorial Day

4 p.m. - 8 p.m. Friday

12:30 p.m. - 8 p.m. Saturday

8 a.m. - 12 p.m. Sunday

Closed Monday through Thursday

Friday before Memorial Day through Labor Day

8 a.m. - 11 a.m. and 5 p.m. - 9 p.m. daily

Tuesday after Labor Day through Oct. 31

4 p.m. - 8 p.m. Friday

12:30 p.m. - 8 p.m. Saturday

8 a.m. - 12 p.m. Sunday

Closed Monday through Thursday

November through March

Closed

12/13/12

Southeast Region | Missouri State Parks

Missouri State Parks



Southeast Region



State Parks and Historic Sites

- [Sam A. Baker State Park](#)
- [Big Oak Tree State Park](#)
- [Bollinger Mill State Historic Site](#)
- [Current River State Park](#)
- [Dillard Mill State Historic Site](#)
- [Elephant Rocks State Park](#)
- [Fort Davidson State Historic Site](#)
- [Grand Gulf State Park](#)
- [Hunter-Dawson State Historic Site](#)
- [Johnson's Shut-Ins State Park](#)
- [Lake Wappapello State Park](#)
- [Montauk State Park](#)
- [Morris State Park](#)
- [Onondaga Cave State Park](#)
- [Roger Pryor Pioneer Backcountry](#)

mostateparks.com/page/57759/southeast-region

1/2



<http://www.fs.usda.gov/detailfull/mtnf/maps-pubs/?cid=stelprdb5199809&width=full>

Topographic Maps available of Mark Twain National Forest are list by Ranger District. Click on the District Name to view a image of the district with topographic maps sheet names list diagonal.

Ava: (18 separate maps) Selmore, Chadwick, Keltner, Day, Garrison, Bradleyville, Brownbranch, Smallett, Wasola, Forsyth, Hilda, Protem NE, Thornfield, Wilhoit, Protem SW, Protem, Theodosia, Isabella

Cassville: (11 separate maps) Cassville, Shell Knob, Cape Fair, Reeds Spring, Garber, Seligman, Eagle Rock, Golden, Viola, Lampe, Table Rock Dam

Willow Springs: (13 separate maps) Mtn Grove South, Cabool SW, Cabool SE, Willow Sprs North Vanzant, Nichols Knob, Dyestone Mtn, Willow Sprs South, Dora, Siloam Sprs, Pomona, Cureall NW, Potterville

Eleven Point: (23 separate maps) Bartlett, Winona, Stegall Mtn, Van Buren North, Birch Tree, Low Wassie, Fremont, Van Buren South, Thomasville, Piedmont Hollow, Greer, Wilderness, Handy, Grandin SW, Grandin, Many Spring, Riverton, Bardley, Briar, Doniphan North, Billmore, Gatewood, Poynor

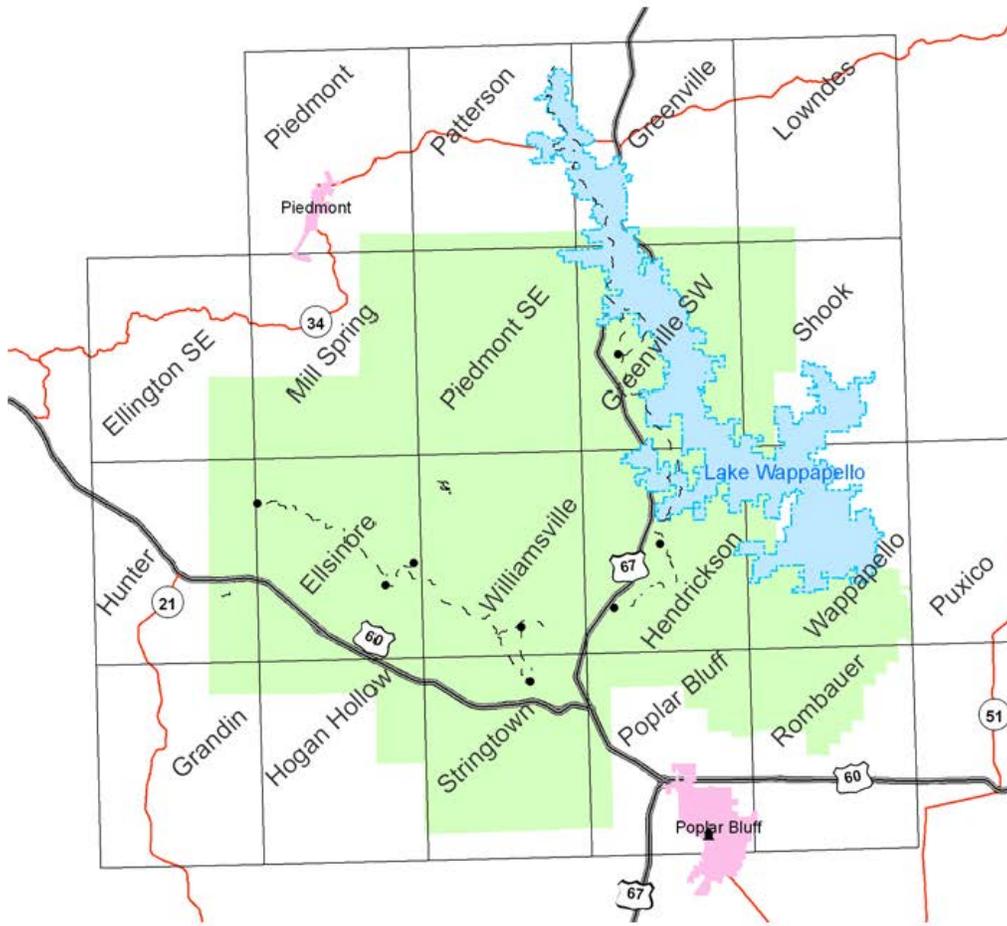
Poplar Bluff: (19 separate maps) Piedmont, Patterson, Greenville, Lowndes, Ellington SE, Mill Spring, Piedmont SE, Greenville SW, Shook, Hunter, Ellisnore, Williamsville, Hendrickson, Wappapello, Grandin, Hogan Hollow, Stringtown, Poplar Bluff, Rombauer

Houston/Rolla: (25 separate maps) Dixon, Newberg, Rolla, Ozark Springs, Waynesville, Devils Elbow, Kaintuck Hollow, Yancy Mills, Drynob, Brownfield, Bloodland, Big Piney, Flat, Edgar Springs, Drew, Winnipeg, Roby, Slabtown Springs, Beulah, Competition, Manes, Roubidoux, Success, Prescott, Dawson

Cedar Creek: (9 separate maps) Millersburg, Millersburg NE, Millersburg SW, Guthrie, Fulton, Harsburg, Jefferson City NW, New Bloomfield, Mokane West

Salem/Potosi: (33 separate maps) Leasburg, Onondaga Cave, Anthonies Mill, Ebo, Steelville, Huzzah, Berryman, Shirley, Potosi, Cherryville, Davisville, Courtois, Palmer, Belgrade, Short Bend, Howes Mill Spring, Viburnum West, Viburnum East, Johnson Mountain, Banner, Doss, Stone Hill, Greeley, Oates, Edgehill, Johnson Shut-ins, Gladden, Loggers Lake, Bunker, Corridon, Centerville, The Sinks, Midridge

Fredericktown: (17 separate maps) Coffman, Minnith, Iron Mountain Lake, Womack, Parker Lake, Ironton, Lake Killamey, Rhodes Mtn, Fredericktown, Higdon, Patton, Glover, Des Arc NE, Rock Pile Mtn, Cherokee Pass, Marquand, Hurricane

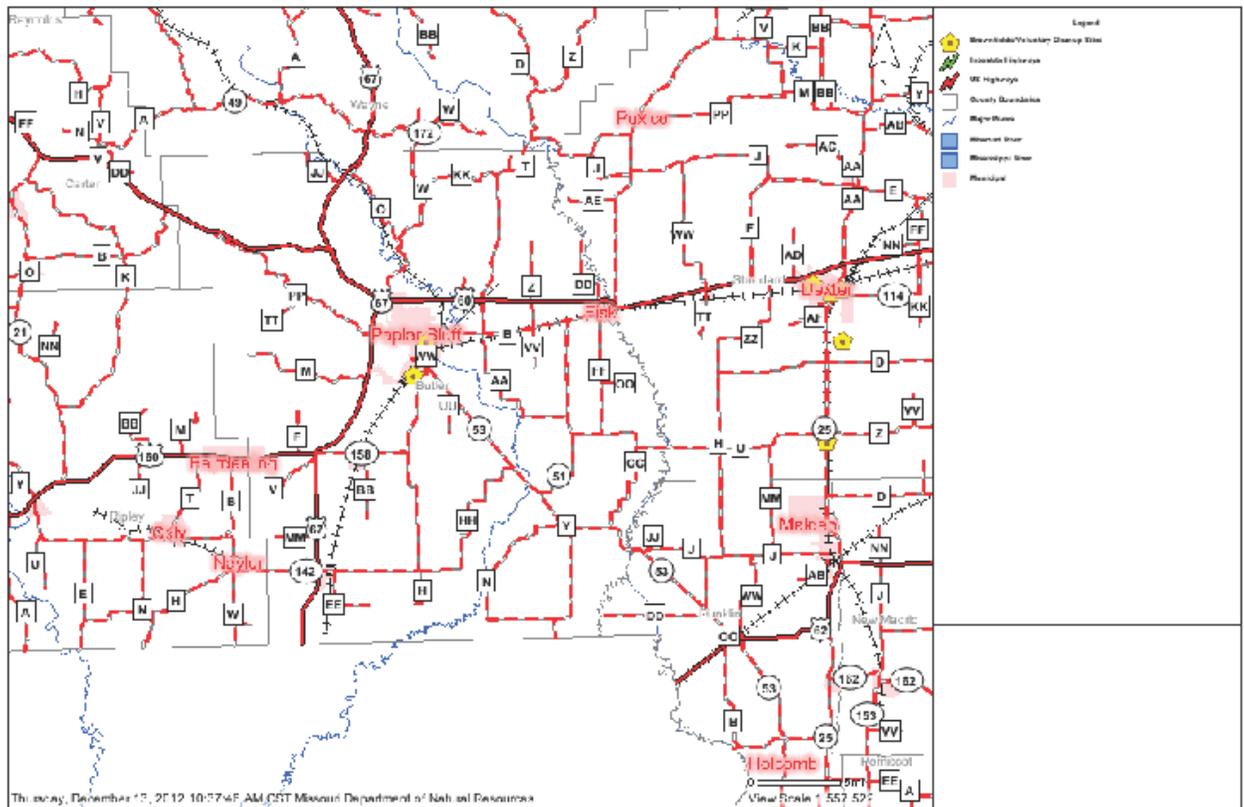


Poplar Bluff Ranger District

[Top of page](#)

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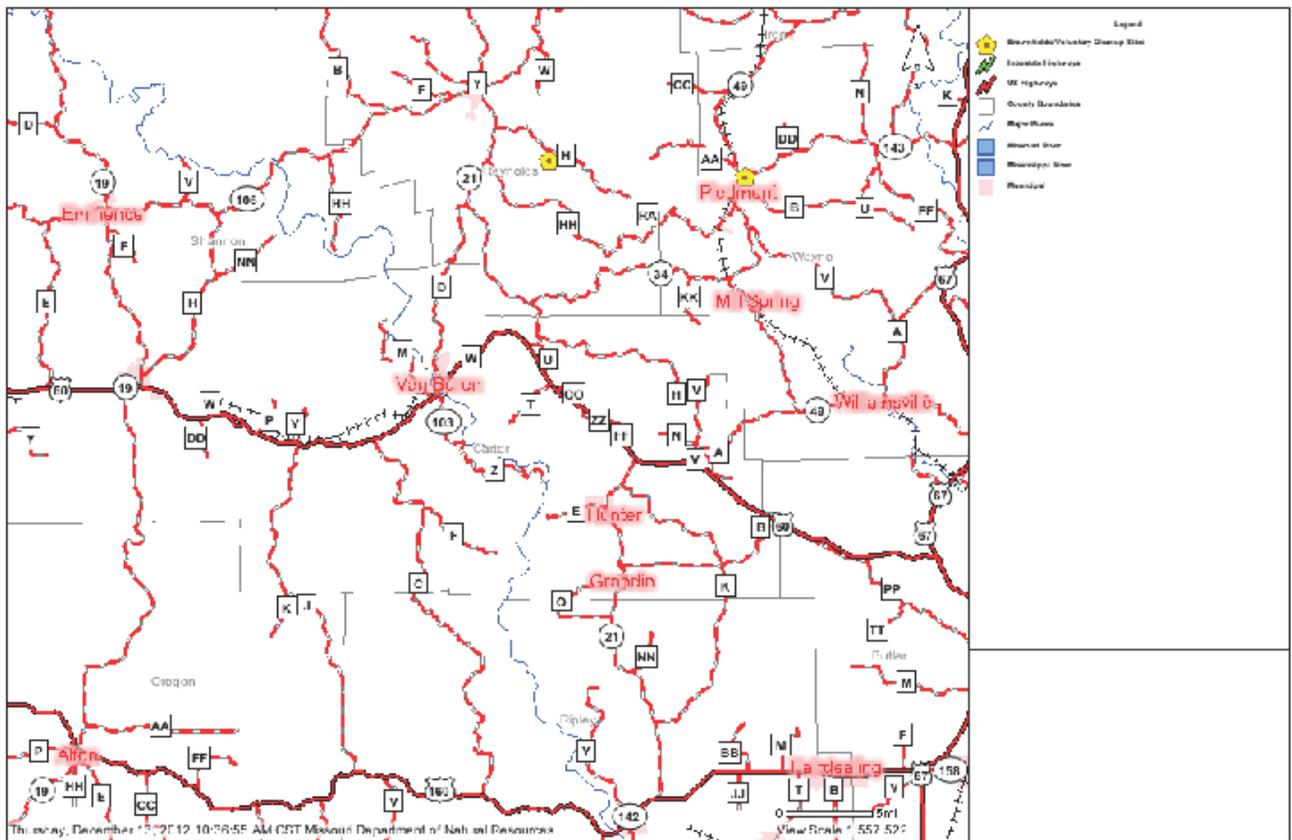
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Missouri Department of Natural Resources

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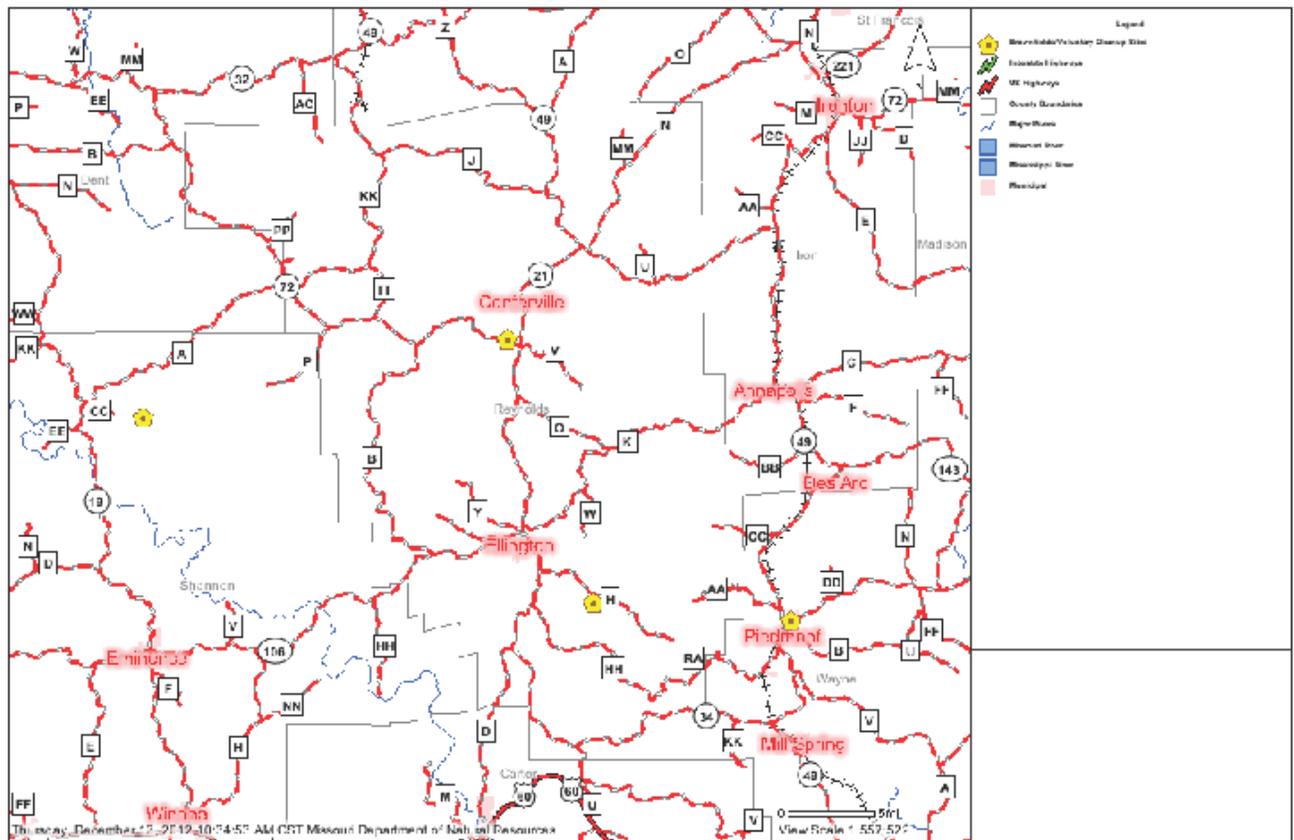
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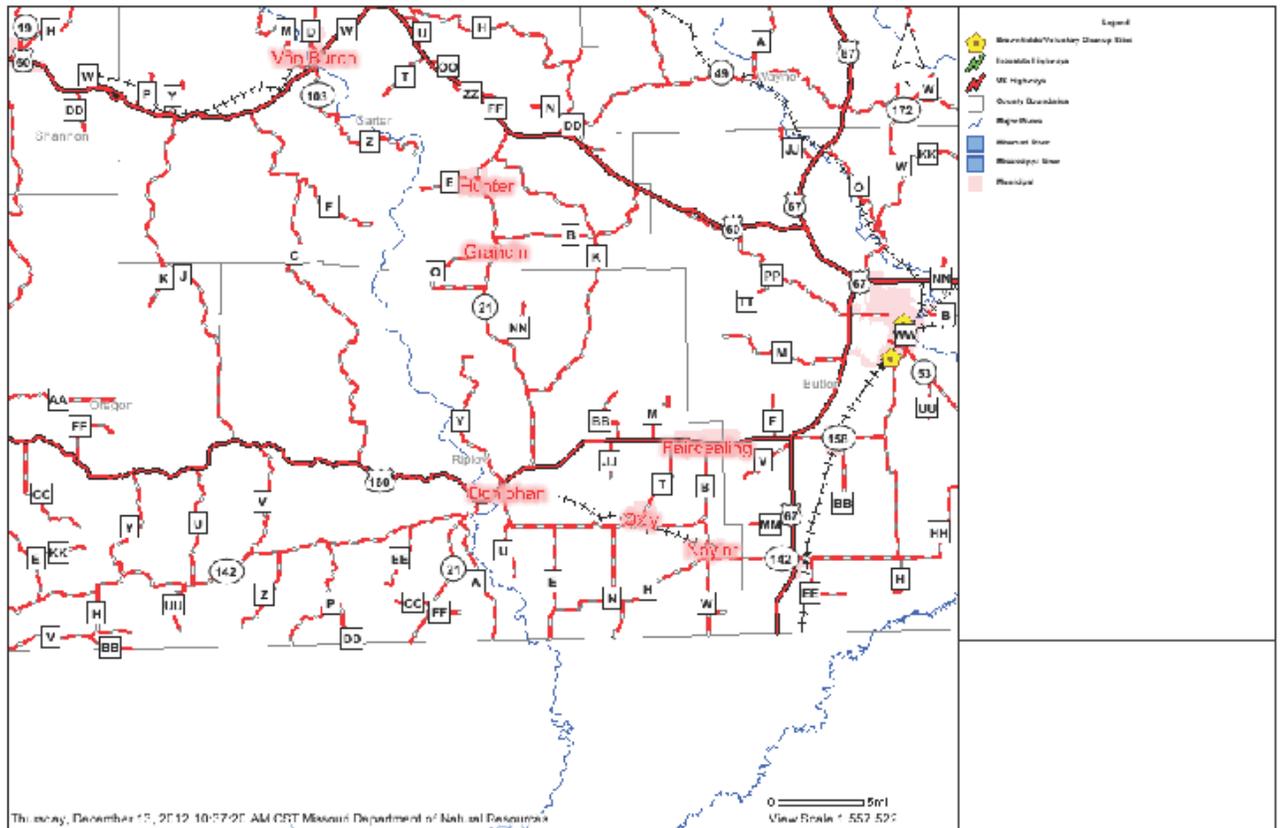
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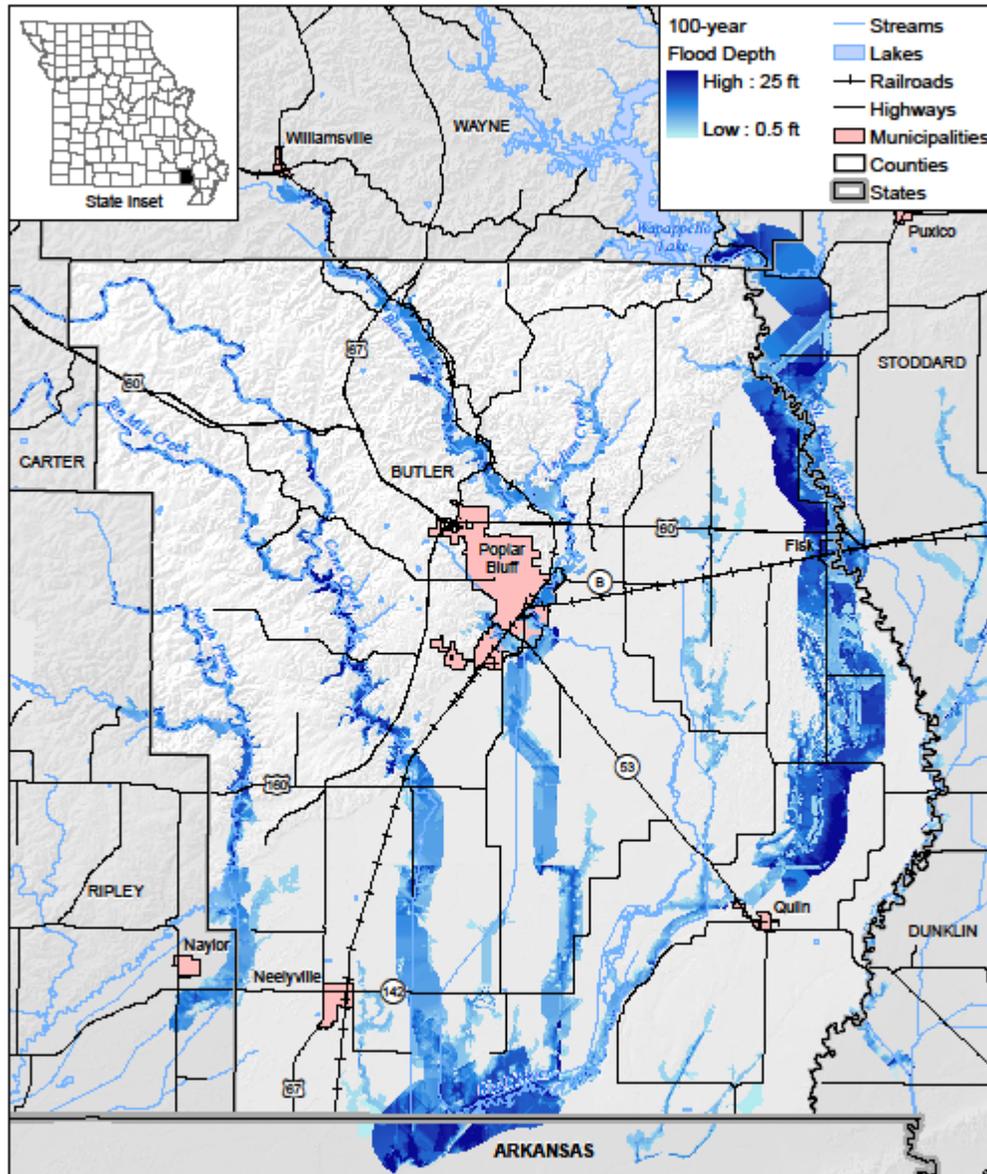


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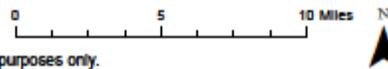
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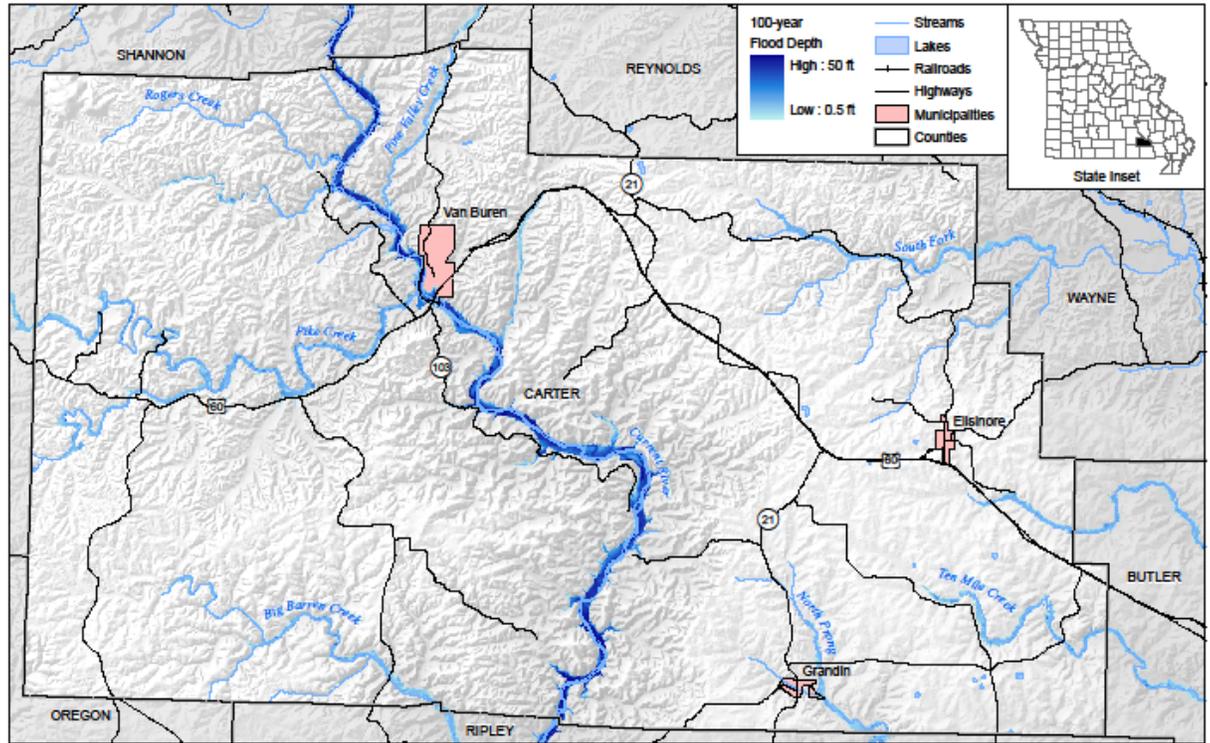
Butler County Flood Depth



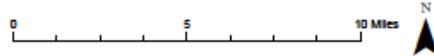
Map compiled 3/2010; Intended for planning purposes only.
Data Source: HAZUS-MH MR2, USGS, MSDIS



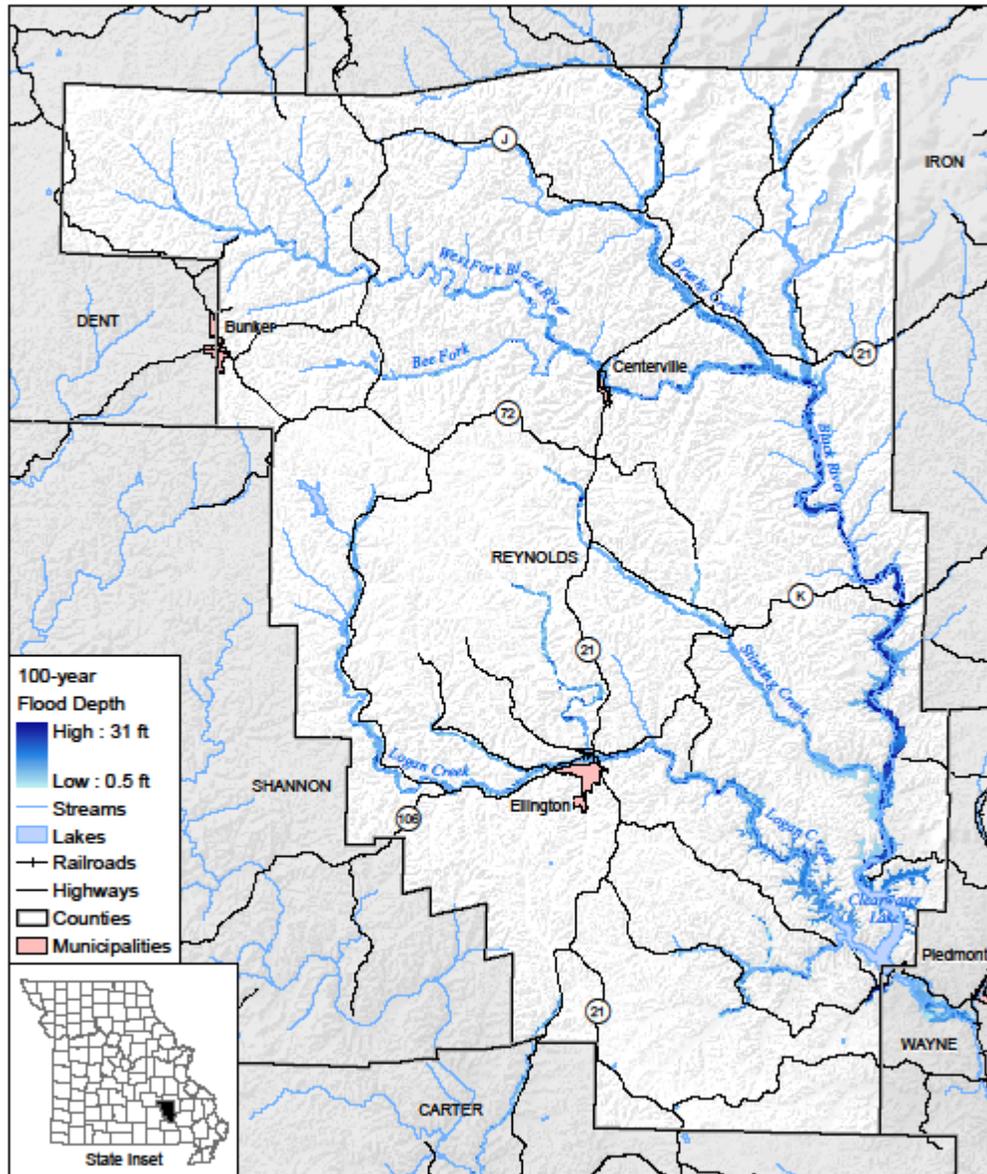
Carter County Flood Depth



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Data Source: HAZUS-MH MR2, USGS, MSDIS



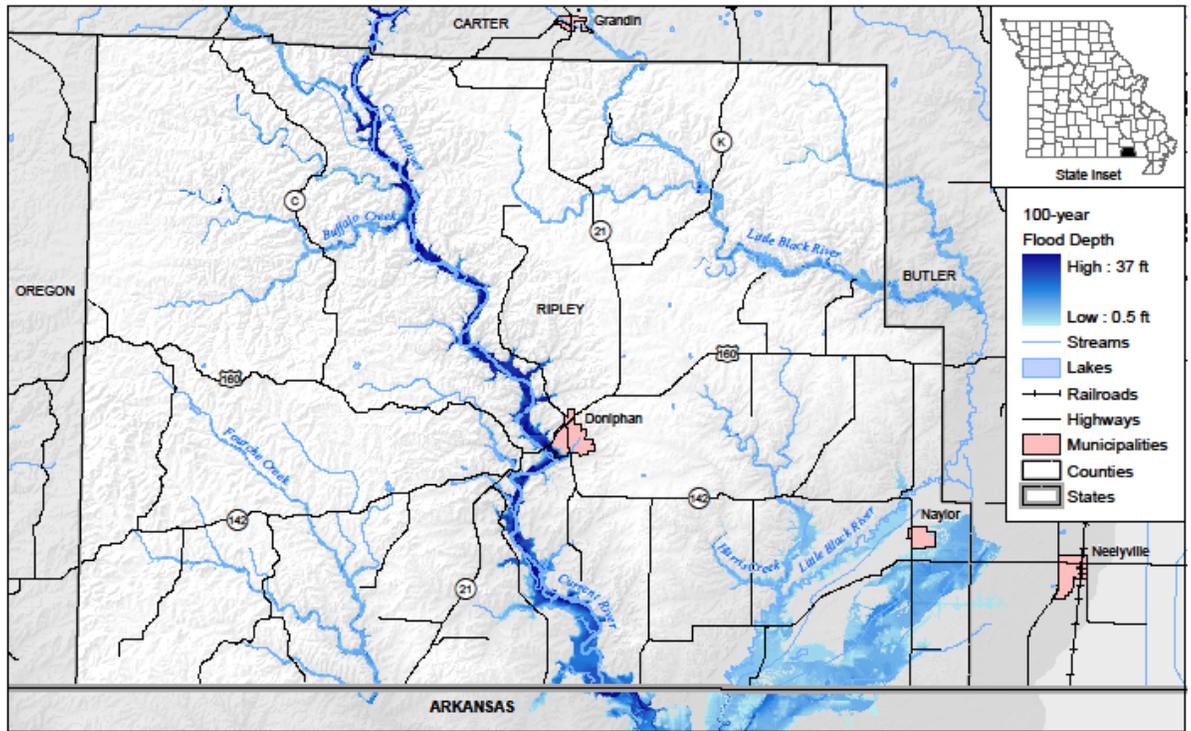
Reynolds County Flood Depth



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Ripley County Flood Depth



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