Welcome to the
Ozark Foothills!

# Comprehensive Economic Development Strategy 2024 Update

Sponsored by the Ozark Foothills Regional Planning Commission as the Ozark Foothills Economic Development District covering Butler (Fisk, Poplar Bluff, Qulin, Neelyville), Carter (Grandin, Ellsinore, Van Buren), Reynolds (Bunker, Centerville, Ellington), Ripley (Doniphan, Naylor), and Wayne (Greenville, Piedmont, Village of Mill Spring, Williamsville) Counties, Missouri.

Prepared by Raamin Burrell, Community Development Specialist & 911 Addressing Coordinator for Wayne & Carter Counties
Ozark Foothills Regional Planning Commission, 3019 Fair Street, Poplar Bluff, MO 63901

Attribution data for this map goes to MSDIS for housing the MO County Boundaries layer (MO Dept of Ag), the MO Tax Boundaries layer by MO DOR for the for the Municipality outlines, and the World Terrain Reference basemap layer available from ESRI.

All additional labeling and graphics were compiled and inserted for the CEDS 2024 update by Raamin Burrell, OFRPC, using ArcGIS Map and Pro.

Photographs are attributed to many sources: Brian Rosener/OFRPC, Felicity Ray/OFRPC, Raamin Burrell/OFRPC, Recreation.Gov, USACE Wappapello and Clearwater Lake Districts, Mark Twain NFS, Current River Scenic Riverways NPS, Poplar Bluff Area Chamber of Commerce, National Historic Register, and Google Images.

**Created June 2024**

# Table of Contents

4

# Table of Contents: Appendices

# Executive Summary

# Executive Summary

A Comprehensive Economic Development Strategy (CEDS) is a planning process directed by a regional Economic Development District (EDD) to engage regional and local stakeholders to review past and current economics to inform avenues for future prosperity, equity, resilience, and diversity. The CEDS is also a mechanism used by the U.S. Economic Development Administration (EDA) to inform the planning of future funding. The reason for how the CEDS is designed is two-fold. One part serves to encourage a high level of participation and coordination across area stakeholders and participants so that no one entity or interest dominates the conversation. This process provides for more equitability, inclusion of diverse public stakeholders, and a more thorough exploration of an area's economic needs, challenges, and goals. The second part is to provide a comprehensive view of economic factors in the area that contribute to future capacity building, resiliency projects, and planning efforts, for which funding will be requested.

The CEDS is a federally regulated document (see 13 C.F.R. § 303.7) that must include the following required sections: Summary Background, SWOT Analysis, the Strategic Direction & Action Plan, and the Evaluation Framework. These sections work in concert to inform the implementation and direction of project development for regional prosperity, equity, and resilience.

It is the responsibility of every Economic Development District (EDD) in the State of Missouri to assist in the process of completing an updated CEDS every five (5) years. The Ozark Foothills Family includes the Ozark Foothills Regional Planning Commission (OFRPC) which is the designated regional EDD for Butler, Carter, Reynolds, Ripley, and Wayne Counties, Missouri, and has been in existence since 1967.

# Executive Summary

The Ozark Foothills Family includes the Ozark Foothills Regional Planning Commission (OFRPC) which is the designated regional EDD for Butler, Carter, Reynolds, Ripley, and Wayne Counties, Missouri, and has been in existence since 1967. Since the first CEDS was drafted in 1998 (and updated in 2002, 2013, and 2018) the OFRPC has acted as the facilitator for these ongoing conversations, technical writer for the final approved CEDS documents and related grant applications, and caretaker of the annual progress updates. Additional Ozark Foothills Family agencies include the Development Association, Community Foundation, Solid Waste Management District, and the Ripley County Public Housing Agency.

The previous CEDS (2018-2023) focused on needs that fell into four main categories:

- ❀ Broadband: Increase of internet access at speeds of 100/20mbps: in Butler CO from 60% to 75% and the rest of the region from 23% to 35-40%.

- ❀ Entrepreneurship: Increase the participation of small businesses in counseling and support services available from Small Business Development Centers.

- ❀ Tourism: Increase of year-round regional transient occupancy rates by 20% with a focus on improved transportation access.

- ❀ Workforce Development: Increase in workforce readiness training by 10% through various cooperators regionally.

Based on current CEDS guidelines, annual reports, available economic data, and SWOT analysis results, the CEDS Committee has refocused the current CEDS to reflect a post-pandemic region. The following is the proposed plan for the next five years.

# Preparing the CEDS

# Preparing the CEDS

The original drafts were completed and reviewed in collaborative meetings with a small but diverse group of dedicated individuals who contributed both time and expertise to the process.  Members included persons from several economic aspects of the regional area: small business owners, retirees, city and county government, legislators, chambers of commerce, and other area stakeholders.  A survey was issued publicly and privately prior to draft development in an attempt to garner more interest and information.  The public and private surveys all contained the same questions but were separated by general public, and city/county employees and officials.  The reason was to obtain a better view of the difference in perspective between those directly involved in planning processes and how the general public perceives the results of those actions.  The questions were SWOT (Strengths, Weaknesses, Opportunities, and Threats) specific but not exclusive. A copy of the survey and its results are included under Appendix A.

Information regarding current and past economic indicators and projects, survey results, and copies of the previous CEDS revisions and annual updates were provided to the Committee and an area SWOT Analysis was developed (page 11).  The meeting conversations covered every aspect of life and economy as it affects the Ozark Foothills Region and options were thoughtfully debated and carefully considered for planning ahead.  The results of those conversations and meetings influenced the next draft which also included more of the specifications required by EDA to obtain approval.  Late in the planning process of the CEDS update, two of our covered counties and the OFRPC became aware of and involved in a regional mining project that spans 4 Economic Development Districts.  This project required inclusion of additional planning and goal considerations.  After the integration of language to include the regional mining project and natural resource capitalization, it was sent back out for approval and followed up with localized area meetings.

# Preparing the CEDS

The third draft was sent to the CEDS Strategy Committee and all the communities included in our five-county area for local and area input.  The EDD Board reviewed and approved the fourth draft at a special meeting on July 30th.   This draft was offered publicly for the requisite 30-day Public Review.  Additional information and points of interest were obtained from these meetings and at every step integrated into the final draft approved by the OFRPC Board, acting as the Economic Development District, at the September 12th, 2024, quarterly board meeting.

**CEDS Committee (2022/2024) Members, OFRPC/EDD Board Members and Community Representatives:**

**Strategy Committee Members:**

Alan Lutes, OFRPC Executive Director
Ed Sherman, USFS, Mark Twain NF
Brandon Woolard, Bank of Missouri
Marti Porter, City Clerk, Doniphan
Sue Szostak, Poplar Bluff Library
Felicity Ray, OFRPC, Former Executive Director
Rebeca Pacheco, Poplar Bluff Housing Authority

Mark Howell, Grounded Truths, LLC
Suzanne Clemons, Retired (MODOT)
James Sisk, Planner, City of Poplar Bluff
Morgan McIntosh, City of Poplar Bluff
Chris Rickman, Assessor, Butler County
Jennifer Williams, MU Extension, Carter County

# Preparing the CEDS

## Executive Board:

Chairman: Jesse Roy, Ripley CO Presiding Commissioner
Ex-Officio: Brian Polk, Wayne CO, Presiding Commissioner
1st Vice Chairman: Rebeca Pacheco, Poplar Bluff Housing Authority
2nd Vice Chairman: Paul Johnson, Reynolds Co, Retiree
Secretary/Treasurer: Darrell Dement, Mayor, City of Ellington
Members: Chad Henson, Wayne County - Margaret Carter, Butler County

## Community Representatives:

Steve Foster, Agriculture Sector      Gary Emmons, Business Sector                Leeann Clark, Education Sector
Rebeca Pacheco, Social Agencies Sector                        Margaret Carter & Brandon Woolard, Finance
Dr. Jim Jones & Russell French, Professional Sector          Bill Moriarty & Paul Johnson, Retirees/Senior Citizens Sector
                        Chad Henson & Brian Polk, Solid Waste Management Sector

## Membership Representatives:

Butler County:      Vince Lampe, Presiding Commissioner
Cities:             Fisk: Nancy Stewart, Mayor      Poplar Bluff: Shane Cornman, Mayor
                    Qulin: Justin Parks, Mayor      Neeleyville: Rhonda Burson, Mayor

Carter County:      Ron Keeney, Presiding Commissioner
Cities:             Ellsinore: Dawn Hood, Mayor    Grandin: Diana Brower, Mayor    Van Buren: John Bailiff, Mayor

# Preparing the CEDS

## Membership Representatives (Continued):

Reynolds County:      Steve Chitwood, Presiding Commissioner
Cities:               Bunker: Gary Conway, Jr., Mayor      Centerville: Stanley Barton, Mayor      Ellington: Darrell Dement, Mayor

Ripley County:        Jesse Roy, Presiding Commissioner
Cities:               Doniphan: Dennis Cox, Mayor        Naylor: Ron Rupp, Mayor

Wayne County:        Brian Polk, Presiding Commissioner
Cities:               Greenville: Jason Hill, Mayor      Piedmont, William Kirkpatrick, Mayor      Williamsville, Lee Hillis, Mayor
                      Village of Mill Spring: Angela Clyburn, Mayor


## United States and Missouri Legislators:

U.S. Senators:   Josh Hawley and Eric Schmitt

U.S. Representative:      Jason Smith (MO-8th District)

Missouri:        Governor:        Michael Parsons
Senators:        Holly Rehder (27th), Jason Bean (25th)
Representatives:      Darrell Atchison (153rd), Chris Dinkins (144th), Cameron Parker (150th), & Hardy Billington (152nd)

# Summary Background

# Summary Background



The Ozark Foothills Region inclusive of this section of the Missouri Ozarks is comprised of many topographical, geological, and climate types. Most of the region is enveloped by rolling hills created in part by the immense amount of water flow through and on the aging karst topography of the Ozark Plateau. Elevation ranges from 300' in southern Butler County to over 1400' in northern Reynolds County. This scenic area is home to the Mark Twain National Forest, several state and national parks, and state conservation areas. Native Short-leaf Pine forests, pine/oak savannahs, and grasslands intersperse through the area to create large native habitat areas for conservation and hunting and healthy zones for range animal farming. Average annual rainfall in the regional area is 40-67 inches, depending on when you calculate the annual average, which is contributory to many recreational lakes and rivers used by visitors from around the globe. On the Current River in the Ozark National Scenic Riverways is Big Spring, which produces an average daily flow of 286 million gallons of water, one of the largest natural springs in the world. Average annual temperatures range from 56 to 61 degrees with an overall decrease from 2017 to 2023 of 1.8 degrees and with average lows ranging near 40 degrees and highs around 69 degrees. Despite the recorded cooler trend, the record highs exceed 100 degree in the hottest part of summer and drop well below freezing in the winter, sometime keeping roads frozen for days at a time. The regional area falls within 3 USDA planting zones, 6b, 7a, and 7b, which is prime planting for area production of rice, soybeans, cotton, corn, and other grain crops.



Geologically the regional area is part of the New Madrid Seismic Zone (NMSZ). This is the most active seismic area in the United states east of the Rocky Mountains. Though it covers a large area that encompasses 5 states along the Mississippi River (Missouri, Illinois, Kentucky, Tennessee, and Arkansas) and annually experiences 100's of small earthquakes, most are only recorded by sensitive equipment with no impact on people or property. The largest recorded earthquake experienced in the Missouri part of the region since 1900 was a 4.8 near Chaffee, MO (30 miles away) in 1990. The largest quake epicenters in our region was a 4.7 NNE of Centerville (Reynolds CO) in 1965 and a 4.0 south of Williamsville (Wayne CO) in 2021.

# Summary Background



Economic conditions that were on the rise or stable pre-covid saw declines during the pandemic, just is most of the world was similarly affected.  While the global economy still struggles with its new ways and means, our region was not spared from these changes and was, in some ways, more negatively affected.  Inflation and cost of living stability was enjoyed between 2000 and 2020 with only slight elevations of inflation to 3.4% in 2005 and 4.1% in 2007.  Between mid-2020 and mid-2023 in Missouri, inflation increased 17.9% while wages increased a statewide average of 15.3% indicating continued lost purchasing power. (Appendix F)   The pandemic highlighted the need for and forced traditionally office-bound practices to accept and use teleworking, networked, and remote systems so as to enable continued functionality.  While this shift increased resilience to further market instability and stabilized the workforce in many key areas, our regional lack of reliable internet access has left us further behind the new global economy in terms of interactivity, competitiveness, and workforce availability.  Most of our region has yet to have consistent access to standard digital technology and is reliant upon analog and older digital systems.  While this is not necessarily a bad thing and can be less vulnerable and more resilient to instability in many ways, it also severely curtails our ability to be competitive and has contributed to declines in several key areas of our economy, such as population retention, business growth and expansion, and attractiveness to incoming commerce and workforce eligible populations.  Many broadband and fiber projects are being assessed for



funding or are underway thanks in no small part to the federal release of funding for broadband internet availability and  reliability.

Another major economic loss during the pandemic was child care availability.  This has touched many sections of the regional economy, most significantly by way of losing workforce parents.  Lack of reliable internet and now daycare have created an impossible situation in most households, forcing families that are able to move to look elsewhere for opportunities and those that aren't to fall to or below the poverty level.

# Summary Background

The Ozark Foothills region of southeast Missouri was already experiencing a population decline due to an aging population and lack of incentives to retain younger generations. Between 2017 and 2022 the region experienced an 8.5% decline in total population. The largest sectors of loss were in the 25-29 and 50-59 years of age ranges. The only ethnic or racial sector that experienced loss was White, non-Hispanic at 13%. Every other major demographic saw an increase of at least 6% and up to 67% in population. Additionally, 35% of our workforce is of or nearing retirement age which is 5% higher regionally than in other state areas of similar population size. Trends indicate that without drastic improvements and incentives, the population, and relatively, the available workforce, will continue to decline. (Demographic data from LightCast Economy Overview Report Q4 2023, Appendix B).

| Table 1: Population Declination Rates | | | | | | | |
|---|---|---|---|---|---|---|---|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Total |
| **Butler** | 42,826 | -0.2% | -0.2% | -0.2% | -0.6% | -0.1% | -1.3% |
| **Carter** | 6,255 | -0.9% | -0.8% | -1.0% | -11.8% | -1.2% | -15.3% |
| **Reynolds** | 6,361 | -0.7% | -0.4% | -0.3% | -0.1% | -0.6% | -4.1% |
| **Ripley** | 13,807 | -0.8% | -0.9% | -0.6% | -18.2% | -1.7% | -20.8% |
| **Wayne** | 13,369 | -0.5% | -0.8% | -1.0% | -13.5% | -1.9% | -16.7% |
| **Region** | 82,618 | -0.5% | -0.5% | -0.5% | -6.5% | -0.7% | -8.5% |
| **Missouri** | 6,075,300 | -0.2% | 0.2% | 0.3% | 0.3% | 0.2% | 1.05% |
| **Data from U.S. Census: data.census.gov: Table DP05, ACS 5-year data by year.** | | | | | | | |

| Table 2: Median Household Income | | | | | |
|---|---|---|---|---|---|
| | 2017 MHI | 2020 MHI | Diff 17-20 | 2022 MHI | Diff 20-22 |
| **Butler** | $37,878 | $42,227 | 10.2% | $47,245 | 10.6% |
| **Carter** | $37,875 | $42,403 | 10.7% | $45,737 | 7.3% |
| **Reynolds** | $40,265 | $39,552 | -1.7% | $43,856 | 9.8% |
| **Ripley** | $33,849 | $36,066 | 6.1% | $42,541 | 15.2% |
| **Wayne** | $35,135 | $38,018 | 7.6% | $42,758 | 11% |
| **Region** | $35,660 | $39,653 | 10% | $41,498 | 4.4% |
| **Missouri** | $51,542 | $57,290 | 10% | $65,920 | 13% |
| **U.S.** | $57,652 | $64,994 | 11.3% | $75,149 | 13.5% |
| **2013-2017 ACS Data, 2016-2020, 2018-2022 ACS Data, US Census** | | | | | |

Median Household Income (MHI) in the region increased an average of 14% from 2017 to 2021. The regional average remains well below state and national averages in recovery from cost of living increases. Wayne and Carter counties are more remote and were the hardest hit by employment losses experienced during the pandemic declaration. This region saw large unemployment increases during the declared pandemic and are recovering, in part due to the increase in small, home based businesses and self-employment.

# Summary Background

Workforce development in the region also saw losses during the pandemic due to lack of remote access to programs and lack of ability to attend in person classes due to health and safety restrictions. While the decline in job opportunities reached a low point in 2020 and 2021 and is regaining confidence and trending to increase over the next few years, neither the workforce participation rates nor unemployment rates are expected to respond in kind. Some of the contributing factors include the lack of sufficient child care so parents can join or rejoin the workforce and lack of on the job or job appropriate training for jobs locally available. Another factor is the unprecedented number of remote and telework opportunities that are currently inaccessible by most of our region. A large portion of the age 25-29 demographic that have left the area are due to the lack of these opportunities. Increasing the availability of internet access will increase the opportunity to keep the economic spending locally that will add to small business development and encourage employment opportunities. The cornerstones of the traditional workforce in the region are people tied to generational land ownership (agriculture and agribusiness), established businesses, or ongoing opportunity in an established sector. While this creates strong roots, there must be allowance and encouragement for additional economic opportunities in order to support growth, resilience, and sustainability.

These factors continue to encourage regional and local leaders to diversify investment in broadband, natural resources, innovation, and business startups in order to attract and retain a talented and creative workforce to the area. Housing remains relatively affordable indicating a continued low cost of living relative to other areas of the state and nation, though there is a shortage in certain housing markets and home price ranges and cost of living are still regionally higher than in previous years due to the current inflationary trend.

| Workforce - Job Opportunities | | | | | | |
|---|---|---|---|---|---|---|
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
| **Butler** | 20,932 | -2.5% | -1.6% | 0% | -0.3% | 2.1% |
| **Carter** | 1,858 | 0.9% | 2.3% | -5.9% | 0.3% | -1.1% |
| **Reynolds** | 2,355 | -0.3% | -1.4% | -6.8% | 3.1% | 0% |
| **Ripley** | 3,519 | -2.4% | -1.6% | -4.4% | 3.7% | 2.7% |
| **Wayne** | 3,316 | -7.4% | -1.6% | -4.5% | -3.3% | -3.0% |
| **Region** | 31,979 | -2.7% | -1.3% | -5.8% | 0.1% | 1.4% |
| **Missouri** | 33,157,782 | 1.0% | 1.0% | -4.0% | 2.0% | 3.0% |
| **LightCast Reports, Occupation Map, Any Available Jobs, by area, change by year.** | | | | | | |

# Area History

# Area History



The area of southeast Missouri that comprises the Ozark Foothills Region is home to rural and remote communities derived from a long history of change. Ten thousand (10,000) years ago the St. Francois River, which is the southeastern border of the area, was originally home to native indigenous tribes and was visited by DeSoto's expedition for gold in 1542. As settlers of the area, the Spanish divided the Upper Louisiana region into administrative districts. In 1818, the popularly called "State of Wayne" was formed and comprised most of the southeastern quarter of what is now Missouri, including all of the counties that now comprise this EDD. The current county boundaries were established between 1833 and 1859.

By 1830, almost all native inhabitants, composed of the Osage, Choctaw, Delaware, and Shawnee Indian Tribes, had been moved into Kansas and Oklahoma, opening more of the area for settlers from eastern states and emigrants from Europe. The 1860's brought the Civil War and more movement, displacing most of the settlers from the area and reducing entire communities to ash and rubble. From the end of the war to the turn of the century, the region experienced several gangs, marauders, and clans, then resettlement of the area encouraged by mining and timber interests aided by railroad expansion. Mining interests in the area have come and gone over the years with recent years focusing more on lead and copper mining in Reynolds County. The timber industry interest waned, and land was sold to private and government interests, leaving many "timber towns" and logging camps to establish as permanent towns in the area. New agricultural techniques along with bolstering herds and livestock renewed active farming and expansion in the region. In 1906 the reclamation of floodplains in Butler and Ripley Counties began, resulting in the majority of the region's cash crops: soybeans, wheat, corn, and cotton coming from here. Row crop farming and expansive timber sales virtually exhausted lands in the hills until 1939 when the Clark and Mark Twain National Forests were established under the National Forest Purchase Act, beginning the long process of conserving and maintaining large acreage of land for future use.

# Area History



Industrial development has continued in the larger municipalities in recent years resulting in diversified employment avenues. However, limited interactivity with major markets and major production companies have left this area largely untouched by major industrial and mechanical expansion capitalized on in larger cities and urban areas of the country. While this serves to create large areas of land for recreation and tourism, it puts the local economy behind in competition and connectivity.
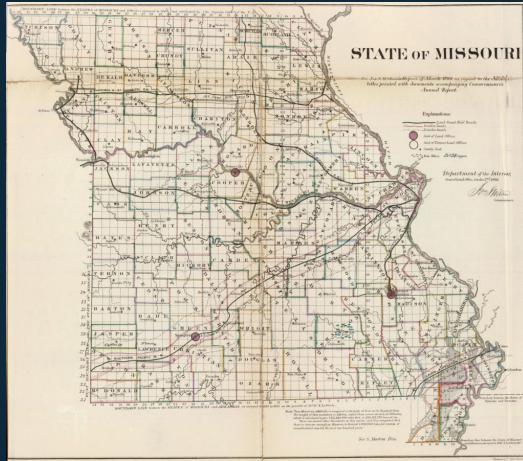


The 1980's, 1990's and 2000's saw a migration of small land holders and remote/rural persons moving into the towns and communities in the area contributing to the expansion of municipalities to accommodate growth and efforts to expand localized infrastructure and utility services. While the first pole was planted in 1939 for the purpose of carrying the area's first electrical service provided by an electrical coop, there were still large sections of the rural area without consistent household power into the late 1900's. Delays in significant progress due to its geography, as compared to large portions of the rest of the nation, have left the region somewhat economically, socially, and physically isolated and created a large gap in innovation, education, and access to current competitive means of communication and economic prosperity.
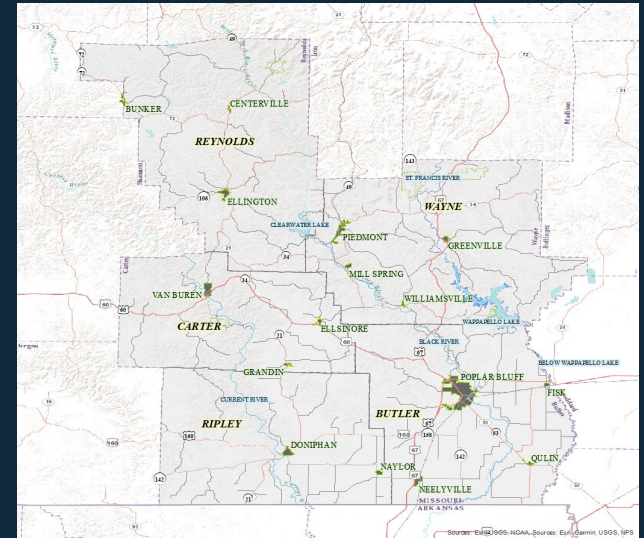
# Current Perspectives

# Current Perspectives

Today, the Ozark Foothill Region strives to be competitive and look toward future advancements and improvements through "high-level" projects such as Comprehensive Plans, Hazard Mitigation Plans, and Transportation Plans. Economic stability, equity, and prosperity all stem from a strong backbone of values and visions of ways the region can be successful. More direct planning efforts include projects for infrastructure improvements, resource capitalization, disaster preparedness, mitigation, and community improvements. Recent planning and project efforts have accomplished a fiber backbone build-out project and a full fiber to home project in Wayne County, two fiber projects in Butler County, ongoing water and wastewater facility improvements, road and bridge improvements and mitigation upgrades, and support of area non-profit agencies that sustain our protected populations throughout every county.

In 2016, three out of our five counties began the process of adopting 911 addressing standards and converting from rural route addresses to mileage-based addressing. By their various approval and implementation dates from 2019-2020, they were three of the last counties in Missouri and the U.S. to adopt standard addressing. Since 2020, the OFRPC has worked tirelessly to assist in maintaining a limited version of the Master Street Addressing Guide (MSAG) for Ripley, Carter, and Wayne Counties while supporting their efforts to become self-sustaining. Constant communication with area postal services, Assessors, area dispatch centers, and emergency services agencies ensure the continued accuracy and benefits from having a cohesive guide until all counties are able to support the process internally. In 2023, Ripley County was able to take responsibility for their addressing and integrate it through their Assessors' Office. Additional efforts are currently underway to integrate and/or upgrade area emergency dispatch centers to Next Generation 911 service capability. Funding received through the State of Missouri and the Missouri 911 Service Board are being utilized to check data and finish filling out the MSAG for future implementation with a regional 911 Dispatch Center project and to be added to the new state repository for addressing data within the state. These are unprecedented projects for this rural area and will hopefully lead to further data-centric projects that further integrate emergency services and hazard mitigation efforts.

# Current Perspectives



      The State of Missouri ranks 43$^{rd}$ in the U.S. for internet coverage and availability.  The percentage of actual underserved areas is significantly higher in this region and recent efforts and planning progress has been made to connect the redefined unserved population to what is now one of the most valuable resources for economic growth and stability on the planet.  Thanks to a statewide planning project by the Missouri Association of Councils of Government (MACOG) and working with the Missouri Office of Broadband, our region has now been more completely evaluated for actual service availability and network speed. The project results by Reid Consulting are included in Appendix C. This project utilized a Broadband Feasibility Study produced with the OFRPC in July of 2021 and is available on the OFRPC website.  Additionally, the Missouri State Office of Broadband is working on a consolidated state GIS layer with all of the potential challenges to the FCC Broadband Map.  Through the Connecting All Missourians project the Missouri Office of Broadband is working with all local and regional cooperators to tailor future funding opportunities.  The OFRPC has worked closely with this process to ensure participation in future funding opportunities for our regional area.



Doniphan Flood Buyout Property Conversion



Wayne, Ripley, & Carter County
911 Address Conversion Project
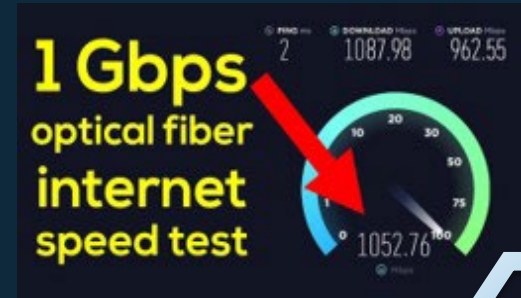


Fiber Broadband Internet Projects

# Economic Resilience

# Economic Resilience

Economic resilience is qualified as the ability to understand, prevent, and recover from any disruption to the economic foundations of a region. This CEDS update concentrates on identifying ways to bolster and sustain the region's existing economy and highlights interactivity with county Hazard Mitigation Plans.  Due to the impoverished nature of most of our region, every project is planned with the whole community in mind.  Equity, diversity, and inclusion are part of every project scope in the Ozark Foothills Region. Typical methods for project development and policies that are common in areas of denser population are generally inapplicable here.  To maintain a functional economy, project managers and planners must rely on the timing and restrictions of available grant funding and be reactive to cost shifts for goods and services.  Due to the lack of population to provide a substantial tax base, there is little leeway for covering project overages outside of grant funding.

Steps have been made in the last couple of decades to create a more integrative framework of communication processes. Limited availability of broad-based technological upgrades, like internet availability and the opportunity for economic growth that comes with that connectivity, have hampered regional advancement and competitiveness.  Certain areas of economic development have been updated to be more appealing to larger industrial markets, but most of our region is very rural and remote and there is not yet the global interest in branching into these areas for development.  Having area-available broadband internet has been a regional goal for many years and at least the last couple of CEDS plan updates.  Recently, through federal funding efforts and the redefining of what areas qualify as under- and un-served, we are finally piquing the interest of larger internet backbone providers to provide services in our region.  Geographically we are one of the more challenging areas to provide services to in the United States.

The Ozark Foothills Region is susceptible to increasing damages and risks from major weather events, in part due to changes in climate.  From winds to floods to tornadoes, this region has experienced nine Major Disaster Declarations and been included in at least two National (Multi-State) Disaster Declarations since 2013 versus five in the previous seven-year period (2010-2017).  The effects of climate change are experienced along the same time lines as other national and global cyclical weather phenomena influence other parts of the continent and northern hemisphere.

# Economic Resilience

It is evident that increasing annual rainfall and severe flooding and storm events, despite other parts of the state experiencing drought, are influencing the ability to mitigate flood and flash flood events. Each event has become an example of a major threat to our infrastructure and an opportunity to learn how to prepare and plan mitigation efforts. Projects are underway to increase the height of levees in the low-lying areas and to increase the capability and effectiveness of storm drainage in all areas regionally. County level Hazard Mitigation Plans all highlight the need for infrastructure improvements to help provide resiliency and mitigation of potential storm events.



Due to the topographical complexities of the area, preventative measures are linked to mitigation post-disaster, however, appropriate planning can mitigate future damages and long-term effects. The OFRPC provides technical, administration, and planning assistance to area officials and agencies for infrastructure projects. Continued work on steady-state initiatives for flood preventative measures include: improving/replacing low water crossings, drainage, and road infrastructure. Responsive resilience initiatives include working with local and area stakeholders through the Hazard Mitigation Planning process to identify needs, communications, and potential issues that would affect an area during and after an event. These plans include coordination and recovery mechanisms that are then expanded within each county's area emergency plan. Through various funding opportunities, community planning projects, and networking the OFRPC also works with area non-governmental entities to bolster the area's economic stability and diversity.

# Economic Resilience

The Ozark Foothills Development Association, an affiliate of the OFRPC, runs the only area business incubator program. The space available is for new startup businesses to explore and expand their business footprint at a reduced rental space rate. Many of our past participating businesses have successfully grown enough to branch out into other spaces and opportunities. Training and information for interested small business owners is available from the Missouri Extension Office, Small Business Development Center through the OFRPC.



Through the Ozark Foothills Regional Community Foundation, another affiliate of the OFRPC, many types of entities and professional interests can receive funding through various granting opportunities. The mission of the Community Foundation is to enhance the quality of life for current and future generations in the five-county Ozark Foothills Region through resource development, community grantmaking, endowments, collaboration, and public leadership. Several small granting opportunities are available year-round for various project types and organizations. These communication and networking opportunities also help to inform other aspects of the regional community not regularly reached of available area projects and partnership opportunities.

# Economic Resilience

Steady State initiatives include:
- County Hazard Mitigation Plans are updated on their scheduled bases.
- Worked with areas included in specific disaster declarations to receive and process grant funding:
    - Demolition of structures and property repurposing in floodplain areas.
    - Low water crossings and drainage improvements or replacements.
    - Transportation corridor improvements.
    - Capacity building and technical assistance.
- Regional Transportation Plans are maintained and updated through the Transportation Advisory Committee (TAC).
- City and County Comprehensive Plan updates.
- CEDS plan maintenance and updates.

Responsive initiatives include:
- Hazard Mitigation Plans are maintained with up to date information to inform pre-disaster planning.
- Bolstering area GIS through upgrading addressing and emergency services communications; working with state agencies to provide better local communication services.
- Maintaining broad-based communication and networking infrastructure with area stakeholders through quarterly board meetings.

The Ozark Foothills EDD will continue to assist and guide steady-state and responsive initiatives through various planning projects with our communities and stakeholders. Comprehensive Plan updates for many of our communities are about to be underway and funded through various granting agencies and will integrate disaster mitigation and economic planning and cooperation with local stakeholders in order to be economically resilient and provide opportunities for future growth.

# SWOT Analysis

# SWOT Analysis

      A SWOT Analysis is an in-depth review of the Ozark Foothills Regional Strengths, Weaknesses, Opportunities, and Threats (SWOT). It acts as a strategic planning tool to ensure that a clear objective is identified by a comprehensive understanding of the region's capabilities and capacity. The SWOT Analysis helps the region identify factors that negatively impact the region and impede it from reaching its full potential while identifying its competitive advantages and avenues of advancement and resilience.

      In September of 2023 identical online surveys were issued to government employees and to the public to get a better sense of the difference of understanding between the two. While it did not receive wide enough circulation to really get a good sampling of answers on either survey, the answers do differ and the CEDS Committee felt the information was relevant, including the results in their decision-making process.



**Public Survey - Ozark Foothills Comprehensive Economic Development Strategy (CEDS)**

**Public Five-Year Update Survey**

# SWOT Analysis

## STRENGTHS
- Tourism and recreational availability
- Natural resources
- Low cost of living
- Low crime rates
- Transportation improvements & upgrades
- Land for business/industrial ventures

## OPPORTUNITIES
- Tourism and recreational opportunities
- Workforce training for jobs available locally
- Broadband & internet access expansion
- Public safety improvements
- Business development/Opportunity zones
- Public transportation
- Incentivization for graduate retention

## WEAKNESSES
- Aging population, workforce retention
- Cross-boundary communication
- Sustainability
- Community engagement, collaboration, volunteer capacity
- Quality childcare availability
- Job availability for training offered
- Aging and antiquated infrastructure

## THREATS
- Natural hazards
- Diversity of capital
- Resilient communication infrastructure
- Lack of adaptation
- Food insecurities
- High persistent poverty rates
- Lack of population recovery

# Strategic Direction

# Strategic Direction

The ultimate goal of the Ozark Foothills region is to promote the best and most attainable ways for the region to be prosperous, resilient, self-sufficient, and competitive.  There are many programs and projects currently in process to continue these efforts, and there are always additional avenues of funding to explore and take advantage of as they are created or become feasible.  The goal is to be in a position to capitalize on these opportunities as they emerge by maintaining a healthy internal economic support structure and generate additional and ongoing interest in prosperity in the region.

**Goal 1:  Targeted Workforce Development:**

One of the best ways to sustain and encourage economic prosperity is to retain and grow your workforce age population through regionally appropriate incentives.  The Ozark Foothills Region has seen significant out-migration of younger generations with very limited returns after graduation or retirement.  This has resulted in a remarkable lack of trained, educated, and qualified workforce replacements of an economic age to be contributory to the growth and resilience of the region.  This also limits the availability of filling regional demands from within the region.  In 2022, only 28% of the demand for employees and services was met within the region.  It is the opinion of the CEDS Committee that workforce development needs to be more focused on training opportunities for locally needed services if we are to retain and build our workforce and population, and encourage inclusion of outside people and resources, to be successful.  Other goals in this and previous CEDS support and promote this shift in direction from focusing on providing training programs for jobs and services not yet available  here.  Contributory to this direction is the continued availability of small business counseling and training programs.  There are several local programs already established that provide training for locally available jobs, but they do not always get the financial assistance, recognition, or participation needed to continue being successful or make an impact regionally.  In support of this Goal, an opportunity to update the regional housing needs assessment will identify the most eligible areas for potential housing development or expansion that will inform localized areas of potential or lacking workforce programs and economic development.

# Strategic Direction



**Goal 2: Tourism & Recreational Opportunity Expansion**:
The Tourism goal in the previous CEDS was thwarted by the pandemic. One year into the process of building a functional system for improvement and tracking of occupancy rates, the recreational economy fell apart when people were forced to limit travel and interactivity. The sub focus of improving transportation access was successful in some areas to a degree via several area transportation improvement projects that were awarded grant funding and are either in process or completed and more are in the planning stages. In reviewing available information and trends, this CEDS Committee felt that tourism in general is an opportunity that needs further development but agreed that a shift in focus towards equitable access, advertising/marketing, transient housing availability, support business availability, and access maintenance/improvements in conjunction with area stakeholders and cooperators would be more economically beneficial for the area.

Within the 5-year time frame of this CEDS, the goal is to establish productive interaction with recreation-based stakeholders in order to create a regional living plan for tourism and recreational opportunity improvements, plan an appropriate timeline and/or order of completion for needed projects, then to seek funding and investment for implementation of the projects outlined in the plan. Long term, this plan would allow for expanded inclusion of incoming related businesses, related training and business programs, and inclusion into local comprehensive planning.

# Strategic Direction

**Goal 3: Broadband and Internet Availability:**

The previous goal was to track an increase of the percentage of access to 100/20 mbps from 23% regionally to 35-40% and from 60% in Butler County to 75%. While efforts are being and have been made to improve access to actual high-speed internet versus what is claimed as available, the biggest issues have revolved around the quality and accuracy of reporting. Certain census acquired, and privately surveyed data was not appropriately qualified to the consumer and so reported availability and speeds were vastly skewed and largely inaccurate. To confuse the regional population more, especially in our more rural and remote areas, internet providers have claimed that they offer "high-speed" services, when in fact they may offer actual high-speed services to neighboring areas and are "considering expansion", or they do not qualify their version of what "high-speed" entails, allowing them to charge exorbitant rates for service lines only capable of up to 25/3 mbps or less. This misinformation created a huge hurdle to having the actual level of services and availability quantified in the area. Due the assistance of the Missouri Association of Council of Governments (MACOG) and in conjunction with the Missouri Office of Broadband and their contractor Reid Consulting, we now have a more exact picture of actual availability, speeds, costs, and infrastructure on which to build opportunities for broadband internet access expansion. The Missouri State Department of Broadband has worked tirelessly to review and collate available data from various local and regional data handlers and improve address qualifiers to correct the data available on FCC Broadband Maps that will inform future federal funding opportunities. Due to the changes made by the FCC regarding the qualifications for "unserved and under-served", most of our regional area is now qualified as unserved which opens additional large-scale funding avenues for broadband, fiber, and middle-mile providers.

The purpose of this goal, as decided upon by the CEDS Strategy Committee, is to increase the availability of accurate information to the public and encourage the participation of regional stakeholders, governments, and information service providers to have and disseminate accurate information while also continuing communication regarding available internet expansion opportunities. This would allow for the general public to be better informed of what Broadband internet is and why it's vitally important to our regional economy while showing prospective incoming providers the level of public participation and interest.

# Strategic Direction

**Goal 4: Natural Resource Capitalization:**

The Ozark Foothills region has a long history of natural resource extraction and processing with great immediate economic success, if not always sustainable results, either of the resource or for the surrounding economy. The area comprising Wayne, Reynolds, Ripley, and Carter counties have been involved in mining and timber operations since before they were officially counties and Missouri officially a state. This established history has created generational knowledge and experience that is invaluable and provides long-established production site identification. This goal seeks to increase and take advantage of current and future opportunities to increase workforce knowledge in these fields by working with trade schools and the university extension campuses to offer related trade training. Collaboration with our federal cooperators (the Mark Twain National Forest and Ozark National Scenic Riverways), state cooperators (Missouri Department of Conservation and Department of Natural Resources), and local resource managers/harvesters (lumber, mining) will be vital to take advantage of economic opportunities for growth in this sector.

In conjunction with the plans for the CM2AE Tech Hub project, active regional participation and involvement will inform decisions made for sector and related sector expansion in the region. Data regarding related sectors effected (housing, food service, gas, supplies, etc.) will be monitored and an appropriate area plan for continued expansion of the project and area support services will be formulated with area cooperators.
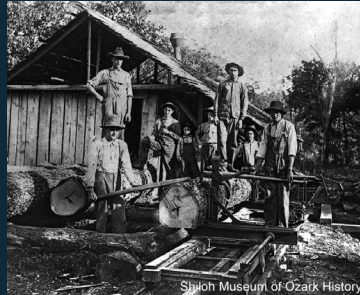
Shiloh Museum of Ozark History

# Action Plan: Implementation

# Action Plan: Implementation

**Goal 1:** Targeted Workforce Development: Establish better communications across economic contributors to inform targeted training for area-available and needed jobs and services. Focus more on regional infrastructure building and support mechanisms that ease access to the region, and encourage use of broadband, for available and emerging technologies in cooperation with existing economic stakeholders. It's not just about training programs for existing jobs, it's also about enabling facility and business upgrades to new technologies that will require new or different training to continue being profitable and competitive.

♣ Invite to and attend key meetings of area stakeholders: school boards, non-profit agencies that support educational efforts, utility service providers, employers that are having difficulties finding trained or training for filling job positions.

♣ Communicate with resource related stakeholders and businesspersons to potentially help build or promote internal work training programs.

♣ Build a maintained, publicly accessible regional database of additional economic assets, stakeholders, and training programs based on regional workforce needs.

**Goal 2:** Tourism & Recreational Opportunity Expansion: While marketing and advertising grants are available through various state and federal agencies, both to advertise and pay personnel to create and manage websites, targeted infrastructure improvement across multiple stakeholders is the main focus of this goal. Building a collaborative plan with local recreational opportunity property holders (National Forest, National and State Parks, etc.) to improve infrastructure access and shine a light on job training and business development needs for related support businesses (or lack of) would help retain people and investment in the area. Plan creative and appropriate incentives with local, regional, and out-of-area stakeholders to invest in improvements.

♣ Communicate with area Chambers of Commerce, tourism non-profits, and localized businesses to expand advertising, marketing, and staffing opportunities.

♣ Build communication with area recreational stakeholders to create a regional plan for improvements to access, use, business opportunities, and transient lodging centered around recreational destination sites.

♣ Focus on proposed improvement projects with communities and Counties in areas that relate more directly to tourism, recreation, and/or regionally unique destinations.

# Action Plan: Implementation

**Goal 3:** Broadband & Internet Availability:  Due to recent FCC regulation changes and the dedicated regional area reports, most of our covered area is now federally considered unserved and is now eligible to receive funding for projects that bring broadband internet service to the area.  This has been the biggest hurdle in obtaining interest in building out middle mile, fiber backbone, and support systems in the region.  Communication has already begun with local communities and stakeholders regarding the need for affordable service and broad availability.  Part of the goal is to keep this topic active while funding is being qualified and awarded through various federal and state agencies.  We currently have two active projects that are a collaboration with Wayne County and two projects in Butler County.  Another part of these projects will be communication with the public regarding what it means for them.  It was evident during the conversations with the CEDS Committee that there was a lot of misinformation regarding what qualifies as "high-speed" by the FCC and how that term has been misused by internet providers.  While the information is readily available online, most of our region does not have reliable internet access to research the subject.  An effort will be made for more broad-based communication to be included in accepted avenues of correspondence.

- ♣ Expand communications through the established regional Broadband Committee with Broadband contractors working in the region to assist with educating the public, local governments, and stakeholders regarding accepted and accurate terminology.
- ♣ Continue communications with existing internet providers in the region to gauge participation with and expansion opportunities to local communities and needs for funding for educational outreach.
- ♣ Assist with finding funding for advertising mechanisms in conjunction with stakeholders, schools, libraries, etc. to educate the population on the different levels of internet service and how global connectivity makes this region more resilient and sustainable.

# Action Plan: Implementation

**Goal 4: Natural Resource Capitalization:** A potential regional opportunity to expand mining and mineral extraction capabilities (CM2AE Tech Hub with EDA) is in the planning stages and will be beneficial to a large portion of Southeast and Central Missouri. The Ozark Foothills will be in a unique position to capitalize on the economic opportunities created from this project and the potential economic and social diversity that comes from expansion of a single sector and it's related support sectors. Additional opportunities will be available for the expansion of support services, transportation, and additional natural resource use or capitalization based on the potential improvements made in support of this project. These improvements would also influence the other goals in this CEDS by expanding workforce development in a targeted area that is endemic to the region by bringing in regional, national, and global stakeholders that will want to see what other economic opportunities are available and by providing additional influence regarding the need for projects to secure reliable internet availability and infrastructure improvements. In addition to this venture, communication and participation with other local natural resource stakeholders will be sought out to further the support of ecologically and economically beneficial services. Inclusive communication with regional land management agencies, large-scale land managers, and agribusinesses will be a part of the biannual meeting schedule and additional invitations will be sent for participation with localized economic development meetings.

- As a part of the regional CM2AE Tech Hub project, area meetings will be held biannually with project stakeholders to inform potential investors of training opportunities, participation in localized educational fairs, and the status of the project, in general.
- Better communication with regional natural resource stakeholders, including land management agencies, will be to develop and plan regional and localized projects that will encourage sector growth and sustainability.
- Expand communication opportunities with regional and local land management and natural resource entities to encourage informing and participation with area projects in support of natural resource extraction activities.

# Evaluation Framework

# Evaluation Framework

**Goal 1:**

- Make and maintain a publicly accessible database of area training and on-the-job internships and training opportunities:
  - Identify local and regional training and workforce needs.
  - Identify available training programs as related to local needs.
  - Establish and maintain a central collection/distribution point for information on those resources.
  - Identify needed resources and establish communication with entities that can fill those gaps.
- Work with regional and area stakeholders and businesses to create and implement a plan to fund gap programs and minimize/remove impediments to growth.
- Encourage increased participation with recognized economic development incentives and tracking mechanisms to inform usefulness of programs (ACT WorkReady Communities Planning, WorkKeys, etc.).
- Increase new referrals to area Small Business and Technology Development Centers (SBTDC) for business counseling and training programs.
- Update the regional housing assessment to identify regional areas of need and potential growth.

**Goal 2:**

- Build a collaborative plan with regional area land and recreation site managers (National Forest System, National Park System, State Conservation and Parks Depts, and private interests):
  - Expand and improve tourism and recreation sites, facilities, and support businesses.
  - Expand marketing capabilities by assisting area Chambers of Commerce/DMOs with resources and funding to build capacity.
  - Assist with finding potential grant funding and opportunities for regional investment and incentivization.
  - Establish a planned scope of projects with priorities and a planned scope for completion.

# Evaluation Framework

**Goal 3:**

- Work with information dissemination networks to include educational verbiage regarding Broadband Internet:
  - Establish a documentation package for customized distribution by cooperating entities.
  - Create a main distribution site from which to get the information.
  - Seek investment and/or apply for grant funding to pay for service and maintenance.
- Maintain communication with stakeholders to continue interest and participation.

Goal 4:

- Capitalize on participation in CM2AE Tech Hub regional project that will increase workforce training opportunities, job availability, and support service participation.
  - Track training participation numbers through workforce program completions and monitor related job availability.
  - Expand local project planning to include area economical and ecologically sound natural resource harvesting, identification, and access for future projects.
  - Monitor unemployment rates and other economic factors that detail living conditions over the next 5 years.

WAPPAPELLO LAKE

Birthplace of Ranger Willie B. Safe

Play It Safe!

45

# Ozark Foothills Economic Development District Regional Maps

Regional Transportation Assets

47

Regional Population Density - ACS 2020

Regional Senior Population 65 & Older by Percentage by Census Tract

Regional Vulnerability Based on Poverty, Elderly, and Disabled per Household
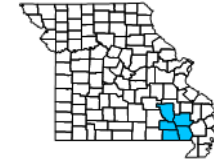
50

# Appendix A:
# SWOT Survey Results

# Sept. 2022 Survey Results

This survey was issued to get a better sense of the difference in understanding between the public and those working in the government. While it did not receive wide enough circulation to really get a good sampling of answers on either survey, the answers do differ and the CEDS Committee felt the information was relevant.

The survey was identical for both sets of participants to create an even baseline for responses. Six of the eight questions ask for responses with multiple choice options, while two ask that respondents rate their responses to the previous question. Two are direct questions with multiple choice answer lists and the other 6 are subjective based on the survey takers opinions, emotions, and/or impressions and observances. I have listed each question in order and show answers for both audiences. There were 21 total responses from Governmental sources and 11 from the public. Not every survey taker responded to each question, so the totals are listed with each question. And while most answered questions one and three as asked, they then ranked all available answers instead of just their answers. The information obtained is sound, but no further rankings of answers is available.

# Sept. 2022 Survey Results

**Question 1: Current Conditions: "**In what areas have improvements been made in the past 5 years within your jurisdiction (area – city/county)?  Include areas for which improvements may have been recently completed or are currently underway.  Pick all that apply."

**Answer options and number of responses:**

| Gov-21 | Public-11 | Options: |
|--------|-----------|----------|
| 20 | 9 | Transportation (Roads, bridges, trails, etc.) |
| 13 | 7 | Public Safety (Law enforcement, fire, EMS, dispatch, notification systems) |
| 14 | 3 | Public Works/Utilities (Water, sewer, electrical) |
| 10 | 5 | Broadband/Internet Access |
| 8 | 2 | Workforce Development (Work/position related training, training position availability, etc.) |
| 18 | 4 | Community Facilities (Community centers, parks, recreation, and sports areas) |
| 10 | 1 | Industrial Development (Space/land availability, incentives, training, etc.) |
| 15 | 4 | Tourism (Marketing, advertising, chambers of commerce, etc.) |
| 11 | 4 | Business Development (Small business support, downtown associations, co-ops) |
| 3 | 0 | Sustainability (Solar, wind, green infrastructure |
| 0 | 2 | Other (PB downtown investment and none of the above) |

# Sept. 2022 Survey Results

**Question 2: Future Conditions:** "Please rank your answers from the previous question with number 1 being the most important/dire need." (For the purpose of space, the highest rank counts in each category are listed, versus the number of 'votes'; while no one clarified the Other category, several ranked it as last.)

| Gov-21 | Public-10 | Options: |
|---|---|---|
| 2 | 2 | Transportation |
| 1 | 4 | Public Safety |
| 4 | 3 | Public Works/Utilities |
| 7 | 1 | Broadband/Internet Access |
| 5 | 5 | Workforce Development |
| 8 | 7 | Community Facilities |
| 6 | 8 | Industrial Development |
| 9 | 10 | Tourism |
| 3 | 6 | Business Development |
| 10 | 9 | Sustainability |
| 11 | 11 | Other (no entries) |

**Question 3: Current Conditions:** "(As a local government employee) What areas do you see as needing the most attention within your local area (city or county) in the next 5-7 years? Pick any that apply."

| Gov-18 | Public-8 | Options: |
|---|---|---|
| 13 | 5 | Transportation |
| 15 | 2 | Public Safety |
| 8 | 4 | Public Works/Utilities |
| 8 | 6 | Broadband/Internet Access |
| 14 | 5 | Workforce Development |
| 9 | 2 | Community Facilities |
| 8 | 2 | Industrial Development |
| 8 | 2 | Tourism |
| 13 | 5 | Business Development |
| 2 | 5 | Sustainability |
| 0 | 0 | Other (no entries) |

# Sept. 2022 Survey Results

**Question 4: Future Conditions:** "Please rank your answers from the previous question with number 1 being the most important/dire need."

| Gov-18 | Public-8 | Options: |
|---|---|---|
| 2 | 1 | Transportation |
| 1 | 5 | Public Safety |
| 6 | 2 | Public Works/Utilities |
| 4 | 2 | Broadband/Internet Access |
| 3 | 5 | Workforce Development |
| 8 | 8 | Community Facilities |
| 7 | 9 | Industrial Development |
| 9 | 10 | Tourism |
| 5 | 4 | Business Development |
| 10 | 7 | Sustainability |
| 11 | 11 | Other (no entries) |

**Question 5:** "How do you hear about grant funding opportunities? Click all that apply."

| Gov-18 | Public-8 | Options: |
|---|---|---|
| 5 | 3 | General notification email lists |
| 2 | 0 | Funder email lists |
| 0 | 2 | News/Radio advertisements |
| 12 | 1 | Regional Planning Commission |
| 8 | 1 | Other local/regional governments |
| 3 | 2 | Social Media |
| 4 | 0 | Other (Gov: other employees, chamber of commerce, web research) |
| 2 | 3 | None of the above |

**Question 6:** "How often do you hear about funding opportunities? Pick one."

| Gov-17 | Public-8 | Options: |
|---|---|---|
| 8 | 4 | 1-5 times a year |
| 5 | 0 | 6-10 times a year |
| 3 | 1 | 11 or more times a year |
| 1 | 3 | Never |

# Sept. 2022 Survey Results

**Question 7:** "What do you see as this/your area's greatest strength or asset? Rank as number one being the most important."

| Gov-18 | Public-8 | Options: |
|---|---|---|
| 3 | 3 | People (Broad-based community involvement) |
| 1 | 1 | Location (Remote, rural, historic) |
| 6 | 5 | Amenities (Internet, lodging, variety of services) |
| 4 | 1 | Recreation (Lakes, rivers, events) |
| 7 | 6 | Culture (Friendly, historic centric) |
| 8 | 8 | Sustainability (Solar or wind power, green spaces, recycling) |
| 6 | 4 | Land Availability (Space available for community growth) |
| 2 | 7 | Leadership (People in charge leading and advocating advancement and growth) |

**Question 8:** "What do you see as this/your area's greatest deficit or weakness? Rank as number one being the biggest challenge."

| Gov-18 | Public-8 | Options: |
|---|---|---|
| 2 | 1 | People (Lack of community involvement, same few people handling bulk of responsibilities) |
| 5 | 5 | Location (Remote, rural, lack of advancement) |
| 1 | 3 | Amenities (Lack of internet access, lodging, variety of services) |
| 6 | 7 | Recreation (Lack of access to locations, lack of services at locations) |
| 3 | 4 | Culture (Too historic-centric, lack of interest in advancement) |
| 4 | 2 | Non-Sustainable practices (No alternate power, recycling) |
| 8 | 8 | Land Availability (Lack of usable space for community growth) |
| 7 | 6 | Leadership (People in charge reluctant to change, advance, or grow) |

# Appendix B: LightCast Report

# 5 Missouri Counties

Ozark Foothills Regional Planning Commission

**OFRPC**
OZARK FOOTHILLS REGIONAL PLANNING COMMISSION

3019 Fair Street
Poplar Bluff, Missouri 63901

## Contents

## Report Parameters

### 5 Counties

| | | | | |
|---|---|---|---|---|
| 29023 | Butler County, MO | | 29181 | Ripley County, MO |
| 29035 | Carter County, MO | | 29223 | Wayne County, MO |
| 29179 | Reynolds County, MO | | | |

### Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical areas.

# Economy Overview

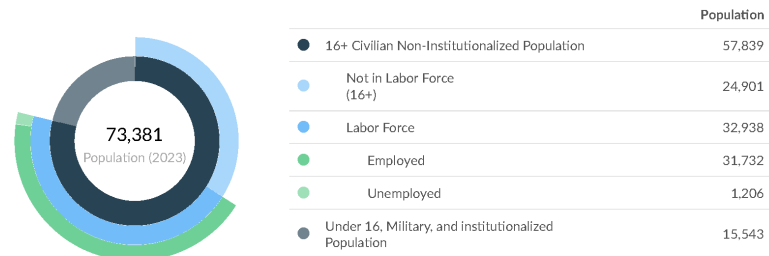| **74,948** | **30,657** | **$48.7K** |
|---|---|---|
| **Population (2022)** | **Total Regional Employment** | **Avg. Earnings Per Job (2022)** |
| Population **decreased by 7,025** over the last 5 years and is projected to **decrease by 6,769** over the next 5 years. | Jobs **decreased by 1,342** over the last 5 years but are projected to **grow by 2,162** over the next 5 years. | Regional average earnings per job are **$32.1K below** the national average earnings of $80.8K per job. |

## Takeaways

- As of 2022 the region's population **declined by 8.6%** since 2017, falling by 7,025. Population is expected to **decrease by 9.0%** between 2022 and 2027, losing 6,769.

- From 2017 to 2022, jobs **declined by 4.2%** in 5 Missouri Counties from 31,998 to **30,657**. This change **fell short of the national growth rate of 3.8% by 8.0%**. As the number of jobs declined, the **labor force participation rate increased from 54.4% to 56.0% between 2017 and 2022**.

- Concerning educational attainment, **8.3% of the selected regions' residents possess a Bachelor's Degree** (12.5% below the national average), and **8.0% hold an Associate's Degree** (0.9% below national average).

- The top three industries in 2022 are Education and Hospitals (Local Government), Restaurants and Other Eating Places, and Individual and Family Services.
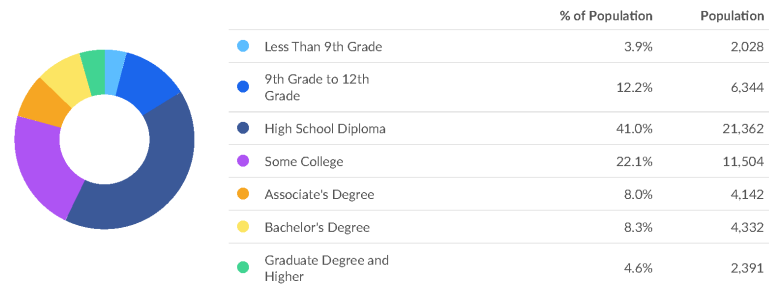
| | Population (2023) | Labor Force (Sep 2023) | Jobs (2022) | Cost of Living | GRP | Imports | Exports |
|---|---|---|---|---|---|---|---|
| Region | 73,381 | 32,938 | 30,657 | 88.1 | $2.96B | $4.94B | $5.24B |
| State | 6,205,189 | 3,121,930 | 3,188,577 | 90.6 | $389.86B | $347.34B | $405.43B |

## Sep 2023 Labor Force Breakdown



**73,381**
Population (2023)

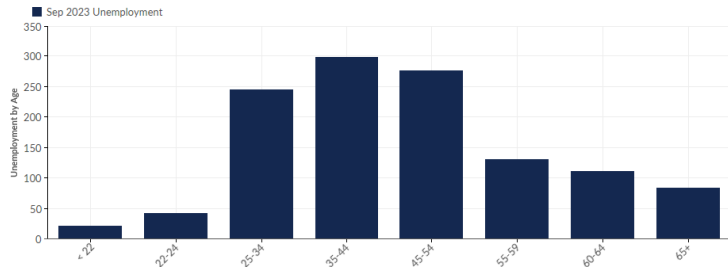| | Population |
|---|---|
| 16+ Civilian Non-Institutionalized Population | 57,839 |
| Not in Labor Force (16+) | 24,901 |
| Labor Force | 32,938 |
| Employed | 31,732 |
| Unemployed | 1,206 |
| Under 16, Military, and institutionalized Population | 15,543 |

## Educational Attainment

Concerning educational attainment, **8.3% of the selected regions' residents possess a Bachelor's Degree** (12.5% below the national average), and **8.0% hold an Associate's Degree** (0.9% below the national average).

| | | % of Population | Population |
|---|---|---|---|
| | Less Than 9th Grade | 3.9% | 2,028 |
| | 9th Grade to 12th Grade | 12.2% | 6,344 |
| | High School Diploma | 41.0% | 21,362 |
| | Some College | 22.1% | 11,504 |
| | Associate's Degree | 8.0% | 4,142 |
| | Bachelor's Degree | 8.3% | 4,332 |
| | Graduate Degree and Higher | 4.6% | 2,391 |

59

# Unemployment by Demographics

## Unemployment by Age



| Age | Unemployment (Sep 2023) | % of Unemployed |
|---|---|---|
| < 22 | 21 | 1.74% |
| 22-24 | 41 | 3.40% |
| 25-34 | 245 | 20.32% |
| 35-44 | 298 | 24.71% |
| 45-54 | 276 | 22.89% |
| 55-59 | 130 | 10.78% |
| 60-64 | 111 | 9.20% |
| 65+ | 84 | 6.97% |
| Total | 1,206 | 100.00% |

## Unemployment by Gender
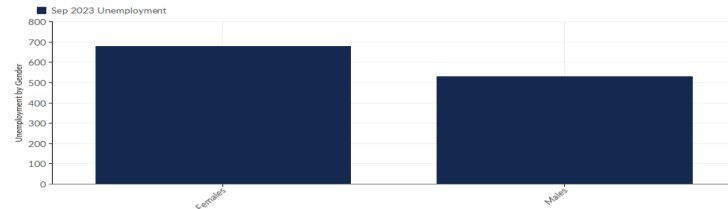


| Gender | Unemployment (Sep 2023) | % of Unemployed |
|---|---|---|
| Females | 678 | 56.22% |
| Males | 528 | 43.78% |
| Total | 1,206 | 100.00% |

## Unemployment by Race
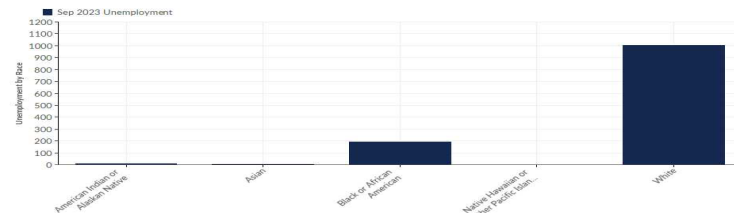


| Race | Unemployment (Sep 2023) | % of Unemployed |
|---|---|---|
| American Indian or Alaskan Native | 7 | 0.58% |
| Asian | 5 | 0.41% |
| Black or African American | 190 | 15.75% |
| Native Hawaiian or Other Pacific Islander | 2 | 0.17% |
| White | 1,002 | 83.08% |
| Total | 1,206 | 100.00% |

60

## Unemployment by Ethnicity



■ Sep 2023 Unemployment
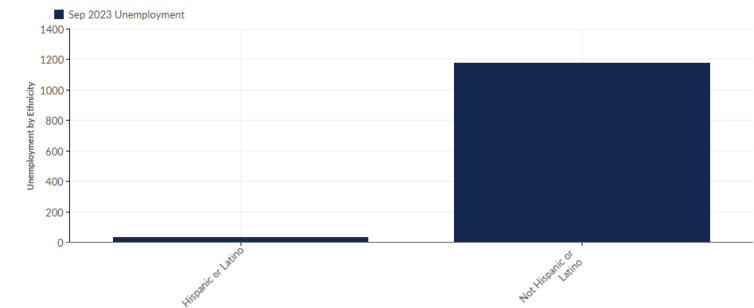
| Ethnicity | Unemployment (Sep 2023) | % of Unemployed |
|---|---|---|
| Hispanic or Latino | 31 | 2.57% |
| Not Hispanic or Latino | 1,175 | 97.43% |
| Total | 1,206 | 100.00% |

## Historic & Projected Trends

### Population Trends

As of 2022 the region's population **declined by 8.6%** since 2017, falling by 7,025. Population is expected to **decrease by 9.0%** between 2022 and 2027, losing 6,769.
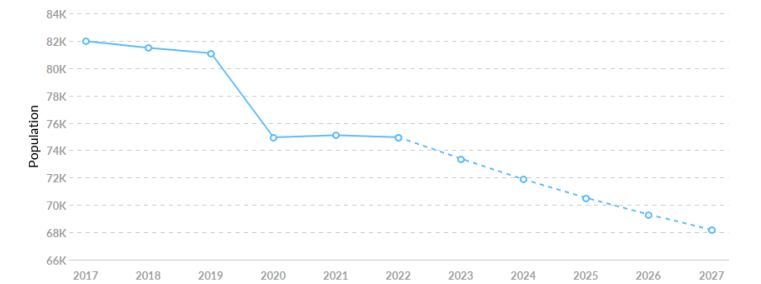


| Timeframe | Population |
|---|---|
| 2017 | 81,973 |
| 2018 | 81,483 |
| 2019 | 81,090 |
| 2020 | 74,941 |
| 2021 | 75,097 |
| 2022 | 74,948 |
| 2023 | 73,381 |
| 2024 | 71,873 |
| 2025 | 70,527 |
| 2026 | 69,303 |
| 2027 | 68,179 |

61

## Job Trends

From 2017 to 2022, jobs **declined by 4.2%** in 5 Missouri Counties from 31,998 to **30,657**. This change fell short of the national growth rate of 3.8% by 8.0%.
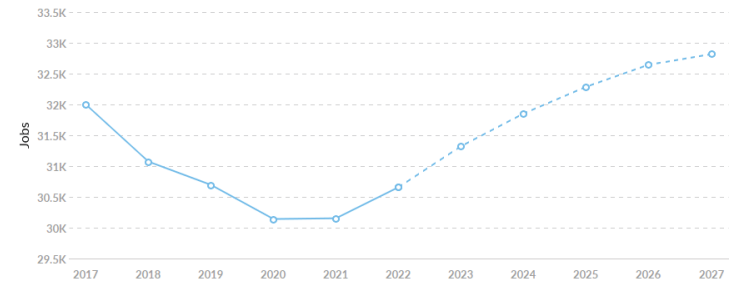


| Timeframe | Jobs |
|---|---|
| 2017 | 31,998 |
| 2018 | 31,073 |
| 2019 | 30,695 |
| 2020 | 30,141 |
| 2021 | 30,153 |
| 2022 | 30,657 |
| 2023 | 31,322 |
| 2024 | 31,852 |
| 2025 | 32,286 |
| 2026 | 32,644 |
| 2027 | 32,818 |

## Labor Force Participation Rate Trends
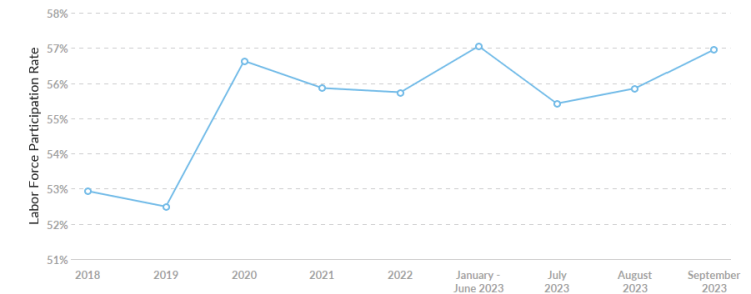


| Timeframe | Labor Force Participation Rate |
|---|---|
| 2018 | 52.93% |
| 2019 | 52.19% |
| 2020 | 56.63% |
| 2021 | 55.86% |
| 2022 | 55.74% |
| January - June 2023 | 57.05% |
| July 2023 | 55.12% |
| August 2023 | 55.85% |
| September 2023 | 56.95% |

62

## Unemployment Rate Trends

Your areas had a September 2023 unemployment rate of 3.66%, **decreasing from 4.64%** 5 years before.
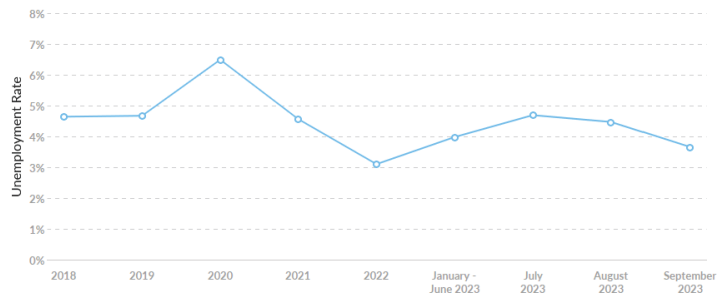


| Timeframe | Unemployment Rate |
| --- | --- |
| 2018 | 4.64% |
| 2019 | 4.67% |
| 2020 | 6.49% |
| 2021 | 4.56% |
| 2022 | 3.10% |
| January - June 2023 | 3.98% |
| July 2023 | 4.69% |
| August 2023 | 4.47% |
| September 2023 | 3.66% |

# Population Characteristics
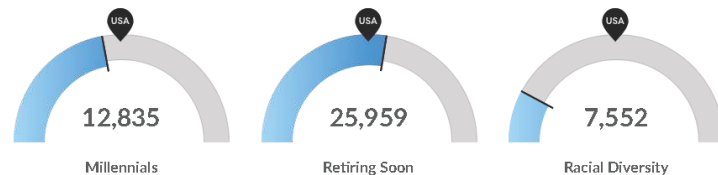


**12,835**

**Millennials**

Your area has 12,835 millennials (ages 25-39). The national average for an area this size is 15,240.

**25,959**

**Retiring Soon**

Retirement risk is high in your area. The national average for an area this size is 22,461 people 55 or older, while there are 25,959 here.

**7,552**

**Racial Diversity**

Racial diversity is low in your area. The national average for an area this size is 30,822 racially diverse people, while there are 7,552 here.
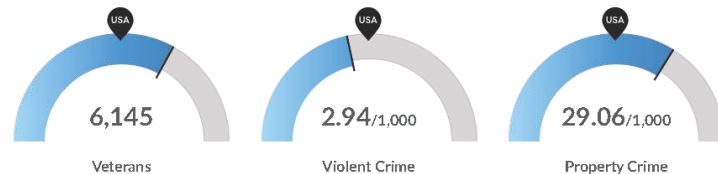
**6,145**

**Veterans**

Your area has 6,145 veterans. The national average for an area this size is 3,943.

**2.94**/1,000

**Violent Crime**

Your area has 2.94 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.

**29.06**/1,000

**Property Crime**

Your area has 29.06 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

63

## Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions.



Net Commuters
- 3,413
- 117 to 354...
- 0 to 116
- 0 to -116
- -117 to -354
- -355 to -532
- -533 to -889
- -890 to -3,412

© MapTiler © OpenStreetMap contributors
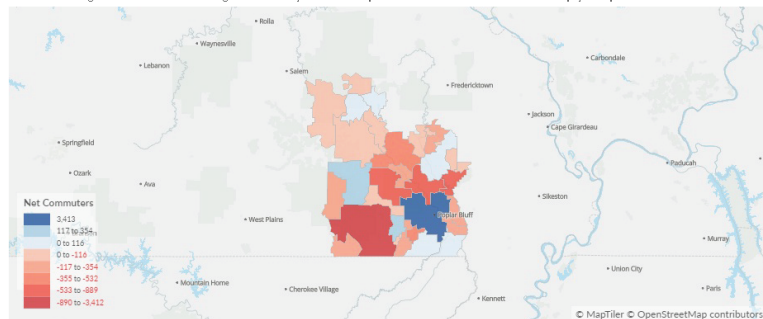
### Where Talent Works

| ZIP | Name | 2022 Employment |
|---|---|---|
| 63901 | Poplar Bluff, MO (in But... | 18,091 |
| 63935 | Doniphan, MO (in Riple... | 2,557 |
| 63957 | Piedmont, MO (in Wayn... | 1,663 |
| 63965 | Van Buren, MO (in Cart... | 1,257 |
| 63638 | Ellington, MO (in Reyno... | 1,146 |

### Where Talent Lives

| ZIP | Name | 2022 Workers |
|---|---|---|
| 63901 | Poplar Bluff, MO (in But... | 14,678 |
| 63935 | Doniphan, MO (in Riple... | 3,448 |
| 63957 | Piedmont, MO (in Wayn... | 2,063 |
| 63638 | Ellington, MO (in Reyno... | 1,158 |
| 63965 | Van Buren, MO (in Cart... | 1,030 |

---

# Inbound and Outbound Migration

The table below analyzes past and current residents of 5 Missouri Counties. The left column shows residents of other counties migrating to 5 Missouri Counties. The right column shows residents migrating from 5 Missouri Counties to other counties.

As of 2020, 174 people have migrated from Stoddard County, MO to 5 Missouri Counties. In the same year, 208 people left 5 Missouri Counties migrating to Stoddard County, MO. The total Net Migration for 5 Missouri Counties in 2020 was -21.
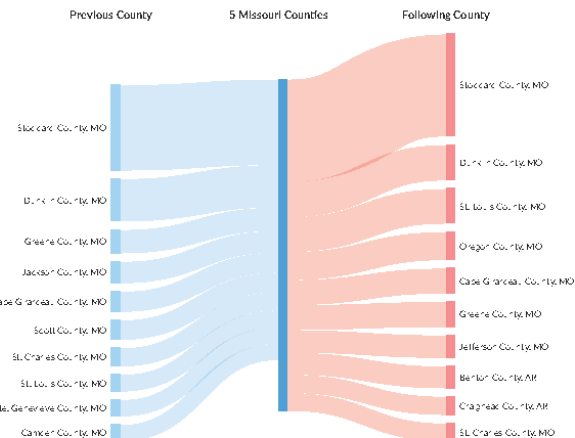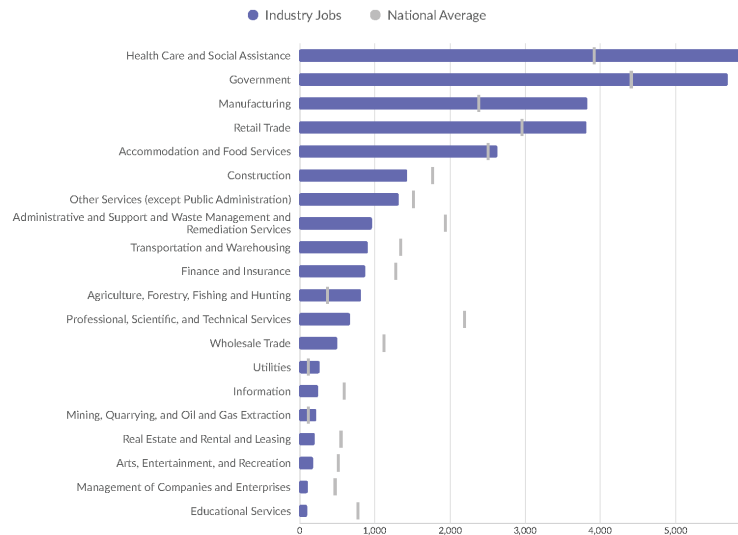


| Top Previous Counties | Migrations |
|---|---|
| Stoddard County, MO | 174 |
| Dunklin County, MO | 87 |
| Greene County, MO | 48 |
| Jackson County, MO | 44 |
| Cape Girardeau County, MO | 41 |
| Scott County, MO | 40 |

64

| Top Previous Counties | Migrations |
|---|---|
| St. Charles County, MO | 37 |
| St. Louis County, MO | 34 |
| Ste. Genevieve County, MO | 34 |
| Camden County, MO | 34 |
| Craighead County, AR | 33 |
| Clay County, MO | 31 |
| Clay County, AR | 31 |
| Boone County, MO | 31 |
| Jefferson County, MO | 31 |

| Top Following Counties | Migrations |
|---|---|
| Stoddard County, MO | 208 |
| Dunklin County, MO | 72 |
| St. Louis County, MO | 71 |
| Oregon County, MO | 57 |
| Cape Girardeau County, MO | 51 |
| Greene County, MO | 51 |
| Jefferson County, MO | 46 |
| Benton County, AR | 45 |
| Craighead County, AR | 37 |
| St. Charles County, MO | 37 |
| Hillsborough County, FL | 36 |
| Bell County, TX | 34 |
| Laclede County, MO | 33 |
| St. Clair County, IL | 32 |
| Cass County, MO | 31 |

## Industry Characteristics
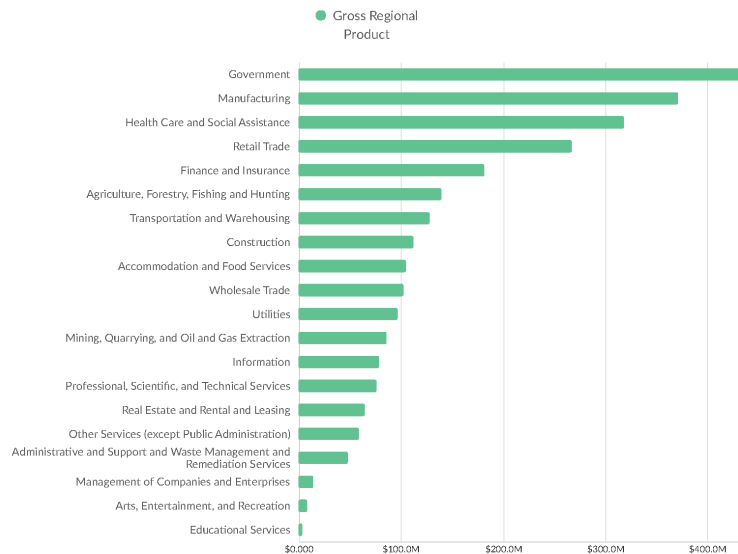
### Largest Industries

## Top Growing Industries

● Industry Jobs Growth



| Industry | |
|---|---|
| Manufacturing | |
| Utilities | |
| Professional, Scientific, and Technical Services | |
| Management of Companies and Enterprises | |
| Accommodation and Food Services | |
| Retail Trade | |
| Construction | |
| Educational Services | |
| Transportation and Warehousing | |
| Arts, Entertainment, and Recreation | |
| Real Estate and Rental and Leasing | |

## Top Industry Employment Concentration

● Industry Employment Concentration



| Industry | |
|---|---|
| Utilities | |
| Agriculture, Forestry, Fishing and Hunting | |
| Mining, Quarrying, and Oil and Gas Extraction | |
| Manufacturing | |
| Health Care and Social Assistance | |
| Retail Trade | |
| Government | |
| Accommodation and Food Services | |
| Other Services (except Public Administration) | |
| Construction | |
| Finance and Insurance | |
| Transportation and Warehousing | |
| Administrative and Support and Waste Management and Remediation Services | |
| Wholesale Trade | |
| Information | |
| Real Estate and Rental and Leasing | |
| Arts, Entertainment, and Recreation | |
| Professional, Scientific, and Technical Services | |
| Management of Companies and Enterprises | |
| Educational Services | |

## Top Industry GRP

● Gross Regional Product

| Industry | Gross Regional Product |
|---|---|
| Government | ████████████████████ ~$430M |
| Manufacturing | ████████████████ ~$375M |
| Health Care and Social Assistance | █████████████ ~$320M |
| Retail Trade | ███████████ ~$265M |
| Finance and Insurance | ████████ ~$185M |
| Agriculture, Forestry, Fishing and Hunting | ██████ ~$140M |
| Transportation and Warehousing | █████ ~$130M |
| Construction | ████ ~$110M |
| Accommodation and Food Services | ████ ~$105M |
| Wholesale Trade | ████ ~$100M |
| Utilities | ███ ~$95M |
| Mining, Quarrying, and Oil and Gas Extraction | ███ ~$85M |
| Information | ███ ~$80M |
| Professional, Scientific, and Technical Services | ███ ~$75M |
| Real Estate and Rental and Leasing | ██ ~$65M |
| Other Services (except Public Administration) | ██ ~$60M |
| Administrative and Support and Waste Management and Remediation Services | █ ~$50M |
| Management of Companies and Enterprises | ~$15M |
| Arts, Entertainment, and Recreation | ~$10M |
| Educational Services | ~$5M |

$0.000 — $100.0M — $200.0M — $300.0M — $400.0M

## Top Industry Earnings

● Earnings Per Worker

| Industry | Earnings Per Worker |
|---|---|
| Utilities | ~$107,000 |
| Mining, Quarrying, and Oil and Gas Extraction | ~$95,000 |
| Real Estate and Rental and Leasing | ~$78,000 |
| Professional, Scientific, and Technical Services | ~$75,000 |
| Transportation and Warehousing | ~$73,000 |
| Wholesale Trade | ~$72,000 |
| Finance and Insurance | ~$70,000 |
| Management of Companies and Enterprises | ~$70,000 |
| Information | ~$65,000 |
| Government | ~$62,000 |
| Construction | ~$55,000 |
| Agriculture, Forestry, Fishing and Hunting | ~$55,000 |
| Manufacturing | ~$50,000 |
| Health Care and Social Assistance | ~$45,000 |
| Retail Trade | ~$36,000 |
| Other Services (except Public Administration) | ~$28,000 |
| Administrative and Support and Waste Management and Remediation Services | ~$28,000 |
| Arts, Entertainment, and Recreation | ~$28,000 |
| Accommodation and Food Services | ~$22,000 |
| Educational Services | ~$21,000 |

$0 — $20,000 — $40,000 — $60,000 — $80,000 — $100,000

67

## Business Characteristics

### 4,879 Companies Employ Your Workers

Online profiles for your workers mention 4,879 companies as employers, with the top 10 appearing below. In the last 12 months, 404 companies in your area posted job postings, with the top 10 appearing below.

| Top Companies | Profiles | |
|---|---|---|
| Poplar Bluff School District | 214 | |
| Poplar Bluff Regional Medical Ce… | 188 | |
| Briggs & Stratton | 185 | |
| United States Department of Ve… | 171 | |
| Three Rivers College | 122 | |
| Walmart | 117 | |
| Gates Corporation | 102 | |
| State of Missouri | 80 | |
| Gamma Healthcare | 70 | |
| Mid Continent Steel And Wire | 53 | |

| Top Companies Posting | Unique Postings | |
|---|---|---|
| Poplar Bluff Regional Medical Ce… | 384 | |
| United States Department of Ve… | 189 | |
| Elara Caring | 159 | |
| Dollar General | 87 | |
| Compass Group | 64 | |
| Community Health Systems Pro… | 58 | |
| Walmart | 43 | |
| Southern Bank | 42 | |
| PepsiCo | 34 | |
| Adelphi Medical Staffing | 32 | |

### Business Size

| | Percentage | Business Count |
|---|---|---|
| ● 1 to 4 employees | 43.8% | 1,465 |
| ● 5 to 9 employees | 25.1% | 839 |
| ● 10 to 19 employees | 17.3% | 579 |
| ● 20 to 49 employees | 10.4% | 347 |
| ● 50 to 99 employees | 2.4% | 81 |
| ● 100 to 249 employees | 0.8% | 27 |
| ● 250 to 499 employees | 0.1% | 5 |
| ● 500+ employees | 0.1% | 3 |
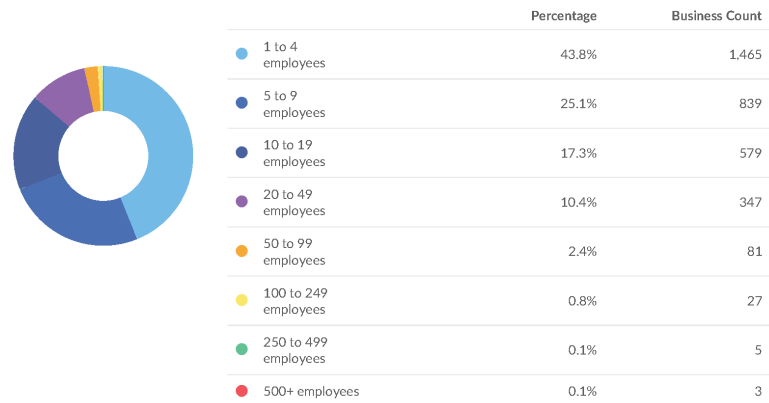
*Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.*

## Workforce Characteristics

### Largest Occupations

● Occupation Jobs　　● National Average

| Occupation | |
|---|---|
| Office and Administrative Support | |
| Healthcare Support | |
| Transportation and Material Moving | |
| Food Preparation and Serving Related | |
| Production | |
| Sales and Related | |
| Healthcare Practitioners and Technical | |
| Management | |
| Educational Instruction and Library | |
| Installation, Maintenance, and Repair | |
| Construction and Extraction | |
| Business and Financial Operations | |
| Building and Grounds Cleaning and Maintenance | |
| Community and Social Service | |
| Protective Service | |
| Personal Care and Service | |
| Farming, Fishing, and Forestry | |
| Architecture and Engineering | |
| Arts, Design, Entertainment, Sports, and Media | |
| Life, Physical, and Social Science | |
| Computer and Mathematical | |
| Legal | |
| Military-only | |

### Top Growing Occupations

● Occupation Jobs Growth

| Occupation | |
|---|---|
| Transportation and Material Moving | |
| Business and Financial Operations | |
| Management | |
| Healthcare Support | |
| Educational Instruction and Library | |
| Community and Social Service | |
| Arts, Design, Entertainment, Sports, and Media | |
| Installation, Maintenance, and Repair | |
| Architecture and Engineering | |
| Construction and Extraction | |
| Computer and Mathematical | |
| Legal | |

69

## Top Occupation Employment Concentration

● Occupation Employment Concentration

| Occupation | |
|---|---|
| Healthcare Support | |
| Farming, Fishing, and Forestry | |
| Production | |
| Community and Social Service | |
| Installation, Maintenance, and Repair | |
| Healthcare Practitioners and Technical | |
| Food Preparation and Serving Related | |
| Educational Instruction and Library | |
| Transportation and Material Moving | |
| Construction and Extraction | |
| Building and Grounds Cleaning and Maintenance | |
| Life, Physical, and Social Science | |
| Protective Service | |
| Office and Administrative Support | |
| Sales and Related | |
| Management | |
| Architecture and Engineering | |
| Personal Care and Service | |
| Military-only | |
| Business and Financial Operations | |
| Arts, Design, Entertainment, Sports, and Media | |
| Legal | |
| Computer and Mathematical | |

0.00    1.00    2.00

## Top Occupation Earnings

● Median Hourly Earnings

| Occupation | |
|---|---|
| Computer and Mathematical | |
| Architecture and Engineering | |
| Management | |
| Legal | |
| Healthcare Practitioners and Technical | |
| Business and Financial Operations | |
| Life, Physical, and Social Science | |
| Installation, Maintenance, and Repair | |
| Educational Instruction and Library | |
| Construction and Extraction | |
| Arts, Design, Entertainment, Sports, and Media | |
| Community and Social Service | |
| Protective Service | |
| Military-only | |
| Production | |
| Transportation and Material Moving | |
| Office and Administrative Support | |
| Farming, Fishing, and Forestry | |
| Sales and Related | |
| Building and Grounds Cleaning and Maintenance | |
| Personal Care and Service | |
| Food Preparation and Serving Related | |
| Healthcare Support | |

$0.00    $10.00    $20.00    $30.00

70

## Top Posted Occupations

● Unique Average Monthly Postings



| Occupation | |
|---|---|
| Healthcare Practitioners and Technical | |
| Sales and Related | |
| Healthcare Support | |
| Management | |
| Transportation and Material Moving | |
| Food Preparation and Serving Support | |
| Office and Administrative Support | |
| Installation, Maintenance, and Repair | |
| Community and Social Service | |
| Business and Financial Operations | |
| Arts, Design, Entertainment, Sports, and Media | |
| Building and Grounds Cleaning and Maintenance | |
| Production | |
| Protective Service | |
| Educational Instruction and Library | |
| Construction and Extraction | |
| Computer and Mathematical | |
| Architecture and Engineering | |
| Personal Care and Service | |
| Life, Physical, and Social Science | |

## Underemployment

● Jobs Requiring Ed. Level　　● Population at Ed. Level



| Education Level | |
|---|---|
| No Formal Education Required | |
| High School Diploma or Equivalent | |
| Some College, Non-Degree Award | |
| Associate's Degree | |
| Bachelor's Degree | |
| Graduate Degree and Higher | |

71

## Educational Pipeline

In 2022, there were 792 graduates in 5 Missouri Counties. This pipeline has shrunk by 24% over the last 5 years. The highest share of these graduates come from "General Studies" (Certificate), "Liberal Arts and Sciences/Liberal Studies" (Associate's), and "Pre-Nursing Studies" (Associate's).

| School | Total Graduates (2022) | Graduate Trend (2018 - 2022) |
|---|---|---|
| Three Rivers College | 774 | |
| Poplar Bluff Technical Career Center | 18 | |

● Certificate   ● Associate's   ● Bachelor's   ● Master's or Higher

## In-Demand Skills

● Top Specialized Skills    ● National Average



Skills (top to bottom): Nursing, Merchandising, Cash Register, Nursing Care, Medication Administration, Housekeeping, Cash Handling, Loans, Direct Patient Care, Medical Records

72

# Appendix C: Broadband Modeling & Engineering Feasibility Study

## 66% — 26,151
locations without access to 50/10 Mbps

## 3,695
miles of fiber needed
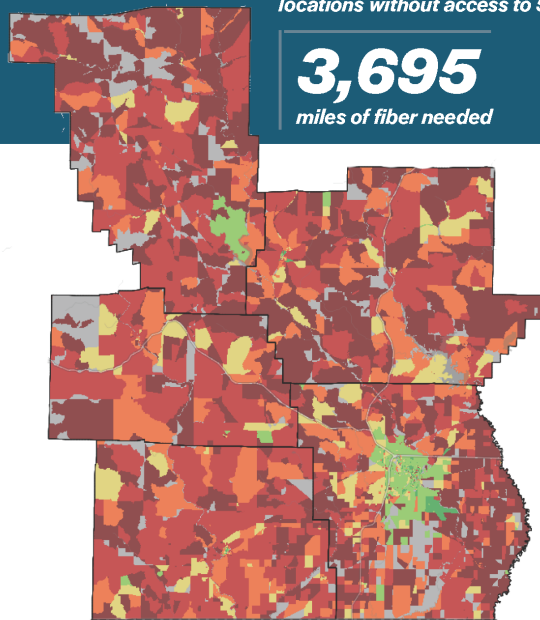


Below 10/1 Mbps ■ Above 10/1; ■ Above 25/3; ■ Above 50/10; ■ Above 100/20; ■ Above 200/50 Mbps
Below 25/3 Mbps  Below 50/10 Mbps  Below 100/20 Mbps  Below 200/50 Mbps
■ null / no data

*Coverage ratings reflect multiple sources, including Ookla Speedtest Intelligence® data licensed by MACOG for the
months of December 2020 through July 2023. See Appendix 1 for detailed methodology

## FUNDED AREAS

The state of Missouri received federal funding from USDA ReConnect, The Rural Digital Opportunity Fund, and the NTIA. Additional funds from the state were awarded to providers from the Missouri Broadband CARES program, American Rescue Plan Act (ARPA), and the state broadband grant program.

Blocked out areas show existing federal and state awards that were not in default at the time of this report. The remaining areas in red and orange are below 25/3 and 50/10 Mbps respectively and were the areas of focus for the county cluster project planning.

While the Federal definition of "underserved" applies to any location below 100/20, the below 50/10 threshold generates logical, contiguous service areas that remain in dramatic need of infrastructure investment.
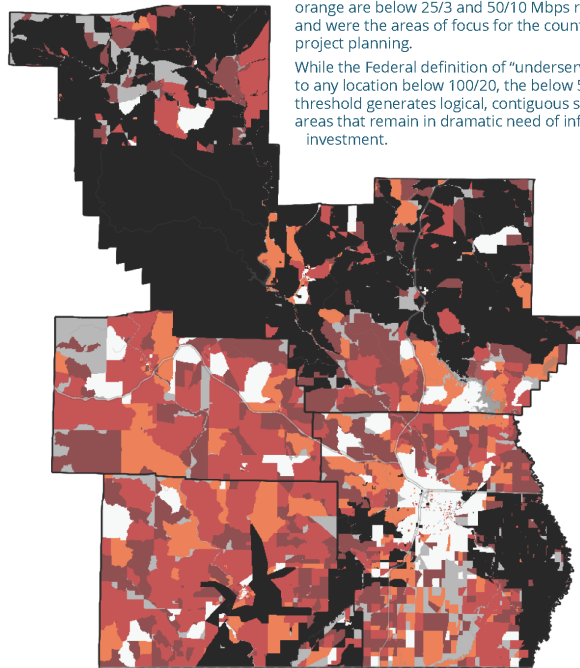


■ Below 10/1 Mbps  ■ Above 10/1; Below 25/3 Mbps  ■ Above 25/3; Below 50/10 Mbps  ■ Awarded State or Federal Funds
■ null / no data

The FCC's Connect America Model (CAM) is a long-standing subsidy program that pays telecommunications carriers to offer broadband in their landline telephone territories. The original model targeted 10/1 Mbps. The "alternative" model (ACAM) upped that to 25/3 Mbps. The most recent, "enhanced alternative" model (E-ACAM) offers additional subsidy to carriers who agree to increase speeds to 100/20 Mbps. By the late October 2023 deadline, several of the Missouri-based ACAM providers elected to accept the FCC's E-ACAM offer. As such, these areas become ineligible for BEAD and most other sources of broadband grant funding.

E-ACAM elections will affect 29 project areas in 13 cluster counties, including 10 project areas that have at least 75% of their total area covered by E-ACAM. Because this development came at the end of RCG's period of performance, there was not enough time to redraw project boundaries and recalculate the financial estimates for those areas. Instead, we have flagged the affected project areas in each county cluster report and have excluded project areas with 75% or more E-ACAM coverage from our summary numbers. Project areas with less than 75% coverage remain in the overall calculations, but it should be noted that actual costs and scope will be lower for those areas once the E-ACAM overlap has been excluded.



Proposed Project Areas
E-ACAM Carrier Elections
Awarded State or Federal Funds
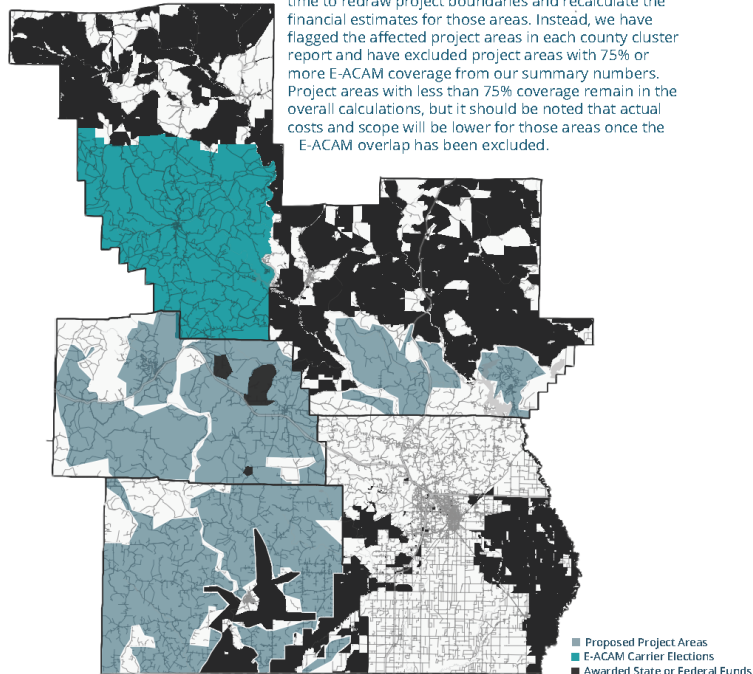
# BUSINESS OPPORTUNITY AREAS

Business demand for broadband varies based on company size and economic sector.

The greater the demand, the bigger the dot. The presence of a high-demand business or multiple businesses of any size will make that area significantly more attractive to a broadband provider.

*See "Business Broadband Opportunity Index" in Appendix 1 for a detailed explanation of how dot size was determined



Business Locations [the larger the dot the greater the broadband demand]

Texts appearing in left slide:

**Texas / Howell / Shannon**
**Oregon / Ripley / Carter**
Project Cluster ▪ South Central Ozark Council of Governments
Ozark Foothills Regional Planning Commission

**80%**
of the populated area is unserved

**31,085**
locations cannot achieve speeds greater than 25/3 Mbps

Legend:
- Below 10/1 Mbps
- Above 10/1; Below 25/3 Mbps
- Above 25/3; Below 50/10 Mbps
- Above 50/10; Below 100/20 Mbps
- Above 100/20; Below 200/50 Mbps
- Above 200/50 Mbps
- null / no data

Texts appearing in right slide:

**Texas / Howell / Shannon**
**Oregon / Ripley / Carter**
Project Cluster ▪ South Central Ozark Council of Governments
Ozark Foothills Regional Planning Commission

AREAS OF FOCUS

**79%**
of locations cannot achieve broadband speeds greater than 50/10 Mbps

- Areas below 25/3 Mbps
- Areas above 25/3 Mbps and below 50/10 Mbps

- Areas that have been awarded project funds

**Texts / Howell / Shannon**
**Oregon / Ripley / Carter**
Project Cluster ▪ South Central Ozark Council of Governments
Ozark Foothills Regional Planning Commission

## PLANNING CONSIDERATIONS

Rugged terrain and dense canopy cover can impact deployment costs, route considerations and technology options.

Legend (canopy):
- >75%
- 50% - 75%
- 25% - 50%
- 1% - 25%
- < 1%
- Unsurveyed

Legend (slope):
- Flat (0°)
- Nearly Level (1°)
- Gently Level (2°)
- Gently Sloping (3° - 5°)
- Strongly Sloping (6° - 10°)
- Gently Steep (11° - 15°)
- Moderately Steep (16° - 20°)
- Steep (21° - 30°)
- Very Steep (31° - 90°)

---

**Texas / Howell / Shannon**
**Oregon / Ripley / Carter**
Project Cluster ▪ South Central Ozark Council of Governments
Ozark Foothills Regional Planning Commission

## PROJECT AREAS

**28,578**
LOCATIONS

**7,760**
BUSINESSES

**4,053**
MILES OF FIBER NEEDED
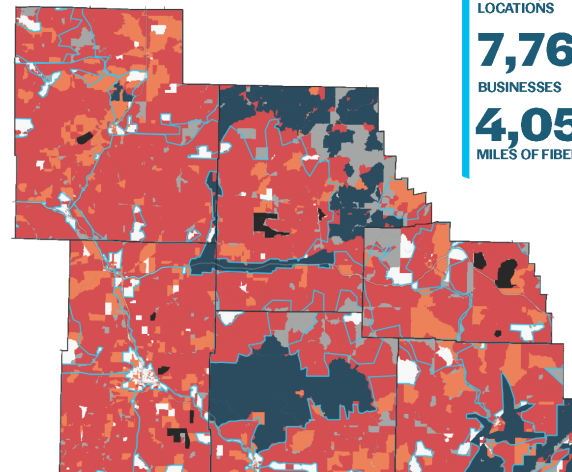
Legend:
- Areas below 25/3 Mbps
- Areas above 25/3 Mbps and below 50/10 Mbps
- Areas that have been awarded project funds
- Proposed Project Areas

**Investment Range = $360.7 - $792.7 million[†]**

*Investment projections take into account the total number of fiber miles, deployment type (aerial or underground) and the computation of low, mid and high project cost. A full explanation of our methodology and calculation tables can be found in the Appendix 1 and 2.*

*† The Investment range for this cluster area may be lower; due to carriers electing to participate in E-ACAM that can impact eligibility for BEAD funding*

# TEXAS COUNTY
## PROJECT AREAS

With the exceptions of towns like Cabool and Houston and a handful of existing awards that will bring broadband to specific areas, Texas County is mostly unserved/underserved. Given the scope of the need, we divided the county up into 5 project areas. If sufficient funding is available, one or more of these areas can be combined to create a larger project area. Project areas #2, #3, and #4 include some blocks where one or more providers claim to offer cable modem service, with the rest of the territory claimed only by fixed wireless providers. Areas #1 and #5 have no cable providers.



Texas

- ▮ Proposed Project Area   ▮ Funded or served excluded from calculation
- • • ● Business Locations *[the larger the dot the greater the broadband demand]*

| 1,374 | 8,920 | 2,822 | 6.5 |
|---|---|---|---|
| fiber miles | locations | business locations | locations per mile |

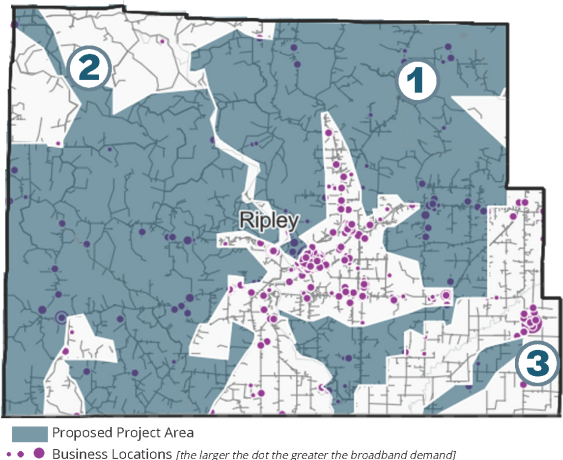## INVESTMENT = $122.3 - $268.8 million

*Investment projections take into account the total number of fiber miles, deployment type (aerial or underground) and the computation of low, mid and high project cost. A full explanation of our methodology and calculation tables can be found in the Appendix 1 and 2.*

---

# TEXAS COUNTY
## PROJECT DETAILS

### 1

| AERIAL | | UNDERGROUND |
|---|---|---|
| $8.2M - $10.9M | COST TO PASS | $10.6M - $17.9M |
| $859K - $3.4M | ISP INVESTMENT | $859K - $3.4M |
| $4.7M - $10M | FUNDING GAP | $7.2M - $17M |
| $182 - $389 | annual cost per location over 30 years | $260 - $667 |

**92** fiber miles
**859** locations  **9.4** locations per mile

### 2

| AERIAL | | UNDERGROUND |
|---|---|---|
| $36.2M - $48.4M | COST TO PASS | $47.3M - $79.5M |
| $2.3M - $9.2M | ISP INVESTMENT | $2.3M - $9.2M |
| $27M - $46.1M | FUNDING GAP | $38.2M - $77.4M |
| $393 - $671 | annual cost per location over 30 years | $555 - $1,124 |

**407** fiber miles
**2,291** locations  **5.6** locations per mile

### 3

| AERIAL | | UNDERGROUND |
|---|---|---|
| $10.3M - $13.8M | COST TO PASS | $13.5M - $22.6M |
| $756K - $3M | ISP INVESTMENT | $756K - $3M |
| $7.3M - $13M | FUNDING GAP | $10.4M - $21.8M |
| $320 - $573 | annual cost per location over 30 years | $460 - $963 |

**116** fiber miles
**756** locations  **6.5** locations per mile

**4**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $30.3M - $40.6M | **COST TO PASS** | $39.7M - $66.7M |
| $3M - $12.3M | **ISP INVESTMENT** | $3M - $12.3M |
| $18M - $37.5M | **FUNDING GAP** | $27.4M - $63.6M |
| $196 - $407 | annual cost per location over 30 years | $297 - $690 |

**341** fiber miles

**3,072** locations | **9** locations per mile

**5**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $37.4M - $50M | **COST TO PASS** | $48.9M - $82.1M |
| $1.9M - $7.8M | **ISP INVESTMENT** | $1.9M - $7.8M |
| $29.6M - $48M | **FUNDING GAP** | $41.1M - $80.1M |
| $508 - $824 | annual cost per location over 30 years | $705 - $1,376 |

**420** fiber miles

**1,942** locations | **4.6** locations per mile

---

Most of Howell County is currently rated as either underserved or unserved. Exceptions include the areas around Willow Springs and West Plains as well as a handful of rural blocks that rate above 50/10 Mbps. To allow flexibility with planning, we have divided the county into 5 project areas. If sufficient funding is available, one or more of these areas can be combined to create a larger project area. Project areas #2 and #5 include a few blocks that rate above 100/20 Mbps. We have excluded those locations from our budget estimates, as they would not be eligible for funding. Area 2 has some overlap with E-ACAM commitments. That area was not excluded from our estimates due to time constraints.



Proposed Project Area    Funded or served excluded from calculation

• • **●** Business Locations *[the larger the dot the greater the broadband demand]*
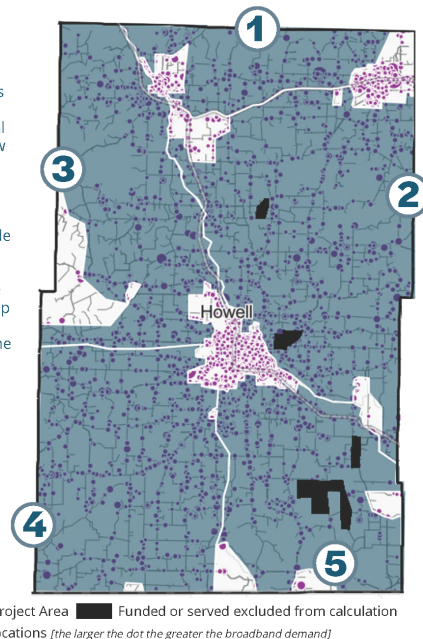
**824** fiber miles | **9,707** locations | **3,119** business locations | **11.8** locations per mile

**INVESTMENT = $73.3 - $161.2 million**†

*Investment projections take into account the total number of fiber miles, deployment type [aerial or underground] and the computation of low, mid and high project cost. A full explanation of our methodology and calculation tables can be found in the Appendix 1 and 2.*
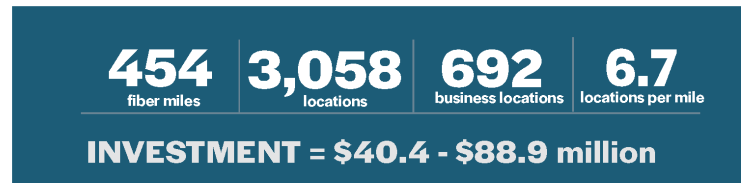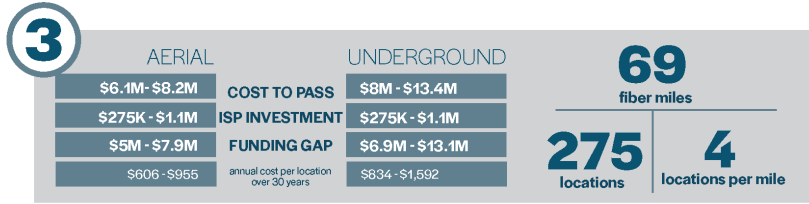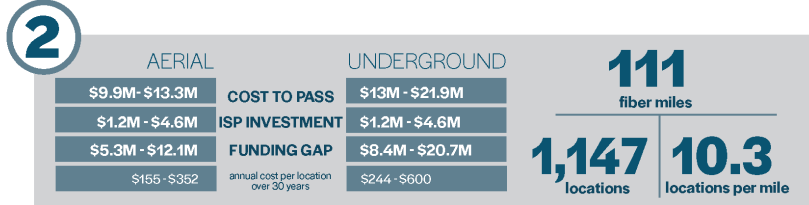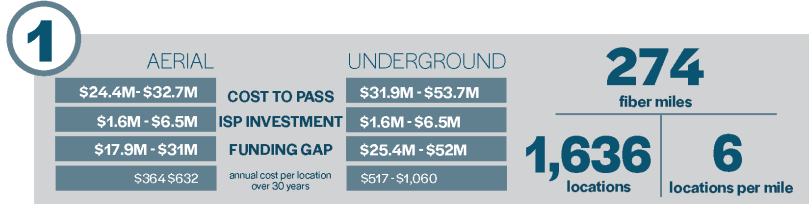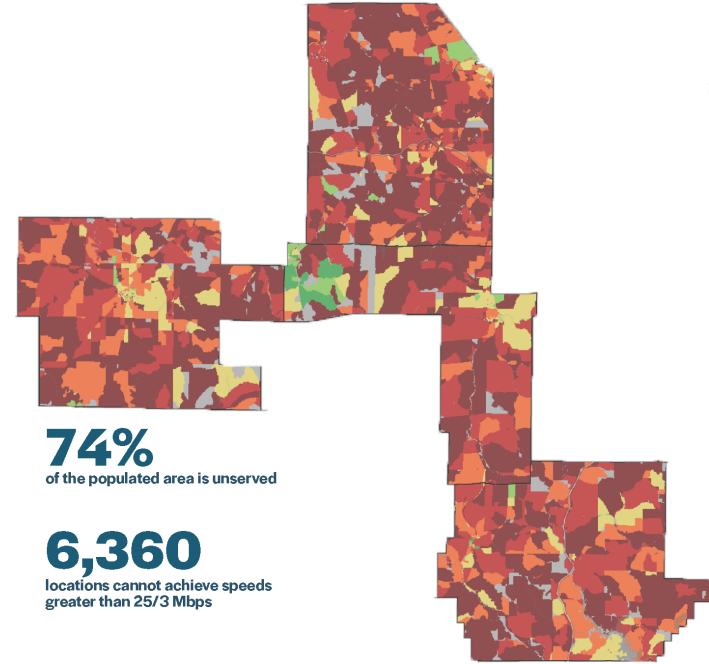
† The investment range for this cluster area may be lower; due to carriers electing to participate in E-ACAM that can impact eligibility for BEAD funding

**1**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $11.4M-$15.3M | COST TO PASS | $15M - $25.1M |
| $814K - $3.3M | ISP INVESTMENT | $814KK - $3.3M |
| $8.2M - $14.5M | FUNDING GAP | $11.7M - $24.3M |
| $335 - $592 | annual cost per location over 30 years | $479 - $995 |

**128** fiber miles

**814** locations | **6.3** locations per mile

*This project area may be partially impacted by E-ACAM Carrier participation, and some locations may not be eligible for BEAD funding.

**2**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $4.9M-$6.6M | COST TO PASS | $6.4M - $10.8M |
| $3.1M - $12.5M | ISP INVESTMENT | $3.1M - $12.5M |
| $0 - $3.5M | FUNDING GAP | $0 - $7.7M |
| $0 - $37 | annual cost per location over 30 years | $0 - $82 |

**55** fiber miles

**3,126** locations | **56.5** locations per mile

**3**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $8.2M-$11M | COST TO PASS | $10.7M - $18M |
| $1.9M - $7.5M | ISP INVESTMENT | $1.9M - $7.5M |
| $665K - $9M | FUNDING GAP | $3.2M - $16M |
| $12 - $161 | annual cost per location over 30 years | $57 - $286 |

**92** fiber miles

**1,875** locations | **20.4** locations per mile

**4**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $29.3M-$39.2M | COST TO PASS | $38.3M - $64.4M |
| $2.4M - $9.5M | ISP INVESTMENT | $2.4M - $9.5M |
| $20M - $36.8M | FUNDING GAP | $28.9M - $62M |
| $278 - $517 | annual cost per location over 30 years | $405 - $871 |

**329** fiber miles

**2,372** locations | **7.2** locations per mile

**5**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $19.5M-$26.1M | COST TO PASS | $25.5M - $42.9M |
| $1.5M - $6.1M | ISP INVESTMENT | $1.5M - $6.1M |
| $13.4M - $24.6M | FUNDING GAP | $19.5M - $41.4M |
| $295 - $539 | annual cost per location over 30 years | $427 - $908 |

**219** fiber miles

**1,520** locations | **6.9** locations per mile

# SHANNON COUNTY
## PROJECT AREAS



Shannon County faces a significant broadband need. Except in areas where funding has already been awarded, all of the county is unserved or underserved. With low population density across much of the county, we divided the unfunded, un/underserved areas into three project areas, one in the south, one in the east, and one in the central west. Project #3, in the central west, includes some funded territory within its boundaries. Because those locations would not be eligible for additional funding, we did not include them in the budget estimates for that project area.

Legend:
- Proposed Project Area
- • • ● Business Locations [the larger the dot the greater the broadband demand]
- (#) Proposed Project Areas fully impacted by E-ACAM

| 557 fiber miles | 2,384 locations | 597 business locations | 4.3 locations per mile |
|---|---|---|---|

### INVESTMENT = $49.6 - $109 million†

*Investment projections take into account the total number of fiber miles, deployment type [aerial or underground] and the computation of low, mid and high project cost. A full explanation of our methodology and calculation tables can be found in the Appendix 1 and 2.
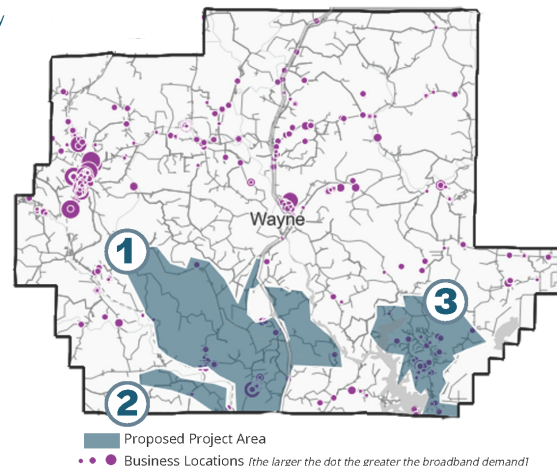
† The Investment range for this cluster area may be lower; due to carrier selecting to participate in E-ACAM that can impact eligibility for BEAD funding

---

# SHANNON COUNTY
## PROJECT DETAILS

**1** *This project area has been removed from the county overall calculations due to E-ACAM Carrier participation

| | AERIAL | | UNDERGROUND | 35 fiber miles |
|---|---|---|---|---|
| COST TO PASS | $3.1M - $4.1M | | $4M - $6.8M | |
| ISP INVESTMENT | $47K - $188K | | $47K - $188K | |
| FUNDING GAP | $2.9M - $4.1M | | $3.9M - $6.8M | |
| annual cost per location over 30 years | $2,065 - $2,906 | | $2,742 - $4,798 | 47 locations / 1.3 locations per mile |

**2**

| | AERIAL | | UNDERGROUND | 211 fiber miles |
|---|---|---|---|---|
| COST TO PASS | $18.8M - $25.2M | | $24.6M - $41.4M | |
| ISP INVESTMENT | $659K - $2.6M | | $659K - $2.6M | |
| FUNDING GAP | $16.2M - $24.5M | | $22M - $40.7M | |
| annual cost per location over 30 years | $819 - $1,239 | | $1,112 - $2,059 | 659 locations / 3.1 locations per mile |

**3**

| | AERIAL | | UNDERGROUND | 345 fiber miles |
|---|---|---|---|---|
| COST TO PASS | $30.7M - $41.1M | | $40.2M - $67.6M | |
| ISP INVESTMENT | $1.7M - $6.9M | | $1.7M - $6.9M | |
| FUNDING GAP | $23.8M - $39.4M | | $33.3M - $65.8M | |
| annual cost per location over 30 years | $461 - $761 | | $643 - $1,272 | 1,725 locations / 5 locations per mile |

# OREGON COUNTY
## PROJECT AREAS

Central Oregon County currently is funded-to-served through a January 2023 state ARPA grant. To the north and south of this award territory, however, significant need remains. In the sparsely populated northern third of the county, we identify two project areas, both of which are below 25/3 Mbps. Between them, these projects include nearly all of the locations in this part of the county. In the south, we identified 3 more project areas that include a mix of unserved and underserved blocks (below 50/10 Mbps). Given sufficient funding, these could be combined into a single larger area.



Proposed Project Area

Business Locations *[the larger the dot the greater the broadband demand]*
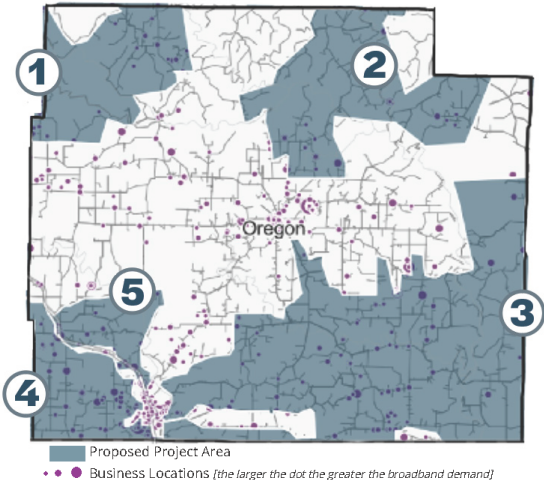
| **452** fiber miles | **2,363** locations | **299** business locations | **5.2** locations per mile |
|---|---|---|---|

## INVESTMENT = $40.2 - $88.4 million†

*Investment projections take into account the total number of fiber miles, deployment type (aerial or underground) and the computation of low, mid and high project cost. A full explanation of our methodology and calculation tables can be found in the Appendix 1 and 2.*

† *The investment range for this cluster area may be lower; due to carriers electing to participate in E-ACAM that can impact eligibility for BEAD funding*

# RIPLEY COUNTY
## PROJECT AREAS

The majority of western and northeastern Ripley County remains unserved/underserved and unfunded. In the southeast, Rural Digital Opportunity Fund (RDOF) awards should address much of the underserved territory there, while a state award surrounding much of Doniphan will serve portions of the county's central region. We defined two large project areas, one on each side of the Current River, and a third small area that would address a sparsely populated section in the far southeast. It should be noted that we did not include the underserved blocks immediately outside of Doniphan because those are likely to be served as part of the state-funded project that surrounds the city.



Proposed Project Area

Business Locations *[the larger the dot the greater the broadband demand]*

| **357** fiber miles | **2,099** locations | **227** business locations | **5.9** locations per mile |
|---|---|---|---|

## INVESTMENT = $31.8 - $69.8 million

*Investment projections take into account the total number of fiber miles, deployment type (aerial or underground) and the computation of low, mid and high project cost. A full explanation of our methodology and calculation tables can be found in the Appendix 1 and 2.*

### 1

| AERIAL | | UNDERGROUND |
|---|---|---|
| $13.3M - $17.8M | COST TO PASS | $17.4M - $29.3M |
| $1.4M - $5.4M | ISP INVESTMENT | $1.4M - $5.4M |
| $8M - $16.5M | FUNDING GAP | $12M - $27.9M |
| $196 - $407 | annual cost per location over 30 years | $297 - $691 |

**150** fiber miles

**1,347** locations   **9** locations per mile

### 2

| AERIAL | | UNDERGROUND |
|---|---|---|
| $17.7M - $23.6M | COST TO PASS | $23.1M - $38.8M |
| $729K - $2.9M | ISP INVESTMENT | $729K - $2.9M |
| $14.7M - $22.9M | FUNDING GAP | $20.2M - $38.1M |
| $674 - $1,046 | annual cost per location over 30 years | $922 - $1,741 |

**198** fiber miles

**729** locations   **3.7** locations per mile

### 3

| AERIAL | | UNDERGROUND |
|---|---|---|
| $791K - $1.1M | COST TO PASS | $1M - $1.7M |
| $23K - $92K | ISP INVESTMENT | $23K - $92K |
| $699K - $1M | FUNDING GAP | $943K - $1.7M |
| $1,013 - $1,500 | annual cost per location over 30 years | $1,366 - $2,487 |

**9** fiber miles

**23** locations   **2.6** locations per mile

---
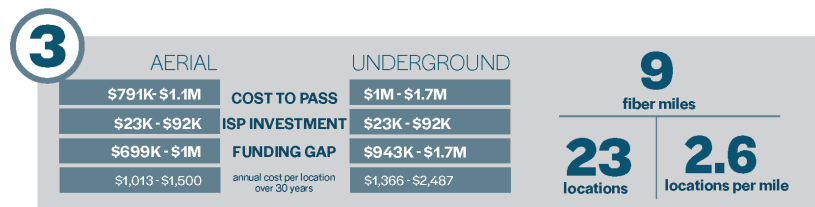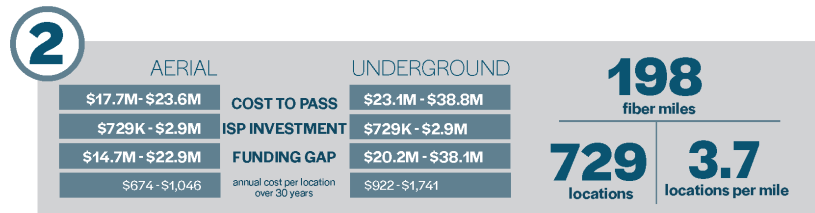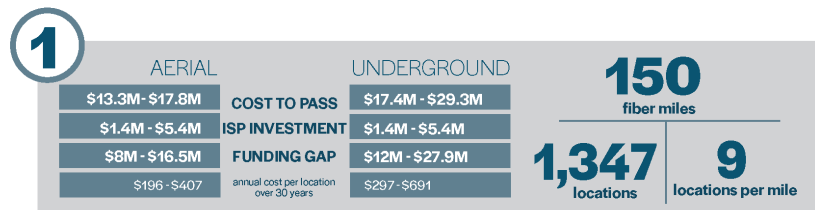
Most of Carter County, including Van Buren, is currently rated as either underserved or unserved, with many blocks unable to obtain speeds above 25/3 Mbps. The only town that includes any served blocks above 100/20 Mpbs is Grandin in the southwest part of the county. Carter County currently has no existing state or federal grant awards. In order to make the most of future grant possibilities, we divided the county into 3 project areas that focus only on speeds below 50/10 Mbps. In project area #1, we excluded 3 sections where speed ratings were above 50/10 but below 100/20 Mbps. These locations are not included in our budget estimate.
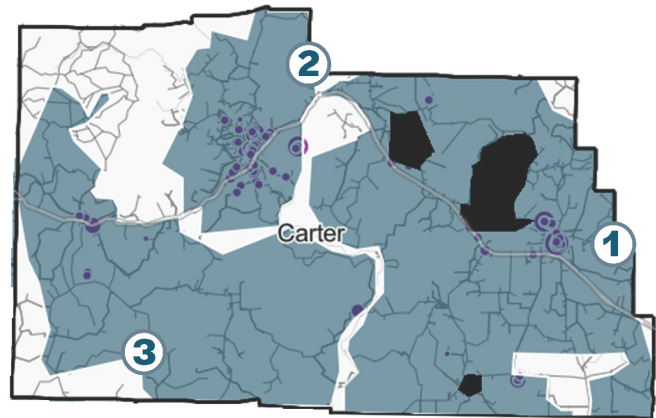


Carter

☐ Proposed Project Area   ■ Funded or served excluded from calculation
• • ● Business Locations *[the larger the dot the greater the broadband demand]*

**454** fiber miles   **3,058** locations   **692** business locations   **6.7** locations per mile

**INVESTMENT = $40.4 - $88.9 million**

*Investment projections take into account the total number of fiber miles, deployment type [aerial or underground] and the computation of low, mid and high project cost. A full explanation of our methodology and calculation tables can be found in the Appendix 1 and 2.*

## CARTER COUNTY
### PROJECT DETAILS

**1**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $24.4M - $32.7M | **COST TO PASS** | $31.9M - $53.7M |
| $1.6M - $6.5M | **ISP INVESTMENT** | $1.6M - $6.5M |
| $17.9M - $31M | **FUNDING GAP** | $25.4M - $52M |
| $364 - $632 | annual cost per location over 30 years | $517 - $1,060 |

**274** fiber miles

**1,636** locations | **6** locations per mile

**2**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $9.9M - $13.3M | **COST TO PASS** | $13M - $21.9M |
| $1.2M - $4.6M | **ISP INVESTMENT** | $1.2M - $4.6M |
| $5.3M - $12.1M | **FUNDING GAP** | $8.4M - $20.7M |
| $155 - $352 | annual cost per location over 30 years | $244 - $600 |

**111** fiber miles

**1,147** locations | **10.3** locations per mile

**3**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $6.1M - $8.2M | **COST TO PASS** | $8M - $13.4M |
| $275K - $1.1M | **ISP INVESTMENT** | $275K - $1.1M |
| $5M - $7.9M | **FUNDING GAP** | $6.9M - $13.1M |
| $606 - $955 | annual cost per location over 30 years | $834 - $1,592 |

**69** fiber miles

**275** locations | **4** locations per mile

## Dent / Iron / Washington / Wayne
### Project Cluster ▪ Meramec - Ozark Foothills - Southeast Missouri Regional Planning Commissions



**74%** of the populated area is unserved

**6,360** locations cannot achieve speeds greater than 25/3 Mbps

| | | |
|---|---|---|
| ■ Below 10/1 Mbps | ■ Above 10/1; Below 25/3 Mbps | ■ Above 25/3; Below 50/10 Mbps |
| ■ Above 50/10; Below 100/20 Mbps | ■ Above 100/20; Below 200/50 Mbps | ■ Above 200/50 Mbps |
| ■ null / no data | | |

## AREAS OF FOCUS

**88%**

of locations cannot achieve broadband speeds greater than 50/10 Mbps
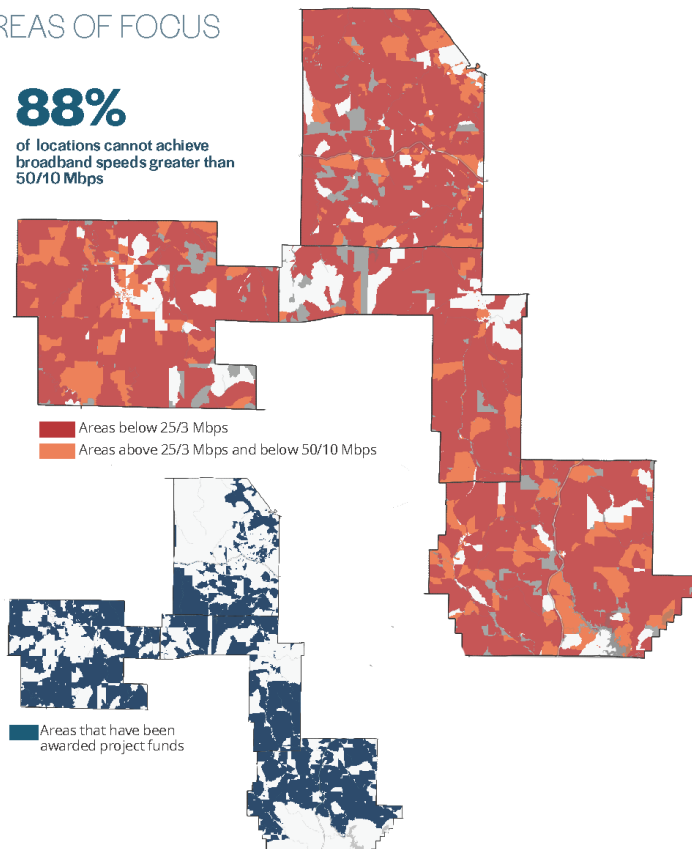


- ⬛ Areas below 25/3 Mbps
- ⬛ Areas above 25/3 Mbps and below 50/10 Mbps

- ⬛ Areas that have been awarded project funds

## PLANNING CONSIDERATIONS

Rugged terrain and dense canopy cover can impact deployment costs, route considerations and technology options.



- ⬛ >75%
- ⬛ 50% - 75%
- ⬛ 25% - 50%
- ⬛ 1% - 25%
- ⬜ < 1%
- ⬛ Unsurveyed

- ⬛ Flat (0°)
- ⬛ Nearly Level (1°)
- ⬛ Gently Level (2°)
- ⬜ Gently Sloping (3° - 5°)
- 🟨 Strongly Sloping (6° - 10°)
- 🟧 Gently Steep (11° - 15°)
- 🟧 Moderately Steep (16° - 20°)
- 🟥 Steep (21° - 30°)
- 🟥 Very Steep (31° - 90°)

# Dent / Iron / Washington / Wayne

**Project Cluster ▪ Meramec - Ozark Foothills- Southeast Missouri Regional Planning Commissions**



## PROJECT AREAS

**8,362**
LOCATIONS

**2,052**
BUSINESSES

**816**
MILES OF FIBER NEEDED

**Legend:**
- Areas below 25/3 Mbps
- Areas above 25/3 Mbps and below 50/10 Mbps
- Areas that have been awarded project funds
- Proposed Project Areas
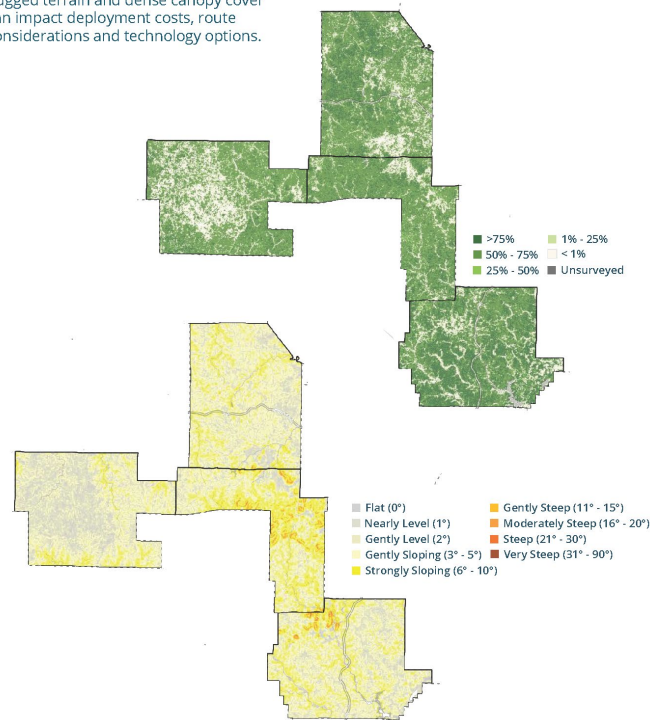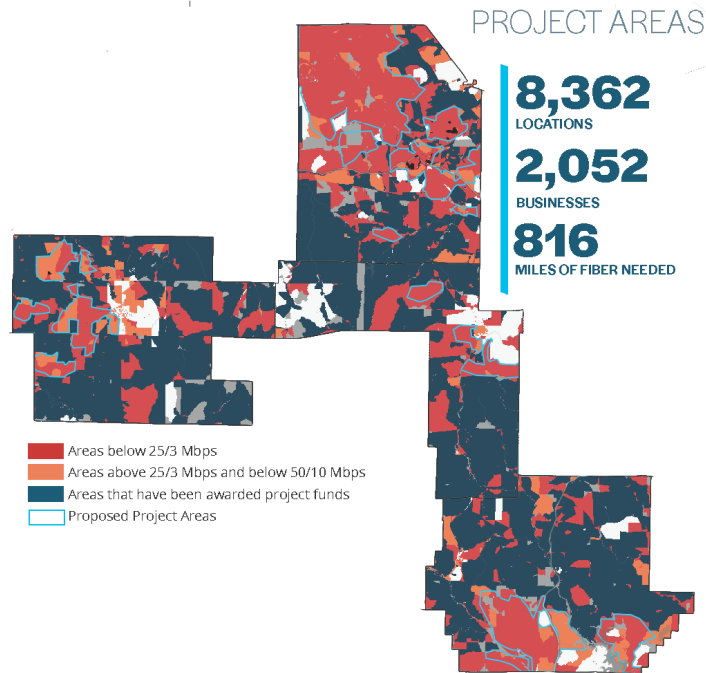
## Investment Range = $73.7 - $162 million†

*Investment projections take into account the total number of fiber miles, deployment type [aerial or underground] and the computation of low, mid and high project cost. A full explanation of our methodology and calculation tables can be found in the Appendix 1 and 2.*

† *The Investment range for this cluster area may be lower; due to carrier electing to participate in E-ACAM that can impact eligibility for BEAD funding*

---

# WAYNE COUNTY

## PROJECT AREAS

Most of northern and central Wayne County is already funded-to-served. Blocks that currently do not have funding are surrounded by existing awards, with many locations close enough to the boundaries that they will likely be served as part of the subsidized deployment. In the south, however, we identified 3 areas of need that currently are unfunded. Area #2 is defined separately from area #1 due to the presence of the Black River. If reasonable fiber crossings are available in or near the project area, then it could be combined with area #1. Area #3 has the highest population density, making it the most attractive to ISPs; however, it also is an area where at least one provider claims to already provide cable modem services.



**Legend:**
- Proposed Project Area
- Business Locations *[the larger the dot the greater the broadband demand]*

| **206** fiber miles | **1,833** locations | **220** business locations | **8.9** locations per mile |
|---|---|---|---|

## INVESTMENT = $18.4 - $40.3 million

*Investment projections take into account the total number of fiber miles, deployment type [aerial or underground] and the computation of low, mid and high project cost. A full explanation of our methodology and calculation tables can be found in the Appendix 1 and 2.*

# WAYNE COUNTY
## PROJECT DETAILS

**1**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $10.7M- $14.3M | COST TO PASS | $14M - $23.5M |
| $526K - $2.1M | ISP INVESTMENT | $526K - $2.1M |
| $8.6M - $13.8M | FUNDING GAP | $11.9M - $23M |
| $544- $872 | annual cost per location over 30 years | $752- $1,455 |

**120** fiber miles

**526** locations    **4.4** locations per mile

**2**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $972K- $1.3M | COST TO PASS | $1.3M - $2.1M |
| $57K - $228K | ISP INVESTMENT | $57K - $228K |
| $744K - $1.2K | FUNDING GAP | $1M - $2.1M |
| $435- $727 | annual cost per location over 30 years | $610 - $1,216 |

**11** fiber miles

**57** locations    **5.2** locations per mile

**3**

| AERIAL | | UNDERGROUND |
|---|---|---|
| $6.7M- $9M | COST TO PASS | $8.8M - $14.7M |
| $1.3M - $5M | ISP INVESTMENT | $1.3M - $5M |
| $1.7M - $7.7M | FUNDING GAP | $3.8M - $13.5M |
| $45- $206 | annual cost per location over 30 years | $100 - $359 |

**76** fiber miles

**1,250** locations    **16.6** locations per mile

---

## ABOUT THE MAPPING

Statewide, Regional, and County profiles were created under contract by Reid Consulting Group, LLC. for Missouri Association of Councils of Government (MACOG).

Broadband coverage maps are based on a rating system developed by Reid Consulting Group, LLC. Data sources include Ookla Speedtest Intelligence® data licensed by MACOG for the months of December 2020 through December 2023, carrier filings of available speeds with the FCC Fabric, carrier reports of actual broadband deployments to USAC (HUBB), RDOF Phase 1 eligibility, and population density.

Unserved and underserved ratings are color coded at the census block and block group level:

- Dark Red: Below 10/1 Mbps
- Red: Above 10/1; Below 25/3 Mbps
- Orange: Above 25/3; Below 50/10 Mbps
- Yellow: Above 50/10; Below 100/20 Mbps
- Light Green: Above 100/20; Below 200/50 Mbps
- Green: Above 200/50 Mbps
- Grey: Areas with no data/ speedtests submitted / no population

We conducted analysis of the raw Ookla® data for the months of December 2020 through July 2023, applying the following filters:

**Filter**

Include desktop, iOS, and Android app results*

Exclude results with GPS precision of greater than 200 meters**

Include only results from fixed broadband providers

*iOS and Android results were included only if the device was connected to wi-fi during the speed test.
** To protect consumer privacy, Ookla® limits location precision to +/-100 meters. As a result, a single location may include multiple households and many individual tests.

## ANALYZING THE DATA

Using the Ookla® results we rated each location based on the maximum of up/down speeds for all tests at that location. We then graded census blocks based on the median up/down rating of all locations within each block. Block-by-block ratings were further refined based on RDOF eligibility, past HUBB deployments, and Form 477/ Fabric availability data. For blocks with no Ookla test results, extrapolated ratings were assigned where possible via comparative analysis of population density, block group ratings, FCC Fabric, HUBB data, and RDOF Phase 1 awards. Areas that could not be assigned an extrapolated rating are shown in gray on the map.

### Generating Speed Ratings
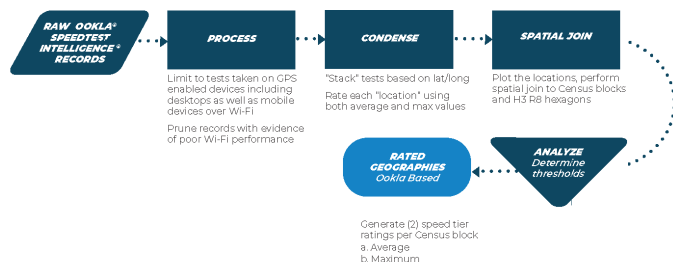


### Layering Additional Data Sources
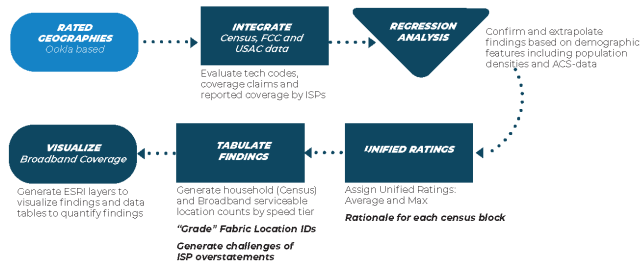


## BUSINESS BROADBAND OPPORTUNITY INDEX

Business demand for broadband varies based on company size and economic sector. The more employees at any given business location, the greater the demand will be for that location. Certain types of businesses also tend to consume more bandwidth regardless of size. For example, a medical clinic with 50 employees will need significantly more capacity than a construction contractor of similar size.

When planning for broadband expansion, it is important to consider the effect businesses have on overall need. The presence of a high-demand business or multiple businesses of any size in a particular area may make that area significantly more attractive to a broadband provider than the surrounding population density would predict.

The Business Broadband Opportunity Index helps planners visualize this economic impact by mapping the location of every business (as identified by Dun & Bradstreet) with a dot size proportional to that business' expected broadband demand. The larger the dot, the greater the demand. Calculations are as follows:

*OPPORTUNITY INDEX = BUSINESS SIZE \* INDEX MULTIPLIER*

### Business Size

Number of employees as reported in Dun & Bradstreet. If count is blank, assume 1 employee.

### Index Multiplier

A number from 1-5 based on industry sector.

### On the Map

The greater the demand, the bigger the dot. To aid with visualization, comparative rankings from 1 to 10 are also assigned.

| Category | Multiplier |
|---|---|
| Healthcare | 5 |
| Education & Libraries | 5 |
| Telecom and IT | 5 |
| Banking and Finance | 5 |
| Professional Services | 4 |
| Publishers | 4 |
| Real Estate | 3 |
| Hospitality | 3 |
| Non-Profit | 3 |
| Wholesalers | 2 |
| Dealers and Retail | 2 |
| Transportation | 2 |
| Childcare | 2 |
| Sports, Music & Arts | 2 |
| Religious and Fraternal | 2 |
| Manufacturing | 2 |
| Printing | 2 |
| Restaurants & Food | 2 |
| Farming | 1 |
| Hunting, Fishing | 1 |
| Energy | 1 |
| Raw Materials | 1 |
| Contractors | 1 |
| Textiles | 1 |
| Unclassified | 1 |

# APPENDIX 2
## Budget Projections

The budget is based on a fiber-to-the-home network with enough capacity to meet demand for the next 30 years. Expected investments and the funding gap will vary based on the area to be served, the population density, and the presence or absence of other services.

## COST ESTIMATES

### Investment Range

The Project Cluster Investment Range represents the lowest cost to the highest cost of to serve the total number of locations that are identified as below 50/10 Mbps the entire County Cluster. In most cases the lowest cost represents aerial fiber deployment and the highest cost represents underground fiber deployment. For the individual counties, it is the average of the lowest and cost of each project area.

The total cost for each project area is the sum of make-ready and cost-to-pass multiplied by the number of unserved state, county, township, and unincorporated road miles.

*Unserved Miles * (Make-Ready + Cost-to-Pass)*
*+ (Number of locations * Network electronics)*

*Fiber Miles to Reach Target * Cost per Mile = Cost to Pass*

### ISP Investment

This is the total an internet provider can spend to install fiber and still make a profit, estimated between $1000 and $4000 per household. As population density goes down, costs go up while expected investment remains the same.

*Households in Service Area * Investment per household*

### Funding Gap

The funding gap is the difference between the total cost of the project and the available or anticipated private investment. For an internet service offering to be sustainable, grant or other public funding must be used to close this gap.

*Funding Gap = Total Projected Cost - ISP Investment*

### 30 Year Annual Cost

The 30 year amortized gap per household is calculated by dividing the funding gap by 30, then dividing the resulting figure by the total number of locations in the project area.

*Gap per location = ( Funding Gap ÷ Number of households) ÷ 30 years*

### Fiber Miles

Fiber distance is based on the number of unserved state, county, local municipal and unincorporated road miles within the county.

### Locations per Mile

Total number of unserved households divided by the number of unserved state, county, township, and unincorporated road miles.

## APPENDIX 3
### Planning for the Future

#### BUILDING FOR THE FUTURE

For planning purposes, broadband deployments must be treated like infrastructure projects. Much like water, sewer, and roads, broadband networks should be designed to last decades rather than years. Networks installed today should utilize technologies, materials, and design specifications that will deliver 30-to-40-year longevity. Networks also should have sufficient capacity to meet not only current needs but also those of 2055.

Given the capital costs and construction requirements for broadband, we recommend a planning window that starts in 2025 and continues through 2055. This timeline assumes a three to four year deployment window which will vary based on project size, supply chain complexities and labor availability.

*Since the web was invented in 1990, broadband demand has increased ten-fold every decade.*
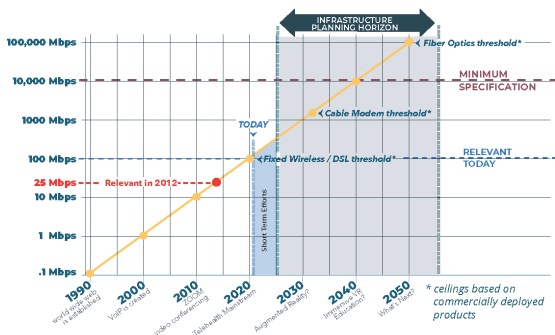


When home internet first became common, most households connected using landline modems that operated at 56 Kbps (0.056 Mbps). By 2000, speeds had increased to 1 Mbps. A decade later, a well-served household could expect 10 Mbps. The FCC's current 25/3 Mbps threshold was last relevant in 2012, when the average download speed reached 25 Mbps. Currently, someone living in a well-served area can expect at least 100 Mbps down/20 Mbps up.

With remote work and learning, telehealth, and virtual reality quickly becoming mainstream, it is not difficult to imagine the average speed reaching 1,000 Mbps (1 Gbps) ten years from now. In fact, many internet providers already offer 1 Gbps and 2 Gbps plans with business connections and some residential connections routinely operating at 10 Gbps. Some backbone and middle mile networks already operate on 100 Gbps and 400 Gbps connectivity.

## APPENDIX 4
### Challenge Process

Reid Consulting Group filed multiple rounds of FCC bulk challenges on behalf of MACOG. These challenges included addresses from across the state and targeted exaggerated claims from DSL providers and licensed fixed wireless carriers. Justification for these challenges combined knowledge of existing infrastructure with statistical analysis of crowdsourced speed test data. Because the FCC does not consider speed test data alone to be a valid basis for challenge, we cited our speed test analysis only as corroborating evidence to our primary infrastructure arguments. Those arguments were as follows:

#### DSL Cable Plant in Disrepair

DSL service, not only in rural Missouri but also across the rest of rural America, is delivered via twisted pair copper telephone cables that were originally installed in the 1940s-1960s. Most of those cables remain in service today. When delivered over well-maintained lines, DSL is capable of delivering reliable broadband service; however, almost all of our country's landline copper telephone cables are 50+ years old. With a useful lifespan of just 30 years, those cables are no longer to deliver reliable telephone service, let alone broadband.

Based on the decrepit condition of the country's twisted pair landline infrastructure, we challenged any location where a DSL provider claimed speeds above 25/3 Mbps.

#### Speed Rating Threshold

For all technologies, we only challenged locations where our maps showed speeds were below 25/3 Mbps and carrier claims were at least two speed tiers higher. For example, in our first round of fixed wireless challenges, we challenged nearly 48,000 locations that were claimed to be between 100/20 and 200/50 Mbps but which tested below 25/3 Mbps. An additional 27,000+ locations had no test results above 10/1 Mbps. The FCC does not accept this sort of analysis as a challenge justification. We included the data with our challenges anyway, to provide corroboration of our primary justifications and to ensure that the stark difference between carrier claims and citizen reality was documented in public record via the FCC Docket.

## Fixed Wireless not a Mass Market Solution

Fixed wireless providers have significantly overstated their technology's geographic coverage and its ability to provide speeds above 100/20 Mbps at mass market take-rates. Our bulk challenge justification cited two specific justifications:

**Overly optimistic signal propagation model:** Fixed wireless carriers draw a 5-mile radius around each of their macro-towers and claim to offer 100/20 (or in some cases, gigabit speeds) to every location within that radius. Because fixed wireless requires line-of-sight transmission, such coverage is possible only in flat terrain. In hilly areas, particularly the steep terrain of the Ozarks, many subscribers will be unable to "see" a fixed wireless tower. To demonstrate just how widespread this problem can be, we conducted detailed, multi-tower viewshed analyses of multiple areas in the state, each representative of the kind of terrain found in that part of the state. Our analysis showed that even moderately rolling terrain included at least some signal shadows. In steep terrain, more locations were without signal than with. To make matters worse, frequencies above 3 GHz are readily absorbed by the water in tree leaves. These microwave band frequencies are now the most popular fixed wireless frequencies, in part because as frequencies rise, so does theoretical data capacity. With much of the southern part of the state heavily forested, signal attenuation makes fixed wireless even less viable.

**Limited bandwidth on macro sites:** Even if signal propagation were not an issue, bandwidth still would be a problem. For fixed wireless to be a mass-market solution, it must be able to support speeds of at least 100/20 Mbps for 80% of the locations within its coverage radius. Small cell wireless technology is capable of meeting this standard, but all of the providers in Missouri are using only macro towers. For macro-tower fixed wireless, all customers share bandwidth on the same transceiver or, in the best case, on a handful of directional transceivers that divide that tower's territory into quadrants. These transceivers are capable of delivering 100/20 Mbps to a small number of subscribers simultaneously, but if hundreds of subscribers were to connect at the same time, that tower's limited bandwidth would quickly be oversubscribed.



**2** rounds

**489,966** locations challenged

Legend:
- Below 10/1 Mbps
- Above 10/1; Below 25/3 Mbps
- Above 25/3; Below 50/10 Mbps
- null / no data
- Above 50/10; Below 100/20 Mbps
- Above 100/20; Below 200/50 Mbps
- Above 200/50 Mbps
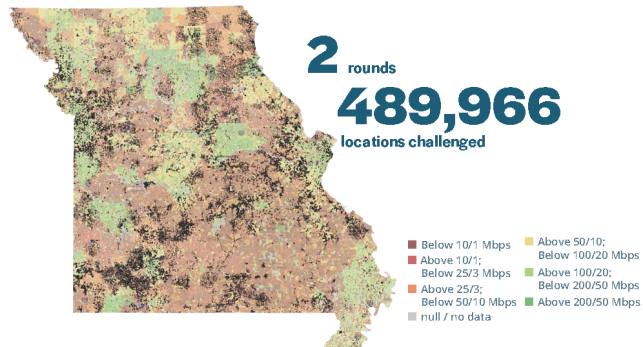
# STATEWIDE CHALLENGES

### Missouri Combined Challenges | Round 1

| ISP Reported | Max observed | Rating Delta | Location Count | Challenge Status |
|---|---|---|---|---|
| 6, Above 200/50 | 1, Below 10/1 | 5 | 1,243 | Challenged |
| 6, Above 200/50 | 2, Above 10/1; Below 25/3 | 4 | 2,776 | Challenged |
| 5, Above 100/20; Below 200/50 | 1, Below 10/1 | 4 | 27,545 | Challenged |
| 5, Above 100/20; Below 200/50 | 2, Above 10/1; Below 25/3 | 3 | 47,880 | Challenged |
| 4, Above 50/10; Below 100/20 | 1, Below 10/1 | 3 | 6,109 | Challenged |
| 4, Above 50/10; Below 100/20 | 2, Above 10/1; Below 25/3 | 2 | 15,658 | Challenged |
| 3, Above 25/3; Below 50/10 | 1, Below 10/1 | 2 | 60,546 | Challenged |
| 3, Above 25/3; Below 50/10 | 2, Above 10/1; Below 25/3 | 1 | 124,639 | Not Challenged |
| | Locations with a Rating Delta of 2 or higher | | 161,757 | Challenged |
| | Locations with a Rating Delta of 1 | | 124,639 | Not Challenged |

### Missouri Fixed Wireless

| ISP Reported | Max observed | Rating Delta | Location Count | Challenge Status |
|---|---|---|---|---|
| 6, Above 200/50 | 1, Below 10/1 | 5 | 1,182 | Challenged |
| 6, Above 200/50 | 2, Above 10/1; Below 25/3 | 4 | 2,537 | Challenged |
| 5, Above 100/20; Below 200/50 | 1, Below 10/1 | 4 | 26,302 | Challenged |
| 5, Above 100/20; Below 200/50 | 2, Above 10/1; Below 25/3 | 3 | 44,930 | Challenged |
| 4, Above 50/10; Below 100/20 | 1, Below 10/1 | 3 | 2,727 | Challenged |
| 4, Above 50/10; Below 100/20 | 2, Above 10/1; Below 25/3 | 2 | 7,741 | Challenged |
| 3, Above 25/3; Below 50/10 | 1, Below 10/1 | 2 | 43,362 | Challenged |
| 3, Above 25/3; Below 50/10 | 2, Above 10/1; Below 25/3 | 1 | 92,144 | Not Challenged |
| | Locations with a Rating Delta of 2 or higher | | 128,781 | Challenged |
| | Locations with a Rating Delta of 1 | | 92,144 | Not Challenged |

### Missouri DSL

| ISP Reported | Max observed | Rating Delta | Location Count | Challenge Status |
|---|---|---|---|---|
| 6, Above 200/50 | 1, Below 10/1 | 5 | 61 | Challenged |
| 6, Above 200/50 | 2, Above 10/1; Below 25/3 | 4 | 239 | Challenged |
| 5, Above 100/20; Below 200/50 | 1, Below 10/1 | 4 | 1,243 | Challenged |
| 5, Above 100/20; Below 200/50 | 2, Above 10/1; Below 25/3 | 3 | 2,950 | Challenged |
| 4, Above 50/10; Below 100/20 | 1, Below 10/1 | 3 | 3,382 | Challenged |
| 4, Above 50/10; Below 100/20 | 2, Above 10/1; Below 25/3 | 2 | 7,917 | Challenged |
| 3, Above 25/3; Below 50/10 | 1, Below 10/1 | 2 | 17,184 | Challenged |
| 3, Above 25/3; Below 50/10 | 2, Above 10/1; Below 25/3 | 1 | 32,495 | Not Challenged |
| | Locations with a Rating Delta of 2 or higher | | 32,976 | Challenged |
| | Locations with a Rating Delta of 1 | | 32,495 | Not Challenged |

## Missouri Combined Challenges | Round 2

| ISP Reported | Max observed | Rating Delta | Location Count | Challenge Status |
|---|---|---|---|---|
| 6, Above 200/50 | 1, Below 10/1 | 5 | 31,510 | Challenged |
| 6, Above 200/50 | 2, Above 10/1; Below 25/3 | 4 | 29,801 | Challenged |
| 6, Above 200/50 | 3, Above 25/3; Below 50/10 | 3 | 68,770 | Challenged |
| 5, Above 100/20; Below 200/50 | 1, Below 10/1 | 4 | 44,655 | Challenged |
| 5, Above 100/20; Below 200/50 | 2, Above 10/1; Below 25/3 | 3 | 46,371 | Challenged |
| 5, Above 100/20; Below 200/50 | 3, Above 25/3; Below 50/10 | 2 | 51,870 | Challenged |
| 4, Above 50/10; Below 100/20 | 1, Below 10/1 | 3 | 6,136 | Challenged |
| 4, Above 50/10; Below 100/20 | 2, Above 10/1; Below 25/3 | 2 | 7,681 | Challenged |
| 3, Above 25/3; Below 50/10 | 1, Below 10/1 | 2 | 41,415 | Challenged |
| 3, Above 25/3; Below 50/10 | 2, Above 10/1; Below 25/3 | 1 | 48,398 | Not Challenged |
| Totals | | | 328,209 | Challenged |
| | | | 48,398 | Not Challenged |

## Missouri Fixed Wireless Challenges | Round 2

| ISP Reported | Max observed | Rating Delta | Location Count | Challenge Status |
|---|---|---|---|---|
| 6, Above 200/50 | 1, Below 10/1 | 5 | 810 | Challenged |
| 6, Above 200/50 | 2, Above 10/1; Below 25/3 | 4 | 2,450 | Challenged |
| 5, Above 100/20; Below 200/50 | 1, Below 10/1 | 4 | 30,521 | Challenged |
| 5, Above 100/20; Below 200/50 | 2, Above 10/1; Below 25/3 | 3 | 30,065 | Challenged |
| 4, Above 50/10; Below 100/20 | 1, Below 10/1 | 3 | 3,673 | Challenged |
| 4, Above 50/10; Below 100/20 | 2, Above 10/1; Below 25/3 | 2 | 3,420 | Challenged |
| 3, Above 25/3; Below 50/10 | 1, Below 10/1 | 2 | 25,400 | Challenged |
| 3, Above 25/3; Below 50/10 | 2, Above 10/1; Below 25/3 | 1 | 26,683 | Not Challenged |
| Totals | | | 96,339 | Challenged |
| | | | 26,683 | Not Challenged |

## Missouri DSL Challenges | Round 2

| ISP Reported | Max observed | Rating Delta | Location Count | Challenge Status |
|---|---|---|---|---|
| 6, Above 200/50 | 1, Below 10/1 | 5 | 497 | Challenged |
| 6, Above 200/50 | 2, Above 10/1; Below 25/3 | 4 | 774 | Challenged |
| 5, Above 100/20; Below 200/50 | 1, Below 10/1 | 4 | 921 | Challenged |
| 5, Above 100/20; Below 200/50 | 2, Above 10/1; Below 25/3 | 3 | 1,531 | Challenged |
| 4, Above 50/10; Below 100/20 | 1, Below 10/1 | 3 | 2,463 | Challenged |
| 4, Above 50/10; Below 100/20 | 2, Above 10/1; Below 25/3 | 2 | 4,261 | Challenged |
| 3, Above 25/3; Below 50/10 | 1, Below 10/1 | 2 | 16,015 | Challenged |
| 3, Above 25/3; Below 50/10 | 2, Above 10/1; Below 25/3 | 1 | 21,715 | Not Challenged |
| Totals | | | 26,462 | Challenged |
| | | | 21,715 | Not Challenged |

## Missouri Fiber Challenges | Round 2

| ISP Reported | Max observed | Rating Delta | Location Count | Challenge Status |
|---|---|---|---|---|
| 6, Above 200/50 | 1, Below 10/1 | 5 | 24,189 | Challenged |
| 6, Above 200/50 | 2, Above 10/1; Below 25/3 | 4 | 18,746 | Challenged |
| 6, Above 200/50 | 3, Above 25/3; Below 50/10 | 3 | 45,664 | Challenged |
| 5, Above 100/20; Below 200/50 | 1, Below 10/1 | 4 | 1,925 | Challenged |
| 5, Above 100/20; Below 200/50 | 2, Above 10/1; Below 25/3 | 3 | 2,074 | Challenged |
| 5, Above 100/20; Below 200/50 | 3, Above 25/3; Below 50/10 | 2 | 5,861 | Challenged |
| Totals | | | 98,459 | Challenged |

## Missouri Cable Modem Challenges | Round 2

| ISP Reported | Max observed | Rating Delta | Location Count | Challenge Status |
|---|---|---|---|---|
| 6, Above 200/50 | 1, Below 10/1 | 5 | 6,014 | Challenged |
| 6, Above 200/50 | 2, Above 10/1; Below 25/3 | 4 | 7,831 | Challenged |
| 6, Above 200/50 | 3, Above 25/3; Below 50/10 | 3 | 23,106 | Challenged |
| 5, Above 100/20; Below 200/50 | 1, Below 10/1 | 4 | 11,288 | Challenged |
| 5, Above 100/20; Below 200/50 | 2, Above 10/1; Below 25/3 | 3 | 12,701 | Challenged |
| 5, Above 100/20; Below 200/50 | 3, Above 25/3; Below 50/10 | 2 | 46,009 | Challenged |
| Totals | | | 106,949 | Challenged |

# REGIONAL CHALLENGES BY COUNTY: ROUND 2

| Provider Claimed Speed | Above 25/3; Below 50/10 | | Above 50/10; Below 100/20 | | Above 100/20; Below 200/50 | | | Above 200/50 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Maximum Speed Test at Location | Below 10/1 | Above 10/1; Below 25/3 | Below 10/1 | Above 10/1; Below 25/3 | Below 10/1 | Above 10/1; Below 25/3 | Above 25/3; Below 50/10 | Below 10/1 | Above 10/1; Below 25/3 | Above 25/3; Below 50/10 | Grand Total |
| **Butler County** | 55 | 15 | 2 | 16 | 548 | 411 | 244 | 161 | 259 | 765 | 2476 |
| Cable | | | | | 18 | 34 | 244 | 136 | 230 | 725 | 1387 |
| BOYCOM CABLEVISION INC. | | | | | 18 | 34 | 244 | 13 | 128 | 378 | 815 |
| Sparklight | | | | | | | | 123 | 102 | 347 | 572 |
| DSL | 5 | | 1 | 14 | 13 | 19 | | 15 | 18 | | 85 |
| Windstream Missouri, Inc. | 5 | | 1 | 14 | 13 | 19 | | 15 | 18 | | 85 |
| Fiber | | | | | | | | 10 | 11 | 40 | 61 |
| Arrowhead Broadband | | | | | | | | | 2 | 8 | 10 |
| Big River Broadband | | | | | | | | 10 | 5 | 10 | 25 |
| BOYCOM CABLEVISION INC. | | | | | | | | | 4 | 22 | 26 |
| Fixed Wireless | 50 | 15 | 1 | 2 | 517 | 358 | | | | | 943 |
| T-Mobile US | 5 | | | | 24 | | | | | | 29 |
| VERIZON | 20 | | | | 1 | | | | | | 21 |
| Windstream Missouri, Inc. | 24 | | 1 | 1 | | 1 | | | | | 27 |
| Wisper ISP, LLC | 1 | 15 | | 1 | 492 | 357 | | | | | 866 |
| **Carter County** | 87 | | 3 | 6 | 48 | 105 | 36 | 7 | 6 | | 298 |
| Cable | | | | | 36 | 97 | 35 | | | | 168 |
| BOYCOM CABLEVISION INC. | | | | | 36 | 97 | 35 | | | | 168 |
| DSL | 4 | | 3 | 6 | 8 | 8 | | 5 | 6 | | 40 |
| Brightspeed | 4 | | | | | | | | | | 4 |
| Windstream Missouri, Inc. | | | 3 | 6 | 8 | 8 | | 5 | 6 | | 36 |
| Fiber | | | | | | | | 1 | 2 | | 3 |
| McCormack Networks | | | | | | | | 1 | 2 | | 3 |
| Fixed Wireless | 83 | | | | 4 | | | | | | 87 |
| T-Mobile US | | | | | 4 | | | | | | 4 |
| UNITED STATES CELLULAR CORPORATION | 83 | | | | | | | | | | 83 |
| **Reynolds County** | 78 | | 2 | 5 | 192 | 676 | 146 | 39 | 12 | 57 | 1207 |
| Cable | | | | | 2 | | 2 | | | | 4 |
| BOYCOM CABLEVISION INC. | | | | | 2 | | 2 | | | | 4 |
| DSL | 74 | | 2 | 5 | | 2 | | | | | 83 |
| Brightspeed | 74 | | 2 | 1 | | | | | | | 77 |
| Windstream Missouri, Inc. | | | | 4 | | 2 | | | | | 6 |
| Fiber | | | | | 190 | 674 | 144 | 39 | 12 | 57 | 1116 |
| McCormack Networks | | | | | 190 | 674 | 144 | 39 | 12 | 54 | 1113 |
| Windstream Missouri, Inc. | | | | | | | | | | 3 | 3 |
| Fixed Wireless | 4 | | | | | | | | | | 4 |
| T-Mobile US | 3 | | | | | | | | | | 3 |
| UNITED STATES CELLULAR CORPORATION | 1 | | | | | | | | | | 1 |
| **Ripley County** | 50 | | 27 | 154 | 55 | 369 | 255 | 28 | 217 | 30 | 1185 |
| Cable | | | | | 29 | 232 | 255 | | | 1 | 517 |
| BOYCOM CABLEVISION INC. | | | | | 29 | 232 | 255 | | | 1 | 517 |
| DSL | 9 | | 27 | 154 | 26 | 137 | | 20 | 167 | | 540 |
| Windstream Missouri, Inc. | 9 | | 27 | 154 | 26 | 137 | | 20 | 167 | | 540 |
| Fiber | | | | | | | | 8 | 50 | 29 | 87 |
| Windstream Missouri, Inc. | | | | | | | | 8 | 50 | 29 | 87 |
| Fixed Wireless | 41 | | | | | | | | | | 41 |
| UNITED STATES CELLULAR CORPORATION | 23 | | | | | | | | | | 23 |
| VERIZON | 10 | | | | | | | | | | 10 |
| Windstream Missouri, Inc. | 8 | | | | | | | | | | 8 |
| **Wayne County** | 4 | | 33 | 100 | 92 | 232 | 203 | 49 | 126 | 184 | 1023 |
| Cable | | | | | 46 | 119 | 201 | 1 | | 2 | 369 |
| BOYCOM CABLEVISION INC. | | | | | 46 | 119 | 201 | 1 | | 2 | 369 |
| DSL | 4 | | 33 | 100 | 46 | 112 | | 37 | 70 | | 402 |
| Windstream Missouri, Inc. | 4 | | 33 | 100 | 46 | 112 | | 37 | 70 | | 402 |
| Fiber | | | | | | 1 | 2 | 11 | 56 | 182 | 252 |
| McCormack Networks | | | | | | 1 | 2 | | | | 3 |
| Windstream Missouri, Inc. | | | | | | | | 11 | 56 | 182 | 249 |
| **Grand Total** | 274 | 15 | 67 | 281 | 935 | 1793 | 884 | 284 | 620 | 1036 | 6189 |

# APPENDIX 5
## Myths, Realities, and Responses

Successful broadband planning requires collaboration between governments, internet service providers, and consumers. Speed test analysis is an essential part of that collaboration, but some internet service providers may object that the maps are inaccurate. Some of these objections may cite common myths about speed testing, but others will be valid concerns. When sharing this report with providers, the following explanations can help steer the conversation toward collaboration.

| MYTHS | Bad tests are because of poor Wi-Fi. | Residents only subscribe to low speed packages. | People only test when there is a problem. |
|---|---|---|---|
| **REALITIES** | Our analysis eliminates speed tests with weak Wi-Fi and includes tests from GPS-enabled wired devices. | According to NRECA, in areas where rural electric cooperatives offer broadband, 25% to 33% of rural subscribers opt for the top speed offered. | Network problems prompt tests, as do resolutions of problems. Sometimes the tests will show the network is working but a streaming service is slow. We focus on the **maximum** speed ever shown |

### Problem: Network throttling

When a provider limits subscriber bandwidth (e.g., 35 or 50 Mbps down instead of 100), then speed test maps will show those customers as underserved, even though the underlying technology can deliver much higher speeds.

### Solution: Conduct max speed tests during installation and service calls

ISPs can improve their speed ratings by having their technicians conduct GPS-enabled Ookla speed tests as part of each customer premise visit. When installing new service or completing a repair, the technician should:

- Temporarily remove any bandwidth caps on the customer's account.
- Connect to the customer's wi-fi using a GPS-enabled iOS/Android device or plug directly into the fiber interface's Ethernet port using a GPS-enabled laptop.
- Using the Speedtest by Ookla app with precise location tracking enabled, conduct multiple tests to reveal the fastest speed available. Always use the Ookla app. The speedtest.net website does not gather precise enough location data.

*This approach should not be considered "gaming the system." For grant planning purposes, it is important to document the highest practical speeds available in each area, even if an ISP does not routinely allow customers full access to those speeds.*

### Problem: Mis-attributed IP address ranges

Smaller ISPs sometimes purchase or lease their network address ranges from a middle mile provider. If those address ranges do not have the ISP's name associated with them, then those tests will be filtered out of the results as belonging to an infrastructure device instead of a home or business.

### Solution: Update IP block ownership data

Ookla uses the Maxmind service to identify ISP network address owners. ISPs can update their address attribution by visiting maxmind.com and completing the form found under Correct a GeoIP ISP or Organization.

### Problem: Poor upload speeds

Cable modem-based systems can support download speeds as fast as 2 Gbps, but they often struggle to deliver upload speeds above 10 Mbps. This is a fundamental limitation of the medium, especially for older cable TV networks.

### Solution: Network upgrade

Cable companies can perform what is known as a "high split upgrade" that increases upload speeds for less than it would cost to deploy fiber. While this is not a long-term solution, it does help older cable plants to meet current federal minimums.

### Problem: Recent upgrades not showing up

Because speed test data relies on organic consumer behavior patterns, test results can lag behind network changes, especially when a provider raises or removes a speed cap on its customers' accounts without notifying them.

### Solution: Technician-conducted speed tests and customer test campaigns

If an ISP wants to see a more immediate reflection of recent changes to its existing network, they should add speed testing to their technicians' customer premise visit procedure. We also recommend encouraging customers to conduct their own speed tests. As noted above, these tes

# Appendix D:
# ACT Reports

# Butler County

Butler County is a certified Work Ready Community that is actively engaged in maintaining their status.

Showing: Jan 1, 2012 to Sep 30, 2023
Goals updated only for participating counties

Status History:
Certified: Jan 2014



**70%**
of maintaining goals completed

## ACT WorkKeys NCRCs Earned

Showing: Jan 1, 2012 to Sep 30, 2023

| Workforce | Actual NCRC |
|---|---|
| Emerging (High School/College) | 364 |
| Current (Employed Private/Public) | 194 |
| Transitioning (Adult Ed/Unemployed) | 458 |
| Workforce category not identified | 0 |
| Cumulative Profiles Job/Curriculum | 0 |
| Employers Supporting | 106 |

### Improved ACT NCRC

| To/From | Bronze | Silver | Gold | Platinum |
|---|---|---|---|---|
| Not Earned | 19 | 2 | 0 | 0 |
| Bronze | | 3 | 1 | 0 |
| Silver | | | 3 | 0 |
| Gold | | | | 0 |

---

# Wayne County

Wayne County is a certified Work Ready Community that is actively engaged in maintaining their status.

Showing: Jan 1, 2012 to Sep 30, 2023
Goals updated only for participating counties

Status History:
Certified: Dec 2019
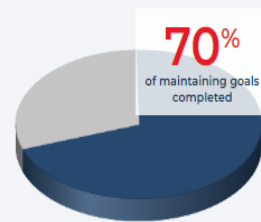


**70%**
of maintaining goals completed

## ACT WorkKeys NCRCs Earned

Showing: Jan 1, 2012 to Sep 30, 2023

| Workforce | Actual NCRC |
|---|---|
| Emerging (High School/College) | 63 |
| Current (Employed Private/Public) | 33 |
| Transitioning (Adult Ed/Unemployed) | 104 |
| Workforce category not identified | 0 |
| Cumulative Profiles Job/Curriculum | 0 |
| Employers Supporting | 45 |

### Improved ACT NCRC

| To/From | Bronze | Silver | Gold | Platinum |
|---|---|---|---|---|
| Not Earned | 2 | 1 | 0 | 0 |
| Bronze | | 1 | 0 | 0 |
| Silver | | | 0 | 0 |
| Gold | | | | 0 |

# Carter County

Showing: Jan 1, 2012 to Sep 30, 2023
Goals updated only for participating counties

**0%**
of goals attained

Looking forward to Carter County participating soon!
**Learn more** on how to engage.

## ACT WorkKeys NCRCs Earned

Showing: Jan 1, 2012 to Sep 30, 2023

| Workforce | Goals | Actual NCRC |
|---|---|---|
| Emerging (High School/College) | N/A | 39 |
| Current (Employed Private/Public) | N/A | 21 |
| Transitioning (Adult Ed/Unemployed) | N/A | 41 |
| Workforce category not identified | | 0 |
| Employers Supporting | | 18 |

### Improved ACT NCRC

| To/From | Bronze | Silver | Gold | Platinum |
|---|---|---|---|---|
| Not Earned | 1 | 0 | 0 | 0 |
| Bronze | | 1 | 0 | 0 |
| Silver | | | 0 | 0 |
| Gold | | | | 0 |

## Carter County

### ACT WorkKeys National Career Readiness Certificate [NCRC]

| Workforce | | Total NCRC | Bronze NCRC | Silver NCRC | Gold NCRC | Platinum NCRC |
|---|---|---|---|---|---|---|
| Emerging | High School | 31 | 18 | 11 | + | 0 |
| | College | 8 | + | + | + | 0 |
| Current | Private | 12 | + | 8 | 0 | 0 |
| | Public | 9 | + | + | + | 0 |
| Transitioning | Adult Education | + | + | 0 | 0 | 0 |
| | Unemployed | 39 | 16 | 18 | + | + |
| | Recent Veteran | 0 | 0 | 0 | 0 | 0 |
| | Workforce category not identified | 0 | 0 | 0 | 0 | 0 |
| | **Totals** | **101** | **45** | **44** | **11** | **+** |

The table above is a detailed breakdown of the same ACT WorkKeys NCRC data presented in the upper right box on this page and represents ACT WorkKeys NCRCs earned or improved throughout the community. All ACT WorkKeys NCRC data is updated monthly.

## About ACT

Founded in 1959, ACT is a not-for-profit organization headquartered in Iowa City, Iowa, and dedicated to helping people achieve education and workplace success. ACT provides a broad array of assessment, research, information and program management solutions in the areas of education and workforce development.

---

# Reynolds County

Showing: Jan 1, 2012 to Sep 30, 2023
Goals updated only for participating counties

**0%**
of goals attained

Looking forward to Reynolds County participating soon!
**Learn more** on how to engage.

## ACT WorkKeys NCRCs Earned

Showing: Jan 1, 2012 to Sep 30, 2023

| Workforce | Goals | Actual NCRC |
|---|---|---|
| Emerging (High School/College) | N/A | 23 |
| Current (Employed Private/Public) | N/A | 13 |
| Transitioning (Adult Ed/Unemployed) | N/A | 35 |
| Workforce category not identified | | 0 |
| Employers Supporting | | 22 |

### Improved ACT NCRC

| To/From | Bronze | Silver | Gold | Platinum |
|---|---|---|---|---|
| Not Earned | 0 | 0 | 0 | 0 |
| Bronze | | 0 | 0 | 0 |
| Silver | | | 1 | 0 |
| Gold | | | | 0 |

## Reynolds County

### ACT WorkKeys National Career Readiness Certificate [NCRC]

| Workforce | | Total NCRC | Bronze NCRC | Silver NCRC | Gold NCRC | Platinum NCRC | NCRC Plus |
|---|---|---|---|---|---|---|---|
| Emerging | High School | 7 | + | + | + | 0 | 0 |
| | College | 16 | 0 | 9 | 7 | 0 | 0 |
| Current | Private | 11 | + | 5 | 5 | 0 | 0 |
| | Public | + | + | 0 | 0 | 0 | 0 |
| Transitioning | Adult Education | 0 | 0 | 0 | 0 | 0 | 0 |
| | Unemployed | 32 | 5 | 17 | 10 | 0 | + |
| | Recent Veteran | 0 | 0 | 0 | 0 | 0 | 0 |
| | Workforce category not identified | 0 | 0 | 0 | 0 | 0 | 0 |
| | **Totals** | **68** | **11** | **34** | **23** | **0** | **+** |

The table above is a detailed breakdown of the same ACT WorkKeys NCRC data presented in the upper right box on this page and represents ACT WorkKeys NCRCs earned or improved throughout the community. All ACT WorkKeys NCRC data is updated monthly.

## About ACT

Founded in 1959, ACT is a not-for-profit organization headquartered in Iowa City, Iowa, and dedicated to helping people achieve education and workplace success. ACT provides a broad array of assessment, research, information and program management solutions in the areas of education and workforce development.

# Ripley County

Ripley County is a certified Work Ready Community that is actively engaged in maintaining their status.

Showing: Jan 1, 2012 to Sep 30, 2023
Goals updated only for participating counties

**Status History:**
Certified: Jan 2014



**90%**
of maintaining goals completed
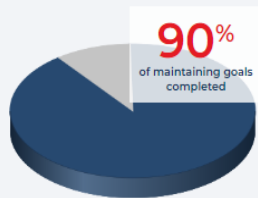
## ACT WorkKeys NCRCs Earned

Showing: Jan 1, 2012 to Sep 30, 2023

| Workforce | Actual NCRC |
|---|---|
| Emerging (High School/College) | 156 |
| Current (Employed Private/Public) | 64 |
| Transitioning (Adult Ed/Unemployed) | 142 |
| Workforce category not identified | 0 |
| Cumulative Profiles Job/Curriculum | 0 |
| Employers Supporting | 31 |

### Improved ACT NCRC

| To/From | Bronze | Silver | Gold | Platinum |
|---|---|---|---|---|
| Not Earned | 1 | 2 | 0 | 0 |
| Bronze | | 0 | 0 | 0 |
| Silver | | | 0 | 0 |
| Gold | | | | 0 |

**Ripley County Service Delivery for ACT WorkKeys NCRC**

Ripley County Caring Community Partnership
lisaaden@gmail.com
573-996-7980

---

# Ripley County

## ACT WorkKeys National Career Readiness Certificate [NCRC]

| Workforce | | Total NCRC | Bronze NCRC | Silver NCRC | Gold NCRC | Platinum NCRC | NCRC Plus |
|---|---|---|---|---|---|---|---|
| Emerging | High School | 134 | 48 | 63 | 17 | 6 | 0 |
| | College | 21 | + | 13 | 7 | 0 | + |
| Current | Private | 41 | 5 | 27 | 8 | + | 0 |
| | Public | 23 | 9 | 11 | + | + | 0 |
| Transitioning | Adult Education | 0 | 0 | 0 | 0 | 0 | 0 |
| | Unemployed | 142 | 43 | 73 | 17 | 9 | 0 |
| | Recent Veteran | 0 | 0 | 0 | 0 | 0 | 0 |
| | Workforce category not identified | 0 | 0 | 0 | 0 | 0 | 0 |
| | Totals | 361 | 106 | 187 | 51 | 17 | + |

The table above is a detailed breakdown of the same ACT WorkKeys NCRC data presented in the upper right box on this page and represents ACT WorkKeys NCRCs earned or improved throughout the community. All ACT WorkKeys NCRC data is updated monthly.

+ Value less than 4

# Appendix E: 2017 Housing Study

# Ozark Foothills Regional Community Foundation

## Post-2017 Disaster Regional Housing Study

# Table of Contents

## Acknowledgements

**Pre-Disaster Conditions**

2010-2017

# Regional Overview-Counties

| | Carter | Reynolds | Ripley | Wayne |
|---|---|---|---|---|
| Population-2017 | 6,255 | 6,361 | 13,807 | 13,369 |
| Population change 2010-2017 | -0.16% | -5.0% | -2.08% | -1.12% |
| Median Age | 41.3 | 46.0 | 42.5 | 46.9 |
| Total Housing Units | 3,260 | 4,035 | 6,618 | 8,087 |
| Housing Units for Seasonal or Recreational use | 422 | 960 | 426 | 1,759 |
| Owner-occupied/Renter | 73%/27% | 78%/22% | 77%/23% | 77%/23% |
| Vacancy Rate | 26% | 35% | 18% | 32% |
| Median Household Income | $37,875 | $40,278 | $33,849 | $35,135 |
| Median Home Value | $90,400 | $90,300 | $87,800 | $72,700 |
| Median Monthly Rents | $564 | $562 | $514 | $548 |
| Tenants with Possible Sufficient Income to Become Homeowners | 70% | 80% | 76% | 77% |
| Percent living in poverty (2017) | 14.5% | 17.3% | 23.4% | 23.4% |
| Number of homes impacted | 152 | 44 | 98 | 44 |
| Number of homes destroyed | 12 | 0 | 15 | 0 |
| Number of homes suffering major damage | 105 | 6 | 40 | 1 |
| Impacted homes occupied by owner/renter | 114/38 | 35/9 | 85/13 | 41/3 |
| Key economic sectors in the county | Healthcare/Soc Serv, Education, Manufacturing | Mining, Manufacturing, Healthcare/Soc Serv | Healthcare/Soc Serv, Manufacturing, Education | Healthcare/Soc Serv, Manufacturing, Education |

# Regional Overview-Population Centers

| | Van Buren | Ellington | Doniphan | Piedmont |
|---|---|---|---|---|
| Population-2017 | 1,095 | 1,204 | 2,166 | 2,345 |
| Population change 2010-2017 | 33.7% | 21.99% | 8.46% | 18.61% |
| Median Age | 25.1 | 40.8 | 42.1 | 43.0 |
| Total Housing Units | 455 | 603 | 1,027 | 1,083 |
| Housing Units for Seasonal or Recreational use | 37 | 17 | 0 | 6 |
| Owner-occupied/Renter | 61%/39% | 57%/43% | 51%/49% | 55%/45% |
| Vacancy Rate | 16% | 22% | 13% | 11% |
| Median Household Income | $42,917 | $33,456 | $30,368 | $31,417 |
| Median Home Value | $94,100 | $61,600 | $85,800 | $74,000 |
| Median Monthly Rents | $536 | $549 | $518 | $548 |
| Percent living in poverty | 11.8% | 22.4% | 34.7% | 27.8% |

ksNelson
Smart Economic Development

# CarterCounty

## City of Van Buren

# Population



*Population*

*Population Growth Trends (1930 = 1.0)*
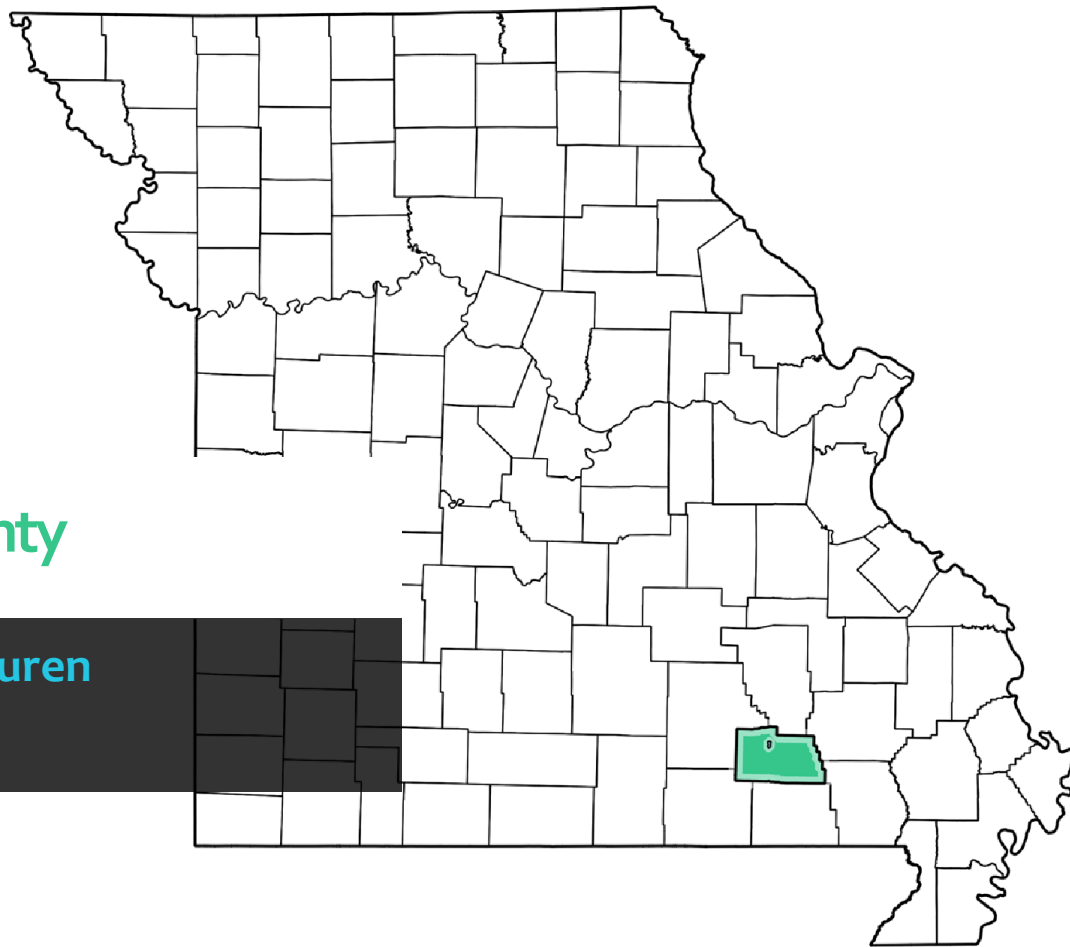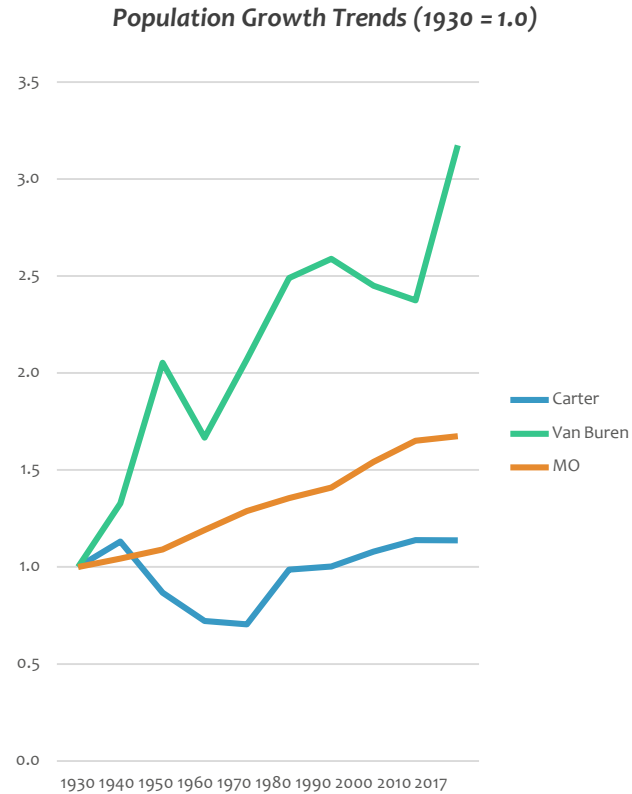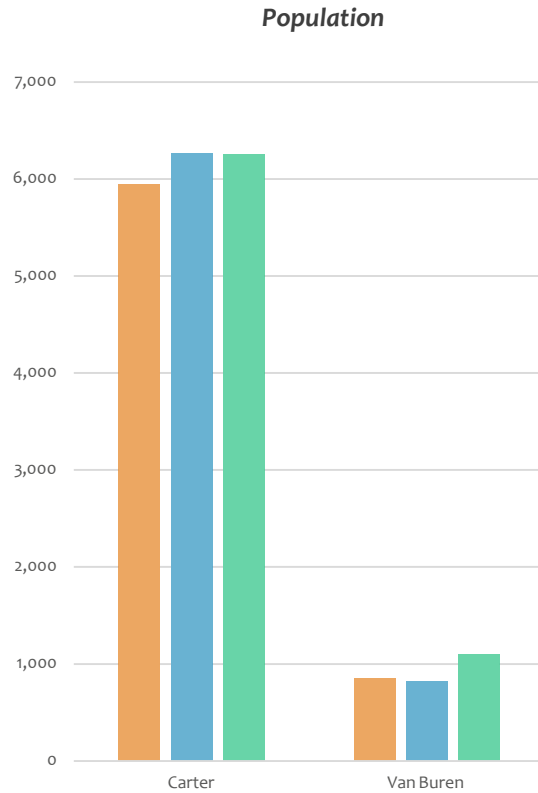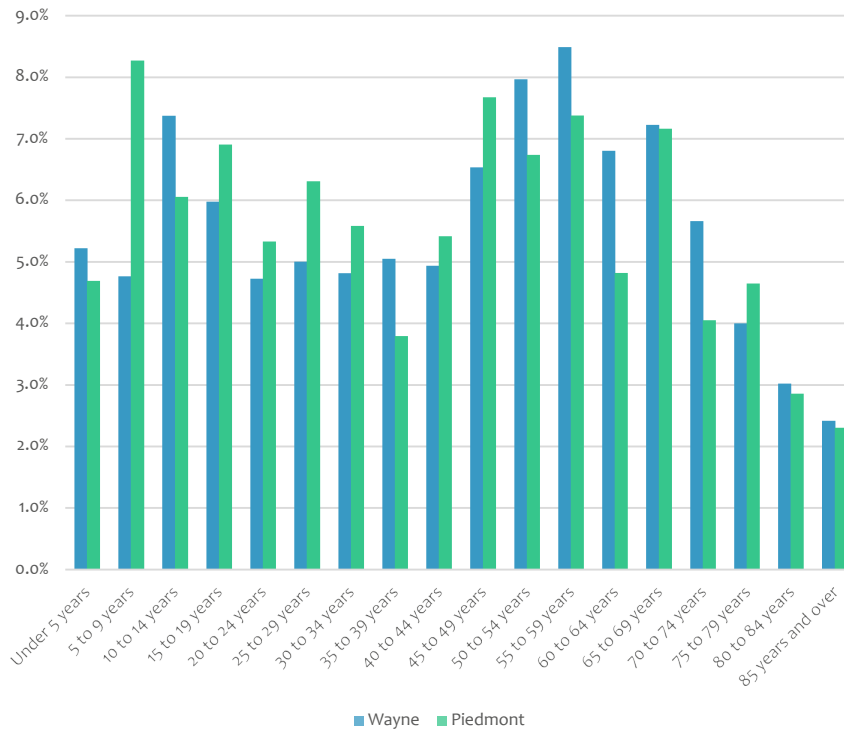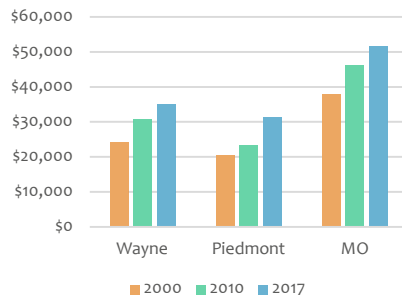
# Demographics



Median Age
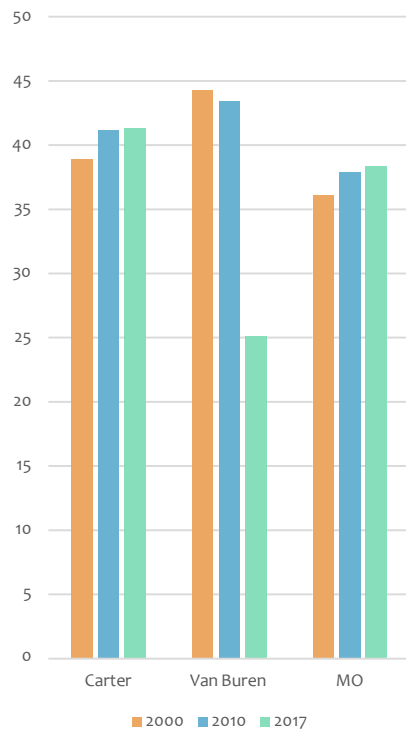


Age Groups (2017)
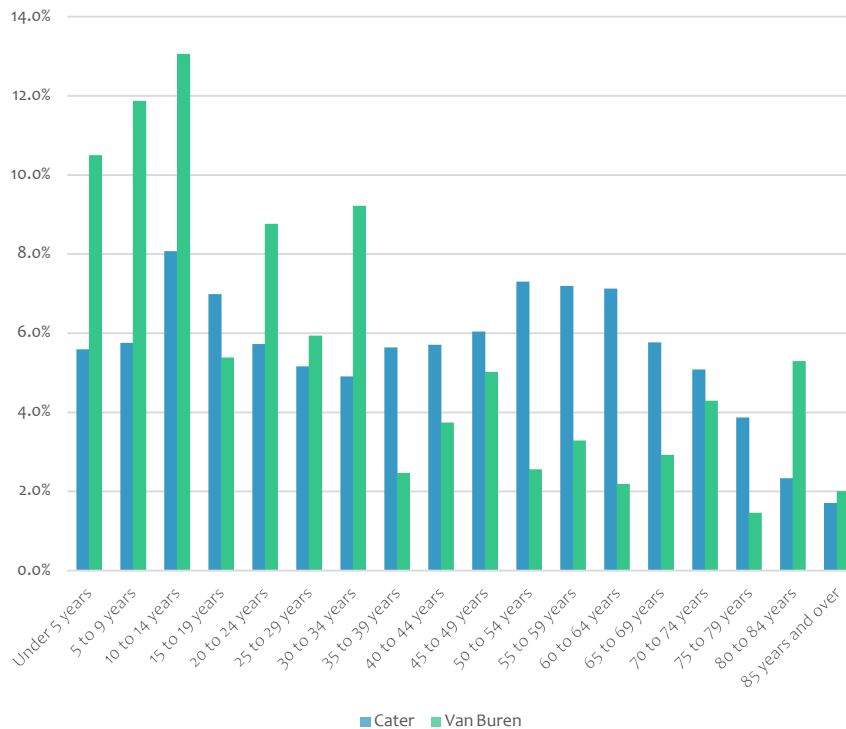
# Area Income

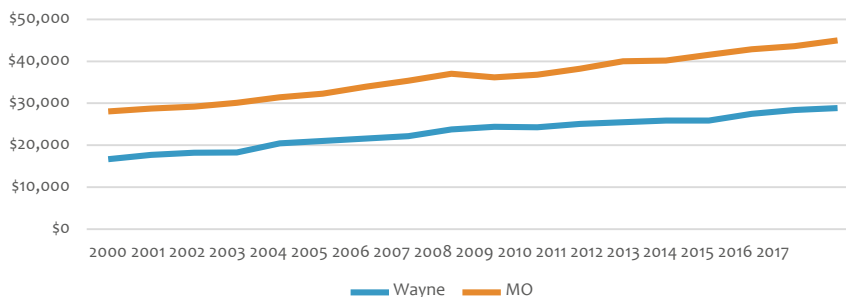### Median Household Income
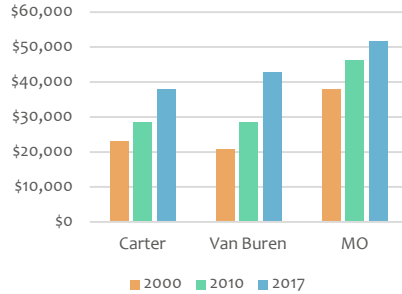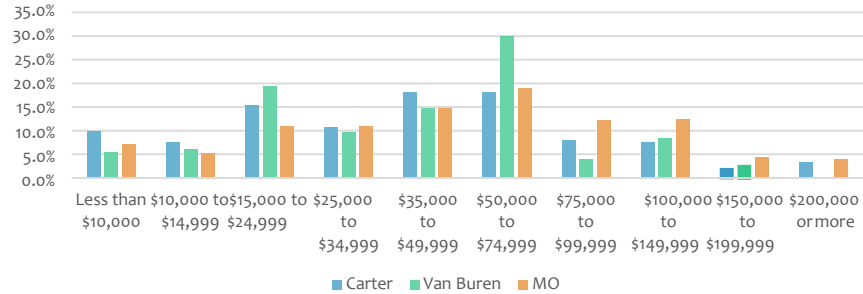


### Household Income Levels (2017)



### Per Capita Income (Salary Only)
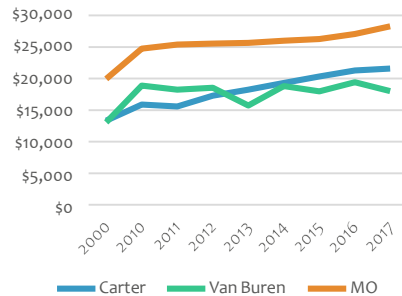


### Per Capita Personal Income (All Income Sources)
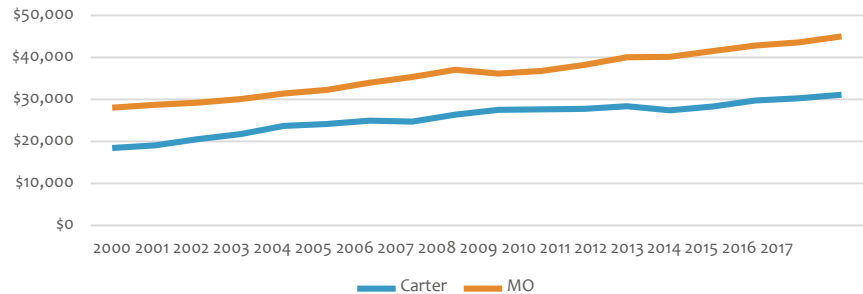
# HouseholdTenure



Tenure – Carter
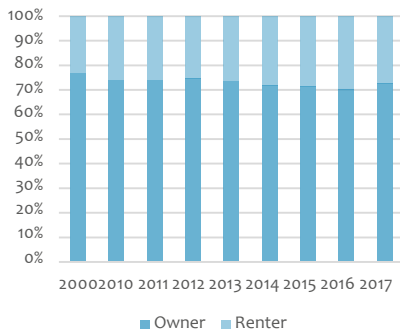
Tenure – Van Buren
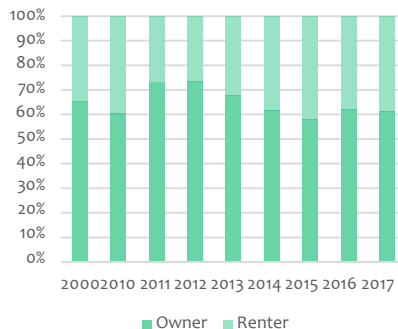
Tenure – Missouri
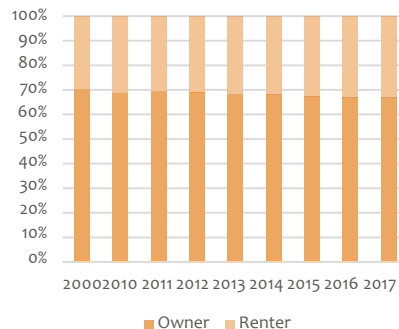
Owner Age – Carter
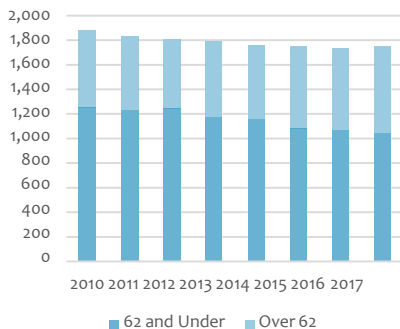
Owner Age – Van Buren

Owner Age – Missouri (Millions)

# HousingValues

### Median Housing Values



Legend: Carter, Van Buren, MO
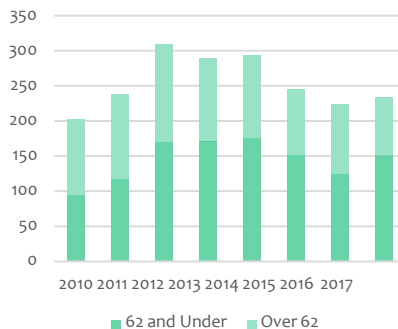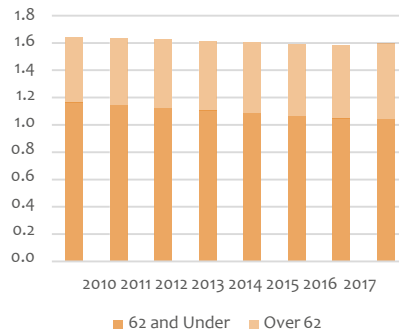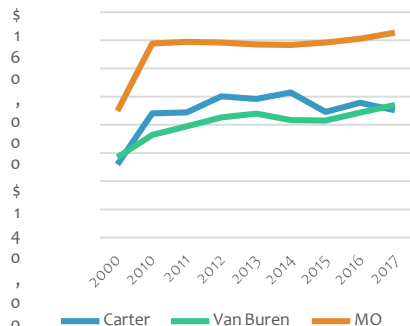
### Cost Burdened Owners – Carter



than $20,000: to $34,999: to $49,999: to $74,999: or more:

Legend: Not Cost Burdened, Cost Burdened

### Cost Burdened Owners – Van Buren



than $20,000: to $34,999: to $49,999: to $74,999: or more:

Legend: Not Cost Burdened, Cost Burdened

### Owner Occupied Housing Values (2017)



Categories: Less than $10,000; $10,000 to $24,999; $25,000 to $49,999; $50,000 to $74,999; $75,000 to $99,999; $100,000 to $149,999; $150,000 to $199,999; $200,000 to $299,999; $300,000 to $399,999; $400,000 to $499,999; $500,000 to $749,999; $750,000 to $999,999; $1,000,000 or more

Legend: Carter, Van Buren

ksNelson
Smart Economic Development
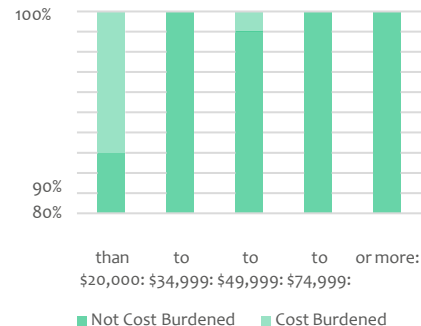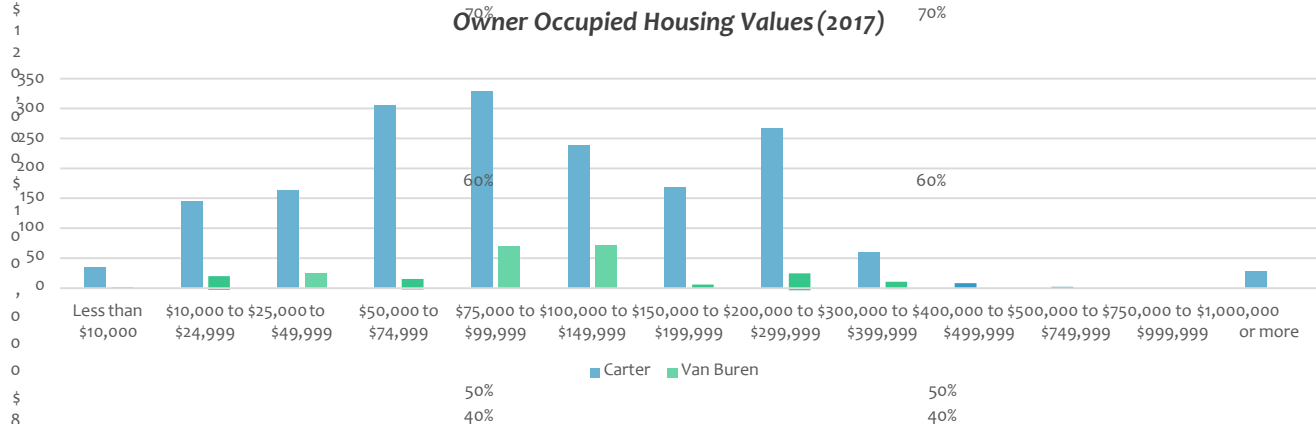
# Area Rent

### Median Rent
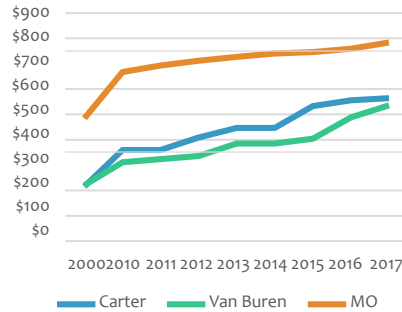


Carter — Van Buren — MO

### Cost Burdened Renters – Carter



Not Cost Burdened  Cost Burdened
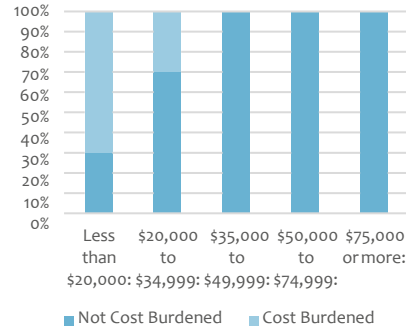
### Cost Burdened Renters – Van Buren
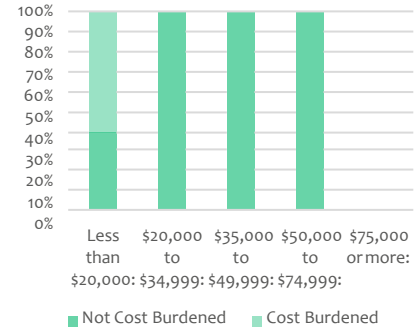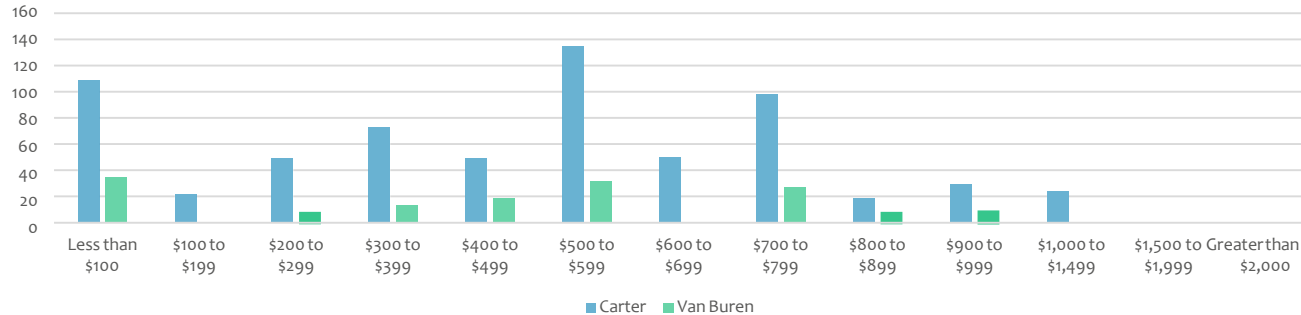


Not Cost Burdened  Cost Burdened

### Rental Rate Breakdown (2017)



Carter  Van Buren

# HousingAssistance

### Known Subsidized Units (USDA 515 Properties)
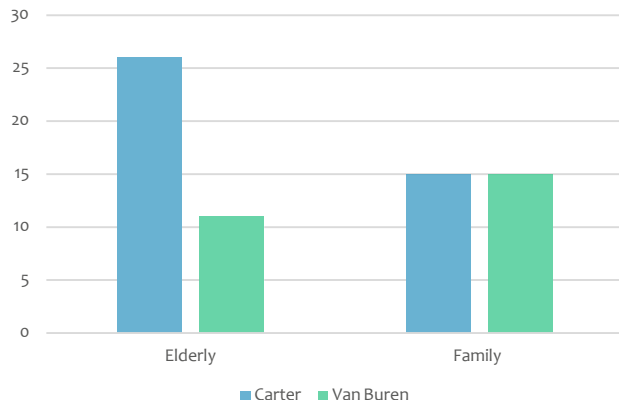


### Known vs. Potential Housing Choice Vouchers – Carter County*
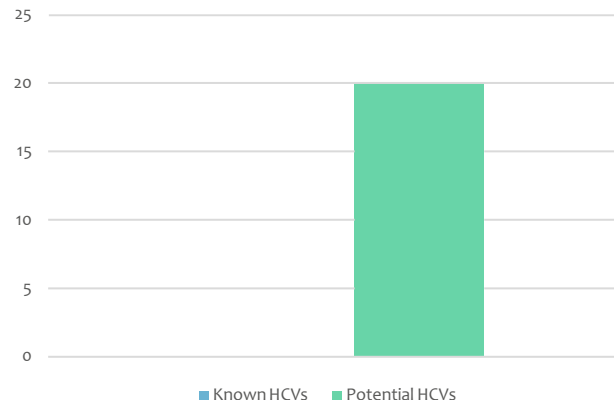


### Known LIHTC Properties

| Project Name | Total Units | Low-Income Units | Studio | 1 Bedroom | 2 Bedroom | 3 Bedroom | 4 Bedroom | USDA 515 Property? |
|---|---|---|---|---|---|---|---|---|
| ELLSINORE SENIOR HOUSING | 24 | 24 | 0 | 20 | 4 | 0 | 0 | Y |
| RIVERVIEW APTS | 16 | 16 | 0 | 0 | 16 | 0 | 0 | Y |

*There are no known Housing Choice Vouchers (HCVs) in Carter county. Public data sources are published on the census tract level, and for confidentiality purposes, HUD only publishes counts from tracts with 10 or more HCVs. There are 2 census tracts in Carter county, and no data are published for these tracts. If there are HCVs in the county, the maximum number of potential HCVs is 20.

# Vacancy



Actual Vacancy Rate

Vacancy Types – Carter County

Vacancy Types – Van Buren

Vacancy Types – Missouri

# EducationalAttainment

# Economic Base

## Industry Composition – Carter County



Legend:
- Health Care & Social Asst.
- Education
- Manufacturing
- Retail
- Hospitality & Food Services
- Construction
- Public Admin
- Finance & Insurance
- Other Services
- Logistics
- Wholesale Trade
- Real Estate
- Professional Services
- Information

ksNelson
Smart Economic Development

**ReynoldsCounty**

**City of Ellington**

# Population



Population



Population Growth Trends (1930 = 1.0)

# Demographics



Median Age

Age Groups (2017)

# Household Income



Median Household Income



Household Income Levels (2017)



Per Capita Income (Salary Only)
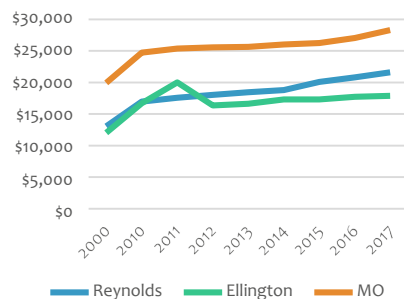


Per Capita Personal Income (All Income Sources)
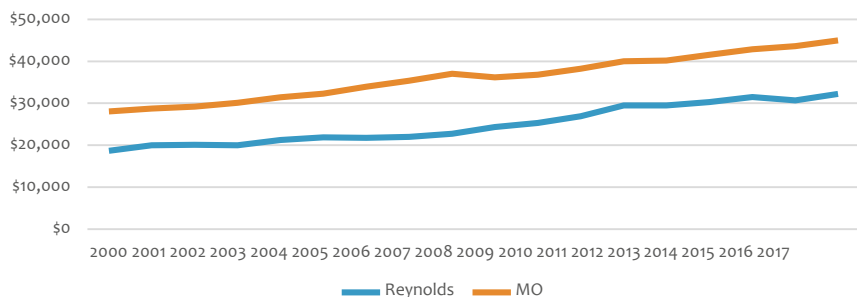
# HouseholdTenure
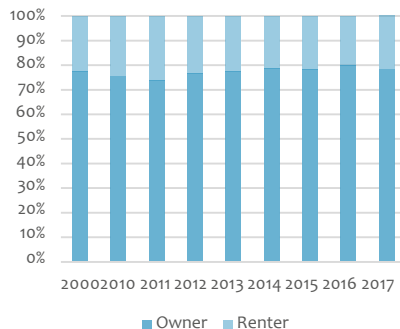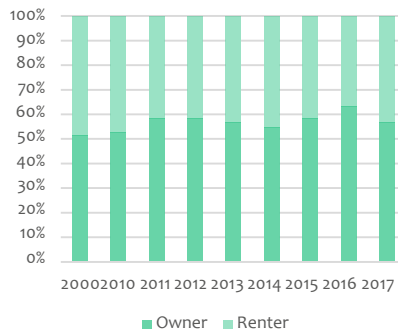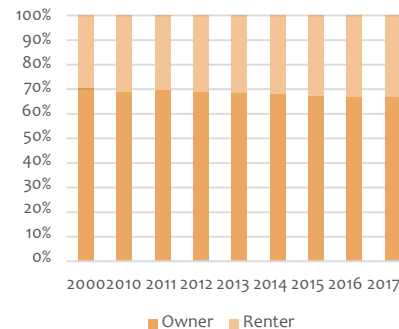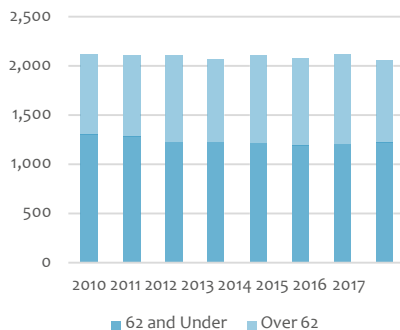
# HousingValues



**Median Housing Values**

**Cost Burdened Owners – Reynolds**

**Cost Burdened Owners – Ellington**

**Owner Occupied Housing Values (2017)**

# Area Rent

### Median Rent



### Cost Burdened Renters – Reynolds



### Cost Burdened Renters – Ellington



### Rental Rate Breakdown (2017)

# HousingAssistance

## Known Subsidized Units (USDA 515 Properties)



Reynolds ■ Ellington

## Known vs. Potential Housing Choice Vouchers – Reynolds County



Known HCVs ■ Potential HCVs
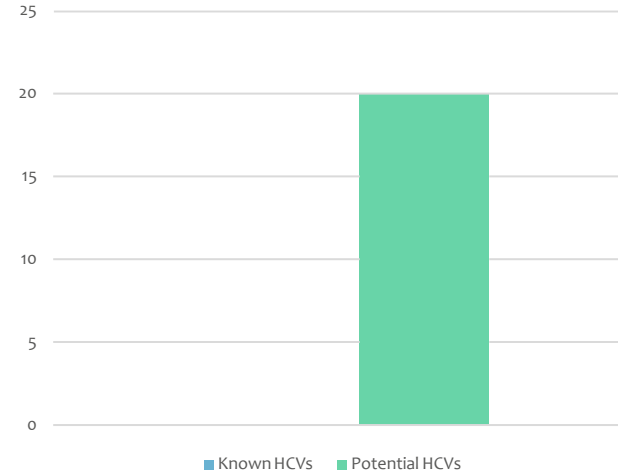
**No Known LIHTC Properties**

*There are no known Housing Choice Vouchers (HCVs) in Reynolds county. Public data sources are published on the census tract level, and for confidentiality purposes, HUD only publishes counts from tracts with 10 or more HCVs. There are 2 census tracts in Reynolds county, and no data are published for these tracts. If there are HCVs in the county, the maximum number of potential HCVs is 20.*

# Vacancy



**Actual Vacancy Rate**
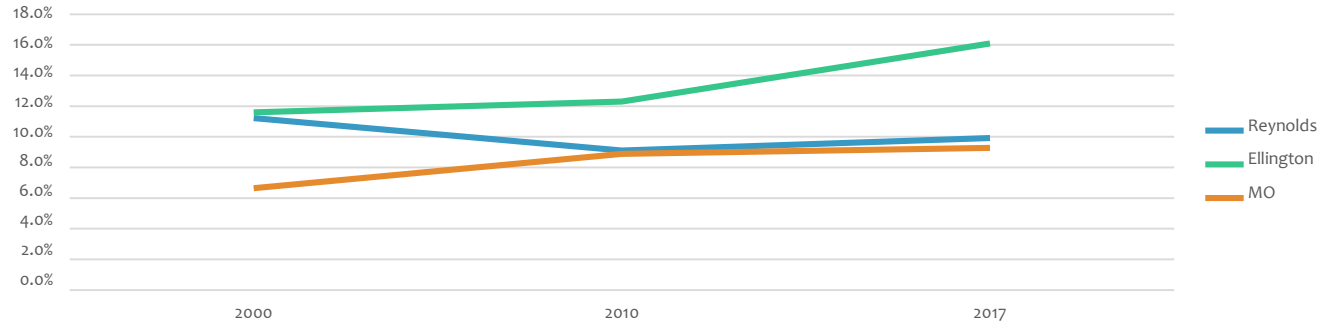
**Vacancy Types – Reynolds County**
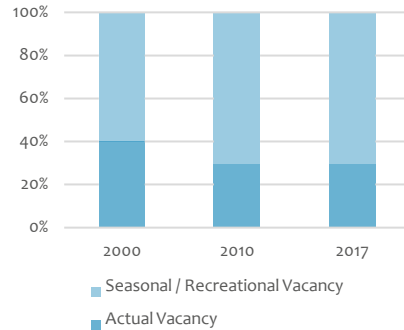
**Vacancy Types – Ellington**
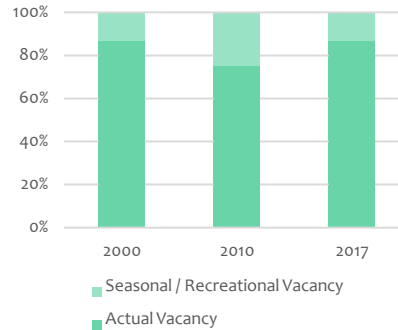
**Vacancy Types – Missouri**
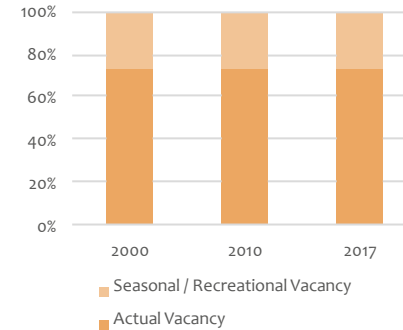
# EducationalAttainment

# Economic Base



Industry Composition – Reynolds County
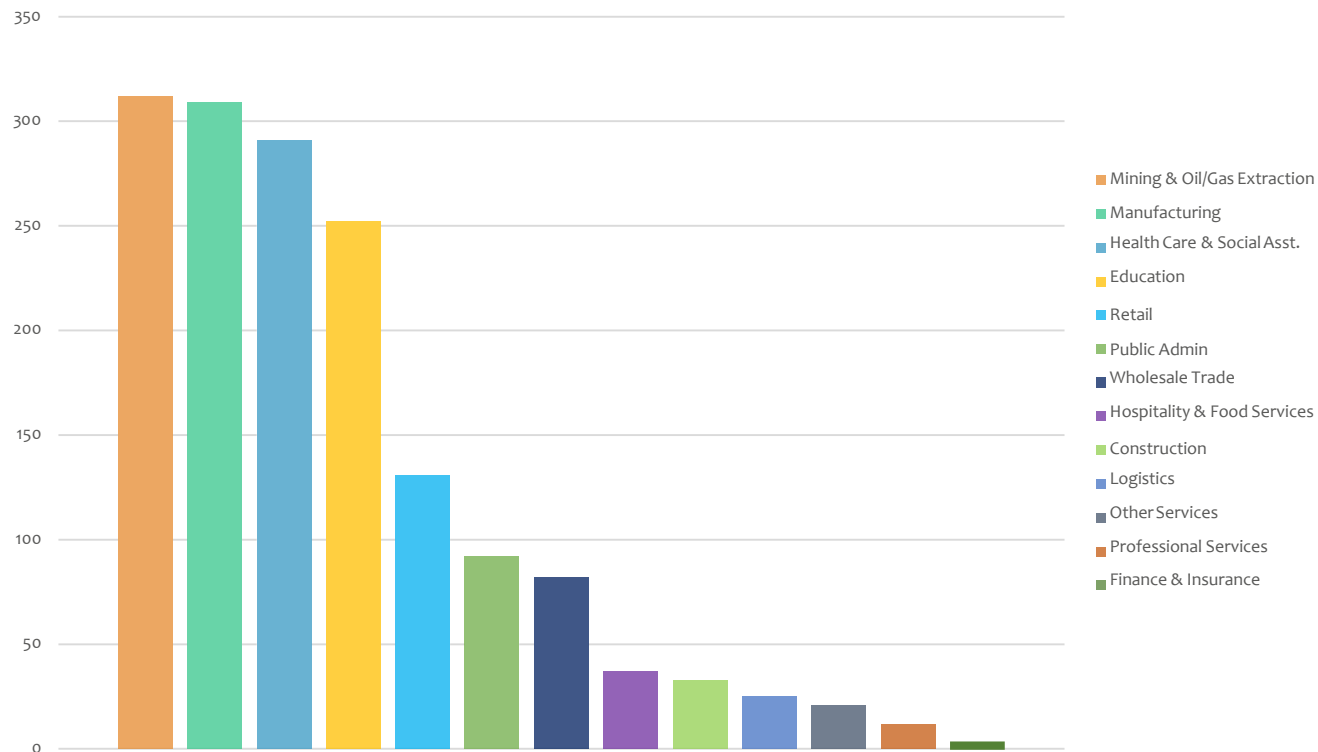
# RipleyCounty

## City of Doniphan
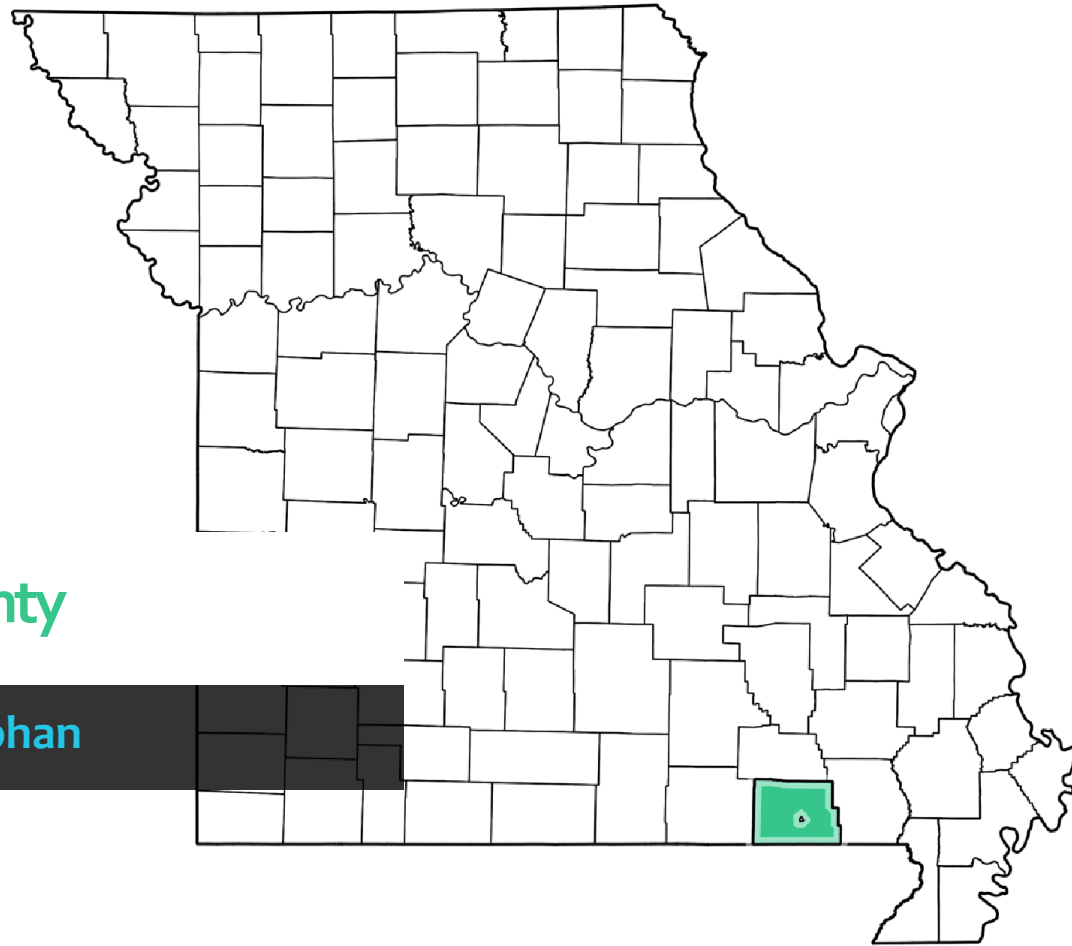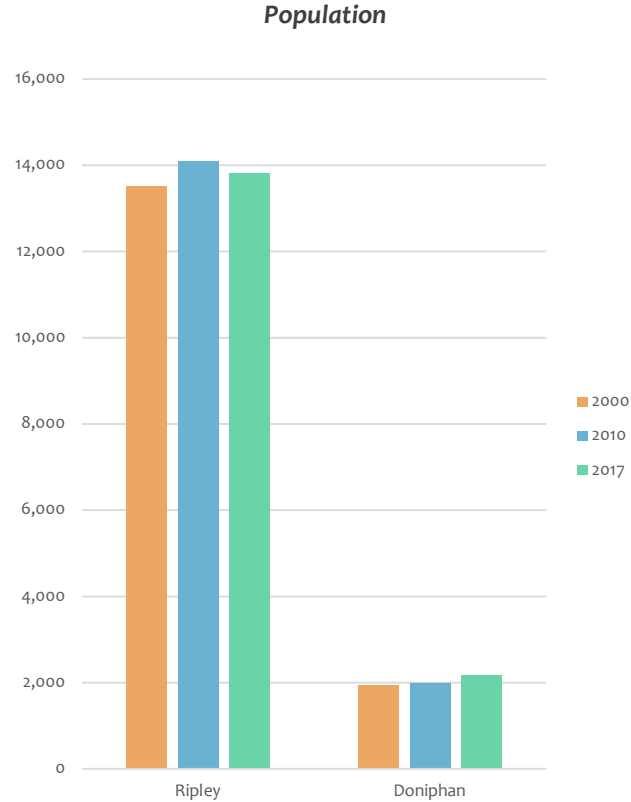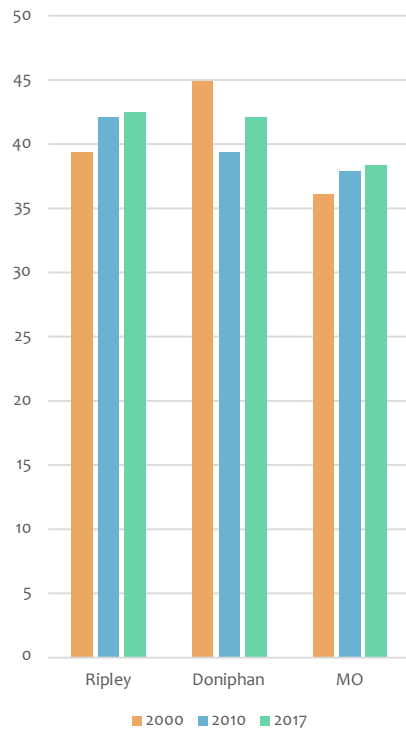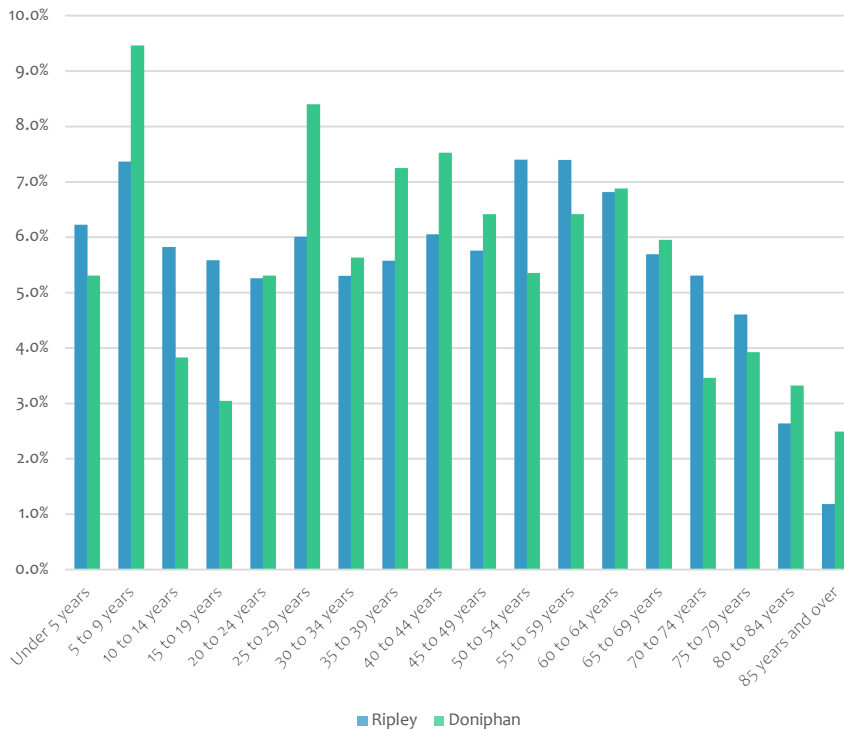
ksNelson
Smart Economic Development

# Population

# Demographics

### Median Age

### Age Groups (2017)
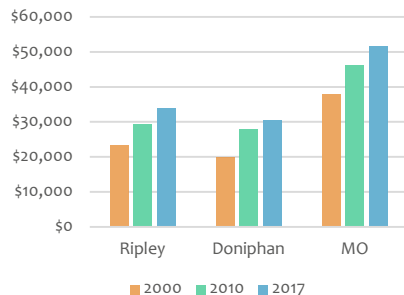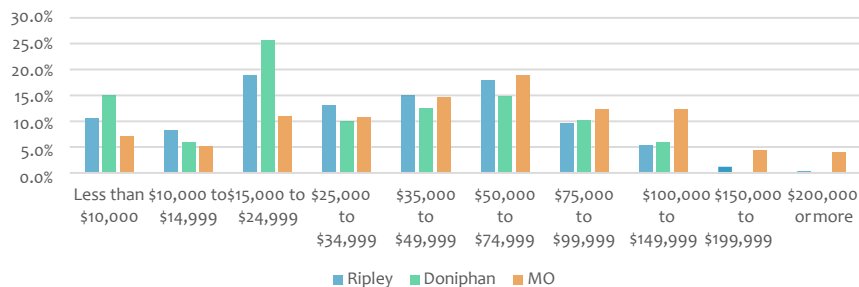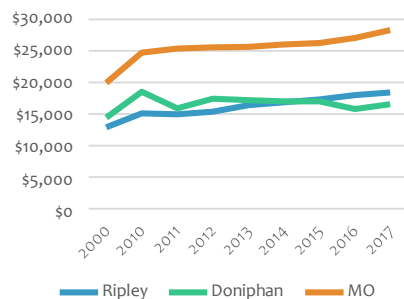
# Household Income
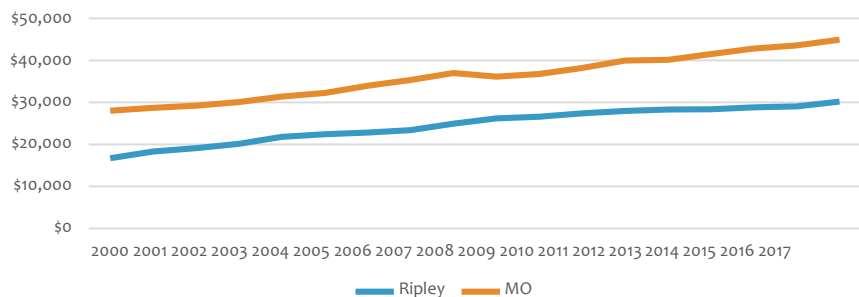
# HouseholdTenure
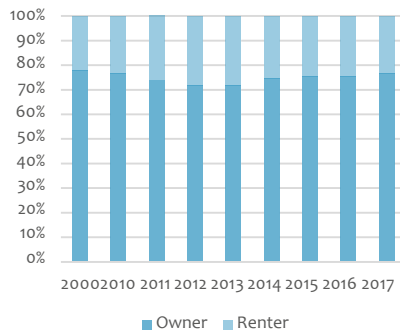


Tenure – Ripley

Tenure – Doniphan
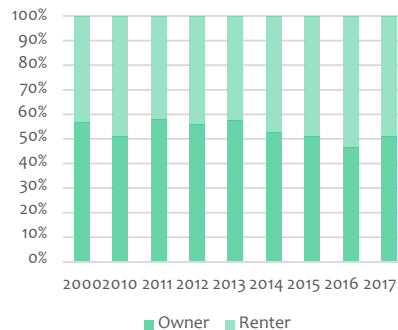
Tenure – Missouri
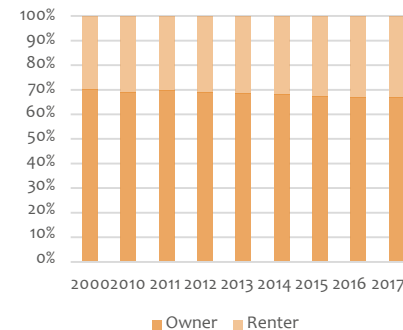
Owner Age – Ripley
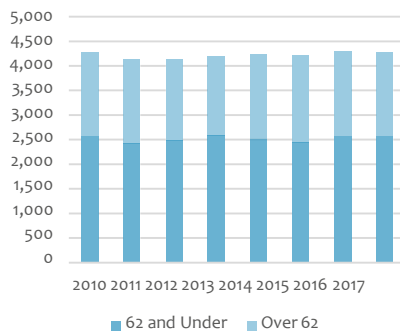
Owner Age – Doniphan
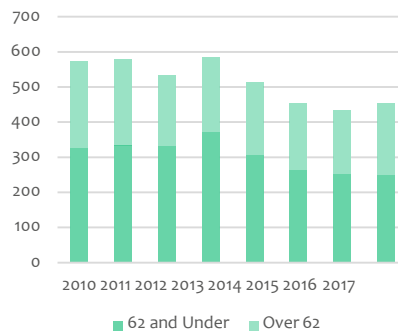
Owner Age – Missouri (Millions)
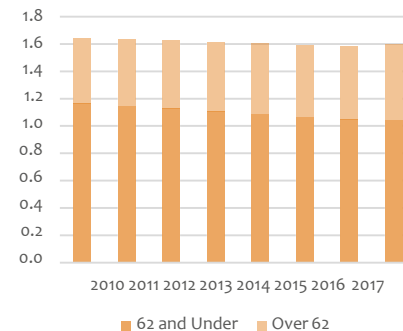
# HousingValues



**Median Housing Values**

**Cost Burdened Owners – Ripley**
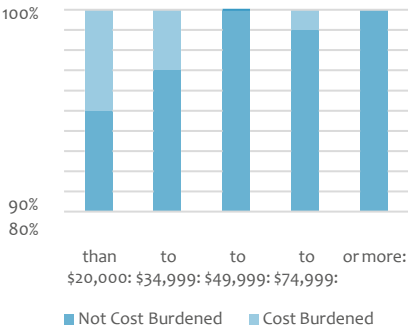
**Cost Burdened Owners – Doniphan**
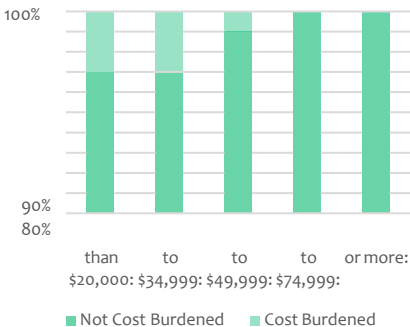
**Owner Occupied Housing Values (2017)**
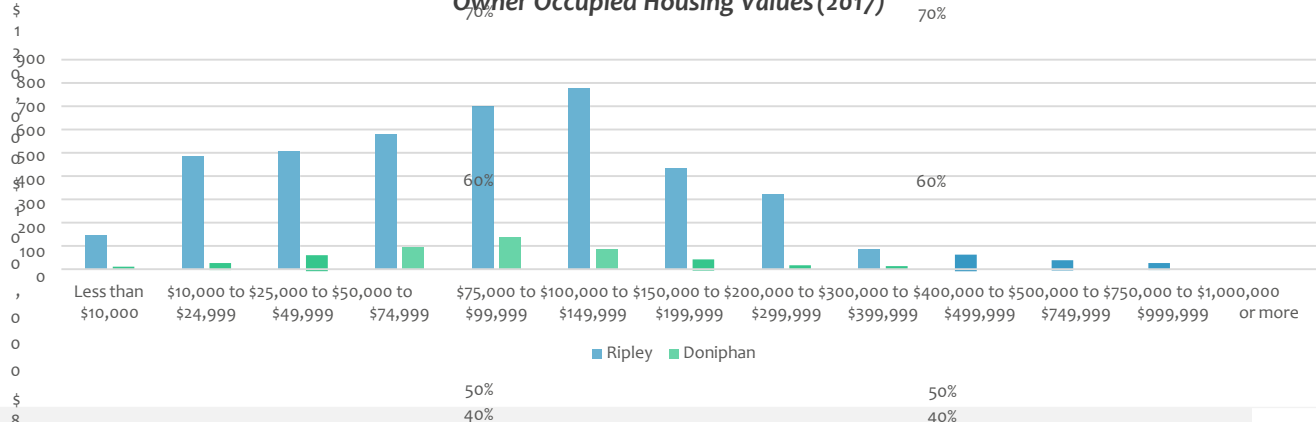
# Area Rent

**Median Rent**
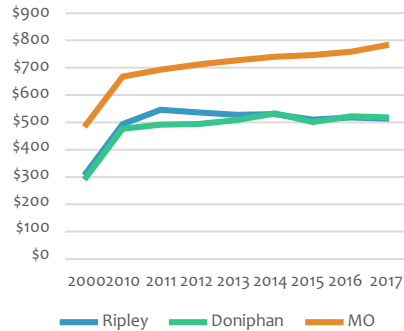


**Cost Burdened Renters – Ripley**
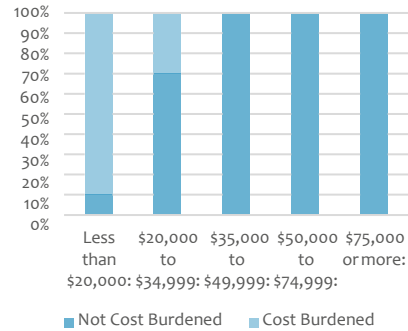


**Cost Burdened Renters – Doniphan**
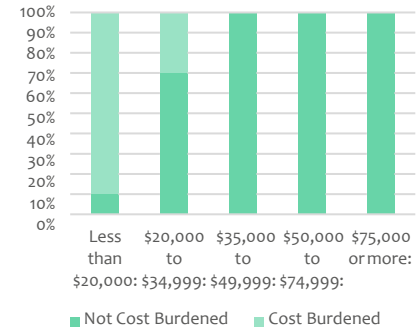


**Rental Rate Breakdown (2017)**
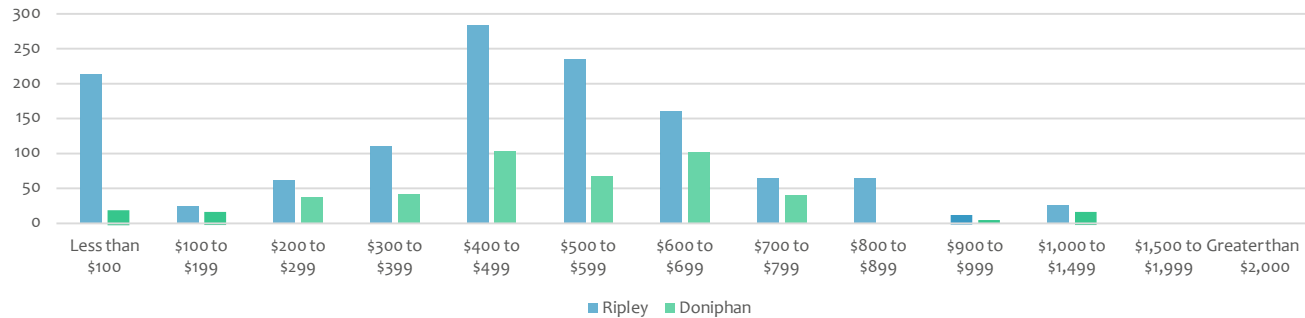
# HousingAssistance

## Known Subsidized Units (USDA 515 Properties)
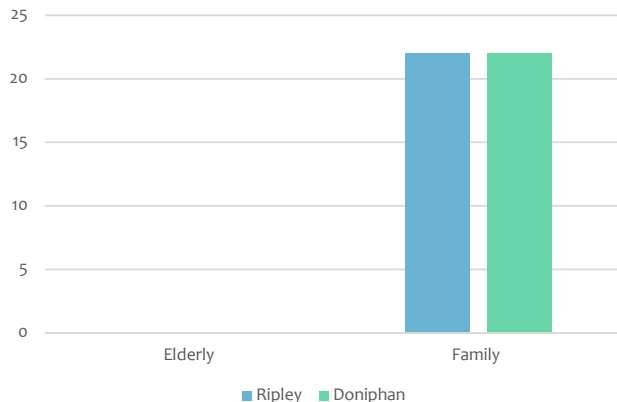


## Known vs. Potential Housing Choice Vouchers – Ripley County*
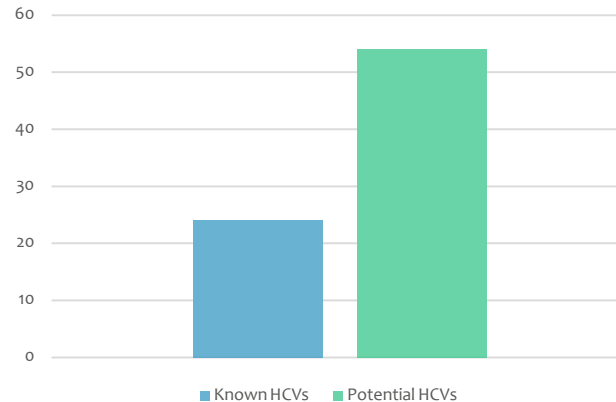


## Known LIHTC Properties

| Project Name | Total Units | Low-Income Units | Studio | 1 Bedroom | 2 Bedroom | 3 Bedroom | 4 Bedroom | USDA 515 Property? |
|---|---|---|---|---|---|---|---|---|
| DONIPHAN APTS | 12 | 12 | 0 | 4 | 8 | 0 | 0 | Y |
| HILLCREST APTS | 16 | 16 | 0 | 0 | 16 | 0 | 0 | N |
| OLD HIGHWAY 160 | 16 | 16 | 0 | 4 | 12 | 0 | 0 | Y |

*There are 24 known Housing Choice Vouchers (HCVs) in Carter county. Public data sources are published on the census tract level, and for confidentiality purposes, HUD only publishes counts from tracts with 10 or more HCVs. There are 4 census tracts in Ripley county, and data are published for only one. If there are additional HCVs in the county, the maximum number of potential HCVs is 54 (24 known + 30 potential).

ksNelson
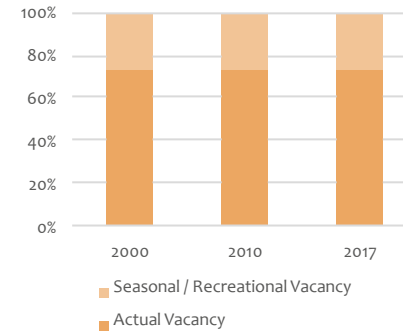Smart Economic Development

# Vacancy



**Actual Vacancy Rate**

**Vacancy Types – Ripley County**

**Vacancy Types – Doniphan**

**Vacancy Types – Missouri**

# EducationalAttainment

ksNelson
Smart Economic Development
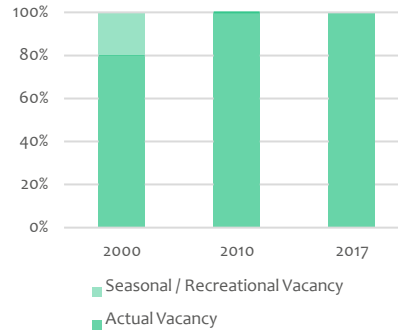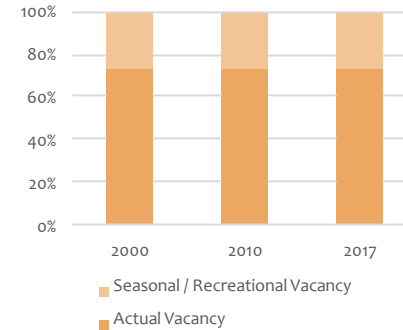
# Economic Base



Industry Composition – Ripley County
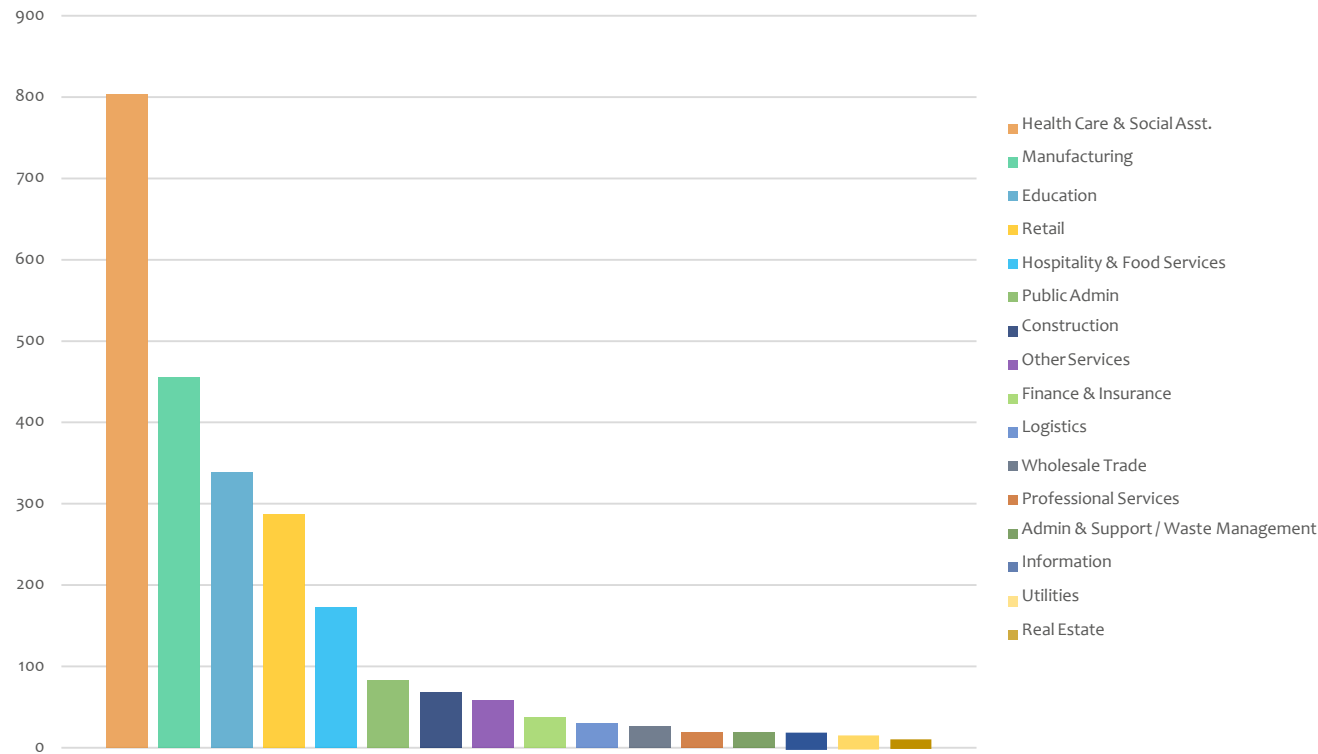
# WayneCounty

## City of Piedmont
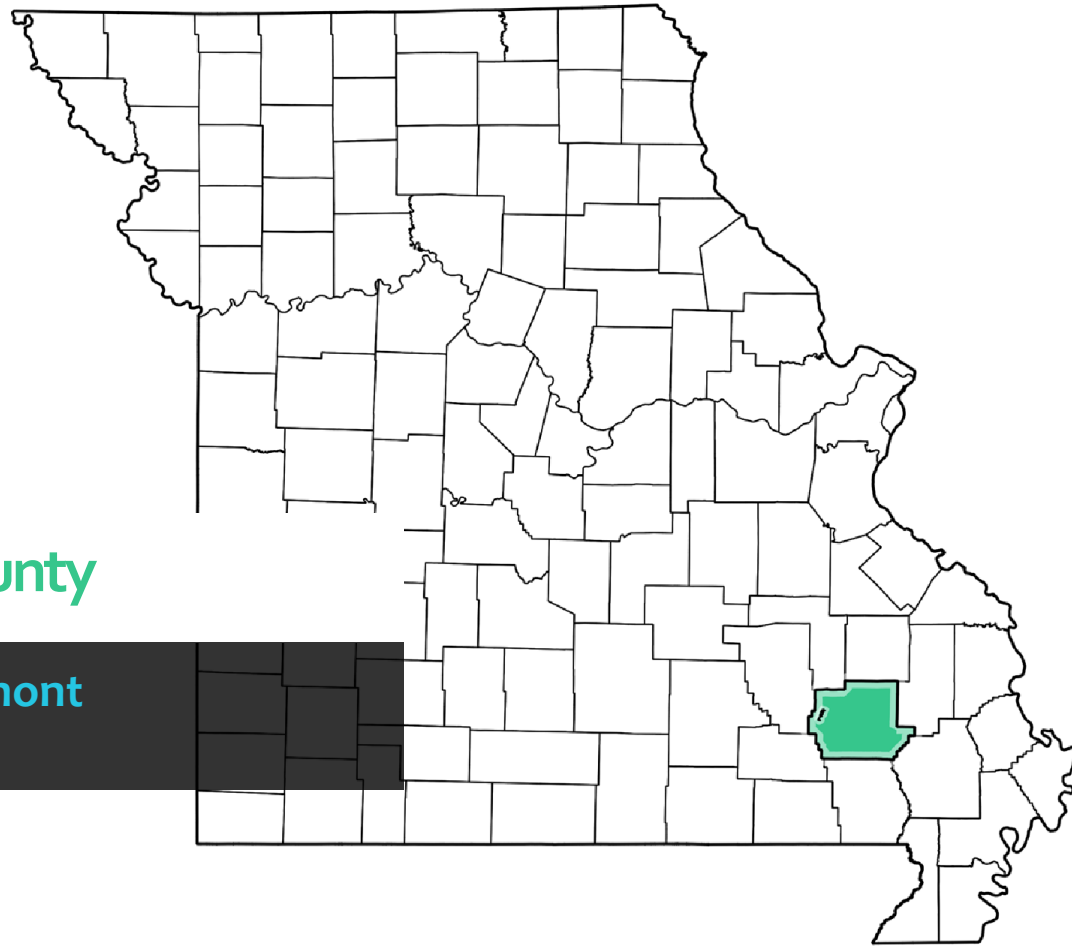
# Population
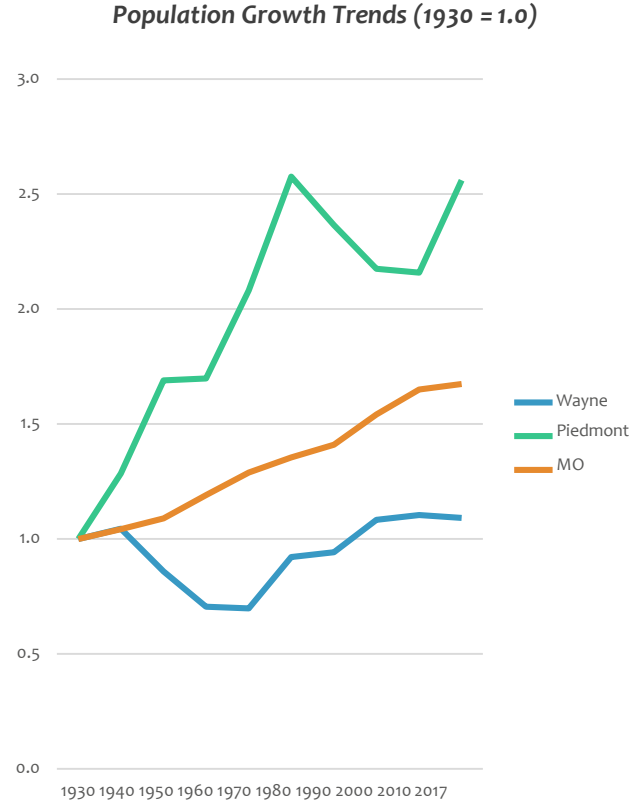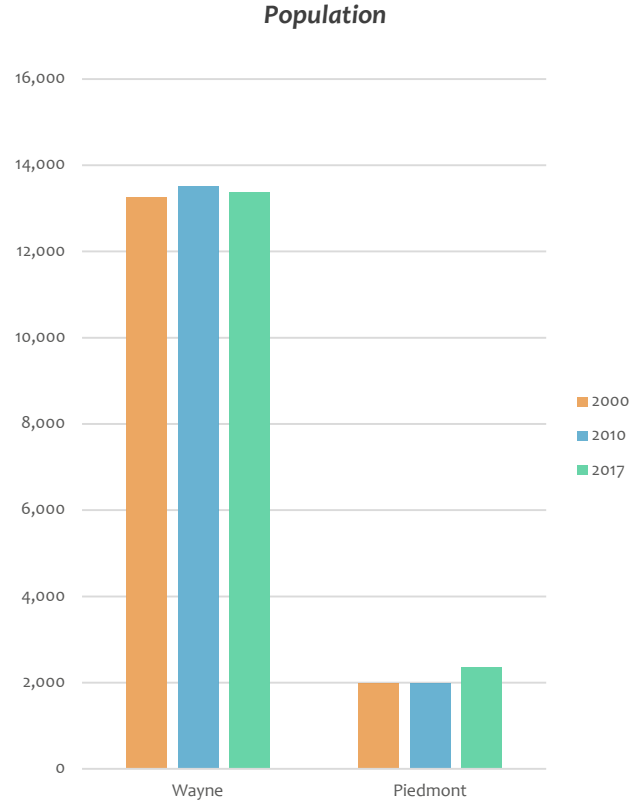
# Demographics
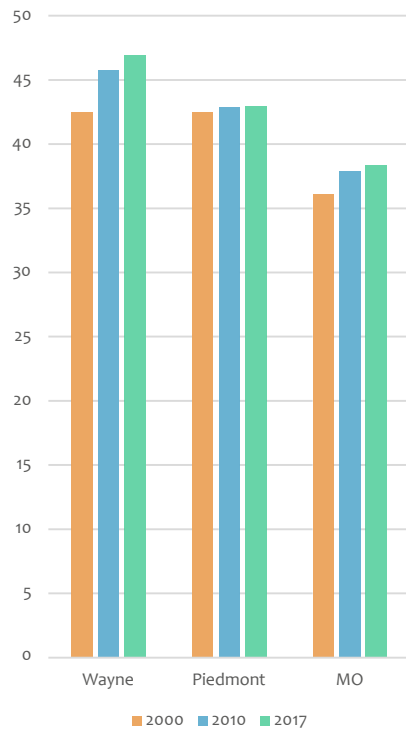
### Median Age



### Age Groups (2017)

# Household Income



### Median Household Income

### Household Income Levels (2017)
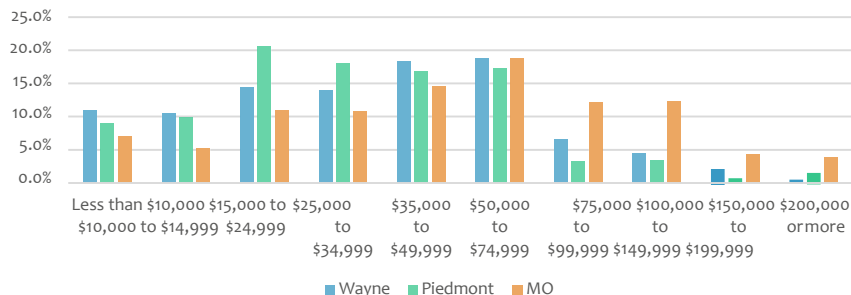
### Per Capita Income (Salary Only)
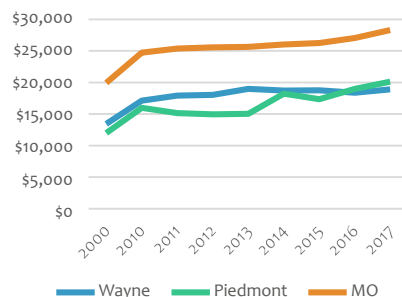
### Per Capita Personal Income (All Income Sources)

# HouseholdTenure



Tenure – Reynolds
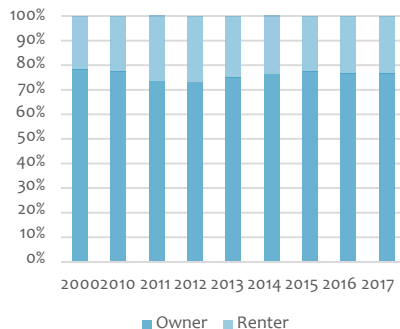
Tenure – Ellington
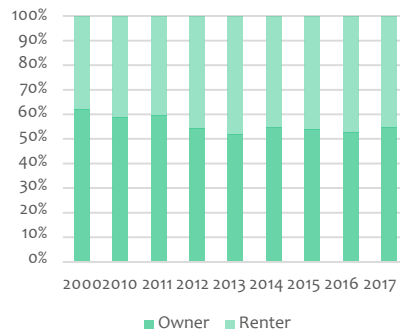
Tenure – Missouri
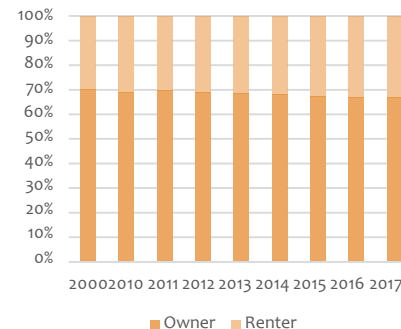
Owner Age – Reynolds
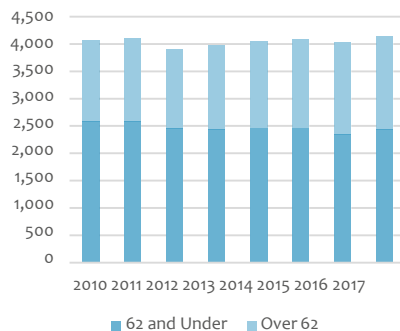
Owner Age – Ellington
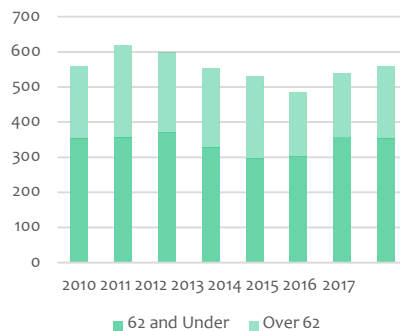
Owner Age – Missouri (Millions)
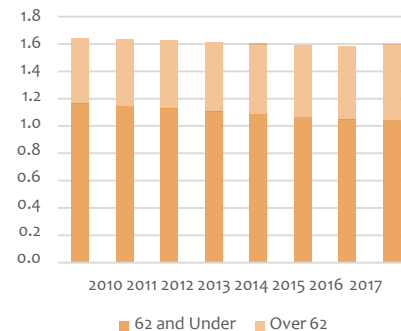
# HousingValues



Median Housing Values
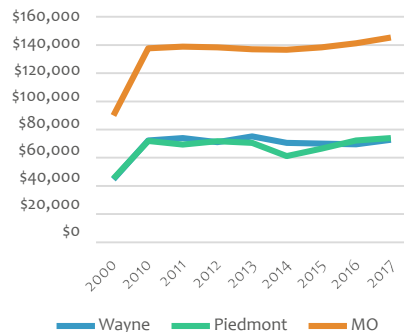


Cost Burdened Owners – Wayne
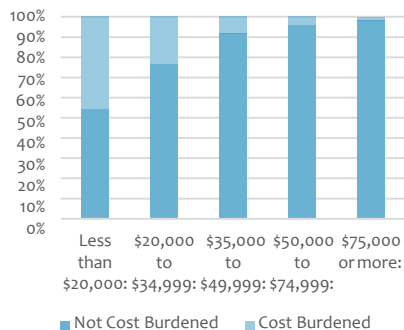


Cost Burdened Owners – Piedmont
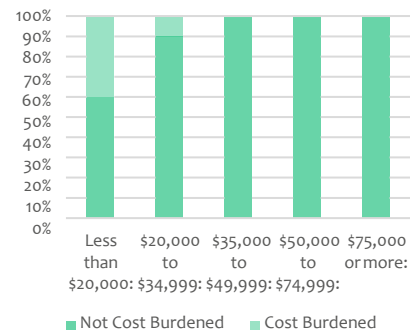


Owner Occupied Housing Values (2017)
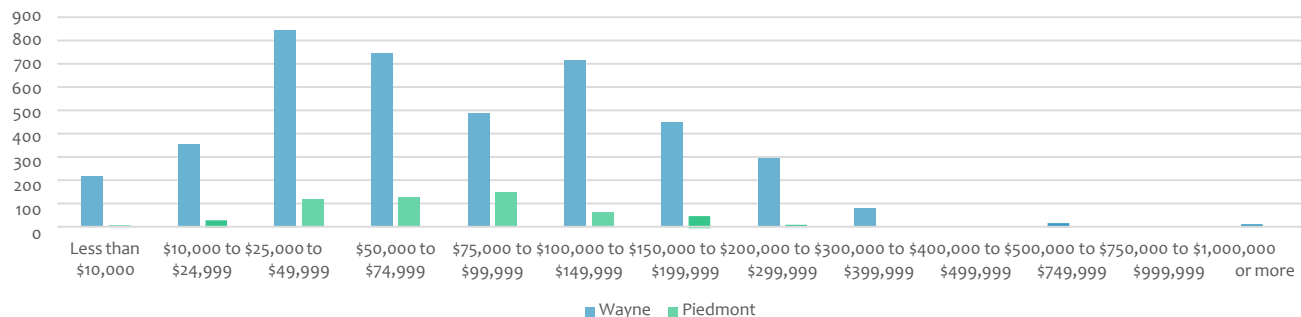
# Area Rent

### Median Rent
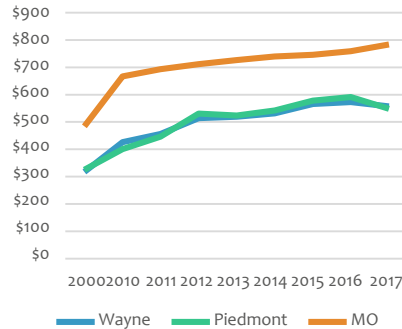


### Cost Burdened Renters – Wayne
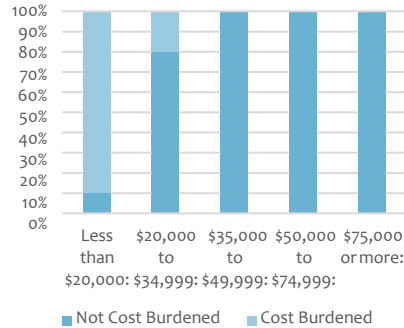


### Cost Burdened Renters – Piedmont
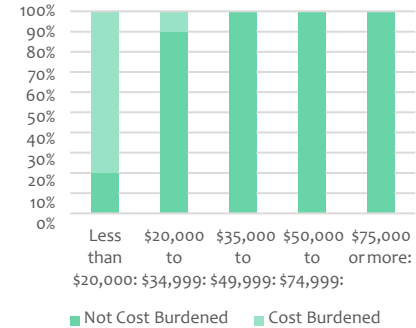


### Rental Rate Breakdown (2017)
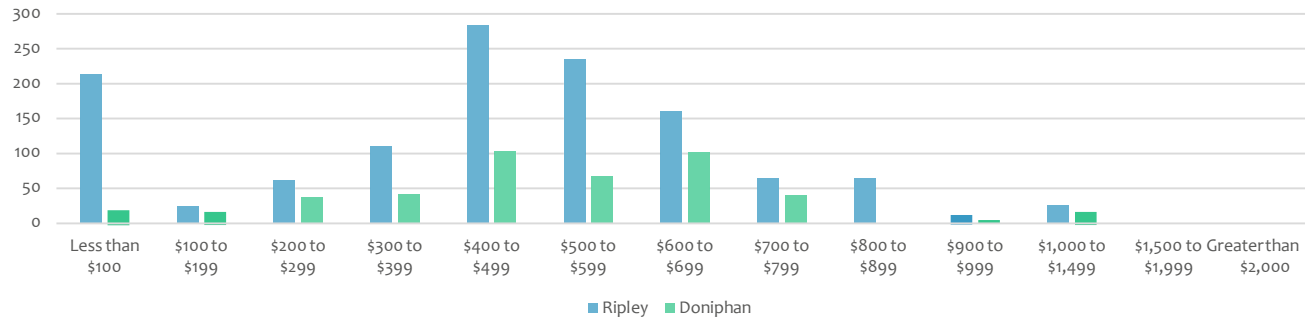
# HousingAssistance

### Known Subsidized Units (USDA 515 Properties)
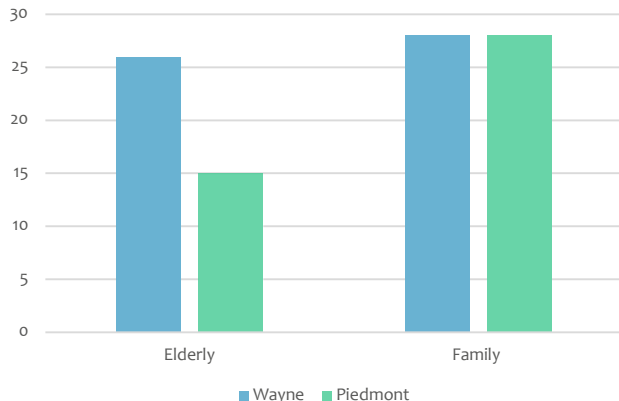


### Known vs. Potential Housing Choice Vouchers – Wayne County*
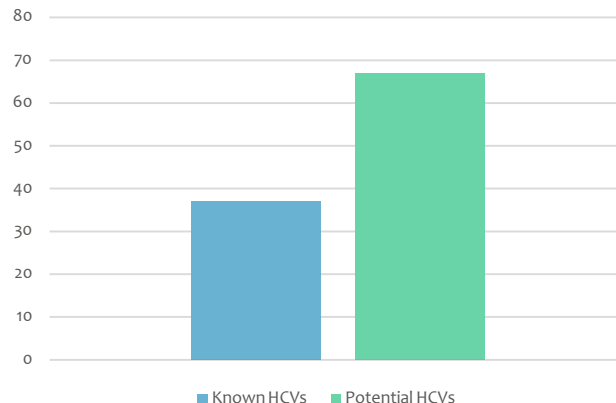


### Known LIHTC Properties

| Project Name | Total Units | Low-Income Units | Studio | 1 Bedroom | 2 Bedroom | 3 Bedroom | 4 Bedroom | USDA 515 Property? |
|---|---|---|---|---|---|---|---|---|
| CLEARWATER APTS | 20 | 20 | 0 | 4 | 16 | 0 | 0 | 1 |
| MEADOWBROOK APTS | 25 | 25 | 0 | 0 | 25 | 0 | 0 | 0 |

*There are 37 known Housing Choice Vouchers (HCVs) in Wayne county. Public data sources are published on the census tract level, and for confidentiality purposes, HUD only publishes counts from tracts with 10 or more HCVs. There are 4 census tracts in Wayne county, and data are published for only one. If there are additional HCVs in the county, the maximum number of potential HCVs is 67 (37 known + 30 potential).*

# Vacancy



Actual Vacancy Rate
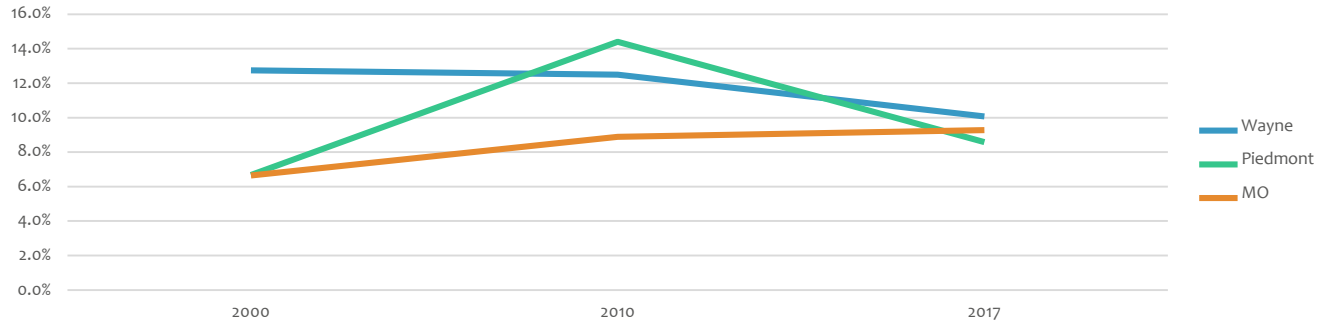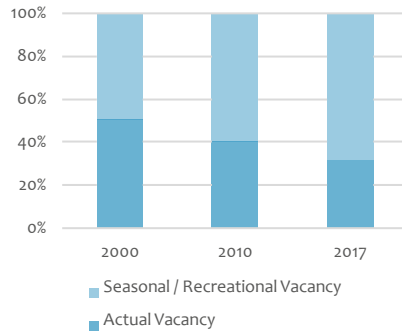


Vacancy Types – Reynolds County

Vacancy Types – Ellington
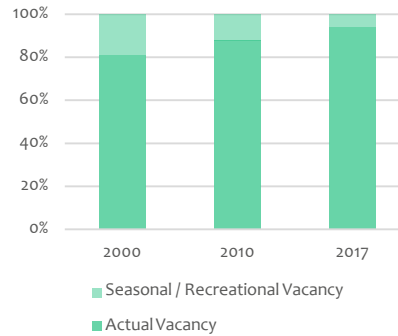
Vacancy Types – Missouri

# EducationalAttainment

# Economic Base

## Industry Composition – Wayne County



Legend:
- Health Care & Social Asst.
- Manufacturing
- Education
- Retail
- Hospitality & Food Services
- Public Admin
- Information
- Other Services
- Construction
- Finance & Insurance
- Professional Services
- Logistics
- Wholesale Trade
- Arts, Entertainment, & Recreation
- Admin & Support / Waste Management
- Real Estate
- Utilities
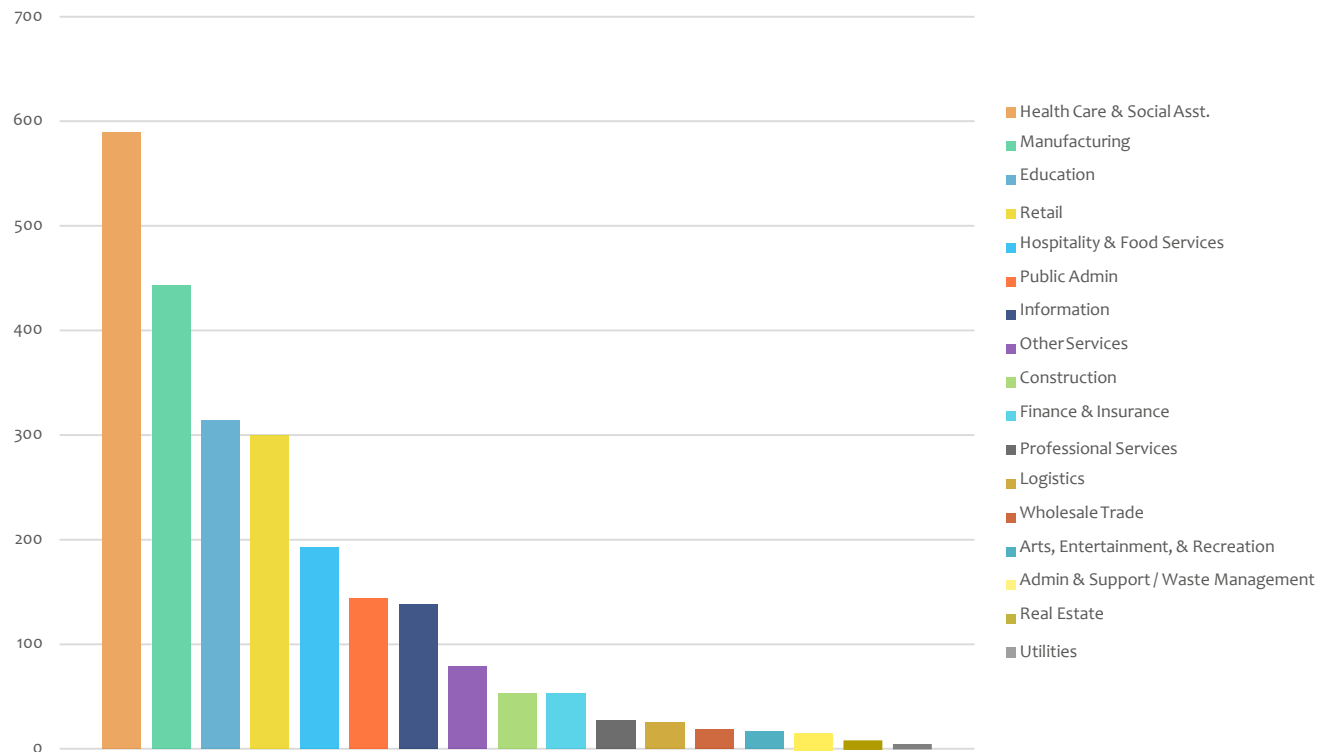
# 2017 Disaster Impacts

Carter, Reynolds, Ripley & Wayne counties
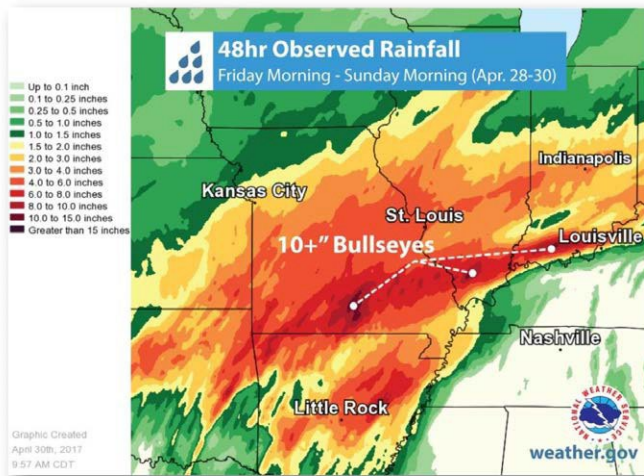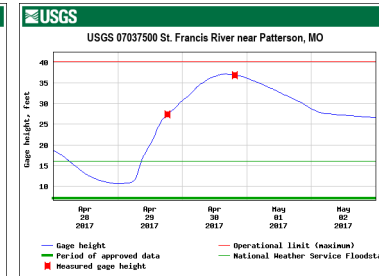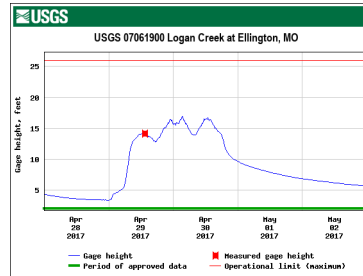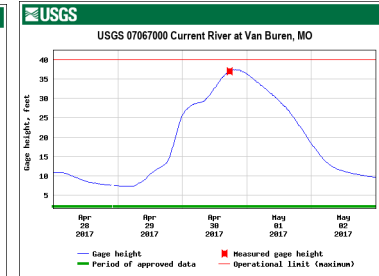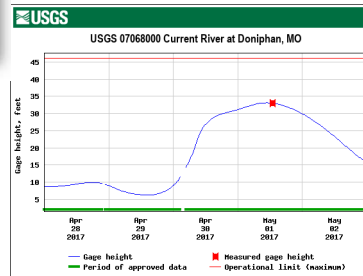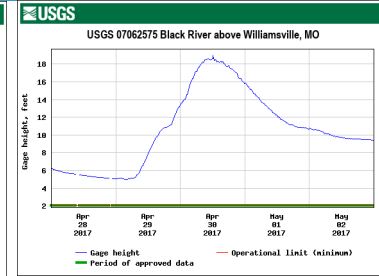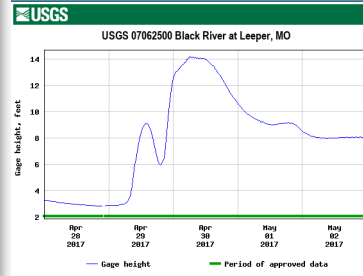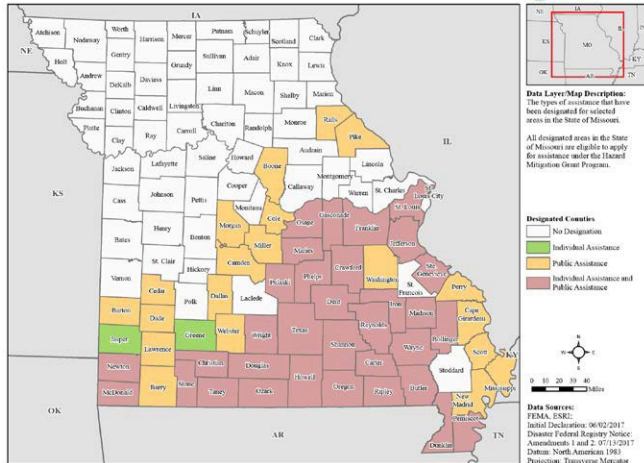
# Region

**Carter, Reynolds, Ripley and Wayne Counties**

# 2017 DisasterImpacts



Homes Impacted by 2017 Flood

Legend: Carter, Reynolds, Ripley, Wayne

ksNelson
Smart Economic Development
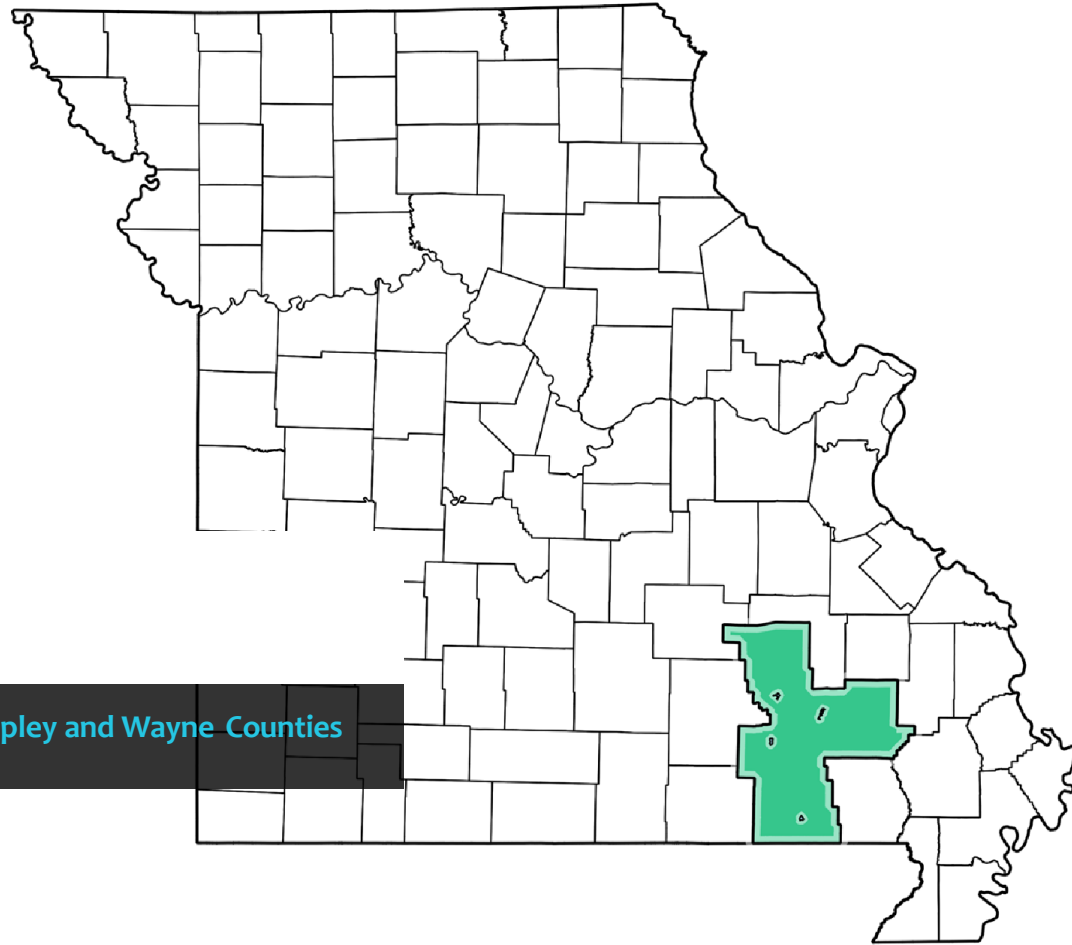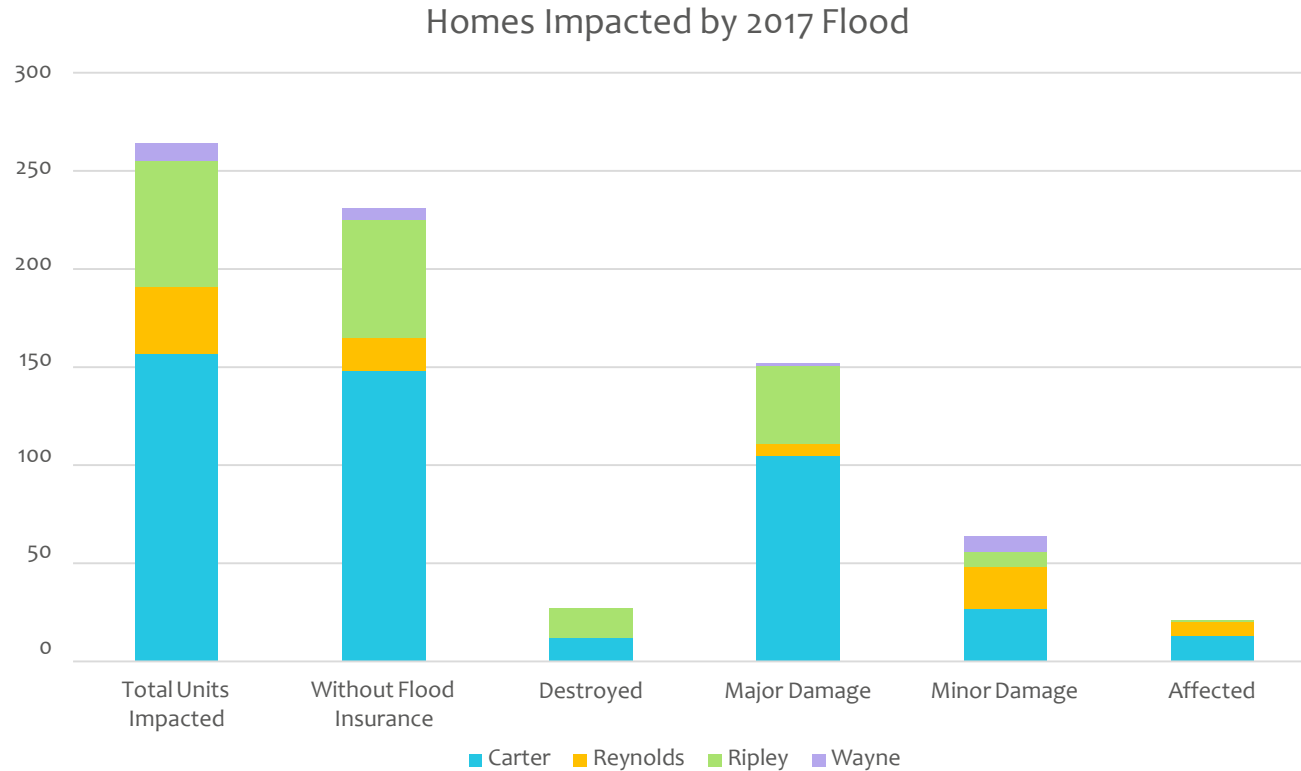
2017 DisasterImpacts

Special Populations Impacted by 2017 Flood
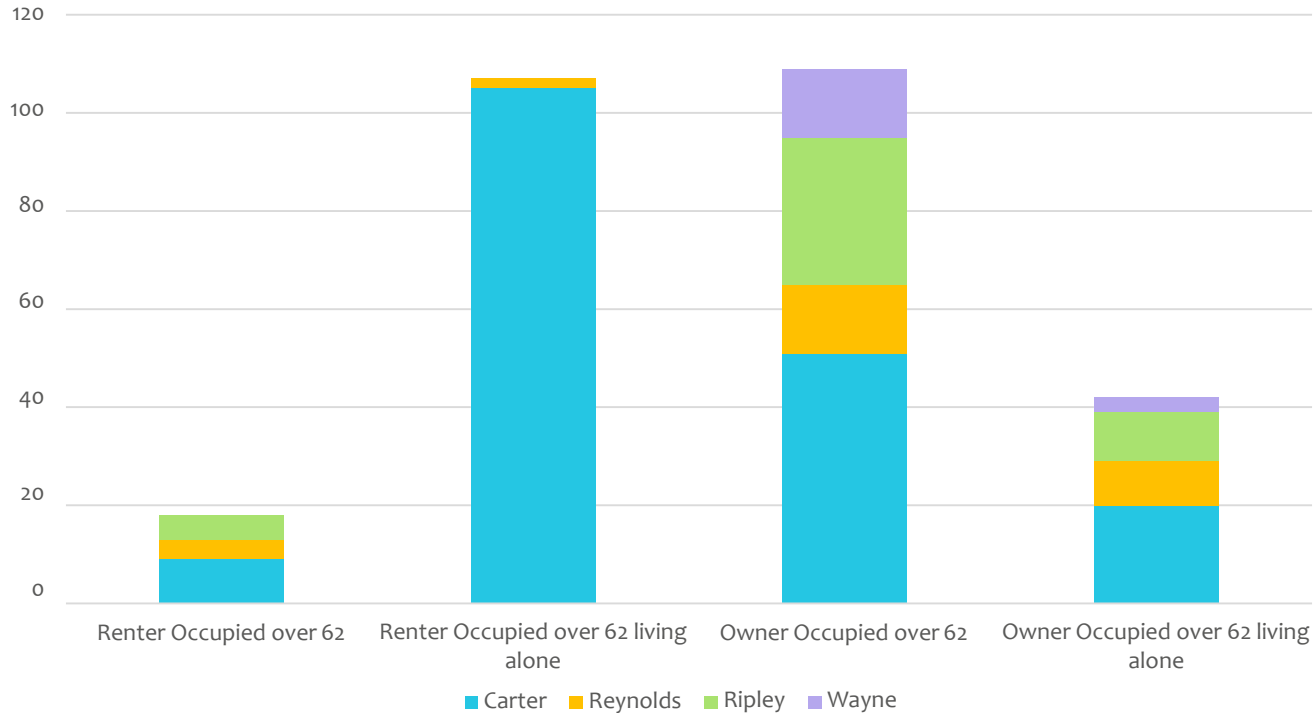
# CarterCounty

## City of Van Buren
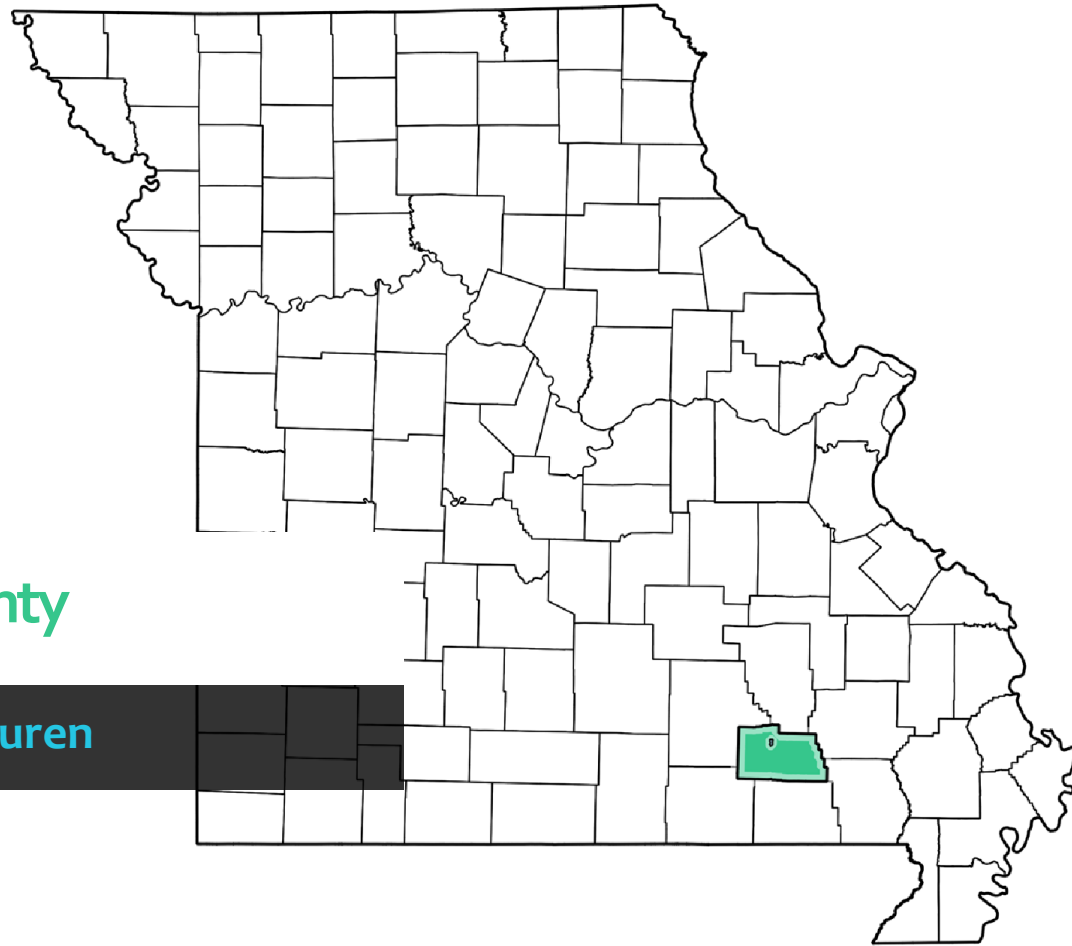
# Carter County Disaster Impacts
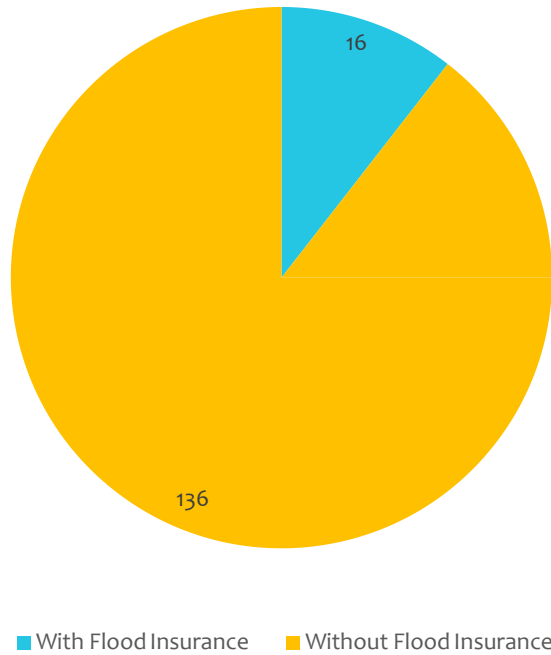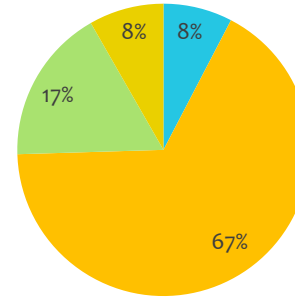
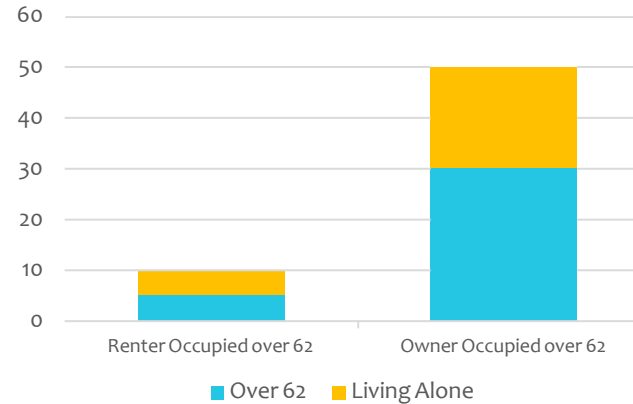### Homes Impacted by 2017 Flood

- 16 — With Flood Insurance
- 136 — Without Flood Insurance

### Homes Impacted by 2017 Flood

- 8% Destroyed
- 67% Major Damage
- 17% Minor Damage
- 8% Affected

■ Destroyed  ■ Major Damage  ■ Minor Damage  ■ Affected

### Special Populations Impacted by 2017 Flood

Renter Occupied over 62 / Owner Occupied over 62

■ Over 62  ■ Living Alone

**ReynoldsCounty**

**City of Ellington**
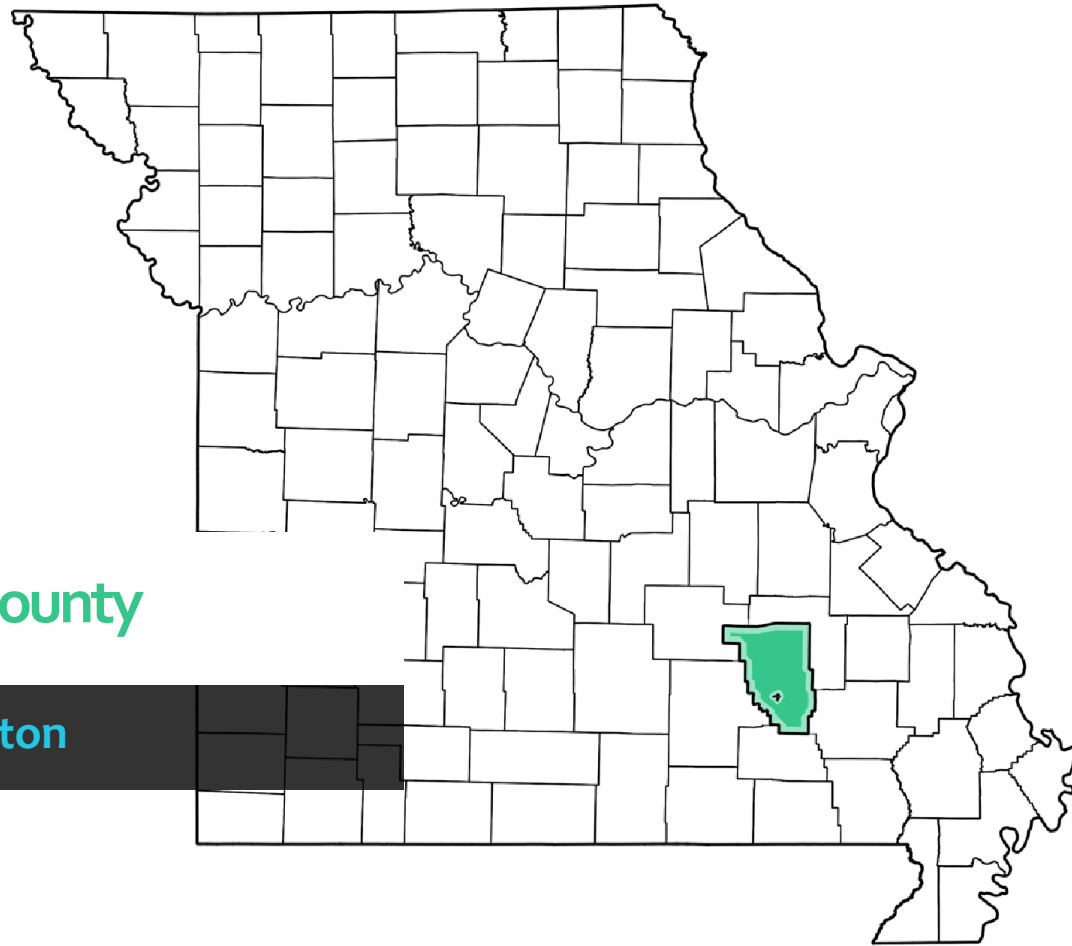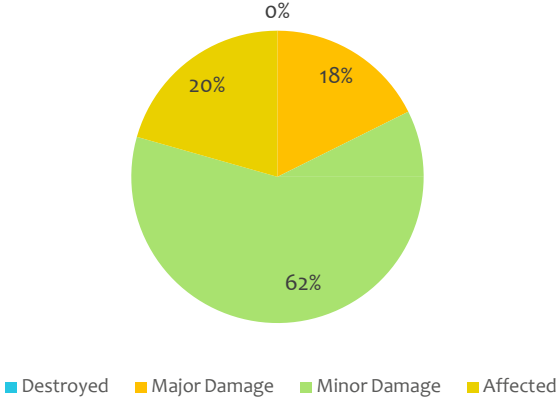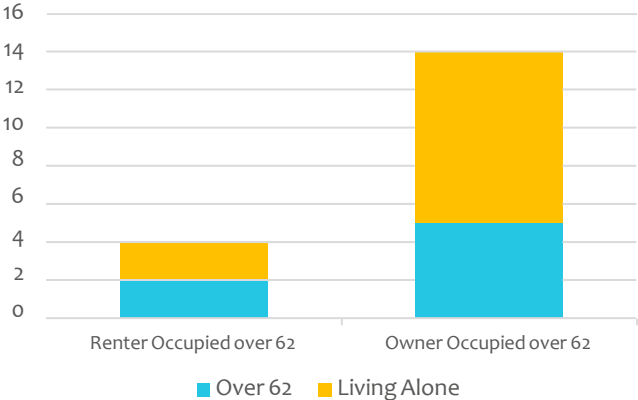
# RipleyCounty

**City of Doniphan**
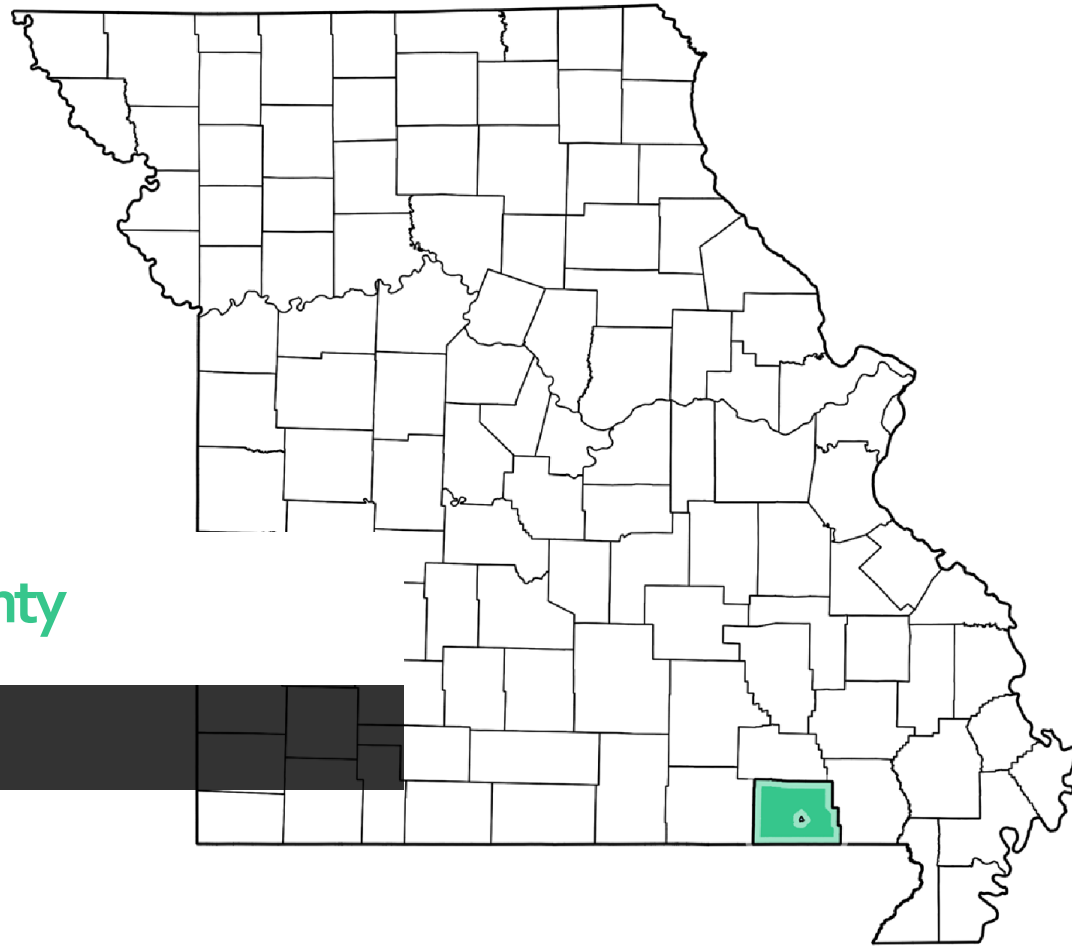
# Ripley County Disaster Impacts

## Homes Impacted by 2017 Flood

12

86

■ With Flood Insurance  ■ Without Flood Insurance
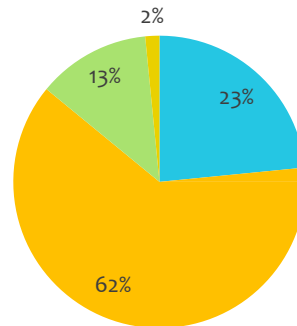
## Homes Impacted by 2017 Flood

2%
13%
23%
62%

■ Destroyed  ■ Major Damage  ■ Minor Damage  ■ Affected

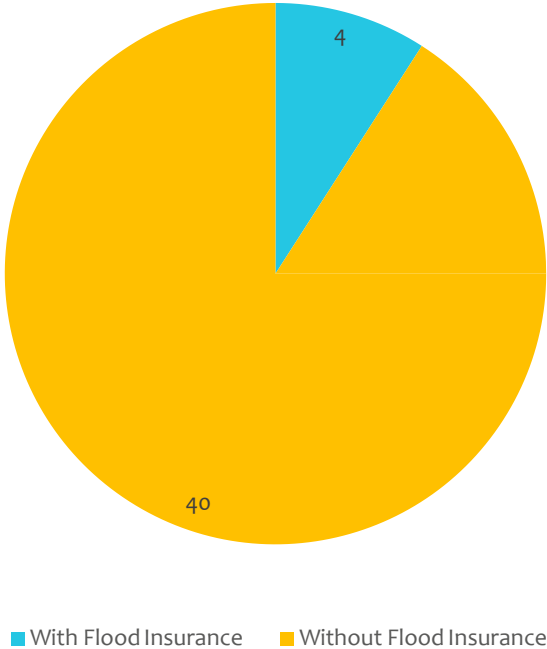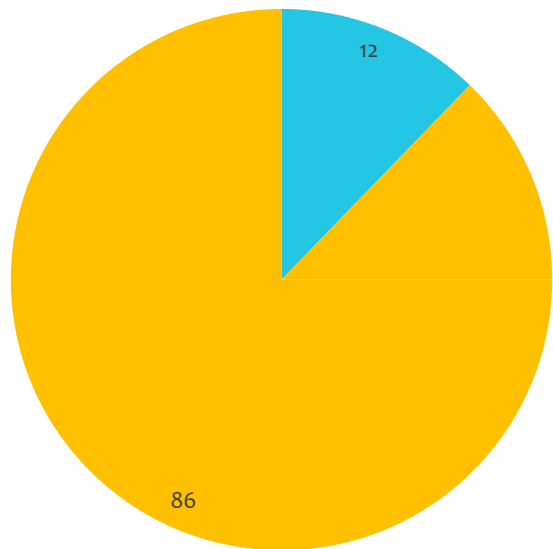## Special Populations Impacted by 2017 Flood

35
30
25
20
15
10
5
0

Renter Occupied over 62          Owner Occupied over 62

■ Over 62  ■ Living Alone

**Ozark Foothills Regional Community Foundation**
**Post-2017 Disaster Regional Housing Study**

ksNelson
Smart Economic Development

# WayneCounty

## City of Piedmont

ksNelson
Smart Economic Development
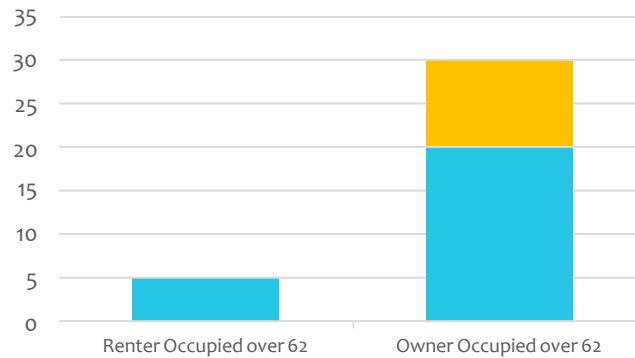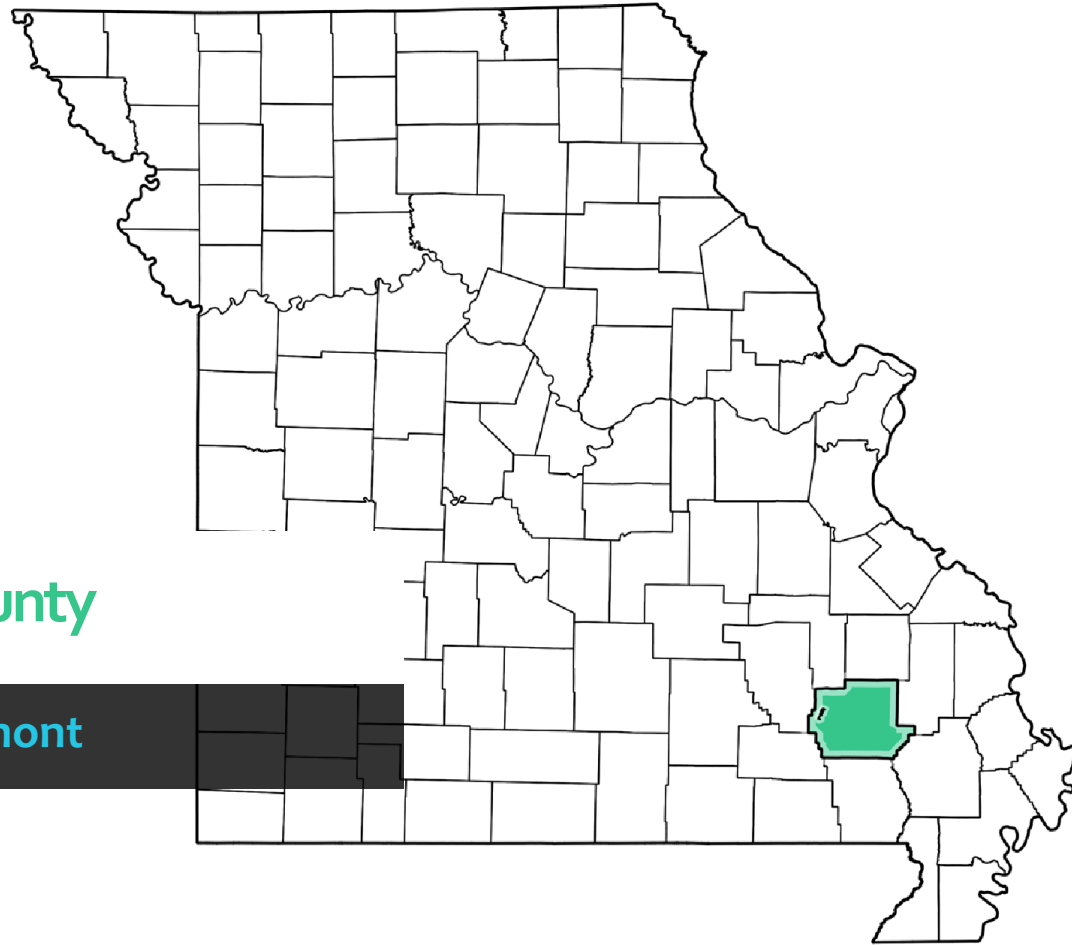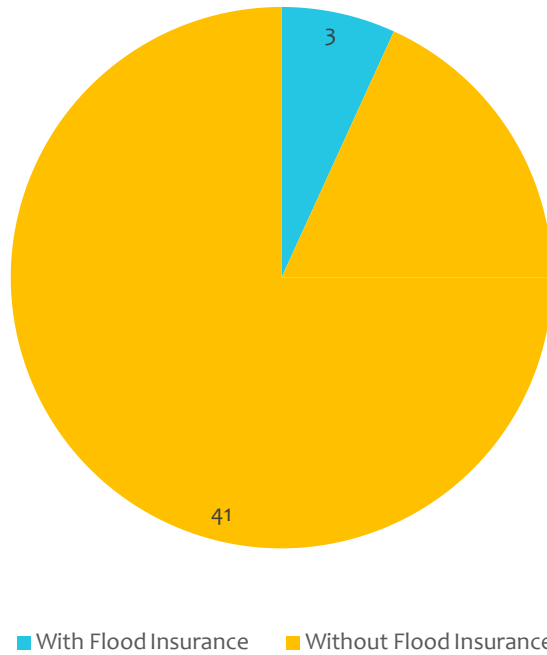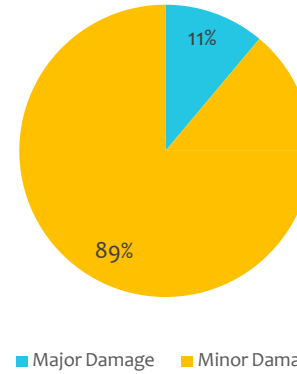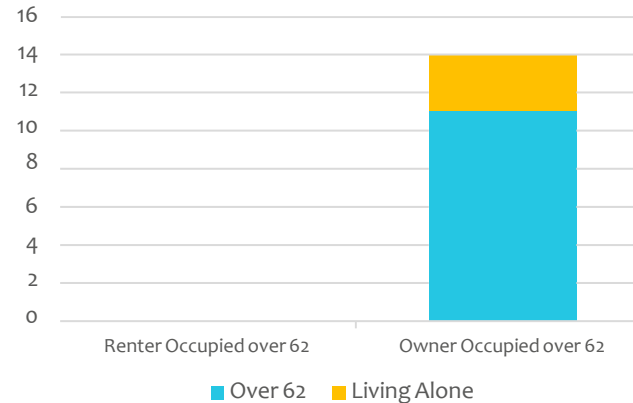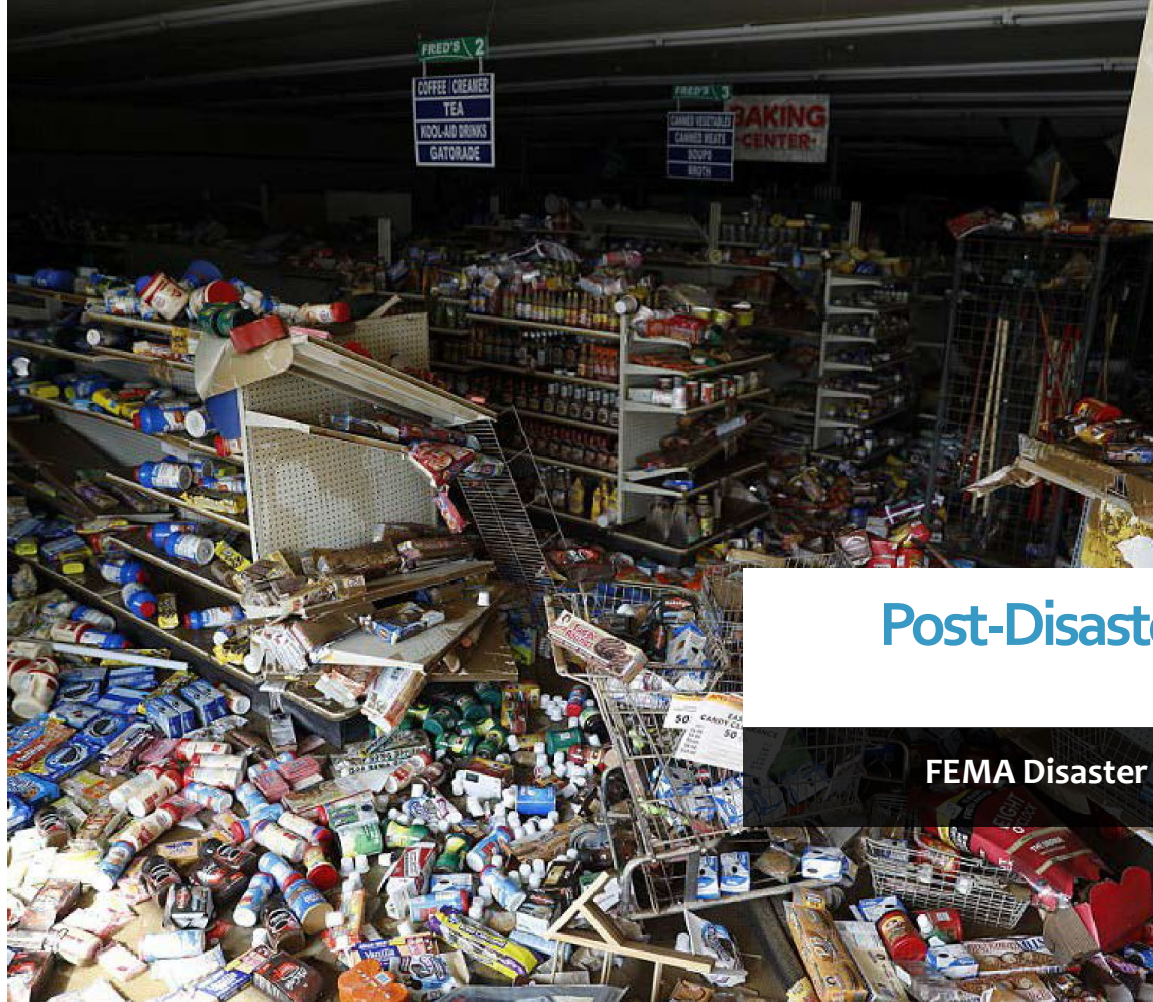
# Post-DisasterActivities

## FEMA Disaster Declaration 4317

MarksNelson
Smart Economic Development
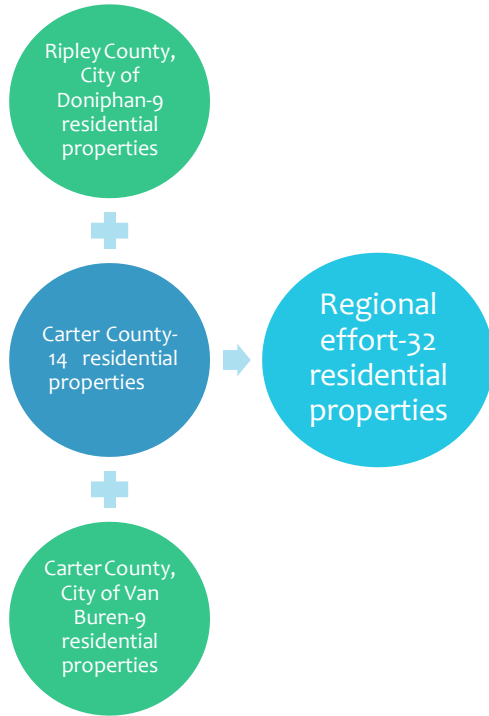
# Post Disaster Recover Activities

**Voluntary Buyout Programs**



Ripley County, City of Doniphan-9 residential properties

**+**

Carter County- 14 residential properties

Carter County, City of Van Buren-9 residential properties

→ Regional effort-32 residential properties

MarksNelson
*Smart Economic Development*

# Impediments to Housing Development

# Impediments to Housing Development

## Infrastructure

- Infrastructure availability will likely drive future residential development in the region.

- Water and sewer utilities are primarily located in the population centers within the region and are the most likely and feasible areas to pursue housing development.

## Flood Hazards

- The region has numerous waterways, wetlands, and floodplains that should be restricted from any future residential development.

- Regulations do allow for properties in a floodplain to be elevated, it is a recommended best practice to encourage development outside of these hazards.

## Public Lands

- The region has a number of limiting factors that impact the opportunities for housing development. Public lands, those owned by state or federal agencies, consume a significant portion of the region.

- Housing development in these areas are restricted limiting development options.

**Waterways in the Region**

**Public Lands**

ksNelson
Smart Economic Development
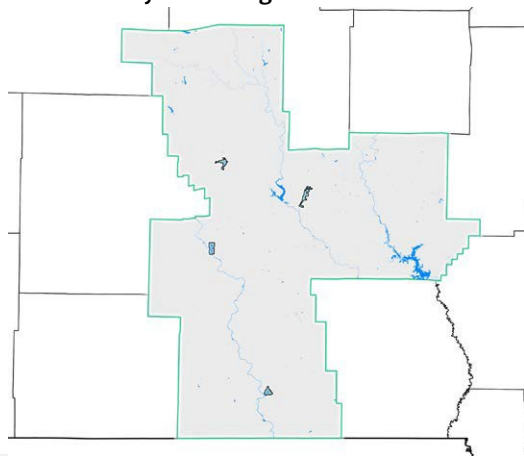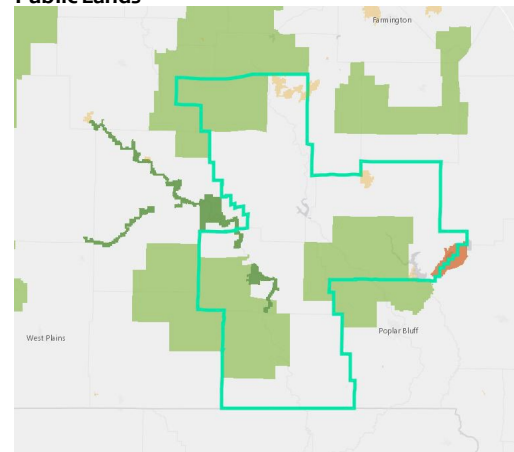
Opportunities for Housing Development

Local Buyout & Acquisition

Homeownership & Tenant Assistance

Affordable Rental Recovery

New Construction-Replacement of Affordable Housing Stock

# State & Federal Recognized Housing Recovery Strategies

ksNelson
Smart Economic Development

# Local Buyout and Acquisition

- Program eligible activities include acquisition of residential real property conducted through a local voluntary buyout, clearance and demolition. Relocation assistance is available to households with less than 120 percent Area Median Income.

- The term ''buyout'' refers to acquisition of properties located in a floodway and floodplain that is intended to reduce risk from future flooding and the acquisition of properties in Disaster Risk Reduction Areas.

- The buyout program combines the acquisition of properties with relocation assistance that results in occupancy and meets the LMHI national objective for LMI persons. This includes additional assistance to rental property owners to provide affordable replacement rental properties outside of the floodplain. Affordability rental periods  apply. Non-LMI persons can be assisted with buyout under the Urgent Need national objective.

### Relocation Assistance Program

- In a voluntary buyout, the property will be acquired at the pre-flood fair market value established by the appraisal, less any duplication of benefits. If the homeowner chooses to apply buyout proceeds for relocating within the same community, they are eligible for relocation assistance, not to exceed $50,000, to be applied to the purchase of an existing home.

- If a comparable home is unavailable within the affordable housing stock, new construction is an option.

- If the owner is moving outside of the community or is not purchasing a replacement home, the relocation payment is not available.

### Tenant Relocation Assistance

- Tenants who are affected by a voluntary buyout will be provided relocation assistance under the procedures of the  Uniform Relocation Assistance and Real Property Acquisition Act, as amended at 49 CFR 24.

- Moving costs.

- Relocation assistance payment not to exceed $7,200.

- The Relocation Expense Benefit may be used to purchase replacement site or dwelling.

ksNelson
Smart Economic Development

# Homeownership and Tenant Assistance

- For properties that are located inside the floodway, inside the 100-year floodplain, or inside a designated Disaster Risk Reduction Area, the most cost-effective option is likely a buyout.
  - Homes in the floodway, inside the 100-year floodplain, and Disaster Risk Reduction Areas that are substantially damaged are subject to elevation requirements (2 feet above base flood elevation). The elevation requirement may prove rehabilitation of substantially damaged homes infeasible. Elevation requirements are mandated for reconstruction, making reconstruction not cost-effective when compared to the buyout with housing incentive program.
  - Buyout is conducted with the intent to reduce risk of future property damage. Properties are deed restricted and there will be no subsequent application for disaster assistance for any purpose. Households are then relocated to a lower risk area outside the 100-year floodplain. The goal of buyout is to reduce or eliminate the risk of future harm to persons and prevent repetitive damage to property.
  - For this reason, CDBG-DR funds will not be used for reconstruction inside floodways, inside the 100-year floodplain, or inside a designated Disaster Risk Reduction Area.

## Housing Rehabilitation Outside the 100-Year Floodplain and Disaster Risk Reduction Area

- Disaster damaged properties should first be considered for rehabilitation. If the property damage is significant (greater than 80% of the county assessor's appraised value), then reconstruction should be considered. If reconstruction is not feasible or cost-effective, consider the option of purchasing an existing comparable residential structure. If there are none available, new construction is an option.

## Housing Rehabilitation Inside the 100-Year Floodplain

- Owner-occupied properties inside the 100-year floodplain, or designated Disaster Risk Reduction Area, will be eligible for rehabilitation when meeting the following criteria:
  - Homes covered by flood insurance at the time of the disaster and there are still unmet recovery needs; or
  - Household income meets less than 120% of the AMI and there are still unmet recovery needs.
  - Program maximum is $40,000 per house (amount includes hard construction costs only). The rehabilitation estimate must include meeting Green Building Standards, as well as resiliency solutions that address threats and hazards to the area. Resiliency solutions may include elevating the first floor of the habitable area; reinforced roofs; storm shutters; and mold and mildew resistant products.

ksNelson
Smart Economic Development

# Affordable Rental Recovery

**Multi-Family Housing with Low Income Housing Tax Credits (LIHTC)**

- Provides funding for rehabilitation, reconstruction and new construction of affordable multi-family rental housing  units in areas impacted by the flooding event.

- Local governments may propose multi-family rental housing developments in conjunction with for-profit and non-profit developers proposing to receive Low Income Housing Tax Credits (LIHTC) through MHDC. The developments must be affordable or mixed income, and not market rate housing developments.

- Affordable developments are all occupied by LMI households; mixed income is occupied by at least 51% LMI households.

- To meet the low- and moderate-income housing national objective, affordable rental housing funded under CDBG-DR must be rented to a low- and moderate-income persons at affordable rents.

- Grantees are required to impose minimum affordability periods enforced with recorded use restrictions, covenants, deed restrictions, or other mechanisms to ensure that rental housing remains affordable for the required period of time.

- For rehabilitation other than substantially damaged residential buildings, grantees must follow the guidelines specified in the HUD CPD Green Building Retrofit Checklist. Grantees must apply these guidelines to the extent applicable to the rehabilitation work undertaken, including the use of mold resistant products when replacing surfaces such as drywall.

-  Any substantial rehabilitation or new construction of a building with more than four rental units must include installation of broadband infrastructure, except where the grantee documents that the location of the new construction or substantial rehabilitation makes installation of broadband infrastructure infeasible.

-  CDBG-DR funds can be used to support infrastructure for multi-family housing.

ksNelson
Smart Economic Development

# New Construction-Replacement of Affordable Housing Stock

- Communities may face needs for restoring and improving the housing stock. New construction infill is the construction of single-family houses on vacant lots within existing neighborhoods. This approach is used to create more affordable housing, while promoting community revitalization.

- Infill new construction involves matching land, a purchaser and a builder with acquisition and construction financing and permanent mortgages. This process may include an interested developer purchasing sites in the community. CDBG-DR funds are eligible to fund up to 25% of the construction loan, made available to low-to-income persons who qualify for a loan. The construction loan converts to an affordable mortgage. Potential buyers  may or may not have been displaced by the 2017 Storm and Flooding event. Each potential buyer should be advised  on the credit requirements needed to buy a home. Credit counseling will be provided through a HUD-certified  housing counselor. Closing costs will be paid by the program.

- A second option would be for the CDBG-DR funds to be used for down payment assistance upon completion of construction. A low-to-moderate income person not affected by the disaster but wishing to buy into affordable replacement stock outside of a floodplain or disaster risk reduction area, within the grantee's jurisdiction may be eligible for down payment assistance. The maximum allowed is 25% of the total cost of the house, plus closing costs. Qualified LMI households, under 120% AMI, are eligible to participate and must be able to secure a mortgage. Each potential buyer should be advised on the credit requirements needed to buy a home. Credit counseling will be provided through a HUD-certified housing counselor.

- Green Building Standards are required for all new construction of residential buildings and all replacement of  substantially damaged residential buildings

- Grantees receiving CDBG-DR funds are required to implement a minimum five-year affordability period on all newly  constructed single-family housing that is to be made available for low- and moderate-income homeownership.

- Grantees are required to develop and impose affordability (i.e., resale and recapture) restrictions for single- family housing newly constructed with CDBG–DR funds and made available for affordable homeownership to low- and moderate-income persons, and to enforce those restrictions through recorded deed restrictions, covenants, or other similar mechanisms, for a period not less than five years.

ksNelson
Smart Economic Development

# Flood Insurance Requirements

- A HUD- assisted homeowner of a property located inside the 100-year floodplain must obtain and maintain flood insurance.

- HUD strongly recommends the purchase of flood insurance outside the 100-year floodplain for properties that have been damaged by a flood.

- Assistance may only be provided for the rehabilitation of a house located in a floodplain if:
  - The homeowner had flood insurance at the time of the qualifying disaster and still has unmet recovery needs; or
  - The household earns less than the greater of 120% AMI (Area Median Income) or the national median and has unmet recovery needs.

- Rehabilitated homes inside the 100- year floodplain must be insured under a policy of flood insurance in the amount of the lessor of either the full insurable value of the structure as determined by the applicable property insurer, or the maximum amount available for the structure under the National Flood Insurance Program. The full insurable value of the structure will be based upon the program's final total project cost for the applicant. Failure to maintain flood insurance will result in an applicant's property to be ineligible for future disaster relief. Upon the sale or transfer of the property, applicants will, on or before the date of transfer, notify all transferees in writing of the continuing obligation to maintain flood insurance on the property, and include the requirement on all documents and deeds.

- Evidence that the damaged home is covered by the required flood insurance amount must be provided during the applicant intake process. Before the grant is closed, the applicant must provide evidence of flood insurance. A declaration sheet, a form describing the coverage from the applicant's insurance company, or an application for flood insurance along with a paid receipt from the applicant's insurance company is sufficient evidence to satisfy this requirement.

# Elevation ofProperty

- Homes that receive assistance for repair of substantial damage or substantial improvement must be elevated with the lowest floor, including the basement, at least 2 feet above the base flood elevation.

**Elevation Standards for New Construction, Repair of Substantial Damage, or Substantial Improvement**

- The following elevation standards apply to new construction, repair of substantial damage, or substantial improvement of structures located in an area delineated as a flood hazard area or equivalent in FEMA's data source identified in 24 CFR 55.2(b)(1).

- All structures, defined at 44 CFR 59.1, designed principally for residential use and located in the 100-year (or 1 percent annual chance) floodplain that receive assistance for new construction, repair of substantial damage, or substantial improvement, as defined at 24 CFR 55.2(b)(10), must be elevated with the lowest floor, including the basement, at least two feet above the base flood elevation.

- Mixed-use structures with no dwelling units and no residents below two feet above base flood elevation, must be elevated or floodproofed, in accordance with FEMA floodproofing standards at 44 CFR 60.3(c)(3)(ii) or successor standard, up to at least two feet above base flood elevation.

- All Critical Actions, as defined at 24 CFR 55.2(b)(3), within the 500-year (or 0.2 percent annual chance) floodplain must be elevated or floodproofed (in accordance with the FEMA standards) to the higher of the 500-year floodplain elevation or three feet above the 100- year floodplain elevation. If the 500-year floodplain is unavailable, and the Critical Action is in the 100-year floodplain, then the structure must be elevated or floodproofed at least three feet above the 100-year floodplain elevation.

  - Critical Actions are defined as an "activity for which even a slight chance of flooding would be too great, because such flooding might result in loss of life, injury to persons or damage to property." For example, critical actions include hospitals, nursing homes, police stations, fire stations and principal utility lines. Applicable state, local, and tribal codes and standards for floodplain management that exceed these requirements, including elevation, setbacks, and cumulative substantial damage requirements, must be followed.

ksNelson
Smart Economic Development

# Summary of Program and Resources for Rural Housing Development

- **Missouri Housing Development Commission** http://www.mhdc.com/
  - **Homebuyer Programs**
    - First Place Loan Program gives first-time homebuyers* the edge they need to purchase a home, with cash assistance available.
    - Mortgage Credit Certificate provides income eligible first-time homebuyers* with an opportunity to reduce the amount of federal income tax owed each year they own and live in their homes.
    - Next Step Program gives first-time homebuyers as well as non-first time homebuyers the opportunity to purchase their own home with higher income limits and purchase price limits. It also gives the borrower the opportunity to receive cash assistance for down payment and closing cost assistance.
    - A qualified veteran does not have to be a first-time homebuyer* to qualify for "First Place" or "Mortgage Credit Certificate" loan programs.
  - **Home Repair Programs**
    - HeRo Program provides funding to approved agencies in Missouri, which then allocate home repair grants to residents.
  - **Rental**
    - Rental Production and Preservation Program provides funding to developers for the acquisition and rehabilitation or new construction of rental housing for low and moderate income families. The MHDC funds are typically combined with Low Income Housing Tax Credits to fund affordable multifamily housing developments.
    - Federal HOME Program provides a financing source for several eligible activities that increase the supply of affordable housing for low and very low income persons. One of these activities is the acquisition and rehabilitation or new construction of rental housing.
    - Low Income Housing Tax Credit (LIHTC) Program provides a federal tax credit to investors in affordable housing. The LIHTC can be used each year for 10 years and is allocated to the owner of an affordable housing development.
    - Affordable Housing Assistance Program (AHAP) housing production tax credit is used as an incentive for Missouri businesses and/or individuals to participate in affordable housing production. This state tax credit is earned by an eligible donor for the donation of cash, equity, services, or real or personal property to a non-profit community-based organization for the purpose of providing affordable housing assistance activities or market rate housing in distressed communities.

- **Historic Preservation Tax Credit Program** https://www.nps.gov/tps/tax-incentives/incentives/index.htm
  - The Historic Tax Credit (HTC) program encourages private sector investment in the rehabilitation and re-use of historic buildings. The federal tax credit allows program participants to claim 20 percent of eligible improvement expenses against their federal tax liability.

# Summary of Program and Resources for Rural Housing Development

- **USDA-Rural Development**
  https://www.rd.usda.gov/mo
  - Single Family Housing Direct Home Loans also known as the Section 502 Direct Loan Program, assists low-and very-low-income applicants obtain decent, safe and sanitary housing in eligible rural areas by providing payment assistance to increase an applicant's repayment ability.
  - Single Family Housing Guaranteed Loan Program assists approved lenders in providing low- and moderate-income households the opportunity to own adequate, modest, decent, safe and sanitary dwellings as their primary residence in eligible rural areas.
  - Single Family Housing Repair Loans & Grants also known as the Section 504 Home Repair program, provides loans to very-low-income homeowners to repair, improve or modernize their homes or grants to elderly very-low-income homeowners to remove health and safety hazards.
  - Multi-Family Housing Direct Loans provides competitive financing for affordable multi-family rental housing for low-income, elderly, or disabled individuals and families in eligible rural areas.

- **Property Assessed Clean Energy (PACE) Program**
  https://www.mced.mo.gov/pace/
  - PACE is a financing tool that allows property owners to borrow money for renewable energy and energy efficiency property improvements with no upfront cost.

- **Opportunity Zones**
  https://www.cdfifund.gov/Pages/Opportunity-Zones.aspx
  - Opportunity Zones, created by the 2017 Tax Cuts and Jobs Act, were designed to spur investment in distressed communities throughout the country through tax benefits.
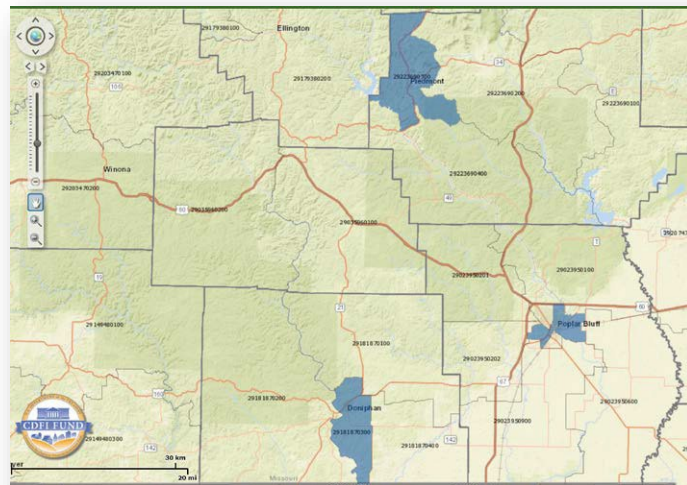
Summary Observations and Suggested Strategies

MarksNelson
Smart Economic Development

# Summary Observations and Strategies

## Carter County

### Observations

- 120 homes were destroyed or suffered major damage. 90% did not have flood insurance.
- 60 units impacted were occupied by residents over the age of 62.
- Median age in the County is 41.3 years, whereas the median age in Van Buren is only 25.1 years. However, 26% of the population is over the age of 60.
- Cost burden of housing is a major concern and impediment to new housing development.
- 61% of the county /55% of the city households earn less than $50,000 per year.
- Median home price is $90,400 in Carter County and $94,100 in the City of Van Buren.
- 30% of the housing stock is more than 50 years old.
- Single family residence ownership rate=72% county, 62% city.
- Rental homes averaging $560 per month.
- There are 40 known LIHTC units in the community.
- Homeownership is evasive as landlords are acquiring low priced single family homes.
- New home construction for existing population is likely $100,000 or less.
- Modest, safe and sanitary homes can be built for $100,000, but doesn't include the cost of infrastructure.
- There are limited single family home vacancies in the community but they are not safe or sanitary. MLS listing shows only 12 properties for sale, 6 for less than $100,000.
- A high percentage of residents over the age of 62, particularly those living alone, reside in single family structures.
- There are few alternative housing choices in the community, such as senior housing and maintenance free units, the lack of alternative housing is stymieing housing inventory churn for workforce housing.

### Suggested Strategies

- Promote alternative housing development such as senior housing and maintenance free housing options such as duplexes, townhomes and senior villas (market based).
- Promote construction of additional low income senior housing units to address the backlog of applicants (income based).
- Promote the acquisition and demolition of existing dilapidated, vacant structures that are not safe or sanitary and encourage infill of new housing developments.
- Support the development of new modest single family homes by collaborating with developers to develop needed infrastructure.
- Encourage homeownership for qualified buyers using available resources that could provide incentives such as down payment assistance and relocation assistance for new construction.
- Promote the need for flood insurance in and proximate to floodplains.

BucksNelson
Smart Economic Development

# Summary Observations and Strategies

## Reynolds County

### Observations

- 44 homes impacted by flooding, 90% did not carry flood insurance. 6 homes had major damage.
- Median age in the County is 46.8 years, whereas the median age in Ellington is 40.8 years. However, 30% of the population is over the age of 60.
- Cost burden is a major concern and impediment to housing development.
- 60% of the county /67% of the city households earn less than $50,000 per year.
- Rental homes are averaging $560 per month.
- Median home value is $90,300 in Reynolds County and $61,600 in the City of Ellington.
- 45% of the housing stock in the City of Ellington is more than 50 years old.
- Single family residence ownership rate=78% in the county, whereas ownership rates are only 56% in the City of Ellington.
- Rental homes averaging $550 per month.
- The condition of the rental property inventory is fair to poor and is in decline.
- There are 21 USDA 515 subsidized units in the community.
- Homeownership is evasive due to income levels.
- Only 3 homes are currently listed for sale in the community, 2 are below $150,000.
- New home affordability for existing population is likely $75,000 or less.
- The closure of the hospital has created adverse economic conditions in the community.
- A high percentage of residents over the age of 62, particularly those living alone, reside in single family structures.

### Suggested Strategies

- Promote alternative housing development such as senior housing and maintenance free housing options such as duplexes, townhomes and senior villas (market based).
- Promote construction of additional low income senior housing units (income based).
- Promote the construction of safe, sanitary and affordable rental homes.
- Support the development of new modest single family homes by collaborating with developers to develop needed infrastructure.
- Encourage homeownership for qualified buyers using available resources that could provide incentives such as down payment assistance and relocation assistance for new construction.
- Promote the importance of flood insurance in and proximate to floodplains.
- Develop a strategy to increase income levels through development and attraction of higher paying jobs.

# Summary Observations and Strategies

## Ripley County

### Observations

- 98 homes were impacted by flooding. 88% did not carry flood insurance. 55 homes were destroyed or suffered major damage.
- Median age in the County is 42.5 years. However, 26% (county) and 31% (Doniphan) of the population is over the age of 60.
- Cost burden of housing is a major concern and impediment to new housing development.
- 66% of the county /69% of the city households earn less than $50,000 per year.
- Median home price is $87,800 in Ripley County and $85,800 in the City of Doniphan.
- 49% of the housing stock is more than 50 years old in the City of Doniphan.
- Single family residence ownership rate=74% county, 69% city.
- Rental homes averaging $514 per month.
- Currently 66 homes listed for sale, 30 less than $100,000 but mostly in fair to poor condition. 15 homes for sale priced $100,000 to $150,000.
- New home construction for existing population is likely $100,000 or less.
- Modest, safe and sanitary homes can be built for $100,000, but doesn't include the cost of infrastructure.
- There are single family home vacancies in the community but they are not safe or sanitary.
- A high percentage of residents over the age of 62, particularly those living alone, reside in single family structures.
- There are few alternative housing choices in the community, such as senior housing and maintenance free units, the lack of alternative housing is stymieing housing inventory churn for workforce housing.

### Suggested Strategies

- Promote alternative housing development such as senior housing and maintenance free housing options such as duplexes, townhomes and senior villas (market based).
- Promote construction of additional low income senior housing units to address the backlog of applicants (income based).
- Promote the acquisition and demolition of existing dilapidated, vacant structures that are not safe or sanitary and encourage infill of new housing developments.
- Support the development of new modest single family homes by collaborating with developers to develop needed infrastructure.
- Encourage homeownership for qualified buyers using available resources that could provide incentives such as down payment assistance and relocation assistance for new construction.
- Develop good quality, affordable rental housing units in collaboration with private and/or non-profit developers by accessing available resources for disaster impacted families to assist with relocation expenses.
- Promote the importance of flood insurance in and proximate to floodplains.

MarksNelson
Smart Economic Development

# Summary Observations and Strategies

## Wayne County

### Observations

- 44 homes were impacted by flooding. 93% did not carry flood insurance. 1 home had major damage, 8 homes had minor damage.

- Median age in the County is 46.9 years, whereas the median age in Piedmont is 43.0 years. However, 30% of the population is over the age of 60.

- 68% of the county /74% of the city households earn less than $50,000 per year.

- Median home price is $72,700 in Wayne County and $74,000 in the City of Piedmont.

- 53% of the housing stock is more than 50 years old.

- Single family residence ownership rate=75% county, 55% city.

- Rental homes averaging $550 per month.

- There are 45 LIHTC units in the community.

- There are 55 USDA subsidized 515 units in the community.

- Homeownership is evasive due to income levels.

- 22 homes currently listed for sale. 9 below $100,000. 6 between $100,000 to $150,000.

- There are single family home vacancies in the community but they are not safe or sanitary.

- A high percentage of residents over the age of 62, particularly those living alone, reside in single family structures.

- Wages are lower than surrounding areas likely due to higher percentage of healthcare/social services, hospitality, and retail jobs.

### Suggested Strategies

- Promote alternative housing development such as senior housing and maintenance free housing options such as duplexes, townhomes and senior villas (market based).

- Promote construction of additional low income senior housing units (income based).

- Promote the acquisition and demolition of existing dilapidated, vacant structures that are not safe or sanitary and encourage infill of new housing developments.

- Support the development of new modest single family homes by collaborating with developers to develop needed infrastructure.

- Encourage homeownership for qualified buyers using available resources that could provide incentives such as down payment assistance and relocation assistance for new construction.

- Promote the importance of maintaining flood insurance in and proximate to floodplains.

- Develop a strategy to increase income levels through development and attraction of higher paying jobs.

ksNelson
Smart Economic Development

# Disaster Recovery Best Practices

## A Snapshot of Prior Disaster Recovery Efforts in Missouri

MarksNelson
Smart Economic Development

- Rhineland is a rural community in southern Montgomery County that was impacted by Missouri River flooding in 1993.

-  Rhineland is a community of 157 residents, 52 housing units.

- Water levels reached between 4 and 7 feet deep in the structures during the Spring and Summer of 1993.

- In developing the disaster recovery strategy community leaders wanted to retain a sense of community and heritage and did not want to pursue a buyout and scatter the population.

- The community elected to relocate the entire community.

- The community purchased 52 acres adjacent to the current city limits and used CDBG disaster recovery grant funds to build the infrastructure—water, sewer and streets.

- Residents could elect to physically move their current home to the new site and receive relocation assistance to cover the costs of moving the structure (a house moving company from Virginia was contracted to move the structures) and to restore the property to livable conditions, or

- Residents could use funds for new housing construction and construct a new home, or purchase a mobile home.

- All residents participating in the project selected a lot in the new development in exchange for the lot(s) they owned in the floodplain.

- 51 of the 52 households participated in the program. 32 of the homes were physically relocated.

- All remaining structures in the floodplain were demolished and the property was converted to park land.

- The businesses in the community used funding from the Economic Development Administration to build a commerce center out of the floodplain and the businesses rebuilt.



# Rhineland, MO

Relocation Assistance and New Housing Construction

MarksNelson
Smart Economic Development

- Silex is a rural community of 190 people located in the rolling hills of Lincoln County near the Cuivre River.

- The community experienced flash flooding from Hurricane Hugo in 2008 and the nearby Cuivre River inundated the town.

- Rapidly rising flood waters caught many unprepared and most residents lost everything and their homes more substantially damaged—greater than 50% damage, which would require a structure to be elevated.

- Water levels were 3 to 5 feet in most structures.

- The community leadership elected to pursue a buyout of flood damaged homes and a voluntary relocation approach to recovery as elevation of the existing structures was not feasible or practical.

- The community purchased a site less than a mile from the current town site and built a new town with water, sewer and streets.

- The project acquired and demolished 62 homes in the floodplain and converted the properties to open space.

- The community used funds from FEMA 404 to buyout and demolish the homes.

- The community used CDBG funds for acquiring and building the new town site infrastructure.

- The community also used CDBG funds to match the FEMA 404 funds and to provide relocation assistance to homeowners.

- The project also received funding from Social Services Block Grant that was overseen by the Unmet Needs Committee.

## Silex, MO

### Buyout and Relocation Assistance

MarksNelson
Smart Economic Development
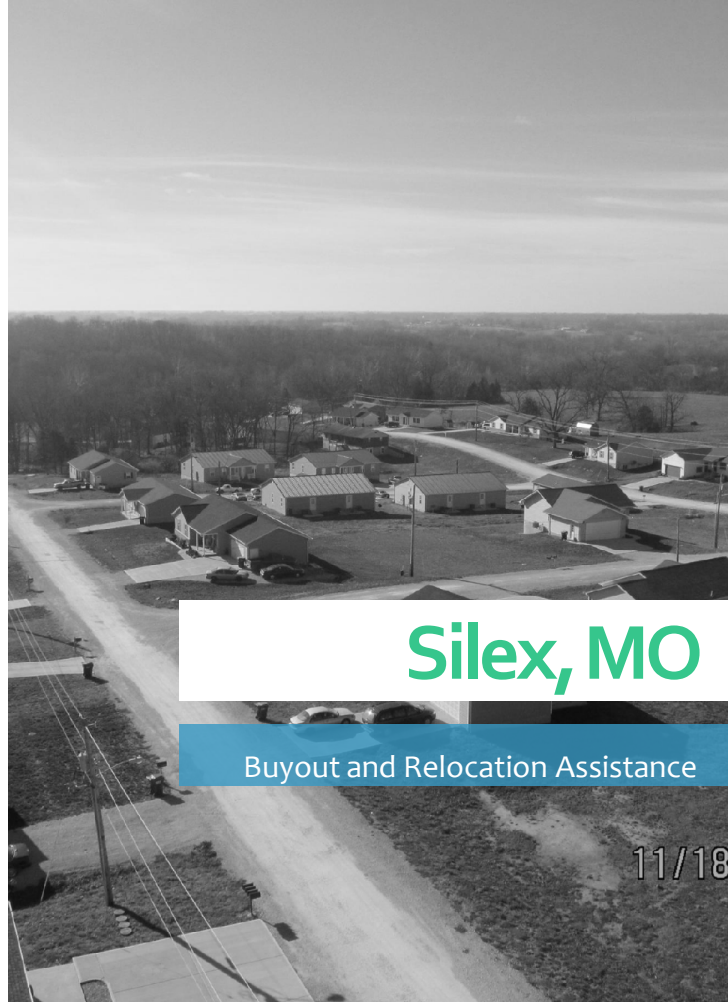
- Winfield is a rural community in eastern Missouri, located one mile from the Mississippi River.

- Roughly 1/3 of the community is located within the Mississippi River floodplain.

- The portion of the City that is located in the floodplain experienced significant flooding in 1993 and 1995 flood events.

- The City leadership elected to pursue a voluntary buyout program for the properties that were flood damaged.

- The City was concerned about a lack of housing opportunities for those participating in the buyout program and elected to acquire property outside the floodplain and construct a subdivision to provide a local housing option for those participating in the buyout and to allow for future growth in the community.

- The City used CDBG funds to purchase the property and construct the needed infrastructure.

- The City also used the newly developed subdivision to attract new residents that participated in a buyout program within the County.

- Nearly 70% of the residents that were impacted by flooding participated in the buyout program.

- 80% of the participants selected a property in the new subdivision for their replacement home.

- The City used FEMA 404 and CDBG funds for the project and provided buyout and relocation assistance to participants.

- The acquired floodplain properties were razed and the City constructed a recreational complex on the sites.



# Winfield, MO

Buyout and New Housing Construction

MarksNelson
Smart Economic Development
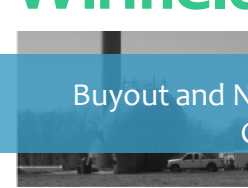
- Lincoln County in eastern Missouri is bordered by the Mississippi River on the east.

- The County experienced significant flooding in 1993 and 1995. More than 1,000 primary homes were flooded, and hundreds of second homes, vacation properties, and river cabins were also impacted.

- The Lincoln County Commission elected to utilize a voluntary buyout and demolition project in response to the disaster.

- The County's priorities were the acquisition of primary residential properties located in the floodplain that were significantly damaged and would require elevation to remain in the floodplain.

- The County acquired and demolished more than 500 homes throughout the floodplain.

- There were some ongoing challenges with County's project that should help shape future buyout policies:
  - The County acquired homes that were located within subdivisions that required the County to maintain(mow) the properties. To help defray this cost the County leased the land to adjoining property owners for $1.
  - The County also acquired homes in more remote areas, and where numerous parcels could be grouped together, the County deeded the property to the Missouri Department of Conservation while upholding the perpetual deed restrictions.
  - The County also leased several parcels to area farmers for agricultural use.
  - The County did not provide an avenue to new rental properties or homeownership, and as a result, lost several residents from within the County.
  - The County did not provide relocation assistance and the proceeds from the buyout were insufficient to acquire a replacement home.
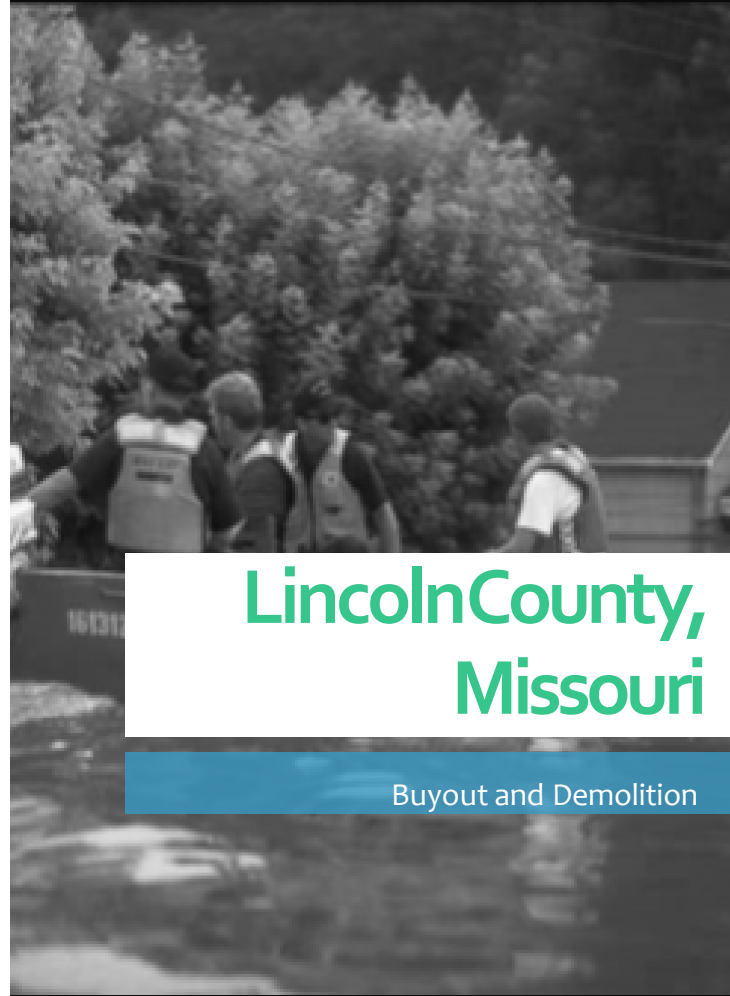
## Lincoln County, Missouri

### Buyout and Demolition

MarksNelson
Smart Economic Development

- Cedar City is a small town in southern Calloway County across the Missouri River from Jefferson City.

- The Missouri River flooded homes, businesses and highways across during the summer of 1993.

- On July 30th, the river crested at more than 15 feet above flood stage at Jefferson City. Flood waters stripped chunks of concrete from the Highway 54/63 interchange on the north side of the river, and water nearly reached the ceiling inside Jefferson City's airport.

- The tiny community of Cedar City, which had merged with Jefferson City four years before the flood, was completely submerged.

- Following the flood, local leaders worked with FEMA to fund a voluntary buyout program in the community.

- 25 years later all that remains of Cedar City are the streets and a few remnant structures owned by people that didn't sell their homes, but for the most part that community is gone.

- Today, what was once Cedar City, mostly consists of parks maintained by Jefferson City and a few businesses. Those companies, and the few homes that are still occupied, have to comply with flood plain regulations, but there is no community remaining and the flood victims moved to other communities.

## CedarCity, MO

### Voluntary Buyout Program

MarksNelson
Smart Economic Development

# Citations

- State of Missouri: Action Plan for Disaster Recovery(DR-4317)

- United States Census Bureau: Decennial Census (2000, 2010)

- United States Census Bureau: American Community Survey 5 Year Estimates (2006-2010, 2007-2011, 2008-2012, 2009-2013, 2010-2014, 2011-2015, 2012-2016, 2013-2017)

- Missouri Census Data Center: Historical Population Data – County 1900 to 2000

- Missouri Census Data Center: Historical Population Data – Places (incorporated), 1900-1990

- United States Bureau of Economic Analysis: Personal Income

- United States Department of Housing and Urban Development: Assisted Housing – Housing Choice Vouchers by Tract (Release: Q4 2017)

- United States Department of Housing and Urban Development: LIHTC Database (Accessed: April  2019)

- United States Department of Agriculture: Rural Housing Service Public Data Set (Release: April  2016)

MarksNelson
Smart Economic Development

# Contact

Steve Etcher

816.743.7700

setcher@mnlocationstrategies.com

www.marksnelsoncpa.com

# Appendix F:
# MU Extension Exceed
# Volume 4, Issue 12

Supply chain issues and labor shortages have been cited as driving forces behind growing inflation. At the same time, rising consumer prices have sparked concern over lost purchasing power. Missouri wage data trends indicate that the average private sector wage in Missouri increased 15.3% from the first half of 2020 compared to the March-August 2023 average, while wages increased 14.7% nationally. Measured by the Consumer Price Index (CPI), inflation has increased 17.9% over the same time; seeing wage increases below the change in inflation indicates purchasing power has declined.

Since 2020, labor shortages and changes in consumer demand have affected some industries more than others. In the figure above, average wages initially decreased in 2020 for both the construction and leisure and hospitality industries. Missouri leisure and hospitality industry wages started to increase in early 2021, while construction wages remained below pre-pandemic levels until 2022. Recently, wages have softened in leisure and hospitality but increased in both wholesale trade and manufacturing.

Missouri's average private wage was an estimated $30.51/hour between March and August 2023, below the U.S. average of $33.49. Wages for most Missouri industries did not keep pace with inflation; however, information (telecommunications and more), wholesale trade and leisure and hospitality (restaurants and hotels) are exceptions. This data reflects private sector jobs and uses a six-month moving average.

Average wages have changed at different rates across Missouri. St. Louis ($35/hr.) and Kansas City ($31/hr.) have the highest average wages among urban areas of the state. Since 2020, average wages have grown 18.2% in St. Louis and 7.7% in Kansas City.

## Leisure and Hospitality Wages Grew the Fastest, Still Low Paid

The leisure and hospitality industry and the retail trade industry have the lowest average wages in Missouri. Since 2020, average wage increases have outpaced inflation within the leisure and hospitality industry (as seen in the index to the right) but have fallen short for retail workers.

- Leisure and hospitality average wages have increased 30.9% in Missouri and 22.1% nationally. The average hourly wage for the industry in Missouri was $19.80, compared to $21.04 in the U.S.
- Retail trade average wages have increased 13.2% in Missouri, below the rate of inflation, and 20.5% nationally.

*Note: Wages in this brief refer to gross average hourly earnings received by workers, which includes any bonus or overtime pay.*

## Most Industry Wage Growth Falls Short of Inflation

6-month moving average index of private sector wages by key industry
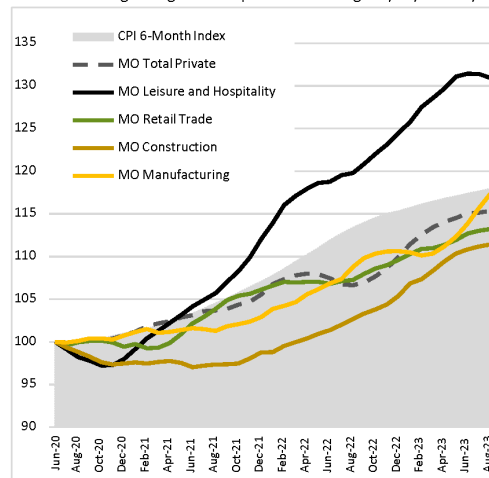


Source: MU Extension graphic using Bureau of Labor Statistics non-seasonally adjusted average hourly earnings of all workers and the Consumer Price Index.
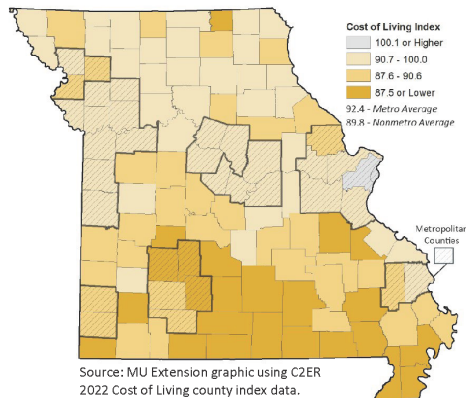
## A Lower Cost of Living in Missouri

Higher sustained prices raise the cost of living, but Missourians still enjoy more purchasing power than most other states. According to the Council for Community and Economic Research (C2ER), the cost of living for residents was around 90% of the national average in 2022, meaning that Missourians generally pay 10% less than the average American for goods and services.

Metropolitan areas tend to have higher living costs and higher salaries than nonmetropolitan areas. However, Missouri's metro counties have a relatively low cost of living (92.4%), when compared to other metro counties in the U.S. (102.3%). Missouri's nonmetro counties also have a cost of living that is lower than the average for similar counties in the U.S. (89.8% compared to 98.6%). Missouri's southern counties are particularly affordable places to live, which is advantageous for residents and businesses. The lower cost of living can also attract retirees when a community couples affordability with other amenities like outdoor recreation, healthcare and high-speed internet.

**Additional Resources**

The Federal Reserve Bank of Kansas City has published an analysis on high national food service inflation, which reflects strong consumer demand, on-going labor shortages and rising labor costs.

Cost of living estimates, published by C2ER, provide state, metro and county data to reflect the prices consumers pay for items such as food, housing, utilities, etc. The organization has been publishing city-level estimates since 1968, and more recently added state and county figures. The estimates serve as useful guides in comparing the cost of living around the U.S.

*All Missouri Economy Indicators briefs in this series are available at http://muext.us/MissouriEconomyIndicators*

*Authors: Mallory Rahe, Associate Extension Professor, mallory.rahe@missouri.edu Alan Spell, Assistant Extension Professor, alan.spell@missouri.edu*

### Missouri County 2022 Cost of Living Index



Cost of Living Index
- 100.1 or Higher
- 90.7 - 100.0
- 87.6 - 90.6
- 87.5 or Lower

92.4 - Metro Average
89.8 - Nonmetro Average

Metropolitan Counties

Source: MU Extension graphic using C2ER 2022 Cost of Living county index data.

Exceed
Regional Economic & Entrepreneurial Development

MU Extension
University of Missouri

# Appendix G:
# EDD Board Minutes
# July 30, 2024

**SPECIAL MEETING OF THE**
**OZARK FOOTHILLS REGIONAL PLANNING COMMISSION,**
**EXECUTIVE COMMITTEE**
**PHONE CALL**
**July 30, 2024**

An email notice of a Special Executive Committee meeting was sent out on July 25, 2024, for an individual phone call meeting on July 30, 2024, for approval of the CEDS report. Approval on this date will allow us to post the CEDS report for the required 30-day comment period prior to our September 12, 2024, Commission meeting at which time we will request final approval.

First Vice-Chair, Rebeca Pacheco was not going to be available on July 30th, so she emailed on July 25th with her approval of the report and moved to approve the CEDS report.

Second Vice-Chair, Paul Johnson voiced his approval of the CEDS report and seconded the motion to approve the CEDS report.

Chairman, Jesse Roy voiced his approval of the CEDS report and voted to approve the said motion.

Committee member, Chad Henson voiced his approval of the CEDS report and voted to approve the said motion.
The motion to approve the CEDS report was carried by vote: 4 – 0, with three members unavailable for comment.

Jesse Roy, Chairman of the Board

Darrell Dement, Secretary/Treasurer

# Appendix H: 30-Day Public Review Results

Q1 Have you read and reviewed the available CEDS Draft? If you answer "No" then you will be unable to continue this survey. Please click on the link above to review the draft or navigate to OFRPC.org. Once finished reviewing the document, please return and complete this survey. Thank You!
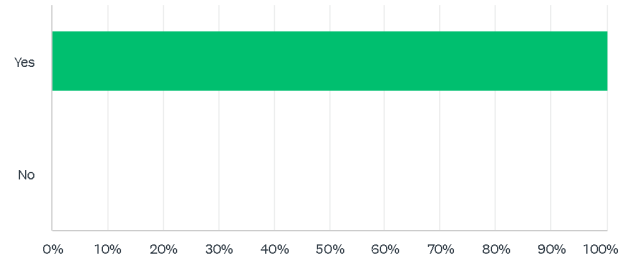
Answered: 6    Skipped: 0
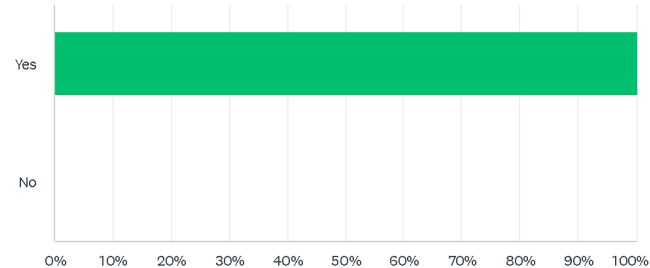


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 100.00% | 6 |
| No | 0.00% | 0 |
| TOTAL | | 6 |

## Q2 Have you read the "Executive Summary" portion of the CEDS draft?

Answered: 3    Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 100.00% | 3 |
| No | 0.00% | 0 |
| TOTAL | | 3 |

## Q3 Do you have any comments or questions regarding this section?

Answered: 2    Skipped: 4

| # | RESPONSES | DATE |
|---|---|---|
| 1 | n/a | 9/6/2024 10:08 AM |
| 2 | No. | 8/13/2024 12:00 PM |

## Q4 Have you read the "Preparing the CEDS" section of the CEDS draft?

Answered: 3     Skipped: 3
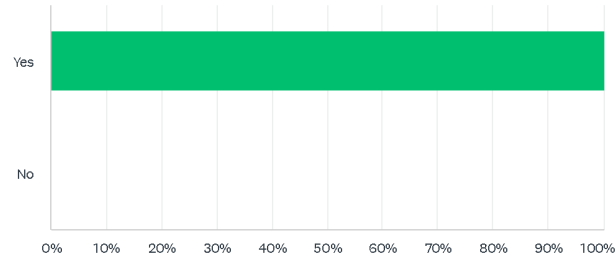


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 100.00% | 3 |
| No | 0.00% | 0 |
| TOTAL | | 3 |

## Q5 Do you have any comments or questions regarding this section?

Answered: 2     Skipped: 4

| # | RESPONSES | DATE |
|---|---|---|
| 1 | n/a | 9/6/2024 10:08 AM |
| 2 | No. | 8/13/2024 12:00 PM |

## Q6 Have you read the "Area Background" section of the CEDS draft?

Answered: 3     Skipped: 3
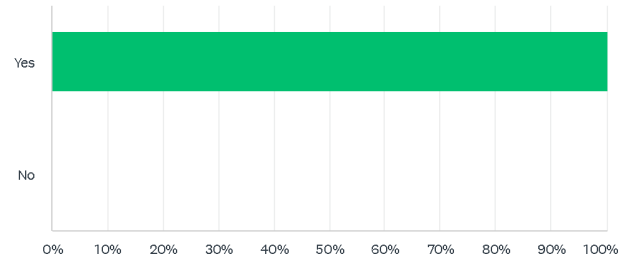


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 100.00% | 3 |
| No | 0.00% | 0 |
| TOTAL | | 3 |

## Q7 Do you have any comments or questions regarding this section?

Answered: 2     Skipped: 4

| # | RESPONSES | DATE |
|---|---|---|
| 1 | n/a | 9/6/2024 10:08 AM |
| 2 | No. | 8/13/2024 12:00 PM |

197

## Q8 Have you read the "Economic Resilience" section of the CEDS draft?

Answered: 3    Skipped: 3
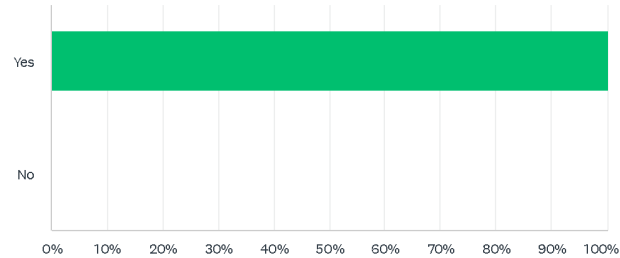


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 100.00% | 3 |
| No | 0.00% | 0 |
| TOTAL | | 3 |

## Q9 Do you have any comments or questions regarding this section?

Answered: 2    Skipped: 4

| # | RESPONSES | DATE |
|---|---|---|
| 1 | n/a | 9/6/2024 10:08 AM |
| 2 | No | 8/13/2024 12:00 PM |

198

## Q10 Have you read the "SWOT Analysis" section of the CEDS draft?

Answered: 3    Skipped: 3
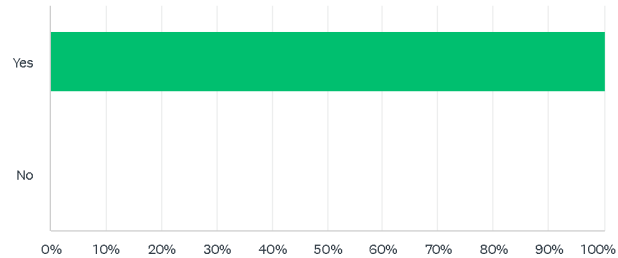


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 100.00% | 3 |
| No | 0.00% | 0 |
| TOTAL | | 3 |

## Q11 Do you have any comments or questions regarding this section?

Answered: 2    Skipped: 4

| # | RESPONSES | DATE |
|---|---|---|
| 1 | n/a | 9/6/2024 10:08 AM |
| 2 | No. | 8/13/2024 12:00 PM |

## Q12 Have you read the "Strategic Direction" section of the CEDS draft?

Answered: 3     Skipped: 3
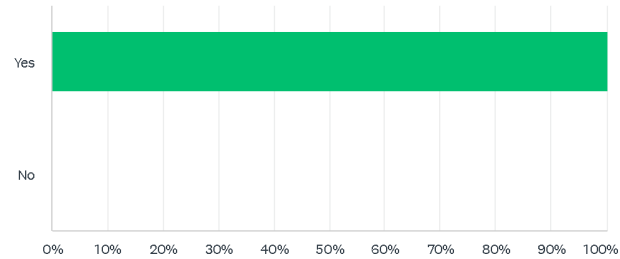


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 100.00% | 3 |
| No | 0.00% | 0 |
| TOTAL | | 3 |

## Q13 Do you have any comments or questions regarding this section?

Answered: 2     Skipped: 4

| # | RESPONSES | DATE |
|---|---|---|
| 1 | n/a | 9/6/2024 10:08 AM |
| 2 | No. | 8/13/2024 12:00 PM |

# Q14 Have you reviewed the "Action Plan" section of the CEDS draft?

Answered: 3    Skipped: 3
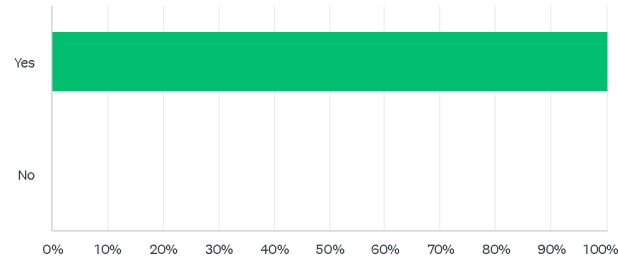


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 100.00% | 3 |
| No | 0.00% | 0 |
| TOTAL | | 3 |

# Q15 Do you have any comments or questions regarding this section?

Answered: 2    Skipped: 4

| # | RESPONSES | DATE |
|---|---|---|
| 1 | n/a | 9/6/2024 10:08 AM |
| 2 | Items suggested are vague in nature and do not meet SMART (Specific, Measurable, Action-oriented, Reasonable, Time-constrained) criteria. Most of this is about communication and meetings that will "potentially" expand opportunities. What opportunities? In what way? By how much? When? Those questions should be answered for the reader, not posed to them. | 8/13/2024 12:00 PM |

## Q16 Have you reviewed the "Evaluation Framework" section of the CEDS draft?

Answered: 3    Skipped: 3
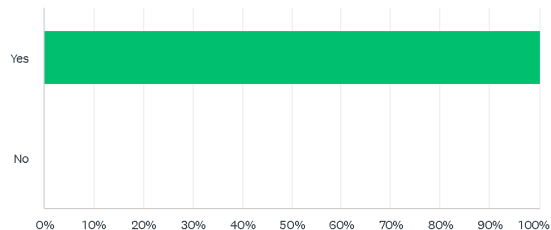


| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 100.00% | 3 |
| No | 0.00% | 0 |
| TOTAL | | 3 |

## Q17 Do you have any comments or questions regarding this section?

Answered: 2    Skipped: 4

| # | RESPONSES | DATE |
|---|---|---|
| 1 | n/a | 9/6/2024 10:08 AM |
| 2 | Again: failure to follow SMART criteria. SMART criteria help those executing the plan, along with those reviewing it and the outcomes, understand the key question: "What does success look like?" Even where a criterion states "Increase x..." there's no measurable goalpost attached to it - so a 1% increase is "Mission accomplished folks, pack 'er in!"? Even if you set "Increase x by 20% by 2029", and 2029 comes around and you only increased x by 15%, that's ok! It's not "YOU FAILED GAME OVER!" ("Three strikes and you're not out" - COL Hal Moore. Mel Gibson played him in We Were Soldiers) Figure out what got you 15%, what worked and what didn't in terms of bringing that number up, discard the "doesn't work" and iterate the "does work" and TRY AGAIN. "But we might make someone mad..." GOOD. That means they care and they're going to be engaged, and that's a 100% improvement over apathy. | 8/13/2024 12:00 PM |

# Appendix I:
# EDD Board Minutes & Approving Resolution
# Sept 12, 2024

**MINUTES**

**JOINT MEETING OF**
**THE OZARK FOOTHILLS REGIONAL PLANNING COMMISSION,**
**THE OZARK FOOTHILLS DEVELOPMENT ASSOCIATION,**
**THE OZARK FOOTHILLS SOLID WASTE MANAGEMENT DISTRICT COUNCIL &**
**ADVISORY COMMITTEE**
**AND**
**THE RIPLEY COUNTY PUBLIC HOUSING AGENCY**

**SEPTEMBER 12, 2024**
**CLEARWATER LAKE SHELTER #1, PIEDMONT, MO**
**6:00 PM**

CALL TO ORDER

The meeting was called to order at 5:45 p.m.by Chairman, Jesse Roy.

APPROVAL OF MINUTES AND FINANCIAL REPORTS

The minutes of the meeting held June 13, 2024, and financial statements for the quarter ending June, 30 2024, were reviewed. Commissioner Vince Lampe made a motion to approve the minutes and financial statements of the June 13, 2024, meeting and the financial statements for the quarter ending June 30, 2024. Member Gary Emmons seconded.   No opposition. Motion carried.

TRANSPORTATION ADVISORY COMMITTEE

Assistant Director, Andrew Murphy reported on the Transportation Planning Progress Report. On July 11, 2024 the TAC met to vote and create prioritized lists for consideration in MoDOT's Statewide Transportation Improvement Program (STIP).  Those Projects are as follows:

**Ozark Foothills Region Priorities**

1. Widen shoulder on Highway 106 in Reynolds County

2.  Highway 34 East of CR236 approximately 300 yards, small bridge replacement over Gizzard Creek in Wayne County.

3. Turning Lane, West bound Highway 60 at both Business 60 and James Street in Van Buren, Carter County.

4. (Tie) 4-lane Highway 67 from Highway 160 to the state line in Butler County & Highway 21 South at Briar Creek-Bridge Replacement in Ripley County

**Ozark Foothills Region Maintenance Priorities**

1.Highway 49:  Resurface from Williamsville to Iron County Line in Wayne County

2.(Tie) Overlay 72 Highway from 72/21 Junction to 72/32 Junction in Reynolds County and add shoulder on Highway 160 W from Doniphan to C Highway in Ripley County

3. Redesign median crossover of Highway V and Highway A at Highway 60 in Ellsinore in Carter County.

4. Resurface Route NN in Butler County.

**Ozark Foothills Region Multi-modal Priorities**

1. (Tie) Sidewalk repair/construction in City of Ellington in Reynolds County and Sidewalks on Highway 142E (Walnut Street) and West on Washington Street to Courthouse in the City of Doniphan, Ripley County

2. (Tie) Extend the Poplar Bluff Airport runway in Butler County and sidewalk construction on Cemetery Road in the City of Williamsville, Wayne County

3. Construct new helipads in Carter County

4. Resurface Route O in Butler County

**Multi-Modal Priorities**

1.  Add bike lane for TransAmerica Bike Trail on Highway 76 Bike Route in Reynolds County

2.  Extend the Poplar Bluff airport runway in Butler County

3.  Sidewalk repair/construction in City of Ellington in Reynolds County

4.  Sidewalk construction on Cemetery Road in Williamsville in Wayne County

5.  Sidewalks in Ellsinore from East Carter Schools to US Highway 60

Director Murphy explained that as mentioned in June, MoDOT has added a multi-modal component, the TAC and each county will be adding an additional seat.  Currently each of the 5 counties have 5 positions on the TAC.  Moving forward each county will need to have a "multi modal" representative to the TAC, giving each county 6 members and 30 total TAC members. This new member would vote and attend all TAC meetings but must represent and be able to bring perspective from a multi-modal position, be it someone in the profession or a subject matter expert.  By-laws edits will be provided at the October 10, 2024 TAC meeting to officially bring these positions into the TAC, and we've asked that each presiding commissioner bring their new multi-modal member with them to the October TAC meeting.

## SOLID WASTE MANAGEMENT DISTRICT

Recycling Center Supervisor, Jamie Lansford reported that prices are stable. Director Alan Lutes reported that this year we will have to prepare a Solid Waste Management District Operation Plan. We are anticipating that we will need to have this to DNR by next fall. Assistant Director Murphy will be working on this plan. Director Lutes stated that we no longer have to file an Annual Report with DNR, we did not prepare a report for this year after approval from the Executive Board.

## OZARK FOOTHILLS DEVELOPMENT ASSOCIATION

Director Lutes reported to the group that there are 2 business incubator spaces available for rent, Unit #1 and Unit #8. These spaces are for startup businesses, if you know of anyone who would be interested in renting a space, please contact the Planning Commission. There are pictures of the incubator spaces on the OFRPC website. Unit #10 has been rented.

Regarding building improvements, LED lights have been installed in our office space and conference room. Unit #6 is requesting LED lights as well. The Executive Committee approved LED lights for Unit #6. The costs will be $ 3,375.00 to replace 45 lights.

Director Lutes informed the group that we are working on getting quotes to replace the Flag Pole in the front of the OFRPC building. We are also working on quotes for a gravel parking lot in the back of the building for the Industrial Medical Clinic.

## OZARK FOOTHILLS REGIONAL COMMUNITY FOUNDATION

Disaster Recovery Coordinator, Misty Edwards reported on the Foundation Status Report for the Ozark Foothills Regional Community Foundation (OFRCF). The market value as of 9/11/2024 is $2,976,395.29. This is an increase of $153,986.72 from the previous commission meeting. There were $3,764,844.28 contributions made by donors since the last commission meeting and $1,743,380.75 was granted out of those funds.

The last meeting of the Ozark Foothills Regional Community Foundation (OFRCF) Board was August 6, 2024 at the Ozark Foothills Regional Planning Commission.

Coordinator Edwards gave an honorable mention to the Roberts Adventure Playground. It is a new non-endowed fund under our affiliate which was opened on March 27, 2024 and has been steadily bringing in contributions. The account held $1,552.09 in April, 2024 and now stands at $99,647.38, that is a difference of $98,095.29. If anyone is interested in seeing the location of the playground, site work has started at McLane Park.

The OFRCF 2024 grant round will open September 15, 2024, with a closing date of October 31, 2024. They have changed the application requirements somewhat, hopefully that will not hinder submissions.

There are OFRCF Board vacancies. Currently the board consists of eleven individuals, leaving two possible vacancies to be filled. Reynolds County (1) and At-Large (1).

The next scheduled meeting of OFRCF will be at 4:00 p.m., Tuesday, October 8, 2024, in the OFRPC conference room.

## RIPLEY COUNTY PUBLIC HOUSING AGENCY

Housing Supervisor Niki Harp reported upon the Section 8 Rental Assistance Program. The Ripley County Public Housing Agency is assisting 386 families in our five-county region. In addition, the RCPHA also has 50 VASH vouchers. These are used to house homeless Veterans that are referred to the RCPHA by the VA Hospital. 49 of these vouchers are filled.

There are 155 families on the Waiting List. The Waiting List is currently closed.

Family Self Sufficiency (FSS) Coordinator Erica Kingery reported that there are currently 66 families on the Family Self-Sufficiency Program. Each family's goals differ, but the categories in which to become self-sufficient remain the same. Those categories are education, employment, financial, transportation, and homeownership. When a family's earned income increases, they start escrowing money each month. We currently have 45 families escrowing. The money in their escrow account is given to them once they complete all of their goals and successfully graduate from the program. Since our last board meeting, we have had 1 family graduate and had escrowed $1,775.00.

There are currently 9 families in the homeownership program and 39 of our FSS families have a goal of preparing for homeownership and are interested in being on homeownership after they graduate from FSS.

## CDBG-SPECIAL PRESENTATION

Director Lutes introduced Chief Financial Officer with CDBG, Mr. Joseph Sanning. Mr. Sanning discussed CDBG programs such as Disaster Recovery and their Annual Program. Mr. Sanning stated that the OFRPC has benefited greatly from the Disaster Recovery grants within the last year.

## NEW GRANTS RECEIVED

Director Lutes, reported upon the grant awards received during the prior quarter. It was summarized as follows:

- Ozark Foothills Regional Planning Commission, MoDOT, Partnership Planning, $85,260.40;
- Poplar Bluff, MoDOT TAP, East Pine Crosswalk-Linc Park Connector, $300,784.00;
- Qulin, Dept. of Health & Sr. Services, Write Active Transportation Plan (Contract), $15,000.00;
- Ripley County/Doniphan, Funding Source: CDBG DR-4317 MID, Down Payment Assistance-63935 Zip Code, $987,780.00;
- Doniphan, CDBG-4317 MID, Multi-Family Housing-T, $1,808,658;
- Doniphan, CDBG DR-4317 MID, Multi-Family Housing-I, $2,205,500;
- Carter County/Van Buren, CDBG DR-4317, Down Payment Assistance-63965, $740,700.00;
- Carter County, CDBG DR -4317 MID, Multi-Family Housing-C, $2,783,813;
- Van Buren, CDBG DR-4317 MID, Multi-Family Housing-OD#1, $1,637,201;
- Van Buren, CDBG DR -4317 MID, Multi-Family Housing-OD #2, $2,265.248.

**Grant Amendments**
Carter County, CDBG Community Facilities, Gap Funding-Repair existing ceiling grid system, $2,733.00 additional funding added to original grant.

Ripley County/Doniphan R-1 School, CDBG Community Facilities, Gap Funding-Career Center, $55,384.00 additional funding added to original grant.

GRANT APPLICATIONS SUBMITTED

Director Lutes reported the New Grant Application Abstracts. A summary of each proposal was provided to those in attendance as an attachment to *Resolution #340.* A motion was made by Commissioner Brian Polk and seconded by Commissioner Vince Lampe; with no opposition, adoption of the resolution was approved.

DIRECTOR'S REPORT

Director Lutes discussed the proposed new OFRPC Commission Members. The Executive Committee met prior to this meeting. The two new approved Commission Members are Joanne Brandon, Minority Sector and Michael Williams, Business Sector.

The FY24 Annual Report was presented and discussed at the meeting. If anyone would like a copy or an e-mailed copy, please contact the planning commission.

Director Lutes reported that Felicity Ray is working on the Wayne County and Carter County Hazard Mitigation Plans. Felicity has completed her portion of the Wayne County Hazard Mitigation Plan. Carter County's Hazard Mitigation Plan is due November 30, 2024. We have already received two extensions for Carter County. Please participate in the meetings and surveys.

DRA still has Strategic Planning and CIF rolling cycles. They are open and we have a CIF that has been presented. CDBG Application Cycles-FY23/FY24 Competitive Cycle closed September 6, 2024. Our office sent in 13 applications. The MID/MIT Cycle opens October 7, 2024.

Director Lutes reported on the Broadband Grant Opportunities-BEAD. We are getting closer to Missouri Office of Broadband opening that application. Those grants will be applied for by the internet service providers. We are working with our counties, communities and providers to get ISP's interested in applying.

The State Digital Equity application cycle opens in the middle of October. We will be applying for 1 project for Wayne County for Clearwater School District. If you know of anyone else interested, please let us know.

Director Lutes gave an update on the Comprehensive Economic Development Strategy (CEDS). A copy of the CEDS draft was e-mailed out to everyone in July, 2024. The Executive Board approved the draft. Updated copies of the CEDS was distributed to the group. This strategy covers all of our region and encompasses all of the needs that all of our communities have. When we apply for grants, we can reference CEDS to show that there is a need in our region. There was a 30-day comment period that ended last Friday. Once we get the CEDS approved by EDA, we will send those out to all of our members and post on the OFRPC website. The CEDS is updated every 5 years.

Chairman Jesse Roy entertained a motion to approve the Comprehensive Economic Development Strategy (CEDS), Board *Resolution #341.* A motion was made by Commissioner Vince Lampe and seconded by Commissioner Ron Keeney; with no opposition, adoption of the resolution was approved.

Director Lutes discussed the Employee Handbook & Operation Manual updates. Changes were made to Overtime, Holidays, Sick Leave Benefits, Bereavement Leave, Attendance & Punctuality, Recycling, Compensatory Time, and Telework Policy & Agreement. Copies of the Employee Handbook and Operations Manual was passed out to the group. All changes made were highlighted in red. With no objections, the revisions stand approved and adopted.

Lori Dunlap, DED, discussed with the group that the priority in her division is to get out into the communities and meet with employers and discuss business retention and expansion. Let Lori know if there are any employers she needs to reach out to. NAP grants opened August 28, 2024 and closes October 2, 2024 at 5:00 p.m.

GENERAL DISCUSSION

No general discussion.

ADJOURNMENT

On a motion made by Commissioner Vince Lampe, the meeting was adjourned at 6:41 P.M.

Respectively Submitted;

_____     9/12/24        _____   9/12/24
Mr. Jesse Roy, Chairman                    Date        Mr. Darrell Dement, Secretary          Date

## Commission Members in Attendance

| | | | | | | |
|---|---|---|---|---|---|---|
| Brian Polk | Paul Johnson | Joanne Brandon | Vince Lampe | Gary Emmons | Darrell Dement | Jesse Roy, Jr. |
| Barb Potter | Diana Brower | Brandon Woolard | Russell French | Chad Henson | Steve Chitwood | Dr. James Jones |
| Bill Moriarty | Steve Foster | Michael Williams | Rebeca Pacheco | Ron Keeney | | |

## Commission Members Not in Attendance

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Angela Clyburn | John Bailiff | Bill Kirkpatrick | Rhonda Burson | Leann Clark | Jason Hill | Justin Parks | Lee Hillis |
| Shane Cornman | Dennis Cox | Stanley Barton | Dawn Hood | Ron Rupp | Doug Moseby | Paul Wood | Nancy Stewart |
| Margaret Carter | Gary Conway, Jr. | | | | | | |

## Staff

| | | | | | | |
|---|---|---|---|---|---|---|
| Alan Lutes | Ilene Ward | Andrew Murphy | Jamie Lansford | Davey Hicks | Brooke Hinklin | Amber Hornbeck |
| Rachel Coleman | Amy Baugus | Niki Harp | Erica Kingery | Carolyn Meeks | Brian Rosener | Richard Ketchum |
| Misty Edwards | Raamin Burrell | | | | | |

## Guests

| | | | | | | |
|---|---|---|---|---|---|---|
| Cathy Lampe | Joseph Sanning | Randy Potter | Dean Finch | Donald Brandon | Sara French | Babe Mann | Gloria Dement |
| Lori Dunlap | Eddie Williams | Laura Beth Smith | | | | | |

207

## OZARK FOOTHILLS REGIONAL PLANNING COMMISSION
## BOARD RESOLUTION #341

WHEREAS it is necessary for the prosperity of the region of the Ozark Foothills Regional Planning Commission (the Commission) to conduct adequate economic development planning in partnership with the U.S. Department of Commerce, Economic Development Administration; and,

WHEREAS a Comprehensive Economic Development Strategy Committee was formed by the Commission to execute such planning efforts; and,

WHEREAS the Ozark Foothills Comprehensive Economic Development Strategy Committee prepared an *Ozark Foothills Comprehensive Economic Development Strategy,* which captures the demographic and economic circumstances of the Ozark Foothills Region and identifies and prioritizes the region's development needs and goals; and,
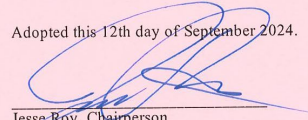
WHEREAS the Commission has reviewed the *Ozark Foothills Comprehensive Economic Development Strategy* completed July 2024.
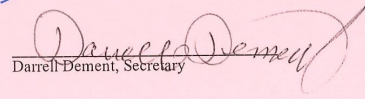
NOW, THEREFORE,

BE IT RESOLVED by order of the Board of Directors, *the 2024 Ozark Foothills Comprehensive Economic Development Strategy* (the Strategy), is hereby approved as written; and,

BE IT FURTHER RESOLVED that the Commission's Executive Director is hereby ordered to submit the Strategy to the U.S. Department of Commerce along with this Resolution no later than ten days following the adoption date of this Resolution.

Adopted this 12th day of September 2024.

_____
Jesse Roy, Chairperson

_____
Darrell Dement, Secretary