

2019

Comprehensive Economic Development Strategy



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Contents

Executive Summary

Introduction

Stronger Economies Together Initiative

Regional Description

Regional Collaboration

Support for the Process

Evidence Base for Plan

Regional Input: Civic Forum

Regional Demographic Data

Regional Assets

Regional Challenges

Regional Comparative Advantage

Regional Economic Development Goals

Goal 1: Agriculture Sustainability – Hold three agriculture focused meetings with agribusinesses, producers and consumers to obtain information on the needs of and opportunities for the agriculture community by December 31, 2019. These meetings and outcomes will contribute to discovery of new opportunities that will increase long-term sustainability, profitability and growth.

Goal 2: Business Development & Tourism – By December 31, 2018 develop regional marketing plans that will promote the Bootheel Region as a location for business development and highlight the region’s tourism assets. This will support new business growth and expansion of existing businesses and improve the quality of life of residents in the region.

Goal 3: Broadband Development – Meet with a minimum of three Internet Service Providers (ISP) that serve the Bootheel Comprehensive Economic Development Strategy Region to determine their expansion plans and what the region could do to assist with broadband deployment to the underserved/unserved areas of the region by July 31, 2019. This will aid in long-term business and agricultural growth and development, tourism development, access educational opportunities, and contribute to the overall quality of life of residents.

Goal 4: Workforce Development – Work with appropriate regional, state and national/federal organizations to develop a comprehensive approach to workforce development and training

across the region by July 31, 2019 to increase worker skills, achieve self-sufficiency, and contribute to the long-term business growth in the region.

Moving Forward as a Region

Summary

Appendix

Appendix A: List Planning Group Members and affiliations

Appendix B: List Training Team Members– USDA-RD and MU Extension

Appendix C: Regional Economic Development Planning Chart

Appendix D: Economic and Demographic Data tables

Appendix E: Letters of commitment/support from key stakeholders

Appendix F: Other relevant information or reference documents

Executive Summary

Syn·er·gy (sinərjē)

Noun

Synergy is the benefit that results when two or more agents work together to achieve something either one couldn't have achieved on its own.

Bootheel Comprehensive Economic Development Strategy's foundation is based around the definition of synergy. Recognizing the need to work in concert to address the strengths and challenges facing our region, a group representative of the Bootheel as a whole has prepared this living document that establishes goals, strategies, and objectives. A core team, composed of specific business sectors and representatives from each of the six counties, worked with University of Missouri Extension and USDA Rural Development staff through the development of the plan. Additionally, over 70 community members representing a cross section of the region gathered to provide input in the creation of the plan. Industry experts joined the core to contribute to the plan.

During the Civic Forum, opportunities and strengths for the region were identified, as were challenges. Five groups of strengths were identified. They include: 1) our location in respect to the US population, proximity to major navigable waterways, highways, and rail, and airports, including one offering commercial passenger service provides a logistical advantage for the region; 2) the region is a major agricultural producer; 3) residents expressed a high degree of satisfaction with the regional's primary, secondary, and postsecondary education opportunities; 4) Missouri, a Right-to-Work state, offers the region an opportunity to attract new jobs and industry according to the group, and finally 5), the region has a vast network of medical facilities including local hospitals and clinic networks, as well as localized outreach of regional hospitals from neighboring areas. The opportunities identified include seven major themes: transportation and logistics centers; improvement of public transportation options; strengthening job availability; development of a skilled and qualified workforce; agricultural opportunities; tourism; and the opportunity for regional branding. Challenges identified included 1) substance abuse, 2) workforce issues including wages, job availability, and skilled workforce, 3) an aging educational infrastructure 4) lack of public transportation options, and 4) a shortage of social and recreational opportunities for residents and potential residents.

In Module One, three industrial sectors were selected to target based on their economic impact for the region: agribusiness, food processing and technology; transportation and logistics; and Transportation Equipment Manufacturing. In Module 2 of the process, business and industry representatives from the targeted sectors were present to provide information specific to their

field. In Module 3, the core team identified the community capital present in the region and drafted SMART goals for the region. In the final module, the core team worked through planning, strategic development, and identification of plan evaluation measures.

In their work, the core group examined demographic data related to region. Of significance, each of the counties experienced negative population growth between 2010 and 2016. Additionally, while 10% of Missourians have no or only some high school education, 24% of those in the Bootheel fall into these groups. While the rest of Missouri has lower unemployment rates than the US as a whole, the region and each of its individual counties have rates higher than both Missouri and the US. On a positive note, in a review of average earnings per worker by industrial clusters, several “Star Clusters” were identified. These include 1) Primary Metal Manufacturing, 2) Agribusiness, Food Processing & Technology, 3) Transportation Equipment Manufacturing, 4) Forest and Wood Products, 5) Advanced Materials, and 6) Mining.

The group proposes four goals each with one or more objectives.

Goal 1: Agriculture Sustainability – Hold three agriculture focused meetings with agribusinesses, producers and consumers to obtain information on the needs of and opportunities for the agriculture community by December 31, 2019. These meetings and outcomes will contribute to discovery of new opportunities that will increase long-term sustainability, profitability and growth.

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Goal 4: Workforce Development – Work with appropriate regional, state and national/federal organizations to develop a comprehensive approach to workforce development and training across the region by July 31, 2019 to increase worker skills, achieve self-sufficiency, and contribute to the long-term business growth in the region.

Within each of the four goals, target outcomes for the short, intermediate, and long term were developed to include identification for the strategy, assignment of the responsible party, key partners, and assets available. The goals also include specific timelines with start/end dates and measurable outcomes for each.

Upon approval of the plan, four committees (each chaired by a member of the original planning team) will be formed to oversee one each of the four goals. The committees will be charged with implementation of the strategies of the plan by reviewing, and revising as necessary, the action steps and submitting a final timeline for completion to be used as a gauge for measuring the success of the plan. The planning team will meet to revise strategies and action steps as necessary. Updates on the progress of the plan will be presented by the Planning Committee and these four committees during annual meetings of the group.

About the Bootheel Comprehensive Economic Development Strategy Region

The Bootheel Comprehensive Economic Development Strategy Region consists of Scott, Mississippi, New Madrid, Pemiscot, Stoddard and Dunklin Counties. These counties are situated in the patch of land commonly referred to as the Missouri Bootheel. The name derives from the shape of the land. While the Bootheel actually contains Dunklin, New Madrid and Pemiscot Counties, Mississippi, Stoddard and Scott Counties are included because they are situated in the Mississippi River basin.

Characteristics of the region are fertile farm land, extensive wetlands, abundant wildlife, significant natural resources, lower cost of living and a relaxed lifestyle. The New Madrid Fault transverses the Bootheel north and south. For decades, agriculture provided, not only food, but jobs. Missouri ranks 8th in the US for cotton production and all of that cotton is grown in 5 Bootheel counties, all in this region. The economy of the Bootheel Comprehensive Economic Development Strategy Region had been dependent upon agriculture until technology reduced the number of laborers needed to produce, tend and harvest crops. Human hands were replaced with metal discs, conveyor belts and mechanical sprayers. Two mules were replaced with four wheels.

Along with technology advancements came the disappearance of the small, family farm. The families, once supported exclusively by the farm, were required to find other means of support. Communities found themselves with loss of jobs supporting agriculture and increased demand for options for providing farm families with a way to support themselves. It was the cumulative effect of these circumstances that led to the initial loss of population in the Bootheel. Families had to move to find work. In the wake, were vacant houses, vacant towns and deteriorating infrastructure.

Our region has been able to create, attract and retain business and industry, but the number has been insufficient to make up for the loss of agriculture jobs. The region continues to struggle with generational poverty, lower levels of educational attainment, high

unemployment, lack of jobs and, regrettably, with class and racial differences. These are issues to which we can respond and work to resolve.

Those living in the Bootheel Comprehensive Economic Development Strategy counties know the issues; however, we often attempt to solve issues in isolation. Our combined participation in Stronger Economies Together (SET) is recognition of the futility of trying to find solutions in the same ways with the same techniques using the same tools involving the same people. Our team understands we must work together regionally to best use our assets and opportunities to confront our challenges and dislodge our barriers. This is what brought us together.

Bootheel Comprehensive Economic Development Strategy 's Regional Economic Development Plan

The Bootheel Comprehensive Economic Development Strategy Region was designated Missouri's Phase VII SET in May 2017. On July 19, 2017, the core leadership team met with the State Resource Team – University of Missouri Extension and USDA Rural Development staff – to discuss and review the module contents, agree upon a schedule, to recommit the core leadership team to the process, to assign tasks and to establish accountability.

Bootheel Comprehensive Economic Development Strategy 's Civic Forum was held on August 24, 2017. Module 1 was held on September 6, 2017 with Module 2 following on October 4, 2017 and Module 3 conducted on November 1, 2017. Module 4 was held on January 10, 2018 with the Wrap-up Session and plan presentation held on March 16, 2018.

During the Civic Forum, the following Opportunities, Strengths and Challenges were identified:

Opportunities

- Location/Transportation Center (roads, rails, water)
- Poor public transportation
- Job availability
- Lack of skilled and qualified labor
 - Vocational Training/Workforce Development (includes STEM, substance abuse)
- Focus on opportunities in Agriculture
- Tourism
- Regional Branding – products, tourism, location

Strengths

- Location
- Agriculture Potential
- School systems/Higher Education (quality of programming)
- Right-To-Work
- Medical/Hospital Access

Challenges

- Substance Abuse
- Workforce
- Living Wage/job skills
- Job availability
- Lack of skilled/qualified labor
- Aging school infrastructure (physical condition)

- Decreased tax base/assessed evaluation
- Public Transportation
- Lack of Social/Recreation Opportunities

Industry Clusters selected:

- Agribusiness, Food Processing and Technology
- Transportation and Logistics
- Transportation Equipment Manufacturing

The Bootheel Comprehensive Economic Development Strategy goals are:

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Bootheel Comprehensive Economic Development Strategy 's Regional Economic Development Plan

Introduction

The Stronger Economies Together Initiative

Launched in 2009 by USDA Rural Development in collaboration with the nation's Regional Rural Development Centers (RRDC) and their Land-Grant University partners, the purpose of Stronger Economies Together (SET) is to strengthen the capacity of communities in rural America to work together in developing and implementing an economic development blueprint that strategically builds on the current and emerging economic strengths of their region. SET builds collaboration between communities in a region, provides economic analyses that is tailored to help capture the region's current or emerging clusters and comparative economic advantages, and furnishes technical support over a period of many months through the presence of coaches provided by Land-Grant University Cooperative Extension Service and USDA Rural Development professionals.

This Regional Economic Development Plan will serve as the roadmap for the future economic development efforts of Bootheel Comprehensive Economic Development Strategy. Regional stakeholders have embraced a spirit of regionalism in their support of this initiative. Actively working to implement the action items described in this document will strengthen the ability of Bootheel Comprehensive Economic Development Strategy to secure its economic future and position it as a nationally competitive region. This plan is an outcome of a five-module planning process that welcomed and embraced the active participation of a good mix of business, civic, and community leaders. Both significant research and extensive discussions were instrumental in the development of this plan.

Bootheel Comprehensive Economic Development Strategy Description

The Bootheel Comprehensive Economic Development Strategy Region lies in the Southeast corner of Missouri. It is bordered on the south by the state of Arkansas and on the east by the Mississippi River and the states of Kentucky and Tennessee. Two four-lane highways serve the region; Interstate 55, a north-to-south route connecting the region to St. Louis, Missouri and Memphis, Tennessee and US Highway 60, an east-to-west route connecting the region to Springfield, Missouri, Tulsa, Oklahoma and Nashville, Tennessee. Cities in the region include Dexter, Sikeston, Kennett, Caruthersville, New Madrid, Hayti, Malden and Charleston.

Much of the Bootheel Comprehensive Economic Development Strategy’s cultural, community, economic and social history is tied to agriculture and the Mississippi River. Both have contributed to the development of the region and its geography and topography. Our region continues to have close connections to agriculture and the river; however, our assets and opportunities expand far beyond activities associated only with those two regional features.

The transportation system, including highway, rail and water, provide access in all directions and to every part of the United States offering quick routes for delivery and distribution of goods. Our education system, with one four-year University and one community college with regional campuses, and several career & technology centers, serving the region gives residents the opportunity to improve knowledge and skills. We have a workforce with a strong work ethic and an eagerness to work hard and learn jobs. Technology and innovation are present in our businesses, educational institutions, industries and people.



While Bootheel Comprehensive Economic Development Strategy residents are skeptical by nature, they are also curious and ingenious.

We are not afraid to try new ways to increase the quality of our lives and strengthen our community and economic development. Participating in Stronger Economies Together and undertaking the writing of this plan is acknowledgement of our desire for improvement, recognition of our interest in looking for a better way of doing economic development, understanding of our connectedness and expression of our willingness to learn. The contents of this plan reflect all the above. It is intended to be a guide, but not a stagnate document. We want the plan to live and adapt to changing circumstances and be open to revision with achievements.

Regional Collaboration

Prior to submission of the SET and EDA application, the Bootheel Comprehensive Economic Development Strategy leadership team members held a meeting to discuss the need for a regional economic development planning process. All members had been involved in planning processes before with little to no resulting impact and a stack of papers as the only evidence for the process and work. We all agreed this time would be different. The economic condition of our region is continuing to decline and, absent an intervention, we were concerned about where the decline would end. We acknowledged the ineffectiveness of prior plans were partly our responsibility. As a team, we agreed, if we entered this process, the success or failure of the effort was up to us. We also knew this process would not follow the same path as previous plans due to the coordination, support and involvement of the University of Missouri and USDA – Rural Development. These organizations had the knowledge and expertise to guide us through the process. It is the same mindset and attitude that produced this plan. We dedicated ourselves to preparing a plan based upon data and fact and one which could direct our efforts toward realistic outcomes.



Broad Participation

The Bootheel Comprehensive Economic Development Strategy Planning Team members are:

- Mike Marshall, Sikeston Office of Economic Development (Business)
- Julian Steiner, Stoddard County Industrial Development Authority (Economic Development)
- Jim Grebing, City of Kennett Light, Water and Gas Department (Municipal Government)
- John Ferguson, Pemiscot County Port Authority (Transportation)
- Lonnie Thurmond, City of East Prairie (Municipal Government)
- Joel Evans, Delta Area Economic Opportunity Corporation (Non-profit)
- Richard McGill, City of New Madrid (Municipal Government)
- Jason Schrupf, Missouri Delta Medical Center (Healthcare)
- Missy Marshall, Three Rivers College (Education)
- Christina Wade, Delta Regional Authority (Federal Government)
- David Blalock, Bootheel Regional Planning and Economic Development (Regional Government)

From the beginning, our team sought input and participation from as many individuals and sectors as possible. We identified regional partners from agriculture, business, education, healthcare, government, non-profit and for-profit agencies and organizations. Once identified, we sent invitations to those identified to every session. Delta Area Economic Opportunity Corporation (DAEOC) took the lead on maintaining contact lists and serving as staff support throughout the planning process.

The Civic Forum was held on August 24, 2017. Sixty-one people attended the Civic Forum. Sectors represented were Government, Education, Business/Industry, Economic Development, Non-profit, Healthcare, Faith-based and Community. All counties were represented. One person, Joseph Bianamndi, traveled from Cameroon to attend the Civic Forum. Mr. Bianamndi was a Nelson Mandela Fellow serving his fellowship with the United States Department of Agriculture – Rural Development. During the Civic Forum, those attending identified seven regional Opportunities, five regional Strengths and nine regional Challenges.

Module 1 was held on September 6, 2017. Eighteen people attended. Three industry clusters were selected:

- 1) Agribusiness, Food Processing and Technology,
- 2) Transportation and Logistics, and
- 3) Transportation Equipment Manufacturing.

Module 2 was held on October 4, 2017. Thirty-three people attended the session. The highlight of the session was having business and industry representatives present from each of the clusters identified in Module 1.

Module 3 was held on November 1, 2017 with fifteen people in attendance. Session involved identification of the Community Capitals and drafting of SMART goals.

Module 4 was held on January 10, 2018. Thirteen people attended the session. The SMART goals were reviewed and final agreement reached. Attendees were led through the ABCs of Planning, into strategy development and identification and building the plan evaluation measures.

Public Input: In addition to the Civic Forum, the group held a final presentation of the plan to the attendees from the Civic Forum as well as other interested parties. Input on key issues, such as agribusiness and transportation were received from industry representatives that attended Module 2 and provided insights to the group. A complete list of participants that attended one or more session can be found in Appendix A. When the team receives final approval of the plan, the plan will be widely shared with interested parties and teams will start, if they haven't already, working on their objectives and strategies.

Buy-In:

All members of the planning team provided letters of support. In addition, they committed their participation in the process through their attendance at the sessions and contribution of resources. The letters are included in Attachment E. Bootheel Regional Planning Commission, Stoddard County Industrial Development Authority and Delta Area Economic Opportunity Corporation contributed funds exceeding \$2,500 for room rental and meals during the sessions. The county commissioners of each participating county verbally committed to the process and each county commission was represented at least one session. County commissioners agreed to adopt the final SET High Quality Economic Development Plan (HQEDP) goals and strategies as have the majority of municipalities in each of the counties. Besides county commissions, also represented were regional, state and federal agency partners.

The Public Value & Benefit of a Regional Plan:

There is no doubt the Bootheel Comprehensive Economic Development Strategy region has challenges to meet. The region's counties rank at or near the bottom on most indicator scales used to track the economic and social health of a community. While this is not a new trend for our counties, the current public narratives and rhetoric call for us to take greater responsibility for our future and work to improve conditions in our region. Witnessing the decline of our communities and reviewing the stark statistics related to our economic, educational and social status should be sufficient for citizens to see the value and benefit of planning for our future. But, we will have to convince folks on a personal level.

We will need to educate them on the importance of having a vision for the direction of our economic development efforts. We will need to engage with all sectors and all groups to discuss the possibilities we have, given our assets, provided we pull together. We will need to reach out to those in underrepresented populations to convince them there is no other way to success beyond our own ingenuity and creativeness. We must point to the limited resources of separate agencies, organizations and entities, but provide examples of successes when limited resources are shared and/or leveraged with other limited resources. We are under no delusion that the work ahead is not difficult; however, we are now armed with a plan created by those directly involved in the day-to-day efforts to increase economic activity and improve lives, supported by strategic, regional organizations and guided by talented, experienced and skilled staff from the University of Missouri Extension and USDA – Rural Development. We fully intend to use this plan as a framework to pursue other funding opportunities for our region both on the local, county and region levels.

Support for the Process

The Bootheel Comprehensive Economic Development Strategy Region would like to thank the staff from the United States Department of Agriculture Rural Development, United States Department of Economic Development Administration, Regional Rural Development Centers, Purdue Center for Regional Development, and University of Missouri Extension for their support throughout the course of this project. We would also like to express our appreciation to the distinguished individuals that took part in the training sessions, and numerous other individuals, for their invaluable insight and ideas that led to the creation of this plan.

Evidence Basis for Plan

Regional Input: Civic Forum Findings

The Region's Civic Forum was held on August 24, 2017 with a strong representation from across the region. The full report from the Forum can be found in Appendix F.

The opportunities and challenges identified during the Civic Forum fell into a few key themes:

- Location/Transportation Center (roads, rails, water)
- Poor public transportation
- Job availability/Lack of skilled and qualified labor
 - Vocational Training/Workforce Development (includes STEM education and addressing the challenge of so many potential employees having issues with substance abuse)
- Focus on opportunities in Agriculture
- Tourism
- Regional Branding – products, tourism, location

These opportunities were supported by the key strengths for the region: location, agriculture potential, schools system/higher education institutions, Missouri being a “right to work” state, and access to medical care and hospitals.

Regional Demographic Data

The six counties that make up Missouri's "Bootheel" are in many ways a study in contrasts. Pemiscot and Mississippi counties are some of the poorest counties in the United States, with limited employment opportunities and high poverty. Scott County, in contrast, has a dynamic economy and relatively low poverty.

Population in Poverty Bootheel Comprehensive Economic Development Strategy Region: 2005-2015

	2005	2010	2015
Total Population in Poverty	24.4%	23.4%	22.8%
Minors (Age 0-17) in Poverty	37.0%	34.8%	33.2%
Real Median Household Income (\$2015)	\$35,900	\$36,049	\$35,910

Source: EMSI

A look at the unique history and features of each of the counties will help the reader understand the diversity – demographically and economically – across this region.

Dunklin County



Dunklin County was created February 14, 1845. The county is in the extreme southern part of Missouri and is part of an area known as the "Bootheel" because of its outline. Dunklin County contains 546 square miles with a population density of 60.8 per square mile. The St. Francis River forms the western boundary adjacent to Butler County,

Missouri and Clay County Arkansas. The state of Arkansas forms part of the western and southern boundary of Pemiscot County. New Madrid and Pemiscot counties are to the east and north.

Dunklin County's primary products, besides being the top producer of cotton in the state, are storm doors, trucking and logistics, agriculture produce, and automotive parts.

The total land area of Dunklin County area is almost 350,000 acres. Incorporated areas comprise approximately 12,500 acres, leaving 337,500 acres of unincorporated land. According to the latest statistics from the Missouri Agricultural Service, 304,243 acres (90%) were in farm production. With population growth rates remaining somewhat flat, there is no reason to believe this land use will change.

Mississippi County



Mississippi County was organized on February 14, 1845, from Scott County and was named for the Mississippi River. Mississippi County, Missouri, is in Southeast Missouri and is the easternmost county of the state. Interstate 57 goes through Charleston and Interstate 55 is located ten miles west providing excellent four-lane access to cities north and south. Highway 60 also runs through Charleston and provides an east-west link.

A majority of Mississippi County is made up of agricultural land with low-density residential areas. Expensive farmland and the unwillingness of landowners to sell for commercial or residential use, hinders further development. Interstate 55, 57 and highway 60 provide county residents with easy access to employment in surrounding counties. Future trends show continued decline in population and land development.

A state prison is the major employer in the county and river-based transportation are key industries. The confluence of the Mississippi and Ohio rivers also provides significant economic opportunities.

New Madrid County

New Madrid was organized as a county in 1812. New Madrid County's population increased steadily from 1900 (11,280) until it peaked in 1940 at 39,787. The current population of the county is 17,915.

The county is in the extreme southeastern part of Missouri. The Mississippi River forms parts of the eastern and southern boundaries. Stoddard, Scott, and Mississippi counties border on the north and west, with Dunklin and Pemiscot counties lying to the west and south.



Besides being the top producer of soybeans, second in cotton and third in rice in the State of Missouri, New Madrid County's primary products are plastic products for the auto industry, aluminum processing, wood frame components for furniture production, and genetically modified soybean seed. A river port provides access to shipping by barge and an agriculture fertilizer plant is located at the port.

The total land area of New Madrid County is 433,920 acres. Incorporated land areas encompass approximately 10,500 acres, leaving 423,420 acres of unincorporated land. According to the latest statistics from the Missouri Agricultural Service, 385,766 acres (91%) of the land area in New Madrid County is in farm production.

Pemiscot County

Pemiscot County was organized February 19, 1851 from New Madrid County and named for the Indian Word meaning “liquid mud.” The county is the southeastern most county of the state bordering Arkansas and Tennessee. The area of the county is 488 square miles or 350,496 acres. Pemiscot County, part of the Mississippi River delta, has three main physiographic regions. These regions are the Mississippi River flood plain in the eastern part of the county, the old natural levees interspersed throughout the county and the Little River basin on the western side.



Key industries include river-based transportation, an aluminum processing plant, manufacturing of river barges, a river port, and a casino. Pemiscot County Memorial Hospital offers access to healthcare for residents as well as healthcare employment.

Interstate 55 runs north-south through the middle of the county, while State Highways 412 and 164 run parallel east-west across the county. Soils are rich in texture and topography flat. Historically, farming has been the primary industry. Much of the county is in a 100-year floodplain.

According to the 2000 census, Pemiscot County being the only county in this region to lose in per capita income. Approximately, 54.7% of residents are within low-to-moderate income ranking, while 30.4% are below the median poverty levels.

The unemployment rate in Pemiscot County has been the highest among other areas throughout the state of Missouri. Of the 7,687 employed individuals residing in the county, 18.3% commute to work with average travel time over 16 minutes.

Scott County

Scott County was the second county formed in Missouri's famed Southeast Lowland Region in 1821. The county is strategically located along Interstate 55 which runs north and south. Interstate 57 and U.S. Highway 60 runs east and west through the county.



Healthcare, ice cream novelties and trailer manufacturing are key employment sectors. An airport with commercial traffic and a river port are also key assets.

About eighty-two percent of the county is in the Mississippi River Delta. These rivers are adjacent to the eastern border of Scott County. Of Scott County's 423 square miles, most of the land is used for agricultural purposes. Cotton, corn, wheat, soybeans, and vegetables are the major products grown.

A proposed expansion of I-57 will have a significant impact on economic growth in the county as well as the region.

Stoddard County

In 1829, the Missouri General Assembly passed an act that defined the boundaries of a new county to be formed out of a part of Wayne County. It was to be named Stoddard County in honor of Captain Amos Stoddard, an agent of the United States Government who received the transfer of the Louisiana Territory.

The county extends 34.75 miles from north to south and 32 miles at its widest part from east to west. It has a total area of 530,496 acres, or approximately 837 square miles, and is the eighth largest county in Missouri in terms of land area. Stoddard County contains 837 square miles and has a population density of 36 people per square mile.

Stoddard County's primary agricultural products produced are corn, soybeans, wheat, corn and rice. Other primary industries produce, automotive exhaust systems, cat litter, electric power panels, audio cables, wood cabinets, popcorn, chicken processing and hardwood products.

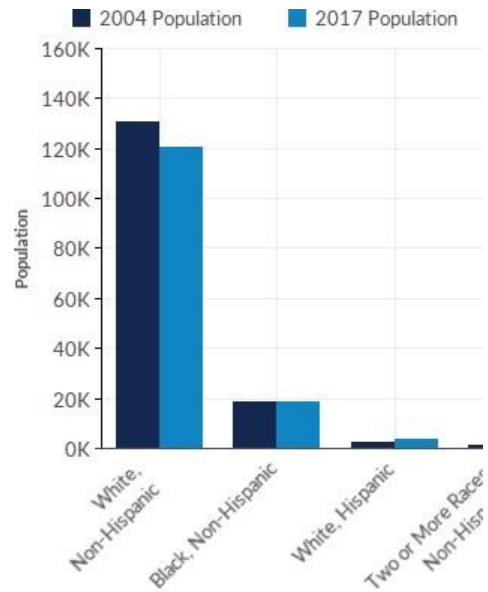


People and Income Overview, Individual Counties: 2016

People & Income Overview (By Place of Residence)	Dunklin County	Mississippi County	New Madrid County	Pemiscot County	Scott County	Stoddard County
Population (2016)	30,535	13,799	17,915	17,073	38,745	29,588
Growth (%) since 2010 Census	-4.40%	-3.90%	-5.50%	-6.70%	-1.10%	-1.30%
Households (2016)	12,680	5,125	7,305	6,939	15,267	11,855
Labor Force (persons) (2016)	13,058	6,285	8,374	7,131	20,208	13,513
Unemployment Rate (2016)	8.2%	6.6%	9.3%	8.9%	5.7%	6.4%
Per Capita Personal Income (2016)	\$32,078	\$30,949	\$31,128	\$34,047	\$37,517	\$36,411
Median Household Income (2016)	\$33,237	\$32,388	\$33,037	\$33,293	\$41,738	\$37,694
Average Annual Wages (2016 QCEW)	\$26,002	\$29,881	\$34,323	\$30,369	\$34,864	\$33,375
Poverty Rate (2016)	27.2%	28.4%	25%	30.9%	18.4%	19.1%
High School Diploma or More - % of Adults 25+ (2016)	73.90%	72.80%	75.90%	74.80%	83.00%	80.40%
Bachelor's Degree or More - % of Adults 25+ (2016)	11.40%	11.40%	11.10%	11.70%	13.90%	13.60%

Source: EMSI and Missouri Dept. of Economic Development/MERIC

As with most of Missouri, the race/ethnicity of the region is predominately caucasian but this part of the state has a higher minority representation. During the period 2004-2017, the White, Non-Hispanic population increased by nearly 10,000 while the Black, Non-Hispanic population remained stable. There was modest growth in some of the other minority groups, primarily Hispanic.



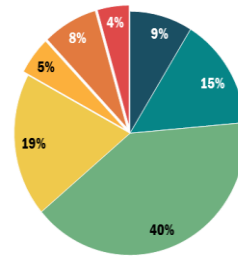
Sixty-four percent of the population of the Bootheel has a high school or less degree (24% lack a high school degree). This low educational attainment was historically not a barrier to employment because of the high volume of low-skilled jobs – agriculture and manufacturing/assembly – that had dominated the economy. However, as technology and innovations have impacted agriculture and low-skilled manufacturing jobs left the region, it is becoming a serious issue. It limits the available workforce for employers and reduces the number and types of jobs for which residents might qualify. The 2016 closing of the Noranda Aluminum plant resulted in the loss of 900 jobs, many high-paying, relatively low-skilled jobs. The region continues to struggle with recovery from the plant closing.

There has been some interest expressed by another company to re-open the facility, but likely with fewer jobs and requiring higher technical skills.

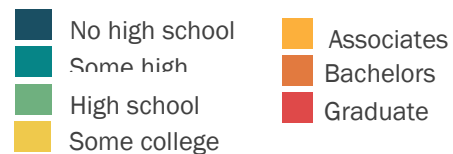
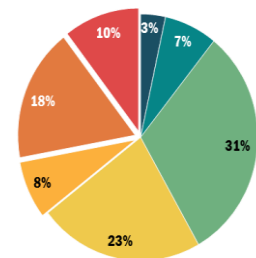
Educational Attainment:

The recognition of a mismatch between employer needs and workforce skills resulted in **Goal 4: Work with appropriate regional, state and national/federal organizations to develop a comprehensive approach to workforce development and training across the region by July 31, 2019 to increase worker skills, achieve self-sufficiency, and contribute to the long-term business growth in the region.**

Bootheel Synergy

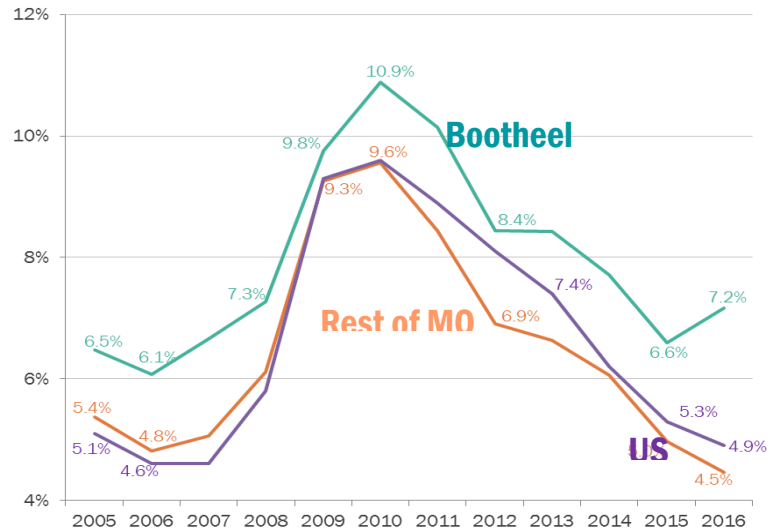


Rest of Missouri



Unemployment Rates

The 2016 regional unemployment rate is higher than the state (4.5%) and national (4.9%) rates in all of the counties.



These factors all contribute to lower earnings per worker. Average annual earnings (2016) for workers in the Bootheel were \$37,738 compared to the average for all rural counties of \$37,697 and for the state \$54,323. As can be seen in the table below, the wages vary some across the counties. *NOTE: Earnings includes wages, salary, benefits, profit sharing and other compensation while Wages includes only the amount subject to Unemployment Insurance (UI).*

2016 Average Earnings per Worker

Description	Dunklin	Mississippi	New Madrid	Pemiscot	Scott	Stoddard	Region
Utilities	\$0	\$153,961	\$143,280	\$79,255	\$63,186	\$96,401	\$118,364
Management of Companies and Enterprises	\$66,645	\$0	\$35,753	\$0	\$71,662	\$0	\$70,208
Manufacturing	\$48,114	\$65,396	\$62,125	\$62,357	\$56,541	\$53,191	\$55,141
Wholesale Trade	\$54,924	\$56,633	\$61,833	\$62,549	\$52,344	\$43,939	\$54,285
Information	\$52,564	\$0	\$0	\$0	\$53,587	\$54,902	\$53,070
Mining, Quarrying, and Oil and Gas Extraction	\$0	\$0	\$0	\$0	\$67,362	\$49,044	\$52,280
Transportation and Warehousing	\$43,304	\$43,172	\$61,126	\$56,413	\$55,064	\$45,969	\$51,463
Finance and Insurance	\$41,949	\$48,073	\$50,314	\$52,689	\$50,670	\$50,303	\$49,004
Government	\$45,369	\$38,951	\$46,506	\$45,298	\$50,794	\$44,954	\$45,840
Crop and Animal Production	\$31,338	\$29,880	\$33,450	\$30,639	\$30,433	\$32,594	\$41,601
Professional, Scientific, and Technical Services	\$33,634	\$38,705	\$39,997	\$38,426	\$42,756	\$38,685	\$39,841
Real Estate and Rental and Leasing	\$28,518	\$20,775	\$42,380	\$26,947	\$43,631	\$38,430	\$32,895

Admin/Support/Waste Mgmt./Remediation Services	\$19,837	\$25,293	\$33,204	\$20,328	\$38,694	\$38,092	\$32,234
Arts, Entertainment, and Recreation	\$13,860	\$17,237	\$0	\$30,896	\$18,680	\$17,383	\$31,574
Health Care and Social Assistance	\$24,105	\$21,094	\$26,986	\$19,547	\$36,858	\$29,876	\$28,128
Retail Trade	\$27,447	\$28,026	\$29,183	\$24,680	\$27,509	\$28,158	\$27,698
Construction	\$47,611	\$30,079	\$37,145	\$40,978	\$44,634	\$37,199	\$24,165
Other Services	\$15,695	\$16,866	\$15,420	\$17,767	\$21,632	\$18,890	\$19,647
Educational Services	\$0	\$13,835	\$0	\$0	\$13,818	\$0	\$17,653
Accommodation and Food Services	\$14,838	\$15,154	\$16,529	\$15,597	\$17,413	\$15,786	\$16,191
Average Earnings	\$31,683	\$33,837	\$42,234	\$37,139	\$41,495	\$38,439	\$37,738
Average Wages	\$26,002	\$29,881	\$34,323	\$30,369	\$34,864	\$33,375	\$31,469

Source: EMSI and Missouri Department of Economic Development, MERIC QCEW data

To better understand the complexity of the regional economy, data by county, was prepared and analyzed during the planning process and can be found in the tables in Appendix D.

Looking at the industry clusters present in the Bootheel, several star sectors were identified:

Star Clusters

- Primary Metal Manufacturing (**9.15**; 1,414)
- Agribusiness, Food Process & Tech (**4.89**; 10,386)
- Transportation Equipment Mfg. (**3.13**; 1,978)
- Forest & Wood Products (**1.91**; 2,025)
- Advanced Materials (**1.33**; 2,783)
- Mining (**1.33**; 284)

The high location quotient for Primary Metal Manufacturing quickly points out one of the weaknesses of cluster analysis. This high figure is the influence of one company, which closed in 2016, with a large number of employees. The real “star clusters” in the region are Agribusiness, Transportation Equipment Manufacturing and Forest and Wood Products. Each of these sectors are seeing significant impacts from innovation and technology, which pointed the group toward addressing workforce skills in Goal 4. Additionally, **Goal 1: Hold three agriculture focused meetings with agribusinesses, producers and consumers to obtain information on the needs of and opportunities for the agriculture community by December 31, 2019.** These meetings and outcomes will contribute to discovery of new opportunities that will increase long-term sustainability, profitability and growth. addresses the importance of agribusiness in

the region and the group's desire to learn specifically what is needed by the agriculture community. One example is the already identified need of having skilled technicians that can work on the complex technology and GPS systems in today's agriculture equipment.

The Transportation Equipment Manufacturing and Forest and Wood Products sectors are well established in several of the counties and indicate that they are stable. Mining was not considered because of personal knowledge of the regional team, along with input from industry representatives, and data analysis found nothing in this sector that suggested economic opportunity. It principally a single quarry located in one county. Likewise, Advanced Materials was eliminated because of the wide disparity of businesses – from kitty litter to oil and lubricants. All of these sectors, however, would benefit from Goal 4 which addresses workforce issues.

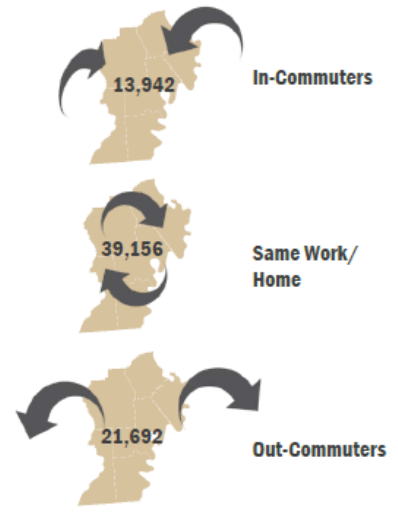
While not identified as a key sector, the team is very interested in exploring the opportunities that tourism might present. The region has a number of significant historic and cultural sites, along with many recreational and tourism-related businesses, with each acting independently.

Goal 2: By December 31, 2018 develop regional marketing plans that will promote the Bootheel Region as a location for business development and highlight the region's tourism assets. This will support new business growth and expansion of existing businesses and improve the quality of life of residents in the region, is designed to create regional marketing and promotion of the tourism related assets. Coupled with that will be the development of a regional business attraction informational product that will highlight the region's strengths for specific industry sectors. The later product will be provided to the Missouri Department of Economic Development, Missouri Partnership, posted on LocationOne, and other entities that market Missouri as a business location. The information will also be used by economic development professionals across the region to create a consistent message and brand for the region.

No rural economic development plan would be complete without addressing the issue of broadband. For this region, as with many rural areas, access varies widely. In Missouri there is a newly formed state office and committee that is exploring what can be done to address the issue of rural broadband access. The group felt that it was important that they better understand the limitations and opportunities for the region as well as stay abreast of legislative efforts to address the issue. **Goal 3: Meet with a minimum of three Internet Service Providers (ISP) that serve the Bootheel Comprehensive Economic Development Strategy Region to determine their expansion plans and what the region could do to assist with broadband deployment to the underserved/unserved areas of the region by July 31, 2019. This will aid in long-term business and agricultural growth and development, tourism development, access educational opportunities, and contribute to the overall quality of life of residents,** addresses that issue. The team will be actively involved with the state efforts around rural broadband rather than trying to create their own program and efforts.

Unlike many rural regions, a high percentage (73.7%) of residents work and live in the region. This suggests that for most residents the region is providing access to jobs. About 35% of residents commute outside the region to work and there is an in-migration of just under 14,000 workers into the region for work. These numbers are, again, somewhat skewed because many people worked at the now closed Noranda Aluminum plant.

Journey to Work



Regional Assets

During the Civic Forum and again during the SET sessions, participants identified a very similar set of strengths for the region, upon which they felt they could build their regional plan. This is summarized in the table below:

STRENGTHS
<u>Location/Transportation center</u> – four river ports are located in the region; there are numerous trucking companies in the region; highway infrastructure includes Interstate and four-lane state highways that allow trucks to quickly reach a wide area of the United States in a few hours; rail continues to have a strong presence in the region. Several regional airports exist that provide either commercial passenger service or industrial service.
<u>Agriculture Potential</u> – agriculture is a top industry in this region, generating significant personal income, public funds and employment.
<u>School systems/Higher Education</u> - residents are very pleased with the educational system in the region with strong support for local k-12 education as well as the community colleges and Southeast Missouri State University.
<u>Right To Work</u> – many of the economic developers sited Missouri’s recent passage of legislation that change it to a “right to work” state as an opportunity that will attract new jobs and industry to the region.
<u>Medical/Hospital Access</u> – like many rural areas, the region’s healthcare system is struggling, but they have maintained a strong network throughout the region. The region is served by medical facilities from Cape Girardeau and Poplar Bluff with regional sites. We also have services locally from Missouri Delta Medical Center, Twin Rivers Medical, Pemiscot Memorial and Southeast Health of Dexter. Many of these organizations also have local clinics spread throughout the region.

Potential Challenges

During the SET planning processes it became very apparent that, while these are certainly strengths for the region, they are not necessarily the areas that offer opportunity for economic growth. The topics shown in the tables below represent the consensus on Opportunities and Challenges.

OPPORTUNITIES
Themes: <ul style="list-style-type: none">• Location/Transportation Center (roads, rails, water)• Poor public transportation• Job availability• Lack of skilled and qualified labor<ul style="list-style-type: none">• Vocational Training/Workforce Development (includes STEM, substance abuse)• Focus on opportunities in Agriculture• Tourism• Regional Branding – products, tourism, location

The top challenges for the region included:

- Workforce
 - Living wage/job skills
 - Job availability
 - Lack of skilled/qualified labor
- Aging schools (physical condition)
 - Decreased tax base/assessed valuation (school are supported by property tax in Missouri)
- Public Transportation
- Lack of Social and Recreational opportunities

CHALLENGES
Substance Abuse
Workforce
• Living Wage/job skills
• Job availability
• Lack of skilled/qualified labor
Aging schools (physical condition)
• Decreased tax base/assessed evaluation
Public Transportation
Lack of Social/Recreation Opportunities

See Appendix F for a complete listing.

Regional Comparative Advantage:

Because of their significant impact on the regional economy, the team focused on three clusters:

- Agriculture, Food Processing and Technology
- Transportation and Logistics
- Transportation Equipment Manufacturing

While the data provided during SET suggested additional clusters, such as Primary Metal Manufacturing, Forest and Wood Products, Advanced Materials and Mining, all were eliminated as the team evaluated the clusters. For example, Primary Metal Manufacturing was dropped because it represented the impact of one company that has closed since the data was produced. Other sectors, such as Mining and Forest and Wood Products were eliminated because they were present in only one or two of the region's counties and were also experiencing some decline.

As the team explored the data and talked with industry representatives, it became apparent that there were issues universal to all employers in the region – workforce availability and skills and broadband were two of the most frequently identified.

The group also felt that the region had some potential for tourism development, primarily through a regional marketing effort. There are numerous individual parks, historic sites, artisans, festival and other events held across the region, but there is no current effort to link them or to market them as a connected experience.

Finally, it was agreed that the region lacked an identity that would be used for business development and that assembling a regional business development marketing packet, that provides an overview of the region, highlighting the transportation (road, rail and water) network, available workforce, education and training opportunities and other key factors would help the region's economic development efforts through a consistent message and brand.

Regional Economic Goals

Overview: Based on this input from the region coupled with the resources explored throughout the Stronger Economies Together process, the Bootheel Comprehensive Economic Development Strategy planning team has selected the following goals:

Goal 1: Agriculture Sustainability – Hold three agriculture focused meetings with agribusinesses, producers and consumers to obtain information on the needs of and opportunities for the agriculture community by December 31, 2019. The purpose of the meetings is to engage with local growers, producers and processors, as well as faculty at the University of Missouri Delta Research Center, to discovery of new opportunities (e.g., crops, processing, markets) that will increase long-term sustainability, profitability and growth of the agriculture sector in the region.

Goal 2: Business Development & Tourism – By December 31, 2020 develop regional marketing plans that will promote the Bootheel Region as a location for business development and highlight the region’s tourism assets. This will support new business growth and expansion of existing businesses and improve the quality of life of residents in the region.

Goal 3: Broadband Development – Meet with a minimum of three Internet Service Providers (ISP) that serve the Bootheel Comprehensive Economic Development Strategy Region to determine their expansion plans and what the region could do to assist with broadband deployment to the underserved/unserved areas of the region by July 31, 2019. This will aid in long-term business and agricultural growth and development, tourism development, access educational opportunities, and contribute to the overall quality of life of residents.

Goal 4: Workforce Development – Work with appropriate regional, state and national/federal organizations to develop a comprehensive approach to workforce development and training across the region by July 31, 2020 to increase worker skills, achieve self-sufficiency, and contribute to the long-term business growth in the region.

As this project matures, the Regional Planning Commission and DAEOC will take responsibility for the long-term implementation of the goals and objectives in the plan. They will meet with committees on a regular basis and hold an annual planning meeting to make needed course adjustments to strategies and steps. In addition, University of Missouri Extension has committed to support the project for a 3-year period through quarterly phone calls with the leadership to check on progress and offer any assistance needed and annual progress meetings. University of Extension will serve as a point of accountability for the long-term implementation of the plan.

Readers will note that while each of the Goals has outcomes projected out over 5 years, the Strategies and Steps are on a 1 to 2 year timeframe. This is because the planning team felt that

it was important to focus initially on the short term and implementation of these key activities that will be required to support the long-term goals. As the short-term goals are achieved, the planning team will expand the strategies and steps to revise existing activities and include new activities that will further the success of this region.

Goal 1: Agriculture Sustainability – Improve and support the agri-business community in terms of profitability, sustainability, and growth by raising awareness of new crops and products that are based on existing crops within the region or new crops and products that could be produced in the region over the next decade.

Goal Rationale: We hope to improve the agri-business community in terms of profitability, sustainability, and growth. It is our desire for the community to become more aware of new crops that can be grown or new products be made from existing crops within the region. We also wish for more people to be involved in the community from the local economic developer to schools to actual farmers as a way to increase beginning farmer rates for the region. By implementing value added agriculture efforts, we will provide more opportunities for our ability to grow new crops and capture new markets for our producers. Our efforts will explore niche, cooperative and entrepreneurial agricultural efforts. By holding meetings with agribusinesses, producers and consumers to obtain information on the needs of and opportunities for the agriculture community by December 31, 2019. These meetings and outcomes will contribute to discovery of new opportunities that will increase long-term sustainability, profitability and growth.

Key Partners: Our group of key partners are identified in each objective listed. They are a broad based community supported group of leaders from many local and state associations, local businesses, regional planning commission and local economic development personnel and education related entities. Each partner will be encouraged to bring their assets and skills to the table to help in achieving the goals.

Target Outcomes:

Short Term (1-12 months)

- 1) Establish a stronger inter-related agribusiness community
- 2) Form relationships between the community and educational facilities for future trainings
- 3) Start planning the three meetings to be held throughout the region.

Intermediate (1-2 years)

- 1) Create an agricultural industrial park for the development of new products and serve as a marketing center for local products.
- 2) Work to improve infrastructure (rail, water, roadways, air) for easier access to and from markets.
- 3) Create opportunities for more FFA and 4H youth involvement in farming and community based planning

- 4) Change reliance on traditional crops by adding non-traditional crops that will grow in the area.

Long Term (5-10 years)

- 1) Attitudinal change of the old ways are the best ways and have the agri-community adopt new methods/crops faster.
- 2) Have an established Ag-training program operating as an ongoing concern to improve the profitability and sustainability of the community.
- 3) Established support center for new farmers as a place to go for information on crops, land usage, financing, new trends etc.
- 4) The Bootheel area will be known as an Ag innovation hub for farming of all types, research and attract larger employers.

Objectives:

#1 Plan three regional meetings to identify the needs of and opportunities for the agriculture community, that will be held by December 2019 and the creation of job fairs and an agri-business task force.

Strategies/ Steps	Responsible Party	Key Partners	Available Assets	Timeline Start/End	Outcomes/ Metrics
Plan the public meetings and promote through social and traditional media 12 month steps: 1) Identify the people we must invite and create listing of general invites 2) Invite them to meeting locations 3) Hold meetings at selected locations	Bootheel Regional Planning Commission- Brent Stidham	Farmers; students; bankers, schools; local officials; economic development personnel	University of Missouri Delta Research Center; Pioneer & Monsanto (both have local facilities); MU Extension Ag Business Specialists; Active Farm Bureau council; strong community colleges;	Start planning July 2018 Last meeting Dec. 2019	3 meetings will be held across the region to better understand the needs of and opportunities for the agriculture community and to begin development of a plan of action to implement changes
Ag job/career fairs 12 month steps:	Mo Job Career Center - Eugene Myrale	Job Centers; Workforce Development Board; local	Active Career Center; strong ties to educational	Start planning Jan. 2019 Ongoing concern with	Job growth in ag cluster by 2%; 10 new farm

<ol style="list-style-type: none"> 1) Identify locations to host 2) Identify recruiters for industry 3) Invite high school students and young adults to fairs through promotional efforts 		<p>educational institutions; small businesses (direct ag & ag related);</p>	<p>institutions; Delta Center;</p>	<p>planned events</p>	<p>operations in region</p>
<p>Create a regional agribusiness task force</p> <p>12 month steps:</p> <ol style="list-style-type: none"> 1) Identify potential members and recruit 2) Promote the task force for public members 3) Schedule meetings 4) Formulate mission 5) Execute mission 	<p>Southeast Missouri State University Ag Innovation Center- Crystal Jones</p>	<p>Farmers; civic leaders; economic development officials; state departments like Agriculture, Economic Development, etc.</p>	<p>Delta Center; Pioneer & Monsanto; MU Extension Ag Business Specialists; connections to industry associations outside of region;</p>	<p>Start creating task force Oct. 2018 with Task force created by March 2019. Meet on scheduled basis</p>	<p>4 meetings in a year; host 2 educational programs on new industry trends</p>

#2 Research other crops, both traditional/non-traditional, that can be grown in the region to increase overall agriculture production.

Strategies/ Steps	Responsible Party	Key Partners	Available Assets	Timeline Start/End	Outcomes/ Metrics
<p>Plan the public meetings and promote through social and traditional media</p> <p>12 month steps:</p> <ol style="list-style-type: none"> 1) Identify University of Missouri and Southeast Missouri State University personnel to help with potential crop identification 2) Set locations and times 3) Promote attendance to meetings 4) Hold meetings 	<p>Delta Research Center – Trent Haggard</p>	<p>Farmers; students; schools; local officials; economic development personnel</p>	<p>University of Missouri Delta Research Center; Pioneer & Monsanto (both have local facilities); MU Extension Ag Business/Agronomy/Horticulture Specialists; strong community colleges; Lincoln University</p>	<p>Start planning Jan 2019 Ongoing</p>	<p>New crops grown and sold from the Bootheel Region that increases the number operating farms by 2%.</p>
<p>Conduct meetings with ag specialists to see what is available to region</p> <p>12 month steps:</p> <ol style="list-style-type: none"> 1) Using list from former strategy invite to meetings 2) Determine locations 3) Hold meetings 	<p>USDA RD – Phyllis Minner</p>	<p>Economic Development officials in Kennett, Malden, RPC, DAEOC, New Madrid & Caruthersville Port Authority, IDA's</p>	<p>Delta Center; Pioneer & Monsanto; strong ties to Southeast Missouri State University and University of Missouri for resources</p>	<p>Start planning Jan 2019 Ongoing concern with planned events</p>	<p>New crops grown and sold from the Bootheel Region that increases the number operating farms by 2%.</p>

Development of new crops, products, processes and businesses	Delta Research Center – Trent Haggard	Farmers; students; schools; local officials; economic development personnel	University of Missouri Delta Research Center; Pioneer & Monsanto (both have local facilities); MU Extension Ag Business/Agronomy/Horticulture Specialists; strong community colleges; Lincoln University	Begin after conclusion of the meetings and continue as an ongoing activity in the region	New crops grown and sold from the Bootheel Region that increases the number operating farms by 2%.
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Goal 2: Business Development & Tourism – By December 31, 2020 develop regional marketing plans that will promote the Bootheel Region as a location for business development and highlight the region’s tourism assets. This will support new business growth and expansion of existing businesses and improve the quality of life of residents in the region.

Goal Rationale: We know the region has a lot to offer businesses in the form of relocating, expansion or small businesses opening here plus the quality of life is considered attractive for a rural agricultural area. The history of the area is rich and inviting to tourists to learn about anything from the Little River Drainage District, agriculture, civil war battles or a glimpse of maintained southern living and traditions. What is lacking is a coordinated effort to identify and promote these potential tourism assets. Additionally, work needs to be done to help local communities and businesses understand the potential economic impact from tourism for the region and what additional amenities (e.g., hotels, restaurants, etc.) may be needed. Successful tourism development, as well as small business development is often dependent on the quality of the employees and their ability to provide the visitor/customer with a positive experience. However, a key area of need is to enhance the soft skills and customer service/interaction skills of the regional workforce.

Key Partners: Our group of key partners are identified in each objective listed. They are a broad based community supported group of leaders from many local and regional associations, local businesses, regional planning commission and local economic development personnel and education related entities. Each partner will be encouraged to bring their assets and skills to the table to help in achieving the goals.

Target Outcomes:

Short Term (1-12 months)

- 1) Provide customer service training to the hospitality industry
- 2) Create a survey for each community to list its strengths regarding business and tourism growth capabilities

Intermediate (1-2 years)

- 1) Encourage business owners/entrepreneurs/farmers to think outside the box in terms of products/business ideas
- 2) Creation of GPS apps for mobile friendly tours
- 3) To encourage tourism associations to become involved with the regional planning process for economic/tourism development
- 4) Centralize access to resources for potential entrepreneurs for startup or growth situations

Long Term (5-10 years)

- 1) Expansion of existing businesses by new locations or FTE count.

- 2) Increase of new small businesses opening in the region.
- 3) Bootheel Region known as a tourism stay over destination.

Objectives:

#1 Customer Service training implemented in the region by December 2018.

Strategies/ Steps	Responsible Party	Key Partners	Available Assets	Timeline Start/End	Outcomes/ Metrics
Review various curriculum on customer service to determine which one to bring to the region 12 month steps: 1) Set review team 2) Review curriculum 3) Decide on curriculum	MU Extension – Richard Proffer	Restaurants; Retail Store Owners; River Heritage Association; Economic Development officials	University programs; Existing tourism board and CVB’s; Event focused Chamber of Commerce’s	Start planning July 2018 First class Oct. 2018 then ongoing	Increase in knowledge lift on customer service; higher scores on tourist satisfaction survey from local visitor center
Create a hospitality internship program with SEMO, Mizzou and TRCC 12 month steps: 1) Utilize the program already in place with MU Extension Business Development Program	Workforce Development Board – June O’Dell	Southeast Missouri State University, University of Missouri, Three Rivers Community College	Each institution has internship programs in hospitality existing	Start Planning Sept 2018 First interns Jan 2019 then ongoing	More students getting hands on experience in real life situations; ability to hire a higher quality hospitality employee
Promote training sessions through traditional and social media 12 month steps: 1) Create a listing of	Workforce Development Board – June O’Dell	Chamber of Commerce; CVB’s; River Heritage Association; small business owners;	Bootheel Regional Planning Commission; DAEOC; relationships with local	Planning of logistics to start July 2018 Promotional efforts for classes to	To have 30% of hospitality employees in region through a class by first

<p>training providers in area</p> <p>2) Ask them to provide listing of trainings in area they are doing</p> <p>3) Promote these trainings in area</p>		<p>economic development officials; RPC</p>	<p>educational institutions;</p>	<p>start 3 months before each class; ongoing concern</p>	<p>year's completion</p>
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#2 Encourage tourism associations to become involved with the regional planning process for economic/tourism development

Strategies/ Steps	Responsible Party	Key Partners	Available Assets	Timeline Start/End	Outcomes/ Metrics
<p>Meet with the leadership of tourism associations to discuss coordination and to gauge their interest in participating</p>	<p>Jim Grebing and Richard Proffer</p>	<p>Bootheel Regional Planning Commission; tourism associations; MU Extension</p>	<p>Active tourism group; Active Regional Planning Commission; MU Extension is involved in both parties</p>	<p>Set up meetings by Sept 2018</p>	<p>Met with each association. Each has agreed to attend joint meeting.</p>
<p>Bring all parties together to discuss current and potential tourism promotion and development</p>	<p>Jim Grebing and Richard Proffer</p>	<p>Bootheel Regional Planning Commission; tourism associations; MU Extension</p>	<p>Active tourism group; Active Regional Planning Commission; MU Extension is involved in both parties</p>	<p>Hold joint meeting by December 2018; ongoing as needed</p>	<p>Have at least three meetings with tourism associations. Identify current marketing efforts; develop regional marketing materials</p>

Goal 3: Broadband Development – Meet with a minimum of three Internet Service Providers (ISP) that serve the Bootheel Comprehensive Economic Development Strategy Region to determine their expansion plans and what the region could do to assist with broadband deployment to the underserved/unserved areas of the region by July 31, 2019. This will aid in long-term business and agricultural growth and development, tourism development, access educational opportunities, and contribute to the overall quality of life of residents.

Goal Rationale: Internet access is one way for local businesses to grow in sales by promoting themselves to the world. It is also a way for our agriculture community to learn about new trends and improve their productivity through connectivity. Our future tourists will be able to see what the region has to offer by planning their trips to our region through the many websites our hospitality businesses will be able to have uploaded. Our local students will have access to resources that many do not have for educational purposes. Access to broadband will also impact the region’s ability to foster greater business development/attraction, tourism and keep, retain and attract residents to the region.

Key Partners: Our group of key partners are identified in each objective listed. They are a broad based community supported group of leaders from many local and regional associations, local businesses, regional planning commission and local economic development personnel and education related entities. Each partner will be encouraged to bring their assets and skills to the table to help in achieving the goals.

Target Outcomes:

Short Term (1-12 months)

- 1) ISP’s identified and meet with including local electrical cooperatives
- 2) Show potential user demand to ISP’s

Intermediate (1-2 years)

- 1) Deployment of ISP’s into region
- 2) Once available, promote it’s availability to residents, businesses and tourists

Long Term (5-10 years)

- 1) Business attraction efforts increased due to broadband availability
- 2) Existing businesses have a web presence
- 3) Increased and more efficient communications for communities and related community organizations like NPO’s.

Objectives:

#1 Identify ISP's to meet with and discuss options of bringing broadband to the Bootheel Region.

Strategies/ Steps	Responsible Party	Key Partners	Available Assets	Timeline Start/End	Outcomes/ Metrics
Identify existing ISP's in region & meet with them 12 month steps: 1) Identify the ISP's in the area 2) Set up meeting times and hold meetings	Bootheel Regional Planning Commission – Brent Stidham	Bootheel RPC; local economic development officials; county/city elected officials	Electrical cooperatives; Big River Telephone; Charter Communications; Vast Broadband	Start July 2018 and complete by Sept 2018; meetings start Oct. 2018 till complete	Will have a complete listing of existing and potential ISP's to talk to & meetings set
Conduct meetings with state and national elected officials 12 month steps: 1) Form team to talk to officials 2) Train the team on what to talk about 3) Set up meetings and meet	Bootheel Regional Planning Commission – Brent Stidham	BRPC; local economic development officials; county/city elected officials; state & national officials	Strong interest; Electrical cooperatives; Big River Telephone; Charter Communications;	Start Sept. 2018 and ongoing as needed	Will have increased awareness of need in Bootheel; identified state/federal potential funding sources for installation
Host county meetings to discuss usage of broadband 12 month steps: 1) Identify 1 county resident from each county to lead 2) Find county locations to host meetings	County officials; local economic development officials; BRPC – Brent Stidham	BRPC; local economic development officials; county/city elected officials; concerned community groups; individuals	Strong interest; Electrical cooperatives; Big River Telephone; Charter Communications; Strong community group involvement	Start Jan 2019 and complete by Dec. 2019	Will have informed the resident and business communities on benefits of broadband expansion and how to use it to benefit them

3) Invite the county to meetings					
Ongoing support and development of broadband access	County officials; local economic development officials; BRPC – Brent Stidham	BRPC; local economic development officials; county/city elected officials; concerned community groups; individuals	Missouri Office of Broadband at MO Dept. Economic Development – Tim Arbreiter, DED Broadband Director	Ongoing	Link with the state and regional efforts to expand access to broadband. State efforts underway to fund these projects.

Goal 4: Workforce Development – Work with appropriate regional, state and national/federal organizations to develop a comprehensive approach to workforce development and training across the region by July 31, 2020 to increase worker skills, achieve self-sufficiency, and contribute to the long-term business growth in the region.

Goal Rationale: The region has workers to fill jobs but unfortunately many lack the soft skills, skills to execute the opportunities or do not understand the benefit of employment over a generational welfare mindset or not able to pass a drug test. By educating the available workforce, there will be an attitudinal shift to employment versus no employment and a higher quality of life will result due to a higher household income. This change will generate a greater ability to achieve self-sufficiency.

Key Partners: Our group of key partners are identified in each objective listed. They are a broad based community supported group of leaders from many local and regional associations, local businesses, regional planning commission and local economic development personnel and education related entities. Each partner will be encouraged to bring their assets and skills to the table to help in achieving the goals.

Target Outcomes:

Short Term (1-12 months)

- 1) Identify skills needed for immediate employment in region
- 2) Increase awareness of students to educational requirements needed for desired occupations regarding technical school opportunities as well as 4-year institutions.

Intermediate (1-2 years)

- 1) An increase in self-sufficiency
- 2) Establish long term training programs based on future employment needs of the region
- 3) Creation of soft skills training program that is on-going for the region

Long Term (5-10 years)

- 1) A career path for regional youth will be established through either technical training or higher education
- 2) Increased employment in region that results in lower turn-over in jobs
- 3) Decreased substance abuse
- 4) All counties in region will be certified work ready communities

Objectives:

#1 Create and implement an assessment of skills needed now for employment that are not being met.

Strategies/ Steps	Responsible Party	Key Partners	Available Assets	Timeline Start/End	Outcomes/ Metrics
<p>Create the assessment to be used in the region</p> <p>12 month steps:</p> <ol style="list-style-type: none"> 1) Form committee to work with Rob Russell 2) Formulate assessment 3) Seek whole committee input 4) Implement assessment 	<p>MU Extension Workforce Program – Rob Russell</p>	<p>MU Extension; small business community; education institutions; economic development officials; WDB</p>	<p>Active MU Extension relationship; Job Centers; education institutions; BRPC; WDB</p>	<p>Start planning January 2019 Implement June 2019 End 1st round December 2019 Ongoing afterwards</p>	<p>Identified immediate employment needs of region</p>
<p>Creation of Workforce Taskforce</p> <p>12 month steps:</p> <ol style="list-style-type: none"> 1) Use formed committee from previous strategy for this 2) Create mission 3) Implement mission 	<p>Workforce Development Board – June O’Dell</p>	<p>MU Extension; WDB; small business community; education institutions; economic development officials; WDB</p>	<p>Active MU Extension relationship; Job Centers; education institutions; BRPC; WDB; DAEOC; Career Centers</p>	<p>Start planning January 2019 Board formed May 2018 Planning started Jan 2019.</p> <p>The Workforce Board will assume the on-going responsibility for holding regular meetings, providing progress</p>	<p>Board represented by 2 members from each county and 1 member from assisting organizations. This could be accomplished using the current county representatives on Workforce Development Board, plus others as needed.</p>

				reports and participating in annual review meeting with the Steering Committee.	
Creation of identified training programs by cooperating with local education institutions and government agencies 12 month steps: 1) Set review team 2) Review curriculum 3) Decide on curriculum	Workforce Development Board – June O’Dell	MU Extension; WDB; small business community; education institutions; economic development officials; WDB	Job Centers; education institutions; BRPC; WDB; DAEOC; Career Centers	Curriculum search started Jan. 2019 First offering Aug. 2019 Ongoing with additional classes being offered. The Workforce Board will assume the on-going responsibility for holding regular meetings, providing progress reports and participating in annual review meeting with the Steering Committee.	Initially 2 new curriculums offered to students aimed at immediate employment on completion

#2 All counties in region will be certified work ready communities by January 2019.

Strategies	Responsible Party	Key Partners	Available Assets	Timeline Start/End	Outcomes
Identify status of each county in Workforce Ready Certification process	Mo Career Center – Eugene Myracle and Jim Grebing	MO Career Center; local economic development officials;	High school counselors; job center personnel; networking groups in	Start January 2019 and complete by Sept. 2019	Each county’s status in the program will be identified so certification can be completed

<p>12 month steps: 1) Identify who is working on project in each county 2) Identify status of each county from this person</p>		<p>chamber of commerce</p>	<p>education & small business; DAEOC; BRPC</p>		
<p>Certification Planning for each county for certification or re-certification 12 month steps: 1) Work with county identified person to help getting the county certified/re-certified</p>	<p>Mo Career Center – Eugene Myracle and Jim Grebing</p>	<p>MO Career Center; local economic development officials; chamber of commerce</p>	<p>High school counselors; job center personnel; networking groups in education & small business; DAEOC; BRPC</p>	<p>Start Jan 2019 Ongoing The MO Career Center will assume the on-going responsibility for holding regular meetings, providing progress reports and participating in annual review meeting with the Steering Committee</p>	<p>Develop a certification/re-certification plan and identify lead individual for each county</p>

Moving Forward as a Region

Guiding the Plan Moving Forward:

Upon approval of the plan, the Planning Team will establish a regular meeting schedule. The Delta Area Economic Opportunity Corporation will continue to serve as the administrative organizations. All records, reports and other pertinent materials will be retained and maintained by DAEOC. DAEOC in partnership with the Bootheel Regional Planning Commission will act as the project Planning Team and as such be responsible for the ongoing implementation and support of the plan.

The Planning Team intends to create four committees based upon the goals. Committee titles will be Agriculture Sustainability, Broadband Expansion, Regional Business and Attraction and Workforce Development. Chairpersons will come from within the Planning Team. Once chairpersons are in place, they will be asked to recruit members from within the Planning Team, from those attending the sessions and from any other connection or resource available. Each committee will be responsible for ensuring members are included with expertise, skills and knowledge of the area in which the goal falls. For example, the Agriculture Sustainability Committee will recruit from agri-business, producers, consumers and university extension. The number of committee members should align with the strategies and action steps developed under each goal, but the anticipation is committees will have no fewer than seven members.

Each committee will be responsible for implementation of strategies outlined in the plan. When the committees are established, they will be responsible for reviewing the action steps connected to each strategy. The committee can revise the action steps, but not the strategies. The committees will be responsible for submitting a final timeline for completing the action steps, implementing the strategies and achieving the goals to the Planning Team. These timelines will become the evaluation tool for gauging success. Each action step will have two people assigned to oversee accomplishments. The two people may be committee members or a committee member and Planning Team member.

Committees will meet no less than quarterly to review the timeline and adjust implementation tactics if progress is not being made and provide an update on progress to the Planning Team. Should a strategy or action step prove to be infeasible or impractical based upon information received during implementation, the committee, in coordination with the Planning Team, may revise the strategy or action step. If the strategy or action step is recommended for elimination, all members of the Planning Team must agree with the removal.

On an annual basis, the Planning Team and the four committees will hold a strategic review session. During this session, each committee will give progress reports and the plan will be reviewed for revision and/or update. Following the holding of the annual meeting, a progress

report, including any revisions to the plan, will be provided to each county commission as well as key stakeholders, partners and project participants.

The Planning Team will use all available resources to promote and report the progress of the plan. Each agency and organization will use existing websites, Facebook pages or Twitter accounts to promote the plan. A website will be created, a Facebook page established and a Twitter account opened, once the plan has been approved and adopted by all county commissions. In addition, broadcast and print media outlets will be provided a copy of the plan. The Planning Team intends to host a launch party to announce plan approval and implementation start.

Getting Involved:

The sources outlined in the above section will be used for promoting the plan, reporting progress and recruitment of new members. Further, the organizational and personal networks of the individuals and entities involved in the Planning Team and committees will be used to seek input and participation. The annual progress report will be placed on the Bootheel Comprehensive Economic Development Strategy website along with the websites of all participating agencies, entities and organizations.

Summary:

Bootheel Comprehensive Economic Development Strategy entered the Stronger Economies Together (SET) and the Economic Development Administration (EDA) Comprehensive Development Strategy (CEDS) planning process with no expectation other than a desire to work together to build relationships and a document we could use as a guide for improving the lives of the residents of the region's six counties. We know we face challenges; however, we know we have the will and determination to move our economy forward and improve current conditions. Our purpose is, and has been, to develop an active approach based upon the region's assets and on facts. We believe we have accomplished our purpose. Now, we look forward to implementation.

Implementation of the plan will take various steps and approaches, especially with regard to Broadband and exploration of new crops and agriculture processes for the region. None of these are quick fixes and we anticipate that they will take several years of work and research to identify opportunities and begin to implement them. The ongoing support will be provided the Steering Committee as well as by key players in the region including University of Missouri Extension, Southeast Missouri State University, Lincoln University and the Missouri Dept. of Economic Development.

We believe the goals, strategies and action steps outlined in our plan will move those economic and social indicators which are typically on the lower end of the scale higher. We believe we can work with the region's businesses and industries, in cooperation with other partner like secondary and higher education and state and federal agencies, to change the region for the better. Frankly, we understand we have no choice. No one or no agency is coming to help us unless we are first willing to help ourselves. SET has provided the tools and our responsibility is to use the tools to build a vibrant and vital region.

Appendix

Appendix A: List Planning Group Members and affiliations

Appendix B: List Training Team Members– USDA-RD and MU Extension

Appendix C: Regional Economic Development Planning Chart

Appendix D: Economic and Demographic Data tables

Appendix E: Letters of commitment/support from key stakeholders

Appendix F: Other relevant information or reference documents

Appendix A: List Planning Group Members and affiliations

Last Name	First Name	Organization
Asher	Matt	Bell City RII School District
Ayers	Van	MU Extension
Babb	BJ	Charleston School District
Baggett	Penney	McKaskle Family Farm LLC
Bailey	Susan	Catholic Charities
Ballard	Kathy	Three Rivers-Kennett campus
Ballard	Janice	Heart to Heart International
Batson	Gregory	USDA-RD
Blalock	David	Bootheel Regional Planning
Blanchard	Marsha	Southeast Kennett Campus
Burger	Jamie	Scott County
Burke	Carol	AARP
Cartee	Nick	City of Caruthersville
Cartwright	Brenda	
Cassell	Lucille	Heart to Heart International
Castaneda	Jacquie	
Castaner	Steve	US Dept. Of Commerce/EDA
Clark	Stewart-Allen	1st General Baptist Church
Clark	Alice	DAEOC
Cleaves	Barbara Ann	Missouri Education
Cohen	Carol	DAEOC
Cole	Art	AARP
Collins	Tom	Blanton Law Firm
Collins	Don	Dunklin County
Combs	Melissa	Kennett Area Chamber
Cookson	Christy	
Corene	Linda	Habitat for Humanity
Cox	Kendra	Pazrker
Crawford	Lance	City of Steele
Dahlbeck	Emily	
Davis	Carolyn	MBRC
Dees	Jayne	New Madrid Co Health Dept.
Denkler	Sarah	MU Extension
Dennis	John	City of Kennett
Diebold	J	Miss. Co. Health Dept.
Dohogne	Fr. David	St. Francis Xavier and St. Henry's

Douglas	John	City of Sikeston
Douglas	Dee	
Duckworth	Matt	City of Caruthersville
Dugan	Emily	
Duncan	Leanne	VA
Ellis	Dana	Mississippi Co Caring Council
Engram	Mary	MU Extension
Evans	Joel	DAEOC
Farmer	Iric	
Ferguson	John	Pemiscot Co. Port Authority
Franklin	Hope	
Freed	Brenda	Scott County Health Dept.
Garrard	Kathy	Citizen
Gillespie	Lester	Susanna Westley
Grantham	Sue	City of Caruthersville
Gray	Beau	City of Steele
Grebing	Jim	Kennett City Light Water & Gas
Green	Johanna	Pemiscot Co Memorial
Green	Lisa	City of Hayti
Gulick	Sharon	MU Extension
Hadder	Steve	City of Morehouse
Haggard	Trent	Delta Research Center
Hamra	Hillary	SEMO Food Bank
Hancock	Bob	City of Kennett
Harris	Lisa	Charleston School District
Harris	Maude	MU Extension
Harris	Pamela	
Harris	Michael	Open Door Fellowship
Hartke	Jason	USDA-RD
Hatchett	Lorrann	
Hearnes	Bobby	Charleston DPS
Heckemeyer	Joe	Heckemeyer Farms
Higgins	Alice	City of Hayti Heights
Hill	Toni	Bloomfield RXIV School District
Hood	Johnny	City of Caruthersville
Howard	Jesscia	
Huber	Ron	Dunklin County
Hudgens	Jerry	Caruthersville Police Dept.
Hunter	Will	Willow and Company
Jarrell	Carol	Stoddard
Jenks	Cinty	AARP
Johnson	Beth	Mitchell Insurance
Johnson	Marty	Kennett Area Chamber Board

Johnson	Jackie	Hayti Schools
Johnson	Rachell	Mississippi County Health Dept.
Johnson	Cara	SE Health Building Blocks
Jones	Fara	Scott Co. R-IV
Jones	Darrell	Mississippi Co
Jones	Crystal	SEMO Bus & Econ Engagement Center
Jones	Christian	Twin Rivers Medical Center
Jones	Tony	City of Caruthersville
Jordan	Steve	Stoddard County Commission
Jordan	Tracy	USDA RD
Keifer	Donnie	Scott County
Kincaid	Candace	MBRC
Kinchen	Paula	DAEOC
Kline	Janet	MU Extension
Kooyman	Denton	City of Malden
Lambert	Chris	Lambert Engineering
Lape	Dan	DAEOC
Lathum	Jerry	Cape Co Health Dept.
Lawrence	Toby	City of Gideon
Lemons	Lori	City of East Prairie
Lingle	Darren	US Senator Roy Blunt
Loomas	Scarlett	DAEOC
Marshall	Mike	Sikeston Chamber
Marshall	Missy	Three Rivers- Sikeston Campus
Mathis	Greg	Stoddard County Commission
McDaniel	Randy	City of Steele
McDermott	David	
McGill	Richard	City of New Madrid
McGraw	Mike	City of Caruthersville
Mercer	Christy	US Senator Claire McCaskill
Meredith	BT	City of Caruthersville
Miller	Brenda	
Minner	Phyllis	USDA-RD
Modlin	Emily	MO Job Center Kennett
Morgan	Rebecca	City of Caruthersville
Morgan	Linda	MU Extension
Motton	Tekella	City of Caruthersville
Myracle	Eugene	Missouri Job Center
Nevel	Joe	SRG Global
Norton	Cyndi	E.P. Chamber of Commerce
O'Dell	June	Workforce Development Board SE Missouri
Oliver	Betty	Nutrition Center
Overbey	Dan	SEMO Port

Penrod	Kaleigh	Bootheel Babies
Pierce	Kara	City of Caruthersville
Proffer	Richard	MU Extension
Pyles	Amelia	SRG Global
Rasberry	Michelle	Community Caring Council
Rehder	Holly	MO Housing of Representatives
Rice-McClendon	Missy	Mississippi County Caring Communities
Rickman	Jill	Kennett City, Light, Gas & Water
Risner	Diane	City of Kennett
Rittenberry	Josh	City of Caruthersville
Robison	Bill	Smith & Co.
Rodgers	Barbara	City of Caruthersville
Rone	Don	MO House of Representatives
Sanders	Mindy	Boy Scouts of America
Scherer	Fred	Advance Nursing Center
Schrumpf	Jason	Missouri Delta Medical Center
Sebourn	Dovie	City of Clarkton
Shaw	Paul	City of Caruthersville
Shuburte	Rishard	City of Steele
Skinner	Darren	City of Miner
Stamford	Keith	City of Steele
Starnes	Hillary	Dexter Chamber of Commerce
Stidham	Mark	City of Dexter
Stidham	Brent	Bootheel Regional Planning
Stiener	Julian	IDA of Stoddard County
Story	Andrea	Charleston School District
Teeters	Karen	Charleston Chamber of Commerce
Thatcher	Ben	Mo Career Center
Thurmond	Lonnie	East Prairie Administrator
Tidwell	Teresa	Caruthersville Public Library
Ulmer	Diann	Scott City
Vannasdall	Tonya	New Madrid County Family Resource Center
Wade	Christina	DRA
Watkins	Steve	Pemiscot County
Watson	Heather	Bootheel Counseling
White	Doug	Pemiscot CO Special School District
Williams	Colby	Parengo Coffee
Williams	Christina	Agape Center
Wilson	Jeff	City of Arbyrd
Wilson	Chris	Kennett School District
Wyman	David	MoDOT
Yielding	Caroline	Senator Roy Blunt
Zeigenhorn	Dennis	Scott County

Appendix B: List Training Team Members– USDA-RD and MU Extension



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Appendix C: Regional Economic Development Planning Chart

Regional Economic Development Planning Chart

Goal: AG SUSTAINABILITY To hold three Agriculturally focused meetings to obtain information on what are needs by December 2019

Assets	Strategy	Participants	Attitudes, Knowledge and Skills <i>Short Term (1-12 months)</i>	Behaviors <i>Intermediate Term (1-2 years)</i>	Conditions <i>Long Term (5-10) years</i>
What do we have that can contribute to this goal?	What do we need to do to help participants move towards ABC's?	Who needs to change?	What Attitudes, Knowledge or Skills are needed to change Behaviors?	What Behaviors need to change to reach Condition?	If we are successful, how will our region change because of this goal?
Delta Center; grower associations (watermelons)	Public meetings; fact sheets; social media	Farmers; Students; Bankers; Schools Farmers; Landowners; Educators; Elected Officials; Economic Development officials	REQUIRES collaboration among agribusiness that exists in the region	Create location/industrial property that suits agribusiness	That the old ways are not always relevant in changing times. Farmers need to think ahead and be open to change
Farmers and big seed companies -- Pioneer, Monsanto	Focus groups to show benefits to grows; sell benefits	Farmers; Farm Bureau; FFA & 4-H; Cotton Growers Association and other farm organizations; Students interested in agriculture	Training & Educational connections to Industry -- ensure we are training our young people early & harnessing older people's existing knowledge base in a positive & meaningful way	Make certain infrastructure exists for these industries: rail, water, highway	New farm products offered. Increased value in farm land.

A lot of ag business and farmers, people that work within the industry. They are local and know the area good vs bad	Agriculture job & career fairs; Provide information to Ag community about prospective students; provide info to students about possible employers	Growers; Consumers; Grocery Stores	Embrace health benefits of fresh/natural fruits & vegetables	Concerted effort to foster conditions that make it easier to innovate: Laws; Raw Materials; Broadband; Recruitment of Researchers	Changed demand for non-traditional crops
Agriculture companies with a need for employees; active local Farm Bureaus; multiple implement companies, John Deere, Case, etc.; College and technical schools	Create a regional agribusiness Task Force; create plan that shows "value proposition" of SEMO for agribusiness as a region	Farmers; community Leaders; Economic Community; Small business	"City folk" understands rural/agricultural issues. Correct rural/urban divide	More precision ag programs	Receive information from Ag community as to training needs
Knowledge of the area; SET history	Build tool box of resources to assist those entering the market or considering an alternative crop	Existing agribusiness or "like" industry leaders; DED; Local/State Politicians	Agricultural technical training	Participation from local schools	General Public become more knowledgeable of Ag practices
Delta Center; FAA is local schools; SEMO	We need farmers and economic development officials talking to each other	Farmers; MU Extension; Public Health; Ag Value added firms	Informing youth of scholarship opportunities	More FFA & 4-H involvement from area youth	People getting involved with promotions, advertising, etc.
Be able to effectively articulate what is "in it" for those stakeholders. Don't rely on their desire to improve the community. Generate enough interest on the part of general public that they	Free education on new methods	Maybe some farmers who are willing to relinquish some of their control; K-12 + students and educators; Local Governments; Outside Ag Tech Industries	Job placement programs	Farmers and landowners engaged with their communities (or neighboring communities)	Local economic development officials, educators, elected officials, etc. are very familiar with need of agriculture business, or

will push toward this					know how they can help
Industrial parks; Rail, water, highway access to move products; Vast agribusiness knowledge in the region; existing businesses to speak to success of SEMO region for business	Contact individuals. Look online for outside the region crop associations for different aspects/ideas. Hold Task Force; Follow up with individuals	Large farms, small producers; Crop Associations in and outside the area; Crop associations outside area may have different, new ideas than local	Anybody can get into farming	Increase demand for non-traditional foods	Support system for those wanting to enter ag market or to introduce a new product to area
Farmers; Crop associations; College/University Ag department	Good promotion	Ag educators; Farmers; Economic Development and ag processing companies. Government regulations and Health Department	It doesn't take a lot of land to farm	Smaller reliance on big crops that don't have as large of profit margin (just because it's what we have always planted)	Bootheel as a known hub of Ag Innovation that attracts educated workforce & innovative companies.
Collection of research done in locally grown foods			Find crops that grow good in our region/soil type that have regionally/national market	Farmers buying into something different	Ag Research Hub
Rich soil; knowledgeable people in ag; SEMO/TRCC/MU- X; Investment by large companies			Maybe bring in ag people to explain first hand using the information and how it helped their business	More people going into farming	More agribusiness located in SEMO region (like Pioneer, Faurecia (Tyson)
			Provide marketing tools for producers	Continual use of chemicals on the earth are harmful	Small and large farmers planting new cash crops that are being sold.
				Education on new process, partnerships awareness and where to go for help	

				Complete/efficient utilization of all natural resources	
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Regional Economic Development Planning Chart

Goal: Promote the Bootheel Region for regional **business development and tourism** through a marketing and promotion plan to be developed by December 31, 2018

Assets	Strategy	Participants	Attitudes, Knowledge and Skills <i>Short Term (1-12 months)</i>	Behaviors <i>Intermediate Term (1-2 years)</i>	Conditions <i>Long Term (5-10) years</i>
What do we have that can contribute to this goal?	What do we need to do to help participants move towards ABC's?	Who needs to change?	What Attitudes, Knowledge or Skills are needed to change Behaviors?	What Behaviors need to change to reach Condition?	If we are successful, how will our region change because of this goal?
Business leaders. RPC; CAA; Schools	Contact individual school -- business, city leaders and invite to meeting. Discuss reason/need for meeting. Webinar	Current Business owners; Young professionals; Educators/institutions; Any interested Community member; Local government	Mentorships, with Community leaders; Boys & Girls Club, YMCA. Drug Awareness. Criminal Awareness.	Be open to change! Willing to work for it until it is reality. Think <u>outside</u> the box. Be willing to try growing new crops. Connect the six counties with a group collaboration.	Expand existing business. New businesses locating here. Results -- more people traveling to/through the area which results in small business opportunities.
Internet for email and zoom meetings	Incentives -- like tax credits	Local Government; Chamber of Commerce	Pass down knowledge from successful businesses. Need for soft skills.	Regional attitude among leaders in communities.	More new business. Increased tourism income. More start-up business.
College business department; community/university. RPC	Building on an existing group	Schools - H.S. and colleges; Business owners; retired folks from above 2	Improve Customer Service	Creative use of internet advertising	Current business expansion. Increase of tourism.
Social Media. Talented People. Several non-profit organizations that can lead or co-lead	Educate stakeholders to the benefits to working together.	Community Leaders; Event Coordinators and Civic Groups, etc. involved in presenting	Improved career exploration opportunities for youth	Community events/attractions identify as part of a Bootheel collaborative.	Higher tourism tax (hotel tax) receipts. A regional "brand" related to tourism/visitors.

		events/attractions			
Existing tourism boards and visitors bureaus. Extensions/Satellite Centers of a college with a strong entrepreneurship program and existing incubator (SEMO). Vision. Legacy Organizations.	One-on-one outreach -- invitations to meetings; using existing network to connect to influencers (existing members bring a person to a meeting); Linked IN; PR effort to entice potential participants	Community Leaders; Educators K-12; Higher education educators and administrators ; minority community leaders; elected officials; Tourism organizations; Farmers	Identify those who have successful events and link them to other activities/events. Tap into <u>community business leaders</u> to help attract business contacts/industry knowledge/networking. Thought leaders -- mimic - don't reinvent the wheel.	Active collaboration and participation among key stakeholders. Ongoing regional economic team. REGIONAL Chamber of Commerce. REGIONAL Tourism groups with a Bootheel specific. App-GPS associated that pushes attractions based on location of user	Increased number of business and attractions due to entrepreneurs building upon other entrepreneurs. Increased Quality of Life that retains and attracts upwardly mobile individuals and family. High Quality workforce due to retention of good workers and attraction of education workforce in industries outside of tourism.
Economic Facts of the Bootheel Region Educational - colleges, DAEOC - Information; Community Leaders - Knowledge; History of the Region	Direct and personal invitations to participate. Convince people we are really doing something, not just talk, not just a plan that goes on the shelf.	Who needs involved -- Churches, Parents & Guardians to help change attitudes; teachers/school leaders; Community Leaders	Promotion of "what could be". Relevant workshops on the <u>How's</u> - we frequently hear about success but not the steps. Industry Specific Incubator, Like the small niche farming incubator, Web-based business, Creative Businesses.	Quit thinking individually as a community, but regionally. Have assets of each community identified and available as a group to promote National or regionally for new business attraction.	More warehouse distribution centers, production centers, low employment rates. SE Missouri on the map for innovative agriculture ideas. Better shopping in the Bootheel.
City economic development staff/agencies/corporations. Regional planning commission; TRCC; SEMO University	Informational Meetings -- Social media posts; marketing; television; mailings, billboards; sell the idea.	Who: Women! Black Women! Seniors! Business owners; farmers; the poor; the unemployed;	Group of community leaders from each part of the region working together. Advertise as a region. Regional public health education. Drug	Regional collaboration on economic development. Regional information sharing (tourism events/assets, property	Improved tourism and business attraction in region. Greater employed rate. Wider tax base. Better school funding. Improved quality of life -

		Teachers; Chamber members	awareness education.	availability). More working with state economic development and tourism agencies	business/restauran ts/entertainment/ hotels.
Places to see; Empty Buildings; Work Force	Workshops; Public Meetings; Video conference meetings; town halls; educating stakeholders	Schools; County Commissioner s; Other County Leaders; Elected officials, i.e., State Reps	Better work ethic. More vocational training. Less acceptance of littering	Regional collaboration to promote tourism and business expansion.	Increase in small business potential. Local grown foods served in local restaurants.
Chamber of Commerce's; Three Rivers and SEMO; River Heritage; BRPC; DAEOC	Networking with our local communities, i.e. - in person; one-on-one; Facebook/u- tube videos; local meetings	Economic development directors, tourism directors, chamber of commerce directors from all the cities and counties in the region. Educational institutions from all the region	Regional collaboration	Increase the number of visitors to the area and increase the number of events and retail businesses.	Recognizable branding/market for the Bootheel.
Local content area, specialists. Local educators (K-12 & Higher Ed); R.D.; DRA	Meetings; Mentoring; WebEx; Personal invitation	DED; Chamber of Commerce; City Leadership; Business Leaders; Civic Organization; Health Professionals; Education Leadership; Tourism Organization; Historical Society; AgriTourism	Change is good. All humans are equal - get rid of racism, sexism. Share with/from the experts in the area.	Regional collaboration between communities -- DED, Chamber, City Leadership, Tourism	Tourism destination. Network providing events.

Department of Economic Development; Chambers; Representatives; Non-profits; college/Community college/ Health Department; Schools/ Churches; Success Stories			Business are wanting to more here. We have workforce, just need training.	Community events/attractions actively promote other community events/attractions.	Increase in service based businesses. Restaurants/Hotels/Shopping. Maybe a few new businesses. More business advertising.
			Less drugs. Better work ethics. Long term welfare. More willing to share best practice.	Drugs - prevention education. Regional thinking not just my town/area. Shop/support local	Sales Tax revenue would be increased.
			Knowledge of Bootheel event/attraction inventory.		

Regional Economic Development Planning Chart

Goal: Work with appropriate regional, state and national organizations to develop a comprehensive approach to **workforce development** and training across the region by July 1, 2019

Assets	Strategy	Participants	Attitudes, Knowledge and Skills <i>Short Term (1-12 months)</i>	Behaviors <i>Intermediate Term (1-2 years)</i>	Conditions <i>Long Term (5-10) years</i>
What do we have that can contribute to this goal?	What do we need to do to help participants move towards ABC's?	Who needs to change?	What Attitudes, Knowledge or Skills are needed to change Behaviors?	What Behaviors need to change to reach Condition?	If we are successful, how will our region change because of this goal?
High Schools; Job Centers; College & Universities; DAEOC; Career & Technology Center	Meetings; mentorship; workshops	Businesses; colleges; students; parents	Clear cut training to job pipelines -- participants and employers need a time-sensitive path and be able to see an end goal	Decreased dependency on welfare, drugs. Increase in self dependency. Increase in self-	Training path for students. Implant desire to work.

			that realistic and within reach	worth. Increase in education	
Local universities; High school vo-tech; clubs/classes/programs -- Sikeston Career & Technology Center	Workshops; Counseling; Job & Career Fairs; Job Placement	Local government; State level government; small business colleges; from all six counties we need everyone to buy into this	Educate public on trade school opportunities. More on the job training	Less drug dependency. Desire to work	Lower job loss due to training and drug education
Networks of educators; Networks of Business Leaders; College/Vocational Facilities	Establish work group/task force of Ed/training and business folks	Schools; colleges/universities; Tech schools; Rehab programs; Prisons; Churches/Charities	Recognize strengths and weaknesses of stakeholders; Accept skilled and technical job as "good enough" vs 4 year degree; teach/instill GRIT in the next generation.	That change is good, not a bad thing. That the Bootheel counties have different challenges than larger populated areas - for politicians	Attitudes toward the poor. Drugs.
Community College; Chamber of Commerce; Workforce Board; Tech schools	Connect K-12 students and employers; Connect K-12 Educators and administrators with employers	Schools; students; business owners; CONSUMERS	Establish/develop platform to bring educators and businesses together to share ideas	Training is a benefit to my business work with schools to educate my workforce	Company future needs i.e. new equipment # of employees. Need training -- real time short term. Less drug usage, more education
Community Colleges; Delta Center; DAEOC; BRPC	Outreach to employers; Educator/Institutions to build curriculum; potential <u>participants</u> - students	Business Leaders; Educational Admin (secondary and higher ed); Job training folks; funding sources who can facilitate	Change attitudes: That vocational/trade education is inferior; That sports are a viable/likely way to success	Non-college bound students seek out training/education of some sort. Schools (K-12) know and share options with students for continuing education.	Effective workforce development. Active training programs.

Workforce Development Board; DACOA; Tech school; Community College	Making/developing stronger partnership with organization that train people get ready to work; Skill development; Work Ethic, etc.	Parents; K-12 educators; Post-secondary educators; Business owners/managers	Don't always need 4 years of college. Salary survey to show parents and students	Meaningful relationships between business and career training/education about the current and future needs of the business relating to training.	Additional job training programs in the region. Higher retention rate for businesses. Lower unemployment and welfare percentage
Colleges/University/Tech schools/Vocational schools	Create a task force with identified outreach partners	Company leaders; Education leaders; local government officials	That just because we're in a depressed area of the state that we can't produce a strong labor force. That a four-year degree isn't always the answer -- trades are needed in this area	Seek education, skilled and higher. Welfare to work. Less teen pregnancy. Open mindedness to improve collaboration among communities.	A trained workforce with skills relevant to the needs of the modern economy that attracts businesses that pay living wages. Increase tax base -- Improve quality of life aspects of the region -- modern Schools, Infrastructure, etc.
Community College; workforce development program; short term certificate programs -- green diesel, SCTC; LPN program	Informational meetings; invite public and government; social media; television ads	Community leadership; Business Owners; State Agencies; Political leaders	Help individuals	Entitlement attitude. Support of local communities' education	All counties in the region will be certified workforce ready. Economic development leaders will sincerely view our workforce as a strength of our region.
Colleges; Workforce Centers; Technology School	Educate business on need of training schools	Larger Regional Employers; Any larger business who is "scouting" region; K-12; Social Service Organizations; Child Care sub; Colleges/Tech Schools	Importance of all job skills	Soft skills training. Drug awareness programs; Larger amounts of higher education opportunities.	Comprehensive training program targeting appropriate career opportunities for the present and future.

A LOT of Educators; Locally minded employers; Vo-techs; Community Colleges; Universities	Focus groups; Regional/Local meetings			Education needs to be ongoing and accessible to those who need it. Lots of programs start & vanish. Educational Opps need to be everywhere and for all ages leaving no one out of workforce	Overall economic improvement which leads to improved quality of life, education and health
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Regional Economic Development Planning Chart

Goal: To explore expansion of **broadband** to underserved/unserved areas by having discussions with a minimum of three ISP's by July 2019

Assets	Strategy	Participants	Attitudes, Knowledge and Skills <i>Short Term (1-12 months)</i>	Behaviors <i>Intermediate Term (1-2 years)</i>	Conditions <i>Long Term (5-10) years</i>
What do we have that can contribute to this goal?	What do we need to do to help participants move towards ABC's?	Who needs to change?	What Attitudes, Knowledge or Skills are needed to change Behaviors?	What Behaviors need to change to reach Condition?	If we are successful, how will our region change because of this goal?
Local Co-ops; Business Community; Landowners; Educational Institutions and hospitals who <u>need</u> this; Local & State government	Contact each ISP, find out why they haven't expanded. Find funding sources/nationally to pay for infrastructure	ISP/Utility Providers; Business owners; DED; Business leaders who've done it elsewhere.	ISPs need to see long term profitability over short term due to smaller clients in rural areas.	Willingness of providers to serve less profitable communities	Broadband Environment allowing for expansion and modernization of existing businesses; Increased remote work; Increased web-based businesses

SEMO Electric -- REA; BMU; Big River telephone; owners with expert knowledge on how its been done elsewhere	Meet with: Government (local and state); ISPs; RE Coops; Business with political power and influence. Put together an ad campaign like the School Initiative (tax vote)	Internet service providers; Electric Co-Ops; Funding sources; Legislative Officials	Education of ISP's about why Bootheel is "worth it". Lobby officials -- get them to push these issues to overcome any legal barriers. Skilled installers	ISPs need to provide internet services as a service to community	Greater access for business & community - education; more attractive business environment
Available land; Interested parties; New Wave Communications; SEMO Electric; Charter Communication	Local government on board	Companies that provide service; Helping service supplied to rural areas	Do people really know what they need or want?	Buy-in from local ISP providers; Willingness to invest in infrastructure	Business to see the <u>need</u> to provide affordable high speed internet.
Professional Associations of ISPs; Telecom experts from our area	Can broadband be provided to everyone?	Government; ISPs; Landowners	User demand increased	True Buy In by ISPs and cooperation with existing Utility companies, landowners, etc.	Broadband expanding in rural areas; More providers in the area.
Rural Electrical Co-ops; Local reps of national broadband companies; City utility companies with fiber or other infrastructure assets (poles, conduits, etc.)	Informative Public events; Cooperation between ISPs and local government	Local, regional and national telecom/broadband providers; Local businesses who use/need broadband	Need providers to see value in rural markets	Increased demand for broadband to help make more affordable	Upgrading of equipment; Education on needs vs wants
ISP in the area	Local economic developers and businesses to meet with local providers and talk about needs and obstacles.	ISP: General Public; Schools	Better verbal communications with people (soft skill). Training in IT to service, install, etc.	Safe guards against fraud, hacked accounts. More secure.	The need for broadband companies to come here -- be profitable for them.

Open land; labor force; the need -- our community needs this	Training instructions	Broadband companies; Landowners; Local Government; Small Business Owners	Community leaders embrace broadband as a necessity	That bringing new and big business to this area is a good thing	Internal service providers have expanded area of coverage; Accessible internet any location in Region.
SEMO RPC; Vast	Training on how to use technologies	Regional/National ISP; Electric Coops	Skilled labor to do the labor created.	To get broadband to all areas is a slow process. Not everyone wants broadband	Broadband widely available in all cities and many unincorporated areas. No more monopoly providers of internet in our communities.
Electric Coops; Regional ISP offices	Business leaders reach out to providers; Create plan with help of those who have done it elsewhere.	Consumers; providers	Believe in the possibility of improvement; recognize needs are not the same for all, invest for the greater good. Community provides free Wi-Fi in schools, public places -- see as investment, not an expense	We need more local companies such as electrical co-ops to get into the broadband business.	Less regulations for infrastructure development.
People that need IT services and willing to buy the product/service	Organized <u>Lobby</u> efforts for government support for service expansion; Explore unique methods used elsewhere to address the need	Community Leaders; ISP; Elected Officials			Affordable broadband access in all areas of the region. (No resident without access)

Appendix D: Economic and Demographic Data Tables

2017 Employment (sorted by Region)							
Description	Dunklin	Mississippi	New Madrid	Pemiscot	Scott	Stoddard	Region
Health Care and Social Assistance	3,451	532	1,167	1,327	3,288	1,669	11,435
Government	1,729	1,099	1,011	1,550	2,292	1,565	9,246
Manufacturing	500	134	1,277	750	2,391	2,636	7,687
Retail Trade	1,532	435	1,504	809	1,392	1,354	7,026
Crop and Animal Production	952	1,455	967	747	865	1,604	6,590
Accommodation and Food Services	693	305	447	209	1,322	711	3,686
Transportation and Warehousing	321	519	320	219	1,317	365	3,060
Wholesale Trade	355	236	615	320	729	368	2,623
Other Services	434	149	241	242	938	442	2,445
Construction	318	82	208	132	869	663	2,271
Finance and Insurance	280	142	119	163	450	393	1,547
Admin/Support/Waste Mgmt./Remediation Svcs	208	36	67	63	512	250	1,136
Real Estate and Rental and Leasing	480	131	34	36	197	144	1,022
Professional, Scientific, and Technical Services	166	50	39	36	551	149	991
Information	51	5	5	5	284	127	476
Arts, Entertainment, and Recreation	37	14	5	280	61	42	439
Utilities	5	30	140	56	38	39	307
Management of Companies and Enterprises	55	5	14	5	130	5	213
Educational Services	5	38	5	5	45	5	103
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	5	15	22	42
Total Employment	11,572	5,396	8,184	6,957	17,686	12,552	62,347

Source: EMSI

2017 % of Total Employment							
Description	Dunklin	Mississippi	New Madrid	Pemiscot	Scott	Stoddard	Region
Health Care and Social Assistance	29.8%	9.9%	14.3%	19.1%	18.6%	13.3%	18.3%
Government	14.9%	20.4%	12.4%	22.3%	13.0%	12.5%	14.8%
Manufacturing	4.3%	2.5%	15.6%	10.8%	13.5%	21.0%	12.3%
Retail Trade	13.2%	8.1%	18.4%	11.6%	7.9%	10.8%	11.3%
Crop and Animal Production	8.2%	27.0%	11.8%	10.7%	4.9%	12.8%	10.6%
Accommodation and Food Services	6.0%	5.7%	5.5%	3.0%	7.5%	5.7%	5.9%
Transportation and Warehousing	2.8%	9.6%	3.9%	3.1%	7.4%	2.9%	4.9%
Wholesale Trade	3.1%	4.4%	7.5%	4.6%	4.1%	2.9%	4.2%
Other Services	3.8%	2.8%	2.9%	3.5%	5.3%	3.5%	3.9%
Construction	2.7%	1.5%	2.5%	1.9%	4.9%	5.3%	3.6%
Finance and Insurance	2.4%	2.6%	1.5%	2.3%	2.5%	3.1%	2.5%
Administrative, Support, Waste Mgmt, Remediation Svcs	1.8%	0.7%	0.8%	0.9%	2.9%	2.0%	1.8%
Real Estate and Rental and Leasing	4.1%	2.4%	0.4%	0.5%	1.1%	1.1%	1.6%
Professional, Scientific, and Technical Services	1.4%	0.9%	0.5%	0.5%	3.1%	1.2%	1.6%
Information	0.4%	0.1%	0.1%	0.1%	1.6%	1.0%	0.8%
Arts, Entertainment, and Recreation	0.3%	0.3%	0.1%	4.0%	0.3%	0.3%	0.7%
Utilities	0.0%	0.6%	1.7%	0.8%	0.2%	0.3%	0.5%
Management of Companies and Enterprises	0.5%	0.1%	0.2%	0.1%	0.7%	0.0%	0.3%
Educational Services	0.0%	0.7%	0.1%	0.1%	0.3%	0.0%	0.2%
Mining, Quarrying, and Oil and Gas Extraction	0.0%	0.0%	0.0%	0.1%	0.1%	0.2%	0.1%
Total Employment	11,572	5,396	8,184	6,957	17,686	12,552	62,347

Source: EMSI

2007 Employment							
Description	Dunklin	Mississippi	New Madrid	Pemiscot	Scott	Stoddard	Region
Government	1,877	1,197	1,173	1,954	2,543	1,700	10,445
Manufacturing	761	251	2,285	882	2,073	3,029	9,281
Health Care and Social Assistance	2,668	400	752	647	2,367	1,589	8,422
Retail Trade	1,588	526	1,432	828	1,647	1,421	7,442
Crop and Animal Production	1,143	1,379	885	709	800	1,445	6,362
Accommodation and Food Services	652	260	353	368	1,277	593	3,503
Other Services	745	290	360	424	1,062	611	3,492
Transportation and Warehousing	355	482	328	257	965	654	3,041
Construction	369	136	274	127	947	679	2,532
Wholesale Trade	404	176	527	268	777	337	2,489
Finance and Insurance	381	130	123	188	533	350	1,705
Administrative, Support, Waste Mgmt, Remediation Svcs	223	29	83	58	509	190	1,091
Professional, Scientific, and Technical Services	153	28	88	51	385	143	848
Real Estate and Rental and Leasing	102	84	38	61	170	96	551
Arts, Entertainment, and Recreation	49	16	15	294	58	74	506
Information	90	5	26	16	279	76	493
Utilities	13	5	273	55	44	32	422
Management of Companies and Enterprises	42	13	27	5	119	20	226
Educational Services	44	24	13	11	45	5	142
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	5	11	22	38
Total Employment	11,659	5,432	9,053	7,208	16,611	13,067	63,030

Source: EMSI

Change from 2007 to 2017

Description	Dunklin	Mississippi	New Madrid	Pemiscot	Scott	Stoddard	Region
Manufacturing	(261)	(117)	(1,008)	(132)	318	(393)	(1,594)
Government	(148)	(98)	(162)	(405)	(251)	(136)	(1,199)
Other Services	(310)	(142)	(119)	(182)	(124)	(170)	(1,046)
Retail Trade	(56)	(91)	72	(19)	(255)	(67)	(416)
Construction	(51)	(54)	(66)	6	(78)	(16)	(260)
Finance and Insurance	(101)	12	(4)	(25)	(83)	43	(158)
Utilities	(8)	25	(134)	1	(6)	7	(115)
Arts, Entertainment, and Recreation	(12)	(2)	(10)	(14)	3	(32)	(67)
Educational Services	(39)	14	(8)	(6)	(0)	0	(40)
Information	(40)	0	(21)	(11)	5	50	(17)
Management of Companies and Enterprises	13	(8)	(13)	0	11	(15)	(13)
Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	3	0	4
Transportation and Warehousing	(35)	36	(8)	(38)	352	(288)	19
Administrative, Support, Waste Mgmt, Remediation Svcs	(14)	7	(16)	5	3	61	45
Wholesale Trade	(49)	60	89	52	(48)	30	134
Professional, Scientific, and Technical Services	13	22	(49)	(15)	166	6	143
Accommodation and Food Services	41	45	94	(159)	45	118	183
Crop and Animal Production	(191)	75	82	38	66	158	228
Real Estate and Rental and Leasing	378	47	(4)	(25)	27	48	471
Health Care and Social Assistance	784	132	415	680	921	80	3,013
Total Employment	(86)	(37)	(869)	(251)	1,075	(515)	(683)

Source: EMSI

% Change 2007 to 2017							
Description	Dunklin	Mississippi	New Madrid	Pemiscot	Scott	Stoddard	Region

Other Services	(41.7%)	(48.8%)	(33.1%)	(43.0%)	(11.6%)	(27.8%)	(30.0%)
Educational Services	(88.7%)	55.9%	(61.7%)	(53.6%)	(0.2%)	0.0%	(27.8%)
Utilities	(60.6%)	502.6%	(48.9%)	1.2%	(13.8%)	20.3%	(27.2%)
Manufacturing	(34.3%)	(46.7%)	(44.1%)	(15.0%)	15.4%	(13.0%)	(17.2%)
Arts, Entertainment, and Recreation	(24.5%)	(12.5%)	(66.7%)	(4.8%)	5.2%	(43.2%)	(13.2%)
Government	(7.9%)	(8.2%)	(13.8%)	(20.7%)	(9.9%)	(8.0%)	(11.5%)
Construction	(13.9%)	(39.7%)	(24.2%)	4.6%	(8.3%)	(2.4%)	(10.3%)
Finance and Insurance	(26.5%)	9.2%	(3.3%)	(13.3%)	(15.6%)	12.3%	(9.3%)
Retail Trade	(3.5%)	(17.3%)	5.0%	(2.3%)	(15.5%)	(4.7%)	(5.6%)
Management of Companies and Enterprises	32.2%	(61.5%)	(49.0%)	0.0%	8.8%	(75.2%)	(5.5%)
Information	(44.2%)	0.0%	(80.4%)	(69.7%)	1.8%	65.7%	(3.4%)
Transportation and Warehousing	(9.7%)	7.6%	(2.4%)	(15.0%)	36.4%	(44.1%)	0.6%
Crop and Animal Production	(16.7%)	5.5%	9.3%	5.3%	8.2%	11.0%	3.6%
Administrative, Support, Waste Mgmt, Remediation Svcs	(6.4%)	24.0%	(19.8%)	9.0%	0.6%	32.0%	4.1%
Accommodation and Food Services	6.3%	17.2%	26.7%	(43.2%)	3.5%	19.8%	5.2%
Wholesale Trade	(12.0%)	34.0%	16.8%	19.3%	(6.1%)	9.0%	5.4%
Mining, Quarrying, and Oil and Gas Extraction	0.0%	0.0%	0.0%	0.0%	29.4%	1.7%	9.7%
Professional, Scientific, and Technical Services	8.5%	78.6%	(55.7%)	(29.4%)	43.1%	4.2%	16.9%
Health Care and Social Assistance	29.4%	33.0%	55.2%	105.2%	38.9%	5.1%	35.8%
Real Estate and Rental and Leasing	370.6%	56.0%	(10.5%)	(41.0%)	15.9%	50.0%	85.5%
Total Employment	(0.7%)	(0.7%)	(9.6%)	(3.5%)	6.5%	(3.9%)	(1.1%)

Source: EMSI Change in employment: Missouri 0.6% Rural Counties (5.2%)

2016 Average Wage per Job							
Description	Dunklin	Mississippi	New Madrid	Pemiscot	Scott	Stoddard	Region
Utilities	\$0	\$153,961	\$143,280	\$79,255	\$63,186	\$96,401	\$118,364
Management of Companies and Enterprises	\$66,645	\$0	\$35,753	\$0	\$71,662	\$0	\$70,208

Manufacturing	\$48,114	\$65,396	\$62,125	\$62,357	\$56,541	\$53,191	\$55,141
Wholesale Trade	\$54,924	\$56,633	\$61,833	\$62,549	\$52,344	\$43,939	\$54,285
Information	\$52,564	\$0	\$0	\$0	\$53,587	\$54,902	\$53,070
Mining, Quarrying, and Oil and Gas Extraction	\$0	\$0	\$0	\$0	\$67,362	\$49,044	\$52,280
Transportation and Warehousing	\$43,304	\$43,172	\$61,126	\$56,413	\$55,064	\$45,969	\$51,463
Finance and Insurance	\$41,949	\$48,073	\$50,314	\$52,689	\$50,670	\$50,303	\$49,004
Government	\$45,369	\$38,951	\$46,506	\$45,298	\$50,794	\$44,954	\$45,840
Crop and Animal Production	\$31,338	\$29,880	\$33,450	\$30,639	\$30,433	\$32,594	\$41,601
Professional, Scientific, and Technical Services	\$33,634	\$38,705	\$39,997	\$38,426	\$42,756	\$38,685	\$39,841
Real Estate and Rental and Leasing	\$28,518	\$20,775	\$42,380	\$26,947	\$43,631	\$38,430	\$32,895
Administrative, Support, Waste Mgmt, Remediation Svcs	\$19,837	\$25,293	\$33,204	\$20,328	\$38,694	\$38,092	\$32,234
Arts, Entertainment, and Recreation	\$13,860	\$17,237	\$0	\$30,896	\$18,680	\$17,383	\$31,574
Health Care and Social Assistance	\$24,105	\$21,094	\$26,986	\$19,547	\$36,858	\$29,876	\$28,128
Retail Trade	\$27,447	\$28,026	\$29,183	\$24,680	\$27,509	\$28,158	\$27,698
Construction	\$47,611	\$30,079	\$37,145	\$40,978	\$44,634	\$37,199	\$24,165
Other Services	\$15,695	\$16,866	\$15,420	\$17,767	\$21,632	\$18,890	\$19,647
Educational Services	\$0	\$13,835	\$0	\$0	\$13,818	\$0	\$17,653
Accommodation and Food Services	\$14,838	\$15,154	\$16,529	\$15,597	\$17,413	\$15,786	\$16,191
Total	\$31,683	\$33,837	\$42,234	\$37,139	\$41,495	\$38,439	\$37,738

Source: EMSI

2007 Average Earnings per Job							
Description	Dunklin	Mississippi	New Madrid	Pemiscot	Scott	Stoddard	Region
Utilities	\$64,782	\$0	\$98,510	\$70,765	\$59,261	\$90,516	\$88,746
Mining, Quarrying, and Oil and Gas Extraction	\$0	\$0	\$0	\$0	\$66,736	\$55,453	\$55,327
Manufacturing	\$86,303	\$43,127	\$58,085	\$47,387	\$41,010	\$35,874	\$47,915
Management of Companies and Enterprises	\$39,310	\$54,338	\$40,136	\$0	\$47,438	\$41,061	\$44,964

Finance and Insurance	\$40,953	\$48,060	\$37,818	\$40,772	\$46,163	\$39,246	\$42,534
Wholesale Trade	\$35,419	\$47,507	\$47,106	\$41,062	\$44,542	\$35,167	\$42,168
Information	\$39,166	\$0	\$51,827	\$51,919	\$38,449	\$51,111	\$41,472
Government	\$40,548	\$39,901	\$38,759	\$41,147	\$44,365	\$39,231	\$41,100
Transportation and Warehousing	\$37,577	\$34,621	\$44,808	\$40,754	\$43,634	\$34,084	\$39,328
Professional, Scientific, and Technical Services	\$25,990	\$25,757	\$33,354	\$27,865	\$37,424	\$33,688	\$33,363
Crop and Animal Production	\$22,683	\$20,405	\$21,634	\$21,583	\$20,669	\$21,749	\$31,873
Health Care and Social Assistance	\$24,338	\$18,933	\$25,161	\$20,338	\$32,784	\$25,385	\$26,420
Real Estate and Rental and Leasing	\$25,533	\$17,167	\$21,952	\$20,795	\$31,422	\$26,044	\$25,442
Administrative, Support, Waste Mgmt, Remediation Svcs	\$18,537	\$13,884	\$21,514	\$16,082	\$27,584	\$22,381	\$23,402
Retail Trade	\$23,316	\$22,624	\$25,552	\$19,640	\$23,215	\$23,896	\$23,377
Construction	\$30,618	\$23,392	\$32,141	\$25,275	\$34,625	\$31,486	\$21,907
Arts, Entertainment, and Recreation	\$11,904	\$8,474	\$8,814	\$28,567	\$16,041	\$12,149	\$21,455
Educational Services	\$14,816	\$19,981	\$26,753	\$24,593	\$18,438	\$0	\$19,072
Other Services	\$13,035	\$13,581	\$15,956	\$12,881	\$16,846	\$16,628	\$15,150
Accommodation and Food Services	\$14,646	\$12,484	\$14,268	\$12,859	\$13,680	\$12,704	\$13,579
Total	\$31,002	\$28,012	\$38,872	\$31,484	\$33,409	\$29,805	\$32,317

Source: EMSI

% Change in Earnings 2007 to 2016 (sorted by Region)							
Description	Dunklin	Mississippi	New Madrid	Pemiscot	Scott	Stoddard	Region
Management of Companies and Enterprises	69.5%	0.0%	(10.9%)	0.0%	51.1%	0.0%	56.1%
Arts, Entertainment, and Recreation	16.4%	103.4%	0.0%	8.2%	16.5%	43.1%	47.2%
Administrative, Support, Waste Mgmt, Remediation Svcs	7.0%	82.2%	54.3%	26.4%	40.3%	70.2%	37.7%
Utilities	0.0%	0.0%	45.4%	12.0%	6.6%	6.5%	33.4%

Transportation and Warehousing	15.2%	24.7%	36.4%	38.4%	26.2%	34.9%	30.9%
Crop and Animal Production	38.2%	46.4%	54.6%	42.0%	47.2%	49.9%	30.5%
Other Services	20.4%	24.2%	(3.4%)	37.9%	28.4%	13.6%	29.7%
Real Estate and Rental and Leasing	11.7%	21.0%	93.1%	29.6%	38.9%	47.6%	29.3%
Wholesale Trade	55.1%	19.2%	31.3%	52.3%	17.5%	24.9%	28.7%
Information	34.2%	0.0%	0.0%	0.0%	39.4%	7.4%	28.0%
Professional, Scientific, and Technical Services	29.4%	50.3%	19.9%	37.9%	14.2%	14.8%	19.4%
Accommodation and Food Services	1.3%	21.4%	15.8%	21.3%	27.3%	24.3%	19.2%
Retail Trade	17.7%	23.9%	14.2%	25.7%	18.5%	17.8%	18.5%
Finance and Insurance	2.4%	0.0%	33.0%	29.2%	9.8%	28.2%	15.2%
Manufacturing	(44.3%)	51.6%	7.0%	31.6%	37.9%	48.3%	15.1%
Government	11.9%	(2.4%)	20.0%	10.1%	14.5%	14.6%	11.5%
Construction	55.5%	28.6%	15.6%	62.1%	28.9%	18.1%	10.3%
Health Care and Social Assistance	(1.0%)	11.4%	7.3%	(3.9%)	12.4%	17.7%	6.5%
Mining, Quarrying, and Oil and Gas Extraction	0.0%	0.0%	0.0%	0.0%	0.9%	(11.6%)	(5.5%)
Educational Services	0.0%	(30.8%)	0.0%	0.0%	(25.1%)	0.0%	(7.4%)
Total	2.2%	20.8%	8.6%	18.0%	24.2%	29.0%	16.8%

Source: EMSI

State average wage growth 19.2%; Rural Counties 20.8%

Appendix E: Letters of commitment/support from key stakeholders



Appendix F: Other relevant information or reference documents

**Bootheel Comprehensive Economic Development Strategy – Civic Forum
August 24, 2017**

OPPORTUNITIES
Themes: <ul style="list-style-type: none"> • Location/Transportation Center (roads, rails, water) • Poor public transportation • Job availability • Lack of skilled and qualified labor <ul style="list-style-type: none"> • Vocational Training/Workforce Development (includes STEM, Substance abuse) • Focus on opportunities in Agriculture • Tourism • Regional Branding – products, tourism, location
Location (confluence of 2 interstates, waterways, rail, etc.) (56) <ul style="list-style-type: none"> • Transportation Hub for industry (river ports, interstate, rail,) (16)
Public transportation (lack of, access to) (31)
Job availability (30)
Lack of skilled and qualified labor (28)
Focus on education on “trades” in high school (14) <ul style="list-style-type: none"> • Coordinate through the region • Who could fund? • Could this be encouraged? • Need the right people at the table for this discussion
Vocational training for high school students and adults (14)
Develop the Ag Industry that is here (instead of vying for others) (13) <ul style="list-style-type: none"> • AG tourism • Centralize entire ag industry (keep processes/mechanics/processors) at home
Distribution center for trucking (I55/57); capitalize on highway infrastructure (13)
Regional Branding (13)
Tourism (wineries, museums, history of Civil War, New Madrid fault, education; day trips - need reason to come) (12)
Ag-Crop diversity (organic, aquaponics) (8)
Land – potential for more ag markets (ag bus., precision ag; organic, etc.) (7)
Food distribution Center (5)
Don’t reinvent public transportation but adapt what is out here to the area (ex: Health Tran) (4)
Agriculture – look at next stage of using cotton, instead of sending it somewhere else. Using byproducts of plants to feed cattle (5)
Central location for U.S. - 75% of U.S. served within 24 hours (3)
Collaboration of Regional Economic & Community activities and efforts between communities (3)

STEM jobs to keep our own here (3)
Work with local judge to send drug addicts to a rehab facility that teaches job skills and f completed possible reduction of sentence (1)
Promote drug monitor and drug treatment (1)
More Consolidation of education (2 yr. schools) (0)
Managed transportation (0)

STRENGTHS
Location (56)
Agriculture Potential (23)
School systems/Higher Education (23)
Right To Work (9)
Medical/Hospital Access (9)

Dunklin County:

- Available employment force
- Agriculture employment abundant (23)
- Good school system and higher education (15)
- Low cost of living (6)
- Available home care support for elderly (large employer)

Mississippi County:

- Synergy among community leaders across multiple sectors to address exiting challenges
- Location (confluence of 2 interstates, waterways, etc.) (56)
- Availability of resources to address needs (2)
- High percentage of high school graduation

New Madrid County:

- Transportation (29)
- Agricultural potential (19)
- Centralized location in nation (11)
- Local culture, welcoming/diverse (5)

Pemiscot County:

- Infrastructure (location) RR, River, Major highway (11)
- Right to Work (industry can compete against TN and AR) (9)
- Good local programs (library, schools, nutrition center) (3)
- Good schools and ToTech/2yr/A+

Scott County:

- Infrastructure – highways, utilities, port authority (10)
- Medical/hospital access (9)
- Education – cooperative efforts (2)
- Engaged leadership throughout county (3)

Stoddard County:

- Industry – good employment opportunities
- Education Opportunities (TRCC, SEMO) (5)
- Transportation Infrastructure – RR/Hwy (3)
- Public safety infrastructure (2)

CHALLENGES
Drugs (29)
Workforce
• Living Wage/job skills (25)
• Job availability (30)
• Lack of skilled/qualified labor (28)
Aging schools (physical condition) (14)
• Decreased tax base/assessed evaluation
Public Transportation (31)
Lack of Social/Recreation Opportunities (14)

Dunklin County:

- Lack of jobs (5)
- Lack of skilled workforce (can't pass drug test; have not completed high school; not sure how to proceed to college)
- Lack of infrastructure (roads, internet, cell) (6)
- Workers traveling out of the area and state to work (11)
- Lack of housing (5)
- Poor appearance/first impression (5)

Mississippi County:

- Public Transportation (31)
- Highest poverty rate in state (5)
- Job availability (30)
- Lack of skilled and qualified labor (28)

New Madrid County:

- Public transportation (8)
- Population density (rural)
- Education/skilled labor (5)
- Lack of social/recreational activities (14)

Pemiscot County:

- No industry due to low workforce (drug use; poverty mentality) (10)
- Apathy – poverty mentality spans generations (6)
- Low education attainment – lack of vision for education at home, lack of other options (VoTech/A+, 2 year program) a push only for 4 year degrees (2)
- Grantwriting - lack of capacity to write and get grant funding (3)

- Keeping teachers in local schools

Scott County:

- Low living wage/Lack of skilled jobs (23)
- Population decline (5)
- Public Transportation (11)
- Aging and physical condition of schools (14)

Stoddard County:

- Drugs (29)
- VoTech Educational opportunities (8)
- Internet, Entertainment, Rb Trans, etc. (5)
- Public land for development (1)

DATA REVIEW

DUNKLIN COUNTY		
	STRENGTHS	CHALLENGES
DEMOGRAPHICS	<ul style="list-style-type: none"> • Workforce available (may need training) • Higher growth in natural • Seniors are returning 	<ul style="list-style-type: none"> • Getting the mid years to return (20-49) • Lacking technology to support
HUMAN CAPITAL	<ul style="list-style-type: none"> • Good schools – perform well, good high school graduation rate • Colleges available – qualify for Pell 	<ul style="list-style-type: none"> • Low percentage completed higher education • Low number of entrepreneurs and support services
LABOR FORCE	<ul style="list-style-type: none"> • Good percentage live and work here 	<ul style="list-style-type: none"> • Employment opportunities • Need training • Need higher paying jobs • Why do people move to metropolitan area?

MISSISSIPPI COUNTY		
	STRENGTHS	CHALLENGES
DEMOGRAPHICS	Natural increase	<ul style="list-style-type: none"> • Overall decrease • Age structure decrease
HUMAN CAPITAL	High school equivalency – GED programs	Utilization of GED programs
LABOR FORCE	Work Key – SWFLC offers to help recognize work skills	No trade/vocational school available

NEW MADRID COUNTY		
	STRENGTHS	CHALLENGES
DEMOGRAPHICS	Transportation	<ul style="list-style-type: none"> • Population density • Brain drain
HUMAN CAPITAL	Percentage of available workers	Bringing skilled workers back to area
LABOR FORCE	<ul style="list-style-type: none"> • Farming • Industrial tax base 	<ul style="list-style-type: none"> • Industry centered in localized area • Skilled labor force

PEMISCOT COUNTY		
	STRENGTHS	CHALLENGES
DEMOGRAPHICS	<ul style="list-style-type: none"> • Hispanic population to work with Arts, etc. • Services for senior population; in-home/senior lunches • community 	
HUMAN CAPITAL	Classes are offered (low attendance)	<ul style="list-style-type: none"> • need incentive for VoTech as well as college • education for school counselors to push VoTech and parents to the to VoTech programs • no one is coming to classes • low work ethic • cannot compete with other health industry
LABOR FORCE	Farms, government, schools, financial institutions, hospitals	<ul style="list-style-type: none"> • no jobs, no industry • unemployable workforce (drugs, education issues) • low soft skills • low industry (Wal-Mart gone, no industry) • high welfare mentality • low opportunity

SCOTT COUNTY		
	STRENGTHS	CHALLENGES
DEMOGRAPHICS	<ul style="list-style-type: none"> • Retaining older population 	Supportive services for older population – lack of equal access

	<ul style="list-style-type: none"> • 20-50 yr. group – largest group; possible workforce 	
HUMAN CAPITAL	TRCC, A+ program, education accessibility	<ul style="list-style-type: none"> • Lack of understanding • Access
LABOR FORCE	Jobs available	Living wage

STODDARD COUNTY		
	STRENGTHS	CHALLENGES
DEMOGRAPHICS	<ul style="list-style-type: none"> • 0-20 year old staying • Transportation infrastructure 	Jobs for 30-49 age group
HUMAN CAPITAL	College graduates staying	Technical skilled people leaving
LABOR FORCE	<ul style="list-style-type: none"> • Training opportunities – TRCC, Dexter, Sikeston, SEMO, Sikeston • Career Tech 	<ul style="list-style-type: none"> • Substance abuse • Internet • Student loans • 30-49 age group – jobs

BOOTHEEL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY Regional Assets

Transportation and Logistics

Built	Natural	Human	Social	Cultural	Financial	Political
Highway network – I-55, I-57, 412, 60	Climate – limited ice and snow is beneficial for Ports	Significant layoffs in last 18 months = available skilled workers		Available workforce	MO IDEA funding	Local and state support; local funding; majors and county commissioners support
Ports – SEMO, New Madrid County, Pemiscot County, Mississippi County (4 of 6 Missouri ports are located in the region)	Mississippi River and Ohio River confluence	Truck driving schools		People with experience	State – MoDOT, local, county, federal \$	State Senator Libla is chair of the Transportation Cmte; Don Rone
Airports – Cape Girardeau, Sikeston, Kennett, Malden, Dexter	Plenty of land for warehousing	Experienced Port Authority staff			New Markets Tax Credits	DRA – Peter Kinder
Rail infrastructure	Positon in central US – distance to rest of country	3 Rivers Welding School in Caruthersville			EEZ Enterprise Zone	
Several small trucking companies		Sikeston Tech School			Banks	

Several hubs for over the road transportation companies – ex FEDEX, UPS, MTS		Mechanics			DRA	
		Goodyear and D&K			USDA-RD	
					EDA	
					TAG Center Financing (finances purchases of semis)	

Transportation Manufacturing

Built	Natural	Human	Social	Cultural	Financial	Political
Existing factories	Silica sand belt	Workforce – trained and skilled	Good, living wage jobs	Recognition of skilled transportation workers	Bootheel Regional Planning Commission	Right to Work
Many available buildings	2 major interstates	Labor more affordable than metro areas		Quality of life	Dunklin County Commission has incentive funds	Local government support
Car part manufacturer – Parker, Foreica	Plenty of available land for building	Skill-Up – UM Extension soft skills program that provides training, and equipment required for the job		Sense of “southern hospitality”	Banks	Congressman Jason Smith staff
Ports, Rail, Highways, Railroad Depot in Dexter	Central location in US	Skilled metal workers			Federal programs – EDA, CDBG, USDA-RD	Sens. Blunt and McCaskill staff
Industrial Parks – Malden, Dexter, Kennett, Sikeston, New Madrid	River access for shipments	Many workers and jobs available			Enterprise Zone	
American Railcar at Kennett	Available water supply				IDEA funding	
Trinity Mfg. Caruthersville					New Market Tax Credits approved	
Transportation Equipment Manufacturing companies					Land – free, donated (ex: Malden Industrial park)	

					Grants from Bootheel Regional Planning Commission	
					Local and Regional Banks	

Workforce

Built	Natural	Human	Social	Cultural	Financial	Political
State job centers in region	Strategic geography to recruit workers	Career training from Three Rivers, SEMO, etc.	Chambers of commerce	Strong work ethic in the area	Incubator businesses support	State representative and senator
SEMO and Three Rivers College	Flat land available for ag training	Workforce Development Boards training programs GED	Farm Bureau	Communities with characteristics appealing to businesses (work ethic)	Workforce development grants Access to loans for training	Strong advocates for bringing jobs to the community
SE Hospital Nursing Program	Opportunity to start small businesses as hunting and fishing guides	Program through local non-profits Extension offices College branches Vo-techs	Rotary	Increasing Spanish speaking community – potential workforce for international business opportunities	Delta Regional Authority support	State representative in advocacy – Don Rone
Broadband needed for Online training Tele-health centers	Abundant farm industry with job availability throughout the regional for migrant and other workers	Missouri Job Center	BNI	Mennonite Service Community – Bloomfield	DWD/WIB funding Customized training New hire training	Right to Work
Vocational schools in region	Crop scouts	Skill-up training (MU Extension)	Lions	Bi-Lingual – recognize need in schools, business, churches, hospitals	SEMO small business incubator at Cape Girardeau	
Many organizations and non-profits have offices that assist with workforce and job development		University of Missouri Extension and SBTDC	Jaycees	Diverse culture	MU Extension Small Business office in Jackson	
Delta Center at Portageville		Dunklin County Transit	Various labor unions		Pell Grants Student Loans	

		N/S country trans. SMTS OATS				
Truck driving school		Workforce is affordable Strong work ethic Available work and training	Church			

Agriculture Opportunities

Built	Natural	Human	Social	Cultural	Financial	Political
Pioneer Seed plant	Mississippi River and other rivers = water sources	Well trained agricultural laborers using the latest farm implements	Farm Bureau	Local/regional boards (e.g., Rice and Peach boards)	Farm Credit Services (FCS)	Sen. Blunt co-chair Ag Cmte
Transportation equipment sales in area	Fertile soil/flat land good for row crops	Crop scouting	4H	Well established industry	SBA	Farm Ready Farm Friendly
Many cotton gins and grain elevators	Plentiful water and irrigation	3 Rivers College – welding, green diesel	MFA	Long history of agriculture – “Culture is Agriculture”	Banks	Ag instructors
ports	Wide range of soil types for diversity of crops – sand, loam, gumbo, etc.	History of Ag = knowledge and entrepreneurs	Mo Young Farmers	Food to School programs	USDA-RD	Congressman Jason Smith
Railroads	Crowley’s Ridge peach crop	Affordable workforce	FFA	Farmers Markets	Enterprise Zone	Representation on state/national commodity councils
Interstate	Two crop client (weather)	University of MO Extension	FBLA	Capitalize on the empty cotton gins; gin museum experience	New Markets Tax credits	National, state and local politicians are very concerned with issues affecting agriculture
Tyson	Conservation efforts		United Migrant Outreach Services (UMDS) office	Deer hunting, fishing	IDEA funding	
Irrigation system	High water table		Health facilities	Farm tours, hunting tours on farmland	MU now accepting Pell Grants for full ride scholarships	

General Ag suppliers					Delta Center scholarships	
Infrastructure to support crops					Concentrated wealth in large farms; great personal wealth in area	
Local market potential Commodities there					Mo Land and Water Conservation Fund	
3 Rivers & SEMO Ag Ed programs					Poultry done under contracts (ex Tyson)	
Commodity and Animal Production – blueberries, horseradish, grapes, rice, chickens, cotton, soybeans, popcorn, watermelons, melons, peaches, sweet peas, potatoes, corn – field and sweet, fish/aquaculture, peaches, honey					Many regional banks that make farm loans	
Drainage districts						
Ag Research facilities – Delta Center, SEMO						

Tourism

Built	Natural	Human	Social	Cultural	Financial	Political
Wineries	Crowley's Ridge	Daughters of American Revolution	Social media – spreading the word	German Days in Chaffee	DRA Creative Place-making grants	Strong local political support
Beggs Family Farm Blodgett Paint Ball	St. Francois River	VFW	Local sports – the “Big Games” Homecoming Parades	Soybean festival at Portageville	MO Division of Tourism grants	City administrator and mayors
Yule Log cabin, Commerce	Mississippi River	American Legion	County fairs	Arbyrd Cotton Pickin' Festival	Missouri Land & Water Conservation Fund	Scenic By Way <i>(approved, but no action)</i>

						<i>take to promote)</i>
Lamberts Sikeston	Civil War History	Networking with River Heritage	Lambert's Café Sikeston	South Hospitality	MO Dept. of Conservation	
Winery – Commerce	Otter Slough	Sikeston an Dexter downtown associations	Hickory Log Dexter	Different kind of Missouri – gateway to the south	MO Humanities Council	
Earthquake Museum, New Madrid	Big Oak	Little Theater, Sikeston	Strawberry's Holcomb	Southern food – melons, BBQ, fried, pecan, peaches	Banks for businesses and bus tours	
Lake Luck Casino, Caruthersville	Combs Lake, Kennett	Sikeston-Miner Tourism Board	Heritage House	Campbell Peach Festival		
Yule Log cabin	Mingo National Wildlife Refuge	El Cameo Rio Sikeston, New Madrid	Soybean Festival	Delta Fair, Kennett		
B&B	Duck Hunting Deer Hunting	Networking – Chamber of Commerce	Historical Society – Mississippi, Stoddard, Dunklin counties	Sikeston Cotton Carnival		
Veterans Cemetery and civil War cemetery Bloomfield	Floodways	Locals who have excelled in music, sports, culture	Takes of Sikeston	Sikeston Little Theater		
Star & Stripes Veteran Cemetery Bloomfield	Ohio River	Business Plan Training	Homecoming Puxico	Kennett Community Theater		
Hunter Dawson House New Madrid	Mingo & Rock creek		Moonlight Madness – Dexter	Live Wires, New Madrid		
Bootheel Youth Museum, Malden	Spring Blooms in Campbell		Soybean - Portageville	Sikeston Depot		
Malden historic downtown	Mounds – Tawascagee South of Caruthersville, west of New Madrid		Octoberfest	Chaffee German Days		
Mingo, Puxico	General Watkins Holly Ridge State parks		Sweet Corn Festival Mississippi County – East Prairie	Kelso Horseshoe Tournament		
Sikeston Depot Museum	Little River Drainage District		Azalea – Charleston	Oran Picnic		
Hotels	Farmers & Landowners rent/lease land to waterfowl hunters		Cotton Pickin/Watermelon festivals Arbyrd	New Hamburg Picnic		

			Horseshoe – Oran			
Rodeo/Fair Grounds	Battle of Belmont		Grizzly Jigs Jan/Feb Fest.	Benton Neighbors Days		
Drag Strips Sikeston	Natural Spring south of Dexter CR 625 (Hwy 25)		Chili cook-off	Blodgett 4 th of July Celebration		
Oval Track Benton			Bass tournament New Madrid	Sikeston Jaycee Bootheel Rodeo		
Dexter Bearcat Event Center			Bootheel rodeo Sikeston Pea Festival Clarkton Peach Festival Campbell Cotton – Sikeston Delta Fair – Kennett Stoddard – County Fair July 4 th - Oran	Sikeston Cotton Carnival		
Fieldhouse, Sikeston			Farm to table dinners	Cotton Ramble (bike race) in Sikeston		
Paint Ball Center/Fields			Ducks Unlimited			
Golf Courses			National Wild Turkey auction			
Shopping Center, Sikeston			18 for Life Celebrity Speech			
Strawberry's, Holcomb			Kenny Rogers telethon			
Hickory Log, Dexter			Tour de Corn in East Prairie			
Chubbies, Hayti						

Potential Barriers

Agriculture	Tourism	Transportation Logistics	Transportation Manufacturing	Workforce
Storing out of region	No signature attraction	Funding	Attraction and retention	Drugs
Aging out	Lack of business plan	Perceived lack of interest in area/recruitment	Seasonal / instability employment	Shrinking population/perception of small work force

Securing land	No easy way to find things	“What’s in it for me” attitude	Neighboring states competing	Limited public transportation
Lack of training on new equipment (e.g., GPS on combines and tractors)	Lack of regional branding	No major transportation company	Multi-state companies may leave due to consolidation	Young people move away
Lack of value-added companies	Need local buy-in	Broadband needed	Work-ready workforce	Poverty mentality
Keeping abreast of new technology	Not a destination	Retention	No national chains here to keep small shops open	Low educational attainment rate
Small farmers can’t compete with larger ones	No Uber	Small companies that can’t compete with larger companies		Lack of soft skills
Acquiring land	No structure for promoting the region	Lack of 4-lane highways in Dunklin County		Culture of entitlement
Small companies get bought out – don’t grow, expand and stay in region	New regional buy-in	Business planning		Matching skills to needs
\$\$ leave the area	Lack of social media presence			transportation
Technology = fewer jobs	cooperation			Less pay here than in larger cities
Loss of young people	Develop bus tours			Lack of benefits/fewer college degrees
Outside competition for land				Lack of culture
				Using outside vendors (e.g., construction)
				Guidance system workers (GPS on farm equipment)

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