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REGIONAL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

HARRY S TRUMAN
COORDINATING COUNCIL

ACKNOWLEDGEMENTS

Thanks to the Harry S Truman Board of Directors and the Comprehensive Economic Development Strategy Committee. Without their dedication and hard work, this would never have been possible. Thanks to the Federal Economic Development Administration for sponsoring this project and providing the Harry S Truman region with the tools to improve and grow our economy.

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EXECUTIVE SUMMARY

The Harry S Truman Coordinating Council (HSTCC) region has a diverse and growing economy. From the vast farms of Barton County to the business and industry in Joplin to the wooded hills of the Ozarks, the HSTCC region provides a diversity of resources and opportunities for economic growth. Industry continues to evolve from the smokestack industries of the 19th century to high-tech manufacturing of the 21st century. While the economy of the HSTCC region is strong and self-sufficient, there are both challenges and opportunities that lie ahead.

The HSTCC region consists of several strong industries and has the potential to easily expand in a number of emerging industries. The strongest industries in the HSTCC region are food production and packaging, equipment and component manufacturing, and trucking and rail transportation. Several other industries providing much employment are agriculture, education, and health care. Furthermore, the regional economy has the workforce, attributes, and opportunities to easily expand into the emerging industries of advanced materials and composites, renewable and alternative energies, warehousing and distribution, shared services & re-shoring, corporate services, and tourism.

While the region has much strength, certain aspects of the economy experience challenges and have ample opportunity for growth. Some specific areas that must be addressed in order to maintain economic growth are innovation, entrepreneurship, education, the environment, and potential disasters. The HSTCC region is threatened by or has fallen behind in each of these areas.

Utilizing regional data and understanding the inherent strengths and weaknesses of the region, a committee developed the regional Comprehensive Economic Development Strategy. This strategy outlines the regional goals and objectives for the HSTCC region. These goals and objectives were developed as a guide for economic development throughout the region and are as follows:

PROVIDE QUALITY HOUSING

- Ensure regional alignment of land use plans.
- Pursue construction of quality housing.

PROMOTE ECONOMIC DEVELOPMENT & EXPANSION

- Market the region as the place for business and talent.
- Promote local and state programs that stimulate the economy.
- Provide space for start-up companies.
- Attract new and expand existing industries.
- Improve workforce training opportunities.

DEVELOP ESSENTIAL INFRASTRUCTURE

- Identify and inventory gaps in the region's infrastructure.
- Improve the freight transportation network.
- Create a diverse transportation system.
- Increase sewer/water system capacity.

[4] Comprehensive Economic Development Strategy
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IMPROVE DISASTER PREPAREDNESS & RESILIENCY

- Improve the environmental quality in the region.
- Reduce flooding risk of damage.
- Improve tornado preparedness measures.

The HSTCC is committed to supporting and promoting the goals and objectives outlined in this document. To accomplish these goals and objectives, the HSTCC developed an action plan and will do its part to further the economy of its region. The HSTCC will provide quality housing, promote economic development and expansion, develop essential infrastructure development and improve disaster preparedness and resiliency in order to provide an atmosphere conducive to the prosperity of the area.

INTRODUCTION

The Comprehensive Economic Development Strategy (CEDS) for the Harry S Truman Coordinating Council (HSTCC) region provides a guide to diversify and strengthen the regional economy. A strategy provides clear priorities that aid the preservation of current strengths and address the weaknesses that threaten continued prosperity. Strategies include what must be done and also what should not be done.

The 2014 CEDS is an update to the 2009 plan. The 2014 CEDS provides an analysis of the current economy, an economic vision for the region, an outline of specific objectives to achieve the vision, and a path to evaluate progress towards economic vitality and resiliency.

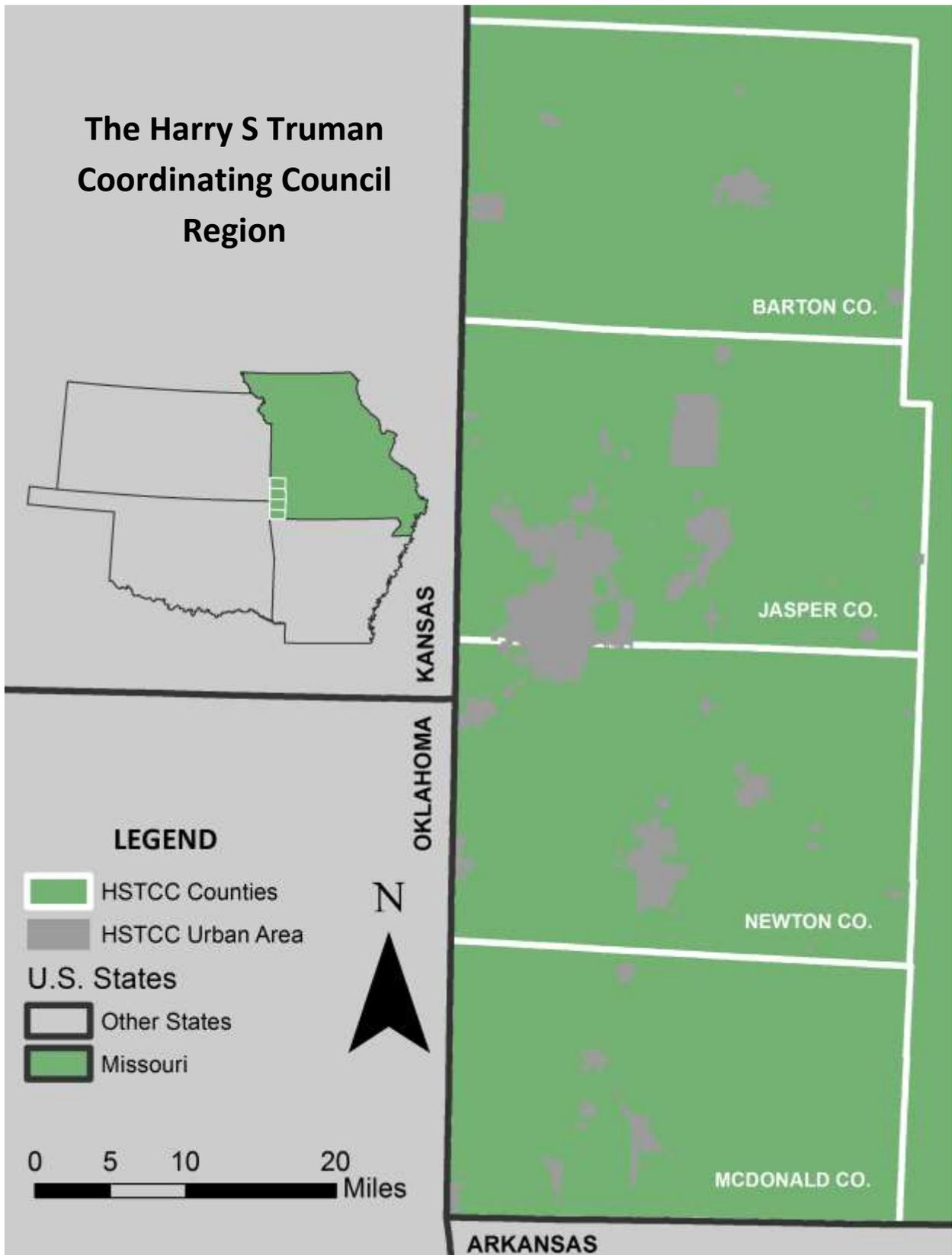
The HSTCC staff prepared this CEDS plan on behalf of the communities and four counties in the HSTCC region. The HSTCC serves as the regional planning organization for over 50 communities and the four counties of Barton, Jasper, Newton, and McDonald. The HSTCC provides a forum for local jurisdictions and diverse community interests to work cooperatively to address the region's problems and identify the opportunities for collaborative solutions.

The HSTCC region consists of a four-county area in the southwest corner of Missouri (see Figure 1). The HSTCC region is centrally located in the United States. The nearest metropolitan area outside of the region is Springfield, Missouri, 70 miles to east. The metropolitan areas of Little Rock, Tulsa, Oklahoma City, Wichita, Kansas City and St. Joseph all lie within a 200-mile radius. St. Louis, Omaha, Dallas and Memphis lie within a 300-mile radius of the region.

Within the boundaries of the region lie 58 separate communities. These communities vary in population from a mere few dozen to nearly 50,000. Several significantly larger communities including the cities of Joplin, Webb City, Carthage, Carl Junction, Lamar, and Neosho reside within the HSTCC region. The Joplin Metropolitan Statistical Area is composed of Jasper and Newton counties and is anchored by the City of Joplin.

The HSTCC region covers an area of approximately 2,400 square miles. The boundaries of the region form a rectangle with dimensions of approximately 31 miles east to west and 77 miles north to south. The HSTCC region holds approximately 211,000 people, 96,000 jobs and 80,000 households.

FIGURE 1 - LOCATION OF THE HSTCC REGION



THE ECONOMY

The Harry S Truman Coordinating Council (HSTCC) region has a diverse and growing economy. From the vast farms of Barton County to the business and industry in Joplin to the wooded hills of the Ozarks, the HSTCC region provides a diversity of resources and opportunities for economic growth. Industry continues to evolve from the smokestack industries of the 19th century to high-tech manufacturing of the 21st century. The following section analyzes the current trends impacting the region’s economy today.

POPULATION

The population of the HSTCC region grew by 10.2 percent between 2000 and 2010, increasing from 191,544 to 211,003. Growth is expected to continue over the next 20 years by roughly 23 percent, almost reaching 261,000 by 2030. Population growth rates vary widely by county.

Jasper County is the region’s largest county in terms of population, followed by Newton, McDonald then Barton counties. Population increased in each county every single census since 1970, with the lone exception of Barton County falling in population only during the most recent census.

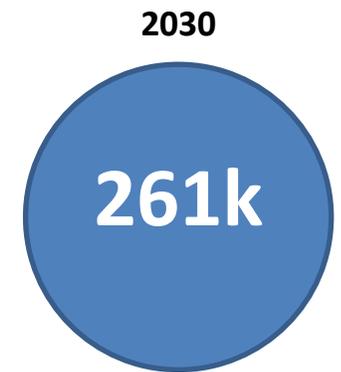
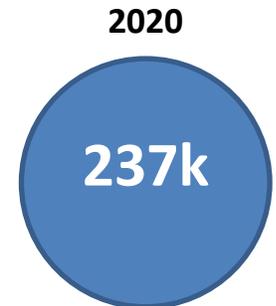
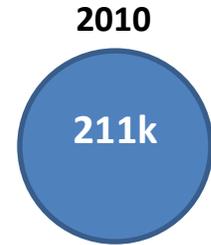


TABLE 1 - POPULATION ESTIMATES FOR COUNTIES IN HSTCC REGION

Geographic Area	Census Population				Population Projections	
	2000	2010	Change	Percent Change	2020	2030
HSTCC Region	191,544	211,003	19,459	10%	237,405	260,961
Barton Co.	12,541	12,402	(139)	-1%	13,173	13,730
Jasper Co.	104,686	117,404	12,718	12%	136,389	152,490
Newton Co.	52,636	58,114	5,478	10%	62,218	66,663
McDonald Co.	21,681	23,083	1,402	6%	25,625	28,078
Missouri	5,595,211	5,988,923	393,712	7%	6,389,850	6,746,762

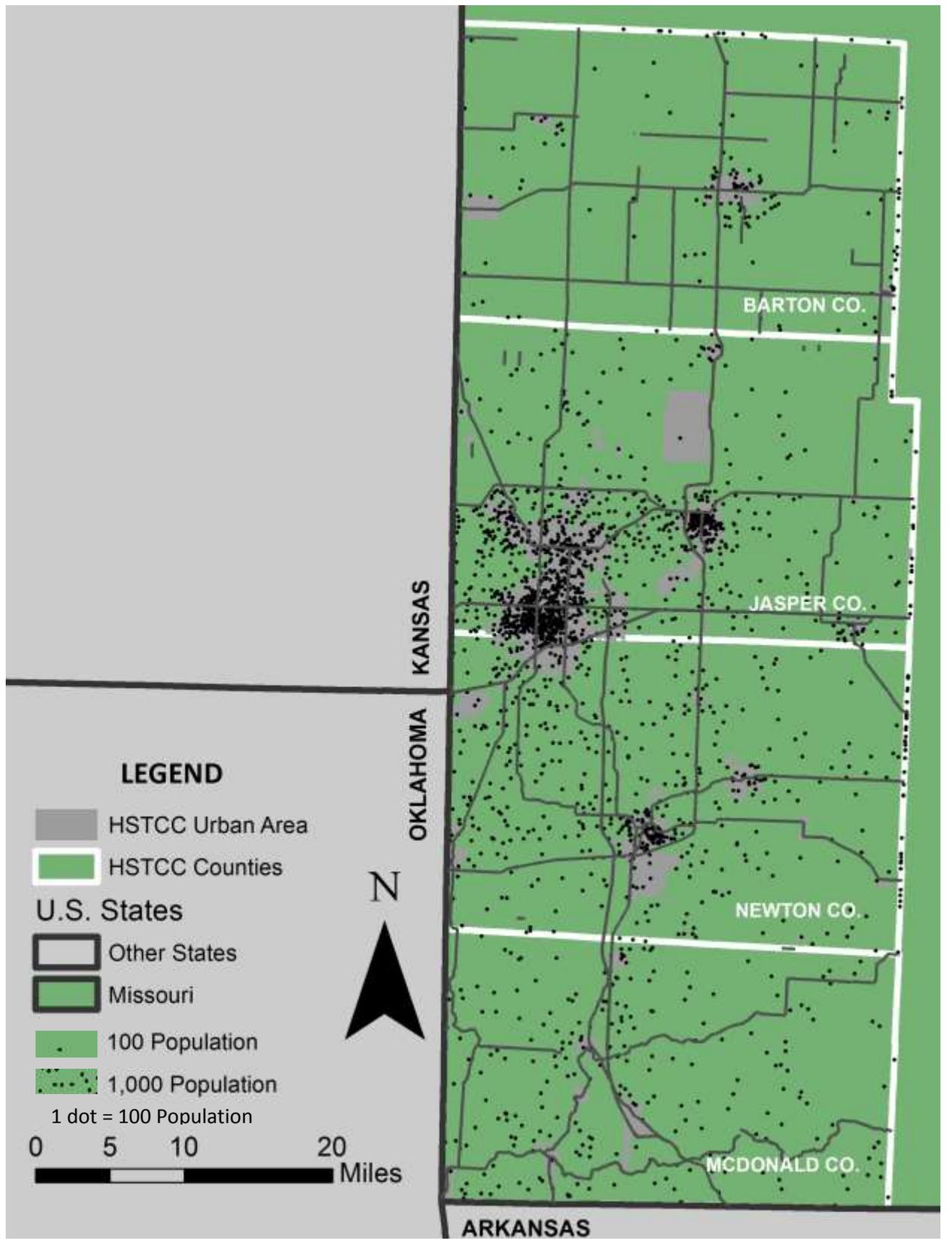
(U.S. CENSUS, 2000) (U.S. CENSUS, 2010) (MO OFFICE OF ADMIN., 2000)

While the entire region has grown in population, the population is distributed unevenly across the region. Jasper and Newton counties experienced the majority of the growth and hold the highest population densities in the region. Figure 2 (see following page) displays the distribution of population throughout the region. In terms of population density, the HSTCC region varies widely between its rural and urban areas. The average population density of the entire region is nearly 100 persons per square mile.

As the region grew, it became more diverse. The region’s population is predominantly white. However, the diversity of the population has increased significantly since 2000. In 2000, the white population accounted for 92.7 percent of the population (HSTCC, 2009). By 2010, the white population fell to 88.6 percent of the total population.

[8] Comprehensive Economic Development Strategy
Harry S Truman Coordinating Council - 2014

FIGURE 2 –POPULATION DISTRIBUTION IN THE HSTCC REGION



(U.S. CENSUS, 2010)

TABLE 2 - RACIAL COMPOSITION OF HSTCC REGION, 2010

	Total Pop.	% White	%Black	% Am. Indian	% Asian	% Other
HSTCC Region	211,003	88.58	1.37	1.86	1.02	7.17
Barton Co.	12,402	95.00	0.40	1.10	0.20	3.20
Jasper Co.	117,404	88.20	1.90	1.50	1.00	7.30
Newton Co.	58,114	89.30	0.80	2.30	1.30	6.30
McDonald Co.	23,083	85.00	0.60	2.90	0.80	10.70
Missouri	5,988,923	82.8	11.6	0.5	1.6	3.5

(U.S. CENSUS, 2010)

One of the fastest growing ethnicities in the HSTCC region is Hispanics and Latinos. The Hispanic and Latino population grew substantially between 2000 and 2010; jumping from 6,911 to 13,382 in population. Hispanics and Latinos accounted for 3.6 percent of the population in 2000 and 6.3 percent in 2010.

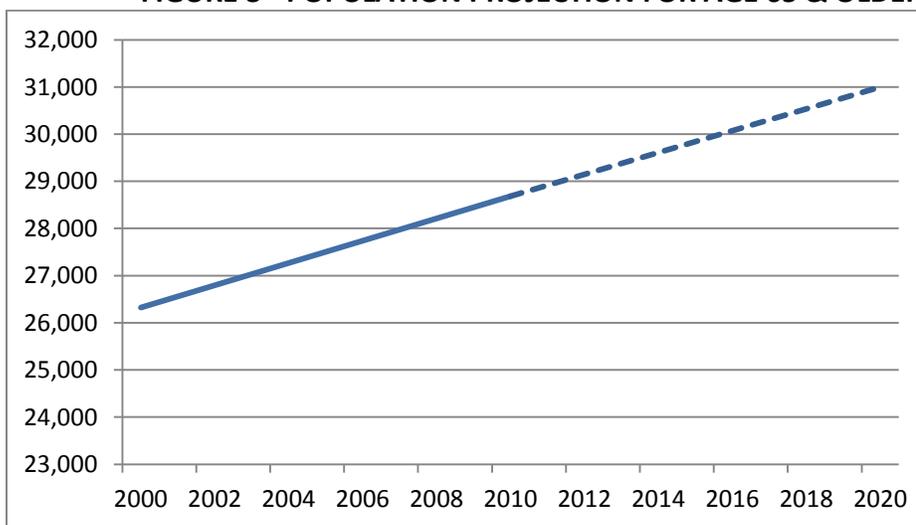
TABLE 3 - PERSONS OF HISPANIC ORIGIN OF ANY RACE IN HSTCC REGION, 2010

County	% Hispanic
Barton Co.	1.9%
Jasper Co.	6.8%
Newton Co.	4.4%
McDonald Co.	11.2%

(U.S. CENSUS, 2010)

The HSTCC region’s population is aging. In 2012, the population over age 65 accounts for 14.1 percent of the entire population, up from 13.7 percent in 2000. The State of Missouri has experienced similar increases. Between 2000 and 2012, the population over age 65 grew from 26,323 to 29,642. Simultaneously, the population under 18 years of age grew from 50,475 to 54,465 during the same time period. Also, the population between ages 18 and 64 increased from 114,746 in 2000 to 126,098. These changes in the age of the population may significantly impact on the economy of the region.

FIGURE 3 - POPULATION PROJECTION FOR AGE 65 & OLDER

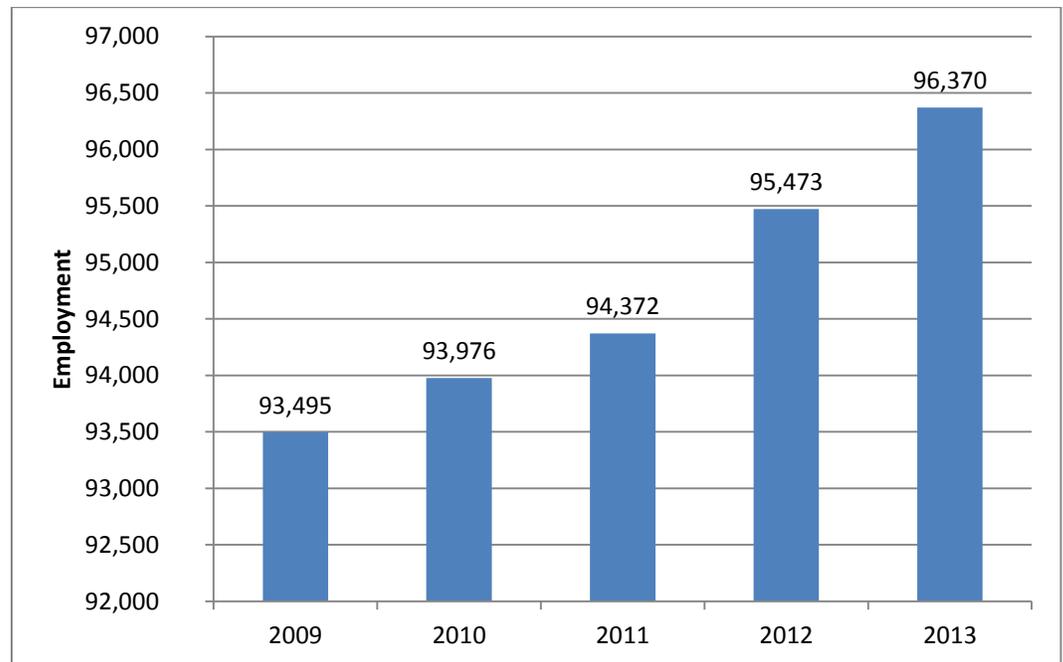


(U.S. CENSUS, 2000) (U.S. CENSUS, 2010)

EMPLOYMENT

Ever since the economic recession of 2007-2009, the HSTCC region steadily gained employment every year. The largest gain in employment occurred in 2011, the same year Joplin was hit by a massive EF-5 tornado. During 2011, employed persons increased by 1,101 (from 94,372 to 95,473) and resulted in a gain of 1.16% in employment. While employment still has not reached pre-recession levels of over 97,000 employed persons, it has steadily grown and at its current rate should easily eclipse the 100,000 mark by 2020.

FIGURE 4 – EMPLOYMENT BY YEAR IN HSTCC REGION



(U.S. DEPT. OF LABOR, 2014)

Table 4 displays the March 2014 labor force distribution in the HSTCC region along with the unemployment figures for each county. The labor force in the region constitutes of 102,638 persons. Of the labor force, 96,071 were employed in March 2014, resulting in a regional unemployment rate of 6.4%.

TABLE 4 - LABOR FORCE CHARACTERISTICS, MARCH 2014

	Labor Force Population	Employed	Unemployed	Unemployment Rate
HSTCC Region	102,638	96,071	6,567	6.4%
Barton County	4,905	4,480	425	8.7%
Jasper County	57,213	53,652	3,561	6.2%
McDonald County	10,946	10,158	788	7.2%
Newton County	29,574	27,781	1,793	6.1%
Missouri	3,038,762	2,836,688	202,074	6.6%

(U.S. DEPT. OF LABOR, 2014)

THE ECONOMY

The major employers in the region include the manufacturing, service and transportation industries. Many of the firms with the highest employment capabilities are located in the Joplin area, although there are a number located in the rural areas. Table 5 lists many of the major employers in the HSTCC region; also included are the number of employed and location of the industry.

TABLE 5 - MAJOR EMPLOYERS IN THE HSTCC REGION

Name	Location	Employed
Freeman Hospital – Joplin East & West	Joplin	3,662
Con-Way Truckload Inc.	Joplin	3,050
Tyson Foods, Inc.	Noel	1,600
Mercy Health of Joplin Inc.	Joplin	1,310
Tri-State Motor Transit Co	Joplin	1,135
Mercy Hospital Springfield	Joplin	1,000
ABM Janitorial Services Inc.	Joplin	702
Leggett & Platt Inc.	Carthage	650
Leggett & Platt Incorporated	Carthage	600
Sunbeam Products Inc. (Jarden Cons Sol)	Neosho	550
Bordertown Bingo & Casino	Seneca	550
Wal-Mart Stores Inc.	Neosho	500
Aegis Communications Group LLC	Joplin	480
Twin Rivers Foods Inc.	Neosho	450
Eaglepicher Technologies LLC	Joplin	450
Cardinal Scale Mfg Co	Webb City	450
Wal-Mart Stores Inc.	Joplin	400
Jasper Products LLC	Joplin	399
Eaglepicher Technologies LLC	Seneca	350
Ducommun Labarge Tech Inc.	Joplin	350
Freeman Neosho Hospital Inc.	Neosho	305
Wal-Mart Stores Inc.	Webb City	300
McCune-Brooks Regional Hospital	Carthage	290
Able Mfg & Assembly LLC	Joplin	267
Eaglepicher Technologies LLC	Joplin	255
Thorco Industries LLC	Lamar	250
Steadley Company	Carthage	250
Rock-Tenn Company	Joplin	250
City of Joplin	Joplin	223
D & D Sexton Inc.	Carthage	218
Wal-Mart Stores Inc.	Carthage	210
Tamko Building Products Inc.	Joplin	200
Systems & Services Tech Inc.	Joplin	200
Nutra-Blend LLC	Neosho	200

(JOPLIN REGIONAL PARTNERSHIP, 2014)

Income is indicative of the wealth generate by a region. Table 6 displays the median household income and per capita income of the HSTCC region, its counties, and the state of Missouri for comparison. Data for the State of Missouri is also provided for means of comparison. There is a significant disparity between the incomes in the HSTCC region and those of the state. The median

household income for the HSTCC region is \$40,306, while the State of Missouri is closer to \$47,333.

TABLE 6 - INCOME CHARACTERISTICS OF HSTCC REGION, 2012

	Median Household Income	Per Capita Income
HSTCC Region	\$40,306	\$20,727
Barton County	\$39,576	\$19,429
Jasper County	\$39,908	\$20,801
McDonald County	\$36,719	\$17,429
Newton County	\$42,644	\$22,117
Missouri	\$47,333	\$25,546

(U.S. CENSUS, 2012)

The number of people living under the federal poverty line increased significantly since the 2000 U.S. Census. Every county in the HSTCC region saw the percentage of individuals living under the federal poverty line grow by at least one percentage point. Barton County jumped from 13.0 percent to 18.2; Jasper County from 14.5 percent to 19.4; McDonald County from 20.7 percent to 21.8; and Newton County from 11.6 percent to 14.9. However, the State of Missouri also experienced a 3.3 percent jump in poverty levels, from 11.7 in 2000 to 15.0 in 2012 (HSTCC, 2009). Newton County is the only county in the HSTCC region with poverty level lower than the State of Missouri in 2012.

TABLE 7 - POVERTY LEVELS IN HSTCC REGION, 2012

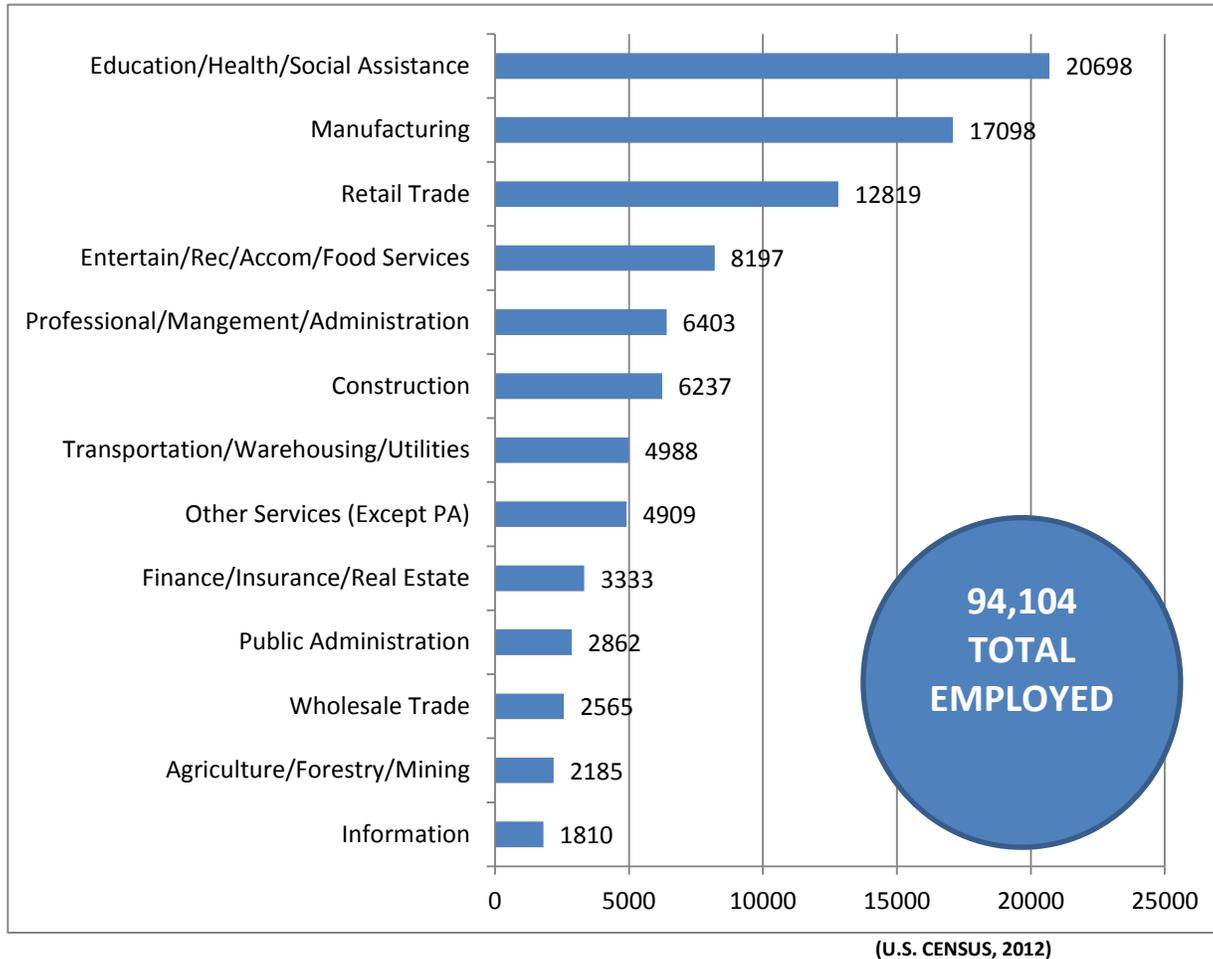
	% of Individuals Below Poverty Level	% of Families Below Poverty Level
HSTCC Region	18.2	13.6
Barton County	19.4	14.5
Jasper County	18.9	14.6
McDonald County	21.8	16.2
Newton County	14.9	10.4
Missouri	15.0	10.7

(U.S. CENSUS, 2012)

INDUSTRY SPECIALIZATION

Figure 5 illustrates the total employment by industry for the HSTCC region. Jobs are categorized by industry using NAICS classifications. Education, Health Care and Social Assistance is by far the largest employment industry in the region, consisting of roughly 25 percent of all jobs. With a 1.4 percent share, the information industry ranks lowest in regional employment. Nonetheless, a diversity of industries is well represented, creating a more resilient economy.

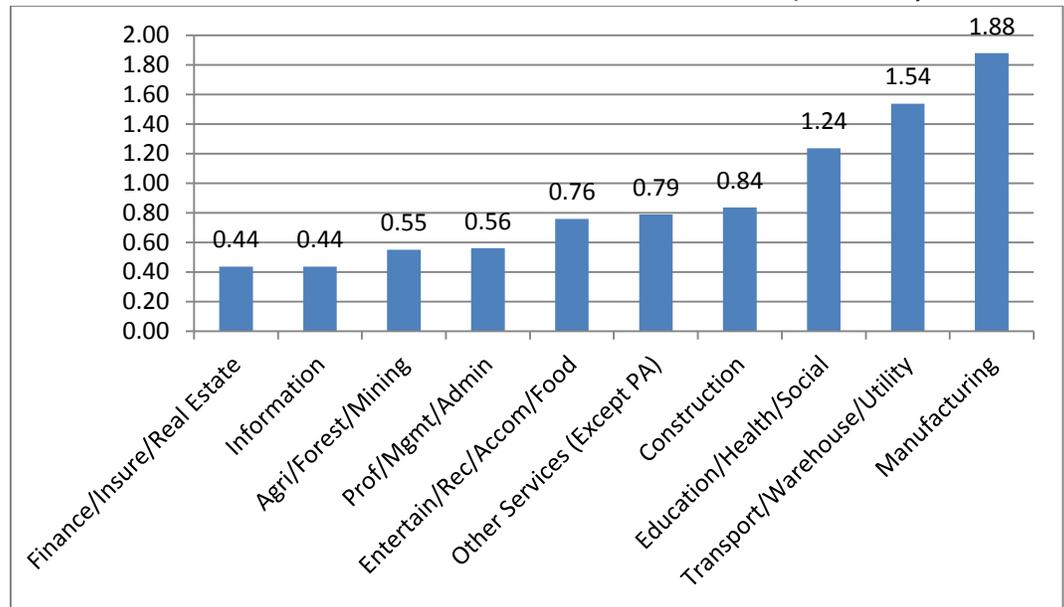
FIGURE 5 - HSTCC REGION EMPLOYMENT BY INDUSTRY, 2012



According to the Joplin Regional Prosperity Initiative (Joplin Area Chamber of Commerce, 2013), the top five industry clusters the region should target are food manufacturing, warehouse & distribution, advanced manufacturing, alternative energy, and precision machining. The majority of these are industry clusters are included in the top two sectors shown in Figure 6.

On the following page, Figure 6 depicts areas of economic specialization in terms of location quotient, which indicates strength of the local economy compared to the national average. Industries with location quotients greater than 1 are stronger than the national average and represent a significant portion of the local economy. Manufacturing, transportation, warehousing and utility industries are an integral part of the HSTCC region’s economy. Education, health and social assistance are also very strong in comparison to the national economy.

FIGURE 6 – HSTCC REGION SPECIALIZATION BY LOCATION QUOTIENT, 2012

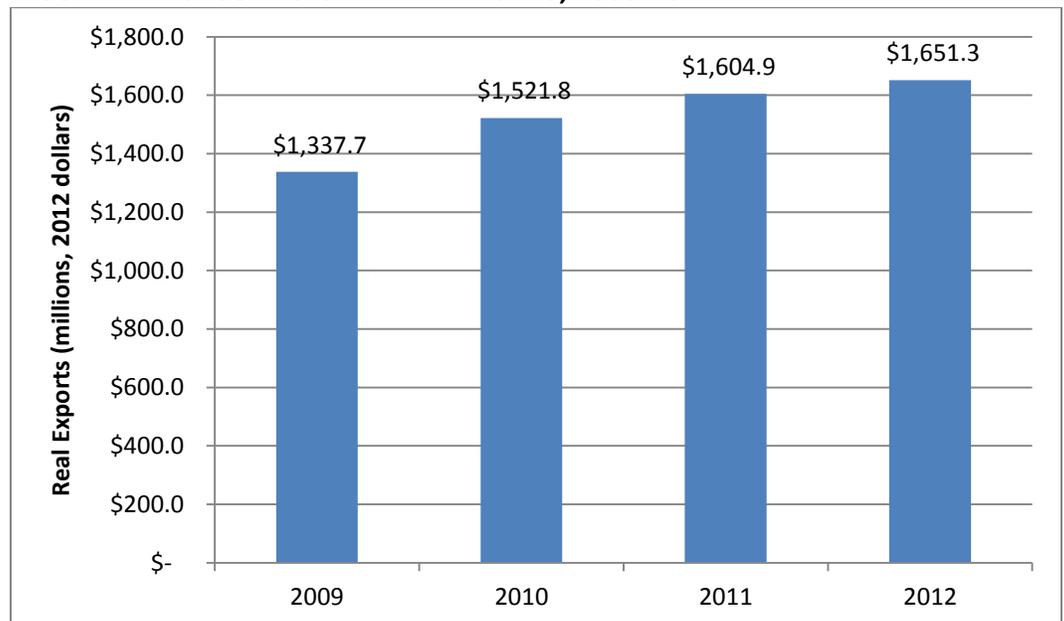


(U.S. DEPT. OF LABOR, 2012)

EXPORTS

In terms of exports, the HSTCC region grew steadily between 2009 and 2012. Exports totaled roughly \$1.34 billion in 2009 and increased to \$1.65 billion in 2012. However, the region’s exports only grew by 23.4 percent from 2009-2012, lagging behind the national increase in exports of 25.9 percent (Brookings Institute, 2013).

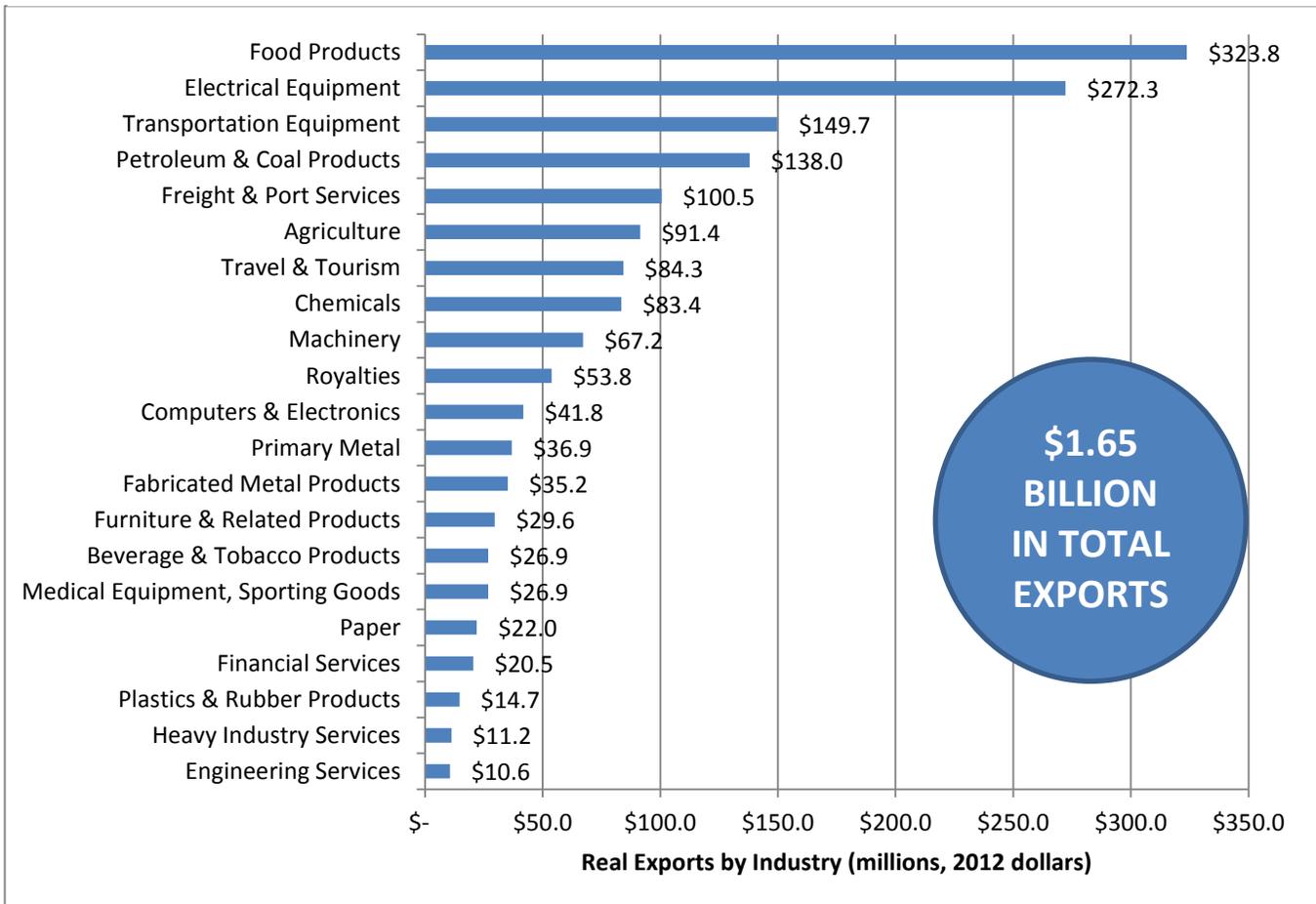
FIGURE 7 – HSTCC REGION REAL EXPORTS, 2009-2012



(BROOKINGS INSTITUTE, 2013)

Figure 8 illustrates the specific industry exporting the goods and services. Food products and electrical equipment are the two largest export industries. They constitute approximately 35.2 percent of the regional economy. Other major export industries include transportation equipment, petroleum & coal products, freight & port services, agriculture, travel & tourism and chemicals. The figure below only includes exports totaling more than \$10 million.

FIGURE 8 - HSTCC REAL EXPORTS COMPOSITION, 2012

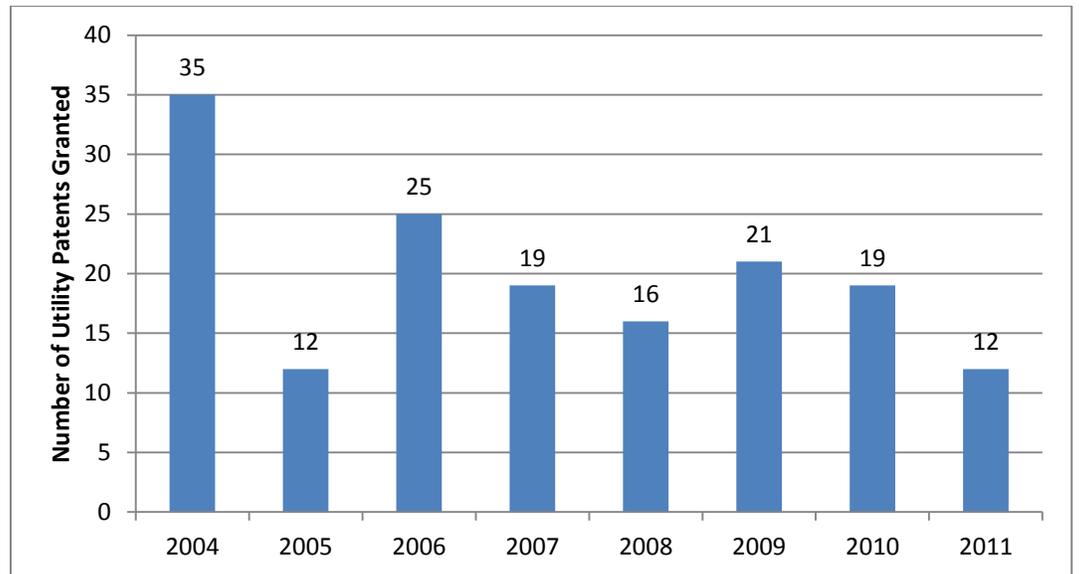


(BROOKINGS INSTITUTE, 2013)

INNOVATION & ENTREPRENEURSHIP

The HSTCC region utilizes several innovation and entrepreneurial programs, but is failing in terms of patents and net business gain/loss. First, the number of utility patents granted in the HSTCC region has steadily decreased since a high of 35 in 2004. This downward trend shows no signs of reversing. Innovation is very hard to measure; however, the number of patents granted does provide a general estimate of the level of innovation in a region.

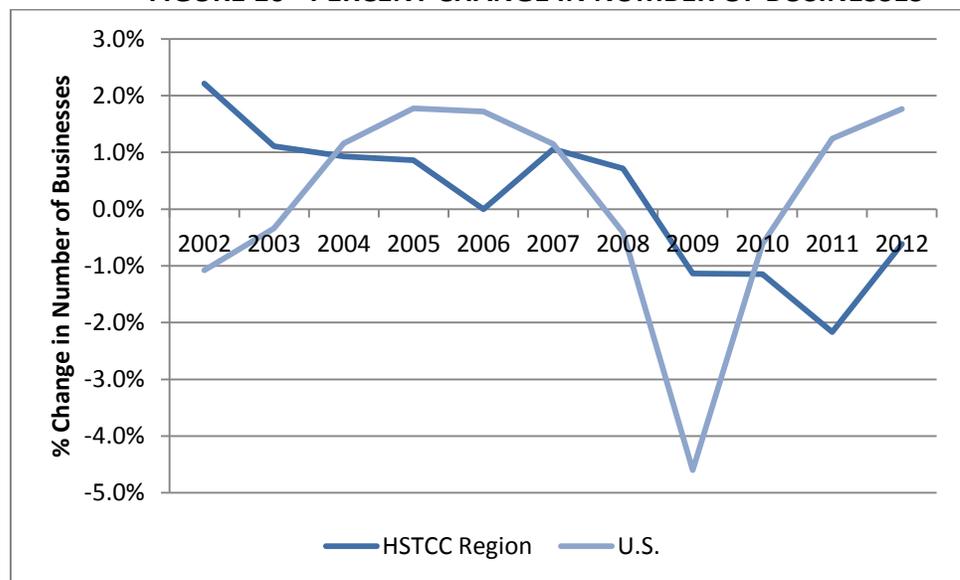
FIGURE 9 - NUMBER OF PATENTS IN HSTCC REGION



(U.S. PATENT OFFICE, 2011)

Entrepreneurial activity in the HSTCC region appears to be stagnant in recent years. The percent change in number of businesses in the HSTCC region lags behind the nation in recent years. In fact, the region has lost more businesses than it gained every year since 2009. While the national economy bounced back significantly after the recession, the HSTCC region has yet to increase its total number of businesses since 2009. Determining the reason behind the shortage of new businesses is difficult. However, it may be linked to factors such as limited accessibility to capital and outside markets or lack of an entrepreneurial culture, among other issues.

FIGURE 10 - PERCENT CHANGE IN NUMBER OF BUSINESSES

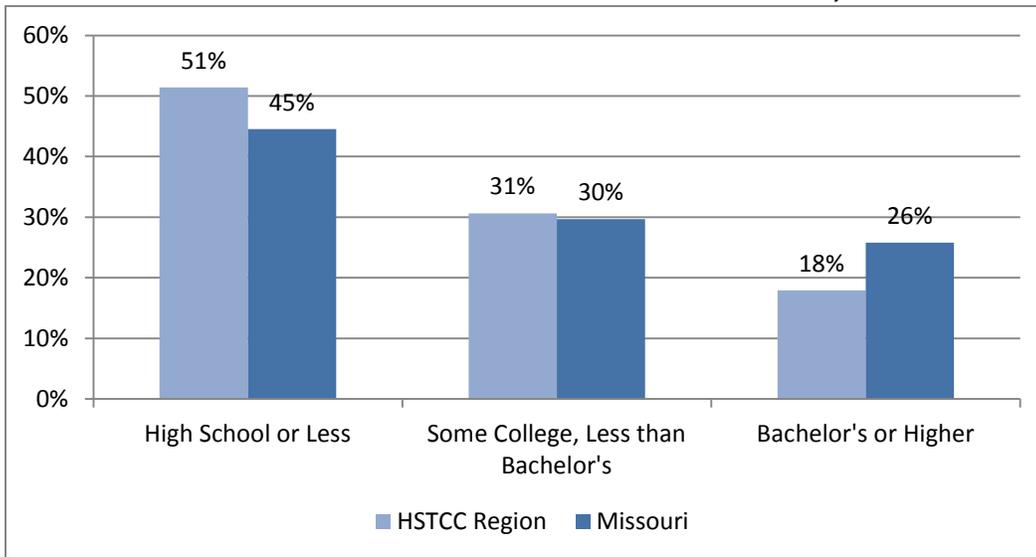


(U.S. DEPT. OF LABOR, 2012)

EDUCATION & THE WORKFORCE

In the HSTCC region, approximately 83% of all people 25 years and older have a high school diploma. This is a monumental increase since the 2000 U.S. Census, where only 72 percent held a high school diploma (HSTCC, 2009). However, the HSTCC region still lags behind the State of Missouri in the percentage of persons with a Bachelor’s degree or higher. Figure 11 displays the educational attainment of persons 25 years and older in the HSTCC region and Missouri.

FIGURE 11 - EDUCATIONAL ATTAINMENT BY REGION, 2012



(U.S. CENSUS, 2012)

The HSTCC region is composed of 15 public school districts. The largest student population of the public school districts resides in Joplin. A number of private schools also exist throughout the region.

The two major institutes of higher education in the HSTCC region are Missouri Southern State University (MSSU) and Crowder College. MSSU is a public 4-year college located in Joplin that offers Master’s, Bachelor’s and Associate’s degrees. Crowder College is a two-year college based in Neosho that offers Associate’s degrees in a number of topics. Crowder’s Alternative Energy program has achieved worldwide recognition for innovation in solar powered vehicle designs as well as solar home designs.

Other educational facilities in the region include Franklin Technology Center, Ozarks Christian College, and Vatterott College. Franklin Technology Center is a vocational - technical school operated by the Joplin R-VIII school district. Ozarks Christian College, located in Joplin, is Christian colleges that emphasize theological studies. Vatterott College is an educational center that offers trade school classes and career specific college programs.

TRANSPORTATION

The HSTCC region, a major transportation hub, resides at the intersection of two interstate highways – Interstates 44 and 49 – that easily connect the region to both Canada and Mexico. Additionally, the region is accessible by numerous other U.S. and State highways, including U.S. 71 and U.S. 60.

In 2012, the mean travel time to work in the HSTCC region was 19.9 minutes, compared to 23.2 minutes for the State of Missouri. The predominant form of transportation used to commute to work is the automobile. In the HSTCC region, 92.2 percent of all workers commute by automobile, similar to Missouri with 91.1 percent (U.S. Census, 2012).

The trucking industry constitutes a significant portion of the HSTCC regional economy. Conway Truckload, Inc. and Tri-State Motor Transit Co. are two of the top four employers in the HSTCC region (Joplin Regional Partnership, 2014). Missouri is primed to become a freight transportation leader due to its extensive transportation network and central location in the United States.

Air transportation is served by the Joplin Regional Airport as the primary hub and numerous smaller airports, including the Neosho and Lamar municipal airports. The Joplin Regional Airport provides non-stop service to the international airport of Dallas-Fort Worth. Two carriers provide transportation services in the Joplin Regional Airport – shuttling a total of 54,000 passengers and 16,000 pounds of freight in 2011 (Joplin Area Chamber of Commerce, 2013).

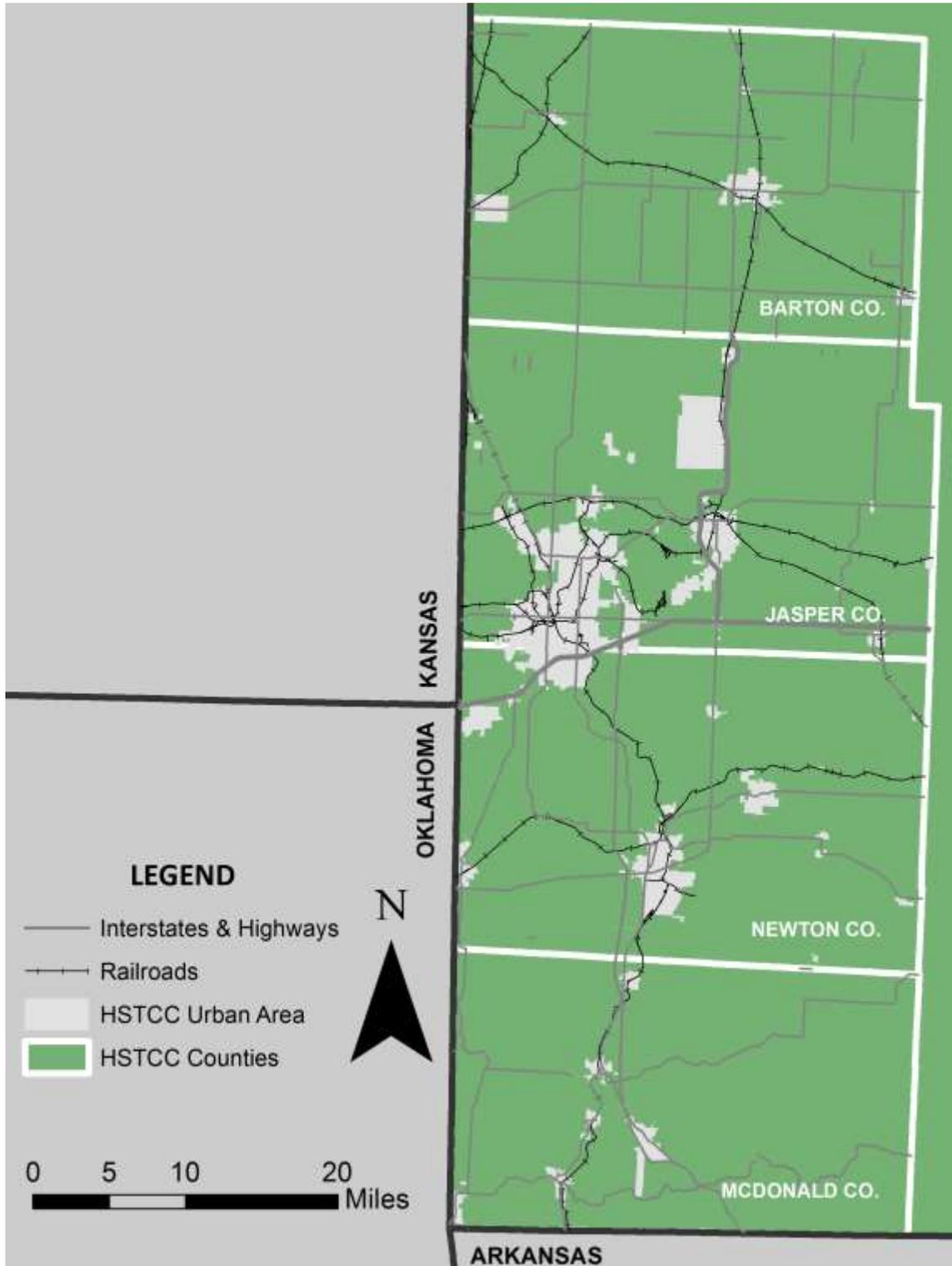
Rail service is provided throughout the HSTCC region. Major railroad companies include Burlington Northern-Santa Fe (BNSF), Kansas City Southern (KCS), and Missouri Northern Arkansas railroads (MNA). These railroad companies connect the HSTCC economy to nearby areas including Kansas City and Springfield, but reach as far as Chicago, Texas, California and the Pacific Northwest.

TABLE 8 - MILES OF ROAD IN HSTCC REGION

Roadway Classification	Miles
Interstate	109
Freeway/Expressway	19
Other Principal Arterial	103
Minor Arterial	273
Major Collector	756
Minor Collector	124
Local	4,132
TOTAL	5,516

(MO DEPT. OF TRANSPORTATION, 2014)

FIGURE 12 – INTERSTATES, HIGHWAYS AND RAIL LINES IN THE HSTCC REGION



INTERNET SERVICE

Currently, internet service is adequate. Approximately 85 percent of the HSTCC regional population has internet capabilities of at least 3 megabytes (MB) download and 0.8 MB upload. Comparatively, roughly 93 percent of the nation’s population is covered with these internet speeds. However, businesses will require higher internet speeds in the future as technology advances. If download speeds of at least 10MB and upload speeds of at least 3MB become the new requirement to conduct business efficiently, the HSTCC region will fall significantly behind the nation. Approximately 7 percent of the HSTCC region is covered by these speeds, compared to 83 percent of the national population.

FIGURE 13 - WIRELINE DOWNLOAD SPEED > 3MB & UPLOAD SPEED > 0.8MB

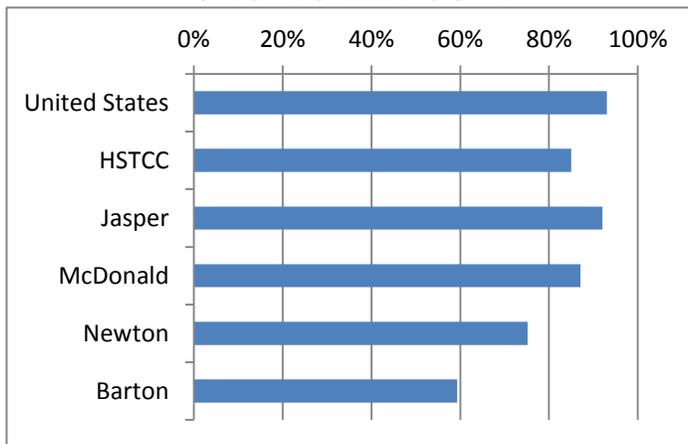
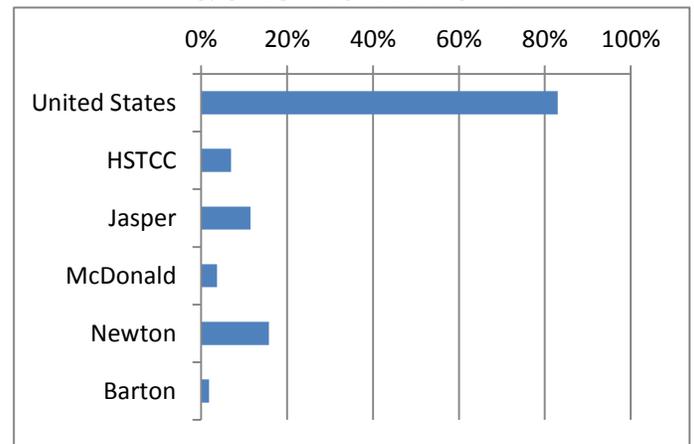


FIGURE 14 - WIRELINE DOWNLOAD SPEED > 10MB & UPLOAD SPEED > 3MB



(NATIONAL TELECOMMUNICATIONS & INFORMATION ADMIN., 2014)

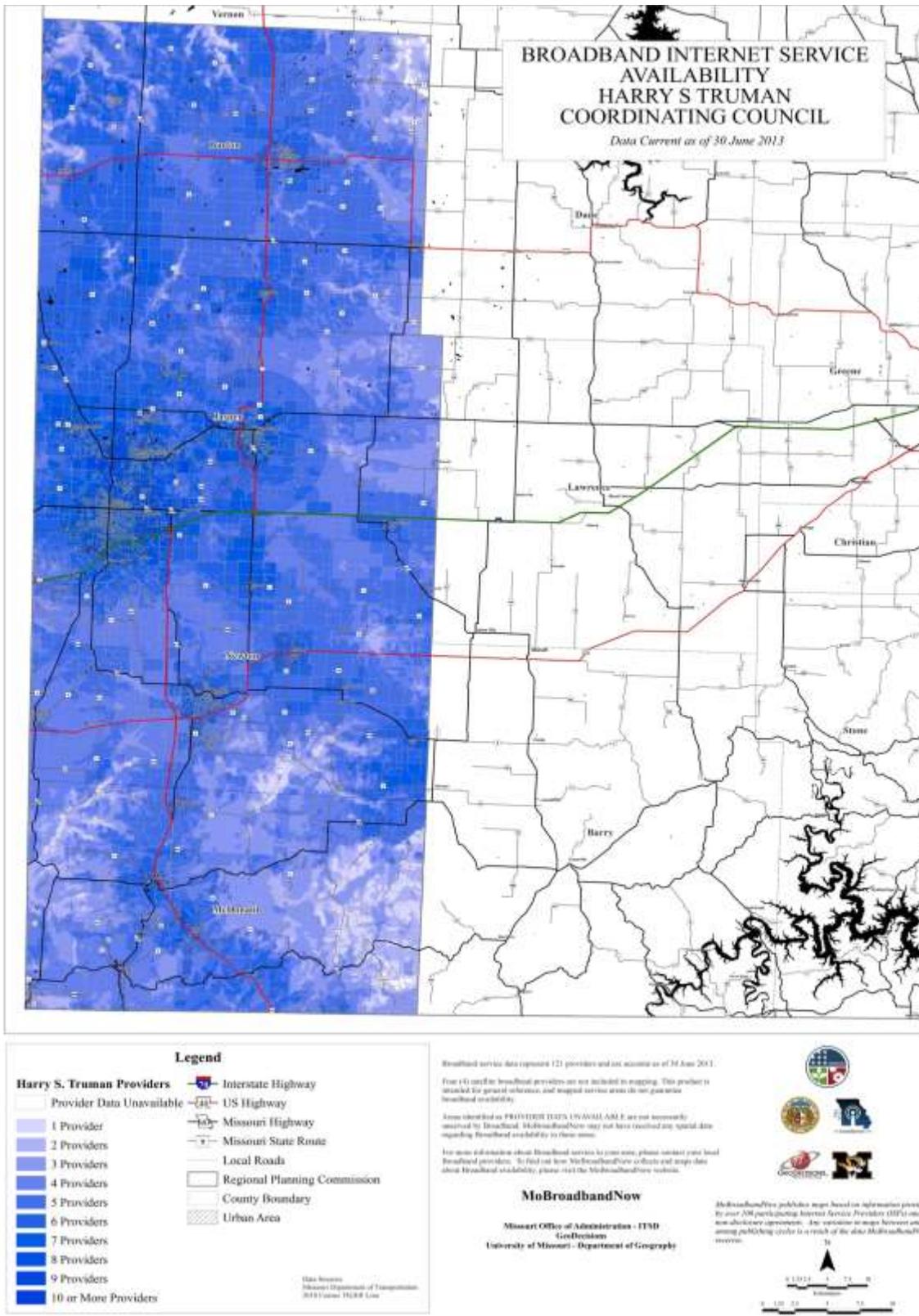
INFRASTRUCTURE, SERVICE & AMENITIES

There is a wide assortment of services provided to residents of the HSTCC region. These services include municipal water, sewer and solid waste services, utility services, police and fire protection, health and social service providers, community and economic development organizations, and recreation opportunities. However, the infrastructure, services and amenities provided within the HSTCC region varies widely due to the variation in geography and community size.

Water delivery systems are very diverse in the HSTCC region. They range from simple systems found in smaller cities to the complex systems of Joplin and Carthage. Most communities in the region utilize wells as the source of water and water towers as the storage facility. Water treatment facilities are only found in the largest cities in the region.

Sewage collection and treatment is typically accomplished through sanitary sewer lines and sewage lagoons. A number of the smaller communities in the region do not have such facilities, only utilizing septic tanks to treat sewage. Joplin, Neosho, Carthage, the Webb City area, Golden City, Lamar, Carl Junction, and Pineville utilize mechanical treatment plants as a means of treating wastewater.

FIGURE 15 - BROADBAND PROVIDERS IN HSTCC REGION



(MO BROADBAND NOW, 2013)

Solid waste disposal is also provided in a number of different methods. There are several privately owned trash services operating in the region, as well as a number of cities that provide trash pickup to their residents. There is only one solid waste disposal site in the HSTCC region, the Prairie View Regional Waste Facility located in Barton County. However, a transfer station is located in both Joplin and Neosho.

Electric service in the HSTCC region is provided by several major entities. Empire District Electric provides service to the Joplin metropolitan area, including Jasper County and northern Newton County. Carthage Water & Electric serve the City of Carthage. New-Mac Electric provides service to the remaining area of Newton County and McDonald County. The City of Lamar provides its own electric utility, while the Barton County Rural Electric Cooperative serves the surrounding area in Barton County. While electric service is adequate for residential and most businesses, expansion is needed to accommodate industrial development in every service area. While plans exist to expand capabilities by Empire District Electric, for example, political and administrative challenges delay the planned expansions.

Natural gas service is also provided through various entities. Missouri Gas Energy provides service to the Joplin metropolitan area and other cities. Other communities have their own municipal gas franchises. Many rural residents utilize private liquefied petroleum gas tanks. Like electric service, gas service is adequate for residential development but there should be expanded service, either by Missouri Gas Energy or municipal franchises, to meet the need for industrial development in rural areas and communities.

The majority of the communities maintain their own police and fire protection services. The unincorporated areas of the counties and several of the smaller communities are protected by the respective County Sheriff Departments. The Missouri Highway Patrol Region D provides law enforcement along state highway routes and in support of state mandated public safety initiatives.

There are several hospitals located within the HSTCC service area. Freeman Hospital and the newly built Mercy Hospital are located in Joplin. There is also McCune-Brooks Hospital in Carthage and Barton County Memorial Hospital in Lamar. Freeman Hospitals and Health Systems consist of three campuses: Freeman West and Freeman East in Joplin and Freeman Neosho in Neosho. The Freeman system comprises 389 beds and over 3,200 employees. Mercy Hospital Joplin is an 825,000 square foot building with 260 beds and 2,300 employees. Mercy Hospital in Carthage has 350 skilled employees and 31 active physicians on staff. Barton County Memorial Hospital has a capacity of 50 beds and employs 149 persons, with 6 active doctors. The one area that is in need of medical services is McDonald County. There is no hospital and few doctors' offices in the county.

The HSTCC region offers many government owned and private recreation areas. There are many fishing, hunting, camping, canoeing, hiking, walking, and biking opportunities scattered throughout the four counties. Many communities provide community parks and organized recreation activities. Within the HSTCC region, a number of property lands owned by the state of Missouri, mainly administered by the Department of Conservation to serve as public fishing access sites and conservation areas. There are also two State Parks and two state historic sites in the region: Prairie State Park, Big Sugar Creek State Park, Harry S. Truman Birthplace Historical Site, and the Battle of Carthage State Historical Site. There is also one federally held land within the region, the George Washington Carver National Monument.

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LAND

The HSTCC region covers an area of approximately 2,400 square miles in the four county area of Barton, Jasper, Newton, and McDonald counties. The boundaries of the region form a rectangle with dimensions of approximately 31 miles east to west and 77 miles north to south. The region is located in the southwest corner of Missouri.

The HSTCC region straddles two landforms. It falls within the Osage Plains section of the Great Plains and the Springfield Plateau area of the Ozark Plateau. The region is a transition point between these two landforms. The Osage Plains consist of all of Barton County and the northern one third of Jasper County. This area is typified by slightly undulating prairie land ranging from 800-1,000 feet above sea level. The Springfield Plateau includes the remaining two thirds of Jasper County, as well as Newton and McDonald counties. This area is characterized by level upland areas dissected by stream valleys cutting 200-300 feet below the surface of the uplands. Elevations in this area range from 1,000 feet to 1,400 feet above sea level (MO Dept. of Natural Resources, 2014).

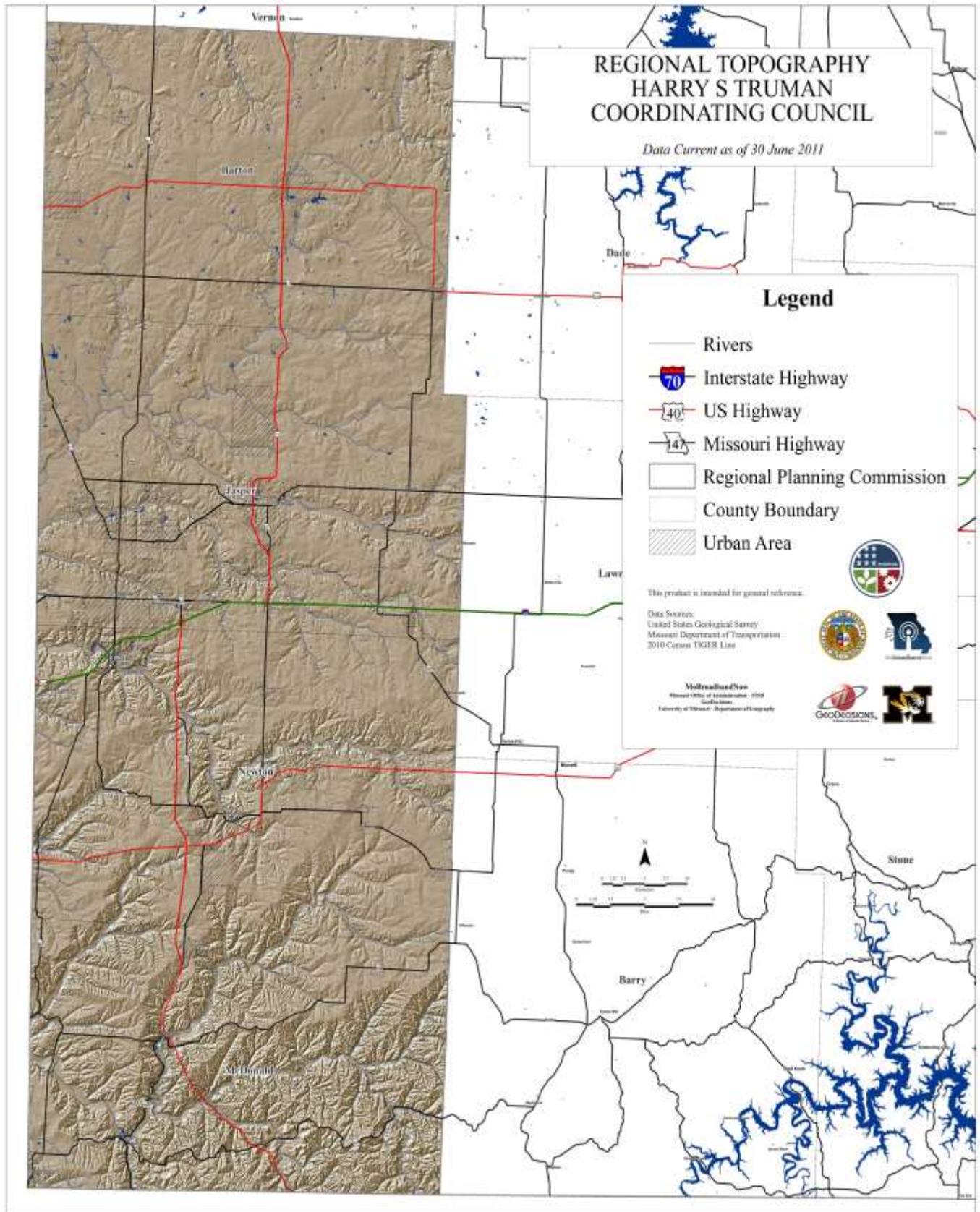
The HSTCC region's underlying bedrock is predominantly comprised of a cherty Mississippian limestone, but deposits of shale, sandstone, minor coal seams and dolomites may also be found. Much of the region's soil consists of chert and clay, created by the degradation of the limestone bedrock. However, more loamy and sandy soils are found in areas with shale or sandstone bedrock.

Several types of minerals were excavated in the HSTCC region, including zinc, lead, coal, tripoli, sandstone, and limestone. The zinc and lead mining industries spurred much of the early development of the region. However, most of the profitable zinc and lead mines were depleted by 1957. Barton County has coal deposits suitable for strip mining operations. The mineral resource tripoli is found in only a few locations around the world, one location being near Seneca in Newton County. Several types of limestone were quarried for a variety of purposes, including crushed stone, aggregate lime concrete, aggregate, and lime.

Timber is the primary natural resource available other than minerals. Forested areas cover large areas in McDonald and Newton counties. Oak and hickory trees grow frequently in this area. Geography limits logging to only specific areas.

Human settlement is littered across the HSTCC region. Land is used for agricultural, housing, commercial, industrial, and open space purposes. The majority of urbanized area is found in the Joplin Metropolitan Area, which straddles Jasper and Newton counties. Barton and McDonald counties utilize a large portion of their land for agricultural, timber, and open space uses (HSTCC, 2009).

FIGURE 16 - TOPOGRAPHY OF HSTCC REGION



(MO BROADBAND NOW, 2013)

WATER

Surface waters from the HSTCC region drain into the Missouri River and Arkansas River watershed regions and ultimately flow into the Mississippi River. The northern section of the HSTCC region flows into the Osage River Basin (part of the Missouri River watershed) and the southern part of the region flows into the Spring and Elk River basins (both part of the Arkansas River watershed).

The Osage River encompasses much land in Kansas and Missouri. One of the principal tributaries of the Osage River that runs through Barton County is the Marmaton River, whose drainage basin occupies about 1,150 square miles. The Spring River Basin comprises an area of approximately 2,581 square miles, lying mostly in southwest Missouri. The Elk River watershed occupies a small area of approximately 850 square miles in the extreme southwestern corner of Missouri and is located largely in the southern half of McDonald County (MO Dept. of Conservation, 2014).

Several rivers within the HSTCC region are protected by the Wild and Scenic Rivers Act of 1968; these include Big Sugar Creek, Elk River, Shoal Creek, and Spring River. These rivers are protected because of their innate beauty, recreational value, and their use as a fish and wildlife habitat. All of the protected rivers in the HSTCC region are well utilized as destinations for fishing, canoeing, and similar recreational activities (U.S. Dept. of the Interior, 2009).

While the HSTCC region has a good number of clean and beautiful rivers, human activities have degraded the water resources elsewhere. The Department of Natural Resources cited 76 violations in the region resulting in impaired waters status. The impaired water status is caused by the presence of chemicals or other harmful substances, which are typically generated by agricultural runoff, mining remnants, sewage system discharge, and industrial waste.

Groundwater in the HSTCC region is mostly supplied by the Ozark Aquifer, part of the Springfield Plateau groundwater province. The Ozark Aquifer spans across four states: Missouri, Arkansas, Oklahoma, and Kansas. The Ozark Aquifer ranges from 600-1,600 feet in thickness with an average thickness of 1,200 feet. The aquifer is not highly mineralized and its chemical quality is suitable for most uses, such as agriculture, domestic, and public uses.

There have been declines in groundwater levels in high-use areas. Major groundwater users include the Joplin metropolitan area, electrical generation in Jasper County, irrigated farmland in northern Jasper County and much of Barton County, and agribusinesses such as poultry production and processing in McDonald County. A recent study showed that groundwater usage in southwestern Missouri increased approximately 37 percent between 2000 and 2006 (MO Dept. of Natural Resources, 2014).

The surface and groundwater quality of the region will suffer as more and more growth occurs. Thankfully, no sole source aquifers exist in the HSTCC region. Also, the Department of Natural Resources employs a Wellhead Protection Program that ensures quality well construction that reduces contamination. However, projected growth and increases in water demand may cause groundwater levels to diminish even further and surface waters to have higher pollution levels as less water flows through the rivers. Table 9 illustrates the estimated growth in average annual water use over the next 20 years.

TABLE 9 - AVERAGE ANNUAL ESTIMATED WATER USE (GAL/DAY) - MEDIUM GROWTH SCENARIO

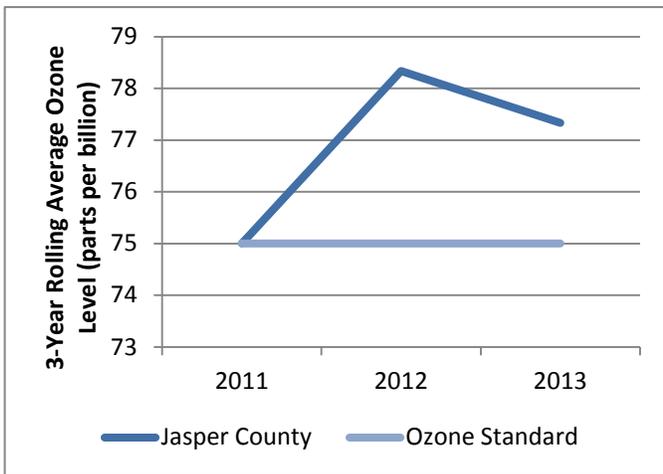
Location	2010 Baseline	2020	% Change 2010-20	2030	% Change 2020-30
HSTCC Region	38,133,841	43,419,903	13.9%	48,547,913	11.8%
Barton	3,126,918	3,211,488	2.7%	3,255,046	1.4%
Jasper	19,774,737	22,879,378	15.7%	25,733,989	12.5%
McDonald	7,098,007	8,291,464	16.8%	9,517,879	14.8%
Newton	8,134,179	9,037,573	11.1%	10,040,999	11.1%

(U.S. ARMY CORPS OF ENGINEERS, 2009)

AIR

The HSTCC region only has one certified air quality monitoring site, located in Jasper County. This site did not meet federal air quality standards in 2012 or 2013. While the HSTCC region currently holds attainment status according to the U.S. Environmental Protection Agency, more stringent air quality standards will likely cause the region to breach non-attainment status.

FIGURE 17 - AIR POLLUTION IN HSTCC REGION



Ozone is formed when emissions from sources such as cars, lawn mowers, and industry react with heat and sunlight. Emissions include nitrogen oxide and other volatile organic compounds. Monitoring stations record ozone levels by measuring ozone concentration in parts per billion (ppb) in air samples. These monitor readings are averaged over an eight-hour period. Violations occur if the eight-hour period average is above the ozone standard, currently 75 ppb. However, weather plays a significant role in ozone levels. A very hot summer in the HSTCC region led to a high ozone level in 2012, whereas the cooler summer of 2013 saw a decrease in ozone levels. Compliance with the eight-hour ozone standard is based on the three-year rolling average of the fourth highest ozone reading from each monitor.

(U.S. ENVIRONMENTAL PROTECTION AGENCY, 2014)

CLIMATE

The climate of the HSTCC region is characterized as humid continental, which experiences warm summers and cold winters with maximum precipitation occurring in the late spring/early summer. Climate conditions are affected by cold air masses moving south from Canada, warm moist air masses from the Gulf of Mexico, and from the dry air masses that travel eastward from the southwest.

Temperatures vary from an average minimum of 22 degrees Fahrenheit in January to an average maximum of 90 degree Fahrenheit in July. However, it can reach sub-zero temperatures in the winter to triple-digits in the summer. The average annual precipitation for the region is 46 inches. Most precipitation occurs from March to November, while the winter months are comparatively dry. The winds in the region vary from gentle breezes to the high velocity of

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tornado winds. Prevailing winds are from the south-southwest with the average wind speeds of approximately 12 miles per hour.

The two most common natural disasters in the HSTCC region are tornadoes and flooding. Hail, droughts, straight-line winds, ice storms, and other severe weather also occur from time to time. Tornadoes are fairly common and have occurred in every month. However, roughly 70 percent of the storms having tornado winds occur during the period of March through June. The most catastrophic tornado in the HSTCC region occurred in Joplin on May 22, 2011.

Flooding occurs most commonly from April to July, but may occur in any month. Flooding is relatively common, especially in Newton and McDonald counties. Communities in the floodplain are susceptible to catastrophic losses. In fact, in 2013 the Department of Agriculture had 408 acres under the Wetlands Reserve Program to help mitigate flooding and water runoff in the HSTCC region. Despite efforts, flooding still occurs; thus, the National Flood Insurance Program requires flood insurance for mortgaged properties located within the floodplain (University of Missouri, 2014).

WILDLIFE

Several species of plants and animals are listed as endangered or threatened by the Environmental Protection Agency. The following table provides a list of such flora and fauna and the counties in which they reside.

TABLE 10 - ENDANGERED & THREATENED WILDLIFE IN HSTCC REGION

SPECIES	STATUS	HABITAT	COUNTIES
MAMMALS			
Gray bat	Endangered	Caves	Jasper, McDonald, Newton
Indiana bat	Endangered	Hibernates in caves and mines; Maternity and foraging habitat in small stream corridors with well-developed riparian woods; upland forests	Barton, Jasper, McDonald, Newton
Northern long-eared bat	Proposed as Endangered	Hibernates in caves and mines and swarms in surrounding wooded areas in autumn. Roosts and forages in upland forests during spring and summer.	Barton, Jasper, McDonald, Newton
FISH			
Arkansas darter	Candidate	Rivers	Barton, Jasper, Newton
Neosho madtom	Threatened	Rivers	Jasper
Ozark cavefish	Threatened	Caves in the Boone and Burlington limestone formations of the Ozark Mountains	Jasper, Newton
MUSSELS			
Neosho mucket	Endangered	Rivers; Proposed Critical Habitats: Spring River, North Spring River, Elk River, Shoal Creek	Barton, Jasper, McDonald, Newton
Rabbitsfoot	Threatened	Rivers; Proposed Critical Habitats: Spring River	Jasper, Newton
CRUSTACEAN			
cave crayfish, no common name	Endangered	Caves	McDonald
PLANTS			
Geocarpon	Threatened	Moist soils in exposed sandstone glades	Jasper
Mead's milkweed	Threatened	Virgin prairies	Barton
Running buffalo clover	Endangered	Disturbed bottomland meadows	Jasper
Western prairie fringed orchid	Threatened	Wet prairies & sedge meadows	Jasper

(U.S. FISH & WILDLIFE SERVICE, 2013)

REGIONAL ANALYSIS

While the economy of the HSTCC region is strong and self-sufficient, there are both challenges and opportunities that lie ahead. If the HSTCC region is to move forward, it must analyze its current situation and utilize the most effective strategies to develop the economy. Furthermore, the CEDS reviewed and incorporated important initiatives and projects from the federal, state and local governments. Great changes will only occur when everyone works together towards a uniform goal.

CHALLENGES & OPPORTUNITIES

Economic Clustering

Economic clustering arises when a region does something better than anybody else. In fact, large cities often specialize in one or two industries with such efficiency that they produce a significant portion of that industries total output. For example, Hollywood’s efficiency in producing movies is so great that no other cluster comes close to matching its output.

The HSTCC region has several economic clusters that create the backbone of the regional economy. Utilizing the Joplin Regional Prosperity Initiative (2013) and the findings of this document, six (6) existing economic clusters were identified. The first three economic clusters are grouped in Tier 1 because they constitute such a large portion of the regional exports or employment. Table 11 lists Tier 1 economic clusters and their strengths within the region.

TABLE 11 - TIER 1 ECONOMIC CLUSTERS

ECONOMIC CLUSTER	STRENGTHS
Food Production & Packaging	<ul style="list-style-type: none"> • Prime location in center of country • Highly accessible highways and rail networks • Proximity to major markets • Proximity to agriculture commodities • Availability of land • Availability of training and degree programs • History as a center for manufacturing • Strong nucleus of major manufacturers present • Quality of agricultural commodities (beef, chicken, etc.)
Equipment & Component Manufacturing	<ul style="list-style-type: none"> • Prime location in center of country • Highly accessible highways and rail networks • Proximity to major markets • Availability of training and degree programs • History as a center for manufacturing • Strong nucleus of major manufacturers present
Trucking & Rail Transportation	<ul style="list-style-type: none"> • Prime location in center of country • Highly accessible highways and rail networks • Access to three Class I freight rail lines • Access to freight cargo service and nearby inland port (Tulsa) • Availability of land • Availability of career training & certification programs • Strong presence of existing manufacturing sector creates demand for goods movement

[30] Comprehensive Economic Development Strategy
Harry S Truman Coordinating Council - 2014

The three clusters in Tier 2 are a notch below Tier 1 in terms of total exports and employment, but still contribute significantly to the regional economy. Note that Tier 2 clusters are more difficult to impact through economic development initiatives because their employment is directly linked to population growth. Table 12 depicts Tier 2 economic clusters and their strengths.

TABLE 12 - TIER 2 ECONOMIC CLUSTERS

ECONOMIC CLUSTER	STRENGTHS
Agriculture	<ul style="list-style-type: none"> • Access to raw materials • Access to air, land, sea transportation • Good market access • Excess water capability • Growing population
Health Care	<ul style="list-style-type: none"> • Rapidly expanding workforce • Training incentives • Large regional location activity • Growing, aging population • Network of existing healthcare facilities, professionals
Educational Services	<ul style="list-style-type: none"> • Rapidly expanding workforce • Training incentives • Growing, family population

Once again utilizing the Joplin Regional Prosperity Initiative (2013) and the findings of this document, several emerging economic clusters with the potential to make significant strides in the economy were identified. Table 13 lists these economic clusters and their strengths inherent to the HSTCC region.

TABLE 13 - EMERGING ECONOMIC CLUSTERS

ECONOMIC CLUSTER	STRENGTHS
Advanced Materials & Composites	<ul style="list-style-type: none"> • Prime location in center of country • Highly accessible highways and rail networks • Proximity to major markets • Access to rail networks • Availability of training and degree programs • History as a center for manufacturing • Strong nucleus of major manufacturers present • Quality of agricultural commodities (sorghum, corn, etc.)
Renewable & Alternative Energies	<ul style="list-style-type: none"> • Availability of land • Availability of training and degree programs • Existence of local R&D programs • Training and degree programs available • Availability of renewable resources (solar, wind, etc.)
Warehousing & Distribution	<ul style="list-style-type: none"> • Prime location in center of country • Highly accessible highways and rail networks • Access to three Class I freight rail lines • Access to air freight service and nearby inland port (Tulsa) • Availability of land

REGIONAL ANALYSIS

	<ul style="list-style-type: none">• Availability of career training & certification programs• Strong presence of existing manufacturing sector creates demand for goods movement
Shared Services & Re-shoring	<ul style="list-style-type: none">• Access to regional and international airports• Competitive wages• Availability of training and degree programs• Recent successes in service industry• Recent growth in professional and white-collar jobs• Potential to bring services back to U.S.• Improving internet access
Corporate Services	<ul style="list-style-type: none">• Access to regional and international airports• Competitive wages• Availability of training and degree programs• Presence of many large employers in the region• Recent successes in service industry• Recent growth in professional and white-collar jobs• Improving internet access
Tourism & Arts	<ul style="list-style-type: none">• Accessibility of recreational opportunities and natural beauty• Presence of numerous cultural events• Attractive historic downtowns• Presence of Route 66 and the Jefferson Highway

Innovation & Entrepreneurship

In terms of new patents, the HSTCC region has seen a decline in the number of utility patents granted. While number of patents is a crude measurement of innovation, it provides as good a benchmark as any. Regardless, this downward trend should be assessed and reversed if possible.

Entrepreneurship is also a difficult concept to statistically measure. However, the change in number of businesses provides a glimpse into the entrepreneurial capital of a region. In the HSTCC region, the total number of businesses declined every year since 2009. While a significant portion of this decline was caused by the recession, the national total number of businesses has increased every year since 2011. A regional anomaly (the 2011 Joplin tornado) may explain the regional lag in business creation, but the trend should be reversed as soon as possible.

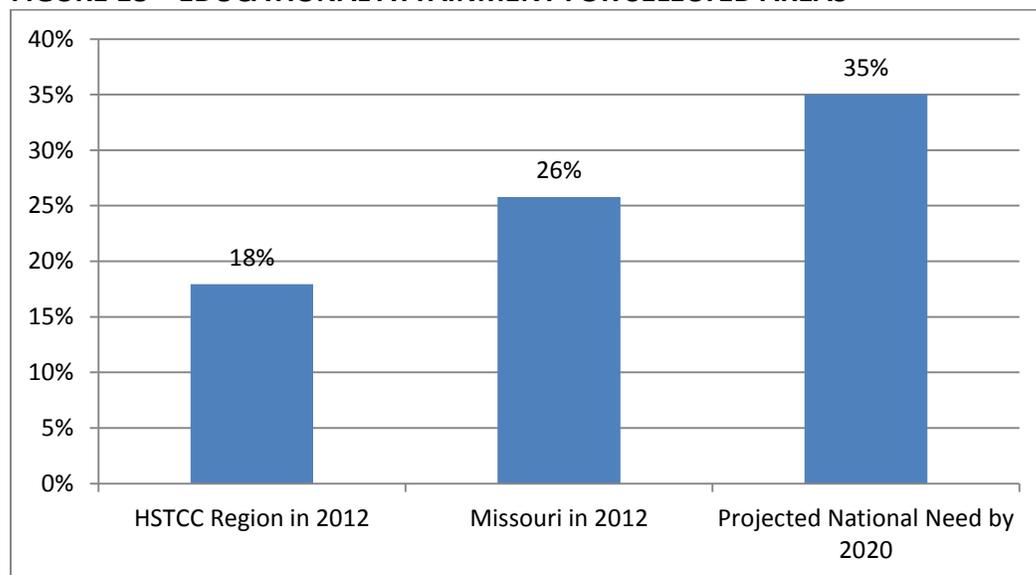
One weakness that may be impacting both innovation and entrepreneurship is the lack of access to capital. The financial capital in the region is somewhat limited. There are few financial institutions in the rural areas of the region. While there are a good number of banks in Joplin, many are only branches of institutions in Kansas City, St. Louis, or Springfield.

Education & the Workforce

Though significant gains in the percentage of the labor force with a bachelor's degree or higher were made in the last 10 years, the HSTCC region still lags behind the State of Missouri. As the national economy evolves, more jobs will require higher level education. In fact, a recent study done by the University of Georgetown projected that approximately 35 percent of all jobs in 2020 will require a bachelor's degree or higher (Georgetown University, 2013). In other words, there is a significant deficit in the HSTCC region in terms of educational attainment. Figure 18

illustrates the gap in the level of educational attainment in the HSTCC Region in 2012 and the projected need in 2020.

FIGURE 18 – EDUCATIONAL ATTAINMENT FOR SELECTED AREAS



(U.S. CENSUS, 2012) (GEORGETOWN UNIVERSITY, 2013)

Environmental Issues

A number of environmental issues that restrict economic development exist in the HSTCC region. The worst environmental issue resides mainly in Jasper County. The Duenweg-Oronogo Mining Belt, an area north and east of Joplin, created a vast expanse of lead mine waste. In 2003, an environmental master plan, created by the Environmental Task Force of Jasper and Newton Counties, addressed the lead mine waste issue and some additional environmental concerns. The master plan provided recommendations for the development of institutional controls to assist in environmental regulation and reclamation.

Water contamination is the largest concern in Newton County. Higher levels of trichloroethylene (TCE) have been recorded downstream of industrial operations near Joplin and Neosho. Neosho has since studied its stormwater drainage system in attempts to rectify the situation.

Major environmental concerns in McDonald County are limited to water pollution from non-point sources and a few food processing plants (located in Noel and Southwest City). In 1996, a food processing plant in the region was reprimanded by the Missouri Department of Natural Resources to increase water treatment methods due to the release of untreated wastewater. While that problem has long since been resolved, future problems are always a concern.

Air quality within the region may become a concern if the national air quality standard is raised in the near future. From 2011 to 2013, the air pollution recorded in the HSTCC region was slightly higher than the national standard. While no sanctions have been raised, this may become a major concern when the air quality standard is raised. The Four States Clean Air Alliance recently developed a plan to reduce air pollution emissions in the HSTCC region, a very proactive step to ensure that it does not become an issue.

Disaster Preparedness & Resiliency

The two most common natural disasters in the HSTCC region are tornadoes and flooding. While both are of great concern and present challenges when attracting companies to the region, counties and communities utilize emergency management strategies to ensure employees are prepared and businesses are resilient towards disasters. For example, the 2011 tornado in Joplin destroyed a significant number of homes and businesses, but the region was resilient and absorbed the displaced residents and provided aid to impacted businesses.

Changing human practices has little to no impact on the severity or likelihood of a tornado, due to their inherently random nature. Thus, the threat of a tornado will always be a challenge that must be overcome. Some companies may believe the threat of a tornado outweighs the benefits of locating within the HSTCC region. However, all four counties have done a significant amount to prepare for the event of a tornado. Counties in the HSTCC region utilize adequate warning systems, implement hazard mitigation plans, and employ emergency management staff to aid those impacted by disaster when it does strike.

Conversely, flooding is a little more predictable and controllable. Floodplains in the HSTCC region are largely undeveloped. The only exception is the industrial development near the Spring River basin in Carthage. All communities in the region restrict floodplain development to reduce flooding impacts. Furthermore, many communities in the HSTCC region utilize stormwater management practices. Stormwater management practices should reduce the amount of water running into rivers and streams, which reduces the likelihood and severity of any future flood event.

IMPORTANT INITIATIVES

At the federal level, the President approved the *Strategy for American Innovation* in 2009. This strategy seeks to “harness the inherent ingenuity of the American people to ensure that our economic growth is rapid, broad-based, and sustained.” The major tenants of this strategy are as follows:

TABLE 14 - STRATEGY FOR AMERICAN INNOVATION

STRATEGY	DESCRIPTION
Catalyze Breakthroughs for National Priorities	<ul style="list-style-type: none"> • Clean energy • Biotechnology, nanotechnology and advanced manufacturing • Space applications • Health care technology • Educational technologies
Promote Market-Based Innovation	<ul style="list-style-type: none"> • Accelerate business innovation through R&E tax credits • Promote investments through policies • Encourage high-growth and innovation based entrepreneurship • Promote innovative, open and competitive markets
Invest in the Building Blocks of American Innovation	<ul style="list-style-type: none"> • Educate to create world-class workforce with 21st century skills • Strengthen and broaden American leadership in research • Build a leading physical infrastructure • Develop an advanced information technology ecosystem

(THE WHITE HOUSE, 2011)

In 2011, the State of Missouri adopted the *Missouri Strategic Initiative for Economic Growth*. This strategy assessed Missouri’s strengths, assets, and opportunities for growth. It also provided a framework to ensure continued growth. Missouri’s Strategic Initiative outlined eight (8) strategies and the underlying tactics to help guide economic development in Missouri for many years to come. These strategies and tactics are stated as follows:

TABLE 15 - MISSOURI STRATEGIC INITIATIVE FOR ECONOMIC GROWTH

STRATEGY	TACTIC
Attract, retain, and develop a workforce with the education and skills to succeed in the 21 st Century economy	<ul style="list-style-type: none"> • Develop a tuition forgiveness program for qualifying Missouri high school graduates to attend state colleges and universities • Develop a statewide assessment to measure and certify core competency skills of high school seniors. Assessment would be informed by college and career –readiness criteria • Partner with state colleges and universities to help increase the number and proportion of students that remain in Missouri post-graduation • Develop optimized and coordinated cluster based career-training pipelines, protocols, and assessments • Provide a streamlined workforce training incentive for expansion and relocation prospects coordinated through the state’s community college network
Support local developers in the retention and expansion of existing businesses and employers	<ul style="list-style-type: none"> • Develop statewide cluster councils to help guide target-sector development strategies • Develop a statewide business retention and expansion plan utilizing best practices that provides consistency of approach with enough flexibility to meet unique local and regional needs • Develop a program to provide rural officials and practitioners with development of skill sets that would enable them to better work with businesses to retain and expand employment
Optimize tax incentives and regulatory policies to best support growth of high-value target sectors	<ul style="list-style-type: none"> • Streamline and optimize existing tax credits as per recommendations of the Missouri Tax Credit Review Commission • Provide a research and development tax credit • Provide an Angel investment tax credit
Invest in technology & innovation to attract, launch, and sustain the growth companies of the future	<ul style="list-style-type: none"> • Develop a Science and Technology/Innovation Fund to facilitate the creation of best-practice capital-provision, support and infrastructure-development programs and projects
Market the state to select domestic and international audiences	<ul style="list-style-type: none"> • Review and optimize the Missouri Partnership’s existing economic development marketing programs • Promote non-urban counties for the “rural sourcing” of technology and service employment • Work with border states to formalize non-compete policies designed to prevent incentivizing the movement of companies within bi-state metropolitan areas

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Develop a best-in-class foreign trade initiative	<ul style="list-style-type: none"> • Attract federal and non-profit research centers and institutions • Formalize a program to leverage the international relationships, associations, and contacts of state universities’ research faculty to identify investment and export opportunities in targeted clusters • Assess the need to launch additional overseas marketing offices • Develop a trade alliance to coordinate localized comprehensive early-stage assistance to Missouri-based companies looking to increase exports to foreign markets • Support existing efforts to develop regional distribution hubs for key foreign markets
Develop a culture that encourages small and minority business development and entrepreneurship	<ul style="list-style-type: none"> • Quantify, assess, coordinate, and potentially enhance existing support programs • Integrate entrepreneurship training into state K-12 and higher educational curricula • Develop a program to assist rural communities with the development and growth of retail businesses • Provide small-business development instruction as a component of displaced and state-sponsored worker training • Adapt and adopt the Lichtenstein and Lyons Investing in Entrepreneurs strategy in the state’s Small Business & Technology Development Centers and Procurement Technical Assistance Centers
Provide infrastructure necessary for companies and communities to be successful	<ul style="list-style-type: none"> • Market, leverage, and enhance existing efforts and tools, specifically Missouri’s broadband initiative and Missouri Certified Sites Program • Develop a state-funded authority with broad statutory powers to support high impact infrastructure projects • Support local capacity-building by assisting communities with the development of strategic vision plans

(MO DEPT. OF ECONOMIC DEVELOPMENT, 2011)

Furthermore, the Strategic Initiative targeted seven (7) clusters where Missouri has a definitive competitive advantage. These competitive advantages may be created by labor, infrastructure, location, other factors, or likely a combination of all of the above. The following list provides the targets and niches outlined in Missouri’s Strategic Initiative:

- Advanced Manufacturing
- Energy Solutions
- Bioscience
- Health Sciences & Services
- Information Technology
- Financial & Professional Services
- Transportation and Logistics

At the regional level, the Joplin Regional Prosperity Initiative recently developed a strategic plan “to expand jobs, increase private capital investment, and promote a superior quality of life for residents and visitors.” The Joplin Regional Prosperity Initiative provides guidance to seven counties across three states. The strategy includes four major goals and their corresponding objectives and action steps. The goals and objectives are outlined as follows:

TABLE 16 - JOPLIN REGIONAL PROSPERITY INITIATIVE

GOAL	OBJECTIVE
Become a place to learn and advance	<ul style="list-style-type: none"> • Improve K-12 education • Improve higher education • Increase skilled workforce development • Create brain gain
Become a place to work and prosper	<ul style="list-style-type: none"> • Promote innovation and entrepreneur growth • Target business competitiveness • Improve existing business development • Market the opportunities
Become a place to live and thrive	<ul style="list-style-type: none"> • Improve quality of life infrastructure and amenities • Increase health and wellness
Become a place to recognize and celebrate	<ul style="list-style-type: none"> • Promote community beautification • Improve external perception • Improve regional identity

(JOPLIN AREA CHAMBER OF COMMERCE, 2013)

At the local level, almost every community within the HSTCC region has adopted a comprehensive plan. These plans outline each community's vision and goals for the future. The plan often dictates public policy decisions in transportation, utilities, land use, recreation, and housing. Every community desires improvements in terms of population growth, quality of life, economy, or a variety of other areas. HSTCC staff is well aware of these plans because they provide comprehensive planning services and actually developed a large number of the comprehensive plans within the region.

Recently, Joplin updated their Comprehensive Plan in 2012 in light of the disastrous events that occurred in May of 2011. The comprehensive plan took in many considerations from the Citizens Advisory Recovery Team (CART). A group of concerned citizens developed the CART in response to the May 2011 tornado. They wanted to build Joplin back better than before. The Joplin Comprehensive Plan is one of many examples of how local policies have been impacted through grassroots initiatives.

PERTINENT PROJECTS

Some of the first economic development projects in the area spawned from the mining industry. Mining companies would provide workforce housing in order to attract workers. Later on, Route 66 was one of the biggest infrastructure projects to be built in the HSTCC region in its day. It brought in a new age of prosperity dominated by the automobile.

In the present day, numerous economic development projects were initiated with varying success. These initiatives range from business development, business attraction, workforce development, research and innovation, transportation, infrastructure development, among others.

Business development occurred in the HSTCC region via multiple projects and programs. These include the Small Business & Technology Development Center and the Joseph Newman Business & Technology Innovation Center, both in Joplin. In the future, two other projects are slated to help develop businesses: an incubator in Sarcoxie and the creation of a Foreign Trade Zone in Neosho.

REGIONAL ANALYSIS

Business attraction mainly occurs through the construction and marketing of potential industrial and business locations. Over the years, communities have built numerous industrial and business parks. These parks include the Johnson Business Park (Barton County), the former O’Sullivan Facility (Barton County), Crossroads Business & Distribution Park (Jasper County), Joplin/Webb City Industrial Park (Jasper County), Webb City Industrial Park (Jasper County), Wildwood Ranch Business & Industrial Park (Jasper County), and Neosho Industrial Park (Newton County). Many of these sites are either full or filling up with businesses.

In terms of workforce development, the region boasts two colleges and several technical centers. The two colleges are Crowder and Missouri Southern State University. The technical centers include Vatterott College, Franklin Technology Center, Carthage Technical Center, and Lamar R-1 Vo-Tech. Jasper County obtained and Newton County is pursuing Certified Work-Ready County status. This means that their educational systems are pushing to meet the skills required by employers. Furthermore, two major programs exist that were founded to provide residents with the necessary skills and resources to become an integral part of the labor force. These programs are the Workforce Investment Board of Southwest Missouri and the Economic Security Corporation of Southwest Area.

As for research and innovation, two programs lead the charge. The Missouri Alternative Renewable Energy Technology Center (MARET), part of Crowder College, is one of the nation’s leaders in renewable energy innovation. The Missouri Center for Advanced Power Systems (MOCAP), part of Missouri Southern State University, is the result of a cooperative effort between the university, private industry, and business organizations. MOCAP is very instrumental in the clustering of several industries. Recently, the Joplin Schools and local universities partnered to bring the Governor’s Innovation program to Joplin. This program will accelerate students and others to a four-year degree in key fields.

Several transportation infrastructure projects of importance occurred relatively recently. The designation of Interstate 49 as part of the Interstate Highway system was huge. A number of industrial and business developments have begun to emerge near Interstate 49. Another significant project, the Joplin Regional Airport provided the region with air service never before experienced in the area. Numerous rail line spurs were built to provide industrial properties with access to rail service. In the future, several transportation projects have been proposed. A proposal to continue Interstate 49 to the Arkansas border in McDonald County has surfaced. A project was proposed to construct a by-pass on the west side of Joplin.

In terms of other pertinent projects, a few major initiatives are in progress. First, the Oronogo-Duenweg Mining Belt is currently under reclamation processes as a Superfund site, supervised by the Environmental Protection Agency. This will reduce environmental contamination in the region and turn unusable land into prime economic development property. Second, Carl Junction is initiating a project to improve the broadband access in their community. This will improve internet service access in the region. Third, several communities have started initiatives to redevelop their downtown and return them to the state they once were as the vibrant economic and cultural center of the community. Communities pushing to redevelop their downtown include Carl Junction, Carthage, Joplin, Lamar, Neosho, and Webb City.

Several major businesses have recently grown or moved in the HSTCC region. Since 2012 the following projects have occurred:

- Blue Buffalo Company broke ground on an \$82 million facility
- Hampshire Pet Products built a \$1.6 million expansion
- Don's Cold Storage began constructing its \$14 million facility
- Coca-Cola Bottling Company began construction on a new \$5.5 million building
- Pepsi Bottling Group moved to its \$1.5 million facility
- Innovative Objects broke ground on its \$5 million headquarters
- Empire District Electric Company built a new \$11 million service center facility
- Missouri's largest Tax-Increment-Financing District was created in Joplin
- Mercy Hospital began construction on its \$335 million medical facility

Moreover, the City of Joplin is preparing to build the following projects in response to the devastating tornado that occurred in 2011.

- Senior Housing/Assisted-Care Living Facility
- Multi-Family Housing Development
- Library/Theater Complex
- Joplin Center for the Arts
- Mixed Use Developments
- Consolidated Government Building
- Downtown Educational Complex
- Hotel Convention Center

GOALS & OBJECTIVES

The CEDS outlines a set of broad goals and specific objectives to direct economic development initiatives in the HSTCC region.

PROVIDE QUALITY HOUSING

In high growth areas, there is a need for quality housing for current and potential employees. Many companies are limited in growth or do not choose to locate in a certain city due to the lack of adequate housing for employees. Coupled with the devastating loss of housing that the City of Joplin experienced in May 2011 from the EF-5 tornado, quality housing is a rather scarce commodity. In order to retain the workforce and continue economic growth, adequate quality housing must be provided.

Objectives:

- Ensure regional alignment of land use plans.
- Pursue construction of quality housing.

Key Partners:

- Cities and Counties
- Community Development Block Grant Program
- Economic Development Administration

PROMOTE ECONOMIC DEVELOPMENT & EXPANSION

Economic development and expansion occurs more easily when multiple entities work together towards a common goal. There are many opportunities to promote economic development in the HSTCC region. However, a few are more important than others.

Objectives:

- Market the region as the place for business and talent.
- Promote local and state programs that stimulate the economy.
- Provide space for start-up companies.
- Attract new and expand existing industries.
- Improve workforce training opportunities.

Key Partners:

- Cities and Counties
- Local Economic Development Agencies
- State Economic Development Agencies
- Chambers of Commerce
- Small Business & Technology Development Center
- Universities and Schools
- Workforce Investment Board

DEVELOP ESSENTIAL INFRASTRUCTURE

The third important goal is to provide infrastructure development for a growing economy. This includes sewer systems, water systems, streets, bridges, roads, and industrial parks. All of these items must be built and maintained to create the positive development atmosphere that is needed in this competitive arena.

Objectives:

- Identify and inventory gaps in the region's infrastructure.
- Improve the freight transportation network.
- Create a diverse transportation system.
- Increase sewer/water system capacity.

Key Partners:

- Cities and Counties
- Community Development Block Grant Program
- United States Department of Agriculture
- Missouri Department of Transportation
- Transit Operators
- Utility Providers

IMPROVE DISASTER PREPAREDNESS & RESILIENCY

The fourth goal is to reduce losses to property and human life from disasters by improving the resiliency of the region's infrastructure, private sector businesses, and enhancing the capacity of and coordination between recovery partners.

Objectives:

- Improve the environmental quality in the region.
- Reduce flooding risk of damage.
- Improve tornado preparedness measures.

Key Partners:

- Cities and Counties
- Community Development Block Grant Program
- United States Department of Agriculture
- Missouri Department of Conservation
- Environmental Protection Agency
- Department of Natural Resources
- Federal and State Emergency Management Administration

COMMUNITY & PRIVATE SECTOR PARTICIPATION

The community and private sectors participate with the HSTCC and the CEDS through a variety of methods. First, the CEDS Committee is directly responsible for the CEDS document and all of its actions. Second, the internal organization of the HSTCC provides various opportunities for public participation. Third, external partnerships with key entities throughout the region aid the funding and decision-making process. The following sections describe these methods in greater detail.

CEDS COMMITTEE

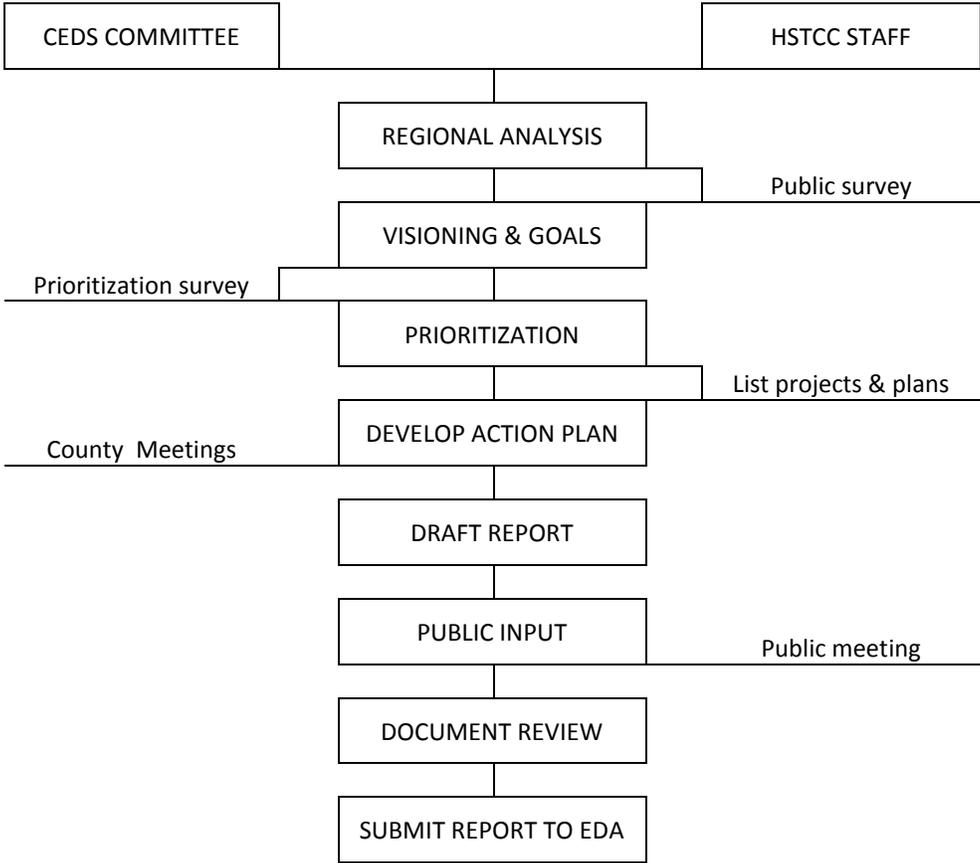
The 19 CEDS committee members represent the major economic interests in the HSTCC region, including ten (10) key decision-makers in for-profit businesses and nine (9) members representing other economic interests. The CEDS Committee receives input from the general public through the Board of Directors open meetings and HSTCC staff through the development of this document. The CEDS committee meets periodically, or as needed, in order to coordinate economic development program activities in the region. The CEDS Committee is comprised of the following members:

TABLE 17 - COMPREHENSIVE ECONOMIC DEVELOPMENT COMMITTEE

NAME	ENTITY	POSITION	ENTITY TYPE
Jane Ballard	Ballard Publications	Owner	For-Profit
Marty Bunton	Seed & Farm	Manager	For-Profit
David Endicott	Neo-Tech Industries	Owner	For-Profit
David Holloway	Holloway Farm	Owner	For-Profit
Gabe Lett	Tri-State Engineering	VP of Business Development	For-Profit
Debra Probert	Thorco Industries	Controller	For-Profit
Steve Roark	Circle R Ranch	Owner	For-Profit
Ken Shutten	Farmers Insurance	Owner	For-Profit
Marsha Wallace	Empire District Electric	Manager of Joplin Bus. & Comm. Dev. Dept.	For Profit
Kevin Wilson	Self-Employed Management Consultant	Owner	For-Profit
John Adams	Barton County Community Development	Director	Other Economic
Lynn Calton	Lamar	City Administrator	Other Economic
Alan Cook	Newton County	County Commissioner	Other Economic
Jasen Jones	Workforce Investment Board	Executive Director	Other Economic
Steve Lawver	Carl Junction	City Administrator	Other Economic
Tony Robyn	Joplin	Disaster Recovery Coordinator	Other Economic
Edward Stephens	Crowder College	Assoc. VP of Career & Tech Education	Other Economic
Greg Sweeten	McDonald County & Pineville	Emergency Management/Mayor	Other Economic
Mark Turnbull	Joplin Regional Prosperity Initiative	Director of Regional Strategies	Other Economic

The CEDS planning process will utilize the knowledge from a well-represented CEDS committee, technical skills of HSTCC staff and public input gathered via survey and public forum. The CEDS planning process relies heavily on local knowledge and input to provide guidance for future economic development. Overall, the CEDS process will include five (5) CEDS committee meetings, four (4) county specific meetings, two (2) surveys, and one (1) public meeting.

FIGURE 19 - CEDS PLANNING PROCESS



HARRY S TRUMAN COORDINATING COUNCIL

Internally, the HSTCC constitutes of representatives from the counties and communities in Barton, Jasper, Newton, and McDonald counties. The HSTCC Board of Directors is elected each June. The board monitors the activities of staff as they work towards the goals and objectives outlined in this document. As regional priorities change, the board will direct the staff to pursue those activities that it considers new priorities. The HSTCC Board of Directors is listed in the following table.

TABLE 18 - HARRY S TRUMAN COORDINATING COUNCIL BOARD OF DIRECTORS

NAME	ENTITY	POSITION	ENTITY TYPE
Steve Lawver	City of Carl Junction	City Administrator	Government
John Bartosh	Jasper County	Commissioner	Government
Gary Shaw	City of Joplin	Councilmember	Government
Jim Jackson	Newton County	Commissioner	Government
Troy Royer	City of Neosho	City Administrator	Government
Jim Swatsenbarg	City of Carthage	Councilmember	Government
Mike Davis	Barton County	Commissioner	Government
Lynn Calton	City of Lamar	City Administrator	Government
Bill Martin	Village of Jane	Chairman	Government
John Bunch	McDonald County	Commissioner	Government
Cindy Atteberry	Joplin Metro Credit Union	President/CEO	Other
Alison Malinowski	Lafayette House	Director	Other
Jane Ballard	Ballard Publications	Owner	Other
Gary Stubblefield	Carl Junction Area Chamber of Commerce	Director	Other
Gabe Lett	Tri-State Engineering	VP of Marketing	Other
Harold McCoy	Allgeier Martin Engineering	President	Other

HSTCC staff involved with the CEDS include the HSTCC Executive Director, Community Planning Specialist (program administrator), a Community Planner (technical assistance), a Community Development Specialist (project development), and a Communications Specialist. As previously mentioned, staff will continue to work with key economic development organizations on priority economic development projects throughout the region.

HSTCC staff engages the public through regular HSTCC meetings, involvement with other entities, and routine communications, described as follows:

- Regular HSTCC meetings include the monthly Board of Directors meetings, Transportation Advisory Committee meetings, Environmental Advisory Committee meetings, and Comprehensive Economic Development Strategy Committee meetings. The vast majority of HSTCC meetings are open to the public and well-represented by a variety of interests.
- HSTCC staff frequently attends local meetings. This involvement provides another method for HSTCC staff to conduct business and gain/distribute information. HSTCC staff regularly attends city council meetings, chamber of commerce meetings, and participates in numerous economic development committees and other initiatives.
- Routine communication is the backbone of everything the HSTCC accomplishes. HSTCC staff provides the monthly news release (entitled *Harry's Corner*) summarizing noteworthy information. Furthermore, any information or plans completed by HSTCC staff or any of its partners is readily shared and provided to any interested party. The HSTCC regularly updates its website and communicates with the public via e-mail, phone, brochures, press releases, and in person. Routine communication aids everything from meeting planning to dissemination of legislative updates.

KEY ECONOMIC DEVELOPMENT PARTNERS

Externally, the HSTCC partners with state and federal governments, municipal and county governments, local chambers of commerce, educational institutions, and other local economic development organizations. These partnerships are integral to accomplishing all the strategies and objectives in the CEDS.

State and federal governmental entities are key economic development partners with the HSTCC. Governmental entities provide assistance for local projects and programs via their grant and loan programs. Entities providing assistance include the Missouri Department of Economic Development, United States Department of Agriculture, Department of Housing and Urban Development, Missouri Department of Natural Resource, Missouri Department of Conservation, and the Environmental Protection Agency, among others.

Municipal and county governments provide pertinent local and regional information directly from their citizenry. The provided information equips HSTCC staff with a better understanding of the socio-economic status of the region, creating a more informed decision-making process.

Local chambers of commerce are the eyes and ears of the HSTCC economic development process. The chambers within the HSTCC region relay information to HSTCC staff directly from its membership – mostly comprised of the for-profit business sector.

Educational institutions are a key component of any economic development initiative. The local school systems do an excellent job developing young children in a broad range of activities. Several institutions build on the public school systems and provide industry-specific training. Several of these institutions include the Franklin Technical Center, Lamar R-1 Vo-Tech, Missouri Center for Advanced Power Systems, and the Missouri Alternative & Renewable Energy Technology Center. Furthermore, Crowder College and Missouri Southern State University all provide industry-specific education.

Other local economic development organizations are strong partners with the HSTCC. Partnerships with the Workforce Investment Board, Economic Security Corporation, and the Joplin Regional Prosperity Initiative allow more to be accomplished than could ever be completed alone.

STRATEGIC PROJECTS, PROGRAMS & ACTIVITIES

REGIONAL ECONOMIC DEVELOPMENT INITIATIVES

The Joplin Regional Prosperity Initiative (JRPI) is a regional collaborative partnership that is implementing a five year strategic plan to expand jobs, increase private capital investment, and promote a superior quality of life for residents and visitors. This plan is undertaken by a regional governing body and 100 volunteers from many different walks of life serving on work groups. The leaders of the seven-county Joplin region are thinking anew about the region's competitive advantages, role, purpose, structure, and future.

BUSINESS DEVELOPMENT

The Neosho Foreign Trade Zone is an area within which goods may be unloaded, handled, manufactured, and re-exported without the intervention of the customs authorities. Only when the goods are moved to consumers within the United States do they become subject to prevailing customs duties. Pending approval, this will attract employers and industries that might not have considered Neosho in the past. Not only will additional industry translate to additional jobs, the Foreign Trade Zone itself will provide job opportunities at competitive wages. Additionally, employers and their need for employees will create a demand for additional housing and provide more personal income to be spent locally, increasing sales tax revenues.

Missouri Southern State University's Small Business & Technology Development Center (SBTDC) is committed to improving people's lives and the competitiveness of Missouri businesses through research based education and technical assistance to enhance Missouri's economy. The SBTDC provides existing and start-up small businesses with consulting and training. This one-on-one counseling is provided at no charge to small businesses.

The Business Solutions Center offers a comprehensive package of human resource services. They provide live and online recruitment of applicants, testing and screening of candidates, and training for the future and current workforce. They offer research and growth resources.

INNOVATION & ENTREPRENEURSHIP

The Joseph Newman Innovation Center is dedicated to creating a positive environment for developing, supporting, and promoting entrepreneurs with an emphasis on those pursuing innovative technology and job creation. The Newman Innovation Center utilizes a team approach to assisting entrepreneurs, existing businesses, and large companies. Each organization partnered with the Neman Innovation Center provides their expertise in a wide range of subjects and are prepared to solve business problems. In conjunction with the Newman Center, the SBTDC provides education and assistance to any individual launching and successfully operating a new business venture. The SBTDC increases the entrepreneurial capacity of the area.

Crowder College Missouri Alternative & Renewable Energy Technology Center (MARET) is committed to expanding renewable energy throughout the region with education, applied research, and economic development. The MARET Center is internationally recognized as a leader in the renewable energy industry. Educational programs include certification and transfer

degrees encompassing green construction, solar thermal energy, solar electricity, wind, and bio-fuels. The MARET Center also assists in new product development, business incubation, and other business support services in renewable energy.

MSSU Missouri Center for Advanced Power Systems is devoted to research and development of new battery and advanced power technologies and educating a new high-tech workforce for the future. With close proximity to a world leader in battery technology, EaglePicher Technologies, MOCAP can provide technical assistance to researchers. MOCAP provides the opportunity for students to learn the technology behind electrochemical storage devices and for researchers to utilize the tools and equipment necessary to develop and test cutting-edge battery chemistry.

Joplin Regional Angel Investors Network (JRAIN) is a conduit connecting entrepreneurs that need financing for their business and an Angel Investor that may be interested in providing funds. Investors in the network have shown an interest in helping small business owners.

The Joplin Capital Corporation furnishes gap financing to small businesses and equity to entrepreneurs who cannot obtain a complete package of conventional financing. Participating banks collaborated to provide a for-profit, multi-bank entity that facilitates economic development in Joplin's financially under-served areas. The minimum and maximum loan amounts are \$5,000 and \$50,000 and may be used for the purchase and construction of commercial real estate, purchase of equipment, working capital, leasehold improvements, and the acquisition of existing businesses, among others.

WORKFORCE

The Workforce Investment Board of Southwest Missouri is committed to enriching the region's economy by preparing businesses and the workforce for global competitiveness. They are a progressive workforce intermediary that leverages resources to increase the value of the region's human capital portfolio (the workforce) to fuel economic momentum. They oversee employment and training programs, provide economic development services, and coordinate with neighboring WIBs and with the JRPI. Their guiding principles that support their mission are engagement, innovation, leadership, accountability, and focus. Their mission statement is easily translated into three areas of strategic focus: business development, talent development, and global competitiveness.

Jasper County is a certified Work-Ready County and Barton and Newton counties are pursuing certified status. Obtaining certified Work Ready County status is beneficial because it allows businesses and industry to easily communicate what foundational skills are needed for a productive workforce. It allows individuals to understand what skills are required by employers. Policy makers can consistently measure the skills gap in a timely manner and educators can begin to close the skills gap via curriculum and career path coordination. In essence, this will allow the counties to prove the quality and availability of their workforce to meet the needs of new and growing businesses.

The Joplin Innovation Campus is dedicated to the training of students for career opportunities in high-demand fields while cutting the time it takes to earn a college degree and reduce student debt. A recent agreement will allow students the opportunity to earn an associate degree while

STRATEGIC PROJECTS, PROGRAMS & ACTIVITIES

in high school. This will allow students to graduate quickly and fill in the skills gaps found in fast-growing industries.

The Vocation, Occupation, Identity, Choices, Experience, Success (VOICES) Youth Program provides workforce development programs to improve the long-term job opportunities for economically disadvantaged youth. VOICES helps youth obtain employment through work experience and help them improve their academic skills to successfully move from school to work.

TRANSPORTATION PROJECTS

Neosho's Transportation Development District (TDD) would improve Highway 60 by reducing traffic congestion and improving safety. Furthermore, the proposed transportation infrastructure improvements could lead to the addition of 50,000 to 100,000 square feet of new retail and mixed-use space on what is currently used as farmland. This would increase County, City, and TDD sales tax revenue by an estimated \$251,625 to \$1,064,250.

Construction of the Bella Vista Bypass would alleviate traffic problems currently on Highway 71. Missouri and Arkansas Departments of Transportation must meet at the state line in order to create this bypass. It would link freight routes, separate local from commercial traffic, and open the region to economic growth. It would connect numerous interstates and improve the movement of goods via freight trucking.

Updating Highway 71 to meet interstate highway standards and adding it to Interstate 49 all the way to the Arkansas border would provide a continuous connection from the Port of New Orleans to the Great Lakes and Canada. This would improve the flow of goods and people and attract more businesses seeking to locate operations or expand in communities nearby the interstate highway.

Building the Joplin West Corridor to connect Highway 171 near Carl Junction with Interstate 44 near the Missouri-Kansas border would significantly improve freight traffic flow. Deterring freight movement away from local traffic on Main Street would improve safety and the movement of goods. Furthermore, this could spur industrial development along the western side of Joplin and improve the local and regional economy.

The Panama Canal expansion will significantly impact the HSTCC region. The Port of Catoosa in Tulsa, Oklahoma and several ports along the Mississippi River are within a relatively close shipping distance to southwestern Missouri. When the Panama Canal is expanded, goods normally shipped inland via a port on the Pacific Ocean could find cheaper methods of shipping through the Panama Canal. This would positively impact the transportation and manufacturing industries in the HSTCC region.

INFRASTRUCTURE PROJECTS

The Carl Junction Broadband initiative is the plan to build a \$5.2-5.6 million fiber network utilizing Missouri Public Utility Alliance leasing program. It will serve local governments, schools, businesses, and residents. Carl Junction has many home businesses that rely on internet service to conduct daily operations. The addition of a fiber network will significantly improve the

internet service and increase the global connectivity and technological innovation capacity for the area.

Mercy Hospital Joplin is currently under construction. It is an 825,000 square foot building with 260 beds and cost an estimated \$335 million. This provides the area with a regional medical center that will provide many of the services needed to support the regional population. Mercy currently employs approximately 2,300 employees in the HSTCC region.

DISASTER PREPAREDNESS & RESILIENCY

The Joplin Business Recovery and Expansion Initiative is a post-tornado program that pulled together existing economic and workforce development partners to assess the immediate and longer term needs. This program spawned the Business Stabilization revolving loan fund and the Joplin Tomorrow Fund. The Business Stabilization fund provided working capital assistance to existing businesses that were struggling as a result of market changes caused by the 2011 Joplin tornado. The Joplin Tomorrow Fund is a gap financing loan developed for businesses that will benefit the immediate Joplin region by creating new jobs. These funds provided very beneficial resources to businesses and aided the recovery efforts in light of the 2011 tornado.

The City of Joplin and Jasper County are preparing to consolidate their emergency service communication centers. This will provide a central location providing police, fire, and emergency medical dispatch services to all citizens and visitors of Jasper County. This will increase the efficiency of emergency services and will potentially improve response times for time-sensitive emergency dispatching.

Each county in the HSTCC region is avidly promoting the construction of tornado shelters and the improvement of the warning siren system. Emergency Management personnel are actively pursuing grant funding to construct tornado shelters in every school in the HSTCC region. This will improve the disaster preparedness of the region.

The HSTCC has assisted each county in updating their County Hazard Mitigation Plans. These plans provide a framework for emergency management to follow in the event of a disaster. The plans also outline a list of projects and initiatives that will help improve the disaster preparedness and resiliency in each county.

Furthermore, the HSTCC is currently working on several Community Development Block Grants (CDBG) that will replace some of the infrastructure and homes that were destroyed from natural disasters. In total, these projects will cost over \$6.1 million. The two largest projects are the development of housing for Low-to-Moderate Income (LMI) families impacted by the 2011 Joplin tornado and the rehabilitation of housing for 27 LMI families affected by the 2008 Newton County tornado.

ACTION PLAN & PERFORMANCE MEASURES

As a part of the CEDS, the HSTCC is committed to supporting and promoting the goals and objectives outlined in this document by providing quality housing, promoting economic development and expansion, developing essential infrastructure, and improving disaster preparedness and resiliency in order to provide an atmosphere conducive to the prosperity of the people of our region.

The following tables list the HSTCC action plan to accomplish the goals and objectives set by the CEDS. The action plan specifies strategies and activities the HSTCC will undertake within the next five years. Furthermore, performance measurements specific to each strategy/activity will be evaluated to ensure effectiveness of the CEDS.

GOAL 1: PROVIDE QUALITY HOUSING

Objective	Strategy/Activity	Measurement
Ensure regional alignment of land use plans.	<ul style="list-style-type: none"> Encourage communities to align comprehensive plans with regional economic development initiatives. 	Number of comprehensive plans completed
Pursue construction of quality housing.	<ul style="list-style-type: none"> Partner with communities to pursue funding for quality housing. Construct quality housing. 	Number of housing units constructed

GOAL 2: PROMOTE ECONOMIC DEVELOPMENT & EXPANSION

Objective	Strategy/Activity	Measurement
Market the region as the place for business and talent	<ul style="list-style-type: none"> Share information that promotes the regional economy. Partner with communities and chambers of commerce to attract businesses to the region. 	Number of new businesses recruited
Promote local and state programs that stimulate the economy	<ul style="list-style-type: none"> Support the Joplin Regional Prosperity Initiative Promote EDA, USDA, HUD, CDBG, DED, DNR, EPA, MDC and other programs. 	N/A
Provide space for start-up companies	<ul style="list-style-type: none"> Promote business incubator projects such as the Newman Innovation Center and Sarcoxie's Incubator Program. 	Number of available start-up spaces.
Attract new and expand existing industries	<ul style="list-style-type: none"> Support industrial development organizations, chambers of commerce, financial institutions, and other economic development organizations. Encourage local industries to expand operations. Promote export expansion for the region's manufacturing companies. 	Amount of export activity
Improve workforce training opportunities	<ul style="list-style-type: none"> Encourage training for displaced and under-skilled labor. Partner with the Workforce Investment Board and the SBTDC to ensure that local industries job training and education services are met 	Number of workers assisted

GOAL 3: DEVELOP ESSENTIAL INFRASTRUCTURE

Objective	Strategy/Activity	Measurement
Identify and inventory gaps in the region's infrastructure	<ul style="list-style-type: none"> Partner with local and industry experts to inventory transportation projects. Evaluate and prioritize the inventory of transportation projects. 	Complete inventory of infrastructure
Improve the freight transportation network	<ul style="list-style-type: none"> Advocate for high priority freight network needs. 	Number of projects funded
Create a diverse transportation system	<ul style="list-style-type: none"> Advocate for increased bicycle/pedestrian opportunities. Advocate for increased public transit opportunities. 	Number of projects funded
Increase sewer/water system capacity	<ul style="list-style-type: none"> Encourage local counties and cities to evaluate sewer/water systems frequently. Partner with communities to pursue funding for sewer/water system improvements. 	Number of projects constructed

GOAL 4: IMPROVE DISASTER PREPAREDNESS & RESILIENCY

Objective	Strategy/Activity	Measurement
Improve the environmental quality in the region	<ul style="list-style-type: none"> Encourage sustainable land use patterns through community zoning. Inventory and prioritize environmental projects in the region. Provide assistance to reduce the environmental impact of solid waste. 	Number of environmental projects funded
Reduce flooding risk of damage	<ul style="list-style-type: none"> Encourage communities to limit development in the floodplain. Support community implementation of the county hazard mitigation plan. 	Number of flood-related projects completed
Improve tornado preparedness measures	<ul style="list-style-type: none"> Encourage communities to evaluate building requirements and the ability to withstand tornados. Support community implementation of the county hazard mitigation plan. 	Number of tornado-related projects completed

ACTION PLAN

Moreover, the CEDS committee will meet periodically to review the performance of the action plan and the relevancy of the goals and objectives and to ensure the final outcome is desirable. Any adjustments or additions will be made to the CEDS and its process if the CEDS Committee deems it necessary.

To determine the effectiveness of the CEDS, the following information will be measured on an annual basis, as required by the Economic Development Administration. These measurements are listed below.

- Number of jobs created after implementation of CEDS
- Number and types of investments undertaken in the region
- Number of jobs retained in the region
- Amount of private sector investment in the region after CEDS implementation
- Changes in the economic environment of the region

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APPENDIX

CULTURAL, HISTORIC & ENVIRONMENTAL PLACES

TABLE 19 - HISTORIC LANDMARKS

JASPER COUNTY		BARTON COUNTY	
66 Drive-In	Carthage	Harry S. Truman Birthplace Memorial	Lamar
Carthage Courthouse Square Historic District	Carthage	Constitution Square	Lamar
Carthage South Historic District	Carthage	NEWTON COUNTY	
Cassill Place Historic District	Carthage	Bonnie & Clyde Garage Apartment	Joplin
Cave Spring School and Cave Spring Cemetery	Sarcoxie	First Battle of Newtonia Historic District	Newtonia
Colonial Apartments	Carthage	George Washington Carver Nat. Monument	Diamond
Elks Club Lodge #501	Joplin	Jolly Mill	Pierce City
Gentry Apartments	Joplin	Lentz-Carter Merchandise Store	Stella
Fifth and Main Historic District	Joplin	Neosho Commercial Historic District	Neosho
Fox Theater	Joplin	Neosho High School	Neosho
Inter-State Grocer Co. Building	Joplin	Neosho Wholesale Grocery Company	Neosho
Jasper County Courthouse	Carthage	Ritchey, Mathew H., House	Newtonia
Joplin and Wall Avenues Historic District	Joplin	Second Baptist Church	Neosho
Joplin Carnegie Library	Joplin	Second Battle of Newtonia Site	Newtonia
Joplin Connor Hotel	Joplin	MCDONALD COUNTY	
Joplin Downtown Historic District	Joplin	Pineville Site, address restricted	Pineville
Joplin Furniture Company Building	Joplin	Old McDonald County Courthouse	Pineville
Joplin Supply Co.	Joplin	Powell Bridge	Powell
Joplin Union Depot	Joplin		
Main and Eight Streets Historic District	Joplin		
Middle West Hotel	Webb City		
Newman Brothers Building	Joplin		
Olivia Apartments	Joplin		
Phelps Country Estate	Carthage		
Rains Brothers Building	Joplin		
Ridgway Apartments	Joplin		
St. Louis and San Francisco Railroad Building	Joplin		
St. Peter the Apostle Catholic Church and Rectory	Joplin		
Scottish Rite Cathedral	Joplin		
South Main Street Historic District	Joplin		

(MO DEPT. OF NATURAL RESOURCES, 2014)

TABLE 20 - NATIONAL & STATE PARKS & WILDLIFE REFUGES

PARK	NEAREST CITY	COUNTY
Prairie State Park	Mindenmines	Barton
Harry S. Truman Birthplace State Historical Site	Lamar	Barton
Battle of Carthage State Historical Site	Carthage	Jasper
George Washington Carver National Monument	Diamond	Newton
Ozark Cavefish National Wildlife Refuge	Neosho	Newton
Big Sugar Creek State Park	Pineville	McDonald

(U.S. FISH & WILDLIFE SERVICE, 2014) (NATIONAL PARK SERVICE, 2014) (MISSOURI STATE PARKS, 2014)

TABLE 21 - MISSOURI DEPARTMENT OF CONSERVATION LANDS

BARTON COUNTY	NEWTON COUNTY	JASPER COUNTY
Bethel Prairie Conservation Area	Allen Bridge Access	Carl Junction Access
Buffalo Wallow Prairie CA	Bicentennial CA	Carthage (Kellogg Lake)
Comstock Prairie CA	Capps Creek CA	La Russell Access
Davis (The Lester R) Mem. Forest	Cherry Corner Access	Stones Corner Access
Dorris Creek Prairie CA	Diamond Grove Prairie CA	Wah-Sha-She Prairie
Drywood CA	Fort Crowder CA	
Lamar Access	Goodman Towersite	MCDONALD COUNTY
Mo-No-I Prairie CA	Lime Kiln Access	Anderson (Dabbs Greer Town Hole Park & Access)
Mon-Shon Prairie CA	Neosho (Morse Park)	Buffalo Hills Natural Area
Pa Sole Prairie CA	Neosho Dist. Hdqtrs.	Cowskin Access
Pawhuska Prairie	Neosho Towersite	Deep Ford Access
Redwing Prairie CA	Smack-Out Access	Flag Spring CA
Risch (Edward B and Marie O) CA	Tipton Ford Access	Huckleberry Ridge CA
Shawnee Trail CA	Wildcat Access	Lanagan Access
Treaty Line Prairie CA	Wildcat Glade Natural Area	Lanagan Towersite
Bushwhacker Lake CA	Wildcat Park (Audubon)	Mount Shira Access
Clear Creek CA	Woods (Walter) CA	Pineville (City of Pineville Elk River Access)
		Powell Towersite

(MO DEPT. OF CONSERVATION, 2014)

POTENTIAL ENVIRONMENTAL CONCERNS

TABLE 22 - FACILITIES EXCEEDING WATER DISCHARGE LIMITS (JAN-APR 2014)

FACILITY NAME	CITY	COUNTY
Golden City WWTP	GOLDEN CITY	Barton
Feltenberger Enterprises-Courtesy Court	LAMAR HEIGHTS	Barton
Joplin Turkey Creek WWTF	JOPLIN	Jasper
Dyno Nobel, Inc. Carthage	CARTHAGE	Jasper
Eaton Hydraulic	JOPLIN	Jasper
Alba WWTF	ALBA	Jasper
Asbury WWTF	ASBURY	Jasper
Purcell WWTF	PURCELL	Jasper
Hickory Lane MHP WWTF	JOPLIN	Jasper
Sunset Mobile Home Park WWTF	CARTHAGE	Jasper
TAMKO Building Products Inc. WWTF	JOPLIN	Jasper
Lanagan Housing Authority #2	LANAGAN	McDonald
Rocky Comfort Elementary	ROCKY COMFORT	McDonald
Tyson Foods, Inc./Noel	NOEL	McDonald
Joplin Shoal Creek	JOPLIN	Newton
Neosho-Shoal Creek	NEOSHO	Newton
Granby WWTF	GRANBY	Newton
Diamond WWTF	DIAMOND	Newton
Park Place MHP-Joplin	JOPLIN	Newton
Park Place Neosho	NEOSHO	Newton

(MO DEPT. OF NATURAL RESOURCES, 2014)

TABLE 23 – DRINKING & WASTE WATER FACILITIES PROVIDED NOTICE OF VIOLATION BY DNR (JAN-JUN 2014)

FACILITY OR SITE	CITY	PROGRAM
SCHRADER'S SALVAGE	CARTHAGE	WPCP
CARTHAGE CRUSHED LIMESTONE	CARTHAGE	WPCP
GRANBY WWTF	GRANBY	WPCP
CITY OF GRANBY	GRANBY	WPCP
SUNSET MHP	JASPER COUNTY	PDWP
FLYIN W CONVENIENCE STORE	JASPER COUNTY	PDWP
JOPLIN REGIONAL STOCKYARDS	JASPER COUNTY	PDWP
SARCOXIE	JASPER COUNTY	PDWP
FLYIN W CONVENIENCE STORE	JASPER COUNTY	PDWP
SUNSET MHP	JASPER COUNTY	PDWP
JOPLIN DC	JOPLIN	WPCP
JOPLIN TURKEY CREEK WWTF	JOPLIN	WPCP
SUBURBAN WHEEL ESTATE MHP	JOPLIN	WPCP
ASSOCIATED REDI-MIX, INC.	JOPLIN	WPCP
HICKORY LANE MHP WWTF	JOPLIN	WPCP

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JOHN SIM, LLC WWTF	JOPLIN	WPCP
NELSON STONE	JOPLIN	WPCP
INTERNATIONAL PAPER	JOPLIN	WPCP
PARK PLACE MHP-JOPLIN	JOPLIN	WPCP
JORDAN DISPOSAL SERVICE BLACK CAT SITE	JOPLIN	WPCP
NELSON STONE	JOPLIN	WPCP
BLUE TOP MOTEL AND CAFE	LAMAR HEIGHTS	WPCP
LAMARTI'S TRUCK STOP	LAMAR HEIGHTS	WPCP
LANAGAN HOUSING AUTHORITY #2	LANAGAN	WPCP
SKY BLUE WATER INC	MCDONALD COUNTY	PDWP
LANAGAN	MCDONALD COUNTY	PDWP
PATTERSON HEIGHTS BAPTIST CHURCH	MCDONALD COUNTY	PDWP
ELK O VUE RIVER PARK MHP	MCDONALD COUNTY	PDWP
PATTERSON HEIGHTS BAPTIST CHURCH	MCDONALD COUNTY	PDWP
SKY BLUE WATER INC	MCDONALD COUNTY	PDWP
USA TANK DBA GLOBAL THERM 261	MCDONALD COUNTY	PDWP
JUNE BUG HOME PRESERVATION	NEOSHO	SWMP
FULLERTON STONE COMPANY, INC.	NEOSHO	WPCP
NEOSHO WATER PLANT	NEOSHO	WPCP
QUAIL MEADOWS MHP	NEOSHO	WPCP
NANSYS	NEWTON COUNTY	PDWP
REDINGS MILL	NEWTON COUNTY	PDWP
RAINES MHP	NEWTON COUNTY	PDWP
NANSYS	NEWTON COUNTY	PDWP
BELIEVERS FAITH FELLOWSHIP	NEWTON COUNTY	PDWP
SENECA R-7 EARLY CHILDHOOD CENTER	NEWTON COUNTY	PDWP
ROCKY COMFORT ELEMENTARY	ROCKY COMFORT	WPCP
STELLA WWTF	STELLA	WPCP
ROGER HINES DUPLEX DEVELOPMENT	WEBB CITY	WPCP
WILSON CONCRETE PRODUCTS, LLC	WEBB CITY	WPCP
JORDAN DISPOSAL SERVICE, LLC HWY 43 SITE	WEBB CITY	WPCP

(MO DEPT. OF NATURAL RESOURCES, 2014)

TABLE 24 – INDUSTRIAL MINERAL PERMITS

NAME	SITE NAME	COUNTY	PERMIT TYPE	COMMODITY	ACRES
Midwest Minerals, Inc.	Jasper Quarry #15	Barton	Open Pit	Limestone	31
Anchor Stone Co.	Jasper County Quarry	Jasper	Open Pit	Limestone	103
Carthage Crushed Limestone	Site #1	Jasper	Open Pit	Limestone	51
D & R Dirt, LLC	Salty's Dream	Jasper	Open Pit < 5000 Tons Sand and Gravel	Sand, Gravel	1
Jasper Stone, LLC.	Q1	Jasper	Open Pit	Limestone	18
Joplin Stone Co.	Joplin Stone	Jasper	Open Pit	Limestone	149
Nelson Brothers Quarries	Jasper Quarry	Jasper	Open Pit	Limestone	18
Nelson Brothers Quarries	Joplin Quarry	Jasper	Open Pit	Limestone	15
APAC-Central, Inc.	Lanagan	McDonald	Open Pit	Limestone	44
APAC-Central, Inc.	McClinton-Anchor Vista Quarry	Bella McDonald	Open Pit	Limestone	133
Bailey Quarries, Inc.	Jane	McDonald	Open Pit	Limestone	35
Benton County Stone Co., Inc.	BCS-01	McDonald	Open Pit	Limestone	10
Northwest Arkansas Quarries, LLC	Highway H Quarry-Site #1	McDonald	Open Pit	Limestone	8
Tillman Sand and Gravel	Brush Creek	McDonald	Instream > 5000 Tons	Sand, Gravel	3
Tillman Sand and Gravel	Mikes Creek	McDonald	Instream > 5000 Tons	Sand, Gravel	10
Tillman Sand and Gravel	Site #2	McDonald	Instream > 5000 Tons	Sand, Gravel	1
Tillman Sand and Gravel	Site #3	McDonald	Instream > 5000 Tons	Sand, Gravel	3
Tillman Sand and Gravel	Site #1	McDonald	Instream > 5000 Tons	Sand, Gravel	1
Triple "L" Gravel, Inc.	Big Sugar Creek	McDonald	Instream < 5000 Tons	Sand, Gravel	15
County Line Stone, LLC	Stanphill	Newton	Open Pit	Limestone	12
Kemp Stone Co., Inc.	Kemp #1	Newton	Open Pit	Limestone	45
Riverside Sand & Gravel	Riverside Sand & Gravel	Newton	Open Pit < 5000 Tons Sand and Gravel	Sand, Gravel	5

(MO DEPT. OF NATURAL RESOURCES, 2014)

TABLE 25 – EPA SUPERFUND SITES IN HSTCC REGION

NAME	DESCRIPTION	STATUS	COUNTY
Oronogo-Duenweg Mining Belt	Land contamination of lead and zinc from old mining operations	Cleanup Ongoing	Jasper
Newton County Mine Tailings	Water contamination of lead, cadmium and zinc from old mining operations	Cleanup Ongoing	Newton
Newton County Wells	Water contamination of TCE from FAG Bearing property	Cleanup Ongoing	Newton & Jasper
Pools Prairie	Water contamination of gasoline	Cleanup Ongoing	Newton

(U.S. ENVIRONMENTAL PROTECTION AGENCY, 2014)

TABLE 26 – REGULATED HAZARDOUS WASTE FACILITIES

NAME	COUNTY
Dyno Nobel, Inc.	Jasper
Eagle Picher Technologies, LLC	Jasper
Eaton Hydraulics, Inc.	Jasper
EBV Explosives Environmental, Co.	Jasper
Expert Management, Inc.	Jasper
International Paper, C.	Jasper
Modine – Joplin	Jasper
Precision Master Made Paints, Inc.	Jasper

(MO DEPT. OF NATURAL RESOURCES, 2014)

TABLE 27 - MAJOR MANUFACTURERS

NAME	LOCATION	EMPLOY	NAME	LOCATION	EMPLOY
Eaglepicher Technologies LLC	Joplin	450	Rx Technology Corp	Joplin	100
Cardinal Scale Mfg Co	Webb City	450	Milprint Inc.	Joplin	100
Eaglepicher Technologies LLC	Seneca	350	Dallas Airmotive Inc.	Neosho	100
Ducommun Labarge Tech Inc.	Joplin	350	Thermal Engineering Intl USA Inc.	Joplin	90
Classic Egg Products Inc.	Neosho	320	O&F Machine Products Co.	Joplin	90
Eaglepicher Technologies LLC	Joplin	255	Eaglepicher Technologies LLC	Joplin	85
Steadley Company	Carthage	250	Qualcomm Incorporated	Carl Junction	79
Rock-Tenn Company	Joplin	250	Talbot Industries Inc.	Neosho	75
Eaglepicher Technologies LLC	Joplin	250	General Mills Inc.	Joplin	75
Thorco Industries	Lamar	250	Dalus Holdings Inc.	Joplin	75
Tamko Building Products Inc.	Joplin	200	Mid-America Precision Pdts LLC	Joplin	70
Nutra-Blend LLC	Neosho	200	K & S Wire Products Inc.	Neosho	70
Lozier Corporation	Joplin	190	American Bottling Company	Joplin	70
Justin Brands Inc.	Carthage	170	Mars Petcare Us Inc.	Joplin	64
Butterball LLC	Carthage	166	Tamko Building Products Inc.	Lamar	60
Eaglepicher Technologies LLC	Joplin	160	Schubemo Holdings Inc.	Joplin	60
Cliffstar Corporation	Joplin	160	Arrow Box Company of Joplin	Joplin	60
Midcon Cables Co Inc.	Joplin	155	Golden Business Forms Inc.	Golden City	58
Windsor Quality Food Co Ltd	Carthage	150	Heritage Oak Flooring Inc.	Sarcoxie	55
AJM Packaging Corporation	Joplin	150	Twin Oaks Custom Cabinets Inc.	Neosho	50
Leggett & Platt Incorporated	Carthage	143	Congregation Mother Redemptrix	Carthage	50
Tamko Building Products Inc.	Joplin	130			
Schreiber Foods Inc.	Carthage	120			
Lozier Corporation	Joplin	120			
Mid-America Hardwoods Inc.	Sarcoxie	110			
CNC Machine Products Inc.	Joplin	110			

(JOPLIN REGIONAL PARTNERSHIP, 2014)

TABLE 28 - WASTEWATER DISTRICTS IN HSTCC REGION

DISTRICT	AREA OF SERVICE	TYPES OF FACILITIES	FACILITIES
BARTON COUNTY			
Lamar	Lamar	Lagoon with Treatment Plant	1
Golden City	Golden City	Mechanical Plant	1
Liberal	Liberal	Lagoon	
Mindenmines	Mindenmines	Lagoon	
JASPER COUNTY			
Carl Junction	Carl Junction, Airport Drive	Oxidation Ditch (Lagoon)	1
Joplin	Joplin, Duenweg	Oxidation Ditch, Sand Filtration lagoon and Mechanical)	1
Center Creek 201 Board	Webb City, Oronogo, Carterville	Sand Filtration (Mechanical)	1
Carthage	Carthage	Sand Filtration w/ Lime Softening (Mechanical)	1
Sarcoxie	Sarcoxie	Oxidation Ditch (Lagoon)	1
Asbury	Asbury	Oxidation Ditch (Lagoon)	1
Alba	Alba	Oxidation Ditch (Lagoon)	1
Jasper	Jasper	Oxidation Ditch (Lagoon)	1
NEWTON COUNTY			
Diamond	Diamond	Oxidation Ditch (Lagoon)	1
Fairview	Fairview	Oxidation Ditch (Lagoon)	1
Seneca	Seneca	Oxidation Ditch (Lagoon)	1
Granby	Granby	Sand Filtration (Mechanical)	1
Neosho	Neosho	Sand Filtration (Mechanical)	1
Joplin	Joplin, Duenweg	Oxidation Ditch (Lagoon), Sand Filtration	1
MCDONALD COUNTY			
Pineville	Pineville	Oxidation Ditch (Lagoon)	1
Goodman	Goodman	Orbital Oxidation Ditch	1

(HSTCC, 2009)

