

ECONOMIC DEVELOPMENT ALLIANCE

BOLIVAR /
POLK COUNTY
ANNUAL REPORT

REVIEW OF ACCOMPLISHMENTS,
CONTRIBUTIONS COLLECTED,
OPERATING COSTS AND MORE

2019

345 S. Main Ave., PO Box 9, Bolivar MO 65613

FROM THE MAYOR ...

As a business owner and elected leader, I am proud to say that I live and work in Bolivar, Mo. I am excited to be a part of the growth that I'm seeing in my hometown.

The Economic Development Alliance, under the leadership of our Executive Director Gail Noggle, is a strong liaison between businesses and government when assisting potential developers in seeing their next project come to fruition. She has shown dedication and professionalism while working hard to bring new industry and developments to Bolivar and Polk County.



Our private / public partners should be commended for their commitment to ensuring the success of our communities. It takes all of us working in cooperation to make things happen.

Each resident of Bolivar and Polk County can be an ambassador for the area when we all work together towards one goal – Making Bolivar and Polk County the best place to live.

FROM THE IDA BOARD PRESIDENT ...

As a Bolivar native who naturally wants to see Bolivar and Polk County grow and succeed, I am honored to serve as the current Board President of the Industrial Development Authority of Bolivar.

I am excited by the progress our area has seen in the last few years with the opening of Tractor Supply, the returning of Tracker Marine/White River Marine Group and Phoenix Décor (which continues the legacy left behind by Bolivar's long-time business Teters Florist in its former building.)

On behalf of the IDA Board of Directors, we are grateful that so many of our local businesses recognize the added value their support and contributions can create for Bolivar & Polk County. We could not attract and retain the businesses we do without such broad support from the business community.



With the Economic Development Alliance's partnership with the City of Bolivar, Polk County, the IDA and our private partners, we can all continue working together to maintain the vibrant, inviting feel that we have here in Bolivar & Polk County.

FROM THE EXECUTIVE DIRECTOR ...

As Executive Director of the Economic Development Alliance and working in Bolivar for the last 3 years, I have been privileged to meet and work with some wonderful folks. It has been rewarding to see the progress being made in the City of Bolivar and Polk County.

Through the public/private partnership of the City, County, IDA and our private investors, the Economic Development Alliance is positioned to be a prominent force in establishing Bolivar as a desirable and vigorous place to live, work and play.

By focusing on the attraction of manufacturing and industry, finding ways to market the area in the tourism industry and supporting existing businesses through retention and expansion, I believe we will see huge strides made in economic development for Bolivar and Polk County.



Bolivar Economic Development Alliance

***City of
Bolivar***

***Polk
County***

***Industrial
Development
Authority***

***Investors /
Partners***

Board of Aldermen

- ☐ Ethel Mae Tennis
- ☐ Steve Skopec
- ☐ Michael Ryan
- ☐ Justin Ballard
- ☐ Steve Sagaser
- ☐ Thane Kifer
- ☐ Charles Keith
- ☐ Alexis Neal

Mayor of Bolivar

- ☐ Chris Warwick

County Commissioners

- ☐ Shannon Hancock,
Presiding
Commissioner
- ☐ Kyle Legan, Northern
Commissioner
- ☐ Rex Austin, Southern
Commissioner

Board Members

- ☐ Pat Douglas, Board President
- ☐ Russ Batten, Board Vice
President
- ☐ Corey Rich, Board Treasurer
- ☐ Don Babb, Board Member
- ☐ Brad Johnson, Board Member
- ☐ Janieca Hancock, Board
Member

Advisory Board Members (non-voting members)

- ☐ Thane Kifer
- ☐ Paul Long
- ☐ Bob Moreland
- ☐ Kelly Parson
- ☐ Tracy Slagle

Staff

- ☐ Gail Noggle – EDA
Executive Director
- ☐ Becky Baker – EDA Board
Secretary

INDUSTRIAL DEVELOPMENT AUTHORITY

IDA BOARD OF DIRECTORS



Pat Douglas, President
Douglas, Haun & Heidemann, P.C.



Russ Batten, Vice President
Bank of Bolivar



Corey Rich, Treasurer
Duck Creek Technologies, LLC



Don Babb, Board Member
*Citizens Memorial Hospital /
Foundation*



Janieca Hancock, Board Member
Mid-Missouri Bank



Brad Johnson, Board Member
Southwest Baptist University

IDA Advisory Board Members

Bob Moreland
Commerce Bank

Thane Kifer
Farmers State Bank

Kelly Parson
Oak Star Bank

Paul Long
Ollis, Akers & Arney

Tracy Slagle
City of Bolivar



STAFF

Gail Noggle, Executive Director
Rebecca Baker, Administrative Assistant

ECONOMIC DEVELOPMENT ALLIANCE

The Economic Development Alliance (EDA) is a public/private partnership with the City of Bolivar, the County of Polk, the Industrial Development Authority, the Bolivar Area Chamber of Commerce and investors from the Private Sector.

Purpose: Through the development of the EDA, a robust Economic Development Program has been established. We are now in a position to advocate and advance a sustainable, job-driven business climate and to diversify economic opportunity that may impact all of Polk County. The purpose of this organization is to develop, advance, encourage and promote commercial, industrial, agricultural, tourism and manufacturing growth in and around the City of Bolivar and Polk County, Missouri. Through the public/private partnership of the City and County Government entities, the local Chamber of Commerce and area businesses, the promotion of economic development in our area becomes a team sport.

Structure: Committing to sponsorship in the EDA/IDA encourages local entities and businesses to hold an equitable partnership in growing jobs and investment in the Polk County region. Under this structure, stakeholders participate in regional economic development, such as business attraction and retention activities, and gain access to professional economic development staff and other resources across the region and state.

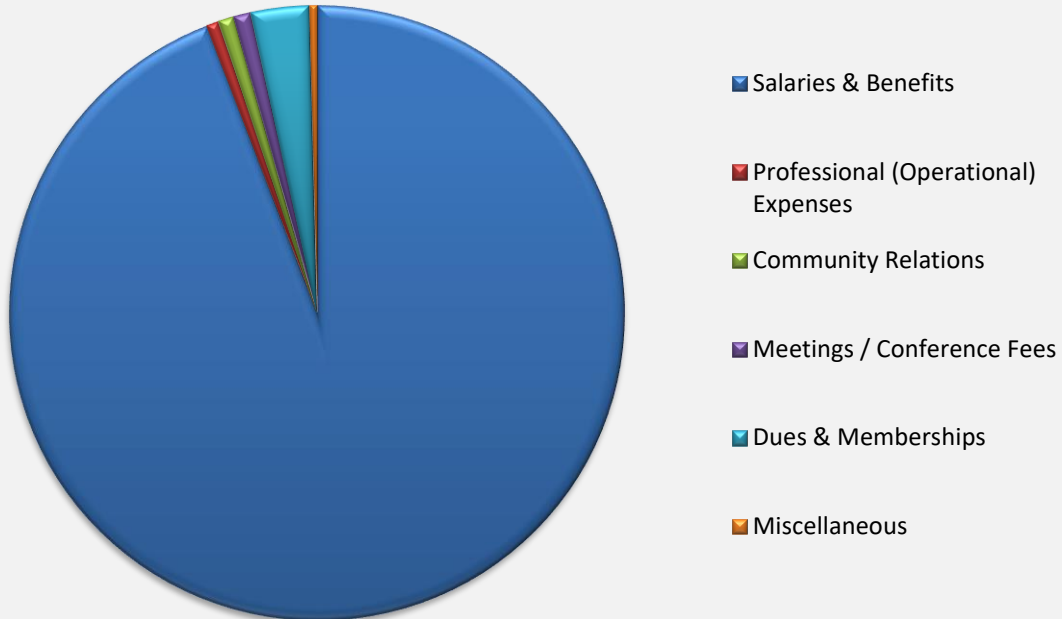
Each sponsor commits to a preferred sponsorship level on a three-year commitment, which is subject to their annual approval.

Mission Statement: The Economic Development Alliance – Bolivar and Polk County coordinates and facilitates the development of a strong, diversified and competitive economy in the city and county. As a public/private partnership, the EDA focuses on addressing the needs and opportunities of existing businesses, providing assistance to new and expanding businesses, fostering workforce development, supporting an entrepreneurial culture, while advocating for a business-friendly climate in Bolivar.

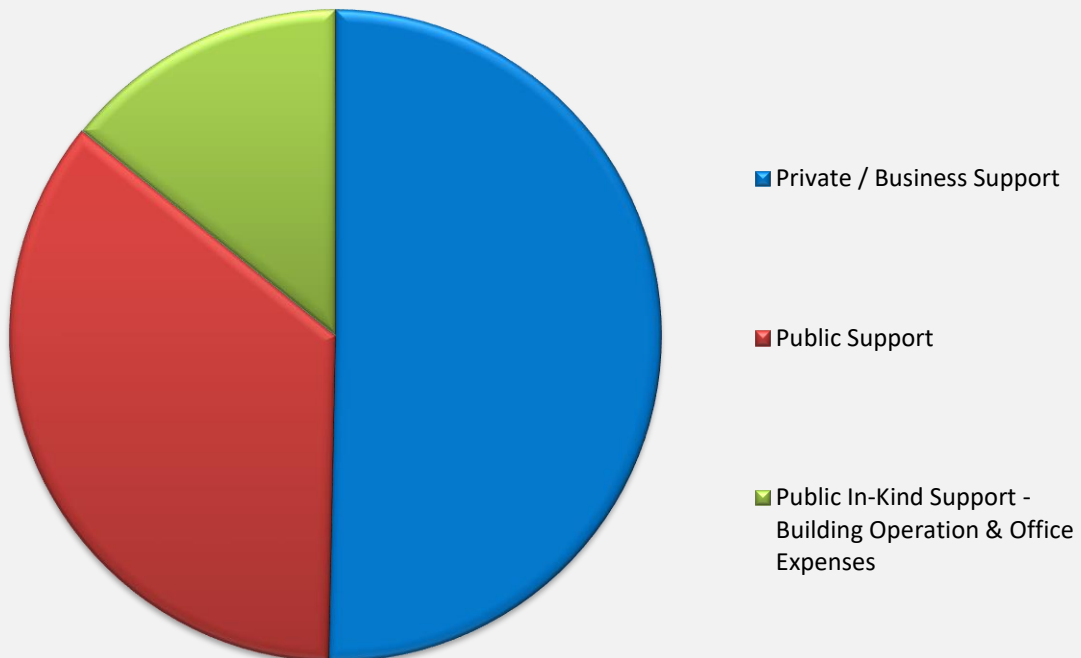


EDA OPERATIONAL BUDGET OVERVIEW

Economic Development Alliance (EDA) Expenses



Economic Development Alliance (EDA) Revenue



ECONOMIC DEVELOPMENT EFFORTS

A snapshot of 2019 by the numbers

OUTREACH

750+

Realtors Luncheon, Economic Development Summit, and Other Connections Made Through Industry-Related Events, Legislator Visits and BRE Program Contacts



NUMBER OF LEADS

12

Received from Missouri Partnership and Missouri Department of Economic Development through Springfield Regional Economic Partnership



ADDITIONAL PROGRAM ACTIVITIES

Broadband Meetings; TEAP Grant Awarded Co-Sponsored With City of Bolivar; Missouri Rural Partners Participation; Enhanced Marketing Presence with the SREP Website and the Springfield Convention & Visitors Bureau



MARKETING IDA REAL ESTATE

Listed Bolivar's Business Park, A Certified Site And Industrial Park, With Reece Nichols, A Commercial Real Estate Agency; Morrisville Road IDA Property Was Sold



JOB CREATION

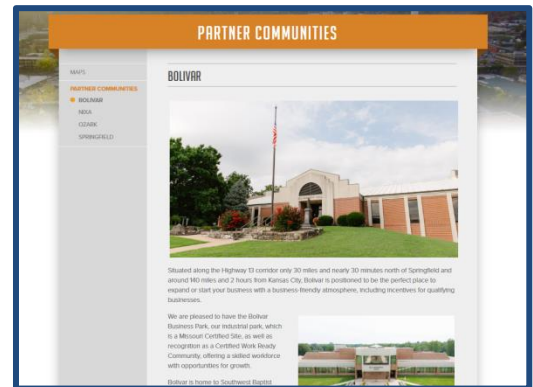
Phoenix Decor / Mercy Multi-Specialty Clinic / Tracker Marine / Creator Designs



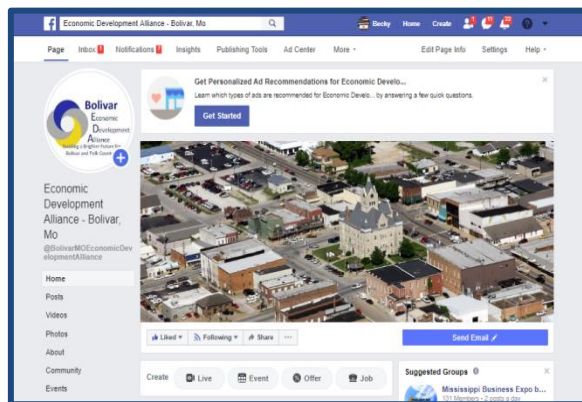
MARKETING OUR COMMUNITY



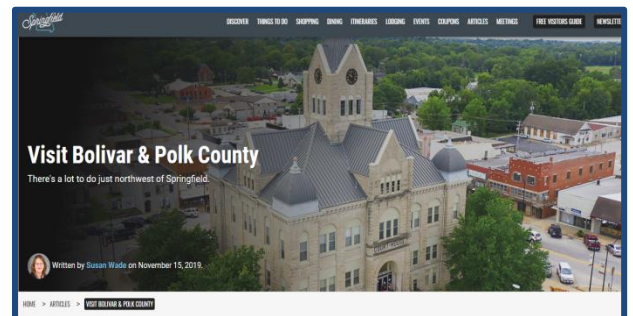
New Billboard for Business Park



Springfield Regional Economic Partnership website
[SREP Partner Community - Bolivar](#)



Created Facebook page for EDA



Springfield Convention & Visitor's Bureau website
[Visitor's Guide](#)



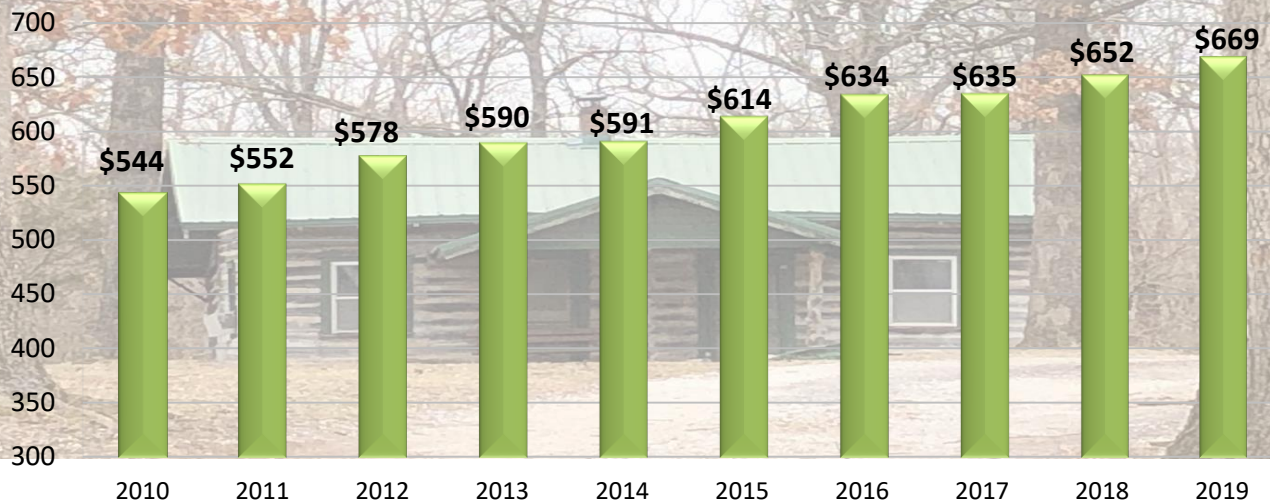
Community Video
[City of Bolivar Community Video](#)

Drone Flyover
[Bolivar Business Park video](#)

Submission of articles to local and regional publications

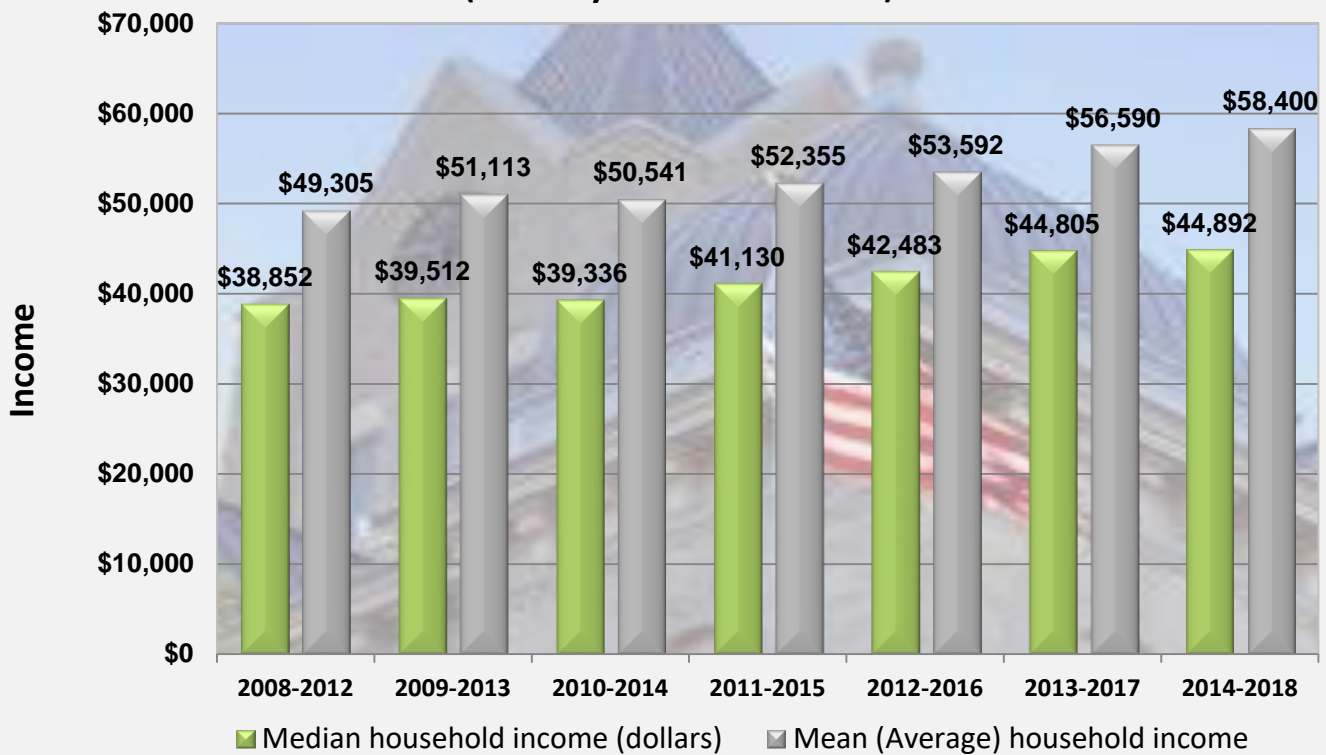
ECONOMIC INDICATORS

Average Weekly Wage in Polk County



Source: Quarterly Census of Employment and Wages, U.S. Department of Labor Bureau of Labor Statistics.

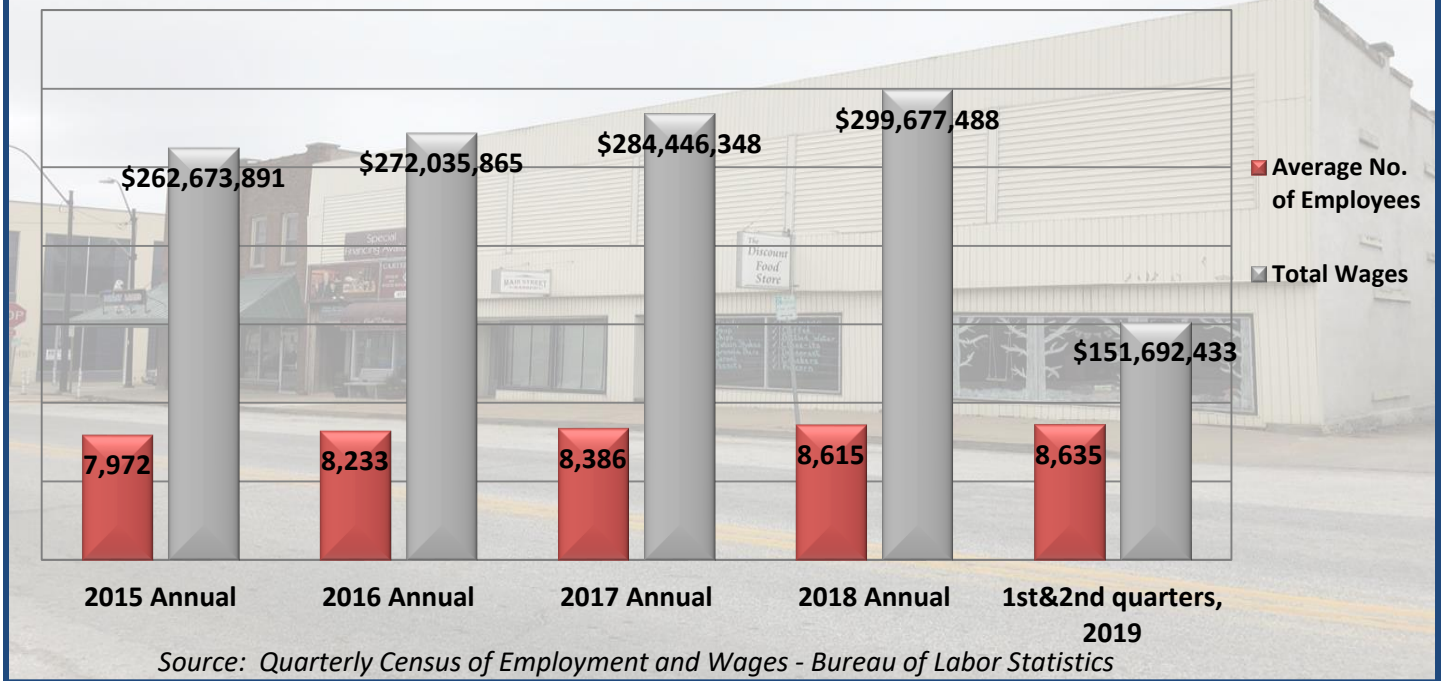
Annual Household Income in Polk County (from 5-year ACS estimates)



Source: Missouri Census Data Center. (2020). ACS Profiles (American Community Survey 5-year estimates. Available from <https://census.missouri.edu/acs/profiles/>.

ECONOMIC INDICATORS

Polk County Total Payroll & Employment



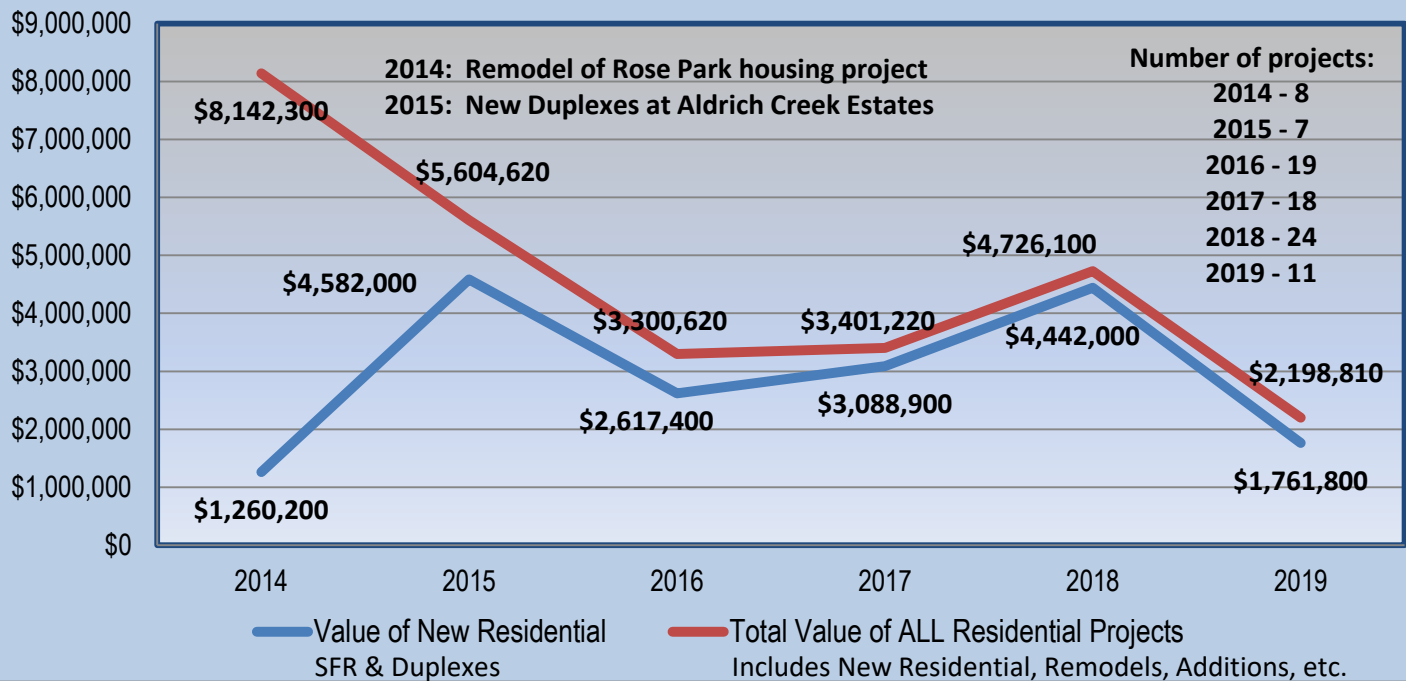
Home Ownership Data for Polk & Greene Counties

POLK COUNTY						GREENE COUNTY				
5-year ACS Estimates	Total Homes	Vacancy Rate Home	Rentals	Value of Homes Median	Average	Total Homes	Vacancy Rate Home	Rentals	Value of Homes Median	Average
2008-2012	13,242	4.3%	3.0%	\$110,900	\$126,905	125,468	2.2%	8.4%	\$128,700	\$157,290
2009-2013	13,249	3.6%	2.7%	\$109,800	\$125,274	126,226	2.2%	8.7%	\$128,100	\$157,790
2010-2014	13,305	3.7%	2.1%	\$112,700	\$129,658	127,154	2.4%	8.2%	\$128,000	\$157,223
2011-2015	13,331	3.4%	3.1%	\$114,600	\$136,780	128,166	2.5%	7.6%	\$129,400	\$160,437
2012-2016	13,359	2.0%	3.3%	\$117,700	\$141,504	129,308	2.3%	6.8%	\$133,700	\$164,348
2013-2017	13,517	2.0%	5.1%	\$122,600	\$150,508	130,915	2.2%	7.4%	\$136,300	\$168,786
2014-2018	13,534	2.2%	6.2%	\$125,700	\$154,420	132,241	1.9%	7.0%	\$141,200	\$173,834

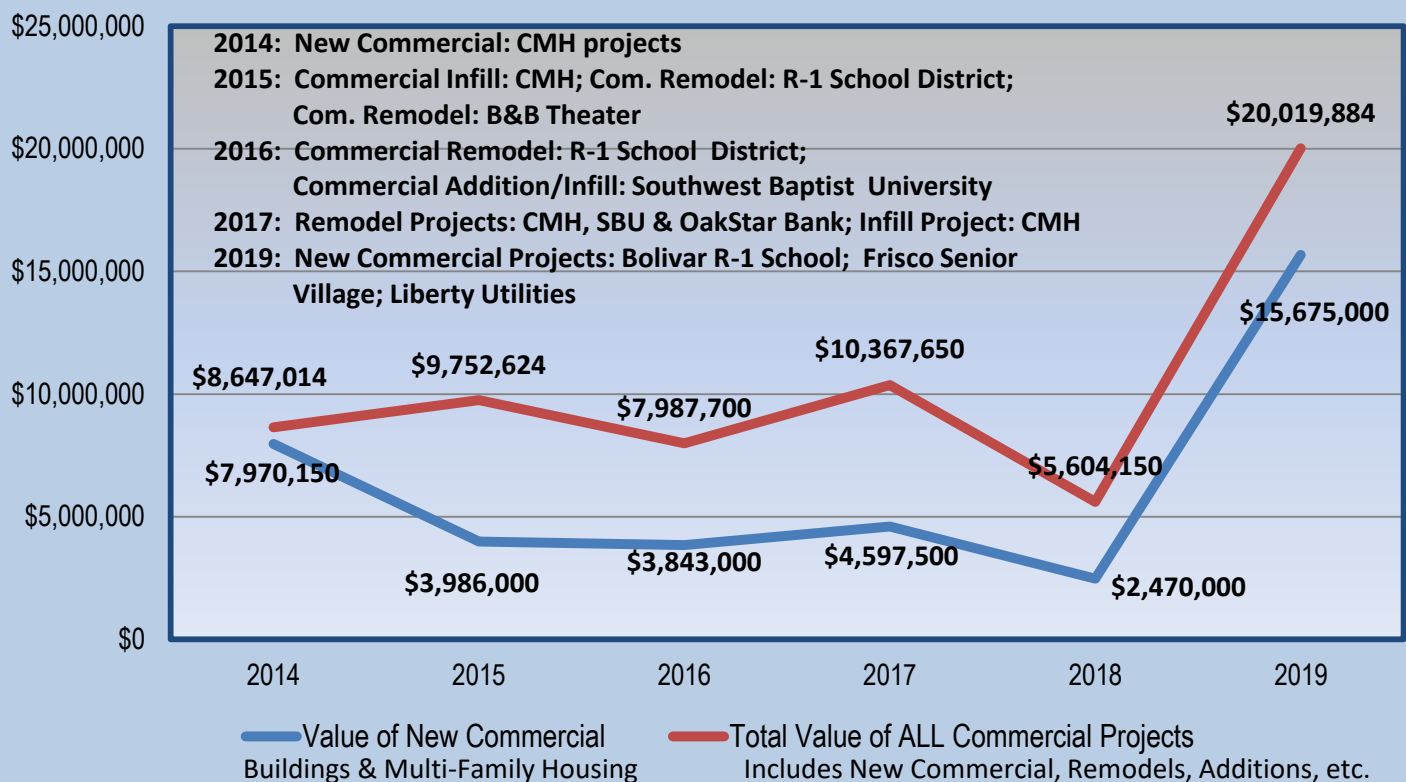
According to CityLab.com, a healthy homeowner vacancy rate, is at 2 percent or below, and a healthy vacancy rate for rentals is around 7 to 8 percent. Source: Missouri Census Data Center. (2019). American Community Survey. Available from <https://census.missouri.edu/acs/profiles/>.

BUILDING PERMITS FOR CITY OF BOLIVAR

VALUE OF YEARLY RESIDENTIAL PROJECTS

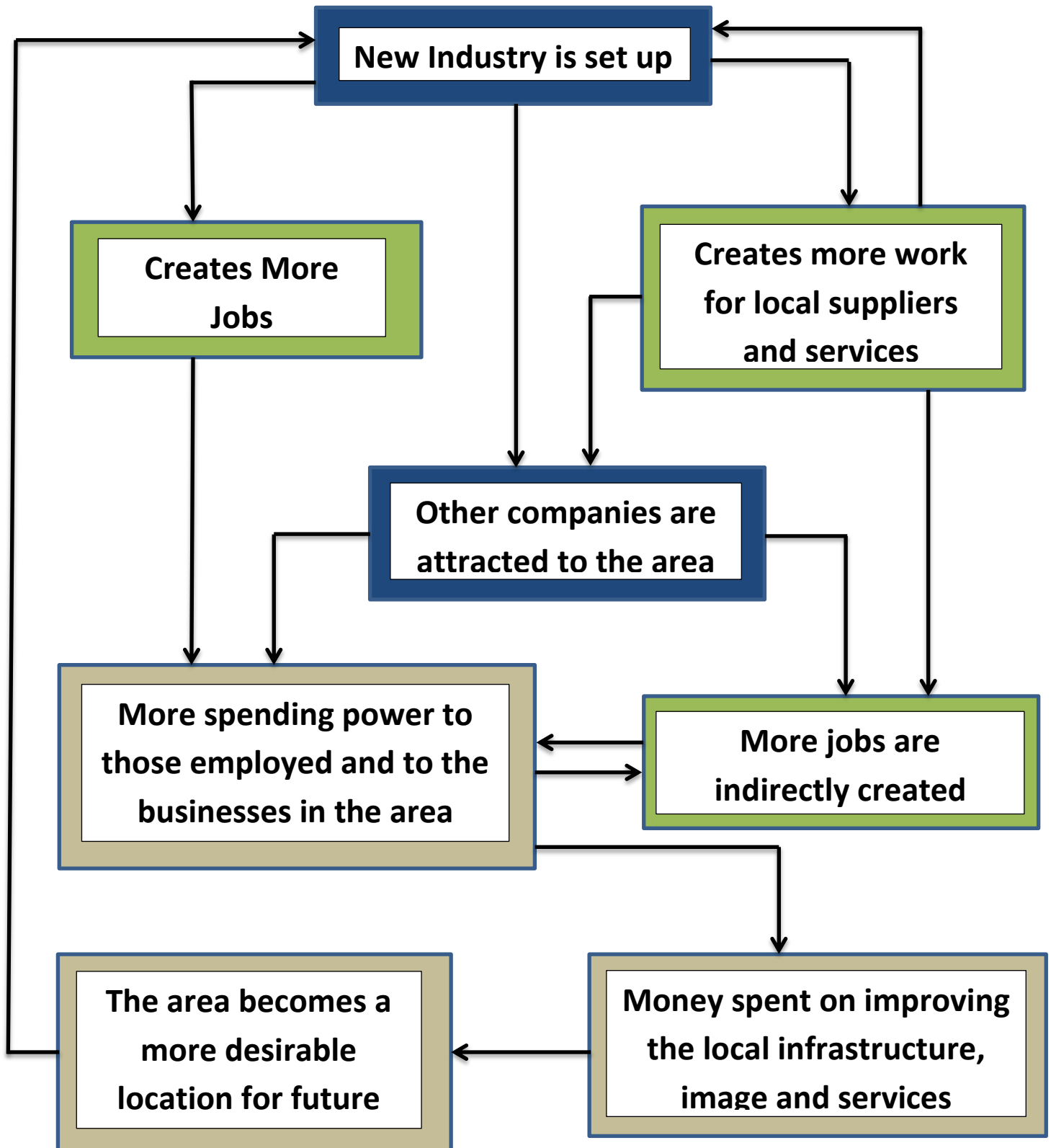


VALUE OF YEARLY COMMERCIAL PROJECTS



Source: City of Bolivar, Building Permits & Estimated Cost of Project

RESULT OF CREATING NEW JOBS



REVIEW OF IDA PLANNING SESSION – April 2, 2019

RESULTS OF SWOT ANALYSIS ON 4 COMPETENCIES

Business Retention & Expansion

Strengths

- Good job training opportunities with SBU, BHS, CMH and Mercy in town
- City of Bolivar's business friendly atmosphere; good partnership with government
- Strong utility capacity
- Financial institutions are available for a business's growth and expansion
- Heavily involved civic organizations
- Agriculture is strong in Polk County – No. 2 in Missouri for cattle production
- Strong IDA and leadership
- Broadband connectivity
- Availability inventory of property to expand
- Amenities and quality of life; nice parks; overall stability of community
- Good strong 4-year university; healthcare availability; CMH
- Proximity to a four-lane highway



Weaknesses

- Natural gas (which, in reality, doesn't have to be weakness if other industries are targeted)
- Long-term funding for Economic Development projects
- Labor pool / workforce issues
- Internet connection is insufficient at times and lack of competition
- Having the right skill set within our labor pool
- Traffic flow on Springfield Avenue is an issue at times
- Recent utility increase (water, sewer & electricity) is an issue for small businesses
- Existing workforce leaving area to work elsewhere
- Lack of jobs in specific wage ranges, i.e. middle management/professional areas
- Loyalty to workplace; workforce with little soft skills (communication, customer service)

Opportunities

- Distance from Springfield can be a positive – Try to create a more regional area with our neighboring counties, communities to north, west and east, i.e. Stockton, Fair Play, Wheatland, and other outlying areas; Can we create our own Regional momentum?
- Ag Business and opportunities within this sector, i.e. Organic farming; Noble Hill Farming Center near Springfield Landfill; Fair Play designated as food desert – Farmer's Market; Vital Farms/MidStates egg farms; Reach out to ag producers in community and capitalize on the opportunities
- Opportunity Zone and Enhanced Enterprise Zone incentives
- Capitalize on being a healthcare hub



Threats

- Amazon/online Internet sales; traffic counts when comparing to an Interstate; National economic effects
- Internet connectivity and speed
- Reorganization of Windstream

Small Business & Entrepreneurial Development

Strengths

- SBU's Enactus program, Centrepact at SBU/BHS, JAG, BoMO Works program, Culinary program at BHS, GO CAPS, Automotive Technician program and CNA certification program at BHS
- Cost of Living and doing business; amenities and quality of life; nice parks; overall stability of community
- Strong IDA and leadership
- Broadband connectivity
- Availability inventory of property to expand
- Good strong 4-year university; healthcare availability; CMH
- Proximity to a four-lane highway
- Good job training opportunities with SBU, BHS, CMH and Mercy in town
- City of Bolivar's business friendly atmosphere; good partnership with government
- Strong utility capacity
- Strong financial institutions
- Nice downtown square



Weaknesses

- Lack of space
- Lack of knowledge in creating appropriate business plans; training needs for small businesses/entrepreneurs
- Communication or knowledge of area/community events bringing traffic to Bolivar (Need better way to create Event Calendar to inform small businesses & restaurants of possibility of influx)

Opportunities

- Community Calendar
- Educate or market what Bolivar has to offer in small businesses
- What amenities or services can we “promote”
- Trade schools; Encourage more entrepreneurship through partnership between SBU/BHS
- Marketing, promoting, or educating prospective entrepreneurs about availability of Centrepact program



Threats

- Community members’ resistance to change
- Online shopping
- Subcontractors unwilling to travel

Workforce Development

Strengths

- Bolivar Technical College for healthcare-related fields; SBU – 4-year university
- BHS offers Culinary program, BoMO Works – a paid apprenticeship or unpaid internship program, Jobs for America’s Graduates (JAG), GO CAPS, Centrepact – Enactus group in high school,
- As incentive to move here – high quality of life, proximity to area lakes, nice parks, golf course in town
- SBU internship with local businesses
- Dual credit courses with OTC, SBU & MSU
- Affordable cost of living



Weaknesses

- Need of more skilled workforce for skilled type positions, i.e. construction
- Lack of available housing for those mid-level professionals, i.e. \$175-\$225K homes
- Lack of mid-management level positions to keep employees here as they grow professionally

Opportunities

- Creative ways to offer benefits, provide flexibility in hours, work from home, etc. to keep employees
- Utilizing the ENACTUS program more or making it more visible
- Vo-Tech classes that are more geared to skills outside of healthcare
- Creating positions for or finding a niche for older employees who are choosing to stay in workforce or rejoining workforce (Aging population could be considered a threat as well.)
- Apply for SCORE mentoring programs

Threats

- Large share of workforce is comprised of same wage-earning level, which causes instability amongst area employers
- Easy access to Springfield, causing inflow/outflow of employees
- More companies offer work-from-home positions due to technology

Business / Industry Attraction Marketing

SWOT Analysis similar to other 3 competencies

Manufacturing/Industrial – No. 1 Priority

Strengths: Financial incentives – EEZ / Opportunity Zone; Access to Hwy. 13; Missouri Certified Site; Willingness to work with IDA/City

Weaknesses: Lack of natural gas (may not be weakness, if marketed correctly); Proximity to Interstate when companies want Interstate access closer; Lack of financial resources to market available properties



Travel/Tourism – No. 2 Priority

Strengths: Nice hotels; several areas of recreation with trails, proximity to lakes, and state parks and Dunnegan Memorial Park

Weaknesses: Cannot control retail, large manufacturers who have the “ideal” community already chosen or mapped out; cannot control our access to I-44;



As pertaining to County Fair, public awareness is weak; resistance to change to make it a bigger event (which could be a potential event to promote the area); Lack of communication when event is happening to create a more solid community calendar, i.e. Basketball tournament coordinated by David and Tim Francka, Missouri Music Educator’s Conference and other events at SBU, such as the Job Fair, etc.

Opportunities: Good stopping point along 13 between Kansas City and other cities and Springfield; Need to Market our Community to be an Attractive place to

come, and keep coming back, maybe because of our proximity to the lakes in two directions and the access to hotels; our proximity to Lucas Oil; Could be a ‘day trip destination’ for state residents; NEED to find an event to put Bolivar on the map or become known for (many years ago, we had a 3-day Country Days with a rodeo); Possibly become host for sporting events; (Maybe a way to draw people here because of our strong ag background)

Threats: Stability in volunteers organizing events, i.e. sports leagues in Bolivar or even to get involvement to attract sporting events to host.



Residential – No. 3 Priority

Strengths: Good financing tools; Good schools; Variety of activities, events, recreation

Weaknesses: Gaps in availability of housing; Availability of builders; Availability of lots in subdivisions; Lack of consistency or uniformity to older



subdivisions; Too few parks, recreational areas in all areas of town or subdivisions; Timeframe for developers from finishing to sale; Supply/Demand issues; Prices of lots in city (what people are willing to pay) are less than what it costs to build infrastructure into the subdivision

Opportunities: Better defined or uniform subdivisions/zoning, etc.; Develop better park system for neighborhoods; green space, etc.

Threats: Wastewater capacity infrastructure

Retail – No. 4 Priority

Strengths: Diversity of retail offerings; Developers seem to attract own occupants for retail spaces

Weaknesses: Lack of quality children's clothing, etc., drawing residents to Springfield due to proximity to Springfield

Opportunities: Availability of spaces for rent/lease

Threats: Online/Internet Sales



THE ECONOMIC DEVELOPMENT ALLIANCE - BOLIVAR / POLK COUNTY APPRECIATES ITS PARTNERS.



The Industrial Development
Authority of Bolivar

Challenge Accepted!



Doug Roller

