



CHRISTIAN COUNTY

STEP UP

A PLACE TO THRIVE 



MEET THE CAMPAIGN LEADERSHIP

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SPRINGFIELD REGIONAL ECONOMIC PARTNERSHIP

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NIXA CHAMBER OF COMMERCE

COMMITTEE VOLUNTEERS

STEP UP CHRISTIAN COUNTY COMMITTEE VOLUNTEERS

TRAVIS ALLEN
TOTAL HIGHSPEED

SHELLY GOESSMANN
MARKETPLACE PRINTING

SCOTT MCDONALD
CENTRAL BANK OF THE OZARKS

GARY SHAFFER
SHAFFER & HINES

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MITCHUM JEWELERS

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BANK OF MISSOURI

MIKE HAYWARD
LIBERTY UTILITIES

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TAB INVESTMENTS, LLC

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COX HEALTH

CARL HEFNER
OZARK HERBALIST

CASEY OWENS
OZARK PUBLIC SCHOOLS

FREDDIE TEAGUE
MODERN OUTDOOR MEDIA

GUY CALLAWAY
CALLAWAY GARDNER REAL ESTATE

MARK JENKINS
BANK OF BILLINGS

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CHRIS THOMAS
OZARK BANK

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NIXA PUBLIC SCHOOLS

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SAMANTHA PAYNE
CITY OF OZARK

JOHN TORGERSON
TORGERSON DESIGN PARTNERS

DOUG COLVIN
NIXA UTILITIES

DR. JEFF JOCHEMS
OZARKS TECHNICAL COMMUNITY COLLEGE

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CHRISTIAN COUNTY COMMISSION

CHRISTOPHER VISOCKY
ALERTONE SERVICE INC.

MATT CROUSE
NIXA PARKS DEPARTMENT

CALLIE LINVILLE
CITY UTILITIES / LINVILLE CONSTRUCTION

ZAC RANTZ
NIXA PUBLIC SCHOOLS

GREG WILLIAMS
CONNELL INSURANCE

DREW DOUGLAS
CITY OF NIXA

DR. GEARL LODEN
NIXA PUBLIC SCHOOLS

LORI ROOK
OZARKS ELDER LAW

GARY WOOD
COMPERE ROBINETTE CPAS

JAMI DRESSLER
ARVEST BANK

CRYSTAL MAPP
KPM CPAS & ADVISORS

CHRIS RUSSELL
NIXA CHAMBER OF COMMERCE

WESTIN YANCEY
MODERN OUTDOOR MEDIA

ANNA EVANS
OZARK CHAMBER OF COMMERCE

Goals, action steps, and metrics outlined in the action plan for StepUp Christian County were developed by our volunteer committee members, and finalized by the SMCC Board of Directors.



ANDREA SITZES, EDFP
PRESIDENT & CEO

“My customer service approach to economic development comes from the nine years I spent in the hospitality industry before becoming the Executive Director at the Ozark Chamber of Commerce. Now that I work on a regional level at Show Me Christian County, I can see the lasting impacts we can make when we step up and move our county forward together.”

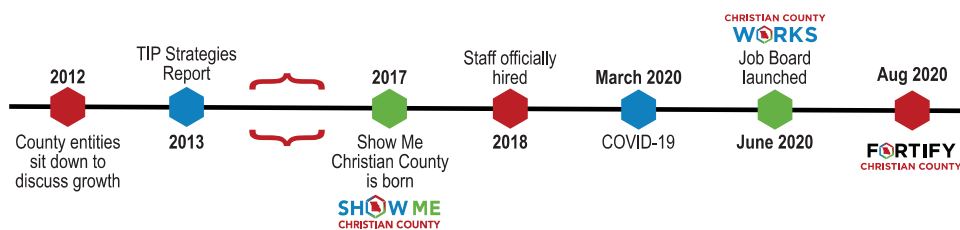


MARK WALLACE
PROJECT COORDINATOR

“With diverse personal experiences in the workforce and an aspiration to see my neighbors fulfill their dreams, I am excited to contribute to the continued growth of our region. From the largest mainstays in our business community to the local shops that act as the heart-beat of Christian County, everyone is moving forward. Our county is stepping up, and I am thrilled to have the best seat in the house!”

Our Story

In 2012, the city administrators of Ozark and Nixa got together to talk. The two Missouri cities, which sit just miles from one another, have nearly the same population and were experiencing tremendous growth with no end in sight. These two men came together to determine how to manage this growth and sustain the county in the future. After hiring a firm to help them develop an action plan, the city administrators learned that an economic development organization was necessary to continue the growth. Fast forward to 2017: Show Me Christian County (SMCC) was born to represent all seven municipalities in Christian County. Shortly after, Andrea Sitzes became the President and CEO, and SMCC has been on the front lines, fighting for economic development issues in Christian County ever since. We love working with businesses and our cities to discover how to help our community thrive and shine!



Vision

Christian County will become a destination for high-quality talent and innovative employers in the Southwest Missouri region.

Mission

Show Me Christian County is the collaborative partnership serving as a business concierge, advancing economic health through an intentional and balanced approach to growth.



THE GREAT RESET

In February 2020, none of us could have predicted the disruptions our world would experience through the Spring. During those difficult times, Show Me Christian County staff woke up every day with one sole purpose: to fight for the Christian County business community in ways we never thought possible.

From our homes, we were able to provide value and resources in a world turned virtual. The three months we spent sheltering in place allowed us time to actively **LEARN** about, and **LISTEN** to, the needs of our businesses. Once we understood those needs, we worked to **ADAPT** our approach, responding with accuracy and efficiency. Now, as we look back over our five-year action plan that was created in 2019, it is clear that our original priorities still exist; however, the timelines of two in particular must be accelerated for our community to rise and **THRIVE** in the wake of COVID-19.

These two priorities are:

CHRISTIAN COUNTY WORKS

CHRISTIAN COUNTY WORKS: A multifaceted approach to workforce development that seeks to reengage the workforce and ensure the next generation is equipped for the jobs of tomorrow.

GOAL 3

3

ACTION STEP 2

See 5-year action plan on page 8

4

Utilize internal and external data to gauge the needs specific to Christian County businesses. Create opportunities for schools and businesses to share needs via open house or round table events.

3

Educate and promote untapped sections of the workforce, including veterans, ex-offenders, and citizens with developmental disabilities.

2

Partner with schools and chambers to enhance Christian County's ACT Work Ready Communities designation through a marketing strategy designed to increase participation rates among students and businesses. Incorporate this effort in the the Christian County WORKS Job Board.

1

Promote the Christian County WORKS Job Board to job seekers and businesses. The job board should be a central resource for Christian County employment.

KEY MEASUREMENTS

- Track WorkKeys test completion among learners of all ages and Work Ready participation.
- Document number of jobs added, and accounts created on the Christian County WORKS Job Board.

Five-year budget: \$310,000*

*More budget details available upon request



FORTIFY

CHRISTIAN COUNTY

FORTIFY CHRISTIAN COUNTY: A uniquely Christian County strategy to business retention & expansion, formation, and attraction that seeks to equip the business community with the resources and relationships required to sustain growth.

GOAL 1

1

ACTION STEPS 1 & 2

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1 Assist companies with a Financial Analysis to better understand their operating cycle, allowing for more revenue to be saved for an internal resilience fund within the business.

2 Through a memorandum of understanding with the Small Business Development Center, establish individualized consulting services to address stated or assessed needs of small business.

3 Create a Business Resilience Plan. Establish mentorship to assist through the creation of systems in steps four and five.

4 Draft Emergency Procedures and how to respond to an array of risks, ie IT disaster recovery, pandemics, and natural disasters.

5 Assist businesses in establishing an ecommerce business model to adapt during various situations.

KEY MEASUREMENTS

- Track number of businesses assisted through financial analysis and consulting services.
- Track number of businesses that participate in ecommerce platform assistance and resiliency certification.

Five-year budget: \$366,285*

*More budget details available upon request



You cannot change the wind, but you can adjust your sails.



5-Year Strategic ACTION PLAN

GOAL

1

Ensure that Christian County communities have the resources needed to support business retention and expansion, formation, and attraction.

ACTION STEPS

1

Establish and rollout a formal Christian County Business Retention and Expansion (BRE) program utilizing the Synchronist© software made available through the partnership with the Springfield Regional Economic Partnership (SREP).

2

Organize a “volunteer” interview group to conduct interviews.

3

Pursue a partnership with the eFactory and Missouri State University to create a county-wide entrepreneurship program, which supports re-aligning the Carl G. Hefner Enterprise Center into an updated business incubator and accelerator.

4

Begin the process of identifying locations for Enterprise Centers at key locations across Christian County.

5

Identify potential sites for Industrial/ Business Park development and begin formulating plans for option-to-purchase or sell and/or purchase.

6

Pursue a carefully developed group of target businesses through an extensive marketing effort.

KEY MEASUREMENTS

- Track, assist, and connect businesses together and to resources
- Aid 120 business, which will be selected based upon their local economic impact
- Track number of new companies recruited
- Track number of new companies formed
- Jobs created or retained – 400 daytime jobs created with a target average salary of 40k/year. Current average wage in Christian County is \$32,150 as of 2020. This is a 24.4% increase in wage and a 3% increase in number of jobs created per year
- \$25 million increase in investment by companies expanding or newly locating in Christian County

TARGET BUSINESSES

- Healthcare
- Customer Service Centers
- Medical Software
- Growth-Oriented Small Businesses to include Home-Based Businesses
- Family-Oriented Destination Retail & Entertainment
- Hotel / Conference Center Development
- eCommerce & Distribution
- Light Manufacturing

GOAL

2 Foster a business friendly reputation for Christian County by collaborating with governmental entities to streamline growth.

ACTION STEPS

4 Engage employers in workforce programming decisions through workshops and focus groups.

3 Serve as liaison between government, business, and education.

2 Host “Developer Roundtable” events. Allow developers and potential investors to have “off the record” conversation to discuss impediments to growth and development.

1 Organize monthly meetings with County, Nixa, and Ozark Planning and Zoning Departments. Encourage key leaders to attend these meetings.

KEY MEASUREMENTS

- Document and track output from Show Me Strong Business Council meetings, BRE visits, and other meetings with key entities. Evaluate annually what workshops or trainings may be necessary to aide growth in local employers.
- Expand core programming and capabilities to include resiliency certification and elected official training, as a direct result of business feedback. Annual evaluation will be required.

GOAL

3 Build a strong sense of identity in Christian County as a magnet for talent in the Southwest Missouri Region.

ACTION STEPS

4 Explore partnerships for Christian County, its cities, and MODOT to implement a common set of way-finding signage throughout the county.

3 Promote emerging tourism attractions and recreation amenities, including, but not limited to, Finley Farms and U.S. Baseball.

2 Facilitate the development of a strategic plan with leadership of the Christian County school districts, OTC, and local businesses to encourage collaboration, the development and implementation of partnerships, and joint-use programs. Christian County should be the “Education & Training Center” of the region.

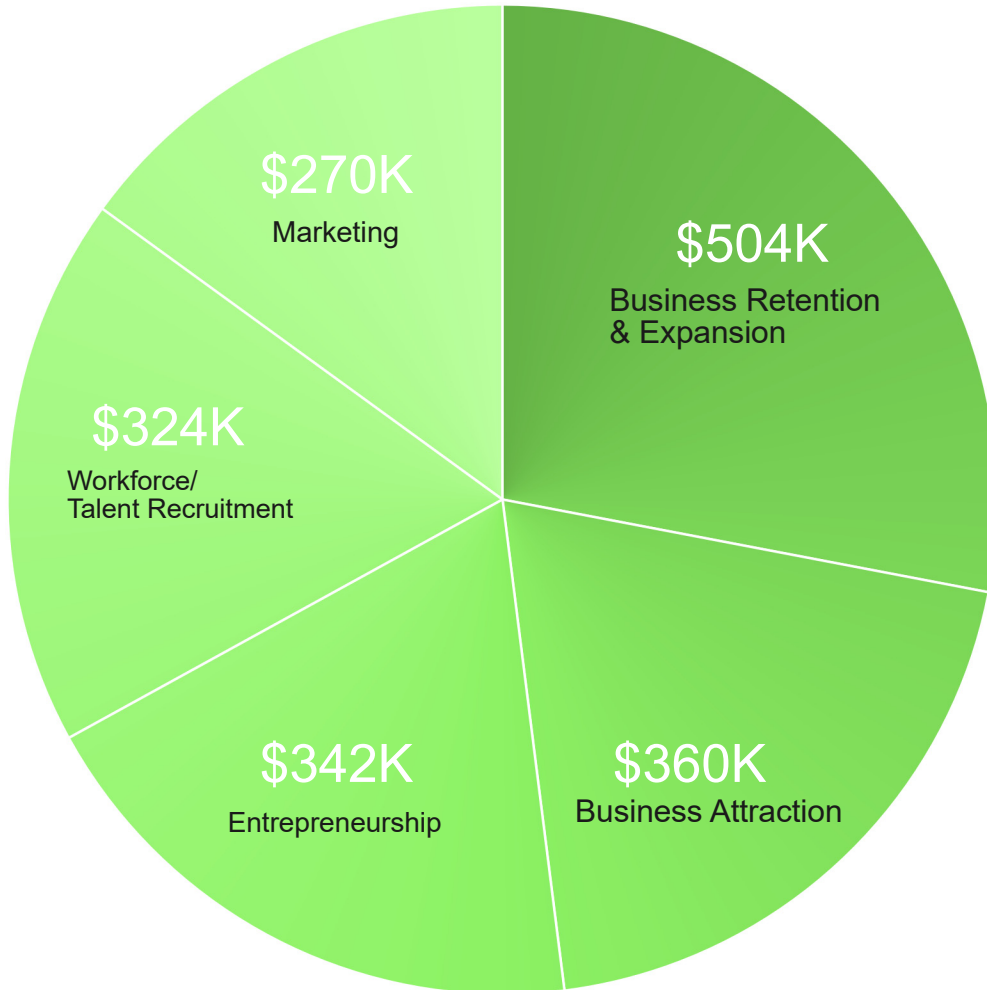
1 Develop a complete community profile for Christian County, ensuring that it is linked to all city, community, and chamber/betterment association websites in Christian County. The Show Me Christian County website should serve as the tool to unite all the communities in the county.

KEY MEASUREMENTS

- Develop a task force to track progress and collaboration between educators and business, including, but not limited to, the Work Ready Communities Program and the development of a list of professionals willing to come into schools and work with students.
- Updates provided to the Board of Directors, investors, and community stakeholders via semi-annual meetings and communication of progress on metrics quarterly.

5-Year

TARGET BUDGET



BUSINESS RETENTION & EXPANSION	
\$100,880 / YEAR	
BUSINESS ATTRACTION	
\$72,000 / YEAR	
ENTREPRENEURSHIP	
\$68,400 / YEAR	
WORKFORCE / TALENT RECRUITMENT	
\$64,800 / YEAR	
MARKETING	
\$54,000 / YEAR	
<hr/>	
\$360,000 / YEAR	
X	5 YEARS
<hr/>	
\$1,800,000	
TOTAL TARGET BUDGET	

Oversight of Investments

The funds needed to implement the initiatives identified and proposed in the prospectus will be sought from those with a vested interest in the Christian County area's economic future, including businesses, public institutions, community leaders, and individual stakeholders. Operations is included in each category.

Accountability

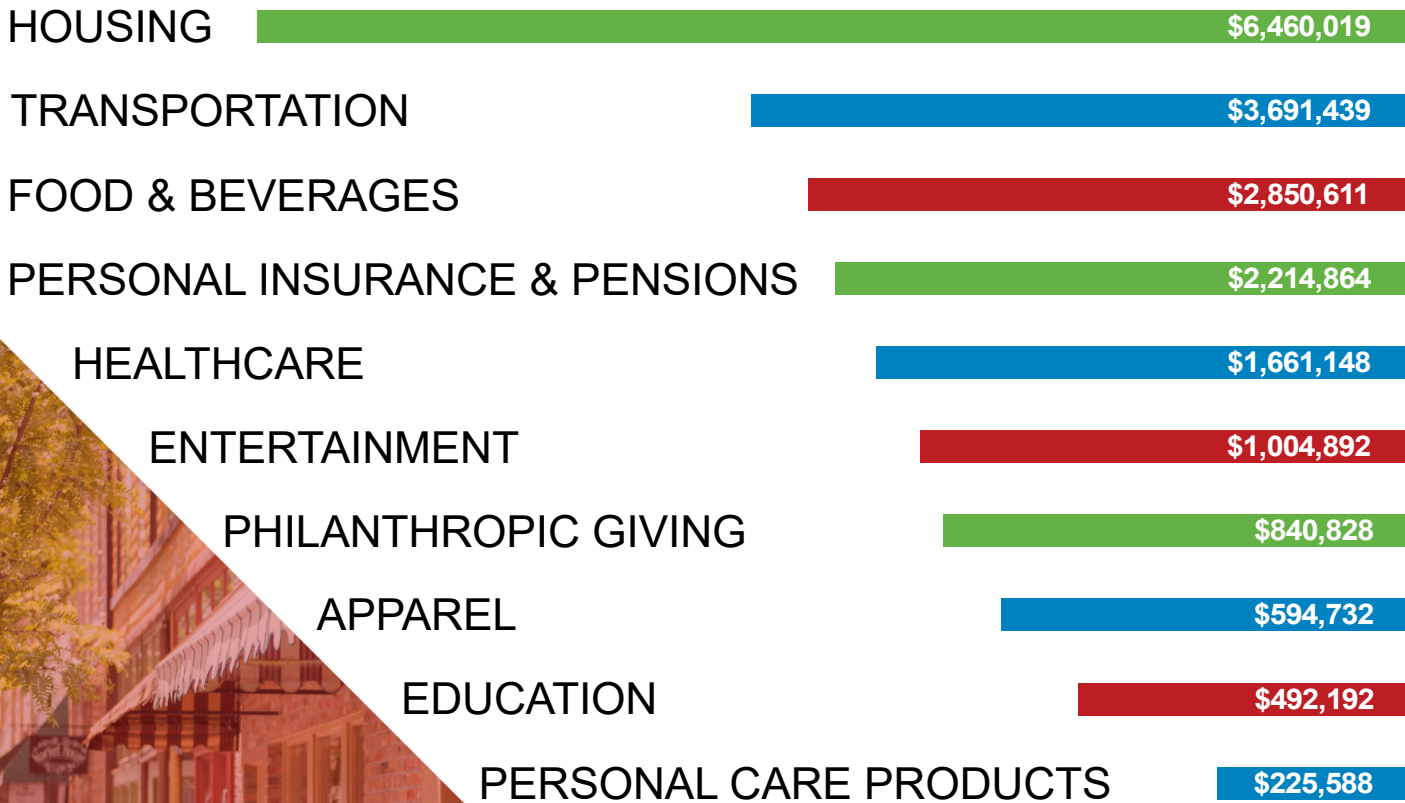
In order to track its progress, implement strategic activities, and demonstrate tangible returns to investors, Show Me Christian County's plan strategically pursues meaningful goals using performance-based measurements to be achieved by the five year cycle. Show Me Christian County leaders and staff will be held accountable to its investors and the community.

Goal

62 community leaders were interviewed during a feasibility study conducted by Opportunity Funding. Their feedback and insight helped determine that a target goal of 1.8 million was appropriate for the 5-year program.

IMPACT REPORT

TOTAL INCREASE IN CONSUMER SPENDING BY YEAR SIX OF THE PROGRAM



Impact information from Impact Datasource, Austin, Texas