

CROCKER, MO

*Rolling From The Past
On Track For The Future*

CROCKER

STRATEGIC

PLAN

2023



Facilitated and Prepared by:
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PLAN

INTRODUCTION

STRATEGIC PLANNING PROCESS

Strategic planning is a process by which a community can recognize and prioritize what needs to be addressed and then develop a plan of action to accomplish the identified goals. Through CARES Act funding supported by the Economic Development Administration (EDA), the Meramec Regional Planning Commission (MRPC) selected five communities from the Meramec region to participate in a strategic planning process with the purpose of assisting cities in recovery efforts from the coronavirus pandemic. In addition, this planning work is designed to build resiliency from future significant events. MRPC staff evaluated four key community indicators, comparing statistics and data for 2019 and 2021. This information was gathered for the eight counties in the region and served to help identify the counties most impacted by the pandemic. Staff then ranked the counties most at-risk and identified cities within these counties that were impacted by the pandemic. A comparison of taxable sales for each city were reviewed and categorized by < 0%, 0-10% increase, 10-30% increase and over 30% increase between 2019 and 2021. MRPC also reviewed the following community indicators:

- Unemployment Rates
- Overall Employment Numbers and Changes in Labor Force

The main difference between unemployment rates and employment numbers is the unemployment rate measures the percentage within the labor force that is currently without a job, while the participation rate measures the percentage of citizens who are in the labor force. Both are calculated by the Bureau of Labor Statistics (BLS). Ultimately, MRPC finalized the selection of cities by determining which communities also had the structure in place necessary to participate in a strategic planning process. The city of Crocker, located in Pulaski County, was

one of the five communities selected for participation in this strategic planning process. MRPC staff, working with the mayor, city administrator and city clerk, gathered members of the city of Crocker, and a variety of community stakeholders to participate in a strategic planning workshop on April 21, 2023. Over the course of the one-day session, the group, through a SWOT Analysis, identified Crocker's top strengths, weaknesses, opportunities and threats, and worked to create viable action items to address the needs of the community.

It is important to note that this strategic planning process included four key steps leading up to the strategic planning workshop.

- I. Securing City Commitment: The city of Crocker made a commitment to participate with MRPC staff in the planning process. Mayor Glen Smith served as the key individual/contact person for this planning effort. Jessica McGowan, City Clerk and Stephanie Leuthen, City Administrator were also closely involved.
- II. Identifying Key Stakeholders: The city of Crocker worked with MRPC on identifying key community members to involve in the strategic planning process.
- III. Determining Planning Process and Developing Agenda for Economic Development Strategic Planning Workshop: MRPC Staff worked with the key community contact to develop the planning process for Crocker's strategic plan/workshop. The one-day session was held at Crocker City Hall located at 108 S. Commercial St, in Crocker with the meeting held from 9 a.m. to 3 p.m. (*The Crocker Planning Workshop agenda is included in Exhibit I.*)
- IV. Developing an Economic Development Community Survey: MRPC staff developed an online community survey to provide an opportunity for additional community input into the planning process. This survey focused on the community's perceptions of Crocker's strengths, weaknesses, opportunities, and threats. (*The Crocker Economic Development Survey is included in Exhibit II.*) The city of Crocker assisted in the distribution of this survey to the community. Prior to the planning session, MRPC staff collected the results

of the survey, sharing the results of the survey at the strategic planning workshop. In addition, staff integrated the survey content into the overall strategic plan. (*The Crocker Community Survey Results are included in Exhibit II.*)



Picture 1: Crocker Planning Stakeholder Group

Based on the specific nature of the one-day planning session, a separate vision, mission and purpose statement was not created as part of this process. It is intended that this strategic plan will be adopted and further developed by existing city and community organizations. The city of Crocker has several city committees and community organizations actively working together toward the betterment of the Crocker community. It is anticipated that the completion of the planning process and the adoption of the final plan will help guide the city of Crocker and other community organizations as they work together for the future development of Crocker.



Picture 2: Stakeholders participate in the SWOT Analysis.

PLANNING STAKEHOLDERS

The following stakeholders provided survey responses and participated in the SWOT and action planning process.

- *Glen Smith, Mayor of Crocker*
- *Regina Arrington, Crocker Chief of Police*
- *Ashley Burton, Superintendent Crocker R-II School District*
- *Christi Leaverton, Crocker Councilmember*
- *Stephanie Leuthen, City Administrator*
- *Jessica McGowen, City Clerk*
- *Don Theberge, Superintendent City Utilities*

Meramec Regional Planning Commission

- *Anne Freand, Planning Manager*
- *Orin Pogue, Community Development Specialist*
- *Candace Connell, Community Development Specialist*



Picture 3: Stakeholders prioritize identified strengths for the community.

CROCKER DATA

The city of Crocker is in north central Pulaski County along Missouri State Highway 17. Crocker was founded on March 11, 1911, and is a fourth-class city with a mayor and four alderpersons. According to the United States Census Bureau, the city has a total area of 1.24 square miles (3.21 km). Other cities in Pulaski County include Dixon which lies 12 miles to the northeast, Richland located 13 miles to the southwest and the cities of Waynesville and St. Robert located 11 miles and 13 miles to the south.

The closest airport is the Waynesville-St. Robert Regional Airport, located about 22 miles to the south. This airport is a public and military use airport located at Fort Leonard Wood. The Springfield-Branson National Airport is located 95 miles to the southwest and the closest international airport, the St. Louis Lambert International Airport, is located approximately 150 miles to the northeast. The Burlington Northern Santa Fe railroad intersects the city of Crocker, following alongside Frisco Street/Highway 17 through the downtown area. Top employers in Crocker include the Crocker R-II School District and Ad Tracker, a regional advertising magazine and website business.

As of the 2020 decennial census, the city of Crocker is home to 929 people, a decrease of just over 16% since the 2010 decennial census count of 1,110. Consistent with Crocker's population, neighboring cities of Dixon, Richland and Iberia experienced varying declines in population ranging between 4.5% to over 20% in Dixon. The cities of St. Robert and Waynesville both experienced population growth over the last 10 years.

Table 1: 2010 & 2020 Decennial Census Population Comparison

Location	2020 Decennial	2010 Decennial	% Change
Crocker	929	1,110	-16.3%
Dixon	1,232	1,549	-20.5%
Richland	1,734	1,863	-6.9%
St. Robert	5,192	4,340	19.6%
Waynesville	5,406	4,830	11.9%
Iberia	703	736	-4.5%
Pulaski County	53,955	52,274	3.2%
Missouri	6,154,913	5,988,927	2.8%
Source: 2010 & 2020 Decennial Census data. http://data.census.org			

Preliminary reviews of 2020 decennial census numbers have spurred discussions of undercounts and reviews of final population numbers. Therefore, this report also provides population counts for non-decennial census years.

Table 2: 2011 & 2021 ACS Population Comparison

Location	2021 ACS	2011 ACS	% Change
Crocker	947	1,367	-30.7%
Dixon	1,037	1,478	-29.8%
Richland	2,417	1,728	39.9%
St. Robert	5,191	3,929	32.1%
Waynesville	5,336	4,440	20.2%
Iberia	582	991	-41.3%
Pulaski County	53,460	49,114	8.8%
Missouri	6,141,534	5,922,314	3.7%
Source: 2011 & 2021 American Community Survey data. http://data.census.org			

The American Community Survey (ACS) provides detailed population and housing information for local community leaders and businesses on an annual basis. It takes a sampling of addresses in each state and then provides estimates for a variety of geographies. Each estimate is also given a margin of error. While certain ACS data may have a larger margin of error over others, it is usually the best available data to many communities when reviewing topics such as education,

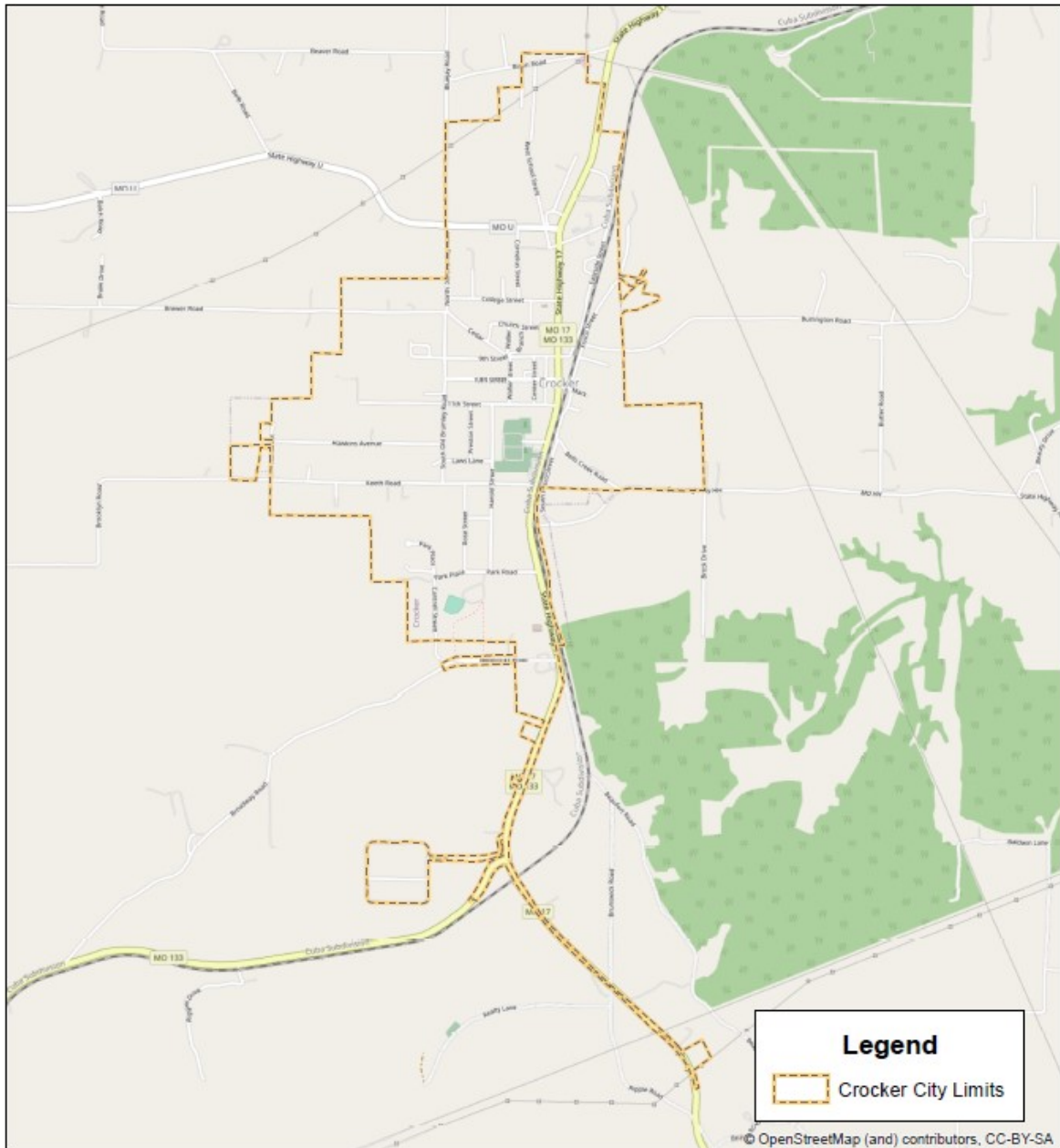
employment, transportation, etc. In comparison to the 2020 decennial population data, Table 2 on page 7 provides a review of population estimates between the 2011 and 2021 ACS.

Differences in the numbers between the ACS and decennial census highlight some of the reasons for concern, as the 2021 ACS estimates differ significantly from the 2020 decennial census for many of the cities included. Currently, there is not a clear answer as to the difference in numbers. It is noted that the 2010 decennial count occurred during the COVID-19 pandemic, which severely limited face-to-face interaction.

Table 3: Population Comparison between Decennial & ACS Data

Location	2020 Decennial	2021 ACS	Net Difference
Crocker	929	947	18
Dixon	1,232	1,037	-195
Richland	1,734	2,417	683
St. Robert	5,192	5,191	-1
Waynesville	5,406	5,336	-70
Iberia	703	582	-121
Pulaski County	53,955	53,460	-495
Missouri	6,154,913	6,141,534	-13,379
Source: 2020 Decennial & 2021 American Community Survey data. http://data.census.org			

Map 1: City Map of Crocker



<p>4 Industrial Dr, St. James, MO 65559</p>	<div data-bbox="584 1541 1052 1598" data-label="Section-Header"> <h2>Crocker, Missouri</h2> </div> <div data-bbox="597 1612 1039 1753" data-label="Text"> <p>This map was created by the Meramec Regional Planning Commission's GIS Department. To the best of the author's knowledge, the data presented here is accurate. However, the author or MRPC assumes no responsibility for the accuracy of the data presented on this map.</p> </div> <div data-bbox="1123 1621 1383 1694" data-label="Image"> </div>
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The educational level of the residents of Crocker has increased over the last decade when reviewing American Community Survey (ACS) data. The percentage of individuals 25 years and over that are a high school graduate or higher increased between 2011 and 2021 (77.5% increasing to 85.8%). In comparison, the percentage of individuals with associates or bachelor's or other graduate/professional degrees increased slightly over the same timeframe (25.1% in 2011 increasing to 29.4% in 2021). All the other neighboring cities also saw increases in percentages of individuals with high school or higher degrees.

Table 4: Educational Attainment % Population High School Graduate or Higher

Location	% 2021	% 2010	% Change
Crocker	85.8%	77.5%	8.3%
Dixon	86.4%	77.4%	9.0%
Richland	82.9%	69.7%	13.2%
St. Robert	95.1%	92.1%	3.0%
Waynesville	96.1%	84.8%	11.3%
Iberia	88.0%	75.0%	13%
Pulaski County	94.4%	88.1%	6.3%
State of Missouri	91%	86.2%	4.8%
United States	88.9%	85%	3.9%
Source: 2021 and 2010 American Community Survey data. http://data.census.org			

Crocker saw almost a 10% decrease in those 25 and over with no high school diploma between 2011 and 2021. The other neighboring communities also experienced decreases between 3.0 and 13.2% in those without a high school diploma over the last decade. Based on the 2021 ACS statistics, 14.2% (96) of Crocker's 25 years and older residents have no high school diploma.

Table 5: Educational Attainment % Population Without High School Diploma

Location	% 2021	% 2010	% Change
Crocker	14.2%	23.9%	-9.7%
Dixon	13.6 %	20.8%	-7.2%
Richland	17.1%	30.3%	-13.2%
St. Robert	4.9%	7.9%	-3%
Waynesville	3.9%	8.5%	-4.6%
Iberia	12.0%	25.0%	-13%
Pulaski County	5.6%	6.7%	-1.1%
State of Missouri	9.0%	11%	-2.0%
United States	11.1%	15%	-3.9%

Source: 2021 and 2010 American Community Survey data. <http://data.census.org>

The total number of housing units in Crocker is estimated at 533 in the 2017-2021 ACS with single family homes comprising about 79%, multi-family housing over 13% and mobile homes almost 8%. The average age of homes in Crocker is 56 years.



Picture 4: Examples of newer construction single-family home in Crocker. The home shown was built in 2002. Source: MARIS

According to 2021 ACS, 13.5% of housing units were built in 1939 or earlier, 53.4% were built between 1940 and 1979, and 33.1% were built in 1980 or later. ACS data for 2017-2021 also indicated that 52 housing units have been built since 2000. The decade with the most housing construction in Crocker was during 1960-1969, with 106 homes built during this time. Of the 533 housing units, 298 were built prior to 1969. While many of these structures may be properly maintained, it is likely that a portion of the properties are in need of renovations. The city of Crocker secured a demolition grant in 2019 for the demolition of 19 residential properties and four commercial properties, decreasing the number of structures in the city that are severely dilapidated and unsafe.



Picture 5: Example of an older single-family homes in Crocker. The home shown was built in 1936. Source: MARIS

The median value of an owner-occupied home in Crocker was \$82,200 in 2011 and increased to \$87,900 in 2021. This was an almost 7% increase but fell well behind the over 20% increase realized by Dixon and Waynesville and the 30% increase in median home values in Pulaski County. The 2021 median home value of \$89,000 in Richland is comparable to Crocker's. Richland, like Crocker, also saw a more modest increase in median home values over the past

decade. Other neighboring communities show a higher median home value ranging from a low of \$103,500 in Dixon to a high of \$182,100 in Waynesville. Almost 30% (76) of the homes in Crocker are valued at less than \$50,000. Some 79 homes (31.5%) in Crocker were valued between \$50,000 and \$99,999 (2017-2021 ACS), and 28.5% (73) homes were valued between \$100,000 to \$149,999. With the increase in property values during COVID-19, median value of owner-occupied homes is expected to increase with the next ACS data release.

Table 6: Median Home Values in Crocker and Neighboring Communities

Location	2021 Median Home Value	2011 Median Home Value	% Increase
Crocker	\$87,900	\$82,200	6.9%
Dixon	\$103,500	\$85,500	21.1%
Richland	\$89,000	\$81,500	9.2%
St. Robert	\$174,300	\$166,300	4.8%
Waynesville	\$182,100	\$149,100	22.1%
Iberia	\$74,500	\$83,400	-10.7%
Pulaski County	\$160,000	\$122,600	30.5%
State of Missouri	\$171,800	\$139,900	22.8%
United States	\$244,900	\$188,400	30.0%
Source: 2021 and 2011 American Community Survey data. http://data.census.org			

The city has 533 total housing units with almost 62% of those being owner-occupied (256 of the 414 occupied housing units) and approximately 119 noted as vacant, based on 2021 ACS data. The vacancy rate in the community was 12.4% in 2011 and increased to 22.3% in 2021. The vacancy rates in 2021 for neighboring communities range from 14.6% in Richland to 19.2% in St. Robert, 20.5% in Waynesville, and a high of 32.4% in Dixon.

Table 7: 2011 Housing Characteristics Including Vacancy, Owner and Rental Units

Location	Total Housing Units	Occupied Units	% Vacant Units	% Owner Occupied Units	% Renter Occupied Units
Crocker	549	481	12.4%	51.6%	48.4%
Dixon	751	643	14.4%	55.7%	44.3%
Richland	873	751	14.0%	61.1%	38.9%
St. Robert	2,056	1,842	10.4%	43.5%	56.5%
Waynesville	2,173	1,976	9.1%	60.5%	39.5%
Iberia	494	426	13.8%	61.3%	38.7%
Pulaski County	17,754	15,708	11.5%	55.4%	44.6%
State of Missouri			12.9%	69.5%	30.5%
USA			12.4%	66.1%	33.9%
Source: 2011 ACS 5 Year Estimates Data Profiles. http://data.census.org					

The percentage of housing units that are owner-occupied increased in the last decade from 51.6% in 2011 to 61.8% in 2021. In relationship to this change, the housing units used as rentals decreased from 48.4% of total units to 38.2% of housing units in Crocker over the last 10 years. The cities of Iberia and Richland experienced similar increases in owner occupied units.

Table 8: 2021 Housing Characteristics Including Vacancy, Owner and Rental Units

Location	Total Housing Units	Occupied Units	% Vacant Units	% Owner Occupied Units	% Renter Occupied Units
Crocker	533	414	22.3%	61.8%	38.2%
Dixon	632	427	32.4%	53.6%	46.4%
Richland	910	777	14.6%	70.4%	29.6%
St. Robert	2,692	2,176	19.2%	47.6%	52.4%
Waynesville	3,032	2,409	20.5%	41.7%	58.3%
Iberia	299	228	23.7%	67.1%	32.9%
Pulaski County	19,280	15,506	19.6%	52.9%	47.1%
State of Missouri		/A	12.5%	67.6%	32.4%
USA			11.2%	64.6%	35.4%
Source: 2021 ACS 5 Year Estimates Data Profiles. http://data.census.org					

It is interesting to note that the increase in owner occupied units experienced by Crocker, Iberia and Richland is a somewhat unique change as the trend in the Meramec region over the past decade for many communities is for the rental occupied units to increase and those units that are owner occupied to decrease. Neighboring communities with the highest renter-occupied unit rates include Waynesville at 58.3% and St. Robert at 52.4%. The city of Richland has the lowest percentage of renter occupied units at 29.6%.

The average household size of owner-occupied housing units in Crocker is 2.59 people in comparison to neighboring towns of Dixon at 2.14, Iberia at 2.92, Richland at 3.28, St. Robert at 2.43 and Waynesville at 2.05. The state of Missouri's average household size for owner-occupied units is 2.57. The average household size of renter-occupied units in Crocker is 1.73 people. This compares to a low of 1.81 people per unit in Iberia, 2.14 in Dixon, and 2.55 people per rental unit in Richland. The state of Missouri's average household size of renter-occupied units is 2.21.

Table 9: 2011 and 2021 Population Living Below Poverty

Location	2011 Population Below Poverty		2021 Population Below Poverty		2021 Age Under 18 Below Poverty	2021 Age 18-64 Below Poverty	2021 Age 65 & Over Below Poverty
	Number	%	Number	%	%	%	%
Crocker	429	32.5%	211	22.3%	28.1%	24.1%	12.5%
Dixon	296	22.8%	196	20.3%	10.0%	22.8%	17.2%
Richland	374	21.6%	481	20.9%	14.2%	22.9%	27.9%
St. Robert	1,058	25%	1,581	30.7%	39.1%	26.7%	35.3%
Waynesville	503	10.8%	1,390	27.5%	39.7%	20.7%	39.5%
Iberia	119	14.7%	68	12.1%	18.2%	9.4%	9.4%
Pulaski County	5,893	14%	6,391	14.6%	19.8%	12.0%	17.2%
State of Missouri	869,036	15.0%	762,023	12.8%	16.9%	12.3%	8.9%
United States		14.9%		12.6%	17%	11.8%	9.6%
Source: 2011 & 2021 ACS 5-Year Estimates, US Census							

According to 2021 American Community Survey data, 22.3% of Crocker's individuals (227) are living below the poverty level compared to 32.5% of the total population in 2011 living in

poverty. This is a significant decrease over the past decade in the number of people in Crocker living in poverty. In the Crocker community 28.1% of those below the age of 18 are living below poverty, 24.1% of those between 18 and 64 years of age and 12.5% of those over the age of 65. Neighboring communities of St. Robert and Waynesville and Pulaski County all saw increases in this same amount of time in the percentage of the total population living in poverty.

Median household incomes in the city increased more than 33% over the last decade increasing from \$33,657 in 2011 to \$45,000 in 2021. Crocker's 2021 median household income remains lower than many of the neighboring communities with the exception of Dixon and Richland, whose 2021 median household income was \$36,406 and \$42,060 respectively.

Table 10: Median Household Income

Location	2021 Median Household Income	2011 Median Household Income	% Change
Crocker	\$45,000	\$33,657	33.7%
Dixon	\$36,406	\$30,795	18.2%
Richland	\$42,060	\$28,969	45.2%
St. Robert	\$47,143	\$54,722	-13.9%
Waynesville	\$63,354	\$48,305	31.2%
Iberia	\$48,462	\$28,947	67.4%
Pulaski County	\$59,252	\$46,919	26.3%
State of Missouri	\$61,043	\$47,202	29.3%
United States	\$69,021	\$53,046	30.1%
Source: 2011 & 2021 ACS 5-Year Estimates, US Census			

All neighboring communities, with the exception of St. Robert, experienced positive change in household income in the past decade.

Community indicators including local sales tax receipts and property tax assessed valuations are compared for the years 2019 through 2022. There were increases in sales tax revenues in 2019-2021, with a significant decrease realized in 2022. Property assessed valuations in the city have increased each year, with a corresponding increase in property tax revenues.

Table 11: Crocker Sales and Property Tax

Year	Local Sales Tax Revenue	Property Assessed Valuation	Property Tax Revenues
2019	\$164,952	\$9,054,014	\$63,460
2020	\$165,178	\$9,234,746	\$64,726
2021	\$242,670	\$ 9,662,655	\$67,726
2022	\$138,669	\$10,382,945	\$72,774
Source: Missouri Department of Revenue, Tax and Fee Distribution Cities and Missouri State Auditor, Property Tax Rates Report			

Sales tax revenues indicate, in part, the health and growth of retail in communities. The increase in sales tax revenues in 2021 was a result of a local business's overpayment of sales tax to the Missouri Department of Revenue (MoDOR). MoDOR then withheld payments to the City of Crocker in early 2022 until the overpayment was corrected. If the revenues for 2021 and 2022 are combined and shared equally between the two years, the annual sales tax revenues for 2021/2022 would show an increase to \$190,669, a healthy increase of \$25,491 from 2020 revenues.

Crocker's civilian labor force (16 years and older) totals 411 people, which is 51.2% of the available population, lower than the labor force of 62.6% in 2011. Area communities range from Richland's labor force of 55.9%, St. Robert's 57.2%, Waynesville's 60.1% to Iberia's 74.8%. As a further comparison, the state of Missouri has 63.2% of its civilians working or actively looking for work.

Unemployment in the city of Crocker was listed at 5.1%, based on the 2021 ACS. 2021 ACS data shows an unemployment rate of 5.4% for Pulaski County. Updated unemployment rates are available only by county and offer a comparison to the ACS data. The average 2021 unemployment rate for Pulaski County, based on the U.S. Bureau of Labor Statistics, was 4.4%. Phelps County's average rate for that same time was 3.74%. From January 1, 2022, through December 2022, Pulaski County averaged an unemployment rate of 3.2%, with a high of 4.5% in January 2022. The current unemployment rate through January 2023 in Pulaski County was 3.2%. In comparison, Phelps County averaged an unemployment rate of 2.62% January 2022 through December 2022, with a current unemployment rate of 3.0%. Adjoining Miller County

averaged an unemployment rate of 2.7% in 2022, with a current unemployment rate of 3.5%. Overall, the unemployment rates have improved over the course of the last 2 years.

Table 12: 2021 Employment by Industry Sector

Industry Sector	Number	%
Education, Healthcare, Social Assistance	105	26.9%
Retail Trade	94	24.1%
Construction	40	10.3%
Public Administration	40	10.3%
Finance and insurance, real estate and rental	35	9%
Professional, scientific and management, administrative	24	6.2%
Arts, entertainment, recreation, accommodation, food services	22	5.6%
Source: 2021 ACS 5-Year Estimates, US Census		

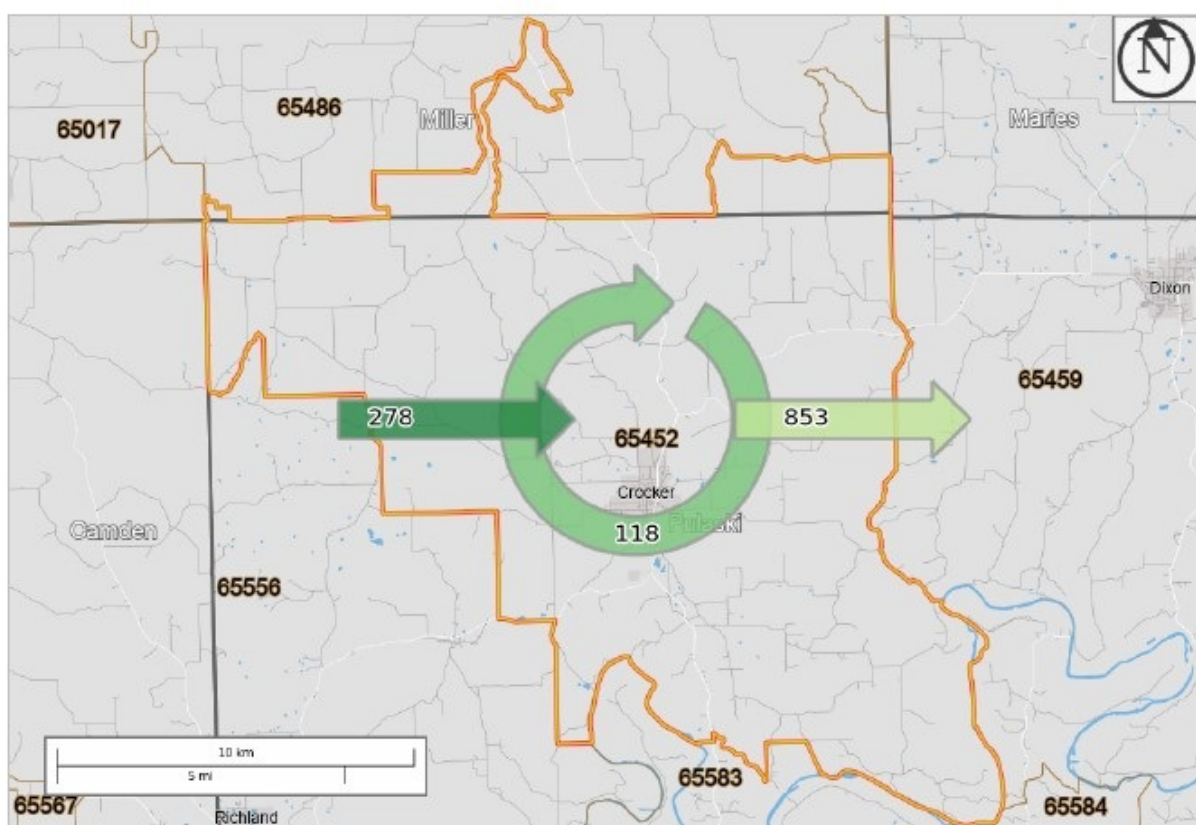
In Crocker, the top four industry sectors employed close to 72% of the working population in 2021 per ACS data. These industries include education/ healthcare/social assistance, retail trade, construction, and public administration. The next two sectors of finance and insurance/real estate and rental, and professional, scientific/management/administrative employ just over 15% of the total labor force.

The largest employer, Crocker R-II School district, currently employs approximately 96 people. The next largest employer, AD Tracker, employs 17 people as of 2020. Per recent information from the Central Workforce Development Region, which includes Pulaski County, top employing industries include health care and social assistance, retail trade, educational service, accommodation and food services, manufacturing, public administration, and construction. The region's top employment sectors compare similarly to Crocker's top sectors for employment.

The U.S. Census OnTheMap Inflow/Outflow Analysis provides a visual representation of those within the city of Crocker and their commuting characteristics. The most recent analysis is from 2020 and the data is based on the zip code 65452, which includes the city of Crocker. The following map shows that 277 individuals are employed in the city of Crocker but live outside the area, 259 live in this area and travel outside for work, and 29 people live and work within the Crocker community.

Map 2: 2020 Commuting

Inflow/Outflow Counts of All Jobs for Selection Area in 2020 All Workers



Map Legend

Selection Areas

Selection Area

Inflow/Outflow

- ◆ Employed and Live in Selection Area
- ◆ Employed in Selection Area, Live Outside
- ◆ Live in Selection Area, Employed Outside

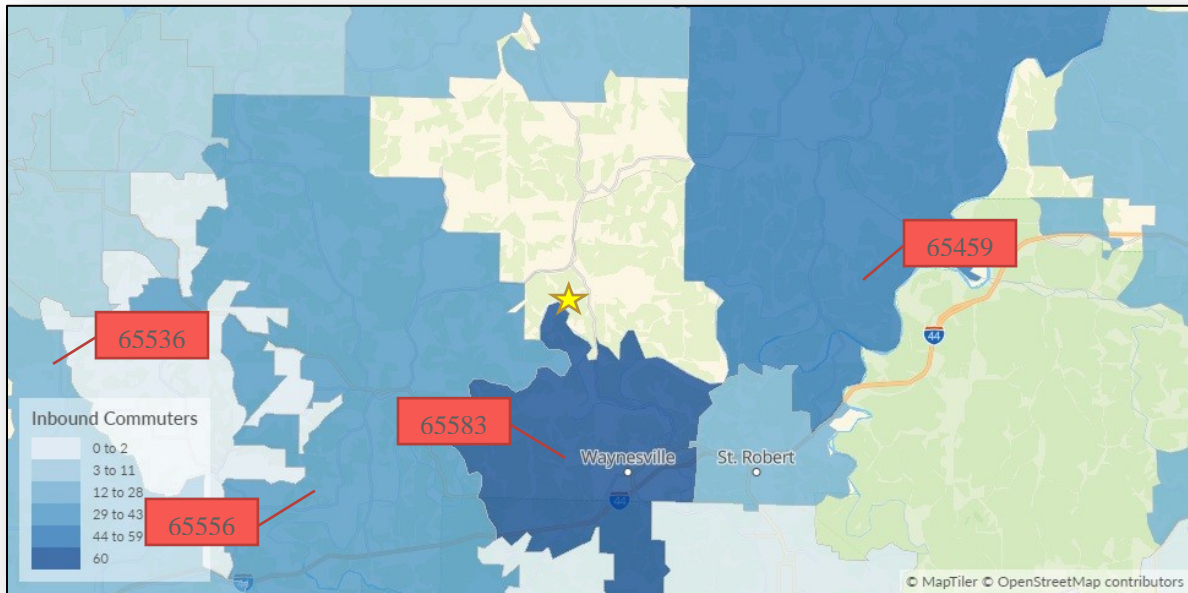
Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.



United States
Census
Bureau

Additional commuter data for the Crocker area was gathered from Lightcast, an economic modeling workforce data source.

Map 3: 2020 Inbound Commuters to the 65452 Crocker Zip Code



Source: <https://analyst.lightcast.io/>. Statistics from Missouri Economic Research and Information Center

The map above shows commuter data for workers traveling to the Crocker zip code for work. This map is based on census statistics for the zip code 65452 in Crocker, which covers a larger geographical area, but provides a more recent (2022) visual depiction for the community. Mean commute time for those living in zip code 65452 is 25.4 minutes according to ACS Data for Crocker, MO. Data shows that the largest number of inbound commuters (60) come from the adjacent 65583 zip code for Waynesville (dark blue) and an overall total of 355 inbound commuters travel to the area in green (65452 zip code).

In comparison, the top destinations for people that travel from Crocker to work include St. Robert and Waynesville. Unfortunately, the 65452 zip code area is losing 1,029 net commuters because 1,384 people are leaving the area to work in other zip codes.

Table 13: Top 5 Zip Codes for Inbound/Outbound Commuters To/From Crocker 65452 Zipcode

City	Zip Code	Inbound Commuters	Outbound Commuters	Net Commuters
Waynesville	65583	60	224	-163
Dixon	65459	44	49	-4
Richland	65556	29	37	-8
Lebanon	65536	22	27	-5
Iberia	65486	19	38	-19
St. Robert	65584	18	271	-254
Rolla	65401	17	45	-28
St. James	65559	12	8	4
Source www.lightcaset.io . Statistics from Missouri Economic Research and Information Center				

SWOT ANALYSIS

The Meramec Regional Planning Commission led the participants in a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) to assist the city of Crocker, other community organizations, and fellow stakeholders in making more careful and informed decisions for the city's future. The following items were identified and prioritized by the participants and are listed in priority order for each category.

Crocker Strengths	
Priority Ranking	Community Strengths Identified
# 1	Small town feel/quiet
# 2	Adequate infrastructure for growth
# 3	Strong sense of community/ community pride/tight knit community
# 4	Located between Ft. Leonard Wood and Lake of the Ozarks
# 5	Quality fire, ambulance, emergency management services
# 6	Community volunteerism/great people/ willingness to work together

Crocker Weaknesses

Priority Ranking	Community Weaknesses Identified
# 1	Lack of health care in community/medical facilities/pharmacy
# 2	Out-of-date ordinances/codification needed
# 3	Poor condition of streets/roads
# 4	Quality of city water/water system improvements needed/aged infrastructure
# 5	Pedestrian infrastructure/lack of and condition of sidewalks
# 6	Lack of competitive jobs/more job opportunities/ businesses needed
# 7	Negative social media

Crocker Opportunities

Priority Ranking	Community Opportunities Identified
# 1	Improve water/aged drinking water public infrastructure
# 2	Upgrade sidewalks/streets/roads infrastructure
# 3	Attract medical clinic, pharmacy

#4	Promote new business development/ encourage community support of existing businesses
#5	Redevelop main street/promoting the main street business area
#6	Improve public perception of schools
#7	Explore certified site potential

Crocker Threats	
Priority Ranking	Community Threats Identified
#1	Not upgrading city infrastructure to include sidewalks/water/streets/stormwater
#2	Drugs/addiction/fentanyl
#3	Continual decline of residential areas within city/deteriorating housing stock
#4	Lack of restaurants/other retail in community
#5	Grocery store closing
#6	Brain drain
#7	Lack of housing stock/affordable home ownership opportunities

FOCUS AREAS, OBJECTIVES & STRATEGIES

The areas of focus, objectives and strategies identified in this section were based on items identified in the SWOT Analysis, as well as input from various stakeholders during the one-day strategic planning session held in April 2023.

FOUR FOCUS AREAS FOR CROCKER

- 1. Strengthen Economy*
- 2. Improve Infrastructure*
- 3. Plan for the Future*
- 4. Enhance Community*

FOCUS 1: STRENGTHEN ECONOMY

Employment in the city of Crocker is heavily concentrated in two sectors: Education/healthcare/ social assistance, and Service. Numbers from the 2021 ACS indicate that over 51% of civilians 16 years and over are employed in one of these two areas. Following significantly behind, the sectors of Construction and Public Administration employ 10.3 % of the Crocker workforce. 2022 data from the Missouri Economic Research and Information Center shows that almost 75% of the people that live in the zip code 65452 (Crocker area) travel outside the area for work,

many traveling to employment in St. Robert and Waynesville. In order to withstand major economic disruptions—whether triggered by a reduction in force at Ft. Leonard Wood, or a nationwide recession or global pandemic — employment opportunities in the city need to be increased and diversified. In addition, attention will be paid to strengthening and promoting retail business in the community, which will result in more local opportunities for employment, also increasing the opportunities citizens have to shop at home and increasing the sales tax base for the city of Crocker.

**OBJECTIVE 1: PROMOTE RETAIL BUSINESS DEVELOPMENT,
RETENTION AND EXPANSION**

STRATEGY 1: Reorganize Crocker Chamber of Commerce

STRATEGY 2: Identify gaps/community needs and actively pursue new retail development

STRATEGY 3: Create incentives to relocate local businesses to downtown vacant properties

STRATEGY 4: Work with local businesses to strengthen/develop incentives for expanding and new businesses

STRATEGY 5: Enhance local businesses’ online presence

STRATEGY 6: Encourage community support of existing business including development of programs to encourage “Shop Local”

**OBJECTIVE 2: EVALUATE INDUSTRIAL/COMMERCIAL BUSINESS
DEVELOPMENT**

STRATEGY 1: Consider development of an economic development committee for the community

STRATEGY 2: Research development of an Industrial Development Authority (IDA) by the city of Crocker

STRATEGY 3: Offer financial incentives to new and expanding commercial and industrial business

STRATEGY 4: Pursue development of an Industrial Park that is designated as a “Missouri Certified Site”

STRATEGY 5: Promote continued partnership with Pulaski County Growth Alliance (PCGA) on growth and promotion of Crocker

FOCUS 2: IMPROVE INFRASTRUCTURE

Adequate and updated infrastructure is essential to a high quality of life for the people that live and work in communities. In addition, continued growth in the city of Crocker will require preparation and planning for the physical growth of the community through infrastructure investments. Emphasis will be placed on public drinking water systems, sidewalks and streets.

OBJECTIVE 1: MAINTAIN, IMPROVE AND UPGRADE PUBLIC INFRASTRUCTURE

STRATEGY 1: Develop long-term plan for public infrastructure

STRATEGY 2: Pursue grants to help fund needed infrastructure improvements

STRATEGY 3: Continue the Transportation Sales Tax in place

STRATEGY 4: Acquire construction and maintenance equipment for streets and sidewalks

STRATEGY 5: Prioritize evaluation and planning for improvement of public drinking water system

STRATEGY 6: Pursue franchise tax for broadband services

OBJECTIVE 2: IMPROVE WALKABILITY AND CONNECTIVITY FOR PEDESTRIAN MOVEMENT

STRATEGY 1: Develop a master plan for sidewalks

STRATEGY 2: Pursue grants to help fund new sidewalks

STRATEGY 3: Improve safety along Highway 17

STRATEGY 4: Encourage sidewalk construction in new development

FOCUS 3: PLAN FOR THE FUTURE

The development of community plans for Crocker will allow the city to balance competing interests and make proactive decisions. Established community plans offer cities like Crocker the legal and public basis to make future land-use decisions and funding applications. They create a blueprint for the community's future, clarifying community needs and supporting improvements. Planning also builds consensus and commitment among elected officials and the public and helps guide future decision-making. Ultimately, community planning will result in improving the overall quality of life in Crocker by creating a roadmap for the Crocker community to be better prepared to thrive and grow.

OBJECTIVE 1: UPDATE COMPREHENSIVE PLAN

STRATEGY 1: Determine scope of comprehensive plan

STRATEGY 2: Pursue grant opportunities to fund necessary planning

OBJECTIVE 2: UPDATE CITY ORDINANCES

STRATEGY 1: Review and prioritize ordinances that require updates

STRATEGY 2: Pursue codification of city ordinances

OBJECTIVE 3: DEVELOP A COMMUNITY MARKETING PLAN

STRATEGY 1: Develop marketing plan that targets both visitors and residents

STRATEGY 2: Develop social media plan to better promote Crocker

STRATEGY 3: Develop a branding plan for Crocker

FOCUS 4: ENHANCE COMMUNITY

Enhancing the development of the Crocker community will focus on efforts to create a quality of life that is attractive to current and potential residents of all ages and interests. This will include increasing access to healthcare, improving and expanding housing, encouraging new services for senior citizens, and increasing parks and recreation assets in Crocker.

OBJECTIVE 1: INCREASE LOCAL ACCESS TO HEALTHCARE SERVICES

STRATEGY 1: Work to attract/recruit medical clinic and recruit a pharmacy

STRATEGY 2: Increase access to and expand patient care at mobile clinic

STRATEGY 3: Increase education and resources on treatment for drug-use, addiction

OBJECTIVE 2: INCREASE HOUSING AND RENTAL AVAILABILITY

STRATEGY 1: Promote development of new housing development within city limits

STRATEGY 2: Explore incentives for infill housing development

STRATEGY 3: Encourage development of quality/market rate rental housing

**OBJECTIVE 3: IMPROVE EXISTING HOUSING STOCK INCLUDING
RENTAL UNITS**

STRATEGY 1: Continue to address dilapidated housing and research options to encourage property maintenance

**OBJECTIVE 4: IDENTIFY SENIOR HOUSING NEEDS AND EXPAND
SERVICES FOR SENIORS**

STRATEGY 1: Study the need for senior housing/senior care resources

STRATEGY 2: Explore options for senior housing

STRATEGY 3: Seek out funding programs and opportunities

STRATEGY 4: Work with Crocker Community Senior Center to consider expansion of services

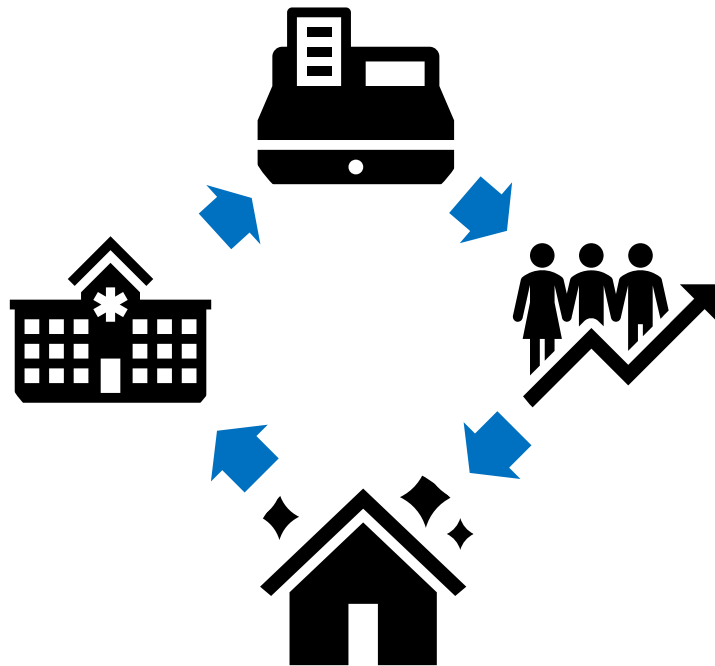
**OBJECTIVE 5: IMPROVE AND INCREASE PARKS AND RECREATIONAL
ASSETS**

STRATEGY 1: Expand parks with new tournament size soccer fields

STRATEGY 2: Develop an inclusive playground/park to be accessible for children of all abilities

ACTIONS IDENTIFIED

The action plan answers the question “How do we get there?” and is based primarily on the prioritized weaknesses and opportunities identified during the SWOT Analysis. While the action plan should provide a guide to prioritizing resources and efforts, it should not be used to limit the identification and implementation of other activities that support the strategic direction for the city of Crocker. The scope of this plan follows a five-year timeframe and highlights four major areas of focus: economic development, infrastructure, community planning, and housing/healthcare.



FOCUS: STRENGTHEN ECONOMY

Objective 1: *Promote Retail Business Development, Recruitment and Expansion*

Strategies	Action Items	Partners and Stakeholders	Timeline
Reorganize Crocker Chamber of Commerce	<p>Identify key community members/business leaders interested in forming organizational committee</p> <p>Garner local business and community support and form the initial board</p> <p>Determine mission and role for the Crocker Chamber of Commerce, create bylaws and develop business plan</p> <p>Connect with the Waynesville-St. Robert Chamber of Commerce and other area chambers for assistance and guidance</p>		
Identify gaps/ community needs and actively pursue new retail development	<p>Complete a gap analysis study to determine which businesses are needed to fill in the missing needs of the community (bank, grocery store, general stores, additional restaurants, drinking establishments, etc.)</p> <p>Determine areas for new commercial/retail development and work with local realtors, lenders and developers to garner support</p> <p>Develop a recruitment/marketing plan to target specific retail/commercial businesses</p> <p>Work with city of Crocker to explore potential incentives for new businesses including property tax breaks, discounted fees and permits</p>		
Create incentives to relocate local businesses to	<p>Research best practices on ways to attract and encourage businesses to</p>		

downtown vacant properties	<p>move into vacant downtown properties</p> <p>Research incentive programs and grant opportunities that provide financial incentives</p>		
Work with local businesses to strengthen/develop incentives for expanding and new businesses	<p>Provide assistance to existing businesses to improve management</p> <p>Work with local lenders and MRPC staff to provide financing workshops and education for businesses</p> <p>Work with city of Crocker to explore potential incentives for new/ expanding businesses including property tax breaks, discounted fees and permits</p> <p>Consider use of tax increment financing (TIF), commercial improvement district (CID) financial programs, transportation development districts (TDD) as appropriate</p>		
Enhance local businesses online presence	<p>Create a page on city and community (including newly-formed chamber of commerce) websites for businesses to access city information on how to open a new business, ordinances, etc.</p> <p>Encourage local businesses to link social media and websites back to the city and chamber/economic development website</p>		
Encourage community support of existing businesses including development of programs to encourage “Shop Local”	<p>Work with businesses to participate in “shop local” programs to include “Small Business Saturday” and shopping flash mobs</p> <p>Complete a business directory for the city (partner with Chamber of Commerce on this action item)</p>		

	Provide card racks at local restaurants and venues to promote other businesses in the community		
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Objective 2: *Evaluate Industrial/Commercial Business Development*

Strategies	Action Items	Partners and Stakeholders	Timeline
Consider creation of an economic development committee for the community	Organize an economic development committee to include representatives from the city, chamber and other organizations within the community		
Research development of an Industrial Development Authority (IDA) by the City of Crocker	Investigate IDAs in Missouri and work with the city of Crocker to form this board Contact other communities in the region with active IDAs to discuss process, benefits, roles		
Offer financial incentives to new and expanding commercial and industrial businesses	Prepare financial incentive program package for new/expanding businesses to include the Crocker Opportunity Zone, Enhanced Enterprise Zone, Certified Work Ready Community incentives. Also include possible incentives available through Chapter 100 industrial bonds, and potential tax incentives through TIFs, CIDs, and TDDs		
Pursue development of an Industrial Park that is designated as a “Missouri Certified Site”	Create coalition including city of Crocker, Pulaski County, the Pulaski County Growth Alliance, and other local leaders to work toward development. If an IDA is formed, this committee could serve in this role Work toward implementation of the 2021 Industrial Park Project Work Plan to begin development of the 78-acre property adjacent to the Crocker		

	<p>city limits to become the Crocker Industrial Park</p> <p>Work with MRPC to identify potential grant and other funding opportunities for the development of an industrial park</p>		
Promote continued partnership with Pulaski County Growth Alliance (PCGA) on growth and promotion of Crocker	<p>Identify opportunities for city of Crocker and local community groups to partner with and engage with the PCGA and other communities in Pulaski County</p> <p>Continue city involvement with PCGA with Mayor of Crocker serving as city representative on the board</p>		

FOCUS: IMPROVE INFRASTRUCTURE

Objective 1: Maintain, Improve, and Upgrade Public Infrastructure

Strategies	Action Items	Partners and Stakeholders	Timeline
Develop long-term plan for public infrastructure including water, wastewater, storm water and streets	<p>City municipal utilities staff, mayor and board to work with city engineering firm to determine long-term infrastructure needs and create a 5 to 10-year capital improvement plan</p> <p>Pursue transportation engineering assistance programs (TEAP) funding for transportation system engineering costs</p> <p>Investigate various financing options including TIF, TDD, CID and other special taxing districts to fund needed infrastructure related to commercial and industrial development</p>		

	Evaluate utility rates and consider adjusting rates as necessary		
Pursue grants to help fund needed infrastructure improvements	Prioritize city infrastructure needs and work with MRPC staff to determine applicable grant programs and pursue funding opportunities for infrastructure improvements		
Continue the Transportation Sales Tax in place	Garner community support to continue the one-half cent sales tax for transportation in place		
Acquire construction and maintenance equipment for streets and sidewalks	Explore the purchase of construction equipment to allow city to do street and sidewalk maintenance and construction with city staff		
Prioritize the evaluation and improvement of public drinking water system	Work with city engineering firm to evaluate the city's existing public water system and identify needed improvements to include antiquated underground water mains		
Pursue franchise tax for broadband services	Explore process to implement franchise tax to broadband service providers for services to citizens in Crocker Evaluate use of this additional city revenue to be used to help fund needed infrastructure improvements		

Objective 2: Improve Walkability and Connectivity for Pedestrian Movement

Strategies	Action Items	Partners and Stakeholders	Timeline
Develop a master plan for sidewalks	Work with MRPC to update the 2013 Sidewalk Inventory completed by the city of Crocker and MRPC to assist in planning Work with MRPC to apply for funding for the development of an Active		

	<p>Transportation Plan grant from the Missouri Dept. of Health and Human Services</p> <p>Focus this plan, if funded, on sidewalks and trails in the Crocker community</p>		
Pursue grants to help fund new sidewalks	<p>Prioritize sidewalk and trail needs and/or planned projects</p> <p>Work with MRPC staff to determine applicable grant programs to include the Transportation Alternatives Program (TAP) through MoDOT and pursue funding opportunities</p>		
Improve safety along Highway 17	<p>Work with city engineer to develop plan for sidewalk along Highway 17</p> <p>Work with MRPC to identify funding opportunities for construction</p>		
Encourage sidewalk construction in new development	<p>Encourage developers to provide sidewalks in new housing developments within the city</p> <p>Consider creating city ordinance to require sidewalks as necessary basic infrastructure for all new housing developments</p>		

FOCUS: PLAN FOR THE FUTURE

Objective 1: *Update Comprehensive Plan*

Strategies	Action Items	Partners and Stakeholders	Timeline
Determine scope of comprehensive plan	<p>Review existing comprehensive plan</p> <p>Investigate comprehensive plan process and determine content</p> <p>Garner support for needed update</p>		

Pursue grant opportunities to fund necessary planning	Work with MRPC to investigate funding opportunities for the development of an updated comprehensive plan		
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Objective 2: Update City Ordinances

Strategies	Action Items	Partners and Stakeholders	Timeline
Review and prioritize ordinances that require updates	<p>Complete a thorough review of ordinances</p> <p>Identify ordinances to amend, add, and remove</p> <p>Present updated/revised and new ordinances to city council for review and action</p>		
Pursue codification of city ordinances	<p>Request proposals from firms that assist cities in codification of city ordinances</p> <p>Identify and set aside necessary funding</p> <p>Work to provide the code of ordinances in electronic form on the city of Crocker's website</p>		

Objective 3: Develop a Marketing Plan for the Community

Strategies	Action Items	Partners and Stakeholders	Timeline
Develop a marketing plan that targets both visitors and residents	<p>Consider forming a city committee to focus on development of a marketing/tourism plan for Crocker</p> <p>Develop a plan that is inclusive and includes strategies for attracting local and regional residents/travelers as well as visitors outside of the region</p>		

	Work to identify key community assets including Frisco railroad, unique small town environment, etc.		
Develop social media plan	<p>Create a social media strategy to push people toward city/chamber websites</p> <p>Target the market/boost Facebook and other social media posts to focus on certain demographics based on community events or destinations</p> <p>Develop a media communication plan for school district/coordinate a joint meeting with local media and superintendent, president of the board of education and other school leadership to discuss options for sharing school district information</p> <p>Develop a media communication plan for municipal government/coordinate a joint meeting with local media and mayor, city clerk and other city leadership to discuss options for sharing city information</p>		
Develop branding plan for Crocker	<p>Form working group to develop a brand/logo for Crocker</p> <p>Identify ways to integrate branding into marketing Crocker</p> <p>Construct 'Welcome' signs at the entrance to the city</p> <p>Incorporate wayfinding signage into branding and marketing plan</p>		

FOCUS: ENHANCE COMMUNITY

Objective 1: *Increase Local Access to Healthcare Services*

Strategies	Action Items	Partners and Stakeholders	Timeline
Work to attract/recruit medical clinic and recruit a pharmacy	<p>Work with local health providers including federally qualified community health centers to encourage establishing offices/providers in the Crocker community</p> <p>Contact regional health systems to explore options to establish offices/providers in Crocker</p> <p>Identify pharmacies in the region to approach regarding expanding to Crocker</p> <p>Schedule meetings with local and regional pharmacies to discuss locating in Crocker</p>		
Increase access to and expand patient care at mobile clinic	<p>Encourage the Central Ozarks Medical Center's mobile medical unit to continue offering healthcare services at the Pulaski County Health Department offices in Crocker and to also consider expanding services</p> <p>Work with COMC to better promote services provided and hours of service</p>		
Increase education and resources on treatment for drug-use, addiction	<p>Partner with local community service providers including the Pulaski County Health Department and MRPC to provide education and training on prevention and treatment for substance use disorder</p> <p>Partner with MRPC and the school district, local police department and other agencies to sponsor and provide</p>		

	education on the use of Narcan for opioid overdoses		
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Objective 2: Increase Housing and Rental Availability

Strategies	Action Items	Partners and Stakeholders	Timeline
Promote development of new housing development plans within city limits	<p>Research options and programs for incentivizing and funding new housing developments</p> <p>Form group of local mortgage lenders, developers and city to consider options to incentivize and encourage homeownership</p> <p>Identify funding programs including grant opportunities available to help incentivize homeownership</p>		
Explore incentives for infill housing development	<p>Work with local lenders, realtors and developers to promote development of infill with single and multi-family housing</p>		
Encourage development of quality/market rate rental housing	<p>Identify need for rental properties</p> <p>Review existing rental units and potential areas for development within Crocker</p> <p>Work to encourage property owners to maintain and make necessary improvements to rental units</p> <p>Encourage property owners to partner with HUD to provide reduced rents to low-income tenants</p>		

Objective 3: *Improve Housing Stock Including Rental Units*

Strategies	Action Items	Partners and Stakeholders	Timeline
Continue to address dilapidated housing and research options to encourage property maintenance of housing stock	Continue to enforce ordinances and address nuisances Evaluate creating a housing inspector position/official within the city Advocate with local judges on enforcement of nuisance violations Consider rental occupancy inspections – pros, cons, cost, implementation Research funding opportunities including potential fees to support cost of inspections		

Objective 4: *Identify Senior Housing Needs and Expand Services for Seniors*

Strategies	Action Items	Partners and Stakeholders	Timeline
Study the need for senior housing/senior care resources	Identify lead organization/individual to coordinate this effort Consider community survey and fact gathering to help evaluate the need in the Crocker community		
Explore options for senior housing	Research senior housing programs in other areas Identify potential developers and work to promote the community		
Seek out funding programs and opportunities	Research federal and state funding programs for communities to help support the development of senior housing		

Work with Crocker Community Senior Center to consider expansion of services	<p>Discuss options to expand services provided by Crocker Community Senior Center beyond meal program</p> <p>Consider partnering with Pulaski County Health Department and other community service organizations to consider health, fitness, and wellness programs. Also include consideration of transportation programs/services for seniors</p>		
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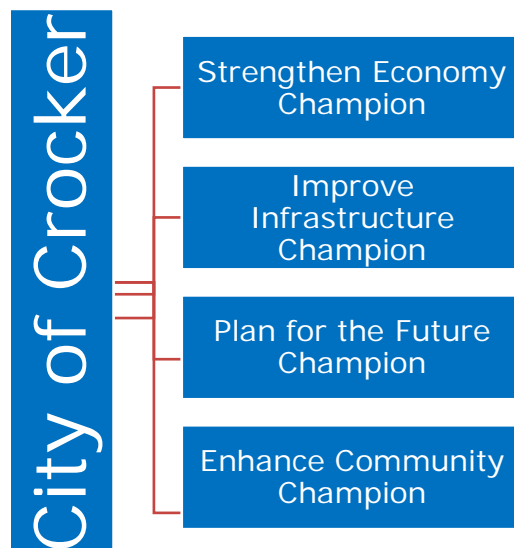
Objective 5: *Improve and Increase Parks and Recreational Assets*

Strategies	Action Items	Partners and Stakeholders	Timeline
Expand parks with new tournament size soccer fields	<p>Work with Crocker city council and the Crocker park board to plan the renovation of the current soccer fields and creation of a new regulation-size soccer field</p> <p>Implement the April 2021 plan developed by Missouri S&T for the renovation and new field development</p> <p>Develop a plan for funding the project to include partnering with the Crocker School District, the city, and local residents</p>		
Develop an inclusive park/playground for children of all abilities	<p>Identify areas within city for development of an inclusive playground</p> <p>Research grant and other funding opportunities for park development</p> <p>Develop plan and secure necessary funding</p>		

NEXT STEPS

The following steps are recommended to keep the momentum of the city of Crocker and local stakeholders moving forward towards the focus areas established in the Strategic Plan.

- *City leadership and other community groups in Crocker, and strategic planning participants should hold a follow-up meeting to set timelines and identify partners, based on the action items discussed within the plan.*
- *Planning partners should host a large community meeting to find interest in various projects and to identify local champions to assist with implementation.*



- *The city of Crocker and community stakeholders should review the plan at least annually to ensure that tasks meet the focus of the plan and to track accomplishments.*

ATTACHMENTS/EXHIBITS

- I. Crocker Strategic Planning Workshop Agenda and Supporting Documents**
- II. Crocker Economic Development Survey and Results**

Attachment I: Crocker Strategic Planning Workshop Agenda and Supporting Documents



**CITY OF CROCKER, MISSOURI and the
MERAMEC REGIONAL PLANNING COMMISSION
ECONOMIC DEVELOPMENT SWOT ANALYSIS
(Strengths, Weaknesses, Opportunities & Threats)
April 21, 2023
9:00 am**

The meeting will be held at the
CROCKER CITY HALL
108 SOUTH COMMERCIAL STREET
CROCKER, MO. 65452

MEETING AGENDA

- I. Welcome and Introductions – 15 minutes**
- II. Review of SWOT Analysis Process – 15 minutes**
- III. SWOT Analysis:** MRPC will facilitate a SWOT analysis for economic development within the city of Crocker. Following each category, participants will utilize the dot method to vote for priorities. This process takes about two hours.
 - a. Strengths – 30 minutes**
Capabilities and resources that allow Crocker to engage in activities that generate economic value and competitive advantages.
 - b. Weaknesses – 30 minutes**
Weaknesses are a lack of resources or capabilities that can prevent Crocker from generating economic value or gaining a competitive advantage.
 - c. Opportunities – 30 minutes**
What are opportunities for future economic development in Crocker?
 - d. Threats – 30 minutes**
What issues or forces could negatively impact the future success of businesses and workforce development within the region?
- IV. Action Item Discussion – Remainder of meeting time**
Following prioritization of all items (Strengths, Weaknesses, Opportunities & Threats), MRPC will count votes and the group will discuss final results. During lunch, MRPC staff will compile the results of the SWOT to be used in the identification and development of Action Items to address the top priorities.
- V. Adjournment**

CROCKER PLANNING SESSION

DATA PRESENTATION

POPULATION: Crocker's population decreased over 30 percent in the last decade. 2020 ACS Population was 947 compared to 1,367 in 2010. Dixon and Iberia experienced similar population declines while St. Robert and Waynesville's populations grew over the last 10 years.

Table: 2010 & 2020 ACS Population Comparison

Location	2020 ACS	2010 ACS	% Change
Crocker	947	1,367	-30.7%
Dixon	1,037	1,478	-29.8%
St. Robert	5,191	3,929	32.1%
Waynesville	5,336	4,440	20.2%
Iberia	582	991	-41.3%
Pulaski County	53,460	49,114	8.8%
Missouri	6,141,534	5,922,314	3.7%
Source: 2010 & 2021 American Community Survey data. http://data.census.org			

INCOME

- Median household incomes in the city increased approximately 34% over the last decade. It is interesting to note that the neighboring communities experienced positive change in household income in the past decade, except for St. Robert.

Table: Median Household Income

Location	2021 Median Household Income	2011 Median Household Income	Percent Change
Crocker	\$45,000	\$33,657	33.7%
Dixon	\$36,406	\$30,795	18.2%
St. Robert	\$47,143	\$54,722	-13.9%
Waynesville	\$63,354	\$48,305	31.2%
Iberia	\$48,462	\$28,947	67.4%
Pulaski County	\$59,252	\$46,919	26.3%
Miller County	\$47,288	\$36,411	29.9%
State of Missouri	\$61,043	\$47,202	29.3%
United States	\$69,021	\$53,046	30.1%

Source: 2011 & 2021 ACS 5-Year Estimates, US Census

- **Poverty:** According to 2021 American Community Survey, 22.3% of Crocker's individuals (211) are living below the poverty level compared to 32.5% of the total population in 2011 living in poverty. This is a positive decrease over the past decade in the number of people in Crocker living in poverty. Neighboring communities of St. Robert and Waynesville and Pulaski County all saw increases in this same amount of time in the percentage of the total population living in poverty. In the Crocker community 28.1% of those below the age of 18 are living below poverty, 24.1% of those between 18 and 64 years of age and 12.5% of those over the age of 65.

Table: 2011 and 2021 Population Living Below Poverty

Location	2011 Population Below Poverty		2021 Population Below Poverty		2021 Age Under 18 Below Poverty	2021 Age 18-64 Below Poverty	2021 Age 65 & Over Below Poverty
	Number	%	Number	%	%	%	%
Crocker	429	32.5%	211	22.3%	28.1%	24.1%	12.5%
Dixon	296	22.8%	196	20.3%	10.0%	22.8%	17.2%
St. Robert	1,058	25%	1,581	30.7%	39.1%	26.7%	35.3%
Waynesville	503	10.8%	1,390	27.5%	39.7%	20.7%	39.5%
Iberia	119	14.7%	68	12.1%	18.2%	9.4%	9.4%
Pulaski County	5,893	14%	6,391	14.6%	19.8%	12.0%	17.2%
Miller County	4,707	19.3%	3,598	14.9%	20.4%	14.5%	8.8%
State of Missouri	869,036	15.0%	762,023	12.8%	16.9%	12.3%	8.9%
United States		14.9%		12.6%	17%	11.8%	9.6%
Source: 2011 & 2021 ACS 5-Year Estimates, US Census							

EDUCATIONAL ATTAINMENT:

- According to the 2021 ACS data, 85.8% of those 25 and over that live in Crocker are a high school graduate or higher. This improved from 76.1% in 2010. The community's educational attainment numbers remain below the other neighboring cities, however Crocker did realize good improvement in the past decade.

Table: Educational Attainment % Population High School Graduate or Higher

Location	% 2021	% 2010	% Change
Crocker	85.8	76.1	12.7
Dixon	86.4	79.2	9.1
St. Robert	95.1	98.4	-3.4
Waynesville	96.1	91.5	5
Iberia	88.0	90.8	-3.1
Pulaski County	94.4	93.3	1.2
State of Missouri	91	89	2.2
United States	88.9	85	4.6
Source: 2021 and 2010 American Community Survey data. http://data.census.org			

- 14.2% of those 25 and over in Crocker are without a high school diploma in 2021. This number improved by almost 10 percent in the past decade.

Table: Educational Attainment % Population Without High School Diploma

Location	% 2021	% 2010	% Change
Crocker	14.2	23.9	(9.7)
Dixon	13.6	20.8	(7.2)
St. Robert	4.9	1.6	3.3
Waynesville	3.9	8.5	4.6
Iberia	12	9.2	(2.8)
Pulaski County	5.6	6.7	(1.1)
State of Missouri	9.0	11	(2.0)
United States	11.1	15	(3.9)
Source: 2021 and 2010 American Community Survey data. http://data.census.org			

HOUSING

- Median value of an owner-occupied home in Crocker was \$82,200 in 2011 and increased to \$87,900 in 2021. This was an almost 7 percent increase in median home values in the past decade. In comparison, Pulaski County saw an increase of 30.5 percent over that same time period.

Table: Median Home Values in Steelville and Neighboring Communities

Location	2021 Median Home Value \$	2011 Median Home Value \$	% Increase
Crocker	\$87,900	\$82,200	6.9
Dixon	\$103,500	\$85,500	21.1
St. Robert	\$174,300	\$166,300	4.8
Waynesville	\$182,100	\$149,100	22.1
Iberia	\$74,500	\$83,400	(10.7)
Pulaski County	\$160,000	\$122,600	30.5
State of Missouri	\$171,800	\$139,900	22.8
United States	\$244,900	\$188,400	30.0
Source: 2021 and 2011 American Community Survey data. http://data.census.org			

- Crocker has 533 total housing units with 61.8% being owner-occupied and approximately 119 noted as vacant, based on 2021 ACS data. The vacancy rate in the community was 12.4% in 2011 and increased by almost 10 percent in 2021 to 22.3%. The percentage of housing units that are owner-occupied increased in the last decade from 51.6% in 2011 to 61.8% in 2021. In relationship to this change, the housing units used as rentals decreased from 48.4% of total units to 38.2% of housing units in Crocker over the last 10 years. It is interesting to note that this is a somewhat unique change as the trend in the Meramec region over the past decade for many communities is for the rental occupied units to increase and those units that are owner occupied to decrease.

Table: **2021** Housing Characteristics Including Vacancy, Owner and Rental Units

Location	Total Housing Units	Occupied Units	% Vacant Units	% Owner Occupied Units	% Renter Occupied Units
Crocker	533	414	22.3%	61.8%	38.2%
Dixon	632	427	32.4%	53.6%	46.4%
St. Robert	2,692	2,176	19.2%	47.6%	52.4%
Waynesville	3,032	2,409	20.5%	41.7%	58.3%
Iberia	299	228	23.7%	67.1%	32.9%
Pulaski County	19,280	15,506	19.6%	52.9%	47.1%
State of Missouri			12.5%	67.6%	32.4%
USA			11.2%	64.6%	35.4%
Source: 2021 ACS 5 Year Estimates Data Profiles. http://data.census.org					

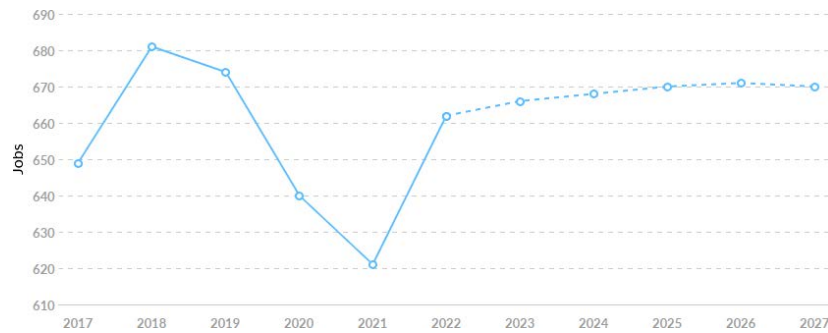
Table: **2011** Housing Characteristics Including Vacancy, Owner and Rental Units

Location	Total Housing Units	Occupied Units	% Vacant Units	% Owner Occupied Units	% Renter Occupied Units
Crocker	549	481	12.4%	51.6%	48.4%
Dixon	751	643	14.4%	55.7%	44.3%
St. Robert	2,056	1,842	10.4%	43.5%	56.5%
Waynesville	2,173	1,976	9.1%	60.5%	39.5%
Iberia	494	426	13.8%	61.3%	38.7%
Pulaski County	17,754	15,708	11.5%	55.4%	44.6%
State of Missouri			12.9%	69.5%	30.5%
USA			12.4%	66.1%	33.9%
Source: 2011 ACS 5 Year Estimates Data Profiles. http://data.census.org					

UNEMPLOYMENT

- Unemployment in the city of Crocker was listed at 2.6% based on the 2021 ACS.
- The average 2021 unemployment rate for Pulaski County was 4.4%, based on the U.S. Bureau of Labor Statistics. Miller County's average rate for that same time period was 4.1% and Phelps County's average rate was 3.7%.
- From January 1, 2022 to the end of January 2023, Pulaski County has averaged an unemployment rate of 3.2%, with a high of 4.5% in January 2022. The current unemployment rate through January 2023 in Pulaski County was 3.2%.
- Miller County averaged an unemployment rate of 2.7% January 2022 through January 2023, with a current unemployment rate of 3.5%.
- Phelps County averaged an unemployment rate of 2.6% January 2022 through January 2023, with a current unemployment rate of 3%.
- Overall, the unemployment rates have improved over the course of the last 2 years.

- **Job Trends:** From 2017 to 2022, jobs increased by 2.0% in Crocker, MO (in Pulaski county) (ZIP 65452) from 649 to 662. This change fell short of the national growth rate of 2.4% by 0.4%.



Source: Lightcast Q1 2023 Data Set

Strengths

- Located between Ft. Leonard Wood and Lake
- Centralized rail location/Frisco train
- Gateway to FLW
- Several century old buildings in use
- Small town feel/Quiet
- Community Pool
- Good community involvement
- Good school
- Strong sports presence
- Churches/faith community/outreach
- Local grocery store
- Local library, great park
- Fire, ambulance, emergency management
- Tight knit community
- Golf course
- Adequate infrastructure for growth
- Available land for growth
- Strong sense of community/community pride
- Community volunteerism/
- Great people/willingness to work together

Weaknesses

- Pedestrian infrastructure/lack of and condition of sidewalks
- Quality of city water/water system improvements needed
- Condition of streets/roads
- Lack of family friendly activities
- Lack of existing quality affordable housing stock
- Need for more outdoor recreation/increased fitness opportunities
- Lack of medical facilities
- Need nursing home/affordable senior housing
- No industrial park/industrial developmeny
- Poverty
- Lack of senior housing
- More job opportunities/businesses needed
- Lack of senior center
- Park facilities need fixed/upgraded
- Overall beautification needed
- Lack of competitive jobs
- Lack of childcare
- Derelict buildings/trailer homes

Opportunities

- Upgrade sidewalks/streets/roads infrastructure
- Improve water/drinking water public infrastructure
- Expand opportunities for youth activities
- Improvement in parks and recreational assets/add new ball fields
- Main street redevelopment/ promoting the main street business area
- Actively seek out more grant opportunities
- Expand and improve affordable housing stock
- Community-wide beautification focus
- Take advantage of location between FLW and Lake
- Promote new business development/ encourage community support of existing businesses
- Attract medical clinic, pharmacy

Threats

- Drugs/addiction/fentanyl
- Continual decline of residential areas within city/deteriorating housing stock
- Loss of Fort Leonard Wood/downsizing of base
- Not upgrading city infrastructure to include sidewalks/water/streets/stormwater
- Loss of the Crocker School District
- Brain drain
- Increase in homelessness
- Increasing poverty
- Lack of housing stock/affordable home ownership opportunities
- Grocery store closing
- Lack of restaurants in community
- Increase in crime
- Area flooding

Possible projects to address Opportunities and/or Weaknesses

- Park Improvements including walking trail at the park
- Expand local sports facilities/ball fields
- Shop local programs
- Development of plan for improvements of sidewalks/streets/ drainage/water infrastructure
- Enforcement of local ordinances
- Add new affordable housing stock
- A community center
- Medical clinic/pharmacy
- More restaurants
- Community Beautification Project
- Restore main street buildings
- New senior housing and assisted living facilities

Attachment II: Crocker Economic Development Survey and Results

City of Crocker Survey Responses

What is the city/community of Crocker known for?

We are a small town but we have big hearts. We are always finding ways to better our community.
Railroad Days
Being small and rough streets
Past railroad
Railroad
Railroad
The Frisco Train
Trying to keep people interested in things to do instead of going to spend their money other places
Nothing that I'm aware of
Quiet small town
Speed trap. Aggressive police officers.
Rail road days
Frisco
Being ran/owned by a few family names: Newcomb, Goodrich, Lowe
Helping one another
It's a railroad town with a strong sports presence.
Railroad days
High school sports
Good school

What is unique about Crocker?

The amount of history, and the railroad.
Centralized Rail Location
Good community support for families
Nothing
Location
Railroad stop
It's location between Fort Leonard and The Lake makes it easily accessible.
We are like one big family
Nothing
Some older building with charm
Great people in our community.
N/A
It is a gateway to FLW, alot of people pass through for work
We still have a pool (for now anyway)
Still has the small community feel
There is a strong sense of loyalty here. There are several century old buildings still in use.
It's citizens
Nothing
Small but diverse

What resources does the city/community have readily available?

We have a local library, a great park that host soccer, baseball and family events, and a community pool.
Storm Shelter/ Sirens, Police, Fire, Grocery, Restaurants
Food, fuel, library
People

City of Crocker Survey Responses

Police, Fire, Ambulance, Emergency Management

None

Not entirely sure.

Not much

None

internet, basic retail, very good ambulance service

Fire Department. Volunteer workforce

Public Park Access

Parents as Teachers has a Kids Closet located at the library. Free clothing and kids items, the school has a monthly food pantry. Churches usually help when asked.

Tornado shelter

Great school, good restaurants

Talented people, parks, passion.

None

Not sure

Food pantry and churches

What do you value most about your community?

I love the small town feel, and how we all come together to help anyone and everyone.

The People

Small and pretty tightnit

Quiet

Location

People

It's quiet and a great place to raise our children

Trying to get new businesses to come in to keep our town alive

Safety and public utilities that meet the community needs

quiet and mostly peaceful

Family was here before town was. Family pride

The small size

The school, park and pool

It's a small town, quite family oriented life

Small town and people coming together to help others when in need

The sense of community.

Family and friends

The high water bills

People

What is the city/community of Crocker doing that no one else is?

Grouping of antique stores

Nothing that i know of

Nothing

Revitalizing

Ridding all the abandoned buildings and homes

I feel a lot of community members are trying to beautify and rebuild our town!

Not sure how to really answer that

Nothing

City of Crocker Survey Responses

unsure

Crocker is now a copycat town. If Waynesville and St Robert does something, Crocker will soon follow. Crocker has a nice Park but are not building or investing in it to keep it thriving.

N/A

We have a pool

Nothing to improve the nasty, stinky, dirty, yucky city water!

People trying to reinvest in the community

Working hard to find solutions.

Nothing

Not arresting criminals

Make sure all have basic needs met

What is Crocker's biggest strength?

We have a lot of people with great ideas, and focusing on making Crocker great again.

It's People

School

Roads

People

The people!

People are starting to come together to try to make our town look better

Location

seeing some people step up to improve

Community Volunteers, but too many chiefs want their names recognized. No humble leaders that aren't looking for recognition.

The potential for growth

Railroad days, daily thru

-traffic, school-community partnerships

Small Town, everyone knows everyone. Not as much crime as some other areas.(although there's some that need weeded out of our community)

It's community

The sense of community and loyalty

Don't know

There's nothing here mainly for kids to do

Volunteers

What kind of change would you like to see in Crocker?

Soccer fields, baseball/softball fields need improvement. The roads are in dire need of repair.

Economic Growth

Streets repaired and messy property cleaned up. City crews should clean out ditches and culverts. They're a mess

Add industry

More community support

More things for our youth

I'd love to see updated roads, sidewalks and overall beautification. I'd also love to see more small business brought into town so people can stroll town and check out the shops, dining etc.

More jobs and exercise place. Casey's, and something for the kids to do.

Better police department and public utilities

City of Crocker Survey Responses

Removal of derelict buildings/trailer homes and removal of garbage that is stacked up at some locations and has been for quite awhile
Clean neighborhoods with sidewalks and paved streets with gutters for water to run off. Street lighting to increase security in all areas.
I would like to see new businesses emerge and the old buildings that line the main street be restored.
Growth; Medical clinic, pharmacy, and early learning center birth-3, indoor play center (venue), Casey's (pizza&donuts)
City WATER!!! More done to rid our community of heroin and meth.
Continue to clean up the old buildings and crack down on the stealing and drugs
Economic development, better streets, pride in growing as a community.
More business
Fentanyl problem taking care of
Streets fixed

What improvements would you like to see in Crocker?

The roads paved, and our park could use some upgrades
Infrastructure upgrades and improvements
Streets, potholes
Roads paved
Roads
More family friendly attractions
Roads, sidewalks, an accessible playground for all kids, beautification of our park and downtown area.
Make our downtown look better and to do something with the streets
Better police department and public utilities
Clean up properties
I like smaller quieter towns of old. But I want more shops and choices in grocery shopping. Better streets and street lights and a city government who listens to the people.
Restore the old buildings in town and take out the houses that are falling in all over town
City roads are terrible

More for kids to do ie: skating, go karts, arcade, things family's as well teenagers would actually be interested in!!
Updated buildings and curb appeal
Better streets, a more balanced budget, better water system
Water, streets and housing
Have their streets paved
Streets, water quality, beautification of properties

What are other communities doing better than Crocker?

Bringing businesses in to generate tax revenue to put back into their community.
Overall Cleanliness and Presentation
Interfacing with citizens about their concerns
Waynesville
Parks and recreation
We need more shops, eateries and things that make people want to stop in our town and spend the day.
I think they have more involvement with their citizens than we do
Police department and public utilities
unsure

City of Crocker Survey Responses

They get more money and utilize the funds better than Crocker does. The council does not explain why they do things the way they must and other towns don't want a police department that looks as everyone as a criminal instead of just a nice person .

Beautification, allowing access to resources for their youth such as updated parks, etc., and other communities have better involvement with their public school activities.

Growing business network. Crocker is stuck

Better city water!!

Attracting new business and the customers to shop there

Moving into the 21st century

Improving the conditions of the roads

Park, safety

and street upkeep

What resources does Crocker lack (e.g. healthcare, childcare, jobs, etc.)?

Doctors office, pharmacy, community center.

No Healthcare, No Pharmacy, Limited Childcare, Lack of Well-Paying Jobs, Affordable New Construction Housing, Aging Senior Accommodations, Lack of Senior Accommodations, Good Roads from transportation corridors

Jobs and no healthcare

Healthcare, jobs, willing workers

Healthcare, Jobs

Medical clinic

Jobs and funding for beautification, road maintenance and we need an accessible park/playground for children of all abilities.

Healthcare, dentist, office jobs, and things for kids to do

Health care Jobs strong police department and government

Could use more retail options and more small businesses for locals and for those passing through Crocker en route to Lake of the Ozarks, etc

They allowed Health Dept to leave. They are not working to get Central Ozarks Medical Center here to help them expand. Jobs through little shops, but got to offer sidewalks and lighting. Sewer and water and electricity to new business district. Build a building to get an employer in to hire for new jobs.

Jobs, childcare, healthcare, recreational facilities, and leisure activities.

Healthcare, childcare birth-3

JOBS!! (those ideas like skating, go karts, arcade, etc would make for more job opportunities!!)

Hair salon/barber with more consistent hours. Should do food truck Saturdays in town or at the park

Health care, small business like a flower shop, gift shop, etc

Grocery shopping, jobs and housing

Child care and healthcare jobs no cases or any other business allowed besides the dollar store

Housing and transportation

What additional weaknesses exist in Crocker?

We have great ideas we just do not have the funds for them.

Dependence on Fort Leonard Wood

Needs cleaned up by citizens and city working together

Infrastructure

Restaurants, gathering places, medical, pharmacy

I need more money to help keep city workers to maintain the roads and take care of the city

City of Crocker Survey Responses

Local Government not trusted

Just would really like to see continued clean up so the town doesn't look so unloved.

Police Department, thugs instead of friends. Street and sidewalk repair and building. Water and sewer distribution is aging and going to fail. No reason to live here but for Fort Leonard Wood, sad.

Infrastructure improvements

Drugs, starting to see more homeless

Drugs (heroin, meth, etc)

No police presence in town especially in the morning and afternoon at the school crossing!!!!!!

A lot of people point out the problems, but not a lot help find solutions and actually do the work of implementing solutions

Streets, water and lack of enforcement of any ordinances

Lack of jobs

Medical service

What are some newer opportunities for citizens and the city/community of Crocker?

New Businesses, Downtown Revitalization

Eating

None

Activities: Farmers Market

Police/City sponsored events

None

We have several business that have just opened or are in the process of being build that will bring jobs and hopefully some more business to our town.

Getting more food places

None

New cafe opening, increased social media notices that keep people updated, farmers market at the park

Growth by street and sidewalk improvements

The only new opportunities for the city are dining/cafes

Place to eat, coffee shop, upcoming laundromat, housing

Umm.. well there is a new cafe opening

Farmers market

More restaurants to choose from. More service industries are here

Attracting new business

Food facilities

How is the community of Crocker changing?

We are bringing in more businesses, taking down old buildings and just trying to clean it up.

New Construction, New Businesses, New Police Department, New City Hall,

Most of the good housing has been made out of the city limits

Drugs

More businesses are establishing

Bringing more military families

It's definitely growing, more people are showing interest in building their business here and raising their families here.

We got an awesome construction business. That's really trying to help Crocker not better.

Nothing besides distrust

Farmers market, new cafe and some derelict buildings being removed. Keep it up- on the right track

City of Crocker Survey Responses

It is slowly dieing. Council and Mayor are not proactive just reactive and do not work to get new funding through every resource available.

The population is diversifying and we seem to be growing over the past 10 years

The city has cleaned up in the last 5 years

It has stepped up with demolition of unsafe, condemned buildings

People in the community are definitely stepping up to bring in new businesses and opportunities

There are more businesses opening up

Very slowly

More crime no focus on infrastructure as far as the roads

More diverse

Has the city/community of Crocker passed on any opportunities that are still available?

Not to my knowledge

Sidewalk Grants,

Dont know

Don't know

Unknown

Not that I'm aware of.

Not sure on that one

No

Not aware of any

No.

Not sure if the city has passed on the opportunity, but it has really drug it's feet on the park improvements that were started some time ago. I think finishing the soccer fields and adding some type of basketball court area would be attractive in our park.

New Playground grants, free splash park for those that can't afford the pool

City WATER!! AFFORDABLE HOUSING!!!

Not sure. The city is not real transparent with the opportunities that may have been presented to the community

Not that I'm aware of

Don't know

Casey's general store

Possibly

What is the competition ignoring that the community can take advantage of?

Grants

Rail Road

Dont know

?

Medical

I think our location between fort Leonard wood and the lake make give us an advantage for those who frequent travel through Crocker. If there were more shops, eateries and beautification done those making a commute and passing through would like find more reason to stop in our town and enjoy it.

Applying for more grants

Better government

unsure

???

City of Crocker Survey Responses

Developing recreational facilities. Their development could be a draw for things like summer tournaments, which in turn benefits our shops, dining, etc. when we attract people from out of town to use them.

Thru-traffic

Utilizing our park for events like they used to such as carnivals, rodeos slow pitch tournaments etc

Small town living, embracing the disabled community,

High volume of traffic to Lake Ozark and other larger surrounding communities

What competition

Work force

Are there any additional opportunities for the community?

Fort Leonard Wood

Attract medical

No

No

Our park is beautiful and has a lot of space to get creative, in my opinion. We could do so much more with the beautiful space available. Updating the walking trail, building an accessible playground for children of all abilities, and bringing in basket ball courts or other areas that teens could use and enjoy.

Trying to get more businesses to come to our community

No

unsure

I am sure there are a lot. But there is no one looking into them everyday. Need to utilize all local government resources and organizations to get funds to make improvements. It is disheartening to see other towns getting better and Crocker does not. Sad.

Endless opportunities

Invite food trucks to set up in town or at the park on certain days for a fee. Everyone loves food trucks

More rental housing, more outdoor activities

Park improvements

Unknown

Youth activities

What communities are Crocker's biggest competitors and in what area/areas do they compete?

St. Robert and fort wood. They have housing, jobs, shopping and doctors office

Saint Robert/ Waynesville/ Services Provided

Waynesville and St Robert in all areas

Waynesville, lebanon

Waynesville. They have a lot that Crocker does not. I think we compete in all areas- jobs, housing, accessible parks/sides walks etc.

Waynesville and Saint Robert they have a lot more to offer. Plus I get more tax money in our community.

Waynesville/St. Robert, Iberia both with more retail and more activities

Biggest community competitors are all communities but Swedeborg and Iberia as they are not growing. The larger communities compete in all areas.

All of the small towns around us and the Waynesville area are our competition. Most of the surrounding communities have a lot of involvement in many areas of their citizens everyday life.

Waynesville st Robert

Waynesville/st. Robert they have more business (retail and food) and A LOT more housing opportunities

City of Crocker Survey Responses

Dixon - they have attracted more businesses and are experiencing economic growth

Iberia - same as Dixon

Waynesville - outstanding revitalization of the downtown area

Not sure

Skip

St. Robert choices and base

What has the potential to cause a major disruption to the city's economy (e.g. specific business closing, natural disaster, etc)?

Flooding.

Closing of Fort Leonard Wood

School consolidation, tornados, grocery store closing

Natural disaster

If the hardware store closed.

None

I think a big issue for existing businesses is the lack of other businesses around it- no one stops for one restaurant but if our town has multiple eateries, places to stroll and shop in or even beautification or art in our down town, more people would find interest in stopping and spending a Saturday afternoon here which would in turn support the business here. So I see businesses coming and going because of the lack of others to entice people to stop and stay awhile.

Closing businesses down

Distrust of government and crime rate

Loss of grocery store would be a major disruption

If the community pride held by the old time families breaks. Crocker is done. If a major employer like the school should change and merge with another district Crocker would die. Bad enough to lose the employees of the health Dept. Need to get COMC to move in and provide medical care and provide jobs.

If we were to lose some of our cornerstone businesses like the truss factory, newcombs, the bank, etc. we don't have much to offer in terms of jobs outside of those businesses.

CLOSURE OF FLW

If the pool closes and doesn't reopen for the summers

Grocery store closing because people go to Waynesville to shop because of lack of inventory at town and country.

We need to keep the restaurants going, it's been great having good places to eat in town again

The grocery store is teetering on the edge of closing. While a lot of people are able to go to Walmart regularly, due to working in and around FLW. But, if the store closes, that would be a huge hit to Crocker.

Any natural disaster would be devastating to Crocker. There have been a few times that Crocker was cut off to the Waynesville/ FLW area due to flooding

Water system failure. Any business closing. Or railroad disaster

More businesses would help

Water and streets

What are some additional internal or external threats to the community?

Lack of Services

People are driving around and avoiding Crocker due to the old police reputation

Infrastructure failures

Lack of good police department

unsure

City of Crocker Survey Responses

Unsure

Our community feels stagnant. We need to have more businesses come in to help us blossom into something greater.

I would worry about more drug use and homeless if the city grows

Drugs!

Crime and drugs

We have a hard time keeping police. Drugs have become a problem in and around Crocker. We are losing our youth to drugs and outside opportunities

Drugs, theft

Fentanyl problem stealing etc

Funds

What are some community projects that could address Crocker's biggest weaknesses?

Bigger soccer fields, more community functions

Park improvements, More Accessible Roads from I-44 corridor, expansion of availability of basic services ex: medical clinic

Cleanup, street repair, park improvement

Water processing, sewer, pave roads

Homes being built to bring in new families and military

- Road improvements

- Sidewalk improvements

- More sidewalks put in throughout town.

- An accessible playground for children of all abilities.

- Basketball courts.

- A fitness center for residents.

- Improvements to the walking trail at the park.

- A community center.

- A medical clinic

- A pharmacy.

- More places to shop & eat.

Streets

clean ups

Nothing can be done without funds to do it. Getting homeowners to agree to pay for good sidewalks. Our town needs to look like a town. But sewer and waterlines need addressed as well as water runoff so that streets don't get pot holes and sidewalks don't crack and crumble. Great areas of community pride will grow a town.

Park cleanup, Main Street cleanup, restore the brick buildings on main street and occupy them with businesses.

Apply for Grants through The health department, dept of conservation, DESE

Having town and park work days but advertise them. Most people seem to only find out when it's over

Revitalizing downtown, embracing the small town way of life, creating outdoor activities, especially for our youth, encouraging local people to shop locally

Pride in community appearance, more people getting involved to improve quality of life

Rhodes

Grants to improve streets and park

City of Crocker Survey Responses

Based on the previous question, which project do you think should be a top priority?

The park
Road way to I-44 corridor
Cleanup
Pave roads
Housing
Road improvements
Side walks
Park/playground updates
Maintaining the streets
unsure
Water and sewer updates so streets can be repaired and paved with sidewalks and lighting to make a neighborhood look like a nice quiet place to live.
Restore the Main Street buildings.
Early childhood center
Creating outdoor spaces and activities
Cleaning up yards
The roads paving
Streets

Are there any specific projects to address potential opportunities within the city?

New walking trail, soccer fields, baseball fields
Medical Clinic, Pharmacy, Senior Housing, Assisted Living,
Sidewalks need expanded to the supermarket
No
Coffee shop, housing, real estate offices
Not that I'm aware of
unsure
Support the park. It is best thing in town. Reign in police officers so they are not thugs. Mayor needs to believe that police department needs less funding and sewer and water and street needs priority funding. Need to get funds through all state and federal funding sources through planning agencies in our area.
AFFORDABLE HOUSING (there are a lot of single parent families, I'm one of those with 3 teenagers. I don't even make \$12 hr but I work 40 hrs week and do my best)
Revitalizing downtown to attract more business and more willingness for people to want to go there, utilize the city owned land to create outdoor activities
Park improvements
No
Pave streets

Based on the previous question, which project do you think should be a top priority?

Walking trail
Medical Clinic
Cleanup
Attractions
Roads and sidewalks
unsure
Getting streets and sidewalks fixed.

City of Crocker Survey Responses

AFFORDABLE HOUSING

Utilize city owned land to create outdoor activities

Cleaning yards and streets up, continuing the demolition process. Housing

Drug problem stealingproblem

Gravel streets

How strong is the sense of community in Crocker?

4

4

3

2

3

5

5

3

1

3

3

3

3

4

5

2

2

3

I think the sense of community in Crocker is impacted positively or negatively by...

Positively by shared visions and negatively by destructive gossip

Lack of sensibility of the city employees and council

Drugs

People

Peoples willingness to bring about improvements

Not enough community help

Negative by government and poor law enforcement

Activities, communications

The actions of the police department. Also the lack of action of the Mayor. Needs to be out in public doing more to get community pride up. Not in a police car or with police chief, but as Mayor.

Positively by the school

The community always comes together for those in need.

Positively by people's strong sense of belonging

Negatively by people liking to find the one thing that is wrong and pointing fingers

Just negativity negatively through the years and it's over 20 years

City council and workers

City of Crocker Survey Responses

How promising is the future for the Crocker community?

4
4
2
2
5
5
5
3
1
3
2
3
4
2
5
4
3
2
4

Please identify the main reason/reasons for your rating.

We are bringing in new things to our community. We are getting a new laundry mat, coffee shop and recently a new restaurant

The younger generation is becoming the older generation and wants to see positive change to a community that is good to raise a family in

No business due to Walmart, Lowes etc

Pepple

I love this town

I truly believe in the potential our community has to be better.

There's lotta work to be done

Poor police department and distrust of government

Improving since we moved here, still plenty of room for improvement

Crocker is dieing

Crocker has a ton of potential, there are people in place to get the job done, but there are a lot of negative outlook people that do not support local businesses.

Need AFFORDABLE HOUSING

People are working to bring new life back to town and it's exciting

There is potential for great growth, but not everybody understands how they can play a part in that

Lack of pride and ownership

The roads need paved fentanyl problem stealing problem

People willing to help get there

How proud are you to live in and be a member of the Crocker community?

4
5
2

City of Crocker Survey Responses

3
4
5
5
5
1
3
5
3

5
3
5
5
4
2
4

Reasons that I am or I'm not proud to be part of the Crocker community are...

We are a community of hard workers and we are trying to better the community
There is a lot of potential for possitive growth
We are perceived as backward
Too much infighting
We are supportive and want the same goal.
I'm proud of Crocker because of the initiative a lot of people are taking to bring about improvements.
I've lived here all my life you know everybody and we're like one big family
City government and police officers
I enjoy my home, and the people we have met to date.
I still have community pride from years ago. But it is not as strong as it was. I would move if I could.
I am thankful for the things we do have in our community and close to home, like the grocery store, dollar store, hardware store. We don't want to lose what we already have.
It's a great small town with great people and a great school
I'm several generations from here and I'm proud of that
Progress made already