COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



107 N Jefferson | NEOSHO, MO 64850 (417) 456-4014 | <u>WWW.HSTCC.ORG</u>





Funding for this report is provided by the U.S. Economic Development Administration Additional copies of this report may be obtained by contacting:

Harry S Truman Coordinating Council, Mo Regional Planning Commission 107 N Jefferson Neosho, Mo 64850 417-456-4014 | HSTCC.org

In Partnership with:



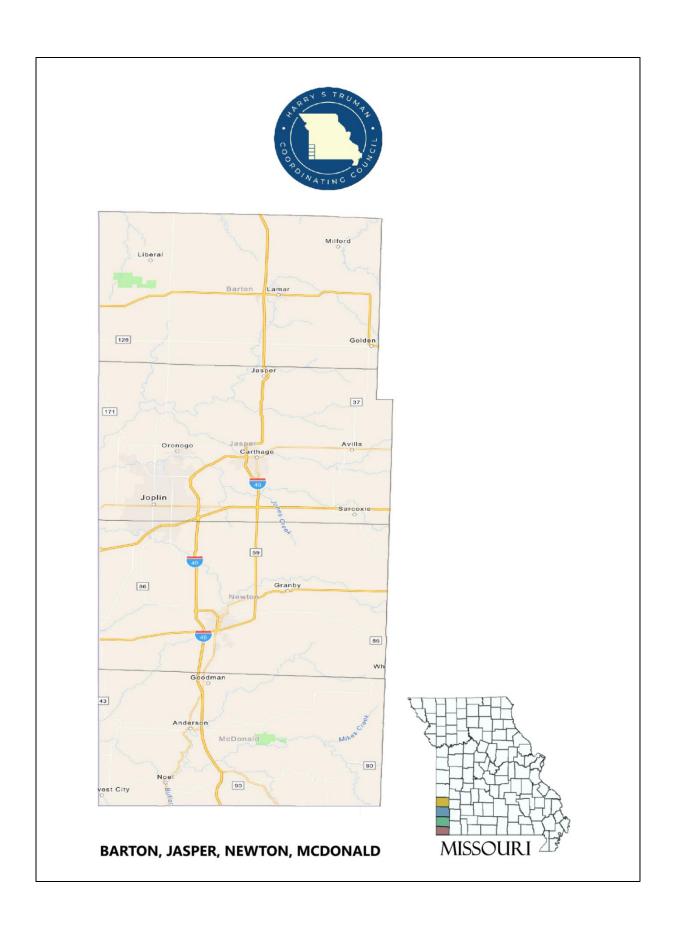


Table of Contents

EXECUTIVE SUMMARY AND INTRODUCTION	5
SWOT ANALYSIS	55
STRENGTHS	56
OPPORTUNITIES	59
WEAKNESSES	62
THREATS	66
STRATEGIC DIRECTION	70
ACTION PLAN	75
Goal 1: Workforce Development	76
Goal 2: Improve Infrastructure and Connectivity	76
Goal 3: Address Housing Needs	77
Goal 4: Enhance Environmental and Climate Resilience	78
EVALUATION FRAMEWORK	80
ECONOMIC RESILIENCE	85
CLIMATE RESILIENCE	91
WORKFORCE DEVELOPMENT	97
EQUITY	103
APPENDIX	107

Executive Summary





EXECUTIVE SUMMARY AND INTRODUCTION

The Harry S Truman Coordinating Council (HSTCC) is pleased to present the 2024-2029 Comprehensive Economic Development Strategy (CEDS) for Barton, Jasper, Newton, and McDonald counties in southwest Missouri. This strategy document serves as a critical planning tool that identifies regional assets, challenges, and strategic priorities to foster economic growth, resilience, and prosperity for the 213,000 residents spread across 2,400 square miles. It is the culmination of an inclusive planning process, involving public and private stakeholders, local governments, business leaders, educational institutions, and community members, aimed at building a sustainable and thriving economy.



Regional Overview and Economic Profile

Comprehensive Overview of SW Missouri Region

Community Development

The Harry S Truman Coordinating Council (HSTCC) region, which includes Barton, Jasper, Newton, and McDonald counties, has seen moderate population growth over the last five years, with an overall increase of **3.9%**, bringing the total population to **221,688** in 2023. Projections indicate an additional growth of **4.1%** by 2028, adding approximately **9,063** new residents (Lightcast, 2024). This growth creates both opportunities and challenges for community development, including the need for expanded infrastructure, housing, and services. Despite the growth, income disparities persist, with median household income across the region remaining **\$25,900** below the national average (Lightcast, 2024).

Economic Development

Economic development in the SW Missouri Region is shaped by several key industries, including manufacturing, healthcare, retail trade, and agriculture. Total regional employment reached 101,107 jobs in 2023, a modest increase of 1.9% since 2018, lagging behind the national job growth rate of 4.3% (Lightcast, 2024). Manufacturing plays a critical role, particularly in Newton County, where employment in this sector grew by 5.8% between 2018 and 2023. Meanwhile, McDonald County faces challenges with a 3.1% decline in jobs over the same period (Lightcast, 2024). The healthcare sector has been a significant growth driver, particularly in Jasper and Newton counties, where hospitals and outpatient services are among the top employers.

Transportation Planning

Transportation infrastructure is a critical pillar of economic development in Southwest Missouri, with **142,000 miles of roads** connecting the region's counties to major transportation corridors. The area benefits from access to **Interstate 49**, **Interstate 44**, and **U.S. Route 60**, which play a significant role in supporting the region's growing **logistics** and **warehousing** sectors. **Barton County**, in particular, experienced a **7%**

increase in job growth in the **transportation and warehousing** industry between 2018 and 2023, driven by investments in highway expansions to accommodate future demand (Lightcast, 2024). Despite these advances, rural areas such as **McDonald County** face challenges related to limited public transportation options, making mobility difficult for residents without personal vehicles. Expanding access to **arterial highways** and enhancing public transit options will be crucial to ensuring equitable mobility and supporting regional economic growth.

Hazard Mitigation Planning

The region is highly vulnerable to natural disasters such as **tornadoes**, **floods**, and **severe storms**, which necessitates robust **hazard mitigation planning**. The **2011 Joplin tornado**, one of the deadliest in U.S. history, caused over \$2.8 billion in damages and continues to serve as a stark reminder of the region's susceptibility to tornadoes (FEMA, 2023). In the past **four years**, the area has experienced numerous tornadoes, further emphasizing the need for proactive disaster preparedness and infrastructure improvements.

Newton County has taken significant steps in flood management, implementing **stormwater systems** and protective infrastructure to mitigate the risks of flooding. Additionally, **Barton** and **McDonald counties** are identified as high-risk areas for both **flooding** and **tornadoes**, requiring ongoing investments in **mitigation efforts**. These efforts include building resilient infrastructure capable of withstanding severe weather events and improving early warning systems to protect residents and businesses (Lightcast, 2024). Without continued focus on **hazard mitigation**, the region's economic stability and public safety remain at risk.

Economic Overview with Major Takeaways

221,688

Population (2023)

Population grew by 8,319 over the last 5 years and is projected to grow by 9,063 over the next 5 years. 101,107

Total Regional Employment

Jobs grew by 1,925 over the last 5 years and are projected to grow by 3,373 over the next 5 years.

\$57.4K

Avg. Earnings Per Job (2023)

Regional average earnings per job are \$25.9K below the national average earnings of \$83.3K per job.

Takeaways

- As of 2023 the region's population increased by 3.9% since 2018, growing by 8,319. Population is expected to increase by 4.1% between 2023 and 2028, adding 9,063.
- From 2018 to 2023, jobs increased by 1.9% in 4 Missouri Counties from 99,182 to 101,107. This change fell short of the national growth rate of 4.3% by 2.4%. As the number of jobs increased, the labor force participation rate decreased from 59.7% to 59.0% between 2018 and 2023.
- Concerning educational attainment, **15.5% of the selected regions' residents possess a Bachelor's Degree** (5.6% below the national average), and **7.8% hold an Associate's Degree** (1.1% below the national average).
- The top three industries in 2023 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and General Medical and Surgical Hospitals.

	Population (2024)	Labor Force (Jun 2024)	Jobs (2023)	Cost of Living	GRP	Imports	Exports
Region	223,606	103,374	101,107	88.9	\$11.00B	\$14.42B	\$13.62B
State	6,224,423	3,179,140	3,242,234	90.5	\$422.05B	\$376.54B	\$434.89B

- **Population Growth**: Population growth of **3.9%** from 2018 to 2023, with projected growth of **4.1%** by 2028 (Lightcast, 2024).
- Employment Growth: Employment growth of 1.9% from 2018 to 2023, adding 1,925 jobs, with projected job growth of 3.4% by 2028 (Lightcast, 2024).
- **Income Disparities**: Median household income remains \$25,900 below the national average, with McDonald County having the lowest median income at \$46,500 (Lightcast, 2024).

Labor Force Breakdown

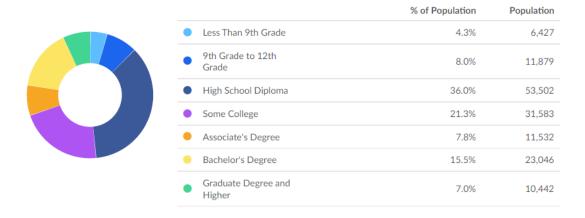
Jun 2024 Labor Force Breakdown



The labor force participation rate across the region fell from **59.7%** in 2018 to **59.0%** in 2023. While Barton County saw a slight increase in participation from **56.3%** to **56.6%**, Newton County experienced a drop from **59.2%** to **57.7%** (Lightcast, 2024).

Educational Attainment

Concerning educational attainment, 15.5% of the selected regions' residents possess a Bachelor's Degree (5.6% below the national average), and 7.8% hold an Associate's Degree (1.1% below the national average).

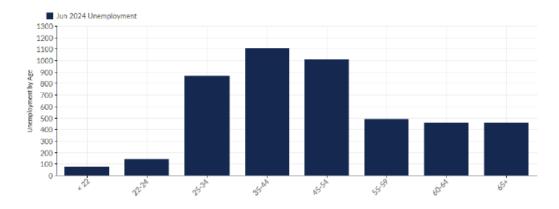


Educational attainment in the region lags behind the national average. Only **15.5%** of residents hold a Bachelor's degree, compared to **21.1%** nationwide. McDonald County has the lowest percentage of Bachelor's degree holders, at **8.7%**, reflecting challenges in attracting and retaining a highly educated workforce (Lightcast, 2024).

Unemployment and Job Trends

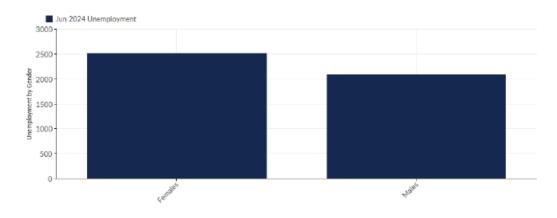
Unemployment by Demographics

Unemployment by Age



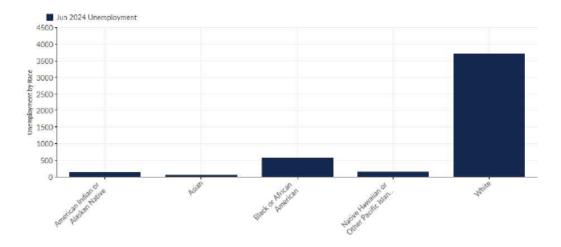
Age	Une	mployment (Jun 2024)	% of Unemployed
< 22		73	1.59%
22-24		138	3.00%
25-34		864	18.78%
35-44		1,106	24.04%
45-54		1,009	21.93%
55-59		488	10.61%
60-64		460	10.00%
65+		460	10.00%
	Total	4,600	100.00%

Unemployment by Gender



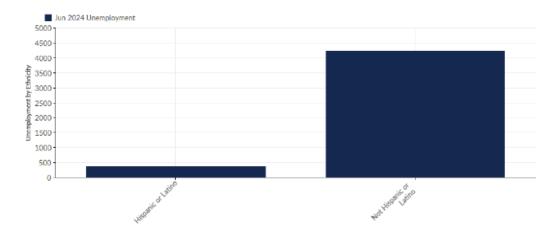
Gender	Une	employment (Jun 2024)	% of Unemployed
Females		2,510	54.57%
Males		2,090	45.43%
	Total	4,600	100.00%

Unemployment by Race



Race	Unemploymen (Jun 2024	
American Indian or Alaskan Native	120	3 2.78%
Asian	4	4 0.96%
Black or African American	56	7 12.33%
Native Hawaiian or Other Pacific Islander	14	4 3.13%
White	3,71	6 80.78%
	Total 4,600	0 100.00%

Unemployment by Ethnicity



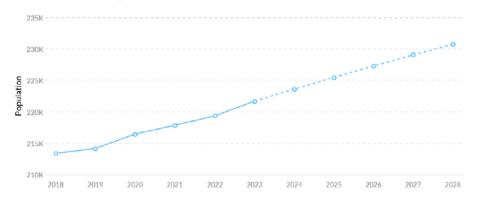
Ethnicity	Unemployment (Jun 2024)	% of Unemployed
Hispanic or Latino	372	8.09%
Not Hispanic or Latino	4,228	91.91%
	Total 4,600	100.00%

Unemployment rates across the SW Missouri Region show significant variation. Barton County has the lowest unemployment rate at **2.6%**, while Newton County reports a higher rate of **5.1%** (Lightcast, 2024). Job growth has been particularly robust in the healthcare and logistics sectors, while manufacturing has faced challenges due to automation and outsourcing. Despite these trends, the region is projected to add **3,373 jobs** by 2028, driven largely by growth in logistics and healthcare (Lightcast, 2024).

Historic and Projected Trends

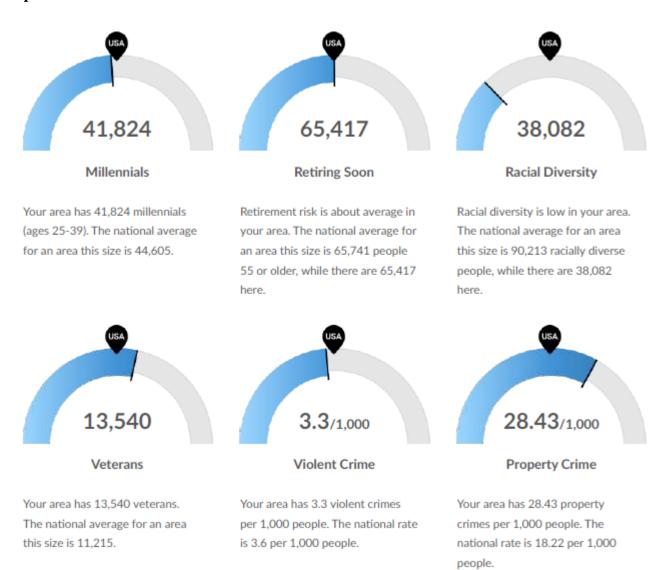
Population Trends

As of 2023 the region's population increased by 3.9% since 2018, growing by 8,319. Population is expected to increase by 4.1% between 2023 and 2028, adding 9,063.



From 2018 to 2023, the SW Missouri Region saw overall job growth of **1.9%**, though this lagged behind the national growth rate of **4.3%**. Looking ahead, the region is expected to experience **3.4%** job growth from 2023 to 2028, with the strongest gains anticipated in the healthcare and logistics sectors (Lightcast, 2024).

Population Characteristics

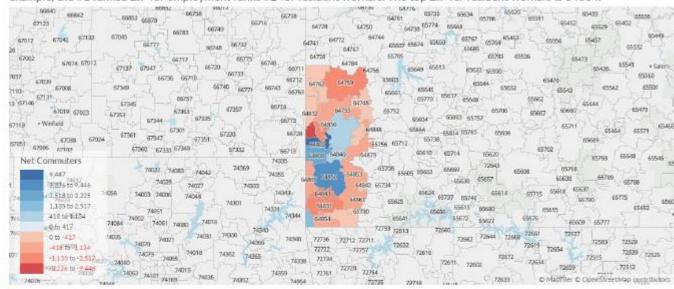


The SW Missouri Region's population is predominantly **White**, with **89.9%** in Jasper County, **94.1%** in Barton County, and **84.5%** in McDonald County. Minority populations, particularly Hispanic or Latino communities, are growing, with **12.4%** of McDonald County's population identifying as Hispanic or Latino (U.S. Census Bureau, 2024). This demographic shift highlights the need for targeted workforce development programs that address the specific needs of these growing communities.

Place of Work vs. Place of Residence

Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions. For example, the #1 ranked ZIP for employment ranks #2 for resident workers. The top ZIP for resident workers is 64804.



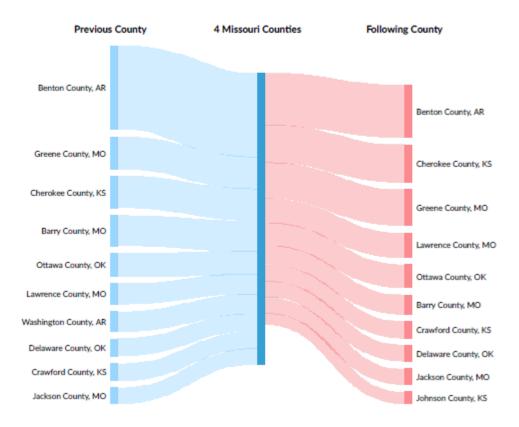
	Where Talent Works			Where Talent Lives	
ZIP	Name	2023 Employment	ZIP	Name	2023 Workers
64801	Joplin, MO (in Jasper co	24,692	64804	Joplin, MO (in Jasper co	15,776
64804	Joplin, MO (in Jasper co	18,295	64801	Joplin, MO (in Jasper co	15,246
64850	Neosho, MO (in Newto	17,301	64850	Neosho, MO (in Newto	13,615
64836	Carthage, MO (in Jasper	10,615	64836	Carthage, MO (in Jasper	9,832
64870	Webb City, MO (in Jasp	6,388	64870	Webb City, MO (in Jasp	7,788

The region exhibits significant commuting patterns, particularly in Barton County, where many residents commute to neighboring counties for employment. Jasper County serves as a major employment hub, attracting workers from surrounding areas due to its concentration of healthcare, manufacturing, and retail jobs (Lightcast, 2024).

Inbound and Outbound Migration

The table below analyzes past and current residents of 4 Missouri Counties. The left column shows residents of other counties migrating to 4 Missouri Counties. The right column shows residents migrating from 4 Missouri Counties to other counties.

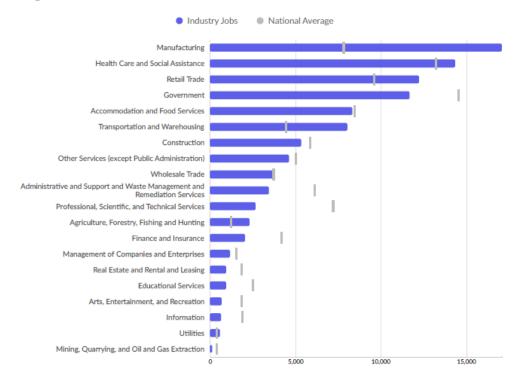
As of 2021, 765 people have migrated from Benton County, AR to 4 Missouri Counties. In the same year, 477 people left 4 Missouri Counties migrating to Benton County, AR. The total Net Migration for 4 Missouri Counties in 2021 was 1,324.



Inbound migration continues to drive population growth in the region, with an influx of residents from nearby states such as Oklahoma and Kansas. Between 2023 and 2028, the region is projected to gain over **9,000** new residents (Lightcast, 2024).

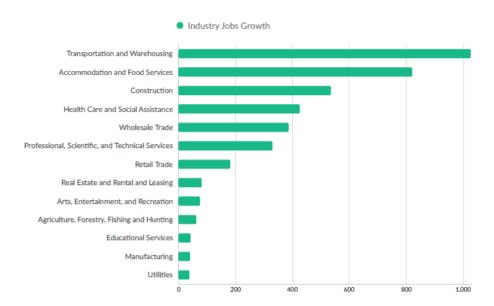
Industry Characteristics

Largest Industries



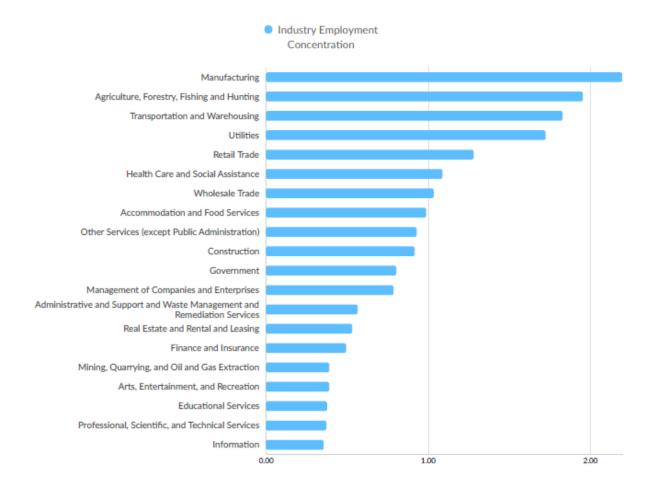
The region's top industries by employment include **education and healthcare**, **manufacturing**, and **retail trade**. Healthcare is a particularly strong sector, accounting for over **12%** of total employment, with major employers like **Freeman Health System** and **Mercy Hospital Joplin** (Lightcast, 2024).

Top Growing Industries



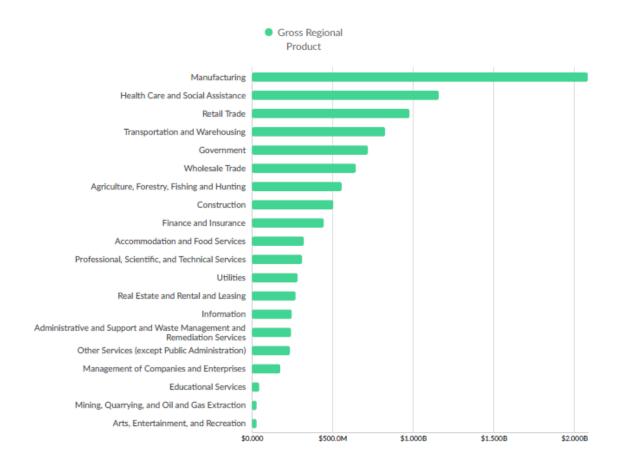
Industries expected to see the most growth over the next five years include **logistics and warehousing**, **healthcare**, and **educational services**. The logistics sector is projected to grow by **6.3%** between 2023 and 2028, driven by e-commerce and the region's strategic location for distribution networks (Lightcast, 2024).

Top Industry Location Quotient



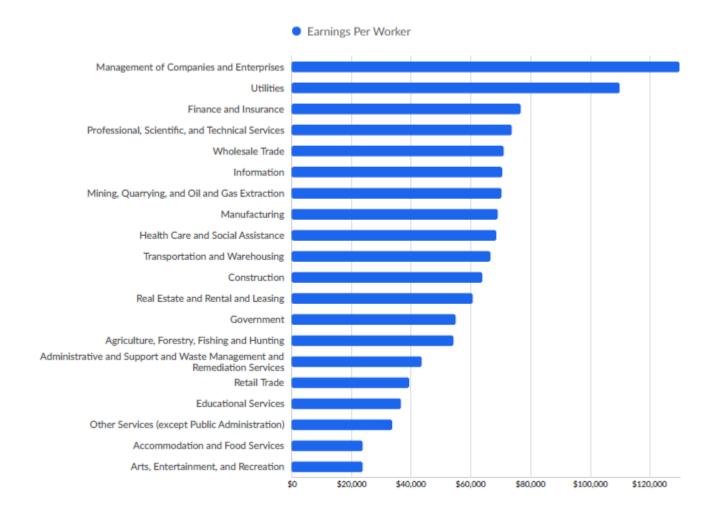
Manufacturing exhibits a particularly high location quotient (LQ) in the region, particularly in Newton and Jasper counties, where manufacturing LQ is **2.5**, indicating that the industry is **2.5 times** more concentrated than the national average (Lightcast, 2024).

Top Industry Gross Regional Product (GRP)



Manufacturing and healthcare remain the largest contributors to the region's Gross Regional Product (GRP), with healthcare alone contributing **\$2.1 billion** in 2023. The manufacturing sector's contribution to GRP was **\$1.5 billion**, with continued growth expected through 2028 (Lightcast, 2024).

Top Industry Earnings



Healthcare is the highest-paying industry in the region, with average annual earnings of \$70,500. This is followed by the manufacturing sector, where the average annual earnings are \$63,000 (Lightcast, 2024).

Business Characteristics and Business Size

11,089 Companies Employ Your Workers

Online profiles for your workers mention 11,089 companies as employers, with the top 10 appearing below. In the last 12 months, 1,450 companies in your area posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Freeman Health System	821	Mercy Health	1,003
Walmart	665	Freeman Health System	835
Ark Ell Springs	644	Walmart	472
Mercy Health	466	Simmons Prepared Foods	360
Missouri Southern State Univers	. 414	Mercy Hosptial	291
Crowder College	303	Archway Physician Recruitment	199
Schreiber Foods	261	Ark Ell Springs	192
Joplin Schools	214	Missouri Southern State Univers	187
Om Intl Group	206	Liberty Utilities	158
Tamko	175	Lowe's	128

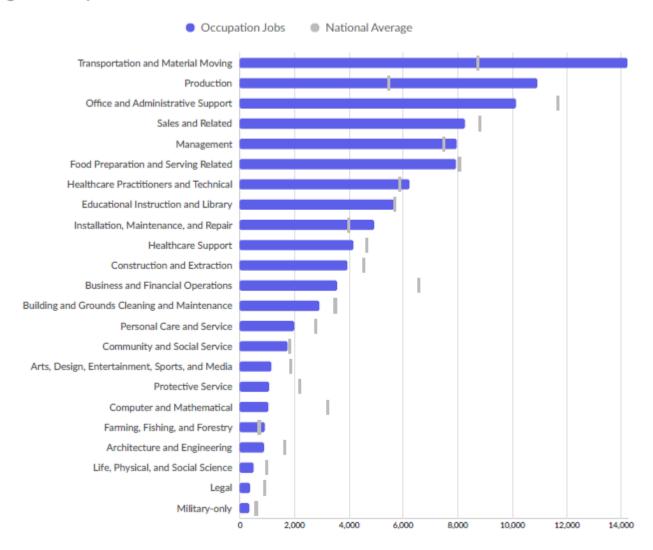
The majority of businesses in the SW Missouri Region are small enterprises, with **85%** of businesses employing fewer than **50 workers**. However, several large employers, particularly in healthcare and manufacturing, provide stability to the regional economy (Lightcast, 2024).





Workforce Characteristics

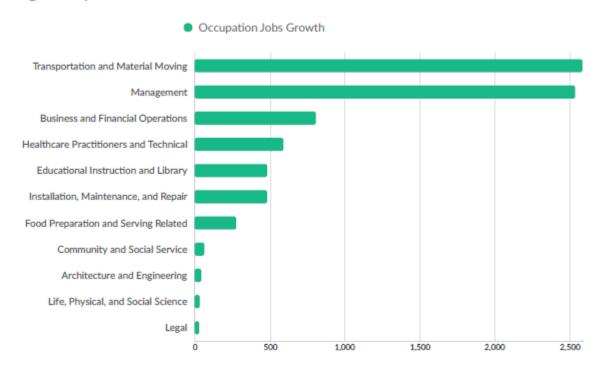
Largest Occupations



The regional workforce is characterized by a high concentration of blue-collar jobs, particularly in manufacturing, logistics, and construction. Newton County, in particular, has a strong workforce in healthcare, with over **25%** of jobs in this sector (Lightcast, 2024).

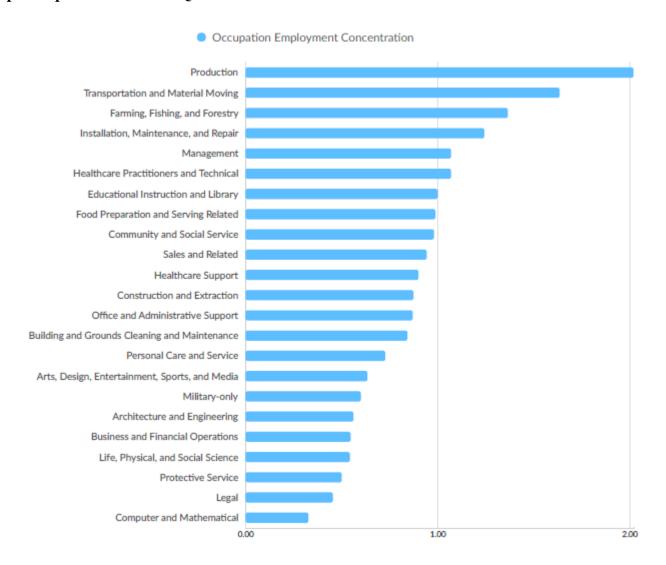
Top Growing Occupations

Top Growing Occupations



The fastest-growing occupations in the region include **registered nurses**, **logistics managers**, and **retail supervisors**. The healthcare and logistics sectors are expected to add the most new jobs, driven by population growth and increased demand for healthcare services (Lightcast, 2024).

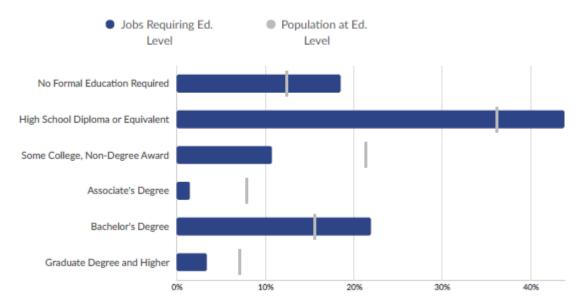
Top Occupational Location Quotient



The location quotient (LQ) for **healthcare support occupations** in the region is **1.8**, indicating a concentration that is **80% higher** than the national average. This reflects the growing importance of the healthcare sector to the regional economy (Lightcast, 2024).

Underemployment

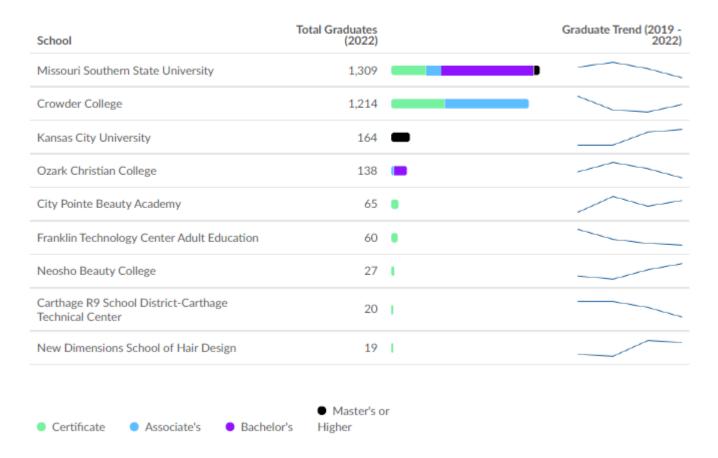
Underemployment



Underemployment remains a significant issue in the region, with many workers employed in positions that do not fully utilize their skills or educational background. This is particularly evident in sectors such as retail trade and food services, where wages are lower, and opportunities for advancement are limited (Lightcast, 2024).

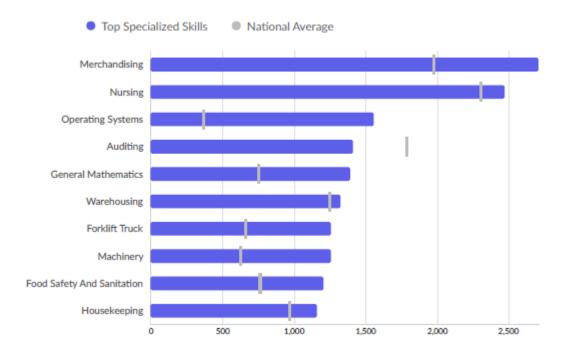
Education Pipeline

In 2022, there were 3,016 graduates in 4 Missouri Counties. This pipeline has shrunk by 4% over the last 4 years. The highest share of these graduates come from "General Studies" (Associate's), "Truck and Bus Driver/Commercial Vehicle Operator and Instructor" (Certificate), and "Business/Commerce, General" (Bachelor's).



The region's education pipeline, supported by institutions like **Crowder College** and **Missouri Southern State University**, provides critical workforce training in healthcare, manufacturing, and logistics. However, more investment is needed to align educational programs with the specific needs of the region's employers (Missouri Economic Research and Information Center, 2024).

In-Demand Skills



In-demand skills in the region include **nursing**, **supply chain management**, **advanced manufacturing**, and **customer service**. The growing healthcare and logistics sectors are driving demand for these skills, with training programs increasingly focusing on these areas (Lightcast, 2024).

Strategic Goals and Objectives

The 2024-2029 CEDS is anchored around four strategic goals aimed at enhancing regional competitiveness, fostering sustainable development, and improving quality of life:

1. Economic Diversification and Industry Expansion:



- Strengthen the region's core industries, including manufacturing, agribusiness, and healthcare, while promoting growth in emerging sectors such as renewable energy, advanced materials, and logistics technology.
- Leverage the region's strategic location and transportation assets, including major highways and rail networks, to attract new businesses and expand existing ones.
- Promote entrepreneurship and small business development through dedicated support programs and partnerships with local universities and business incubators.

2. Workforce Development and Educational Attainment:

- Enhance educational outcomes by expanding partnerships between Crowder College,
 Missouri Southern State University, and the region's K-12 school systems to align training programs with the needs of local industries.
- o Implement comprehensive workforce development programs that address gaps in **technical skills, vocational training**, and **soft skills**, with a particular focus on **manufacturing and healthcare sectors**, which currently account for **30%** of regional employment (6.5.2024 SWOT Analysis ...).
- Increase the proportion of residents with post-secondary degrees or certifications from 22% to 30% by 2029, through targeted educational campaigns and improved access to higher education (2019 CEDS).

3. Infrastructure and Connectivity Enhancements:

- Address critical infrastructure needs, including broadband expansion to underserved rural areas, improvement of local road networks, and maintenance of essential utilities.
- Enhance transportation connectivity to support economic activity, particularly in Barton and McDonald counties, which are currently underserved in terms of public transit and highway access (6.5.2024 SWOT Analysis ...).
- o Invest in **resilient infrastructure** capable of withstanding extreme weather events, with a focus on enhancing flood management and stormwater systems in flood-prone areas such as **Newton and Jasper counties** (6.5.2024 SWOT Analysis ...).

4. Community and Environmental Resilience:

- o Promote **environmental sustainability** through initiatives that support **energy efficiency**, **waste management**, and **water conservation**.
- Enhance community resilience by developing disaster preparedness plans and providing resources for local governments to mitigate the impacts of climate change.
- Expand **affordable housing options** and address the shortage of entry-level and workforce housing, particularly in **Newton and Barton counties**, where housing challenges have constrained local economic growth (6.5.2024 SWOT Analysis ...).

Economic Resilience and Future Outlook

The SW Missouri Region faces several economic and environmental challenges, including **economic fluctuations**, **declining federal funding**, and the impacts of natural disasters. To counter these threats, the region has prioritized **economic resilience** as a core component of the CEDS. Key resilience initiatives include establishing a **regional economic diversification task force**, enhancing **public-private partnerships**, and developing an **economic recovery framework** to ensure rapid response to future economic shocks.

The region is well-positioned to achieve sustainable growth by capitalizing on its strengths: a strong industrial base, strategic geographic location, and a skilled workforce. Targeted investments in **infrastructure**, **education**, and **community amenities** will drive economic competitiveness, while a renewed focus on **environmental sustainability** and **social resilience** will ensure the long-term wellbeing of its communities.

Regional Opportunities and Challenges

The comparative analysis reveals distinct strengths and opportunities, as well as critical weaknesses and threats across the four counties:

- **Strengths**: Robust industrial and transportation infrastructure, low cost of living, and a growing healthcare sector.
- **Weaknesses**: Insufficient broadband coverage, inadequate affordable housing, and workforce shortages in high-growth sectors.
- **Opportunities**: Expansion of regional tourism, development of renewable energy projects, and investments in educational programs to meet future labor demands.
- **Threats**: Political fragmentation, environmental degradation, and vulnerability to natural disasters, particularly flooding and severe storms.

Conclusion

The 2024-2029 CEDS for the SW Missouri Region outlines a comprehensive strategy for regional economic growth and resilience. By leveraging its assets and addressing key challenges, the SW Missouri Region aims to build a **diversified and sustainable economy** that supports a high quality of life for all residents. Through coordinated efforts in **workforce development**, **infrastructure improvement**, and **regional collaboration**, the region will not only enhance its economic standing but also create vibrant, resilient communities equipped to face future challenges.

OVERVIEW

SW Missouri is well positioned to facilitate the growth of its economy and the lifestyle of its residents. The region is crisscrossed with a network of highways and railways providing efficient distribution. HSTCC brings specific skill sets to all the counties in the region with a focus on specific functions:

COMMUNITY DEVELOPMENT

Community development activities focus on enhancing infrastructure, public services, housing, and recreational spaces, ensuring that cities and counties grow sustainably and meet residents' needs.

The Harry S Truman Coordinating
Council (HSTCC) supports these efforts
by offering comprehensive planning,
grant writing, and grant administration.
HSTCC secures Land and Water
Conservation Fund (LWCF) grants, and
economic development grants,

fostering infrastructure improvements and outdoor spaces. Additionally, HSTCC leads the development of the Comprehensive Economic Development Strategy (CEDS),



driving regional economic growth and longterm resilience for Southwest Missouri.

ECONOMIC DEVELOPMENT

HSTCC serves as the Economic Development District (EDD) for the region, through the Comprehensive Economic Development Strategy (CEDS). This designation helps to coordinate the economic development activities in the region and makes cities and counties eligible to receive EDA grant and loan funds. Staff assists local governments, development corporations, chambers of commerce, businesses, and individuals in the implementation of the CEDS. This program also helps to support applications for Community Development Block Grants (CDBG) and works closely with USDA in various other economic development projects. These grants support business expansion, industrial parks, infrastructure improvement and housing.





TRANSPORTATION PLANNING

HSTCC is the transportation planning organization for the region as designated by the Missouri Department of Transportation (MoDOT). As the Transportation Advisory Committee (TAC), HSTCC has come to be recognized as the ideal vehicle for addressing transportation planning issues that require a regional perspective. The TAC is responsible for establishing local projects and transportation planning activities.

The TAC is made up of MODOT



representation, as well as two members from each county, and is appointed by their home counties.

HAZARD MITIGATION PLANNING



HSTCC works with the Missouri State Emergency Management Association (SEMA), Federal Emergency Management Association (FEMA), and local governments to develop local mitigation plans for our seven-county region. Not only does a current Hazard Mitigation Plan allow our communities to be eligible for financial funding through FEMA for both pre-and post-disasters, but they help communities become more sustainable and resilient by lessening the financial impact on them.

ECONOMY OVERVIEW

110,596

Population (2022)

Population grew by 97 over the last 5 years and is projected to grow by 462 over the next 5 years. 30,588

Total Regional Employment

Jobs grew by 259 over the last 5 years and are projected to grow by 2,227 over the next 5 years.

\$49.0K

Avg. Earnings Per Job (2022)

Regional average earnings per job are \$30.8K below the national average earnings of \$79.8K per job.

TAKEAWAYS

- As of 2022, the region's population increased by 0.1% since 2017, growing by 97.
 Population is expected to increase by 0.4% between 2022 and 2027, adding 462.
- From 2017 to 2022, jobs increased by 0.9% in the SW Missouri Region from 30m,329 to 30,588. This change fell short of the national growth rate of 2.4% by 1.5%. As the number of jobs increased, the labor force participation rate increased from 54.4% to 58.8% between 2017 and 2022.
- Concerning educational attainment, 9.2% of the selected regions' residents possess a
 Bachelor's Degree (11.6% below the national average) and 9.2% hold an Associate's
 Degree (0.4% above national average.)
- The top three industries are Education and Hospitals (Local Government), Local Government, Excluding Education and Hospitals, and Restaurants and Other Eating Places.

	Population (2022)	Labor Force (Dec 2022)	Jobs (2022)	Cost of Living	GRP	Imports	Exports
KBRPC Region	110,596	48,007	30,588	88.5	\$3.33B	\$6.33B	\$4.46B
Missouri	6,197,211	3,072,887	3,161,144	90.5	\$379.95B	\$355.21B	\$419.74B
Kansas	2,952,760	1,516,318	1,581,263	98.1	\$199.91B	\$194.69B	\$233.13B

LABOR FORCE BREAKDOWN (Dec 2022)

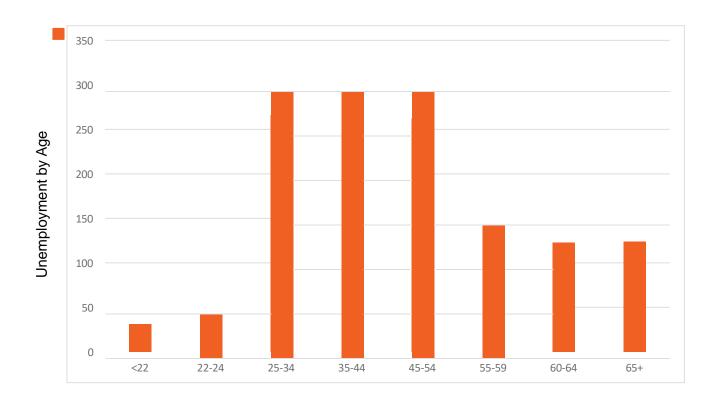


EDUCATIONAL ATTAINMENT



Concerning educational attainment, 9.2% of the selected regions' residents possess a Bachelor's Degree (11.6% below the national average) and 9.2% hold an Associate's Degree (0.4% above national average.

UNEMPLOYMENT BY AGE DEC 2022 UNEMPLOYMENT

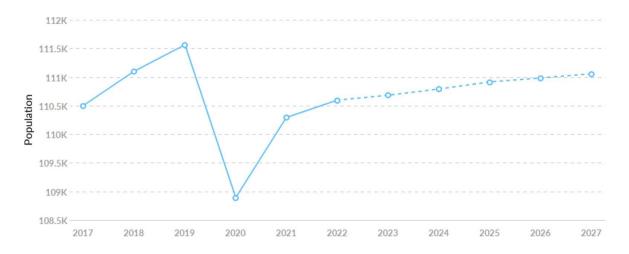


Age		Unemployment	% of
		(Dec 2022)	Unemployed
<22		31	2.38%
22-24		47	3.61%
25-34		266	20.43%
35-44		297	22.81%
45-54		262	20.12%
55-59		154	11.83%
60-64		123	9.45%
60+		124	9.52%
	Total	1,302	100.00%

HISTORIC & PROJECTED TRENDS

POPULATION TRENDS

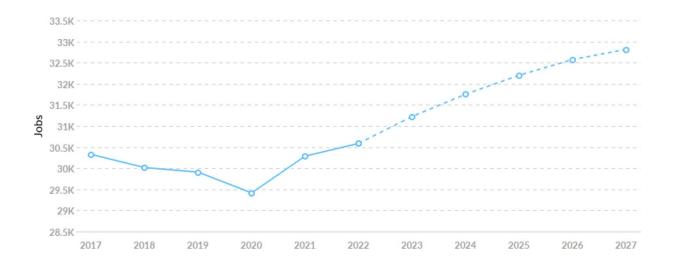
As of 2022, the region's population increased by 0.1% since 2017, growing by 97. Population is expected to increase by 0.4% between 2022 and 2027, adding 462.



Timeframe	Population
2017	110,499
2018	111,099
2019	111,562
2020	108,886
2021	110,293
2022	110,596
2023	110,682
2024	110,790
2025	110,915
2026	110,983
2027	111,058

JOB TRENDS

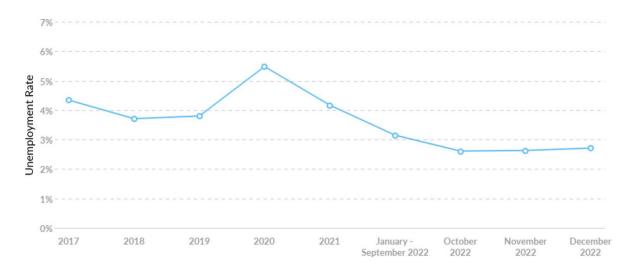
From 2017 to 2022, jobs increased by 0.9% in HSTCC Basin Regional Planning Commission from 30,329 to 30,588. This change fell short of the national growth rate of 2.4% by 1.5%.



Timeframe	Jobs
2017	30,329
2018	30,016
2019	29,909
2020	29,416
2021	30,287
2022	30,588
2023	31,226
2024	31,754
2025	32,202
2026	32,574
2027	32,815

UNEMPLOYMENT RATE TRENDS

The SW Missouri Region had a December 2022 unemployment rate of 2.71%m decreasing from 4.34% five years before.



Timeframe	Unemployment Rate
2017	4.34%
2018	3.71%
2019	3.80%
2020	5.48%
2021	4.17%
January-September 2022	3.15%
October 2022	2.61%
November 2022	2.63%
December 2022	2.71%

POPULATION CHARACTERISTICS

16,780

Millennials

The SW Missouri Region has 16,780 millennials (ages 25-39). The national average is 22,529. 43,653

Retiring Soon

Retirement risk is high in the region. The national average for an area of similar size is 32,783 people 55 or older, while there are 43,653 in the SW Missouri Region.

7,327

Racial Diversity

Racial diversity is low in the region. The national average for an area this size is 44,882 racially diverse people, while there are 7,327 in the SW Missouri Region.

9,134

Veterans

The SW Missouri Region has 9,134 veterans. The national average for an area this size is 5,858.

3.72/1,000

Violent Crime

The SW Missouri Region has 3.72 violent crimes per 1,000 people. The national rate is 3.59 per 1,000.

16.26/1,000

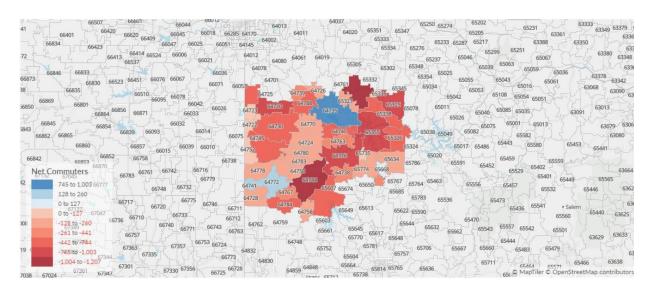
Property Crime

The SW Missouri Region has 16.26 property crimes per 1,000 people. The national rate is 17.8 per 1,000.



PLACE OF WORK vs PLACE OF RESIDENCE

Understanding where talent in the region currently works compared to where talent lives assists in optimizing site decisions. For example, #1 ranked ZIP for employment ranks #2 for resident workers. The top ZIP for resident workers is 64772.



Where Talent Works

ZIP	Name	2022
		Employment
64735	Clinton	6,311
64772	Nevada	5,940
65355	Warsaw	2,494
64730	Butler	2,015
64744	El Dorado Springs	1,775

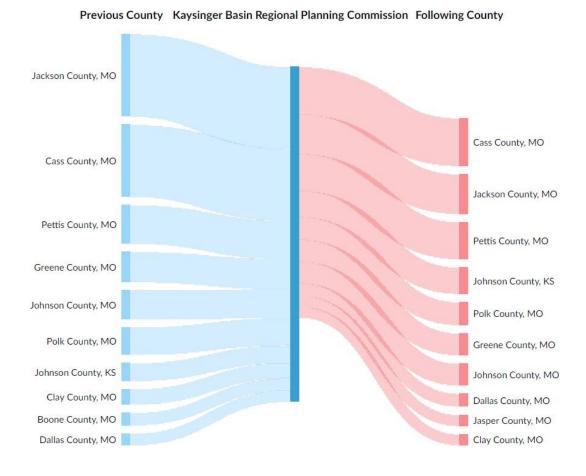
Where Talent Lives

ZIP	Name	2022
		Workers
64772	Nevada	5,748
64735	Clinton	5,483
65355	Warsaw	3,414
64744	El Dorado Springs	2,982
64730	Butler	2,457

INBOUND AND OUTBOUND MIGRATION

The table below analyzes past and current residents of the SW Missouri Region. The left column shows residents of other counties migrating to the region. The right column shows residents migrating from the region.

As of 2020, 566 people have migrated from Jackson County, Missouri to the SW Missouri Region. In the same year, 327 people left the region migrating to Cass County, Missouri. The total Net Migration for the region in 2020 was 1,779.

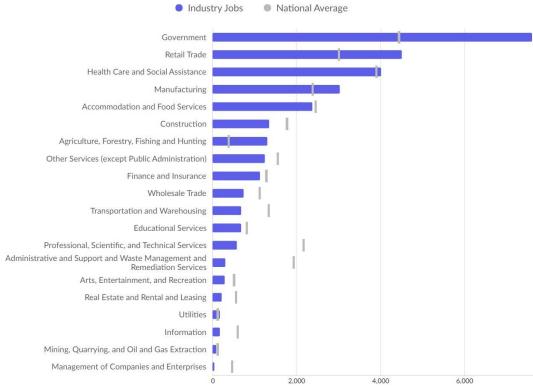


Top Previous Counties	Migrations
Polk County MO	187
Johnson County, KS	121
Clay County, MO	105
Boone County, MO	84
Dallas County, MO	78
Christian County, MO	77
St. Louis County, MO	64
Camden County, MO	60
Jasper County, MO	55
Bourbon County, KS	53

Top Following Counties	Migrations
Cass County, MO	327
Jackson County, MO	272
Pettis County, MO	253
Johnson County, KS	181
Polk County, MO	156
Greene County, MO	151
Johnson County, MO	149
Dallas County, MO	87
Jasper County, MO	75
Clay County, MO	73
Barton County, MO	64
Morgan County, MO	62
Camden County, MO	62
Taney County, MO	53
Leavenworth County, KS	48

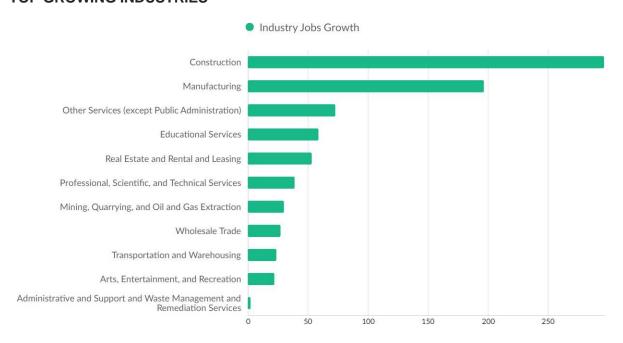
INDUSTRY

CHARACTERISTICS

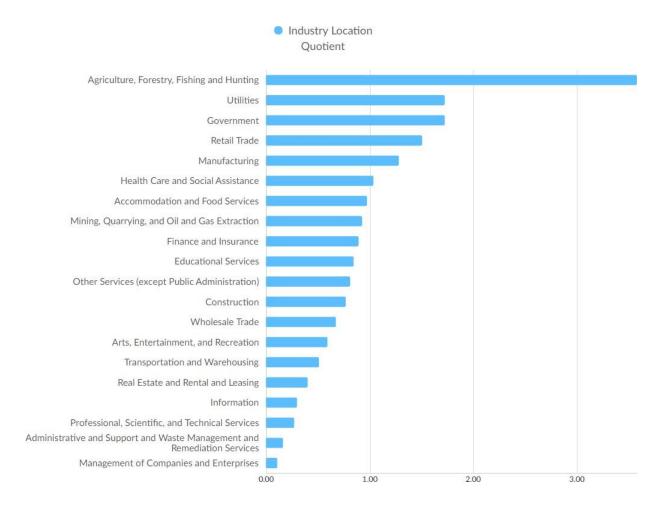


LARGEST INDUSTRIES

TOP GROWING INDUSTRIES

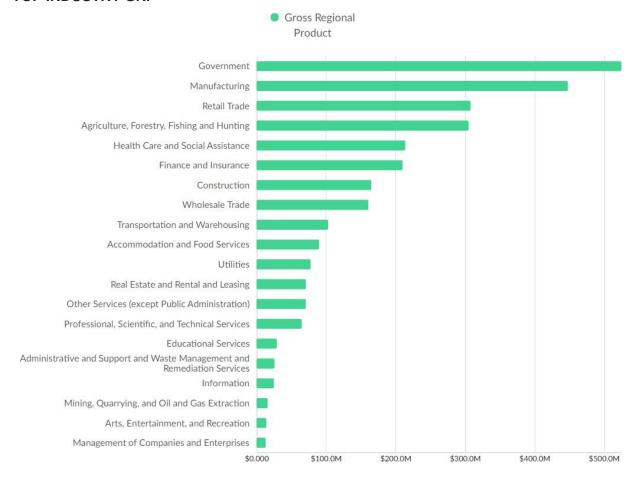


TOP INDUSTRY LOCATION QUOTIENT

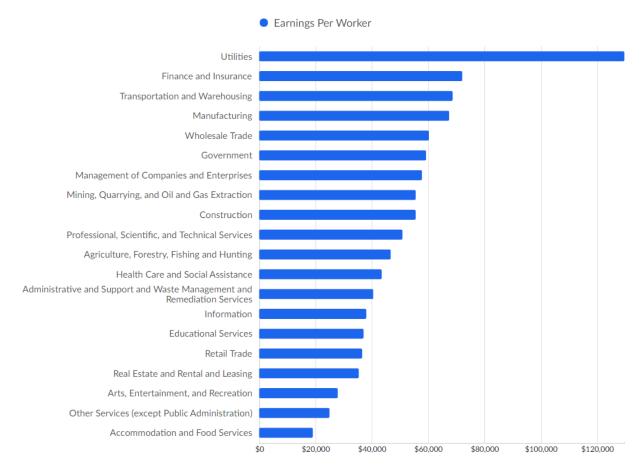




TOP INDUSTRY GRP



TOP INDUSTRY EARNINGS





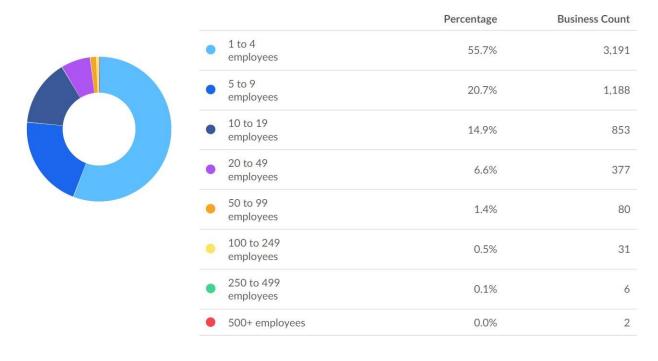
BUSINESS CHARACTERISTICS

6,232 COMPANIES EMPLOY HSTCC WORKERS

Online profiles for the workers mention 6,232 companies as employers, with the top 10 appearing below. In the last 12 months, 502 companies in the region posted job postings with the top 10 appearing below.

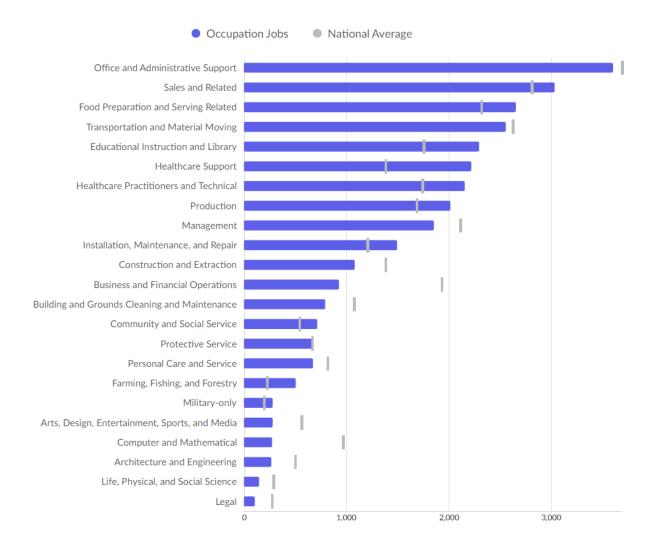
Top Companies	Profiles	Top Companies Posting	Unique Postings
Golden Valley Memorial Hospital	179	Compass Health	254
Walmart	178	Golden Valley Memorial Hospit	al 203
3M	120	Walmart	187
Cottey College	114	Edward Jones	105
Nevada Regional Medical Center	89	Dollar General	96
US Bank	89	Clinton School District	90
Schreiber Foods	82	Schreiber Foods	90
State of Missouri	59	State of Missouri	84
Citizens Memorial School	57	Pilot Company	83
United States Air Force	55	BAYADA Home Health Care	82

BUSINESS SIZE

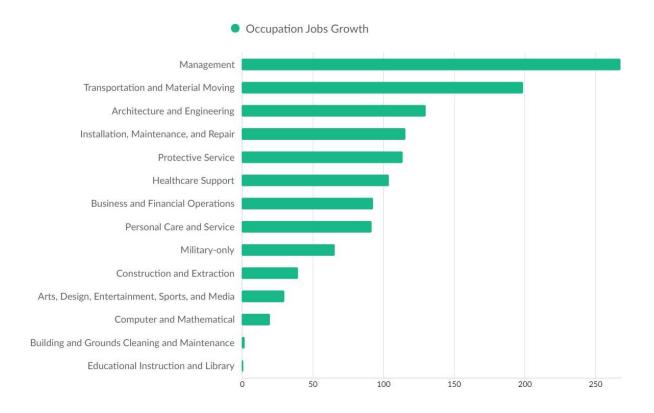


WORKFORCE CHARACTERISTICS

LARGEST OCCUPATIONS



TOP GROWING OCCUPATIONS

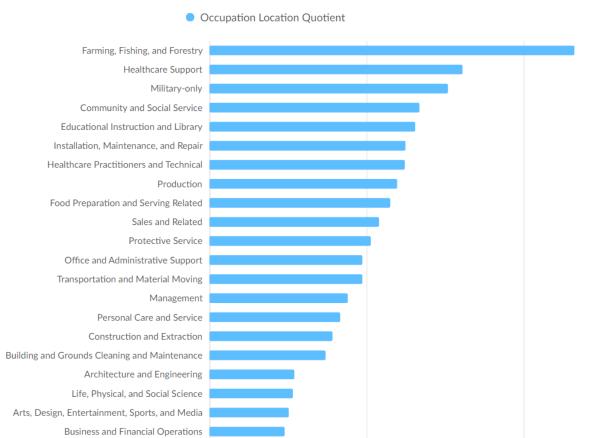




TOP OCCUPATION LOCATION QUOTIENT

Computer and Mathematical

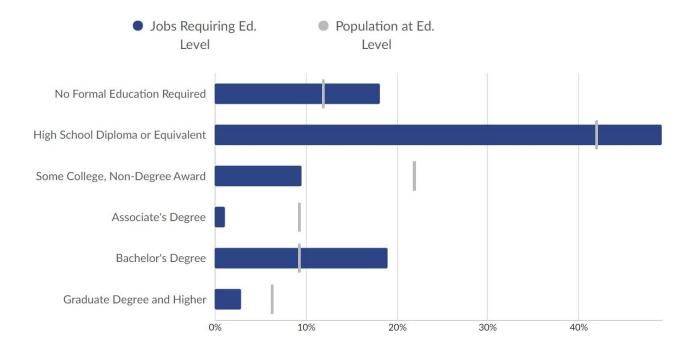
0.00



1.00

2.00

UNDEREMPLOYMENT



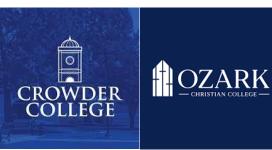
EDUCATION PIPELINE

In 2022, there were 3,016 graduates in 4 Missouri Counties. This pipeline has shrunk by 4% over the last 4 years. The highest share of these graduates come from "General Studies" (Associate's), "Truck and Bus Driver/Commercial Vehicle Operator and Instructor" (Certficate), and "Business/Commerce, General" (Bachelor's)

School	Total Graduates (2022)	Graduate Trend (2019 - 2022)
Missouri Southern State University	1,309	
Crowder College	1,214	
Kansas City University	164	
Ozark Christian College	138	
City Pointe Beauty Academy	65	•
Franklin Technology Center Adult Education	60	•
Neosho Beauty College	27	1
Carthage R9 School District-Carthage Technical Center	20	
New Dimensions School of Hair Design	19	



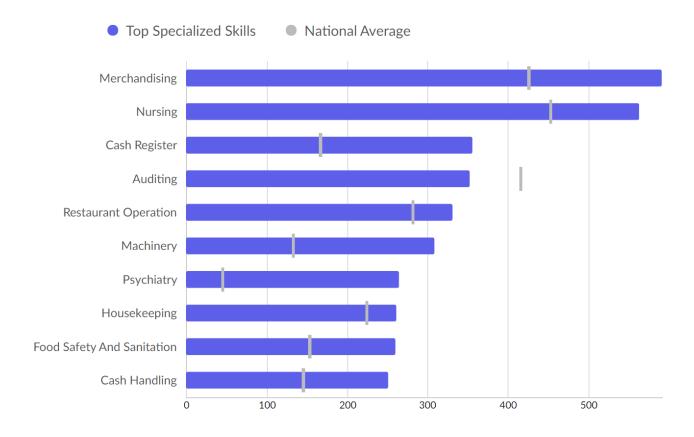








IN-DEMAND SKILLS





SWOT ANALYSIS



SWOT ANALYSIS

A **SWOT analysis** is a strategic planning tool used to evaluate the **Strengths**, **Weaknesses**, **Opportunities**, and **Threats** of a region, organization, or initiative. In the context of a **Comprehensive Economic Development Strategy (CEDS)**.

the SWOT analysis provides

a structured framework to assess internal and external factors that can impact regional economic development. By identifying key strengths and weaknesses within the region and anticipating opportunities and threats from external forces, a CEDS SWOT analysis helps regional planners, policymakers, and stakeholders develop informed, strategic initiatives that align with long-term growth objectives.

SWOT Analysis Defined

- 1. **Strengths**: These are the internal attributes of a region that provide a competitive advantage, such as skilled labor, existing infrastructure, or strong industry sectors.
- 2. **Weaknesses**: These are the internal limitations or areas that need improvement within the region, such as gaps in workforce skills, insufficient infrastructure, or declining industry sectors.
- 3. **Opportunities**: These are external factors or trends that the region can capitalize on, such as emerging markets, new technologies, or favorable policy changes that could stimulate economic growth.
- 4. **Threats**: These are external risks or challenges that could negatively impact the region's economy, such as economic downturns, natural disasters, or changes in regulatory environments.

In the context of the **Harry S Truman Coordinating Council (HSTCC)** region, the SWOT analysis will play a critical role in shaping the direction of future economic initiatives, identifying where resources should be allocated, and recognizing the external forces that may hinder progress.

Using the SWOT Analysis in CEDS

The SWOT analysis in a CEDS helps regional stakeholders and decision-makers understand the multifaceted dynamics affecting local economies and guides the development of tailored strategies. For instance, by identifying the region's **Strengths** such as its robust **manufacturing base** and **transportation infrastructure**, the region can target industries that align with these advantages, such as **logistics** or **advanced manufacturing**. Similarly, recognizing **Weaknesses** like **limited broadband access** in rural areas can prompt investments in digital infrastructure, closing the gap in internet accessibility.

Additionally, by capitalizing on **Opportunities**, such as emerging **renewable energy markets** or **federal funding programs**, the region can develop forward-looking initiatives that diversify the economy and reduce dependency on declining industries. On the other hand, understanding **Threats**, such as potential **automation of low-skill jobs** or the **impacts of climate change**, allows policymakers to develop strategies for workforce retraining and environmental resilience.

CORP POR TUNITIES

Constitution

Constitutio

SWOT ANALYSIS 53 | Page

SWOT Analysis: Harry S Truman Coordinating Council (HSTCC) Region

Strengths	Weaknesses
- Strong Manufacturing Sector	- Low Educational Attainment Levels
- Strategic Location/Transportation Infrastructure	- Limited Broadband Access in Rural Areas
- Diverse Industry Base (Healthcare, Logistics, Manufacturing)	- Wage Disparities and Lower-than-Average Incomes
- Growing Healthcare Sector	- High Unemployment in Specific Counties (e.g., Newton County)
- Agriculture and Natural Resources	- Aging Infrastructure
- Community Engagement and Small Business Culture	- Shrinking/Aging Workforce
- Resource Partnerships for Hazard Mitigation	- High Poverty Rates in Rural Areas
Opportunities	Threats
- Expansion of Logistics and Warehousing	- Automation and Job Losses in Manufacturing
- Growth in Renewable Energy and Green Industries	- Climate Change and Increased Natural Disasters
- Federal Funding for Infrastructure and Resilience	- Youth Exodus and Workforce Shortages
- Small Business Growth and Entrepreneurial Support	- Supply Chain Disruptions and Market Volatility
- Vocational Training and Workforce Development	- Resistance to Technological Change in Key Sectors
- Expansion of Healthcare and Digital Services	- Declining Retail in Rural Communities

SWOT ANALYSIS 54 | Page

Strengths	Weaknesses
The region's competitive advantages	The region's competitive disadvantages
Access to Interstate/4-Lane Infrastructure	Rail Access
Agriculture	 Housing Stock
Educational Services/School	 High Poverty Rates
Systems/Technical Training	 Shrinking/Aging Workforce (loss of
Healthcare	institutional knowledge)
Natural Resources	Retail Availability/Leakage
Favorable Business Environment	 Poor Health Indicators
Community Engagement	Impacts from COVID
Small Business Culture	 Broadband Access & Cost
Hazard Mitigation Planning	Childcare
Resource Partnerships	Lack of public Transportation
Opportunities	Threats
Opportunities Chances for regional improvement or progress	Threats Chances for negative impacts on our region
Chances for regional improvement or progress	Chances for negative impacts on our region
Chances for regional improvement or progressSmall Business Growth	Chances for negative impacts on our regionAgriculture Regulations
 Chances for regional improvement or progress Small Business Growth Programs & Resources for Business Owners 	 Chances for negative impacts on our region Agriculture Regulations Youth Exodus
 Chances for regional improvement or progress Small Business Growth Programs & Resources for Business Owners Tourism 	 Chances for negative impacts on our region Agriculture Regulations Youth Exodus Traffic Bypasses Cities
 Chances for regional improvement or progress Small Business Growth Programs & Resources for Business Owners Tourism Attracting New Jobs & Industry 	 Chances for negative impacts on our region Agriculture Regulations Youth Exodus Traffic Bypasses Cities Resistance to Change
 Chances for regional improvement or progress Small Business Growth Programs & Resources for Business Owners Tourism Attracting New Jobs & Industry Remote Work Opportunities 	 Chances for negative impacts on our region Agriculture Regulations Youth Exodus Traffic Bypasses Cities Resistance to Change Substance Abuse/Access to Healthcare

SWOT ANALYSIS 55 | Page

STRENGTHS

Comprehensive Evaluation of Strengths in the Southwest Missouri Region

The Southwest Missouri region, comprising **Jasper**, **Newton**, **Barton**, and **McDonald counties**, possesses several key strengths that offer a competitive advantage in economic development, community engagement, and quality of life. These strengths, highlighted through an in-depth **SWOT analysis**, are interrelated and play an essential role in supporting both short-term and long-term growth across the region. A detailed analysis of these strengths, supported by data, illustrates the opportunities the region can leverage for sustainable development.

One key element of this process was the broad community engagement achieved across all four counties, with significant contributions from **Rob O'Brian of O'Brian and Associates**. Rob O'Brian assisted in facilitating discussions for both **Individual County Meetings** and a **Regional Meeting**, guiding stakeholders through the SWOT analysis. His expertise ensured that community input was comprehensive and reflective of regional priorities, contributing significantly to the strategic direction and overall development of the 2024-2029 CEDS.

1. Robust Transportation Infrastructure and Connectivity

The region benefits from a **well-developed transportation infrastructure**, which provides critical connectivity to national and regional markets. **Jasper County** leads the region with access to **Interstate 44**, **Interstate 49**, and **U.S. Route 60**, as well as a **regional airport** and established **rail networks** (Lightcast, 2024). This infrastructure supports the region's growing **logistics** and **warehousing** sectors, making it a key player in the movement of goods throughout the Midwest. Additionally, **Barton County** has access to two **freight railroads**, further enhancing its logistical capacity (Census Bureau, 2024).

These transportation assets contribute to the region's **strategic location**, with proximity to major economic hubs such as **Kansas City**, **Springfield**, and **Northwest Arkansas**. As the region continues to invest in highway expansions and public transportation improvements, particularly in rural areas like **McDonald County**, the accessibility of the region will continue to enhance its economic appeal.

• **Data Insight**: The presence of **Interstate 44** alone supports a significant portion of regional freight traffic, contributing to a **7% increase in job growth** in the transportation and warehousing sector in **Barton County** between 2018 and 2023 (Lightcast, 2024). This connectivity allows local industries to efficiently transport goods to national and global markets, making the region attractive for **logistics-based businesses**.

2. Affordable Cost of Living and Housing

Southwest Missouri's **affordable cost of living** is a major asset for both residents and businesses. The region offers significantly lower housing costs and utilities than national averages, making it an attractive

SWOT ANALYSIS 56 | Page

destination for families, retirees, and young professionals. For example, **Newton County** and **McDonald County** boast **low utility rates** and **affordable housing options**, offering a higher quality of life at a fraction of the cost compared to nearby metropolitan areas (Census Bureau, 2024).

Housing affordability also contributes to the region's ability to attract businesses and talent, as lower operating and living costs enhance both workforce retention and entrepreneurial activity. While housing affordability is a strength, **Barton County** in particular offers opportunities for housing development, with available land and a need for more diverse housing options to meet the demands of a growing population.

• **Data Insight**: The median home value in **Jasper County** is \$147,500, well below the national median of \$374,900 (U.S. Census Bureau, 2024), and overall living expenses are 15-20% lower than the national average. This affordability provides an advantage for attracting and retaining a skilled workforce and contributes to a stable housing market.

3. Strong Educational Institutions and Workforce Development

The region is home to several notable educational institutions, providing a solid foundation for **workforce development** and ensuring a pipeline of skilled workers for growing industries. **Missouri Southern State University** (**MSSU**) and **Crowder College** play pivotal roles in the region's educational landscape, offering programs in **advanced manufacturing**, **healthcare**, and **technology**. **KCU Medical School**, located in **Joplin**, strengthens the region's healthcare workforce by producing highly qualified medical professionals (Lightcast, 2024).

Additionally, **McDonald County** benefits from strong partnerships in **healthcare education** through **Crowder College**, while **Jasper County**'s growing emphasis on **K-16 education** provides a broad spectrum of educational opportunities for local students. These institutions help bridge the region's **skills gap**, particularly in high-demand sectors like **manufacturing** and **logistics**.

• **Data Insight**: **Jasper County** boasts a **24.7**% higher education attainment rate, compared to **18.3**% in **Barton County** and **15.9**% in **McDonald County** (Census Bureau, 2024). The region's educational institutions are well-positioned to continue supporting local workforce needs, particularly in **healthcare** and **manufacturing**, which have both experienced steady growth.

4. Low Crime Rate and Strong Sense of Community

The region's **low crime rate** and strong sense of **community pride** are key strengths that enhance overall quality of life and contribute to making Southwest Missouri an attractive place to live and





work. Barton County and Newton County are recognized for their low

crime rates, which are significantly below the national average, fostering a sense of safety and stability that is crucial for families and businesses (Census Business Builder, 2024).

SWOT ANALYSIS 57 | Page

This sense of safety is complemented by the region's **community cohesion** and active civic engagement. **Jasper County**, for instance, boasts a thriving small business community supported by **local chambers of commerce** and events like **Third Thursday** and the **Maple Leaf Festival**, which bring together residents and businesses to celebrate local culture and foster economic activity. The region's strong community values provide a supportive environment for both local businesses and newcomers.

• **Data Insight**: **Barton County** reports a crime rate that is **40% lower** than the state average, contributing to its strong appeal as a safe, family-friendly community. This low crime rate, coupled with a strong sense of **hometown pride**, enhances the region's reputation as a desirable place to live and invest (Census Bureau, 2024).

5. Economic and Workforce Diversity

The diverse economic base of Southwest Missouri is a significant strength, with key industries including manufacturing, agriculture, healthcare, and tourism. Jasper County stands out with its strong industrial base and growing healthcare sector, driven by the presence of two major hospitals and a variety of large employers. Barton County contributes to the region's diversity through its strong agricultural sector, while McDonald County has notable opportunities in outdoor recreation and tourism, driven by its natural landscapes and proximity to Northwest Arkansas (Lightcast, 2024).

The region's **workforce diversity** is another strength, with a variety of skill levels supporting industries ranging from **advanced manufacturing** to **logistics**. However, continued focus on **upskilling** the workforce to meet the demands of emerging industries, such as **technology** and **renewable energy**, will be crucial to maintaining economic resilience.

• **Data Insight**: The **healthcare sector** in **Jasper County** is expanding rapidly, with healthcare jobs accounting for **14.2%** of total employment in 2024, compared to **11.8%** in 2018. This growth reflects the region's ability to diversify its economic base and create high-paying jobs in sectors beyond traditional manufacturing (Lightcast, 2024).

Conclusion: Leveraging the Region's Strengths

The strengths of Southwest Missouri—its **transportation infrastructure**, **affordable living costs**, **educational institutions**, **low crime rates**, and **economic diversity**—position the region for sustained economic success. These interconnected strengths provide a solid foundation for future development and ensure that the region remains competitive in attracting businesses, talent, and investment. By continuing to leverage these assets, Southwest Missouri can achieve long-term growth while maintaining its high quality of life for residents.

SWOT ANALYSIS 58 | Page

OPPORTUNITIES

Comprehensive Evaluation of Opportunities in the Southwest Missouri Region

The Southwest Missouri region, which includes **Jasper**, **Newton**, **Barton**, and **McDonald counties**, presents several significant opportunities for growth and development. These opportunities, derived from a detailed **SWOT analysis**, span sectors such as **transportation**, **housing**, **workforce development**, and **tourism**, among others. Leveraging these opportunities can help the region enhance its economic potential, improve quality of life, and build long-term resilience.

1. Expanding Transportation and Connectivity

A key opportunity for the Southwest Missouri region is to further enhance its **transportation infrastructure** to support both community development and economic growth. **Newton County** has the

potential to create a **walkable**, **connected community** by promoting alternative forms of transportation, such as biking and walking, which can improve quality of life and attract new residents (4 County Opportunities Comparison, 2024)(4 County Opportunities ...). Building a transportation network that supports **sustainable mobility** is essential for attracting businesses and residents who value connectivity.

Jasper County also has the opportunity to leverage its **regional airport** and existing transportation networks to enhance **regional tourism** and economic growth. With continued investment in transportation infrastructure, the



region can better connect with neighboring states and national markets, making it a more attractive location for logistics, manufacturing, and distribution sectors.

• **Data Insight**: The **logistics sector** in **Jasper County** has grown by **7%** over the past five years (Lightcast, 2024), reflecting the increasing demand for transportation services. By further investing in transportation infrastructure and supporting alternative modes of transport, the region can capitalize on its strategic location along major highways such as **Interstate 44** and **Interstate 49**, enhancing its role as a transportation hub.

2. Affordable Housing Development and Expansion

Housing remains one of the region's most pressing opportunities, with demand for affordable housing continuing to rise across all four counties. **Barton County** and **McDonald County**, in particular, offer ample **available land** for residential development, presenting an opportunity to address the region's housing shortages (4 County Opportunities Comparison, 2024)(4 County Opportunities ...). **Barton**

SWOT ANALYSIS 59 | Page

County could focus on building senior housing and affordable entry-level housing, which would not only cater to its aging population but also attract young families and first-time homeowners.

Moreover, **Newton County** and **Jasper County** can leverage their relative affordability to **attract retirees and families** from higher-cost regions, a trend that has already been observed as people seek more affordable living options in rural areas. Expanding **builder incentives** and **developing more build-ready lots** can help accelerate this growth and attract new residents.

• **Data Insight**: In 2024, **housing affordability** in **Newton County** was **20% lower** than the national average (Census Bureau, 2024). This provides a significant advantage in attracting families and retirees from more expensive regions, while the region's strong community ties and low crime rates further enhance its attractiveness for relocation.

3. Workforce Development and Skills Training

Workforce development is a major opportunity for the region, particularly as industries like **healthcare**, **advanced manufacturing**, and **logistics** continue to expand. **Jasper County** and **Barton County** could invest further in **workforce training programs** to address the **skills gap** in high-demand industries (4 County Opportunities Comparison, 2024)(4 County Opportunities ...). The region's educational institutions, such as **Missouri Southern State University** (**MSSU**) and **Crowder College**, can be key partners in developing specialized **vocational training programs** that align with local industry needs.

Moreover, there is a specific opportunity to engage **young people** in workforce development by providing **entrepreneurship training** and fostering skills that meet the demands of modern industries. **McDonald County**, for example, can leverage its partnership with **Crowder College** to offer new programs in **skilled labor** and **technical trades**, helping to build a workforce that is equipped to handle future industry needs.

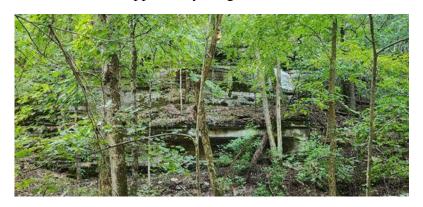
• **Data Insight**: Workforce participation in **Barton County** is currently at **58%**, which is lower than the national average (Census Bureau, 2024). By increasing access to **skills training** and promoting **workforce development initiatives**, the region could significantly boost participation rates, particularly among younger workers and underserved communities.

4. Growth in Tourism and Outdoor Recreation

SWOT ANALYSIS 60 | Page

The region's abundant natural beauty presents an enormous opportunity for growth in tourism and

outdoor recreation. McDonald County has the potential to capitalize on its four-season outdoor recreational offerings, attracting tourists for activities such as hiking, camping, and water sports (4 County Opportunities Comparison, 2024) (4 County Opportunities ...). Newton County and Jasper County can also build on their natural assets to create a stronger regional tourism strategy that includes destination events, parks, trails, and eco-tourism initiatives.



There is also an opportunity for the region to host more **destination events** that highlight its unique cultural and natural resources. Expanding recreational infrastructure, such as public parks, pools, and camping areas, could further support tourism and increase local economic activity.

• **Data Insight**: **Tourism** in **McDonald County** has seen steady growth, with a **5% annual increase** in visitors to outdoor recreation areas over the past five years (Lightcast, 2024). By promoting outdoor activities and expanding tourism infrastructure, the region can attract more visitors, boosting local economies and supporting small businesses.

5. Telehealth and Healthcare Expansion

Telehealth presents a significant growth opportunity, especially in rural areas such as **Barton County** and **McDonald County**, where access to healthcare services can be limited. As the healthcare sector continues to evolve, expanding telehealth services can help bridge the gap in healthcare access, improve health outcomes, and create jobs in healthcare-related fields (4 County Opportunities Comparison, 2024)(4 County Opportunities ...). Investments in telehealth infrastructure, such as high-speed broadband and telemedicine training, can ensure that residents in rural areas have access to the care they need.

In addition, there is an opportunity to build on the region's growing **healthcare sector** in **Jasper County**, where **Kansas City University** (**KCU**) **Medical School** provides a pipeline of healthcare professionals.

Expanding healthcare infrastructure partnering with educational institutions to train more healthcare workers can help meet the growing demand for medical services in both urban and rural areas.

• **Data Insight**: The healthcare sector in **Jasper County** accounts for **14.2%** of total employment in 2024, up from **11.8%** in 2018 (Lightcast,

Chemic Cir. University

SWOT ANALYSIS 61 | Page

and

2024). This sector's continued growth provides a strong foundation for expanding **telehealth** services across the region, particularly in underserved rural areas.

6. Collaborative Regional Development and Partnerships

One of the most promising opportunities for the Southwest Missouri region is to foster greater **regional collaboration** and **partnerships** among counties, municipalities, and local organizations. **Jasper County** and **Newton County** can lead efforts to **collaborate with employers**, chambers of commerce, and local governments to tackle regional challenges and pursue large-scale infrastructure and development projects (4 County Opportunities Comparison, 2024)(4 County Opportunities ...).

Regional collaboration can also extend to **economic development initiatives**, such as creating **business incubators** and expanding regional tourism strategies. **Municipal collaboration** on large projects, like transportation improvements or broadband expansion, can pool resources and achieve greater economies of scale.

• Data Insight: Collaborative economic development projects in Southwest Missouri have shown positive results, with cross-county partnerships leading to a 5% increase in regional employment in sectors such as logistics and small business development (Lightcast, 2024). By fostering more collaboration across the region, Southwest Missouri can continue to capitalize on its shared resources and strengthen its economic resilience.

Conclusion: Leveraging Regional Opportunities

Southwest Missouri's opportunities are vast, ranging from expanding transportation and housing infrastructure to growing the tourism sector and advancing telehealth. By strategically investing in **workforce development**, **regional collaboration**, and **tourism**, the region can build on its existing strengths and create a more resilient and prosperous future. Collaborative efforts across counties and sectors will be critical in ensuring that the region's opportunities are fully realized, enabling Southwest Missouri to thrive economically and improve quality of life for its residents.

WEAKNESSES

In-Depth Analysis of Weaknesses in the SW Missouri Region

The Southwest Missouri region, comprising **Jasper**, **Newton**, **Barton**, and **McDonald counties**, faces several challenges that could hinder long-term economic growth and community development if left unaddressed. These weaknesses, identified through a comprehensive **SWOT analysis**, highlight structural issues ranging from **infrastructure inadequacies** to **workforce development gaps**. Understanding these weaknesses in detail is critical to devising strategies that can address these challenges and promote sustainable development in the region.

SWOT ANALYSIS 62 | Page

1. Limited Access to Affordable and Quality Childcare

One of the most pressing weaknesses in the region is the **lack of affordable, accessible, and quality childcare**. This issue is particularly acute in **Jasper County**, where high demand for childcare services outstrips supply, creating a significant barrier for working parents, especially single parents and low-income families (4 County Weaknesses Comparison, 2024)(4 County Weaknesses Com...). The limited availability of quality childcare forces many parents to either reduce working hours or leave the workforce entirely, which constrains both **labor force participation** and **economic productivity**.

This problem is not isolated to **Jasper County**—both **Barton** and **Newton counties** experience similar challenges, with **Barton County** reporting a notable gap in available childcare options, contributing to a lack of support for working families and a strain on the local workforce (Census Bureau, 2024).



• Data Insight: In Barton County, only 56% of families with children under the age of five have access to licensed childcare, far below the state average of 72% (Census Bureau, 2024). Addressing this gap through public-private partnerships or incentivizing new childcare providers could increase workforce participation and support economic growth.

2. Infrastructure and Broadband Deficiencies

Another significant weakness in the Southwest Missouri region is **inadequate infrastructure**, particularly related to **broadband connectivity** and **transportation**. **McDonald County** and **Barton County** both suffer from **limited access to reliable broadband**, which impedes business operations, educational outcomes, and access to telehealth services (4 County Weaknesses Comparison, 2024)(4 County Weaknesses Com...). The lack of high-speed internet connectivity in rural areas also limits opportunities for remote work and contributes to **economic isolation**.

Transportation infrastructure is another area of concern, particularly in rural counties like **Newton** and **Barton**, where the **lack of public transportation options** and poor **road quality** limit mobility for residents without access to personal vehicles. This is especially problematic for low-income individuals and the elderly, who may depend on reliable public transit to access essential services.

Data Insight: Barton County reports that 21% of its rural population lacks access to reliable broadband services, significantly higher than the national rural broadband deficiency rate of 14% (FCC, 2023). Expanding broadband infrastructure could boost local business opportunities and improve quality of life in rural communities.

SWOT ANALYSIS 63 | Page

3. Workforce Shortages and Skill Gaps

The region's workforce development is another major weakness, particularly in **Barton** and **McDonald** counties, where there is a **lack of skilled workers** and **employment opportunities** (4 County Weaknesses Comparison, 2024)(4 County Weaknesses Com...). Both counties report challenges in attracting and retaining workers, particularly in high-demand fields such as **healthcare**, **manufacturing**, and **technology**. The **shortage of skilled labor** is exacerbated by limited educational attainment in these areas, with **Barton** County reporting that only **18.3%** of its population holds a bachelor's degree or higher, compared to the national average of **33.1%** (Census Bureau, 2024).

In addition to skills gaps, **declining work ethic** and **limited workforce availability** were identified as significant challenges in **Barton County**. These issues are compounded by **aging populations**, particularly in **Barton** and **Newton counties**, where the **median age** is significantly higher than the state average. This demographic shift creates additional pressure on the labor market, as **older workers** retire and younger, skilled workers move to urban centers in search of better opportunities.

• Data Insight: The labor force participation rate in Barton County is 58%, below the state average of 64%, while McDonald County reports a 62% participation rate (Census Bureau, 2024). To address this, investing in vocational training and re-skilling programs could help mitigate workforce shortages and prepare the region for future industrial demands.

4. Housing and Infrastructure Challenges

The region faces significant challenges in affordable housing and infrastructure maintenance. In Newton County, the lack of affordable housing options is a growing issue, with many residents facing high rental costs and limited access to quality housing. Similarly, Jasper County reports a shortage of workforce housing, particularly for low- and middle-income families (4 County Weaknesses Comparison, 2024)(4 County Weaknesses Com...). This has created a housing squeeze, where high demand for homes has outpaced supply, leading to increased housing costs and pricing out many potential homeowners.



In **Barton County**, the **aging housing stock** and **dilapidated homes** contribute to a decline in neighborhood quality, while **McDonald County** struggles with inadequate housing infrastructure to meet the needs of a growing population. These housing challenges are exacerbated by a lack of **long-term planning** for housing development, particularly in rural areas.

• Data Insight: In Newton County, the median home value increased by 10.3% over the last five years, outpacing wage growth and making it increasingly difficult for families to find affordable housing (Census Bureau, 2024). Addressing these housing deficiencies through affordable housing

SWOT ANALYSIS 64 | Page

projects and incentivizing developers to build more **workforce housing** could alleviate some of the pressure on local markets.

5. Healthcare Access and Retention Challenges

Healthcare access remains a critical weakness in the Southwest Missouri region, particularly in Barton and McDonald counties, where residents struggle with a shortage of healthcare facilities and medical professionals. Jasper County, despite being a healthcare hub, faces significant challenges in retaining nursing staff, with a notable nursing shortage impacting the county's ability to meet growing healthcare demands (4 County Weaknesses Comparison, 2024)(4 County Weaknesses Com...).

Mental health services are also limited across the region, contributing to higher rates of **drug use** and **homelessness**. In **Jasper County**, the **lack of access to mental health services** directly impacts the county's **homeless population**, which has grown steadily in recent years (Census Bureau, 2024). The region's inability to provide adequate **mental health resources** places additional strain on law enforcement and social services, complicating efforts to address issues such as **drug addiction** and **homelessness**.

• Data Insight: Jasper County reports a shortage of 15% in available nursing staff to meet patient demands, a trend mirrored across the region (Bureau of Labor Statistics, 2024). Expanding partnerships with local educational institutions like MSSU to increase nursing and healthcare training programs could help address this shortage over time.

6. Civic Engagement and Governmental Challenges

Finally, the region faces challenges related to civic engagement and governmental efficiency. Jasper County reports a lack of state funding for local projects and ineffective communication between city governments and residents (4 County Weaknesses Comparison, 2024)(4 County Weaknesses Com...). Similarly, Barton County has struggled with a lack of long-term economic planning, which limits its ability to attract new businesses and residents. The disconnect between higher-ups and local communities has led to a growing sense of apathy in local government, further complicating efforts to engage citizens in civic duties and long-range planning.

In **McDonald County**, opposition to growth and limited **tax revenues** hamper the county's ability to invest in **public services** and improve **school resources**. This has created a cycle of underfunding and limited development, particularly in essential areas like **education** and **public infrastructure**.

• Data Insight: McDonald County receives 15% less state funding for public services than other counties of similar size in Missouri, a significant gap that impacts its ability to provide essential services and maintain infrastructure (Missouri Department of Revenue, 2024). Enhancing regional collaboration and increasing state-level advocacy could help address some of these funding disparities.

SWOT ANALYSIS 65 | Page

Conclusion: Addressing the Region's Weaknesses

The weaknesses identified in Southwest Missouri—ranging from workforce shortages and broadband infrastructure deficits to healthcare challenges and civic engagement issues—require targeted strategies and collaborative solutions. By addressing these weaknesses through public-private partnerships, infrastructure investments, and workforce training programs, the region can overcome many of the barriers limiting its economic growth and long-term sustainability. Efforts to improve broadband access, expand affordable housing, and foster stronger community engagement will be critical to ensuring that Southwest Missouri continues to evolve and thrive.

THREATS

Comprehensive Evaluation of Threats in the Harry S Truman Coordinating Council (HSTCC) Region

The Harry S Truman Coordinating Council (HSTCC) region faces a wide array of threats that, if left unaddressed, could significantly impact regional growth, destabilize key industries, and reduce the overall quality of life for residents. These threats span economic, environmental, workforce, political, and social domains, requiring careful strategic planning and proactive mitigation. This comprehensive analysis, supported by data from the Missouri Economic Research and Information Center (MERIC) and other relevant sources, examines the region's most pressing threats, including watershed pollution, loss of farmland, and infrastructure vulnerabilities.

1. Economic Instability and Overdependence on Government Funding

One of the most critical threats to the region is its **economic instability**, driven by a significant reliance on **federal and state funding**. Counties such as **Barton** and **McDonald** receive a substantial portion of their budgets for **infrastructure development** and **public services** from government grants and subsidies. A reduction in these funding streams due to policy shifts or federal budget cuts would severely hinder the region's ability to maintain and improve critical infrastructure and services.

This overdependence limits local governments' ability to pursue long-term, sustainable development without external support. **Newton County**, for example, has a significant backlog of **water infrastructure projects** that are reliant on federal funding, making the county vulnerable to fiscal shortfalls.

SWOT ANALYSIS 66 | Page

• **Data Insight**: Federal funding accounts for over **60%** of infrastructure projects in **Barton County** and **47%** in **McDonald County**, making them particularly vulnerable to any reductions in federal spending (Missouri Department of Revenue, 2024). Developing more **diverse revenue streams** is critical for maintaining financial stability and growth.

2. Environmental Degradation and Watershed Pollution

The region's **environmental challenges**, particularly those involving **watershed pollution**, pose a significant risk to both public health and economic stability. The **Shoal Creek**, **Spring River**, and **Elk River watersheds** face increasing levels of **pollution** from **sludge** and **biowaste**, resulting from improper



waste disposal and outdated infrastructure. This contamination threatens local ecosystems, agricultural productivity, and recreational opportunities, which are vital components of the region's economy.

In addition, **soil erosion** and **water contamination** in agricultural areas exacerbate the degradation of natural resources, contributing to long-term declines in **soil fertility** and **water quality**.

• **Data Insight**: Pollution levels in the **Elk River watershed** have increased by **20%** over the last decade, largely due to industrial runoff and inadequate waste management practices (Missouri Department of Natural Resources, 2024). Without significant investment in **environmental remediation** and **infrastructure upgrades**, the region risks further environmental degradation and economic loss.

3. Loss of Farmland and Agricultural Viability

The region is experiencing a troubling loss of farmland, driven by urban sprawl, development pressures,

and the aging farming population. **Barton County**, traditionally a stronghold for agriculture, has seen significant reductions in **farm acreage** as land is converted for **housing** and **commercial development**. This trend not only threatens the region's agricultural base but also affects the availability of local food sources and the livelihoods of farming families.

Moreover, the rising costs of **agricultural inputs** and increasing **regulatory pressures** have made it more difficult for small farms to remain economically viable. This issue is particularly acute in **McDonald County**, where many family farms are being sold or consolidated into larger agricultural operations.



SWOT ANALYSIS 67 | Page

• Data Insight: Between 2010 and 2020, Barton County lost approximately 6,000 acres of farmland, representing a 12% decrease in available agricultural land (USDA, 2024). The continuation of this trend could lead to a reduction in agricultural output, further straining the region's economy.

4. Workforce Shortages and Declining Labor Force Participation

The region faces significant threats from **workforce shortages** and **declining labor force participation**, particularly in rural areas. **Barton** and **McDonald counties** have struggled to retain and attract skilled workers, leading to labor gaps in essential sectors such as **healthcare**, **manufacturing**, and **education**. Furthermore, the **aging population** in the region is contributing to a shrinking labor force, as many older workers retire without a sufficient influx of younger workers to replace them.

Compounding this issue is the **outmigration** of young talent to larger metropolitan areas such as **Northwest Arkansas**, where wages and employment opportunities are more competitive. Without targeted **workforce development initiatives** and efforts to attract young professionals, the region will continue to face economic stagnation.

• Data Insight: Barton County's labor force participation rate has dropped to 58%, well below the national average of 61.9% (Census Bureau, 2024). Addressing these shortages through vocational training and workforce retention programs will be essential for maintaining economic growth.

5. Lack of Affordable Housing

The **lack of affordable housing** remains a critical threat, particularly in urban areas like **Jasper County** and **Newton County**, where housing shortages have led to rising home prices and rents. This shortage disproportionately affects **low-income** and **middle-income families**, limiting their ability to secure stable housing. Moreover, **workforce housing**—housing for essential workers such as teachers, healthcare professionals, and public safety employees—has become increasingly scarce.

The region's growing population, coupled with **outdated housing stock** in rural counties such as **Barton**, exacerbates the housing crisis. Without significant investment in new **affordable housing developments**, the region risks deterring new residents and businesses.

• **Data Insight**: Home values in **Jasper County** have increased by **10.7%** from 2018 to 2023, while affordable housing availability has declined by **12%** (Census Bureau, 2024). This growing disparity between housing demand and supply poses a threat to **workforce retention** and overall economic stability.

SWOT ANALYSIS 68 | Page

6. Lack of Childcare Services

A major threat to workforce productivity in the HSTCC region is the **lack of affordable childcare services**. **Jasper County** and **Newton County** have high demand for licensed childcare, but the supply of facilities remains insufficient to meet the needs of working parents. This shortage significantly impacts **labor force participation**, particularly for single-parent households and low-income families, who are forced to reduce work hours or leave the workforce entirely due to lack of childcare access.

• Data Insight: Barton County has seen a 32% decline in the number of licensed childcare providers since 2010, leading to a 16% decrease in workforce participation among parents with young children (Missouri Department of Social Services, 2024). Addressing this threat through childcare expansion programs will be crucial for increasing labor force participation and supporting economic growth.

7. Political and Regulatory Challenges

The region faces **political and regulatory challenges** that threaten to impede local governance and economic development. **Jasper County** has reported issues related to **unfunded mandates** and restrictive **state legislation** that limits the ability of local governments to raise funds or implement development projects. Additionally, political divisions between local stakeholders and state-level officials make it difficult to achieve consensus on major projects, such as infrastructure improvements or environmental protections.

This disconnect hampers efforts to attract new businesses and investments, as the regulatory environment becomes unpredictable and burdensome for small businesses and startups.

• Data Insight: McDonald County reports a 12% increase in regulatory compliance costs for small businesses over the last decade, primarily due to more stringent environmental and labor regulations (Missouri Department of Economic Development, 2024). These rising costs make it difficult for small businesses to thrive, particularly in agriculture and light manufacturing.

Conclusion: Addressing the Region's Threats

The threats facing the **Harry S Truman Coordinating Council (HSTCC)** region—ranging from **economic instability**, **environmental degradation**, and **loss of farmland**, to **workforce shortages**, **lack of affordable housing**, and **insufficient childcare**—pose significant risks to regional development. Strategic planning and proactive measures, including **workforce development programs**, **infrastructure investments**, and **environmental remediation**, are essential to mitigate these threats. By addressing these vulnerabilities, the region can protect its economic base, support its residents, and foster sustainable growth for future generations.

SWOT ANALYSIS 69 | Page

STRATEGIC DIRECTION



STRATEGIC DIRECTION

The Harry S Truman Coordinating Council (HSTCC) region, encompassing Jasper, Newton, Barton, and McDonald counties in southwest Missouri, faces a multifaceted set of economic, social, and environmental challenges and opportunities. Through a thorough SWOT analysis, it is clear that the region must craft a strategic direction that leverages its existing strengths while addressing its weaknesses, seizing opportunities, and mitigating threats. This strategic direction outlines an integrated approach that fosters sustainable economic growth, enhances quality of life, and promotes environmental resilience, ensuring a robust and adaptable future for the region.

1. Leveraging Strengths to Drive Economic Growth

Infrastructure and Connectivity: Southwest Missouri's transportation infrastructure—anchored by Interstate 44, Interstate 49, and U.S. Route 60—is a critical asset that supports the region's growing logistics, warehousing, and manufacturing sectors. The region should continue to expand and modernize transportation networks, addressing key bottlenecks, such as the I-



44/I-49 interchange, to enhance accessibility for both local and interstate commerce.

To further strengthen the region's role as a logistics hub, HSTCC should advocate for **public-private partnerships** that promote **transportation infrastructure investments**, ensuring that the region remains competitive in the **distribution** and **supply chain sectors**. Expanding access to **rural broadband** is also essential, particularly in **Barton** and **McDonald counties**, where digital connectivity remains a barrier to economic participation.

• Action: Prioritize funding for critical road maintenance, highway expansion, and broadband infrastructure projects that improve connectivity across rural and urban areas. This will bolster the region's attractiveness to industries dependent on logistics and technology-driven operations.

Educational Resources and Workforce Development: The region's educational institutions, including Missouri Southern State University (MSSU) and Crowder College, provide essential training and skill development for the local workforce. However, gaps in skilled labor remain, particularly in high-growth sectors such as advanced manufacturing, healthcare, and technology. Expanding partnerships between educational institutions and local industries will create targeted vocational programs that align with industry needs, ensuring a skilled and adaptable workforce.

 Action: Develop industry-driven training initiatives and increase collaboration between MSSU, Crowder College, and local businesses to create workforce pipelines in critical sectors such as healthcare, telehealth, and renewable energy.

2. Addressing Weaknesses through Targeted Interventions

Housing Affordability and Availability: A shortage of affordable housing across the region, particularly in Jasper and Newton counties, threatens economic stability and workforce retention. Increasing housing supply through public-private partnerships and incentives for affordable housing developers is essential to meet the growing demand, particularly for low- and middle-income families and essential workers.

• Action: Establish a regional affordable housing task force that works with developers, municipalities, and federal agencies to streamline zoning approvals, incentivize affordable housing projects, and secure funding for workforce housing. Barton County, with its aging housing stock, should be prioritized for redevelopment and new housing initiatives.

Childcare Access and Workforce Participation: Limited access to affordable childcare presents a significant barrier to labor force participation, particularly among single parents and low-income families. Expanding access to childcare services through subsidized programs and investment in childcare infrastructure will improve workforce participation and economic productivity.

• **Action**: Collaborate with local governments and private childcare providers to create **affordable childcare programs**, particularly in **Barton** and **McDonald counties**, where the gap in services is most acute. Providing grants and incentives for new childcare facilities should be a key priority to support working families.

3. Seizing Opportunities for Economic and Social Growth

Tourism and Outdoor Recreation: The region's abundant natural beauty and outdoor recreation opportunities offer a strong foundation for expanding tourism and eco-tourism. McDonald County is well-positioned to capitalize on its proximity to Northwest Arkansas, a growing tourism hub. By enhancing recreational infrastructure, such as parks, trails, and campgrounds, the region can attract a growing segment of nature-based tourism, which will benefit local economies and small businesses.

• Action: Invest in tourism infrastructure by developing regional marketing campaigns, expanding recreational facilities, and hosting destination events that showcase the region's cultural and natural assets. A regional tourism



development board should be established to coordinate efforts across counties and attract both state and federal funding for tourism-related projects.

Telehealth and Healthcare Expansion: Expanding **telehealth services** is a key opportunity to improve healthcare access in rural areas, particularly in **Barton** and **McDonald counties**, where geographic isolation limits access to traditional healthcare services. By investing in **telehealth infrastructure**, the region can improve **health outcomes** and create new jobs in the **healthcare sector**.

• Action: Partner with healthcare providers and educational institutions to expand telehealth training programs and integrate telemedicine services across rural communities.

Strengthening broadband access is critical to the success of telehealth expansion efforts.

4. Mitigating Threats to Ensure Long-Term Resilience

Environmental Resilience and Natural Resource Management: The region faces significant threats from environmental degradation, particularly pollution in the Shoal Creek, Spring River, and Elk River watersheds, and the ongoing loss of farmland due to urbanization. Proactive environmental management, including improved wastewater management systems, flood mitigation, and sustainable land use practices, is essential for preserving the region's natural resources.

Action: Implement comprehensive watershed management programs that address
pollution, sludge, and biowaste issues. These efforts should be supported by state and
federal environmental grants. Additionally, promoting sustainable agricultural practices
and incentivizing conservation easements will help protect valuable farmland from
development.

Workforce Retention and Development: As workforce shortages and the outmigration of skilled labor continue to pose threats to the region's economic stability, focusing on workforce retention strategies is critical. Expanding affordable housing, improving access to childcare, and creating job training programs tailored to the needs of local industries will enhance the region's ability to retain and attract workers.

Action: Establish a regional workforce development strategy that includes creating
incentives for young professionals to remain in or relocate to the area. The development
of technology parks and innovation hubs in collaboration with local universities and
businesses will create new job opportunities and encourage local entrepreneurship.

5. Enhancing Regional Collaboration and Governance

Collaborative Regional Planning: Strengthening **inter-county collaboration** and creating a unified regional vision will be essential for addressing shared challenges such as **infrastructure**

development, economic diversification, and **environmental management**. A coordinated approach will allow the region to pool resources, secure larger grants, and implement large-scale projects that benefit all counties.

• Action: Create a formal regional planning consortium under the HSTCC that brings together stakeholders from all four counties to coordinate on large-scale infrastructure, housing, and environmental projects. This consortium should also focus on promoting regional economic integration through shared services and joint development initiatives.

Political Advocacy and Regulatory Alignment: Overcoming political and regulatory challenges will require concerted advocacy at the state and federal levels. The region must push for legislative changes that reduce unfunded mandates and allow local governments greater flexibility in managing development projects and funding allocations.

• Action: Develop a regional political advocacy group that works with state representatives and other key policymakers to address regulatory burdens and secure favorable policy changes for rural development, infrastructure funding, and environmental protection.

Conclusion: A Holistic Approach to Regional Growth

The Strategic Direction for Southwest Missouri prioritizes sustainable growth, economic diversification, and environmental resilience while addressing critical weaknesses in infrastructure, housing, and workforce development. By leveraging the region's educational resources, expanding tourism and telehealth services, and enhancing regional collaboration, the HSTCC region can foster a vibrant and adaptable economy that improves quality of life for all residents. With proactive measures in place to mitigate threats and seize emerging opportunities, the region is poised to achieve long-term prosperity and resilience in the face of future challenges.

ACTION PLAN



ACTION PLAN: IMPLEMENTATION

Action Plan for the Harry S Truman Coordinating Council (HSTCC) Region

The Harry S Truman Coordinating Council (HSTCC) region faces numerous opportunities and challenges, requiring a comprehensive and collaborative approach to economic, social, and environmental development. The following action plan builds upon the SWOT analysis and aligns with local, state, and regional objectives to promote sustainable growth, improve quality of life, and ensure long-term resilience. This plan outlines specific actions, stakeholders, resources, and timelines to achieve the region's strategic goals, focusing on workforce development, infrastructure, housing, environmental stewardship, and regional collaboration.

Goal 1: Workforce Development

Objective: Expand workforce participation and skill development to meet the demands of key industries, such as healthcare, manufacturing, logistics, and advanced technologies.

Action 1.1: Partner with local educational institutions (e.g., **Missouri Southern State University**, **Crowder College**) to develop targeted vocational training programs that align with regional industry needs.

- Stakeholders: MSSU, Crowder College, local businesses, Workforce Development Boards, HSTCC
- Resources: Grants from the Missouri
 Department of Economic Development,
 federal Workforce Innovation and
 Opportunity Act (WIOA) funding



- **Timeline**: Initiate in 2025; ongoing evaluation every 2 years
- **Milestone**: Increase workforce participation by **10%** in five years through improved training and certification programs.

Action 1.2: Create regional apprenticeship and internship programs with local industries to provide hands-on experience for students and young professionals.

- Stakeholders: Local businesses, Chambers of Commerce, MSSU, Crowder College
- **Resources**: Missouri State workforce grants, private sector funding
- **Timeline**: Launch 2027
- Milestone: Establish partnerships with 20 local businesses offering internships by 2029.

Goal 2: Improve Infrastructure and Connectivity

Objective: Enhance transportation and broadband infrastructure to support economic growth and improve regional accessibility.

Action 2.1: Expand rural broadband access in **Barton** and **McDonald counties** to bridge the digital divide and enable access to telehealth, remote work, and e-commerce opportunities.

- Stakeholders: Broadband providers, state and federal agencies, HSTCC, local governments
- Resources: FCC Rural Digital Opportunity Fund (RDOF), Missouri Broadband Development Fund, private investments
- **Timeline**: Start implementation by mid-2026; complete by 2030
- Milestone: Achieve 70% broadband coverage for underserved rural areas by 2030.

Action 2.2: Modernize transportation infrastructure by addressing traffic congestion issues, particularly at the **I-44/I-49 interchange**, and expanding public transportation options in rural counties.

- Stakeholders: Missouri Department of Transportation (MoDOT), HSTCC, local governments, regional transportation planning organizations
- Resources: Federal Highway Administration (FHWA) grants, state transportation funds
- **Timeline**: Begin design and planning in 2025; construction completion by 2035
- **Milestone**: Complete traffic flow improvements at the **I-44/I-49 interchange** and expand rural public transit systems by 2035.

Goal 3: Address Housing Needs

Objective: Develop affordable housing to meet the needs of low- and middle-income families, essential workers, and retirees.

Action 3.1: Incentivize the development of affordable housing through public-private partnerships, particularly in **Jasper** and **Newton counties** where housing shortages are most acute.

- **Stakeholders**: Local developers, housing authorities, HSTCC, Missouri Housing Development Commission
- Resources: Low-Income Housing Tax Credits (LIHTC), Community Development Block Grant (CDBG) funding, private developers
- **Timeline**: Initiate housing development projects by 2026; completion of first wave of projects by 2030
- **Milestone**: Increase the availability of affordable housing by **7%** in urban areas by 2030.

Action 3.2: Rehabilitate aging housing stock in **Barton County** through renovation programs and historic preservation efforts to improve housing quality and availability.

- Stakeholders: Local governments, HSTCC, historic preservation agencies
- Resources: Missouri State Historic Tax Credits, local funds, private investors
- **Timeline**: Ongoing; achieve a **5% reduction** in dilapidated housing stock by 2030
- Milestone: Complete **20 housing rehabilitation projects** in Barton County by 2030.

Goal 4: Enhance Environmental and Climate Resilience

Objective: Protect natural resources, mitigate climate risks, and promote sustainable agricultural practices to safeguard the region's long-term environmental health.

Action 4.1: Implement watershed management programs to address pollution in the **Shoal Creek**, **Spring River**, and **Elk River watersheds**, focusing on sludge and biowaste contamination.

- **Stakeholders**: HSTCC, Missouri Department of Natural Resources, local governments, environmental agencies
- Resources: Environmental Protection Agency (EPA) grants, state environmental funding, local water boards
- **Timeline**: Begin remediation efforts in 2025; ongoing monitoring and management
- **Milestone**: Reduce pollution in the region's watersheds by **12%** by 2030 through improved waste management practices.

Action 4.2: Promote sustainable agricultural practices to prevent soil degradation and protect farmland from urban encroachment, with a focus on **Barton County**.

- **Stakeholders**: Local farmers, Missouri Department of Agriculture, HSTCC, conservation organizations
- Resources: USDA conservation programs, state agricultural grants, local farmer cooperatives
- **Timeline**: Start in 2024; ongoing support through 2030
- Milestone: Preserve 5,000 acres of farmland through conservation easements by 2030.

Goal 5: Foster Regional Collaboration

Objective: Strengthen regional collaboration across counties and sectors to enhance economic development, address shared challenges, and secure joint funding for major projects.

Action 5.1: Establish a regional **economic development consortium** to coordinate large-scale infrastructure, housing, and environmental projects across the four counties.

- Stakeholders: HSTCC, local governments, regional businesses, state representatives
- **Resources**: Missouri Economic Development Council, local economic development boards
- **Timeline**: Establish the consortium by 2028
- Milestone: Secure joint funding for three large-scale regional projects by 2030.

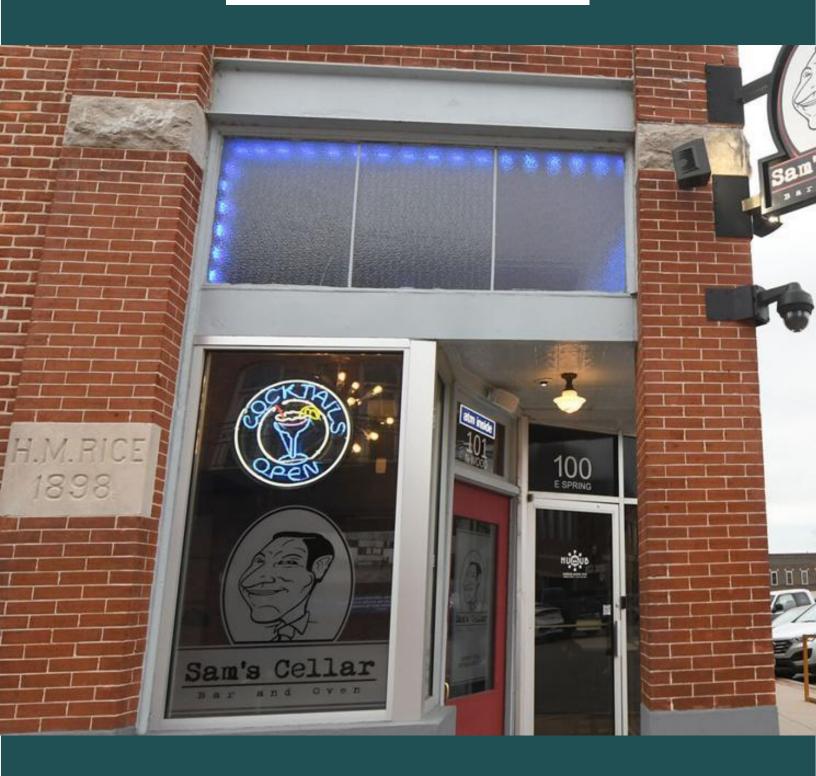
Action 5.2: Create a **political advocacy group** to lobby for state and federal support for infrastructure improvements, affordable housing initiatives, and broadband expansion.

- Stakeholders: Local governments, regional political leaders, business advocacy groups
- Resources: Local government contributions, private donations
- **Timeline**: Begin advocacy efforts in 2024; ongoing
- **Milestone**: Secure **\$20 million** in state and federal funding for regional development projects by 2030.

Conclusion

This **action plan** provides a detailed roadmap for the **HSTCC region** to achieve its strategic goals through collaboration, innovation, and targeted investments in infrastructure, workforce development, housing, and environmental resilience. By focusing on specific actions, measurable outcomes, and coordinated efforts among regional stakeholders, this plan ensures that the region will achieve sustainable growth, improve quality of life, and enhance its economic and environmental resilience over the next decade.

EVALUATION FRAMEWORK



EVALUATION FRAMEWORK: PERFORMANCE & EVALUATION MEASURES

To ensure the successful implementation of the Harry S Truman Coordinating Council (HSTCC) Action Plan, a comprehensive system of performance metrics and evaluation measures is essential. These metrics will track progress, evaluate the effectiveness of key initiatives, and provide accountability for stakeholders across the region. This evaluation framework is designed to be data-driven, focusing on measurable outcomes and continuous improvement, aligned with the region's strategic goals.

The performance and evaluation measures are organized into key categories based on the primary objectives of the action plan: **Infrastructure Modernization**, **Workforce Development**, **Housing Expansion**, **Environmental Resilience**, and **Regional Collaboration**.

1. Infrastructure Modernization

Objective: Enhance transportation and broadband infrastructure to promote economic growth, accessibility, and connectivity.

• Measure 1.1: Rural Broadband Expansion

- Metric: Track the number of rural households and businesses with access to highspeed broadband, particularly in Barton and McDonald counties.
- o **Target**: Achieve **70% broadband coverage** in underserved rural areas by 2030.
- o **Data Source**: FCC broadband access reports, Missouri Broadband Development Fund updates, local internet service providers.
- Evaluation: Conduct annual reviews of broadband availability and service quality.
 Assess progress based on the percentage of households covered and usage statistics.

• Measure 1.2: Transportation Infrastructure Projects

- Metric: Monitor the progress of transportation improvements, including major highway expansions, such as the I-44/I-49 interchange, and the development of public transit systems in rural areas.
- o **Target**: Complete all key transportation projects by 2050, improving road safety and traffic flow.
- o **Data Source**: Missouri Department of Transportation (MoDOT) reports, local transportation planning agencies.
- Evaluation: Biannual assessment of project timelines, funding allocations, and completion rates. Evaluate traffic flow and safety improvements based on MoDOT data.

2. Workforce Development

Objective: Expand workforce participation and enhance skill development to meet the demands of critical industries, including healthcare, logistics, and manufacturing.

• Measure 2.1: Workforce Participation Increase

- Metric: Track labor force participation rates across the HSTCC region, with a focus
 on increasing engagement in healthcare, advanced manufacturing, and logistics
 sectors.
- Target: Increase regional labor force participation by 10% by 2030, particularly in Barton and McDonald counties.
- Data Source: U.S. Census Bureau, Missouri Economic Research and Information Center (MERIC).
- Evaluation: Annual review of participation rates, employment growth in targeted industries, and feedback from local employers. Track completion rates of vocational programs aligned with industry needs.

• Measure 2.2: Vocational and Apprenticeship Program Expansion

- Metric: Measure enrollment and completion rates in new and existing vocational training programs in partnership with MSSU, Crowder College, and local industries.
- o **Target**: Enroll **100**+ **students** in vocational and apprenticeship programs by 2026.
- o **Data Source**: Enrollment data from MSSU, Crowder College, and local workforce development boards.
- **Evaluation**: Annual assessments of program enrollment, completion rates, and job placement success in critical industries.

3. Housing Expansion

Objective: Increase the availability of affordable housing to meet the needs of low- and middle-income families and essential workers.

• Measure 3.1: Affordable Housing Development

- Metric: Track the number of affordable housing units constructed or rehabilitated in Jasper and Newton counties.
- o **Target**: Increase affordable housing stock by **10%** by 2030.
- Data Source: Missouri Housing Development Commission, local government housing agencies.
- Evaluation: Annual audits of new affordable housing units, project funding, and resident occupancy. Assess the effectiveness of public-private partnerships in addressing housing shortages.

Measure 3.2: Workforce Housing Availability

- o **Metric**: Monitor the availability of housing designated for essential workers, including teachers, healthcare professionals, and first responders.
- o **Target**: Build or rehabilitate **500 units** of workforce housing by 2030.
- o **Data Source**: Local government housing reports, private developer agreements.
- **Evaluation**: Biannual assessments of housing project timelines, workforce retention rates, and affordability for essential workers.

4. Environmental Resilience

Objective: Protect natural resources, mitigate environmental risks, and enhance the region's resilience to climate and natural disasters.

• Measure 4.1: Watershed Pollution Reduction

- Metric: Monitor water quality in the Shoal Creek, Spring River, and Elk River watersheds, focusing on reducing sludge and biowaste contamination.
- o **Target**: Achieve a **10% reduction** in watershed pollution by 2030.
- o **Data Source**: Missouri Department of Natural Resources (MDNR) water quality reports, local environmental monitoring.
- **Evaluation**: Quarterly water quality assessments and pollution source tracking. Evaluate the effectiveness of remediation and waste management initiatives.

• Measure 4.2: Sustainable Agricultural Practices

- Metric: Track the implementation of sustainable farming practices and the acreage of farmland protected through conservation efforts, particularly in Barton County.
- **Target**: Conserve **5,000** acres of farmland by 2030 through conservation easements and sustainable farming programs.
- o **Data Source**: USDA conservation programs, local agricultural reports.
- Evaluation: Annual review of conservation agreements and adoption rates of sustainable practices among local farmers. Assess long-term impacts on soil health and productivity.

5. Regional Collaboration

Objective: Strengthen collaboration between counties, businesses, and government agencies to address shared challenges and drive economic growth.

• Measure 5.1: Regional Economic Development Consortium

- Metric: Measure the formation and operational success of the regional economic development consortium to coordinate large-scale infrastructure and development projects.
- Target: Establish the consortium by mid-2025 and secure joint funding for three large-scale regional projects by 2030.
- o **Data Source**: Consortium meeting minutes, funding agreements, project proposals.
- Evaluation: Annual assessments of project development, funding secured, and consortium impact on regional collaboration efforts.

• Measure 5.2: Joint Funding for Infrastructure Projects

Metric: Track the amount of joint funding secured for infrastructure improvements, including broadband expansion, transportation modernization, and housing projects.

- o **Target**: Secure **\$20** million in state and federal funding for key infrastructure projects by 2030.
- o **Data Source**: Funding agreements, state and federal grant reports.
- Evaluation: Biannual review of grant applications, funding allocations, and project initiation milestones.

Conclusion

The **performance and evaluation measures** outlined in this plan will ensure that the **HSTCC region** stays on track to achieve its strategic objectives. These data-driven metrics will provide a clear and transparent method for tracking progress, ensuring accountability, and making necessary adjustments. By focusing on tangible outcomes, the HSTCC region can ensure that its investments in **infrastructure**, **workforce development**, **housing**, **environmental resilience**, and **regional collaboration** lead to **sustainable growth**, **enhanced quality of life**, and long-term **economic resilience**.

ECONOMIC RESILIENCE



ECONOMIC RESILIENCE

Introduction to Economic Resilience

Economic resilience refers to the ability of a region's economy to withstand, recover from, and adapt to a variety of disruptions, such as economic shocks, natural disasters, technological changes, or socio-political challenges. A resilient economy is one that can maintain critical functions, rapidly recover from adversity, and seize opportunities for transformation and innovation.



For the **SW Missouri Region**, located in Southwest Missouri, economic resilience is crucial due to the region's vulnerability to **natural disasters** such as **tornadoes** and **flooding**, reliance on key industries like **agriculture** and **manufacturing**, and workforce and infrastructure challenges. Developing resilience ensures the region's ability to thrive in the face of external shocks while fostering long-term, sustainable growth.

Why Economic Resilience is Necessary for the SW Missouri Region

Several key factors highlight the need for building economic resilience in the SW Missouri Region:

- Natural Disaster Vulnerability: The SW Missouri Region lies in an area prone to tornadoes, flooding, and severe storms. The frequent occurrence of tornadoes poses significant risks to infrastructure, housing, and businesses. Without proactive planning, these natural disasters can cause severe economic disruptions, as was seen in the devastating Joplin tornado of 2011, which caused billions in damages and long-term economic impacts.
- 2. **Economic Dependency on Key Sectors**: The region's reliance on **agriculture**, **manufacturing**, and **logistics** increases its vulnerability to economic fluctuations. For example, disruptions in the global supply chain, commodity price drops, or a closure of a major plant could severely impact the region's economy and employment levels.
- 3. **Workforce Shortages**: The outmigration of younger, educated workers coupled with an aging population has led to labor shortages in critical sectors, including **healthcare**, **advanced manufacturing**, and **technology**. Retaining and developing a skilled workforce is crucial for economic resilience.
- 4. **Hazard Mitigation Needs**: The region's susceptibility to natural disasters, particularly **tornadoes**, requires comprehensive **hazard mitigation** planning to protect lives, property, and economic stability. Investments in resilient infrastructure and hazard mitigation are essential for reducing the long-term impacts of these disasters.

Building Economic Resilience in the SW Missouri Region

To create a resilient economy in the **SW Missouri Region**, we must focus on a **multifaceted approach** that integrates **economic diversification**, **infrastructure modernization**, **environmental sustainability**, **hazard mitigation**, and **social resilience**. This approach ensures that the region can withstand both economic and environmental shocks while continuing to grow.

1. Economic Diversification

Why It's Important: Economic diversification reduces the reliance on a small number of industries, spreading risks across sectors. A diverse economy is better positioned to weather disruptions in individual industries and adapt to shifts in global markets.

Action Steps:

• Target New Sectors: Focus on attracting industries like renewable energy, biotechnology,



- **advanced manufacturing**, and **logistics**, which offer growth potential and resilience to economic downturns.
- Support Local Businesses and Innovation: Expand support for small businesses, particularly through Crowder College's Small Business Development Center (SBDC), and foster innovation by creating entrepreneurial hubs that encourage local startups and attract investment.
- **Public-Private Collaboration**: Establish **public-private partnerships** to fund infrastructure improvements, research, and workforce training initiatives that align with emerging sectors, ensuring long-term sustainability and growth.

Key Metrics:

- Growth in new industries, reducing reliance on agriculture and manufacturing as the primary economic drivers.
- Increased job creation in sectors like **technology**, **renewable energy**, and **logistics**.
- Expansion of local small businesses and an increase in entrepreneurial activity.

2. Infrastructure Modernization and Hazard Mitigation

Why It's Important: Infrastructure is the backbone of a resilient economy. Modern, well-maintained infrastructure supports daily economic activity, enhances connectivity, and helps to mitigate the impacts of natural disasters like tornadoes and floods.

Action Steps:

- Strengthen Transportation Networks: Modernize transportation infrastructure, including key highways such as I-44, Interstate 49, and U.S. Route 60, to support logistics, improve mobility, and ensure efficient movement of goods and services.
- Expand Broadband Access: Build high-speed broadband infrastructure across rural and underserved areas to enable telemedicine, remote work, and online education, particularly important during periods of disruption.
- **Hazard Mitigation Planning**: Prioritize **hazard mitigation strategies** to protect infrastructure and communities from natural disasters, particularly tornadoes and floods. This includes reinforcing critical infrastructure, improving stormwater drainage systems, and developing **tornado-resistant housing**.
- Flood and Tornado Preparedness: Invest in early warning systems and disaster preparedness plans that reduce the vulnerability of businesses, housing, and infrastructure to tornadoes and other disasters. Leverage FEMA grants and state funding to build resilient infrastructure capable of

withstanding severe weather events.



Key Metrics:

- Increased **flood resilience** through upgraded stormwater systems and levee construction.
- Number of transportation and infrastructure projects completed to improve mobility and disaster resilience.
- Improvement in **broadband coverage** across the region, focus on rural and underserved areas.

3. Environmental Sustainability and Climate Adaptation

Why It's Important: Sustainable management of natural resources is essential to long-term resilience, particularly in a region that relies heavily on agriculture. Integrating climate adaptation measures ensures the region can cope with environmental changes, such as shifting weather patterns and natural resource depletion.

Action Steps:

- **Promote Sustainable Agriculture**: Implement sustainable agricultural practices, such as **no-till farming**, **crop rotation**, and **precision agriculture**, to conserve water, reduce soil erosion, and increase long-term farm productivity.
- Watershed Management: Address pollution in the Shoal Creek, Spring River, and Elk River watersheds through stricter regulations on industrial waste, agricultural runoff, and

- sludge management. Collaborate with farmers, industries, and environmental agencies to protect water quality and maintain ecological balance.
- Renewable Energy Expansion: Invest in renewable energy projects, such as solar farms and wind energy installations, to diversify the region's energy supply, reduce dependence on nonrenewable sources, and create sustainable jobs.

Key Metrics:

- Measurable improvements in water quality in regional watersheds, with reductions in nitrates and phosphates.
- Increase in the adoption of sustainable farming practices across the region.
- Expansion of **renewable energy** generation and consumption by 2028.



4. Workforce Development and Retention

Why It's Important: A resilient economy depends on a skilled, adaptable workforce that can respond to the changing demands of industries and markets.

Developing local talent and retaining it within the region is critical for sustaining economic growth and adapting to external shocks.

Action Steps:

- **Skilled Workforce Training**: Expand vocational and technical training programs at **MSSU**, **Crowder College**, and other regional institutions to align with the needs of growing industries such as **healthcare**, **technology**, and **manufacturing**.
- **Retain Local Talent**: Implement programs to retain local graduates, offering housing incentives and student loan forgiveness to encourage young professionals to stay in the region. Focus on creating **remote work opportunities** to attract talent from outside the region while retaining local workers.
- **Upskilling and Reskilling**: Provide continuous education and training opportunities for workers displaced by industry shifts. Retraining programs in high-growth sectors such as **biotechnology**, **renewable energy**, and **logistics** will ensure workforce adaptability.

Kev Metrics:

- Increased enrollment in **technical and vocational training** programs in key industries.
- Growth in **graduate retention rates** and reduced outmigration of skilled workers.
- Expanded opportunities for **upskilling** and reskilling workers affected by industry changes.

5. Hazard Mitigation and Disaster Recovery

Why It's Important: Hazard mitigation is critical in protecting the region's economic assets from the frequent occurrence of tornadoes, flooding, and other natural disasters. Proper planning and preparedness reduce the economic losses from these events and enable faster recovery.

Action Steps:

• Tornado and Flood Mitigation Plans: Develop comprehensive hazard mitigation plans



focused on **tornado resilience**, including the construction of **tornado-resistant buildings**, improved community shelters, and enhanced early warning systems. For flood-prone areas like **Newton County**, improve stormwater drainage and reinforce levees to minimize flood damage.

• **Disaster Preparedness Training**: Implement community-wide disaster preparedness and resilience training,

ensuring that businesses, schools, and local governments have plans in place for **business continuity** and **emergency response** during disasters.

• Utilize FEMA and State Hazard Mitigation Grants: Apply for FEMA grants and state funding to support disaster mitigation projects and ensure that communities are better prepared to recover quickly from disasters. Prioritize infrastructure projects that reduce the long-term impact of severe weather events.

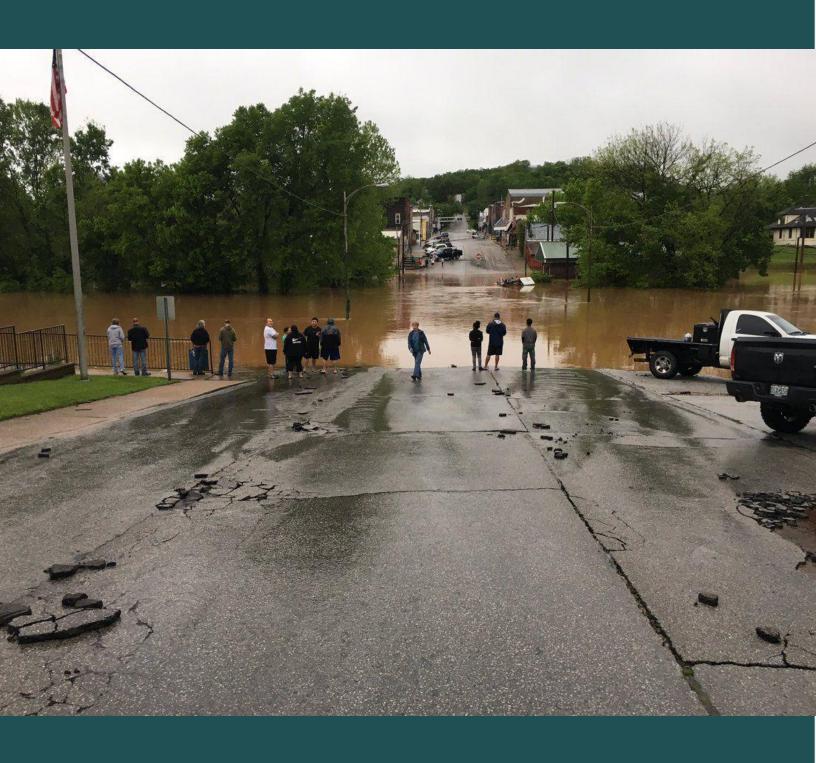
Key Metrics:

- Reduction in **economic losses** from natural disasters, measured annually.
- Completion of critical **hazard mitigation infrastructure**, such as tornado-resistant structures and flood control systems.
- Increased community participation in **disaster preparedness training** and emergency response planning.

Conclusion

Building economic resilience in the SW Missouri Region requires a holistic approach that integrates economic diversification.

CLIMATE RESILIENCE



CLIMATE RESILIENCE

Climate Resilience for the Harry S Truman Coordinating Council (HSTCC) Region: A Comprehensive Plan

Introduction to Climate Resilience

Climate resilience refers to the ability of a region to anticipate, prepare for, respond to, and recover from climate-related disruptions. These disruptions can include natural hazards like tornadoes, flooding, and other severe weather events that are



increasingly exacerbated by **climate change**. A resilient community mitigates risks through proactive planning and adapts to changing conditions to protect its economy, infrastructure, and population.

For the **SW Missouri Region**, climate resilience is of critical importance due to the area's vulnerability to **natural disasters** such as **tornadoes** and **flooding**. The region's agricultural base, rural population, and aging infrastructure further emphasize the need for comprehensive climate resilience planning to ensure long-term sustainability.

Why Climate Resilience is Critical for Southwest Missouri

1. Tornadoes and Severe Weather Events: Missouri, particularly Southwest Missouri, lies within Tornado Alley, experiencing frequent and severe tornadoes. The devastating Joplin tornado of 2011 serves as a reminder of the economic and social costs of such events, which caused over \$2.8 billion in damages and disrupted the local economy for years (FEMA, 2023). With the increasing intensity and frequency of storms linked to climate change, it is

2. Flooding and Watershed Vulnerabilities:
The Shoal Creek, Spring River, and Elk River watersheds face ongoing challenges from flooding and water pollution, including

critical to plan for both mitigation and response.

problems with **sludge** and **biowaste** management. Heavy rainfalls, exacerbated by changing weather patterns, can overwhelm local drainage systems,



leading to economic losses, disruptions in agriculture, and degradation of water quality. Flood-prone areas need stronger infrastructure and **natural buffer systems** like wetlands to prevent damage (NOAA, 2024).

CLIMATE RESILIENCE 92 | P a g e

3. Agricultural Impacts: As a region heavily reliant on **agriculture**, changes in precipitation patterns, extended droughts, and extreme heat events pose threats to farm productivity. Crops and livestock are sensitive to these climate changes, impacting local farmers and the economy. By incorporating **climate-smart agricultural practices**, such as **no-till farming**, **cover cropping**, and **precision agriculture**, the region can enhance its resilience (Missouri Department of Agriculture, 2024).

Steps to Building Climate Resilience in the SW Missouri Region

1. Strengthening Infrastructure

Why It's Important: The region's infrastructure, including transportation, communication systems, and public utilities, plays a crucial role in economic and climate resilience. Outdated and vulnerable infrastructure is often the first casualty during severe weather events like tornadoes and floods.

Modernizing infrastructure is critical to ensuring continuity of operations and protecting economic assets.

Action Steps:

- **Flood Control Systems**: Invest in stronger flood control measures, including levee construction, stormwater management, and wetlands restoration, particularly in **Newton** and **McDonald** counties, where flooding has been prevalent.
- **Tornado-Resilient Buildings**: Implement tornado-resistant design standards for public and private buildings, including safe rooms and reinforced structures in high-risk areas.
- **Green Infrastructure**: Incorporate **green infrastructure** solutions, such as permeable pavements and rain gardens, to reduce the urban heat island effect and manage stormwater more effectively.

Key Metrics:

- Decreased frequency and severity of flood-related damages.
- Number of public buildings and homes retrofitted with tornado-resistant features.
- Expansion of green infrastructure in urban and rural areas.

2. Sustainable Agricultural Practices

Why It's Important: Agriculture is a cornerstone of the region's economy, but it is highly sensitive to climate variability. Building climate resilience in agriculture involves adopting practices that conserve resources, improve soil health, and mitigate the impact of extreme weather.

Action Steps:

• Climate-Smart Agriculture: Encourage the adoption of no-till farming, cover crops, and rotational grazing to improve soil health, retain moisture, and reduce the impact of droughts.

- Water Conservation: Invest in irrigation technologies and water conservation strategies, particularly in areas prone to drought, to ensure that water resources are used efficiently and sustainably.
- Support for Farmers: Provide training programs for local farmers on how to integrate sustainable practices and access state and federal resources for climate adaptation, such as the USDA's Environmental Quality Incentives Program (EQIP).

Key Metrics:

- Percentage increase in farms adopting climate-smart agricultural practices.
- Reduction in water usage per acre through efficient irrigation techniques.
- Increase in crop yields during drought years.

3. Watershed Protection and Flood Mitigation

Why It's Important: The Shoal Creek, Spring River, and Elk River watersheds are essential to the region's environmental and economic health. These watersheds face threats from flooding, pollution,

and improper biowaste management. Climate resilience in this area means taking measures to protect water quality and prevent flooding.

Action Steps:

- Watershed Management: Collaborate with local industries, farmers, and municipalities to implement best practices for waste management and reduce pollutants entering the watershed.
- Natural Buffers: Restore wetlands and riparian buffers along key waterways to help absorb excess rainfall and reduce the risk of flooding downstream.
- **Flood-Resilient Infrastructure**: Upgrade drainage systems and invest in retention ponds in flood-prone areas to mitigate the impact of heavy rainfall events.

Key Metrics:

- Measurable improvement in water quality metrics in all three watersheds.
- Reduction in flood-related property damage across the region.
- Number of wetlands restored or protected to act as natural flood buffers.

4. Workforce Development for Green Jobs

Why It's Important: The shift toward climate resilience opens opportunities for **green jobs** in renewable energy, sustainable construction, and environmental management. Developing a workforce skilled in these areas is essential for economic resilience and sustainability.

Action Steps:

- Training Programs: Partner with local educational institutions such as Missouri Southern
 State University (MSSU), Crowder College, and Ozark Christian College to offer programs
 focused on green technologies, renewable energy, and environmental sciences.
- **Renewable Energy Development**: Promote **solar** and **wind energy** projects to diversify the local energy grid, creating jobs and reducing the carbon footprint of the region.
- **Incentivize Green Businesses**: Offer incentives for businesses that adopt sustainable practices or work within the renewable energy sector, fostering job growth in resilient industries.

Key Metrics:

- Number of new green jobs created within the region.
- Increase in students enrolled in environmental and renewable energy programs.
- Growth in renewable energy projects completed by 2028.

5. Community Engagement and Education

Why It's Important: For climate resilience efforts to succeed, there must be widespread community engagement and education. Residents, businesses, and local leaders need to understand the importance of resilience and how they can contribute to building it.

Action Steps:

- **Public Awareness Campaigns**: Launch campaigns to educate the public on climate risks, preparedness, and sustainable practices, emphasizing the role that individuals and businesses can play.
- Local Leadership Training: Develop leadership programs that equip local officials and community leaders with the knowledge and tools to promote climate resilience within their jurisdictions.
- **Disaster Preparedness**: Expand emergency preparedness programs in schools and businesses, ensuring that the community is ready to respond to climate-related events such as tornadoes and floods.

Key Metrics:

- Increase in the number of residents participating in climate resilience education programs.
- Improvement in community preparedness scores in annual disaster readiness assessments.

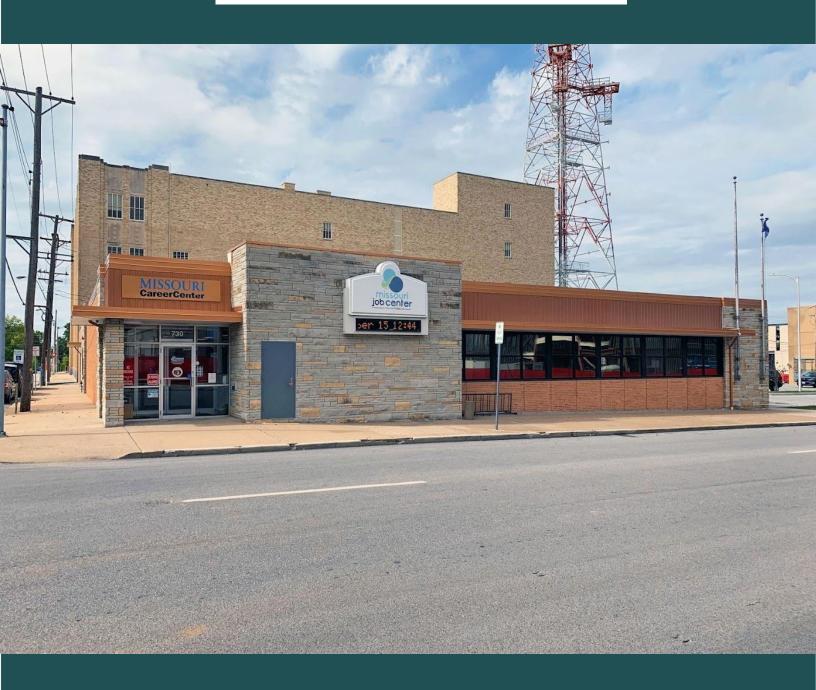
• Increased collaboration between local governments, businesses, and residents in implementing resilience initiatives.

Conclusion

Building **climate resilience** in the **SW Missouri Region** requires proactive, multi-sector planning that integrates **infrastructure modernization**, **sustainable agricultural practices**, **watershed protection**, and **community engagement**. By addressing the region's vulnerabilities to climate change—particularly **tornadoes**, **flooding**, and agricultural disruptions—the region can ensure a sustainable and thriving future. This resilience framework not only protects economic and environmental assets but also opens up opportunities for growth in emerging sectors such as **renewable energy** and **green technologies**.

By working together, the SW Missouri Region can become a model for how rural areas can adapt to climate change, ensuring long-term economic viability and enhanced quality of life for its residents.

WORKFORCE DEVELOPMENT



WORKFORCE DEVELOPMENT

Workforce Development in the Harry S Truman Coordinating Council (HSTCC) Region

Introduction to Workforce Development

Workforce development encompasses the strategies, policies, and programs aimed at building a workforce that can meet the needs of current and future employers. A strong, adaptable workforce is essential to ensuring the economic resilience and growth of a region, particularly in the face of technological change, global competition, and shifting demographic trends. In the context of the Harry S Truman Coordinating Council (HSTCC) region in Southwest Missouri, workforce development is a critical pillar for addressing labor shortages,



increasing productivity, and improving the overall economic health of the area.

The region's workforce is currently characterized by a mix of opportunities and challenges. While there are sectors showing strong growth potential—such as **healthcare**, **advanced manufacturing**, and **logistics**—there are persistent issues related to **outmigration of younger workers**, **aging demographics**, and **skills mismatches** that must be addressed to ensure long-term prosperity.

Current Workforce Characteristics in the SW Missouri Region

Population and Labor Force Overview

The **SW Missouri Region** is comprised of four counties: **Jasper**, **Newton**, **Barton**, and **McDonald**. As of the most recent data (2024), the total population of the region is approximately **220,000 people**. However, the region is experiencing slow population growth, with some rural areas even facing population decline. For instance, **Barton County** has seen a population decrease of **2.5%** over the past decade, largely driven by younger residents leaving the area for urban centers (U.S. Census Bureau, 2024).

The **labor force participation rate** in the region stands at **61%**, which is slightly lower than the Missouri state average of **64%** (Bureau of Labor Statistics, 2024). This gap can be attributed to several factors, including an aging population and a shortage of childcare services, which limits workforce participation among parents—particularly women.

Educational Attainment and Skills Gap

Educational attainment in the region also highlights several areas of concern. According to **Lightcast** (2024), 23% of the region's adult population holds a **bachelor's degree or higher**, compared to the

national average of **34%**. This gap in higher education attainment has significant implications for the region's ability to attract and retain **high-skill industries** such as technology and healthcare.

At the same time, there is a notable skills mismatch in the region. Employers in the **manufacturing**, **logistics**, and **healthcare** sectors report difficulty finding workers with the technical skills required to fill open positions. For example, there is an increasing demand for workers with expertise in **automation technologies**, **CNC machining**, and **logistics management**, but local educational institutions are not currently producing enough graduates to meet this demand.

Key Challenges for Workforce Development

1. Aging Workforce and Population Decline

One of the most pressing challenges facing the **SW Missouri Region** is its aging population. Nearly **20%** of the region's population is over the age of 65, and this demographic is growing faster than the working-age population (U.S. Census Bureau, 2024). This trend is particularly pronounced in rural areas like **Barton** and **McDonald counties**, where younger workers are leaving for opportunities in larger cities.

The consequences of an aging workforce are far-reaching. Many industries, particularly **agriculture** and **manufacturing**, rely on older workers who are nearing retirement. The impending retirement of these workers poses a significant risk to the region's economic stability unless efforts are made to **retain** and **reskill** older workers, while simultaneously attracting younger talent to fill the gap.

2. Outmigration of Young Professionals

While the region offers affordable living conditions and a tight-knit community, it struggles to retain **young professionals**. Many high school and college graduates leave the region for urban centers like **Kansas City**, **Springfield**, or **St. Louis**, where job opportunities, amenities, and social activities are more abundant. According to a survey by the **Missouri Economic Research and Information Center** (**MERIC**), over **40%** of young professionals in the region expressed a desire to relocate for better career prospects.

This outmigration has exacerbated labor shortages in critical fields such as **healthcare**, **engineering**, and **information technology**. The retention of young professionals is vital for ensuring a sustainable workforce that can drive innovation and economic growth.

3. Skills Gaps and Mismatched Educational Outputs

Despite the presence of local educational institutions like **Missouri Southern State University** (MSSU), Crowder College, and Ozark Christian College, there is a significant disconnect between the skills being produced by the region's educational system and the skills demanded by employers. **Healthcare**, advanced manufacturing, and logistics are among the sectors experiencing the most significant shortages of skilled workers.

For example, **Crowder College**'s programs in manufacturing technology produce approximately **50 graduates per year**, yet local employers report over **200 unfilled positions** annually for jobs that require skills in **automation** and **machine operations** (Lightcast, 2024). This highlights the need for a more responsive and aligned educational system that can produce the talent needed to support highgrowth industries.

Strategies for Strengthening Workforce Development

1. Expand Technical and Vocational Training Programs

Objective: Align educational outputs with industry needs by expanding **technical and vocational training** programs that cater to high-demand sectors like **healthcare**, **logistics**, and **advanced manufacturing**.



Action Steps:

- Collaboration with Employers: Establish stronger partnerships between local employers and educational institutions such as MSSU and Crowder College to design curricula that meet the specific needs of high-demand industries. This could include expanding programs in robotics, CNC machining, and nursing.
- **Apprenticeships and Internships**: Increase the number of apprenticeship and internship opportunities for students. These programs provide hands-on experience and can help students transition directly into the workforce upon graduation. By creating more pathways from education to employment, the region can better match skills to job requirements.
- Funding and Support: Secure state and federal funding for the development of workforce training centers that offer certification programs in high-demand fields. Funding from programs such as the Workforce Innovation and Opportunity Act (WIOA) could be leveraged to build training capacity.

Metrics:

- Increase the number of students enrolled in technical programs by 25% by 2028.
- Double the number of apprenticeships available in key industries such as **logistics** and **advanced manufacturing** within five years.
- Decrease the number of unfilled technical positions by 20% over the next decade.

2. Address Childcare Barriers to Workforce Participation

Objective: Increase **workforce participation**, particularly among women, by expanding access to affordable and high-quality childcare services.

Action Steps:

- **Public-Private Partnerships**: Develop partnerships between local businesses and government agencies to provide on-site or nearby childcare facilities for workers. Employers that offer childcare services as a benefit can increase workforce participation, particularly among parents of young children.
- **Incentives for Childcare Providers**: Provide incentives such as tax breaks and grants for the establishment of new childcare centers, particularly in **rural areas** where services are lacking.
- Subsidies and Financial Assistance: Expand access to childcare subsidies for low-income families to ensure that affordable childcare is available to all workers. The lack of affordable childcare has been identified as one of the leading factors preventing women from entering or remaining in the workforce (MERIC, 2024).

Metrics:

- Increase the availability of childcare slots by 15% over the next five years.
- Reduce the number of workers citing **lack of childcare** as a reason for not entering the workforce by **10%** by 2030.
- Increase **female labor force participation** from **55%** to **65%** within the next decade.

3. Retain and Attract Young Professionals

Objective: Reverse the trend of **outmigration** by implementing strategies that retain local graduates and attract new talent to the region.

Action Steps:

- **Housing Incentives**: Offer housing incentives such as down payment assistance or rent subsidies for young professionals who choose to live and work in the region. These incentives can help offset the lower wages often associated with rural areas.
- **Remote Work Opportunities**: Capitalize on the growth of **remote work** by attracting remote workers to the region. The relatively low cost of living, combined with investments in high-speed broadband, makes the region an attractive location for those seeking a quieter, more affordable lifestyle while working for companies in larger urban areas.
- Enhance Quality of Life: Focus on improving quality of life factors that are important to young professionals, such as access to recreational activities, entertainment, and social networking opportunities. Invest in revitalizing downtown areas to create vibrant hubs for culture and social life.

Metrics:

- Increase the **graduate retention rate** in the region by **10%** by 2030.
- Attract at least **300 remote workers** to the region over the next five years.
- Increase the number of new residents aged 25-40 by 15% within a decade.

4. Upskilling and Reskilling Programs for Existing Workers

Objective: Prepare the current workforce for evolving job requirements through **upskilling** and **reskilling** programs that address the growing demand for technology-oriented skills.

Action Steps:

- Targeted Training for Manufacturing Workers: Create retraining programs for workers in traditional manufacturing roles that focus on automation and advanced technologies like robotics and 3D printing. These programs should be developed in partnership with local employers and funded by state and federal grants.
- Continuing Education Programs: Encourage workers to pursue continuing education and certifications in growing fields such as **healthcare**, **IT**, and **renewable energy**. Local educational institutions should offer flexible, part-time programs that allow workers to earn new qualifications while remaining employed.

Metrics:

- Increase the percentage of workers receiving continuing education or skills certifications by **15%** over the next five years.
- Increase the number of reskilled workers transitioning into high-growth industries like **renewable energy** and **IT** by **15%** by 2030.

Conclusion

Workforce development in the **SW Missouri Region** is a multifaceted challenge requiring a strategic approach that addresses current labor shortages, educational mismatches, and demographic shifts. By expanding technical training programs, increasing access to childcare, retaining young professionals, and creating pathways for upskilling existing workers, the region can build a more resilient and adaptable workforce capable of meeting the demands of a rapidly changing economy. Through collaborative efforts among **educational institutions**, **businesses**, and **government agencies**, the SW Missouri Region will be better positioned to attract and retain talent, drive innovation, and ensure long-term economic prosperity

EQUITY



Equity in Economic Development: Southwest Missouri CEDS

Introduction to Equity in Economic Development

Equity in economic development ensures that all individuals, regardless of their background, have the opportunity to contribute to and benefit from regional growth. This includes addressing disparities in education, income, access to housing, and workforce opportunities, particularly for historically underserved populations such as **low-income residents**, **women**, **racial and ethnic minorities**, and

rural communities. In **Southwest Missouri**, equity must be a guiding principle for economic growth, as disparities across demographic groups continue to hinder overall economic potential. A focus on equity ensures that the region's growth is inclusive and sustainable, contributing to a stronger regional economy.



Demographic and Economic Disparities

The Harry S Truman Coordinating Council (HSTCC)

region encompasses four counties: **Jasper**, **Newton**, **McDonald**, and **Barton**. The region is home to a diverse population, with significant Hispanic and Native American communities. For example, **McDonald County** has a Hispanic population of **11.6%**, and **Native Americans** make up **4.3%** of the population in **Newton County** (U.S. Census Bureau, 2024). The region is also in proximity to **13 Native American tribes**, which presents opportunities for collaboration and economic engagement but also



highlights the need to address economic barriers faced by tribal populations.

Income disparities remain a critical issue in the region. **Barton County**, for instance, has a median household income of \$48,105, while 22.2% of its population lives below the poverty line (U.S. Census Bureau, 2024). In **Jasper County**, the poverty rate is 18.5%, despite a slightly higher median income of \$53,527 (U.S. Census Bureau, 2024). These income disparities are further exacerbated in minority communities, where poverty rates are higher than the county averages.

Educational Attainment and Workforce Gaps

Educational attainment in the region reflects significant gaps that limit economic mobility, particularly for marginalized groups. Only **18.3%** of adults in **Barton County** hold a **bachelor's degree or higher**, compared to the national average of **33.1%** (U.S. Census Bureau, 2024). Minority groups, particularly Hispanic and Native American populations, face additional barriers to accessing higher education, contributing to lower employment rates in higher-paying sectors like **healthcare** and **technology**.

EQUITY 104 | Page

The region's workforce challenges are compounded by a **skills gap** in growing industries such as **manufacturing**, **logistics**, and **healthcare**. Employers report difficulty in finding workers with the necessary technical skills, despite the presence of local institutions like **Missouri Southern State University** and **Crowder College**, which offer vocational and technical training programs.

Barriers to Economic Inclusion

Several barriers prevent marginalized groups from fully participating in the region's economic development:

- Housing Inequities: Access to affordable housing remains a significant challenge, particularly in rural areas. 15.7% of housing units in **Barton County** are vacant, yet many low-income families cannot afford available homes (Census Business Builder, 2024). The region's low-income and minority populations, especially Hispanic and Native American communities, face difficulties in securing stable, affordable housing.
- **Transportation Access**: Public transportation options are limited in Southwest Missouri, with over **93%** of the workforce in **Newton County** commuting by car (Census Business Builder, 2024). This reliance on private vehicles disproportionately affects low-income households and rural residents who may not have reliable access to transportation, limiting their ability to access jobs, healthcare, and educational opportunities.
- Workforce Participation: Women and minority populations face additional challenges related to workforce participation. For instance, **female labor force participation** in the region is lower than the national average, and many women cite lack of childcare as a barrier to employment. Expanding access to affordable childcare and creating more inclusive work environments could help increase workforce participation, particularly for women and single parents.

Strategies for Promoting Equity

To promote economic equity in Southwest Missouri, the following strategies are proposed:

- Expand Access to Education and Workforce Training: Increase scholarship programs and vocational training opportunities, particularly for minority and low-income populations.
 Collaborate with local educational institutions to ensure that curricula align with the needs of high-demand industries such as healthcare, manufacturing, and information technology.
- 2. **Affordable Housing Initiatives**: Expand public-private partnerships to develop affordable housing, particularly in rural areas like **Barton** and **McDonald counties**. Providing financial incentives for affordable housing development and ensuring that minority populations have access to homeownership programs will help reduce housing inequality.
- 3. **Transportation Access**: Invest in public transportation infrastructure, especially in rural areas, to improve access to jobs and services. This could include expanding bus routes and creating regional ride-share programs that connect rural residents to urban economic centers.
- 4. **Support for Minority and Women-Owned Businesses**: Encourage the growth of minority- and women-owned businesses through grants, technical assistance, and mentorship programs. Special

EQUITY 105 | Page

focus should be placed on providing access to capital for entrepreneurs from underrepresented groups, particularly in rural and underserved areas.

Conclusion

Equity is a foundational component of sustainable economic development in Southwest Missouri. Addressing disparities in education, income, housing, and transportation will ensure that all residents, including minorities and low-income individuals, can participate in and benefit from the region's economic growth. By focusing on inclusive strategies that address the specific needs of underserved populations, Southwest Missouri can build a more resilient, prosperous, and equitable economy.

EQUITY 106 | Page

APPENDIX

Appendix A: HSTCC Staff	107
Appendix B: Planning Team Members	108
CEDS Review Committee Members	108
Appendix C: HSTCC Board of Directors	109
Executive Committee	109
Appendix D: Plan Adoption	110
Appendix E: Barton, Jasper, Newton, McDonald County Lightcast Profile	
Appendix F: Barton, Jasper, Newton, McDonald County US Census Population	n Profile
Appendix G: Sign-in Sheets	
Appendix H: Documentation	

APPENDIX 107 | Page

APPENDIX A: HARRY S TRUMAN COORDINATING COUNCIL STAFF

Dr. Carrie Campbell Executive Director

Olivia Spencer, A.S Fiscal Officer

Amanda Hampton, MBA Community Planner

Aaron Epperson Senior Environmental Planner

Debbie Elliott, A.S. Environmental Planner

Will Cline, BS Transportation Planner

APPENDIX 107 | P a g e

APPENDIX B: PLANNING TEAM MEMBERS

The following people participated throughout the planning process, whether in a public forum, committee meeting, or board meeting:

Tina Hang, McDonald County Health

Department

Barb Ittner, Noel Woman's Club, Historical

Society

Sherri Rhuems, Workforce Board of SW MO

Lisa Robinson, University of Missouri Extension

Bryan Hall, McDonald County Commission

Garrett McAfee, Southwest City

Jessica McAfee, Southwest City

Wendy Elder, City of Granby Jamie Conway, City of Granby

Amy Kauffman, MOKAN Partnership

Brian Schwarz, MO DED

John Newby, McDonald County Chamber

Rusty Wilson, City of Anderson

Travis Stephens, Joplin Area Chamber

Rudolph Farber, Community Bank and Trust

Master Scott Hall, Neosho Farmers Market

Mary Price, Citizen

Ann Schwartz, Citizen

David Osborne, Newton County Commission

Chuck Banks, Alvarez and Marsal

Grant M. Schwartz, K&S Wire Products

Kelsev Little, SBDC

Mark Elliff, Citizen

Bill Sherman, City of Duquesne

Carole Wofford, City of Carl Junction Alderman

Jeff Meredith, CEDC

Brad Hodson, MSSU

Maria Sanchez, Carthage Chamber Board

Stephanie Howard, CWEP

Kai Hamilton, Joplin Chamber of Commerce

Rose Mary Ferguson, Carl Junction Helping

Hands

Carl Francis, City of Webb City

Troy Bolander, City of Joplin

Melissa Smith, Crowder College

Mike Woolston, Citizen of Joplin

Sazan Goans, Citizen

Hollie Laligne, Carl Junction Chamber of

Commerce

LaDonna Allen, Carl Junction Chamber of

Commerce

Katie Kelly, Missouri SBDC- MSSU

Julie Rheams, Carthage Chamber of

Commerce

Shaun Hampton, Black Rain Legacy Media-

Webb City

Nikki Tappana, Carl Junction, MSSU, ESC

Board

Alan Griffin, City of Carterville

Kim Cox, Ozark Gateway Assoc. of Realtors

Russ Worsley, City of Lamar

David Johnson, Barton County Commission

Rick Deltjen, City of Lamar

Patty Overman, Region M WMP

Joel Clark, Diversified Resources

Kayla Langford, McDonald County Health

Department

Dianne Waybright, McDonald County Health

Department

Lauri Lverla. Neosho Area Chamber of

Commerce

Jim Davis, Neosho School District

APPENDIX 108 | Page

CEDS REVIEW COMMITTEE MEMBERS

David Johnson, Barton Co. Commission David Osborne, Newton Co. Commission Troy Bolander, City of Joplin Jamey Cope, McDonald Co. Commission

APPENDIX C: HARRY S TRUMAN COORDINATING COUNCIL – BOARD OF DIRECTORS

NEWTON COUNTY

Cyndy Hutchings City of Seneca, Chair
Richard Leavens City of Neosho, Vice Chair
David Osborne County Commissioner,

Treasurer

Amy Thomlinson City of Diamond



Josh DeTar City of Joplin

MCDONALD COUNTY

Jamey Cope County Commissioner

BARTON COUNTY

David Johnson County Commissioner

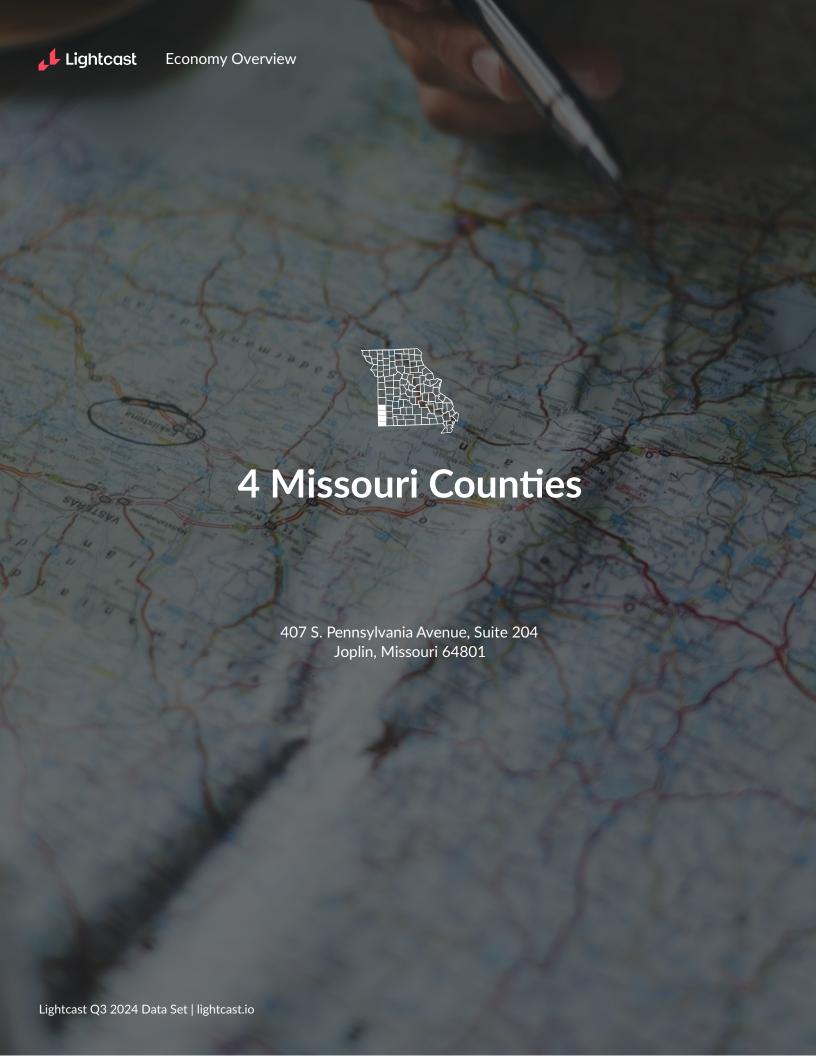




APPENDIX 109 | P a g e

Appendix D: Plan Adoption Pending

APPENDIX 110 | Page



Contents

Report Parameters	. 1
Economy Overview	. 2
Unemployment by Demographics	. 4
Historic & Projected Trends	. 8
Population Characteristics	12
Inbound and Outbound Migration	14
Industry Characteristics	16
Business Characteristics	21
Workforce Characteristics	
Educational Pipeline	29
In-Demand Skills	30

Report Parameters

4 Counties

29011	Barton County, MO	29119	McDonald County, MO
29097	Jasper County, MO	29145	Newton County, MO

Class of Worker

QCEW Employees, Non-QCEW Employees, and Self-Employed

The information in this report pertains to the chosen geographical areas.



Economy Overview

221,688

Population (2023)

Population grew by 8,319 over the last 5 years and is projected to grow by 9,063 over the next 5 years. 101,107

Total Regional Employment

Jobs grew by 1,925 over the last 5 years and are projected to grow by 3,373 over the next 5 years.

\$57.4K

Avg. Earnings Per Job (2023)

Regional average earnings per job are \$25.9K below the national average earnings of \$83.3K per job.

Takeaways

- As of 2023 the region's population increased by 3.9% since 2018, growing by 8,319. Population is expected to increase by 4.1% between 2023 and 2028, adding 9,063.
- From 2018 to 2023, jobs increased by 1.9% in 4 Missouri Counties from 99,182 to 101,107. This change fell short of the national growth rate of 4.3% by 2.4%. As the number of jobs increased, the labor force participation rate decreased from 59.7% to 59.0% between 2018 and 2023.
- Concerning educational attainment, **15.5% of the selected regions' residents possess a Bachelor's Degree** (5.6% below the national average), and **7.8% hold an Associate's Degree** (1.1% below the national average).
- The top three industries in 2023 are Restaurants and Other Eating Places, Education and Hospitals (Local Government), and General Medical and Surgical Hospitals.

	Population (2024)	Labor Force (Jun 2024)	Jobs (2023)	Cost of Living	GRP	Imports	Exports
Region	223,606	103,374	101,107	88.9	\$11.00B	\$14.42B	\$13.62B
State	6,224,423	3,179,140	3,242,234	90.5	\$422.05B	\$376.54B	\$434.89B

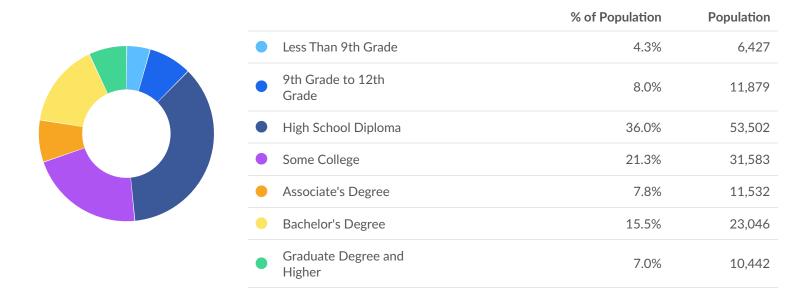


Jun 2024 Labor Force Breakdown



Educational Attainment

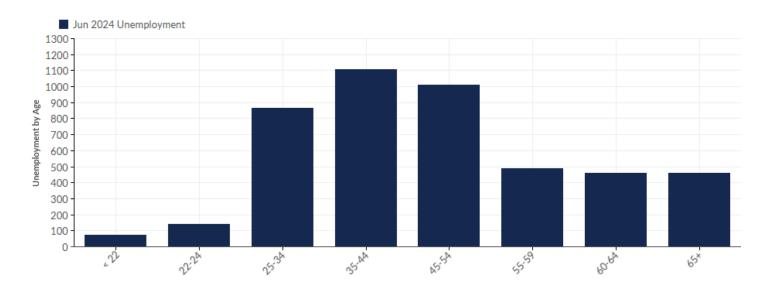
Concerning educational attainment, **15.5% of the selected regions' residents possess a Bachelor's Degree** (5.6% below the national average), and **7.8% hold an Associate's Degree** (1.1% below the national average).





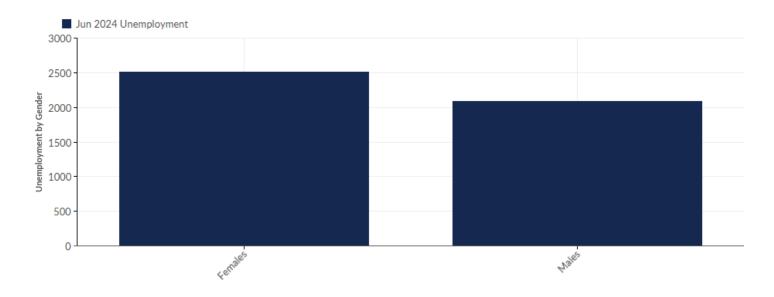
Unemployment by Demographics

Unemployment by Age



Age	Und	employment (Jun 2024)	% of Unemployed
< 22		73	1.59%
22-24		138	3.00%
25-34		864	18.78%
35-44		1,106	24.04%
45-54		1,009	21.93%
55-59		488	10.61%
60-64		460	10.00%
65+		460	10.00%
	Total	4,600	100.00%

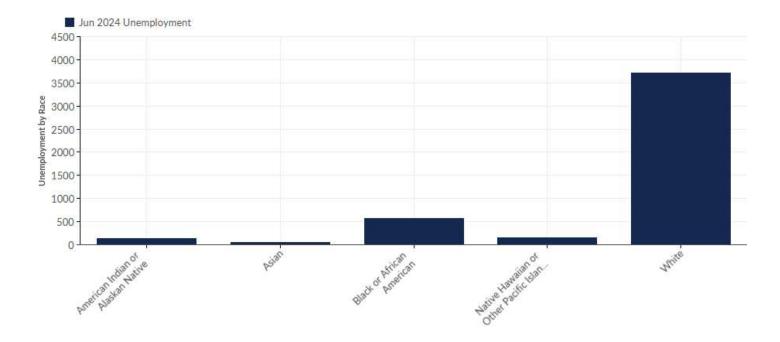
Unemployment by Gender



Gender	Unemployment (Jun 2024)	% of Unemployed
Females	2,510	54.57%
Males	2,090	45.43%
	Total 4,600	100.00%



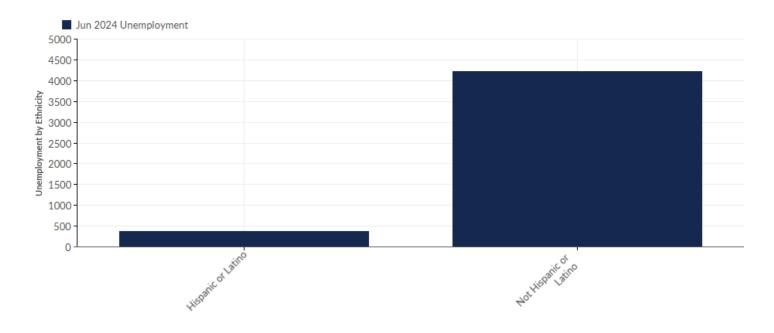
Unemployment by Race



Race	Unemploymer (Jun 202	nt % of 4) Unemployed
American Indian or Alaskan Native	12	2.78%
Asian	4	.4 0.96%
Black or African American	56	7 12.33%
Native Hawaiian or Other Pacific Islander	14	4 3.13%
White	3,71	6 80.78%
	Total 4,60	0 100.00%



Unemployment by Ethnicity



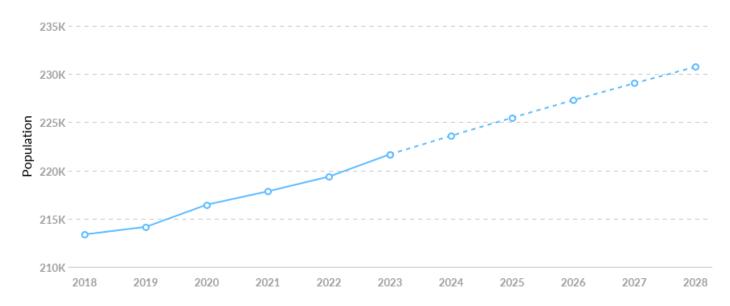
Ethnicity	Un	nemployment (Jun 2024)	% of Unemployed
Hispanic or Latino		372	8.09%
Not Hispanic or Latino		4,228	91.91%
	Total	4,600	100.00%



Historic & Projected Trends

Population Trends

As of 2023 the region's population increased by 3.9% since 2018, growing by 8,319. Population is expected to increase by 4.1% between 2023 and 2028, adding 9,063.

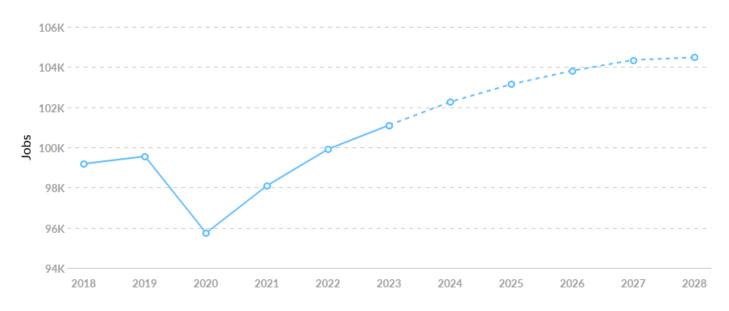


Timeframe	Population
2018	213,369
2019	214,150
2020	216,456
2021	217,839
2022	219,368
2023	221,688
2024	223,606
2025	225,479
2026	227,302
2027	229,051
2028	230,751



Job Trends

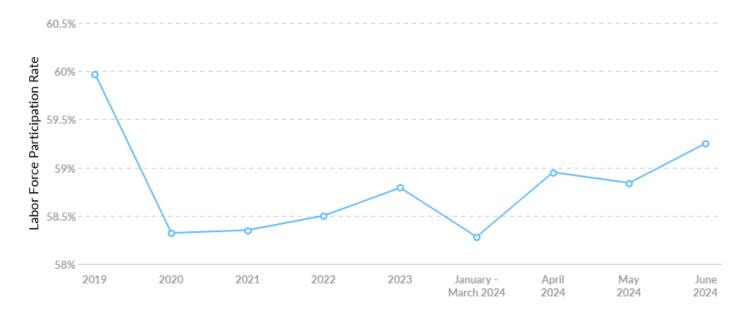
From 2018 to 2023, jobs increased by 1.9% in 4 Missouri Counties from 99,182 to 101,107. This change fell short of the national growth rate of 4.3% by 2.4%.



Timeframe	Jobs
2018	99,182
2019	99,551
2020	95,734
2021	98,096
2022	99,914
2023	101,107
2024	102,266
2025	103,142
2026	103,820
2027	104,351
2028	104,480



Labor Force Participation Rate Trends

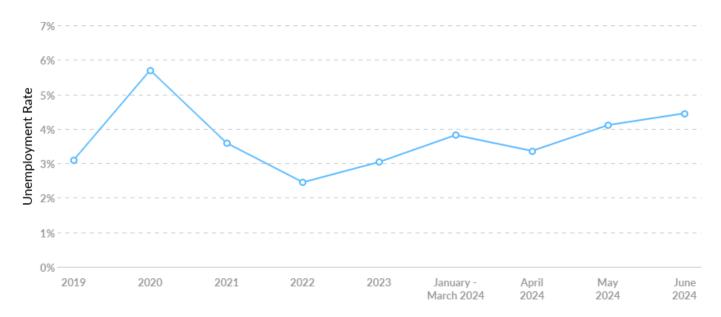


Timeframe	Labor Force Participation Rate
2019	59.97%
2020	58.32%
2021	58.35%
2022	58.50%
2023	58.79%
January - March 2024	58.28%
April 2024	58.95%
May 2024	58.84%
June 2024	59.25%



Unemployment Rate Trends

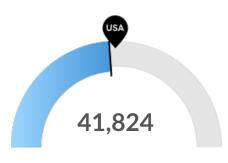
Your areas had a June 2024 unemployment rate of 4.45%, increasing from 3.10% 5 years before.



Timeframe	Unemployment Rate
2019	3.10%
2020	5.70%
2021	3.59%
2022	2.45%
2023	3.04%
January - March 2024	3.82%
April 2024	3.36%
May 2024	4.11%
June 2024	4.45%

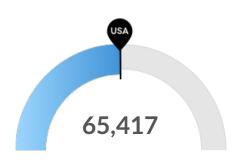


Population Characteristics



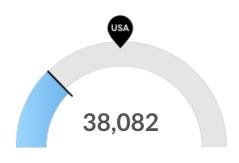
Millennials

Your area has 41,824 millennials (ages 25-39). The national average for an area this size is 44,605.



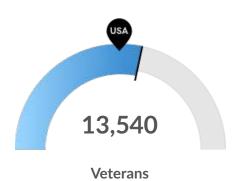
Retiring Soon

Retirement risk is about average in your area. The national average for an area this size is 65,741 people 55 or older, while there are 65,417 here.

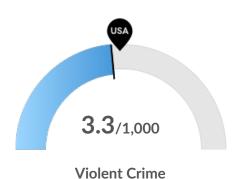


Racial Diversity

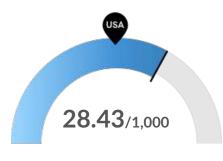
Racial diversity is low in your area. The national average for an area this size is 90,213 racially diverse people, while there are 38,082 here.



Your area has 13,540 veterans. The national average for an area this size is 11,215.



Your area has 3.3 violent crimes per 1,000 people. The national rate is 3.6 per 1,000 people.



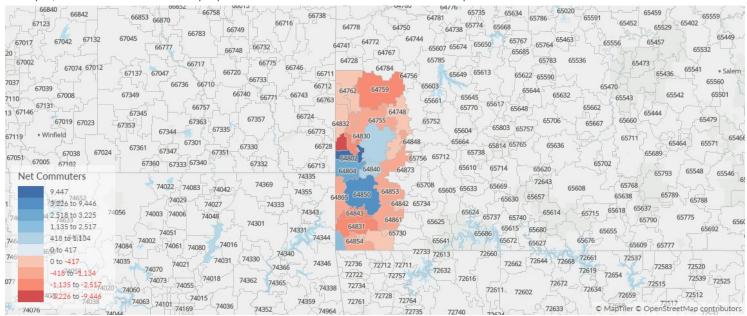
Property Crime

Your area has 28.43 property crimes per 1,000 people. The national rate is 18.22 per 1,000 people.



Place of Work vs Place of Residence

Understanding where talent in the region currently works compared to where talent lives can help you optimize site decisions. For example, the #1 ranked ZIP for employment ranks #2 for resident workers. The top ZIP for resident workers is 64804.



Where	Talent	Works	

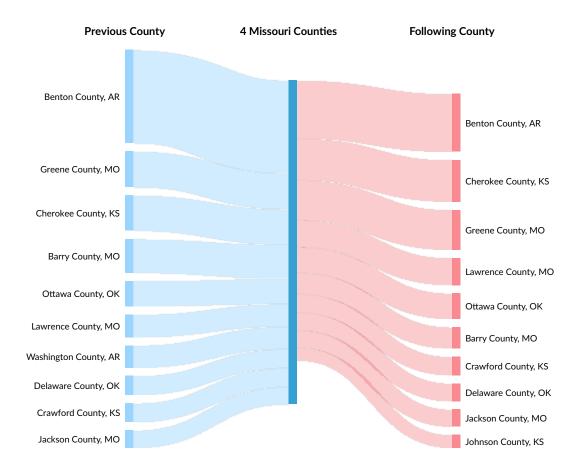
Where Talent Lives

ZIP	Name	2023 Employment	ZIP	Name	2023 Workers
64801	Joplin, MO (in Jasper co	24,692	64804	Joplin, MO (in Jasper co	15,776
64804	Joplin, MO (in Jasper co	18,295	64801	Joplin, MO (in Jasper co	15,246
64850	Neosho, MO (in Newto	17,301	64850	Neosho, MO (in Newto	13,615
64836	Carthage, MO (in Jasper	10,615	64836	Carthage, MO (in Jasper	9,832
64870	Webb City, MO (in Jasp	6,388	64870	Webb City, MO (in Jasp	7,788

Inbound and Outbound Migration

The table below analyzes past and current residents of 4 Missouri Counties. The left column shows residents of other counties migrating to 4 Missouri Counties. The right column shows residents migrating from 4 Missouri Counties to other counties.

As of 2021, 765 people have migrated from Benton County, AR to 4 Missouri Counties. In the same year, 477 people left 4 Missouri Counties migrating to Benton County, AR. The total Net Migration for 4 Missouri Counties in 2021 was 1,324.



Top Previous Counties	Migrations
Benton County, AR	765
Greene County, MO	294
Cherokee County, KS	291
Barry County, MO	278
Ottawa County, OK	208
Lawrence County, MO	186

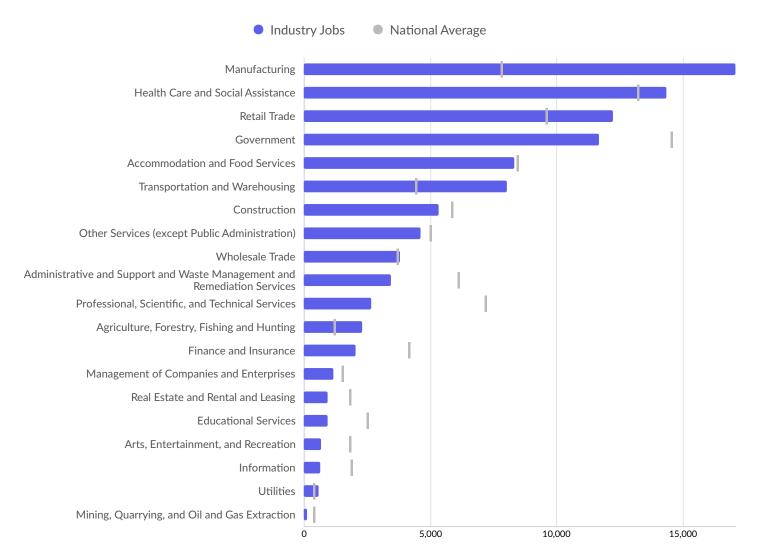


Top Previous Counties	Migrations
Washington County, AR	184
Delaware County, OK	156
Crawford County, KS	155
Jackson County, MO	145
Johnson County, KS	88
Tulsa County, OK	88
Maricopa County, AZ	79
Los Angeles County, CA	68
Sedgwick County, KS	66
Top Following Counties	Migrations
Benton County, AR	477
Cherokee County, KS	342
Greene County, MO	329
Lawrence County, MO	222
Ottawa County, OK	210
Barry County, MO	175
Crawford County, KS	152
Delaware County, OK	146
Jackson County, MO	142
Johnson County, KS	107
Tulsa County, OK	105
Washington County, AR	102
Fresno County, CA	77
Denton County, TX	59
Collin County, TX	58



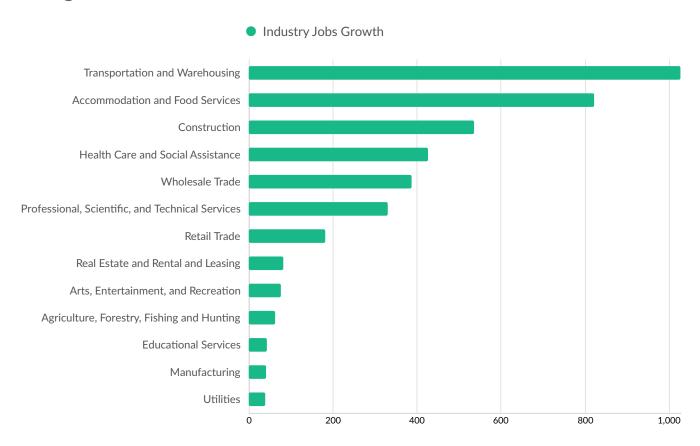
Industry Characteristics

Largest Industries



Lightcast

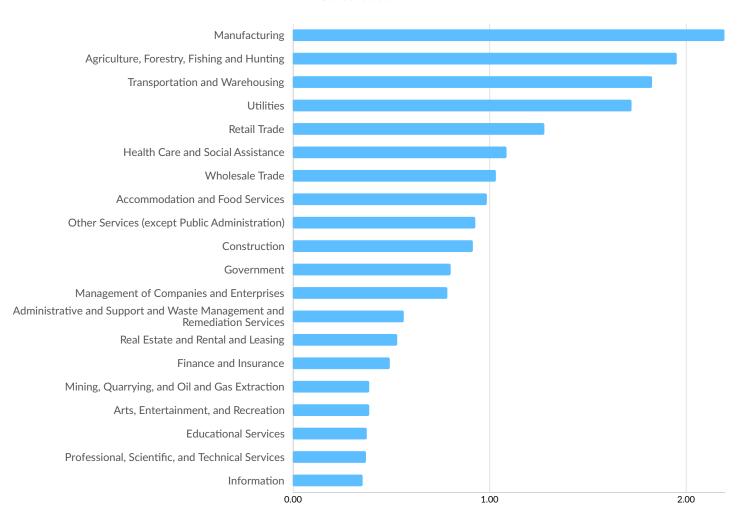
Top Growing Industries





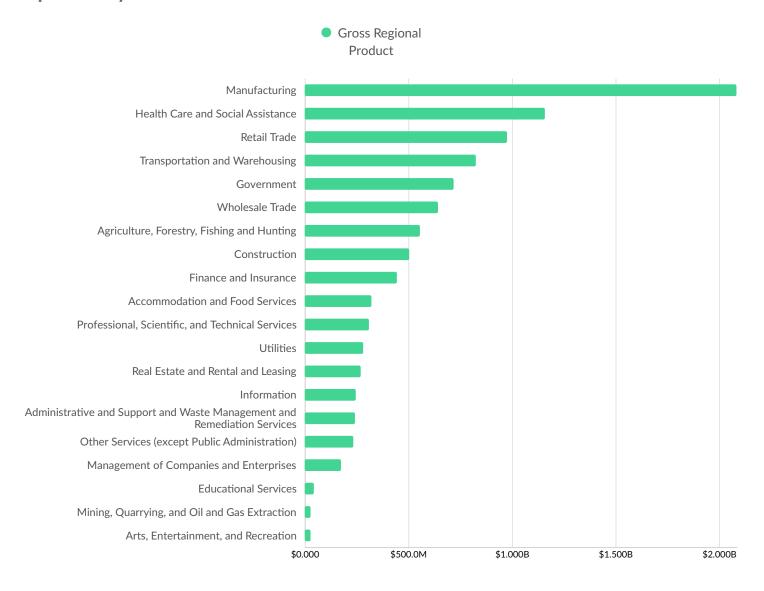
Top Industry Employment Concentration





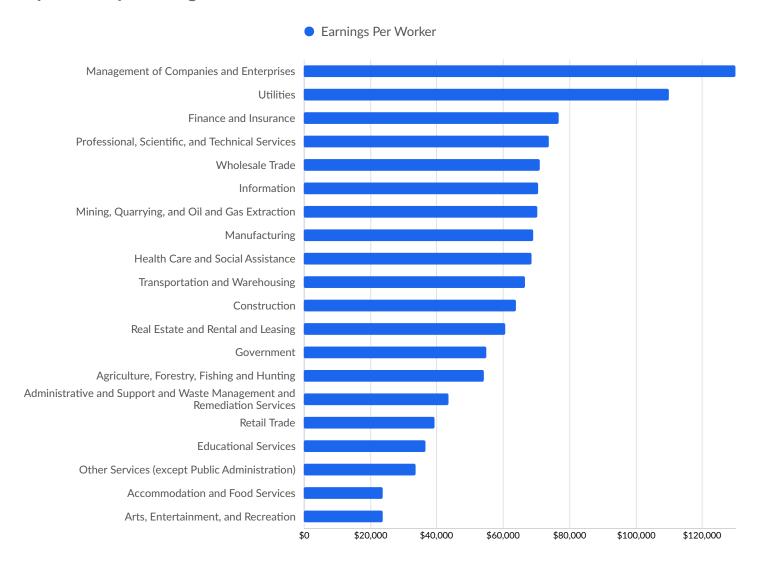


Top Industry GRP





Top Industry Earnings





Business Characteristics

11,089 Companies Employ Your Workers

Online profiles for your workers mention 11,089 companies as employers, with the top 10 appearing below. In the last 12 months, 1,450 companies in your area posted job postings, with the top 10 appearing below.

Top Companies	Profiles	Top Companies Posting	Unique Postings
Freeman Health System	821	Mercy Health	1,003
Walmart	665	Freeman Health System	835
Ark Ell Springs	644	Walmart	472
Mercy Health	466	Simmons Prepared Foods	360
Missouri Southern State Univers	414	Mercy Hosptial	291
Crowder College	303	Archway Physician Recruitment	199
Schreiber Foods	261	Ark Ell Springs	192
Joplin Schools	214	Missouri Southern State Univers	187
Om Intl Group	206	Liberty Utilities	158
Tamko	175	Lowe's	128

Business Size

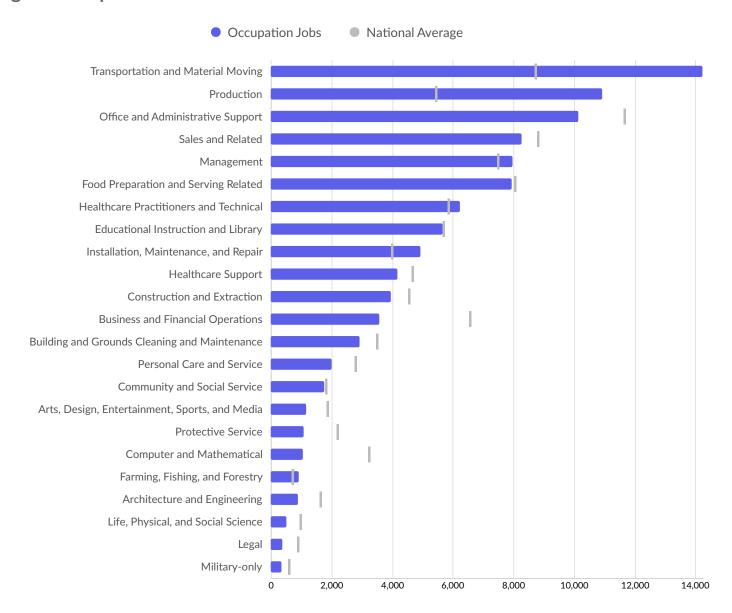


^{*}Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.



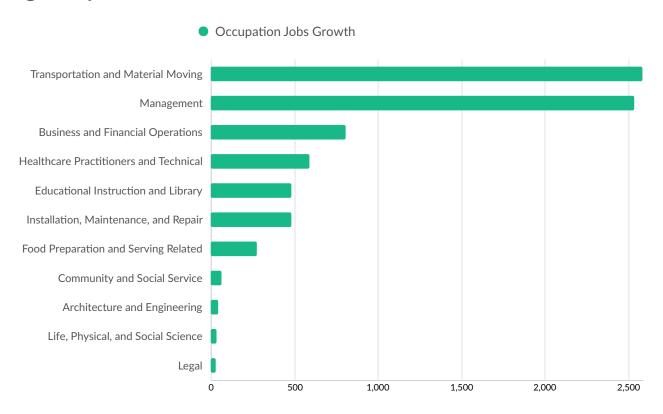
Workforce Characteristics

Largest Occupations





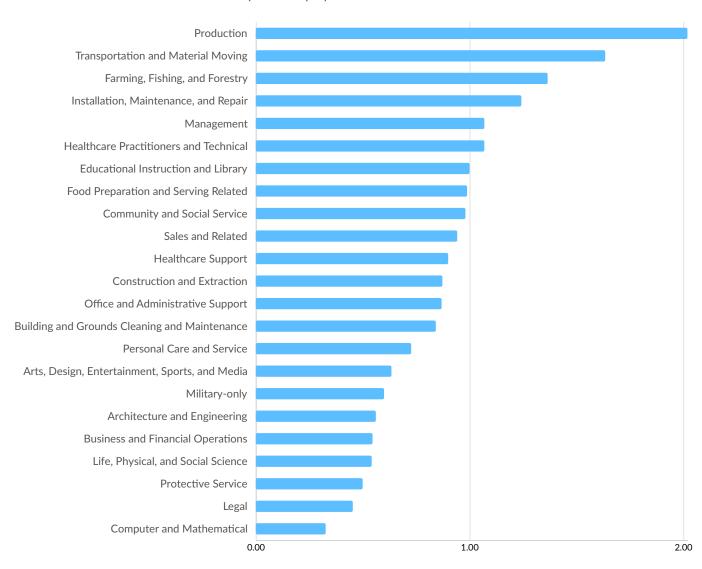
Top Growing Occupations





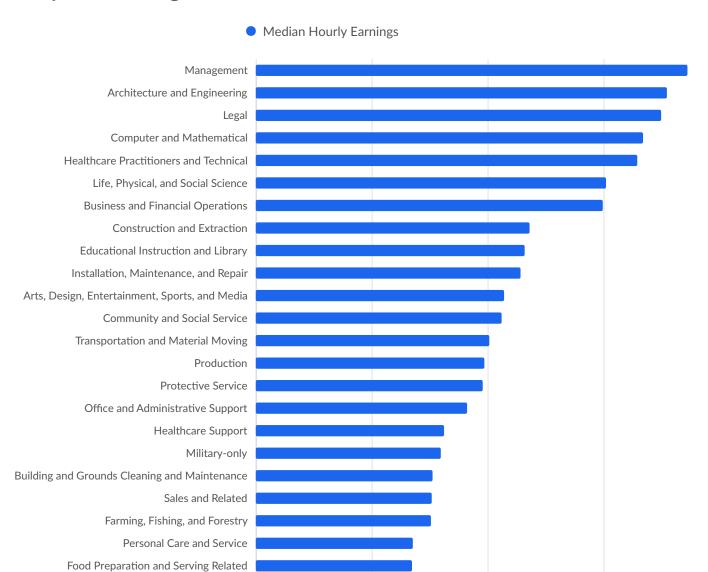
Top Occupation Employment Concentration

Occupation Employment Concentration





Top Occupation Earnings



\$10.00

\$20.00

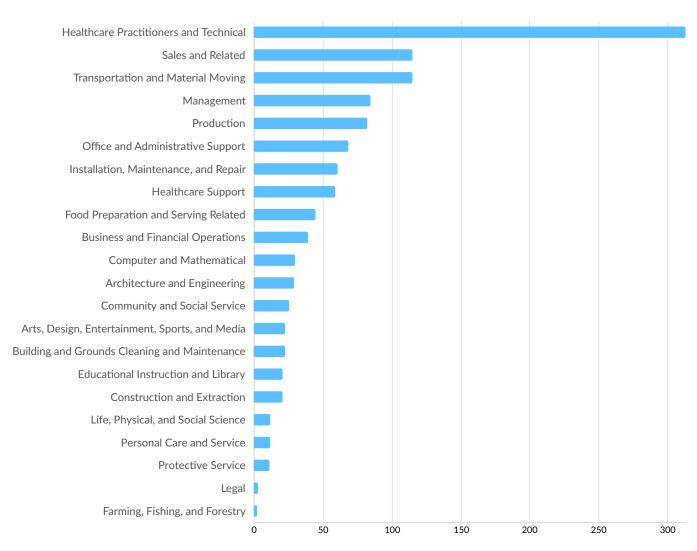
\$30.00

\$0.00



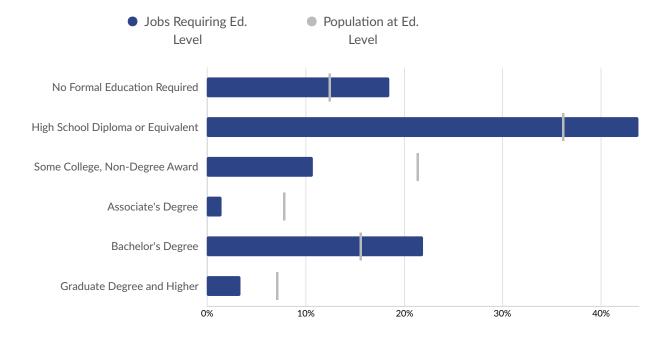
Top Posted Occupations







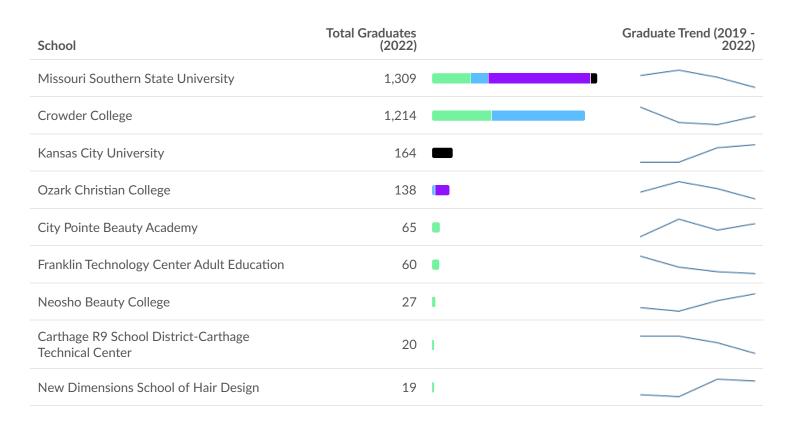
Underemployment





Educational Pipeline

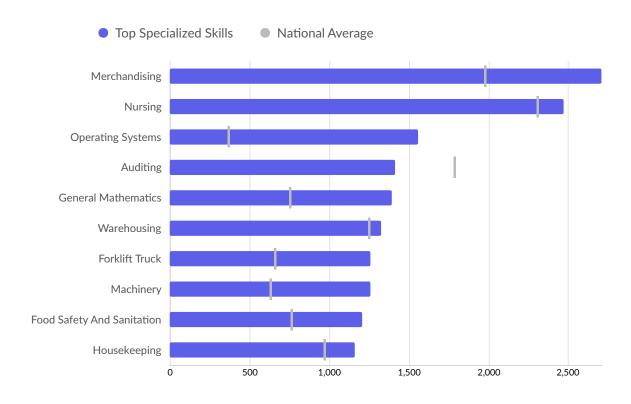
In 2022, there were 3,016 graduates in 4 Missouri Counties. This pipeline has shrunk by 4% over the last 4 years. The highest share of these graduates come from "General Studies" (Associate's), "Truck and Bus Driver/Commercial Vehicle Operator and Instructor" (Certificate), and "Business/Commerce, General" (Bachelor's).







In-Demand Skills





QuickFacts

McDonald County, Missouri; Newton County, Missouri; Jasper County, Missouri; Barton County, Missouri; United States

QuickFacts provides statistics for all states and counties. Also for cities and towns with a *population of 5,000 or more*.

All Topics	McDonald County, Missouri	Newton County, Missouri	Jasper County, Missouri	Barton County, Missouri	United States
Population estimates, July 1, 2023, (V2023)	23,903	△ 60,677	△ 125,056	△ 11,731	△ 334,914,895
PEOPLE					
Population					
Population estimates, July 1, 2023, (V2023)	△ 23,903	△ 60,677	125,056	△ 11,731	△ 334,914,895
Population estimates base, April 1, 2020, (V2023)	△ 23,301	△ 58,647	△ 122,770	△ 11,638	
Population, percent change - April 1, 2020 (estimates base) to July 1, 2023, (V2023)	A 2.6%	▲ 3.5%	1 .9%	▲ 0.8%	△ 1.0%
Population, Census, April 1, 2020	23,303	58,648	122,761	11,637	331,449,281
Population, Census, April 1, 2010	23,083	58,114	117,404	12,402	308,745,538
Age and Sex					
Persons under 5 years, percent	▲ 6.9%	▲ 6.0%	▲ 6.3%	▲ 5.8%	₫ 5.5%
Persons under 18 years, percent	△ 25.1%	△ 23.9%	2 4.4%	△ 23.4%	△ 21.7%
Persons 65 years and over, percent	▲ 16.6%	₫ 19.4%	1 6.6%	Δ 21.3%	△ 17.7%
Female persons, percent	4 9.1%	₫ 49.9%	▲ 50.9%	4 9.9%	▲ 50.5%
Race and Hispanic Origin					
White alone, percent	▲ 84.5%	▲ 89.0%	▲ 89.9%	4 94.1%	₾ 75.3%
Black or African American alone, percent (a)	▲ 2.1%	▲ 1.2%	△ 2.4%	▲ 0.8%	△ 13.7%
American Indian and Alaska Native alone, percent (a)	▲ 3.1%	▲ 2.7%	▲ 2.0%	▲ 1.6%	₾ 1.3%
Asian alone, percent (a)	△ 1.8%	△ 1.7%	₫ 1.3%	₾ 0.7%	₾ 6.4%
Native Hawaiian and Other Pacific Islander alone, percent (a)	▲ 4.3%	△ 1.5%	▲ 0.8%	▲ 0.1%	₾ 0.3%
Two or More Races, percent	▲ 4.2%	▲ 3.9%	▲ 3.6%	₾ 2.7%	△ 3.1%
Hispanic or Latino, percent (b)	△ 12.4%	▲ 7.0%	▲ 10.0%	▲ 3.1%	▲ 19.5%
White alone, not Hispanic or Latino, percent	△ 74.0%	₾ 83.2%	A 81.5%	△ 91.9%	▲ 58.4%
Population Characteristics					
Veterans, 2018-2022	1,497	4,038	7,449	556	17,038,807
Foreign born persons, percent, 2018-2022	9.9%	3.9%	4.0%	0.4%	13.7%
Housing				21.11	,
Housing Units, July 1, 2023, (V2023)	9,857	25,035	55,387	5,284	145,344,636
Owner-occupied housing unit rate, 2018-2022	66.7%	74.3%	63.2%	70.2%	64.8%
Median value of owner-occupied housing units, 2018-2022	\$117,200	\$162,900	\$147,500	\$115,600	\$281,900
Median selected monthly owner costs -with a mortgage, 2018-2022	\$1,036	\$1,195	\$1,129	\$1,105	\$1,828
Median selected monthly owner costs -without a mortgage, 2018-2022	\$367	\$461	\$461	\$435	\$584
Median gross rent, 2018-2022	\$737	\$781	\$878	\$681	\$1,268
Building Permits, 2023	28	114	683	6	1,511,102
Families & Living Arrangements					
Households, 2018-2022	8,399	21,991	47,481	4,477	125,736,353
Persons per household, 2018-2022	2.76	2.63	2.54	2.58	2.57
Living in same house 1 year ago, percent of persons age 1 year+, 2018-2022	90.5%	87.7%	85.4%	89.3%	86.9%
Language other than English spoken at home, percent of persons age 5 years+, 2018-2022	14.4%	6.1%	6.7%	2.5%	21.7%
Computer and Internet Use					
Households with a computer, percent, 2018-2022	85.1%	93.0%	93.2%	90.4%	94.0%
Households with a broadband Internet subscription, percent, 2018-2022	71.6%	84.5%	87.3%	81.6%	88.3%
Education					
High school graduate or higher, percent of persons age 25 years+, 2018-2022	79.3%	89.3%	88.3%	86.6%	89.1%
Bachelor's degree or higher, percent of persons age 25 years+, 2018-2022	11.8%	22.2%	24.7%	18.3%	34.3%
Health					
With a disability, under age 65 years, percent, 2018-2022	10.2%	9.6%	12.0%	15.1%	8.9%
Persons without health insurance, under age 65 years, percent	▲ 18.0%	△ 13.4%	1 4.0%	1 4.5%	▲ 9.5%

Economy					
In civilian labor force, total, percent of population age 16 years+, 2018-2022	56.2%	59.6%	63.1%	53.1%	63.0%
In civilian labor force, female, percent of population age 16 years+, 2018-2022	49.0%	53.4%	59.0%	44.5%	58.5%
Total accommodation and food services sales, 2017 (\$1,000) (c)	17,410	94,324	220,798	10,966	938,237,077
Total health care and social assistance receipts/revenue, 2017 (\$1,000) (c)	13,785	724,554	595,963	35,283	2,527,903,275
Total transportation and warehousing receipts/revenue, 2017 (\$1,000) (c)	D	147,893	816,797	9,046	895,225,411
Total retail sales, 2017 (\$1,000) (c)	243,191	795,740	2,229,186	112,630	4,949,601,481
Total retail sales per capita, 2017 (c)	\$10,668	\$13,671	\$18,559	\$9,547	\$15,224
Fransportation					
Mean travel time to work (minutes), workers age 16 years+, 2018-2022	25.7	22.4	18.7	23.1	26.7
income & Poverty					
Median household income (in 2022 dollars), 2018-2022	\$46,494	\$60,313	\$54,963	\$48,105	\$75,149
Per capita income in past 12 months (in 2022 dollars), 2018- 2022	\$23,210	\$32,893	\$28,371	\$25,637	\$41,261
Persons in poverty, percent	₫ 15.8%	1 4.8%	△ 18.1%	▲ 15.2%	△ 11.1%
BUSINESSES					
Businesses					
Total employer establishments, 2022	328	1,233	2,797	233	8,298,562
Total employment, 2022	5,053	22,247	47,546	2,369	135,748,407
Total annual payroll, 2022 (\$1,000)	214,032	1,099,747	2,166,836	92,211	8,965,035,263
Total employment, percent change, 2021-2022	-16.2%	4.1%	-1.7%	2.4%	5.8%
Total nonemployer establishments, 2021	1,590	4,194	7,691	944	28,477,518
All employer firms, Reference year 2017	232	967	2,315	257	5,744,643
Men-owned employer firms, Reference year 2017	121	405	1,048	S	3,480,438
Women-owned employer firms, Reference year 2017	S	S	434	S	1,134,549
Minority-owned employer firms, Reference year 2017	21	S	101	S	1,014,958
Nonminority-owned employer firms, Reference year 2017	177	740	1,772	S	4,371,152
Veteran-owned employer firms, Reference year 2017	S	51	S	S	351,237
Nonveteran-owned employer firms, Reference year 2017	197	701	1,648	171	4,968,606
⊕ GEOGRAPHY					
Geography					
Population per square mile, 2020	43.2	93.9	192.3	19.7	93.8
Population per square mile, 2010	42.8	93.0	183.9	21.0	87.4
Land area in square miles, 2020	539.45	624.75	638.51	592.03	3,533,038.28
1 1 2010	539.48	624.77	638.49	591.92	3,531,905.43
Land area in square miles, 2010	333.40	02			0,001,500.11

About datasets used in this table

Value Notes

Methodology differences may exist between data sources, and so estimates from different sources are not comparable.

Some estimates presented here come from sample data, and thus have sampling errors that may render some apparent differences between geographies statistically indistinguishable. Click the Quick Info 10 icon to the left of each row in TABLE view to learn about sampling error.

The vintage year (e.g., V2023) refers to the final year of the series (2020 thru 2023). Different vintage years of estimates are not comparable.

Users should exercise caution when comparing 2018-2022 ACS 5-year estimates to other ACS estimates. For more information, please visit the 2022 5-year ACS Comparison Guidance page.

Fact Notes

- Includes persons reporting only one race
- Hispanics may be of any race, so also are included in applicable race categories Economic Census Puerto Rico data are not comparable to U.S. Economic Census data

Value Flags

- Suppressed to avoid disclosure of confidential information Fewer than 25 firms
- Footnote on this item in place of data Not available FΝ
- NA
- Suppressed; does not meet publication standards Not applicable

- Value greater than zero but less than half unit of measure shown

 Either no or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest or upper interval of an open ended distribution.
- Data for this geographic area cannot be displayed because the number of sample cases is too small.

QuickFacts data are derived from: Population Estimates, American Community Survey, Census of Population and Housing, Current Population Survey, Small Area Health Insurance Estimates, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits.

BARTON COUNTY CEDS MEETING SIGN-IN SHEET



PLACE:

Thiebaud Auditorium, Lamar, MO

Meeting Date: May 10, 2024, 7:30AM

PRINTED NAME	CITY/COUNTY OR COMPANY/ORGANIZATION	EMAIL & PHONE
Sherri Bhuems	Workforce Food of Sever	any @ mokanparthership. com
Amy Kauffman	MOKAN	any@mokanparthership.com 417-540-1982
RUSS WORSLEY	CITY OF LAMAR	CLITYADMYISTRATOR @ LAMAR MO. OKC
David Johnson	Bonton Co Commission	presiding @ County of Ranton. gov
Rick Deltjen	City of LAMAR	mara co la mara aco
Brian Schwarn	MO DED	brian. schworn@ded. mo.gov
0	·	

Jasper County CEDS - MSSU End Zone May 1, 2024

PRINTED NAME	CITY/COUNTY OR COMPANY/ORGANIZATION	EMAIL & PHONE
Amy Kauffman	MOKAN	amy@mokanpartnership.com
Colsuy Little	SBDC	amy@mokanpartnership.com little-k@mssu.edu/4179557 417-359-
Mank ElliFF	Re-tired	Marke1447egmil.com 3662
Bill Sherman	Mayor, Duquesne	Marke 1447@ gmil. Com 3662 b. sherman@duguesnemo.org
CAROLE WOFFORD	Alderman CARI Junetion	CARolewoffordejahoo. 20m 825-1026
Jeff Meredish	CEDC	Jeff C choose carthage .com
Brad Hodson	MSSU	hoden-b@mssi.edu
Maria Sanchez	Carthage Chamber	resales by maria @aol.com
Stephanie Howard	CWEV	showard ecwepicom 340-6018
Lai Hamilton	Jopain Area Charlar of Commerce	Lairjophincc.com 417-434-8538
Jose Mary Ferguson	Carl Junition Helping Hards	carljunction hh@hotmail.com
CARL FRANCIS	CITY OF WEBB CITY	CFRANCIS & WEBBCITY, ORG
TROY BOLANDER	CIM OF JORLIN	I bolande e Japlinmo org
Melissa Smith	Crowder College	Melissa Smith @ Crouder edu
Mike Woolston	citizen of Toplin	
Saran Goms	Cirizu	Masgould Ognail. Com.
follie Latigne	CJ. Alderman	Hollie 313 @ amail. com
-a Donna Allen	C) Alderman	iallen @ carijunction.
Lana Valla	MESOUN SBOC@	Kelly-Komssu.edel

PRINTED MAME

Julia Freams

Shaun Hampton

Nikki Tappana

Alan Griffin

Sherni Rhuem's

Kim Cox

City of Carteville, MD. / Mayor 417-438-8946

City of Carteville, MD

my pot 10 pm

NEWTON COUNTY CEDS MEETING SIGN-IN SHEET



PLACE: Lampo Building, Neosho MO

Meeting Date: April 24th, 2024, 7:30AM

PRINTED NAME	CITY/COUNTY OR COMPANY/ORGANIZATION	EMAIL & PHONE
Travis Stephens	Joplin Area Chamber	travis@joplincc.com
RUDDIPH FARBER	LOMBUNT BOK & TRUST	TEGARETA OS SEGIODAI, WET
Lisa Robinson	University of Missouri Extension	robinsonlje missouri. edu
Amy Kauffman	MOKAN Partnership	amy a mokanpartnership, com
Master Scott Hall	Neosho Farmers Market	neoshofarmersmarket Egnail.com
Mary Price		5 punkymany 85@ yahoo. com 858-204-1031
Ann Schwartz		schwartz ann @ gmail. com
Pavid Deborn	Newton County	dosbora Quento a countymo, gov
HUCK BANKS	ALVARETY Mansac	chanks@alxaezanDmais Doca
GRANT M SCHWARTZ	K&S Wire Products	grant, schwartz@Kands wire, con
		O .

McDonald County CEDS Meeting Sign-in Sheet



PLACE:

Pineville Community Center, Pineville MO

Meeting Date:

May 24, 2024, 7:30AM

PRINTED NAME	CITY/COUNTY OR COMPANY/ORGANIZATION	EMAIL & PHONE
Tina Hang	McDonald County Health Dept	tina. hang @mcdonald county mo.gov
BARR ITTVER	McDonald County Health Dept ANDERSON NOEL WOM ANS CLUS, HIST, SOC. exte	417-214-7603 bjittner 454 egmil.com
Shemi Rhuems	Workforce Board of Swin	10 417-629.7774 Srhuemsawibsur robinsonli emissouri, edu morco
Lisa Robinson	University of Missouri Extension	41-329-9918
Bryan Hall	McDonald County Commission	bryan.hall @ medonald countymo.gov 417-223-7516
Grarrett M=Afee	Southwest City	garrettj mater@gma:1.com
Jessica M=Afec	Southwest City	jstout Mac@gmail.com
Wendy Elds	Caranby mo	wmelderwrite @ gmail. com
Jamie Canway	Granby mo	granby mayor @ gmail. com
Amy Kauffman	MOKAN	amy @ mokanpartnership, com 573.
Brian Schwarz	MO-DED	brian-schwarz@ded.mo.gov 508
JOHN NEWBY	Country Chamber	director e medenaldeourty et suber org
Rusty Wilson	City of Anderson	rusty, Wilson @ andersonma US 417-720-5385

REGIONAL (BARTON, JASPER, NEWTON, & MCDONALD COUNTIES) CEDS MEETING SIGN-IN SHEET



PLACE: MSSU End Zone, Joplin, MO

Meeting Date: July 24, 2024

PRINTED NAME	CITY/COUNTY OR COMPANY/ORGANIZATION	EMAIL & PHONE
Jamie Conway	City of Evanly	granby mayor @gmail.com
Dandy Elder	City of Granby	whelder write @ gmad. com
Hatty buerman	Region M wmp	patty @ regionm.org
Joe (Clark	Diversified Resources	Joel@ Joel Clark. com
LisaRobinson	University of Missouri Extension	rabinson je missouri. edu
Julie Reams	Carthage Chamber Of Commence	
Tina Hany	McDonald County health Dept	Fina - hander miderald county mo - go
Kayla Lungford	McDonald Co Health Dept	Kayla. wood Emedonald county me.gor
Dianne Way bright	McDonald CD Health Dept	alicia way bright @moderald county mo gou
Kelsy Little	SBDC	little-komssu colu
Laun Lycula	Neosh. Area Chan ber of Connera	lauri@ neoshocc. com
Stephanie House	CWEP	showardecwep.com
Kathe Kelley	8B0C	Kolly-Ka Mssu-edle

PRINTED NAME	CITY/COUNTY OR COMPANY/ORGANIZATION	EMAIL & PHONE
Sim DAVIS	NEUSHO SCHOOL DISTRICT	Varisjimænerskosd.org 4795868 * Kaiejoplince.com amy@mokanpartnership, com
Sim Davis Kai Hamilton	Jophn Area Chamber of Connoc	e Kajejoplince.com
Amy Kauffman	MOKAN	amy (amokanpartnership, com
	30.8	

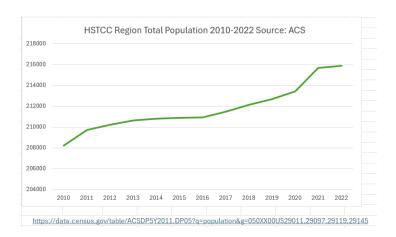
Image- CEDS committee reviewing online survey results



The above image is the regional meeting reviewing swot results from each county

B : 18 1 : 0 : 0 400	HSTCC	Jasper	Newton	McDonald	Barton
Regional Population Overview Source: ACS	Region	County	County	County	County
Population (2022)	216,871	122,788	59,019	23,381	11,683
Population (2019)	212,679	119,920	58,180	22,782	11,797
Population Change %	1.97%	2.39%	1.44%	2.63%	-0.97%
Cost of Living Index	81.5	83.2	85.6	83.0	74.1
Unemployment Rate (2022)	5.08%	4.10%	4.20%	5.90%	6.10%
Median Household Income	\$52,469	\$54,963	\$60,313	\$46,494	\$48,105
Violent Crimes per 1,000 People	5.15	4.55	4.99	5.56	5.52
Property Crimes per 1,000 People	24.17	30.95	26.05	20.26	19.41
https://data.census.gov/table/ACSST5Y2019.S0101?q=201	L9%20and%20	2022&t=Popul	lations%20ar	nd%20People	<u>&g=050XX00</u>
https://data.census.gov/table/ACSST5Y2022.S2301?q=une	employment%2	20rate&g=050)	(X00US2901:	1,29097,2911	9,29145
https://data.census.gov/table/ACSST5Y2022.S1903?q=me	dian%20house	ehold%20incor	me&g=050XX	00US29011,2	9097,29119
https://crimegrade.org					
Barton County, MO Cost of Living (bestplaces.net)					
Cost of Living Data Series Missouri Economic Research an	nd Information (Center (mo.go	<u>v)</u>		

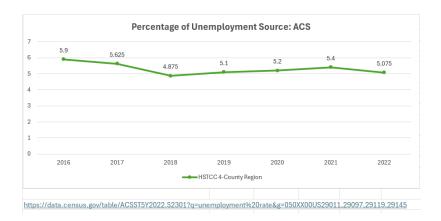
Graph HSTCC Region Total Population 2010-2022



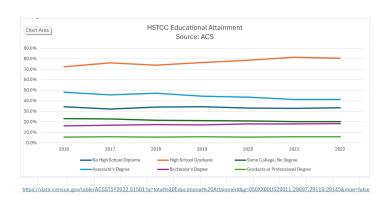
Graph- HSTCC Total Regional Jobs by Industry (Source ACS)- 2020-2022 (5-yr estimates)

HSTCC Total Regional Jobs By Industry Source: ACS					
	2020	2021	202		
Agriculture, forestry, fishing and hunting, and					
mining	2510	2306	237		
Construction	6700	6400	644		
Manufacturing	18000	18342	1787		
Wholesale trade	2602	2635	279		
Retail trade	11791	12056	1209		
Transportation and warehousing, and utilities	5510	5713	587		
Information	1650	1539	135		
Finance and insurance, and real estate and					
rental and leasing	4069	4036	419		
Professional, scientific, and management,					
and administrative and waste management					
services	7505	7874	807		
Educational services, and health care and					
social assistance	20651	21334	2171		
Arts, entertainment, and recreation, and					
accommodation and food services	8429	8048	811		
Other services, except public administration	5014	5116	528		
Public administration	2515	2599	266		
TOTAL JOBS	96946	97998	9885		

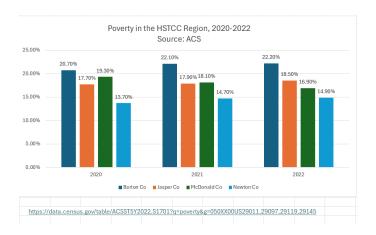
Graph- percentage of unemployment 2016-2022



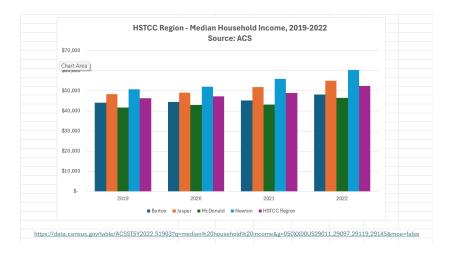
Graph- HSTCC Educational Attainment 2016-2022



· Graph- poverty by region 2020, 2021, 2022



· Graph- HSTCC Region- Median Household Income 1989-2017



· Image- citizens participating in the swot analysis









Newton Co Meeting picture-



Jasper Co Meeting picture-



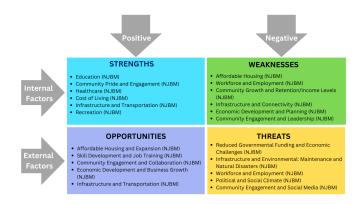
Barton County Meeting-



McDonald Co Meeting-



Graph- swot

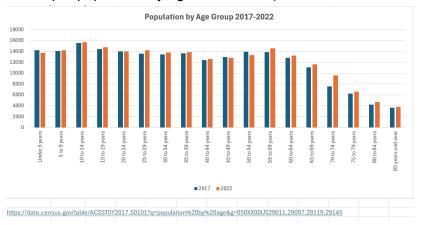


Breakdown for graph age groups:

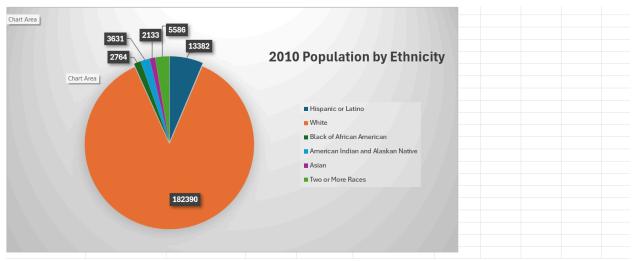
Age cohort (under 5-85 and older)

Age Cohort	2017 Population	2022 Population	Change	% Change	2017 % Change
Under 5 years	14196	13728	-468	-3.30%	6.71
5 to 9 years	14052	14195	143	1.02%	6.65
10 to 14 years	15543	15669	126	0.81%	7.35
15 to 19 years	14396	14759	363	2.52%	6.81
20 to 24 years	13982	13976	-6	-0.04%	6.61
25 to 29 years	13586	14179	593	4.36%	6.43
30 to 34 years	13412	13757	345	2.57%	6.34
35 to 39 years	13618	13828	210	1.54%	6.44
40 to 44 years	12406	12628	222	1.79%	5.87
45 to 49 years	12923	12787	-136	-1.05%	6.11
50 to 54 years	13921	13292	-629	-4.52%	6.58
55 to 59 years	13832	14526	694	5.02%	6.54
60 to 64 years	12820	13242	422	3.29%	6.06
65 to 69 years	11089	11612	523	4.72%	5.24
70 to 74 years	7576	9592	2016	26.61%	3.58
75 to 79 years	6216	6619	403	6.48%	2.94
80 to 84 years	4203	4684	481	11.44%	1.99
85 years and over	3683	3798	115	3.12%	1.74
TOTAL	211454	216871	5417	3.69%	100%

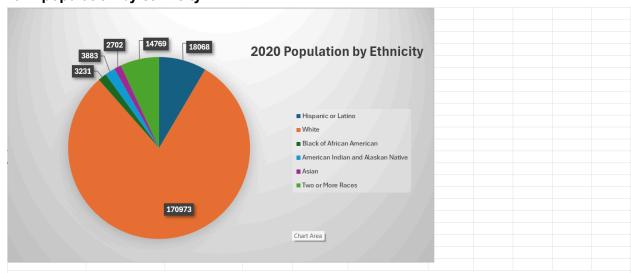
Graph- population by age 2017-2022 (under 5 to 85 and over



2010 population by ethnicity



2022 population by ethnicity



 $\frac{\text{https://data.census.gov/table/DECENNIALDHC2020.P9?q=population\%20by\%20ethnicity\&t=Race\%20and\%20Ethnicity\&g=050XX00US29011,29097,29119,29145}{\text{https://data.census.gov/table/DECENNIALDHC2020.P9?q=population\%20by\%20ethnicity\&t=Race\%20and\%20Ethnicity\&g=050XX00US29011,29097,29119,29145}{\text{https://data.census.gov/table/DECENNIALDHC2020.P9?q=population\%20by\%20ethnicity\&t=Race\%20and\%20Ethnicity\&g=050XX00US29011,29097,29119,29145}{\text{https://data.census.gov/table/DECENNIALDHC2020.P9?q=population\%20by\%20ethnicity\&t=Race\%20and\%20Ethnicity\&g=050XX00US29011,29097,29119,29145}{\text{https://data.census.gov/table/DECENNIALDHC2020.P9?q=population\%20by\%20ethnicity\&t=Race\%20and\%20Ethnicity\&g=050XX00US29011,29097,29119,29145}{\text{https://data.census.gov/table/DECENNIALDHC2020.P9?q=population\%20by\%20ethnicity\&t=Race\%20and\%20Ethnicity\&g=050XX00US29011,29097,29119,29145}{\text{https://data.census.gov/table/DECENNIALDHC2020.P9?q=population\%20by\%20ethnicity\&t=Race\%20and\%20Ethnicity\&g=050XX00US29011,29097,29119,29145}{\text{https://data.census.gov/table/DECENNIALDHC2020.P9?q=population\%20by\%20ethnicity\&t=Race\%20and\%20Ethnicity\&t=Race\%20and\%20And\%20And\%20And\%20And\%20And\%20And\%20And\%20And\%20And\%20And\%20And\%20And$

Race/Ethnicity	2010 Population	2020 Population	Change	% Change	2010 % Change
Total	211003	216349	5346	2.53%	100.00%
Hispanic or Latino	13382	18068	4686	35.02%	6.34%
White	182390	170973	-11417	-6.26%	86.44%
Black or African American	2764	3231	467	16.90%	1.31%
American Indian and Alaskan Native	3631	3883	252	6.94%	1.72%
Asian	2133	2702	569	26.68%	1.01%
Native Hawaiian and Other Pacific Islander	978	2100	1122	114.72%	0.46%
Some Other Race	139	623	484	348.20%	0.07%
Two or More Races	5586	14769	9183	164.39%	2.65%

Chart- HSTCC average climate normals

	HST	CC Average Climate N	Normals	
	Total Precipitation	Max Temperature	Min Temperature	Average Temperature
Month	Normal (Inches)	Normal (Degees F)	Normal (Degrees F)	Normal (Degrees F)
January	2.33	44	28	36
February	2.55	48	31	39
March	5.05	59	41	50
April	6.4	67	48	58
May	7.6	75	58	67
June	3.95	86	67	77
July	4.35	90	71	80
August	4.13	89	69	79
September	4.53	82	62	72
October	4.8	69	51	60
November	2.83	57	40	48
December	2.7	48	33	40

Graph- HSTCC Average Climate Normals

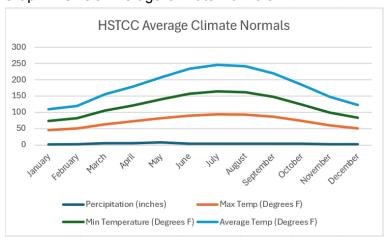


Chart- HSTCC housing stats 2009-2016 (ACS 5 yr)

HST	FCC Housing Statistics	s 2019-2022 Source: /	ACS 5-year estimates	
	2019	2020	2021	2022
Total Housing Units	91657	92166	92086	92747
Median House Value (of				
owner-occupied units)	114425	112525	118100	135800
Homeowner Vacancy	137	102	82	90
Rental Vacancy	422	315	62	227
Renter-Occupied				
Housing Units (% of				
Occupied Units)	27046	27218	26857	55098
Occupied Housing Uinits				
with No Vehicle Available				
(% of Occupied Units)	4856	4821	4970	4988

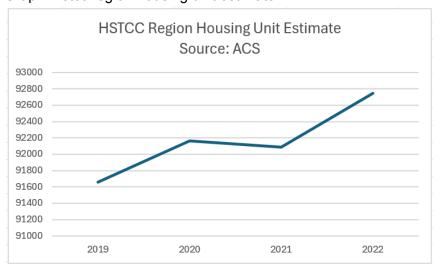
https://data.census.gov/table/ACSDP5Y2019.DP04?q=median%20value%20of%20house%20owner%20occupied%20units&g=050XX00US29011,29097,29119,29145

Chart- geography housing unit estimate

Housing Unit Estimates							
Geography	2019	2020	2021	2022			
Barton County	5599	5601	5330	5311			
Jasper County	51322	51786	52403	53018			
Newton County	24753	24787	24573	24636			
McDonald County	9983	9992	9780	9782			
HSTCC Region	91657	92166	92086	92747			

 $\frac{\text{https://data.census.gov/table/ACSDT5Y2019.B25001?q=housing\%20costs\&t=Housing\%20Units\&g=050XX00US29011,29097,29119,29145}{\text{S29011,29097,29119,29145}}$

Graph- hstcc region housing unit estimate



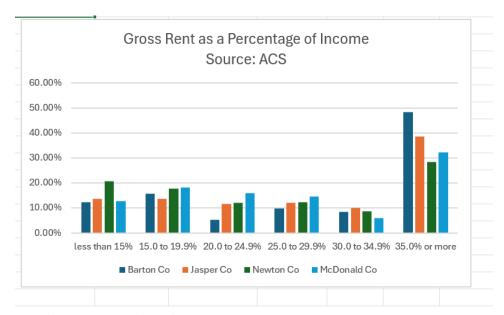
· Graph- 2022 housing stock est. value



· Chart- 2022 housing stock est value

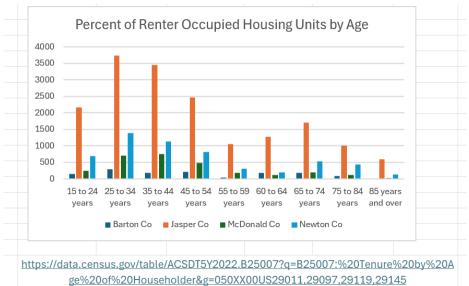
	2022 Housing Stock Estimated Value								
	Barton	Barton County Jasper County		Newton (County	McDonald	McDonald County		
Value	Estimate	Percent	Estimate	Percent	Estimate	Percent	Estimate	Percent	
Total Owner-Occupied Units	3,144	70.20%	30,014	63.20%	5,598	66.70%	16,342	74.30	
Less than \$50,000	633	20.10%	2,326	7.70%	889	15.90%	1,653	10.109	
\$50,000 to \$99,9999	777	24.70%	5,783	19.30%	1,573	28.10%	2,833	17.30%	
\$100,000 to \$149,999	454	14.40%	7,309	24.40%	762	13.60%	2,948	18.009	
\$150,000 to \$199,999	455	14.50%	5,276	17.60%	664	11.90%	2,421	14.859	
\$200,000 to \$299,999	452	14.40%	5,179	17.30%	863	15.40%	3,632	22.209	
\$300,000 to \$499,999	232	7.40%	3,140	10.50%	505	9.00%	1,822	11.10%	
\$500,000 to \$999,999	110	3.50%	937	3.10%	263	4.70%	742	4.50%	
\$1,000,000 or more	31	1.00%	64	0.20%	79	1.40%	291	1.80%	
Median (dollars)	\$ 115,600.00		\$ 147,500.00		\$ 117,200.00		\$ 162,900.00		
https://data.census.gov/ta	ble/ACSDP5Y2022	.DP04?a=dp048	kt=Housing%20l	Jnits&g=050XX	00US29011,290	097,29119,29	145&moe=false		

· Graph- gross rent as a percentage of income (ACS 5 yr)



 $\frac{https://data.census.gov/table/ACSDP5Y2022.DP04?q=dp04\&t=Housing\%20Units\&g=050X}{X00US29011,29097,29119,29145\&moe=false}$

Graph- percent of renter occupied housing units by age of householder



· Chart- housing stock occupancy (total housing units, occupied housing units, vacant housing units, owner-occupied, and renter-occupied)

	Housing Stock O	ccupancy					
	Barton Co Jasper Co Newton Co McDonald Co						
Total Housing Units	5311	53018	24636	9782			
Occupied Housing Units	4477	47481	21991	8399			
Vacant Housing Units	834	5537	2645	1383			
Owner-Occupied	3144	30014	16342	5598			
Renter-Occupied	1333	17467	5649	2801			

https://data.census.gov/table/ACSDP5Y2022.DP04?q=dp04&g=050XX00US29011,29097,29119,29145

Graph- % of housing by year built

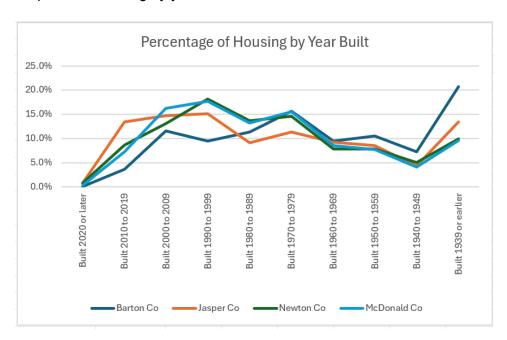


Chart displaying data

	Housing St	ock Occupancy		
	Barton Co	Jasper Co	Newton Co	McDonald Co
Built 2020 or later	4	427	66	80
Built 2010 to 2019	199	7086	1794	849
Built 2000 to 2009	617	7771	4005	1285
Built 1990 to 1999	507	7990	4349	1779
Built 1980 to 1989	601	4823	3241	1344
Built 1970 to 1979	834	6054	3811	1433
Built 1960 to 1969	507	4887	2088	762
Built 1950 to 1959	556	4492	1903	770
Built 1940 to 1949	389	2332	1008	500
Built 1939 or earlier	1097	7156	2371	980
Source: 2022 ACS 5-year Estimates				
https://data.census.gov/table/AC	SDP5Y2022.DP0)4?q=dp04&g=050	XX00US29011,290	97,29119,29145

Chart- 2021-2023 HSTCC offense totals (MSHP) Crime Rates

						2021	-2023 HS	TCC Reg	ion Offer	nse Tota	ıls							
						Sou	rce: Misso	ouri Stat	e Highwa	y Patro								
	Aggravated Assault	Larceny	Animal Cruelty	Arson	Burglary/Breaki ng & Entering	Counterfeiting/F orgery	Destruction/Da mage/Vandalis m of Property	Drug Equipment Violations	Drug/Narcotic Violations	Intimidation	Kidnapping/Abd uction	Motor Vehicle Theft	Rape	Shoplifting	Simple Assault	Theft From Building	Theft From Motor Vehicle	Weapon Law Violations
	2023																	
Barton Co	16	78	5	14	34	3	63	15	28	23	2	39	5	29	118	13	17	4
Jasper Co	322	1377	16	56	463	204	1107	542	493	105	32	475	58	862	1857	174	458	146
Newton Co	84	286	8	5	181	37	245	147	215	22	10	120	23	126	453	83	77	51
McDonald Co	120	59	15	2	33	7	58	3	18	53	5	40	5	19	48	17	8	18
								2022										
Barton Co	23	128	5	13	54	3	80	37	46	35	1	28	2	28	127	18	8	11
Jasper Co	284	1471	13	45	667	259	1145	812	909	74	20	628	65	803	1765	328	647	163
Newton Co	73	331	10	10	169	28	255	240	328	12	6	143	34	109	475	77	98	41
McDonald Co	137	94	9	4	37	8	53	7	37	38	2	54	11	53	32	6	6	30
								2021										
Barton Co	29	96	1	3	57	3	68	40	37	22	3	41	2	20	105	19	17	12
Jasper Co	293	1496	9	48	678	325	1248	774	873	84	27	602	66	929	1931	342	800	190
Newton Co	122	314	5	8	201	44	324	339	397	15	7	116	33	93	512	65	115	41
McDonald Co	121	54	6	4	45	7	48	11	35	27	10	50	2	24	11	6	1	23
					https	s://showr	necrime.r	no.gov/	oublic/Vi	ew/disp	view.as	ОХ						

Graph- hstcc educational attainment (no hs to postgrad degree) 2019-2022

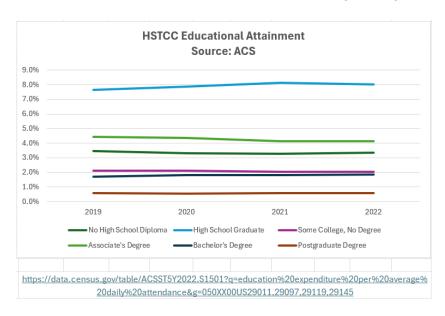
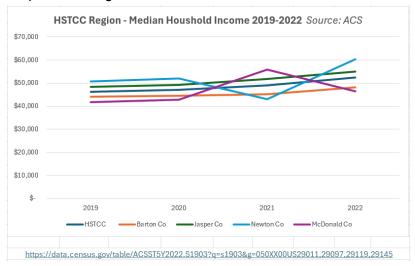


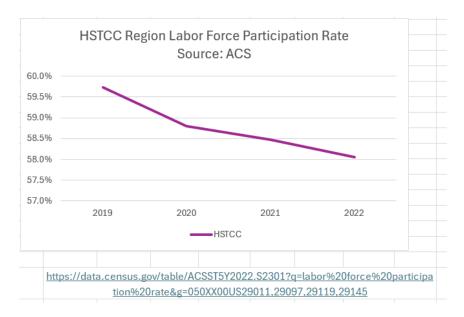
Chart- hstcc educational attainment 2019-2022

HSTCC Educational Attainment (%)							
	2019	2020	2021	2022			
No High School Diploma	34.5	33.1	32.8	33.5			
High School Graduate	76.6	78.6	81.5	80.4			
Some College, No Degree	21.4	21.1	20.4	20.5			
Associate's Degree	44.5	43.5	41.2	41.4			
Bachelor's Degree	17.1	18.2	18.2	18.5			
Postgraduate Degree	5.9	5.5	6.0	5.8			

Graph- hstcc region- median hs income 2019-2022



Graph- hstcc region labor force participation rate



Graph- labor force participation rate by county 2019-2022

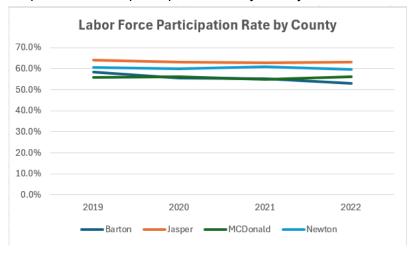
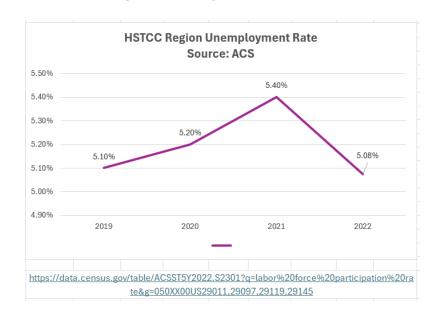


Chart- labor force participation rate by county

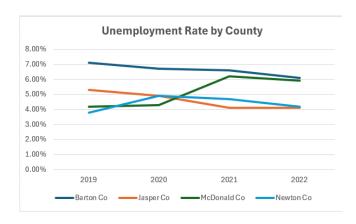
Labor F	Labor Force Participation Rate by County									
	2019 2020 2021 2022									
Barton Co	58.3%	55.6%	55.2%	53.1%						
Jasper Co	64.0%	63.3%	62.9%	63.1%						
Newton Co	60.7%	60.0%	60.8%	59.7%						
McDonald Co	55.9%	56.3%	55.0%	56.3%						

Graph- hstcc region unemployment rate



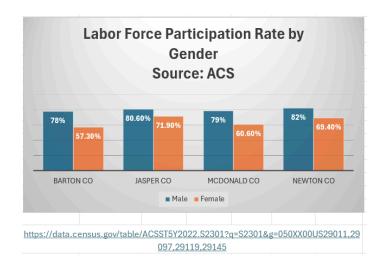
Timeframe	Unemployment Rate
2019	5.10%
2020	5.20%
2021	5.40%
2022	5.08%

Graph- unemployment rate by county

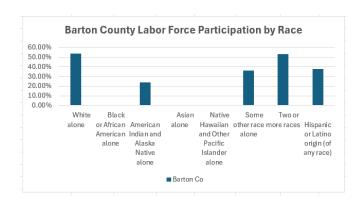


ι	Unemployment Rate by County									
Timeframe	Barton	Jasper	Newton	McDonald						
Tilliellallie	County	County	County	County						
2019	7.10%	5.30%	4.20%	3.80%						
2020	6.70%	4.90%	4.30%	4.90%						
2021	6.60%	4.10%	6.20%	4.70%						
2022	6.10%	4.10%	5.90%	4.20%						

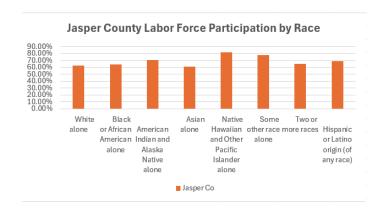
Graph- labor force participation rate by gender



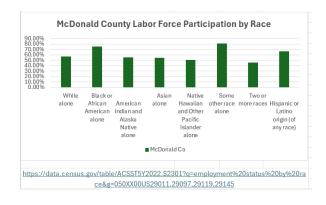
Graph- barton co labor force participation rate by race



Graph- jasper



Graph- McDonald



Newton

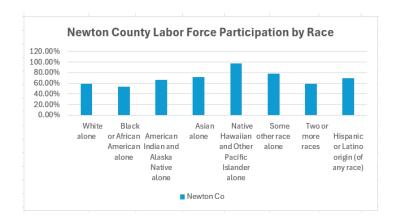
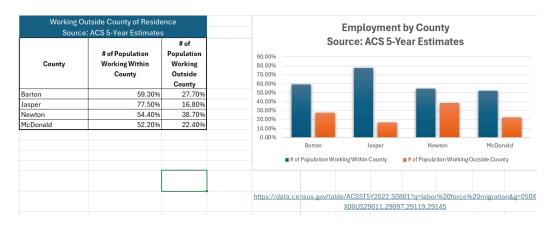


Chart- working outside the county of residence

Graph employment by county (working in the county and working outside)



Graph- mean travel time to work in each co

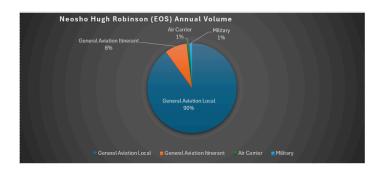
chart travel time in each co

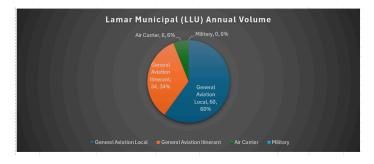
	Travel Time	to Work					T: . 14/	
	Barton Co	Jasper Co	Newton Co	McDonald Co		Mean Travel	Time to Wol	'K
Less than 10 minutes	31.1%	18.6%	17.2%	17.8%		Source: A	CS 5-Year	
10 to 14 minutes	10.0%	21.5%	16.3%	10.0%		oodioc. A	oo o rear	
15 to 19 minutes	11.7%	20.8%	15.4%	8.9%				
20 to 24 minutes	9.2%	15.0%	17.2%	16.8%				
25 to 29 minutes	4.4%	7.7%	6.9%	9.0%				25.7
30 to 34 minutes	9.5%	8.6%	12.2%	14.3%	23.1		22.4	
35 to 44 minutes	7.8%	2.4%	4.9%	8.2%		18.7		
45 to 59 minutes	9.1%	2.4%	4.2%	8.7%				
60 or more minutes	7.1%	3.0%	5.7%	6.4%		_		
Mean Travel Time	23.1	18.7	22.4	25.7		_		
ttps://data.census.gov/tal	ble/ACSST5Y2022.S08	01?q=labor%2	0force%20migr	ration&g=050XX				
	00US29011,29097	,29119,29145			Barton Co	Jasper Co	Newton Co	McDonald Co

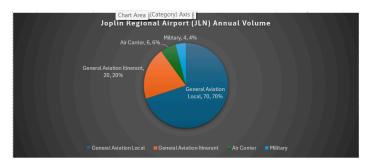
chart- hstcc commuting to work 2022

HSTCC Commuting to Work, 2022				
	Value	% of Total	U.S	% of Total
Total Workers	96,699.00	100.00%	156,703,623.00	100%
Car, Truck or Van- drove alone	77,359.00	80.01%	112,314,702.00	71.66%
Car, Truck, or Van- carpooled	9,580.00	9.91%	13,388,082.00	8.54%
Public Transportation (including taxicab)	158.00	0.16%	5,947,723.00	3.79%
Walked	1,347.00	1.39%	3,807,792.00	2.43%
Other Means	781.00	0.81%	1,660,941.00	1.06%
Worked from Home	7,153.00	7.40%	18,316,685.00	11.69%
https://data.census.gov/table/ACSDT5Y2022.B08301?q=b08301&t=Commuting&g=010XX00U \$ 050XX00US29011,29097,29119,29145&y=2022&moe=false				

graphs- transportation by air from area airports(general aviation local, gen aviation itinerant, military, air carrier)

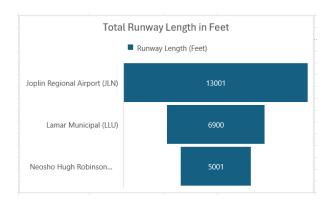




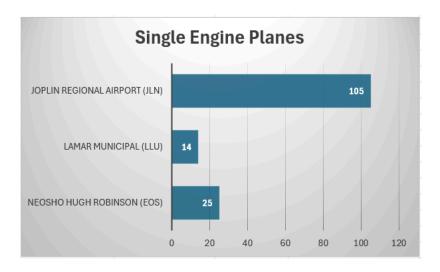


Facility Dashboard - EOS (faa.gov)

total runway length in feet



graph- single engine planes housed



graph- other aircraft housed



graph- railroad miles in hstcc region and graph- rr miles in mo

