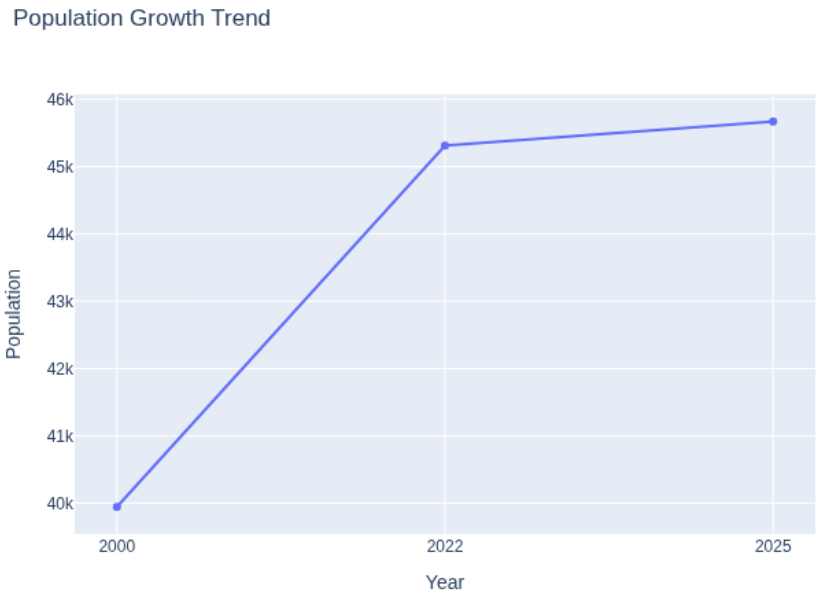
Business and Economic Narrative Comparison

Executive Summary

This report compares key economic indicators for Phelps County and Missouri across multiple years, highlighting trends in population, unemployment, wages, housing prices, demographics, and job availability. Key insights:
- Population growth has slowed between 2022 and 2025.
- Sales Tax growth has slowed from 5.85% in 2023 to 2.45% in 2024 to 2.10% in 2025.
- Unemployment has risen from 3.5% in 2023 to 4.6% in 2025.
- Wage growth in Phelps County continues to lag behind Missouri.
- Demographics remain stable with slight shifts in age and gender distribution.
- Jobs grew from 16,973 in 2020 to 20,291 in 2025, with healthcare and government leading growth

Population

Year	Population
2000	39,945
2022	45,313
2025	45,672



Comparative Local Sales Tax

Phelps County

COMPARATIVE LOCAL SALES TAX

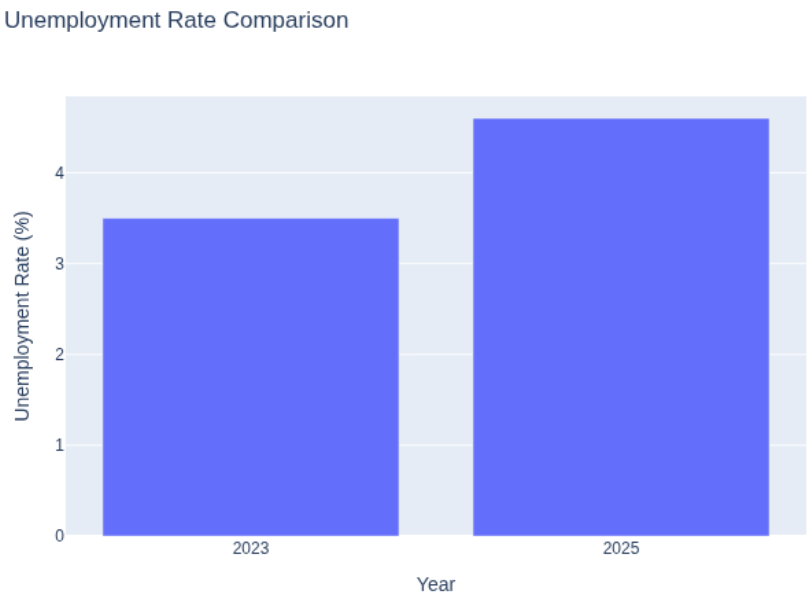
Month Received	2020	2021	Variance 20/21	2022	Variance 21/22	2023	Variance 22/23	2024	Variance 23/24	2025	Variance 24/25
Jan	$ 283,645.35	$ 246,003.18	-13.27%	$ 274,580.33	11.62%	$ 344,181.45	25.35%	$ 319,130.15	-7.28%	$ 337,294.39	5.69%
Feb	$ 196,140.40	$ 242,045.82	23.40%	$ 272,498.57	12.58%	$ 334,933.47	22.91%	$ 341,634.63	2.00%	$ 358,283.97	4.87%
March	$ 290,449.12	$ 298,887.03	2.91%	$ 292,425.10	-2.16%	$ 283,708.07	-2.98%	$ 307,785.53	8.49%	$ 293,934.51	-4.50%
April	$ 226,428.51	$ 221,212.07	-2.30%	$ 275,417.13	24.50%	$ 314,852.89	14.32%	$ 328,850.55	4.45%	$ 299,711.48	-8.86%
May	$ 227,425.64	$ 249,668.07	9.78%	$ 251,524.75	0.74%	$ 259,512.61	3.18%	$ 317,466.70	22.33%	$ 288,710.03	-9.06%
June	$ 271,143.68	$ 352,410.44	29.97%	$ 359,284.88	1.95%	$ 378,339.88	5.30%	$ 343,145.60	-9.30%	$ 369,073.02	7.56%
July	$ 259,039.72	$ 286,224.53	10.49%	$ 312,283.85	9.10%	$ 312,397.10	0.04%	$ 332,151.03	6.32%	$ 331,697.32	-0.14%
Aug	$ 249,416.41	$ 285,616.79	14.51%	$ 339,089.34	18.72%	$ 341,450.94	0.70%	$ 336,491.19	-1.45%	$ 366,809.96	9.01%
Sept	$ 350,533.46	$ 386,764.05	10.34%	$ 339,053.59	-12.34%	$ 342,466.93	1.01%	$ 346,163.79	1.08%	$ 357,456.76	3.26%
Oct	$ 222,634.12	$ 276,280.46	24.10%	$ 321,946.67	16.53%	$ 275,242.06	-14.51%	$ 316,234.72	14.89%	$ 379,597.28	20.04%
Nov	$ 251,490.98	$ 256,258.22	1.90%	$ 273,476.22	6.72%	$ 323,673.16	18.36%	$ 338,331.15	4.53%	$ 324,302.52	-4.15%
Dec	$ 294,698.05	$ 341,742.96	15.96%	$ 324,834.31	-4.95%	$ 338,457.23	4.19%	$ 316,312.42	-6.54%		
TOTAL	$ 3,123,045.44	$ 3,443,113.62	10.25%	$ 3,636,414.74	5.61%	$ 3,849,215.79	5.85%	$ 3,943,697.46	2.45%	$ 3,706,871.24	2.19%
									Rolling 12 Months		1.45%

COMPARATIVE LAW ENFORCEMENT SALES TAX

Month Received	2020	2021	Variance 20/21	2022	Variance 21/22	2023	Variance 22/23	2024	Variance 23/24	2025	Variance 24/25
Jan	$ 212,734.24	$ 184,502.47	-13.27%	$ 205,935.51	11.62%	$ 258,136.34	25.35%	$ 239,347.57	-7.28%	$ 252,971.09	5.69%
Feb	$ 147,104.93	$ 181,534.23	23.40%	$ 204,373.43	12.58%	$ 251,199.93	22.91%	$ 256,225.86	2.00%	$ 268,712.63	4.87%
March	$ 217,836.75	$ 224,165.20	2.91%	$ 219,318.61	-2.16%	$ 212,781.03	-2.98%	$ 230,839.47	8.49%	$ 220,450.54	-4.50%
April	$ 169,821.45	$ 165,908.84	-2.30%	$ 206,562.69	24.50%	$ 236,139.46	14.32%	$ 246,638.18	4.45%	$ 224,784.11	-8.86%
May	$ 170,569.19	$ 187,251.15	9.78%	$ 188,643.48	0.74%	$ 194,634.49	3.18%	$ 238,100.03	22.33%	$ 216,532.27	-9.06%
June	$ 203,342.63	$ 264,307.66	29.98%	$ 269,463.28	1.95%	$ 283,754.96	5.30%	$ 257,358.58	-9.30%	$ 276,804.88	7.56%
July	$ 194,279.41	$ 214,668.86	10.49%	$ 234,212.88	9.10%	$ 234,297.70	0.04%	$ 249,113.29	6.32%	$ 248,772.52	-0.14%
Aug	$ 187,062.22	$ 214,212.68	14.51%	$ 254,316.59	18.72%	$ 256,088.10	0.70%	$ 252,367.98	-1.45%	$ 275,107.68	9.01%
Sept	$ 262,899.92	$ 290,072.87	10.34%	$ 254,290.06	-12.34%	$ 256,850.03	1.01%	$ 259,622.25	1.08%	$ 268,092.56	3.26%
Oct	$ 166,975.92	$ 207,210.09	24.10%	$ 241,449.17	16.52%	$ 206,431.64	-14.50%	$ 237,176.36	14.89%	$ 284,697.91	20.04%
Nov	$ 188,618.21	$ 192,193.73	1.90%	$ 205,106.88	6.72%	$ 242,755.05	18.36%	$ 253,748.01	4.53%	$ 243,225.98	-4.15%
Dec	$ 221,023.20	$ 256,307.29	15.96%	$ 243,625.85	-4.95%	$ 253,843.11	4.19%	$ 237,233.45	-6.54%		
TOTAL	$ 2,342,268.07	$ 2,582,335.07	10.25%	$ 2,727,298.43	5.61%	$ 2,886,911.84	5.85%	$ 2,957,771.03	2.45%	$ 2,780,152.17	2.19%

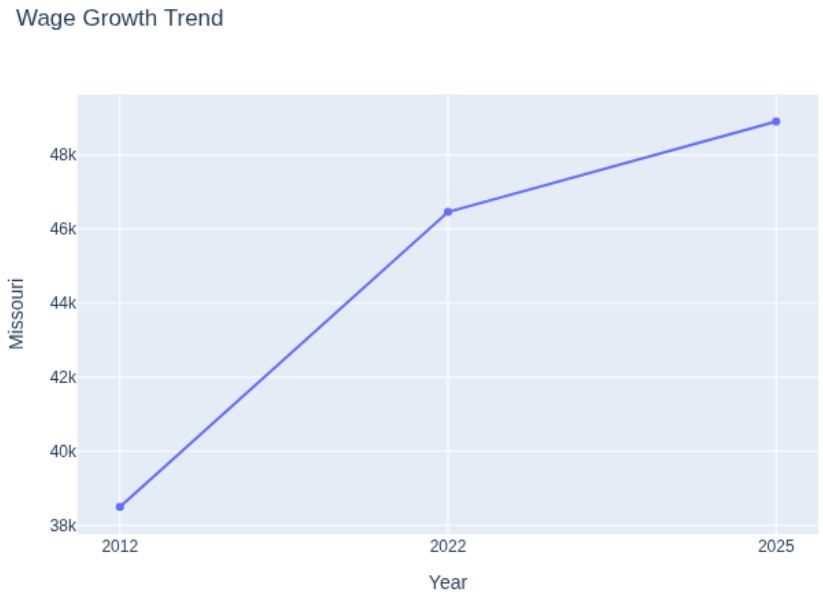
Unemployment Rate

Year	Unemployment Rate (%)
2023	3.5
2025	4.6



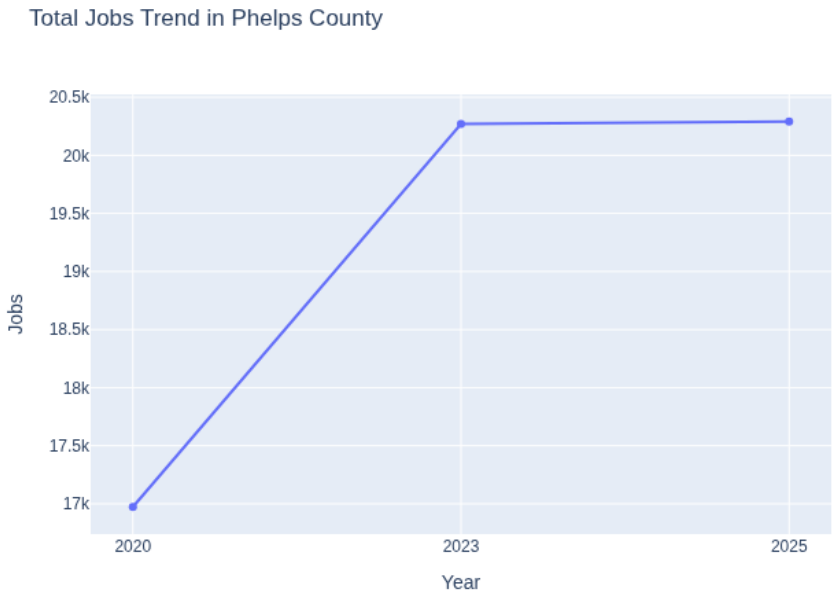
Wages Comparison

Year	Phelps County	Missouri
2012	38,500	48,800
2022	46,461	59,225
2025	48,900	61,200



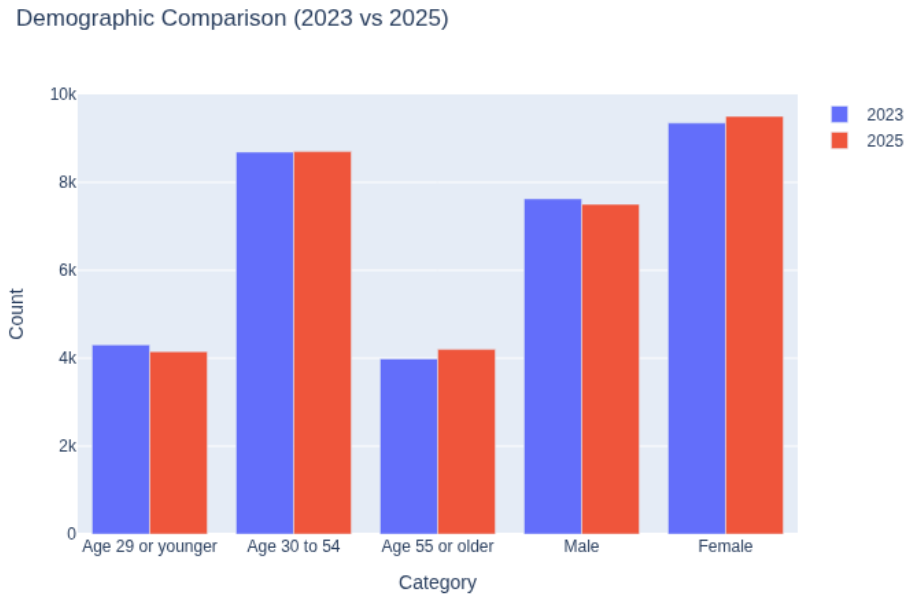
Job Availability Trends

Sector	2023 Jobs	2025 Jobs
Government	5,942	6,000
Health Care & Social Assistance	2,726	2,800
Retail Trade	2,721	2,750
Accommodation & Food Services	2,702	2,720
Transportation & Warehousing	1,872	1,900
Manufacturing	1,177	1,200
Construction	549	560
Finance & Insurance	434	440



Demographic Shifts

Category	2023	2025
Age 29 or younger	4,301	4,150
Age 30 to 54	8,688	8,700
Age 55 or older	3,984	4,200
Male	7,624	7,500
Female	9,349	9,500



Key Takeaways

- Population growth slowing (2023 → 2025)
- Sales Tax growth has slowed from 5.85% in 2023 to 2.45% in 2024 to 2.10% in 2025.
- Unemployment rising (3.5% → 4.6%)
- Wage growth lagging behind Missouri (2012 → 2025)
- Demographics: younger workforce shrinking slightly, older workforce growing, female participation increasing, male participation decreasing, female workforce makes up 56% and male workforce makes up 44%
- Jobs increased from 16,973 in 2020 to 20,291 in 2025; healthcare and government lead growth; future projections include MST and Phelps Health expansions

BLUE RIBBONS (Draft)

• Cost advantage remains a regional differentiator (index ~79 vs. U.S. 100) with below-state averages in several categories; median home values remain far below national levels.

• STEM anchor momentum: Kummer-funded projects, S&T enrollment stability, and R1 positioning enhance talent pipeline and innovation brand.

• Healthcare access enhancements: Phelps Health EMS base/air operations and certifications strengthen emergency care corridor along I-44.

RED FLAGS (Draft)

• Wage gap persists: Phelps average annual wage $48.9k trails Missouri's more urban counties and statewide averages; recruitment/retention risk in high-skill sectors.

• Tight labor supply in critical occupations (nursing, allied health, construction trades); difficulty filling positions persists among anchor employers.

• Sales tax growth sensitivity: with layered local rates (up to 8.6% in key retail nodes), real growth can appear flat after inflation; monitor taxable sales trends.

CAUTION LIGHTS (Draft)

• Housing affordability drift: limited new construction and aging stock pose constraints to in-migration and workforce attraction.

• Federal/military health infrastructure decisions at Fort Leonard Wood could shift regional patient flows and employment patterns.

• Broadband/fiber and industrial site readiness remain pivotal for advanced manufacturing recruitment; site certification and infrastructure progress at airport and HyPoint corridors should continue.

Sources

Lightcast (Missouri DED), Bureau of Labor Statistics (LAUS, QCEW), U.S. Census Bureau, bestplaces.net, Zillow, YCharts Employment Data, Rolla Chamber, Indeed, Enterprise Workforce Data