

Attala County, MS Workforce Analysis & Target Business Sectors

January 2018

Prepared in Collaboration with Kosciusko Attala Partnership, Leake County Development Association, Mississippi Band of Choctaw Indians and Winston County Economic Development District Partnership.





Attala County, MS

Workforce Analysis & Target Business Sector Identification

Introduction

The four-county Central Mississippi region that includes Winston, Attala, Neshoba and Leake counties, under a cooperative agreement with the Mississippi Band of Choctaw Indians, Tennessee Valley Authority (TVA) and the Central Electric Power Association, sought a workforce and economic development analysis. The analysis was envisioned to answer three key questions:

1. What is the current state and capacity of the workforce?
2. What additional or expanded workforce development strategies are needed?
3. What target business sectors are best suited to the regional workforce?

Younger Associates (YA) was selected to conduct the analysis based upon the company's past experience and successes in developing projects of this exact nature and the company's proposed approach to the analysis. The methodology for the Workforce Analysis included:

- » Labor Shed determination
- » Demographic profile of the Labor Shed
- » Analysis of the current employment base
- » Wage comparisons
- » Examination of concentrations by industry sectors and occupational clusters
- » Workforce Survey to determine a number of key and hidden workforce factors
- » Examination of the talent pipeline
- » Input from local employers and educators
- » Review of training and career pathways for high in-demand skills and occupations

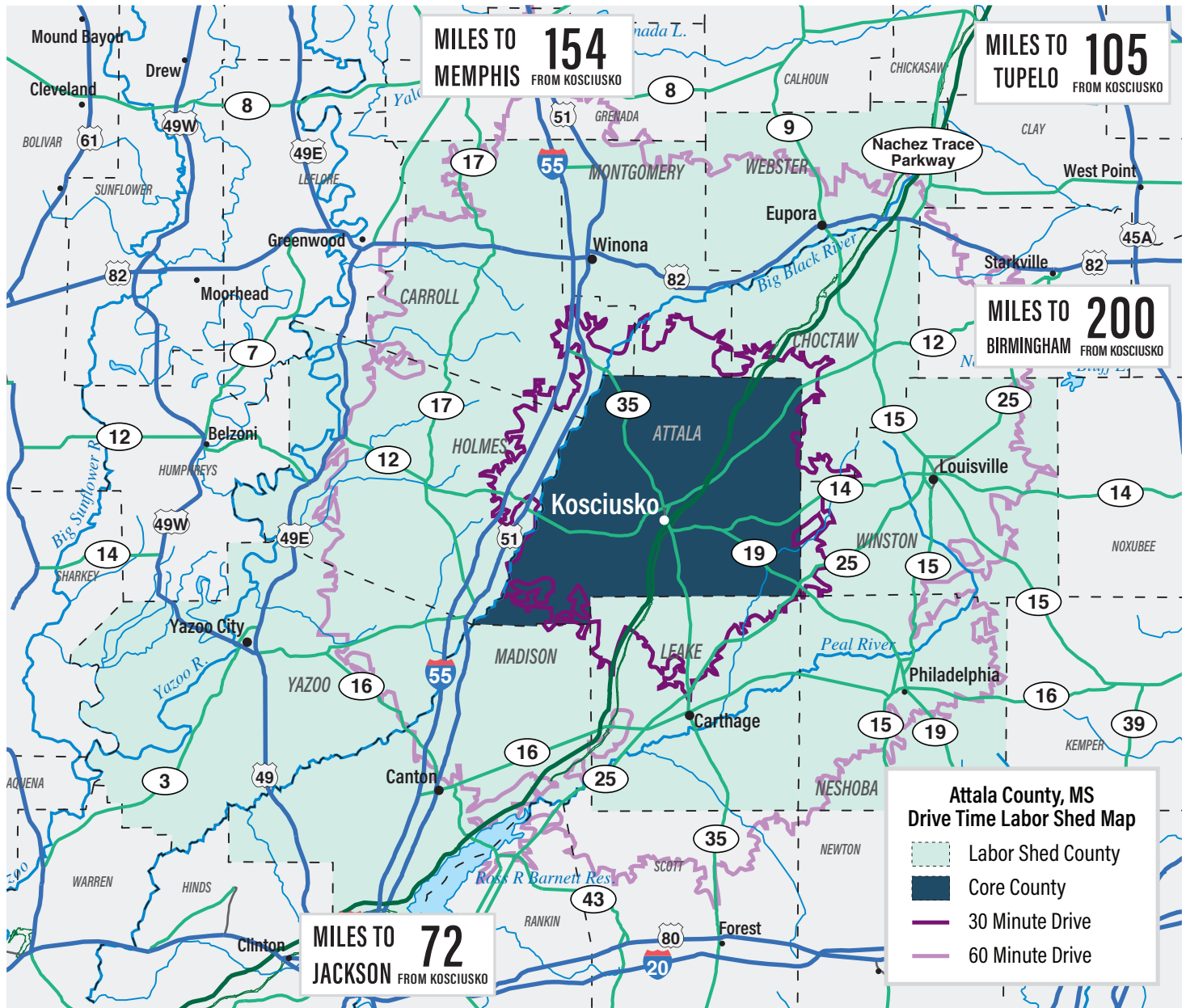
The methodology for the Target Business Sector Analysis (this is often called a Target Industry Analysis, but the YA approach looks at all applicable business sectors and opportunities) included:

- » Existing business, economic base review
- » Locational advantages review
- » Sites and buildings review
- » Business sector screening by NAICS code for several factors outlined later in this report
- » Input from employers, educators and other community leaders
- » Development and application of localized criteria to identify the targets

Labor Shed Determination

Based on existing commuting patterns, distances and travel times, the first step in the Workforce Analysis was the determination of the Attala County Labor Shed. The Attala County Labor Shed includes Attala, Carroll, Choctaw, Holmes, Leake, Madison, Montgomery, Neshoba and Winston counties. A 60-minute drive time from Kosciusko, located near the center of Attala County, covers almost the entire geography of all these counties. A portion of Yazoo County also falls within this commute zone, but is not included in the Labor Shed analysis in this report.

Map 1. Attala County Labor Shed



Commute Patterns

Data from the U.S. Department of Commerce shows the following inflow and outflow of workers within the Attala County Labor Shed.

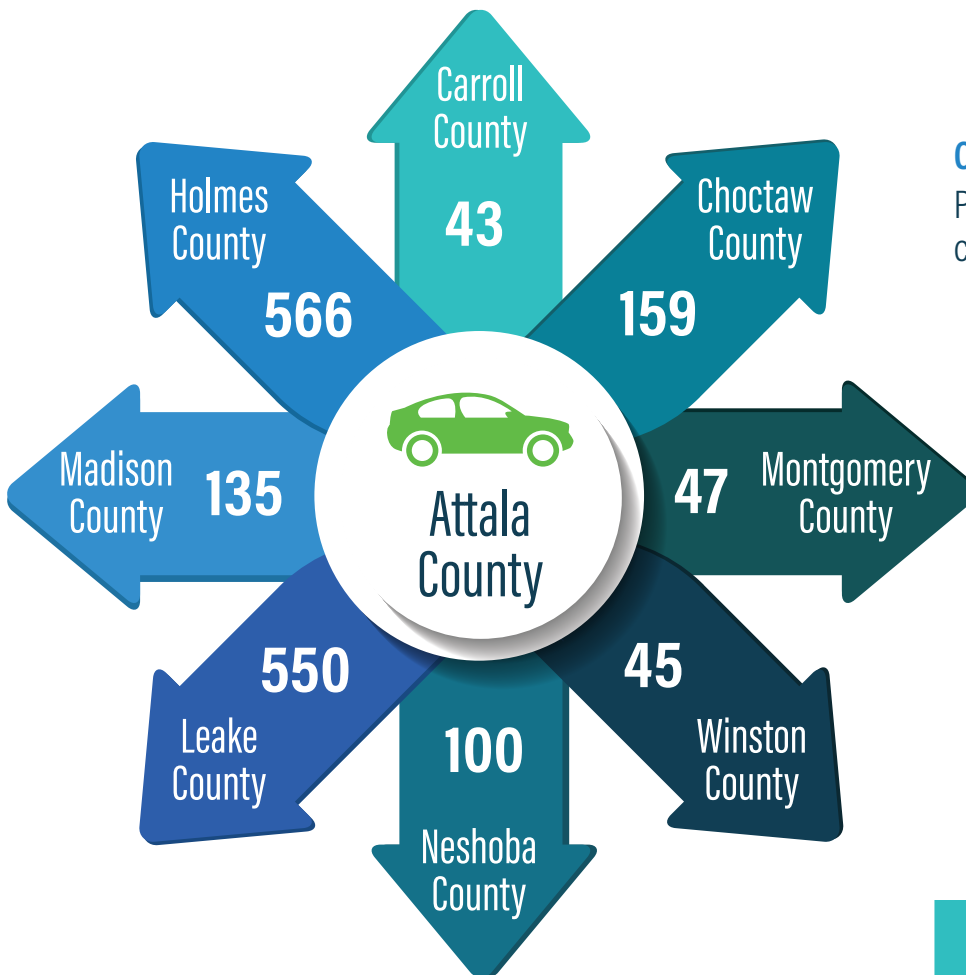
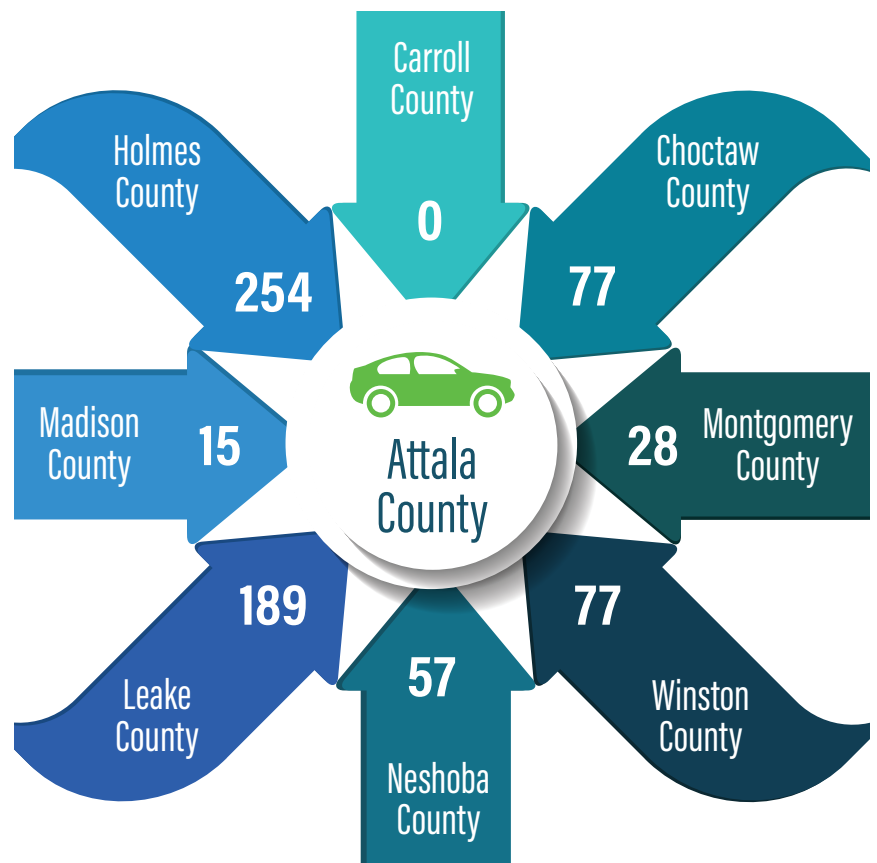


Chart 1. Out-Flow Commuting Patterns
People who live in Attala County and commute to another county for work.

Chart 2. In-Flow Commuting Patterns
People who live in another county and commute into Attala County for work.



Demographic Profile of the Labor Shed

Attala County's labor market area has an estimated 2017 population of 241,101. The Labor Shed population has increased 1.85% since the 2010 census. Population projections to 2022 anticipate a continued increase in population for the Labor Shed of 1.25%.

Table 1. Summary Demographic Profile for Attala County

Labor Shed Counties include: Attala, Carroll, Choctaw, Holmes, Leake, Madison, Montgomery, Neshoba & Winston

	Attala County	Attala Labor Shed	Mississippi	United States
Population				
2000 Census	19,661	218,444	2,844,652	281,421,942
2010 Census	19,564	236,713	2,967,297	308,745,538
2017 Estimate	18,927	241,101	2,995,771	325,139,271
2022 Projection	18,705	244,128	3,018,507	337,393,057
Population Growth				
Percent Change: 2000 to 2010	-0.49%	8.36%	4.31%	9.71%
Percent Change: 2010 to 2017	-3.26%	1.85%	0.96%	5.31%
Percent Change: 2017 to 2022	-1.17%	1.25%	0.76%	3.77%
Average Age	40.50	38.69	38.40	39.10
Education Attainment				
No High School Diploma	23.77%	17.84%	17.69%	13.43%
High School Graduate (or GED)	31.67%	5.92%	30.21%	27.83%
Some College, No Degree	21.15%	20.95%	22.96%	21.10%
Associate's Degree	8.16%	7.39%	8.51%	8.04%
Bachelor's Degree	9.11%	16.45%	12.91%	18.43%
Master's Degree	4.60%	7.23%	5.53%	7.91%
Post Graduate Degree	1.53%	4.22%	2.20%	3.25%
2017 Est. Average Household Income	\$ 47,898.00	\$ 71,259.51	\$ 58,480.00	\$ 80,853.00
Civilian Labor Force Participation Percentage	50.1%	53.2%	57.8%	63.5%

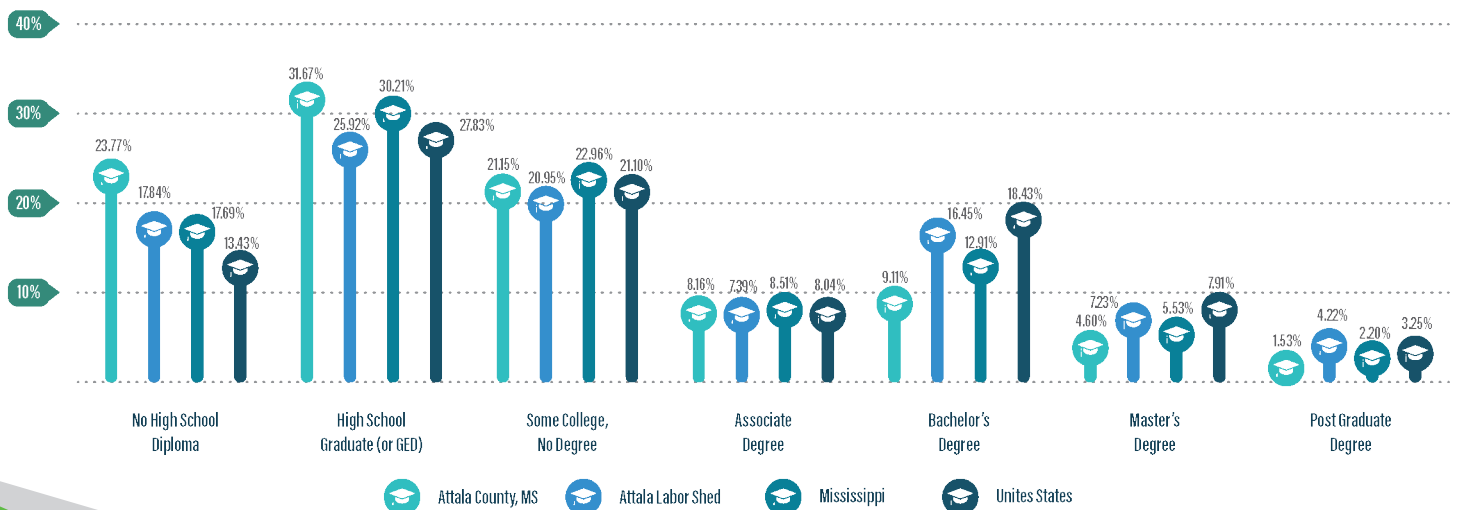
Appendix A of this report contains complete demographic profiles for:

- » Attala County
- » Attala County Labor Shed (all counties)
- » 30-Minute Commute Zone from Kosciusko, MS
- » 60-Minute Commute Zone from Kosciusko, MS
- » State of Mississippi
- » United States

These reports can provide much of the data regarding the local populations and comparisons to state and U.S. data that are used in site location decisions and grant writing.

Chart 3. Education Attainment for Attala County, Attala Labor Shed, State of Mississippi and the U.S.

Labor Shed Counties Include: Attala, Holmes, Leake, Newton, Madison, Neshoba, Rankin, Scott & Winston



Review of Existing Occupations

A review of existing occupations in the Labor Shed shows the number of occupations in which the region has concentrations of employment that are significantly higher than the national average (location quotient, LQ). Of those occupations, several are projected to experience national growth over the next five years. A full report of all occupations is provided in [Appendix B](#).

The abbreviated table, Table 2, below shows the occupations with 40 or more employees that have the highest local concentrations (LQ).

Table 2. Attala County, MS Labor Shed - Occupations with High Concentrations

Labor Shed Counties include: Attala, Carroll, Choctaw, Holmes, Leake, Madison, Montgomery, Neshoba & Winston

SOC	Description	2007 Jobs	2016 Jobs	2022 Jobs	2016 - 2022 Change	2016 - 2022 Percent Change	Avg. Hourly Earnings	2016 Location Quotient	National 2016 Jobs	National 2022 Jobs	2016 - 2022 National Change	National Avg. Hourly Earnings
45-4021	Fallers	138	147	139	(8)	(5%)	\$19.19	25.34	8,180	7,700	(2,627)	\$19.09
45-4022	Logging Equipment Operators	410	483	529	46	10%	\$16.25	15.95	42,715	41,936	(10,103)	\$17.34
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	1,121	1,075	971	(104)	(10%)	\$10.59	9.84	153,998	158,555	2,611	\$12.27
51-9193	Cooling and Freezing Equipment Operators and Tenders	52	49	45	(4)	(8%)	\$12.27	8.14	8,437	8,861	795	\$15.49
45-4011	Forest and Conservation Workers	26	57	85	28	49%	\$15.89	6.50	12,388	13,420	1,350	\$15.01
51-3023	Slaughterers and Meat Packers	389	348	312	(36)	(10%)	\$11.09	6.03	81,388	84,675	2,056	\$13.00
51-2092	Team Assemblers	3,722	4,235	4,633	399	9%	\$15.68	5.34	1,118,761	1,174,349	(22,234)	\$15.67
51-4122	Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	140	167	165	(2)	(1%)	\$17.64	4.90	48,048	44,962	(12,426)	\$18.39
51-7041	Sawing Machine Setters, Operators, and Tenders, Wood	233	175	189	14	8%	\$12.13	4.64	53,209	54,972	(12,255)	\$14.31
19-1031	Conservation Scientists	59	72	80	8	11%	\$24.61	4.62	21,927	23,201	1,859	\$31.29
43-5041	Meter Readers, Utilities	107	92	83	(10)	(10%)	\$13.75	3.82	33,991	32,115	(3,552)	\$20.14
49-9044	Millwrights	107	107	109	2	2%	\$23.56	3.66	41,102	46,007	5,099	\$25.94
49-9095	Manufactured Building and Mobile Home Installers	11	<10	<10	Insf. Data	Insf. Data	Insf. Data	3.45	3,541	3,105	(1,024)	\$14.42
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	99	123	140	17	14%	\$20.70	3.35	51,757	51,880	1,088	\$22.85
11-1031	Legislators	139	122	113	(9)	(7%)	\$11.58	3.10	55,395	55,529	(1,883)	\$21.55
43-5031	Police, Fire, and Ambulance Dispatchers	211	212	204	(7)	(3%)	\$11.71	3.00	99,527	100,025	(1,312)	\$19.74
35-2011	Cooks, Fast Food	1,001	1,116	1,073	(43)	(4%)	\$8.72	2.98	528,589	515,067	28,516	\$9.85
31-1013	Psychiatric Aides	112	148	162	13	9%	\$9.08	2.94	71,118	75,524	7,190	\$13.82
49-9043	Maintenance Workers, Machinery	157	193	222	29	15%	\$20.26	2.92	93,326	101,297	7,824	\$22.11
43-4041	Credit Authorizers, Checkers, and Clerks	72	75	75	(0)	(0%)	\$15.37	2.76	38,293	38,374	(3,445)	\$18.91
49-3041	Farm Equipment Mechanics and Service Technicians	75	70	79	9	13%	\$17.79	2.62	37,957	40,968	4,545	\$18.67

Table 2. Attala County, MS Labor Shed - Occupations with High Concentrations (Continued)

SOC	Description	2007 Jobs	2016 Jobs	2022 Jobs	2016 - 2022 Change	2016 - 2022 Percent Change	Avg. Hourly Earnings	2016 Location Quotient	National 2016 Jobs	National 2022 Jobs	2016 - 2022 National Change	National Avg. Hourly Earnings
19-3093	Historians	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	2.53	3,578	3,741	232	\$28.73
47-4051	Highway Maintenance Workers	290	254	240	(14)	(6%)	\$13.71	2.44	146,657	151,849	3,720	\$18.99
29-2041	Emergency Medical Technicians and Paramedics	228	425	568	144	34%	\$16.74	2.44	245,776	283,824	69,213	\$17.36
41-2012	Gaming Change Persons and Booth Cashiers	40	41	40	(1)	(2%)	\$10.23	2.41	23,827	24,162	(468)	\$12.47
47-5042	Mine Cutting and Channeling Machine Operators	<10	<10	11	Insf. Data	Insf. Data	Insf. Data	2.34	5,589	5,729	(1,083)	\$24.36
35-2012	Cooks, Institution and Cafeteria	579	671	728	57	9%	\$9.19	2.18	435,035	463,271	58,237	\$12.67
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	142	143	130	(13)	(9%)	\$13.66	2.17	93,106	97,369	12,244	\$12.84
53-7063	Machine Feeders and Offbearers	176	138	143	6	4%	\$12.11	2.16	89,704	91,931	(5,376)	\$14.66
51-3099	Food Processing Workers, All Other	76	67	63	(4)	(6%)	\$10.39	2.15	44,243	47,798	5,698	\$12.41
39-4031	Morticians, Undertakers, and Funeral Directors	47	42	40	(2)	(5%)	\$22.01	2.15	27,348	28,627	859	\$26.07
43-4031	Court, Municipal, and License Clerks	221	198	191	(7)	(4%)	\$14.41	2.11	132,331	136,922	3,332	\$19.08
43-2011	Switchboard Operators, Including Answering Service	72	142	129	(13)	(9%)	\$11.74	2.10	95,604	82,983	(22,167)	\$14.29
51-3093	Food Cooking Machine Operators and Tenders	56	53	53	(1)	(1%)	\$11.06	2.04	36,965	39,090	4,630	\$14.58
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	84	82	83	0	1%	\$23.01	2.02	57,474	60,090	3,438	\$37.04
49-9051	Electrical Power-Line Installers and Repairers	134	171	191	20	12%	\$26.10	2.01	119,737	134,788	28,545	\$32.17
33-3012	Correctional Officers and Jailers	611	627	676	49	8%	\$12.97	2.01	440,099	453,723	6,024	\$22.48

Wages

Average wages for all occupations in the Attala County Labor Shed are \$18.17 per hour. This is \$5.02 per hour, or 27.6% below the national average of \$23.19. Only the occupations with the highest concentrations have local wages above the national average.

Since some of the occupations with high LQs in the local Labor Shed are projected to see local and national decline over the next five years, there are opportunities to transition the workers in these occupations to other industries. This is reflected in the target industry recommendations.

In total, existing businesses in the Labor Shed are projected to generate an increase of over 9,583 jobs over the next five years. This projected increase in employment, paired with prevailing low wages and no growth in the local population base indicates that there will be market pressure to increase local wages.

Talent Pipeline

A review of higher education institutions and program completions in the region serving the Central Mississippi Labor Shed reveals a substantial pipeline of future talent for any locating or expanding industry.

For this analysis, we included all colleges and technical schools within 95-100 miles of the center point of the four-county region in this study. However, we excluded the colleges within this radius located in Alabama to keep from overstating the size of the talent pipeline. While these higher education institutions could likely supply some of the talent for Central Mississippi, they are more focused on serving their local area.

Map 2. Higher Education Institutions Serving the Central Mississippi Labor Shed

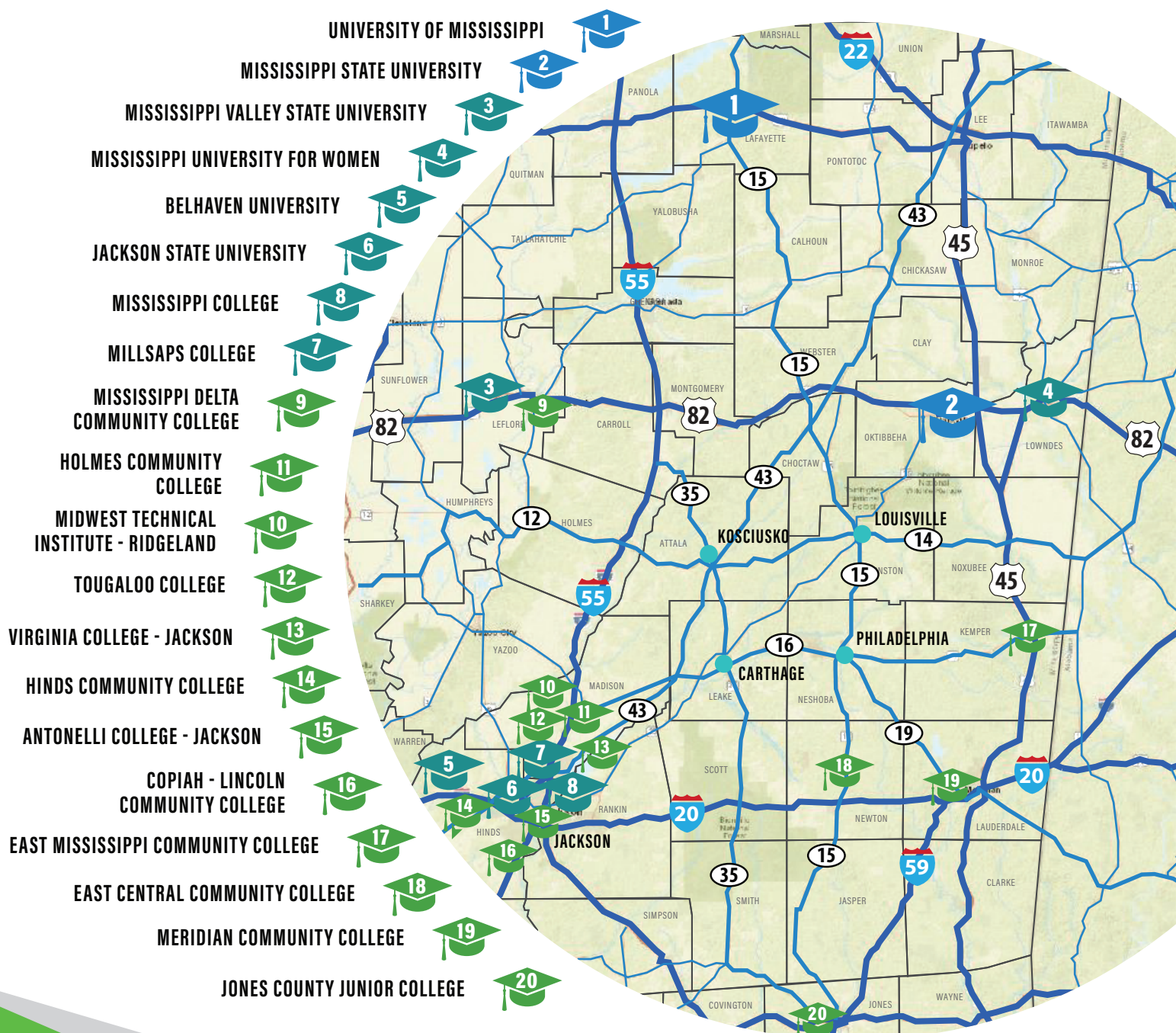


Table 3. Higher Education Completions

A total of 20 institutions offer programs of general and technical education ranging from technical certificates to doctoral degrees, providing a steady supply of talent.

Institution	Award of less than 1 academic year	Award of at least 1 but less than 2 academic years	Associate Degree	Award of at least 2 years, but less than 4	Bachelor's Degree	Post-Baccalaureate Certificate	Master's Degree	Post-Master's Certificate	Doctorate Degree	All Certificates	All Degrees	All Completions
Antonelli College - Jackson	0	32	115	0	0	0	0	0	0	32	115	147
Belhaven University	3	0	38	0	514	1	358	22	0	26	910	936
Copiah-Lincoln Community College	65	65	597	0	0	0	0	0	0	130	597	727
East Central Community College	0	116	483	0	0	0	0	0	0	116	483	599
East Mississippi Community College	49	124	772	0	0	0	0	0	0	173	772	945
Hinds Community College	675	1459	1545	0	0	0	0	0	0	2,134	1,545	3,679
Holmes Community College	0	232	1061	0	0	0	0	0	0	232	1,061	1,293
Jackson State University	0	0	0	0	984	0	434	13	86	13	1,504	1,517
Jones County Junior College	80	382	873	0	0	0	0	0	0	462	873	1,335
Meridian Community College	90	186	527	5	0	0	0	0	0	281	527	808
Midwest Technical Institute - Ridgeland	361	21	0	0	0	0	0	0	0	382	0	382
Millsaps College	0	0	0	0	179	0	41	0	0	0	220	220
Mississippi College	0	0	0	0	579	0	585	4	196	4	1,360	1,364
Mississippi Delta Community College	0	131	397	0	0	0	0	0	0	131	397	528
Mississippi State University	0	0	0	0	3,302	0	716	17	236	17	4,254	4,271
Mississippi University for Women	0	0	41	0	739	0	83	1	1	1	864	865
Mississippi Valley State University	0	0	0	0	305	0	108	0	0	0	413	413
Tougaloo College	0	0	0	0	141	0	0	0	0	0	141	141
University of Mississippi	0	0	0	0	3826	5	957	16	548	21	5,331	5,352
Virginia College - Jackson	17	167	17	0	0	0	0	0	0	184	17	201
	1,340	2,915	6,466	5	10,569	6	3,282	73	1,067	4,339	21,384	25,723

Appendix C contains detailed completions by program, degree/certificate and institution.

These 20 higher education institutions produce over 25,700 program completions per year.



Workforce Survey

In addition to analyzing published secondary data from the U.S. Bureau of Labor Statistics, U.S. Department of Commerce, U.S. Department of Education, the Mississippi Departments of Labor and Workforce Development and proprietary data sources, Younger Associates conducted a workforce survey to collect information not found in any published secondary data. This includes underemployment and the not-employed-but-interested cohort, most of whom are not included in unemployment statistics.

The YA survey team was in the region September 14-16, 2017, and conducted 592 intercept interviews of a demographically representative sample of the population. This number of surveys provides a ± 4 percent margin of error.

The interview team included both English and Spanish speaking researchers. The surveys were administered as brief verbal interviews so that there were no literacy or language barriers. The survey team worked during a range of different days, times and places to deliver results that are reflective of the Labor Shed population.

Table 4. List Survey Locations

Locations for the survey interviews were identified by local economic developers and included:

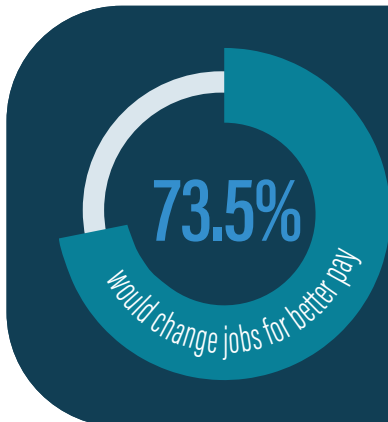
Kosciusko - Attala County	Carthage - Leake County	Philadelphia - Neshoba County
Kangaroo Crossing	Dirt Cheap	Piggly Wiggly
Sunflower	The Junction	Choctaw Post Office
WalMart Supercenter	WalMart Supercenter	WalMart Supercenter
	Piggly Wiggly	Vowell's Market Place
		Pearl River Resort
Louisville - Winston County	Walnut Grove:	Bogue Chitto Community
Northgate Shopping Center	Dollar General	Big Creek Store
WalMart Supercenter	South of the River Roux	
Winston County Courthouse		
R.E. Heinze Stadium at Louisville High School		

Key Workforce Findings

Currently Employed

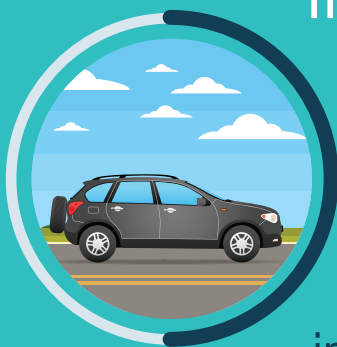
Only **9.2%** of the currently employed population is **self-employed**, which is **slightly lower** than the other rural areas where self-employment is typically between **12% and 15%**.

12-15%
9.2%

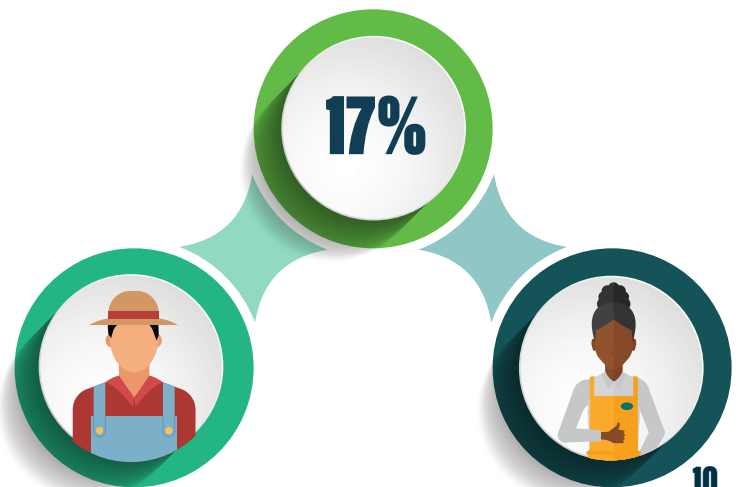


Among the **currently employed**, 73.5% report a **willingness to change jobs**, which is **higher** than the rates we have seen in other labor shed areas. Most respondents who are willing to change jobs want **higher pay** (as little as 50¢).

Almost **17%** of the currently employed have a **second job** with the most frequently cited second job being **farming, retail or services**.



The average commute time in the labor shed is **27.0 minutes** versus the **29 minutes** in Attala County.



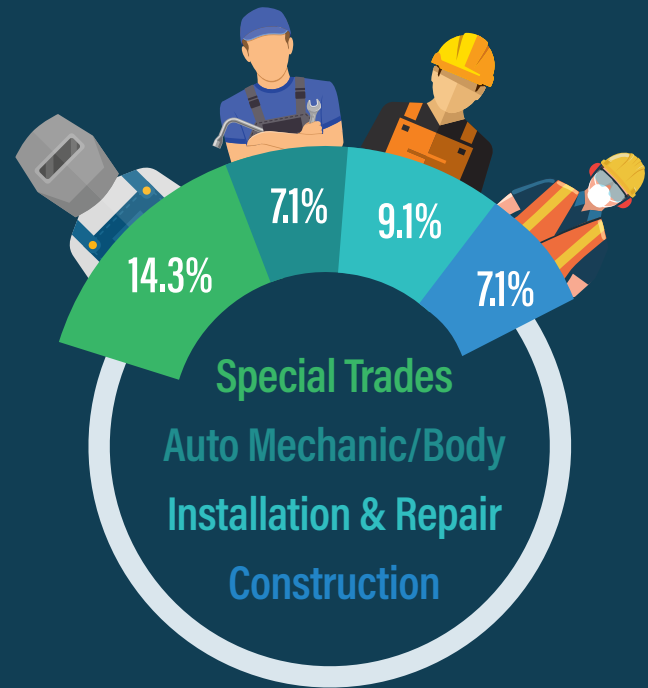
Underemployed

Approximately **28%** of the workforce report being **underemployed**.

The rates we have measured across the country are typically more in the **14-18%** range.



Survey respondents who identified as underemployed listed specialized work experience or training for:



The underemployed are a significant resource for potential employees in the Central Mississippi Labor Shed. This includes people who:

- » Are employed part-time, but would prefer to be employed full-time
- » Are employed, but have experience, skills or training that qualify them for work in other fields
- » Are employed in second, and/or part-time jobs

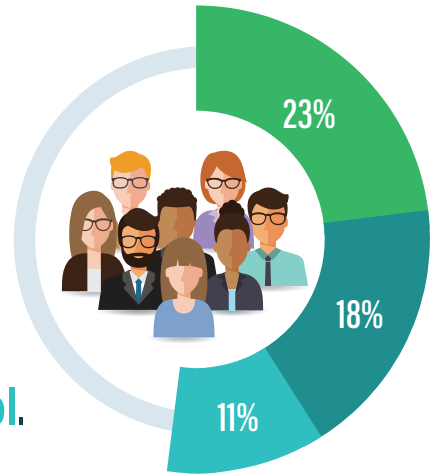
15% FEWER THAN
HELD A CERTIFICATE OR WERE
IN THE PROGRAM AT PRESENT

WorkKeys®

Among all survey respondents, **88%** were **aware** of the Work Keys/Career Readiness Certificate Program, a very high level, but fewer than **15%** either **held a certificate or were in the program** at present.

Not Employed, But Interested

A significant cohort representing more than 10,000 people in the Labor Shed are not employed, but seeking jobs. Of those, 23% said they had applied for jobs, but not been hired; 18% cited layoffs or company closures; and 11% said they were attending school.



Unemployed cohort would be willing to work:

- 88.5% Willing to Train for New Skills
- Hourly Rate of \$10.29
- 70% Willing to Work Shifts

Top preferences among Not Employed for new skills training

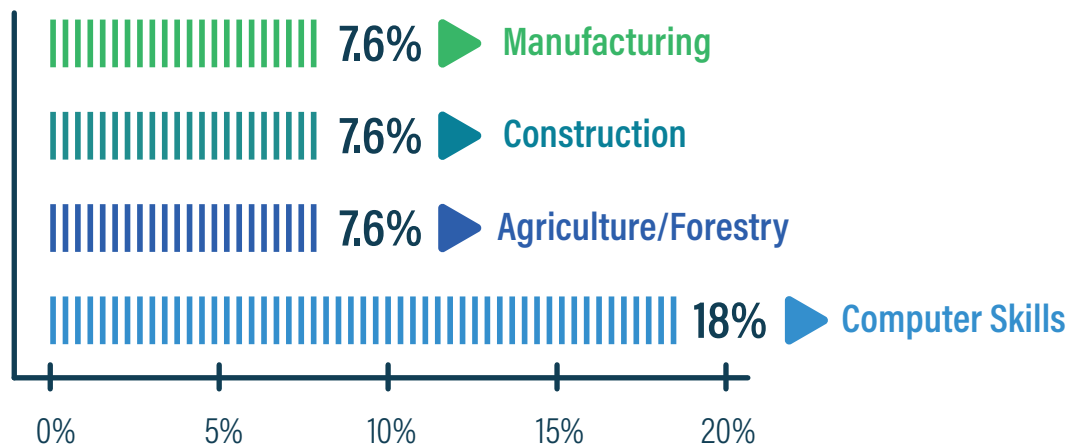




Table 5. Hidden Labor Reserves for Attala County, MS

Labor Shed Counties Include: Attala, Carroll, Choctaw, Holmes, Leake, Madison, Montgomery, Neshoba & Winston

Employment Characteristic	Attala County Labor Shed
Working Age Population 18-64	113,629
Adjustment - Institutionalized (4.1%)	108,979
Not Employed, But Interested in Employment from Survey	17.9%
Reported No Boundaries to Employment	48.0%
Total Not Currently Employed, but Interested in Employment	9,363
Employed Part Time Percentage from Survey	16.3%
Total Employed Part Time	11,493
Part-Employment, but Prefer Full-time Employment Percentage from Survey	68.7%
Part-Employment, but Prefer Full-time Employment	7,896
Employed, but Reported Underemployed Percentage from Survey	27.9%
Total Under-Employed	19,672
Want to Work in Their Area of Training/Skills/Education Percentage from Survey	74.3%
Total Under-Employed and Want to Use Training/Skills/Education	14,616
Annual Completions from All Training Providers in the Region (Technical, Associates & Beyond Degrees)	25,723
Hidden Labor Reserves	57,599

Full survey response data for Central Mississippi are included in Appendix D.

Target Sector Screening

The determination of potential target business sectors for a community by Younger Associates is based upon numerous factors, including:

- » A review of existing employment and business establishments within the Labor Shed
- » A review of industry concentrations within the Labor Shed
- » A non-technical review of available sites and buildings
- » A screening of location quotients (LQ) by business sector
- » Interviews with major employers located in Central Mississippi
- » Interviews with higher education leaders
- » A review of any other pertinent locational strengths
- » An analysis of potential targets to determine growth potential and compatibility with local resources

Existing Economic Base

Major private employers in Attala County are led by manufacturing and construction related industries.

Table 6. Attala County Major Employers

Company	Employees	Product or Services
Kosciusko School District	296	Education
WalMart	230	Retail
Attala County Schools	22	Education
Ivey Mechanical	172	Mechanical, HVAC
Prairie Farms	140	Dairy
Baptist Medical Center	120	Health Care
J.C. Cheek Contractors	115	Construction
Mitchell Metal Products	100	Manufacturing

A numeric screening of all business sectors identified the sectors that have at least twice the concentration of business activity as the national economy (an LQ of 2 or above). **Appendix E** contains a full list of all occupations. Table 7 on the next page lists these sectors with \$42,500 or higher average earnings per job. This wage benchmark was selected to focus on business sectors that have the potential to improve wage rates in the Central Mississippi region.

Further study of the industrial mix in the Labor Shed; however, reveals that 80% of local industries with high local concentrations are in sectors that are projected to undergo a national growth in job numbers over the next five years. This does not necessarily dictate that there will be an increase in these industries locally, but the overall industry outlook is worthy of note.

Any of the sectors listed in Table 7 with a positive national growth rate projection could be considered a target for the Central Mississippi region that matches workforce resources.

Table 7. Attala County, MS Labor Market Area Target Industry Sectors with Growth & Wage Potential

Labor Shed Counties Include: Attala, Carroll, Choctaw, Holmes, Leake, Madison, Montgomery, Neshoba & Winston

NAICS	Description	2016 Business Units	2016 Jobs	2022 Jobs	Increase of	LQ of 3+	Wages	National 2016 Jobs	National 2022 Jobs	Top 50 Growth	15%+ Growth
					2016-2022 Change	2016 Location Quotient	Avg. Earnings Per Job			2016 - 2022 National Change	2016 - 2022 National % Change
336112	Light Truck and Utility Vehicle Manufacturing	1	4,460	4,900	440	97.25	\$92,722	64,679	72,648	7,968	12%
325311	Nitrogenous Fertilizer Manufacturing	1	229	192	(37)	40.04	\$87,085	8,071	8,860	789	10%
333924	Industrial Truck, Tractor, Trailer, and Stacker Machinery Manufacturing	2	551	484	(67)	31.10	\$66,542	24,963	27,943	2,979	12%
336360	Motor Vehicle Seating and Interior Trim Manufacturing	3	1,232	1,573	341	23.90	\$53,774	72,736	81,989	9,253	13%
115310	Support Activities for Forestry	18	308	436	128	23.38	\$42,528	18,609	20,273	1,664	9%
336211	Motor Vehicle Body Manufacturing	2	837	783	(54)	20.38	\$58,353	57,898	60,325	2,427	4%
315190	Other Apparel Knitting Mills	1	61	30	(31)	17.62	\$45,273	4,870	3,871	(999)	(21%)
212111	Bituminous Coal and Lignite Surface Mining	3	276	346	69	16.50	\$95,760	23,624	22,594	(1,030)	(4%)
311710	Seafood Product Preparation and Packaging	1	244	271	27	9.37	\$63,196	36,668	35,750	(918)	(3%)
332992	Small Arms Ammunition Manufacturing	1	64	88	25	8.05	\$79,814	11,140	12,042	902	8%
321113	Sawmills	13	456	460	4	7.52	\$52,107	85,606	86,873	1,268	1%
325991	Custom Compounding of Purchased Resins	1	78	95	17	6.30	\$92,398	17,374	17,251	(123)	(1%)
311119	Other Animal Food Manufacturing	1	132	135	4	5.47	\$47,836	33,955	35,298	1,342	4%
517210	Wireless Telecommunications Carriers (except Satellite)	17	486	580	94	5.37	\$62,712	127,572	132,793	5,220	4%
332313	Plate Work Manufacturing	3	138	117	(21)	4.39	\$47,795	44,426	46,175	1,750	4%
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	1	76	41	(35)	4.39	\$65,044	24,397	25,343	945	4%
424710	Petroleum Bulk Stations and Terminals	10	101	108	6	4.29	\$51,770	33,342	36,149	2,807	8%
115210	Support Activities for Animal Production	2	119	114	(5)	4.06	\$51,671	41,185	43,595	2,410	6%
532411	Commercial Air, Rail, and Water Transportation Equipment Rental and Leasing	1	16	24	9	4.04	\$137,242	5,525	5,553	29	1%
621910	Ambulance Services	6	488	701	212	3.86	\$47,250	178,488	219,318	40,831	23%
333995	Fluid Power Cylinder and Actuator Manufacturing	1	43	51	8	3.67	\$52,653	16,363	17,380	1,017	6%
115112	Soil Preparation, Planting, and Cultivating	14	85	97	12	3.31	\$59,933	36,068	41,647	5,578	15%
423820	Farm and Garden Machinery and Equipment Merchant Wholesalers	14	236	275	39	3.26	\$60,040	102,258	108,423	6,164	6%
333413	Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing	1	66	65	(1)	3.15	\$48,415	29,558	31,779	2,221	8%
322121	Paper (except Newsprint) Mills	1	124	145	21	3.01	\$65,401	58,107	49,258	(8,849)	(15%)
541860	Direct Mail Advertising	2	98	62	(36)	2.84	\$59,583	48,545	42,657	(5,888)	(12%)
333241	Food Product Machinery Manufacturing	1	37	39	3	2.84	\$50,905	18,262	19,213	951	5%
522291	Consumer Lending	51	213	179	(33)	2.82	\$47,312	106,407	117,737	11,331	11%
333120	Construction Machinery Manufacturing	2	123	144	21	2.63	\$85,180	65,822	67,986	2,164	3%
335314	Relay and Industrial Control Manufacturing	1	82	103	21	2.58	\$65,616	44,522	44,347	(175)	(0%)

Recommended Target Sectors

Primary Targeted Sectors

Correlating the existence of local skills and experience base due to the presence of existing industries with the growing sectors of the U.S. economy yields a list of potential industrial recruitment targets. The target list has been refined to only include industries that offer an average pay of more than \$42,500.

A review of all the data compiled for this analysis leads to the following recommendation for other primary targeted industrial recruitment sectors:

321 – Wood Product Manufacturing. The industry has been historically strong in the region, and the infrastructure is in place to support it. Again, Mississippi State University offers a strong talent pipeline. Specific sectors recommended for recruitment include:

321113 – Sawmills. Average annual salary \$52,100. Projected national growth rate through 2022, 1 percent.

321114 – Wood Preservation.*

321992 – Cut Stock, Resawing Lumber, and Planing.*

321999 – All Other Miscellaneous Wood Product Manufacturing.*

332 – Fabricated Metal Product Manufacturing. A major presence in the region, the skill sets are present in the workforce and training infrastructure exists from the technical certificate to graduate level. Several growth sectors exist nationally. Specific sectors recommended for recruitment include:

332313 – Plate Work Manufacturing. Average annual salary \$47,800. Projected national job growth through 2022, 4 percent.

332992 – Small Arms Ammunition Manufacturing. Average annual salary \$79,800. Projected national job growth through 2022, 8 percent.

332311 – Prefabricated Metal Building and Component Manufacturing.*

332312 – Fabricated Structural Metal Manufacturing.*

333 – Machinery Manufacturing. The presence of Mississippi State University and its excellent engineering program offers a steady source of skilled graduates, and the established manufacturing industry in the area has already proven the ability for success in the region. Specific sectors recommended for recruitment include:

333120 – Construction Machinery Manufacturing. Average annual salary \$85,180. Projected national growth rate through 2022, 3 percent.

333241 – Food Product Machinery Manufacturing. Average annual salary \$50,900. Projected national job growth through 2022, 5 percent.

333413 – Industrial and Commercial Fan and Blower and Air. Average annual salary \$48,400. Projected national job growth through 2022, 8 percent.

* While not included in the industry table for the Labor Shed, this subsector is present in the Central Mississippi region and should be investigated as a potential target.

Primary Targeted Sectors (Cont.)

333924 – Industrial Truck, Tractor, Trailer and Stacker Machinery Manufacturing. Average annual salary \$66,500. Projected national job growth through 2022, 12 percent.

333995 – Fluid Power Cylinder and Actuator Manufacturing. Average annual salary \$52,700. Projected national growth rate through 2022, 6 percent.

333111 – Farm Equipment and Machinery Manufacturing.*

333519 – Rolling Mill and Other Metalworking Machinery Manufacturing.*

333996 – Fluid Power Pump and Motor Manufacturing.*

336 - Transportation Equipment Manufacturing. Given the presence in the larger region of four major automotive and heavy truck assembly plants, automotive assembly is essentially a mature industry in the region. However, assembly expansion in the southeast in general could spur an increased demand for second-and third-tier suppliers, and could cause those suppliers to review their existing manufacturing and distribution networks with an eye toward consolidation and/or relocation and modernization for optimum efficiency.

336211 - Motor Vehicle Body Manufacturing. Average annual salary \$58,400. Projected national job growth through 2022, 4 percent

336360 – Motor Vehicle Seating and Interior Trim Manufacturing. Average annual salary \$53,774. Projected national job growth through 2022, 13 percent.

336370 – Motor Vehicle Metal Stamping.*

336413 – Other Aircraft Parts and Auxillary Equipment Manufacturing.*

Other Recommended Primary Targeted Sectors

236210 – Industrial Building Construction. Annual salary \$97,900. Projected average growth rate, 8 percent.

A review of the post-high-school educational completions table referenced earlier in this report affirms that there is a pipeline for trained talent with the appropriate skill sets for these manufacturing sectors and for general business support such as business management and computer training. In particular, the number of engineering graduates from Mississippi State University is an attractive selling point for industries that may be concerned about their ability to hire the needed engineers.

* While not included in the industry table for the Labor Shed, this subsector is present in the Central Mississippi region and should be investigated as a potential target.

Secondary Targeted Sectors

Other sectors within each three-digit code would also be good fits for the region, as the workforce skill set, training infrastructure and supply/customer chain could be easily adaptable.

115 – Support Activities for Agriculture and Forestry. Industries in the Support Activities for Agriculture and Forestry subsector provide support services that are essential parts of agricultural and forestry production. These support activities may be performed by the agriculture or forestry producing establishment or conducted independently as an alternative source of inputs required for the production process for a given crop, animal, or forestry industry. Establishments that primarily perform these activities independent of the agriculture or forestry producing establishment are in this subsector.

115112 – Soil Preparation, Planting and Cultivating. Average annual salary \$59,900. Projected national job growth through 2022, 15 percent.

115210 – Support Activities for Animal Production. Average annual salary \$51,600. Projected national job growth through 2022, 6 percent.

115310 – Support Activities for Forestry. Average annual salary \$42,500. Projected national job growth through 2022, 9 percent.

The presence of a strong agricultural education program at Mississippi State University and an existing labor force skilled in food processing indicates that other targets in the food processing sector should be investigated, as those sectors tend to be more immune to economic fluctuations than other manufacturing sectors. In particular, the following sectors should be considered secondary targets:

311 - Food Manufacturing.

311119 – Other Animal Food Manufacturing. Average annual salary \$47,800. Projected national job growth through 2022, 4 percent.

3114 – Fruit and Vegetable Preserving and Specialty Food Product Manufacturing.*

3115 – Dairy Product Manufacturing.*

* While not included in the industry table for the Labor Shed, this subsector is present in the Central Mississippi region and should be investigated as a potential target.

Recommendations for Innovation

Attract & Train Truck Driver Candidates

Many of the employers interviewed for this study expressed a shortage of truck drivers in the region. This shortage is due, in part, by the number of drivers reaching retirement age or retiring early because of the Department of Transportation's mandate of digital records. Furthermore, fewer people are entering this occupation due to negative perceptions about the industry and general lack of knowledge about the demand for drivers, pay and benefits. Most of the job openings in Central Mississippi are not for long haul drivers, meaning that the drivers can work during the day and be home at night.

Employers and potential truck drivers report that obtaining the Commercial Driver's License (CDL) is a barrier to employment. Holmes Community College offers a Professional Truck Driver Training program, but requires that a student already have a CDL before they can be admitted to the training program.

Strategies:

- » Work with Holmes Community College to see if they will offer some type of assistance for students to obtain their CDL to be able enter their professional truck driving training program (or remove this criteria from the program and make obtaining the CDL a part of the course).
- » Work with Holmes Community College and other training providers to offer some short-term training to aid seasoned drivers in the use of electronic log systems.
- » Create a promotional piece about this profession that includes a list of area training providers that offer professional truck driving programs along with pay and benefit information. Distribute to high schools, career centers and adult education centers.
- » Develop a program to publicize openings and the training path to become a driver.
- » Attract more trucking contractors to operate in the region.

Develop the New Housing Industry within the Region

Due to the natural resources, products already manufactured in the region and availability of construction special trade skills in the workforce, the area is a good fit for the emerging pre-fabricated homes and housing components. The residential construction market has changed over the course of the last 10 years from small, independent, local contractors building single family dwellings to large companies that custom prefabricate major housing components then assemble the home on location. This allows the construction company to mass produce parts of the home and benefit from the economy of scale. Publicly traded shares on the top 10 builders were over 60% in 2017.

This industry would utilize natural resources as well as products such as HVAC units and plywood made in the area. This industry is also an excellent match for existing labor pool.

This new industry could also help address the need for population growth in the four Central Mississippi counties. It is important to attract population growth, and available housing is one way to attract people of all ages.

Develop the New Housing Industry Within the Region (Cont.)

Strategies

- » Work with local industries that are manufacturing products used by homebuilders to see if they already partner with the new type of home construction companies. This could help identify possible recruitment targets, or local manufacturers may decide to expand into this field.
- » Use incentives such as free or very low cost land to attract an existing home prefabricator company to expand into the Central Mississippi region.
- » Encourage/incentivize start-ups, this would be an excellent field for entrepreneurs.

Develop Employer Working Panels

During the employer focus group sessions that were held as part of this study, participants interacted eagerly and indicated a benefit from meeting with other employers. These employer consortiums could be used to generate strategies or serve as a catalyst for developing workforce skills improvement initiatives and training programs.

The employer panels should incorporate training providers into their meetings at least twice per year. Local training providers already meet with some employers one on one. It is also suggested that regional industry-specific panels be held. The panels would formalize the process and provide continuous updates on skill gaps and other issues. .

Address Drug Treatment to Enlarge Potential Labor Reserves

Due to the prevalent use of drugs serving as a barrier to employment, employers and health care providers could create a regional drug-free workplace coalition to help those who are employed as well as those who apply for jobs. The national opioid epidemic has hit rural areas hard. Many people do not have access to treatment and become hopeless.

Similar programs have been shown to have long-term impacts on the individual employee and the overall workforce in the area. Rehabilitated employees have shown to be loyal to their employer who invested in their sobriety. Furthermore, investing in an employee's treatment can be less costly than high turnover. Lowering turnover has also shown benefits to overall employer morale.

Partnering with local hospitals, other health care providers and social service agencies could help reduce the cost of treatment and offer programs to individuals seeking employment or in danger of losing their job due to an addiction.

This type of program is a new and innovative way of battling local addiction problems and would serve as a tool in recruiting industry to the region. It would also have long-term benefits to employers while improving the quality of life in the region.