

Comprehensive
Economic
Development
Strategy
2012-2017



North Central Planning & Development District

Submitted September 30, 2012

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I. INTRODUCTION

North Central Planning and Development District's Comprehensive Economic Development Strategy (CEDS) is the result of a planning process designed to guide the economic growth of the region. The purpose of the process is to help create jobs, foster a more stable and diversified economy, and improve living conditions. The CEDS provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

It is hoped that the CEDS document will provide a useful resource to enable and enhance local decision-makers', stakeholders', and the public's ability to evaluate and make the best possible choices to protect, enhance, and promote a high quality of life in the region. As an economic development liaison for the seven-county region, the North Central Planning and Development District is pleased to assist its local communities towards making effective and sustainable economic development choices.

The North Central Planning and Development District's CEDS Committee members represent local governments including the seven counties of the region and municipalities; business and industry; finance; workforce; higher education; professionals; as well as representatives of minorities and those representing other disadvantaged groups. Its member counties are the counties of north central Mississippi: Attala, Carroll, Grenada, Holmes, Leflore, Montgomery, and Yalobusha.

The process through which the CEDS Committee operates includes regularly constituted and structured meetings on a regular basis and on-call for particular business and a full agenda of goals establishment, arrangement of strategy formulation and the development of priority projects for programming goals implementation. Each attending and participating member has an equal (one vote) voice on the issues connected with the planning process. The strengths, weaknesses, opportunities, threats, goals, and objectives, as well as the action plan detailed in this document are based upon the work of the individual committees.

II. ORGANIZATION AND MANAGEMENT

A. Board of Directors

Table North Central PDD Board of Directors

Name	Address	Representation	County	Race	Term
*Norman Cobbins, Jr., President	135 Spencer Rd., Lexington, MS 39095	Private Sector	Grenada	Black	1 year
*Ron Wood, Vice President	764 Vaiden Kilmichael Rd., Kilmichael, MS 39747	Private Sector	Montgomery	White	1 year
*Talmadge "Tee" Golding, Secretary-Treasurer	P.O. Box 71, Winona, MS 38967	Elected Official	Montgomery	White	1 year
*Sam Abraham	P.O. Box 250, Greenwood, MS 38935	Elected Official	Leflore	White	1 year
*Johnny Hayward	59 Green St. Grenada, MS 38901	Elected Official	Grenada	White	1 year
*Henry Lockett	P.O. Box 239, Lexington, MS 39095	Elected Official	Holmes	Black	1 year
*Marvin Coward	Rt. 1, Box 224, Coila, MS 38923	Workforce Development	Carroll	White	1 year
*Wayne Self	P.O. Box 102, Itta Bena, MS 38941	Elected Official	Leflore	Black	1 year
*Larry Hart	P.O. Box 704, Water Valley, MS 38965	Private Sector	Yalobusha	White	1 year
*Jimmy Willis	483 Carver Circle, Grenada MS 38901	Private Sector	Grenada	Black	1 year
*Amos Sims	711 CR 15, Water Valley, MS 38965	Elected Official	Yalobusha	Black	1 year
*Eddie Womble	Rt. 4, Box 145, Kosciusko, MS 39090	Elected Official	Attala	White	1 year
*George Johnson	P.O. Box 122, North Carrollton, MS 38947	Private Sector (Retired)	Carroll	Black	1 year
*Gerry Taylor	230 W. Washington St., Kosciusko, MS 39090	Elected Official	Attala	White	1 year
Anjuan Brown		Elected Official	Leflore	Black	1 year
Michael Lott		Elected Official	Grenada	White	1 year
Charles Fancher	2768 Winter St., McCool, MS 39108	Elected Official	Attala	White	1 year
Darrell Robinson		Elected Official	Grenada	Black	1 year
Angela Curry		Private Sector	Leflore	Black	1 year
Joseph Guess	P.O. Box 249, Pickens, MS 39146	Private Sector	Holmes	White	1 year
Stanley "Sugar" Mullins	P.O. Box 60, Carrollton, MS 38917	Elected Official	Carroll	White	1 year
Troy Hodges	9317 Attala Rd. 3122, Vaiden, MS 39176	Elected Official	Attala	White	1 year
James H. Young		Elected Official	Holmes	Black	1 year
Keith McGee					
Terry Herbert		Elected Official	Carroll	White	1 year
Larry Davis	729-H Davis Rd., Tchula, MS 39169	Elected Official	Holmes	Black	1 year
Lindsay Roberts, Jr.	P.O. Box 270, Winona MS 38967	Private Sector	Montgomery	Black	1 year
Jimmy Cockroft	222 E. Washington St., Kosciusko, MS 39090	Elected Official	Attala	White	1 year
Chad Gray	687 Sparta Rd., Holcomb, MS 38940	Elected Official	Grenada	White	1 year
George Suggs	326 Willow St., Oakland MS 38948	Elected Official	Yalobusha	Black	1 year
Earline Townes	910 CR 131, Coffeeville MS 38922	Private Sector	Yalobusha	Black	1 year
Rickie Corley					
Lee McMinn					
Charlie Lee	2277 Hwy 82, Kilmichael MS 39747	Private Sector	Montgomery	Black	1 year
Robert Collins		Elected Official	Leflore	Black	1 year

* Executive Committee

All NCPDD Board members are appointed for one (1) year terms in February of each year.

B. Member Governments

Attala County

Attala County was established on December 23, 1833, one of 16 counties divided from the Choctaw Nation by the “Dancing Rabbit” treaty of 1830. The name Attala is said to be derived from Atala, the name of a fictional Indian heroine.

Attala County covers an area of about 735 square miles or 471,900 acres, with an estimated population of 19,466.¹ In ten years (between 2000 and the 2010 Census), the county declined by -0.49 percent, or 97 people. That population growth rate is expected to continue through the next five years.

The county is bordered by Montgomery County (north), Choctaw County (northeast), Winston County (east), Leake County (south), Madison County (southeast), Holmes County (west) and Carroll County (northwest). About 30 percent of the land area is in flood plain along rivers, creeks and streams. As of 1997, about 390,000 acres, or 85 percent of the county, was used for commercial timberland and other agricultural production.²

Although the principal economic base in Attala County is agriculture; the county also has several major industries, with over 2,000 people employed in that sector. Major employers include: Bluff Springs Paper Company; Cheek Companies; Interstate Industries of Mississippi; Milwaukee Tool Corporation; Mississippi Sportswear; and Mitchell Metal Products.

Population, 2011 estimate	19,466
Population, net change 4/2010-7/2011	98
Population 2010	19,564
Population percent change 1990 to 2000	-0.5%
Persons 65 years old and older, 2011	3,368 (17.3%)
White persons, 2011	10,998
African American Persons, 2011	8,254
Hispanic or Latino Persons, 2011	331
Percent High School Graduates, 2010	71.9%
Person with a disability, 2000	4,965
Number Housing units, 2011	9,124
Number Households, 2010	7,286
Persons below poverty, 2010	4,847 (24.9%)
Median Household Income, 2010	\$28,508

¹ 2010 Census Data, Attala County (estimate for 2011).

² Natural Resources Conservation Service (NRCS) Soil Survey for Attala County.

Municipalities

Town of Ethel

The Town of Ethel is located east of Kosciusko, off Highway 12, about halfway between Kosciusko and the Town of McCool. Just west of Ethel is a lumber mill that is the oldest business in Attala County. Ethel has recently constructed a new City Hall complex. Elementary school children attend classes about a mile away, while High School students travel just a short distance to a new school with about 300 children. Below are listed some demographic facts for the Town of Ethel:³

Table 3: Town of Ethel Demographics

Population, 2010	418
Persons over 65	55 (13.2%)
White persons	236 (56.5%)
African American Persons	176 (42.1%)
Persons with Disabilities (21-64 years of age)	107 (48.2%)
Individuals below poverty level	79 (18.8%)
Median household income	\$24,531
Number housing units	205

City of Kosciusko

First known as Red Bud Springs, Kosciusko is the county seat in Attala County. The city was named for an early pioneer, William D. Dodd, who was the first representative of Attala County in the State Legislature. He named the town after Tadeusz Kosciusko, a Revolutionary War general from Poland. In the 1830's, the businesses in Kosciusko consisted of a tavern and a blacksmith shop. These businesses served people who traveled up and down the Natchez Trace Trail.⁴

Today, Kosciusko is one of central Mississippi's largest shopping facilities with over 300 retail businesses, and numerous industries that provide employment for citizens in an 11-county area. New development is currently occurring in Kosciusko along Highway 12 West in the Red Bud Estates subdivision and in the Meadow Ridge Subdivision on the east side of Kosciusko. A new National Guard Armory and a new city Fire Station have recently been built on the north side of Kosciusko, along Highway 35 North.⁵

The city is served by Highways 12, 19, 35, 43, and 14, and the Natchez Trace Parkway. In 2000, Kosciusko had a population of 7,372. Kosciusko grew by 386 people, or 5.5 percent between 1990 and 2000. This growth rate is expected to continue during the next five years. The next table presents demographic information for Kosciusko:⁶

³ 2010 Census Data.

⁴ Soil Survey for Attala County, USDA, Natural Resources Conservation Service, 1997.

⁵ Interview with Kosciusko Building Official.

⁶ 2010 Census Data.

Table 4: City of Kosciusko Demographics

Population, 2010	7402
Persons over 65	1,273 (17.2%)
White persons	3,375 (45.6%)
African American Persons	3,842 (51.9%)
Persons with Disabilities (21-64 years of age)	933 (26.6%)
Individuals below poverty level	2,058 (27.8%)
Median household income	\$26,109
Number housing units	3,169

Town of McCool

The Town of McCool is located in the very northeast corner of Attala County, on Highway 12. Below are listed some demographic facts for McCool:⁷

Table 5: Town of McCool Demographics

Population, 2010	135
Persons over 65	34 (18.7%)
White persons	114 (84.4%)
African American Persons	19 (14%)
Persons with Disabilities (21-64 years of age)	17 (20%)
Individuals below poverty level	75 (55.2%)
Median household income	\$28,958
Number housing units	88

Town of Sallis

The Town of Sallis is located in the western region of Attala County, off Highway 12. Below are listed some demographic facts for Sallis:⁸

Table 6: Town of Sallis Demographics

Population, 2010	134
Persons over 65	24 (17.9%)
White persons	95 (70.9%)
African American Persons	39 (29.1%)
Persons with Disabilities (21-64 years of age)	35 (53.8%)
Individuals below poverty level	29 (24.8%)
Median household income	\$27,500
Number housing units	67

⁷ 2010 Census Data.

⁸ 2010 Census Data.

Carroll County

Established by legislative act in December, 1833, from Choctaw Indian Territory acquired in the Dancing Rabbit Treaty of 1830, Carroll County was named after Charles G. Carroll, of Carrollton, Maryland, one of the original signers of the Declaration of Independence.⁹

Carroll County covers an area of about 628 square miles with an estimated population of 10,373.¹⁰ At the time it was formed, Carroll County was much larger than its current size (It was 908 square miles). At that time, the county boundaries reached three miles further north; five miles east of the City of Winona (Montgomery County); and was touched by the Tallahatchie and Yazoo Rivers to the west.

Two hundred eighty square miles were removed during the 1870's to become parts of Grenada, Leflore, and Montgomery Counties. The two major manufacturing towns in Carroll County, Greenwood and Winona, were removed with the creation of Leflore and Montgomery Counties (both became county seats of those respective counties).

Interstate 55 links Carroll County with Jackson, Mississippi (95 miles to the south) and Memphis, Tennessee (about 115 miles to the north). U.S. Highway 82 and Mississippi State Highways 17, 35, and 304 also serve the area.

There are two county seats in Carroll County: Carrollton and Vaiden, and a total county population of 10,597.¹¹ The economy of the area is predominantly agricultural. Cotton, corn, soybeans and hay are the primary crops grown, with cotton being the main source of farm income. There is one major industry in Carroll County, Anel Corporation, which is situated off Highway 51, about 3.6 miles south of the City of Winona (Montgomery County). There are about 105 other non-farm employers in Carroll County.

There are approximately 5,052 housing units in Carroll County,¹² with about 81 percent of those homes occupied by owners. According to the 2000 Census, the average value of owner-occupied homes was \$65,400. In Carroll County, the terrain varies from the low areas in the western section to steep with narrow ridge tops and narrow valleys in the towns of Carrollton and North Carrollton.

Table 7: Carroll County Demographics

Population, 2011 Estimate	10,373
Population, net change 4/1/2010 to July 1, 2011	-2.1%
Population 2010	10,597
Number Households, 2011	5,040
Median Household Income, 2010	\$29,290
Persons below Poverty, 2010	2,497

⁹ Carroll County Origins, Winona Public Library, p. 5.

¹⁰ 2010 Census Data, Carroll County (estimate for 2011).

¹¹ U.S. Census Bureau.

¹² U.S. Census Bureau

Municipalities

Town of Carrollton

With a land area of about 0.8 square miles, the Town of Carrollton had a population of 190 in 2010. On the next page are some demographic facts for Carrollton:

Table 8: Town of Carrollton Demographics

Population	190
White persons	172
African American persons	17
Other non-white persons	1
Median Household Income	\$42,292
Total housing units	96
Owner-occupied housing units	91
Individuals below poverty level	61

Town of North Carrollton

The Town of North Carrollton was established in 1890 around a railroad terminal on what is now the Columbus-Greenville Railroad. With a land area of about 0.3 square miles and an altitude of 350 feet, the terrain is described as steep with narrow ridge tops and narrow valleys. Big Sand Creek, which flows westerly along the southern corporate border of North Carrollton, drains the southern portion of the community. Commercial and residential development exists in the flood plain. Low-lying areas along Big Sand Creek and Beasley Creek are subject to periodic flooding caused by overflow of these streams usually during heavy or prolonged seasonal rains.¹³ Below are listed some demographic facts for North Carrollton:¹⁴

Table 9: Town of North Carrollton Demographics

Population	473
White persons	280
African American persons	171
Other non-white persons	22
Median Household Income	\$17,574
Total housing units	244
Owner-occupied housing units	202
Individuals below poverty level	291

¹³ Flood Insurance Study, Town of North Carrollton, June 1977.

¹⁴ 2010 Census Data.

Town of Vaiden

The Town of Vaiden is one of two county seats of Carroll County. It is located on U.S. Highway 51, about three miles off Interstate 55. With an approximate land area of 2.0 square miles, Vaiden's elevation is about 350 feet according to the National Geodetic Vertical Datum of 1929. The terrain is steep with narrow ridge tops and narrow valleys leading out to plains around the Big Black River.¹⁵ The next table lists some demographic facts for the Town of Vaiden:¹⁶

Table 10: Town of Vaiden Demographics

Population	734
White persons	239
African American persons	479
Other non-white persons	16
Median Household Income	\$22,000
Total housing units	357
Owner-occupied housing units	305
Individuals below poverty level	185

¹⁵ Flood Insurance Study, Town of Vaiden, June 1977.

¹⁶ 2010 Census Data.

Grenada County

Grenada County covers an area of about 431 square miles with an estimated population of 21,906 according to the 2010 Census. In the ten years between 2000 and 2010, Grenada County decreased by 1,357 people, or -5.83 percent. In a 2011 Census estimate, the population decreased since 2010, with 21,706 (200 fewer people for a -0.9% decrease in one year).¹⁷

Geographically, Grenada County is located in north-central Mississippi, adjacent to Yalobusha County to the north; Tallahatchie County to the north and west; Leflore County to the west; Carroll and Montgomery Counties to the south; and Calhoun and Webster Counties to the east. Interstate 55, U.S. Highway 51, and State Highways 7 and 8 serve the county.

Land use in Grenada County is predominantly agricultural; however, numerous major industries have made the community a major employment center for surrounding counties. Cotton, corn and soybeans are the major crops; however, 64 percent of the acreage in Grenada County is currently in timber land.¹⁸

Elevations in Grenada County vary widely from 125 feet in the Delta area (western region of Grenada County) to 460 feet in the hill section (central region).

Table 11: Grenada County Demographics

Population, 2011 estimate	21,706
Population, 2010	21,906
Population, 2000	23,263
Persons 65 years and older, 2000	3,364 (15.5%)
Number Housing units, 2011	10,108
Number Households, 2010	8,945
Median Household Income, 2010	\$32,901
Number persons below poverty, 2010	5,470 (25.2%)

¹⁷ U.S. Census Data: and 2011 Census Estimate.

¹⁸ Mississippi State University Extension Service (Forestry Facts); and Flood Insurance Study, Grenada County, June 1978.

Municipalities

City of Grenada

The county seat and the only municipality in Grenada County is the City of Grenada (population 13,092 in 2010). The City of Grenada is situated midway between Memphis, Tennessee and Jackson, Mississippi on Interstate 55. In the ten years between the 2000 Census and the 2010 Census, the city's population decreased by 1,787 people, or approximately -12.01 percent. In the table below are listed some demographic facts for the City of Grenada:¹⁹

Table 12: City of Grenada Demographics

Population, 2010	13,092
Population, 2000	14,879
Persons 65 years and older, 2010	2,018 (15.41%)
Number Housing units, 2010	6,016
Median Household Income, 2010	\$31,096
Number persons below poverty, 2010	3,915 (29.9%)

¹⁹ U.S. Census Data, 2010.

Holmes County

Holmes County, located in central Mississippi, is bordered on the north by Carroll and Leflore Counties, on the east by Attala County, on the south by Yazoo County, and on the west by Humphreys County. The county covers an area of about 756 square miles with an estimated population of 19,198.²⁰ The population has decreased by 2,411 people, or -11.16 percent since 2000.

Empowerment Zone status has been helpful in attracting economic development in the county. The principal economic base in Holmes County is still agriculture; however, that make-up is slowly changing as more employers choose to locate in the Empowerment Zone for tax purposes.

Two major employers are located in Durant, and a new industrial laundry facility will begin operations in 2004. Other major employers include the University Medical Center, Holmes Community College, the Holmes/Humphreys County Correctional Facility, Flat Rock of Mississippi, and local and state government agencies.

Holmes County is in the Bluff Hills region of Mississippi, which is characterized by highly-erodible loess deposits with deeply incised channels.²¹

Table 13: Holmes County Demographics

Population 2010	19,198
White persons, percent, 2010	2,993
African American persons present, 2010	15,925
Other Races present, 2010	280
Persons 65 and older, percent 2010	12.6
Poverty Rate 2010	43.4%
Median Household Income 2010	\$21,375
High School Graduate Rate	67.3

²⁰ 2010 Census Data, Holmes County.

²¹ Flood Insurance Study, Holmes County, 1999.

Municipalities

Town of Cruger

With a population of 449, the Town of Cruger is located in the north east region of Holmes County, north of the Morgan Brake National Wildlife Refuge, and south of Leflore County on Highway 49. In the ten years between 2000 and 2010, the Town of Cruger lost 63 people, or -14% of its population. That trend is predicted to continue at a lower rate of loss, or about 5% over the next five years. Some demographic facts for Cruger are shown below:

Table 14: Town of Cruger Demographics

Population 2010	386
White persons, percent, 2010	14.2%
African American persons present, 2010	84.7%
Other Races present, 2010	1.0%
Persons 65 and older, percent 2010	12.69%
Poverty Rate 2010	56.0%
Median Household Income 2010	\$11,890

City of Durant

The City of Durant is located on Highway 51 in east central Holmes County, about 2 miles east of Interstate 55. The city is bounded on the east by the Big Black River. In the ten years between 2000 and 2010, the City of Durant lost 259 people, for a -8.8% population decrease. That trend is predicted to continue over the next five years. Some demographic facts for Durant are shown in the next table:

Table 15: City of Durant Demographics

Population 2010	2673
White persons, percent, 2010	13.80%
African American persons present, 2010	85.2%
Other Races present, 2010	1.0%
Persons 65 and older, percent 2010	13.2%
Poverty Rate 2010	40.7%
Median Household Income 1999	\$23,205

Town of Goodman

The Town of Goodman is located on Highway 51, about 3 miles east of Interstate 55. In the ten years between 2000 and 2010, the Town of Goodman gained 134 people, for a 10.7% population increase. That trend is predicted to continue over the next five years. Some demographic facts for Goodman are shown in the next table:

Table 16: Town of Goodman Demographics

Population 2010	1,386
White persons, percent, 2010	23.7%
African American persons present, 2010	74.2%
Other Races present, 2010	2.1%
Persons 65 and older, percent 2010	6.0%
Poverty Rate 2010	47.7%
Median Household Income 2010	\$19,063

City of Lexington

The City of Lexington is located on Highway 12 in the central section of Holmes County. In the ten years between 2000 and 2010, the City of Lexington lost 294 people, for a -14.52% population decrease. That trend is predicted to slow over the next five years, leveling out to about a 1.2% population decrease. Some demographic facts for Lexington are shown in the next table:

Table 17: City of Lexington Demographics

Population 2010	1,731
White persons, percent, 2010	26.9%
African American persons present, 2010	70.9%
Other Races present, 2010	1.1%
Persons 65 and older, percent 2010	14.6%
Poverty Rate 2010	40.5%
Median Household Income 2010	\$21,645

Town of Pickens

The Town of Pickens is located on Highway 51, about 3 miles east of Interstate 55. The town is bounded on the east by the Big Black River. In the ten years between 2000 and 2010, the Town of Pickens lost 168 people, for a -12.68% population decrease. That trend is predicted to continue over the next five years. Some demographic facts for Pickens are shown below:

Table 18: Town of Pickens Demographics

Population 2010	1,157
White persons, percent, 2010	11.9%
African American persons present, 2010	86.7%
Other Races present, 2010	1.4%
Persons 65 and older, percent 2010	12.4%
Poverty Rate 2010	39.7%
Median Household Income 2010	\$22,614

City of Tchula

The City of Tchula is located on Highways 12 and 49. In the ten years between 2000 and 2010, the City of Tchula lost 236 people, for a -10.12% population decrease. That trend is predicted to continue over the next five years. Some demographic facts for Tchula are shown below:

Table 19: City of Tchula Demographics

Population 2010	2,096
White persons, percent, 2010	1.6%
African American persons present, 2010	96.7%
Other Races present, 2010	1.7%
Persons 65 and older, percent 2010	9.2%
Poverty Rate 2010	58.1%
Median Household Income 2010	\$16,659

Town of West

The Town of West is located off Highway 51, about 3 miles east of Interstate 55. In the ten years between 2000 and 2010, the Town of West lost 35 people, for a -15.9% population decrease. That trend is predicted to slow over the next five years, leveling out at about a 2% growth rate. Some demographic facts for West are shown below:

Table 20: Town of West Demographics

Population 2010	185
White persons, percent, 2010	47.6%
African American persons present, 2010	52.4%
Other Races present, 2010	0%
Persons 65 and older, percent 2010	20.0%
Poverty Rate 2010	41.7%
Median Household Income 2010	\$21,250

Leflore County

Leflore County covers an area of about 592 square miles with an estimated population of 31,861.²²

The county seat in Leflore County is the City of Greenwood (population 15,205), which is situated on U.S. Highway 82. A portion of the county is located in the Empowerment Zone, which provides tax incentives and other economic benefits.

Leflore County is in the Mississippi River Delta, bordered by Tallahatchie County to the north, by Grenada and Carroll Counties to the east, by Holmes and Humphreys Counties to the south, and by Sunflower County to the west. The county is 100 miles north of Jackson, Mississippi; 135 miles south of Memphis, Tennessee; and 35 miles east of the Mississippi River.

The Yazoo River, formed where the Tallahatchie and Yalobusha Rivers join just north of Greenwood, flows south through eastern Leflore County before entering Humphreys County.

The geography of Leflore County is characterized by the relief typical of the Lower Mississippi Valley alluvial valley, with meander ridges and swales, oxbow lakes, back-swamp areas, and low relief. Elevations range from 145 feet in the northern portion to 85 feet along the Yazoo River, where it enters Humphreys County in the south.

The primary economic base for Leflore County is agriculture, with approximately 80 percent of the land area in crops or pastures. Cotton, Corn, Oats, Sorghum, Soybeans and Wheat are the major field crops. About one (1) percent of the county's land area is in industrial use; 13 percent of the county is developed with mixed uses; and six (6) percent, or 35.52 square miles of land is unused.

Major employers include Viking Range Corporation; Mississippi Valley State University; Greenwood-Leflore Hospital; Heartland Catfish; Milwaukee Electric Tool Corporation; City of Greenwood, and Leflore County.

The large industrial/commercial area just southwest of Greenwood was recently annexed into the City of Greenwood, as was a portion of Highway 82. Most new development within the City of Greenwood is currently commercial, and is occurring along the newly annexed portion of Highway 82 and on Highway 7.

²² 2010 Census Data, Leflore County (estimate for 2011).

Table 21: Leflore County Demographics

Population, 2011 Estimate	31,861
Population change 4-2010 to 7-2011	-456
Population 2010	32,317
Population Percent change, 2000 to 2010	-14.84%
Persons 65 years old and over, 210	3,848 (11.9%)
White Persons, 2010	7,930
African American Persons, 2010	23,246
Persons of Other races, 2010	1,141
Number Housing units, 2010	13,199
Median Household Income, 2010	\$22,020
Number of Households, 2010	11,271
Persons below poverty, 2010	12,830 (39.7%)

Municipalities

City of Greenwood

Greenwood is the county seat for Leflore County. It is located along Highways 82 and 49, and is 100 miles north of Jackson, Mississippi; 135 miles south of Memphis, Tennessee; and 50 miles east of the Mississippi River. The land in and around Greenwood is characterized by meander ridges, swales, oxbow lakes, back-swamp areas, and low relief typical of the lower Mississippi alluvial valley. Elevations in Greenwood range from 115 to 140 feet.²³

The Choctaw Indian Chief, Greenwood Leflore, established a settlement called Point Leflore where the Yalobusha and Tallahatchie Rivers join to form the Yazoo River. In 1834, John Williams built a river landing two miles downstream on 162 acres of land bought from the U.S. Government at \$1.25 an acre. Planters in the area began to bring cotton and hardwood timber to Williams Landing for shipment down the Yazoo and Mississippi Rivers to New Orleans. Williams Landing prospered, and in 1845, the name was changed to Greenwood after the Choctaw Chief, who at that time was a prominent landowner and politician in the area. The next table lists some demographic facts for Greenwood:

Table 22: City of Greenwood Demographics

Population	15,205
White persons	4,623
African American persons	10,182
Persons of other races	400
Persons 65 years and older	1,909 (12.6%)
Median Household Income	\$24,862
Total housing units	6,759
Individuals below poverty level	5,550 (36.5%)

²³ Greenwood Flood Insurance Study, 1979.

City of Itta Bena

The City of Itta Bena is located just south of Highway 82 on Highway 7 in the central region of Leflore County. The city is home to Mississippi Valley State University and a major catfish industry. Below are listed some demographic facts for Itta Bena:

Table 23: City of Itta Bena Demographics

Population	2,049
White persons	206
African American persons	1,828
Persons of other races	15
Persons 65 years and older	228 (11.1%)
Median Household Income	\$22,002
Total housing units	820
Individuals below poverty level	969 (47.3%)

Town of Morgan City

The Town of Morgan City is located in the southern region of Leflore County on Highway 7, south of the City of Itta Bena. Below are listed some demographic facts for Morgan City:

Table 24: Town of Morgan City Demographics

Population	255
White persons	48
African American persons	203
Persons of other races	4
Persons 65 years and older	21 (8.2%)
Median Household Income	\$20,789
Total housing units	93
Individuals below poverty level	151 (59.3%)

Town of Schlater

The Town of Schlater is located on Highway 442 in the northern region of Leflore county. Below are listed some demographic facts for Schlater:

Table 25: Town of Schlater Demographics

Population	310
White persons	90
African American persons	213
Persons of other races	7
Persons 65 years and older	33 (10.65%)
Median Household Income	\$22,708
Total housing units	132
Individuals below poverty level	142 (45.9%)

Town of Sidon

The Town of Sidon is located in the southeast region of Leflore County, just west of Highway 49. Below are listed some demographic facts for Sidon:

Table 26: Town of Sidon Demographics

Population	509
White persons	26
African American persons	477
Persons of other races	6
Persons 65 years and older	18 (3.54%)
Median Household Income	\$15,577
Total housing units	168
Individuals below poverty level	340 (66.7%)

Montgomery County

Montgomery County covers an area of about 407 square miles with an estimated population of 10,872 according to the 2010 Census. In the ten years between 2000 and 2010, Montgomery County's population decreased by -1,264 people, or -10.37 percent.²⁴

Geographically, Montgomery County is located in north-central Mississippi, adjacent to Grenada County to the north; Webster and Choctaw Counties to the east; Carroll County to the west; and Attala County to the south. Interstate 55, U.S. Highways 51 and 82, and State Highways 404 and 407 serve the county.

Land use in Montgomery County is predominantly agricultural; with a few major industries located in the Winona area. Cotton, corn and soybeans are the major crops in Montgomery County; however, 69 percent of the acreage in Montgomery County is currently in timber land.

Table 27: Montgomery County Demographics

Population, 2011 estimate	10,872
Population, 2010	12,925
Population, 2000	12,189
Persons 65 years and older, 2010	1,878 (17.2%)
Number Housing units, 2010	5,194
Number Housing units, 2011	5,104
Number Households, 2010	4,347
Median Household Income, 2010	\$31,488
Number persons below poverty, 2010	2,620 (24.1%)

²⁴ U.S. Census Data: 2010 Census Data; and 2011 Census Estimate.

Municipalities

City of Winona

The county seat of Montgomery County is the City of Winona (population 5,043 in 2010). In the ten years between the 2000 Census and the 2010 Census, the city's population decreased by 439 people, or approximately -8.0 percent. In the table below are listed some demographic facts for the City of Winona.²⁵

Table 28: City of Winona Demographics

Population, 2010	5,043
Population, 2000	5482
Persons 65 years and older, 2010	863 (17.1%)
Number Housing units, 2010	2,245
Median Household Income, 2010	\$31,487
Number persons below poverty, 2010	1,473 (29.2%)

Town of Duck Hill

The Town of Duck Hill had a population of 732 in 2010. In the ten years between the 2000 Census and the 2010 Census, the town's population decreased by 14 people, or approximately -1.88 percent. In the table below are listed some demographic facts for the Town of Duck Hill:²⁶

Table 29: Town of Duck Hill Demographics

Population, 2010	732
Population, 2000	746
Persons 65 years and older, 2010	127 (17.3%)
Number Housing units, 2010	337
Median Household Income, 2000	\$14,962
Number persons below poverty, 2000	252 (34.4%)

Town of Kilmichael

The Town of Kilmichael had a population of 699 in 2010. In the ten years between the 2000 Census and the 2010 Census, the town's population decreased by 131 people, or approximately -15.8 percent. In the table on the next page are listed some demographic facts for the Town of Kilmichael:²⁷

Table 30: Town of Kilmichael Demographics

Population, 2000	699
Population, 1990	830
Persons 65 years and older, 2000	122 (17.45%)
Number Housing units, 2000	338
Median Household Income, 1999	\$23,313
Number persons below poverty, 1999	229 (32.7%)

²⁵ U.S. Census Data, 2010.

²⁶ U.S. Census Data, 2010.

²⁷ U.S. Census Data, 2010.

Yalobusha County

Overall, Yalobusha County lost -373 people, for an -2.86% decrease in population between the years of 2000 and 2010. In the 2011 estimated census data, Yalobusha County lost another 126 people for a decrease of about -1% in one year.

Because of the approximate 30,000 acres of federal and state park lands in Yalobusha County, and the 219,700 acres of timber land, there are only about 49,300 acres available for development in Yalobusha County. As a result, Yalobusha County currently has a small tax base of approximately 10,000 taxpayers.

Table 31: Yalobusha County Demographics

Jurisdiction	Population 2010	Population 2000	Population Change	Percent Change
Yalobusha County	12,678	13,051	-373	-2.86%

Jurisdiction	Elderly	Median Income Households	People Living Below Poverty	Number of Housing Units
Yalobusha County	2,098	\$29,911	3,322	6,344

Municipalities

City of Water Valley

Yalobusha County has two county seats: the City of Water Valley and the Town of Coffeeville. Water Valley has the largest population of all Yalobusha County municipalities, and is the location of the Yalobusha General Hospital. Between the years of 2000 and 2010, Water Valley decreased by 7.75%, bringing its population down to 3,392.

New development currently planned for the city includes new office and maintenance buildings for the Water Valley Housing Authority.

In the past 15 years, the City of Water Valley has worked with the U.S. Army Corps of Engineers and the USDA Natural Resources Conservation Service to correct drainage problems in the community. Two flood control dams were constructed north of the city, and flood control structures were installed in problem areas. Currently, the city is replacing a 200-foot section of clay pipe with 12-inch PVC. Sewer officials say this is the first step, but miles of additional pipe replacement will be needed to correct the remaining drainage problems in Water Valley.

Table 32: City of Water Valley Demographics

Jurisdiction	Population 2010	Population 2000	Population Change	Percent Change
City of Water Valley	3292	3,677	-285	-7.75%

Jurisdiction	Elderly	Median Income Households	People Living Below Poverty	Number of Housing Units
City of Water Valley	594	\$23,145	1,330	1,577

Town of Coffeeville

The Town of Coffeeville, one of two county seats in Yalobusha County, experienced a 2.69% decrease in population between the years 2000 and 2010. With the largest growth rate in the county, Coffeeville had 905 residents in 2010.

There is very little new residential construction occurring in Coffeeville except for a few single family homes and mobile homes being placed in scattered sites, in and around the town. A new county civic/agricultural center was completed last year on Highway 7 North in Coffeeville. This facility is designated as an emergency shelter for Yalobusha County. Other development includes new cellular towers that have been constructed in Coffeeville.

The Town of Coffeeville was awarded a Small Cities grant to repair a bridge and improve drainage in their community. Heavy or prolonged rain causes ditches to overflow, the sewer to back up, and ditch banks to erode.

Last year, the Mississippi Department of Transportation (MDOT) took over Highway 330, which runs through the Town of Coffeeville.

Table 33: Town of Coffeeville Demographics

Jurisdiction	Population 2010	Population 2000	Population Change	Percent Change
Town of Coffeeville	905	930	-25	-2.69%

Jurisdiction	Elderly	Median Income Households	People Living Below Poverty	Number of Housing Units
Town of Coffeeville	154	\$32,639	281	457

Town of Oakland

The Town of Oakland has an estimated 527 residents. That total represents a 10.07% decrease in population between the years of 2000 and 2010.

Oakland is located in the north west region of Yalobusha County, between two major transportation routes: I-55 and US Highway 51.

There is very little new residential construction occurring in Oakland except for a few single family homes and mobile homes being placed in scattered sites.

Planned for development in the near future is a natural gas line which will be extended from Coffeeville, giving Oakland residents a choice of using natural gas or propane.

Table 34: Town of Oakland Demographics

Jurisdiction	Population 2010	Population 2000	Population Change	Percent Change
Town of Oakland	527	586	-59	-10.07%

Jurisdiction	Elderly	Median Income Households	People Living Below Poverty	Number of Housing Units
Town of Oakland	65	\$25,909	236	261

C. CEDS Committee Members

Mission Statement for CEDS Committee

The Mission of the North Central PDD CEDS Committee is to guide economic development actions within the North Central Planning and Development District. The methodology of the CEDS Committee is to provide an inclusive and coordinated process that is regional in scope, and to support development activities that leverage the District's assets for the benefit of the residents and the region.

CEDS Committee 2012-2013

Name	Category	County
Cliff Barnes	Business	Yalobusha
Art Cook	Business	Attala
Angela Curry	Economic Development	Leflore
Larry Davis	Public Official	Holmes
Pablo Diaz	Economic Development	Grenada
Larry Hart	Business	Yalobusha
Charlie Health	Business	Montgomery
George Johnson	Private Citizen	Carroll
Tim Pinkard	Public Official	Attala
Frank Short	Workforce	Leflore
Earline Russell-Smith	Higher Education	Holmes
John Stewart	Business	Leflore
Sue Stidham	Economic Development	Montgomery
Donnie Sultan	Business	Grenada
Randy Watkins	Business	Montgomery
Jimmy Willis	Business	Grenada
Steve Zea	Economic Development	Attala

III. REGIONAL ANALYSIS

A. POPULATION DEMOGRAPHICS

1. Population Growth

In the 40 years between 1970 and 2010, overall District population decreased, by 8%, or -11,700 people, compared to the statewide population increase of 34% during that same period. Census fluctuations throughout the 40 years include a 2% increase from 1970-1980 (+2,799 people); a 6% decrease from 1980-1990 (-9,045); a 4% increase from 1990-2000 (+5,850 people); and a 8% decrease from 2000-2010 (-11,304). Between 2000 and 2010, the State of Mississippi had a 4.3% population increase (122,639 people).²⁸

Table 1-1 Population Trends 1970-2010

	District	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
www.census.gov								
Population 2010	127,185	19,564	10,597	21,906	19,198	32,317	10,925	12,678
Population 2000	138,489	19,661	10,769	23,263	21,609	37,947	12,189	13,051
Population 1990	132,639	18,481	9,237	21,555	21,604	37,341	12,388	12,033
Population 1980	151,889	19,865	19,865	21,115	22,970	41,525	13,366	13,183
Population 1970	138,885	19,570	9,397	19,854	23,120	42,111	12,918	11,915
Change 1970-2010	19.70%	0.0%	12.8%	10.3%	-17%	-23.3%	-15.4%	6.4%
Statewide 1970-2010	33.8%							
U.S 1970-2010	51.8%							

Annual estimates for the six years since the 2000 Census project a trend of population loss within the District, with the exception of Yalobusha County. That information is illustrated in Table 2:

2. Population Age

Table 1-3 Comparative Age of District Population

County	Total Population		Children & Students (0-24)		Primary Workers (25-44)		Mature Workers (45-64)		Retired Workers (65+)	
	2000	2010	2000	2010	2000	2010	2000	2010	2000	2010
Attala	19,661	19,564	6,899	6,637	4,958	4,500	4,406	5,058	3,398	3,369
Carroll	10,769	10,597	3,669	3,098	2,870	2,443	2,769	3,239	1,461	1,817
Grenada	23,263	21,906	8,414	7,294	6,397	5,338	5,112	5,997	3,340	3,277
Holmes	21,609	19,198	9,620	7,859	5,360	4,247	3,956	4,670	3,949	2,422
Leflore	37,947	32,317	16,269	12,571	10,231	8,160	6,924	7,738	4,523	3,848
Montgomery	12,189	10,925	4,346	3,573	3,078	2,410	2,731	3,064	2,034	1,878
Yalobusha	13,051	12,678	4,496	4,049	3,409	2,963	3,101	3,568	2,045	2,098
Totals	138,489	127,185	53,713	45,081	36,303	30,061	28,999	33,334	20,750	18,709

²⁸ U.S. Census Bureau, 2000 and 2010 census data.

As shown in Tables 3 and 4, the District's population is aging. This trend is statewide, according to a U.S. Census Special Report for 1995-2000. In Mississippi, it is estimated that 11,013 young, single, educated people left Mississippi between 1995 and 2000, while only 6,041 young adults in that category migrated into Mississippi, for a loss of 4,972 young, single, educated people.

Table 1-4 Median Age

(District)	District	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
Median Age 2010	38.5	39.6	43.3	39.4	32.8	32.8	41.4	40.6
Median Age 2000	35.1	37.3	38.1	35.7	29.7	30.1	37.3	37.7
Median Age 1990	32.5	35.1	34.1	32.6	27.8	29.2	33.9	34.8
Median Age 1980	29.2	32.3	29.9	28.8	25.2	25.4	32.0	30.9
(State)								
Median Age 2010	36.0							
Median Age 2000	33.7							
Median Age 1990	31.1							
Median Age 1980	27.6							
(U.S.)								
Median Age 2010	36.8							
Median Age 2000	35.3							
Median Age 1990	32.9							
Median Age 1980	30.0							

3. Education

Table : Educational Attainment (% of Population 25 Years and Older)

	% With High School Degree or More		% With Bachelor's Degree or More	
	2010		2010	
Attala	71.9%	(9,222 people)	17.1%	(2,193 people)
Carroll	76.3%	(5,763 people)	16.4%	(1,239 people)
Grenada	73.9%	(10,839 people)	18.6%	(2,728 people)
Holmes	67.3%	(7,719 people)	11.2%	(1,285 people)
Leflore	68.8%	(13,723 people)	16.6%	(3,311 people)
Montgomery	74.6%	(5,406 people)	16.3 %	(1,181 people)
Yalobusha	75.4%	(6,414 people)	12.3%	(1,046 people)
District average	72.6%	(59,086 people)	15.5%	
State Average	81.1%		19.8%	

Table : Estimated Drop-Out Rates for NCPDD Public Schools

Estimates of 4-Year Drop-Out Rates in NCPDD Public School Systems²⁹	
	Drop-Out Rate
Attala County School District	25.1%
Kosciusko School District	5.1%
Carroll County School District	24.6%
Grenada County School District	25.1%
Holmes County School District	20.2%
Leflore County School District	24.6%
Greenwood School District	39.4%
Montgomery County School District	13.4%
Winona School District	19.1%
Coffeeville School District	28.3%
Water Valley School District	28.1%
District Totals	23%
State Average	16.8%

According to the 2009 Mississippi Statewide Accountability System, all NCPDD public school districts are accredited. Not all the schools within the Holmes County School District were having problems, however. The Goodman-Pickens Elementary, Lexington Elementary, and Mileston Elementary performed at the Level 3, or Successful designation within the Holmes County School District.³⁰

Table Colleges in NCPDD

Location	Type	Name of Institution
Greenwood	4 – year	Mississippi Valley State University Greenwood Center (Off-Campus Center)
Itta Bena (Leflore County)	4 – year	Mississippi Valley State University
Kosciusko (Attala County)	4 – year	Magnolia Bible College (Private)
Grenada (Grenada County)	2 – year	Holmes County Community College (Grenada Center)
Goodman (Holmes County)	2 – year	Holmes County Community College

Educational challenges for the North Central Planning and Development District are similar to those Statewide.³¹

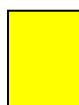
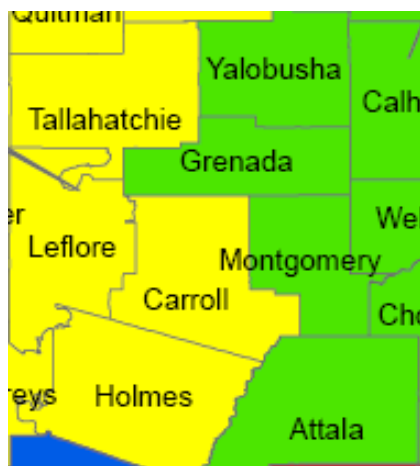
²⁹ Mississippi Dept. of Education, Annual Dropout Report, 2010.

³⁰ Mississippi State Board of Education, Final Results, September 13, 2007.

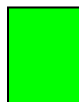
³¹ Mississippi Workforce Investment Board, Strategic Plan for Workforce in Mississippi for 2007-2009, Plan, June 2007 (state avg. as of April 2007)

- Global competition, increasing pace of communications and technology;
- Workers and job seekers need assistance at every skill level to keep up with the rapid changes in technology and the job market;
- Growing shortage of qualified workers;
- Decreased cultural value of high school education and lifelong learning; and
- Prison population growing by 8% each year and recidivism rate of 28% within 3 years.

In the NCPDD education and workforce development beginning with K-12 are crucial to attracting industry and economic growth. Workforce development services available to the NCPDD include pre-employment training, upgrade training and retraining.



Delta Workforce Investment Area



Mississippi Partnership Workforce Investment Area

As of 2010, within the Mississippi Partnership Workforce Investment Area, which includes Attala, Grenada, Montgomery, and Yalobusha counties, the average hourly wage was \$15.13 and the average annual wage was \$31,451.00. The average hourly wage for the Delta Workforce Investment Area (includes Leflore, Carroll and Holmes counties) was \$13.96, and the annual average wage was \$28,945.00.³²

³² Mdes.ms.gov Quick Reference Sheet

4. Unemployment

Table Unemployment Rates for North Central PDD – 2007-2012

	June 2012	June 2011	June 2010	June 2009	June 2008	June 2007
North Central PDD	8.9%	8.9%	10.2%	9.2%	10.4%	8.9%
Mississippi	8.8%	10.8%	10.3%	9.3%	6.9%	6.2%
U.S.	8.2%	9.1%	9.4%	9.5%	5.6%	4.6%

Table Unemployment Rates for North Central PDD by County – 2007-2012³³

<u>Month/Year</u>	<u>District</u>	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
August/2012	10.9%	9.8%	8.6%	8.5%	16.2%	12.2%	11.8%	9.1%
August 2011	13.2%	13.6%	9.4%	11%	19.2%	14.5%	13.4%	11.6%
August 2010	12.5%	12.9%	9.1%	10%	18.5%	12.8%	13.2%	11.2%
August 2009	13.6%	13.2%	10.4%	11.4%	19.2%	12.4%	14.2%	14.3%
August 2008	9.6%	10.1%	7.1%	7.3%	15.3%	9%	9.6%	8.7%
August 2007	7.7%	7.7%	5.7%	6.8%	11.3%	7.2%	8.3%	6.8%

Table Number of People Unemployed by County– 2007-2012

<u>Month/Year</u>	<u>District Totals</u>	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
2007	3,951	550	281	636	788	978	362	356
2008	4,953	716	343	703	1,088	1,204	429	470
2009	6,805	913	496	1,031	1,313	1,614	651	787
2010	6,515	913	463	935	1,286	1,658	618	642
2011	7,010	985	469	1,053	1,350	1,857	625	671
2012	5,622	695	419	832	1,090	1,508	542	536
2007-2012 Average Unemployment Rate		9.3%	7.2%	7.9%	14.2%	9.7%	10.1%	8.9%

³³ U.S. Bureau of Labor Statistics

Loss of Manufacturing Jobs

According to data compiled by the Mississippi Manufacturers' Register,³⁴ manufacturing jobs began a sharp decline throughout Mississippi between 2001 and 2002, with employment dropping by 4.4% statewide. From 2002 and 2003, the loss was even greater, with a 6.5% employment drop, then a 5.5% loss between 2003 and 2004. The data indicates that since 2004, Mississippi has continued to lose manufacturing jobs, but at a slower rate. The total loss statewide for the six years equaled 61,000 jobs or a 23% employment loss. There was a loss of 309 manufacturing plants (8%) in Mississippi during that time.

Although complete information was not available in the 2002 Economic Census to make a thorough 1997 / 2002 comparison, the number of manufacturing facilities in the North Central Planning and Development District decreased by ten between 1997 and 2002, with a decrease of approximately³⁵ 3,262, or 25% of manufacturing jobs.

Table Manufacturing Sector – Comparison 1997 and 2002 Economic Census³⁶ and 2007 MDA Data

	District Totals	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
1997								
# Establishments	128	21	*	26	9	39	21	12
# Employees	6,781	972	*	3,022	635	Not avail.	579	1,573
Value of Shipments (\$1,000)	974,421	113,269	*	401,163	57,423	Not avail.	111,955	290,611
Annual Payroll (\$1,000)	174,345	21,641	*	76,594	17,273	Not avail.	16,035	42,802
2002								
# Establishments	94	23	Not avail.	24	6	34	Not avail.	7
#Employees	5,114	984	Not avail.	2,910	622	D	Not avail.	598
Value of Shipments (\$1,000)	1,259,922	319,485	Not avail.	732,464	207,973	D	Not avail.	D
Annual Payroll (\$1,000)	146,963	27,779	Not avail.	101,708	17,476	h	Not avail.	D

D: Withheld to avoid disclosing data for individual companies; data are in higher level totals

h: 2,500 – 4,999 employees

5. Poverty

³⁴ MNI, 2007, "Mississippi Manufacturing."

³⁵ <http://www.mississippi.org>, Manufacturers' Database, 2007. Information extrapolated to estimate Leflore County's manufacturing sector.

³⁶ U.S. Census, 1997 and 2002 Economic Census Data.

Table Median Household Income 2000-2010

	Median Household Income 2010	Median Household Income 2000
Attala	\$28,508	\$24,794
Carroll	\$29,290	\$28,878
Grenada	\$32,901	\$27,385
Holmes	\$21,375	\$17,235
Leflore	\$22,020	\$21,519
Montgomery	\$31,488	\$25,270
Yalobusha	\$29,911	\$26,315
District Average	\$27,928	\$24,485
State Average	\$37,881	\$31,330

Table Poverty Factors in NCPDD³⁷

	District	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
Individuals Below Poverty	39,175	4,794	2,400	5,290	8,010	12,736	2,663	3,282
Poverty Rate	29.6%	24.9%	23.6%	25.2%	43.4%	39.7%	24.1%	26.2%
Median Household Income	\$27,928	\$28,508	\$29,290	\$32,901	\$21,375	\$22,020	\$31,488	\$29,991
Elderly Rate	17.3%	21.3%	14.6%	22.4%	40.8%	26.4%	17.1%	13.3%

According to the 2010 Census, the North Central Planning and Development District has 39,175 people, or 29.6% of the total population living below the poverty level. District

³⁷ U.S. Census, 2010, SF-3.

demographics show that African-Americans experienced a higher poverty rate than white people, with lower Median Household Income (MHI) and Per Capita incomes.

Table **Race and Poverty in NCPDD³⁸**

	District Averages	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
White	47.81%	56.5%	65.5%	56.8%	16.4%	25.8%	53.0%	60.7%
African-American	50.85%	42.2%	33.0%	41.9%	82.6%	72.5%	45.9%	37.9%
Hispanic	1.37%	1.7%	1.3%	1.1%	.8%	2.4%	1.0%	1.3%
Poverty Rates By Race								
White	13.38%	15.0%	10.9%	12.0%	16.5%	11.4%	11.3%	16.6%
African-American	44.57%	38.6%	49.6%	44.1%	48.6%	50.8%	39.0%	41.3%
Hispanic	37.58%	4.8%	44.5%	0%	100.0%	29.8%	41.5%	42.5%
Median Household Income (MHI) by Race								
MHI for White	\$39,411.57	\$40,628	\$40,651	\$38,750	\$40,762	\$41,498	\$36,443	\$37,149
MHI for African-American	\$18,942.57	\$18,043	\$15,436	\$23,707	\$18,677	\$16,597	\$19,942	\$20,196
MHI for Other Race	\$28,036.25	\$19,620	N/A	\$29,315	N/A	\$45,224	N/A	\$17,986
Per Capita Income by Race								
Per Capita for White	\$22,029.14	\$22,309	\$19,774	\$24,284	\$21,993	\$23,637	\$21,465	\$20,742
Per Capita for African-American	\$10,270.00	\$11,808	\$7,836	\$12,865	\$9,215	\$9,025	\$10,992	\$10,149
Per Capita For Other Race³⁹	\$5,421.16	\$6,257	N/A	\$11,763	\$1,547	\$8,545	\$4,415	\$8,448

³⁸ Ibid.

³⁹ Less than 1%

6. Workforce Participation Rate

	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha	Total District
Civilian Labor Force Male 2000	4,377	2,563	5,281	3,854	7,112	2,507	4,667	30,361
Participation Rate	59.91%	60.55%	65.22%	54.12%	57.06%	61.72%	46.27%	Avg. 57.84%
Civilian Labor Force Female 2000	3,756	2,244	4,690	3,801	6,967	2,449	3,054	26,961
Participation Rate	45.87%	51.69%	49.18%	45.22%	48.70%	49.55%	62.11%	Avg. 50.34%

	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha	Total District
Civilian Labor Force Male 2006	4,245	2,618	5,422	3,744	7,280	2,399	3,023	28,731
Participation Rate	59.54%	61.18%	65.78%	53.05%	57.44%	60.04%	61.28%	Avg. 59.76%
Civilian Labor Force Female 2006	3,878	2,286	4,927	4,427	7,307	2,454	2,825	28,104
Participation Rate	47.29%	53.35%	50.93%	53.63%	52.37%	51.58%	49.53%	Avg. 51.24%

7. Employment / by Occupation

	District	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
Manufacturing # of est.	94	23	0	24	6	34	?	7
Wholesale Trade # est.	114	21	3	29	10	39	7	5
Retail Trade # est.	616	95	21	136	81	182	59	42
Information	50	8	0	8	11	14	7	2
Real Estate	107	9	0	26	14	47	4	7
Professional, scientific	148	23	4	33	13	50	14	11
Adm, support, waste mgt	75	8	4	24	3	20	10	6
Education services	9	3	0	1	2	3	0	0
Health/social service	244	24	3	69	33	77	21	17
Arts, entertainment, recreation	26	3	0	6	1	12	2	2
Accom & food services	214	26	5	61	25	62	23	12
Other (except public adm)	160	25	5	40	18	47	16	9
Totals	1857	268	45	457	217	587	163	120

Table NPCDD Employment Totals By Occupation			
	2000	2006	2010
Architecture/Engineering	473	481	626
Arts/Design/Entert/Sports/Medi	461	456	343
Building/Grounds Cleaning/MX	1,751	1,694	1,726
Business Operations Specialist	407	398	885
Community/Social Services	664	646	774
Computer and Mathematics	162	169	334
Construction/Extraction	2,907	2,915	2,128
Education/Training/Library	3,168	3,166	3,058
Farming/Fishing/Forestry	1,075	1,075	778
Financial Specialists	698	703	
Food Prep/Serving Related	1,855	1,788	2,249
Healthcare/Practitioner/Tech	2,153	2,151	2,805
Healthcare Support	1,080	1,137	1,554
Installation/Maintenance/Repair	2,225	2,236	2,314
Legal	243	244	177
Life/Physical/Social Science	160	164	214
Mgt., including Farm Mgt.	3,434	3,432	3,483
Office/Admn Support	6,494	6,506	6,165
Personal Care Service	955	960	1,256
Production	8,848	8,896	7,192
Protective Service	1,157	1,161	1,125
Sales/Related	5,091	5,108	4,884
Service and Farm			8,688
Transportation/Material Moving	4,064	4,076	4,514
Totals	49,525	49,562	57,272

Table Catfish Industry NCPDD⁴⁰			
	Catfish Acreage in 1972	Catfish Acreage in 2001	Catfish Acreage in 2009
Leflore	319	16,041	17,400
Holmes & Carroll	110	950	N/A
District Total	429 acres	16,991 acres	17,400 acres

The MSU Department of Agricultural Economics estimates that approximately 52 hours of labor are required for each acre of pond operation annually, resulting in about 3,000 man-hours of labor used per farm each year.

⁴⁰ MSU Dept. of Agricultural Economics

Table 2010 Harvested Timber Volumes By Product in Thousand Board Feet⁴¹

Note: MBM and MBF = Thousand Board Feet	Pine Lum-ber MBM	Hard-wood Lum-ber MBM	Pine Saw-logs MBF	Hard-wood Saw-logs MBF	Pine Pulp-wood cords	Hardwood pulpwood Cords	Pine Poles 100ft ³	Stump-wood Tons	Tur-pentine Gum Barrels	Cross-ties MBF	Pine Logs Tons
Attala				36,283.78	8,455.10	111,597.23					
Carroll			3,335.45	1,825.33	101,411.57	23,444.09	1.10				
Grenada			4,261.00	336.00	32,111.33	3,721.73	0.32				
Holmes	162.67		2,426.65	4,310.67	59,598.87	24,074.89	.06				
Leflore				2,957.33	12.23	12,859.38					
Mont-gom-ery			12,089.37	1,158.67	71,989.87	17858.13	22.55			1.33	
Yalo-busha			152.95	11,361.64	19,380.33	10,151.29					
District % of State Total	162.67		22,265.42	58,233.42	292,959.30	203,706.74	24.03			1.33	
	39.74%		2.4%	18.38%	5.78%	4.47%	2.57%			.0003%	

Table Manufacturing Facilities / Employment⁴²

	Total Employees	Total Facilities
Attala	1,112	23
Carroll	n/a	n/a
Grenada	2,910	24
Holmes	622	6
Leflore	h	34
Montgomery	n/a	n/a
Yalobusha	598	7
District Totals	5,242	87

65.5% of the District's 43,871 workers included in the 2000 Census were employed in their county of residence, while the other 14,413 people worked out of state or in other counties.

Table 2000 Work Flow Data (Worker County of Residence)

	District	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
Works in County of Residence	28,749	4,415	662	7,193	3,059	9,131	2,149	2,140
Works Out of State	791	211	33	130	164	38	56	159
Works in Other MS County	14,331	2,374	2,945	1,323	2,467	1,271	1,847	2,104
Totals	43,871	7,000	3,640	8,646	5,690	10,440	4,052	4,403

⁴¹ MSU Extension Service Report, "Harvest of Forest Products 2006," 2/2007

⁴² MDA Manufacturers' Database, 8/14/2007.

8. Per Capita Income

Table: Per Capita Income 2000-2010

	2000	2010
Attala County	\$13,782	\$17,764
Carroll County	\$15,744	\$16,644
Grenada County	\$13,786	\$18,296
Holmes County	\$10,683	\$11,914
Leflore County	\$12,553	\$12,699
Montgomery County	\$14,040	\$16,707
Yalobusha County	\$14,953	\$15,918
District Average	\$13,649	\$15,706
State Average	\$15,853	\$19,534
U.S. Average	\$21,587	\$27,041

Table Wages and Earnings Vs. Transfer Payments

	Wages	Self-Employment Earnings	Dividends & Investments	Transfer Payments (Public Assistance, Social Security, etc.)	Totals
Attala County	171,511,900	15,972,200	14,592,400	31,245,500	\$233,322,000
Carroll County	117,117,000	18,879,600	8,686,300	13,711,300	\$158,394,200
Grenada County	234,866,500	18,311,600	12,138,000	31,139,400	\$296,455,500
Holmes County	152,217,800	12,022,500	16,465,200	26,856,300	\$207,561,800
Leflore County	313,998,100	35,934,300	28,580,900	44,865,300	\$423,378,600
Montgomery County	110,840,800	11,594,700	10,300,600	18,565,400	\$151,301,500
Yalobusha County	127,759,800	8,993,000	10,187,600	21,444,600	\$168,385,000
District Totals	\$1,228,311,900	\$121,707,900	\$100,951,000	\$187,827,800	\$1,638,798,600

Overall, 83% of total earnings in the NCPDD came from wages and self-employment earnings.

Interest and dividend earnings totaled about 5%, while transfer payments such as Social Security, SSI, and public assistance totaled 12% of all earnings.

B. INFRASTRUCTURE

1. WATER SYSTEMS

Table Water Systems in North Central PDD

Overall Ratings (Maximum 5)	2008	2009	2010
Attala County			
Conehoma Water Assn. #1	5	5	5
Town of Ethel	4.33	4.33	4
Ethel Rural Water Assn	3.67	4.33	4
City of Kosciusko	4.67	4.67	4.67
McAdams Water Assn.	2.67	3.67	2.67
Town of McCool	3.67	3.67	3.67
Possumneck-Carmack Water Assn.	4.67	5	5
Sugar Creek Water Assn	3.33	4	4.33
Town of Sallis	5	5	5
Zama Water Assn.	3.67	4.33	4.33
Mississippi Water Co.	4	4	4
Springdale Youth Cnt. Hwy. 19-N	4.33	4.67	5
Springdale Youth Cnt. Hwy 12-W	4.33	4.67	5
Conehoma Water Assn. #2	5	5	5
Carroll County			
Black Hawk Water Assn.	3.67	3.67	4.33
Town of Carrollton	4	4.33	4.33
Pelucia Rural #2 – Gravel Hill	4	4.33	4
Pelucia Rural #3 – Coila	4	3.67	4.33
McCarley Water Assn.	3.67	4	3.67
Town of North Carrollton	3.33	3.67	3.33
Town of Vaiden	4.33	4.67	5
Pelucia Rural #4 – New Zion	4	4.33	4.33
Pelucia Rural #5	4	4.33	4
Black Hawk Water Assn. #2	-	-	-
Grenada County			
GT&Y Water District Inc.	4.33	4.67	4.67
City of Grenada	4.33	4.33	4.67
Grenada-Bogue Basin/Holcomb	4.67	4.33	4.67
Grenada Co. W/S-Girl Scout	4.67	4.33	4.33
Grenada County W/S-Mond6y Rd/Elliott	4.33	4	3.67
Poor House Water Assn. #1	4.67	4.33	4.67
Poor House Water Assn. #2	4.67	4.33	4.67
Grenada Ind. Park & Airport Water	4.67	4.33	4.33
Grenada-Bogue Basin/Gore Springs	4.67	4.33	4.33
Young's W/S Dist #1 – Dividing R	4.67	4.67	5
Young's W/S Dist #2-Young's Syst	5	4.67	5

Table Water Systems in North Central PDD (Cont'd)

Overall Ratings (Maximum 5)	2008	2009	2010
Holmes County			
Acona Water Assn. #1	5	5	4.33
Castalian Water Assn.	4.33	4.33	3.67
Centerville Community Water Assn.	4.67	4.67	4.33
Town of Cruger	3.33	4	4.33
City of Durant	4.33	4.33	3.67
Ebenezer Rural Water Assn.	4	4.33	4.33
Town of Goodman	4	4.33	4
Harland Creek Community Water Assn.	3.33	3.67	4
Holmes Jr. College	3	3.5	2
Lebanon Water Assn. – West	4.67	4	4.67
City of Lexington	4	4	4
Town of Pickens	5	4.67	4.33
South Holmes Water Assn.	3	3.33	3.67
Sweet Home Water & Sewer Dist.	5	5	4.67
City of Tchula	2.67	3	3.67
Town of West	3.33	3.67	3
West Hill Water Assn.	4.67	4.67	4.67
Castalian Water Assn. System B	4.33	CON	CON
South Holmes Water Assn. – B System	3	3.33	3.67
Harland Creek Community Water Assn. B	3.33	3.67	4
West Holmes Water Assn.	3.67	4	4.33
Lebanon Water Assn. East	-	-	-
Harland Creek Community Water Assn. C	3.33	3.67	4
Holmes Interstate Utility District	3.67	3.67	2.33
Harland Creek Water Assn. Horseshoe L	4	4.33	4.33
Leflore County			
City of Greenwood	4.67	5	5
City of Itta Bena	4.67	5	5
MS Valley State University	3.50	4	4
Morgan City Water & Sewer Assn.	3	3.67	3.67
City of Schlater	1.67	2.33	2.33
Town of Sidon	3	2.67	3.33
Chapman S/D North Delta Drilling	2.67	3.33	3.33
Chapman S/D South Delta Drilling	2.67	3.33	3.33
East Leflore Water & Sewer District	3	3.67	4
Fredrick S/D Delta Drilling	2.33	3	3.33
Delta Mobile Home Park & Apt.	2	2	2
City of Schlater (P D Plant)	2	2.67	2.33
Minter City Water & Sewer	5	5	5
Pillow Academy	-	-	-
Phillipston Water Assn.	2.67	4	4.33
Blue Lake Water Assn. Inc.	3	3.33	3.33
Heartland Catfish	4.5	4.5	5
America Catch Catfish Plant	5	5	5
Viking Specialty Products	2.5	2	2
Americas Catch – the Farm	5	5	5
Montgomery			
51-55 Water Assn.	3.33	3.67	3.33
Town of Duck Hill	3.33	3	3.33
Eskridge-Rose Hill Water Assn.	4.67	4.33	4.67
Hays Creek Water Assn. – Mission Rd.	4.33	4.33	4.67
Town of Kilmichael	4.33	4.33	4.67
North District 1 Water Assn.	4	3.67	4
Poplar Creek Water Assn	3	3.67	3.67

South Winona Water Assn.	3.67	4	4
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Table Water Systems in North Central PDD (Cont'd)

Overall Ratings (Maximum 5)	2008	2009	2010
Montgomery County (Cont'd)			
Stewart Water Assn.	4.33	4.67	4.67
City of Winona	4	4.33	4
Hay's Creek Water Assn. – Minerva	4.67	4.67	5
Hay's Creek Water Assn. – New Liberty	4.67	4.33	4.67
Hay's Creek Water Assn. – Legion Lake Rd.	4.33	4.33	4.67
Hay's Creek Water Assn. – Lodi	4.33	4.33	4.67
Hay's Creek Water Assn. – Alva	4.33	4.33	4.67
Poplar Creek Water Assn. #2	-	-	-
Stewart Water Assn. #2	4.33	4.67	4.67
Hay's Creek Water Assn. – Minerva #2	4.67	4.67	5
Yalobusha County			
Town of Coffeerville	3.33	3	3.33
Cypress Creek Rural Water Assn.	4.67	4.67	5
East End Water Assn.	2.67	4	4
Jeff Davis Water Assn. Inc.	3.67	4.33	4.67
Town of Oakland	1.33	1	1.67
O'Tuckolofa Water Assn.	1.67	1.67	2.33
Tillatoba Water Assn.	3.33	3.67	3
Tri-Lakes Water Assn-East	2.67	2.67	4.33
City of Water Valley	3.33	4.33	4.67
Tri-Lakes Water Assn-West	3	3	4.33
Billy's Creek Rural Water Assn.	4.33	4.33	4.67
Enid Lakes Estates	4	4.33	4.33
Yalobusha Water Sewer Dist. #1	3.67	4.33	3.33
Yalobusha Water Sewer Dist. #2	3.67	4.67	3.67
Tri-Lakes Water Assn. Central	2.67	2.67	4.33
Cypress Creek Rural Water Assn.	4.67	4.67	5
Windsor Foods	NS	2	2

2. Sewer Systems

	Treatment Plant Permit Number
Attala County	
Kosciusko	NPDES MS0027774
Ethel	NPDES MS0024791
Carroll County	
Carrollton	NPDES MS0059242
North Carrollton	NPDES MS0024741
Vaiden	NPDES MS0021504
Grenada County	
Grenada	NPDES MS0020397
Holcomb	NPDES MS0036242
Holmes County	
Goodman	NPDES MS0026921
Lexington	NPDES MS0024601
Tchula	NPDES MS0021482
West	NPDES MS0032816
Leflore County	
Cruger	NPDES MS0042315
Greenwood	NPDES MS0023833
E. Leflore –Chapman	NPDES MS0040185
E. Leflore – Rising Sun	NPDES MS0022705
Morgan City	NPDES MS0024716
Sidon	NPDES MS0024724
Schlater	NPDES MS0036005
Montgomery County	
Duck Hill	NPDES MS0020133
Kilmichael	NPDES MS0020001
Winona	NPDES MS0021024
Yalobusha County	
Coffeeville	NPDES MS0020923
Oakland	NPDES MSU080024
Water Valley	NPDES MS0022331

3. Ports

a. Water Ports

NCPDD is served by the Port of Greenville to the west, and by the Yazoo County Port to the south (serving industries on the Yazoo River). The port of Greenville has two port areas that handle steel coils, propane, scrap metal, potash, cottonseed, com screenings, wheat midds, granular fertilizer, corn and other feeds. The port is currently erecting an overhead gantry crane. The Yazoo County Port handles dry bulk cargos.

Highway access to the Port of Greenville from the NCPDD is by Highway 82. U.S. 49 provides NCPDD access to the Yazoo County Port.⁴³



Water Ports Near NCPDD

b. Airports

Within the North Central Planning and Development District, there are six general aviation airports:

- Water Valley Municipal Airport,
- Grenada Municipal Airport,
- Greenwood-Leflore Airport,
- Winona-Montgomery County Airport,
- C.A. Moore Airport (Holmes County), and
- Kosciusko-Attala County Airport.

These airports provide corporate and agricultural aviation, air cargo activity, flight instruction, military operations, recreational/skydiving, air shows, medical evacuation, organ transplant transportation, forest firefighting, real estate tours, aerial photography, pipeline and environmental patrols, Civil Air Patrol, and search and rescue services.

⁴³ MDOT Multiplan, December, 2009.

Commercial service airports most commonly used are Jackson International and Memphis International. Passenger airlines also serve the Golden Triangle Regional Airport (Columbus), Tupelo Regional, and Mid-Delta Regional (Greenville).⁴⁴



⁴⁴ MDOT Multiplan, December, 2009.

5. Roads / Bridges (supporting business and industrial areas)

a. Roads

Table Public Road Length in Miles By County - 2010

County	MDOT Maintained		MDOT Maintained		Total
	Paved	Other	Unpaved	Other	
Attala	193.497	291.468	0.695	627.477	1,113.137
Carroll	127.223	149.879	0	517.140	794.242
Grenada	96.576	396.429	0	131.088	624.093
Holmes	156.937	327.244	0	531.023	1,015.204
Leflore	112.585	380.008	0	413.791	906.384
Montgomery	101.799	172.888	0	330.573	605.260
Yalobusha	129.941	378.008	0	196.774	704.723
District Totals	918.558	2095.924	0.695	2747.866	5,763.043

b. Bridges

County Bridges

Out of the District's 851 county bridges, 21% have been classified by the Mississippi Office of State Aid Road Construction as requiring critical maintenance. In Attala County, 53% of all county bridges need critical maintenance. Holmes County has 54, or 34% of its 160 bridges in need of critical maintenance.

Table County Bridges Needing Critical Maintenance

Location	Number County Bridges	Number Requiring Critical Maintenance	Percentage of County Bridges Needing Critical Maintenance
Attala	72	38	53%
Carroll	182	29	16%
Grenada	102	1	1%
Holmes	160	54	34%
Leflore	106	20	19%
Montgomery	138	13	10%
Yalobusha	91	18	20%
DISTRICT TOTALS	851	173	21%

c. Railroads

The Canadian National Railroad uses tracks and spurs throughout the North Central Planning and Development District. Several railways have been abandoned in recent years. District officials now feel it is imperative to keep the remaining railways open for industrial and agricultural concerns.

As the rail industry tries to find sources of revenue in previously untapped areas, three potential markets are:⁴⁵

- Construction & Demolition Materials
- Municipal Solid Waste, and
- Ethanol & Biofuels

Safety is a major concern within the communities that have railroads. There have been several train derailments in Carroll and Holmes counties. Several communities are divided by train tracks in their central business districts (i.e. Cruger and Tchula). Transportation of hazardous materials through communities is also a concern with emergency management officials.

Amtrak's "City of New Orleans" route uses the Canadian National / Illinois Central (CN/IC) tracks to provide passenger rail service at its Greenwood station. The train runs daily though Mississippi on its route between Chicago and New Orleans.⁴⁶

d. Rural Transit

Two federally funded providers provide transit services to the NCPDD. Mississippi Valley State University Mass Transit covers Carroll, Grenada, Holmes, Humphreys, Leflore, and Montgomery counties. Madison County Human Resource Agency also provides service to Holmes County. According to MDOT statistics as of December 2006, Yalobusha County does not presently have a rural transit provider.⁴⁷

e. Intercity Bus Services

Greyhound and/or its affiliated companies provide primary intercity bus service to the NCPDD. Two basic routes run through NCPDD communities on a daily basis.⁴⁸

6. Broadband Telecommunications

On July 1, 2003, the Mississippi Broadband Technology Development Act went into effect. Senate Bill 2979 provides companies with economic incentives for deploying broadband in sparsely populated areas.

At present, broadband is available in each county; however, DSL service does not yet extend into every area of the District (DSL is available in every county; however, the coverage area may not reach all areas of the county).

What is available throughout the District are T-1 and Frame Relay services, which are dedicated lines that allow customers to move large amounts of data, adding voice and

⁴⁵ American Short Line and Regional Railroad Association, July 10, 2007.

⁴⁶ MDOT Multiplan, December, 2009.

⁴⁷ Ibid.

⁴⁸ Ibid.

data services.⁴⁹ This is an important economic development tool as faster transmission of larger amounts of data may be critical for an increasing number of businesses.

The Town of Schlater in Leflore County has received a \$343,638 USDA Rural Development “Community Connect” grant to establish a community-owned wireless broadband network. The system will offer many residents first-time access to the internet with video services planned for the second year of full operation.

Four USDA Rural Utilities loans are currently pending to establish broadband services in Coffeerville and Water Valley (Yalobusha County), and in Tchula and Lexington (Holmes County). Crossroads Wireless RDUP Broadband, Inc., out of Oklahoma City, Oklahoma, is the applicant company.

7. Electricity

Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
Central Electric Power Assn.	Delta Electric Power Assn.	Delta Electric Power Assn.	Delta Electric Power Assn.	City of Greenwood Electric Utilities	Delta Electric Power Assn.	Natchez Trace Electric Power Assn.
Entergy	Entergy	Entergy	Entergy	Entergy	Entergy	Entergy
Delta Electric Power Assn.		Natchez Trace Electric Power Assn.	Yazoo Valley Electric Power Association	Delta Electric Power Assn.		Tallahatchie Valley Electric Power Assn.
East Mississippi Electric Power Assn.		Tallahatchie Valley Electric Power Assn.		Twin County Electric Power Assn.		

8. Ethanol & Biofuels

The renewable fuels industry is one of the fastest growing markets in the U.S. economy. Because of the record high petroleum costs, renewable fuels provide a cheaper, cleaner alternative to oil. Grain alcohol, the basis of ethanol, is produced from crops such as corn and soybeans, commonly grown in the North Central PDD. Although the majority of the 101 existing bio-refineries in the U.S. are located in the mid-west states, some plants have been established in Georgia and Kentucky. There are 32 new plants under construction in the U.S., and six plants are now undergoing expansions.⁵⁰

⁴⁹ ATT, Michael Walker, Community Outreach, Jackson, MS 8/15/2007.

⁵⁰ American Short Line and Regional Railroad Association, “Emerging Markets,” June 2006.

C. FINANCIAL RESOURCES

1. City and County General Fund Reserves

	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
General Fund Reserves	\$4,061,353.00	\$420,688.00	\$3,948,521.00	\$2,033,837.00	\$4,520,776.00	\$498,760.00	\$2,847,630.00
Total District Reserves							
\$18,331,565.00							

2. Amount of General Obligation Debt Outstanding

This type of debt is typically paid off with tax revenue.

	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
G.O Bonded Debt Outstanding	\$1,425,000.00	\$335,000.00	\$7,590,000.00	\$2,766,916.00	\$14,905,000.00	\$627,000.00	\$3,205,000.00
Population 2010	19,564	10,597	21,906	19,198	32,317	10,925	12,678
Outstanding Debt Per Capita	\$72.84	\$31.61	\$346.48	\$144.13	\$461.21	\$57.39	\$252.80
Total District G.O. Bonded Outstanding Debt							
\$30,853,916.00							
Total District G.O. Bonded Debt Per Capita							
\$242.59							

3. Amount of Revenue Bond Debt on Enterprise Operations of the Government

These bonds finance capital projects that are paid off from a designated revenue stream generated by the projects they finance.

	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
Revenue Bonded Debt Outstanding	\$0.00	\$3,290,000.00	\$0.00	\$4,210,000.00	\$0.00	\$0.00	\$0.00
Total District Revenue Bond Debt							
\$7,500,000.00							

The legal debt margin for Mississippi counties is limited by state statute. Total outstanding debt during a year can be no greater than 15% of assessed value of the taxable property within the county according to the last completed assessment for taxation. This limitation is increased to 20% when a county issues bond to repair or replace washed out or collapsed bridges on public roads of the county.

4. Millage Rates

The millage rate is the property tax rate set by the Board of Supervisors in each county. It is based on “mills.” One mill is equal to \$1 per \$1,000 of taxable property value.

Table		Millage Rates					
	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
Mill Rate County Wide	99.76	101.42	100.34	139.11	103.93	124.29	127.28
District Average Millage	113.73						

E. EXTERNAL FORCES

1. Natural Environment

The North Central Planning and Development District (NCPDD) of Mississippi is made up of Attala, Carroll, Grenada, Holmes, Leflore, Montgomery and Yalobusha counties. These counties comprise approximately nine percent (9%) of the land area of the state.

The 4,042 square miles of land in the NCPDD comprise two very diverse geographic areas: the flat delta land in the western portion, and the hill land in the eastern portion. The fertile “delta” includes Leflore County and portions of Carroll and Holmes Counties.

Table District Land Mass / Watersheds⁵¹

	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha	NCPDD
Land Area	735	628	731	756	492	407	467	4,316
Acres in Forest	372,800	280,800	173,000	269,700	63,500	260,400	219,700	1,639,900
Water-sheds	Big Black River Basin Pearl River Basin	Big Black River Basin Yazoo River Basin	Yazoo River Basin	Yazoo River Basin Big Black River Basin	Yazoo River Basin	Big Black River Basin Yazoo River Basin	Yazoo River Basin	Big Black River Yazoo River Pearl River

Table District Ecoregions⁵²

	Attala	Carroll	Grenada	Holmes	Leflore	Montgomery	Yalobusha
Upper East Gulf Plain Ecoregion							
Mississippi Alluvial Plain							

⁵¹ US EPA, Watershed Database, 8/15/2007.

⁵² Mississippi Wildlife, Fisheries and Parks, “Mississippi’s Comprehensive Wildlife Conservation Strategy,” 1/16/2006.

Table Species of Greatest Conservation Need⁵³

Common Name	Mississippi Alluvial Plain Ecoregion	Upper East Gulf Plain Ecoregion
Amphibians		X
Tiger Salamander		
Gulf Coast Toad	X	X
Green Salamander		X
Hellbender		X
Cave Salamander		X
Spring Salamander		X
Four-Toed Salamander		X
Southern Zigzag Salamander		X
Webster's Salamander		X
Mountain Chorus Frog		X
Red Salamander		X
Crawfish Frog		X
Birds		
Bachman's Sparrow		X
Henslow's Sparrow		X
Le Conte's Sparrow		X
Seaside Sparrow		X
Grasshopper Sparrow	X	X
Northern Pintail	X	X
American Black Duck	X	X
Anhinga	X	X
Short-Eared Owl	X	X
Lesser Scaup	X	X
American Bittern	X	X
Dunlin	X	X
Western Sandpiper	X	X
Ivory-Billed Woodpecker	X	X
Chuck-Will's Widow	X	X
Piping Plover	X	X
Northern Bobwhite	X	X
Common Ground Dove	X	X
Yellow Rail		X
Cerulean Warbler		X
Prairie Warbler	X	X
Little Blue Heron	X	X
Snowy Egret	X	X
Tricolored Heron	X	X
Swallow-Tailed Kite	X	X
White Ibis	X	X
Rusty Blackbird	X	X
Bald Eagle	X	X
Worm-Eating Warbler	X	X
Wood Thrush	X	X
Least Bittern	X	X
Loggerhead Shrike	X	X
Black Rail		X
Swainson's Warbler	X	X
Red-Headed Woodpecker	X	X
Wood Stork	X	X
Black-Crowned Night-Heron	X	X
Yellow-Crowned Night Heron	X	X
Kentucky Warbler	X	X
Osprey	X	X
Painted Bunting	X	X
American White Pelican	X	X
Red-Cockaded Woodpecker		X

⁵³ Mississippi Wildlife, Fisheries and Parks, "Mississippi's Comprehensive Wildlife Conservation Strategy," 1/16/2006.

Table Species of Greatest Conservation Need⁵⁴ (Cont'd)

Birds (Cont'd)	Mississippi Alluvial Plain Ecoregion	Upper East Gulf Plain Ecoregion
Scarlet Tanager	X	X
Purple Gallinule	X	X
Prothonotary Warbler	X	X
King Rail	X	X
Black Skimmer		X
American Woodcock	X	X
Louisiana Waterthrush	X	X
Brown-Headed Nuthatch	X	X
Least Tern		X
Interior Least Tern	X	
Gull-Billed Tern		X
Bewick's Wren	X	X
Common Barn Owl	X	X
Crustaceans		
A. Crayfish		X
Pearl Rivulet Crayfish		X
Oktibbeha Rivulet Crayfish		X
Tombigbee Rivulet Crayfish		X
Choctaw Rivulet Crayfish		X
Jackson Prairie Crayfish		X
Mississippi Flatwoods Crayfish		X
Carrollton Crayfish		X
Shutispear Crayfish		X
Bearded Red Crayfish		X
Fishes		
Gulf Sturgeon		X
Alabama Shad		X
Rock Bass		X
Western Sand Darter		X
Southern Sand Darter		X
Alligator Gar	X	X
Rosyside Dace		X
Banded Sculpin		X
Crystal Darter		X
Blue Sucker	X	X
Southeastern Blue Sucker		X
Alabama Shiner		X
Spotfin Shiner		X
Steelcolor Shiner		X
Bluespotted Sunfish		X
Mud Darter	X	X
Greenside Darter		X
Black Darter		X
Fantail Darter		X
Stripetail Darter		X
Tombigbee Darter		X
Blackfin Darter		X
Yazoo Darter		X
Redline Darter		X
Rock Darter		X
Backwater Darter		X
Bandfin Darter		X
Northern Starhead Topminnow	X	X
Alabama Hog Sucker		X
Chestnut Lamprey	X	X
Black Buffalo	X	X
Rosefin Shiner	X	X
Striped Bass	X	X

⁵⁴ Mississippi Wildlife, Fisheries and Parks, "Mississippi's Comprehensive Wildlife Conservation Strategy," 1/16/2006.

Table Species of Greatest Conservation Need⁵⁵ (Cont'd)

Fishes (Cont'd)	Mississippi Alluvial Plain Ecoregion	Upper East Gulf Plain Ecoregion
Silver Redhorse		X
River Redhorse		X
Black Redhorse		X
Golden Redhorse		X
Shorthead Redhorse		X
Pallid Shiner		X
Bigeye Shiner		X
Silverside Shiner		X
Ironcolor Shiner	X	
Fluvial Shiner		X
Blackmouth Shiner		X
Rosyface Shiner		X
Sabine Shiner		X
Slender Madtom		X
Stonecat	X	
Frecklebelly Madtom		X
Piebald Madtom		X
Pearl Darter		X
Gilt Darter		X
Mobile Logperch		X
Freckled Darter		X
Slenderhead Darter		X
Suckermouth Minnow		X
Southern Redbelly Dace	X	X
Flathead Chub	X	
Paddlefish	X	X
Blacknose Dace	X	
Alabama Sturgeon		X
Pallid Sturgeon	X	
Sauger	X	X
Southern Walleye	X	X
Walleye	X	X
Mammals		
Rafinesque's Big-Eared Bat	X	X
Silver-Haired Bat		X
Long-Tailed Weasel		X
Southeastern Myotis	X	X
GrayMyotis		X
Northern Myotis		X
Indiana Or Social Myotis		X
Oldfield Mouse	X	X
Florida Panther	X	X
Eastern Spotted Skunk		X
Black Bear		X
Louisiana Black Bear	X	X
Meadow Jumping Mouse		X
Mussels		
Mucket	X	
Rock Pocketbook	X	X
Purple Wartyback		X
Western Fanshell	X	
Butterfly	X	X
Alabama Spike		X
Delicate Spike		X

⁵⁵ Mississippi Wildlife, Fisheries and Parks, "Mississippi's Comprehensive Wildlife Conservation Strategy," 1/16/2006.

Table Species of Greatest Conservation Need⁵⁶ (Cont'd)

Mussels (Cont'd)	Mississippi Alluvial Plain Ecoregion	Upper East Gulf Plain Ecoregion
Spike	X	X
Cumberlandian Combshell		X
Southern Combshell		X
Snuffbox		X
Tennessee Pigtoe		X
Plain Pocketbook		X
Orange-Nacre Mucket		X
Fatmucket	X	
Rough Fatmucket		X
Alabama Heelsplitter		X
White Heelsplitter		X
Slabside Pearlymussel		X
Black Sandshell		X
Alabama Moccasinshell		X
Southern Hickorynut		X
Alabama Hickorynut		X
Sheepnose	X	
Mississippi Pigtoe		X
Black Clubshell		X
Southern Clubshell		X
Flat Pigtoe		X
Ovate Clubshell		X
Pyramid Pigtoe	X	X
Heavy Pigtoe		X
Pink Heelsplitter	X	
Fat Pocketbook	X	
Inflated Heelsplitter		X
Kidneyshell		X
Rabbitsfoot	X	X
Monkeyface		X
Wartyback	X	X
Ridged Mapleleaf		X
Stirrupshell		X
Alabama Creekmussel		X
Southern Creekmussel		X
Squawfoot		X
Deertoe	X	X
Tapered Pondhorn	X	X
Reptiles		
Western Chicken Turtle	X	
Southern Coal Skink		X
Rainbow Snake		X
Gopher Tortoise		X

⁵⁶ Mississippi Wildlife, Fisheries and Parks, "Mississippi's Comprehensive Wildlife Conservation Strategy," 1/16/2006.

2. Political Environment

In the seven counties of the North Central PDD, each county is organized into a five-member Board of Supervisors. The Boards of Supervisors are responsible for pass-through funding and programs available from state and federal sources.

There are 26 municipalities in the NCPDD with nine cities and 17 towns organized according to the laws of the State of Mississippi.

The elected officials in these local governments direct the economic development efforts of the region and are proactive in securing growth for their communities. They are most interested in the development of industry that will responsibly use the area's natural resources, enhance the standard of living, and create sustainable jobs. Major concerns include the out-migration of the region's educated youth; safety (including crime and emergency response capabilities); and maintaining and improving infrastructure.

3. Economic Environment

The North Central PDD has lost over 3,000 manufacturing jobs since 1997, yet by 2007 the unemployment rates had dropped somewhat after the 2003 and 2005 plant closings. Increases in jobs in the metals and machining and in the automotive sectors have helped ease the overall decline in the NCPDD workforce participation rates.

4. Social Environment

Like most other Mississippians, residents of the North Central Planning and Development District tend towards moderate or conservative values. Residents share major concerns such as improving economic development; public education; homeland security and emergency preparedness; while decreasing crime and health care costs.

a. Immigration Issues

According to 2006 state estimates⁵⁷, there are approximately 49,000 illegal immigrants in Mississippi. While the State Auditor's Office estimates the cost of these illegal immigrants to be close to \$25 million annually, the amount of their financial contributions is unknown. Several issues surrounding this population are currently being studied and debated, including the effects on state education, health care, public safety, and taxes.

⁵⁷ Mississippi State Auditor Report, 2006.

IV. GOALS AND OBJECTIVES



The objective of regional economic development planning in the North Central Planning and Development District is to improve the growth possibilities of the regional economy. This can be accomplished by improving the region's competitive edge to export products, or by enhancing the prospects and conditions for intraregional trade. The District's quality of life and the region's appeal to employers and residents are at stake. This comprehensive approach must involve housing, childcare, public policy, and resource availability, among other issues, and must be balanced to achieve an economic environment which nurtures sustainable business and supports community values.

There are three general ways local government may influence economic development. They are:

1. Infrastructure development (water, sewer, transportation, communications)
2. Development and support of public and private institutions such as regional planning districts and economic development agencies; and
3. Creation of public sector policies related to land use, taxation, education, and other topics.

There are five basic economic development strategies that are universal. They include:

1. Keeping dollars inside the community or region by supporting the intraregional exchange of goods and services;
2. Supporting existing employers by helping them thrive and expand in the community;
3. Encourage new employment opportunities and entrepreneurship within the region;
4. Recruit outside industries which are consistent with community-wide economic development goals and increase the median income; and
5. Local and regional planning.

In order to achieve the development strategies stated above, the CEDS Committee will develop projects with specific goals and objectives keeping in mind the region's assets and constraints. The projects will be presented in priority order.

Suggested Goals and Objectives

- Protect the District's environmental and social quality by balancing development with preservation.

OBJECTIVES

1. Support existing agricultural and forest management.
2. Study existing public programs to preserve open space.
3. Develop regional planning for areas of future development. .
4. Examine local taxing policies as they relate to impacting growth in rural communities.
5. Explore environmentally sound ways to dispose of solid waste.
6. Develop and preserve recreation opportunities including trails, opportunities for youth, and expansion of tourism.
7. Support strong cultural and social base.
8. Develop and nurture community spirit.
9. Support arts and cultural activities as a critical element of the regional economy.

- Market the seven counties in the North Central PDD as a whole.

OBJECTIVES

1. Market North Central PDD's access to major transportation routes.
2. Identify District's qualities that are attractive to others and develop creative vision as marketing tool (i.e. strong schools).
3. Obtain planning grant to market and promote District region.
4. Investigate tourism opportunities.
5. Develop strong image of innovation, conservation, and preservation as part of marketing theme.

- Direct development toward locally designated town and city centers and industrial parks in order to support existing businesses, attract new businesses to the region, and stimulate downtown revitalization and development.

OBJECTIVES

1. Define growth center and gain consensus within District about growth centers.
2. Support the Main Street programs, as well as industrial and commercial parks in accord with local and regional plans.
3. Give priority for water, sewer, and transportation improvements within growth centers.

- Encourage, support, and strengthen the development of a balanced, diverse, and healthy economy.
 1. Study the linkages among industries.
 2. Develop a plan to better understand markets for existing businesses.
 3. Support business and industry that increases regional income, enhances regional income multiplication, and improves the comparative advantage of the region's export products (support key industries).
 4. Study the pressures causing the loss of manufacturing jobs and seek to provide a "level playing field" for manufacturing industries.
 5. Support worker and employer transitions as regional economy adjusts.
 6. Attract and support industries that use existing workforce skills.
 7. Concentrate resources on entrepreneurship in emerging industries.
 8. Support increased technology transfer in the District.
 9. Enhance tourism, particularly eco-tourism.
 10. Support technology incubators.
 11. Maintain agriculture and forestry as important components of District economy.
 12. Investigate value-added uses for underused agricultural and wood products.
 13. Support cultural and educational industries.
 14. Incorporate disaster resiliency principles into economic development efforts.

- Fully maximize use of existing systems and buildings to the greatest extent practical.
 1. Maintain and expand knowledge about existing industrial and commercial sites, including the identification of empty buildings and their availability.
 2. Facilitate movement of people and goods through enhancement of existing road systems.
 3. Support existing public transportation providers.
 4. Better market existing telecommunications capacity.
 5. Support redevelopment of District's downtowns.
 6. Plan for flexible business space to be located near transportation corridors.
 7. Support growing elderly population.

- Support and maintain the existing business base.
 1. Assist in the identification of new markets and technologies for mature industries.
 2. Support agriculture and forestry as important elements of the region's quality of life and working landscape.
 3. Help businesses maximize export opportunities.
 4. Support innovation.
 5. Enhance and expand access to affordable capital.
 6. Recruit and retain business in key industry (export-oriented) sectors.

7. Facilitate expansion of existing businesses throughout the District.
8. Support expansion of environmentally and socially responsible tourism and recreation facilities.
9. Support small businesses and cottage industries.
10. Maintain sufficient workforce size as the population ages (possible part-time job opportunities for senior citizens).

V. PUBLIC / PRIVATE PARTNERSHIPS

The North Central PDD has forged numerous partnerships with public and private entities in order to maximize economic development efforts. These collaborative efforts discourage duplication and pool resources, thus, increasing the district's effectiveness in the economic development arena.

Agencies that the district collaborates with include the following: the Mississippi Development Authority, the Mississippi Department of Transportation, the Mississippi Association of Supervisors, the Mississippi Municipal League, and the Mississippi Association of Planning and Development Districts. The district is able to assist its member governments through a variety of grant and loan programs offered by the Economic Development Administration, the Appalachian Regional Commission, the Delta Regional Authority, and the Rural Development Administration (USDA).

District staff work closely with banks in the area to make loans to industries, businesses, and entrepreneurs. These loans are tied directly to the creation or retention of jobs.

The following table lists some of the key organizations with which the North Central PDD collaborates in its economic development efforts:

Name of Agency	Contact Information
Kosciusko-Attala County Development Corporation	(662)290-0305
Greenwood-Leflore County Chamber of Commerce	(662)453-4152
Grenada County Chamber of Commerce	(662) 226-2571
Holmes County Chamber of Commerce	(662)834-3372
Coffeeville Chamber of Commerce	
Water Valley Area Chamber of Commerce Economic Development	(662)473-1122
Coffeeville Area Chamber of Commerce	(662)675-8385
Economic Development Partnership of Montgomery County	(662) 283-4828
Delta Council	(662) 686-3350
North Central Planning and Development District	(662) 283-2675
Greenwood-Leflore-Carroll Economic Development Foundation	(800)844-SITE
Greenwood Convention and Visitors Bureau	(662) 453-9197
Grenada Enterprise Center	(662)226-2571
Mississippi Delta Developers Association	(662) 686-3365
Grenada Economic Development District	(662) 229-9502

VI. STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

A. SUGGESTED PROJECTS LIST

Project	Strategic Findings Addressed	Outcome
<u>Regional Health Care Facilities</u> Support and expand existing facilities or build new facility centrally located in District.	Aging population, inadequate health care facilities	Improved health care
<u>Regional Airport Development</u>	Lack of adequate transportation infrastructure	Improved regional transportation infrastructure
<u>Grenada Railroad</u> Keep railroad healthy in District	Lack of adequate transportation infrastructure	Improved regional transportation infrastructure

B. VITAL PROJECTS LIST

Project	Strategic Findings Addressed	Location	Estimated Costs	Funding Sources	Potential Job Creation	Outcome
Development of Holmes County Industrial Park	Lack of adequate infrastructure to support certain industrial needs	Holmes County	\$5.2 M	EDA, State, County	3,200	Improved infrastructure to support industry in industrial park
Resources for alternative fuel	Develop market for renewable resources; address high fuel / transportation costs	Centrally located in District – Montgomery or Carroll County	\$6.3 M	EDA, State, Local, Private, U.S. D.O.E.	150	Market for renewable resource, lower fuel / transportation costs
Development of Grenada County Industrial Park	Lack of adequate infrastructure to support certain industrial needs	Grenada County	\$4 M	EDA, State, Local	2,500	Improved infrastructure to support industry
Renovation of vacant industrial building for workforce	Need for job training/promotion of entrepreneurship	Attala County	\$5 M	EDA, County, State, College	150 - 200	Improved infrastructure to support workforce training

training center						
Renovation of C&G Railroad	Lack of adequate infrastructure to support certain industrial needs	Carroll, Montgomery, and Leflore counties	\$100 M	EDA, USDOT, State	5000	Improved infrastructure for economic development
Purchase and repair of Grenada Railway	Lack of adequate infrastructure to support certain industrial needs	Yalobusha, Grenada, Carroll, Montgomery, & Holmes counties	\$25 M	EDA, USDOT, State	300	Improved infrastructure for economic development
Airport improvements	Lack of adequate infrastructure to support certain industrial needs	Districtwide	\$1 M	EDA,DRA,ARC, FAA, HUD, State	100	Improved infrastructure for economic development
Master plans for retail revitalization	Need for downtown improvements	Districtwide	\$50,000/each	EDA, State, ARC, DRA, Main Street	NA	Improved retail buildings & landscaping
Provision of natural gas for industry	Lack of adequate infrastructure to support certain industrial needs	Districtwide	\$10 M	EDA, DRA, ARC, HUD, State	200	Improved infrastructure for economic development
Reuse of vacant buildings	Lack of adequate infrastructure to support certain industrial needs	Districtwide	\$10 M	EDA, State, Local	1,000	Improved infrastructure for economic development
Broadband expansion	Lack of adequate infrastructure to support certain industrial needs	Districtwide	\$5 M	EDA, DRA, ARC, State	100	Improved infrastructure for economic development
Health care improvements	Lack of adequate health care	Districtwide	\$15 M	EDA, DRA, ARC, State, Local	300	Improved health care
Training for entrepreneurs	Need for promotion of entrepreneurship	Districtwide	\$100,000	EDA, DRA, ARC	100	Promotion of entrepreneurs

VII. ACTION PLAN

Goal /Objectives	Task	Lead Agency	Timeline
1	Protect District's environmental and social quality by balancing development with preservation.	NCPDD Board of Directors, county officials, city officials	Ongoing
2	Market the seven counties in the NCPDD as a whole	NCPDD Board of Directors	Ongoing
3	Direct development toward locally designated town and city centers, and industrial parks, in order to support existing businesses, attract new businesses to the region, and stimulate downtown revitalization and development	Boards of Supervisors, city officials, NCPDD Board of Directors	Ongoing
4	Encourage, support and strengthen the development of a balanced and diverse economy.	NCPDD Board of Directors	Ongoing

5	Fully maximize the use of existing systems and buildings to the greatest extent practical.	Boards of Supervisors & city councils	Ongoing
6	Support and maintain the existing business base	Boards of Supervisors, City Councils, Boards of Aldermen, Chambers of Commerce	Ongoing
7	Encourage expansion of small manufacturing businesses	Boards of Supervisors, City Councils, Economic Developers, NCPDD Board of Directors	Ongoing
8	Incorporate disaster resiliency principles into economic development strategies	NCPDD Board of Directors, Economic Developers, Boards of Supervisors, City Councils, Boards of Aldermen	Ongoing

VIII. PERFORMANCE MEASURES

A. Method of Reviewing, Monitoring and Evaluating Performance

To ensure that the North Central Planning and Development District Comprehensive Economic Development Plan remains an active and relevant document, the CEDS Committee developed a method and schedule to review, monitor and evaluate the Plan bi-annually.

1. Method and Schedule of Planning Cycle

The North Central Planning and Development District will be responsible for contacting CEDS Committee members and organizing a biannual meeting. The committee members will be responsible for monitoring and evaluating the progress of the mitigation strategies in the plan.

In preparation for the biannual review, the North Central Planning and Development District will advertise the meeting date and time, encouraging public participation. CEDS Committee members will be contacted.

In addition, the following organizations will be invited to participate in the biannual review:

Kosciusko-Attala County Development Corporation
Greenwood-Leflore County Chamber of Commerce
Grenada County Chamber of Commerce
Holmes County Chamber of Commerce
Coffeeville Chamber of Commerce
Grenada Economic Development District
Water Valley Area Chamber of Commerce Economic Development
Coffeeville Area Chamber of Commerce
Economic Development Partnership of Montgomery County
Delta Council
Greenwood-Leflore-Carroll Economic Development Foundation
Greenwood Convention and Visitors Bureau
Grenada Enterprise Center
Mississippi Delta Developers Association
North Mississippi Industrial Development Association

The CEDS Committee, with input from the public and others, will review each goal and objective to determine their relevance to changing situations in the region, as well as changes in local, State or Federal policy, and to ensure they are addressing current and expected conditions. The parties responsible for the various implementation actions will report on the status of their projects and will include which implementation processes worked well, any difficulties encountered, how coordination efforts were proceeding, and which strategies should be revised. The CEDS Committee members will use the Evaluation Form to begin the evaluation process. The form will be completed and submitted to the North Central Planning and Development District.

**North Central Planning and Development District Comprehensive Economic Development Plan
Evaluation and Monitoring
Part 1: Regional Development Projects**

	Research	Planning	Funding	Environmental	Construction
Infrastructure Improvements at Holmes County Industrial Park	X	X	X	X	X
Alternative Fuel Development	X	X			
Development of Grenada County Industrial Park	X	X			
Renovation of Vacant Industrial Building for Workforce Training Center	X	X		X	
Renovation of C&G Railroad	X	X			
Purchase & Repair of Grenada Railway	X	X			
Airport Improvements	X	X			
Master Plans for Retail Revitalization	X	X			
Provision of Natural Gas for Industry	X	X			
Reuse of Vacant Buildings	X	X			
Broadband Expansion	X	X			
Health Care Improvements	X	X			
Training for Entrepreneurs	X	X	X	NA	NA

Comments and Recommendations:

**North Central Planning and Development District Comprehensive Economic Development Plan
Evaluation and Monitoring
Part 2: Conclusions and Recommendations**

Summary of Findings:
Recommendations

This is a monitoring tool to analyze the progress the North Central Planning and Development District have made in implementing CEDS strategies.

This evaluation will be completed by each CEDS member and will be sent to each local government for use and consideration in their biannual review of CEDS objectives and goals.

This evaluation was conducted by _____

Date _____

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