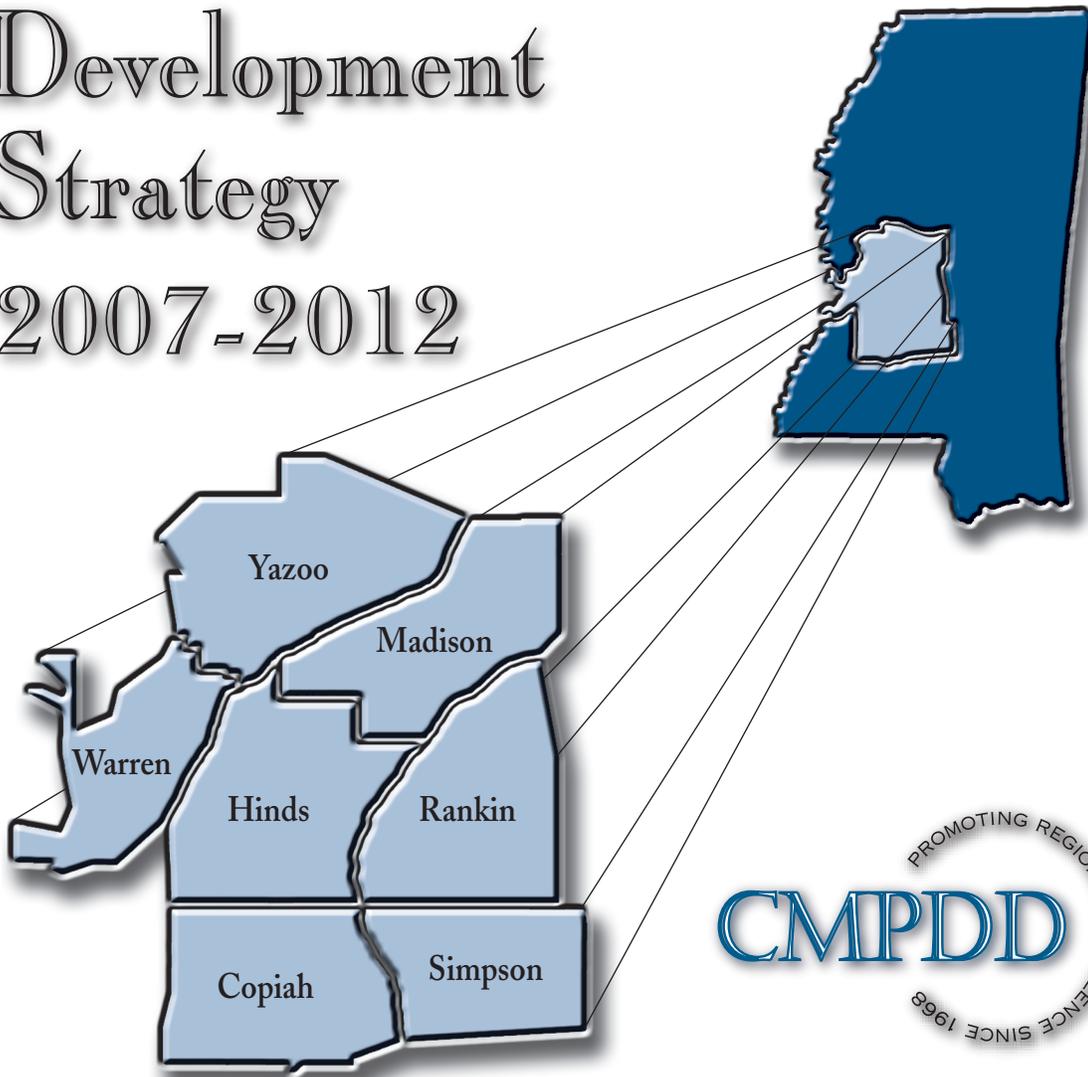


# Comprehensive Economic Development Strategy 2007-2012



Central Mississippi Planning & Development District

Submitted September 30, 2007

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## INTRODUCTION

The Central Mississippi Planning and Development District (CMPDD) is a sub-state regional planning organization, located in the Central part of the state, serving the local governments of the seven county area including Copiah, Hinds, Madison, Rankin, Simpson, Warren and Yazoo Counties and the 33 municipalities within these seven counties. CMPDD was created in 1968 through the voluntary actions of local government and community leadership as a private, non-profit corporation to address common issues ranging from local planning, economic development, governmental management, and human resource coordination. The land area served encompasses 5,232 square miles and serves 574,990 people and includes the states largest Metropolitan Statistical Area.

The CMPDD assists local governments with economic development financing options through state and federal sources, local land use planning and zoning, transportation, workforce, child care, and elderly programs. CMPDD serves the area as the Regional Clearinghouse Coordinator, the Metropolitan Planning Organization, the Area Agency on Aging, the Coordinating Responsible Agent for the Mississippi Renewal Community, the Southcentral Mississippi Works, the U.S. Census Data Affiliate, and the Child Care Management Agency.

This Comprehensive Economic Development Strategy (CEDS) is the result of a local planning process designed to guide the economic growth of the area. It was developed using a grass-roots approach and studies the economy of the area and provides a glimpse

of the area as a whole. It includes goals and objectives to assist local governments to create more jobs, foster a stable and diversified economy, and improve living conditions. It lists specific projects that will enhance the region's competitiveness and details an action plan to assist with the successful implementation. The CEDS also includes an evaluation section which will help in assessing the plan and provide for future updates.

Upon completion of the CEDS, copies are made available to State and Federal agencies in an attempt to coordinate and integrate economic priorities. The CEDS is also available for review at the CMPDD offices and copies are provided to others based on requests.

The CEDS is a requirement of the Economic Development Administration (EDA) to maintain funding eligibility for the region. Before EDA will consider funding a project, it must be addressed in the regional economic development plan, which is the Comprehensive Economic Development Strategy. Furthermore, EDA requires the CEDS to be updated annually with a new CEDS being written every five years.

# **ORGANIZATION AND MANAGEMENT**

## **INTRODUCTION**

The Central Mississippi Planning and Development District (CMPDD) was created by local elected officials and businessmen from the following seven counties in 1968: Copiah, Hinds, Madison, Rankin, Simpson, Warren and Yazoo. The people that created the District saw a need to solve problems on a regional basis versus each individual locality trying to solve their own problems.

In June, 1970, Governor John Bell Williams signed Executive Order #81, which officially recognized ten substate districts, including the CMPDD, throughout Mississippi as the regional clearinghouses for all State and Federal programs. Municipal involvement and cooperation was officially recognized within the District structure when Hinds, Madison, Rankin Capitol City Council of Governments merged with the CMPDD. This merger was in January, 1975; and at that time the District's Board structure and By-Laws were amended to reflect city government involvement.

## **BOARD OF DIRECTORS**

The CMPDD is governed by a board of directors which are appointed by county and municipal governments. The Board of Supervisors of each county appoints three (3) persons to serve - one (1) is a county official, one (1) is from business and industry, and one (1) is a minority representative. The Mayor of each municipality within the

representative counties, excluding Jackson in Hinds County, selects one (1) member to represent the municipalities as the fourth member of the Board of Directors. The City of Jackson appoints four (4) members to the Board of Directors - two (2) of which are elected officials, one (1) from business and industry, and one (1) is a minority representative. The current Board of Directors are listed in the Appendix Section.

## MEMBER GOVERNMENTS

As mentioned earlier, the District is made up of seven-counties and their 33 municipalities. All local governments are participating members in the District.

<u>Copiah County</u>	<u>Madison County</u>	<u>Simpson County</u>
Beauregard	Canton	Braxton
Crystal Springs	Flora	D'Lo
Georgetown	Madison	Magee
Hazlehurst	Ridgeland	Mendenhall
Wesson		
<u>Hinds County</u>	<u>Rankin County</u>	<u>Warren County</u>
Bolton	Brandon	Vicksburg
Clinton	Florence	
Edwards	Flowood	<u>Yazoo County</u>
Jackson	Pearl	Bentonia
Learned	Pelahatchie	Eden
Raymond	Puckett	Satartia
Terry	Richland	Yazoo City
Utica		

## CEDS COMMITTEE

The CEDS committee is responsible for developing, implementing, revising and/or replacing the CEDS. By EDA regulation, the Committee must represent the main economic interest of the region, and must include Private Sector Representatives as a majority of its membership. The committee should also, according to EDA, include committee member representatives such as public officials, community leaders, workforce development boards, institutions of higher learning, and minority and labor groups. CMPDD's CEDS committee is appointed each year by the Steering Committee for a one year term. A list of the committee members can be seen in the Appendix Section.

The CEDS committee also works closely with the economic development professionals throughout the seven-county area and CMPDD staff to survey public and private sectors to determine short and long term goals and strategic projects for each municipality, county, and the region as a whole. This ensures that every area within the region is represented and all points of view are included.

## REGIONAL ANALYSIS

The Central Mississippi Planning and Development District (CMPDD) is composed of seven counties including Copiah, Hinds, Madison, Rankin, Simpson, Warren and Yazoo Counties and thirty-three municipalities. The Regional Analysis studies this area as one region. Where applicable, the region is compared as local areas and to the state and the nation. A map showing the CMPDD region and its relation to the rest of the State can be found in the Appendix Section.

The Analysis also paints a picture of the current economic development situation of the region by looking at the population demographics, cluster development, infrastructure capacity, financial resources and external forces. Strategic Findings are identified throughout the analysis. These strategic findings sum up the problems and opportunities of the area and are used to determine the needs of the area and develop goals for the region.

## POPULATION AND DEMOGRAPHICS

### Population Growth

Total population growth from 1990 to 2000 in the region has kept pace with the state (both had an increase of 10.5%), but both are lagging behind the United States (13.2%). In regard to race, the white population increased slightly while the growth in blacks was dramatic at 18.1% in the region. This compared with a 6.9% increase in white

population in Mississippi and a 5.9% increase in the U.S. from 1990 to 2000.

PERCENT INCREASE IN POPULATION GROWTH

	1990 - 2000				2006 - 2011			
	TOTAL	WHITE	BLACK	HISPANIC	TOTAL	WHITE	BLACK	HISPANIC
Region	10.5	2.7	18.1	168.1	4.2	1.4	6.6	21.4
State	10.5	6.9	13.0	148.4	2.7	1.0	4.2	22.3
U.S.	13.2	5.9	15.6	57.9	4.8	5.3	3.5	16.1

In regard to projected population growth, the region is projected to grow by 4.2% between 2006 and 2011, a much higher growth than is projected in the state’s projection of 2.7%, and barely behind the nation’s projected rate of 4.8%. As to the projected racial make up of the growth, the region’s white population is expected to increase by 3.1% as compared to the state’s growth of 1.3% and the nation’s 5.3% projected white growth. As to projected black increases in population, the region is estimated to increase by 5.1% as compared to the state’s increase of 4.6% and the nation’s projected increase of 3.5%.

By far, the largest percentage increases have and will occur in the Hispanic sector of the population in the region, the state and the nation. Specifically, between 1990 and 2000, this sector grew by 176.1% in the region, 148.4% in the state and 57.9% in the U.S. Major growth by Hispanics is projected to be over 20% in both the region and Mississippi and 16.1% in the United States. Nationally, the only other population age-group growing faster than Hispanics are the Asian and Pacific Islanders. *(Refer to Population by Race/Ethnicity in the Appendix Section)*

Age

The largest increase in population from 1990 to 2000 was a 52.2% increase in ages

45 to 54 for the CMPDD. This age bracket represents the working age population. Using population estimates for 2006 and population projections for 2011 from Claritas, Inc., the largest population increase of 27.5% was in ages 60 to 64.

It appears that the baby boomers are the largest concentration of population in the CMPDD area and are moving closer to retirement age. This is already having an impact on government employment, which offers a pension after 25 years of employment. As the workforce ages and moves into retirement, a large portion of experienced workers are leaving the workforce creating a gap to be filled by less experienced workers.

In Mississippi and the United States, the largest increase in population from 1990 to 2000 was also found to be for ages 45 to 54. A similar increase for the state and US was also found in the projected years for 2011 to be for ages 60 to 64. Therefore, any problems experienced in the CMPDD due to the baby boomers being the largest population group moving toward retirement should be experienced at a state and national level as well.

The next largest increase in population age group in the CMPDD is the 85 plus age group. This creates a greater need for health care and aging programs to assist the elderly. The CMPDD is addressing this need by not only being the Area Agency on Aging for our area, providing many of the services needed by the growing elderly population, but has also launched the pilot program for the Aging and Disabled Resource Center for the State of Mississippi. This center will be a one-stop call center for the area's aging population, and should help the aging population get the services they need in a timely

manner.

The District appears to be losing some of the population ages 10 to 24 and also ages 35 to 44 by 2011. The lower fertility rates of females and the out-ward migration of our youth and younger working- age population is creating this decline in the young age brackets. *(Refer to Population by Age in the Appendix Section)*

***Strategic Finding:*** Based on this population study, it appears that while the region's population growth is comparable to the state's, the rate of growth is lagging that of the nation. Therefore, efforts should be placed on retaining the existing population and stemming the out migration of the region's best and brightest. Increased job opportunities and higher paying jobs are essential to stem the tide. Further, as to the higher educated population, quality of life issues need to be addressed to maintain and increase this cohort in the region, rather than have them leave the region and the state for metro areas in other states whose quality of life is perceived to be better.

### Education

The region is home to six accredited institutions of higher learning as well as one Community College. This includes four private, non-profit colleges, including Belhaven College, Millsaps College, Mississippi College and Tougaloo College, and two public, state-supported universities, the University of MS Medical Center and Jackson State University. The Community College is the Hinds Community College. The area is also served by two Community Colleges based outside of the region including Copiah-Lincoln Community College and Holmes Community College.

The District is also home to several schools offering religious training, specialized

programs, and vocational and technical training including Jackson College of Ministries, Reformed Theological Seminary, Wesley Biblical Seminary, Wesley College, and Antonelli College.

These institutions of higher learning have a combined enrollment of 28,374 students pursuing various degrees. The Institutions of Higher Learning reports the top five Baccalaureate Degrees awarded across the state include Elementary Education and Teaching; Business Administration and Management, General; Biology/Biological Sciences, General; Nursing - Registered Nurse Training; and Psychology, General. The top five Master's Degrees awarded are Business Administration and Management, General; Curriculum and Instruction; Counseling Education/School Counselors And Guidance Services; Geology/Earth Science, General; and Educational Leadership and Administration, General.

*Strategic Finding:* In regard to Education, the region is a focal point for higher education. The six colleges and universities in themselves create a mini-cluster of employment and fuel the region, especially the metro area, with additional discretionary income not found in other parts of the state. Outside of this region, there is not a cluster of higher education facilities such as found in this region. As a result, it is important for this region to grow this sector of the economy and continue to bring in students from other parts of the state and nation.

Each County has at least one public school district providing K-12 education with most Counties having separate school districts. Each County also has private schools providing K-12 education. The expenditure per pupil in the public school system in this

region varies from more than the state level to below the state level. The same is true with the mean ACT scores reported by each school district. The state level is \$6,402 expenditure per pupil and a mean ACT score of 18.7%. The public schools in each of the seven counties are all accredited with the exception of the Jackson Public Schools, which is in Advisement. The total enrollment of all the public schools in the seven counties is 101,987 students. Students at the higher level and K-12 comprise approximately 23% of the District's population. *(See Higher Education and Regional Public Schools in the Appendix Section)*

#### Mississippi Public Education

Expenditure per Pupil	Mean ACT Score	Total Enrollment
\$6,402	18.7%	492,557

*Sources; US Bureau of the Census, 2000:MS Department of Education, 2002-2003 Report Card and other data (10/04); MS Private School Association, 2003-2004*

The public schools in the region and in Mississippi are supported by The Mississippi Adequate Education Program (MAEP), which was designed to provide the resources necessary to all schools in an equitable manner. The MAEP was fully funded for the first time during the 2007 Legislative Session and will be pursued in future years in order to provide a stable funding source for long-term planning.

#### Unemployment

The labor force for the District as of June, 2007, was 302,010 people with 284,590 employed and 17,420 unemployed, with a 5.8% unemployment rate, as reported by the Mississippi Department of Employment Security. This is the lowest unemployment rate

for the District in the last 5 years.

LABOR FORCE AND UNEMPLOYMENT  
(June 2007)

	LABOR FORCE	EMPLOYED	UNEMPLOYED	(%)
DISTRICT	302,010	284,590	17,420	5.8
STATE	1,326,900	1,235,900	91,000	6.9
NATION	154,252,000	146,957,000	7,295,000	4.7

For the same time, Mississippi's unemployment rate was 6.9% (unadjusted), with a civilian labor force of 1,326,900, of which 1,235,900 were employed and 91,000 unemployed.

The labor force for the United States for the same time period was 154,252,000, with 7,295,000 unemployed and an unemployment rate of 4.7% (unadjusted). (*See Employment in the Appendix Section*)

**Strategic Finding:** Based on this information, it is obvious that the region's unemployment rate is lower than the state's but higher than the nation's. While the unemployment rate in the state is at a five year low, it is still a full percentage point higher than the nation's. Therefore, it is important for this region to find ways to lower the unemployment rate even further to be more in line with the nation. Again, more job opportunities are needed for the region's workforce. Further, it is important that those who are unemployed have knowledge of potential job opportunities as well as the skills to perform them. A better job must be done in regard to education, job training and access to job opportunities for the workers in the CMPDD region.

## Poverty

The median income of households in the CMPDD was \$38,837, which remains higher than the overall State level of \$35,659, but as a single unit are lower than the nation. Two metropolitan area counties, Madison and Rankin, boasts a median income level higher than the national median of \$48,271.

Eighty-one percent (81%) of the households received earnings and 15% received retirement income other than Social Security. Twenty-five percent (25%) of the households received Social Security. These income sources are not mutually exclusive; that is, some households received income from more than one source.

### PERCENT OF POVERTY

	1990	2000	2004	CHANGE	
				1990-2000	2000-2004
DISTRICT	21.4	17.9	18.3	-3.6	0.4
STATE	25.2	19.9	19.3	-5.3	-0.6
NATION	12.8	11.3	12.7	-1.5	1.4

Poverty is a good indicator of the health of an economy. Compared to the nation, this region compares very favorably. Poverty declined more than twice as much in the region as compared to the nation from 1990 to 2000. The estimated increase in poverty from 2000 to 2004 in the region, while regrettable, is less than a third of the nation's estimated increase.

In 2004, eighteen percent (18.3%) of people in the District were in poverty. Seven percent (7%) of related children under 18 were below the poverty level with a poverty

rate of 27.8%, compared with 2% of people 65 years old and over. Yazoo County had the highest poverty level in the District at 29.1%. Copiah and Hinds County also had poverty levels higher than the State or US at 22%. The District needs to help expand and develop industrial land and buildings to help increase employment in the counties with higher poverty rates. *(Refer to 1990 - 2004 Poverty in the Appendix Section)*

***Strategic Finding:*** The reduction in the poverty rate in the region is laudable. However, the sheer number of persons and families who are below the poverty level require that every effort be made to increase job opportunities, provide workforce training and tie potential workers to potential jobs.

#### Workforce Participation Rate

The District has an estimated age 16 plus population of 464,548, and a civilian labor force of 293,120. The District has a Workforce Participation Rate of 63.1%. Mississippi's Workforce Participate Rate is 59.1%, and the Workforce Participation Rate for the United States is 63.6%.

The workforce participation rate is the ratio between the labor force and the overall size of their cohort (population of the same age range). In the United States, the workforce participation rate rose from approximately 59% in 1948 to 66% in 2005 with participation among women rising from 32% to 59% and participation among men declining from 87% to 73%. Conversely, the workforce participation rate can decrease when the rate of growth of the population outweighs that of the employed and unemployed together. The workforce participation rate is a key component in long term economic growth. *(See Employment in the Appendix Section)*

## Employment/Wages by Occupation

CMPDD's labor pool is substantial, drawing directly from Hinds, Madison, and Rankin counties as well as Copiah and Simpson and 51 other counties in Mississippi and several states contiguous to Mississippi. This continual influx of workers, as well as a significant college student population, assures the CMPDD area a reliable, available workforce and gives the area the largest establishment-based workforce in Mississippi.

Mississippi is a Right-to-Work state with little union activity. Mississippi has less than six percent unionization in the manufacturing sector and less than eight percent unionization overall.

In 2007, the most common occupations were: Office and administration support, 15.37%, with 59,846 jobs and an average earnings per worker of \$12.06; Sales and related occupations, 12.02%, with 46,801 jobs and an average earnings per worker of \$13.24; Management, 7.2%, with 28,037 jobs and an average earnings per worker of \$28.83; Transportation and material moving occupations, 6.96%, with 27,084 jobs and an average earnings per worker of \$12.77; Food preparation and serving related occupations, 6.29%, with 24,480 workers and an average earnings per worker of \$7.25; Healthcare practitioners and technical occupations, 6.28%, with 24,456 workers and an average earnings per worker of \$24.64. Total Jobs in the CMPDD were 389,279. The ranking of these occupations were similar for the state and the nation, but the higher ranking occupations in the CMPDD paid more average earnings per worker than the state average.

*(Refer to Jobs by Occupation in the Appendix Section)*

Eighty-two percent (201,498) of the CMPDD workers drove to work alone in 2000,

14% (36,383) car pooled, 1% (1,688) took public transportation, and 1% (1,807) used other means. The remaining 2% (5,170) worked at home. Among those who commuted to work, the mean time to get to work was 20 minutes. (*Refer to Commuting to Work in the Appendix Section*)

Per Capita Income

Per capita income is a very good measure of how a region is faring in comparison to the state and nation. In the CMPDD region, the per capita income has continued to increase over the past three reportable years. While it has increased, so has the PCI of the state and the nation. From 2003 to 2004, the region’s PCI increased by 4.5% which is faster than Mississippi’s (4.1%) but not as fast as the nation’s (5.2%). However, from 2004 to 2005, the region’s PCI of \$29,819, showed an increase of 5.0% which topped the state’s (4.9%) and the nation’s (4.2%). While this shows progress, the region’s PCI is still \$4,652 behind the United State’s which indicates a very large gap to overcome. (*Refer to Per Capita Income in the Appendix Section*)

PER CAPITA INCOME

	2003	2004	(% CHANGE 2003-2004)	2005	(% CHANGE 2004-2005)
REGION	27,401	28,630	4.5	29,819	5.0
STATE	23,069	24,009	4.1	25,051	4.9
NATION	31,466	33,090	5.2	34,471	4.2

**Strategic Finding:** Thus, while the region is showing marked improvement in its

per capita income, it is lagging well behind the United State's PCI. The means to substantially increasing the region's PCI is to provide higher paying job opportunities to the workers of the area. This can be done through additional industrial recruitment, better education of the workforce, increasing the quality of life in the region to induce potential employers to move into the area as well as to expand existing businesses and industries.

## **CLUSTERS**

The District has approximately eleven clusters. Since the State Capital is located in the District, the Government Cluster is the largest cluster in Mississippi with 66,663 employees and average wages of \$46,000. The Government Cluster makes up 17% of the regional workforce and is expected to grow 3% from 2007 to 2012.

The District is a center for medical services in the State of Mississippi. There are four major regional hospitals located in Jackson, and each county has a smaller hospital. Jackson is also the home of Mississippi's only Children's Hospital. The Health Cluster has 31,548 employees and \$54,000 average wages paid. This cluster makes up 10% of the regional workforce and is expected to grow 17% from 2007 to 2012.

The District is the retail center for many grocery stores and restaurants. Food Products and Services Cluster consists of 31,321 jobs and has \$15,000 average wages paid. The Food Products and Services Cluster makes up 6% of the regional workforce and is expected to grow 4% from 2007 to 2012.

The Construction and Materials Cluster has 29,576 employees and makes up 5% of the regional workforce with \$38,000 average wages paid. This cluster is expected to grow by 5% from 2007 to 2012.

The District has three state-supported community colleges and two state-supported universities, and four independent non-profit universities located mostly in Jackson. The Jackson Public School district, alone, has over 2,000 teachers. Therefore, the Education Cluster in the District ranks fifth in employment with 9,735 jobs, and an average wage of \$21,000, and is expected to grow by 19% from 2007 to 2012.

Other clusters located within the District are Communications, with 8,795 jobs and \$45,000 average wages, Information with 8,001 jobs and \$32,000 average wages, Metals & Machining with 7,838 employees and \$59,000 average wages paid, Automotive with 5,549 employees and \$61,000 average wages paid, Energy with 3,578 employees and \$124,000 average wages paid, and Computers & Software with 2,253 jobs and \$63,000 average wages paid. (*Refer to the Cluster Report in the Appendix*)

***Strategic Finding:*** The information listed above indicates that Government is the largest cluster which is obvious as Jackson is the state capital. A negative in regard to this is that due to the large concentration of state property in the region, property tax which normally would be collected is exempt. This poses serious problems in regard to revenue needed to sustain government. The positive aspect of this cluster is that it is as recession proof as possible. The very nature of government is not to down size no matter what the economy.

The medical cluster is a major cluster which the region should continue to nurture

and grow. These are high paying salaries which employ 10% of the region's workers. It, like government, is not as sensitive to cyclical economic pressures such as recession, unemployment, etc. Every effort should be made to market medical services of the region in order to maintain and grow this cluster.

The automotive cluster, while not in the top five, should be watched. With Nissan and the recent announcement of Toyota in north Mississippi as well as the other major automotive assembly plants in Tennessee and Alabama, this cluster is the fastest growing in the southeastern region of the U.S. Every effort should be made to develop this cluster in this region as well as state-wide and in the southeastern United States to create an automotive corridor.

## **INFRASTRUCTURE**

### Water

The Federal Safe Drinking Water Act requires that Mississippi implement a Capacity Development Program to improve the technical, managerial and financial capacity of the state's public water systems and to prevent creation of new public water systems that do not have the technical, managerial, and financial capacity to comply with current and future provision of SDWA. Information for the public water systems in the Central Mississippi region of seven counties was garnered from the Mississippi Department of Health's Public Water Systems Capacity Development Program Report. This report listed each public water system in each of Mississippi's eighty two counties.

The Mississippi Department of Health developed a Capacity Assessment Rating Program, to promote existing systems' capacity development. The technical, managerial, and financial capacity of each public water system is rated annually. The maximum rating possible is "5.0" and a rating of "0.0" is the minimum. The rating is determined using Capacity Assessment Forms which consist of the three major sections: 1) Technical, 2) Managerial, and 3) Financial.

Utilizing this report, the following table was developed for the 140 public water systems located in the seven counties which comprise the Central Mississippi Planning and Development District. The resultant table outlines each county, the number of public water systems and the overall rating by county. These are totaled to develop a composite report for the region allowing comparison to the state.

**PUBLIC WATER SYSTEMS CAPACITY DEVELOPMENT REPORT**  
June, 2006

County	No. Of Water Systems	No. Scoring 5.00	No. Scoring Less Than 3.00	Overall Rating*
Copiah	12	1	1	4.26
Hinds	26	6	4	4.13
Madison	19	5	1	4.33
Rankin	38	6	2	4.07
Simpson	17	5	0	4.29
Warren	7	4	0	4.69
Yazoo	21	0	2	4.07
Region (CMPDD)	140	27	9	4.20
State	1,400			3.91

\* Maximum Rating = 5.00, Minimum Rating = 0.00

Source: Mississippi Department of Health Office of Bureau of Public Water Supply, Public Water Systems Capacity Development Program, Annual Implementation Report, June 30, 2006

Reference to the table indicates that this region has a total of 140 public water systems which comprises ten percent of the state's entire public water systems. Warren County has the highest rating (4.69) of the region's counties and the lowest rating (4.07) is held by both Rankin and Yazoo Counties. The other four counties ranged from 4.13 (Hinds County) to 4.33 (Madison County), with Copiah County's rating of 4.26 and Simpson County's rating of 4.29.

Rankin County had the largest number of public water systems with 38 while Hinds had 26 followed by Yazoo with 21. Next, Madison had 19, Simpson 17 and Copiah had 12 systems. Warren County had the least number of public water systems with only seven.

The State of Mississippi's overall rating was 3.91. The overall rating for the region's 140 public water systems was 4.20 which is much higher than the state's overall rating. This bodes well for the health of the region's public water systems. The vast majority of the systems in the region rated well above its average of 4.20, but the overall score suffered by a hand full of systems which scored very low. There were only nine systems which scored less than a 3.00.

Of the total 140 water systems in the region, 27 rated at the maximum of 5.0. This indicates that almost 20% of the public water systems in the region rated out at the maximum level. On the negative side, Yazoo County had 21 systems, yet none of them rated 5.0. On a positive note, while Warren County only had seven systems, four of them achieved the maximum rating.

***Strategic Finding:*** Looking at the region as a whole, it is obvious that its public water systems are above par when compared to the State of Mississippi. However, there

are a number of systems which have a very low rating and are in need of improvement in regard to their technical, managerial and financial capabilities. As a result, every effort should be made to identify federal and state programs to assist in funding upgrades to existing systems as well as new water systems which are needed, especially for industrial and commercial use.

### Sewer

Wastewater treatment is provided throughout the region by local governments and has one regional treatment facility which is located in Jackson. This facility is the Savanna Street Facility and provides treatment to Rankin and Madison Counties as well as the City of Jackson and Hinds County. This facility provides activated sludge and UV disinfection and has a 46 MGD permitted flow.

Other areas are serviced by local governments through a variety of treatment types including aerated, conventional, HCR and facultative lagoons, disinfection, overland flow, activated sludge, sand filter, Biolac, ultraviolet disinfection, oxidation ditch, post aeration, chlorination/dechlorination, constructed wetlands, hydrograph controlled release, cell and rock reed filter, lagoon, and trickling filter. (*Refer to the Wastewater Treatment Facilities in Central MS PDD in the Appendix Section for more detailed information.*)

**Strategic Finding:** Sewage treatment is provided by local governments for residential, commercial, and industrial clients except for the one regional facility. Local governments have limited funds to maintain and improve these facilities. Federal and state programs should be identified to assist in funding upgrades and expansions to local

wastewater treatment facilities. Funding options should also be pursued to increase and expand regional facility services.

### Port Facilities

The Jackson-Evers International Airport provides domestic passenger service as well as international freight service for the District. The airport is a United States Customs Port of Entry and has been designated a foreign trade zone. It is served by two parallel 8,500-foot runways and an all-weather Category III precision approach landing system and is attended 24 hours a day. Eight airlines provide 40 non-stop flights per day to 10 cities and is home to two air cargo centers. The District also has seven non-commercial airports, which are located in Copiah, Hinds, Madison, Simpson, Warren, and Yazoo Counties. *(Refer to MS Statewide Distribution and Transportation Systems by Air in the Appendix Section)*

The region is also bordered on the Western side by the Mississippi River and the Yazoo River with two port facilities which serve the area. The largest port is located at the Port of Vicksburg on the Mississippi River and is a United States Customs port of entry and a designated foreign-trade zone. The mean depth of the channel at the Port of Vicksburg is 12 ft and can accommodate tow boats, small oceangoing vessels, and river barges. The second port is located at the Yazoo County Port on the Yazoo River. The mean depth of this channel is 9 ft and can accommodate standard river barges. The Yazoo River connects south with the Mississippi River.

***Strategic Finding:*** As a result of these facilities, the region has a competitive advantage over regions which have no ports or major airports. It is imperative that these

facilities maximize their technical capabilities in order to handle more cargo and passengers.

### Industrial Parks and Sites

CMPDD's region is home to 24 public industrial parks and industrial sites. Each of these sites is maintained by the county and/or local economic development agency. Eight of the sites are undeveloped, and require infrastructure components such as water, sewer, gas, and roadways prior to businesses locating in the parks. In addition, fourteen of the sites are partially developed, which indicates that they have some infrastructure components in place, but may require additional infrastructure improvements in the future as available acreage is developed. *(Refer to Public Industrial Parks and Sites in the Appendix Section)*

***Strategic Finding:*** In questionnaires sent to local economic developers and locally elected officials, the majority of responses call for improvement to existing industrial parks as well as additional land for new industrial parks. In order to maximize affects and provide sufficient industrial park space, it is necessary to provide as many of the region's industrial parks with adequate infrastructure to meet their needs. Further, there is a need for a super site to accommodate future automotive plants. Recent history indicates that if the region had a super site, then we probably would have landed an international automotive manufacturer.

### Rail

The main north-south as well as east-west lines of the Illinois Central Gulf Railroad provide access to all parts of the District. The Illinois Central Gulf Railroad is serviced

by two carriers as shown on the Statewide Distribution and Transportation Systems Rail Map in the Appendix Section: the Canadian National Railway and the Kansas City Southern Railway Company. The Canadian National Railway has a major terminal switching yard and headquarters for the Gulf Division located in Jackson. They have lines that connect Jackson to Memphis, New Orleans, and Mobile. Jackson is located in the center of Kansas City Southern's Meridian Speedway line from Meridian to Shreveport. It is also home to one of KCS' primary rail yards and an 85-acre intermodal ramp. *(Refer to MS Statewide Distribution and Transportation Systems by Rail in the Appendix Section)*

#### Roads/Bridges

The CMPDD region has two interstate highway systems which intersect in the center of the District in Jackson. In addition to that, U.S. Highway 49 angles through the District from the northwest corner to the southeast corner. The two major Interstate thoroughfares intersect in Jackson including Interstate 20, which runs East to West, and Interstate 55, which runs north to South. These two Interstate systems are connected within Jackson by Interstate 220. Interstate 55 provides quick access to Memphis and New Orleans, both of which are approximately 200 miles away. Interstate 20 connects Jackson to Dallas via Shreveport and to Atlanta via Birmingham. In addition to the Federal Interstate system, there are several Federal Highways which intersect the metro area, including: US Highways 49, 51, and 80. State Highways and the scenic Natchez Trace Parkway connect these major highways and interstates and provide more access to and from other points. *(Refer to the MS Highway Network in the Appendix Section)*

Within the Jackson Metropolitan Area the Metropolitan Planning Organization (MPO) is responsible for directing a federally-mandated Transportation Planning Process. Federal regulations require that all "urbanized areas" have a continuing, cooperative and comprehensive Transportation Planning Process.

This process develops projections of population, housing, employment and school enrollment for the area expected to become urban in character by 2030. These projections are based on Traffic Analysis Zones (TAZ), which use Census geography as a base. The projections are also based upon Land Use Plans or zoning adopted by each local government in the Jackson Metropolitan Area. These projections are then applied to a TRANSCAD traffic simulation model and is used to determine traffic congestion for prioritizing street, road, and highway improvements in the urbanized area over the next twenty-five years. Based on these projections, the urbanized area is expected to increase by 181,768 persons by the year 2030, accompanied by an increase in the number of occupied dwellings by 56,897 units. Retail employment is expected to experience a dramatic increase from 38,528 employees to over 150,000 employees by 2030. The balance of the employment includes every other type of employment ranging from office workers to teachers, and this sector of employment is expected to increase from 216,522 non-retail employees to 250,666 employees. Likewise, school enrollment (all schools and colleges) is expected to increase by 36,501 students by the year 2030.

Most of the roadways that are considered congested and are prioritized are located in areas away from the core of the urbanized area or in suburban areas. People have migrated from the core areas to "outer rings" and the suburbs. This out-migration from

the core area has resulted in a strain on existing infrastructure, including roadways. The 2000 Workplace Flows also indicates that the Jackson Metropolitan Area has experienced a great deal of in-migration from the surrounding counties. Another primary cause of increasing congestion is the strategic location of the Jackson Metropolitan Area, situated at what has been described as “the crossroads of the South” resulting in a dramatic increase in traffic loads.

*Strategic Finding:* With increased growth comes traffic creating congestion, therefore the District must continue to improve the transportation network through developing intermodal transportation options and upgrading area roads and bridges. The District must also continue to support the Metropolitan Planning Organization by preparing and maintaining a long-range transportation plan for the area.

#### Broadband Telecommunications

DSL broadband access is available in every county in the CMPDD region. The majority of the municipalities in the region are served by DSL broadband access, however, there are some areas that only a portion of the incorporated city/town limits are served. Examples in the CMPDD region with partial DSL broadband access are Clinton and Jackson. Though these areas do not have complete DSL broadband access, every county and municipality can obtain T-1 broadband access. The draw back to T-1 broadband access is the pricing associated with the service. T-1 pricing is based on the distance from point A to point B. The farther the distance it takes for the broadband access to travel the greater the costs. A more cost friendly solution to T-1, in areas that do not have DSL access, is broadband cable access. Broadband cable access is available

in areas that are served by cable television providers. Future plans are in place to extend the DSL broadband framework to include underserved/partially served communities in the central region of the state.

Wireless broadband is available to a portion of CMPDD's regional governments, mainly those located in urban areas and along major transportation corridors. This service is obtained by accessing a wireless broadband signal made available through wireless providers through the use of their cell phone towers. Though these services are available through wireless signals, not all areas of the region are able to access a wireless broadband signal. The larger urban areas and portions of the counties surrounding these areas have greater coverage. The Jackson Metro Area, as well as Yazoo City, Vicksburg and portions of Hinds, Madison, Rankin, Warren and Yazoo counties have access to these services. Though portions of Simpson and Copiah Counties have access to wireless internet, it is not at broadband speeds. Also, the coverage area for both Simpson and Copiah Counties is found primarily along major transportation corridors such as I-55 and Hwy. 49. The signal gets weaker the farther away a person travels from these corridors until no wireless internet access is available.

*Strategic Finding:* In order to be competitive, the region must expand reliable broadband coverage to all seven counties and thirty three municipalities. Prospective business and industry requires reliable and comprehensive broadband coverage.

### Electricity

Electricity for residential, commercial, and industrial customers of the Central MS PDD region is provided by various sources across the region, including private companies,

associations, and municipal governments. Entergy Mississippi provides the majority of services as it is located throughout the entire region. Other areas are serviced by Electric Power Associations and two Cities, including the Cities of Canton and Yazoo City.

Entergy Mississippi is a corporation led by a board of directors which covers Arkansas, Mississippi, Louisiana, and Texas. In Mississippi, Entergy serves more than 427,000 customers in 45 of the 82 counties. Entergy Mississippi's emphasis is placed on providing affordable, reliable, electricity to all of its customers and has become respected as one of Mississippi's most respected and forward thinking companies.

The Electric Power Associations are member owned and provide reliable and quality electric service to their members on a not-for-profit basis. These associations are governed by a board of directors elected from membership, by the membership. They work to provide reliable service to customers and work with other organizations to attract industries that are looking to locate or expand in their area. Electric Power Associations that cover the Central MS PDD region include the Central Electric Power Association, the South MS Electric Power Association, the Southern Pine Electric Power Association, the Southwest MS Electric Power Association, and the Twin Valley Electric Power Association.

Municipal electrical services are provided by the City of Yazoo City and the City of Canton to their surrounding areas through the Public Service Commission (PSC) and the Canton Municipal Utilities (CMU), respectively. These two organizations are municipally owned and strive to provide reliable service in a courteous and efficient manner. CMU alone provides service to nearly 5,000 customers and the PSC services approximately

5,550 customers.

*Strategic Finding:* All utility providers throughout our region strive to provide all customers with reliable service at a competitive cost whether it is to a poultry farm, a residential subdivision, or a multi-million dollar industry. They are committed to using an experienced, trained workforce, promoting employee safety, sustained growth and economic development. It is imperative that the region work with these suppliers to ensure reliable service and to expand service to support commercial and industrial needs.

## FINANCIAL RESOURCES

### County Financial Resources

Below is a summary of the seven counties that make up the region from their most recent audit. The source of this data is the Mississippi Office of the State Auditor. *Refer to the Appendix Section for complete General Funds Audit)*

## County Financial Resources

	Copiah County	Hinds County	Madison County	Rankin County	Simpson County	Warren County	Yazoo County
Total General Fund Assets	\$7,856,378	\$39,439,693	\$22,363,786	\$43,277,340	\$4,897,202	\$18,051,671	\$5,055,068
Total General Fund Liabilities	\$5,998,341	\$34,065,233	\$16,957,324	\$24,608,750	\$3,429,052	\$9,729,465	\$5,328,186
Reserved		\$681,000	\$280,000		\$1,453,385		
Unreserved		\$4,693,460	\$5,126,492	\$18,668,590	\$14,465	\$8,322,205	(\$327,118)
Total General Fund Revenues	\$5,439,484	\$48,969,455	\$20,226,539	\$31,157,684	\$5,000,487	\$14,571,128	\$5,829,466
Debt Service Principal		\$210,000	\$2,940,400	\$1,323,214	\$87,086	\$93,223	\$37,210
Total General Fund Expenditures	\$5,410,665	\$48,311,582	\$23,512,894	\$25,183,319	\$4,757,327	\$14,382,265	\$645,105
Excess of General Fund Revenues over(under) expenses	\$28,819	\$657,873	(\$3,286,355)	\$5,974,365	\$243,160	\$188,863	(\$622,039)
Long Term Capital Debt	\$60,531		\$1,782,141			\$239,419	\$189,996

### 2006-2007 Millage Rates

The Millage rates for the seven-county area in the District were obtained from the Mississippi State Tax Commission. The Total Millage Rates for the counties are as follows: Copiah - 105.27, Hinds - 113.61, Madison - 87.82, Rankin - 89.65, Simpson - 88.76, Warren - 83.94, and Yazoo - 116.79. *(Refer to 2006-2007 Millage Rates Table in the Appendix Section)*

### Retail Sales & Collections

In 2006, the District had 15,515 taxpayers with total Retail Sales of \$10,971,067,916 and total taxes collected of \$507,528,617 by the Counties. The State of Mississippi had 87,510 taxpayers with total Retail Sales of \$46,054,716,925 and total

collections of \$2,807,349,366. The District makes up 18% of the taxpayers in Mississippi, and 24% of Mississippi's Retail Sales. The Counties in the region collect 20% of the State's taxes collected.

Also reported to the State Tax Commission in 2006 were the Retail Sales and Taxes Collected by the District's municipalities. (*Refer to County and City Retail Sales & Collections in the Appendix Section*)

***Strategic Finding:*** The financial resources of the local governments, the millage rates, and the retail sales and collections are all indicators of the local economy. If indicators are healthy then the economy of the area is also healthy. Thus it is important that the municipalities and counties within the region continue to grow their retail sales in order to maintain millage rates and generate increased income from sales tax. In order to do so, it is imperative that new job opportunities are made available throughout the region. New jobs translate into increased sales which help fuel the region's economy, assisting it to grow, thus creating new jobs and increased sales tax and continuing the cycle. Thus, emphasis should be placed on expanding existing commercial and industrial jobs, bringing in new business and industry as well as promoting the quality of life in the region to encourage additional growth.

## EXTERNAL FORCES

### Natural

Mississippi is vulnerable to a wide array of natural and man-made hazards that threaten the life, safety, and welfare of its residents and could be an external force

affecting economic development of the region. The Federal Emergency Management Agency ranks Mississippi as one of the most vulnerable States in the Nation due to its risks from hurricanes, tornados, and other hazards such as nuclear power plants. The most significant hazards that threaten the District include flooding, drought, tornadoes, winter storms, and severe thunder storms. According to the Mississippi Emergency Management Agency, Hinds County, which is located within CMPDD's region, has experienced more tornadoes than any other County in the State over the last 56 years, 1950 - 2006. In addition, during the same 56-year period Rankin County has suffered the greatest amount of damages from tornadoes with \$299,132,170 worth of damages.

While not listed as a major threat, during the fall of 2005, Hurricane Katrina slammed into the Gulf Coast of Mississippi and created major destruction throughout the District. The Hurricane, commonly known as Katrina, killed 231 people and devastated the state's \$2.7 billion-a-year casino industry leaving tens of thousands of people homeless. In CMPDD's area alone, \$50 million was provided in assistance to area residents and 51 homes were completely destroyed. *(Refer to MS Individual and Public Assistance Data in the Appendix Section)*

### Political

The CMPDD region has several political external forces that include state and federal programs unique to our region and a state-wide leadership that is pro-business. The area has received special designations from the US Department of Housing and Urban Development and through Presidential declarations that offer special tax incentives and benefits.

In 2002, the State received one of only 12 designations from the US Department of Housing and Urban Development Renewal Community (RC) Designations. Mississippi's RC area covers portions of 13 counties and 30 municipalities located in the central portion of the State. The RC designation which began in January 2002 continues through December 2009 and allows businesses and industries located in the designated area to receive valuable tax credits aimed at providing business owners with immediate tax relief. Tax incentives available under the RC program include: Wage Credits, Increased Section 179 Deductions, Commercial Revitalization Deductions, Capital Gains Exclusion, Work Opportunity Tax Credit, and Welfare-to-Work Credit.

During 2005, Hurricane Katrina hit the Mississippi Gulf Coast and had damaging effects on the District and was considered the most devastating natural disaster the country has ever had. This had huge impact on the affected states' economy. Due to this, Congress approved the house bill number HR 4440 on December 16, 2005 which was signed by President Bush five days later. HR 4440, otherwise known as the Gulf Opportunity Zone Act of 2005 or the GO Zone Act, offers several tax benefits to properties built and placed into service in the GO Zone region after the hurricanes. The incentives are being offered by the government to help bring back life once again to the affected areas and rebuild the economies of these states. The GO Zone includes the central part of the State and all areas south. All seven counties of the CMPDD area are within the GO Zone region.

In addition to these state and federal programs, Governor Haley Barbour has made

creating more and better jobs a priority. He has been praised for translating his lobbying skills into making the state an economic development friendly state. He is also responsible for updating the state's economic development programs through Momentum Mississippi. During his first three years as governor, Mississippi saw a net increase of more than 38,000 new jobs and an increase in personal income of more than 15 percent.

### Economic

As indicated by previous analysis in the clusters section, various sectors of the economy have been revealed to be economic engines of the regional economy. In regard to the Private Sector employment in the region, Health Care leads the way followed by Food Products & Services, Construction & Materials, Automotive, Communications, Information Services, Metals & Machining, Energy and finally Computers & Software. In regard to external forces such as the private sector, the economy of this region is poised to continue to grow and prosper as far as the Health Care industry is concerned. External forces such as a national recession or a down turn in a particular sector will not affect Health Care as it would most other sectors which are inherently more sensitive to national trends. Everyone needs health care and no matter if there is a down turn in the national or even state or regional economy, people will continue to seek treatment if they become sick or disabled. The Health Care sector is not so much a function of the economy as much as it is a function of need. Health Care is not recession proof, but it is not as affected by external forces as much as most sectors of the economy.

To a lesser degree, the region's second ranked cluster, Food Products & Services,

is still protected from external forces because it also is a function of need rather than a function of the economy. People have to eat. It is a basic need. Thus, having Health Care as well as Food Products & Services as the highest two ranked industries for this region indicate that external forces will have less of an impact on them than on most sectors of the economy.

The remaining ranked sectors are much more vulnerable to economic external forces. Construction & Materials, the third ranked sector is a prime example. As a result of higher interest rates and a down turn in the national building sector, it is expected that this negative external force will ripple into the state's and region's economy. Less building will mean less need for construction and the material needed for such construction. Therefore, as demand softens, it is expected that this sector will be impacted negatively.

The same is true with the Automotive sector of the region's economy. Before Nissan located their massive automotive assembly plant in the region, the automotive sector of the economy of this region was virtually non-existent. With Nissan's location, the region's fourth largest segment of the region's private sector jobs is now based on the ups and downs of the nation's automotive climate. While Nissan continues to be a giant in the automotive industry, external factors such as recession could negatively impact on the region's economy. If the nation's economy suffers, so will the automotive industry leading to possible lay offs.

On the positive side, this region has prospered as a result of Nissan's location.

Once it announced its location, there were secondary and tertiary positive impacts as Tier One and Tier Two suppliers announced their intentions to locate in the region in order to be close to Nissan. With Toyota's recent announcement of their location in north Mississippi, the efforts of economic developers in the region to continue this area's efforts to create an automotive cluster came closer to fruition. More than a cluster, an automotive corridor along Interstates 20, 40, 55, and 59 from Mississippi into Alabama and Tennessee is continuing to develop. With the location of each new automotive manufacturer to the southeastern United States, our sub region prospers as well.

While not an external force, yet a force which needs to be recognized, WorldCom's national headquarters was once located in this region. As a result of bankruptcy, this one time leader in world wide communications was forced to lay off thousands of employees and restructure their organization. The affect on the economy rippled throughout the region. While the region once prospered as a result of WorldCom, its loss to the region was a negative impact. The region was fortunate that as a result of WorldCom, other national communication companies thrived in the region. Because WorldCom's failure was internal rather than external, this sector continues to be a major employer in the area as well as one of the highest paying. Had there been some external force to negatively impact the Communications sector, then the region would have been even more negatively impacted.

The Rank Clusters Report presented previously speaks not only to the private sector employment, but also to the public sector. It must be noted that our region is the

seat of Mississippi's state government. As a result, this sector is a major contributor to the economy and employs twice as many workers as does this region's number one private sector employer. Government, like Health Care, is less sensitive to external forces than most sectors of an economy. The business of government continues no matter the interest rates, the unemployment rate, the health of the national economy, etc. While such forces can negatively impact the number of new jobs, and to an extent, the number of existing jobs, the Leviathan known as government is and will continue to be one of the more constant sectors of the economy because of its very nature. *(Refer to the Cluster Report in the Appendix Section)*

In summary, the leading sectors of this region's economy are less sensitive to external forces than the economies of many regions. This means that radical changes in external forces, while bad for any economy, will affect this region to a lesser degree.

### Social

As noted in the Population Growth section, the Hispanic population has continued to grow each year. From 1990 to 2000, the CMPDD's Hispanic population grew 168%. The Hispanic population grew another 31% from 2000 to 2006 and is expected to grow another 21% to a population over 10,000. The Mississippi State Office of the Auditor recently released a report on "The Impact of Illegal Immigrant on Mississippi: *Costs and Population Trends*." Within the report, it states, "Nationwide, a wealth of data estimates are available, but very little hard evidence has been collected. Virtually nowhere (states or federal government) collects data on immigration status." In contacting the U. S. Census

Bureau to determine if the population reported on Hispanics includes illegal immigrants, it was noted that they ask race and ethnicity in the surveys, but nowhere is immigration status recorded.

Therefore, we must assume that a portion of this growth in the Hispanic Population reside illegally within our District and our State. The State Auditor's report states that although illegal immigrants' employers do pay taxes on employees that are illegally in our area, the health and education costs far exceed the taxes collected on from this population. At a state level, the Auditor's office reports a net financial impact on the State of \$25,030,051. Based on our Population by Race and Ethnicity Report, CMPDD comprises 16% of Mississippi's Hispanic Population. We must assume, therefore, that there is a negative effect on the District due to the costs of illegal immigrants within our boundaries.

Also, a study of the fertility rates by race in Mississippi, and nationally, shows that the Hispanic population has higher fertility rates than whites and blacks. In Mississippi, the fertility rates for the white population in 2005 was 12.6%, black population had a fertility rate of 17.2%, and the Hispanic population's fertility rate was 19.2%, and 22.6% for the Nation. So, the Hispanic population is growing not only by in-migration but also those that move here are having babies at a higher percentage rate than whites and blacks.

***Strategic Finding:*** With growth expected to continue for this population, the social impact is evident. In 2005, a bill that would have prohibited illegal immigrants

from receiving in-state tuition advantages did not pass. In the years to come, this issue will return and eventually decision will need to be made in understanding the impact of illegal immigration on Mississippi, the challenges we face and the actions that may be needed to address this growing concern. In some cases, legislation may need to be considered, in some cases simply enforcing the law, and in some cases policy planning and decision making are needed to appropriately handle the growing illegal immigrant population.

Illegal immigrants pose a substantial challenge to Mississippi and the District for long term policy. Not only the financial strain but social impacts should be examined where appropriate to attempt to gather data about both the costs and benefits to our District. *(Refer to Population by Race/Ethnicity In the Appendix Section)*

## GOALS AND OBJECTIVES

The purpose of this section is to clearly state and examine the region's development goals and objectives. The goals and objectives are designed to assist the region in solving problems and building upon existing resources. A two prong approach was utilized to obtain the goals and objectives. First, the previous section entitled Regional Analysis inventoried the resources and outlined the needs of the region. These include economic problems such as high unemployment, low per capita income, and the need for improving the workforce. In addition, the Regional Analysis section detailed issues with infrastructure, issues and problems dealing with the financials of the region as well as the positive and negative impacts exerted by external forces on the area. Thus, this section laid a ground work for the problems and resources from which the goals and objectives naturally evolve.

In addition to the issues brought out in the Regional Analysis section, the selection of the goals and accompanying objectives were the result of a cooperative, participatory process on both a formal and informal nature. Extensive time was also devoted to development of, and retrieving information from a questionnaire which was sent to all member governments and board members. This questionnaire pointed to specific needs, issues problems and solutions. From this questionnaire was garnered valuable information that can not be found in reports as this information is obtained from the grass roots level by those who are most aware of their resources, needs and means to a

solution through specific projects. Meetings were held with the CMPDD CEDS Committee and various sub-committees and community leaders were also interviewed.

From these two resources (the Regional Analysis as well as the grass roots input from stakeholders) came the goals and associated objectives. The goals with their associate objectives are presented below in no particular order:

**Goal 1        Retain and expand existing business and industry and attract new investment into the region.**

Objective 1.1        Continue implementation of economic development programs.

Objective 1.2        Pursue funding to develop strategic projects.

Objective 1.3        Coordinate financial and other business development resources.

Objective 1.4        Encourage downtown redevelopment.

Objective 1.5        Encourage entrepreneurial activity and identify emerging opportunities through the development and use of incubators.

Objective 1.6        Expand and develop emerging and existing clusters.

Objective 1.7        Develop county industrial and commercial properties and study the possibility of a super (regional) industrial site.

Objective 1.8        Encourage retail analysis to determine pull factors.

Objective 1.9        Develop marketing tools and provide data for site consultants.

**Goal 2** Upgrade the condition and capacity of the region's infrastructure systems to make the region more competitive for economic development.

Objective 2.1 Maintain and expand the region's transportation system through the use of the MPO's 2030 Regional Transportation Plan as well as through Pavement Management Systems and Traffic Counts.

Objective 2.2 Update and maintain priorities for the distribution of Federal road and street improvement funds through the Metropolitan Planning Organization and the CMPDD region.

Objective 2.3 Support the expansion of the region's telecommunications infrastructure.

Objective 2.4 Locate funding to upgrade water, sewer and storm drainage systems.

Objective 2.5 Determine community facility needs and assist with funding efforts.

Objective 2.6 Use geographic information systems to monitor the status of and develop infrastructure.

**Goal 3** Develop a well-educated and well-trained work force.

Objective 3.1 Coordinate the role of education and training with the needs of business.

- Objective 3.2 Provide core, intensive and training services and select appropriate providers.
- Objective 3.3 Work with partners to coordinate services and improve the integration of workforce development activities.
- Objective 3.4 Encourage employment opportunities in the private sector.
- Objective 3.5 Provide technical assistance and workforce information to local businesses.
- Objective 3.6 Implement, coordinate, and monitor the Strategic Workforce Investment Act Plan.
- Objective 3.7 Continue the development of "One Stop" Career Centers.

**Goal 4 Make the region attractive for economic development by maintaining and improving the regional quality of life.**

- Objective 4.1 Prepare and implement zoning ordinances and comprehensive planning.
- Objective 4.2 Assist local governments develop new housing opportunities and improve existing housing.
- Objective 4.3 Implement local and regional recreation plans through providing technical assistance and in securing funds.
- Objective 4.4 Locate funding for multipurpose centers, community centers, and convention centers.
- Objective 4.5 Encourage the expansion of regional health care facilities.

- Objective 4.6 Assist with the location and mapping of Mississippi's assets.
- Objective 4.7 Assist regional partners market the region and promote tourism.
- Objective 4.8 Encourage municipalities to participate in the Main Street Program

## PUBLIC/PRIVATE PARTNERSHIPS

CMPDD is not alone in trying to bring about economic development to the CMPDD region. CMPDD works closely with member governments at the local level and at the state and federal level. CMPDD also works closely with economic development professionals from the member government economic development offices. CMPDD also works with private industries, independent agencies, committees, and boards such as utility companies and special service organizations.

CMPDD works with these partners to address a multitude of issues on a local, regional, state, and often national level. Issues addressed are not limited to what most label as economic development but include issues relating to local planning, providing childcare, serving the elderly population of our area, and implementing the Workforce Investment Act to name a few. Often these organizations tend to have the same goals and visions in regard to Economic Development.

Following is a list of some of the major players in economic development and CMPDD's partners in implementing the CEDS. This list is a general list and is not meant to be all inclusive.

Architect Firms	MS Department of Finance and Admin.
Attorney's Offices	MS Department of Transportation
AT&T	MS Development Authority
Banks	MS Economic Development Council
Telecommunication Companies	MS Employment Security Commission

Chambers of Commerce	MS Manufacturers Association
Community and Junior Colleges	MS Municipal League
Construction Companies	MS Office of the Governor
Colleges and Universities	MS Office of the State Auditor
Copiah County Economic Development District	MS Technology Alliance
Delta Regional Authority	National Association of Counties
Economic Development Administration	National Association of Development Org.
Electric Power Associations of Mississippi	Newspaper Companies
Engineering Firms	National Association of Regional Councils
Entergy Mississippi	Nissan North America
Enterprise for Innovative Geospatial Solutions	Private Consultants
Food Service Providers	Private Developers
Greater Jackson Alliance	Rankin First Economic Development Authority
Hinds County Economic Development District	Rural Development Administration
Institutions of Higher Learning	Simpson Economic Development Foundation
Jackson Evers International Airport	State Legislators
Jackson Municipal Airport Authority	Southcentral Mississippi Works Workforce Board
Madison County Economic Development Authority	Trade Associations
MetroJackson Chamber of Commerce	U.S. Census Bureau
MS Assoc. of Planning and Development Districts	U.S. Department of Labor
MS Association of Realtors	U.S. Legislators
MS Association of Supervisors	U.S. Small Business Administration
MS Automated Resource Information Systems	Vicksburg/Warren County ED Foundation
MS Department of Environmental Quality	Yazoo County Chamber of Commerce
MS Department of Human Services	

## STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES

This section of the CEDS identifies strategic projects, programs, and activities designed to implement the Goals and Objectives of the CEDS. It focuses on both long and short term goals and objectives and on general and more specific actions. It groups actions to be taken and assigns lead organizations responsible for implementation and provides potential funding sources. Job creation is estimated on the successful completion of each activity. In addition to the strategic projects identified, vital projects, programs, and activities are identified along with the strategic finding addressed by each. The vital listing shows those projects, programs and activities which will address the region's greatest needs or that will best enhance the region's competitiveness. All items identified were developed by the CEDS committee members, the regional analysis, and questionnaires which were mailed out to member organizations and partners. *(Refer to the Appendix Section to view the results of the questionnaire)*

Potential funding sources include local, state, and federal funds and private sector funds. Local funds include those funds that the local government might provide to implement a project. State funds would be provided through various state agencies including, but not limited to the MS Development Authority, the MS Department of Human Services, the MS Department of Transportation, the Department of Environmental Quality, the MS Emergency Management Agency and the Department of Health. Federal funds would come from federal agencies such as the Delta Regional Authority, the Department of Commerce Economic Development Administration, the Department of

Housing and Development, the Federal Aviation Administration, the Department of Agriculture, the Department of Labor, the Environmental Protection Agency, and others. Private funds would represent actual costs paid by a business or industry for implementing a project.

Below is the listing of strategic projects, programs or activities and each is designed to promote certain outcomes and address the goals and objectives of this CEDS. These outcomes include job creation, private investment, a reduction in unemployment rate or poverty, and increase in per capita income.

Strategic Project, Program or Activity	Responsible Partners	Potential Funding Source	Job Creation (numbers are estimates for individual projects)
<b>Industrial Park Development</b>			
Expand Industrial Park land for development	Copiah County Madison County Rankin County Simpson County Florence Magee Pelahatchie Terry	State Federal	100-500
Market existing industrial land and buildings	Copiah County Hinds County Madison County Simpson County Flora Magee Terry	State	100-500
Construct a spec building	Madison County	Local State	<100

Expand port/airport facilities	Warren County Yazoo County Jackson	State Federal	100-500
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Upgrade infrastructure to support existing parks	Copiah County Hinds County Simpson County Florence Hazlehurst Pelahatchie Raymond Terry Yazoo City	State Federal	100-500
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Develop Super Site	Region-wide	Local State Federal	>1000
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**Economic Development**

Expand and develop emerging and existing industry clusters	Region-wide	State Federal	100-500
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Develop individual marketing brochure	Hinds County Madison County Warren County	State Federal	<100
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Encourage retail and commercial development	Crystal Springs Hazlehurst Jackson Mendenhall Pelahatchie Terry Yazoo City	Local	<100
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Encourage the development and redevelopment of light industrial and office warehouse	Mendenhall Ridgeland Raymond Yazoo City	Local State	<100
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Develop a Pearl River Basin Project	Hinds County Rankin County	Local State Federal	500 - 1000
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Support the development of a BioTechnology Center	Hinds County Madison County Flora Jackson	Local State Federal	100-500
Develop small business incubators	Hinds County Rankin County Jackson Ridgeland	Local State Federal	100-500
<b>Workforce Development</b>			
Improve access to GED program	Ridgeland	Federal	<100
Provide jobs skills training	Region-wide	Federal	100-500
Provide mid-level training	Ridgeland	State Federal	100-500
Provide entrepreneurial training	Madison County	State Federal	100-500
<b>Community Development</b>			
Improve Government facilities	Braxton Puckett Yazoo City	Local State	0
Construct and/or expand community centers, including multi purpose facilities, museums, cultural arts centers, and civic centers	Rankin County Madison County Simpson County Braxton Crystal Springs D'Lo Flora Magee Pelahatchie Raymond Ridgeland	State Federal	<100
Expand library services	Clinton Crystal Springs D'Lo Georgetown Magee	State Federal Local	<100

Expand healthcare facilities and services	Florence Hazlehurst Terry Ridgeland	State Federal Private	<100
Develop a shared-use kitchen	Yazoo City	State Federal	<100
Expand child care facilities and services	Simpson County Crystal Springs Hazlehurst Ridgeland Terry	Local State Private	<100
Expand elderly care facilities and services	Copiah County Crystal Springs Florence	Local State Private	<100

**Infrastructure Improvements**

Improve access to telecommunications	Region-wide	Local State Federal	<100
Improve and extend water and sewer service	Rankin County Simpson County D'Lo Flora Florence Hazlehurst Magee Mendenhall Pelahatchie Raymond Richland Ridgeland Satartia Terry Yazoo City	Local State Federal	<100

Improve drainage problems	Copiah County Clinton Hazlehurst Richland Ridgeland Vicksburg	Local State Federal	0
Utility Relocation	Ridgeland	Federal Private	0
Develop a Pearl River Basin Project	Hinds County Rankin County	Federal	500-1000

**Downtown Redevelopment**

Encourage downtown redevelopment through improving curb appeal, housing, streets, parking, and landscaping	Rankin County Canton Crystal Springs D'Lo Florence Hazlehurst Jackson Pelahatchie Richland Terry	State Federal	<100
Provide incentives for businesses to locate in downtown area	Copiah County Canton Magee Mendenhall Terry	Local State	<100
Renovate historic buildings	Canton Jackson	State Federal	0

## Fire and Police Protection

Improve services and facilities	Hinds County D'Lo Flora Florence Raymond Ridgeland Terry Yazoo City	State Federal	0
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## Transportation

Improve State maintained highways	Region-wide	State	0
Improve rail access	Copiah County Eden	State Federal	100-500
Improve local roads	Copiah County Rankin County Simpson County Braxton Clinton D'Lo Flora Florence Jackson Mendenhall Magee Raymond Richland Ridgeland Yazoo City	Local	0
Improve Interstate access	Madison County Rankin County Terry	State Federal	100-500
Upgrade and expand airport facilities	Madison County Copiah County Simpson County Yazoo County Jackson	Local State Federal Private	100-500

Upgrade and expand port facilities	Yazoo County Warren County Vicksburg Yazoo City	Local State Federal Private	100-500
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**Housing**

Provide affordable housing	Copiah County Hinds County Rankin County Madison County Yazoo County Crystal Springs Hazlehurst Magee Richland Ridgeland Terry	Federal Private	0
Develop downtown housing and funding incentives	Hinds County Crystal Springs Terry Vicksburg Yazoo City	State	0
Provide elderly housing and hospice	Crystal Springs Terry	Local State Federal	<100
Provide multi-family housing	Terry	State Federal Private	<100

**Parks and Recreation**

Expand and develop recreational facilities and programs	Copiah County Rankin County Flora Florence Pelahatchie Richland Ridgeland	Local	0
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Improve neighborhood parks	Copiah County Hinds County Crystal Springs Ridgeland Yazoo City	Local State	0
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**Tourism**

Develop a Civil Rights Museum and Marketplace	Jackson	State Federal Private	100-500
Develop historical tourism opportunities	Yazoo County	Local State	0
Market and expand facilities to support tourism	Simpson County Pelahatchie Raymond Richland	Local State	<100

**Governmental Management**

Provide leadership training	Copiah County Madison County Rankin County Simpson County Terry	State Federal	0
Provide administrative and grant assistance	Florence Pelahatchie Richland Satartia Terry	Local State Federal	0
Develop financing incentives and options	Madison County Richland	Local State	0
Develop inter-governmental relationships	Rankin County Richland	Local	0

## Planning and Land Use

Land use planning and Zoning	Copiah County Madison County Rankin County Simpson County Florence Hazlehurst Magee Pelahatchie Richland Terry Yazoo City	Local	0
Update parcel maps	Hinds County	Local	0
Expand City limits	Braxton Magee Raymond	Local	0
Develop subdivision regulations and development controls	Florence Magee Pelahatchie Raymond Richland Terry	Local	0
Create overlay districts	Ridgeland	Local	0
Develop a Pearl River Basin Project	Hinds County Rankin County	Federal	500-1000

## Geographic Information System

Update mapping	Region-wide	Local	0
Locate water and sewer infrastructure	Mendenhall	Local	0
Improve mapping services and availability	Madison County Clinton Crystal Springs Georgetown	Local	0

The following table lists the vital projects, programs, and activities that have been identified as those that will address the region's greatest needs and will best enhance the region's competitiveness for attracting new investments and promoting economic development. For each vital project listed, the strategic finding to be addressed by each project and the anticipated outcome expected as a result of implementing the project have been identified.

The projects listed were identified as a result of the regional analysis, questionnaire responses, and committee meetings. The strategic findings were developed in the regional analysis and provide the basis for the development of each identified project. The anticipated outcome identifies the expected outcome from implementing the project. These outcomes include job creation, private investment, lower unemployment rates, increased per capita income, and quality of life. The quality of life outcome is more difficult to identify because of its very nature but the improvement in the quality of life is a precursor to economic development and will result in job creation, private investment, lower unemployment rates, and increased per capita income.

Vital Project, Program or Activity	Goal(s) Addressed Strategic Finding Addressed	Anticipated Outcome
Expand and develop industrial land and buildings including developing access roads, upgrading water and sewer access, telecommunication access and rail spurs.	Goal 1 Population Growth Unemployment Poverty Per Capita Income Cluster Water Sewer Industrial Parks and Sites Electricity Telecommunications	Job Creation Private Investment Lower Unemployment Increased PCI
Improve transportation facilities including local, state and federal roadways, rail, air, and port services.	Goal 2 Port Facilities Road/Bridges	Quality of Life
Encourage downtown and commercial development	Goal 1 Retail Sales and Collections	Job Creation Private Investment Lower Unemployment
Develop cultural and recreational facilities and programs.	Goals 2 and 4 Population Growth Education Per Capita Income	Increased PCI Quality of Life
Develop a well-educated and well-trained workforce through job skills training.	Goal 3 Unemployment Poverty Per Capita Income	Lower Unemployment Increased PCI
Improve infrastructure and public works for community development.	Goal 2 Water Sewer Electricity	Quality of Life

Develop  
Mapping/Geographic  
Information Systems.

Goal 2  
Industrial Parks and Sites  
Roads/Bridges

Job Creation  
Increased PCI

Develop and implement  
comprehensive and  
strategic planning  
through land use plans,  
zoning regulations,  
redistricting plans, and  
other development  
controls.

Goal 4  
Population Growth  
Per Capita Income  
Roads/Bridges

Quality of Life

## ACTION PLAN

The District's Plan of Action for the Comprehensive Development Strategy will guide the implementation of the Goals and Objectives of the CEDS in a manner that:

- promotes economic development and opportunity,
- fosters effective transportation access,
- enhances and protects the environment,
- maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy,
- promotes the use of technology in economic development, including access to high-speed telecommunications,
- balances resources through sound management of physical development, and
- obtains and utilizes adequate funds and other resources.

To do this, the District will continue to work closely with committee members and economic development partners to develop and implement the CEDS; use economic development programs to develop the strategic projects listed in the CEDS with emphasis placed on vital projects; use the Public Information Program to make the CEDS available to public and private partners; and will work with the State to ensure the integration of the CEDS Vital projects with the State's economic priorities.

Current economic development programs will be utilized where possible to

develop the listed Strategic and Vital Projects. A listing of available programs are listed below, but are not limited to:

- Renewal Community Programs
- Delta Regional Authority Programs
- Economic Development Planning Grants
- Economic Development Infrastructure Grants
- Community Development Block Grants
- Small Municipalities and Limited Population Grants
- Economic Development Marketing Grant Program
- Rural Impact Fund Grants
- Rural Development Community Programs
- Federal and State Loan Programs
- Metropolitan Planning Organization Funds
- Federal and State Legislative Earmark/Special Appropriations
- Tax Abatement and Credits
- Main Street Association Programs
- GoZone Programs
- Workforce Development Programs
- Home Investment Partnership Program

The Public Information Program, already in place at the District, is utilized as the formal citizen participation mechanism and to make the CEDS available to public and

private partners. This involves publishing articles in newsletters, posting on the website and at [www.cmpdd.org](http://www.cmpdd.org), providing press releases to the local newspapers and meeting with local civic clubs and other interested parties. Prior to the release of the CEDS or before any changes can be made, it is made available to the public at the District's office for a thirty-day comment period.

Finally, the Comprehensive Economic Development Strategy is provided to the State of Mississippi and the Institutions of Higher Learning for integrating the CEDS and the State's economic priorities. District staff and committee members will continue to work with State agencies to coordinate this effort.

## PERFORMANCE MEASURES

In order to assure the success of any economic development plan, a formal plan of evaluation must be undertaken. To assess the implementation of the Strategy and ensure its success, the CEDS will be evaluated on an annual basis. The results of this evaluation will be used to provide an annual update and will provide for a new Strategy to be written every five years.

The evaluation will have two phases. The first phase will include a comparison of the local economy's unemployment rate and per capita income from year to year in relation to the region, the state, and the nation. It will also include the number of jobs created and retained in the workforce. These alone are not adequate measures of economic development but can be used as good indicators.

The second phase of the evaluation process will include a measure of previous years goals and objectives. It will look at the number and type of investments made in the region and the amount of private sector investment.

Each year, the results of this evaluation will be summarized and presented as an update to the CEDS to the Economic Development Administration and to the State of Mississippi, Institutions of Higher Learning. It will also be provided to state and regional clearinghouses, the CEDS Committee, and the Board of Directors for the CMPDD.

## APPENDIX

- Board of Directors
- Committee Members
- CMPDD Area Map
- Population by Race/Ethnicity
- Population by Age
- Higher Education
- Regional Public Education
- Employment
- 1990 - 2004 Poverty
- Jobs by Occupation
- Commuting to Work
- Per Capita Income
- Cluster Report
- Wastewater Treatment Facilities in Central MS PDD
- MS Statewide Distribution and Transportation Systems by Air
- Public Industrial Parks and Sites
- Statewide Distribution and Transportation Systems by Rail
- MS Highway Network
- General Funds Audit
- 2006-2007 Millage Rates
- County and City Retail Sales and Collections
- MS Individual and Public Assistance Data
- Survey/Questionnaire Results

## CMPDD BOARD OF DIRECTORS

TERM OF OFFICE: Two Years

### STEERING COMMITTEE

Ken Martin  
President  
211 East Government Street  
Brandon, MS 39024

Dr. Leslie McLemore  
Immediate Past President  
746 Windward Road  
Jackson, MS 39206

Jimmy Clyde  
Vice President  
123 Main Avenue, North  
Magee, MS 39111

Rosemary Aultman  
Post Office Box 156  
Clinton, MS 39056

Walter Redd  
102 Caine Circle  
Brandon, MS 39042

Knox Ross, Jr.  
Secretary-Treasurer  
Post Office Box 229  
Pelahatchie, MS 39145

Wanda Cowart  
180 Johnson Road  
Braxton, MS 39044

### OTHER BOARD MEMBERS

Jim Archer  
109 Bradford Green  
Madison, MS 39110

Patrick Brown  
714 Wood Road  
Magee, MS 39111

Cobie Collins  
1040 Grady Avenue  
Yazoo City, MS 39194

Earl Dixon, Jr.  
18028 Highway 51  
Hazlehurst, MS 39193

Fred Esco  
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Canton, MS 39046

Arthur Lee Evans, Jr.  
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Crystal Springs, MS 39059

Jerry Hall  
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Jackson, MS 39209

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D'lo, MS 39062

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Jackson, MS 39215-1292

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Jackson, MS 39205

Senetra Murray  
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Crystal Springs, MS 39059

Griffin Norquist  
Post Office Box 48  
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Melvin Reynolds  
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Yazoo City, MS 39194

George S. Smith  
Post Office Box 686  
Jackson, MS 39205

Wendell Stringer  
Post Office Box 431  
Crystal Springs, MS 39059

Larry Swales  
211 East Government Street  
Brandon, MS 39042

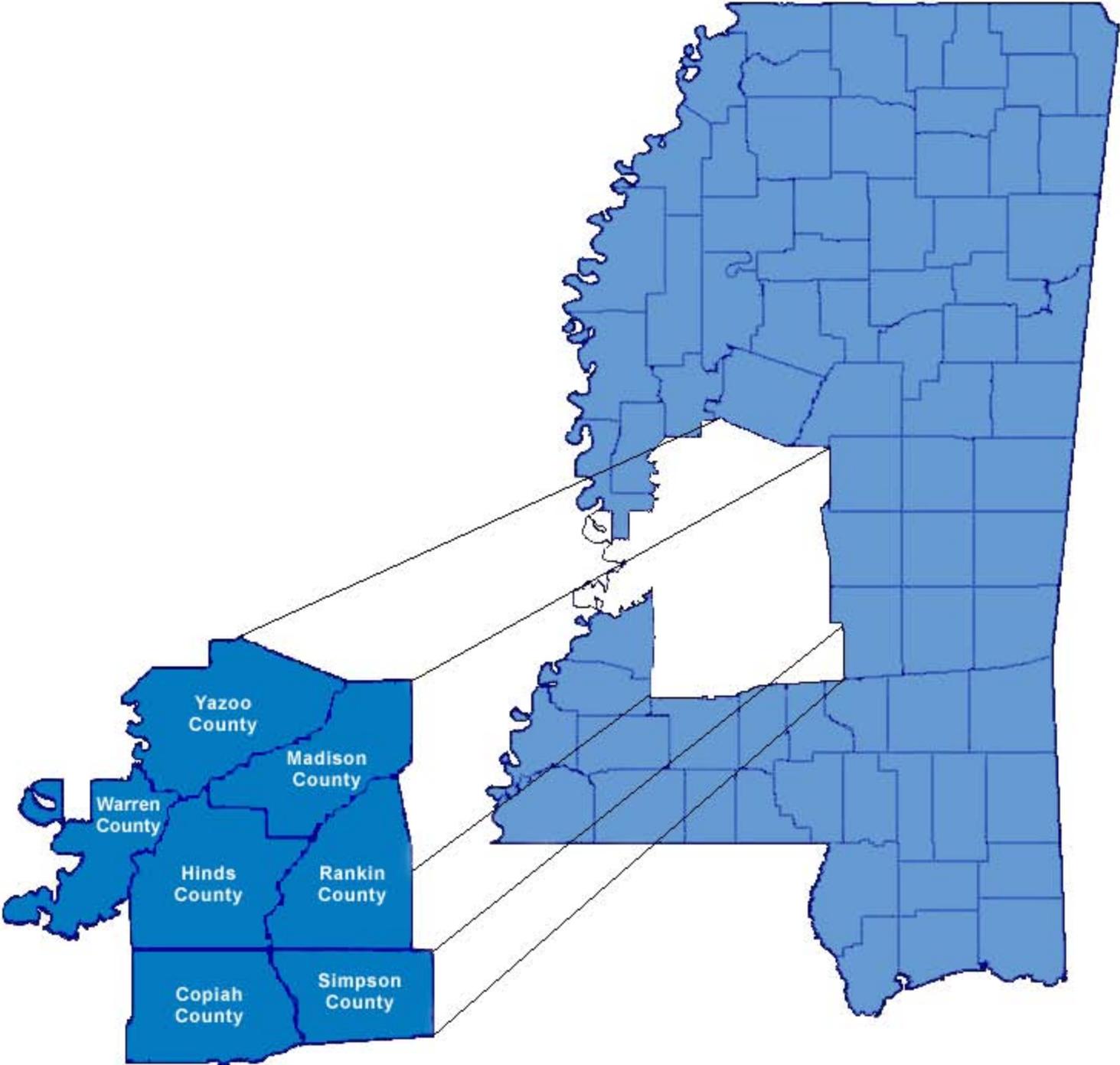
James Wilson  
5500 Warriors Trail  
Vicksburg, MS 39180

CENTRAL MS PDD  
CEDS COMMITTEE MEMBERS

<u>Name and Contact Information</u>	<u>Areas of Representation</u>
* Ken Martin 211 East Government Street Brandon, MS 39042 601-825-1475	Private Sector, Labor Groups, Workforce Investment, Community Leader, and Public Official
Jimmy Clyde 123 Main Avenue, North Magee, MS 39111 601-849-3344	Community Leader and Public Official
* Knox Ross Jr. PO Box 229 Pelahatchie, MS 39145 601-854-5224	Private Sector, Community Leader, Public Official
Dr. Leslie McLemore 746 Woodward Jackson, MS 39206 601-979-2288	Minority Groups, Higher Education, Community Leader, and Public Official
Rosemary Aultman PO Box 156 Clinton, MS 39056 601-924-5462	Community Leader and Public Official
* Walter Redd 102 Caine Circle Brandon, MS 39042 601-825-5415	Community Leader, Private Sector, Labor and Minority Groups
* Wanda Cowart 180 Johnson Road Braxton, MS 39044 601-208-6521	Community Leader, Private Sector and Workforce Investment

\* Appointed to the Committee to represent the Private Sector

# Central Mississippi Planning & Development District



## POPULATION BY RACE/ETHNICITY

### CMPDD (7-County Region)

	1990 Census	2000 Census	Claritas 2006 Estimate	Claritas 2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Total Population</b>	<b>520,327</b>	<b>574,990</b>	<b>603,183</b>	<b>628,747</b>	<b>10.5%</b>	<b>4.2%</b>
White	295,561	303,479	308,230	312,515	2.7%	1.4%
Black	221,665	261,792	282,343	300,928	18.1%	6.6%
American Indian or Alaska Native	497	800	972	1,142	61.3%	17.5%
Asian or Pacific Islander	2,096	3,820	4,581	5,331	82.3%	16.4%
Some Other Race	508	1,648	2,116	2,537	224.4%	19.9%
Two or More Races	-	3,450	4,941	6,294	-	27.4%
Hispanic Ethnicity	2,476	6,637	8,693	10,555	168.1%	21.4%
Not Hispanic or Latino	517,925	568,353	594,490	618,192	9.8%	4.0%

### MAS (5-County Area)

	1990 Census	2000 Census	Claritas 2006 Estimate	Claritas 2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Total Population</b>	<b>446,941</b>	<b>497,197</b>	<b>525,788</b>	<b>551,376</b>	<b>11.2%</b>	<b>4.9%</b>
White	254,725	263,598	270,154	275,764	3.5%	2.1%
Black	189,556	225,164	244,558	262,053	18.8%	7.2%
American Indian or Alaska Native	414	632	796	956	52.7%	20.1%
Asian or Pacific Islander	1,807	3,403	4,048	4,702	88.3%	16.2%
Some Other Race	439	1,422	1,846	2,232	223.9%	20.9%
Two or More Races	-	2,978	4,386	5,669	-	29.3%
Hispanic Ethnicity	2,119	4,890	6,601	8,169	130.8%	23.8%
Not Hispanic or Latino	444,822	492,307	519,187	543,207	10.7%	4.6%

## POPULATION BY RACE/ETHNICITY

### Mississippi

	1990 Census	2000 Census	Claritas 2006 Estimate	Claritas 2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Total Population</b>	<b>2,573,216</b>	<b>2,844,658</b>	<b>2,914,302</b>	<b>2,991,762</b>	<b>10.5%</b>	<b>2.7%</b>
White	1,633,460	1,746,099	1,756,118	1,773,766	6.9%	1.0%
Black	915,057	1,033,809	1,078,230	1,123,185	13.0%	4.2%
American Indian or Alaska Native	8,528	11,652	13,823	15,878	36.6%	14.9%
Asian or Pacific Islander	12,997	19,293	22,861	26,556	48.4%	16.2%
Some Other Race	3,155	13,784	18,459	22,863	336.9%	23.9%
Two or More Races	-	20,021	24,811	29,514	-	19.0%
Hispanic Ethnicity	15,928	39,569	51,849	63,388	148.4%	22.3%
Not Hispanic or Latino	2,557,288	2,805,089	2,862,453	2,928,374	9.7%	2.3%

### United States

	1990 Census	2000 Census	Claritas 2006 Estimate	Claritas 2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Total Population</b>	<b>248,709,873</b>	<b>281,421,906</b>	<b>299,088,112</b>	<b>313,518,258</b>	<b>13.2%</b>	<b>4.8%</b>
White	199,686,070	211,460,626	226,873,877	238,909,749	5.9%	5.3%
Black	29,986,060	34,658,190	36,085,270	37,338,840	15.6%	3.5%
American Indian or Alaska Native	1,959,234	2,475,956	2,112,362	1,943,013	26.4%	-8.0%
Asian or Pacific Islander	7,273,662	10,641,833	13,906,640	16,579,193	46.4%	19.2%
Some Other Race	9,804,230	15,359,073	13,412,925	12,786,314	56.7%	-4.7%
Two or More Races	-	6,826,228	6,689,872	5,950,725	-	-11.0%
Hispanic Ethnicity	22,353,238	35,305,818	44,693,849	51,886,558	57.9%	16.1%
Not Hispanic or Latino	226,355,814	246,116,088	254,394,263	261,631,700	8.7%	2.8%

## POPULATION BY AGE

### CMPDD (7-County Region)

	1990 Census	2000 Census	2006 Estimate	2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Total Population</b>	<b>520,327</b>	<b>574,990</b>	<b>603,183</b>	<b>628,747</b>	<b>10.5%</b>	<b>4.2%</b>
0 to 4	39,662	42,368	43,717	44,121	6.8%	0.9%
5 to 9	42,650	44,315	42,345	43,909	3.9%	3.7%
10 to 14	42,237	44,566	43,602	42,812	5.5%	-1.8%
15 to 17	24,329	27,714	26,945	27,445	13.9%	1.9%
18 to 20	27,380	28,389	28,555	28,744	3.7%	0.7%
21 to 24	29,898	32,711	35,869	35,721	9.4%	-0.4%
25 to 34	88,426	81,076	83,827	85,516	-8.3%	2.0%
35 to 44	76,631	90,550	85,338	82,851	18.2%	-2.9%
45 to 54	49,494	75,349	86,512	88,676	52.2%	2.5%
55 to 59	20,787	45,683	34,056	40,477	20.7%	18.0%
60 to 64	20,481	25,081	25,601	32,647	0.6%	27.5%
65 to 74	32,786	33,379	36,181	42,073	1.8%	16.3%
75 to 84	19,569	20,860	22,709	24,393	6.6%	7.4%
85 +	5,997	8,030	7,926	9,662	33.9%	21.9%
Median Age	32.2	34.1	34.9	35.6	5.9%	2.0%

### MSA (5-County Area)

	1990 Census	2000 Census	2006 Estimate	2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Total Population</b>	<b>446,941</b>	<b>467,197</b>	<b>525,788</b>	<b>551,376</b>	<b>11.2%</b>	<b>4.9%</b>
0 to 4	34,107	36,508	37,939	38,414	7.0%	1.3%
5 to 9	36,140	38,015	36,799	38,381	5.2%	4.3%
10 to 14	35,440	38,418	37,766	37,475	8.4%	-0.8%
15 to 17	20,619	23,841	23,454	24,009	15.6%	2.4%
18 to 20	24,228	25,048	25,245	25,556	3.4%	1.2%
21 to 24	26,353	28,733	31,370	31,296	9.2%	-0.2%
25 to 34	77,790	70,952	73,808	74,776	-8.4%	1.3%
35 to 44	66,591	78,390	74,969	73,644	17.7%	-1.8%
45 to 54	42,373	65,096	75,109	77,895	53.6%	3.7%
55 to 59	17,789	21,511	29,640	35,186	20.9%	18.7%
60 to 64	17,468	17,664	22,108	28,603	1.1%	29.4%
65 to 74	27,358	28,561	31,243	36,609	4.4%	17.2%
75 to 84	16,182	17,663	19,601	21,239	9.2%	8.4%
85 +	4,803	6,757	6,737	8,293	40.7%	23.1%
Median Age	30.8	34.1	34.9	35.9	10.7%	2.9%

## POPULATION BY AGE

### Mississippi

	1990 Census	2000 Census	2006 Estimate	2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Total Population</b>	<b>2,573,216</b>	<b>2,844,658</b>	<b>2,928,401</b>	<b>3,006,277</b>	<b>10.5%</b>	<b>2.7%</b>
0 to 4	194,411	203,205	207,668	208,347	4.5%	0.3%
5 to 9	213,252	218,350	201,246	205,306	2.4%	2.0%
10 to 14	213,226	219,488	210,211	200,937	2.9%	-4.4%
15 to 17	126,482	133,361	128,109	127,880	5.4%	-0.2%
18 to 20	140,089	143,768	145,828	145,200	2.6%	-0.4%
21 to 24	146,759	168,969	184,402	179,223	15.1%	-2.8%
25 to 34	403,754	375,302	388,110	405,586	-7.0%	4.5%
35 to 44	351,197	435,063	397,940	378,091	23.9%	-5.0%
45 to 54	249,684	358,279	402,736	408,609	43.5%	1.5%
55 to 59	107,171	131,603	165,949	185,452	22.8%	11.8%
60 to 64	105,949	112,982	132,475	157,703	6.6%	19.0%
65 to 74	182,164	188,510	197,423	221,233	3.5%	12.1%
75 to 84	107,345	112,682	122,928	130,189	5.0%	5.9%
85 +	31,736	43,096	43,376	52,521	35.8%	21.1%
Median Age	31.2	33.8	35.0	35.6	8.3%	1.7%

### United States

	1990 Census	2000 Census	2006 Estimate	2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Total Population</b>	<b>248,709,873</b>	<b>281,421,906</b>	<b>299,088,112</b>	<b>313,518,258</b>	<b>13.2%</b>	<b>4.8%</b>
0 to 4	18,264,096	19,046,754	20,407,195	21,214,878	4.3%	4.0%
5 to 9	18,126,901	20,608,282	20,285,930	20,513,463	13.7%	1.1%
10 to 14	17,151,134	20,618,199	20,295,669	20,523,312	20.2%	1.1%
15 to 17	10,064,413	11,869,522	12,604,050	12,757,136	17.9%	1.2%
18 to 20	11,506,084	12,097,943	13,024,185	13,182,374	5.1%	1.2%
21 to 24	14,728,809	14,969,567	15,965,130	16,159,039	1.6%	1.2%
25 to 34	43,467,034	39,577,357	40,448,216	41,934,084	-8.9%	3.7%
35 to 44	37,619,416	45,905,471	43,235,274	41,729,431	22.0%	-3.5%
45 to 54	25,465,961	37,578,609	43,014,517	45,096,793	47.6%	4.8%
55 to 59	10,484,988	13,383,251	15,814,010	18,896,723	27.6%	19.5%
60 to 64	10,635,762	10,787,979	12,753,234	15,239,293	1.4%	19.5%
65 to 74	18,218,481	18,501,149	21,935,562	26,211,584	1.6%	19.59%
75 to 84	9,973,466	12,317,262	12,913,434	13,320,383	23.5%	3.2%
85 +	3,003,328	4,160,561	5,461,494	5,705,049	38.5%	4.5%
Median Age	32.9	35.3	36.5	37.5	7.3%	2.7%

**FOUR-YEAR INSTITUTIONS**

<u>State-Supported</u>	<u>Main Campus Location, <i>Branches</i></u>	<u>Enrollment</u>
Jackson State University	Jackson	8,256
University of Mississippi Medical Center	Jackson	2,092
Mississippi State University-Engineering	Vicksburg	29

<u>Independent Nonprofit</u>	<u>Main Campus Location, <i>Branches</i></u>	<u>Enrollment</u>
Belhaven College	Jackson	2,575
Millsaps College	Jackson	1,084
Mississippi College	Clinton	4,041
Tougaloo College	Jackson	913

<u>Sectarian</u>	<u>Main Campus Location, <i>Branches</i></u>	<u>Enrollment</u>
Reformed Theological Seminary	Jackson	201
Wesley Biblical Seminary	Jackson	126
Wesley College	Florence	140

**TWO-YEAR INSTITUTIONS**

<u>State-Supported</u>	<u>Main Campus Location, <i>Branches</i></u>	<u>Enrollment</u>
Hinds Community College	Raymond, Jackson, Pearl, Utica, Vicksburg	8,946
Holmes Community College (Branch)	Ridgeland	1,578
Copiah-Lincoln Community College	Wesson	2,883

**WORKFORCE TRAINING**

*Workforce training is available through the community college system.*

Programs range from basic courses to customized training plans for business and industry. For information call the Mississippi State Board for Community and Junior Colleges at (601) 432-6481.

Source: Mississippi Institutions of Higher Learning; Mississippi State Board for Community and Junior Colleges, (Fall 2006 Enrollment)

REGIONAL PUBLIC EDUCATION

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<b>Public School District</b>	<b>Accreditation Status</b>	<b>2005-2006 Student Enrollment</b>	<b>2005-2006 Classroom Pupil/Teacher Ratio</b>	<b>Expenditure Per Pupil</b>	<b>4-Year Graduation Rate Est.</b>	<b>Mean ACT Score</b>
Copiah County	Accredited	3,038	16.68	\$ 6,829	59.90%	17.8
Hazlehurst	Accredited	1,805	16.37	\$ 7,330	53.80%	16.1
Hinds County	Accredited	6,353	15.86	\$ 6,536	68.80%	18.3
Hinds AHS	Accredited	241	9.68	\$ 14,186	45.90%	15.6
Jackson Public	Advised	32,403	14.58	\$ 8,633	50.50%	17.6
Clinton	Accredited	4,956	15.18	\$ 6,590	73.20%	21.1
Madison County	Accredited	10,706	15.17	\$ 7,267	78.70%	20.1
Canton Public	Accredited	3,227	15.16	\$ 7,892	27.30%	17.2
Rankin County	Accredited	17,268	14.87	\$ 7,200	78.30%	19.9
Pearl Public	Accredited	3,824	15.74	\$ 7,332	62.10%	19.7
Simpson County	Accredited	4,253	15.33	\$ 7,325	66.00%	17.2
Vicksburg/Warren	Accredited	9,204	15.27	\$ 7,858	49.50%	19.1
Yazoo Count	Accredited	2,834	14.08	\$ 8,554	50.70%	17.1
Yazoo City	Accredited	1,875	15.61	\$ 7,441	61.50%	16.4

## CMPDD (7-County Region)

	1990 Census	2000 Census	2006 Estimate	2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Age 16+ Population</b>	<b>387,796</b>	<b>434,518</b>	<b>464,548</b>	<b>484,190</b>	<b>12.0%</b>	<b>4.2%</b>
In Labor Force	246,864	273,604	293,120	306,076	10.8%	4.4%
Employed	228,189	254,558	277,737	289,902	11.6%	4.4%
Unemployed	17,744	18,204	14,459	15,191	2.6%	5.1%
In Armed Forces	925	842	944	1,003	-9.0%	6.3%
Not in Labor Force	140,932	160,914	170,504	177,131	14.2%	3.9%
Unemployment Rate	7.2%	6.7%	4.9%	5.0%	-7.4%	0.6%
Labor Participation Rate	63.7%	63.0%	63.1%	63.2%	-1.1%	0.2%

## MSA (5-County Area)

	1990 Census	2000 Census	2006 Estimate	2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Age 16+ Population</b>	<b>334,429</b>	<b>333,433</b>	<b>362,503</b>	<b>381,928</b>	<b>-0.3%</b>	<b>5.4%</b>
In Labor Force	216,479	215,926	234,301	246,511	-0.3%	5.2%
Employed	200,464	201,931	223,433	234,994	0.7%	5.2%
Unemployed	15,212	13,474	10,275	10,871	-11.4%	5.8%
In Armed Forces	810	521	593	646	-35.7%	8.9%
Not in Labor Force	117,950	117,507	127,609	134,771	-0.4%	5.6%
Unemployment Rate	7.0%	6.2%	4.4%	4.4%	-11.2%	0.6%
Labor Participation Rate	64.7%	64.8%	64.6%	64.5%	0.0%	-0.1%

## Mississippi

	1990 Census	2000 Census	2006 Estimate	2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Age 16+ Population</b>	<b>1,911,080</b>	<b>2,160,165</b>	<b>2,280,944</b>	<b>2,340,987</b>	<b>13.0%</b>	<b>2.6%</b>
In Labor Force	1,142,621	1,283,506	1,347,323	1,383,670	12.3%	2.7%
Employed	1,030,517	1,174,007	1,248,753	1,282,424	13.9%	2.7%
Unemployed	94,588	93,826	82,043	84,210	-0.8%	2.6%
In Armed Forces	17,377	15,673	16,527	17,036	-9.8%	3.1%
Not in Labor Force	768,459	876,659	917,094	940,281	14.1%	2.5%
Unemployment Rate	8.3%	7.3%	6.1%	6.1%	-11.7%	-0.1%
Labor Participation Rate	59.8%	59.4%	59.1%	59.1%	-0.6%	0.1%

## United States

	1990 Census	2000 Census	2006 Estimate	2011 Projection	Percent Change	
					1990 to 2000	2006 to 2011
<b>Age 16+ Population</b>	<b>191,820,153</b>	<b>217,149,127</b>	<b>235,173,231</b>	<b>248,401,531</b>	<b>13.2%</b>	<b>5.6%</b>
In Labor Force	125,216,716	138,829,932	149,672,534	158,134,958	10.9%	5.7%
Employed	115,716,133	129,728,865	140,210,399	148,127,922	12.1%	5.6%
Unemployed	7,780,384	7,947,452	8,198,776	8,656,369	2.1%	5.6%
In Armed Forces	1,706,113	1,152,977	1,263,359	1,350,667	-32.4%	6.9%
Not in Labor Force	66,603,437	78,319,195	84,237,338	88,915,906	17.6%	5.6%
Unemployment Rate	6.2%	5.7%	5.5%	5.5%	-7.9%	-0.1%
Labor Participation Rate	65.3%	63.9%	63.6%	63.7%	-2.1%	0.0%

### CMPDD COUNTIES 1990 - 2004 POVERTY

CMPDD COUNTIES	1990		2000		2004		1990-2000 Change in Poverty	2000-2004 Change in Poverty
	People in Poverty	Percent Poverty	People in Poverty	Percent Poverty	People in Poverty	Percent Poverty		
Copiah County	8,528	32.0%	6,979	25.1%	6,464	22.8%	-6.9%	-2.3%
Hinds County	52,335	21.2%	48,193	19.9%	54,325	22.4%	-1.3%	2.5%
Madison County	12,791	24.3%	10,155	14.0%	11,855	14.3%	-10.3%	0.3%
Rankin County	8,905	10.6%	10,462	9.5%	13,549	12.3%	-1.1%	2.8%
Simpson County	5,266	22.7%	5,819	21.6%	5,819	10.6%	-1.1%	-11.0%
Warren County	10,604	22.4%	9,146	18.7%	8,935	18.3%	-3.7%	-0.4%
Yazoo County	9,861	39.2%	8,214	31.9%	7,495	29.1%	-7.3%	-2.8%
<b>Total CMPDD Counties</b>	<b>108,290</b>	<b>21.4%</b>	<b>98,968</b>	<b>17.9%</b>	<b>108,442</b>	<b>18.3%</b>	<b>-3.6%</b>	<b>0.4%</b>
<b>Mississippi</b>	<b>631,029</b>	<b>25.2%</b>	<b>548,079</b>	<b>19.9%</b>	<b>549,224</b>	<b>19.3%</b>	<b>-5.3%</b>	<b>-0.6%</b>
<b>United States</b>	<b>31,528,020</b>	<b>12.8%</b>	<b>31,581,086</b>	<b>11.3%</b>	<b>37,039,804</b>	<b>12.7%</b>	<b>-1.5%</b>	<b>1.4%</b>

Source: U. S. Census Bureau: Small Area Income and Poverty Estimates

### Jobs by Occupation

SOC Code	Description	2007		2012		2007		State		Nat'l		Nat'l	
		CMPDD Jobs	%	CMPDD Jobs	Avg EPW	State	%	State	Avg EPW	2007	%	2012	Avg EPW
11-0000	Management occupations	28,037	7.20%	30,245	\$28.83	116,460	7.46%	126,085	\$24.35	12,055,780	6.64%	13,027,623	\$34.78
13-0000	Business and financial operations occupations	14,682	3.77%	15,669	\$22.63	42,524	2.72%	46,156	\$20.22	8,217,890	4.53%	8,922,187	\$25.97
15-0000	Computer and mathematical science occupations	5,215	1.34%	5,826	\$23.64	15,379	0.98%	17,623	\$22.62	3,923,492	2.16%	4,426,729	\$30.67
17-0000	Architecture and engineering occupations	5,680	1.46%	5,975	\$24.32	20,505	1.31%	21,527	\$23.97	2,973,154	1.64%	3,054,181	\$29.46
19-0000	Life, physical, and social science occupations	2,577	0.66%	2,656	\$22.79	10,017	0.64%	10,590	\$21.90	1,733,018	0.96%	1,830,124	\$26.47
21-0000	Community and social services occupations	4,595	1.18%	5,222	\$14.63	14,736	0.94%	16,786	\$14.50	2,387,005	1.32%	2,687,603	\$17.08
23-0000	Legal occupations	4,138	1.06%	4,813	\$31.16	10,163	0.65%	11,494	\$27.74	1,502,195	0.83%	1,579,503	\$37.02
25-0000	Education, training, and library occupations	20,607	5.29%	22,732	\$15.91	89,752	5.75%	98,357	\$15.62	9,850,997	5.43%	10,738,695	\$20.21
27-0000	Arts, design, entertainment, sports, and media occupations	7,630	1.96%	7,837	\$14.19	22,303	1.43%	23,833	\$14.25	4,102,708	2.26%	4,397,046	\$18.15
29-0000	Healthcare practitioners and technical occupations	24,456	6.28%	27,775	\$24.64	81,032	5.19%	92,271	\$24.82	8,211,438	4.53%	9,076,390	\$29.10
31-0000	Healthcare support occupations	11,346	2.91%	12,837	\$8.93	37,454	2.40%	42,722	\$8.68	4,122,045	2.27%	4,736,433	\$11.25
33-0000	Protective service occupations	9,345	2.40%	9,868	\$11.15	35,761	2.29%	38,460	\$11.52	3,522,345	1.94%	3,741,103	\$16.66
35-0000	Food preparation and serving related occupations	24,480	6.29%	25,589	\$7.25	107,559	6.89%	115,177	\$7.16	12,318,550	6.79%	13,246,699	\$8.52
37-0000	Building and grounds cleaning and maintenance occupations	16,319	4.19%	18,220	\$7.93	66,119	4.23%	75,231	\$7.82	7,352,590	4.05%	8,152,250	\$9.78
39-0000	Personal care and service occupations	13,304	3.42%	15,167	\$8.15	55,149	3.53%	63,772	\$7.91	6,515,388	3.59%	7,354,966	\$9.43
41-0000	Sales and related occupations	46,801	12.02%	49,068	\$13.24	169,014	10.82%	181,665	\$11.87	21,450,163	11.82%	22,884,617	\$16.43
43-0000	Office and administrative support occupations	59,846	15.37%	61,670	\$12.06	210,422	13.48%	220,435	\$11.45	27,785,089	15.31%	28,706,676	\$13.75
45-0000	Farming, fishing, and forestry occupations	2,011	0.52%	2,055	\$9.12	19,221	1.23%	19,931	\$8.67	1,157,583	0.64%	1,178,516	\$9.51
47-0000	Construction and extraction occupations	18,705	4.80%	19,547	\$12.61	86,954	5.57%	93,043	\$12.45	9,742,180	5.37%	10,212,270	\$17.16
49-0000	Installation, maintenance, and repair occupations	15,249	3.92%	15,956	\$14.85	63,011	4.04%	67,809	\$14.47	7,104,993	3.92%	7,504,660	\$17.23
51-0000	Production occupations	23,401	6.01%	25,984	\$12.91	136,947	8.77%	144,934	\$12.16	11,342,319	6.25%	11,289,871	\$14.12
53-0000	Transportation and material moving occupations	27,084	6.96%	28,273	\$12.77	119,088	7.63%	127,819	\$11.79	12,039,463	6.64%	12,623,567	\$13.36
55-0000	Military Occupations	3,769	0.97%	3,539	\$18.64	31,816	2.04%	29,876	\$27.76	2,022,704	1.11%	1,899,352	\$30.63
		<b>389,279</b>		<b>416,523</b>		<b>1,561,387</b>		<b>1,685,595</b>		<b>181,435,095</b>			

Source: Economic Modeling Specialists, Inc. - 8/07

**CMPDD (7-County Region)**

	2000 Census	Percent
Workers 16 Years and Over	250,259	100.0%
Car, truck, or van – drove alone	201,498	80.5%
Car, truck, or van – carpooled	36,383	14.5%
Public transportation (including taxicab)	1,688	0.7%
Walked	3,541	1.4%
Other means	1,979	0.8%
Worked at home	5,170	2.1%
Mean travel time to work (minutes)	25.9	

**Jackson MSA (5-County Area)**

	2000 Census	Percent
Workers 16 Years and Over	219,622	100.0%
Car, truck, or van – drove alone	177,194	80.7%
Car, truck, or van – carpooled	31,366	14.3%
Public transportation (including taxicab)	1,359	0.6%
Walked	3,296	1.5%
Other means	1,743	0.8%
Worked at home	4,664	2.1%
Mean travel time to work (minutes)	26.7	

**Mississippi**

	2000 Census	Percent
Workers 16 Years and Over	1,164,118	100.0%
Car, truck, or van – drove alone	924,506	79.4%
Car, truck, or van – carpooled	176,465	15.2%
Public transportation (including taxicab)	6,587	0.6%
Walked	21,868	1.9%
Other means	12,093	1.0%
Worked at home	22,599	1.9%
Mean travel time to work (minutes)	24.6	

**United States**

	2000 Census	Percent
Workers 16 Years and Over	128,279,228	100.0%
Car, truck, or van – drove alone	97,102,050	79.4%
Car, truck, or van – carpooled	15,634,051	15.2%
Public transportation (including taxicab)	6,067,703	0.6%
Walked	3,758,982	1.9%
Other means	1,532,219	1.0%
Worked at home	4,184,223	1.9%
Mean travel time to work (minutes)	25.4	

## PER CAPITA INCOME

Area	Population			Personal income				Per capita personal income <sup>1</sup>		
				(millions of dollars)			Percent change 2004- 2005 <sup>2</sup>	(dollars)		
	2003	2004	2005	2003	2004	2005		2003	2004	2005
<b>USA</b>	<b>290,796,023</b>	<b>293,638,158</b>	<b>296,507,061</b>	<b>9,150,320,000</b>	<b>9,716,351,000</b>	<b>10,220,942,000</b>	<b>5.2</b>	<b>31,466</b>	<b>33,090</b>	<b>34,471</b>
<b>Mississippi</b>				<b>66,305</b>	<b>69,450</b>	<b>72,862</b>	<b>4.9</b>	<b>23,069</b>	<b>24,009</b>	<b>25,051</b>
Copiah	28,954	28,998	28,932	547	568	589	3.7	18,899	19,597	20,368
Hinds	247,965	248,731	248,124	6,839	7,084	7,364	4.0	27,582	28,481	29,680
Madison	79,614	81,696	84,169	2,757	3,044	3,224	5.9	34,625	37,261	38,307
Rankin	124,714	128,416	131,521	3,410	3,651	3,888	6.5	27,344	28,432	29,564
Simpson	27,519	27,543	27,934	594	667	699	4.8	21,568	24,222	25,006
Warren	48,858	49,001	48,745	1,353	1,379	1,443	4.6	27,693	28,137	29,601
Yazoo	28,156	28,172	27,818	551	572	602	5.2	19,562	20,302	21,630
CMPDD	585,780	592,557	597,243	16,051	16,965	17,809	5.0	27,401	28,630	29,819

Source: Bureau of Economic Analysis

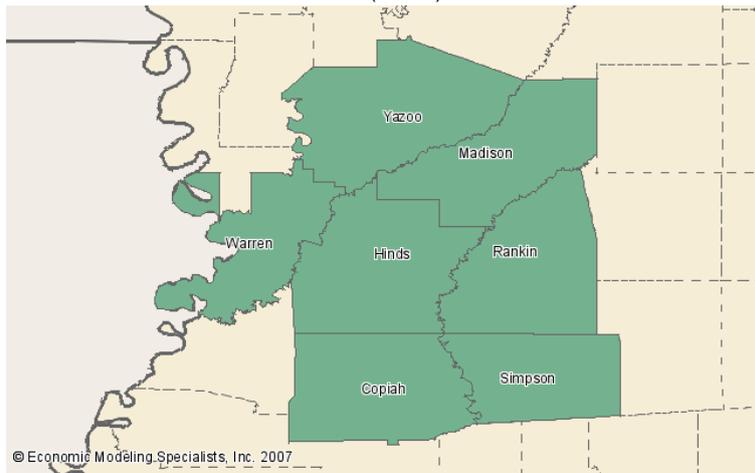
# Mississippi

Mississippi

## Rank Clusters Report

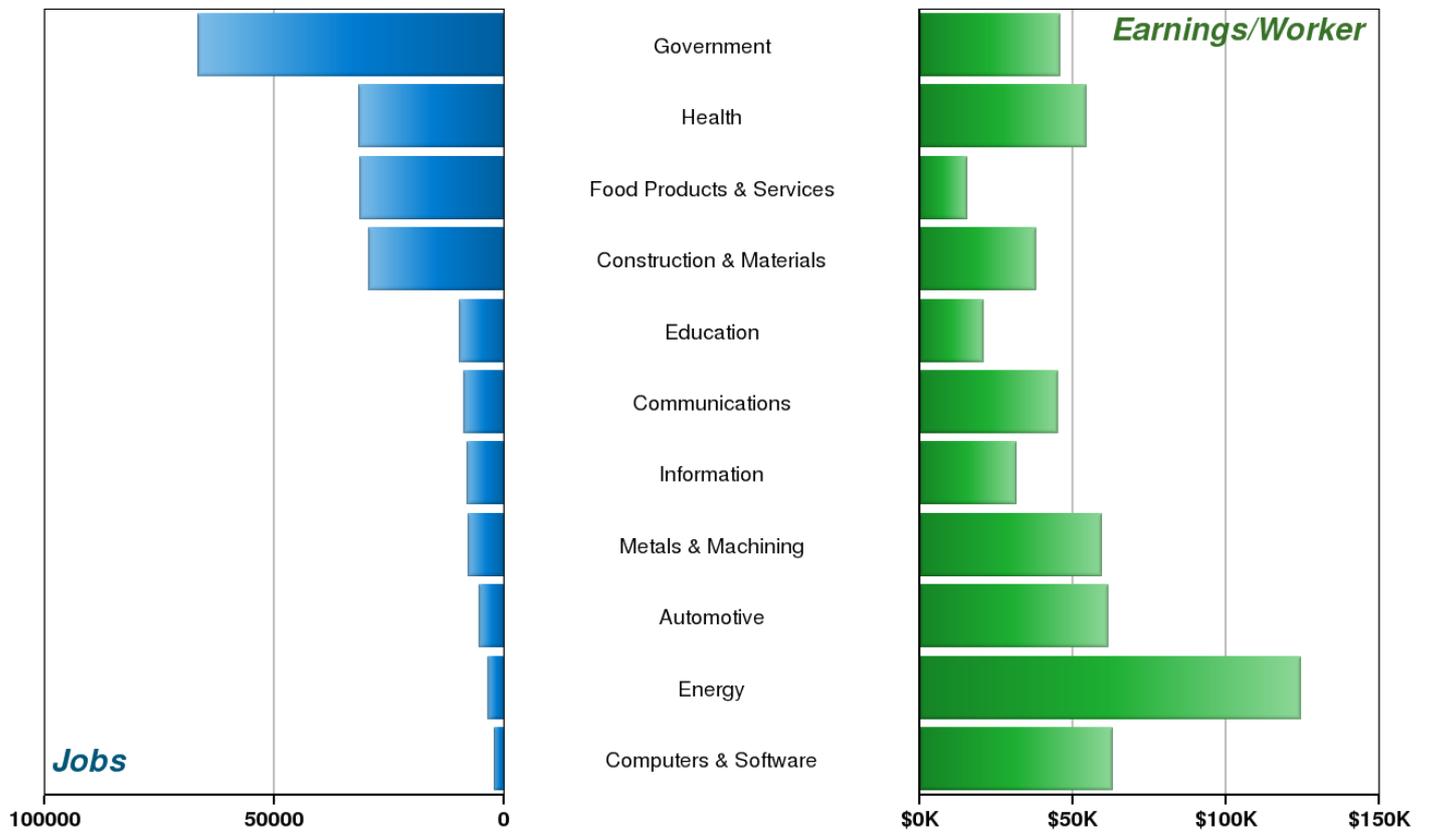
Region: CMPDD

Counties: Copiah, MS (28029), Hinds, MS (28049), Madison, MS (28089), Rankin, MS (28121), Simpson, MS (28127), Warren, MS (28149), Yazoo, MS (28163)



# Ranked By: Jobs & Earnings per Worker

## Cluster Jobs & EPW



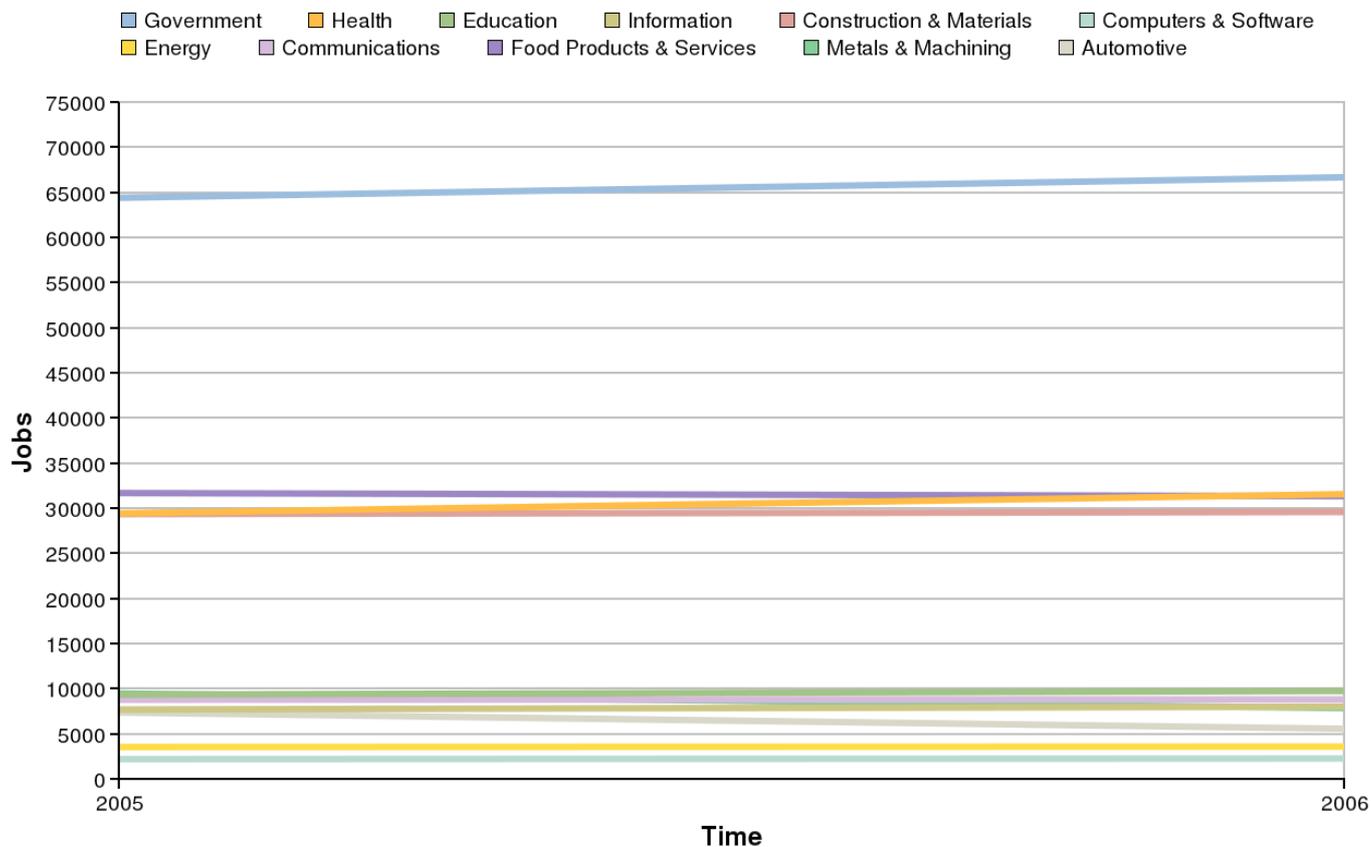
Source: Economic Modeling Specialists, 2007

Cluster Name	Jobs	Earnings/Worker(K)
Government	66,663	\$46
Health	31,548	\$54
Food Products & Services	31,321	\$15
Construction & Materials	29,576	\$38
Education	9,735	\$21
Communications	8,795	\$45
Information	8,001	\$32
Metals & Machining	7,838	\$59
Automotive	5,549	\$61
Energy	3,578	\$124
Computers & Software	2,253	\$63

Source: Economic Modeling Specialists, Inc. - 8/07

# Ranked By: 1 Year Growth

## Cluster Growth



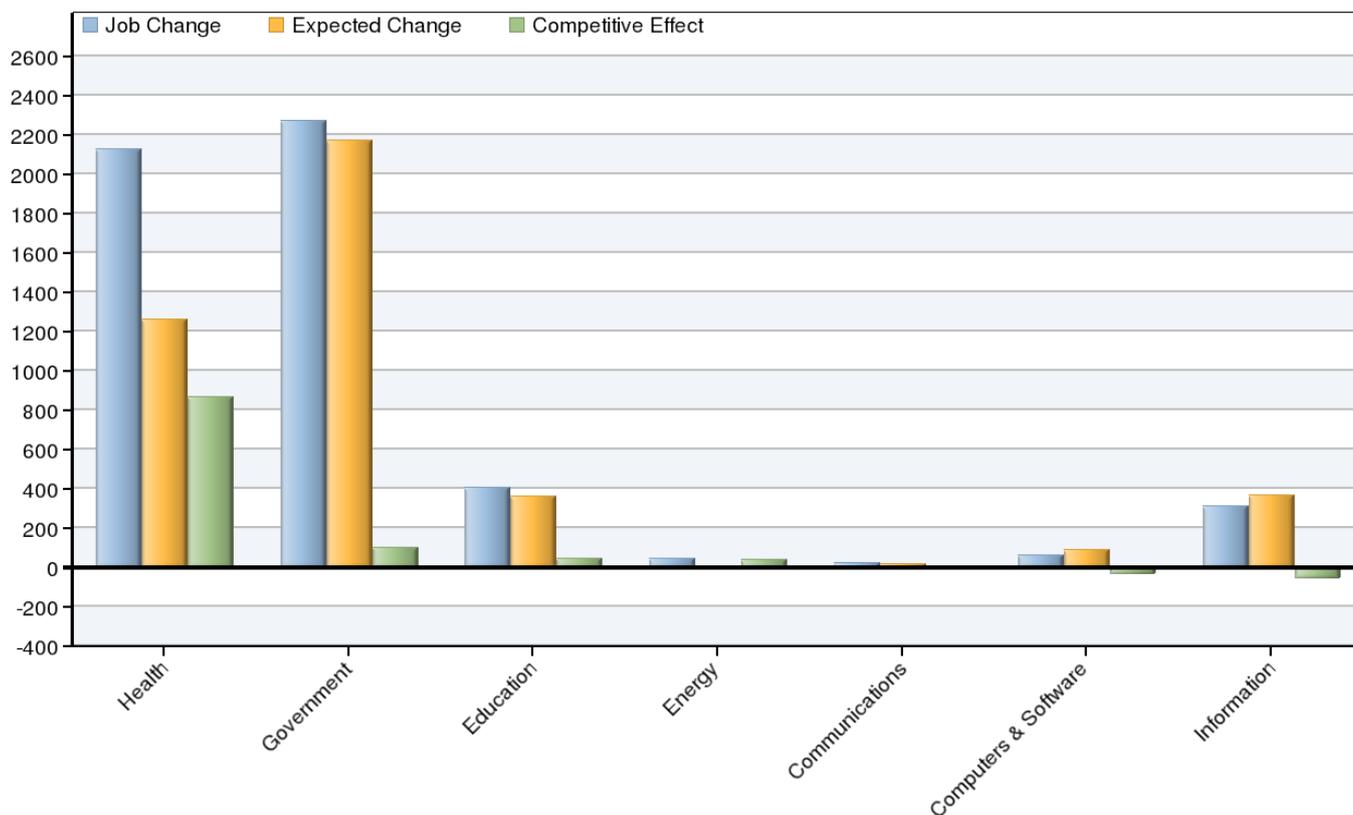
Source: Economic Modeling Specialists, 2007

Cluster Name	2005 Jobs	2006 Jobs	Growth	Growth %
Government	64,393	66,663	2,270	4%
Health	29,419	31,548	2,128	7%
Education	9,331	9,735	404	4%
Information	7,688	8,001	314	4%
Construction & Materials	29,343	29,576	233	1%
Computers & Software	2,193	2,253	60	3%
Energy	3,533	3,578	45	1%
Communications	8,773	8,795	23	0%
Food Products & Services	31,671	31,321	-351	-1%
Metals & Machining	9,461	7,838	-1,623	-17%
Automotive	7,352	5,549	-1,803	-25%

Source: Economic Modeling Specialists, Inc. - 8/07

## Ranked By: Regional Competitiveness (Shift Share)

### Clusters with Top Regional Competitiveness: 2005-2006



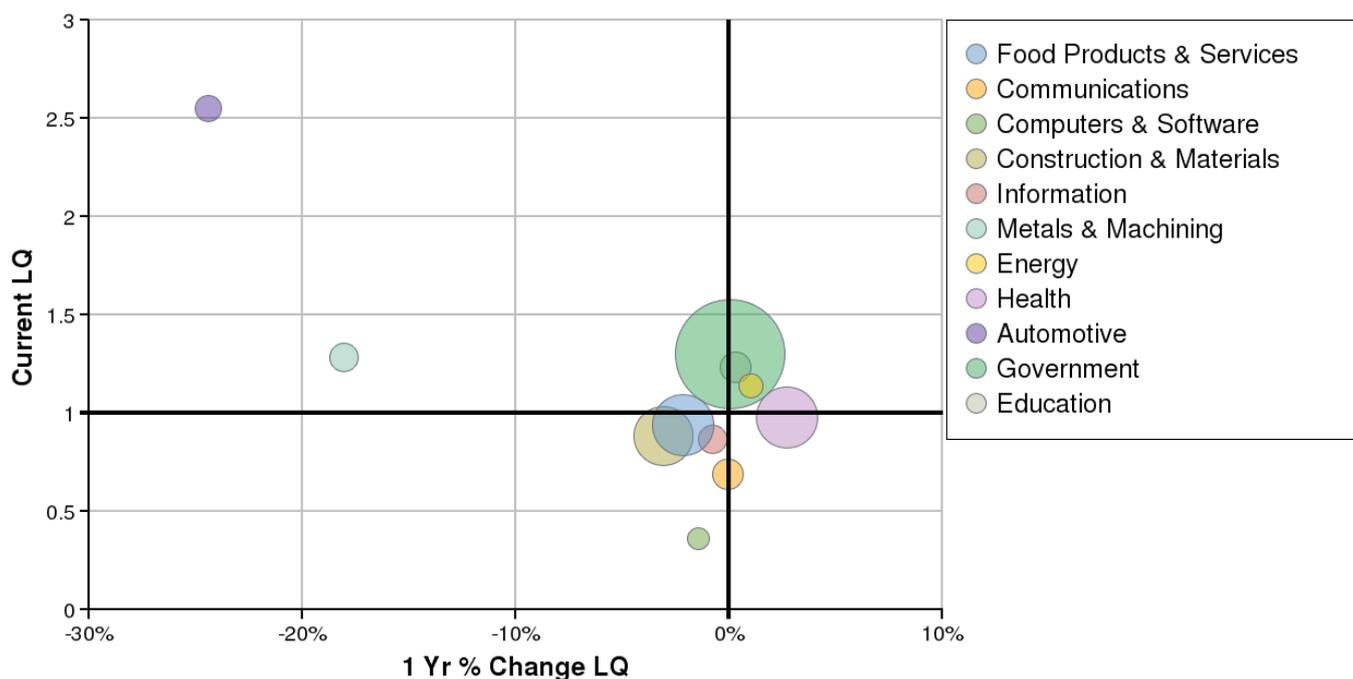
Source: Economic Modeling Specialists, 2007

Cluster Name	Job Change (Jobs)	Ind Mix Effect (Jobs)	National Change (Jobs)	Expected Change (Jobs)	Competitive Effect (Jobs)
Health	2,128	620	644	1,264	865
Government	2,270	764	1,409	2,173	98
Education	404	158	204	362	42
Energy	45	-72	77	5	40
Communications	23	-175	192	16	6
Computers & Software	60	43	48	91	-31
Information	314	199	168	368	-54
Food Products & Services	-351	-393	693	300	-650
Construction & Materials	233	500	642	1,142	-909
Metals & Machining	-1,623	-112	207	95	-1,718
Automotive	-1,803	-178	161	-17	-1,786

Source: Economic Modeling Specialists, Inc. - 8/07

## Ranked By: Location Quotient

### Location Quotient



Source: Economic Modeling Specialists, 2007

Cluster Name	Size (Jobs)	1 Yr % Change LQ	Current LQ
Automotive	5,549	-24%	2.55
Government	66,663	0%	1.30
Metals & Machining	7,838	-18%	1.28
Education	9,735	0%	1.24
Energy	3,578	1%	1.14
Health	31,548	3%	0.98
Food Products & Services	31,321	-2%	0.94
Construction & Materials	29,576	-3%	0.89
Information	8,001	-1%	0.87
Communications	8,795	-0%	0.69
Computers & Software	2,253	-1%	0.36

Source: Economic Modeling Specialists, Inc. - 8/07

Wastewater Treatment Facilities in Central Mississippi Planning and Development District

8/21/2007

County	Municipality	Wastewater Facilities	Type Treatment	Permitted Flow	Receiving Waters	
Copiah	Crystal Springs	Collection & Treatment	Aerated Lagoon, Disinfection, Overland Flow	0.99 MGD	Little Copiah Creek	
	Georgetown	Collection & Treatment	Two Cell Lagoon	0.11 MGD	Unnamed Wetland to Pearl River	
	Hazlehurst	Collection & Treatment	Activated Sludge Facility	0.95 MGD	Bahala Creek	
	Hazlehurst	Collection & Treatment	Sand Filter	0.8 MGD	Johnson Creek	
	Hinds Community College/ Utica	Collection & Treatment	Conventional Lagoon & Disinfection	0.055 MGD	White Oak Creek	
Hinds	Wesson	Collection & Treatment	Activated Sludge-Biolac Treatment System	0.3 MGD	Dye Branch	
	Bolton	Collection & Treatment		0.21 MGD	Bakers Creek	
	Clinton - Briars POTW	Collection & Treatment	Biolac Treatment Facility & Ultraviolet Disinfection	0.63 MGD	Unnamed Creek to Bogue Chitto Creek	
	Clinton POTW Southside	Collection & Treatment	Activated Sludge/Oxidation Ditch/UV Disinfection & Post Aeration	3.5 MGD	Bakers Creek	
	Clinton - Lovett Biolac Facility	Collection & Treatment	Biolac Treatment Facility & Ultraviolet Disinfection	0.276 MGD	Unnamed Tributary to Straight Fence Creek	
	Clinton POTW - Northeast	Collection & Treatment	Biolac Treatment Facility & Ultraviolet Disinfection	0.3 MGD	Straight Fence Creek	
	Edwards POTW, Southeast	Collection & Treatment		0.33 MGD	Bakers Creek	
	Edwards POTW, West	Collection & Treatment		0.13 MGD	Big Black River	
	Jackson - Presidential Hills	Collection & Treatment		0.75 MGD	Bogue Chitto Creek	
	Jackson - Savanna Street	Collection & Treatment	Activated Sludge & UV Disinfection	46 MGD	Pearl River	
	Jackson - Trahon/Big Creek	Collection & Treatment	Activated Sludge/Oxidation Ditch/Chlorination/Dechlorination/Post-Aeration	4.5 MGD	Big Creek	
	Raymond	Collection & Treatment	Biolac Treatment Facility & Disinfection	0.15 MGD	Fourteen Mile Creek	
	Raymond POTW - East	Collection & Treatment	Lagoon & Chlorination/Dechlorination	0.6 MGD	Snake Creek	
	Terry POTW	Collection & Treatment	Conventional Lagoon, Constructed Wetlands, Chlorination Disinfection	0.12 MGD	Rhodes Creek	
	Utica POTW - North	Collection & Treatment		0.07 MGD	Unnamed Tributary to Five Mile Creek	
	Utica POTW - South	Collection & Treatment		0.18 MGD	Unnamed Creek to White Oak Creek	
	Madison	Canton - Beattie's Bluff WWTF	Collection & Treatment	Activated Sludge/Oxidation Ditch	4.0 MGD	Big Black River
		Canton - HCR Lagoon	Collection & Treatment	Conventional Lagoon with Hydrograph Controlled Discharge	3.59 MGD	Bear Creek to Big Black River
		Canton - Lake Caroline Southwest	Collection & Treatment	Hydrograph Controlled Release Lagoon	0.025 MGD	Persimmon Creek
Flora		Collection & Treatment	2 - Cell Aerated Lagoon Followed by Sand Filters	0.3 MGD	Town Creek	
Flora		Collection & Treatment	Aerated Lagoon followed by Sand Filter	0.3 MGD	Big Black River	
Lake Lorman POTW		Collection & Treatment	Overland Flow System	0.064 MGD	Unnamed Tributary to Limekiln Creek	
Ridgeland		Collection & Interceptors	wastewater is treated at Jackson Savanna Street POTW			
Madison		Collection & Interceptors	wastewater is treated at Jackson Savanna Street POTW			
PRVWSD - Twin Harbor Facility		Collection & Treatment	Aerated Lagoon Followed BY Disinfection	0.12 MGD	Unnamed Creek TO Toss Barnett Reservoir	
Rankin		Cleary Heights POTW	Collection & Treatment	Oxidation Ditch followed by Disinfection	0.1 MGD	French Branch
	Florence POTW	Collection & Treatment	Oxidation Ditch followed by UV Disinfection	0.5 MGD	Steen Creek	
	PRVWSD - Lake Harbor	Collection & Treatment	Aerated Lagoon followed by Disinfection	0.25 MGD	Unnamed Wetlands to Ross Barnett Reservoir	
	Pelahatchie POTW - West	Collection & Treatment	Aerated Lagoon/Wetlands Cell & Rock Reed Filter	0.84 MGD	Natural Wetland to Pelahatchie Creek	
	Puckett	Collection & Treatment	HCR Lagoon	0.12 MGD	Strong River	
	Brandon	Collection & Interceptors	wastewater is treated at Jackson Savannah Street POTW			
	Pearl	Collection & Interceptors	wastewater is treated at Jackson Savannah Street POTW			
	Flowood	Collection & Interceptors	wastewater is treated at Jackson Savannah Street POTW			
Simpson	D'Lo	Collection & Treatment	Aerated Lagoon Followed BY Disinfection	0.16 MGD	Dabbs Creek	
	Magee	Collection & Treatment	Conventional Lagoon	0.45 MGD	Goodwater Creek	
	Mendenhall	Collection & Treatment	Conventional Lagoon followed by Disinfection	0.52 MGD	Sellers Creek	
Warren	Vicksburg	Collection & Treatment	Trickling Filter/Chlorination	10 MGD	Mississippi River	
Yazoo	Bentonia	Collection & Treatment	Faculative Lagoon/Chlorination Disinfection	0.087 MGD	Big Black River	
	Yazoo City	Collection & Treatment	Aerated Lagoon/Faculative Lagoon & Finishing Pond	3 MGD	Yazoo River	

# MISSISSIPPI STATEWIDE DISTRIBUTION AND TRANSPORTATION SYSTEMS

## AIR

### Commercial Airline Service

 Attended

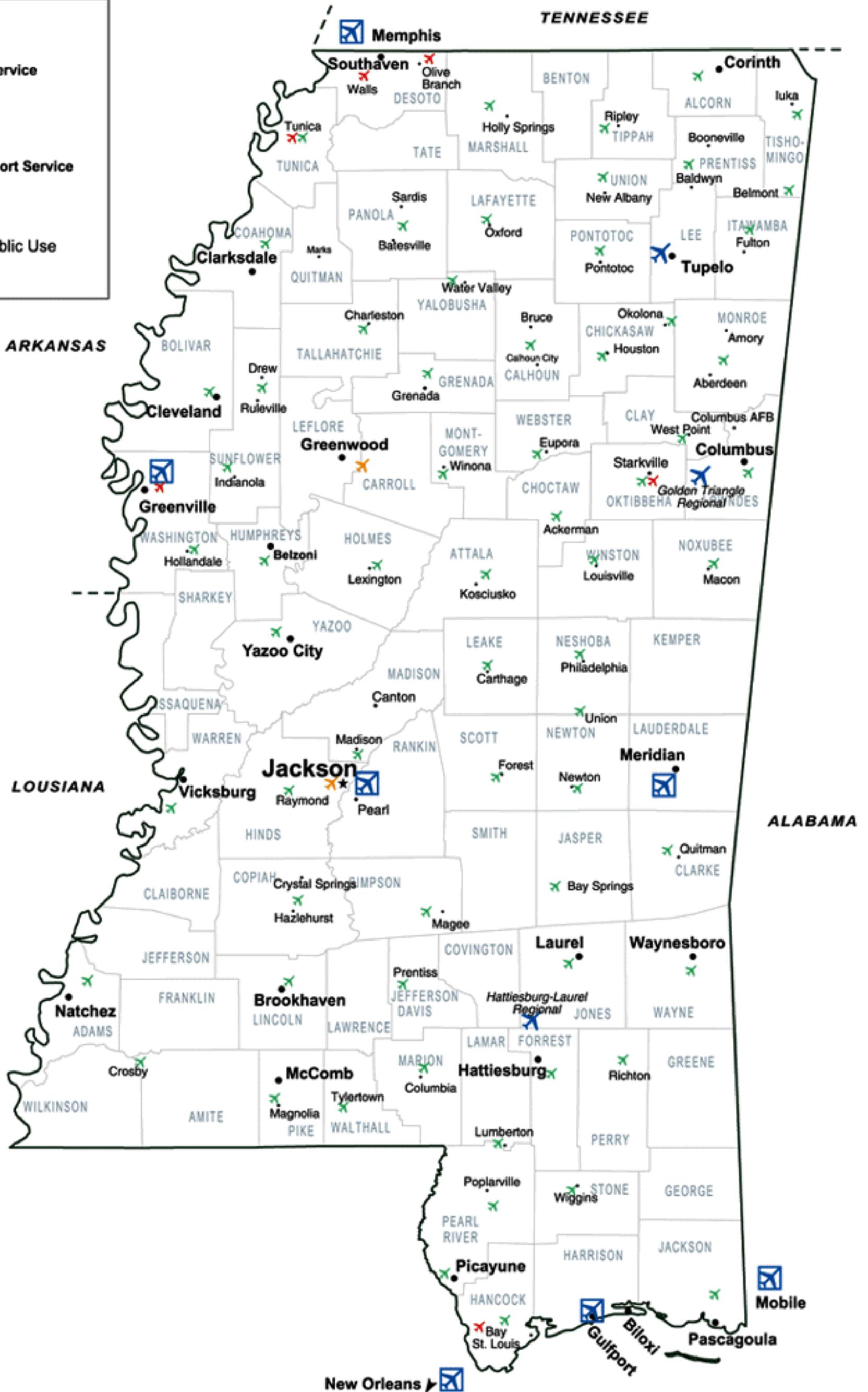
 Unattended

### Non-Commercial Airport Service

 Attended

 Unattended

 Private with Public Use (unattended)



**CENTRAL MS PDD  
PUBLIC INDUSTRIAL PARKS AND SITES**

Site	County	Total Acreage	Available Acreage	Completely Developed	Partially Developed	Undeveloped
Copiah County Industrial Park	Copiah	432	222		X	
Hazlehurst Industrial Park	Copiah	75	62			X
Clinton Industrial Park	Hinds	1,207	450		X	
Gladdis Farms Industrial Property	Hinds	2,072	2,072			X
Greater Jackson Industrial Center	Hinds	478	126		X	
Hawkins Field Industrial Park	Hinds	490	88		X	
J.C. "Sonny" McDonald Industrial Park	Hinds	462	445		X	
Northwest Industrial Park	Hinds	350	217		X	
Terry Industrial Park	Hinds	38	38			X
West Hinds County Industrial Park	Hinds	623	450			X
Canton Commercial & Industrial Center	Madison	473	201		X	
Central MS Industrial Center	Madison	550	220		X	
Flora Industrial Park	Madison	145	125		X	
43 / 20 Site	Rankin	430	430			X
East Metropolitan Center	Rankin	1,233	950		X	
Pelahatchie Industrial Park	Rankin	100	3	X		
Hogg Creek Site	Rankin	48	36			X
Jackson-Evers Business Park	Rankin	250	100			X
Simpson County Commerce Park	Simpson	109	109			X
Simpson County Industrial Park	Simpson	220	132		X	
Ceres Research & Industrial Interplex	Warren	1,200	828		X	
Port of Vicksburg	Warren	1,388	0	X		
Barrier Field	Yazoo	245	39		X	
Yazoo County Industrial Park	Yazoo	720	206		X	

# MISSISSIPPI STATEWIDE DISTRIBUTION AND TRANSPORTATION SYSTEMS

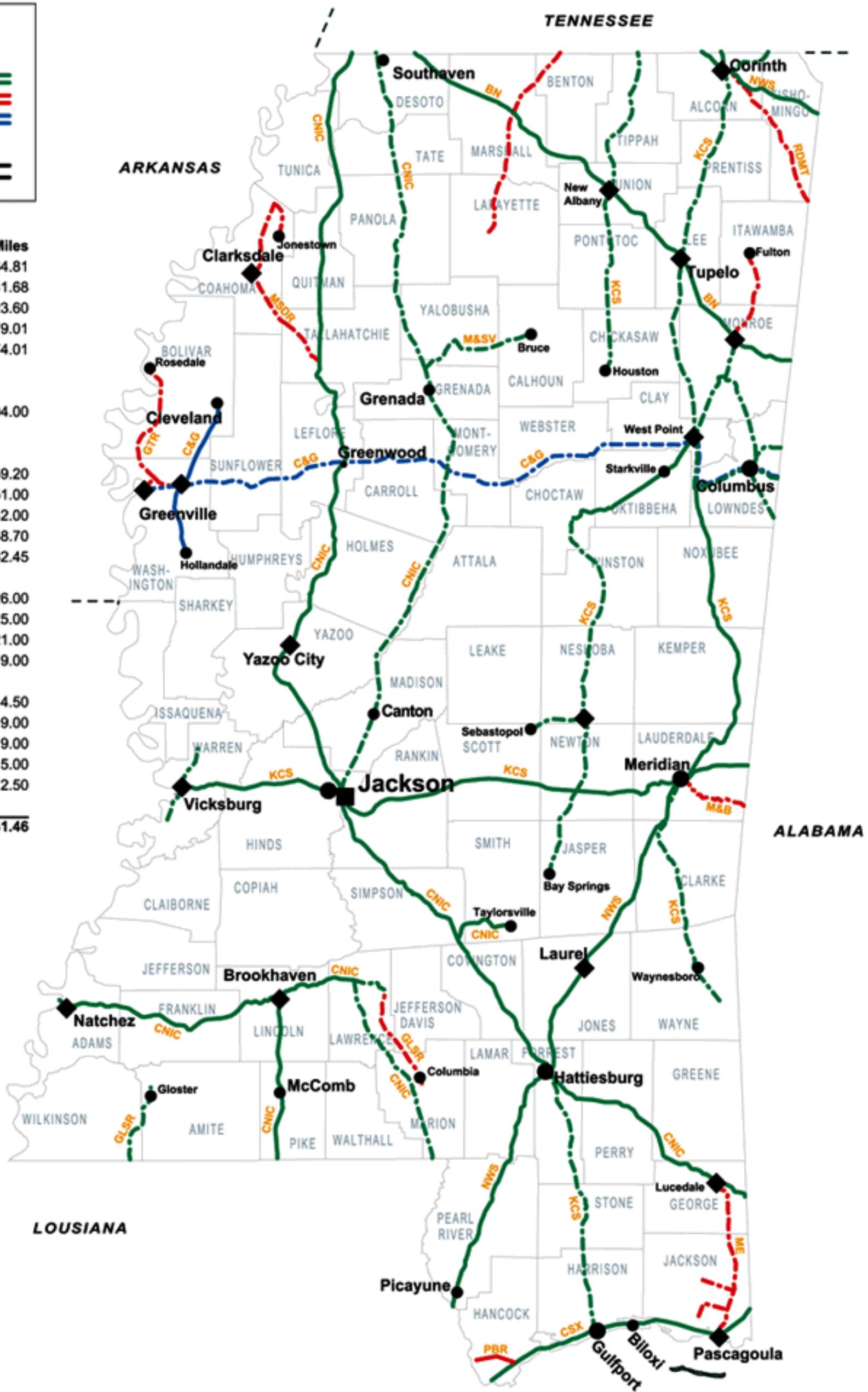
## RAIL

<b>CLASS I - MAJOR</b>	
<b>CLASS II - REGIONAL</b>	
<b>CLASS III - LOCAL</b>	
<b>Welded Rail</b>	
<b>Joint Rail</b>	

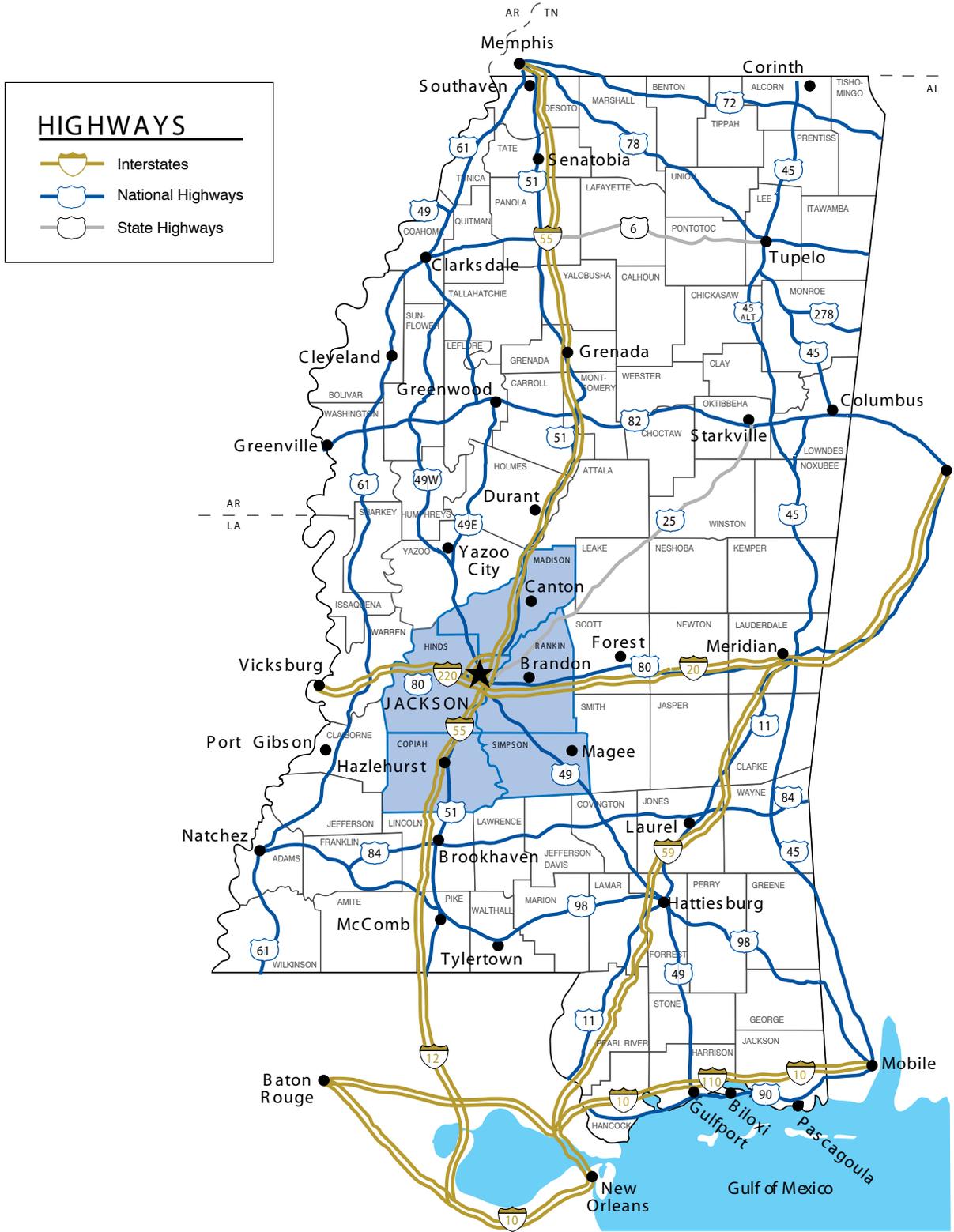
CLASS I - MAJOR		Miles
CNIC	Canadian Nat/VIllinois Central	964.81
KCS	KCS Eastern Division	841.68
NWS	Norfolk Southern	223.60
BN	Burlington Northern	179.01
CSX	CSX Transportation	74.01
CLASS II - REGIONAL		Miles
C&G	Columbus and Greenville	204.00
CLASS III - LOCAL		Miles
MSDR	Mississippi Delta	59.20
MCR	Mississippi Central	51.00
ME	Mississippi Export	42.00
RDMT	Redmont	38.70
GTR	Great River	32.45
GLSR	Gloster Southern (Marion County Railroad Authority)	26.00
MISS	Mississippian	25.00
M&SV	Mississippi and Skuna Valley	21.00
M&B	Meridian and Bigbee	19.00
GLSR	Gloster Southern (Georgia Pacific)	14.50
PBR	Port Bienville	9.00
GTRA	Golden Triangle	9.00
PRV	Pearl River Valley	5.00
OAR	Old Augusta	2.50

**Total Main-line miles 2,841.46**

- Railroad Gateways
- Key Rail Distribution Yards
- Marshalling Yards



# Mississippi Highway Network



COPIAH COUNTY  
Balance Sheet - Governmental Funds  
September 30, 2005

Exhibit 3

	Major Funds					Total Governmental Funds
	General Funds	General County Road Fund	General County Bridge Fund	Industrial Park Access Road Fund	Other Governmental Funds	
<b>ASSETS</b>						
Cash	\$ 2,008,454	598,002	322,753	557,300	732,891	4,219,400
Property tax receivable	4,156,465	1,178,601	566,000		787,581	6,688,647
Accounts receivable, net of allowance for uncollectible of \$149,129					265,118	265,118
Fines receivable, net of allowance for uncollectible of \$742,941	34,731					34,731
Intergovernmental receivables	341,652	47,889			172,740	562,281
Loans receivable					188,060	188,060
Capital lease receivable	1,300,785					1,300,785
Other receivables	12,103				32,057	44,160
Due from other funds	2,188	63,809	19,175		27,165	112,337
<b>Total Assets</b>	<b>\$ 7,856,378</b>	<b>1,888,301</b>	<b>907,928</b>	<b>557,300</b>	<b>2,205,612</b>	<b>13,415,519</b>
<b>LIABILITIES AND FUND BALANCES</b>						
<b>Liabilities:</b>						
Claims payable	\$ 84,641	40,536	42,674	800	187,502	356,153
Intergovernmental payables	258,897					258,897
Due to other funds	142,742					142,742
Deferred revenue	5,491,981	1,178,601	566,000		1,052,699	8,289,281
Other payables	20,080					20,080
<b>Total Liabilities</b>	<b>5,998,341</b>	<b>1,219,137</b>	<b>608,674</b>	<b>800</b>	<b>1,240,201</b>	<b>9,067,153</b>
<b>Fund balances:</b>						
<b>Reserved for:</b>						
Debt service					49,770	49,770
<b>Unreserved, reported in:</b>						
General fund	1,858,037					1,858,037
Special revenue funds		669,164	299,254	556,500	915,641	2,440,559
<b>Total Fund Balances</b>	<b>1,858,037</b>	<b>669,164</b>	<b>299,254</b>	<b>556,500</b>	<b>965,411</b>	<b>4,348,366</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$ 7,856,378</b>	<b>1,888,301</b>	<b>907,928</b>	<b>557,300</b>	<b>2,205,612</b>	<b>13,415,519</b>

The notes to the financial statements are an integral part of this statement.

COPIAH COUNTY  
Reconciliation of Governmental Funds Balance Sheet to the Statement of Net Assets  
September 30, 2005

Exhibit 3-1

	<u>Amount</u>
Total fund balance - governmental funds (Exhibit 3)	\$ 4,348,366
Amounts reported for governmental services in the statement of net assets (Exhibit 1) are different because:	
Capital assets are used in governmental activities are not financial resources and, therefore, are not reported in the funds, net of accumulated depreciation \$74,393,122	47,971,391
Other long-term assets are not available to pay for current period expenditures and, therefore, are deferred in the funds.	
Capital lease receivable	1,177,353
Fines receivable	34,731
Accounts receivable	265,118
Long-term liabilities are not due and payable in the current-period and, therefore, are not reported in the funds.	
Long-term liabilities	(5,389,382)
Compensated absences	<u>(129,192)</u>
Total net assets - governmental activities (Exhibit 1)	\$ <u>48,278,385</u>

The notes to the financial statements are an integral part of this statement.

## COPIAH COUNTY

Exhibit 4

Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds  
For the Year Ended September 30, 2005

	Major Funds					Total Governmental Funds
	General Fund	General County Road Fund	General County Bridge Fund	Industrial Park Access Fund	Other Governmental Funds	
<b>REVENUES</b>						
Property taxes	\$ 3,795,132	936,798	571,119		770,788	6,073,837
Road and bridge privilege taxes		339,054				339,054
Licenses, commissions and other revenue	236,941				25,007	261,948
Fines and forfeitures	264,238				47,852	312,090
Intergovernmental revenues	723,888	979,316	3,718,104		1,157,654	6,578,962
Charges for services	272,602				879,013	1,151,615
Interest income	57,288	7,968	7,918	11,590	26,419	111,183
Miscellaneous revenues	89,395	6,632			5,165	101,192
Total Revenues	<u>5,439,484</u>	<u>2,269,768</u>	<u>4,297,141</u>	<u>11,590</u>	<u>2,911,898</u>	<u>14,929,881</u>
<b>EXPENDITURES</b>						
Current:						
General government	2,502,954				221,841	2,724,795
Public safety	2,169,303				733,303	2,902,606
Public works	6,194	2,906,664	4,642,201	50,514	1,524,981	9,130,554
Health and welfare	344,304					344,304
Culture and recreation	119,979					119,979
Conservation of natural resources	81,128					81,128
Economic development and assistance	186,803				920,471	1,107,274
Debt service:						
Principal		837,477	227,182		232,127	1,296,786
Interest		57,391	13,028		220,773	291,192
Total Expenditures	<u>5,410,665</u>	<u>3,801,532</u>	<u>4,882,411</u>	<u>50,514</u>	<u>3,853,496</u>	<u>17,998,618</u>
Excess of Revenues over (under) Expenditures	<u>28,819</u>	<u>(1,531,764)</u>	<u>(585,270)</u>	<u>(38,924)</u>	<u>(941,598)</u>	<u>(3,068,737)</u>
<b>OTHER FINANCING SOURCES (USES)</b>						
Long-term capital debt issued	60,531	946,091	305,454		700,000	2,012,076
Proceeds from sale of capital assets		704,913	165,350			870,263
Compensation for loss of capital assets	5,664					5,664
Payments received from capital lease					41,487	41,487
Transfers in	2,144				127,136	129,280
Transfers out	(15,837)			(111,299)	(2,144)	(129,280)
Total Other Financing Sources and Uses	<u>52,502</u>	<u>1,651,004</u>	<u>470,804</u>	<u>(111,299)</u>	<u>866,479</u>	<u>2,929,490</u>
Net Changes in Fund Balances	<u>81,321</u>	<u>119,240</u>	<u>(114,466)</u>	<u>(150,223)</u>	<u>(75,119)</u>	<u>(139,247)</u>
Fund Balances - Beginning	1,767,460	548,162	413,720	706,723	867,646	4,303,711
Prior period adjustment	9,256	1,762			172,884	183,902
Fund Balances - Beginning restated	<u>1,776,716</u>	<u>549,924</u>	<u>413,720</u>	<u>706,723</u>	<u>1,040,530</u>	<u>4,487,613</u>
Fund Balances - Ending	\$ <u>1,858,037</u>	<u>669,164</u>	<u>299,254</u>	<u>556,500</u>	<u>965,411</u>	<u>4,348,366</u>

The notes to the financial statements are an integral part of this statement.

## COPIAH COUNTY

Exhibit 4-1

Reconciliation of the Statement of Revenues, Expenditures and Changes  
in Fund Balances of Governmental Funds to the Statement of Activities  
For the Year Ended September 30, 2005

Net changes in fund balances - total governmental funds (Exhibit 4) \$ (139,247)

Amounts reported for governmental activities in the statement of activities  
are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. Thus, the change in net assets differs from the change in fund balances by the amount that capital outlays of \$6,552,298 exceeded depreciation of \$1,134,861 in the current period. 5,417,437

In the statement of activities, only gains and losses from the sale of capital assets are reported, whereas in the governmental funds, proceeds from the sale of capital assets increase financial resources and loss from the sale of capital assets decrease financial resources. Thus, the change in net assets differs from the change in fund balances by the amount of the gain of \$194,872 and the proceeds from the sale in the current period of \$870,263. (675,391)

Fine revenue recognized on the modified accrual basis in the funds during the current year is reduced because prior year recognition would have been required on the statement of activities using the full-accrual basis of accounting. (5,438)

Debt proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of assets. Repayment of debt principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. Thus, the change in net assets differs from the change in fund balances by the amount that debt proceeds \$2,012,076 exceeded debt repayments \$1,319,317. (692,759)

Under the modified accrual basis of accounting used in the governmental funds, expenditures are not recognized for transactions that are not normally paid with expendable available financial resources. However, in the statement of activities, which is presented on the accrual basis, expenses and liabilities are reported regardless of when financial resources are available. In addition, interest on long-term debt is recognized under the modified accrual basis of accounting when due, rather than as it accrues. Thus, the change in net assets differs from the change in fund balances by a combination of the following items:

Change in principal amount of capital lease receivable	(26,073)
Change in compensated absences	(12,055)
Garbage collection fees	86,930
	<hr/>

Change in net assets of governmental activities (Exhibit 2) \$ 3,953,404

The notes to the financial statements are an integral part of this statement.

HINDS COUNTY  
 Balance Sheet - Governmental Funds  
 September 30, 2005

Exhibit 3

	<u>Major Funds</u>				
	General Fund	MDB Series 2005 Bond Fund	Countywide Road Maintenance Fund	Other Governmental Funds	Total Governmental Funds
<b>ASSETS</b>					
Cash	\$ 9,059,895	7,553,725	1,044,864	11,519,724	29,178,208
Property tax receivable	27,522,280		1,321,023	8,214,610	37,057,913
Fines receivable	472,103				472,103
Capital lease receivable				3,028,000	3,028,000
Intergovernmental receivables	1,394,047		188,763	544,716	2,127,526
Other receivables	39,387			5,000	44,387
Due from other funds			255,112	145,390	400,502
Advances to other funds	681,000				681,000
Prepaid Items	270,981				270,981
Total Assets	<u>\$ 39,439,693</u>	<u>7,553,725</u>	<u>2,809,762</u>	<u>23,457,440</u>	<u>73,260,620</u>
<b>LIABILITIES AND FUND BALANCES</b>					
Liabilities:					
Claims payable	\$ 1,223,889	4,321	139,335	422,261	1,789,806
Intergovernmental payables	2,954,492				2,954,492
Due to other funds	400,502				400,502
Advances from other funds				681,000	681,000
Deferred revenue	27,994,383		1,321,023	11,265,683	40,581,089
Other payables	1,491,967				1,491,967
Matured bonds and interest payable				18,459	18,459
Total Liabilities	<u>34,065,233</u>	<u>4,321</u>	<u>1,460,358</u>	<u>12,387,403</u>	<u>47,917,315</u>
Fund balances:					
Reserved for:					
Debt service				779,557	779,557
Advances	681,000				681,000
Unreserved, reported in:					
General fund	4,693,460				4,693,460
Special revenue funds			1,349,404	6,922,719	8,272,123
Capital project funds		7,549,404		3,367,761	10,917,165
Total Fund Balances	<u>5,374,460</u>	<u>7,549,404</u>	<u>1,349,404</u>	<u>11,070,037</u>	<u>25,343,305</u>
Total Liabilities and Fund Balances	<u>\$ 39,439,693</u>	<u>7,553,725</u>	<u>2,809,762</u>	<u>23,457,440</u>	<u>73,260,620</u>

The notes to the financial statements are an integral part of this statement.

HINDS COUNTY

Exhibit 3-1

Reconciliation of Governmental Funds Balance Sheet to the Statement of Net Assets  
September 30, 2005

	<u>Amount</u>
Total fund balance - governmental funds (Exhibit 3)	\$ 25,343,305
Amounts reported for governmental services in the statement of net assets (Exhibit 1) are different because:	
Capital assets are used in governmental activities are not financial resources and therefore are not reported in the funds	
Capital assets net of depreciation as of 10-1-04	82,450,413
Plus capital outlay expenditures made during the year	3,574,019
Less depreciation expense recorded during the year	(4,053,989)
Less net book value of capital assets sold or disposed of during the year	(221,999)
Prior period adjustment of capital assets	1,092,946
Other long-term assets are not available to pay for current period expenditures and therefore are deferred in the funds.	
Fines receivable	472,103
Long-term liabilities are not due and payable in the current-period and therefore are not reported in the funds.	
Long-term liabilities	(36,425,856)
Accrued interest on bonds	<u>(216,981)</u>
Total net assets - governmental activities (Exhibit 1)	\$ <u><u>72,013,961</u></u>

The notes to the financial statements are an integral part of this statement.

## HINDS COUNTY

Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds  
For the Year Ended September 30, 2005

Exhibit 4

	Major Funds				Total Governmental Funds
	General Fund	MDB Series 2005 Bond Fund	Countywide Road Maintenance Fund	Other Governmental Funds	
<b>REVENUES</b>					
Property taxes	\$ 35,010,250		2,109,581	9,913,392	47,033,223
Road and bridge privilege taxes			2,049,139		2,049,139
Licenses, commissions and other revenue	2,387,413			128,738	2,516,151
Fines and forfeitures	1,230,467			143,962	1,374,429
Intergovernmental revenues	5,693,303		1,984,457	3,159,403	10,837,163
Charges for services	3,337,087			3,100,888	6,437,975
Interest income	708,761	80,939	41,168	391,619	1,222,487
Miscellaneous revenues	602,174		64,565	137,623	804,362
Total Revenues	48,969,455	80,939	6,248,910	16,975,625	72,274,929
<b>EXPENDITURES</b>					
Current:					
General government	23,148,712			969,220	24,117,932
Public safety	21,091,418			5,056,997	26,148,415
Public works	329,230		6,522,018	3,014,067	9,865,315
Health and welfare	2,029,233			1,427,300	3,456,533
Culture and recreation	118,436			1,594,294	1,712,730
Conservation of natural resources	783,664			-	783,664
Economic development and assistance	543,442			1,203,489	1,746,931
Debt service:					
Principal	210,000		394,581	3,896,133	4,500,714
Interest	57,447	31,535	44,041	1,648,882	1,781,905
Total Expenditures	48,311,582	31,535	6,960,640	18,810,382	74,114,139
Excess of Revenues over (under) Expenditures	657,873	49,404	(711,730)	(1,834,757)	(1,839,210)
<b>OTHER FINANCING SOURCES (USES)</b>					
Long-term capital debt issued		7,500,000		465,000	7,965,000
Transfers in	14,334		-	1,423,578	1,437,912
Transfers out	(1,390,976)		-	(46,936)	(1,437,912)
Total Other Financing Sources and Uses	(1,376,642)	7,500,000	-	1,841,642	7,965,000
<b>SPECIAL ITEM - Sale of capital item</b>					
	850,000				850,000
Net Changes in Fund Balances	131,231	7,500,000	(711,730)	6,885	6,975,790
Fund Balance - Beginning restated	5,243,229	-	2,061,134	11,063,152	18,367,515
Fund Balances - Ending	\$ 5,374,460	7,549,404	1,349,404	11,070,037	25,343,305

The notes to the financial statements are an integral part of this statement.

HINDS COUNTY

Exhibit 4-1

Reconciliation of the Statement of Revenues, Expenditures and Changes  
in Fund Balances of Governmental Funds to the Statement of Activities  
For the Year Ended September 30, 2005

	<u>Amount</u>
Net changes in fund balances - total governmental funds (Exhibit 4)	\$ 6,975,790
Amounts reported for governmental activities in the statement of activities are different because:	
Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. Thus, the change in net assets differs from the change in fund balances by the amount that capital outlays of \$3,639,014 exceeded depreciation \$4,053,989 in the current period.	(479,970)
In the statement of activities, only gains and losses from the sale of capital assets are reported, whereas in the governmental funds, proceeds from the sale of capital assets increase financial resources and loss from the sale of capital assets decrease financial resources. Thus, the change in net assets differs from the change in fund balances by the amount of net gain of \$731,592, less loss on disposal of other assets of \$103,591 and the proceeds from the sale of a building and lot of \$850,000 in the current period.	(221,999)
Fine revenue recognized on the modified accrual basis in the funds during the current year is reduced because prior year recognition would have been required on the statement of activities using the full-accrual basis of accounting.	(121,427)
Debt proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of assets. Repayment of debt principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. Thus, the change in net assets differs from the change in fund balances by the amount that debt repayments of \$4,500,714 exceeded debt proceeds of \$7,965,000.	(3,464,286)
Under the modified accrual basis of accounting used in the governmental funds, expenditures are not recognized for transactions that are not normally paid with expendable available financial resources. However, in the statement of activities, which is presented on the accrual basis, expenses and liabilities are reported regardless of when financial resources are available. In addition, interest on long-term debt is recognized under the modified accrual basis of accounting when due, rather than as it accrues. Thus, the change in net assets differs from the change in fund balances by a combination of the following items:	
Interest on long-term debt	39,713
Compensated absences	(104,551)
Change in net assets of governmental activities (Exhibit 2)	\$ <u>2,623,270</u>

The notes to the financial statements are an integral part of this statement.

MADISON COUNTY  
 Balance Sheet - Governmental Funds  
 September 30, 2005

Exhibit 3

	General Fund	911 and Emergency Management Fund	Road Maintenance Fund	Bridge and Culvert Fund	Special Assessment Parkway I & S Fund	General County I & S Fund	Road and Bridge Capital Projects Fund	Other Governmental Funds	Total Governmental Funds
<b>ASSETS</b>									
Cash	\$ 8,240,073	723,343	205,986	676,770	22,085		1,783	1,978,780	11,848,820
Cash with fiscal agent								434	434
Property tax receivable	12,128,091		2,015,148	1,825,967		1,818,268		1,187,161	18,974,635
Fines receivable	376,892								376,892
Loans receivable								354,222	354,222
Capital lease receivable	484,593							168,254	652,847
Intergovernmental receivables	810,175								810,175
Other receivables	43,962				2,370,000				2,413,962
Due from other funds			156,970	54,385		58,408		59,879	329,642
Advances to other funds	280,000								280,000
<b>Total Assets</b>	<b>\$ 22,363,786</b>	<b>723,343</b>	<b>2,378,104</b>	<b>2,557,122</b>	<b>2,392,085</b>	<b>1,876,676</b>	<b>1,783</b>	<b>3,748,730</b>	<b>36,041,629</b>
<b>LIABILITIES AND FUND BALANCES</b>									
<b>Liabilities:</b>									
Claims payable	\$ 684,376	205,065	254,955	56,484				155,784	1,356,664
Claims and judgements	329,471								329,471
Intergovernmental payables	1,639,899								1,639,899
Due to other funds	329,642								329,642
Advances from other funds								15,000	15,000
Deferred revenues - special assessments					2,370,000				2,370,000
Deferred revenue	12,989,576		2,015,148	1,825,967		1,818,268		1,355,415	20,004,374
Other payables	984,360								984,360
<b>Total Liabilities</b>	<b>16,957,324</b>	<b>205,065</b>	<b>2,270,103</b>	<b>1,882,451</b>	<b>2,370,000</b>	<b>1,818,268</b>	<b>0</b>	<b>1,526,199</b>	<b>27,029,410</b>
<b>Fund balances:</b>									
<b>Reserved for:</b>									
Advances	280,000								280,000
Debt service funds					22,085	58,408		178,927	259,420
Loans receivable								354,222	354,222
Per bond agreement								434	434
<b>Unreserved, reported in:</b>									
General Fund	5,126,462								5,126,462
Special Revenue Funds		518,278	108,001	674,671				1,688,771	2,989,721
Capital Project Funds							1,783	177	1,960
<b>Total Fund Balances</b>	<b>5,406,462</b>	<b>518,278</b>	<b>108,001</b>	<b>674,671</b>	<b>22,085</b>	<b>58,408</b>	<b>1,783</b>	<b>2,222,531</b>	<b>9,012,219</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$ 22,363,786</b>	<b>723,343</b>	<b>2,378,104</b>	<b>2,557,122</b>	<b>2,392,085</b>	<b>1,876,676</b>	<b>1,783</b>	<b>3,748,730</b>	<b>36,041,629</b>

The notes to the financial statements are an integral part of this statement.

MADISON COUNTY

Reconciliation of Governmental Funds Balance Sheet to the Statement of Net Assets  
September 30, 2005

Exhibit 3-1

	<u>Amount</u>
Total fund balance - governmental funds (Exhibit 3)	\$ 9,012,219
Amounts reported for governmental services in the Statement of Net Assets (Exhibit 1) are different because:	
Capital assets are used in governmental activities and are not financial resources and, therefore, are not reported in the funds.	73,900,884
Bond issue costs are amortized over the life of the bonds and, therefore, are not current period expenditures.	112,000
Other long-term assets are not available to pay for current period expenditures and, therefore, are deferred in the funds.	
Fines receivable	376,892
Long-term liabilities are not due and payable in the current-period and, therefore, are not reported in the funds.	
Long-term liabilities	(66,509,520)
Accrued interest on bonds	(874,656)
Capital leases are not available to pay for current year expenditures and, therefore, are deferred in the funds.	520,775
Rounding adjustment	<u>1</u>
Total net assets - governmental activities (Exhibit 1)	\$ <u>16,538,595</u>

The notes to the financial statements are an integral part of this statement.

MADISON COUNTY

Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds

For the Year Ended September 30, 2005

	Major Funds	97	150	160	210	226	302		
	General Fund	911 and Emergency Management Fund	Road Maintenance Fund	Bridge and Culvert Fund	Special Assessment Parkway I & S Fund	General County I & S Fund	Road and Bridge Capital Projects Fund	Other Governmental Funds	Total Governmental Funds
<b>REVENUES</b>									
Property taxes	\$ 12,822,444		2,097,221	2,336,268		2,476,537		2,661,088	22,393,558
Road and bridge privilege taxes			1,100,167						1,100,167
Licenses, commissions and other revenue	2,499,502		253	188		201	4,700	10,860	2,515,704
Fines and forfeitures	714,901							65,860	780,761
Intergovernmental revenues	1,765,859	112,990	794,968	6,995		7,555		1,901,197	4,589,564
Charges for services	1,187,896	911,063				177,305		503,349	2,779,613
Interest income	348,412	5,000	2,000	4,000		1,500		18,384	379,296
Payments in lieu of taxes								1,378,186	1,378,186
Miscellaneous revenues	887,525		156,284		417,489			427,869	1,889,167
<b>Total Revenues</b>	<b>20,226,539</b>	<b>1,029,053</b>	<b>4,150,893</b>	<b>2,347,451</b>	<b>417,489</b>	<b>2,663,098</b>	<b>4,700</b>	<b>6,966,793</b>	<b>37,806,016</b>
<b>EXPENDITURES</b>									
<b>Current:</b>									
General government	10,888,539							120,358	11,008,897
Public safety	7,745,868	980,856						1,212,811	9,939,535
Public works	222,465		3,882,638	2,018,457			3,339,712	2,705,485	12,168,757
Health and welfare	818,235								818,235
Culture and recreation	27,315							1,108,557	1,135,872
Conservation of natural resources	308,759								308,759
Economic development and assistance	9,600							565,381	574,981
<b>Debt service:</b>									
Principal	2,940,400	125,806	326,539	20,277	280,000	2,500,000		1,906,353	8,099,375
Interest	551,713	9,929	33,187	4,448	120,385	947,380		1,274,333	2,941,375
<b>Total Expenditures</b>	<b>23,512,894</b>	<b>1,116,591</b>	<b>4,242,364</b>	<b>2,043,182</b>	<b>400,385</b>	<b>3,447,380</b>	<b>3,339,712</b>	<b>8,893,278</b>	<b>46,995,786</b>
<b>Excess of Revenues over (under) Expenditures</b>	<b>(3,286,355)</b>	<b>(87,538)</b>	<b>(91,471)</b>	<b>304,269</b>	<b>17,104</b>	<b>(784,282)</b>	<b>(3,335,012)</b>	<b>(1,926,485)</b>	<b>(9,189,770)</b>

MADISON COUNTY

(Exhibit 4 Continued)

Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds  
For the Year Ended September 30, 2005

	General Fund	911 and Emergency Management Fund	Road Maintenance Fund	Bridge & Culvert Fund	Special Assessment Parkway I & S Fund	General County I & S Fund	Road and Bridge Capital Project Fund	Other Governmental Funds	Total Governmental Funds
OTHER FINANCING SOURCES (USES)									
Long-term capital debt issued	1,782,141	349,396					3,117,596		5,249,133
Funds received from hospital for loan payoff	2,771,000							1,250,000	2,771,000
Capital lease principal received	30,000								1,280,000
Compensation for loss of capital assets	53,896								53,896
Transfers in	149,366		65,000			83,759	219,199	772,183	1,289,507
Transfers out	(855,942)	(64,000)	(133,507)	(150,692)				(85,366)	(1,289,507)
Total Other Financing Sources and Uses	3,930,461	285,396	(68,507)	(150,692)	0	83,759	3,336,795	1,936,817	9,354,029
Net Changes in Fund Balances	644,106	197,858	(159,978)	153,577	17,104	(700,523)	1,783	10,332	164,259
Fund Balances - Beginning	5,050,996	320,420	303,654	521,094	4,981	758,931		2,212,199	9,172,275
Change in accounting principal beginning claims payable in governmental funds	(288,640)		(35,675)						(324,315)
Fund Balances - Beginning, restated	4,762,356	320,420	267,979	521,094	4,981	758,931	0	2,212,199	8,847,960
Fund Balances - Ending	\$ 5,406,462	518,278	108,001	674,671	22,085	58,408	1,783	2,222,531	9,012,219

The notes to the financial statements are an integral part of this statement.

## MADISON COUNTY

Exhibit 4-1

Reconciliation of the Statement of Revenues, Expenditures and Changes  
in Fund Balances of Governmental Funds to the Statement of Activities  
For the Year Ended September 30, 2005

	<u>Amount</u>
Net changes in fund balances - total governmental funds (Exhibit 4)	\$ 164,259
Amounts reported for governmental activities in the Statement of Activities are different because:	
Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. Thus, the change in net assets differs from the change in fund balances by the amount that capital outlays \$6,041,745 exceeded depreciation \$5,090,555 in the current period.	951,190
In the Statement of Activities, only gains and losses from the sale of capital assets are reported, whereas in the governmental funds, proceeds from the sale of capital assets increase financial resources and loss from the sale of capital assets decrease financial resources. Thus, the change in net assets differs from the change in fund balances by the sale of land through MCEDA. The land was titled to the county and included in fixed assets, but proceeds from the sale remained with MCEDA. Deletion of the assets was charged to economic development and assistance expense.	(128,838)
Fine revenue recognized on the modified accrual basis in the funds during the current year is reduced because prior year recognition would have been required on the statement of activities using the full-accrual basis of accounting.	259,209
Debt proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of assets. Repayment of debt principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. Thus, the change in net assets differs from the change in fund balances by the amount that debt repayments \$8,099,375 exceeded debt proceeds \$5,249,133.	2,850,242
Under the modified accrual basis of accounting used in the governmental funds, expenditures are not recognized for transactions that are not normally paid with expendable available financial resources. However, in the Statement of Activities, which is presented on the accrual basis, expenses and liabilities are reported regardless of when financial resources are available. In addition, interest on long- term debt is recognized under the modified accrual basis of accounting when due, rather than as it accrues. Thus, the change in net assets differs from the change in fund balances by a combination of the following items:	
Compensated absences	(138,357)
Accrued interest payable	(106,728)
Bond issue cost amortized in government-wide statements	(14,000)
In the Statement of Activities, (Exhibit 2) only interest income from payments capital received on leases are reported, whereas in the governmental funds, both principal and interest payments received increase financial resources. Thus, the change in net assets differs from change in fund balances by the principal collections on the capital leases.	<u>(1,280,000)</u>
Change in net assets of governmental activities (Exhibit 2)	<u>\$ 2,556,977</u>

The notes to the financial statements are an integral part of this statement.

**RANKIN COUNTY**  
 Balance Sheet - Governmental Funds  
 September 30, 2006

Exhibit 3

Major Funds	County			County Unit Bridge and Culvert Fund	Capital Projects 2005 Fund	Other Governmental Funds	Total Governmental Funds
	General Fund	Unit Road Maintenance Fund					
<b>ASSETS</b>							
Cash and investments	\$ 22,853,104	8,897,878	8,858,357		13,341,352	5,289,476	59,240,167
Accrued interest receivable	40,075	43,454	32,950		-	20,539	137,018
Property tax receivable	17,229,347	5,872,622	4,419,061		-	526,315	28,047,345
Accounts receivable, net	-	-	-		-	64,876	64,876
Fines receivable, net	2,104,415	-	-		-	-	2,104,415
Capital lease receivable	-	-	-		-	-	-
Intergovernmental receivables	974,298	-	-		-	3,008,967	3,008,967
Other receivables	12,902	-	-		-	-	12,902
Due from other funds	63,199	381,999	166,600		-	-	974,298
<b>Total Assets</b>	<b>43,277,340</b>	<b>15,195,953</b>	<b>13,476,968</b>		<b>13,341,352</b>	<b>8,933,744</b>	<b>94,225,357</b>
<b>LIABILITIES AND FUND BALANCES</b>							
<b>Liabilities:</b>							
Claims payable	694,912	648,294	578,127		-	389,534	2,310,867
Other accrued liabilities	15,004	-	-		-	-	15,004
Amounts held in custody	806,321	-	-		-	-	806,321
Intergovernmental payables	2,918,090	-	-		-	-	2,918,090
Due to other funds	840,661	-	-		-	-	840,661
Matured bonds and interest payable	-	-	-		-	50,000	50,000
Deferred revenue	19,333,762	5,872,622	4,419,061		-	3,600,158	33,225,603
<b>Total Liabilities</b>	<b>24,608,750</b>	<b>6,520,916</b>	<b>4,997,188</b>		<b>0</b>	<b>4,039,692</b>	<b>40,166,546</b>
<b>Fund balances:</b>							
Reserved for:							
Unemployment compensation	-	-	-		-	94,299	94,299
Unreserved, reported in:							
General Fund	18,668,590	-	-		-	-	18,668,590
Special Revenue Funds	-	8,675,037	8,479,780		-	4,795,621	21,950,438
Debt Service Funds	-	-	-		-	4,132	4,132
Capital Project Funds	-	-	-		13,341,352	-	13,341,352
<b>Total Fund Balances</b>	<b>18,668,590</b>	<b>8,675,037</b>	<b>8,479,780</b>		<b>13,341,352</b>	<b>4,894,052</b>	<b>54,058,811</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$ 43,277,340</b>	<b>\$ 15,195,953</b>	<b>\$ 13,476,968</b>		<b>\$ 13,341,352</b>	<b>\$ 8,933,744</b>	<b>\$ 94,225,357</b>

The notes to the financial statements are an integral part of this statement.

**RANKIN COUNTY**

Reconciliation of Governmental Funds Balance Sheet to the Statement of Net Assets

September 30, 2006

Exhibit 3-1

**Total Fund Balance - Governmental Funds**  
\$ 54,058,811

Amounts reported for net assets in the Statement of Net Assets are different because:

Capital Assets used in governmental activities are not financial resources and, therefore, are not reported in the funds, net of accumulated depreciation of \$149,864,104.

133,397,469

Other long-term assets are not available to pay for current period expenditures and, therefore, are deferred in the funds.

2,169,291

Capital lease receivables are not available to pay for current period expenditures and, therefore, are deferred in the funds.

2,603,000

Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds.

(40,750,552)

Internal Service Funds are used by management to charge the costs of insurance to individual funds. The assets and liabilities of the Internal Service Funds are included in the governmental activities in the Statement of Net Assets.

35,546

**Total Net Assets**

\$ 151,513,565

The notes to the financial statements are an integral part of this statement.

	Major Funds					Capital Projects 2005 Fund	Other Governmental Funds		Total Governmental Funds
	General Fund	County Unit Road Maintenance Fund	County Unit Bridge and Culvert Fund	Other Governmental Funds	Total Governmental Funds				
<b>REVENUES</b>									
Property taxes	\$ 16,676,895	5,738,552	4,224,149	-	-	-	507,308	27,146,904	
Road and bridge privilege taxes	-	1,808,254	-	-	-	-	-	1,808,254	
Licenses, commissions and other revenue	2,429,868	1,017	551	-	-	-	39,999	2,471,435	
Fines and forfeitures	1,447,941	-	-	-	-	-	-	1,447,941	
Intergovernmental revenues	6,548,108	1,097,317	223,200	-	-	-	873,276	8,741,901	
Charges for services	829,457	-	-	-	-	-	4,228,077	5,057,534	
Interest income	1,141,664	345,146	265,715	-	-	484,653	110,547	2,347,725	
Miscellaneous revenues	2,083,751	201,790	-	-	-	-	908,197	3,193,738	
<b>Total Revenues</b>	<b>31,157,684</b>	<b>9,192,076</b>	<b>4,713,615</b>	<b>-</b>	<b>484,653</b>	<b>-</b>	<b>6,667,404</b>	<b>52,215,432</b>	
<b>EXPENDITURES</b>									
Current:									
General government	10,494,563	-	-	-	-	-	21,845	10,516,408	
Public safety	10,376,138	-	-	-	-	-	1,888,230	12,264,368	
Public works	6,234	10,602,661	3,476,532	-	2,181,905	-	3,473,627	19,740,959	
Health and welfare	1,074,015	-	-	-	-	-	-	1,074,015	
Culture and recreation	1,274,395	-	-	-	-	-	37,639	1,312,034	
Conservation of natural resources	267,556	-	-	-	-	-	-	267,556	
Economic development and assistance	32,167	-	-	-	-	-	-	32,167	
Debt service:									
Principal	1,323,214	1,522,327	184,935	-	-	-	490,292	3,520,768	
Interest	335,037	1,197,529	12,358	-	-	-	299,241	1,844,165	
<b>Total Expenditures</b>	<b>25,183,319</b>	<b>13,322,517</b>	<b>3,673,825</b>	<b>-</b>	<b>2,181,905</b>	<b>-</b>	<b>6,210,874</b>	<b>50,572,440</b>	
Excess of Revenues over (under) Expenditures	5,974,365	(4,130,441)	1,039,790	-	(1,697,252)	-	456,530	1,642,992	
<b>OTHER FINANCING SOURCES (USES)</b>									
Proceeds from lease purchase	-	848,588	-	-	-	-	-	848,588	
Proceeds from the sale of assets	5,950	-	117,180	-	-	-	-	123,130	
Transfers in	924,475	805	-	-	-	-	326,428	1,251,708	
Transfers out	(1,129,026)	-	-	-	-	-	(327,233)	(1,456,259)	
Compensation for loss or damage to assets	-	331,824	-	-	-	-	-	331,824	
Lease principal payments	-	-	-	-	-	-	(523,000)	(523,000)	
<b>Total Other Financing Sources and Uses</b>	<b>(198,601)</b>	<b>1,181,217</b>	<b>117,180</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(523,805)</b>	<b>575,991</b>	
<b>Net Changes in Fund Balances</b>	<b>5,775,764</b>	<b>(2,949,224)</b>	<b>1,156,970</b>	<b>-</b>	<b>(1,697,252)</b>	<b>-</b>	<b>(67,275)</b>	<b>2,218,983</b>	
<b>Fund Balances - Beginning</b>	<b>12,892,826</b>	<b>11,624,261</b>	<b>7,322,810</b>	<b>-</b>	<b>15,038,604</b>	<b>-</b>	<b>4,961,327</b>	<b>51,839,828</b>	
<b>Fund Balances - Ending</b>	<b>\$ 18,668,590</b>	<b>8,675,037</b>	<b>8,479,780</b>	<b>-</b>	<b>13,341,352</b>	<b>-</b>	<b>4,894,052</b>	<b>54,058,811</b>	

The notes to the financial statements are an integral part of this statement.

**Rankin County**  
 Reconciliation of the Statement of Revenues, Expenditures and Changes in  
 Fund Balance of Governmental Funds to the Statement of Activities  
 For the Year Ended September 30, 2006

	<u>Amounts</u>
<b>Net Changes in Fund Balance - Governmental Funds</b>	<b>\$ 2,218,983</b>
Amounts reported for governmental activities in the statement of activities are different because:	
Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. Thus, the change in net assets differs from the change in fund balances by the amount that capital outlays \$20,425,777 exceeded depreciation of \$9,318,475 in the current period.	11,107,302
In the Statement of Activities, only gains and losses from the sale of capital assets are reported, whereas in governmental funds, proceeds from the sale of capital assets increase financial resources. Thus, the change in net assets differs from the change in fund balances by the amount of the gain of \$2,111,707 and the proceeds from the sale of \$454,954 in the current period.	(2,566,661)
Fine revenue recognized on the modified accrual basis in the funds during the current year is reduced because prior year recognition would have been required on the Statement of Activities using the full-accrual basis of accounting.	2,104,415
Solid waste revenue recognized on the modified accrual basis in the funds during the current year is reduced because prior year recognition would have been required on the Statement of Activities using the full-accrual basis of accounting.	64,876
In the Statement of Activities, only interest income from payments received on capital leases are reported, whereas in the governmental funds, both principal and interest payments received increase financial resources. Thus, the change in net assets differs from the change in fund balances by the principal collections on the capital leases.	2,603,000
Debt proceeds provide current financial resources to Governmental Funds, but issuing debt increases long-term liabilities in the Statement of Net Assets. Repayment of debt principal is an expenditure in the Governmental Funds, but the repayment reduces long-term liabilities in the Statement of Net Assets. Thus, the change in net assets differs from the change in fund balances but the amount that debt payments of \$3,520,768 was exceeded by debt proceeds of \$848,588.	2,672,180
Under the modified accrual basis of accounting used in the Governmental Funds, expenditures are not recognized for transactions that are not normally paid with expendable available financial resources. However, in the Statement of Activities, which is presented on the accrual basis, expenses and liabilities are reported regardless of when financial resources are available. In addition, interest on long term debt is recognized under the modified accrual basis of accounting when due, rather than as it accrues. Thus the change in net assets differs from the change in fund balances by the following item:	
The amount of increase in compensated absences	(340,990)
Accrued interest payable	(396,305)
An Internal Service Fund is used by management to charge the cost of insurance to individual funds. The net revenue (expense) is reported within governmental activities.	398,649
<b>Change in Net Assets of Governmental Activities</b>	<b><u>\$ 17,865,449</u></b>

The notes to the financial statements are an integral part of this statement.

**RANKIN COUNTY**  
Statement of Net Assets - Proprietary Funds  
September 30, 2006

Exhibit 5

	<u>Business-type Activities- Enterprise Fund</u>	<u>Governmental Activities</u>
	Pelahatchie Lake Fund	Internal Service Fund(s)
<b>ASSETS</b>		
Cash and investments	\$ -	165,633
Total Assets	<u>-</u>	<u>165,633</u>
<b>LIABILITIES</b>		
Claims and judgements payable	-	130,087
Total Liabilities	<u>-</u>	<u>130,087</u>
<b>NET ASSETS</b>		
Restricted for health insurance	-	35,546
Total Net Assets	<u>\$ -</u>	<u>35,546</u>

The notes to the financial statements are an integral part of this statement.

Simpson County  
 Balance Sheet - Governmental Funds  
 September 30, 2005

Exhibit 3

	Major Funds				Total Governmental Funds
	General Fund	Road Fund	Road Bond Fund	Other Governmental Funds	
<b>ASSETS</b>					
Cash	\$ 1,665,395	\$ 754,720	\$ 1,653,066	\$ 854,575	\$ 4,927,756
Property tax receivable	2,878,130	858,816		609,848	4,346,794
Intergovernmental receivables	141,432	-		-	141,432
Fines Receivable, net	186,605	-		-	186,605
Other receivables	1,537	-		-	1,537
Due from other funds	9,338	45,340		15,937	70,615
Advances from other funds	14,765	-		-	14,765
<b>Total Assets</b>	<b>\$ 4,897,202</b>	<b>\$ 1,658,876</b>	<b>\$ 1,653,066</b>	<b>\$ 1,480,360</b>	<b>\$ 9,689,504</b>
<b>LIABILITIES AND FUND BALANCES</b>					
<b>Liabilities:</b>					
Claims payable	\$ 76,533	\$ 74,362	\$ 15,190	\$ 163,878	\$ 329,963
Intergovernmental payables	202,191	-		-	202,191
Due to other funds	85,593	-		-	85,593
Unearned revenue	3,064,735	858,816		609,848	4,533,399
<b>Total Liabilities</b>	<b>3,429,052</b>	<b>933,178</b>	<b>15,190</b>	<b>773,726</b>	<b>5,151,146</b>
<b>Fund balances:</b>					
<b>Unreserved, reported in:</b>					
General fund	1,453,385	-		-	1,453,385
Special revenue funds	-	725,698	1,637,876	623,370	2,986,944
Reserved for Debt service funds	-	-		83,264	83,264
Reserved for Advances	14,765				14,765
<b>Total Fund Balances</b>	<b>1,468,150</b>	<b>725,698</b>	<b>1,637,876</b>	<b>706,634</b>	<b>4,538,358</b>
<b>Total Liabilities and Fund Balances</b>	<b>\$ 4,897,202</b>	<b>\$ 1,658,876</b>	<b>\$ 1,653,066</b>	<b>\$ 1,480,360</b>	<b>\$ 9,689,504</b>

The notes to the financial statements are an integral part of this statement.

Simpson County  
 Reconciliation of Governmental Funds Balance Sheet to the Statement of Net Assets  
 September 30, 2005

Exhibit 3-1

	<u>Amount</u>
Total fund balance - governmental funds (Exhibit 3)	\$ 4,538,358
Amounts reported for governmental services in the statement of net assets (Exhibit 1) are different because:	
Capital assets are used in governmental activities are not financial resources and therefore are not reported in the funds	
Capital assets net of depreciation as of 10-1-04	52,483,428
Plus capital outlay expenditures made during the year	3,544,694
Less depreciation expense	(4,637,113)
Loss on disposal of assets	(156,645)
Other long-term assets are not available to pay for current period expenditures and therefore are deferred in the funds.	186,605
Long-term liabilities are not due and payable in the current-period and therefore are not reported in the funds.	
Long-term liabilities	(5,921,789)
Adjustment due to indirect cost charge from business activity	22,594
Total net assets - governmental activities (Exhibit 1)	\$ <u><u>50,060,132</u></u>

The notes to the financial statements are an integral part of this statement.

Simpson County  
Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds  
For the Year Ended September 30, 2005

Exhibit 4

	Major Funds			Other Governmental Funds	Total Governmental Funds
	General Fund	Road Fund	Road Bond Fund		
<b>REVENUES</b>					
Property taxes	\$ 2,953,828	227,881	-	1,127,544	4,309,253
Road and bridge privilege taxes	-	304,499	-	-	304,499
Licenses, commissions and other revenue	180,137	-	-	-	180,137
Fines and forfeitures	540,557	-	-	17,519	558,076
Intergovernmental revenues	1,112,793	645,885	-	1,100,983	2,859,661
Charges for services	99,206	-	-	241,370	340,576
Interest income	92,054	14,965	48,221	27,679	182,919
Miscellaneous revenues	21,912	714	-	3,474	26,100
<b>Total Revenues</b>	<b>5,000,487</b>	<b>1,193,944</b>	<b>48,221</b>	<b>2,518,569</b>	<b>8,761,221</b>
<b>EXPENDITURES</b>					
Current:					
General government	2,636,457	-	-	-	2,636,457
Public safety	1,672,863	-	-	1,549,412	3,222,275
Public works	-	1,244,456	910,345	324,429	2,479,230
Health and welfare	218,452	-	-	-	218,452
Culture and recreation	40,000	-	-	5,598	45,598
Conservation of natural resources	75,993	-	-	1,583	77,576
Economic development and assistance	13,749	-	-	113,258	127,007
Debt service:					
Principal	87,086	311,379	-	522,404	920,869
Interest	12,727	11,805	-	197,410	221,942
<b>Total Expenditures</b>	<b>4,757,327</b>	<b>1,567,640</b>	<b>910,345</b>	<b>2,714,094</b>	<b>9,949,406</b>
Excess of Revenues over (under) Expenditures	243,160	(373,696)	(862,124)	(195,525)	(1,188,185)
<b>OTHER FINANCING SOURCES (USES)</b>					
Long-term Capital Debt Issued	341,300	-	2,500,000	-	2,841,300
Compensation for loss of capital assets	29,805	-	-	5,656	35,461
Proceeds from sale of capital assets	-	299,460	-	-	299,460
Transfers in	57,828	-	-	2,905	60,733
Transfers out	(2,905)	-	-	-	(2,905)
<b>Total Other Financing Sources and Uses</b>	<b>426,028</b>	<b>299,460</b>	<b>2,500,000</b>	<b>8,561</b>	<b>3,234,049</b>
<b>Net Changes in Fund Balances</b>	<b>669,188</b>	<b>(74,236)</b>	<b>1,637,876</b>	<b>(186,964)</b>	<b>2,045,864</b>
Fund Balance - Beginning	798,962	799,934	-	893,598	2,492,494
Fund Balances - Ending	\$ 1,468,150	\$ 725,698	\$ 1,637,876	706,634	\$ 4,538,358

The notes to the financial statements are an integral part of this statement.

Reconciliation of the Statement of Revenues, Expenditures and Changes  
in Fund Balances of Governmental Funds to the Statement of Activities  
For the Year Ended September 30, 2005

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Net changes in fund balances - total governmental funds (Exhibit 4) \$ 2,045,864

Amounts reported for governmental activities in the statement of activities  
are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. Thus, the change in net assets differs from the change in fund balances by the amount of depreciation of \$4,637,113 exceeded capital outlays of \$3,544,694 in the current period. (1,092,419)

Loss on disposal of assets (156,645)

Fine revenue recognized on the modified accrual basis in the funds during the current year is reduced because prior year recognition would have been required on the statement of activities using the full-accrual basis of accounting. (133,328)

Debt proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of assets. Repayment of debt principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. Thus, the change in net assets differs from the change in fund balances by the amount that debt proceeds of \$2,841,300 exceeded debt repayments of \$920,869. (1,920,431)

Under the modified accrual basis of accounting used in the governmental funds, expenditures are not recognized for transactions that are not normally paid with expendable available financial resources. However, in the statement of activities, which is presented on the accrual basis, expenses and liabilities are reported regardless of when financial resources are available. In addition, interest on long-term debt is recognized under the modified accrual basis of accounting when due, rather than as it accrues. Thus, the change in net assets differs from the change in fund balances by a combination of the following items:

Compensated absences payable (47,891)

Adjustment due to indirect cost charge from business activity 22,594

Change in net assets of governmental activities (Exhibit 2) \$ (1,282,256)

The notes to the financial statements are an integral part of this statement.

WARREN COUNTY  
Balance Sheet - Governmental Funds  
September 30, 2005

Exhibit 3

	Major Funds			Total Governmental Funds
	General Fund	Road Fund	Other Governmental Funds	
<b>ASSETS</b>				
Cash	9,471,246	3,029,900	3,570,852	16,071,998
Property tax receivable	7,415,694	1,182,979	1,038,319	9,636,992
Fines receivable	880,763			880,763
Intergovernmental receivables	275,871		38,096	275,871
Other receivables	8,097	73,830	18,066	46,193
Due from other funds				91,896
<b>Total Assets</b>	<u>18,051,671</u>	<u>4,286,509</u>	<u>4,665,333</u>	<u>27,003,513</u>
<b>LIABILITIES AND FUND BALANCES</b>				
<b>Liabilities:</b>				
Claims payable	832,722	164,467	109,209	1,106,398
Intergovernmental payables	454,549			454,549
Due to other funds	116,811			116,811
Deferred revenue	8,296,457	1,182,979	1,203,583	10,683,019
Other payables	26,926		38,096	67,022
<b>Total Liabilities</b>	<u>9,729,465</u>	<u>1,347,446</u>	<u>1,350,888</u>	<u>12,427,799</u>
<b>Fund balances</b>				
Reserved for:				
Debt service			743,618	743,618
Unemployment compensation			78,031	78,031
<b>Unreserved, reported in:</b>				
General Fund	8,322,206			8,322,206
Special Revenue Funds		2,939,063	2,492,796	5,431,859
<b>Total Fund Balances</b>	<u>8,322,206</u>	<u>2,939,063</u>	<u>3,314,445</u>	<u>14,575,714</u>
<b>Total Liabilities and Fund Balances</b>	<u>18,051,671</u>	<u>4,286,509</u>	<u>4,665,333</u>	<u>27,003,513</u>

The notes to the financial statements are an integral part of this statement.

WARREN COUNTY

Exhibit 3-1

Reconciliation of Governmental Funds Balance Sheet to the Statement of Net Assets  
September 30, 2005

Amount

Total fund balance - Governmental Funds \$ 14,575,714

Amounts reported for governmental services in the Statement of Net Assets are different because:

Capital assets are used in governmental activities and are not financial resources and, therefore, are not reported in the funds, net of accumulated depreciation of \$ 5,561,944. 15,599,378

Other long-term assets are not available to pay for current period expenditures and, therefore, are deferred in the funds. 880,763

Long-term liabilities are not due and payable in the current-period and, therefore, are not reported in the funds. -6,731,888

Accrued interest payable are not due and payable in the current period and, therefore, is not reported in the funds. -56,018

Total Net Assets - Governmental Activities \$ 24,267,949

The notes to the financial statements are an integral part of this statement.

WARREN COUNTY

Statement of Revenues, Expenditures, and Changes in Fund Balances For Governmental Funds  
For the Year Ended September 30, 2005

Exhibit 4

	Major Funds			Total Governmental Funds
	General Fund	Road Fund	Other Governmental Funds	
<b>REVENUES</b>				
Property taxes	\$ 8,791,112	1,396,832	1,673,759	11,861,703
Road and bridge privilege taxes		560,420		560,420
Licenses, commissions and other revenue	380,448	77,703	17,028	475,179
Fines and forfeitures	594,434		12,214	606,648
Intergovernmental revenues	4,050,436	1,314,891	722,699	6,088,026
Charges for services	213,366		1,033,811	1,247,177
Interest income	309,043	67,829	71,165	448,037
Miscellaneous revenues	232,289	3,436	167,200	402,925
<b>Total Revenues</b>	<b>14,571,128</b>	<b>3,421,111</b>	<b>3,697,876</b>	<b>21,690,115</b>
<b>EXPENDITURES</b>				
Current:				
General government	6,178,280		25,200	6,203,480
Public safety	5,292,034		1,162,250	6,454,284
Public works	894,010	3,796,741	662,529	5,353,280
Health and welfare	1,138,522			1,138,522
Culture and recreation	384,313		1,168	385,481
Conservation of natural resources	288,450		1,179	289,629
Economic development and assistance	102,192		786,172	888,364
Debt service:				0
Principal	93,223	85,750	720,884	899,857
Interest	11,241	26,118	215,951	253,310
<b>Total Expenditures</b>	<b>14,382,265</b>	<b>3,908,609</b>	<b>3,575,333</b>	<b>21,866,207</b>
Excess of Revenues over (under) Expenditures	188,863	-487,498	122,543	-176,092

OTHER FINANCING SOURCES ( USES)

Long-term capital debt issued	239,419	233,956	473,375
Refunding bonds issued			0
Proceeds from sale of capital assets	17,856	7,063	24,919
Transfers in			0
Transfers out			0
Payment to bond refunding escrow agent			0
Total Other Financing Sources and Uses	<u>257,275</u>	<u>241,019</u>	<u>498,294</u>
Net Changes in Fund Balances	446,138	-246,479	322,202
Fund Balances - Beginning, as restated	<u>7,876,068</u>	<u>3,185,542</u>	<u>14,253,512</u>
Fund Balances - Ending	<u>\$ 8,322,206</u>	<u>2,939,063</u>	<u>14,575,714</u>

The notes to the financial statements are an integral part of this statement.

WARREN COUNTY

Exhibit 4-1

Reconciliation of the Statement of Revenues, Expenditures and Changes in  
Fund Balances of Governmental Funds to the Statement of Activities  
For the Year Ended September 30, 2005

	<u>Amount</u>
Net Change in Fund Balances - Governmental Funds	\$ 322,202

Amounts reported for governmental activities in the Statement of Activities  
are different because:

Governmental Funds report capital outlays as expenditures. However, in the Statement of Activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. Thus, the change in net assets differs from the change in fund balances by the amount that capital outlays of \$ 1,588,340 exceeded depreciation of \$848,850 in the current period. 739,490

In the Statement of Activities, only gains and losses from the sale of capital assets are reported, whereas in the Governmental Funds, proceeds from the sale of capital assets increase financial resources and loss from the sale of capital assets decreases financial resources. Thus, the change in net assets differs from the change in fund balances by the amount of the loss of \$ 98,110 and the proceeds from the sale of \$ 24,919 in the current period. -123,029

Fine revenue recognized on the modified accrual basis in the funds during the current year is increased because fines were collected for which prior year recognition would have been required on the Statement of Activities using the full-accrual basis of accounting. 321,208

Debt proceeds provide current financial resources to Government Funds, but issuing debt increases long-term liabilities in the statement of assets, Repayment of debt principal is an expenditure in the Governmental Funds, but the repayment reduces long-term liabilities in the Statement of Net Assets. Thus, the change in net assets differs from the change in fund balances by the amount that debt repayments of \$899,857 exceeded debt proceeds of \$ 473,375. 426,482

Under the modified accrual basis of accounting used in the Governmental Funds, expenditures are not recognized for transactions that are not normally paid with expendable available financial resources. However, in the Statement of Activities, which is presented on the accrual basis, expenses and liabilities are reported regardless of when financial resources are available. In addition, interest on long-term debt is recognized under the modified accrual basis of accounting, when due, rather than as it accrues. Thus, the change in net assets differs from the change in fund balances by the amount of (increase) or decrease in interest payable, compensated absences and claims and judgments payable. 57,997

Change in Net Assets of Governmental Activities	<u>\$ 1,744,350</u>
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The notes to the financial statements are an integral part of this statement.

	Major Funds							Total Governmental Funds
	General Funds	E911 Fund	General County Road Fund	General County Bridge Fund	Capital Improvements Fund	Other Governmental Funds		
<b>ASSETS</b>								
Cash	\$ 485,183	196,853	201,600	49,900		452,877	1,386,413	
Accrued interest receivable	685	157	185	40	223	73	1,363	
Property tax receivable	4,256,000		1,300,178	244,525		2,488,163	8,288,866	
Fines receivable, net of allowance for uncollectible of \$1,804,417	202,447						202,447	
Intergovernmental receivables	105,294						105,294	
Other receivables	5,459						5,459	
Due from other funds			80,258	4,340	279,422	55,655	419,675	
Total Assets	\$ 5,055,068	197,010	1,582,221	298,805	279,645	2,996,768	10,409,517	
<b>LIABILITIES AND FUND BALANCES</b>								
<b>Liabilities:</b>								
Claims payable	\$ 202,426		111,932	6,952	77,720	19,502	418,532	
Intergovernmental payables	240,418						240,418	
Due to other funds	428,895						428,895	
Matured bonds and interest payable						48,110	48,110	
Other payables	52,000						52,000	
Deferred revenue	4,458,447		1,300,178	244,525		2,488,163	8,491,313	
Total Liabilities	\$ 5,382,186	0	1,412,110	251,477	77,720	2,555,775	9,679,268	
<b>Fund balances:</b>								
Reserved for:								
Debt service						129,915	129,915	
Unemployment compensation						37,803	37,803	
Unreserved, reported in:								
General fund	(327,118)						(327,118)	
Special revenue funds		197,010	170,111	47,328		273,275	687,724	
Capital project funds					201,925		201,925	
Total Fund Balances	(327,118)	197,010	170,111	47,328	201,925	440,993	730,249	
Total Liabilities and Fund Balances	\$ 5,055,068	197,010	1,582,221	298,805	279,645	2,996,768	10,409,517	

The notes to the financial statements are an integral part of this statement.

YAZOO COUNTY

Reconciliation of Governmental Funds Balance Sheet to the Statement of Net Assets  
September 30, 2005

Exhibit 3-1

	<u>Amount</u>
Total fund balance - governmental funds (Exhibit 3)	\$ 730,249
Amounts reported for governmental services in the statement of net assets (Exhibit 1) are different because:	
Capital assets are used in governmental activities are not financial resources and, therefore, are not reported in the funds.	84,898,673
Other long-term assets are not available to pay for current period expenditures and, therefore, are deferred in the funds.	
Fines receivable	202,447
Bond issue costs \$239,734 net of amortization \$66,201	173,533
Other receivables	33,930
Long-term liabilities are not due and payable in the current-period and, therefore, are not reported in the funds.	
Long-term liabilities	(15,131,302)
Accrued interest on bonds	(125,528)
Bond premium \$32,684 net of amortization \$8,793	(23,891)
Health insurance claims payable	<u>(308,534)</u>
Total net assets - governmental activities (Exhibit 1)	\$ <u><u>70,449,577</u></u>

The notes to the financial statements are an integral part of this statement.

YAZOO COUNTY

Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds

For the Year Ended September 30, 2005

Exhibit 4

	Major Funds							Total Governmental Funds
	General Fund	E911 Fund	General County Road Fund	General County Bridge Fund	Capital Improvements Fund	Other Governmental Funds	Governmental Funds	
<b>REVENUES</b>								
Property taxes	\$ 4,237,640		1,361,171	236,242		2,637,279	8,472,332	
Road and bridge privilege taxes	349,156		265,378			7,706	265,378	
Licenses, commissions and other revenue	157,067						356,862	
Fines and forfeitures	782,374	53,322	1,089,207	1,299,004		201,698	157,067	
Intergovernmental revenues	149,136	183,834					3,425,605	
Charges for services	58,445	1,236	2,589	467	2,494	4,220	332,970	
Interest income	95,648	2,695	10,738	180	13,880	62,500	69,451	
Miscellaneous revenues	5,829,466	241,087	2,729,083	1,535,893	16,374	2,913,403	185,641	
<b>Total Revenues</b>								<b>13,265,306</b>
<b>EXPENDITURES</b>								
Current:								
General government	3,793,527					244,019	4,037,546	
Public safety	2,039,775	355,901				75,395	2,471,071	
Public works			2,314,429	1,561,003	78,928	819,625	4,773,985	
Health and welfare	221,553						221,553	
Culture and recreation	46,075						46,075	
Education	155,000						155,000	
Conservation of natural resources	127,873						127,873	
Economic development and assistance	26,411						26,411	
Debt service:								
Principal	37,210		504,004			1,135,000	1,676,214	
Interest	4,081		45,056			650,346	699,483	
<b>Total Expenditures</b>	<b>6,451,505</b>	<b>355,901</b>	<b>2,863,489</b>	<b>1,561,003</b>	<b>78,928</b>	<b>2,924,385</b>	<b>14,235,211</b>	
Excess of Revenues over (under) Expenditures	<b>(622,039)</b>	<b>(114,814)</b>	<b>(134,406)</b>	<b>(25,110)</b>	<b>(62,554)</b>	<b>(10,982)</b>	<b>(969,905)</b>	

YAZOO COUNTY

Statement of Revenues, Expenditures and Changes in Fund Balances - Governmental Funds  
For the Year Ended September 30, 2005

(Exhibit 4 - Continued)

	Major Funds							Total Governmental Funds
	General Fund	E911 Fund	General County Road Fund	General County Bridge Fund	Capital Improvements Fund	Other Governmental Funds		
<b>OTHER FINANCING SOURCES (USES)</b>								
Long-term capital debt issued	189,996							189,996
Proceeds from sale of capital assets	21,332							21,332
Compensation for loss of capital assets	1,786		41,611					43,397
Total Other Financing Sources and Uses	213,114	0	41,611	0	0	0	0	254,725
Net Changes in Fund Balances	(408,925)	(114,814)	(92,795)	(25,110)	(62,554)	(10,982)		(715,180)
Fund Balances - Beginning	138,481	0	262,906	72,438	264,479	395,301		1,133,605
Prior period adjustment	(56,674)	311,824				56,674		311,824
Fund Balance - Beginning restated	81,807	311,824	262,906	72,438	264,479	451,975		1,445,429
Fund Balances - Ending	\$ (327,118)	197,010	170,111	47,328	201,925	440,993		730,249

The notes to the financial statements are an integral part of this statement.

YAZOO COUNTY

Exhibit 4-1

Reconciliation of the Statement of Revenues, Expenditures and Changes  
in Fund Balances of Governmental Funds to the Statement of Activities  
For the Year Ended September 30, 2005

	<u>Amount</u>
Net changes in fund balances - total governmental funds (Exhibit 4)	\$ (715,180)
Amounts reported for governmental activities in the statement of activities are different because:	
Governmental funds report capital outlays as expenditures. However, in the statement of activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense. Thus, the change in net assets differs from the change in fund balances by the amount that depreciation \$4,275,802 exceeded capital outlays \$1,779,663 in the current period.	(2,496,139)
In the statement of activities, only gains and losses from the sale of capital assets are reported, whereas in the governmental funds, proceeds from the sale of capital assets increase financial resources and loss from the sale of capital assets decrease financial resources. Thus, the change in net assets differs from the change in fund balances by the amount of the gain of \$8,770 and the proceeds from the sale in the current period of \$21,332.	(12,562)
Fine revenue recognized on the modified accrual basis in the funds during the current year is reduced because prior year recognition would have been required on the statement of activities using the full-accrual basis of accounting.	(28,064)
Debt proceeds provide current financial resources to governmental funds, but issuing debt increases long-term liabilities in the statement of assets. Repayment of debt principal is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net assets. Thus, the change in net assets differs from the change in fund balances by the amount that debt repayments \$1,676,214 exceeded debt proceeds \$189,996.	1,486,218
Under the modified accrual basis of accounting used in the governmental funds, expenditures are not recognized for transactions that are not normally paid with expendable available financial resources. However, in the statement of activities, which is presented on the accrual basis, expenses and liabilities are reported regardless of when financial resources are available. In addition, interest on long- term debt is recognized under the modified accrual basis of accounting when due, rather than as it accrues. Thus, the change in net assets differs from the change in fund balances by a combination of the following items:	
Bond issue cost amortization	(22,067)
Bond premium amortization	2,931
Change in compensated absences	(3,830)
Accrued bond interest payable	(22,031)
Health insurance claims payable	(191,000)
Other receivables	<u>33,930</u>
Change in net assets of governmental activities (Exhibit 2)	\$ <u>(1,967,794)</u>

The notes to the financial statements are an integral part of this statement.

YAZOO COUNTY  
Statement of Fiduciary Assets & Liabilities  
September 30, 2005

Exhibit 5

	<u>Agency Funds</u>
<b>ASSETS</b>	
Cash	\$ 171,582
Due from other funds	<u>9,220</u>
Total Assets	<u>\$ 180,802</u>
<b>LIABILITIES</b>	
Claims payable and other accrued liabilities	\$ 133,089
Intergovernmental payables	<u>47,713</u>
Total Liabilities	<u>\$ 180,802</u>

The notes to the financial statements are an integral part of this statement.

**2006-2007 MILLAGE RATES**

<b>COUNTY</b>	<b>GENERAL COUNTY</b>	<b>AD VAL 1 MILL</b>	<b>ROAD CONSTR. &amp; MAINT.</b>	<b>COUNTY BOND INTEREST &amp; SINKING FUND</b>	<b>COUNTY SCHOOL</b>	<b>JUNIOR COLLEGES</b>	<b>FIRE PROT.</b>	<b>COUNTY GARBAGE COLLECT.</b>	<b>OTHER</b>	<b>TOTAL</b>
COPIAH	32.90	1.00	13.52	1.19	44.15	6.62	2.24	2.00	1.65	105.27
HINDS	24.93	1.00	2.65	2.65	63.24	5.44	1.25	6.00	6.45	113.61
MADISON	15.36	1.00	5.47	3.85	54.55	1.04	0.25	3.90	2.40	87.82
RANKIN	19.37	1.00	12.29	0.00	50.98	4.33	1.18	0.00	0.50	89.65
SIMPSON	27.16	1.00	4.88	4.81	40.68	6.00	2.28	0.47	1.48	88.76
WARREN	22.75	1.00	6.79	1.49	48.18	2.32	0.00	0.00	1.41	83.94
YAZOO	31.71	1.00	14.27	12.40	40.26	3.25	0.25	6.00	7.65	116.79

***DISCLAIMER: The information provided above is a compilation of data from numerous outside sources. As such, this data can only be warranted to the extent of the correctness of its source documents.***

## Retail Sales & Collections

	2006	2005	2004	2003	2002	2001	2000
<b><u>Copiah County</u></b>							
Number of	622	613	613	585	601	614	582
Sales	193,070,484	174,576,655	180,405,677	159,227,745	169,452,186	178,828,227	170,253,555
Collections	12,041,190	10,851,869	10,993,208	9,940,035	10,333,910	10,674,994	10,267,609
<b><u>Hinds County</u></b>							
Number of	6,466	6,342	6,142	6,121	6,143	6,159	6,361
Sales	4,926,573,468	4,467,896,791	4,401,972,816	4,010,896,602	4,074,346,789	4,122,975,444	4,302,630,949
Collections	296,681,673	271,783,016	269,527,563	245,207,223	246,604,273	251,162,486	259,663,280
<b><u>Madison</u></b>							
Number of	2,495	2,364	2,259	2,162	2,053	1,986	1,986
Sales	1,760,049,186	1,516,781,930	1,506,812,128	1,329,952,218	1,324,872,403	1,146,095,024	1,112,272,408
Collections	10,833,900	94,579,959	91,634,458	80,156,667	79,453,478	72,362,501	70,618,118
<b><u>Rankin County</u></b>							
Number of	3,437	3,263	3,027	2,960	2,895	2,853	2,789
Sales	2,857,040,773	2,407,037,570	2,222,104,363	1,934,658,608	1,804,264,136	1,679,224,387	1,707,921,867
Collections	174,848,512	143,883,804	133,458,551	116,745,253	108,934,794	100,904,580	101,323,415
<b><u>Simpson</u></b>							
Number of	581	573	569	557	540	545	577
Sales	269,205,694	232,875,140	222,336,045	207,092,866	213,285,129	217,129,354	213,122,890
Collections	16,870,417	14,604,810	14,004,295	13,130,348	13,330,968	13,269,455	12,894,437
<b><u>Warren</u></b>							
Number of	1,322	1,296	1,287	1,325	1,304	1,328	1,352
Sales	759,664,399	659,144,619	654,109,265	623,409,417	685,727,680	659,732,564	653,819,887
Collections	46,885,357	41,267,836	41,223,805	38,918,273	41,844,461	40,612,549	40,344,182
<b><u>Yazoo</u></b>							
Number of	592	586	596	576	573	572	605
Sales	205,463,912	193,381,973	220,600,494	261,402,552	253,489,122	196,330,984	209,431,702
Collections	12,367,568	11,656,608	12,572,488	14,149,810	13,947,216	11,813,146	12,408,924
<b><u>CMPDD</u></b>							
Number of	15,515	15,037	14,493	14,286	14,109	14,057	14,252
Sales	10,971,067,916	9,651,694,678	9,408,340,788	8,526,640,008	8,525,437,445	8,200,315,984	8,369,453,258
Collections	570,528,617	588,627,902	573,414,368	518,247,609	514,449,100	500,799,711	507,519,965
<b><u>Mississippi</u></b>							
Number of	87,510	84,378	82,798	82,137	81,041	80,929	81,605
Sales	46,054,716,925	39,408,516,594	38,054,833,676	36,480,819,377	36,004,937,374	35,310,387,696	35,185,566,410
Collections	2,807,349,366	2,421,578,472	2,338,086,344	2,208,570,263	2,199,917,631	2,158,940,006	2,130,635,331

Source: Mississippi State Tax Commission ( 2007)

Sales Tax: 7%

## Retail Sales & Collections

	2006	2000	2000-2006 % Change
<b><u>Beauregard</u></b>			
Number of Taxpayers	-	-	-
Sales	254,026	-	-
Collections	14,055	-	-
<b><u>Bentonia</u></b>			
Number of Taxpayers	21	23	-8.7%
Sales	9,460,998	6,089,150	55.4%
Collections	643,464	421,425	52.7%
<b><u>Bolton</u></b>			
Number of Taxpayers	32	32	0.0%
Sales	13,276,915	8,374,918	58.5%
Collections	734,899	485,776	51.3%
<b><u>Brandon</u></b>			
Number of Taxpayers	454	374	21.4%
Sales	455,112,367	254,370,575	78.9%
Collections	26,297,060	15,006,461	75.2%
<b><u>Braxton</u></b>			
Number of Taxpayers	-	6	-
Sales	1,570,718	827,785	89.7%
Collections	95,009	57,296	65.8%
<b><u>Canton</u></b>			
Number of Taxpayers	390	378	3.2%
Sales	187,204,879	146,512,370	27.8%
Collections	11,905,822	9,112,011	30.7%
<b><u>Clinton</u></b>			
Number of Taxpayers	538	486	10.7%
Sales	304,176,358	225,791,243	34.7%
Collections	20,501,493	15,478,931	32.4%
<b><u>Crystal Springs</u></b>			
Number of Taxpayers	154	152	1.3%
Sales	59,955,484	52,257,597	14.7%
Collections	3,972,903	3,259,371	21.9%
<b><u>D'Lo</u></b>			
Number of Taxpayers	16	14	14.3%
Sales	1,593,784	1,736,659	-8.2%
Collections	102,142	115,288	-11.4%

## Retail Sales & Collections

	2006	2000	2000-2006 % Change
<b><u>Eden</u></b>			
Number of Taxpayers	-	-	-
Sales	46,180	-	-
Collections	2,628	-	-
<b><u>Edwards</u></b>			
Number of Taxpayers	28	31	-9.7%
Sales	4,747,754	5,517,261	-13.9%
Collections	307,277	381,272	-19.4%
<b><u>Flora</u></b>			
Number of Taxpayers	105	83	26.5%
Sales	25,822,851	24,465,423	5.5%
Collections	1,624,346	1,506,640	7.8%
<b><u>Florence</u></b>			
Number of Taxpayers	147	102	44.1%
Sales	52,216,794	23,756,006	119.8%
Collections	3,328,164	1,542,323	115.8%
<b><u>Flowood</u></b>			
Number of Taxpayers	649	437	48.5%
Sales	709,198,473	364,604,453	94.5%
Collections	46,843,292	23,674,543	97.9%
<b><u>Georgetown</u></b>			
Number of Taxpayers	16	15	6.7%
Sales	2,137,609	1,521,598	40.5%
Collections	137,138	103,762	32.2%
<b><u>Hazlehurst</u></b>			
Number of Taxpayers	153	162	-5.6%
Sales	72,659,685	61,574,128	18.0%
Collections	4,926,787	4,158,188	18.5%
<b><u>Jackson</u></b>			
Number of Taxpayers	5,076	5,015	1.2%
Sales	3,336,042,431	3,206,962,763	4.0%
Collections	211,597,362	206,516,336	2.5%
<b><u>Learned</u></b>			
Number of Taxpayers	-	-	-
Sales	771,340	-	-
Collections	45,637	-	-

## Retail Sales & Collections

	2006	2000	2000-2006 % Change
<b><u>Madison</u></b>			
Number of Taxpayers	438	255	71.8%
Sales	304,935,846	87,231,242	249.6%
Collections	20,811,666	5,919,290	251.6%
<b><u>Magee</u></b>			
Number of Taxpayers	223	224	-0.4%
Sales	164,408,829	123,452,351	33.2%
Collections	10,947,549	8,111,614	35.0%
<b><u>Mendenhall</u></b>			
Number of Taxpayers	109	125	-12.8%
Sales	49,551,793	41,273,940	20.1%
Collections	3,104,851	2,592,509	19.8%
<b><u>Pearl</u></b>			
Number of Taxpayers	772	690	11.9%
Sales	674,011,526	460,672,421	46.3%
Collections	44,494,457	29,258,576	52.1%
<b><u>Pelahatchie</u></b>			
Number of Taxpayers	55	64	-14.1%
Sales	27,901,715	25,816,521	8.1%
Collections	1,619,101	1,413,938	14.5%
<b><u>Puckett</u></b>			
Number of Taxpayers	25	18	38.9%
Sales	6,871,607	6,005,709	14.4%
Collections	446,284	298,466	49.5%
<b><u>Raymond</u></b>			
Number of Taxpayers	47	39	20.5%
Sales	13,297,971	10,863,340	22.4%
Collections	877,831	731,287	20.0%
<b><u>Richland</u></b>			
Number of Taxpayers	303	296	2.4%
Sales	385,922,390	261,835,360	47.4%
Collections	23,955,453	15,408,654	55.5%
<b><u>Ridgeland</u></b>			
Number of Taxpayers	1,093	936	16.8%
Sales	856,865,466	698,245,282	22.7%
Collections	1,619,101	46,788,333	-96.5%

## Retail Sales & Collections

	2006	2000	2000-2006 % Change
<b><u>Sartartia</u></b>			
Number of Taxpayers	-	-	-
Sales	-	-	-
Collections	-	-	-
<b><u>Terry</u></b>			
Number of Taxpayers	39	33	18.2%
Sales	9,902,190	6,292,501	57.4%
Collections	650,196	410,181	58.5%
<b><u>Utica</u></b>			
Number of Taxpayers	30	39	-23.1%
Sales	11,452,899	9,421,543	21.6%
Collections	773,547	639,515	21.0%
<b><u>Vicksburg</u></b>			
Number of Taxpayers	995	1,002	-0.7%
Sales	621,907,690	548,613,663	13.4%
Collections	40,499,315	35,502,129	14.1%
<b><u>Wesson</u></b>			
Number of Taxpayers	53	42	26.2%
Sales	12,375,290	8,972,233	37.9%
Collections	833,639	607,973	37.1%
<b><u>Yazoo City</u></b>			
Number of Taxpayers	370	398	-7.0%
Sales	155,778,577	144,696,455	7.7%
Collections	9,643,282	9,160,623	5.3%

Source: Mississippi State Tax Commission ( 2007)  
Sales Tax: 7%

**Mississippi Individual and  
Public Assistance Data  
As of February 15, 2006**

Declared County	Registrations for Assistance	Housing Assistance	Other Needs Assistance	Travel Trailers	Mobile Homes	DRC Visits M-Mobile C-Closed	Projected Public Assistance Project Worksheets	Debris Removal in Cubic Yards
Adams	4,156	\$2.38M	\$488,559	15	--	2,446C	22	3,394
Alcorn	7	N/A	N/A	N/A	N/A	N/A	3	5,200
Amite	3,037	\$2.19M	\$605,358	34	<10	--	23	20,900
Attala	1,191	\$475,679	\$149,502	--	--	56MC	8	9,580
Bolivar	62	N/A	N/A	N/A	N/A	N/A	9	7,490
Calhoun	10	N/A	N/A	N/A	N/A	N/A	10	2,915
Carroll	44	N/A	N/A	N/A	N/A	N/A	3	--
Chickasaw	36	N/A	N/A	N/A	N/A	N/A	16	7,412
Choctaw	312	\$148,659	\$32,398	--	--	39MC	9	27,823
Claiborne	2,279	\$1.58M	\$247,406	--	--	1,214C	25	32,060
Clarke	4,901	\$3.23M	\$1.04M	--	--	147MC	59	125,907
Clay	194	N/A	N/A	N/A	N/A	N/A	11	5,900
Coahoma	24	N/A	N/A	N/A	N/A	N/A	4	3,705
Copiah	5,802	\$3.09M	\$886,064	<10	--	470C	50	48,259
Covington	6,983	\$5.2M	\$1.81M	115	16	4678C	115	416,677
DeSoto	26	N/A	N/A	N/A	N/A	N/A	12	12,024
Forrest	30,698	\$24.05M	\$7.34M	248	30	11,534	663	2,136,317
Franklin	1,473	\$829,996	\$216,524	<10	<10	81MC	15	2,159
George	7,585	\$7.96M	\$2.94M	497	<10	5,967	205	502,728
Greene	3,239	\$3.13M	\$1.22M	38	18	--	133	566,352
Grenada	25	N/A	N/A	N/A	N/A	N/A	6	5,680
Hancock	26,874	\$111.56M	\$59.02M	8,410	15	33,537	679	3,752,372
Harrison	107,541	\$289.75M	\$127.89M	12,332	389	103,081	1,128	8,219,346
Hinds	42,692	\$19.23M	\$3.31M	<10	--	11,216	127	296,729
Holmes	1,912	\$916,266	\$282,112	--	--	--	38	21,640
Humphreys	603	\$187,356	\$27,710	--	--	--	23	36,580
Issaquena	16	N/A	N/A	N/A	N/A	N/A	2	--
Itawamba	7	N/A	N/A	N/A	N/A	N/A	4	970
Jackson	58,101	\$160.43M	\$75.9M	9,122	142	120,644	847	4,096,133
Jasper	5,879	\$3.99M	\$1.62M	21	<10	2,633C	56	327,360
Jefferson	1,852	\$1.54M	\$407,522	10	--	84MC	6	4,000
Jefferson Davis	4,382	\$3.76M	\$1.12M	36	<10	2,934C	64	203,356
Jones	21,987	\$15.6M	\$6.56M	287	40	13,513	322	2,084,838
Kemper	1,627	\$1.24M	\$299,460	--	--	97MC	27	8,290
Lafayette	26	N/A	N/A	N/A	N/A	N/A	6	8,200
Lamar	13,224	\$11.13M	\$4.4M	156	41	6,543C	233	1,137,829

**TABLE C.6**  
**Mississippi Individual and**  
**Public Assistance Data**  
**As of February 15, 2006**

Declared County	Registrations for Assistance	Housing Assistance	Other Needs Assistance	Travel Trailers	Mobile Homes	DRC Visits M-Mobile C-Closed	Projected Public Assistance Project Worksheets	Debris Removal in Cubic Yards
Lauderdale	14,196	\$8.02M	\$2.97M	8	<10	5083C	110	227,618
Lawrence	5,367	\$3.59M	\$1.43M	35	<10	1046C	45	116,395
Leake	2,248	\$709,760	\$251,230	--	--	160MC	27	38,156
Lee	46	N/A	N/A	N/A	N/A	N/A	23	13,389
Leflore	87	N/A	N/A	N/A	N/A	N/A	10	2,021
Lincoln	7,456	\$4.03M	\$1.19M	33	10	4783C	21	117,245
Lowndes	2,823	\$1.06M	\$271,051	--	--	152MC	19	15,000
Madison	6,528	\$2.95M	\$471,347	--	--	--	45	175,263
Marion	10,029	\$8.89M	\$2.79M	186	16	8,722	60	580,666
Marshall	15	N/A	N/A	N/A	N/A	N/A	4	2,090
Monroe	120	N/A	N/A	N/A	N/A	N/A	9	6,080
Montgomery	66	N/A	N/A	N/A	N/A	N/A	10	3,850
Neshoba	2,945	\$1.01M	\$513,239	--	--	143MC	53	57,376
Newton	4,046	\$1.65M	\$876,413	<10	--	541C	58	104,396
Noxubee	2,345	\$1.32M	\$326,722	--	--	256MC	9	35,000
Oktibbeha	1,422	\$914,061	\$154,214	--	--	102MC	12	39,800
Panola	21	N/A	N/A	N/A	N/A	N/A	17	12,780
Pearl River	23,199	\$27.93M	\$8.46M	2,665	31	24,273	120	2,942,800
Perry	4,163	\$4.11M	\$1.45M	58	16	1,633C	136	452,456
Pike	13,030	\$9.43M	\$2.93M	106	<10	10,451	95	388,715
Pontotoc	11	N/A	N/A	N/A	N/A	N/A	5	4,810
Prentiss	9	N/A	N/A	N/A	N/A	N/A	2	3,124
Quitman	37	N/A	N/A	N/A	N/A	N/A	3	2,937
Rankin	11,154	\$4.09M	\$1.83M	<10	--	--	70	180,525
Scott	3,350	\$1.73M	\$627,314	<10	--	108MC	41	45,556
Sharkey	64	N/A	N/A	N/A	N/A	N/A	7	6,420
Simpson	6,795	\$4.07M	\$1.58M	<10	--	1,896C	60	163,232
Smith	3,773	\$1.96M	\$995,029	<10	--	97MC	41	91,569
Stone	6,503	\$8.58M	\$3.16M	391	--	10,360	77	1,553,826
Sunflower	108	N/A	N/A	N/A	N/A	N/A	16	16,920
Tallahatchie	92	N/A	N/A	N/A	N/A	N/A	17	8,190
Tate	8	N/A	N/A	N/A	N/A	N/A	1	2,200
Tippah	5	N/A	N/A	N/A	N/A	N/A	2	300
Tishomingo	2	N/A	N/A	N/A	N/A	N/A	3	1,150
Tunica	7	N/A	N/A	N/A	N/A	N/A	3	616
Walthall	5,678	\$6.46M	\$2.22M	172	11	3782C	65	558,917

**TABLE C.6**  
**Mississippi Individual and**  
**Public Assistance Data**  
**As of February 15, 2006**

Declared County	Registrations for Assistance	Housing Assistance	Other Needs Assistance	Travel Trailers	Mobile Homes	DRC Visits M-Mobile C-Closed	Projected Public Assistance Project Worksheets	Debris Removal in Cubic Yards
Warren	5,389	\$2.82M	\$638,494	--	--	168MC	29	38,000
Washington	125	N/A	N/A	N/A	N/A	N/A	11	5,410
Wayne	5,942	\$4.52M	\$1.51M	28	<10	3,564C	109	714,642
Webster	67	N/A	N/A	N/A	N/A	N/A	9	19,520
Wilkinson	1,950	\$1.48M	\$364,881	40	<10	3321C	16	18,912
Winston	1,444	\$467,637	\$123,748	--	--	165MC	15	28,800
Yalobusha	9	N/A	N/A	N/A	N/A	N/A	2	2,250
Yazoo	3,494	\$1.94M	\$259,988	--	--	165MC	20	6,710
<b>Total</b>	<b>515,438</b>	<b>\$793.24M</b>	<b>\$300.83M</b>	<b>36,044</b>	<b>581</b>	<b>420,012</b>	<b>6,470</b>	<b>32,995,757</b>

Source: MEMA/FEMA

# 2007 CEDS Survey Results

	Brandon	Braxton	Canton	Clinton	Copiah	Crystal Springs	D'Lo	Flora	Florence	Georgetown	Hazlehurst	Hinds	Jackson	Magee	Mendenhall	Madison County	Pearl	Pelahatchie	Raymond	Richland	Ridgeland	Rankin	Sartaria	SimpsonTerry	Terry	Yazoo City	TOTALS
New Industrial Site			X		X			X		X			X		X		X				X	X		X	X		11
New Industrial Buildings	X		X		X	X				X	X				X		X				X	X			X		10
Public Improvements			X		X	X		X		X	X			X		X	X		X			X	X	X	X	X	16
Marketing of Existing Bldgs.			X		X			X					X		X	X	X	X		X		X		X	X	X	11
Industrial Financing Programs			X		X			X		X					X				X		X						6
Jobs Skills Training			X		X					X					X						X				X		6
Development of New Products			X		X					X	X	X			X							X		X	X		9
Other Industrial Needs			X		X																						2
Downtown/Commercial Redev.	X		X			X	X	X		X	X	X	X	X	X	X		X		X	X	X			X		16
Venture & Expansion Cap.Loans				X							X				X				X								5
Marketing Asst.			X							X					X										X		4
Business/Technology Transfer			X								X										X	X					4
Tourism			X							X	X							X	X	X		X		X	X		9
International Trade			X								X				X												3
Other Business Dev. Needs			X				X								X									X			4
Affordable Housing			X		X					X	X				X					X	X				X		8
Downtown Housing			X							X			X											X	X		4
Transportation Facilities		X	X	X		X		X			X	X	X	X		X	X	X	X	X		X		X	X	X	17
Educational Facilities			X		X						X	X				X						X		X	X		7
Cultrual/Rec. Facilities	X	X	X	X	X		X	X	X			X	X					X	X	X	X	X		X	X		17
Health Care Facilities			X					X		X								X	X		X	X			X		8
Environmental Protection			X	X			X	X												X					X		6
Telecommunications			X		X			X														X	X		X		6
Infrastructure/Public Works	X		X	X		X		X		X	x	X	X			X	X	X	X	X					X	X	15
Benefit Assistance			X								x							X	X						XX		5
Services for Elderly			X		X			X		X		X				X		X							X		7
Child Care			X							X											X			X	X		5
Other Community Development			X										X					X							X		4
Admin./Financial Asst.			X								x									X				X			4
Comprehensive Strategic			X				X		X	X	x		X		X		X	X	X	X		X		X	X		12
Regional/Metro. Economic Dev.			X								x				X			X	X		X			X	X		7
Local Leadership Training			X		X																X	X		X	X		6
Development Controls		X	X		X			X					X			X	X		X		X		X		X		11
Information Management			X					X			X														X		4
Mapping/GIS	X	X	X	X				X		X	x		X	X						X	X	X			X		13
Redistricting			X																						X		2
Federal/State Programs		X	X					X			X				X		X								X		7
Regional/Metro. Economic Dev.			X								X				X					X					X		5
Other Planning			X							X															X		3

Industrial Development  
Business Development

Community Development  
Planning and Management