

# Delta Workforce Development Area

## Sector Strategy Plan

**MANUFACTURING  
HEALTH CARE  
AGRICULTURE**

Prepared by South Delta Planning and  
Development District

June 5, 2017

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## **Delta Workforce Development Area SECTOR STRATEGY PLAN**

### **INTRODUCTION**

In an effort to align the local workforce areas with the state's strategic vision for workforce, the four workforce areas in the state were charged with developing a sector strategy plan by the State Workforce Investment Board (SWIB). Sector strategies can help align the state's resources with needs of business and industry, career goals of workers and the economic goals of the state.

Engaging businesses as workforce partners instead of just workforce system users is a key component of a successful sector strategy. Sector strategies bring together the business community, education, economic development agencies, educators, workforce developers, training providers and other stakeholders to the table to address the skills needs of critical industries in a region. A sector strategy results in customized solutions to the workforce needs of employers in the industry and are a proven mechanism for meeting the needs of workers for good jobs and the needs of employers for skilled workers. Resources are identified to address the needs and fill the gaps.

Delta Council, the regional economic development agency in the Delta, served as the convener for the Delta Workforce Development Area's Sector Strategy Planning sessions which were designed to achieve the following:

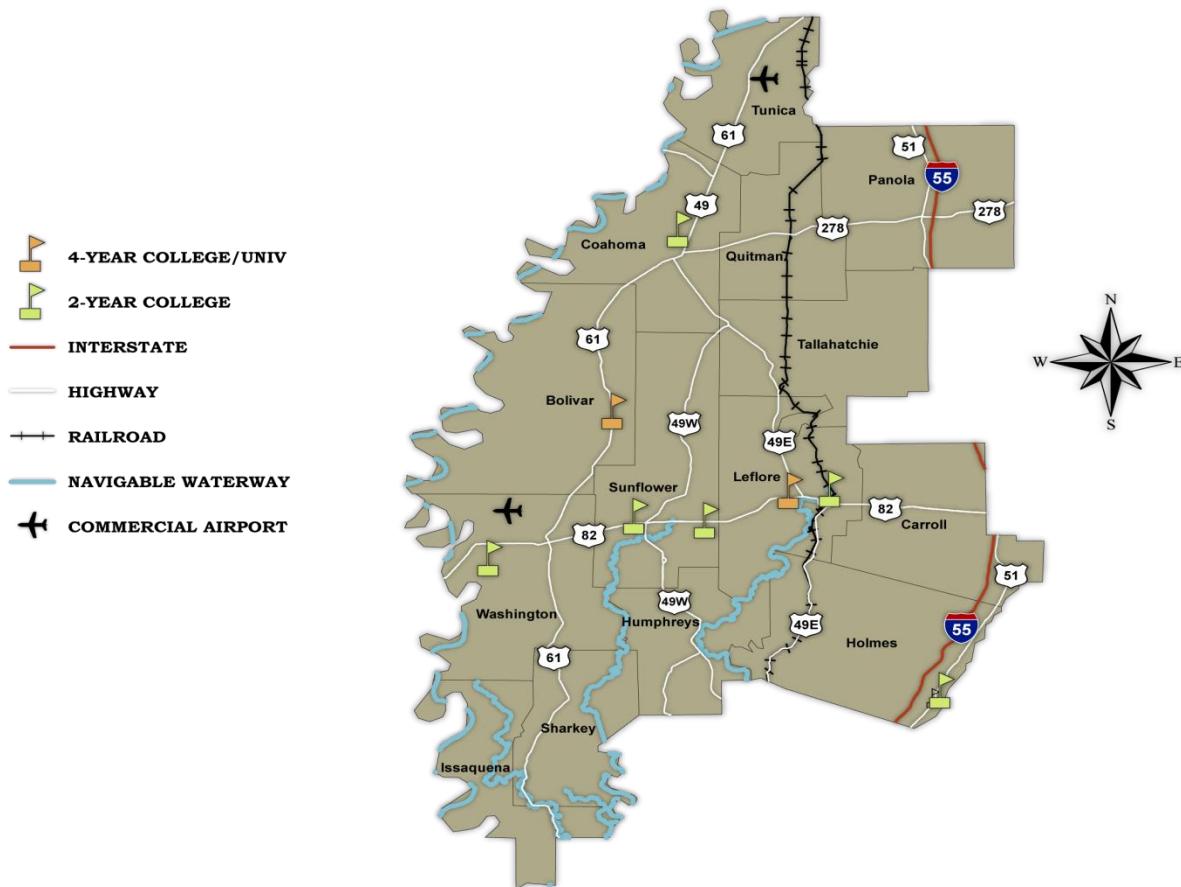
- \* Address current and emerging skills gaps
- \* Provide a means to engage with industry
- \* Better align state programs and resources
- \* Reduce inefficiencies
- \* Use braided funding to address needs and gaps
- \* Meet the needs of employers with workforce solutions

Mississippi's WIOA Combined Plan's vision is to create a workforce system that acts and functions as an ecosystem. The hope is that this Delta plan further develops that vision.

## EXECUTIVE SUMMARY

The 14 county Delta Workforce Development Area is located in the northwest corner of the state and includes Bolivar, Carroll, Coahoma, Holmes, Humphreys, Issaquena, Leflore, Panola, Quitman, Sharkey, Sunflower, Tallahatchie, Tunica and Washington Counties. South Delta Planning and Development District serves as the fiscal agent for the Delta Workforce Development Board. Six of our counties are in the South Delta PDD area, three in the North Central PDD area and five in the North Delta PDD area.

**Delta WIOA Area**



## **PLANNING PROCESS**

Delta Council convened local leaders in two intensive sessions and several smaller meetings to discuss the plan, share data and listen to business leaders about what was needed to help the Delta region move forward and prepare its citizens for jobs.

Leadership Team Members included:

Cole Jair, USG	Lyn Arnold, Tunica Co ED
Gail Adams, Schulz	Ryan Ashley, USG
Rick Allen, Hickok	Joe Azar, Panola Partnership
Don Benson, MDES	Mike Blankenship, Holmes CC
Hillary Boggs, WCEA	Cary Karlson, WCEA
Bill Boykin, Greenville	Tommy Goodwin, SDPDD
Lisa Bush, Leland City Council	Dwayne Casey, NWCC
Randall Lauderdale, SDPDD	Everett Chinn, Greenville Schools
Scott Christensen, DRMC	Anne Clark, Coahoma CC
Cheryl Comans, Entergy	Gerald Husband, Entergy
Ted Connell, Clarksdale	Will Coppage, WCEA
Margaret Cotton, Delta Council	James Curcio, NDPDD
Michael Curran, MDA	Angela Curry, Leflore Carroll ED
Glenn Donald, Sunflower County BOS	Walton Gresham, Gresham Petroleum
Todd Donald , MDCC, Capps Center	Tom Gresham, Double Quick
Shirlaurence Fair, Clarksdale Schools	Ed Holcomb, Farm Bureau
Doug Freeze , NWCC	Dexter Holloway, MCCB
Josh Bower, MDCC	Equonda Jackson, Cleveland Schools
George Jarman, Regions Bank	Terri Lane, Delta Group
Steven Jossell, Coahoma CC	Wade Litton, Wade Inc.
Bill Luckett, Clarksdale Mayor	Billy Marlow, North Sunflower Medical
Karen Matthews, Delta Health Alliance	Carolyn McAdams, Greenwood Mayor
Kermit McAdory, Leland Voc Center	Carl McGee, Washington County BOS
Johnny McRight, Delta Ag	Floyd Melton, III, Greenwood

Jessica Milam, Planters Bank	Mike Mulvihill, MDE
Monica Mitchell, Cleveland Career Tech	Ken Murphree, Tunica County
Jay Moon, MAS	Jamie Murrell, Planters Bank
Joe Nash	Bill Newsom, Sharkey County BOS
Billy Nowell, Cleveland Mayor	Stephanie Patton, Leland Progress
Don Green, MS Delta Farm Workers	Audra Perry, MDCC, Career Tech
Dru Morgan, MDCC Career Tech	Lisa Perry, Washington Co. Foundation
Courtney Phillips, South Sunflower Hospital	Steve Rosenthal, Indianola Mayor
Dale Russell, Milwaukee Tool	Steve Russell, NCPDD
Butch Scipper, Quitman County	Steve Shurden, Sunflower Co ED
Judson Thigpen, Bolivar Chamber and ED	Kenny Thomas, Leland Mayor
Tim TImbs, Indianola Pecan House	Jim Tims, Quality Steel
Russell Stewart, Bank of Anguila	Hue Townsend, Guaranty Bank
Carolyn Willis, Delta Health Alliance	

## IDENTIFIED SECTORS

The groups looked at workforce analysis data from USM; the Delta Strong initiative; projected job growth, employment identity; employment trends and middle skill gaps and how to fill them. After reviewing data about projected job growth, current and projected employment trends, and discussion among the workforce experts, the following sectors were identified for the Delta Sector Strategy Plan. These three sectors also account for the largest allocation of local area funds.

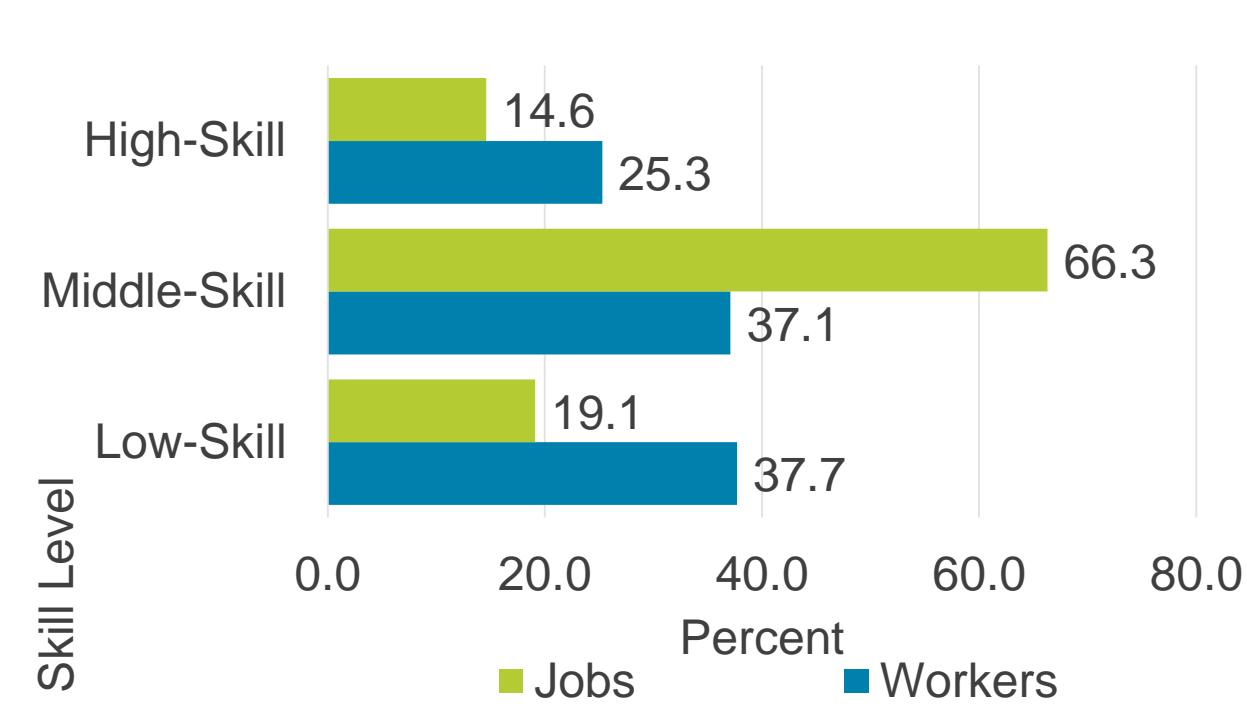
- Manufacturing
- Health Care
- Agribusiness

Dr. Mimmo Parisi from nSparc provided additional workforce and economic development data on these sectors.

## DATA ANALYSIS

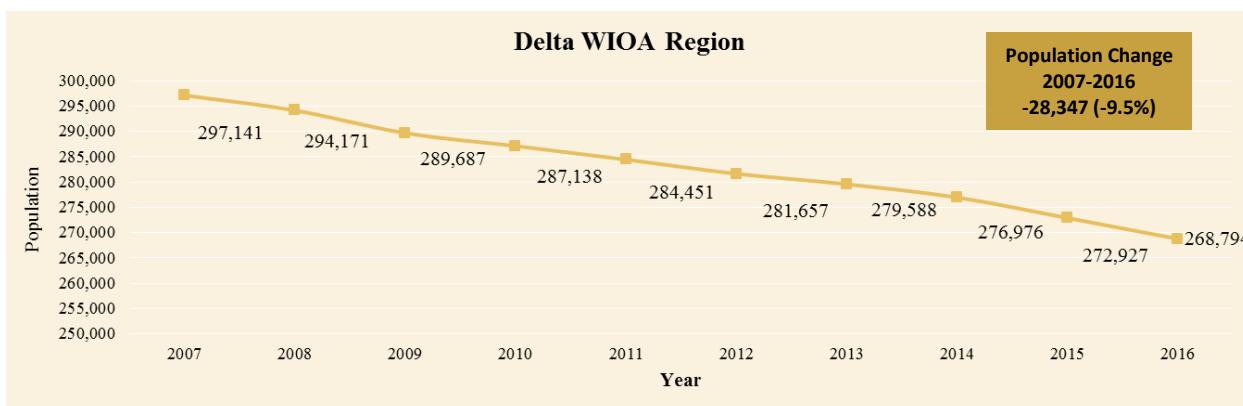
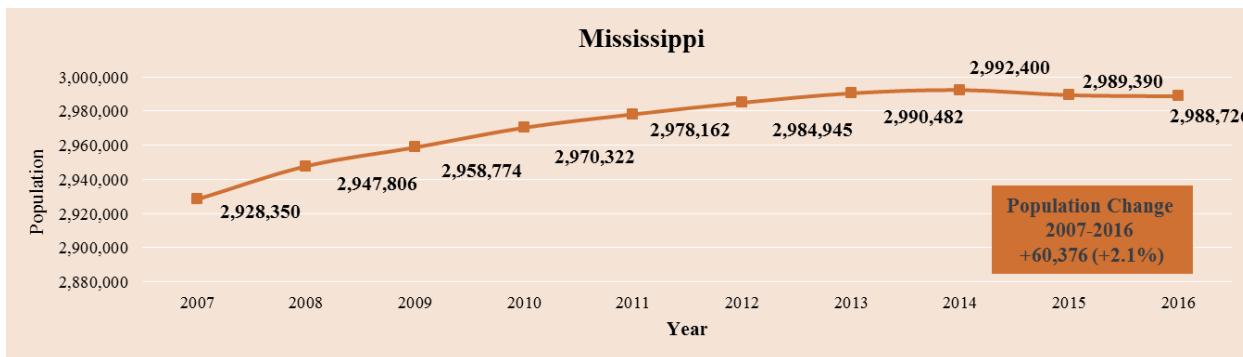
According to Mississippi's State Workforce Plan, middle-skill jobs require more than a high school diploma but less than a four-year degree and often require specialized technical skills.

The state is experiencing a shortage of middle-skill trained workers to fill the available middle-skill jobs. There are more high-skill workers than high-skill jobs and more low-skill workers than low-skill jobs. Our focus in this plan will be to address the shortage of middle-skill workers to fill the identified jobs and provide the training and resources to bring the low-skill workers up to fill the middle-skill jobs. The focus on middle-skill jobs are essentially in-demand jobs in the Delta.



Source: American Community Survey, 2015; Bureau of Labor Statistics, 2015.

## Population Trends



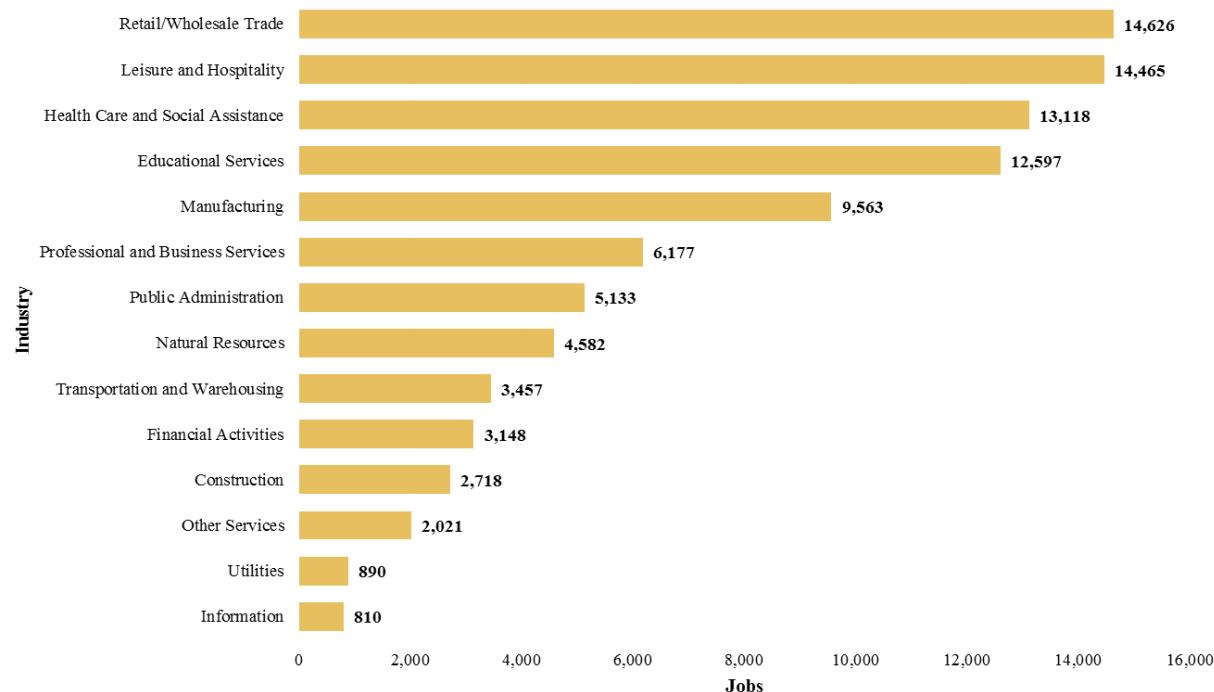
According to LMI information, there is often a direct correlation between population changes, employment and economic status. As the charts above indicate, from 2007-2016, the Delta had a significant decrease in population compared to the state; a 9.5% loss compared to a 2.1% gain for Mississippi. Seventy percent of Mississippi counties lost population between 2011 and 2015. Two Delta counties, Washington and Sunflower were two of the four counties in the state with the largest decrease in population. Compared to the other workforce areas, the Delta ranked last in population, net change and percent change.

In the Delta, population losses have been reflected by a reduction in the labor force. The gap between the Delta's jobless rate and the statewide jobless rate has changed very little over the past five years.

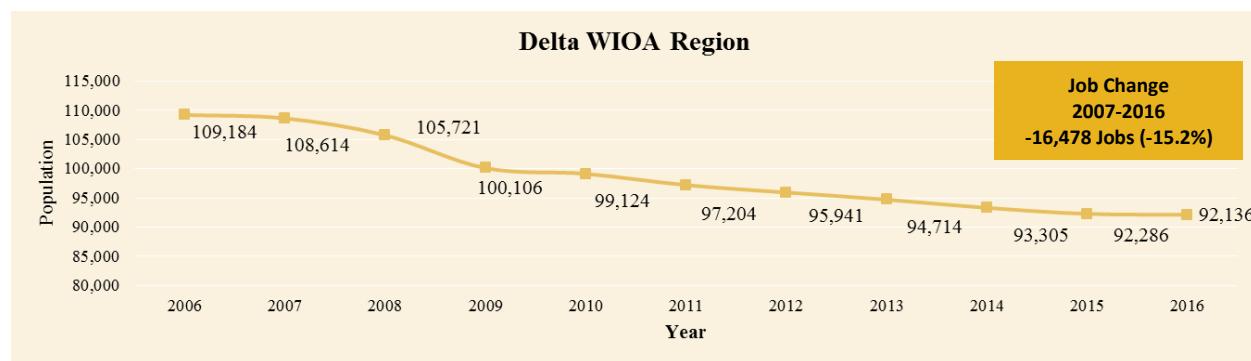
While these numbers appear to be staggering, the Delta still has tremendous opportunity for job growth and economic development. This sector strategy will help us define where our resources should be focused, what training needs to be provided and

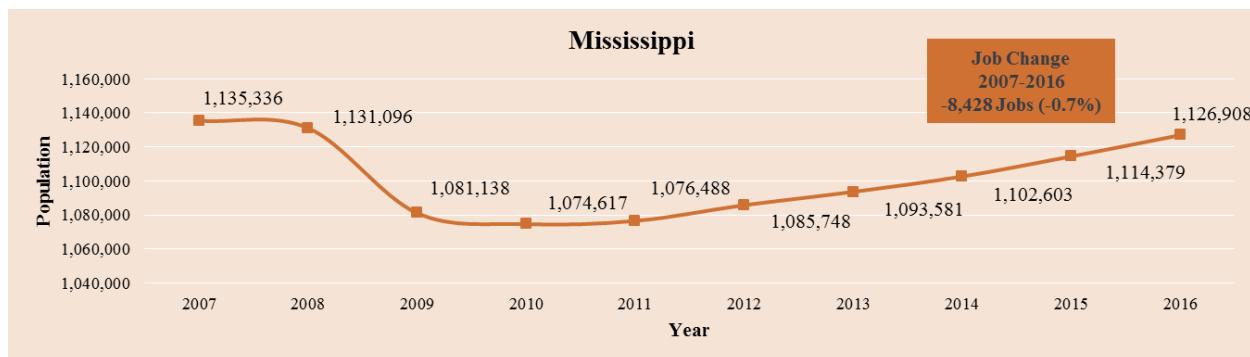
steps for moving lower skilled workers into middle-skill jobs; thus meeting the needs of both business and workers.

## Employment Identity – Delta WIOA Region



## Employment Trends in the Delta WIOA Region compared to the State





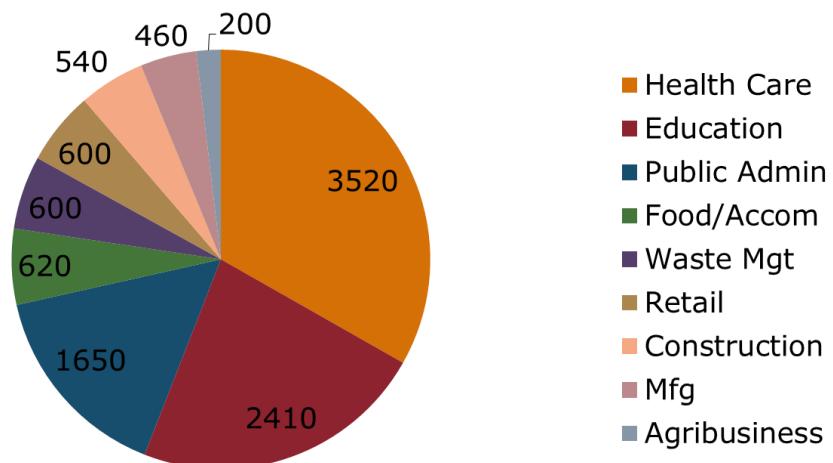
The Delta region's employment identity is reflective of the three sectors chosen for this plan. Health Care and Social Assistance follows retail and hospitality, and manufacturing follows after education. While not always shown in graphs and charts, a report from MSU about the impact of agriculture in the Delta is phenomenal. Agricultural activities contributed to an estimated total employment impact of 55,539 jobs or 19.3% of the region's employment. The economic impact of agribusiness in the Delta is not measured in the typical sectors because there are many indirect influences on agribusiness such as services, retail and wholesale trade, transportation and warehousing, food services and others that are counted in other sectors.

### Projected Job Growth

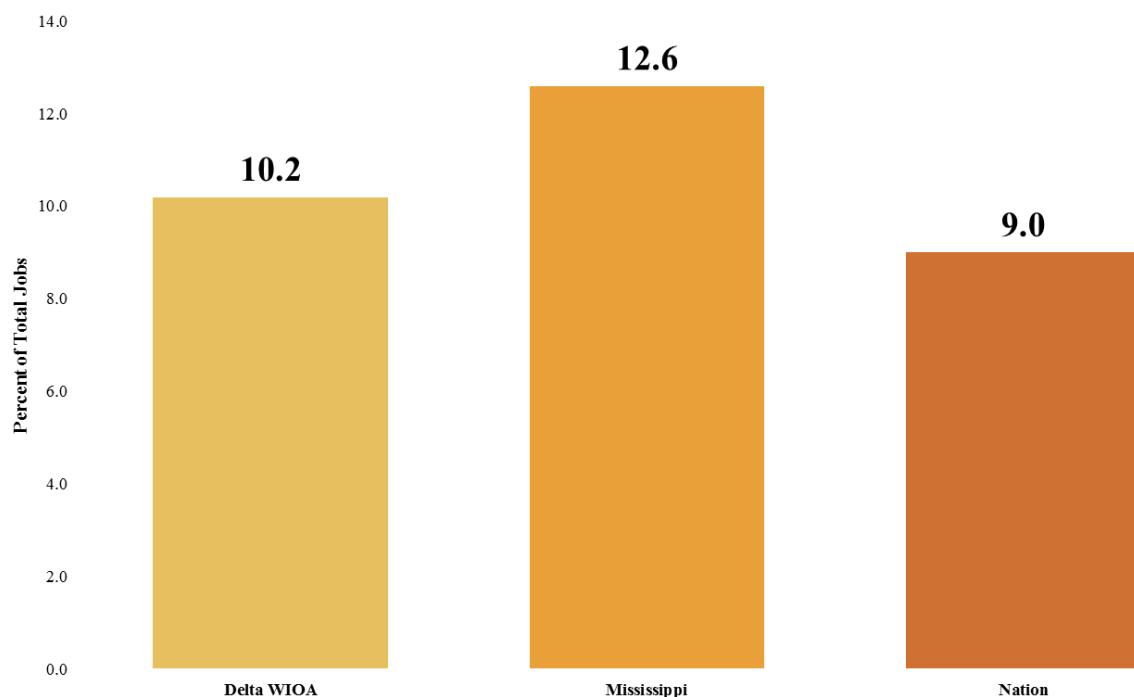
The projected employment growth in the Delta Workforce Area shows higher growth in some areas than the selected sectors; however our focus on agribusiness and manufacturing is based on the Delta Strong initiative for manufacturing and the fact that the Delta has long been a leader in agriculture and agribusiness. Additionally, a lot of agribusiness, such as catfish and rice processing, is also manufacturing so those sectors overlap in many cases. Delta Council estimates that a quarter of all manufacturing in the Delta is directly related to production agriculture and the robust agribusiness sector.

Data from the University of Southern Mississippi's Supplemental Economic Development Analysis says that the Delta Area is best known for its agriculture production.....the area is also diversifying in health care and pharmaceutical manufacturers, advanced manufacturing and automotive manufacturing. Ten of the top 20 industry sub-sectors fell in manufacturing while eight fell in agribusiness.

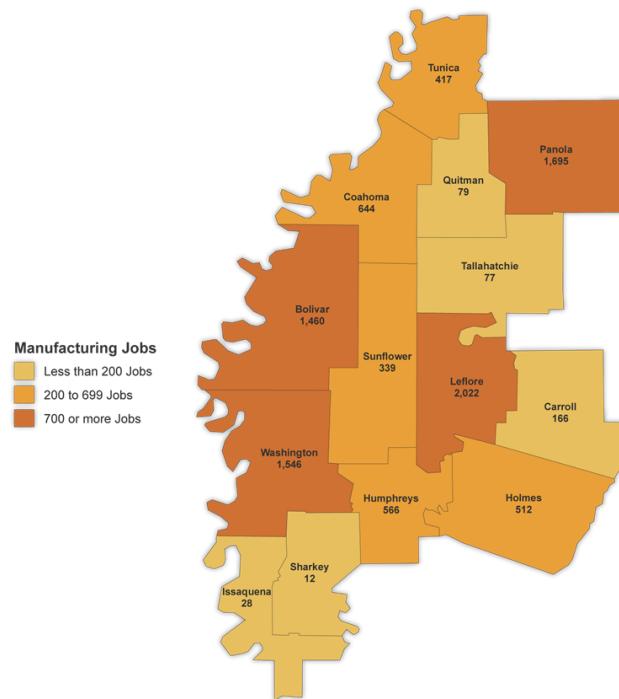
## Projected Job Growth in the Delta WDA



## MANUFACTURING - Economic Identity

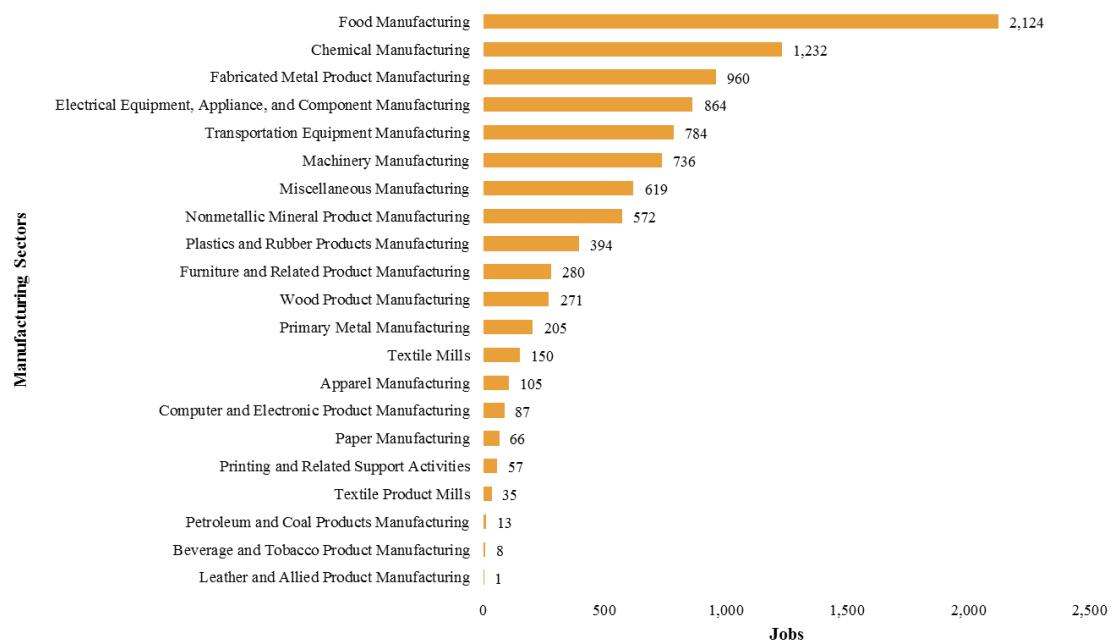


## MANUFACTURING - Concentration



Source: Mississippi State Longitudinal Data System (SLDS); National Strategic Planning and Analysis Research Center; Bureau of Labor Statistics, 2016

## MANUFACTURING – Employment



## MANUFACTURING WORKFORCE GAP: MIDDLE SKILL

Occupational Category	Supply	Demand	Gap
Management	149	8	141
Office & Administrative Support	42	9	33
Installation/Maintenance/Repair	77	47	30
Production	84	208	- 124
Transportation/Material Moving	10	16	- 6

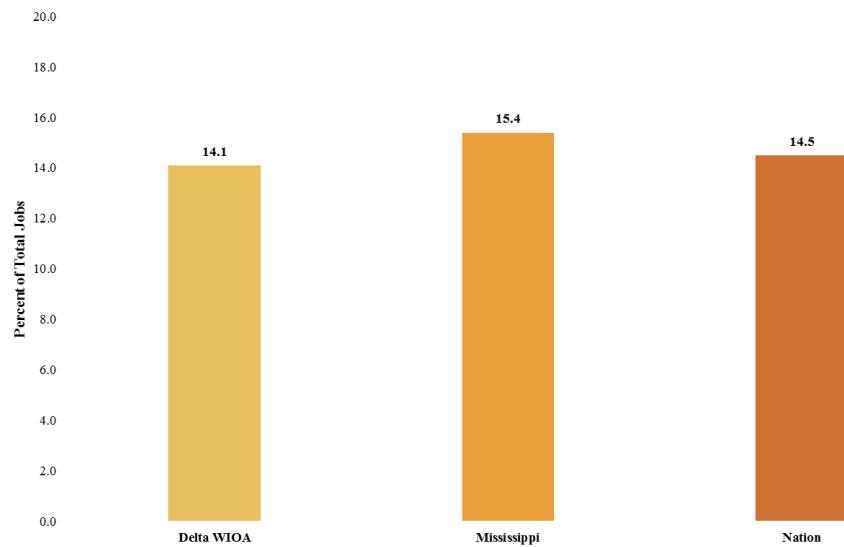
Source: Mississippi State Longitudinal Data System, 2017



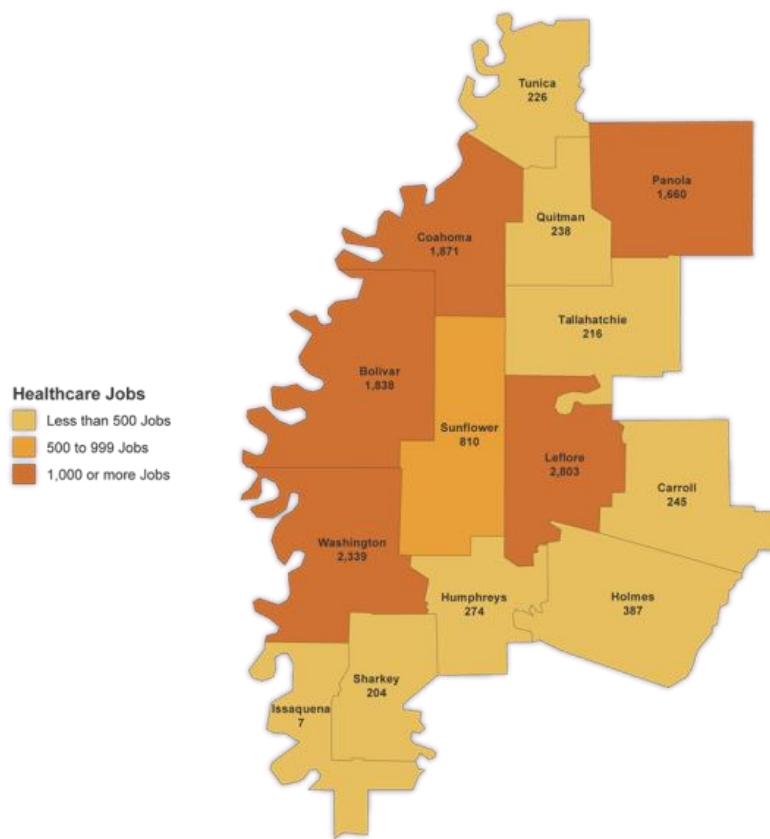
The percentage of manufacturing in the Delta is 1.2% higher than the nation and 2.4% below the state. The concentration of manufacturing in the Delta is in Panola, Bolivar, Washington and Leflore counties, while smaller numbers exist in the other counties. Food manufacturing is the highest sector in the Delta, again, tied directly to agriculture. Chemical, fabricated metal products, electrical equipment, appliance and component manufacturing are the next three highest. Middle skill gaps exist primarily in the production occupational category which will be a focus in this sector.

The Delta Strong initiative is a new regional branding, marketing, and recruiting strategy involving the communities and private business in our DWDA footprint, and their emphasis will be on 50-250 employee manufacturers in areas such as metal fabrication and food processing.

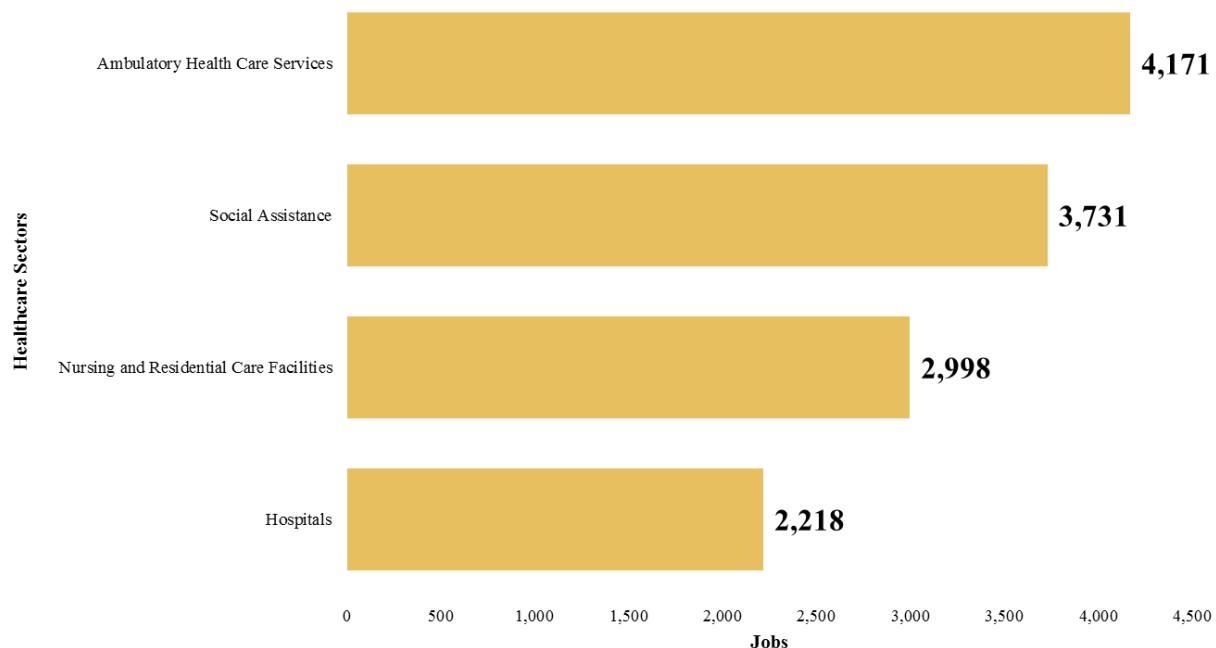
## HEALTH CARE - Economic Identity



## HEALTH CARE – Concentration



## HEALTH CARE- Employment



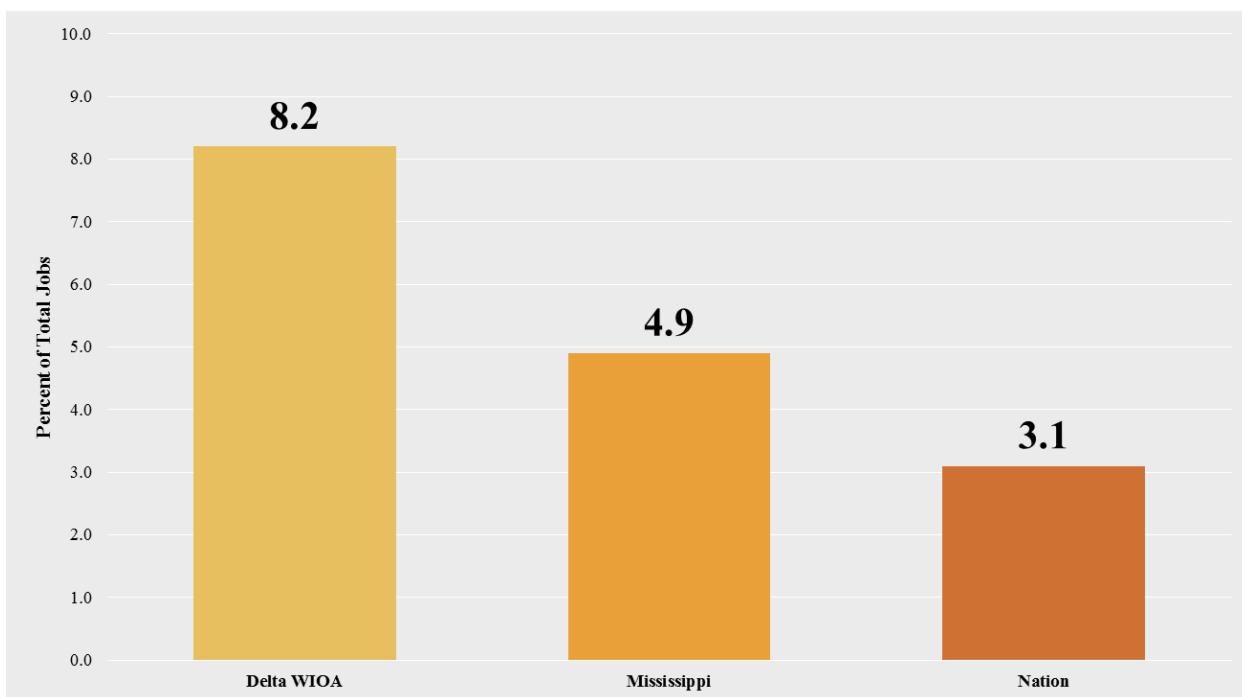
## HEALTHCARE WORKFORCE GAP: MIDDLE SKILL

Occupational Category	Supply	Demand	Gap
Management	148	1	147
Community/Social Services	63	14	49
Education/Training	16	11	5
Healthcare Practitioner	236	52	184
Healthcare Support	9	81	- 72
Food Preparation/Serving	24	5	19
Personal Care/Service	16	18	- 2
Office/Administrative Support	43	7	36
Installation/Maintenance	0	1	-1

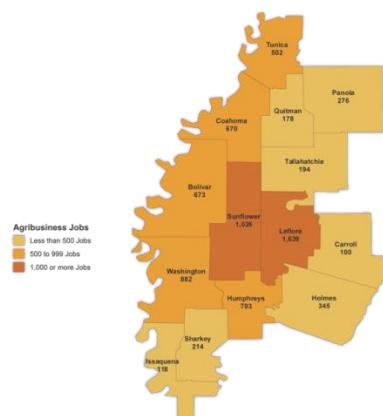
Source: Mississippi State Longitudinal Data System, 2017

Healthcare jobs in the Delta are slightly behind the nation by .4% and 1.4% behind Mississippi. The concentration of major facilities and jobs in the Delta are located in Coahoma, Leflore, Bolivar and Washington Counties. The sectors where the majority of jobs are include ambulatory services, social assistance, nursing and residential care facilities and hospitals. Recruitment and retention of registered nurses continues to plague the Delta. The middle skill gaps are primarily in healthcare support and personal care services.

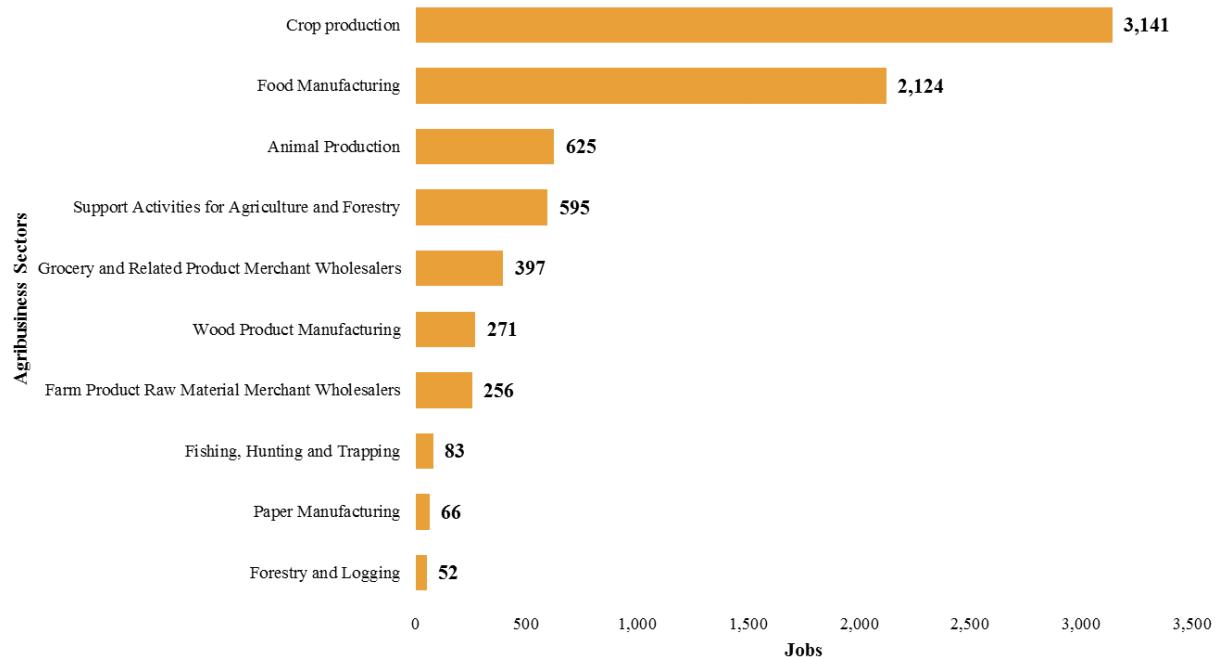
## **AGRIBUSINESS – Economic Identity**



## **AGRIBUSINESS – Concentration**



## AGRIBUSINESS - Employment



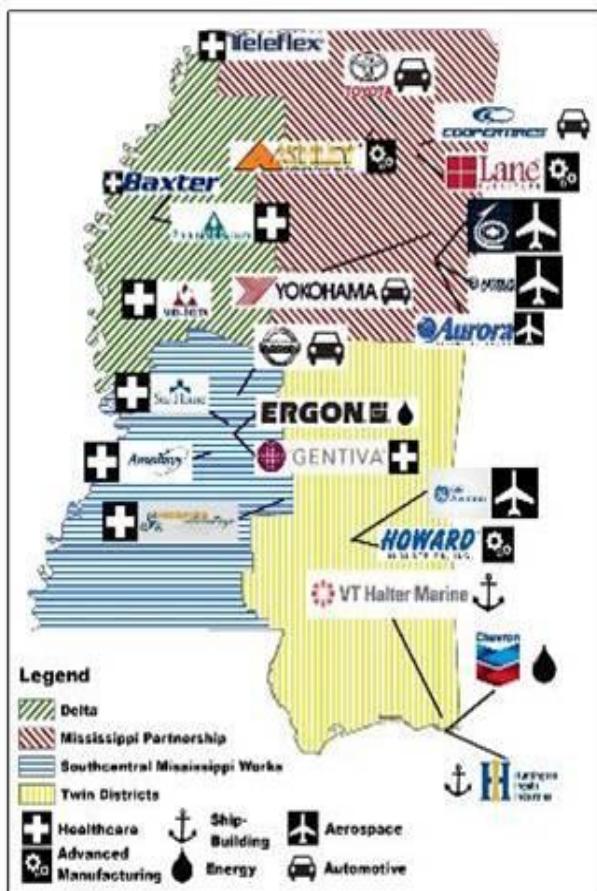
## AGRIBUSINESS WORKFORCE GAP: MIDDLE SKILL

Occupational Category	Supply	Demand	Gap
Management	148	4	144
Office/Administrative Support	42	0	42
Agricultural Equipment Operation	0	202	- 202
Installation/Maintenance	38	0	38
Production	84	4	80
Transportation/Material Moving	10	24	- 14

Source: Mississippi State Longitudinal Data System, 2017

As expected, the Delta leads the nation and the state in percent of total jobs in agriculture and agribusiness with 8.2% compared to 4.9% for the state and 3.1% for the nation. The concentration of agribusiness activities is in the mid-Delta in Sunflower and Leflore Counties. Crop production has the highest number of jobs, followed closely by food manufacturing. The largest middle-skill gap is in agriculture equipment operations followed by transportation/material moving. A significant portion of the agribusiness sector is in food processing. With the recent stabilizing of the catfish industry and the location of a major research and development effort at Uncle Ben's Mars facility in Greenville, more emphasis will be placed on identifying skills gaps in this sector.

## MDA Target Industries



MDA's target industries include Energy, Healthcare, Shipbuilding, Automotive, Advanced Manufacturing, Aerospace, Agribusiness and Tourism and Film; three of which are included in the Delta's plan; and all are high demand, high growth and pay family sustainable wages.

## **Meeting Consensus Notes**

Several important points came out during discussions with the leadership team; many of which are not unique to the Delta and will likely be seen throughout the state.

- Not everybody who graduates from high school is college material
- Career pathways and options need to be taught early in high school
- Technology is an integral part of each sector
- National credentials are necessary
- Work ready communities are on the rise
- Career Readiness Certificates are becoming more recognized
- Train for jobs in demand and that pay decent wages
- Focus on career pathways, particularly in the healthcare sector and start in high school
- Show wages for technical jobs that are higher than many college graduates
- There is a need to develop more agribusiness programs such as the John Deere program at Northwest CC
- Information on other options for training for HS graduates are not being delivered
- Need to fill the pipeline
- Industry involvement is crucial
- Don't assume you know what the needs are. ASK
- Philanthropic opportunities exist
- Dual enrollment programs
- Clinical and nursing jobs are strong but need more in the pipeline
- Healthcare IT and healthcare data skills are needed
- Need more welding jobs
- Automotive and metal fabrication training is needed
- Pre-apprenticeship models for HS students and employers
- Industrial maintenance
- Site selectors – labor force is crucial

## **GAPS, GOALS and ACTION STEPS**

### **MANUFACTURING**

#### **Gaps**

- Shortage of qualified Production Workers and Transportation/Materials Handlers
- Industrial Maintenance Positions are in demand – need more in the pipeline
- Manufacturing companies need high school programs to prepare students who are not going to college for work in their plants
- The perception of manufacturing needs to change

#### **Goals**

- Help facilitate linkages between K-12, community colleges and employers to address middle-skill gaps and Industrial Maintenance positions in manufacturing.
- Help facilitate linkages between K-12, community colleges and employers to develop a pre-apprenticeship program in manufacturing for high school students
- Address the manufacturing perception with high school and career tech counselors

#### **Action Steps**

- Provide training to career tech leaders and school counselors on career pathway models related to manufacturing and promote Get on the Grid
- Partner with community colleges to provide Industrial Maintenance Tech short term training to begin to fill the pipeline
- Partner with community colleges to expand Manufacturing Basic Skills programs and develop Advanced Manufacturing Short Term Training Programs
- Facilitate continued discussions with Feuer and the Tunica County Career Tech Center to develop a pre-apprenticeship model for high school students
- Secure funding needed for the pre-apprenticeship program
- Allocate funds for manufacturing internships
- Coordinate with Delta Strong to disseminate information on manufacturing opportunities
- Facilitate discussions with philanthropic groups for support services in manufacturing
- Secure funding to pay for high school seniors to take the CRC

## **HEALTH CARE**

### **Gaps**

- Limited training opportunities for incumbent workers to upgrade their skills and make them more marketable
- Limited clinical opportunities for nursing students to help with retention
- Shortage of people to fill health care support jobs and personal care service jobs
- Recruitment and retention of registered nurses

### **Goals**

- Help facilitate linkages between K-12, community colleges and employers to address health care career pathways and job opportunities in health care support and personal care jobs
- Work with the MS Hospital Association (MHS) and area hospitals to expand the nurse extern program
- Address the medical career pathways with high school and career tech counselors
- Work with community colleges and MHA to provide customized in-demand training for existing medical personnel including technology training

### **Action Steps**

- Provide training to career tech leaders and school counselors on career pathway models related to health care including programs to transition to community college
- Allocate additional WIOA funding for registered nurse ITA's and upgrades from LPN to RN
- Partner with community colleges to provide customized short term training to begin to fill the health care pipeline for individuals to increase their skills
- Provide funding and secure additional funding to expand the nurse extern program for senior nursing students
- Facilitate discussions with philanthropic groups to secure health care funding for career pathways
- Allocate local area funds to provide internships for medical occupations
- Secure funding from philanthropic groups for support services for health care participants

## **AGRIBUSINESS**

### **Gaps**

- Shortage of people to fill agricultural equipment operator jobs
- Limited training opportunities for incumbent workers to upgrade their skills and make them more marketable
- Limited opportunities for agribusiness technology training

### **Goals**

- Help facilitate linkages between K-12, community colleges and employers to address agribusiness career pathways and job opportunities
- Work with Delta Council, other agribusiness experts and community colleges to identify specific needs and develop short term training programs for agribusiness
- Explore the possibility of an agribusiness program such as the John Deere program at Northwest Community College in related areas.

### **Action Steps**

- Provide training to career tech leaders and school counselors on career pathway models related to agribusiness
- Partner with community colleges, department of education and career tech centers to expand the agribusiness training programs and discuss dual enrollment possibilities
- Provide funding for internships in the agribusiness sector
- Facilitate discussions for a summer extern program in cooperation with agribusiness and the MSU research station at Stoneville
- Continue discussions with MDE, Leland Schools and MDCC to expand their agribusiness program to transition to community college
- Explore adoption of advanced geospatial technologies with MDCC and Delta State University in all phases of agricultural production to provide an opportunity for training for middle and high skill job opportunities

## **CONCLUSION**

In the Delta Workforce Area, manufacturing, health care and agribusiness will continue to be a major focus of the workforce system; however, we will continue to address other workforce needs that are in-demand, provide good jobs and meet the needs of employers. These sectors will continue to provide strong employment opportunities and good jobs. Advanced skill development will be critical to ensure that these sectors continue to expand and grow.

Manufacturing remains a large and important sector in the Delta and with the Delta Strong initiative beginning, more emphasis will be placed on recruiting manufacturing companies with 50-250 employees.

People are living longer, so expanded health care opportunities will be critical.

Agribusiness is the Delta.

With the aging of the workforce and rising skill requirements, this sector strategy plan will help us focus on what is needed and find the resources to address the needs.

## **ESTIMATED BUDGET FOR SECTOR STRATEGY PLAN**

**WIOA Funds –** Estimated \$1 million allocated for training in sector strategies, including ITA's, OJT's, Internships, Nurse Extern Program and customized training in all sectors.

### **SWIB Funds – Estimated Needs**

- \$75,000 for pre-apprenticeship program with Feuer and Tunica County Career Tech
- \$75,000 for Summer Intern Program at Stoneville in Agribusiness
- \$75,000 to expand the Nurse Extern Program with MHA
- \$50,000 to provide CRC testing for high school seniors who do not qualify for MCCB funds

## APPENDIX 1

Delta Sector Assessment Tool			
Core Competencies for Effective Industry Partnerships	Present	Non-Existent	Need Technical Assistance
<b>Sector Selection</b>			
Data Analysis was used to select sector	X		
Consensus based decision process used to select sectors	X		
Other Describe			
<b>Industry Analysis</b>			
Survey of employers to determine workforce needs and priorities	X		
Gap analysis of specific needs of industry	X		
Analysis of skill gap of incumbent workers	X		
Root cause of gaps have been identified	X		
Barriers for employees/new hires are identified and understood	X		
<b>Capacity Building</b>			
Written objectives including mission, vision, and goal statement	X		
Employers have leadership role in industry partnership	X		
Formal decision making protocols are established	X		
Written governance principles	X		
Meetings are scheduled in advance	X		
Agenda is distributed in advance of meeting	X		
Meetings are followed by dissemination of meeting minutes	X		
<b>Planning</b>			
Goals and objectives are clearly identified	X		
Action plans or strategies are in place to achieve goals	X		
Public meetings were used to share strategies and solicit input	X		
<b>Evaluation and Business Impact</b>			
Formal evaluation methods to gauge training programs effectiveness	X		
Evaluation results are presented to key stakeholders	X		
<b>Education</b>			
Defined and clearly articulated pathways that lead to employment	X		
K-12 programs and curricula are aligned	X		
Community Colleges career/technical programs and curricula aligned	X		
Apprenticeships, internships, work experience in place for pathways	X		
<b>Business Services</b>			
Plan for coordination between public workforce partners and industry	X		
Barriers to employment for special populations are identified	X		
<b>Pipeline</b>			
Activities to create career awareness for students at all levels	X		
Strategies to recruit incumbent workers into training pathways	X		
Dual enrollment and dual credit for career/technical training in place	X		