

ECONOMIC RECOVERY

2021 STRATEGIC PLAN

MADISON COUNTY
TENNESSEE



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Introduction

Southwest Tennessee Development District (SWTDD) is the designated Economic Development District for eight counties throughout Southwest Tennessee: Chester, Decatur, Hardeman, Hardin, Haywood, Henderson, Madison, and McNairy.

These eight counties contain 35 incorporated municipalities and have a combined 2020 population of approximately 250,000. The region is characterized by low household incomes, high prevalence of health issues, and a lack of local economic development professionals to plan and implement strategies to grow and improve the local economy.

SWTDD sought a CARES Act Supplemental EDA Award to provide the following scope of services:

1. Develop an Economic Recovery Plan by working with local elected officials in each county as well as leaders from private sector business, education and workforce development, non-profits, public safety, and healthcare.
2. Deploy a disaster recovery coordinator to work with communities for a one-year period to assist local officials in navigating and coordinating grants and aid available for pandemic recovery.
3. Deliver technical assistance to any sector with specific needs related to the Economic Recovery Plan
4. Engage specific expertise to design the planning process and develop the Economic Recovery Plan.

This document contains the Economic Recovery Plan for Madison County, Tennessee, which was developed in accordance with the CARES Act award.



Strategic Planning Process

The process for developing the Economic Recovery Plan centered on strategic planning sessions held in each of the eight SWTDD counties. SWTDD engaged Younger Associates, an economic development research and communications firm with offices in Jackson and Memphis, TN, to establish a planning framework, conduct preliminary research, create materials and presentations, and facilitate the planning sessions.

Younger Associates developed a preliminary planning strategy that was implemented during in-person and video conference meetings held with city and county mayors in each county.

These meetings were used to communicate the objectives of the Economic Recovery Plan and to determine the best methods for engaging representatives from a cross-section of the local economy in the planning process.

Procedures for holding the planning sessions were carefully considered to adhere to COVID-19 protocols while still allowing for robust discussion and input from planning participants. A hybrid planning session format was developed that allowed for some planning participants to meet in-person and others to participate simultaneously via video conference. Madison County chose a fully online meeting format instead of a hybrid format.

A series of meetings and video conferences were then held with the mayors and their representatives to determine the following:

- » Meeting dates and times that allowed for broad participation.
- » Meeting venues that allowed for social distancing for the number of expected in-person participants.
- » Internet access and technical set-up to allow highly interactive video conferencing
- » Rosters of groups, organizations, and officials to be invited to participate in the planning session.

Following these meetings, SWTDD staff closely coordinated with the mayors to handle logistics for the planning session, invite participants, and encourage participation. The staff provided a series of emails and calls to remind participants to schedule and attend the session. Among those emails was a link to complete an online survey to prepare for the planning session.

During the day-long planning session, the participants were led through the following agenda:

- » An open discussion to capture initial impressions of needs the county must address for economic recovery.
- » A presentation of demographic and economic data to help create a common basis for data-driven discussions.



- » A review of the results of the online survey.
- » A brief review of existing strategic plans within the county.
- » An analysis of strengths, weaknesses, opportunities and threats factoring into economic recovery.
- » An exercise to prioritize the issues and needs identified during the planning session.

The session was held virtually on January 28, 2021 via Zoom. There were 26 participants in the planning session. Among the business and organizations represented in the session were:

- » Chamber of Commerce
- » City of Jackson Council Members
- » City of Jackson Mayor
- » City of Three Way Mayor
- » Healthcare
 - Jackson Clinic
 - Le Bonheur
 - West Tennessee Healthcare
- » Jackson Energy Authority
- » Jackson - Madison County, Tennessee Convention & Visitors Bureau
- » Madison County Commissioners
- » Madison County Emergency Management
- » Madison County Mayor
- » Madison County Sheriff's Office
- » Non-Profits
 - Boys & Girls Club
 - RIFA (Regional Inter-Faith Association)
 - United Way
- » Real Estate
- » Small Businesses
- » Southwest TN Workforce Development
- » Tennessee College of Applied Technology
- » Tennessee Department of Economic & Community Development
- » Tennessee State Senator
- » TheCO

Based on all the information gathered from the strategic planning session, Younger Associates developed this report to document the Economic Recovery Plan. An individual report was prepared for each county; a regional report was also prepared to summarize the county plans, outline issues and needs that are present region-wide and identify where regional initiatives may be needed to accomplish local objectives.

For high-ranking priorities, particularly those that impact most of the eight-county SWTDD region, SWTDD staff assigned to the Economic Recovery Plan implementation phase have undertaken further data collection and study. As soon as the strategic planning sessions were completed, SWTDD staff began making follow-up contacts and monitoring key programs related to those priority items.

Fresh Materials

INITIAL INSIGHTS REGARDING LOCAL NEEDS

In the invitation to the strategic planning session, potential participants were asked two questions to help them prepare for the session:

1. What does your business or organization need to move beyond the pandemic and into a period of growth?
2. As a community leader, what do you see that needs to be done to position the county for recovery and economic growth?

These questions were designed to elicit input that is based on personal experience and observations. In asking about the individual's business or organization the intent was to make it easy for the participant to identify specific, immediate needs. The second question was to broaden the observations to the community level, but again based on personal experience and observations.

These two questions were then asked at the outset of the planning session. The purpose of this portion of the planning session was to capture the concerns and ideas that were brought into the meeting before the participants were influenced by any presentations or discussions.

Participants in the strategic planning session listed these initial ideas related to business and organizational needs.

1. Develop an inventory of available housing (multiple responses)
 - » Shortage of housing is a serious problem currently, with the lowest inventory of real estate listing records, 90% below recent numbers of listings.
 - » Low availability of housing at all price points
 - » Need housing that is affordable while also providing high quality of living
 - » Rehabilitation of older housing
 - » Need more new builders and residential developers
2. Investment in public school system (multiple responses)
 - » Improve quality of education
 - » Recover from student learning loss that occurred during the pandemic and virtual classes (school offering 8 days per month of classes during the pandemic), social losses as well as academic losses
 - » School system needs consistency of focus
 - » New elementary school in north Madison County is needed to stop outflow of families with young children to Gibson County



- » New furniture, fixtures, and equipment are needed for middle school and high school expansions
3. Recovery from pandemic (multiple responses)
 - » Instilling public trust in safety to return to pre-pandemic activities
 - » Finding grants and funding to address negative impact on local government and other organizations; non-profits have struggled to raise funds
 - » Vaccinations for COVID-19 to as many people as possible
 - » Prevent resurgence of infections
 - » People unemployed for first time are having trouble navigating online reporting and access to services
 4. Workforce development (multiple responses)
 - » Get more people into job training programs
 - » Prepare more workers for job openings at exiting local employers
 - » Train and recruit more workers for the healthcare industry, which is a major part of the Madison County economy
 - West Tennessee healthcare system has 400 vacancies, 150+ vacancies for nurses
 - » Address aging workforce
 - » Need for childcare is a barrier to entering the workforce, particularly during the pandemic
 - » Tourism and hospitality businesses are faced with shortage of available workers, which could have negative implications for new tourism business development planned for Madison County
 5. Encouraging more small businesses to serve suburbs such as Three Way
 6. Regain enrollment at Tennessee College of Applied Technology (TCAT), Jackson State Community College (JSCC) and universities in Jackson where enrollment has declined 5-15% during the pandemic
 7. Growth of the commercial/industrial utility customer base and revenues to maintain services and infrastructure
 8. Collaboration from city, chamber, and small businesses
 - » Develop a sense of unity with less focus on politics
 - » Centralized, online services for small businesses (new system for permitting and licensing under development)
 - » Continue new collaborations begun during the pandemic

9. Spur population growth
 - » Address aging workforce, large percentage of retirements in coming years
 - » Reverse recent decrease in Madison County population
 - » Decrease in population in the surrounding region impacts Madison County since 45% of Madison County workforce comes from surrounding region, large percentage of retail consumers also come from region
 - » Make community attractive to young adults and families
10. Adapting to changes in retail consumption patterns
 - » Online sales are hurting many traditional retailers
 - » Major national retailers such as Macy's are closing in Jackson
 - » Many vacant retail buildings, some long-time vacancies plus new vacancies from the pandemic; vacant properties hurt property tax revenues
 - » Mall and area surrounding the mall area may continue to see more vacancies as chain retailers decrease their national footprint
11. Regain momentum in business start-ups and entrepreneurship
 - » Fewer start-ups and new businesses due to higher risk related to the pandemic
 - » Businesses that started less than a year before pandemic do not qualify for Payroll Protection Program loans
12. Promote better mental health
 - » Training for law enforcement in addressing domestic violence; de-escalation training (crisis intervention)
 - » Community education on stress management would be beneficial, public exhibiting signs of increased stress
 - » Police training on handling domestic violence
13. Non-profits are serving more people, need more capacity
 - » Some non-profits need larger facilities
 - » More resources for child abuse prevention and intervention are needed due to the pandemic

SURVEY RESULTS

A survey was developed and administered in order to gather background information and current public perspectives on the quality of the living environment in the county. The survey was not intended to be a statistically valid tool for decision making. Instead, the survey was designed to initiate an evaluation process that could be continued in more detail during the strategic planning session.

The following survey instrument was circulated to everyone who was contacted to participate in the strategic planning session. There were 24 Madison County participants in the survey and 194 total participants from the SWTDD region. A survey link was provided via email that allowed each recipient to complete the survey online prior to the day of the strategic planning session.

Results were tabulated for the county, and for the entire eight-county region. The results were reviewed during the planning session.

INFRASTRUCTURE

How do you rate:	Very Bad = 1	2	3	4	Very Good = 5	Average Rating	SWTDD Region
Access to high-speed internet in your city/county?	5.3%	0.0%	15.8%	36.8%	42.1%	4.11	2.85
Local working age people's ability to use computers and internet-based tools?	0.0%	0.0%	40.0%	60.0%	0.0%	3.60	3.27
Access to clean drinking water in your city/county?	0.0%	0.0%	0.0%	20.0%	80.0%	4.80	4.48
Condition of roads and highways in your city/county?	0.0%	10.0%	40.0%	45.0%	5.0%	3.45	3.35
Solid waste disposal in your city/county?	0.0%	10.0%	30.0%	55.0%	5.0%	2.90	3.74

HEALTH & WELLNESS

How do you rate:	Very Bad = 1	2	3	4	Very Good = 5	Average Rating	SWTDD Region
Access to grocery stores and fresh food in your city/county?	0.0%	0.0%	40.0%	40.0%	20.0%	3.80	3.97
Primary care facilities in your city/county?	0.0%	5.0%	15.0%	55.0%	25.0%	4.00	3.45
Emergency response capabilities in your city/county?	0.0%	0.0%	5.0%	50.0%	45.0%	4.40	3.55
Access to gyms & wellness facilities in your city/county?	0.0%	5.0%	5.0%	50.0%	45.0%	4.35	3.52
Regional cooperation of healthcare?	0.0%	15.0%	20.0%	40.0%	25.0%	3.75	3.39
Drug abuse & addiction among the local population/workforce in your city/county?	0.0%	30.0%	50.0%	20.0%	0.0%	2.90	2.62
Accessibility to drug addiction treatment programs in West TN?	0.0%	25.0%	25.0%	40.0%	10.0%	3.35	2.94

BUSINESS ENVIRONMENT

How do you rate:	Very Bad = 1	2	3	4	Very Good = 5	Average Rating	SWTDD Region
Working relationship among city/county elected officials in your city/county?	0.0%	20.0%	30.0%	25.0%	25.0%	3.55	3.24
Effectiveness of the local Chamber/EDO's* ability to bring new jobs & businesses to your city/county?	5.0%	5.0%	10.0%	55.0%	25.0%	3.90	3.31
The local Chamber/EDO's* effectiveness in helping local businesses?	5.0%	5.0%	20.0%	40.0%	30.0%	3.85	3.35
Local efforts to develop and attract visitors to your city/county?	0.0%	10.0%	35.0%	45.0%	10.0%	3.55	3.32

*EDO = ECONOMIC DEVELOPMENT ORGANIZATION

EDUCATION

How do you rate:	Very Bad = 1	2	3	4	Very Good = 5	Average Rating	SWTDD Region
Quality of K-8 schools in your city/county?	0.0%	20.0%	70.0%	10.0%	0.0%	2.90	3.77
Quality of high schools in your city/county?	0.0%	20.0%	70.0%	10.0%	0.0%	2.90	3.71
The number of students who graduate with employable skills in your city/county?	0.0%	15.0%	70.0%	15.0%	0.0%	3.00	3.31
The quality of TCAT* in the region?	0.0%	0.0%	25.0%	55.0%	20.0%	3.95	4.03
The percentage of local high school graduates who attend colleges, universities or trade schools.	0.0%	5.0%	55.0%	40.0%	0.0%	3.35	3.45

*TCAT = TENNESSEE COLLEGE OF APPLIED TECHNOLOGY

QUALITY OF LIFE

How do you rate:	Very Bad = 1	2	3	4	Very Good = 5	Average Rating	SWTDD Region
The availability of affordable housing in your city/county?	0.0%	30.0%	35.0%	25.0%	10.0%	3.15	3.06
The safety from crime in your city/county?	0.0%	5.0%	25.0%	60.0%	10.0%	3.75	3.68
The selection of retail stores in your city/county?	0.0%	5.0%	20.0%	55.0%	20.0%	3.90	3.01
The quality of public parks & recreation facilities in your city/county?	0.0%	10.0%	15.0%	60.0%	15.0%	3.80	3.70
The attractiveness of your city/county to potential newcomers?	0.0%	15.0%	40.0%	40.0%	5.0%	3.35	3.38

COLLABORATION

How do you rate:	Very Bad = 1	2	3	4	Very Good = 5	Average Rating	SWTDD Region
Volunteer participation & community involvement in your city/county?	0.0%	5.0%	25.0%	50.0%	20.0%	3.85	3.49
Regional cooperation within West Tennessee?	0.0%	5.0%	30.0%	60.0%	5.0%	3.65	3.40

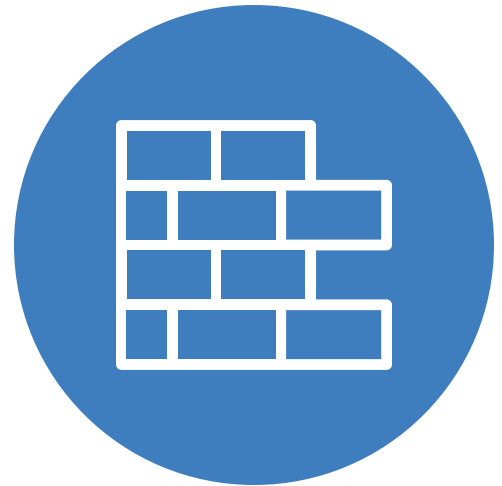
COVID-19 RESPONSE

How do you rate:	Very Bad = 1	2	3	4	Very Good = 5	Average Rating	SWTDD Region
The FEDERAL government's response to controlling the spread of the COVID-19 virus?	35.0%	20.0%	30.0%	15.0%	0.0%	2.25	2.76
The STATE government's response to controlling the spread of the COVID-19 virus?	25.0%	25.0%	35.0%	15.0%	0.0%	2.40	2.84
The LOCAL government's response to controlling the spread of the COVID-19 virus?	5.0%	0.0%	10.0%	65.0%	20.0%	3.95	3.24
The FEDERAL economic assistance response?	10.0%	15.0%	40.0%	25.0%	10.0%	3.10	3.17
The STATE economic assistance response?	25.0%	10.0%	50.0%	10.0%	5.0%	2.60	3.06
The LOCAL economic assistance response?	20.0%	0.0%	50.0%	30.0%	0.0%	2.90	2.93

Foundation

DEMOGRAPHICS & STATISTICAL OVERVIEW

A general statistical overview of the county was compiled to establish a common understanding of the economic structure of the county as a basis for planning. Key findings from this data were presented to the participants of the strategic planning session and are included below. Additional and more detailed data is included in the Supporting Materials section of this report.



POPULATION

The current Madison County population estimate of 98,041 is 0.26 % below the 2010 census count of 98,294. Madison County grew 7.03% between 2000-2010, which was slower than the Tennessee growth rate for that period but led the growth in West Tennessee. The projected population for the county for the next five years shows an increase of 1.5%.

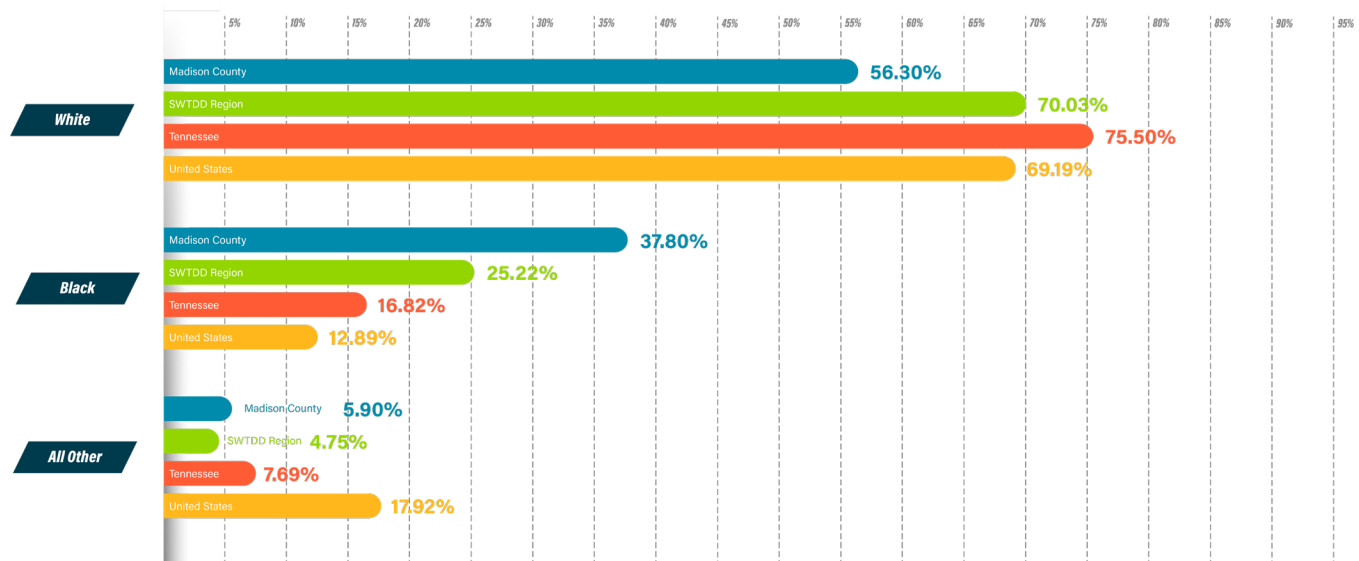
The average age of the population in Madison County is 40 years, which is lower than the state and SWTDD region averages. The lower average age reflects the presence of colleges and universities in the county, and the migration of young adults from more rural areas to more urban areas.

	Madison County	SWTDD Region	Tennessee	United States
POPULATION				
2000 Census	91,837	242,765	5,689,277	281,421,942
2010 Census	98,294	253,092	6,346,105	308,745,538
2021 Estimate	98,041	248,153	6,911,029	330,946,040
2026 Projection	99,513	250,153	7,175,823	340,574,349
POPULATION				
2000-2010 Growth	7.03	4.25	11.54	9.71
2010-2021 Growth	-0.26	-1.95	8.90	7.19
2021-2026 Growth	1.50	0.87	3.83	2.91
POPULATION				
Average Age	40.00	41.27	40.10	39.80

SOURCE: 2021 ENVIRONICS ANALYTICS | CLARITAS | YOUNGER ASSOCIATES

RACE

The population of Madison County is 37.8% Black. The percentage of other minority populations in the county is 5.9%, which is the highest in the SWTDD region but lower than the state or national averages. Minority population segments have been driving population growth in other parts of the U.S. but not in the SWTDD region.



SOURCE: 2021 ENVIRONICS ANALYTICS | CLARITAS | YOUNGER ASSOCIATES

HOUSEHOLDS & INCOME

The average home value in the county is higher than the SWTDD regional average but still below the state and national averages.

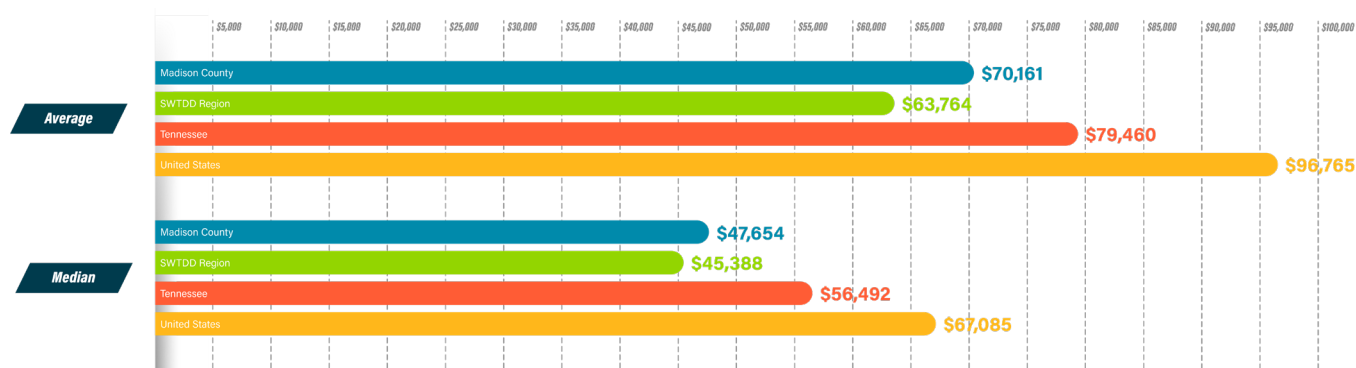
The percentage of households with children under age 18 is comparable to the U.S. average and higher than the state and regional averages, which is a positive indicator for future workforce growth and for the attractiveness of the community to young families.

	Madison County	SWTDD Region	Tennessee	United States
HOUSEHOLDS				
Average Household Size	2.45	2.46	2.49	2.57
Households with People Under 18	33.49%	32.80%	32.82%	33.58%
Households with NO People Under 18	66.51%	67.20%	67.18%	66.42%
HOUSING				
Owner-Occupied Housing Units	65.42%	70.23%	68.48%	64.15%
Renter-Occupied Housing Units	34.58%	29.77%	31.52%	34.83%
Owner Average Length of Residence (in years)	17.60	18.89	16.20	16.50
Renter Average Length of Residence (in years)	6.60	7.36	6.40	6.70
Median Owner-Occupied Housing Value	\$149,368	\$127,993	\$197,644	\$250,250
Median Year Structure Built	1983	1983	1985	1979

SOURCE: 2021 ENVIRONICS ANALYTICS | CLARITAS | YOUNGER ASSOCIATES

The average household income in Madison County is the highest in the SWTDD region but below the state and U.S. averages. Historically, there has been a large gap between U.S. average income and the average in the SWTDD region.

Household Income



SOURCE: 2021 ENVIRONICS ANALYTICS | CLARITAS | YOUNGER ASSOCIATES

LABOR FORCE PARTICIPATION

Even before the pandemic, 41.38% of the working age population in Madison County was not in the labor force. The full range and impact of factors that contribute to the low labor force participation rate are not known, but the rate is low throughout the SWTDD region. Participation in the armed forces is also much lower than the U.S. rate of participation.

	Madison County	SWTDD Region	Tennessee	United States
LABOR FORCE INFORMATION				
Working Age Population	63.5%	62.60%	64.34%	64.63%
Average Travel Time to Work (in minutes)	21.00	25.04	28.00	29.00
HOUSING				
In Armed Forces	0.01%	0.05%	0.32%	0.39%
Civilian — Employed	55.51%	50.14%	57.63%	59.64%
Civilian — Unemployed	3.10%	4.16%	3.29%	3.22%
Not in Labor Force	41.38%	45.66%	38.76%	36.75%

SOURCE: 2021 ENVIRONICS ANALYTICS | CLARITAS | YOUNGER ASSOCIATES

LABOR FORCE DISTRIBUTION

The economy in Madison County more closely reflects the diversity of the Tennessee economy than any other county in the SWTDD region. Because of the county's location in the geographic center of West Tennessee, regional offices for the state and federal government are located in Jackson.

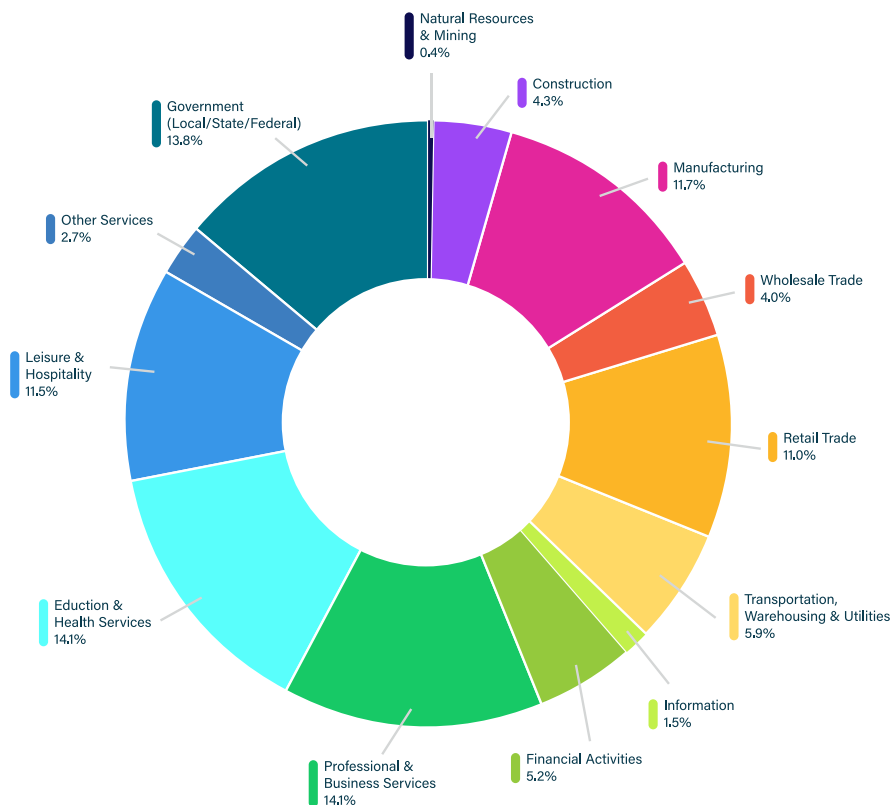
	MADISON COUNTY		SWTDD REGION		TENNESSEE	
Labor Force Info	Employment	Annual Avg. Wage	Employment	Annual Avg. Wage	Employment	Annual Avg. Wage
Natural Resources & Mining	0.2%	\$43,649	0.7%	\$36,741	0.4%	\$46,860
Construction	4.4%	\$61,499	4.0%	\$55,197	4.3%	\$58,737
Manufacturing	15.5%	\$58,379	18.7%	\$55,340	11.7%	\$60,309
Wholesale Trade	4.0%	\$56,343	3.1%	\$56,349	4.0%	\$74,221
Retail Trade	11.7%	\$29,812	11.7%	\$28,640	11.0%	\$32,029
Transportation/ Warehousing/ Utilities	2.3%	\$51,634	3.2%	\$50,589	5.9%	\$56,358
Information	0.7%	\$48,762	0.7%	\$44,884	1.5%	\$75,545
Financial Activities	2.9%	\$55,845	3.2%	\$56,825	5.2%	\$77,854
Professional & Business Services	10.1%	\$34,421	8.1%	\$35,143	14.1%	\$63,000
Education & Health Services	16.2%	\$45,606	14.4%	\$42,361	14.1%	\$53,179
Leisure & Hospitality	9.7%	\$16,906	8.9%	\$15,885	11.5%	\$23,879
Other Services	1.7%	\$33,288	1.7%	\$31,508	2.7%	\$36,224
Government (Local/ State/Federal)	20.7%	\$48,448	21.5%	\$43,075	13.8%	\$50,080
Total	100.0%	\$34,119	100.0%	\$41,851	100.0%	\$51,690

SOURCES: STATE OF TENNESSEE DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

MADISON COUNTY DISTRIBUTION OF LABOR



TENNESSEE DISTRIBUTION OF LABOR



SOURCES: STATE OF TENNESSEE DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

RETAIL GAP ANALYSIS

Madison County is a regional retail center that attracts a net inflow of almost \$936.7 million per year. Madison County has a net inflow of consumer spending in every major category except food services. A more detailed Retail Gap Analysis is provided in the Resource Materials section of this report.

Labor Force Information	2021 Demand	2021 Supply	Opportunity Gap/Surplus
Total retail trade	\$1,565,837,537	\$2,502,603,421	-\$936,765,884
Motor vehicle & parts dealers	\$335,758,942	\$520,629,053	-\$184,870,111
Furniture & home furnishings stores	\$22,094,364	\$47,872,559	-\$25,778,195
Electronics & appliance stores	\$19,501,518	\$32,865,374	-\$13,363,856
Building material & garden equipment & supplies dealers	\$96,336,332	\$181,286,362	-\$84,950,030
Food & beverage stores	\$206,697,669	\$243,704,900	-\$37,007,231
Health & personal care stores	\$93,947,731	\$133,691,686	-\$39,743,955
Gasoline stations	\$135,497,382	\$194,499,083	-\$59,001,701
Clothing & clothing accessories stores	\$47,920,562	\$82,134,481	-\$34,213,920
Sporting goods, hobby, musical instrument, & book stores	\$15,831,976	\$56,459,822	-\$40,627,846
General merchandise stores	\$185,281,479	\$698,873,413	-\$513,591,934
Food services & drinking places	\$165,332,800	\$144,780,251	\$20,552,548

SOURCES: 2021 ENVIRONICS ANALYTICS | CLARITAS | U.S. CENSUS BUREAU | U.S. BUREAU OF LABOR STATISTICS | INFOUSA | YOUNGER ASSOCIATES

EDUCATION STATISTICS

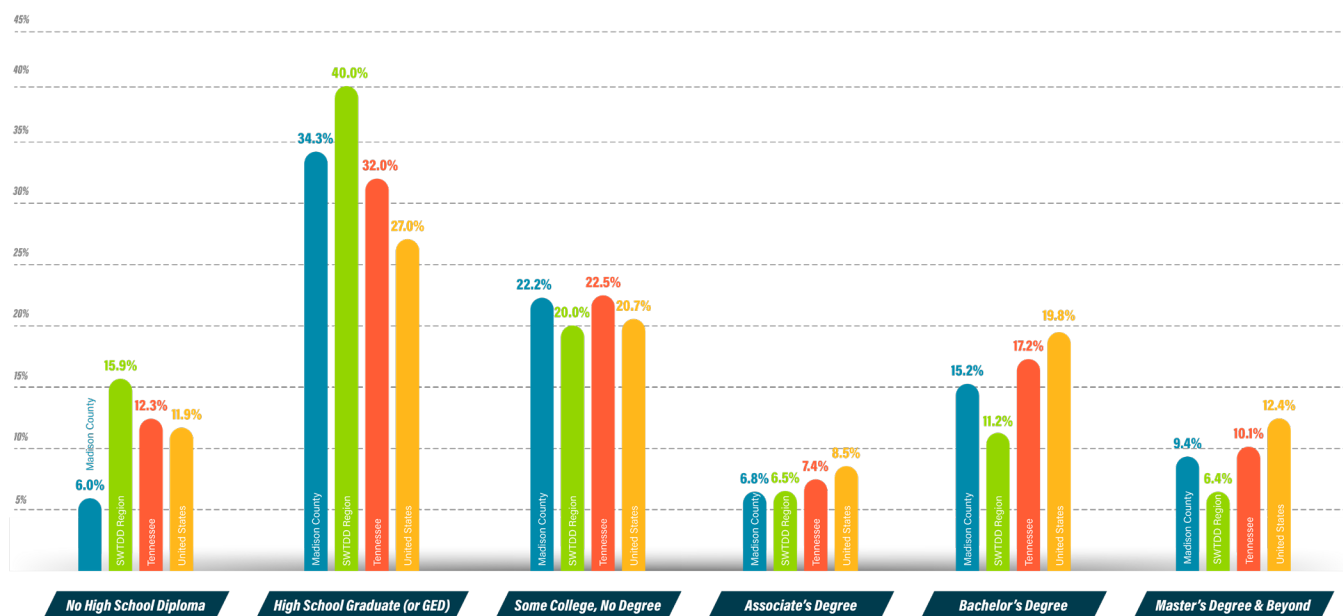
The majority of the population in Madison County has some level of college education. This is when all age groups are considered. The percentage of workers with the attainment level of some college – no degree is higher than the national average. This is the level of education that many employers in the region require.

	Enrollment	Graduation Rate	ACT Avg.	Performance
Chester County School District	2,838	95.9%	20.2	Level 5
Decatur County School District	1,601	93.2%	19.6	Level 3
Hardeman County School District	3,503	82.2%	17.8	Level 1
Hardin County School District	3,547	95.5%	19.0	Level 5
Haywood County School District	2,835	92.0%	17.2	Level 2
Henderson County School District	3,992	92.7%	20.8	Level 5
Jackson/Madison County School District	12,724	87.4%	18.0	Level 1
McNairy County School District	4,070	93.6%	19.4	Level 1
Tennessee Average	-	89.6%	20.0	-

SOURCE: TN DEPARTMENT OF EDUCATION 2018-2019

The high school graduation rate is currently 87.4% which is below the state average. The public K-12 school system has a Level 1 overall performance ranking from the Tennessee Department of Education. The performance rankings are on a scale of 1 to 5, with 5 being highest, and are based on student advancement.

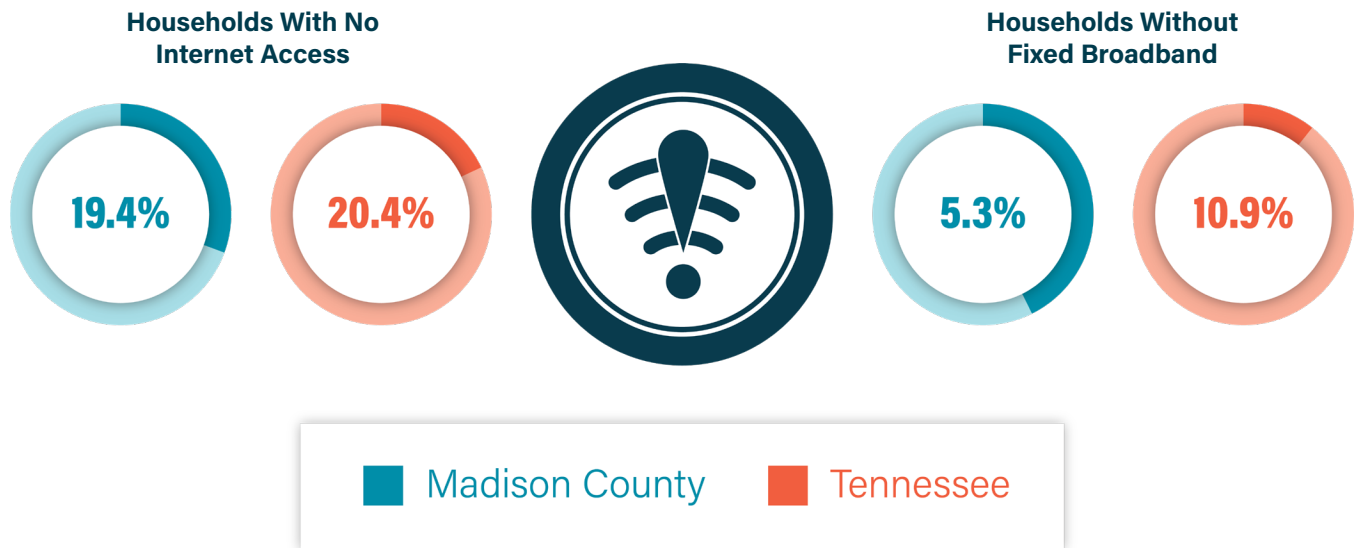
Education Attainment



SOURCE: 2021 ENVIRONICS ANALYTICS | CLARITAS | YOUNGER ASSOCIATES

INTERNET ACCESS

A recent study by the University of Tennessee and Purdue University shows that only 5.3% of the population in Madison County do not have access to fixed broadband internet access. The rate of broadband access is twice as high as the rate of access in Tennessee. Jackson Energy Authority (JEA) was an early adopter of fiber internet service to the home, putting Jackson among the leading cities in availability of high-speed internet access.



SOURCE: PURDUE UNIVERSITY | UT EXTENSION INSTITUTE OF AGRICULTURE

Existing Platforms

PREVIOUS LOCAL STRATEGIC PLANS

This economic recovery planning process included reviewing existing plans for the county. The intent of the economic recovery plan is to build upon existing plans not to supersede those plans.

The Jackson Chamber sponsored the development of a five-year action plan that was completed in 2019. The plan is summarized as follows:

- » Seven Areas of Focus

- **Core Strategies**

1. Business Retention and Expansion
 - » Continued retention and expansion.
2. Business Recruitment
 - » Continued business recruitment.
3. Entrepreneurship and Small Business Development
 - » Build a thriving core city centered on innovation, entrepreneurship, and small business development.
4. Embrace Identity as the Regional Leader
 - » Leverage, grow, and communicate with regional leadership in healthcare, retail, workforce, etc.

- **Enabling Strategies**

5. Education and Workforce
 - » Foundation to build a competitive workforce.
 - » Attract | Retain | Grow
6. Engagement and Unity
 - » Create and sustain a volunteer base representative of the broader community.
7. Livability and Place
 - » Regional center for entertainment, tourism, the arts, etc.



Tools

SWOT ANALYSIS

A portion of the strategic planning session was dedicated to engaging all the participants in identifying key strengths, weaknesses, opportunities, and threats (SWOT). The goal of the discussion was not to produce an exhaustive list in each category, but to identify SWOT items that could relate in any way to an economic recovery plan.

STRENGTHS

1. Madison County is centrally located in West Tennessee, it is easy for people in all parts of West Tennessee to reach Jackson
 - » Interstate 40
 - » US Hwy 45, 70, 412
2. Excellent highway access makes Jackson a commercial hub for the region
3. Healthcare: Jackson is a major regional medical center with hundreds of doctors, most medical specialties, treatments, and diagnostics. Hospital with intensive level of care.
 - » Headquarters and flagship hospital of West Tennessee Healthcare, a 1,200+ bed hospital system, 7,000+ employees
 - » Jackson Clinic – over 140 doctors practicing in 25 medical specialties and sub-specialties, 600+ employees
 - » University of Tennessee primary care residency program
 - » Numerous Medical specialty practices focused on high-demand medical care such as Cardiology, Orthopedics and Dermatology, employing a total of over 100 physicians



JACKSON MURAL LOCATED DOWNTOWN



JACKSON-MADISON COUNTY GENERAL HOSPITAL

4. College and Universities, outstanding presence in the county
 - » Union University, private, liberal arts university with strong emphasis on healthcare professions (nursing, pharmacy)
 - » Lane College, an HBCU
 - » Jackson State Community College
 - » Tennessee College of Applied Technology – Jackson
 - » University of Memphis – Lambuth, full residential campus
 - » University of Tennessee Martin – extension center
 - » University of Tennessee – Agricultural Research Center
5. Ability to collaborate among city/county officials, local Chamber, community leaders, businesses, non-profits, and churches
6. Strong industrial recruitment program through the Jackson Chamber
7. Major employers are engaged in the community
8. Diversity of manufacturing sector and the overall local economy has provided economic and employment stability during economic downturns
9. Cost of living is low – a key attribute for recruiting talent to the county
10. West Tennessee Regional Training Center for law enforcement (Federal/State/Local)
11. Parks and Recreation
 - » Public golf course
 - » Tennis Center and other public tennis facilities
 - » Walking and hiking trails



12. McKellar-Sipes Regional Airport

- » Scheduled commercial service to St. Louis
- » Scheduled commercial service to Atlanta

13. Broadband Access

- » Fiber-based gig speed available
- » High-speed internet available to a very high percentage of homes and businesses in the county
- » High quality, robust

14. Reliable utility infrastructure

- » Single provider of all utilities, water, wastewater, electric power, natural gas, internet
- » Well managed, financially stable system
- » Great reputation for customer service
- » Infrastructure in place for all industrial sites

15. Large number of hotels

- » Most national chains have a presence in Jackson
- » Quantity of rooms to support large events, tourism
- » Quality accommodations at most price points

16. Retail

- » Jackson is a regional retail center serving a population of approximately 400,000 people in surrounding counties
- » Many major national retailers have a presence in Jackson

17. Good sense of community pride

- » Population enjoys amenities the larger population provide
- » Community is small enough that government access is easy



- » Community is small enough for people to feel they belong, small town atmosphere
18. Robust and diverse civic clubs who provide measurable program results and positive community impact
 19. Leadership Jackson
 - » Has trained 30+ people per year for decades
 - » Creates understanding of the county and prepares people to serve the community
 - » Leadership University is a similar program for local students
 20. Historical and Cultural Assets
 - » Jackson Symphony
 - » Jackson Arts Council
 - » Museums
 - » Multicultural Festival
 21. Visitor Attractions
 - » Casey Jones Village
 - » Museums
 - » Legends of Tennessee Music
 - » Rail/Depot
 - » Minor league baseball
 - » Events
 - » Broad range of attractions to offer visitors
 22. Quick and easy access to entertainment and amenities in Memphis and Nashville
 23. Effective local tax structure, combined with no state income tax, makes the county attractive to newcomers



COMMUNITY GARDEN - DOWNTOWN JACKSON



WEST TN AG RESEARCH & EDUCATION CENTER



THE CARNEGIE - CENTER FOR ARTS & HISTORY

24. Availability of industrial properties
 - » Industrial parks, well-planned and shovel-ready
 - » Available buildings (although more inventory will be needed)
25. Quality of available workforce - workforce has transferable skills, and is willing to train for new skills
26. Class I rail access, shortline rail
27. Good work environment
 - » Employers offer competitive wages and benefits
 - » Short commute times
28. Support for business innovation and entrepreneurship
 - » The Co-incubator and tech start-up center
29. Public Venues
 - » Carl Perkins Civic Center, multi-purpose, theater seating for 1,500
 - » The Ned, performing arts center with seating for 200+ and gallery space
 - » The Amp, music and events amphitheater
 - » Jackson Coliseum, sporting and other events, large seating capacity
 - » Farmer's Market open year-round, daily
 - » Ball Park, home to AAA baseball, 6000+ seating capacity for concerts and other events
 - » West Tennessee Sportsplex, hosts travel tournaments for softball and other sports



WEAKNESSES

1. Lack of available housing
 - » Lack of housing at affordable price points
 - » Need to explore city and developers partnership to help build the needed infrastructure for residential development
2. Need more available workers
 - » Employers need more workers with college degrees
 - » Job openings of all types now, not enough applicants
 - » Shortage of skilled trades workers (electrical, HVAC, etc.)
3. Limited supply of available industrial buildings
4. Quality early childhood education – public school system getting better in this area, but still isn't where it needs to be
5. Public Transportation, have a local transit authority and fixed bus routes
 - » Limited funding to increase service
 - » Underutilized
6. Crime
 - » Criminal activity coming into Jackson from surrounding region
 - » Crime statistics show high crime rate (crime is rigorously reported by state and local guidelines)
 - » Perception of crime on social media
7. Low labor force participation rate
 - » Disability is a contributing factor
 - » Public health is an underlying issue
8. Inadequate funding for tourism promotion
 - » Need a strong tourism strategy
9. Quality of public education
 - » Losing young families to other counties where public education has higher student achievement levels



- » Educational achievement is low
 - Graduation rates low
 - Literacy rate low
 - Math comprehension rate low
 - » Low percentage of graduates going to college, low ACT scores
 - » Need work-based learning opportunities and more career coaches
 - » Low percentage of students apply for Tennessee Promise scholarships that pay tuition for community and technical colleges
10. Not enough racial diversity in community leadership
 11. Lack of signature community event (i.e. Memphis in May, Humboldt Strawberry Festival)
 12. Broadband access in some rural parts of county is not as robust as the high-speed that is available in Jackson
 13. Need more public exercise/health facilities
 - » Many parks and recreational facilities are on outskirts of city and not walkable for city population
 14. Young professionals use job experience in Jackson as a resume builder and then move into larger metro areas like Nashville
 15. Storm water issues, flooding events
 16. Jackson/Madison County not perceived as collaborative by surrounding counties
 - » Not enough communication among counties about regional issues
 17. North/South highway corridors through Jackson are congested
 18. Revenue declining for public utilities as energy conservation programs reduce demand and industrial/commercial growth slows, need funds to reinvest in infrastructure
 19. Negative social media for Jackson



OPPORTUNITIES

1. Engage all community leaders in improving the public education system
2. Make public schools more attractive to families who now attend private schools
3. Build a new elementary school that can attract/retain families who consider moving to other counties for public education
4. Retain and grow population by improving the overall performance and perception of the public school system
5. Add more apprenticeships and work-based learning for high school students
6. Add more of the distribution industry to the economic base, utilize location strengths to recruit more wholesale/logistics/warehousing
7. Expand the retail base, capitalize further on regional consumer spending
8. Generate positive publicity for county, especially on social media
9. Better promotion for the county in order to grow population and tourism
 - » Make strengths more widely known
 - » More tourism promotion
 - » Increase talent and workforce attraction
 - » Promote county to retirees
 - » Communicate quality of life for young adults and families
10. Build regulation track and field facilities for schools to gain multiple benefits
 - » Encourages better health
 - » Provides entertainment for children and teens



IMPROVE PUBLIC EDUCATION SYSTEM



BUILD REGULATION TRACK & FIELD FACILITY



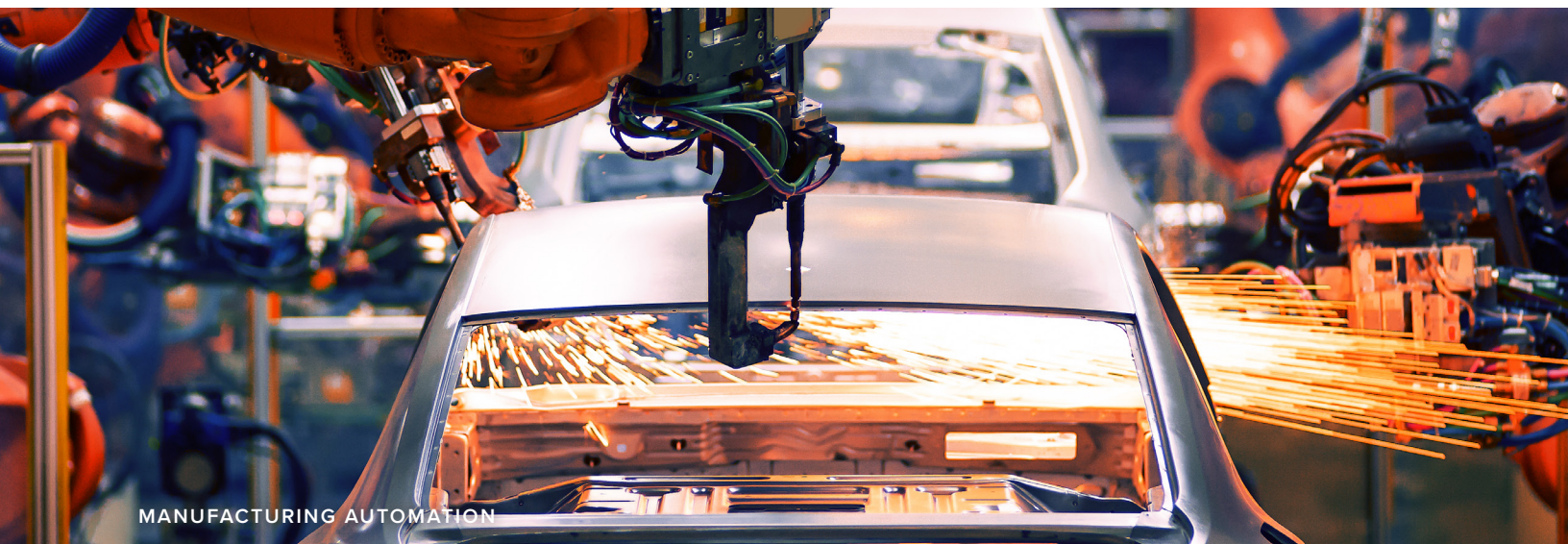
ADD MORE APPRENTICESHIPS & WORK-BASED LEARNING PROGRAMS

- » Generates revenue for hosting events and meets/competitions
- 11. Host more youth sports including basketball, soccer, volleyball, and track
- 12. Continue progress and successes of downtown development
- 13. Create more local businesses, especially restaurants – too many chains, not enough local food options
- 14. Develop regional forums
 - » For employers to communicate
 - » To invite more input from surrounding counties (large consumer base) in planning
- 15. Encourage more students to utilize Tennessee Promise scholarships
- 16. Teach construction trades at local correctional facilities



THREATS

1. Increasing numbers of commercial building vacancies
 - » Long-vacant properties becoming blighted
 - » Mall losing more major tenants
 - » Closing of mall would be detrimental to entire surrounding neighborhood
2. Costs to address storm water issues and flooding
3. National racial and political tensions could impact local community if positive communication is not promoted
4. Misinformation and negative messaging on social media
5. Businesses not being able to update technology and machinery, not having access to capital to automate (example: closing of Bruce hardwood flooring manufacturer, could not re-tool for change in consumer preferences)
6. Workers being displaced by continued automation in manufacturing and other industries
7. Employers not paying a living wage; employers not being able to compete as entry-level wages rise
8. Population decline in the surrounding region



Priorities for Economic Recovery

To complete the planning session, the group was tasked with identifying priorities for economic recovery. Participants were asked to prioritize issues or needs that must be addressed in order for the county to have sustainable economic growth during the pandemic recovery and long-term.

The meeting facilitator consolidated information from all input and discussions presented during the earlier parts of the planning session to develop a list of issues. The resulting list was presented and discussed with the participant group to ensure that the list reflected the major items that had been identified in the planning session.

To create a priority order among the list of issues, the participants were instructed to conduct a multi-voting exercise. Each participant could choose only three issues from among the list that was presented.

Limiting the number of items that could be selected caused each participant to choose their highest priorities. Participants were assured that if an issue was not among the top three when the voting was tallied it did not mean that the issue would not be addressed in some manner. The voting process was used to develop a ranked priority order.

After the votes were cast the issues were ranked in the following order of priority.

1. IMPROVE PUBLIC EDUCATION

Improving the K-12 public school system was the top-ranked priority identified in the strategic planning session by a wide margin. Key issues discussed during the strategic planning session included:

» Greater student achievement

- Improve the overall ranking from the Tennessee Department of Education from Level 1 to the highest level. The ranking system is based on student advancement, with the lowest ranking being Level 1 and the highest Level 5.
- Increase the high school graduation rate.
- Increase the number of students who enter college or advanced technical training and increase utilization of available scholarship funds such as Tennessee Promise.

» Recover the learning loss stemming from the pandemic shutdown and reliance on virtual learning. The school system was only able to offer eight days per month of instruction at the height of the pandemic.

- Summer programs and expanded programs for the next school years will be needed.



- Social and mental health issues that were exacerbated by the pandemic must be addressed as well as academic issues.

» **Facilities Improvements**

- Build a new elementary school in the northern part of Madison County that offers an environment that exceeds the expectations of parents considering private schools or schools in neighboring counties.
- Procure state-of-the-art furnishings and equipment for the high school and middle school projects that are under construction.

» **Attractiveness to young families**

- Promote the attributes of the school system that exhibit excellence.
- Change the perception of the school system so that it helps attract population growth.
- Improve early childhood learning programs.

» **Stronger partnerships with higher education and employers**

- Expand the Local Option and Opportunities Program (LOOP) that allows high school juniors and seniors who are accepted into the program to complete their education in the workplace of an advanced manufacturing partner. The LOOP participants study half a day at the manufacturer's facility and perform paid work for the manufacturing partner for the other half of the day.
- Expand dual enrollment programs with local and regional higher education institutions, have more higher education representatives in the schools on a regular basis and offer visits to higher education institutions starting in middle school.
- Add more Career Coaches and guidance counselors to the school system staff.
- Add more work-based learning opportunities in fields other than manufacturing.
- Increase the number of apprenticeships available.

2. WORKFORCE DEVELOPMENT

Many areas of workforce development overlap with improving the public education system, particularly strengthening partnerships with employers.

» **Increase labor force participation**

The labor force participation rate in Madison County, at 58.62% prior to the pandemic, was lower than the Tennessee state average rate of 61.24% or national rate of 63.25%. While the labor force participation rate in Madison County is higher than the SWTDD regional rate, low labor force participation is prevalent throughout the eight counties in the region.

An in-depth analysis of the full range and interconnection of underlying factors could benefit the entire Southwest Tennessee region by removing barriers that keep people out of the workforce. Refinements and expansions of existing programs may be needed to enable more people to hold employment.

» **Guide and encourage more people to utilize the extensive higher education assets in Madison County**

Madison County has a wealth of higher education opportunities with eight colleges, universities, and technical schools having a physical presence in the county. These institutions offer a wide variety of programs and fields of study and consistently bring students from beyond the local region into Jackson.

However, the college admissions rate for Madison County public school students is low. Some of the recommendations for improving K-12 education address this issue.

Tennessee Promise scholarships for traditional students and Tennessee Reconnect scholarships for adults and displaced workers pay the full, last-dollar amount for attending community colleges and TCATs. This removes much of the financial barrier to training and advanced education.

These scholarships were highly promoted prior to the pandemic. Reintroducing these opportunities will be important in building the workforce. Funding for communication and guidance will be required. Financial guidance can be coordinated with guidance to address other barriers such as childcare and transportation.

» **Intensify efforts to prepare more workers for the healthcare industry**

- Expand the number of students in healthcare career pathways by demonstrating successes.
- Scale up training programs that assist local employers in preparing workers.
- Retrain workers to help them transfer their skills from occupations that were displaced during the pandemic to high-demand occupations.

» **Construction trade skills can be taught at local correctional facilities, and reentry programs can be developed with local employers.**

» **Convene regional employers to create regional worker recruitment strategies and to prepare for large hiring events that will disrupt the supply of workers (e.g. The opening of Tyson Foods in Gibson County is drawing 1,500+ workers from the regional labor pool).**

3. REVERSING POPULATION DECLINE - LOCALLY, REGIONALLY

After decades of rapid population growth, Madison County experienced a decline in population between 2010-2021. Jackson and Madison County can undertake several actions to avoid further population losses, which include the following ideas that were brought forward during the strategic planning session:

» **Alleviate the housing shortage**

- The inventory of available housing is historically low. JEA reports that there are fewer active residential developers and home builders than prior to the 2008 financial crisis. There is a shortage of skilled trades workers to support the construction industry.
- Madison County is in a better position to address the regional and national housing shortage than other locations in West Tennessee. There is available land outside flood zones. Utilities are available to most developable tracts of land. There are some builders and developers currently operating in the county.
- City and county government and JEA should work to speed up the development process and collaborate with developers and residential contractors.
- Large developers of single family homes, multi-family homes, retirement communities, student housing and affordable housing should be targeted and recruited as part of the economic development program.
- Conduct ongoing, coordinated, and adequately funded advertising and promotion for the county

» **Promotions to attract tourism would also boost population growth as visitors discover the county, and as the messaging creates a positive image and increased awareness of Jackson's quality of life**

» **Continuous marketing using social media and digital marketing should incorporate narratives about all of the many strengths the county has to offer (see Strengths section of this report). It can also help remediate negative messages on social media and bring renewed attention to Jackson. The Nashville region has taken the spotlight in recent years. Jackson should position itself to absorb some of the rapid population growth that Nashville publicity has generated.**

» **Become a lead participant in a regional initiative to reverse population decline**

» **A large portion of Jackson's workforce (approximately 45%) and retail spending (almost \$1 billion annually) comes from the surrounding counties. Population decline in the region has a proportionately large impact on Jackson. The goals of strengthening retail and enlarging the available workforce cannot be achieved without reversing population decline in the region.**

4. STRENGTHEN RETAIL

Participants in the strategic planning session noted that the retail industry and other small businesses must adapt to changes in consumer demand. Many changes were accelerated by the pandemic and caught small businesses unprepared for dramatic shifts in demand.

- » Integrate more online retail by teaching existing retailers how to build more effective online sales platforms. Coach entrepreneurs and start-ups and connect them with resources to operate and build a customer base.
- » Population growth will strengthen retail in Madison County.

- » Use tourism and community advertising campaigns to promote the diversity of Jackson's businesses and entertainment offerings.
- » Address the growing commercial building vacancies. Engage entrepreneurs and developers in finding new purposes for commercial buildings (such as the large block of buildings just south of the mall). Enforce building regulations and prevent blight.

5. COMMUNITY COLLABORATION

- » Build on the robust civic and non-profit engagement that exists in Madison County.
- » Engage community groups in enacting city/county/public school plans.



2021 DEMOGRAPHIC REPORT

Pop-Facts Demographics Snapshot 2021 | Southwest Tennessee Development District - Madison County

SWTDD Region Counties Include: Chester County, TN; Decatur County, TN; Hardeman County, TN; Hardin County, TN; Haywood County, TN; Henderson County, TN; Madison County, TN; McNairy County, TN

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Population								
2000 Census	91,837	--	242,765	--	5,689,277	--	281,421,942	--
2010 Census	98,294	--	253,092	--	6,346,105	--	308,745,538	--
2021 Estimate	98,041	--	248,153	--	6,911,029	--	330,946,040	--
2026 Projection	99,513	--	250,317	--	7,175,823	--	340,574,349	--
Population Growth								
Percent Change: 2000 to 2010	--	7.03	--	4.25	--	11.54	--	9.71
Percent Change: 2010 to 2021	--	-0.26	--	-1.95	--	8.90	--	7.19
Percent Change: 2021 to 2026	--	1.50	--	0.87	--	3.83	--	2.91
Households								
2000 Census	35,552	--	93,806	--	2,232,906	--	105,480,131	--
2010 Census	38,073	--	98,161	--	2,493,552	--	116,716,292	--
2021 Estimate	38,180	--	96,292	--	2,716,243	--	125,732,798	--
2026 Projection	38,823	--	97,225	--	2,822,151	--	129,596,282	--
Household Growth								
Percent Change: 2000 to 2010	--	7.09	--	4.64	--	11.67	--	10.65
Percent Change: 2010 to 2021	--	0.28	--	-1.90	--	8.93	--	7.72
Percent Change: 2021 to 2026	--	1.68	--	0.97	--	3.90	--	3.07
Family Households								
2000 Census	24,652	--	66,473	--	1,547,851	--	71,787,385	--
2010 Census	25,628	--	67,349	--	1,679,177	--	77,538,296	--
2021 Estimate	25,790	--	66,190	--	1,832,874	--	83,612,294	--
2026 Projection	26,251	--	66,865	--	1,905,651	--	86,210,238	--
Family Household Growth								
Percent Change: 2000 to 2010	--	3.96	--	1.32	--	8.48	--	8.01
Percent Change: 2010 to 2021	--	0.63	--	-1.72	--	9.15	--	7.83
Percent Change: 2021 to 2026	--	1.79	--	1.02	--	3.97	--	3.11

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Population by Single-Classification Race								
White Alone	55,199	56.30	173,771	70.03	5,217,939	75.50	228,985,027	69.19
Black/African American Alone	37,055	37.80	62,592	25.22	1,162,538	16.82	42,654,615	12.89
American Indian/Alaskan Native Alone	228	0.23	799	0.32	25,361	0.37	3,296,702	1.00
Asian Alone	1,092	1.11	1,858	0.75	134,568	1.95	19,688,976	5.95
Native Hawaiian/Pacific Islander Alone	36	0.04	65	0.03	5,088	0.07	664,254	0.20
Some Other Race Alone	2,355	2.40	4,125	1.66	201,427	2.92	23,763,878	7.18
Two or More Races	2,076	2.12	4,943	1.99	164,108	2.38	11,892,588	3.59
2021 Est. Population by Hispanic or Latino Origin								
Not Hispanic or Latino	93,774	95.65	239,425	96.48	6,487,601	93.87	267,279,189	80.76
Hispanic or Latino	4,267	4.35	8,728	3.52	423,428	6.13	63,666,851	19.24
Mexican Origin	3,106	72.79	6,317	72.38	269,652	63.68	39,371,387	61.84
Puerto Rican Origin	273	6.40	596	6.83	32,895	7.77	6,255,662	9.83
Cuban Origin	57	1.34	149	1.71	11,598	2.74	2,308,779	3.63
All Other Hispanic or Latino	831	19.48	1,666	19.09	109,283	25.81	15,731,023	24.71
2021 Est. Pop by Race, Asian Alone, by Category								
Chinese, except Taiwanese	133	12.18	173	9.31	23,096	17.16	4,487,981	22.79
Filipino	291	26.65	507	27.29	14,268	10.60	3,112,632	15.81
Japanese	41	3.75	52	2.80	6,192	4.60	833,794	4.24
Asian Indian	219	20.05	500	26.91	32,015	23.79	4,418,142	22.44
Korean	81	7.42	94	5.06	11,675	8.68	1,603,353	8.14
Vietnamese	267	24.45	288	15.50	15,793	11.74	2,017,041	10.24
Cambodian	42	3.85	99	5.33	2,549	1.89	278,350	1.41
Hmong	0	0.00	110	5.92	834	0.62	330,472	1.68
Laotian	0	0.00	0	0.00	8,275	6.15	228,459	1.16
Thai	14	1.28	14	0.75	3,895	2.89	232,589	1.18
All Other Asian Races Including 2+ Category	4	0.37	21	1.13	15,976	11.87	2,146,163	10.90

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Population by Ancestry								
Arab	323	0.33	398	0.16	34,023	0.49	1,672,310	0.51
Czech	63	0.06	167	0.07	8,342	0.12	1,121,343	0.34
Danish	51	0.05	177	0.07	7,694	0.11	1,035,625	0.31
Dutch	527	0.54	1,736	0.70	62,126	0.90	3,278,203	0.99
English	5,125	5.23	14,534	5.86	506,569	7.33	19,485,083	5.89
French (Excluding Basque)	871	0.89	2,705	1.09	95,561	1.38	6,385,981	1.93
French Canadian	83	0.09	342	0.14	16,146	0.23	1,661,855	0.50
German	4,779	4.87	13,206	5.32	549,999	7.96	35,844,834	10.83
Greek	41	0.04	169	0.07	10,245	0.15	1,020,400	0.31
Hungarian	74	0.08	152	0.06	9,933	0.14	1,117,452	0.34
Irish	5,918	6.04	18,263	7.36	568,612	8.23	25,990,000	7.85
Italian	847	0.86	2,725	1.10	129,210	1.87	13,441,538	4.06
Lithuanian	8	0.01	49	0.02	4,036	0.06	497,383	0.15
Norwegian	325	0.33	681	0.27	26,342	0.38	3,479,122	1.05
Polish	515	0.53	1,215	0.49	64,064	0.93	7,206,810	2.18
Portuguese	26	0.03	86	0.04	5,426	0.08	1,106,557	0.33
Russian	51	0.05	126	0.05	16,569	0.24	2,182,631	0.66
Scotch-Irish	1,278	1.30	2,975	1.20	126,784	1.83	2,515,247	0.76
Scottish	1,097	1.12	3,342	1.35	122,789	1.78	4,462,789	1.35
Slovak	21	0.02	84	0.03	3,502	0.05	529,300	0.16
Sub-Saharan African	4,538	4.63	12,475	5.03	68,840	1.00	3,065,672	0.93
Swedish	194	0.20	475	0.19	26,735	0.39	3,029,600	0.92
Swiss	170	0.17	398	0.16	9,794	0.14	749,554	0.23
Ukrainian	55	0.06	95	0.04	6,740	0.10	800,891	0.24
United States or American	7,615	7.77	24,966	10.06	860,266	12.45	17,841,498	5.39
Welsh	192	0.20	502	0.20	30,100	0.44	1,463,632	0.44
West Indian (Excluding Hispanic groups)	76	0.08	148	0.06	11,398	0.17	2,592,740	0.78
Other ancestries	28,795	29.37	60,162	24.24	2,058,219	29.78	121,490,843	36.71
Ancestries Unclassified	34,383	35.07	85,800	34.58	1,470,965	21.28	45,877,147	13.86
2021 Est. Pop Age 5+ by Language Spoken At Home								
Speak Only English at Home	85,114	92.51	217,003	92.74	5,898,114	90.75	237,922,050	76.50
Speak Asian/Pacific Isl. Lang. at Home	1,628	1.77	4,798	2.05	108,113	1.66	11,838,039	3.81
Speak Indo-European Language at Home	711	0.77	2,497	1.07	101,120	1.56	12,343,539	3.97
Speak Spanish at Home	3,861	4.20	8,545	3.65	355,267	5.47	46,510,394	14.95
Speak Other Language at Home	695	0.76	1,159	0.49	36,481	0.56	2,410,930	0.78

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Hisp. or Latino Pop by Single-Class. Race								
White Alone	1,505	35.27	3,697	42.36	179,449	42.38	33,813,076	53.11
Black/African American Alone	136	3.19	311	3.56	11,466	2.71	1,602,031	2.52
American Indian/Alaskan Native Alone	49	1.15	127	1.46	5,531	1.31	873,764	1.37
Asian Alone	29	0.68	43	0.49	1,410	0.33	263,799	0.41
Native Hawaiian/Pacific Islander Alone	4	0.09	5	0.06	1,307	0.31	76,055	0.12
Some Other Race Alone	2,240	52.50	3,909	44.79	194,445	45.92	23,139,124	36.34
Two or More Races	304	7.12	636	7.29	29,820	7.04	3,899,002	6.12
2021 Est. Population by Sex								
Male	46,478	47.41	120,963	48.74	3,373,506	48.81	162,994,145	49.25
Female	51,563	52.59	127,190	51.26	3,537,523	51.19	167,951,895	50.75
2021 Est. Population by Age								
Age 0 - 4	6,032	6.15	14,151	5.70	411,934	5.96	19,921,088	6.02
Age 5 - 9	5,977	6.10	14,272	5.75	414,042	5.99	20,063,919	6.06
Age 10 - 14	6,016	6.14	15,015	6.05	427,769	6.19	20,651,734	6.24
Age 15 - 17	3,813	3.89	9,613	3.87	263,750	3.82	12,807,865	3.87
Age 18 - 20	5,086	5.19	10,885	4.39	275,356	3.98	13,622,446	4.12
Age 21 - 24	5,346	5.45	12,737	5.13	351,898	5.09	17,387,153	5.25
Age 25 - 34	12,315	12.56	29,964	12.07	935,026	13.53	44,726,393	13.52
Age 35 - 44	11,115	11.34	28,370	11.43	855,096	12.37	42,160,026	12.74
Age 45 - 54	11,596	11.83	30,192	12.17	870,795	12.60	40,850,092	12.34
Age 55 - 64	12,984	13.24	33,659	13.56	894,728	12.95	42,310,640	12.79
Age 65 - 74	10,717	10.93	29,467	11.88	732,938	10.61	33,408,314	10.10
Age 75 - 84	5,037	5.14	14,340	5.78	351,488	5.09	16,368,076	4.95
Age 85 and over	2,007	2.05	5,488	2.21	126,209	1.83	6,668,294	2.02
Age 16 and over	78,768	80.34	201,572	81.23	5,570,809	80.61	266,111,913	80.41
Age 18 and over	76,203	77.73	195,102	78.62	5,393,534	78.04	257,501,434	77.81
Age 21 and over	71,117	72.54	184,217	74.23	5,118,178	74.06	243,878,988	73.69
Age 65 and over	17,761	18.12	49,295	19.86	1,210,635	17.52	56,444,684	17.06
Median Age	--	38.94	--	41.16	--	39.34	--	38.81
Average Age	--	40.00	--	41.27	--	40.10	--	39.80

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Pop Age 15+ by Marital Status								
Total, Never Married	28,352	35.43	62,039	30.30	1,737,588	30.71	91,149,170	33.72
Male, Never Married	14,284	17.85	33,023	16.13	922,933	16.31	48,747,926	18.03
Female, Never Married	14,068	17.58	29,016	14.17	814,655	14.40	42,401,244	15.69
Married, Spouse Present	32,626	40.77	90,432	44.17	2,625,930	46.42	121,576,728	44.98
Married, Spouse Absent	4,979	6.22	11,480	5.61	246,810	4.36	12,622,273	4.67
Widowed	5,018	6.27	14,729	7.20	351,596	6.21	15,507,091	5.74
Male, Widowed	748	0.94	2,954	1.44	78,891	1.40	3,473,393	1.28
Female, Widowed	4,270	5.34	11,775	5.75	272,705	4.82	12,033,698	4.45
Divorced	9,041	11.30	26,035	12.72	695,360	12.29	29,454,037	10.90
Male, Divorced	3,727	4.66	12,155	5.94	303,885	5.37	12,618,306	4.67
Female, Divorced	5,314	6.64	13,880	6.78	391,475	6.92	16,835,731	6.23
2021 Est. Male Population by Age								
Male: Age 0 - 4	3,108	6.69	7,259	6.00	210,341	6.24	10,182,913	6.25
Male: Age 5 - 9	3,097	6.66	7,338	6.07	211,204	6.26	10,254,110	6.29
Male: Age 10 - 14	3,055	6.57	7,617	6.30	218,157	6.47	10,546,787	6.47
Male: Age 15 - 17	1,913	4.12	4,862	4.02	134,678	3.99	6,528,639	4.00
Male: Age 18 - 20	2,405	5.17	5,431	4.49	140,698	4.17	6,980,351	4.28
Male: Age 21 - 24	2,616	5.63	6,598	5.46	180,069	5.34	8,957,804	5.50
Male: Age 25 - 34	5,863	12.62	15,313	12.66	467,348	13.85	22,763,400	13.97
Male: Age 35 - 44	5,276	11.35	14,031	11.60	420,917	12.48	21,036,684	12.91
Male: Age 45 - 54	5,493	11.82	14,787	12.22	426,214	12.63	20,140,736	12.36
Male: Age 55 - 64	5,904	12.70	15,879	13.13	426,817	12.65	20,437,593	12.54
Male: Age 65 - 74	4,960	10.67	13,845	11.45	340,805	10.10	15,610,765	9.58
Male: Age 75 - 84	2,125	4.57	6,200	5.13	153,245	4.54	7,170,055	4.40
Male: Age 85 and over	663	1.43	1,803	1.49	43,013	1.27	2,384,308	1.46
Median Age, Male	--	37.19	--	39.29	--	37.88	--	37.45
Average Age, Male	--	38.60	--	39.94	--	39.00	--	38.70

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Female Population by Age								
Female: Age 0 - 4	2,924	5.67	6,892	5.42	201,593	5.70	9,738,175	5.80
Female: Age 5 - 9	2,880	5.58	6,934	5.45	202,838	5.73	9,809,809	5.84
Female: Age 10 - 14	2,961	5.74	7,398	5.82	209,612	5.92	10,104,947	6.02
Female: Age 15 - 17	1,900	3.69	4,751	3.73	129,072	3.65	6,279,226	3.74
Female: Age 18 - 20	2,681	5.20	5,454	4.29	134,658	3.81	6,642,095	3.96
Female: Age 21 - 24	2,730	5.29	6,139	4.83	171,829	4.86	8,429,349	5.02
Female: Age 25 - 34	6,452	12.51	14,651	11.52	467,678	13.22	21,962,993	13.08
Female: Age 35 - 44	5,839	11.32	14,339	11.27	434,179	12.27	21,123,342	12.58
Female: Age 45 - 54	6,103	11.84	15,405	12.11	444,581	12.57	20,709,356	12.33
Female: Age 55 - 64	7,080	13.73	17,780	13.98	467,911	13.23	21,873,047	13.02
Female: Age 65 - 74	5,757	11.16	15,622	12.28	392,133	11.09	17,797,549	10.60
Female: Age 75 - 84	2,912	5.65	8,140	6.40	198,243	5.60	9,198,021	5.48
Female: Age 85 and over	1,344	2.61	3,685	2.90	83,196	2.35	4,283,986	2.55
Median Age, Female	--	40.55	--	42.97	--	40.77	--	40.17
Average Age, Female	--	41.20	--	42.53	--	41.10	--	40.80
2021 Est. Households by Household Type								
Family Households	25,790	67.55	66,190	68.74	1,832,874	67.48	83,612,294	66.50
NonFamily Households	12,390	32.45	30,102	31.26	883,369	32.52	42,120,504	33.50
2021 Est. Group Quarters Population								
2021 Est. Group Quarters Population	4,580	4.67	11,158	4.50	159,591	2.31	8,138,908	2.46
2021 HHs By Ethnicity, Hispanic/Latino								
2021 HHs By Ethnicity, Hispanic/Latino	1,100	2.88	2,303	2.39	110,258	4.06	17,557,476	13.96
2021 Est. Family HH Type by Presence of Own Child.								
Married Couple Family, own children	6,503	25.21	16,697	25.23	519,160	28.32	25,774,747	30.83
Married Couple Family, no own children	10,866	42.13	29,892	45.16	817,614	44.61	35,465,629	42.42
Male Householder, own children	723	2.80	2,047	3.09	61,296	3.34	2,993,043	3.58
Male Householder, no own children	940	3.65	2,433	3.68	66,393	3.62	3,177,989	3.80
Female Householder, own children	3,917	15.19	8,170	12.34	199,244	10.87	8,928,006	10.68
Female Householder, no own children	2,841	11.02	6,951	10.50	169,167	9.23	7,272,880	8.70

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Households by Household Size								
1-Person Household	10,811	28.32	26,498	27.52	736,874	27.13	34,279,595	27.26
2-Person Household	12,835	33.62	33,106	34.38	925,641	34.08	40,688,759	32.36
3-Person Household	6,553	17.16	16,341	16.97	462,359	17.02	20,443,916	16.26
4-Person Household	4,574	11.98	11,724	12.18	340,758	12.54	16,369,818	13.02
5-Person Household	2,154	5.64	5,469	5.68	155,046	5.71	8,106,397	6.45
6-Person Household	806	2.11	2,025	2.10	60,254	2.22	3,469,750	2.76
7-or-more-person	447	1.17	1,129	1.17	35,311	1.30	2,374,563	1.89
2021 Est. Average Household Size	--	2.45	--	2.46	--	2.49	--	2.57
2021 Est. Households by Number of Vehicles								
No Vehicles	2,785	7.29	6,632	6.89	147,964	5.45	10,523,424	8.37
1 Vehicle	12,317	32.26	29,786	30.93	824,485	30.35	40,720,537	32.39
2 Vehicles	13,524	35.42	35,404	36.77	1,043,913	38.43	46,930,671	37.33
3 Vehicles	6,709	17.57	16,886	17.54	466,646	17.18	18,636,673	14.82
4 Vehicles	2,094	5.49	5,550	5.76	163,264	6.01	6,272,660	4.99
5 or more Vehicles	751	1.97	2,034	2.11	69,971	2.58	2,648,833	2.11
2021 Est. Average Number of Vehicles	--	1.90	--	1.92	--	2.00	--	1.80
2021 Est. Occupied Housing Units by Tenure								
Housing Units, Owner-Occupied	24,979	65.42	67,625	70.23	1,860,222	68.48	81,944,178	65.17
Housing Units, Renter-Occupied	13,201	34.58	28,667	29.77	856,021	31.52	43,788,620	34.83
2021 Owner Occ. HUs: Avg. Length of Residence								
2021 Owner Occ. HUs: Avg. Length of Residence	--	17.60	--	18.89	--	16.20	--	16.50
2021 Renter Occ. HUs: Avg. Length of Residence								
2021 Renter Occ. HUs: Avg. Length of Residence	--	6.60	--	7.36	--	6.40	--	6.70

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Owner-Occupied Housing Units by Value								
Value Less Than \$20,000	559	2.24	2,231	3.30	44,107	2.37	1,960,463	2.39
Value \$20,000 - \$39,999	708	2.83	3,963	5.86	48,574	2.61	1,971,787	2.41
Value \$40,000 - \$59,999	1,048	4.20	4,433	6.55	57,844	3.11	2,119,053	2.59
Value \$60,000 - \$79,999	1,512	6.05	6,040	8.93	88,332	4.75	2,938,686	3.59
Value \$80,000 - \$99,999	2,744	10.98	8,289	12.26	119,437	6.42	3,784,864	4.62
Value \$100,000 - \$149,999	5,987	23.97	14,561	21.53	283,685	15.25	9,327,139	11.38
Value \$150,000 - \$199,999	4,884	19.55	10,882	16.09	301,242	16.19	10,310,151	12.58
Value \$200,000 - \$299,999	3,865	15.47	9,459	13.99	394,950	21.23	15,613,547	19.05
Value \$300,000 - \$399,999	1,880	7.53	4,029	5.96	213,142	11.46	10,693,739	13.05
Value \$400,000 - \$499,999	915	3.66	1,853	2.74	125,393	6.74	7,299,475	8.91
Value \$500,000 - \$749,999	565	2.26	1,138	1.68	103,158	5.54	8,008,725	9.77
Value \$750,000 - \$999,999	197	0.79	416	0.61	43,221	2.32	3,835,670	4.68
Value \$1,000,000 - \$1,499,999	89	0.36	202	0.30	21,911	1.18	2,238,076	2.73
Value \$1,500,000 - \$1,999,999	19	0.08	68	0.10	7,377	0.40	826,958	1.01
Value \$2,000,000 or more	7	0.03	61	0.09	7,849	0.42	1,015,845	1.24
2021 Est. Median All Owner-Occupied Housing Value	--	149,368.80	--	127,993.74	--	197,644.62	--	250,250.15
2021 Est. Housing Units by Units in Structure								
1 Unit Attached	718	1.68	1,232	1.08	93,896	3.07	8,326,570	5.87
1 Unit Detached	31,961	74.87	84,956	74.56	2,094,311	68.56	87,303,999	61.54
2 Units	1,675	3.92	3,413	3.00	86,286	2.83	5,037,785	3.55
3 to 4 Units	2,249	5.27	3,841	3.37	97,739	3.20	6,162,384	4.34
5 to 19 Units	2,973	6.96	4,267	3.75	259,939	8.51	13,122,173	9.25
20 to 49 Units	335	0.79	637	0.56	64,984	2.13	5,171,608	3.65
50 or More Units	647	1.52	916	0.80	74,191	2.43	7,764,304	5.47
Mobile Home or Trailer	2,122	4.97	14,497	12.72	280,698	9.19	8,852,261	6.24
Boat, RV, Van, etc.	8	0.02	188	0.17	2,679	0.09	129,036	0.09

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Housing Units by Year Structure Built								
Built 2014 or Later	1,468	3.44	2,750	2.41	244,171	7.99	10,236,133	7.21
Built 2010 to 2013	942	2.21	2,531	2.22	94,739	3.10	3,477,319	2.45
Built 2000 to 2009	6,144	14.39	16,327	14.33	490,797	16.07	19,776,619	13.94
Built 1990 to 1999	8,550	20.03	23,166	20.33	524,144	17.16	18,848,768	13.29
Built 1980 to 1989	6,378	14.94	17,676	15.51	404,654	13.25	18,072,900	12.74
Built 1970 to 1979	6,293	14.74	19,075	16.74	443,202	14.51	20,347,118	14.34
Built 1960 to 1969	4,799	11.24	13,545	11.89	296,685	9.71	14,133,467	9.96
Built 1950 to 1959	3,572	8.37	8,870	7.78	253,808	8.31	13,691,264	9.65
Built 1940 to 1949	1,936	4.54	4,160	3.65	133,916	4.38	6,597,131	4.65
Built 1939 or Earlier	2,606	6.11	5,847	5.13	168,607	5.52	16,689,401	11.76
2021 Housing Units by Year Structure Built								
2021 Est. Median Year Structure Built	--	1,983.50	--	1,983.16	--	1,985.86	--	1,979.74
2021 Est. Households by Presence of People Under 18								
2021 Est. Households by Presence of People Under 18	12,785	33.49	31,580	32.80	891,358	32.82	42,215,210	33.58
2021 Households with 1 or More People under Age 18								
Married Couple Family	7,125	55.73	18,659	59.09	566,234	63.52	27,653,704	65.51
Other Family, Male Householder	909	7.11	2,508	7.94	73,807	8.28	3,558,772	8.43
Other Family, Female Householder	4,661	36.46	10,090	31.95	241,911	27.14	10,594,404	25.10
NonFamily Household, Male Householder	65	0.51	245	0.78	7,221	0.81	303,659	0.72
NonFamily Household, Female Householder	25	0.20	78	0.25	2,185	0.24	104,671	0.25
2021 Est. Households with No People under Age 18								
Households with No People under Age 18	25,395	66.51	64,712	67.20	1,824,885	67.18	83,517,588	66.42
2021 Households with No People under Age 18								
Married Couple Family	10,235	40.30	27,927	43.16	770,492	42.22	33,586,391	40.22
Other Family, Male Householder	759	2.99	1,967	3.04	53,858	2.95	2,612,339	3.13
Other Family, Female Householder	2,098	8.26	5,031	7.77	126,582	6.94	5,607,160	6.71
NonFamily, Male Householder	5,494	21.63	13,545	20.93	402,058	22.03	19,589,314	23.45
NonFamily, Female Householder	6,809	26.81	16,242	25.10	471,895	25.86	22,122,384	26.49

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Pop Age 25+ by Edu. Attainment								
Less than 9th Grade	2,395	3.64	8,900	5.19	214,097	4.49	11,443,770	5.05
Some High School, No Diploma	5,579	8.48	18,282	10.66	373,099	7.83	15,459,190	6.83
High School Graduate (or GED)	22,576	34.33	68,638	40.03	1,526,319	32.02	61,034,370	26.95
Some College, No Degree	14,576	22.16	34,240	19.97	1,001,211	21.01	46,140,403	20.37
Associate's Degree	4,483	6.82	11,138	6.50	353,542	7.42	19,338,785	8.54
Bachelor's Degree	9,997	15.20	19,260	11.23	818,534	17.17	44,913,727	19.83
Master's Degree	4,046	6.15	7,786	4.54	335,009	7.03	20,080,684	8.87
Professional Degree	1,316	2.00	1,996	1.16	85,469	1.79	4,856,549	2.14
Doctorate Degree	803	1.22	1,240	0.72	59,000	1.24	3,224,357	1.42
2021 Est. Pop Age 25+ by Edu. Attain., Hisp./Lat.								
High School Diploma	962	45.42	1,934	43.84	78,341	35.77	11,315,590	30.87
High School Graduate	491	23.18	1,081	24.51	64,741	29.56	10,315,947	28.15
Some College or Associate's Degree	267	12.61	874	19.81	39,165	17.88	8,940,246	24.39
Bachelor's Degree or Higher	398	18.79	522	11.83	36,792	16.80	6,079,177	16.59
2021 Est. Households by HH Income								
Income < \$15,000	5,574	14.60	14,563	15.12	307,934	11.34	12,159,124	9.67
Income \$15,000 - \$24,999	4,369	11.44	12,021	12.48	270,250	9.95	10,429,416	8.29
Income \$25,000 - \$34,999	4,064	10.64	11,074	11.50	265,318	9.77	10,445,333	8.31
Income \$35,000 - \$49,999	5,922	15.51	14,638	15.20	373,215	13.74	15,034,831	11.96
Income \$50,000 - \$74,999	6,041	15.82	16,068	16.69	483,708	17.81	20,828,606	16.57
Income \$75,000 - \$99,999	4,369	11.44	11,023	11.45	333,613	12.28	15,668,721	12.46
Income \$100,000 - \$124,999	2,770	7.25	6,610	6.86	234,152	8.62	11,865,810	9.44
Income \$125,000 - \$149,999	1,662	4.35	3,738	3.88	149,314	5.50	8,347,936	6.64
Income \$150,000 - \$199,999	1,619	4.24	3,399	3.53	140,534	5.17	8,998,749	7.16
Income \$200,000 - \$249,999	706	1.85	1,409	1.46	62,665	2.31	4,400,430	3.50
Income \$250,000 - \$499,999	775	2.03	1,286	1.34	65,554	2.41	4,819,655	3.83
Income \$500,000+	309	0.81	463	0.48	29,986	1.10	2,734,187	2.17
2021 Est. Average Household Income	--	70,161.00	--	63,764.67	--	79,460.00	--	96,765.00
2021 Est. Median Household Income	--	47,654.98	--	45,388.64	--	56,492.43	--	67,085.79

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Median HH Inc. by Single-Class. Race or Eth.								
White Alone	--	57,890.18	--	49,845.95	--	60,526.75	--	71,602.50
Black or African American Alone	--	35,118.74	--	34,156.38	--	40,535.46	--	45,207.56
American Indian and Alaskan Native Alone	--	119,015.69	--	81,156.93	--	50,416.12	--	47,560.25
Asian Alone	--	86,591.07	--	78,668.81	--	81,103.86	--	95,701.30
Native Hawaiian and Other Pacific Islander Alone	--	41,039.70	--	55,851.33	--	49,140.72	--	66,931.67
Some Other Race Alone	--	32,937.72	--	44,268.30	--	44,578.59	--	52,309.62
Two or More Races	--	52,934.55	--	39,986.55	--	49,110.26	--	63,630.02
Hispanic or Latino	--	34,100.14	--	39,462.63	--	45,639.11	--	55,257.54
Not Hispanic or Latino	--	48,020.91	--	45,510.93	--	57,061.51	--	69,414.29
2021 Est. Families by Poverty Status								
2021 Families at or Above Poverty	21,944	85.09	56,669	85.62	1,625,833	88.70	75,707,102	90.55
2021 Families at or Above Poverty with children	8,017	31.09	21,314	32.20	676,926	36.93	32,806,856	39.24
2021 Families Below Poverty	3,846	14.91	9,521	14.38	207,041	11.30	7,905,192	9.46
2021 Families Below Poverty with children	2,943	11.41	6,753	10.20	152,671	8.33	5,772,043	6.90
2021 Est. Employed Civilian Population 16+ by Occupation Classification								
White Collar	24,917	56.91	52,557	51.91	1,836,769	57.50	94,647,415	59.99
Blue Collar	9,757	22.28	28,838	28.48	801,229	25.08	33,890,157	21.48
Service and Farming	9,111	20.81	19,850	19.61	556,329	17.42	29,245,671	18.54
2021 Est. Workers Age 16+ by Travel Time to Work								
Less than 15 Minutes	15,912	37.66	33,613	34.86	747,299	24.84	37,406,586	25.32
15 - 29 Minutes	19,954	47.23	36,871	38.24	1,192,184	39.63	53,249,653	36.05
30 - 44 Minutes	3,190	7.55	13,284	13.78	624,444	20.76	30,933,451	20.94
45 - 59 Minutes	1,074	2.54	5,328	5.53	244,219	8.12	12,350,789	8.36
60 or more Minutes	2,122	5.02	7,334	7.61	200,321	6.66	13,790,094	9.34
2021 Est. Avg Travel Time to Work in Minutes	--	21.00	--	25.04	--	28.00	--	29.00
2021 Est. Workers Age 16+ by Transp. to Work								
2021 Est. Workers Age 16+ by Transp. to Work	43,339	100.00	100,200	100.00	3,148,006	100.00	155,523,089	100.00
Drove Alone	36,622	84.50	85,290	85.12	2,618,317	83.17	118,794,993	76.38
Carpooled	3,547	8.18	7,692	7.68	279,542	8.88	13,988,764	8.99
Public Transport	276	0.64	347	0.35	19,896	0.63	7,599,289	4.89
Walked	410	0.95	891	0.89	41,175	1.31	4,072,314	2.62
Bicycle	34	0.08	57	0.06	4,179	0.13	837,283	0.54
Other Means	1,345	3.10	2,006	2.00	35,182	1.12	2,018,118	1.30
Worked at Home	1,105	2.55	3,917	3.91	149,715	4.76	8,212,328	5.28

	Madison County, TN		SWTDD Region		Tennessee		USA	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
2021 Est. Civ. Employed Pop 16+ by Class of Worker								
2021 Est. Civ. Employed Pop 16+ by Class of Worker	43,785	100.00	101,245	100.00	3,194,327	100.00	157,783,243	100.00
For-Profit Private Workers	29,657	67.73	67,883	67.05	2,257,694	70.68	108,580,080	68.82
Non-Profit Private Workers)	3,394	7.75	6,828	6.74	230,446	7.21	12,606,941	7.99
Local Government Workers	3,456	7.89	9,838	9.72	216,219	6.77	10,466,693	6.63
State Government Workers	2,291	5.23	5,392	5.33	123,486	3.87	6,974,604	4.42
Federal Government Workers	1,044	2.38	2,066	2.04	72,623	2.27	3,769,343	2.39
Self-Employed Workers	3,884	8.87	9,142	9.03	289,018	9.05	15,113,610	9.58
Unpaid Family Workers	59	0.14	96	0.10	4,841	0.15	271,972	0.17
2021 Est. Civ. Employed Pop 16+ by Occupation								
Architecture/Engineering	394	0.90	1,176	1.16	47,915	1.50	2,943,440	1.87
Arts/Design/Entertainment/Sports/Media	1,114	2.54	1,515	1.50	57,349	1.79	3,174,026	2.01
Building/Grounds Cleaning/Maintenance	2,311	5.28	4,657	4.60	119,941	3.75	6,119,871	3.88
Business/Financial Operations	1,699	3.88	3,240	3.20	150,650	4.72	8,483,123	5.38
Community/Social Services	1,141	2.61	2,045	2.02	53,247	1.67	2,716,625	1.72
Computer/Mathematical	292	0.67	656	0.65	71,874	2.25	4,928,414	3.12
Construction/Extraction	2,053	4.69	4,795	4.74	162,589	5.09	8,089,865	5.13
Education/Training/Library	2,400	5.48	6,120	6.04	179,703	5.63	9,459,425	6.00
Farming/Fishing/Forestry	107	0.24	500	0.49	11,797	0.37	1,087,684	0.69
Food Preparation/Serving Related	2,544	5.81	5,586	5.52	189,581	5.93	9,067,062	5.75
Healthcare Practitioner/Technician	3,518	8.04	7,685	7.59	216,423	6.78	9,522,840	6.04
Healthcare Support	1,835	4.19	3,981	3.93	87,447	2.74	5,134,158	3.25
Installation/Maintenance/Repair	1,408	3.22	3,873	3.83	102,576	3.21	4,812,398	3.05
Legal	258	0.59	516	0.51	26,652	0.83	1,733,949	1.10
Life/Physical/Social Science	353	0.81	530	0.52	25,074	0.79	1,478,053	0.94
Management	4,149	9.48	7,917	7.82	296,712	9.29	15,895,008	10.07
Office/Administrative Support	4,973	11.36	11,138	11.00	380,457	11.91	18,124,764	11.49
Production	3,582	8.18	11,102	10.97	250,946	7.86	9,034,256	5.73
Protective Services	943	2.15	2,657	2.62	67,443	2.11	3,357,210	2.13
Sales/Related	4,626	10.56	10,019	9.90	330,713	10.35	16,187,748	10.26
Personal Care/Service	1,371	3.13	2,469	2.44	80,120	2.51	4,479,686	2.84
Transportation/Material Moving	2,714	6.20	9,068	8.96	285,118	8.93	11,953,638	7.58
2021 Est. Pop Age 16+ by Employment Status								
In Armed Forces	11	0.01	100	0.05	17,611	0.32	1,033,887	0.39
Civilian - Employed	43,722	55.51	101,061	50.14	3,210,513	57.63	158,714,548	59.64
Civilian - Unemployed	2,444	3.10	8,375	4.16	183,216	3.29	8,556,855	3.22
Not in Labor Force	32,591	41.38	92,036	45.66	2,159,469	38.76	97,806,623	36.75

2021 RETAIL GAP ANALYSIS

Retail Gap Analysis 2021 | Southwest TN Development District - Madison County

Madison County, TN

	2021 Demand (\$)	2021 Supply (\$)	Opportunity Gap/Surplus (\$)
Totals			
Total retail trade including food and drink (NAICS 44, 45 and 722)	1,565,837,537	2,502,603,421	-936,765,884
Total retail trade (NAICS 44 and 45)	1,400,504,737	2,357,823,170	-957,318,433
Motor Vehicle and Parts Dealers			
Motor vehicle and parts dealers (NAICS 441)	335,758,942	520,629,053	-184,870,111
Automobile dealers (NAICS 4411)	289,622,353	389,448,836	-99,826,484
New car dealers (NAICS 44111)	259,662,236	326,468,443	-66,806,207
Used car dealers (NAICS 44112)	29,960,117	62,980,394	-33,020,277
Other motor vehicle dealers (NAICS 4412)	22,457,902	46,641,081	-24,183,179
Recreational vehicle dealers (NAICS 44121)	8,001,412	13,553,048	-5,551,635
Motorcycle, boat, and other motor vehicle dealers (NAICS 44122)	14,456,490	33,088,033	-18,631,544
Boat dealers (NAICS 441222)	4,753,471	11,668,089	-6,914,619
Motorcycle, ATV, and all other motor vehicle dealers (NAICS 441228)	9,703,019	21,419,944	-11,716,925
Automotive parts, accessories, and tire stores (NAICS 4413)	23,678,688	84,539,136	-60,860,448
Automotive parts and accessories stores (NAICS 44131)	14,976,719	26,387,250	-11,410,532
Tire dealers (NAICS 44132)	8,701,969	58,151,885	-49,449,917
Furniture and Home Furnishings Stores			
Furniture and home furnishings stores (NAICS 442)	22,094,364	47,872,559	-25,778,195
Furniture stores (NAICS 4421)	13,163,261	25,622,690	-12,459,428
Home furnishings stores (NAICS 4422)	8,931,103	22,249,869	-13,318,766
Floor covering stores (NAICS 44221)	1,985,175	7,418,876	-5,433,701
Other home furnishings stores (NAICS 44229)	6,945,928	14,830,993	-7,885,065
Window treatment stores (NAICS 442291)	418,407	294,888	123,518
All other home furnishings stores (NAICS 442299)	6,527,522	14,536,105	-8,008,584
Electronics and Appliance Stores			
Electronics and appliance stores (NAICS 443)	19,501,518	32,865,374	-13,363,856
Household appliance stores (NAICS 443141)	4,134,608	9,951,987	-5,817,380
Electronics stores (NAICS 443142)	15,366,910	22,913,386	-7,546,477
Building Material and Garden Equipment and Supplies Dealers			
Building material and garden equipment and supplies dealers (NAICS 444)	96,336,332	181,286,362	-84,950,030
Building material and supplies dealers (NAICS 4441)	85,044,058	121,352,191	-36,308,134
Home centers (NAICS 44411)	46,411,589	54,323,899	-7,912,311
Paint and wallpaper stores (NAICS 44412)	2,999,881	5,880,059	-2,880,178
Hardware stores (NAICS 44413)	7,427,894	6,573,193	854,701
Other building material dealers (NAICS 44419)	28,204,694	54,575,040	-26,370,346
Lawn and garden equipment and supplies stores (NAICS 4442)	11,292,275	59,934,171	-48,641,896
Outdoor power equipment stores (NAICS 44421)	2,283,759	5,792,934	-3,509,175
Nursery, garden center, and farm supply stores (NAICS 44422)	9,008,516	54,141,236	-45,132,721

Madison County, TN

	2021 Demand (\$)	2021 Supply (\$)	Opportunity Gap/Surplus (\$)
Food and Beverage Stores			
Food and beverage stores (NAICS 445)	206,697,669	243,704,900	-37,007,231
Grocery stores (NAICS 4451)	188,217,708	229,110,005	-40,892,297
Supermarkets and other grocery (except convenience) stores (NAICS 44511)	180,157,671	224,825,440	-44,667,768
Convenience stores (NAICS 44512)	8,060,037	4,284,565	3,775,471
Specialty food stores (NAICS 4452)	5,196,588	1,451,934	3,744,653
Meat markets (NAICS 44521)	1,579,777	952,353	627,424
Fish and seafood markets (NAICS 44522)	617,268	0	617,268
Fruit and vegetable markets (NAICS 44523)	1,077,625	0	1,077,625
Other specialty food stores (NAICS 44529)	1,921,918	499,582	1,422,337
Baked goods stores and confectionery and nut stores (NAICS 445291 + 445292)	1,020,707	499,582	521,125
All other specialty food stores (NAICS 445299)	901,212	0	901,212
Beer, wine, and liquor stores (NAICS 4453)	13,283,374	13,142,961	140,413
Health and Personal Care Stores			
Health and personal care stores (NAICS 446)	93,947,731	133,691,686	-39,743,955
Pharmacies and drug stores (NAICS 44611)	80,430,872	100,587,004	-20,156,132
Cosmetics, beauty supplies, and perfume stores (NAICS 44612)	6,137,596	16,754,943	-10,617,347
Optical goods stores (NAICS 44613)	2,542,897	5,796,595	-3,253,698
Other health and personal care stores (NAICS 44619)	4,836,366	10,553,144	-5,716,778
Food (health) supplement stores (NAICS 446191)	1,692,852	2,459,864	-767,013
All other health and personal care stores (NAICS 446199)	3,143,514	8,093,280	-4,949,765
Gasoline Stations			
Gasoline stations (NAICS 447)	135,497,382	194,499,083	-59,001,701
Clothing and Clothing Accessories Stores			
Clothing and clothing accessories stores (NAICS 448)	47,920,562	82,134,481	-34,213,920
Clothing stores (NAICS 4481)	34,148,626	61,088,625	-26,939,999
Men's clothing stores (NAICS 44811)	1,365,277	0	1,365,277
Women's clothing stores (NAICS 44812)	6,847,275	11,614,724	-4,767,449
Children's and infants' clothing stores (NAICS 44813)	1,004,387	1,881,640	-877,253
Family clothing stores (NAICS 44814)	20,763,309	43,485,194	-22,721,885
Clothing accessories stores (NAICS 44815)	1,366,582	0	1,366,582
Other clothing stores (NAICS 44819)	2,801,796	4,107,066	-1,305,270
Shoe stores (NAICS 4482)	7,635,182	13,947,474	-6,312,292
Jewelry, luggage, and leather goods stores (NAICS 4483)	6,136,754	7,098,382	-961,629
Jewelry stores (NAICS 44831)	5,416,987	7,098,382	-1,681,395
Luggage and leather goods stores (NAICS 44832)	719,767	0	719,767

Madison County, TN

	2021 Demand (\$)	2021 Supply (\$)	Opportunity Gap/Surplus (\$)
Sporting Goods, Hobby, Musical Instrument, and Book Stores			
Sporting goods, hobby, musical instrument, and book stores (NAICS 451)	15,831,976	56,459,822	-40,627,846
Sporting goods, hobby, and musical instrument stores (NAICS 4511)	14,320,005	53,541,755	-39,221,750
Sporting goods stores (NAICS 45111)	9,362,831	42,636,724	-33,273,893
Hobby, toy, and game stores (NAICS 45112)	3,005,494	6,656,658	-3,651,164
Sewing, needlework, and piece goods stores (NAICS 45113)	781,884	2,413,430	-1,631,546
Musical instrument and supplies stores (NAICS 45114)	1,169,796	1,834,943	-665,147
Book stores and news dealers (NAICS 4512)	1,511,971	2,918,067	-1,406,096
Book stores (NAICS 451211)	1,423,313	2,918,067	-1,494,754
News dealers and newsstands (NAICS 451212)	88,658	0	88,658
General Merchandise Stores			
General merchandise stores (NAICS 452)	185,281,479	698,873,413	-513,591,934
Department stores (NAICS 4522)	12,702,109	26,252,384	-13,550,275
Other general merchandise stores (NAICS 4523)	172,579,370	672,621,029	-500,041,660
Warehouse clubs and supercenters (NAICS 452311)	154,771,413	672,621,029	-517,849,616
All other general merchandise stores (NAICS 452319)	17,807,956	0	17,807,956
Miscellaneous Store Retailers			
Miscellaneous store retailers (NAICS 453)	28,119,082	27,842,868	276,214
Florists (NAICS 4531)	1,256,272	1,866,623	-610,351
Office supplies, stationery, and gift stores (NAICS 4532)	5,780,084	5,340,612	439,472
Office supplies and stationery stores (NAICS 45321)	2,261,540	5,340,612	-3,079,072
Gift, novelty, and souvenir stores (NAICS 45322)	3,518,544	0	3,518,544
Used merchandise stores (NAICS 4533)	3,908,787	7,802,860	-3,894,073
Other miscellaneous store retailers (NAICS 4539)	17,173,939	12,832,773	4,341,166
Pet and pet supplies stores (NAICS 45391)	4,748,477	0	4,748,477
Art dealers (NAICS 45392)	2,356,273	0	2,356,273
Manufactured (mobile) home dealers (NAICS 45393)	1,537,336	0	1,537,336
All other miscellaneous store retailers (NAICS 45399)	8,531,852	12,832,773	-4,300,921
Tobacco stores (NAICS 453991)	3,270,002	12,832,773	-9,562,772
All other miscellaneous store retailers (except tobacco stores) (NAICS 453998)	5,261,850	0	5,261,850
Non-store Retailers			
Non-store retailers (NAICS 454)	213,517,701	137,963,568	75,554,132
Electronic shopping and mail-order houses (NAICS 4541)	200,345,602	133,053,976	67,291,626
Vending machine operators (NAICS 4542)	1,804,841	0	1,804,841
Direct selling establishments (NAICS 4543)	11,367,257	4,909,592	6,457,665
Fuel dealers (NAICS 45431)	5,443,232	0	5,443,232
Other direct selling establishments (NAICS 45439)	5,924,025	4,909,592	1,014,432

Madison County, TN

	2021 Demand (\$)	2021 Supply (\$)	Opportunity Gap/Surplus (\$)
Food Services and Drinking Places			
Food services and drinking places (NAICS 722)	165,332,800	144,780,251	20,552,548
Special food services (NAICS 7223)	11,473,544	3,993,450	7,480,094
Food service contractors (NAICS 72231)	9,031,485	2,075,351	6,956,135
Caterers (NAICS 72232)	2,204,978	1,273,032	931,945
Mobile food services (NAICS 72233)	237,081	645,067	-407,986
Drinking places (alcoholic beverages) (NAICS 7224)	5,054,114	1,168,726	3,885,388
Restaurants and other eating places (NAICS 7225)	148,805,142	139,618,075	9,187,066
Full-service restaurants (NAICS 722511)	71,725,583	6,069,294	65,656,289
Limited-service restaurants (NAICS 722513)	65,374,960	114,159,479	-48,784,519
Cafeterias, grill buffets, and buffets (NAICS 722514)	1,664,344	12,541,921	-10,877,578
Snack and non-alcoholic beverage bars (NAICS 722515)	10,040,255	6,847,381	3,192,874

A retail opportunity gap appears when expenditure levels for a specific geography are higher than the corresponding retail sales estimates. The demand is greater than the supply (i.e., a positive number). A retail surplus appears when expenditures are lower than the retail sales estimates. In this case, local retailers are attracting expenditures from other areas into their stores and the demand is less than supply (i.e., a negative number). RMP estimates demand in an area for all expenditures from both businesses and households.

2018 DIGITAL DIVIDE PROFILE

19.16

Digital Divide
Index Score

2018 DIGITAL DIVIDE PROFILE

Madison, Tennessee

The digital divide index score (DDI) ranges between 0 and 100, where a lower score indicates a lower divide. The infrastructure adoption score and the socioeconomic (see scores and indicators below) contribute to the overall DDI. State metrics are shown in parenthesis.

13.94

Infrastructure/Adoption Score

If this score is much higher than the socioeconomic score, efforts should be made to upgrade the broadband infrastructure.



5.3% (10.9%)

of people without access to fixed broadband of at least 100 Mbps down and 20 Mbps up



24 (25)

median maximum advertised download speed in Mbps



19.4% (20.4%)

of households with no internet access (not subscribing)



2 (3)

median maximum advertised upload speed in Mbps



15.8% (14.8%)

of households without a computing device

39.36

Socioeconomic Score

If this score is much higher than the infrastructure/adoption score, efforts should be made to focus on digital literacy and exposing residents to the benefits of the technology.



15.9% (15.7%)

population ages 65 and older



19.4% (16.1%)

of individuals in poverty



11.7% (13%)

ages 25 and older with less than a high school degree



14.8% (15.4%)

noninstitutionalized civilian population with a disability



Profile created by the Purdue Center for Regional Development and Purdue Extension

Source: FCC Form 477 Dec 18 v2; 2014-2018 ACS

For more information visit: pcrd.purdue.edu/ddi

DELTA REGIONAL AUTHORITY: DELTA BROADBAND TOOLKIT



#DeltaSpeedTest Communications Toolkit

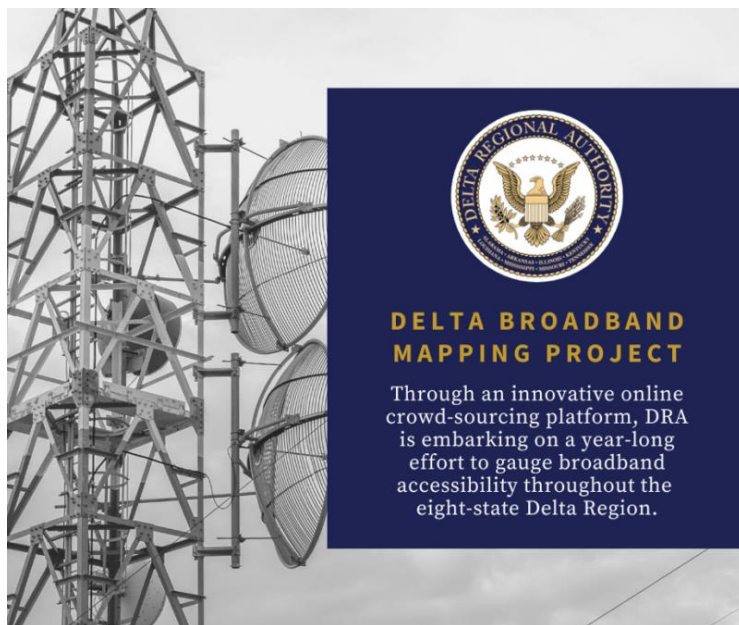
The Delta Regional Authority (DRA) thanks you for your support to help spread the word about the Delta Broadband Mapping Project (#DeltaSpeedTest). The following examples are approved text to be used for distribution via your organization's newsletters, email notifications, social media platforms, and other forms of communication to your partners and stakeholders. Please feel free to insert your organization's name in the appropriate spots highlighted below. Thank you for helping us expand affordable, high-quality internet access across the Delta.

Delta Broadband Mapping Project Stakeholder Email Example

As we have all experienced over the last year, the COVID-19 pandemic spotlighted significant gaps in internet accessibility across the country. The Delta, especially rural areas, has been shown to lack adequate digital infrastructure to support access to critical services such as healthcare, distance learning, and remote work. In response to these challenges, the Delta Regional Authority (DRA) has announced the **Delta Broadband Mapping Project**, and **<INSERT ORGANIZATION NAME>** is proud to support DRA on this initiative.

Through an innovative crowd-sourcing platform, DRA is undertaking a regional internet speed testing initiative to support data-driven policy and decision making. The goal of this project is to create a regional map of internet availability and speeds, which will help you attain funding opportunities for your communities.

The test takes less than one minute to complete and can be taken on any internet-connected device.



To learn more and to take the test, visit: dra.gov/speedtest.

#DeltaSpeedTest Social Media Toolkit

DRA will use Facebook, Twitter, and LinkedIn to promote the #DeltaSpeedTest project via social media. We encourage you to follow our accounts (below) and like/share/retweet our project messages. Additionally, below are approved examples you may use as original content on your social media accounts. Please remember to tag DRA and use #DeltaSpeedTest in all your social media messaging.

DRA on Social Media



@delta.regional.authority



@DeltaRegional



@delta-regional-authority



@deltaregionalauthority

Facebook Examples

We've been relying on incomplete data to make big decisions on broadband infrastructure for years. Most broadband maps don't measure access on a house-by-house basis. The #DeltaSpeedTest will give us granular data that isn't available anywhere else, which will help provide funding opportunities for our community. Help us fund broadband infrastructure improvements by taking the 30-second test: dra.gov/speedtest

There is a digital divide in households throughout the Delta – many of our neighbors' homes lack internet access. You can help us and @delta.regional.authority build a stronger network by taking the 30-second #DeltaSpeedTest at dra.gov/speedtest

Broadband is basic public infrastructure, and yet many of our neighbors' homes lack internet access. Help us and @delta.regional.authority expand broadband access by taking the #DeltaSpeedTest at dra.gov/speedtest

Telework and telehealth now vital parts of our local economies & the Delta is in urgent need of expanding broadband access to all our residents. Help us and @delta.regional.authority update the region's map by taking the #DeltaSpeedTest at dra.gov/speedtest

Broadband access is important now more than ever. The @delta.regional.authority needs your help to build better internet service maps. Take the speed test today: dra.gov/speedtest

Thousands of students in the Delta region don't have access to broadband internet in their homes. The @delta.regional.authority is working to get more accurate mapping to see where gaps in coverage are. The #DeltaSpeedTest takes less than 30 seconds: dra.gov/speedtest

Twitter Examples

- There is a digital divide in households throughout the Delta – many of our neighbors' homes lack internet access. You can help us & @DeltaRegional build a stronger network by taking the 30-second #DeltaSpeedTest at dra.gov/speedtest
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LinkedIn Examples

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Approved DRA Graphics

Please see below for links to all approved DRA graphics.

DRA Official Seal



Delta Broadband Mapping Project Announcement Graphic

#DeltaSpeedTest Graphic

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About the Delta Regional Authority

The Delta Regional Authority (DRA) is a federal-state partnership created by Congress in 2000 to promote and encourage the economic development of the Mississippi River Delta and Alabama Black Belt regions. DRA invests in projects supporting transportation infrastructure, basic public infrastructure, workforce training, and business development. DRA's mission is to help create jobs, build communities, and improve the lives of those who reside in the 252 counties and parishes of the eight-state region.

About the Cover

Southwest Tennessee Development District was approached by the Jackson Public Art Initiative in regards to using their building as a “canvas” for a mural in downtown Jackson, TN. The answer was “it’s a no brainer!” The SWTDD building offers great visibility to both foot and vehicular traffic. SWTDD’s Board of Directors requested a design that reflected the culture of the eight counties in the district.

The final design includes:

- » The Tennessee River, which flows through two counties and is a source of beauty, transportation, and recreation
- » A neon sign promoting a West Tennessee favorite, pork barbecue
- » A guitar, records, and blue suede shoes, a nod to the region’s rich musical heritage
- » The Tennessee state tree, the Tulip Poplar
- » A Civil War Cannon, denoting the battlefields in the region
- » Landscapes depicting the importance of agriculture in rural West Tennessee, a barn with a beautiful sunset, hay bales with rolling farmland, and a dairy cow representing livestock
- » Casey Jones’ train, not just because the hero hailed from West Tennessee, but also because the railroad was a significant part of the region’s growth and development
- » A Tennessee flag and the numbers “731”, which is the area code of West Tennessee

The mural was designed and painted by local artists Sarah and Jonathan Cagle and was sponsored by Voya Financial.





MADISON COUNTY

TENNESSEE



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SWTDD.ORG

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