



2016

ANNUAL REPORT

MADISON COUNTY ECONOMIC DEVELOPMENT AUTHORITY

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MADISON COUNTY
ECONOMIC DEVELOPMENT AUTHORITY

"MCEDA's original mission of creating new, higher paying jobs, retaining the jobs we have and thus growing the tax base, and improving the quality of life for the citizens of Madison County continues today."

KEN OILSCHLAGER
MCEDA
INTERIM DIRECTOR



MESSAGE FROM THE INTERIM DIRECTOR

MCEDA director Tim Coursey resigned after 12 years as Director. County Administrator Tony Greer stepped in and lent his support by managing the day-to-day operations at the MCEDA office in addition to his management of the day-to-day activities of the County.

The MCEDA Board invited me to their June board meeting and ultimately asked me to come out of retirement to serve as Interim Director. How could I say no? I began my economic development career in Madison County in 1977 and was involved in the establishment of MCEDA in 1979.

It is important to provide just a bit of context leading up to this past year at MCEDA. For one reason or another, the State of Mississippi Economic Development folks politely told us they could not get potential industrial prospects to locate in Madison County. Even though Canton had moderate success throughout the 1950's and 1960's, Madison County lacked infrastructure and its economy was still largely agricultural. As the agricultural economy evolved, we had many people who needed jobs and training. The Madison County Economic Development Authority was created to address these needs.

MCEDA's original mission of creating new, higher paying jobs, retaining the jobs we have and thus growing the tax base and improving the quality of life for the citizens of Madison County continues today.

Fast forward 38 years. Who would have thought back then there would ever be an international auto manufacturer located in Madison County and that a new study conducted by the Brookings Institute would find the Jackson metropolitan statistical area would have the third largest growth in high tech jobs in the nation, largely due to the advanced automotive manufacturing activity in Madison County?

While Canton and the County were largely shepherding industrial growth, the business and political leaders in Madison and Ridgeland were smartly managing the natural growth path from Jackson across County Line Road into the southern part of the County. Flora's renaissance began a little later. However, the western part of Madison County has taken on its own identity and prospers with new developments and businesses. Last, but not least, the northern part of the county is preparing for the future with the establishment of the North Madison County Economic Development Council.

The Mississippi BioMedical Business Collaboratory in Canton continues to grow. MCEDA presently has active interest from companies considering a location in the Madison Megasite, and there is active interest in other sites as well. At this point, all I can say is stay tuned!

Other important news coming in the first quarter of the New Year will be the results of MCEDA's Visioning Process conducted by VisionFirst Advisors. Prior to bringing on a new executive director, the MCEDA Board decided to have VisionFirst Advisors help take a look at where the organization has been, where the organization is today, assess opportunities and challenges, and identify measureable program outcomes.

2016 was a very busy and productive year for the Madison County Economic Development Authority, and we thank the Madison County Board of Supervisors, MCEDA's private sector partner, the Madison County Business League and Foundation, and our allies who help make economic development happen in Madison County.

MCEDA'S MISSION & GOALS

The mission of the Madison County Economic Development Authority is to assist our existing businesses and to attract new investments and higher paying jobs to Madison County in an effort to increase our tax base and improve the quality of life and economic wealth of our citizens.

Our goal is to provide economic development leadership and broaden the overall scope of economic development by continuing to implement creative, progressive economic development initiatives for Madison County.

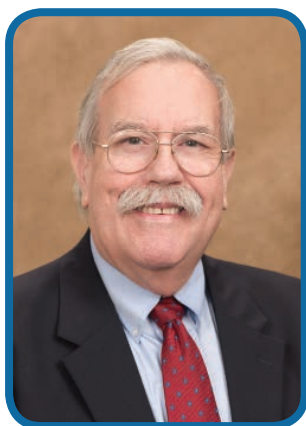
MCEDA offers a broad array of economic development, business development, and corporate site location assistance services to new and expanding businesses and industry. One of our primary goals is to help companies and clients save time and money by helping them to get into business as quickly and as efficiently as possible. We are a primary point of contact when it comes to new business development or the expansion of an existing enterprise.

Our Service Areas

- E.D. Marketing and Asset Development
- Business and Industrial Recruitment
- Managing Site Selection and RFP Process
- Existing Industry
- Development and Sales of Business and Industry Sites
- Assist with Securing Project Funding
- Coordination of State and Local Incentives
- Expand High Paying Job Opportunities
- Foster Growth of R&D and the Healthcare Industry
- Manage a Portfolio of Strategic Change Initiatives

OUR TEAM & BOARD MEMBERS

Staff



Ken Oilschlager
Interim Director



Danielle Winningham
Business Development Manager Office and Finance Manager

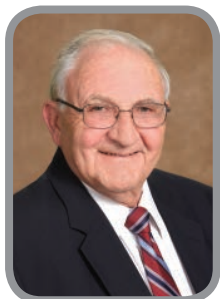


Taquana Mack

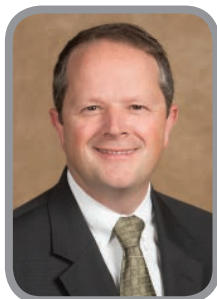


Christy Lockett
Receptionist

Board Members



Doug Jones
District 1



Ed Gardner
District 2



Jim Smith
District 3



Lanny Slaughter
District 4



Calvin Harris
District 5



Sells Newman
At large



Dwight Lockett, Sr.
At large

MADISON COUNTY

ACTIVITIES & ACCOMPLISHMENTS

Familiarization Tours, Events and Project Visits

This year we hosted familiarization tours and events at our new office, the Mississippi BioMedical Business Collaboratory and Madison Megasite for economic development allies including the Mississippi Development Authority, Greater Jackson Alliance, Entergy Mississippi, and Mississippi Economic Development Council.

We also hosted several site visits for prospects and expansion opportunities.

25 New and Existing Industry Visits

MCEDA actively engages existing industries through site visits and event meetings, as well as, connects and presents assets to new prospective clients.

18 Requests for Information

Throughout the year, MCEDA engages MDA and GJA for project leads. Often times, these entities provide us with RFIs from various consulting companies across the world. These projects are vetted by these entities before coming down the pipeline to the locals. We, the locals, respond with our best assets and capabilities that fit the scope of the project. In turn, we are able to market Madison County across the globe and as a great site location.

7 Shortlisted Projects and Visits

Of the 18 requests for information that we submitted, we were shortlisted and/or received 7 site visits. Of those projects, 3 made multiple visits.

Existing Industry Outreach

Top Employers		
Employer	# Employed	Focus
Nissan North America	6000	Automotive Manufacturing
Madison County School District	1500	Public Education
Peco Foods of MS, Inc.	1300	Food Manufacturing
Xerox	1250	Technical Service and Document Control
Kasai (MTEK)	1000	Automotive Interior Trim Components
Vantec Hitachi Transport System	1000	Automotive Parts Distribution
Yates Services	690	Automotive Manufacturing
C Spire	624	Wireless Communications Provider
Faurecia	520	Automotive Seat Manufacturing
Calsonic Kansai	504	Automotive Manufacturing
Comcast	465	Cable and Digital Technical Service Center
Minact Yates	450	Material Handling (Nissan)
Mississippi Dept. of Rehabilitation Services	400	Rehabilitation
L3	400	Aerospace
Levi Strauss & Co	367	Distribution

Industry Visitation Program

Madison County is fortunate to have so many thriving industries. MCEDA works to assist these industries in growth and development. MCEDA's goal is to help open the lines of communication and connect businesses with resources for continued success. One way we do this is through our industry visitation program. During industry visits, we engage in dialogue regarding the current business climate at the companies and also tour their facilities.

Marketing

MCEDA markets Madison County to a targeted group of industries and corporate site location consultants around the world and in our own backyard. We employ a number of proven measurable strategies to generate leads and inquiries, which over time, can be developed into business recruitment prospects—thereby, creating jobs and wealth for Madison County. MCEDA also understands that corporate site location consultants do not recognize municipal boundaries when conducting site searches. Hence, we take an effective front line regional and state approach to economic development marketing work with our partner agencies to maximize the return on our marketing dollars. These partner agencies include the Mississippi Development Authority, Entergy, and the Greater Jackson Alliance (GJA), our primary marketing partner.

To attract business and industry, we must market beyond our geographic boundaries. MCEDA uses many different approaches for marketing the area, including going after our target industries. Our marketing program includes custom drone videos, maps and presentations, printed materials, social media, website, consultant visits, branding and much more.

TARGET INDUSTRIES

The industry sectors represented in our prospect and project activity include:

- Healthcare
- Specialized Manufacturing (Automotive Suppliers)
- Professional and Information Services
- Software and Computer Systems Design
- Logistics

MARKETING EVENTS, CONFERENCES & CONSULTANT ENGAGEMENT

Throughout the year, MCEDA directly or indirectly participated in the following marketing events and conferences:

- Site Selectors Guild Conferences
- IEDC Conferences
- SEDC Conferences
- MEDC Conferences
- One Mississippi Consultant Venues including: New York, Atlanta, Chicago and Dallas



THE MISSISSIPPI BIOMEDICAL BUSINESS COLLABORATORY

The Collaboratory is the first healthcare focused entrepreneurial-based facility of its kind in Mississippi, housing a variety of healthcare technology companies and a state-of-the-art advanced surgical simulation laboratory. The overall goals of the facility are to foster the development of the bio-medical business sector in Mississippi as well as to help improve and advance the practice of healthcare through technology and training. The project will create significant job opportunities in Madison County and beyond as a result of both the ongoing operations at the Collaboratory and from companies that spin off from the Collaboratory.

BUSINESSES LOCATED INSIDE OF THE COLLABORATORY INCLUDE:

TelehealthONE
Global Training Institute
Simple Strokes Therapy
Senior Benefits Resource Center
Mississippi Association of Nurse Practitioners
BFAC
Pafford
Hope Home Orthotic and Prosthetic



TelehealthONE

Leaders from Mississippi's Telehealth One, Fred's Inc. and Merit Health joined Governor Phil Bryant in announcing an expansion of telemedicine centers across Mississippi at 9 Fred's Pharmacy locations across Mississippi in addition to the center that was established in Flora in the fall at a Fred's store.

The purpose is to increase accessibility to health care professionals reached through the telemedicine centers. Governor Bryant noted the announcement continues the expansion and reach of telemedicine in Mississippi, and noted that the Magnolia state is one of seven states listed with an A rating for telemedicine.

Joining Governor Bryant in the announcement were: David Powe, Chairman of Telehealth One, Rick Chambers, Executive Vice President, Pharmacy of Fred's and Steve Dobbs, CEO of Merit Health (Pictured below, left). The need for expansion of telemedicine to particularly reach rural parts of Mississippi was one of the areas of need identified by the Blueprint Mississippi Health Care as an Economic Driver report prepared by MEC.



MADISON COUNTY 2016 ECONOMIC INDICATORS

The University of Southern Mississippi, Department of Economic Development and Trent Lott National Center compiled an economic indicators report for the Madison County Economic Development Authority and the Madison County Business League and Foundation. The report provides an update of the most recent data and statistics available. The comparison of Madison County to other counties across the state paints a great picture at how well Madison County is doing. The report touches on what Madison County looks like now and why, what it will look like in the future and why, and notable trends throughout the area and region as a whole. The report provides a snapshot of the overall economic health of Madison County in comparison to other Mississippi counties and, where possible, national economic trends. To view the entire report, visit www.madisoncountyped.com.

Summary of Findings

JOBS

- The total number of jobs in the county is 54,134
- Madison County has had 3.9% job growth over the last year, adding over 2,000 jobs. The state average is 1.6% and national average is 2% change over the last year, which are both below the county. The goal for communities should always be to try and be above the state average.
- The region of Madison, Rankin and Hinds has the largest labor force
- Manufacturing type employees in the county make up 7,605 out of 51,560
- According to the April 2016 Sales Tax by Industry numbers, Construction and Retail Trade are the industries with the highest grossing sales tax. Retail trade has been a top grossing industry for many years, this is no surprise and something to keep in mind recruitment wise
- The greatest challenge to a county with a youthful population and high population growth rates lies in dealing with the high number of new entrants to the job market each year. This means that new jobs must be created each year to absorb the increase in labor force.



INCOME

- The average earnings are at \$51,840, which is 80% of the national average. This has to do with the top employers in the county being high salary jobs.
- The percentage of people living below poverty in Mississippi is 22.6%. Madison County's poverty rate is 13.1%.
- Madison County's per capita income, according to the most recent Census in 2014, is \$58,604. That is also the highest per capita income in the state of Mississippi. Not only is the county of Madison the highest in the state, but the region surrounding the county, with Hinds and Rankin, is the top region, with per capita income. This is a direct reflection of high paying jobs and an educated workforce.
- Regarding the Impact Scenario run, fifteen major projects were undertaken during the timeframe of 2015[2016 in which 13 projects invested \$35.94 million dollars in capital expenditures. The largest investments included \$12.2 million was invested by Tower Automotive and \$8.9 million by M-TEK.



POPULATION



- Madison County has a current population of 104,673 with a 7.8% growth in the last 5 years. Madison County's population growth rate is the highest among the 5 counties in Jackson Metropolitan Area
- Madison County's age population is very young. A quarter of the population is under 20 years of age and over half is under 40 years of age.
- Madison County's population growth rate is the highest among the 5 counties in the Jackson MSA.
- Population projections available indicate that the county's population will grow by 8,400 in the next 10 years, going from 103,252 in 2015 to 111,652 in 2025.
- 21,519 people live there and commute out for work. This could be a reflection on the high quality of life that the county offers, but there is not enough jobs within the county to support the demand, or again, it could be the easy commute throughout the region.

MCEDA OPEN HOUSE

The Madison County Economic Development Authority (MCEDA) and the Madison County Business League & Foundation (MCBL&F) hosted an Open House Reception in their new office on Tuesday, March 29, 2016.

Pictured (left to right) Rachel Corkern, MCBL&F; Taquana Mack and Danielle Winningham, MCEDA; and Jan Collins, MCBL&F.

The New MCEDA Headquarters is 5,500 Total Square Feet providing a central location adjacent to Nissan Parkway in Canton. The new building gives MCEDA staff the ability to react and recruit new industry, retain existing industry/business, pursue more economic development projects and promote Madison County in a modern office environment. The new building provides for MCEDA's executive offices, MCEDA Board Room, the Madison County Business League & Foundation Office Suite, a conference room, kitchen, and records storage.

The New HQ comes complete with a Large Event Meeting Room wired with Audio/Visual and capacity for 60-65 in classroom or round table arrangements for presentations and meetings.

The Large Meeting room is lined with glass and doors that empty to an outdoor courtyard and patio for additional event space.



MADISON COUNTY YOUTH LEADERSHIP



The Madison County Business League and Foundation and MCEDA hosted the Madison County Youth Leadership Program for the sixth year. Two of the best and brightest well-rounded juniors from each of the twelve public, private and parochial high schools in Madison County, Jackson Academy and New Summit School, were selected by their school administration to participate in this special program. Four university/college mentors and recruiters assisted the students. The purpose of the program was to expose and inspire students to a variety of leading businesses, successful business people and career opportunities in Madison County. The goal was to help the students understand that our community is a great place to live, work and raise a family. During the program, the students visited manufacturers, accounting, engineering, hospitality, architecture, law, banking, healthcare, and a TV/movie production company-among others. Each student who completed the program received a \$250.00 scholarship.



WORK READY COMMUNITIES INITIATIVE

A strong workforce is a tremendous economic development advantage. When companies consider expanding or relocating, access to a skilled labor pool is key to the decision-making process. In order to compete for new jobs and capital investment, states and communities have to be aggressively proactive to not only quantify the workforce, but also prove that the workforce is qualified.

Capital investment necessitates a strong confidence in the workforce's ability to support new skilled jobs. So, MCEDA identified a program that will position Madison County's workforce to compete for available and new jobs. That program is the ACT Work Ready Communities initiative.

By participating in the ACT Work Ready Communities [WRC] initiative, Madison County can identify skill gaps and quantify the skill level of our workforce. This helps educators build career pathways aligned to the needs of business and industry — and it also helps our community stand out and be recognized for its workforce development efforts.

What is an ACT Work Ready Community? ACT Work Ready Communities (WRC) empowers states, regions and counties with data, process and tools that drive economic growth. Participants are leveraging the National Career Readiness Certificate (NCRC™) to measure and close the skills gap — and building common frameworks that link, align and match their workforce development efforts.



Supported by data from more than 20,000 job skills profiles and rooted in decades of workplace research, WorkKeys assessments are based on situations in the everyday working world. The assessments measure “hard” and “soft” skills, helping:

- Individuals—from career seekers to longtime employees—measure their skills and advance their career goals
- Educators from high school through college ensure their students are ready for career success
- Employers find, hire, and develop quality talent
- Workforce and economic developers prepare their workforce to attract and maintain business and industry
- Industry associations and advocacy organizations develop valuable skills credentialing systems for a more productive, reliable and profitable workforce

Successful completion of three WorkKeys assessments—Applied Mathematics, Locating Information, and Reading for Information—can help an individual earn the National Career Readiness Certificate™ (NCRC®), a portable credential that documents essential work skills. More than 3 million NCRCs have been issued across the United States.

In the past, it has been hard to quantify our workforce. It was more of a “take my word for it” kind of thing. However, the NCRC is a credential that companies nationwide consider in their location and expansion decisions. The certification provides a quantifiable measure of how many qualified workers make up our local workforce. The credential will separate our community so that we will be able to not only talk about our skilled labor availability, we will be able to demonstrate the available skill sets.

Employers embracing a common language around workforce skill requirements are a crucial part of the Work Ready Communities effort. Community goals include a measure of business engagement. Madison County’s goal is to have 128 supporting employers. Please take time to indicate your company’s support of this initiative and help Madison County become a Work Ready Community by visiting <http://workreadycommunities.org/business/form> and filling out the requested information.



The Madison County Business League and Foundation, along with MCEDA hosted a WorkReady Communities Forum on September 28th to inform the business community about the initiative. Dr. Jim Haffey, President of Holmes Community College spoke. Mike Blankenship, VP of Workforce for Holmes Community College and Danielle Winningham, Business Development Manager for MCEDA served as panelist during the Q&A portion of the forum.



VISION CELEBRATION

The Madison County Business League & Foundation (MCBL&F) and the Madison County Economic Development Authority (MCEDA) hosted the 2016 VISION Celebration Luncheon on Tuesday, November 15, 2016, at the Country Club of Jackson. Jan Collins, MCBL&F Executive Director, welcomed 424 MCBL&F members, elected officials, and guests to the annual meeting.

Special Guest Miss Mississippi, and 4th alternate to Miss America, Laura Lee Lewis, provided the musical entertainment along with the Raphael Semmes Jazz Ensemble. The 112th Military Police Battalion from Canton presented our national colors and the pledge of allegiance to the American flag was led by State Senator Walter Michel. Parkway Pastor, Jason Dillon, offered the invocation.

Outgoing MCBL&F Chairman Tina Lakey reported on the accomplishments of the past year before passing the gavel to Incoming Chairman Sam Kelly. Ms Lakey extended her appreciation on behalf of the MCBL&F to outgoing board members Dick Hutchinson, Mark Garriga, Sherry Chance, Bill Guion and Bob Williams by presenting each with plaque recognizing them for their service. Mr. Kelly presented his plan of work for 2017.

Ken Oilschlager, Interim MCEDA Executive Director, presented plaques to outgoing board members Dick Hutchinson and Bob Williams. The 2016 VISION Award was presented to Butler Snow. Mark Garriga accepted the award on behalf of the law firm. This prestigious award is presented to an outstanding Madison County company for their contribution to the community and the impact it has on the local economy. Past winners include C Spire, Levi Strauss & Company, St. Dominic Health Services, BankPlus and Merit Health Madison.

Madison County Board of Supervisors President, Trey Baxter, gave the "State of the County" address and introduced keynote speaker, Glenn McCullough, Executive Director of the Mississippi Development Authority.

A VIP Reception was held prior to the luncheon for the MCBL&F top sponsors and elected officials to meet keynote speaker Glenn McCullough.



Interim MCEDA Executive Director, Ken Oilschlager, presents an outgoing director plaque to Dick Hutchinson who served 10 years on the MCEDA Board of Directors.



Interim MCEDA Executive Director, Ken Oilschlager, presents the 2016 VISION Award to Mark Garriga who accepts the award on behalf of Butler Snow. The Madison County Economic Development Authority (MCEDA) and the Madison County Business League & Foundation (MCBL&F) created the VISION award in 2010 as a means of recognizing and thanking certain stand out Madison County businesses for their contributions to the community. By contributions we mean their unique or remarkable accomplishments, their investments in people and the resulting impact that their operations have on the local area economy. Past winners of the VISION Award include C Spire, Levi Strauss & Company, St. Dominic Health Services, Nissan, BankPlus and Merit Health Madison.



Gail Pittman, Madison County Business League & Foundation Advisory Board Member, presents the 2016 VISIONARY Leadership Award to Doug Hederman, CEO of Hederman Brothers Printing. MCEDA and MCBL&F created the VISIONARY Leadership Award in 2011 as a means of recognizing and thanking certain stand out Madison County individuals for their visionary leadership contributions to the community. By contributions we mean their unique or remarkable accomplishments, their investments in people and the resulting impact that their operations have on the local area economy. Past winners include Dr. Mike Kent, JoAnn Gordon, Rep. Joel Bomgar, Dr. David Powe and David Landrum.



Outgoing MCEDA board member, Bob Williams, accepts an appreciation plaque from Interim MCEDA Executive Director, Ken Oilschlager.

VISIONING FOR THE FUTURE

MCEDA'S Competitive Economic Development Assessment

- In September, the Madison County Economic Development Authority's (MCEDA) Board of Directors announced the selection of VisionFirst Advisors, led by Gray Swoope, to conduct a competitive economic development assessment of the county.
- It is a competitive review of Madison County economic development looking at barriers and opportunities.
- The assessment does not replace the County's strategic plan conducted in 2012. Rather, the assessment will develop a comprehensive program of work regarding economic development for MCEDA to implement. The strategies developed will compliment and integrate the strategies in the 2012 strategic plan.
- In addition to gathering local feedback both through the survey and in-person meetings, VisionFirst will compare Madison County to other similar counties as well as the nation using demographic research and outlining best practices in economic development activities.
- VisionFirst team will compile an overview of the current conditions, ultimately addressing the question, "Where is the community now and where does it want to go?"
- VisionFirst will develop a comprehensive assessment to connect and direct all of Madison County's economic development offerings and stakeholders into a single core purpose.
- The core purpose will provide a clear course of action, milestones and a means of knowing when Madison County has arrived at its destination.
- The overarching goals, strategies and tactics will build upon the community's resources and infrastructure to strategically focus the county to grow jobs, support businesses and build a collaborative network to expand economic opportunity.
- Action plans to implementing the strategies will be included in the final deliverable to help ensure a wpath to success.
- The final assessment will be presented to the MCEDA Board of Directors in January 2017.

About Visionfirst advisors

After 30 years of leading public and private economic development organizations in three different states, Gray Swoope helped launch VisionFirst Advisors, LLC, an economic development consulting company focused on location advisory services, economic development strategy, organizational management and result-driven marketing and communications. VisionFirst is a wholly owned subsidiary of Butler Snow LLP with nearly 400 attorneys in 17 U.S. cities as well as international offices in London, Hong Kong and Singapore. This unique structure allows VisionFirst to utilize the strength of the Butler Snow network, combined with the staff's experience, knowledge and business connections to deliver results. To learn more about VisionFirst visit www.visionfirstadvisors.com.

Scope of Work

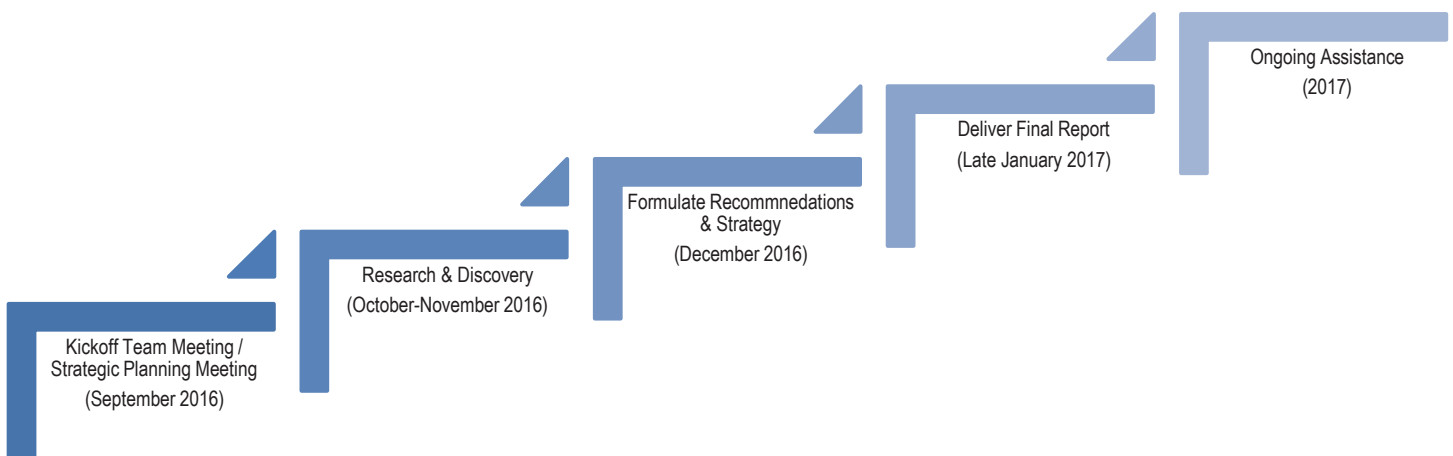
Organizations must constantly plan, implement, evaluate and adjust to market conditions

- Operational assessment of MCEDA and its work.
- Competitive review of Madison County economic development looking at barriers and opportunities.
- Collaborative strategies.
- Recommendations to move forward with as a high performing economic development organization.
- Strategic initiatives for short term, midterm and long-term
- Benchmark other successful models

Project Approach

- Review previous initiatives; assess progress to date
- Gather input from numerous sources: one-on-one interviews, community survey, meetings with other relevant organizations, etc.
- Research to understand trends, issues, opportunities
- Assimilate, review, analyze trends and findings, research
- Present update report of initial observations and themes
- Develop recommendations:
 - ❑ Collaborative opportunities with stakeholders
 - ❑ Initiatives to be developed strategy around
 - ❑ Best practices of high performing organizations
 - ❑ Marketing recommendations
- Present final report on January 2017

Timeline Delivering Final Assessment



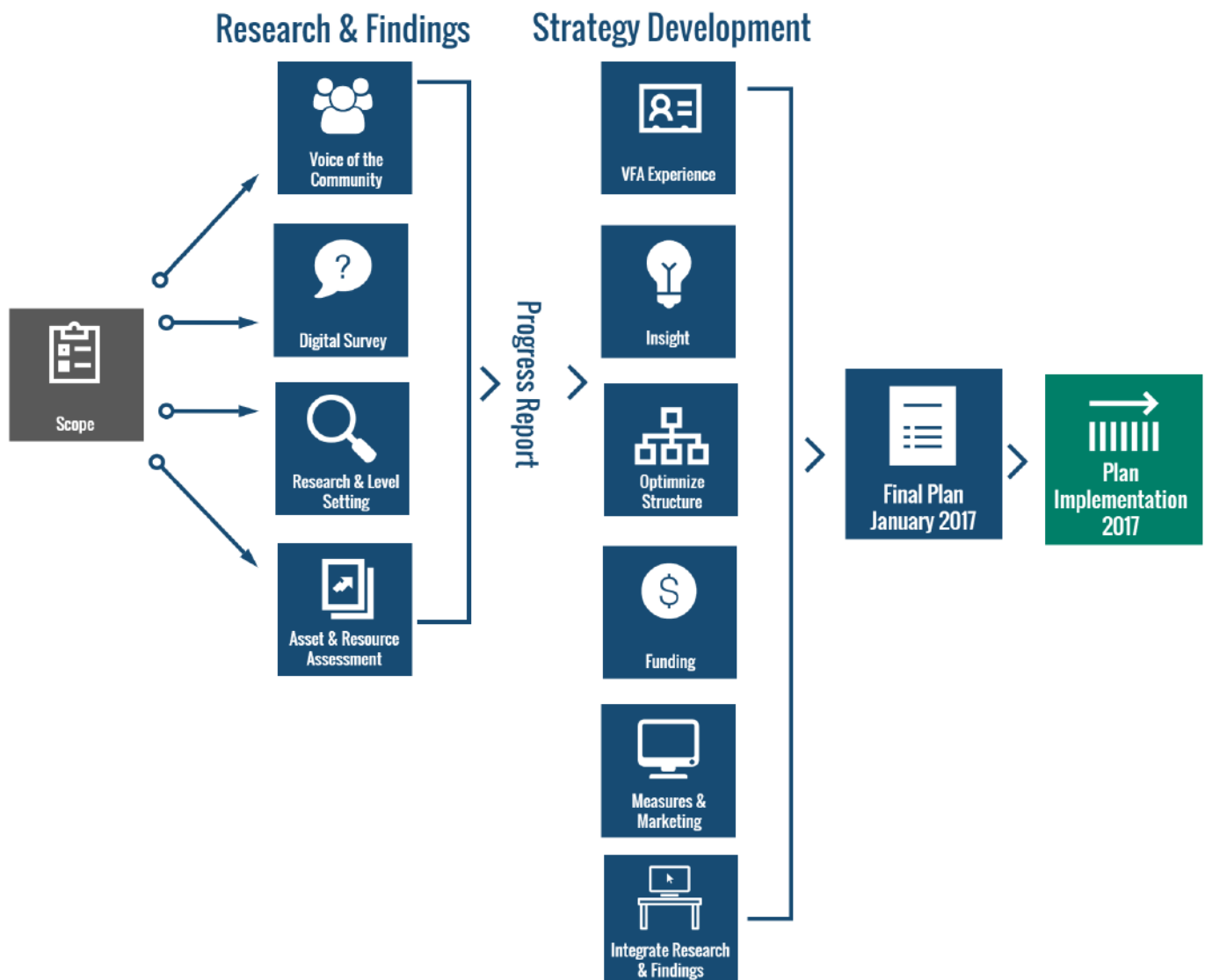
The Process

FORMULATE RECOMMENDATIONS AND STRATEGY

VisionFirst team will develop a comprehensive assessment to connect and direct all of Madison County's economic development offerings into one focused effort. In addition, goals and tactics will be identified with a complete set of metrics.

DELIVER PLAN WITH RECOMMENDED NEXT STEPS

VisionFirst will deliver our findings and the Strategic Organizational Assessment, outlining a plan of work along with marketing and branding approach to support economic development efforts. The recommendations will include short-term, mid-term and long-term strategies. Steps to implementing the comprehensive strategy will be included in the final deliverable to help ensure a path to success. And finally, appropriate tracking and measures will be addressed in the assessment.





135 Mississippi Parkway
Canton, MS 39046
T: 601.605.0368
F: 601.407.2835
www.madisoncountyeda.com