



Introduction

The retail industry, historically one of the largest and most important drivers of economic growth in the United States, is being challenged by technological advances and shifting consumer habits that are undermining sustained growth across much of the industry. The popularity of online retail—most prominently exemplified by the rise and dominance of Amazon and similar online shopping platforms—coupled with growing preferences for discounted shopping and experiences instead of material purchases, have profound implications for an industry that employs millions of people across the nation.¹ According to the National Retail Federation, a retail trade association established in 1911, online retail sales were projected to grow 8 percent to 12 percent nationally in 2017, compared to approximately 4 percent for the overall retail sector, a trend likely to continue in the future as consumers adjust their shopping habits and rely more heavily on digital platforms for their purchases.² As a result, according to many financial experts, the industry is confronting a so-called “retail apocalypse,” characterized by depressed profits, store closures and, in several instances, bankruptcy among some of the nation’s largest, most recognizable retailers.³

Given such perceived disruptions to a pillar of the national economy, it is instructive to understand the role of retail in each state’s economic landscape and the extent to which the industry’s difficulties have impacted states’ workforces in recent years. This *SLC Issue Brief* reviews data, provided

by Occupational Employment Statistics (OES)* from the United States Bureau of Labor Statistics, for three prominent retail occupations—cashiers, retail salespersons and retail supervisors—to determine how employment in these areas has evolved since 2012.⁴ Several states in the South have maintained solid growth in these occupations, in some cases surpassing the national average by wide margins, despite the many challenges confronting the industry. However, such growth likely cannot be sustained due to the ongoing and accelerating shift to online commerce.

The Importance of Retail Employment in the South

Retail plays a major role in Southern states’ workforces. According to OES, “sales and related occupations,” a category under which most retail jobs are classified, were the second-largest classification of occupations in every SLC state in 2016, with the exception of Kentucky, where they were the third largest. Annual mean wages in 2016 for this category ranged from \$29,730 in West Virginia up to \$42,100 in Texas, and employees in sales and related occupations comprised more than one in 10 workers in 12 of the 15 Southern states. Within this broadly defined category, a large majority—from 59.9 percent in Texas to a high of 78.3 percent in Mississippi—consisted of cashiers, retail

* Unless noted otherwise, all data in this *SLC Issue Brief* is sourced from Occupational Employment Statistics from the United States Bureau of Labor Statistics, released in March 2017.

salespersons and retail supervisors, all of which represent frequent forms of employment within the retail industry (see Table 1).*

As a proportion of state populations, cashiers, retail salespersons and retail supervisors play critical roles in the South. In 2016, nine of the 15 states in the SLC region, including Alabama, Louisiana, Mississippi, South Carolina, West Virginia, Florida, Virginia, Arkansas and Oklahoma, ranked in the top 15 nationally in the number of cashiers per 1,000 people. Missouri, North Carolina, Kentucky and Georgia ranked among the top 25, followed by Tennessee and Texas, which ranked 31st and 38th, respectively (see Table 2). Though wages for cashiers fall on the lower end of the income spectrum—annual mean wages nationally in 2016 were \$21,860—this occupation is essential for states’ workforces, representing one of the top four sources of employment in every Southern state.

Southern states have a similarly large number of retail supervisors per 1,000 people. Again, nine of the 15 states in the SLC region, including Alabama, West Virginia, South Carolina, Louisiana, Oklahoma, Arkansas, Florida, Mississippi and Tennessee were among the top 15 nationally in this

* According to OES, “sales and related occupations” also include first-line supervisors of non-retail sales workers; gaming change persons and booth cashiers; counter and rental clerks; parts salespersons; advertising sales agents; insurance sales agents; securities, commodities, and financial services sales agents; travel agents; sales representatives, services, all other; sales representatives, wholesale and manufacturing, technical and scientific products; sales representatives, wholesale and manufacturing, except technical and scientific products; demonstrators and product promoters; models; real estate brokers; real estate sales agents; sales engineers; telemarketers; door-to-door sales workers, news and street vendors, and related workers; sales and related workers, all other.

Table 1		Sales and related occupations in SLC states (2016)		
State	Sales and related occupations	Employment per 1,000 people	Percent comprised of cashiers, retail salespersons and retail supervisors	Annual mean wages
Alabama	217,970	113.94	71.8	\$34,070
Arkansas	126,730	106.38	67.2	\$33,010
Florida	1,060,730	129.01	63.0	\$38,240
Georgia	457,850	108.64	63.2	\$38,060
Kentucky	179,090	95.79	68.6	\$34,020
Louisiana	214,300	111.49	71.8	\$32,170
Mississippi	115,190	103.10	78.3	\$30,190
Missouri	281,780	102.17	64.5	\$36,290
North Carolina	454,500	107.42	64.5	\$39,760
Oklahoma	163,900	103.28	67.4	\$34,990
South Carolina	219,130	110.68	71.6	\$32,820
Tennessee	287,160	99.26	68.3	\$35,510
Texas	1,257,650	107.08	59.9	\$42,100
Virginia	397,110	105.60	66.4	\$39,980
West Virginia	69,410	99.52	75.6	\$29,730

Source: Occupational Employment Statistics, United States Bureau of Labor Statistics

category. North Carolina, Missouri, Georgia, Kentucky and Virginia were in the top 30 nationally, followed lastly by Texas, which was 32nd (see Table 3). Within the broader retail sector, supervisory positions are particularly important for state workforces, as salaries for such positions are generally on par with annual mean wages. In 2016, annual mean salaries for retail supervisors were within six percentage points of statewide mean wages in Alabama, Arkansas, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee and Texas. In Florida, annual mean salaries for this occupation were higher than the state’s mean wage.

The number of retail salespersons per 1,000 people is much more widely distributed across the 50-state

Table 2

Cashiers per 1,000 people (2016)

Rank	State	Number per 1,000	Rank	State	Number per 1,000	Rank	State	Number per 1,000
1	Alabama	37.96	18	Nebraska	26.92	35	Colorado	23.74
2	Louisiana	37.01	19	Maine	26.83	36	Indiana	23.55
3	Mississippi	34.63	20	New Mexico	26.79	37	Connecticut	23.29
4	New Hampshire	34.62	21	Delaware	26.78	38	Texas	23.18
5	South Carolina	32.70	22	Kansas	26.55	39	Idaho	22.89
6	Montana	32.44	23	North Carolina	26.54	40	Minnesota	22.65
7	West Virginia	32.10	24	Kentucky	26.50	41	Rhode Island	22.17
8	Vermont	31.85	25	Georgia	26.30	42	Michigan	22.05
9	South Dakota	31.62	26	Pennsylvania	25.66	43	Ohio	21.99
10	Maryland	29.35	27	Oregon	25.53	44	Wisconsin	21.85
11	Florida	29.19	28	Hawaii	25.52	45	Illinois	21.63
12	Virginia	28.96	29	California	25.33	46	New York	21.31
13	Arkansas	28.94	30	Arizona	25.27	47	Washington	21.31
14	Oklahoma	27.53	31	Tennessee	25.00	48	Massachusetts	20.87
15	Iowa	27.49	32	Wyoming	24.93	49	Utah	20.42
16	Nevada	27.13	33	New Jersey	24.16	50	Alaska	19.99
17	Missouri	27.12	34	North Dakota	24.09	-	United States	26.44

Source: Occupational Employment Statistics, United States Bureau of Labor Statistics

spectrum. In 2016, while Florida ranked first nationally for this segment of employees, only Mississippi and South Carolina were among the top 10. The remaining Southern states ranked as high as 16th to as low as 44th (see Table 4). Nevertheless, all states are heavily dependent on salesperson positions in their workforces. In 14 of the South's 15 states, retail salespersons represented the first- or second-largest employee base in 2016. The exception was West Virginia, where it was the third-largest occupation.

Additionally, retail positions are an important source of employment for all working age demographics. According to the 2016 Current Population Survey, also released by the United States Bureau of Labor Statistics, millions

of people, from 16 years old up to 65 years and older, are dependent on retail employment for some portion of their annual income.⁷ This especially is the case for those between ages 20 and 64, the age range that is most widely represented in retail positions. In 2016, 16.2 percent of all retail positions consisted of those aged 20 to 24, compared to 22.8 percent aged 25 to 34, 16.6 percent aged 35 to 44, 17.0 percent aged 45 to 54, and 14.3 percent aged 55 to 64. Individuals beyond these demographics also are represented, though not to the

⁷The Current Population Survey classifies retail positions under the category "retail trade," which is not identical to "sales and related occupations" used by OES. However, the two sets of data are analogous and offer similar insights into positions prevalent across the retail industry.

same degree: 16- to 19-year-old employees comprised 6.8 percent of all retail positions, while those aged 65 and over comprised 6.4 percent.⁵

Changes in Retail Employment

According to OES, the overall number of jobs in the United States grew from 130.3 million in 2012, to 140.4 million in 2016, an increase of 7.76 percent. Predictably, given the difficulties confronting many retailers, growth in the industry has not maintained the same pace. Nationally, sales and related occupations, as defined by OES, grew 5.07 percent during the same period, while the number of salespersons and cashiers increased 4.34 percent and 6.85 percent, respectively. Meanwhile, the number of retail supervisors decreased by 1.64 percent from 2012 to 2016.

However, not all states have been equally impacted and, in fact, many Southern states have experienced notable job growth in retail occupations during the past several years. In some cases, the growth rates have been significantly higher than the national average. As an example, the number of retail salespersons in Tennessee increased 12.95 percent between 2012 and 2016, the fifth-highest rate in the nation and nearly triple the national average. Likewise, Missouri and Mississippi experienced growth rates approximately double the national average, while Florida, Louisiana, Oklahoma, North Carolina and Texas all bested national trends (see Table 5).

Similarly, growth in the number of cashiers surpassed the national average in several Southern states. Between 2012

Table 3

Retail supervisors per 1,000 people (2016)

Rank	State	Number per 1,000	Rank	State	Number per 1,000	Rank	State	Number per 1,000
1	Alabama	12.61	18	North Carolina	9.61	35	Massachusetts	8.10
2	West Virginia	11.58	19	North Dakota	9.51	36	Nebraska	8.08
3	South Carolina	11.53	20	Kansas	9.30	37	Oregon	8.00
4	Montana	11.35	21	Delaware	9.26	38	New Jersey	7.95
5	Louisiana	11.24	22	Connecticut	9.18	39	Ohio	7.87
6	Oklahoma	11.02	23	Idaho	9.18	40	Minnesota	7.72
7	New Hampshire	11.01	24	Missouri	9.04	41	Colorado	7.39
8	Arkansas	10.82	25	Indiana	8.86	42	Illinois	7.37
9	Florida	10.82	26	Georgia	8.72	43	California	7.34
10	New Mexico	10.72	27	Kentucky	8.70	44	Alaska	7.29
11	Mississippi	10.61	28	Virginia	8.65	45	Pennsylvania	7.25
12	Tennessee	10.43	29	Vermont	8.52	46	Washington	7.18
13	Maryland	10.16	30	Nevada	8.44	47	South Dakota	7.11
14	Hawaii	10.06	31	Rhode Island	8.43	48	Utah	7.06
15	Maine	10.06	32	Texas	8.38	49	New York	6.94
16	Wyoming	10.02	33	Iowa	8.27	50	Wisconsin	5.74
17	Arizona	9.89	34	Michigan	8.23	-	United States	9.05

Source: Occupational Employment Statistics, United States Bureau of Labor Statistics

and 2016, Kentucky, Arkansas and Virginia experienced growth of 19.57 percent, 19.56 percent and 18.95 percent, respectively, approximately triple the national average and among the top six nationally. Florida, Texas, Georgia, North Carolina, South Carolina, Alabama and West Virginia also experienced robust increases in the number of cashiers. Growth in the remaining states, though positive, was below the national average (see Table 6).

Lastly, eight of the 15 SLC states have experienced decreases in the number of retail supervisors, following the national trajectory for this occupation. However, several states accomplished notable growth, including West Virginia, South Carolina, Tennessee and Missouri, where rates were 17.10 percent, 12.80 percent, 9.70 percent and

8.49 percent, respectively, between 2012 and 2016. In comparison to the decline of 1.64 percent nationally, these numbers are noteworthy. Florida, Georgia and Louisiana also experienced growth in the number of retail supervisors, though not to the same degree (see Table 7).

Overall, employment in the retail sector has been relatively solid across the entire SLC region. All 15 Southern states experienced growth between 2012 and 2016 that was higher than the national average in at least one of the three occupations listed in this report. Nine of the 15 states performed better than the national average in two of the three occupations, while Florida exceeded the average across all three occupations.

Table 4 Retail salespersons per 1,000 people (2016)

Rank	State	Number per 1,000	Rank	State	Number per 1,000	Rank	State	Number per 1,000
1	Florida	41.24	18	Colorado	33.36	35	Oklahoma	31.05
2	Delaware	40.27	19	Washington	33.21	36	Connecticut	30.93
3	New Hampshire	40.19	20	North Carolina	33.19	37	Indiana	30.89
4	Nevada	39.07	21	New Jersey	33.14	38	Nebraska	30.76
5	Idaho	38.09	22	Texas	32.62	39	Pennsylvania	30.67
6	South Dakota	37.12	23	Virginia	32.52	40	Kentucky	30.53
7	Hawaii	36.56	24	Alaska	32.36	41	Wisconsin	30.34
8	New York	35.50	25	Tennessee	32.32	42	Minnesota	30.15
9	Mississippi	35.44	26	North Dakota	32.01	43	Vermont	29.86
10	South Carolina	35.07	27	Louisiana	31.79	44	Missouri	29.77
11	Montana	35.01	28	Arkansas	31.77	45	Ohio	29.50
12	Michigan	35.00	29	Illinois	31.64	46	Iowa	28.99
13	Oregon	34.40	30	Utah	31.60	47	Rhode Island	28.87
14	Arizona	33.94	31	West Virginia	31.51	48	Kansas	28.80
15	Maine	33.85	32	Alabama	31.20	49	California	27.59
16	Georgia	33.66	33	Massachusetts	31.18	50	Maryland	26.31
17	New Mexico	33.37	34	Wyoming	31.06		United States	32.79

Source: Occupational Employment Statistics, United States Bureau of Labor Statistics

Trajectory of Retail

Although data suggest that states in the region have, thus far, weathered the difficulties facing retail, there is a near certainty that the future will be increasingly difficult. Store closures are expected to accelerate through 2018, surpassing 2017 numbers by as much as 33 percent. One recent study forecasts that online retail will account for approximately 17 percent of all retail transactions in 2022, up from less than 13 percent in 2017.⁶ This trend will continue further in the future, allowing online retail to assume an increasingly dominant position within the overall sector. By 2027, U.S. online retail sales could reach \$1 trillion, compared to approximately \$450 billion in 2017.⁷

Employment in retail will suffer with consumer activity trending toward digital options, as online retail outlets generally do not employ as many workers as traditional brick-and-mortar stores. In 2015, according to the most recent data from the United States Census Bureau, approximately 73 percent of online retailers employed only one to four people, compared to 13 percent with five to nine employees; 7 percent with 10 to 19 employees; and 4 percent with 20 to 49 employees. Moreover, a disproportionate number of the jobs created by online firms are in larger metropolitan areas. According to data from *The New York Times*, small metro areas and rural counties account for approximately 23 percent of all retail employment, compared to only 13 percent of jobs with online retail entities.⁸ Considering the relatively high percentage of retail positions in the South, this evolution could have a particularly severe impact on employment moving forward.

The rapid increase in online retail also has important ramifications for state and

Table 5		Retail salespersons: employment and percent change (2012-2016)			
Rank for percent change	State	2016	2014	2012	Percent change 2012-2016
1	Idaho	25,270	21,800	20,650	22.37
2	Maine	20,190	19,920	17,140	17.79
3	Wisconsin	85,100	85,160	74,690	13.94
4	Montana	15,920	14,770	14,090	12.99
5	Tennessee	93,500	88,130	82,780	12.95
6	Michigan	147,440	141,610	130,620	12.88
7	Nevada	49,650	49,120	44,410	11.80
8	New York	322,970	310,540	289,730	11.47
9	Delaware	17,750	17,990	16,100	10.25
10	Missouri	82,100	83,310	74,880	9.64
11	South Dakota	15,500	15,460	14,210	9.08
12	Nebraska	29,780	29,280	27,400	8.69
13	Colorado	83,670	80,330	77,050	8.59
14	Mississippi	39,600	39,600	36,520	8.43
15	North Dakota	13,610	14,030	12,560	8.36
16	Oregon	61,610	62,300	56,910	8.26
17	Wyoming	8,580	8,610	7,940	8.06
18	Florida	339,070	331,060	314,850	7.69
19	Illinois	186,820	191,540	174,580	7.01
20	New Hampshire	25,920	27,130	24,300	6.67
21	Louisiana	61,120	60,190	57,370	6.54
22	Oklahoma	49,280	49,940	46,290	6.46
23	New Jersey	131,080	138,020	123,160	6.43
24	North Carolina	140,410	140,620	132,750	5.77
25	Utah	43,450	43,140	41,160	5.56

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Table 5
(continued) **Retail salespersons: employment and percent change (2012-2016)**

Rank for percent change	State	2016	2014	2012	Percent change 2012-2016
26	Washington	101,850	102,910	96,810	5.21
27	Ohio	157,460	155,280	150,030	4.95
28	Indiana	92,400	92,100	88,320	4.62
29	Texas	383,080	381,400	366,230	4.60
30	South Carolina	69,430	69,040	66,750	4.01
31	Arizona	90,030	91,670	86,650	3.90
32	Kansas	39,580	39,510	38,210	3.59
33	Connecticut	51,540	54,210	50,070	2.94
34	Alabama	59,690	59,840	58,310	2.37
35	Vermont	9,100	8,510	8,900	2.25
36	Alaska	10,470	10,250	10,260	2.05
37	Arkansas	37,840	39,140	37,170	1.80
38	Minnesota	84,730	85,810	83,990	0.88
39	Virginia	122,290	127,740	123,150	0.70
40	Kentucky	57,080	54,200	56,710	0.65
41	Massachusetts	107,880	113,590	107,600	0.26
42	Iowa	44,500	46,810	45,200	-1.55
43	California	440,440	460,360	448,440	-1.78
44	Hawaii	23,110	25,470	23,680	-2.41
45	Georgia	141,860	140,210	146,890	-3.42
46	West Virginia	21,980	24,180	22,990	-4.39
47	New Mexico	26,880	28,240	28,240	-4.82
48	Pennsylvania	176,270	194,890	187,110	-5.79
49	Maryland	69,470	71,720	74,670	-6.96
50	Rhode Island	13,720	14,910	15,210	-9.80
-	United States	4,528,550	4,562,160	4,340,000	4.34

Source: Occupational Employment Statistics, United States Bureau of Labor Statistics

local budgets. Sales taxes, which comprise a substantial portion of states' annual tax revenues, are suffering as more purchases are processed online, many of which currently are exempt from traditional tax collections. According to one estimate from the International Council of Shopping Centers in New York and National Conference of State Legislatures in Colorado, uncollected sales taxes from online and digital purchases may have been as high as \$17 billion nationally in 2015.⁹ Several states, including a few in the South, have begun to make adjustments by proposing legislation and modifying tax codes to require collection of taxes for online retail transactions.¹⁰ In recent years, Alabama, Indiana, North Dakota, Virginia, Tennessee and Wyoming all implemented laws or adjusted tax rules to require greater collection of taxes on online sales.¹¹

However, the future trajectory of tax collections on internet sales largely will depend on whether the U.S. Supreme Court decides to overturn *Quill Corp. vs. North Dakota*, a previous case from 1992 in which the court ruled that retailers do not have to collect taxes on sales in states where they do not have a physical presence. Overturning or nullifying *Quill*, proponents assert, would facilitate greater collection of taxes for online retail sales, thus mitigating much of the damage to budgets resulting from increased digital transactions. An appeal of *Quill* from South Dakota will be heard before the Supreme Court in 2018, with some indications suggesting it will be overturned.¹²

In light of the critical role that retail positions play in Southern states' workforces, changes within the industry inevitably will impact employment. Though wages for the overall retail sector fall on the lower end of the spectrum, the industry nevertheless

provides a critical source of employment for people of all ages and skill levels, in addition to those who are in transition or require flexible work scheduling options.¹³ Therefore, it will be crucial for state and local leaders to support the many workers who are, and will continue to be, impacted by the evolution of retail positions in the

years ahead. Moreover, states must continue their efforts to ensure sales taxes are consistently collected on the growing number of digital transactions that are transforming the retail landscape. Without doing so, they run the risk of experiencing additional budgetary constraints that could jeopardize important public services.

Table 6		Cashiers: employment and percent change (2012-2016)			
Rank for percent change	State	2016	2014	2012	Percent change 2012-2016
1	Arizona	67,040	59,210	51,740	29.57
2	Oregon	45,730	37,760	35,570	28.56
3	Nevada	34,490	31,500	27,730	24.38
4	Kentucky	49,550	47,080	41,440	19.57
5	Arkansas	34,480	31,100	28,840	19.56
6	Virginia	108,920	97,670	91,570	18.95
7	California	404,500	374,730	341,150	18.57
8	Wyoming	6,880	5,880	5,810	18.42
9	Colorado	59,540	52,950	50,570	17.74
10	Florida	240,010	217,060	204,480	17.38
11	Texas	272,270	259,870	238,320	14.25
12	Georgia	110,850	98,940	98,990	11.98
13	Hawaii	16,130	14,180	14,700	9.73
14	North Carolina	112,280	109,350	103,010	9.00
15	New Mexico	21,580	20,840	19,820	8.88
16	Maryland	77,520	78,110	71,360	8.63
17	South Carolina	64,740	61,010	59,600	8.62
18	Alabama	72,610	68,790	67,200	8.05
19	Minnesota	63,650	60,410	58,990	7.90
20	West Virginia	22,390	21,680	20,830	7.49
21	Vermont	9,700	9,510	9,030	7.42
22	Idaho	15,190	15,340	14,430	5.27
23	Tennessee	72,320	73,950	68,820	5.09

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Table 6
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Cashiers: employment and percent change (2012-2016)

Rank for percent change	State	2016	2014	2012	Percent change 2012-2016
24	Louisiana	71,140	71,120	67,820	4.90
25	Utah	28,080	29,010	26,820	4.70
26	Oklahoma	43,690	41,770	41,870	4.35
27	Delaware	11,800	10,620	11,330	4.15
28	Missouri	74,790	69,010	72,230	3.54
29	Kansas	36,480	35,070	35,480	2.82
30	Mississippi	38,690	35,470	37,880	2.14
31	Nebraska	26,060	24,730	25,550	2.00
32	Washington	65,350	66,350	64,250	1.71
33	Michigan	92,860	93,900	91,320	1.69
34	Montana	14,750	15,390	14,580	1.17
35	New Hampshire	22,330	21,740	22,120	0.95
36	Massachusetts	72,200	68,350	71,680	0.73
37	New York	193,860	191,470	192,660	0.62
38	South Dakota	13,200	12,750	13,130	0.53
39	Indiana	70,440	69,930	70,260	0.26
40	Connecticut	38,800	38,800	39,050	-0.64
41	Ohio	117,390	120,150	121,030	-3.01
42	Maine	16,000	16,760	16,560	-3.38
43	Rhode Island	10,540	11,280	10,930	-3.57
44	Iowa	42,200	39,470	43,870	-3.81
45	Alaska	6,470	6,170	6,790	-4.71
46	Pennsylvania	147,440	147,620	155,170	-4.98
47	New Jersey	95,550	95,910	102,160	-6.47
48	Wisconsin	61,290	60,990	69,550	-11.88
49	North Dakota	10,240	11,600	11,770	-13.00
50	Illinois	127,700	137,630	147,240	-13.27
	United States	3,541,010	3,398,330	3,314,010	6.85

Source: Occupational Employment Statistics, United States Bureau of Labor Statistics

Table 7

Retail supervisors:
employment and percent change (2012-2016)

Rank for percent change	State	2016	2014	2012	Percent change 2012-2016
1	West Virginia	8,080	7,340	6,900	17.10
2	South Carolina	22,830	20,690	20,240	12.80
3	North Dakota	4,040	4,170	3,620	11.60
4	New York	63,120	61,830	56,830	11.07
5	Tennessee	30,190	27,960	27,520	9.70
6	Missouri	24,930	24,280	22,980	8.49
7	Maryland	26,820	26,350	25,080	6.94
8	Nevada	10,720	10,160	10,030	6.88
9	Montana	5,160	5,270	4,840	6.61
10	Florida	88,970	86,850	83,990	5.93
11	Vermont	2,600	2,570	2,460	5.69
12	Idaho	6,090	6,230	5,870	3.75
13	Colorado	18,540	17,950	17,880	3.69
14	Georgia	36,740	38,340	35,920	2.28
15	Nebraska	7,820	7,880	7,650	2.22
16	Louisiana	21,600	21,080	21,140	2.18
17	New Mexico	8,640	9,220	8,490	1.77
18	New Jersey	31,440	30,430	31,050	1.26
19	Massachusetts	28,010	28,470	27,780	0.83
20	Pennsylvania	41,690	42,690	41,350	0.82
21	Kansas	12,790	13,130	12,750	0.31
22	Oregon	14,330	14,320	14,350	-0.14
23	Rhode Island	4,010	3,810	4,020	-0.25
24	Wyoming	2,770	2,610	2,780	-0.36
25	Delaware	4,080	4,010	4,120	-0.97

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Table 7 (continued)		Retail supervisors: employment and percent change (2012-2016)			
Rank for percent change	State	2016	2014	2012	Percent change 2012-2016
26	Minnesota	21,700	20,220	21,970	-1.23
27	Virginia	32,530	32,180	32,940	-1.24
28	Arkansas	12,890	13,820	13,130	-1.83
29	South Dakota	2,970	2,850	3,030	-1.98
30	Oklahoma	17,480	17,730	18,170	-3.80
31	California	117,160	120,360	122,290	-4.19
32	Michigan	34,670	35,950	36,310	-4.52
33	Arizona	26,250	27,300	27,720	-5.30
34	Ohio	42,030	41,300	44,390	-5.32
35	Texas	98,400	102,460	104,270	-5.63
36	Utah	9,700	10,580	10,280	-5.64
37	Washington	22,040	21,870	23,370	-5.69
38	Indiana	26,520	26,360	28,380	-6.55
39	Hawaii	6,360	6,950	6,820	-6.74
40	New Hampshire	7,100	7,400	7,620	-6.82
41	Alabama	24,120	24,560	25,940	-7.02
42	Alaska	2,360	2,690	2,560	-7.81
43	Connecticut	15,300	15,970	16,680	-8.27
44	Illinois	43,500	43,450	47,530	-8.48
45	North Carolina	40,660	40,930	44,480	-8.59
46	Maine	6,000	6,430	6,800	-11.76
47	Iowa	12,700	11,840	14,480	-12.29
48	Kentucky	16,270	16,820	18,970	-14.23
49	Mississippi	11,860	12,790	14,050	-15.59
50	Wisconsin	16,110	17,510	20,540	-21.57
-	United States	1,194,220	1,199,770	1,214,170	-1.64

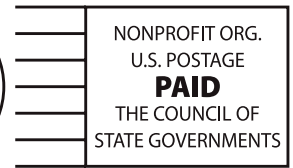
Source: Occupational Employment Statistics, United States Bureau of Labor Statistics

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REGIONAL VIEW NATIONAL REACH

This report was prepared by **Roger Moore**, policy analyst and committee liaison of the Economic Development, Transportation & Cultural Affairs Committee of the Southern Legislative Conference, chaired by **Representative Jeanie Lauer of Missouri**. This report reflects the policy research made available to appointed and elected state officials by the **Southern Office of The Council of State Governments (CSG)**.

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