

# Delta Regional Authority

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## Fiscal Year 2020 Budget Justification



**Creating Jobs. Building Communities. Improving Lives.**

Alabama ● Arkansas ● Illinois ● Kentucky ● Louisiana ● Missouri ● Mississippi ● Tennessee

Alabama · Arkansas · Illinois · Kentucky · Louisiana · Mississippi · Missouri · Tennessee

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# Board of Governors

## Louisiana



Chris Caldwell  
Federal Co-Chairman



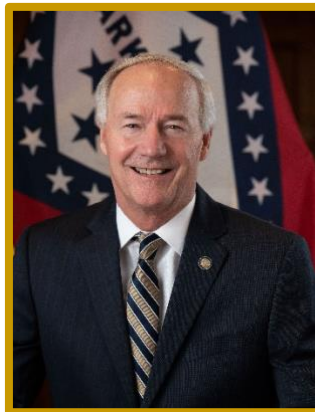
Gov. John Bel Edwards  
States' Co-Chair  
Designee: Leslie Durham

## Alabama



Gov. Kay Ivey  
Designee: Kenneth Boswell  
Alternate: Crystal Davis

## Arkansas



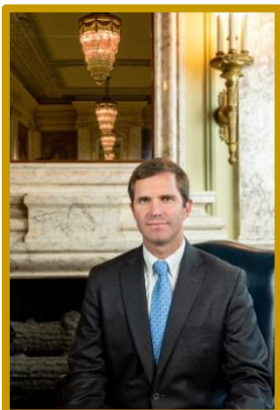
Gov. Asa Hutchinson  
Designee: Amy Fecher

## Illinois



Gov. J. B. Pritzker  
Designee: Brandi Bradley  
Alternate: Nikki Budzinski

## Kentucky



Gov. Andy Beshear  
Designee: Dennis Keene

## Mississippi



Gov. Tate Reeves  
Designee: Anne Hall Brashier

## Missouri



Gov. Mike Parson  
Designee: Luke Holtschneider

## Tennessee



Gov. Bill Lee  
Designee: Brooxie Carlton  
Alternate: Sen. Brian Kelsey

## **Section 1: Budget Scenario**

<b>Delta Regional Authority</b>			
<b>Potential Budget Scenario</b>			
<b>FY 2020</b>			
			<b>FY 2020</b>
			<b>Potential</b>
		<b>FY 2020</b>	<b>Spend Budget</b>
	<b>FY 2019</b>	<b>Potential</b>	<b>Over (Under)</b>
	<b>Approved</b>	<b>Spend</b>	<b>FY 2019</b>
<b>Source</b>	<b>Budget</b>	<b>Budget</b>	<b>Approved Budget</b>
Federal Appropriations	\$ 25,000,000	\$ 30,000,000	\$ 5,000,000
State Assessments	1,096,860	1,197,122	100,262
RCAP (USDA Indirect Appropriation)	3,000,000	3,000,000	-
EDA (PWEAA Indirect Appropriation)	3,000,000	3,000,000	-
<b>Total Federal and State Appropriations</b>	<b>\$ 32,096,860</b>	<b>\$ 37,197,122</b>	<b>\$ 5,100,262</b>
<b>(Uses) &amp; Investments</b>			
State Economic Development Assistance Program (SEDAP)	12,395,106	12,286,544	(108,562)
Community Infrastructure Fund - (CIF)	10,000,000	15,000,000	5,000,000
Local Development Districts Technical Assistance	544,000	544,000	-
RCAP Grants	3,000,000	3,000,000	-
EDA Grants	3,000,000	3,000,000	-
<b>Special Programs:</b>			
Apprenticeship/Job Training	500,000	500,000	-
<b>Administration</b>	<b>2,657,754</b>	<b>2,866,578</b>	<b>208,824</b>
<b>Total Federal Appropriations</b>	<b>\$ 32,096,860</b>	<b>\$ 37,197,122</b>	<b>\$ 5,100,262</b>
<b>Administration</b>			
<b>Object Class</b>			
Federal Salaries	\$ 330,027	\$ 336,412	\$ 6,385
Federal Benefits	99,008	100,924	1,916
DRA Salaries	914,398	964,802	50,404
DRA Benefits	274,321	289,441	15,120
Contract Staff	100,000	150,000	50,000
Travel - Federal Staff	35,000	35,000	-
Travel - Non-Federal Staff	100,000	100,000	-
Travel - Monitoring and Compliance	30,000	25,000	(5,000)
Travel - Meetings and Public Engagement	45,000	45,000	-
Professional Services	400,000	450,000	50,000
Insurance Non-Health Related	30,000	30,000	-
Communications and Outreach	20,000	20,000	-
Staff Development and Training	30,000	25,000	(5,000)
Printing and Publications	25,000	25,000	-
Rents, Leases, Supplies & Materials	200,000	220,000	20,000
Equipment	25,000	50,000	25,000
<b>Total Expenditures</b>	<b>\$ 2,657,754</b>	<b>\$ 2,866,578</b>	<b>\$ 208,824</b>
3/6/2019 16:25			

## **Delta Regional Authority (DRA) FY2020 Potential Budget Scenario**

### **Introduction**

This narrative is presented as justification to the attached FY2020 Potential Budget Spend Plan. Participating states within the DRA service area pay 50% of DRA's administrative costs, less federal employee expenses (the Office of the Federal Co-Chairman is funded 100% by the Fed). This presentation details the full budget including state assessments and federal appropriations.

### **Source and (Uses) of Appropriations**

The attached budget table indicates the source and (uses) of DRA's federal appropriations and a detailed presentation of its expenditures as follows:

- FY2019 Approved Budget;
- FY2020 Potential Spend Budget Based on Full Authorized Budget; and
- Comparison of FY2020 Potential Spend Budget to FY2019 Approved Budget.

### **Format and Content**

DRA's administrative budget presentation on the attached table is presented in three sections:

1. "Source – Federal Appropriations and State Assessments;"
2. "Uses-Investments" of the appropriations; and
3. "Administration" – administrative expenses classified at the major object class level.

### **Explanation of Use of Federal Appropriation**

The Uses section describes how the federal appropriations will be expended as follows:

- The States' Economic Development Assistance Program (SEDAP) allocation and Administrative costs were increased by \$4,891,438 and \$208,824, respectively. The increase was due to the requested \$30,000,000 appropriation request with most all of the \$5,000,000 increase going to SEDAP. Special Programs held constant with \$500,000 being used for Registered Apprenticeship and Job Training Programs. Per congressional mandate, DRA also allocated funds to provide technical assistance (\$554,400) for 252 counties/parishes) to Local Development Districts (LDDs), with no increase.
- The Community Infrastructure Fund would be held constant (by appropriation report language) at \$10,000,000.
- DRA is also hopeful that its partnerships with USDA (RCAP) and EDA (PWEAA) will remain constant in FY2020 with \$3,000,000 per program. Projects awarded funding from these 2 funding streams must follow respective agency guidelines and be approved by the respective agencies.

**Administration**

Administrative funds necessary to administer the program are presented below:

**Federal Salaries, Benefits, & Travel**

The Office of the Federal Co-Chairman (FCC) maintained two positions consisting of the Federal Co-Chairman, the Alternate Federal Co-Chairman. DRA has no control over these expenses.

Salaries					\$ 336,412
Benefits at 30%					100,924
Travel					35,000
Total Federal Salaries, Benefits & Travel					<u>\$ 472,336</u>

**DRA Salaries—Non-Federal Staff**

Non-federal salaries represent 15 positions. DRA left the administrative salary costs constant from FY 2019 to FY 2020, with the exception of a cola increase.

Total Salaries—Non-Federal Staff \$ 964,802

**DRA Fringe Benefits—Non-Federal Staff**

The effective fringe benefit rate is 30 percent of salaries representing mandated and voluntary salary-related expenditures as follows:

- FICA – (Social Security) at 6.2% of salaries up to \$127,200;
- Medicare – at 1.45% of salaries (no max);
- SUTA – State Unemployment Tax 3.06% of the first \$12,000 of salary per employee;
- Non-elective retirement 11.7% of total salary; and
- Elective retirement (401k) effective rate of 3.2% of employees’ voluntary contribution (maximum match of 5%).

Social Security					\$ 59,818
Medicare					13,990
State Unemployment					5,508
Medical/Health					66,370
Retirement					143,755
Total Fringe Benefits					<u>\$ 289,441</u>

**Contract Staff**

Contract staff represent positions to assist or supplement staff during budget, audit, and year-end closing such as bookkeeping, grants & awards close-out, and records archival. The amount budgeted for FY 2020 is \$150,000



**Monitoring & Compliance**

The Division of Monitoring and Compliance provides independent and objective reviews and investigations of the grantees and open projects that utilize the States’ Economic Development Assistance Program (SEDAP), Community Infrastructure Fund (CIF), Rural Community Assistance Program (RCAP), Delta Doctors, and the Local Development Districts (LDDs) to determine their compliance with federal and state laws and regulations that govern the investment programs. LDDs are included since they act as the project administrators for DRA investments, providing grant-writing and administration services during the project duration period (up to 3 years).

Total Monitoring/Compliance (travel) \$25,000

**Travel—Non-Federal**

Travel includes mileage and/or fuel, rental vehicles, hotels, airfare, meals & incidentals, taxis, parking fees, etc., consisting primarily of trips to small rural towns, communities, and counties/parishes without access to major modes of public transportation (i.e. air/rail) throughout 200,000 square miles, 252 counties/parishes, and over 500 cities/towns in an eight-state region. DRA’s service area presents logistical challenges that often necessitates multiple modes of travel (i.e. air and vehicle travel).

Other staff travel (Airfare, hotels, per diem, mileage) \$100,000

**Meetings & Public Engagement**

Costs relating to travel for board meetings, symposia, and conferences including per diem or POV mileage, room rentals, visual aids, and rental of passenger motor vehicles.

Total Meetings & Public Engagement \$45,000

**Professional Services**

Professional services include costs for specialists that provide a specific skill-set not available with existing staff or temporary help. These services are time-limited specific projects and consist of:

Policy & research				\$ 60,000		
Legislative affairs				80,000		
Website				40,000		
Custodial				12,000		
Financial Management (GSA)				80,000		
Background Checks (DOI)				12,000		
Audit				75,000		
Legal				41,000		
Outsourced IT				50,000		
Total				\$ 450,000		

**Insurance—Non-Health**

Insurance—Non-Health consists of liability, professional, property, inland marine, worker’s compensation, automobile, criminal, employee dishonesty, and fidelity insurance as follows:

Liability, Crime, Property					\$14,000
Wokers' Comp					12,000
Auto					4,000
Total					<u>\$30,000</u>

**Communications & Outreach**

Communications and outreach consists of costs including advertising, signs, job announcement postings, and community outreach.

Total Communications & Outreach \$20,000

**Staff Development/Training**

Staff development/training includes costs for training closely aligned with the basic responsibilities and mission of the agency including, but not limited to, program-specific education, management development, and leadership training.

Total Staff Development/Training \$25,000

**Printing & Publications**

Printing and publications include costs for printing research publications and others such as Today's Delta, Year-in-Review, DRA Regional Development Plans, DLI Index, and DRA State Strategic Plans, etc.:

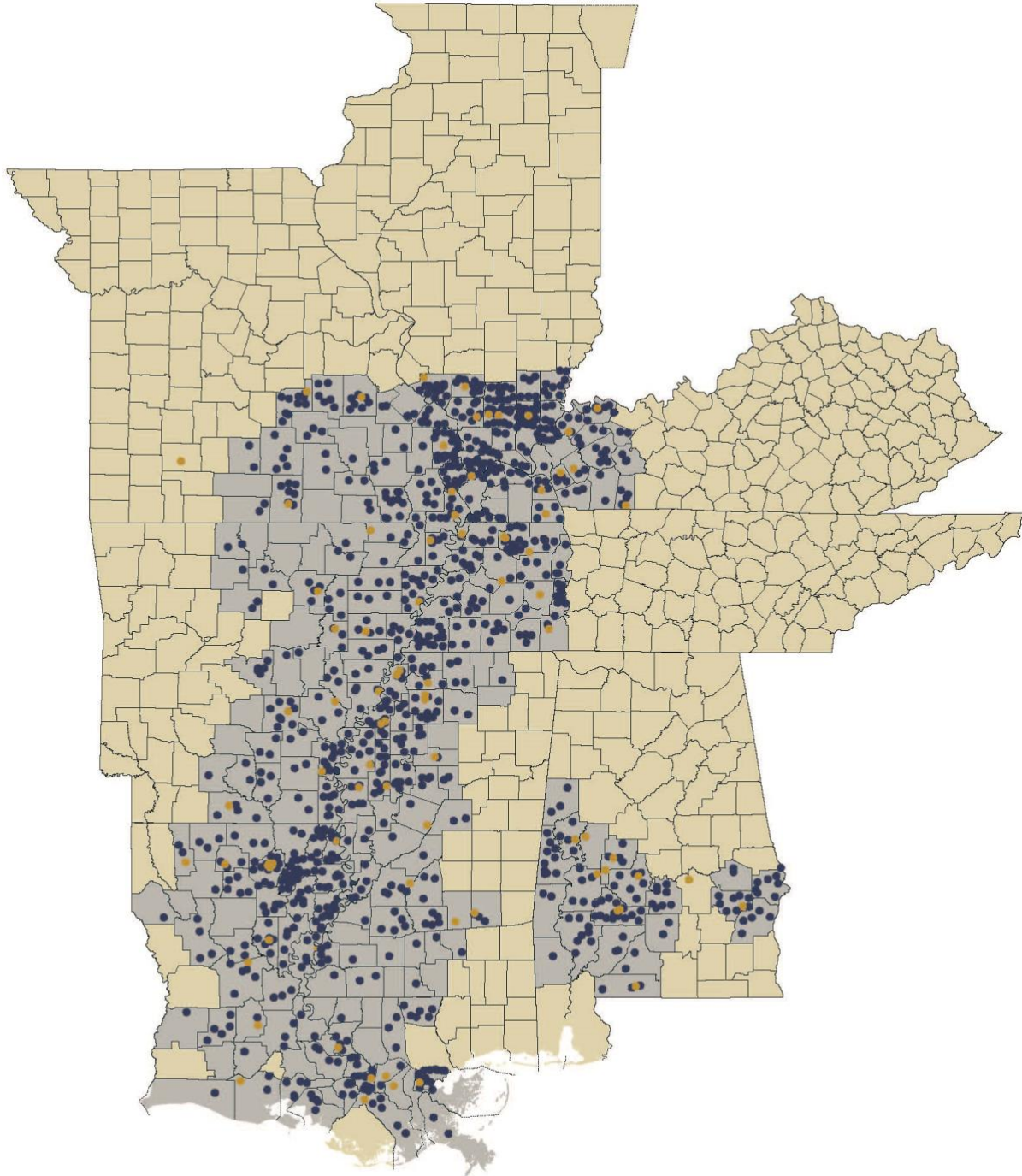
Education and collateral materials				\$ 5,000
Legislative Clipping, streaming				17,000
Internet/social media				3,000
Total Print				<u>\$ 25,000</u>

Rent - D.C. Office				\$ 56,500
Rent - Clarksdale Office				49,000
Rent - Little Rock Office				27,000
Rent - Office machines				15,000
Telephones/Fax/W-i-fi, Internet				23,500
Postage				24,000
Office, general/custodial supplies				25,000
Total				<u>\$ 220,000</u>

<b>Equipment</b>				
Computers and network equipment				\$ 50,000
<b>Total Expenditures</b>				<u><b>2,866,578</b></u>

## **Section 2: DRA Investment Programs**

# DRA Investments (FY 2002 - FY2018)



*Map shows all DRA projects from 2002-2018.  
Projects awarded in 2018 are in gold.*

# States' Economic Development Assistance Program

## **States' Economic Development Assistance Program (SEDAP)**

**FY2020 Budget: \$12,286,744**

### **Program Briefing:**

The States' Economic Development Assistance Program (SEDAP) is the Delta Regional Authority's primary investment program. Since 2002, DRA has invested over \$211 million of its own appropriation with more than \$4.5 billion in other public and private sector dollars. These investments have helped to create and retain more than 60,000 jobs, train more than 53,700 individuals, and provide more than 400,000 families with access to improved water and sewer services. SEDAP investments make a substantial and solid impact in each of the eight states represented in the Delta region.

DRA works in concert with the Local Development Districts in the region to deliver SEDAP and other DRA funding programs. DRA staff recommends project eligibility and priority ranking to the Federal Co-Chairman, and Chairman Caldwell makes final determination of those projects. During the funding cycle, project selections are completed at the end of the cycle.

These SEDAP investments are subject to Federal Priority Eligibility Criteria, (Catalog of Federal Domestic Assistance Number 90.201), and **must** help to improve:

- Basic public infrastructure;
- Transportation infrastructure;
- Business development, with an emphasis on entrepreneurship; and
- Workforce development.

In fact, at least 50 percent of SEDAP investments are required to be put towards transportation and basic public infrastructure projects. Additionally, at least 75 percent of all SEDAP investments must be made in counties and parishes that are deemed to be distressed.

## **Local Development District Technical Assistance Support**

**FY2020 Budget: \$544,000**

### **Program Briefing:**

DRA works closely with our local development districts to administer SEDAP funding and to manage SEDAP projects. LDD staff review and certify that each project is legitimate and meets the parameters of the DRA program. Ultimately, DRA makes the final determination of eligibility for projects; however, LDDs will also acknowledge their role and responsibility as project managers for each project and ensure each project is implemented and regulations adhered to in a timely manner. In the event an application is deemed ineligible by DRA, the LDD also serves as the local economic development agency that should also be knowledgeable of other state and federal funding sources. Applicants are encouraged to work closely with the LDD in identifying the best available resources for the project.

To compensate the LDDs for the administrative work performed, project administrative fees will be paid from the awarded funds. The formula for determining project administration fees is five percent (5%) of the first \$100,000 and one percent (1%) of all dollars in excess of \$100,000. By example, a \$200,000 award would include \$6,000 in LDD project administration fees, thereby making \$194,000 available for the award.

**Registered Apprenticeship and Job Training Pilot Program (RAJ)  
FY2020 Budget: \$500,000**

**Program Briefing:**

In June 2017, President Donald J. Trump signed Executive Order (EO) 13801, “Expanding Apprenticeships in America,” to promote affordable education and rewarding jobs for American workers through the reformation of America’s education systems and workforce development programs. According to Section 2 of EO 13801, “It shall be the policy of the Federal Government to provide more affordable pathways to secure high-paying jobs by promoting apprenticeships and effective workforce development programs, while easing the regulatory burden on such programs and reducing or eliminating taxpayer support for ineffective workforce programs.” In accordance with EO 13801, DRA proposes to develop the Registered Apprenticeship and Job Training Pilot Program to support the Administration’s policy priorities by reforming or eliminating inefficient programs in order to implement evidence-based workforce development programs that support sector partnerships, earn-and-learn models, and demand-driven training and education.

Ultimately, DRA’s Registered Apprenticeship and Job Training Pilot Program will complement the U.S. Department of Labor’s workforce development efforts in the 252 counties and parishes of the eight-state Delta region. DRA seeks to work closely with the Board of Governors and their Designees and Alternates to support each state’s high-growth industries by identifying workforce development needs, sector partnerships, and high priority projects. DRA will develop and implement the Registered Apprenticeship and Job Training Pilot Program in four phases as follows: Phase I – Request for Team Applications, Phase II – Regional Workshops, Phase III – Grant Program, and Phase IV – Technical Assistance.

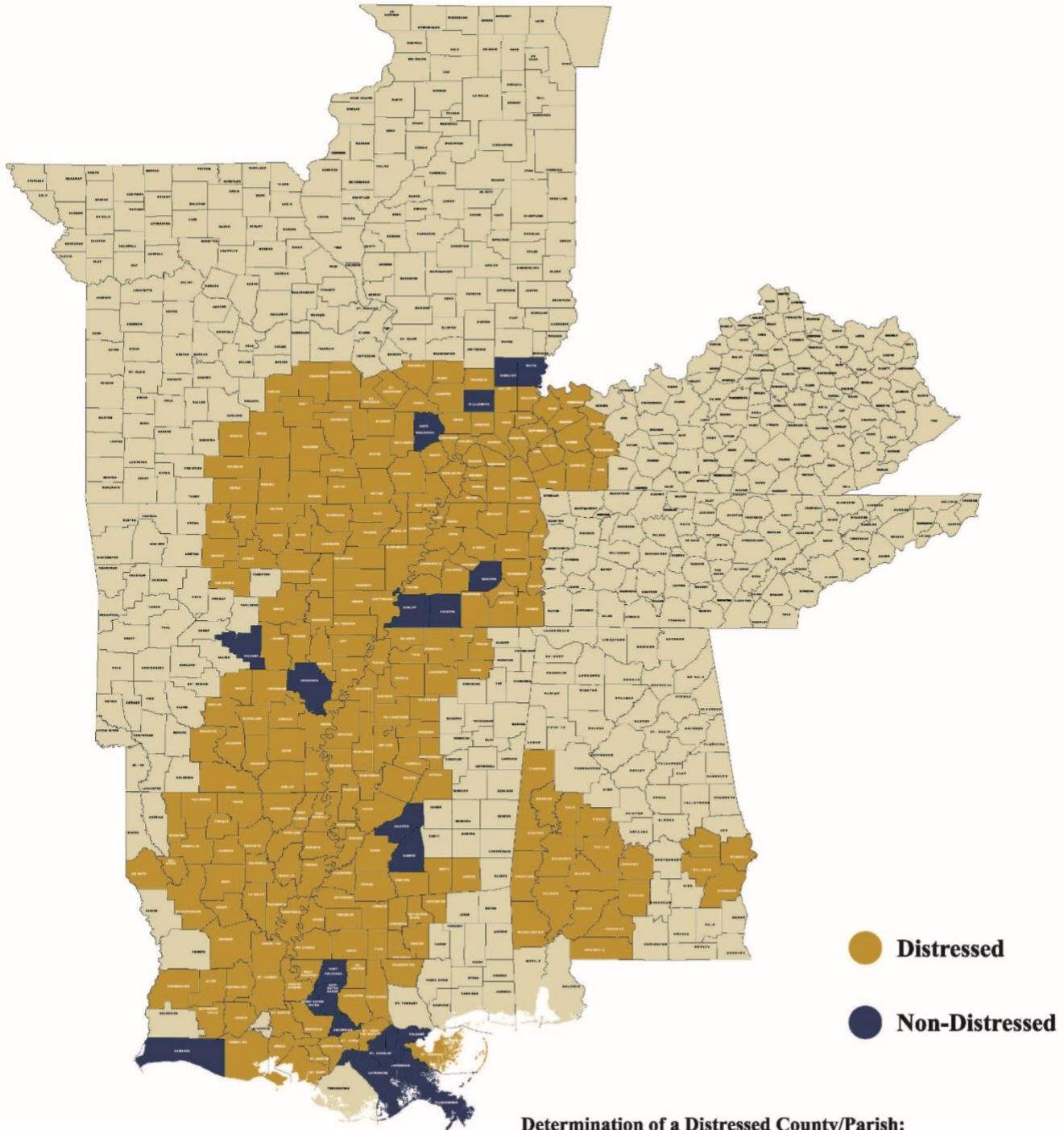
**Workforce Opportunity in Rural Communities (WORC) Demonstration Initiative  
FY2020 Budget: (\$500,000)**

**Program Briefing:**

The Workforce Innovation and Opportunity Act, administered by the Department of Labor’s Employment and Training Administration (ETA), is designed to grow a ready workforce and advance economic opportunities, particularly for local areas impacted by economic change and for individuals with barriers to employment. The FY 2018 DOL Appropriations Act, further described in the Senate Report, made \$30,000,000 available to provide enhanced dislocated worker training to promote economic recovery in the Appalachian and Delta regions, particularly for projects for dislocated workers hard hit by industrial downsizing and closures. The FY 2019 DOL Appropriations Act also includes funds for the same effort. To address the specific challenges facing these regions, ETA, with the support and expertise of DRA, will use the authority to fund Dislocated Worker Demonstration projects to award WORC grants to successful applicants within the 252 counties and parishes that make up the DRA footprint.

DRA's efforts will complement the U.S. Department of Labor's WORC initiative in the 252 counties and parishes of the eight-state Delta region. DRA seeks to work closely with the Board of Governors and their Designees and Alternates to support each state's high-growth industries by identifying workforce development needs, sector partnerships, and high priority projects. DRA will collaborate with ETA by informing eligible entities of the funding opportunity; implement pre-application technical assistance through a series of regional workshops; design and deliver post-award technical assistance; and engage subject matter experts to support applicants and grantees.

# FY 2019 Distressed Counties and Parishes



**Determination of a Distressed County/Parish:**

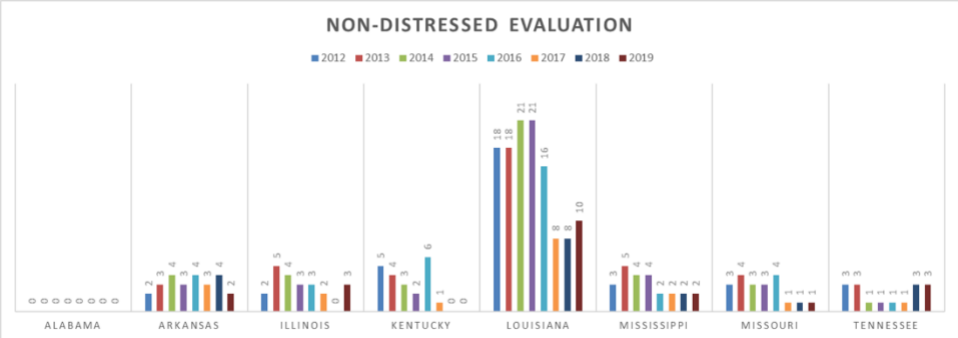
Unemployment rate of one percent higher (5.2 percent) than the national average (4.2 percent) for the most recent 24-month period; or have a per capita income of 80 percent or less of the national per capita income.



**Fiscal Year 2020 State Allocation Formula and Model**

**Distressed/Non-Distressed Counties**

Non-distressed county data over the past eight-years reveals a trend for each state. In total, DRA non-distressed areas have been on a steady decline since 2013. The most recent evaluation for fiscal year 2019 indicates the number of non-distressed areas are increasing slightly; at 18 in FY 2017 and FY 2018, increasing to 21 in FY 2019. These indicators point to the weakness of the economy in the Delta region. Half of the DRA states have remained somewhat constant over time and the other half have experienced this decline in non-distressed areas, as indicated in the table below.



*Data provided annually by Central Mississippi Planning and Development District*

Each year, the realities highlighted by this data will influence the formula used to 1) allocate SEDAP dollars to the states and 2) calculate the state assessment dues. As a reminder, the formula used by the DRA and approved annually by the Governors of each state, since DRA’s inception, have included the following factors and factor percentages:

Factor	Factor Percentage
Equity Factor (divided equally among eight states)	50%
Population Factor (DRA counties/parishes only)	10%
Distressed Population (DRA counties/parishes only)	20%
Distressed County Area (DRA counties/parishes only)	20%

*The model included factors using 2019 Distressed Counties data (based on 2017 Per Capita Income from the Bureau of Economic analysis and the average from November 2016 to October 2018 National Unemployment Rate) to determine each State’s allocated percent of the total budgeted for SEDAP.*

**Program Changes from Previous Year:**

DRA is continuously looking to find ways to improve upon the programming and investments it makes. Building off the success of the previous year, DRA implemented a more robust technical assistance training for every Local Development District in the DRA service area. To be eligible to submit projects for SEDAP funding, the LDD must have been through this training that highlights how to submit successful projects for consideration. Additionally, DRA undertook the task of the updating its SEDAP manual that is used by LDDs in submitting projects. The manual is accessible online at dra.gov.

# Community Infrastructure Fund

## Public Works & Economic Adjustment Assistance

**Community Infrastructure Fund (CIF)**  
**FY2020 Budget: \$15,000,000**

**Program Briefing:**

DRA launched the Community Infrastructure Fund (CIF) to invest an additional \$10 million in flood control, basic public infrastructure, and local transportation improvements that provide local and regional value to Delta communities. CIF provides an opportunity for DRA to make even more investments into local infrastructure projects that directly impact economic development prospects and immediate community needs. DRA was able to absorb the additional dollars of CIF without additional administration dollars needed to provide technical assistance, project review and implementation.

**EDA Public Works and Economic Adjustment Assistance (PW-EAA)**  
**FY2020 Budget: \$3,000,000**

**Program Briefing:**

As a part of the Fiscal Years 2016 - 2019 appropriations process, Congress directed the Economic Development Administration (EDA) of the U.S. Department of Commerce to make \$3 million of its “Public Works and Economic Adjustment Assistance” (PW-EAA) program available to the Delta Regional Authority.

The Senate Appropriations Committee based this appropriation policy on its findings that it:

- Supports EDA’s past collaborations with DRA; and
- Encourages EDA to create additional opportunities that leverage and partner with DRA to better assist distressed communities in the eight-state Delta region.

The Committee specifically named the PW-EAA to fund DRA-related projects, as this EDA fund is used to:

*“Advance economic growth by assisting communities and regions experiencing chronic high unemployment and low per capita income to create an environment that fosters innovation, promotes entrepreneurship, and attracts increased private capital investment.”*

DRA has numerous objective measures supporting the need for such assistance.

Upon passage and toward those ends, the leadership of both agencies collaborated to provide streamlined processes and structures to this new partnership that would ensure the fiscal and programmatic integrity of this program.

## **Section 3: Regional Programs**

**Rural Communities Advancement Program (RCAP)**  
**FY2020 Budget: \$3,000,000**

**Program Briefing:**

Beginning in 2003, Congress designated an allotment of funding from the U.S. Department of Agriculture-Rural Development (USDA-RD) – Rural Communities Advancement Program (RCAP) for use by the Delta Regional Authority adherent to the same policies and guidelines of RCAP under USDA-RD. There are several programs under USDA’s RCAP, all of which are eligible for DRA funding. To date, DRA has invested in two types of RCAP projects under the following USDA programs:

- **Rural Business Development Grants (RBDG)\*:** This program is a competitive grant designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas. Programmatic activities are separated into enterprise or opportunity type grant activities. Eligible applicants are rural public entities including, but not limited to: towns, communities, state agencies, authorities, nonprofit corporations, institutions of higher education, federally recognized tribes, rural cooperatives (if organized as a private nonprofit corporation). RBDG funds must be used for projects benefitting rural areas or towns outside the urbanized periphery of any city with a population of 50,000 or more.

*\*Formerly considered two separate programs: Rural Business Enterprise Grants (RBEG) and Rural Business Opportunity Grants (RBOG).*

- **Community Facility Grants:** This program provides funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area, and does not include private, commercial or business undertakings. Funds can be used to purchase, construct, and/or improve essential community facilities, purchase equipment and pay related project expenses. Eligible applicants include public bodies, community-based non-profit corporations, and federally-recognized tribes. Funds must be used in rural areas with no more than 20,000 residents.

Since 2003, DRA has successfully applied for more than \$41 million in RCAP funding, which has supported over 300 projects throughout the Mississippi River Delta region. Each year, DRA allocates the majority of RCAP funding for agency programs and region-wide projects determined by the Federal Co-Chairman. Examples of projects funded in the past include: The Delta Leadership Institute and Local Foods, Local Places.

Additionally, DRA allocates the remaining RCAP funds towards projects submitted to DRA by USDA-RD State Directors from each of the eight states. For example, in FY 2018, DRA has allocated \$40,000 per USDA-RD State Director to fund eligible projects in accordance with RCAP guidelines.

**Delta Leadership Institute (DLI)**  
**FY 2020 Budget: \$700,000 (RCAP)**

**Program Briefing:**

The Delta Leadership Institute serves to build leadership skills among Delta residents and foster collaboration with partners in the public and private sectors to improve the economic and social viability of the Delta as well as the overall quality of life in the Delta region. Currently, DLI is a body of fellows and alumni leaders who have participated in the year-long Executive Academy program. They focus daily on improving the decisions made by community leaders across the Delta. The creation of the Executive Academy and later the Delta Leadership Network was and is to create well-informed community leaders who understand local and regional issues.

Over the course of the Executive Academy academic year, participants attend six sessions and engage in training, case study discussion, and on-the-ground field studies of priority issue areas including workforce training and education, small business and entrepreneurship, transportation and basic public infrastructure, healthcare, and policy and governance. Upon graduation, these fellows become members of the Delta Leadership Network where they engage community leaders both within their state and across the Delta. With 510 alumni, the DLN commits time, talent, service, and often, financial resources to various initiatives across the region, having become a powerful voice for the region as well as DRA.

**Registered Apprenticeship and Job Training Pilot Program**  
**FY2020 Budget: \$1,500,000 (RCAP \$1M | E&W \$500k)**

**Program Briefing:**

In June 2017, President Donald J. Trump signed Executive Order (EO) 13801, “Expanding Apprenticeships in America,” to promote affordable education and rewarding jobs for American workers through the reformation of America’s education systems and workforce development programs. According to Section 2 of EO 13801, “It shall be the policy of the Federal Government to provide more affordable pathways to secure high-paying jobs by promoting apprenticeships and effective workforce development programs, while easing the regulatory burden on such programs and reducing or eliminating taxpayer support for ineffective workforce programs.” In accordance with EO 13801, DRA proposes to develop the Registered Apprenticeship and Job Training Pilot Program to support the Administration’s policy priorities by reforming or eliminating inefficient programs in order to implement evidence-based workforce development programs that support sector partnerships, earn-and-learn models, and demand-driven training and education.

Ultimately, DRA’s Registered Apprenticeship and Job Training Pilot Program will complement the U.S. Department of Labor’s workforce development efforts in the 252 counties and parishes of the eight-state Delta region. DRA seeks to work closely with the Board of Governors and their Designees and Alternates to support each state’s high-growth industries by identifying workforce development needs, sector partnerships, and high priority projects. DRA will develop and implement the Registered Apprenticeship and Job Training Pilot Program in four phases as follows: Phase I – Request for Team Applications, Phase II – Regional Workshops, Phase III – Grant Program, and Phase IV – Technical Assistance.

**Rural Community Development Program**  
**FY2020 Budget: \$750,000 (RCAP)**

**Program Briefing:**

According to the Bureau of Labor Statistics, more than half a million new small businesses are launched each year in the United States, representing nearly 1.4 million new jobs annually. In fact, nearly 30 million small businesses across the country employ more than 57 million workers and drive nearly half of our national GDP. Despite the significance of small businesses and entrepreneurship to our nation's economy, the Great Recession had a severely negative impact on new business creation with the startup rate falling beneath the closure rate in 2009 for the first time on record. Many distressed communities, particularly in the Mississippi River Delta region, have been economically devastated by increased business closures and industry relocations, lack of access to capital, and inadequate support for entrepreneurs and small businesses.

The Mississippi River Delta region's most significant opportunities for economic growth and revitalization is based in the creation of jobs, expansion of businesses, and development of local entrepreneurial economies. To address these economic challenges and build on the region's opportunities for growth, DRA proposes to implement a \$750,000 Rural Community Development (RCD) Program to build on the Trump Administration's efforts to support underserved areas by investing in small business and entrepreneurial development, access to broadband and the digital economy, and advanced workforce training to help rural communities thrive in today's global economy. DRA will develop and implement the RCD Program in three phases as follows: Phase I – Regional Workshops, Phase II – Grant Program, and Phase III – Technical Assistance.

**Delta Regional Community Health Systems Development**  
**Technical Assistance Program**  
**FY 2020 Budget: \$10,000,000 (HRSA)**

**Program Briefing:**

In FY 2017, the Delta Regional Authority, in collaboration with the Health Resources & Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS), launched the Delta Region Community Health Systems Development – Technical Assistance Pilot Program. The purpose of this program is to enhance health care delivery in the Delta region through intensive technical assistance to providers in select rural communities, including critical access hospitals, small rural hospitals, rural health clinics and other healthcare organizations.

In-depth and long-term technical assistance to a select number of identified communities in the Delta region will be provided for, but not limited to, the following:

- Improving hospital or clinic financial operations;
- Implementing quality improvement activities to promote the development of an evidence-based culture leading to improved health outcomes;
- Increasing use of telehealth to address gaps in clinical service delivery and improve access to care;
- Enhancing coordination of care;
- Strengthening the local health care system to improve population health;
- Providing social services to address broader socio-economic challenges faced by patients (e.g., housing, child care, energy assistance, access to healthy food, elderly support services, job training, etc.);

- Ensuring access to and availability of emergency medical services (EMS);
- Identifying workforce recruitment and retention resources targeted to rural communities; and
- Other areas to be determined in consultation with HRSA and DRA.

In December 2017, DRA selected and announced six (6) facilities to participate in the technical assistance pilot program. These selected healthcare facilities include:

#### ARKANSAS

**Daughters of Charity Services of Arkansas (DCSA) in Dumas:** DCSA is comprised of two rural health clinics and one wellness center serving Desha, Drew and Chicot counties. DCSA will collaborate with Drew Memorial Hospital, Delta Memorial Hospital, and Chicot Memorial Hospital to build a coordinated and more efficient local health system.

#### LOUISIANA

**Natchitoches Regional Medical Center (NRMC) in Natchitoches:** NRMC is a 100-bed, non-profit regional medical center serving rural residents located in Natchitoches, Winn, and Sabine parishes.

#### MISSISSIPPI

**Tippah County Hospital (TCH) in Ripley:** TCH is a 40-bed, county-owned critical access hospital that serves area residents in Tippah County.

**Sharkey-Issaquena Community Hospital (SICH) in Rolling Fork:** SICH is an acute-care facility jointly owned by Sharkey and Issaquena counties.

#### MISSOURI

**Pemiscot County Memorial Hospital (PCMH) in Hayti:** PCMH is a publicly owned and operated healthcare provider serving Pemiscot County and nearby areas.

**Iron County Hospital (ICH) in Pilot Knob:** ICH is a stand-alone critical access hospital that is owned and operated by Iron County.

#### ALABAMA

**Pickens County Medical Center (PCMC) in Carrolton:** PCMC is a 56 bed, publicly owned hospital serving Pickens County and surrounding areas.

DRA anticipates an additional 10 to 12 healthcare facilities to this program in FY2020.

**Innovative Readiness Training (IRT)**  
**FY 2019 Budget: \$20,000**

**Program Briefing:**

Throughout ten years of partnership, the Delta Regional Authority and the Department of Defense (DoD) have collaborated to bring the Innovative Readiness Training (IRT) program to the Mississippi River Delta and Alabama Black Belt regions. IRT medical missions deliver quality medical care, provided by licensed medical professionals serving in our reserve forces, to residents of rural communities that otherwise have little to no access to quality health care. All of these services are provided at no cost to the community and patients. IRT clinics operate for a temporary time frame (i.e. typically 10-14 days) during which patients can receive general medical, dental, and optical care for themselves and their family members, all of which are high-demand health care needs in the Delta. No proof of identification, income, residency or insurance is required.

Each mission will provide medical services including, but not limited to, general medical, dental and optical care. Services will be provided on a first-come, first-serve basis with each location providing services that benefit those in the communities that are underserved and in need of medical attention. The expectation is that each mission will provide care to between four and five thousand patients in the region. So far, in ten years of partnership, DRA and DoD are proud to have delivered free medical care to more than 85,000 patients in Delta communities.



# Appendix

# Regional Development Plan III

The Delta Regional Authority (DRA), an independent federal agency that works to promote economic and community development in the Delta region, adopted its third Regional Development Plan (RDP III) in April of 2016 as an assessment of, and a response to, the region's myriad opportunities, assets, and challenges. In collaboration with stakeholders and community leaders across the region, through a series of facilitated listening sessions and virtual webinars, this plan serves to update the agency's Regional Development Plan II (RDP II), originally adopted in 2008. The RDP III sets forth revised goals that will drive the DRA's work over the next five years, building on the successes of many of the DRA's existing programs and setting new goals for the future.

## **VISION**

The Delta region is a place where people and businesses have access to economic opportunities in vibrant, sustainable, and resilient communities.

## **MISSION**

The Delta Regional Authority will advance its communities through the practical application of innovative ideas and strategies that foster inclusive communities, strengthen regional collaboration and capacity, achieve sustained, long-term economic development, and produce meaningful opportunities for all Delta people.

## **MANAGEMENT GOAL**

Maintain organizational excellence and efficiency, invest in professional development, encourage innovation, and continue to be an effective steward of public funds.

## **GUIDING PRINCIPLES**

### **1. COLLABORATION**

The DRA will continue to serve as a facilitator of regional collaboration, leveraging diverse resources, aligning public and private interests, and strengthening local and regional partnerships.

### **2. INNOVATION**

The DRA will encourage the utilization of innovative economic development strategies and place-based programs to address the region's challenges, build resilient communities, and turn opportunities into action.

### **3. LEADERSHIP**

The DRA will support the development and preparedness of local leaders to implement existing models of success and to engage broadly across regional, national, and global networks.

# Strategic Goals

## **GOAL 1. IMPROVED WORKFORCE COMPETITIVENESS**

*Advance the productivity and economic competitiveness of the Delta workforce.*

Access to a skilled workforce is a crucial factor affecting the ability of businesses to succeed in today's economy, thus employers are notably drawn to locations with concentrations of skilled workers. As national demographic trends project a decline in the working-age population over the coming decades, employers will increasingly have difficulties finding skilled workers. Thus one of the most urgent priorities for communities across the country is to develop a pipeline of talented workers to support the growth of existing and future employers. This is especially true for communities in the Delta region as they compete for businesses, jobs, and economic opportunities.

## **GOAL 2. STRENGTHENED INFRASTRUCTURE**

*Strengthen the Delta's physical, digital, and capital connections to the global economy.*

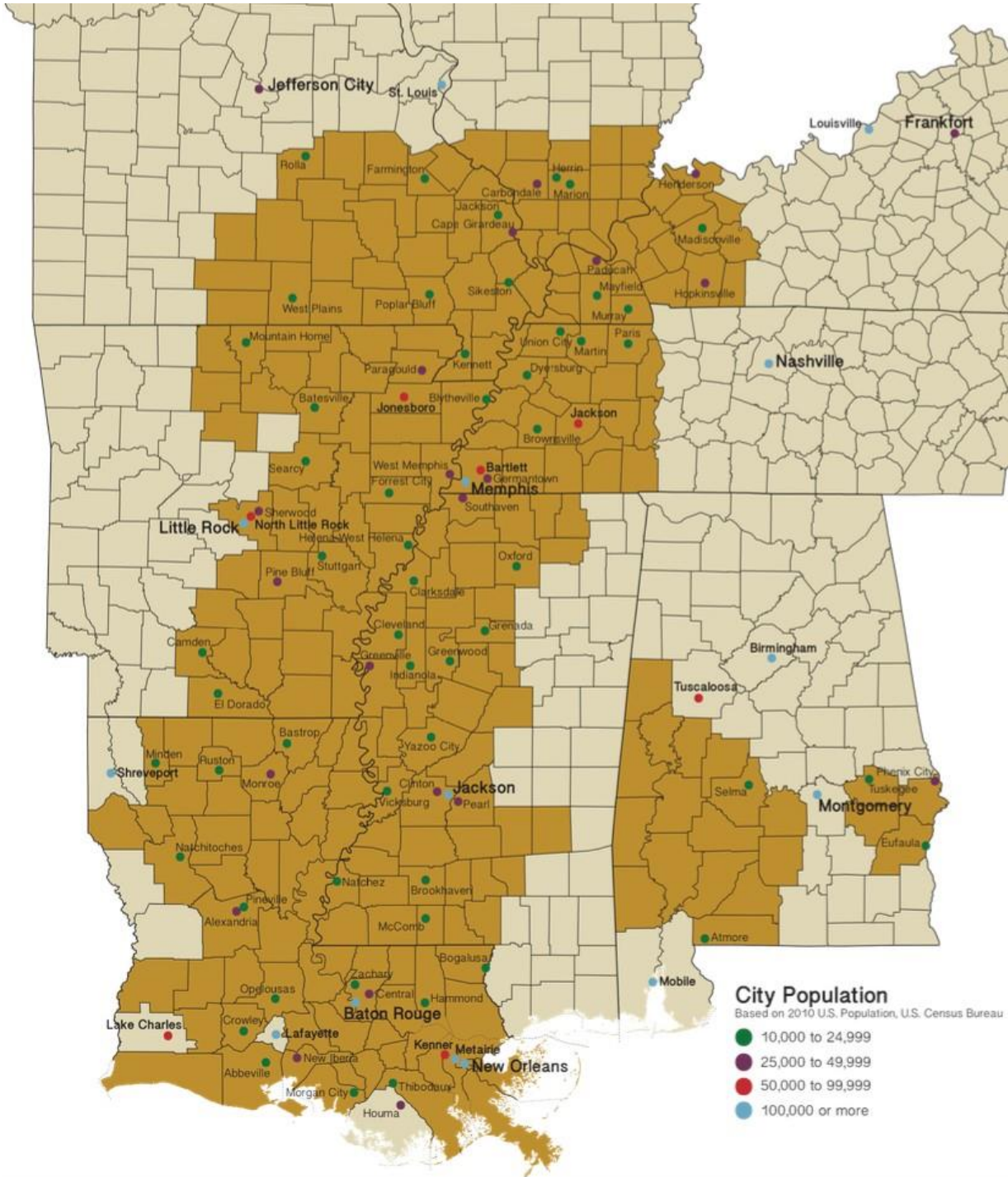
High-functioning transportation networks and basic infrastructure (e.g. water, wastewater, electricity, and natural gas, and affordable broadband internet) are essential for the long-term success of resilient regional economies. While it will be important to maintain the Delta region's existing infrastructure, there are also opportunities to make strategic investments in transportation and broadband infrastructure that will boost the region's economic potential. It is also necessary for communities to have the appropriate real estate options and financing available to attract new businesses and take advantage of the economic development opportunities available to them.

## **GOAL 3. INCREASED COMMUNITY CAPACITY**

*Facilitate local capacity building within Delta communities, organizations, and businesses.*

Strong local leadership in Delta communities is a prerequisite for the capacity building that will yield long-term economic prosperity for the region's businesses and residents. Competitive and resilient communities are able to attract new jobs and investment and keep those jobs thanks in large part to their high level of engagement from community and business leaders. The development of a robust entrepreneurial environment is also important to the long-term success of the region. Entrepreneurs, innovative companies, creative workers, and technology are key elements of the regional economy. Finally, the quality of place in Delta communities has a major influence on their potential for economic development, providing an attractive environment that appeals to young professionals.

# Service Area





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