



**Delta Regional**  
Authority

# Fiscal Year 2015 Budget Justification and 2013 Annual Report

ALABAMA - ARKANSAS - ILLINOIS - KENTUCKY - LOUISIANA - MISSISSIPPI - MISSOURI - TENNESSEE



# DELTA REGIONAL AUTHORITY

OFFICE OF THE FEDERAL CO-CHAIRMAN

March 19, 2014

I am pleased to support the President's fiscal year 2015 appropriation request for the Delta Regional Authority, which totals \$12,319,000; a \$319,000 increase from fiscal year 2014 final of \$12,000,000. DRA will dedicate that increase to its investment account, the States' Economic Development Assistance Program (SEDAP)—not its operating expenses—thereby increasing its ability to leverage other funds for better outcomes for the Delta region. Further, in fiscal year 2015, DRA will reduce its operating expenses by \$51,239 (3% percent) and transfer those funds to its SEDAP investment account as well. These two re-directions of fiscal year 2015 appropriation will yield an additional \$370,239 in SEDAP investments for a total anticipated \$9,818,857—a \$330,239 increase over fiscal year 2014.

In looking toward the coming year, DRA will continue its successful practices of strong accountability and transparency, including even more-rigorous audit benchmarks. DRA recognizes its institutional focus to be fiscally responsible, while it works to help create jobs, build communities, and improve lives. As example, for fiscal year 2014, the DRA earned its 11th unmodified audit (out of 11 audits) from its independent financial auditors. Further, of the 270 compliance tests of DRA's investment account—SEDAP— independent financial auditors found zero exceptions for 100 percent compliance for the second year in a row. Additionally, in the FY 13 Performance and Accountability Report, there were zero deficiencies and zero reportable conditions.

Throughout its 12 years of service to the Delta region, DRA has successfully leveraged funds from other federal agencies (now totaling more than \$681 million—a 5.7 to 1 investment ratio), thereby better leveraging outcomes for its region. This means more jobs being created and retained, more clean water and working sewer systems for families, greater growth of small businesses and entrepreneurship and similarly, further development of our region's workforce.

More specifically, in terms of investing into the region's significant economic drivers, DRA has increased its focus on workforce development and education efforts in the region, recognizing the need for highly skilled workers to attract future business investment returning to North America. In the three years of my administration, the DRA has invested more than \$5 million—\$2 million in 2013—in workforce development and training efforts to support our region's workers. These investments are more than double the investments made the previous eight years.

As is its hallmark, the Authority continues its use of strategic collaborations to help leverage investments from the private and nonprofit sectors. Through the 2013 SEDAP cycle, DRA awarded more than \$9 million in project investments in 70 projects. These investments include remarkable leverage points:

- \$48.4 million in other public investments
- \$276.7 million in private investment
- Commitments of more than 2,250 jobs to be created and retained

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Overall, the DRA's SEDAP has funded 799 projects and has helped to bring a total of \$2.7 billion into the region. This private and other public investment has been leveraged with only \$119 million of federal appropriations to DRA – a leverage ratio of 22.69 to 1.

As a result of the 12 investment cycles, DRA's SEDAP has produced some remarkable outcomes:

	<b>Actual</b>	<b>Projected</b>
Jobs created and retained	17,331	41,857
Families that receive new water and/or sewer services	25,532	61,643
Individuals trained for jobs	3,745	16,763

As a reminder, it is important to note that when DRA makes investments into projects that will create or retain jobs, DRA requires the grantee to execute a "participation agreement," which provides that should outcomes not meet the levels executed in the grant agreement, DRA shall recover the prorated share of the deficiency.

During fiscal year 2014, DRA continues to work closely with federal partners – both old friends and new friends—on joint initiatives that will provide additional opportunities to grow and sustain the region. One of our proud partnerships is the Innovative Readiness Training program with the U.S. Department of Defense, which has brought free medical services to more than 38,000 Delta residents over a six year span. Each of these health missions, which bring military medical reservists to some of our most underserved communities, provide dental exams and tooth extractions, general physical exams, nutrition education, mental health consultation, and optical exams with the potential for new glasses if needed. We are looking forward to continuing this partnership with three missions this summer in southern Illinois, Arkansas, and Louisiana.

These new and continued joint investments with federal partners will better level the playing field in several sectors: education and training, workforce and infrastructure development, re-shoring jobs for the region's employment growth, and other investments that in the past have eluded Delta residents and businesses, specifically:

- Investing in Manufacturing Communities Partnership (IMCP) with partners across the federal government;
- Healthy Workforce Challenge with the US Health Resources and Services Administration;
- Delta Health Care Service Grant Program (DHCS) with USDA;
- Promise Zones initiative with USDA and HUD;
- Make it in America Challenge with EDA and DOL;
- Rural Jobs Accelerator with the US Economic Development Administration (EDA) and U.S. Department of Agriculture (USDA);
- Trade Adjustment Assistance Community College and Career Training Grant Program (TAACCCT).

Moreover, DRA continues to engage its constituents by increasing individuals' access to federal government assets in the fields of healthcare, access to affordable capital, and infrastructure financing tools, specifically:

- Innovative Readiness Training missions with US Department of Defense (DOD);
- Made in Rural America initiative with the White House Rural Council;

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- Partnerships to increase engagement of Community Development Financial Institution (CDFIs) investments in the region with the Federal Reserve Bank of St. Louis; and
- Community-based initiatives in our urban cores through the White House Council on Strong Cities, Strong Communities (SC2).

With all these accomplishments in our past and present, I look forward to continuing our efforts in the coming year and building upon our record of creating jobs, building communities, and improving the lives of all people in the Delta region.

Thank you for your support of the important work that we do. Should you have any questions, please do not hesitate to contact me.

Sincerely,



Christopher Masingill

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# Fiscal Year 2015 Budget Justification and 2013 Annual Report

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**Delta Regional Authority**  
*Office of the Federal Co-Chairman*

February 24, 2014

I am pleased to support the President's fiscal year 2015 appropriation request for the Delta Regional Authority, which totals \$12,319,000.

Thank you for your support of the important work that we do. Should you have any questions, please do not hesitate to contact me.

Sincerely,

Christopher Masingill



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# Federal Co-Chairman's Annual Review

2013 was a historic year at the Delta Regional Authority. Collaborating with countless agency partners at the federal, state and local levels, the Authority continued projects and embarked on new policy initiatives over the course of the year. Under the leadership of Federal Co-Chairman Chris Masingill and State Co-Chairman, Governor Jay Nixon, the Authority continues to expand its efforts in support of communities, businesses, and people in the Delta region through its four core areas: Policy Initiatives, Projects, Communications, and Administration. Below are highlights of the past year's accomplishments discussed in further detail throughout this publication.

## **February 2013:**

Each year, the Delta Regional Authority holds its Board Quorum Meeting during the National Governors Association (NGA) Conference. At that time, the region's eight governors join DRA leadership and staff to discuss the past year, plan for the coming year, and make decisions on how to move the agency forward. In 2013 the DRA took key steps in strengthening its organizational delivery through streamlined and documented protocols, transition to a cloud-based file sharing system, and cost reductions in building and operational services that have allowed for more effective use of DRA funds toward agency programs and initiatives.

## **March 2013:**

DRA awardee Idea Village hosted the fifth annual New Orleans Entrepreneur Week, gathering entrepreneurs and business experts from around the world to help advance the local economy and share skills and models that will help take the entrepreneurial community in New Orleans to the next level. As part of this partnership, the DRA provided funding for Idea Village's Entrepreneurs in Residence, seasoned entrepreneurs and business leaders who train and mentor budding, local entrepreneurs, connecting them to a strong network for business development and financing support. This year's Entrepreneurs in Residence are Kevin Wilkins, Carol Markowitz, and Robbie Vitrano.

## **April 2013:**

As part of its commitment to strengthening health systems and increasing access to quality, affordable health care in the Delta region, DRA's Delta Doctors program provides J-1 Visa Waivers for foreign physicians to work in rural communities in the eight-state region. DRA hosted the Delta Doctors Conference, a two-day gathering of immigration attorneys, hospital administrators, foreign physicians, and State Conrad 30 program directors, to provide an educational forum and networking opportunities for all parties involved in the Delta Doctors program. The conference featured panels discussing current immigration issues, the effects of a comprehensive Immigration Bill on J-1 Visa Waivers, and strategies to strengthen the Delta Doctors and State Conrad 30 programs. Since the conference, the number of applicants for Delta Doctors has seen placement numbers double in 2013.

## **May 2013:**

In FY13, DRA made a commitment to conduct outreach and provide assistance to applicants within the Delta region eligible to apply for a Rural Promise Zones designation, an Obama Administration initiative. Promise Zones will designate 20 high-poverty urban, rural, and tribal communities over the next four years as a Promise Zone, granting them preferential access to federal investments, intensive federal support partnerships, and tax incentives. The program is designed to create jobs, increase economic activity,



# Federal Co-Chairman's Annual Review

improve educational opportunities, leverage private investment, and reduce violent crime, ensuring that hard-working individuals are able to make it to the middle class. Five Promise Zones are slated for selection in late 2013, one of which will be a rural community. Seven communities in the DRA footprint are eligible to apply.

## **June 2013:**

In partnership with the National Association of Development Organizations (NADO) and the U.S. Department of Housing and Urban Development (HUD), the DRA hosted *Growing Stronger in the Delta*, a training for grantees and stakeholders of the HUD Sustainable Communities Initiative and the White House Council on Strong Cities, Strong Communities pilot cities. Held in Memphis, TN, the program provided participants with instruction on effective strategies to community development and program implementation as well as multiple technical lectures on strengthening small businesses, identifying and utilizing a community's natural resources, and partnership opportunities with philanthropy and civil society.

## **July 2013:**

DRA partnered with the U.S. Department of Defense Civil-Military Programs for its fifth year of partnership in 2013 for Innovative Readiness Training (IRT), a program that brings military medical personnel to a community to provide free medical care to residents of the specified or surrounding communities. The Delta Regional Authority guides communities through the application, planning, and implementation processes. During the first four years of this partnership, military reserve forces have provided general medical care, optical care, dental care, nutritional education, mental health care, and other support services to 24,000 residents at ten sites across three states in the Delta region. This summer, we brought temporary health clinics to the Delta region by way of four medical missions in 11 communities across six states: Arkansas, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee, and more than 13,000 patients were seen by medical providers.

## **August 2013:**

The DRA announced the award recipients of its Healthy Workforce Challenge, investing \$800,000 in public health agencies in five states. These public health consortia will work with businesses to implement programs that reduce the presence of chronic diseases in the Delta's workforce and increase regional knowledge of healthy living and disease management. The programs – covering counties and parishes in Alabama, Arkansas, Illinois, Louisiana, and Missouri – will help to improve health outcomes in the region through behavioral changes in the workplace. Each of the award recipients also received funding through the Health Resources and Services Administration's (HRSA) Delta States Rural Development Network Program. In anticipation of the Affordable Care Act's open enrollment period beginning on October 1, DRA made a targeted effort to reach out to uninsured and underinsured IRT patients - and to members of their communities - to inform them about upcoming opportunities to enroll in health insurance coverage through the ACA marketplaces. By incorporating this additional effort into the existing IRT program, DRA worked to ensure that IRT patients would not only gain access to a one-time visit with a doctor but would also be connected with resources that could help them improve their long-term health.

# Federal Co-Chairman's Annual Review

## September 2013:

The Delta Regional Authority and the Southern Growth Policies Board (SGPB) released a report entitled *Reimagining Workforce Development* that identifies the current challenges and potential solutions to building a competitive workforce that will attract business investment to communities in the Delta region. The release was in coordination with the Southern Governors Association's (SGA) annual conference that focused on advanced manufacturing.

## October 2013:

In October, the DRA hosted two forums that brought together stakeholders from across the U.S. and the Delta region to provide insight into improvements and opportunities available to improve the economy of the Delta region. U.S. Secretary of Agriculture and White House Rural Council Chair Tom Vilsack joined the Delta Regional Authority and the Aspen Institute in Little Rock, AR for *Rooting Wealth that Sticks*: a one-day forum aimed at highlighting what's working in rural America to fuel regional wealth. The forum featured regional and local leadership to discuss wealth creation through value chain identification in rural communities in the Delta. Mayors and stakeholders from along the Mississippi River gathered in Memphis, TN for the Mississippi River Economy Summit, hosted by the Mississippi River Cities & Towns Initiative (MRCTI), the Delta Regional Authority, and the City of Memphis. During the Summit, organizations in attendance pledged to work together toward container shipping along the Mississippi River, which will relieve freight congestion, create economic opportunity for its ports and other intermodal industries, and attract investment into the River's infrastructure.

## November 2013:

DRA's Delta Leadership Institute (DLI) welcomed an elite group of community leaders from each of the Delta Regional Authority's eight states in Oxford, MS for the first session of the 2013-2014 DLI Executive Academy. DLI is now facilitated by a consortium of universities - the University of Mississippi, Arkansas State University, and the University of Louisiana - Monroe - which share roles in the coordination of the Executive Academy and the Delta Leadership Network. Executive Academy fellows learned about the DRA and its programs, as well as an overview of the major challenges communities and the region as a whole face in building strong, healthy communities. This is the ninth class of the DLI Executive Academy that upon graduation will join more than 300 alumni of the program who live and work across the Delta region. The DRA announced more than \$9 million of investments in 70 projects across the eight-state region through the States' Economic Development Assistance Program (SEDAP). The projects focus on the DRA's four investment priorities of Basic Public Infrastructure, Transportation Infrastructure, Workforce Development and Education, and Business Development. These DRA investments leverage an additional \$325 million in other public and private investment that contribute to job creation and retention, infrastructure development, and business attraction.

## December 2013:

In December, Secretary Penny Pritzker of the U.S. Department of Commerce announced the launch of Phase 2 of the Investing in Manufacturing Communities Partnership (IMCP), an administrative-wide initiative led by the White House and Commerce to encourage communities to devise comprehensive economic development strategies that strengthen their competitive edge in attracting global manufacturers and their supply chains. During this phase, communities will have an opportunity to compete for a special designation of "Manufacturing Community" that will elevate them in consideration for \$1.3 billion in federal funding and direct technical assistance from ten cabinet departments/agencies—including the Delta Regional Authority.



# Federal Co-Chairman's Annual Review

## **January 2014:**

Southern Business & Development (SB&D) Magazine dedicated its Winter issue to featuring the opportunities for business investment in the Delta region and highlighting the successful models and communities of the Delta region that are prime locations for manufacturing investments. With the reshoring of jobs to the American South and Mexico, this issue was a prime opportunity for the Delta region and its communities to showcase their assets through editorial content and community asset marketing. The DRA hopes to make this an annual feature for SB&D Magazine.

# Overview of the Delta Regional Authority

## Vision Statement

*After decades of decline, the Delta Region will achieve a pattern of sustained growth. Increasing capital investment and productivity will establish the region as a magnet for talent and innovation, and will nurture a sense of place within each community.*

## Mission Statement

*The DRA will serve as a regional focal point for resources, planning and ideas. The DRA will be a catalyst for investment in the communities and in the people of the Mississippi Delta.*

The DRA, created by Congress in 2000, is a federal-state partnership serving 252 counties and parishes in an eight-state region. Led by presidentially appointed, senate confirmed Federal Co-Chairman (FCC) Chris Masingill; presidentially appointed Alternate Federal Co-Chairman (AFCC) Mike Marshall; State Co-Chairman Governor Phil Bryant (MS); and the governors of each participating state, the Authority is designed to remedy severe and chronic economic distress by stimulating economic development and fostering partnerships that will have a positive impact on the Region's economy.

The Authority helps economically distressed communities to leverage other federal and state programs and funding opportunities through the four funding priorities: basic public infrastructure, transportation infrastructure, business development, and workforce Development and training. Federal law requires at least 75 percent of the funds to be invested in distressed counties and parishes identified pockets of poverty with 50 percent of the funds earmarked for basic public infrastructure and transportation improvements.

In Fiscal Year 2013, the DRA invested 82.5 percent of federal funding in distressed counties and parishes and urban pockets of poverty; moreover, DRA invested 54.1 percent of funds in basic public infrastructure and transportation improvements.

At the local level, the Authority coordinates efforts with a combination of community and federal agencies. Local development districts (LDDs), regional entities with a proven track record of helping small municipalities, counties and parishes improve basic infrastructure and stimulate growth, serve as the Authority's front-line partners for project development and management.

## Economic Status of the Delta Region

Following the steepest decline in decades, per capita personal income (PCPI) in the U.S. continues to improve, though in real terms, income levels have yet to return to pre-recession levels. Nominal (unadjusted) PCPI in the U.S. increased at a compound annual growth rate (CAGR) of 2.7 percent between 2009—the year marking the recession's end—and 2012, the most recent year for which data are available. PCPI in the eight DRA states grew slightly more slowly (2.5 percent annually), while in the 252 DRA counties and parishes average incomes grew slightly faster, with a CAGR of 3.0 percent during the same period.

Although the DRA Region's recent performance is encouraging, these short-term gains may not be sustainable over the long-term. There are several reasons for this. First, income fluctuations in individual counties can impact the overall picture. In some cases, these "improvements" in PCPI have been the result of one-time events or statistical quirks. For example, several parishes affected by Hurricane Katrina in 2005 saw dramatic increases in PCPI in subsequent years. This seeming incongruity likely reflects the influx of relief payments and new investment dollars measured against a diminished population. The 2009 revisions to the National Income



# Overview of the Delta Regional Authority

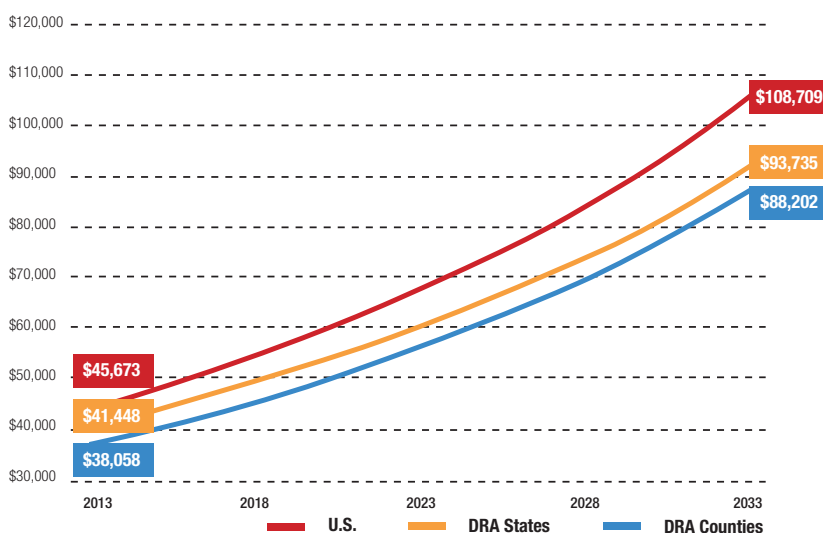
and Product Account, which changed how the financial effects of disasters are captured, may also have contributed to the region's growth in PCPI during this time period. Other strong performances can be attributed to dramatic growth in energy-related industries and record farm profits, both of which have a significant influence on a number of the DRA counties. Both the energy and agricultural sectors, however, are subject to high levels of volatility.

The significant equalizing effect of the last recession is also a consideration when comparing the Delta Region to the nation as a whole. U.S. income levels grew steadily in the 1990s and in the years leading up to the downturn. This period of economic expansion largely bypassed many of the DRA counties. As a result, the impact of the recession on income in the Delta counties as a group was less dramatic *in percentage terms* relative to the U.S. average. While PCPI declined nationally by 4.4 percent in real terms from 2007 to 2009, average incomes across all DRA counties rose by 2.1 percent. Similarly, the single-year drop in income levels experienced nationally during the height of the recession was less severe across the Delta Region when compared to the U.S. as a whole. Between 2008 and 2009, PCPI for the U.S. decreased by 3.4 percent in real terms; at the same time, average incomes in the Delta Region remained virtually unchanged.

To help reduce the effect of these anomalies, the projections of nominal PCPI growth shown in Figure 1 were calculated using pre-recession growth rates. Under this scenario, income growth in the DRA region would continue to closely parallel that of the eight DRA states over the next two decades. However, both would lag behind the U.S. projected average.

**FIGURE 1 -- PROJECTED PER CAPITA INCOME**

*Figures based on 1995-2005 CAGR (unadjusted) applied to 2012 income*



SOURCE: U.S. Bureau of Economic Analysis, U.S. Bureau of Labor Statistics. Future income projections do not account for the impact of inflation.

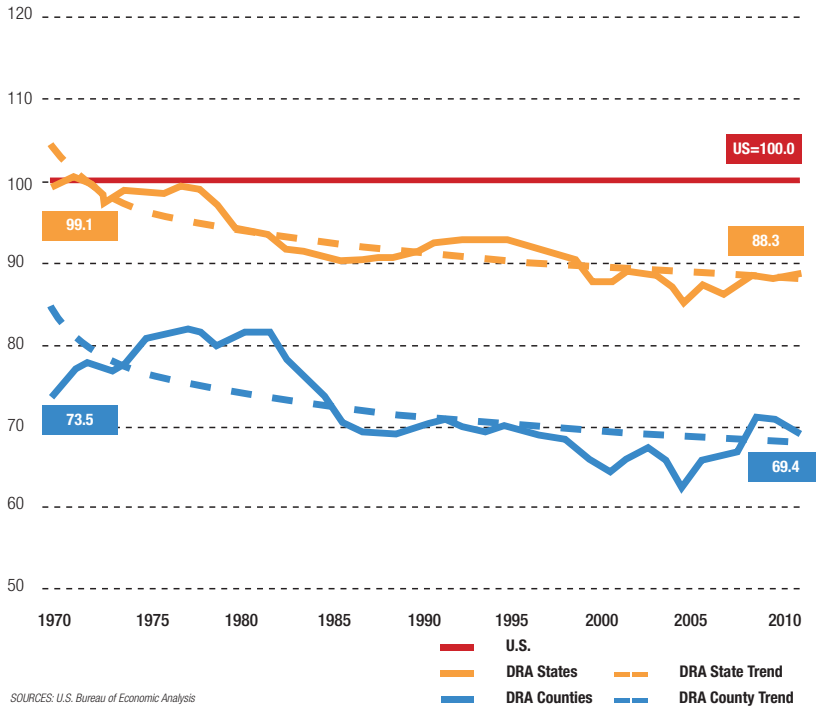
By 2033, PCPI for the U.S. is projected to reach \$108,709. For the DRA region, total PCPI is forecast to reach just \$88,202 over the same period, or 81 percent of national levels. By contrast, PCPI for the eight states would rise to \$93,735 or 86 percent of the U.S. level. *With shrinking opportunities to earn more money relative to those outside the region, Delta residents with marketable skills may well migrate elsewhere in search of better paying jobs.*

One trend that has not improved in recent years is the region's increasing dependence on public assistance relative to the DRA states and the U.S. To illustrate this point, Figure 2 shows the ratio of total wage and salary disbursements (earnings) to total government transfer payments for the DRA region and the eight DRA states. The annual ratio for the U.S. is set to 100 and represents the baseline ratio of earned income to transfer payments. The lower an index falls below 100, the greater the region's reliance on transfer payments relative to the rest of the country. *It is obvious that both the states and the region are growing increasingly dependent on transfer payments as a source of income.* The sharp decline in the regional index in the mid-2000s is likely the result of Hurricane Katrina related payments. Improvements in the latter half of the decade likely reflect gains from energy-related income. Although the index has recovered somewhat in recent years, *the overall trend of the past several decades is clear: Delta residents are increasingly earning less income derived from work.*

# Overview of the Delta Regional Authority

**FIGURE 2 -- SOURCE OF INCOME INDEX**

*Illustrates reliance on transfer payment as a source of income relative to the U.S.*



SOURCES: U.S. Bureau of Economic Analysis

A distinguishing characteristic of the Delta Region is the pervasiveness of poverty. For the period 2008-2012, the average poverty rate of the Delta was 20.6 percent, significantly higher than the national average rate of 14.9 percent. Although the poverty rate for the region overall was higher than the U.S. average, counties and parishes with particularly high rates tend to be clustered along the Mississippi River and in the DRA counties of Alabama.

Among states in the Delta Region, Alabama had the highest poverty rate during the period, with an estimated 22.3% of residents—more than one in five—living in poverty. Five of the eight DRA states had rates in the upper teens: Louisiana (18.7%), Arkansas (18.7%), Kentucky (18.6%), Alabama (18.1%), and Tennessee (17.3%). Only Illinois, with an estimated 13.7% poverty rate, had an average rate below that of the U.S.

**TABLE 1 -- 10 HIGHEST/LOWEST POVERTY RATES**

	County/Parish	State	Percent of Population Below Poverty Level
<i>10 Highest Poverty Rates</i>			
1	East Carroll Parish	Louisiana	44.9
2	Holmes County	Mississippi	42.6
3	Humphreys County	Mississippi	41.2
4	Jefferson County	Mississippi	41.1
5	Wilcox County	Alabama	39.4
6	Leflore County	Mississippi	39.3
7	Sumter County	Alabama	38.1
8	Quitman County	Mississippi	37.8
9	Washington County	Mississippi	37.5
10	Coahoma County	Mississippi	37.4
<i>10 Lowest Poverty Rates</i>			
1	Grant County	Arkansas	8.4
2	Cameron Parish	Louisiana	8.9
3	DeSoto County	Mississippi	10.2
4	LaSalle Parish	Louisiana	10.4
5	Calhoun County	Arkansas	10.5
6	St Genevieve County	Missouri	10.7
7	Plaquemines Parish	Louisiana	11.0
8	Ascension Parish	Louisiana	11.2
9	Johnson County	Illinois	11.3
10	Rankin County	Mississippi	11.4

Source: 2008-2012 American Community Survey 5-Year Estimates

As demonstrated by Table Three, of the 252 counties and parishes within the Delta Region, roughly one-third (32%) had poverty rates above 25 percent. The highest rates were in East Carroll Parish, Louisiana (44.9%), and Holmes County, Mississippi (42.6%), while the lowest rates in the region were in Grant County, Arkansas (8.4%), and Cameron Parish, Louisiana (8.9%).

While high poverty rates are a reality in the Delta region, this factor reinforces the focus and encourages the efforts of DRA. This is manifested in DRA initiatives, programs, and collaborative efforts such as: Delta Leadership Institute, an Executive Academy that cultivates the capacity of the region's leaders by educating them on an array of policy matters such as public health, infrastructure, and bio-economics; Innovative Readiness Training, which provides healthcare services to Delta residents provided my military personnel; and Operation JumpStart, DRA's entrepreneurial development program, which targets and trains potential entrepreneurs to develop sustainable employment in the region.





# Federal Family Partnerships

## **Delta Health Care Services Grant Program (USDA/DRA)**

The prevalence of diabetes and other chronic diseases in the Delta creates a major impediment to Delta residents' abilities to lead happy, productive lives – a problem which is only furthered by a lack of access to quality and affordable health care in the Delta.

To address these problems, in partnership with US Department of Agriculture's (USDA) Rural Business Cooperative Service, DRA has made a commitment as a Delta Health Care Grant Services Program (DHCS) funding partner. The DHCS program is designed to provide financial assistance to address the continued unmet health needs in the Delta region through cooperation among health care professionals, institutions of higher education, research institutions, and other individuals and entities in the Delta Region. DHCS grant funds may be utilized for the development of health care cooperatives, health care services, health education programs, health care job training programs, and the development and expansion of public health related facilities. Grants will be awarded to eligible entities in the Delta region that serve communities of no more than 50,000 inhabitants to help them address the long-standing and unmet health needs of the region. The FY 2014 Notice of Funds Availability is being finalized and will soon be announced.

For the FY 2013 round, DRA contributed \$300,000 to the funding program as a match to an additional \$2,775,327 in USDA funds for the Delta region. The program has been reauthorized in FY 2014, and USDA has preliminarily committed approximately \$2.7 million in additional funds to support this competitive grant program.

In the last round, the DHCS program funded ten projects in six states, including: a "Healthcare on Wheels" program in Alabama provided health care services to areas currently lacking clinics, hospitals, emergency and general provider services. In Kentucky, a "TeleCare" Project strengthened the tele-health infrastructure for rural critical access hospitals with necessary equipment and additional resources. Funding in Louisiana allowed rural nursing homes to conduct cardiology, pulmonology, nephrology, oncology and wound care consultations on-site.

## **Delta Communities Capital Initiative (DCCI) -- (In Development)**

The longevity and prosperity of small businesses and entrepreneurs are main drivers of strong regional economies in the Delta. DRA's empirical research has shown that small business establishments with nine or fewer employees have been responsible for over 91% of the net job creation since 1992. Furthermore, DRA research indicates that 85 to 90 percent of entrepreneurs that graduated from DRA's training program, Operation JumpStart, do not have access to affordable capital.

Affordable access to capital is a crucial component of strengthened productivity and growth for businesses in the Delta. Yet many businesses in rural and minority communities do not have the opportunity to secure the capital they need to start and grow their enterprises. In order to address this need, the DRA is collaborating with the Federal Reserve Bank of St. Louis and the Hope Enterprise Corporation (Hope EC), which provide affordable and accessible banking services to some of the Delta's most rural and isolated communities, to raise awareness of the need for affordable access to capital. DRA is also eager for opportunities to directly infuse our region with capital access for rural enterprises.

The Delta Communities Capital Initiative (DCCI) would begin to meet this need. DCCI is an initiative being designed in collaboration with the Department of Housing and Urban Development (HUD) and other federal agency partners. The goal of this

# Federal Family Partnerships

initiative is to increase access to capital for affordable business lending in the chronically underserved and undercapitalized Delta region. Specifically, it will provide direct investment and technical assistance to community development lending and investing institutions in the Delta. This initiative will also help entrepreneurs and small business owners -- especially those in minority and marginalized communities -- gain access to capital, enabling them to expand and enhance their businesses. The Delta Regional Authority is enthusiastically looking forward to the completion and announcement of this partnership program in 2014.

## Healthy Workforce Challenge

In the Autumn of FY 2013, the DRA made its first investments into its Healthy Workforce Challenge initiative. The DRA joined the Health Resources and Services Administration (HRSA) in announcing twelve new recipients of the Delta States Rural Development Network Grant Program, and the five new DRA Healthy Workforce Challenge awardees. DRA was able to augment HRSA's investment of \$5.4 million with an additional \$800,000 in funding. The Healthy Workforce Challenge initiative was designed to facilitate the development of pilot programs that work with local business and industry to incentivize healthy living through behavioral changes in the workplace. At minimum, these behavioral changes were instructed to include a focus on smoking cessation, weight loss, exercise programs with documentable activity logs, regular health checks, and improved healthy lifestyles.

## Innovative Readiness Training

Since 2009, DRA has partnered with the Department of Defense (DOD) to provide rural health care via the Innovative Readiness Training (IRT) program.

The IRT program brings military medical personnel in-training to underserved communities of the Delta region to provide free medical care to residents. DRA plays the vital role of guiding communities through the application, planning, and implementation processes. Since 2009, military reserve forces have provided general medical care, optical care, dental care, veterinary services, nutritional education, mental health care, and other support services to 35,000 Delta residents at ten sites across three states. This past summer alone, 500 military medical personnel saw nearly 14,000 patients and provided free medical care including -- 3,766 optical exams, 4,252 oral exams resulting in 4,314 tooth extractions, and 4,373 general check-ups -- to Delta residents that often have little to no access to these services.

In the Delta Region, where today 20 percent of the population is uninsured, last summer's missions took on a new role by educating communities about the new health insurance coverage options available through the Affordable Care Act. DRA facilitated education and outreach by providing each of the nearly 14,000 patients seen, and their families, with health resource and "preenrollment" cards, a resource created by DRA to help patients understand the ACA and connect them to resources like the HHS hotline and care services provided by Federally Qualified Health Centers. The distributions of these resources helped to ensure that the medical services provided by military reserves will be complemented with follow-up and future preventive care.

## Increasing Access to Affordable Health Care: Affordable Care Act (ACA) Outreach Efforts

In order to address critical unmet health needs and improve health outcomes in the Delta region, DRA led a proactive effort throughout the Summer of 2013 and is continually working to help uninsured families and individuals gain access to affordable



# Federal Family Partnerships

health insurance coverage through the Administration's policies and outreach under the Affordable Care Act (ACA). In 2013, DRA utilized the summer months in advance of the ACA open enrollment period to educate uninsured and underinsured individuals about the options that would become available to them in the fall. This outreach was held in coordination with the Department of Defense's four Innovative Readiness Training (IRT) medical missions held in six Delta states.

Through the IRT program, military medical personnel provide free medical treatment to individuals in underserved communities. In DRA's five-year partnership with this Department of Defense program, over 35,000 patients have received free medical care. This past summer, 500 military medical personnel saw nearly 14,000 patients and provided free medical care--including 3,766 optical exams, 4,252 oral exams resulting in 4,314 tooth extractions, and 4,373 general check-ups--to Delta residents that often have little to no access to these services.

Simultaneously, DRA facilitated Affordable Care Act (ACA) outreach efforts by providing each of the 14,000 patients and their families with health resource and "pre-enrollment" cards, a resource created by DRA to help patients understand ACA and connect them to resources like the HHS hotline and Federally Qualified Health Centers. These cards helped to ensure that the medical services provided by military reserves would be complemented with follow-up and future preventive care. DRA also worked with the US Small Business Administration to hold six educational ACA seminars in six states to educate small business owners and employees on the impacts and opportunities ACA would bring to small businesses.

DRA continues to work diligently to support health education and outreach, helping to connect patients with health resources and ensure that affordable insurance and care options continue to become available and accessible in the Delta. In March, DRA has been asked to help coordinate the "Healthy Young America Summits" in New Orleans and Memphis, an initiative led by the White House Office of Public and Engagement in partnership with the U.S. Department of Health and Human Services, to encourage young Americans to enroll through the health insurance marketplace. DRA also plans to host its own series of workshops to encourage ACA outreach and enrollment – events that would bring together and help bolster Navigators' abilities to align efforts, share "best practices", and identify solutions for enhanced outreach. Finally, DRA will once again conduct enrollment outreach in conjunction with the 2014 round of our Innovative Readiness Training partnership with the Department of Defense.

## **Investing in Manufacturing Communities Partnership (IMCP)**

The DRA recognizes--as the President has stressed--an important trend: manufacturing jobs that were previously lost are now returning to U.S. soil. DRA is committed to supporting the President's agenda to encourage a resurgence of domestic manufacturing investment and thus increased job creation. Last year, we saw a record number of major manufacturing investments in the South in the past 20 years – projects that bring at least 200 jobs and/or \$30 million investments. In 2012, there were 13 billion-dollar-plus projects in the South--and in 2013 we had a billion-dollar investment commitment in Arkansas by NuCor Steel.

To encourage the attainment of world-class and job-creating manufacturing investments in Delta communities, DRA became a partner this past year in helping to develop the Investing in Manufacturing Communities Partnership (IMCP), an administration-wide initiative led by the White House and the U.S. Department of Commerce. The program upholds the President's mission to support a resurgence of manufacturing in the U.S. and to help communities strengthen their competitive edge in attracting global manufacturers. In addition to providing support throughout the development phase of this program, DRA agreed to be one of numerous partner agencies providing funding and technical assistance for the IMCP. The FY 2014 IMCP Federal Register Notice

# Federal Family Partnerships

lists DRA as a partner providing preferential consideration and/or supplemental awards for designated IMCP manufacturing communities.

## **Promise Zones**

DRA recognizes that safe neighborhoods and public housing, effective educational programming in schools, and plentiful opportunities for job-related skills training and workforce development are all key to strengthening regional economies and improving lives. In eleven project cycles, DRA has invested more than \$8.8 million in workforce development programs; nearly \$3 million in past two years. DRA is committed to supporting initiatives that give students more exposure to the working world, that scale technology to personalized learning, that meaningfully engage businesses, and that make local communities safe, productive places to live, work and play.

In that spirit, DRA has and will continue to support the President's mission to elevate and strengthen the middle class by developing ladders of opportunity through the Administration's "Building Promise Zones" initiative. DRA has already worked hard to support the Administration's 2013 commitment to award a Promise Zones designation to twenty high-poverty communities over the next four years, which will provide awardee communities preferential access to federal investments, intensive federal support partnerships, and tax incentives to spur job creation. To date, the Delta Regional Authority has collaborated with its federal family partners and worked to ensure effective outreach to eligible applicants in the Delta region by providing information and support throughout the application process. Two applicants from the Delta region that DRA worked with were Promise Zones finalists -- the city of New Orleans and the Kisatchie- Delta Regional Planning and Development District in Louisiana -- and DRA has already begun working to help Delta applicants win a Promise Zone designation in the next round.

## **USDA StrikeForce**

USDA's StrikeForce for Rural Growth and Opportunity Initiative recognizes that nearly 85 percent of America's persistent poverty counties are in rural areas. StrikeForce, first launched in 2010, is designed to address rural poverty by helping to increase investments and create opportunities in poverty-stricken communities. Recently, DRA leadership met with two USDA undersecretaries to discuss how StrikeForce can get more involved with Delta communities, and DRA helped USDA identify prime locations in the region for StrikeForce effectiveness -- target areas within which DRA will be able to vertically integrate the components necessary for success.

The steps that DRA has taken to work more closely with the StrikeForce program will deliver strong outcomes for the region, especially considering the strength of StrikeForce outcomes nationwide. Since 2010, through StrikeForce, USDA has partnered with more than 400 community organizations, businesses, foundations, universities and other groups to support 80,300 projects and ushered more than \$9.7 billion in investments into rural America. DRA will continue to work closely with the StrikeForce program to leverage funding and technical assistance for the Delta.



# Federal Family Partnerships

## Workforce Development and Training

DRA realizes that the expectations and demands for today's jobs are not what they used to be. The talent bar is rising. Laborers in the Delta need to be prepared, or they will be left behind. In collaboration with the Federal Reserve Board of Atlanta, and the Federal Reserve Board of St. Louis, and Mississippi Manufacturer's Association, the Authority sat down to discuss the state of the region's workforce and best practices for the future during the October 2013 *Future of Workforce Development in Mississippi* conference in Jackson, MS. In September 2013, the Delta Regional Authority in partnership with Southern Growth Policies Board (SGPB) released a report entitled, "*2013 Report on the Future of the South: Re-imagining Workforce Development*" during the annual meeting of the Southern Governors' Association (SGA) in Louisville, Kentucky. DRA channels its workforce development efforts through the scope of its Reimagining Workforce Development Initiative which provides the following framework: Reimagine Readiness, Reengage Adult Learners and Disconnected Youth, and Realign Relationships and Resources.

# Delivering Greater Impact through Performance and Management Improvement: DRA Strategic Performance Plan

In order to remain true to its mission, the Delta Regional Authority emphasizes the need to strengthen its internal processes. The DRA routinely re-evaluates its procedures - identifying areas for growth - in order to maximize efficiency of the Authority toward greater outcomes. Resultantly, DRA can boast substantial improvements in all of its function areas. Across its four departments (Project Development and Management, Communications and Stakeholder Engagement, Administration, and Policy) the Authority has set new priority goals for itself in Fiscal Year 2014. These priority goals span across its:

- Management objectives;
- Innovation and customer service priorities;
- Critical mission support areas; and
- Other management improvements.

## Project Development and Management

DRA's Department of Project Development and Management fosters the development of viable projects throughout the DRA footprint that will foster climates of opportunity for both the public and private sectors alike. Its key award program – the States' Economic Development Assistance Program (SEDAP) – is the vehicle used to drive this vision and is discussed at length later in this document. Below is an itemization of improvements the department has made recently as well as goals and recommendations to which that the department will hold its self accountable.

### *Improvement Summary*

The Department of Project Development & Management has taken numerous steps to both increase and maximize efficiency, internally, as well as among its partners, awardees, and other awarding agencies. Recently introduced internal controls include the:

- Creation of standard forms for the transfer of funds (DRA Form 454);
- Budget and Program Modification Form; and
- Scope Change Request Form.

These controls have resulted in greatly increased traceability of all transactions within a given time frame. Additionally, the Department has implemented a standard response time of 48 hours for any inquiry received. This has had a direct impact on increased customer satisfaction and has been reflected in surveys administered to DRA partners. Furthermore, efforts are underway to streamline and reduce files and hard copies for all projects, by electronic communication and documentation of correspondences which will allow for instantaneous recall of information for constituents and partners.



# **Delivering Greater Impact through Performance and Management Improvement: DRA Strategic Performance Plan**

## *Priority Goals*

In Fiscal Year 2014 the Department of Project Development and Management will realize the following goals toward enhanced customer service, critical mission support, and management improvements:

- Research the overall effectiveness (e.g. cost, process efficiency, etc.) of introducing awards management software to better assist in the awarding, tracking, invoicing and maintenance of awards.
- Reconciliation of all financial records between the Delta Regional Authority (DRA) and the General Services Administration (GSA). This shall ensure proper and accurate accounting for DRA finance department.
- Undertake redesign of SEDAP web portal which result in a more user friendly and easily accessible application process for users/partners.
- Disposal/Retention of closed award files in accordance with federal regulation.
- Strengthen training initiatives and collaborative efforts with Local Development Districts.
- Execute site visits for no less than 20 percent of all active projects.

Due to the limited staff, redundancy and overlap is necessary to reduce errors and omissions. With that in mind, the Department recommends the following actions be taken to strengthen the department:

- Continue to refine and maximize staff for internal processes and
- Continue inter-departmental communication to achieve desired outcomes.

## Communications and Stakeholder Engagement

DRA's Communications and Stakeholder Engagement Department ensures appropriate and timely communication with the Authority's stakeholders on a variety of topics. This includes but is not limited to: distribution of a monthly newsletter; real time event updates through social media sites; and coordination of notice to proceed (NTP) events for awardees among many other tasks. Below is an itemization of improvements the department has made recently as well as goals and recommendations to which that the department will hold its self accountable.

## *Improvement Summary*

The Communications and Stakeholder Engagement Department has taken numerous steps to both increase and maximize efficiency, internally, as well as among its partners, awardees, and other awarding agencies. In order to ensure that communications staff is completing all necessary tasks as part of larger operations, it have begun to list out protocols for numerous daily operations that the Communications department carries out such as website edits and updates, newsletter development and release, press and other public events, and social media. These documented protocols can be used by current staff to ensure that all actions are fulfilled and by future staff to assist in transition to and training of newly-hired staff members. Additionally,

# Delivering Greater Impact through Performance and Management Improvement: DRA Strategic Performance Plan

the communications staff continue to expand its use of SharePoint to archive pictures, press releases, briefings, and other documents to assist in research for current press releases and briefing and use as templates for future content production.

## *Priority Goals*

In Fiscal Year 2014 the Communications and Stakeholder Engagement Department will realize the following goals toward enhanced customer service, critical mission support, and management improvements:

- Expand digital coverage and outreach through website and social media efforts.
  - New vendor for website and digital media support.
  - Expand social media engagement through coordinated campaigns around different policy initiatives (with federal and local partners support).
- Identify other opportunities with larger coverage and content such as partnership with Southern Business & Development magazine.
  - Expand coverage with national papers, highlighting popular programs/policy initiatives.
- Arrange Federal Co-Chairman and Alternate Federal Co-Chairman public engagements so that they visit at least 12 new counties in the coming year.

The Communications and Stakeholder Engagement Department routinely assesses ways to reduce overlap, duplication, and increase effectiveness in its department. To that end, the Department recommends the following actions be taken to strengthen the department:

- Better streamlining of newsletter production, review, and release – we need more clearly defined roles for each person in this process.
- Better utilize SharePoint for document management (agency-wide) especially in the sense updating drafts.
- On-ground staff should be responsible for all social media updating during public events.

## Administration

DRA's Administration Department manages the back office operations that allow all other departments to thrive in its respective areas. Command of its internal processes allow for the agency to excel in independent financial audits and to provide timely payments to awardees among other tasks. Below is an itemization of improvements the department has made recently as well as goals and recommendations to which that the department will hold itself accountable.





# **Delivering Greater Impact through Performance and Management Improvement: DRA Strategic Performance Plan**

## *Improvement Summary*

The Authority's emphasis on strengthened administrative and financial practices and procedures has resulted in the following accomplishments:

- Successfully passed 270 compliance tests with zero exceptions during FY 2013 audit in its SEDAP program.
- 12 consecutive unqualified independent financial audits.
- Increased emphasis on internal controls has yielded stronger accounting and financial systems.
- Negotiated lower data and voice services costs (yielding more than \$10,000 in overhead savings a year).
- Negotiated lower rent for the Washington, D.C. office (yielding a saving of nearly \$20,000).

## *Priority Goals*

In Fiscal Year 2014 the Administration Department will realize the following goals toward enhanced customer service, critical mission support, and management improvements:

- Ongoing cross-training of employees;
- Emphasis on development of/quality control on operating procedure for all departments;
- Facilitation of quarterly leadership in-service workshops; and
- Ongoing assessment of DRA management guidelines to include continual reviews and updates which include a cross trained staff.

DRA Administrative and Operational staff does understand the public's concern with governmental overlap and duplication. At DRA, it is the case that the Department is at bare minimum levels due to administrative funding caps such that it does not experience overlap and duplication of efforts. In fact, with its skeleton staff, the Authority must be mindful of separation of duties for quality control purposes.

## Policy

DRA's Policy Department aims and to deliver quality programs and services to its constituents all while enhancing its visibility on a national stage. Healthcare services, technical assistance, leadership cultivation, and 21st century workforce readiness demonstrate the breadth of the Authority's policy scope. Below is an itemization of improvements the department has made recently as well as goals to which that the department will hold its self accountable.

# Delivering Greater Impact through Performance and Management Improvement: DRA Strategic Performance Plan

## *Improvement Summary*

The Policy Department has taken numerous steps to expand its services and maximize efficiency as evident by the outcomes it has realized in the past year. Its regional leadership academy released a request for proposals (RFP) for new partnership to facilitate DRA's executive academy. The result has been the formation of a multi-entity collaboration with three regional institutions of higher education as well as a leadership network partnership with the Harvard University Kennedy School of Government. The Authority's Innovative Readiness Training (IRT) program – a partnership with the U.S. Department of Defense – provided medical, optical, and dental services to residents across its eight-state footprint. Quality health care services were valued at \$2.7 million and nearly 13,000 patients were served. DRA co-hosted a regional forum with its partner – The White House Council on Strong Cities, Strong Communities (SC2). The Authority continues to play a role in launching federal funding programs with its federal partners. Examples include: Investing in Manufacturing Communities Partnership (IMCP), Make it in America Challenge (MIIA), Promise Zones, Rural Jobs and Innovation Accelerator Challenge and a host of other federal initiatives both active and forthcoming.

## *Priority Goals*

In Fiscal Year 2014 the Policy Department will realize the following goals toward enhanced customer service, critical mission support, and management improvements:

- Support presidential initiatives through an array of strategic efforts including: planning and facilitating regional forums, hosting technical assistance workshops, and hosting listening forums – to name a few.
- Enhance capacity of constituents to contend for federal awards on a national scale by raising awareness and through technical assistance training of forthcoming opportunities.
- Buy in to and layer on federal award programs so its constituents will have the opportunity to benefit from substantial programs.
- Participate and advocate in discussions (at all levels) where its constituents have a stake (e.g. White House Rural Council meetings, regional convenings, local forums where DRA is invited to participate, etc.).



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December 2, 2013

Mr. Christopher Masingill  
Federal Co-Chairman  
Delta Regional Authority  
236 Sharkey Avenue, Suite 400  
Clarksdale, MS 38614-4405

Dear Chairman Masingill:

I wanted to take this opportunity to congratulate you and your staff on the audit results for Delta Regional Authority (DRA). DRA received an unmodified or “clean” opinion on their financial statements, which is the highest level of opinion we can issue. In addition, the Auditor’s Report on Internal Control over Financial Reporting and Compliance for Audits under *Government Auditing Standards* reported no material weaknesses or significant deficiencies in internal control. The results of our compliance testing were also notable. In our SEDAP testing, in a test of a total of 270 attributes in 18 sampled files, no exceptions were identified.

The results of the audit reflect the positive changes in accounting processes and internal controls over financial reporting and compliance we have seen develop under your leadership. Ever changing regulations and compliance requirements prove to be a challenge in any organization. I appreciate the responsiveness and seriousness you place on responding to those challenges. As we have seen through marked improvements in the results of our audits through the years, I expect DRA will continue to respond accordingly by being proactive in meeting changing regulations and continuing to strengthen and improve financial reporting and compliance processes. Please know BKD stands ready to assist in any way we can.

We appreciate our long standing relationship with DRA and look forward to future years.

Sincerely,



Timothy T. Burns, CPA

TTB:jsh

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# Delta Regional Authority

## Fiscal Year 2015 Budget Submission

**Table 2 -- Sources and Uses for Fiscal Years 2013 to 2015 Appropriations**

	FY-2013 Actual	FY-2014 Budgeted	FY-2015 Requested
<b>Sources: Appropriation</b>	\$ 11,677,000	\$ 12,000,000	\$ 12,319,000
Less:			
Rescission	(23,354)	0	0
Sequestration	(587,423)	0	0
<b>Available Funds</b>	<b>\$ 11,066,223</b>	<b>\$ 12,000,000</b>	<b>\$ 12,319,000</b>
<b>Uses:</b>			
Operations	\$ (1,626,699)	\$ (1,597,480)	\$ (1,546,241)
LDD TA Support	(477,792)	(453,902)	(453,902)
SEDAP	(8,961,732)	(9,448,618)	(9,818,857)
Emergency/Contingency		(500,000)	(500,000)

**Table 3 -- Programmatic Expenditures -- Fiscal Years 2013 to 2015 Appropriations**

	FY-2013 Actual	FY-2014 Budgeted	FY-2015 Requested
LDD TA Support	\$ 477,792	\$ 453,902	\$ 453,902
SEDAP	8,961,732	9,448,618	9,818,857
<b>Total</b>	<b>\$ 9,439,524</b>	<b>\$ 9,902,520</b>	<b>\$ 10,272,759</b>

**Table 4 -- Operating Expenditures -- Fiscal Years 2013 to 2015 Appropriations**

	FY-2013 Actual	FY-2014 Budgeted	FY-2015 Requested
Compensation & Benefits	\$ 993,422	\$ 1,011,012	\$ 973,459
Travel	123,986	124,730	134,132
Meetings & Conferences	70,008	56,000	53,200
Overhead, Research & Contractual Services	439,283	405,738	385,450
<b>Total</b>	<b>\$ 1,626,699</b>	<b>\$ 1,597,480</b>	<b>\$ 1,546,241</b>



# Delta Regional Authority

## Fiscal Year 2015 Budget Submission

**Table 5 -- Federal Appropriations: Sources and Uses for Fiscal Years 2013 to 2015**

	FY-2013 Actual	FY-2014 Budgeted	FY-2015 Requested
<b>Sources:</b>			
Available Funds	\$ 11,677,000	\$ 12,000,000	\$ 12,319,000
Less Sequestration	(587,423)	-	-
Less Rescission	(23,354)	-	-
<b>Net Available Funds</b>	<b>\$ 11,066,223</b>	<b>\$ 12,000,000</b>	<b>\$ 12,319,000</b>
<b>Uses:</b>			
<b>Administration</b>	<b>1,626,699</b>	<b>1,597,480</b>	<b>1,546,241</b>
Personnel Compensation			
Federal Personnel Compensation	534,113	501,067	476,014
Non-Federal Employee Compensation	220,425	174,420	165,699
Contractor Compensation	5,625	84,986	93,735
Non-Federal Open Positions	-	-	-
Total Personnel Compensation	760,163	760,473	735,447
Personnel Benefits			
Federal Personnel Benefits	159,520	149,718	142,232
Non-Federal Personnel Benefits	73,739	100,821	95,780
Total Personnel Benefits	233,259	250,539	238,012
<b>Total Personnel Compensation and Benefits</b>	<b>993,422</b>	<b>1,011,012</b>	<b>973,459</b>
Travel			
Federal Travel	93,250	92,730	103,732
Non-Federal Travel	30,736	32,000	30,400
<b>Total Travel</b>	<b>123,986</b>	<b>124,730</b>	<b>134,132</b>

# Delta Regional Authority

## Fiscal Year 2015 Budget Submission

**Table 5 -- Federal Appropriations: Sources and Uses for Fiscal Years 2013 to 2015**

	FY-2013 Actual	FY-2014 Budgeted	FY-2015 Requested
Meetings and Conferences			
<b>Total Meetings and Conferences</b>	<b>70,008</b>	<b>56,000</b>	<b>53,200</b>
Contractual Services and Supplies			
Rent, Telecommunications, Utilities, and Postage	92,699	95,300	90,535
Insurance	1,340	13,200	12,540
Professional Contractual Services	272,426	186,400	177,080
Communications and Public Engagement	8,596	37,385	35,516
Professional Development	4,906	11,000	10,450
Printing, Reproduction, and Other Publications	44,724	32,252	30,639
Supplies and Materials	7,948	18,700	17,765
Equipment	6,644	11,500	10,925
<b>Total Contractual Services and Supplies</b>	<b>439,283</b>	<b>405,738</b>	<b>385,450</b>
<b>Total Expenditures</b>	<b>1,626,699</b>	<b>1,597,480</b>	<b>1,546,241</b>
<b>SEDAP</b>	\$ 8,961,732	\$ 9,448,618	\$ 9,818,857
<b>Emergency/ Contingency</b>	-	500,000	500,000
<b>LDD Administration</b>	477,792	453,902	453,902







**FY 2013 States'  
Economic Development  
Assistance Program (SEDAP)**

# FY 2013 States' Economic Development Assistance Program (SEDAP)

To better serve the DRA region, the Authority – under Chairman Chris Masingill's leadership – has both realigned and reprioritized the goals of DRA's investment program, now known as the States' Economic Development Assistance Program (SEDAP). SEDAP's current focus is on project development and management. Following the Chairman's example, staff members now play a more active role in developing funded projects, building relationships, and connecting applicants and project developers to other funding sources thereby helping to complete needed projects. This approach is more holistic in nature and allows the Authority to be responsive to fluid economic development opportunities. SEDAP is now providing flexible funding solutions for the region.

Clearly, economic development has always been an integral part of the process for each of the SEDAP applications received by the DRA. The Authority is now better positioned to fill this role as a project developer rather than simply a funding source for economic and community development. Chairman Masingill is actively engaged in developing the necessary tools and resources to help achieve the Authority's goals for this program.

The Authority's 2013 SEDAP compliments the economic development activities taking place in the Region. From top to bottom, the entire program is crafted with the economic developer in mind. Highlights of the program include:

**Administrative Notice** -- A document and method used by DRA to make and track policy and procedural changes. Annually, DRA reviews its procedures and programs for necessary revisions. These updates are encapsulated and officially announced through an Administrative Notice, which is made public to our stakeholders.

**Automated Application Website** -- A web-based portal, found on [www.dra.gov](http://www.dra.gov), allows applicants to fill out and submit applications for DRA investment programs. After release of the awards the site provides back-office support and tools for the management of constituent portfolios. Each of the DRA partner groups (DRA staff, DRA board, LDDs, and applicants/awardees) will have a customized web presence to assist in monitoring application and project activity. Transparency and accountability are enhanced through the utilization of this technology.

**Critical Development Projects** -- These projects include investment(s) of \$3 million or more from public and/or private sources and - other than for technology-related projects - for which 350 or more jobs created and/or retained. Some developers refer to these projects as "super projects" because of the significant economic impact they bring to an area.

**Emergency/Contingency (E/C) Account** -- Funds set aside for projects defined separately as emergencies related to natural disasters, fire, or unforeseen/unexpected developments that present a health and/or safety risk to communities; or contingency projects that fall outside the normal scope and/or timeline of the annual investment program. This funding program allows DRA the flexibility to act quickly to assist with needed investments in order to help restore a community or secure an economic development projects.

**Expedited Process** -- One of several funding pathways, the "Expedited Process" will be initiated by the state when an immediate need exists for an economic development prospect project. A "prospect" would be a company committed to creating and/or retaining jobs in a community. Upon the request of the state, DRA will act quickly to complete the necessary review, eligibility determination, and award documentation delivery so as to meet the unique circumstances of the project.



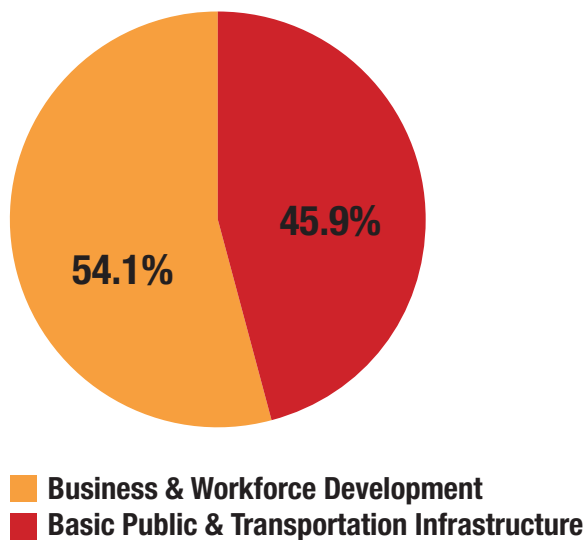
**Federal Priority Eligibility Criteria** -- Investment priorities established by the Authority, which have been adopted from the President's administration. Currently the four federal priorities for DRA investment are: 1) Innovation and Small Business, 2) Regional Approach, 3) Multiple Funding Partners, and 4) Emergency Funding Need. The first priority focuses on job creation and/or retention and together with the other priorities these represent the primary objectives of the SEDAP program. Every funded project should meet at least one of these four federal criteria.

**Priority Status Designation** -- An eligible project that meets at least one goal or priority from each of the three additional areas of investment focus: 1) Federal Priorities (set by the administration), 2) Regional Development Plan goals, and 3) DRA State Plan goals and/or priorities. Projects meeting these requirements are given first consideration during the project selection process and have the best chance of receiving a SEDAP award.

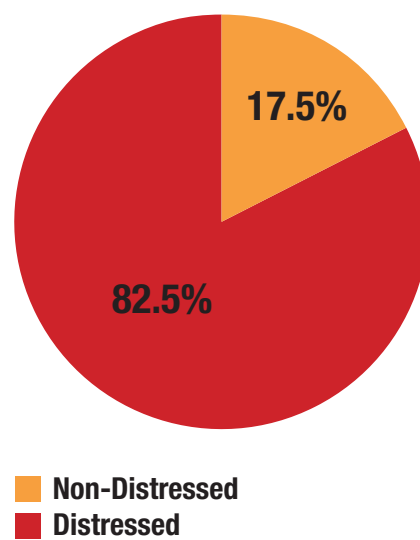
Governors' project recommendations, which are in line with Chairman Masingill's and the President's priorities, demonstrate the Authority's continued emphasis of the four funding priority areas:

- Basic Public Infrastructure
- Transportation Infrastructure
- Business Development - emphasis on entrepreneurship
- Workforce Development

**Figure 3 -- Share of SEDAP funding by Federal priority**



**Figure 4 -- Share of SEDAP funding by distress status**



As seen in figures 3 and 4, basic public and transportation infrastructure project investments totaled \$4,851,218 (54.1 percent of SEDAP investments) and funding for distressed counties and parishes was \$7,396,813 (82.5 percent of investments) for Fiscal Year 2013. The total project funding allocation is \$8,961,732. SEDAP funds leveraged \$48,434,216 in additional project funding, a ratio of 5.3 to 1, and \$276,672,253 in private investment, a ratio of 30.4 to 1. For the FY 2013 SEDAP funding cycle the following is projected:

- 1,096 jobs will be created

- 1,149 jobs will be retained
- 1,203 families will receive improved water and sewer
- 1,242 individuals will be trained for jobs

Over the program's 12 years DRA has contributed \$119,188,005 to 799 projects in the eight-state region for total project costs of \$800,233,261. Total project cost includes \$681,045,256 in other federal, state, and local funds, a ratio of 5.7 to 1 in additional leveraged funds. Private investment totals \$2,022,816,351, a ratio of 17.0 to 1. Since inception, the DRA Federal Grant and States' Economic Development Assistance Programs have accomplished the following:

- 9,476 jobs created
- 7,855 jobs retained
- 25,532 families received improved water and sewer
- 3,745 individuals trained for jobs

Once all projects are completed the following is projected:

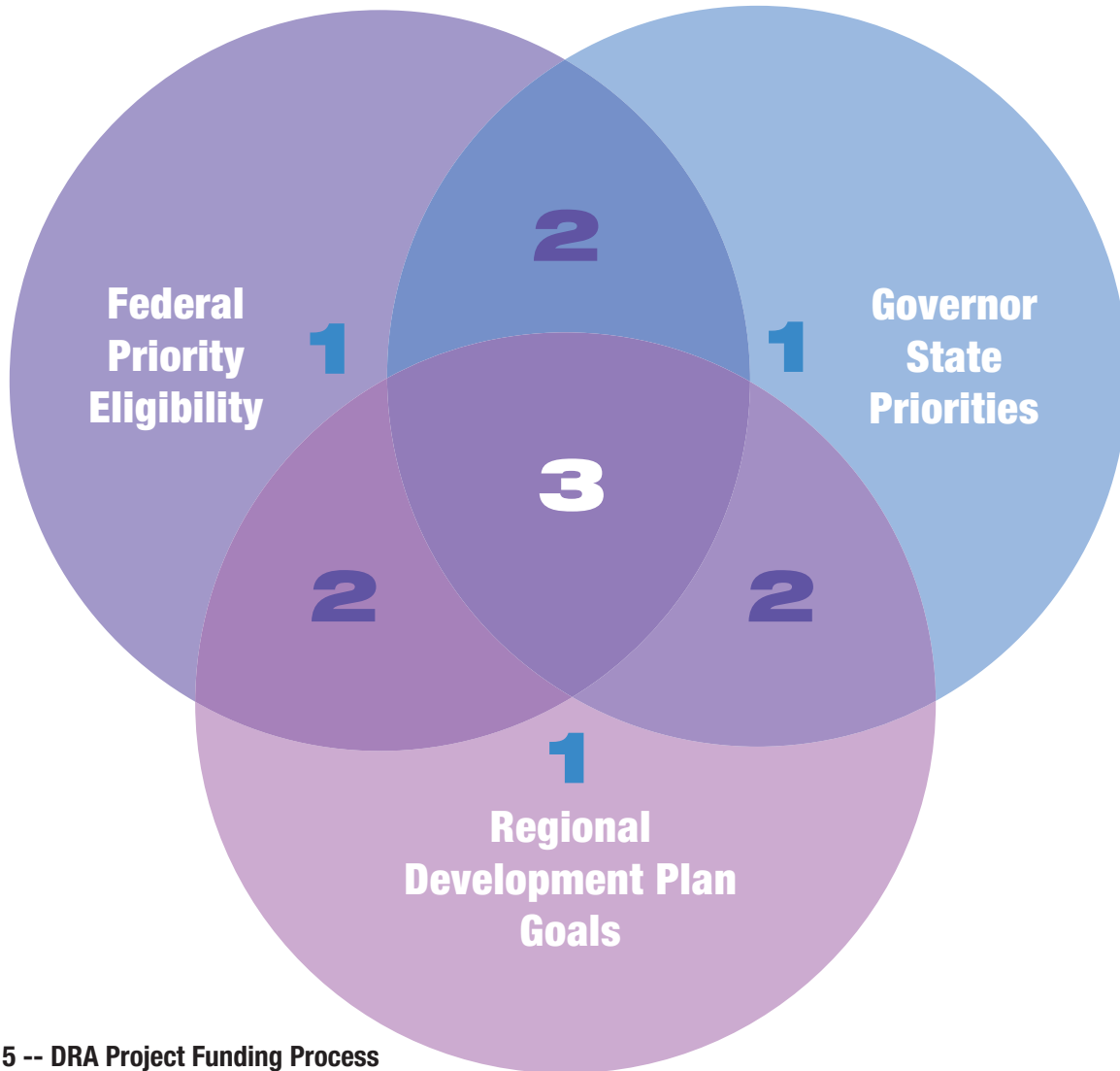
- 13,512 jobs created
- 11,014 jobs retained
- 36,111 families received improved water and sewer
- 12,912 individuals trained for jobs

The job creation and retention numbers above are guaranteed, to a large extent, through the execution of the DRA Private Entity Participation Agreement. The Participation Agreement was developed to demonstrate the private entity's commitment to creating and/or retaining jobs and injecting capital investment into a funded project. Congress intends for DRA to track certain metrics such as jobs created, jobs retained, families affected, and people trained. DRA also tracks private leveraged investment in addition to the other public investment (other project funds).

When DRA reports to Congress the results of the prior fiscal years, there is an increased level of confidence in the metrics being reported due to this agreement. In the case of a project that benefits a private entity by allowing the entity to expand or locate a facility, DRA asks the private partner to show its commitment by agreeing to this legal document. In the event the private partner withdraws or does not meet its commitment, it is required to refund a percentage of the project investment to DRA as a "claw-back."



# DRA Project Funding Process



**Figure 5 -- DRA Project Funding Process**

The following Venn Diagram depicts three additional areas of investment focus for projects determined to be eligible for funding. The three additional areas include: federal priorities, DRA Regional Development Plan goals, and goals from individual state strategic plans. Project applications should demonstrate how the proposed activities meet at least some of the priorities and goals from each of the three areas. In this way, a project becomes more competitive and rises in priority ranking.

The diagram provides a visual representation of how a project achieves the highest priority ranking. The area where all three circles overlap includes projects meeting some priority criteria in each area. Projects meeting criteria in two of the three areas have a lesser priority ranking and can be considered for funding after top priority projects have been funded.

# DRA Project Funding Priorities



**Figure 6 -- DRA Project Funding Priorities**

The diagram lists the individual funding categories and priority criteria for each component. A project must first meet the eligibility criteria found in the outer layer before passing through to the inner layers of additional investment focus. All eligible projects will be arranged from highest to lowest priority and project selections will be made from this list. Projects not meeting eligibility criteria in the outer layer are not reviewed further to determine priority ranking and will not be considered for funding.



# FY 2013 Schedule of Project Funds (Rounds 1 & 2)

Due to sequester, the 2013 SEDAP funding cycle was divided into an accelerated round and a full round. Each state received a partial allocation, with the balance being obligated in round two of funding. In each of the below breakdowns, column one reflects the total amount allocated in each round and an aggregate allocation for each round. Additionally, each table depicts the division of project development funds based upon federal priority levels of Basic Public Infrastructure, Transportation Infrastructure, Business Development, and Workforce Development.

**Table 6 -- Schedule of FY 2013 Awards (Round 1)**

*Fiscal Year 2013*

<i>Priority Area:</i>	DRA Obligated	Total Project Funds
Basic Public Infrastructure	\$ 415,810	\$ 1,687,674
Transportation Infrastructure	\$ 274,817	\$ 367,084
Business Development	\$ 606,375	\$ 15,516,457
Work Development	\$ 260,271	\$ 1,760,271
<b>Total:</b>	<b>\$ 1,892,463</b>	<b>\$ 19,331,486</b>
<i>State Allocation:</i>	DRA Obligated	Total Project Funds
Alabama	\$ 311,952.63	\$ 311,952.63
Arkansas	\$ 450,871.04	\$ 450,871.04
Illinois	\$ 224,964.47	\$ 224,964.47
Kentucky	\$ 267,559.26	\$ 267,559.26
Louisiana	\$ 523,870.30	\$ 523,870.30
Mississippi	\$ 427,689.42	\$ 427,689.42
Missouri	\$ 331,251.61	\$ 331,251.61
Tennessee	\$ 316,720.28	\$ 316,720.28
<b>Total:</b>	<b>\$ 2,854,879.01</b>	<b>\$ 2,854,879.01</b>

# FY 2013 Schedule of Project Funds (Rounds 1 & 2)

**Table 7 -- Schedule of FY 2013 Awards (Round 2)**

*Fiscal Year 2013*

<i>Priority Area:</i>	DRA Obligated	Total Project Funds
Basic Public Infrastructure	\$ 2,064,796.00	\$ 8,426,539.64
Transportation Infrastructure	\$ 1,760,595.34	\$ 14,527,455.00
Business Development	\$ 2,026,135.97	\$ 10,317,070.00
Work Development	\$ 1,001,318.76	\$ 2,869,299.10
<b>Total:</b>	<b>\$ 6,216,398.75</b>	<b>\$ 36,355,813.37</b>
<i>State Allocation:</i>	DRA Obligated	Total Project Funds
Alabama	\$ 667,295.83	\$ 667,295.83
Arkansas	\$ 964,455.29	\$ 764,455.29
Illinois	\$ 481,220.02	\$ 481,220.02
Kentucky	\$ 572,334.26	\$ 572,334.26
Louisiana	\$ 1,120,607.53	\$ 1,120,607.53
Mississippi	\$ 914,867.65	\$ 914,867.65
Missouri	\$ 708,578.15	\$ 708,578.15
Tennessee	\$ 677,494.27	\$ 677,494.27
<b>Total:</b>	<b>\$ 6,106,853.00</b>	<b>\$ 6,106,853.00</b>

## Summary of Schedule of Funds

The first section of Tables One and Two demonstrates the division of project development funds based upon federal priority levels. The tables reflect the total amount of funds that the Authority has obligated to projects in each of the four funding categories for a total of \$9,071,277.76. The total project funds of \$55,687,299.37 are indicative of all funding resources, which have been pooled for each category to reflect the aggregate funds for each category. The percentage of DRA's contribution to the aggregate amounts of each funding category is derived by using the following formula using Basic Public Infrastructure (BPI) as an example: DRA obligated BPI of \$3,105,516/Total Project Funds of \$15,839,605 = 19.6 percent.





# FY 2013 Schedule of Project Funds (Rounds 1 & 2)

The second part of Tables One and Two illustrate the amounts allocated to each of the eight states using the predetermined allocation formula and criteria. Several factors are used in the Allocation Methodology and carry specific weight including the following:

Equity Factor	50%
Population Factor	10%
Distressed Population	20%
Distressed County Area	20%
<b>Total:</b>	<b>100%</b>

FY 2013's allocation was as follows:

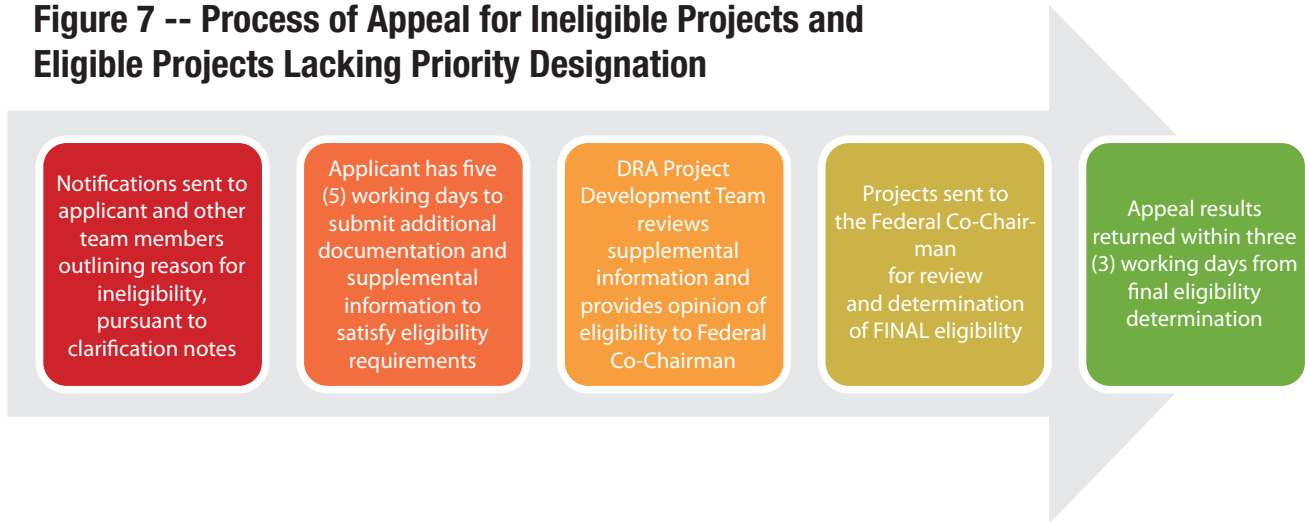
**Table 8 -- FY 2013 States' Allocations**

State	Percent of Total Allocation	Total Allocation
Alabama	10.93%	\$ 979,248.46
Arkansas	15.79%	\$ 1,415,326.33
Illinois	7.88%	\$ 706,184.49
Kentucky	9.37%	\$ 839,893.52
Louisiana	18.35%	\$ 1,644,477.83
Mississippi	14.98%	\$ 1,342,557.07
Missouri	11.60%	\$ 1,039,829.76
Tennessee	11.09%	\$ 994,214.55
<b>Total:</b>	<b>100%</b>	<b>\$ 8,961,732.01</b>

# Appeals Process

During determination of initial eligibility, there may be projects submitted that are deemed ineligible for funding. All applicants whose applications are deemed ineligible have the option to appeal. The Authority maintains appeals processes on the following conditions: 1) appeals may be submitted for ineligible projects; and 2) appeals may be submitted for projects determined eligible, but lack a priority designation, as listed in the SEDAP Manual, to address: Basic Public Infrastructure (BPI), Transportation Infrastructure (TI), Business Development (BD), or Workforce Development (WD).

**Figure 7 -- Process of Appeal for Ineligible Projects and Eligible Projects Lacking Priority Designation**



## Appeals Process

1. Notifications sent to applicant.
2. Applicant has five (5) days to submit more documentation.
3. Review of appeal by Project Development and Management team.
4. Project sent to Federal Co-Chairman.
5. Appeal results returned to applicant within three (3) working days.

Every effort is made to assist projects deemed ineligible or eligible and lacking priority status to meet the necessary criteria for funding. Of 106 applications deemed ineligible for FY 2013 SEDAP funding; 21 were appealed resulting in three reversals. To determine eligibility, DRA reviews all priority areas for applicability, which can help increase a project's priority status. For complete state-by-state application details, see 2013 SEDAP Application Summary Table.

Federal priority eligibility for eligible projects are based upon the following criteria:

**Emergency Funding Need:** Projects shall clearly demonstrate that without DRA funding the negative implications of inaction would result in immediate and detrimental health and/or safety issues for the constituents served. This project will carry the highest priority and also the highest threshold for meeting this guideline.



# Appeals Process

**Innovation and Small Business:** Projects include business and industry prospects committed to job creation and/or retention through the execution of a DRA Participation Agreement. This category also includes projects addressing healthy workforce solutions as a component of Business Development which can clearly demonstrate measurable results in health metrics, and improved employment data for a specific employer or business sector.

**Multiple Funding Partners:** Projects include multiple funding sources, both public and/or private, and can be shown as leverage to the DRA investment.

**Regional Approach:** Projects provide benefit to constituents in multiple counties or parishes, or multiple municipalities within a single county or parish.

# FY 2013 SEDAP Application Summary Table

**Table 9 -- FY 2013 SEDAP Application Summary**

<b>States</b>	<b>Total Apps Submitted</b>	<b>Apps Deemed Eligible</b>	<b>Apps Deemed Ineligible</b>	<b>Ineligible Apps Appealed</b>	<b>Number of Ineligible Reversed</b>
Alabama	11	9	2	2	0
Arkansas	38	11	27	6	0
Illinois	31	10	21	1	0
Kentucky	14	7	7	4	3
Louisiana	75	55	20	5	0
Mississippi	33	21	12	2	0
Missouri	16	7	9	1	0
Tennessee	10	2	8	0	0
<b>Total</b>	<b>228</b>	<b>122</b>	<b>106</b>	<b>21</b>	<b>3</b>

The above table outlines the number of total applications submitted by state for FY13. It includes those projects deemed eligible and ineligible along with the total number of appeals and reversal of appeals. An increase in both total applications submitted and applications deemed eligible occurred from FY 12 to FY 13. This can be attributed in part to the funding cycle being split into two rounds and to more stringent review of projects submitted to DRA for funding. In FY 12, there were a total of 208 applications submitted for SEDAP funding, with 88 projects being deemed eligible. This is in contrast to a total of 228 total applications submitted in FY13, with a total of 122 deemed eligible: an increase of 20 applications and 34 eligible projects. In FY 12, there were a total of 62 ineligibility appeals, with 45 being reversed. There was a decrease in FY 13 ineligibility appeals and reversals of 3 and 45, respectively.



# FY 2013 SEDAP Timeline

***May 2, 2013***

Announcement - Opening of SEDAP Program

***June 19, 2013***

Projects are due to Local Development Districts by 5:00 p.m. central daylight time

***July 3, 2013***

Projects are due to the Delta Regional Authority from the Local Development Districts

***July 10, 2013***

All projects have been reviewed by Delta Regional Authority for eligibility and priority designation

***July 26, 2013***

In-eligible projects are notified and given a chance to appeal

***August 2, 2013***

Appeals are due to Delta Regional Authority by 5:00 p.m. central daylight time

***August 9, 2013***

Final determination of appeals by Delta Regional Authority

***August 19, 2013***

Project determination meetings with each state

**Notification of award selections will be made following Board approval process.**

# Glossary of Commonly Used Terms

- 1. Administrative Notice:** a form and method used by DRA to make and track policy and procedure changes.
- 2. Automated Application Website:** a web-based portal, found on [www.dra.gov](http://www.dra.gov) that allows applicants to fill out and submit applications for DRA investment programs and provides back-office support and tools for the management of constituent portfolios.
- 3. Critical Development Projects:** projects including \$300M or more in investment (public and/or private), and - other than for technology-related projects - 350 or more jobs created and/or retained.
- 4. Delta Region Service Area:** any of the areas comprising the 252 counties and parishes in Alabama, Arkansas, Illinois, Kentucky, Louisiana, Mississippi, Missouri and Tennessee that the Authority serves.
- 5. Distressed Counties and Parishes:** an annual assessment is made of all DRA counties and parishes to determine if each will be considered distressed or non-distressed for the following fiscal year and funding cycle; this determination is currently based on the Economic Development Administration's (EDA) formula for determining economic distress.
- 6. DRA Obligated:** this number represents an amount of DRA funding that has been obligated against specific projects with General Services Administration (GSA).
- 7. Emergency/Contingency Funds:** funds set aside for projects defined separately as emergencies related to natural disasters, fire, or unforeseen/unexpected developments that present a health and/or safety risk to communities; or contingency projects which fall outside the normal scope and/or timeline of the annual investment program.
- 8. Expedited Process:** one of several funding pathways, the "Expedited Process" will be initiated by the state when an immediate need exists for an economic development prospect project.
- 9. Federal Priority Eligibility Criteria:** investment priorities established by the Authority, which have been adopted from the President's administration; currently the four federal priorities for DRA investment are: 1) Innovation and Small Business, 2) Regional Approach, 3) Multiple Funding Partners, and 4) Emergency Funding Need.
- 10. Families Affected:** under normal circumstances, the number of families (households) receiving benefit from projects providing water and/or sewer service in residential areas.
- 11. Funding Cycle:** the sequence of activities involved in the process of awarding funds for projects. It commences with the formal announcement of the availability of the funds, inviting applications with preset deadlines, analyzing & reviewing the applications, assessing the conformity, and awarding.
- 12. Investment:** as defined by the Authority, shall be any commitment of time, support and resources provided to a given project.



# Glossary of Commonly Used Terms

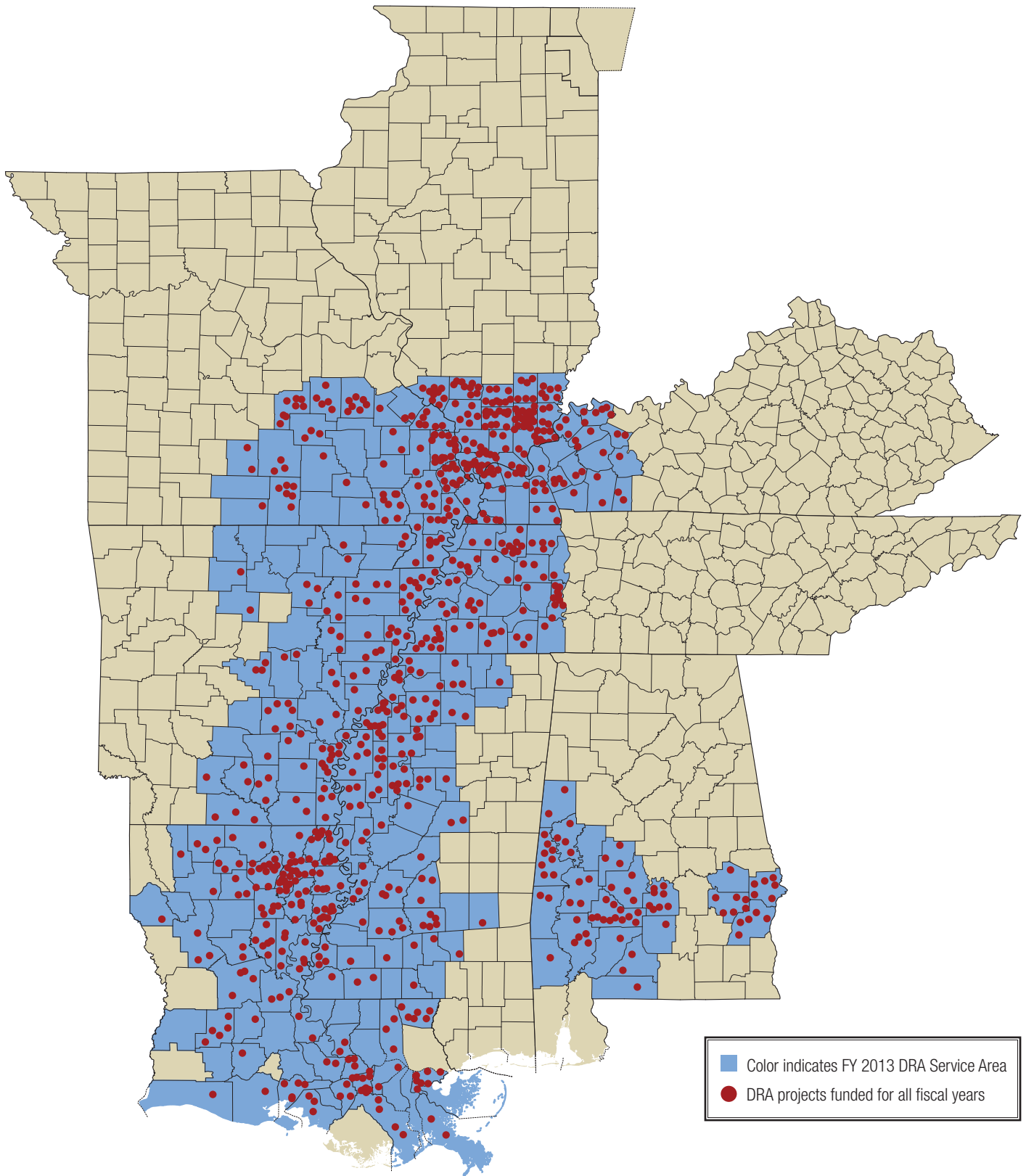
- 13. Local Development District (LDD):** sub-regional economic development entities (45 within the DRA Region) that partner with DRA to assist constituents in the Delta with various project development activities, provide technical assistance support, and oversee project management.
- 14. Notice to Proceed:** a letter issued to the awardee that provides authorization to begin accruing expenses toward the project.
- 15. Priority Status Designation:** an eligible project that meets at least one goal or priority from each of the three additional areas of investment focus: 1) Federal Priorities (set by the administration), 2) Regional Development Plan goals, and 3) DRA State Plan goals and/or priorities.
- 16. Private Entity Participation Agreement:** a binding agreement between DRA and a private entity, developed to demonstrate the private entity's commitment to creating and/or retaining jobs and injecting capital investment into a project, including claw-back provisions to protect the DRA investment.
- 17. SEDAP Funds:** the States' Economic Development Assistance Program (SEDAP) is the primary investment tool of the Authority.
- 18. State Allocation:** each year a majority of DRA's annual appropriation is set aside for its SEDAP investments; this amount is divided between the eight states using an allocation formula that results in a net amount available for SEDAP projects in each state.
- 19. Total Project Funds:** this number represents an amount which includes all DRA funds and all other public sources of funds that will be used as direct investment in the project(s).



# **Delta Regional Authority Service Area, Regional, and State Benefits**



# Map 1 -- Delta Regional Authority Service Area



# FY 2013 DRA Counties and Parishes

In FY 2012, the DRA Service Area encompassed a total of 216 distressed counties and parishes of 252 total counties and parishes. For FY 2013, 210 counties unfortunately met the distressed threshold. To be deemed distressed, counties and parishes must meet one of the following criteria:

1. An unemployment rate of one percent higher (9.8 percent) than the national average (8.8 percent) for the most recent 24-month period; or
2. Have a per capita income of 80 percent or less of the national per capita income.

To determine pockets of distress in non-distressed counties, 2010 Census Tract information was reviewed to determine which tracts meet the distressed criteria; the 2006-2010 American Community Survey 5-Year Estimates for unemployment and Per Capita Income were used. The following table illustrates counties and parishes whose status changed for FY13. Counties/parishes that no longer meet either of the aforementioned criteria are reassigned as non-distressed counties. Counties/parishes that may have been categorized as distressed in FY12 and now meet one or both of the formula criteria are reassigned, per guidelines, to reflect status as non-distressed counties.

## FY 2013 DRA Newly Distressed Counties and Parishes

Alabama  
(None)

Kentucky  
Henderson  
Union

Mississippi  
(None)

Arkansas  
(None)

Louisiana  
Cameron  
Lincoln

Missouri  
(None)

Illinois  
(None)

Tennessee  
Obion

## FY 2013 DRA Newly Non-Distressed Counties and Parishes

Alabama  
(None)

Kentucky  
Trigg

Missouri  
Scott

Arkansas  
Cleveland

Louisiana  
St. Bernard  
St. Landry

Tennessee  
Tipton

Illinois  
Jackson  
Saline  
Williamson

Mississippi  
DeSoto  
Lafayette



# FY 2013 DRA Distressed Counties and Parishes

## Alabama

Barbour  
Bullock  
Butler  
Choctaw  
Clarke  
Conecuh  
Dallas  
Escambia  
Greene  
Hale  
Lowndes  
Macon  
Marengo  
Monroe  
Perry  
Pickens  
Russell  
Sumter  
Washington  
Wilcox

## Arkansas

Arkansas  
Ashley  
Baxter  
Bradley  
Calhoun  
Chicot  
Clay  
Craighead  
Crittenden  
Cross  
Dallas  
Desha  
Drew  
Fulton  
Grant  
Greene  
Independence  
Izard  
Jackson  
Jefferson

Lawrence  
Lee  
Lincoln  
Lonoke  
Marion  
Mississippi  
Monroe  
Ouachita  
Phillips  
Poinsett  
Prairie  
Randolph  
St. Francis  
Searcy  
Sharp  
Stone  
Van Buren  
White  
Woodruff

## Illinois

Alexander  
Franklin  
Hamilton  
Hardin  
Johnson  
Massac  
Perry  
Pope  
Pulaski  
Randolph  
Union

## Kentucky

Caldwell  
Calloway  
Carlisle  
Christian  
Crittenden  
Fulton  
Graves  
Henderson  
Hopkins

Livingston  
Lyon  
McLean  
Marshall  
Muhlenberg  
Todd  
Union  
Webster

## Louisiana

Acadia  
Allen  
Assumption  
Avoyelles  
Beauregard  
Bienville  
Caldwell  
Cameron  
Catahoula  
Claiborne  
Concordia  
De Soto  
East Carroll  
Evangeline  
Franklin  
Grant  
Iberville  
Jackson  
Jefferson Davis  
La Salle  
Lincoln  
Livingston  
Madison  
Morehouse  
Natchitoches  
Red River  
Richland  
St. Helena  
St. James  
St. Martin  
Tangipahoa  
Tensas  
Union  
Vermillion

# FY 2013 DRA Distressed Counties and Parishes

## Louisiana Cont.

Washington  
West Carroll  
West Feliciana  
Winn

## Mississippi

Adams  
Amite  
Attala  
Benton  
Bolivar  
Carroll  
Claiborne  
Coahoma  
Copiah  
Covington  
Franklin  
Grenada  
Holmes  
Humphreys  
Issaquena  
Jasper  
Jefferson  
Jefferson Davis  
Lawrence  
Leflore  
Lincoln  
Marion  
Marshall  
Montgomery  
Panola

Pike  
Quitman  
Sharkey  
Simpson  
Smith  
Sunflower  
Tallahatchie  
Tate  
Tippah  
Tunica  
Union  
Walthall  
Warren  
Washington  
Wilkinson  
Yalobusha  
Yazoo

## Missouri

Bollinger  
Carter  
Crawford  
Dent  
Douglas  
Dunklin  
Howell  
Iron  
Madison  
Mississippi  
New Madrid  
Oregon  
Ozark  
Pemiscot

Perry  
Phelps  
Reynolds  
Ripley  
Shannon  
St. Francois  
Stoddard  
Texas  
Washington  
Wayne  
Wright

## Tennessee

Benton  
Carroll  
Chester  
Crockett  
Decatur  
Dyer  
Fayette  
Gibson  
Hardeman  
Hardin  
Haywood  
Henderson  
Henry  
Lake  
Lauderdale  
McNairy  
Obion  
Weakley



# FY 2013 DRA Non-Distressed Counties and Parishes

## Alabama

(None)

## Arkansas

Cleveland  
Pulaski  
Union

## Illinois

Gallatin  
Jackson  
Saline  
White  
Williamson

## Kentucky

Ballard  
Hickman  
McCracken  
Trigg

## Louisiana

Ascension  
East Baton Rouge  
East Feliciana  
Iberia  
Jefferson  
Lafourche  
Orleans

Ouachita  
Plaquemines  
Pointe Coupee  
Rapides  
St. Bernard  
St. Charles  
St. John the Baptist  
St. Landry  
St. Mary  
Webster  
West Baton Rouge

## Mississippi

DeSoto  
Hinds  
Lafayette  
Madison  
Rankin

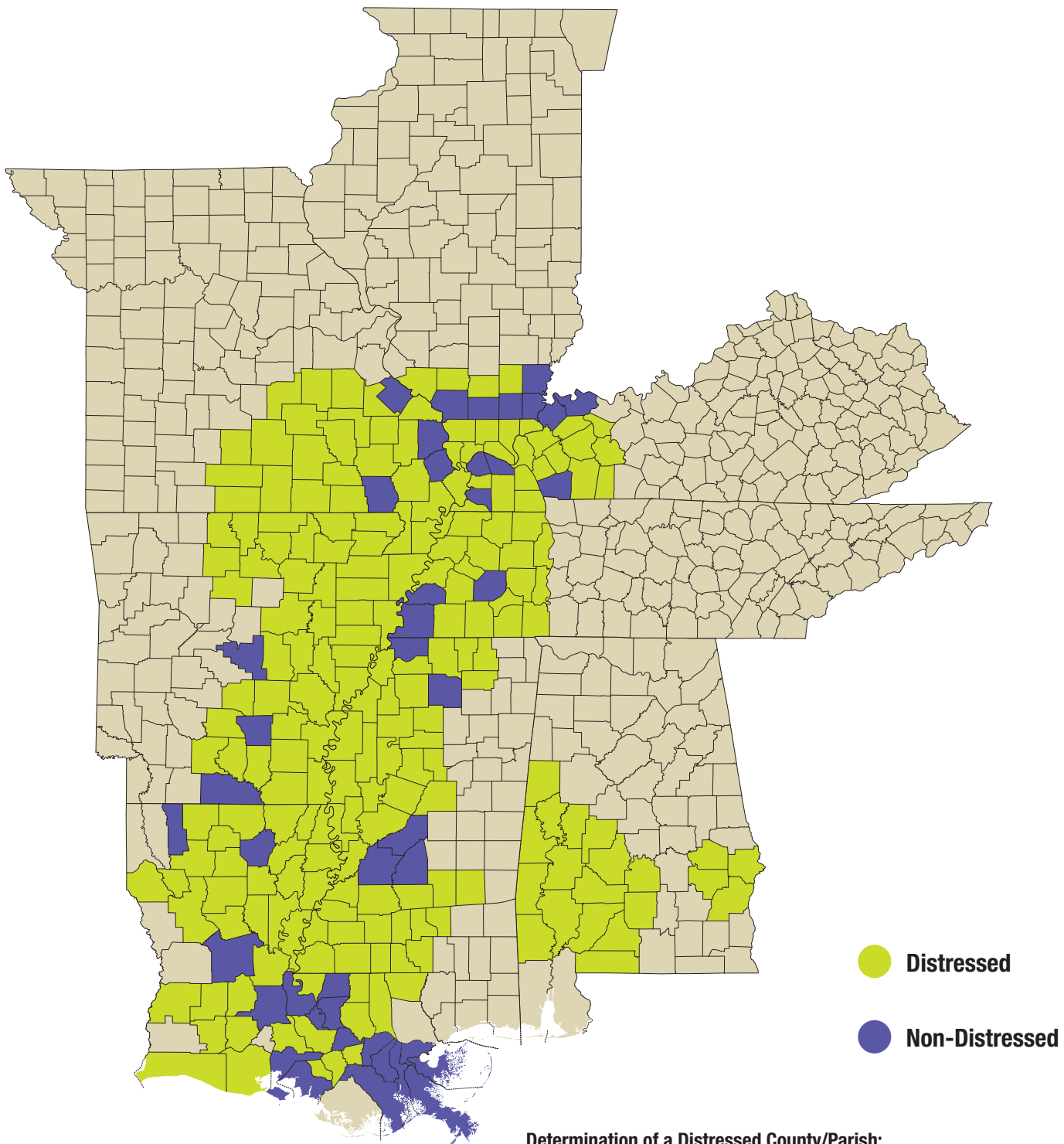
## Missouri

Butler  
Cape Girardeau  
Scott  
St. Genevieve

## Tennessee

Madison  
Shelby  
Tipton

# Map 2 -- FY 2013 DRA Distressed/Non-Distressed Counties and Parishes

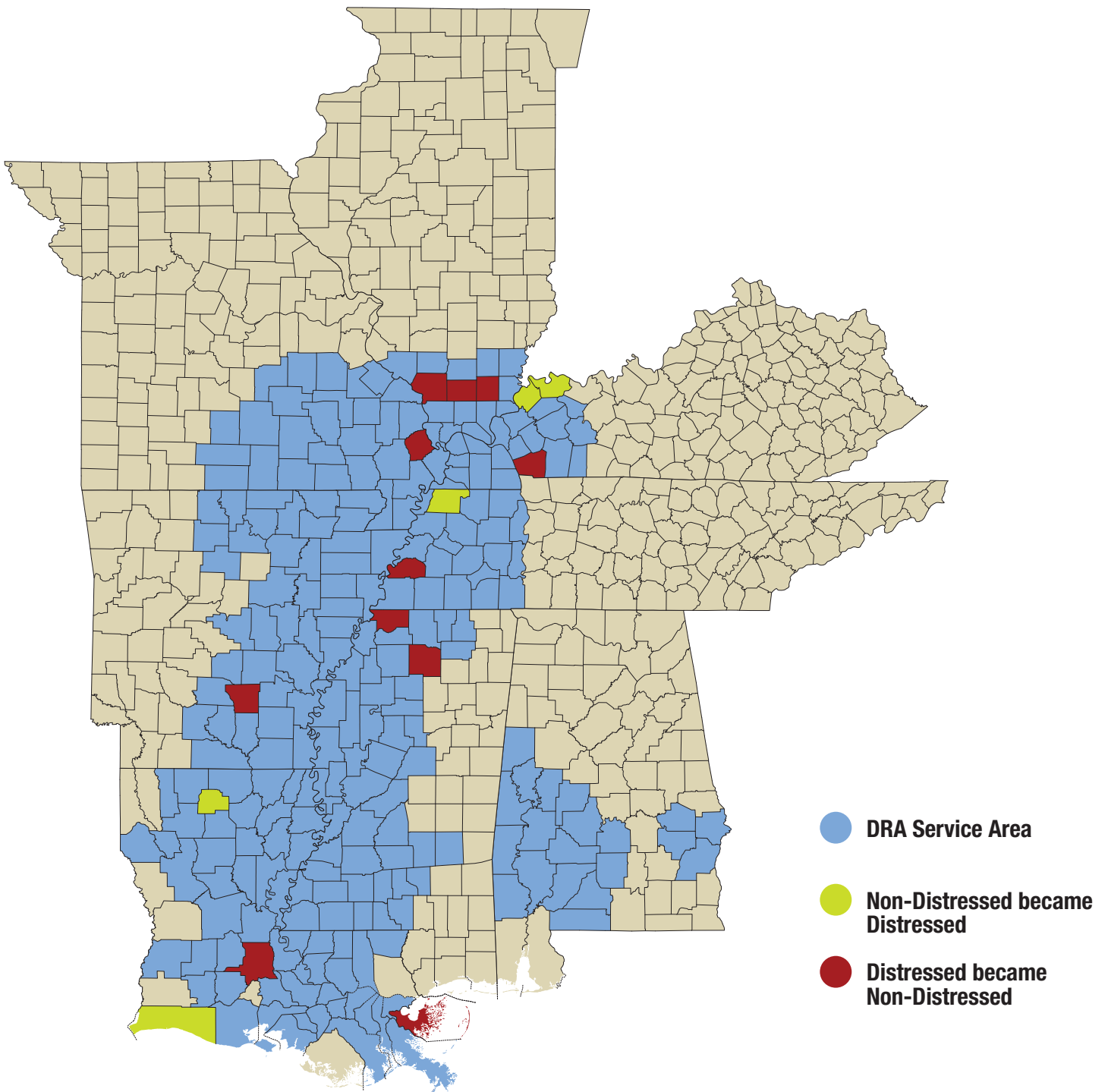


### Determination of a Distressed County/Parish:

Unemployment rate of one percent higher (9.8 percent) than the national average (8.8 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.



# Map 3 -- Distressed/Non-Distressed Counties and Parishes Designation Change from FY 2012 to FY 2013



**From FY 2012 to FY 2013 these counties/parishes changed designation according to the formula below:**  
Unemployment rate of one percent higher (9.8 percent) than the national average (8.8 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.

# Cumulative Regional Benefits from DRA

The numbers below are for FY 2002 through FY 2013.

Total DRA projects	799
DRA Investment	\$ 119,188,005
Other Public Investment	\$ 681,045,256
Other Private Investment	\$ 2,022,816,351
Overall Total Investment	\$ 2,823,049,612
Total Investment Leverage Ratio	22.69
Jobs Created	9,476
Jobs Retained	7,855
Individuals Trained for Jobs	3,745
Families Affected	25,532
Projected Jobs Created	22,988
Projected Jobs Retained	18,869
Projected Individuals Trained for Jobs	16,763
Projected Families Affected	61,643
Digital Literacy	13,000



**“The Delta Regional Authority has been a tremendous resource and an outstanding partner on projects in our region over the years. Often times, DRA is providing gap funding or matching dollars, and without that funding, the project would not happen. Many of our smaller rural communities do not have the financial resources to fill those gaps, and if it were not for DRA, these much needed projects would go undone.”**

– Bonnie Prigge, Executive Director, Meramec Regional Planning Commission





**DRA LEVERAGE RATIO**  
FISCAL YEARS 2002 THROUGH 2013

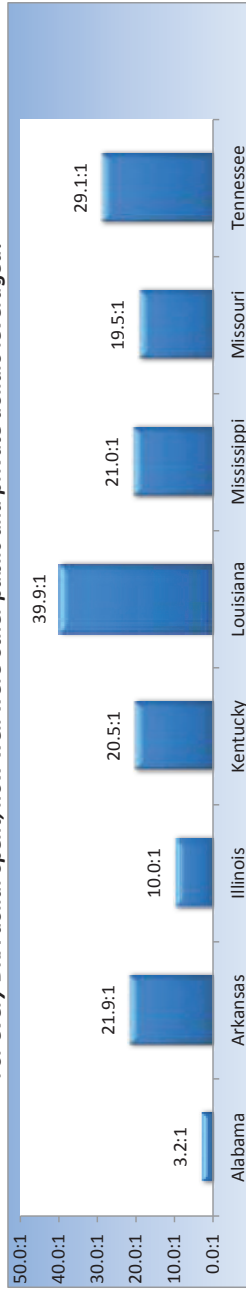


	DRA	% of total	Public	% of total	Private	% of total	Total	Ratio
Alabama	\$ 11,995,242	23.71%	\$ 24,894,114	49.21%	\$ 13,700,000	27.08%	\$ 50,589,356	3.2:1
Arkansas	\$ 19,340,240	4.36%	\$ 110,965,293	25.01%	\$ 313,439,500	70.64%	\$ 443,745,033	21.9:1
Illinois	\$ 9,883,842	9.06%	\$ 65,082,115	59.67%	\$ 34,108,746	31.27%	\$ 109,074,702	10.0:1
Kentucky	\$ 10,494,892	4.65%	\$ 87,922,617	38.97%	\$ 127,195,000	56.38%	\$ 225,612,509	20.5:1
Louisiana	\$ 21,561,476	2.45%	\$ 94,008,842	10.67%	\$ 765,400,000	86.88%	\$ 880,970,318	39.9:1
Mississippi	\$ 16,705,869	4.54%	\$ 85,459,581	23.24%	\$ 265,547,869	72.22%	\$ 367,713,319	21.0:1
Missouri	\$ 13,862,112	4.89%	\$ 54,203,707	19.10%	\$ 215,653,030	76.01%	\$ 283,718,849	19.5:1
Tennessee	\$ 15,344,332	3.32%	\$ 158,508,988	34.34%	\$ 287,772,206	62.34%	\$ 461,625,526	29.1:1

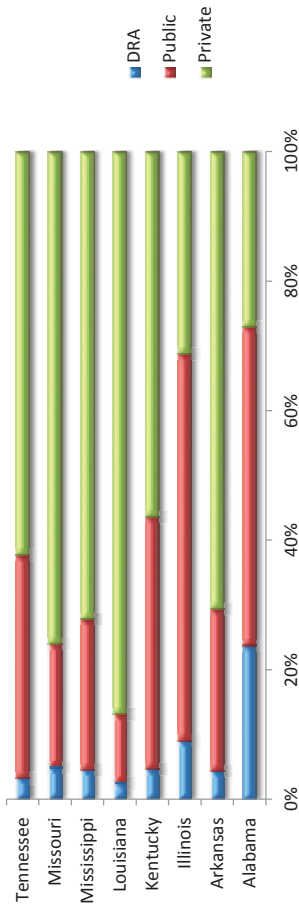
**Cumulative Totals: FY02-FY13**

DRA	\$ 119,188,005
Public	\$ 681,045,256
Private	\$ 2,022,816,351
<b>Total</b>	<b>\$ 2,823,049,612</b>
<b>Total Projects</b>	<b>799</b>

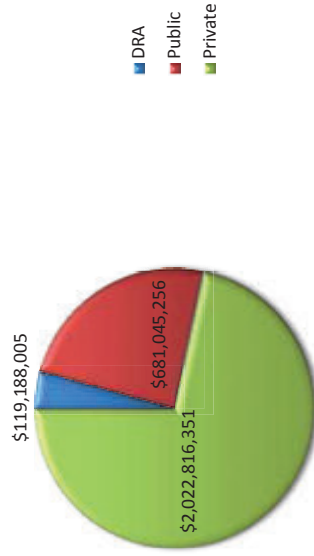
**For every DRA dollar spent, how well were other public and private dollars leveraged?**



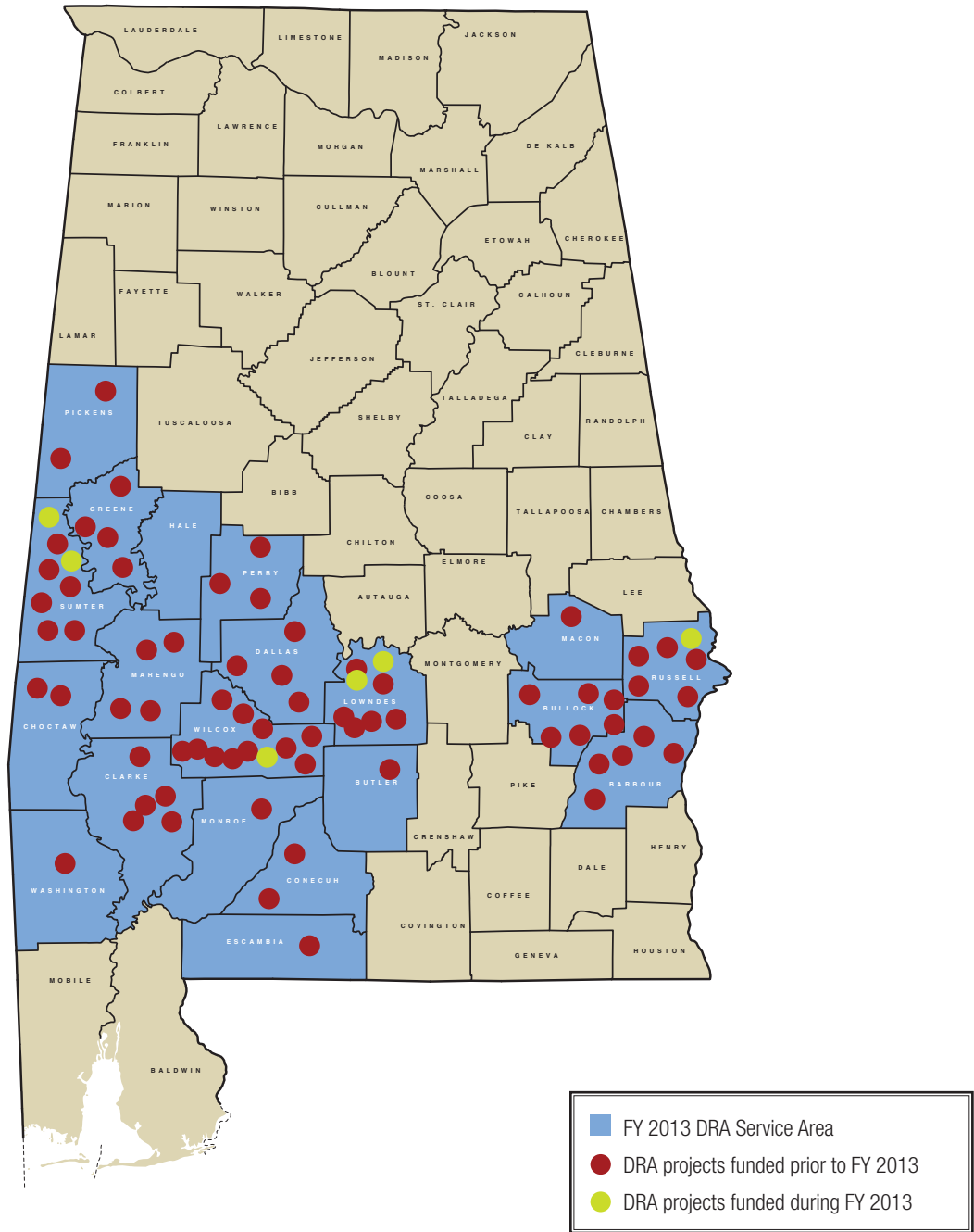
**Leverage Comparison**



**Regional Investment Comparison**



# DRA Projects in Alabama



## Alabama Counties Served by DRA

- |         |         |          |         |         |         |            |
|---------|---------|----------|---------|---------|---------|------------|
| Barbour | Choctaw | Dallas   | Hale    | Marengo | Pickens | Washington |
| Bullock | Clarke  | Escambia | Lowndes | Monroe  | Russell | Wilcox     |
| Butler  | Conecuh | Greene   | Macon   | Perry   | Sumter  |            |



# Cumulative Alabama Benefits from DRA

The numbers below are for FY 2002 through FY 2013.

Total DRA projects	76
DRA Investment	\$ 11,995,242
Other Public Investment	\$ 24,894,114
Other Private Investment	\$ 13,700,000
Overall Total Investment	\$ 50,589,356
Total Investment Leverage Ratio	3.84
Jobs Created	953
Jobs Retained	1,671
Individuals Trained for Jobs	14
Families Affected	3,262
Projected Jobs Created	1,979
Projected Jobs Retained	0
Projected Individuals Trained for Jobs	39
Projected Families Affected	841

**“Creating jobs for Alabamians is the number-one priority of my administration; that is why our partnership with the Delta Regional Authority is so important. This year, DRA projects provided targeted, strategic investments that boosted employment, strengthened job training and improved the quality of life in a region of our state that stands to benefit the most from economic development support.”**

– Governor Robert Bentley, *Alabama*

# Alabama Benefits from DRA

The numbers below are for FY 2013.

Total DRA projects	6
DRA Investment	\$ 963,953
Other Public Investment	\$ 9,390,000
Other Private Investment	\$ 1,700,000
Overall Total Investment	\$ 12,053,953
Total Investment Leverage Ratio	11.50
Projected Jobs Created	186
Projected Individuals Trained for Jobs	39
Projected Families Affected	415



“The Delta Regional Authority is a critically important, front-lines partner that not only provides vital basic and transportation infrastructure assistance to the Black Belt/Delta Counties of rural Alabama, but also invests in an entrepreneurial climate that promotes workforce, business, and community development programs. DRA is a model of effective and efficient government at work, hand-in-hand with the business and industry community, the nonprofit sector, educational institutions, and other stakeholders.”

– J. William McFarland, Jr., *Director,  
Center for Business and Economic Services and  
Special Assistant to the President, University of West Alabama*



**STATES' RETURN ON DRA INVESTMENTS**

FISCAL YEARS 2002 THROUGH 2013

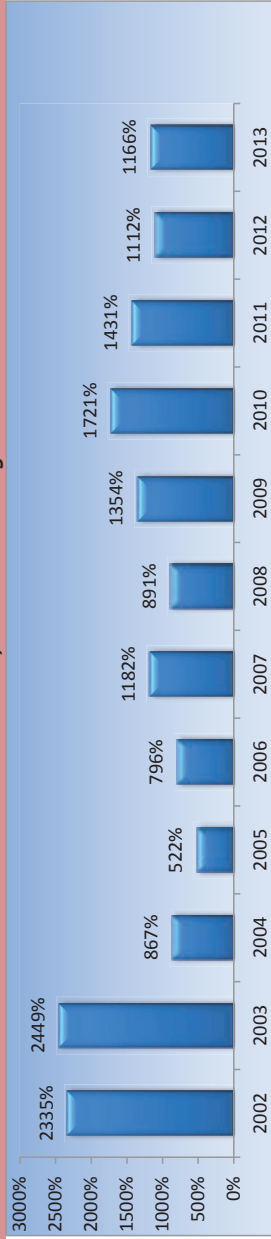


Alabama	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 1,385,000		\$ 2,003,013	\$ -	\$ 3,388,013	1.4:1	\$ 56,885	2335%
2003	\$ 1,679,715		\$ 6,546,782	\$ -	\$ 8,226,497	3.9:1	\$ 65,906	2449%
2004	\$ 510,000		\$ 2,769,920	\$ -	\$ 3,279,920	5.4:1	\$ 52,747	867%
2005	\$ 457,311		\$ 1,124,259	\$ -	\$ 1,581,570	2.5:1	\$ 73,544	522%
2006	\$ 720,472		\$ 700,418	\$ -	\$ 1,420,890	1.0:1	\$ 80,422	796%
2007	\$ 836,808		\$ 1,633,794	\$ -	\$ 2,470,602	2.0:1	\$ 65,288	1182%
2008	\$ 712,423		\$ 151,000	\$ -	\$ 863,423	0.2:1	\$ 71,916	891%
2009	\$ 1,081,946		\$ 116,763	\$ -	\$ 1,198,709	0.1:1	\$ 74,437	1354%
2010	\$ 1,421,481		\$ 60,492	\$ -	\$ 1,481,973	0.0:1	\$ 78,043	1721%
2011	\$ 1,197,283		\$ 397,673	\$ 12,000,000	\$ 13,594,956	10.4:1	\$ 78,187	1431%
2012	\$ 1,013,555		\$ -	\$ -	\$ 1,013,555	0.0:1	\$ 83,636	1112%
2013	\$ 979,248		\$ 9,390,000	\$ 1,700,000	\$ 12,069,248	11.3:1	\$ 77,339	1166%

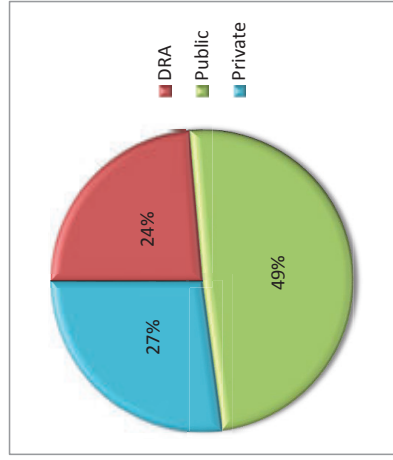
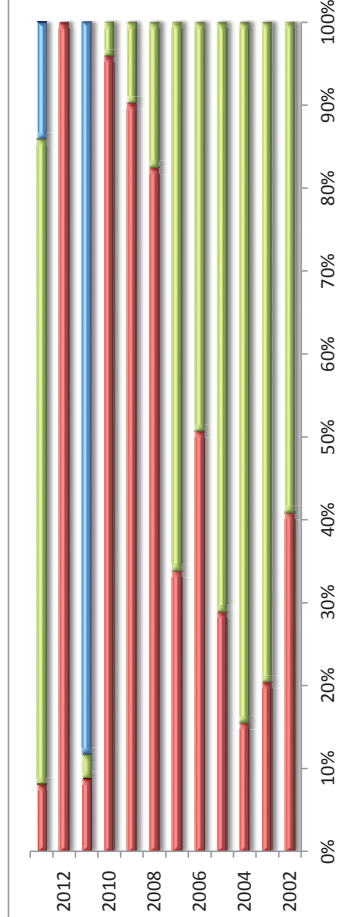
**Cumulative Totals: FY02-FY13**

DRA	\$ 11,995,242
Public	\$ 24,894,114
Private	\$ 13,700,000
Total	\$ 50,589,356
Total Projects	76

**Small state assessments, translate into large returns!!**



**Leverage Comparisons**





# **Alabama FY 2013 SEDAP Project Summaries**

# Fiscal Year 2013 Alabama Project Summaries

## 1. Workforce Training to Reduce Recidivism in Alabama Black-belt Project

**Awardee:** Sumter County Commission  
**Awardee Contact:** Marcus Campbell  
**County:** Sumter, AL

**Federal ID#:** 63-6001701  
**Telephone:** 205-499-6015  
**Congressional District:** 7th

### Funding:

DRA		\$ 93,500	98.94%
Applicant		\$ 1,000	1.06%
Total		\$ 94,500	100.00%

**Description:** This phase of work will allow for a safe, handicapped-accessible training area that will serve the programmatic functions of this job training project, as well as future workforce, economic development, and community/civic initiatives.

**Benefits/Outcomes:** This project will directly benefit 24 first time and non-violent offenders and other adults by providing the training facility to facilitate ongoing instruction, as well as economic development and community and civic meeting space.

## 2. University of West Alabama Foundation Automotive Technician Certification

**Awardee:** University of West Alabama Foundation  
**Awardee Contact:** Richard Holland  
**County:** Sumter, AL

**Federal ID#:** 63-1074127  
**Telephone:** 205-652-5522  
**Congressional District:** 7th

### Funding:

DRA		\$ 93,500	91.00%
Applicant		\$ 10,000	9.00%
Total		\$ 103,500	100.00%

**Description:** The Department of Computer Information Systems and Technology (CIST) of the University of West Alabama (UWA) College of Business has developed a new "Short-term Certification for Automotive Technician" program to service the workforce needs of the automotive industry in the region. This program has been approved by the Alabama Council for Higher Education (ACHE) and has begun classes in fall 2013 semester.

**Benefits/Outcomes:** Trainees will take three courses per semester for a total of 27 hours to achieve certification within one academic year. These courses will be offered in the first three days of the week so that the students/trainees will have an opportunity to work part-time with industry partners that are interested in the program.

# Fiscal Year 2013 Alabama Project Summaries

## 3. Fort Deposit Industrial Access Improvements

**Awardee:** Town of Fort Deposit

**Awardee Contact:** Fletcher Fountain

**County:** Lowndes, AL

**Federal ID#:** 63-6001262

**Telephone:** 334-227-4841

**Congressional District:** 7th

### Funding:

DRA	\$ 300,000	91.00%
Local	\$ 32,700	9.00%
Total	\$ 332,700	100.00%

**Description:** The project will improve an industrial access road to serve a new industry locating near the site. Specifically this includes resurfacing approximately one mile of the existing industrial access road known as Benco Industrial Drive.

**Benefits/Outcomes:** The location of this new industry will have short- and long-term benefits. This project will provide an improved industrial access road to immediately serve a new industry resulting in \$2.5 million in private investment and 120 new jobs for area residents.

## 4. Mosses Sewer Expansion

**Awardee:** Town of Mosses

**Awardee Contact:** Walter Hill

**County:** Lowndes, AL

**Federal ID#:** 63-0815896

**Telephone:** 334-563-9141

**Congressional District:** 7th

### Funding:

DRA	\$ 15,000	100.00%
Total	\$ 15,000	100.00%

**Description:** The proposed project will expand municipal sewer service to approximately 67 houses and 165 low-income families in the Town of Mosses. Specifically, this includes construction of 5,500 linear feet of two-inch PVC sewer force main, 67 STEP Assemble systems, 67 sewer connections, 67 septic tank abandonments, associated electrical work, and grassing and mulching.

**Benefits/Outcomes:** This project will directly impact the health and welfare of 67 households and approximately 165 low-income persons based on surveys in the project area. This project will give the beneficiaries the opportunity to abandon their failing septic systems or, in some cases, have a sewer system for the first time.





# Fiscal Year 2013 Alabama Project Summaries

## 5. Phenix City Riverfront Hotel Infrastructure Project

**Awardee:** City of Phenix

**Awardee Contact:** Eddie Lowe

**County:** Russell, AL

**Federal ID#:** 63-6001343

**Telephone:** 334-448-2727

**Congressional District:** 3rd

### Funding:

DRA		\$ 144,500	68.00%
Other		\$ 70,000	32.00%
Total		\$ 214,500	100.00%

**Description:** The Phenix City Riverfront Hotel Infrastructure and Site Preparation Project will result in new infrastructure to support redevelopment of vacant riverfront property. It will further the City's goal to revitalize the Chattahoochee Riverfront, bring new jobs to the area, and allow the City to capitalize on the expected economic boon of the new urban whitewater rafting course.

**Benefits/Outcomes:** As a result of the Phenix City Riverfront Hotel Infrastructure and Site Preparation Project the following benefits will be derived: (1) Existing sewer and drainage infrastructure will be relocated to allow the development of two acres of vacant property along the Chattahoochee River in Phenix City. (2) The Phenix City Downtown Redevelopment Authority and Ram Riverfront Hospitality LCC will construct an \$11 million, four-story, 99-room Courtyard Marriott Hotel, creating 36 permanent new full-time jobs with the potential of 20 additional part-time jobs during conferences and community events.

## 6. Wilcox GD Copper USA

**Awardee:** Wilcox County Development Board

**Awardee Contact:** Floyd Harris

**County:** Wilcox, AL

**Federal ID#:** 20-5243306

**Telephone:** 334-682-4219

**Congressional District:** 7th

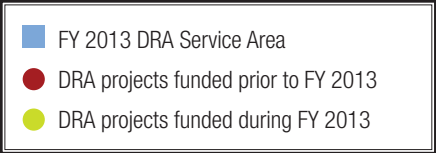
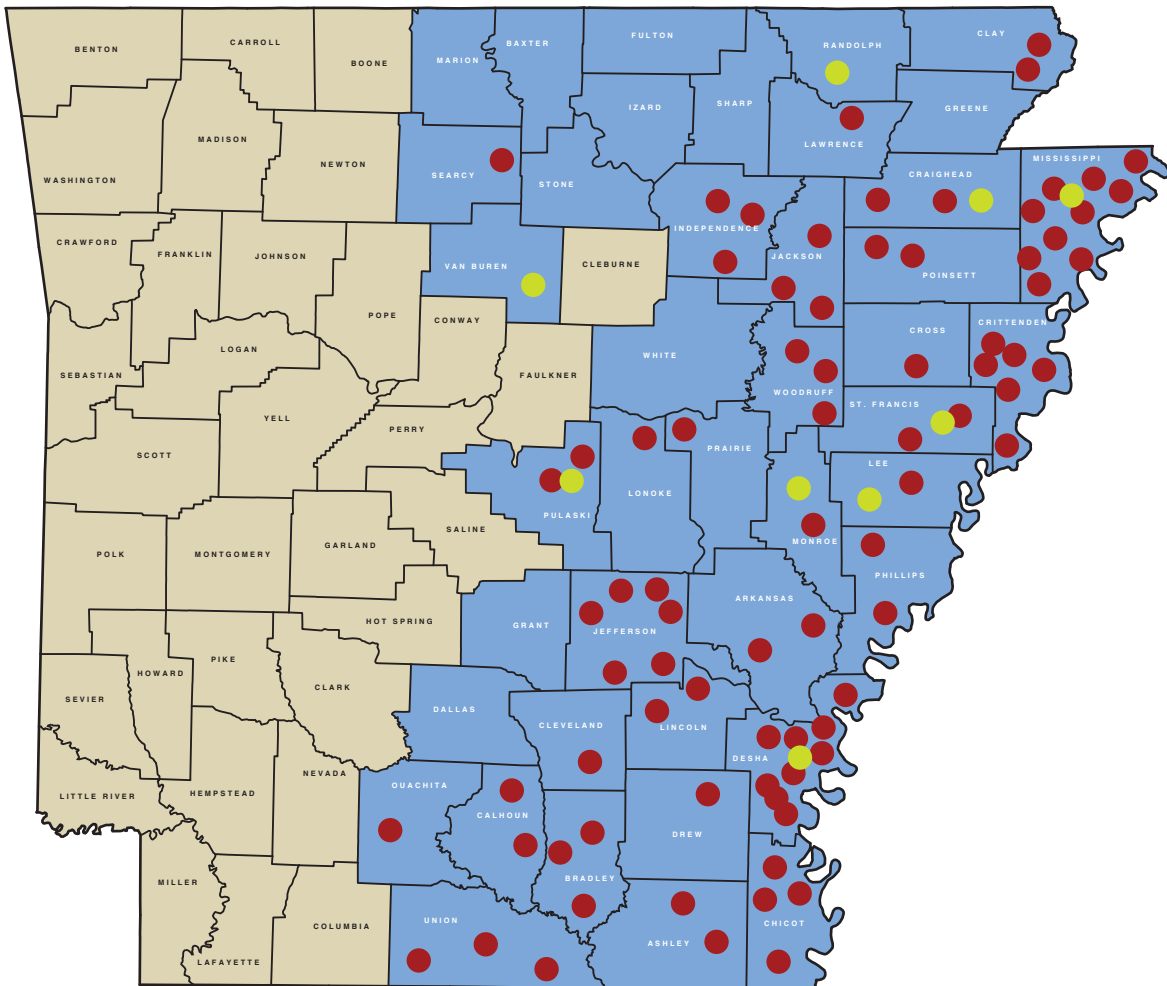
### Funding:

DRA		\$ 311,952	100.00%
Total		\$ 311,952	100.00%

**Description:** The Wilcox County Industrial Development Authority purchased the land along Wilcox County Road 27 (Leroy Randolph Road). The project is located in West Wilcox County. The \$311,952 request will go toward the purchase of land along with the first DRA investment award. The land has been cleared. Hoar Construction has received a contract for building construction. The construction of the facility should be completed by December 2013.

**Benefits/Outcomes:** The Company's capital investment is \$100,000,000 for the facility and the company will bring an annual payroll estimated at \$10,000,000. There will be 1,000 construction jobs during the 15 month construction period. There will be 300 new jobs created with an estimated \$10,000,000 payroll.

# DRA Projects in Arkansas



## Arkansas Counties Served by DRA

- |          |            |              |           |             |          |             |
|----------|------------|--------------|-----------|-------------|----------|-------------|
| Arkansas | Clay       | Desha        | Izard     | Lonoke      | Poinsett | St. Francis |
| Ashley   | Cleveland  | Drew         | Jackson   | Marion      | Prairie  | Stone       |
| Baxter   | Craighead  | Fulton       | Jefferson | Mississippi | Pulaski  | Union       |
| Bradley  | Crittenden | Grant        | Lawrence  | Monroe      | Randolph | Van Buren   |
| Calhoun  | Cross      | Greene       | Lee       | Ouachita    | Searcy   | White       |
| Chicot   | Dallas     | Independence | Lincoln   | Phillips    | Sharp    | Woodruff    |



## Cumulative Arkansas Benefits from DRA

The numbers below are for FY 2002 through FY 2013.

Total DRA projects	95
DRA Investment	\$ 19,340,240
Other Public Investment	\$ 110,965,293
Other Private Investment	\$ 313,439,500
Overall Total Investment	\$ 443,745,033
Total Investment Leverage Ratio	22.44
Jobs Created	1,450
Jobs Retained	306
Individuals Trained for Jobs	1,827
Families Affected	4,264
Projected Jobs Created	1,072
Projected Jobs Retained	760
Projected Individuals Trained for Jobs	1,116
Projected Families Affected	1,982

**“The Delta Regional Authority continues its vital efforts to lead in job creation and job training in an area where they are needed most. The DRA’s ability to leverage government funding with private dollars is often the most successful formula for building important infrastructure. The continued investments by the DRA mean a great deal for the future viability of the Arkansas Delta and other communities beyond our borders.”**

– Governor Mike Beebe, *Arkansas*

# Arkansas Benefits from DRA

The numbers below are for FY 2013.

Total DRA projects	9
DRA Investment	\$ 1,415,326
Other Public Investment	\$ 5,920,000
Other Private Investment	\$ 95,000
Overall Total Investment	\$ 7,430,326
Total Investment Leverage Ratio	4.25
Projected Jobs Created	37
Projected Jobs Retained	2
Projected Individuals Trained for Jobs	127



**“Growing our economy naturally and organically – where we live, work, invest and dream – is the right approach for generating opportunities for more Arkansans. These resources will allow Arkansans to develop the skills and experience that will help them thrive as innovators and leaders.”**

– U.S. Representative Tim Griffin, *Second District*



### STATES' RETURN ON DRA INVESTMENTS

FISCAL YEARS 2002 THROUGH 2013

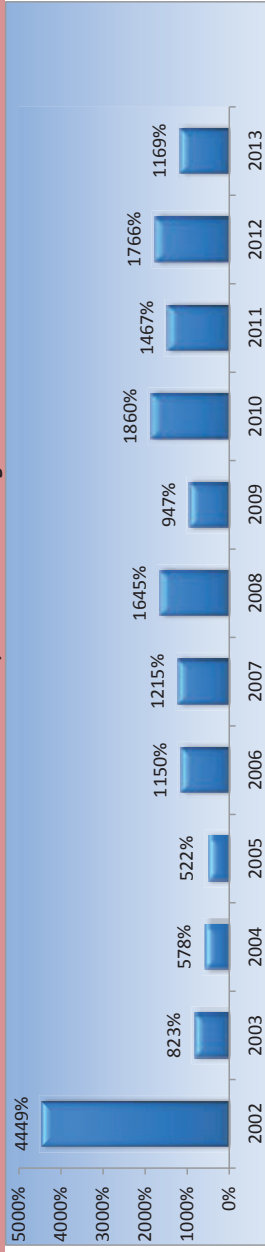


Arkansas	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 4,088,425		\$ 15,747,897	\$ -	\$ 19,836,322	3.9:1	\$ 89,879	4449%
2003	\$ 961,630		\$ 1,183,734	\$ -	\$ 2,145,364	1.2:1	\$ 104,132	823%
2004	\$ 565,071		\$ 4,207,920	\$ -	\$ 4,772,991	7.4:1	\$ 83,340	578%
2005	\$ 650,857		\$ 7,501,346	\$ -	\$ 8,152,203	11.5:1	\$ 104,670	522%
2006	\$ 1,431,220		\$ 9,795,700	\$ 36,900,000	\$ 48,126,920	32.6:1	\$ 114,459	1150%
2007	\$ 1,205,168		\$ 16,945,502	\$ -	\$ 18,150,670	14.1:1	\$ 91,621	1215%
2008	\$ 1,761,090		\$ 9,862,924	\$ 111,362,000	\$ 122,986,014	68.8:1	\$ 100,922	1645%
2009	\$ 1,106,999		\$ 6,628,004	\$ 125,000,000	\$ 132,735,003	118.9:1	\$ 105,740	947%
2010	\$ 2,180,414		\$ 22,732,000	\$ -	\$ 24,912,414	10.4:1	\$ 111,222	1860%
2011	\$ 1,747,820		\$ 7,759,301	\$ 40,000,000	\$ 49,507,121	27.3:1	\$ 111,511	1467%
2012	\$ 2,226,220		\$ 2,680,965	\$ 82,500	\$ 4,989,685	1.2:1	\$ 119,282	1766%
2013	\$ 1,415,326		\$ 5,920,000	\$ 95,000	\$ 7,430,326	4.2:1	\$ 111,553	1169%

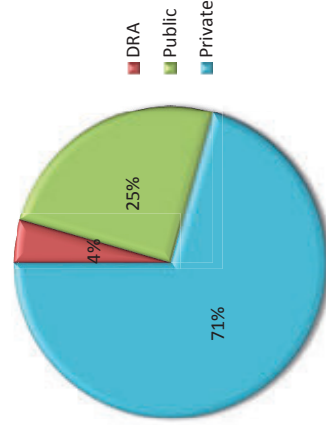
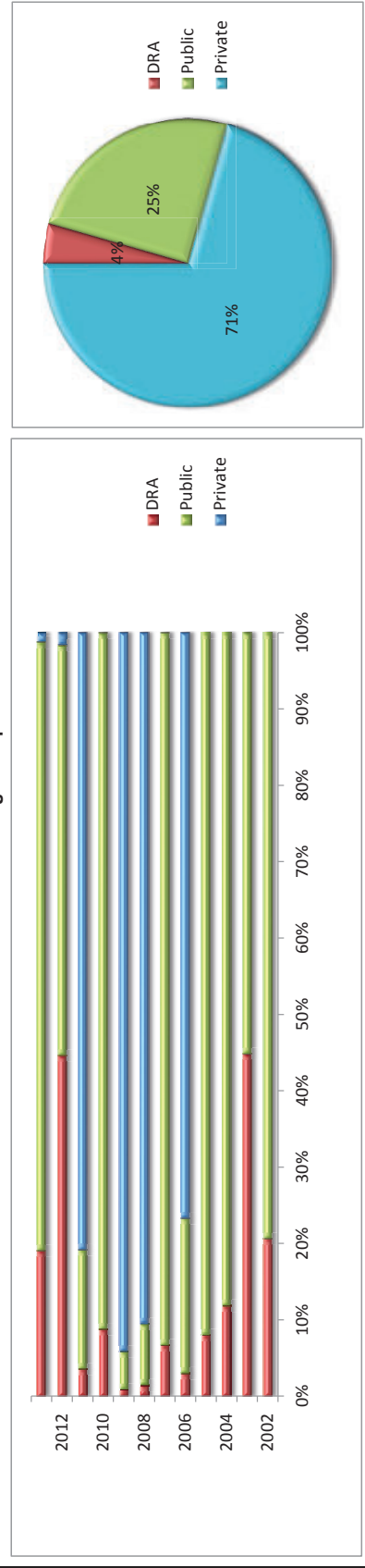
Cumulative Totals: FY02-FY13

DRA	\$	19,340,240
Public	\$	110,965,293
Private	\$	313,439,500
Total	\$	443,745,033
Total Projects		95

Small state assessments, translate into large returns!



#### Leverage Comparisons





# **Arkansas FY 2013 SEDAP Project Summaries**

# Fiscal Year 2013 Arkansas Project Summaries

## 1. City of Clarendon Sewer Repair (Emergency)

**Awardee:** City of Clarendon

**Awardee Contact:** Jim Stinson

**County:** Monroe, AR

**Federal ID#:** 71-6001654

**Telephone:** 870-747-3802

**Congressional District:** 1st

### Funding:

DRA	\$ 107,100	100.00%
Total	\$ 107,100	100.00%

**Description:** The City of Clarendon will use funding to repair the collapsed sewer line and restore the adversely affected street to drivable conditions. This project would prevent the three businesses from being further negatively affected, thus preventing them from shutting down.

**Benefits/Outcomes:** This project will retain 14 full time jobs.

## 2. Randolph County Infrastructure Development

**Awardee:** Randolph County

**Awardee Contact:** David Jensen

**County:** Randolph, AR

**Federal ID#:** 71-6013697

**Telephone:** 870-892-5264

**Congressional District:** 1st

### Funding:

DRA	\$ 231,250	30.00%
Local	\$ 550,000	70.00%
Total	\$ 781,250	100.00%

**Description:** DRA funds will be used for purchase of property for the location of a poultry processing complex. Land purchased will be owned and maintained by the local board. This land is necessary for the successful recruitment of companies to the region.

**Benefits/Outcomes:** DRA investments will be used in conjunction with local, state, and regional funding sources to make the project a reality. After an initial two-year phase in, approximately 925 jobs with an annual average wage of \$10.25 per hour will be created throughout the area. Additionally, the company anticipates more than \$121 million in capital investment for the project.

# Fiscal Year 2013 Arkansas Project Summaries

## 3. STRIVE Institute of Technology

**Awardee:** STRIVE Institute of Technology  
**Awardee Contact:** Jack Crumbly  
**County:** Lee, AR

**Federal ID#:** 45-2496540  
**Telephone:** 870-633-7338  
**Congressional District:** 1st

### Funding:

DRA	\$ 175,000	22.00%
Other	\$ 636,850	78.00%
Total	\$ 811,850	100.00%

**Description:** DRA funds will be used for a series of renovations to the former Anna Strong Elementary School, which has been leased to STRIVE at a rate of \$1/year for 75 years from the Lee County School District. Renovations will include the installation of aluminum roof coating to the building's entire 50,000- square foot roof area and the repair of leakage on a 150-square foot portion of the roof.

**Benefits/Outcomes:** Through STRIVE, these at-risk youth will receive dedicated training in this manner with a benefit of developing a stronger workforce in the four counties served to begin reducing the number of students placed in residential programs by the state and lowering the overall unemployment rate of the region.

## 4. Delta-Tech Regional Healthcare Education Project

**Awardee:** City of Dumas  
**Awardee Contact:** James Berry  
**County:** Desha, AR

**Federal ID#:** 71-6002431  
**Telephone:** 870-382-2121  
**Congressional District:** 4th

### Funding:

DRA	\$ 175,000	98.00%
Local	\$ 5,000	2.00%
Total	\$ 180,000	100.00%

**Description:** DRA funds will be used for Delta-Tech building's operating expenses, salaries for two current employees at the DTEC that will receive training in order to keep the healthcare education ongoing, and contracting Greater Delta Alliance for Health (GDAH). GDAH will be contracted by DTEC in the amount of \$80,360 to organize trainings needed to allow the DTEC to offer certification and continuing education courses relevant to healthcare workers throughout the region.

**Benefits/Outcomes:** The completion of the proposed healthcare education program will result in two current DTEC employees becoming certified to teach healthcare education training across six counties in Southeast Arkansas.





# Fiscal Year 2013 Arkansas Project Summaries

## 5. Arkansas Enterprise Communities Sustainable Foods Project

**Awardee:** East Arkansas Enterprise Community  
**Awardee Contact:** Robert Cole  
**County:** Saint Francis, AR

**Federal ID#:** 01-0570543  
**Telephone:** 870-630-2005  
**Congressional District:** 2nd

### Funding:

DRA	\$ 150,000	62.00%
Applicant	\$ 95,000	38.00%
Total	\$ 245,000	100.00%

**Description:** DRA funds will be used to leverage additional funds from Heifer International, the U.S. and Arkansas Departments of Agriculture (i.e. USDA Rural Development and NRCS), private donors and investors. Collectively, these funds will be used to support small business enterprise development.

**Benefits/Outcomes:** The project will result in increased income for the 100 farmers who will participate in this program. This project will provide jobs for approximately 200 agricultural workers. It will enable entrepreneurs to create 10 to 15 businesses that will employ approximately 100 to 150 workers and some additional seasonal workers.

## 6. Manila Infrastructure

**Awardee:** Mississippi County  
**Awardee Contact:** Mississippi County  
**County:** Mississippi, AR

**Federal ID#:** 71-60114331  
**Telephone:** 870-763-3212  
**Congressional District:** 1st

### Funding:

DRA	\$ 200,000	67.00%
Local	\$ 130,000	33.00%
Total	\$ 330,000	100.00%

**Description:** The City of Manila has plans to expand its commercial business district to the newly constructed bypass. Two committed business will locate in the project area, creating 30+ full time positions and investing more than \$2 million.

**Benefits/Outcomes:** The City of Manila will realize increased tax collections as a result of the business locations. Economic activity in the area will rise and average wages will be improved. Additional properties will be made available to prospective commercial tenants, further expanding the local benefit of DRA investment.

# Fiscal Year 2013 Arkansas Project Summaries

## 7. Argenta Arts Foundation, Creation of Innovation Center

**Awardee:** Argenta Arts Foundations  
**Awardee Contact:** Donna Hardcastle  
**County:** Pulaski, AR

**Federal ID#:** 27-1613026  
**Telephone:** 501-993-1234  
**Congressional District:** 2nd

### Funding:

DRA	\$ 201,105	8.00%
Private	\$ 2,325,000	91.00%
Applicant	\$ 50,000	1.00%
Total	\$ 2,576,105	100.00%

**Description:** The investment request is to fund a portion of the operating expense which will include salary for a project manager to assist in the development and management of the Argenta Innovation Center and \$7,000 for Central Arkansas Planning and Development District to administer the grant.

**Benefits/Outcomes:** The project will result in co-work space for technology-based entrepreneurs to ignite a culture of collaboration and job creation resulting in new businesses and new jobs, creating and marketing new products and services. Art Connection provides workforce training in the creative arts, providing support and encouragement for participants to further their education through college graduation.

## 8. Hospitality & Culinary Workforce Development Program

**Awardee:** Arkansas State University (ASU) Newport  
 Jonesboro Campus  
**Awardee Contact:** Linda Sharp  
**County:** Craighead, AR

**Federal ID#:** 71-0855933  
**Telephone:** 870-680-8717  
**Congressional District:** 1st

### Funding:

DRA	\$ 97,771	7.00%
Private	\$ 1,500,000	93.00%
Total	\$ 1,597,771	100.00%

**Description:** The proposed project will create a Food and Hospitality Services program at the ASU Newport campus in Jonesboro. This program will provide three courses of study: one certificate of proficiency, one technical certificate, and an associate's degree in food and hospitality services.



# Fiscal Year 2013 Arkansas Project Summaries

**Benefits/Outcomes:** The food and hospitality services program will produce a renewable employment pipeline for graduates at various skill levels ready to assume positions ranging from wait staff and cooks to senior restaurant, hotel, or processing industry managerial positions. The program engages students at the high school level through concurrent high school credit programs and traditional and nontraditional students. Two-hundred and fifty students per year are expected to enroll in the food and hospitality services program.

## 9. Fairfield Bay Conference Center Sewer Upgrade

**Awardee:** Fairfield Bay

**Awardee Contact:** Paul Wellenberger

**County:** Van Buren, AR

**Federal ID#:** 71-0743967

**Telephone:** 501-253-6998

**Congressional District:** 2nd

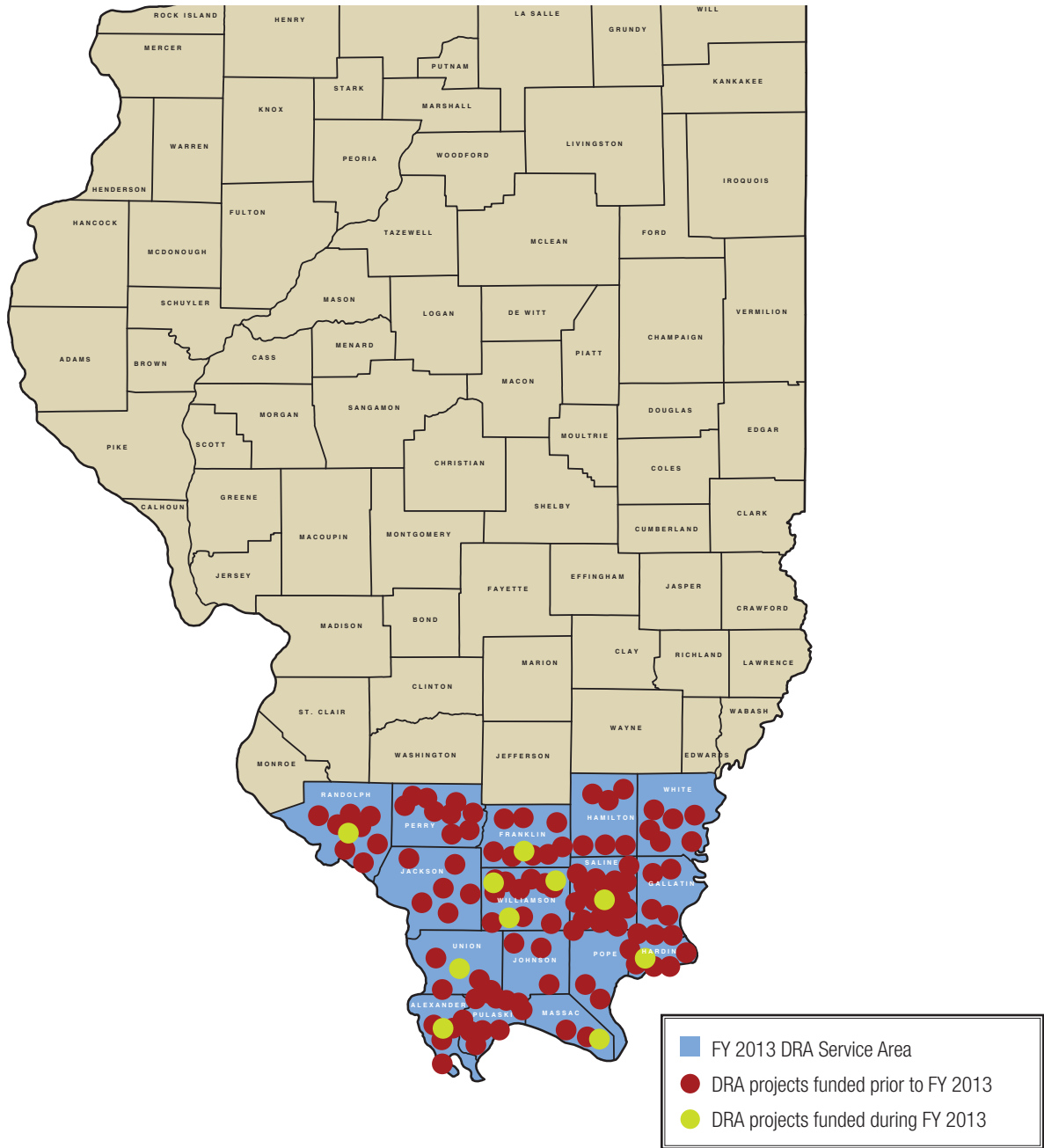
### Funding:

DRA	\$ 78,100	5.00%
EDA	\$ 1,100,000	77.00%
Local	\$ 260,000	18.00%
Total	\$ 1,438,100	100.00%

**Description:** The DRA funds will be used to extend sewer lines approximately 1000 feet in order to serve the existing conference center. The sewer line will be an eight feet gravity line and will include approximately six manholes. The line will be located on private easement. The EDA timeline for completion of the renovation of the conference center is approximately eight months.

**Benefits/Outcomes:** The expected usage of the conference center is estimated at 50 conferences per year with an average attendance of 60. There is a conservative estimate of 3,000 people attending conferences in economic development along a stretch of the main street of Fairfield Bay (Dave Creek Parkway) that currently does not have sewer access.

# DRA Projects in Illinois



## Illinois Counties Served by DRA

Alexander	Hamilton	Johnson	Pope	Saline	Williamson
Franklin	Hardin	Massac	Pulaski	Union	
Gallatin	Jackson	Perry	Randolph	White	



## Cumulative Illinois Benefits from DRA

The numbers below are for FY 2002 through FY 2013.

Total DRA projects	120
DRA Investment	\$ 9,883,842
Other Public Investment	\$ 65,082,115
Other Private Investment	\$ 34,108,746
Overall Total Investment	\$ 109,074,703
Total Investment Leverage Ratio	10.67
Jobs Created	749
Jobs Retained	1,637
Individuals Trained for Jobs	1,333
Families Affected	3,099
Projected Jobs Created	639
Projected Jobs Retained	1,444
Projected Individuals Trained for Jobs	7,005
Projected Families Affected	676

**“These [DRA] investments will help fund vital public health, safety, and transportation improvements in southern Illinois. The funds will also provide jobs while the projects are underway, and improve the quality of life in the region once they are complete.”**

– Governor Pat Quinn, *Illinois*

# Illinois Benefits from DRA

The numbers below are for FY 2013.

Total DRA projects	10
DRA Investment	\$ 706,184
Other Public Investment	\$ 10,722,487
Other Private Investment	\$ 757,000
Overall Total Investment	\$ 12,185,671
Total Investment Leverage Ratio	16.26
Projected Jobs Created	134
Projected Jobs Retained	62
Projected Individuals Trained for Jobs	90
Projected Families Affected	252

**“Thanks to DRA’s continued assistance through the States’ Economic Development Assistance Program our re-accreditation process is moving forward. When completed accreditation of our levee system will allow our Village to thrive and progress. We are very thankful to DRA for their help in this vital project for our community.”**

– Ernie Doiron, Village President, Prairie du Rocher, IL



## STATES' RETURN ON DRA INVESTMENTS

FISCAL YEARS 2002 THROUGH 2013

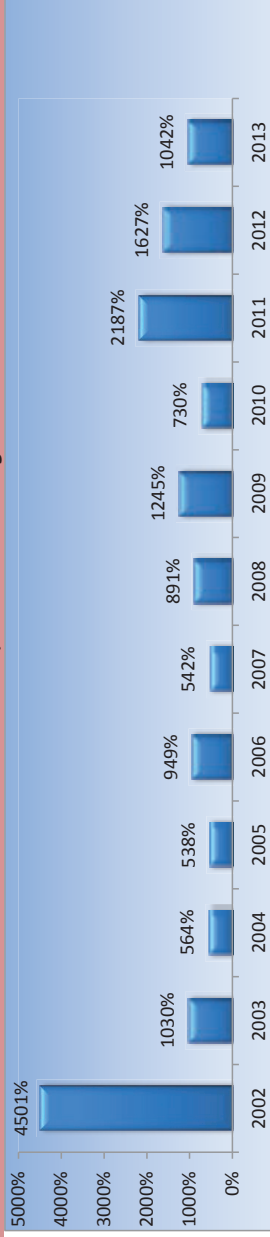


Illinois	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 2,303,403		\$ 10,071,756	\$ -	\$ 12,375,159	4.4:1	\$ 50,060	4501%
2003	\$ 655,370		\$ 5,724,316	\$ -	\$ 6,379,686	8.7:1	\$ 57,997	1030%
2004	\$ 308,000		\$ 3,033,920	\$ -	\$ 3,341,920	9.9:1	\$ 46,417	564%
2005	\$ 381,606		\$ 1,466,088	\$ -	\$ 1,847,694	3.8:1	\$ 59,781	538%
2006	\$ 686,050		\$ 9,982,537	\$ 6,100,000	\$ 16,768,587	23.4:1	\$ 65,372	949%
2007	\$ 341,629		\$ 6,990,357	\$ 7,400,000	\$ 14,731,986	42.1:1	\$ 53,243	542%
2008	\$ 581,444		\$ 2,312,916	\$ 265,752	\$ 3,160,112	4.4:1	\$ 58,648	891%
2009	\$ 819,518		\$ 4,631,377	\$ 100,000	\$ 5,550,895	5.8:1	\$ 60,949	1245%
2010	\$ 518,050		\$ 2,009,403	\$ 15,000	\$ 2,542,453	3.9:1	\$ 62,391	730%
2011	\$ 1,428,509		\$ 5,048,966	\$ 5,080,691	\$ 11,558,166	7.1:1	\$ 62,463	2187%
2012	\$ 1,154,079		\$ 3,087,992	\$ 14,390,303	\$ 18,632,374	15.1:1	\$ 66,816	1627%
2013	\$ 706,184		\$ 10,722,487	\$ 757,000	\$ 12,185,671	16.3:1	\$ 61,851	1042%

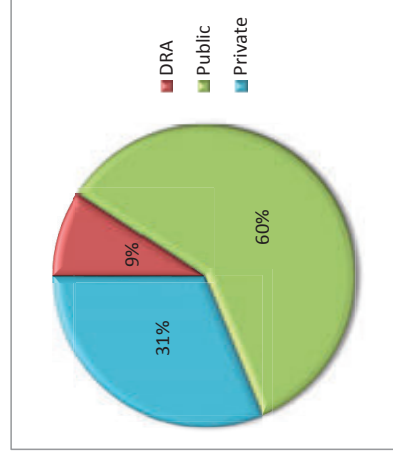
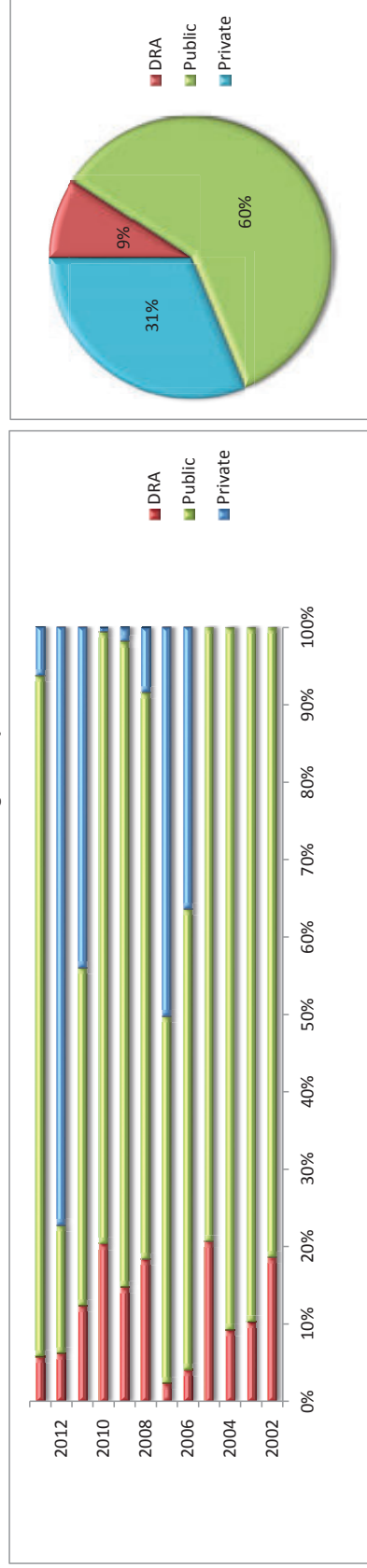
### Cumulative Totals: FY02-FY13

DRA	\$	9,883,842
Public	\$	65,082,115
Private	\$	34,108,746
<b>Total</b>	<b>\$</b>	<b>109,074,703</b>
<b>Total Projects</b>		<b>120</b>

### Small state assessments, translate into large returns!!



### Leverage Comparisons





# **Illinois FY 2013 SEDAP Project Summaries**



# Fiscal Year 2013 Illinois Project Summaries

## 1. Hardin County General Hospital-Hospital Technology Upgrades

**Awardee:** Hardin County General Hospital  
**Awardee Contact:** Roby Williams  
**County:** Hardin, IL

**Federal ID#:** 37-0702309  
**Telephone:** 618-285-6634  
**Congressional District:** 15th

### Funding:

DRA	\$ 43,637	91.00%
Applicant	\$ 4,617	9.00%
Total	\$ 48,254	100.00%

**Description:** DRA funds will be used to purchase the following technology upgrades: 1) Nurse Electronic Call System Hybrid Digital Interfaced Telephone System with digital ports and In-Mail voice mail system and an 2) Engineered Electronics Nurse Call system with a 30 station annunciator.

**Benefits/Outcomes:** The 130 hospital employees, estimated 800 annual in-patients, 5,500 annual emergency room patients, 18,000 outpatient, and 12,000 clinic patients will experience improved patient ability to contact their healthcare providers and hospital departments; improved integration of the technology and existing safety equipment; and equipment self-reporting with remote monitoring of patients.

## 2. Union County Zipline Road

**Awardee:** Union County  
**Awardee Contact:** Don Denny  
**County:** Union, IL

**Federal ID#:** 37-6002199  
**Telephone:** 618-833-5711  
**Congressional District:** 12th

### Funding:

DRA	\$ 100,000	58.00%
Applicant	\$ 73,610	42.00%
Total	\$ 173,610	100.00%

**Description:** This project involves the Union County Highway Department widening and hard surfacing the following roadways in Union County: 1.4 miles of Mount Hebron Road surfaced and widened to 20 feet; two miles of Panthers Dem Road surfaced and widened to 17 feet, and 1.5 miles of Robinson Hill Road surfaced and widened to 18 feet.

**Benefits/Outcomes:** The outcome of this project will be the creation/retention of 35 jobs at the Shawnee Bluffs Canopy Tours facility.

# Fiscal Year 2013 Illinois Project Summaries

## 3. Cairo Port Facilities Design

**Awardee:** Alexander-Cairo Port District  
**Awardee Contact:** Jerry Smith  
**County:** Alexander, IL

**Federal ID#:** 45-1736354  
**Telephone:** 618-734-7009  
**Congressional District:** 12th

### Funding:

DRA		\$ 66,347		1.00%
Local		\$ 3,000,000		30.00%
EDA		\$ 7,000,000		69.00%
Total		\$ 10,066,347		100.00%

**Description:** The total port construction is estimated at \$10 million. However, to access construction dollars from EDA and from local financing, environmental and preliminary design must be completed.

**Benefits/Outcomes:** The long-term outcome of this project is the creation of jobs, which will improve the economic stability of the area. At the completion of the construction project, 15 jobs will be created along with the retention of 15 more. The resulting future job creation will increase exponentially as more businesses utilize the port facilities.

## 4. Prairie du Rocher- Moddoc Levee Phase III

**Awardee:** Village of Prairie du Rocher  
**Awardee Contact:** Ray Cole  
**County:** Randolph, IL

**Federal ID#:** 37-6019566  
**Telephone:** 618-284-7171  
**Congressional District:** 12th

### Funding:

DRA		\$ 50,000		18.97%
Local		\$ 20,000		81.03%
Total		\$ 70,000		100.00%

**Description:** DRA funds along with the local match will provide \$220,000 in funds to line and grout six to seven of the remaining defective drains, subject to competitive bid. In addition, funds will provide additional engineering funds for preparation of the bid documents as well as the project supervision.

**Benefits/Outcomes:** Completion of Phase III of an in-process levee project. The Village President has estimated that there are approximately 150 jobs in the community to be retained. A new industrial project near the village would bring more than 100 new jobs to the area. Certification of the levee will allow a community to survive that might otherwise cease to exist.



# Fiscal Year 2013 Illinois Project Summaries

## 5. WC Meridian Road II

**Awardee:** Williamson County  
**Awardee Contact:** Ron Ellis  
**County:** Williamson, IL

**Federal ID#:** 37-6002369  
**Telephone:** 618-998-2139  
**Congressional District:** 12th

### Funding:

DRA	\$ 50,000	82.00%
Local	\$ 11,510	18.00%
Total	\$ 61,510	100.00%

**Description:** The purpose of this project is to provide transportation infrastructure to support a local economic development tourism asset's expansion project which will result in the creation and retention of employment opportunities.

**Benefits/Outcomes:** The outcome of the project will be the development of 64 new full-time and 98 new part-time employment positions as well as the retention of 47 full-time and 49 part-time positions.

## 6. West Frankfort Business Incubator

**Awardee:** City of West Frankfort  
**Awardee Contact:** Tom Jordan  
**County:** Franklin, IL

**Federal ID#:** 37-6000857  
**Telephone:** 618-932-3262  
**Congressional District:** 12th

### Funding:

DRA	\$ 47,250	91.00%
Applicant	\$ 5,000	9.00%
Total	\$ 52,250	100.00%

**Description:** The scope of the project will allow for the City of West Frankfort to install/repair a sprinkler system in the business incubator located in the West Frankfort business park. Funds will also be used to repair the limited, non-functional sprinkler system currently in the facility.

**Benefits/Outcomes:** An expected outcome of this project is that a working sprinkler system will provide better fire protection for these employers and future employers. A safe and active business incubator in the area will promote business growth, job creation, and job retention. Insurance rates will force many facilities to close if the sprinkler system is not working properly. A working sprinkler system will allow the current tenants to remain in the building and allow for the retaining of 67 jobs.

# Fiscal Year 2013 Illinois Project Summaries

## 7. Village of Crainville's Water Storage Tank

**Awardee:** Village of Crainville

**Awardee Contact:** Ron Mitchell

**County:** Williamson, IL

**Federal ID#:** 37-0961069

**Telephone:** 618-985-3322

**Congressional District:** 12th

### Funding:

DRA	\$ 50,000	82.00%
Local	\$ 11,510	18.00%
Total	\$ 61,510	100.00%

**Description:** With funding from DRA, the Village of Crainville proposes to replace the top portion of Crainville's storage tank.

**Benefits/Outcomes:** One outcome expected with this project is the preservation of the water supply for the community's population and businesses. The renovated water tank will provide sufficient water supply for the Village's population of 1,252 and Crainville's 15 businesses in the case of an emergency.

## 8. Southern Illinois College-Obstetric Simulator

**Awardee:** Southern Illinois College (SIC)

**Awardee Contact:** Karen Weiss

**County:** Saline, IL

**Federal ID#:** 37-0906582

**Telephone:** 618-252-5400

**Congressional District:** 19th

### Funding:

DRA	\$ 32,706	9.00%
Applicant	\$ 269,000	91.00%
Total	\$ 301,706	100.00%

**Description:** DRA funds will be used to purchase the obstetric simulator with laptop, monitor, computer accessories and software required for the simulation experiences. The funds will also be used to provide a train-the-trainer session for the SIC nursing faculty.

**Benefits/Outcomes:** Higher levels of obstetric nursing training can be provided to nursing students, and area healthcare providers. Simulations can be created in the nursing lab that will provide superior training than can be provided in local hospitals that do not have specialized obstetric units available for clinical.



# Fiscal Year 2013 Illinois Project Summaries

## 9. Massac County Transload Transportation Project (MAT) Assembly Facility

**Awardee:** Massac-Metropolis Port District  
**Awardee Contact:** Richard Kruger  
**County:** Massac, IL

**Federal ID#:** 27-2601305  
**Telephone:** 618-524-9302  
**Congressional District:** 19th

### Funding:

DRA	\$ 101,244	32.00%
Applicant	\$ 215,000	68.00%
Total	\$ 316,244	100.00%

**Description:** DRA funds shall be used by the project operator/owner to complete the assembly building by adding a six foot concrete floor with entrance and exit ramps, install partitions to create a parts warehouse and break room, install overhead heating in the assembly building, and erect security fencing and mast lighting around the yard and perimeter of the property.

**Benefits/Outcomes:** A mat fabrication/assembly facility will benefit the timber industry, sellers, buyers, and sawmill operators by more fully utilizing available resources.

## 10. City of Carterville Water & Sewer Project

**Awardee:** City of Carterville  
**Awardee Contact:** Charles Mausey  
**County:** Williamson, IL

**Federal ID#:** 37-0811004  
**Telephone:** 618-985-2700  
**Congressional District:** 12th

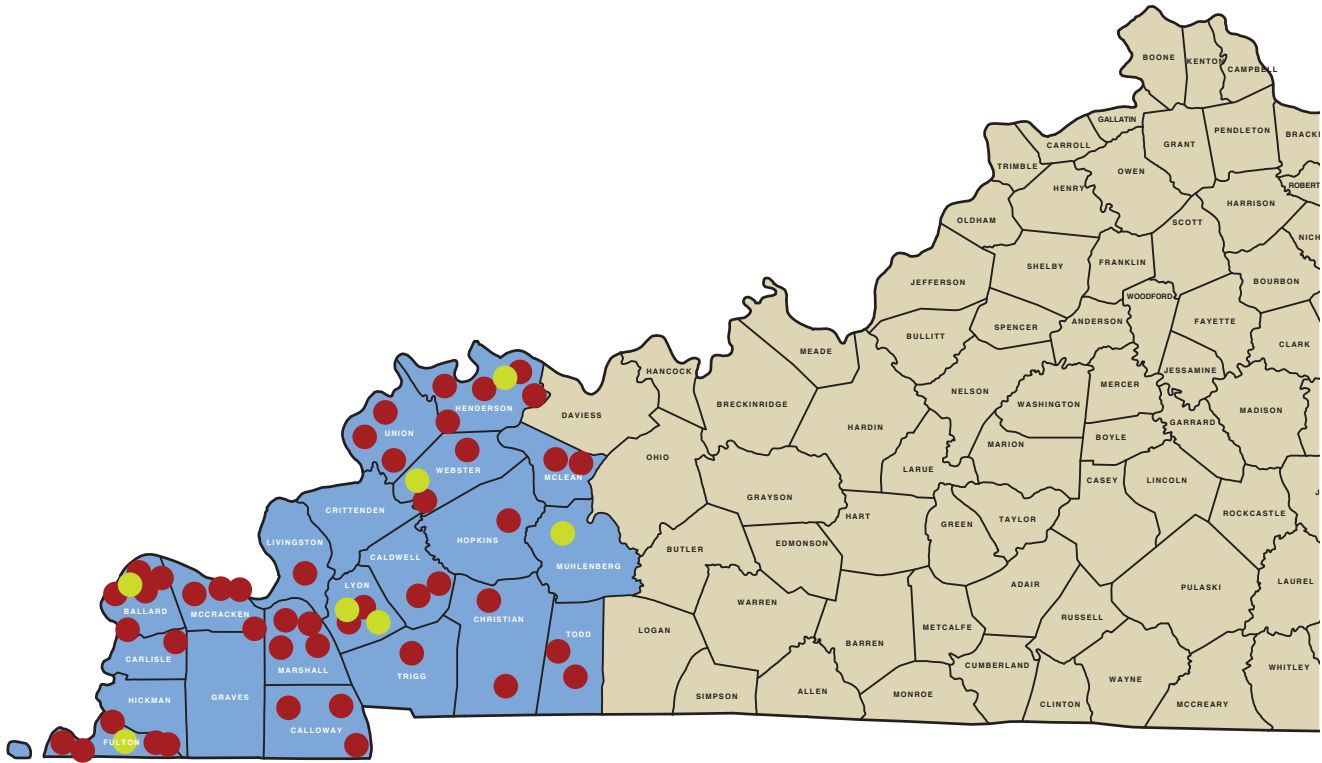
### Funding:

DRA	\$ 169,250	60.00%
Applicant	\$ 112,750	40.00%
Total	\$ 282,000	100.00%

**Description:** The City of Carterville will utilize DRA funds to provide access to water and sewer infrastructure for the 15 acres of property on which the Southern Illinois Hospital (SIH) Cancer Center will be located. This property is located along the Route 13 corridor in the City of Carterville in Williamson County, Illinois.

**Benefits/Outcomes:** The City of Carterville Water and Sewer Infrastructure project will result in providing critical public infrastructure for the SIH Cancer Center. The Cancer Center will create at least 13 new permanent full-time jobs and part-time jobs.

# DRA Projects in Kentucky



<span style="color: blue;">■</span>	FY 2013 DRA Service Area
<span style="color: red;">●</span>	DRA projects funded prior to FY 2013
<span style="color: yellow;">●</span>	DRA projects funded during FY 2013

## Kentucky Counties Served by DRA

- |          |            |           |            |           |            |         |
|----------|------------|-----------|------------|-----------|------------|---------|
| Ballard  | Carlisle   | Fulton    | Hickman    | Lyon      | McLean     | Trigg   |
| Caldwell | Christian  | Graves    | Hopkins    | Marshall  | Muhlenberg | Union   |
| Calloway | Crittenden | Henderson | Livingston | McCracken | Todd       | Webster |



# Cumulative Kentucky Benefits from DRA

The numbers below are for FY 2002 through FY 2013.

Total DRA projects	55
DRA Investment	\$ 10,494,892
Other Public Investment	\$ 87,922,617
Other Private Investment	\$ 121,195,000
Overall Total Investment	\$ 225,612,509
Total Investment Leverage Ratio	21.59
Jobs Created	985
Jobs Retained	966
Individuals Trained for Jobs	26
Families Affected	26
Projected Jobs Created	392
Projected Jobs Retained	416
Projected Families Affected	296

**“The Delta Regional Authority is a quality and effective resource for our state, offering Kentuckians that live in the Delta access to better healthcare, economic and educational opportunities. We strongly value our partnership with the DRA as we continue to work together in improving the overall standard of living for our citizens.”**

– Governor Steve Beshear, *Kentucky*

# Kentucky Benefits from DRA

The numbers below are for FY 2013.

Total DRA projects	7
DRA Investment	\$ 989,893
Other Public Investment	\$ 5,365,738
Other Private Investment	\$ 1,645,000
Overall Total Investment	\$ 8,000,631
Total Investment Leverage Ratio	7.08
Projected Jobs Created	75
Projected Jobs Retained	63



**“Thanks to the Delta Regional Authority investment, Two Rivers Fisheries has created much-needed jobs in Ballard County. By developing a commercial fishing fleet for Asian Carp, a local problem is now an international opportunity!”**

– Vickie Viniard, Ballard County, KY Judge/Executive





**STATES' RETURN ON DRA INVESTMENTS**

FISCAL YEARS 2002 THROUGH 2013

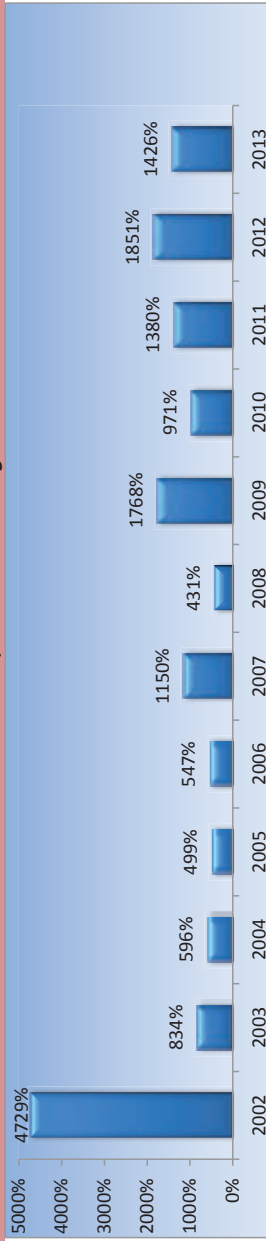


Kentucky	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 2,500,000		\$ 8,598,715	\$ 24,800,000	\$ 35,898,715	13.4:1	\$ 51,766	4729%
2003	\$ 560,432		\$ 5,326,518	\$ 7,100,000	\$ 12,986,950	22.2:1	\$ 59,975	834%
2004	\$ 334,164		\$ 298,713	\$ 86,000,000	\$ 86,632,877	258.3:1	\$ 48,000	596%
2005	\$ 380,000		\$ 880,000	\$ -	\$ 1,260,000	2.3:1	\$ 63,451	499%
2006	\$ 449,240		\$ 742,560	\$ -	\$ 1,191,800	1.7:1	\$ 69,385	547%
2007	\$ 704,604		\$ 25,116,339	\$ 7,500,000	\$ 33,320,943	46.3:1	\$ 56,382	1150%
2008	\$ 330,000		\$ 48,375	\$ -	\$ 378,375	0.1:1	\$ 62,106	431%
2009	\$ 1,177,709		\$ 21,659,083	\$ -	\$ 22,836,792	18.4:1	\$ 63,040	1768%
2010	\$ 706,725		\$ 11,280,800	\$ -	\$ 11,987,525	16.0:1	\$ 65,998	971%
2011	\$ 980,228		\$ 8,438,225	\$ -	\$ 9,418,453	8.6:1	\$ 66,214	1380%
2012	\$ 1,381,897		\$ 167,551	\$ 150,000	\$ 1,699,448	0.2:1	\$ 70,828	1851%
2013	\$ 989,893		\$ 5,365,738	\$ 1,645,000	\$ 8,000,631	7.1:1	\$ 64,872	1426%

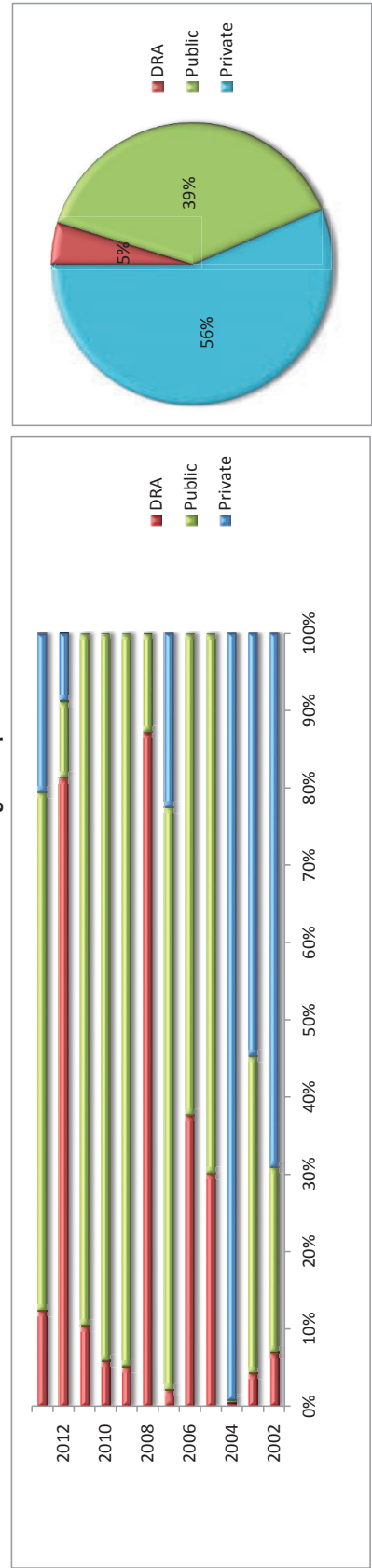
**Cumulative Totals: FY02-FY13**

DRA	\$ 10,494,892
Public	\$ 87,922,617
Private	\$ 127,195,000
<b>Total</b>	<b>\$ 225,612,509</b>
<b>Total Projects</b>	<b>55</b>

**Small state assessments, translate into large returns!!**



**Leverage Comparisons**





# **Kentucky FY 2013 SEDAP Project Summaries**

# Fiscal Year 2013 Kentucky Project Summaries

## 1. Lyon-Caldwell County Regional Broadband Infrastructure Phase II

**Awardee:** Lyon County Fiscal Court  
**Awardee Contact:** Wade White  
**County:** Lyon, KY

**Federal ID#:** 61-0953294  
**Telephone:** 270-388-7311  
**Congressional District:** 1st

### Funding:

DRA	\$ 55,000	100.00%
Total	\$ 55,000	100.00%

**Description:** The purpose of this project is to provide additional High Speed (broadband) connectivity to geographical areas in the counties that are un/under-served.

**Benefits/Outcomes:** The proposed project will enhance the quality of life for citizens throughout Kentucky's Delta counties. Residents will maintain access to broadband internet; such access will afford new and innovative business opportunities, as well as improving their overall quality of life. Additionally, existing business and industry will derive numerous benefits from this project, as they will maintain state-of-the-art communications infrastructure to serve existing and future clients.

## 2. Crittenden Healthcare System C-Arm Project

**Awardee:** Crittenden Health Systems  
**Awardee Contact:** Wade White  
**County:** Lyon, KY

**Federal ID#:** 61-0953294  
**Telephone:** 270-388-7311  
**Congressional District:** 1st

### Funding:

DRA	\$ 105,000	89.00%
Applicant	\$ 13,238	11.00%
Total	\$ 118,238	100.00%

**Description:** The proposed project involves the purchase of a C-Arm digital mobile imaging system for the Crittenden Health System. This project will allow the hospital to provide their patients with innovative x-ray imaging technology.

**Benefits/Outcomes:** The major benefit expected from this project will be the ability of the Crittenden Health System to serve the citizens of the community locally with mobile fluoroscopy imaging services.

# Fiscal Year 2013 Kentucky Project Summaries

## 3. Henderson County Airport Drainage Ditch Reroute

**Awardee:** Henderson County Fiscal Court  
**Awardee Contact:** Hugh McCormick  
**County:** Henderson, KY

**Federal ID#:** 61-6000814  
**Telephone:** 270-826-3971  
**Congressional District:** 1st

### Funding:

DRA	\$ 200,000	83.00%
Applicant	\$ 42,500	17.00%
Total	\$ 242,500	100.00%

**Description:** DRA funds will be used to divert the main drainage ditch that serves the Henderson City-County Airport from its current exit into Canoe Creek to a direct exit into the Ohio River. Roughly 1,470 linear feet of new drainage way will be constructed.

**Benefits/Outcomes:** This project will eliminate around four miles of the main drainage way for the airport, creating a more efficient drainage pattern and greatly reducing the risk of flooding at the airport. The new drainage route will enter an existing drainage easement at the Henderson County Riverport Authority, granting the Authority an opportunity to construct a container loading/unloading facility in the same location.

## 4. ConnectGRADD Regional Broadband

**Awardee:** ConnectGRADD Inc.  
**Awardee Contact:** Jiten Shah  
**County:** Webster, KY

**Federal ID#:** 61-0706096  
**Telephone:** 270-926-4433  
**Congressional District:** 1st

### Funding:

DRA	\$ 55,000	100.00%
Total	\$ 55,000	100.00%

**Description:** This project will deliver broadband internet to un- and under-served areas in GRADD DRA counties, which will promote job growth; two areas in Webster and Henderson counties will be targeted. Fixed wireless equipment will be deployed for the Last Mile that will connect via wireless the Middle Mile to the existing ConnectGRADD infrastructure.

**Benefits/Outcomes:** The tower in Henderson County will reach the outskirts of the City of Henderson, including commercial areas longing for greater internet access.



# Fiscal Year 2013 Kentucky Project Summaries

## 5. Muhlenberg County Broadband

**Awardee:** Muhlenberg County Fiscal Court  
**Awardee Contact:** Rick Newman  
**County:** Muhlenberg, KY

**Federal ID#:** 61-6000791  
**Telephone:** 270-388-2520  
**Congressional District:** 1st

### Funding:

DRA	\$ 119,965	41.00%
Applicant	\$ 100,000	34.00%
Other	\$ 75,000	25.00%
Total	\$ 294,965	100.00%

**Description:** This project will provide broadband infrastructure to serve the citizens of Muhlenberg County.

**Benefits/Outcomes:** The proposed project will enhance the quality of life for citizens throughout Kentucky's Delta counties. Residents will maintain equal access to broadband internet, and such access will afford new and innovative business opportunities, as well as improving their overall quality of life.

## 6. Fulton Project Solid Grey

**Awardee:** Fulton Industrial Development Board  
**Awardee Contact:** Eddie Crittendon  
**County:** Fulton, KY

**Federal ID#:** 61-1076233  
**Telephone:** 270-472-2125  
**Congressional District:** 1st

### Funding:

DRA	\$ 147,928	3.00%
CDBG	\$ 7,500,000	19.00%
TVA Loan	\$ 1,500,000	38.00%
Company	\$ 1,570,000	40.00%
Total	\$ 3,967,928	100.00%

**Description:** The purpose of this project is to establish an automotive supplier in Fulton County. It will provide a minimum 50 new jobs to the region, diversify the local economy, grow the local tax base and have overall positive impacts on the community. The business makes carbon canisters for the automotive industry and has established relationships with Mercedes and BMW.

# Fiscal Year 2013 Kentucky Project Summaries

**Benefits/Outcomes:** The project will create at least 50 permanent jobs and several jobs during the construction phase. It will establish an international business in the region that will supply automotive parts to the automotive manufacturers throughout the Southeastern United States.

## 7. Improvements to Speculative (Spec) Building

**Awardee:** Ballard County Industrial Development Board (IBD)

**Federal ID#:** 61-1216796

**Awardee Contact:** Terry Simmons

**Telephone:** 270-744-3232

**County:** Ballard, KY

**Congressional District:** 1st

### Funding:

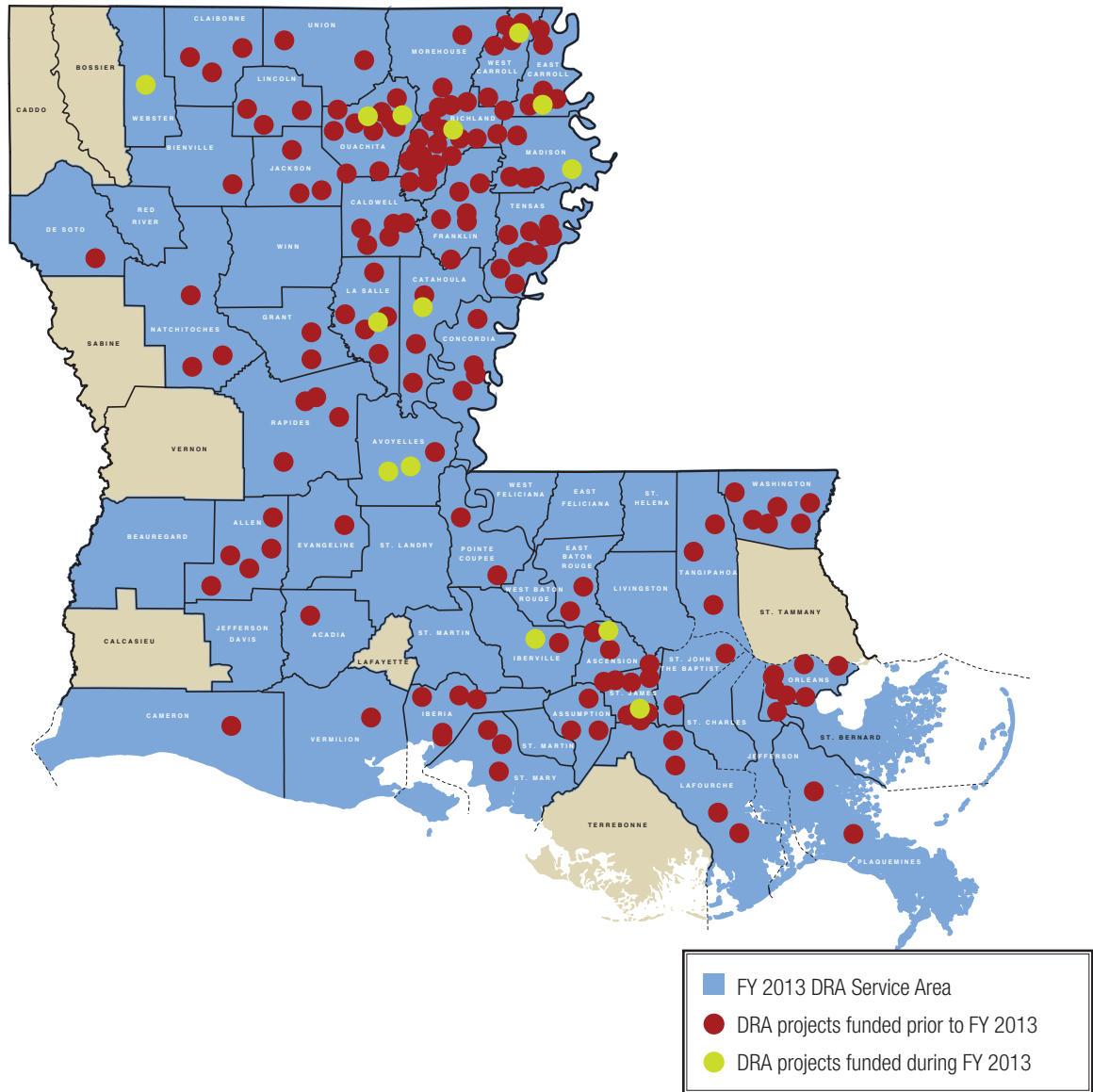
DRA	\$ 307,000	19.00%
Applicant	\$ 390,000	25.00%
Local	\$ 850,000	56.00%
Total	\$ 1,547,000	100.00%

**Description:** The purpose of this project is to establish an international exporting business in Ballard County. It will provide up to 80 new jobs to the region, diversify the local economy, grow the local tax base and have overall positive impacts on the community.

**Benefits/Outcomes:** The project will assist the applicant to attract a new business to the region, creating up to 80 new jobs. It will also support the local industrial and business park by utilizing an existing spec building which is currently unoccupied. Aside from economic benefits (new jobs, increased tax revenue, etc.), the project will also have environmental benefits that will help to stabilize local river ecosystems.



# DRA Projects in Louisiana



## Louisiana Counties Served by DRA

Acadia	Cameron	Evangeline	La Salle	Ouachita	St. Helena	Union
Allen	Catahoula	Franklin	Lafourche	Plaquemines	St. James	Vermillion
Ascension	Claiborne	Grant	Lincoln	Pointe Coupee	St. John the Baptist	Washington
Assumption	Concordia	Iberia	Livingston	Rapides	St. Landry	Webster
Avoyelles	De Soto	Iberville	Madison	Red River	St. Martin	West Baton Rouge
Beauregard	East Baton Rouge	Jackson	Morehouse	Richland	St. Mary	West Carroll
Bienville	East Carroll	Jefferson	Natchitoches	St. Bernard	Tangipahoa	West Feliciana
Caldwell	East Feliciana	Jefferson Davis	Orleans	St. Charles	Tensas	Winn

# Cumulative Louisiana Benefits from DRA

The numbers below are for FY 2002 through FY 2013.

Total DRA projects	171
DRA Investment	\$ 21,561,477
Other Public Investment	\$ 94,008,842
Other Private Investment	\$ 765,400,000
Overall Total Investment	\$ 880,970,319
Total Investment Leverage Ratio	39.86
Jobs Created	1,623
Jobs Retained	1,282
Individuals Trained for Jobs	27
Families Affected	7,039
Projected Jobs Created	5,372
Projected Jobs Retained	1,637
Projected Individuals Trained for Jobs	107
Projected Families Affected	17,837

**“Louisiana has made it a priority to invest in infrastructure that supports economic development and we continue to emphasize our workforce and business development programs. We are proud to partner with Delta Regional Authority as we progress toward our goal of making Louisiana the best place in the nation to receive a good education, find a great paying job and raise a family.”**

– Doyle Robinson, Governor Jindal's Designee to the DRA Board





# Louisiana Benefits from DRA

The numbers below are for FY 2013.

Total DRA projects	15
DRA Investment	\$ 1,644,478
Other Public Investment	\$ 2,171,008
Other Private Investment	\$ 173,000,000
Overall Total Investment	\$ 176,815,486
Total Investment Leverage Ratio	106.52
Projected Jobs Created	265
Projected Jobs Retained	79
Projected Families Affected	361



**“St. James Parish, which lies within the Mississippi River Industrial Corridor between New Orleans and Baton Rouge, has seen a lot of new and proposed industrial and commercial expansions. In order to meet the increased potable water supply needs of both our existing and future customers, it is important for us to make improvements to our water treatment system. The funding from the DRA will help move those projects from planning and design to actual construction.”**

– Timothy P. Roussel, *St. James Parish, LA President*

## STATES' RETURN ON DRA INVESTMENTS

FISCAL YEARS 2002 THROUGH 2013

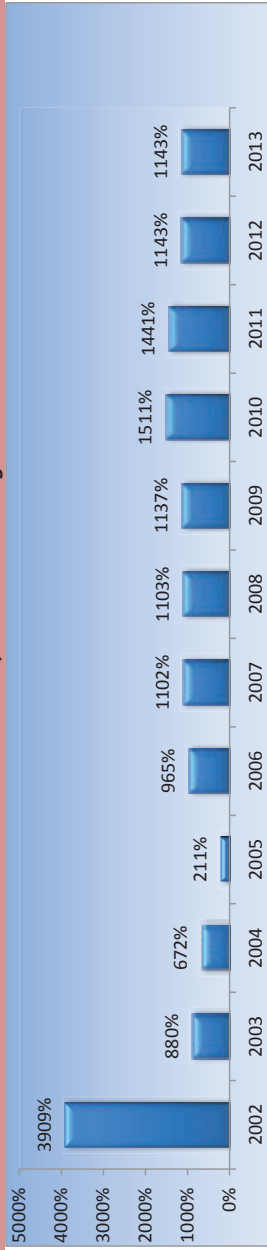


Louisiana	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 4,941,253		\$ 10,201,243	\$ -	\$ 15,142,496	2.1:1	\$ 123,244	3909%
2003	\$ 1,034,324		\$ 12,679,750	\$ 175,000,000	\$ 188,714,074	181.5:1	\$ 105,577	880%
2004	\$ 761,728		\$ 6,268,404	-	\$ 7,030,132	8.2:1	\$ 98,637	672%
2005	\$ 415,749		\$ 1,027,850	\$ 5,095,000	\$ 6,538,599	14.7:1	\$ 133,749	211%
2006	\$ 1,556,966		\$ 7,514,704	\$ 625,000	\$ 9,696,670	5.2:1	\$ 146,258	965%
2007	\$ 1,574,662		\$ 7,601,707	\$ 200,000,000	\$ 209,176,369	131.8:1	\$ 130,958	1102%
2008	\$ 1,736,038		\$ 2,533,823	-	\$ 4,269,861	1.5:1	\$ 144,255	1103%
2009	\$ 2,010,805		\$ 1,767,636	-	\$ 3,778,441	0.9:1	\$ 162,578	1137%
2010	\$ 2,140,788		\$ 10,944,193	-	\$ 13,084,981	5.1:1	\$ 132,862	1511%
2011	\$ 2,010,248		\$ 20,352,893	\$ 4,680,000	\$ 27,043,141	12.5:1	\$ 130,409	1441%
2012	\$ 1,734,438		\$ 10,945,631	\$ 207,000,000	\$ 219,680,069	125.7:1	\$ 139,496	1143%
2013	\$ 1,644,478		\$ 2,171,008	\$ 173,000,000	\$ 176,815,486	106.5:1	\$ 132,346	1143%

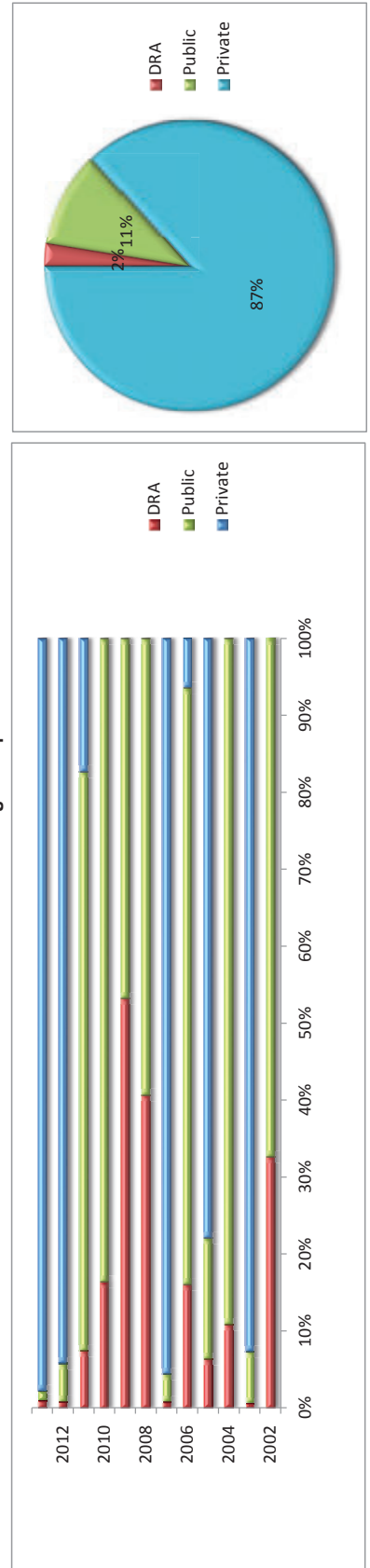
**Cumulative Totals: FY02-FY13**

DRA	\$	21,561,477
Public	\$	94,008,842
Private	\$	765,400,000
Total	\$	880,970,319
Total Projects		171

**Small state assessments, translate into large returns!!**



**Leverage Comparisons**





# **Louisiana FY 2013 SEDAP Project Summaries**

# Fiscal Year 2013 Louisiana Project Summaries

## 1. Town of Sterlington Wastewater Treatment Plant Headworks

**Awardee:** Town of Sterlington  
**Awardee Contact:** Vern Breland  
**County:** Ouachita, LA

**Federal ID#:** 72-0566197  
**Telephone:** 318-665-2157  
**Congressional District:** 5th

### Funding:

DRA	\$ 150,000	28.00%
DEQ	\$ 350,000	66.00%
Other	\$ 35,000	6.00%
Total	\$ 535,000	100.00%

**Description:** Design and construction of wastewater treatment plant headwork's structure. The purpose of this project is to provide equipment for a wastewater treatment plant head works structure to screen out the trash, rags, debris, sand, grit, grease, etc., from the incoming wastewater flow.

**Benefits/Outcomes:** The benefit of this project will be the enhanced quality of the wastewater effluent to the environment thereby protecting the residents of the area, the elimination of the incoming trash and debris, the elimination of the wastewater treatment plan shut down, and the elimination of the possibility of additional compliance orders.

## 2. LaSalle Parish Industrial Corridor

**Awardee:** LaSalle Parish Police Jury  
**Awardee Contact:** Bobby Francis  
**County:** LaSalle, LA

**Federal ID#:** 72-6000655  
**Telephone:** 318-992-2101  
**Congressional District:** 5th

### Funding:

DRA	\$ 200,000	34.00%
State	\$ 400,000	66.00%
Total	\$ 600,000	100.00%

**Description:** DRA investment, combined with State funds, will be used to reconstruct a locally-owned, public roadway.

**Benefits/Outcomes:** The output shall be the reconstruction of a roadway to meet standards for commercial/industrial use. The outcome shall be the establishment of an industrial corridor allowing for traffic/commerce transportation activities relative to national and international trade.



# Fiscal Year 2013 Louisiana Project Summaries

## 3. Covenant Water Treatment Plant

**Awardee:** St. James Parish

**Awardee Contact:** Timothy Roussel

**County:** Saint James, LA

**Federal ID#:** 72-6001228

**Telephone:** 225-562-2260

**Congressional District:** 3rd

### Funding:

DRA		\$ 90,810		90.00%
State		\$ 10,909		10.00%
Total		\$ 101,719		100.00%

**Description:** Funds will be used for the design and construction of a chlorine storage building at the Convent Water Plant. The work included with this project is the construction of the Concrete Masonry Unit (CMU) block building with metal roof and concrete foundation. The buildings will consist of specialty equipment to hoist system chlorine cradles, a chlorine monitoring system, a chlorine isolation room, and relocation of existing chemical lines and drains.

**Benefits/Outcomes:** The project will provide a high priority improvement to St. James Parish's water treatment that will improve the overall health and well-being of the community and allow the Parish to meet the existing and future usage requirements of businesses and industries.

## 4. North Webster Parish Industrial District Water System Expansion

**Awardee:** North Webster Parish Industrial District

**Awardee Contact:** David Smith

**County:** Webster, LA

**Federal ID#:** 72-0870764

**Telephone:** 318-382-4426

**Congressional District:** 4th

### Funding:

DRA		\$ 208,500		51.00%
Applicant		\$ 200,000		49.00%
Total		\$ 408,500		100.00%

**Description:** Funds will be used to drill a third fresh-water well to increase the potable water supply of the North Webster Parish Industrial Park water system to meet the needs of a committed tenant moving into the industrial park. The water well will be drilled within the North Webster Parish Industrial Park and the associated piping will connect the tenant to the existing water system run by the industrial park.

# Fiscal Year 2013 Louisiana Project Summaries

**Benefits/Outcomes:** It is expected that 30 additional jobs will be created in the industrial district by expanding the water system to accommodate the new tenant needing the additional potted water for its business. Performance will be measured by drilling the well and expanding the water system at the North Webster Parish Industrial District, the locating of the new tenant to the industrial park, and the creation of new jobs from the establishment of the new business.

## 5. Lake Providence Road Re-Route

**Awardee:** Town of Lake Providence  
**Awardee Contact:** Robert Amacker  
**County:** East Carroll, LA

**Federal ID#:** 72-6000648  
**Telephone:** 318-559-2288  
**Congressional District:** 5th

### Funding:

DRA	\$ 35,000	84.00%
State	\$ 7,000	16.00%
Total	\$ 42,000	100.00%

**Description:** The DRA funds will be used to engineer the re-routing of a road in Lake Providence and the contracting, cost of materials, and labor to apply the asphalt per engineering specifics. This project will be accomplished on public land and should be accomplished with 60 days of the notice to proceed from DRA. The project has not begun and will not be initiated until the application is approved and a notice to proceed is issued. The project encompasses a road 24 foot wide and 300 foot long utilizing approximately 850 square yards.

**Benefits/Outcomes:** The project will result in a new business locating in one of America's poorest communities. 20 new jobs greatly impact this Delta community.

## 6. Springhill Small Business Incubator

**Awardee:** Town of Lake Providence  
**Awardee Contact:** Carroll Breaux  
**County:** Webster, LA

**Federal ID#:** 72-60001357  
**Telephone:** 318-465-2762  
**Congressional District:** 4th

### Funding:

DRA	\$ 100,000	25.00%
Applicant	\$ 300,000	75.00%
Total	\$ 400,000	100.00%



# Fiscal Year 2013 Louisiana Project Summaries

**Description:** To complete the infrastructure with new construction on a certified foundation with brick walls, this building has been donated for use through one of the area's philanthropist, which was expressed to be used for a small business incubator.

**Benefits/Outcomes:** A cost-benefit analysis of this situation predicts that with 137 contacts, provisioning seven eventual jobs, the gain to the economic base will be a multiple of the cash flow of such, at a minimum \$30,000 per unit will avail \$210,000 as a starting point of benefit above \$35,000, which is the status quo. Projecting that figure into the next two years we see the potential for more than half a million dollars being returned to the community which would be an enormous benefit from a small cost \$300,000.

## 7. Town of Oak Grove Water System Renovations

**Awardee:** Town of Oak Grove

**Awardee Contact:** Lavelle Brown

**County:** West Carroll, LA

**Federal ID#:** 72-6001027

**Telephone:** 318-428-3275

**Congressional District:** 5th

### Funding:

DRA		\$ 125,000		51.00%
State		\$ 121,918		49.00%
Total		\$ 246,918		100.00%

**Description:** DRA funds will be used specifically to replace the support media and the zeolite exchange media in the three softeners with replacement media and zeolite supplied by the original manufacture of the softeners (WesTech). This work will be accomplished by San-Tech Construction, West Monroe, LA.

**Benefits:** This project will result in the renovation of a water system for a small town and rural community. This renovation will provide safe water to approximately 1,100 businesses, schools and homes which total 2,700 residents. This project will have a positive outcome upon the health of 2,700 citizens in West Carroll Parish and upon 220 businesses which for this rural community will determine its economic health also.

## 8. Town of Richwood Martin Luther King Dr. Sewer Line Extension

**Awardee:** Ouachita

**Awardee Contact:** Alvin Jackson

**County:** Ouachita, LA

**Federal ID#:** 72-0818438

**Telephone:** 318-325-4328

**Congressional District:** 5th

# Fiscal Year 2013 Louisiana Project Summaries

## Funding:

DRA	\$ 85,000	100.00%
Total	\$ 85,000	100.00%

**Description:** DRA funding will allow for the design and construction of the proposed sewer improvements. The Town of Richwood has no general fund monies that can be obligated; and there are currently no available grant monies from other funding sources that used as leverage for this project.

**Benefits/Outcomes:** Since the Louisiana Department of Health has set standards for acceptable sewer conditions, potential compliance issues with the State for these 25 citizens will be resolved. Continuous steps to improve and expand the sewer system will have a positive effect on the whole community; optimistically there will be future growth along Martin Luther King Dr.

## 9. Richardson Medical Center Telecommunications System

**Awardee:** Hospital District of Richland

**Awardee Contact:** Oliver Holland

**County:** Richland, LA

**Federal ID#:** 72-1179028

**Telephone:** 318-728-4181

**Congressional District:** 5th

## Funding:

DRA	\$ 120,668	100.00%
Total	\$ 120,668	100.00%

**Description:** The Richardson Medical Center existing telecommunications system is more than 17 years old and many of the parts are no longer being manufactured and cannot be replaced once broken. In addition, the existing wiring system does not have the capacity to transmit the data information and the functionality is obsolete. In order to provide additional telecommunications services, new wiring and lines are required, thus increasing the monthly telecommunications expense for the hospital.

**Benefits/Outcomes:** The output/outcome for this proposed DRA project funding can be measured in direct management and oversight for the health care activities of the Richardson Medical Center. The replacement of the existing 17 year-old telecommunications system will allow for a more cost effective and efficient health care for the citizens of Richland Parish. The completion of the telecommunications project will also magnify the economic development potential for retaining existing jobs and creating new jobs in Richland Parish, Louisiana.





# Fiscal Year 2013 Louisiana Project Summaries

## 10. Madison Parish Port Rail Project

**Awardee:** Madison Parish Port Commission  
**Awardee Contact:** Clyde Thompson  
**County:** Madison, LA

**Federal ID#:** 72-0708655  
**Telephone:** 318-574-2181  
**Congressional District:** 5th

### Funding:

DRA		\$ 100,000		87.00%
Applicant		\$ 15,000		13.00%
Total		\$ 115,000		100.00%

**Description:** The project proposes to restore and enhance a rail that serves a port on the Mississippi River in Madison Parish. The present rail is insufficient to handle both the traffic and load capacity to provide the materials necessary for processing to enter and the finished product to exit the plant.

**Benefits/Outcomes:** The outcome of the project will be the restoration of a rail necessary to sustain an industry vital to the economic health of a rural delta community. The immediate measurable outcome will be the retention of 75 jobs and the creation of two new jobs.

## 11. Ascension Parish Assessor IT Expansion

**Awardee:** Ascension Parish Assessor's Office  
**Awardee Contact:** Justin Champlin  
**County:** Ascension, LA

**Federal ID#:** 72-6008712  
**Telephone:** 225-647-8182  
**Congressional District:** 6th

### Funding:

DRA		\$ 150,000		87.00%
Other		\$ 25,000		13.00%
Total		\$ 175,000		100.00%

**Description:** DRA's investment will be used for the purchase of orthopedic and/or oblique aerial imagery, ESRI mapping software, sketching software and computer tablets, a new server and/or additional hard drive space to accommodate the new software and imagery and other incidental items necessary to reach this goal of technological improvement.

**Benefits/Outcomes:** The outcome of the project will be the provision of information to the public they would like to see considering the growing expectation of technology in government functions.

# Fiscal Year 2013 Louisiana Project Summaries

## 12. Louisiana Providence Road Re-Route

**Awardee:** City of Bunkie

**Awardee Contact:** Mike Robertson

**County:** Avoyelles, LA

**Federal ID#:** 72-6000215

**Telephone:** 318-346-7494

**Congressional District:** 5th

### Funding:

DRA	\$ 88,000	87.00%
Other	\$ 22,000	13.00%
Total	\$ 110,000	100.00%

**Description:** Re-location of a drainage ditch in advance of company construction.

**Benefits/Outcomes:** This project will secure a manufacturer which will use advanced technologies, sustainable resources, and energy efficient practices within plant design and processes. The project will create up to 200 jobs with wages of \$13.00 per hour and benefits.

## 13. Avoyelles Parish Port Industrial Infrastructure

**Awardee:** Avoyelles Parish Port Commission

**Awardee Contact:** Samuel Maddie

**County:** Avoyelles, LA

**Federal ID#:** 06-1795922

**Telephone:** 318-359-2958

**Congressional District:** 5th

### Funding:

DRA	\$ 150,000	26.00%
RBEG Grant	\$ 200,000	35.00%
Other	\$ 220,000	39.00%
Total	\$ 570,000	100.00%

**Description:** The total port and industrial park infrastructure development project includes: 3,000 linear feet of access roadway; 1,130 linear feet of six-inch water line; and 1,080 linear feet of eight-inch sewer line to serve the APPC industrial park. The Avoyelles Parish Port Commission (APPC) is providing the tracts of land for use in the port and industrial park infrastructure development. The 850 plus acres of land has been acquired by the APPC through cash purchase from their own funds and a USDA Rural Business Enterprise Grant (RBEG) of \$200,000. More than 800 acres of the existing industrial park was donated to the APPC by Canadian millionaire and chairman of Magna International, Frank Stronach.



# Fiscal Year 2013 Louisiana Project Summaries

**Benefits/Outcomes:** The output shall be construction of infrastructure, private investment, job retention and job creation. The outcome shall be employment, attraction and growth of additional jobs and private investments, and enrichment of infrastructure to support multi-modal transportation and improvement economic activity, including exporting. Long-term performance for this proposed DRA project funding can be measured in the number of existing jobs to be retained and the number of new jobs to be created in Avoyelles Parish, Louisiana, which has an unemployment rate of 6.7 percent in March 2013 as compared to the State of Louisiana unemployment rate of 6.0 percent for the same period of time. The project will help to retain 32 jobs and will create 65 jobs.

## 14. Town of Harrisonburg Wastewater

**Awardee:** Village of Harrisonburg  
**Awardee Contact:** Michael Tubre  
**County:** Catahoula, LA

**Federal ID#:** 72-0635469  
**Telephone:** 318-744-5794  
**Congressional District:** 5th

### Funding:

DRA	\$ 50,000	100.00%
Total	\$ 50,000	100.00%

**Description:** Installation of BioHaven Floating Treatment Wetlands for treating municipal waste water to resolve DEQ compliance issues.

**Benefits/Outcomes:** Resolution of compliance orders for the Village of Harrisonburg so that the communities can achievement full compliance with a Louisiana Department of Environmental Quality NPDES & LPDES permit.

## 15. Town of Maringouin

**Awardee:** Town of Maringouin  
**Awardee Contact:** John Overton  
**County:** Iberville, LA

**Federal ID#:** 72-6000883  
**Telephone:** 225-625-2630  
**Congressional District:** 6th

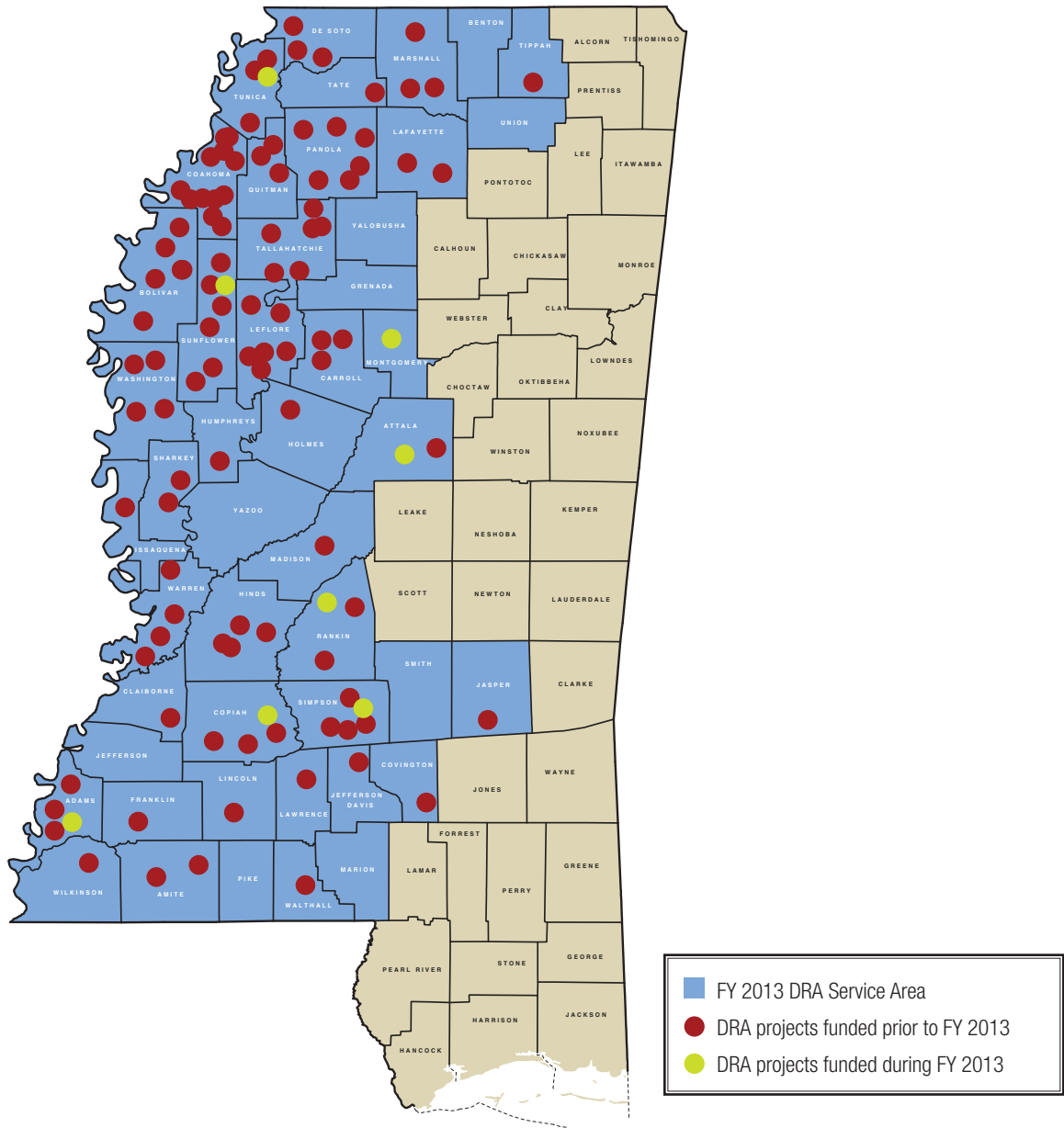
### Funding:

DRA	\$ 50,000	100.00%
Total	\$ 50,000	100.00%

**Description:** Upgrade municipal wastewater system to resolve DEQ compliance issues.

**Benefits/Outcomes:** Resolution of compliance orders for the Village of Harrisonburg and so that the communities can achievement full compliance with NPDES & LPDES permits.

# DRA Projects in Mississippi



## Mississippi Counties Served by DRA

Adams	Coahoma	Holmes	Lafayette	Montgomery	Simpson	Union
Amite	Copiah	Humphreys	Lawrence	Panola	Smith	Walthall
Attala	Covington	Issaquena	Leflore	Pearl River	Sunflower	Warren
Benton	DeSoto	Jasper	Lincoln	Pike	Tallahatchie	Washington
Bolivar	Franklin	Jefferson	Madison	Quitman	Tate	Wilkinson
Carroll	Grenada	Jefferson Davis	Marion	Rankin	Tippah	Yalobusha
Claiborne	Hinds	Jones	Marshall	Sharkey	Tunica	Yazoo



# Cumulative Mississippi Benefits from DRA

The numbers below are for FY 2002 through FY 2013.

Total DRA projects	108
DRA Investment	\$ 16,705,869
Other Public Investment	\$ 85,459,581
Other Private Investment	\$ 265,547,869
Overall Total Investment	\$ 367,713,319
Total Investment Leverage Ratio	21.41
Jobs Created	569
Jobs Retained	262
Individuals Trained for Jobs	105
Families Affected	2,471
Projected Jobs Created	1,455
Projected Jobs Retained	1,352
Projected Individuals Trained for Jobs	1,077
Projected Families Affected	5,900
Digital Literacy	13,000

**“These needed investments by the Delta Regional Authority will help in repairing infrastructure to city and towns in the Delta as well as funds to transform a facility into a regional job training hub. I appreciate the work of the Delta Regional Authority and their continued commitment to the people of the Mississippi Delta.”**

– Governor Phil Bryant, *Mississippi*

# Mississippi Benefits from DRA

The numbers below are for FY 2013.

Total DRA projects	8
DRA Investment	\$ 1,342,547
Other Public Investment	\$ 9,767,215
Other Private Investment	\$ 96,856,047
Overall Total Investment	\$ 107,965,809
Total Investment Leverage Ratio	79.42
Projected Jobs Created	242
Projected Jobs Retained	302
Projected Individuals Trained for Jobs	350
Projected Families Affected	175



**“This project [funded by the Delta Regional Authority] will provide coordinated and accessible health care and education to underserved areas of Mississippi. Mississippi’s health and economic future depend on this innovative, culturally appropriate, community based telehealth effort to improve health outcomes.”**

– Kristi Henderson, Director, Telehealth Center  
at the University of Mississippi Medical Center



### STATES' RETURN ON DRA INVESTMENTS

FISCAL YEARS 2002 THROUGH 2013

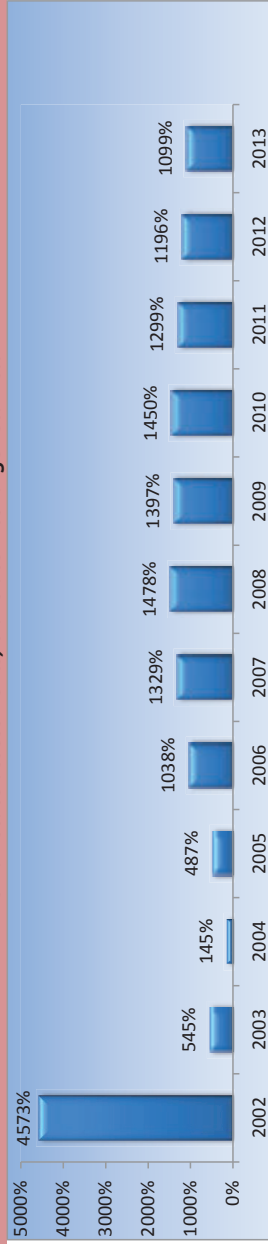


Mississippi	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 3,880,756		\$ 11,143,528	\$ -	\$ 15,024,284	2.9:1	\$ 83,053	4573%
2003	\$ 620,500		\$ 2,097,057	\$ -	\$ 2,717,557	3.4:1	\$ 96,223	545%
2004	\$ 188,365		\$ 1,413,517	\$ -	\$ 1,601,882	7.5:1	\$ 77,011	145%
2005	\$ 570,309		\$ 1,321,567	\$ 3,100,000	\$ 4,991,876	7.8:1	\$ 97,188	487%
2006	\$ 1,209,484		\$ 3,951,012	\$ 7,500,000	\$ 12,660,496	9.5:1	\$ 106,278	1038%
2007	\$ 1,283,830		\$ 9,389,977	\$ 90,000,000	\$ 100,673,807	77.4:1	\$ 89,827	1329%
2008	\$ 1,560,956		\$ 2,048,944	\$ 200,822	\$ 3,810,722	1.4:1	\$ 98,946	1478%
2009	\$ 1,459,985		\$ 12,348,732	\$ 1,250,000	\$ 15,058,717	9.3:1	\$ 97,518	1397%
2010	\$ 1,637,589		\$ 25,634,802	\$ 65,000,000	\$ 92,272,391	55.3:1	\$ 105,668	1450%
2011	\$ 1,482,253		\$ 5,703,914	\$ -	\$ 7,186,167	3.8:1	\$ 105,957	1299%
2012	\$ 1,469,295		\$ 639,316	\$ 1,641,000	\$ 3,749,611	1.6:1	\$ 113,341	1196%
2013	\$ 1,342,547		\$ 9,767,215	\$ 96,856,047	\$ 107,965,809	79.4:1	\$ 111,943	1099%

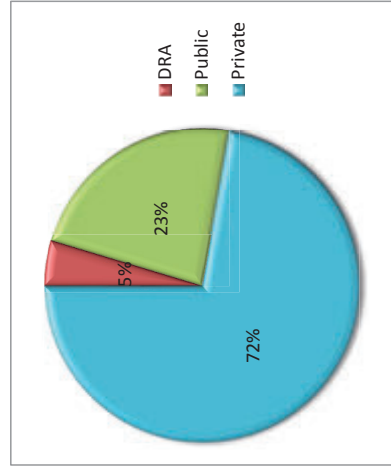
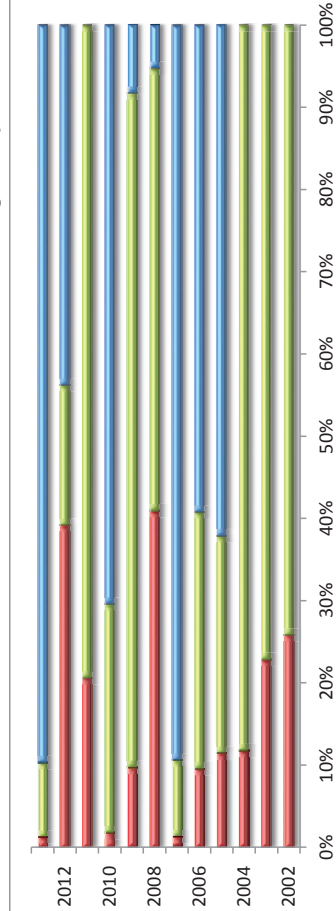
**Cumulative Totals: FY02-FY13**

DRA	\$	16,705,869
Public	\$	85,459,581
Private	\$	265,547,869
<b>Total</b>	<b>\$</b>	<b>367,713,319</b>
<b>Total Projects</b>		<b>108</b>

**Small state assessments, translate into large returns!**



**Leverage Comparisons**





# **Mississippi FY 2013 SEDAP Project Summaries**



# Fiscal Year 2013 Mississippi Project Summaries

## 1. Project Ice Water

**Awardee:** Tunica County

**Awardee Contact:** James Dunn

**County:** Tunica, MS

**Federal ID#:** 64-6001134

**Telephone:** 662-363-1465

**Congressional District:** 2nd

### Funding:

DRA	\$ 203,566	6.86%
Local	\$ 2,759,919	93.14%
Total	\$ 2,963,485	100.00%

**Description:** The DRA funds will be utilized to install the water and sewer services necessary for the new industry to locate in Tunica County, MS. The water improvements will install 550 linear feet of new 12 feet water line. This will install water lines along the entire eastern property line of the proposed project site, not only supplying the site with an adequate supply of water, but also granting the water system the capacity for future expansion at the project site. Approximately 2,000 linear feet of sewer lines and 40 manholes will also be installed to service the project site and provide adequate sewer capacity to the site. Tunica County will own the improvements and lease them to the new industry.

**Benefits/Outcomes:** This project will construct the necessary sewer and water services required for the new facility to be operational. The proposed project will result in a new industry locating and operating a new facility in Tunica County, MS.

## 2. City of Hazlehurst Water and Sewer Service Extension

**Awardee:** City of Hazelhurst

**Awardee Contact:** Henry Banks

**County:** Copiah, MS

**Federal ID#:** 64-6000437

**Telephone:** 601-894-3131

**Congressional District:** 4th

### Funding:

DRA	\$ 210,000	9.00%
EDA	\$ 480,000	21.00%
CDBG	\$ 525,000	24.00%
Applicant	\$ 1,015,290	46.00%
Total	\$ 2,230,290	100.00%

**Description:** The City of Hazlehurst project is installing a water line from Exxon to the new hospital property, which is located on Hwy 28, Hazlehurst, MS 39083.

# Fiscal Year 2013 Mississippi Project Summaries

**Benefits/Outcomes:** The project will result in the City of Hazlehurst helping Hardy Wilson Memorial Hospital to continue and improve its health services to the City of Hazlehurst and Copiah County by providing quality workforce, nurses and physicians. The project will help create 29 new jobs and retain the 153 full-time jobs and continue maintaining and improving City of Hazlehurst revenue.

### 3. Project Alert

**Awardee:** Mississippi Blood Services

**Awardee Contact:** David Allen

**County:** Rankin, MS

**Federal ID#:** 23-7447676

**Telephone:** 601-368-2696

**Congressional District:** 2nd

#### Funding:

DRA	\$ 200,000	93.00%
Applicant	\$ 15,000	7.00%
Total	\$ 215,000	100.00%

**Description:** All DRA funds, along with Mississippi Blood Services (MBS) matching funds, will be used to purchase a Mobile Donor Coach. This coach will be used throughout Mississippi Delta counties as a full service donation facility. Services offered on the mobile coach include a mini-physical, educational materials to address specific health issues (such as blood pressure, nutrition, and hemoglobin levels), and collection of blood units.

**Benefits/Outcomes:** As a direct result of this project, mobile operations staff will be increased by 12 percent (five positions). MBS anticipates increasing the number of donors who have access to mini-physicals and education in the DRA counties. This project will allow MBS to better meet the increasing demand for blood and blood products from hospitals in the MS Delta and DRA counties.

### 4. Eastmoor Water

**Awardee:** City of Moorhead

**Awardee Contact:** George Holland

**County:** Sunflower, MS

**Federal ID#:** 64-6000857

**Telephone:** 662-246-5461

**Congressional District:** 2nd

#### Funding:

DRA	\$ 150,000	100.00%
Total	\$ 150,000	100.00%

**Description:** The City of Moorhead and a hired contractor will construct and install water main lines for the subdivision of Eastmoor.



# Fiscal Year 2013 Mississippi Project Summaries

**Benefits/Outcomes:** The output of this project is the access of 175 people to safe drinking water. The outcome of receiving the DRA funds will change lives in this community affected by these water, sewer, and infrastructure problems. With this project, residents of the subdivision will now have an adequate water system where they can have safe water. Along with this project, there is also potential for jobs to be created with the construction of the water system and, once built, the maintenance and upkeep of the system. The biggest outcome will be the health of Eastmoor’s residents. These residents will now have sustainable water that is sanitary.

## 5. Magee General Hospital (MGH) Pharmacy Improvements

**Awardee:** Magee General Hospital  
**Awardee Contact:** Althea Crumpton  
**County:** Simpson, MS

**Federal ID#:** 64-0324402  
**Telephone:** 601-849-5070  
**Congressional District:** 3rd

### Funding:

DRA	\$ 76,856	88.48%
Applicant	\$ 10,000	11.52%
Total	\$ 86,856	100.00%

**Description:** The installation of new updated equipment such as the OmniCell automated pharmacy and supply system will play a key role in helping Magee General Hospital improve inventory management, track and reduce costs, recapture lost charges, improve efficiency, allow for the expansion of floor stock medications, simplify the management of controlled substances and improve patient care. Employee satisfaction surveys from large hospital replacements (MGH is licensed for 64 beds) suggest that those that work in new facilities with new equipment are generally happier with their employment situation.

**Benefits/Outcomes:** The installation of new pharmacy equipment at Magee General Hospital will positively affect the hospital’s ability to serve its patients. The OmniCell system will help ensure patients receive accurate and timely doses of medication. Employee satisfaction surveys from larger hospitals (MGH is licensed for 64 beds) suggest that those that work in new facilities with new equipment are generally happier with their employment situation.

## 6. Attala Regional Education, Training and Job Creation Center

**Awardee:** Holmes Community College  
**Awardee Contact:** Glenn Boyce  
**County:** Attala, MS

**Federal ID#:** 64-6011102  
**Telephone:** 662-472-9013  
**Congressional District:** 2nd

# Fiscal Year 2013 Mississippi Project Summaries

## Funding:

DRA	\$ 250,000	7.00%
EDA	\$ 1,600,309	48.00%
Local	\$ 1,000,000	30.00%
Applicant	\$ 500,000	15.00%
Total	\$ 3,350,309	100.00%

**Description:** This center will provide basic education and GED opportunities for those without a high school diploma, academic courses and career/technical programs for those seeking a career, entrepreneurship training for those seeking to start their own business, and workforce training.

**Benefits/Outcomes:** The total number anticipated to be served per year in the center is 3,000 individuals. Academic enrollment is expected to be 350 individuals with 80 percent of those transferring to a university to complete their education.

## 7. U.S. Highway 61 Sanitary Sewage Overflow

**Awardee:** City of Natchez

**Awardee Contact:** Larry Brown

**County:** Adams, MS

**Federal ID#:** 64-6000864

**Telephone:** 601-445-7555

**Congressional District:** 2nd

## Funding:

DRA	\$ 150,000	13.00%
Applicant	\$ 941,524	87.00%
Total	\$ 1,091,524	100.00%

**Description:** Construct a terminal at the Washington County Airport to improve airport operations and enhance the use of air transportation for existing and new businesses.

**Benefits/Outcomes:** Natchez Ford will retain 40 full-time jobs. Natchez Regional Hospital will retain 300 full-time jobs and Natchez Community Hospital will retain 240 full-time jobs. Additionally, the threat of untreated waste water being discharged into Spanish Bayou and into adjacent backyards will be eliminated.



# Fiscal Year 2013 Mississippi Project Summaries

## 8. Screw Conveyor Project

**Awardee:** Montgomery Board Supervisors

**Awardee Contact:** Nelson Forrest

**County:** Montgomery, MS

**Federal ID#:** 64-6000851

**Telephone:** 662-283-2333

**Congressional District:** 2nd

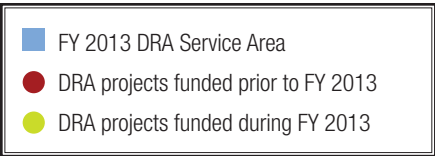
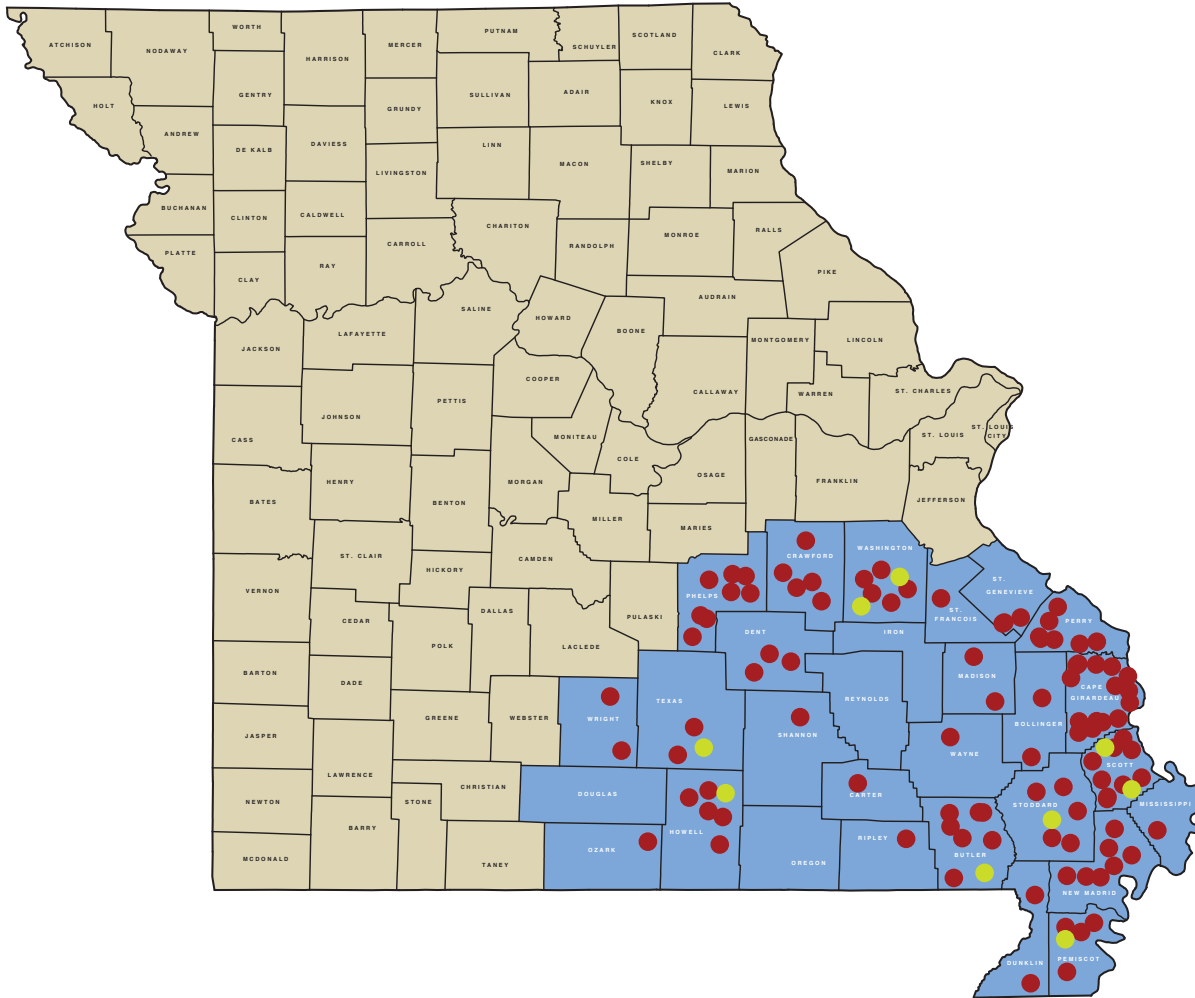
### Funding:

DRA		\$ 102,105	9.98%
ARC		\$ 200,000	19.56%
CAP Loan		\$ 320,173	31.31%
CDBG		\$ 400,000	39.15%
Total		\$ 1,022,298	100.00%

**Description:** The County owns the building that the Screw Conveyor Corporation uses as a manufacturing facility. DRA funds will provide new roofing, lighting, restrooms and new roofing and wall panels over existing loading dock structure.

**Benefits/Outcomes:** Expanded efforts to modernize and strengthen existing businesses. Twenty new jobs created in addition to 48 jobs retained.

# DRA Projects in Missouri



## Missouri Counties Served by DRA

- |                |         |             |          |               |            |
|----------------|---------|-------------|----------|---------------|------------|
| Bollinger      | Dent    | Madison     | Pemiscot | Scott         | Texas      |
| Butler         | Douglas | Mississippi | Perry    | Shannon       | Washington |
| Cape Girardeau | Dunklin | New Madrid  | Phelps   | St. Francois  | Wayne      |
| Carter         | Howell  | Oregon      | Reynolds | St. Genevieve | Wright     |
| Crawford       | Iron    | Ozark       | Ripley   | Stoddard      |            |



## Cumulative Missouri Benefits from DRA

The numbers below are for FY 2002 through FY 2013.

Total DRA projects	106
DRA Investment	\$ 13,862,112
Other Public Investment	\$ 54,203,707
Other Private Investment	\$ 215,653,030
Overall Total Investment	\$ 283,718,849
Total Investment Leverage Ratio	19.75
Jobs Created	1,158
Jobs Retained	1,443
Individuals Trained for Jobs	386
Families Affected	1,084
Projected Jobs Created	403
Projected Jobs Retained	4,313
Projected Individuals Trained for Jobs	463
Projected Families Affected	912

**“Growing rural economies means making sure our students are prepared and our infrastructure is strong. From expanding the use of technology in our classrooms to strengthening our transportation infrastructure, these strategic investments through the Delta Regional Authority will strengthen communities and enhance opportunities for economic development in this region and throughout our state.”**

– Governor Jay Nixon, *Missouri*

# Missouri Benefits from DRA

The numbers below are for FY 2013.

Total DRA projects	9
DRA Investment	\$ 1,039,830
Other Public Investment	\$ 4,458,785
Other Private Investment Investment	\$ 2,142,000
Overall Total Investment	\$ 7,640,614
Total Investment Leverage Ratio	6.35
Projected Jobs Created	77
Projected Jobs Retained	641
Projected Individuals Trained for Jobs	31



**“Despite Williamsville’s most earnest efforts to secure funding and bring our sewer system into regulatory compliance with Department of Natural Resources guidelines, we would not have been able to achieve this worthy goal without the assistance of the Delta Regional Authority. Our community passed a bond, worked with Rural Development and Department of Agriculture, and made every effort to identify funding sources that would help with this monumental project. But it was the Delta Regional Authority that provided the final piece so that we can move forward with ensuring our community’s health and wellbeing and protecting our environment. Thank you, DRA!”**

– Angela Smith, Mayor, Williamsville, MO





### STATES' RETURN ON DRA INVESTMENTS

FISCAL YEARS 2002 THROUGH 2013

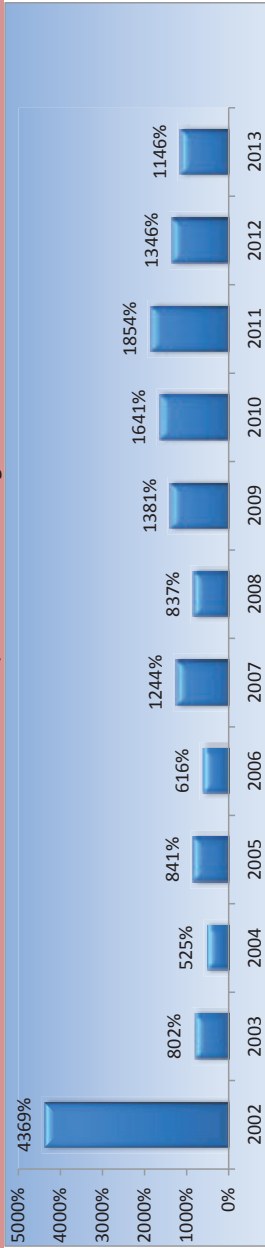


Missouri	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 3,050,952		\$ 6,327,151	\$ -	\$ 9,378,103	2.1:1	\$ 68,262	4369%
2003	\$ 713,047		\$ 4,554,250	\$ -	\$ 5,267,297	6.4:1	\$ 79,087	802%
2004	\$ 395,883		\$ 4,739,349	\$ 5,500,000	\$ 10,635,232	25.9:1	\$ 63,296	525%
2005	\$ 750,837		\$ 5,486,501	\$ -	\$ 6,237,338	7.3:1	\$ 79,826	841%
2006	\$ 624,913		\$ 1,219,949	\$ 2,234,000	\$ 4,078,862	5.5:1	\$ 87,291	616%
2007	\$ 948,122		\$ 1,658,621	\$ 169,560,000	\$ 172,166,743	180.6:1	\$ 70,542	1244%
2008	\$ 728,034		\$ 2,936,006	\$ 14,315,030	\$ 17,979,070	23.7:1	\$ 77,703	837%
2009	\$ 1,196,268		\$ 8,707,245	\$ 12,000,000	\$ 21,903,513	17.3:1	\$ 80,784	1381%
2010	\$ 1,485,607		\$ 6,778,956	\$ 9,902,000	\$ 16,205,164	4.6:1	\$ 85,328	1641%
2011	\$ 1,634,745		\$ 4,668,419	\$ -	\$ 6,303,164	8.9:1	\$ 83,669	1854%
2012	\$ 1,293,874		\$ 2,668,475	\$ -	\$ 3,962,349	2.1:1	\$ 89,500	1346%
2013	\$ 1,039,830		\$ 4,458,785	\$ 2,142,000	\$ 7,640,615	6.3:1	\$ 83,468	1146%

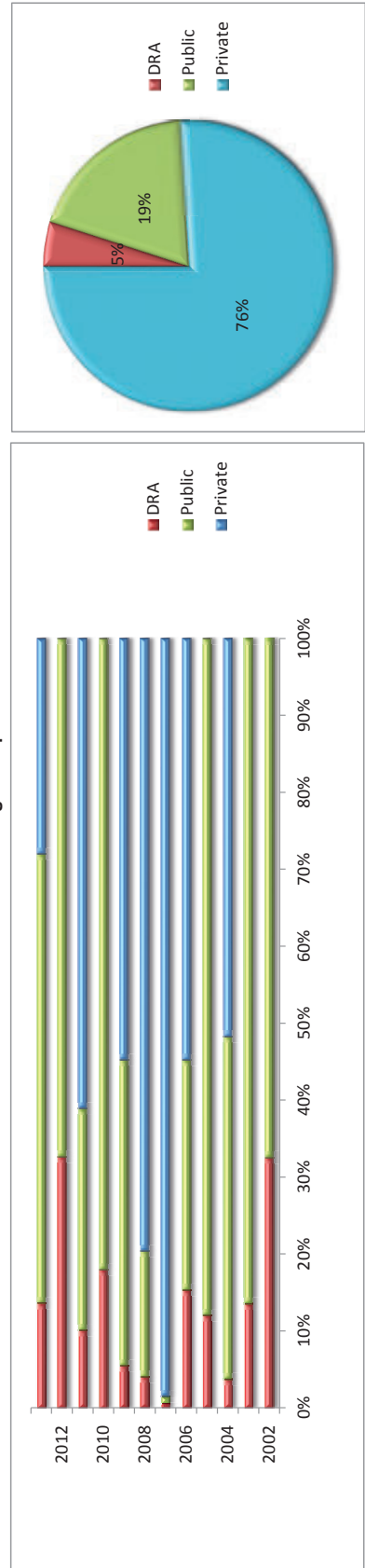
**Cumulative Totals: FY02-FY13**

DRA	\$	13,862,112
Public	\$	54,203,707
Private	\$	215,653,030
<b>Total</b>	<b>\$</b>	<b>283,718,849</b>
<b>Total Projects</b>		<b>106</b>

**Small state assessments, translate into large returns!**



**Leverage Comparisons**





# **Missouri FY 2013 SEDAP Project Summaries**

# Fiscal Year 2013 Missouri Project Summaries

## 1. Caledonia Wastewater Upgrade

**Awardee:** Village of Caledonia  
**Awardee Contact:** Robert Vinyard  
**County:** Washington, MO

**Federal ID#:** 72-0708655  
**Telephone:** 573-779-3492  
**Congressional District:** 8th

### Funding:

DRA	\$ 105,500	81.00%
Applicant	\$ 25,143	19.00%
Total	\$ 130,643	100.00%

**Description:** The project will make necessary upgrades and additions needed for the city to maintain its state operating permit as prescribed by the Missouri Department of Natural Resources.

**Benefits/Outcomes:** With the installation of a UV disinfection unit with piping modifications, the city can continue to provide adequate wastewater treatment under a Missouri State Operating Permit and protect the health and safety of not only the people of the community, but the environment as well.

## 2. Pemiscot County Port Authority Railroad Siding

**Awardee:** Pemiscot Port Authority  
**Awardee Contact:** Duane Michie  
**County:** Pemiscot, MO

**Federal ID#:** 43-1165251  
**Telephone:** 573-333-1700  
**Congressional District:** 8th

### Funding:

DRA	\$ 200,000	23.00%
Applicant	\$ 97,917	11.00%
State	\$ 391,666	46.00%
Other	\$ 165,582	20.00%
Total	\$ 855,165	100.00%

**Description:** The Pemiscot County Port Authority plans to construct an additional 2,425 feet of railroad track on port owned property. The newest tenant is receiving shuttle service (unit trains with dedicated power) bringing crude oil from the Bakken oil fields of North Dakota to our Port for transfer to barges bound for domestic refineries.

**Benefits/Outcomes:** Both rail shippers are making large capital investments and plan significant employment increases to handle increasing product shipment volumes.

# Fiscal Year 2013 Missouri Project Summaries

## 3. Operation JumpStart

**Awardee:** Poplar Bluff Chamber of Commerce  
**Awardee Contact:** Steve Halter  
**County:** Butler, MO

**Federal ID#:** 43-0212327  
**Telephone:** 573-785-7761  
**Congressional District:** 8th

### Funding:

DRA	\$ 7,481	100.00%
Total	\$ 7,481	100.00%

**Description:** The purpose of this project is to provide Operation JumpStart (OJS) entrepreneurial training to 25 participants during the spring of 2013. The region recently learned that a large employer of 500 jobs will relocate its operation to Mexico at the end of 2014/beginning of 2015. The funding for this program was requested not only as an avenue to provide assistance to those affected employees, but also as a means to decrease overall unemployment in the Ozark Foothills region.

**Benefits/Outcomes:** The project will give 25 individuals an opportunity to learn basic business and entrepreneurial skills and assess their business ideas. This is valuable for at least three reasons. First, those individuals who choose not to start businesses become more informed about how businesses operate and employers have commented that they are better employees because of that understanding. Second, instead of just jumping in and starting businesses, individuals are much more prepared and ready by working out potential problems and doing research prior to opening their doors. Third, many discover that what they thought would have been a good business idea is not feasible for one reason or another.

## 4. Holloway Distributing Company-Economic Development Project

**Awardee:** City of Puxico  
**Awardee Contact:** Rickey McLean  
**County:** Stoddard, MO

**Federal ID#:** 43-6012402  
**Telephone:** 573-222-3162  
**Congressional District:** 8th

### Funding:

DRA	\$ 196,650	100.00%
Total	\$ 196,650	100.00%

**Description:** Holloway Distributing Company, located in downtown Puxico, is the largest distribution company between St. Louis, MO and Memphis, TN. The Company is proposing an expansion of its business to include a 20,000 square foot freezer facility to accommodate the future sales and distribution of frozen foods. Holloway currently receives an average of 20 large trucks per day plus the demand of their current delivery trucks.



# Fiscal Year 2013 Missouri Project Summaries

**Benefits/Outcomes:** This project will allow Holloway Distributing Company to expand their facility at a cost of \$2 million. In addition new jobs will be available to the residents of Puxico; approximately 10-15 new employees will be needed to operate the new facility.

## 5. Small Business Growth through Mentoring and Management Training

**Awardee:** Downtown West Plains, Inc.

**Awardee Contact:** Toney Aid

**County:** Howell, MO

**Federal ID#:** 43-1881237

**Telephone:** 417-256-9724

**Congressional District:** 8th

### Funding:

DRA		\$ 80,850	77.91%
Applicant		\$ 11,000	8.46%
Local		\$ 2,000	1.88%
Other		\$ 3,000	2.82%
Program Income		\$ 9,500	8.93%
Total		\$ 106,350	100.00%

**Description:** The project will provide the Ozarks Small Business Incubator (OzSBI) with the resources and training to better achieve its mission, supporting businesses growth and job creation.

**Benefits/Outcomes:** The Ozarks Small Business Incubator will train six mentors in Growth Wheel. They will use this tool to work with up to fifteen clients each. It is estimated that by the end of 2014 OzSBI will be working with 20 clients and by year end 2015, 30 clients. If each client creates two new jobs, a total of 60 new jobs will be created over the course of two years, tripling the number of jobs OzSBI created in its first year and half of operations.

## 6. Track Four & Five Expansion

**Awardee:** Semo Port

**Awardee Contact:** Amanda Brink

**County:** Scott, MO

**Federal ID#:** 43-1091410

**Telephone:** 573-264-4045

**Congressional District:** 8th

### Funding:

DRA		\$ 80,850	56.00%
Applicant		\$ 38,250	27.00%
Local		\$ 25,500	17.00%
Total		\$ 144,600	100.00%

# Fiscal Year 2013 Missouri Project Summaries

**Description:** Expanding the North Four & Five Tracks will provide the infrastructure to serve a variety of customers, current and future, thereby supporting economic growth. Track Five will serve the adjoining 28 acre site which would make this site ideal for potential prospects.

**Benefits/Outcomes:** Upon completion of the track expansion, these tracks will serve a variety of customers. In addition to construction jobs, the additional track expansion will maintain the current number of jobs at Semo Port. This expansion will especially help with maintaining jobs at Semo Milling.

## 7. iLearn Project

**Awardee:** Sikeston Public Schools  
**Awardee Contact:** Tom Williams  
**County:** Scott, MO

**Federal ID#:** 43-6003435  
**Telephone:** 573-472-2581  
**Congressional District:** 8th

### Funding:

DRA	\$ 24,532	5.00%
Applicant	\$ 547,050	95.00%
Total	\$ 571,582	100.00%

**Description:** Provide students with an educational environment rich in technology and communication and graduation with certifications in various industries.

**Benefits/Outcomes:** Purchase of 700 iPads whose technology will be utilized by students. There will be between 600-650 students and 60 teachers who will be provided the best educational opportunities available.

## 8. Airport Upgrades

**Awardee:** Washington County Industrial Development Board  
**Awardee Contact:** Paul Vilmer  
**County:** Washington, MO

**Federal ID#:** 43-6003965  
**Telephone:** 573-438-6196  
**Congressional District:** 8th

### Funding:

DRA	\$ 174,817	70.00%
Applicant	\$ 77,267	30.00%
Total	\$ 252,084	100.00%



# Fiscal Year 2013 Missouri Project Summaries

**Description:** Construct a terminal at the Washington County Airport to improve airport operations and enhance the use of air transportation for existing and new businesses.

**Benefits/Outcomes:** A new 1,500 square foot terminal building and 3,500 square foot of asphalt paving at the Washington County Airport in addition to seven new jobs.

## 9. Airport Upgrades

**Awardee:** Texas County Memorial Hospital (TCMH)

**Awardee Contact:** Jay Gentry

**County:** Texas, MO

**Federal ID#:** 43-0887928

**Telephone:** 417-967-1377

**Congressional District:** 8th

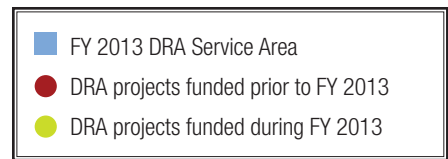
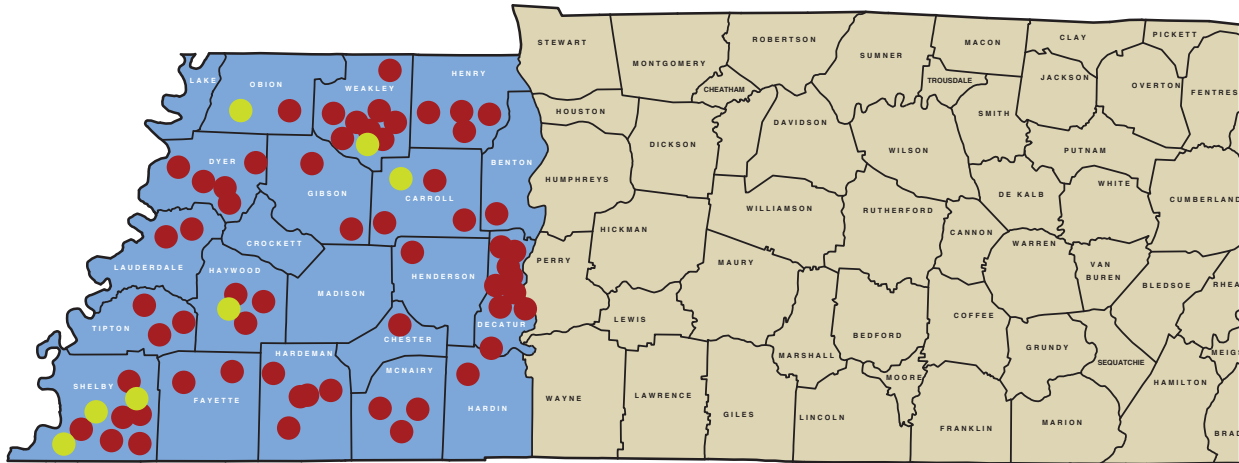
### Funding:

DRA	\$ 150,000	5.00%
Applicant	\$ 3,064,909	95.00%
Total	\$ 3,214,909	100.00%

**Description:** TCMH is in the process of revitalizing our hospital campus. It is replacing a 30-year old surgery center with a new surgery center which will include a tornado safe-room/community center as well.

**Benefits/Outcomes:** The primary outcome measurement will be the job retention that will take place because of this project. In this day and time many small rural hospitals are struggling to keep their doors open and be able to provide quality healthcare and great employment opportunities. By TCMH being progressive and recognizing the need for revitalizing their campus, they are effectively ensuring that they will continue to be a viable organization into the future and be able to retain the current rate of employment.

# DRA Projects in Tennessee



## Tennessee Counties Served by DRA

Benton	Crockett	Fayette	Hardin	Henry	Madison	Shelby
Carroll	Decatur	Gibson	Haywood	Lake	McNairy	Tipton
Chester	Dyer	Hardeman	Henderson	Lauderdale	Obion	Weakley





# Cumulative Tennessee Benefits from DRA

The numbers below are for FY 2002 through FY 2013.

Total DRA projects	68
DRA Investment	\$ 15,344,332
Other Public Investment	\$ 158,508,988
Other Private Investment	\$ 287,772,206
Overall Total Investment	\$ 461,625,526
Total Investment Leverage Ratio	29.08
Jobs Created	1,764
Jobs Retained	11
Individuals Trained for Jobs	53
Families Affected	4,252
Projected Jobs Created	3,389
Projected Jobs Retained	1,230
Projected Individuals Trained for Jobs	3,185
Projected Families Affected	7,998

**“Ever since its inception, the Delta Regional Authority has been part of many key projects in northwest Tennessee. What began as mostly infrastructure projects, including fresh drinking water, has grown to include all aspects of quality of life issues.....workforce development, transportation, healthcare....you name it! The DRA is involved in every aspect of building a better and stronger Delta region. At NWTDD, we are proud to be a partner.”**

– **John A. Bucy**, *Executive Director, Northwest Tennessee Development District/  
Northwest Tennessee Human Resource Agency*

# Tennessee Benefits from DRA

The numbers below are for FY 2013.

Total DRA projects	6
DRA Investment	\$ 994,213
Other Public Investment	\$ 638,983
Other Private Investment	\$ 477,206
Overall Total Investment	\$ 2,110,402
Total Investment Leverage Ratio	1.12
Projected Jobs Created	80
Projected Individuals Trained for Jobs	605



**“Our aim for these Healthy Delta Regional Data Reports was to provide highly relevant, up-to-date health and demographic data in a format that was readily accessible and easy to use...The Healthy Delta Research Database will support local organizations and government bodies as they try to understand the health care needs of their communities and benchmark their improvements over time.”**

– Dr. Teresa Waters, Professor, Department of Preventive Medicine at the University of Tennessee Health Science Center



## STATES' RETURN ON DRA INVESTMENTS

FISCAL YEARS 2002 THROUGH 2013

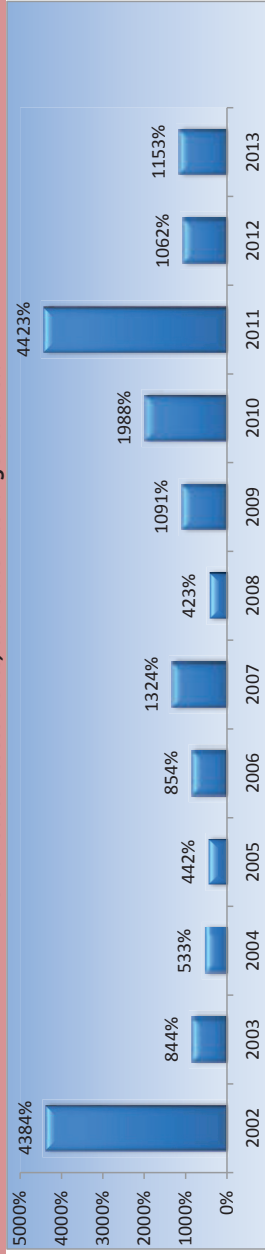


Tennessee	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 2,805,583		\$ 4,948,390	\$ -	\$ 7,753,973	1.8:1	\$ 62,574	4384%
2003	\$ 684,384		\$ 91,016	\$ -	\$ 775,400	0.1:1	\$ 72,497	844%
2004	\$ 367,513		\$ 1,388,281	\$ -	\$ 1,755,794	3.8:1	\$ 58,022	533%
2005	\$ 506,952		\$ 2,749,520	\$ 1,390,000	\$ 4,646,472	8.2:1	\$ 93,589	442%
2006	\$ 976,017		\$ 396,003	\$ -	\$ 1,372,020	0.4:1	\$ 102,342	854%
2007	\$ 1,179,815		\$ 207,900	\$ 165,000,000	\$ 166,387,715	140.0:1	\$ 82,843	1324%
2008	\$ 477,264		\$ 4,062,989	\$ -	\$ 4,540,253	8.5:1	\$ 91,253	423%
2009	\$ 908,220		\$ -	\$ -	\$ 908,220	0.0:1	\$ 76,240	1091%
2010	\$ 1,665,525		\$ 6,360,500	\$ -	\$ 8,026,025	3.8:1	\$ 79,774	1988%
2011	\$ 3,748,646		\$ 137,181,588	\$ 120,000,000	\$ 260,930,234	68.6:1	\$ 82,876	4423%
2012	\$ 1,030,200		\$ 483,818	\$ 905,000	\$ 2,419,018	1.3:1	\$ 88,654	1062%
2013	\$ 994,213		\$ 638,983	\$ 477,206	\$ 2,110,402	1.1:1	\$ 79,356	1153%

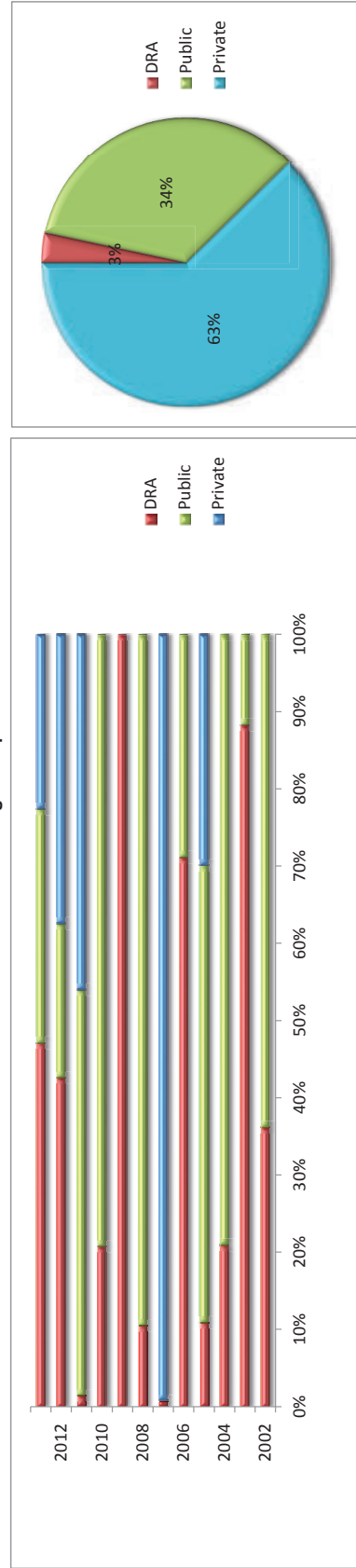
### Cumulative Totals: FY02-FY13

DRA	\$	15,344,332
Public	\$	158,508,988
Private	\$	287,772,206
Total	\$	461,625,526
Total Projects		68

**Small state assessments, translate into large returns!**



### Leverage Comparisons





# **Tennessee FY 2013 SEDAP Project Summaries**

# Fiscal Year 2013 Tennessee Project Summaries

## 1. Emergency Water Tank Replacement

**Awardee:** Mason Hall Development Corporation  
**Awardee Contact:** Wanda Smithson  
**County:** Obion, TN

**Federal ID#:** 62-1081177  
**Telephone:** 731-446-4507  
**Congressional District:** 8th

### Funding:

DRA	\$ 19,515	73.00%
USDA-RD	\$ 7,500	27.00%
Total	\$ 27,015	100.00%

**Description:** The purpose of this project is the removal of two 1,000 gallon tanks that currently serve the unincorporated community of Mason Hall. These tanks will be replaced with a 2,000 gallon tank with a better quality lining and subsequently longer lifespan.

**Benefits/Outcomes:** The benefits of this project shall be the removal of two 1,000 gallon storage tanks and replace them with a new 2,000 gallon storage tank. Outcome: Clean drinking water for an estimated 178 residents in Mason Hall. Reduced maintenance costs to the Mason Hall Development Corporation and its residents. Reduced health risks to residents and reduced liability to the development corporation.

## 2. Minority/Women Owned Business Strategic Growth Services

**Awardee:** MMBC Continuum  
**Awardee Contact:** Luke Yancy  
**County:** Shelby, TN

**Federal ID#:** 62-1198163  
**Telephone:** 901-525-6512  
**Congressional District:** 9th

### Funding:

DRA	\$ 250,000	58.00%
Applicant	\$ 186,000	42.00%
Total	\$ 436,000	100.00%

**Description:** This project is based on the M/WBE Life Cycle Continuum model created by The MMBC Continuum that details the various needs of Minority/Women Owned Business Enterprises (M/WBEs) at various business life cycle stages. The model consists of five stages and this project will primarily target and serve M/WBEs in Stages three-five. However, based on the life cycle review and assessment for each market, The MMBC Continuum will expand its existing programming by either: 1) providing the necessary services, 2) working with the local existing economic development agency and/or university to enhance or improve their services for M/WBEs, or 3) leveraging existing strategic partnerships in other markets to provide the necessary services.

# Fiscal Year 2013 Tennessee Project Summaries

**Benefits/Outcomes:** The overall outcome of this project is the improved competitiveness of M/WBEs evidenced by an increase in the number and dollar value of contracts/procurement awarded to M/WBEs, which results in increased revenues, ultimately leading to job creation.

### 3. City of McKenzie Training Facility

**Awardee:** City of McKenzie

**Awardee Contact:** Jill Holland

**County:** Carroll, TN

**Federal ID#:** 62-6003555

**Telephone:** 731-352-2292

**Congressional District:** 8th

**Funding:**

DRA	\$ 200,000	61.00%
Local	\$ 131,210	39.00%
Total	\$ 331,210	100.00%

**Description:** Funding requested in this proposal is for the renovation of the existing Park Theatre building. The renovation will include substantial demolition, finishing, electrical, and HVAC repair. DRA funding will be used in demolition, finish work, electrical repair, and grant administration/environmental review provided by Northwest Tennessee Development District (NWTDD).

**Benefits:** During the first year of operation ManPower has indicated that it will conduct two Drug Free Tennessee training sessions with 30 associates in each session. Once a year, it will provide training for their management staff of 15 persons. Eight branch managers will receive training four times a year. ManPower will conduct two-day NCRC silver certification training for 20 persons. It will conduct an annual training session for 35-40 staff members to improve job placement skills.

### 4. Crosstown Development Project

**Awardee:** Crosstown Arts

**Awardee Contact:** Todd Richardson

**County:** Shelby, TN

**Federal ID#:** 27-1876711

**Telephone:** 901-507-8032

**Congressional District:** 9th

**Funding:**

DRA	\$ 250,000	88.00%
Applicant	\$ 20,000	7.00%
Other	\$ 15,000	5.00%
Total	\$ 285,000	100.00%



# Fiscal Year 2013 Tennessee Project Summaries

## Description:

**Benefits/Outcomes:** The Crosstown building will serve as a common space/theatre staircase open to the public. It will facilitate 35-net new businesses or non-profit organizations to move to the Crosstown Building. In addition, 75 percent of existing businesses in the Crosstown neighborhood will participate in common area programs in the Crosstown Building. Additionally, 50 percent of residents in the Crosstown neighborhood and surrounding neighborhoods Vollintine Evergreen, Evergreen, Klondike and Smokey City will participate in common area programs in the Crosstown Building.

## 5. SWTCC Java Bootcamp

**Awardee:** SW Tennessee Community College  
**Awardee Contact:** Nathan Essex  
**County:** Shelby, TN

**Federal ID#:** 62-1834818  
**Telephone:** 901-729-2871  
**Congressional District:** 9th

## Funding:

DRA	\$ 199,600	31.00%
Applicant	\$ 105,100	17.00%
Other	\$ 342,106	52.00%
Total	\$ 646,806	100.00%

**Description:** DRA funding for this program will allow Southwest Tennessee Community College (Southwest) will and its training partner to make the Java BootCamp program a full-time program, going from one course per year to seven courses per year. Southwest will contract with its training partner to teach the seven-week intensive Java BootCamp.

**Benefits/Outcomes:** This program will provide highly-specialized training, qualifying successful graduates for guaranteed jobs as Certified Java Developers upon completion of the program. At the end of the first year of the full-time program, Southwest expects to have a total of 50 to 80 graduates who will have completed the seven-week BootCamp and will be working in the full-time career development training program at Memphis MTSC.

## 6. City of Brownsville Rail Line Rehabilitation Project

**Awardee:** City of Brownsville  
**Awardee Contact:** Jo Matherne  
**County:** Haywood, TN

**Federal ID#:** 62-0678229  
**Telephone:** 731-772-1212  
**Congressional District:** 7th

# Fiscal Year 2013 Tennessee Project Summaries

**Funding:**

DRA	\$ 162,598	90.00%
Applicant	\$ 18,067	10.00%
Total	\$ 180,665	100.00%

**Description:** The purpose of this rail line rehabilitation project is to assure long-term continued operation to the industrial park tenants and the promotion of economic development opportunities along this rail line.

**Benefits/Outcomes:** Once completed, the rehabilitation of the existing rail line into the Brownsville Industrial Park will provide a safer and more efficient means of product transportation for the industries utilizing this rail line. These improvements will accommodate the existing industries and can aid in attracting future industries to the area.

**7. Vision Weakley**

**Awardee:** VisionPerry

**Awardee Contact:** Michael Dumont

**County:** Weakley, TN

**Federal ID#:** 45-1453302

**Telephone:** 931-589-6631

**Congressional District:** 7th & 8th

**Funding:**

DRA	\$ 162,598	100.00%
Total	\$ 162,598	100.00%

**Description:** This proposal will fund the startup of a Weakley County Digital Factory to train residents in Customer Service Representation (CSR) and Linux/Apache/MySQL/PHP (LAMP) programming, and create full-time jobs.

**Benefits/Outcomes:** Founder Michael Dumont estimates that a new Digital Factory in Weakley County can train 60 persons for CSR work and four to six LAMP programmers within the first six months of full operation. Initial training will focus on customer service representation with LAMP Programming curriculum being made available later. Job creation in the CSR field would be relatively rapid as contractual work from the Linden and Trenton operations would spill over to the Weakley County facility.







## **DRA Programs and Initiatives**

# A Series of Collaborative Conversations about Philanthropy, Federal Funding, and Partnership

## FY 2013 Update

On March 17, 2013, the Delta Regional Authority and the White House Council on Strong Cities, Strong Communities partnered to host a collaborative conversation about philanthropy, government, partnership, and sustainable development in the Delta region in Memphis, TN. The event was held in partnership with the Funders' Network for Smart Growth and Sustainable Communities.

DRA was thrilled to be joined by the Honorable A.C. Wharton, Jr., Mayor of the City of Memphis; Bobby Goode, USDA Tennessee State Director; Sherece West, of the Winthrop Rockefeller Foundation; William Buster, of the Kellogg Foundation; Bill Bynum, of the Hope Enterprise Corporation and Hope Credit Union (HOPE); Chad Bowman, of the City of Memphis; Melissa Rivers, of the East Arkansas Planning and Development District; Erich Caulfield, of SC2 New Orleans, and Sarah Sieloff, of SC2 Memphis.

DRA was also grateful for the participation of various stakeholders who served as group discussion facilitators: Paul Young and John Zeanah, with the Memphis/Shelby County Office of Sustainability; Kim Marousek, from St. Charles Parrish, LA; Ellen Lee, of the Greater New Orleans Foundation; Dan Lurie, with the National Endowment for the Arts; Salin Geevarghese, of the Department of Housing and Urban Development; and Annett Pagan, from Winrock International.

During the meeting, the group generated a focused conversation on place-based local economic development in the Delta region, discussed effective strategies to improve current efforts, and identified opportunities for federal partners and private philanthropy to work together to improve the Delta. The meeting also served as a regionally-focused platform through which to introduce members of these various circles to one another and develop partnerships among them. Going forward, DRA plans to build a coalition among these and other stakeholders in order to uphold our commitment to strengthening partnerships that support Delta communities.

## First Quarter FY 2014 Update

Continued discussions and follow-up conversations stemming from this event have taken place over the course of the FY 14. In addition to the collaborative Growing Strong in the Delta Forum held in collaboration with National Association of Development Organizations (NADO) and other entities in the Summer of 2013, DRA held the Rooting Wealth That Sticks summit in collaboration with the Aspen Institute in the Fall of 2013. Summaries for both events can be found in the Programs and Initiatives section of this document.

## Expectations and Projections for the Remainder of FY 2014

DRA looks forward to continued conversations and strengthened collaborative efforts with these and other partners, as we continue in pursuit of a shared mission to better leverage and coordinate private and public investments in the Delta.



# Delta Doctors Program

In an attempt to increase the number of doctors serving Delta residents, the Delta Regional Authority implemented the Delta Doctors program in 2003. The program allows foreign physicians who are trained in this country to work in medically underserved areas for three years. Most choose to stay far longer once they develop a patient base. Those in the Delta Doctors program do not take jobs away from U.S.-born physicians. Instead, they provide services in areas where otherwise there would be a shortage of physicians.

The Delta Regional Authority is one of the few government agencies allowed to recommend such visa waivers to the State Department. Medical school graduates from other countries normally are required to return to their home countries for at least two years after they complete their education. The J-1 visa waiver obtained under the Delta Doctors program allows them to stay in the United States if they spend at least three years in medically underserved areas. The physicians must provide primary care in their specialty fields for at least 40 hours a week. They also must provide care to the indigent, Medicaid recipients and Medicare recipients. The Delta Doctors program accepts waiver requests for medical specialists and also provides National Interest Waiver (NIW) Support. The NIW allows foreign physicians to obtain permanent residence in this country by providing a total of five years of medical service in a medically underserved area.

## Fiscal Year 2013 Status

In Fiscal Year 2013 the Delta Doctors Program has surpassed 2012 submissions of 33 the previous year and received 56 applications, while maintaining constructive dialogue with J-1 attorneys who counsel doctors in the program. In April of 2013, DRA hosted a highly successful Delta Doctors Conference in Memphis, TN with more than 60 J-1 attorneys, Hospitals and Medical professionals in attendance. Some of the conclusions from the conference were the need to build a jobs board featuring openings in the region and the need for a region-wide marketing campaign. The conference also led to Alabama having waiver applications submitted for the first time since the program began.

**Table 10 -- Delta Doctors Placed by State**

STATE	2013	FY 2003-2013
Alabama	3	3
Arkansas	1	16
Illinois	13	45
Kentucky	1	9
Louisiana	5	14
Mississippi	13	71
Missouri	8	41
Tennessee	12	62
<b>Totals</b>	<b>56</b>	<b>261</b>

DRA collaborates and coordinates with health clinics, hospitals, immigration attorneys, State Conrad 30 coordinators, and the State Department to ensure the program's integrity. To date, the Delta Doctors program has assisted with the placement of 261 physicians in the region, which has increased regional capacity to meet the health care needs of Delta families.

## Expectations and Projections for the Remainder of FY 2014

Applications have slowed down, but continue to come into the office. Compliance-forms will be sent out to physicians, hospitals and clinics to get the patient numbers, and the breakdown of who has been seen these forms are sent out twice a year in July and December. DRA asks for documentation from Doctors and Employers twice a year so that we can measure outcomes to having this program in the region the dates are January 1 - June 30 and July 1 - December 31.

# The Economic Impacts of the Delta Doctors Program: Results to Data

Dennis P. Robinson, Ph.D. and Melody Muldrow  
 Institute for Economic Advancement University of Arkansas at Little Rock March 6, 2014

## Delivering Delta Doctors

The Delta Regional Authority has implemented the Delta Doctors Program to increase access to quality health care for the people living in the region. The program allows foreign physicians who have been trained in the U.S. to work in medically underserved areas for three years. Those in the Delta Doctors Program do not take jobs away from U.S. physicians, since they provide crucial medical services in areas with a physician shortage. The program is not a residency program, nor is the Delta Regional Authority able to assist in the placement of foreign medical students into residency programs.

**Table 11 -- Number of Delta Doctors Placed by State**

STATE	DOCTORS IN METRO COUNTIES	DOCTORS IN NON-METRO COUNTIES	TOTAL DOCTORS
Alabama	2	1	3
Arkansas	0	5	5
Illinois*	18	5	23
Kentucky	0	3	3
Louisiana	9	0	9
Mississippi	15	17	32
Missouri	0	19	19
Tennessee	19	6	20
<b>TOTAL</b>	<b>63</b>	<b>56</b>	<b>119</b>

Notes:

\* The 2013 Rural-urban Continuum category changed for several non-metro counties resulting in these counties being classified as metro counties.

The physicians placed by the Delta Doctors Program to date (See Table 1) have completed at least three years of specialized training, learning how to deliver a range of acute, chronic and preventive medical care services. In addition to diagnosing and treating illness, they also provide preventive care including routine check-ups, health risk assessments, immunization and screening tests, and personalized counseling on maintaining a healthy lifestyle. Delta Doctors physicians also manage chronic illnesses and coordinate care with other sub specialists-from heart disease, stroke and hypertension, to diabetes, cancer and asthma, family physicians provide primary care for the nation's most serious health problems.



# The Economic Impacts of the Delta Doctors Program: Results to Data

While physicians are primarily focused on providing care to their patients, they also play a vital role in the regional economies by creating jobs, purchasing goods and services and supporting state and community public programs. This report estimates the economic impacts of the Delta Doctors Program physicians measured in terms of jobs, income, the created economic value and business sales.

For the year 2012, there is a total of 119 doctors placed in the Delta region, including 94 doctors placed in the previous years and already in full practice, and another 25 doctors newly placed in December. Even though the newly placed doctors may not have started services, their potentials to generate economic impacts are similar to those doctors in practice. Therefore, in this study, the newly placed doctors have been included to estimate their economic impacts to the region.

## Impact Estimation Methodology

The economic data from the 2007 IMPLAN database has been used to evaluate the annual economic impact of the physicians placed by the Delta Doctors Program in each of the counties that the doctors are serving. Using MGMA data, we have estimated that one full time physician creates an average of five full-time supporting staff positions<sup>1</sup>.

The economic impacts include direct, indirect and induced components. The direct impacts are the value of jobs, income, valued added and business sales that are produced from patient care activities provided in physician offices. The indirect impacts include the jobs, income, value added and the business sales generated in the industries that are supported by physicians' offices. The induced impacts are the additional economic effects resulting from incomes induced interactions. Total effects are the sum of the direct, indirect and induced effects.

## Economic Impact Results

Table 2 summarizes the average annual economic effects of the Delta Doctors Program on a per physician basis. The results are given for the entire Delta Doctors Program and for physicians placed in metropolitan and non-metropolitan counties.

<sup>1</sup> A cost survey performed by the Medical Group Management Association on member Family Practice Single Specialty Groups that was based on the year 2003 data shows that a median value of 5 total employed staff (FTE) per physician.

# The Economic Impacts of the Delta Doctors Program: Results to Data

**Table 12 -- Employment and Labor Income per Physician**

PER PHYSICIAN	EMPLOYMENT				LABOR INCOME			
	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT*	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT*
All DRA Counties	6.0	1.4	3.0	10.4	\$ 590,184	\$ 55,240	\$ 112,067	\$ 757,492
Metro Counties	6.0	1.8	4.0	11.8	\$ 761,427	\$ 77,572	\$ 159,215	\$ 998,214
Non-Metro Counties	6.0	0.9	1.9	8.8	\$ 397,536	\$ 30,117	\$ 59,025	\$ 486,679
PER PHYSICIAN	VALUE ADDED				OUTPUT			
	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT*	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT*
All DRA Counties	\$ 662,273	\$ 90,131	\$ 203,402	\$ 955,806	\$ 1,028,532	\$ 162,882	\$ 347,886	\$ 1,539,300
Metro Counties	\$ 854,209	\$ 128,624	\$ 286,748	\$ 1,269,581	\$ 1,290,694	\$ 228,044	\$ 489,288	\$ 2,008,026
Non-Metro Counties	\$ 446,345	\$ 46,827	\$ 109,638	\$ 602,810	\$ 733,599	\$ 89,574	\$ 188,810	\$1,011,983

Notes:

\*Total effect may not equal to the sum of the direct, indirect and induced effects due to rounding. Monetary values are in 2012 dollars and employment effects are the average numbers of full- and part-time jobs. Impacts are computed using 2007 IMPLAN Econometric multipliers compiled using the "trade- flow" procedure for each county having doctors placed.

On average, each Delta doctor is estimated to create 5 full-time jobs within their clinics and offices, and an additional 3.4 full- and part-time jobs within the communities where they work. It means that one doctor effects on about 9.4 jobs in total (including the doctor) each year. Each new job is expected to earn approximately \$80,584 per year (\$757,492 in labor income ÷ 9.4 jobs). Each Delta Doctors physician will create extra value to the community equal to \$955,806 each year in labor income, profits, dividends, and indirect business taxes. And, each doctor will be responsible for 1.5 million in business sales each year. The economic impact results will vary depending on where the physicians are placed. The economic effects are greater for physicians located in metropolitan areas than those in rural communities (nearly double).

Table 3 provides the economic effects information by each state that the doctors placed. The state variations in the impact results are explained by the type of the communities that the doctors are working, including metro versus non-metro areas (See Table 1).



# The Economic Impacts of the Delta Doctors Program: Results to Data

**Table 13 -- Employment and Labor Income by State**

STATE	EMPLOYMENT				LABOR INCOME			
	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT*	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT*
Alabama	6.0	1.0	2.4	9.4	\$ 458,209	\$ 38,463	\$ 79,916	\$ 576,588
Arkansas	6.0	0.3	0.7	7.0	\$ 29,993	\$ 1,805	\$ 3,100	\$ 34,898
Illinois	6.0	1.0	2.1	9.1	\$ 437,001	\$ 37,128	\$ 66,973	\$ 541,103
Kentucky	6.0	0.6	1.6	8.2	\$ 384,954	\$ 22,793	\$ 46,745	\$ 454,491
Louisiana	6.0	0.4	0.7	7.1	\$ 163,210	\$ 14,399	\$ 24,983	\$ 202,592
Mississippi	6.0	1.2	2.9	10.1	\$ 783,044	\$ 41,013	\$ 95,615	\$ 919,672
Missouri	6.0	1.3	2.6	10.0	\$ 481,980	\$ 42,346	\$ 77,940	\$ 602,265
Tennessee	6.0	2.7	5.8	14.5	\$ 842,708	\$ 129,407	\$ 262,289	\$ 1,234,405
STATE	EMPLOYMENT				LABOR INCOME			
	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT*	DIRECT EFFECT	INDIRECT EFFECT	INDUCED EFFECT	TOTAL EFFECT*
Alabama	\$ 515,031	\$ 64,014	\$ 147,225	\$ 726,270	\$ 799,799	\$ 118,123	\$ 253,913	\$ 1,171,835
Arkansas	\$ 33,663	\$ 3,010	\$ 6,055	\$ 42,729	\$ 57,517	\$ 5,565	\$ 10,319	\$ 73,400
Illinois	\$ 490,708	\$ 60,961	\$ 125,610	\$ 677,279	\$ 801,236	\$ 112,209	\$ 216,183	\$ 1,129,628
Kentucky	\$ 432,497	\$ 36,466	\$ 95,446	\$ 564,408	\$ 694,889	\$ 65,384	\$ 163,151	\$ 923,425
Louisiana	\$ 183,360	\$ 23,682	\$ 46,753	\$ 253,795	\$ 295,579	\$ 43,684	\$ 83,439	\$ 422,702
Mississippi	\$ 877,309	\$ 70,264	\$ 186,481	\$ 1,134,054	\$ 1,306,630	\$ 125,806	\$ 307,630	\$ 1,740,066
Missouri	\$ 540,814	\$ 64,390	\$ 141,846	\$ 747,049	\$ 910,452	\$ 125,327	\$ 248,771	\$ 1,284,550
Tennessee	\$ 946,883	\$ 209,871	\$ 452,918	\$ 1,609,671	\$ 1,439,453	\$ 371,382	\$ 781,748	\$ 2,592,583

Notes:

\*Total effect may not equal to the sum of the direct, indirect and induced effects due to rounding. Monetary values are in 2012 dollars and employment effects are the average numbers of full and part-time jobs. Impacts are computed using 2007 IMPLAN Econometric multipliers compiled using the "trade- flow" procedure for each county having doctors placed.

# Delta Leadership Institute (DLI)

## FY 2013 Update

During the graduation session of the Delta Leadership Institute's Executive Academy in Little Rock, Arkansas this past July, the Delta Regional Authority Board also entertained proposals from five institutions across the region: Arkansas State University' Delta Center for Economic Development (ASU), University of Alabama's College of Continuing Studies (UA), University of Arkansas's Institute for Economic Advancement (IEA), University of Louisiana at Monroe (ULM), and the University of Mississippi's McLean Institute for Public Service and Community Engagement (UM). The board concluded that Chairman Masingill would offer three of the institutions (ASU, ULM, UM) a role in a three-entity collaboration. All three institutes accepted and began planning for the 2013-2014 Executive Academy as well as the next phase of the Delta Leadership Network.

In August, the Delta Regional Authority announced publicly that the Delta Leadership Institute (DLI) will become a three-entity collaboration with support from the entire eight-state region to build a comprehensive regional leadership program that focuses on issues affecting the Delta region. This announcement was based on a recommendation from the DRA Board to take the Delta Leadership Institute to the next level.

The application period for the upcoming DLI Executive Academy was open Tuesday, August 20 - Friday, September 20. For the first time, this year's application was available online, and applicants were be able to create a profile, complete an application, and upload recommendations to the DRA website. To date – seven of the eight states have submitted their Governor's selections for the 2013-2014 Executive Academy and those participants have been notified.

## Expectations and Projections for the Remainder of FY 2014

- Orientation Session – November 4-7, Oxford, MS
- Future Sessions:
  - January 7-9, 2014 – New Orleans, LA – focusing on Small Business and Entrepreneurship
  - March 4-6, 2014 – Memphis, TN – focusing on Innovation
  - April 22-24, 2014 – Cape Girardeau, MO – focusing on Education
  - June 9-12, 2014 – Washington, DC
  - July 22-24, 2014 – Paducah, KY – focusing on Infrastructure
  - September 9-11, 2014 – Little Rock, AR – focusing on Public Health and Graduation
- Planning for future sessions will continue
- DRA will finalize plan and announce continuing education opportunity for Delta Leadership Network at Harvard Kennedy School

## Project Background

Delta communities often lack the civic infrastructure, organizations and knowledge base necessary for sustained economic growth. Even those who are considered local leaders too often do not understand how good governance, quality infrastructure, adequate schools and quality health care services can work together to sustain growth. These areas often are marked by a lack of investment in leadership development and strategic planning. This results in a leadership void and a lack of direction. Communities never decide on their priorities. With no leadership, vision or plans for growth, these communities will continue to struggle.





# Delta Leadership Institute (DLI)

DRA's Delta Leadership Institute (DLI) is designed to improve the decisions made by leaders across the region by broadening their understanding of regional issues, creating a corps of leaders with a regional and national perspective. The motivation for the creation of this Executive Academy and Delta Leadership Network under the Delta Leadership umbrella was, in fact, to have an "army" of well-informed community leaders who understand not only their issues but the Region's issues. To that end, those leaders who have participated in and continue to participate in the Delta Leadership Network (DLN) become the voice of the Region and for the Authority. DLN is the body of alumni who have successfully completed the year-long DLI Executive Academy program and continue to communicate in order to foster and strengthen cross-cultural, inter-governmental bonds in the region.

# Growing Stronger in the Delta Forum

## FY 2013 Update

On June 11-12, 2013, in partnership with the National Association of Development Organizations (NADO) and the U.S. Department of Housing and Urban Development (HUD), the DRA co-hosted “Growing Stronger in the Delta”, a forum to provide support and technical assistance to HUD Sustainable Communities projects, DRA Local Development Districts (LDDs), White House Council on Strong Cities Strong Communities pilot cities, local and regional foundations, and other institutions.

This forum provided training and peer learning opportunities to learn how to grow stronger, healthier, more equitable communities in the Delta, driven by economic development strategies based on unique competitive advantages. Participants were provided the opportunity to share best practices, gain new skills and ideas, and engage with local, regional, and national experts on a variety of issues important to the region. Highlights of the forum were panels on place-based strategies and new approaches to economic development planning, cultivating entrepreneurship and a skilled workforce, and engaging community and economic development leaders with philanthropic organizations.

The forum was funded through a grant by HUD for the NADO Research Foundation as part of a series of regional place-based trainings across the country focused toward organizations working to implement Sustainable Community awards from the HUD Office of Sustainable Housing and Communities. Local development districts from the eight-state region were also included, allowing the DRA to provide further capacity building to its front-line project managers.



# Healthy Delta Initiative

The Healthy Delta Initiative (HDI) serves as the DRA's vehicle to elevate the importance of health to the region as a whole. The growing incidence of chronic disease in the region poses a threat to the lives, livelihoods, productivity, and economic vitality of the Delta. Within DRA states, circulatory disease death rates are 16 percent higher than the national average, with cancer deaths rates 12 percent above the national average. Thirty-two percent of Delta residents are obese, compared to 26 percent nationally, while nearly 12 percent are diabetic; about 9 percent of Americans have diabetes.

Businesses in the Delta currently pay disproportionate costs related to chronic disease due to the high rates in the region. According to the U.S. Workplace Wellness Alliance's Almanac of Chronic Disease, "Overweight workers incur larger medical costs and miss more days of work than normal weight coworkers." Improving health outcomes by addressing the toll of chronic disease through prevention and behavior change promises to strengthen workforce productivity and spur economic development throughout Delta communities.

In 2010, the DRA released the "Growing a Healthy Workforce in the Delta" action plan as a blueprint for the Healthy Delta Initiative. The DRA began to tackle the toll of chronic disease through stakeholder meetings with governors, state Health and Human Service directors, rural health advocacy organizations and local community leaders. These collaborations yielded opportunities for more than 400 health care professional to receive technical assistance in how to access federal funding for programs that improve the health of the Delta. The DRA also convenes federal forums and bridges connections for local groups at the national level.

Since its inception, the DRA has invested well over \$9.5 million in SEDAP health-related and RCAP health project investments in the region. This is in addition to the DRA's \$800,000 in Healthy Workforce Challenge funding and \$500,000 in the Rural Health IT Revolving Loan Fund. In total, the DRA is directly investing more than \$10.8 million in health projects in the region. The DRA also devotes additional funding to run the Innovative Readiness Training (IRT) and Delta Doctors health programs.

Entering 2014, the DRA is transitioning the Healthy Delta Initiative to policy and advocacy work to account for new budget realities. While new programs are not anticipated, existing programs such as the IRT, Delta Doctors, and implementation of the Healthy Workforce Challenge will continue. The extensive Healthy Delta Research Database that generates Healthy Delta Data Reports specific to parishes, counties, states and the region will continue to be available to Delta residents. DRA outreach will pick-up, and the DRA will continue to work on health through collaborations rather than a set funding mechanism.

## Fiscal Year 2013 Update

### *The Healthy Workforce Challenge*

Last spring, nearly a dozen applicants to Health Resources and Services Administration's (HRSA's) Delta States Rural Development Network Grant Program simultaneously applied to the DRA's Healthy Workforce Challenge. The DRA created the Healthy Workforce Challenge to encourage the development of pilot programs that work with local business and industry to incentivize healthy living through behavioral changes in the workplace. At minimum, these behavioral changes were instructed to include a focus on smoking cessation, weight loss, exercise programs with documentable activity logs, regular health checks, and improved healthy lifestyles. These programs could also include new ways to encourage employees to take advantage of existing incentives designed to influence healthy living in the workplace.

# Healthy Delta Initiative

In August, the DRA joined HRSA in announcing twelve new recipients of the Delta States Rural Development Network Grant Program, and the five new DRA Healthy Workforce Challenge awardees. Chairman Masingill supplemented HRSA's investment of \$5.4 million with an additional \$800,000 in new funding to work with employers on the health of the region's workers.

Over the next year, DRA awardees will develop and implement programs that partner with local businesses and industry to incentivize healthy living through behavior change in the workplace. Successful applicants designed programs that include clear benchmarks and performance measures. The selected programs have also been designed to be readily shared as best practices and modeled by other businesses and industry in the region.

The DRA believes businesses large and small will enjoy significant savings by adopting the programs that combat and prevent chronic disease. The DRA expects businesses participating in the Healthy Workforce Challenge to incur savings through improved health outcomes that result in increased productivity and decreased workplace absences. The costs of providing employee health care will also decrease as employee health improves.

The five selected Healthy Workforce Challenge awardees include:

- *The Tombigbee Healthcare Authority, Demopolis, AL (\$163,145)*  
Comprehensive Worksite Health Incentive Program
- *ARcare, Augusta, Arkansas (\$170,518)*  
Implementation of the "Eat Better Move More" Healthy Lifestyle Campaign
- *Southern Illinois University Center for Rural Health and Social Service Development, Carbondale, Illinois (\$187,500)*  
Illinois Healthy Workforce Challenge
- *North Louisiana Regional Alliance, Delhi, Louisiana (\$139,433)*  
Healthy Workforce Challenge Grant Program
- *Mississippi County Health Department, Charleston, Missouri (\$158,345)*  
Healthy Workforce Challenge in the Missouri Bootheel

## *The Rural Health IT Revolving Loan Fund*

In FY 2013, the DRA and the American Health Information Management Association (AHIMA) partnered with the U.S. Department of Health and Human Services' Office of Minority Health to spur the transition to electronic health records in the Delta region. DRA solely managed this pilot program. The Revolving Loan Fund project sought to encourage health care providers who are eligible for meaningful-use incentives (for physicians and dentists in Delta communities) to successfully adopt and utilize a Health IT system as defined by federal law.

Providers practicing in a Medically Underserved Area (MUA) or Health Provider Shortage Area (HPSA) designated by HRSA were encouraged to apply. This program was designed in FY 2012 and announced and made available to applicants in FY 2013.



# Healthy Delta Initiative

The Delta Regional Authority introduced the pilot program to the market. The program offered interest free loans of up to \$7,500 to small healthcare provider offices (HPOs) throughout the region to be used to install and adopt an EHR system. DRA satisfied this market demand.

## *Healthy Delta Regional Data Reports*

In FY 2013, the HDI completed the process of creating substantive county-level health data reports for the 252 counties within the eight-state region. This specialized health data is available for use on the DRA website. This data will prove helpful to community-based organizations and other groups applying for public and privately-funded grants to improve health outcomes in the region. The Healthy Delta Data Reports specific to parishes, counties, states and the region will continue to be available to Delta residents.

## First Quarter FY 2014 Update

### *Healthy Workforce Challenge*

During the first quarter of FY2014 the DRA worked with Healthy Workforce Challenge awardees to ensure that all five programs received Notices to Proceed and were on track to begin work. Work commenced on all five programs. DRA staff is in the process of paying site visits to each of the locations to evaluate and make recommendations on the work moving forward.

### *Health-Related SEDAP Investment*

This fall, the DRA partnered with Arkansas' Office of Health Information Technology to make a joint investment through SEDAP in linking all of the state's small rural and critical access hospitals to the Arkansas SHARE network. The SHARE Connectivity Program will make available awards to designated Critical Access Hospitals (CAHs) and Small Rural Hospitals (SRHs) in eleven Delta counties as well as in seven counties with such facilities outside the Delta to help with the costs of connecting the hospitals' electronic health record (EHR) systems with the statewide health information exchange known as SHARE (State Health Alliance for Records Exchange). The awards of up to \$10,000 per facility will assist with implementation costs. Currently, EHR vendor costs of \$6,000-\$15,000 for implementation are a barrier to some hospitals in the state.

CAHs and SRHs across the state have transitioned from paper records to electronic medical record systems. However, these hospitals may not be able to efficiently exchange patient information with larger hospital systems and other treating health care providers without connecting to SHARE. The Authority will contribute \$125,300 in total investment that will support program awards directed to twelve eligible CAHs and SRHs in the Delta region, in addition to \$70,000 in funds committed by the Arkansas Office of Health Information Technology to support vouchers for seven eligible hospitals located outside the Delta.

## Expectations and Projections for the Remainder of FY 2014

The Healthy Delta Initiative will continue with its existing programs, including the Innovative Readiness Training, Delta Doctors, the Healthy Delta Database and the Rural Health IT Revolving Loan Fund in 2014. While new funding is not anticipated for the Healthy Workforce Challenge, the DRA will focus on evaluating the results and identifying best practices from the five awardees. During the remainder of FY2014, the DRA will also launch a renewed push around policy and advocacy work to account for new budget realities.

# Healthy Delta Initiative

The DRA also anticipates serving in a convening and outreach roll to assist with the enrollment and educational needs associated with the Medicaid expansion and the Affordable Care Act.

## *Why Health Continues to be Important to Economic Development*

Researchers at Harvard University’s School of Public Health completed a major project on life expectancy, the residual of which was an extensive database of life expectancy data at the county level. This database shows that life expectancy changes have a high correlation with job growth. While public health is often taken for granted in the U.S., stabilizing public health in the least developed countries often comes before literacy and education as a policy priority.

The relationship between health and economic development goes beyond the fact that healthy people live longer and are therefore able to be productive members of society longer. Healthy people also show up regularly for work, they cost their employers less in health care, and their productivity is higher. All of these things bode well for economic development efforts. DRA’s priorities focus on programs that improve public health. In fact, DRA’s Healthy Delta Initiative (HDI) is an ideal example of this type of priority already in practice. The Regional Development Plan, which provides further context for the table below, can be found on the DRA website at: <http://www.dra.gov/%21userfiles/editor/docs/>.

**Table 14 -- IF JOB GROWTH INCREASES 1%**

Life Expectancy Over 15 Years	4.6%
Domestic Migration	3.8%
Technical & Professional Occupations	2.6%
Foreign-Born Population	1.9%
Self-Employed	0.3%
Jobs (From Companies Started in Last 5 Years)	0.3%
Public School Enrollment	0.2%

Through its Healthy Delta Initiative, the DRA has highlighted the importance of health to the region as a whole. In addition to its direct implications on quality of life, the critical mass community analysis suggests a direct link between health (measured in changes in life expectancy) and economic vitality. With substantially high rates of chronic disease, the productivity of the Delta is severely compromised. This is why the DRA is committed to continuing to work to improve health outcomes in the region.



# Improving Health Outcomes

## FY 2013 Update

This summer, the Delta Regional Authority (DRA) led a proactive effort to help uninsured families and individuals gain access to affordable health insurance coverage. DRA utilized the summer months in advance of the Affordable Care Act open enrollment period to educate uninsured and underinsured individuals about the options that would become available to them. This push was part of a larger coordinated effort to help improve health outcomes throughout the Delta Region.

### *Innovative Readiness Training*

Through a partnership program with the Department of Defense called Innovative Readiness Training (IRT), through which military medical personnel provide free medical treatment to individuals in underserved communities, DRA facilitated ACA outreach while simultaneously improving health outcomes throughout the Delta region. In its fifth year of partnership, the Delta Regional Authority and the Department of Defense brought temporary health clinics to the Delta region by way of four medical missions in 11 communities across six states: Arkansas, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee.

For a set time frame in each community (eight to ten days per site), the IRT program brought military medical personnel to communities with significant medical need. The IRT patients, most of whom have little to no access to health care, were able to receive general medical, dental, optical, mental health care, and other services at no cost to the patient. This summer, more than 13,000 patients were seen by medical providers through the IRT program.

### *ACA Outreach and Education Approaches*

In anticipation of the ACA open enrollment period, DRA made a targeted effort to reach out to uninsured and underinsured IRT patients - and to members of their communities - to inform them about upcoming opportunities to enroll in health insurance coverage through the ACA marketplaces. By incorporating this additional effort into the existing IRT program, DRA worked to ensure that IRT patients would not only gain access to a one-time visit with a doctor but would also be connected with resources that could help them improve their long-term health.

Some approaches to connect patients to health care and health insurance resources included:

1. DRA created and distributed resource cards designed to encourage IRT patients and uninsured individuals to take advantage of the HHS ACA hotline, healthcare.gov, and other portals by which patients can gain access to health insurance coverage through the Health Insurance Exchanges. By calling the HHS hotline, individuals can get in touch with a “Navigator” who can provide information and assistance on how to enroll through the exchanges. In July and August alone, DRA handed out over 13,000 of these resource cards -- in fact, every patient seen by IRT personnel received this card as they walked through the clinic doors – and volunteers and military personnel took time to explain the resource and its importance. DRA also encouraged patients to provide their basic contact information, which DRA collected and compiled, in order to help Navigators and others, who can help walk uninsured individuals through the enrollment process, connect with patients in need.
2. DRA also created and provided handouts that directed patients to Federally Qualified Health Centers (FQHCs) in or near their communities where they can receive treatment at a lower cost (based on a sliding scale, as determined by income). This resource,

## Improving Health Outcomes

3. which was developed by DRA with consult from HHS/HRSA, was used by military care providers to refer patients who needed follow-up care to an affordable clinic in their area. Additionally, for some IRT missions, DRA brought FQHC and local community health organization representatives on site so that patients could sign up for follow-up visits.
4. DRA worked with the US Small Business Administration (SBA) to hold educational ACA seminars for small business owners and employees to help them understand how the ACA will affect them and how they can provide insurance to their employees. DRA worked with SBA representatives in Washington, DC, as well as with SBA Regional Administrators and District Directors in each IRT state in order to set up the seminars concurrently with IRT.

DRA was proud to facilitate these proactive and innovative summer efforts to improve health outcomes throughout the Delta. DRA will continue to work diligently to ensure effective health education and outreach, to help connect patients with health resources, and to ensure that affordable options continue to become available and accessible.





# Innovative Readiness Training (IRT)

In its sixth year of partnership, the Delta Regional Authority and the Department of Defense are bringing the Innovative Readiness Training program to the Delta region through four medical missions across three states: Arkansas, Louisiana, and Illinois. These medical missions provide quality medical care 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.

## FY 2013 Update

*2013 IRT Mission Outcomes* -- The Innovative Readiness Training program is one of the best ways the Delta Regional Authority contributes to both the training of our troops and the health of our region's people. In 2013, IRT clinics realized the following outcomes:

### *Martin Medical* (Martin, TN and surrounding communities)

- 3,200 patients treated
  - 8,800 procedures performed
  - Services were valued at \$702,000

### *Mississippi Medical* (Clarksdale, Marks, Tunica, Rosedale, MS; Helena-West Helena, AR)

- 4,298 patients
  - 7,735 procedures performed
  - Services were valued at \$1.4 million
  - 1,886 patients turned away due to shortage of doctors

### *Four State Medical* (Blytheville, AR; Dyersburg, TN; Hayti, MO; Mayfield, KY)

- 3,942 patients treated
  - 14,925 procedures
  - Services were valued at \$1.2 million
  - 4,263 patients turned away due to shortage of doctors

### *Ferriday Medical* (Ferriday, LA)

- 3,600 patients treated

## First Quarter FY 2014 Update

*2014 IRT Missions* -- Currently, DRA is assisting in planning four missions for the 2014 IRT cycle. Planning is underway for the Southern IL Care, with monthly conference calls. Cajun Care held its initial planning session on September 23-26, 2013 in Abbeville, LA and will hold its second meeting December 17-19, 2013 in Abbeville. Initial planning meetings for Arkansas Care was held September 19-20 in Newport, McCrory, Earle and Wynne the second follow up meeting will take place January 28-30, 2014.

### *Dates for 2014 Missions:*

#### *Cajun Care* – Abbeville, LA and Vermillion Parish

- February 23-March 6, 2014

# Innovative Readiness Training (IRT)

*Southern IL Care* – Marion, Cairo, Mounds and Harrisburg

- June 14-30, 2014

*Northern Louisiana Care* – Tallulah, Delhi, and Winnsboro

- July 7-18, 2014

*Arkansas Care* – Earle, Wynne, Forrest City, Brinkley, McCroy and Newport

- July 23 – August 5, 2014

(These dates include the set-up and take down.)

## Expectations and Projections for the Remainder of FY 2014

2015 IRT Missions -- For the 2015 cycle the DRA and DOD IRT program are taking a new and exciting approach with a large scale mission that -- if enough resources are available -- will take place in four locations in the region. For a month (three weeks of medical care), the military will be in the Delta region. With this type and scale of operation, planners are considering the incorporation of tent hospitals. Locations that use tent hospitals are a good training opportunity for the military personal logistically and medically. When locations that we have used in the past are available they will be considered, however due to the extended length of the mission it becomes increasingly more difficult on the community to provide. The four potentials sites are: Pine Bluff, AR and West Memphis, AR (to serve the greater Memphis population as well) Southeast Missouri, and Greenville, Mississippi.





IRT Missions – Summer 2013

Four-State Medical – August 5-13

Blytheville AR • Mayfield KY • Hayti MO • Dyersburg TN

## MEDICAL

1,436 patient consultations with physicians

1,034 seen for wellness and mental health

## OPTICAL

850 comprehensive eye exams

785 glasses made and fitted

## DENTAL

1,444 oral exams

2,513 single tooth extractions

**3,942 Delta residents provided with Quality Health Care Services valued at \$1,278,178**

In its fifth year of partnership, the Delta Regional Authority and the Department of Defense are bringing the Innovative Readiness Training program to the Delta region through four medical missions across six states: Arkansas, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee. These medical missions provide quality medical care 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. This year, the Department of Health and Human Services through the Health Resources & Services Administration has joined the partnership to provide information and resources to patients regarding upcoming opportunities to enroll in health insurance.



**IRT Missions – Summer 2013**

**Delta Medical – July 16-25**

**Clarksdale MS • Helena-West Helena AR • Marks MS • Rosedale MS • Tunica MS**

**MEDICAL**

1978 patient consultations with physicians

1093 patients referred for follow-up care

**OPTICAL**

1609 comprehensive eye exams

1205 glasses made and fitted

**DENTAL**

740 single tooth extractions

2184 oral exams

**5,771 Delta residents provided with Quality Health Care Services valued at \$1,444,874**

In its fifth year of partnership, the Delta Regional Authority and the Department of Defense are bringing the Innovative Readiness Training program to the Delta region through four medical missions across six states: Arkansas, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee. These medical missions provide quality medical care 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. This year, the Department of Health and Human Services through the Health Resources & Services Administration has joined the partnership to provide information and resources to patients regarding upcoming opportunities to enroll in health insurance.





IRT Missions – Summer 2013

Hope of Martin – Martin, TN

July 9-17, 2013

## MEDICAL

959 patient consultations with physicians

117 patients counseled on preventative medicine

## OPTICAL

1307 comprehensive eye exams

1349 glasses made and fitted

## DENTAL

1061 single tooth extractions

624 oral exams

**3,264 Patients provided with Quality Health Care**

In its fifth year of partnership, the Delta Regional Authority and the Department of Defense are bringing the Innovative Readiness Training program to the Delta region through four medical missions across six states: Arkansas, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee. These medical missions provide quality medical care 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. This year, the Department of Health and Human Services through the Health Resources & Services Administration has joined the partnership to provide information and resources to patients regarding upcoming opportunities to enroll in health insurance.

# Investing in Manufacturing Communities Partnership (IMCP)

## FY 2013 Update

### *General Overview*

The Investing in Manufacturing Communities Partnership (IMCP) is a new interagency Obama Administration initiative designed to accelerate the resurgence of manufacturing, thereby helping to cultivate an environment for businesses to create well-paying manufacturing jobs in regions across the country. The IMCP will make investments in communities across the country to build on their comparative advantages and strengthen their institutions and infrastructure to attract investment. The IMCP is designed to reward communities that demonstrate best practices in attracting and expanding manufacturing by using long-term planning strategies that integrate targeted investments in workforce training, infrastructure, research, and other key assets. Designation as a Manufacturing Community will be given to communities with the best strategies for attracting and expanding private investment in the manufacturing sector and increasing international trade and exports. IMCP partner agencies will coordinate in order to leverage complementary activities while also preventing duplication of efforts.

In FY 2013, DRA committed to be an IMCP partner agency. DRA will help with outreach to ensure eligible applicants in the Delta region apply for IMCP. For any applicants in the DRA region that are awarded an FY14 IMCP Challenge Grant, DRA will also consider awarding supplemental funds, and will make information on its technical assistance program available.

### *IMCP Challenge Grant Awards*

Through this Federal Funding Opportunity, up to six communities will be invited to submit to EDA a grant application package for 2014 IMCP challenge grants from EDA to fund public good investments such as: industrial parks; specialized research and commercialization centers; infrastructure projects and site development; technical assistance; and business incubators. To receive an award, an eligible applicant must submit both a successful proposal and an acceptable grant application package. The final amount of each 2014 IMCP Challenge Grant award will be determined by EDA based upon a review of the proposal, as well as comments from other Federal agencies award is subject to availability of funds. Awards must conform to guidelines set by EDA. In addition, these six communities will be designated as “Manufacturing Communities,” and eligible to receive the access to specialized services outlined in section below. Funding for IMCP Challenge Grant Awards will be made available through EDA’s Economic Adjustment Assistance (EAA) program.

### *IMCP “Manufacturing Communities” Designation*

In addition to the six communities selected to receive challenge grant awards outlined above, up to 18 additional communities will be designated as “Manufacturing Communities” with access to specialized services provided by nine federal departments and agencies, such as: big data analytics; capacity-building; and capital access consulting. Communities designated as “Manufacturing Communities” (and all co-applicants and partners in Communities’ original IMCP proposal) will also receive preferential consideration for funding streams identified by numerous partner agencies as furthering IMCP goals and thereby assisting Communities in furthering their economic development plans.



# Investing in Manufacturing Communities Partnership (IMCP)

## *IMCP Partner Agencies*

- In addition to DRA, some other IMCP Partner Agencies include:
- U.S. Department of Labor
- U.S. Department of Transportation
- The White House Council on Strong Cities, Strong Communities
- The National Science Foundation
- U.S. Department of Commerce - Economic Development Administration
- U.S. Department of Housing and Urban Development
- U.S. Environmental Protection Agency
- U.S. Department of Energy
- U.S. Department of Commerce – Census Bureau
- U.S. Small Business Administration
- U.S. Department of Agriculture
- Appalachian Regional Commission

## First Quarter FY 2014 Update

### *IMCP Timeline*

The announcement of the IMCP FY14 Federal Register Notice is expected to occur in early December. Applications will be due in January (exact date TBD).

## Expectations and Projections for the Remainder of FY 2014

DRA is hopeful that applicant(s) in the Delta region will apply for and receive IMCP funding from EDA, as well as supplemental award(s) from partner agencies.

### *Eligibility Information*

Proposals for the IMCP competition must be submitted on behalf of the region by an EDA-eligible applicant, but may include a consortium of EDA-eligible and non-eligible organizations. Organizations that are not eligible for EDA funds but that are a part of a winning consortium designated as a “Manufacturing Community,” may receive preferential treatment, but may not receive EDA funding through the IMCP Challenge Grant Awards. Applicants should demonstrate a significant level of regional cooperation in their proposal because only one designation will be made in a particular region. An applicant may obtain the appropriate application package electronically at [www.grants.gov](http://www.grants.gov) (Grants.gov). Applicants may search for this funding opportunity on Grants.gov using Funding Opportunity Number “IMCP 2014”.

# Investing in Manufacturing Communities Partnership (IMCP)

## *Proposal Requirements and Evaluation Criteria*

Each of the following equally-balanced factors will be considered when making a determination to award Manufacturing Communities designation and/or invite formal grant applications:

- 1) Quality
- 2) Capacity
- 3) Commitment

## *Quality of Implementation Strategy*

Applicants should provide a detailed data-driven assessment of the local industrial ecosystem as it exists today, what is missing, and an evidence-based path to development that could make a region uniquely competitive. This description should also explain public good investments needed to realize and expand these plans. Applicants must conduct a thorough cost-benefit analysis of their proposed public good investment and demonstrate that project benefits exceed project costs.

## *Capacity to Carry Out Implementation Strategy*

Applications will be judged in part on the quality of the evidence they provide including evidence of overall leadership capacity (lead organization's capacity to carry out planned investments), sound partnership structure, and depth and breadth of communities' short, medium and long term development and employment goals and realistic probability of achieving these goals. Applicant's plan should integrate efforts related to each aspect of industrial ecosystem:

- Workforce and training
- Supplier network and domestic manufacturing compliance
- Research and innovation
- Infrastructure development/site preparation
- Trade and international investment, and
- Cost savings and capital access.

## *Commitment from Existing and Prospective Stakeholders*

Applications will also be judge based on commitment from existing and prospective stakeholders – both private and public – to execute a plan and invest in a community. Evidence of existing partnership/prior collaboration between IMCP applicant and other key community stakeholders (local government, anchor institutions, community, business leaders and local firms, etc.), as well as strength and extent of local government and private sector commitment will be taken under consideration.





# Jobs for America's Graduates (JAG)

## Program Background

Jobs for America's Graduates, Inc. (JAG) is the nation's largest and, arguably, the most successful school-to-work system for at-risk and disadvantaged youth. JAG focuses on keeping students in school through high school graduation, equipping them with the academic and technical skills necessary to improve their employability, which is parallel to DRA's commitment and Congressional mandate to invest in strategies that boost employment and educational success.

A JAG Specialist provides instruction during the "in-school" phase as well as the follow-up services for 12 months post-graduation. This latter component of JAG helps to ensure the young person's success in a job and/or postsecondary education during the first 12-month period when the student is most at risk of failure.

## FY 2013 Update

*Results of Phase II Partnership between the DRA and JAG (FY2013):*

DRA has secured the full commitment of ten new schools to implement Jobs for America's Graduates in six of the DRA states:

- Alabama
- Arkansas
- Kentucky
- Louisiana
- Mississippi
- Missouri

For the \$200,000 DRA has invested in \$20,000 incentive grants to the 10 new schools, a total in excess of \$650,000 in matching commitments was generated to fully implement the JAG Model in the 2012-13 school year including the services that will follow as the high school graduates move into the labor market and/or into higher education this summer.

## First Quarter FY 2014 Update

*Phase III Partnership between the DRA and JAG (FY2014):*

DRA will provide \$280,000 to support the implementation of 14 new JAG programs at \$20,000 per school in the DRA service area during the 2013-2014 school year. In addition, the DRA has committed to provide a total of \$70,000 to the JAG National Organization and the 2014 JAG National Training Seminar.

1. JAG National Organization will provide:

- Oversight and support for the implementation of the 14 new programs with monitoring, evaluation, technical assistance, training, and other assistance to JAG State Affiliates located in the Delta Region.

# Jobs for America's Graduates (JAG)

- A selection process managed by Jobs for America's Graduates to establish a set of criteria and invite as many of the JAG states within the DRA service area (as approved by the DRA) to submit proposals from new schools for review and approval. The criteria for DRA funding will include, but not be limited to:
  - A commitment to fully fund a staff member with the school's matching resources to be dedicated to the implementation of the JAG Model in that school with whatever additional financial and other resources are required beyond a \$20,000 financial commitment from the DRA.
  - Letters of support and commitment by the schools to meet all the requirements for successful implementation based on the proven JAG Model criteria.
  - Identification of anticipated future financial resources to support the continuation of the program in future school years.
  - Recommendation by and a commitment from the JAG State Affiliate to provide extra oversight and support to assure the successful implementation and follow-on funding for the next school year.

2. JAG National Training Seminar, to be held in July 2014. DRA funds would be used for:

- Assuring the participation of the maximum number of JAG Affiliate staff participants from the new DRA-supported JAG schools in the DRA service area.
- Creating a special training program for those staff from the Delta Regional Authority service areas, focused on meeting the particular employment and education success challenges in the service area of the Delta Regional Authority at the National Training Seminar. Representatives from the DRA with special expertise would participate in that special training event and would focus on the particular challenges of high-risk youth in the DRA service area, especially how to secure employment leading to good careers.
- Matching support will come from the registration fees and travel/lodging paid for by the JAG state organizations in the participating states, in keeping with the overall theme of this request of seeking matching and leveraging funding support.



# Jobs for America's Graduates (JAG)

## Expectations and Projections for the Remainder of FY 2014

### *Anticipated Outcomes of Phase III*

It is anticipated that the outcomes from the Phase III Proposal will include:

- 1) Engaging a wide range of schools in the seven states in the DRA service area where JAG has operations, to fully inform them about the success of the JAG programs in their states, as they consider participation in JAG.
- 2) Engaging state leadership, including Governors, state education and workforce systems, to recognize the commitment of the Delta Regional Authority and to highlight the one-time-only matching grant strategy, with its proven success over the past 30 years of Jobs for America's Graduates. As part of that process, other state resources will be sought that could be attractive in expanding the program in the DRA service area.
- 3) Serving an additional 450 or more high-risk youth in the DRA service area, who would have the opportunity to participate in the JAG program and benefit from the dramatic improvements in graduation, employment, and college attendance rates that JAG has demonstrated for more than 30 years. Total youth to be served in the 20-22 schools from Phases II and III in the 2013-2014 school year would be 850.
- 4) Creating mechanisms to sustain the JAG program in 12 of the 14 new schools from other sources for the 2014-15 school year and beyond. Based on the track record of Jobs for America's Graduates over the past 30 years, it is anticipated that at least 2,000 more high-risk youth will be served by the JAG program in the DRA service area as a result of this proposed grant over the following four years from the end of Phase III in 2014.

# Make it in America Challenge

In step with the President's emphasis on interagency collaboration, the Make it in America Challenge combines the resources of the U.S. Economic Development Administration, the U.S. Department of Labor, the National Institute of Standards and Technology Manufacturing Extension Partnership, and the Delta Regional Authority in one funding opportunity focused on the Administration's top priority: strengthening the national economy and creating American jobs. In order to lay a foundation for an economy built to last, the Administration has encouraged businesses to bring production back to the United States or expand their operations here. The United States offers significant competitive advantages – from a strong business climate to a highly-skilled and productive workforce – that make it a profitable place for businesses to invest. By investing in expanding in America, businesses can help put more Americans back to work.

The Make it in America Challenge will provide \$40 million in competitive funding across the nation. DRA expects to approve up to three separate awards of up to \$300,000 each within the DRA region for a period of up to two years, funding projects which also leverage funds from other partner agencies in the Make it in America Challenge.

The Authority is working to help stakeholders in the Delta thrive by providing financial and technical support for small businesses to grow and expand and by improving education and training opportunities to develop a skilled workforce. DRA is also working with communities across the region to help them meet the needs of businesses that want to build or expand their operations in the Delta.

In addition to preparing communities for business development, the Make it in America Challenge will help workers develop the skills they need to do the jobs of a 21st century global economy. By investing in high-growth industries, spurring small business development, and encouraging job creation, this Challenge and the DRA are helping to support businesses in the Delta region and throughout the country that are committed to making it in America.

## FY 2013 Update

In FY 2013 one application from Mississippi State University was received, requesting \$221,000 in DRA funding. The application was reviewed by DRA staff, and forwarded on to USDA Rural Development for a final determination of eligibility. DRA staff communicated with the other funding partners in this challenge grant that DRA would like to see this project selected as one of the final funded projects. This determination will be made next month and awardees will be notified by the lead funding agency (EDA). The other funds set aside for this initiative will be utilized for another eligible RCAP purpose.

During the previous quarter EDA made arrangements for project announcements, which were set for the end of the fiscal year. The government shutdown affected those plans, therefore announcements will be made during the first quarter of FY14 and the projects will commence.

## First Quarter FY 2014 Update

MIIA's formal announcement occurred on October 22, 2013, Mississippi State University and ETA's awardee, Three Rivers Planning District, have received grant materials. DRA staff is working with the awardee to complete the necessary paperwork and a Notice to Proceed with the project should be provided during the next quarter.



# Make it in America Challenge

MSU's \$1,931,935 award is part of the "Make it in America Challenge" made possible through the U.S. Commerce Department's Economic Development Administration, the U.S. Labor Department's Employment and Training Administration and the Delta Regional Authority. Additionally, Commerce's National Institute of Standards and Technology Manufacturing Extension Partnership plans to make awards in early fiscal year 2014.

In addition to re-shoring advanced manufacturing jobs, the programs are also designed to recruit foreign concerns to produce goods here. Led by the university's Center for Advanced Vehicular Systems Extension Center in Canton, the multi-partner MSU proposal outlines a "Make it in Mississippi" program to become one of the leading answers to the economic development challenge.

David Shaw, MSU vice president for research and economic development, said the three-year effort will focus strongly on both returning jobs to the U.S. and keeping advanced manufacturing jobs in the state.

## Second Quarter FY 2014 Update

During the month of January 2014 the funding partners have been planning an in-person meeting with MIIA and RJAC recipients in Washington DC. This convening is being done in an effort to allow each party to hear from and learn from the other recipients and provide a networking opportunity for all.

# Mississippi River Economy Summit

## FY 2013 Update

On October 16-17, the Delta Regional Authority in partnership with the mayors of the Mississippi River Cities and Towns Initiative hosted the Mississippi River Economy Summit at the Mud Island River Park in Memphis, TN.

As the economy of the Mississippi River is vast – directly supporting more than one million jobs, generating more than \$100 billion worth of U.S. GDP, and encompassing four major sectors of the Nation’s economy – it is important to focus efforts and conversations around maintaining traffic and commerce along the Mississippi River. The summit provided discussions around maintenance and construction of crucial infrastructure for the proper flow of the river as well as the River’s opportunities for increased global trade.

The highlight of the summit was a two-part conversation and open dialogue with stakeholders on the potential of container-on-barge shipping along the Mississippi River. Panelists included federal leadership; port and terminal directors; shipping industry representatives and barge companies; and mayors and local officials. From the container-on-barge shipping conversation came a commitment from all parties involved to pursue the necessary policy and infrastructure development to achieve a regional container-on-barge shipping system along the Lower Mississippi River.

The Summit was an opportune convening for more than 80 private and public sector leaders to focus on the economy of the Mississippi River, discuss the resources available, and advance regional and rural economies along the River. It also provided the City of Memphis an opportunity to showcase the development efforts taking place along its downtown riverfront. Finally, Chairmen Masingill and Marshall signed a resolution committing “continued support and resources to the Mississippi River Cities and Towns Initiative in its goals to increase investment and bring effective policies to the maintenance and sustainability of the River.”

## Expectations and Projections for the Remainder of FY 2014

Pursuant of the conversations held at the Mississippi River Economy Summit, the participants in the container-on-barge panel have signed a resolution that commits each signatory (the DRA included) to pursuing containerized shipping on the Mississippi River including the evaluation of container-on-barge goods movement as a competitive element of the signatory’s business line including logistics, imports, exports, and transportation. Furthermore, any findings that come from this commitment will be transferred to the U.S. Maritime Administration with recommendations on actions moving forward.

The participants in the container-on-barge shipping panel are currently drafting a resolution led by the Mississippi River Cities and Towns Initiative committing each stakeholder to detailed actions towards researching and developing a container-on-barge system along the lower Mississippi River.

The DRA continues to work with MRCTI and its mayors to explore opportunities for organizing a container-on-barge shipping system and will plan to attend and contribute to MRCTI’s Capital Meeting with congressional delegations in Washington, DC, on March 18-20, 2014 as well as the Annual Meeting on September 17-19, 2014 in New Orleans, Louisiana.



# Operation JumpStart

The Douglas C. Greene Center for Innovation and Entrepreneurship (CIE) at Southeast Missouri State University was awarded funding to build upon the successful creation of a regional microenterprise development network called Operation JumpStart (OJS). OJS has provided certification training to more than 100 economic and community development agencies throughout the eight-state region. The program helps to develop a comprehensive system to accelerate entrepreneurship and small business growth, thereby strengthening DRA's economic development strategy throughout the Region and assisting the Authority with its congressionally mandated work in its region.

## FY 2013 Update

### *Rural Entrepreneurial Development Phase I Project*

In Phase I, the CIE worked with DRA staff to identify recipients of secondary sub-grants in each of the eight states to deliver entrepreneurship training and technical assistance to more than 320 aspiring entrepreneurs. Project began in a FY 2012 and concluded in FY 2013. The objectives of the Phase I project were as follows:

#### **Assign Sub-contract to Douglas C. Greene Center for Innovation and Entrepreneurship.**

DRA staff worked directly with project coordinators at the Center for Innovation and Entrepreneurship at Southeast Missouri State University to execute a sub-contract for administration of the services.

#### **Assign Sub-contracts to Certified Operation JumpStart Training Providers.**

The CIE worked with DRA staff to create and issue a request for proposals by certified Operation JumpStart programs (or similarly successful programs) to receive secondary sub-contracts to deliver entrepreneurship training and support services. A request for proposals (RFP) was created and dispersed to a comprehensive database of microenterprise development organizations throughout the eight Delta states. Organizations were encouraged to submit proposals if they had been certified as Operation JumpStart affiliates in 2011 or prior. Members of the Delta Leadership Network were enlisted to help rate and rank proposals. Twelve organizations were selected for funding:

**Table 15**

Organization-RCAP I	State	Amount Awarded	Classes Held	Participants	Graduates	Retention	Businesses	Jobs
Grambling University	LA	\$ 20,600	2	25	11	44%	2	2
Holmes Community College	MS	\$ 20,140	4	46	41	89%	8	8
Microbusiness Ent. (MBECA)	LA	\$ 17,370	1	8	6	75%	2	2
MidSouth Community College	AR	\$ 19,950	3	44	8	18%	0	0
MS Action for Community Ed (MACE)	MS	\$ 14,957	3	62	62	100%	4	4
Murray State University - RBIC	KY	\$ 14,000	3	34	18	53%	5	5
Ozarks Small Business Incubator	MO	\$ 21,708	2	20	15	75%	7	7
SHIELD	TN	\$ 22,900	3	41	25	61%	2	2
Southeastern IL College	IL	\$ 14,000	1	8	8	100%	1	1
St. Mary Comm Action	LA	\$ 13,486	2	24	19	79%	7	7
University of Arkansas	AR	\$ 17,059	2	21	17	81%	3	3
University of West Alabama	AL	\$ 15,901	2	18	18	100%	3	3

# Operation JumpStart

**Table 16 -- Rural Entrepreneurial Development Phase I Project Statistics**

# of classes held to date	28
# of participants total to date	351
# of graduates total to date	248
# of business starts total to date	44
# of business starts expected within 6 mo.	49

## **Deliver Additional Operation Jump-Start Train the Trainer Programs.**

The Center for Innovation and Entrepreneurship provided additional training programs throughout the Delta region to at least 50 community and economic development agencies. The training events were provided in centralized locations according to demand. This included a face-to-face training institute in Memphis, TN and 5 online webinars.

## **Microenterprise Development Research.**

The Center for Innovation and Entrepreneurship worked with DRA staff to conduct research studies on a variety of topics related to the impact of microenterprise and small business development. Dr. James Stapleton worked with the DRA to determine the research outcomes desired. Late last calendar year, the first research was rolled out during an eight-state tour in late November. Dr. James Stapleton, the lead researcher, accompanied Federal Co-Chairman Chris Masingill, Alternate Federal Co-Chairman Mike Marshall and other DRA staff members on the tour that was hosted by one small business in each Delta state. From December through March, a research design was created, data was gathered and analyzed, and an initial report was provided to the DRA. A draft of the report titled, A Tale of Two Recessions: Job Creation and Loss in the Federally Designated Delta Regional Authority was submitted to DRA Leadership.

### *Rural Entrepreneurial Development Phase II Project*

Phase II is a continuation of Rural Entrepreneurial Development Phase II and will complement ongoing efforts to assist communities' look at alternative solutions to strengthen and promote their local and regional economies. This project will assist local community and economic development agencies to begin or expand efforts to "grow their own" businesses. Project began in a FY 2012 and concluded in FY 13. Objectives set for the Phase II projects were as follows:

## **Assign Sub-contract to Douglas C. Greene Center for Innovation and Entrepreneurship.**

DRA staff worked directly with project coordinators at the Center for Innovation and Entrepreneurship at Southeast Missouri State University to execute a sub-contract for administration of the services.

## **Assign Sub-contracts to Certified Operation JumpStart Training Providers.**

The CIE worked with DRA staff to create and issue a request for proposals by certified Operation JumpStart programs (or similarly successful programs) to receive secondary sub-contracts to deliver entrepreneurship training and support services. An RFP was created and dispersed to a comprehensive database of microenterprise development organizations throughout the eight Delta states.





# Operation JumpStart

In addition, project staff traveled to each Access the Delta workshop and presented information and resources on Operation JumpStart and the RFP. These included:

- July 19, 2012- Thomasville, AL
- July 25, 2012-Tallulah, LA
- August 1, 2012-Hopkinsville, KY
- August 3, 2012-Carbondale, IL
- August 14, 2012-Poplar Bluff, MO
- August 16, 2012-Martin, TN
- September 28, 2012-Clarksdale, MS

Organizations were encouraged to submit proposals if they had been certified as Operation JumpStart affiliates in 2011 or prior. Members of the Delta Leadership Network were enlisted to help rate and rank proposals. Twelve organizations were selected for funding:

**Table 17**

Organization-RCAP II	State	Amount Awarded	Classes Held	Participants	Graduates	Retention	Businesses	Jobs
Ozark Small Business Incubator	MO	\$ 5,427	1	13	10	77%	6	6
Shawnee Community College	IL	\$ 16,900	2	23	15	65%	7	9
Murray State University - RBIC	KY	\$ 7,000	1	14	7	50%	8	8
Hopkinsville Community College	KY	\$ 18,300	2	16	11	68%	0	0
MidSouth Community College	AR	\$ 9,775	2	7	6	85%	0	0
Batesville CoC	AR	\$ 20,000	2	45	40	89%	15	15
SeedCo	TN	\$ 20,000	4	53	24	45%	6	6
MS Action for Community Ed (MACE)	MS	\$ 6,799	2	34	29	85%	2	3
Holmes Community College	MS	\$ 10,000	2	28	20	71%	0	0
Bridging the GAPS Ministry	LA	\$ 16,200	2	33	10	30%	0	0
Greater Northern CDC	LA	\$ 18,000	2	31	20	64%	7	13
University of West Alabama	AL	\$ 7,500	2	41	32	78%	6	10

**Table 18 -- Rural Entrepreneurial Development Phase II Project Statistics**

# of classes held	24
# of participants	338
# of graduates	224
# of business starts	57
# of jobs	70

## **Deliver Additional Operation Jump-Start Train the Trainer Programs.**

The Center for Innovation and Entrepreneurship provided additional training programs throughout the Delta region to at least 25 community and economic development agencies. The training events were provided in centralized locations according to demand. This included face-to-face training institutes and online webinars. The total number of Delta affiliates trained under this initiative was 35.

# Operation JumpStart

## *JumpStart Online Project*

In early 2013 the Delta Regional Authority provided a grant to support development and pilot testing of a new JumpStart Online Training program. The primary scope of work for this project included transferring the JumpStart curriculum to an online format with the use of leading instructional design and technology tools and approaches. The online curriculum will feature rich engaging components including video content, animation, peer interaction, and virtual coaching and mentoring interaction. The online platform will allow JumpStart affiliates to provide training and support to aspiring entrepreneurs that do not have access to face-to-face training classes, or individuals that choose to access the program using the web platform. This is an important aspect of the continuing efforts to create entrepreneurial capacity across the region. The objectives set for the Online project are as follows:

### **Assign Sub-contract to Douglas C. Greene Center for Innovation and Entrepreneurship.**

DRA staff worked directly with project coordinators at the Center for Innovation and Entrepreneurship at Southeast Missouri State University to execute a sub-contract for administration of the services. This was completed in late November 2012.

### **Design and Develop Online Program.**

The Learning management System is currently being set up to collect an extensive amount of data. This will allow much more detailed reports about the outcomes and impact from OJS. This online platform will be launched by mid-January of 2014. Affiliates have been identified to pilot the program during the 1st quarter of 2014.

### **Launch Online Program.**

See expected timeline below.

### **Research and Evaluation.**

See expected timeline below.

### Expectations and Projections for the Remainder of FY 2014

The JumpStart online project is currently in development and it is expected that it will be completed by the extension request date of March 31. Below is the timeline for the remaining objectives:

January:	Train eight participating Affiliates in the JumpStart Pilot Program
February:	Garner feedback from the Affiliates to modify program including recommendations. Expand training for additional Affiliates in the JumpStart Program in the identified DRA region
March:	Continue to expand training for additional Affiliates in the JumpStart Program in the identified DRA region with an Affiliate training session in Memphis, TN. Review program and modify – revise program based on feedback of the eight Affiliates Pilot Program Prepare final report and best practices for the DRA and provide an implementation strategy for full deployment of the program



# Promise Zones

## FY 2013 Update

In FY 2013, DRA made a commitment to conduct outreach and provide assistance to applicants eligible to apply for a Rural Promise Zones designation within the Delta region. Announced in President Obama's 2013 State of the Union Address, Promise Zones will designate 20 high-poverty urban, rural, and tribal communities over the next four years as a Promise Zone, granting them preferential access to federal investments, intensive federal support partnerships, and tax incentives. A component of the President's Ladders of Opportunities agenda, Promise Zones is designed to create jobs, increase economic activity, improve educational opportunities, leverage private investment, and reduce violent crime, ensuring that hard-working individuals are able to make it to the middle class. To support the Administration's mission, DRA facilitated outreach and served as a liaison to eligible communities in the region, in order to help ensure that eligible Delta communities will be strong contenders for a Promise Zone designation.

## FY 2014 First Quarter Update

Five Promise Zones are slated for selection in 2013, one of which will be a rural community. Seven communities in the eight-state Delta region are eligible to apply. Rural community eligibility for the inaugural selection round requires an active grant with either the U.S. Department of Education's Promise Neighborhoods or the U.S. Department of Agriculture's Stronger Economies Together (SET) programs. These communities have demonstrated their capacity in one area of the Promise Zones work as well as their preparedness to broaden efforts to additional revitalization priorities.

Applications were submitted in late November, and the selection process will be coordinated by an interagency team led by the U.S. Department of Housing and Urban Development in close partnership with the U.S. Departments of Education and Agriculture. Selected communities will receive the resources provided by those agencies as well as the U.S. Department of Justice, and will coordinate with local leadership to improve economic mobility and grow the economy.

## Expectations and Projections for the Remainder of FY 2014

DRA enthusiastically anticipates strong Promise Zone applications by eligible applicants in the region, and hopes that the 2013 rural awardee will be a Delta community. If a Delta region applicant wins the 2013 Rural Promise Zone designation, they will receive federal support staff who will provide assistance navigating federal programs and regulations, as well as on-the-ground technical assistance. This intensive engagement and collaboration across federal teams will help communities make the most of funding that may already be available, and will emulate the White House Council on Strong Cities Strong Communities (SC2) which provides federal support to municipalities suffering from chronic unemployment and poverty rates. Such partnership will improve problem-solving between federal programs and will help communities break down regulatory and bureaucratic barriers. Promise Zones will extend this direct engagement beyond municipalities alone, while mirroring at the federal level the capacity and drive that designated communities must have to get the job done.

Winning program designees will also gain more extensive preference points in upcoming federal competitive grant competitions and access to other federal grant programs to help them carry out their strategies. Furthermore, if enacted by Congress, the selected communities will receive employer tax incentives to create jobs for Zone residents and attract private capital to disinvested places, as modeled after Empowerment Zones tax credits. Together, this package of proven tools will help local leaders accelerate their local revitalization visions.

# Rural Jobs and Innovation Accelerator Challenge

A new type of initiative from the Obama Administration provided DRA with a unique opportunity to join with other federal agencies (USDA and EDA among others) to leverage resources for the benefit of rural communities. DRA was honored to be included in this innovative approach to making rural investments, as the Region will benefit greatly from the projects funded. In this cycle, two projects – 1) Accelerating Jobs and Innovation through Community and Economic Development in Mississippi and 2) I-20 Corridor Regional Business Accelerator – will leverage more than \$1.5 million in other federal funds and \$30.6 million in private funds to help create and retain more than 500 jobs and establish 12 new businesses.

The Rural Jobs and Innovation Accelerator Challenge (Rural Jobs Accelerator) is an interagency funding opportunity designed to provide regions with the necessary resources to plan and implement coordinated, flexible, regionally-customized activities capable of helping rural regions capitalize on the benefits of regional innovation clusters.

Objectives:

To accelerate rural distressed communities' ability to create jobs and strengthen their regional economies; and

To help rural communities identify local assets and connect to regional opportunities and self-identified clusters that demonstrate high-growth potential.

Two projects have been awarded DRA investments of \$250,000 each. The first is Accelerating Jobs and Innovation through Community and Economic Development in Mississippi, through Mississippi State University. This project leverages \$815,000 in other public investment and \$30 million in private investment while helping to create and retain 500 jobs in three separate economic clusters (automotive, furniture, and agri-business). The second project to receive funding is the I-20 Corridor Regional Business Accelerator, through Winrock International and Louisiana Tech University. This project leverages \$714,134 in other public investment and \$600,000 in private investment while helping to establish 12 new businesses, creating at a minimum 36 jobs in the following cluster areas: information technology, energy, green technology, and biosciences.

Recognizing the importance of these objectives, the Taskforce for the Advancement of Regional Innovation Clusters (TARIC) and the White House Rural Council developed the Rural Jobs Accelerator so that regions across the nation can compete for complementary federal resources to mitigate gaps and leverage opportunities specific to their region to advance self-identified, high-potential industry clusters. Resources were made available through four funding agencies: the Department of Commerce's Economic Development Administration (EDA), the Department of Agriculture (USDA), the Appalachian Regional Commission (ARC), and the Delta Regional Authority (DRA).

DRA funds may be used to assist in the economic development of rural areas by providing technical assistance for business development and economic development planning. ARC funds may be used to address gaps in a community's entrepreneurial ecosystem to promote the growth and competitiveness of an identified industry cluster.

USDA investments through the Rural Jobs Accelerator support projects that propose to identify and build regional assets through regional collaboration. USDA activities will provide technical assistance to develop rural communities' capacity and ability to undertake projects related to housing, community facilities, or economic and community development. EDA's investments support projects that foster regional linkages between communities and innovation clusters to support job creation, expanded markets, and economic



# Rural Jobs and Innovation Accelerator Challenge

growth by connecting markets, supply chains, capital, technology, and workforce networks.

Through the use of these coordinated investments, Rural Jobs Accelerator activities will:

- Accelerate the creation of high-wage jobs;
- Accelerate the formation of new businesses and growth of existing businesses;
- Identify and build assets in rural communities that are crucial to supporting regional economic ecosystems;
- Link rural communities to markets, networks, industry clusters, and other regional opportunities;
- Facilitate the relocation of jobs back to the United States;
- Support the deployment of innovative processes, technologies, and products;
- Enhance the capacity of small businesses in regional innovation clusters, including small and disadvantaged businesses;
- Increase exports and business interaction with international buyers and suppliers;
- Develop the skills and expertise of entrepreneurs, the workforce, and institutional partners to support growing clusters; and
- Ensure rural economies are supported by efficiently planned housing and community development.

Rural communities possess many unique assets necessary to participate in their regional economy and often provide the critical resources to foster high-potential industry clusters including renewable energy, food production, rural tourism, natural resources, and advanced manufacturing. However, rural communities are often challenged by relative isolation, low population densities, and scarcity of services and resources. Connecting rural America to industry clusters is crucial not only for the direct benefit rural communities receive through new education, training and high-wage job opportunities, but also for the long-term competitiveness of the wider regional and U.S. economy.

Clusters emerge as a result of private enterprises taking advantage of a region's assets and strengths in the business environment and are often supported by intermediaries and other institutions that help provide information and connections. Research and experience have shown that building on a region's economic strengths is the most effective strategy for economic development. In a 2004 report, Michael Porter identified three ways in which clusters enhance the competitiveness of regions: improving productivity; fostering innovation; and facilitating the commercialization of innovation. The same report referenced a study which showed workers in a rural cluster earned 13 percent higher wages on average than employees in non-cluster-based economies.

To sustain a prosperous economy, rural communities must identify and build upon existing assets and traditional strengths to forge connections with the larger region of interconnected firms and supporting institutions. These connections provide opportunities for rural businesses and workers to become participants and contributors to regional innovation and competitiveness. As workers are exposed to new training and skills they may become entrepreneurs, business owners, and leaders in a sustainable cluster network. Businesses may become integral suppliers to a larger producer and help clusters reach new markets. In this way, rural communities draw on their rich history as entrepreneurs to contribute to a regional economic ecosystem that leverages both local and regional assets to fuel economic growth.

## FY 2013 Update

During the first quarter of fiscal year 2013 both projects funded by DRA finalized their award documents and were issued authorization to proceed with their projects. Winrock International began marketing activities for the proposed entrepreneur development classes. Technical assistance was provided by a CPA/MBA to each of the participants to help further develop each student's feasibility plan.

# Rural Jobs and Innovation Accelerator Challenge

The MSU project prepared promotional materials for a Supervisor Training Model targeting the furniture sector and, partnering with Delta State University, MSU, conducted a Financial Fundamentals Workshop. Plans are in place to begin work towards activities anticipated to be completed in subsequent quarters.

The two DRA region projects awarded funding through this initiative are underway and quarterly calls are held with the funding partners and awardees. Other weekly calls are held between the funding partners to continually massage the reporting metrics report and other program issues as they arise. Both projects in the DRA service area are proceeding according to the timelines issued in the application and have had no concerns. Both projects are two-year projects and will be an ongoing follow-up item. During the next quarter, DRA anticipates discussions beginning on subsequent NOFAs.

Each project is in the beginning stages of their respective roll-outs, and a majority of their activities have yet to be accomplished. Winrock will look to provide these classes in several other locations, provide participants with one-on-one technical assistance, review and select business feasibility plans for mini-grants, and conduct evaluations of the program. In subsequent quarters, MSU plans to train prospective entrepreneurs using the Kauffman Model and conduct an export seminar in Indianola.

These projects are both two-year projects and will impact a large portion of the DRA region including all of Mississippi and Northern Louisiana. The goals as described are to educate and facilitate the delivery of quality technical assistance to encourage business development around industry clusters in rural areas. This year DRA is expanding its partnerships with EDA, USDA, and others to include the Region in other “challenge” opportunities, as this experience has proven to be successful in bringing additional leveraged dollars to the Delta.

For the next quarter, DRA anticipates continued progress toward the attainment of the program goals. At the end of the first year, a more in-depth review of the quarterly reporting will be provided to ensure the outcomes and output measures are being met.

## First Quarter FY 2014 Update

During the past quarter both projects have progressed according to the respective timelines for each. Quarterly update calls are held with the awardees and various funding partners. The weekly calls and follow-up from the funding partners means confidence is still high that the projects will be successful. The other funding partners and DRA staff are both pleased with the progress so far.

For the next quarter, DRA anticipates continued progress toward the attainment of the program goals. The funding partners are working toward a joint in-person meeting of the awardees from multiple multi-agency programs. This would provide a forum for delivering key information and networking opportunities for the recipients.

## Second Quarter FY 2014 Update

During the month of January 2014 the funding partners have been planning an in-person meeting with MIIA and RJAC recipients in Washington DC. This convening is being done in an effort to allow each party to hear from and learn from the other recipients and provide a networking opportunity for all.



# Small Business and Entrepreneurship Initiative (SB&E)

## FY 2013 Update

A key component of a strong Delta economy is the presence and success of small businesses and entrepreneurs. DRA is committed to investing in and fostering the kind of supportive environment entrepreneurs need to start and grow their businesses. Over the past three funding cycles, DRA has invested more than \$4.9 million in projects focused on increasing resources and support for small businesses and entrepreneurs through the States' Economic Development Assistance Program and Rural Community Advancement Program. The current cycle's funding includes nearly \$700,000 in small business projects. DRA continues to explore new opportunities to fund small business and entrepreneurship projects and increase their impact regionally.

The DRA kicked off its Small Business and Entrepreneurship Initiative in early 2011 while evaluating the region's economic development strategies and recognizing the need for expanding existing small businesses and building a supportive entrepreneurial environment to support economic growth in the Delta. The DRA's Small Business & Entrepreneurship Policy Framework has formed the basis for DRA's investment policies for its third statutory policy—business development with an emphasis on entrepreneurship—and its SB&E Initiative. Through the Initiative, the DRA has invested \$410,000 in local and region-wide projects.

Looking ahead, the DRA will be working with the Douglas C. Greene Center on Innovation and Entrepreneurship (CIE) at Southeast Missouri State University to update the DRA Small Business & Entrepreneurship Policy Framework and an updated regional jobs report with descriptive imagery to highlight job creation and business growth by state and across the Delta region. Finally, DRA is in the process of developing the Delta Front Door program to provide technical assistance to local stakeholders to establish tools and strategies for small business growth and support for entrepreneurs. This program seeks to train elected officials, chamber of commerce leadership, and economic development practitioners.

**Table 19 -- Small Business & Entrepreneurship Initiative Investments Highlights**

<b>Project Name</b>	<b>Location</b>	<b>DRA Investment</b>	<b>Leveraged Investment</b>	<b>Total Project Costs</b>
Operation Jumpstart Online	Region-wide	\$ 262,323	\$ -	\$ 262,323
Arkansas Regional Innovation Hub	North Little Rock, AR	\$ 50,000	\$ 2,626,000	\$ 2,676,000
Idea Village	New Orleans, LA	\$ 110,000	\$ 110,000	\$ 220,000
MMBC Continuum	Memphis, TN	\$ 250,000	\$ 186,000	\$ 436,000

## **SB&E Project Highlights**

### *Operation JumpStart (OJS)*

The Delta Regional Authority and the Douglas C. Greene Center for Innovation and Entrepreneurship (CIE) at Southeast Missouri State University combined efforts to deliver a ground breaking initiative to create more small businesses and jobs in the 252 counties and parishes in the Delta region: Accelerating Entrepreneurship in the Delta.

The objective of this project was to increase the capacity for communities to train, support, and mentor aspiring entrepreneurs and to accelerate the number of new ventures created each year throughout the Region. The cornerstone of the project is the nationally-

# Small Business and Entrepreneurship Initiative (SB&E)

recognized Operation JumpStart entrepreneurship development program offered by CIE. Created in 2006, Operation JumpStart has generated outstanding results and impact in effectively training individuals to test the feasibility of business ideas and provide the tools necessary to launch and sustain successful small businesses. Since the creation of Operation JumpStart, 1,000 entrepreneurs have completed the 36-hour Operation JumpStart training program. These individuals created more than 300 new businesses that are sustaining at a rate of 95 percent through two years. The regional economic impact of these businesses exceeds \$30 million. Additionally, the program has certified 120 institutions to provide JumpStart training in their own communities.

## *JumpStart Online*

In early 2013 the Delta Regional Authority provided a grant of \$262,323 to support development and pilot testing of a new JumpStart Online Training program. The primary scope of work for this project included transferring the JumpStart curriculum to an online format with the use of leading instructional design and technology tools and approaches. The online curriculum will feature rich engaging components including video content, animation, peer interaction, and virtual coaching and mentoring interaction.

Online JumpStart is nearing completion and will be tested soon with JumpStart affiliates in the Delta region. The online platform will allow JumpStart affiliates to provide training and support to aspiring entrepreneurs that do not have access to face-to-face training classes, or individuals that choose to access the program using the web platform. This is an important aspect of the continuing efforts to create entrepreneurial capacity across the region.

The new online JumpStart program will be offered with three additional new training programs being developed by the Center for Innovation and Entrepreneurship. Online JumpStart will continue to serve a major market of developing entrepreneurs that are working in the early phases of business feasibility. For the first time, JumpStart affiliates will have the opportunity to deliver additional entrepreneurship training programs that help entrepreneurs develop additional skills and improved business models for new and existing businesses.

PitchPoint is an emerging approach to entrepreneurial training and mentoring. The PitchPoint training system of hands-on courses connects aspiring entrepreneurs to coaches and mentors and offers new tools to help entrepreneurs create replicable, scalable businesses.

The PitchPoint training system is comprised of four courses:

**JumpStart** is a course for first-generation and underserved entrepreneurs focused on defining personal goals and determining feasibility of a business concept.

**Innovate** is a four-week course that utilizes opportunity canvassing and idea modeling to generate BIG Ideas and innovative business models.

**Validate** is a ten-week Lean LaunchPad course customized for main street entrepreneurs to validate business models and develop customers.

**Execute** is a four-week course that assists entrepreneurs with building the operating and financial plans to launch their proven business models.





# Small Business and Entrepreneurship Initiative (SB&E)

## *MMBC Continuum*

The MMBC Continuum has developed a scalable business model that has worked in the Memphis (TN-AR-MS) Metro Area resulting in minority- and women-owned firms earning more than \$662 million in contract awards from 2008 through 2012 and generating hundreds of new jobs. With \$250,000 in DRA funding approved, the model will be adapted to a regional hub-and-spoke design to provide a Minority and Women-owned Business Ecosystem in the Delta.

The hub-and-spoke model will allow the Continuum to assist universities and economic development agencies in selected markets to address the needs of minority and women-owned businesses throughout their business life cycles. The Continuum will perform a “gap analysis” in each selected market to determine where the gaps are in the life cycle stages and work with those universities and existing agencies to provide the necessary services without the duplication of services amongst the agencies.

Five markets within the DRA footprint have been selected:

- Jefferson County, AR
- Ouachita Parish, LA
- Madison County, MS
- Cape Girardeau County, MO
- Jackson County, IL

The MMBC Continuum and DRA partnership will provide the following benefits to the Delta:

- Combine the economic impact of the U.S. Department of Commerce’s intent relative to the DRA’s mandate and the added value of The MMBC Continuum’s new mandate via its new grant from the Department of Commerce’s Minority Business Development Agency (MBDA).
- Provide critical outreach training and development (technical assistance) services to first generation minority and women owned businesses.
- Provide a small business ecosystem that can result in business partnerships where scalable minority and women owned businesses help improve the economics in the region.

## *Farm to Fuel: Creating a WealthWorks Value Chain in Eastern Arkansas*

Arkansas Green Energy Network (AGEN) is a network of more than 60 Arkansas-based non-profit organizations, small businesses, government entities, educators, and municipalities interested in promoting renewable energy and energy efficiency. Using the WealthWorks Action Framework, the Arkansas Green Energy Network seeks to transform Delta communities from energy consumers to independent energy producers in order to provide new opportunities through the creation of small businesses, while reducing energy costs for municipalities, businesses, and residents.

The two existing bio-refineries in Arkansas are large industrial facilities, costing upward of \$8 million to build. The reality is that level of financial commitment is out of reach for aspiring entrepreneurs in the rural communities of the Delta region.

# Small Business and Entrepreneurship Initiative (SB&E)

On the other hand, Mid-South Community College (MSCC) has developed a biodiesel micro-refinery that costs less than \$300,000 to build. In partnership with alt.Consulting and the Arkansas Advanced Energy Association and with funding from Delta Regional Authority, MSCC expanded refinery development and processing to DeWitt, AR—with a goal of opening up 40 more refineries across the Delta region over the next 2 years. In DeWitt specifically, the partnership is using camelina as a feedstock to process into biodiesel, forming the basis of the value chain. From this refinery’s presence, the local government will receive good, locally produced fuel at a reliable price, providing benefits to local transportation, businesses, and farmers.

As the Farm to Fuel project advances, rural communities across eastern Arkansas will build the capacity to generate, utilize, and market thousands of gallons of biodiesel produced from local feedstocks that can produce energy. In addition to the planned investment in building the refinery, DRA has been instrumental in convening stakeholders and identifying leveraging partners for the project.

## *ARVets*

Through funding from the Delta Regional Authority, ARVets will be able to implement a project that improves the Veteran workforce and addresses the critical needs of many participants and their families who call the Delta their home. This investment of \$250,000 will be made over two phases; the first phase will consist of \$131,670 for a pilot program, the success of which will inform further funding.

The project will serve veterans by:

- Identifying and assessing 150 veterans in the Delta region of Arkansas with employment needs and providing them with vocational guidance/assistance to develop a plan to overcome obstacles to gainful employment;
- Providing job training assistance to 50 veterans in the Delta region through connecting them to short-term training opportunities that lead to employment in high-demand occupations in their communities;
- Delivering entrepreneurial training, as an Operation JumpStart provider, to 50 low-income, economically disadvantaged veterans in the Delta region who are interested in starting new businesses; and
- Assisting five veterans from the Delta region with acquiring training necessary to transition to careers as Law Enforcement Officers.

## *Arkansas Regional Innovation Hub*

The Argenta Innovation Center (AIC), which will be the first phase of the Arkansas Regional Innovation Hub, will house three interconnected ventures that will work together to provide education, training, prototyping and startup and entrepreneurial opportunities.

This project will receive \$251,105 in joint funding from SEDAP and the Small Business and Entrepreneurship Initiative. With nearly \$2.5 million in private and public investment, the Argenta Innovation Center has secured the funding needed to finalize construction and implementation of the Innovation Hub and its program, the Launch Pad. “We strongly believe that by creating the Argenta Innovation Center, we are taking a significant step toward creating cutting-edge jobs that not only attract new talent to the area but also help us keep our brightest and most inventive entrepreneurs right here in Central Arkansas,” said Barry Hyde, campaign committee chairman.



# Small Business and Entrepreneurship Initiative (SB&E)

By retaining and attracting educated, creative entrepreneurs for Central Arkansas, the Argenta Innovation Center will add significantly to Central Arkansas's economy: studies show that for every one percent gain in college-degreed citizens, Central Arkansas stands to gain \$534 million annually.

The Arkansas Regional Innovation Hub has used a similar venture that DRA has supported – The Idea Village in New Orleans – as a model for its efforts in program and spatial development. The Idea Village boasts creating 2,000 jobs and generating \$100 million each year, a feat that the Innovation Hub hopes it can soon achieve.

Once completed, the Argenta Innovation Center will house a kinetic mix of talent and inspiration. Students, workers and hobbyists – which AIC calls learners, makers and doers – will find a creative coexistence in:

The Silver Mine – a co-work community for the most creative entrepreneurs. Already, individual entrepreneurs and companies of all sizes are signing up to have employees placed in The Silver Mine in order to capitalize on the creative climate and exchange of ideas.

Fab Lab – a space where youth and adults can use advanced technologies to make their ideas into tangible and sellable products. During the day, the Fab Lab will be a natural field trip destination for Arkansas schools. Plus, the potential of introductory engineering education will exist for middle school, high school and even college students. At night, the Fab Lab will serve as an open-source hub for makers of all ages. Already, companies are eager to support the Fab Lab as they know they will have a new source of bold ideas as well as skilled engineers and technicians.

Art Connection – an innovative program where students from North Little Rock High School already are creating a future through art. Twenty students (out of 200 applicants) learned visual arts and entrepreneurial skills last year. At the beginning of the school year, only half of the students in the program expressed interest in pursuing higher education. Now, all do, and all five of the program's 2013 high school graduates are enrolled in four-year colleges and universities.

## *Idea Village EIR*

DRA has provided \$50,000 in funding for an additional year of the entrepreneur-in-residence (EIR) program for the upcoming entrepreneurship season. During the 2013 "Entrepreneur Season," DRA's \$50,000 investment in the Entrepreneur-in-Residence program helped seasoned entrepreneurs provide 2,349 consulting hours to mentor 55 entrepreneurs during the critical launch and acceleration stage of their businesses. The consulting led the entrepreneurs to expand their businesses and create jobs.

In addition to the EIR program, DRA has directly supported Idea Village's premiere event, New Orleans Entrepreneur Week, bringing entrepreneurs and business leaders together for networking and idea sharing. The Idea Village is a dynamic model for entrepreneurial development in the Delta, having provided more than 13 years direct assistance to 3,000+ New Orleans-based entrepreneurs by engaging a global network of more than 2,400 professionals. Collectively, this portfolio has created 2,000 jobs and generates \$100 million each year.

# **Southern Growth Policies Board and Southern Governors' Association: *Building a Pipeline for a Skilled Workforce in the American South***

In September, the Delta Regional Authority in partnership with Southern Growth Policies Board (SGPB) released a report entitled, “2013 Report on the Future of the South: *Re-imagining Workforce Development*” during the annual meeting of the Southern Governors' Association (SGA) in Louisville, Kentucky. Both conferences were held at the historic Seelbach Hotel.

There is no greater challenge the region faces today than developing the workforce and preparing the next generation with the skills that they need for the jobs in business and industry. The “*Re-imagining Workforce Development*” report aimed to highlight recommendations that all of us as regional leaders can address in our communities, such as:

Rethinking credentials;

- Giving students more exposure to the world of work;
- Scaling technology to create personalized learning;
- Recovering disconnected youth;
- Aligning and tracking data; and
- More meaningfully engaging businesses

More importantly though, the report provides a framework for how we as community and regional leaders can move forward in building an education pipeline that provides our workforce with the skills needed to compete for these basic and advanced manufacturing jobs and attract outside business investment.

As detailed in the report, Southern Growth Policies Board presents three broad recommendations as key to our future success. Borrowing from the three “Rs” that have historically been central to our education system, we need to:

## 1) Re-imagine Readiness

Several studies have shown that our businesses are saying they are unable to find skilled workers, even as unemployment persists, there is a notion that we have lost a strong connection between education and jobs; that education needs to be recoupled with work in a more systemic way.

Moving forward, it is imperative that we work together to strengthen the connections between education and job skills; re-think credentials and their value in the workplace; give students more exposure to the world of work; and scale technology so that every student can benefit from a high quality, personalized learning experience.

## 2) Re-engage Adult Learners and Disconnected Youth

More than two-thirds of the workforce in 2020 and nearly half of the workforce in 2030 is already working today. At the same time, more than one in seven young people are disconnected from the foundations for future success – neither working nor in school. We need to re-engage both adults and youth in the education system to continuously update their skills in order to meet our need for a



# **Southern Growth Policies Board and Southern Governors' Association: *Building a Pipeline for a Skilled Workforce in the American South***

alented workforce in the future. Key actions will be to target workers with some credits, but no degree or credential; help dislocated workers rejoin the workforce; and recover disconnected youth

### 3) Re-align Relationships and Resources

We need to better align education, workforce and economic development assets to create clear pathways and smooth transitions that will facilitate lifelong learning. Next steps? Create continuity in education and workforce development from early childhood through career; align and track data across the educational and workforce pipeline; and most importantly – we can engage businesses in a meaningful way.

The fourth R will be to “Ramp up!” We can take pockets of innovation that are taking place in states, communities and individual schools across the South and extend their reach throughout the region.

*“Advanced Manufacturing in the American South”* – Southern Governors' Association

As an appropriate companion to *“Re-imagining the Workforce,”* the Southern Governors Association also released, *“Advanced Manufacturing in the American South.”* A report that highlights that, regardless of the industry sector, in order for us to continue to be effective in a 21st century global economy we must recognize that the connection between education and economic development has never been greater. With that comes a workforce that is the best trained, the best educated, and the most competitive in the world.

The Delta Regional Authority was invited to participate in a panel regarding the report. Much has been written lately about regions that are struggling economically due to depopulation. A number of these communities are in the American South and cross state borders, like the Mississippi Delta region, and so any solution would have a regional basis.

### First Quarter Fiscal Year 2014 Update

The Delta Regional Authority, in partnership with Ted Abernathy, Managing Partner, Economic Leadership, LLC will begin an eight-state Workforce Development Summit roll out in February of 2014 with the launch of these summits beginning in Arkansas. The summits will focus on economic and demographic trends, Policy and Industry approaches to workforce development, how the role of the education sector is changing workforce training.

Each summit will be a daylong event bringing together those in the workforce and economic development sectors in each of the states to hear from our guest speakers and will receive an in-depth look at the report *“2013 Report on the Future of the South: Re-imagining Workforce Development”* with time for feedback from the audience, so that the Authority can collect what is most important to stakeholders in each of our eight states. The report out from the audiences will be compiled and released to those in attendance. Communications and Public Engagement around the event was as follows:

# Southern Growth Policies Board and Southern Governors' Association: *Building a Pipeline for a Skilled Workforce in the American South*

 **Delta Reg. Authority** @DeltaRegional 6 Sep  
Chairman Masingill highlighting #SGPB report Re-imagining Workforce Development this morning. #SGA2013  
[Collapse](#) ← Reply 🗑️ Delete ⭐ Favorite ⋮ More  
9:12 AM - 6 Sep 13 · Details

 **Delta Reg. Authority** @DeltaRegional 6 Sep  
"It makes no sense that students in American South are graduating HS & not ready for first year of community college" Ted Abernathv. #SGPB

 **Delta Reg. Authority** @DeltaRegional 6 Sep  
"Our workforce issues are critically important to future of the Delta, the American South, and the entire nation" Chairman Masingill, #SGPB

 **Delta Reg. Authority** @DeltaRegional 6 Sep  
"In the days of Eisenhower we invested in infrastructure, it is now up to us to 2x our investment in human infrastructure," Ch. Masingill  
Expand ← Reply 🗑️ Delete ⭐ Favorite ⋮ More

 **Delta Reg. Authority** @DeltaRegional 6 Sep  
"Investments in human infrastructure are critical to preparing our workforce for the jobs available today," Chairman Masingill #SGPB  
Expand ← Reply 🗑️ Delete ⭐ Favorite ⋮ More

 **Delta Reg. Authority** @DeltaRegional 6 Sep  
"When we are all connected as a region w/a system in place that's led by business & industry, we can begin moving the needle," Ch. Masingill  
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# **Appendix**

# Delta Regional Authority Act of 2000, as amended

United States Code Annotated Currentness

Title 7. Agriculture Chapter 50. Agricultural Credit (Refs & Annos)

Subchapter VI. Delta Regional Authority

## § 2009aa. Definitions

In this subchapter:

### (1) Authority

The term "Authority" means the Delta Regional Authority established by section 2009aa-1 of this title.

### (2) Region

The term "region" means the Lower Mississippi (as defined in section 4 of the Delta Development Act (42 U.S.C. 3121 note; Public Law 100-460)).

### (3) Federal grant program

The term "Federal grant program" means a Federal grant program to provide assistance in--

- (A) acquiring or developing land;
- (B) constructing or equipping a highway, road, bridge, or facility; or
- (C) carrying out other economic development activities.

### (4) Alabama as participating State

Notwithstanding any other provision of law, the State of Alabama shall be a full member of the Delta Regional Authority and shall be entitled to all rights and privileges that said membership affords to all other participating States in the Delta Regional Authority.

## § 2009aa-1. Delta Regional Authority

### (a) Establishment

#### (1) In general

There is established the Delta Regional Authority.

#### (2) Composition

The Authority shall be composed of--

- (A) a Federal member, to be appointed by the President, with the advice and consent of the Senate; and





(B) the Governor (or a designee of the Governor) of each State in the region that elects to participate in the Authority.

**(3) Cochairpersons**

The Authority shall be headed by--

(A) the Federal member, who shall serve--

(i) as the Federal cochairperson; and

(ii) as a liaison between the Federal Government and the Authority; and

(B) a State cochairperson, who--

(i) shall be a Governor of a participating State in the region; and

(ii) shall be elected by the State members for a term of not less than 1 year.

**(b) Alternate members**

**(1) State alternates**

The State member of a participating State may have a single alternate, who shall be--

(A) a resident of that State; and

(B) appointed by the Governor of the State.

**(2) Alternate Federal cochairperson**

The President shall appoint an alternate Federal cochairperson.

**(3) Quorum**

A State alternate shall not be counted toward the establishment of a quorum of the Authority in any instance in which a quorum of the State members is required to be present.

**(4) Delegation of power**

No power or responsibility of the Authority specified in paragraphs (2) and (3) of subsection (c) of this section, and no voting right of any Authority member, shall be delegated to any person--

(A) who is not an Authority member; or

(B) who is not entitled to vote in Authority meetings.

**(c) Voting**

**(1) In general--voting**

A decision by the Authority shall require the affirmative vote of the Federal cochairperson and a majority of the State members (not including any member representing a State that is delinquent under subsection (g)(2)(C)) to be effective.

**(2) Quorum**

A quorum of State members shall be required to be present for the Authority to make any policy decision, including--

- (A) a modification or revision of an Authority policy decision;
- (B) approval of a State or regional development plan; and
- (C) any allocation of funds among the States.

**(3) Project and grant proposals**

The approval of project and grant proposals shall be--

- (A) a responsibility of the Authority; and
- (B) conducted in accordance with section 2009aa-8 of this title.

**(4) Voting by alternate members**

An alternate member shall vote in the case of the absence, death, disability, removal, or resignation of the Federal or State representative for which the alternate member is an alternate.

**(d) Duties**

The Authority shall--

- (1) develop, on a continuing basis, comprehensive and coordinated plans and programs to establish priorities and approve grants for the economic development of the region, giving due consideration to other Federal, State, and local planning and development activities in the region;
- (2) not later than 220 days after December 21, 2000, establish priorities in a development plan for the region (including 5-year regional outcome targets);
- (3) assess the needs and assets of the region based on available research, demonstrations, investigations, assessments, and evaluations of the region prepared by Federal, State, and local agencies, universities, local development districts, and other nonprofit groups;
- (4) formulate and recommend to the Governors and legislatures of States that participate in the Authority forms of interstate cooperation;



- (5) work with State and local agencies in developing appropriate model legislation;
- (6) (A) enhance the capacity of, and provide support for, local development districts in the region; or
  - (B) if no local development district exists in an area in a participating State in the region, foster the creation of a local development district;
- (7) encourage private investment in industrial, commercial, and other economic development projects in the region; and
- (8) cooperate with and assist State governments with economic development programs of participating States.

**(e) Administration**

In carrying out subsection (d) of this section, the Authority may--

- (1) hold such hearings, sit and act at such times and places, take such testimony, receive such evidence, and print or otherwise reproduce and distribute a description of the proceedings and reports on actions by the Authority as the Authority considers appropriate;
- (2) authorize, through the Federal or State cochairperson or any other member of the Authority designated by the Authority, the administration of oaths if the Authority determines that testimony should be taken or evidence received under oath;
- (3) request from any Federal, State, or local department or agency such information as may be available to or procurable by the department or agency that may be of use to the Authority in carrying out duties of the Authority;
- (4) adopt, amend, and repeal bylaws, rules, and regulations governing the conduct of Authority business and the performance of Authority duties;
- (5) request the head of any Federal department or agency to detail to the Authority such personnel as the Authority requires to carry out duties of the Authority, each such detail to be without loss of seniority, pay, or other employee status;
- (6) request the head of any State department or agency or local government to detail to the Authority such personnel as the Authority requires to carry out duties of the Authority, each such detail to be without loss of seniority, pay, or other employee status;
- (7) provide for coverage of Authority employees in a suitable retirement and employee benefit system by--
  - (A) making arrangements or entering into contracts with any participating State government; or
  - (B) otherwise providing retirement and other employee benefit coverage;

- (8) accept, use, and dispose of gifts or donations of services or real, personal, tangible, or intangible property;
- (9) enter into and perform such contracts, leases, cooperative agreements, or other transactions as are necessary to carry out Authority duties, including any contracts, leases, or cooperative agreements with--
  - (A) any department, agency, or instrumentality of the United States;
  - (B) any State (including a political subdivision, agency, or instrumentality of the State); or
  - (C) any person, firm, association, or corporation; and
- (10) establish and maintain a central office and field offices at such locations as the Authority may select.

**(f) Federal agency cooperation**

A Federal agency shall--

- (1) cooperate with the Authority; and
- (2) provide, on request of the Federal cochairperson, appropriate assistance in carrying out this subchapter, in accordance with applicable Federal laws (including regulations).

**(g) Administrative expenses**

**(1) In general**

Administrative expenses of the Authority (except for the expenses of the Federal cochairperson, including expenses of the alternate and staff of the Federal cochairperson, which shall be paid solely by the Federal Government) shall be paid--

- (A) by the Federal Government, in an amount equal to 50 percent of the administrative expenses; and
- (B) by the States in the region participating in the Authority, in an amount equal to 50 percent of the administrative expenses.

**(2) State share**

**(A) In general**

The share of administrative expenses of the Authority to be paid by each State shall be determined by the Authority.

**(B) No Federal participation**

The Federal cochairperson shall not participate or vote in any decision under subparagraph (A).

**(C) Delinquent States**

If a State is delinquent in payment of the State's share of administrative expenses of the Authority



under this subsection--

- (i) no assistance under this subchapter shall be furnished to the State (including assistance to a political subdivision or a resident of the State); and
- (ii) no member of the Authority from the State shall participate or vote in any action by the Authority.

**(h) Compensation**

**(1) Federal cochairperson**

The Federal cochairperson shall be compensated by the Federal Government at level III of the Executive Schedule in subchapter II of chapter 53 of Title 5.

**(2) Alternate Federal cochairperson**

The alternate Federal cochairperson--

- (A) shall be compensated by the Federal Government at level V of the Executive Schedule described in paragraph (1); and
- (B) when not actively serving as an alternate for the Federal cochairperson, shall perform such functions and duties as are delegated by the Federal cochairperson.

**(3) State members and alternates**

**(A) In general**

A State shall compensate each member and alternate representing the State on the Authority at the rate established by law of the State.

**(B) No additional compensation**

No State member or alternate member shall receive any salary, or any contribution to or supplementation of salary from any source other than the State for services provided by the member or alternate to the Authority.

**(4) Detailed employees**

**(A) In general**

No person detailed to serve the Authority under subsection (e)(6) of this section shall receive any salary or any contribution to or supplementation of salary for services provided to the Authority from--

(i) any source other than the State, local, or intergovernmental department or agency from which the person was detailed; or

(ii) the Authority.

**(B) Violation**

Any person that violates this paragraph shall be fined not more than \$5,000, imprisoned not more than 1 year, or both.

**(C) Applicable law**

The Federal cochairperson, the alternate Federal cochairperson, and any Federal officer or employee detailed to duty on the Authority under subsection (e)(5) of this section shall not be subject to subparagraph (A), but shall remain subject to sections 202 through 209 of Title 18.

**(5) Additional personnel**

**(A) Compensation**

**(i) In general**

The Authority may appoint and fix the compensation of an executive director and such other personnel as are necessary to enable the Authority to carry out the duties of the Authority.

**(ii) Exception**

Compensation under clause (i) shall not exceed the maximum rate for the Senior Executive Service under section 5382 of Title 5, including any applicable locality-based comparability payment that may be authorized under section 5304(h)(2)(C) of that title.

**(B) Executive director**

The executive director shall be responsible for--

(i) the carrying out of the administrative duties of the Authority;

(ii) direction of the Authority staff; and

(iii) such other duties as the Authority may assign.

**(C) No Federal employee status**

No member, alternate, officer, or employee of the Authority (except the Federal cochairperson of the Authority, the alternate and staff for the Federal cochairperson, and any Federal employee detailed to the Authority under subsection (e)(5)) of this section shall be considered to be a Federal employee for any purpose.



**(i) Conflicts of interest**

**(1) In general**

Except as provided under paragraph (2), no State member, alternate, officer, or employee of the Authority shall participate personally and substantially as a member, alternate, officer, or employee of the Authority, through decision, approval, disapproval, recommendation, the rendering of advice, investigation, or otherwise, in any proceeding, application, request for a ruling or other determination, contract, claim, controversy, or other matter in which, to knowledge of the member, alternate, officer, or employee--

- (A) the member, alternate, officer, or employee;
- (B) the spouse, minor child, partner, or organization (other than a State or political subdivision of the State) of the member, alternate, officer, or employee, in which the member, alternate, officer, or employee is serving as officer, director, trustee, partner, or employee; or
- (C) any person or organization with whom the member, alternate, officer, or employee is negotiating or has any arrangement concerning prospective employment; has a financial interest.

**(2) Disclosure**

Paragraph (1) shall not apply if the State member, alternate, officer, or employee--

- (A) immediately advises the Authority of the nature and circumstances of the proceeding, application, request for a ruling or other determination, contract, claim, controversy, or other particular matter presenting a potential conflict of interest;
- (B) makes full disclosure of the financial interest; and
- (C) before the proceeding concerning the matter presenting the conflict of interest, receives a written determination by the Authority that the interest is not so substantial as to be likely to affect the integrity of the services that the Authority may expect from the State member, alternate, officer, or employee.

**(3) Violation**

Any person that violates this subsection shall be fined not more than \$10,000, imprisoned not more than 2 years, or both.

**(j) Validity of contracts, loans, and grants**

The Authority may declare void any contract, loan, or grant of or by the Authority in relation to which the Authority determines that there has been a violation of any provision under subsection (h)(4) of this section, subsection (i) of this section, or sections 202 through 209 of Title 18.

## **§ 2009aa-2. Economic and community development grants**

### **(a) In general**

The Authority may approve grants to States and public and nonprofit entities for projects, approved in accordance with section 2009aa-8 of this title--

- (1) to develop the transportation infrastructure of the region for the purpose of facilitating economic development in the region (except that grants for this purpose may only be made to a State or local government);
- (2) to assist the region in obtaining the job training, employment-related education, and business development (with an emphasis on entrepreneurship) that are needed to build and maintain strong local economies;
- (3) to provide assistance to severely distressed and underdeveloped areas that lack financial resources for improving basic public services;
- (4) to provide assistance to severely distressed and underdeveloped areas that lack financial resources for equipping industrial parks and related facilities; and
- (5) to otherwise achieve the purposes of this subchapter.

### **(b) Funding**

#### **(1) In general**

Funds for grants under subsection (a) of this section may be provided--

- (A) entirely from appropriations to carry out this section;
- (B) in combination with funds available under another Federal or Federal grant program; or
- (C) from any other source.

#### **(2) Priority of funding**

To best build the foundations for long-term economic development and to complement other Federal and State resources in the region, Federal funds available under this subchapter shall be focused on the activities in the following order or priority:

- (A) Basic public infrastructure in distressed counties and isolated areas of distress.
- (B) Transportation infrastructure for the purpose of facilitating economic development in the region.
- (C) Business development, with emphasis on entrepreneurship.
- (D) Job training or employment-related education, with emphasis on use of existing public educational institutions located in the region.





## **§ 2009aa-3. Supplements to Federal grant programs**

### **(a) Finding**

Congress finds that certain States and local communities of the region, including local development districts, may be unable to take maximum advantage of Federal grant programs for which the States and communities are eligible because--

- (1) the States or communities lack the economic resources to provide the required matching share; or
- (2) there are insufficient funds available under the applicable Federal law authorizing the Federal grant program to meet pressing needs of the region.

### **(b) Federal grant program funding**

Notwithstanding any provision of law limiting the Federal share, the areas eligible for assistance, or the authorizations of appropriations of any Federal grant program, and in accordance with subsection (c) of this section, the Authority, with the approval of the Federal cochairperson and with respect to a project to be carried out in the region--

- (1) may increase the Federal share of the costs of a project under the Federal grant program to not more than 90 percent (except as provided in section 2009aa-5(b) of this title); and
- (2) shall use amounts made available to carry out this subchapter to pay the increased Federal share.

### **(c) Certifications**

#### **(1) In general**

In the case of any project for which all or any portion of the basic Federal share of the costs of the project is proposed to be paid under this section, no Federal contribution shall be made until the Federal official administering the Federal law that authorizes the Federal grant program certifies that the project--

- (A) meets (except as provided in subsection (b) of this section) the applicable requirements of the applicable Federal grant program; and
- (B) could be approved for Federal contribution under the Federal grant program if funds were available under the law for the project.

#### **(2) Certification by Authority**

##### **(A) In general**

The certifications and determinations required to be made by the Authority for approval of projects under this Act in accordance with section 2009aa-8 of this title--

- (i) shall be controlling; and
- (ii) shall be accepted by the Federal agencies.

**(B) Acceptance by Federal cochairperson**

In the case of any project described in paragraph (1), any finding, report, certification, or documentation required to be submitted with respect to the project to the head of the department, agency, or instrumentality of the Federal Government responsible for the administration of the Federal grant program under which the project is carried out shall be accepted by the Federal cochairperson.

**§ 2009aa-4. Local development districts; certification and administrative expenses**

**(a) Definition of local development district**

In this section, the term “local development district” means an entity that--

(1) is--

(A) a planning district in existence on December 21, 2000, that is recognized by the Economic Development Administration of the Department of Commerce; or

(B) where an entity described in subparagraph (A) does not exist--

(i) organized and operated in a manner that ensures broad-based community participation and an effective opportunity for other nonprofit groups to contribute to the development and implementation of programs in the region;

(ii) governed by a policy board with at least a simple majority of members consisting of elected officials or employees of a general purpose unit of local government who have been appointed to represent the government;

(iii) certified to the Authority as having a charter or authority that includes the economic development of counties or parts of counties or other political subdivisions within the region--

(I) by the Governor of each State in which the entity is located; or

(II) by the State officer designated by the appropriate State law to make the certification; and

(iv)(I) a nonprofit incorporated body organized or chartered under the law of the State in which the entity is located;

(II) a nonprofit agency or instrumentality of a State or local government;

(III) a public organization established before December 21, 2000, under State law for creation of multi-jurisdictional, area-wide planning organizations; or

(IV) a nonprofit association or combination of bodies, agencies, and instrumentalities described in subclauses (I) through (III); and



(2) has not, as certified by the Federal cochairperson--

(A) inappropriately used Federal grant funds from any Federal source; or

(B) appointed an officer who, during the period in which another entity inappropriately used Federal grant funds from any Federal source, was an officer of the other entity.

**(b) Grants to local development districts**

**(1) In general**

The Authority shall make grants for administrative expenses under this section.

**(2) Conditions for grants**

**(A) Maximum amount**

The amount of any grant awarded under paragraph (1) shall not exceed 80 percent of the administrative expenses of the local development district receiving the grant.

**(B) Maximum period**

No grant described in paragraph (1) shall be awarded to a State agency certified as a local development district for a period greater than 3 years.

**(C) Local share**

The contributions of a local development district for administrative expenses may be in cash or in kind, fairly evaluated, including space, equipment, and services.

**(c) Duties of local development districts**

A local development district shall--

(1) operate as a lead organization serving multicounty areas in the region at the local level; and

(2) serve as a liaison between State and local governments, nonprofit organizations (including community-based groups and educational institutions), the business community, and citizens that--

(A) are involved in multijurisdictional planning;

(B) provide technical assistance to local jurisdictions and potential grantees; and

(C) provide leadership and civic development assistance.

**§ 2009aa-5. Distressed counties and areas and nondistressed counties**

**(a) Designations**

Not later than 90 days after December 21, 2000, and annually thereafter, the Authority, in accordance with such criteria as the Authority may establish, shall designate--

- (1) as distressed counties, counties in the region that are the most severely and persistently distressed and underdeveloped and have high rates of poverty or unemployment;
- (2) as nondistressed counties, counties in the region that are not designated as distressed counties under paragraph (1); and
- (3) as isolated areas of distress, areas located in nondistressed counties (as designated under paragraph (2)) that have high rates of poverty or unemployment.

**(b) Distressed counties**

**(1) In general**

The Authority shall allocate at least 75 percent of the appropriations made available under section 2009aa-12 of this title for programs and projects designed to serve the needs of distressed counties and isolated areas of distress in the region.

**(2) Funding limitations**

The funding limitations under section 2009aa-3(b) of this title shall not apply to a project providing transportation or basic public services to residents of one or more distressed counties or isolated areas of distress in the region.

**(c) Nondistressed counties**

**(1) In general**

Except as provided in this subsection, no funds shall be provided under this subchapter for a project located in a county designated as a nondistressed county under subsection (a)(2) of this section.

**(2) Exceptions**

**(A) In general**

The funding prohibition under paragraph (1) shall not apply to grants to fund the administrative expenses of local development districts under section 2009aa-4(b) of this title.

**(B) Multicounty projects**

The Authority may waive the application of the funding prohibition under paragraph (1) to--

- (i) a multicounty project that includes participation by a nondistressed county; or
- (ii) any other type of project;  
if the Authority determines that the project could bring significant benefits to areas of the region outside a nondistressed county.

**(C) Isolated areas of distress**

For a designation of an isolated area of distress for assistance to be effective, the designation shall be supported--



- (i) by the most recent Federal data available; or
- (ii) if no recent Federal data are available, by the most recent data available through the government of the State in which the isolated area of distress is located.

**(d) Transportation and basic public infrastructure**

The Authority shall allocate at least 50 percent of any funds made available under section 2009aa-12 of this title for transportation and basic public infrastructure projects authorized under paragraphs (1) and (3) of section 2009aa-2(a) of this title.

**§ 2009aa-6. Development planning process**

**(a) State development plan**

In accordance with policies established by the Authority, each State member shall submit a development plan for the area of the region represented by the State member.

**(b) Content of plan**

A State development plan submitted under subsection (a) of this section shall reflect the goals, objectives, and priorities identified in the regional development plan developed under section 2009aa-1(d)(2) of this title.

**(c) Consultation with interested local parties**

In carrying out the development planning process (including the selection of programs and projects for assistance), a State may--

- (1) consult with--
  - (A) local development districts; and
  - (B) local units of government; and
- (2) take into consideration the goals, objectives, priorities, and recommendations of the entities described in paragraph (1).

**(d) Public participation**

**(1) In general**

The Authority and applicable State and local development districts shall encourage and assist, to the maximum extent practicable, public participation in the development, revision, and implementation of all plans and programs under this subchapter.

**(2) Regulations**

The Authority shall develop guidelines for providing public participation described in paragraph (1), including public hearings.

## **§ 2009aa-7. Program development criteria**

### **(a) In general**

In considering programs and projects to be provided assistance under this subchapter, and in establishing a priority ranking of the requests for assistance provided by the Authority, the Authority shall follow procedures that ensure, to the maximum extent practicable, consideration of--

- (1) the relationship of the project or class of projects to overall regional development;
- (2) the per capita income and poverty and unemployment rates in an area;
- (3) the financial resources available to the applicants for assistance seeking to carry out the project, with emphasis on ensuring that projects are adequately financed to maximize the probability of successful economic development;
- (4) the importance of the project or class of projects in relation to other projects or classes of projects that may be in competition for the same funds;
- (5) the prospects that the project for which assistance is sought will improve, on a continuing rather than a temporary basis, the opportunities for employment, the average level of income, or the economic development of the area served by the project; and
- (6) the extent to which the project design provides for detailed outcome measurements by which grant expenditures and the results of the expenditures may be evaluated.

### **(b) No relocation assistance**

No financial assistance authorized by this subchapter shall be used to assist a person or entity in relocating from one area to another, except that financial assistance may be used as otherwise authorized by this chapter to attract businesses from outside the region to the region.

### **(c) Reduction of funds**

Funds may be provided for a program or project in a State under this subchapter only if the Authority determines that the level of Federal or State financial assistance provided under a law other than this subchapter, for the same type of program or project in the same area of the State within the region, will not be reduced as a result of funds made available by this subchapter.

## **§ 2009aa-8. Approval of development plans and projects**

### **(a) In general**

A State or regional development plan or any multistate subregional plan that is proposed for development under this subchapter shall be reviewed and approved by the Authority.

### **(b) Evaluation by State member**

An application for a grant or any other assistance for a project under this subchapter shall be made through and evaluated for approval by the State member of the Authority representing the applicant.



**(c) Certification**

An application for a grant or other assistance for a project shall be approved only on certification by the State member that the application for the project--

- (1) describes ways in which the project complies with any applicable State development plan;
- (2) meets applicable criteria under section 2009aa-7 of this title;
- (3) provides adequate assurance that the proposed project will be properly administered, operated, and maintained; and
- (4) otherwise meets the requirements of this subchapter.

**(d) Approval of grant applications**

On certification by a State member of the Authority of an application for a grant or other assistance for a specific project under this section, an affirmative vote of the Authority under section 2009aa-1(c) of this title shall be required for approval of the application.

**§ 2009aa-9. Consent of States**

Nothing in this subchapter requires any State to engage in or accept any program under this subchapter without the consent of the State.

**§ 2009aa-10. Records**

**(a) Records of the Authority**

**(1) In general**

The Authority shall maintain accurate and complete records of all transactions and activities of the Authority.

**(2) Availability**

All records of the Authority shall be available for audit and examination by the Comptroller General of the United States and the Inspector General of the Department of Agriculture (including authorized representatives of the Comptroller General and the Inspector General of the Department of Agriculture).

**(b) Records of recipients of Federal assistance**

**(1) In general**

A recipient of Federal funds under this subchapter shall, as required by the Authority, maintain accurate and complete records of transactions and activities financed with Federal funds and report on the transactions and activities to the Authority.

**(2) Availability**

All records required under paragraph (1) shall be available for audit by the Comptroller General of the United States, the Inspector General of the Department of Agriculture, and the Authority ( including authorized representatives of the Comptroller General, the Inspector General of the Department of Agriculture, and the Authority).

**(c) Repealed. Pub.L. 111-8, Div. A, Title VII, § 733, Mar. 11, 2009, 123 Stat. 558**

**§ 2009aa-11. Annual report**

Not later than 180 days after the end of each fiscal year, the Authority shall submit to the President and to Congress a report describing the activities carried out under this subchapter.

**§ 2009aa-12. Authorization of appropriations**

**(a) In general**

There is authorized to be appropriated to the Authority to carry out this subchapter \$30,000,000 for each of fiscal years 2008 through 2012, to remain available until expended.

**(b) Administrative expenses**

Not more than 5 percent of the amount appropriated under subsection (a) of this section for a fiscal year shall be used for administrative expenses of the Authority.

**§ 2009aa-13. Termination of authority**

This subchapter and the authority provided under this subchapter expire on October 1, 2012.

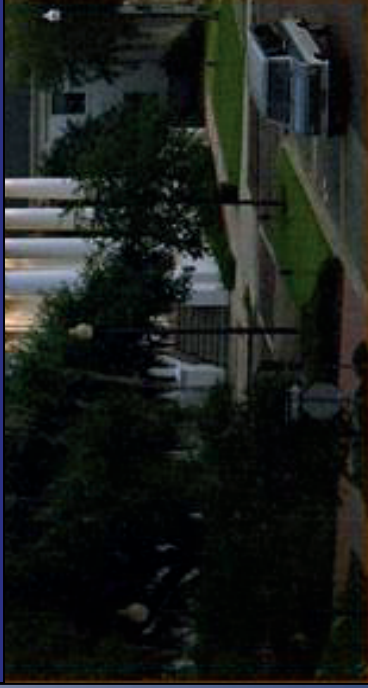
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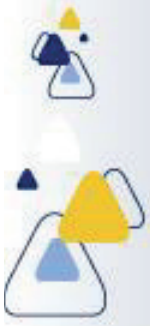




# Delta Regional Authority



[www.dra.gov](http://www.dra.gov)



# Locations and Contact Information



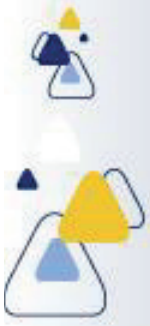
## Headquarters:

Delta Regional Authority  
236 Sharkey Avenue  
Suite 400  
Clarksdale, MS 38614  
(P) 662.624.8600  
(F) 662.624.8537

## Washington, DC:

Delta Regional Authority  
444 North Capitol, NW  
Suite 309  
Washington, DC 20001  
(P) 202.434.4870

[www.dra.gov](http://www.dra.gov)

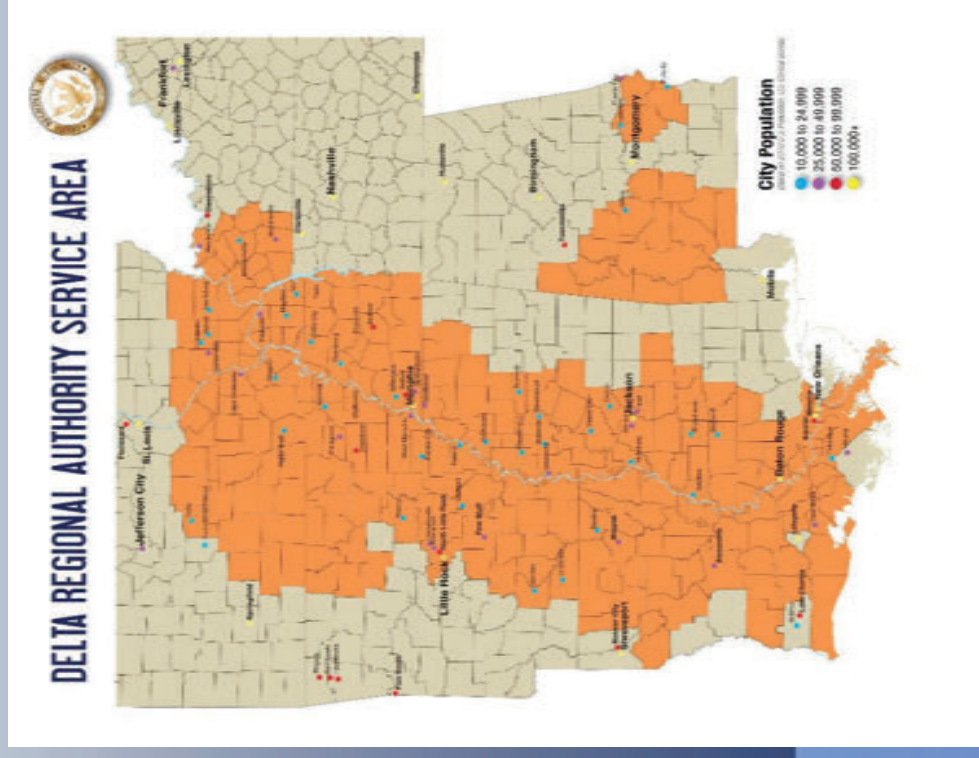


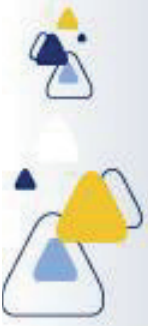
# The Delta Region

252 Counties and Parishes

212 Deemed “Distressed”

9,852,807 Residents

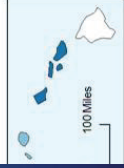
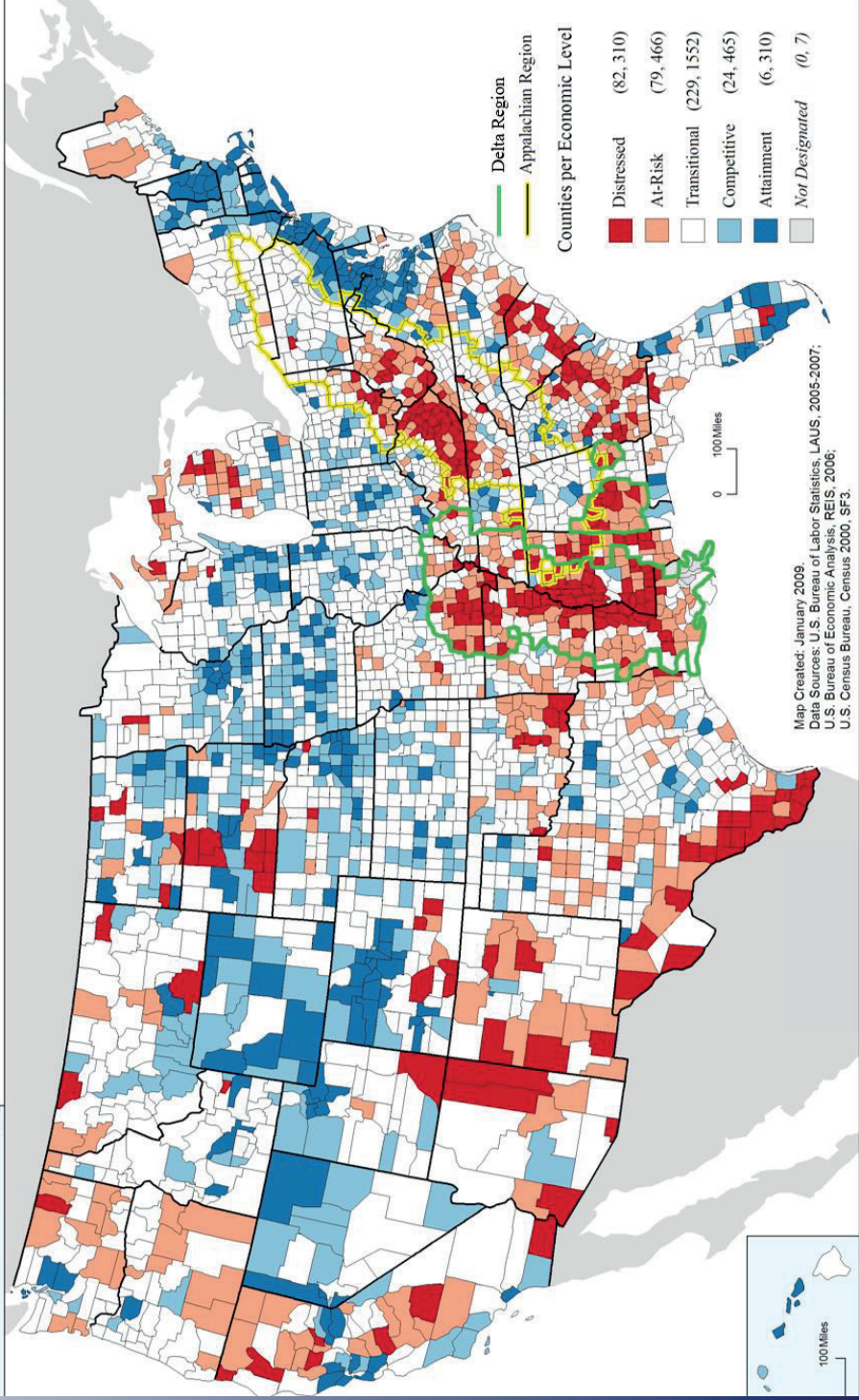
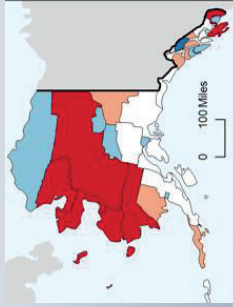




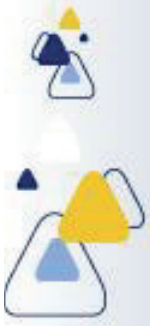
# Poverty in the Delta



## County Economic Status in the United States, Fiscal Year 2010



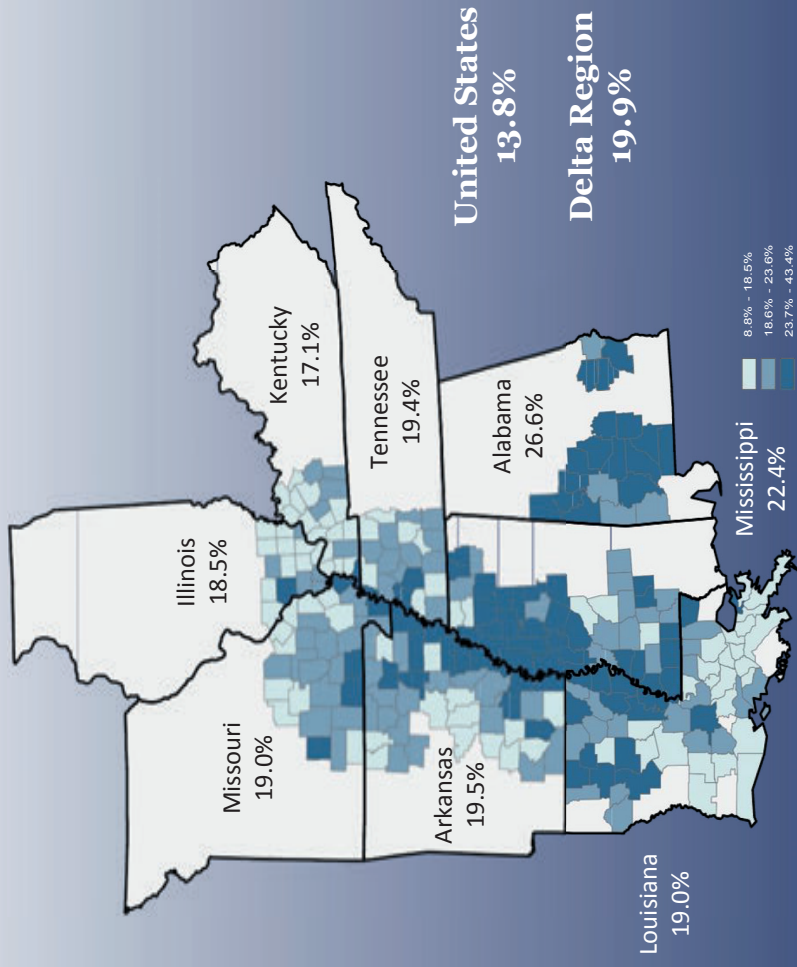
Map Created: January 2009.  
Data Sources: U.S. Bureau of Labor Statistics, LAUS, 2005-2007;  
U.S. Bureau of Economic Analysis, REIS, 2006;  
U.S. Census Bureau, Census 2000, SF3.



# Poverty in the Delta



1 in 5 people in the Delta  
live in poverty



Percent of population living in poverty by county/parish: 2006-2010  
Source: US Census Bureau, 2006-2010 American Community Survey

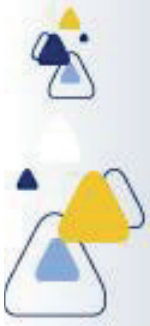


# Health in the Delta

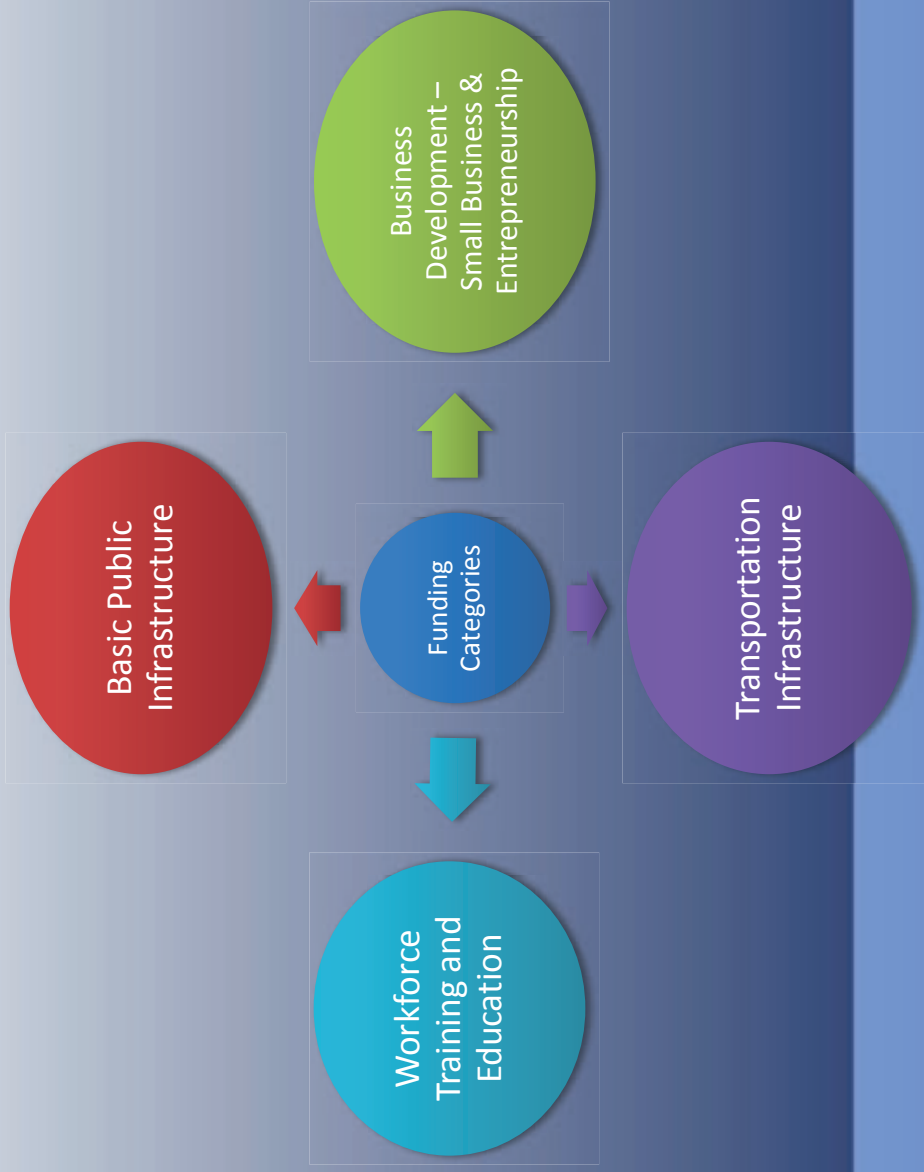
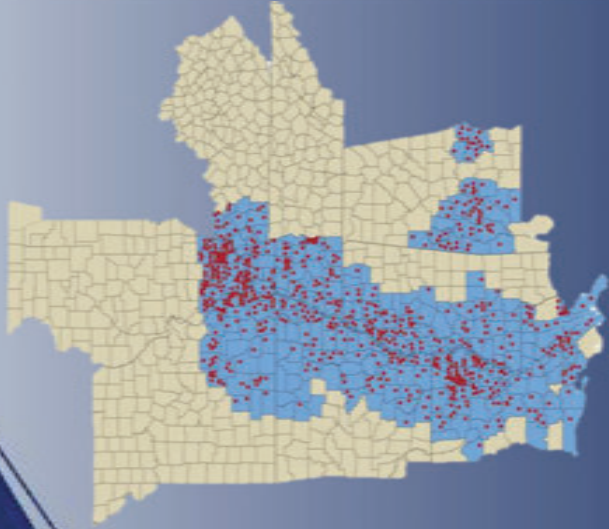


Delta Average  
16%  
Deaths from  
Circulatory Disease  
U.S. Average

Delta Average  
12%  
Deaths from Cancer  
U.S. Average



# States' Economic Development Assistance Program (SEDAP)





# SEDAP Funding Priorities

With SEDAP funds, the Authority will:

- Invest at least 75 percent of its funds into Economically Distressed Counties and Parishes; and
- Invest at least 50 percent of its funds into Transportation and Infrastructure projects.

***KEY -- DRA's funds can be the state/local match.***





# SEDAP Funding Priorities

## **DRA's Four Funding Categories**

- Basic Public Infrastructure
- Transportation Infrastructure
- Business Development
- Workforce Development

## **Federal Priority Eligibility**

- Innovation and Small Business
  - Regional Approach
- Multiple Funding Partners
- Emergency Funding Need

## **Regional Development Plan Goals**

- Competitive, Productive Workforce
- Physical and Digital Connections
- Sustainable Communities

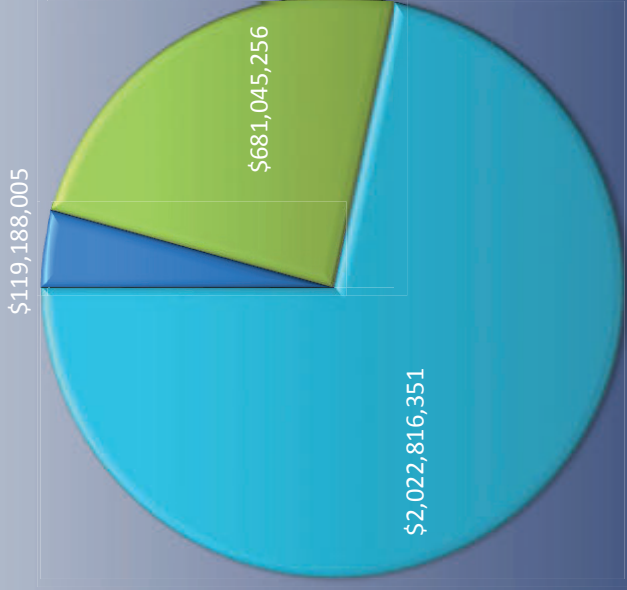
## **Governor/State Priorities**

- Specific For Each State



# SEDAP Funding Outcomes

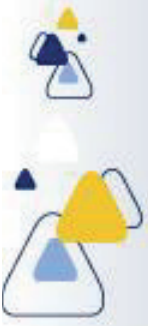
799



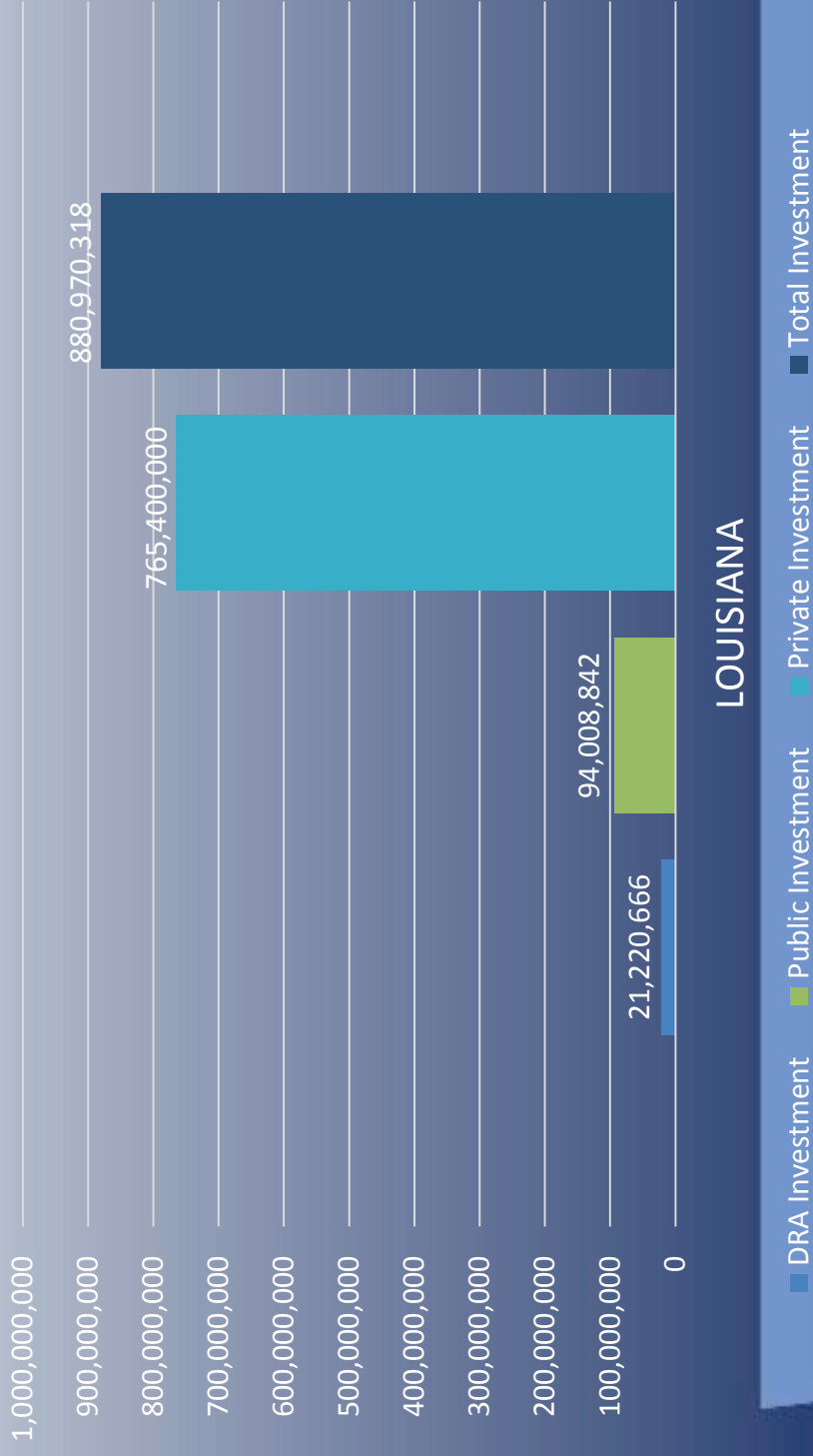
- DRA
- Public
- Private



2.8 Billion

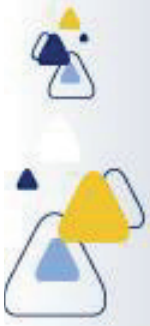


# SEDAP Funding Outcomes



LOUISIANA

■ DRA Investment ■ Public Investment ■ Private Investment ■ Total Investment



# SEDAP Funding Outcomes



\*Outcomes through twelve funding cycles (2002-2013)



# How to Apply for SEDAP funding

Application period begins late Spring

Contact your Local Development District

Build application at [funding.dra.gov](http://funding.dra.gov)



# Other DRA Programs

Rural Communities  
Advancement  
Program

Healthy Delta  
Initiative

Delta Leadership  
Institute

Innovative  
Readiness Training

Small Business &  
Entrepreneurship  
Initiative

[www.dra.gov/initiatives](http://www.dra.gov/initiatives)



# Innovative Readiness Training

- Partnership with the U.S. Department of Defense
- Five years of medical missions
- More than 35,000 Delta residents reached
- Medical – Dental – Optical – Mental – Other Services

In Summer 2013, DRA and DOD sponsored 4 missions in 11 communities in Arkansas, Kentucky, Louisiana, Mississippi, Missouri, and Tennessee.

[www.dra.gov/initiatives/health](http://www.dra.gov/initiatives/health)



# Delta Leadership Institute

- Executive Academy – a year-long leadership development program for regional leaders desiring to prepare themselves for the challenges of the 21<sup>st</sup> century
  - 53 new fellows for 2013-2014 class will participate in seven sessions on diverse topics in cities across the Delta and in Washington, DC.
- Delta Leadership Network – alumni association to foster continued regional collaboration and leadership development
  - DLN now consists of more than 350 regional leaders.

[dra.gov/leadership](http://dra.gov/leadership)



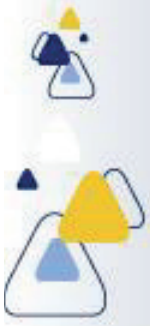


# Small Business and Entrepreneurship Initiative

Over the past four funding cycles, DRA has invested \$6.6 million in projects focused on increasing resources and support for small businesses and entrepreneurs. Investment highlights investments include:

- EDIE's Village
- Farm to Fuel: Creating WealthWorks Value Chain in Eastern Arkansas
- Mid-South Minority Business Council (MMBC) Continuum
- Operation JumpStart

[www.dra.gov/initiatives/small-business.aspx](http://www.dra.gov/initiatives/small-business.aspx)



# Federal Family Partnerships

Economic Development  
Administration (EDA)

Small Business  
Administration (SBA)

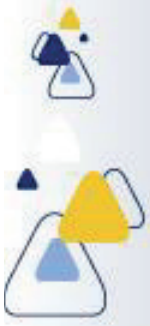
US Department of  
Agriculture (USDA)

US Department of  
Defense (DOD)

US Department of Health  
and Human Services  
Health Resources and  
Services Administration  
(HRSA)

US Department of Labor

White House Council on  
Strong Cities, Strong  
Communities



# Delta Regional Authority

*Creating Jobs.*

*Building Communities.*

*Improving Lives.*



@DeltaRegional



/delta.regional.authority

www.dra.gov

1-888-GO TO DRA

# State Development Plan Strategic Goals and Priorities

## ALABAMA

Goal 1: Advance the productivity and economic competitiveness of the Delta workforce.

Strategic Objective 1.1: Foster Civic Entrepreneurship.

Strategic Objective 1.2: Diversify the Economic Base.

Strategic Objective 1.3: Enhance Entrepreneurial Activity in the Region.

Strategic Objective 1.4: Develop and Strengthen Strategic Assets for Local Economies.

Strategic Objective 1.5: Increase the Domestic and Global Competitiveness of the Existing Economic Base.

Goal 2: Strengthen the capacity of the people of the DRA to compete in the global economy (making communities flourish).

Strategic Objective 2.1: Foster Civic Entrepreneurship.

Strategic Objective 2.2: Enhance Workforce Skills through Training.

Strategic Objective 2.3: Increase Access to Quality Child Care and Early Childhood Education.

Strategic Objective 2.4: Increase Educational Attainment and Achievement.

Strategic Objective 2.5: Provide Access to Health Care Professionals.

Strategic Objective 2.6: Promote Health through Wellness and Prevention.

Goal 3: Develop and improve DRA's infrastructure to make the region economically competitive.

Strategic Objective 3.1: Foster Civic Entrepreneurship.

Strategic Objective 3.2: Build and Enhance Basic Infrastructure.

Strategic Objective 3.3: Increase the Accessibility and Use of Telecommunications Technology.

Strategic Objective 3.4: Build and Enhance Environmental Assets.

Strategic Objective 3.5: Promote the Development of an Intermodal Transportation Network.

Goal 4: Strengthen the Delta's physical and digital connections to the global economy.

Strategic Objective 4.1: Increase the Accessibility and Use of Broadband Technology.

Strategic Objective 4.2: Redirect Rural Transportation Infrastructure Funding into Linked Networks.

Strategic Objective 4.3: Promote the Development of a "New" and Innovative Broadband Program.

## ARKANSAS

DRA Goal 1: To advance the productivity and economic competitiveness of the Delta workforce

State Goal 1: Increase the incomes of Arkansans at a growth pace greater than the national average.

State Goal 2: Expand entrepreneurship focusing on knowledge-based enterprises.



- State Goal 3: Compete more effectively in the global marketplace for new business, jobs, and create a business retention strategy to reduce closures.
- State Goal 4: Our economic development policy will meet the special needs and take advantage of the extraordinary assets of various areas of the state. It will not be one size fits all.
- State Goal 5: Increase the number of workers with post-secondary training so they are prepared when they enter the workforce and equipped for new jobs in the future.

DRA Goal 2: To strengthen the Delta's physical and digital connections to the global economy.

- State Goal 1: Increase the incomes of Arkansans at a growth pace greater than the national average.
- State Goal 2: Expand entrepreneurship focusing on knowledge-based enterprises.
- State Goal 3: Compete more effectively in the global marketplace for new business, jobs, and create a business retention strategy to reduce closures.
- State Goal 4: Our economic development policy will meet the special needs and take advantage of the extraordinary assets of various areas of the state. It will not be one size fits all.
- State Goal 5: Increase the number of workers with post-secondary training so they are prepared when they enter the workforce and equipped for new jobs in the future.

DRA Goal 3: To create critical mass within the Delta.

- State Goal 1: Increase the incomes of Arkansans at a growth pace greater than the national average.
- State Goal 2: Expand entrepreneurship focusing on knowledge-based enterprises.
- State Goal 3: Compete more effectively in the global marketplace for new business, jobs, and create a business retention strategy to reduce closures.
- State Goal 4: Our economic development policy will meet the special needs and take advantage of the extraordinary assets of various areas of the state. It will not be one size fits all.
- State Goal 5: Increase the number of workers with post-secondary training so they are prepared when they enter the workforce and equipped for new jobs in the future.

## **ILLINOIS**

Priority 1: Create and Retain Illinois Jobs.

- Initiative: Make business investments to create and retain jobs.
- Initiative: Target investments to key regional industries and clusters.
- Initiative: Ensure accountable and cost-effective business investments.

Priority 2: Invest in the Illinois Workforce.

- Initiative: Continue developing best practices and policy innovations in Illinois' administration of the Workforce Investment Act (WIA) program.
- Initiative: Provide incumbent worker, college readiness and workplace readiness training.
- Initiative: Continue multi-agency efforts to develop the Illinois "21st Century Workforce Pipeline."

Priority 3: Develop Illinois' Community Infrastructure and Quality of Life.

Initiative: Invest in critical public infrastructure to enable economic growth.

Initiative: Improve the economic well-being of disadvantaged communities and households.

Initiative: Promote tourism development to enhance quality of life and stimulate economic growth.

Priority 4: Build a Statewide Culture of Innovation and Entrepreneurship.

Initiative: Build an entrepreneurial culture in Illinois and help small businesses maintain competitiveness in the global economy.

Initiative: Help Illinois manufacturers innovate to maintain competitiveness in the global economy.

Initiative: Establish Illinois as a technology and research commercialization leader.

Priority 5: Promote Energy Independence.

Initiative: Work to secure passage of a comprehensive state energy independence plan.

Initiative: Support state global climate change reduction initiatives.

Initiative: Work to increase renewable and sustainable energy and environmental portfolio standards.

Priority 6: Catalyze Growth in the Industries of Tomorrow.

Initiative: Perform labor market, industry trend and cluster analysis to inform investment strategies.

Initiative: Work to maintain and expand Illinois' dominance in the biotechnology sector.

Initiative: Position Illinois as a national leader in the homeland security and film production industries.

## **KENTUCKY**

Goal 1: Advance the productivity and economic competitiveness of the Kentucky Delta workforce.

State Strategy: Provide a world class education system from early childhood through post-secondary to ensure Kentuckians are equipped to compete in the global economy.

State Strategy: Provide relevant technical training and workforce development programs that are flexible and relevant to meet the needs of current and future employers.

State Strategy: Provide affordable and accessible health care to all Kentuckians with an emphasis on children.

State Strategy: Work to significantly decrease diabetes, lung cancer, and smoking among all Kentucky income levels.

State Strategy: Support public health initiatives that educate the region's citizens on the correlation between good health and economic vitality.

State Strategy: Encourage new and innovative approaches to economic development given the realization that the old model of industrial recruitment is not the sole answer to global economic competitiveness.

State Strategy: Support and encourage research and development of value added agriculture projects aimed at taking the KY Ag economy to the forefront of innovation worldwide.



State Strategy: To become the 21st Century leader in the development of clean, reliable, sustainable, and affordable energy sources.

Goal 2: Strengthen the Kentucky Delta's physical and digital connections to the global economy.

State Strategy: Work to improve all aspects of the Kentucky Delta Transportation network.

State Strategy: Construct Interstate 69.

State Strategy: Advance broadband deployment in all communities of the Kentucky Delta.

State Strategy: Provide an entrepreneurial climate and infrastructure to support new idea generation and commercialization.

State Strategy: Develop strategies to connect Kentucky Delta business and industries to new worldwide markets.

State Strategy: Support and develop more multi-modal Transportation projects.

State Strategy: Support and improve Port Authorities and Airports in the Kentucky Delta.

State Strategy: Support and Encourage River industry development.

State Strategy: Improve rail access for the Kentucky Delta region.

Goal 3: Create critical mass within Kentucky Delta Communities.

State Strategy: Ensure all residents of the Kentucky Delta region have access to clean, affordable water and wastewater treatment.

State Strategy: To become the world leader in adventure tourism.

State Strategy: To develop and connect more trails for walking, hiking, ATV riding, and equestrian activities.

State Strategy: Fully engage the Kentucky Delta region with the 2010 Alltech Equestrian Games.

State Strategy: Work to fully protect the natural resources of the Kentucky Delta.

State Strategy: Support community development and downtown revitalization efforts to create more sense of place and historical preservation within the communities of the Kentucky Delta.

State Strategy: Enhance and improve the housing opportunities of the Kentucky Delta.

State Strategy: Support and expand existing tourism efforts including state park oriented activities.

State Strategy: Support and encourage regional planning and development strategies and encourage cooperation with other surrounding states as well.

State Strategy: Support and encourage leadership development programs to foster leadership from within the Kentucky Delta region.

## **LOUISIANA**

Goal 1: Advance the Productivity and Economic Competitiveness of the Louisiana Workforce

Objective 1.1: Work with other regional partners to improve the employability and productivity of Louisiana Delta residents.

Objective 1.2: Strengthen workforce and professional skills programs.

Objective 1.3: Improve the health of the workforce within the Louisiana Delta parishes.

Goal 2: Strengthen Louisiana's Physical and Digital Connections to the Global Economy.

- Objective 2.1: Advance the iDelta initiative.
- Objective 2.2: Support the Delta Development Highway System.
- Objective 2.3: Expand intermodal and multi-modal transportation needs and networks.
- Objective 2.4: Expand the region's energy infrastructure and production capacity.

Goal 3: Create Critical Mass within Louisiana Communities.

- Objective 3.1: Enhance the quality of place of Delta Communities.
- Objective 3.2: Promote innovation and diversification within local and regional economies.
- Objective 3.3: Support growth oriented entrepreneurship.
- Objective 3.4: Foster local leadership.
- Objective 3.5: Build and augment basic infrastructure.

## **MISSISSIPPI**

Priority 1: Increase Private Sector and High Wage Jobs Across the Mississippi DRA Region

- State Strategy: Diversify and strengthen the economic base.
- State Strategy: Enhance entrepreneurial activity.
- State Strategy: Develop and market strategic assets for local economies.

Priority 2: Develop Sustainable Communities with High Quality of Life Throughout the Mississippi Delta Region.

- State Strategy: Foster civic entrepreneurship.
- State Strategy: Enhance workforce training.
- State Strategy: Increase access to quality child care and early childhood education.
- State Strategy: Increase educational attainment and achievement.
- State Strategy: Increase access to healthcare and healthcare professionals.
- State Strategy: Build and improve basic infrastructure.
- State Strategy: Increase access to new technologies and telecommunications infrastructure.

## **MISSOURI**

- Priority 1: To maintain, improve and diversify transportation structures and features for all modes of transportation within the region.
- Priority 2: Foster economic development that makes the best possible use of the region's resources including personal, agricultural, and natural resources.
- Priority 3: Improve the infrastructure which serves to facilitate community and economic
- Priority 4: Development.
- Priority 5: Develop access to capital.
- Priority 6: Improve job skills of the workforce.
- Priority 7: Development of human resources through education and training.
- Priority 8: Enhance the quality of life for all residents.





## TENNESSEE

Goal 1: Advance the productivity and economic competitiveness of the Delta workforce.

Objective 1.1: All Children will start school ready to learn.

Objective 1.2: High school graduation rates will increase.

Objective 1.3: Students will demonstrate competency over challenging subject matter, and learn to use their minds so they may become responsible citizens, further their learning, and become productive citizens in the nation's modern economy.

Objective 1.4: Teachers will have access to programs for their continuing education and improvements of their teaching skills so they can more effectively instruct and prepare students for life in the 21st century.

Objective 1.5: Students will be world class achievers in mathematics and science.

Objective 1.6: Every adult will have the ability to read, and have the knowledge and skills necessary to compete in a world economy and to be good citizens in this nation.

Objective 1.7: Schools will be free of drugs, violence, and the threat of violence, and will offer students a disciplined environment conducive to learning.

Objective 1.8: Schools will involve parents in the social, emotional, and academic growth of children.

Goal 2: Strengthen the Delta's physical and digital connections to the global economy.

Objective 2.1: Continue to expand and maintain the state's transportation resources to serve economic development and to maintain safe and efficient transportation for its citizens.

Goal 3: Create critical mass within Delta communities.

Objective 3.1: Water and wastewater projects.

Objective 3.2: Efficient disposal of solid waste is necessary to protect public health and to maintain the beauty of the Tennessee landscape.

# Delta Regional Authority Contact Information

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DRA-03-13-2014





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