



DRA

DELTA REGIONAL AUTHORITY

Delta Regional Authority

2011: Year in Review

Creating jobs. Building communities. Improving Lives.

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



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Governor Bobby Jindal, Louisiana



Governor Phil Bryant, Mississippi



Governor Bill Haslam, Tennessee



2011: Year in Review

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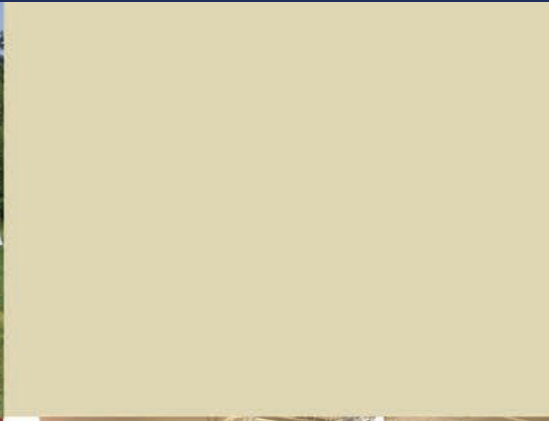
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Policy Initiatives



Delta Regional Authority

Growing a Healthy Workforce in the Delta

Over the course of the last year, Chairman Masingill has been performing an internal review of the Healthy Delta Initiative. At the conclusion of this review, the Delta Regional Authority will announce the future plans for the initiative, but has not stopped some of the important legwork outlined in the original scope. With that in mind, the Healthy Delta Initiative just completed the process of creating county level health data reports for the 252 counties and parishes within the eight-state region. This level of health data will be available for use on the DRA website in March of 2012. The information will prove helpful to groups such as those the HDI met with to establish regional and sub-regional workforce

task groups. A couple of examples of groups that would benefit from this feature of the would be the Arkansas Rural Health Partnership and the Mid-Delta Community Consortium. Chairman Masingill has put a priority on strengthening partnerships with other Federal stakeholders such as the Health Resource Service Agency's Office of Rural Health Policy. These partnerships will continue to provide opportunities for community organizations to build capacity and become more competitive in the pursuit of securing grant funds to improve health status in the Delta Region.

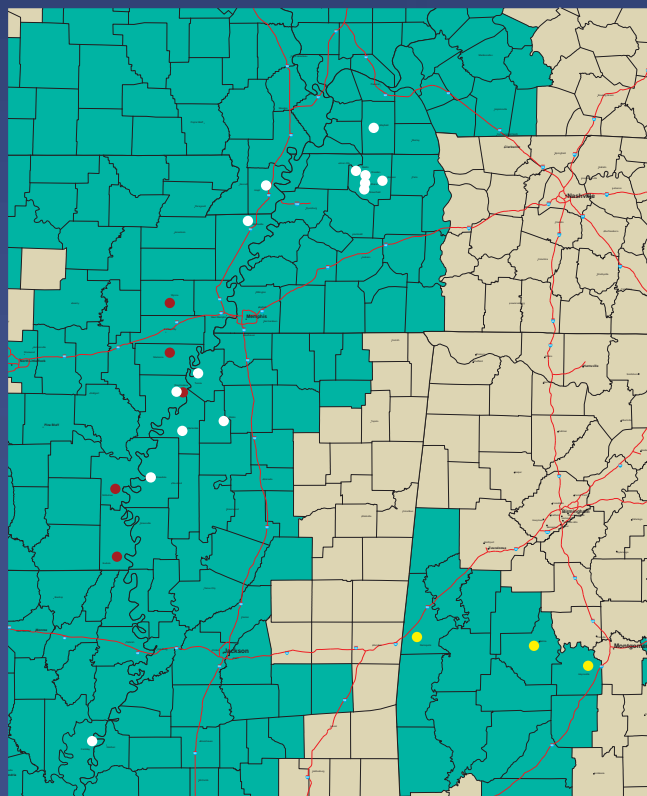
Innovative Readiness Training

In July 2009, the Delta Regional Authority partnered with the Department of Defense for its program called Innovative Readiness Training. The IRT program gives the military the ability to train its medical personnel by providing medical care in rural, underserved areas.

The DRA's role is to assist in the coordination of these projects from application and planning stages to the project implementation between the communities and the military. Additionally, DRA is on the advisory board of the IRT program. Since February 2011, Chairman Masingill has made it a priority to increase participation

with the Department of Defense. The agencies have seen greater communication and coordination as well as stronger recruitment and participation at the community level. In 2011 the Department of Defense received a record number of applications from the Delta region.

- 2011 IRT Programs
- 2012 IRT Programs
- 2013 IRT Programs



Connect to Compete

On October 12, 2011, the Federal Communications Commission announced the launch of the Connect to Compete Initiative (C2C), a collaborative public-private partnership created to promote broadband adoption and improve outcomes in disadvantaged communities across the United States. One Economy will lead the initiative with support from organizations across the public, private and philanthropic sectors.

The Delta Regional Authority (DRA) will support “Connect to Compete” by providing a \$75,000 planning and development grant, the resources of which will help identify areas of need, build partnerships with on-the-ground engineers to access infrastructure, and bring other key stakeholders to the table. This

funding will enable One Economy to focus its efforts on developing a template and business model for the introduction of C2C to rural communities and begin to engage targeted DRA counties to customize the developed template and business model for the potential launch of rural C2C pilots in Fall 2012. Four to six DRA counties will be designated by One Economy and the Authority for targeted planning. One Economy will also present a final recommendation that includes an operational strategy and optimal plan going forward. The rural template will be used for C2C planning for other DRA counties or rural regions across the United States.

Small Business Initiative

ACCION DELTA

A powerful new economic partnership will provide a major boost in access to credit for Arkansas small businesses and entrepreneur. The new partnership between ACCION Texas, the largest micro-lender in the country, and the U.S. Small Business Administration will create ACCION Arkansas and expand ACCION Delta, specifically targeting responsible small business owners in the Delta who are currently shut out from the commercial lending market.

The creation of ACCION Arkansas plans to expand the availability of micro-loans in the Delta region of Arkansas and create jobs for area residents. Through the partnership with the Authority, ACCION Arkansas is able to:

- Provide a projected \$1.2 million in micro-loans a year to small businesses in Arkansas and the Delta region, offering \$50,000 for start-up businesses and up to \$250,000 for established enterprises;
- Deliver \$100,000 in new loans to Delta small businesses and entrepreneurs per month, providing approximately 30 to 40 loans per month; and
- Launch new micro-lending offices in Helena-West Helena, AR and North Little Rock, AR

Because it is not a traditional bank, ACCION has more flexibility to borrow resources from the Federal government and provide loans, as well as technical assistance, at much lower rates.

This initiative will allow small business owners to obtain loans for their innovations and enterprises, while avoiding predatory lenders and dangerous loans.

ACCELERATING ENTREPRENEURSHIP IN THE DELTA

The Douglas C. Greene Center for Innovation and Entrepreneurship (CIE) at Southeast Missouri State University completed a very successful capacity-building project in 2011, providing certification training to microenterprise development organizations throughout the Delta Region to offer Operation JumpStart. Faced with multiple adversities including a national recession, numerous natural disasters, and economic indicators that perennially lag behind the remainder of the nation, the Delta Regional Authority-designated counties and parishes have hungered for tools and resources to help stimulate entrepreneurial development in their local economies. Operation JumpStart is an effective, proven microenterprise development model that was established in southeast Missouri by the CIE in 2006.

Accelerating Entrepreneurship in the Delta

Coming soon to a city near you!

July 6-7	Poplar Bluff, Mo.
July 20-22	Grenada, Miss.
Aug. 9-11	Harrisburg, Ill.
Aug. 16-18	Jackson, Tenn.
Aug. 23-25	Little Rock, Ark.
Aug. 30-Sept. 1	Gilbertsville, Ky.
Sept. 7-9	Eufaula, Ala.
Sept. 14-16	Rayville, La.

Who should attend:
Business and community leaders who are interested in accelerating small business start-ups by utilizing this nationally recognized program for microenterprise development.

Topics:

- Developing an Entrepreneurial Climate in Your Community
- Role of Incubators, Industrial Parks and other Support Systems
- Inspiring a New Generation of Entrepreneurs
- Best Practices in Entrepreneurship Development in the Delta
- And much more...

Certification Training:

- Become a certified Operation JumpStart Program Administrator
- Become a certified Operation JumpStart: First Step Training Facilitator
- A limited number of scholarships are available to participants, so register early! Certification Training is a \$500 value.

OPERATION JUMPSTART

To register, go to www.operationjumpstart.biz or call (573) 651-5156.

U.S. Small Business Administration **SBA** Your Small Business Resource

Southeast Missouri State University

Douglas C. Greene Center for Innovation and Entrepreneurship

Corporation (KADC) in Mississippi completed a program with 10 participants that resulted in 2 new businesses, one business expansion, and 2 additional new businesses are scheduled to launch in 60 days. The result of the program was 12 immediate jobs. Our Brothers Keeper Wellness also facilitated a program in Little Rock that included 12 participants that immediately created 1 new business, and 2 business expansions.

A major hurdle for many of these small organizations is funding and that inspired the CIE to seek support from the U.S. Small Business Administration and the Delta Regional Authority to invest to provide coaching, oversight, and support for operations to help selected certified affiliates to launch their programs. Sub-grants will be awarded to at least eight

programs, one in each Delta state in early March, 2012. It is anticipated that the project will ultimately result in training at least 500 aspiring entrepreneurs who will start over 200 small businesses throughout the Delta region.

SBA MOU

The Authority has entered into a partnership with the U.S. Small Business Administration (SBA) to further develop the economy and communities of the Delta region. The primary goals of the partnership will be to boost lender recruitment activities; connect SBA and DRA resources within the Delta region; and leverage SBA and DRA resource partners to promote economic development in the region.

In order to boost lender recruitment activities, the partnership will coordinate efforts to identify and recruit local and national financial institutions to participate in programs that benefit small businesses in the region. The agencies will also increase awareness of the relevant SBA and DRA programs and the special characteristics of the region and its potential for economic development. One example of this initiative in action is the Authority's support of ACCION Delta and recent creation of ACCION Arkansas. The partnership will also connect SBA and DRA resources in the Delta region, presenting each other's resources to agency staff, and provide joint outreach and workshops.

The CIE and its partners decided to scale the model in 2011 utilizing funding and resources from the U. S. Small Business Administration, the Delta Regional Authority, and the Delta Leadership Network.

Since the CIE is based in Missouri, two shortened pilots were conducted there – one in West Plains and one in Poplar Bluff. In the remaining states, the CIE contracted with individuals, primarily members of the Delta Leadership Network, to assist with local coordination with the symposia and training programs. In July, the CIE hosted symposia and trained in Grenada, Mississippi. In August, sessions were held in Harrisburg, Illinois; Jackson, Tennessee; Gilbertsville, Kentucky; and in Little Rock, Arkansas. During September the last two symposia were held in Eufaula, Alabama and Rayville, Louisiana.

A project goal was to train and provide materials and resources to at least 70 organizations. The demand was overwhelming and over 200 organizations participated. Since the training ended, 38 organizations have submitted implementation plans for how they will use their training and certification to launch Operation JumpStart programs in their own rural areas. Most of those programs will occur in 2012, but some have already offered at least one JumpStart class, training aspiring individuals who are starting businesses. Steve Zea with Kosciusko-Attala Development

National Policy Conference

The Delta Regional Authority's 2011 National Policy Conference was a great success this past November. With three days of action-packed panels, technical assistance workshops, and a little southern hospitality – this year's policy conference brought together more than 500 participants and 60 dynamic speakers from

implementation and health education to our people so we can compete economically for generations to come.

Main Stage Panel IV: "Help Thy Neighbor: Developing Philanthropy in the Delta"

The closing main stage panel brought together participants who understand how to turn challenges into opportunities.



Delta Regional Authority
2011 POLICY CONFERENCE

Putting the Delta First:
MAKING TODAY'S CHALLENGES TOMORROW'S OPPORTUNITIES

NOVEMBER 13-15 | LITTLE ROCK, AR

This year's conference will feature renowned speakers, technical assistance, daily workshops, on-site government agency support and unique opportunities to engage with leaders in business, politics and advocacy on the issues critical to the region's future: developing small business and entrepreneurs, growing a bio-economy and promoting a healthy Delta.

JOIN US. REGISTER TODAY.
www.eventfarm.com/drapolicyconference2011

SPECIAL EVENTS:

MADE IN THE DELTA MARKETPLACE

GOVERNOR'S RECEPTION

DRA NIGHT OUT WITH LUCERO

This year's conference saw an enclave of ideas, resources and, most importantly, people, joining our cause to put the Delta first. By partnering with each other, we can turn the challenges facing the Delta into opportunities. It is our priority to raise our people out of poverty, provide them with a first-class education and help create good-paying jobs for years to come.

Below are survey results from the 2011 Policy Conference.

Which Main Stage Panel(s) were you interested in attending at the DRA NPC?

across the nation.

FOUR MAINSTAGE PANELS:

Main Stage Panel I: "Cultivating Small Business and Entrepreneurship in the Delta"

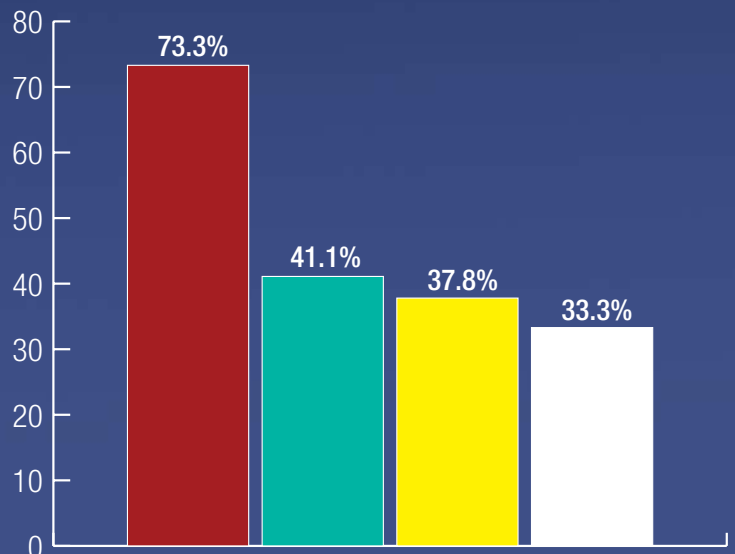
The opening panel brought together leaders from every sector for a dynamic conversation on cultivating and supporting small business and entrepreneurship in the Delta.

Main Stage Panel II: "Building a Sustainable Bio-Economy in the Delta"

Tuesday morning's main stage panel joined government and business leaders for an energetic discussion on the role of the Delta region in the future of the many sectors of our bio-economy.

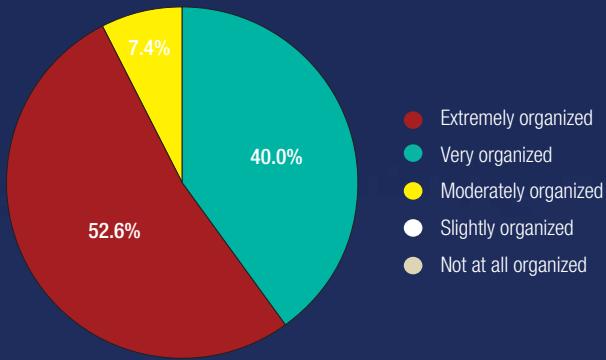
Main Stage Panel III: "Growing a Healthy Delta"

This panel will convene leading advocates from every sector to tackle the basic challenge of providing quality, affordable health care, community-based program

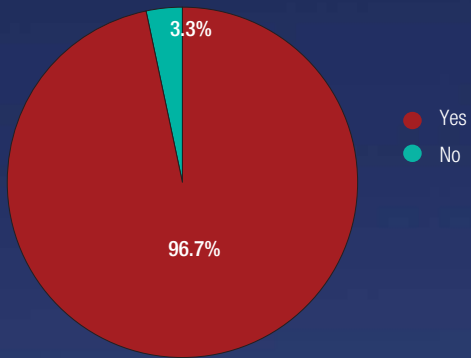


- Cultivating Small Business and Entrepreneurship in the Delta
- Building a Sustainable Bio-economy in the Delta
- Growing a Healthy Delta
- Developing Philanthropy and Nonprofit Organizations in the Delta

How organized did you feel the DRA NPC was overall?



Did you feel as though you came away from the DRA NPC with ideas and tools that you could implement?



Regional Initiatives and Federal Partnerships



Through our strong relationship with the United States Department of Agriculture, Chairman Masingill has taken the Rural Communities Advancement Program to new heights with the guiding principal to create greater leverage for additional funding, collaboration, and partnerships with private and public resources for community and project investment in the Delta region.

JOBS FOR AMERICA'S GRADUATES

Jobs for America's Graduates, Inc. (JAG) is the nation's largest and, arguably, most successful school-to-work system for at-risk and economically disadvantaged young people. Today, JAG operates in approximately 850 high schools and serves nearly 42,000 youth in 33 states, proudly boasting over 800,000 graduates since its inception in 1980.

Access to skilled talent is the most pressing challenge facing companies operating in the United States, and so skilled positions that require more advanced training and expertise are increasing in demand. The ultimate objective of the JAG Model is to help each participant secure a quality job that will lead to a meaningful career by providing academic and technical skills during high school as well as post-secondary support from JAG staff.



Program Components

1. Engaging a wide range of schools in the seven Delta states where JAG has operations to fully inform them of the success of JAG in their states.
2. Engaging leadership of state education and workforce systems to recognize the commitment of the DRA and to highlight the one-time-only matching grant strategy, with its proven success with JAG; and positioning the program to be more attractive for future expansion.
3. Providing an additional 350-400 high-risk youth in the DRA service area with the opportunity to participate in JAG and have increased opportunities for graduation, employment, and college matriculation; serving an estimated 2,000 youth over the next four years.
4. Creating a mechanism of support and early engagement that would lead to sustaining JAG in eight of the ten schools for the 2013-14 school year and beyond, helping schools to secure 50 percent of total funding from outside sources.



SAVE THE CHILDREN

Save the Children coordinates school-age education programs primarily in poor and rural communities. The partnership with the DRA will help with training and infrastructure expenses for thirty school-based literacy programs in the Delta region in rural areas of Alabama, Arkansas, Louisiana, Mississippi and Tennessee.

Support for Save the Children will align with DRA's mission to "improve basic public services" and "assist the region in obtaining the job training, employment-related education." Funding from the DRA of \$500,000 will:

Provide high level skills training to 180 program employees and at least 180 teachers;

Provide free, quality childcare to poor, working families;

Leverage over \$4.5M of public and private funding from Save the Children.

DELTA LEADERSHIP INSTITUTE EXECUTIVE ACADEMY

It was an early priority for Chairman Masingill to tackle the Delta Leadership Institute Executive Academy. Making it imperative that the program work to strengthen the curriculum, expand opportunities for participants and increase economic development efforts of the network. This year, for the first time the Executive Academy will hold a session in Washington, DC.

This session includes in-person meetings with participants and their congressional delegations, sessions with high ranking Federal partners such as USDA-Rural Development Deputy Undersecretary, Doug O'Brien and EDA Assistant Secretary John Fernandez. The group will also take part in a White House Business Council Meeting where the conversation is targeted specifically at business development and entrepreneurship in the Delta region.

RURAL JOBS ACCELERATOR CHALLENGE



The Rural Jobs and Innovation Accelerator Challenge (Rural Jobs Accelerator) is an inter-agency funding opportunity designed to provide regions with the resources to plan and implement coordinated, flexible, regionally-customized activities capable of helping rural regions capitalize on the benefits of regional innovation clusters.

The objectives of the Rural Jobs Accelerator are to:

- (1) Accelerate rural distressed communities' ability to create jobs and strengthen their regional economies, and
- (2) Help rural communities identify local assets, and connect to regional opportunities and self-identified clusters that demonstrate high-growth potential.



Federal Project Development and Management



Delta Regional Authority

States' Economic Development Assistance Program

Revamping the Authority's Federal Grant Program was the number one priority for Chairman Masingill this past year. The initial goal was to take a program that had evolved into your typical bureaucratic grant program and replace it with one that is result-oriented and economic development focused. In it's first year, the new States' Economic Development Assistance Program has met that goal and put an emphasis on accountability, transparency, and increased flexibility through an expedited process. The agency's flagship economic development tool continues to become more efficient, have stronger project management, and build stronger partnerships with local stakeholders.

Highlights of the new program include:

PRIORITY STATUS DESIGNATION

ADMINISTRATIVE NOTICES

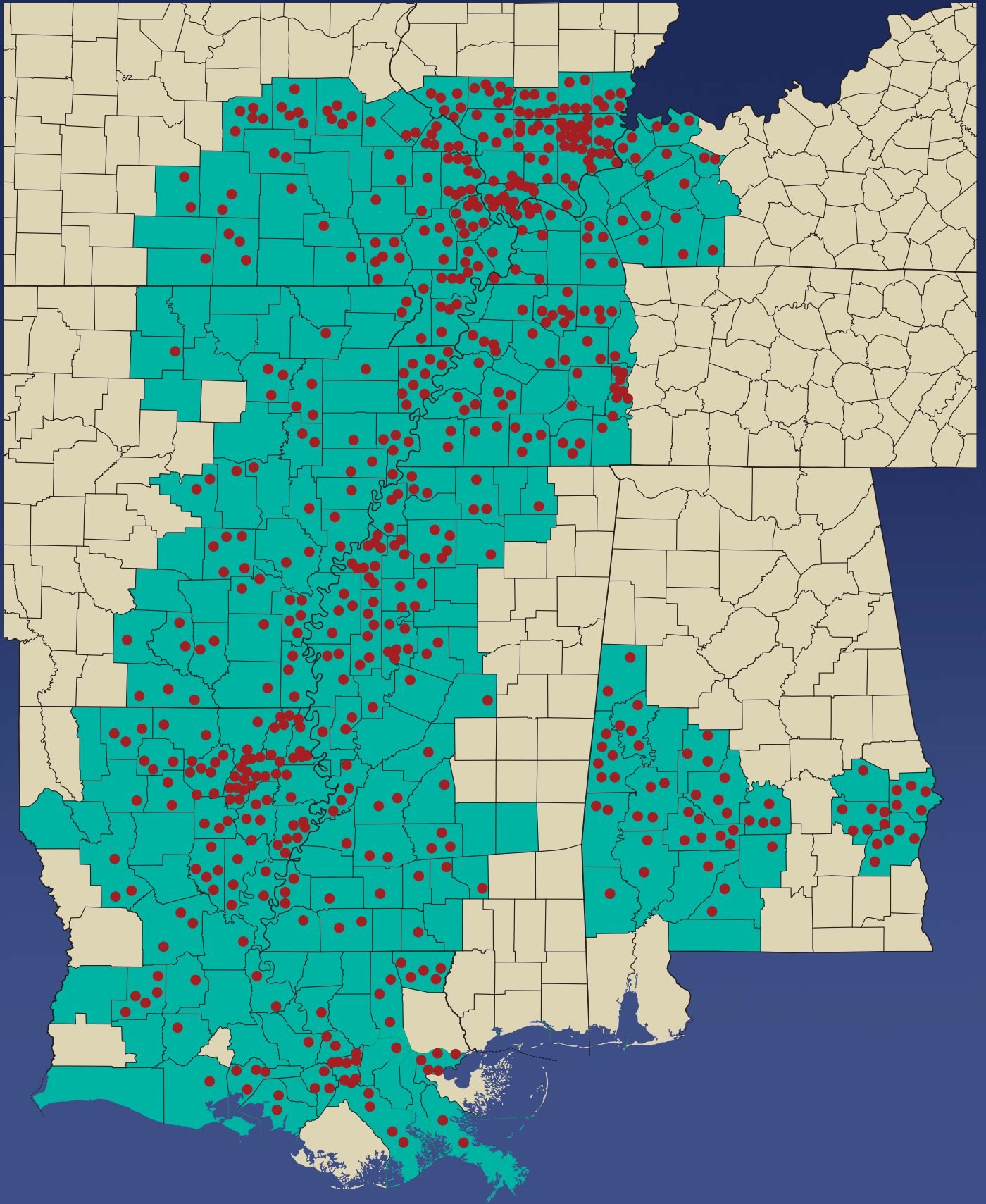
AUTOMATED APPLICATION WEBSITE

INCREASED COMPLIANCE AND MONITERING

EXPEDITED APPLICATION PROCESS

With the framer's intent in mind, the Governor's project recommendations still successfully demonstrate the Authority's continued emphasis of the four core funding priority areas - basic public infrastructure, transportation infrastructure, business development, and workforce development. The end result has been a program that focuses on job creation and community development with both immediate and long term impacts.





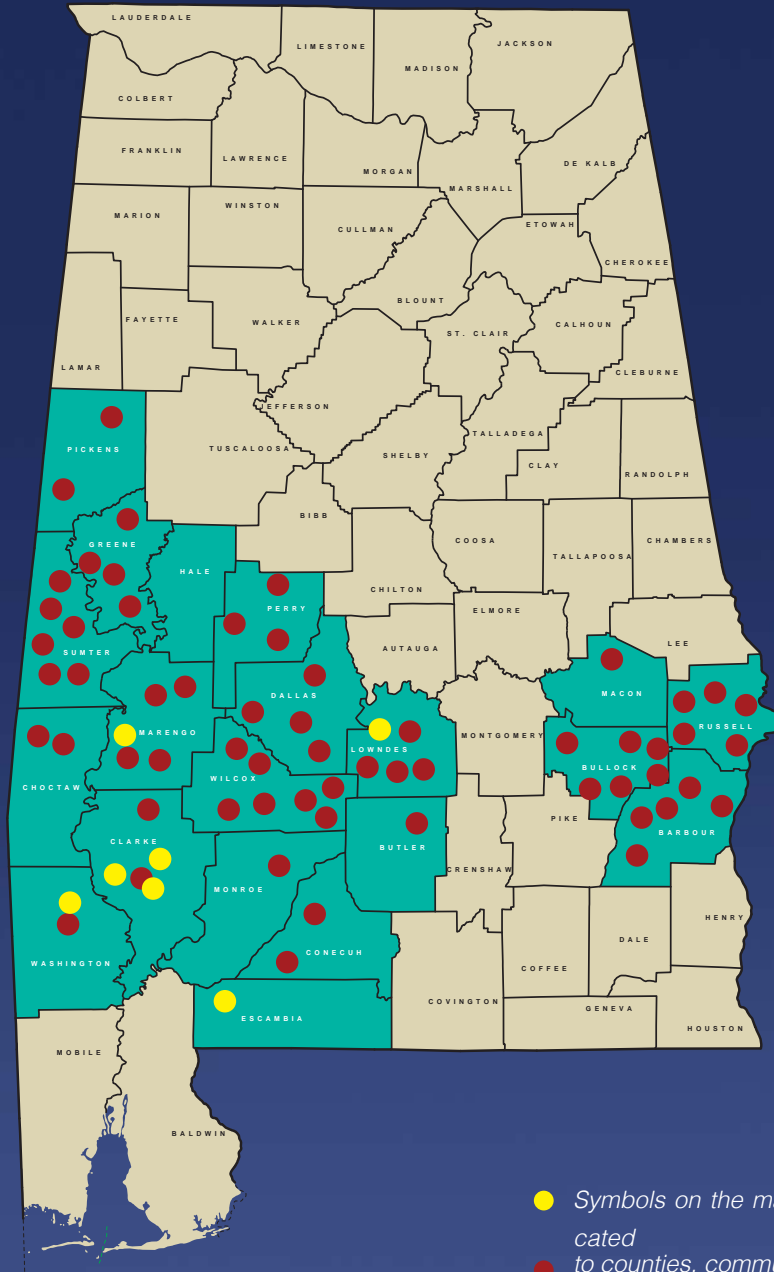
Regional benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	673
DRA Investment	\$99,012,043
Other Public Investment	\$659,392,829
Other Private Investment	\$1,485,716,265
Total Investment	\$2,244,121,137
Leverage Ratio	24.3
Jobs Created	7,037
Jobs Retained	6,166
Individuals Trained for Jobs	3,664
Families Affected	19,218
Projected Jobs Created	13,835
Projected Jobs Retained	13,409
Projected Individuals Trained for Jobs	21,366
Projected Families Affected	32,315



FY 2011 DRA Projects in Alabama



Alabama Counties Served by DRA

Barbour
Bullock
Butler

Choctaw
Clarke
Conecuh

Dallas
Escambia
Greene

Hale
Lowndes
Macon

Marengo
Monroe
Perry

Pickens
Russell
Sumter

Washington
Wilcox

Alabama benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	66
DRA Investment	\$10,069,315
Other Public Investment	\$15,994,910
Other Private Investment	\$7,500,000
Total Investment	\$33,564,225
Leverage Ratio	2.3
Jobs Created	953
Jobs Retained	1,671
Individuals Trained for Jobs	14
Families Affected	2,247
Projected Jobs Created	1,128
Projected Jobs Retained	0
Projected Individuals Trained for Jobs	0
Projected Families Affected	1,401

FY 2011 DRA projects in Alabama:

Thomasville Industrial Land Purchase \$500,000

Purchasing land in order to facilitate Lakeside Steel in Thomasville, in addition to a grant from ADECA for \$500,000, there are plans to build a rail spur onto this property.

ARTC Water Mapping in Clarke, Marengo, and Washington Counties \$120,000

The completion of mapping of public water lines in Clarke, Marengo, and Washington Counties that are three inch diameter or greater.

Rail Spur for SET Industries \$50,000

To benefit SET Enterprises, Inc. which plans to construct a steel slitter mill on 17.5 acres on Clolinger Road, the property borders the Norfolk Southern Railway and the needs a rail spur to access railway for delivery of the steel coils from the ThyssenKrupp Plant and for distribution. The site lacks a rail spur from the main line into the SET site. This project will construct approximately 1,500 linear feet of rail track, a main track turnout switch and associated grading and drainage that link the new SET facility to the existing railway system.

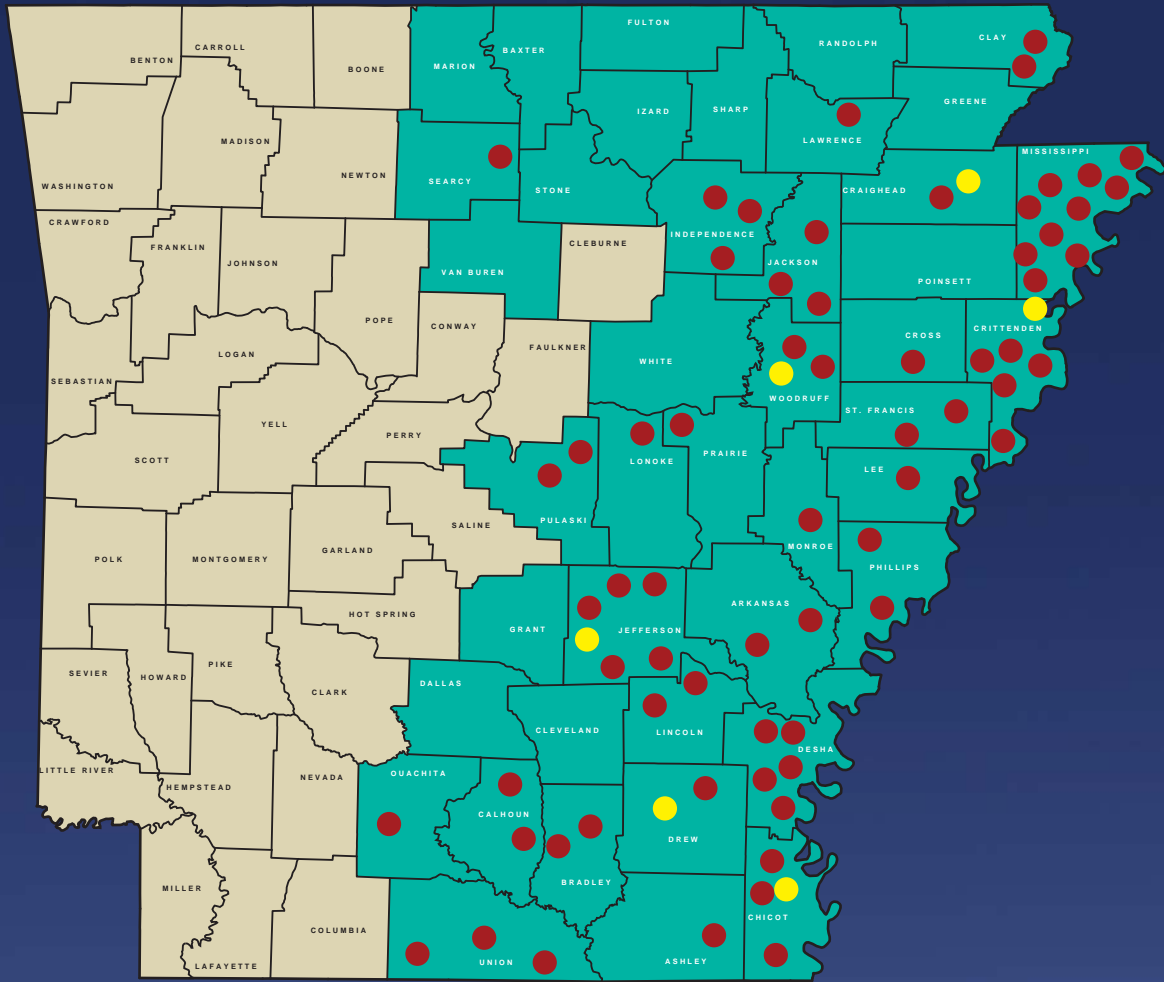
GIS Mapping of Public Water System in Escambia County, Alabama \$67,500

Alabama is a part of a statewide initiative to inventory Alabama's public drinking water supply and service areas. The GIS' public water system is mapping Escambia County to establish a digitized map and database of public water service/supply areas, water tanks, pump stations, fire hydrants, inter-system connections, system valves, water mains, generators, and water lines 3" in diameter or greater. The data will aid in future public water supply infrastructure improvements, repairs, and expansions.

Lowndesboro Waterline Extension \$349,553

To connect 80 Households to the Town-owned water treatment facility, match monies and DRA grant funds will install 22,250 feet of 6" of PVC lines and four fire hydrants.

FY 2011 DRA Projects in Arkansas



● Symbols on the map indicate FY 2011 grants allocated
● to counties, communities or development districts.

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

Arkansas benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	72
DRA Investment	\$15,722,458
Other Public Investment	\$122,188,337
Other Private Investment	\$356,640,000
Total Investment	\$494,550,795
Leverage Ratio	30.5
Jobs Created	1,339
Jobs Retained	73
Individuals Trained for Jobs	1,827
Families Affected	4,264
Projected Jobs Created	985
Projected Jobs Retained	743
Projected Individuals Trained for Jobs	669
Projected Families Affected	1,532

FY 2011 DRA projects in Arkansas:

Southeast Arkansas Regional Intermodal Authority Infrastructure Project \$300,000

The Southeast Arkansas Regional Intermodal Facilities Authority (SARIA) will install approximately 4,300 linear feet of 12" water main from the City of Monticello's municipal system to supply the site with unlimited potable water for adequate fire protection a 750,000-gallon elevated water storage and seven fire hydrants. Additionally, over 8,000 linear feet of sewer line and a centrally located pump station will be installed.

Cotton Plant Library & City Hall \$25,200

The renovation of the Library and City Hall of Cotton Plant, Arkansas will include installation of a roof and the building will become handicapped accessible.

Delta Cuisine – A Southern Kitchen Incubator \$400,000

The grant will help in the acquisition and construction expenses related to the Delta Cuisine kitchen facility. The renovation will include an upgrade of the facility to a commercial grade kitchen, food storage, shared offices and retail space.

Northeast Arkansas Convention Center Project \$404,983

Construction of the Northeast Arkansas Region Convention Center will include 75,000 square feet of meeting space, with two nationally acclaimed hotels attached as well as restaurants.

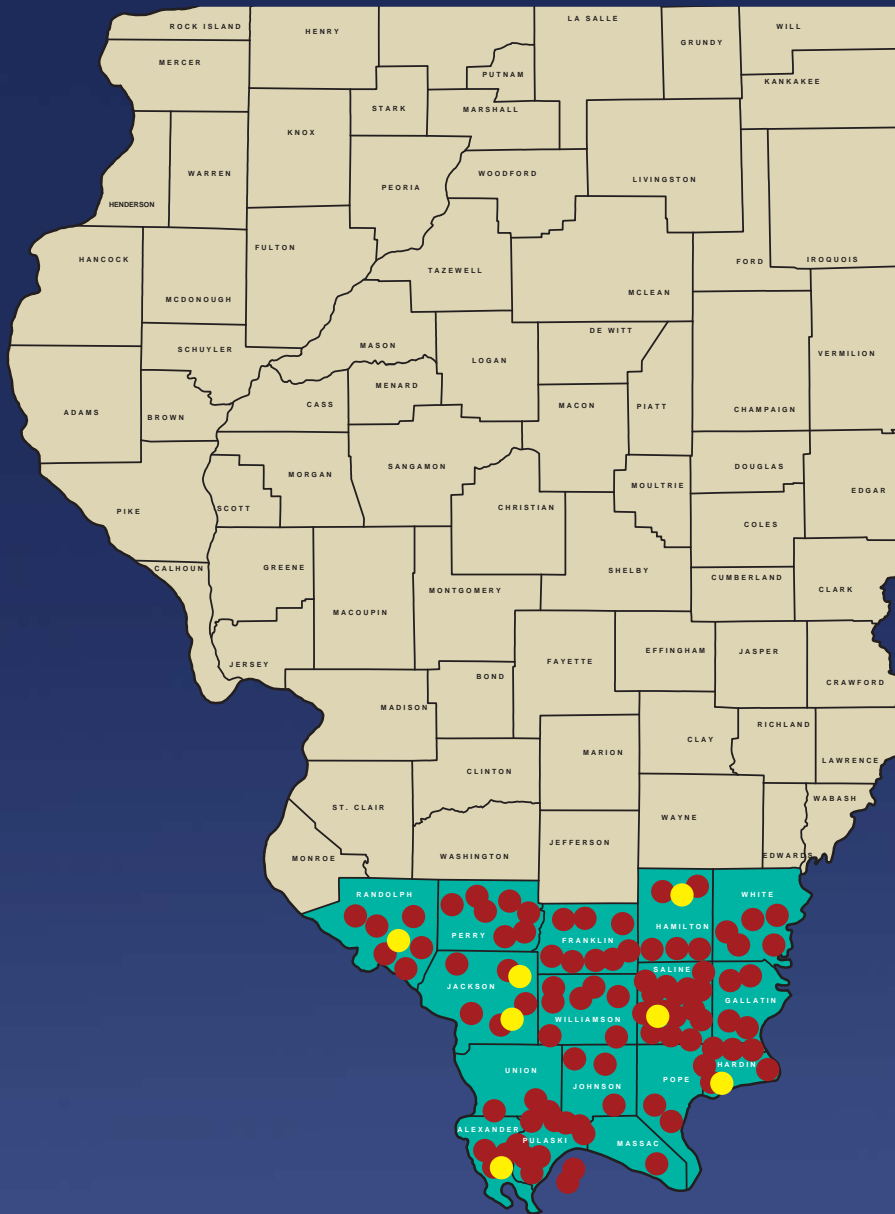
Chicot County Wastewater Treatment Facility \$199,030

This facility will remove and replace a damaged wastewater treatment facility with another packaged unit and rehabilitate a duplex pump station.

UAPB Business Incubator Retail Center \$225,000

Expanding on available space within the UAPB-Business Support Incubator and Office Complex, an existing state facility owned by the University of Arkansas Board of Trustees, UAPB maintains a list for businesses wishing to locate in the Incubator.

FY 2011 DRA Projects in Illinois



● Symbols on the map indicate FY 2011 grants allocated
● to counties, communities or development districts.

Illinois Counties Served by DRA

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

Illinois benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	99
DRA Investment	\$7,611,339
Other Public Investment	\$50,486,819
Other Private Investment	\$18,961,443
Total Investment	\$77,059,601
Leverage Ratio	9.1
Jobs Created	576
Jobs Retained	1,003
Individuals Trained for Jobs	1,318
Families Affected	971
Projected Jobs Created	576
Projected Jobs Retained	1,876
Projected Individuals Trained for Jobs	6,930
Projected Families Affected	2,552

FY 2011 DRA projects in Illinois:

Hamilton County Road Project Phase 1 \$103,029

To improve three miles of township road in Hamilton County, Illinois to create a transportation route to assist a coal company that will invest approximately \$400 million and create 350 full time jobs.

Prairie du Rocher-Modoc Levee Improvements and Recertification \$150,000

This project consists of the engineering and geotechnical services that are necessary to identify deficiencies, if any, that might exist in the levee, and provide the design for correction any deficiencies that might be found.

Southern Illinois College Truck Driving Program \$36,750

This grant will purchase a semi-tractor trailer to be in used in the SIC-driver training program that will train 20 people per year.

Tele-health Medical Equipment Upgrade \$67,400

Equipment will be placed into a 35-bed critical access facility. The following equipment is to be upgraded: Picture Archiving and Communication System, EKG machine with model allowing storing and transmission of electronic versions of the EKG.

Southern Illinois Delta Regional Simulation and Learning Lab \$167,988

The grant is for the purchase of equipment and training materials to support an onsite-distance learning facility which will house simulation labs, classroom/debriefing room and a computer lab.

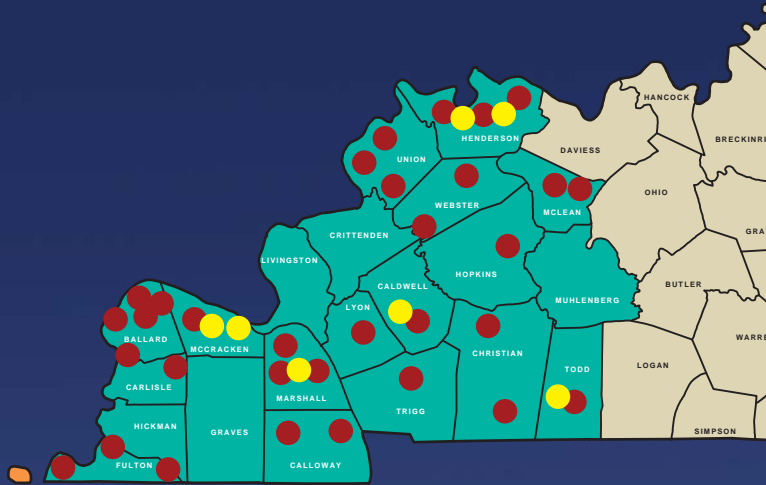
Construction of Access Roadway \$100,000

A grant was awarded to construct a roadway located on Airport Authority property.

Alexander County Levee Improvements \$100,000

Making necessary improvements to the East Cape Girardeau-Clear Creek Drainage and Levee District, this will alleviate future flooding of businesses and local residences.

FY 2011 DRA Projects in Kentucky



- Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.
- DRA projects funded prior to FY 2011.

Kentucky Counties Served by DRA

<i>Ballard</i>	<i>Carlisle</i>	<i>Fulton</i>	<i>Hickman</i>	<i>Lyon</i>	<i>McLean</i>	<i>Trigg</i>
<i>Caldwell</i>	<i>Christian</i>	<i>Graves</i>	<i>Hopkins</i>	<i>Marshall</i>	<i>Muhlenberg</i>	<i>Union</i>
<i>Calloway</i>	<i>Crittenden</i>	<i>Henderson</i>	<i>Livingston</i>	<i>McCracken</i>	<i>Todd</i>	<i>Webster</i>

Kentucky benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	39
DRA Investment	\$7,977,453
Other Public Investment	\$85,089,328
Other Private Investment	\$125,400,000
Total Investment	\$218,466,781
Leverage Ratio	26.4
Jobs Created	985
Jobs Retained	964
Individuals Trained for Jobs	0
Families Affected	26
Projected Jobs Created	436
Projected Jobs Retained	352
Projected Individuals Trained for Jobs	0
Projected Families Affected	0

FY 2011 DRA projects in Kentucky:

Paducah-McCracken County

Riverport Crane Project \$200,000

A grant was awarded to install a new bridge crane at the Riverport facility in Paducah to enable the port to handle larger loads and will give it the ability to handle loading and off-loading of barge containers.

Tri-County Recycling Alliance \$100,000

This project will assist with the construction of a regional recycling facility.

Guthrie Eagle Way Extension Project

\$195,900

The expansion of Eagle Way which will provide access to Hovey Electric, Inc., that is currently expanding and will create 20 additional jobs.

McFarlan Road Improvement

Project \$157,353

The widening of McFarlan Road, as part of a development of the Marshall County Riverport located on the Tennessee River, will assist in access to I-24.

Caldwell Medical Center \$125,000

The purchase and installation of a digital mammography unit at the Caldwell Medical Center to provide patients with advanced technologies used in early detection in breast cancer. Previously patients drove over 100 miles round trip to have this procedure.

Northwest Kentucky Entrepreneurship

Center \$410,862

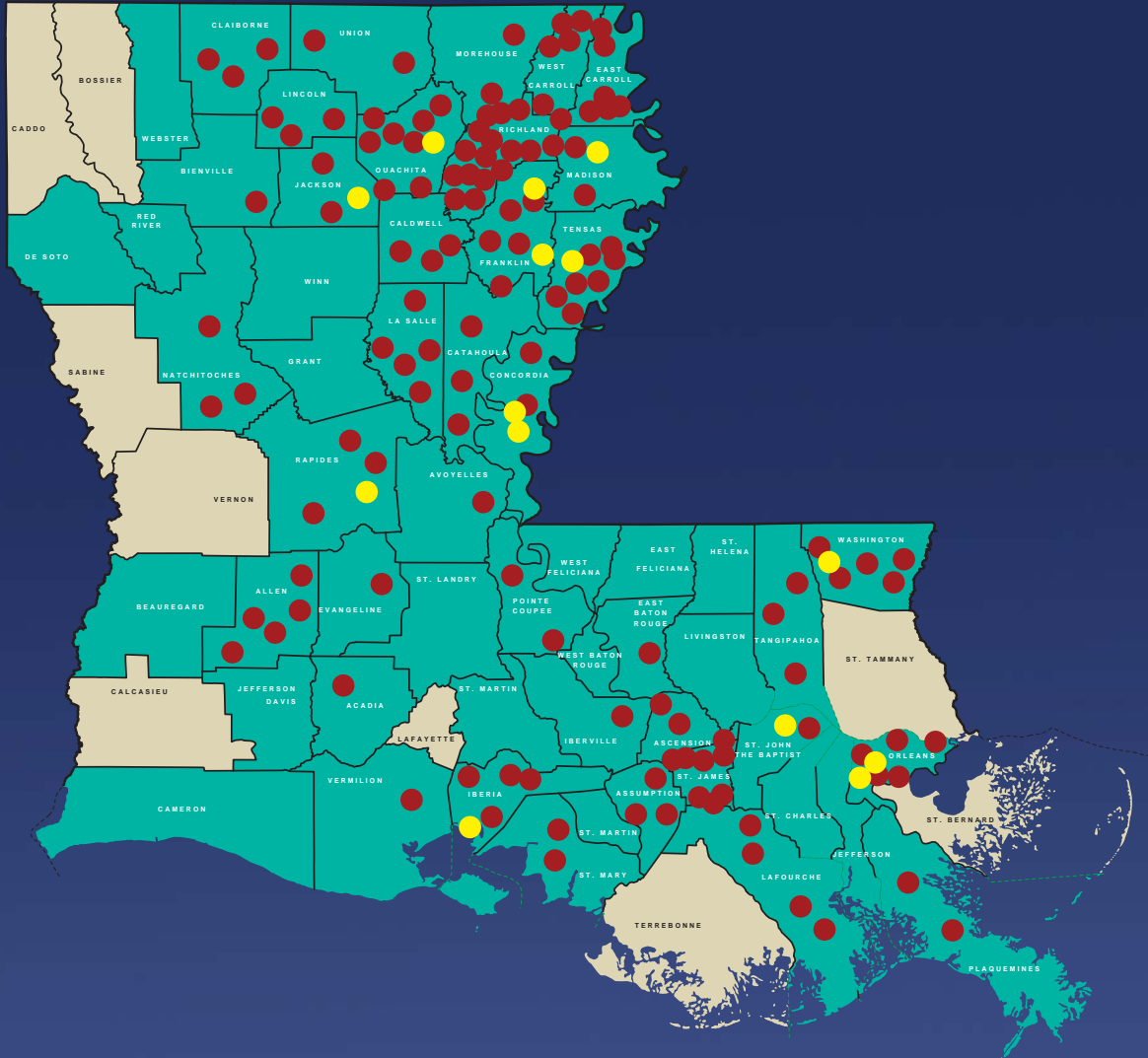
This is renovate office space as well as office equipment and furnishings for Northwest Kentucky Forward, a lead economic development organization for Henderson, McLean, Union and Webster counties.

Paducah McCracken JSA Massac Creek

Interceptor Phase II \$100,000

To eliminate several current JSA lift stations, construction of 2,800 linear feet of 24" gravity sewer, 11,000 linear feet of 18" gravity sewer, and 1,700 linear feet of 8" gravity sewer main will extend the Massac Creek Interceptor from the Information Age Park towards Lone Oak and US-45.

FY 2011 DRA Projects in Louisiana



- Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.
- DRA projects funded prior to FY 2011.

Louisiana Counties Served by DRA

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

Louisiana benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	152
DRA Investment	\$18,689,614
Other Public Investment	\$124,656,595
Other Private Investment	\$387,920,000
Total Investment	\$531,266,209
Leverage Ratio	27.4
Jobs Created	1,517
Jobs Retained	1,214
Individuals Trained for Jobs	27
Families Affected	5,571
Projected Jobs Created	4,757
Projected Jobs Retained	1,387
Projected Individuals Trained for Jobs	77
Projected Families Affected	10,463

FY 2011 DRA projects in Louisiana:

Tensas Parish Port Phase I \$150,000
Allowance for the port to handle bulk commodity.

Quitman Wastewater Treatment Plant Improvements \$125,000
A pre-manufactured wastewater treatment plant will operate in the conditions present.

COA – CLBI Commercial Kitchen \$100,000
A Commercial Kitchen in the Central Louisiana Business Incubator will provide business training.

Ferriday Industrial Building Renovation \$125,000

Extension and Upgrade of Natural Gas Distribution Lines \$125,000

Lower 9 Infrastructures \$75,000
Construction a left turn lane

Delta Region Workforce Development \$102,500
Participants will expand the career services of NOVA.

Port of Iberia \$114,648
Port of Iberia's industrial complex will expand.

Wastewater Treatment Plant \$100,000
Tallulah's Wastewater treatment plant conversion

Vidalia Port Road \$150,000
This project will construct 2200 feet of road.

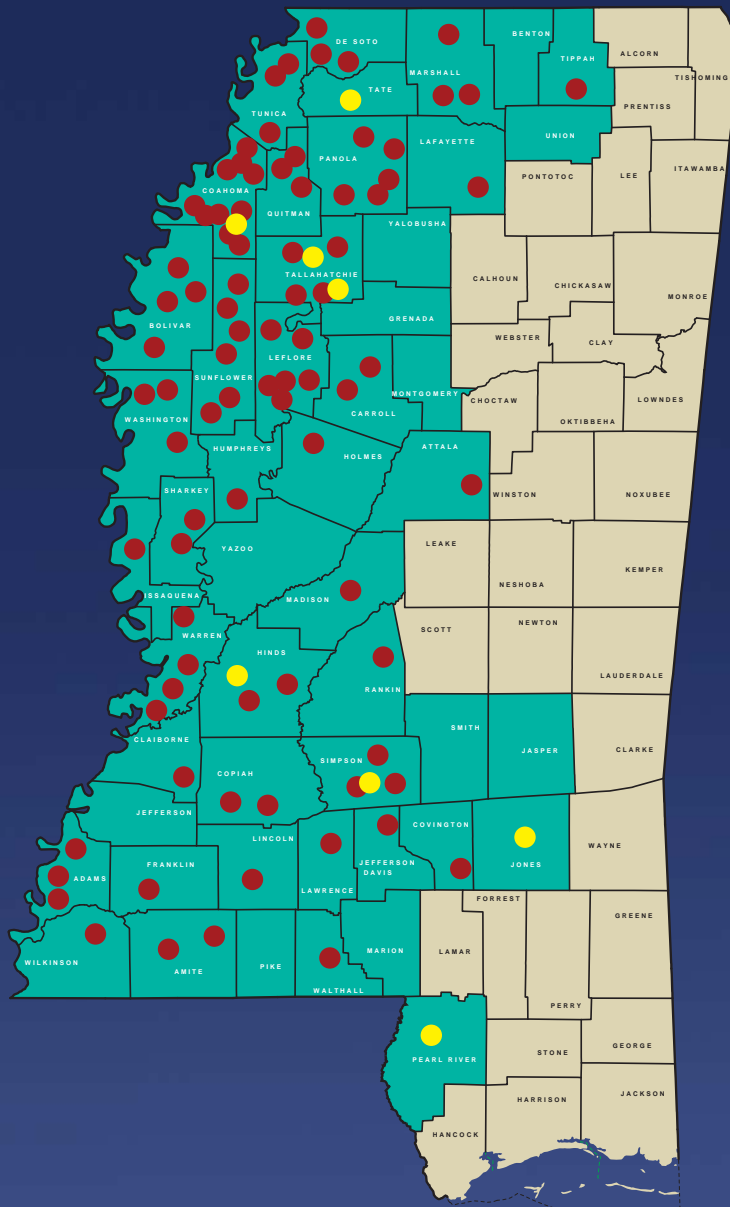
Airport Road Lift Station \$140,000
This will replace an outdated septic system.

2011 Sewage Lift Station Rehabilitation \$100,000
Elam Woods Road will be reconstructed.

Franklin Parish \$225,000
Reconstruction of Elam Woods Road

RiverSphere Center for Excellence \$150,000
A renovation by developing a trained workforce in the emerging "green collar" sector

FY 2011 DRA Projects in Mississippi



- Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.
- DRA projects funded prior to FY 2011.

Mississippi Counties Served by DRA

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

Mississippi benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	94
DRA Investment	\$13,727,078
Other Public Investment	\$51,693,867
Other Private Investment	\$102,060,822
Total Investment	\$167,481,767
Leverage Ratio	11.2
Jobs Created	506
Jobs Retained	262
Individuals Trained for Jobs	105
Families Affected	1,6754
Projected Jobs Created	1,042
Projected Jobs Retained	831
Projected Individuals Trained for Jobs	13,216
Projected Families Affected	6,142

FY 2011 DRA projects in Mississippi:

Terry, MS \$165,000

A 2-bay fire station in Terry, MS was constructed.

Mendenhall, MS \$105,000

Construction and equipment for a healthcare facility in Mendenhall, MS, will hire four physicians and five support staff.

TeachUp!, Picayune, MS \$260,000

A match to a National AmeriCorps grant will enable the grantee to recruit, train, and deploy 106 residents as TeachUp! Technology interns for one year. At sites around the region they will teach digital literacy, computer skills, and employability of 10,000 adults, 50,000 students and 3,000 teachers.

Emmett Till Interpretive Center \$115,000

Renovation of the Wong Building in Sumner MS will provide 1,200 square feet of meeting space, 80 linear feet of exhibition space and a gift shop.

City of Charleston, MS \$115,000

Sewer system improvements in the City of Charleston, MS included a new pump station and a wet well was converted into a manhole.

Lula, MS \$56,000

The installation of 600 linear feet of sewer line and three new manholes between First and Second Streets, as well as the rehabilitation of manholes between Second and Third Streets.

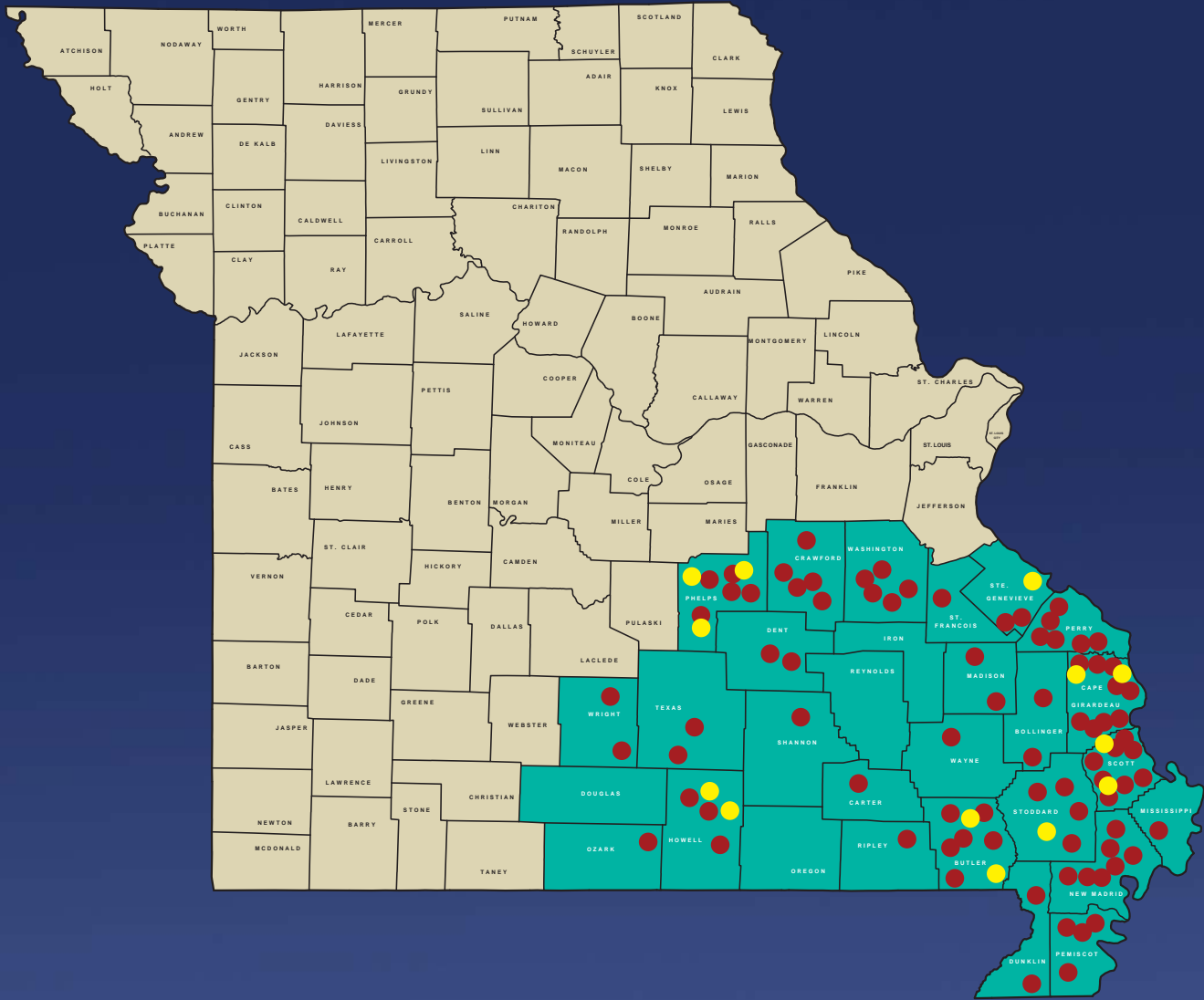
Senatobia, MS \$100,000

4,600 linear feet of 10" water line will loop around the perimeter of a plant, including the installation of 10 fire hydrants.

Jones County Junior College \$350,000

Jones County Junior College will be expand its education and training services building which will allow the college to expand services to Jasper and Smith Counties, targeting manufacturing skills.

FY 2011 DRA Projects in Missouri



- Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.
- DRA projects funded prior to FY 2011.

Missouri Counties Served by DRA

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

Missouri benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	94
DRA Investment	\$11,406,284
Other Public Investment	\$53,424,786
Other Private Investment	\$241,144,000
Total Investment	\$305,975,070
Leverage Ratio	25.8
Jobs Created	1,097
Jobs Retained	933
Individuals Trained for Jobs	320
Families Affected	178
Projected Jobs Created	371
Projected Jobs Retained	4,100
Projected Individuals Trained for Jobs	438
Projected Families Affected	2,218

FY 2011 DRA projects in Missouri:

Hypoint Industrial Park \$155,500
Construction of an intersection roundabout

Three Rivers College \$200,000
Purchase of a mobile training lab

Growing Missouri's Local Small Businesses \$63,032
Updating small businesses' plans and expansion

Port of New Bourbon \$85,280
The removal of existing rip-rap along the shoreline of the Mississippi River will create the entrance into the Port of New Bourbon.

Levee District 12 Certification \$163,950
The county must hire an engineering firm to provide data that meets levee requirements.

Missouri Delta Ag Bioworks \$75,000
This initiative will support farmer-owned, domestic and international investment projects.

St. James Industrial Park \$82,241
Expansion of access road to facilitate a new company in industrial park

Edgar Springs \$130,250
Upgrading and rehabbing the city's current sewage facility will make the upgrades compliant.

Operation Jumpstart \$145,556
Four six-week classes will be offered in locations selected from the counties above based on need.

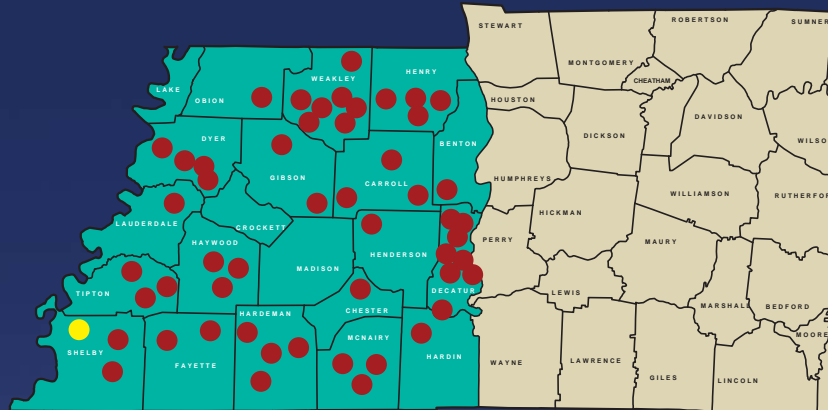
Village of Pendermon \$77,536
Construction will take place at the current Wastewater system site owned by the Village.

OZSBI Idea Center \$120,400
The renovation into the Idea Center will be geared for students and young entrepreneurs in West Plains.

Cape LaCroix Creek Mitigation \$100,000
Imperious lining in Cape LaCroix Creek

West Plains, MO \$36,000
Installation of 1,800 linear feet of 10" PVC water pipe

FY 2011 DRA Projects in Tennessee



- Symbols on the map indicate FY 2011 grants allocated to counties, communities or development districts.
- DRA projects funded prior to FY 2011.

Tennessee Counties Served by DRA

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

Tennessee benefits from DRA

The numbers below are for FY 2002 through 2011.

Total DRA projects	57
DRA Investment	\$13,808,502
Other Public Investment	\$155,858,187
Other Private Investment	\$246,090,000
Total Investment	\$415,756,689
Leverage Ratio	29.1
Jobs Created	64
Jobs Retained	11
Individuals Trained for Jobs	53
Families Affected	4,207
Projected Jobs Created	4,540
Projected Jobs Retained	4,120
Projected Individuals Trained for Jobs	36
Projected Families Affected	8,007

FY 2011 DRA projects in Tennessee:

Creating Environmental Opportunities in the Mississippi Delta Region \$187,784

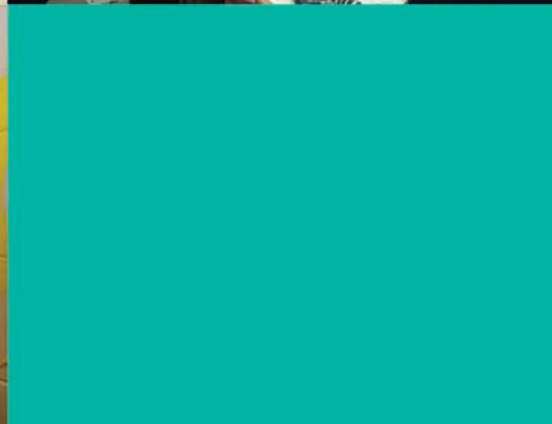
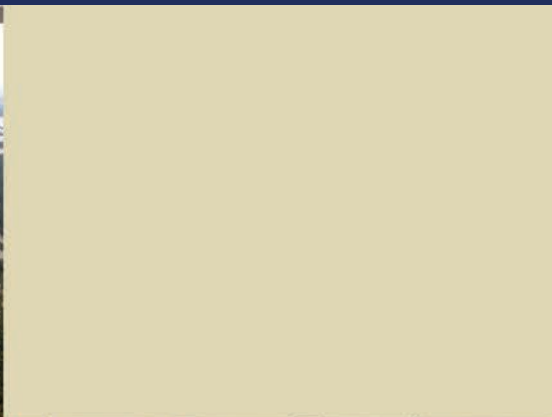
Implementation of two primary strategies will lead to development of new business enterprises and the creation of new jobs related to biobased products enterprises: identification of local customers (existing and new markets) in the health/nutrition, automotive and chemical sectors, and identification of a network of customers for various biobased products as the basic market to be served by the farmers, logistics enterprises and processing entities.

Regional Entrepreneurial Accelerators \$410,862

To support the state-led initiative to establish a network of Regional Entrepreneurial Accelerators under the Jobs4TN Plan and the INCITE Initiative, the state's intent is to fund and continue operations of the program beyond the twelve months funded by this grant to ensure lasting, long-term regional relief and benefit to the Delta. As each accelerator builds strategic local partnerships, ECD anticipates each accelerator being able to leverage additional local financial support and in-kind services.



Outreach & Communications



Delta Regional Authority

Website Renovations

Starting in 2011, the Authority's Web site went under construction for the first time in five years. Ultimately, it is the goal of the site to serve as a functioning economic development tool with helpful resources for communities and stakeholders in the Delta region.

Tools added this year include:

ROTATING CAROUSEL OF PHOTOS AND ANNOUNCEMENTS

COORDINATION WITH THE AUTOMATED SEDAP APPLICATION SITE

COUNTY HEALTH RECORD DATABASE TOOL (MARCH 2012)



Facebook Insights

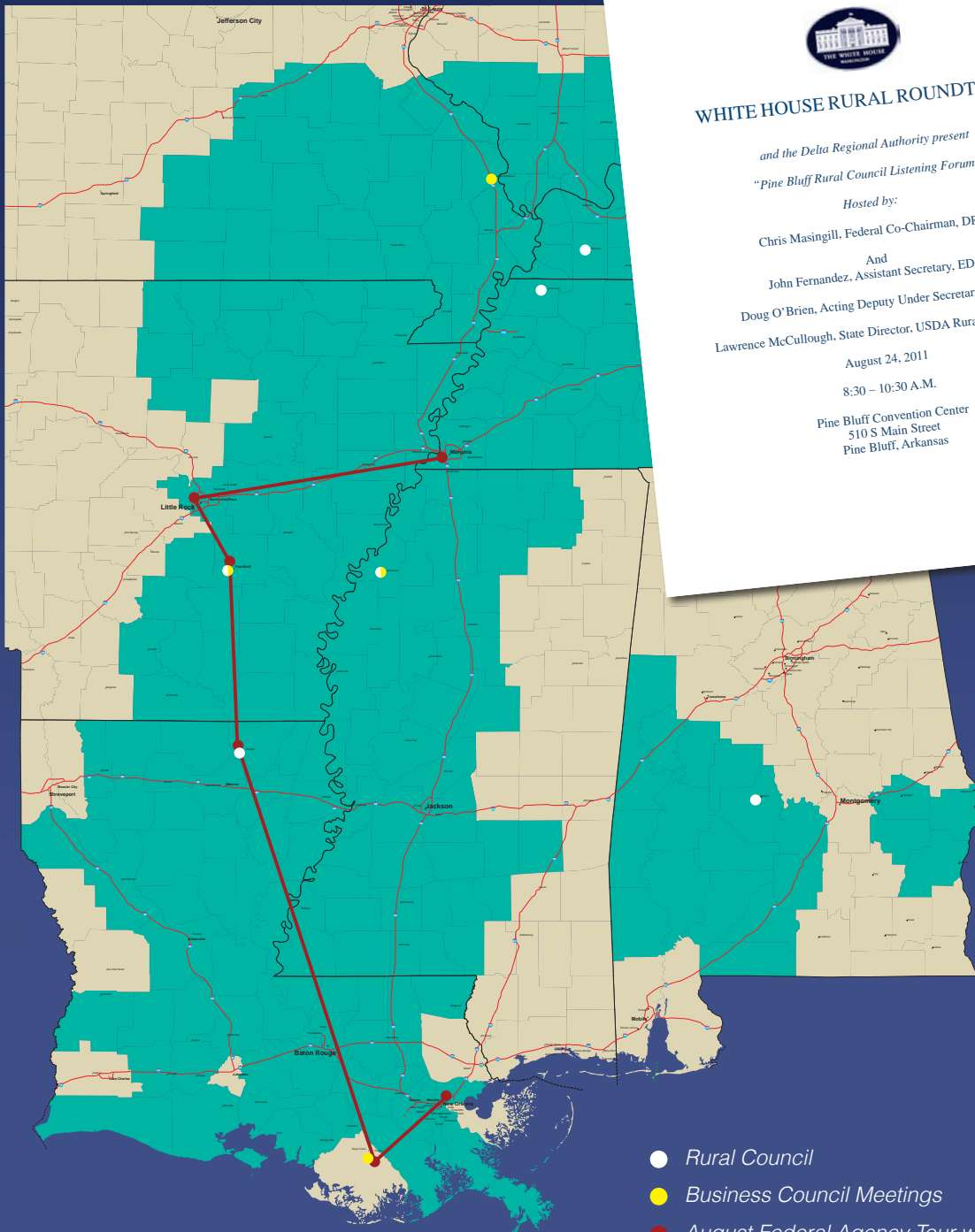
Since launching the Delta Regional Authority's Facebook Page in February 2011, the agency has worked to develop a network across the region. In concert with the DRA Web site, our Facebook page is a place to quickly communicate news and events happening in the region as well as highlight the work and updates from DRA leadership. It is a communications and social media goal for 2012 to reach 1,000 followers.




Federal Agency Tour and Rural Council Meetings

In June 2011, President Obama signed an Executive Order establishing the first White House Rural Council, chaired by Agriculture Secretary Tom Vilsack, and a series of working groups have been held in recent weeks to advance the Council's objectives. During the month of August this past year, Delta Regional Authority Federal Co-Chairman Chris Masingill hosted a Federal Agency tour with high ranking officials at the US Department of Agriculture – Rural Development, the US Small Business Administration and

the Economic Development Administration. They toured parts of the Delta while also leading several White House Rural Council roundtables across the region. The roundtables met in several communities across the Delta with key stakeholders on potential opportunities to better coordinate and streamline federal program efforts and better leverage federal investments in rural America.




WHITE HOUSE RURAL ROUNDTABLE
and the Delta Regional Authority present
"Pine Bluff Rural Council Listening Forum"
Hosted by:
Chris Masingill, Federal Co-Chairman, DRA
And
John Fernandez, Assistant Secretary, EDA,
Doug O'Brien, Acting Deputy Under Secretary, USDA
Lawrence McCullough, State Director, USDA Rural Development
August 24, 2011
8:30 – 10:30 A.M.
Pine Bluff Convention Center
510 S Main Street
Pine Bluff, Arkansas

Southern Illinois Levee

In July, 2010, the Southern Illinoisan published an article on the status of levees in the area. The paper stated that levees that withstood the unprecedented high waters of 1993 would no longer be able to hold should conditions reach that level again. It also highlighted the significant gap in funding for needed repairs and what the local levee districts had available to them. The paper followed the article a week later with an editorial that called for action by the Congressional delegation.

With all of the news coverage surrounding the levees, the issue quickly became a politically charged one and



Flooding in 2011

During the month of April 2011, the Mississippi River Basin received 600% of its annual rainfall in a three week period. This unprecedented amount of rain would lead to a flood of historic proportions along the Mississippi River and test the levee systems that protect millions of families in the Delta as never before. In late April and early May, the governors of states along the river declared states of emergency to prepare for the impending flood and Deltans began preparing to protect their lives, homes, and property as best they could.

Throughout the disaster, the Delta Regional Authority maintained two-way contact with local, state, and federal contacts to the fullest extent possible, ensuring the transmission of factual information and serving as support for state and federal disaster taskforces and state legislature committee hearings. Many people do not think of the DRA when it comes to disaster response and recovery, but the

Congressman Costello contacted DRA to step in as an intermediary to assess the situation and recommend solutions. This summit is the culmination of DRA's efforts. In addition to statements from the expert panel, the general public will be given the opportunity to ask questions, express views, and offer ideas to the panel and DRA, and have their statements made a part of the official record of the summit. The combination of expert and local stakeholders will assist DRA in developing a set of comprehensive suggestions for the region's levee systems.

As a result, DRA entered into an agreement with Southern Five Regional Planning District and Development Commission to provide technical assistance to local leaders responsible for the maintenance and upkeep of the levees. This assistance includes identification of funding sources, grant writing and submission, and local stakeholder meetings. In addition to our partnership with Southern Five and with the support of Governor Quinn and Congressman Costello, the Delta Regional Authority (DRA) directly invested \$100,000 in a drainage project in Alexander County. This money helps to ensure that any water behind the levee will be drained away, thus reducing the chance of flooding during periods of heavy rain and improvement of the integrity of the levees.

Authority was ready to assist state, regional, and local entities by coordinating long-term community recovery; assist in streamlining response; identify responsibilities for recovery activities; and provide a coordinating entity to maintain continuity of deliverability to those negatively affected by any disasters that may affect our region.



Administration



Delta Regional Authority

Performance and accountability of internal administration has been the at the core of every decision made at the Authority over the last year. These internal operational enhancements will continue as agency standard operating procedures.

With that in mind the agency has:

- Led a full review of internal policies, procedures and practices to make the Authority more transparent, efficient and effective to meet the mission of the DRA
- Enlisted BKD, the Authority's independent financial auditor, who reported their findings regarding DRA obligations and provided a complete reconciliat of our Federal accounts and unobligated balances

- Fully integrated project funding and financial controls
- Invested in critical IT infrastructure for the agency
- Conducted graded staff performance reviews for every employee of the Authority initiating the ongoing restructuring and realignment of the agency
- Revamped retirement benefits for Authority employees that mirror the Federal Employee Compensation Package
- Initiated several cost-saving measures for operations
- Completed review of financial internal controls and made internal organizational enhancements

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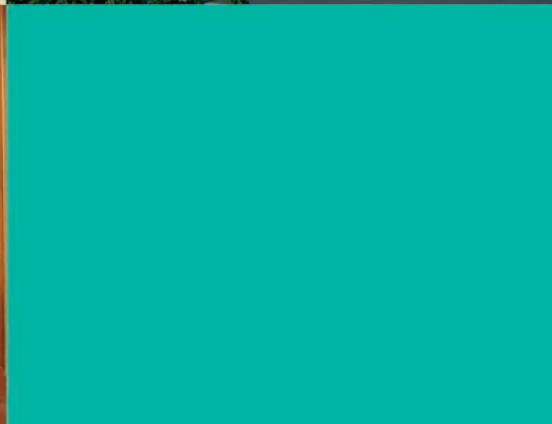
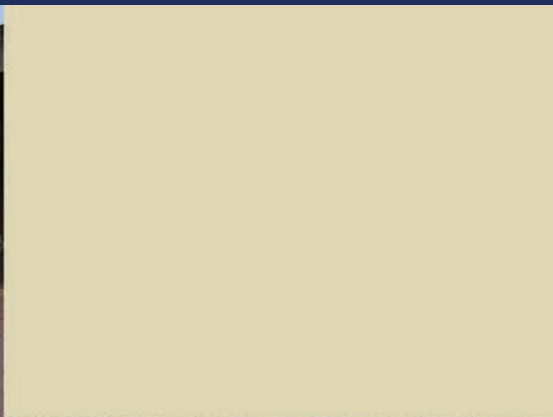
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Looking Ahead



Delta Regional Authority

Export / Sierra Energy

The United States creates over 250 million tons of waste each year. Landfills are exceeding their capacities and are major emitters of greenhouse gases and sources of harmful contaminants. What if there was a way to turn all of that trash into renewable energy? Now there is. Sierra Energy's FastOx gasifier cleanly—and profitably—recovers energy from a wide variety of waste streams.

Sierra's technology is the only solution that can scale from 5–30,000 tons of waste per day in a single unit. This makes FastOx the most effective gasifier on the market. Through conversion Sierra's solution, FastOx thoroughly converts waste into useful and valuable products, without creating toxic products and processes a wide variety of waste streams simultaneously. Sierra's gasifier is able to accomplish the scale, flexibility, efficiency, and profitability

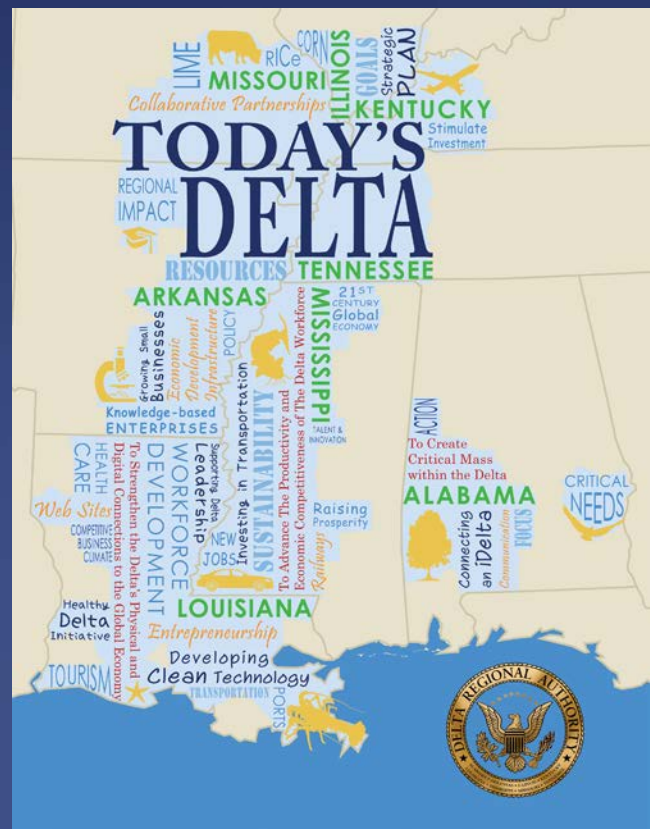
that other systems cannot. This also means that Sierra's solution can be applied inexpensively as a retrofit to existing— active, or inactive—blast furnaces. Plus, Sierra has the added benefit of tapping the resources of a long-established and global support.



Today's Delta

Developed through a partnership with the University of Arkansas's Institute for Economic Advancement, "Today's Delta" is a snapshot of Delta-centric Data. It looks at the Region's:

- POPULATION
- EDUCATIONAL ATTAINMENT
- POVERTY
- INCOME
- UNEMPLOYMENT
- HEALTH ASSESSMENTS
- SMALL BUSINESSES AND ENTREPRENEURSHIP





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