

Delta Regional Authority

Fiscal Year 2017 Budget Justification and 2015 Annual Report



Creating Jobs. Building Communities. Improving Lives.

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Chris Masingill
Federal Co-Chairman

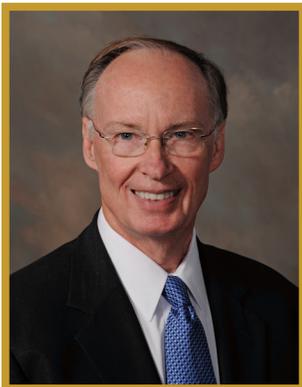


Mike Marshall
Alternate Federal Co-Chairman



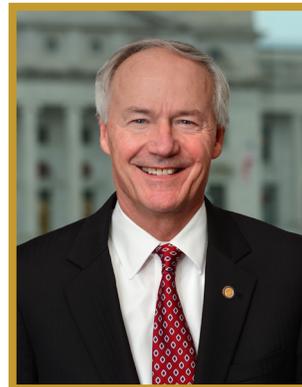
Governor Phil Bryant
States' Co-Chairman
Designee & Alternate: Alice Perry

Alabama



Governor Robert Bentley
Designee: Jim Byard
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Arkansas



Governor Asa Hutchinson
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DELTA REGIONAL AUTHORITY

OFFICE OF THE FEDERAL CO-CHAIRMAN

February 8, 2016

On behalf of the Delta Regional Authority (“DRA” or “the Agency”), I herein offer its FY 2017 budget request, which totals \$15,936,000. During FY 2017, the DRA will invest in and leverage additional federal funding toward proven economic development solutions to assist the Delta region. Specifically, the Agency’s programs will promote the growth of a skilled workforce, support job creation, invest in local and regional infrastructure, enhance access to capital for small businesses and entrepreneurs, and increase community bank and lending institution activity, while also increasing export activity by regional businesses. As a reminder, for FY 2016, \$14,936,000 was recommended and \$25,000,000 was appropriated.

In looking towards the coming year, the DRA will continue its successful practices of strong accountability and transparency, as it takes seriously the need to be fiscally responsible while working to help create jobs, build communities, and improve lives. As reported November 16, 2015, regarding its FY 2015 Performance Accountability Report, the DRA earned its 13th unmodified audit (out of 13 audits) from its independent financial auditors. Furthermore, in the report, there were no reportable deficiencies or weaknesses, and in the past four audit years, the DRA’s compliance systems have been tested 1,055 times with zero exceptions.

Over 14 years of service to the Delta, DRA has invested more than \$138 million into 934 projects, leveraging more than \$752 million in other public funds and more than \$2.2 billion in private-sector investment for a total of \$2.9 billion in investments—a leverage ratio of 21.4 to 1.

Specifically, since DRA’s inception, in 14 investment cycles (2002-2015), the DRA has:

- Invested \$138,358,642 into 934 projects;
- Leveraged \$752,254,205 in other public funds (leverage ratio of 5.4 to 1);
- Attracted \$2,208,673,037 in private sector funds (leverage ratio of 16.0 to 1); and
- Facilitated total investments of \$2,960,927,242 (leverage ratio of 21.4 to 1).

These investments are helping to yield:

- 46,537 total jobs being created and retained;
- 100,940 total families accessing safe water and/or sewer services; and
- 28,728 total individuals being trained for jobs in their area.

In FY 2015 alone, the DRA invested \$9,563,869 into 64 projects, leveraging \$49,519,865 in other public funds and \$172,802,249 in private-sector investment for a total of \$222,322,114 in leveraged funds—a leverage ratio of 23.2 to 1. As a result of its FY 2015 investment, the DRA’s SEDAP is helping to:

- Create and retain 3,533 jobs;
- Afford 3,717 families access to clean and safe water and/or sewer services; and
- Train 2,574 individuals for jobs in their areas.

It is important to note when the DRA makes investments into projects that will help create or retain jobs, the DRA requires the grantee to execute a “participation agreement” which protects taxpayer money should outcomes not meet the levels executed in the grant agreement. In such cases, the DRA shall recover the prorated share of the deficiency, helping to ensure optimal outcomes and effective use of federal investments.

Looking ahead for FY 2016 the DRA will continue to work closely with local and national partners on joint initiatives that provide additional opportunities to grow, sustain, and increase the economic resiliency of the Delta region. One of the DRA’s more recent initiatives is the Leading Economically Competitive and Resilient Communities (ECRC) developed in partnership with the International Economic Development Council (IEDC). The ECRC workshops help prepare local elected officials, community leaders, and economic development leadership to support economic development and disaster recovery activities in their communities. The trainings come in two modules: Module A is focused on economic development leadership skills and Module B focuses on disaster recovery and economic resilience. The ECRC trainings began as six pilot projects, which more than 175 people attended. DRA anticipates holding an additional 26 workshops across its eight states.

Course content for Module A sessions on economic development leadership includes:

- The role of elected leaders in economic development;
- How public policy can make or break economic development efforts;
- Key trends in economic development;
- Strategic planning for economic development;
- Business retention and expansion;
- Industry targets and cluster analysis;
- Connections between economic development and public policy;
- Local and regional economic development stakeholders and partners;
- State and Federal programs to assist in local economic development efforts; and
- Understanding key economic indicators and metrics in evaluating economic development performance.

The Module B workshops focus on disaster recovery and economic resilience including:

- Disaster preparation measures and building capacity for recovery;
- Strategic planning for disaster recovery;
- Proactive disaster risk management;
- Business assistance after a crisis;
- Maximizing response speed and effectiveness;
- Alignment with Federal government response measures;
- Working with emergency management, law enforcement, and fire protection entities;
- Small business assistance and industry recovery;
- Business retention and expansion before and after a disaster;
- Assessing the economic impacts of a major disaster; and
- Crisis communications.

The DRA is proud of its unique ability to work at the federal and state levels, from both top-down and bottom-up perspectives. In the past year, the DRA has been able to support the following initiatives and programs with its federal partners:

- The Made In Rural America (MIRA) Export and Investment Initiative led by the White House Rural Council (WHRC);
- The Investing in Manufacturing Communities Partnership (IMCP) with the White House National Economic Council, the U.S. Department of Commerce Economic Development Administration, and partners across the federal government;
- The Innovative Readiness Training (IRT) Military Medical Program with the U.S. Department of Defense;
- Federal health funding opportunities technical assistance workshops with the U.S. Department of Health and Human Services Health Resources and Services Administration;
- Delta Doctors J-1 visa waiver program with the U.S. Department of State;
- The Rural Child Poverty Initiative with the White House Rural Council;
- Hosting a Rural Opportunity Investment Conference with the White House Rural Council and US Department of Agriculture; and
- Local Foods, Local Places (LFLP) with the U.S. Department of Agriculture, U.S. Environmental Protection Agency, U.S. Department of Transportation, Centers for Disease Control and Prevention, and Appalachian Regional Commission.

Thank you for your continued support of the work that we do. The Delta Regional Authority and its staff look forward and stand ready to expand our past efforts and accomplishments to best serve and create opportunities for the people of the Delta region through strategic investments, place-based initiatives, and innovative programming. With our partners, stakeholders, and local, state, and federal leadership, we will continue to help create jobs, build communities, and improve the lives of the people of the Delta region.

Sincerely,



Christopher A. Masingill

Federal Co-Chairman's Annual Review

FY 2015 has continued the success of past years as the Delta Regional Authority (DRA) initiatives and brought new programs to Delta communities, leadership, workers, and families. Collaborating with an array of agency partners at the federal, state and local levels, the DRA enhanced existing programs and embarked upon new policy initiatives that addressed important priorities like workforce development, entrepreneurship, and leadership development.

Under the leadership of Federal Co-Chairman Chris Masingill, Alternate Federal Co-Chairman Mike Marshall, and working with States' Co-Chairman Governor Phil Bryant, the DRA continues to expand its efforts in support of communities, businesses, and people in the Delta region, by making targeted investments supporting the development of a skilled, productive workforce, successful small businesses and entrepreneurs, and strong public and transportation infrastructure. Below are highlights of the past year's accomplishments within the agency's four major organizational areas: economic development investments, special programs and initiatives, communications and public engagement, and administration and operations.

ECONOMIC DEVELOPMENT INVESTMENTS

The FY 2015 States' Economic Development Assistance Program opened its application period in April with a new online funding and application portal, part of the second phase of the rebuild of DRA.gov. The new online portal streamlines the application process and will better allow the DRA to track projects from initial application review, approval, and monitoring and compliance. DRA staff held training webinars for local development district staff and regional stakeholders to ensure effective use of the new portal.

DRA instituted a new tiered evaluation system that assessed economic development projects by their emphasis on regional strategies, job creation, and leveraging multiple funding partners for optimal success and impact. Across the eight states, DRA invested \$9,563,869 of its total appropriation into 64 projects, leveraging \$49,519,865 in other federal, state and local funds and \$172,802,249 in private-sector investment—a leverage ratio of 23.2 to 1.

DRA saw further success in the second year of its project monitoring and compliance program and has elevated the program to its own division within the agency. In FY 2015, 54 additional site visits were completed, doubling the goal of projects reviewed. Through September 2015, 90 projects have been reviewed, helping DRA hold project partners and staff accountable for the agency's investments of federal funding. Added staff capacity will help this program expand in the next fiscal year.

Federal Co-Chairman's Annual Review

SPECIAL PROGRAMS AND POLICY INITIATIVES

Small Business and Entrepreneurship

As part of its Small Business and Entrepreneurship Initiative and in partnership with The Idea Village in New Orleans, the DRA launched the Delta Entrepreneurship Network (DEN) to identify, connect, nurture, and grow entrepreneurs across the Delta region by addressing regional deficiencies in capital, training, and best practices through a connected infrastructure of support organizations, investors, and educators. The Delta Entrepreneurship Network identified 16 entrepreneurs through four Delta Challenge pitch competitions in communities across the region and 15 entrepreneurship support organizations as DEN fellows who received access to emerging entrepreneurs, technical knowledge and training, entrepreneurship support networks, and learn additional entrepreneurial ecosystem development strategies.

The DEN inaugural fellows had a full month of programming, participating in a two-day workshop on pitching and business development that was presented by DEN partner the Idea Village and Julie Kirk, Director of U.S. Economic Development Administration's Office of Innovation and Entrepreneurship. The fellows then convened at New Orleans Entrepreneur Week for three days of special programming for the DEN. NOEW 2015 attracted more than 10,000 entrepreneurs, investors, professionals, students, and community members and allocated more than \$50,000 to business ideas. The ESOs participated in a roundtable conversation about how to build a successful entrepreneurial ecosystem in the Delta region. Each entrepreneur pitched to a panel of judges, utilizing the training provided at the technical assistance workshop. Five of these entrepreneurs were selected to pitch at the inaugural DEN Demo Day, where investors from across the region listened to the ideas and business models of the DEN fellows.

The DEN kicked off its second season of programming in Memphis, Tennessee, with the first of six Delta Challenge pitch competition. Five additional Delta Challenge competitions held in Cleveland, MS, Murray, KY, Selma, AL, Little Rock, AR, and Lafayette, LA produced the second class of 22 DEN entrepreneur fellows who, along with 13 entrepreneurship support organizations, will attend technical assistance workshops and participate in New Orleans Entrepreneur Week in March 2016.

Delta Doctors

DRA's J-1 visa waiver program, which places foreign physicians who are trained in the U.S. to work in medically underserved areas of the Delta for three years, continued to see exponential growth in interest and physicians placed. In 2015, 101 physicians were placed in communities across all eight states, and since program inception, DRA has placed 447 physicians in high-need Delta communities.

Federal Co-Chairman's Annual Review

SPECIAL PROGRAMS AND POLICY INITIATIVES (cont.)

Innovative Readiness Training

In its seventh year, the DRA's partnership with the U.S. Department of Defense and its reserve forces kicked off a summer of Innovative Readiness Training medical missions in the Delta with a ten-day mission in three communities of the East Alabama Black Belt region. The missions in Clayton, Eufaula, and Tuskegee, reached 6,000 Alabamians with more than 18,000 medical, dental, and optical procedures. Additional missions were held in the southeast Missouri bootheel, which reached approximately 4,000 residents, and in West Alabama, which served nearly 4,000 patients. In total, over the seven years of the partnership, the IRT program has served nearly 65,000 Delta residents.

The DRA and U.S. Military were recognized by the National Rural Health Association with the 2015 Outstanding Rural Health Program award for their partnership to bring the Innovative Readiness Training program to communities throughout the Delta region.

Delta Leadership Institute

In July, the Delta Leadership Institute graduated 48 fellows from its tenth class of the Executive Academy during its final session in Alabama that focused on transportation infrastructure. The graduates join the now 400-strong Delta Leadership Network of DLI alumni that remain engaged in regional collaboration, information sharing, and participation with DRA initiatives through DLN and its newly created Regional Advisory Council, which is made up of alumni representatives from each of the eight states.

In October, the eleventh class of the Executive Academy held orientation in Memphis for 52 new fellows that represent businesses, federal, state, and local governments, non-profit organizations, educational institutions, and the faith community.

Leading Economically Competitive and Resilient Communities

Recognizing the important role local elected officials play in driving economic development for their communities, DRA kicked off the Leading Economically Competitive and Resilient Communities (ECRC) workshop series to train local elected officials and economic developers in economic development strategies, disaster recovery, and economic resilience. Six pilot workshops were held in five states educating more than 150 community leaders in how to make strategic investments in local infrastructure, make their community more attractive to economic development opportunities, plan for potential natural and economic disasters, and respond in the wake of a disaster to get their communities and businesses back to work. From January to August 2016, 26 workshops will be held across all eight states.

Federal Co-Chairman's Annual Review

SPECIAL PROGRAMS AND POLICY INITIATIVES (cont.)

Federal and National Partnerships

As an active member of the White House Rural Council, DRA works with fellow federal agencies to implement innovative programs and partnerships that support rural communities and tailor existing and future programs to the needs of Delta communities. These partnerships bring valuable resources, technical assistance, grant dollars, and programs to the region.

In May 2015, the DRA co-hosted the tenth Organisation for Economic Co-operation and Development Rural Development Conference with the U.S. Department of Agriculture. The conference brought more than 400 foreign and domestic leaders to Memphis, TN, for a discussion around international strategies to address rural development. After the conference, DRA facilitated four regional tours for international leaders to explore cities and communities within the Delta region and learn about the different industries that are helping these communities grow economically, including cultural tourism, innovation and entrepreneurship, and local food systems.

The Investing in Manufacturing Communities Partnership (IMCP), a program of diverse federal agencies working with communities with sector-specific strengths to grow American manufacturing, announced its second round of community designations, which included two Delta communities: the Greater Memphis region and south Louisiana. The program encourages communities to develop comprehensive economic development strategies that strengthen their competitive edge for attracting global manufacturer and supply chain investments. DRA will serve as a federal liaison for these communities to help them access the information and funding opportunities that will support their efforts to grow their respective industries. DRA still serves as federal liaison for South Alabama's IMCP consortium for the shipbuilding and aerospace industries.

As a part of the Local Foods, Local Places initiative, DRA joined federal partners to support seven communities in the Delta in strengthening their local food systems, improving access to healthy food, and connecting local farmers and entrepreneurs to main street revitalization. The communities—in Alabama, Arkansas, Louisiana, Mississippi—are working on projects that range from creating a food innovation hub to creating a local food-based job training program to building community gardens, farmers markets in downtown districts, and shared space for food processing by local farmers.

In partnership with the U.S. Department of Health and Human Services-Health Resources and Services Administration, DRA hosted a series of technical assistance webinars and workshops online and in Memphis, TN, Oxford, MS, and New Orleans, LA, that provide potential applicants for HRSA funding with detailed information about HRSA's funding opportunities, application process guidelines, strategies for writing a responsive application, and effective use of the resources HRSA has to offer. These workshops reached more than 200 health professionals.

Federal Co-Chairman's Annual Review

SPECIAL PROGRAMS AND POLICY INITIATIVES (cont.)

Reimagining the Delta Workforce

In continuation of DRA's eight state workforce summits and \$1.7 million funding program for regional workforce systems, DRA has empowered community leaders to leverage programs like ACT to build and implement a local workforce strategy. ACT specifically has worked with DRA to provide its Work Ready Academy to Delta communities. Thirty-four counties participated in the ACT Delta Academy and are working towards becoming a Certified Work Ready Community, a certification that requires local workers and students to obtain their National Career Readiness Certificate and brands Delta counties and parishes as having a skilled workforce.

In what has become a long-standing partnership and investment in Jobs for America's Graduates (JAG), Chairman Masingill announced an additional \$300,000 into growing JAG's programs in six of the DRA's eight states. This investment caps a \$1 million commitment to supporting JAG in its mission to increase high school graduation rates for at-risk youth and better prepare them for post-secondary education and working opportunities.

Made in Rural America

As part of the Obama Administration's Made in Rural America initiative, DRA partnered with the U.S. Department of Commerce and its regional District Export Councils to host workshops for small and medium-sized businesses ready to begin exporting their goods to global markets. The workshops series kicked off in August as part of the Hurricane Katrina 10th anniversary commemoration events in New Orleans. Prior to the first workshop, DRA hosted a panel on the importance of international trade, empowering the region's businesses to export their goods and services to the global marketplace, and utilizing the Mississippi River and its ports as a hub for connecting businesses to international trade. All programming was livestreamed on DRA.gov to provide access to business owners throughout the region. There have been two other workshops in Memphis, TN, and Pine Bluff, AR.

Regional Development Plan III (RDPIII)

DRA updated its strategic plan and invited local and regional stakeholders to participate in the process through a series of listening sessions that were held in each of the eight states and through online webinars. RDP III builds and expands upon RDP II, the strategic plan which has guided the agency's priorities and actions since 2008, and it will guide the region's economic growth over the next five years through three goals: 1) Improved Workforce Competitiveness: Advance the productivity and economic competitiveness of the Delta workforce; 2) Strengthened Infrastructure: Strengthen the Delta's physical, digital, and capital connections to the global economy; and 3) Increased Community Competitiveness: Facilitate local capacity building within Delta communities, organizations, and businesses.

Federal Co-Chairman's Annual Review

COMMUNICATIONS AND PUBLIC ENGAGEMENT

DRA kicked off the year by launching a new DRA.gov website that provides residents, community leaders, entrepreneurs, and economic developers across the region with new tools and information to identify and secure investments and resources to support local and regional economic development. The new website enhances its services and makes a visitor's experience more effective and efficient.

As part of the new website, DRA launched the *Today's Delta* online research tool as a follow-up to the written publication that was released in April 2015. The new online tool allows users to access and compare demographic and economic data for each of the DRA's 252 counties and parishes as well as regional and state geographies. The tool improves much-needed access to the research and data that help economic developers, community leaders, policy makers, educators, and students understand the challenges and opportunities of the region, make strategic decisions towards economic development, and tell the story of their community and the Delta region. DRA staff hosted demonstration webinars to ensure regional stakeholders know how to effectively use the tool and to gather feedback on further updates and possible features.

In an ongoing effort to engage diverse stakeholders in economic development efforts in the Delta, DRA has brought together more than 20 universities across the Delta to form the Delta Research Consortium with a mission of maximizing funding and collaboration for positive and solutions-driven research that explains the reality of Delta communities and drives the cultivation of ideas to address the challenges the region faces.

ADMINISTRATION AND OPERATIONS

In coordination with the National Governors Association meeting, the DRA held its annual quorum meeting with its board of governors to approve annual state allocation and county/parish designations of distress. The board welcomed Governors Asa Hutchinson (Arkansas) and Bruce Rauner (Illinois) as well as new board designees Amy Fecher (Arkansas) and Victor Nariusis (Illinois).

DRA continues to recognize earned an unmodified report—a “clean opinion”—from independent financial auditor BKD, LLP, a consistent trend since its initial audit in fiscal year 2001. In FY 2015, DRA had zero reportable weaknesses or deficiencies in its reviewed structures and, in terms of compliance, testing had zero exceptions from the 239 attributes tested by BKD. During the past four audit cycles (FY 2012-2015), BKD has tested for 1,055 attributes, all with zero compliance exceptions.

For more information about DRA's programs, policy initiatives, and management, visit DRA.gov.

December 11, 2015

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 a highly successful audit. Delta Regional Authority (DRA) obtained an unmodified or “clean” opinion on its financial statements, which is the highest level of opinion we can issue. Furthermore, the Independent Auditor’s Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of the Financial Statements Performed in Accordance with *Government Auditing Standards* reported no material weaknesses or significant deficiencies in internal control. DRA continued to have an effective outcome in compliance with grant controls. This was evident in our compliance testing where our sample of 21 grant files were tested, for a total of 239 attributes, with no exceptions identified.

The results of the audit are notable, and I appreciate your commitment to implementing controls and policies which allow DRA to achieve such results. BKD is prepared 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
Partner

TTB:jsh

FY 2017 Budget Request

The DRA's FY 2017 budget request is \$15,936,000, a \$1,000,000 increase from DRA's FY 2016 appropriation of \$14,936,000. The budget table below shows the uses of DRA's appropriation as follows:

- FY 2015 Actual Federal Appropriation for Fiscal Year 2015
- FY 2016 Proposed Federal Appropriation for Fiscal Year 2016
- FY 2016 Enacted Federal Appropriation for Fiscal Year 2016
- FY 2017 Requested Federal Appropriation for Fiscal Year 2017

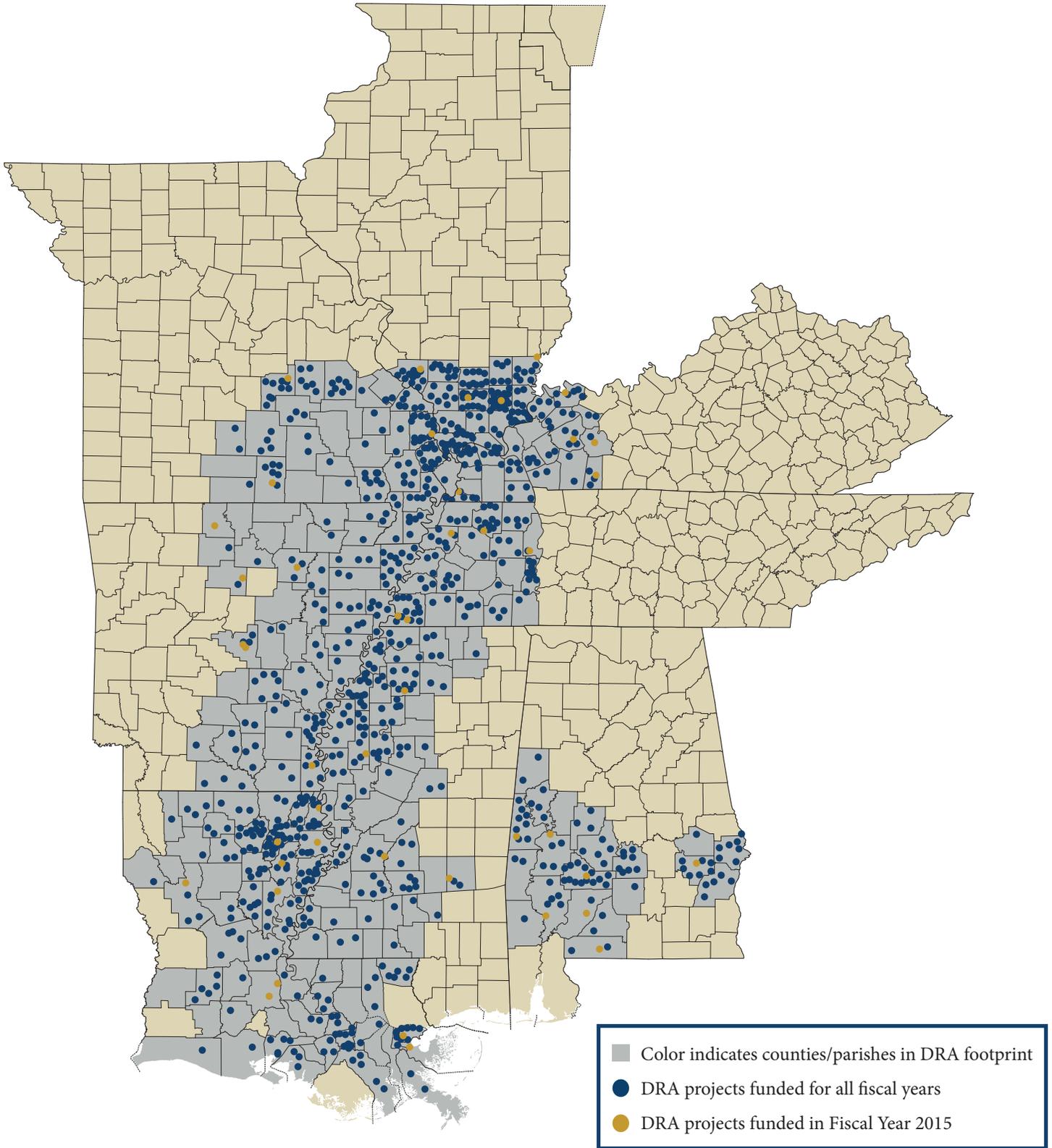
Sources & Uses of FY Federal Appropriations

Sources	FY 2015 Actual	FY 2016 Budget	FY 2016 Enacted	FY 2017 Requested
Federal Appropriations	\$ 12,000,000	\$ 14,936,000	\$ 25,000,000	\$ 15,936,000
Uses	FY 2015 Actual	FY 2016 Budget	FY 2016 Enacted	FY 2017 Requested
Administration	\$ 1,546,241	\$ 1,711,802	\$ 1,725,704	\$ 1,701,704
LDD Technical Assistance	453,902	453,902	504,000	504,000
State Economic Assistance Program (SEDAP)	9,499,857	\$ 10,380,296	\$ 10,380,296	10,380,296
Emergency/Contingency Fund	500,000	500,000	500,000	500,000
Congressionally Directed Infrastructure Fund	-	-	10,000,000	-
Delta Research Consortium	-	250,000	250,000	-
Place-based Program Priorities	-	1,400,000	1,400,000	1,850,000
Delta Sky Partnership - Tourism Initiative	-	240,000	240,000	-
Community Solutions	-	-	-	1,000,000
	\$ 12,000,000	\$ 14,936,000	\$ 25,000,000	\$ 15,936,000

FY 2017 budget with \$1 million increase

With a \$1 million budget increase in programming above the FY 2016 Budget request, DRA will continue to build on the investments it has made in the past and will maintain funding levels proposed in the FY 2016 Budget request for programs that support DRA's mission for economic growth and development. DRA will increase funding for Community Solutions - Delta Corps in FY 2017 by \$1 million or 100 percent when compared to the FY 2016 Budget request.

Delta Regional Authority Service Area



Regional Benefits of DRA Investments

States' Economic Development Assistance Program

Investments FY 2002-2015

Total DRA projects	934
DRA Investment	\$138,358,642
Leveraged Public Investment	\$752,254,205
Private Capital Investment	\$2,208,673,037
Overall Total Investment	\$2,960,927,242
Investment Leverage Ratio	21.4 to 1

Outcomes

	Actual
Jobs Created & Retained	26,218
Individuals Trained for Jobs	7,202
Families Affected	64,831
	Projected
Jobs to be Created & Retained*	20,319
Individuals to be Trained*	21,526
Families to be Affected*	36,109

Investment and outcome numbers are for FY 2002 through FY 2015.

**Figures represent projected outcomes for open projects.*

Source: Delta Regional Authority; February 8, 2016.

Regional Return on Investment Snapshot

DRA LEVERAGE RATIO

FISCAL YEARS 2002 THROUGH 2015

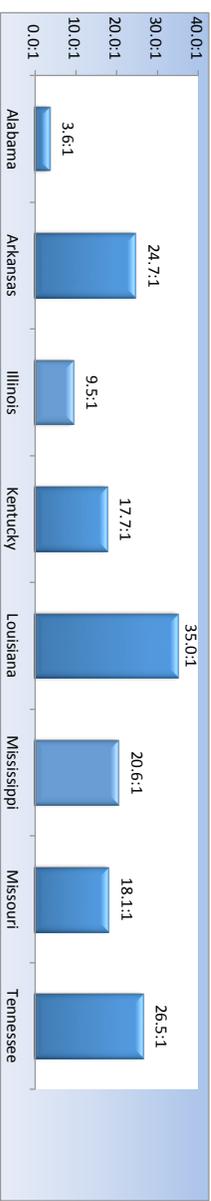


	DRA	% of total	Public	% of total	Private	% of total	Total	Ratio
Alabama	\$ 14,215,883	21.63%	\$ 28,305,684	43.07%	\$ 23,200,000	35.30%	\$ 65,721,567	3.6:1
Arkansas	\$ 22,210,884	3.89%	\$ 139,925,266	24.49%	\$ 409,189,500	71.62%	\$ 571,325,650	24.7:1
Illinois	\$ 11,402,304	9.56%	\$ 67,529,675	56.61%	\$ 40,358,746	33.83%	\$ 119,290,725	9.5:1
Kentucky	\$ 12,236,341	5.34%	\$ 89,579,760	39.12%	\$ 127,195,000	55.54%	\$ 229,011,101	17.7:1
Louisiana	\$ 24,840,889	2.78%	\$ 98,780,710	11.04%	\$ 771,075,000	86.18%	\$ 894,696,599	35.0:1
Mississippi	\$ 19,425,438	4.64%	\$ 99,499,130	23.75%	\$ 300,087,673	71.62%	\$ 419,012,241	20.6:1
Missouri	\$ 16,039,020	5.24%	\$ 67,591,412	22.09%	\$ 222,308,030	72.66%	\$ 305,938,462	18.1:1
Tennessee	\$ 17,987,883	3.64%	\$ 161,042,568	32.58%	\$ 315,259,088	63.78%	\$ 494,289,539	26.5:1

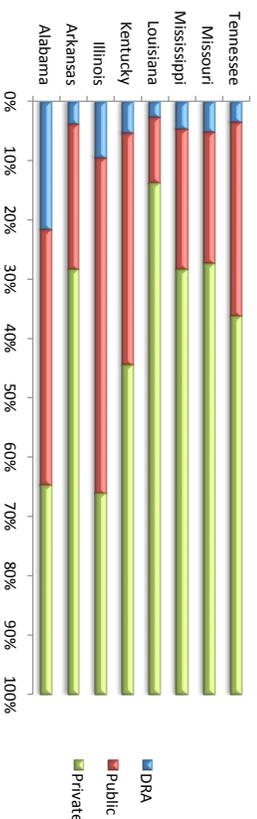
Cumulative Totals: FY02-FY15

DRA	\$ 138,358,642
Public	\$ 752,254,205
Private	\$ 2,208,673,037
Total	\$ 3,099,285,884
Total Projects	934

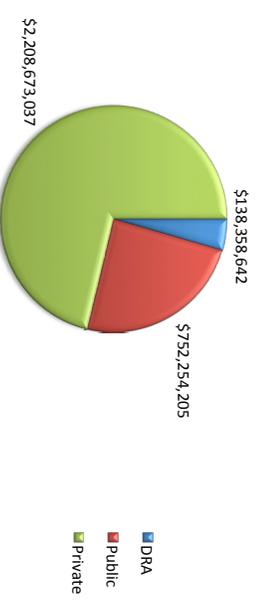
For every DRA dollar spent, how well were other public and private dollars leveraged?



Leverage Comparison



Regional Investment Comparison



DRA's federal investments require a minimal investment of state funds that can bring a large return in DRA and other agency funding and result in a great economic impact for the Delta region of each state. This dashboard shows the investment totals made by the DRA each year with the amount of public and private funding that these investments leveraged. As shown above, DRA investments bring an incredible return on state contributions by leveraging public and private investments.

Investment and outcome numbers are for FY 2002 through FY 2015.

Source: Delta Regional Authority; February 8, 2016.

Benefits of FY 2015 DRA Investments

States' Economic Development Assistance Program

Investments

Total DRA projects	64
DRA Investment	\$9,563,869
Leveraged Public Investment	\$49,519,865
Private Capital Investment	\$172,802,249
Overall Total Investment	\$231,885,983
Investment Leverage Ratio	23.25 to 1

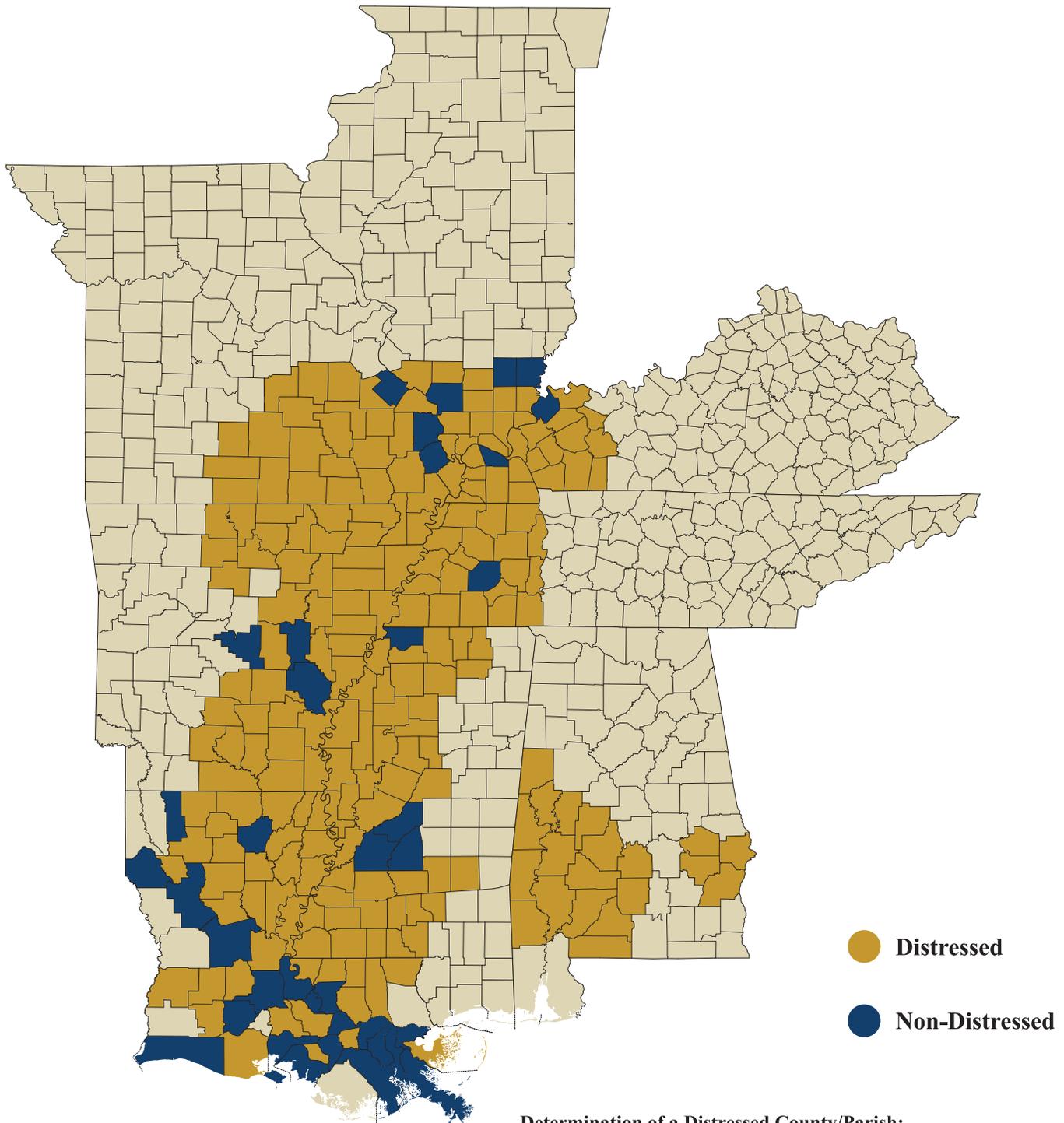
Outcomes

Projected

Jobs to be Created & Retained*	3,533
Individuals to be Trained*	2,574
Families to be Affected*	3,717

*Investment and outcome numbers are for FY 2015.
*Figures represent projected outcomes for open projects.
Source: Delta Regional Authority; February 8, 2016.*

FY 2015 Distressed Counties and Parishes



Determination of a Distressed County/Parish:

Unemployment rate of one percent higher (8.3 percent) than the national average (7.3 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.

FY 2015 SEDAP Project Highlights

Basic Public Infrastructure

City of Harrisburg Flood Pump Station Upgrades

Removal of debris at a flood pump station to alleviate flooding to five southern Illinois businesses that have experienced flooding in the past and will have to relocate if there is future flooding.

DRA Investment: \$84,000

Leveraged Public Investment: \$20,000

*25 jobs to be retained

Transportation Infrastructure

Poplar Bluff Industrial Park Road Overpass

Construction of a viaduct over the railroad tracks that cross the Poplar Bluff, Missouri Industrial Park Road, including an approach of earthen fill dirt and a 135-foot single-span bridge.

DRA Investment: \$106,149

Leveraged Public Investment: \$2,617,302

Private Capital Investment: \$1,420,000

*50 jobs to be created and retained

Business Development

Business Expansion Equipment Upgrades

Purchase and installation of equipment to be used by the City of North Little Rock, Arkansas, North Little Rock Electric Department, and Ben. E. Keith Foods for expansion of their food distribution center.

DRA Investment: \$150,000

Public Leveraged Investment: \$2,120,000

Private Investment: \$60,000,000

*82 jobs to be created and 256 jobs to be retained

Small Business & Entrepreneurship

Regional Food Hub Facility Enhancement

Renovation of a dormant produce distribution facility in Jackson into a functional, modern food hub to the benefit of specialty crop farmers and consumers throughout central Mississippi.

DRA Investment: \$315,080

Private Capital Investment: \$31,508

*5 jobs to be created

Workforce Development

Mobile Hospitality Industry Training Unit

Purchase of a mobile training unit to enhance Reconcile New Orleans' workforce training program and grow its offsite catering business with a full-service mobile catering kitchen and training unit.

DRA Investment: \$100,000

Leveraged Public Investment: \$35,000

*20 jobs to be created & retained

**100 workers to be trained

Health Access

Hickman Medical Clinic Reopening

Acquisition and renovations to the recently closed Hickman Medical Clinic to prepare for recruitment of new provider to re-open the clinic and bring back health care services to Fulton County, Kentucky residents.

DRA Investment: \$337,223

*5 jobs to be retained

State Benefits of DRA Investments

ALABAMA

Investments

Total DRA projects	91
DRA Investment	\$13,963,736
Leveraged Public Investment	\$28,305,684
Private Capital Investment	\$23,200,000
Overall Total Investment	\$65,469,420
Investment Leverage Ratio	3.69 to 1



Outcomes

	Actual
Jobs Created & Retained	3,234
Individuals Trained for Jobs	28
Families Affected	2,865
	Projected
Jobs to be Created & Retained*	1,787
Individuals to be Trained*	266
Families to be Affected*	7,040

Investment and outcome numbers are for FY 2002 through FY 2015.

**Figures represent projected outcomes for open projects.*

Source: Delta Regional Authority; February 8, 2016.

Alabama Return on Investment Snapshot



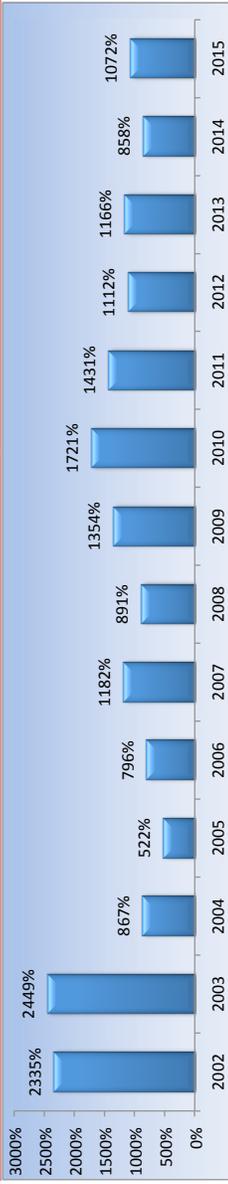
STATE RETURN ON DRA INVESTMENTS - ALABAMA FISCAL YEARS 2002 THROUGH 2015

ALABAMA	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 1,385,000	40.88%	\$ 2,003,013	\$ -	\$ 3,388,013	1.4:1	\$ 56,885	2335%
2003	\$ 1,679,715	20.42%	\$ 6,546,782	\$ -	\$ 8,226,497	3.9:1	\$ 65,906	2449%
2004	\$ 510,000	15.55%	\$ 2,769,920	\$ -	\$ 3,279,920	5.4:1	\$ 52,747	867%
2005	\$ 457,311	28.92%	\$ 1,124,259	\$ -	\$ 1,581,570	2.5:1	\$ 73,544	522%
2006	\$ 720,472	50.71%	\$ 700,418	\$ -	\$ 1,420,890	1.0:1	\$ 80,422	796%
2007	\$ 836,808	33.87%	\$ 1,633,794	\$ -	\$ 2,470,602	2.0:1	\$ 65,288	1182%
2008	\$ 712,423	82.51%	\$ 151,000	\$ -	\$ 863,423	0.2:1	\$ 71,916	891%
2009	\$ 1,081,946	90.26%	\$ 116,763	\$ -	\$ 1,198,709	0.1:1	\$ 74,437	1354%
2010	\$ 1,421,481	95.92%	\$ 60,492	\$ -	\$ 1,481,973	0.0:1	\$ 78,043	1721%
2011	\$ 1,197,283	8.81%	\$ 397,673	\$ 12,000,000	\$ 13,594,956	10.4:1	\$ 78,187	1431%
2012	\$ 1,013,555	100.00%	\$ -	\$ -	\$ 1,013,555	0.0:1	\$ 83,636	1112%
2013	\$ 979,248	8.11%	\$ 9,390,000	\$ 1,700,000	\$ 12,069,248	11.3:1	\$ 77,339	1166%
2014	\$ 861,528	25.85%	\$ 2,471,500	\$ -	\$ 3,333,028	2.9:1	\$ 89,926	858%
2015	\$ 1,106,966	9.59%	\$ 940,070	\$ 9,500,000	\$ 11,547,036	9.4:1	\$ 94,416	1072%

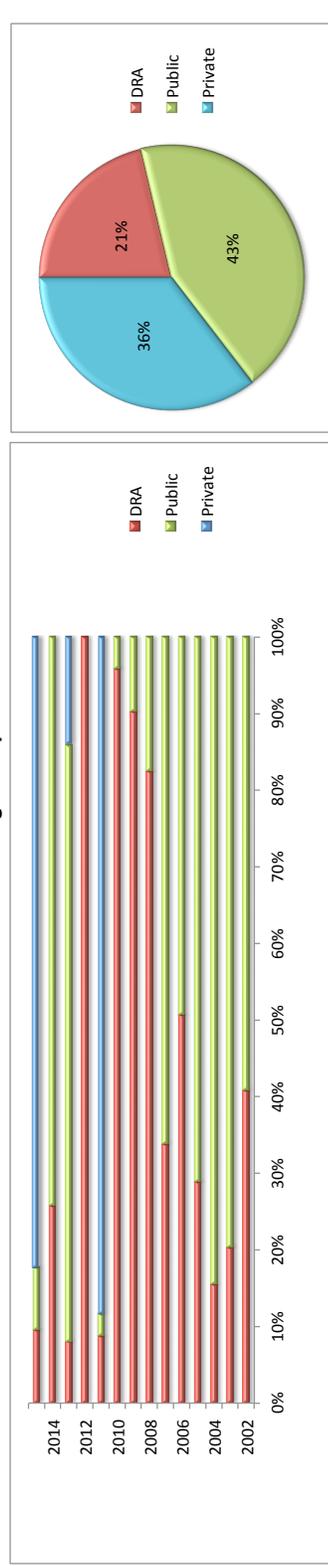
Cumulative Totals: FY02-FY15

DRA	\$ 13,963,736
Public	\$ 28,305,684
Private	\$ 23,200,000
Total	\$ 65,469,420
Total Projects	91

Small state assessments translate into large returns



Leverage Comparisons



Investment and outcome numbers are for FY 2002 through FY 2015.
Source: Delta Regional Authority; February 8, 2016.

State Benefits of DRA Investments

ARKANSAS

Investments

Total DRA projects	113
DRA Investment	\$22,260,884
Leveraged Public Investment	\$137,000,266
Private Capital Investment	\$627,179,000
Overall Total Investment	\$786,440,150
Investment Leverage Ratio	34.33 to 1



Outcomes

Actual

Jobs Created & Retained	3,943
Individuals Trained for Jobs	2,689
Families Affected	4,114

Projected

Jobs to be Created & Retained*	2,782
Individuals to be Trained*	582
Families to be Affected*	4,680

Investment and outcome numbers are for FY 2002 through FY 2015.

**Figures represent projected outcomes for open projects.*

Source: Delta Regional Authority; February 8, 2016.

Arkansas Return on Investment Snapshot

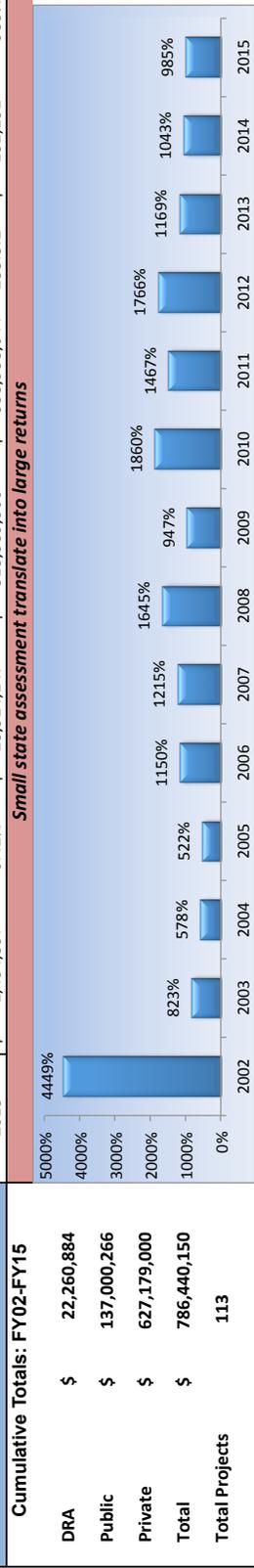


STATE RETURN ON DRA INVESTMENTS - ARKANSAS

FISCAL YEARS 2002 THROUGH 2015

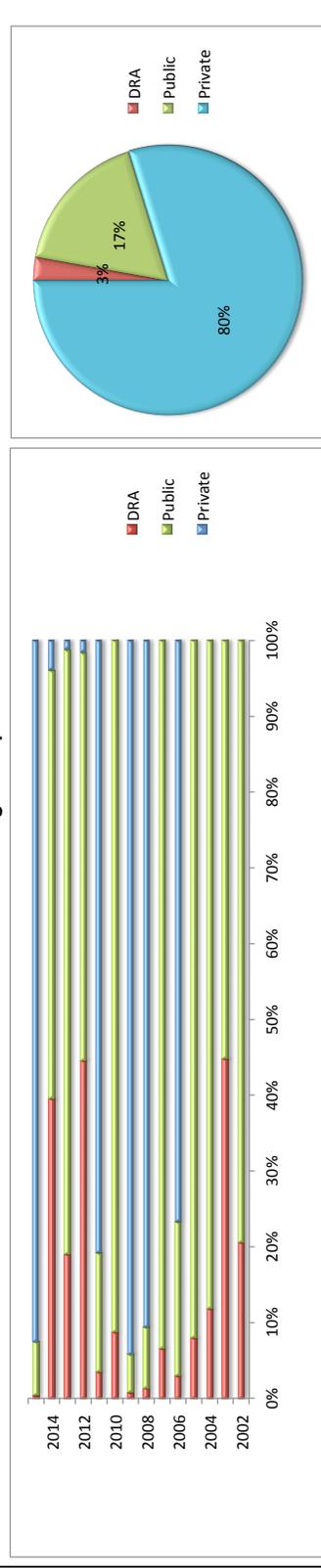
ARKANSAS	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 4,088,425	20.61%	\$ 15,747,897	\$ -	\$ 19,836,322	3.9:1	\$ 89,879	4449%
2003	\$ 961,630	44.82%	\$ 1,183,734	\$ -	\$ 2,145,364	1.2:1	\$ 104,132	823%
2004	\$ 565,071	11.84%	\$ 4,207,920	\$ -	\$ 4,772,991	7.4:1	\$ 83,340	578%
2005	\$ 650,857	7.98%	\$ 7,501,346	\$ -	\$ 8,152,203	11.5:1	\$ 104,670	522%
2006	\$ 1,431,220	2.97%	\$ 9,795,700	\$ 36,900,000	\$ 48,126,920	32.6:1	\$ 114,459	1150%
2007	\$ 1,205,168	6.64%	\$ 16,945,502	\$ -	\$ 18,150,670	14.1:1	\$ 91,621	1215%
2008	\$ 1,761,090	1.43%	\$ 9,862,924	\$ 111,362,000	\$ 122,986,014	68.8:1	\$ 100,922	1645%
2009	\$ 1,106,999	0.83%	\$ 6,628,004	\$ 125,000,000	\$ 132,735,003	118.9:1	\$ 105,740	947%
2010	\$ 2,180,414	8.75%	\$ 22,732,000	\$ -	\$ 24,912,414	10.4:1	\$ 111,222	1860%
2011	\$ 1,747,820	3.53%	\$ 7,759,301	\$ 40,000,000	\$ 49,507,121	27.3:1	\$ 111,511	1467%
2012	\$ 2,226,220	44.62%	\$ 2,680,965	\$ 82,500	\$ 4,989,685	1.2:1	\$ 119,282	1766%
2013	\$ 1,415,326	19.05%	\$ 5,920,000	\$ 95,000	\$ 7,430,326	4.2:1	\$ 111,553	1169%
2014	\$ 1,486,247	39.56%	\$ 2,120,826	\$ 150,000	\$ 3,757,073	1.5:1	\$ 130,086	1043%
2015	\$ 1,434,397	0.42%	\$ 23,914,147	\$ 313,589,500	\$ 338,938,044	235.3:1	\$ 132,151	985%

Small state assessment translate into large returns



Cumulative Totals: FY02-FY15	
DRA	\$ 22,260,884
Public	\$ 137,000,266
Private	\$ 627,179,000
Total	\$ 786,440,150
Total Projects	113

Leverage Comparisons



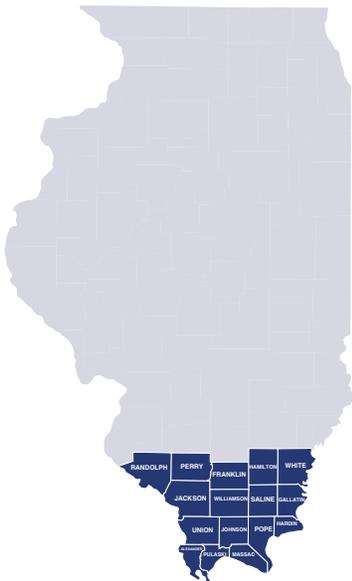
Investment and outcome numbers are for FY 2002 through FY 2015.
Source: Delta Regional Authority; February 8, 2016.

State Benefits of DRA Investments

ILLINOIS

Investments

Total DRA projects	133
DRA Investment	\$11,402,304
Leveraged Public Investment	\$67,156,425
Private Capital Investment	\$40,358,746
Overall Total Investment	\$118,917,475
Investment Leverage Ratio	9.43 to 1



Outcomes

	Actual
Jobs Created & Retained	2,201
Individuals Trained for Jobs	274
Families Affected	8,382
	Projected
Jobs to be Created & Retained*	2,036
Individuals to be Trained*	8,013
Families to be Affected*	6,633

Investment and outcome numbers are for FY 2002 through FY 2015.

**Figures represent projected outcomes for open projects.*

Source: Delta Regional Authority; January 25, 2016.

Illinois Return on Investment Snapshot



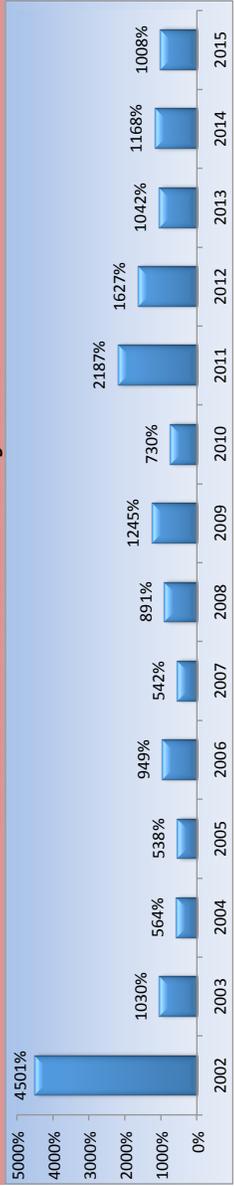
STATE RETURN ON DRA INVESTMENTS - ILLINOIS FISCAL YEARS 2002 THROUGH 2015

ILLINOIS	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 2,303,403	18.61%	\$ 10,071,756	\$ -	\$ 12,375,159	4.4:1	\$ 50,060	4501%
2003	\$ 655,370	10.27%	\$ 5,724,316	\$ -	\$ 6,379,686	8.7:1	\$ 57,997	1030%
2004	\$ 308,000	9.22%	\$ 3,033,920	\$ -	\$ 3,341,920	9.9:1	\$ 46,417	564%
2005	\$ 381,606	20.65%	\$ 1,466,088	\$ -	\$ 1,847,694	3.8:1	\$ 59,781	538%
2006	\$ 686,050	4.09%	\$ 9,982,537	\$ 6,100,000	\$ 16,768,587	23.4:1	\$ 65,372	949%
2007	\$ 341,629	2.32%	\$ 6,990,357	\$ 7,400,000	\$ 14,731,986	42.1:1	\$ 53,243	542%
2008	\$ 581,444	18.40%	\$ 2,312,916	\$ 265,752	\$ 3,160,112	4.4:1	\$ 58,648	891%
2009	\$ 819,518	14.76%	\$ 4,631,377	\$ 100,000	\$ 5,550,895	5.8:1	\$ 60,949	1245%
2010	\$ 518,050	20.38%	\$ 2,009,403	\$ 15,000	\$ 2,542,453	3.9:1	\$ 62,391	730%
2011	\$ 1,428,509	12.36%	\$ 5,048,966	\$ 5,080,691	\$ 11,558,166	7.1:1	\$ 62,463	2187%
2012	\$ 1,154,079	6.19%	\$ 3,087,992	\$ 14,390,303	\$ 18,632,374	15.1:1	\$ 66,816	1627%
2013	\$ 706,184	5.80%	\$ 10,722,487	\$ 757,000	\$ 12,185,671	16.3:1	\$ 61,851	1042%
2014	\$ 744,740	27.85%	\$ 1,379,310	\$ 550,000	\$ 2,674,050	2.6:1	\$ 58,739	1168%
2015	\$ 773,722	10.79%	\$ 695,000	\$ 5,700,000	\$ 7,168,722	8.3:1	\$ 69,818	1008%

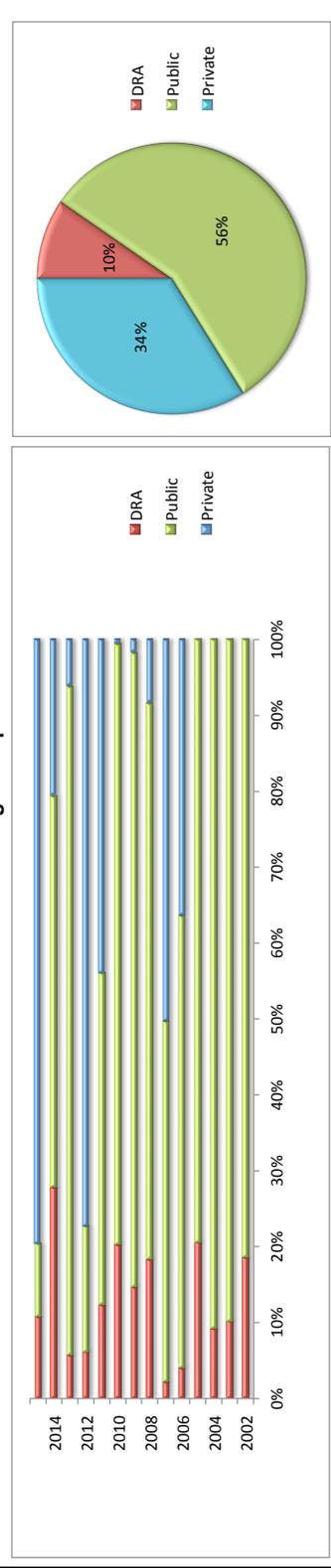
Cumulative Totals: FY02-FY15

DRA	\$ 11,402,304
Public	\$ 67,156,425
Private	\$ 40,358,746
Total	\$ 118,917,475
Total Projects	133

Small state assessments translate into large returns



Leverage Comparisons



Investment and outcome numbers are for FY 2002 through FY 2015.
Source: Delta Regional Authority; February 8, 2016.

State Benefits of DRA Investments

KENTUCKY

Investments

Total DRA projects	69
DRA Investment	\$12,236,341
Leveraged Public Investment	\$89,579,760
Private Capital Investment	\$127,195,000
Overall Total Investment	\$229,011,101
Investment Leverage Ratio	17.72 to 1



Outcomes

Actual

Jobs Created & Retained	1,679
Individuals Trained for Jobs	204
Families Affected	4,109

Projected

Jobs to be Created & Retained*	1,150
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Investment and outcome numbers are for FY 2002 through FY 2015.

**Figures represent projected outcomes for open projects.*

Source: Delta Regional Authority; January 25, 2016.

Kentucky Return on Investment Snapshot



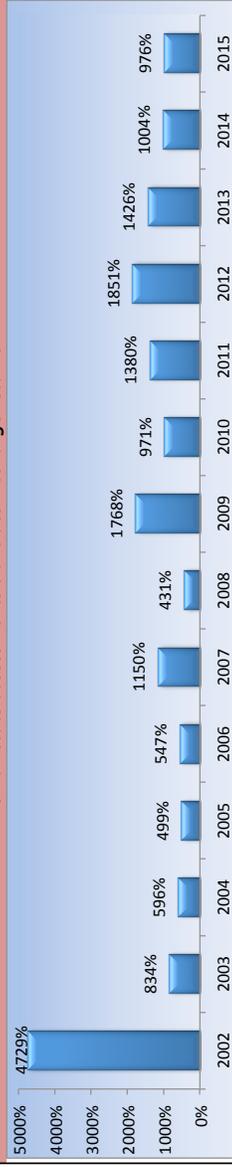
STATE RETURN ON DRA INVESTMENTS - KENTUCKY FISCAL YEARS 2002 THROUGH 2015

KENTUCKY	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 2,500,000	6.96%	\$ 8,598,715	\$ 24,800,000	\$ 35,898,715	13.4:1	\$ 51,766	4729%
2003	\$ 560,432	4.32%	\$ 5,326,518	\$ 7,100,000	\$ 12,986,950	22.2:1	\$ 59,975	834%
2004	\$ 334,164	0.39%	\$ 298,713	\$ 86,000,000	\$ 86,632,877	258.3:1	\$ 48,000	596%
2005	\$ 380,000	30.16%	\$ 880,000	-	\$ 1,260,000	2.3:1	\$ 63,451	499%
2006	\$ 449,240	37.69%	\$ 742,560	-	\$ 1,191,800	1.7:1	\$ 69,385	547%
2007	\$ 704,604	2.11%	\$ 25,116,339	\$ 7,500,000	\$ 33,320,943	46.3:1	\$ 56,382	1150%
2008	\$ 330,000	87.22%	\$ 48,375	-	\$ 378,375	0.1:1	\$ 62,106	431%
2009	\$ 1,177,709	5.16%	\$ 21,659,083	-	\$ 22,836,792	18.4:1	\$ 63,040	1768%
2010	\$ 706,725	5.90%	\$ 11,280,800	-	\$ 11,987,525	16.0:1	\$ 65,998	971%
2011	\$ 980,228	10.41%	\$ 8,438,225	-	\$ 9,418,453	8.6:1	\$ 66,214	1380%
2012	\$ 1,381,897	81.31%	\$ 167,551	\$ 150,000	\$ 1,699,448	0.2:1	\$ 70,828	1851%
2013	\$ 989,893	12.37%	\$ 5,365,738	\$ 1,645,000	\$ 8,000,631	7.1:1	\$ 64,872	1426%
2014	\$ 867,003	82.25%	\$ 187,143	-	\$ 1,054,146	0.2:1	\$ 78,520	1004%
2015	\$ 874,446	37.30%	\$ 1,470,000	-	\$ 2,344,446	1.7:1	\$ 81,280	976%

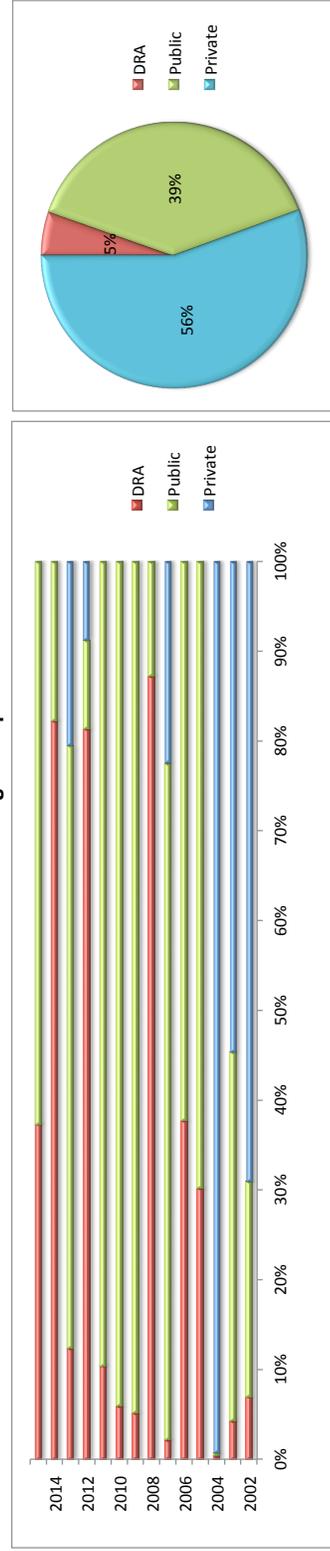
Cumulative Totals: FY02-FY15

DRA	\$	12,236,341
Public	\$	89,579,760
Private	\$	127,195,000
Total	\$	229,011,101
Total Projects		69

Small state assessments translate into large returns



Leverage Comparisons



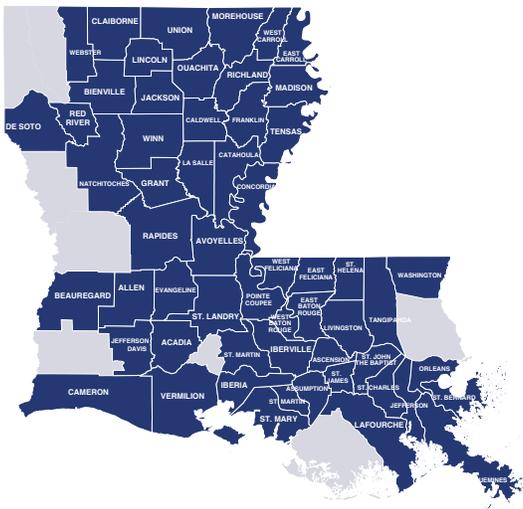
Investment and outcome numbers are for FY 2002 through FY 2015.
Source: Delta Regional Authority; February 8, 2016.

State Benefits of DRA Investments

LOUISIANA

Investments

Total DRA projects	198
DRA Investment	\$24,802,123
Leveraged Public Investment	\$98,505,710
Private Capital Investment	\$771,025,000
Overall Total Investment	\$894,332,833
Investment Leverage Ratio	35.06 to 1



Outcomes

Actual

Jobs Created & Retained	3,425
Individuals Trained for Jobs	1,214
Families Affected	26,520

Projected

Jobs to be Created & Retained*	6,100
Families to be Affected*	9,320

Investment and outcome numbers are for FY 2002 through FY 2015.

**Figures represent projected outcomes for open projects.*

Source: Delta Regional Authority; January 25, 2016.

Louisiana Return on Investment Snapshot



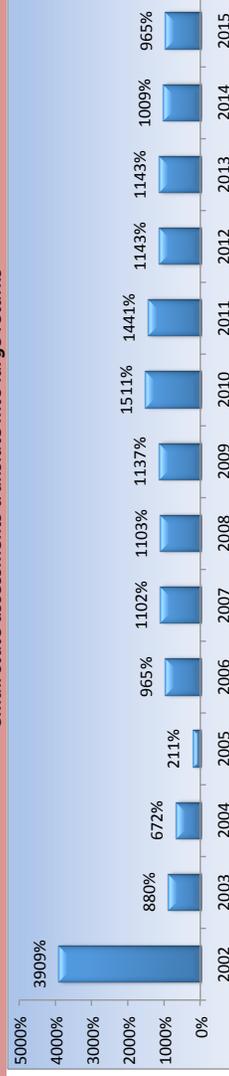
STATE RETURN ON DRA INVESTMENTS - LOUISIANA FISCAL YEARS 2002 THROUGH 2015

LOUISIANA	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 4,941,253	32.63%	\$ 10,201,243	\$ -	\$ 15,142,496	2.1:1	\$ 123,244	3909%
2003	\$ 1,034,324	0.55%	\$ 12,679,750	\$ 175,000,000	\$ 188,714,074	181.5:1	\$ 105,577	880%
2004	\$ 761,728	10.84%	\$ 6,268,404	\$ -	\$ 7,030,132	8.2:1	\$ 98,637	672%
2005	\$ 415,749	6.36%	\$ 1,027,850	\$ 5,095,000	\$ 6,538,599	14.7:1	\$ 133,749	211%
2006	\$ 1,556,966	16.06%	\$ 7,514,704	\$ 625,000	\$ 9,696,670	5.2:1	\$ 146,258	965%
2007	\$ 1,574,662	0.75%	\$ 7,601,707	\$ 200,000,000	\$ 209,176,369	131.8:1	\$ 130,958	1102%
2008	\$ 1,736,038	40.66%	\$ 2,533,823	\$ -	\$ 4,269,861	1.5:1	\$ 144,255	1103%
2009	\$ 2,010,805	53.22%	\$ 1,767,636	\$ -	\$ 3,778,441	0.9:1	\$ 162,578	1137%
2010	\$ 2,140,788	16.36%	\$ 10,944,193	\$ -	\$ 13,084,981	5.1:1	\$ 132,862	1511%
2011	\$ 2,010,248	7.43%	\$ 20,352,893	\$ 4,680,000	\$ 27,043,141	12.5:1	\$ 130,409	1441%
2012	\$ 1,734,438	0.79%	\$ 10,945,631	\$ 207,000,000	\$ 219,680,069	125.7:1	\$ 139,496	1143%
2013	\$ 1,644,478	0.93%	\$ 2,171,008	\$ 173,000,000	\$ 176,815,486	106.5:1	\$ 132,346	1143%
2014	\$ 1,646,438	49.54%	\$ 1,677,015	\$ -	\$ 3,323,453	1.0:1	\$ 148,470	1009%
2015	\$ 1,594,208	15.88%	\$ 2,819,853	\$ 5,625,000	\$ 10,039,061	5.3:1	\$ 149,663	965%

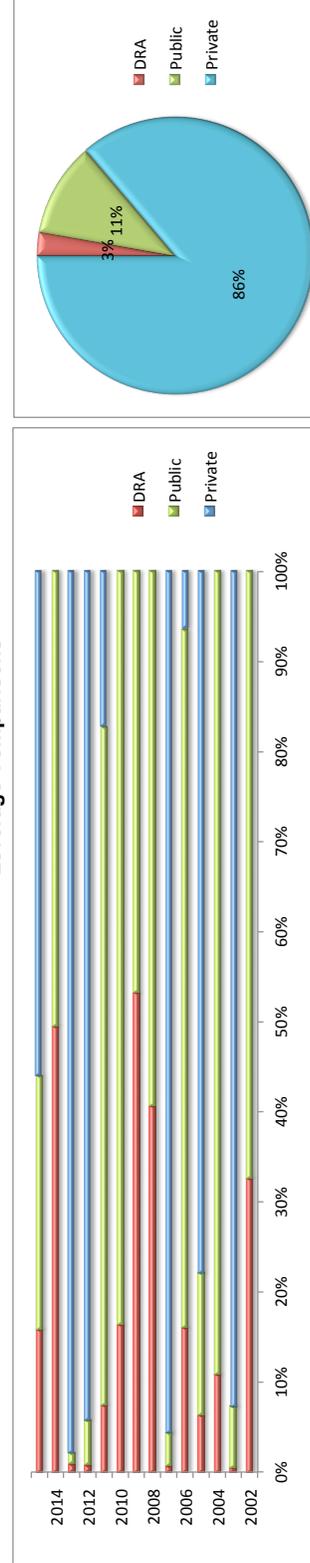
Cumulative Totals: FY02-FY15

DRA	\$ 24,802,123
Public	\$ 98,505,710
Private	\$ 771,025,000
Total	\$ 894,332,833
Total Projects	198

Small state assessments translate into large returns



Leverage Comparisons



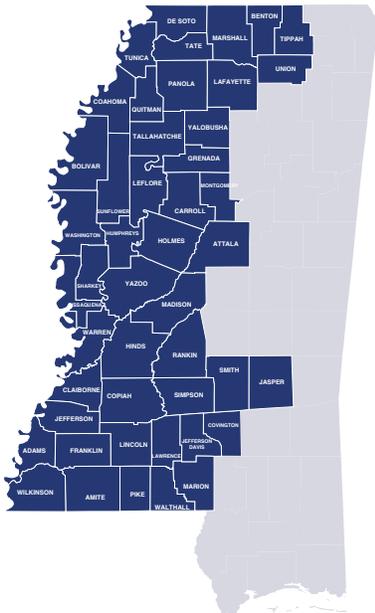
Investment and outcome numbers are for FY 2002 through FY 2015.
Source: Delta Regional Authority; February 8, 2016.

State Benefits of DRA Investments

MISSISSIPPI

Investments

Total DRA projects	125
DRA Investment	\$19,475,438
Leveraged Public Investment	\$99,274,263
Private Capital Investment	\$299,703,848
Overall Total Investment	\$418,453,549
Investment Leverage Ratio	20.49 to 1



Outcomes

	Actual
Jobs Created & Retained	2,222
Individuals Trained for Jobs	215
Families Affected	3,863
	Projected
Jobs to be Created & Retained*	2,449
Individuals to be Trained*	13,198
Families to be Affected*	9,488

Investment and outcome numbers are for FY 2002 through FY 2015.

**Figures represent projected outcomes for open projects.*

Source: Delta Regional Authority; January 25, 2016.

Mississippi Return on Investment Snapshot



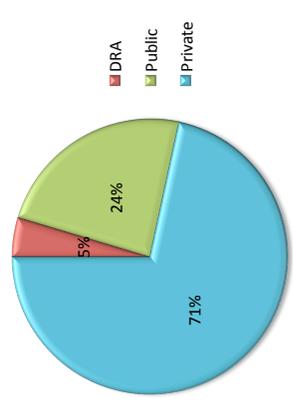
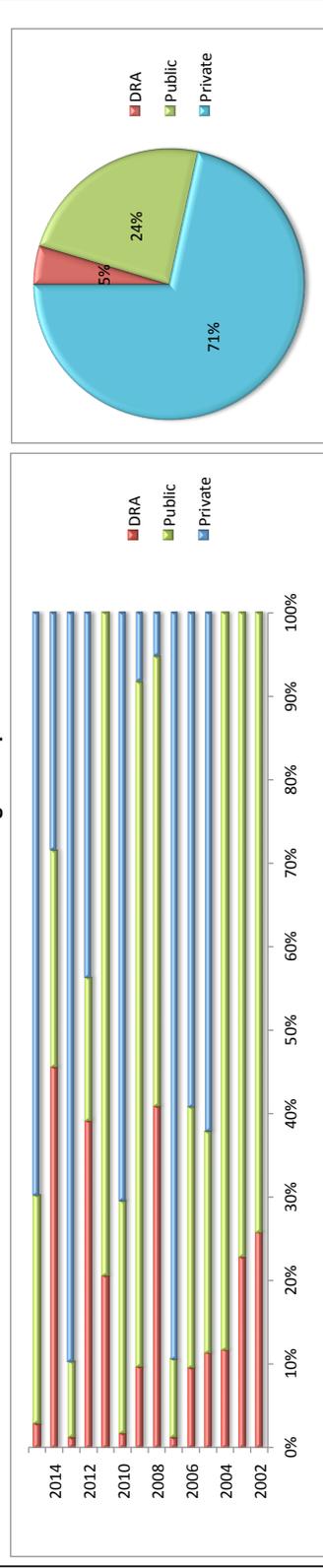
STATE RETURN ON DRA INVESTMENTS - MISSISSIPPI FISCAL YEARS 2002 THROUGH 2015

MISSISSIPPI	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 3,880,756	25.83%	\$ 11,143,528	\$ -	\$ 15,024,284	2.9:1	\$ 83,053	4573%
2003	\$ 620,500	22.83%	\$ 2,097,057	\$ -	\$ 2,717,557	3.4:1	\$ 96,223	545%
2004	\$ 188,365	11.76%	\$ 1,413,517	\$ -	\$ 1,601,882	7.5:1	\$ 77,011	145%
2005	\$ 570,309	11.42%	\$ 1,321,567	\$ 3,100,000	\$ 4,991,876	7.8:1	\$ 97,188	487%
2006	\$ 1,209,484	9.55%	\$ 3,951,012	\$ 7,500,000	\$ 12,660,496	9.5:1	\$ 106,278	1038%
2007	\$ 1,283,830	1.28%	\$ 9,389,977	\$ 90,000,000	\$ 100,673,807	77.4:1	\$ 89,827	1329%
2008	\$ 1,560,956	40.96%	\$ 2,048,944	\$ 200,822	\$ 3,810,722	1.4:1	\$ 98,946	1478%
2009	\$ 1,459,985	9.70%	\$ 12,348,732	\$ 1,250,000	\$ 15,058,717	9.3:1	\$ 97,518	1397%
2010	\$ 1,637,589	1.77%	\$ 25,634,802	\$ 65,000,000	\$ 92,272,391	55.3:1	\$ 105,668	1450%
2011	\$ 1,482,253	20.63%	\$ 5,703,914	\$ -	\$ 7,186,167	3.8:1	\$ 105,957	1299%
2012	\$ 1,469,295	39.19%	\$ 639,316	\$ 1,641,000	\$ 3,749,611	1.6:1	\$ 113,341	1196%
2013	\$ 1,342,547	1.24%	\$ 9,767,215	\$ 96,856,047	\$ 107,965,809	79.4:1	\$ 111,943	1099%
2014	\$ 1,386,206	45.65%	\$ 785,211	\$ 865,000	\$ 3,036,417	1.2:1	\$ 117,300	1082%
2015	\$ 1,383,363	2.90%	\$ 13,029,471	\$ 33,290,979	\$ 47,703,813	33.5:1	\$ 129,954	965%

Small state assessments translate into large returns



Leverage Comparisons



Cumulative Totals: FY02-FY15

DRA	\$ 19,475,438
Public	\$ 99,274,263
Private	\$ 299,703,848
Total	\$ 418,453,549
Total Projects	125

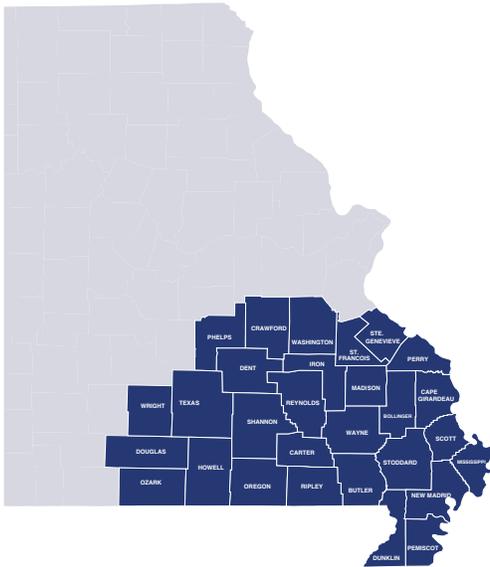
Investment and outcome numbers are for FY 2002 through FY 2015.
Source: Delta Regional Authority; February 8, 2016.

State Benefits of DRA Investments

MISSOURI

Investments

Total DRA projects	119
DRA Investment	\$16,039,020
Leveraged Public Investment	\$67,591,413
Private Capital Investment	\$222,308,030
Overall Total Investment	\$305,938,463
Investment Leverage Ratio	18.07 to 1



Outcomes

Actual

Jobs Created & Retained	7,628
Individuals Trained for Jobs	2,377
Families Affected	4,973

Projected

Jobs to be Created & Retained*	730
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Investment and outcome numbers are for FY 2002 through FY 2015.

**Figures represent projected outcomes for open projects.*

Source: Delta Regional Authority; January 25, 2016.

Missouri Return on Investment Snapshot



STATE RETURN ON DRA INVESTMENTS - MISSOURI

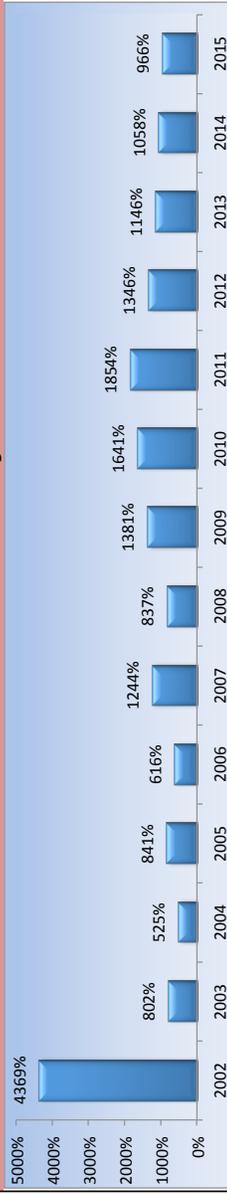
FISCAL YEARS 2002 THROUGH 2015

MISSOURI	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 3,050,952	32.53%	\$ 6,327,151	\$ -	\$ 9,378,103	2.1:1	\$ 68,262	4369%
2003	\$ 713,047	13.54%	\$ 4,554,250	\$ -	\$ 5,267,297	6.4:1	\$ 79,087	802%
2004	\$ 395,883	3.72%	\$ 4,739,349	\$ 5,500,000	\$ 10,635,232	25.9:1	\$ 63,296	525%
2005	\$ 750,837	12.04%	\$ 5,486,501	\$ -	\$ 6,237,338	7.3:1	\$ 79,826	841%
2006	\$ 624,913	15.32%	\$ 1,219,949	\$ 2,234,000	\$ 4,078,862	5.5:1	\$ 87,291	616%
2007	\$ 948,122	0.55%	\$ 1,658,621	\$ 169,560,000	\$ 172,166,743	180.6:1	\$ 70,542	1244%
2008	\$ 728,034	4.05%	\$ 2,936,006	\$ 14,315,030	\$ 17,979,070	23.7:1	\$ 77,703	837%
2009	\$ 1,196,268	5.46%	\$ 8,707,245	\$ 12,000,000	\$ 21,903,513	17.3:1	\$ 80,784	1381%
2010	\$ 1,485,607	17.98%	\$ 6,778,956	\$ -	\$ 8,264,563	4.6:1	\$ 85,328	1641%
2011	\$ 1,634,745	10.09%	\$ 4,668,419	\$ 9,902,000	\$ 16,205,164	8.9:1	\$ 83,669	1854%
2012	\$ 1,293,874	32.65%	\$ 2,668,475	\$ -	\$ 3,962,349	2.1:1	\$ 89,500	1346%
2013	\$ 1,039,830	13.61%	\$ 4,458,785	\$ 2,142,000	\$ 7,640,615	6.3:1	\$ 83,468	1146%
2014	\$ 1,088,953	9.61%	\$ 7,426,957	\$ 2,815,000	\$ 11,330,910	9.4:1	\$ 94,051	1058%
2015	\$ 1,087,955	9.99%	\$ 5,960,749	\$ 3,840,000	\$ 10,888,704	9.0:1	\$ 102,087	966%

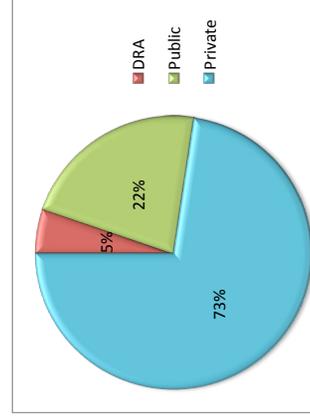
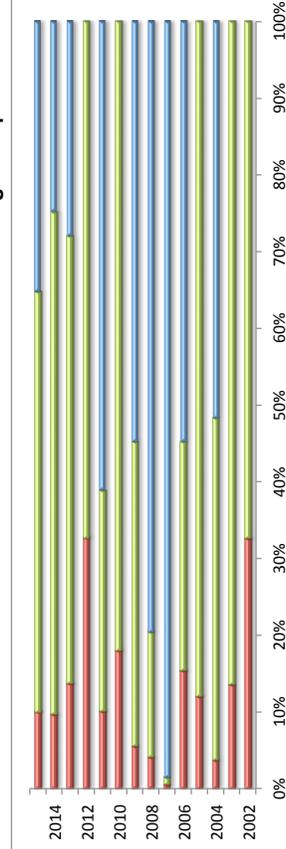
Cumulative Totals: FY02-FY15

DRA	\$ 16,039,020
Public	\$ 67,591,413
Private	\$ 222,308,030
Total	\$ 305,938,463
Total Projects	119

Small state assessments translate into large returns



Leverage Comparisons



Investment and outcome numbers are for FY 2002 through FY 2015.
Source: Delta Regional Authority; February 8, 2016.

State Benefits of DRA Investments

TENNESSEE

Investments

Total DRA projects	86
DRA Investment	\$17,743,127
Leveraged Public Investment	\$161,003,568
Private Capital Investment	\$311,014,776
Overall Total Investment	\$489,761,471
Investment Leverage Ratio	26.6 to 1



Outcomes

Actual

Jobs Created & Retained	1,886
Individuals Trained for Jobs	201
Families Affected	10,005

Projected

Jobs to be Created & Retained*	3,847
Individuals to be Trained*	1,561
Families to be Affected*	2,327

Investment and outcome numbers are for FY 2002 through FY 2015.

**Figures represent projected outcomes for open projects.*

Source: Delta Regional Authority; January 25, 2016.

Tennessee Return on Investment Snapshot



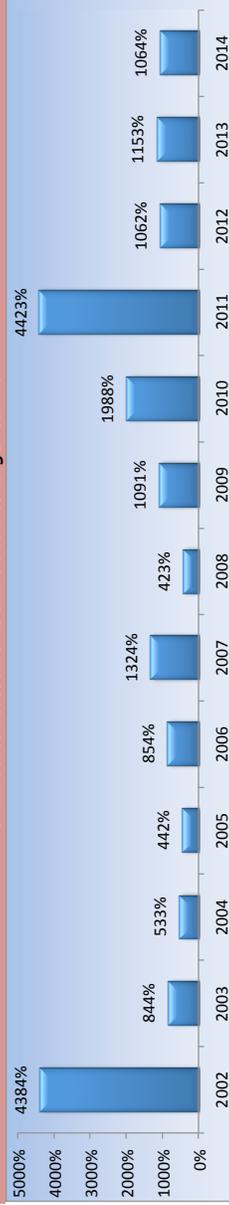
STATE RETURN ON DRA INVESTMENTS - TENNESSEE FISCAL YEARS 2002 THROUGH 2015

TENNESSEE	DRA	% of total	Public	Private	Total	Ratio	Assessment	ROI
2002	\$ 2,805,583	36.18%	\$ 4,948,390	\$ -	\$ 7,753,973	1.8:1	\$ 62,574	4384%
2003	\$ 684,384	88.26%	\$ 91,016	\$ -	\$ 775,400	0.1:1	\$ 72,497	844%
2004	\$ 367,513	20.93%	\$ 1,388,281	\$ -	\$ 1,755,794	3.8:1	\$ 58,022	533%
2005	\$ 506,952	10.91%	\$ 2,749,520	\$ 1,390,000	\$ 4,646,472	8.2:1	\$ 93,589	442%
2006	\$ 976,017	71.14%	\$ 396,003	\$ -	\$ 1,372,020	0.4:1	\$ 102,342	854%
2007	\$ 1,179,815	0.71%	\$ 207,900	\$ 165,000,000	\$ 166,387,715	140.0:1	\$ 82,843	1324%
2008	\$ 477,264	10.51%	\$ 4,062,989	\$ -	\$ 4,540,253	8.5:1	\$ 91,253	423%
2009	\$ 908,220	100.00%	\$ -	\$ -	\$ 908,220	0.0:1	\$ 76,240	1091%
2010	\$ 1,665,525	20.75%	\$ 6,360,500	\$ -	\$ 8,026,025	3.8:1	\$ 79,774	1988%
2011	\$ 3,748,646	1.44%	\$ 137,181,588	\$ 120,000,000	\$ 260,930,234	68.6:1	\$ 82,876	4423%
2012	\$ 1,030,200	42.59%	\$ 483,818	\$ 905,000	\$ 2,419,018	1.3:1	\$ 88,654	1062%
2013	\$ 994,213	47.11%	\$ 638,983	\$ 477,206	\$ 2,110,402	1.1:1	\$ 79,356	1153%
2014	\$ 1,053,750	15.37%	\$ 1,804,005	\$ 3,996,300	\$ 6,854,055	5.5:1	\$ 90,511	1064%
2015	\$ 1,345,045	6.32%	\$ 690,575	\$ 19,246,270	\$ 21,281,890	14.8:1	\$ 126,420	964%

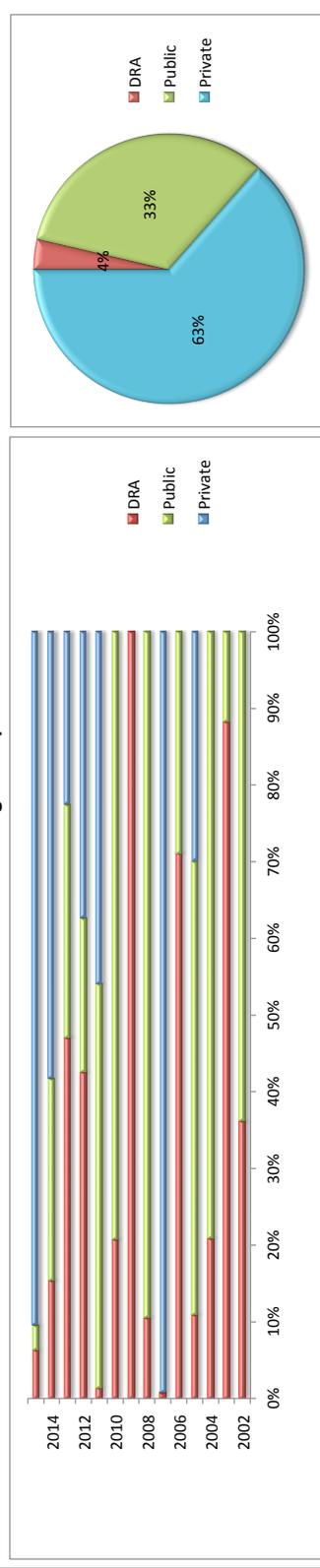
Cumulative Totals: FY02-FY15

DRA	\$ 17,743,127
Public	\$ 161,003,568
Private	\$ 311,014,776
Total	\$ 489,761,471
Total Projects	86

Small state assessments translate into large returns



Leverage Comparisons



Investment and outcome numbers are for FY 2002 through FY 2015.
Source: Delta Regional Authority; February 8, 2016.

DRA.gov

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