TECHNICAL ASSISTANCE WORKSHOP
Baton Rouge, Louisiana

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June 6, 2019

Dear DRA Stakeholders,

On behalf of the Delta Regional Authority, welcome to Baton Rouge, Louisiana for the Delta Workforce Program’s Technical Assistance Workshop. I am excited to have attendees from each of the eight states in the Mississippi River Delta region represented here today to discuss critical issues impacting our region’s economic competitiveness and quality of life. More specifically, I am pleased to present our agency’s partnership with the U.S. Department of Labor (DOL) Employment and Training Administration and the Appalachian Regional Commission (ARC) to deploy $29.2 million in Workforce Opportunity for Rural Communities (WORC) Grants in the Delta and Appalachian regions. This grant opportunity is the first of its kind and will support industry-driven workforce training and education in rural communities across our region.

To complement this federal initiative, DRA is making available $1.5 million in Delta Workforce Program grants and offering post-award technical assistance to grantees. Most importantly, though, DRA is offering two technical assistance workshops to help our region’s stakeholders develop competitive applications for both grant programs.

I want to thank you for being here. With your commitment to building sustainable workforce talent pipelines, I am confident we will continue to accelerate our economic development efforts throughout the Delta region.

Sincerely,

Chris Caldwell
Federal Co-Chairman

Delta Regional Authority

About the Delta Regional Authority

The Delta Regional Authority is a federal-state partnership created by Congress in 2000 to help create jobs, build communities, and improve lives through strategic investments in economic development in 252 counties and parishes across eight states. DRA has invested more than $185 million into more than 1,100 projects. Overall, DRA investments have helped create and retain more than 55,000 jobs, train nearly 45,000 workers to advance in the 21st Century and deliver sewer and water improvements to more than 238,000 residents and businesses. Learn more at www.dra.gov.
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Chris Caldwell, Federal Co-Chairman, Delta Regional Authority
Appointed by President Donald J. Trump and confirmed by the U.S. Senate, Chris assumed the role of Federal Co-Chairman of the Delta Regional Authority on Jan. 12, 2018. As Federal Co-Chairman, Caldwell leads the agency’s operations and is responsible for DRA’s strategic investments that promote economic development in 252 counties and parishes across eight states. Caldwell is a 7th-generation Arkansan and has extensive experience in political and government service. Before being confirmed as DRA chairman, Caldwell served as the director of special projects for U.S. Senator John Boozman of Arkansas. Caldwell was the campaign manager for Boozman’s 2016 re-election campaign, as well as the political director for Boozman’s 2010 Senate campaign. He has also served on several other campaigns, including Arkansas Governor Mike Huckabee’s 2008 presidential bid and Arkansas Senator Tim Hutchinson’s 2002 Senate campaign. Beyond his political and government service, Caldwell has held various roles in the private sector and is an active volunteer in his community. He graduated with a bachelor’s degree in communication from the J. William Fulbright College of Arts and Sciences at the University of Arkansas. Caldwell resides in Little Rock with his wife Ashley and their two children.

Aury Kangelos, Program Manager, Delta Regional Authority
Aury joined the Delta Regional Authority in July of 2018 following three years at Clemson University where he is working towards completing a PhD in Public Policy with a focus in regional economic development. Aury oversees multiple DRA initiatives, including the Delta Leadership Institute, and other federal partnerships. Aury has experience in local, state, and the Federal government serving in the Development Office for the Town of Collierville, TN and the Office of Community Transportation with the Tennessee Department of Transportation. He holds a Bachelor of Arts in Political Science from the University of Tennessee at Martin, a master’s degree in City and Regional Planning with a focus in economic development from the University of Memphis, and a Master of Science in Applied Economics and Statistics from Clemson University. Aury is also a graduate of the University of Memphis Herff College of Engineering’s Freight Transportation Leadership Academy. Originally from Union City, TN, Aury, his wife Sarah, and son Jameson recently relocated back to Memphis.

Mark Goodman, CEcD, President, Goodman and Associates
Mr. Goodman leads an economic development firm providing training, technical assistance and counseling in the areas of community and economic development. A Certified Economic Developer, his core knowledge and experience centers on applied economic development information and analytics in support of community and business development. Over the past 25 years, Mr. Goodman has served in both public and private sector economic development organizations, as both a practitioner and educator. His work experience has ranged from state and local economic development agencies to university economic development centers, and most recently as an economic development consultant. Mark’s project knowledge is extensive in the areas of information packaging for business development projects, business retention and expansion programming, community assessments for economic development, economic impact analysis, targeted industry analysis, retail analysis, and other analytical techniques. Mr. Goodman is frequently invited as a speaker/trainer at national, state and local training seminars, conference programs, and other functions on multiple topics of economic development. Mr. Goodman has a Bachelor of Science degree in Economic Geography from the University of North Dakota and a Master of Science degree in Economic Development from the University of Southern Mississippi. Additionally, he served in the United States Navy Reserve as a Hospital Corpsman, was recipient of the Navy Achievement Medal in 1995, and honorably discharged in 1998.
Jay C. Moon, CEO, FM, HLM, President & CEO, Mississippi Manufacturers Association

Jay C. Moon is the President and CEO of the Mississippi Manufacturers Association, the largest and most influential voice for Mississippi manufacturers. The association represents more than 2,400 manufacturers and associated businesses. Jay also manages the Mississippi’s Manufacturing Extension Partnership. As former chairman of Mississippi’s State Workforce Development Board (SWIB) and the State Longitudinal Data System, he won recognition as a leader in the field of workforce development. As the SWIB Chairman, Jay worked to produce Mississippi’s Workforce Innovation and Opportunity Act grant which was the first in the nation to be prepared, submitted and accepted by the federal government. In 2016, Jay was recognized as one of Mississippi’s Top 50 Most Influential persons. Additionally, Jay was named by the Mississippi Business Journal, as one of Mississippi’s Top CEO’s for 2017.

Jay has more than 30 years of professional economic development experience in site development, business retention, strategic plan development, financial incentive creation and marketing. Prior to joining the MMA, Jay served as the Deputy Director/Chief Operating Officer and Director for International Development with the Mississippi Development Authority. He is the past Chair of the International Economic Development Council, the largest economic development organization in the world. Jay has also been designated by the IEDC as a Fellow Member and Honorary Life Member. In 2018, Jay received the Lifetime Achievement Award for Excellence in Economic Development from IEDC. He is the former Dean and continues to be a board member and instructor on marketing, incentives, politics and ethics at the University of Oklahoma’s Economic Development Institute (EDI), the nation’s premier economic development training program for practicing economic developers. Jay is also an instructor with the University of Southern Mississippi and the Southeast Louisiana basic economic development programs. He is the former chairman of the Council of State Manufacturing Associations. Jay serves on board and the Executive Committee of the Business and Industry Political and Education Council (BIPEC). Jay served on the board of the American Economic Development Council. Jay is a former president of the National Association of State Development Agencies. Jay has an undergraduate degree in International Relations and a Master of Public Administration degree from the University of Georgia. Jay is a graduate of the Economic Development Institute.

Lacy McManus, Vice President for Strategic Initiatives, GNO Inc.

As the Vice President of Strategic Initiatives for Greater New Orleans, Inc.—the economic development alliance for the ten parish Greater New Orleans region—Lacy is responsible for relationships and coordination between business environment and business development, positioning the organization’s workforce, education, environmental and resilience initiatives as catalysts for wealth generation in Southeast Louisiana. In this role, Lacy acts as a liaison between GNO, Inc., business and industry, higher education, career technical education, government agencies, and non-profit partners to ensure GNO, Inc.’s programs create a thriving regional economy. Prior to joining the GNO, Inc. staff, Lacy was the Special Initiatives Manager with the University of Southern Mississippi and the Southeast Louisiana basic economic development programs. As the SWIB Chairman, Jay worked to produce Mississippi’s Workforce Innovation and Opportunity Act grant which was the first in the nation to be prepared, submitted and accepted by the federal government. In 2016, Jay was recognized as one of Mississippi’s Top 50 Most Influential persons. Additionally, Jay was named by the Mississippi Business Journal, as one of Mississippi’s Top CEO’s for 2017.

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Bill Renick, WIOA Division Director, Three Rivers Planning and Development District

Bill Renick is one of the few people on earth actually born inside the City Limits of Ashland, Mississippi. He still lives in Ashland less than three blocks from where he was born 65 years ago. Both parents were public school teachers and his dad was the principal of the elementary school in Ashland and his mother taught the fifth grade. Bill discovered at an early age that public service was what he wanted to do. The first time he was old enough to vote in an election he voted for himself. At the ripe old age of 18 he was elected to the Board of Aldermen in Ashland and later was elected Mayor, then to the Benton County Board of Supervisors, then to the State Senate. He served as Chief-of-Staff to Republican Lt. Governor Eddie Briggs and later as Chief-of-Staff to Democratic Governor Ronnie Musgrove. In between those years of service Bill was Administrator of Holly Springs Memorial Hospital, President of the Retail Association of Mississippi, and Executive Director of the Marshall County Industrial Development Authority. In June of 2006 he went to work for Three Rivers Planning and Development District in Pontotoc as the Workforce Division Director serving 27 counties in North Mississippi. Bill and his wife Debbie have been married for 44 years. They have two children, a son Will that lives in Memphis and a daughter Suzy Bowman who lives in New Albany, Mississippi with her husband Bo and their 11-year-old son Bradyn and their 6-year-old son Brace. Bill, Debbie, Bill’s mother, 3 dogs, and 2 cats all live in Ashland in the Renick home that has been in the family since the early 1900’s. Bill, Debbie, and Bill’s mother are members of the Ashland Baptist Church. The dogs are all Methodists, and the cats are Presbyterians.

Joseph Hollins, Louisiana State Apprenticeship Director, Louisiana Workforce Commission

Joseph Hollins is a Baton Rouge native with a passion for seeing the citizens of Louisiana trained and equipped for careers. Mr. Hollins obtained a Bachelor of Science Degree in General Business, with a minor in Communication Studies, from Louisiana State University (LSU) in December 2012. Upon graduation, Mr. Hollins went to work in the Human Resource Department of the Louisiana State Senate. While at the Senate, Mr. Hollins began working on his Master of Science Degree in Human Resource and Leadership Development from the School of Human Resource Education and Workforce Development at LSU. Mr. Hollins earned his master’s degree in December 2015, which led him to seek employment at the Louisiana Workforce Commission. There he could help train the workforce of Louisiana. In February 2016, he was appointed by Executive Director Ava Dejoie to the position of Confidential Assistant to the Executive Director. While in this role, Mr. Hollins worked on many special projects, including informing legislators about legislation to make Louisiana eligible to receive ApprenticeshipUSA grants. Since the passing of this legislation Louisiana has received over $2.8 million in ApprenticeshipUSA funds. Mr. Hollins was also intricately involved in formulating a plan to spend Disaster Dislocated Worker funds in response to the floods of 2016. When the position of State Apprenticeship Director became open in November 2016, Secretary Dejoie appointed Mr. Hollins the State Director of Apprenticeship position. In his short time as Apprenticeship Director, Mr. Hollins has created programs in industry previously not engaged in Registered Apprenticeship, such as: Healthcare, IT, Offshore Tankerman, Offshore Technician, Medical Billing Compliance, and Multimedia Producer. Mr. Hollins has also worked to create pathways for K-12 students to gain entry into Registered Apprenticeship in Louisiana.

Workforce development and economic development are inextricably linked in the modern economy. To ensure the prosperity of rural economies, workers and employers must adapt to meet ever-changing demands and opportunities. In this session, participants will be exposed to the existing workforce challenges facing the Delta region and hear how continued investment in skills training and workforce development can reinvigorate rural economies.

Speakers:
Mark S. Goodman, CEcD, President, Goodman and Associates
Jay Moon, CEcD, President & CEO, Mississippi Manufacturers Association

Key Takeaways:
- Workforce development is a significant determinant of successful business retention, expansion, and overall economic competitiveness
- Rural communities should pursue regional workforce training and recruitment efforts to support existing industry clusters
- Resilient communities will embrace the transition to the knowledge/innovation economy as a proactive economic development strategy
Industry-Driven Workforce Development in the Delta Region and Beyond
10:15am – 11:30am

Workforce development continues to be a critical component of comprehensive economic development policy. It is essential that workforce development practitioners, training providers, and industry develop a strategic approach to educating and training the next generation of workforce to meet the needs of the 21st century economy. This session provides examples of existing workforce development programs in the Delta region and around the country aimed at improving workforce outcomes and rural economies.

Moderator:
Jay Moon, CEcD, President & CEO, Mississippi Manufacturers Association

Speakers:
Lacy McManus, Vice President for Strategic Initiatives, GNO Inc.
Mike Salvetti, DML, Reliability Manager, Huntington Ingalls Industries, Inc. – Gulf Coast
Jeff Lynn, Vice Chancellor for Workforce and Economic Development, Alabama Community College System
Bill Renick, WIOA Division Director, Three Rivers Planning and Development District

Key Takeaways:
• Employers design innovative job training programs to establish sustainable talent pipelines
• Earning a degree from a four-year university is not the only way to attain a quality job in a high-demand career such as software development
• The Workforce Innovation and Opportunity Act (WIOA) provides job seekers with access to employment, education, training, and support services and matches employers with the skilled workers they need to compete in a global economy

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Introduction to Registered Apprenticeship
12:20pm – 1:00pm

The Registered Apprenticeship (RA) system has been used to meet the needs of America’s skilled workforce for almost a century. The nation’s oldest earn-and-learn model has been utilized across industry sectors to train the next generation of skilled tradesmen in both traditional and non-traditional fields of work. In this session, participants will learn how RA programs provide workers with the opportunity to seek high-skilled, high-paying jobs and how employers implement these programs to build a pipeline of qualified workers in their local communities.

Speakers:
Joseph Hollins, Louisiana State Apprenticeship Director, Louisiana Workforce Commission

Key Takeaways:
• The Registered Apprenticeship system is managed by the U.S. Department of Labor and operates in all states nationwide
• There are now two types of approved apprenticeship programs in the United States: Industry-Recognized Apprenticeship Programs and Registered Apprenticeship Programs

Additional Resources:
• For more information about how to start an apprenticeship program, visit https://www.apprenticeship.gov/about-apprenticeship
• Need to locate the closest American Job Center in your local area? Visit https://www.careeronestop.org

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Contact Information
Joseph Hollins, Louisiana State Apprenticeship Director
Louisiana Workforce Commission
jhollins@lwc.la.gov
Overview of the Funding Opportunity Announcement (FOA)
In this session, representatives from the Delta Regional Authority will introduce the U.S. Department of Labor’s WORC Grant and provide a thorough overview of the funding opportunity to help participants develop competitive applications.

Overview of the Request for Proposals (RFP)
In this session, representatives from the Delta Regional Authority will introduce the agency’s DWP Grant and provide a thorough overview of the funding opportunity to help participants develop competitive applications.

Speaker:
Aury Kangelos, Program Manager, Delta Regional Authority

Key Takeaways:
- WORC is a $29.2 million grant program administered by the U.S. Department of Labor in partnership with DRA and the Appalachian Region Commission
- WORC grants address workforce training and education for dislocated workers, incumbent workers, and new entrants to the workforce
- DWP is a $1.5 million grant program administered by the Delta Regional Authority to invest in industry-led workforce training programs
- Both WORC and DWP application proposals must include industry partnerships to address the skills gap and place individuals in high quality jobs
- WORC funding cycle is May 15 – July 15, 2019
- DWP funding cycle is July 1 – August 30, 2019

Additional Resources:
- For more information about the Delta Workforce Program, visit www.dra.gov/workforce
- To review the WORC Funding Opportunity Announcement, visit www.grants.gov
- To review the DWP Request for Proposals, visit www.dra.gov/workforce (beginning July 1, 2019)
- For more information about DRA’s Regional Development Plan III and DRA State Plans, visit www.dra.gov/plans

Contact Information
Aury Kangelos, Program Manager  Diane Easterling, Grants Management Specialist
Delta Regional Authority  U.S. Department of Labor-Employment and
workforce@dra.gov  Training Administration
easterling.diane@dol.gov

Project Development and Stakeholder Collaboration
2:30pm – 4:50pm  |  Breakout Rooms

In this session, participants will breakout by state with their respective community/county/regional area to discuss how to build an effective workforce development program, how to scale, and how to create a strong workforce pipeline attractive for existing businesses, industry expansion and relocation, and prospective residents alike.

Facilitators & Breakout Room Assignments:
State of Alabama
- Patsy Richards, Project Manager, Apprenticeship Alabama
- Sophia Guan, Coordinator, Apprenticeship Alabama

State of Louisiana
- Ava Dejoie, Secretary, Louisiana Workforce Commission

State of Mississippi
- Johna Peyton, Director, MS Apprenticeship Program, MS Community College Board
- Josh Bower, Work-Based Learning Coordinator, Hinds Community College
- Matthew Riley, Program Specialist, Division of Work-based Learning/Apprenticeship, MS Community College Board

Key Takeaways:
- State-specific workforce development priorities for each governor on DRA’s Board of Governors
- Development of competitive applications for the WORC and DWP grant programs
- Collaboration with cross-sector partners in each state and others throughout the Mississippi River Delta region

Additional Resources:
- For more information on industry-recognized workforce training materials, visit Skills Commons (http://www.skillscommons.org/)

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WHAT DOES THIS PROGRAM DO?

The Delta Workforce Program (DWP) is an initiative designed to build long-term community capacity and increase economic competitiveness across the Mississippi River Delta region and Alabama Black Belt by investing in industry-driven workforce training and education. In partnership with the U.S. Department of Labor (DOL) Employment and Training Administration (ETA) and the Appalachian Regional Commission (ARC), two technical assistance workshops, more than $35 million in grants, and post-award technical assistance will be made available to eligible entities within the Delta and Appalachian regions.

DRA DELTA WORKFORCE GRANT PROGRAM

Total Program Funding: $1.5 million
Award Ceiling: $150,000
Award Floor: $25,000

Eligible Applicants include:
- State and local governments (state agencies, counties/parishes, cities/towns)
- Other public bodies
- Non-profit entities
- Local development districts

All eligible applicants must apply for projects that operate in or are serving residents and communities within the 252 counties and parishes of the DRA region.

U.S. DOL WORKFORCE OPPORTUNITY IN RURAL COMMUNITIES (WORC) GRANT PROGRAM

Total Program Funding: $29.2 million
Award Ceiling: $2.5 million
Award Floor: $150,000

Eligible Applicants include:
- State and county governments
- City or township governments
- Special district governments
- Regional organizations
- Independent school districts
- Public/state-controlled, and private institutions of higher education

Successful applicants will be eligible for up to 50 hours of intensive technical assistance from select partners and DRA staff.

IMPORTANT DATES

May 15, 2019  DOL-ETA publishes WORC Grants on grants.gov
June 4, 2019  DRA hosts technical assistance workshop in Memphis, TN
June 6, 2019  DRA hosts technical assistance workshop in Baton Rouge, LA
July 1, 2019  DRA publishes Delta Workforce Grants cycle
July 15, 2019  DOL-ETA closes WORC Grants cycle
August 30, 2019  DRA closes Delta Workforce Grants cycle
September 2019  DOL-ETA awards WORC Grants
DRA awards Delta Workforce Grants

WHO CAN ANSWER QUESTIONS?

Aury Kangelos
Program Manager
workforce@dra.gov

For more information, visit dra.gov/workforce.

Visit us at dra.gov
Speakers & Facilitators

State of Alabama
Patsy Richards, Project Manager
Apprenticeship Alabama

Sophia Guan, Coordinator
Apprenticeship Alabama

State of Louisiana
Randall Domingue, Assistant Secretary
Office of Workforce Development

State of Mississippi
Bobby Morgan, Economic Development Policy Analyst
& Senate Liaison | DRA Designee (MS)
Office of Governor Phil Bryant

Johna Peyton, Director-Mississippi Apprenticeship Program
Mississippi Community College Board

Matthew Riley, Program Specialist, Division of Work-Based Learning/Apprenticeship
Mississippi Community College Board

Local Development Districts

Visit us at dra.gov
Local Development Districts

ALABAMA
Alabama Tombigbee Regional Commission
www.atrcregion6.com
John Clyde Riggs, Executive Director
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Lee-Russell Council of Governments
www.lrcog.com
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South Alabama Regional Planning Commission
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Southeast Alabama Regional Planning and Development Commission
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ARKANSAS
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Northwest Arkansas Economic Development District
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Southeast Arkansas Economic Development District
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Southwest Arkansas Planning and Development District
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White River Planning and Development District
www.wrpdd.org
Jan Smith, Executive Director
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ILLINOIS
Greater Egypt Regional Planning and Development Commission
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Greater Wabash Regional Planning Commission
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Southeastern Illinois Regional Planning and Development Commission
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Southern Five Regional Planning District and Development Commission
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Southwestern Illinois Metropolitan and Regional Planning Commission
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KENTUCKY
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Pennyrile Area Development District
www.peadd.org
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LOUISIANA
Capital Region Planning Commission
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Imperial-Calcasieu Regional Planning and Development Commission
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Cheri Soileau, Executive Director
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4310 Ryan Street, Suite 3, Lake Charles, LA 70602
(337) 433-1771

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## Local Development Districts

### ALABAMA

<table>
<thead>
<tr>
<th>Name</th>
<th>Website</th>
<th>Executive Director</th>
<th>Contact Information</th>
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<tr>
<td>Kisatchie-Delta Regional Planning and Development District I</td>
<td><a href="http://www.kdelta.org">www.kdelta.org</a></td>
<td>Heather Urena</td>
<td>Executive Director</td>
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<tr>
<td>North Delta Planning and Development District</td>
<td><a href="http://www.northdelta.org">www.northdelta.org</a></td>
<td>David Creed</td>
<td>Executive Director</td>
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<tr>
<td>Regional Planning Commission</td>
<td><a href="http://www.norpc.org">www.norpc.org</a></td>
<td>Maggie Woodruff</td>
<td>Executive Director</td>
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### MISSISSIPPI

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<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Central Mississippi Planning and Development District</td>
<td><a href="http://www.cmpdd.org">www.cmpdd.org</a></td>
<td>Mike Monk</td>
<td>CEO</td>
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<tr>
<td>East Central Planning and Development District</td>
<td><a href="http://www.ecpdd.org">www.ecpdd.org</a></td>
<td>Bill Richardson</td>
<td>Executive Director</td>
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<td>North Central Planning and Development District</td>
<td><a href="http://www.ncpdd.org">www.ncpdd.org</a></td>
<td>Steven Russell</td>
<td>Executive Director</td>
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<td>North Delta Planning and Development District</td>
<td><a href="http://www.ndpdd.com">www.ndpdd.com</a></td>
<td>James Curcio</td>
<td>Executive Director</td>
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<tr>
<td>Northeast Mississippi Planning and Development District I</td>
<td><a href="http://www.nmpdd.com">www.nmpdd.com</a></td>
<td>Sharon Gardner</td>
<td>Executive Director</td>
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<tr>
<td>South Delta Planning and Development District</td>
<td><a href="http://www.southdeltapdd.com">www.southdeltapdd.com</a></td>
<td>Tommy Goodwin</td>
<td>Executive Director</td>
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<tr>
<td>Southern Mississippi Planning and Development District I</td>
<td><a href="http://www.smppd.com">www.smppd.com</a></td>
<td>Leonard Bentz</td>
<td>Executive Director</td>
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<td>Southwest Mississippi Planning and Development District I</td>
<td><a href="http://www.swmpdd.com">www.swmpdd.com</a></td>
<td>Wirt Peterson</td>
<td>Executive Director</td>
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<tr>
<td>Three Rivers Planning and Development District</td>
<td><a href="http://www.trpdd.com">www.trpdd.com</a></td>
<td>Vernon R. Kelly</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Meramec Regional Planning Commission</td>
<td><a href="http://www.meramecregion.org">www.meramecregion.org</a></td>
<td>Bonnie Prigge</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Ozark Foothills Regional Planning Commission</td>
<td><a href="http://www.ofrpc.org">www.ofrpc.org</a></td>
<td>Felicity Ray</td>
<td>Executive Director</td>
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### MISSOURI

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<tr>
<td>Bootheel Regional Planning and Economic Development Commission</td>
<td><a href="http://www.bootrpc.com">www.bootrpc.com</a></td>
<td>Hannah Barnett</td>
<td>Executive Director</td>
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<tr>
<td>Ozark Foothills Regional Planning Commission</td>
<td><a href="http://www.ofrpc.org">www.ofrpc.org</a></td>
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### TENNESSEE

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<tr>
<td>Memphis Area Association of Governments</td>
<td><a href="http://www.maagov.org">www.maagov.org</a></td>
<td>Ralph Moore</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Southeast Missouri Regional Planning and Economic Development Commission</td>
<td><a href="http://www.semorpc.org">www.semorpc.org</a></td>
<td>Drew Christian</td>
<td>Deputy Executive Director</td>
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<tr>
<td>Northwest Tennessee Development District</td>
<td><a href="http://www.nwtdd.org">www.nwtdd.org</a></td>
<td>John Bucy</td>
<td>Executive Director</td>
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<tr>
<td>Southwest Tennessee Development District</td>
<td><a href="http://www.swtdd.org">www.swtdd.org</a></td>
<td>Joe Barker</td>
<td>Executive Director</td>
</tr>
</tbody>
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