

THREE RIVERS

PLANNING & DEVELOPMENT DISTRICT, INC.



ANNUAL REPORT

TECHNICAL ASSISTANCE DIVISION

The Technical Assistance Division's primary role is to provide assistance to Local Governments on issues related to economic development and community improvements. The most recognizable function is through the preparation and administration of grant and loan applications. The TA Division also provides management support services, planning and special project implementation, program research, solid waste assistance, and remains flexible in providing additional support services to our Local Governments as new needs arise.

The TA Division provides administrative support to the Three Rivers Community Development Entity (CDE), North Mississippi Mayors Association, The PUL Alliance, GM&O Rails-to-Trails Recreational District of North Mississippi, and maintains a close working relationship with local, state, and regional economic developers by assisting in the preparation of financial packages, strategy development, and business recruitment and expansion opportunities.

FY 12 APPROVED GRANTS

Appalachian Regional Commission (ARC) Grants	\$ 3,012,700
Community Development Block Grants (CDBG) - Economic Development	\$ 747,758
Community Development Block Grants (CDBG) - Public Facilities	\$ 1,704,091
Other Mississippi Development Authority Program Grants	\$ 838,937
Miscellaneous Grants	\$ 767,700
TOTAL	\$ 7,071,186

FY 12 COMMUNITY IMPROVEMENT LOANS

TOTAL	\$ 2,111,964
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FY 11 HIGHLIGHTS & ADDITIONAL SERVICES

- Application Preparation, Management, and Administrative services provided for 111 active projects
- 36 Grant Applications approved
- 5 Loan Applications approved
- Industrial Recruitment Assistance Program
- Household Hazardous Waste Collection Day Support
- Implemented CodeRED Warning System – a Regional Weather and Emergency Notification System
- Prepared New Market Tax Credit Allocation request to the Department of Treasury

DID YOU KNOW???

Since our inception, Three Rivers Technical Assistance has helped our Local Governments win over **\$ 354 Million** in Grants.

LOAN DIVISION SUMMARY REPORT

Since 1985, Three Rivers Planning and Development District has offered to Small Business Concerns financing options for their business needs. These funds are used to assist in business start-ups, business expansions, and the purchase of existing businesses. The primary advantages of the loan programs are low equity injection, low fixed interest rates and long term financing. These programs partner with participating banks, with each loaning a portion of the project cost. Three Rivers offers several different loan programs and will match the business needs to the program that best fits the business venture.

All small business loans originated by Three Rivers are derived from the following funding sources: Appalachian Regional Commission, Economic Development Administration, Rural Development Administration's Intermediary Relending Program, Mississippi Small Business Assistance Loan Program, Minority Business Loan Fund, and the Small Business Administration's 504 Loan Program.

The following is a summary of our loan division's portfolio as of September 30, 2012:

Total amount of CDC loans outstanding (principal only)	\$ 36,312,282.13
<u>Total amount of CDC loans committed not yet funded</u>	<u>25,325,000.00</u>
Total CDC	\$ 61,637,282.13
Total amount of PDD loans outstanding (principal only)	\$ 14,300,429.25
Total amount of PDD loans committed	250,000.00
<u>Total amount of funds available (not committed)</u>	<u>7,179,319.46</u>
Total PDD	\$ 21,729,748.71
<u>Total CDC and PDD Fund Balance</u>	<u>\$ 83,367,030.84</u>
<u>Total number of projects closed</u>	<u>629</u>
<u>Total amount loaned (CDC and PDD)</u>	<u>\$133,990,638.00</u>
<u>Total amount leveraged by the Three Rivers loan funds</u>	<u>\$481,045,944.00</u>
<u>Loan-Loss Percentage Program to Date (PDD loan only)</u>	<u>1.25%</u>

Three Rivers loan programs have helped create and retain a total of 13,577 jobs.

DIVISION OF GOVERNMENTAL FUNCTIONS

The Division of Governmental Functions provides a wide variety of both administrative and technical services to local governments and other related entities. The following highlights some of the projects “worked” and/or services provided during the 2012 fiscal year:

- Provided technical support to the E-911 Districts in seven counties
- Provided responses to approximately 1800 requests for IT Support (hardware, software, network, etc.) with in excess of 8600 requests for assistance responded to since the inception of the “Support” email system in 2009
- Continued to work in partnership with Mississippi State University nSPARC to implement the new County Records Management System (CRMS) software which will serve as an upgrade to the software currently in place in ten counties. The new CRMS software package will be open source, public domain software and will be offered statewide as a document management system for any County to join. This new software will allow the District to add to the over 1.5 million documents that are currently on file in the District’s Data Center located in Tupelo. The initial deployment of the new CRMS software is underway in the office of Union County Chancery Clerk Annette Hickey.
- Provided accounting software and support for twelve counties and two cities
- Provided statewide network and internet services for a customer base of over 1000 local government users
- Provided solid waste collection system design and operation assistance to multiple cities and counties
- Conducted successful Household Hazardous Waste Collection Days in both Lee County and the City of Oxford
- The Three Rivers Solid Waste Management Authority -
 1. Maintained its landfill tipping fee at the PRE-1997 level of \$22.00 per ton
 2. Made surplus land adjacent to the regional landfill near Pontotoc available for economic development projects
 3. In partnership with the Tennessee Valley Authority and Pontotoc Electric Power Association, the Authority completed the construction and installation of a landfill gas to electricity project that will generate up to 999 kwh of electrical power that will be returned to the power grid for use by residents and businesses in the area
 4. Continued to cooperate through a MOI (Memorandum of Intent) with Enerkem Mississippi Biofuels, a wholly-owned subsidiary of Enerkem, to determine the feasibility of constructing and operating a bio-refinery and Materials Recovery Facility for feedstock production and recycling at the regional landfill near Pontotoc
 5. Continued to provide regional waste tire and white goods (scrap metal) collection programs
- Provided administrative support to the GM&O Rails-to-Trails District. Actual construction of the Tanglefoot Trail (approximately 45 miles in length) began in January 2012 and the project is expected to be completed in late Spring 2013

TUITION ASSISTANCE PROGRAM

The District continued to administer the Tuition Assistance Program (TAP), a partnership created for Counties (and their partners) in the District that will allow graduating high school seniors to receive tuition assistance for four regular semesters at a Community College. The TAP is a ten (10) year program with a \$25,000 maximum grant per year from the District that requires a local/private match equal to the lesser of 4 to 1 or the equivalent of what one (1) mill will produce in the participating County. The TAP is administered by the District through a contract at no cost to participating Counties. Students in participating Counties that wish to apply should contact their Community College Financial Aid Department for details. Federal and State grants, scholarships and VA benefits shall be applied first toward tuition with the TAP being the last funding source applied. Participating students shall enroll in and successfully complete twelve (12) semester hours and maintain a 2.0 grade point average throughout the program. The TAP served several hundred students in the District during the Fall 2011 and Spring 2012 semesters.

RESEARCH AND DEVELOPMENT DIVISION

The Research and Development Division supports Three Rivers Planning and Development District in its mission to promote overall economic development; foster responsible short- and long-term community planning; and to aid general civic, social, and economic development. The division provides services and support to Three Rivers and its partners in areas such as planning, geographic information systems (GIS), demographic analysis, redistricting, web development, research, graphic design, and asset mapping. In addition, the division administers Three Rivers' Economic Development Administration (EDA) planning grants as well as other organizational grants pertinent to its activities. Three Rivers is an affiliate of the State Data Center of Mississippi and the Research and Development Division also functions as the organization's primary point of contact for data inquiries and regional demographic issues.

The Research and Development Division works with other divisions as well as local governments, economic development organizations, and other entities to advance economic and community development throughout the region. The division aspires to build from the strong foundation of its first year of existence and generate positive regional impacts for years to come.

FY 2012 Highlights

The Research and Development Division produced the latest Three Rivers Planning and Development District Comprehensive Economic Development Strategy (CEDS) in FY 2012. EDA utilizes the CEDS to determine if economic development projects in our region are eligible for the agency's grant programs and the document also enables Three Rivers to remain an active economic development district. Unless technical changes are deemed necessary during the CEDS implementation process, the document will remain in effect for the next five years.

In addition, the division updated Three Rivers' website and accumulated vast amounts of data to assist in regional economic and community development initiatives. The updated website includes a wealth of regional demographic data as well as property listings and other information to assist in business recruitment, retention, and expansion efforts. Three Rivers' website will be continually updated moving forward and the revisions will include data enhancements as well as other content improvements aimed at increasing the resourcefulness of the site.

The Research and Development Division provided further services and support in areas such as redistricting, demographic analysis, and GIS. Municipalities and counties throughout the region received redistricting assistance from the division at no cost to the local governments and the division produced numerous statistical analyses and maps for funding applications, economic development marketing, and other purposes.

The division administered Three Rivers' Rural Community Development Initiative (RCDI) grant and multiple EDA planning grants during the fiscal year as well. The Research and Development Division also represented the State of Mississippi on the Rural Planning Organizations (RPO) Council of Peers, which serves as the leadership for RPO America and provides input to the National Association of Development Organizations (NADO) Board of Directors on issues pertaining to rural transportation policy and planning.

THREE RIVERS SOLID WASTE FEE BILLING ANNUAL REPORT OCTOBER 1, 2011–SEPTEMBER 30, 2012

Over the last four fiscal years, Three Rivers Solid Waste Fee Billing has added three counties to our growing list of partners. As we look in our rearview mirror at our great partnerships from FY-12 and years past, we continue to look forward to FY-13 and beyond where we can see a strengthening of our current partnerships, and perhaps even adding more.

	Revenue Collected	Accounts Billed
Calhoun	\$324,591.68	37,633
Itawamba	\$829,876.23	82,721
Lafayette	\$1,064,592.57	111,096
Lee	\$1,547,779.45	180,175
Monroe	\$1,235,510.33	98,701
Pontotoc	\$914,777.27	94,119
Union	\$661,763.62	83,809
Benton Waste, Inc.	\$27,031.17	252
Claiborne	\$128,241.04	26,488
Newton		22,065
Prentiss		56,026
TOTAL	\$6,734,163.36	793,085

WIA DIVISION

THE MISSISSIPPI PARTNERSHIP WORKFORCE AREA

Implementing the Workforce Investment Act of 1998

Three Rivers Planning & Development District, Inc. serves as the fiscal/administrative agent for The Mississippi Partnership, one of four workforce investment areas in the state of Mississippi designated to carry out the Workforce Investment Act of 1998 (WIA). The Mississippi Partnership workforce area is the largest geographical area in the state, covering 27 counties in north and northeast Mississippi and is governed by a 61 member board and 27 Chief Elected Officials.

Through partnerships of local community colleges, the Mississippi Department of Employment Security, other planning and development districts, and 8 WIA youth providers, the Mississippi Partnership accomplished the following during Program Year 2011 (July 1, 2011 – June 30, 2012):

SNAPSHOT PY 2011 Activities

Funding Stream	Allocation
Adult	\$2,476,087
Dislocated Worker	\$2,884,141
Youth	\$2,682,072
OJT NEG	\$200,000
Tornado NEG	\$500,000
Incentive Funds	\$163,333
PEP Program	\$262,500
MDA Grant (Internship)	\$100,000
MDA Grant (Washington Furniture)	\$100,000
MDA Grant (KiOR)	\$300,000
TOTAL	\$9,668,133

WIN JOB CENTER SERVICES

There are 16 WIN Job Centers located throughout the Mississippi Partnership. These WIN Job Centers are overseen and operated through a consortium of one-stop operators which consists of Itawamba Community College, Northeast Community College, Northwest Community College, and the Mississippi Department of Employment Security.

During Program Year 2011, the Mississippi Partnership served over 3,000 individuals who received WIA adult and dislocated worker services. The Mississippi Partnership WIN Job Centers provided 1,156 individuals training services with 98% of funds allocated for On-the-Job Training (OJT) being expended and 95% funds allocated for Individual Training Accounts (ITAs) being expended.

The Mississippi Partnership received a total of \$450,000 from MS Development Authority workforce training funds to assist employers with On-the-Job Training. This was a great collaboration with MDA because we wouldn't have been able to provide services to some of the employers if it wasn't for the workforce training funds.

Adult Internship Program

The Adult Internship Program helps potential applicants and employees gain practical work experience and sharpen their leadership skills while working to gain full-time employment or career exploration. The program also allows businesses to try out potential applicants in real work settings. With funding limited for program year 2011, the MS Partnership

submitted an application to MS Development Authority to solicit some of their workforce training funds. We received a grant totaling \$100,000 to serve 30 interns in advance manufacturing and distribution centers. We served 35 interns with the grant with a completion and entered employment rate of 90%. The MS Partnership is still the only workforce area in the state that uses this unique program to match employees with jobs while giving businesses the opportunity to assess the employee for up to 320 hours at no cost.

Job Fairs

Local Job Fairs were conducted with the assistance of The Mississippi Partnership in Alcorn, Attala, Benton, Desoto, and Marshall Counties serving over 1800 participants within our region.

Rapid Response Services

In the unfortunate event that a local company has to reduce its workforce or close, the Mississippi Partnership has a Rapid Response Team that can assist the company and its affected employees. Rapid Response is a service that is provided to employees who lose their job through no fault of their own due to a business closure or downsizing. The Rapid Response team is made up of state and local representatives, a local WIN Job Center Representative, and a local community college representative. The information given to the affected employees includes but is not limited to WIN Job Center location and hours, how to write a resume, resources in the WIN Job Center, training opportunities, and GED/ABE information. During PY11, the Rapid Response team assisted 5 employers and over 1,000 employees through Rapid Response in our 27-county area.

YOUTH SERVICES

WIA C2C Youth Programs

Three Rivers Planning & Development District and the Mississippi Partnership Workforce Investment Area overhauled its WIA youth program, focused on out-of-school WIA eligible youth, and branded this new concept Counseling to Career (C2C) youth program. The Mississippi Partnership funded seven (7) C2C youth programs that served 642 youth.

The concept of the C2C Youth Program is to provide one-on-one counseling to develop a “truly personalized” Individual Service Strategy (ISS) that helps the youth identify short-term school/career goals as well as long term while assisting the youth in removal of obstacles impeding the success of these goals.

Each youth was offered the 10 required WIA program elements and was provided each element that applied to their newly developed ISS. After the ISS, assessment test and appropriate WIA paperwork was completed, each youth was encouraged to take a 21 hour course designed by Smart Work Ethics which included character development and Life Skills Training for the Workplace. For a youth to be eligible for the paid work experience program element, the youth must complete the 21 hour Smart Work Ethics training. This curriculum has been designed to help youth with communication skills, attitude, good work ethic, personal image, interpersonal communication skills, cognitive skills, organization skills, and personal life skills.

Our final goal for each youth was to ensure that they completed the short-term steps outlined in their ISS. Once these were accomplished the youth began working towards their long-term goals which should include furthering their education by enrolling into college or receiving technical training or obtaining full-time employment. The counselor assisted the youth with preparing for their long term goals prior to exit to ensure that the student continues on their pathway to success.

Youth Disability Coordinator Initiative

A Youth Disability Coordinator for the Mississippi Partnership was provided by contract from The Mississippi Department of Rehabilitation Services. The program works with all Mississippi Partnership funded Youth Service Providers. MDRS conducts training sessions for all Youth Program Providers on a monthly basis and coordinates any individualized training for each youth provider that may be needed. This coordinator works one-on-one with our youth providers and acts as a “broker” linking providers to service that participants need. These services include job development, job readiness skills training, and job lead assistance. In addition, the Disability Coordinator works with all Youth Service Providers to ensure that all individuals who qualify become clients of MDRS for the purpose of receiving services.

Performance Enrichment Program (PEP)

Three Rivers Planning and Development District received private grants from the Kellogg Foundation and the CREATE Foundation to continue and expand the Performance Enrichment Program (PEP) during PY 2011. The goal of PEP is to prepare youth in Mississippi for education and career readiness through implementation of an after school enrichment program. The primary focus of this program is to improve critical thinking skills at an early age.

This is a 12 week program that utilizes high performing students as tutors to aid other students within the school district in maximizing their potential. By doing so, this will allow these students a job opportunity to utilize their education abilities as an option to finding jobs within their local community at a time when the economy is struggling.

The PEP program's weekly instruction is to ensure each participant's skill levels are increased. The instruction is tailored to each child's needs based on administrators and teachers recommendations.

By using mentors that are peers and reducing the instructor/student ratio from 1:25 to 1:5, the tutors will be an invaluable mentor for the participants. Having grown up in the same communities, the tutors have had to encounter similar challenges and overcome the same barriers as the potential participants of the program.

During the Fall 2011 and Spring 2012 semesters, 125 enrichment tutors were hired who provided enrichment to approximately 650 students through PEP. This initiative was awarded the Governor's Award for Partnerships in Education by the Mississippi Association of School Superintendents.

THREE RIVERS AREA AGENCY ON AGING FISCAL YEAR 2012 ANNUAL REPORT

The face of Aging continues to change day-to-day, week-to-week, and year-to-year. We have had an interesting year to date.

The Senior Community Service Employment Program (SCSEP) experienced an increase in the numbers of participants that we can now service. The program was funded last year by the Mississippi Department of Human Services to provide eight training positions. This year the SCSEP program is under the Mississippi Department of Employment Services (MDES) and the number of training positions were increased to a total of 23 positions.

The Aging Department received funding from the United Way of Northeast Mississippi for the first time. This funding is for the counties of Pontotoc, Itawamba, and Union.

On August 28, 2012, the Area Agency on Aging resubmitted the Community Care Transition Program (CCTP) application to the Center for Medicare and Medicaid Services (CMS). If the application is approved, we will be providing Care Transition in our eight counties, partnering with the following hospitals: North Mississippi Medical Center and their satellite hospitals, Calhoun Health Services, Trace Regional Hospital, Baptist Memorial Hospital of Oxford and Gilmore Hospital. We will also partner with the following nursing homes, hospice agencies, and home health agencies: Golden Living, Gentiva, Sunshine Health Care, Baptist Home Care, Graceland Care Center and North Mississippi Health Services.

As stated earlier, the face of aging is changing, and we at Three Rivers Area Agency on Aging are trying to make changes to fit the future.

On December 14, 2012, the Area Agency on Aging will host our 5th Annual Senior Christmas Day. It will be held at the Lee County Agri-Center in Verona, MS. We will have vendors, Christmas gifts, a Christmas meal with the trimmings, entertainment, fruit, and good fellowship. We are expecting 400 to 500 participants.

Listed below is a detailed report of the number of clients and the type of service that they received by funding source. The numbers only reflect the Three Rivers area.

I. Title XX

Homemaker Services

Clients-387
Units-24,510

Transportation

Clients-129
Units-39,244

Adult Day Care

Clients-28
Units-1,500

Prescription Assistance Program

Clients-293
Units-443

II. Title III

Homemaker

Clients-417
Units-11,327

Information, Referral, and Assistance

Clients-857
Units-857

Preventive Health

Clients-1,733
Units-1,733

Ombudsman

Clients-5,834

Legal Assistance

Clients-132

Outreach

Clients-1,416
Units-1,437

Senior Center Activity

Clients-32
Units-4,850

III. Title III, XX, State Meals & MW

Congregate Meals

Clients-381
Units-64,380

Home Delivered Meals

Clients-1,201
Units-267,829

IV. SHIP

Clients-1,197
Units-2,120

V. Title III-E Respite

Clients-37
Units-8,938

VI. SMP

Clients-2,113
Units-2,378

All totals are from October 1, 2011 to September 30, 2012.

MEDICAID WAIVER DIVISION ELDERLY AND DISABLED WAIVER ANNUAL REPORT FY 2011/2012

The Three Rivers Elderly & Disabled Waiver Program served an annual total of 1,481 clients.

The total number of services received by all projects was:

Homemaker	170,021 hours
Home Health Aide.....	99,199 visits
Medicaid Only Skilled Nursing	126 visits
In-Home Respite.....	88,702 hours
Escorted Transportation	7,702 hours
Adult Day Care	6,487 hours

ELDERLY AND DISABLED WAIVER HOME AND COMMUNITY-BASED SERVICES

What is the Elderly and Disabled Waiver?

The Elderly and Disabled (E&D) Waiver is a statewide program designed to offer assistance to qualified Medicaid beneficiaries. The program allows qualified individuals to remain in a home or community-based setting as an alternative to nursing facility care or other institutional care.

Who is Qualified:

- Beneficiaries must be 21 years of age or older.
- Persons qualify by either SSI or 300% of SSI.
- Beneficiaries must score 50 or above on the Medicaid Long Term Care Pre-Admission screening (PAS) instrument.
- Persons must require nursing facility level care, if assistance not provided.

All persons who are eligible to receive Home and Community-Based Services under this waiver must first be approved through the Division of Medicaid.

What Services Are Offered Under This Waiver?

Those eligible for Home and Community Based Services will be eligible for the following services:

- Case Management: Everyone who participates in the waiver is assigned to a local case management team. This team consists of a Registered Nurse and licensed Social Worker. They are responsible for managing and coordinating the services for each participant.
- Personal Care Services (PCS): These are supportive services provided in the home of the participant. They include assistance with light housekeeping, laundry, meal preparation, marketing, grooming, medication reminder and accompanying the beneficiary to the doctor.
- Adult Day Services: This is a structured program that focuses on the strengths and abilities of the participants. This service allows participants to contact connections with their community and/or use all of their retained skills. Depending on the specific facility, the following services are provided: supervision and/or assistance with ADL's group activities, nutritious meals, and medication monitoring.
- Expanded Home Health Services: The participants of this program will be eligible for extended home health services. Covered services include: nurse, aide, physical, and speech therapy.
- Home Delivered Meals: A well-balanced meal is delivered to the home of the person who is unable to leave his/her home without assistance and/or unable to prepare his/her own meals.
- Non-Emergency Transportation (NET): This is offered for the frail beneficiary and may be used to facilitate trips to the doctor and dialysis, when the participant has no other means of transportation.
- Institutional Respite and/or In-Home Respite: This is provided to participants on a short-term basis because of the absence of or need for relief for the primary care giver. This can be provided in the home or other licensed respite care centers.
- Transition Assistance: This is provided to a beneficiary currently residing in a nursing facility who wishes to transition from the nursing facility to the E & D Waiver.

FISCAL DIVISION

We prepare and report on approximately 100 individual budgets. Several different federal and state agencies frequently send monitors to make sure that Three Rivers is fulfilling its obligations, and we also work with independent auditors, Franks, Franks, and Jarrell. We are proud to say that we have had no uncleared monitoring findings. We regularly receive an unqualified opinion on Three Rivers Planning and Development District's annual audit, as well as the Three Rivers Solid Waste Management Authority, The PUL Alliance and GM&O Rails-to-Trails Recreational District of North Mississippi annual audits. We provide fiscal administration for all of the following agencies:

- THREE RIVERS PLANNING AND DEVELOPMENT DISTRICT, INC.
- THREE RIVERS EMPLOYEE MEDICAL BENEFITS TRUST
- GM&O RAILS-TO-TRAILS RECREATIONAL DISTRICT OF NORTH MISSISSIPPI
- THREE RIVERS AREA AGENCY ON AGING
- THE MISSISSIPPI PARTNERSHIP FOR WORKFORCE DEVELOPMENT, INC.
- THREE RIVERS SOLID WASTE MANAGEMENT AUTHORITY
- THE PONTOTOC, UNION, LEE ALLIANCE
- THREE RIVERS LOCAL DEVELOPMENT COMPANY, INC.
- THREE RIVERS RETIREMENT BENEFITS PLAN
- THREE RIVERS INVESTMENT CORPORATION
- NORTH MISSISSIPPI MAYORS ASSOCIATION

<u>Total funds overseen during fiscal year</u>	<u>\$173,527,668</u>
<u>Processed over 4,292 checks, totaling over</u>	<u>\$32,196,189</u>
<u>Processed receipts totaling over</u>	<u>\$34,252,078</u>
<u>Maintained an overall average cash balance of</u>	<u>\$30,450,351</u>
<u>Total asset balance - See note</u>	<u>\$32,080,599</u>
<u>Total net assets - See note</u>	<u>\$27,993,085</u>
<u>Maintained payroll for 73 full-time, 35 part-time</u>	<u>\$3,903,541</u>

NOTE: Balances do not include assets of Three Rivers Solid Waste Authority, Three Rivers Employee Medical Benefits Trust, GM&O, The PUL Alliance, nor the Three Rivers Retirement Benefits Plan.

PARTNERS IN PROGRESS

As evidenced by this annual report, Three Rivers Planning and Development District is a much diversified and highly technical organization. The statistics and numbers reflected in this report show that we have been extremely successful in assisting local governments as they serve the citizens of our region. It takes good people to produce those statistics and numbers and therein is the true success of Three Rivers PDD. We accomplish nothing alone. We are proud to partner with the many individuals and organizations that allow us to share and assist in reaching their goals and dreams. We thank you for your dedication and service in your efforts to enhance the community and economic development opportunities of this region.

SUPERVISORS

CHICKASAW Anderson McFarland David Gene Walters Russell Brooks Jerry Hall Russell King	LAFAYETTE Mike Pickens Jeff Busby Robert Blackmon Chad McLarty Mike Roberts	PONTOTOC Wayne Stokes Wayne Tutor Duane Tutor Ernie Wright Dennis Corder
CALHOUN Earnest Fox J. B. Rogers Gwin Longest Barney Wade Tony Morgan	LEE Phil Morgan Bobby Smith Darrell Rankin Tommie Lee Ivy Billy Joe Holland	UNION Dwight Pickens Jimmy Yarbrough Danny Jordan Randy Owen Benny Rakestraw
ITAWAMBA Charles Horn Ike Johnson Steve Moore Eric Hughes Ricky Johnson	MONROE Doug Wiggins Billy Kirkpatrick Carol Crawford Fulton Ware Robert Tomey	

CHANCERY CLERKS

Martha Martin, Calhoun Wanda Sweeney, Chickasaw Jim Witt, Jr., Itawamba Sherry Wall, Lafayette	Bill Benson, Lee Ronnie Boozer, Monroe Gary Moorman, Pontotoc Annette Hickey, Union
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CIRCUIT CLERKS

Carlton Baker, Calhoun Sandra N. Willis, Chickasaw Carol Gates, Itawamba Baretta Mosley, Lafayette	Joyce Loftin, Lee Judy K. Butler, Monroe Melinda Nowicki, Pontotoc Phyllis Stanford, Union
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COUNTY ADMINISTRATORS

Gary Franks, Itawamba Joseph Johnson, Lafayette Sean Thompson, Lee	Michael P. King, Monroe Terry Johnson, Union
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COMMUNITY COLLEGE PRESIDENTS

Dr. David Cole, Itawamba Dr. Johnny Allen, Northeast MS Dr. Gary Lee Spears, Northwest MS	Dr. Billy Stewart, East Central Dr. Rick Young, East MS Dr. Glenn Boyce, Holmes
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THREE RIVERS FULL BOARD OF DIRECTORS

Barney Wade Earnest Fox Tony Morgan C.R. Easley J.R. Denton Jerry Hall John Herrod, Jr. Anderson McFarland Samuel Buchanan Stacey Parker Roosevelt Blackmon Eric Hughes Paul Walker Ricky Johnson	Danny Holley E.O. Oliver Mike Pickens Chad McLarty Robert Blackmon Mike Roberts Tommie Lee Ivy Cleavon Smith Phil Morgan Larry Johnson Nan Nanney Billy Kirkpatrick John Darden	Howard Boozer Robert Tomey Fulton Ware Wayne Stokes Lena Chewe Duane Tutor Early McKinney Thomas Todd Benny Rakestraw Danny Jordan Tim Kent Jim Owen Carolyn Estes Sherwin Haynie
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MAYORS

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REPRESENTATIVES

Randy Boyd Chris Brown M. Kevin Horan Margaret Ellis Rogers Mac Huddleston	Steve Holland Brian Aldridge Jerry Turner Brad Mayo Thomas U. Reynolds Nolan Mettetal	Preston E. Sullivan Jim Beckett Steve Massengill Donnie Bell Jody Steversen
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SENATORS

Nancy Collins	J.P. Wilemon, Jr.	Hob Bryan
Gray Tollison	Nickey Browning	Russell Jolly
	Gary Jackson	

ECONOMIC DEVELOPERS AND RELATED PARTNERS

Barbara Fox	Calhoun City Chamber Of Commerce
Sheila Freely	Calhoun Economic Development Association
Phil Nanney	Union County Development Association
Ellen Russell	Pontotoc County Chamber of Commerce
Tony Green	Monroe County Chamber of Commerce
Greg Deakle	Itawamba County Development Council
Perry Grubbs	Okolona Area Chamber of Commerce
Jim Blue	Vardaman Chamber of Commerce
Lori Tucker	Baldwyn Chamber of Commerce
David Rumbarger	Community Development Foundation
Shane Homan	Community Development Foundation
Greg Giachelli	Community Development Foundation
Billy McCord	Bruce Chamber of Commerce
Joyce East	Chickasaw Development Foundation
Max D. Hipp	Oxford-Lafayette Co. Chamber of Commerce
Christy Knapp	Oxford-Lafayette Co. Chamber of Commerce
Joseph T. Geddie	North MS Industrial Dev. Association
Tim Weston	Tennessee Valley Authority
Stephen Surlis	Tennessee Valley Authority
Amy Tate	Tennessee Valley Authority
Mike Armour	Appalachian Regional Commission
Sandra Perkins	Appalachian Regional Commission
Brent Christensen	Mississippi Development Authority
Jim McArthur	Mississippi Development Authority
Kathy Gelston	Mississippi Development Authority
Danny Liles	Mississippi Development Authority
Tracey Giles	Mississippi Development Authority
Sara Doss	Mississippi Development Authority
Joy Foy	Mississippi Development Authority
Wanda Land	Mississippi Development Authority
Steve Hardin	Mississippi Development Authority
Waverly Harkins	Mississippi Development Authority
Gil Patterson	Economic Development Administration
Cliff Russell	Rural Development Administration
Bill Jamison	Mississippi Department of Transportation
Travis Wampler	Mississippi Department of Transportation
Brandon Presley	Northern Public Commissioner
Mike Tagert	Northern District Highway Commissioner
Bill Barry	Mississippi Business Finance Corp.
Pat Lewis	Mississippi Business Finance Corp.
James Carden	Small Business Development Center
Janita R. Stewart	U.S. Small Business Administration
Rhonda Fisher	U.S. Small Business Administration
Lewis Whitfield	CREATE Foundation
Mike Clayborne	CREATE Foundation
Mark Henry	Mississippi Dept. of Employment Security
Yolonda Boone	Mississippi Dept. of Employment Security
Melinda Bertucci	Mississippi Dept. of Human Services
Vicky Donaho	Mississippi Division of Medicaid
Ann Ricks	Mississippi Division of Medicaid
Talbot Brooks	Delta State University
Domenico "Mimmo" Parisi	Mississippi State University
Steven Grice	Mississippi State University
Martin Duclos	Mississippi State University
Troy DeRego	Mississippi State University
Taylor Wicksell	Mississippi State University
Jennifer LeCates	Code Red
Lori Iler	Code Red
Rick Duke	University of Mississippi Insight Park

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Mindy Maxwell	Drew Robertson
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David O'Donnell	Lafayette County
Gary Carnathan	Lee County
John Creekmore	Monroe County
Phil Tutor	Pontotoc County
Thad Mueller	Union County

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Jeff Busby	Danny Jordan	Tony Sandridge
Larry Duran	Luke Lummus	Wayne Stokes
Kary Ellington	Chris McIntire	Eddie Stroupe
Nelson Forrest	Nicky McRae	Tommy Vaughn
Mark Gardner	Phil Morgan	Barney Wade
Lowell Hinton	William Oliver	Patti Watkins
Marvell Howard	Jimmy Pipkin	Doug Wiggins, II
Mike Huddleston	Darrell Robinson	George Zinn, III

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Mike Blankenship	Cleveland Joseph	Brenda Robinson
David Bledsoe	Randy Kelley	Jack Savely
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Terry Choate	Tom Lynch	Sue Stidham
Nadara Cole	James Mason II	Gregory Taylor
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Bobby Gann	Gerald Mills	Larry Young
Joe Geddie	Joe Morton	Dr. Rick Young
Dale Grove		Steve Zea

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Mr. Tony Cook	Amory School District
Mr. Ronnie Hill	Baldwyn Public School District
Mr. Mike Moore	Calhoun County School District
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Ms. Karen Tutor	Pontotoc City Schools
Mr. Kenneth Roye	Pontotoc County School District
Mr. Gearl Loden	Tupelo Public School District
Mr. Ken Basil	Union County School District

THREE RIVERS HEALTH CARE COALITION

Three Rivers PDD/Area Agency on Aging
Golden Triangle PDD/Area Agency on Aging
Baptist Memorial of Oxford
North Mississippi Medical Center-Tupelo
Pontotoc Health Services, Pontotoc, MS
Clay County Medical Center-West Point, MS
Webster Health Services-Eupora, MS
Calhoun Health Services-Calhoun City, MS
Gilmore Memorial Hospital-Amory, MS
Trace Regional Hospital-Houston, MS
Gentiva Home Healthcare Services
Baptist Memorial Home Health
North Mississippi Home Health
Golden Living-Tupelo
Golden Living-Eupora
Sunshine Health Care
Graceland Care Center
Baldwyn Nursing Facility
Webster County Nursing Home
Calhoun County Nursing Home
Cedars Health Center
NMMC-Pontotoc Nursing Home
Gentiva Hospice Care

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THREE RIVERS

PLANNING & DEVELOPMENT DISTRICT, INC.

PROMOTING ECONOMIC & COMMUNITY DEVELOPMENT



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