



Phillips County, Arkansas

2010 – 2020 Strategic Community Plan





STATE OF ARKANSAS
MIKE BEEBE
GOVERNOR

March 1, 2010

To Whom It May Concern:

I am pleased to write in support of the Phillips County Strategic Community Plan as it seeks to provide economic revitalization in the Arkansas Delta. This region of the Arkansas Delta has suffered for decades from extreme poverty, population migration, and an eroding economic base. Community leaders and Phillips County residents have developed a Second Generation Strategic Plan for ongoing economic and social change in the hope that Phillips County will continue its efforts to move forward.

I am encouraged that the people of Phillips County have accepted responsibility for their future and have actively taken steps to address their needs. I hope that other Arkansas communities will follow this example and work to develop initiatives for revitalization. Successful community development must begin with local citizens acting in concert for the benefit of all concerned.

Over the past five years, the Phillips County revitalization efforts have leveraged more than \$70 million in investments in Phillips County, and this figure is expected to grow. I pledge state cooperation, coordination, and partnership whenever possible to help implement Phillips County's strategic objectives. I encourage its citizens to remain steadfast, as the reversal of multiple decades of stagnation takes time. Economic progress will not occur instantly and will present challenges still unforeseen. I urge you to celebrate your victories, but never lose sight of your ultimate goals.

Our collective future depends on our ability to work together for a common purpose, even in the face of great obstacles. I enthusiastically endorse this plan and am available if I can be of assistance in the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Mike Beebe".

Mike Beebe

MB:jb

BLANCHE L. LINCOLN
UNITED STATES SENATOR
ARKANSAS



Dear Friends:

In 2004, 300 of my fellow citizens in Phillips County came together to create a Strategic Community Plan to serve as a “blueprint” for change and economic development. Fueled by the success of that original document, over 600 local residents have spent months developing the Second Generation Strategic Community Plan that will serve as a “compass” to lead the community toward revitalization.

Most of you know that my roots in Helena and Phillips County are deep. I am excited by the unified efforts from a wide spectrum of local residents. Phillips County is filled with assets and steeped in history and traditions, now the community is taking steps to utilize its resources for the common good.

Congratulations on your progress thus far and please accept my best wishes as you implement the Second Generation Strategic Plan. I applaud your commitment to work together as a community and I pledge my continued support and assistance as we move forward.

Sincerely,

A handwritten signature in blue ink that reads "Blanche L. Lincoln". The signature is fluid and cursive, with a long horizontal stroke at the end.

Blanche L. Lincoln

MARK PRYOR
ARKANSAS

COMMITTEES:
APPROPRIATIONS

COMMERCE, SCIENCE, AND
TRANSPORTATION

HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS

SMALL BUSINESS AND
ENTREPRENEURSHIP

RULES AND ADMINISTRATION

SELECT COMMITTEE ON ETHICS

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United States Senate

WASHINGTON, DC 20510

March, 2010

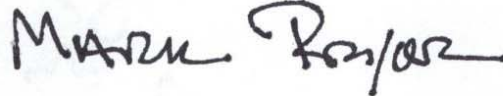
To Whom It May Concern:

I am delighted that the residents of Phillips County have pro-actively banded together to create a Strategic Community Plan for economic and social revitalization, and I stand ready to assist in any way I can.

Rural America has seen dramatic changes in the last decade with the shift away from natural resource based economies to service and entrepreneurial economies. I believe Phillips County can come out stronger than ever before by embracing its many strengths and preparing for a competitive future. I plan to be part of this revitalization.

Everyone has a role to play in lifting up our rural families. I applaud Phillips County for its achievements to date and the success it's building with this plan.

Sincerely,



Mark Pryor

MP/sj

ENDORSEMENTS

The following individuals and organizations have expressed support for the Delta Bridge Project.

Arkansas Governor Mike Beebe
United States Senator Blanche Lincoln
United States Senator Mark Pryor
United States Representative Marion Berry
United States Representative Mike Ross

State Attorney General Dustin McDaniel
State Senator Jack Crumbly
State Representative Clark Hall

PUBLIC ORGANIZATIONS

Arkansas Department of Economic Development
Arkansas State Parks and Tourism Department
Phillips County
Helena-West Helena Advertising & Promotion Commission
City of Elaine
City of Helena – West Helena
City of Lakeview
City of Lexa
City of Marvell

ACADEMIC ORGANIZATIONS

Barton-Lexa School District
Delta Area Health Education Center (AHEC)
Elaine School District
Great Rivers Education Service Cooperative
Helena-West Helena School District
KIPP Delta Public Schools
Marvell School District
Phillips Community College of the University of
Arkansas
University of Arkansas
University of Arkansas Clinton School of Public
Service
University of Arkansas Cooperative Extension
Service in Phillips County

BUSINESS ORGANIZATIONS

AAA Therapy Care, Inc.
Amerimax
Best Western
The Bistro Bar and Grill
Blues Bayou
BPS Inc.
Centerpoint Energy
CoCo Distributing
Cunningham Inc.
DBG Enterprises
Daily World
Delta American Fuel
Economy Drugs
Edwardian Inn
El Rio Lindo
Entergy
First Delta Insurance
H & M Lumber Company Inc.
Helena National Bank

Helena Regional Medical Center
Hickory Hill Pharmacy
Hoffinger Industry Inc.
Isle of Capri Casino
Juengel & Associates
KCLT Radio
KFFA Radio
KJIW Radio
King Farms
Magnolia Hill Bed and Breakfast
Motel 6
Phillips County Chamber of Commerce
Phillips County Port Authority
Planters Service & Sales
Producers Tractor Company
Smith & Weiland Surveyors and Engineers
Southern Bancorp
West-Hornor Motor Company

NONPROFIT ORGANIZATIONS

Arkansas Hospitality Association
Boys and Girls Club of Phillips County
Boys, Girls, and Adults Community Development
Center (BGACDC)
Delta Cultural Center
E.C. Morris Foundation
Helena Health Foundation
Main Street Helena
Mid Delta Community Consortium
Mid-Delta Community Services
Together for Hope
Phillips County Community Foundation
Southern Bancorp Capital Partners
Southern Good Faith Fund
The Walton Family Foundation
Thrive
Walnut Street Works

CIVIC ORGANIZATIONS

Alpha Kappa Alpha
Alpha Phi Alpha
Delta Sigma Theta
Kappa Alpha Psi
Kiwanis Club
Lions Club
Rotary Club

FAITH BASED ORGANIZATIONS

Phillips County Ministerial Alliance
Phillips, Lee, Monroe, & Deshea Counties District
Association

Executive Summary

In the fall of 2003, approximately 300 Phillips County residents began a strategic planning process to create a comprehensive Strategic Community Plan that would serve as a blueprint for community revitalization. The community achieved many of the plan's goals and materially improved the quality of life in Phillips County. In the process of implementing the plan, the community leveraged over \$74 million in support of community and economic development. But this was only the beginning.

Noted program successes include the remediation of over 325 dilapidated houses, construction of a 20-unit multi-family housing complex, creation of a Boys & Girls Club, construction of a biodiesel facility and the development of a sweet potato distribution facility. Additionally, the residents of the long-divided twin cities of Helena and West Helena voted to merge their two cities, representing the largest municipal consolidation ever in the state of Arkansas. The consolidated city of Helena-West Helena sought and received citizen support for a 2 percent sales tax to sustain and expand municipal services and economic development activities. The community overcame long-standing historical differences to achieve positive outcomes, demonstrating to local residents that they can achieve anything if they work together. Revitalizing this once vibrant Delta community is no longer a far-fetched dream; it is happening.

Seeking to make Phillips County a better place to live, more than 600 Phillips County residents in the spring of 2009 initiated a second round of strategic planning. The purpose was to create "a second generation" document capable of building and expanding upon the success of the first planning effort. This second generation Strategic Community Plan is intended to serve as a compass to direct program efforts in the five pillars of community development – education, health, housing, leadership, and economic development.

The second generation Strategic Plan was developed over seven months of intensive planning. Each Goal Team reviewed and updated their individual Mission Statements, and SWOT analyses (identifying Strengths, Weaknesses, Opportunities and Threats) were divided into program categories to allow Goal Teams to easily access this information. Finally, planning sessions were held in multiple townships and institutions to increase community participation.



Orlando Jones of Helena, Arkansas won the Boys and Girls Club State Youth of the Year competition in 2009. He became the first member of his family to attend college.

Community Vision

By achieving positive, measurable outcomes, Phillips County is moving toward a common vision of change. In the second generation plan, the community vision is even clearer, providing a more detailed road map for improving the quality of life for all its residents. The community can achieve this vision by working together to realize the strategies in the strategic community plan, building on local strengths and finding ways to mitigate weaknesses.

Phillips County deploys strategies that capitalize on existing economic resources, including agriculture, the Helena Slackwater Harbor, and its rich culture and history. As a major agricultural producer, future job creation strategies will seek to identify opportunities to develop value-added agricultural activities. Located right on the Mississippi River and only an hour away from Memphis, known as “the distribution capital of the world”, the Slackwater Harbor remains a tremendous industrial asset, with the potential to create hundreds of jobs. Stronger efforts will be made to promote and market this unique asset nationally and internationally to potential industrial tenants.

Phillips County can also boast of tremendous potential to develop a tourism industry. First, Phillips County has a remarkable Civil War history that is nationally significant. This history – the Battle of Helena, Fort Curtis, the Gunboat Tyler, and unique African American experiences in a Union-occupied Helena – all provide an opportunity to promote Civil War tourism as a key development strategy. Second, the region also has a special relationship with the origins of blues music in the Delta. Helena-West Helena is home of the Arkansas Heritage Blues Festival (formally King Biscuit Blues Festival), recognized nationally and internationally as one of the top blues festivals in the world. The expansion of blues tourism and other music heritage remains a high priority for the tourism strategy. Third, Phillips County can promote eco-tourism to stimulate the local economy. Phillips County’s strategic location on the Mississippi River, Crowley’s Ridge, and a national forest, make it a prime location. Civil war history, music and cultural heritage, unique geography, and the river all combine to enhance the tourism potential of Phillips County.



The Civil War history in Phillips County provides a unique economic development opportunity for the community.

In order to promote economic development, the Delta Bridge Project is also seeking to make Phillips County a regional hub, integrated into the greater Memphis economy as well as other regional initiatives. With improvements in transportation infrastructure, such as the recent I-69 connection and efforts to link into it, Phillips County can more easily connect with surrounding markets.

The community is also positioned to become a regional medical and educational hub. Helena-West Helena is home to the Helena Regional Medical Center (HRMC) and the Delta Area Health Education Center (AHEC). A strong medical infrastructure is a key component of a strong local economy, attracting people from surrounding communities. Additionally, improvements in the local public education system, including the high performance standards of the KIPP Delta Public Schools and Phillips Community College of the University of Arkansas, provide significant educational opportunities.

Challenges

The planning facilitators, citizen leaders, government officials, and organizational representatives involved in the second generation plan all benefited from the experiences and knowledge gained implementing the first Strategic Community Plan. It is unlikely that one project or program will turn around a community rooted in three decades of economic stagnation and population decline. Rather, revitalization will come about as a result of persistent will and a community spirit. The program will continue to work toward building a critical mass of activities across a broad community development spectrum, but experience has provided understanding that no community revitalization effort can reach its fully desired impact unless you improve public education and create jobs.

Many rural residents steeped in tradition are slow to embrace change, even in the face of positive impacts.



Casey Perry, a graduating KIPP Delta senior, is helping set new standards for public education in Phillips County.

The transition from labor-intensive agriculture to mechanized agriculture has largely run its course, and the legacy of such an economic system is an under-educated and untrained workforce and an economy that has failed to diversify in compliance with the requirements of a 21st century global market place. Phillips County continues to suffer from political turmoil, the education system will take time to fix and the rate of job creation has failed to stem the tide of negative outmigration. Increased criminal activity threatens

local perceptions about community improvement and casts a negative light over an otherwise successful development program. These serious challenges will be overcome only through coordinated, deliberate community action.

What is the Delta Bridge Project?

The Delta Bridge Project (DBP) is a public-private partnership between dozens of local organizations and hundreds of area individuals that is intended to coordinate community and economic development efforts in Phillips County. The document you are holding, the Strategic Community Plan, guides the Delta Bridge Project and defines its objectives. Or, to put it differently, **the overall mission of the Delta Bridge Project is to implement the Strategic Community Plan – and update it when necessary.**

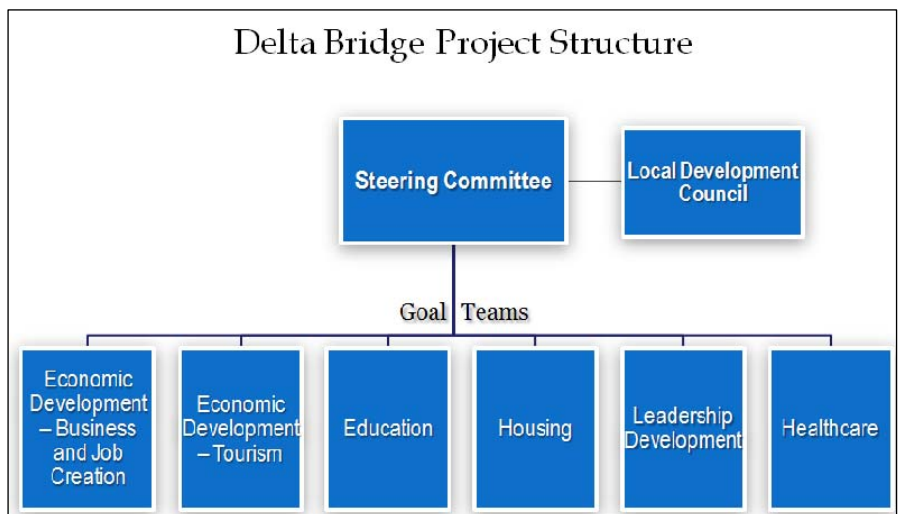
Structure of the Delta Bridge Project

The Delta Bridge Project is primarily composed of local bodies that draw from the communities of Phillips County. The **DBP Steering Committee** functions as a Board of Directors for the Delta Bridge Project and is comprised of the twelve goal team co-chairs (two for each of the six co-chairs) and several other “at large” citizens of Phillips County. As a body, it provides overall governance for the Delta Bridge Project and approves or rejects any proposed additions to the Phillips County Strategic Community Plan. The Steering Committee meets quarterly to review the progress of the goal teams.

Mission Statement

Phillips County Steering Committee

The Phillips County Steering Committee is a public-private partnership that will create and harness community spirit, reduce racial disparity, and unify community organizations and citizens so that together we create, promote, and support development efforts that result in the greatest possible benefit for all citizens.



Also composed of Phillips County residents, **Goal Teams** are intended to oversee the development of proposals submitted by organizations seeking to implement an item in the Phillips County Strategic Community Plan. Goal Teams may also develop new Strategic Goals or Action Steps to be included in the Strategic Plan and

are responsible for appointing Objective Teams, which act as subcommittees within the Goal Team. Each Objective Team exists to implement a specific Action Step – that is, it is intended to be responsible

for bringing a proposal to fruition, or work with the appropriate community partner to carry out an Action Step.

The **Local Development Council (LDC)** approves or declines proposals for Delta Bridge funding that have been reviewed by Southern Bancorp Capital Partners staff. The LDC is comprised of residents of Phillips County appointed by the Southern Bancorp Board of Directors Executive Committee and includes a Chairman who also sits on the Executive Committee. Members of the Local Development Council cannot be members of the Steering Committee; LDC members also cannot vote on any activity in which they have a personal financial interest or other personal involvement that might be considered a conflict of interest. If the LDC approves a proposal for further consideration, it is then voted on by the Southern Executive Committee and sent to the funder for approval.

Please visit www.deltabridgeproject.com for more information, including a PDF of this Strategic Community Plan, upcoming meeting dates, and other news.

Vision Statement Phillips County Steering Committee

Phillips County will one day be a model community for the Delta, one that is economically strong, spiritually enriched, and demonstrates equality among its people by building on the unity of its citizens, strength of its leadership, its rich history and natural beauty. Phillips County will be a safe community with quality job opportunities for all citizens, excellent housing for all income levels, proactive healthcare and social services, excellent education for its children and workforce, and premier recreational and tourism attractions that promote cultural enrichment for all.

1A. ECONOMIC DEVELOPMENT – TOURISM, RECREATION, AND QUALITY OF LIFE

Mission Statement: Make Phillips County a vibrant, sustainable community and major tourism destination by enhancing and developing recreational and cultural opportunities for visitors and residents alike.

While many components of economic development take decades to fully address, tourism can help bridge the gap in local economic development efforts as other long-term issues are being tackled. With its array of geographical, physical, cultural, and historical assets, Phillips County is well-positioned to benefit from a concerted community effort that enhances the visitor experience and improves Phillips County’s quality of place.

In the past five years alone, Phillips County has made substantial headway in this area – from the creation of numerous tourism-related businesses to expanded music and cultural heritage offerings. Most recently, the community has commissioned several key planning documents, including a Civil War tourism plan, a master plan for historic downtown Helena, and a community branding initiative. Over the next five years, it will be crucial to build on these successes, leveraging a combination of public and private resources to implement the many remaining goals and action steps.

Of course, while the impact of visitor spending is important, only an improved quality of life will make Phillips County a place where more residents want to stay and where new families and businesses want to move. In recent years, substantial gains have been made in the quality of life and quality of place of Phillips County, with the creation of or improvement of several parks, the creation of a high quality health center (Delta AHEC) and after-school facility (Boys & Girls Club), the expansion of the Phillips County Library, and the remediation of over 325 dilapidated properties. However, several substantial barriers remain, including crime, outmigration, infrastructure shortcomings, and continued deterioration of historic buildings and housing stock.

The strategic goals for Tourism, Recreation, and Quality of Life lay out concrete steps for taking the numerous successes of the past five years to the next level. In a number of critical areas – from downtown redevelopment, to community branding, to Civil War and heritage tourism – Phillips County is at a critical juncture. With a concerted community-wide effort, the next ten years will see significant gains in the number of residents and visitors who find Phillips County to be a vibrant, unique community with much to offer.

SWOT ANALYSIS	
<p>Strengths – Opportunities</p> <p>Tourism, Recreation, and Quality of Life</p> <p>Rich culture and history (African American history, Civil War, music)</p> <p>Unique geography (Crowley’s Ridge, National Forest, Mississippi River, Buck Island)</p> <p>Completion of Downtown Master Plan for historic Helena</p> <p>Numerous festival/arts/music opportunities</p> <p>Inclusion of residential historic districts under local ordinance</p> <p>Low interest loan pool for historic downtown</p> <p>New upper-floor housing in downtown Helena and new downtown businesses</p> <p>Opportunities to capitalize on weatherization funds and other “green” initiatives</p> <p>Quapaw Canoe company</p> <p>Visible improvement in community appearance in recent years</p> <p>Opportunities for regional collaboration with tourism (Clarksdale, Casinos, Memphis, Little Rock)</p> <p>Minimum maintenance ordinance passed</p> <p>Historic building stock</p> <p>Downturn in economy may make lower cost of living and entertainment in Phillips County more attractive</p>	<p>Weaknesses – Threats</p> <p>Tourism, Recreation, and Quality of Life</p> <p>Loss of significant historic properties (and threat of additional loss)</p> <p>Limited staffing, marketing, and year-round impact for local festivals</p> <p>Need to involve more young people in tourism and economic development</p> <p>Loss of Mississippi riverboat tours in 2009</p> <p>Physical appearance of high-visibility corridors still needs improvement</p> <p>Lack of recycling programs</p> <p>Shortage of quality local parks and other forms of recreation</p> <p>Limited pedestrian and bike accessibility in many areas</p>

Strategic Goal Number One – Transform the Biscoe Boulevard Corridor and other major travel corridors in Phillips County into safe, aesthetically pleasing routes, in keeping with the historic character of the region.

Action steps in support of strategic goal number one are:

- A) Convert the Biscoe Boulevard Corridor into a visually striking “gateway corridor,” stretching from the Helena Bridge to downtown Helena. Renovate or remove the remaining dilapidated structures along the corridor, install lighting at the Helena Bridge and along the rest of the route, and develop a series of parks and scenic overlooks.
- B) Adopt modern building codes and zoning ordinances in Helena-West Helena and other Phillips County municipalities to create a rigorous set of enforceable standards for properties, improvements, and landscaping. Create an overlay district along the Biscoe Boulevard Corridor, detailing requirements for landscaping, sidewalks, and property maintenance. Expand overlay districts to additional corridors identified in the 2008 Downtown Master Plan, including the Holly Street Corridor, Plaza District, and Oakland Avenue Corridor.
- C) Create coordinated way-finding signage throughout Phillips County as well as gateway signage at the entrance to Helena-West Helena, the Biscoe Boulevard Corridor, Historic Downtown Helena, and Plaza District.
- D) Create a new modern State Welcome Center in Helena-West Helena to attract visitors traveling on Highway 49 and direct them to businesses and attractions in Phillips County.
- E) Conduct a public campaign to foster public awareness of existing codes and new codes as they are adopted. Through local media, highlight property owners who exceed expectations as well as negative attention toward repeat violators.
- F) Create 40 mixed-income residential units at the old Helena High School by partnering with an experienced developer.
- G) Form a landlords association to engage the private sector in enforcing a high set of standards for property maintenance and landscaping.



As outlined in the 2008 Downtown Master Plan, the Biscoe Boulevard Corridor can be transformed into striking community gateway with the addition of an adjacent greenway, tree-lined streets, and other improvements.

Strategic Goal Number Two – Facilitate the growth of historic downtown Helena-West Helena as a destination for residents and visitors by rehabilitating key buildings, developing reuse strategies for properties, and improving the streetscapes and aesthetics of downtown.

Action steps in support of strategic goal number two are:

- A) Work with a preservation architect to complete a conditions assessment of commercial downtown properties. The assessment should include at minimum: 1) photographs 2) basic building floor plan, and 3) a one page summary explaining the condition of the building and its components.
- B) Conduct regular inspections of all downtown commercial properties in order to encourage proactive building maintenance and update conditions assessments on a regular basis. Work with city code enforcement agents, contractors, and non-profits to create incentives for completing inspections.
- C) Prioritize rehabilitation projects based on the quality of the proposed reuse strategy, availability of funds, economic impact, and likelihood of project success. Include a focus on potential anchor sites, including Centennial Baptist Church, the Cleburne Hotel, the Nicholas Hotel, the Phillips County Museum, the American Legion Hut, and the Almer Store. Identify and pursue funding sources to complete rehabilitation of the highest priority structures. Pursue a diverse array of reuse strategies, in keeping with the recommendations of the 2008 Downtown Master Plan, including retail, loft apartments, condominiums, office space, hostels or hotels, music or other entertainment venues, and meeting/convention space.
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- The Edwardian Inn (above) and the Magnolia Hill Bed and Breakfast are examples of two historic structures that have been renovated into successful downtown businesses.
- D) Create a grant pool for rehabilitation of downtown properties to supplement low-interest loan incentives, prioritizing projects that leverage other resources and have the greatest potential for economic impact.
- E) Educate property owners regarding resources for building rehabilitation and reuse, specifically:
- Resources/strategies for building maintenance
 - Financial resources and incentives
 - Environmental concerns

- Flexible lease agreements
 - Examples of other successful downtown rehabilitation projects in the region
- F) Create and implement a prioritized plan for streetscape, water, and storm sewer improvements. Prioritize streetscape improvements that facilitate pedestrian accessibility and improve the aesthetics of downtown.
- G) Identify potential sites for public art and commission a variety of murals, sculptures, etc. to improve the aesthetic appeal of downtown.
- H) Facilitate public gatherings by creating additional seating areas at Court Square Park, the Cherry Street Pavilion, and other key locations downtown.
- I) Produce way-finding signs that enhance the brand of Helena-West Helena. Coordinate signage with trash cans, poles, lights, benches, planters, and landscaping to enhance the aesthetic appeal of downtown, promote downtown commerce, and improve the overall visitor experience.
- J) Facilitate training in historic preservation trades for local contractors and property owners to increase the pool of skilled historic preservation laborers.
- K) Carry out the recommendations of the 2008 Downtown Master Plan for Historic Downtown Helena.
- L) Relocate the Phillips County Library to the old Save-a-Lot building on Columbia Street to create a comprehensive, modern library facility, including increased access, computer usage, and community literacy activities.
- M) Establish a Downtown Helena Farmers Market at the Court Square Park in downtown Helena, to support the sale of fresh produce and locally made crafts. Once a month, an expanded Farmers Market will draw additional traffic to the downtown with cooking demonstrations, children's activities, and performances.

Strategic Goal Number Three – Create and implement a comprehensive plan to tell the story of the diverse people groups that have settled Phillips County over the past centuries.

Action steps in support of strategic goal number three are:

- A) Compile a list of all racial, ethnic, or religious groups known to impact Phillips County in a significant way, as well as a list of any significant sites tied to their history. Include in the inventory of sites any existing interpretation (on-site or off-site) or plans for future interpretation.

- B) Evaluate gaps in interpretation and create a plan for preserving and interpreting sites throughout Phillips County.
- C) Secure funding and resources to implement the plan to preserve, rehabilitate, or interpret significant sites. Work with the Delta Cultural Center, Phillips County Museum, and other local, regional, and national groups committed to preserving local heritage.
- D) Work with local, regional, and national entities to compile an oral history collection of long-time Phillips County residents and make the collection easily accessible to the public. Coordinate these efforts with the Phillips County Library’s genealogy room.
- E) Create and implement a national marketing campaign to promote cultural heritage sites in Phillips County, in coordination with the Helena-West Helena branding initiative and other local and regional marketing efforts.

Strategic Goal Number Four – Create and implement a comprehensive plan to promote Civil War Helena and the 1863 Battle of Helena so that Helena-West Helena becomes a major national Civil War destination.

Action steps in support of strategic goal number four are:

- A) Rehabilitate historic Estevan Hall and develop the site into the Civil War Helena welcome center and Civil War interpretive site, providing a unique visitor experience and introduction to Civil War Helena.
- B) Create a replica of Fort Curtis at the current Jefferson School site. After the replica has been constructed along with key interpretive elements, work with Phillips Community College and the Delta Cultural Center to train interpreters for the site.
- C) Establish a Freedom Park interpretive site on the east side of Biscoe Street including panels, kiosks, statues, and other elements to interpret African-American experiences during the Civil War.
- D) Create an interpretive station near the site of St. Catherine’s School and Convent, established in Helena in the late 1850s. Design the interpretive station to be a replica of the cupola of St. Catherine’s, a recognizable city landmark that has been lost.



Estevan Hall and the adjacent 50 acres have been secured for redevelopment into a Civil War tourism anchor in Phillips County.

- E) Create stations on Biscoe Street interpreting the Union Army’s march into Helena and General Curtis’s confiscation of the Hindman House for use as Union headquarters.
- F) Restore and/or stabilize Batteries A, B, C, and D to provide visitors a better understanding of the Battle of Helena, the use of the batteries, and why the Confederate attempt to take over the batteries ultimately failed. Specifically:
 - i. Restore Battery C, complete with reconstructed earthworks, replica canons, and informational kiosks. Battery C will serve as a scenic vantage point from which to view the other batteries, as well as a site for reenactments, demonstrations, and other Civil War Helena activities.
 - ii. Create informational panels and kiosks at Batteries A and D. Improve accessibility at Battery A by creating a parking lot and boardwalk from which to view the preserved or restored elements of the battery.
 - iii. Create a historic trail connecting all of the Batteries and other significant historic markers in the area.
- G) Create an exhibit describing the departure of Confederate General Patrick Cleburne’s Yell Rifles from Helena.
- H) Develop exhibits in the Mississippi River Park centered on the difficult conditions faced by Union troops encamped near the Mississippi River.
- I) Develop an exhibit in the Mississippi River Park describing the important role played by the USS Tyler gunboat during the Battle of Helena. Secure a similar gunboat or complete a partial reconstruction of the USS Tyler to create a memorable visitor experience.
- J) Create the Civil War Helena Interpretive Park, an open-air interpretive center serving as one of the anchor sites of Civil War Helena. Exhibits will provide a chronological overview of Helena and Phillips County from 1860-1865 to facilitate understanding and appreciation of Civil War Helena.
- K) Establish kiosks and panels at three cemeteries – Magnolia Cemetery, Maple Hill Cemetery, and the Confederate Cemetery – describing their history and connection with Civil War



If fully implemented, the Civil War tourism plan estimates that as many as 180,000 Civil War tourists would visit Phillips County annually.

- Helena. Perform additional site work and landscaping to accommodate additional visitors and make the sites more accessible.
- L) Develop exhibits interpreting the plantation lease system in place during the Civil War, as well as the role that several local plantations played during the Battle of Helena. Sites for interpretation include a location on Highway 20 and the former sites of the Lamb Plantation and Polk House Plantation.
 - M) Acquire property near Big Creek Bridge in Phillips County to create a small historic park interpreting the Battle of Big Creek of 1864.
 - N) Develop interpretive wayside signage east of Lexa commemorating Southland College, a college for African-American students which grew out of Southland School and the Freedmen's Asylum for Orphans, established in 1864 by the Indiana Yearly Meeting of Friends (Quakers).
 - O) Incorporate other signs and interpretive elements at additional public locations in Phillips County as identified in the 2009 Civil War Helena plan, including exhibits in Court Square Park and the Helena Levee Walk.
 - P) Develop and implement a comprehensive Civil War Helena marketing campaign, in coordination with the Helena-West Helena branding initiative and regional Civil War marketing efforts.
 - Q) Develop a variety of tours, reenactments, and special events to attract visitors and Phillips County residents, including a July 4 event commemorating the Battle of Helena. Create a full calendar of activities specifically for 2013, the year that Helena will be featured in Arkansas' Civil War Sesquicentennial plans.

Strategic Goal Five – Implement a comprehensive marketing campaign to promote Helena-West Helena, Phillips County, and other assets within Phillips County.

Action steps in support of strategic goal number five are:

- A) Contract with a professional firm to complete a comprehensive community branding study for Helena-West Helena.
- B) Implement recommendations of Helena-West Helena branding study to promote the community and its resources to potential visitors, residents, and businesses. Coordinate the efforts of the Helena-West Helena Advertising & Promotions Commission and local economic development entities into a broad-based print, internet, TV, and radio campaign.

- C) Coordinate with regional branding efforts relating to Civil Rights, the blues and other music genres, the arts, Civil War tourism, and eco-tourism to maximize exposure of assets within Phillips County.
- D) Support the marketing efforts of local businesses and entrepreneurs by facilitating integration with other local and regional branding efforts, including the Arkansas Delta Made brand.
- E) Support the hiring of a full time tourism coordinator, responsible for promoting the brand and tourism initiatives. This staff person will likely be hired through the Helena-West Helena Advertising and Promotions Commission.

Strategic Goal Number Six – Expand the Helena Riverfront Park into a premier Mississippi River destination that appeals to a wide range of users with local and regional interests.

Action steps in support of strategic goal number six are:

- A) Secure a replica or create a partial reconstruction of the USS Tyler, an impressive timber-clad gunboat that played a pivotal role in the 1863 Battle of Helena. Construct a boardwalk or public pier to provide convenient visitor access.



Helena Landing and an expanded Riverfront Park would enable Phillips County to fully utilize the Mississippi River as a tourism asset.

- B) Create a “Helena Landing” to reconnect historic Downtown Helena with the river. Work with property owners and the Corps of Engineers to expand the levee to accommodate an additional boat landing, pedestrian walkway, and other developments.
- C) Perform a feasibility study for the creation of a waterfront convention center, restaurant, or other visitor attractions at Helena Landing overlooking the Mississippi River.
- D) Construct a boardwalk and expansive trail system throughout the Riverfront Park, facilitating pedestrian access from Helena Landing through the wetland area to the north. Consider expanding the Riverfront Park to connect with North Helena Park and the area in front of Buck Island (connect with Tourism Goal Seven).
- E) Create a series of conservation areas and scenic outlooks that allow for wildlife observation and fishing. Include spaces for outdoor classrooms, educational events, and performances.

- F) Secure Buck Island for public use and promote the island as a unique Mississippi River boating, camping, and fishing destination.
- G) Develop a festival in the Riverfront Park centered on boating, fishing, or another compelling ecotourism activity. Consider expansion of current music festivals and athletic events into the expanded Riverfront Park area.

Strategic Goal Number Seven – Increase opportunities for recreational activity throughout Phillips County to improve the quality of life of local residents and make Phillips County a more appealing place for visitors.

Action steps in support of strategic goal number seven are:

- A) Develop and implement a prioritized Trails and Greenways plan for Phillips County, developing bicycling and hiking/walking routes throughout Phillips County and improving existing paths. Include the expansion, development, or improvement of trails at:
 - i. The major travel corridors throughout Phillips County, including the Biscoe Corridor, Oakland Avenue Corridor, Plaza District, a 20-mile St. Francis National Forest loop, the expanded Riverfront Park, and connecting parks and significant historical sites (see the 2008 Downtown Master Plan for more detail).
 - ii. Routes connecting neighborhoods with schools and business districts
 - iii. The Delta Heritage Trail
 - iv. A 26-mile Louisiana Purchase Marker trail extending from the Mississippi River
 - v. The Mississippi River Trail
- B) Complete a comprehensive assessment of pedestrian accessibility throughout Phillips County using the AARP’s walkability assessment toolkit. Work with property owners and relevant governing bodies to develop and implement a prioritized plan for improving sidewalks, crosswalks, and other pedestrian walkways.
- C) Expand the Tour da’ Delta bicycle event into a regional event attracting hundreds of cyclists. Explore the creation or expansion of other athletic or ecotourism events or festivals, including marathons, triathlons, and boating or fishing events.
- D) In conjunction with the Trails and Greenways plan, develop and implement a prioritized plan for refurbishing existing parks, playgrounds, and golf courses in Phillips County. Create or expand parks or community facilities if necessary. Include clear plans and adequate budgets to maintain high quality parks and facilities.

- E) Assess usage policies for all Phillips County athletic, park, and recreational facilities and evaluate policies to ensure maximum usage by community residents or visitors. Facilitate the creation of joint use agreements where appropriate.
- F) Create a series of literacy-related programs and events at the newly renovated Phillips County Library, including book clubs, children's activities, and book fairs.
- G) Develop and implement a programming plan for the Malco Theater to maximize facility usage and help establish Historic Downtown Helena as an entertainment destination.
- H) Determine the feasibility of a roller-skating rink, bowling alley, cinemas, mini golf, or other recreational activities.
- I) Create a programming committee to organize regular recreational activities (games, sports, arts, music, and food) in parks and public spaces. Include representatives from a variety of local organizations to increase coordination of events and reduce overlap.
- J) Develop a marketing plan to communicate all recreational activities and events in Phillips County to residents and visitors, including use of a common community calendar.
- K) Complete an assessment of all camp sites in Phillips County. Develop and implement a prioritized plan for improving and marketing campsites or developing new campsites.
- L) Complete an assessment of all hunting, fishing, camping, swimming, boating, and birding sites in Phillips County. Develop a plan to market these resources through brochures, media, and special events to increase the number of Phillips County residents and visitors accessing rivers, lakes, and the National Forest for recreational purposes.
- M) Improve road access through St. Francis National Forest to Storm Creek, as well as the road from Storm Creek to Bear Creek for better access to the new Mississippi River State Park.

Strategic Goal Number Eight – Improve the quality of life for residents and the quality of the visitor experience by improving public safety and reducing crime in Phillips County.

Action steps in support of strategic goal number eight are:

- A) Adopt a common methodology county-wide for tracking relevant crime statistics and clearance rates. Gather baseline information, track all data on a monthly and annual basis, and make information broadly available to the public.
- B) Fully implement a county-wide Teen Court and Youth Diversion program to prevent juvenile offenders from becoming repeat offenders (coordinate with Leadership Goal team).

- C) Create an Arkansas State Police substation in downtown Helena to increase police presence and facilitate more effective police work by local law enforcement.
- D) Equip local law enforcement with the latest technologies proven to improve police performance and reduce crime rates. Research and implement an electronic database for keeping track of all police records; implement a computer-based dispatch system; and explore the viability of camera systems, lighting, or other crime-reducing measures in high-crime areas.
- E) Develop a fund for local law enforcement to use for recruitment and retention of highly qualified staff. Include funding for law enforcement officer training.
- F) Expand and improve the domestic violence prevention program administered by the Helena-West Helena Police department.
- G) Develop a comprehensive media awareness and public education campaign regarding home, business, and personal safety.
- H) Identify dilapidated properties or areas that are associated with high crime rates and prioritize those areas for abatement and cleanup efforts.
- I) Coordinate with Neighborhood Watch programs currently under way (see Housing section) to identify key business areas in Phillips County that are susceptible to crime. Develop strategies to ensure proper lighting and security of these business areas in order to create a better experience for residents and visitors alike.

Strategic Goal Number Nine – Develop and implement hospitality training programs to increase community awareness of Phillips County’s offerings and enhance the visitor experience, ultimately leading to increased tourism.

Action steps in support of strategic goal number nine are:

- A) Compile and maintain a comprehensive inventory of tourism sites in Phillips County to be disseminated to Phillips County businesses.
- B) Develop a survey to be administered to visitors prior to and after hospitality training efforts to measure their success. Facilitate tracking of visitor demographics whenever feasible to ease survey and follow-up efforts.
- C) Develop and implement familiarization tours for employees of hospitality facilities and tourism attractions in Phillips County.

- D) Develop and implement a strategy for informing local citizens of upcoming community events, working with the Chamber of Commerce and other local organizations. Provide internet and computer trainings where necessary to increase awareness of events/attractions publicized electronically.
- E) Inform local businesses of available resources for tourism promotion and regularly provide them with updated information and publications.
- F) Develop and implement regional “cross promotion” campaigns for tourism (including partners in Arkansas, Mississippi, and Tennessee).
- G) Provide ongoing customer service training through the community service program at Phillips Community College for all retail sales and service employees.
- H) Implement the “Welcome to Arkansas” program at a local level, expanding and customizing it to fit Phillips County communities.
- I) Develop a series of promotional programs and events around National Tourism Week (May).

Strategic Goal Number Ten – Identify and implement strategies for reducing energy consumption and reusing or recycling materials, resulting in cost savings and job creation for Phillips County residents.

Action steps in support of strategic goal number ten are:

- A) Identify other model rural recycling initiatives and, if necessary, perform a feasibility study for creating a local recycling program. Based on the research conducted, implement a recycling initiative that increases the number of residents actively recycling.
- B) Create a storage facility for reusing building materials (bricks, windows, fixtures) of old or demolished houses and commercial properties. Explore possibilities for operating the facility as a for-profit or non-profit venture.
- C) Identify cost-saving measures to reduce energy consumption in commercial and residential properties and disseminate information to the public.
- D) Establish and promote incentives for building strategies, heating and air conditioning systems, weatherization, or other measures that have the potential to provide a long-term cost benefit to Phillips County residents.

Strategic Goal Eleven – Support the expansion and promotion of visual and performing arts in Phillips County so that Phillips County becomes a regional hub for appreciation and cultivation of the arts.

Action steps in support of strategic goal number eleven are:

- A) Create an inventory of all current art- and music-related festivals and events and track information such as: 1) attendance/participation numbers, 2) budgets, 3) economic impact estimates, 4) demographic information, and 5) facility/venue information.
- B) Work with Arkansas Blues and Heritage Festival leadership and other local festivals to compile 3-5 year strategic plans resulting in adequate funding, staffing, and maximum year-round economic impact. Include plans for growth, adequate staffing, financial sustainability, marketing, tracking outcomes, and strategies to maximize the local economic impact of festivals and events.
- C) Identify ways to collaborate to promote events, raise funds, coordinate logistics, and track outcomes. Research the possibility of sharing staff/resources.
- D) Create an inventory of all indoor and outdoor venues in Phillips County, including capacity, infrastructure, cost, and contact information.
- E) Create a prioritized list of community facility repairs and renovations that need to be completed. Proactively pursue funding to complete repairs and renovations.
- F) Create additional tourism and arts-related events year-round to increase community engagement and the number of visitors coming to Phillips County.



The Arkansas Blues and Heritage Festival is the largest music festival in Phillips County, attracting visitors from throughout North America and beyond.

Strategic Goal Twelve – Develop and implement a countywide strategy to promote responsible pet ownership and reduce the number of stray animals in Phillips County.

Action steps in support of strategic goal number twelve are:

- A) Acquire a permanent county-wide facility capable of safely and humanely accommodating stray animals in Phillips County.
- B) Secure a sustainable source of funding to operate the facility.
- C) Partner with the municipalities, county, and Humane Society to train highly qualified animal control officers.
- D) Conduct an educational outreach campaign to encourage responsible pet ownership.
- E) Conduct a campaign to increase the percent of the local pet population that has been spayed or neutered.

1B. ECONOMIC DEVELOPMENT – BUSINESS AND JOB CREATION

Mission Statement: Create sustainable employment and career opportunities for Phillips County residents and strengthen existing businesses and industries.

SWOT ANALYSIS	
<p>Strengths – Opportunities</p> <p>Business and Job Creation</p> <p>Mississippi River - Port, low shipping cost, opportunity for waterfront businesses and related tourism</p> <p>Riverfront Park</p> <p>Proximity to Memphis and Little Rock</p> <p>Agriculture - value-added opportunities like biodiesel, sweet potato storage facility, opportunity for processing facilities with shifting of rice belt</p> <p>Helena Regional Airport - 5,000-foot runway, business development asset</p> <p>Landfill</p> <p>Workforce development and technical assistance opportunities through Phillips Community College</p> <p>Rail access</p> <p>Helena Bridge, proximity to highways/interstates</p> <p>Low cost of living</p>	<p>Weaknesses – Threats</p> <p>Business and Job Creation</p> <p>Lack of coordination with economic development in Phillips County</p> <p>Need more cross-promotion with other cities in the region</p> <p>Outmigration, lack of educated workforce</p> <p>Infrastructure needs improvement throughout the County</p> <p>Lack of strong business incentives</p> <p>Negative image</p> <p>Leadership (need better transitioning and coordination between leaders)</p> <p>Disconnected with Little Rock and other regional players</p> <p>Downturn in national economy</p>

Strategic Goal Number One – In partnership with the Phillips County Chamber of Commerce, Port Authority, Main Street Helena, and Phillips Community College, determine the specific economic development needs of Phillips County and develop a unified vision and strategy to address these needs.

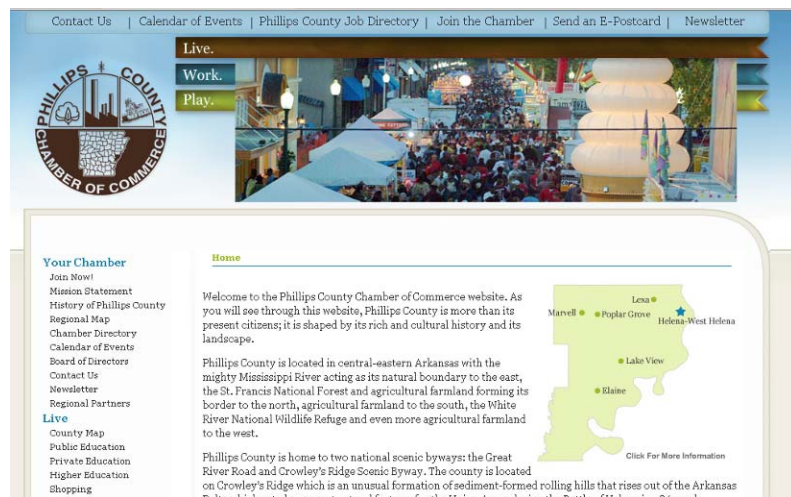
- A) Convene the board and staff leadership of the Phillips County Chamber of Commerce, the Port Authority, and Main Street Helena in a joint planning retreat. Clearly define current economic development roles and identify redundancies and gaps in economic development activities. Include Phillips Community College (the primary higher education partner), the Helena-West Helena Advertising and Promotions Commission (the primary tourism and promotions body), and appropriate County and municipal representatives in this retreat.
- B) Based on best practices identified through site visits to or from communities in the region that have successfully unified their economic development activities, refine the Phillips County economic development strategies and roles to strategically address the redundancies and gaps identified in the planning retreat. The end result should be a unified economic development strategy fully capable of carrying out all forms of economic development in Phillips County.
- C) Engage an economic development consultant to incorporate determinations from action steps A and B above into a formal report and plan of action that can be used to coordinate economic development activities throughout Phillips County. This report should also include the following:
 - i. A targeted industry analysis to determine and advise the Joint Boards on industries and businesses that would most likely locate to Phillips County. Include specific recommendations and action steps for recruiting these industries.
 - ii. A report of demographic and labor market information for Phillips County and the region as well as clear procedures for maintaining this information on an on-going basis.
 - iii. A retail gap analysis of Phillips County, with specific emphasis on the effect of Tunica, Southaven, Memphis, and Clarksdale. The retail gap analysis will identify retailers that would consider locating to Phillips County or identify additional opportunities for entrepreneurs and existing businesses.
 - iv. An evaluation of infrastructure and capacity of Phillips County’s economic development assets (Slackwater Harbor, industrial park, airport, etc.), including rail capacity, roads, water and sewer, power, etc. This evaluation will consider the likely targeted industries and will determine if the existing infrastructure is supportive of such. Specific recommendations for infrastructure improvement will be provided.

- D) Expand funding commitments from local businesses to support a viable budget and appropriate staffing for the Chamber of Commerce, Port Authority, and Main Street Helena. Based on the recommendations of Action Steps B and C, pursue additional funding commitments to fully fund and staff a unified economic development effort. This may include funding for shared staff such as a grant writer or administrative assistant, shared facilities, or other shared resources.

Strategic Goal Number Two – Develop and implement a comprehensive business retention and expansion (BR&E) effort in Phillips County to facilitate the sustainability and growth of local businesses.

Action steps in support of strategic goal number two are:

- A) Under the leadership of the Chamber of Commerce, form a Business Advisory Team to manage all business retention and expansion efforts. Research and select a BR&E model best suited to the needs of Phillips County businesses. Ensure that the membership of the advisory team includes a diversity of local business experience and expertise.
- B) Contract with a qualified BR&E consultant to conduct trainings and provide technical assistance for the Business Advisory Team, including training on conducting business site visits, data collection and tracking, and technical assistance delivery. Pursue a long-term contract with an experienced firm to perform ongoing BR&E activities in Phillips County or to build local capacity in areas where local expertise is limited.
- C) Complete an inventory of businesses in Phillips County that combined employ between 80 percent and 90 percent of the county’s workforce and establish goals for the businesses that will be visited by the business advisory team. Visits by the business advisory team will identify businesses that are performing well, as well as businesses that require minor, moderate, or major technical assistance.



A new Chamber of Commerce Website was completed in 2009.

- D) Using data from business site visits, surveys, and other research, create a database of key information about local businesses in order to gain and maintain a comprehensive picture of how local businesses are performing. Compile not only needs of businesses and barriers to success, but also best practices of thriving businesses.
- E) Compile an extensive list of business resources and make it available to local businesses through the Chamber of Commerce website and other forms of distribution. Include a variety of information regarding best practices, educational and technical assistance resources, marketing strategies, and loan and grant information.
- F) Based on the needs identified during the business site visits and based on the types of BR&E services available, prioritize businesses for targeted technical assistance. Partner with local and regional organizations to deliver technical assistance to businesses through workshops, trainings, and one-on-one meetings; track results of technical assistance and evaluate BR&E efforts on a regular basis.
- G) Mobilize and focus community support of local businesses by identifying successful businesses and communicating these successes to the community. Recognize effective business practices and successful business leaders through awards or other positive publicity.
- H) Hold quarterly meetings with key business leaders and elected officials, facilitated by the Chamber of Commerce. Based on business needs identified during site visits, identify needs with a public solution and present requests/concerns to the appropriate public body (at the municipal, county, state, or federal level). These may include infrastructure concerns, safety concerns, municipal or county services, or other factors affecting business performance.

Strategic Goal Number Three – Based on the outcome of Goal One, the appropriate party will create and implement a comprehensive plan to promote Phillips County’s economic development resources and successfully recruit businesses to Phillips County.

Action steps in support of strategic goal number three are:

- A) In coordination with Strategic Goal Number One, clearly define promotions and recruitment roles within Phillips County. In the strategic plans for the Port Authority, Chamber of Commerce, and Main Street Helena, specify which entities and individuals are responsible for recruiting different types of businesses to avoid gaps and redundancies (based on size, industry, or location in Phillips County).
- B) Create a single online portal to Phillips County by redesigning and graphically aligning current websites to provide a consistent and coordinated message about specific assets, incentives, and general community quality. Include the Port Authority, Chamber of

Commerce, Main Street Helena, and a new potential Helena-West Helena website in these efforts.

- C) Develop and implement a coordinated marketing plan to promote Phillips County's resources to potential businesses and residents. Based on the comprehensive assessment conducted in Goal One, focus marketing efforts on the industries for which Phillips County has a competitive advantage. Connect marketing efforts to the Helena-West Helena branding initiative conducted by North Star Destination Strategies and ensure that marketing efforts are tied to specific performance goals and tracked accordingly.
- D) Implement a procedure for updating listing information of available retail and industrial sites throughout Phillips County, based on the roles identified in Action Step A above. Coordinate with the Tourism, Recreation, and Quality of Life Goal Team's inventory of downtown properties and community facilities.
- E) Coordinate Phillips County's economic development activities with regional efforts, including ongoing work in the Memphis, Little Rock, and Jackson Metropolitan Statistical Areas, as well as work with the Crossroads Coalition and the Delta Regional Authority. Ensure that Phillips County business leaders are adequately represented on regional boards and maintain consistent contact with regional bodies to cross-promote economic development resources and align strategies regionally.

Strategic Goal Four – Support small business development in Phillips County by enhancing small business technical assistance and training opportunities and creating new opportunities for local entrepreneurs.

Action steps in support of strategic goal number four are:

- A) Open a full-service Small Business Incubator operated by Phillips Community College at its incubator facility on Ohio Street in downtown Helena.
- B) Hire a director for the Small Business Incubator to coordinate all programming at the Ohio Street incubator space, including targeted assistance for existing small businesses in Phillips County.



Supporting small business growth in Phillips County is recognized as a powerful job creation opportunity.

- C) Create a central hub at the Incubator or the Chamber of Commerce for new businesses and entrepreneurs to access information about creating and maintaining a successful business. Serve at least five small businesses in the incubator during the first year of operation. Include assistance for local vendors and merchants wishing to capitalize on local festivals and events. Coordinate with the Leadership Goal Team and local service providers to reduce any redundancies in services.
- D) Through a partnership between local high schools, the Chamber of Commerce, and the Leadership Goal Team create a job shadowing program and summer internship program for high school students and college students. Work with Together for Hope and the Phillips County Business Incubator to support additional youth entrepreneurship activities, such as the Delta Jewels youth jewelry cooperative.
- E) Based on further consultation with local constituents in Marvell, establish a monthly Flea Market on the Tri-County Fair Grounds property in Marvell. Research other successful flea markets in the region and replicate best practices regarding staffing, procedures, and marketing.

Strategic Goal Number Five – Improve key infrastructure in Phillips County and the surrounding region to foster business recruitment and expansion in Phillips County.

Action steps in support of strategic goal number five are:

- A) Expand the infrastructure of the Helena Slackwater Harbor to create a fully-functioning inter-modal port capable of attracting a variety of businesses and industries. Based on the recommendations of the comprehensive study described in Goal 1, complete infrastructure improvements most likely to attract the industries for which Phillips County has a competitive advantage. Likely needed improvements include construction of a new terminal building, spur expansions on the existing crane, an expanded rail system that can accommodate unit trains, and repave and expand key roads leading to the Harbor.
- B) Based on the recommendations of the 2025 *Arkansas State Airport System Plan*, improve and enhance the Thompson-Robbins Airport in Helena-West Helena to maintain its status as a Level 4 airport and facilitate increased traffic and business growth.
 - i. Repair cracks in the current runway to improve condition from a Fair to Good runway rating.
 - ii. Improve deteriorating lighting conditions and install a new runway lighting and approach lighting system, in keeping with Level 4 Airport objectives.

- iii. Lengthen the runway to at least 5,500 feet and widen the runway to accommodate additional aircraft, complete with a full parallel taxiway, in keeping with Level 4 Airport objectives.
 - iv. Construct a new modern terminal with at least 5,000 square feet of public-use space with phones, restrooms, pilot space, and conference space.
 - v. Construct additional hangars, maintenance, and storage facilities to foster additional business growth. Ensure full compliance with Level 4 recommendations for hangar space and apron area.
 - vi. Conduct an airport feasibility study to identify the potential for new airport-based industry, including opportunities for onsite airplane manufacturing and additional infrastructure improvements.
- C) Complete the four-laning of US Highway 49 and the Helena Bridge to US Highway 61 (connecting to I-69 and Highway 6). Form a task force to drive the four-laning effort, forming collaborations with neighboring states and counties.
- D) Based on the outcomes of the comprehensive study conducted under Goal One, identify the body responsible for facilitating infrastructure improvements at Phillips County's industrial park. Improve road access to the industrial park and complete other recommended infrastructure improvements countywide that are likely to facilitate growth of current businesses and facilitate targeted recruitment of new industries.
- E) Improve and enhance the information technology infrastructure throughout Phillips County to increase the accessibility and reliability of broadband internet access to meet the needs of a wide range of current and potential businesses and industries. Work with the Delta Regional Authority and Connect Arkansas to complete a community broadband assessment. Use the results of the assessment to attract private and public investments in broadband infrastructure, including 4G wireless internet.

Strategic Goal Number Six – Develop a comprehensive plan to create additional incentives and promote incentives to encourage business attraction and growth.

Action steps in support of strategic goal number six are:

- A) Based on the recruitment roles identified in Goals One and Three, form an Incentives Advisory team under the auspices of the Port Authority and/or Chamber of Commerce to manage and maintain, update, and evaluate business incentive efforts.

- B) Schedule a site visit for the Incentives Advisory team and other local city or county leadership to Mississippi County and other regional counties with successful business incentives programs.
- C) Based on the best practices observed through the site visits (Action Step B), work with municipal governments to create a Business Development District (or districts) to spur private investment and job creation in targeted areas of Phillips County. Pursue incentives such as low-interest loan funds and tax incentives to attract investments in these Districts.
- D) Based on the research conducted in Strategic Goal One, create additional incentives proven to promote job growth and business attraction in counties comparable to Phillips County.
- E) Create a One-Stop Center for Business Incentives within Phillips County where businesses can receive assistance accessing incentives. Compile an online and print inventory of available incentives and resources; federal, state, and local grants; tax incentives; low-interest loans; and other incentive programs. Include programs to attract professionals to the area (e.g., health professionals, teachers, etc.).
- F) Create and implement a comprehensive marketing campaign to advertise incentives to entrepreneurs and businesses both locally and outside Phillips County.

Strategic Goal Number Seven – Based on consultation with County Cooperative Extension, Chamber of Commerce, and local farmers and business people, enhance the alternative agriculture system in Phillips County to increase the number of people employed part-time or full-time in successful small-tract farming and agricultural industries.

Action steps in support of strategic goal number seven are:

- A) Support the growth of the alternative energy industry in Phillips County, including the new Biodiesel facility. Pursue a policy agenda and support periodic feasibility studies that enable local industries to be competitive globally in current and emerging alternative energy technologies.
- B) Working with the University of Arkansas’ Cooperative Extension Service, host regular meetings with local small-tract farmers and other relevant local industries to identify opportunities for cost-savings and improved production, storage, and distribution. Include targeted assistance to local sweet potato farmers to increase profitability and support the expansion of the new Sweet Potato facility.

- C) Support the Audubon Society’s Native Warm-Season Grass program in Phillips County, which will assist local small farmers in producing native warm-season grasses for seed, supplying current and projected demand from the Army Corps of Engineers and other private organizations engaged in sustainable environmental restoration projects. Perform a market analysis to determine emerging demand for native warm-season grass seed for residential and commercial landscaping.
- D) Complete an inventory of local produce distributors, restaurants, farmers markets, or other establishments within a 150 mile radius interested in purchasing locally grown produce. Compile educational resources and facilitate targeted technical assistance for small-tract farmers to improve production and distribution, including resources for forming farmers’ cooperatives.
- E) Identify agricultural storage or processing facilities that are not in full use year-round. Explore possibilities for off-season use for other agricultural products.
- F) Expand the Phillips County Farmer’s Market in downtown Helena and pursue strategic locations for roadside produce stands and other collaborative distribution opportunities throughout Phillips County. Develop policies for the Farmer’s Market to ensure that produce is verified as coming from local sources and that local farmers are benefiting.

Strategic Goal Eight – Improve the county and regional workforce development system to increase employment rates and address barriers to job placement, business attraction, and growth.

Action steps in support of strategic goal number eight are:

- A) Through interviews with a range of key stakeholders, identify employers in growth industries or industries that could grow if their workforce needs could be met in Phillips County. Create an outreach campaign to be led jointly by economic development entities, workforce development entities, and Phillips Community College to solicit participation by targeted employers.
- B) Through the comprehensive assessment described in Strategic Goal One, identify key worker skills and talent challenges facing county and regional employers. Inventory vocational offerings at Phillips Community College and other county and regional education and training programs,



Developing skills for the emerging industries like bio-fuels will be critical to creating new economic opportunities in Phillips County.

including adult basic education and literacy providers, and identify shortcomings in local offerings.

- C) Refine and update skill-based career lattices for key industry clusters including healthcare, social assistance, transportation and warehousing, and renewable energy (e.g., biodiesel). Use lattices to direct potential workers to industries with employment opportunities and to create additional workforce training programs targeted towards those industries.
- D) Working with Workforce Development, the Chamber of Commerce, Phillips Community College, and local businesses, make Phillips County a statewide leader in the percent of residents receiving the Arkansas Career Readiness Certificate and the percent of employers utilizing the Arkansas Career Readiness criteria in hiring decisions.
- E) Obtain a commitment from USDA to conduct regional training programs in Phillips County.

Strategic Goal Nine – Develop a comprehensive community transportation plan that focuses on intermodal transportation, public transit, recreational transportation, and health care transportation.

Action steps in support of strategic goal number nine are:

- A) Guide local community leaders and residents through the USDA’s Transportation Action Model (TAM), a highly structured 21-week process that identifies transportation problems and develops a blueprint for local action. Pursue federal, state, and local subsidies and other funding sources to implement the recommendations of the TAM process, which may include recommendations for a fixed-route or variable fixed-route transportation system.
- B) Include an assessment of employee transportation needs in BR&E site visits and business surveys. Assess the interest of key businesses and institutions in subsidizing transportation for their employees, customers, or constituents.
- C) Improve taxi and rental car services in Phillips County through small business technical assistance or recruitment strategies. Based on the specific recommendations from the TAM described above, ensure that reliable, high quality paid car services are available throughout Phillips County, including at the Thompson-Robbins Airport.

2. HOUSING

Mission Statement: Create safe, model neighborhoods and increase the amount of quality, affordable housing in Phillips County by: 1) building local capacity for restoring and maintaining housing, 2) improving access to funding and housing incentives, and 3) strengthening ties between community stakeholders and local, state, and federal agencies.

SWOT ANALYSIS	
<p>Strengths – Opportunities</p> <p>Housing</p> <p>Numerous historic homes</p> <p>Opportunity to serve as retirement community for influx of retiring boomers over coming decade</p> <p>New loft apartments in downtown Helena</p> <p>Low cost of housing</p> <p>Undeveloped land</p> <p>Low interest loan fund for historic housing repairs</p> <p>Opportunities for weatherization incentives or “green” building incentives</p>	<p>Weaknesses – Threats</p> <p>Housing</p> <p>Historic housing stock is deteriorating</p> <p>Limited number of skilled contractors</p> <p>Racial history</p> <p>Need for additional home buyer education</p> <p>Neighborhood crime</p> <p>Lack of strong neighborhood organizations and identities</p> <p>Poor neighborhood infrastructure in many parts of Phillips County (sidewalks, parks, lighting, etc.)</p> <p>High poverty rates limit the number of home buyers</p>

Strategic Goal One – Promote the preservation of existing housing in Phillips County by implementing a comprehensive housing educational initiative related to rehabilitation, code, design, and safety issues.

Action steps in support of strategic goal number one:

- A) Collaborate with Southern Good Faith Fund in providing pre- and post- homeownership, renters’ counseling, and financial skills education.

- B) Partner with local hardware stores, contractors, and non-profits to create a do-it-yourself workshop for homeowners to learn different ways of protecting their investments through maintenance and repairs, energy saving tips, and home safety tips.

- C) Provide advanced training opportunities through Phillips Community College or other workforce training programs to increase the skill and knowledge of local contractors. Recruit master craftsman to teach courses in specific areas of knowledge, including historic rehabilitation.

Strategic Goal Two – Develop a rehabilitation funding program for existing homes to alleviate deficiencies in the supply of safe, accessible, and affordable housing for the citizens of Phillip County.

Action steps in support of strategic goal number two:

- A) Research and apply for Act 661 funds (Housing Trust Fund) which can be used for rehabilitation, land acquisition, transitional housing, and technical assistance.
- B) Partner with state and federal programs to increase participation in weatherization and energy conservation programs to make homes more energy efficient. Specifically, pursue funding through the State Energy Program, administered locally by the Arkansas Economic Development Commission, as well as the Weatherization Assistance Program.
- C) Identify and partner with a non-profit organization focused exclusively on rehabilitating dilapidated housing in Phillips County. Work through this partner to leverage a variety of state and federal programs, including HUD and USDA programs, to fund housing rehabilitation.

Strategic Goal Three – Facilitate the development of downtown living to enhance historic features of the community and create a more vibrant downtown.

Action steps in support of strategic goal number three:

- A) Develop and promote a Revolving Loan Fund (RLF) to offer affordable financing for the development of downtown loft apartments and for the preservation of historic houses in Helena.
- B) Modify zoning ordinances to encourage the development of units above commercial downtown buildings.
- C) Collaborate with the Tourism, Recreation, and Quality of Life (TRQ) Goal Team to provide social amenities to support downtown living (i.e., restaurants, entertainment, and retail).

Strategic Goal Number Four – Promote and facilitate new housing construction to address current and projected demand.

Action steps in support of strategic goal number four:

A) Review the results of the 2004 housing market study and evaluate the need for additional housing market research.

B) Work with housing developers to construct a variety of retirement housing in Phillips County.

C) Work with housing developers to construct quality single- and multi-family housing units in Phillips County, including infill housing to replace dilapidated housing that has been demolished.

D) Work with community branding efforts to broadly market new or restored housing to potential residents.



Construction of new housing will be a key step in attracting and retaining retirees and other residents.

Strategic Goal Five – In cooperation with other housing agencies, assist families in transitioning from public housing to private market housing (homeownership or rental housing).

Action steps in support of strategic goal number five:

A) Make budget and credit counseling, homeownership and rental counseling, and home owner's education classes widely available to all new and aspiring home owners in Phillips County.

B) Partner with absentee homeowners who are willing to donate property for housing reuse.

C) Work with a qualified non-profit to research and evaluate the potential for utilizing USDA's Mutual Self-Help Loan program, which exchanges the "sweat equity" of the owner-builder for subsidized loans with no down payment.

D) Partner with the city and county government to access Community Development Block Grants and HUD's HOME funds to expand and preserve the supply of quality affordable housing in the community.

Strategic Goal Six – Create comprehensive neighborhood improvement programs for communities in Phillips County. Include an organized neighborhood watch and alert program that focuses on general neighborhood conditions and safety issues, with an emphasis on crime reduction.

Action steps in support of strategic goal number six:

- A) Pursue implementation of the US Department of Justice’s Weed and Seed program, a comprehensive, community-based approach to law enforcement, crime prevention, and community revitalization. Employ additional police officers to patrol communities in Phillips County and provide additional training for officers, in keeping with the recommendations of the Weed and Seed program.
- B) Evaluate existing neighborhood organizations. Work through churches and other neighborhood-based bodies to create new neighborhood associations and organizations where necessary, ensuring that no major neighborhoods in Phillips County are excluded. These groups will help to form distinct neighborhood identities, address identified neighborhood problems, and facilitate neighborhood events, cleanups, improvements, and safety efforts.
- C) Develop specific goals and objectives for neighborhood safety programs, as well as individualized plans for improving the quality of neighborhoods. Facilitate regular meetings between the leadership of various neighborhood associates to allow for the sharing of best practices and other resources.
- D) Distribute information to residents regarding strategies to improve home and neighborhood safety and to discourage criminal activity. Facilitate the use of internet-based communications to provide up-to-date information about neighborhood crime.

Strategic Goal Number Seven – Improve the quality of life for families living in public housing and Section 8 housing by connecting residents to resources and programs.

Action steps in support of strategic goal number seven:

- A) Working through local public housing authorities, conduct a survey of public housing residents to assess awareness of and access to programs and resources currently available to low-income families. Coordinate these efforts with the “Benefits Bank” concept discussed in Health Care Goal 3, Action Step A.
- B) Through a marketing campaign targeted at residents of public housing, increase access to Individual Development Accounts (IDAs) and other savings programs, education and career training, medical care, and other forms of assistance such as the Volunteer Income Tax Assistance program and utility assistance. Leverage funding sources and programs, including HUD and USDA programs, to address needs of low-income residents.

3. EDUCATION

Mission Statement: Create a skilled and educated workforce that will serve as an economic development engine and provide new opportunities for Phillips County citizens. Utilizing local, state, regional, and federal partnerships, Phillips County will strive to improve the literacy of citizens, produce high school graduates prepared for the workforce or higher education, and increase the number and percent of citizens with post-secondary credentials.

SWOT ANALYSIS	
<p>Strengths – Opportunities</p> <p>Education</p> <p>Phillips Community College – successful nursing program, distance learning and four-year degree partnerships, Career Pathways, community partnerships</p> <p>Great Rivers Education Service Cooperative – support to K-12 schools, speech therapists, student services, and professional development</p> <p>High-performing KIPP school</p> <p>Bright spots in academic performance in each of the school districts; some gains in recent years</p> <p>Civic clubs</p> <p>Several existing early childhood education offerings</p> <p>After school and summer programs (Boys & Girls Club, Community Center, Gear Up, etc.)</p> <p>Phillips County Developmental Center</p> <p>Delta Area Health Education Center – strong resource for health and fitness education</p> <p>Strong cultural heritage and history of region offers opportunities for education</p> <p>Phillips County Library, Delta Cultural Center, and Phillips County Museum</p>	<p>Weaknesses – Threats</p> <p>Education</p> <p>Low academic performance and achievement overall</p> <p>Not enough counselors for students</p> <p>Low high school graduation rates and lack of college readiness</p> <p>Limited knowledge of financial aid/college application process</p> <p>Low ACT, AP, and state test scores</p> <p>High dropout/truancy rates</p> <p>High teen pregnancy rates</p> <p>Lack of positive youth and young adult activities</p> <p>Behavior management in K-12 schools</p> <p>Limited engagement with parents and lack of parental training opportunities</p> <p>Teacher shortage (recruitment and retention shortcomings)</p> <p>Need additional meaningful professional development for school leadership</p> <p>Drugs</p> <p>School safety</p>

<p>Arkansas Business/Education Alliance</p> <p>LEAD initiative currently in place</p>	<p>Shortcomings in school facilities/new facilities needed</p> <p>Low teacher morale</p> <p>Not sufficiently celebrating/promoting successes</p> <p>Many parents/students/teachers don't know what a "model" school would look like</p> <p>Limited voter turnout/community engagement with school board</p> <p>Limited engagement with business community</p> <p>Low adult literacy and educational achievement rates</p> <p>Limited tutoring/remediation offerings and limited support for special needs students</p> <p>High student mobility rate</p>
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Strategic Goal Number One – Increase the number of Phillips County students enrolling in and completing post-secondary education programs.

Action steps in support of strategic goal number one are:

A) Compile current baseline statistics regarding the number of Phillips County students completing post-secondary programs, sorted by type (2-year degree, 4-year, vocational, military, post-graduate, etc.). Appoint a point person for tracking this information, updating the information annually, and making information available to school personnel and the public.



Phillip Community College provides numerous opportunities for students to pursue post-secondary training such as nursing.

B) Create and implement a tracking system to measure key indicators affecting post-secondary enrollment, including: ACT scores, GPA, and total amount of scholarships being accessed (including financial aid).

- C) Create and implement a comprehensive education program to ensure that students and their parents understand the steps necessary to prepare for college and access funds. Track the percentage of students and parents mastering grade-specific college and career readiness learning objectives for 7th-12th grade. Objectives should include information related to testing, scholarship requirements, high school course load, financial aid forms, budgeting, college savings accounts and other key components of post-secondary enrollment and completion.
- D) In coordination with the education efforts (Action Step C), partner with local schools, non-profits, and other partners to ensure comprehensive college counseling is available for every student. Provide help with scholarships, financial aid, and college applications and transitions.
- E) Create a central entity to track all college readiness and matriculation statistics for Phillips County students and to oversee and evaluate the success of college prep education throughout the county.
- F) Establish a Great River Promise scholarship fund for students attending Phillips Community College to make college enrollment a possibility for every public school graduate in Phillips County.
- G) Pursue opportunities to expand the Great River Promise scholarship fund or create an additional Phillips County Promise scholarship fund that provides gap funding to Phillips County residents attending four-year institutions.

Strategic Goal Number Two – Enhance the effectiveness of school personnel by developing and implementing a plan of leadership development for school personnel to include superintendents, administrators, and school board members.

Action steps in support of strategic goal number two are:

- A) Conduct collaborative meetings with Phillips County public school administrators twice per semester to facilitate sharing of ideas and best practices. Incorporate best practices into action plans on district and building levels.
- B) Research leadership training programs proven to have a positive impact on school performance. Work with the Great Rivers Education Cooperative and other partners to make leadership training available and encourage participation.
- C) Facilitate school visits of high performing schools for administrators, school board members, and key instructional staff.

- D) Support continuing education for school staff through marketing, scholarships, and other incentives. Focus on degrees and certification programs proven to positively impact student achievement.

Strategic Goal Number Three – Increase student achievement, especially in the core competencies, by increasing the effectiveness and quality of course curricula and teacher planning.

Action steps in support of strategic goal number three are:

- A) Work with local school districts to vertically align curriculum and complete a Total Instructional Alignment document for all content areas.
- B) Complete and implement pacing guides for each grade level to ensure student mastery of Arkansas state standards.
- C) Identify gaps in remediation at all grade levels and strategically address weaknesses or shortcomings in curricula that do not sufficiently meet the needs of all learners.
- D) Compile a database of high quality lesson and unit plans correlated to Arkansas state standards and make them accessible to Phillips County teachers.
- E) Identify and implement researched-based professional development strategies and support systems to improve teacher capacity to define academic goals, create standards-based lesson and unit plans, develop clear rules and procedures, and administer effective assessments.

Strategic Goal Number Four – Increase student achievement, especially in the core competencies, by improving the quality and effectiveness of instruction.

Action steps in support of strategic goal number four are:

- A) Encourage use of the Arkansas classroom walkthrough format to identify barriers to student learning and promote instructional methods that maximize student engagement and achievement.
- B) Identify and implement research-based professional development strategies and support systems to improve teacher capacity to effectively execute lesson plans, invest students in learning, differentiate instruction, and evaluate and track student progress.



While many factors impact student achievement, none is more significant than the quality of classroom instruction.

- C) Train instructional facilitators to support teachers in effective instruction and provide substantive feedback on instructional planning and execution.
- D) Analyze testing and other tracking information to assess student mastery of learning objectives, inform changes in instructional execution, and address weaknesses through root cause analysis.
- E) Identify gaps in remediation at all grade levels and strategically address weaknesses through differentiated instruction, peer tutoring, and additional tutoring before, during, or after school. Take into account the special needs of English Language Learners and students with learning disabilities.
- F) Identify gaps in early childhood education and address identified needs to increase each child's opportunity for success in school.

Strategic Goal Number Five – Increase the knowledge of and investment in public education from parents and community members, resulting in increased support for public education, increased expectations and accountability, and improved student outcomes.

Action steps in support of strategic goal number five are:

- A) Work with local school districts to document all current methods for communicating information to parents (school activities, student expectations, student performance, testing information/results, college scholarships, and applications).



A campaign to transform expectations of public education in Phillips County will have to involve direct engagement of parents.

- B) Evaluate gaps in parent communication (who is not being reached, what information is not reaching parents, what information is not being communicated, etc.). Based on best practices in Phillips County or at other regional schools, develop a plan with each school district to increase the effectiveness of parent communication.
- C) Based on gaps and best practices identified, provide targeted training for faculty and administration to improve communication to parents and community members.

- D) Provide parent training regarding:
- i. Strategies for creating an environment of learning at home
 - ii. Early childhood development and parental skills training
 - iii. Preparing for high school and college – including college applications, testing information, and financial aid assistance
 - iv. Understanding the role of school boards and how to be an active participant (coordinate with Leadership Goal Five)
 - v. Familiarization with best practices of highly successful schools and how to become engaged at a local level
- E) Encourage community involvement in public schools through: 1) better communication of school successes and activities, 2) increasing the number and variety of volunteer opportunities (coordinate with Leadership Goal Two), and 3) recognizing support for public education from community members and the business community.

Strategic Goal Number Six – Enhance the ability of local schools to recruit and retain educators most likely to improve student achievement. Develop and implement comprehensive plans to recruit educators to Phillips County and provide incentives and support to retain new and existing educators.

Action steps in support of strategic goal number six are:

Recruitment

- A) Reach at least 100 interested candidates annually through education information sessions hosted by local school districts and other education groups; disseminate information through meetings and announcements through radio, newspaper, internet, and television.
- B) Develop and enhance recruitment packages for each district. Packages should include: Salary/ benefit information; information about the area (tourist attractions, etc.); Phillips County average salary rating as compared to other parts of Arkansas; district information; positive accomplishments of the districts; map of area; and other promotional information about Phillips County.
- C) Create a collaborative committee representing the human resource departments of Phillips County schools to discuss strategies and pursue opportunities for collaboration in recruiting teachers to Phillips County.

D) Recruit educators annually from local colleges and universities, with an emphasis on schools with high numbers/percentages of students from Phillips County or other parts of the Delta.



Teacher recruitment and retention will receive a renewed focus in the implementation of the new Strategic Plan.

E) Create formal partnerships with colleges and universities to bring college students to Phillips County for internships or site visits at local schools.

F) Continue and expand collaborations with four-year colleges to provide teacher education to Phillips County residents.

G) Create a website linked to school websites and other local entities specifically for prospective teachers interested in teaching in Phillips County.

H) Create additional incentives to recruit teachers to Phillips County, focusing on areas and subjects of the greatest need.

Retention

I) Develop a welcome packet for each new hire. Specifically, provide:

- Information about incentives (down payment assistance, etc.)
- Information about the Housing Assistance Program
- Other incentives available to educators in the state
- General information about the community and region

J) Hold a reception to welcome new teachers. Encourage Human Resources from each school district to provide a list of new hires to the Chamber of Commerce, businesses, and civic clubs so that they can be invited to welcome activities.

K) Create and promote a “new teacher” social function schedule (series of on-going activities). Coordinate with promotion of other community events (Tourism Goal Five, Action Step I).

L) Provide recognition for work accomplished and successes in the classroom at an annual School Achievement celebration. Engage local businesses through the Chamber of Commerce to help sponsor the event and provide recognition for educators.

- M) Research information on other teacher incentives; share incentives verbally and in writing with new and established education personnel. In partnership with the local school districts, create new incentives proven to retain high quality teachers.
- N) Work with school districts to identify the most common causes for teacher departure and work to address any identified barriers to teacher retention.

Strategic Goal Number Seven – Develop and initiate occupational educational programs for Phillips County’s high school students and post-secondary students that provide them with necessary skills for employment in a trade or craft.

Action steps in support of strategic goal number seven are:

- A) Compile a list of all vocational educational programs in Phillips County.
- B) Working with local school districts and PCCUA, identify and implement vocational training programs not currently being offered, based on careers and fields most likely to produce jobs. (Coordinate efforts with Business and Job Creation Goal Team, Goal Eight).
- C) Assess current marketing of all vocational training opportunities available to students and adults in Phillips County. Address weaknesses through a comprehensive marketing campaign that reaches both K-12 students and adults.
- D) Incorporate “soft skills” for career readiness into school curricula, as well as other relevant career readiness information.

Strategic Goal Number Eight– Expand the KIPP Delta Public Schools to educate children from kindergarten through twelfth grade.

Action steps in support of strategic goal number eight are:

- A) Provide an adequate number of classrooms, physical education space, common space, and outdoor space to support an increasing student population.
- B) Develop a teacher recruitment program that continues to bring the best and brightest young talent into Phillips County, including non-traditional teachers.



KIPP Delta Public Schools will expand to grades K – 12 in Phillips County.

Strategic Goal Number Nine – Improve computer and internet access and literacy for students, parents, and school staff.

Action steps in support of strategic goal number nine are:

- A) Complete a full analysis of technology in Phillips County schools, including an inventory of all technology and a prioritized list of shortcomings. Address technology needs most likely to result in improved student outcomes.
- B) Assess the computer literacy of Phillips County students and address weaknesses in curricula.
- C) Partnering with local entities with public computer access, such as the Phillips County Library, provide computer literacy trainings. Focus marketing efforts on teachers and parents of students.
- D) Increase the number of parents able to access information about their students' performance through electronic means. Explore the possibility of creating computer kiosks at key locations throughout the county where parents with limited home computer access can access information about their child's academic progress and other education information.

Strategic Goal Number Ten – Partner with local school districts, non-profits, and the legal system to decrease truancy rates, dropout rates, and improve the academic performance of students at risk for dropping out.

Action steps in support of strategic goal number ten are:

- A) Train case workers to work with students at risk for dropping out of school and connect students and parents to additional resources and counseling services as needed.
- B) Track students' wellbeing and performance as they transition to and from Alternative Learning Environments to ensure successful transitions.
- C) Establish minimum annual meetings between public school administrators and relevant members of the legal system to ensure adequate collaboration regarding truancy cases.
- D) Evaluate communication system between schools, students, parents, and the legal system to ensure that parents are fully aware of policies and laws, violations, and early warning signs associated with problematic student behavior.
- E) Evaluate the consequence system for truant students and their parents. Implement new strategies proven to be effective at reducing truancy rates and improving graduation rates.

Strategic Goal Number Eleven – Encourage continuing education through traditional and non-traditional means for all Phillips County residents.

Action steps in support of strategic goal number eleven are:

- A) Identify and implement a program established to improve adult literacy rates. Work with local school districts to target parents of K-12 students.
- B) Enhance through marketing or possible offsite offerings GED training for students less likely to return to a traditional school campus.

4. LEADERSHIP

Mission Statement: To increase the capacity of individuals to set and achieve goals likely to positively transform the community by: 1) increasing the involvement of those with already strong leadership in community life, 2) developing both existing and potential new leaders, and 3) supporting the work of these leaders toward the betterment of the community.

Leadership is the single biggest underlying factor that will determine whether all other aspects of the strategic plan are ultimately successful. While traditional definitions of leadership center on competence, judgment, and effectiveness (essentially the ability to set goals and achieve desired outcomes), a higher caliber of “enlightened leadership” is required to transform a community in the ways envisioned by this strategic plan.

What elevates this form of leadership above traditional leadership is the following:

- Vision – the ability to identify the most important and potentially impactful opportunities and to pursue those (i.e. to pick the *right* goals)
- Investing others – the ability to inspire and marshal the support of others toward the defined goal
- Cooperation – a sincere openness and appreciation of the ideas and perspectives of others and a corresponding willingness to be influenced by them
- Integrity – a set of operating principles and practices that embody the highest ethical standards such as honesty, fairness, transparency, accountability, and the prioritization of the broader good over one’s own, which ultimately build trust and faith among people and in institutions

“Enlightened leadership” is to be found not only in the upper levels of government, business, not-for-profits, and the education system, but rather across all strata of the community, from engaged citizenry to formal and informal coalitions, as well as elected officials, business leaders, and the heads of other community institutions.

SWOT ANALYSIS	
<p>Strengths – Opportunities</p> <p>Leadership</p> <p>Numerous leadership cultivation opportunities</p> <p>Rich pool of untapped talent</p> <p>Former Phillips County residents who still have a vested interest in Phillips County</p> <p>Influx of new leadership from programs like Teach For America</p> <p>Strong local professional community including banking, insurance, small businesses, education, health care, and other non-profits</p> <p>Several new successful organizations</p> <p>Rich history of philanthropy and civic involvement</p> <p>Openness among political establishment toward new ideas for community development</p>	<p>Weaknesses – Threats</p> <p>Leadership</p> <p>Lack of trust in leaders (civic, business, and not-for-profit)</p> <p>Lack of trust and cooperation between community factions</p> <p>Lack of exposure to other successful models of leadership</p> <p>Limited professional knowledge</p> <p>Limited voter engagement</p> <p>A feeling of disenfranchisement among many citizens</p> <p>Lack of knowledge about the effective ways to access power and create positive change</p> <p>A negative sense of expectation regarding community undertakings (“it won’t work” attitude)</p> <p>Few incentives for talented young people to return to / remain in the community after college</p> <p>Historically, there has been limited opportunity to build leadership experience</p>

Strategic Goal Number One – Increase the number of leaders actively engaged in the community.

Action steps in support of strategic goal number one:

- A) Create and maintain a local “talent (capacity) pool” of at least 150 existing leaders and professionals with a wide variety of distinct skills and talents and who are willing to lend their time and specific skill to worthy community causes in clearly defined ways. Organizations and projects seeking to connect with talent pool members would reach out to the talent pool coordinator who would facilitate the connection.
- B) Create a leadership mentoring program for developing youth and adult leaders, modeled after successful leadership academy initiatives throughout the state.

Strategic Goal Number Two – Increase the number of volunteers actively engaged in community activities.

Action steps in support of strategic goal number two:

- A) Create and maintain a local “volunteer pool” consisting of at least 150 volunteers at any time, each of whom is willing to commit to volunteering in Phillips County. Appoint a volunteer coordinator to facilitate connecting organizations with volunteers.
- B) Work with local non-profits and community groups to coordinate at least 15 mass volunteering events in which at least 100 unique volunteers have participated and at least 500 total person-hours of volunteer time has been provided.
- C) Recognize top community volunteers each year and coordinate an appreciation event for volunteers who have completed a minimum number of service hours.

Strategic Goal Number Three – Increase the number of individuals living outside of Phillips County actively engaged in community improvement within Phillips County.

Action steps in support of strategic goal number three:

- A) Establish and maintain a talent pool containing at least 50 creative individuals from locally, regionally and nationally based talent sectors within the United States. These members will have backgrounds fields such as graphic design, industrial design, architecture and interior design.

- B) Establish and maintain a talent pool of at least 50 persons who formerly lived in Phillips County whose services have been utilized on at least one occasion.
- C) Establish and maintain a talent pool of at least 15 Teach for America alumni who no longer live in Phillips County.
- D) Establish and maintain a talent pool containing at least 15 All Church Challenge alumni who did community service in Phillips County and whose services have been utilized subsequently on at least one occasion.
- E) Establish and maintain a viable talent pool containing at least 15 festival attendees (who do not live in Phillips County) whose services have been utilized on at least one occasion.
- F) Identify and implement strategies to keep all former residents actively engaged in Phillips County including making them aware of incentives to relocate back to Phillips County.

Strategic Goal Number Four – Implement a comprehensive training program for new and emerging leaders to increase the size of the local leadership pool and the effectiveness of local organizations.

Action steps in support of strategic goal number four:

- A) Develop a series of youth entrepreneurship programs in which at least 40 young people (age 20 and below) per year are actively engaged.
- B) Substantially increase the number of young people actively engaged in one or more extracurricular youth leadership programs, including the Boys & Girls Club, 4-H, Rotaract, Teen Court program, or other opportunities. Expand existing successful youth programs into other communities in Phillips County.



Successful youth programs not only lead to better outcomes for young people; they make the community more attractive to potential residents and businesses.

- C) Develop and implement an elective course in Phillips County’s schools promoting and teaching principles of leadership.
- D) Develop and implement a year-long course in design, instructing at least 30 young people to effectively practice Design Thinking.
- E) Create a mentoring/shadowing program with at least 10 young people shadowing a community professional per year.
- F) Implement a comprehensive youth career internship program. The program will result in increased clarity about future career interests, an increased desire to pursue current and higher education, insights into leadership and professionalism, and a deeper personal investment in the community.
- G) Create an adult shadowing/mentoring program to empower adults seeking a career change.
- H) Create and implement a “Leadership 101” elective course at Phillips Community College for adults in Phillips County outlining the principles of good leadership. Evaluate the success of the program by tracking leadership placement rates after course completion.
- I) Implement a Leadership Academy program through the Chamber of Commerce, modeled after similar successful initiatives throughout the state.

Strategic Goal Number Five – Increase the number of Phillips County citizens actively and positively engaged in community life.

Action steps in support of strategic goal number five:

- A) Create and implement a community-based “Citizenship 101” class to empower average citizens to make positive community change by encouraging active engagement and exposure to effective strategies for positive citizen-led change.
- B) Increase the number of citizens knowledgeable about and engaged in local elections.

Strategic Goal Number Six – Increase the capacity and effectiveness of existing community organizations through targeted training and technical assistance and facilitate the development of new projects, initiatives, and community organizations most likely to have a positive impact on Phillips County.

Action steps in support of strategic goal number six:

- A) Create an organizational incubator for start-up non-profits, businesses, and social entrepreneurs. Coordinate services with the small business incubator under development by Phillips Community College.
- B) Create a local leadership consulting service that will offer robust leadership consulting services to community organizations to increase organizational effectiveness and oversight. Include coaching in planning, management, and governance.
- C) Create a local design consulting service, resulting in high-quality printed, digital, or fabricated materials for community-based organizations (including small businesses) that enable them to more effectively meet their goals.
- D) Generate investments in local initiatives in support of at least 5 business startups and the expansion of at least 5 existing businesses.
- E) Form an “Idea Tank” comprised of experienced local entrepreneurs to generate ideas for new non-profits or businesses. Use the organizational incubator and leadership training courses to connect viable projects with emerging leaders.
- F) Facilitate access to resource pools (see Strategic Goals One and Strategic Goal Two).



Phillips County has benefited from new businesses like the Quapaw Canoe Company. Working with the Business and Job Creation Goal Team, the Leadership Goal Team will work to help other innovative ideas like this boat rental and touring company come to fruition.

Strategic Goal Number Seven – Establish a Phillips County Leadership Center (PCLC) to coordinate, oversee, and evaluate leadership development efforts.

Action steps in support of strategic goal number seven:

- A) Form a 501(c)3 not-for-profit entity and set clear, measurable goals for the Phillips County Leadership Center.
- B) Secure adequate funding through public and private sources to fund PCLC activities and hire a qualified executive director and other staff as appropriate.
- C) Recruit and hire a highly qualified PCLC Executive Director.
- D) Evaluate the impact of the center on an annual basis and make adjustments to the model, approach, and personnel as needed.

5. HEALTH CARE

Mission Statement: Improve citizen health and longevity by promoting healthy lifestyles and increasing access to quality health care through innovative programs, services, and education.

SWOT ANALYSIS	
<p>Strengths – Opportunities</p> <p>Health Care</p> <p>Delta Area Health Education Center</p> <p>Diabetes education and prescription assistance program</p> <p>Nursing program at Phillips Community College</p> <p>Access to University of Arkansas Medical School resources</p> <p>Phillips County Cooperative Extension</p> <p>Delta Nutrition Intervention Research Initiative</p> <p>Numerous community groups working in health-related fields</p> <p>Allied Health Program</p> <p>Funding opportunities with passing of the Tobacco Tax</p> <p>Community Health Center Planning Grant</p> <p>Access to AR Kids and ARNET</p> <p>Lupus Foundation Local Office</p> <p>Alzheimer’s Support Group</p> <p>Tour da’ Delta, 5K Run, and other health-related community activities and competitions</p>	<p>Weaknesses – Threats</p> <p>Health Care</p> <p>High rates of obesity, diabetes, heart disease, STDs, and teen pregnancy</p> <p>Limited number of specialty doctors</p> <p>Lack of public transportation</p> <p>High rates of uninsured/underinsured patients</p> <p>Child neglect/abuse</p> <p>Lack of access to affordable, healthy foods</p> <p>High infant mortality rate</p> <p>Lack of preventive programs</p> <p>Lack of parks and sufficient hiking, biking, and walking trails</p> <p>Lack of coordinated healthy activities</p> <p>Limited extended-hours access of athletic facilities and gyms</p> <p>Sports/intramurals options not available to all age groups year-round</p>

Strategic Goal Number One – Improve the physical fitness of Phillips County residents to decrease rates of obesity and associated chronic illness.

Action steps in support of strategic goal number one:

- A) Increase access to and usage of existing community facilities by pursuing expanded hours and increased usage of facilities (gyms, parks, tracks) that are not currently broadly available to the public (coordinate efforts with Tourism Goal Seven).



- B) Create safe areas for active living in Phillips County communities, including the addition or renovation of parks, walking/hiking trails, and bicycle trails, in keeping with the specific recommendations of the 2008 Downtown Master Plan. Pursue funding through the Safe Routes to School Program (coordinate efforts with Tourism Goal Seven).

Creating new spaces for healthy, active living is an essential component of improving the health of Phillips County residents.

- C) Create new or expand existing sports leagues and intramural activities for all age groups in Phillips County. Develop a program committee to create a schedule for regular sports or fitness-related events at existing facilities and parks. Make this schedule of activities broadly available to all Phillips County residents (Chamber of Commerce website, etc.).
- D) Perform an assessment of the amount of rigorous physical activity engaged in by school-aged children. Alter or supplement existing programs to ensure that all Phillips County youth are meeting or exceeding state requirements for exercise.
- E) Pursue additional local and state policy changes to promote active living for Phillips County residents. Work through the Leadership Team of the Growing Healthy Communities initiative to ensure broad collaboration and coordination.

Strategic Goal Number Two – Increase access to nutritious foods and increase the number of Phillips County residents eating a full, healthy diet within accepted calorie guidelines. Decrease rates of chronic illnesses associated with malnutrition and unhealthy diets.

Action steps in support of strategic goal number two:

- A) Form a coalition of food pantries and other providers to identify, educate and implement strategies that address food insecurity among residents in Phillips County.
- B) Implement a full “Kids Café” meal program at the Boys and Girls Club and additional meal programs in sites throughout Phillips County.
- C) Implement nutrition programs and healthy cooking classes to model best practices for increasing the amount of fresh fruits, vegetables, and whole grains incorporated in the daily diet of Phillips County residents. Target parents with children in the home.
- D) Implement a community-wide marketing campaign including nutritional information, recipes, and healthy meal menus.
- E) Increase access to fresh produce by expanding the Phillips County Farmers Market and other produce stands, food cooperatives, and Farmers Market initiatives. Support the creation of markets/stores with fresh produce and whole grains within a 1 mile radius of all major neighborhoods in Phillips County.
- F) Create at least one school garden in Phillips County and increase the amount of fresh, locally grown produce available in school cafeterias. Provide training for staff or volunteers to ensure that all health guidelines are met and engage young people in selecting healthy menu options.



School Gardens can improve students' health and help make science, math, and business classes more engaging.

Strategic Goal Three – Improve access to health care providers to: 1) increase the number of Phillips County residents with regular access to health care, and 2) decrease instances of untreated or undertreated illness.

Action steps in support of strategic goal number three:

- A) Create a one-stop shop “Benefit Bank” to disseminate health-related information and increase access to health care providers. Work through the Minority Health Commission and Delta

- AHEC to establish a comprehensive electronic resource manual to disseminate health information and connect residents to health care providers, insurance coverage, health education classes, exercise facilities, and other health resources. Coordinate efforts with Legal Aid of Arkansas to expand access to health care.
- B) Create a Community Health Center in Phillips County to decrease the number of uninsured or underinsured residents without regular access to a primary care physician.
 - C) Establish a regional dental clinic in Phillips County with the University Of Tennessee College Of Dentistry. This dental clinic will not only address unmet dental needs within Phillips County, but serve as a regional hub for low cost, accessible dental care.
 - D) Address gaps in mental health services by increasing accesses to counseling services (include coordination with Addiction Treatment Center, court systems, and school districts).

Strategic Goal Four – In cooperation with the Education Goal Team and Economic Development Goal Team, improve workforce development opportunities for health-related careers and create a health career pipeline for school-aged children in Phillips County.

Action steps in support of strategic goal number four:

- A) Form a health career pipeline committee to include representatives of Phillips Community College, Delta AHEC, Phillips County schools, and the Minority Health Commission.
- B) Develop a comprehensive plan to create a pipeline for school-age children to a variety of medical careers. Incorporate shadowing/mentoring opportunities as well as specific internships and course offerings for middle school, high school, and college students.
- C) Provide additional health-related courses at Phillips Community College in fields most likely to experience job growth in the coming decades.
- D) Develop an incentive plan for recruiting and retaining highly skilled health care providers.
- E) Enhance existing health-related scholarship opportunities by increasing the amount and variety of scholarships offered and promoting scholarship offerings.

Strategic Goal Number Five – Reduce the rate of STDs and HIV/AIDS in Phillips County by raising community awareness through education programs & direct intervention.

Action steps in support of strategic goal number five:

- A) Implement a county-wide education initiative, targeting high risk populations, to disseminate key information about the prevention of and treatment of STDs and HIV/AIDS. This initiative should include a rigorous, school-based curriculum.
- B) Increase the testing rates for STDs and HIV/AIDS through targeted community outreach to populations most at risk.
- C) Work with State Health Department and UAMS College of Public Health to create a comprehensive data reporting system to establish baseline data for STD rates and testing rates.

Strategic Goal Number Six – Reduce the rates of teen pregnancy in Phillips County and provide counseling and education services to young parents.

Action steps in support of strategic goal number six:

- A) Carry out a county-wide media campaign to educate Phillips County residents about the risk factors associated with teen pregnancy and unsafe sex.
- B) Implement a rigorous school-based curriculum throughout the county proven to decrease teen pregnancy rates and unsafe sexual practices.
- C) Implement after-school programs proven to reduce high-risk sexual behavior and teen pregnancy. Work with existing youth service providers and identify additional locations or providers to deliver after-school programs to maximize the number of young people participating in the programs.
- D) Implement a parental training class that focuses on increasing lines of communication between parents and teens.
- E) Provide comprehensive parental skills training and support for new mothers and fathers in Phillips County. The courses should not only focus on parental skills, but should also connect new parents to job training resources and educational resources.

- F) Reduce incidents of child abuse and neglect through a comprehensive educational initiative, in coordination with parental skills trainings. Work with the justice system to provide court-mandated parental skills training for negligent parents.

Strategic Goal Number Seven – Construct a major addition next to the current Delta AHEC facility that will house an expanded Veterans Affairs Clinic, a new Senior Day Care center, a diabetes clinic, a therapeutic pool and other critical health services.

Action steps in support of strategic goal number seven:

- A) Hire a qualified architect to complete an initial set of plans for the new facility.
- B) Secure funding sources to construct the new facility.
- C) Hire a qualified general contractor to construct the new facility.
- D) Implement programming in the completed facility and create and implement a marketing plan to ensure full awareness of the new program offerings.



The existing Delta AHEC facility has positively impacted the lives of thousands of Phillips County residents. The expansion will build on this track record of success and substantially improve quality of life in the county.

Strategic Goal Number Eight – Create a regional Addiction Treatment Center in Phillips County.

Action steps in support of strategic goal number eight:

- A) Assist the Wilbur D. Mills Center in locating a permanent residential facility in Phillips County. Secure necessary funding and open a 12 – 20 bed residential addiction treatment center in Phillips County.
- B) Expand the educational offerings to accommodate the current and projected need of outpatient services. Include support for clients and family members of individuals receiving treatment.
- C) Expand the facility from a county facility to a facility capable of addressing the region’s demands for residential substance abuse treatment.

Strategic Goal Number Nine – Enhance and expand the services of the Helena Regional Medical Center to make Helena-West Helena the regional hub for high quality medical services.

Action steps in support of strategic goal number nine:

- A) Implement and promote a comprehensive Wound Care program at Helena Regional Medical Center. Install a hyperbaric chamber, train personnel, and promote the program to physicians and residents in the region.
- B) In coordination with local physicians, expand the weekend hospitalist program into a full-time program by recruiting and hiring two full-time physicians. The program will provide community physicians the option of following their patients into the hospital for treatment or referring patients to the hospital physician.
- C) Expand Orthopedic Services offered at Helena Regional Medical Center by hiring and retaining a highly qualified orthopedic surgeon and acquiring equipment necessary for complex orthopedic services. Promote expanded services to area physicians and residents.
- D) Improve recruitment and retention efforts for health care professionals by increasing collaboration with county and regional workforce development efforts and providing and promoting incentives for understaffed positions.

Strategic Goal Number Ten – Create a research center in Phillips County to serve as a regional base for medical and toxicological research.

Action steps in support of strategic goal number ten:

- A) Assist the National Center for Toxicological Research, Marvell NIRI, UAMS Office of Community Based Public Health, USDA and the Obesity Research Initiative in creating a research center in Phillips County.
- B) Hire a qualified architect with green building expertise to complete an initial set of plans for the new/renovated facility.
- C) Secure necessary funding and construct or renovate space for a research center in Phillips County.
- D) Hire a qualified general contractor to construct the facility.
- E) Expand the research opportunities to accommodate the current and projected need of research across Phillips County.
- F) Expand the facility from a county facility to a facility capable of addressing the region's demands for medical research.

Program Benchmarks for 2015

Southern Bancorp is committed to working with our community partners through the strategic planning process to achieve our 20-year transformational goals of reducing poverty, unemployment, and high school incompleteness rates by 50 percent in the communities we serve. To ensure that our work results in life-changing impacts, we are establishing measurable indicators, or metrics, to track our work and evaluate each community's progress toward these goals. The metrics will be based on verified, documented standards and updated regularly to show our performance and inform program improvements; our first set is scheduled to be complete in early 2011 and will be available at www.deltabridgeproject.com. The provisional benchmarks below illustrate this concept and our commitment:

Education: ACT Scores	
• Helena-West Helena School District	16.5
• State of Arkansas	20.9
• ACT score variance	4.4
Program Benchmark: Reduce the variance between state and local average ACT scores by 1.1 points	

High School Graduation	
• Helena-West Helena School District	56.5%*
• State of Arkansas	68%
• High School Graduation Rate Variance	11.5%
Program Benchmark: Reduce the variance between state and local graduation rates by 3%	

College Remediation Rates	
• Helena-West Helena School District	87%
• State of Arkansas	48.1%
• College Remediation Rate Variance	38.9%
Program Benchmark: Reduce the variance between state and local remediation rates by 10%	

Economic Development: Unemployment percentage	
• Phillips County	9.0%
• State of Arkansas	7.3%
• Unemployment Variance	1.7%
Program Benchmark: Reduce the variance between state and Phillips County rate by .5%	

Poverty Rate	
• Phillips County	35.7%
• State of Arkansas	16.9%
• Poverty Variance	18.8%
Program Benchmark: Reduce the variance between the state and Phillips County poverty rates by 5%	

Sources: Education data, 2009, AR Department of Education; Unemployment data, 2009, Bureau of Labor Statistics; Poverty data, 2008 3-year moving average, Small Area Income and Poverty Estimates, US Census.

Delta Bridge Project Funding Overview (January 2010)

As the following funding summary shows, the Delta Bridge project has helped generate over \$74 million for the revitalization of Phillips County. Of this amount, Southern Bancorp has invested over \$9.3 million of its own resources in grants and loans to support Delta Bridge Project activities. Key Delta Bridge Project partners have contributed over \$12.7 million in grants and loans. In addition, Delta Bridge Project initiatives have leveraged over \$52.6 million from other sources.

Economic Development – Tourism, Recreation & Quality of Life

Strategic Goal & Action Step from 2005 Plan	Southern	DBP Funders	Other Partners	Total
1-A: Building clean-up at entrance to Helena	\$ 192,600	\$ 163,900	\$ -	\$ 356,500
1-D: Refurbish hotel at Helena Bridge	-	-	500,000	500,000
2-B: Helena Master Planning Effort	-	145,000	55,000	200,000
2-B: Helena Branding and Signage	-	-	203,500	203,500
2-E: National Trust demonstration site status	-	-	350,000	350,000
2-F: Stabilize historic buildings on Cherry St.	30,000	-	500,000	530,000
2-F: Acquisition of Cleburne Hotel	79,673	-	-	79,673
2-O: Renovate Centennial Church	-	-	300,000	300,000
2-Q: Civil War Planning Grant	-	-	54,707	54,707
2-Q: Civil War Interpretive Plan	-	-	35,000	35,000
2-Q: Civil War Implementation	-	-	90,000	90,000
2-P: Renovate historic Horner Home	-	-	1,000,000	1,000,000
2-R: Court Square Park	-	175,000	396,500	571,500
2-T: American Music Museum Study	-	41,000	-	41,000
2-W: Phillips County Library Renovation	-	300,000	739,000	1,039,000
4-A: Expand the King Biscuit Blues Festival	3,000	-	-	3,000
4-C: Tour da' Delta	3,000	-	10,000	13,000
4-A: Arkansas Blues and Heritage Festival	50,000	-	379,000	429,000
6-D: City of Elaine-Park Construction	5,000	-	5,000	10,000
Tourism Total	\$ 363,273	\$ 824,900	\$ 4,617,707	\$ 5,805,880

Economic Development – Business and Job Creation

Strategic Goal & Action Step from 2005 Plan	Southern	DBP Funders	Other Partners	Total
Pre-Plan: Settle two cities' landfill dispute	\$ 60,000	\$ -	\$ 20,000	\$ 80,000
1-A: Phillips County Chamber Website	-	18,900	3,600	22,500
1-C: Chamber of Commerce leadership	105,000	-	-	105,000
1-C: Prepare a comprehensive labor study	50,000	-	300,000	350,000
1-C: Memphis Regional Strategic Plan	-	30,000	11,500	41,500
2-D: Low interest loan fund	-	2,000,000	1,000,000	3,000,000
2-D: Lending in support of strategic plan	-	2,500,000	-	2,500,000
Helena Health Foundation - construction	800,000	200,000	-	1,000,000
Lending, sweet potato farming	-	150,000	-	150,000
Sweet Potato Storage - 3,000 crates	-	192,000	-	192,000
KIPP School - Land acquisition	-	300,000	-	300,000
Other Small business loans	288,162	1,158,000	-	1,446,162
3-A-C: Create a local bio-diesel industry	1,000,000	30,000	24,000,000	25,030,000
3-C: Create a local bio-diesel industry	-	41,500	-	41,500
4-A-C: Create sweet potato distribution ctr.	6,000	400,000	2,708,000	3,114,000
4: Sweet Potato Slip Research	-	-	400,000	400,000
5-A: USDA Training Facility study	3,600	-	-	3,600
6-A,B: Improve transportation infrastructure	-	-	750,000	750,000
7-B: Develop a public transportation system	-	116,000	40,594	156,594
8-B: Expand slackwater harbor infrastructure	-	-	100,000	100,000
9-B: Provide technical assistance to cities	3,300	30,000	-	33,300
11-C: Business Incubator Feasibility Study	-	20,000	-	20,000
Business and Job Creation Total	\$2,316,062	\$ 7,186,400	\$ 29,333,694	\$38,836,156

Housing

Strategic Goal & Action Step from 2005 Plan	Southern	DBP Funders	Other Partners	Total
1-A,B: Housing market studies for cities	\$ -	\$ 14,000	\$ -	\$ 14,000
2-A: General neighborhood revitalization	100,000	75,000	-	175,000
2-A: Marvell Housing Program	39,215	132,000	25,000	196,215
3-A-C: 20-unit affordable housing complex	801,037	337,000	1,090,000	2,228,037
4-A,B: Obtain Brownfield designation	-	-	400,000	400,000
6-A: VITA Tax Assistance Program	-	270,000	1,000,000	1,270,000
Housing Total	\$ 940,252	\$ 828,000	\$ 2,515,000	\$ 4,283,252

Education

Strategic Goal & Action Step from 2005 Plan	Southern	DBP Funders	Other Partners	Total
Pre-Plan: Guard gate at Central High School	\$ 18,000	\$ -	\$ -	\$ 18,000
1-A: Train HWH school district principals	-	185,900	-	185,900
1-B: School improvement planning (LEAD)	-	1,179,144	-	1,179,144
1-B: LEAD, Central High expansion	-	162,000	-	162,000
1-C: Train K-4 teachers	-	410,250	-	410,250
1-E: Align public school curricula	-	59,645	-	59,645
2-A,C: Finance initial KIPP location	500,000	-	-	500,000
2-A,C: Finance expansion of KIPP School	1,788,000	-	1,169,510	2,957,510
2-A,C: KIPP development officer position	40,000	-	44,000	84,000
2-A,C: KIPP high school expansion	350,000	650,000	200,000	1,200,000
2-A,C: KIPP Gymnasium	1,000,000	-	1,725,000	2,725,000
2-A,C: K-12 Expansion (KIPP)	25,000	-	4,100,000	4,125,000
3-B: Comprehensive school consultant	-	69,600	-	69,600
4-A,B: Occupational training program	-	64,080	-	64,080
5-A,B: Initiate an adult education program	100,000	-	-	100,000
6-D: Teach for Arkansas scholarships	-	161,502	92,020	253,522
1-C: National Board Certification training	-	105,000	-	105,000
6-A: University center at PCCUA (Gear UP)	-	-	5,712,000	5,712,000
Education Total	\$3,821,000	\$ 3,047,121	\$ 13,042,530	\$19,910,651

Leadership Development

Strategic Goal & Action Step from 2005 Plan	Southern	DBP Funders	Other Partners	Total
Pre-Plan: Education training for officials	\$ 11,020	\$ -	\$ -	\$ 11,020
4-A: Boys and Girls Club start-up grant	-	240,000	1,000,000	1,240,000
5-A: Shepherd Delta Alliance internships	-	90,000	-	90,000
4-A: Boys & Girls Club-construction, land	50,000	295,000	-	345,000
Leadership Total	\$ 61,020	\$ 625,000	\$ 1,000,000	\$ 1,686,020

Health Care

Strategic Goal & Action Step from 2005 Plan	Southern	DBP Funders	Other Partners	Total
1-A: Expand Delta AHEC, grant writer	25,000	-	25,000	50,000
1-A: Expand Delta AHEC	1,858,497	250,000	2,108,498	4,216,995
2-A: CHC Planning Grant	-	-	40,000	40,000
Health Care Total	\$1,883,497	\$ 250,000	\$ 2,173,498	\$ 4,306,995

All Program Areas Total

	Southern	DBP Funders	Other Partners	Total
Total	\$9,385,104	\$ 12,761,421	\$ 52,682,429	\$74,828,954

