



MJMEUC

Missouri Joint Municipal Electric Utility Commission

**PLUM POINT PROJECT – POWER PROJECT
REVENUE BONDS, SERIES 2006 & 2009**

**CONTINUING DISCLOSURE
REPORT**

**FISCAL YEAR ENDING
December 31, 2010**

**Prepared by:
Michael J. Loethen, Chief Financial Officer & Director of Administration
May 30, 2011**

CONTENTS

Map of Plum Point Project Unit Power Purchasers	3
Officer & Management Information.....	4
Introduction.....	5
A. Project Financing.....	5
B. Project Update Report.....	6
C. MJMEUC 2010 and 2009 Unaudited Financial Report	10
D. Large Unit Power Purchasers Update (Official Statement - Appendix B).....	14

Map of Plum Point Project Unit Power Purchasers

MISSOURI JOINT MUNICIPAL
ELECTRIC UTILITY COMMISSION (MJMEUC)

PLUM POINT PROJECT UNIT POWER PURCHASERS



Officers & Management Information

Missouri Joint Municipal Electric Utility Commission

1808 I-70 Drive S.W.
Columbia, Missouri 65203
(573) 445-3279

Officers

Chair	Mark Petty
Vice Chair.....	Don Trigg
Secretary/Treasurer.....	Rodney Bourne
Chair, Engineering Committee	Robert E. Williams
Chair, Operating Committee.....	Kyle Gibbs
Chair, Budget & Finance Committee	James D. Roach
Chair, Power Contract/MoPEP Committee	Chad Davis
Member at Large	Richard Shockley
Immediate Past Chair.....	Darrell Dunlap

Management

General Manager and Chief Executive Officer	Duncan Kincheloe
Executive Director for Engineering and Operations and Chief Operating Officer.....	John Grotzinger
Assistant General Manager.....	Eve Lissik
Chief Financial Officer & Director of Administration	Michael J. Loethen

Bond Counsel

Gilmore & Bell, P.C.
Kansas City, Missouri

Financial Advisor

McDonald Partners, Inc.
Alamo, California

Trustee, Bond Registrar and Paying Agent

The Bank of New York Trust Company, N.A.
St. Louis, Missouri

INTRODUCTION

The information contained in this annual CONTINUING DISCLOSURE REPORT (Report) is provided to give an overview of the Plum Point Project development and address the continuing disclosure items listed in Section 4., Appendix G of Power Project Revenue Bonds (Plum Point Project), Series 2006 & 2009 Official Statements. Under the terms of Missouri Joint Municipal Electric Utility Commission's ("MJMEUC") CONTINUING DISCLOSURE AGREEMENT, the Report is to be submitted to its trustee not later than 5 months after the end of each of MJMEUC's fiscal years (currently, by May 31).

A. Project Financing

\$278,880,000
Power Project Revenue Bonds
(Plum Point Project), Series 2006

The Series 2006 Bonds were issued in May 2006 by MJMEUC to finance a portion of the costs of acquiring its approximate 147 megawatt (MW) interest in the Plum Point Energy Station, a 665 MW (net) coal-fired generating plant being constructed in northeast Arkansas. The Series 2006 Bonds also included the repayment of project interim financing undertaken by MJMEUC, funding of a debt service reserve for the Series 2006 Bonds, funding of certain capitalized interest on the Series 2006 Bonds and to pay costs of issuance of the Series 2006 Bonds.

\$53,460,000 Power Project Revenue Bonds (Plum Point Project)	
\$48,600,000 Series 2009A (Federally Taxable Build America Bonds (direct pay))	\$4,860,000 Series 2009B (Federally Taxable)

The Series 2009 Bonds were issued in August 2009 by MJMEUC to finance what is expected to be its remaining portion of costs of acquiring its undivided interest in the Plum Point Energy Station. The Series 2009 Bonds also included funding of a deposit to the Common Debt Service Reserve Account for the Series 2009 Bonds, funding of certain capitalized interest on the Series 2009 Bonds, funding of a deposit to the Operating Reserve Account and to pay costs of issuance of the Series 2009 Bonds.

The Series 2006 and 2009 Bonds are currently rated “Baa1” by Moody’s Investor Services (Moody’s), “A-“ by Fitch Ratings (Fitch). Neither Moody’s nor Fitch have released rating reviews since commencement of operations at Plum Point. Standard & Poor’s Ratings Service (S&P) recently released their notice of an upgrade of MJMEUC’s Plum Point Bonds to “BBB” from “BBB-“ while affirming the stable outlook.

B. Project Update Report

The Plum Point Energy Station (Project), a 665 MW (net) coal-fired electric generation plant located in northeast Arkansas near the City of Osceola, commenced commercial operation on September 1, 2010. MJMEUC’s undivided interest (22.11%) entitles it to approximately 147 MW (net) of the capacity and output of the project. MJMEUC also executed a long-term power purchase agreement entitling it to 50 MW of capacity and energy from Plum Point. MJMEUC has committed all of this 50 MW power purchase agreement to its full requirements pool called the Missouri Public Energy Pool #1 (“MoPEP”).

Project Management

The Plum Point Energy Station is being developed by Plum Point Energy Associates LLC (“PPEA”), a wholly-owned subsidiary of PPEA Holding Company, LLC (“PPEA”). PPEA was jointly owned by subsidiaries of Dynegy Inc., John Hancock Life Insurance and Energy Investors Funds “EIF”. Late 3Q 2010, Dynegy entered into an agreement to sell its interest in PPEA Holding Company LLC to one or more of the other PPEA joint owners.

Prior to the sale of interest, Dynegy Services Plum Point, LLC (DSPP), performed the role of project manager for the Project owners, and Plum Point Power Partners (“P4” or “PPPP”), the Engineering, Procurement, and Construction (EPC) contractor, and their various sub-contractors. P4 is the engineering procurement and construction contractor for the Project, and is a joint group venture of Black & Veatch, Zachary and Gilbert Southern. Plum Point Services Company, LLC (PPSC) was formed by PPEA and has succeeded DSPP as the project manager for the Project participants and P4.

PPSC has subcontracted with Power Plant Management Services (PPMS) to help PPSC fulfill the obligations of the Project Management Agreement that DSPP was performing utilizing Dynegy staff. Eight former DSPP employees have been hired by PPMS to help with the management of the Project. The transition from DSPP to PPSC and PPMS was completed in 1Q 2011.

PPSC continues to manage, monitor and direct P4 on behalf of the Project participants, which includes Missouri Joint Municipal Electric Utility Commission (“MJMEUC”), Municipal Energy Agency of Mississippi (“MEAM”), Empire District Electric (“Empire”), and East Texas Electric Cooperative (“ETEC”). South Mississippi Electric Power Association (“SMEPA”) is a major power purchaser in the Project (200 MW) and participates in the regular progress and management review meetings.

Project Construction

Performance testing was completed in August 2010 and P4 submitted a Notice of Substantial Completion on August 23, 2010 and Substantial Completion memorialized commencement of operations on September 1, 2010. Project construction is essentially complete. In 1Q 2011, P4 successfully completed all Final Acceptance Tests as required for Final Completion. Plum Point turbine generator testing determined the unit had capacity above the expected 665 MW net output by achieving a net capacity output of 670 MW. All permits necessary for operations remain in place.

Final Completion will not likely occur until late July or August 2011 to allow time for completion of punchlist items, final payments, and certain certifications from P4. As of May 2011, the forecast of total Project Costs provided by PPSC was \$1.079B including contingency, relative to the original project budget of \$1.038B. MJMEUC expects some level of remaining contingency at final completion and foresees no need for additional funding for Project development and construction costs. Overall, the Project’s commercial operations date and project budget are in line with initial budget and construction timeline.

Project Operations

North American Energy Services (NAES) provides operations and maintenance services at Plum Point. NAES operations & maintenance staffing levels are nearing full capacity and procedural training continues with each new hire. PPSC actively coordinates with the Participants in managing approved budgeted project costs as well as O&M budgeting forecasts provided by NAES and energy recipients from Plum Point.

PPSC coordinated with the Participants and suppliers to execute two separate long-term coal supply contracts in early January 2011; one with Arch Coal Sales Company Inc. (Arch) and a second with

Cloud Peak Energy Resources LLC (Cloud Peak). Fuel transportation is secured under contract with Burlington Northern Santa Fe Railway (BNSF). And, each Participant has either purchased or leased its pro-rata share of rail cars from Freight Car America. PPSC manages the Participant's combined set of rail cars under a rail car pooling agreement.

Since commencing operations the Plum Point Energy Station has performed as expected of a newly constructed coal-fired facility. Plant performance for the past 3Q has largely been dependent upon scheduled outages and occasional unscheduled outages related to operational issues associated with equipment capacity, punchlist and warranty items, and/or overall unit performance. In May 2011, high water levels of the Mississippi River caused for a shutdown of the river intake and ultimately the Plant was taken off line for approximately 10 days until water levels decreased. Water levels did not threaten the Plant's generation facilities and was returned to service. The water intake facilities located near the banks of the Mississippi River incurred very minimal repair costs.

The chart below summarizes annual operations of the Plum Point Energy Station.

Plum Point Energy Station Annual Operations

	<u>2010 Annual</u>	<u>1st Quarter 2011</u>
Plum Point Net Generation (MWhs)	1,624,393	1,116,385
Plant Capacity Factor	83%	79%
Plant Operating Availability Factor	88%	81%
Total Fuel Cost	\$ 26,787,925	\$ 22,066,275

**Plum Point Project Projected Average Annual 2010 Energy Costs
(MJMEUC Plum Point Percentage Only - unaudited)**

	<u>Annual</u>
Capacity (MW)	147
Capacity Factor	81%
 Energy Generation (MWh)	 347,560
Operating Expenses (000's)	
Fuel and Transportation	\$5,862
Other Variable Expenses and Commodities	\$848
Fixed Operating Expenses	<u>\$2,000</u>
<i>Total Operating Expenses</i>	\$8,709
 Capital Costs and Reserve Requirements (in 000's)	
Net Debt Service	\$3,663
Deposit to O&M Reserve and other Contingency Fund	<u>\$1,316</u>
<i>Total Capital Costs</i>	\$4,979
 Total Plum Point Project Costs (in 000's)	 \$13,688
 Average Annual Busbar Cost (\$/MWh)	 \$39.38

2010 Unit Power Purchaser Data

<u>Power Purchaser</u>	<u>Electricity Sold (MWh)</u>	<u>Net Revenue</u>	<u>Average Busbar (\$/MWh)</u>
Carthage	25,731	\$1,066,745	\$41.46
Kennett	49,531	\$1,906,181	\$38.48
Malden	17,047	\$661,291	\$38.79
North Little Rock AR	136,968	\$5,491,843	\$40.10
Osceola	49,647	\$1,908,410	\$38.44
Piggott AR	19,113	\$748,477	\$39.16
Poplar Bluff	49,524	\$1,906,044	\$38.49
MJMEUC Total	347,560	\$13,688,990	\$39.39

C. MJMEUC 2010 and 2009 Unaudited Financial Report

MJMEUC's 2010 audited financials are not expected to be released until MJMEUC's Plum Point Project costs are finalized after June 30, 2011.

Missouri Joint Municipal Electric Utility Commission

Balance Sheet - Unaudited

December 31, 2010 and 2009

	2010	2009
ASSETS		
Current Assets	\$ 125,876,252	\$ 108,155,421
Capital Assets	1,122,978,709	833,213,652
Other noncurrent assets	305,893,497	514,069,047
Total Assets	\$ 1,554,748,458	\$ 1,455,438,120
LIABILITIES		
Accounts Payable	\$ 27,196,979	\$ 21,303,382
Accrued Liabilities & Other Liabilities	8,435,356	4,569,447
Long Term Debt	1,467,952,347	1,387,320,459
Accrued Interest Payable	36,763,434	29,724,275
Total Liabilities	1,540,348,116	1,442,917,563
FUND EQUITY		
Fund Equity	12,520,557	6,046,693
Net Income	1,879,785	6,473,864
Total Fund Equity	14,400,342	12,520,557
Total liabilities and fund equity	\$ 1,554,748,458	\$ 1,455,438,120

The table above presents a summarized financial position and results as of and for the years ended December 31, 2010 and 2009. The financial statements presented above reflect MJMEUC's continued investments in capital assets to meet its members' energy needs and to support its operations.

Current assets increased by approximately \$17.7 million or 16.4% in 2010. Cash and cash investments increased by approximately \$1.8 million from reserve account transactions related to the MoPEP and Plum Point funds. The current portion of bond accounts increased by approximately \$78 million as a result of the Prairie State Bonds issued in 2010. The current portion of bond cash and investment accounts are held by trustees and are used to make bond interest payments.

A 27.7% increase in accounts payable occurred primarily from an increase in power sales that were attributed to the commencement of Plum Point operations, the addition of Lebanon and increased load demand due to more normal weather conditions. Accrued liabilities and other liabilities netted an increase of approximately \$3.87 million. Long-term debt increased approximately \$80.6 million as result of the additional debt issues in 2010 for the power plant construction projects. Accrued interest payable increased approximately \$7.04 million and is attributed entirely to interest payable on combined debt associated with the three jointly-owned power plant projects. Total fund equity increased by 15% over 2009 comparable figures.

Missouri Joint Municipal Electric Utility Commission
Statement of Revenues, Expenses, and Changes in Equity - Unaudited
Years Ended December 31, 2010 and 2009

	2010	2009
OPERATING REVENUES		
Power sales and related charges	\$ 174,494,258	\$ 139,914,266
Noncapital project cost reimbursements	642,751	582,534
Transfer from MAMU	124,500	180,868
Transfer from MGCM	20,629	-
Member training program	184,725	277,941
Other	119,904	121,278
Total Operating Revenues	175,586,767	141,076,887
OPERATING EXPENSES		
Power purchases and generation	166,019,491	130,923,217
General and administration	3,972,791	3,184,942
Total Operating Expenses	169,992,282	134,108,159
Nonoperating Income Net of Expenses	(3,714,700)	(494,864)
Increase in fund equity	1,879,785	6,473,864
Fund equity, beginning of the year	12,520,557	6,046,693
Fund equity, end of the year	\$ 14,400,342	\$ 12,520,557

Power sales to members largely consist of power sales to MJMEUC's full requirements pool, MoPEP, four months of Plum Point generation sales and a lesser degree to other MJMEUC members outside of MoPEP. Overall, 2010 power sales increased by approximately \$34.58 million in comparison to 2009 as a result of an increase in MoPEP member load demand, more normal weather conditions, and commencement of Plum Point power generating facility. MoPEP membership growth is attributed to the city of Lebanon, Missouri beginning service in April 2010. MoPEP's MWh requirements for 2010 of 2,592,340 exceeded comparable amounts of 2,206,062 for 2009 by 17.5%.

The margin on power sales revenues was 4.9% for 2010 compared to 6.4% for 2009 and includes increased contributions to reserves for both years. MJMEUC bills member municipalities monthly for power and energy based on the cost of MJMEUC's power and energy purchases plus a mark-up for associated MJMEUC overhead. In 2009, MoPEP power sales represents power sales less credits to MoPEP pool members that own electric generating units or third-party contracts that are utilized in meeting the overall power needs of the pool members. However, for 2010 these MoPEP credits and contracts were fully represented as power expenditures. In addition, 2010 power purchases increased total operating expenses largely due to Plum Point operations beginning in September 2010. Non-capitalized payroll and other overhead expenses allocated to the jointly-owned projects were offset by revenues received and or billed to municipalities participating in these projects. Nonoperating income

net of expenses increased by approximately \$3.2 million as it reflects the transitioning from capitalized interest to bond interest expense related to the Plum Point bonds.

D. Large Unit Power Purchasers Update (Official Statement - Appendix B)

Plum Point Unit Power Purchasers - General Information Summary

	Kennett Board of Public Works	North Little Rock Electric Department	City of Osceola	City of Poplar Bluff
General				
Year Established	1941	1906	1913	1918
Service Area (sq. Miles)	16	40	7.8	40
Fiscal Year End	June 30	December 31	December 31	December 31
Peak Load (in MW) & Energy Sales (in MWh)				
<u>Fiscal Year 2010</u>				
Peak Load - MW	37	252	38	84
Residential Sales	73,391	406,778	49,005	128,604
Commercial Sales	57,964	259,085	22,361	146,306
Industrial Sales	8,787	292,510	97,919	95,560
Other Sales	<u>1</u>	<u>260</u>	<u>0</u>	<u>10,454</u>
Total Sales	140,143	958,633	169,285	380,924
<u>Fiscal Year 2009</u>				
Peak Load - MW	34	234	38	76
Residential Sales	69,332	357,095	45,741	117,218
Commercial Sales	60,304	237,089	20,080	147,256
Industrial Sales	17,409	318,365	85,732	75,372
Other Sales	<u>16,836</u>	<u>275</u>	<u>0</u>	<u>10,411</u>
Total Sales	163,881	912,824	151,553	350,257
<u>Fiscal Year 2008</u>				
Peak Load - MW	34	247	38	78
Residential Sales	66,224	354,555	48,544	119,696
Commercial Sales	76,787	232,072	20,468	156,136
Industrial Sales	10,597	212,626	103,057	85,670
Other Sales	<u>0</u>	<u>156,262</u>	<u>0</u>	<u>11,027</u>
Total Sales	153,608	955,515	172,069	372,529
Customer Revenues (in 000's)				
<u>Fiscal Year 2010</u>				
Residential Sales	\$4,460	\$45,859	\$5,532	\$8,777
Commercial Sales	5,476	26,260	2,776	10,795
Industrial Sales	759	25,786	6,576	9,210
Other Sales	<u>26</u>	<u>34</u>	<u>0</u>	<u>665</u>
Total Sales	\$10,721	\$97,939	\$14,884	\$29,447
<u>Fiscal Year 2009</u>				
Residential Sales	\$5,270	\$42,308	\$4,404	\$8,023
Commercial Sales	5,903	25,312	2,210	10,626
Industrial Sales	771	28,308	6,442	4,836
Other Sales	<u>873</u>	<u>36</u>	<u>0</u>	<u>665</u>
Total Sales	\$12,817	\$95,964	\$13,056	\$24,150
<u>Fiscal Year 2008</u>				
Residential Sales	\$5,445	\$43,044	\$4,471	\$8,231
Commercial Sales	6,240	25,057	2,122	11,214
Industrial Sales	972	19,278	7,408	5,166
Other Sales	<u>799</u>	<u>12,376</u>	<u>0</u>	<u>767</u>
Total Sales	\$13,456	\$99,755	\$14,001	\$25,378

**Plum Point Unit Power Purchasers
Balance Sheet Summary (in 000's)**

		UNAUDITED	UNAUDITED	UNAUDITED
		North Little		
	Kennett Board of Public Works	Rock Electric Department	City of Osceola	City of Poplar Bluff
Fiscal Year End	June 30	December 31	December 31	December 31
<i>Fiscal Year 2010</i>				
Assets:				
Utility Plant, Net	\$8,609	\$107,362	\$18,578	\$36,459
Cash and Investments	6,959	46,719	1,897	12,495
Other Assets	<u>3,068</u>	<u>14,228</u>	<u>95</u>	<u>3,851</u>
Total Assets	\$18,636	\$168,309	\$20,570	\$52,805
Liabilities and Equity :				
Equity	\$11,747	\$90,610	\$13,458	\$37,671
Noncurrent Revenue Bon	5,130	60,585	3,269	11,537
Other Liabilities	<u>1,759</u>	<u>17,114</u>	<u>3,843</u>	<u>3,597</u>
Total Liabilities	\$18,636	\$168,309	\$20,570	\$52,805
<i>Fiscal Year 2009</i>				
Assets:				
Utility Plant, Net	\$8,845	\$107,077	\$16,127	\$37,412
Cash and Investments	1,923	51,941	3,478	11,930
Other Assets	<u>5,565</u>	<u>13,204</u>	<u>101</u>	<u>2,739</u>
Total Assets	\$16,333	\$172,222	\$19,706	\$52,081
Liabilities and Equity :				
Equity	\$9,383	\$82,735	\$13,533	\$36,763
Noncurrent Revenue Bon	5,450	70,330	3,466	11,898
Other Liabilities	<u>1,500</u>	<u>19,157</u>	<u>2,707</u>	<u>3,420</u>
Total Liabilities	\$16,333	\$172,222	\$19,706	\$52,081
<i>Fiscal Year 2008</i>				
Assets:				
Utility Plant, Net	\$9,250	\$109,370	\$14,081	\$37,611
Cash and Investments	4,383	42,506	2,854	10,102
Other Assets	<u>3,071</u>	<u>11,199</u>	<u>190</u>	<u>2,936</u>
Total Assets	\$16,704	\$163,075	\$17,125	\$50,649
Liabilities and Equity :				
Equity	\$9,054	\$79,254	\$13,048	\$35,059
Noncurrent Revenue Bon	5,755	64,500	915	11,725
Other Liabilities	<u>1,895</u>	<u>19,321</u>	<u>3,162</u>	<u>3,865</u>
Total Liabilities	\$16,704	\$163,075	\$17,125	\$50,649

Plum Point Unit Power Purchasers
Income Statement Summary (in 000's)

	UNAUDITED		UNAUDITED	UNAUDITED
	North Little		City of Osceola	City of Poplar Bluff
	Kennett Board of Public Works	Rock Electric Department		
Fiscal Year End	June 30	December 31	December 31	December 31
<i>Fiscal Year 2010</i>				
Customer Revenues	\$10,693	\$98,132	\$14,926	\$29,447
Other Revenues	<u>675</u>	<u>3,778</u>	<u>1,611</u>	<u>785</u>
Total Revenues	\$11,368	\$101,910	\$16,537	\$30,232
Purchased Power Expense	\$5,163	\$54,738	\$9,399	\$21,698
Other Operating Expense	<u>3,468</u>	<u>19,220</u>	<u>4,775</u>	<u>4,885</u>
Total Operating E:	\$8,631	\$73,958	\$14,174	\$26,583
Net Revenues	\$2,737	\$27,952	\$2,363	\$3,649
Depreciation, Amortization	\$642	\$5,509	\$0	\$1,909
Transfers Out/(In)	51	10,000	2,664	0
Other Non-Operating Expen	(206)	4,585	0	1,099
Extraordinary Iter	<u>(115)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Income	\$2,365	\$7,858	(\$301)	\$641
Debt Service/Capital Lease	\$509	\$13,219	\$100	\$11,537
Debt Service Coverage	5.4	2.1	23.6	0.3
<i>Fiscal Year 2009</i>				
Customer Revenues	\$11,969	\$95,959	\$13,056	\$26,821
Other Revenues	<u>1,296</u>	<u>2,763</u>	<u>1,759</u>	<u>1,169</u>
Total Revenues	\$13,265	\$98,722	\$14,815	\$27,990
Purchased Power Expense	\$8,157	\$63,089	\$7,417	\$18,060
Other Operating Expense	<u>3,402</u>	<u>16,238</u>	<u>4,301</u>	<u>5,233</u>
Total Operating E:	\$11,559	\$79,327	\$11,718	\$23,293
Net Revenues	\$1,706	\$19,395	\$3,097	\$4,697
Depreciation, Amortization	\$629	\$5,437	\$0	\$1,856
Transfers Out/(In)	197	5,627	2,025	0
Other Non-Operating Expen	209	4,769	0	1,137
Extraordinary Iter	<u>343</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Income	\$329	\$3,562	\$1,072	\$1,704
Debt Service/Capital Lease	\$505	\$13,218	\$107	\$11,898
Debt Service Coverage	3.4	1.5	28.9	0.4
<i>Fiscal Year 2008</i>				
Customer Revenues	\$12,803	99,704	14,001	24,836
Other Revenues	<u>1,323</u>	<u>2,907</u>	<u>1,585</u>	<u>6,879</u>
Total Revenues	\$14,126	102,611	15,586	31,715
Purchased Power Expense	\$8,624	70,126	8,851	19,254
Other Operating Expense	<u>3,703</u>	<u>13,773</u>	<u>4,362</u>	<u>4,752</u>
Total Operating E:	\$12,327	83,899	13,213	24,006
Net Revenues	\$1,799	18,712	2,373	7,709
Depreciation, Amortization	\$606	5,160	0	1,775
Transfers Out/(In)	236	5,865	2,690	95
Other Non-Operating Expen	<u>220</u>	<u>5,303</u>	<u>3</u>	<u>1,166</u>
Net Income	\$737	2,384	(320)	4,673
Debt Service/Capital Lease	\$501	\$13,219	63	\$878
Debt Service Coverage	3.6	1.4	37.7	8.8

**Plum Point Unit Power Purchasers
Top Ten Customers by Revenue**

Customer	Industry	% of Customer Revenues
<i>Kennett Board of Public Works (Fiscal Year 2009)</i>		
Parker-Hannifin	Manufacturing	4.7%
Wal-Mart	Retail	3.1%
Kennett HMW	Hospital	2.7%
Kennett Schools	Schools	1.8%
American Railcar	Manufacturing	1.6%
National Healthcare	Nursing Care	1.2%
Custom Steel	Manufacturing	1.1%
Wallace & Owens	Retail	1.0%
Producers Midsouth	Cotton Seed Oil Mill	0.7%
Great West	Mail Processing	<u>0.3%</u>
		18.2%
<i>North Little Rock Electric Department (Fiscal Year 2010)</i>		
V A Medical Center	Hospital	2.0%
L'Oreal USA (Maybeilline)	Manufacturing	1.7%
Union Pacific Railroad	Transportation	1.6%
Wal-Mart	Retail	1.4%
Tyson Poultry Inc.	Poultry	1.1%
Baptist Health (Springhill)	Hospital	1.0%
Tennenbaum	Manufacturing	0.8%
Caterpillar Inc.	Manufacturing	0.7%
US Postal Service	Government	0.7%
St. Vincents Hospital	Hospital	<u>0.6%</u>
		11.6%
<i>City of Osceola, AR (Fiscal Year 2010)</i>		
Cyro Industries	Acrylic Mfg	15.0%
American Greetings	Greeting Card Mfg	12.4%
Denso	Automobile Part Mfg	4.1%
Creative Foods	Margarine Mfg	3.2%
SMC Regional Med	Hospital	2.5%
REA Magnet Wire	Electrical Wire	2.1%
Systemx	Automobile Part Mfg	1.7%
Food Giant	Retail	1.6%
Walmart	General Merchandise	0.8%
Osceola High School	School	<u>0.7%</u>
		44.1%
<i>City of Poplar Bluff (Fiscal Year 2010)</i>		
Briggs & Stratton	Manufacturing	11.3%
Three Rivers Health care	Hospital	2.9%
Mid-continent Fasteners	Manufacturing	2.8%
Nordyne	Manufacturing	2.2%
PB School District	School	1.9%
Revere	Manufacturing	1.8%
Gates Rubber Co.	Manufacturing	1.7%
VA Hospital	Hospital	1.6%
Wal-Mart Supercenter	Retail	1.3%
Starting USA	Manufacturing	<u>0.9%</u>
		28.4%