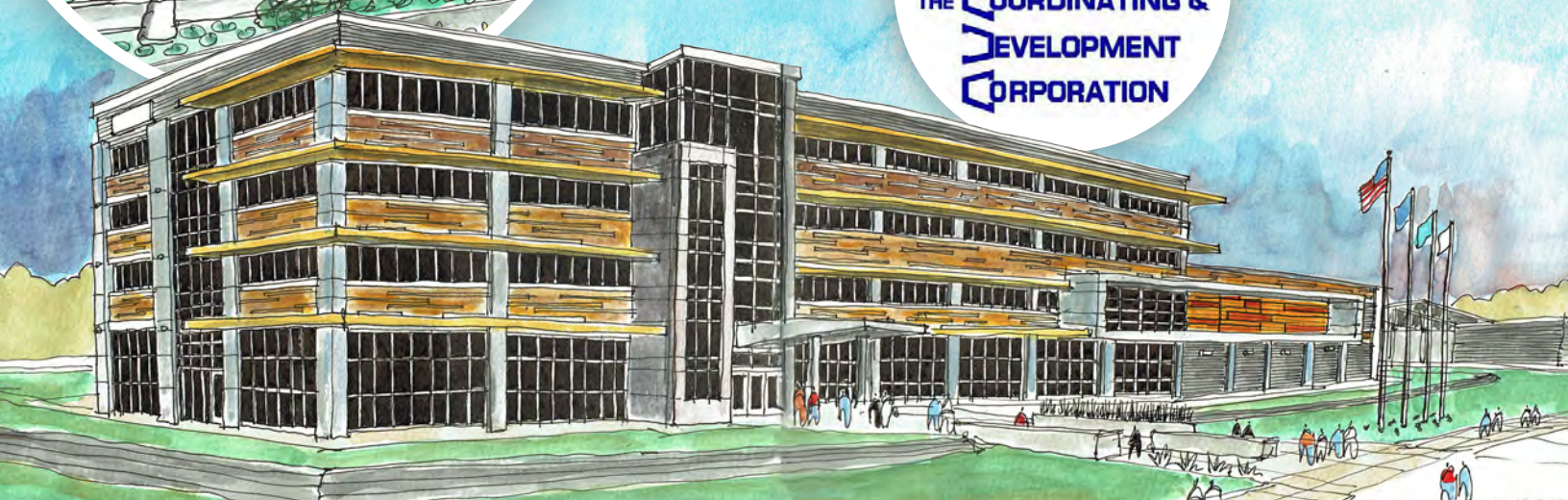
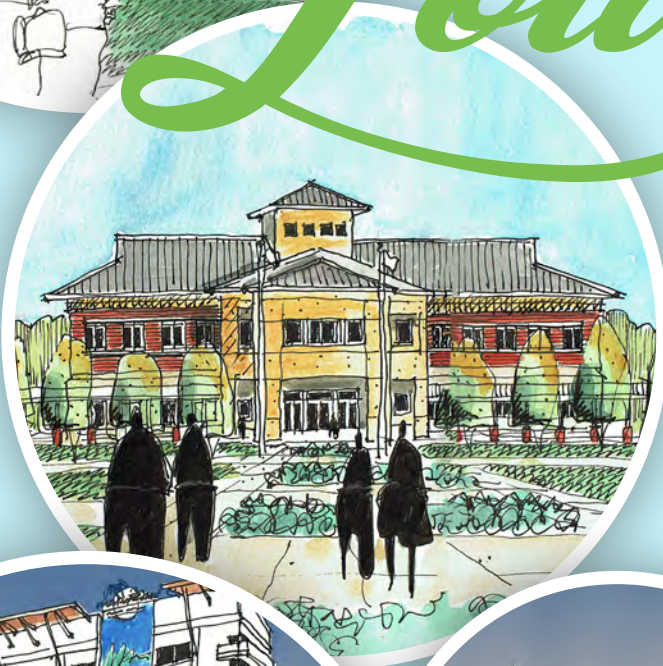




NORTHWEST *Louisiana* 2017-2021

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY





THE COORDINATING AND DEVELOPMENT CORPORATION (CDC)

The Coordinating & Development Corporation (CDC) was originally chartered in 1954. It is a private, non-profit, member-supported corporation that serves the economic, community, workforce, financing, and business development needs of ten parishes in Northwest Louisiana. CDC's clientele includes parishes/counties, municipalities, industrial/economic development organizations, businesses and industries, special purpose governmental bodies, port authorities, and the region's universities, colleges, and technical colleges.

Through its Divisions and Subsidiary/Affiliate corporations, CDC provides a wide range of specialized services for its membership, including:

Business Development
Business Investment and Finance
Broadband Connectivity
Community Development
Economic Development
Entrepreneurial Development

Public Works and Infrastructure
Planning and Management
Transportation Enhancement
Technical Assistance
Workforce Development

The State of Louisiana recognizes The Coordinating & Development Corporation as one of the State's eight regional planning and development districts. In this capacity, CDC works with governmental agencies, businesses, civic groups, and citizens to develop programs and services that enable the orderly economic, business, workforce, and community development of Northwest Louisiana.

In addition, CDC is the agency that implements the Federal Workforce Innovation & Opportunity Act (WIOA) program in Northwest Louisiana, excluding the City of Shreveport, which has its own program. CDC's WIOA program is administered locally by Workforce Development Board (WDB) #70. The WDB is composed of elected officials and representatives of businesses and community organizations, all of whom are dedicated to ensuring that our business community and workforce have the ability to meet the challenges of a global economy.

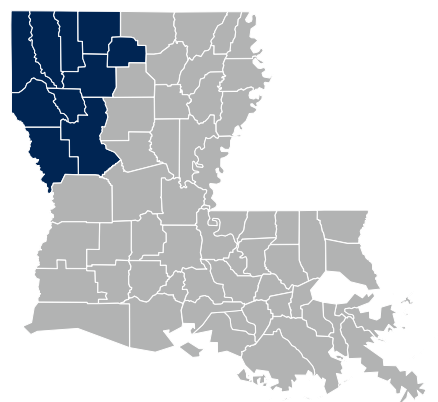
The WIOA program allows local officials to establish broad-based labor market systems using Federal job training funds for Adults, Dislocated Workers, and Youth, and requires coordination among a wide range of Federal and State job training programs, including the Louisiana Workforce Commission, adult education and literacy programs, vocational education, and vocational rehabilitation. WIOA's goal is to provide workforce development services to employers and job seekers through CDC's accessible, information-driven Business and Career Solutions Centers. A center is available in each of the ten parishes CDC serves in Northwest Louisiana.

CDC is accredited as a Regional Economic Development Organization by the International Economic Development Council.



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The Coordinating & Development Corporation's (CDC) Comprehensive Economic Development Strategy (CEDS) has been developed based upon a wide range of input offered by elected officials, business leaders, EDOs, social service agencies, educators, and others located in the ten parishes in Northwest Louisiana. Its primary goals are to (1) identify the programs and services that over the next five years will help create and retain jobs, address human resource development, and actively seek out new methods to improve the quality of life for the residents of Northwest Louisiana, and (2) as a performance-based plan, the CEDS will serve a critical role in a region's efforts to defend against economic dislocations due to global trade, competition, and other events resulting in the loss of jobs and private investment.



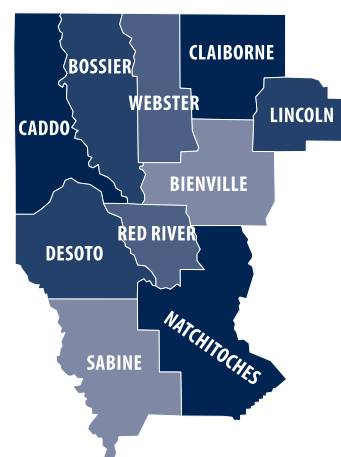
To these ends, this document is designed to identify:

- Projects, strategies, initiatives, and programs that can and should be implemented to improve the overall economy of Northwest Louisiana
- The prioritization of critical projects and investments
- Criteria that will yield significant economic impact for the region
- A process through which significant projects and investment can be determined on a continuing basis
- The mechanisms, tools, or systems that can be used to coordinate and set the policy direction for future economic growth

This CEDS was made possible through a Planning Grant from the U.S. Department of Commerce, Economic Development Administration (EDA). Special thanks to the hundreds of hours devoted to this project by members of CDC's CEDS Committee, Board of Directors, and staff.

THE REGION'S BACKGROUND

Northwest Louisiana is composed of the 10 parishes of Bienville, Bossier, Caddo, Claiborne, DeSoto, Lincoln, Natchitoches, Red River, Sabine, and Webster. Its 7,733 square miles is a mix of urban (the cities of Shreveport in Caddo Parish and Bossier City in Bossier Parish) and rural (the balance of the region). CDC is the primary organization for regional economic development in the ten parishes. CDC works with numerous local, state, and federal partners, including workforce development, academia, government, social service organizations, businesses, bankers, chamber of commerce, EDOs, LED, USDA, EDA, DRA, and SBA on both local and regional issues and projects that will benefit the economy of the region's communities and their citizens.



Population

The population experienced an increase of 0.20%, since 2010, with Bossier Parish's population growing at an exceptional rate of 6.42%; Lincoln Parish also enjoyed a population growth of more than 1.94% and DeSoto Parish at a rate of 1.38%. Seven parishes experienced population losses, with Claiborne and Red River Parishes experiencing the largest losses, down 5.01% and 5.13% respectively. African-Americans continue to be the largest minority group, representing 38.85% of the population. Hispanics today account for 3.49% of the population, and females represent 50.87% of the population. Persons under the age of 18 account for 23.8% of the population.

Educational Attainment

The percentage of persons with high school or higher education totaled 80.27% versus 81.6% in Louisiana and 85.4% in the United States. Persons who held a Bachelor's Degree or higher totaled 17.58%, versus 21.1% and 28.2% for the state of Louisiana and the United States respectively.

Income

Northwest Louisiana's income levels are low compared to those of the State of Louisiana and the United States. According to the *Stats America*, the median household income level in the region was \$38,142, well below the State median of \$49,680 and the United States \$53,652. Per capita income data from *Stats America* also shows the region ranking below the state or U.S. at respectively \$42,667, \$42,947, and \$48,112. The poverty rate for all people in the region is 24.7%, compared to 19.9% for the state of Louisiana and 15.5% for the United States.

Unemployment Information

With a civilian labor force of 252,272 and the number of employed standing at 234,127, the region is struggling with its unemployment rate of 7.2%, higher than the state's unemployment rate of 5.9% and well above the U.S. unemployment rate of 4.7%. Although this statistic is as of October 2016, the unemployment rate has continued to rise with the downturn in the Oil and Gas industry.

Geographic, Climatic, and Natural Resource Profile

The physical geography of much of Northwest Louisiana is dominated by the presence of the Red River, which runs through the center of the parishes comprising the region. The land along the river valley is a part of the Southern Mississippi Alluvial Plain, while the remainder of the region is referred to as the North Louisiana Uplands. This section of the State has fertile country, as well as cities and towns. This is a green land dotted with cypress, pecan, pine, ash, hickory, and huge oak trees. The area is not lacking in color, due to the abundance of flowering trees, shrubs, and animals.

DRILLING RIG
IN CADDO PARISH



Natural Resources

Northwest Louisiana's natural resources have provided an important impetus in shaping the area's economy. Louisiana is well known for its production of fossil fuels, with producing oil wells in each of the ten parishes. Natural gas exists in abundant quantities and is extracted in several parishes. The vast quantities of natural gas anticipated to be found in the Haynesville Shale has already had huge financial benefits to the governmental bodies of the region's parishes. Additionally, numerous individual citizens who have signed contracts with companies such as Chesapeake Energy and Petrohawk Energy became millionaires overnight. Another fossil fuel, Lignite, is another major natural resource for the area. Lignite strip mines are operating in the Parishes of DeSoto and Red River. The mines supply Lignite for an electric power plant in DeSoto Parish and for a Red River Parish based company that produces a mercury scrubber for electric generating plants. Deposits of Lignite also are known to exist in Sabine, Natchitoches, and Bienville Parishes.

Forestry

This section of the State also benefits from large areas of forestry making it a green land dotted with cypress, pecan, pine, ash, hickory, and huge oak trees. Wood processing, once a dominant cluster in the region, has declined dramatically over the past two decades due to the global economy and the expanded import of wood products and furniture. Much of today's forestry products manufactured regionally are wood chips and lumber, which are shipped to other locations, usually internationally, for further value-added activities.



I-49 INTERCHANGE IN SHREVEPORT, LOUISIANA

Infrastructure

Most of Northwest Louisiana's populated areas are served by water and wastewater systems. Water quality varies greatly from system to system, but the poorest quality is generally found in the rural systems. The more densely populated areas of the region have sewer collection and treatment systems. Many of the sewage collection problems are associated with the fact that lines are old and tend to take in storm water during heavy rain, thus overburdening the treatment facilities and causing them to discharge untreated wastewater. Although most treatment facilities are adequate to handle the present load, there are some which do not have the capacity to handle much of an additional load. For many of the systems in the region, under-capacity and inadequacy serves as a major hindrance to development and the recruitment of new industry. Maintenance of highways, roads and bridges, especially in the rural areas, continues to be a struggle as State, Federal, and local funds continue to dwindle. The region is blessed with two good interstate systems, I-20 and I-49, and a third, I-69 potentially coming through the area. Construction of I-49 to the north and south are nearly complete. Port facilities, located at Shreveport, Natchitoches, and in Red River Parish allow the Red River to serve as



PORT OF SHREVEPORT-BOSSIER

an inducement for industrial recruitment, such as the fully operational \$900 million Benteler Steel facility in Shreveport. Efforts are currently underway to expand *Amtrak* to run from Marshall, TX to Meridian, MS along the I-20 corridor. Broadband availability at reasonable prices continues to impede usage of the Internet, particularly in the rural areas.

Energy

Electrical distribution is handled by private companies, rural cooperatives, and in a few cases, municipalities. The area has not experienced major problems with respect to electricity. Major outages occur during ice storms and thunderstorms and power is usually restored in a short period of time after the causing event. In Northwest Louisiana's metropolitan areas, electricity costs are among the lowest in the nation and this is often used as an



ARSENAL HILL POWER PLANT IN SHREVEPORT, LOUISIANA

inducement to attract manufacturing operations. In many rural areas served by smaller companies the rates tend to be higher. The costs of natural gas are no higher in this region than others across the south.

Land Use Patterns

The largest land uses in Northwest Louisiana are forests and agriculture. The region is mostly rural. Very few land use controls are exerted in the region. Zoning ordinances and subdivision regulations are strongly enforced in Shreveport, Bossier City, and several of the larger municipalities such as Ruston, Minden, and Natchitoches. Even a few smaller municipalities enforce zoning. Although several parishes have zoning ordinances in place,

they are seldom enforced. It should be noted that land use controls are currently used to protect the value of property rather than to promote economic development.

Health Services

There is at least one hospital or medical clinic in each parish in Northwest Louisiana. Medical facilities in Shreveport and Bossier City are excellent. Shreveport and Bossier City serve the major and specialized medical needs of the entire district and portions of Northeastern Texas and Southwestern Arkansas. LSU Health and Science Center also resides in Shreveport and has a huge economic impact on the surrounding communities.

Educational Facilities

Most of Northwest Louisiana's parish school systems have made efforts to keep elementary, middle, and secondary school facilities in good condition. There are, however, a few areas in Northwest Louisiana in which upgrading of substandard school facilities has not taken place. A number of institutions of higher learning are located in Northwest Louisiana. Louisiana Tech University is located in Ruston, Grambling State University is located in Grambling, and Northwestern State University is located in Natchitoches. All three of these schools have a number of undergraduate and graduate degree programs. Centenary College, Louisiana State University Shreveport, and Southern University Shreveport are all located in Shreveport. (LSU and Southern are satellite campuses of the main schools, which are located in Baton Rouge.) Additionally the Cyber Innovations Center is working with Louisiana Tech to create LTRI (Louisiana Tech Research Institute), satellite program in the Cyber industrial park in Bossier City.

LOUISIANA TECH RESEARCH INSTITUTE

Vocational training programs are available throughout Northwest Louisiana. There are three Louisiana Community and Technical College System (LCTC) campuses located in the region. The technical college campuses are in Mansfield, Minden, and Shreveport; there is also one Central Louisiana Technical & Community College campus in Natchitoches; Bossier City is home to the Bossier Parish Community College (BPCC). Louisiana's Governor and Legislature recognize the value of v-tech training and have called upon the LCTC system to assist in workforce training in an effort to make the training provided at the local LCTC campuses more responsive to the needs of area employers. In addition to the technical colleges, there are a number of business colleges and specialized schools which offer a variety of types of training.

Housing

Although there are a few areas in the region (particularly in the rural areas) where public housing is limited or unavailable, there is generally an adequate supply of public housing throughout Northwest Louisiana. Quality of public housing ranges from new to poor. There is still much need for housing rehabilitation, especially for low-income rental property.

Cultural, Recreational, and Tourism Facilities

Northwest Louisiana has numerous recreational and tourism facilities, many of which can be enjoyed year-round. Excellent public and private



HARRAH'S LOUISIANA DOWNS

facilities exist throughout the area for golf, tennis, swimming, and boating. There are lakes and parks all over the region. Toledo Bend Reservoir, one of the largest man-made lakes in the South, runs along

the southwest boundary of the region. *Spectator sports* also are available and range from the annual Independence Bowl to thoroughbred horse racing at Harrah's Louisiana Downs. Some of the better-known events include the Louisiana State Fair, the Red River Revel, Holiday in Dixie, the Ruston Peach Festival, and the Natchitoches Christmas Festival. There are also *cultural attractions*, including an opera, a symphony orchestra, a theater which provides live productions, and visiting theatrical shows at facilities such as the CenturyLink Center and the Strand Theater, ensure a variety of productions from which to choose throughout the year. A number of *art museums* housing a variety of paintings, sculptures and decorative art, are augmented by traveling art exhibits at area libraries and numerous arts and crafts. Shreveport's Sci-Port Discovery Center provides science education opportunities for all age groups. Also, the soon to open Shreveport Aquarium will convert the Barnwell Center into one of the nation's leading aquarium attraction. Additionally, there are sites of known and potential *historical and archaeological* significance throughout the

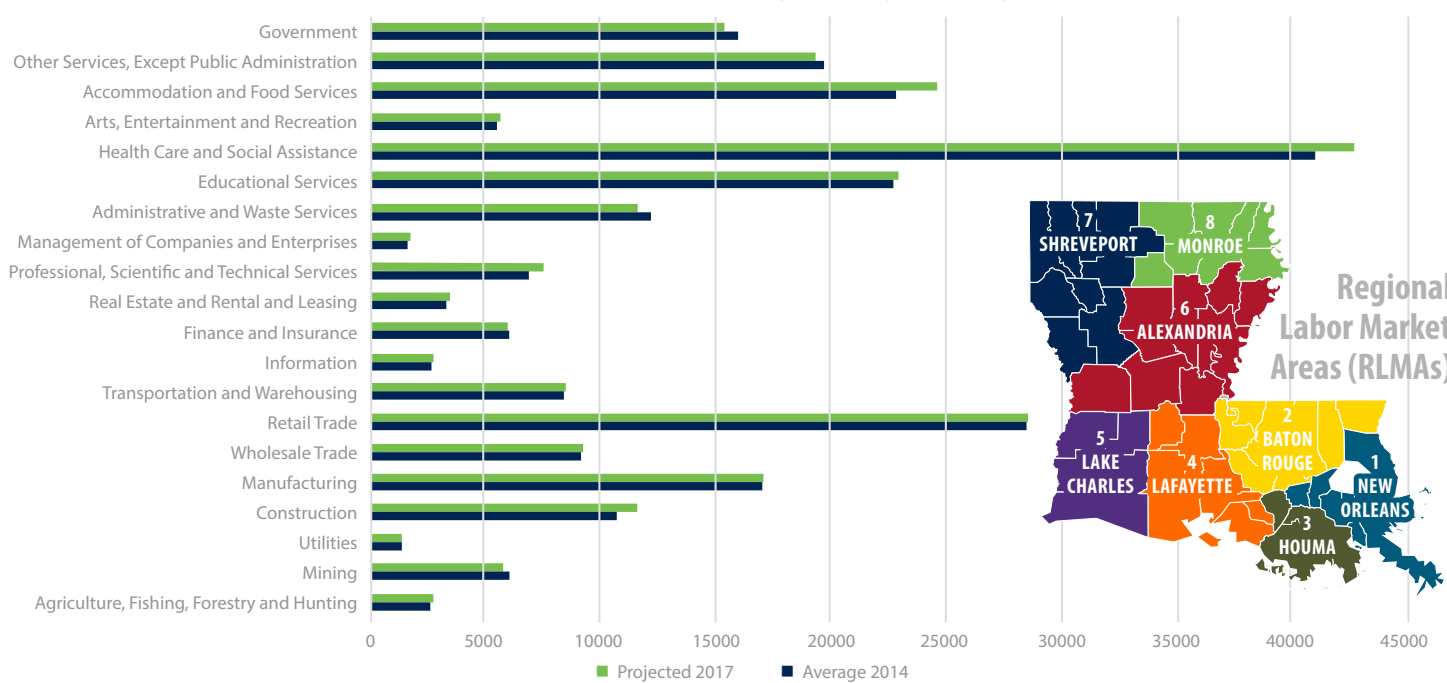


region. The known sites are documented with the Louisiana Office of Cultural Development, and every Northwest Louisiana parish has an abundance of various types of wildlife. Additionally, the Louisiana Sports Hall of Fame & Northwest Louisiana History Museum in Natchitoches and numerous star-ranked musical and entertainment artists brought to Shreveport-Bossier via the local Casinos generate much tourism for the region.

MAJOR EMPLOYMENT CLUSTERS

Based upon employment information available through the LWC, the top five (5) clusters in northwest Louisiana as of the end of 2016 are (1) Healthcare, (2) Retail Trade, (3) Educational Services, (4) Accommodations and Food Services, and (5) Manufacturing.

**Regional Labor Market Area 7
2014-2017 Projected Employment By Industry**



2014-2017 PROJECTED EMPLOYMENT BY INDUSTRY

Regional Labor Market Area (RLMA) 7: Bossier, Bienville, Caddo, Claiborne, DeSoto, Lincoln, Natchitoches, Sabine, Red River, & Webster

Industry Sectors	NAICS CODE	2014 Average Employment	2017 Projected Employment	Employment Change 14-17	Percent Change 14-17
TOTAL, All Industries		244,308	248,605	4,297	1.76%
Agriculture, Fishing, Forestry, and Hunting		2,584	2,741	157	6.08%
Mining		6,060	5,800	-260	-4.29%
Utilities		1,423	1,355	-68	-4.78%
Construction		10,726	11,627	901	8.40%
Manufacturing		17,073	17,061	-12	-0.07%
Wholesale Trade		9,138	9,253	115	1.26%
Retail Trade		28,483	28,536	53	0.19%
Transportation and Warehousing		8,443	8,533	90	1.07%
Information		2,693	2,762	69	2.56%
Finance and Insurance		6,041	5,985	-56	-0.93%
Real Estate and Rental and Leasing		3,372	3,476	104	3.08%
Professional, Scientific, and Technical Services		6,718	7,479	761	11.33%
Management of Companies and Enterprises		1,676	1,758	82	4.89%
Administrative and Waste Services		12,118	11,610	-508	-4.19%
Educational Services		22,674	22,911	237	1.05%
Health Care and Social Assistance		40,991	42,721	1730	4.22%
Arts, Entertainment and Recreation		5,514	5,627	113	2.05%
Accommodation and Food Services		22,855	24,616	1761	7.71%
Other Services, Except Public Administration		19,737	19,396	-341	-1.73%
Government		15,989	15,358	-631	-3.95%

Shreveport - Northwest - Regional Labor Market Area 7

2014-2017 PROJECTED EMPLOYMENT BY INDUSTRY

	Average 2014	Projected 2017		Average 2014	Projected 2017
Agriculture, Fishing, Forestry, and Hunting	2584	2741	Professional, Scientific, and Technical Services	6718	7479
Mining	6060	5800	Management of Companies and Enterprises	1676	1758
Utilities	1423	1355	Administrative and Waste Services	12118	11610
Construction	10726	11627	Educational Services	22674	22911
Manufacturing	17073	17061	Health Care and Social Assistance	40991	42721
Wholesale Trade	9138	9253	Arts, Entertainment and Recreation	5514	5627
Retail Trade	28483	28536	Accommodation and Food Services	22855	24616
Transportation and Warehousing	8443	8533	Other Services, Except Public Administration	19737	19396
Information	2693	2762	Government	15989	15358
Finance and Insurance	6041	5985			
Real Estate and Rental and Leasing	3372	3476			

Manufacturing *(Declining)*

Manufacturing companies employed 16,714 through 489 establishments and provided annual wages of \$918,692,198 during 2015. Unfortunately, this sector which peaked in 2001 while the GM plant was still operational, has not risen back to those levels. We anticipate that this sector's employment will continue to drop in the future. This is an area where special efforts by various EDOs and elected officials will be made during the next 5 years to attempt to provide help to bring this sector and the number of employees back to a more dominate place in the region's economy. An example of these efforts is the expansion of apprenticeship programs in manufacturing WIOA WDB #70.

Healthcare and Social Assistance *(Growing)*

Healthcare and social assistance organizations employed 42,758 residents in 1,500 establishments and provided annual wages of \$1,926,753,686 during 2015. The Health Services industry has long been a major plus for this region, with the presence of nationally recognized hospitals, such as the Willis-Knighton Medical Center and Christus-Schumpert Health System, the Northwestern State University's School of Nursing, and the University Health Science Center, which is the academic center for medicine and medical research in Northwest Louisiana, Northeast Texas, and Southwest Arkansas. Since 2014 employment in this sector has grown by 2.2%, and considering the aging population and the Affordable Health Care Act, it is expected to continue its growth and importance to Northwest Louisiana for the foreseeable future.

Additionally, the Louisiana Rural Health Information Exchange (LARHIX) is available to link rural hospitals to the LSU Health Science Center in Shreveport through Broadband technology. LARHIX allows rural patients to receive specialized health care and in many cases continue to be cared for in their own communities. It also was designed to help avoid duplication of medical services and tests, thus saving millions of dollars for the state. Not all rural hospitals or clinics are currently associated with LARHIX and should be encouraged to become members.

Retail Trade *(Growing)*

Retail Trade companies employed 29,064 residents through 2,126 establishments and provided annual wages of \$763,171,600 during 2015. This sector also had a positive growth of 1.6% in 2015. Employment has continued to grow over the past ten years, and this continues to be a major employer for the region.

Educational Services *(Declining)*

Educational Services institutions employed 22,487 residents through 158 establishments and provided annual wages of \$807,670,034 during 2015. This sector has declined in ranking since 2015.

Accommodations and Food Services *(Growing)*

Accommodations and Food Services businesses employed 23,644 through 1,061 establishments and provided annual wages of \$381,166,392 during 2015. Due to the region's gaming establishments and tourism/recreational facilities, this sector moved up to a 3rd place ranking in 2015, and has experienced a 12.6% growth in the number of employees.

RECOMMENDATIONS FOR FUTURE REGIONAL CLUSTERS

Distribution Services, Transportation, and Logistics

Due to the region's availability of numerous transportation assets, including I-20, I-49, and the future I-69; the Red River Waterway and port facilities; U.S. Customs Office and Foreign Trade Zone; Shreveport Regional Airport; and scores of regional and national motor and rail freight companies serving the region, interest in greatly expanding the region's distribution, transportation and logistics services rated highest among the clusters to be pursued in the future. One of the major areas suggested to be pursued in developing this cluster is to promote the Shreveport Regional Airport as a major alternative landing site for international cargo. Currently local officials are working on direct flights to Chicago, IL and Washington D.C., but have been very successful in adding direct flights to Denver, CO, Las Vegas, NV, Charlotte, NC, and Orlando, FL over the past few years.



Certified Sites at Shreveport Airport

Two industrial parks, Aeropark and Airport Warehouse District at Shreveport Regional Airport, have met all requirements to be approved as part of the Louisiana Economic Development (LED) Certified-Sites Program, which makes these two areas at the airport more attractive for business development. AeroPark offers rail and interstate access to two interstates, warehouse and distribution facilities and private office space. From Shreveport, a company can easily connect its business with the world.

Certified Sites ensure an additional advantage to developers seeking sites to build industry. Receiving such status elevates a site to an elite portfolio of industrial parks in the state that have been scrutinized and have gone through a series of studies, tests and surveys. These sites are shovel-ready for development and relatively risk free.

Cyber Technology

The Cyber Innovation Center (CIC), located in Bossier City, Louisiana, is the anchor of the 3,000 acre National Cyber Research Park and serves as the catalyst for the development and expansion of a knowledge-based workforce throughout the region. As a 501c3 not-for-profit corporation, the CIC fosters collaboration among its partners and accelerates technology, research, and development. One of its primary missions is to develop a sustainable knowledge-based workforce that can support the growing needs of government, industry, and academia.

Serving as an anchor of Louisiana's Cyber Corridor, the Cyber Innovation Center and its National Cyber Research Park provide a physical location for government, industry, and academia to collaborate, conduct leading research, and develop state of the art technologies. Stretching approximately 98 miles along Interstate 20 across North Louisiana, the Cyber Corridor includes a top Fortune 200 company (CenturyLink), a Tier I research institution (Louisiana Tech University), and one of the nation's fastest growing community colleges (Bossier Parish Community College). Zoned for cyber research and development activities, the NCRP represents a \$107 million investment by local governments of Bossier and the State of Louisiana. Even though we live in a "virtual" world, it is important that we foster face-to-face interactions amongst peers and industry leaders.

In July of 2013, The NCRP was designated an American Electric Power (AEP) Qualified Data Center Site after passing a rigorous qualification process, confirming that the National Cyber Research Park offers a reliable and redundant power supply, strong fiber networks, low disaster risks, and a business-friendly climate. Additionally, in October 2015, the Cyber Innovation Center was the first site in Louisiana to receive AT&T's Fiber Ready Designation. Strategically located next to Barksdale Air Force Base (Barksdale) in Bossier City, Louisiana, the NCRP is a 3,000 acre overlay district. This location provides easy access to and from the park and offers data centers the connectivity, redundancy, survivability and collaboration essential for new business development opportunities.

Phase I, a 64-acre tract of land, of the National Cyber Research Park is almost complete and will consist of four buildings. The CIC headquarters and CSRA's Integrated Technology Center, are currently occupied. A third building, the Bossier Parish Community College STEM (Science, Technology, Engineering, and Mathematics) Building, is scheduled to open in 2017. A fourth building, which will house the Louisiana Tech Research Institute (LTRI), is in the design phase thanks to additional funds secured in capital outlay and generous private sector donations.

Source: <https://cyberinnovationcenter.org/national-cyber-research-park/>

TECH BY 20

The mission of TECH BY 20 is to support the development of a vibrant technology ecosystem along the I-20 corridor of North Louisiana. TECH BY 20 is a membership based association of businesses, non-profits and educational institutions that support this mission. It is a program of the North Louisiana Economic Partnership, which believes TECH BY 20 can play an integral role in the transition of our regional economy to a knowledge-based economy. TECH BY 20 facilitates collaboration between industry and academia, and promotes technological growth along the I-20 corridor. Industry benefits as talent recruitment needs are addressed, and regional business and professional connections are developed and cultivated. Additionally, academia benefits as interests among regional youth in Science, Technology, Engineering, Arts and Mathematics (STEAM) programs is sparked. www.techby20.org

Internships

InterNET highlights internship opportunities across the region for our next generation workforce. NLEP's Top Skills Workforce Program created a tool to help strengthen North Louisiana's workforce pipeline. The interNET helps companies to promote internships in North Louisiana. Benefits to companies for hiring interns are they provide fresh perspectives and innovative ideas, company can acquire new skill sets, and can find help in completing projects. Value-add reasons to use interNET include lower recruitment costs, the provision of critical workplace experience for students, and to strengthen North Louisiana's workforce pipeline by keeping talent local. www.nlep.org/Workforce/Internships

Oil and Gas Products and Services

The region's wealth of natural gas offers a potential for development of green products through the use of natural gas to replace gasoline in vehicles and trucks and coal in the generation of electricity. Several of the larger communities in the region, most notably Shreveport and Bossier City, are converting their fleets to use natural gas. Natural gas fueling stations are now available in several locations throughout the region. Training to convert vehicles and trucks to run on natural gas and to safely construct natural gas fueling stations is one of the methods suggested to augment this field as a developing cluster in Northwest Louisiana.

Agriculture and Processed Foods

Beef, dairy products, feed grains, poultry, nursery stock, rice, and soybeans are just a few of the agricultural products grown in abundance in Northwest Louisiana. Unfortunately, as with forestry products, much of this is exported to other states and nations for further value-added processing. The potential for identifying opportunities to provide value-added processing to at least some of these items will be investigated to determine if this sector can become a dynamic cluster for this region and help to bring manufacturing to this sector.

Hospitality and Tourism

With the region's good all year weather and the many hospitality and tourism features cited above in the *Cultural, Recreational, and Tourism Facilities* section, there is a great interest among the citizens who provided input for this CEDS in further expanding this cluster as a method of creating new jobs and increasing the region's reputation as a "good place to visit for a good time." The major drawback to developing Hospitality and Tourism as a future cluster is the average low salaries paid to employees in this field.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

The following identifies Northwest Louisiana's strengths, weaknesses, opportunities, and threats. The listing is based upon input from the CEDS Committee, CDC's Board of Directors, and feedback that resulted from meetings held in each of the 10 parishes with invitations sent to over 300 elected officials, business owners or managers, government employees, educators, minorities, and economic developers in Northwest Louisiana. Ranking under each category is the highest need to the lowest.

SWOT ANALYSIS

Strengths

- Diverse economy and training/education opportunities
- Collaboration within the Economic Development community
- Warehouse-distribution hub potential: good interstate system, especially when I-49 is completed, port, air, and rail
- Barksdale Air Force Base and Camp Minden
- Community support for improving the area's ability to develop a highly qualified workforce
- Beautiful landscapes and waterways
- Wealth of creative talent and caring people
- Proximity to larger cities
- Low cost of living
- The arts community and what they bring to the region
- Room for growth
- Our geographic location and local environment
- Superior healthcare facilities
- Cooperation on a regional basis has at least started
- Local agencies support new and existing businesses
- Natural Resources
- Tourism destination

Weaknesses

- No prepared industrial sites
- Lack of leadership and true cooperation among communities, economic development, workforce development, and education; Turf issues, silos
- Need to increase the number of people who are "work ready"
- Marginal political leadership
- Lack of common vision and/or future planning
- Slowness of getting things done
- Poor product coming out of the local school system; poor graduation rate among high school students
- Poor worker skills and work ethic, especially among younger workers
- Not enough technology businesses
- Infrastructure upgrades needed
- Leaders not in tune to business needs
- Unskilled and undependable workforce
- Resistance to change
- Poor customer service
- Lack of funding availability for businesses and infrastructure improvements
- Rural area where large businesses may not be willing to locate
- Lack of large university
- Lack of job opportunities
- Lack of good roads

Opportunities

- Great location, Interstate crossroad
- Digital media- entertainment business
- Land/space to develop and grow the area
- We have an unlimited variety of resources available, just need to put them to good use
- Extension of I-49 underway, and I-69 possibility through area
- Opportunities to build upon current successes and infrastructure
- Barksdale Air Force Base retirees
- Four laning of LA Hwy 6 would open up tremendous opportunities for small businesses that would employ many people
- Growing demand for improvements at all levels of education
- Efforts being made to coordinate across government, business, education, and economic development
- The Red River, and entertainment districts
- Regional branding and marketing
- Industry and residential development
- Industrial parks
- Create a mechanism for "apprentice" work while students are in a training program or at a community college
- Amtrak route through North Louisiana
- Resiliency Planning
- Increased direct flights

Threats

- No prepared industrial sites
- Competition by neighboring states
- Poorly educated, non-motivated workforce
- Continued loss of major industries like GM
- Intolerance for differences of race, cultural, religion, and political views
- Too many dropouts and too many of our youth leaving for job opportunities outside of our area
- Lack of true cooperation among governments, EDOs: turf issues, silos, resistance to change
- Federal government debt
- Lack of funding availability for infrastructure improvements
- Wide disparity of income potential between whites and minorities
- Ongoing decreases in higher education funding
- Unionization of local workforce
- Gaming legalization in Texas
- Decline in sales and property tax revenues
- EPA regulations, especially as they affect the oil and gas industry
- Mandated new federal health care requirements
- Continued threat of Flooding
- Large State Government Debt
- Need for Shovel ready projects

REGIONAL NEEDS BASED ON SURVEY ANALYSIS

The following represents the priority needs in various categories that was developed based upon the information received in our parish by parish open forum meetings. Members from the CEDS Committee, CDC's Board of Directors, local business leaders, and local policy makers were invited to take part in this CEDS discussion. Ranking under each category is the highest need to the lowest.

ECONOMIC DEVELOPMENT NEEDS

- Improved skilled and educated workforce
- Better financing programs available for businesses
- Improved commercial Broadband telecommunications
- Improved coordination of activities among EDOs
- Improved entrepreneurial opportunities and development
- Increased economic diversification
- Improved economic development marketing
- Additional industrial buildings
- Additional industrial sites and parks

COMMUNITY DEVELOPMENT NEEDS

- Improved educational facilities
- Improved community leadership development
- Improved affordable residential broadband communications
- Improved health care facilities and services
- Improved cultural/recreational facilities

PHYSICAL INFRASTRUCTURE NEEDS

- Highways and Bridges
- Water and Wastewater Treatment Facilities
- Airports and Landing Strips
- Physical Infrastructure Needs (Continued)
- Waterways and Ports
- Railroads

WORKFORCE DEVELOPMENT NEEDS

- Improved Retention Rates for High School Students
- More and Better Job Opportunities for Our Citizens
- Workforce Development Training Programs that Meet Our Businesses Needs
- Improved Interaction between Employers-Local Educational Facilities to Address Employer Needs
- Improved "Soft Skills" and Good Attitudes Among Our Workforce
- Better Job Opportunities to Keep Our Youth in the Region

In addition to the needs outlined above, since the last 5-year CEDS plan was prepared in 2012, Northwest Louisiana has seen several changes to our economy, that have had both negative and positive impact on the region:

ON THE NEGATIVE SIDE:

North Louisiana Red River Flooding: Northwest Louisiana has the potential for continued major flooding events for the next several years. The Red



HOUSES ALONG THE RED RIVER

River crested at 37.14 feet on June 9, 2015. 37.14 feet is approximately 4 feet higher than the NOAA calculated "major" flood stage and approximately 1 foot below the modern flood tiers set in 1945. One major issue learned during the 2015 event was that the Base Flood Elevation (BFE) listed for the river by FEMA is not accurate. A BFE is the estimated elevation at which flood water is expected to rise during a base flood. The BFE for the river was listed at 166 feet near downtown Shreveport in the late 1970's and has not changed since. Over the past 45 years the river channel has become silted in, thus causing less capacity of water to flow through the banks of the Red River. FEMA is currently working on a plan to appropriate funding for a river channel dredging project.



ROAD DAMAGE DUE TO FLOODING

North Louisiana road/bridge damage due to interior flooding: In 2016 North Louisiana experienced a different type of flood. One that was not caused by the Red River, but caused by excessive rain in the area and water shed from the north. Many interior water ways could not hold the volume of water and thus came out of their banks flooding the surrounding areas for several days. The long-term effects of this is the damage to the useful life of parish and state roads as well as the structural integrity of many of our bridges. A Louisiana Transportation Research Center study commissioned after Katrina said flooded roads will see diminished strength, this lessens the roads longevity. Many of our state and local bridges have had to reduce their weight limits due to the amount of water, the flow rate of the water, and the amount and force of the debris that made contact with bridge columns.

Cost and Availability of Business Insurance: The high cost and, in some cases, the unavailability of obtaining business insurance, especially general and product liability insurance, continues to be a major cause of concern for area businesses, most especially start-ups and manufacturers. Insurance companies are hesitant to or will not provide this coverage to start-ups and manufacturers of certain

BARKSDALE AIR FORCE BASE IN BOSSIER CITY, LOUISIANA



products (i.e.: personal care products, sporting good items such as deer stands), and when it can be purchased, the companies feel that the costs for this insurance is an excessive burden on their cost of doing business. This is a long-term, widespread problem in this area of Louisiana.

Financing Sources: Start-up companies and small businesses continue to suffer from a lack of available financing opportunities. Area banks are restricted and/or reluctant to lend to start-up businesses, especially if the entrepreneur does not have significant personal asset collateral. In the majority of start-ups in this region, either the prospective owners do not have sufficient personal net worth or they are unwilling to pledge the personal assets necessary to secure financing. In an effort to help rectify this situation, the City of Shreveport has brought in the Grow America Funds, a national lending company, to work with our start-up and small businesses, especially those owned by minorities.

MINDEN, LOUISIANA



ON THE POSITIVE SIDE:

Opening in late 2015, *Benteler Steel/Tube*, a \$900-million, two-phase facility that included both a seamless steel tube mill (phase one) and a steel mill (phase two). The project sits on 330 acres at The Port of Caddo-Bossier, where Benteler has created more than 675 new direct jobs paying an average annual salary of \$50,000 plus benefits. The facility is one of the largest manufacturing projects in Northwest Louisiana's history. Benteler selected Louisiana after a lengthy, competitive site-selection process that included more than a dozen states and 100 potential



CSRA

sites. An economic-impact analysis performed by Louisiana State University (LSU) indicates that the Benteler project will have a huge impact on Northwest Louisiana. Specifically, LSU estimates that the 675-job project will lead to the creation of approximately 1,540 new indirect jobs, resulting in a total of more than 2,200 new, permanent jobs in the area as a result of the project. Additionally, during the term of Benteler's contract with Louisiana Economic Development which runs through 2035, LSU estimates that the project will result in total new earnings of \$2.7 billion (approximately \$150 million per year at full employment) in Northwest Louisiana and a total, cumulative economic impact of \$16.2 billion in the region.

Barksdale AFB has been named the site of the headquarters for the Air Force's new Global Strike Command, established to assure the improvement of the management of the United States' nuclear arsenal. It has assumed responsibility for the nuclear-capable assets of Air Force Space Command and the nuclear-capable assets of Air Combat Command.



LTRI

Camp Minden's Armed Forces Readiness Center has become a reality with the completion of a Phase I construction project. It is anticipated that when all four phases of the Regional Training Institute are completed, the RTI will provide training for more than 5,200 military students annually, with an estimated annual budget that includes \$2.5 million for purchase of goods and services, \$7.5 million for operating cost and \$30 million for payroll, thus infusing a total of \$40 million stimulus into the regional economy. The Coordinating & Development Corporation's staff worked with Camp Minden and Louisiana National Guard officials to obtain resolutions or letters of support for the establishment of the Armed Forces Readiness Center from more than 60 governmental agencies in the region.

CSRA is currently located in a 96,000 sq ft integrated technology center in Bossier City, LA. CSRA currently has 400 employees working on next-generation IT services. CSRA plans on creating 1,100 direct jobs in Bossier City by June of 2018. LED estimates CSRA facilities will lead to creation of 936 new indirect jobs, adding up to more than 2000 new jobs in northwest Louisiana.

LTRI will be a 501c3 nonprofit corporation dedicated to promoting and advancing public/Private Partnerships, and accelerating applied research and development. LTRI will operate within the 135,000 sqft Cyber Innovation Center headquarters. LTRI will also work with local, state, and federal government industry and private individuals to expand educational facilities within the national cyber research park.

Amtrak is beginning to gain traction. Traffic congestion on I-20 from Shreveport to Dallas is expected to worsen over the next ten years, according to the Bossier Parish Administrator. This makes the need for passenger rail service from Meridian, Mississippi to Ft. Worth, Texas even more prevalent. This topic of transportation has been discussed since the 1980s between governors, mayors, parish administrators, city councils and Amtrak administration. There have been many changes during this time that lean to the feasibility of this passenger line more now than ever. East Texas Council of Governments and North Louisiana Council of Governments administered studies to

AMTRAK STATION IN LONGVIEW, TEXAS



determine the need for the passenger rail. As a result of these studies, Amtrak carried out its own feasibility study in 2015 and determined that the I-20 corridor long distance passenger rail route is economically viable. Local leaders are contacting the governor and senior officials from Amtrak to let them know that we are very supportive of this passenger rail route. Local leaders are requesting Governors and Amtrak to move forward with deliberate speed. The Southern Rail Commission, a multi-state commission representing Louisiana, Mississippi, and Alabama, has secured written support from Amtrak management and is currently working with the host freight railroads to operate an inspection train over this route in late 2017 or early 2018.

AEROready Community Certified

Shreveport and the greater Shreveport Region recently underwent a comprehensive assessment for an AEROready Community certification. This assessment is designed to identify resources required by the aerospace industry, offer insight to community leadership, and guidance concerning whether to target and recruit aerospace industries and the considerable economic benefits they generate. Results found that because of its assets, Shreveport is a natural fit for the aviation sector of the aerospace industry, and that all the resources are present or readily available to successfully attract aerospace industries. Thus, it has been granted an AEROready™ Certificate, and certified as an AEROready Community. In summary, this assures prospective industries that Shreveport and the greater Shreveport Region possess the resources to support the aerospace industry; and it ensures an industrial prospect that the community has the resources to complement his operation.

Airframe & Powerplant (A&P) Training

The growth of the aviation industry sector has also fostered the growth of FAA certified airframe and mechanics training schools in and around

Shreveport. Southern University at Shreveport (SUSLA) offers two distinct Aviation Maintenance Technology (AMT) Programs via its Aerospace Technology Center for students who desire to enter the field of aviation as Aviation Maintenance Technicians. The maintenance technician keeps the aircraft in peak operating condition by performing scheduled maintenance, making repairs and conducting inspections as required by the Federal Aviation Administration (FAA).

Collectively, AEROready Community certification, two (2) certified sites in industrial parks at the airport, and a skilled workforce, work together to create a more competitive advantage and positions us to attract an additional quality industry in manufacturing.

Aquarium - Planet Aqua Group and the City of Shreveport have partnered to open the Shreveport Aquarium August 2017. The historic Barnwell Center located on the Red River is being transformed to house the Aquarium. It will be home to more than 3,000 live animals and 22 aquatic exhibits including virtual reality and marine life petting stations. Planet Aqua officials credit BRF's Entrepreneurial Accelerator Program as instrumental in moving forward with the Aquarium. Shreveport merits a renowned aquarium that will result in an innovative venue that will significantly change the paradigm of aquariums.



LA Tech/Dan Reneau Drive Corridor-The Dan Reneau Drive Corridor project will enable extensive new, high quality economic development as part of the Enterprise Campus initiative of Louisiana Tech University. Dan Reneau Avenue is the primary transportation connection to the Enterprise Campus

and the University from Downtown Ruston. The utility infrastructure was designed and constructed over 70 years ago for low demand constituents. This project will remove and replace utility infrastructure elements along this key corridor of the Enterprise Campus including improved electrical service quality and capacity, improvements in storm drainage, storm water retention, potable water capacity, communication, fire protection, and sanitary sewer improvements. Key to the development of this site is development of bike and pedestrian pathways. The site is currently served on one side of Dan Reneau Drive by a narrow, dilapidated, and uneven sidewalk. This project will install wide, well-lit ADA compliant pedestrian/biking pathways that will connect Downtown Ruston with the Enterprise Campus and the University. By proper esthetically pleasing infrastructure, the pathway will encourage pedestrian and bike traffic, business development and healthy habits of persons working in the Enterprise Campus. These pathways will also connect with the current rails to trails initiative of the

City of Ruston developing a 5-mile long walking and biking corridor along the old Rock Island Railroad bed running north and south through Ruston and cutting directly through the Enterprise Campus.

Additional business incubators in the region include InterTech's BioSpace 1, operated by the Biomedical Foundation of Northwest Louisiana; Southern University in Shreveport's new \$2.5 million Small, Women and Minority Owned Business Incubator located immediately adjacent to the university's facilities in Shreveport; CoHabitat Shreveport, which provides shared space for creative types in downtown Shreveport; and the Green Agora in Natchitoches, now in the planning stages, which will provide co-working space, a food hub, and a retail marketplace. Although CDC's Metro/Regional Business Incubator was closed in 2012 due to financial constraints, CDC continues to provide entrepreneurship services through its newly created Division of Entrepreneurial Development.



WITH STATE AND LOCAL WORKFORCE INVESTMENT STRATEGIES

Numerous legislative changes have been made to programs offered through the Workforce Innovation Opportunity Act (WIOA) in an effort to improve Louisiana's workforce readiness. The Louisiana Workforce Commission (LWC) has worked diligently to build a stronger, demand-driven workforce system that more effectively meets the needs of the region's employers. A major change is a more active involvement by business leaders in the design of the services and programs offered through the WIOA program since LWC believes that employer involvement is the ultimate key to the success of LWC's workforce development system.

BIENVILLE PARISH COURT HOUSE



The WIOA program is administered in Northwest Louisiana through the Region Seven District Consortium, comprised of two Workforce Development Boards (WDBs). CDC administers one of the WDBs, serving all of Northwest Louisiana with the exception of the City of Shreveport, which administers the second WDB. Business and industry drive this region's workforce training system from the highest strategic level to the service delivery level. Business and industry also make up the majority of each Workforce Development Board, ensuring the responsiveness of our network of Business and Career Solutions Centers (BCSC's), integrating strategy, and assisting with occupational forecasting.

In Louisiana, improving the competency of students, as well as the preparedness of the workforce, is especially challenging. A skills gap separates many of our residents from the demands of a modern workforce. Public schools have long underperformed, and job seekers and workers often lack the skills or training to perform the work employers need them to perform in order for their businesses to remain globally competitive. An additional problem is that due to the state's financial constraints, badly needed training programs are often not offered through our local Technical College system due to a lack of funding for instructors and equipment.

A further dilemma is created by the requirements for funding job-training skills through the WIOA program. A crucial example of this is that welders are in such demand that students who partially complete welding training are hired prior to graduation. Because of this situation, WDBs cannot approve welding training – the graduation rates for the courses do not meet the state's graduation threshold. The two WDBs in the Region Seven District Consortium are currently working with LWC project managers to affect some type of a satisfactory solution to this problem.



CENTURYLINK CENTER



(STRATEGIC ACTIONS, STRATEGIC PARTNERS, EXPECTED RESULTS, AND PERFORMANCE MEASURES)

The Plan of Action, which begins below, is designed to address the regional needs identified as a result of the SWOT Analysis as well as to address EDA Investment Priorities, including:

Collaborative Regional Innovation by facilitating collaboration between the urban and rural areas and intergovernmental and public/private partnership to resolve problems and develop solutions that will make our existing and emerging businesses more competitive in today's global economy.

Public/Private Partnership will be encouraged in the majority of items listed below. Additionally, emphasis will be placed on incorporating federal

agencies and programs, including EDA, DRA, USDA, SBA, and the Department of Labor, and state agencies and programs, including the region's universities, Louisiana Culture, Recreation, and Tourism, Louisiana Economic Development, and the Louisiana Workforce Commission, to participate in helping to resolve regional problems to improve the economic development of the region.

Economically Distressed and Underserved Communities will benefit from the majority of activities listed below, thus helping them strengthen their communities and enabling them to become more competitive in the global economy.

ECONOMIC DEVELOPMENT NEEDS

GOAL: *The region will have a more diverse economy, with businesses and jobs that provide additional wealth, higher wages, and a high quality of life for the region's citizens.*

OBJECTIVE 1	IMPROVE SKILLED AND EDUCATED WORKFORCE
ACTION ITEM 1	Support high school and adult education workplace readiness skills certification program
ACTION ITEM 2	Support the Manufacturing Center at Bossier Parish Community College (BPCC) both through CDC and its WIB
ACTION ITEM 3	Support certified skills training programs through BPCC and the local Tech College (LTC) campuses
ACTION ITEM 4	Work with the LWC and state legislators in an effort to restore funding, facilities, and equipment for vitally needed work-force development training programs such as mechanical, technical, and computer sciences
OBJECTIVE 2	BETTER FINANCING PROGRAMS AVAILABLE FOR BUSINESSES
ACTION ITEM 1	Work to form a Northwest Louisiana Angel Investor network and promote state's Angel Investor Tax Credit program
ACTION ITEM 2	Work with legislators to reinstate locally run BIDCOs, CAPCOs, and CDFIs
ACTION ITEM 3	Expand amounts available through USDA and EDA for Revolving Loan Fund programs
ACTION ITEM 4	More widely promote the SBIR/STTR innovative research program among high tech businesses
ACTION ITEM 5	Encourage consolidation of the administration of loan programs for small businesses
ACTION ITEM 6	Promote more widely the availability of loan programs provided through Accion and Shreveport's new Grow America Fund loan program
ACTION ITEM 7	Encourage banks in the region to utilize SBA, USDA, and LED loan guarantee programs
OBJECTIVE 3	IMPROVED COMMERCIAL BROADBAND TELECOMMUNICATIONS
ACTION ITEM 1	Work with the entities listed to encourage better and less expensive Broadband services where coverage is currently limited/too expensive
ACTION ITEM 2	Work through local EDOs to develop programs that will help businesses use the Internet for marketing their services/products
ACTION ITEM 3	Encourage businesses to use the distant learning for training themselves and their employees on enhanced business processes
OBJECTIVE 4	IMPROVED COORDINATION OF ACTIVITIES AMONG EDOS
ACTION ITEM 1	Plan and implement a regional economic development council
ACTION ITEM 2	Hold quarterly meetings of the regional ED council
OBJECTIVE 5	IMPROVED ENTREPRENEURIAL OPPORTUNITIES AND DEVELOPMENT
ACTION ITEM 1	Continue to support and promote the region's business incubators and entrepreneurial development programs
ACTION ITEM 2	Support and promote LA Tech's i-6 program
ACTION ITEM 3	Provide technical assistance to help the Minority Suppliers Institute with teaming/joint venture activities for government contracting
OBJECTIVE 6	INCREASED ECONOMIC DIVERSIFICATION
ACTION ITEM 1	Actively assist inventors by providing IP information
ACTION ITEM 2	Support efforts to find new funding sources, such as angel investors, for new high tech and green start-up companies

OBJECTIVE 7	IMPROVED ECONOMIC DEVELOPMENT MARKETING
ACTION ITEM 1	Coordinate with all stakeholders to assure all regional assets are promoted
ACTION ITEM 2	Work with EDOs, CofCs, local communities, businesses to create a regional economic development council to develop a regional branding
ACTION ITEM 3	Coordinate with all stakeholders to assure all regional assets are promoted
OBJECTIVE 8	ADDITIONAL INDUSTRIAL/COMMERCIAL BUILDINGS
ACTION ITEM 1	Work with local communities to help them identify properties to be promoted as industrial sites
OBJECTIVE 9	ADDITIONAL INDUSTRIAL SITES AND PARKS
ACTION ITEM 1	Encourage communities to have their industrial parks/sites recognized as Certified Sites by LED

PHYSICAL INFRASTRUCTURE NEEDS

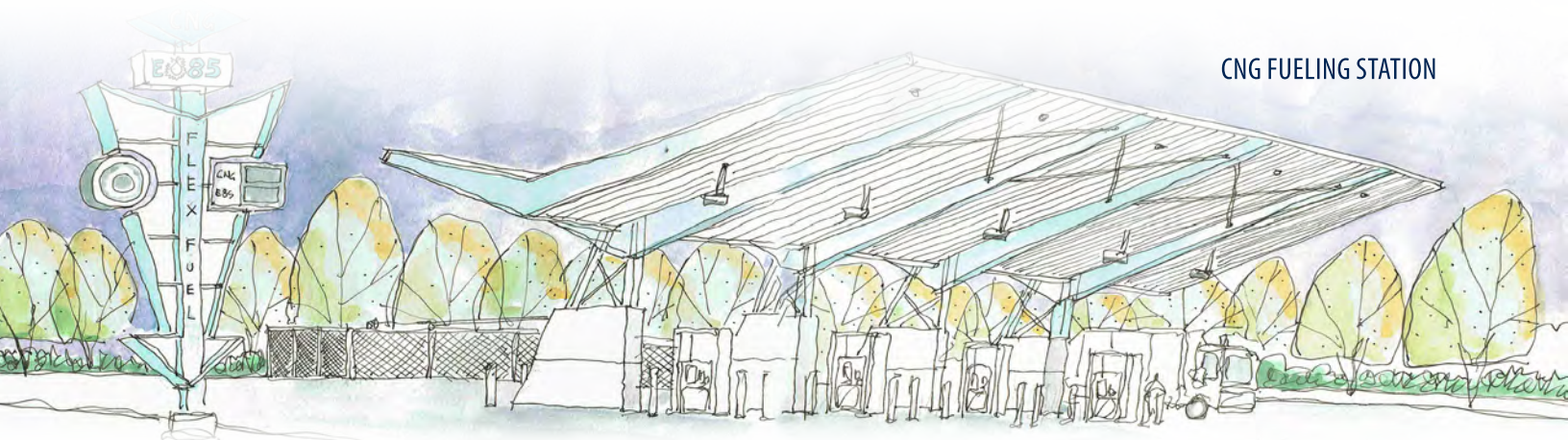
GOAL: *Provide the physical infrastructure necessary to serve the existing population and to accommodate business and residential growth in the region.*

OBJECTIVE 1	HIGHWAYS AND BRIDGES
ACTION ITEM 1	Support extension of Louisiana's TIME program which sets priorities
ACTION ITEM 2	Support toll prospects when other sources for financing are not available for improvements
OBJECTIVE 2	WATER AND WASTEWATER TREATMENT FACILITIES
ACTION ITEM 1	Promote EDA and DRA funding programs when projects will result in job creation
ACTION ITEM 2	Promote LCDBG funding for emergency repair situations
OBJECTIVE 3	AIRPORTS AND LANDING STRIPS
ACTION ITEM 1	Market smaller airports with other community assets
ACTION ITEM 2	Work with appropriate officials to obtain support for lengthening runways at the region's General Aviation airports to accommodate corporate light, twin engine planes
ACTION ITEM 3	Market smaller airports with other community assets
OBJECTIVE 4	WATERWAYS AND PORTS
ACTION ITEM 1	Support and promote the development of the Red River Waterway to the upper reaches of the river in Arkansas
ACTION ITEM 2	Support and promote the status quo of local operating hours and dredging/maintenance schedules on Red River
OBJECTIVE 5	RAILROADS
ACTION ITEM 1	Provide more assistance to short line railroads
ACTION ITEM 2	Work with LA, AR, TX, and MS officials to expand Amtrak service from Marshall, TX to Meridian, MS
ACTION ITEM 3	Work with state and federal officials to provide incentives to railroads for spurs and off line service to industrial parks and commercial users

COMMUNITY DEVELOPMENT NEEDS

GOAL: Cultivate the leadership abilities of elected officials and community leaders to assist them in developing new, innovative ideas and strategies to meet the needs of their citizens.

OBJECTIVE 1	IMPROVED EDUCATIONAL FACILITIES
ACTION ITEM 1	Work with school boards seeking tax increases to improve local school facilities
ACTION ITEM 2	Work with local legislators to assure adequate funding is available for universities and community/technical colleges
OBJECTIVE 2	IMPROVED AFFORDABLE RESIDENTIAL BROADBAND COMMUNICATIONS
ACTION ITEM 1	Work with local governments, library systems, and higher educational institutions to encourage them to allow citizens to access their Broadband connections free of charge
ACTION ITEM 2	Work with the entities listed to encourage better and less expensive Broadband services where coverage is currently limited/too expensive
OBJECTIVE 3	IMPROVED HEALTH CARE FACILITIES AND SERVICES
ACTION ITEM 1	Monitor funding for the LSU Health Science Center and its medical school and be prepared to formulate plans to supplement/replace funding in the event state funding is threatened or eliminated
ACTION ITEM 2	Encourage rural hospitals and clinics not already associated with LARHIX to become participating members of this Broadband based health service
ACTION ITEM 3	Work with local hospitals and clinics to develop additional Broadband strategies for telemedicine to facilitate rural healthcare
ACTION ITEM 4	Provide copies of DRA Parish Health Reports to shareholders in each of the 7 parishes in NWLA included in DRA's Louisiana parishes
ACTION ITEM 5	Provide information on DRA's Delta Doctors program to health facilities in each of the 7 parishes in NWLA included in DRA's Louisiana parishes
OBJECTIVE 4	IMPROVED CULTURAL/RECREATIONAL FACILITIES
ACTION ITEM 1	Work with LA CRT to assure adequate funding is available to maintain and keep open cultural/ recreational/tourisms sites in the region
OBJECTIVE 5	IMPROVED COMMUNITY LEADERSHIP DEVELOPMENT
ACTION ITEM 1	Offer a series of leadership development training sessions for elected officials



CNG FUELING STATION

WORKFORCE DEVELOPMENT NEEDS

GOAL: *Develop and support workforce development programs that assure a workforce that meets current employers' needs and are flexible and aggressive enough to train the workforce of the future.*

OBJECTIVE 1	IMPROVED RETENTION RATES FOR HIGH SCHOOL STUDENTS
ACTION ITEM 1	Identify and work with existing groups who are attempting to improve retention rates in the region's K-12 school systems
ACTION ITEM 2	Work with school systems to introduce more courses that provide some type of certification for students who do not plan to attend college
OBJECTIVE 2	MORE AND BETTER JOB OPPORTUNITIES FOR OUR CITIZENS
ACTION ITEM 1	Provide technical assistance to high tech companies on tax incentives and SBIR/STTR program
ACTION ITEM 2	Promote Louisiana Tech "LA_i6" Proof of Concept Center for green technology companies
ACTION ITEM 3	Promote Louisiana Tech's technical assistance, applied research, and information dissemination programs funded in part by EDA
OBJECTIVE 3	WORKFORCE DEVELOPMENT TRAINING PROGRAMS THAT MEET OUR BUSINESSES NEEDS
ACTION ITEM 1	Evaluate education system and the relationship between vocational training and the skills required by local employers
ACTION ITEM 2	Partner with school boards to assess educational systems for attainment improvement opportunities
ACTION ITEM 3	Identify state and federal programs and technical assistance for education, training, and technology transfer
OBJECTIVE 4	IMPROVED INTERACTION BETWEEN EMPLOYERS-LOCAL EDUCATIONAL FACILITIES TO ADDRESS EMPLOYER NEEDS
ACTION ITEM 1	Establish an employers' roundtable in each parish to meet on a regular basis with school boards and institutions of higher learning
ACTION ITEM 2	Encourage educators to visit businesses with or without their students
ACTION ITEM 3	Encourage businesses to invite students and their teachers to visit their facilities
OBJECTIVE 5	IMPROVED "SOFT SKILLS" AND GOOD ATTITUDES AMONG OUR WORKFORCE
ACTION ITEM 1	Support the development of soft skills training programs in high school and adult education classes
ACTION ITEM 2	Support adult basic education programs at BPCC and NWLTC campuses
OBJECTIVE 6	BETTER JOB OPPORTUNITIES TO KEEP OUR YOUTH IN THE REGION
ACTION ITEM 1	Work with all private and public sectors to encourage the development of well-paying jobs for all citizens

BOSSIER PARISH SCHOOL FOR TECHNOLOGY & INNOVATIVE LEARNING (BPSTIL)



COMMUNITY & PRIVATE SECTOR PARTICIPATION

IN THE CEDS EFFORT

Northwest Louisiana's Comprehensive Economic Development Strategy (CEDS) is the result of a planning process designed to guide the economic growth of the region. The purpose of the process is to identify the programs, projects, and services that will help create jobs, foster a more stable and diversified economy, and improve living conditions. The CEDS provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development.

The Coordinating & Development Corporation's CEDS Committee and CDC's Board of Directors oversee the compilation of the material for this CEDS report. *(The list of the CEDS Strategy Committee and Board of Directors of the Coordinating and Development Corporation are listed in the Appendix section of this report.)*

To gain the largest possible input in the development of the 2013-2017 CEDS for Northwest Louisiana,

emails requesting input were sent to more than 300 individuals representing workforce development, academia, government, social service organizations, businesses, bankers, CofCs, industrial development organizations, etc. Additionally, it should be noted that input was requested from members of the boards other constituted subsidiaries of CDC. These Boards are also composed of cross sections of the economy and reflect the broadest possible input to area development plans. They include the Workforce Development Board, and the Boards of CDC's subsidiary corporations; ARK-LA-TEX Investment and Development Corporation, and The Red River Valley BIDCO. Members of these boards represent local governments including the State of Louisiana, the ten parishes of the region and municipalities; business and industry; finance; agriculture; higher education; professionals (such as CPAs, attorneys and others); as well as representatives of minorities and those representing other disadvantaged groups.

RESILIENCY

The Louisiana Fire Service (LFS), in conjunction with the Louisiana Fire Chief's Association, the Office of the State Fire Marshal and the Louisiana Fire Service Emergency Response Committee, has developed a *Statewide Emergency Response Plan* to provide for the systematic mobilization, organization, and operation of necessary state resources to mitigate the effects of emergencies, whether natural or man-caused. The vast majority of the elected leadership in each of the 10-parishes in Northwest Louisiana is aware of this plan.

The Key Concepts of the *Statewide Emergency Response Plan* are directed towards enhancing disaster management and emergency response at the local, parish, and state level of government by:

- Utilizing the National Incident Management System (NIMS) as a model to manage actions during an emergency.
- Pre-designating responsibilities for leadership and resources at the local, parish, and state levels.
- Providing central coordination for Fire-Rescue resource response through Regional Management Teams via Emergency Support Functions
 - a. For firefighting through the state's Department of Agriculture and Forestry
 - b. Providing resources for pre-hospital EMS in coordination with the state's Department of Health and Hospitals
 - c. For search and rescue through the state's Department of Wildlife and Fisheries
 - d. Provide resources to hazardous material incidents in coordination with the state's Department of Environmental Quality, and
 - e. Coordinate and utilize the services of the Governor's Office of Homeland Security and Emergency Operations (GOHSEP), State Fire Marshall, State Police, and the Louisiana Oil Spill Coordinator's Office on an "as-needed" basis.

Each parish in Louisiana is responsible for naming a Parish Emergency Response Plan Coordinator, although rural areas may identify one person to handle several parishes. The Parish Coordinator serves as liaison between the Parish Emergency Manager and the Regional and State Coordinators during times of emergency. This person also is responsible for coordinating assistance among Fire-Rescue agencies in that parish and will serve as the primary contact for the regional logistics officer for resources.

A State Emergency Operations Center (SEOC) would be activated in times of natural or man-caused emergencies and will provide direct liaison to the Parish Coordinator regarding the coordination of state resources operating and/or responding into the affected area. State agencies will provide resources to the local government according to the functional responsibilities outlined in the Plan. When local and state resources are determined to be inadequate to respond to the emergency, the Governor will request assistance from outside

the state. The requests will be based on state and local damage reports and expenditure reports for emergency-related activities. Should the President of the United States declare an emergency or a major disaster, federal assistance would then be authorized to assist State government. In Louisiana, the GOHSEP has been designated as the state agency responsible for coordinating assistance received through federal programs. Beyond government, there is a need for the business community to be alerted to the need for having a resiliency plan in the event of man-made or natural disaster. Business continuity is essential to all activities required to ensure that critical business functions are available to employees, customers, supply chains, regulators, and other entities that recovery occurs in the event of some disruption in operations. Involving businesses in resiliency planning is currently being evaluated by the EDA and other agencies. When recommendations are available from these agencies, their recommendations will be widely dispersed among the business community in Northwest Louisiana.



THE CEDS WITH THE STATE'S ECONOMIC DEVELOPMENT PRIORITIES

Louisiana Economic Development (LED) in its Strategic Plan 2012-2016 states the following goals and priorities:

GOALS

- I. Lead efforts to retain and grow jobs and business opportunities for all Louisiana citizens:
 - through aggressive, professional business development, and marketing efforts
 - by cultivating Louisiana's top regional economic development assets
 - by delivering turnkey workforce solutions for new and expanding businesses
- II. Reposition Louisiana as one of the best places in the country in which to start and grow a small business, as well as create a more vibrant entrepreneurial culture in our state
- III. Identify and implement policy and programmatic changes to improve Louisiana's tax, regulatory, and operating climate, thereby increasing the state's economic competitiveness
- IV. Lead Louisiana's efforts to create a diversified, growing economy through the cultivation of high-potential industry sectors
- V. Assist local and regional communities in their efforts to improve their economic competitiveness

PRIORITIES

1. Increase Louisiana's economic competitiveness
2. Enhance the competitiveness of Louisiana's local communities
3. Cultivate top regional economic development assets
4. Increase focus on business retention and expansion

5. Develop national caliber business recruitment capacity
6. Cultivate small business and entrepreneurship
7. Develop robust workforce solutions
8. Aggressively tell the story of Louisiana

With the exception of priority #5, if you change Louisiana to read Northwest Louisiana, it is obvious from reading through this CEDS that the goals and priorities established herein are concurrent with LED's goals and priorities. CDC will work with LED and Northwest Louisiana elected officials, business owners or managers, government employees, educators, minorities, social services organizations and EDOs in its efforts to achieve the goals and priorities outlined in this CEDS.

2015-2016 ECONOMIC DEVELOPMENT INVESTMENTS

IN THE REGION BY PRIVATE SECTOR

Company Name	Parish	New Jobs	Total Investment	Project Type
Haynes International Inc	Bienville	0	\$16,015,433	Expansion
Mondi Bags USA LLC	Bienville	0	\$28,798	Miscellaneous Capital Addition
Anjaneya Hospitality, LLC	Bossier	10	\$12,000,000	Start-Up/New
Baker Hughes Oilfield Operations, Inc.	Bossier	0	\$747,098	Miscellaneous Capital Addition
Cactus Wellhead, LLC	Bossier	24	\$4,705,625	Miscellaneous Capital Addition
Cactus Wellhead, LLC	Bossier	0	\$91,841	Miscellaneous Capital Addition
Calumet Lubricants Co., LP	Bossier	0	\$1,564,547	Miscellaneous Capital Addition
Calumet Lubricants Co., LP	Bossier	0	\$3,959,232	Miscellaneous Capital Addition
Energy Hydraulics, LLC	Bossier	18	\$1,250,000	Start-Up/New
Gordon Sales, Inc.	Bossier	2	\$36,408	Miscellaneous Capital Addition
McElroy Metal Mill, Inc	Bossier	0	\$1,078,663	Miscellaneous Capital Addition
Providence Classical Academy, Inc	Bossier	13	\$5,100,000	Expansion
The Kroger, Co.	Bossier	114	\$21,988,000	Miscellaneous Capital Addition
Willis Knighton Medical Center Inc.	Bossier	30	\$10,461,585	Addition
CSC Government Solutions, LLC, a CSRA Company	Bossier	641	\$289,652,023	Expansion
Allen's Electric Motor Service, Inc.	Caddo	3	\$160,834	Miscellaneous Capital Addition
Bailsco Blades & Castings, Inc.	Caddo	0	\$96,401	Miscellaneous Capital Addition
Builders Supply Company, Inc.	Caddo	0	\$136,929	Miscellaneous Capital Addition
Calumet Packaging, LLC	Caddo	0	\$676,571	Miscellaneous Capital Addition
Calumet Shreveport Lubricants & Waxes, LLC	Caddo	0	\$2,792,180	Miscellaneous Capital Addition
Calumet Shreveport Lubricants & Waxes, LLC	Caddo	0	\$2,078,651	Miscellaneous Capital Addition
Century Marketing Solution, LLC	Caddo	0	\$133,878	Miscellaneous Capital Addition
CertainTeed Corporation Roofing Products Group	Caddo	0	\$1,391,283	Miscellaneous Capital Addition
Chemtrade Refinery Services Inc.	Caddo	0	\$361,189	Miscellaneous Capital Addition
D & A McDonald's of Shreveport, LLC	Caddo	45	\$1,441,509	Start-Up/New
Dr. Reddys Laboratories Louisiana, LLC	Caddo	0	\$3,627,132	Miscellaneous Capital Addition
Dr. Reddys Laboratories Louisiana, LLC	Caddo	0	\$2,986,783	Addition
Etheredge Electric Company, LLC	Caddo	22	\$755,416	Miscellaneous Capital Addition

Frymaster, LLC	Caddo	0	\$543,767	Miscellaneous Capital Addition
Gesipa Fasteners USA, Inc.	Caddo	0	\$970,273	Miscellaneous Capital Addition
Great Raft Brewing	Caddo	3	\$253,570	Miscellaneous Capital Addition
Great Raft Brewing	Caddo	5	\$992,720	Miscellaneous Capital Addition
Halco Production Machining, Inc.	Caddo	0	\$229,672	Miscellaneous Capital Addition
Heritage Manor West, LLC	Caddo	5	\$2,116,331	Expansion
Hexion Inc.	Caddo	0	\$231,082	Miscellaneous Capital Addition
Inferno Manufacturing	Caddo	3	\$1,661,297	Addition
Libbey Glass Inc.	Caddo	0	\$417,802	Miscellaneous Capital Addition
Libbey Glass Inc.	Caddo	70	\$29,790,501	Addition
Lubrication Technologies, Inc.	Caddo	24	\$6,400,000	Start- Up/New
Lusk Eye Specialists, LLC	Caddo	5	\$1,917,452	Expansion
Nestle Health Science- PamLab, Inc.	Caddo	0	\$1,048,412	Miscellaneous Capital Addition
Nestle Health Science- PamLab, Inc.	Caddo	0	\$291,731	Miscellaneous Capital Addition
Purina Mills, LLC	Caddo	0	\$978,096	Miscellaneous Capital Addition
Ronpak, Inc	Caddo	35	\$1,009,920	Miscellaneous Capital Addition
S3 Power Sports LLC	Caddo	0	\$282,938	Miscellaneous Capital Addition
Shaw Alloy Piping Products, LLC	Caddo	5	\$258,671	Miscellaneous Capital Addition
Southland Printing Company Inc	Caddo	0	\$169,300	Miscellaneous Capital Addition
Southwestern Electric Power Company (Lieberman Power Plant)	Caddo	0	\$122,529	Miscellaneous Capital Addition
Southwestern Electric Power Company dba SWEPCO	Caddo	0	\$3,154,656	Miscellaneous Capital Addition
TSE International, Inc	Caddo	30	\$1,185,258	Miscellaneous Capital Addition
Twin Oak Investments, LLC	Caddo	0	\$114,244	Renovation
Ivan Smith Furniture Co, LLC	Caddo	20	\$8,060,200	Expansion
Performance Car Wash, LLC	Caddo	4	\$876,648	Expansion
Willis Knighton Medical Center, Inc.	Caddo	51	\$101,972,566	Addition
Willis-Knighton Medical Center, Inc.	Caddo	17	\$27,303,278	Addition
iFAB Industrial, LLC	Caddo	33	\$15,111,649	Start- Up/New
Module X Solutions, LLC	Caddo	538	\$143,555,819	Expansion
Shreveport CV Housing, LLC	Caddo	3	\$5,089,133	Renovation
Performance Car Wash, LLC	Caddo	3	\$876,648	Expansion
Banc of America Leasing	DeSoto	0	\$1,356,053	Miscellaneous Capital Addition
Citizens Asset Finance Inc.	DeSoto	0	\$3,022,263	Miscellaneous Capital Addition
Cleco Power LLC	DeSoto	0	\$4,216,566	Miscellaneous Capital Addition
Cleco Power LLC	DeSoto	0	\$4,614,068	Miscellaneous Capital Addition
Cleco Power LLC	DeSoto	0	\$3,770,027	Miscellaneous Capital Addition
Cleco Power LLC	DeSoto	0	\$54,460,230	Miscellaneous Capital Addition
Enterprise Products Company	DeSoto	0	\$217,231	Miscellaneous Capital Addition
Huntington Bank	DeSoto	0	\$3,015,694	Miscellaneous Capital Addition
International Paper Company	DeSoto	0	\$4,972,375	Miscellaneous Capital Addition
International Paper Company	DeSoto	0	\$4,501,459	Miscellaneous Capital Addition
International Paper Company	DeSoto	0	\$8,936,327	Renovation
International Paper Company	DeSoto	0	\$4,191,157	Miscellaneous Capital Addition

International Paper Company	DeSoto	0	\$4,726,455	Miscellaneous Capital Addition
International Paper Company	DeSoto	0	\$4,997,660	Miscellaneous Capital Addition
International Paper Company	DeSoto	0	\$4,993,830	Miscellaneous Capital Addition
International Paper Company	DeSoto	0	\$17,594,474	Renovation
Oklahoma Municipal Power Authority	DeSoto	0	\$1,008,053	Miscellaneous Capital Addition
Oklahoma Municipal Power Authority	DeSoto	0	\$4,356,819	Miscellaneous Capital Addition
Regions Commercial Equipment Finance, LLC	DeSoto	0	\$1,304,838	Miscellaneous Capital Addition
Southwestern Electric Power Company (Dolet Hills Power Plant)	DeSoto	0	\$3,691,255	Miscellaneous Capital Addition
Southwestern Electric Power Company (Dolet Hills Power Plant)	DeSoto	0	\$3,373,253	Miscellaneous Capital Addition
Southwestern Electric Power Company (Dolet Hills Power Plant)	DeSoto	0	\$3,016,022	Miscellaneous Capital Addition
Southwestern Electric Power Company (Dolet Hills Power Plant)	DeSoto	0	\$43,568,185	Improvement
Stonewall Quick Service, LLC	DeSoto	40	\$1,329,478	Start-Up/New
Wildcat Midstream Holdings, LLC	DeSoto	0	\$5,000,000	Miscellaneous Capital Addition
Wildcat Midstream Holdings, LLC	DeSoto	0	\$5,000,000	Miscellaneous Capital Addition
Mansfield Auto World, Inc.	DeSoto	5	\$6,297,102	Expansion
PennTex North Louisiana Operating 3, LLC	Lincoln	0	\$1	Miscellaneous Capital Addition
PennTex North Louisiana, LLC	Lincoln	10	\$113,441,387	Start-Up/New
PennTex North Louisiana, LLC	Lincoln	0	\$141,435,414	Start-Up/New
PennTex North Louisiana, LLC	Lincoln	10	\$116,000,000	Start- Up/New
PennTex North Louisiana, LLC	Lincoln	6	\$116,000,000	Start- Up/New
Stowe Woodward, LLC	Lincoln	0	\$365,371	Miscellaneous Capital Addition
Stowe Woodward, LLC	Lincoln	8	\$1,896,423	Addition
Super Sign Mart, Inc.	Lincoln	0	\$425,000	Miscellaneous Capital Addition
Sunrise Hospitality VI, LLC	Lincoln	50	\$8,200,000	Start-Up/New
Weyerhaeuser NR Company	Lincoln	0	\$1,362,666	Miscellaneous Capital Addition
Alliance Compressors	Natchitoches	140	\$12,752,094	Addition
International Paper Company	Natchitoches	0	\$4,985,777	Miscellaneous Capital Addition
International Paper Company	Natchitoches	0	\$4,453,303	Miscellaneous Capital Addition
International Paper Company	Natchitoches	0	\$4,968,810	Miscellaneous Capital Addition
Martco, LLC	Natchitoches	20	\$9,463,883	Addition
Martco, LLC	Natchitoches	0	\$658,697	Miscellaneous Capital Addition
Weyerhaeuser NR Company	Natchitoches	0	\$2,029,101	Miscellaneous Capital Addition
Alliance Compressors, LLC	Natchitoches	34	\$24,101,875	Addition
Boise Cascade Wood Products, LLC	Sabine	0	\$4,246,045	Miscellaneous Capital Addition
Weyerhaeuser NR Company	Sabine	0	\$59,369	Miscellaneous Capital Addition
Calumet Lubricants Co., L.P.	Webster	0	\$3,216,722	Miscellaneous Capital Addition
Continental Structural Plastics of Louisiana, LLC	Webster	8	\$1,475,220	Miscellaneous Capital Addition
Continental Structural Plastics of Louisiana, LLC	Webster	14	\$1,357,084	Miscellaneous Capital Addition
International Paper Company	Webster	0	\$3,479,931	Miscellaneous Capital Addition
Kisatchie Pole and Piling, LLC	Webster	0	\$246,200	Miscellaneous Capital Addition
Regency Field Services	Webster	6	\$113,260,113	Addition
Stericycle, Inc.	Webster	45	\$13,000,000	Start-Up/New
Total		2172	\$1,652,715,532	

HIGHWAY & ROAD PROJECTS

Activity	Parish	Implementing Govt. or Group	Cost	Funding Source
Extension of Crouch Road to Swan Lake Road/Reconstruction of Swan Lake Road to I-220, Planning and Construction	Bossier	Bossier Parish Police Jury	\$241,900	LA Capital Outlay
Acceleration Lane on US 71, Planning and Construction	Bossier	Bossier Parish Police Jury	\$150,000	LA Capital Outlay
Town of Benton Road Improvements, Planning and Construction	Bossier	Town of Benton	\$325,000	LA Capital Outlay
Highway 71 Street Lighting (Phase II), LA 511, to Parkway High School	Bossier	Bossier Parish Police Jury	\$685,000	LA Capital Outlay
Construction , Right of Way, and Utilities I-49 from I-220 in the City of Shreveport to the Arkansas state Line	Caddo	LA DOTD	\$68,985,000	LA Capital Outlay
Jimmie Davis Bridge Rehabilitation and Lighting, Planning, and Construction	Caddo/ Bossier	LA DOTD	\$9,755,000	LA Capital Outlay
Goodwin Road Reconstruction	Lincoln	City of Ruston	\$5,000	LA Capital Outlay
Hard Surfacing of Coco Bed Road, Phase 1, Planning and Construction	Natchitoches	Natchitoches Parish Government	\$280,000	LA Capital Outlay
Resurfacing of Fish Hatchery Road	Natchitoches	Natchitoches Parish Government	\$125,000	LA Capital Outlay
Resurfacing of Roads in Payne Subdivision, Planning and Construction	Natchitoches	Natchitoches Parish Government	\$500,000	LA Capital Outlay
Old River Bridge, Planning and Construction	Natchitoches	Natchitoches Parish Government	\$610,000	LA Capital Outlay
Resurfacing of Blanchard Road, Planning and Construction	Natchitoches	Natchitoches Parish Government	\$280,000	LA Capital Outlay
Blanchard Road Development, Planning and Construction	Natchitoches	City of Natchitoches	\$200,000	LA Capital Outlay
Highland Park Road Bridge, Environmental, Planning and Construction	Natchitoches	City of Natchitoches	\$250,000	LA Capital Outlay
Install New Streetlights and Sidewalks for the Town of Coushatta	Red River	Town of Coushatta	\$50,000	LA Capital Outlay
Street Reconstruction and Overlay, Planning and Construction	Sabine	Village of Pleasant Hill	\$135,000	LA Capital Outlay
Plainview Road Rehabilitation, Planning and Construction	Sabine	Sabine Parish Police Jury	\$4,336,300	LA Capital Outlay

SEWER & WATER PROJECTS

Activity	Parish	Implementing Govt. or Group	Cost	Funding Source
Replace mechanical controls of two lift stations	Bienville	Town of Gibsland	\$381,700	LCDBG
Sewerage District No. 1 of the Parish of Bossier	Bossier	Bossier Parish Police Jury	\$2,079,900	LA Capital Outlay
Town of Benton Wastewater Collection System, Improvements	Bossier	Town of Benton	\$475,000	LA Capital Outlay
Wastewater Treatment Plant Improvement, Planning and Construction	Bossier	Town of Plain Dealing	\$440,800	LA Capital Outlay
Water System Improvements, Water Wells, Tanks, and Booster Stations	Caddo	Village of Ida	\$135,000	LA Capital Outlay

Water Treatment Plant Improvements, Planning and Construction	Caddo	Town of Oil City	\$610,000	LA Capital Outlay
Wastewater Collection System Improvements, Planning and Construction	Caddo/ Bossier	DeSoto Parish	\$125,000	LCDBG
Rehabilitate existing influent pumps, bar screen, components, and piping	Claiborne	Town of Homer	\$100,000	DRA
Rehabilitate 88 gravity sewer manholes	Claiborne	Town of Homer	\$312,900	LCDBG
Wastewater Collection System Improvements, Planning and Construction	DeSoto	City of Mansfield	\$50,000	LA Capital Outlay
Wastewater Collection System Improvements, Planning and Construction	DeSoto	City of Mansfield	\$800,000	LCDBG
Wastewater System Expansion	Lincoln	Town of Grambling	\$195,000	LA Capital Outlay
Sewer system improvements	Natchitoches	Town of Campti	\$105,051	DRA
Water Treatment and Supply System Study	Sabine	Sabine Parish Police Jury	\$300,000	LA Capital Outlay
Emergency Connection with Sabine Parish Water Works District 1	Sabine	Sabine Parish Police Jury	\$500,000	LA Capital Outlay
Rehabilitate 13 existing sewer mains, manholes, and replace two lift stations.	Webster	Town of Cotton Valley	\$375,100	LCDBG
Cotton Valley Sewerage System Improvements, Planning and Construction	Webster	Town of Cotton Valley	\$1,560,000	LA Capital Outlay
Wastewater Collection Improvements, Planning and Construction	Webster	Town of Sibley	\$200,000	LA Capital Outlay
Wastewater Treatment Facilities Improvements	Webster	Town of Sibley	\$900,000	LA Capital Outlay

WATER IMPROVEMENT PROJECTS

Activity	Parish	Implementing Govt. or Group	Cost	Funding Source
Replace existing ground storage tanks	Bienville	Village of Bienville	\$176,400	LCDBG
Village of Bienville, Water System Improvements	Bienville	Village of Bienville	\$225,000	LA Capital Outlay
New Water Well and Related System Improvements	Bienville	Village of Castor	\$310,000	LA Capital Outlay
Additional Water Supply Wells, Planning and Construction	Bossier	Town of Haughton	\$4,100	LA Capital Outlay
Rehabilitate existing wells and construct new water main	Caddo	Town of Cullen	\$344,000	LCDBG
Drill water well as secondary source to Four Forks Water System	Caddo	Caddo Parish	\$364,040	LCDBG
Highway 538 Water Line Extension, Planning and Construction	Caddo	Town of Oil City	\$37,700	LA Capital Outlay
Water and Wastewater System Improvements, and Extension	Caddo	Town of Vivian	\$932,600	LA Capital Outlay
Water Well Water Treatment Plants, Planning and Construction	Claiborne	Claiborne Parish Police Jury	\$55,000	LA Capital Outlay
Install new waterline at the NWPIP	DeSoto	North DeSoto Water System, Inc	\$150,000	DRA
Water System Improvements and Extension	DeSoto	Waterworks District #1 DeSoto Parish	\$295,000	LA Capital Outlay

Expansion and Improvements to the Water System	DeSoto	North DeSoto Water System, Inc	\$100,000	LA Capital Outlay
Water Well and Water Main	Lincoln	Village of Simsboro	\$30,000	LA Capital Outlay
Development of Alternative Water Supply from Lake D'Arbonne for Lincoln Parish.	Lincoln	The Union Lincoln Regional Water Supply Initiative	\$4,350,000	LA Capital Outlay
Bellwood Water System Generator, Back-Up, Power Source	Natchitoches	Bellwood Water System, Inc.	\$15,000	LA Capital Outlay
Bellwood Water System, Planning and Construction	Natchitoches	Bellwood Water System, Inc.	\$10,000	LA Capital Outlay
Instal new pressure tank	Natchitoches	Robeline-Marthaville Water System	\$32,000	DRA
Rehabilitate Two Elevated Water Tanks and Rehabilitate Water Well	Sabine	Village of Pleasant Hill	\$150,000	LA Capital Outlay
Installation of 6" Waterline and Water Well	Sabine	Town of Zwolle	\$139,300	LA Capital Outlay
Water Distribution System Improvements Including, Water Meters	Sabine	South toledo Bend Waterworks District	\$151,700	LA Capital Outlay
Water System Improvements, Planning and Construction	Sabine	Belmont Waterworks	\$1,402,500	LA Capital Outlay
New Production Water Well, Planning and Construction	Sabine	Sabine Parish Water District #1	\$240,000	LA Capital Outlay
Potable Water and Distribution System Improvements	Webster	Town of Cullen	\$80,000	LA Capital Outlay
Potable Water Ground Storage Tank, Planning and Construction	Webster	City of Minden	\$831,400	LA Capital Outlay
Town of Sibley, Water Tank Rehabilitations,	Webster	Town of Sibley	\$95,600	LA Capital Outlay
Wastewater Collection System Improvements, Planning and Construction	Webster	Town of Springhill	\$70,000	LA Capital Outlay
Midway Water System, Planning and Construction	Webster	Midwayworks District #1 Webster Parish	\$95,000	LA Capital Outlay
Horseshoe Water System, Planning and Construction	Webster	Horseshoeworks District #1 Webster Parish	\$130,600	LA Capital Outlay

ENVIRONMENTAL PROJECTS

Activity	Parish	Implementing Govt. or Group	Cost	Funding Source
Lake Bistineau Erosion Remediation, Planning and Construction	Caddo/Bossier	Bossier Parish	\$270,000	LA Capital Outlay
Lake D'Arbonne Alternative Spillway, Planning, Construction, and Repairs	Lincoln	Lincon Parish	\$1,250,000	LA Capital Outlay
South Natchitoches Drainage Improvements	Natchitoches	Natchitoches Parish Police Jury	\$45,000	LA Capital Outlay
Grand Bayou Resort Sea Wall and Sewer System Repairs	Red River	John K. Kelly Grand Bayou Reservoir	\$135,000	LA Capital Outlay
Planning and Construction	Sabine	South Toledo Bend State Park Emergency Erosion Control.	\$94,600	LA Capital Outlay

TOURISM & CULTURE PROJECTS

Activity	Parish	Implimenting Govt. or Group	Cost	Funding Source
New Headquarters and Bunkhouse at Loggy Bayou, Planning and Construction	Bienville	Bienville Parish Police Jury	\$392,985	LACapital Outlay
Princeton Sports Complex - Fencing and Lighting at New Ball Fields	Bossier	Bossier Parish Police Jury	\$4,500	LA Capital Outlay
Planning and Construction	Caddo	C.C. Antoine Museum and Arts Center	\$335,025	LA Capital Outlay
C.C. Antoine Park, Planning and Construction	Caddo	City of Shreveport	\$1,100,000	LA Capital Outlay
Junior Golf Training Facilities (The First Tee) for Jerry Tim Brooks Lakeside Golf Course	Caddo	City of Shreveport	\$60,900	LA Capital Outlay
ARTSPACE at the West Edge – Downtown Shreveport	Caddo	City of Shreveport	\$45,000	LA Capital Outlay
C.C Antoine Museum and Arts Center	Caddo	City of Shreveport	\$325,000	LA Capital Outlay
Repair and Renovation to the Strand Theatre of Shreveport	Caddo	Strand Theater of Shreveport	\$1,040,000	LA Capital Outlay
Regional Archives and Office Facility, Planning and Constructions	Caddo/ Bossier	LA State Exhibit Museum	\$2,400,600	LA Capital Outlay
DeSoto Sports Complex, Planning and Construction	DeSoto	DeSoto Parish Police Jury	\$50,000	LA Capital Outlay
Planning and Construction	Lincoln	Eddie Robinson Museum	\$2,473,300	LA Capital Outlay
Downsville Recreational Facility Improvements	Lincoln	Village of Downsville	\$140,000	LA Capital Outlay
Planning and Construction	Natchitoches	LA Sports Hall of Fame	\$21,900	LA Capital Outlay
Cane River Lake Pumping	Natchitoches	Cane River Waterway Commission	\$100,000	LA Capital Outlay
Cane River Lake Drainage Study	Natchitoches	Cane River Waterway Commission	\$70,000	LA Capital Outlay
Natchitoches Veterans and Memorial Park, Planning and Construction	Natchitoches	Natchitoches Veterans Memorial Park Commission	\$40,100	LA Capital Outlay
Natchitoches Veterans and Memorial Park, Planning and Construction	Natchitoches	Natchitoches Veterans Memorial Park Commission	\$40,100	LA Capital Outlay
Planning and Construction	Sabine	South Toledo Bend State Park Emergency Erosion Control.	\$94,600	LA Capital Outlay
Village of Sarepta Park Trail Sidewalks and Restrooms	Webster	Town of Sarepta	\$300,000	LA Capital Outlay
Caney Conference Center Remodel Project	Webster	Shreveport-Ruston Methodist Camp	\$16,400	LA Capital Outlay
American Legion, Wiley-Pevy Post #74 Roof Repairs/ Replacement	Webster	Wiley Pevy Post #74 American Legion	\$40,200	LA Capital Outlay

HEALTH CARE FACILITY PROJECTS

Activity	Parish	Implementing Govt. or Group	Cost	Funding Source
Install Nurse call system, Wandering Resident Alarm/Locking Syser	Bossier	Northwest LA War Veterans Home	\$163,900	LA Capital Outlay
Boiler Replacement, Planning and Construction	Caddo	LSU Health Science Center	\$5,240,000	LA Capital Outlay
Inpatient Critical Care Renovation, Planning and Construction	Caddo	LSU Health Science Center	\$5,502,000	LA Capital Outlay
Patient Care HVAC Replacement, Planning and Construction	Caddo	LSU Health Science Center	\$2,623,400	LA Capital Outlay
High Voltage Electrical Distribution System Upgrade Planning and Construction	Caddo	LSU Health Science Center	\$622,400	LA Capital Outlay
Capital Improvement Projects, Design and Engineering	Caddo	LSU Health Science Center	\$4,984,600	LA Capital Outlay
Children's Hospital, Renovation, and Expansion	Caddo	LSU Health Science Center	\$650,000	LA Capital Outlay
P.E.T. Clinical and Research Imaging Equipment	Caddo	Biomedical Research Foundation	\$4,800,000	LA Capital Outlay
Upper Parking Lot Expansion, Planning and Construction	Claiborne	Homer Memorial Hospital	\$110,000	LA Capital Outlay
Bone Density Machine, Acquisition and Installation	Claiborne	Homer Memorial Hospital	\$16,100	LA Capital Outlay
Hospital Roof Repair	Claiborne	Homer Memorial Hospital	\$25,000	LA Capital Outlay

MISCELLANEOUS PROJECTS

Activity	Parish	Implementing Govt. or Group	Cost	Funding Source
Louisiana Association for the Blind Manufacturing Facility Organization and Headquarters	Caddo	The Louisiana Association for the Blind	\$200,000	LA Capital Outlay
Louisiana Association for the Blind Safety Walk Manufacturing Facility	Caddo	The Louisiana Association for the Blind	\$10,000	LA Capital Outlay
Texas and Pacific Railway Natchitoches Depot Redevelopment	Caddo/Bossier	Natchitoches Parish Police Jury	\$195,000	LA Capital Outlay
Reconstruction and Renovations to Natchitoches Parish Council on Aging Office and Activities Building	Natchitoches	Natchitoches Council on Aging	\$7,700	LA Capital Outlay
Reconstruct Natchitoches Parish Council on Aging Activities Building	Natchitoches	Natchitoches Council on Aging	\$115,900	LA Capital Outlay
Camp Minden, Infrastructure, Rehabilitation, Phase 2 planning and construction	Webster	Camp Minden	\$6,369,600	LA Capital Outlay

FINANCIAL PRIORITIES

Activity	Parish	Implementing Govt. or Group	Cost	Funding Source
Parking Lot, Planning and Construction	Bossier	BPCC	\$1,727,400	LA Capital Outlay
Louisiana Technology Research Institute	Bossier	LTRI	\$453,700	LA Capital Outlay
Science Building, Planning and Construction	Caddo	Centenary College of Louisiana	\$7,400	LA Capital Outlay
Student Outdoor Recreational Facility	Caddo	SUSLA	\$100,000	LA Capital Outlay
Renovations of Allen Building, Planning and Construction	Caddo	SUSLA	\$3,785,000	LA Capital Outlay
Workforce Training and Technology Center, Planning and Construction	Caddo	SUSLA	\$476,000	LA Capital Outlay
New Classroom Building, Southern University – Shreveport	Caddo	SUSLA	\$4,358,900	LA Capital Outlay
Wellness Center, Acquisition, Planning and Construction	Caddo/ Bossier	LSUS	\$15,936,400	LA Capital Outlay
Library Improvements (A.C. Lewis Main/Annex)	Lincoln	Grambling State	\$9,976,500	LA Capital Outlay
Campus Utility Infrastructure Assessment, Planning and Emergency Repairs and/or Replacement, Planning and Construction	Lincoln	Grambling State	\$1,587,800	LA Capital Outlay
Library Deficiencies, Planning and Construction	Lincoln	Grambling State	\$10,000	LA Capital Outlay
Health and Physical Education and Recreation Assembly Center	Lincoln	Grambling State	\$176,600	LA Capital Outlay
Integrated Engineering and Science Building	Lincoln	Louisiana Tech University	\$35,483,100	LA Capital Outlay
Louisiana Tech Research Park, Real Estate Acquisition	Lincoln	Louisiana Tech University	\$292,500	LA Capital Outlay
Wyly Tower Replacement, Planning and Construction	Lincoln	Louisiana Tech University	\$750,000	LA Capital Outlay
Water Distribution System Repairs and Improvements	Lincoln	Louisiana Tech University	\$1,047,200	LA Capital Outlay
Business Building Replacement and Addition Planning and Construction	Lincoln	Louisiana Tech University	\$6,515,600	LA Capital Outlay
Visual Arts Building Renovation for Business, Planning and Construction	Lincoln	Louisiana Tech University	\$60,000	LA Capital Outlay
Hale Hall Reconstruction, Planning, Construction, Furniture and Equipment	Lincoln	Louisiana Tech University	\$57,000	LA Capital Outlay
Purchase FF&E NSU	Natchitoches	NSU	\$217,769	LA Capital Outlay
Multi-Purpose Assembly Center, Planning and Construction	Natchitoches	Northwestern State University	\$1,555,000	LA Capital Outlay
Roof Replacements, Various Campus Buildings	Natchitoches	Northwestern State University	\$450,000	LA Capital Outlay
Renovation of Roy Hall, Planning and Construction	Natchitoches	Northwestern State University	\$650,000	LA Capital Outlay
South Jefferson Street Extension	Natchitoches	Northwestern State University	\$290,000	LA Capital Outlay
Williamson Hall Renovation for Engineering, Technology	Natchitoches	Northwestern State University	\$45,000	LA Capital Outlay
Parking Lot Repairs, Planning and Construction	Natchitoches	Northwestern State University	\$115,800	LA Capital Outlay
HVAC Issues in Caddo Hall, Planning and Construction	Natchitoches	Louisiana School for Math, Science, and Art.	\$554,800	LA Capital Outlay
New Dormitory Building, Planning and Construction	Natchitoches	Louisiana School for Math, Science, and Art.	\$26,620,000	LA Capital Outlay
Stair Railings - Addressing Code Violations, Planning and Construction	Natchitoches	Louisiana School for Math, Science, and Art.	\$140,000	LA Capital Outlay

Renovation, Expansion and Replacement of Annex Building, Existing Auditorium and Cafeteria Areas, Planning and Construction	Natchitoches	Louisiana School for Math, Science, and Art.	\$112,700	LA Capital Outlay
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FIRE PROTECTION PRIORITIES

Activity	Parish	Implementing Govt. or Group	Cost	Funding Source
Replace Fire alarm and Life safety Modifications a LSU Medical Center	Caddo	LSU Med	\$217,769	LA Capital Outlay
Fire Alarm System Renovations, Planning and Construction	Caddo/Bossier	David Wade Correctional Center	\$10,000	LA Capital Outlay
Village of Simsboro Renovate "Old" Fire Station into Town Hall	Lincoln	Village of Simsboro	\$95,000	LA Capital Outlay
Renovations to Existing Facility and Additional Buildings, Acquisition, Planning and Construction	Lincoln	Lincoln Parish Fire Protection, District 1	\$120,000	LA Capital Outlay
Natchitoches Parish Emergency Communications, District, Planning and Construction	Natchitoches	Natchitoches Communication District	\$2,800,000	LA Capital Outlay

PRISON REFORM PRIORITIES

Activity	Parish	Implementing Govt. or Group	Cost	Funding Source
Town Hall/Civic Center Renovations, and Remodeling	Bienville	Ringold	45,000	LA Capital Outlay
Shreveport State Office Building Mechanical and Electrical Renovations	Caddo	Caddo Parish	141,700	LA Capital Outlay
Replacement of Shreveport Facility	Caddo	North Louisiana Criminal Justice Lab	7,641,600	LA Capital Outlay
Courthouse Improvements in Arcadia, Planning and Construction	Caddo/Bossier	Bienville Parish Police Jury	40,000	LA Capital Outlay
Town of Homer, Town Hall Renovations, Planning and Construction	Claiborne	Town of Homer	226,700	LA Capital Outlay
Village of Choudrant Town Hall	Lincoln	Village of Choudrant	20,000	LA Capital Outlay
Courthouse Security Improvements, Planning and Construction	Natchitoches	Natchitoches Parish Government	480,000	LA Capital Outlay
Natchitoches Parish Office of Community Services, Addition and Renovation	Natchitoches	Natchitoches Parish Government	6,000	LA Capital Outlay
Community Center, Planning and Construction	Red River	Coushatta	30,000	LA Capital Outlay
Village of Florian Town Hall	Sabine	Village of Florian	425,000	LA Capital Outlay
Courthouse HVAC Renovations, Planning and Construction	Webster	Webster Parish Police Jury	1,265,000	LA Capital Outlay

PRIORITIES IN DEVELOPING CEDS

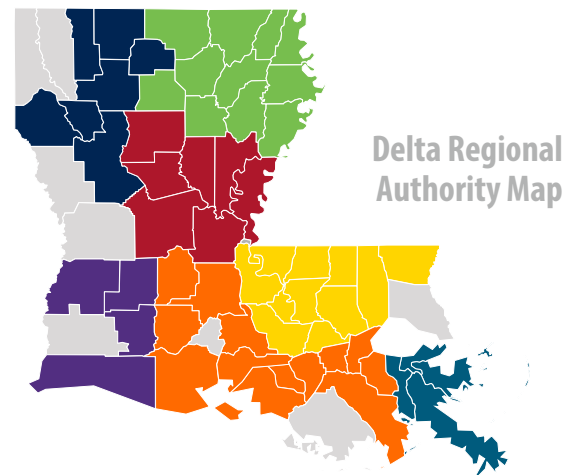
Seven of the parishes within CDC's region also are included in the Delta Regional Authorities' (DRA's) service area. These parishes are Bienville, Claiborne, DeSoto, Lincoln, Natchitoches, Red River, and Webster. All, except Webster Parish, are classified as "distressed." The DRA, through its programs, including the State Economic Development Assistance Program (SEDAP) and its health-related initiatives, are consistent with EDA's goals to create jobs, build communities, and improve the lives of the citizens in the region. CDC serves as the Local Development District (LDD) for the DRA in Northwest Louisiana, and as such has incorporated and addressed DRA's priorities, as well as Federal and State of Louisiana DRA priorities, as this CEDS was developed. These priorities include:

DRA REGIONAL DEVELOPMENT PLAN PRIORITIES

- Competitive, Productive Workforce
- Physical and Digital Connections
- Sustainable Communities

FEDERAL PRIORITY DECLARATIONS

- Innovation and Small Business
- Regional Approach
- Multiple Funding Partners
- Emergency Funding Need



LOUISIANA STATE PLAN OBJECTIVES, INITIATIVES, STRATEGIES

- DRA GOAL 1: regionally, improve employability and productivity
- DRA GOAL 1: strengthen workforce and professional skills programs
- DRA GOAL 1: improve health of the workforce
- DRA GOAL 2: advance iDelta initiative
- DRA GOAL 2: support the Delta Development Highway System
- DRA GOAL 2: expand intermodal and multi-modal transportation
- DRA GOAL 2: expand energy infrastructure and production capacity
- DRA GOAL 3: enhance quality of place
- DRA GOAL 3: promote innovation and diversification local/regional
- DRA GOAL 3: support growth-oriented entrepreneurship
- DRA GOAL 3: foster local leadership
- DRA GOAL 3: build and augment basic infrastructure

BESE	Louisiana Board of Elementary and Secondary Education
BIDCO	Business & Industry Development Company
BoR	Louisiana Board of Regents
CDC	The Coordinating and Development Corporation
CDC's DED	CDC's Division of Entrepreneurial Development
CEDS	Comprehensive Economic Development Strategy Committee
CofCs	Chambers of Commerce
CRT	Louisiana Department of Culture, Recreation and Tourism
DRA	Delta Regional Authority
EDA	Economic Development Administration Public Works Program
EDOs	Economic Development Organizations
FAA	Federal Aviation Authority
LCDBG	Louisiana Community Development Block Grant Program
LCTCS	Louisiana Community and Technical College Systems' campuses/NW Louisiana
LDOTD	Louisiana Department of Transportation and Development
LED	Louisiana Economic Development
LEDC	Louisiana Economic Development Corporation
LSU AgCenter	LSU AgCenter Community Development Program
LWC	Louisiana Workforce Commission
MSI	Minority Suppliers Institute
NLEP	North Louisiana Economic Partnership
PSBs	Parish School Boards
PTAs	Parent/Teachers Associations
SBA	Small Business Administration
SBDC	Small Business Development Centers
SCORE	Service Corps of Retired Executives
USCoE	U.S. Corps of Engineers
USDA	U.S. Department of Agriculture, Rural Development
USDA Broadband	USDA Broadband grant/loan program
USDOT	U.S. Department of Transportation
WDB	Workforce Development Board
WIOA	Workforce Innovation and Opportunity Act

2017-2021 CEDS STRATEGY COMMITTEE

1. ELECTED REPRESENTATIVES

Last Name	First Name	Company	Parish
Adkins	Peggy	Mayor Town of Sarepta	Webster
Edwards	Wayne	Minden City Council	Webster
Davis	Tommy	Mayor City of Minden	Webster
Finlay	Nell	Village of Dixie Inn	Webster
Hallmark-Stratton	Kay	Mayor Village of Dixie Inn	Webster
Gilbert	Allen	Webster Parish Police Jury	Webster
Bradfor	Vincen	City of Minden	Webster
Alexander	Joseph	Mayor Town of Cotton Valley	Webster
Lee	Jerri	Webster Parish Police Jury	Webster
Gray	Benny	City of Minden	Webster
James	Dana	Village of Dixie Inn	Webster
Blanton	Bruce	Webster Parish Police Jury	Webster
Lemmons	Steve	Webster Parish Police Jury	Webster
Gilbert	Fayrine	City of Minden Councilwoman	Webster
Toland	Mike	City of Minden	Webster
Davison	Vera	Webster Parish Police Jury	Webster
Moseley	Dustin	Webster Parish Police Jury	Webster
Cox	C. C.	Town of Cotton Valley City Council	Webster
Ebarb	Kenneth	Sabine Parish Police Jury	Sabine
Frazier	Darlene	Town of Zwolle	Sabine
Howard	Frank	LA State Representative	Sabine
Ruffin	William	Sabine Parish Police Jury	Sabine
Martinez	G. J.	Mayor Town of Zwolle	Sabine
Peterson	Barbara	Alderwoman Town of Many	Sabine
Corley	Gay	Alderwoman Town of Many	Sabine
Henderson	Martha	Councilwoman Town of Zwolle	Sabine
Porter	Kelvin	Rep. Kenny Cox Office	Natchitoches
Brown	Terry	LA State Representative	Natchitoches
Paige	Chris	Natchitoches Parish Government	Natchitoches
Humphrey	Rosa	Mayor Village of Natchez	Natchitoches
Ward-Hoover	Patsy	Natchitoches Parish Government	Natchitoches
Nowlin	Rick	Natchitoches Parish Government	Natchitoches
Smith	Roland	Mayor Town of Campti	Natchitoches
Posey	Lee	Mayor City of Natchitoches	Natchitoches
Hartt	Laura	Lincoln Parish Police Jury	Lincoln
Wyatt	Theresa	Lincoln Parish Police Jury	Lincoln
Pullen	Walter	Lincoln Parish Police Jury	Lincoln

Straughter	Annette	Lincoln Parish Police Jury	Lincoln
Taylor	Ben	Red River Parish Police Jury	Red River
Mars	Amanda	DeSoto Parish Police Jury	DeSoto
Pearce	Brandy	Rep. Larry Bagley Office	DeSoto
Brown	Steve	DeSoto Parish Police Jury	DeSoto
Gatlin	Linda	DeSoto Parish Police Jury	DeSoto
Laffitte	Malisa	DeSoto Parish Police Jury	DeSoto
Atkins	John	Caddo Parish Commission	Caddo
Shaw	Kenneth	Mayor Village of Ida	Caddo
Chavez	Mario	Caddo Parish Commission	Caddo
Woodard	Dwayne	Claiborne Parish Police Jury	Claiborne
Dowies	Gil	Claiborne Parish Police Jury	Claiborne
Gray	Kevin	Claiborne Parish Police Jury	Claiborne
Cook	Paul	Claiborne Parish Police Jury	Claiborne
Merritt, Jr.	Joseph	Claiborne Parish Police Jury	Claiborne
Wilson	Terry	Mayor Town of Gibsland	Bienville
Gatti	Ryan	LA State Senator	
Smith	Billie	Town of Arcadia	Bienville
Ryder	Darryl	Bienville Parish Police Jury	Bienville
Walker	Lo	Mayor City of Bossier City	Bossier
Bennett	Wanda	Bossier Parish Police Jury	Bossier
Horton	Dodie	LA Rep. Dist. 9	Bossier
Smith	Scott	Bossier Parish School Board	Bossier
Hicks	Jack	Mayor Town of Haughton	Bossier
Smith	Eugene	Mayor Town of Arcadia	

2. PRIVATE AND PUBLIC SECTOR REPRESENTATIVES

Last Name	First Name	Company	Parish
Clark	Dianne	NW LA Technical College	Webster
Graham	James	Dir. Minden Economic Development	Webster
Herrin	Britt	N Webster Industrial District	Webster
Fluhr	Michael	City of Minden	Webster
Ammons	Kenneth	Sabine Parish Chamber of Commerce	Sabine
Morrow	Laurie	NW LA Technical College	Sabine
Walker	Brad	Sabine Parish Sheriff Office	Sabine
Founds	Warren	Sabine River Authority	Sabine
Curtis-Sparks	Linda	Sabine Parish Tourist	Sabine
Evans	Sara	Sabine Parish School Board	Sabine
Randow	Janice	Town of Many/for Mayor Freeman	Sabine
Comeaux	Chris	Sabine Water	Sabine
Arthur	Nan	LSU AG Center	Sabine
LaCaze	Randy	City of Natchitoches	Natchitoches
Jordan	Betsy	Village of Robeline	Natchitoches

Behan	Bobby	Village of Robeline	Natchitoches
Newton	Mike	Exchange Bank	Natchitoches
Skinner	Dale	Natchitoches Parish Superintendent	Natchitoches
Breedlove	Robert	Natchitoches Parish Port	Natchitoches
Willilams	Dr. Darlene	Northwestern State University	Natchitoches
Wilson	Ralph	Natchitoches Parish School Board	Natchitoches
Wolff	Mike	Natchitoches Community Alliance	Natchitoches
Lumpkin	Kristi	City of Ruston	Lincoln
Morris	Julie	Editor Mansfield Enterprise	DeSoto
Hubier	Pam	NWLTC Mansfield	DeSoto
Holder	Haley	NWLTC Mansfield	DeSoto
Toups	Cathy	NWLTC Mansfield	DeSoto
Kittle	Chester	NWLTC Mansfield	DeSoto
Lowery	Fred	DeSoto Fire Dist. #8	DeSoto
Thornton	Edna	DeSoto Parish Tourist Bureau	DeSoto
Eaves	Ann Marie	Village of Grand Cane	DeSoto
Jackson	Marvin	City of Mansfield	DeSoto
Phillips	Brian	City of Mansfield	DeSoto
Magner	Tim	Shreveport Chamber	Caddo
Tebbe	Thomas	Library Board of Control	Caddo
Flores	Sergio	Mersa Tech	Caddo
Martinez	Scott	NLEP	Caddo
Wilson	Dr. Woody	Caddo Parish Commission	Caddo
Flowers	Gail	Bossier Parish Community College	Bossier
Vital	Herman	City of Shreveport (WIOA)	Caddo
Caskey	Vicki	Arcadia/Bienville Chamber	Bienville
Mason	Edward	Arcadia/Bienville Chamber	Bienville
Womack	Loretta	Arcadia/Bienville Chamber	Bienville
Brown	Rockettia	Town of Gibsland	Bienville
Monk	Jessica	Great Bossier ED	Bossier
Altimus	Bill	Bossier Parish Administrator	Bossier

EXECUTIVE COMMITTEE

Name	Public/ Private Sector
Adkins, The Honorable Jerry	Public
Alford, The Honorable Oscar	Public
Belton, Dr. Ray L.	Public
Bennett, The Honorable Wanda	Public
Breaux, The Honorable Carroll	Public
Brown, Mr. Bob	Private
Cox, The Honorable Johnny	Public
Crockett, Mr. Frank	Private
Davison, The Honorable Vera	Public
Glover, The Honorable Cedric	Public
Goza, Mr. Darrell	Public
Herrington, Mr. Johnny D.	Private
Hollingsworth, The Honorable Dan	Public
Jones, The Honorable Edward	Public
Knox, Ross	Private
Lampkins, Dr. Ernest	Private
Lee, The Honorable Walter	Public
Maranto, Mr. Charles	Private

Name	Public/ Private Sector
McCoy, The Honorable Curtis	Public
McDonald, Jr., The Honorable A. W.	Public
Posey, The Honorable Lee	Public
Robertson, The Honorable Bill	Public
Scarborough, Mr. J. W.	Private
Shepherd, Mr. Ken	Private
Sims, The Honorable Bill	Public
Smith, The Honorable Alecia	Public
Smith, The Honorable Eugene	Public
Stawasz, The Honorable Frank	Public
Strong, Mr. Charles	Public
Taylor, Mr. J. T.	Private
Taylor, The Honorable Stephen G.	Public
Waldon, The Honorable Charles	Public
Walker, The Honorable Lorenz	Public
Washington, Rev. Bobby R.	Private
Webb, Dr. Randall J.	Public



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



THE COORDINATING & DEVELOPMENT CORPORATION