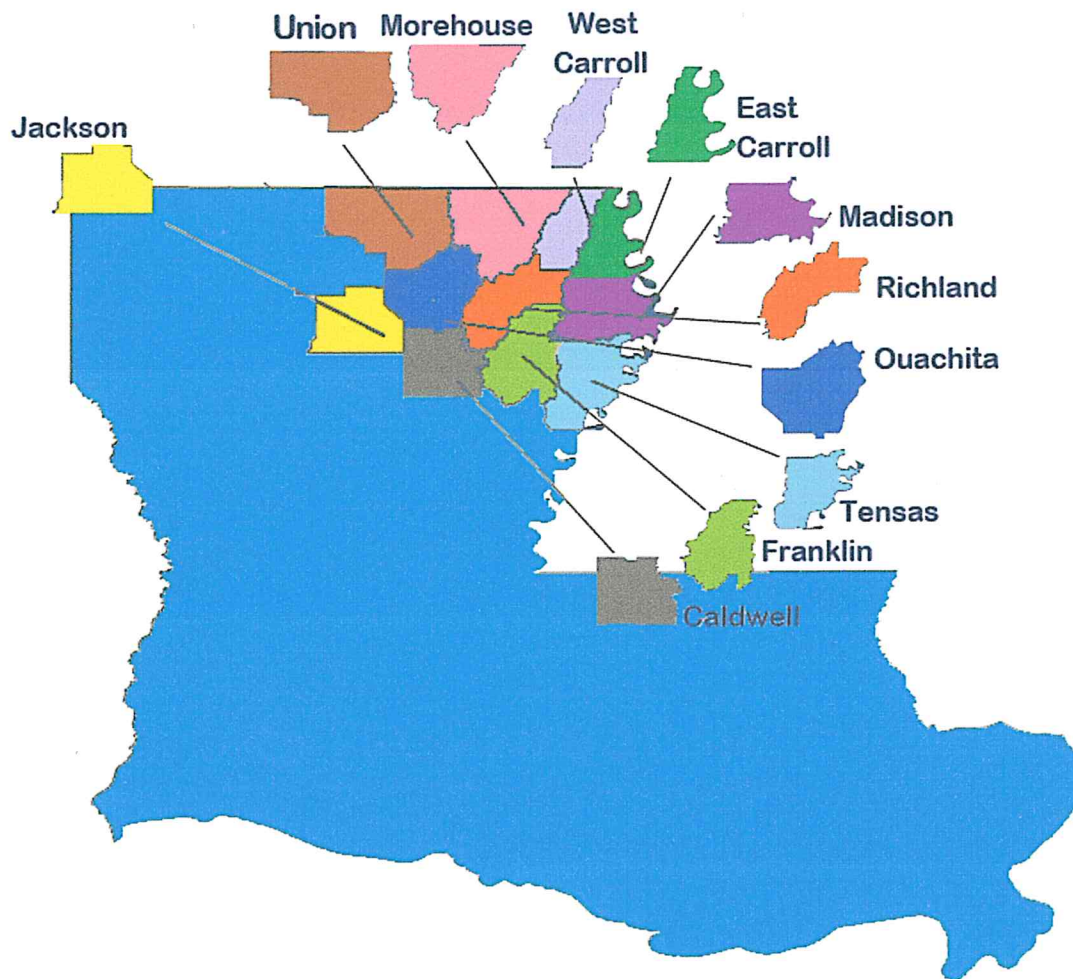


North Delta

Regional Planning & Development District, Inc.

Comprehensive Economic Development Strategy 2015-2020



Serving the Parishes of:

Caldwell, East Carroll, Franklin, Jackson, Madison, Morehouse, Ouachita, Richland, Tensas, Union and West Carroll

With Comprehensive Planning and Technical Assistance

CONTENTS

Introduction.....	2
Background Summary.....	3
Population.....	3
Education	4
Per Capita and Median Income.....	5
Transportation.....	5
Employment	6
Economic Overview	7
Workforce	7
Economic Clusters	8
Conclusion	10
SWOT Analysis	11
Strategic Direction, Implementation Plan, Evaluation Framework	14
Vision Statement.....	15
Themes, Goals, Objectives & Implementation Plan.....	16
North Delta (Governing Body Goals & Objectives).....	18
Resources	19
North Delta Board.....	20
North Delta CEDS Committee	21

INTRODUCTION

On April 11, 1968, in Monroe, Louisiana, the North Delta Economic District Council, Inc., representing Caldwell, East Carroll, Franklin, Jackson, Madison, Morehouse, Ouachita, Richland, Tensas, Union and West Carroll parishes, was established. It was on this date that the Bylaws and Articles of Incorporation were approved by the Council's Board of Directors. The Bylaws, Articles of Incorporation and an Application for Grant were subsequently approved and accepted by the Economic Development Administration on June 13, 1968. The Region is located in Northeastern Louisiana bounded on the east by the State of Mississippi, on the north by the State of Arkansas, on the west by parishes served by the Coordinating and Development District of Northwest Louisiana, and on the south by the Kisatchie-Delta Regional Planning District.

The North Delta Regional Planning and Development District, Inc., was created under Title IV, Part B, Section 403 of the Public Works and Economic Development Act of 1965. This ACT, as passed by Congress, authorized financial and technical assistance to multi-parish (district) organizations. The North Delta Regional Planning and Development District is specifically designed to overcome economic and social deficiencies by planned, coordinated, and unified local, state, and federal efforts. North Delta consists of eleven parishes: Caldwell, East Carroll, Franklin, Jackson, Madison, Morehouse, Ouachita, Richland, Tensas, Union and West Carroll.

North Delta is a nonprofit corporation and operates under its Board of Directors in cooperation with many state and federal agencies whose programs are designed to eliminate economic ills.

To develop a promising and successful economic development program a coordinated and cooperative effort among all agencies in the region is necessary. The North Delta Regional Planning and Development, Inc. staff functions to provide this "teaming" of all of the region's communities in an effort to maximize assets and diminish liabilities.

The North Delta District completed the Comprehensive Economic Development Strategy in order to enhance the services provided to meet the needs of the region. It is believed the CEDs will provide the best vehicle to develop the cooperative effort required for economic success in this Northeast Louisiana Region.



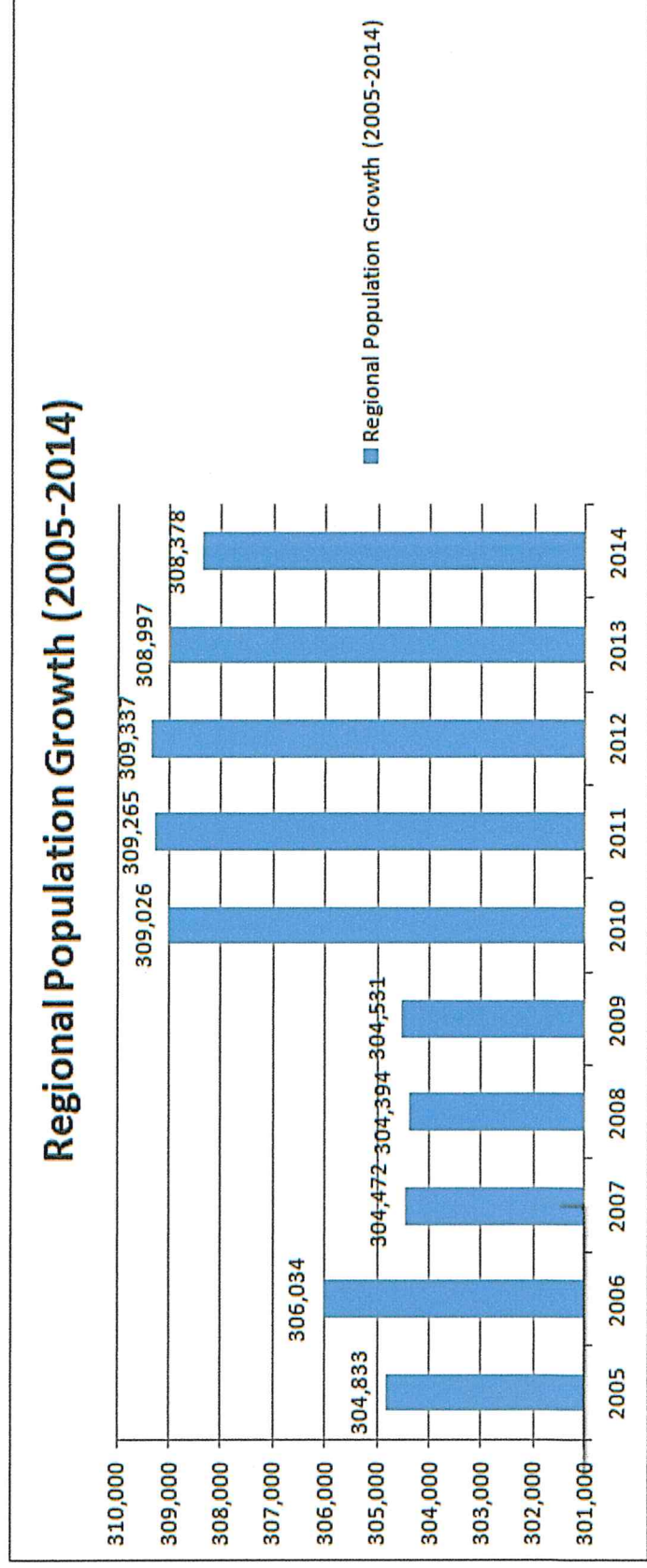
BACKGROUND

The District is influenced by warm air currents from the Gulf of Mexico creating a humid, sub-tropical climate with an average temperature of 65 degrees. There are approximately 225 days between the last freeze in the spring to the first freeze of the winter. This long period of time makes the region a very profitable place for many commercial agricultural crops.

There are several waterways in the district. The main ones are the Mississippi, Tensas, Beouf and Ouachita Rivers. They all flow from north to south.

The existing land use of the North Delta District is predominately for agriculture and forest purposes. These two categories of land use classification account for 98.50 percent of the total area of the North Delta District.

● Population



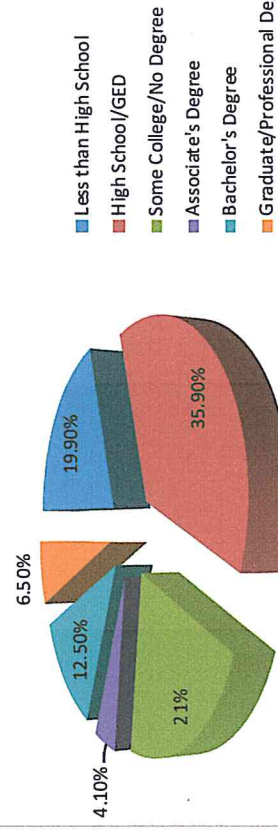
The annual population figures have remained basically constant throughout the region over the past five years, although the change has shown a small negative growth. This failure to increase has been the result of a lack of diversification of economy and a “regionalism” that holds firmly to a “crop production only” economy within the rural parishes. Diversification of the economy appears to be slowly developing, but a much greater rate would be beneficial.

● Education Opportunity

The citizens of the North Delta District have a plethora of education opportunities to prepare for a career. Serving the District are twelve (12) parish and city school districts, twenty-two (22) private, parochial, and charter schools, seven (7) community and technology colleges, three universities, and several proprietary schools.

The opportunity to pursue career training across a broad spectrum of choices is a major asset to the citizens of this region. The educational provisions within the District afford the citizens of all ages the opportunity to attain training from technical to academic levels. There is a strong collaboration among all educational providers, and there is a common goal to strengthen this coordination continuously.

**Regional Educational Attainment (2008-2012
5 Year Estimate)**

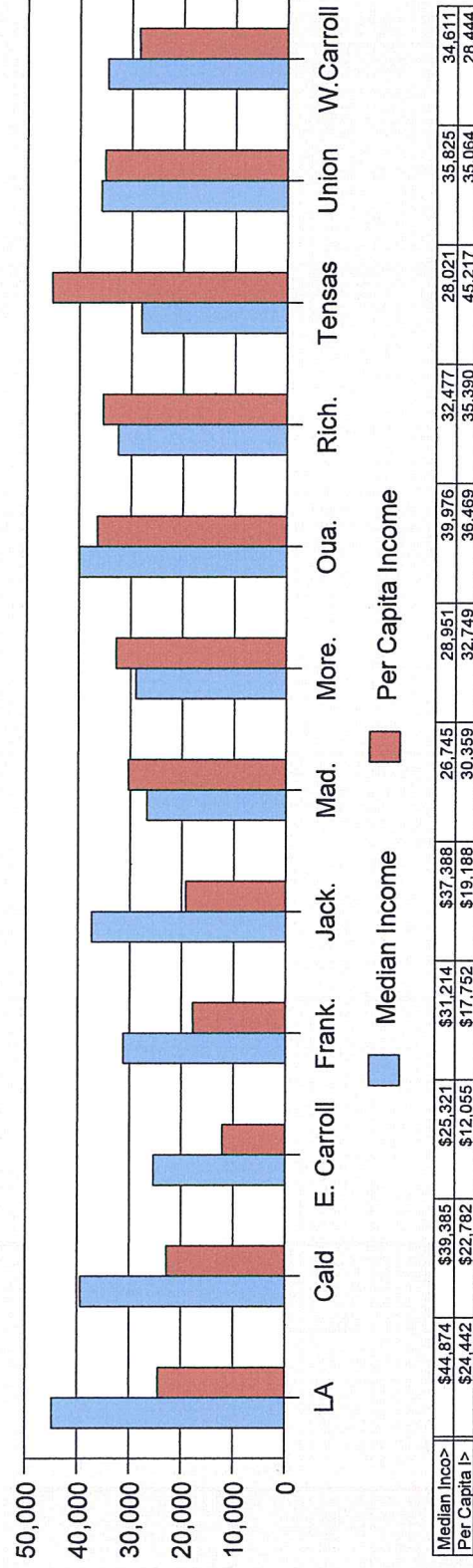


● Per Capita and Median Income

Northeast Louisiana, the North Delta District, is situated completely in the Louisiana Delta. This is one of the poorest areas in the United States. With the exception of one parish, Ouachita, the region is largely supported by agriculture with limited employment opportunities.

As would be expected in an area of these demographics, total personal income is low. While there has been an increase in per capita personal income when compared to the United States Per Capita Personal Income in each parish, the increase has been relatively slow.

Per Capita and Median Income 2014

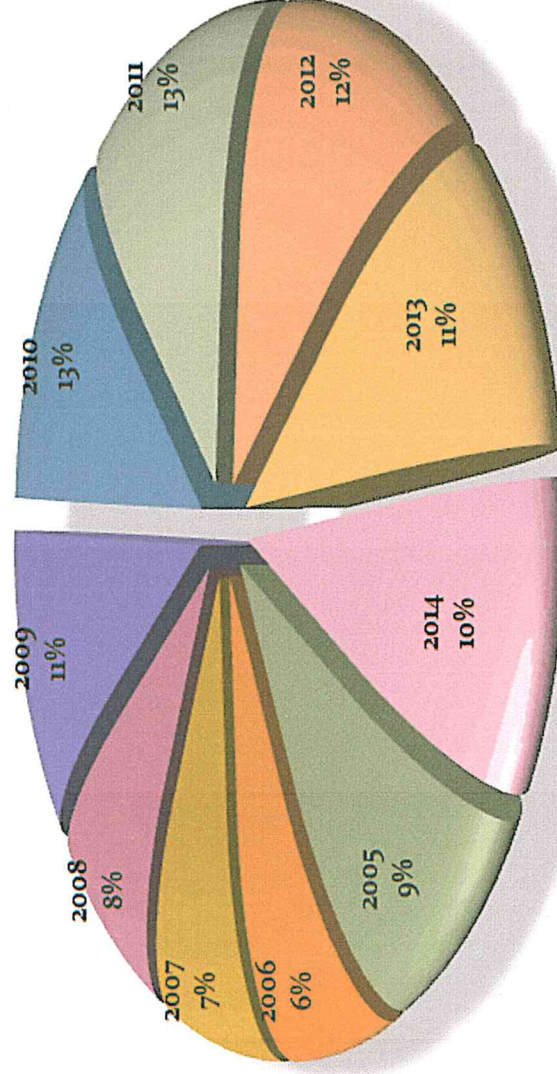


● Transportation

Businesses and the over-all economic well-being of this region benefit because the transportation modes to move materials and products are varied and numerous. The North Delta District businesses are served by four major highways, three traveling north and south, one interstate thoroughfare traveling east and west, two navigable rivers, with five functioning ports, that move products throughout the American and world markets, and two rail systems one traveling north and south and one east and west. In addition, there are several airports in the rural areas and one newly renovated airport in Ouachita Parish. This region is blessed with access to many transportation modes ready to serve the businesses and citizens.

- **Employment**

Regional Unemployment Rates 2005 - 2014



The pie chart above details that the unemployment rates have remained somewhat constant from 2005-2014, and remain so today. These figures are an indication of a lack of industrial development in the rural areas of the District.

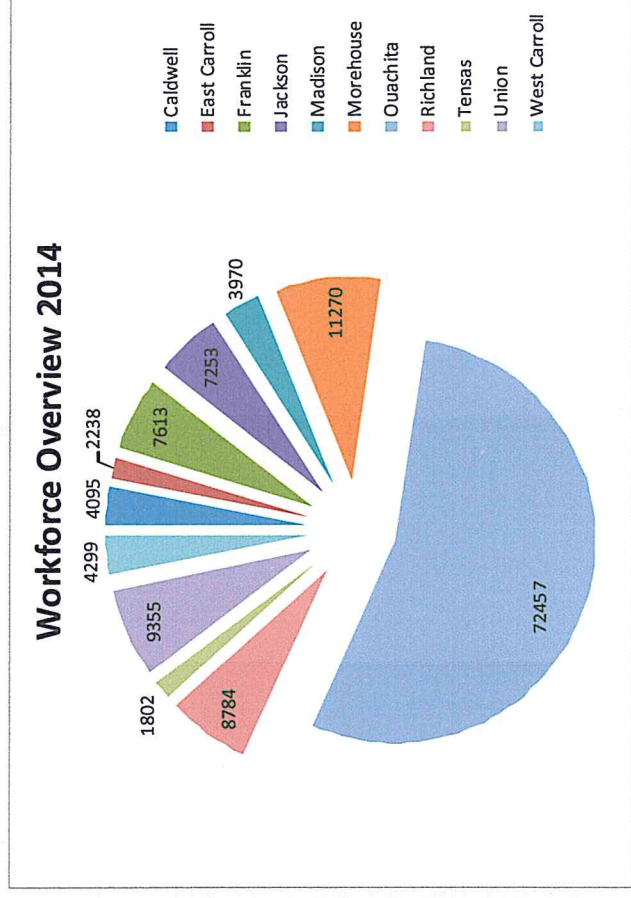
It is apparent that the District population suffers from lack of economic opportunity. The transition from a rural economic society has been slow and sometime painful for District residents. Further industrial development in the District should reverse population decline, out-migration, unemployment, and should result in an increase of the family median income. Analysis of the potentials indicates that one of the greatest possibilities for employment will come from value added agri-business initiatives, endeavors which by nature are labor intensive.

Economic Overview

● Workforce

The human resources of the North Delta District are its greatest asset and a major challenge. The number of available workers is sufficient to support major business/industrial development as many workers are unemployed. While offering a bountiful labor supply, the area does not offer a highly skilled labor force. However, the work ethic of the people is considered to be a very positive factor by industry.

Educational programs designed to meet the needs of industry are essential if the District is to take advantage of its greatest resource. The U.S. economy, with its growing dependency on high technology and service industries, demands skilled labor. Without a competent, literate workforce, there is little reason to expect the District to become a vital part of the state or national economies. However, the District has great resources to confront this challenge to train its labor force. The educational assets of the District were identified earlier in this document. In addition, it is important to note that the North Delta District is served by three Workforce Investment Boards which provide a vast array of training programs. The State of Louisiana has provided a major emphasis on training labor throughout the state, and Northeast Louisiana has benefitted greatly from this effort.



● Economic Clusters

The top six (6) clusters identified by employment numbers are shown in the chart. These six clusters account for thirty-seven (37) percent of the total population in the region. The economic impact of Ouachita Parish upon the region is dramatically shown by the fact that fifty-seven (57) percent of the total employment is located within this parish.

● Legal, Finance & Real Estate Services

Legal, Finance & Real Estate services comprise the largest economic cluster in this region. This cluster contain 10,708 jobs. Five years ago this cluster was not noted within the top five (5). While there is without doubt an increase in the number of people involved in this market, it is possible that the grouping of this data into a cluster this broad may have skewed the numbers.

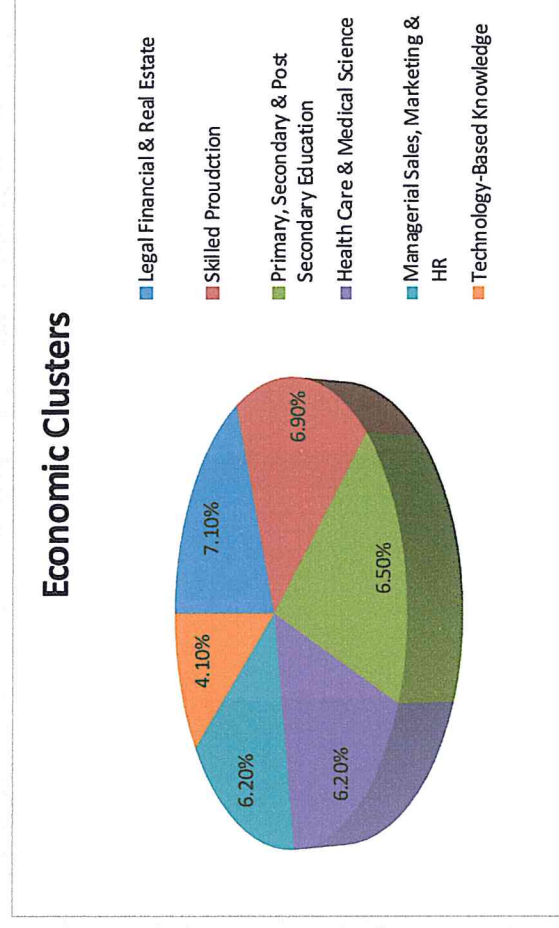
● Skilled Production Workers

Over the last decade, the employment numbers in manufacturing have decreased, a trend common to many communities in America. However, the manufacturing industry has continued to provide employment for skilled workers at a fairly stable pace. This is due in major part to the location or expansion of five (5) manufacturing businesses within the region. This cluster contains 10,423 jobs.

● Education Services

There are twelve (12) public and one (1) city (Monroe) public school systems providing educational services to approximately 60,000 students in the North Delta Region. In addition to these twelve (12) public school systems, there are twenty-two parochial/private/charter schools throughout the district serving additional servants.

The North Delta District is served beyond K-12 by the University of Louisiana-Monroe, Louisiana Delta Community Colleges and its seven



(7) branches in the rural areas. In addition, Louisiana Tech University and Grambling State University are located within thirty (30) miles of the district and provide education services to students and adults throughout the district.

The State of Louisiana has made a major effort to promote a seamless education transition from K-12 to college, whether at the university level or community college. Dual enrollment of high school students into classes at the universities and community colleges has increased dramatically over the past several years, and these numbers are expected to continue to grow. This cluster contains 9,868 jobs.

- **Health Care & Medical Service**

Health Care has maintained a steady presence in the district despite the major changes that have and continue to occur in the industry. Recognizing the aging of America, the three universities serving this region of Louisiana, ULM, La Tech, and Grambling, all have developed nursing programs. In addition, the LSU Medical School is located in Shreveport, a short trip down I-20. Presently, there are eighteen (18) hospitals and medical centers in the district, with each parish having a minimum of one with the exception of Tensas. This cluster contains 9,278 jobs.

- **Managerial Sales, Marketing & HR**

Retail sales remain a strong employment opportunity for the citizens throughout Northeast Louisiana. Ouachita Parish, the trade hub of the district, has experienced a growth in retail development over the past several years. This trend is continuing as several new commercial tracts are presently under planning and development. The construction permits in the Monroe Metropolitan Statistical Area (MSA) was up 43.6% from 2009 to 2013. Non-automotive retail sales in Ouachita Parish were up 3% from 2012 to 2013. This cluster contains 9,244 jobs.

- **Technology Based Knowledge**

An encouraging fact derived from the data is the emergence of the Technology-Based Knowledge cluster as one of the top six in the district. Five years ago this cluster barely registered, perhaps did not exist. However, with the continued and growing commitment of CenturyLink, Louisiana's only Fortune 500 company, to the District this cluster has rapidly increased in employment and economic influence. CenturyLink and IBM have recently announced the expected development of a large scaled planned community and commercial tract adjacent to the CenturyLink site. Approximately 1,000 new jobs are expected from this development. It is apparent that the Technology-Based Knowledge Cluster is expected to grow and impact the local economy dramatically in the near future. This cluster contain 6,098 jobs.

Conclusion

The North Delta District is comprised of one primarily urban area, Ouachita Parish. The remaining ten parishes with few exceptions depend primarily upon agri-business for economic life.

Diversification of the business community in the urban area is well established. Diversification of the economic plan for the rural area beyond crop production only is greatly needed. Development of businesses that can add value to the agri-product to create wage paying jobs is of paramount importance. The very recent construction of a potato processing plant and a rice drying mill in Richland and Morehouse Parishes respectively are prime examples of the type of industrial recruitment needed throughout the District.

The North Delta District very often suffers natural disasters, normally hurricanes and flooding caused by the Mississippi and Ouachita Rivers. Economic disaster can occur as a result of these natural disasters, particularly when the economy is based on agriculture. Economic Resiliency is a theme of the CEDS and is particularly important to the people of the region. This fact also points out the necessity of economic diversification and of the use of technology among the businesses of the region. To this point, this CEDS will strive to empower commerce using technology throughout the District. One major development in this regard is the recent acquisition of a North Delta Innovation and Technology Disaster Recovery Center funded by EDA and North Delta. This center will provide office space and internet access to dislocated businesses, and technology training to businesses across the region.

There is more than adequate and varied transportation resources and modes to support industrial development throughout the District. Four major highways, including an interstate highway (I-20), two navigable rivers with five functioning ports, railroads, numerous airports, one newly constructed and expanded, provide a plethora of transportation resources. These modes of transportation provide access to local, state, national and world markets for any product or crop manufactured or produced in this area.

The North Delta District is in need of a unified effort by all communities to maximize collaboration and eliminate competition among communities, particularly in the rural areas. Successful economic development in these areas can occur only when the communities understand that cooperation multiplies assets and diminishes the negatives. In order for this environment of regional economic growth to come to fruition, there must be a systemic plan developed with all communities accepting that product as “their own”.

There is strong common agreement among all stakeholders that unification is a necessity. The challenge is now to provide the leadership necessary to move this agreement from a philosophical belief to a plan of action.

SWOT Analysis

The CEDS Committee has agreed that the following information presents a true view of the North Delta Region. Using this information and a collaborative process, goals and objectives accompanied by implementation and performance measures with timelines were developed and confirmed.

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

Strengths	Weaknesses
● I-20 Economic Corridor ● Educational Institutions ● Industrial Transportation Modes ● Stakeholders promoting economic development ● CenturyLink (Only Fortune 500 company in Louisiana)	● Rural vs. Urban divides ● Education equity ● Lack of broadband access in rural areas ● Rural isolation discourages industrial investment ● Lack of economic diversity
Opportunities	Threats
● Harmonize development efforts in the region ● Diversify economy by developing clusters adjacent and/or relevant to CenturyLink ● Promote workforce training among education providers ● Develop a spirit of collaboration among communities	● Traditional dependence upon “crop production” only ● Spirit of competition rather than cooperation ● Lack of financial capital ● Lack of technical training

STRENGTHS

The region is fortunate to have many stakeholders whose primary function is economic development within the region. All groups are pro-active and work energetically to locate and place industry in the region. This economic development is aided by the fact that diverse modes of transportation are readily available; air, rail, highway and water all assessable throughout most of the area. In addition, a diversity of educational institutions are available to train the workforce needed.

This region is also blessed with the location of CenturyLink in the area. CenturyLink employs literally hundreds of people and recently completed expansion. IBM has committed to locate a site very near CenturyLink and together they are developing a “planned community of business and homes adjacent

Strengths

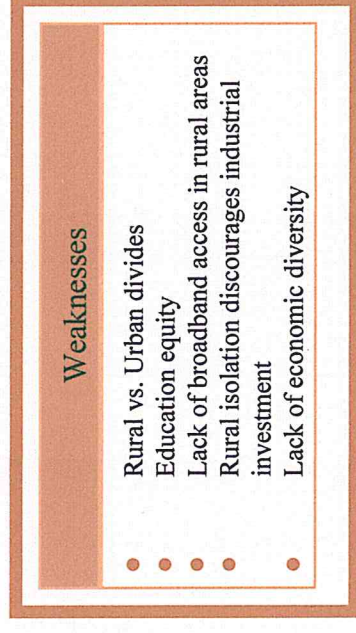
- I-20 Economic Corridor
- Educational Institutions
- Industrial Transportation Mode
- Stakeholders promoting economic development
- CenturyLink (Only Fortune 500 company in Louisiana)

to their operations.

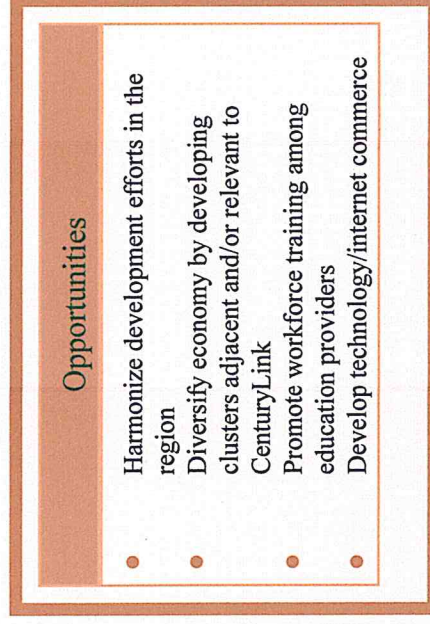
This region is ideally positioned by geography and circumstances to believe that the strengths noted above provide hope for greater economic development.

WEAKNESSES

Though the region has many strengths, it does have competitive disadvantages or weaknesses as they are termed here. There is a major divide between the urban area (Ouachita) and all of the rural parishes. This is true in practically all aspects, social, economic development, poverty rate and educational access and achievements. These issues are greatly affected by the isolation of the rural area that discourages economic investment, thus resulting in a diminished local tax base. Also, educational attainment outcomes are very uneven along racial lines and as a whole. This poses a workforce challenge for the region.



OPPORTUNITIES



It is important that the groups which promote economic development in the area work in harmony and in a collaborative effort. As in all endeavors, a united effort produces greater success. Equally important is the development of a spirit of collaboration rather than competition among the rural communities as industry is recruited.

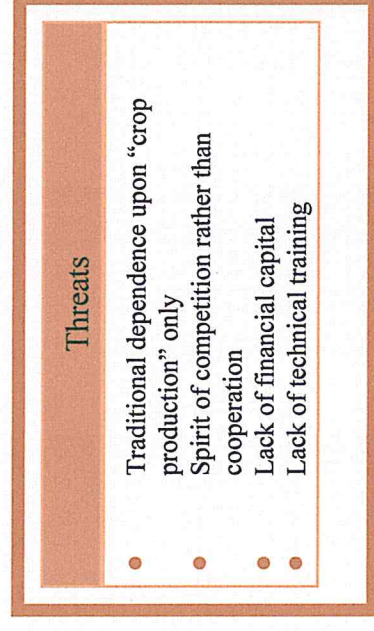
The economy of the region needs diversification. Developing economic clusters adjacent and/or relevant to CenturyLink is already bearing fruit and holds great promise for further success. This is an opportunity that must be maximized.

The region can also become more economically resilient by working to develop the industry cluster adjacent to its existing strengths. Developing industry clusters in the region would also benefit from further development of middle-skills labor in the region. A greater focus and more resources committed to developing middle-skill employees would enhance economic development in the region.

The rural region in particular, is open to expanding the use of technology and the internet to grow businesses. The internet can help diversify, grow and assist in the economic resiliency effort.

THREATS

For too long “crop production only” has been the major business plan for the vast rural area of the region. An economy that adds value to the bountiful crops produced in this area needs to be developed. This value added economy will without argument require workers highly trained in technical skills. As efforts are made in this regard, sources for investment capital must be secured. A major concern, primarily in the rural area, is the need for workforce training and the necessity of leadership in the area in order to accomplish this objective. Along with this workforce training, all levels of business organization is threatened by a lack of technical knowledge that is limiting or denying internet commerce. North Delta is working to alleviate this threat, but much more effort and assistance from other groups are needed.



Strategic Direction, Implementation Plan, Evaluation Framework

Directed by the SWOT Analysis of the District, North Delta proposes the following strategic direction and action plan for this region of Louisiana. The direction is presented as a series of development themes and goals. A plan for North Delta's role in the implementation of the strategic direction follows. An evaluation framework utilizing a chart format, will detail themes, goals, objectives, performance measures and timelines of the CEDS implementation.

- **Strategic Direction**

- **Themes**

- **Economic Diversification**

- Goal:** Unite region to attract and expand industry and entrepreneurship throughout the district.

- **Infrastructure Renewals and Rehabilitation**

- Goal:** Promote the renewal and rehabilitation of the infrastructure throughout the district via a collaborative effort with political bodies to obtain funding to accomplish needs.

- **Resiliency**

- Goal:** Develop plan to prepare businesses to become resilient to economic and natural disasters.

- **Leadership Development and Cooperative Planning**

- Goal:** Take a proactive role in promoting the development of leadership and cooperative planning among the political and economic development officials in the district.

- **Implementation Plan**

North Delta, as a result of its many years of service, has developed many regional stakeholders who will assist in the implementation of this CEDS. The North Delta Board comprises a broad representation of interested citizens and officials who will serve as the catalyst to provide unity, direction and counsel as the CEDS is implemented in each community and throughout the District.

- **Evaluation Framework/Performance Measures**

Ultimately, a CEDS is only useful to the extent it is successfully implemented. Any successful implementation requires not only a plan, but a systemic monitoring of the plan to gauge the rate of installation progress and its timelines. The following chart will function to provide a quick review of the CEDS themes, goals, objectives, performance measures, responsible parties and timelines.

Vision Statement

- **Vision Statement:** The North Delta District will experience growth in all areas of the region through a diversified business plan and cooperative alliances.

The North Delta Regional Planning and Development District's Comprehensive Economic Strategy Committee approved the following goals and objectives of a plan designed to make this vision a reality. This plan focuses on the following themes: Economic Diversification, Infrastructure Renewal and Rehabilitation, Resiliency, and Leadership Development and Cooperative Planning. An overarching principle of this plan is the creation and promotion of collaborative partnerships among all stockholders in each parish individually and region/district as a whole.

On page 18 of the CEDS the long range goals and objectives developed by the governing board of North Delta are provided. These goals and objectives approved by the CEDS Committee closely parallel those of the North Delta governing board.

Themes, Goals, Objectives & Implementation Plan

● Economic Diversification

Goal: Unite region to attract and expand industry and entrepreneurship throughout the district.

OBJECTIVES	PERFORMANCE MEASURES	IMPLEMENTATION GROUPS	TIMELINES
Assist small communities in implementing strategies that attract and grow businesses in targeted areas	Systemic process is implemented	WIBs, industry leaders, education leaders at all levels, LED	Years 1-5
Assist small communities in developing micro-clusters that capitalizes on unique assets and broaden local economy	Systemic process is implemented	WIBs, industry leaders, education leaders at all levels, LED	Years 1-5
Promote initiatives and businesses that foster growth in export industries that utilize all modes of transportation, broaden local economy, and add value and wealth for the district.	Systemic process is implemented	WIBs, industry leaders, education leaders at all levels, LED	Years 1-5

● Infrastructure Renewal and Rehabilitation

Goal: Promote the renewal and rehabilitation of the infrastructure throughout the district via a collaborative effort with political bodies to obtain funding to accomplish needs.

OBJECTIVES	PERFORMANCE MEASURES	IMPLEMENTATION GROUPS	TIMELINES
Obtain staff development for public entities to develop and implement effective grantsmanship skills	Staff development complete	North Delta staff	Years 1-5
Coordinate the application process for state and federal loans and grants that provide infrastructure improvements to promote economic development.	Application completed and submitted	North Delta staff, public and government entity staff	Years 1-5

● **Resiliency**

Goal: Develop plan to prepare businesses to become resilient to economic and natural disasters.

OBJECTIVES	PERFORMANCE MEASURES	IMPLEMENTATION GROUPS	TIMELINES
Assist business leaders to develop a plan to diversify the local regional economy	Plan developed	Regional Economic Development groups, Universities, WIBs, political bodies, LED	Years 1-5
Assist businesses to utilize to full advantage the Internet	Number of businesses using internet commerce increased	Universities, North Delta, WIBs, LED	Years 1-5
Promote development of knowledge based economic clusters that are less impacted economically by natural disasters	Number of businesses/clusters available	Universities, Regional Economic Development groups, WIBs, LED	Years 1-5
Develop a regional innovation and technology recovery center for use by businesses during disasters	Center Available for use	North Delta	Years 1-3

● **Leadership Development & Cooperative Planning**

Goal: Take a proactive role in promoting the development of leadership and cooperative planning among the political and economic development officials in the district.

OBJECTIVES	PERFORMANCE MEASURES	IMPLEMENTATION GROUPS	TIMELINES
Take a proactive role in obtaining resources to assess, plan and implement a district economic development plan	Plan developed	WIB, LED, elected officials, industry leaders, EDD's	Year 1-5
Provide leadership to promote collaborative economic development strategies among local economic development districts	Process developed and initiated	Economic Development Directors, LED, elected officials	Year 1-5
Promote the provision of needed workforce development and training to workforce officials and education leaders	Plan developed and implemented	Public officials, education leaders, WIB officials, LED, industry leaders, EDD's	Year 1-5

North Delta Goals and Objectives: (Governing Body)

- I. Goal: To stimulate the creation of private sector jobs through the attraction of industry and the retention or expansion of existing businesses in economically distressed areas.
 - A. Objective: To construct or expand infrastructure facilities that offer substantial employment potential and improve the capacity for economic growth through the establishment, retention or expansion of commercial, industrial and other enterprises.
 - B. Objective: To overcome specific capital market gaps and encourage greater private sector participation in economic development activities by establishing or expanding revolving loan funds in economically distressed areas.
 - C. Objective: To develop area resources/assets on which the strategy is to build are defined in this CEDS and the State of Louisiana's Vision 2020, which outlines cluster strategies for Louisiana's Economic Development.
- II. Goal: To help distressed communities build their capacity to stimulate, maintain or expand economic growth.
 - A. Objective: To promote comprehensive, inclusive planning in distressed communities to identify economic problems, assess the availability of local and non-local resources, and formulate and implement realistic development strategies.
 - B. Objective: To promote the Renewal Community Initiative a new kind of partnership among Federal, State, and local governments; local businesses, and community organizations to stimulate economic development in the North Delta Region.
- III. Goal: To provide new knowledge, analysis and technical information, which serve both to assess economic development problems and to seek out non-Federal resources for their solutions at the local level.
- IV. Goal: To enable distressed communities to practice and implement sustainable development.
 - A. Objective: To help communities develop an integrated approach to economic development that incorporates early planning at the local level, and full participation of stakeholders; and a comprehensive strategy implemented that conserves resources and sustains community and quality of life.
 - B. Objective: To help communities redevelop Brownfields.
 - C. Objective: To help communities which experience sudden and severe economic distress.

Resource Page

U.S. Census Bureau www.census.gov

Louisiana Department of Education www.louisiana.schools.net

ULM Center for Business and Economic Research www.cba.ulm.edu

STATS America www.statsamerica.org

Monroe Metropolitan Transportation Plan Update, State Project No 736-37-0027, 2005

North Delta will assess annually the CEDS to determine the completion of the Evaluation Framework/Performance measures in the Implementation Plan. This assessment will also assure that the achievements of the CEDS are being correlated to Louisiana's economic development priorities and the goals of the North Delta Planning and Development District.

North Delta's Board Membership 2015

Government representatives			60%
Name	Jurisdiction	Position	
Charles Sawyer	Union Parish	Police Jury	
Emmett Adams	Tensas Parish	Police Jury	
Jane Netteville	Tensas Parish	Police Jury	
Dan Morgan	Union Parish	Police Jury	
Jackie Johnson	Franklin Parish	Mayor	
Dave Norris	City of West Monroe	Mayor	
Jamie Mayo	City of Monroe	Mayor	
Jessie Washington	Richland Parish (Delhi)	Mayor	
Harold Mims	Jackson Parish (East Hodge)	Mayor	
Terry Matthews	Morehouse Parish	Police Jury	
A.J. Smith	Union Parish	Police Jury	
James Smith	Richland Parish	Economic Developer (Mayor)	
Charles Braddock	Caldwell Parish	Police Jury	
Non-Government representatives/Private Sector			20%
Name	Jurisdiction	Position	
Kenneth Wilson	ATMOS	Technician	
Ivory Smith	Smith & Smith LTD	CEO	
Milton Caldwell	Milton Caldwell Insurance Agency	CEO	
Jack Madden	Private Business	CEO	
Non-Government representatives/Stakeholder			20%
Name	Jurisdiction	Position	
Eddie Russell	CORPS	Retired 40+	
Marvin Hamilton	Richland Parish School System	Bus Driver	
Raymond Franklin	LA. Executive Board on Aging	Member	
Marshall Davis	Caldwell Parish School System	Retired Educator/Principal	

**Due to Ethic Commission regulations our board membership is low, we are currently working to bring it back to capacity.*

North Delta CEDS Committee

Name	Jurisdiction	Affiliation
Ivory Smith	Morehouse	Private Sector
A.J. Smith	Union	Private Sector
Emmitt Adams	Tensas	Public Official
Robbie Waxman	Richland	Private Sector
Marshall Davis, Jr.	Caldwell	Private Sector
James Bradford	Jackson	Workforce Investment
Charlie Tremble	Madison	Community Leader
Hosie Layton	East Carroll	Labor
Eddie Russell	West Carroll	Private Sector
Marilyn Comeaux	Franklin	Community Leader (Director Franklin Council on Aging)
Kenneth Wilson	Ouachita	Private Sector
Vanessa Stubblefield	Madison	Community Leader