LOUISIANA: VISION 2020

State of Louisiana

Master Plan for Economic Development

Submitted by:
Louisiana Economic Development Council

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March 31, 1999

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Executive Summary

Louisiana: Vision 2020 is a challenge to create a newer and better Louisiana and a guide to economic renewal and diversification. It is a platform for innovative initiatives. It is a process by which our progress toward long-term goals will be managed and monitored.

Since January 1997, the Louisiana Economic Development Council and its ten task forces have met more than 60 times, calling upon the best minds in the state in its efforts to construct the best possible economic development plan.

The result is a demanding, visionary document. The plan is built around a vision of 2020 Louisiana as a place with a vibrant, balanced economy; a fully engaged, well-educated workforce; and a quality of life that places it among the top ten states in the nation in which to live, work, visit and do business.

Louisiana: Vision 2020 is grounded in reality and embodies a full awareness of our historical shortcomings. It assumes that we must alter our behavior radically to be fully competitive in a global economy. It demands that we wean ourselves from our over dependence on the oil and gas and petrochemical sectors. It calls for a philosophy of making investments in our future and of making those responsible for the investments accountable for their performance.

In pursuit of *Louisiana: Vision 2020*, three goals are used as the plan's primary architectural elements. The first and most important of these is to re-create our state as a *Learning Enterprise*, a rich, diverse, complex organism in which all businesses, institutions, and citizens are actively engaged in the pursuit of knowledge. Louisiana will be a place where knowledge is valued as primary currency, where that knowledge is deployed to improve the profitability and competitiveness of business, the efficiency and accountability of government, and the quality of life of its citizens.

Louisiana: Vision 2020 demands that every citizen, business, and institution take direct responsibility for the acquisition and utilization of knowledge. It calls for raised math and reading competency levels in high school and the elimination of functional illiteracy. It demands a workforce with the knowledge and skills to perform in a competitive environment.

Building upon this raised educational platform, Goal Two calls for an economy that is driven by a diverse and thriving set of technology-intensive industries. It positions our colleges and universities as important sources of expertise for problem-solving, sources of technology for commercialization, and sources of well-educated graduates as potential employees.

Goal Two envisions a fundamental shift from our current emphasis on recruitment to a new emphasis on business retention, creation, and growth. It foresees a Louisiana whose tax structure, legal and regulatory climate, transportation infrastructure, and information

infrastructure all work together to create a fertile, dynamic environment for profitable and competitive businesses.

It envisions support for the State's existing technology-based industries, while at the same time actively moving to diversify into emerging technology areas where high growth is expected in the coming years. Six technology clusters have been identified as targets for Louisiana's diversification efforts: medical and biomedical; micromanufacturing; software, Internet, and telecommunications; environmental; food technologies; and materials. These clusters will be the focus of state research and development investments.

Goal Three raises the bar so that mediocrity is not an alternative for Louisiana. It says that by the year 2020 Louisiana will rank among the top ten states in the nation in standard of living indicators. It calls for increased personal income, for the elimination of poverty. It demands that we provide safe homes, schools, and streets for all of our citizens.

Goal Three calls for the preservation, development and promotion of Louisiana's natural and cultural assets for their recreational and aesthetic values. It takes economic advantage of this heritage with a call for statewide expansion of the tourism industry.

Finally, *Louisiana: Vision 2020* is a bold challenge demanding involvement and commitment. It serves as a platform for innovative responses, as a framework and guide for building a newer and better Louisiana. The Louisiana Economic Development Council will use the plan's benchmarks to monitor progress towards achieving these lofty goals.

***The term "technology" as used throughout this plan is defined simply as "a useful thing," a definition that includes the intangible, so that a process, for example, is as much a technology as is a device. No distinction is made for "high technology;" as a result, a technology may be as fundamental as the steel plow or as complex as an innovative process for manufacturing sub-micron scale devices. Technology seeks practical application and is driven by markets, whereas science seeks knowledge and is driven by its funding sources.*

Economic Overview

The U.S. and Global Economies

Throughout this decade the U.S. economy has expanded at an unprecedented rate. Many new jobs have been created, unemployment has remained low, inflation and interest rates have remained in check, and consumer confidence has been strong.

The sustained growth experienced during this expansion is generally attributed to an economy that is fundamentally different from any other in history. For example, business cycles are no longer led by changes in housing starts or the market for automobiles. This new economy is more closely linked to the health of rapidly growing businesses, particularly computer, software, and communications businesses. From 1994 to 1996, the information technologies sectors accounted for 27 percent of the growth in gross domestic product (GDP), compared to 14 percent for residential housing and four percent for the automotive sector.

This growth has been sustained with lower unemployment and less inflation than many economists thought possible. Although demand for information technology workers (e.g., programmers and network technicians) has been strong and wages and salaries have been increasing, prices for communications and computer-related equipment have been falling, counteracting inflationary pressures that would otherwise be expected. With sectors outside of the high tech areas growing at less than two percent annually, the demand for workers in these areas has not been strong and wages have remained steady, resulting in little pressure on inflation.

Many people believe that the economy will continue to grow steadily, fueled by companies that have streamlined operations and transformed themselves into businesses that effectively meet the changing demands of the marketplace. Others, however, insist that business cycles are not a thing of the past, but are now dependent on the economic fortunes of a different set of businesses—the aforementioned triad of computers, software, and communications. Certainly swings in these important sectors are felt throughout the economy. *Business Week* says that jobs in these sectors accounted for 20 to 25 percent of the growth in real wages and salaries in 1996.

Because these sectors are driven by technological advances, changes occur quickly and downturns could be severe. In such a cycle, companies might curtail new product development, suspend factory construction or expansion, and cut jobs, with the effects of these actions reverberating throughout the economy.

Wharton Economic Forecasting Associates (WEFA) foresees an underlying annual growth rate of 2.2 percent for the U.S. economy over the next 20 years. This relatively modest expansion scenario is down from the earlier boom periods that grew at about 4.3 percent annually. Wharton derives its conclusions from a projected slower growth in population and projected

slower productivity improvements for the next two decades compared to the last 30 years. Others, including *Business Week*, expect growth rates in the three percent range as they assume continuing improvements in productivity as a result of reengineering and the increasingly efficient use of information technology. Most groups expect inflation and interest rates to remain low.

Of course, few companies of any size are unaffected by foreign competition and changes in the global marketplace. Companies throughout the world are gravitating to manufacturing sites where production costs, principally labor costs, provide a competitive advantage. The GATT treaty and the North American Free Trade Agreement have reduced trade barriers and encouraged even more international trade. The recent crises in Asia and Russia provide ready evidence of our own economy's vulnerability to events beyond domestic control.

Information and communications technologies have effectively made a small world smaller. Companies embrace these technologies to identify, market to, and manufacture for new and growing markets throughout the world. The global economy is here to stay.

The Southern Region

Southern states, through organizations such as the Southern Growth Policies Board and the Southern Technology Council, are working together to identify strategies for improving the lives of their people. These groups are encouraging southern states to prepare their economies to be fully competitive in the next century's marketplace.

An article entitled "Technology, Globalization, and Education: Forces shaping the Region" (*Southern Growth*, Fall 1997) examines the forces affecting the economies of the southern states. "Future economic success will, to a large extent, be dependent on our region's ability to harness technology, both to improve production processes and to develop new products and services for sale in worldwide markets," says the article.

An anecdote in the draft report of the 1998 Commission on the Future of the South provides reinforcement:

> *"Last year, we had a high-tech tool-and-die company from Michigan approach us about building a plant here," says Robert Barnes, former executive director of the Shelbyville Chamber of Commerce. "One of the first questions they asked us was, 'Can your high school graduates perform calculus?'"*

In Shelbyville, as in most places in the South, few non-college bound students have mastered calculus. Despite the pressures and lessons of our recent history, few leaders are prepared to address the necessity of such a mandate: learn or fall farther behind. More than any other single factor, education—more and better education—is the key to our economic well-being.

The Commission's draft report recommends that state and community leaders focus heavily on education beginning with preschool and continuing throughout life. It emphasizes the shift to a knowledge-based economy where vision, education and training, and entrepreneurial behavior are required to excel.

Louisiana's Economy

Historically, Louisiana's economy has revolved around its wealth of natural resources, including oil and gas, agriculture, forestry, and fisheries. Our economy has been marked by periods of growth and decline largely tied to the price of oil and gas. Our oil and gas reserves have provided the base for the extraction, refining, and related petrochemical industries. Increases in oil and gas prices are accompanied by rises in extraction activities and related increases in construction, shipbuilding, pipeline operation, oilfield instrumentation and machinery production, and water and helicopter transportation. Growth in this arena leads to accompanying growth in trade, services, and banking as well as increased revenues for the State. Conversely, falling demand for oil and gas leads to reduced prices and the resulting decline in all the same activities that ride the wave up.

A quick look at statistics on Louisiana's economy today indicates that earnings, employment, and value added by manufacture are still dominated by the oil and gas and related industries. Chemical and allied products and petroleum refining account for 51 percent of the State's value added by manufacture and 23 percent of manufacturing employment. When transportation equipment (primarily shipbuilding) is included, the numbers jump to 57 percent and 35 percent, respectively. Earnings from mining-related activities account for 4.5 percent of earnings in the State – five times the national average. The petroleum and chemical sectors account for more than 37 percent of the State's manufacturing earnings, compared to about 10 percent for the nation as a whole.

Sustainability of Louisiana's Current Economy

Along with the nation's economy, Louisiana's economy has thrived in recent years. However, changes in the national and global economies mean that the growth of high quality jobs and companies in Louisiana will not occur exclusively as a result of cheap labor, the presence of natural resources, or our physical location – factors that have led to growth in the past. The current economy will leave the State vulnerable to the same ups and downs, largely related to the prices of oil and gas, that have occurred over the past three decades. It is diversification into rapidly-growing, non-oil and gas related industries that can provide greater balance and stability in the future. A more diversified economy will not only leave Louisiana less vulnerable to downturns in any particular sector, it will also result in an environment for creativity and innovation, an environment where good ideas in one sector spill over into improvements for other sectors as well.

Our Place in the World

The key ingredients for a vibrant 21st Century economy in Louisiana will be a skilled and educated workforce, access to technology, and access to capital. Information and communications technologies have revolutionized manufacturing, transportation, health care, even wholesale and retail trade. Growth of high value-added industries and their associated jobs depends on trained, innovative, entrepreneurial citizens embracing and utilizing those information and communications technologies.

Global competition forces companies to compete on price, quality, and timely performance to an extent never before experienced. The changing nature of the marketplace and the technologies making those changes possible have fundamentally altered the way we do business. These changes show up in the way workers relate to machines and products, the way products are conceived and produced, the way markets are served, and the way in which companies interact. As a report from the North Carolina Economic Development Board recently said, "…*the terms of competition* have changed for business, which in turn has changed the terms of competition for people, for communities, and for state economic development policies."

Changes affecting the economy include:

- *Technology*. Technology must be integrated into every aspect of a company's business in order to compete locally, regionally, nationally, or internationally. Technology will drive the future.

- *Movement from a labor economy to a technology economy*. There will be few jobs for low wage, relatively unskilled workers. Those jobs are now leaving Louisiana and other states as companies such as apparel manufacturers move their operations to other countries. Many of the workers in Louisiana's traditional industries, such as oil and gas exploration and production and chemical plant operations, are already required to operate computers, advanced instrumentation, and other sophisticated equipment. Highly skilled, high performance laborers are required to meet the needs of the technology-intensive companies that will remain as others become less competitive and move offshore or close.

  The types of workers companies need are also changing. The demand for managerial, production, and low-skilled laborers is decreasing while the demand for skilled technicians, designers, and high-level professional services is increasing. The use of technology also improves productivity, allowing increases in output with the same or reduced employment.

- *Innovation is required for success*. Successful companies must be constantly improving production practices and products and moving into new markets.

- *Entrepreneurial behavior*. Successful companies must be flexible and rapidly respond to changing markets and economic conditions.

- *Quality and cost.* High quality products produced at ever lower costs are required to compete.

- *Outsourcing.* Companies are increasingly outsourcing components, business services, and, in some cases, R&D in order to streamline operations. While outsourcing may shrink the size of some companies, it also opens up opportunities for companies that produce needed components, as well as specialized business and R&D services. Again technology, in the form of advanced communications and transportation systems, contributes to the success of these types of arrangements.

- *A changing base economy.* Manufacturing has been the base of the U.S. economy, producing multiplier effects throughout the economy. In the new economy, some high value service sector industries, such as engineering, environmental services, and telecommunications services, are also becoming an important part of the base economy.

- *Partnering is critical to success.* Companies working in isolation from suppliers and final demand producers will find themselves left behind. Innovative, entrepreneurial companies are working closely with their suppliers and the companies that use their products to make critical design and production decisions to increase their competitiveness.

Policy Implications

There are a number of things state government can do to have an effect on essential requirements for businesses to be competitive in today's world. Areas where the State can have an impact include education and training, physical infrastructure, the environment, capital, and technology diffusion.

Specifically, today's businesses need:

- Educated workers willing and able to learn new skills and adapt to new work practices;

- Information infrastructure in place;

- Adequate physical infrastructure, including transportation, power, water, sewer;

- Reasonable and predictable environmental and tax laws;

- Access to services, including information, technology, financial, and other business services;

- Risk capital and debt capital managed by people who understand today's world, including international finance;

· Technology diffusion for those small- and medium-sized companies without the critical mass to develop technologies on their own.

Louisiana's Strengths, Weaknesses, Opportunities, and Threats

Louisiana's strengths, weaknesses, opportunities, and threats relative to the international, national, and regional economic environment include:

Strengths:

· A cadre of knowledgeable, dedicated and progressive people in government, academia and the private sector who are capable of reaching consensus on a vision of the State's future and leading its people toward it.

· A diverse population with entrepreneurial capabilities across a broad spectrum of competencies who are willing to work and, if necessary, sacrifice, for a better future for themselves and their children.

· An excellent centralized geographic location relative to both domestic and foreign markets.

· Cultural, historical, and recreational resources that offer opportunities to greatly expand tourism.

· An abundance of natural resources including rich farmlands, productive forests, diverse wildlife, navigable waterways, and reserves of fossil fuel which, if managed properly, will provide economic opportunities.

· Strong economic base industries including agriculture; aquaculture; fossil fuel exploration, mining and refining; bulk and specialty chemical manufacturing; marine engineering and construction; environmental engineering and remediation services; and medical services that will also provide economic opportunities.

· Good post-secondary educational and research institutions capable of excellence and plans to improve these resources as well as the State's community colleges, technical colleges, and primary and secondary schools, assimilating all the schools into a cohesive and effective means of educating and training the State's citizens of all ages.

· A dynamic technology base borne on the expertise of existing industry and supported by the State's post-secondary educational and research institutions in areas such as biomedicine; micromanufacturing; integrated information management and control engineering; advanced materials; environmental characterization, containment and remediation; and food production and safety.

- A small, yet capable and potentially robust source of formal venture capital capable of supporting indigenous entrepreneurial ventures.

Weaknesses:

- The perception that Louisiana is a "Banana Republic" with self-serving governmental leaders who lack the political will to enact and sustain fiscal and socioeconomic reforms that will facilitate broad-based economic growth and prosperity.

- The perception that Louisiana's citizens are either complacent or resigned to mediocrity, given the State's ranking in adult literacy, high school drop outs, teen pregnancies, violent crime, and drug abuse.

- A system of public education that has not imparted to its students the skills and training necessary for them to qualify for or retain advanced, technology-based jobs in a globally competitive job market.

- Constitutionally-mandated dedication of funds that limits the discretion of government to enact and sustain fiscal and socioeconomic reforms that will facilitate broad-based economic growth and prosperity.

- A tax code that does not insure predictable stability in the delivery of State services from year to year through periods of economic downturns as well as prosperity.

- A tax code that does not effectively encourage the birth, growth or retention of technology-intensive businesses.

- A marginal infrastructure of roads and highways, railroads, air and water ports, utilities, drainage, and information that requires substantive improvement in order to support sustained economic development throughout the State.

- A regulatory licensing and permitting bureaucracy that is often, albeit unintentionally, inhibitory rather that supportive of new business development or expansion.

- Inadequate sources of seed capital to support indigenous entrepreneurial ventures.

Opportunities:

- Momentum toward improving education and workforce training. The Foster Administration has already begun reforms and has dramatically increased funding in these critical areas.

- Momentum toward improving intermodal transportation infrastructure. The Foster Administration has developed funding priorities and significantly increased funding for intermodal transportation improvements.

- Louisiana, like the rest of the nation, is currently benefiting from a strong economy. Now is the time to begin to invest in our future.

- Examples of thriving economies in other regions serve as examples of the higher standard of living that can come to areas that invest in the ingredients necessary to be a player in the new economy.

- The strong entrepreneurial spirit that has manifested itself largely in Louisiana's traditional industries may be redirected into new opportunities as Louisiana moves to strengthen its workforce and diversify its economy.

Threats:

- Parochial politics may block the needed investments in our future.

- A tradition of opposition to change. The new Louisiana will require a new attitude on the part of every citizen.

- Unwillingness to make investments that won't show near-term payoff. The State typically looks for money spent to lead to changes in the near future.

- A return to the mindset that looks at State budget allocations as expenditures rather than as investments. Over the past three years, Louisiana's executive and legislative leaders have been committed to performance budgeting and investing in Louisiana's future. True economic development requires sustained investment in areas such as education and infrastructure that don't show near-term payoff.

Vision, Mission, Philosophy

Louisiana: Vision 2020

Twenty years into the 21st Century, Louisiana will have a vibrant, balanced economy; a fully engaged, well-educated workforce; and a quality of life that places it among the top ten states in which to live, work, visit, and do business.

Mission

The Statewide Master Plan for Economic Development will communicate to the citizens of Louisiana the compelling need to expand and diversify our economy through strong, effective public-private initiatives. It will demonstrate to those outside Louisiana the State's commitment to reinventing itself. It will analyze Louisiana's competitive position and build upon its strengths. It will serve as road map and field guide to a visionary set of economic development policies and strategies that will illuminate the journey to the vibrant Louisiana of 2020.

Philosophy

Economic development is primarily a private sector phenomenon, the offspring of an active free enterprise system. Actions taken by government should be designed to foster private development, not to supplant it.

Government should attend to infrastructure needs: transportation, communications, education. Appropriations should be viewed as investments in the economic future, not as expenditures.

Government should provide a stable and fair tax, regulatory, and legal environment in which business may be done efficiently and profitably. Where appropriate, public-private partnerships may serve as effective vehicles for economic development initiatives.

Louisiana must make significant and sustained changes in the way it does business. While the new Louisiana should be a better place economically, educationally, and environmentally, it should remain identifiably Louisiana, a place like no other.

Louisiana: Vision 2020

First, there is the vision, and the vision is also the challenge.

The vision is that twenty years into the 21st Century, Louisiana will have a vibrant, balanced economy; a fully engaged, well-educated workforce; and a quality of life that places it among the top ten states in which to live, work, visit, and do business.

The challenge is that no part of the vision is true today. While we are enjoying good economic times, we continue to rely too much on our natural resource base, to remain vulnerable to downturns in the oil and gas and petrochemical sectors.

While our unemployment figures are much better than just a few years ago, we still have large pockets of chronic poverty. We have too many adults who are not in the workforce because they do not have the education and skills to compete, and too many young people dropping out of the educational process or underachieving while in school.

While Louisiana's rich cultural heritage provides us with many reasons to live here, we do not rank among national leaders in quality of life indicators. We do not have the kind of business climate that will breed investment and innovation in an ever-changing global market. We do not have the capital resources, physical infrastructure, or information infrastructure that will allow us to be truly competitive.

For *Louisiana: Vision 2020* to become a reality, every citizen, every business, every school, every agency, every branch of state and local government must see the vision, believe in the vision, and accept responsibility for achieving the vision.

The challenge is to reinvent Louisiana. Before we can reinvent ourselves, we must re-imagine the way we think about economic development. We must face the realities of the global economy, the necessity of competitiveness, and the hard truth that our natural resources are no longer enough to sustain us. We must face the harder truth that anything less than the best education possible for every man, woman, and child is unacceptable.

The good news is that because of important steps taken by Governor Foster and the Legislature, we are already on our way to *Louisiana: Vision 2020*. Since 1996, new laws have been enacted to bring fairness back into our legal system. A stronger, unified ethics commission is in place to help us move beyond our storied, but ultimately unacceptable, political past.

An out-of-control Medicaid program has been reformed and made solvent. State government departments have operated on standstill budgets, adjusting for inflation by streamlining and improving productivity.

Louisiana is the first state in the nation to eliminate the inheritance tax. Major new investments have been made in culture, recreation, and tourism. Funds for highway improvements have increased significantly.

The State's workforce development system has also been overhauled by the creation of the Louisiana Workforce Commission charged with streamlining and bringing accountability to the State's $400 million annual investments in job training programs. Two separate $6.5 million customized training funds have also been created to provide businesses with access to the specially-trained workforces they may require for growth.

Most importantly, improving education in Louisiana has become Governor Foster's highest legislative priority, with new reform initiatives in K-12 and post-secondary education being supplemented by over $750 million in new investments. For example:

- Louisiana's K-12 system has been the target of significant reforms, including a new school and district accountability system, high stakes testing for fourth and eighth grade students, additional instructional time for students, additional in-service training for teachers, a character education program, and an expansion of charter schools.

- A $63 million investment in technology for the classroom has lowered the ratio from 88 students per computer to 15 students per computer over the last two years, taking Louisiana from dead last in the country into the top one-third.

- Three teacher pay raises in a row worth $213 million have taken Louisiana teachers from last in the nation to within striking distance of the Southern regional average.

- Louisiana is on course to meet Governor Foster's pledge to fully-fund the school funding equalization program, known as the Minimum Foundation Program (MFP), for the first time in history by the end of the Governor's first term.

- $50 million has been invested in a new K-3 reading and math program to ensure all third graders are able to read and perform computations at grade level.

- Louisiana's postsecondary education system has also been dramatically reorganized, with legislation giving the Board of Regents clear policy-making authority over the funding formula, capital outlay requests, and academic programs.

- The passage of a constitutional amendment creating the Louisiana Community and Technical College System gives Louisiana an effective organization to meet the demands of business and industry for well-trained workers and to ensure broad student access to associate degree and certificate programs.

- Faculty salaries were brought to the Southern average in 1996, and those increases have been annualized into university budgets.

- Formula funding for colleges and universities has increased by $15 million each of the last two years.

- The $100 million backlog in deferred maintenance at our colleges and universities that Governor Foster inherited will be eliminated with a fourth $25 million investment in the 1999 State budget.

- Over $30 million in new investments in scientific equipment and library resources have returned Louisiana universities to a competitive posture for research and development.

- The newly created TOPS scholarship program represents an investment of approximately $40 million per year to reward high school students who maintain a 2.5 or better grade point average and reach the State's average ACT score with an opportunity to attend a State university, community or technical college tuition free.

- Louisiana was recently recognized by the Chronicle of Higher Education as having moved from 46th to 4th in the nation in terms of the rate of increased funding for higher education during Governor Foster's first two years in office.

It is upon the foundation of these commitments and these successes that *Louisiana: Vision 2020* will be realized.

"Education is a primary ingredient in the wealth of nations."
--Horace Mann

Goal One: The Learning Enterprise

Education is **the** primary ingredient in *Louisiana: Vision 2020*. Our first goal calls for Louisiana to become a *Learning Enterprise*, an entity which values knowledge and treats the pursuit and utilization of that knowledge as its most important business.

In a *Learning Enterprise*, every Louisiana business, institution, and citizen will have a job to do. For some the job will be learning to read, or learning to operate a particular piece of equipment, or learning a new set of job skills. For a small manufacturing business it may be modernization or learning how to organize a manufacturing network to compete more effectively and improve profitability. For a governmental agency it may be applying the lessons of private sector quality programs to the delivery of services in the public sector.

In a *Learning Enterprise*, every task performed is viewed as an opportunity to acquire and share knowledge. This commitment to the acquisition of knowledge manifests itself in the form of lifelong learning. No one is ever finished with the learning process. Every citizen will

have the opportunity and the responsibility to continue learning throughout his or her lifetime whether the specific learning is to improve job performance, create a better employment opportunity, or simply enrich the quality of a life. Since everyone will be learning, everyone will be a role model.

The Louisiana of our dreams requires building and maintaining the best possible system of education at every level: K-12, technical schools, community colleges, and universities. Our workforce training programs must operate seamlessly with other education initiatives.

A few years ago, the British journal *The Economist* said, "A country with a scientific elite but an ill-educated workforce may be an innovator, but it will find it hard to ensure that new ideas are effectively used at home." The diffusion of education throughout our state is critical to our overall success.

The right to a good education is fundamental to our democratic society. No human being should be denied the right to participate fully in the free enterprise system because of the lack of education.

"In the developed free-market countries, work and workforce, society and polity, are all, in the last decade of this century, qualitatively and quantitatively different not only from what they were in the first years of this century, but also from what has existed at any other time in history: in their configuration, in their processes, in their problems, in their structures. One of the primary drivers of all of this social change, is the exponentially accelerating pace of technological innovation."

--Peter Drucker

Goal Two: The Culture of Innovation

Goal Two identifies technology as the driving force behind the growth and diversification of our economy. It focuses our attention on the state's existing technology-based industries and targets six technology clusters that will frame our efforts for growth and diversification. And it places our colleges and universities at the center of the new economic development process.

From the Research Triangle to Silicon Valley, every area of our nation that has experienced significant economic growth and diversification has done so on the strength of its technological prowess. For a while in this century, the South was able to compete for the relocation of industries on the basis of lower taxes and lower labor costs. With the globalization of the economy, those gains have proven to be transient. We can no longer work cheaper, we must now work smarter.

Louisiana: Vision 2020 calls for a fundamental shift in our thinking about economic development, a shift from a reliance on recruitment to an emphasis on business retention, business creation, and the commercialization of technology. It calls for the building of

formidable economic development initiatives at the regional level, in each of the state's planning districts. In each case, the colleges and universities in the district will be important resources for economic growth, serving as a source of expertise for problem solving, a source of technology for commercialization, and as a source of well-educated graduates as employees.

The Louisiana Economic Development Council utilized focus groups to develop a set of six technology clusters that will provide the basis for diversifying the state's economy: medical and biomedical; micromanufacturing; software, Internet, and telecommunications; environmental; food technologies; and materials. State development programs and university research programs will focus their attention and resources on these critical growth areas. The technology clusters will be reexamined at regular intervals throughout the next two decades in order to assure their continuing viability and relevance.

Goal Two demands that Louisiana become a state whose tax structure and legal and regulatory climate are conducive to the creation and growth of technology-driven companies. It demands that we build the transportation and information infrastructures that will not only service business growth in Louisiana but will make Louisiana a leader in entrepreneurial endeavors.

"Why should we settle for mediocrity when we can be the best place in America to live, work, and do business?"

--Governor Mike Foster

Goal Three: A Top Ten State

Louisiana: Vision 2020 does not allow a fallback position, it does not consider mediocrity as an alternative. Goal Three says that Louisiana will be among the top ten states in the nation as a place to live, work, visit, and do business.

We have often bemoaned our low rankings in educational and economic performance. We have suffered the ridicule of pundits and competitors. Sometimes, we have complained that the criteria used in the rankings are unfair to us, that they do not consider our strengths.

Now, we say that it doesn't matter, that we must become better anyway. Now, we say that there are no excuses.

Goal Three calls for higher personal income and better quality jobs in every region of the state. It calls for decreased poverty levels in every region of the State. It demands safe homes, schools, and streets for all of our citizens.

Goal Three also reminds us of our uniqueness and our strengths. Louisiana is unrivaled in the wealth of its cultural heritage. Our scenic, recreational, and cultural assets are the basis of a formidable tourism industry. Employing innovative approaches such as rural tourism, we must continue to expand and improve our tourism initiatives.

It is, after all, a good place to live and work that we all want. *Louisiana: Vision 2020* provides us with the blueprint for achieving that lofty goal.

Louisiana: Vision 2020: A Platform for Innovative Behavior

With the participation and approval of the Legislature, Louisiana is poised to take the next critical set of steps towards *Louisiana: Vision 2020*. The Louisiana Economic Development Council will continue to set and monitor benchmarks by which our progress will be measured. The Executive and Legislative branches will employ the power of performance based budgeting to empower new initiatives and hold them accountable. *Louisiana: Vision 2020* means that we will make investments in future growth rather than expenditures for past failures.

State agencies, educational institutions, businesses, and citizens should utilize *Louisiana: Vision 2020* as a platform for innovative behavior. New ideas, new strategies are needed on an ongoing basis; opportunity abounds.

We expect, for example, that the emerging markets in Central and South America will receive special attention as an area of great strategic opportunity for Louisiana. The substantial medical client base in our hospital system gives us the opportunity to build a lucrative clinical studies capability. The momentum of our recent successes in venture capital formation opens the doors to initiatives that could vault us into a leadership position among southern states in venture and seed capital fund formation.

The creation of a task force on retirement living opportunities in Louisiana should give focus to this increasingly viable economic development target. The planned telecommunications summit should provide impetus for the creation of a strategic plan to guide our investments and behavior for 21st Century infrastructure. The great progress made in workforce development in the past few years gives us the chance to educate and train new generations of workers for an increasingly diversified economy. New ideas and new technologies are emerging almost daily to address old, seemingly intractable problems such as coastal land loss.

The Governor's Office, the Louisiana Economic Development Council, and the Department of Economic Development have already begun to consider the reengineering of Louisiana's economic development enterprise to respond to a new century's challenges. Some operations may be privatized or organized into innovative public-private partnerships.

There has never been a better time to reinvent ourselves, and there has never been a greater need to do so. We certainly know that we can do a better job of marketing the strengths we have currently. We also know that we are better than the image we project outside Louisiana. *Louisiana: Vision 2020* goes one giant step beyond reinventing Louisiana's image: it calls for reinventing our reality. Alfred Lord Tennyson said, "Come my friends, it is not too late to seek a newer world."

Louisiana: Vision 2020 is our opportunity and manifesto to create a newer and better Louisiana.

Implementation

Louisiana: Vision 2020 will be implemented through a series of Annual Economic Development Action Plans, each of which will carry the state closer to achieving its twenty year vision. These plans will be the primary vehicles for the implementation of the innovative, aggressive, and targeted programs and incentives that are mandated by *Louisiana: Vision 2020.*

Beginning on January 1, 2000 and continuing on an annual basis through the year 2020, the Council will submit an annual report and plan to be known as the Economic Development Action Plan to the governor, the president of the Senate, the speaker of the House of Representatives, the chairman of the Senate Committee on Commerce and Consumer Protection, and the chairman of the House Committee on Commerce. Each Annual Economic Development Action Plan will include a report of the Council's work; an overview of the benchmarking and accountability aspects of the Strategic Plan, including results from the previous year; an explanation of why any strategies or initiatives were not implemented or failed with recommendations for successful implementation; and an analysis of changes and trends in the external economic environment.

Most importantly, each Economic Development Action Plan will include a comprehensive set of recommended strategies and action plans for implementation in the next fiscal year, including budgetary, legislative, regulatory, program, and private sector incentives. Each strategy and action plan will have measurable goals and objectives which are fully integrated into the master plan benchmarking and accountability model.

The cooperation of cabinet-level departmental leaders is critical to the implementation of *Louisiana: Vision 2020.* Much of the responsibility for taking action steps to move Louisiana towards the goals envisioned in this plan falls on the departments of state government, individually and collectively. All departments must incorporate *Louisiana: Vision 2020* into agency operational plans.

To facilitate this process, the Cabinet Advisory Group (CAG), composed of key state elected and appointed officials, will meet quarterly with the Executive Committee of the Louisiana Economic Development Council to provide advice, coordination, research, and other support in the management of the Economic Development Strategic Plan and the development of the Annual Economic Development Action Plans.

The CAG will also assist the Council in assuring that *Louisiana: Vision 2020* and the Annual Economic Development Action Plans are in harmony with the Executive Budget. Benchmarks developed by the Council should be consistent with performance measures used in the Executive Budget and the Appropriations Bill.

Goals & Objectives

Louisiana's goals for the year 2020 are:

Goal One:

To be a *Learning Enterprise* in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge, and where that knowledge is deployed to improve the competitiveness of businesses, the efficiency of governmental institutions, and the quality of life of citizens.

Objectives:

1.1 To involve every citizen in a process of lifelong learning

1.2 To raise levels of language and computational competencies by high school graduation

1.3 To increase the amount of funding available to adequately support Louisiana's educational system, including the non-formula area of agriculture

1.4 To eliminate functional illiteracy

1.5 To have a well-articulated system of post-secondary education whose institutions are active participants in the economic development enterprise

1.6 To have a workforce with the education and skills necessary to work productively in a knowledge-based economy

1.7 To have a business community dedicated to the ongoing education of its employees

1.8 To improve the efficiency and accountability of governmental agencies

Goal Two:

To have an economy driven by a diverse and thriving set of technology-intensive industries that actively utilize Louisiana's colleges and universities as a source of well-educated graduates as employees, a source of expertise for problem-solving, and a source of technology for commercialization.

Objectives

2.1 To build upon the successes of Louisiana's existing economic strengths, including oil and gas, petrochemicals, shipbuilding, and aerospace

2.2 To maintain and increase emphasis on the renewable natural resources of agriculture, forestry, and fisheries through agribusiness

2.3 To improve and sustain Louisiana's physical infrastructure, including highways, waterways, ports, and rail

2.4 To develop and implement a long-term strategic plan for the significant improvement of Louisiana's information and telecommunications infrastructure

2.5 To increase business investment in modernization of facilities and systems

2.6 To increase the formation, growth, and survival rates of technology-driven companies

2.7 To diversify Louisiana's economy through strategic investments in targeted technology areas

2.8 To increase the availability of seed and venture capital invested in Louisiana firms

2.9 To have a tax structure, regulatory climate, and civil justice system conducive to the creation and growth of technology-driven companies

2.10 To provide effective mechanisms for industry access to university-based technologies and expertise

2.11 To increase university and private sector research and development, particularly in the targeted technology areas

2.12 To increase the number and quality of scientists and engineers

2.13 To attract and retain distinguished researchers

2.14 To produce more flexible, adaptable, and innovative technicians for industry

Goal Three:

To have a standard of living among the top ten states in America and safe, healthy communities where rich natural and cultural assets continue to make Louisiana a unique place to live, work, visit, and do business.

Objectives:

3.1 To increase personal income and the number and quality of jobs in each region of the State

3.2 To decrease levels of unemployment and the poverty level in each region of the State

3.3 To have safe homes, schools, and streets throughout the State

3.4 To have a safe and healthy environment for all citizens

3.5 To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values

3.6 To support and expand the tourism industry throughout the State

3.7 To improve the quality of life of Louisiana's children

Benchmarks

Goal One:

To be a Learning Enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge, and where that knowledge is deployed to improve the competitiveness of businesses, the efficiency of governmental institutions, and the quality of life of citizens.

Objective 1.1 - To involve every citizen in a process of lifelong learning	**Baseline Date**	**Amount**	**2003**	**2008**	**2013**	**2018**
1.1.1 Number of adults enrolled non-GED programs sponsored by the Division of Adult Education in the Department of Education	1999	To be set				

Objective 1.2 - To raise levels of language and computational competencies by high school graduation	**Baseline Date**	**Amount**	**2003**	**2008**	**2013**	**2018**
1.2.1: Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the State's K-12 accountability system	1999	To be set				
1.2.2: Percentage of 2nd graders who read at the 2nd grade level at the end of the year	1999	To be set				
1.2.3: Percentage of 3rd graders scoring at or above the national average on the nationally-normed Iowa Tests, using each student's composite score	1999	To be set				
1.2.4: Percentage of 4th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in: Math English/language arts Science Social Studies	1999	To be set				
1.2.5: Percentage of 6th graders scoring at or above the national average on the nationally-normed Iowa Tests, using each student's composite score	1999	To be set				
1.2.6: Percentage of 8th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in: Math English/language arts Science Social Studies	1999	To be set				
1.2.7: Percentage of 9th graders scoring at or above the national average on the nationally-normed Iowa Tests, using each student's composite score	1999	To be set				
1.2.8: Percentage of high school students scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in: Math English/language arts Science Social Studies	2001	To be set				

1.2.9: Louisiana's average ACT score, as a percentage of the national ACT average	1997	92%	95%	98%	101%	105%
Objective 1.3 - To increase the amount of funding available to adequately support Louisiana's educational system, including the non-formula area of agriculture	**Baseline**					
	Date	**Amount**	**2003**	**2008**	**2013**	**2018**
1.3.1: The average Louisiana teacher salary						
K-12 -- National Rank	1997	47	40	34	27	20
Higher Education (percentage of national)	1997-98	82%	89%	96%	103%	110%
National Rank	Not Available					
1.3.2: The average Louisiana per pupil spending						
K-12 -- National rank	1997	44	38	32	26	20
Higher education (national rank)	1994-95	47	40	34	27	20
Objective 1.4 - To eliminate functional illiteracy	**Baseline**					
	Date	**Amount**	**2003**	**2008**	**2013**	**2018**
1.4.1: Percentage of adults who read above the 8th grade level	1997	42%	54%	66%	82%	95%
National rank						
Objective 1.5 - To have a well-articulated system of post-secondary education whose institutions are active participants in the economic development enterprise	**Baseline**					
	Date	**Amount**	**2003**	**2008**	**2013**	**2018**
1.5.1: Annual licensing revenues received by all universities (in millions)	1995	$5.4	$16.6	$27.7	$38.9	$50.0
Note: 95% of the 1995 revenues are from Tulane University						
Objective 1.6 - To have a workforce with the education and skills necessary to work productively in a knowledge-based economy	**Baseline**					
	Date	**Amount**	**2003**	**2008**	**2013**	**2018**
1.6.1: Percentage of residents, ages 18 – 25, with a high school degree or GED equivalent	1995	84%	86%	88%	92%	95%
National rank						
1.6.2: Percentage of residents, over age 25, with a high school degree or GED equivalent.	1995	76%	78%	81%	83%	85%
National rank						
1.6.3: Percentage of residents who have graduated from a four-year college or university	1993	16%	18%	21%	24%	26%
National rank						
1.6.4: Percentage of residents who have graduated from a two-year technical or community college	1999	To be set				
National rank						

Objective 1.7 - To have a business community dedicated to the ongoing education of its employees	Baseline Date	Amount	2003	2008	2013	2018

Objective 1.8 - To improve the efficiency and accountability of governmental agencies	Baseline Date	Amount	2003	2008	2013	2018

Goal Two:

To have an economy driven by a diverse and thriving set of technology-intensive industries that actively utilize Louisiana's colleges and universities as a source of well-educated graduates as employees, a source of expertise for problem-solving, and a source of technology for commercialization.

Objective 2.1 - To build upon the successes of Louisiana's existing economic strengths, including oil & gas, petrochemicals, shipbuilding, and aerospace	Baseline Date	Amount	2003	2008	2013	2018
2.1.1: Manufacturing employment	1996	186,373	195,000	203,000	209,000	217,000
2.1.2: Wholesale trade employment	1996	93,146	102,000	109,000	117,000	122,000
2.1.3: National rank of exports	1996	25	25	21	18	15

Objective 2.2 - To maintain and increase emphasis on the renewable natural resources of agriculture, forestry, and fisheries through agribusiness	Baseline Date	Amount	2003	2008	2013	2018
2.2.1: Gross farm, forestry and fishery income (in billions)	1996	$4.3	$6.1	$7.7	$9.9	$12.6
2.2.2: Value added (in billions)	1996	$4.4	$6.6	$8.8	$12.1	$16.6
2.2.3: Total number of agribusiness firms	1994	14,817	16,941	18,251	19,662	21,181
2.2.4: Total employment in agribusiness firms	1992	279,665	347,726	383,917	423,875	467,902
2.2.5: Total value of agricultural exports (in millions)	1995	$427.8	$632.1	$806.7	$1,029.5	$1,314.0
2.2.6: Annual number of acres of timberland/wetlands reforested:						
Hardwood	1995	10,000	10,000	10,000	10,000	10,000
Pine	1995	145,000	160,000	170,000	165,000	160,000

Objective 2.3 - To improve and sustain Louisiana's physical infrastructure, including highways, waterways, ports, and rail	Baseline Date	Amount	2003	2008	2013	2018
2.3.1: Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)	1998	16	40	43	44	45
2.3.2: Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)	1998	3	7	9	10	12

2.3.3: Percentage of Louisiana road and street mileage under state control	1996	27.5%	25.0%	20.0%	20.0%	20.0%
2.3.4: Louisiana miles of freeway per million in population	1996	209	207	214	224	240
2.3.5: Percentage of highway miles with pavements in poor condition	1995	27.1%	24.0%	21.0%	18.0%	15.0%
2.3.6: Structurally deficient bridges (percentage of all bridges based on deck area)	1997	7.9%	7.5%	6.5%	5.5%	5.0%
2.3.7: Number of parishes with a public transportation system	1997	42	47	52	58	64
2.3.8: Number of Louisiana ports in top 10 US ports (based on total foreign and domestic cargo tonnage)	1995	4	4	5	5	5
2.3.9: Number of Louisiana ports in top 20 US ports (based on total import/export cargo value)	1995	3	3	4	4	4
2.3.10: Number of public rail/highway at-grade crossings with active warning devices	1996	1,170	1,465	1,760	2,055	2,350
2.3.11: Number of parishes with limited or no freight railroad service	1997	11	11 or less	11 or less	11 or less	11 or less
2.3 12: Number of foreign cities with direct air service from Louisiana	1997	2	4	6	7	8
2.3.13: Number of Louisiana airports in top 30 US airports (based on passenger enplanements)	1996	0	0	1	1	1
2.3.14: Number of Louisiana airports in top 30 US airports (based on air cargo tonnage)	1996	0	0	0	1	1
2.3.15: Number of airports which can accommodate jumbo aircraft	1997	3	3	4	4	5
2.3.16: Number of airports which can accommodate international jet aircraft	1997	6	6	7	7	8
2.3.17: Number of airports which can accommodate commercial jet aircraft	1997	10	10	11	11	12
2.3.18: Number of airports which can accommodate corporate jet aircraft	1997	32	34	36	38	40
2.3.19: Percentage of weigh stations fully automated	1997	0%	25%	50%	75%	100%
2.3.20: Number of parishes with inventory of available commercial and industrial sites	1997	64	64	64	64	64
2.3.21: Number of parishes with at least one designated industrial park	1997	48	53	58	61	64
2.3.22: Percentage of Louisiana flood insurance policyholders receiving rate reductions	1997	74%	80%	85%	90%	95%
Objective 2.4 - To develop and implement a long-term strategic plan for the significant improvement of Louisiana's information and telecommunications infrastructure	**Baseline**					
	Date	**Amount**	**2003**	**2008**	**2013**	**2018**
2.4.1: Digital Benchmarks	1999	To be set				
Objective 2.5 - To increase business investment in modernization of facilities and systems	**Baseline**					
	Date	**Amount**	**2003**	**2008**	**2013**	**2018**

Objective 2.6 - To increase the formation, growth, and survival rates of technology-driven companies	Baseline Date	Amount	2003	2008	2013	2018
2.6.1: Research & development expenditures per capita (percent of national average)	1994	17%	38%	59%	80%	100%
2.6.2: Number of startups formed per year based on technologies developed at Louisiana universities	1995	2	5	11	15	25
2.6.3: Business vitality rank (among the 50 states)	1996	33	30	25	19	17
Objective 2.7 - To diversify Louisiana's economy through strategic investments in targeted technology areas	**Baseline Date**	**Amount**	**2003**	**2008**	**2013**	**2018**
2.7.1: Number of Louisiana firms in targeted diverse industries	1999	To be set				
Objective 2.8 - To increase the availability of seed and venture capital invested in Louisiana firms	**Baseline Date**	**Amount**	**2003**	**2008**	**2013**	**2018**
2.8.1: Venture capital under management (in millions)	1997	$292	$594	$896	$1,198	$1,500
2.8.2: Institutional seed capital for investments of less than $1 million (in millions)	1997	$0.0	$12.5	$25.0	$37.5	$50.0
Objective 2.9 - To have a tax structure, regulatory climate, and civil justice system conducive to the creation and growth of technology-driven companies	**Baseline Date**	**Amount**	**2003**	**2008**	**2013**	**2018**
2.9.1: Corporate tax burden as a percentage of the southern average	1994					
Manufacturers		126%	To be set			
Non-manufacturers		106%	in 1999			
2.9.2: State bond rating						
Louisiana	1998	A2	A1	AA3	AA2	AA2
State Median	1998	AA2	AA2	AA2	AA2	AA2
National Ranking	1998	**40**	**35**	**30**	**25**	**20**
2.9.3: Tax supported debt as a percentage of personal income						
Louisiana	1995	4.4%	3.2%	2.8%	2.0%	2.0%
State Median	1995	2.1%	2.1%	2.1%	2.1%	2.1%
2.9.4: Federal funding flows						
Federal funds to Louisiana (in billions)	1996	$4.1	$4.6	$5.0	$5.5	$6.5
Louisiana funds to the Federal government (in billions)	1996	$3.3	$3.7	$4.0	$5.0	$5.2
Net (in billions)	1996	$0.8	$0.9	$1.0	$1.2	$1.3
Objective 2.10 - To provide effective mechanisms for industry access to university-based technologies and expertise	**Baseline Date**	**Amount**	**2003**	**2008**	**2013**	**2018**
2.10.1: Annual licensing revenues received by all universities (in millions)	1995	$5.40	$16.55	$27.70	$38.85	$50.00

Objective 2.11 - To increase university and private sector research and development, particularly in the targeted technology areas	Baseline Date	Amount	2003	2008	2013	2018
2.11.1: Research & development expenditures by doctoral granting institutions (in millions)	1994	$269.5	$577.1	$884.8	$1,190.0	$1,500.0
2.11.2: Research & development expenditures in the non-formula area of agriculture	1999	$66.7	$76.0	$89.3	$105.0	$122.8

Objective 2.12 - To increase the number and quality of scientists and engineers	Baseline Date	Amount	2003	2008	2013	2018
2.12.1: Science and engineering bachelor degrees awarded per million people as a percentage of the national average	1994-95	93%	97%	100%	105%	110%

Objective 2.13 - To attract and retain distinguished researchers	Baseline Date	Amount	2003	2008	2013	2018

Objective 2.14 - To produce more flexible, adaptable, and innovative technicians for industry	Baseline Date	Amount	2003	2008	2013	2018

Goal Three:

To have a standard of living among the top ten states in America and safe, healthy communities where rich natural and cultural assets continue to make Louisiana a unique place to live, work, visit, and do business.

Objective 3.1 - To increase personal income and the number and quality of jobs in each region of the State	Baseline Date	Amount	2003	2008	2013	2018
3.1.1: Per capita income as a percentage of U. S. by region*	1996					
District 1 - New Orleans area		86%	To be set			
District 2 - Capital Region		71%				
District 3 - South Central		73%				
District 4 - Evangeline		68%				
District 5 - Imperial Calcasieu		66%				
District 6 - Kisatchie-Delta		63%				
District 7 - CDC (Shreveport)		70%				
District 8 - North Delta (Monroe)		65%				
Louisiana		81%				
3.1.2: Economic Performance Rank (among the 50 states)	1996	47	41	35	28	22
3.1.3: Average Annual Pay Rank (among the 50 states)	1996	32	30	29	23	18
3.1.4: Number of Women-Owned Businesses	1996	10,760	11,459	12,204	12,998	13,842
3.1.5: Number of Minority-Owned Businesses	1996	2,086	2,211	2,344	2,484	2,634
3.1.6: Employment per year (including agriculture)						
District 1 - New Orleans area	1997	537,600				
District 2 - Capital Region	1997	363,690				
District 3 - South Central	1997	142,410				
District 4 - Evangeline	1997	253,780				
District 5 - Imperial Calcasieu	1997	119,620				
District 6 - Kisatchie-Delta	1997	115,390				
District 7 - CDC (Shreveport)	1997	238,920				
District 8 - North Delta (Monroe)	1997	125,020				
Total Louisiana	1996	1,757,710	1,988,688	2,250,017	2,545,688	2,880,213

Objective 3.2 - To decrease levels of unemployment and the poverty level in each region of the State	Baseline Date	Amount	2003	2008	2013	2018
3.2.1: Unemployment rate ranking (among the 50 states)	1996	47	40	36	30	25
3.2.2: Unemployment rate	1997					
District 1 - New Orleans area		5.4%	To be set			
District 2 - Capital Region		5.9%				
District 3 - South Central		4.7%				
District 4 - Evangeline		5.5%				
District 5 - Imperial Calcasieu		6.4%				
District 6 - Kisatchie-Delta		7.4%				
District 7 - CDC (Shreveport)		7.4%				
District 8 - North Delta (Monroe)		8.6%				
Louisiana		6.1%				
United States		4.9%				
3.2.3: Poverty rate national ranking (among the 50 states)	1996	50	45	40	35	25
3.2.4: Poverty rate	1993					
District 1 - New Orleans area		25.0%	To be set			
District 2 - Capital Region		21.7%				
District 3 - South Central		21.2%				
District 4 - Evangeline		24.9%				
District 5 - Imperial Calcasieu		20.4%				
District 6 - Kisatchie-Delta		23.4%				
District 7 - CDC (Shreveport)		24.1%				
District 8 - North Delta (Monroe)		28.1%				

Objective 3.3 - To have safe homes, schools, and streets throughout the State	Baseline Date	Amount	2003	2008	2013	2018
3.3.1: Index crime rates (highest to lowest)						
Overall	1995					
Rate		6676	To be set			
National Rank		4th highest				
Violent	1995					
Rate		1007.4				
National Rank		2nd highest				
Property	1995					
Rate		5668.6				
National Rank		7th highest				
3.3.2: Fatal and non-fatal injuries (persons) per 1,000 registered vehicles	1996	26.61	22.5	19.91	17.62	15.6
3.3.3: Number of truck parking spaces at State-maintained rest areas	1997	380	380	471	565	600
3.3.4: Percentage of State-maintained rest areas with 24-hour security	1998	0%	100%	100%	100%	100%

Objective 3.4 - To have a safe and healthy environment for all citizens	Baseline Date	Amount	2003	2008	2013	2018
3.4.1: Number of state air monitoring stations and parishes not meeting National Ambient Air Quality Standards	1997					
Non-attainment stations		6	0	0	0	0
Non-attainment parishes		5	0	0	0	0
Total state exceedance days		8	7	7	6	5

3.4.2: Pounds of toxic released to air per million dollars of Gross State Product						
TRI gross pounds	1997	818	800	781	762	743
Core criteria TRI gross pounds	1997	768	750	733	715	698
3.4.3: Acres closed to oyster harvesting due to water pollution (in thousands)	1997	1,438	1,400	1,370	1,330	1,290
3.4.4: Percentage of groundwater public water systems that participate in the Well Head Protection Program	1997	32.5%	47.5%	62.5%	77.5%	92.5%
3.4.5: Pounds of toxic chemicals released to surface water per million dollars of Gross State Product	1997					
TRI gross pounds		273	267	261	255	248
Core criteria TRI gross pounds		210	205	200	196	191
3.4.6: Annual number of sites returned to active commerce through EPA's Brownfields project and/or LDEQ's Voluntary Clean-Up Program	1997	9	14	24	29	34
3.4.7: Solid waste management classified as follows:						
Number of government subdivisions reporting recycling programs	1996	16	20	25	31	39
Number of private companies and government subdivisions reporting permitted beneficial reuse/ composting facilities	1996	24	30	38	47	59
3.4.8: Percentage of Louisiana assessed water bodies fully supporting their designated uses	1997	66.4%	68.1%	69.7%	71.4%	73.0%
3.4.9: Number of fishing and swimming advisories:						
Number of health advisories	1997	26	25	23	22	21
Stream miles affected, excluding the miles of Lake Ponchatrain south shore beaches	1997	536.12	509.31	482.51	455.7	428.9
Lake area affected (square miles)	1997	72.54	68.91	65.29	61.66	58.03
Objective 3.5 - To preserve, develop, promote, and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values	**Baseline**					
	Date	**Amount**	**2003**	**2008**	**2013**	**2018**
3.5.1: Amount of State-owned lands for natural resource management:						
Dept. of Wildlife & Fisheries	1997	657,866	708,000	758,000	808,000	858,000
Dept. of Parks & Recreation	1997	39,000	52,000	65,000	78,000	91,000
3.5.2: Total Louisiana species listed as:						
Threatened	1995	11	10	9	8	7
Endangered	1995	22	21	20	19	18
Rare Plants	1997	323	320	318	316	314
3.5.3: Coastal prairie restoration:						
Remaining acreage of coastal prairies	1997	250	250	250	250	250
Protected acreage of coastal prairies	1997	50	100	300	600	900
Restored acreage of coastal prairies	1997	95	1,000	5,000	10,000	15,000
3.5.4: Restoration of inland wetlands (in acres)	1997	15,000	90,000	165,000	240,000	315,000
3.5.5: Cumulative coastal wetlands loss prevented (sq. mi.) at current funding levels	1997	13	90	142	195	247
if *Coast 2050* is implemented	1997	13	90	200	325	450
3.5.6: Restoration of Longleaf Pine forest (cumulative acres)	1998	6,000	36,000	66,000	96,000	126,000
3.5.7: Outdoor recreation						
State parks visitation (in millions)	1998	1.44	1.62	To be set		

3.5.8: Number of educational programs related to the music industry within Louisiana school systems, including music history curricula in primary and secondary schools, and music business-related curricula in technical colleges, universities, and law schools	1998	2	10	12	15	16
3.5.9: Number of graduates of higher education programs in music business-related curricula	1998	0	20	40	50	60
3.5.10: Economic impact of the film and video industry (in millions)	1998	$65	$100	$150	$215	$300
3.5.11: Number of educational curricula dealing with or related to the film and video industry	1998	1	3	5	6	6
Objective 3.6 - To support and expand the tourism industry throughout the State	**Baseline**					
	Date	**Amount**	**2003**	**2008**	**2013**	**2018**
3.6.1: Number of visitors to Louisiana						
Louisiana residents (in millions)	1997	6.8	8.1	9.4	10.3	11.9
Out of state (in millions)	1997	18.1	21.6	25	29	34.7
International (in millions)	1997	0.6	0.72	0.83	0.96	1.1
3.6.2: Visitor spending						
Total (in billions)	1997	$7.4	$8.8	$10.2	$11.9	$13.8
Retail spending by international visitors using the Louisiana Tax Free Shopping Program (in millions)		$37.2	$42.8	$48.1	$54.1	$60.9
3.6.3: Employment generated by tourism	1997	106,000	119,000	132,000	146,000	161,000
3.6.4: Number of Louisiana welcome center registered visitors (in millions)	1998	1.71	1.97	2.28	2.64	3.06
Objective 3.7 - To improve the quality of life of Louisiana's children	**Baseline**					
	Date	**Amount**	**2003**	**2008**	**2013**	**2018**
3.7.1 Percentage of children without health insurance	1995	20.2%	13.0%	11.0%	9.0%	7.0%
3.7.2 Infant mortality rate (per 1,000 live births)	1995	9.8	8.8	7.6	6	5
3.7.3 Child death rate (per 100,000 children ages 1-14)	1995	36	33	30	27	25
3.7.4 Percentage of children in poverty	1995	35.0%	To be set			
and extreme poverty	1995	18.0%				

*District 1-- New Orleans, includes Jefferson, Orleans, Plaquemines, St. Bernard, and St. Tammany parishes.
District 2 -- Capital Region, includes Ascension, East Baton Rouge, East Feliciana, Iberville, Livingston, Pointe Coupee St. Helena, Tangipahoa, Washington, West Baton Rouge, and West Feliciana parishes.
District 3 -- South Central, includes Assumption, Lafourche, St. Charles, St. James, St. John the Baptist, and Terrebonne parishes.
District 4 - Evangeline, includes Acadia, Evangeline, Iberia, Lafayette, St. Landry, St. Martin, St. Mary, and Vermillion parishes.
District 5 - Imperial Calcasieu, includes Allen Beauregard, Calcasieu, Cameron, and Jefferson Davis parishes.
District 6 - Kisatchie-Delta, includes Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Vernon, and Winn parishes.
District 7 - CDC (Shreveport), includes Bienville, Bossier, Caddo, Claiborne, DeSoto, Lincoln, Natchitoches, Red River, Sabine, and Webster parishes.
District 8 - North Delta (Monroe), includes Caldwell, East Carroll, Franklin, Jackson, Madison, Morehouse, Ouachita, Richland, Tensas, Union, and West Carroll parishes.

Benchmark Explanations

Goal One:

To be a Learning Enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge, and where that knowledge is deployed to improve the competitiveness of businesses, the efficiency of governmental institutions, and the quality of life of citizens.

Objective 1.1 - To involve every citizen in a process of lifelong learning

1.1.1
Number of adults enrolled in non-GED educational programs sponsored by the Division of Adult Education and Training in the Department of Education

Explanation: This benchmark will measure the number of adults who are serviced by the educational programs provided by the Division of Adult Education.

Rationale: Louisiana adults have some of the lowest skills in the nation. This lack of skills keeps many of our adults from getting jobs. In fact, a large number of our adults lack basic skills in reading, numeracy, writing and communication, and this lack of skills prevents them from advancing in much needed training programs.

Target: To be set.

Data Source: Division of Adult Education

Objective 1.2 - To raise levels of language and computational competencies by high school graduation

1.2.1
Percentage of Louisiana schools that meet or exceed their biannual School Performance Growth Targets as part of the State's K-12 accountability system

Explanation: Beginning summer 1999, every elementary and middle school in Louisiana will receive a baseline School Performance Score (high schools will receive their baseline scores during summer 2001). Each school will be expected to meet an established Growth Target every two years as part of their journey toward meeting set 10 and 20-year goals. Rewards and consequences will be provided based upon each school's growth.

Rationale: The new school accountability system and its associated consequences are the biggest drivers of school improvement efforts in Louisiana. The entire system is focused on growth toward established goals, thus collecting information on how well schools are meeting their established Growth Targets every two years is essential.

Target: The State Board of Elementary and Secondary Education (BESE) has adopted 10 and 20-year goals for the K-12 education system, focused on four indicators: student achievement on State LEAP 21 tests; student achievement on the national Iowa Tests; student attendance; and the dropout rate. Each school's performance scores and growth targets, driven by these indicators, will ultimately move the state toward achieving our educational goals.

Data Source: Data for this benchmark is being collected by the Department of Education and will be reported to the public each summer, beginning summer 2001.

1.2.2

Percentage of 2nd graders who read at the 2nd grade level at the end of the year

***Explanation*:** This benchmark measures the effectiveness of instruction, specifically in reading, in kindergarten, first and second grade in Louisiana's public schools.

***Rationale*:** Countless studies have shown the negative impacts both socially and academically on children who are unable to read by the end of the third grade. Louisiana will invest significant resources over the next few years on K-3 reading programs. It is important to benchmark the progress of these efforts early in the process. If our educational system does not prepare students properly during the early grades, it is impossible to expect students to be able to read at the third grade level at the end of the third grade. It is imperative that Louisiana focuses more effort on these K-3 reading programs and that the programs' effectiveness be measured and benchmarked early in the process.

Target: Benchmark to be set in 1999.

Data Source: Louisiana Department of Education

1.2.3

Percentage of 3rd graders scoring at or above the national average on nationally-normed Iowa Tests, using each student's composite score

***Explanation*:** This benchmark measures the performance of Louisiana's third graders against the national average on nationally administered norm referenced tests.

***Rationale*:** Measurement against national standards and averages is an important factor in our ability to evaluate the performance of Louisiana's students and schools. This benchmark measures the results of our educational system. By consistently increasing the number of Louisiana students who score at or above the national average on norm-referenced assessments, Louisiana's K-12 educational system will improve the quality and preparedness of the state's workforce. These are key ingredients in a robust and expanding economy.

Target: Benchmark to be set in 1999.

***Data Source*:** The Iowa Test of Basic Skills and the Louisiana Department of Education

1.2.4

Percentage of 4th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in math, English/language arts, science, and social studies

***Explanation*:** This is a criteria-referenced measurement of how well Louisiana's schools are performing based on Louisiana's own standards. LEAP 21 is an assessment program that begins in Louisiana in 1999 for math and English/language arts. Science and social studies will be phased-in beginning in 2000.

***Rationale*:** By benchmarking the performance of Louisiana's schools with a criteria-referenced assessment, a clear picture of how students' abilities measure against the State's own standards can be developed. This performance can then be compared to Louisiana's students' performance on norm referenced tests such as the Iowa Test of Basic Skills. Just as many of the benchmarks listed above, this benchmark measures the results of education in Louisiana.

Target: Benchmark to be set in 1999.

***Data Source*:** Louisiana Department of Education

1.2.5

Percentage of 6th graders scoring at or above the national average on nationally-normed Iowa Tests, using each student's composite score

Explanation: This benchmark measures the performance of Louisiana sixth graders against the national average on nationally administered norm referenced tests.

Rationale: Measurement against national standards and averages is an important factor in our ability to evaluate the performance of Louisiana's students and schools. This benchmark measures the *results* of our educational system. By consistently increasing the number of Louisiana students who score at or above the national average on norm-referenced assessments, Louisiana's K-12 educational system will improve the quality and preparedness of the state's workforce. These are key ingredients in a robust and expanding economy.

Target: Benchmark to be set in 1999.

Data Source: The Iowa Test of Basic Skills and the Louisiana Department of Education

1.2.6

Percentage of 8th graders scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in math, English/language arts, science, and social studies

***Explanation*:** This is a criteria-referenced measurement of how well Louisiana's schools are performing based on Louisiana's own standards. LEAP 21 is an assessment program that begins in Louisiana in 1999 for math and English/language arts. Science and social studies will be phased-in beginning in 2000.

***Rationale*:** By benchmarking the performance of Louisiana's schools with a criteria-referenced assessment, a clear picture of how students' abilities measure against the state's own standards can be developed. This performance can then be compared to Louisiana's students' performance on norm referenced tests such as the Iowa Test of Basic Skills. Just as many of the benchmarks listed above, this benchmark measures the results of education in Louisiana.

Target: Benchmark to be set in 1999.

***Data Source*:** Louisiana Department of Education

1.2.7

Percentage of 9th graders scoring at or above the national average on the nationally-normed Iowa Tests, using each student's composite score

Explanation: This benchmark measures the performance of Louisiana's ninth graders against the national average on nationally administered norm referenced tests.

Rationale: Measurement against national standards and averages is an important factor in our ability to evaluate the performance of Louisiana's students and schools. This benchmark measures the *results* of our educational system. By consistently increasing the number of Louisiana students who score at or above the national average on norm-referenced assessments, Louisiana's K-12 educational system will improve the quality and preparedness of the state's workforce. These are key ingredients in a robust and expanding economy.

Target: Benchmark to be set in 1999.

Data Source: The Iowa Test of Basic Skills and the Louisiana Department of Education

1.2.8

Percentage of high school students scoring at or above the "Basic" level on the LEAP 21 State criterion-referenced tests in math, English/language arts, science, and social studies

***Explanation*:** This is a criteria-referenced measurement of how well Louisiana's schools are performing based on Louisiana's own standards. LEAP 21 is an assessment program that begins in Louisiana in 2001 for high school math and English/language arts and in 2002 for science and social studies.

***Rationale*:** By benchmarking the performance of Louisiana's schools with a criteria-referenced assessment, a clear picture of how students' abilities measure against the State's own standards can be developed. This performance can then be compared to Louisiana's students' performance on norm referenced tests such as the Iowa Test of Basic Skills. Just as many of the benchmarks listed above, this benchmark measures the results of education in Louisiana.

Target: Benchmark to be set in 2001.

***Data Source*:** Louisiana Department of Education

1.2.9

Louisiana's average ACT score as a percentage of the national ACT average

***Explanation*:** This benchmark measures the effectiveness of Louisiana's K-12 education system in preparing our students to enter college.

***Rationale*:** This is another indicator of the results of education in Louisiana and the performance of Louisiana's schools.

Target: To increase to 105 percent of the national average by 2018.

***Data Source*:** American College Testing scores and the Louisiana Department of Education

Objective 1.3: Increase the amount of funding available to adequately support Louisiana's educational system, including the non-formula area of agriculture

1.3.1

The average Louisiana teacher salary

K-12

Higher Education

***Explanation*:** For K-12, this benchmark measures the average teacher salary in Louisiana against the average teacher salary in the United States, shown as rank among the states (47th in 1997).

For higher education, the data used are the weighted average salaries and salary rankings of full-time faculty at four year public institutions (1997-98) collected by the Southern Regional Education Board (SREB). Louisiana salaries for all types of full-time faculty members (full, associate, and assistant professors and instructors together) are 82 percent of the national average. Information on national rank is not available. Comparing Louisiana to other SREB states, Louisiana salaries are 88 percent of the SREB average, and Louisiana ranks 15th (of the 15 SREB states).

***Rationale*:** The key to building a world class educational system is attracting and retaining high quality, motivated teachers. Substantially raising teacher pay is not a short-term improvement tool. Education in Louisiana must be transformed into a career of choice for talented young adults who are making decisions about their futures. Possibly the most important factor in making education the career of choice is the average teacher salary. Louisiana should not be content to be competitive with other southern states. Louisiana should make the commitment to attract our

best and brightest into making education the career of choice by measuring how it pays its teachers against all of the other 49 states.

Target: To reach a national rank of 20 by 2018.

***Data Source*:** For K-12, Louisiana Department of Education. For higher education, the Southern Regional Education Board (SREB), 1997-98 data (Table 22).

1.3.2
The average Louisiana per-pupil spending
K-12
Higher Education

Explanation: For K-12, this benchmark compares the amount the State of Louisiana spends per student to the national average, shown as Louisiana's rank among the 50 states.

For higher education, this benchmark measures the amount the State of Louisiana spends per full-time-equivalent student in four-year public higher education institutions, shown as rank among the 50 states (47^{th}). These data, from the U.S. Department of Education, National Center for Education Statistics (NCES), Integrated Postsecondary Education Data System (IPEDS), are for 1994-95, which are the most recent national data available. (The SREB has more recent data for its 15-state region, but national data are not available.)

***Rationale*:** Every state in the United States measures per-pupil spending. Per-pupil spending is an input measurement rather than an output measurement. The Louisiana Louisiana Economic Development Council does not believe that a high level of per-pupil spending automatically creates high student achievement but is concerned that the State of Louisiana continues to make K-12 and higher education a priority. The extent to which education is a priority can be, in part, measured by investment in education by all levels of government.

Target: To increase to a rank of 20 among the 50 states by 2018.

***Data Source*:** For K-12, the Louisiana Department of Education. For higher education, the U.S. Department of Education, National Center for Education Statistics (NCES), Integrated Postsecondary Education Data System (IPEDS), January 1998.

Objective 1.4: To eliminate functional illiteracy

1.4.1
Percentage of adults who read at or above the 8^{th} grade level

***Explanation*:** This benchmark measures our population's overall ability to read and write at a functional level.

***Rationale*:** A population that is unable to read and write is simply unable to compete for jobs in the 21^{st} century.

Target: To increase to 100 percent by 2018

***Data Source*:** State of Louisiana, *1997 State of the State*

Objective 1.5: To have a well-articulated system of post-secondary education whose institutions are active participants in economic development enterprise

1.5.1

Annual licensing revenues received by all universities

Explanation: Licensing revenues provide an indication of the level of technology management and licensing of technology developed at Louisiana universities. It should be noted that 90 percent ($4.9 million) of the 1995 licensing revenues are from Tulane University. Of the remaining 10 percent, nine percent are from LSU Baton Rouge and the remainder from UNO.

Rationale: Louisiana universities receiving state funds have an inherent interest, if not an obligation, to commercialize any technology developed at those institutions for the benefit of the state. Leading-edge technology developed at these universities and transferred to existing businesses can enhance their competitiveness as well as provide revenue in the form of royalties to the universities and faculty. Alternatively, such technology may serve as the basis for new Louisiana-based companies leading to economic diversification within the State.

Target: Professional judgment used.

Data Source: The AUTM (Association of University Technology Managers) Licensing Survey (FY 1995)

Objective 1.6: To have a workforce with the education and skills necessary to work productively in a knowledge-based economy

1.6.1

Percentage of Louisiana residents, 18 to 25, with a high school degree or GED equivalent

***Explanation*:** This is a measure of the high school degree or equivalent educational attainment of all Louisiana citizens ages 18 to 25.

***Rationale*:** As technology increases, Louisiana's ability to compete will be based upon a population with a continuously increasing educational attainment level. High school or equivalent completion is a baseline measurement for that continued improvement.

Target: Ninety-five percent by 2018.

***Data Source*:** U.S. Department of Commerce, Bureau of the Census

1.6.2

Percentage of Louisiana residents, over age 25, with a high school degree, equivalent or GED

***Explanation*:** This is a measure of the high school degree or equivalent educational attainment of all Louisiana citizens over the age of 25.

***Rationale*:** As technology increases, Louisiana's ability to compete will be based upon a population with a continuously increasing educational attainment level. High school or equivalent completion is a baseline measurement for that continued improvement. The likelihood of an individual completing a high school equivalency after age 25 decreases dramatically.

Target: Eighty-five percent by 2018.

***Data Source*:** U.S. Department of Commerce, Bureau of the Census

1.6.3

Percentage of Louisiana residents who have graduated from a four-year college or university

***Explanation*:** A measurement of the percentage of Louisiana residents who have earned a B.A. or B.S. degree.

***Rationale*:** An educated population is a state's greatest economic development tool. As we move into the 21st century, it is generally accepted that a larger percentage of available or newly created jobs will require at least a four-year college degree.

Target: The percentage will increase from 16 percent in 1993 to 26 percent in 2013.

***Data Source*:** U.S. Department of Commerce, Bureau of the Census

1.6.4

Percentage of residents who have graduated from a two-year technical or community college

***Explanation*:** This benchmark measures the percentage of Louisiana residents who have completed or furthered their education at the state's developing technical college and community college system.

***Rationale*:** As the job skills required for employment in the 21st Century continue to become more complex, the type of education provided by our technical and community colleges is increasingly more important in providing a trained workforce for Louisiana. In 1998, estimates are that Louisiana has a low percentage of graduates from these types of institutions as compared to other states. Technical training and community college training must be flexible and job-specific. This benchmark will be one of the most critical indicators that measure Louisiana's ability to compete in a global economy.

Target: Benchmark to be set in 1999.

***Data Source*:** The Louisiana Board for Technical and Community Colleges

Objective 1.7 - To have a business community dedicated to the ongoing education of its employees

Objective 1.8 - To improve the efficiency and accountability of governmental agencies

GOAL TWO:

To have an economy driven by a diverse and thriving set of technology-intensive industries that actively utilize Louisiana's colleges and universities as a source of well-educated graduates as employees, a source of expertise for problem-solving, and a source of technology for commercialization.

Objective 2.1 - To build upon the successes of Louisiana's existing economic strengths, including oil and gas, petrochemicals, shipbuilding, and aerospace

2.1.1 & 2.1.2
Manufacturing employment
Wholesale trade employment

Explanation: An indicator of growth in employment in two keys sectors of the Louisiana economy.

Rationale: To achieve economic diversification and progress, significant employment growth in these sectors is not only achievable for Louisiana, but desirable. If Louisiana is maintaining a competitive and diversified economy, employment growth in these two sectors should be steady.

Target: Maintain a 4 percent growth every 5 years in manufacturing and a 7 percent growth every 5 years in wholesale trade employment.

Data Source: Louisiana Department of Labor - Labor Market Information

2.1.3
National rank of exports

Explanation: An important indicator of Louisiana's relative traded sector strength in a competitive world economy.

Rationale: A primary way to diversify and strengthen Louisiana's economy is to increase global trade.

Target: To improve state ranking to the top 20 of all the states.

Data Source: Louisiana Economic Census, Export Statistics

Objective 2.2 - To maintain and increase emphasis on the renewable natural resources of agriculture, forestry, and fisheries through agribusiness

2.2.1
Gross farm, forestry and fishery income

***Explanation*:** This figure measures the total income derived from farming, forestry and fishery production in the State of Louisiana.

***Rationale*:** This is a good overall measure of the important contribution that agriculture makes to the state's economy. Growth in total gross farm, forestry and fishery income has averaged approximately 5% per year over the last ten years.

***Target*:** It is assumed that overall growth in this area will be at least equal to the historical average when adjusted for inflation (which for this report is assumed to be constant at 3%/year).

***Data Source*:** 1996 Louisiana Agricultural Summary, Louisiana Cooperative Extension Service

2.2.2
Value added

***Explanation*:** This measures the impact of processing after the various agricultural commodities are harvested.

***Rationale*:** This indicator further illustrates the contribution that Louisiana farmers, ranchers, foresters and fishermen make to the economy of the State of Louisiana.

***Target*:** It is assumed total growth in this indicator (including an inflation adjustment of 3% per year) will equal 6% per year through the year 2008 and then increase another .5 % per year (to 6.5%/yr.) through the year 2018.

***Data Source*:** 1996 Louisiana Agricultural Summary, LCES

2.2.3
Total number of agribusiness firms

***Explanation*:** This indicator tracks the total number of firms that comprise our vital agricultural industry.

***Rationale*:** This indicator can be used as a measure of the overall impact of the agricultural industry on Louisiana's economy.

***Target*:** Assumes that the future growth rate will be at least equal to the historical average of 1.5% per year.

***Data Source*:** County Business Patterns, 1994, Bureau of the Census.

2.2.4
Total employment in agribusiness firms

***Explanation*:** This indicator measures the total growth in agribusiness employment in the State of Louisiana.

***Rationale*:** This benchmark serves as a good measure of the economic growth rate in the agribusiness sector.

***Target*:** Due to increased emphasis on value added processing and the impact of agricultural research, it is expected that the growth rate in employment will be significantly higher than the historical average (1.3% per year). The target rate will be set at 2% per year.

***Data Source*:** Louisiana Department of Labor, Quarterly Report of Employment and Wages, March 1997.

2.2.5
Total value of agricultural exports

***Explanation*:** This benchmark measures the dollar value of all agricultural products exported from Louisiana.

***Rationale*:** Louisiana's agricultural economy reaches far beyond farm sales and personal income to farmers. Agricultural products are marketed internationally and domestically, and the income generated in the process benefits the entire state.

***Target*:** It is anticipated that the investment in research and extension efforts will continue to pay dividends in the form of future increases in the value of agricultural exports at least equal to 5% per year.

***Data Source*:** USDA-NASS Reports, 1995

2.2.6
Annual number of acres of timberland/wetlands reforested

***Explanation*:** Forests are one of Louisiana's greatest renewable resources. Sustaining forests will enhance economic development and environmental quality for generations to come. Efforts and incentives to reforest lands suitable for growing trees come through several federal, state and private initiatives. This includes planting of hardwoods (oaks, etc.), as well as pine species.

Target: 180,000 acres of hardwood and pine reforested per year by 2008, leveling off to 170,000 acres per year in 2018.

Data Source: Louisiana Department of Agriculture and Forestry, Office of Forestry.

Objective 2.3 - To improve and sustain Louisiana's physical infrastructure, including highways, waterways, ports, and rail

2.3.1

Elements of the Louisiana Statewide Intermodal Transportation Plan fully implemented or funded (48 total elements)

Explanation: This measures the State's commitment to working with the private sector and local government officials to develop and implement plans covering all modes of transportation that will, among other things, strengthen Louisiana's existing economy and foster additional growth.

Rationale: Through the Intermodal Surface Transportation Efficiency Act of 1991, Congress mandated that states prepare statewide Intermodal transportation plans. Recognizing that such a requirement represented a new venture for most states, Congress directed the U. S. Department of Transportation to select up to six states to develop model statewide Intermodal plans to guide other states. Louisiana submitted a proposal to develop a model plan and won one of the six grants. The Department of Transportation and Development, in cooperation with the Department of Economic Development and numerous other public and private transportation stakeholders, developed a 25-year Statewide Intermodal Transportation Plan. The plan is primarily focused on economic development.

DOTD adopted the plan in March 1996 as the State's official transportation plan. Subsequently, through Executive Order Number MJF 96-77, the Governor created the Statewide Intermodal Transportation Plan Steering Committee to oversee the implementation effort. The plan will be updated periodically.

Target: The State needs to implement as many elements of the plan as practicable; however, since it is a 25-year plan, it is not reasonable to expect all elements to be fully implemented or funded in 20 years.

Data Source: Information on the extent of progress made in implementing the plan can be obtained from the Secretary of DOTD who serves as chair of the seven member Steering Committee.

2.3.2

Elements of the Transportation Infrastructure Model for Economic Development (TIMED) fully implemented (16 total elements)

Explanation: This measures progress on completing the projects contained in the Transportation Infrastructure Model for Economic Development (TIMED).

Rationale: TIMED is a statewide plan containing sixteen specific transportation projects of which only three have been fully implemented. The TIMED plan is financed through a dedicated tax of four cents per gallon levied on all gasoline, motor fuels, and special fuels. The tax was enacted in 1989 with an effective date of January 1, 1990 and was scheduled to expire December 31, 2004. In 1998, the tax was extended indefinitely to ensure completion of all of the projects. The intent of the TIMED plan is to stimulate economic development in Louisiana through an investment in transportation infrastructure.

Target: Current analyses indicate that the dedicated tax will be needed through the year 2023; therefore, it is not reasonable to expect that all projects will be completed by 2018.

Data Source: Information on the progress of implementing the TIMED projects, including the latest cost estimates and schedules, can be obtained from the Department of Transportation and Development.

2.3.3
Percentage of Louisiana road and street mileage under State control

Explanation: This measures the progress made in decentralizing government in regards to the administration of public roads and streets.

Rationale: One of the problems identified in the internal and external assessment of the State conducted by the Louisiana Economic Development Council is that: "There is a tendency in Louisiana to centralize the functions of government, moving programmatic control away from the local level." The concept of devolving responsibility for the maintenance, operation, and improvement of roads and streets from state government to local government generated considerable discussion in the development of the Louisiana Statewide Intermodal Transportation Plan. The general consensus is that the State Highway System is too large, containing many routes which do not serve inter-city, inter-regional, or interstate freight or passenger transportation needs. The percent of public road and street mileage under state control in Louisiana significantly exceeds the national average. Comparative statistics for 1996 show Louisiana with a total of 60,667 miles of public roads and streets. Of this, 27.5 percent (16,675 miles) are under State administration compared with a national average of only 22.8 percent (unweighted; 19.6 percent weighted). The goal is to reduce the mileage on the State Highway System to about 20 percent of the total (i.e., reduce from 16,654 to 12,000 out of 60,000+ miles).

Reducing the size of the State Highway System will require a commensurate increase in funding for non-state road and street maintenance. One mechanism for accomplishing this is through the Parish Transportation Fund. However, it should be noted that municipalities do not currently receive monies from the Parish Transportation Fund. The primary advantages of devolution are that local governments would have greater control over transportation decision making and that the State could focus on the primary highway system only.

Target: The State needs to reduce the extent of the State Highway System to about 20 percent of all public road and street mileage in Louisiana over the next 10 years.

Data Source: Statistics on the extent of the State Highway System in relation to total public road and street mileage in Louisiana are available from the Department of Transportation and Development. For comparisons with other states and with the national average, reference is made to the federal publication entitled Highway Statistics 1996, FHWA, US DOT, Table HM-81. The lag period for updates of this publication is approximately two years.

2.3.4
Louisiana miles of freeway per million in population

Explanation: This measures the extent of the freeway system (i.e. Interstate-type highways) in relation to the state's population.

Rationale: Of any class of highways, freeways provide the greatest levels of efficiency, safety, and reliability in the movement of people and goods. Freeways are essential for the transport of raw materials and finished products. A well developed freeway system is also essential for international and domestic trade. Further, proximity to freeways is consistently cited by businesses as one of the most important factors in location decisions. The importance of this class of highways to the economy was noted in the final report (April 1995) of the Select Council on Revenues and Expenditures (SECURE). A number of new freeway projects are called for in the Louisiana Statewide Intermodal Transportation Plan including the extension of I-49 to the north and to the south. At present, Louisiana is below the national average in miles of freeway per million capita. Statistics for 1996 show that Louisiana has 209 miles of freeway per million capita compared with the national average of 213 miles per million capita.

Target: The goal is to increase the freeway system to 240 miles of freeway per million in population within 20 years. This will require that the State increase its freeway mileage from 910 miles to approximately 1150 miles.

Data Source: Statistics on the extent of Louisiana's freeway system can be obtained from the Department of Transportation and Development; the latest population figures can be obtained from the State Demographer in the Division of Administration. For comparisons with other states and with the national average, reference is made to the federal publication entitled Highway Statistics 1996, FHWA, US DOT, Tables HM-35 and FI-2. The lag period for updates of this publication is approximately two years.

2.3.5
Percentage of highway miles with pavements in poor condition

Explanation: This measures the progress in maintaining and improving the condition of highway pavements in Louisiana.

Rationale: Poor highway pavements contribute to a negative image of Louisiana as well as leading to increased vehicle repairs, increased freight damage, and a general decrease in highway safety. A well-maintained highway system is critical to the state's economy including tourism and the transport of products to market. Statistics for 1996 show that 27.1 percent of the highway miles in Louisiana have pavement in poor condition compared with 16.7 percent of all highway miles in the United States.

Target: The goal is to reduce the highway miles with poor pavements to just below the current national average in twenty years.

Data Source: Statistics on pavement condition are from the Highway Performance Monitoring System maintained by the Department of Transportation and Development. The pavement condition for highways classified as Interstate, Other Principal Arterial, and Rural Minor Arterial are based on the International Roughness Index (IRI of 171 or more is considered poor for Interstates; IRI of greater than 220 is considered poor for Other Principal and Minor Arterials). The pavement condition for highways classified as Urban Minor Arterial, Rural Major Collector, and Urban Collector are based on the Present Serviceability Rating (PSR of 2.7 or less is considered poor for Urban Minor Arterials; PSR of 2.5 or less is considered poor for Rural Major and Urban Collectors). Highways classified as Rural Minor Collector and Local are excluded. For comparisons with other states and with the national average, reference is made to the federal publication entitled Highway Statistics 1996, FHWA, US DOT, Tables HM-63 and HM-64 (data required correction). The lag period for updates of this publication is approximately two years.

2.3.6
Structurally deficient bridges (percentage of total of all bridges based on deck area)

Explanation: This measures the progress in maintaining and improving the condition of highway bridges in Louisiana.

Rationale: Structurally deficient bridges, if left unrepaired, will require the posting of lower and lower load limits, and will eventually have to be closed. Lower load limits and eventual closure can cause gross inefficiencies in highway operations, particularly for trucks. The rerouting of traffic to adjacent bridges increases travel time and transportation costs which results in increased costs to business and industry. A well-maintained highway system is critical to the state's economy including, tourism and the transport of products to market.

Since bridges are of vastly different sizes (e.g., a local two-lane bridge over a drainage canal versus the I-10 bridge over the Atchafalaya Basin), the measure selected for use here is the deck area of structurally deficient bridges in relation to the total deck area of all bridges expressed as a percentage. While a number of bridges are rehabilitated or reconstructed each year to address structural deficiencies, other bridges become structurally deficient. Further, due to the dates of construction, many Interstate highway bridges (which are typically larger in size) will be in need of rehabilitation or reconstruction around the year 2020. Therefore, reducing the percentage of structurally deficient bridges (based on deck area) and then maintaining it at a low level will require a concentrated effort, but is critical to the long-term economic well-being of Louisiana.

Target: Nearly 3,000 of the 13,700+ bridges in Louisiana are structurally deficient; however, since most of them are relatively small, these bridges only constitute 7.9 percent of the total deck area of all bridges. The goal is to reduce the number of structurally deficient bridges to no more than five percent based on deck area.

Data Source: Statistics on bridge condition are available from the Department of Transportation and Development.

2.3.7
Number of parishes with a public transportation system

Explanation: This measures the number of parishes with a public transportation system.

Rationale: The success of the State's workforce development initiatives, welfare reform, and motor vehicle insurance requirements depend on the availability of public transportation service to all citizens regardless of where they reside. Public transportation is necessary for access to education, training, and employment, particularly for people in the lower income levels (i.e. those without automobiles and those who cannot afford insurance). While 42 parishes have public transportation systems providing general service (as opposed to specialized service for the elderly and disabled), none provide complete parish wide coverage. Further, 22 parishes provide no general service.

Target: The ultimate goal is to provide basic public transportation service in all areas of the state. The first step is to establish a public transportation system in all parishes. Once established, the service area can then be expanded incrementally to cover greater portions of the population. Some funding for public transportation is currently provided from federal sources, through the Parish Transportation Fund, and through state funded programs.

Data Source: Statistics on public transportation services in Louisiana are available from the Public Transportation Division of the Department of Transportation and Development.

2.3.8 & 2.3.9
Number of Louisiana ports in top 10 US ports (based on total cargo tonnage)
Number of Louisiana ports in top 20 US ports (based on total cargo value)

Explanation: These measure the health of the port industry in Louisiana.

Rationale: Ports play a vital role in Louisiana's economy facilitating both international and domestic trade for both the state and the nation. Louisiana's ports are some of the largest in the world as measured in both cargo tonnage and cargo value. However, we face fierce competition from ports in other states; therefore, maintaining our current standing will be extremely difficult. As the economy becomes increasingly global, Louisiana's ports can become even greater assets. Cargo tonnage is an effective measure of the overall level of activity at our ports. However, high value cargo is also a very important measure since it typically generates higher employment than bulk cargo.

Target: The goal is to maintain and improve the state's strong position as a load center for both international and domestic cargo.

Data Source: For cargo tonnage rankings, reference is made to Waterborne Commerce of the U.S. - Calendar Year 1995, U.S. Army Corps of Engineers. For cargo value rankings, reference is made to U.S. Waterborne Exports and Imports Annual 1995, Report TA 985-96, U.S. Bureau of the Census.

2.3.10
Number of public rail/highway at-grade crossings with active warning devices

Explanation: This measures the progress made in improving railroad efficiency, safety, and reliability through the installation of active warning devices (i.e., gates and flashers) at public railroad/highway at-grade crossings.

Rationale: The installation of active warning devices at railroad/highway at-grade crossings has traditionally been viewed as a means of improving highway safety, which it does. Frequently overlooked, however, is the severe

adverse affect that these crossings have on railroad efficiency, safety, and reliability. Louisiana industry is highly dependent on railroads for the transport of raw materials and finished products. The installation of active warning devices reduces liability for both the railroads and government, and enhances the efficiency and reliability of freight rail service. In addition, active warning devices can greatly reduce the number of accidents at these crossings which in turn reduces the likelihood of train derailments. The state has over 3300 public railroad/highway at-grade crossings of which only 1170 have active warning devices. Louisiana currently has one of the worst crossing safety records in the country.

Target: The goal is to close approximately 25 percent of the public crossings and to provide active warning devices at nearly all of the remaining crossings by the year 2018.

Data Source: Statistics on railroad/highway at-grade crossings are available from the Department of Transportation and Development.

2.3.11
Number of parishes with limited or no freight railroad service

Explanation: This measures access to freight railroad services for industrial recruitment.

Rationale: Louisiana, like many other states, has been losing rail lines. Over six hundred miles of track have been abandoned in the last ten years. Once rail service is lost for a particular region of the state, it is extremely difficult to have it re-established. The economic development potential of that area is then reduced (i.e., no industries requiring rail service can be recruited to the area). Presently, seven parishes have no railroad service. An additional four parishes have ten or fewer miles of track. In 1996, the federal government abolished the Local Rail Freight Assistance Program which was a program of assistance to keep light density railroad lines viable. However, there are a number of programs the State can initiate to help retain light density railroad lines such as establishing a revolving loan fund for infrastructure rehabilitation and providing grants to fund truck/rail Intermodal facilities.

Target: The goal is to prevent the total loss, or extreme reduction, of freight railroad services in any more parishes.

Data Source: Information on the availability of freight railroad service can be obtained from the Department of Transportation and Development.

2.3.12
Number of foreign cities with direct air service from Louisiana

Explanation: This provides a measure of the international commercial air service available at Louisiana's airports.

Rationale: The number of foreign cities with direct commercial air service from Louisiana is indicative of our ability to conduct business in the global marketplace, attract foreign investment, and attract foreign tourists. Increasing international air service will facilitate international trade in goods and services, and enhance tourism.
Target: The goal is to expand the number of foreign cities which can be reached through direct flights from Louisiana. This can be achieved with some infrastructure improvements and an aggressive marketing/recruitment program.

Data Source: Information on the level of international commercial air service available in Louisiana can be obtained from the Department of Culture, Recreation, and Tourism, or from the Aviation Division of the Department of Transportation and Development.

2.3.13 & 2.3.14
Number of Louisiana airports in top 30 US airports (based on passenger enplanements)
Number of Louisiana airports in top 30 US airports (based on air cargo tonnage)

Explanation: These measures the progress made in developing a major US airport in Louisiana.

Rationale: Major airports serve as regional and even statewide economic engines. They are of key importance in facilitating tourism and both domestic and international trade in goods and services. At present, Louisiana does not have any airports ranked in the top 30 nationally based on passenger enplanements or air cargo tonnage. New Orleans International Airport is the closest with a national ranking of 40th for passenger enplanements and 60th for air cargo tonnage.

Target: The goal is to develop a major US airport for Louisiana as measured by passenger enplanements and by air cargo tonnage. This can be achieved through airport infrastructure investment, the development of soft infrastructure such as international banking and freight brokerage, the development of ancillary facilities, and an aggressive marketing/recruitment program.

Data Source: The latest national rankings of airports based on passenger enplanements and air cargo tonnage can be obtained from the Aviation Division of the Department of Transportation and Development. Reference: FAA AC-AIS Database for 1996.

2.3.15 - 2.3.18
Number of airports which can accommodate jumbo aircraft (9,300'&>735,000#DDTWL)
Number of airports which can accommodate international jet aircraft (7,600'&>75,000#SWL)
Number of airports which can accommodate commercial jet aircraft (5,347'&>75,000#SWL)
Number of airports which can accommodate corporate jet aircraft (4,250'&>12,000#SWL)

Explanation: These measure the ability to accommodate various types of aircraft at Louisiana's airports.

Rationale: Basic airport infrastructure is essential in the recruitment of business and industry to the state; however, less than one-half of our 72 public airports can accommodate corporate jet aircraft. Far less can accommodate international or domestic jet aircraft (passenger or cargo). Only a few of the airports in the state can accommodate the very large passenger or cargo aircraft.

Target: The State needs to expand its basic airport infrastructure to aid in the recruitment of business and industry, and to attract additional international and domestic commercial air service.

Data Source: Information on airport infrastructure in Louisiana may be obtained through the Aviation Division of the Department of Transportation and Development. References: FAA's AC 150/5300-13, Airport Design, FAA's AC 150/5325-04, Runway Length Requirements for Airport Design, FAA's Airport/Facility Directory, South Central US, 9/11/97.

2.3.19
Percentage of weigh stations fully automated

Explanation: This measures the number of truck weigh stations which have been automated to reduce delay and improve safety.

Rationale: Delays at weigh stations can be extensive resulting in additional freight shipment costs. Furthermore, delays in processing can result in queues of trucks extending into the mainline of the highway. Automation of weigh stations, including weigh-in-motion equipment and automatic vehicle identification equipment, can improve efficiency at these facilities and reduce truck queuing. Over 11,000,000 trucks were processed at the State's 12 weigh stations in 1996. At the end of 1997, none of these facilities were fully automated.

Target: The goal is to fully automate all existing weigh stations within 20 years. Full automation at new weigh stations would be provided at the time of construction.

Data Source: Statistics on the extent of weigh station automation in Louisiana may be obtained from the Department of Transportation and Development.

2.3.20
Number of parishes with an inventory of available commercial and industrial sites

Explanation: This measures the extent of inventories of commercial and industrial sites available for development.

Rationale: A current inventory of available commercial and industrial sites is essential in business and industry recruitment efforts. Such inventories should contain information on transportation access and the availability of various utilities for each site.

Target: All parishes should maintain an inventory, which should be continuously updated.

Data Source: Information on the extent of inventories of available commercial and industrial sites can be obtained from the Department of Economic Development.

2.3.21
Number of parishes with at least one designated industrial park

Explanation: This measures the number of parishes that contain at least one designated industrial park.

Rationale: Industrial parks provide attractive sites for new businesses to locate, particularly if government incentives are provided. Some parishes contain several industrial parks, while others have not designated any. Many ports and airports serve as industrial parks as well as transportation facilities. Others are located adjacent to freight rail lines or major highways.

Target: The goal is to have at least one designated industrial park in each parish by the year 2018.

Data Source: Information on the number and locations of industrial parks statewide is available from the Department of Economic Development

2.3.22
Percentage of Louisiana flood insurance policyholders receiving rate reductions

Explanation: This measures the percent of policyholders receiving flood insurance rate reductions.

Rationale: The National Flood Insurance Program provides rate reductions to policyholders in communities participating in the Community Rating System (CRS). Communities can participate in a number of activities ranging from public information to levee and dam safety inspection programs to gain flood insurance rate reductions of 5 to 45 percent. In 1997, policyholders in CRS areas received rate reductions totaling over $7 million. Reducing flood insurance premiums lowers overhead costs for business and industry, and, in effect, increases household income in many areas of the state.

Target: The goal is to increase participation in the CRS such that at least 95% of all policyholders are receiving flood insurance rate reductions by the year 2018.

Data Source: Statistics on participation in the CRS and total premium savings may be obtained through the Louisiana Department of Transportation and Development.

Objective 2.4 - To develop and implement a long-term plan for the significant improvement of Louisiana's information and telecommunications infrastructure

Objective 2.5 - To increase business investment in modernization of facilities and systems

Objective 2.6 - To increase the formation, growth, and survival rates of technology-driven companies

2.6.1
Research & development expenditures per capita (percent of national average)

Explanation: Data show that on a per capita basis, the dollar amount of research and development conducted in Louisiana (private and public sectors) is only 17.5% of the national average. The goal is to increase the amount of R&D conducted by both universities and the private sector to the national average within 20 years. To do so, the State must find ways to encourage increased R&D by the private sector and at universities.

Rationale: Increased private sector R&D will provide another avenue for employment of science and engineering graduates of Louisiana universities. It also increases the potential for those companies to develop innovative products and services, allowing them to expand their business in the state and providing and strengthening companies to which Louisiana universities can license technology and around which support companies can grow and flourish.

Target: Professional judgment used.

Data Source: National Science Foundation, Science & Engineering Profile, 1994, and the Louisiana Partnership for Technology & Innovation

2.6.2
Number of startups formed based on technologies developed at Louisiana universities
Explanation: Some technologies developed at universities may serve as the basis for new companies. Much growth -- jobs and revenues -- results from new, technology-based companies. Louisiana universities should facilitate and encourage faculty and staff to participate in startups based on technologies developed at the universities.

Rationale: New technology-based businesses, particularly clusters of those in non-traditional industries, can contribute to the diversification of Louisiana's economy and to growth in high quality (requiring advanced skills but commanding higher pay) jobs.

Target: Professional judgment used.

Data Source: The AUTM (Association of University Technology Managers) Licensing Survey (FY 1995)

2.6.3
Business vitality rank (among the 50 states)

Explanation: A thorough review of a economic performance by 1) determining the extent to which the economy is providing work for those who seek it; 2) determining how well people are compensated for the work they do; and 3) determining the extent to which the opportunity to attain a high standard of living is widely shared. Information is primarily compiled from the U.S. Department of Labor, U.S. Department of Commerce.

Rationale: It is advantageous to determine the ability of a state's economy in encouraging new business growth and increased trade.

Target: To improve the national ranking into the top 25 states.

Data Source: Annual Development Report Card - Corporation for Enterprise Development

Objective 2.7 - To diversify Louisiana's economy through strategic investments in targeted technology areas

2.7.1
Number of firms in targeted diverse industries

Explanation: This benchmark is intended to provide an indication of progress toward diversification of the state's economy. Industry targets are based on technology clusters recommended by two focus group meetings--one held in north Louisiana and one in south Louisiana--composed of business and university leaders from those areas. The targeted clusters are:

Medical and biomedical
Micro manufacturing
Software, autoregulation, Internet, & telecommunications
Environmental technologies
Food technologies
Materials

Information on the number of companies in the state within each targeted industry cluster was sought to provide the baseline data on which to base projections. However, the data available do not adequately reflect the existing base in Louisiana.

The U.S. Department of Commerce's Standard Industrial Classification (SIC) system has been used for many years to group companies according to the type of business in which they are engaged. These categories allow Federal and state government agencies and other groups to track and provide consistent information by industry. The SIC system is now being updated to better reflect today's economy and meet its data requirements. The new system, known as the North American Industry Classification System (NAICS), identifies more than 350 new industries. Limited preliminary information by NAICS category will be available in 1999; however, it could be as late as 2002 before some relevant data are published.

Both systems (especially the SICs) are inadequate for measuring activity within most of the targeted industry clusters. Information on some companies that would fall into the software, telecommunications, and medical/biomedical clusters can be gathered by SIC, and NAICS data will be even better. However, Micro manufacturing, autoregulation, and advanced materials companies are included in many different SICs and NAICSs. Reliable information on these sectors cannot be obtained using data by SIC or NAICS categories. Baseline data for the number of environmental services companies are not available because these companies cannot be identified using the current SIC system. In the SIC system, environmental services companies are lumped into the Sanitary Services SIC, which includes, among other things, the many garbage collection companies in the state. The NAICS system will, however, provide information on environmental services companies in the next few years.

In spite of the inadequacy of the available data, it is possible to identify and count companies in the targeted industry sectors. The State needs to develop a way to consistently count the types of companies targeted and gather the baseline data needed to make projections.

Rationale: These areas represent growth areas nationally and for which Louisiana has an existing resource base (private sector, university, or both) and a substantive competitive advantage.

Target: To be set after baseline data are collected.

Data Sources: Report on Technology Cluster Meetings, Louisiana Partnership for Technology & Innovation, the U.S. Department of Commerce, County Business Patterns, and the U.S. Census Bureau

Objective 2.8 - To increase the availability of seed and venture capital invested in Louisiana firms

2.8.1
Venture capital under management

Explanation: While the amount of venture capital has grown significantly (in relative terms) in the last few years, it is still well below the amounts available in southern states (e.g., Florida, North Carolina, Tennessee, and Georgia) that lead the region in technology-based employment and income.

Rationale: The availability of venture capital is critical to growth of technology-based business (i.e., high-growth businesses defined in terms of number of employees, their skill levels, and their wages).

Target: Professional judgment used.

Data Source: Survey of Louisiana venture capital companies (including SBICs, Certified Louisiana Capital Companies, and BIDCOs) and Pratt's Guide to Capital Sources, 1997

2.8.2
Institutional seed capital for investments of less than $1 million

Explanation: There are several reasons for public intervention at the pre-venture capital stage in the absence of private institutional capital. Growth areas in the United States are characterized by high rates of technology-based business startups, with attendant high rates of job creation and high wages. Thus, it should be public strategy to encourage the creation of technology-based startups. These businesses, however, rely on some form of seed capital investments to launch. Seed capital investments are extremely high-risk investments that private companies find difficult to justify in the absence of tax credits or other incentives given other, less risky investment opportunities. With no private companies in Louisiana making seed capital investments, this is an appropriate place for public intervention.

Rationale: There is currently no institutional seed capital (amounts under $1 million) for technological development and startups available in Louisiana. Most seed capital is provided through personal resources, the resources of friends and family, the resources of wealthy individuals, and secured personal bank loans. For entrepreneurs who do not have family or friends with money to invest, who do not have collateral for personal bank loans, or who have used all the funds that are available from those sources, there is little chance of commercializing their technology. Venture capital companies generally do not invest in startups but rather engage in later-stage financing after a firm has substantive sales.

Target: Professional judgment used.

Data Source: Surveys and cumulative knowledge of the industry within the Science & Technology Task Force

Objective 2.9 - To have a tax structure, regulatory climate, and civil justice system conducive to the creation and growth of technology-driven companies

2.9.1

Corporate tax burden as a percentage of the southern average – manufacturers and non-manufacturers

Explanation: This benchmark compares state and local corporate taxes to those of other southern states.

Rationale: Louisiana corporations pay state and local taxes that are substantially above those of other southern states. These higher taxes may affect Louisiana's ability to compete.

Target: To be set.

Data Source: Public Affairs Research Council of LA, Inc., *PAR Analysis*, December 1994

2.9.2

State bond rating

Explanation: Moody's raised Louisiana's rating from Baa1 in March of 1997 to A2 in 1998. Louisiana ranks 40th in the rating services out of 40 states rated for General Obligation Bonds**.** Rating and ranking measures investors perceived risk of prompt payment of debt obligations. The lower the rating, the higher the cost of outside capital is to the State.

Rationale: By raising the rank, Louisiana would be placed in a more competitive ranking with other states. In periods of low investors liquidity, the higher rated states would have priority access to borrowing while poorer rated states might find outside funding unavailable.

Target**:** To be ranked 20th in the Year 2018.

Data Source**:** Moody's Rating Service

2.9.3

Tax supported debt as a percentage of personal income

Explanation*:* This ratio is a key measure in ranking state debt load to income levels of our citizens.

Rationale*:* In 1995, Louisiana ranked 40th in per capita income at $18,981 versus the national average of $21,676. State debt levels were well above the national average.

Target*:* By the year 2013 move ratio to below national average through increasing income levels and paying down debt aggressively during periods of strong economic growth.

Data Source: Mr. William Black, Economist, Louisiana House of Representatives

2.9.4

Federal funding flows

Explanation*:* These benchmarks calculate the flow of funds coming out of Louisiana to Washington and the amount of funds remitted from Washington to Louisiana.

Rationale: Obviously, the higher the net level to Louisiana and the higher the national ranking, the more the state benefits from its relationships with the Federal government.

Target*:* To insure that Louisiana remains a net receiver of funds and in no case falls below the national average in funds received.

Data Source: Mr. William Black, Economist, Louisiana House of Representatives

Objective 2.10 - To provide effective mechanisms for industry access to university-based technologies and expertise

2.10.1
Annual licensing revenues received by all universities

Explanation: Licensing revenues provide an indication of the level of technology management and licensing of technology developed at Louisiana universities. It should be noted that 90 percent ($4.9 million) of the 1995 licensing revenues are from Tulane University. Of the remaining 10 percent, nine percent are from LSU Baton Rouge and the remainder from UNO.

Rationale: Louisiana universities receiving state funds have an inherent interest, if not an obligation, to commercialize any technology developed at those institutions for the benefit of the State. Leading-edge technology developed at these universities and transferred to existing businesses can enhance their competitiveness as well as provide revenue in the form of royalties to the universities and faculty. Alternatively, such technology may serve as the basis for new Louisiana-based companies leading to economic diversification within the state.

Target: Professional judgment used.

Data Source: The AUTM (Association of University Technology Managers) Licensing Survey (FY 1995)

Objective 2.11 - To increase university and private sector research and development particularly in the targeted technology areas

2.11.1
Research & development expenditures by doctoral granting institutions

Explanation: Increases in the amount of research and development (R&D) funding and expenditures at universities generate more opportunities for an increase in the number of faculty, staff, and students involved in R&D. This in turn leads to greater opportunities to educate and train students in more diverse fields and expands skills capacity for increased technology-based economic development.

Rationale: Increased R&D funding and expenditures at universities lead to more student involvement, thus more science and engineering training for students as future employees for Louisiana companies.
It may likely lead to R&D in more diverse areas, leading to the training of students and development of technologies in more and different fields. Finally, increased R&D increases the potential for technological development, which can lead to new products and services for Louisiana companies, both existing and startups.

Target: Professional judgment used.

Data Source: National Science Foundation, Science & Engineering Profile (By State), 1994

2.11.2
Research & development expenditures in the non-formula area of agriculture

Explanation: This benchmark measures R&D expenditures in the area of agriculture and agricultural extension. It is listed as a separate benchmark because much of the State funding for agricultural research and extension is funded through the LSU Agricultural Center, which is not a part of the funding formula and is not a doctoral granting institution.

Rationale: Research scientists generate knowledge and information to sustain existing agricultural programs, to permit the growth of new enterprises, to strengthen the state's economy, and to increase the development of human capital. Extension specialists and agents then analyze that information and disseminate it to the people of the state.

Target: To increase at about 3.5 percent annually.

Data Source: Louisiana Board of Regents

Objective 2.12 - To increase the number and quality of scientists and engineers

2.12.1
Science & engineering bachelor degrees awarded per million people as a percentage of the national average

Explanation: In the 1994-95 school year, the number of science and engineering bachelors degrees awarded by Louisiana universities was 7% below the national average. The Louisiana Economic Development Council believes the state should strive to be above the national average.

Rationale: The state must be concerned with the production of technologists (i.e., science and engineering graduates) if it wants to grow, retain, and attract technology-based companies. These companies must have trained workers.

Target: Professional judgment used.

Data Source: U.S. Department of Education, 1994-1995, and the Louisiana Partnership for Technology & Innovation

Objective 2.13 - To attract and retain distinguished researchers

Objective 2.14 - To produce more flexible, adaptable, and innovative technicians for industry

Goal Three:

To have a standard of living among the top ten states in America and safe, healthy communities where rich natural and cultural assets continue to make Louisiana a unique place to live, work, visit, and do business.

Objective 3.1 - To increase personal income and the number and quality of jobs in each region of the state

3.1.1
Per capita income as a percentage of the U.S per capita income, by region

Explanation: Per capita income is commonly used as a measure of the relative well-being of a region's people. It is shown as a percentage of the national average to show how Louisiana and regions within the State compare to the rest of the country.

Rationale: An important indicator of movement to insure that the State is moving toward improving the financial well-being of its citizens.

Target: To be set

Data Source: Survey of Current Business, May 1998

3.1.2
Economic performance rank (among the 50 states)

Explanation - A thorough review of a economic performance by: 1) determining the extent to which the economy is providing work for those who seek it; 2) determining the extent to which the economy is providing work for those who seek it; and 3) determining the extent to which the opportunity to attain a high standard of living is widely shared. Information is primarily compiled from the U.S. Department of Labor, U.S. Department of Commerce.

Rationale - This measure is important in evaluating Louisiana's competitive economic performance in serving its citizens.

Target – To achieve a national ranking among the top 25 states.

Data Source - Annual Development Report Card - Corporation for Enterprise Development

3.1.3
Average annual pay rank (among the 50 states)

Explanation - To insure an improvement in the standard of living of Louisiana citizens, this issue goes beyond how many jobs are being created, and gauges how good the jobs are in terms of wages and benefits. Information from the U.S. Department of Labor - Bureau of Labor Statistics.

Rationale - An important indicator to insure that the jobs provided to Louisiana citizens are providing competitive wages and benefits.

Target - To improve the national ranking into the top 20 states.

Data Source - Annual Development Report Card - Corporation for Enterprise Development

3.1.4 & 3.1.5
Number of women-owned businesses
Number of minority-owned businesses

Explanation - An important determination of growth and diversification in business ownership and economic opportunity within the state. Businesses are defined as the number of firms with paid employees.

Rationale - An indication that Louisiana business growth is diverse and benefits women, minorities, and economically disadvantaged persons.

Target - Increase annual growth by at least one full percentage point.

Data Source: 1992 Louisiana Economic Census, Women-Owned Businesses and 1992 Louisiana Economic Census, Black-Owned Businesses

3.1.6
Employment per year

Explanation: This measures the total growth in employment (including agriculture) by region in the State of Louisiana.

Rationale: The number of people employed is shown by region in order to monitor the differences within the state.

Target: Annual growth in employment of 2.5 percent.

Data Source: Louisiana Department of Labor.

Objective 3.2 - To decrease levels of unemployment and the poverty level in each region of the state.

3.2.1 & 3.2.2
Unemployment rate ranking
Unemployment rate, by region

Explanation: Even though this measure is highly questioned, it is the most commonly used gauge of the mismatch between the number of jobs and job seekers. The data were gathered and aggregated by region (planning district) in order to monitor conditions in each region of the state.

Rationale: By utilizing ranking information, rather than the rate itself, one can assess Louisiana's performance in job creation compared to the other states.

Target: To achieve a statewide unemployment rate that is among the 25 lowest in the nation.

Data Source: Annual Development Report Card - Corporation of Enterprise Development

3.2.3 & 3.2.4
Poverty rate national ranking
Poverty rate, by region

Explanation - This indicator provides a concrete measure of economic performance in general, and of equity in particular. The data were gathered and aggregated by region (planning district) in order to monitor conditions in each region of the state.

Rationale - This assessment demonstrates that Louisiana's economy is genuinely providing opportunities for its citizens, in comparison to other states.

Target - To achieve a poverty rate that is among the 25 lowest in the nation.

Data Source: U.S. Department of Commerce, Bureau of the Census Social and Economic Characteristics; Annual Development Report Card - Corporation for Enterprise Development

Objective 3.3 - To have safe homes, schools, and streets throughout the state

3.3.1
Index crime rates

Explanation: Crime rates, which are reported by the Federal Bureau of Investigation, are based on the number of serious crimes (index crimes) reported to police per 100,000 residents. Violent crimes are murder and non-negligent manslaughter, forcible rape, robbery, and aggravated assault. Property crimes are burglary, larceny-theft, and motor vehicle theft.

In 1995, Louisiana had the fourth highest overall crime rate of all states, and the second highest violent crime rate. Louisiana's property crime rate ranked seventh highest. The state's overall 1995 crime rate was 26.5 percent higher than the national rate, with the violent crime rate 47.2 percent greater and the property crime rate 23.4 percent higher

Rationale: Crime leads the list of problems identified by Louisiana voters in a December 1996 statewide poll conducted for the Baton Rouge Advocate. Using a scale of one to ten (with one being not serious at all and ten being extremely serious), 86 percent of all respondents gave crime a rating of eight, nine, or ten; almost two-thirds ranked crime at ten (or extremely serious). Twenty-six percent of poll respondents indicated that crime has caused significant changes in the way they live, 36 percent reported being extremely affected by crime, and only 38 percent felt that crime has little or no effect on their lifestyles. Crime also topped the list of problems cited by Louisianians in a similar year-end poll conducted in 1995.

Target: To be set.

Data Source: *State of Louisiana, 1997 State of the State*, Office of Planning and Budget, 1997. Date from the U.S. Department of Justice, Federal Bureau of Investigation

3.3.2
Louisiana fatal and non-fatal injuries (persons) per 1000 registered vehicles

Explanation: This measures progress made in improving traffic safety on Louisiana's public roads and streets.

Rationale: Traffic safety is a major concern in Louisiana. The state's accident rates far exceed the national average regardless of the measure used (i.e., per million miles traveled, per 1000 capita, per 1000 licensed drivers, or per 1000 registered vehicles). Louisiana's poor traffic safety record is reflected in our motor vehicle insurance rates which are some of the highest in the nation (the "per 1000 registered vehicles" measure was selected for use here since it is the most indicative of how widely traffic accident costs are spread). A poor traffic safety record, high insurance rates, and other traffic accident costs have an adverse effect on business and industry, and contribute to a negative image of Louisiana. Statistics for 1996 show that traffic accidents resulted in 26.61 fatal and non-fatal injuries per 1000 registered vehicles compared with a national average of 18.29.

Target: The State needs to vastly increase its efforts in public awareness, law enforcement, and infrastructure safety improvements to reduce traffic accidents and motor vehicle insurance rates. Since the national average is expected to decline, the goal is to reduce Louisiana's rate to a level below the current national average.

Data Source: The most recent statistics on traffic accidents and registered vehicles in Louisiana are available from the Highway Safety Commission in the Department of Public Safety and Corrections. Statistics comparing Louisiana's traffic accident rates with those of other states and with the national average may be obtained from the federal publication entitled Highway Statistics 1996 FHWA, US DOT, Tables FI-2 and FI-3 (data required correction.) The lag period for updates of this publication is approximately two years.

3.3.3
Number of truck parking spaces at state-maintained rest areas

Explanation: This measures the number of truck parking spaces available at state-maintained rest areas throughout Louisiana.

Rationale: Federal law limits commercial vehicle drivers to ten hours of operation before a mandatory extended rest period is required. However, drivers often times have difficulty finding a suitable location to park at either public or private facilities, even for short, routine stops. Consequently, drivers are forced to park in inappropriate or unsafe locations, or continue operation in violation of federal law. Providing adequate parking at public rest areas will facilitate the safe and efficient delivery of goods to market. This can help hold down freight transport rates and improve the competitiveness of Louisiana's products in domestic and international markets.

Target: The goal is to gradually increase the number of parking spaces at state-maintained rest areas over the next 20 years to not only address the present shortage, but also to accommodate the expected increase in truck volumes on Louisiana's highways.

Data Source: Statistics on the number of truck parking spaces at state-maintained rest areas can be obtained from the Department of Transportation and Development.

3.3.4
Percentage of state-maintained rest areas with 24-hour security

Explanation: This measures the percentage of state-maintained rest areas throughout Louisiana that have around the clock security.

Rationale: Many motorists traveling to, or through, Louisiana for business or pleasure form their first impressions of the state by the quality of our rest areas. If a rest area is clean and attractive, and the motorist feels secure, the first impressions are favorable. On the other hand, if the facility is not well-maintained and the surroundings appear unsafe, the first impressions, which are often lasting impressions, are unfavorable. In recent years, tourists have been murdered at rest areas in other states. These occurrences received regional and national attention. It can take years to repair the image of a state where such incidents receive widespread media coverage. Around the clock security provides a high degree of safety and comfort to motorists and can also help maintain the appearance and cleanliness of rest areas due to a reduction in vandalism. For the tourism industry and for business recruitment, it is essential that Louisiana's rest areas are both clean and attractive, and that they are perceived to be safe by motorists.

Target: The goal is provide around the clock security at all state-maintained rest areas within five years and to ensure that it continues for at least the next 15 years.

Data Source: Department of Transportation and Development

Objective 3.4 - To have a safe and healthy environment for all citizens

3.4.1
Number of state air monitoring stations and parishes not meeting National Ambient Air Quality Standards

Explanation: This benchmark measures which monitored areas of the state do not meet National Ambient Air Quality Standards (NAAQS) for ozone, a serious air pollutant linked mainly to industrial and transportation activity. The data come from 44 monitoring stations statewide (29 measure ozone), most of which are concentrated in the industrial regions of Calcasieu Parish and the Mississippi River parishes from Point Coupee through Plaquemines. Five contiguous parishes centered around and including East Baton Rouge are currently designated as serious non-attainment for ozone. If attainment is not reached by 1999, EPA could redesignate the area as severe. EPA recently finalized stricter air quality standards (new compliance date 2012) that may increase non-attainment parishes to nine and necessitate adjusting the benchmark data and goals.

Rationale: Good air quality, actual and perceived, is a fundamental to the health and prosperity of Louisiana's citizens.

Target: Professional judgment used.

Data Source: Louisiana Department of Environmental Quality

3.4.2
Pounds of toxic released to air per million dollars of Gross State Product

Explanation: This benchmark measures actual chemical releases to Louisiana air based on industry reports to the Toxic Release Inventory (TRI) and the Gross State Product (GSP) as calculated by the Federal government and the Louisiana Department of Economic Development. TRI data comes from facilities under Standard Industrial Codes (SICs) 20 through 39 with ten or more employees that: a) operate a manufacture/process of more than a 25,000 lbs/yr, or b) otherwise use more than 10,000 lbs/yr of a TRI listed chemical.

Since TRI reporting criteria can change (i.e. addition/deletion of reportable chemicals, threshold or deminimus amounts, expansion of SIC categories, etc.), this indicator will be presented as pounds of chemical released to air per dollar of GSP (both in millions), categorized as a) gross annual TRI and b)core criteria annual TRI (restricted to 1994 reporting parameters for consistency). This ratio attempts to normalize air pollution to economic activity, and better reflects efficiency changes in the Louisiana business sector.

Rationale: Good air quality, actual and perceived, is fundamental to the health and prosperity of Louisiana's citizens.

Target: Modified aggressive-negative method used (10% reduction projected). The Federal GSP statistics were available through 1994 only, but DED calculated a linear regression for '94-2000. The most reliable base year for data, therefore, is 1995, and projections here are carried forward 20 years from 1997. Projections may change if another base year (such as 1997) is officially chosen, and real data becomes available for that year.

Data Source: Louisiana Departments of Environmental Quality and Economic Development

3.4.3
Acreage closed to oyster harvesting due to water pollution

Explanation: This benchmark measures the areal extent of coastal water bottoms that are closed to oyster harvesting when high levels of coliform bacteria are detected in surface waters. Approximately 2.5 million acres of Louisiana coastal waters capable of supporting oyster growth are monitored by the Department of Health and Hospitals, which provided the estimates of the total acreage of water bottoms closed in January of 1997. There is seasonal and annual variation in the location and total acreage closed, but DHH estimates represent the typical total acreage closed during recent years. Approximately 60% of Louisiana's shellfish growing waters are currently closed to harvesting.

Rationale: Oysters are filter feeding mollusks that can retain certain pathogens and contaminants which are considered health hazards. While fecal bacteria are present in most vertebrate species, including cattle and waterfowl, the exposure of oysters to human disease organisms associated with domestic sewage is a threat to human health. Moreover, the closure of many productive oyster growing areas to commercial harvests has important and adverse economic impacts on oyster lease holders, oyster fishermen, restaurants owners and others who depend upon this seafood for all or part of their livelihood.

Target: Modified aggressive-negative method used (5% reduction in total acreage closed in 10 years and 10% reduction in 20 years projected)

Data Source: Louisiana Department of Health and Hospitals, Shellfish Program

3.4.4

Percentage of groundwater public water systems that participate in the Well Head Protection Program

Explanation: This benchmark measures approximately how many people get their drinking water from protected underground sources. Groundwater contamination is much easier to prevent than to clean once contamination occurs. The Well Head Protection Program (WHPP) is designed to protect the quality of drinking water supplies obtained from community wells by protection the surface and subsurface area around a water well from contaminants adverse to human health.

Rationale: Good groundwater quality is fundamental to the health and prosperity of many Louisiana citizens.

Target: Modified aggressive-positive method used (increased 15% each five year period).

Data Source: Louisiana Department of Environmental Quality

3.4.5

Pounds of toxic chemicals released to surface water per million dollars of Gross State Product

Explanation: This benchmark measures actual chemical releases to Louisiana surface water based on industry reports to the Toxic Release Inventory (TRI) and the Gross State Product (GSP) as calculated by the Federal government and the Louisiana Department of Economic Development. TRI data comes from facilities under Standard Industrial Codes (SICs) 20 through 39 with ten or more employees that a) operate a manufacture/process of more than a 25,000 lbs/yr, or b) otherwise use more than 10,000 lbs/yr of a TRI listed chemical.

Since TRI reporting criteria can change (i.e. addition/deletion of reportable chemicals, threshold or deminimus amounts, expansion of SIC categories, etc.) This indicator will be presented as pounds of chemical released to surface water per dollars of GSP (both in millions), categorized as a) gross annual TRI and b) core criteria annual TRI (restricted to 1994 reporting parameters for consistency). This ratio attempts to normalize surface water pollution to economic activity, and better reflects efficiency changes in the Louisiana business sector.

Rationale: Good surface water quality, actual and perceived, is fundamental to the health and prosperity of Louisiana's citizens.

Target: Modified aggressive-negative method used (10% reduction projected). The Federal GSP statistics were available through 1994 only, but DED calculated a linear regression for '94-2000. The most reliable base year for data, therefore, is 1995, and projections here are carried forward 20 years from 1997.

Data Source: Louisiana Departments of Environmental Quality and Economic Development

3.4.6

Annual number of acres/ sites returned to active commerce through the EPA's Brownfields Project and/or DEQ's Voluntary Clean-up Program

Explanation: This benchmark identifies the number of acres/sites that have been the subject of a Brownfields project by either EPA or a Voluntary Clean-up Program ("VCP") by LDEQ and as such, have been wholly or partially placed back into active commerce/operation.

Rationale: By utilizing Brownfields and/or VCP projects to place previously abandoned or negatively impacted industrial/commercial facilities back into commerce, the state will be realizing numerous positive economic impacts. First, virgin sites will not be required for conversion from a formerly pristine site to an industrial site. The State will be recognizing that it may be better to use existing industrial sites rather than impacting presently unused green field sites. Second, a previously abandoned and polluted Brownfields site or sites that is negatively impacted by a pollution event/source, will be placed back into active commerce. This will result in additional tax revenues, employment and other positive economic benefits. Third, a possible fringe benefit will be that the pollution aspects

associated with the particular Brownfields site or VCP project may be addressed by the former, current or new owner (or any combination thereof), which will result in a reduction and/or elimination of the threat of an adverse public health, safety and environmental concern relative to the particular site.

Target: Stand/positive method used.

Data Source: United States Environmental Protection Agency and Louisiana Department of Environmental Quality, Inactive and Abandoned Sites Division

3.4.7
Solid waste management classified as recycled/reused

Explanation:
a) Number of governmental subdivisions reporting recycling programs. This benchmark measures the number of cities, parishes and solid waste management districts that engage in some type of program for recycling municipal and/or commercial solid waste.

b) Number of private companies and governmental subdivisions reporting permitted beneficial reuse/composting facilities. This benchmark measures the number of private and governmental entities (i.e., municipalities, parishes, regional landfills, etc.) that have received permits for beneficial reuse/composting facilities.

Rationale:
a) Number of governmental subdivisions reporting recycling programs. In communities where some level of recycling activity has been undertaken, it is believed that the citizens of those political subdivisions recognize the value of resource conservation and waste reduction on an individual level and the value of diverting such material from landfill disposal.

b) Number of private companies and governmental subdivisions reporting permitted beneficial reuse/composting facilities. These programs demonstrate the economic advantage of various programs for the beneficial reuse of waste. These programs have been undertaken because land disposal is not viewed as a sound economic and/or environmental alternative.

Target: Professional judgment used.

Data Source: Solid Waste Division, Louisiana Department of Environmental Quality

3.4.8
Percentage of Louisiana assessed water bodies fully supporting their designated uses

Explanation: This composite benchmark measures how well Louisiana's surface water bodies (lakes, reservoirs, streams and estuaries) meet their designated use categories (primary and secondary contact recreation, fish/wildlife propagation, drinking water supply, oyster propagation, agriculture and outstanding natural resource) as determined by the Department of Environmental Quality. Possible causes of non-support are many, and therefore, so are the strategies to improve deficiencies. Non-point source surface runoff is the major problem contributing to poor surface water quality.

Rationale: Clean rivers, streams, lakes and estuaries are essential for drinking water supplies, recreation and propagation of seafood and wildlife.

Target: Trend is inconsistent. Mild aggressive-positive method used.

Data Source: Louisiana Department of Environmental Quality

3.4.9

Number of fishing and swimming advisories

Explanation: This benchmark measures how many health advisories exist on state lakes, streams, bayous and Gulf shores, and how many areas are affected. Advisories for (typically) mercury, chemical and fecal coliform contamination gain sharp public attention and, it is hoped, will mobilize remediation actions. Quantities are expressed here as stream miles and lake square miles (excluding the miles of Lake Pontchartrain south shore beaches). Increased monitoring efforts for mercury contamination in fish may further increase the advisory total before any reductions are realized.

Rationale: Clean surface water bodies are essential for recreation, fishing and tourism.

Target: Aggressive-negative method used per DEQ suggestion (20% reduction).

Data Source: Louisiana Departments of Environmental Quality and Health and Hospitals.

Objective 3.5 - To preserve, develop, promote and celebrate Louisiana's natural and cultural assets for their recreation and aesthetic values

3.5.1
Amount of State-owned lands for natural resource management

Explanation: This benchmark measures the acreage of lands owned by Louisiana resource management agencies. These lands are primarily managed for fish and wildlife or recreation. The Louisiana Department of Wildlife and Fisheries owns 49 Wildlife Management Areas and 7 State Refuges totaling 657,866 acres. The Office of State Parks owns 39,000 acres at 56 sites. The Office of State Parks plans to double the acreage of parks and recreation in the next 15 years. The Louisiana Office of Forestry owns a total of 8,250 acres at one site.

Rationale: State-owned lands provide public access for outdoor based recreation, which is an important component to perceived quality of life. Protection of important natural resources, such as fisheries nursery areas, assure long-term economic benefits to many citizens in Louisiana.

Target: Increase of 10,000 acres annually through the year 2018

Data Source: Louisiana Department of Wildlife and Fisheries, Louisiana Office of Forestry and Louisiana Office of State Parks

3.5.2
Total Louisiana species listed as threatened, endangered or rare plants

Explanation: This benchmark addresses the extent to which natural habitat is sufficient for sustaining rare, threatened or endangered native animals, (bird, mammal, reptile, amphibian and fish) and native plant species. Data used is based on federal and/or state Status listing. Note that state ranks are assigned by each state's Natural Heritage Program, thus a rank for a particular element may vary considerably from state to state. Also, when counting species year to year, data must be compared to each particular species because species are added and removed from the list.

Target: Standard negative target setting method.
Data Source: Louisiana Department of Wildlife and Fisheries, Natural Heritage Program

3.5.3
Coastal prairie restoration

Explanation: This benchmark measures the acreage of coastal prairie habitat restored in the State of Louisiana. The coastal prairie is an ecosystem that represents the southeastern-most extent of the great prairie that extended from southern Canada to the northern Gulf of Mexico. In our region, this prairie is a hybrid ecosystem containing elements of coastal wetland and upland grassland. Due to extensive agriculture, this ecosystem is considered by various conservation agencies to be endangered. Prior to the widespread agricultural development that occurred beginning in the late 1800s, it is estimated that there was approximately 2.2 million acres of coastal prairie in southwestern Louisiana. At present, 99.99% of this habitat has been lost and only about 250 acres remain. Most of the remaining acreage is unprotected and is at risk of being lost.

Rationale: This ecosystem represents a unique component of Louisiana's natural resources and its protection and preservation is important to the protection of biodiversity in the state.

Target: To reestablish sufficient coastal prairies to protect the native plants and animals of this distinctive community type. The rate of restoration will be limited by the supply of native seed from the region and will be expected to increase over time as commercial sources are established and suitable sites are identified.

Data Source: USGS-National Wetlands Research Center and United States Fish and Wildlife Service, Lafayette, Louisiana Ecological Services Office.

3.5.4
Restoration of inland wetlands

Explanation: This benchmark measures the acreage of inland wetlands restored to the State of Louisiana. Since 1812, five million acres of inland bottomland forests and cypress/tupelo swamps have been converted to other habitat types, primarily agricultural systems. More recently, 628,000 acres of inland wetlands were converted to other land uses between the mid-1970s and mid-1980s. Over the past decade or so the United States Department of Agriculture and the United States Department of the Interior have implemented programs that have resulted in the restoration of 89,000 acres of inland wetlands in Louisiana. Additionally, the United States Department of Army has secured, and continues to negotiate for, a total of 50,000 acres under fee title, and a total of 338,000 acres under environmental easements. Finally, the U. S. Fish and Wildlife Service and the Louisiana Department of Wildlife and Fisheries annually acquire between 5,000 and 10,000 acres of inland wetlands of refuge lands.

Rationale: Fifty percent of the original acreage of inland wetlands extant at the time of Louisiana statehood in 1812 has been lost. This critical habitat type supports a broad array of plant and animal communities and contributes to the natural diversity of Louisiana. Additionally, bottomland hardwood forests and cypress/tupelo swamps support a growing wood products industry.

Target: Restoration of 15,000 acres annually through the year 2028 by Federal and state agencies.

Data Source: U.S. Geological Survey, National Wetlands Research Center and U.S. Fish and Wildlife Service, Lafayette Ecological Services Office.

3.5.5
Reducing annual loss rate of coastal wetlands

Explanation: This benchmark documents the loss of coastal wetlands (primarily emergent marshlands) and the prevention of this loss through protection/restoration efforts. During the period from 1956 to 1978, coastal wetlands were being lost at the rate of 50 square miles annually. Between 1978 and 1990, the loss rate was measured at 35 square miles annually. The loss rate of coastal marshes in 1997 is approximately 30 square miles per year. To combat this massive loss of coastal wetlands, the Federal government and the State of Louisiana have implemented a series of wetland programs designed to protect this valuable resource. The State of Louisiana, federal partners, and the public completed a new state coastal restoration plan entitled *Coast 2050: Towards a Sustainable Coastal Louisiana* in December 1998. Full implementation of this plan would reduce 90 percent of projected land loss through the year 2050. The Louisiana Coastal Wetlands Conservation Plan, prepared in response to the Federal

Coastal Wetlands Planning, Protection and Restoration Act (CWPPRA), was completed in 1997 and is expected to achieve no net development-related loss of coastal wetlands. The Louisiana Coastal Wetlands Conservation and Restoration Task Force has funded 74 projects that will protect or restore 73,687 acres of coastal wetlands. The Louisiana Department of Natural Resources is funding a special Wetlands Reserve program project (to be administered by the United States Department of Agriculture) that will restore 500-1,000 acres of coastal wetlands per year. The United States Department of Army has created an additional 600 acres per year through its dredged material program.

Rationale: Since 1930, Louisiana has lost more than 1,500 square miles of marsh. The state is still losing nearly a football field of prime wetland every 15 to 20 minutes. The cost of not protecting the coast is estimated at $37 billion in lost public use value over the next 50 years. Coastal wetlands provide critical nursery areas for finfishes and crustaceans (primarily shrimp and crabs) that make up the bulk of Louisiana's thriving seafood industry. These wetlands also provide needed habitat for millions of migratory waterfowl that winter in coastal Louisiana. Coastal wetlands serve as an important buffer to storm tides, thus protecting inland residential and commercial infrastructure from severe flooding.

Target: Implement *Coast 2050* to prevent 90 percent of coastal wetlands loss through 2050. *Coast 2050* will protect 288,000 acres of coastal wetlands in the year 2018. Achieve no net development-related loss of coastal wetlands as defined in the Louisiana Coastal Wetlands Conservation Plan prepared in response to the Federal Coastal Wetlands Planning, Protection and Restoration Act.

Data Source: United States Geological Survey, National Wetlands Research Center; United States Fish and Wildlife Service, Lafayette Ecological Services Office; the Governor's Office of Coastal Activities (Louisiana); and the Louisiana Department of Natural Resources.

3.5.6
Restoration of Longleaf Pine forest

Explanation: This benchmark measures the acreage of Longleaf Pine forest restored to the State of Louisiana. The current acreage of Longleaf Pine forest in Louisiana is 300,000 acres. One hundred years ago, the acreage of keystone habitat was 4 million acres.

***Rationale*:** Less than 10 percent of the original pre-settlement Longleaf Pine forest remains today. These forests are the native habitat for many of Louisiana's endangered species. This keystone habitat is important for maintaining biological diversity and supporting unique plant and animal communities. The longleaf pine forest also supports a very high quality wood products industry.

Target: Aggressive restoration of this keystone habitat at the rate of 185,000 acres annually through the year 2018.

Data Source: Smith, L. 1991. Louisiana Longleaf: An Endangered Legacy. Louisiana Conservationist, May/June 1991, Louisiana Department of Wildlife and Fisheries, Baton Rouge, Louisiana.

3.5.7
Outdoor recreation

State parks visitation

Explanation: Residents and visitors alike vastly underutilize Louisiana's abundant natural resources. The development and promotion of these resources have the potential to increase visits by broadening and enriching Louisiana's appeal and taking advantage of the increasing interest in eco-tourism. Fundamental to this success is1 capitalizing on our abundant fishing resources. The state parks visitation numbers reflect totals of all 31 operational sites including recreational sites, commemorative areas and preservation areas. Two additional sites will become operational in 1998-99.

Rationale: Over the past several years, the Office of State Parks has had promotional funds budgeted that provide for public awareness campaigns that are showing results in the overall visitation numbers. New sites opening within the time frame projected will also drive visitation numbers upward.

Target: The visitation numbers are expected to increase as promotional funding continues and/or increases.

Data Source: Office of State Parks

3.5.8
Number of educational programs within the Louisiana school system, including music history curricula in primary and secondary schools, and music-related curricula in technical colleges, universities and law schools

Explanation: The Louisiana Music Commission has taken preliminary steps towards creating a history of Louisiana music component for the State's required middle school curriculum in Louisiana studies. A teacher's booklet was drafted but needs to be refined, and a CD or cassette to accompany the booklet needs to be developed and produced. At higher levels, curricula needs to be developed in audio engineering, staging and events planning, music business fundamentals and legal course work in music business contracts, publishing and intellectual property.

Rationale: As a leading producer of raw musical product, Louisiana lags far behind in building the music business infrastructure, at least partly due to a lack of educational resources addressing the needs and jobs in the music industry. To bring more of the dollars home, and to reduce the number of successful Louisiana artists going out of state to utilize professionals in cities such as Nashville, New York and Los Angeles, Louisiana must expand its educational resources in both historical and practical curricula at all levels of the education system. At lower levels, it is important that the vast and significant cultural history of music in Louisiana be transmitted to school children to build pride and a sense of connection to Louisiana's unmatched role in the world's music history and industry.

Target: To increase from the 2 programs now available to 16 by 2018.

Data Source: Louisiana Music Commission

3.5.9
Number of graduates of higher education programs in music business-related curricula

Explanation: As the number of educational programs grows, so too will the number of graduates.

Rationale: Louisiana must record and track the number of students who graduate from music business-related programs in order to better maintain and measure the results of the programs and monitor the marketplace to determine the overall effectiveness and needs of the industry.

Target: To increase the number of graduates to 60 a year by 2018.

Data Source: Louisiana Music Commission in conjunction with colleges and universities

3.5.10
Economic impact of the film and video industry (in millions).

Explanation: The film and video industry spends billions of dollars a year creating their works. Louisiana needs to build a greater awareness of our state as a potential location destination. The economic impact is calculated using information from an expenditure report completed by each production.

Rationale: The income and overall economic impact from these projects coming to Louisiana is substantial.

Target: Professional judgment used.

Data Source: Louisiana Office of Film & Video

3.5.11
Number of educational curricula dealing with or related to the film and video industry

Explanation: On average, jobs in this industry produce higher than average wages. They also require specific education and/or training that is currently scarce in Louisiana.

Rationale: To substantially grow this industry, the state needs to have programs to train the professionals and technicians the production companies need.

Target: To establish three film/video programs at Louisiana community colleges and universities by 2003 and increase that number to six by 2018.

Data Source: Louisiana Office of Film & Video

Objective 3.6 - To support and expand the tourism industry throughout the State

3.6.1
Number of visitors to Louisiana -- Louisiana residents, out of state visitors, & international visitors

Explanation: Visitor volume to Louisiana is measured in two ways. U.S. resident visitor volume is supplied to the Office of Tourism by the Travel Industry Association of America. Their Travelscope® survey measures visitor volume to all states by U.S. residents. International visitor volume is measured annually by the U.S. Department of Commerce.

Rationale: The number of visitors coming to Louisiana is one of the key factors in the economic impact of travel on Louisiana. More tourists result in increased spending and a greater positive economic benefit to individual businesses, citizens (in the form of employment) as well as the state (in the form of tax revenue).

Target: Using the latest available statistical data, targets have been set on the basis of a 3 percent annual increase.

Data Source: Louisiana Office of Tourism Research Department

3.6.2
Visitor spending

Total (in billions)
Retail spending by international visitors using the Louisiana Tax Free Shopping Program (in millions)

Explanation: The total spending figures are from the U.S. Travel Data Center and include all visitors' spending since there is no way to differentiate between the spending by Louisiana residents traveling within the state and non-resident visitors. The annual growth rate is projected as 3 percent.

Rationale: How much visitors spend each year in Louisiana is the most relevant and direct measuret of the success of tourism and its benefit to Louisiana Increased spending would continue to provide economic prosperity to both the private and public sectors. Accordingly, a decrease in spending would have a significant impact to the State's tax revenue resulting in a need to replace revenue or the possibility of increasing the tax burden on Louisiana's citizens. Additionally, decreased spending would indicate a negative impact on those businesses historically dependent on visitors, including fewer employment opportunities. Finally, a decrease in visitor spending would likely result in less resources made available for the protection, preservation and restoration of the rich cultural assets of Louisiana, undermining the quality of life in our state.

Target: Using the latest available statistical data, targets have been set on the basis of a 3 percent annual increase.

Data Source: Louisiana Office of Tourism Research Department and United States Travel Data Center

3.6.3
Employment generated by tourism

Explanation: This benchmark measures the total number of individuals employed in positions that service the tourism industry and tourism related activities.

Rationale: Employment is fundamental to the prosperity and well being of Louisiana's citizens as well as the state at large. In addition to providing income to individuals, families and communities, employment attributable to tourism helps to keep our citizens from leaving the state in search of employment. Louisiana's rich cultural legacy is in fact directly attributable to her citizens such as those of French Acadian and African descent. Hence, loss of these citizens would likely result in the diminished appeal of Louisiana as a travel destination, as well as negatively impact the quality of like in Louisiana.

Target: Using the latest available statistical data, targets have been set on the basis of a 2 percent annual increase.

Data Source: Louisiana Office of Tourism Research Department and United States Travel Data Center

3.6.4
Number of Louisiana Welcome Center registered visitors.

Explanation: These visitor counts are from the visitors who sign the registration sheets at the 10 state-operated welcome centers located throughout Louisiana. The ten centers are located in Slidell, Pearl River, New Orleans, Kentwood, St. Francisville, Baton Rouge, Vinton, Greenwood, Mound, and Vidalia.

Rationale: The first welcome centers began operating over 25 years ago. The centers are located at major entry points into Louisiana and in Louisiana's two major destination cities. The purpose of these centers is to convince visitors to: 1) stay overnight in Louisiana and visit Louisiana's many attractions, and 2) extend their stay in Louisiana. The numbers of visitors to each center are reported monthly by the Office of Tourism.

Target: Using the latest available statistical data, targets have been set on the basis of a 3 percent annual increase.

Data Source: Louisiana Office of Tourism, Research Department

Objective 3.7 – To improve the quality of life of Louisiana's children

3.7.1
Percent of children without health insurance

Explanation: To ensure access to needed and continuous health care services for children.

Rationale: There is well-documented association between insurance status and utilization of health care services among adults. A 1996 study by the Harvard School of Public Health, The Henry J. Kaiser Foundation and the National Opinion Research Center, found the uninsured are four times more likely to have an episode of needing and not getting medical care.

Target: Healthy People 2010 Objective is to reduce to 0 percent the number of children without health care coverage.

Data Source: U.S. Bureau of the Census. Current data for calendar year 1995 is from the March 1996 Current Population Survey.

3.7.2
Infant mortality rate

Explanation: To reduce the infant mortality rate per 1,000 live births.

Rationale: Studies have found that the infant mortality rate for children born into poor families are more than 50 percent higher than that for children born into families with incomes above the poverty line. There is a huge disparity between the infant mortality rates of African Americans versus that of whites. In 1995, Louisiana ranked 48th nationally.

Target: By 2008 achieve the national average set in 1995. By 2018 achieve the Health People 2010 Objective.

Data Source: National Center for Health Statistics.

3.7.3
Child death rate

Explanation: To reduce the child death rate per 100,000 children ages 1-14.

Rationale: In 1995, the national average was 28 out of every 100,000 children. This was down from a rate of 34 per 100,000 in 1985. Louisiana is still behind the national average of 10 years ago. In 1995, Louisiana ranked 43rd nationally.

Target: To achieve the Healthy People 2010 Objective of 25 percent improvement.

Data Source: National Center for Health Statistics

3.7.4
Percent of children in poverty and extreme poverty

Explanation: To reduce the number of children living in poverty and extreme poverty.

Rationale: Children living in poverty is perhaps the most widely used indicator of child well-being as poverty is closely linked to poor outcomes in health, education, emotional well-being and delinquency. During the 1990s, the number of children living below poverty in families that work (at least one parent working 26 or more weeks per year) has grown by a third. Louisiana is one of only 10 states with over 25% of their children being raised in poverty and in 1995, Louisiana ranked 50th nationally. The number of children in Louisiana in extreme poverty is twice the national average.

Target: The share of children under age 18 who live in families with incomes below the U.S. poverty threshold, as defined by the U.S. Office of Management and Budget. Children in extreme poverty are those living below 50 percent of the poverty threshold.

Data Source: U.S. Bureau of the Census, Current Population Survey.

About the Louisiana Economic Development Council

The Louisiana Economic Development Council (Act No. 30, H.B. No. 26) was created by the Legislature in the First Extraordinary Session of 1996.

Governor M. J. "Mike" Foster, Jr. is the chair of the Council, and William "Bill" Sawyer, Jr., President of Sawyer Industrial Plastics, Inc. in West Monroe, serves as the vice-chair. Seventeen other members are appointed by the Governor based on nominations from the following: Police Jury of Association of Louisiana, Louisiana Industrial Development Executives Association, Louisiana Farm Bureau, Louisiana Retailers Association, Committee of 100 for Economic Development, Louisiana Bankers Association, Louisiana Small Business Development Center, Board of Regents, Louisiana Association of Business and Industry, Association of Builders and Contractors, AFL-CIO, Louisiana Municipal Association, Board of Elementary and Secondary Education, and Association of General Contractors. The Executive Committee is chaired by William Sawyer and consists of six members of the Council.

The Act called for the formation of task forces in the following areas: agribusiness; culture, recreation and tourism; diversification; education and workforce training; environment; finance and capital; infrastructure; programs and incentives; taxes and state revenue; and science and technology. Task force chairs were appointed by the vice-chair, and they in turn named 190 members to serve on the task forces. (A list of the task force members is included at the end of this section.) Approximately 62 task force meetings were held during the past year to research and establish benchmarks in five-year increments through the Year 2018. These benchmarks are included in the strategic plan.

Kevin P. Reilly, Sr., Secretary of the Department of Economic Development, is a Council member and administrator of the Cabinet Advisory Group. The Cabinet Advisory Group on Economic Development is comprised of the Lieutenant Governor or her designee, the Secretary of the Department of Economic Development, the Department of Transportation and Development, the Department of Labor, the Department of Natural Resources, the Department of Environmental Quality, and the Department of Social Services, the Superintendent of Education, the State Treasurer or his designee, and the Commissioner of the Department of Agriculture and Forestry. The Cabinet Advisory Group, other state agencies and program directors will meet with the Council quarterly to develop strategies and action plans to meet the goals and objectives outlined in the strategic plan. State department representatives will also assist the Council and Cabinet Advisory Group.

The Council was charged with developing a 20-year strategic plan for economic development for the State of Louisiana. The plan is built around a vision of 2020 Louisiana as a place with a vibrant, balanced economy; a fully engaged, well-educated workforce; and a quality of life that places it among the top ten states in the nation in which to live, work, visit, and do business. Over the next year, the Council and Cabinet Advisory Group will develop strategies for meeting the benchmarks. A report on the progress of the strategies and action plans, with recommendations, will be made to the Legislature each year. The strategic plan will be updated every five years. The Joint Legislative Committee on the Budget may use it as a guide for prioritizing state spending and budgeting. Louisiana's strategic plan is intended to reflect the vision, mission and philosophy of the state for generations to come.

LOUISIANA ECONOMIC DEVELOPMENT COUNCIL

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Chancellor Emeritus
LSU Agricultural Center,,Baton Rouge
Chair, Agribusiness Task Force

Donna Carville, Public Affairs
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Joseph W. Cironi, President
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Hibernia National Bank, New Orleans
Chair, Finance and Capital Task Force

Honorable M. J. "Mike" Foster
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Sawyer Industrial Plastics, Inc., West Monroe
Vice Chair, Louisiana Economic Development Council
Chair, Executive Committee

Honorable Richard Zuber
Local Government
Mayor of Jonesboro, Jonesboro
Chair, Infrastructure Task Force

Note: Three original members of the Council served for two years. James Meyer (Meyer, Meyer, LaCroix, Hixon, Inc., Engineers, Alexandria), Co-Chair of the Infrastructure Task Force, passed away in May, 1998. Ivan Baker (Economic Development, Office of the Mayor, Shreveport), who served as chair of the Diversification Task Force, and James Brown (Economic Development, MetroVision, New Orleans), chair of the Programs and Incentives Task Force, resigned from the Council in 1998 when they moved out-of-state.

Cabinet Advisory Group

The Act created the Cabinet Advisory Group and placed it within the Office of the Governor. As outlined in the Act, the Cabinet Advisory Group advises, coordinates with, and provides research, informational, and staff support to the Council. The Advisory Group meets quarterly with the Executive Committee of the Council to exchange information and facilitate implementation of the master plan and annual action plans.

The Cabinet Advisory Group members are: Kevin P. Reilly, Sr., Secretary, Department of Economic Development; Lieutenant Governor Kathleen Blanco; Kam V. Movassaghi; Secretary, Department of Transportation and Development; Garey Forster, Secretary, Department of Labor; Jack Caldwell, Secretary, Department of Natural Resources; Dale Givens, Secretary, Department of Environmental Quality, Madlyn Bagneris, Secretary, Department of Social Services; Cecil Picard, Superintendent of Education, James Ryan, Designee, Department of the Treasury; Mark Drennen, Commissioner, Division of Administration; and Bob Odom, Commissioner, Department of Agriculture and Forestry.

State Department Representatives to the Council

State Department representatives were named as staff support to assist the Council in developing *Louisiana Vision 2020*. They are: Leonard Kleinpeter, Lieutenant Governor's Office; Carolyn Lane, Division of Administration; Joe Baker and Eric Kalivoda, Department of Transportation; Dawn Watson, Department of Labor; T. Michael French, Department of Natural Resources; Patrick Devillier (Department of Environmental Quality); Wayne Meaux, (Department of Education); and Laura Pease, Department of Social Services.

Louisiana Economic Development Council Office

The Louisiana Economic Development Council (LAEDC) office is housed in the Department of Economic Development, One Maritime Place, Room 312, 101 France Street, Baton Rouge, LA 70804 (Post Office Box 94185). The office is staffed by a director and an administrative secretary. The Council office phone number is (225) 342-0215 and the fax number is (225) 342-5389. The LAEDC webpage and *Louisiana: Vision 2020* report are located at www.lded.state.la.us.

Acknowledgments

In addition to the above, the Council was assisted by Andy Kopplin and Meg Fuselier of the Governor's Office; Jim Clinton and Ann Guissinger of the Louisiana Partnership for Technology and Innovation; the E. J. Ourso College of Business Administration, Louisiana State University; Ivan Miestchovich, Ph.D., Center for Economic Development, University of New Orleans; Pamela Ehlers, U.S. Department of Commerce, Economic Development Administration, and the Louisiana Department of Economic Development.

Task Forces
Louisiana Economic Development Council

Agribusiness Task Force - H. Rouse Caffey, Chair; Sandy Dooley, Co-Chair

Ronnie Anderson, President, Louisiana Farm Bureau Federation, Inc., Baton Rouge
H. Rouse Caffey, Chancellor Emeritus, LSU Agricultural Center, Baton Rouge
Russ Dansey, Vice Chair, Louisiana Poultry Federation, Natchitoches
Jessie Davis, President, Red River Policy Jury, Coushatta
John Denison, Chairman, Rice Research Board, Iowa
Sandy Dooley, Ph.D., LSU Extension Service, Louisiana State University, Baton Rouge
Bob Felknor, Executive Secretary, Louisiana Cattlemen's Association, Port Allen
Judy Gill, President, Superior Ostrich Products Inc., Ringgold
L. G. Guedry, Associate Dean, Louisiana Agricultural Experiment Station, Baton Rouge
Larry Kinlaw, Executive Director, Office of Rural Development, Baton Rouge
Charlie Melancon, President and General Manager, American Sugar Cane League, Thibodaux
Frank Millican, Director, Agri-Business, Department of Agriculture and Forestry, Baton Rouge
Bob Odom, Commissioner, Department of Agriculture and Forestry, Baton Rouge
Al Orteo, Extension Leader, LSU Extension Service, Baton Rouge
Bill Richardson, Chancellor, LSU Agricultural Center, Baton Rouge
Raymond Schexnayder, Chairman, Louisiana Soybean/ Grain Research Board, Ventress
Buck Vandersteen, Executive Director, Louisiana Forestry Association, Alexandria
Donna Winters, President, Louisiana Cotton Producers Association, Lake Providence
Burns Wright, President, Federal Land Bank of South Louisiana, Opelousas

Culture, Recreation, Tourism Task Force - Beverly Gianna, Chair

Stacy Atkins, Louisiana Attractions Association, Vacherie
LaVerne Bodron, Coordinator, Monroe Beautification Board, Monroe
Jane Breaux, President, Louisiana Association of Conventions and Visitors Bureau, New Iberia
Pam Breaux, Executive Director, Arts and Humanities Council of Southwest Louisiana, Lake Charles
Elinor Craven, Director, Outdoor Recreation, Office of State Parks, Baton Rouge
Bernie Cyrus, Executive Director, Louisiana Music Commission, New Orleans
Sandra Dartus, President, Louisiana Festivals and Events, New Orleans
Glenda English, Multicultural Program Specialist, G Mc and Company Advertising, New Orleans
Gary Esolen, Executive Vice President, N. O. Tourism Marketing Corporation, New Orleans
Jim Funk, Executive Vice President, Louisiana Restaurant Association, Metairie
Beverly Gianna, Director, Public Affairs, New Orleans Convention and Visitors Bureau, New Orleans
Bill Langkopp, Exec. Vice President, Louisiana Hotel/Motel Association, New Orleans
Janice A. Lansing, Undersecretary, Department of Culture, Recreation and Tourism, Baton Rouge
Ed Lipscomb, Director, Louisiana Film Commission, Baton Rouge
James E. Livingston, (Major General) Vice Chair, New Orleans Police Foundation, New Orleans
Jennifer Maul, Executive Director, Louisiana Preservation Alliance, Baton Rouge
Barbara Roy, Assistant Secretary, Louisiana Office of Tourism, Baton Rouge
Joey Strickland (Colonel), Governor's Council of Indian Affairs, Baton Rouge
Julia Trichell, Tourism, Monroe
Danny Young, Executive Director, Louisiana Travel Promotion Association, Baton Rouge
Paul and Sue Wagner, Honey Island Swamp Tours, Slidell

Education/Workforce Training Task Force - Tim Johnson, Chair

Donald Ayo, Ph.D., President, Nichols State University, Thibodaux
Daneta Bardsley, Ph.D., Private Industry Council, Shreveport
Al Barron, Director of Career Counseling and Placement, Southern University, Baton Rouge
Gregory O'Brien, Ph.D., Chancellor, University of New Orleans, New Orleans
Keith Brand, Training Director, Louisiana Workforce Commission, Baton Rouge
E. P. Topper Breaux, Owner/President, E. P. Breaux Electrical, New Iberia
Wayne Brown, Owner/President, Brown Builders, Bossier City
Ed Cancienne, Ph.D., Superintendent, Assumption Parish Schools, Napoleonville
Jim Clinton, President, Louisiana Partnership for Technology and Innovation, Baton Rouge
Mona Davis, Vice President, Louisiana Association of Business and Industry, Baton Rouge
David Guidry, Owner/President, Guico Machine Works, Harvey
Carol Hopson, Ph.D., Director, Nunez Community College, Chalmette
Barbara Johnson, Vice President, Regional Initiatives, MetroVision, New Orleans
Tim Johnson, Executive Director, Associated Builders and Contractors, Inc., Baton Rouge
Lloyd "Jimmy" Lyles, President and CEO, Greater Baton Rouge Chamber of Commerce, Baton Rouge
Laura Pease, Asst. Dir., FIND Work Program, Office of Family Support, Dept. of Social Services, Baton Rouge
Dale Reed, Ph.D., Secretary Treasurer, Evangeline Parish Policy Jury, Courthouse Square, Ville Platte
Ronnie Robert, Owner, Robert Refrigeration, Chair, Louisiana Worforce Commission, New Orleans
Chris Weaver, Executive Director, Louisiana Workforce Commission, Office of the Governor, Baton Rouge
Dawn Watson, Deputy Secretary, Louisiana Department of Labor, Baton Rouge

Environment Task Force - James Prince, Chair

Brian Bond, Manager, Environment Laboratory Services, Central/Southwest Services, Inc., Shreveport
Don G. Briggs, President, Louisiana Independent Oil and Gas Association, Baton Rouge
Warren E. Byrd, II, Attorney at Law, Adams and Reese, Baton Rouge
McChord Carrico, Attorney at Law, Monroe and LeMann, Mandeville
Donna Carville, Economic Development Manager, Public Affairs, Dow Chemical, Plaquemine
Bob Grumbling, Ph.D., Director, Center for SocioEconomic Research, University of Southwestern Louisiana, Lafayette
Robert Gravolet, Lockheed Martin Michoud Space Systems, New Orleans
Robert T. Holleman, St. Martin Landfill and Board of Hibernia National Bank, Lafayette
Judy McCleary, Waste Management, Inc., Baton Rouge
Michael J. Michot, State Representative (D-Lafayette), Louisiana House of Representatives, Baton Rouge
Ralph Miller, Vice President, State Government Relations, Freeport-McMoRan, New Orleans
Carolyn S. Monteith, Manager, Lockheed Martin Michoud Space Systems, New Orleans
James Prince, Vice President, CAO, Stone Energy Corporation, Lafayette
Peter Smith, Ph.D., Department Head, Waldemar S. Nelson and Co., New Orleans
Bob Stewart, Ph.D., Director, National Wetland Research Center, Lafayette
Emily Stich, Louisiana Association of Business and Industry, Baton Rouge
C. A. "Buck" Vandersteen, Executive Director, Louisiana Forestry Association, Alexandria

Finance and Capital Task Force - Michael Conwell, Chair

Leonard N. Alsfeld, Vice President, RAF Financial Corporation, Metairie
Michael Conwell, Vice President, Corporate and International, Hibernia National Bank, New Orleans
Paul Dunn, Director, Small Business Development Center, Monroe
Arnie Frankel, Domestic and International Business Development, Southwestern Electric Power Co., Shreveport
Glenda B. Jeansonne, Assistant Port Director, Business Development, Port of South Louisiana, Paulina
Harvey C. Koch, Monroe and Lemann, New Orleans

Infrastructure Task Force - Richard Zuber, Chair; James Meyer, Co-Chair

Joe T. Baker, P.E., Director, Louisiana Transportation Research Center, Baton Rouge
Sharon Balfour, Water Resources Manager, Louisiana Dept. of Transportation and Development, Baton Rouge
Carol Cranshaw, Administrator of Public Transportation, LA Dept. of Transportation and Development, Baton Rouge
Anthony Culp, Aviation Director, Louisiana Department of Transportation and Development, Baton Rouge
Arthur DeFraites, P.E., P.L.S., Gulf South Engineers, Inc., Houma
Patrick Devillier, Env. Chemical Specialist, Office of the Secretary, Dept. of Environmental Quality, Baton Rouge
Jimmy Don Hudson, Manager, Corporate and External Affairs, BellSouth Telecommunications, Inc., Monroe
Eric Kalivoda, Ph.D., Intermodal Transportation Engineer, Dept. of Transportation and Development, Baton Rouge
Dot McConnell, Water Resources Manager, Louisiana Department. of Transportation and Development, Baton Rouge
James Meyer, P.E., P.L.S., Chairman, Meyer, Meyer, LaCroix and Hixson, Inc., Alexandria (passed away 5/30/98)
Eddie Morris, DOTD Rail Programs Mgr., Department of Transportation and Development, Baton Rouge
William R. (Nick) Nixon, Jr., Central Louisiana Electric Company, Pineville
Bobby Savoie, Director, Div. of Environmental Health Services, Louisiana Office of Public Health, New Orleans
Mike Stagg, Director and Researcher, Rural Digital Initiative, Lafayette
Bobby Washington, Mayor of Cullen, Cullen
Richard Zuber, Mayor, Town of Jonesboro, Jonesboro

Diversification Task Force - Ivan Baker, Chair

Ivan Baker, Economic Development Director, Office of the Mayor, Shreveport (Resigned 7/13/98)
Ruperto Chavarri, Director, Louisiana International Trade Center, World Trade Center, New Orleans
Martha Collins, Economic Development Coordinator, Ascension Parish Government, Gonzales
Sue Gruber, Minden-South Webster Chamber of Commerce, Minden
Edward Harrison, Sr., Ph.D., Industrial and Engineering Technology, Grambling University, Grambling
Jim Holmes, Jr., CED, Central Louisiana Electric Company, Pineville
Ivan Miestchovich, Jr., Ph.D., Center for Economic Development, University of New Orleans, New Orleans
Hilda Taylor-Perritt, Mayor, City of Ruston, Ruston
Loren Scott, Ph.D., Chair, Department of Economics, Louisiana State University, Baton Rouge (Retired 11/98)
Diana Simek, Director, Ark-La-Tex Regional Export and Technology Center, Shreveport

Programs and Incentives Task Force - James Brown, Chair

Programs and Incentives Task Force Members were assigned to teams in the following areas:

1. Incentives Team - Linda Prudhomme, Chair

Don Allison, KPMG Peat Marwick, Baton Rouge
R. Neal Baremore, Director, Economic Development, SWEPCO, Shreveport
James Brown, Vice President, MetroVision, New Orleans (Resigned 5/1/98)
Billy Cobb, Executive Director, Winnsboro Economic Development Foundation, Winnsboro
Gregg Gothreaux, President and CEO, Lafayette Economic Development Authority, Lafayette
Eugene Green, Executive Assistant to the Mayor, New Orleans
Paul Hurley, Executive Director, Jefferson Parish Economic Development Commission, Metairie
Vic Lafont, Director, South Louisiana Economic Council, Nicholls State University, Thibodaux
Fred Palmer, Regional Manager, Public and Govt. Affairs, Texaco, New Orleans
Elton Pody, Economic Development Manager, Central Louisiana Chamber of Commerce, Alexandria
Linda Prudhomme, Vice President, MetroVision, New Orleans
Jim Ryan, CPA, Senior Debt Analyst, State Bond Commission, Louisiana Department of the Treasury, Baton Rouge
Henry H. Sheffield, Econ. Dev. Mgr., Office of Community Development, Division of Administration, Baton Rouge
L. S. "Buddy" Spillers, Executive Director, Macon Ridge Economic Development Region, Inc., Ferriday
Edmund J. Toscano, Jr., Entergy, Baton Rouge

2. International/Global Recruiting and Trade Team - Joseph Cironi, Chair

R. Neal Baremore, Director, Economic Development, SWEPCO, Shreveport
Ron Brinson, President and CEO, Port of New Orleans, New Orleans

Ruperto J. Chavarri, Director, Louisiana International Trade Center, University of New Orleans, New Orleans
Joseph W. Cironi, President, Chamber of Southwest Louisiana, Lake Charles
Robert G. Evans, Jr., President, Con Tech International, New Orleans
Larry Collins, Director**,** International**,** Department of Economic Development, Baton Rouge
Gregg Gothreaux, President/CEO, Lafayette Economic Development Authority, Lafayette
Don Hays, Executive Director, Port of South Louisiana, LaPlace
James Hendricks, Director, Economic Development, Entergy, Baton Rouge
Larry Johnson, Manager of Air Cargo, New Orleans International Airport, New Orleans
Grammond Martin, Executive Assistant, Office of the Mayor, New Orleans
Frank Mulhern, Director, International Marketing, Louisiana Department of Economic Development, Baton Rouge
Revius Ortique Jr., Chairman**,** New Orleans Aviation Board, New Orleans International Airport, New Orleans
Lisa Ponce de Leon, MetroVision, New Orleans
Gary Pruitt, Port Director, Port of Greater Baton Rouge, Port Allen
Franklin P. Sames, CED, Entergy, Baton Rouge

3. Economic Development Seamless Delivery System Team - Ed Toscano, Chair

Joseph M. Bistes, II, President, New Orleans Business and Industrial District, New Orleans
Fred Duplantis, CED, EDFP, Iberia Industrial Development Foundation, New Iberia
Jim Holmes, Jr., CED, EDFP, Sr. Economic Development Specialist, CLECO, Pineville
Paul Hurley, Executive Director, Jefferson Parish Economic Development Commission, Metairie
Bill Kappel, MetroVision, New Orleans
Vic Lafont, Director, South Louisiana Economic Council, Nicholls State University, Thibodaux
Michael S. Neal, President and CEO, Monroe Chamber of Commerce, Washington Plaza, Monroe
Don Pierson, Executive Director, Bossier Economic Development Foundation, Bossier City
Elton Pody, Economic Development Manager, Central Louisiana Chamber of Commerce, Alexandria
Paul Roberts, Account Executive, Community Development, Entergy, West Monroe
Franklin P. Sames, CED, Entergy, Baton Rouge
Edmund J. Toscano, Jr., Entergy, Baton Rouge (Retired 5/98)

4. Workman's Compensation Team - James Patterson, Chair

Donald Bollinger, CEO, Bollinger Shipyards, Lockport
Steven Bossier, Risk Management, Avondale Industries, New Orleans
Clark Colvin, Sr. Vice President, Cajun Electric Power Cooperative, Inc., Baton Rouge
Virginia Davis, President, Crescent City Physical Therapy, New Orleans
Wayne Fontana, Attorney, Courtney, Forstall, Hunter & Fontana, New Orleans
George Guidry, Regional Manager, Government Affairs, Georgia-Pacific Corporation, Baton Rouge
Lucien Gunter, Regional Director of Sales & Governmental. Relations, Tenet Healthcare, Metairie
Charles Herring, Chiropractic Diagnostic & Treatment Center, Amite
A. E. "Ed" Holmes, Jr., Vice President, BOH Bros. Construction Co., New Orleans
Denis Juge, Attorney, Metairie
Gary Lee, Vice President, Claims Administration, Baton Rouge
Jimmy Lyles, President and CEO, Greater Baton Rouge Chamber of Commerce, Baton Rouge
James Patterson, Lobbying Coordinator, Louisiana Association of Business and Industry, Baton Rouge

5. Tort Liability Reform Team - Karen Dugas, Chair

Jimmy Babs, Adams and Reese, New Orleans
Janice Coats, Director, Louisiana Association of Business and Industry, Baton Rouge
Edie Drew, MetroVision, New Orleans
Karen Dugas, Counsel, Dow Chemical, Plaquemine
Ron Gomez, Citizens Against Lawsuit Abuse, Lafayette
J. R. Matthews, Lockheed Martin Manned Space, New Orleans
Guy McDonald, American Insurance Association, Covington
Skip Smart, Executive Director, Livingston Economic Council, Livingston
Kimberly Wooten, Assistant Executive Counsel, Legal Affairs, Governor’s Office, Baton Rouge

Science and Technology Task Force - Cornelius Lewis, Chair

Michael E. Boatright, President, Priority EMS, Inc., New Orleans
Nicole Baute, Assistant Director, Office of Technology Development, Tulane University, New Orleans
Charles D'Agostino, Executive Director, Louisiana Business and Technology Center, Baton Rouge
Robert L. Ford, Ph.D., Vice Chancellor, Office of Research and Strategic Initiatives, Southern University, Baton Rouge
Mike Kirby, Senior Vice President, Banc One Capital Markets, Inc., Baton Rouge
Cornelius Lewis, President, Gulf Coast BIDCO, Baton Rouge
Jack F. Sharp, President, Biomedical Research Foundation of Northwest Louisiana, Shreveport
Julia Thames, Baton Rouge
Robert C. Tucker, Attorney at Law, Roy, Kiesel and Tucker, Baton Rouge
(Task Force was assisted by Jim Clinton, President, and Ann Guissinger, Senior Analyst, Louisiana Partnership for Technology and Innovation, Baton Rouge)

Tax and State Revenue Task Force - Gregg Gothreaux, Chair

Don Allison, Director, KPMG Peat Marwick, LLP, Baton Rouge
Babs Babin, Governmental Affairs Manager, Dow Chemical Company, Plaquemine
Greg Bowser, Director, Governor Affairs, Louisiana Chemical Association, Baton Rouge
Jeff Copesky, Vice President, Mid Continent Oil & Gas Association, Baton Rouge
Brett Crawford, Department of Revenue, Baton Rouge
Chris Dicharry, Attorney, Lemle & Kelleher, Baton Rouge
Gregg Gothreaux, President and CEO, Lafayette Economic Development Authority, Lafayette
Hersy Jones, Jr. , Attorney at Law, Shreveport
Bill Potter, Tax Director, Postlethwaite & Netterville APAC, Baton Rouge
Ellen Rhorer, Director, Research and Technology, Department of Revenue, Baton Rouge
James A. Richardson, Public Affairs Institute, Public Administration Institute, Baton Rouge
Robin Squyres, Vice President, Finance and Administration, Stuller Settings, Inc., Lafayette
Art Walker, President, Communication Unlimited Security, Shreveport