



*Site Selection of the Community College Initiative*

*Multiple Site Options-Phase I-IA (Downtown Sites and Assets)*

**NOTICE OF REQUEST FOR INFORMATION/PROPOSALS FOR PURPOSES  
OF PUBLIC PARTNERING-COMMUNITY COLLEGE INITIATIVE**



**Section 1.0 Purpose:**

The City of Alexandria (“Alexandria” or the “City”) seeks a collaborative effort to create a robust workforce. To that end, Louisiana State University of Alexandria (“LSUA”), the Chamber of Commerce, the Rapides Foundation (and other foundations), Greater Alexandria Economic Development Authority (“GAEDA”), Central Louisiana Economic Development Alliance (“CLEDA”), our healthcare partners, the Central Louisiana Business Incubator (“CLBI”), and private and public sectors have been working toward a measurable, significant increase in the capacities needed for a trained and able workforce—the underpinning for all real, sustainable economic development.

Alexandria has resources to aid in offering and expanding current training and educational opportunities to citizens and stakeholders throughout Central Louisiana and the State, while simultaneously reinvigorating its downtown and promoting partnerships through its SPARC and other capital programming.

In this process, community and education stakeholders should deliberate carefully (and fully) the long-term implications to *all* education assets (particularly LSUA) in the community that the location and establishment of the *comprehensive* Louisiana Community and Technical Colleges System (“LCTCS”) campus and its programming (together, the “Community College Initiative”) will mean for our region. The formal construction project name of Act 2013, No. 360 is the Central Louisiana Technical Community College, Alexandria Campus, Rapides Parish Workforce Industrial Training Campus.

April 1, 2014

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Community College Initiative

## **Section 1.1 Introduction to the Process:**

Until a different process is established by other stakeholders, the Alexandria administration will engage LCTCS, LSUA, GAEDA, CLBI, CLEDA, the Chamber, and other relevant stakeholders to determine the best collaborative model for physical space sharing and co-programming opportunities.<sup>1</sup> At this time, Alexandria shall continue to: (i) conduct due diligence through city planning, public works, and the Mayor’s Office of Economic Development; (ii) facilitate access to and resources regarding multiple sites and additional planning professionals (including continued engagement of independent site specialists tasked with objective vetting of the location(s) of the Community College Initiative, the additional Allied Health Initiative (“AHI”)<sup>2</sup> and a 2+2 co-programming model known internally as “Alexandria—Where Education Connects”<sup>3</sup>; (iii) provide transportation assets; and (iv) upon final selection of the site of the Community College Initiative, provide assistance as outlined herein and including the local match required by Act 2013, No. 360 as well as the additional resources and assistance to the needs of Louisiana State University of Alexandria.

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<sup>1</sup> CLEDA, the Chamber, and GAEDA are considered important linkages to several Alexandria collaborations: the CLBI, LCTCS, and other capacities they might add for sharing space and managing aspects of the business demand side of the “front door” approach sought by the overall Community College Initiative—as well as the “one-stop” shop concept embraced here. This RFI seeks responses from all of these potential partners, as well as ACCION—which has been providing microloan capacity with CLBI and which in conjunction with CLBI activity might offer more business training services in an improved model.

<sup>2</sup> Alexandria’s *DOWNTOWN ALEXANDRIA NOW!* seeks to reinvigorate downtown businesses and promote partnerships through SPARC and capital programming to benefit healthcare and education in the region—truly making our city and region the place where education connects. The Rapides Foundation, the Rapides Regional Medical Center, and/or their affiliates or holding companies (“Rapides”) share responsibility with LSUA for certain properties in downtown Alexandria—namely, the A.C. Buchanan Allied Health Education Building. In addition, LSUA’s administration and the State of Louisiana (“State”) have interests in collaboration for an allied health partnership and building to be established as a state-of-the-art teaching and training facility in proximity to Rapides’ hospital and Christus St. Frances Cabrini Hospital in downtown Alexandria. Alexandria and these stakeholders intended to engage in a new development strategy to redevelop relevant assets, called the Allied Health Initiative (“AHI”). Cost estimates regarding repair of the deconditioned building are so high feasibility of the project is questionable; however, the Community College Initiative offers new opportunities in conjunction with *DOWNTOWN ALEXANDRIA NOW!* to make important connections for central Louisiana education and workforce training. Rapides and the State could be protected from, or at least mitigate substantially, sunk investment in the current building.

<sup>3</sup> The *DOWNTOWN ALEXANDRIA NOW!* initiative is the larger set of activities geared to Alexandria downtown resurgence, including the Downtown Hotels Initiative (“DHI”), Third Street AUMP, the Community College Initiative, and—hopefully—the AHI and 2+2 co-programming with support by CLEDA and the CLBI. See **FIGURE 1** for a representation of these programs interacting and powered in part by the City’s SPARC initiative. The entire set of activity here is referred to as “the Project.”

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## **Section 1.2 Executive Summary of City Involvement:**

*The SPARC initiative is designed to aid a Project of this type.*

- Alexandria embarked on the largest redevelopment project in its history, a \$96M infrastructure enhancement project called SPARC. Millions of dollars have been allocated to the Cultural Restoration Area (“CRA”) that encompasses Downtown and immediately adjacent neighborhoods.
- Specifically, Alexandria determined that special attention to the microeconomies of several local areas (basically comprising S.P.A.R.C.-CRA-1 and including Alexandria’s convention and hotel microeconomy in the downtown) is necessary because dysfunctional uses were having a compromising effect on the overall Alexandria economy.
  - Convention and visitor data support this statement.
  - The NCHEMS report essentially supports this Project site area.
  - Alexandria has engaged professionals to provide empirical evidence of such general findings and determine the capacity and feasibility of multiple methods to address these problems. Other stakeholders engaged experts, who ultimately produced the Beyond High School and NCHEMS reports. LSUA has provided evidence of its ability to partner and lead in co-programming regarding allied health and a host of other activities.
  - Alexandria concluded a high level of attention was necessary to overcome these problems and is vital to the best interest of the region, and thus a matter of public policy by Resolution of *Alexandria City Council* in February through April of 2009, Resolution Nos. 8561-2009, 8562-2009, and 8594-2009; and then in support of the Community College Initiative by enacting Alexandria City Council Ordinance, No. 48-2013, on April 2, 2013, and as further provided by Alexandria City Council Resolution, No. 9227-2013, adopted in regular session on September 17, 2013; and then by No. 9247-2013.
- Alexandria authorized use of the cooperative economic development activities and powers prescribed and conferred by its home rule charter and state law, finding that the initial proposals of SPARC are for a definitive public purpose for which public money may be expended.

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- The SPARC initiatives allow the City to address economic distress, to: (i) employ effective, innovative steps in the planning, promotion, and financing of local economic development; (ii) benefit the City and its citizens by providing economic stimulus and improving city and other properties; and (iii) allow entry into intergovernmental and cooperative endeavor agreements with public and private entities, including other political subdivisions, the State, the United States and its agencies and with other public or private associations, corporations and individuals.

*Alexandria will provide incentives to aid in the development of the Project, potentially in addition to local match sponsorship.*

- Alexandria will provide a set of incentives to the Project depending upon the actions and commitments of the LCTCS and LSUA.
- These incentives may exceed Alexandria's provision of the private or local match.
- These incentives may be in place of the private match, if legal impediments exist to providing that match.

*Alexandria policy-makers should promote policies for Central Louisiana to move from an industrial to a knowledge-based economy; enable education providers to retrain and retain the proper tools to do so; allow the process to be driven by the participants and not be government dominated—start to finish; and build awareness and organize demand for workforce basic skill development.*

- We know our need to establish a demand-driven delivery system with programs and providers addressing the needs of employers. We think there should probably be, in addition to a rich partnership and collaborative effort, a centralized driver to promote continuous innovation in program design and delivery.

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*We should consider state support (with federal aid) for limited adult education dollars needs to be more focused on the incumbent labor force.*

- With regard to our workforce development needs and despite discussion about importing workforce by certain development entities, common assumptions generally hold incumbency support more desirable.
- Current funding to underwrite grants to employers to defray some of the cost of basic skill remediation should be increased. New adult workforce literacy funding is necessary, but to spur successful workforce and economic outcomes, it must be directed in a “demand-side approach” through employers and workers rather than through provider agencies. Specifically, this recommendation is for the continued development of legislative programming offering substantial tax credits for employers and workers investing in basic skill programs.
- Creation of a public-private partnership to provide consistent leadership, strong management and rigorous accountability: this would lead to implementation of this demand-side program. Such an institution does not necessarily need to be established by state legislation; it could be organized as a non-profit corporation under existing law, as proposed in Figure 1 and Section 1.3.

**UPDATE 2014:**

*Beyond High School* considered these goals. CLEDA has now further refined the community audit for our region and can serve as the public-private partner driving policy in this area.

*Alexandria requires feasibility assessments to determine the most viable site consistent with Alexandria goals while meeting LCTCS and LSUA needs.*

- Feasibility is the key to unlock Alexandria partnering to ensure the long-term stability and viability of the Project and Community College Initiative.
- Feasibility aids the City in determining the Project as a potential development partner for other planning and capacity increases in the downtown area.

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*Ultimately, the feasibility determinations would answer seven (7) questioned areas:*

- 1) **Alternative Model Needed.** If you believe the model outlined in the RFI is deficient, please identify why and propose alternative models to achieve the goals outlined therein, or state why those goals are not responsive to regional need and how the City might better target its assistance.
- 2) **LSUA Allied Health.** What are the primary logistical and site needs of LSUA's allied health support infrastructure?
  - a. Explain building needs and square footage, space requirements, classroom sizes, parking, special requirements.
- 3) **LSUA, other.** What are the secondary logistical and site needs of LSUA?
  - a. Explain needs regarding safety, visibility, accessibility, etc.
  - b. Explain the needs for 2+2 programming.
  - c. Explain any other co-programming needs.
  - d. Explain building needs and square footage, space requirements, classroom sizes, parking, special requirements for all listed and future expansion needs as discussed or contemplated 3/26/14.
    - i. Allied Health
    - ii. Business programming
    - iii. Culinary Arts
    - iv. And any other program.
- 4) What are Project completion dates for Allied Health and other 2+2 possibilities? What are the phases of completion? What are the additional phases of the Project beyond the RFI's scope – to determine long-term needs and site logistics?
- 5) **Return on City Investment (Chamber, CLBI, GAEDA, CLEDA).** How can you help the Project serve, and be assimilated into, a larger regional and city plan to use multiple assets in combination optimizing existing master and comprehensive city and regional planning? Will you review these plans and commitments in conjunction with your decision, such as:
  - a. Will you support transit augmentation to create a regional transit system? How so?

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- b. Can the Project be leveraged with other intergovernmental needs, such as the “Civil Rights Park” gateway project?
- c. What is your view of how the Project stabilizes and helps other educational stakeholders?
- d. Will you consider how the development goals of the City can be integrated into and achieved in conjunction with questions 2 through 5 by stakeholder dialogue before concluding the process, such as:
  - i. What, if any, housing needs exist for the Project – in any phase?
  - ii. What are the professional-service needs and how and by whom will those decisions be determined?
  - iii. What are the needs beyond Allied Health, 2+2, and other co-programming?
    - 1. Financial needs
    - 2. Space needs as stated in 2 and 3, and
    - 3. Any other plans LSUA wishes to discuss with regard to downtown presence and partnering?
    - 4. Any plans with regard to CLEDA, the Chamber, GAEDA, CLBI, or partners (e.g., ACCION)?

**(Be thoughtful and creative; while there is no guarantee of resources, the wish here is to solicit as many ideas to be vetted as practicable.)**

- 6) Is your interest in the Project sufficiently budgeted for operations and maintenance purposes given its scale? If not, why not? If not, how will additional funds be provided? What about O/M funds to match capital funds expended by the City?
  - a. Will you solicit assistance from the business community?
  - b. Are there grants available?
  - c. What are your specific O/M requirements gaps?
  - d. If the City funding is \$2.28M for LCTCS and \$3.00M for other stakeholders in capital dollars; what are you additional capital costs to co-locate?
- 7) Compared with every feasible alternative, how may the City partner to determine:
  - a. Timely Completion - The feasibility of completing the project according to the proposed project schedule.

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- b. Feasibility of Cost Estimates - A determination of whether the costs are hard costs or estimates from dashboard assessment? If hard, where is support data? May the City have this data?
- c. How have you ascertained any economic impacts? Who performed them? Is this study requested of the City of Alexandria? Will you consider such information prior to its conclusion and site selection if the City provides authoritative data?
- d. Have you determined any special public services needed, such as fiber optic capability?
- e. How will you objectively assess and grade proposals? Are there any areas other than these to address in the proposal:
  - square feet needs for educational buildings
  - modular growth or expandability quotient of the site
  - parking availability adjacent or proximate to site
  - public service efficiencies
  - sufficient acreage for construction with access and visibility relative to major thoroughfares and interstate
  - location consistent with population to be served
  - transit system availability
  - utility tie in and incentives availability
  - varying proximity to ancillary student services and amenities
  - proximity to hotel and convention space
  - proximity to performing arts facilities
  - proximity to governmental services complex

*(Remainder of page left blank.)*



### **Section 1.3 Overview of the Proposed Model:**

Alexandria has conducted stakeholder interviews, formulated policy, reviewed treatises and white papers, and carefully considered the needs of multiple partners in the region with regard to the stated Purpose in Section 1.0 and the NCHEMS analysis. Alexandria offers this scenario for partnering and governance, along with the site proposal, as a best practice for the region following interviews with LCTCS personnel, LSUA personnel, and other economic development and workforce entities. It cannot be gainsaid the collaboration between the two systems offers both the best opportunity for success in addressing education needs in our region as well as the potential for a pilot program to better models all across our state. This RFI encourages criticism of the Proposed Model, modification, and/or implementation in the absence of support a different model provides a better regional solution.

Alexandria desires to conduct feasibility determinations for the viability of its downtown site for the location of the Community College Initiative Project and further partner components constituting a larger Education Connection Plan. The aims of the Project from the City's perspective include:

**Educational/Employment/Location Impact Guarantee:** The Alexandria Return on Investment ("ROI") for purposes of meeting La.Const.art. VII, § 14, shall involve an assessment built into the Cooperative Endeavor and Development Agreement ("CEDA"). The CEDA shall address at least four (4) distinct ROIs: (i) the Community College Initiative shall employ agreed percentages of local persons and firms for the Project and include retention of a certain number of employees from the local area; (ii) the Community College Initiative shall educate and train students (including specific marketing to meet local demand-driven needs); (iii) the Community College Initiative shall increase current programming to distinctively higher levels of programming commensurate with a comprehensive community and technical college plan as defined by the CEDA and State requirements; and (iv) the Community College Initiative shall be subject to objective feasibility determinations and site location. The ROIs and programming may be achieved over phases and milestones. These requirements may occur in per annum increments.

In addition (and as shown by Figure 1), Alexandria seeks to partner with key stakeholders.

- Louisiana State University of Alexandria (LSUA) – central stakeholder/partner with LCTCS and co-programmer of the overall *Alexandria—Where Education Connects* initiative. LSUA, as shown in Figure 1, would partner with LCTCS, through the CLTCC, to augment the area incubator, accelerator, business, workforce, and continuing education training, as well as 2+2 programming. LSUA would locate its Allied Health Initiative (AHI) at the downtown site, moving that endeavor from its current configuration. Thus, the configuration would house the 2+2 portal and co-

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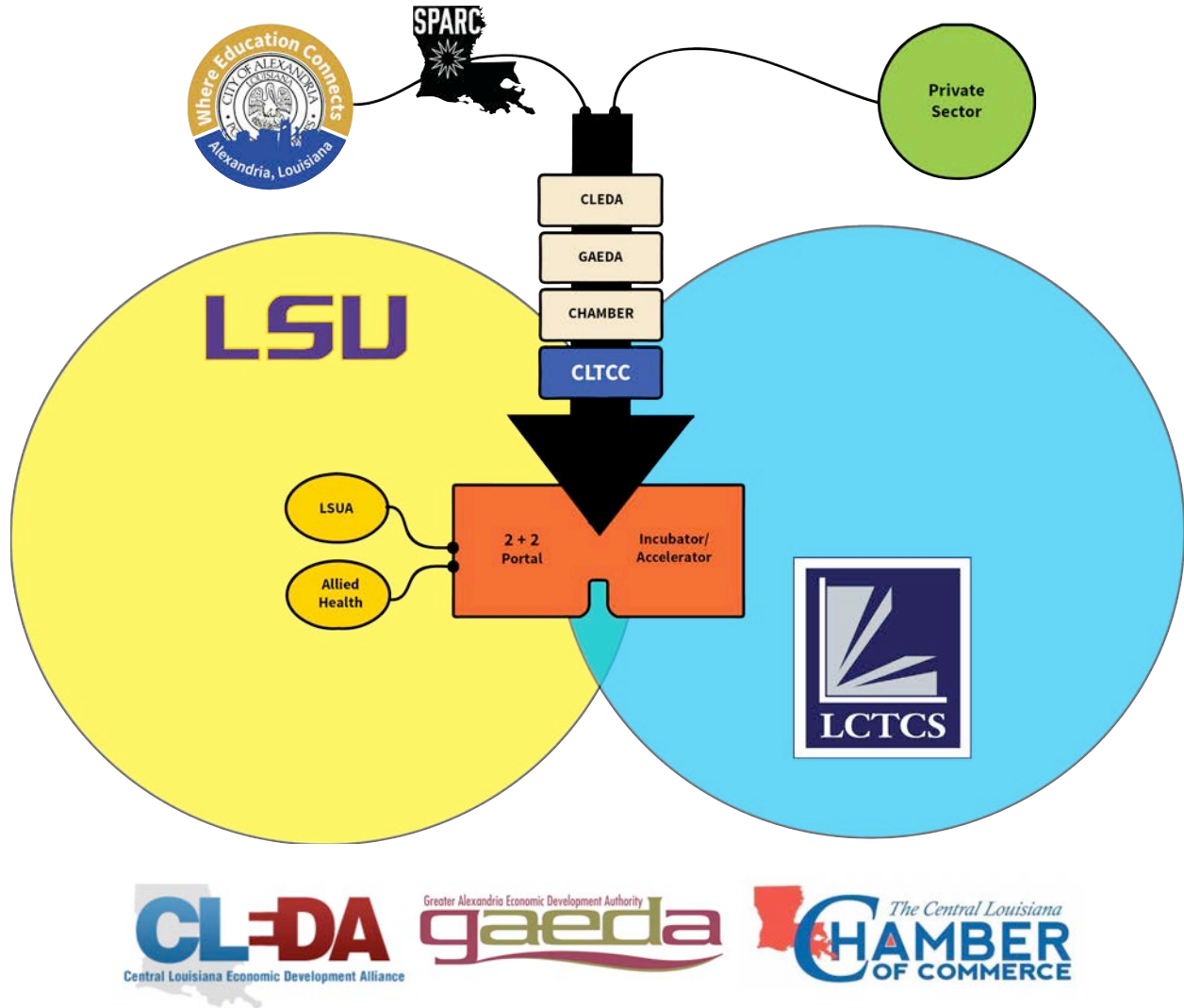
programming, allied health, and remedial capacity until such time as LCTCS bridges that activity.

- Central Louisiana Business Incubator (CLBI) – this stakeholder would locate some or all of its current operation to the site for the purpose of streamlining business incubation and acceleration activity. The CLBI would partner with both education systems for food service and culinary arts training as well as hospitality and culinary science overall. Downtown restaurants and hotels would be able to partner in this endeavor. The CLBI would offer assistance to both systems for professional education and continuing education training.
- Central Louisiana Economic Development Alliance (CLEDA), Chamber of Commerce, and Greater Alexandria Economic Development Authority (GAEDA) – these development partners would provide “front door” services and, in the case of CLEDA, co-management of business incubation/acceleration services (such as BAS). The partners would share operations and maintenance and potentially manage a business center. These entities would provide guidance for a proposed governing/advisory board (13 members) over the entire initiative—made up of two LCTCS appointees, two LSUA appointees, an Alexandria appointee, a Pineville appointee, a Parish appointee, a small townships appointee, a business > 100 appointee, a business < 50 appointee, a GAEDA appointee, Chamber appointee, and CLEDA appointee. The proposed board, potentially, would be organized and managed through an executive director recommended to be—at least initially—the CEO of CLEDA.
- Other partners might include ACCION and plenty of private sector employers and stakeholders to create the demand-driven model for workforce and four-year education success for the region.
- The initial capital outlay would be powered by the City’s SPARC initiative, subject to real feasibility determinations.

Alexandria presents discussion points to optimize Alexandria and our region’s development potential through workforce readiness—the key measuring stick in ensuring a sustainable future for economic growth. The proposal here represents the most sustainable choice in meeting the *declared goals* of the community college system and *the needs* of the students and our four-year schools. Quite simply, if the existing data, best practices, and objective findings are the benchmarks for this critical community decision, choosing a collaborative model is the best choice.

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**FIGURE 1. DIAGRAM OF THE ALEXANDRIA REGION EDUCATION CONNECTION MODEL**



Alexandria appropriated the sum required by amendments to La.R.S. 17:3394.3 and 39:1367, relative to a “private” match of state funds of 12% of \$19,000,000, or \$2,280,000, as shown in its latest capital budget proposal for the Community College Initiative. As a result, and in anticipation, of the Project, Alexandria has begun funding additional support by replenishing the (former) Allied Health line item. This line item previously was zeroed (de-feased); however, by adding \$500,000 to Line Item 051103 (R.I.V.E.R. Initiative), to be enacted by Alexandria City Council Budget Ordinance (effective May 1, 2014), Alexandria has begun replenishment and funding of the Project’s newly proposed components.

Increased innovation and collaboration are paramount on a programmatic basis between LSUA and the CLTCC, if the community is to realize the highest and best return on its economic and educational investments. Co-programming and collaboration are essential ingredients in our regional educational gumbo. Our community must choose to have the full panoply of educational opportunities for our citizens—to choose two-year *and* four-year opportunities. We choose to have top-notch two-year and four-year opportunities.

There are several aspects of the Project requiring immediate attention and consideration by the City Council; and there are several matters requiring address by the Louisiana Community and Technical Colleges System and the Louisiana State University System:

**A. Property Determinations**

- i. Final Site selection
- ii. Final Site selection should be objectively driven in accord with Alexandria, LCTCS and LSUA goals considered in conjunction with community objectives and needs (including the CLBI, CLEDA, GAEDA, DHI, GAEDA, the Chamber and AHI)
- iii. Final Site selection should involve professional feasibility assessments

**B. The Logistics**

- i. Final Site selection requires immediate professional services
  - a. City personnel *cannot* conduct such services
  - b. LCTCS and LSUA systems personnel may be able to conduct such services, while with certainty the two systems and City personnel *can* direct such services
  - c. Real estate participants should *not* drive the process
- ii. Several properties of high and medium values to the Project exist in the downtown—all should continue to be vetted singularly and in combination<sup>4</sup>

**C. Experts**

- i. Expertise requires architectural and engineering pre-assessment work
- ii. Expertise requires site selection/campus design assessment<sup>5</sup>

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<sup>4</sup> Having made this assessment, Alexandria has identified a best-use model it wishes to have reviewed until a fatal flaw is found or the site is accepted. See footnotes 2-3.

<sup>5</sup> Any site footprint must be able to accommodate the needs identified herein and by responsive material from stakeholders.

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- iii. Expertise requires resources and information regarding central components and necessary development nodes<sup>6</sup>
- iv. Expertise requires program management and contract monitoring

**D. Primary goals**

- i. Declaration of the location of the LCTCS campus
- ii. Clear determination of the City's Return on Investment
- iii. Clear timeline of siting and construction activity
- iv. Determination of advance planning and construction
- v. Re-assessment of "no harm" to community partners and stakeholders
- vi. Execution of Memoranda of Understanding
- vii. Execution of a Cooperative Endeavor and Development Agreement

**E. Secondary goals**

- i. Ancillary site development
- ii. Ancillary economic development activity
- iii. Other gateway and common space siting

A proper determination of feasibility would include considerations of: transportation usages and logistics; public safety concerns related to transit and parking at the sites; parking deficiencies at the sites; coordination-with-other-assets considerations to optimize uses and planning with public assets, green space and private sector community partners and initiatives; participation by other stakeholders in the decision-making process, and devising a long-term use and marketing strategy consistent with Alexandria goals for the corridor and city/regional goals recognizing the LCTCS and LSUA primacy in the processes. Alexandria values are optimized with a properly vetted and feasible plan of action in a best-practice model. Prior to Alexandria contributing value, feasibility and other determinations should be made.<sup>7</sup>

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<sup>6</sup> The **DOWNTOWN ALEXANDRIA NOW!** initiative's business community stakeholders—including retailers, future retailers, point-of-sale (food and beverage), and DHI participants should be included at some level of discussion. Anecdotal information suggests area church redevelopment, banks, and other businesses should be engaged for the best fit with the Project.

<sup>7</sup> As outlined, to meet Alexandria's requirements for a cooperative endeavor, deliverables of a commensurate nature (proportionality for Alexandria's value in exchange for future and actual values created by the location of the Project) must be defined and evaluated. The City ensures (i) the expenditure or transfer of public funds or property, or the pledge, donation, or aid of public or private endeavor by public funds is based on a legal obligation (*e.g.*, a valid statute, ordinance, charter or contract); (ii) the expenditure is also for a public purpose; and (iii) the expenditure creates a public benefit proportionate to its cost (*i.e.*, the amount expended by the City is met with a comparable return or real and substantial obligation to create a future return).<sup>7</sup> "Deliverables" or returns on investment are necessary.

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In order to do so, this Request for Information (“RFI”) is issued to stakeholders.<sup>8</sup> At the same time and only if needed, a Request for Proposals (“RFP”) is issued to the Project stakeholders for response to the RFP, with those responses then to be provided with an Alexandria SWOT analysis and City incentive proposal.

## **Section 2.0 Letters of Intent:**

The City asks that LSUA, CLEDA, CLBI, the Chamber, and GAEDA indicate their willingness to partner, on or before **April 18, 2014**,<sup>9</sup> by responding to the seven (7) feasibility questions (**See Attachments A & B**). Upon receipt of the questions/responses and an indication of intent, Alexandria commits to the following courses of action to accommodate stakeholders and protect the public’s interest:

- Alexandria will dedicate a team of individuals to address stakeholder needs in expedited fashion. The City has appointed professional “point persons” for development and operations familiar with all issues.
- Alexandria will reasonably support, and provide staff support to, requests for transportation, parking, corridor planning, and other logistical services.
- Alexandria will conduct a feasibility study of the general site(s) and support the conclusion(s) of that feasibility study to aid in, and to the extent feasible, co-develop or otherwise support the site(s) as it (they) relate(s) to the larger overall plan for the Project and completion of the Community College Initiative.

If any stakeholder elects *not* to submit a Letter of Intent, Alexandria will address whatever process is initiated by the LCTCS or stakeholders to facilitate Act 360 goals for the region.

Alexandria requests that if a site and site plan can be determined from the completion of this Phase I and Phase I-A RFI process, obviating the need for the second RFP process, then that decision should be made public on or before **May 22, 2014**, by 4:30 p.m., C.S.T.

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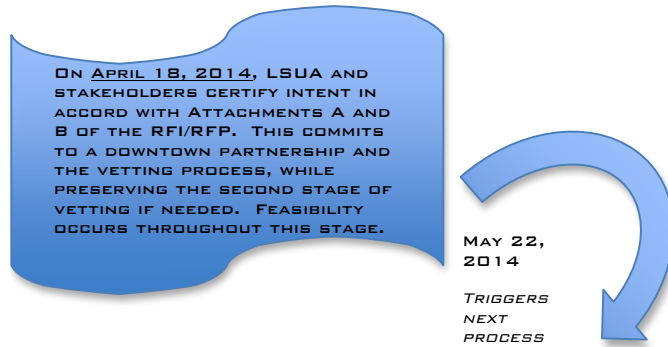
<sup>8</sup> The decision of the LCTCS and LSUA to locate a site (or sites) within the downtown area is assumed by this process. Alexandria is willing to craft and financially support such a process to ensure viability of the Project and other related assets, with minimal risk to the LCTCS and LSUA as long as Alexandria goals are met.

<sup>9</sup> This determination would mean the partners and Alexandria would enter into an exclusive exhaustion analysis of the multiple downtown sites, with the aim of selecting one or more of those sites for location of the Project and completion of the Community College Initiative.

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**THE FLOWCHART AND DESCRIPTIONS THAT FOLLOW SHOW THE PROCESSES DYNAMICALLY.**

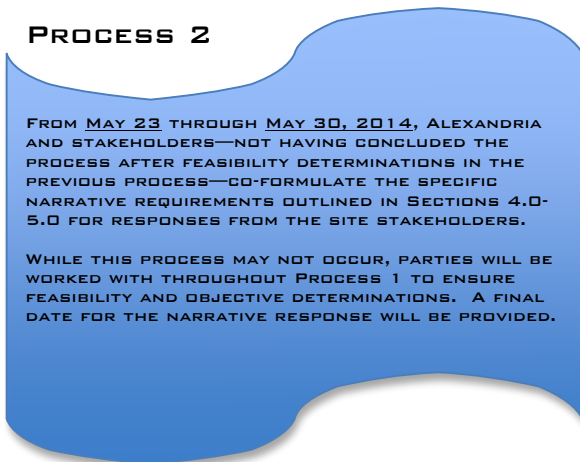
**PROCESS 1**



THE PROCESS OUTLINED BY THIS RFI/RFP IS A TWO-STAGE RESPONSE TO THE ISSUES INVOLVED WITH SITING THE PROJECT.

**PROCESS 1:** THE REQUEST FOR INFORMATION (“RFI”) PROCESS IS AN INTERACTION BETWEEN THE CITY OF ALEXANDRIA AND THE EDUCATION PARTNERS TO LCTCS AND ALEXANDRIA TO DETERMINE PHYSICAL AND OTHER NEEDS BY RESPONDING TO FEASIBILITY QUESTIONS. IT IS POSSIBLE THIS PROCESS WILL IDENTIFY THE PREFERRED SITE(S) AND ARRANGEMENTS FOR THE COMMUNITY COLLEGE INITIATIVE. IN THAT EVENT, THE SECOND PROCESS IS UNNEEDED.

**PROCESS 2**



**PROCESS 2:** THE REQUEST FOR PROPOSALS (“RFP”) IS A PROCESS WHEREBY STAKEHOLDERS WILL PRESENT THEIR VISION OF THE PHYSICAL NEEDS AS DETERMINED BY THE RFI PROCESS. THE RFP PROCESS MAY HELP DETERMINE THE MOST FEASIBLE SITE, AIDING IN RE-VETTING THE STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS POSED BY EACH SITE DETERMINED IN PROCESS 1.

DURING THE RFI PERIOD, PARTIES WILL DETERMINE THE SPECIFIC RESPONSES REQUIRED FOR THE RFP NARRATIVE. IN THIS RFI/RFP, HOWEVER, THE SECOND STAGE IS GENERALLY OUTLINED TO AID THE PARTIES IN THEIR DETERMINATIONS AND PROVIDE A GLIMPSE OF WHAT A NARRATIVE MAY REQUIRE. SECTIONS 4, 5, & 6 OF THIS DOCUMENT APPLY TO BOTH RFI AND RFP IN THE ABSENCE OF DIRECTION TO THE CONTRARY.

**REQUEST FOR PROPOSALS**  
*Site Selection of the Community College Initiative*  
*Multiple Site Options-Phase I-IA (Downtown Sites and Assets)*

## **REQUEST FOR PROPOSALS FOR PURPOSES OF PUBLIC PARTNERING COMMUNITY COLLEGE INITIATIVE**

The City asks the potential site stakeholders (not LCTCS and LSUA) for a response to the RFP contained in the sections that follow by submitting a Letter of Intent during the period of **May 23 – May 30, 2014**, by 4:30 p.m., C.S.T., on **May 30, 2014**.<sup>10</sup> (See Attachment C.)

Thereafter, the RFP respondents shall be given the RFP narrative questions for full response as provided by Alexandria and LCTCS for final determinations as to the feasibility of one or more or none of the sites considered in this process.

### **Section 3.0 Evidence of Private Value Participation:**

The stakeholders shall be required to provide to Alexandria written intent to provide part of the private match or other donative or less-than-fair-market value for participation in the Project for evaluation purposes, on or before **May 30, 2014**, by 4:30 p.m., C.S.T.

### **Section 4.0 Narrative (Responses Due “to be determined” and commencing June, 2014):**

An original and four (4) copies of narrative proposals shall be submitted to Albin Provosty, Office of the Mayor, on a date to be determined but likely to be prior to the end of June 2014. To aid in your preparation, the general parameters of the RFP are provided herein.

The respondent will be encouraged to include as much material as is necessary; quality content is more important than form. However, at a minimum, the response shall include:

1. Title Page: Listing the names and addresses of respondent contributors, names of any firms, and all relevant contact information, with the title stated as: **“Plan of Action for Community College Initiative Assets.”**
2. Letter of Transmittal (*Intent*): Identifying the RFP, stating your understanding of the scope of the response and commitment to certain aspects of that response, providing the name(s) and address(es) of the person(s) authorized to represent your agency, and your willingness and ability to provide financial value toward the Act 360 Private Match. **(Due May 30, 2014.)(Attachment C.)**

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<sup>10</sup> This determination means the stakeholders would respond to the RFP in order that the City conduct analysis to be turned over to the LCTCS and LSUA for final determinations, with the aim of selecting one or more of the sites for location of the Project and completion of the Community College Initiative.



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**Site Selection of the Community College Initiative**  
**Multiple Site Options-Phase I-IA (Downtown Sites and Assets)**  
**NOTICE OF REQUEST FOR INFORMATION/PROPOSALS FOR PURPOSES OF PUBLIC PARTNERING**  
PLAN OF ACTION AND FEASIBILITY FOR COOPERATIVE DEVELOPMENT-COMMUNITY COLLEGE INITIATIVE

3. Full Narrative: Detailing your site's special attributes; any feasibility determinations; a current appraisal "as is" of all proposed property; the availability of transit system uses; any comprehensive and master plan sketches; any other transportation usages and logistics; any public safety concerns related to transit and parking at your sites; any parking deficiencies at your sites; the ability to maximize use of other assets to optimize uses and planning with public assets, green space and private sector community partners and initiatives; responses to questions posed by Alexandria in order to consider a public-private partnership and cooperative endeavor and development agreement ("CEDA"), and responses to any future incorporated Term Sheet(s) as more fully set forth herein and as instructed in the process. The "needs" as expressed by the LCTCS include at minimum: "a highly visible location that is easily accessible via public transportation and personal vehicle; a location that allows the college to expand into contiguous or nearby areas; a location that provides an environment conducive to student learning and activities; a collaborative partnership that allows the college to maximize the \$19MM dedicated for the new facilities." LCTCS appears to desire the Town Talk properties in either of the other sites "as an industry-based partnership focused on manufacturing." **(Due approximately end of June 2014.)**

**Section 5.0 Narrative Requirements:** You will be asked to address specific details in your full narrative. In order to prepare for any future RFP request, a narrative would require the following likely components:

5.1 Special Attributes of your site: parking, green space, public safety, visibility, proximity to population served, and visibility of site from vantage infrastructure.

5.2 Feasibility, generally:

Feasibility is defined as being required to: *analyze objectives, requirements, and system concepts of a proposed project, system, or facility use, including the project justification, schedule, and end products. If there are comparators or other alternatives, these should be vetted against the proposed project as part of whether it is feasible. The objectives of the system, project, or facility use or plan are defined based on the needed functions sought by the feasibility determiners, in many cases public or private business entities attempting to decide whether to do a certain project. Included in these system objectives are functional and performance objectives and any assumptions and constraints. When the system objectives have been identified, the various alternatives for satisfying those objectives are determined. For each alternative, the costs in time and resources are estimated. A determination is then made as to the most feasible development alternative.*

*It is most simply the study of the viability of an idea.*

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*Site Selection of the Community College Initiative*  
*Multiple Site Options-Phase I-IA (Downtown Sites and Assets)*  
**NOTICE OF REQUEST FOR INFORMATION/PROPOSALS FOR PURPOSES OF PUBLIC PARTNERING**  
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5.3 Feasibility, *infrastructure readiness*:

Several sites preliminarily have been determined feasible in terms of infrastructure service, or able to be made feasible at varying costs. One site preliminarily is superior.

5.4 Feasibility, *logistically*:

Several sites may be logistically feasible; however, the sites offer varying degrees of quantifiable and qualifiable values relative to parking, public safety, access, ancillary amenities, urban renewal planning, and contiguous or near-contiguous development. (*Provided by graphics in attachment A.*)

**(See Attachment A, Sections 5.3-5.6 for additional information.)**

**Section 6.0 Communications:**

- 6.1 Communication should occur through established lines of contact since this is a desired process by the legislative and executive branch of city government.
- 6.2 The City desires to make the process transparent. Thus, while it acknowledges the right of any citizen to come before its elected bodies, individual communication should not include “lobbying,” influence peddling, or contacts of or with the Alexandria City Council without first responding to this Request for Information/Proposals; thereafter, the City Council shall direct how to conduct further discussions.
- 6.3 All communications<sup>11</sup> shall commence by telephoned, mailed, and electronically submitted contact to:

**Albin Provosty**  
**Office of the Mayor**  
**915 Third Street**  
**Alexandria, Louisiana 71301**  
**(318) 449-5025**  
[albin.provosty@cityofalex.com](mailto:albin.provosty@cityofalex.com)

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<sup>11</sup> At some point between the Letter of Intent and final submission, Alexandria will be available for questions and assistance with responses. This period shall be the primary, though not exclusive, means for ensuring compliance with the process and ensuring a Narrative is complete.

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*Site Selection of the Community College Initiative*  
*Multiple Site Options-Phase I-IA (Downtown Sites and Assets)*  
**NOTICE OF REQUEST FOR INFORMATION/PROPOSALS FOR PURPOSES OF PUBLIC PARTNERING**  
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- 6.4 Addenda, Rejection and Cancellation. Alexandria reserves the right to revise any RFI/RFP, MOU, or Term Sheet by issuing an addendum at any time. Issuance of a letter of intent to negotiate or Term Sheet in no way constitutes a commitment to award a contract at any time even after the completion of the process. Alexandria reserves the right to accept or reject, in whole or part, and/or cancel this announcement if it is determined to be in Alexandria's best interest. Alexandria also reserves the right, at its sole discretion, to waive administrative formalities contained in any future RFP, RFI, or RFQ.
- 6.5 Preparation Costs. Alexandria shall not be responsible for costs associated with preparing a response or for any other costs, including attorney fees associated with any challenge (administrative, judicial or otherwise). By submitting a response, Term Sheet, or engaging in this Request for Information/Proposals, the respondent, LCTCS, LSUA, the Chamber, CLBI, GAEDA, CLEDA or any other stakeholders (e.g., ACCION), and their agents, consultants, and staff, agree to be bound in this respect and waive all claims to such costs and fees.
- 6.6 Confidentiality. The content of all responses is a public record. Please Note: Louisiana has a very broad public records law.
- 6.6.1 If you are expecting confidentiality, please call the City Attorney before forwarding information for an advisory opinion.
- 6.6.2 This office will be liberal in its interpretation in favor of disclosure.<sup>12</sup>

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<sup>12</sup> Most written communications to or from the City of Alexandria or its officials are public records available to the public and media upon request. Your e-mail address, submitted materials, and communications may therefore be subject to public disclosure. Please consider this in your messages to the City and in your submissions. While some e-mails, documents, or materials may contain confidential and privileged material (e.g., ongoing litigation, proprietary plans of a business entity seeking to locate in Alexandria, or security measures of a municipality), and are therefore for the sole use of the intended recipients, the submission for purposes of this initiative by you in all likelihood is purely public. Accordingly, use professional discretion and assume any information you forward is public. The City will respect proprietary information disclosing methods or plans clearly marked as such when in compliance with La.R.S. 44:1 et seq. If, however, the information becomes material to a decision, it may force its inclusion in the public domain. Please be aware the safest approach is to submit directly and with the understanding your submittal is public.

## **Section 7.0 Universal Terms of Engagement:**

- 7.1 A final *draft* of any MOU or Term Sheet, outlining terms for all Cooperative Endeavors needed to accomplish agreed-upon goals, will be a requirement before approaching the City Council, with certain minimum conditions and terms, as more fully set forth herein and as contained in any referenced or utilized Term Sheets.
- 7.2 Alexandria (or stakeholders, if applicable) shall be able to deliver or guarantee full control and use of the facilities involved to project partners without legal, or with commercially acceptable, impediments.
- 7.3 A proposer should have an implementation plan, including proposed funding mechanisms and federal and state matches, credits, and grants available.
- 7.4 The applicants shall research all potential industry constraints or issues that could affect the project's feasibility, timing, and impact to the community—including the current economic climate and state budgetary constraints.
- 7.5 The City's larger goal through the development of this catalytic Project is to provide a positive economic impact resulting in income to the City, contribute to the urban fabric of the City, add quality jobs to the Alexandria region's workforce, increase tax revenues, provide opportunities for minority- and women-owned business enterprises (M/WBE) to participate in the Project development and operation, and contribute to the City's long-term economic growth.
- 7.6 Those aspects to be vetted by the Selection and Feasibility Committee, formed with relevant stakeholders to conduct feasibility and select a site, including adherence to the parameters in **Attachment A**. Attachment A may be modified from time to time.

### **1) ATTACHMENT A**

- A. NCHEMS STUDY**
- B. SPARC DESCRIPTION**
- C. RELEVANT COMMUNITY SNAPSHOT**

### **2) ATTACHMENT B**

- A. ALEXANDRIA/LSUA TERM SHEET TEMPLATE (PROVIDED WITH ALEXANDRIA RESPONSE TO ATTACHMENT B)**
- B. ALEXANDRIA CLBI RESPONSE (PROVIDED WITH ALEXANDRIA RESPONSE TO ATTACHMENT B)**
- C. BLANK ATTACHMENT B-RFI FOR STAKEHOLDER USE**

### **3) ATTACHMENT C**



*Site Selection of the Community College Initiative*

*Multiple Site Options-Phase I-IA (Downtown Sites and Assets)*

**NOTICE OF REQUEST FOR INFORMATION FOR PURPOSES OF  
PUBLIC PARTNERING-COMMUNITY COLLEGE INITIATIVE**



**FEASIBILITY ELEMENTS AND GUIDELINES  
CITY OF ALEXANDRIA, LOUISIANA  
APRIL 2014 REQUESTS FOR COOPERATIVE DEVELOPMENT  
COMMUNITY COLLEGE INITIATIVE**

(A)

Services and Return on Investment

Alexandria desires to conduct feasibility determinations for the viability of its downtown site for the location of the Community College Initiative Project and additional partner components, constituting a larger Education Connection Plan (the "Project").

Alexandria seeks responses from stakeholders, initially to fully respond to the feasibility questions, in order to justify significant capital spending in the downtown regarding the Project. These decisions present opportunity costs to citizens requiring justification. The City looks to justify over \$5,000,000 in capital outlay, and therefore must show a definite ROI.

- **GENERAL INFRASTRUCTURE ASSISTANCE:** Alexandria is committed to provide general infrastructure support and improvements to the surrounding areas and site of the Community College Initiative and Project development nodes, including but not limited to:
  - a. Extension and tie-in to all utilities;
  - b. Upgrades to buildings owned by the City;
  - c. Transportation and new transportation facilities, as needed and negotiated;
  - d. Property acquisition; and
  - e. Commercial and development-negotiated planning review, legal assistance, and utility rates as provided for by special cooperative endeavor agreement and rates.
- **PLANNING REVIEW AND ASSISTANCE:** Alexandria will offer a reduction of plan review fees, building permit fees, inspection fees, sign permits, or other similar administrative costs/fees associated with the initial construction/renovation of new or improved properties. Other planning and site development may be provided by Alexandria, as negotiated.
- **COMPETITIVE COMMERCIAL UTILITY RATES:** Alexandria will provide significant savings over a period of 5-10 years through its municipal-owned utility on a graduated scale per the development agreement.
- **OTHER INCENTIVES:** Alexandria is committed to specific transportation and property incentives.

**ATTACHMENT A**

**April 1, 2014**

**Site Selection of the Community College Initiative  
Multiple Site Options-Phase I-IA (Downtown Sites and Assets)**

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NOTICE OF REQUEST FOR INFORMATION FOR PURPOSES OF PUBLIC PARTNERING  
Community College Initiative

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*Site Selection of the Community College Initiative*

*Multiple Site Options-Phase I-IA (Downtown Sites and Assets)*

—ATTACHMENT “A”

**NOTICE OF REQUEST FOR INFORMATION FOR PURPOSES OF PUBLIC PARTNERING**

PLAN OF ACTION AND FEASIBILITY FOR COOPERATIVE DEVELOPMENT-COMMUNITY COLLEGE INITIATIVE

The aims of the Project from the City’s perspective include receiving a return on its investment:

**Educational/Employment/Location Impact Guarantee:** The Alexandria Return on Investment (“ROI”) for purposes of meeting La.Const.art. VII, § 14, shall involve an assessment built into the Cooperative Endeavor and Development Agreement (“CEDA”). The CEDA shall address at least four (4) distinct ROIs: (i) the Community College Initiative shall employ agreed percentages of local persons and firms for the Project and include retention of a certain number of employees from the local area; (ii) the Community College Initiative shall educate and train students (including specific marketing to meet local demand-driven needs); (iii) the Community College Initiative shall increase current programming to distinctively higher levels of programming commensurate with a comprehensive community and technical college plan as defined by the CEDA and State requirements; and (iv) the Community College Initiative shall be subject to objective feasibility determinations and site location. The ROIs and programming may be achieved over phases and milestones. These requirements may occur in per annum increments.

In addition (and as shown by Figure 1 of the RFI), Alexandria seeks to partner with several other key stakeholders to optimize its return on investment. These include:

- Louisiana State University of Alexandria (LSUA) – central stakeholder/partner with LCTCS and co-programmer of the overall *Alexandria—Where Education Connects* initiative. LSUA, as shown in Figure 1 of the RFI, would partner with LCTCS, through the CLTCC, to augment the area incubator, accelerator, business, workforce, and continuing education training, as well as 2+2 programming. LSUA would locate its Allied Health Initiative (AHI) at the downtown site, moving that endeavor from its current configuration. Thus, the configuration would house the 2+2 portal and co-programming, allied health, and remedial capacity until such time as LCTCS bridges that activity.
- Central Louisiana Business Incubator (CLBI) – this stakeholder would locate some or all of its current operation to the site for the purpose of streamlining business incubation and acceleration activity. The CLBI would partner with both education systems for food service and culinary arts training as well as hospitality and culinary science overall. Downtown restaurants and hotels would be able to partner in this endeavor. The CLBI would offer assistance to both systems for professional education and continuing education training.
- Central Louisiana Economic Development Alliance (CLEDA), Chamber of Commerce, and Greater Alexandria Economic Development Authority (GAEDA) – these development partners would provide “front door” services and, in the case of CLEDA, co-management of business incubation/acceleration services (such as BAS). The partners would share operations and maintenance and potentially manage a business center. These entities would provide guidance for a proposed governing/advisory board (13 members) over the entire initiative—made up of two LCTCS appointees, two LSUA appointees, an Alexandria appointee, a Pineville appointee, a Parish appointee, a small townships appointee, a business > 100 appointee, a business < 50 appointee, a GAEDA appointee, Chamber appointee, and CLEDA appointee. The proposed board, potentially, would be organized and managed through an executive director recommended to be—at least initially—the CEO of CLEDA.
- Other partners might include ACCION and plenty of private sector employers and stakeholders to create the demand-driven model for workforce and four-year education success for the region.
- The initial capital outlay would be powered by the City’s SPARC initiative, subject to real feasibility determinations.

Feasibility is defined as being required to: *analyze objectives, requirements, and system concepts of a proposed project, system, or facility use, including the project justification, schedule, and end products. If there are comparators or other alternatives, these should be vetted against the proposed project as part of whether it is feasible. The objectives of the system, project, or facility use or plan are defined based on the needed functions sought by the feasibility determiners, in many cases public or private business entities attempting to decide whether to do a certain project. Included in these system objectives are functional and performance objectives and any assumptions and constraints. When the system objectives have been identified, the various alternatives for satisfying those objectives are determined. For each alternative, the costs in time and resources are estimated.*

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*Site Selection of the Community College Initiative*

*Multiple Site Options-Phase I-IA (Downtown Sites and Assets)*

—ATTACHMENT “A”

**NOTICE OF REQUEST FOR INFORMATION FOR PURPOSES OF PUBLIC PARTNERING**

PLAN OF ACTION AND FEASIBILITY FOR COOPERATIVE DEVELOPMENT-COMMUNITY COLLEGE INITIATIVE

*A determination is then made as to the most feasible development alternative.*

*It is most simply the study of the viability of an idea.* Feasibility is driven in the first phase by identification of the system needs. Alexandria sought to determine these system needs not by simply asking what a new facility would look like in its downtown but what site and area met the most goals and long term planning needs. The study would generally look at the **technical, economic, legal, operational, scheduling, market, and financial feasibility** (viability) of the proposed project.

These considerations characteristically precede technical work and implementation, and help assessments identifying strengths, weaknesses, opportunities and threats. These considerations also allow determination of the associated opportunity, transactional, agency, and other financial, cultural, and environmental costs of doing the project or changing the existing system. Proper estimation, planning, and forecasting are critical elements to predict feasibility. City officials assume much, if not all, of these areas are well developed and can be provided for dissemination to the public. This public information allows the City’s feasibility determination to be made and inform its decision to partner.

**START-UP EXPENSES**

**SALES & MARKETING**

**LAND ACQUISITION & SITE DEVELOPMENT**

**DESIGN/PROFESSIONAL SERVICES**

**LEGAL & GOVERNMENTAL SERVICES**

**PROJECT ADMINISTRATION**

**CONSTRUCTION**

**SYSTEMS & EQUIPMENT**

**PERMITS, TESTING, FEES, TAXES & SPECIAL ASSESSMENTS**

**INSURANCE, FINANCING & TRANSACTION COSTS**

5.3 Infrastructure Concerns (Transportation, Technical, Parking and Economic Feasibility):

Most importantly to the City, transit and public safety as relates to parking and ingress/egress through the downtown must be considered for a Project of this magnitude.

- 5.3.1 Geographic Location - The Project’s location. How have the stakeholders determined the location as highest and best use to continue as an educational campus?
- 5.3.2 Improvement of Public Services - The Project’s ability to improve public services such as water, sewer, sidewalks, parking, improved traffic circulation, etc., to an area currently underserved or congested. The Project’s cancellation of any other viable alternative use for the site or opportunity to use another site for the Project in a higher and better fashion.
- 5.3.3 Urban Renewal Goals - The Project’s ability to significantly further specific goals found in the current Urban Renewal Plan, such as SPARC goals and aims.
- 5.3.4 Environmental Impacts - The Project’s impact, positive or negative, on the environment in terms of noise, mitigation, contamination, dust, pollution, public safety, traffic congestion, pedestrian access, visual aesthetics, etc.
- 5.3.5 Technical Contributions - The Project’s address of obsolete design, configurations, or technological capabilities. Does the Project further technical compatibilities with surrounding infrastructure or create new obstacles? Is the technology and technical design a good investment for long-term future needs?
- 5.3.6 Project Feasibility - A determination of feasibility is made based on the strength of the market demand for the project as contained primarily on pro formas, financing commitments, and market studies, such as the NCHEMS determinations.

Site Selection of the Community College Initiative

Multiple Site Options-Phase I-IA (Downtown Sites and Assets)

—ATTACHMENT “A”

NOTICE OF REQUEST FOR INFORMATION FOR PURPOSES OF PUBLIC PARTNERING

PLAN OF ACTION AND FEASIBILITY FOR COOPERATIVE DEVELOPMENT-COMMUNITY COLLEGE INITIATIVE

# Property Detail Sheet



In the next view, a closer review of parking is demonstrated, along with the proposed reconfiguration of Allied Health. The unfinished lot shown in the bottom of the left depiction, underneath the Phase I area, might be the subject of a proposed exchange to move Allied Health to the Project Building (Chase), shown in the middle depiction. In this exchange, the current Allied Health site at the AC Buchanan building (right depiction marked A) would be donated to the City of Alexandria for use in an exchange with a third party as shown in the depiction on the right and the next page (showing the current location in green highlighted marked A and the proposed new location at the Chase Building marked with a blue arrow).





Site Selection of the Community College Initiative

Multiple Site Options-Phase I-IA (Downtown Sites and Assets)

—ATTACHMENT “A”

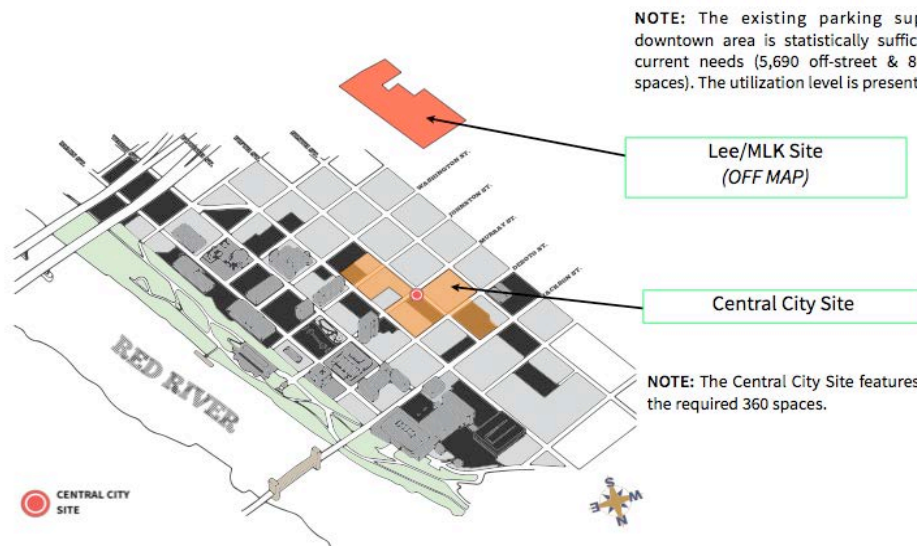
NOTICE OF REQUEST FOR INFORMATION FOR PURPOSES OF PUBLIC PARTNERING

PLAN OF ACTION AND FEASIBILITY FOR COOPERATIVE DEVELOPMENT-COMMUNITY COLLEGE INITIATIVE



And, it should be noted there is a great deal of parking capacity to work into the Project plan’s future.

## Available Parking ■



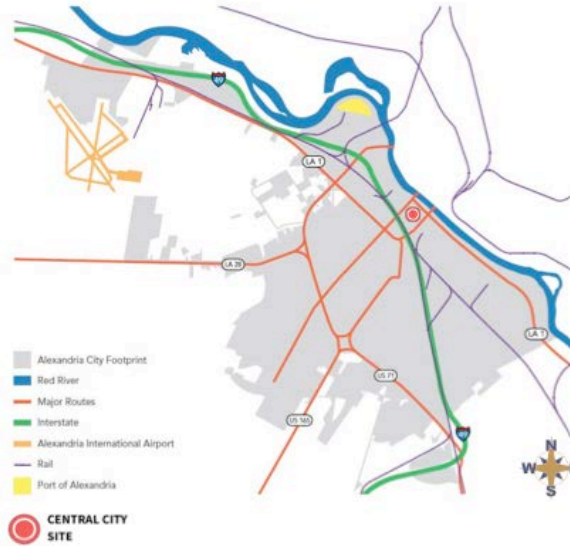
The overall infrastructure and utility grid for the area further support feasibility, as shown below.

## Infrastructure

Although Alexandria has a population around 50,000, our infrastructure accommodates more than 150,000 people EVERY DAY.

Our hospitals and airport service an area of more than 415,000 people.

The City of Alexandria benefits from a well-connected network of highway, rail, water, and air transportation. The city lies along one interstate corridor, I-49, and along two Class I freight railroads, the Union Pacific Railroad (UP) and the Kansas City Southern Railway (KCS). Additionally, the Port of Alexandria facilitates commercial and industrial commerce of the region via the Red River. This transportation system also supports passenger and goods movement via air travel from the Alexandria International Airport. The city continues to improve and add bicycle paths and pedestrian walkways.



## Utilities

Water, sewer, and storm drainage systems are well planned and sized to meet almost any demand from a residential or commercial nature.

### Natural Gas:

This system is one of the best systems in the South. It is a \$30,000,000 project and consists of a 12" loop encircling the entire city. There is a cross-loop connector enabling constant gas supply in the event of damage to the loop.

### Electric:

The City has invested \$21,000,000-plus to install a Downtown Substation and upgrade the electrical distribution system within the downtown area. These upgrades will position the City to handle future downtown development for the next 25 - 50 years and provide improved service reliability and increased capacity. In addition, the City's Alexandria Utility Sustainability Project (AUSP) will invest another \$125,000,000 in electric generating infrastructure.

### Water:

The downtown area of Alexandria is well served with water. There are two primary water supply corridors from the Interstate to the River.



### Sewer:

The sanitary sewer system in the downtown area is sufficiently handling the current needs and, in general, will be adequate to handle increases due to future infill/development in the downtown area.

### Stormwater:

With the building of I-49, there were several improvements to the storm water management in the downtown area. The most dramatic change involved the installation of two lift stations underneath the elevated section of the interstate.

**Site Selection of the Community College Initiative**

**Multiple Site Options-Phase I-IA (Downtown Sites and Assets)**

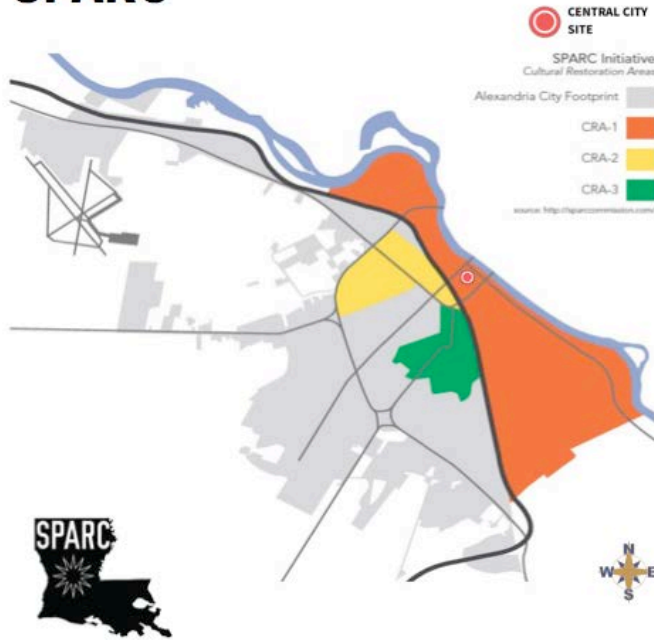
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**PLAN OF ACTION AND FEASIBILITY FOR COOPERATIVE DEVELOPMENT-COMMUNITY COLLEGE INITIATIVE**

Finally, the Urban Renewal Goals (5.3.3) render the area ripe for this investment. SPARC’s application to the Project cannot be overstated:

**SPARC**



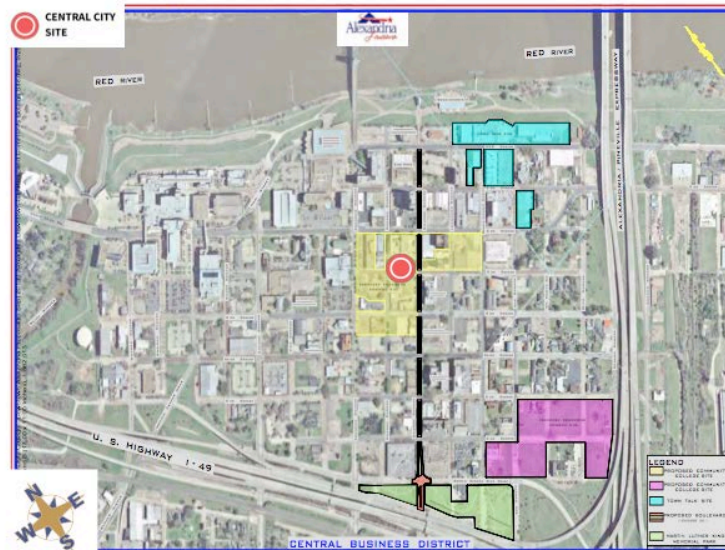
The SPARC (Special Planned Activity Redevelopment Corridors) Initiative is a City of Alexandria effort to invest \$96 million in infrastructure improvements and the revitalization of Alexandria’s most underserved neighborhoods. The plan concentrates its work in three specific “Cultural Restoration Areas” (CRAs):

- CRA-1 (the downtown, riverfront, and Lower Third),
- CRA-2 (North MacArthur Drive and Bolton Avenue),
- CRA-3 (Masonic Street and Lee Street).

*The initiative’s guidelines are to:*

- “Leverage financial value with the immediate influx of substantial public spending”
- “Create the opportunity for rehabilitation tax credits and/or New Market Tax Credits...as they relate to preserving community character, affordable housing, central business districts, and Main Street economic development activity”
- “Alleviate urban flight (and blight)”
- “Provide potential for mixed-use”
- “Promote diverse ownership and partnering”
- “Preserve not displace, separate, or marginalize our city and its neighborhoods and people”

**Visibility**



The proposed Downtown Alexandria site is highly visible to more than 50,000 travelers daily, according to traffic count data from the Louisiana Department of Transportation and Development. The main building would be visible from Interstate 49 and the Cottingham Expressway as well as Jackson, Murray, Sixth, Fifth, Foisy and Desoto streets.

This 81 square block area is the historic 1805 town of Alexandria, the center of government, justice, culture, and art. It is bounded by the Red River, Jackson street (our principal Urban thoroughfare), I-49, and the Cottingham Expressway (the concrete “river” of commerce). This area contains the tallest and most permanent architecture in the city, built along Main Street, 3rd Street, and Murray Street. Lee Street has acquired a new importance as a major gateway to the Urban area and Arts Campus from I-49.

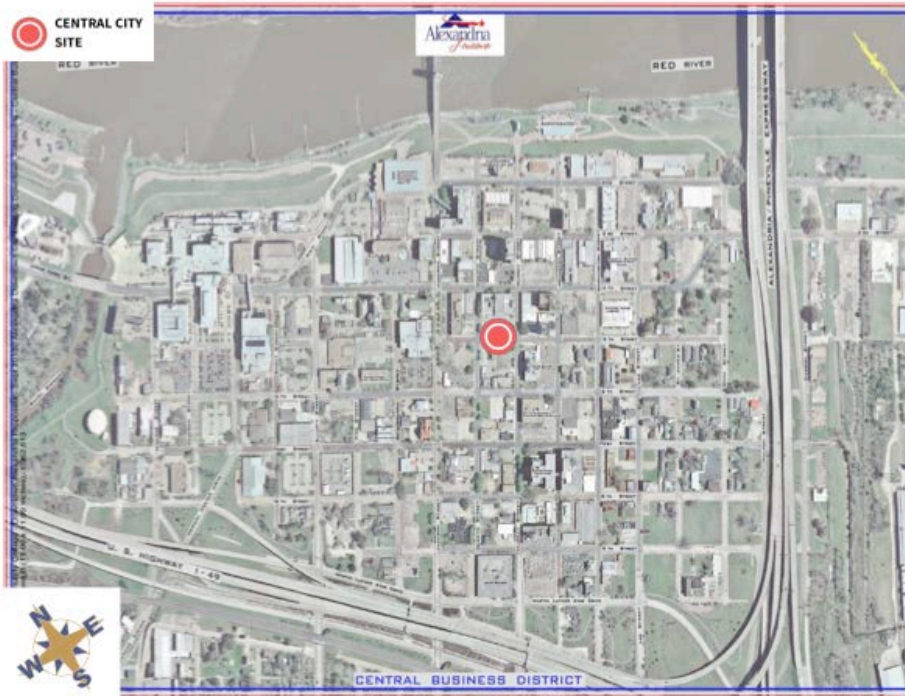
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 PLAN OF ACTION AND FEASIBILITY FOR COOPERATIVE DEVELOPMENT-COMMUNITY COLLEGE INITIATIVE

The site area is depicted today:

## Visibility

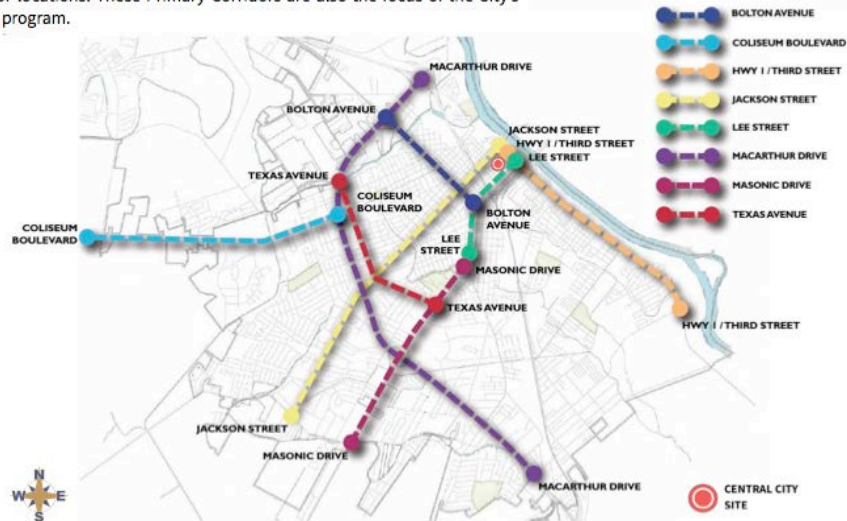


Alexandria's roadway network is more than 500 miles long and provides surface transportation to the people and businesses of the City and the region.

Interstate 49 offers Alexandria's downtown superb access from all quadrants of the region. Such access significantly upgrades the viability of downtown businesses and establishes Central Louisiana as the true regional center for business and commerce. Our city has a high degree of visibility due to its encirclement by I-49, the Cottingham Expressway, and the Red River. And our historic town, with its original streets still intact, continues to be the civic center in important ways. It is the seat of government and justice; it is the center for education, culture; healing arts; and a center for entertainment and recreation.

## Primary Corridors

NOTE: This diagram is a citywide map locating the Major, or Primary, Corridor locations. These Primary Corridors are also the focus of the City's SPARC program.



**Site Selection of the Community College Initiative**

**Multiple Site Options-Phase I-IA (Downtown Sites and Assets)**

—ATTACHMENT “A”

**NOTICE OF REQUEST FOR INFORMATION FOR PURPOSES OF PUBLIC PARTNERING**

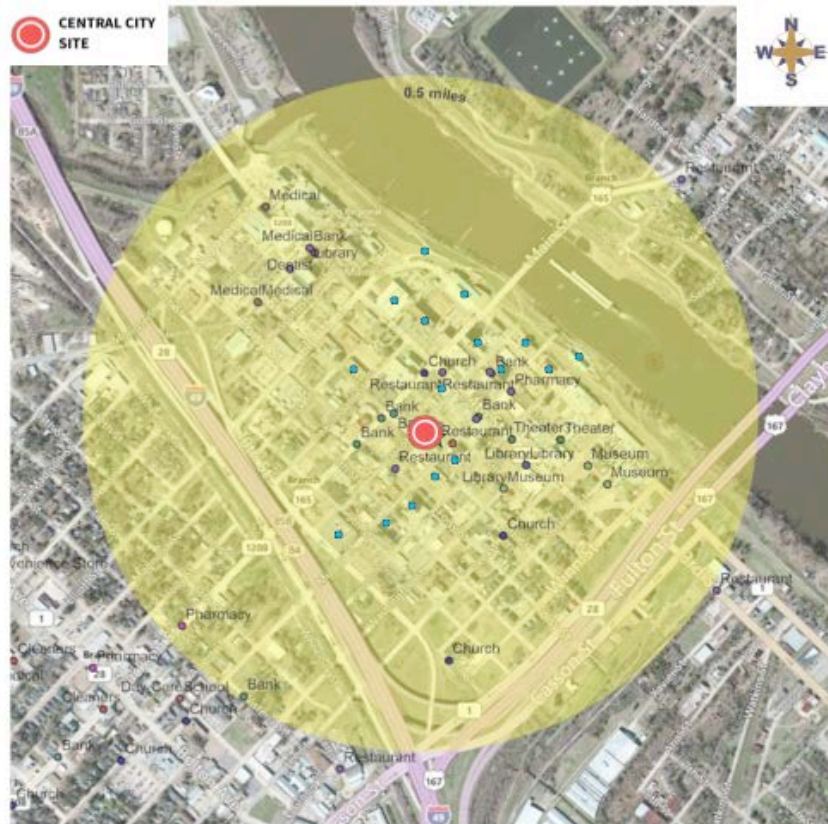
**PLAN OF ACTION AND FEASIBILITY FOR COOPERATIVE DEVELOPMENT-COMMUNITY COLLEGE INITIATIVE**

**5.4 Logistical Feasibility Initial Lay Outs of Campus at Downtown Site:**

The published plans give various views of the Project areas under study showing preliminary viability meeting needs:

- square feet for educational buildings
- modular growth or expandability quotient of the site
- parking availability adjacent or proximate to site
- public service efficiencies
- sufficient acreage for construction with access and visibility relative to major thoroughfares and interstate
- location consistent with population to be served
- transit system availability
- utility tie in and incentives availability
- varying proximity to ancillary student services and amenities
- proximity to hotel and convention space
- proximity to performing arts facilities
- proximity to governmental services complex

## Community Features 1/2 Mile Radius



**NOTE:** Additional amenities located in the downtown area are denoted on the map by blue dots:

- Alexandria City Hall
- Rapides Parish School Board
- Hotel
- Coffee Shop
- Convention Center
- Amphitheater
- Walking Trail
- Park
- Bus Terminal
- Public Parking Garage
- Rapides Parish Sheriff
- Alexandria Planning
- Alexandria Courthouse
- Rapides Parish Courthouse
- U.S. Federal Courthouse

Accordingly, the site preliminarily meets any feasibility determinations studied so far by the stakeholders, and additionally accommodates the growth model and LSUA’s needs. Consider the following:

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- modular growth or expandability quotient of the site
- parking availability adjacent or proximate to site
- public service efficiencies
- sufficient acreage for construction with access and visibility relative to major thoroughfares and interstate
- location consistent with population to be served
- transit system availability
- utility tie in and incentives availability
- varying proximity to ancillary student services and amenities
- proximity to hotel and convention space
- proximity to performing arts facilities
- proximity to governmental services complex

Alexandria has pledged to fund \$2,280,000 for LCTCS as well as an additional \$3,000,000 in capital outlay for the entire Project, if feasible plans are adopted such as those presented for critical analysis in this RFI. This includes a Phase I 65,000 square-foot building for the CLTCC and over 70,000 square feet for the additional Project needs for LSUA and the other stakeholders.

The resulting site plan is depicted here.

## Downtown Alexandria Site Phase I



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The student amenities are in place, the expandability is excellent, and the potential for secondary development is very high for the Central City Site.



There is even evidence the tower at the Chase Building, shown here after development of a student park, can be elevated twelve or more floors.

5.5 Operational Concerns (Marketing, Event Projections, Management/Administration-Legal and Scheduling):

These issues relate to how well problems posed by current system are corrected by the proposed Project, and therefore “structural” project identification parameters are paramount. The structural identifiers might be identified as follows:

- **Management factors** (environmental, agency climate, personnel, leadership)
- **Proposed System factors**
- **Alternative System factors**

- 5.5.1 Timely Completion - The feasibility of completing the project according to the proposed project schedule.
- 5.5.2 Feasibility of Cost Estimates - A determination of whether the costs are hard costs or estimates from dashboard assessment? If hard, where is support data?
- 5.5.3 How have stakeholders ascertained any economic impacts? Who performed them? Is this study requested of the City of Alexandria?
- 5.5.4 Is there a scaled site plan for parking with all permissions and use agreements outlined?
- 5.5.5 With whom have you talked about integrating the city’s public services?
- 5.5.6 How will the stakeholders objectively assess and grade proposals?
- 5.5.7 Tax generation. – How does the Project positively add to the local tax base? Are there any estimates of studies in this regard that may be shared with the City? What about in other comparable areas around the state?
- 5.5.8 Relationship of public and private investment. – The relationship of private investment to public investment of a project should be significant enough to ensure prudent investment of public funds within the renewal project? What is private sector contribution to the Project?
- 5.5.9 Job Creation. – Projects that create opportunities for new employment contribute to the economic vitality of the community in a variety of ways. Projects creating ten or more full-time equivalent jobs would be considered to have a significant positive impact on the economic well being of the area. Comments?

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5.6 Cooperation Concerns (Intergovernmental Partnering, Obstacles, Communication):

The City and LCTCS are working together hopefully to meet City planning and Urban Renewal goals. The partners should work together to aid all education stakeholders, especially Louisiana State University at Alexandria.

- 5.6.1 The partners should plan in conjunction with all stakeholders in the region.
- 5.6.2 There should be discussion about how this plan may affect City development plans and LSUA development plans.
- 5.6.4 Investment Spin-off - The Project’s potential for investment spin-off in a blighted area, especially within the City’s three CRA major corridors is an important city goal addressed by the Project.
- 5.6.5 Unique Opportunities - The Project’s potential to present a unique opportunity, meet a special need, or address specific CRA or community goals such as filling a market niche or provide an un-met community need. Also, the City should consider re-use of existing assets and associated costs compared to green acre siting.

(B)

No Limitation on Project

**The above is not intended to limit the Project. A hybrid or multi-sited Project, if feasible and desired, may also be implemented. The RFI is intended to ascertain data and provide an evidence-based approach to the Project in order for City participation to be justified.**

The City does *not* wish to limit the creativity or ability to propose an alternative scale or set of features and amenities deemed to better suit the goals of the stakeholders through this Project. The stakeholders should remain open to proposals that offer distinctive features and amenities that go above and beyond those outlined above and set the area and Alexandria apart from other destinations.

(C)

Team Requirements

Proposing teams are to assemble all of the necessary parties for the project with proven track records in the development of similar in scope Projects. The same would be true for any feasibility consultants.

(D)

A.F.E.A.T.

It is the policy of the City to involve Minority and Women-owned Business Enterprises (M/WBE) to the greatest extent feasible. In the Proposal Statement, the Developer must provide their proposed method for M/WBE participation in compliance with the *Alexandria Fairness, Equality, Accessibility and Teamwork* program. The City has a program to aid small, emerging, minority- and women-owned businesses, ensuring such interests are given an equal opportunity to conduct business with the City of Alexandria. It promotes: (i) The competitive viability of small business, minority, and women business enterprise by providing contract, technical, educational, and management assistance; (ii) business ownership by small business persons, minority persons, and women; and (iii) the procurement by the City of professional services, articles, equipment, supplies, and materials from business concerns owned by small business persons, minority persons, and women.

(E)

Site Proposals Sought

While a multi-site proposal is not required for the City to participate, and each set of assets may be the subject of a partial address, the City will actively consider proposals encompassing the highest degree of site re-use and in fill development with weight being given to SPARC-compliant proposals. A proposal will be based on a cost-benefit analysis that will weigh scope, timing, financial costs and risks, revenue generation, design and lifestyle amenities and level of quality and creativity.



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(F)

Environmental Consideration

The development shall be environmentally sensitive and use as much sustainable techniques and technology as is feasible. Certification at a minimum of a LEED standard is recommended as well as any other proposed structure(s) seeking public monies and/or subsidies.

(G)

Assumptions Evidence Based

Proposals should include a financial plan that details the assumptions used in the recommended development. The assumptions should include operating projections that are supported by market research. In addition, a financing plan and Project schedule must be submitted. As part of the submission, the developer shall identify practical financial sources that could be considered to support the project. Proposals should break down all financial assumptions for the project, including price offered for any public land included.

(H)

Questions Submitted

Ultimately, the feasibility determinations will answer seven (7) questioned areas:

- 1) **Alternative Model Needed.** If you believe the model outlined in the RFI is deficient, please identify why and propose alternative models to achieve the goals outlined therein, or state why those goals are not responsive to regional need and how the City might better target its assistance.
- 2) **LSUA Allied Health.** What are the primary logistical and site needs of LSUA’s allied health support infrastructure?
  - a. Explain building needs and square footage, space requirements, classroom sizes, parking, special requirements.
- 3) **LSUA, other.** What are the secondary logistical and site needs of LSUA?
  - a. Explain needs regarding safety, visibility, accessibility, etc.
  - b. Explain the needs for 2+2 programming.
  - c. Explain any other co-programming needs.
  - d. Explain building needs and square footage, space requirements, classroom sizes, parking, special requirements for all listed and future expansion needs as discussed or contemplated 3/26/14.
    - i. Allied Health
    - ii. Business programming
    - iii. Culinary Arts
    - iv. And any other program.
- 4) What are Project completion dates for Allied Health and other 2+2 possibilities? What are the phases of completion? What are the additional phases of the Project beyond the RFI’s scope – to determine long-term needs and site logistics?
- 5) **Return on City Investment (Chamber, CLBI, GAEDA, CLEDA).** How can you help the Project serve, and be assimilated into, a larger regional and city plan to use multiple assets in combination optimizing existing master and comprehensive city and regional planning? Will you review these plans and commitments in conjunction with your decision, such as:
  - a. Will you support transit augmentation to create a regional transit system? How so?
  - b. Can the Project be leveraged with other intergovernmental needs, such as the “Civil Rights Park” gateway project?

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- c. What is your view of how the Project stabilizes and helps other educational stakeholders?
- d. Will you consider how the development goals of the City can be integrated into and achieved in conjunction with questions 2 through 5 by stakeholder dialogue before concluding the process, such as:
  - i. What, if any, housing needs exist for the Project – in any phase?
  - ii. What are the professional-service needs and how and by whom will those decisions be determined?
  - iii. What are the needs beyond Allied Health, 2+2, and other co-programming?
    1. Financial needs
    2. Space needs as stated in 2 and 3, and
    3. Any other plans LSUA wishes to discuss with regard to downtown presence and partnering?
    4. Any plans with regard to CLEDA, the Chamber, GAEDA, CLBI, or partners (e.g., ACCION)?

**(Be thoughtful and creative; while there is no guarantee of resources, the wish here is to solicit as many ideas to be vetted as practicable.)**

- 6) Is your interest in the Project sufficiently budgeted for operations and maintenance purposes given its scale? If not, why not? If not, how will additional funds be provided? What about O/M funds to match capital funds expended by the City?
  - a. Will you solicit assistance from the business community?
  - b. Are there grants available?
  - c. What are your specific O/M requirements gaps?
  - d. If the City funding is \$2.28M for LCTCS and \$3.00M for other stakeholders in capital dollars; what are you additional capital costs to co-locate?
- 7) Compared with every feasible alternative, how may the City partner to determine:

Timely Completion - The feasibility of completing the project according to the proposed project schedule.

Feasibility of Cost Estimates - A determination of whether the costs are hard costs or estimates from dashboard assessment? If hard, where is support data? May the City have this data?

How have you ascertained any economic impacts? Who performed them? Is this study requested of the City of Alexandria? Will you consider such information prior to its conclusion and site selection if the City provides authoritative data?

Have you determined any special public services needed, such as fiber optic capability?

How will you objectively assess and grade proposals? Are there any areas other than these to address in the proposal:

- square feet needs for educational buildings
- modular growth or expandability quotient of the site
- parking availability adjacent or proximate to site
- public service efficiencies
- sufficient acreage for construction with access and visibility relative to major thoroughfares and interstate
- location consistent with population to be served
- transit system availability
- utility tie in and incentives availability
- varying proximity to ancillary student services and amenities
- proximity to hotel and convention space
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In the space provided, you may submit questions for response by the COA. Please note these responses are due on or before **April 18, 2014**, when you are required to submit your letter of intent and responses to the seven (7) feasibility questions.

Respondent’s Representative:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Business Mailing Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Facsimile: \_\_\_\_\_

E-mail: \_\_\_\_\_

Questions? Send a completed form to [albin.provosty@cityofalex.com](mailto:albin.provosty@cityofalex.com)



National Center for Higher Education Management Systems

*An Assessment of Community College Service Needs in  
Central Louisiana*

Prepared for  
The Louisiana Community & Technical College System  
(LCTCS)

February 2011

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## Introduction

The Louisiana Community and Technical College System (LCTCS) contracted with the National Center for Higher Education Management Systems (NCHEMS) to conduct a study of, and make recommendations for meeting, the community college level educational needs of Central Louisiana. In fulfillment of that contract, NCHEMS staff:

- Conducted a variety of analyses concerning college participation, employment, workforce commuting patterns and other pertinent factors affecting postsecondary education needs in the region.
- Reviewed “Beyond High School: What Will it Take to Build Cenla’s Next Workforce,” a study done for the Rapids Foundation by Regional Technology Strategies, Inc. in 2007.
- Interviewed leaders of educational institutions currently providing educational services in Central Louisiana as well as community and civic leaders, economic development professionals and major employers in the region. Staff of LCTCS and the Rapides Foundation arranged the interviews; most were with individuals located in Rapides Parish. The list of individuals interviewed is attached as Appendix A to this report.

This document summarizes the findings from this study and recommends actions regarding provision of community college services in Central Louisiana.

## Context

For purposes of this study, Central Louisiana (Cenla) was defined as being comprised of Avoyelles, Catahoula, Concordia, Grant, LaSalle, Rapides, Vernon, and Winn Parishes. Some would argue that Natchitoches Parish should also be included but data about commuting patterns, etc., suggest that Natchitoches Parish is more aligned with Shreveport (Bossier/Caddo Parishes) than with Alexandria (Rapides Parish). As a result, Natchitoches Parish was excluded from this study.

The following factual information shaped the conclusions and recommendations presented in this report.

1. Population changes. The overall population of the region is projected to decline somewhat over the next twenty years. The two largest parishes, Rapides and Avoyelles, are expected to maintain their current populations over this period. Of the remaining six parishes included in the study, only Grant parish is expected to grow. The other five are expected to lose population in amounts ranging from 5 to nearly 25%. The net effect of the projected changes is a decrease of approximately 4% for the region as a whole (see Appendix B, Figure 1). The decreases in the age groups that typically attend college are projected to be greater than the decreases in the overall population. Both the 15-24 and 25-44 year old cohorts are expected to shrink by about 9% over this period – a decrease of more than 10,500 potential college students (Figure 2).
2. Income. With the exception of Vernon parish, all parishes in the region are below the statewide average of personal income per capita. Rapides Parish is slightly below the statewide average; the other six are substantially below. Catahoula Parish is particularly impoverished with a per capita income less than 70% of the statewide average (see Figure 3).

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The students who need community college services in the region are poor; affordability of postsecondary education services to be provided in the region will be an important factor.

3. Commuting patterns. Data about commuting patterns of residents of seven of the eight parishes (Vernon Parish data are comingled with data for parishes to its south) indicate that:
  - The preponderance of Rapides Parish residents (91%) stay within the parish to work. Only 2.3% work in the surrounding rural parishes.
  - Sixty-three percent of residents of the outlying parishes stay within those parishes to work, while almost 20% commute to Rapides Parish to work.

(See Figure 4.)

Given both population concentration and commuting patterns, it is clear that provision of community college services must be focused on the Alexandria metropolitan area.

4. College participation. None of the eight parishes in Central Louisiana has an overall public college participation rate as high as the statewide average. Particularly striking is the low level of participation in community and technical colleges; all eight parishes are in the bottom 14 parishes in the state with regard to community and technical college participation. (See Figure 5 and Figure 6.) The deficiency is especially noteworthy with regard to attendance at a two-year college; all parishes have a two-year college participation rate less than half the statewide average. All but one have technical college participation rates above the (low) statewide average.

The detailed enrollment pattern information presented in Figure 7 indicate how widely distributed are enrollments of students from these parishes. In truth, the institutions located in Rapides Parish draw only from Rapides, Avoyelles, and to a lesser extent, Grant Parishes. Many students from the other parishes go elsewhere, notably Northwestern State, UL-Monroe, Louisiana Tech, and other LTC campuses. Data provided in Figure 8 for part-time students reveals they follow this same pattern.

Of particular note is the low level of participation at two year institutions of students from any of the parishes in Central Louisiana.

5. Post-secondary education programs available within the region. A multitude of institutions offer education in the region through
  - On-campus programs for institutions located within the region
  - Arrangements with institutions located in the region
  - Delivery of programs at the Learning Center for Rapides Parish (LCRP)
    - a. In-region institutions
      - LSU-Alexandria provides a limited number of Associate programs in Nursing, Radiologic Technology, Clinical Laboratory Science, Criminal Justice, and Early Childhood Education as well as general AA & AS degrees. In addition LSU-A offers baccalaureate degree programs in General studies, Liberal studies, elementary education, criminal justice, Biology, Psychology, History, and Mathematics. The Board of Regents Master Plan envisions the further development of LSU-A as a

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- baccalaureate institution without addition of associate programs beyond those already in place.
- CLTC – Alexandria provides a limited number of occupational/vocational programs. By far the largest is its Licensed Practical Nursing (LPN) program. In addition it offers programs in patient care, business technologies, electronics and electrician, and auto technician.
  - CLTC- Ward H. Nash Avoyelles campus offers LPN and patient care assistant programs in addition to business technology and welding programs. It also offers a variety of technical programs at the Avoyelles Connection Center.
  - CLTC- Huey P. Long Campus in Winnfield offers programs in health sciences (primarily LPN), business technology, welding, and construction trades
- b. Collaboration with in-region institutions. By virtue of its status as a four-year regional institution, LSU-A is required to impose admissions criteria that preclude some students from gaining admission. LSU-A has an arrangement with LSU-Eunice to provide developmental and basic general education courses to these students. This instruction is provided on the LSU-A campus. Once these students have satisfactorily completed 12 credit hours of college-level work they become eligible for admission to LSU-A.
- c. Programs delivered that the Learning Center for Rapides Parish. The Learning Center is a site at which multiple institutions provide programs not otherwise available in the region. The largest presence is that of Northwestern State. The institution active at the site and programs being offered in the spring 2011 term are as follows:
- Bossier Parish Community College – Respiratory Therapy
  - Central Louisiana Technical College – Pharmacy Tech
  - Louisiana State University – Master of Library and Information Science, Master of Social Work
  - LSU-E – Developmental/general ed
  - Louisiana Tech – MBA
  - Northwestern State – General Ed, Business Administration, Criminal Justice, Education/Counseling, Legal Assistant, Nursing, Radiologic Sciences, Social Work
  - Southern University, Shreveport – Hospitality Operations
  - Texas Wesleyan – MS in Nurse Anesthesia
  - UL-Monroe – Doctor of Education, MA in Criminal Justice, MA in Gerontology

- Upper Iowa University – Business Administration, Criminal Justice, MIS, Public Administration, Psychology, Social Science

The Learning Center does not provide student support services. Its primary function is to server as a “landlord,” providing facilities in which institutions (some recruited, some volunteers) can make their programs available to students in the region.

Northwestern State also teaches RN to BSN, Respiratory Therapy to BSRT, and a Masters in Nursing at Rapides Medical Center.

In addition to the postsecondary technical and vocational programs offered by CLTC-Alexandria and LSU-A, the Rapides Parish School District offers a wide array of technical programs at the secondary level. These include auto mechanics, culinary arts, welding, certified nursing assistant, horticulture, woodworking, hotel management, business occupations, construction technologies, Autocad, Disney animation, and television production. All of these offer opportunities for career pathway arrangements and sharing of faculty and facilities.

## Primary Findings and Observations

Analytic results, along with information received from interviewees, lead to the following key findings and observations.

1. Central Louisiana is the most underserved region of the state with regard to provision of two-year college services.
2. The following diagram describes the full array of community college services, not just in terms of types of programs offered, but categories of potential students as well. Using this diagram as an organizing framework, the following findings are germane to the task at hand:

The Array of Services	Audiences/Clients			
	In-School Youth (secondary Education)	Recent High School Graduates	Adults	Employers
Adult Basic Education				
Remedial & Developmental Education				
General Education				
Transfer Preparation				
Career Preparation				
Customized Training, Rapid Response Workforce Development				
Community Service (No-Credit & Other Service to the Community)				
Brokering & Serving as a Delivery Site for Other Providers				

- a. Adult Basic Education. In Rapides Parish, this function has historically been performed by the Rapides Parish School District. The responsibility will be



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transferred to the CLTC-Alexandria for the 2011-12 academic year. As of this point in time, no planning for this transfer has taken place.

- b. Remedial and Developmental Education. This function is performed primarily by LSU-E both through courses provided at the LCRP and through courses taught at LSU-A to applicants not eligible for admission without additional coursework.
- c. General education courses are offered by numerous providers in the region including LSU-A, LSU-E, Northwestern State, and Upper Iowa University. Except for LSU-A, these courses are taught at the Learning Center.
- d. Transfer Preparation. While the general education courses provided by the institutions listed above are part of transfer AA/AS degrees, no institution in the region provides a full program designed explicitly for students who want to take their first two years at a community college and then transfer to a four-year institution.
- e. Career Preparation. At the associate and certificate level, career preparation programs are primarily provided by CLTC-Alexandria and LSU-A with a respiratory therapy program being offered by Bossier Parish Community College. The array of programs is much narrower than would be expected in a city of Alexandria's size and narrower than employers report as being needed.
- f. Customized Training, Rapid Response Workforce Development. Notable is the dearth of such training in the region. Employers uniformly reported that CLTC-A was unresponsive to their needs, confining instruction to on-campus, daytime activities, times and place not consistent with the needs of employers.
- g. Brokering and Serving as a Delivery Site for Other Providers. This function is being performed by the Learning Center rather than by either of the two institutions domiciled in Rapides Parish.

This hodge-podge of providers illustrates points that were made over and over during the interview process:

- There is no single front door to community college education in the region. When it's everyone's business it is no one's business.
  - There is a lot of instructional activity but little student services focus. The necessary work of assessing skills, developing learning plans, providing necessary developmental education in an appropriate way and providing student aid assistance is missing. Given the academic and family backgrounds of students who need to be served, the absence of these kinds of services is a substantial barrier to student success.
3. Viewed from the perspective of clients to be served, two points are especially important. First, the typical community college array of services that would be provided to in-school youth (dual enrollment and programs aligned with high school Career Technical Education programs) are absent. The public schools attempted to create career pathways between their CTE programs and CLTC-Alexandria programs, but the efforts came to naught because of an inability to work out logistical details with CLTC – specifically having CLTC faculty travel to school sites rather than bus students to the CLTC-A site. Second, beyond the health

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professions there is not discernible responsiveness to employer needs. Manufacturing remains a major element of the local economy. A primary need is for maintenance mechanics, individuals who have skills in multiple crafts, and can keep facilities and production processes running. This program has not been developed. A second need is short-term training on worker safety and environmental protection requirements. In spite of the willingness of employers to contribute substantially to these programs, they have not been offered by CLTC-A. Again the stumbling block is logistical – employers need the training outside normal working hours and the college could/would not accommodate this requirement.

In sum, the splintered provision of community college programs without the customer-oriented glue that holds the offerings together is serving the region poorly. A much more aggressive and focused capacity to provide needed services is required.

## Recommendations

Based on these findings and observations about postsecondary education needs and opportunities in Central Louisiana, it is recommended that:

1. The LCTCS commit to creation of a technical community college in the Alexandria region. This institution should be charged with:
  - Serving as the single front door to two-year college services in the region for both students and employers.
  - Providing the full array of necessary student support services including
    - Assessment of knowledge and skills – administering placement exams
    - Academic advising and planning
    - “Case management” services designed to remove barriers to student success and completion (including assistance with student financial aid and other financial support and services such as TANF)
    - Transfer assistance
  - Assuming responsibility for the Adult Basic Education program in Rapides Parish
  - Providing state-of-the-art developmental education programs for both youth and adults. In this regard, it is suggested that the college follow the good practice of administering the placement test to students in the junior year of high school and working with the school district to remove students’ deficiencies during their senior year.
  - Arranging for delivery of a transfer general education curriculum at the college. Some of the courses could be delivered by TCC staff. In the short run, however, it is expected that such courses will be taught under contract by institutions that have SACS-qualified faculty and are interested in delivering courses under these conditions. LSU-Eunice would be an obvious partner since they are already playing this role at the Learning Center. LSU-A has also signaled interest in offering general education courses. Whatever arrangements are made, 1.) the

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courses should carry TCC credit rather than credit that has to be transferred to the TCC, and 2.) the courses must be offered at TCC tuition rates.

- Delivering technical programs needed in the community.
  - Providing these services at prices to students consistent with community college tuition levels.
2. A thorough review of existing CLTC-Alexandria programs be conducted. During the course of the interviews with employers and civic leaders, the LPN program emerged as the only program offered by CLTC-Alexandria that was viewed as being of high quality and responsive to the needs of employers. Given the fiscal constraints, LCTCS can ill afford programs that are unproductive and poorly thought of in the community. If, on further investigation, the programs are as weak as reported, they should be closed and resources directed to newly-designed, higher priority programs.
  3. Development of career ladder programs building on the CTE programs of the Rapides Parish School District be investigated. The high schools in the district offer a fairly impressive list of technical education programs. During the interview process, district leadership signaled a willingness to:
    - Make space and equipment available to a TCC after normal school hours
    - Provide teachers in some instances
    - Explore the possibility of admitting adult students into regular day-time classes

There was no time in the schedule to allow a deeper look at the possibilities, but they definitely warrant a further look. If feasible, such an arrangement would allow students to continue their education to the point of getting a postsecondary degree or certificate. It would also allow some new - and needed – technical programs to be put in place more quickly and economically. Finally, it would send a very strong signal to the community that the TCC is interested in collaboration and strong partnerships rather than avoiding such relationships as is the current community view.

4. The opportunity be taken to get some short-term wins. Numerous interviewees indicated an interest in short-term programs focused on OSHA-required safety training, training regarding environmental protection, etc. The TCC could recapture lost community support by initiating such activities sooner rather than later.
5. The responsibility of running the LCRP be assigned to the Technical Community College. This has the benefits of:
  - (probably) saving some resources (or allowing resources to be diverted to support of the TCC)
  - Reinforcing the image of the TCC as the front door to educational opportunities in the city
  - Requiring the TCC staff to build relationships with institutions that will be the recipients of their transfer students
6. Move the TCC to a new site. The existing facilities are in poor condition and they promote a view of technical education that is many years out of date. The TCC badly needs to send a

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signal that the slate has been wiped clean and two-year college education is starting anew in the city. At least in the short-term, the facilities at the LCRP should be considered. The distance from the center of the city makes this a less than ideal location. However, it has very good classroom space and excellent telecommunications links.

7. Take particular care in staffing the TCC. This probably goes without saying, but it will be critically important to:
  - With the retirement of the current CLTC Director and seek a replacement who has strong credentials in leading a community-centered comprehensive two-year institution, one that is entrepreneurial, responsive to clients' needs and adept at working collaboratively to deliver needed services. This will likely require hiring someone from outside of the state of Louisiana.
  - Hire SACS qualified faculty.

## Conclusion

As indicated early in the report, Cenla is the area of Louisiana least well-served by community college services. Unlike the North Shore, there is not a strong LTC capacity on which to build. This essentially means starting from scratch to build a TCC aligned with the community's needs. Fortunately there are resources in the community – at the LCRP, the school district, LSU-A, etc., which can be drawn upon to not only respond to needs, but do so in an innovative and cost-effective way.

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## Appendix A List of Interviewees

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## List of Interviewees

Joe Rosier, President & CEO	Rapides Foundation
Jim Clinton, CEO	Cenla Advantage Partnership
Marjorie Taylor, Executive Director	The Orchard Foundation
Mayor Clarence Fields	Pineville
Mervin Birdwell, Regional Director	Central Louisiana Technical College, Region
Gary Jones, Superintendent	Rapides Parish Schools
Bill Higgins, Director of CTE	Rapides Parish Schools
Dr. Lisa Abney, Provost	Northwestern State University
Darlene Williams, VP for Technology, Research & Economic Development	Northwestern State University
Dr. David Manual, Chancellor	Louisiana State University at Alexandria
Dr. Barbara Hatfield, Provost & Vice Chancellor for Academic & Student Affairs	Louisiana State University at Alexandria
Teresa Seymour, Executive Director of Enrollment Management	Louisiana State University at Alexandria
Melinda Anderson, Executive Director of Institutional Advancement	Louisiana State University at Alexandria
Caroline Theus, Board of Regents (Former)	
Scott Braime, Board of Regents (Former)	
Deborah Randolph, Chairman	Chamber of Commerce
Elton Pody, President	Central LA Chamber of Commerce
Jay Elington, Director of Workforce Dev.	Central LA Chamber of Commerce
Ray Peters	Roy O. Martin Lumber
Robert Ratcliff	Ratcliff Construction
Randy Gilchrist	Gilchrist Construction
James Hayes	Hayes Manufacturing
Bonnie Lemoine	Proctor & Gamble
Mike Madison	CLECO
Patrick Moore, Chair-elect	Council for a Better Louisiana
Blake Chatelain, CEO	Red River Bank
Randall Hunt Moore	Moore Planning Group, LLC
Martin Johnson	City President, Regions Bank
Curman Gaines	Entrepreneur

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## Appendix B Figures

**Figure 1. Louisiana Parish by Parish Population Projections, by Race, 2010-2030**

	2010			2020			2030			Percent Change, 2010 to 2030
	Total	Total White	Total Black	Total	Total White	Total Black	Total	Total White	Total Black	
Livingston	129420	119160	7720	179820	164360	12370	242780	219680	19350	87.6
St. Tammany	246910	205310	32480	338300	266340	60630	459160	334860	110430	86.0
Ascension	109030	83310	22900	147740	115700	28590	196140	157060	34930	79.9
St. John	49800	22830	25700	57410	22750	33110	65110	21970	41270	30.7
Plaquemines	22440	15780	4910	25770	18340	5370	29130	20850	5710	29.8
Bossier	112470	83240	24750	126780	92970	28270	141350	102750	31610	25.7
DeSoto	27640	16880	10520	30390	19920	10180	33020	23020	9680	19.5
Grant	20460	17930	2270	22440	19910	2180	24110	21550	2090	17.8
Beauregard	36360	30800	4960	39900	33500	5690	42770	35580	6330	17.6
Tangipahoa	111730	78040	32770	121950	84290	36570	131350	89740	40340	17.6
St. Charles	53780	36770	15250	57930	38430	17360	60580	38800	19160	12.6
Sabine	24270	17960	3980	25630	18780	3860	27300	19840	3730	12.5
St. Martin	52780	35380	16310	55520	37980	16170	57000	39660	15590	8.0
St. Bernard	20870	17870	2200	22210	18710	2530	22480	18540	2880	7.7
Lafayette	208700	147120	55340	216520	145740	63130	221600	141690	70520	6.2
Vermilion	56730	46970	8190	58930	48500	8520	60150	49010	8780	6.0
St. Landry	92610	51860	39580	95890	53770	40680	98080	55130	41100	5.9
Terrebonne	118890	81780	35130	124410	84790	37250	125210	84060	38200	5.3
Jefferson	436430	288890	122940	450200	283330	140390	454670	271240	155530	4.2
Orleans	247580	82250	154050	255440	78310	164450	256010	71200	171210	3.4
East Baton Rouge	409870	219960	178540	426380	181890	223270	421500	151480	244120	2.8
Washington	44790	30580	13960	45510	31350	13840	45940	31860	13690	2.6
Lafourche	93740	77140	13150	95990	77020	14590	95990	74640	15990	2.4
Caldwell	10730	8880	1820	10810	9060	1690	10880	9210	1530	1.4
Rapides	129520	85900	40970	131090	85690	42180	130730	84150	42670	0.9
Avoyelles	42260	28360	13270	42630	27830	13970	42380	26980	14440	0.3
Iberia	75340	48540	24590	76150	47760	25720	75450	45740	26420	0.1
Evangeline	35750	24820	10710	36040	24640	11120	35800	24160	11310	0.1
Acadia	59860	47910	11640	60200	47500	12320	59590	46200	12900	-0.5
Lincoln	41250	23770	16610	40290	22810	16450	40830	23040	16560	-1.0
Union	22850	16930	5820	22750	17470	5150	22540	17890	4470	-1.4
Calcasieu	184730	136330	46220	183740	132140	48690	179420	126280	49560	-2.9
Red River	9330	5130	4180	9170	4720	4410	8890	4270	4530	-4.7
Jefferson Davis	31200	25290	5510	30700	24820	5210	29720	23920	4840	-4.7
Allen	25900	18270	6610	25330	17870	6180	24640	17240	5730	-4.9
Ouachita	147480	92570	52870	144600	87300	54810	140120	81100	55950	-5.0
Winn	15030	10240	4650	13230	9160	3890	14260	8370	5770	-5.1
Caddo	247970	122840	120880	240880	109910	125810	231790	97100	128400	-6.5
West Feliciana	15260	7850	7360	15120	8350	6700	14260	8370	5770	-6.6
West Baton Rouge	22720	14090	8330	22220	13870	7960	21070	13140	7450	-7.3
St. James	21410	10420	10910	20830	10080	10600	19670	9460	10000	-8.1
Natchitoches	37350	21390	15110	35610	19840	14740	34170	18490	14360	-8.5
Webster	40680	26670	13670	39170	25320	13460	37190	23870	12900	-8.6
Bienville	14820	8850	5890	14100	9070	4920	13450	9260	4010	-9.2
LaSalle	13770	11850	1800	13180	11260	1730	12430	10420	1730	-9.7
Assumption	22850	15480	7220	21840	14800	6810	20250	13630	6300	-11.4
Jackson	14720	10720	3960	13940	10260	3630	13020	9670	3260	-11.5
Richland	19840	12620	7180	18660	12280	6330	17460	11880	5480	-12.0
Pointe Coupee	22240	13560	8380	20920	13060	7500	19380	12310	6610	-12.9
Claiborne	15680	7990	7650	14630	7320	7260	13350	6540	6720	-14.9
East Feliciana	20040	11350	8590	18610	11310	7150	17060	11120	5720	-14.9
St. Helena	10390	4790	5570	9570	4310	5200	8610	3810	4720	-17.1
Vernon	46650	36310	6440	41510	31950	4660	38190	28250	3580	-18.1
St. Mary	49400	31490	16180	45230	28120	14920	40390	24420	13310	-18.2
Morehouse	28770	15510	13140	26190	13580	12470	23510	11650	11640	-18.3
West Carroll	11300	9150	2140	10310	8350	1940	9190	7440	1710	-18.7
Iberville	30830	15420	15230	27830	14090	13530	24640	12550	11800	-20.1
Cameron	7230	6810	310	6660	6140	350	5760	5190	320	-20.3
Franklin	19460	13340	6040	17490	12020	5360	15460	10570	4700	-20.6
Catahoula	9920	7100	2810	8840	6160	2660	7720	5180	2500	-22.2
Concordia	18220	10910	7250	16120	9280	6750	13930	7590	6210	-23.5
East Carroll	8210	2560	5640	7000	2070	4900	5960	1640	4260	-27.4
Madison	11430	4180	7100	9600	3180	6200	8230	2360	5370	-28.0
Tensas	5660	2310	3350	4760	1820	2940	3990	1390	2600	-29.5



**Figure 2. Parish by Parish Population Projections, by Age, 2010-2030**

State/Parish	2010			2020			2030			Change from 2010 to 2030			% Change from 2010 to 2030			
	Total	White	Black	Total	White	Black	Total	White	Black	Total	White	Black	Total	White	Black	
	Louisiana	648570	379990	248530	607610	349130	224790	655640	371150	259470	10940	-8840	7070	7070	-8840	10940
Avoyelles	5370	3230	2030	5020	3010	1860	5100	3010	1970	-220	-220	-270	-270	-220	-60	
Catahoula	1270	790	480	1100	650	440	860	460	400	-330	-330	-410	-410	-330	-80	
Concordia	2280	1200	1070	1850	850	970	1440	580	860	-620	-620	-840	-840	-620	-210	
Grant	2620	2240	350	2450	2110	280	2660	2280	300	40	40	40	40	1.5	1.8	
La Salle	1890	1380	480	1590	1160	400	1620	1150	430	-230	-230	-270	-270	-230	-50	
Rapides	16860	10250	6180	15950	9590	6000	16380	9840	6100	-410	-410	-480	-480	-410	-80	
Vernon	7710	5690	1350	8600	6470	1080	7050	5310	880	-380	-380	-660	-660	-380	-470	
Winn	1900	1160	720	1520	970	530	1270	840	390	-330	-330	-630	-630	-330	-330	
Parish Totals	39900	25940	12660	38080	24810	11560	36380	23470	11330	-2470	-2470	-3520	-3520	-2470	-1330	
Projection of 25 to 44 Year Olds																
State/Parish	2010			2020			2030			Change from 2010 to 2030			% Change from 2010 to 2030			
	Total	White	Black	Total	White	Black	Total	White	Black	Total	White	Black	Total	White	Black	
	Louisiana	1198510	779880	378470	1351210	866060	439820	1431340	903150	479710	232830	123270	101240	19.4	15.8	26.7
Avoyelles	12320	7890	4270	12940	7900	4810	11880	7040	4540	-440	-850	270	-3.6	-10.8	6.3	
Catahoula	2580	1820	760	2380	1670	710	1930	1270	650	-650	-550	-110	-25.2	-30.2	-14.5	
Concordia	4350	2690	1650	4210	2550	1640	3390	1920	1430	-960	-770	-220	-22.1	-28.6	-13.3	
Grant	5820	5230	500	7010	6380	550	7090	6500	500	1270	1270	0	21.8	24.3	0.0	
La Salle	3740	3190	510	3750	3210	500	3190	2650	460	-550	-540	-50	-14.7	-16.9	-9.8	
Rapides	34200	22590	10870	35580	23260	11440	33020	21350	10780	-1180	-1240	-90	-3.5	-5.5	-0.8	
Vernon	12320	9800	1640	8870	6920	680	8960	6530	490	-3360	-3270	-1150	-27.3	-33.4	-70.1	
Winn	4320	2760	1520	3860	2490	1320	3040	2000	990	-1280	-760	-530	-29.6	-27.5	-34.9	
Parish Totals	79650	55970	21720	78600	54380	21650	72500	49260	19840	-7150	-6710	-1880	-9.0	-12.0	-8.7	

**Figure 3. Personal Income Per Capita, 2008**

Plaquemines, LA	45,688	St. Helena, LA	30,100
Orleans, LA	44,234	Livingston, LA	30,094
Lafayette, LA	43,062	LA Nonmetropolitan Portion	29,698
St. Tammany, LA	42,988	Tangipahoa, LA	29,692
Vernon, LA	41,686	St. Martin, LA	28,705
Jefferson, LA	41,088	Natchitoches, LA	28,639
Lafourche, LA	40,203	LaSalle, LA	28,613
East Baton Rouge, LA	39,794	St. Landry, LA	28,551
Cameron, LA	39,474	De Soto, LA	28,488
LA Metropolitan Portion	38,272	Tensas, LA	28,466
Terrebonne, LA	38,005	Claiborne, LA	28,096
St. Mary, LA	37,805	Jackson, LA	27,907
Caddo, LA	37,319	Union, LA	27,906
St. Charles, LA	36,404	Beauregard, LA	27,814
Louisiana state total	36,091	Richland, LA	27,240
Ascension, LA	35,791	Caldwell, LA	26,483
St. Bernard, LA	35,690	Morehouse, LA	26,483
Calcasieu, LA	35,659	Concordia, LA	26,452
Rapides, LA	35,189	Bienville, LA	26,391
Iberia, LA	35,041	Franklin, LA	26,364
Assumption, LA	33,936	Washington, LA	26,279
Bossier, LA	33,570	West Feliciana, LA	26,146
West Baton Rouge, LA	33,392	Grant, LA	26,092
St. John the Baptist, LA	32,973	Red River, LA	26,046
Ouachita, LA	32,852	East Carroll, LA	25,757
Pointe Coupee, LA	32,569	Avoyelles, LA	25,695
Webster, LA	31,731	Winn, LA	25,506
Lincoln, LA	31,389	Sabine, LA	25,368
East Feliciana, LA	31,359	Evangeline, LA	25,018
St. James, LA	31,070	Catahoula, LA	24,987
Jefferson Davis, LA	30,930	Madison, LA	23,949
Iberville, LA	30,429	Allen, LA	22,813
Acadia, LA	30,374	West Carroll, LA	22,717
Vermilion, LA	30,174		

**Figure 4. Commuting Patterns**

**Rapides (PUM A 700) Residents - Place of Work, 2009**

U.S. Census Bureau, 2009 American Community Survey (ACS) Public Use Microdata Sample (PUMS) File.

<b>Place of Work</b>	<b>Workers</b>	<b>Percent</b>
Rapides (PUMA 700)	50,841	91.2
Winn, Grant, Lasalle, Catahoula, Concordia, Avoyelles (PUMA 600)	1,281	2.3
Out-of-State	1,140	2.0
Urban Lafayette (PUMA 1000)	759	1.4
Vernon, Beauregard, Allen, Jefferson Davis, Cameron (PUMA 800)	726	1.3
Ouachita (PUMA 400)	339	0.6
Caddo (PUMA's 101, 102)	173	0.3
St. Mary, St. Martin (PUMA 2300)	162	0.3
Evangeline, St. Landry (PUMA 1200)	131	0.2
Claiborne, Lincoln, Bienville, Red River, De Soto, Sabine, Natchitoches (PUMA 300)	91	0.2
East Baton Rouge, West Baton Rouge - Rural (PUMA's 1401, 1402)	69	0.1
Vermilion, Iberia (PUMA 2500)	20	0.04
Total	55,732	100.0

**Rapides (PUM A 700) Workers - Place of Residence, 2009**

U.S. Census Bureau, 2009 American Community Survey (ACS) Public Use Microdata Sample (PUMS) File.

<b>Place of Residence</b>	<b>Workers</b>	<b>Percent</b>
Rapides (PUMA 700)	50,841	79.0
Winn, Grant, Lasalle, Catahoula, Concordia, Avoyelles (PUMA 600)	8,212	12.8
Out-of-State	1,269	2.0
Evangeline, St. Landry (PUMA 1200)	1,161	1.8
Claiborne, Lincoln, Bienville, Red River, De Soto, Sabine, Natchitoches (PUMA 300)	1,003	1.6
Urban Lafayette (PUMA 1000)	492	0.8
Vernon, Beauregard, Allen, Jefferson Davis, Cameron (PUMA 800)	411	0.6
Union, Morehouse, West Carroll, East Carroll, Richland, Madison, Tensas, Franklin, Caldwell, Jackson (PUMA 500)	318	0.5
East Baton Rouge, West Baton Rouge - Urban (PUMA's 1501, 1502)	230	0.4
Calcasieu (PUMA 900)	177	0.3
Northern Jefferson (PUMA's 1901, 1902, 1903, 1904)	105	0.2
Bossier, Webster (PUMA 200)	78	0.1
East Baton Rouge, West Baton Rouge - Rural (PUMA's 1401, 1402)	75	0.1
Total	64,372	100.0

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## Winn, Grant, Lasalle, Catahoula, Concordia, Avoyelles (PUM A 600)

### Residents - Place of Work, 2009

U.S. Census Bureau, 2009 American Community Survey (ACS) Public Use Microdata Sample (PUMS) File.

Place of Work	Workers	Percent
Winn, Grant, Lasalle, Catahoula, Concordia, Avoyelles (PUMA 600)	27,854	63.3
Rapides (PUMA 700)	8,212	18.7
Out-of-State	1,953	4.4
Claiborne, Lincoln, Bienville, Red River, De Soto, Sabine, Natchitoches (PUMA 300)	1,702	3.9
Union, Morehouse, West Carroll, East Carroll, Richland, Madison, Tensas, Franklin, Caldwell, Jackson (PUMA 500)	909	2.1
East Baton Rouge, West Baton Rouge - Urban (PUMA's 1501, 1502)	483	1.1
Evangeline, St. Landry (PUMA 1200)	438	1.0
Terrebonne (PUMA 2200)	386	0.9
Vernon, Beauregard, Allen, Jefferson Davis, Cameron (PUMA 800)	354	0.8
Urban Lafayette (PUMA 1000)	276	0.6
Urban Orleans (PUMA's 1803, 1804)	257	0.6
Iberville, Pointe Coupee, West Feliciana, East Feliciana, St. Helena (PUMA 1300)	232	0.5
St. Tammany, Washington (PUMA's 2001, 2002)	200	0.5
Bossier, Webster (PUMA 200)	158	0.4
Calcasieu (PUMA 900)	125	0.3
Acadia, Rural Lafayette (PUMA 1100)	118	0.3
Ouachita (PUMA 400)	108	0.2
St. James, St. John the Baptist, St. Charles (PUMA 2400)	103	0.2
Northern Jefferson (PUMA's 1901, 1902, 1903, 1904)	77	0.2
Ascension, Livingston (PUMA 1600)	48	0.1
Vermilion, Iberia (PUMA 2500)	27	0.1
Total	44,020	100.0

## Winn, Grant, Lasalle, Catahoula, Concordia, Avoyelles (PUM A 600)

### Workers - Place of Residence, 2009

U.S. Census Bureau, 2009 American Community Survey (ACS) Public Use Microdata Sample (PUMS) File.

Place of Residence	Workers	Percent
Winn, Grant, Lasalle, Catahoula, Concordia, Avoyelles (PUMA 600)	27,854	83.1
Union, Morehouse, West Carroll, East Carroll, Richland, Madison, Tensas, Franklin, Caldwell, Jackson (PUMA 500)	1,541	4.6
Rapides (PUMA 700)	1,281	3.8
Out-of-State	1,271	3.8
Iberville, Pointe Coupee, West Feliciana, East Feliciana, St. Helena (PUMA 1300)	683	2.0
Claiborne, Lincoln, Bienville, Red River, De Soto, Sabine, Natchitoches (PUMA 300)	512	1.5
Evangeline, St. Landry (PUMA 1200)	189	0.6
Urban Lafayette (PUMA 1000)	89	0.3
Vernon, Beauregard, Allen, Jefferson Davis, Cameron (PUMA 800)	86	0.3
Total	33,506	100.0

**Figure 5. Participation Patterns of Central Louisiana Residents**

Parish	High School Graduates (Public & Private), 2006-07	First-Time Undergrads Directly Out of High School, 2006-08 Annual Avg				Participation Rates (Per 100 High School Graduates)			
		Four-Year	Community College	Technical College	Public Total	Four-Year	Community College	Technical College	Public Total
<b>Madison (Top Parish)</b>	<b>82</b>	<b>46</b>	<b>5</b>	<b>9</b>	<b>61</b>	<b>56.1</b>	<b>6.5</b>	<b>11.4</b>	<b>74.0</b>
<b>Louisiana</b>	<b>41,488</b>	<b>17,448</b>	<b>5,010</b>	<b>967</b>	<b>23,425</b>	<b>42.1</b>	<b>12.1</b>	<b>2.3</b>	<b>56.5</b>
Winn	130	61	5	4	71	46.9	4.1	3.3	54.4
Catahoula	80	37	1	5	43	46.3	1.7	6.3	54.2
Rapides	1,311	585	49	35	668	44.6	3.7	2.6	51.0
Concordia	196	80	8	7	95	41.1	3.9	3.8	48.8
Avoyelles	339	123	15	15	152	36.3	4.3	4.3	44.9
Vernon	454	175	9	15	198	38.53	1.9	3.2	43.7
Lasalle	146	55	5	3	62	37.7	3.2	1.8	42.7
Grant	191	62	7	5	74	32.3	3.8	2.4	38.6

**Figure 6. First time Undergraduates Directly Out of High School as a Percent of High School Graduates, by Parish of Origin and Institution Sector, 2006-08 Annual Average**

Parish	High School Graduates (Public & Private), 2006-07 Annual Average	First-Time Undergrads Directly Out of High School, 2006-08					Participation Rates (Per 100 High School Graduates)					
		Four-Year	Community College	Technical College	Community & Technical Colleges	Public Total	Four-Year	Community College	Technical College	Community & Technical Colleges	Public Total	
Iberville	220	76	59	27	85	161	34.6	26.7	12.1	38.9	73.5	
Evangeline	306	73	93	15	108	182	24.0	30.4	5.0	35.4	59.4	
West Baton Rouge	191	59	61	4	65	124	30.7	31.9	2.1	34.0	64.7	
West Carroll	105	38	7	25	32	70	36.2	6.3	24.1	30.5	66.7	
St. Landry	946	279	205	44	249	528	29.5	21.7	4.7	26.4	55.8	
Acadia	575	185	125	19	144	330	32.3	21.8	3.3	25.1	57.4	
East Feliciana	161	54	28	11	39	93	33.5	17.4	7.0	24.4	58.0	
Bossier	1,062	383	246	5	251	634	36.1	23.2	0.4	23.6	59.7	
Pointe Coupee	213	69	37	10	48	117	32.5	17.6	4.9	22.4	54.9	
St. Bernard	299	92	64	0	64	156	30.7	21.4	0.1	21.5	52.2	
Assumption	197	84	33	8	41	125	42.6	16.8	4.1	20.9	63.4	
West Feliciana	128	49	17	9	26	75	38.2	13.6	6.8	20.4	58.6	
Webster	434	123	83	4	87	211	28.5	19.1	1.0	20.1	48.6	
Ascension	921	370	169	15	183	553	40.2	18.3	1.6	19.9	60.1	
Jefferson	3,067	1,192	544	29	573	1,765	38.9	17.7	1.0	18.7	57.6	
Caddo	2,199	753	385	21	406	1,158	34.2	17.5	1.0	18.5	52.7	
Red River	83	27	13	2	15	42	32.7	16.2	2.0	18.2	50.9	
Madison	82	46	5	9	15	61	56.1	6.5	11.4	17.9	74.0	
St. Helena	60	19	3	7	11	30	32.2	5.6	12.2	17.8	50.0	
St. James	225	91	23	16	39	130	40.4	10.2	7.3	17.5	57.9	
East Baton Rouge	4,057	1,796	625	43	668	2,464	44.3	15.4	1.1	16.5	60.7	
Allen	232	92	29	8	37	129	39.7	12.5	3.3	15.8	55.6	
Washington	397	124	21	42	62	187	31.3	5.2	10.5	15.7	47.0	
Plaquemines	219	71	34	0	34	105	32.4	15.5	0.2	15.7	48.1	
Lafayette	2,051	1,001	255	60	315	1,316	48.8	12.4	2.9	15.4	64.2	
Jefferson Davis	330	135	40	10	50	185	40.9	12.0	3.1	15.2	56.1	
St. Martin	503	188	55	19	74	262	37.5	10.9	3.8	14.7	52.2	
De Soto	273	87	30	10	40	127	31.7	10.9	3.8	14.7	46.4	
St. John the Baptist	499	204	39	33	72	276	40.8	7.9	6.5	14.4	55.2	
<b>Louisiana</b>	<b>41,488</b>	<b>17,448</b>	<b>5,010</b>	<b>967</b>	<b>5,977</b>	<b>23,425</b>	<b>42.1</b>	<b>12.1</b>	<b>2.3</b>	<b>14.4</b>	<b>56.5</b>	
Vermilion	493	194	54	16	70	264	39.4	11.0	3.2	14.2	53.5	
Franklin	175	72	8	16	25	97	41.3	4.8	9.3	14.1	55.4	
St. Charles	567	273	60	18	78	351	48.1	10.6	3.1	13.8	61.8	
Jackson	142	75	8	11	19	94	53.2	5.7	7.8	13.4	66.7	
Sabine	246	74	13	19	32	106	30.3	5.2	7.9	13.0	43.3	
Iberia	765	283	81	18	99	382	37.0	10.6	2.4	12.9	49.9	
Union	164	69	10	10	21	90	42.1	6.3	6.3	12.6	54.7	
Terrebonne	1,164	442	140	6	146	588	37.9	12.0	0.5	12.5	50.5	
Livingston	1,115	483	109	20	129	613	43.3	9.8	1.8	11.6	54.9	
Bienville	138	63	10	6	16	79	45.9	7.0	4.6	11.6	57.5	
Ouachita	1,518	749	140	26	166	915	49.4	9.2	1.7	10.9	60.3	
St. Tammany	2,450	1,367	251	14	265	1,632	55.8	10.2	0.6	10.8	66.6	
St. Mary	671	226	34	38	72	298	33.7	5.1	5.7	10.8	44.5	
Lafourche	933	420	68	31	100	519	45.0	7.3	3.4	10.7	55.7	
Natchitoches	462	198	34	15	49	247	42.8	7.4	3.2	10.7	53.5	
Claiborne	157	66	10	7	17	83	42.3	6.2	4.5	10.6	52.9	
Morehouse	243	125	11	15	26	150	51.4	4.5	6.0	10.6	62.0	
Cameron	113	43	11	0	11	54	37.9	9.5	0.3	9.8	47.7	
Calcasieu	1,796	923	170	1	171	1,094	51.4	9.4	0.1	9.5	60.9	
Orleans	3,377	1,289	289	10	298	1,588	38.2	8.5	0.3	8.8	47.0	
Richland	200	87	14	4	18	104	43.3	6.8	2.0	8.8	52.2	
Avoyelles	339	123	15	15	29	152	36.3	4.3	4.3	8.7	44.9	
Tensas	50	20	2	2	4	24	39.3	4.7	3.3	8.0	47.3	
Catahoula	80	37	1	5	6	43	46.3	1.7	6.3	7.9	54.2	
Concordia	196	80	8	7	15	95	41.1	3.9	3.8	7.7	48.8	
Winn	130	61	5	4	10	71	46.9	4.1	3.3	7.4	54.4	
Caldwell	86	37	2	4	6	43	43.0	2.3	5.0	7.4	50.4	
Beauregard	354	156	18	8	26	182	44.2	5.1	2.2	7.3	51.5	
Rapides	1,311	585	49	35	84	668	44.6	3.7	2.6	6.4	51.0	
Grant	191	62	7	5	12	74	32.3	3.8	2.4	6.3	38.6	
Tangipahoa	1,096	508	23	40	63	571	46.4	2.1	3.6	5.8	52.1	
East Carroll	103	32	3	2	5	37	31.2	2.9	2.3	5.2	36.4	
Lincoln	443	238	11	12	23	261	53.7	2.5	2.7	5.2	58.9	
Vernon	454	175	9	15	23	198	38.5	1.9	3.2	5.1	43.7	
La Salle	146	55	5	3	7	62	37.7	3.2	1.8	5.0	42.7	

**Figure 7. Average Annual First-Time Undergraduate Enrollments by institution, Full-time and Part-Time, 2006-08**

**Avoyelles Parish Residents**

**Average Annual Full-Time First-Time Undergraduate Enrollment by Institution, 2006-08**

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
L.S.U. at Alexandria	57	35.6
University of Louisiana at Lafayette	18	11.0
Northwestern State University	15	9.3
L.S.U. and A&M College	14	8.9
L.S.U. at Eunice	8	5.2
L.T.C. - Avoyelles	7	4.3
Louisiana Tech University	6	3.7
University of Louisiana at Monroe	5	3.1
L.T.C. - Alexandria	4	2.5
Southern University and A&M College	4	2.3
L.T.C. - T.H. Harris	4	2.3
Grambling State University	3	2.1
Bossier Parish Community College	3	1.9
South Louisiana Community College	3	1.7
Baton Rouge Community College	2	1.2
Southeastern Louisiana University	2	1.0
Elaine P. Nunez Community College	2	1.0
McNeese State University	1	0.8
L.S.U. in Shreveport	1	0.4
Nicholls State University	0	0.2
University of New Orleans	0	0.2
Southern University in New Orleans	0	0.2
Southern University in Shreveport	0	0.2
Delgado Community College	0	0.2
L.T.C. - Jumonville	0	0.2
L.T.C. - Lafayette	0	0.2
L.T.C. - Oakdale	0	0.2
<b>Total</b>	<b>161</b>	<b>100.0</b>

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## Catahoula Parish Residents

### Average Annual Full-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
University of Louisiana at Monroe	14	30.5
Northwestern State University	10	21.3
L.T.C. - Shelby Jackson	5	11.3
Louisiana Tech University	4	7.8
Southern University and A&M College	3	7.1
L.S.U. at Alexandria	3	5.7
L.S.U. and A&M College	3	5.7
Grambling State University	2	3.5
L.T.C. - Northeast	1	2.1
University of Louisiana at Lafayette	1	1.4
Louisiana Delta Community College	1	1.4
McNeese State University	0	0.7
L.T.C. - Alexandria	0	0.7
L.E. Fletcher Technical Community College	0	0.7
Total	47	100.0

## Concordia Parish Residents

### Average Annual Full-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
University of Louisiana at Monroe	24	22.7
L.T.C. - Shelby Jackson	17	15.6
Grambling State University	13	12.1
Louisiana Tech University	11	10.6
L.S.U. and A&M College	9	8.1
Southern University and A&M College	9	8.1
Northwestern State University	8	7.2
Bossier Parish Community College	3	2.5
Louisiana Delta Community College	3	2.5
University of Louisiana at Lafayette	2	2.2
L.S.U. at Alexandria	2	1.9
L.S.U. in Shreveport	2	1.9
Baton Rouge Community College	1	1.2
McNeese State University	1	0.9
Southeastern Louisiana University	1	0.9
Delgado Community College	1	0.6
L.S.U. at Eunice	0	0.3
University of New Orleans	0	0.3
Southern University in New Orleans	0	0.3
Total	107	100.0



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## Grant Parish Residents

### Average Annual Full-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

Institution	Number	Percent
Northwestern State University	27	32.8
L.S.U. at Alexandria	15	18.0
University of Louisiana at Monroe	10	11.9
Louisiana Tech University	8	9.4
L.S.U. and A&M College	5	5.7
L.T.C. - Alexandria	4	4.5
Bossier Parish Community College	3	4.1
L.S.U. at Eunice	3	3.3
University of Louisiana at Lafayette	2	2.0
L.T.C. - Huey P. Long	2	2.0
Grambling State University	1	1.2
L.T.C. - Lafayette	1	0.8
McNeese State University	0	0.4
Nicholls State University	0	0.4
Southeastern Louisiana University	0	0.4
L.S.U. in Shreveport	0	0.4
Southern University and A&M College	0	0.4
Southern University in Shreveport	0	0.4
Baton Rouge Community College	0	0.4
Louisiana Delta Community College	0	0.4
L.T.C. - Natchitoches	0	0.4
Sowela Technical Community College	0	0.4
Total	81	100.0

## La Salle Parish Residents

### Average Annual Full-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

Institution	Number	Percent
Northwestern State University	24	35.4
University of Louisiana at Monroe	15	21.8
Louisiana Tech University	5	7.8
L.S.U. at Alexandria	5	6.8
L.S.U. and A&M College	4	5.3
Bossier Parish Community College	4	5.3
L.T.C. - Huey P. Long	4	5.3
University of Louisiana at Lafayette	2	3.4
L.T.C. - Alexandria	2	2.4
Grambling State University	1	1.9
Southeastern Louisiana University	1	1.0
Louisiana Delta Community College	1	1.0
McNeese State University	0	0.5
L.S.U. at Eunice	0	0.5
Delgado Community College	0	0.5
South Louisiana Community College	0	0.5
L.T.C. - Lafayette	0	0.5
Total	69	100.0

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## Rapides Parish Residents

### Average Annual Full-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
L.S.U. at Alexandria	167	22.4
Northwestern State University	104	13.9
Louisiana Tech University	89	11.9
L.S.U. and A&M College	75	10.0
University of Louisiana at Monroe	61	8.1
L.T.C. - Alexandria	57	7.6
University of Louisiana at Lafayette	53	7.2
L.S.U. at Eunice	29	3.9
Southern University and A&M College	26	3.5
Bossier Parish Community College	20	2.7
Grambling State University	18	2.4
McNeese State University	10	1.3
Southeastern Louisiana University	7	1.0
University of New Orleans	5	0.7
Baton Rouge Community College	5	0.7
South Louisiana Community College	5	0.7
L.T.C. - Oakdale	4	0.6
Nicholls State University	4	0.5
Southern University in Shreveport	2	0.2
L.S.U. in Shreveport	1	0.2
Louisiana Delta Community College	1	0.2
L.T.C. - Lafayette	1	0.1
L.T.C. - Natchitoches	1	0.1
L.T.C. - Avoyelles	0	0.04
L.T.C. - Delta Ouachita	0	0.04
L.T.C. - Shelby Jackson	0	0.04
L.T.C. - Teche Area	0	0.04
Total	746	100.0

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## Vernon Parish Residents

### Average Annual Full-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Percent</b>
Northwestern State University	102	45.1
McNeese State University	28	12.3
L.T.C. - Lamar Salter	20	9.0
University of Louisiana at Lafayette	14	6.1
University of Louisiana at Monroe	12	5.3
L.S.U. and A&M College	11	5.0
Louisiana Tech University	10	4.3
L.S.U. at Alexandria	6	2.7
Bossier Parish Community College	4	1.9
Grambling State University	4	1.6
L.T.C. - Oakdale	4	1.6
L.S.U. in Shreveport	2	1.0
L.S.U. at Eunice	2	0.7
Southern University and A&M College	1	0.6
Baton Rouge Community College	1	0.6
Nicholls State University	1	0.4
South Louisiana Community College	1	0.4
L.T.C. - Natchitoches	1	0.4
Southeastern Louisiana University	1	0.3
L.T.C. - Alexandria	1	0.3
Louisiana Delta Community College	0	0.1
Sowela Technical Community College	0	0.1
Total	226	100.0

## Winn Parish Residents

### Average Annual Full-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Percent</b>
Northwestern State University	32	38.0
Louisiana Tech University	17	20.8
L.T.C. - Huey P. Long	8	9.6
University of Louisiana at Monroe	8	9.2
Grambling State University	6	7.6
Bossier Parish Community College	5	5.6
L.S.U. and A&M College	2	2.0
L.T.C. - Natchitoches	2	2.0
L.S.U. at Alexandria	1	1.2
Southern University and A&M College	1	1.2
University of Louisiana at Lafayette	1	0.8
Southeastern Louisiana University	0	0.4
L.S.U. at Eunice	0	0.4
Southern University in Shreveport	0	0.4
Louisiana Delta Community College	0	0.4
L.T.C. - Northwest	0	0.4
Total	83	100.0

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## Avoyelles Parish Residents

### Average Annual Part-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
L.T.C. - Avoyelles	24	33.6
L.T.C. - Young Memorial	14	20.4
L.S.U. at Alexandria	13	18.5
L.T.C. - Alexandria	6	8.5
L.S.U. at Eunice	3	4.3
South Louisiana Community College	2	3.3
L.T.C. - Oakdale	2	2.8
University of Louisiana at Lafayette	1	1.9
L.T.C. - Jumonville	1	1.4
Southern University in Shreveport	1	0.9
Baton Rouge Community College	1	0.9
Elaine P. Nunez Community College	1	0.9
University of Louisiana at Monroe	0	0.5
L.T.C. - Baton Rouge	0	0.5
L.T.C. - Huey P. Long	0	0.5
L.T.C. - Lafayette	0	0.5
L.T.C. - T.H. Harris	0	0.5
Total	70	100.0

## Catahoula Parish Residents

### Average Annual Part-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
L.T.C. - Shelby Jackson	4	25.0
L.T.C. - Young Memorial	3	20.5
Northwestern State University	3	18.2
L.T.C. - Huey P. Long	2	13.6
L.T.C. - Alexandria	1	4.5
L.T.C. - Baton Rouge	1	4.5
Nicholls State University	0	2.3
L.S.U. at Eunice	0	2.3
Bossier Parish Community College	0	2.3
Louisiana Delta Community College	0	2.3
L.E. Fletcher Technical Community College	0	2.3
L.T.C. - Northeast	0	2.3
Total	15	100.0

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## Concordia Parish Residents

### Average Annual Part-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
L.T.C. - Shelby Jackson	18	63.9
L.T.C. - Young Memorial	4	14.5
Northwestern State University	1	4.8
L.E. Fletcher Technical Community College	1	3.6
L.T.C. - Oakdale	1	3.6
Baton Rouge Community College	1	2.4
L.S.U. at Alexandria	0	1.2
Bossier Parish Community College	0	1.2
Louisiana Delta Community College	0	1.2
L.T.C. - Baton Rouge	0	1.2
L.T.C. - Mansfield	0	1.2
L.T.C. - Northeast	0	1.2
Total	28	100.0

## Grant Parish Residents

### Average Annual Part-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
L.T.C. - Alexandria	6	26.6
L.S.U. at Alexandria	5	25.0
L.T.C. - Young Memorial	4	17.2
L.S.U. at Eunice	2	9.4
Northwestern State University	1	6.3
South Louisiana Community College	1	6.3
L.T.C. - Huey P. Long	1	3.1
L.E. Fletcher Technical Community College	1	3.1
Baton Rouge Community College	0	1.6
Bossier Parish Community College	0	1.6
Total	21	100.0

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## La Salle Parish Residents

### Average Annual Part-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

Institution	Number	Percent
L.T.C. - Huey P. Long	8	34.8
L.T.C. - Young Memorial	6	27.5
Northwestern State University	3	11.6
L.S.U. at Alexandria	3	11.6
L.T.C. - Alexandria	1	4.3
L.S.U. at Eunice	1	2.9
Bossier Parish Community College	0	1.4
Delgado Community College	0	1.4
L.E. Fletcher Technical Community College	0	1.4
L.T.C. - Lamar Salter	0	1.4
L.T.C. - Shelby Jackson	0	1.4
Total	23	100.0

## Rapides Parish Residents

### Average Annual Part-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

Institution	Number	Percent
L.T.C. - Alexandria	58	33.3
L.S.U. at Alexandria	54	30.8
L.T.C. - Young Memorial	20	11.5
L.S.U. at Eunice	15	8.6
South Louisiana Community College	9	5.4
Northwestern State University	6	3.6
L.E. Fletcher Technical Community College	2	1.1
L.T.C. - Oakdale	2	1.1
University of Louisiana at Lafayette	2	1.0
L.T.C. - Mansfield	1	0.8
Bossier Parish Community College	1	0.6
Baton Rouge Community College	1	0.4
Louisiana Delta Community College	1	0.4
L.T.C. - Lamar Salter	1	0.4
Grambling State University	0	0.2
McNeese State University	0	0.2
University of Louisiana at Monroe	0	0.2
L.T.C. - Lafayette	0	0.2
L.T.C. - Shelby Jackson	0	0.2
Sowela Technical Community College	0	0.2
Total	174	100.0

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## Vernon Parish Residents

### Average Annual Part-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
L.T.C. - Lamar Salter	24	46.5
Northwestern State University	16	30.3
L.T.C. - Young Memorial	6	11.0
South Louisiana Community College	1	2.6
L.T.C. - Oakdale	1	2.6
Bossier Parish Community College	1	1.3
L.T.C. - Alexandria	1	1.3
Grambling State University	0	0.6
McNeese State University	0	0.6
Nicholls State University	0	0.6
L.S.U. at Alexandria	0	0.6
L.S.U. at Eunice	0	0.6
L.T.C. - Natchitoches	0	0.6
L.T.C. - Sabine Valley	0	0.6
Total	52	100.0

## Winn Parish Residents

### Average Annual Part-Time First-Time Undergraduate Enrollment by Institution, 2006-08

Source: Louisiana Board of Regents.

Note: Figures may not add to total due to rounding.

<b>Institution</b>	<b>Number</b>	<b>Per cent</b>
L.T.C. - Huey P. Long	9	49.1
Bossier Parish Community College	2	12.7
Northwestern State University	2	9.1
L.T.C. - Alexandria	2	9.1
L.S.U. at Alexandria	1	5.5
L.T.C. - Young Memorial	1	5.5
South Louisiana Community College	0	1.8
Louisiana Delta Community College	0	1.8
L.T.C. - Delta Ouachita	0	1.8
L.T.C. - Natchitoches	0	1.8
L.T.C. - Ruston	0	1.8
Total	18	100.0

# SPARC

On September 10, 2008, the City of Alexandria bonded \$40M and assigned an additional \$16M in capital funds to create the largest redevelopment project in City history, known as S.P.A.R.C. (or Special Planned Activity Redevelopment Corridors).

In order to quickly and most effectively accomplish the goals of SPARC, the City has designated three distinct areas, known as Cultural Restoration Areas (CRAs), in need of investment, stabilization, and enhancement.

## **FOCUS:**

Capitalize on nearly two decades of adopted but unimplemented master and strategic planning, without the need for new or additional taxes.

## **GOALS:**

Encourage and augment private-sector development, enhance quality of life, and stabilize adjacent and contiguous neighborhoods.





# SPARC



In order to quickly and most effectively accomplish the goals of SPARC, the City has designated three distinct areas, known as Cultural Restoration Areas (CRAs), in need of investment, stabilization, and enhancement.

## The Basics:

- \$96+ Million infrastructure reinvestment program targeting three distinct Cultural Restoration Areas.
- The largest reinvestment project in the history of the City of Alexandria.
- A full-scale effort at creating in-fill developments in Alexandria's urban core.
- 90% of SPARC will result in permanent and publicly-owned infrastructure with the remaining 10% allocated for soft incentives.
- Includes roadway construction and expansion, streetscaping, housing developments and large-scale investments in parks and recreation assets.
- Aimed at "future-proofing" the City.

## For Developers:

- New developments in SPARC CRAs may qualify for the construction of streets, parking, drainage, and any other portion of the development that is typically donated back to the City.
- Planning, design, and feasibility costs.
- 5 to 10 year property tax abatements, when applicable.
- New market tax credits, when applicable.
- State and Federal Historic Tax Credits, when applicable.
- Hands-on assistance from City personnel and City planning and Engineering.

## For Residents:

- New fire stations, improved recreation facilities and community centers.
- Streetscaping that includes enhanced lighting, sidewalks, and landscaping.
- New housing opportunities.
- New retail opportunities.
- Massive investments around the City Park complex, Masonic Drive, Bolton Avenue, MacArthur Drive.

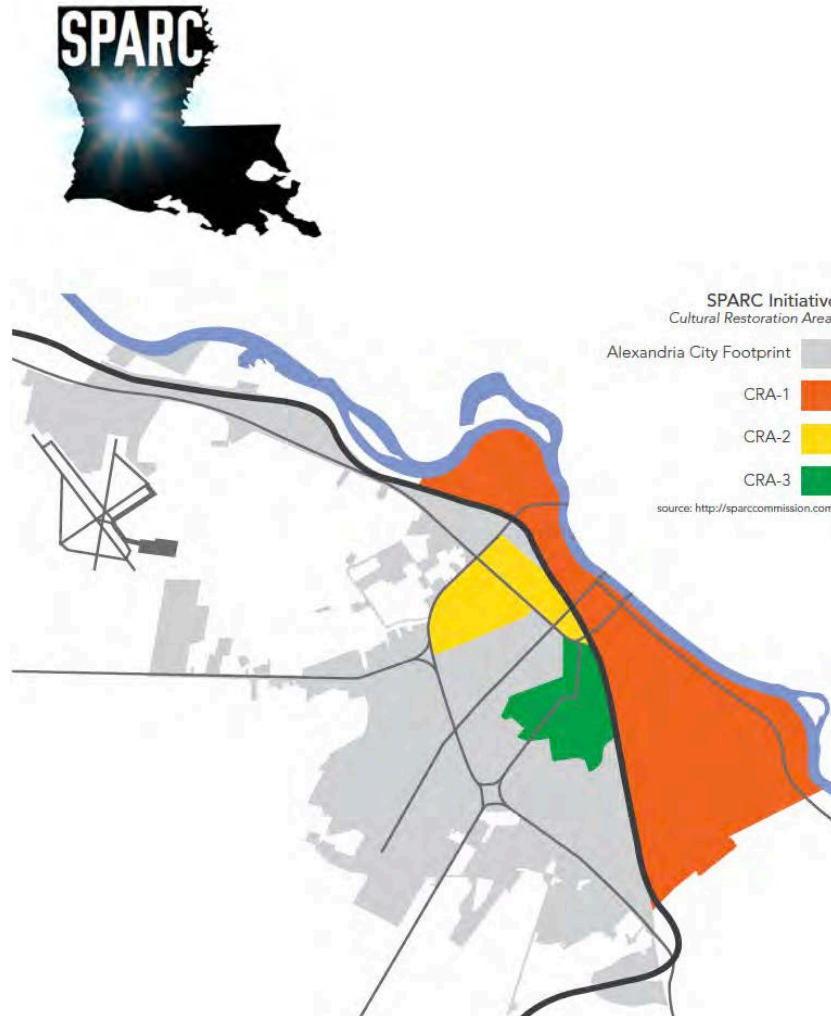
# SPARC

The SPARC (Special Planned Activity Redevelopment Corridors) Initiative is a City of Alexandria effort to invest \$96 million in infrastructure improvements and the revitalization of Alexandria's most underserved neighborhoods. The plan concentrates its work in three specific "Cultural Restoration Areas" (CRAs) throughout the City. These areas are:

- CRA-1 (the downtown, riverfront, and Lower Third),
- CRA-2 (North MacArthur Drive and Bolton Avenue), and
- CRA-3 (Masonic Street and Lee Street).

The initiative's goals are to:

- "Leverage financial value with the immediate influx of substantial public spending"
- "Create the opportunity for rehabilitation tax credits and/or New Market Tax Credits... as they relate to preserving community character, affordable housing, central business districts, and Main Street economic development activity"
- "Alleviate urban flight (and blight)"
- "Provide potential for mixed-use"
- "Promote diverse ownership and partnering"
- "Preserve not displace, separate, or marginalize our city and its neighborhoods and people"



# COMMUNITY SNAP



A PORTRAIT OF ALEXANDRIA, LOUISIANA  
Created by the Mayor's Office of Economic Development

# WELCOME:



Mayor Jacques M. Roy

Alexandria is the heart of this wonderful state and the hub of activity for Central Louisiana. Here, we enjoy the warmth and community of small town life with all the benefits of big city living. If you haven't visited our city, please let me extend a personal invitation.

Alexandria is situated on the banks of the Red River. Our city offers plenty of amenities including boating, skiing, fishing, camping, hunting and other outdoor recreational activities. We also boast an acclaimed zoo, world-class golf courses, historic homes, Kistachie National Forest, great shopping and entertainment.

If you are looking for a great place that feels like home while you visit our state, Alexandria is the place to be. As we like to say, "You can see Louisiana from here." Our city is within two hours of Shreveport and Baton Rouge, a little over three hours from New Orleans, and less than an hour from historic Natchitoches along the Cane River. A visit to historic Natchez, Miss., just across the great Mississippi River, is only 90 minutes away as well.

Alexandria is also a great place to do business with rail, water, air and ground transportation readily available; we are a true intermodal giant in the area. Procter & Gamble, Union Tank Car, and many other industries have chosen the Alexandria Metropolitan Area as their home because of its good schools, central location, friendly atmosphere and business-friendly attitude.

If you want a great place to raise a family, then come home to Alexandria. Central Louisiana is one of the most affordable places to live in the United States. Enjoy fresh air, good schools, friendly people, a relaxed atmosphere with a growing economy and a city that cares about its citizens.

Alexandria's waiting for you. What are you waiting for?

Sincerely,

Mayor Jacques M. Roy

# WHO ARE WE?

## 15 REASONS WHY ALEXANDRIA WORKS:

**1) Alexandria is the only metropolitan statistical area within a 110-mile radius; the closest other markets are Lafayette and Shreveport.**

2) Alexandria's location provides all four modes of commercial navigation. Providing four-lane travel to all four corners of the state and a nine foot channel on the RedRiver from Shreveport to the Mississippi River.

**3) The City of Alexandria owns and operates all of our essential services such as water, electrical, etc.**

4) All leading indicators suggest that the City has grown in population since the 2010 Census. According to the 2010 Census, the Alexandria MSA has a population of more than 153,000 people. Importantly, due to Alexandria's location, it actually services a population of nearly 400,000 people. That is, our retail and service industry sectors, our hospitals, and our airport serve a market area that is actually eight times larger than the City itself.

5) During the previous five years, we have experienced massive new investments in health care, totaling over \$150 million. Four years ago, Rapides Regional Medical Center opened a \$50 million expansion on its campus. Three years ago, St. Frances Cabrini Hospital opened a \$75 million expansion on its campus, and two years ago, Central Louisiana Surgical Hospital opened an all-new \$20+ million facility. There have been numerous other ancillary investments from support services companies. Alexandria has asserted itself as the regional leader in health care, and independent analysis suggests that this trend will likely continue. Both major hospitals, Cabrini and Rapides, have adopted master plans that call for additional expansions and investments.

6) Seven years ago, Alexandria opened an \$88 million, state-of-the-art airport terminal facility, which currently offers daily flight service to Houston, Dallas, and Atlanta. The new Alexandria International Airport has been routinely praised as one of the most beautiful regional airport facilities in the country. Currently, the airport has recently expanded one of its existing runways from 9,000 feet to 12,000 feet, which makes it the longest runway in the State of Louisiana. This allows the airport to service the largest commercial and military aircraft in the world. It will also complement the major expansions at Fort Polk Army Base, located in nearby Leesville, Louisiana. The military utilizes Alexandria's airport to conduct direct missions from Central Louisiana to bases as far away as Spain and Germany. The runway is not only important for the military; it's also critical for trade.

7) The Alexandria Airpark, also known as England Airpark (formerly England Air Force Base), is a free trade zone (FTZ), which allows the operating authority, known as the England Authority, to offer additional incentives for foreign trade partners.

8) The Cenla region's unemployment rate continues to be over two points below the nation's unemployment rate.

9) Last year, Alexandria was recognized by Business Insider website as being one of the 20 Best Cities for Finding a Job based on its low unemployment rates.

10) Alexandria made huge strides on the Milken Institute's Best Small Cities ranking, jumping more than 40 spots.

11) Among small cities, Alexandria placed seventh for one-year job growth and 10th for one-year wage and salary growth.

12) CNN Money's "Best Places to Launch" reported that small business in Alexandria grew 5.0 percent from 2004 to 2007, exceeding the 4.1 percent small business growth rate in small metros nationally.

13) Economic development in Cenla has already resulted in the creation 310 new direct jobs, 269 new indirect jobs and \$49 million in new capital investment. That is in addition to helping retain hundreds of existing jobs through infrastructure improvements, and it does not include the hundreds of jobs

created by private-sector like BestBuy, the Courtyard by Marriott, Sutherlands Global, Hastings Bookstore, ChikFil'A, and several other companies who also opened new businesses in Alexandria during 2010.

14) National Geographic Traveler named Alexandria one of the top ten wilderness towns in the country.

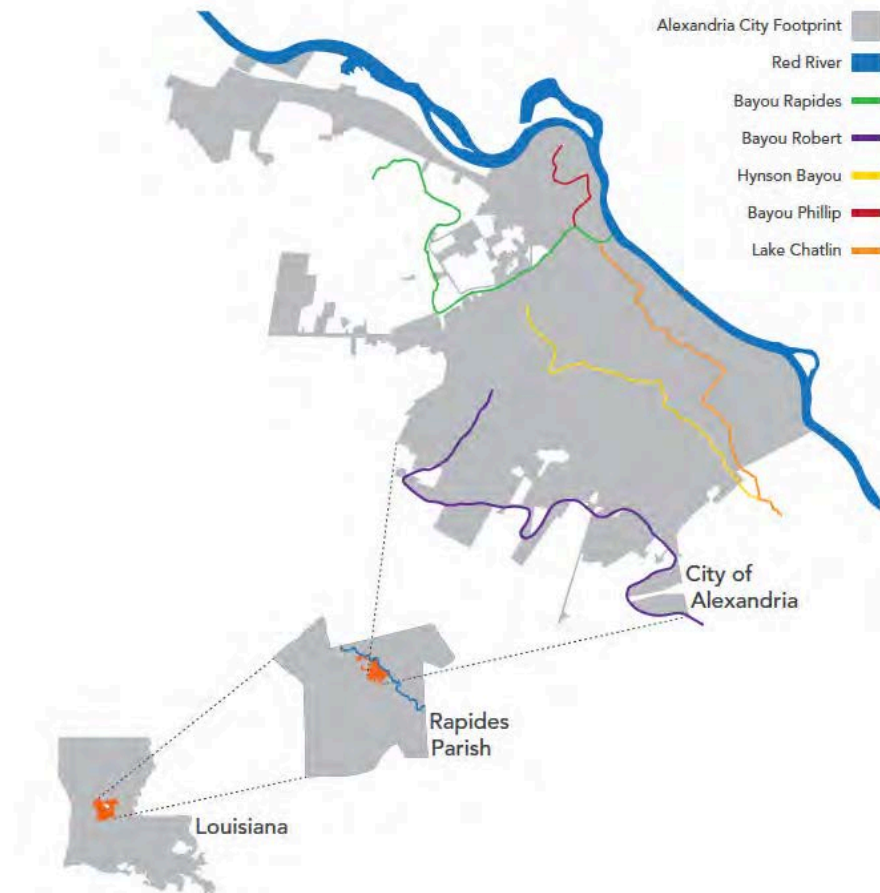
15) Recently, Forbes ranked Alexandria No. 3 as one of the best places to retire.

# CITY CONTEXT / EXISTING CONDITIONS: GEOGRAPHY + CLIMATE

The City of Alexandria lies at the heart of the Louisiana and is the seat of Rapides Parish. The city's northeast border is shaped by the Red River, which runs northwest to southeast. The city has grown from this natural border in a piecemeal fashion through annexation and now covers an area of approximately 27 square miles.

The city is situated in a wooded and relatively flat landscape near the geographic center of Louisiana. Several small bayous wind through the city, including Bayou Rapides, Bayou Roberts, Bayou Phillip, Hynson Bayou, Chatlin Lake. These bayou's can be seen on the map to the right.

Alexandria climate is hot and humid in the summer and mild in the winter, though historic lows have reached 4°F. While not traditionally located in the direct path of hurricanes, Alexandria is still vulnerable: in 2005, the city was hit by Hurricane Rita.



## DEMOGRAPHIC + ECONOMIC PROFILE:

The City of Alexandria is unique in its demography and economy when juxtaposed to that of the city's metropolitan region, the state of Louisiana, and the United States. The Alexandria Metropolitan Statistical Area, referred to as Alexandria MSA in this report, is comprised of the Rapides Parish and Grant Parish to the north. It had a population of 153,922 at the time of the 2010 US Census. The data in this report is based on data from the 2010 US Census, while at the same time the City of Alexandria had a total population of 47,723 residents. and the American Community Survey, unless otherwise noted.

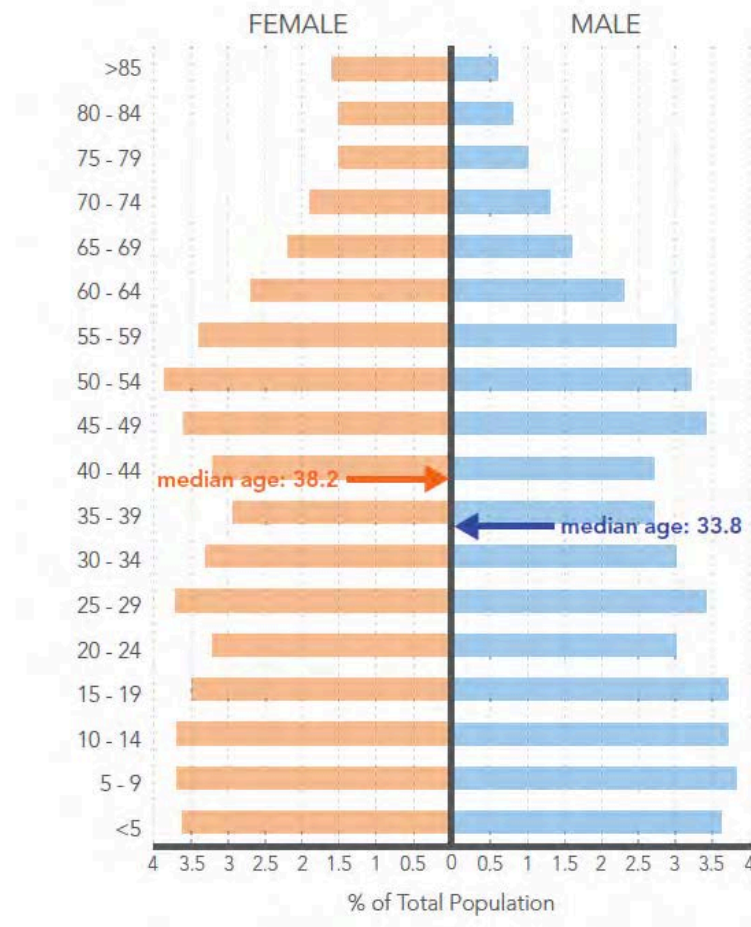


# DEMOGRAPHIC PROFILE: GENDER + AGE

Alexandria's current population is 47,994. Nationally, the distribution between males and females is slightly skewed to females, and in Alexandria this dichotomy is even more pronounced. While gender ratios are even nationwide, Alexandria's males make up only 46.9% of the population. One explanation for this inequality might be that women in Alexandria live longer than men. There is a large difference in median age between men and women in Alexandria: women have a median age of 38.2 years while men have a median male age of only 33.8. This difference is far wider than that of the nation, where the median female age is 38.5 to the male 35.8.

Population distribution between the sexes is more even in Alexandria's younger generations. The size of the senior population in the city (14%) is comparable to that of the metropolitan area, state, and nation (13.3%, 12.2%, and 13.1%, respectively).

Importantly, Alexandria has a slightly larger than average population of younger residents (29.4% of Alexandrians are 19 or younger, versus 28.1% in the metropolitan region, 27.7% statewide, and 26.9% nationally).

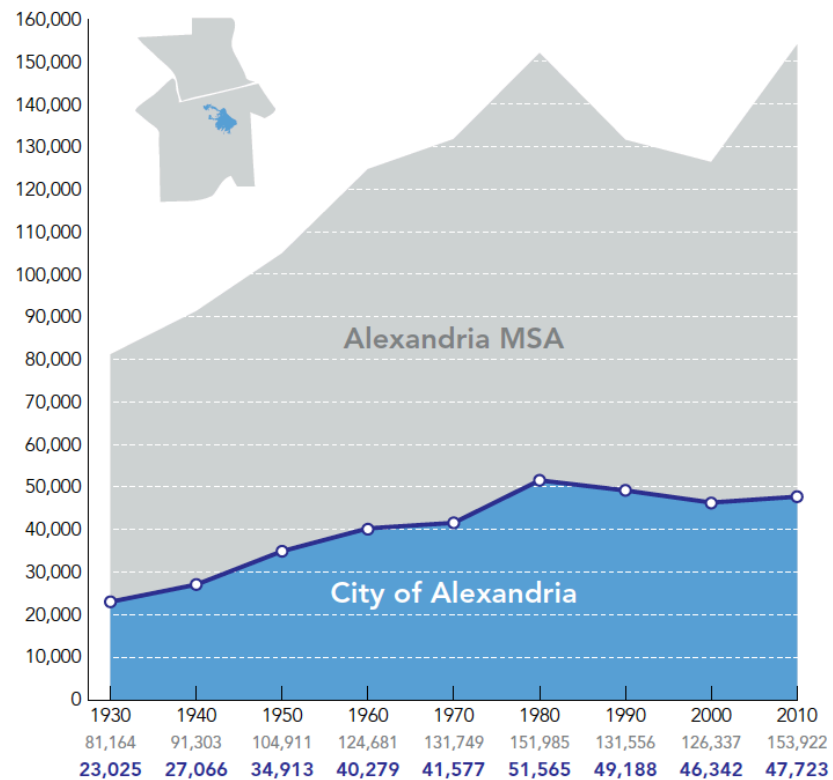


# DEMOGRAPHIC PROFILE: POPULATION

The City of Alexandria's population has remained rather stable throughout its history. The city's population steadily increased from 1930 to when it reached its peak in 1980. Following 1980, the population fell slightly in the subsequent decades until it picked back up in 2010.

Over the past eighty years, the populations of both of the City and the Metropolitan Statistical Area (MSA) have had the same trajectory, rising and falling at the same time, however the population of the MSA has been much more volatile than that of the City. The population decline following 1980 in the city was not as pronounced as that of the MSA, while the recovery from 2000 to 2010 in the city was also not as extreme.

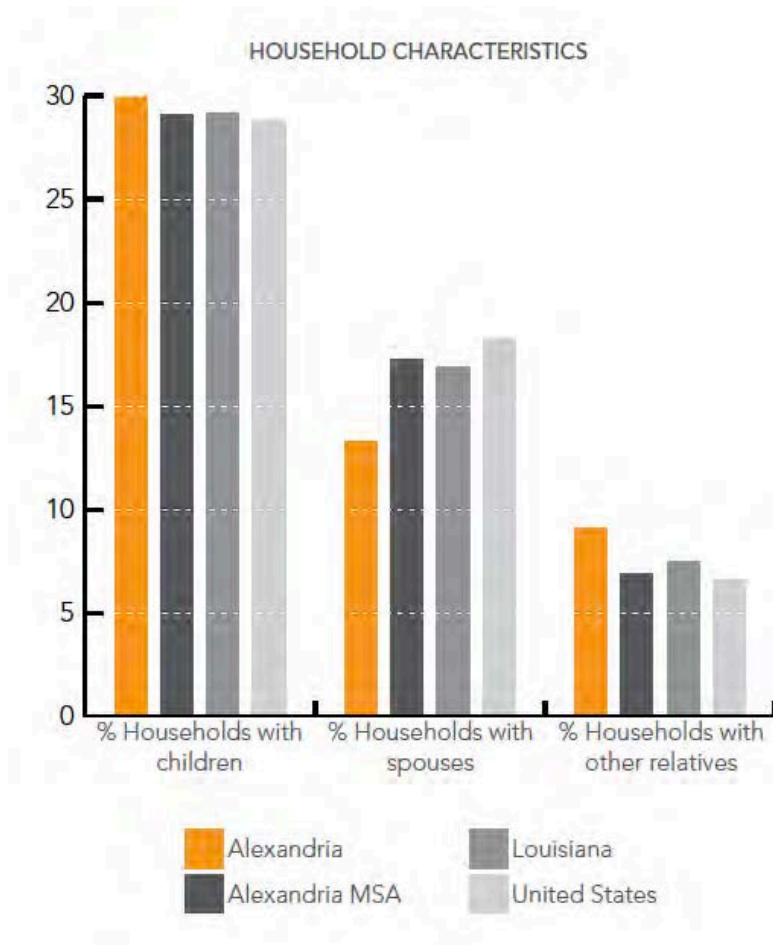
Based on the decennial US Census, the city reached its population peak in 1980 (51,565), while the MSA is at its current peak (153,922).



# DEMOGRAPHIC PROFILE: FAMILY MAKE-UP

In many ways, the family and household characteristics of the City of Alexandria closely reflect the nature of the State and Nation. Roughly the same percentage of the population in Alexandria call themselves homeowners as do in the region, state, and nation.

However, the percentage of households that are populated by residents with spouses is fewer in Alexandria (13.3%) than the nation (18.3%) and the metropolitan area (17.3%). In addition, a high percentage of households are comprised of extended family groups: 9.1% of households in Alexandria are made of homeowners and “other relatives”. The same group makes up only 6.6% of the households in the nation and 6.9% of the households in the region.

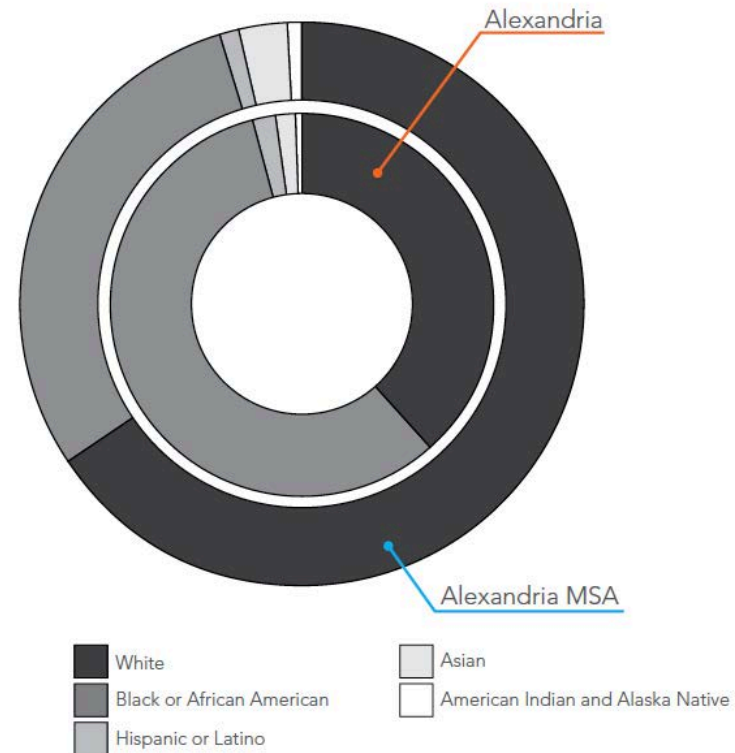


# DEMOGRAPHIC PROFILE: RACE + ETHNICITY

Alexandria has a different racial make up than its metropolitan area. The City of Alexandria is predominantly Black or African American, while the surrounding region is majority White. Of the 45,583 Black or African American residents in the metropolitan area, nearly 60% of them (27,322) live in the City of Alexandria.

The Asian and Hispanic/Latino populations of the city are roughly the same size (873 and 849, respectively). The city contains over half (53.9%) of the Asian population of the metropolitan region (1,618) and only one one-fifth (19.5%) of the Hispanic/Latino population of the metropolitan region (4,349).

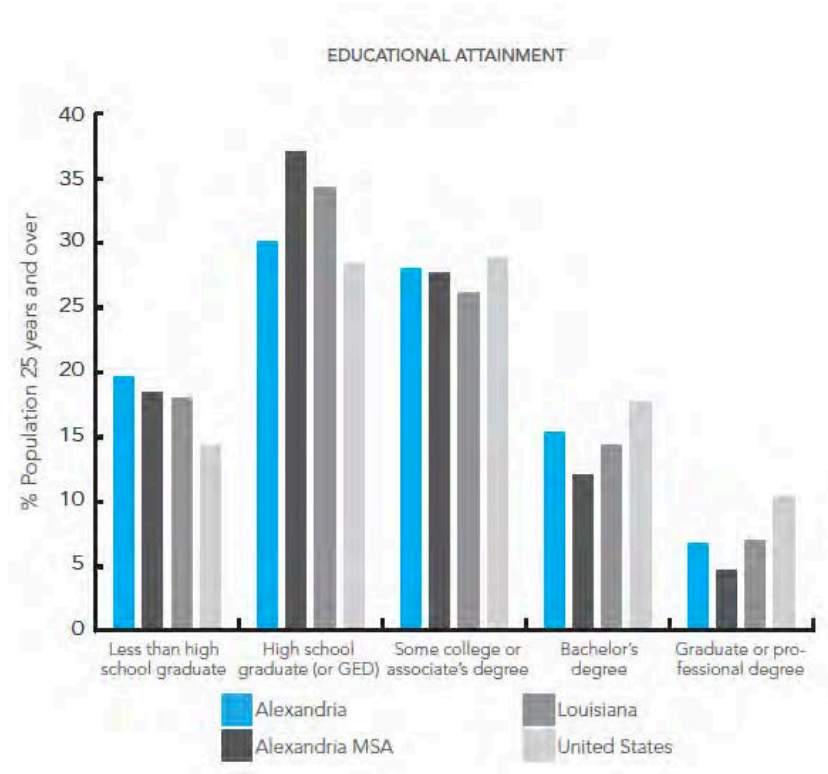
RACIAL MAKEUP: CITY OF ALEXANDRIA vs. ALEXANDRIA MSA



# DEMOGRAPHIC PROFILE: EDUCATION ATTAINMENT

The educational attainment of Alexandria’s citizens is significantly different from similar measurements in the region, state, and nation.

- A greater percentage (19.7%) of Alexandria’s population has less than a high school degree when compared to the metropolitan area (18.4%), state (18.1%), and nation (14.4%).
- The percentage of high school graduates in the metropolitan area (37%) and state (34.4%) are higher than that of the city (30.1%).
- After high school, the education attainment of the city outpaces that of the region. There are greater percentages of residents in the city with “some college or Associate’s degree”, a Bachelor’s degree, or a Graduate or professional degree.



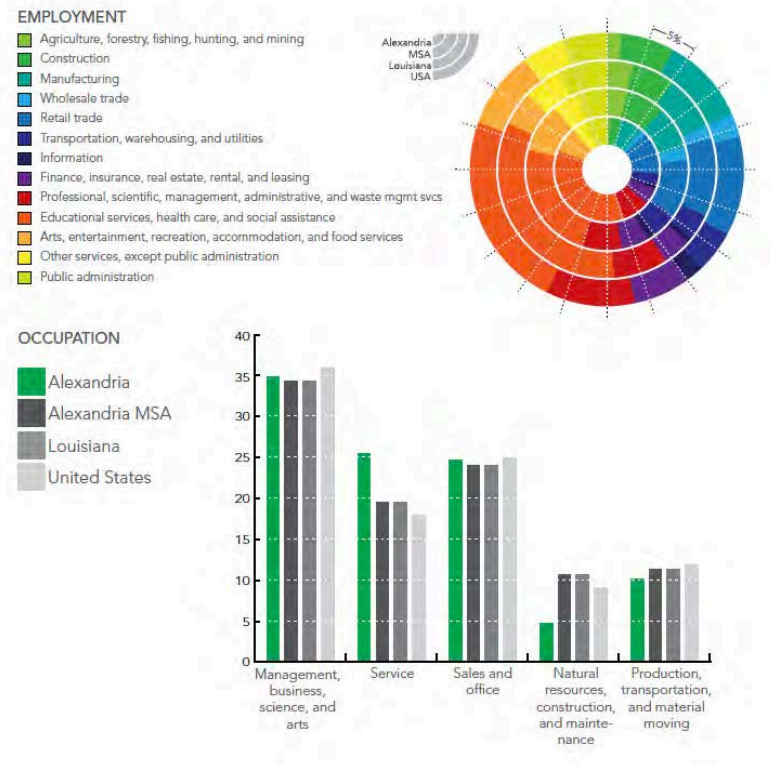
# ECONOMIC PROFILE: INDUSTRY PROFILES

In Alexandria, the employment of “educational services, health care, social assistance”, which is the largest employer nationally (23.2%), represents an even greater portion of the economy in Alexandria (36.4%). This trend continues in the metropolitan region (33%), but does not extend statewide (23.9%). Other significant employment sectors in Alexandria include:

- Retail trade (13%)
- Professional, scientific, mgmt, admin, and waste mgmt svcs (8.3%)
- Arts, entertainment, recreation, accommodation, and food services (7.6%)
- Manufacturing (7%)
- Public administration (6.8%)

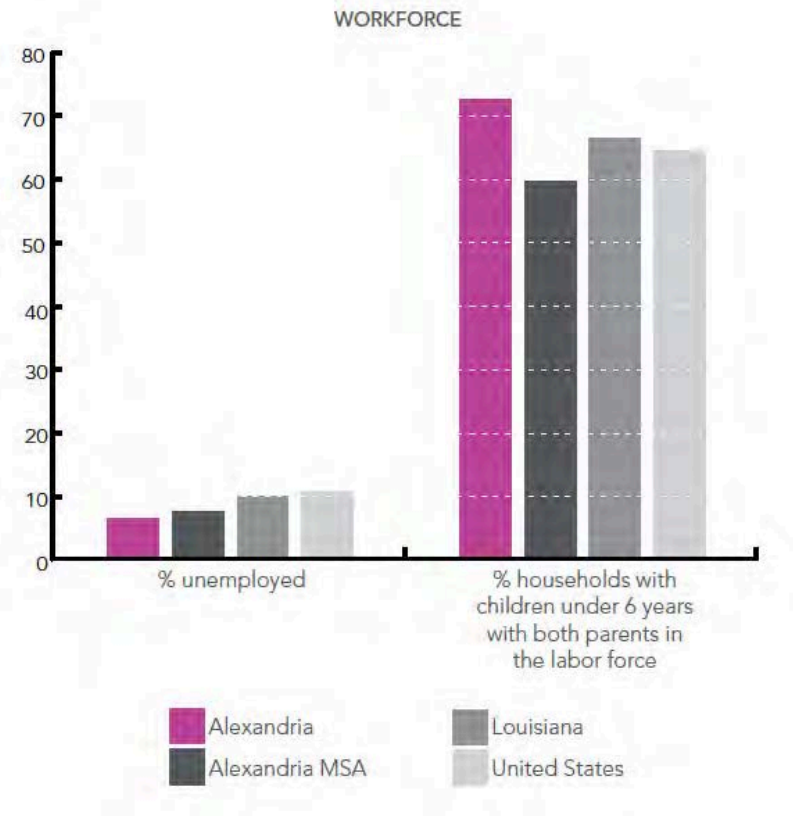
Though these employment numbers are comparable to that of the region, state, and nation, manufacturing is an industry that varies more significantly than the national average (10.4%).

Occupationally, only 4.8% of employed Alexandrians work in “Natural resources, construction, and maintenance occupations”, compared to the 10.7% regionally, 12.3% statewide, and 9.1% nationally. On the other hand, 25.5% of employed Alexandrians work in “Service occupations”, compared to 19.6% regionally, 18.9% statewide, and 18% nationally.



# ECONOMIC PROFILE: JOBS + EMPLOYMENT

Employment levels in Alexandria are better than the national average. Unemployment was only 6.6% at the time of the American Community Survey estimate in 2010. Of the families that have children under 6 years old, 72.5% of them have both parents in the labor force as compared to 59.6% regionally, 66.4% statewide, and 64.6% nationally.

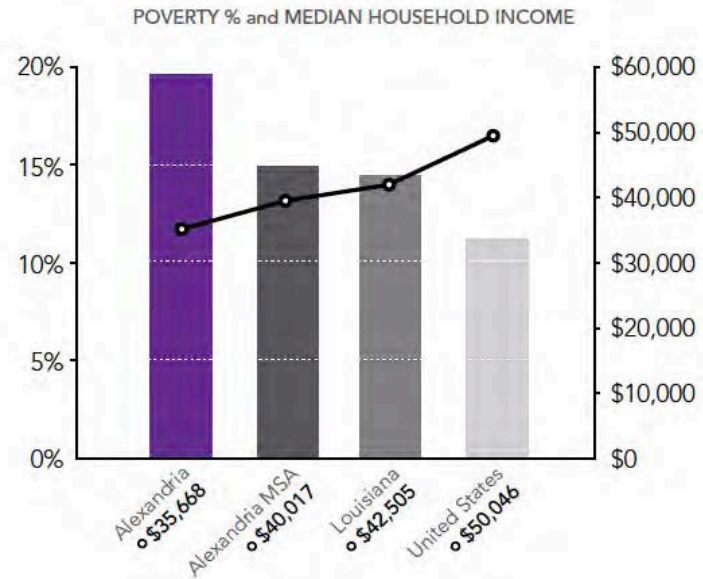


# ECONOMIC PROFILE: INCOME + POVERTY

Though employment in Alexandria is higher than the national average, the median household income in Alexandria is much lower than that of the region, state, and nation.

There are high levels of poverty in Alexandria: 19.7% of families live in poverty, while 15% live in poverty regionally, 14.5% statewide, and 11.3% nationally.

The disparity between average incomes for males and females is extremely inequitable. Gender disparity in income is a concern nationally (females on average make 78.6% of that which males make), and in Alexandria females on average only make 58.2% of the average male income.





# FUTURE GROWTH: MODES OF TRANSIT

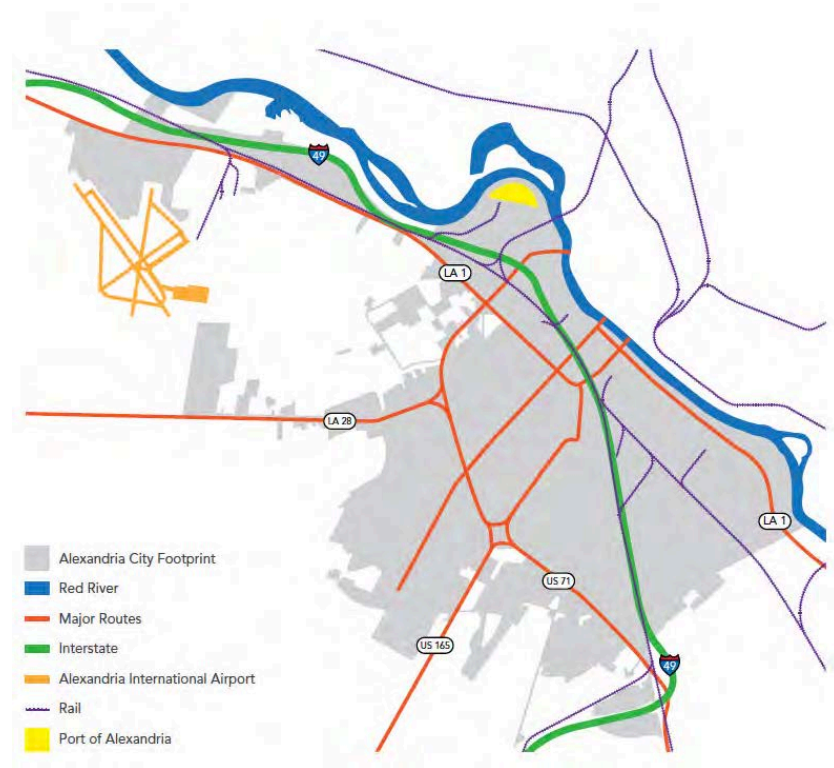
Alexandria has a great confluence of several modes of transportation, reinforcing its role as the “heart” of Louisiana.

The City has a robust collection of major roadways that connect the urban area to the surrounding region, all areas of Louisiana and the United States: Interstate-49 connects Interstate 10 to Interstate 20; Louisiana Highway 1, which runs southeast to northwest through the state; Louisiana Highway 28 connects Alexandria to the western-most parts of the state; US Route 165 runs north-south through Louisiana and ends in Little Rock, AR; and US Route 71 starts in Krotz Springs, LA and travels through the Midwest.

There is an extensive local road network that is adequate and will see a wide-range of improvements in the near future (see: Alexandria/Pineville Metropolitan Transportation Plan 2035).

Alexandria is also host to a broad network of rail lines. None of these connections support passenger service in Alexandria, but several operate freight service. The port of Alexandria is an asset that can be used to connect the river to rail and truck freight operations.

Alexandria International Airport (AEX), formerly England Airforce Base, is four miles from downtown Alexandria and offers commercial service to Houston, Dallas, Memphis, and Atlanta.

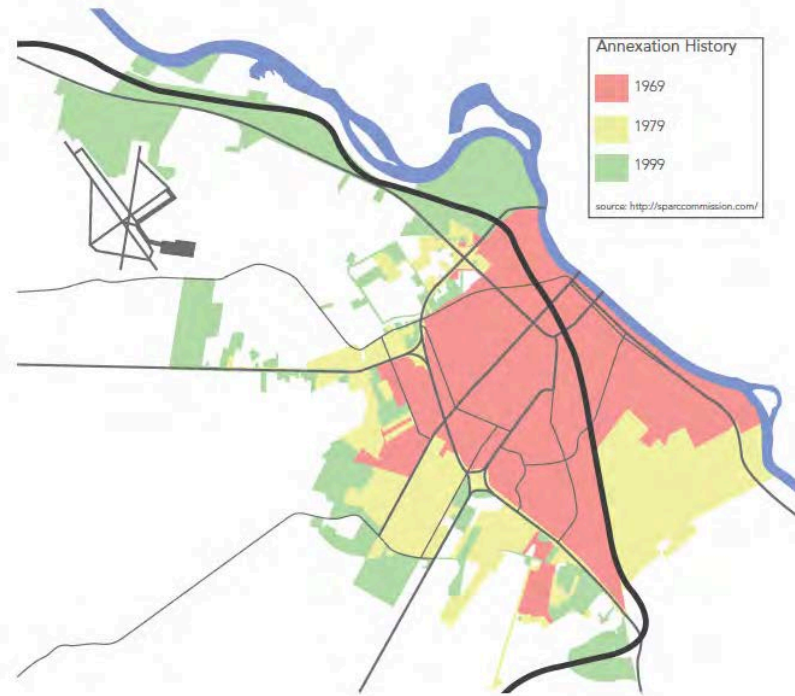


## FUTURE GROWTH: EXPANSION OF THE CITY

The growth of the City of Alexandria has been characterized by annexation. The City has consistently acquired land since the its adaptation to the automobile. From 1969-1979, the city annexed land and spread to the south, and from 1979-1999, the city grew along Bolton Avenue while it continued its growth to the south and west.

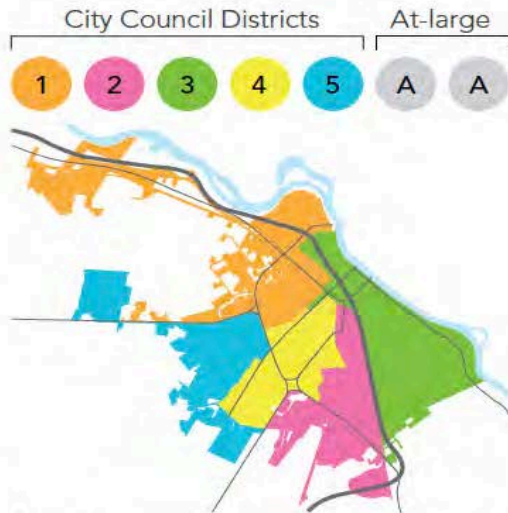
This decentralization was coupled with the decommissioning of England Air Force Base, which drew development away from the central business district and toward the now civilian airfield.

In 2007, Mayor Jacques Roy signed an executive order requiring the Director of Planning to “consider certain questions, in the following order, before annexation is recommended, and seek to avoid creation of ‘islands’ or piecemeal annexation” except when economic opportunities to aid in need communities demand the action and following policy findings of same by the administration.” These criteria for annexation are the enhancement or “not overload[ing] the capacity” of public safety (including utilities), planning, and aesthetics. This executive order dictates future growth in Alexandria. Further annexation will require a measured and prudent approach to ensure that Alexandria can maintain its capacity while improving its character in ways that meet the needs of residents.



# GOVERNMENT

## LEGISLATIVE BRANCH Alexandria City Council



**Duties:** "All powers of the city shall be vested in the council, except [those reserved by law to the executive branch or prohibited of the council], and the council shall provide for the exercise thereof and for the performance of all duties and obligations imposed on the city by law."

### Rapides Parish Police Jury



There is no governing relationship between the City of Alexandria, LA government and the Rapides Parish Police Jury. The RPPJ governs the area outside of the Alexandria corporate limits. Alexandria is a home rule City with all authority to govern within its jurisdiction.

Note: Quotations in this diagram are taken from the Alexandria, LA city charter.

## EXECUTIVE BRANCH

### MAYOR

**Duties:** "The mayor shall be the chief executive officer of the city. All executive and administrative authority shall be exercised by and through the mayor except as set forth in [the City] charter."

### Executive Divisions

"All divisions, departments, offices and agencies shall be under the direction and supervision of the mayor."

#### L

**Legal Division:** "Chief legal adviser to the mayor, city council and all divisions or departments, offices and agencies, shall represent the city in all legal proceedings and shall perform any other duties prescribed by this charter or by ordinance."

#### F

**Finance Division:** "Collect and have custody of all monies of the city from whatever source. Assist the mayor in the preparation of the operating and capital budgets."

#### PW

**Public Works Division:** "Engineering services...Maintenance of city property...traffic engineering...street cleaning...garbage and trash collection...inspection, licensing and permit issuance in conjunction with the enforcement of zoning...[and] operation of the municipal bus system."

#### U

**Utilities Division:** "[Responsibility] for the following activities: Power plant or plants, electric lines and services, water supply and distribution, sewerage collection and disposal, and gas lines and distribution."

#### PD

**Police Division:** "the prevention of crime, law enforcement, assistance to the courts and other law enforcement officials, and the maintenance of the peace and order of the city."

#### FD

**Fire Division:** " fire prevention, fire extinguishment and salvage operations, inspections and recommendations concerning the fire code of the city, investigations of fires and their causes, and the conduct of fire safety and prevention programs."

#### P

**Personnel Division:** "Only the following positions shall not be in the classified personnel system: The mayor's secretary and any assistant(s) to the mayor; The city clerk and the secretary to the city clerk; The city attorney and any assistant city attorneys; Directors of divisions created in accordance with the provisions of this charter and one secretary for each said director."

#### P

**Planning Division:** "shall be governed by the provisions of state law."

#### CS

**Community Services Division:** "programs of athletics; recreational activities; cultural activities such as libraries, concerts, art museums and exhibits; parks and playgrounds; and other leisure time and cultural activities and functions of the city."

# WHERE WE'RE HEADED

1) In 2008, the City of Alexandria launched the largest infrastructure development project in its history. Known as SPARC (or Special Planned Activity Redevelopment Corridors), the initiative is investing nearly \$100 million in improving and constructing permanent, publicly-owned infrastructure; the vast majority of these projects are occurring in inner-city Alexandria. SPARC projects include but are not limited to:

- a) **The redevelopment of the Hodges Stock Barn into a mixed-use, mixed income facility, which will include a 56-unit, moderate-income apartment complex and a large retail facility. Located in the historic Lower Third neighborhood, the project represents the largest private-sector investment in this neighborhood in over three decades, serving as both a catalyst and an anchor of development.**
- b) **A \$3.1 million streetscape enhancement project on Lower Third Street. Less than a mile from the hotel/convention center complex, this streetscape project will dramatically enhance the built environment through targeted investments in landscaping, lighting, beautification, street furniture, and pedestrian and bicycle accessibility.**
- c) **Nearly \$10 million in infrastructure improvements along the Masonic Drive corridor, the primary connection between Downtown Alexandria and the Alexandria Mall complex. In addition to \$2 million in streetscape enhancements, which is already under construction and which has many of the same components as the Lower Third project, the Masonic Drive project also includes a state-of-the-art renovation of an historic fire station (already completed), the construction of a skatepark and beach volleyball court on the campus of Alexandria City Park, and a massive renovation of nearly 1/3rd of the Alexandria Zoo.**
- d) **Nearly \$3 million toward improving Bolton Avenue. Bolton Avenue is a critical gateway into Downtown, and in recent years, despite its former primacy as Alexandria's main commercial hub, it has fallen into disrepair. Like the project on Lower Third Street, the Bolton Avenue project will include investments in streetscape repairs, sidewalks, parking, pedestrian and bicycle accessibility, lighting, landscaping, street furniture, and beautification.**
- e) **\$5 million toward improving MacArthur Drive. This project will be overseen and designed by the famed architect Frederic Schwartz. It will primarily focus on safety, accessibility, beautification, and economic development.**
- f) **\$2 million in order to construct new wayfinding, directional, monument, and gateway signage. This is one of SPARC's only city-wide projects. It will replace and modernize nearly all of the directional signage in all of Alexandria's most heavily-trafficked and important corridors. It will construct a series of gateway monuments in key entrances along the Interstate and highways.**
- g) **Under SPARC, Alexandria is making extensive renovations to the majority of its park facilities and will also construct two, brand-new neighborhood parks and two new walking trails.**

2) The City is spearheading a series of major renovations and expansions at the Port of Alexandria, located on the Red River. These renovations will ensure the Port of Alexandria can effectively compete as a multi-modal facility, making it the first-and-only, one-of-its-kind, multi-modal facility in Central Louisiana. In the immediate term, the expansion and improvement of the City-owned rail spur at the Port will allow private-sector manufacturers, such as Proctor and Gamble, which operates a major plant in Pineville, the ability to significantly increase production and distribution. Proctor and Gamble's plant manager believes this expansion can result in the creation of over 250 high-paying jobs and would allow the plant to manufacture another product line. Currently, our Proctor and Gamble plant manufactures and distributes nearly all of the Tide detergent sold west of the Mississippi River. Although P&G may be the most well-known client, there are dozens of other businesses, representing a wide-range of sectors, who have strongly endorsed this project and suggested that, upon its completion, they will be at a competitive advantage, allowing them to increase efficiencies and expand their presence in our market. Construction on Phase One is expected to begin in late March or early April of 2011; funding for Phase One has already been secured.

3) Four years ago, the City of Alexandria partnered with other local agencies to create and launch Central Louisiana In Film (CLIF). Louisiana is routinely ranked as the third best place to film a movie or television production, only behind Los Angeles and New York. Film production in Louisiana is a relatively new enterprise, but because of the aggressive and innovative tax credits and incentives offered by the State, Louisiana has emerged as a leader in less than six years. Before the City launched CLIF, film production in Central Louisiana was practically non-existent; it was primarily confined to New Orleans and Shreveport. After an

aggressive marketing campaign and after reaching out to dozens of film production companies, both large and small, Alexandria is now on the map. This year, Alexandria hosted its first full-length film production, which resulted in over \$1 million in direct investment in the local economy and six consecutive weeks of hotel bookings, almost entirely hosted at the Alexander Fulton. 2011 will be a banner year for film production in Alexandria. Already, the City has secured commitments for four major productions, representing an investment of over \$7 million, and the City is also in serious discussions with eight other companies, which would result in an additional investment of approximately \$28 million, all within 2011. Film not only provides a huge return on the City's investment; it's also a green, creative class industry that provides huge benefits to the local hospitality and retail sectors. Film production companies have discovered Alexandria's unique appeal: So-called "virgin locations," a cooperative government, and relatively quick access to all areas of the State.

4) The City of Alexandria is led by a progressively-minded administration that embraces innovation and best practices in municipal affairs. Under Mayor Roy's leadership, the City of Alexandria has attracted more outside funding than any previous administration; before a single shovel hit the ground, its SPARC initiative had been recognized by the Louisiana Municipal Association as a visionary plan for redevelopment; and the City has garnered attention and praise from some of the nation's leading urban scholars, architects, planners, and engineers.

A high-angle photograph of a city street. On the left is a tall, light-colored brick building with many windows. In the center, a streetcar is moving down the street. On the right, there's a building with a sign that says "CAPTAINS". The sky is clear and blue. The text "COMMUNITY TOUR" is overlaid in the center in a large, bold, black font.

# COMMUNITY TOUR



**RAPIDES REGIONAL  
MEDICAL CENTER**

INTERSTATE  
49

LA  
1

Airport

INTERSTATE  
49

LA  
1

71

165

LA  
28

Coliseum Blvd

MacArthur Dr

Bolton Ave

Jackson St

71

165

Masonic Dr

INTERSTATE  
49

167

LA  
1

165

INTERSTATE  
49

Masonic Dr

MacArthur Dr

# RAPIDES REGIONAL MEDICAL CENTER



Rapides Regional Medical Center

## **Rapides Regional Medical Center -**

- Three time winner of the Louisiana Quality Award
- The only Level 4 Trauma Center in Louisiana
- Named one of the nations “Top 100 Hospitals” by Thompson-Reuters.
- Operates the area’s only Certified Stroke Center.
- Only accredited Cycle III Chest Pain Center in Central Louisiana

With continued emphasis on progressive care, Rapides Regional has grown to meet the continually changing needs of their patients and the rapidly advancing technology of modern healthcare. Located in downtown Alexandria and easily accessible from Interstate 49, Rapides

Regional is licensed for 314 beds and fully accredited by The Joint Commission.

Rapides Regional offers a wide array of services including general medicine, general surgery, cardiovascular surgery, bypass surgery, cardiac rehabilitation, neurology, neurosurgery, intensive care and telemetry, oncology services, obstetrics and gynecology, orthopedic services, physical therapy, skilled nursing services, respiratory therapy, lithotripsy and various outpatient services. The medical staff includes physicians in more than 30 medical specialties.





INTERSTATE  
49

LA  
1

Ⓧ Airport

INTERSTATE  
49

LA  
1

71

165

MacArthur Dr

Bolton Ave

LA  
28

Coliseum Blvd

**CHRISTUS ST.  
FRANCISCABRINI**

INTERSTATE  
49

71

165

Masonic Dr

167

LA  
1

Masonic Dr

MacArthur Dr

165

INTERSTATE  
49

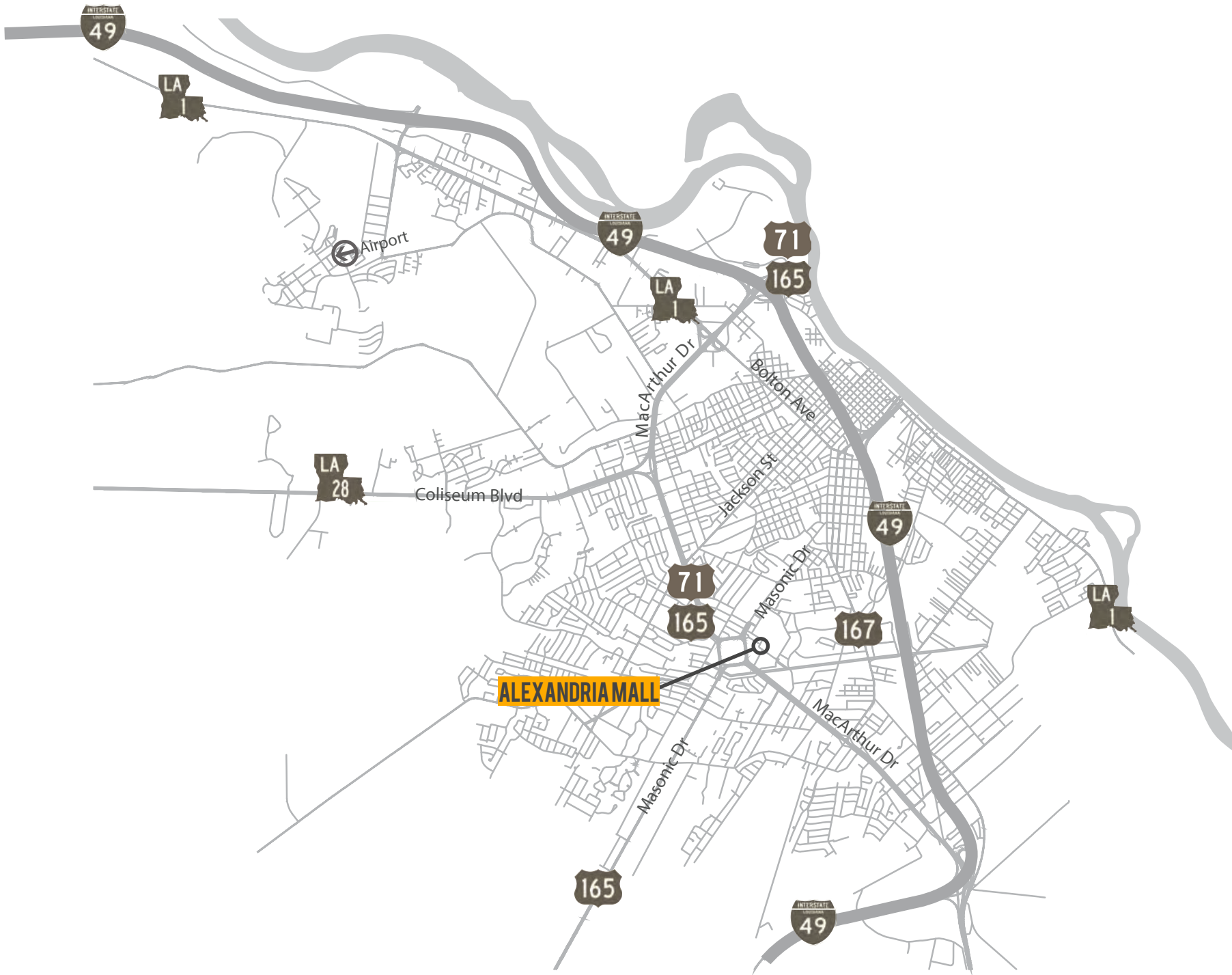
# CHRISTUS ST. FRANCIS CABRINI HOSPITAL



Christus St. Francis Cabrini Hospital

## **Christus St. Francis Cabrini Hospital -**

A fully accredited, 255 bed health care center, employing 1,600 people including a medial of staff of over 325 physicians. CHRISTUS Cabrini offers comprehensive inpatient and outpatient services and is accredited by the Joint Commission. In addition to the services available on the main hospital campus, Cabrini provides medical care and health education in 14 school-based health centers in five parishes and in the Cabrini Family Care Unit, a mobile clinic servicing rural areas, in Central Louisiana.



**ALEXANDRIA MALL**

INTERSTATE  
49

LA  
1

Ⓜ Airport

INTERSTATE  
49

LA  
1

71

165

LA  
28

Coliseum Blvd

MacArthur Dr

Bolton Ave

Jackson St

71

165

Masonic Dr

INTERSTATE  
49

167

LA  
1

165

INTERSTATE  
49

MacArthur Dr

## RETAIL



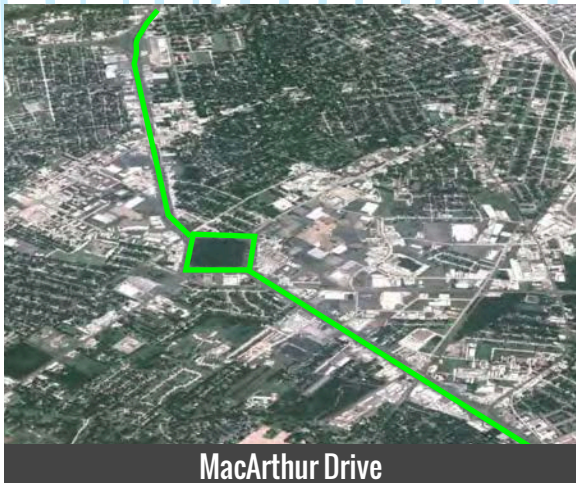
**Alexandria Mall** - The Alexandria Mall encloses 857,674 sq. feet of leasable area. The mall is anchored by Sears, JCPenny's, Dillard's and Bed Bath & Beyond. The national retailers include American Eagle Outfitters, Aeropostale, Express, Victoria's Secret and Bath & Body Works - totaling 80 plus stores. An \$8 million renovation in 2006 has enhanced the shopping experience, placing Alexandria Mall as the key shopping destination for Central Louisiana.



**MACARTHUR DRIVE CORRIDOR**

**&  
SOUTH TRAFFIC CIRCLE**

# RETAIL



**South Traffic Circle** - A visual confirmation that Central Louisiana is truly the “Crossroads of Louisiana.”

**MacArthur Drive** - A major commercial thoroughfare, MacArthur Drive is sometimes referred to as the “spine of Alexandria.”

A partial list of establishments calling MacArthur Drive home includes:

- Best Buy
- Krogers Grocery
- Hampton Inn and Suites
- Applebee’s Restaurant
- Old Navy
- Starbucks
- Holiday Inn Express
- Walker Automotive
- Sayes Office Supplies
- Ramada Inn
- IHOP Restaurant
- PetSmart

- Marriot Residence Inn
- Cajun Landing Restaurant
- Office Depot
- Hixon Autoplex
- Best Western
- Days Inn
- Texas Roadhouse Restaurant
- Marshall’s Department Store
- Hastings Book Store
- Outlaws BBQ Restaurant
- Intech Technologies
- PetSmart
- Copelands
- Marshalls
- Big Lots
- Sutherlands
- Baskins
- Bed Bath and Beyond
- Hobby Lobby
- Michaels

# ENGLAND AIRPARK

England Airpark was created after the closure of England Air Force Base in 1992. The community requested, and the state granted, the creation of an independent political subdivision known as the England Economic and Industrial Development District (England Authority). Entrusted with all powers normally found in a municipality, the England Authority was given title to 2400 acres of the former England Air Force Base. our mission is to create jobs and economic activity to replace the loss of the military function.

Since 1992, England Airpark has grown into a vibrant engine for the local economy. We have established Alexandria International Airport (AEX) leased over 1.1 million square feet of commercial space, created approximately 2,000 direct jobs, and established a self-supporting, tax free

operating budget. Our site had grown to over 3,000 acres.

As part of England's recent Master Plan Update, an economic impact analysis revealed that from 1992 to 2008 EEIDD connected entities:

Have generated over 7.3 billion in additional business sales within the Cenla economy;

Have contributed to producing over 1.8 billion in additional household earnings; and

Support approximately 7,437 permanent and temporary jobs within the seven Parish region.

England Airpark is dedicated to developing a whole community where one can travel, work, live and play at one location. A campus where quality of life is important to long term economic development.





## ENGLAND AIRPARK

For the traveler, you can access our community or the world through Alexandria International Airport (AEX). Our commercial network accesses the hubs located at Houston, Dallas or Atlanta, with service provided by Delta, Continental and American Airlines. Our facilities are becoming known as one of the new strategic airports of the Gulf South. Private and business aviators are wild about the facilities and level of service at our Million Air FBO.

Work at one of more than 50 partners at England Airpark. Our breadth ranges from heavy industrial manufacturing at the Union Tank Car facility to a well-respected precision measurement lab. We encourage business, commercial, distribution, and industrial manufacturing on our master planned site.

Whether its business or pleasure, our well rounded facility offers you the chance to stay and eat at the

Parc England Hotel or Bistro on the Bayou. Play our PGA quality Audubon Trail OakWing Golf Course. Within thirty minutes you can access rivers, lakes and forests that have won national attention.

England Airpark is more than an industrial development, we are a community. Live in one of our onsite residential areas with more planned for the future. With daycare, active retirement community and a college level education center, England Airpark has it all.



# FORT POLK

Located 45 miles west of Alexandria, Fort Polk is home to the Joint Readiness Training Center (JRTC), the 4th Brigade, 10th Mountain Division, 115th Combat Support Hospital, 1st Maneuver Enhancement Brigade, the 162nd Infantry Brigade, U.S. Army Garrison and Bayne-Jones Army Community Hospital. The installation is seeing one of its biggest construction booms ever. In the past three years, over \$300 million new construction and renovation projects in support of Fort Polk have been completed. Another \$600 million has been budgeted to continue to keep Fort Polk a state of the art facility.





Port of Alexandria

## PORT OF ALEXANDRIA

The Port is located off USI-49 at Mile 90 on the Red River. The Port of Alexandria provides immediate access to Union Pacific and KCS Railroads, Interstate 49, U.S. Highways 71, 165 and 167 and Louisiana Highways 1 and 28. Alexandria International Airport is located approximately 3 miles away.

# EDUCATION

## **Louisiana State University at Alexandria -**

LSUA offers Central Louisiana access to affordable baccalaureate and associate degrees in a caring environment that challenges students to seek excellence in and bring excellence to their studies and their lives. The fall of 2010 enrollment total is 2,667 students including 328 dual enrollment high school students. The average student age is 26.5 years and almost 73% of the students are female.

LSUA is accredited by the Commission on Colleges of the Souther Association of Colleges and Schools. The University also maintains accreditation through the National League of Nursing Accreditation Commission (NLNAC), the Joint Commission on Radiologic Technology, the American Society of Health System Pharmacists (ASHP), and the National Accrediting Agency for Clinical Laboratory Science (NAACLS).

## **Northwestern State University -**

Northwestern State University is a four-year public university primarily situated in Natchitoches, Louisiana, with nursing campus in Shreveport and general campuses in Leesville/FortPolk and Alexandria. As part of the Louisiana University System, NSU offers more than 50 degree programs and was the first institution in Louisiana to gain 100 percent accreditation of all eligible programs meeting the highest standards set by national accrediting agencies.



**Louisiana State University at Alexandria**



**Northwestern State University**

# EDUCATION



Louisiana College

**Louisiana College** - Founded in 1906, Louisiana College (LC) is a private, Baptist, coeducational college of liberal arts and sciences with selected professional programs. Louisiana College's 81 acre Pineville campus features a mix of historic buildings and modern athletic, performance, classroom, and living facilities.

LC is accredited by the Commission of Colleges of the Southern Association of Colleges and Schools to award associate, baccalaureate, and masters degrees. Separate accreditation for specific programs has been awarded by numerous professional and academic organizations.

Louisiana College has a student enrollment of 1,992 and boasts a 1:13 teacher student ratio. The college offers 70 programs of studies and offers Bachelor of Arts, Music, Science, Science in Nursing, Social Work, General Studies, and Master of Arts in Teaching degrees.

**Central Louisiana Technical College** - Alexandria Campus - Alexandria Campus is a public post-secondary institution located in the City of Alexandria and serves as the main campus for the Central Louisiana Technical College. The campus offers Technical Competency Areas, Certificates of Technical Studies, Technical Diplomas, and Associate of Applied Science degrees in 10 program areas. Associate of Applied Science degrees are offered in Drafting & Design, Industrial Electronics Technology, and Business Office Technology. Classes are offered both day and evening. Customized classes are available to meet local industry workforce needs. High school students are served through dual enrollment in programs such as welding, construction technology, collision repair, and business.

**Learning Center** -

Central Louisiana Technical College



**ALEXANDRIA CULTURAL  
ARTS DISTRICT**

INTERSTATE  
49

LA  
1

Ⓜ Airport

INTERSTATE  
49

LA  
1

71  
165

LA  
28

Coliseum Blvd

MacArthur Dr

Bolton Ave

Jackson St

71  
165

Masonic Dr

INTERSTATE  
49

167

LA  
1

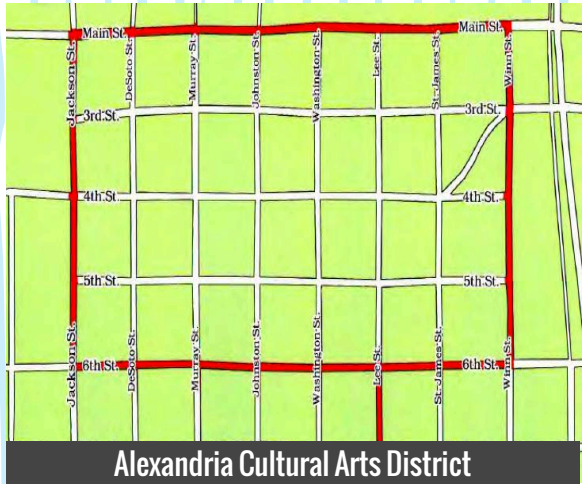
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INTERSTATE  
49

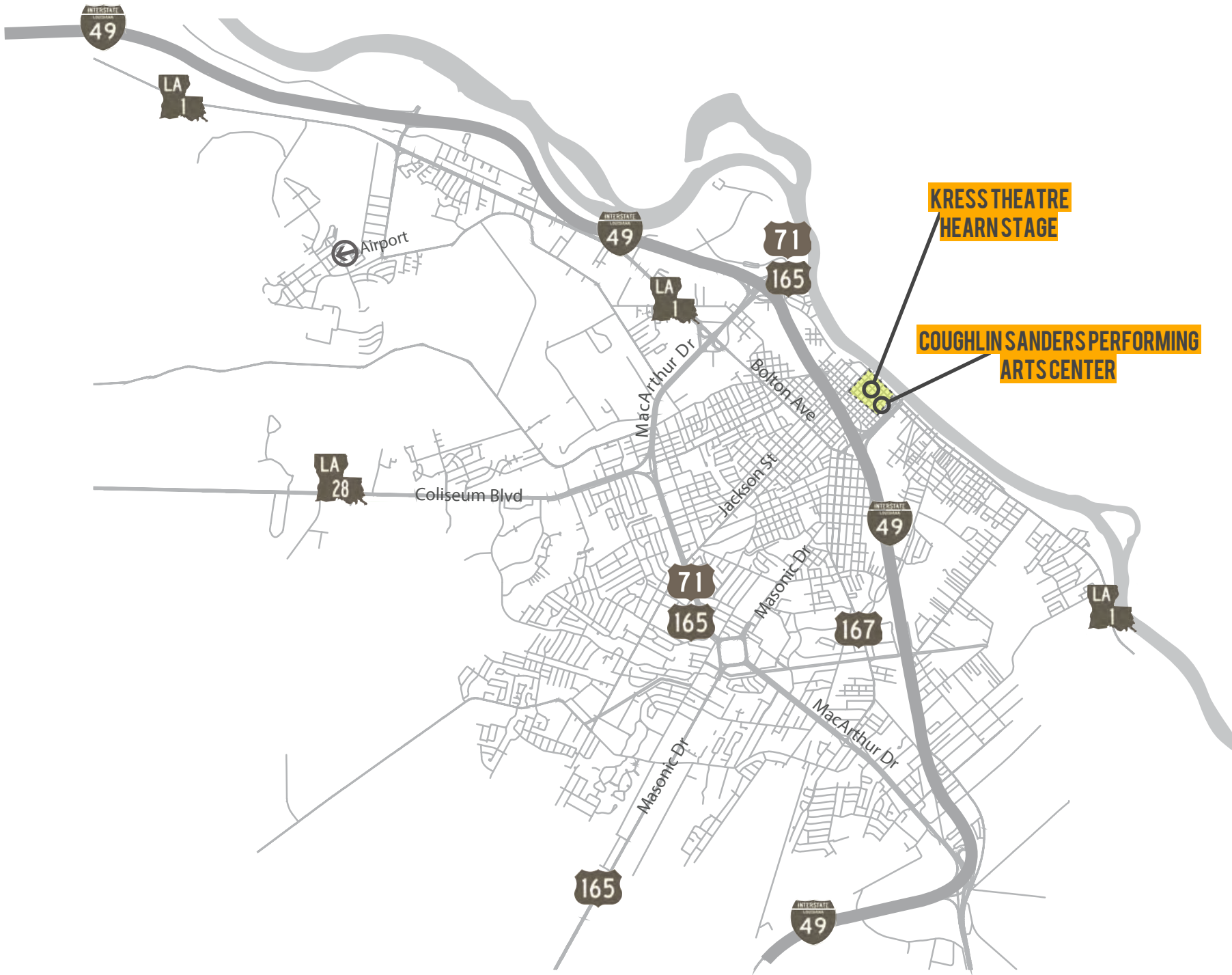
Masonic Dr

MacArthur Dr

# ALEXANDRIA CULTURAL ARTS DISTRICT



Downtown Alexandria is home to five museums and two performance venues that enhance the quality of life in Central Louisiana. There is no other city in the State of Louisiana that can boast such a concentration of facilities in its downtown area.



**KRESS THEATRE  
HEARN STAGE**

**COUGHLIN SANDERS PERFORMING  
ARTS CENTER**

# ALEXANDRIA CULTURAL ARTS DISTRICT



**Kress Theatre Hearn Stage**

**Kress Theatre Hearn Stage** - The Hearn Stage is multi-use Black Box Theatre. It can be used for meetings, special events and receptions, as well as for rehearsal space and full theatrical productions. the seating in the theatre can be interchangeable to meet a variety of needs.

**Coughlin-Saunders Performing Arts Center** - The Coughlin-Saunders Performing Arts Center is an \$8 million, 615 seat theatre that opened in 2004. The Performing Arts Center is a venue for everyone including performing artists and companies, presenters, businesses, schools, and churches.



**Coughlin-Saunders Performing Arts Center**





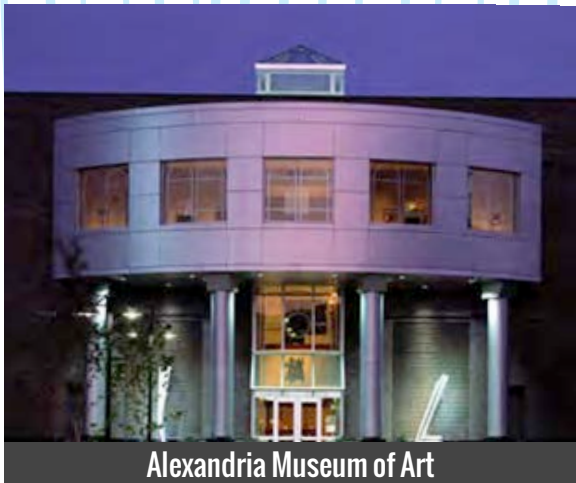
**ALEXANDRIA MUSEUM OF ART**

**RIVER OAKS SQUARE ARTS CENTER**

# ALEXANDRIA CULTURAL ARTS DISTRICT



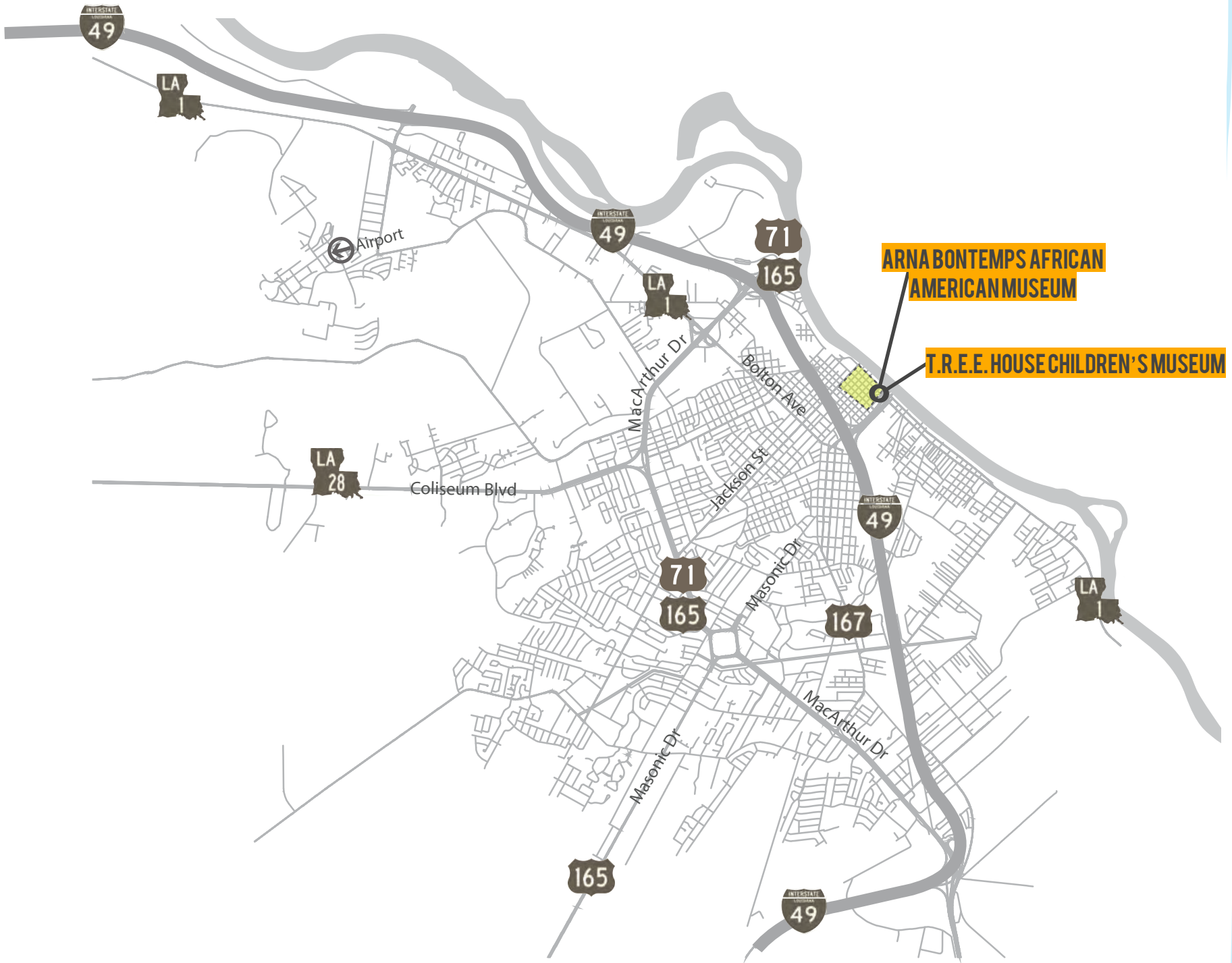
River Oaks Square Arts Center



Alexandria Museum of Art

**River Oaks Square Arts Center** - This visual arts and crafts center features 2 facilities: the Bolton House (1899) and the new studio annex building. It's home to over 30 resident artists with a combination of activities including workshops, lectures, exhibitions, and special events. Visitors also have the opportunity to visit with the artists while they work.

**Alexandria Museum of Art** - The Museum was founded in 1917 and includes the Historic Rapides Bank Building, circa 1898, listed on the National Historic Register. The expanded museum is the centerpiece of Alexandria's riverfront, situated on the entire 900 block of Main Street. The museum is comprised of exhibition spaces, curatorial and collection storage, administrative and education space and other public gathering areas. Through its exhibition program in an ever-changing array of collections on loan from around the world, its extensive permanent collection of contemporary Louisiana art and the state's largest collection of North Louisiana Folk Art, the Alexandria Museum of Art entices visitors of diverse tastes.



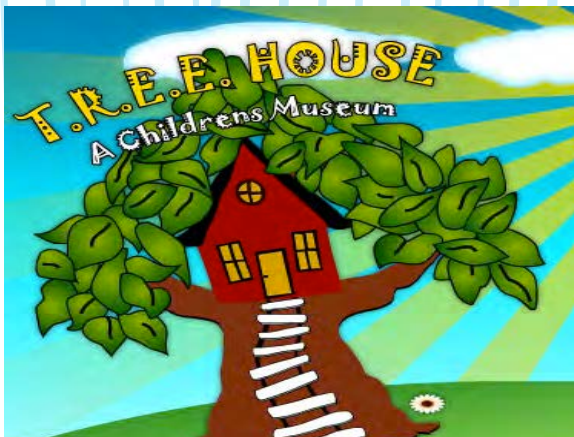
**ARNA BONTEMPS AFRICAN AMERICAN MUSEUM**

**T.R.E.E. HOUSE CHILDREN'S MUSEUM**

# ALEXANDRIA CULTURAL ARTS DISTRICT



Arna Bon Temps African American Museum



T.R.E.E. House Children's Museum

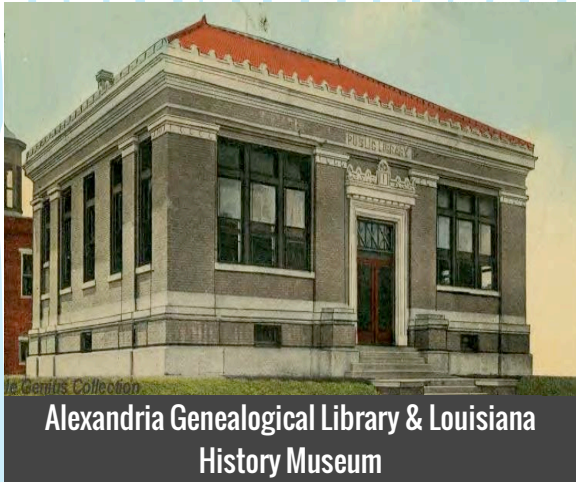
**Arna Bontemps African American Museum** - The Museum is the restored childhood home of Arna Bontemps - poet, author, anthologist, and librarian - who was considered the leading authority of the Harlem Renaissance. As the first African Museum in Louisiana, the Arna Bontemps African American Museum and Cultural Arts Center had become one of the primary cultural institutions in Rapides Parish.

**T.R.E.E. House Children's Museum** - T.R.E.E. House is a unique educational and cultural resource that represents the community's interest and investment in our children and their childhood. The museum provides playful learning experiences and environments where children (4-12 years), families, schools and community groups discover and explore their world through hands-on, exhibits and programs. The mission statement succinctly summarizes the Museum's commitment to the education of young children: Planting the seeds of learning.



**ALEXANDRIA GENEALOGICAL  
LIBRARY & LOUISIANA  
HISTORY MUSEUM**

# ALEXANDRIA CULTURAL ARTS DISTRICT

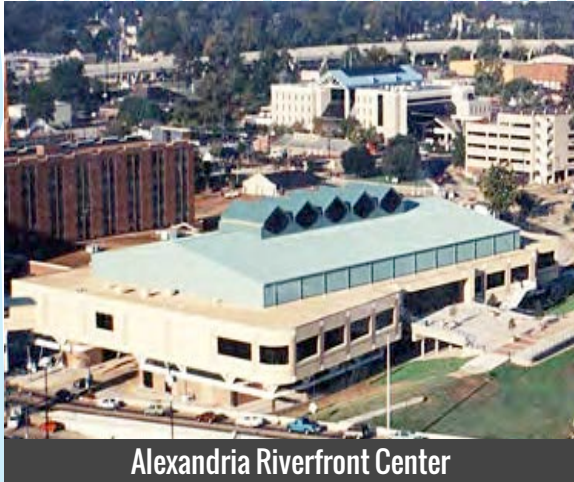


**Alexandria Genealogical Library & Louisiana History Museum** - Housed in a National Historic Register Building, this extensive genealogical resource includes colonial archives and French and Spanish records for the Louisiana territory. Also includes a historical and educational museum and Louisiana history museum. It contains 11,000+ bound reference books, microfilm and CD's.



**ALEXANDRIA RIVERFRONT  
CONVENTION CENTER**

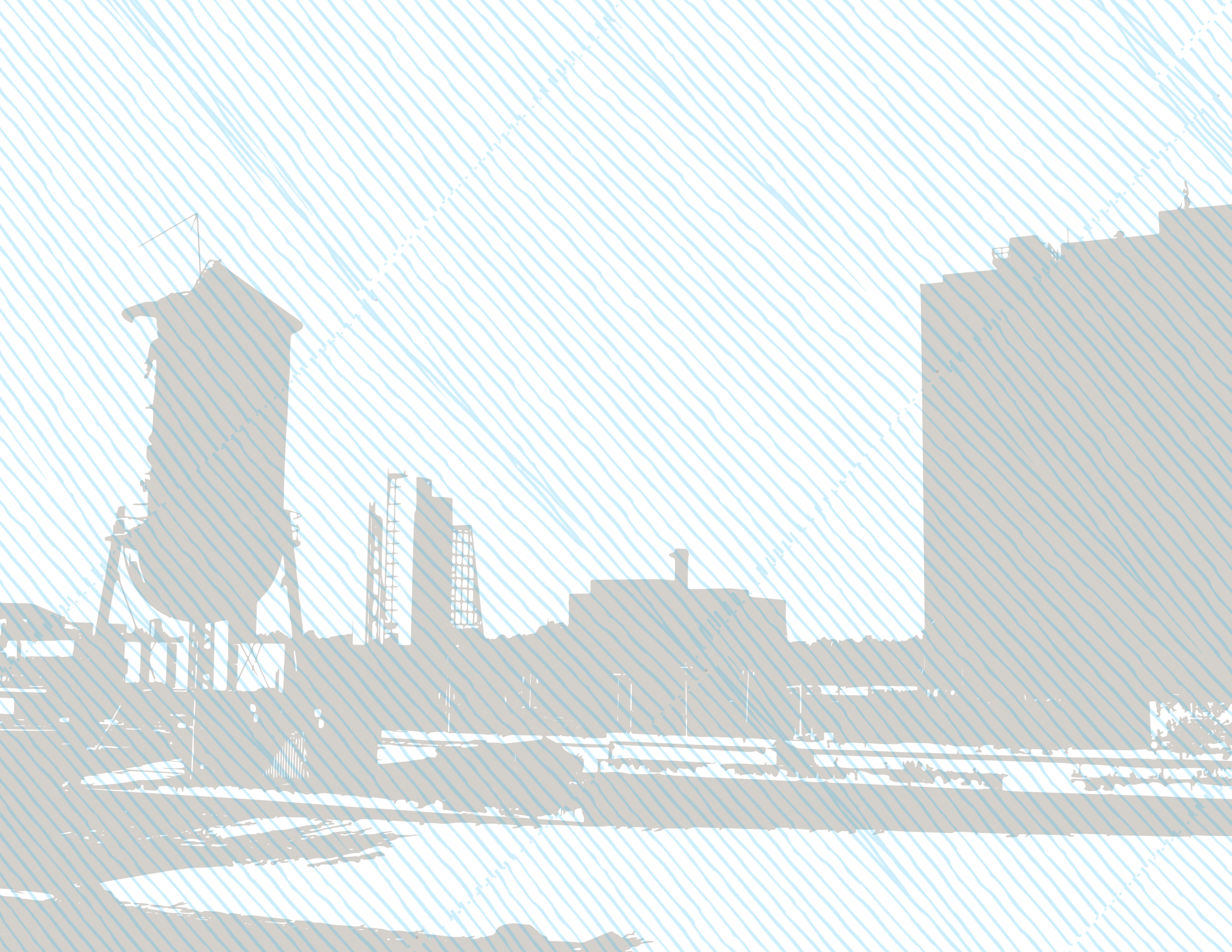
## ALEXANDRIA RIVERFRONT CENTER



Alexandria Riverfront Center

Built on the levee of the rolling Red River in beautiful downtown Alexandria, the Alexandria Riverfront Center is the ideal meeting and convention facility. With over 35,000 square feet of usable space, the Riverfront Center offers all the amenities of big city convention centers with the convenience of being centrally located in the state.







CITY OF ALEXANDRIA, LOUISIANA  
MAYOR JACQUES M. ROY

**NOTICE OF INTENT TO PARTNER  
CITY OF ALEXANDRIA, LOUISIANA  
APRIL 2014 REQUESTS FOR COOPERATIVE DEVELOPMENT  
COMMUNITY COLLEGE INITIATIVE  
ATTACHMENT B-RFI**

Mr. Albin A. Provosty, Special Counsel (Individual/Stakeholder) was charged with responding to a Request for Proposals for a **“Plan of Action for Community College Initiative Assets,”** titled “Request for Property Proposals – LCTCS Facilities Corporation – Central Louisiana Technical Community College, Alexandria Campus,” issued November 6, 2013.

The City became a direct respondent to that RFP and further anticipates submitting feasibility plans and responses on behalf of and through public, private sector, and other parties regarding incentives, infrastructure and services that will include:

Recommendations for how the City can help support the Project in downtown and create an education/training nexus. (This determination necessarily includes private stakeholders, LSUA, and the CLBI);

Commitments regarding the feasibility of a specific site and other development partnerships;

Commitments regarding feasibility determinations region-wide to consider the measurable viability of the Project; and

Other (please specify) Provision of matching funds and other infrastructure commitments potentially and following agreements as outlined in the attached Term Sheet.

Respondent’s Representative:

Name: Albin A. Provosty  
 Position: Special Assistant and Counsel to the Mayor  
 Business Mailing Address: P.O. Box 71  
Alexandria, Louisiana 71309-0071  
 Telephone: 318.449.5025  
 Facsimile: 318.449.5229  
 E-mail: albin.provosty@cityofalex.com

The City is authorized to submit this commitment on behalf of the *Alexandria Downtown Now!* contingent of private and public sector stakeholders.

**Proposed Term Sheet for Allied Health Partnership and Education Connection  
Through 2+2 Programming and other Workforce and Portal Activity**

**Purpose:**

The City of Alexandria (“Alexandria” or the “City”) seeks a collaborative effort to create a robust workforce. To that end, Louisiana State University of Alexandria (“LSUA”), the Chamber of Commerce, the Rapides Foundation (and other foundations), Greater Alexandria Economic Development Authority (“GAEDA”), Central Louisiana Economic Development Alliance (“CLEDA”), our healthcare partners, the Central Louisiana Business Incubator (“CLBI”), and private and public sectors have been working toward a measurable, significant increase in the capacities needed for a trained and able workforce—the underpinning for all real, sustainable economic development.

Alexandria has resources to aid in offering and expanding current training and educational opportunities to citizens and stakeholders throughout Central Louisiana and the State, while simultaneously reinvigorating its downtown and promoting partnerships through its SPARC and other capital programming.

In this process, community and education stakeholders should deliberate carefully (and fully) the long-term implications to *all* education assets (particularly LSUA) in the community that the location and establishment of the *comprehensive* Louisiana Community and Technical Colleges System (“LCTCS”) campus and its programming (together, the “Community College Initiative”) will mean for our region.

The stakeholders wish to engage LSUA to establish a portal to 2+2 and other programming with LCTCS as well as LCTCS engage LSUA in a model of collaboration for our students and workforce. In this endeavor the CLBI and CLEDA may be indispensable parties to success.

**Introduction to the Process:**

LCTCS, LSUA, GAEDA, CLBI, CLEDA, the Chamber, and other relevant stakeholders shall determine the best collaborative model for physical space sharing and co-programming opportunities.<sup>1</sup> At this time,

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<sup>1</sup> CLEDA, the Chamber, and GAEDA are considered important linkages to several Alexandria collaborations: the CLBI, LCTCS, and other capacities they might add for sharing space and managing aspects of the business demand side of the “front door” approach sought by the overall Community College Initiative—as well as the “one-stop” shop concept embraced here.

Alexandria shall continue to: (i) conduct due diligence through city planning, public works, and the Mayor's Office of Economic Development; (ii) facilitate access to and resources regarding multiple sites and additional planning professionals (including continued engagement of independent site specialists tasked with objective vetting of the location(s) of the Community College Initiative, the additional Allied Health Initiative ("AHI")<sup>2</sup> and a 2+2 co-programming model known internally as "Alexandria—Where Education Connects"<sup>3</sup>; (iii) provide transportation assets; and (iv) upon final selection of the site of the Community College Initiative, provide assistance as outlined herein and including the local match required by Act 2013, No. 360 as well as the additional resources and assistance to the needs of Louisiana State University of Alexandria.

Alexandria further operates under the assumption there is a better location for Allied Health and the portal discussed herein than the A.C. Buchanan Building.<sup>4</sup>

**Terms and Conditions:**

LSUA is considered a central stakeholder/partner with LCTCS and co-programmer of the overall *Alexandria—Where Education Connects* initiative. LSUA would be required to partner with LCTCS, through the CLTCC, to augment the area incubator, accelerator, business, workforce, and continuing education training, as well as 2+2 programming. LSUA would locate its Allied Health Initiative (AHI) at the downtown site, moving that endeavor from its current configuration. Thus, the configuration would house the 2+2 portal and co-programming, allied health, and remedial capacity until such time as LCTCS bridges that

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<sup>2</sup> Alexandria's *Downtown Alexandria Now!* seeks to reinvigorate downtown businesses and promote partnerships through SPARC and capital programming to benefit healthcare and education in the region—truly making our city and region the place where education connects. The Rapides Foundation, the Rapides Regional Medical Center, and/or their affiliates or holding companies ("Rapides") share responsibility with LSUA for certain properties in downtown Alexandria—namely, the A.C. Buchanan Allied Health Education Building. In addition, LSUA's administration and the State of Louisiana ("State") have interests in collaboration for an allied health partnership and building to be established as a state-of-the-art teaching and training facility in proximity to Rapides' hospital and Christus St. Frances Cabrini Hospital in downtown Alexandria. Alexandria and these stakeholders intended to engage in a new development strategy to redevelop relevant assets, called the Allied Health Initiative ("AHI").

<sup>3</sup> The *Downtown Alexandria Now!* initiative is the larger set of activities geared to Alexandria downtown resurgence, including the Downtown Hotels Initiative ("DHI"), Third Street AUMP, the Community College Initiative, and—hopefully—the AHI and 2+2 co-programming with support by CLEDA and the CLBI. See **Figure 1** for a representation of these programs interacting and powered in part by the City's SPARC initiative. The entire set of activity here is referred to as "the Project."

<sup>4</sup> Cost estimates regarding repair of the deconditioned building are so high feasibility of the project is questionable; however, the Community College Initiative offers new opportunities in conjunction with *Downtown Alexandria Now!* to make important connections for central Louisiana education and workforce training. Rapides and the State could be protected from, or at least mitigate substantially, sunk investment in the current building.

activity. In the absence of these deliverables, the basis for any partnering must be reconsidered.

Alexandria will consider the following Terms and Conditions, subject to claw-backs and the fulfillment of certain suspensive and resolutive conditions, as the beginning points of new or continued negotiations:

*General*

1. As to all material in this Term sheet, you understand this Term Sheet and the other Term Sheets in no way constitute an agreement, and are merely recitations of the goals of a potential development plan in achieving a binding agreement for development with Alexandria. Specifically, you understand until a valid ordinance is adopted, allowing for a contract, which is then negotiated and executed, any discussions, Term Sheets, or MOUs are merely expressions of possibility. More specifically, the collaborators understand these terms are based on triggers and milestones required of the parties, which are not yet defined or confirmed; as such, the definitions and requirements as they become defined are paramount, and a failure of mutuality on the meaning of these terms may alter the other discussion points herein.
2. **General Infrastructure Assistance:** Alexandria may provide certain infrastructure improvements to the Project, including, but not limited to:
  - a. Extension and tie-in to all utilities;
  - b. Build out and construction of any building or new construction;
  - c. Upgrades to a building; and
  - d. Commercial and development negotiated planning review and assistance and utility rates as indicated in ##3-4.
3. **Planning Review and Assistance:** Alexandria may offer reduction of plan review fees, building permit fees, inspection fees, sign permits, or other similar administrative costs/fees associated with the initial construction/renovation of the improved properties.
4. **Competitive Commercial Utility Rates:** For the first five to ten years of operations, the Project may be eligible for Alexandria's commercial utility rate incentive plan, on a graduated scale per the development agreement.<sup>5</sup> Additional utility offsets for the property are possible; these, however, would be subject to a lifetime-negotiated cap.<sup>6</sup>

<sup>5</sup> These discounts can reach 15-30% off all utility service charges for the first five years. These discounts would not apply to any commodity, purchase gas adjustment, or energy cost adjustment charges associated with utility service. Alexandria's city rate may also be available depending upon the type of cooperative endeavor and values achieved therein.

<sup>6</sup> The Building Project could receive longer term and greater discounts contingent upon the nature of control, *i.e.*, whether in a lease or purchase agreement scenario. If Alexandria retains ownership, the ability to drive these incentives changes in relation to Alexandria (upon its acquisition of the property) selling the property to collaborators.

5. **Employment/Location Impact Guarantee:** The collaborators in the Project will be required to promote, after training, the local hire (and retention) of a number certain of allied health training beneficiaries of the Project Collaboration. These requirements may occur in per annum increments. The Alexandria Return on Investment (“ROI”) for purposes of meeting La.Const.art. VII, § 14, shall involve an assessment built into the Cooperative Endeavor and Development Agreement (“CEDA”) among the collaborators.
6. **Capital and Building Support, Lease Authorized:** Through its SPARC and other capital project funding, Alexandria may purchase certain buildings and provide infrastructure and build-out support allowing the renovated buildings to serve as Project Buildings. Depending upon the ownership of the Project Building, subject to fiscal funding, and the nature of any lease or use through a CEDA, Alexandria may invest an amount up to but not to exceed \$500,000 to \$3,000,000, known as the **Initial Capital Outlay**. The primary desire of Alexandria is to fund infrastructure, not operate a long-term tenancy structure.
- a. Subject to the provisions of the agreements, all Operating Expenses incurred by LSUA in performing its obligations shall be borne by LSUA and shall be paid by LSUA. All debts and liabilities to third parties incurred by LSUA are and shall be obligations of LSUA, and, the City shall not be liable for any of such obligations by reason of its ownership of the Project Building.
  - b. If requested by the City in writing, LSUA shall provide construction management services in connection with any renovations or refurbishment of the Project Building (“Construction Management Services”). The scope of such services and the compensation for such services shall be mutually agreed to by the City and LSUA, if any. Construction Management Services are not guaranteed by this or any agreement contemplated at this time.
  - c. The City shall be liable and responsible for all expenditures for the repair, renovation and replacement of **Capital Items** subject to the condition that the City approves such repair, renovation and replacement in writing prior to the commencement of such repair, renovation and replacement. LSUA and the City agree and acknowledge that repair or replacement to the roof, the air-conditioning system, elevators, or any other major system shall not take place until the City and LSUA can agree upon the allocation of the cost for such repair, renovation or replacement. As stated, only pre-approved **Capital Items** and the **Initial Capital Outlay** shall be deliverables required of the City; all other costs for operating and maintaining the building shall be borne by LSUA but may be closely monitored as provided herein.
  - d. LSUA is aware of the present condition of the Project Building and shall accept the condition of the Project Building “as is, where is, with all faults” as the condition presently exists. In accordance with the terms, conditions and provisions of any agreement, LSUA shall be responsible for the condition, repair and maintenance of the Project Building excluding, however, the City’s obligation to repair, replace or renovate any **Capital Items** at the Project Building. Notwithstanding the present condition of the

Project Building, LSUA shall manage, operate and maintain the Project Building in accordance with Sound Commercial Operations, which all shall be monitored.

- e. **“Capital Items”** shall mean those things that are incorporated into a tract of land, building or other structure so as to become an integral part of it. Things that are attached to a building and serve to complete a building without regard to its specific use are Capital Items. Capital Items include but are not limited to major repairs such as certain types of cabinetry, exterior doors and windows, plumbing, heating, cooling, electrical and similar systems. Things which cannot be removed from a building without substantial damage to themselves or to the building or other structure are Capital Items.
7. **Exchange Option:** Alexandria would require donation of the previous Allied Health site as a value offset to the Project Collaboration.
  8. **Fiscal Funding Protection:** Alexandria acknowledges the continuation of any agreement is contingent upon the appropriation of funds to fulfill the requirements of the agreement by the City Council and State of Louisiana. If the Council or State fails to appropriate sufficient monies to provide for the continuation of the agreement, or if such appropriation is reduced by the veto of the Mayor or Governor by any means provided in their budgets, or any amendments thereto, to prevent the total appropriation for the year from exceeding revenues for that year, or for any other lawful purpose, and the effect of such reduction is to provide insufficient monies for the continuation of the agreement, the agreement shall terminate on the date of the beginning of the first fiscal year for which funds are not appropriated, or as declared in the instrument; provided, however, the following special conditions are fulfilled and enforceable by specific performance of either party:
    - a. **Declaration of Need.** The party defaulting on the agreement shall state in clear terms the necessitous circumstances requiring its default, which shall in no way preclude remedies under law, leading to the lack of fiscal funding.
    - b. **Exhaustion of Opportunity.** The party defaulting shall demonstrate in writing that it has exhausted other budgetary support for the endeavor, requiring LSUA to demonstrate a lack of available funds separate and apart from the State.
    - c. **Primacy of the Endeavor.** The parties shall acknowledge the unique nature of this agreement and the public’s trust in the return on investment for the City. Because of this primacy, any other cooperative endeavors between the parties in existence at the time—to the extent incentives are provided by the City—may be clawed back to that point at which the City recovers any losses under this proposed agreement.
    - d. **Identification of Contingency Funding.** The parties shall demonstrate to a reasonable certainty that each can execute the provisions of the agreement for the full term of the agreement. In this vein, identification of contingent, foundational, or other grants or support shall be located and segregated if possible via escrow, letter of credit, or other cash equivalent. It shall be noted the City’s risk of sunk cost in the Project is significant for the first five years when it invests capital before it realizes the ROI described herein.

9. **Milestone Development, Completion, and “Claw Backs”:** Alexandria will place any escrowed funds under a strict scenario of milestone completion and predicate any continued utility and other parking or partnering uses subject to milestone completion. As an alternative to escrow placement, any program funds would require other clawbacks.

- Accordingly, failure to meet CEDA development milestones and deliverables will result in cessation of the incentive plan benefitting the Project or successor developer-partners. Article VII employment and other development goals will be mandatory.
  - Principally, if the Project Collaboration fails or is the subject of State and/or LSUA cessation of fiscal funding, Alexandria must be protected. If there is, accordingly, an early cessation of activity leaving Alexandria without tenancy, Alexandria shall be protected by donation of the former Allied Health property and the Item 8(a)-(d) provisions.
- In summary, the “initial milestones” require that:
  - The Project Collaboration and Building may involve a written commitment to assist Alexandria in the location of any future LCTCS expanded campuses in the Alexandria region.
  - No pursuit of construction shall be required of Alexandria until collaborators meet “Substantial Readiness for and Commitment to Commercial Activity,” which shall be an MOU and CEDA defined term.
  - Construction guarantees will be provided in favor of Alexandria.
  - All waived fees may be merely deferred until achievement of milestones.
  - All portions herein and elsewhere throughout this Term Sheet are dependent upon achievement of these goals and the others herein. A failure to meet these goals or agree to these goals (or substantially equivalent goals) may result in a change in, or level of, other incentives.

10. **Stretch Milestone:** During the development (CEDA initial term), the collaboration shall operate within agreed parameters in accord with the Project for a minimum defined period, or forfeit any entitlement to escrowed funds (if any apply) or continued incentives. This period shall be a CEDA-defined term and provide sufficient value in order that Alexandria can receive the value of its nominalization and infrastructure support for purposes of waiving all clawbacks and to ensure the value of Alexandria’s contribution. This temporal milestone shall be waivable, provided additional consideration in the form of cash or other acceptable equity or security is provided at a value commensurate with the unused portion of the total Alexandria contribution outstanding.

11. **Legal Conditions Precedent:** With regard to conditions that shall first occur before development can begin, each party as designated shall:

- a. For the other parties, be required to demonstrate a sufficient financing and budgetary commitment. All terms relative to Alexandria shall be subject to certifiable evidence the



parties can immediately obtain any funding at any agreed-upon levels in accompanying and subsequent Term Sheets.

- b. For Rapides, be required to demonstrate the ability to pass or convey warranty of title as to the A.C. Buchanan Building. Rapides shall be able to deliver or guarantee delivery of the building to project partners without legal, or with commercially acceptable, impediments. Title insurance with standard exceptions shall suffice.
- c. For the Project Collaborators, be required to achieve "Substantial Readiness for and Commitment to Commercial Activity" in order to trigger Alexandria financial commitments.
- d. For the Project Building, be required to publish and demonstrate a sufficiently detailed plan of achievement of the "initial milestones." All performance incentives shall state agreed-upon deliverables and provide for guarantees and claw backs to ensure compliance, and
- e. For both parties, be required to execute a detailed Memorandum of Understanding ("MOU"), binding Project Collaborators as to terms approved by the Alexandria City Council and binding the administration to a favorable recommendation to the Alexandria City Council. The final *draft* of or executed MOU outlining terms for all Cooperative Endeavors needed to accomplish agreed-upon goals shall be a requirement before approaching the City Council, with certain minimum conditions and terms, as more fully set forth herein and as contained in any referenced or utilized addendum Term Sheets.

**12. Operations, Indemnification and Insurance:** At all times hereunder, each party agrees to defend, indemnify, and hold harmless the City of Alexandria, its officers, agents, employees, and assigns from and against any and all claims, actions or causes of action, damages and liabilities arising out of that party's negligent acts, errors, or omissions in performing the contract services. The parties shall carry sufficient premise and other insurance for their actions in all manners consistent with the fullest protection for Alexandria; thus:

- a. LSUA shall obtain and maintain during the term of any agreement, at its (or the State's) sole cost and expense, all insurance determined by the City's risk management representative to be needed by and for and to protect the City with respect to the ownership, use and operation of the Project Building. In addition to any other insurance determined by the City's risk management representative to be needed by the City, LSUA shall maintain, during the term, Comprehensive General Liability Insurance, including personal injury, property damage, products-completed operations, personal and advertising injury limit, automobile liability, including owned, non-owned or hired vehicles having not less than \$1,000,000.00 combined single limit coverage for personal injury or death to any one person, for personal injury or death to two or more persons in any one occurrence and for damage to property resulting from any one occurrence with such self insured deductible as the City shall select. Alexandria shall be named as an Additional Insured on such policy.
- b. LSUA shall obtain and maintain, during the term, Workers Compensation insurance in statutory amounts and Employer's Liability insurance coverage with limits of liability of not less than \$500,000.00 and such similar insurance as may be required by the laws of

the State of Louisiana for an employer to possess. The premium for such Workers Compensation insurance and Employer's Liability insurance coverage shall be an Operating Expense and LSUA shall pay the cost of such insurance. LSUA shall provide the City with a Certificate of Insurance of such Workers Compensation insurance.

- c. The Certificate of Insurance required to be provided by LSUA shall provide that the Policy shall contain an endorsement providing a thirty (30) day written notice of cancellation, material change or nonrenewal to the City; and the Certificate of Insurance shall certify to the certificate holder that the insurance identified in the Certificate of Insurance has been issued, is in force and conveys all rights and privileges afforded by the policy and that the insurance identified in the Certificate of Insurance will not be cancelled, amended or altered without first giving thirty (30) days written notice to the certificate holder.
- d. The City shall obtain and maintain such additional insurance as the City and LSUA shall mutually agree is customarily obtained and maintained by prudent owners or operators of similar properties and businesses.
- e. LSUA shall also:
  - i. Operate, manage, market, promote and maintain its allocated space and programming within the Project Building and all its activities in the Project Building in a diligent, careful and vigilant manner as a commercial Project Building in accordance with the reasonable standards imposed by the City which standards may, in the City's sole discretion, include the Sound Commercial Operations, as defined in any agreement or CEDA.
  - ii. Provide such facilities and services to and for its allocated space and programming in the Project Building including, but not limited to, custodial and physical plant care, as are normally provided by operators of commercial Project Buildings.
  - iii. Act in accordance with the prudent standards of commercial Project Building managers in the Central Louisiana area.
  - iv. Apply prudent and reasonable business practices to the City's best interest in operating and managing its allocated space and programming within the Project Building.
  - v. Take whatever measures are necessary or prudent to provide for security of its allocated space and programming within the Project Building and its guests.
  - vi. Use all reasonable efforts to promote the maximum possible amount of profitable trade, commerce and business for the Project Building, as is appropriate for an academic institution and considering its mission. To the extent retained earnings can be generated for its allocated space and programming within the Project Building, those earnings should first be guaranteed toward the agreement's realization before being used in general operations of LSUA.
  - vii. Manage and operate its allocated space and programming within the Project Building in strict accordance with the standards set forth in any agreement.

- viii. Pay all LSUA operating expenses out of the revenues received by LSUA in operating, managing and maintaining its allocated space and programming within the Project Building or from any other funds of LSUA. In no event shall the City be required to pay or be liable for any LSUA operating expenses.
- ix. As applicable, periodically certify to the City within five (5) business days after a request from the City
  1. Evidence of good and proper custodial practices.
  2. Evidence of maintenance and payments of accounts payable.
  3. Evidence of periodic goals.
  4. Evidence that all sales, employment and occupancy tax remittances or payments are current.
  5. Evidence of proper inspections compliance.
  6. Evidence of a general state of "cleanliness" at the Project Building.
- x. Meet periodically with the City, at the Project Building, at a time designated by the City for the purpose of reviewing the LSUA operations in the Project Building, including expense statements, LSUA's performance, and capital expenditures in order to maintain and improve the LSUA operation in the Project Building.
- xi. Bill and collect with due diligence the rents, charges and other income due from tenants, concessionaires or other users of the Project Building, if LSUA is granted permission to, and does, sublease any part of its portion of the Project Building.
- xii. Subject to the prior written approval of the Mayor of the City as to the form and substance of any advertisement or promotional activity relating to the Project Building, arrange and contract for such approved advertisement and promotional activities.
- xiii. Keep the LSUA portion of the Project Building and its fixtures, furniture and equipment in good order, repair and condition; provided, however, while LSUA is not obligated to improve the existing conditions beyond what is contained in an agreement, and is subject to the prior written approval of the City, LSUA shall ensure it is: (i) making necessary and ordinary replacements, improvements, additions and substitutions, (ii) investigating advisable preventive maintenance programs, submitting to the City recommendations and proposals for such preventive maintenance programs, and (iii) regularly inspecting the physical condition of its portion of the Project Building. LSUA shall not make any replacement, improvement, addition or substitution, without the prior written approval of the City. All such repairs, improvements or replacements shall be made with as little interruption to the operation to the Project Building as is reasonably possible.
- xiv. Provide executive and administrative services in support of its operation in the Project Building, including executive supervision, consultation, planning, monitoring personnel and employer relations and services as the operator and manager of its portion of the Project Building.

- xv. Apply for, obtain and maintain all licenses and permits required in connection with LSUA's management and operation in the Project Building. If required, the City shall execute and deliver any and all applications or other documents or otherwise cooperate to the fullest extent with LSUA in applying for, obtaining and maintaining such licenses and permits.
- xvi. Comply with and cause its operations and programs in the Project Building to comply with and abide by all present and future statutes, laws, rules, regulations, requirements, orders, notices, determinations and ordinances of any federal, state, parish or municipal government and appropriate departments, commissions or boards having jurisdiction over the Project Building or its employees working in the Project Building including, without limiting the foregoing, the requirements of any insurance company covering any risk against which the Project Building is insured (all the foregoing are collectively referred to as "the Laws and Regulations"). In the event LSUA receives notice of or becomes aware of a violation or circumstances likely to result in a violation of applicable Laws and Regulations, LSUA shall immediately deliver such notice to the City of the violation or circumstances and all remedial action being taken by LSUA for compliance with any such applicable Laws and Regulations.

13. **Monitoring Deliverables:** From time to time LSUA will provide to the Contract Monitor **Progress Reports** outlining resources, initiatives, activities, services and performance consistent with the provisions, goals and objectives of this agreement and **Cost Reports**, which provide detailed cost information outlining the use of appropriated funds.

14. **Budget:** The **Budget** for the Project shall not exceed the total sums indicated and shall adhere to task-specific requests as outlined and approved by the Contract Monitor.

15. **Contract Monitoring:** The City shall appoint a Contract Monitor who shall enforce a monitoring plan.

- a. **Monitoring Plan:** During the term of this agreement, LSUA shall discuss with the Contract Monitor the progress and results of the agreement, partnership challenges, individual projects, ongoing plans for the continuation of the projects, any deficiencies noted, and other matters relating to the Project. The Contract Monitor shall review and analyze the **Plan** to ensure compliance with contract requirements.
- b. The Contract Monitor shall also review and analyze **Progress Reports** and **Cost Reports** and any work product for compliance with each parties' deliverables; and shall:
  - i. Compare the Reports to Goals/Results and Performance Measures outlined in this contract to determine the progress made.
  - ii. Contact LSUA officials to secure any missing deliverables.
  - iii. Maintain telephone and/or e-mail contact with LSUA on contract activity and, if necessary, make visits to the site in order to review the progress and

completion of the deliverables and services, to assure that performance goals are being achieved, and to verify information when needed.

- iv. Assure that expenditures or reimbursements requested in **Cost Reports and Lessor Responsibilities** are in compliance with the approved **Budget**. Contract Monitor shall coordinate with the Director of Finance for reimbursements to LSUA and shall contact LSUA for further details, information or documentation when necessary.
- c. LSUA, with regard to the Contract Monitor, shall: Between required performance reporting times, if any, inform the Contract Monitor of any problems, delays or adverse conditions which will materially affect the ability to attain program objectives, prevent the meeting of time schedules and goals, or preclude the attainment of project results by established time schedules and goals. LSUA's disclosure shall be accompanied by a statement describing the action taken or contemplated by LSUA and any assistance that may be needed to resolve the situation.
- d. Notwithstanding anything to the contrary herein and specifically, Contract Monitor may waive any formality due to the nature of the agreement.
- e. The Contract Monitor shall monitor disbursement of incentives. Under circumstances such that LSUA has not demonstrated substantial progress towards goals and objectives, based on established measures of performance, further disbursements shall be discontinued until substantial progress is demonstrated or the entity has justified to the satisfaction of Alexandria reasons for the lack of progress. If the City determines that LSUA failed to reasonably achieve its specific goals and objectives, without sufficient justification, the City shall demand that any unexpended funds be returned unless approval to retain the funds is obtained.
- f. **Cost Reports and Lessor Responsibilities.** These reports shall detail LSUA's responsibilities for the property it uses and Alexandria's responsibilities. It shall be noted Alexandria essentially seeks to limit its responsibility to its initial capital infusion and receive operations and maintenance from LSUA.
- g. **Specific Monitored Requirements.** LSUA shall promptly notify the City in writing:
  - i. In the event that the condition of the Project Building or any part thereof fails to comply with any applicable Laws and Regulations or fails to be operated as a commercial Project Building.
  - ii. Upon receipt by LSUA of any notice, demand or similar communication with respect to any obligation of the City under any applicable Laws and Regulations, or any agreement relating to the City, to the Project Building or any portion thereof.
  - iii. Upon receipt by LSUA of any summons, notice, demand or similar communication regarding any action or threatened action at law or in equity or before any regulatory body relating to the City, the Project Building, the Property or any portion thereof.

- iv. Upon receipt by LSUA of any notice or communication from an insurance carrier regarding insurance coverage or the insurability of the Project Building.
- v. Upon receipt by LSUA of any notice or communication of any nature, written or oral, which may have a material adverse effect on the City or the Project Building.

Mark Up Draft



CITY OF ALEXANDRIA, LOUISIANA  
MAYOR JACQUES M. ROY

**NOTICE OF INTENT TO PARTNER  
CITY OF ALEXANDRIA, LOUISIANA  
APRIL 2014 REQUESTS FOR COOPERATIVE DEVELOPMENT  
COMMUNITY COLLEGE INITIATIVE  
ATTACHMENT B-RFI**

Mr. Albin A. Provosty, Special Counsel (Individual/Stakeholder) was charged with responding to a Request for Proposals for a **“Plan of Action for Community College Initiative Assets,”** titled “Request for Property Proposals – LCTCS Facilities Corporation – Central Louisiana Technical Community College, Alexandria Campus,” issued November 6, 2013.

The City became a direct respondent to that RFP and further anticipates submitting feasibility plans and responses on behalf of and through public, private sector, and other parties regarding incentives, infrastructure and services that will include:

Recommendations for how the City can help support the Project in downtown and create an education/training nexus. (This determination necessarily includes private stakeholders, LSUA, and the CLBI);

Commitments regarding the feasibility of a specific site and other development partnerships;

Commitments regarding feasibility determinations region-wide to consider the measurable viability of the Project; and

Other (please specify) Potential partnership with CLBI for acceleration and incubation and other infrastructure commitments potentially and following agreements. A model is provided for discussion purposes.

Respondent’s Representative:

Name: Albin A. Provosty  
 Position: Special Assistant and Counsel to the Mayor  
 Business Mailing Address: P.O. Box 71  
Alexandria, Louisiana 71309-0071  
 Telephone: 318.449.5025  
 Facsimile: 318.449.5229  
 E-mail: albin.provosty@cityofalex.com

The City is authorized to submit this commitment on behalf of the *Alexandria Downtown Now!* contingent of private and public sector stakeholders.

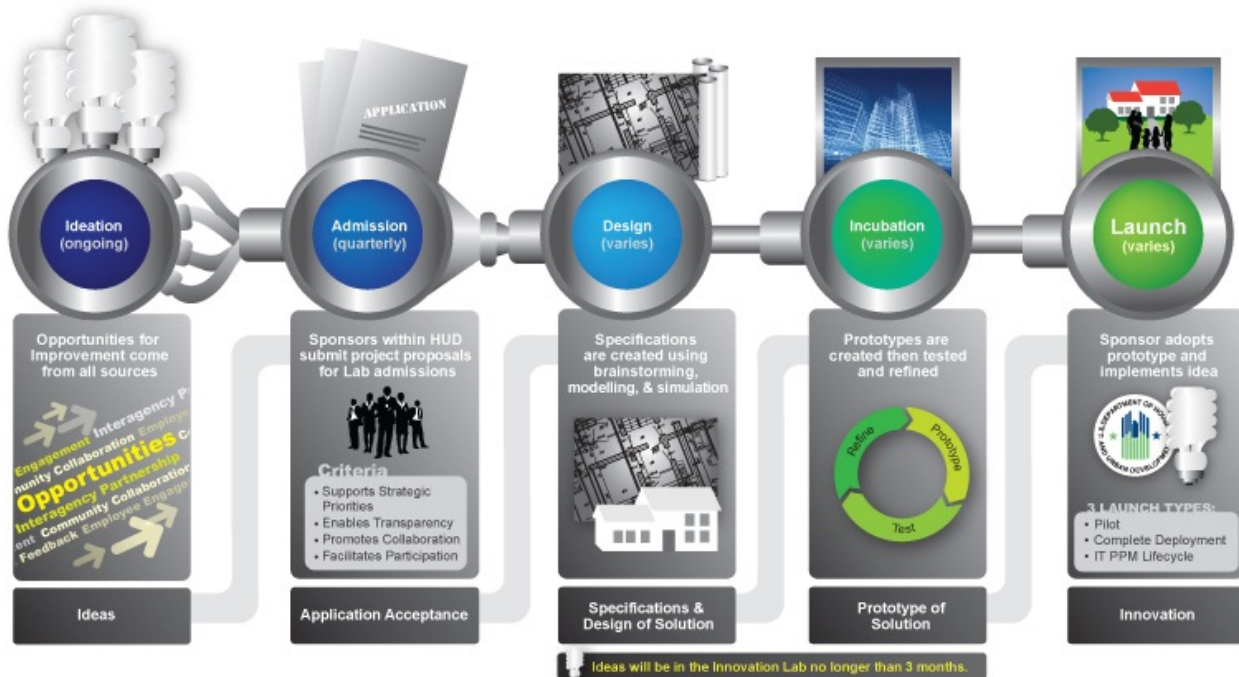
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## CLASSIFICATIONS

### **Business Incubator:**

Business incubators provide support for the successful development of companies by means of an array of support resources and services, offering a nurturing environment where entrepreneurs can bring their ideas to life. Incubator services often include one or several of the following:

- *Shared office space*
- *Marketing assistance*
- *Accounting/financial management*
- *Access to bank loans, loan funds and guarantee programs*
- *Help with presentation skills*
- *Business networks and links to strategic partners*
- *Access to angel investors, venture capital and debt financing*
- *Comprehensive business training programs*
- *Advisory boards and mentors*
- *Management team identification*
- *Technology commercialization assistance*
- *Help with regulatory compliance*
- *Intellectual property management*





## DRAFT

### **Seed Accelerators / Startup Accelerator Programs:**

The Seed Accelerator derives much of its characteristics from the business incubator; their services often include pre-seed investments (usually in exchange for equity) and the focus is on business model innovation. In contrast to an incubator, the seed accelerator views the startup period as short, and startups are often supported in cohort batches or ‘classes’ during a seed acceleration program. But accelerators are not considered “protected” nurturing environments, like the business incubator. They bring together entrepreneurs, mentors, and advisors and leave it to the entrepreneurs to figure out how to best take advantage of the opportunity that emerges. Being selected by a seed accelerator often brings notoriety to a firm, and it is a way to quickly create momentum in a startup, as long as the participants have the experience and drive necessary. Often, participants in seed accelerator programs are experienced startup professionals who are accustomed to the process. The assets provided by the seed accelerator come in the form of mentoring, funding and a strong network effect, but there are few or no internal resources, such as back office support functions, internal marketing or legal advisory experts or legal. It is a sink or swim environment.

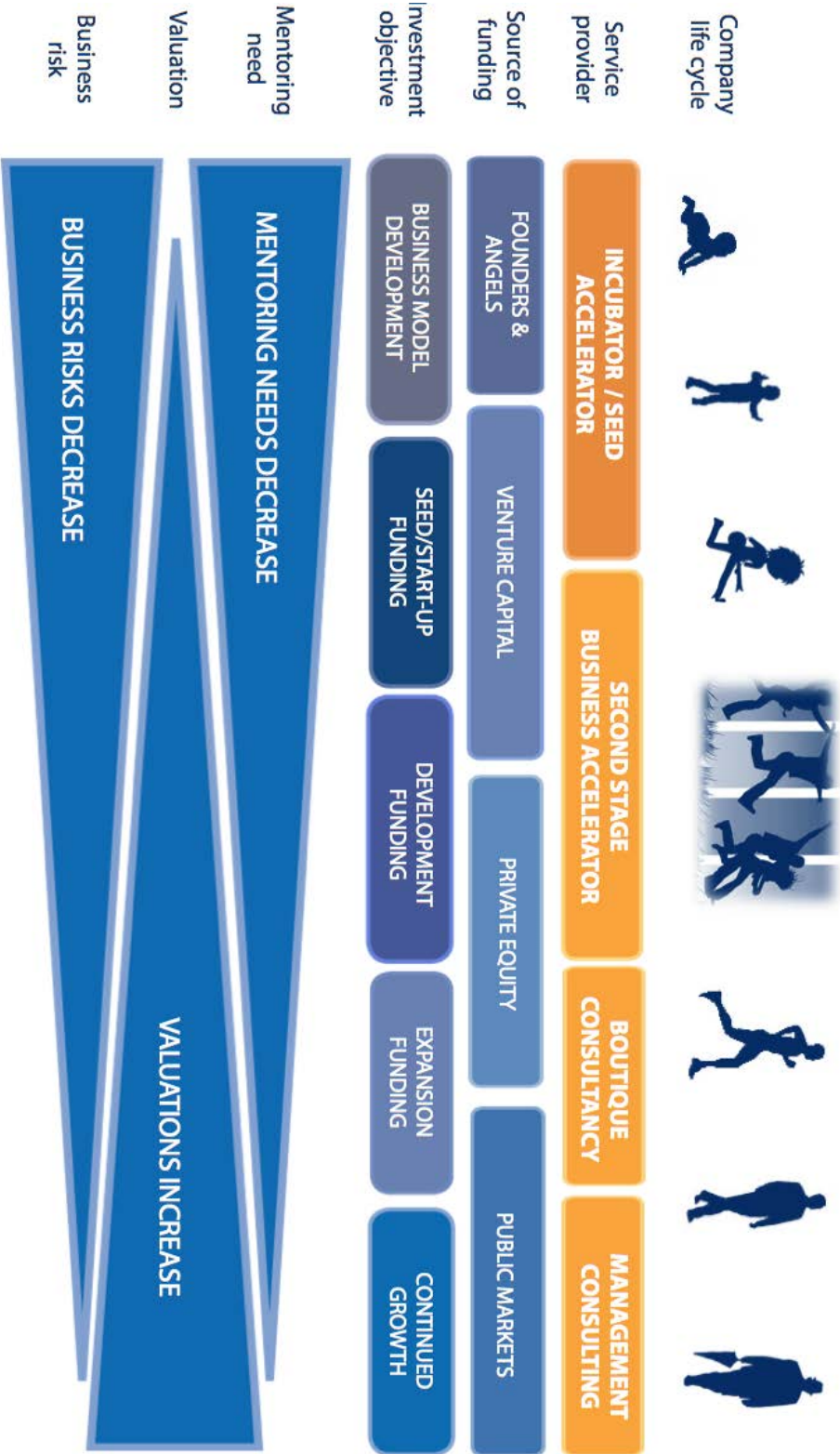
### **Second Stage Business Accelerator:**

Second stage business accelerator services are very different from those of both incubators and seed accelerators. A second stage business accelerator can be thought of a management consulting firm targeting established Small and Medium Enterprises (SMEs) looking to boost performance and ensure a continuous and sustainable growth path. Whether young or old, many companies sooner or later plateau in terms of revenue, and the growth bottlenecks vary greatly between organizations. One classic hold-up is the entrepreneur / founder who insists on having a finger in the pie across all decision and actions taken by the company – a sign that the company since long has outgrown the governance structure still in place.

A second stage business acceleration program typically lasts between 3-6 months and it is aimed to assess and improve the entire “business machinery” that a growing organization needs to have in place to succeed. Strategic focus, institutional strengthening, human resource training and financial strategy, are some of the dimensions that a second stage business accelerator may offer. The business accelerator’s emphasis is on accelerated and sustainable growth, and to eliminate organizational, operational, and strategic bottlenecks that prevent the client firm from growing. In essence, a second stage accelerator bears a strong resemblance to traditional management consulting firms, but adjusted to fulfill the needs of SME’s.

# Incubator Info Pack

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## DRAFT

### MODELS

#### Principles of models description are:

- **Purpose of a model** (any good model should have a purpose with which it was created)  
Theoretical background for a model
- **Viewpoint** (“a pattern or template from which individual views by establishing the purposes and audience for a view and the techniques for its creation and analysis”):  
Incubatee, Incubator Management, Sponsor (governmental body or private investor)
- **Abstraction technique:** black-box or external (“exposes the features of the system that are visible from an external observer and hides the internal details of the design”) white-box or internal (“shows the internal structure and displays the behavior of the system”) mixed (combines both approaches)
- **Type of model (a model could be characterized by its type):** structure (shows architecture of a system) vs. process (shows dynamic performance) model of development (how to design and establish a business incubator) vs. model of operation (how to carry out operations)

#### Purpose of a model:

- Type of a model (structure vs. process, stage-gate vs. iteration)
- Abstraction technique (black-box, white-box, mixed)
- Theoretical background (if available)
- Resources (capital, human, land, networks)
- Processes and practices (what is value chain? life cycle?)
- Efficiency and effectiveness (outcomes? process viability?)
- Linkages Entrepreneur – Business Incubator – Innovation Ecosystem
- Source (Author, literature, year)

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## CONCEPTS & CHARACTERIZATIONS

### **Conceptualizations:**

- Incubation as a mechanism for new venture creation- a step-by-step / staged process that awards legitimacy, opens network access and heightens community support for entrepreneurs.
- Incubation as a mechanism for resource allocation - a mechanism of awarding a stock of tangible and in-tangible resources to client firms that results in, in addition to other benefits, client firm growth.
- Incubation as a socio-political game- a socio-political mechanism of creating an environment and perception of reduced risk and security within a bounded physical space.
- Incubation as a co-product of incubator-incubatee dyads-a process of co-producing developmental assistance in independent incubator-client dyads.
- Incubation as an outcome of network behavior- a system of increasing client firms' network density.
- Incubatee selection as a predictable and controllable process- a process of selecting “weak but promising” firms for incubator induction.”

### **There are seven fundamental characteristics of a Business Incubator:**

1. Functional area, which consists of modules, with an affordable rent and on flexible rental terms.
2. Shared area and office services, appliances and network of cooperation.
3. Synergy among residents, caused by the fact that they stay under one roof and exchange experiences.
4. Seed capital is located in the incubator or there is access to loans, guarantees and equity investments.
5. Access to information, facilitating connections and promotion.
6. Training aimed at enhancing competence and skills, consultancy.
7. Accounting, legal and technological services and marketing.

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## OPERATION

The operation of a Business Incubator is characterized by the following elements:

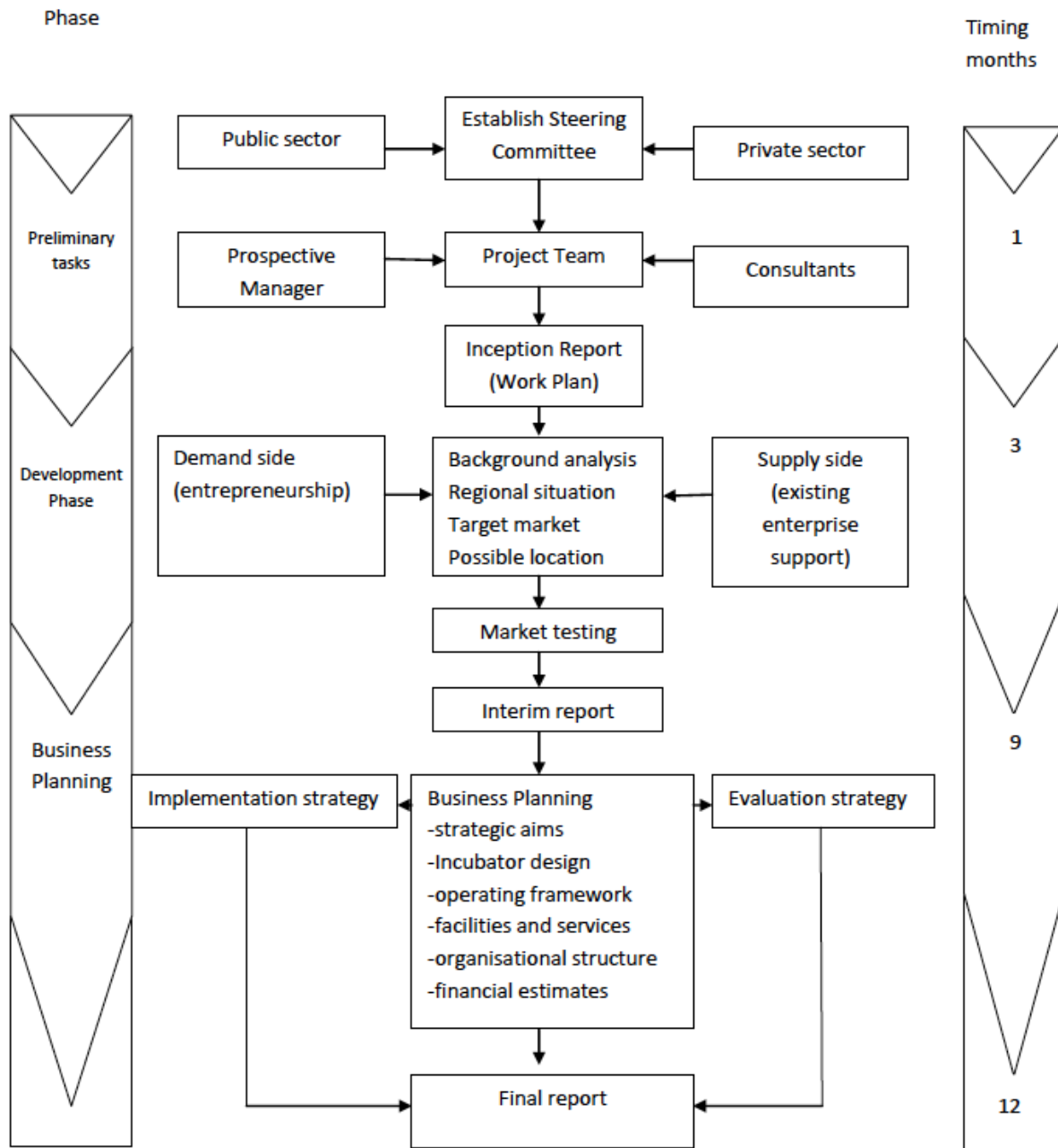
1. *Careful selection of entrepreneurs*, who have growth potential, as well as a flexible process of entering the incubator.
2. *Rental rates and fees* for services are usually lower than those on the market and gradually increase.
3. *Small management team* provides consultancy, training, information, access to external sources of funding, and supports the synergy among residents.
4. *Operating like a business* with the prospect of achieving considerable sustainability.

<u>Local Economic Development Incubators</u>	
<b>Goal</b>	Non-profit
<b>Main Activity</b>	Generalists
<b>Objectives</b>	job creation re-industrialisation / revitalisation economic development support to particular target groups or industries development of SMEs and clusters
<b>Targets</b>	small commercial craft or service companies in some cases, high-tech companies
<b>Offering</b>	hosting and shared services administrative assistance consulting Eventually: coaching – training – networking access to financing
<b>Key Problems</b>	durability – lack of stability of resources quality of management and services provided – highly dependent on the quality of the manager governance, risk of conflicts about the objectives, bureaucratic red-tape, time spent in negotiating with different partners
<b>Trends</b>	regular development increasing territorial coverage

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## DEVELOPMENT

### Business Incubator Program of Work:





CITY OF ALEXANDRIA, LOUISIANA  
MAYOR JACQUES M. ROY

**NOTICE OF INTENT TO PARTNER  
CITY OF ALEXANDRIA, LOUISIANA  
APRIL 2014 REQUESTS FOR COOPERATIVE DEVELOPMENT  
COMMUNITY COLLEGE INITIATIVE  
ATTACHMENT B-RFI**

\_\_\_\_\_ (Individual/Stakeholder) was charged with responding to a Request for Proposals for a **"Plan of Action for Community College Initiative Assets,"** titled "Request for Property Proposals – LCTCS Facilities Corporation – Central Louisiana Technical Community College, Alexandria Campus," issued November 6, 2013.

The City became a direct respondent to that RFP and further anticipates submitting feasibility plans and responses on behalf of and through public, private sector, and other parties regarding incentives, infrastructure and services that will include:

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Commitments regarding the feasibility of a specific site and other development partnerships;

Commitments regarding feasibility determinations region-wide to consider the measurable viability of the Project; and

Other (please specify) \_\_\_\_\_

Respondent's Representative:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Business Mailing Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Facsimile: \_\_\_\_\_

E-mail: \_\_\_\_\_

The City is authorized to submit this commitment on behalf of the *Alexandria Downtown Now!* contingent of private and public sector stakeholders.



CITY OF ALEXANDRIA, LOUISIANA  
MAYOR JACQUES M. ROY

**NOTICE OF INTENT TO RESPOND  
CITY OF ALEXANDRIA, LOUISIANA  
APRIL 2014 REQUESTS FOR COOPERATIVE DEVELOPMENT  
COMMUNITY COLLEGE INITIATIVE  
ATTACHMENT C-RFP**

\_\_\_\_\_ (Individual/Stakeholder) received the Alexandria  
Request for Information for **“Plan of Action for Community College Initiative Assets.”**

**“The Community College Initiative stakeholder intends to respond to the narrative request with Alexandria.”** (You may attach an additional single-page letter regarding your intent.)

We anticipate submitting a proposal that will include:

- Financial support in cash toward the Project;
- Financial support in the form of donated property to the Project;
- Other (please specify) \_\_\_\_\_

Answer the following areas with considerations of: transportation usages and logistics; public safety concerns related to transit and parking at the sites; parking deficiencies at the sites; and coordination-with-other-assets considerations to optimize uses and planning with public assets, green space and private sector community partners and initiatives.

- The total value of proposed stakeholder participation totals: \$\_\_\_\_\_.
- The availability of ancillary site development exists in the following manner: (attach additional page).
- The availability of ancillary economic development activity exists in the following manner: (attach additional page).
- The availability of other gateway and common space siting exists in the following manner: (attach additional page).

Other Proposed Points of Agreement, Issues and Questions to Be Answered by City:

Respondent’s Representative:

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Business Mailing Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Facsimile: \_\_\_\_\_

E-mail: \_\_\_\_\_

Please send completed form to [albin.provosty@cityofalex.com](mailto:albin.provosty@cityofalex.com)