

# LOUISIANA'S BESPOKE SOLUTIONS

## Addressing Unique Company Needs



CUSTOMIZED TRAINING  
SWAYS GARDNER DENVER

# inside EQ

## Economic Update

The State of Louisiana's Economy

## Momentum Louisiana

9 Companies  
Say "Yes" To Louisiana

## On The Cover

Louisiana's Bespoke Solutions

*CenturyLink Partners  
With Education Institution*

*Gameloft Receives Targeted  
Recruitment Services*

*Gardner Denver Receives  
LED FastStart® Training & Recruitment*

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Staffing Possibilities for GE Capital*

*University Partnership  
Addresses IBM Needs*

*Site Selection and  
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*Unique Needs,  
Unique Solutions*

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Louisiana Economic Development  
Alliance President & CEO  
George Swift

## Advantage Louisiana

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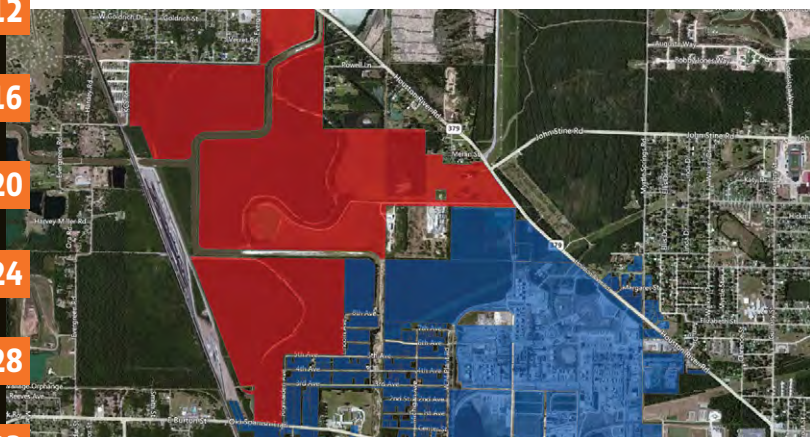
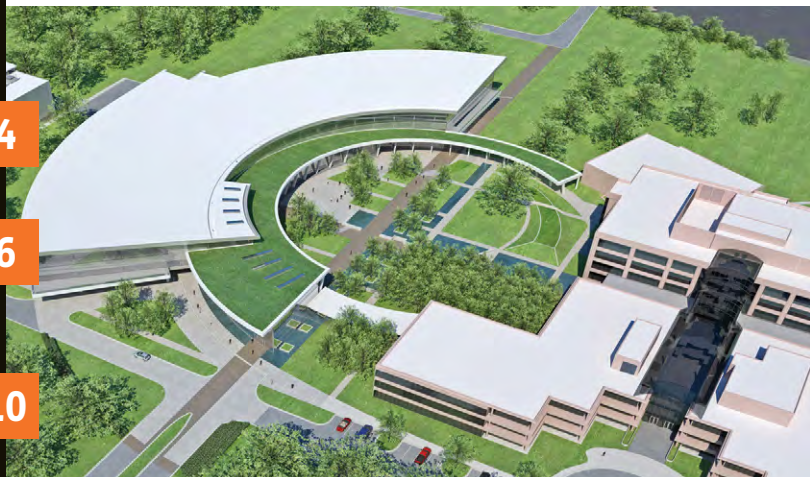
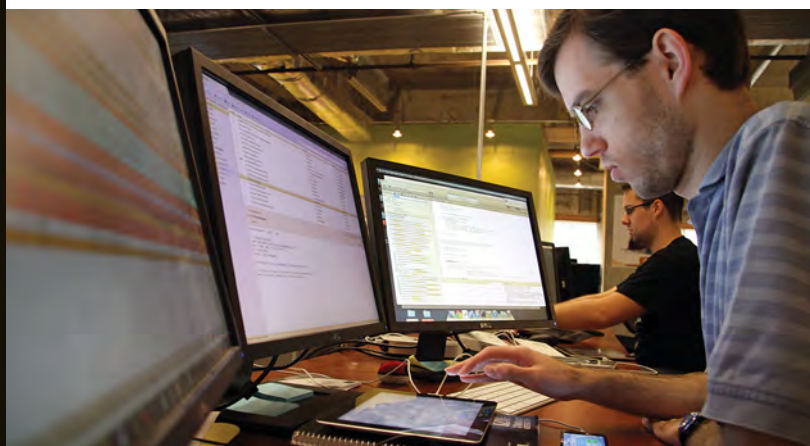
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**CONTRIBUTORS:** Jennifer Berthelot, Joe Coussan, Rick Dupree, Jason El Koubi, Jeff English, Steven Grissom, Daniel Groot, Chelsea Harris, Larry Henson, Lori Melancon, Stephen Moret, Gary Perilloux, Don Pierson, Todd Rossnagel, Andrew Tull and Patrick Witt

# letter from Secretary Moret



Louisiana is a custom-fit place. We know that leading companies face a variety of challenges under significant time constraints when planning major new business investments, so we work closely with them to design and implement tailored solutions to effectively meet their needs. Strategic university partnerships, ingenious employee recruitment programs, sophisticated site selection and custom training centers are just a few examples of the solutions we've developed for companies investing in Louisiana. These efforts have contributed to Louisiana's success in landing more significant business development projects per capita than any other Southern state for the last four years in a row, according to *Southern Business & Development*.

In this issue of *EQ*, we share examples of major companies, such as Benteler Steel/Tube, CenturyLink, EA, Gameloft, IBM and Sasol, that are taking advantage of our bespoke solutions to make successful investments in Louisiana. Our custom solutions are enabling these and other companies to launch their operations faster and more successfully than planned.

We'll also take a look at how our Economic Gardening Initiative, one of Louisiana's small business solutions, helped Motivait Seafoods fine-tune the company's marketing efforts and reap new commercial opportunities.

Finally, we'll hear from George Swift, President/CEO of the Southwest Louisiana Economic Development Alliance, about the extraordinary assets in his region that are helping attract major investments to Southwest Louisiana.

Thank you for your interest in Louisiana – America's new frontier for business opportunity.

Best regards,

A handwritten signature in black ink that reads "Stephen Moret".

Stephen Moret, Secretary  
Louisiana Economic Development



# ECONOMIC UPDATE

LOUISIANA'S ECONOMY Q2 2013

## RANKINGS

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Louisiana was ranked the  
**NO. 1 U.S. EXPORTER** in the  
U.S. Chamber's *Enterprising States*  
2013 report.

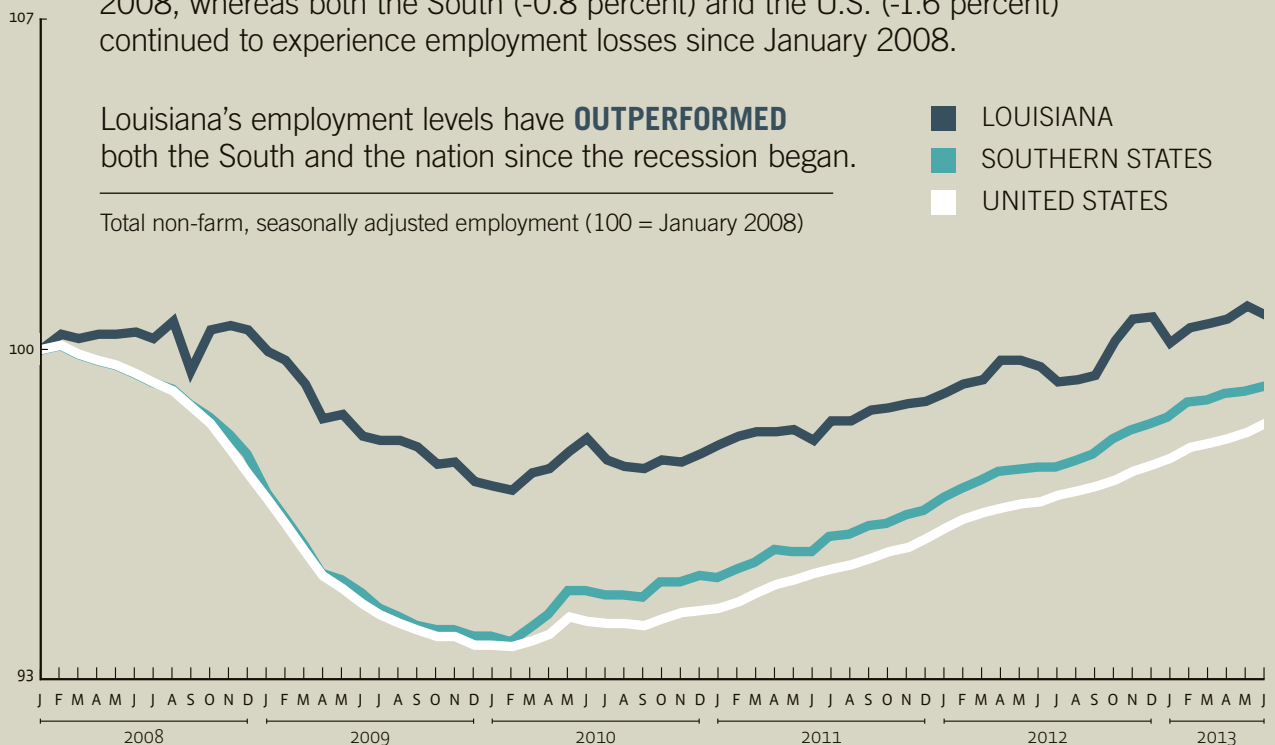
## EMPLOYMENT

Louisiana had **0.7 PERCENT MORE JOBS** in June 2013 than it had in January 2008, whereas both the South (-0.8 percent) and the U.S. (-1.6 percent) continued to experience employment losses since January 2008.

Louisiana's employment levels have **OUTPERFORMED** both the South and the nation since the recession began.

Total non-farm, seasonally adjusted employment (100 = January 2008)

■ LOUISIANA  
■ SOUTHERN STATES  
■ UNITED STATES



## RANKINGS

Chief Executive magazine  
**RANKED LOUISIANA NO. 11** in its  
Best & Worst States for Business, an  
improvement of 34 spots since 2008.

34 SPOTS

## BANKING

**63.8%**  
**INCREASE**

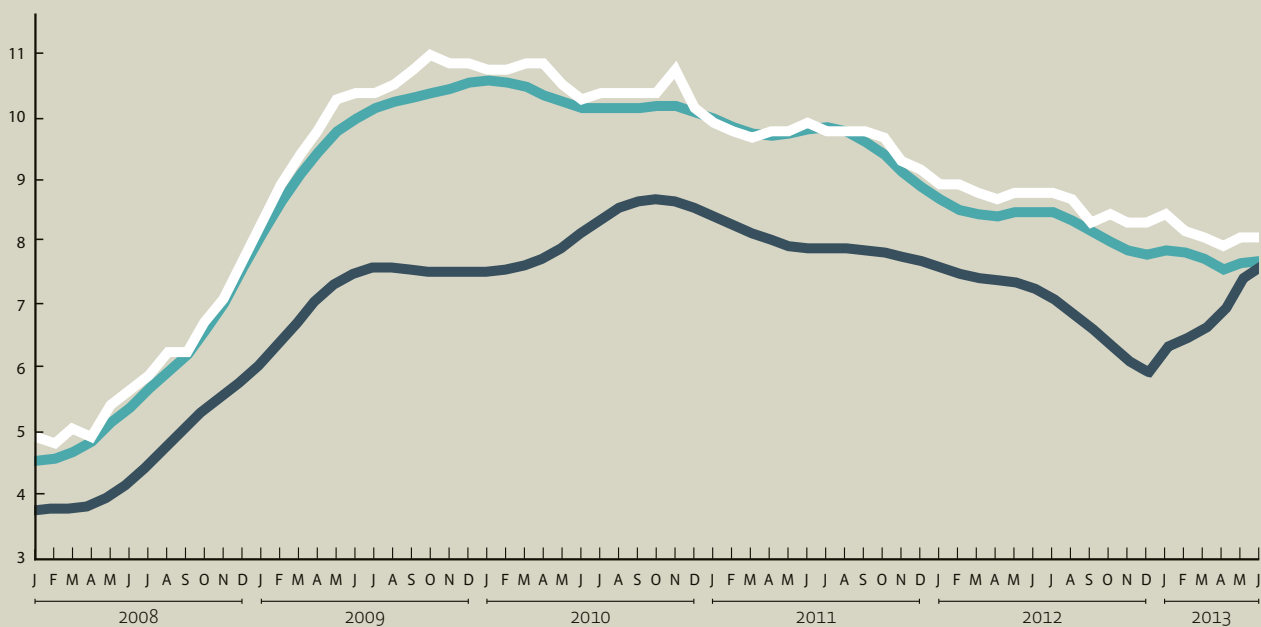
The infographic features a large, bold, white number '63.8%' with a teal percentage sign, set against a dark blue background. Below the number, the word 'INCREASE' is written in a bold, teal, sans-serif font. The background is a solid dark blue color.

Total bank equity capital of Louisiana's 146 FDIC-insured institutions was up **63.8 PERCENT** compared to the nation's growth of 20.7 percent.

# UNEMPLOYMENT

June 2013 marked the **22ND CONSECUTIVE QUARTER** that Louisiana outperformed both the South and the U.S. with respect to the unemployment rate.

■ LOUISIANA  
■ SOUTHERN STATES  
■ UNITED STATES



# MOMENTUM >>>> LOUISIANA

9 COMPANIES SAY 'YES' TO LOUISIANA



## DYNO NOBEL

65 NEW JOBS (441 RETAINED)  
\$55,700 AVG SALARY  
\$1 BILLION CAPITAL INVESTMENT

Dyno Nobel and Cornerstone Chemical announced in April 2013 that they will invest in a new ammonia production facility and related upgrades in Waggaman, La. Incitec Pivot Ltd., Dyno Nobel's Australia-based parent company, will invest \$850 million to build the ammonia plant, providing a commercial foundation for Cornerstone to continue its planned investment of \$175 million in maintenance, upgrades and infrastructure expansion at its site over a six-year period. To secure the project, the state offered a competitive incentives package that will include the Industrial Tax Exemption and Quality Jobs programs for Dyno Nobel. Cornerstone Chemical will receive a Modernization Tax Credit of \$3 million, along with the services of LED FastStart®.

*"This plant will set a new standard in clean, efficient ammonia production and will provide a significant economic benefit to the state and regional communities. We are honored to be a part of the Waggaman, Jefferson Parish and Louisiana communities."*

**JAMES FAZZINO**  
Managing Director and CEO of Incitec Pivot Ltd.

## WOLVERINE TERMINALS LLC

20 NEW JOBS  
\$62,000 AVG SALARY  
\$30 MILLION CAPITAL INVESTMENT



In May 2013, Wolverine Terminals LLC announced the company will establish a crude oil terminal and blending operation on a 15-acre Mississippi River site in St. James Parish. In addition to 20 new direct jobs, LED estimates the project will result in 18 new indirect jobs and 100 construction jobs. The Wolverine Terminals project is supported by Gulfport Energy Corp. of Oklahoma City and Wexford Capital LP of Greenwich, Conn. Rail and dock facility improvements will join storage tank construction, enabling the company to receive crude oil shipments by rail from Canadian and U.S. locations and to ship blended oil products via barge to domestic customers.

*"We selected the Paulina location due to the business-friendly economic environment, the quality of the local, experienced workforce, strategic location and our unwavering commitment to do our part for energy independence in the U.S. We can't wait to begin our journey in Louisiana."*

**TERRY WILSON**  
General Manager of Wolverine Terminals



## ROYOMARTIN-MARTCO LTD. PARTNERSHIP

24 NEW JOBS (686 RETAINED)  
\$42,000 AVG SALARY  
\$20 MILLION CAPITAL INVESTMENT

In May 2013, RoyOMartin-Martco Ltd. Partnership announced it will modernize and expand the Martco plywood facility in Chopin, La. The company will upgrade the drying equipment, add a production line and create 24 new direct jobs. The project will retain 686 jobs, and LED estimates it will result in an additional 56 indirect jobs. To secure the project, the state offered RoyOMartin-Martco a \$1 million Modernization Tax Credit, to be claimed over five years. In addition, the company is expected to utilize Louisiana's Industrial Tax Exemption Program.

*"As we begin to experience a resurgence in the construction industry and a renewed demand for our products, we are expanding our manufacturing operations to meet the anticipated need for wood products while continuing to build upon our 90-year commitment to Central Louisiana."*

**ROY O. MARTIN III**  
**President and CFO of RoyOMartin-Martco Ltd. Partnership**

## BOISE INC.

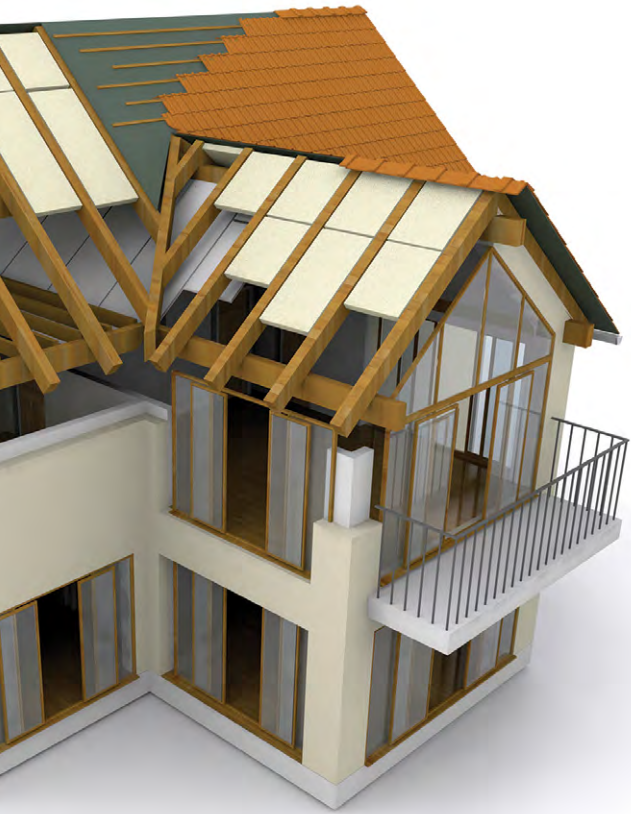
54 NEW JOBS (440 RETAINED)  
\$66,500 AVG SALARY  
\$111 MILLION CAPITAL INVESTMENT

Boise Inc. announced in May 2013 that it would upgrade a major paper machine at the company's DeRidder Paper Mill. The reconfiguration of a former newsprint machine will allow Boise to make lightweight linerboard and corrugated material, key components of packaging. The expansion will retain 440 existing employees, as well as create 54 direct jobs and an estimated 222 indirect jobs. Approximately 600 construction jobs will also be created as a result of the project. Boise Inc., headquartered in Idaho, operates packaging and paper facilities in 17 states, Canada, Mexico, France, the Netherlands and Spain. The DeRidder Paper Mill represents one of Boise's largest facilities and includes three paper machines.

*"We are proud that our Board of Directors has approved this significant investment in DeRidder. It is a vote of confidence in the DeRidder team and our ability to perform. It is also a key step in the company's strategy to grow our packaging business."*

**MARK HASER**  
**Vice President, Manufacturing of Boise Inc.**





## COMNET CONSTRUCTION

11 NEW JOBS  
35% SALES INCREASE

ComNet Construction is a general contracting firm specializing in commercial and residential construction, construction management, design-build construction and facilities management services. A longtime client of the Louisiana Small Business Development Center at Southern University, the company participated in many workshops and tapped one-on-one business coaching to prepare a loan package that secured financing and launched its construction projects. The LSBDC helped ComNet develop a strategic plan to target sales and expansion opportunities. As a result, ComNet has secured more than \$750,000 in capital and increased sales by 35 percent. The LSBDC is funded in part by Louisiana Economic Development.

*"The LSBDC at Southern University has enhanced my company, which has contributed to its growth and profitability. All small businesses should take advantage of resources available at the LSBDC."*

**ERIC PORTER**  
Owner of ComNet Construction



## DANOS

326 NEW HEADQUARTERS JOBS, \$75,000 AVG SALARY  
100 NEW MANUFACTURING JOBS, \$65,000 AVG SALARY  
(400 RETAINED), \$30 MILLION CAPITAL INVESTMENT

Danos announced in May 2013 that it will retain its headquarters in Louisiana and that Danos & Curole Marine Contractors LLC has selected a site in Gray, La., for a new \$10 million corporate headquarters facility. In addition, the company is evaluating multiple Louisiana port locations to select where it will build a new \$20 million manufacturing and fabrication facility. The company will create 326 new headquarters jobs and 100 more manufacturing jobs as Danos leverages new deepwater oil and gas opportunities in the Gulf of Mexico, along with land-based and international energy growth opportunities. The Danos expansion will retain 400 existing jobs and create 200 construction jobs. LED also estimates the project will result in an additional 871 new indirect jobs.

*"The Danos family business has deep roots in South Louisiana. The heritage and culture of this area are important to who we are as a company. ... The Governor and the Secretary of Economic Development are shaping an environment that is beneficial to attracting and retaining companies who are creating good jobs in our state and region."*

**HANK DANOS**  
President and CEO of Danos



## HUNTING ENERGY SERVICES

48 RETAINED JOBS  
\$52,000 AVG SALARY  
\$19.6 MILLION CAPITAL INVESTMENT



In June 2013, Hunting Energy Services completed a \$19.6 million investment in its new Houma facility. The project included construction of more than 97,000 square feet in manufacturing and distribution space. The project also retained 48 jobs and created 60 construction jobs. Since mid-2012, the company has added 33 employees, for a total of 81 jobs at the new site. To secure the project, the state offered the company a \$325,000 Modernization Tax Credit, which will be claimed over five years. Hunting Energy Services also is expected to utilize the state's Industrial Tax Exemption Program.

*"We are making a long-term investment to further growth of our manufacturing operations in Houma. We are dedicated to our employees, customers, the Houma-Terrebonne region and the State of Louisiana in providing a foundation for a safe and environmentally sound base of operations."*

**JIM JOHNSON**  
COO of Hunting Energy Services



## IDAHO TIMBER

90 NEW JOBS  
\$32,000 AVG SALARY  
\$3.5 MILLION CAPITAL INVESTMENT

Idaho Timber announced in May 2013 that it will reopen a sawmill in Coushatta, La., creating 90 new direct jobs. Recently purchased from Hood Industries, the sawmill will produce radius-edge decking, dimension lumber and other timber products crafted from southern yellow pine. LED estimates the mill project will result in an additional 289 indirect jobs. The state began working with Idaho Timber in October 2012 as the company sought additional capacity with the expected turnaround of the housing industry. To secure the project, LED offered Idaho Timber the services of LED FastStart® — the nation's top-ranked state workforce development program. The company also is expected to utilize Louisiana's Industrial Tax Exemption and Quality Jobs programs.

*"Our decision to acquire the former Hood Industries sawmill in Coushatta was influenced by the flexibility of the facility's manufacturing capability, the knowledgeable and skilled workforce located in the community and surrounding area, and an adequate timber supply."*

**TED ELLIS**  
President and CEO of Idaho Timber

## METHANEX CORP.

35 NEW JOBS  
\$550 MILLION CAPITAL INVESTMENT



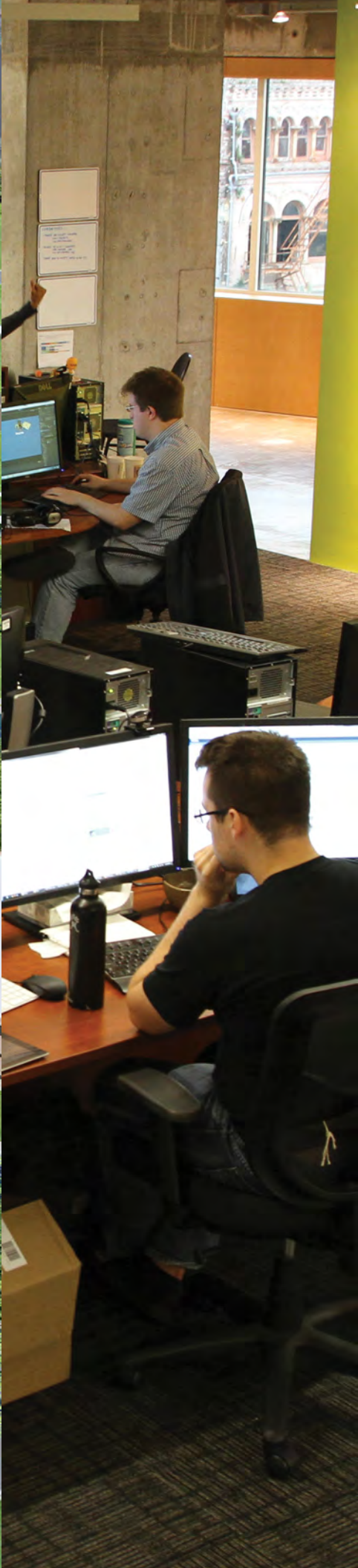
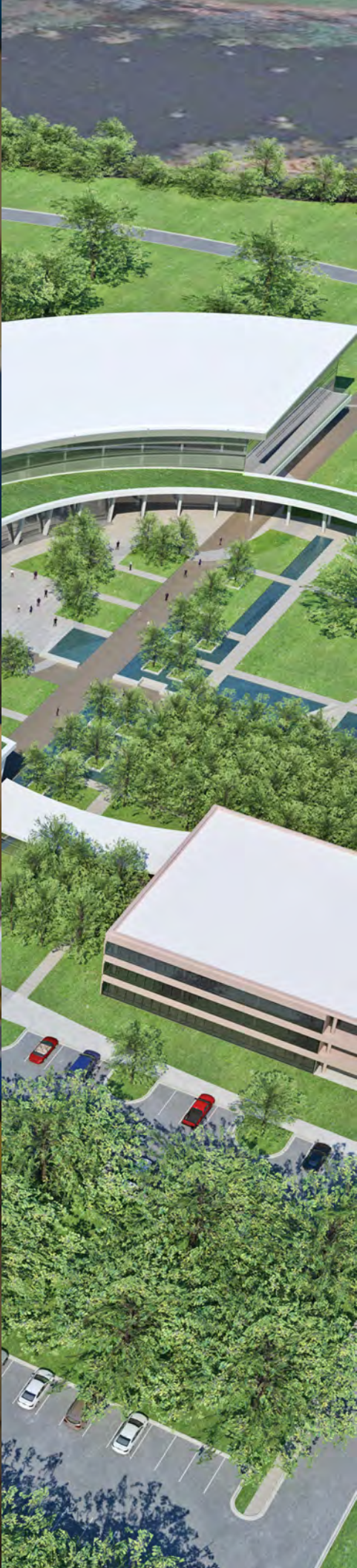
**A Responsible Care® Company**

In April 2013, Methanex announced it would relocate a second methanol plant from Chile to a 225-acre site in Geismar, La. The plant will include a \$550 million capital investment and will create 35 new jobs. LED estimates the project will result in another 207 new indirect jobs. This relocation combined with the Methanex plant relocation announced in July 2012 will create a total of more than 1,300 new direct and indirect jobs and 2,500 construction jobs. To secure the project, LED offered Methanex a \$1.2 million performance-based grant for site infrastructure improvements, along with the services of LED FastStart® — the nation's No. 1 state workforce development program. In addition, Methanex is expected to utilize the state's Industrial Tax Exemption and Quality Jobs programs.

*"The project is expected to create significant value for our shareholders. It also allows us to capitalize on the competitive natural gas price environment in North America, and offers significant cost and schedule savings compared to a greenfield project."*

**JOHN FLOREN**  
President and CEO of Methanex Corp.








# LOUISIANA'S BESPOKE SOLUTIONS

More and more, when considering locations worldwide for new locations, relocations or expansions, businesses are choosing Louisiana. For technology innovators like IBM and for global energy leaders like Sasol, the reason is clear: Louisiana crafts custom solutions that deliver success.

Innovative university partnerships, strategic employee recruitment, sophisticated site selection and custom training centers are just the beginning of benefits companies are finding in the state. No matter the specific solution needed, Louisiana is empowering leading companies for success every day.





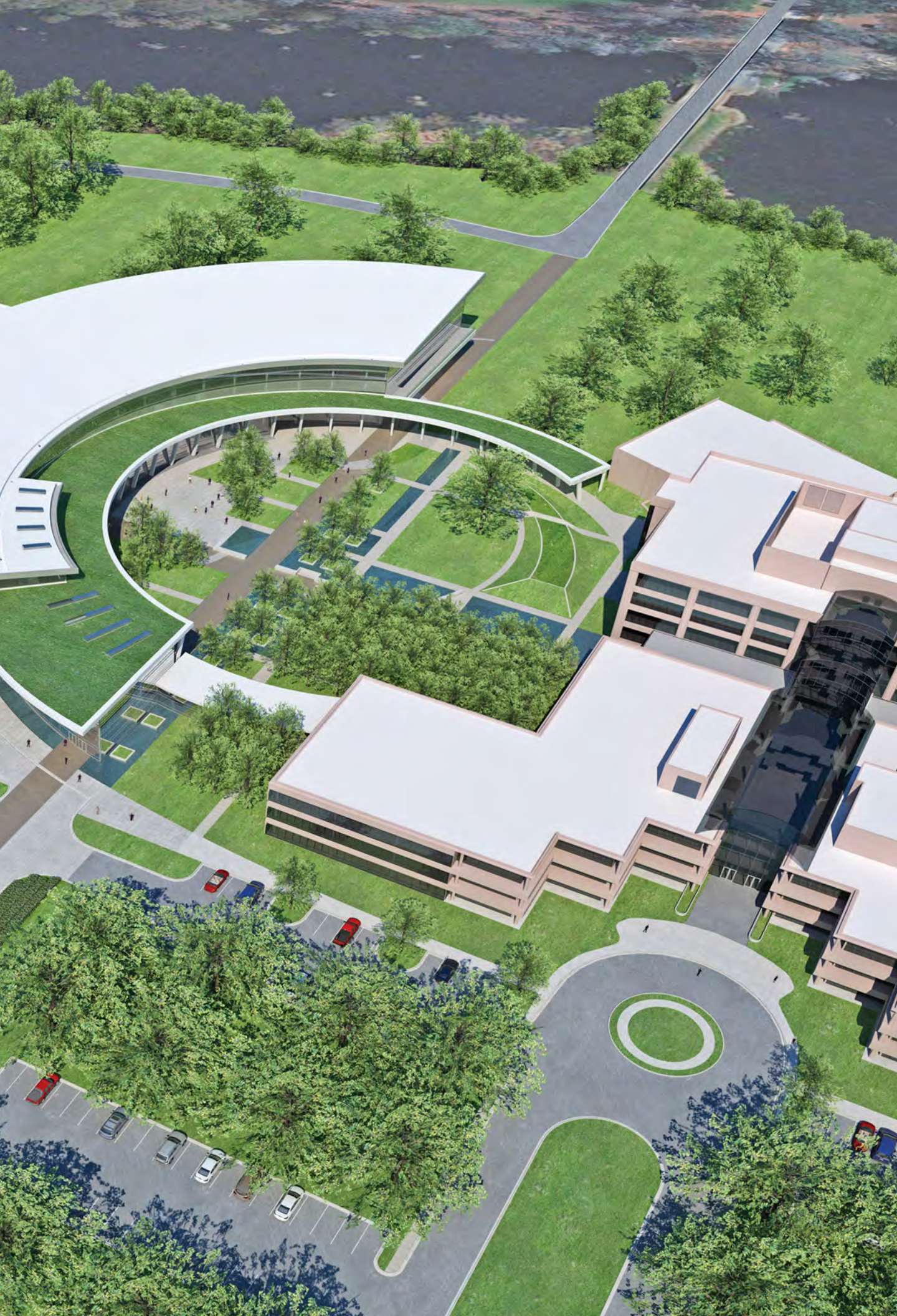
## **CENTURYLINK VAULTS INTO FORTUNE 500, WEIGHS HEADQUARTERS OPTIONS**

A pair of historic mergers in 2009 and 2011 advanced CenturyLink into the Fortune 500 as the nation's third-largest telecommunications company. CenturyLink grew from a local phone company in 1946 to a multistate telecom in 2009, when it acquired EMBARQ, a competitor based in the Kansas City area. The merger fueled speculation that CenturyLink might move its Louisiana headquarters. Upon acquiring Denver-based Qwest two years later, CenturyLink sparked new concerns: Would the company be better based in Qwest's 52-floor tower in downtown Denver rather than its mid-rise Monroe, La., headquarters?

With CenturyLink quickly growing from 6,000 to 20,000 employees — and requiring hundreds more headquarters staff — Louisiana faced steep challenges to secure the headquarters of this critically important company.

**LED FASTSTART® AND A PARTNERSHIP  
WITH LOUISIANA TECH UNIVERSITY SUPPORT  
CENTURYLINK THROUGH TWO ACQUISITIONS  
AND A MAJOR HEADQUARTERS EXPANSION**









## LOUISIANA DEVELOPS SOLUTIONS TO SECURE CENTURYLINK HEADQUARTERS

Louisiana Economic Development leadership knew CenturyLink could remain in Monroe and still manage the rapid growth. LED officials seized the opportunity to make Louisiana's case with President and CEO Glen Post after the EMBARQ deal.

Keeping CenturyLink in Monroe appealed to Post, too. A graduate of nearby Louisiana Tech University, Post recognized the value of CenturyLink's eight-decade relationship with the state. Yet establishing headquarters for a much larger CenturyLink could not be a sentimental choice.

LED developed a strategy to address CenturyLink's business requirements. The state would deliver workforce solutions to meet CenturyLink's demand for hundreds of new professionals. Louisiana also would address the company's education and infrastructure needs.

## CUSTOM-FIT SOLUTIONS



**TARGETED INCENTIVES**




**UNIVERSITY PARTNERSHIP**



**WORKFORCE RECRUITMENT**

**“We’re really appreciative of the opportunity we have to work with the state to grow our headquarters operations, our buildings and accommodations for our employees here in the years to come...”**

**GLEN POST**  
President and CEO, CenturyLink



After the 2009 merger, the state offered \$900,000 over three years to establish the Clarke M. Williams Professorship in Telecommunications at Louisiana Tech in honor of the company's founder. CenturyLink would collaborate with the university to design courses for the company's advanced education needs. CenturyLink would receive the state's Quality Jobs incentive to support new headquarters hiring. Additionally, the state offered the services of LED FastStart® — *ranked the No. 1 state workforce program in the nation* — to provide recruiting, screening and training services to identify the best talent

available. Louisiana would provide \$5.6 million in performance-based grants to defray post-merger relocation costs of employees and services to Monroe. After the EMBARQ merger, CenturyLink embraced the state's offer and agreed to place the headquarters of the firm in Louisiana and add 350 more jobs.

## **QWEST BRINGS NEW OPPORTUNITY, NEW RISK**

In 2010, CenturyLink disclosed even larger acquisition plans: The company would buy a Western rival, Qwest Communications. With a Denver metro base of three million people, Qwest offered a viable headquarters site in a larger urban environment. Suddenly, Louisiana faced a new threat to retaining the Fortune 500 firm's headquarters.

With more U.S. metros likely to court CenturyLink, LED redoubled efforts to support the growth of CenturyLink in Monroe. The Qwest deal poised CenturyLink to create 800 more headquarters positions — growth the existing Monroe site could not support. CenturyLink needed a strategy for creating a larger headquarters and for identifying interim office space the company could tap.

Determined to solve the CenturyLink challenge, LED offered a comprehensive solution. For new headquarters space, Louisiana offered up to \$14.9 million. To reimburse Qwest relocation costs, Louisiana offered a \$3.3 million performance-based grant. To provide temporary space, Louisiana offered 150,000 square feet in the state-owned Accent Building in Monroe. To extend the education partnership, Louisiana offered another \$1.2 million for advanced telecommunications education at Louisiana Tech University, for a total of \$2.1 million over seven years. And to continue hiring support, Louisiana extended its offer of Quality Jobs and LED FastStart incentives.

## **CENTURYLINK CHOOSES LOUISIANA — AGAIN**

In June 2011, CenturyLink employees ringed the multistory atrium at their Monroe headquarters to hear the news: CenturyLink would remain in

Louisiana through at least 2020, keeping company headquarters in Monroe.

"We're really appreciative of the opportunity we have to work with the state to grow our headquarters operations, our buildings and accommodations for our employees here in the years to come," Post said. "This is not just an agreement in and of itself. It's an expression of confidence in our future ... and our CenturyLink family."

The announcement came at a favorable time: Weeks later, CenturyLink completed the acquisition of Savvis Inc. — a global leader in cloud infrastructure and hosted IT solutions. Through Savvis, CenturyLink gained clients who make up one-third of the Fortune 100. The deal demonstrated CenturyLink's evolution into corporate software development, for which the company could qualify for Louisiana's best-in-the-nation 35 percent refundable tax credit.

## **CENTURYLINK CAPS GROWTH WITH TECHNOLOGY CENTER**

In March 2013, CenturyLink broke ground on the headquarters expansion: a 250,000-square-foot Technology Center of Excellence representing the core of CenturyLink's growth strategy. The company will house an additional 800 employees in the center upon its completion in 2016, boosting CenturyLink jobs in the Monroe area to 2,600.

The technology center will bring CenturyLink headquarters to 600,000 square feet on more than 40 acres. The facility's design will attain Leadership in Energy and Environmental Design certification — or LEED Silver Status — and will house research and development labs, network operations and additional office and meeting space.

"We are very pleased to celebrate the groundbreaking of the CenturyLink Technology Center of Excellence with our employees, our community and our business partners," said Post. "We look forward to continuing to grow CenturyLink's presence in Northeastern Louisiana, and to working with individuals and organizations to make the region an even better place to live and work." **EQ**



## **DIGITAL GAMING BOOM PROMPTS GAMELOFT EXPANSION**

In 2011, PocketGamer.com ranked Gameloft the No. 1 publisher of mobile games. A leader in the booming digital gaming market, Paris-based Gameloft was poised to capitalize on this growth and evaluated several locations for a new game development studio.

The company evaluated many potential sites, looking for a location with a strong business climate and the support of economic development organizations. Gameloft leadership required the location to possess a pool of young talent and provide an enriching lifestyle for its staff.

When LED officials discovered Gameloft was evaluating new locations for the studio, the economic development staff identified New Orleans as a uniquely positioned destination for software developers. LED contacted Gameloft to outline what Louisiana could provide.

**PARIS-BASED GAMELOFT COMMITS  
TO NEW STUDIO THANKS TO AN  
EFFECTIVE SOCIAL MEDIA RECRUITING  
BLITZ BY LED FASTSTART®**





# CUSTOM-FIT SOLUTIONS



## HIGH-TECH TALENT



## TARGETED INCENTIVES



## WORKFORCE RECRUITMENT

### GROWING TECH MARKET IN LOUISIANA ENTICES GAMELOFT

New Orleans struck a chord with Gameloft. Beyond the city's reputation as a culinary and entertainment magnet, by 2010 New Orleans had established a noteworthy track record of attracting young professionals in the creative class and providing a high level of entrepreneurial activity.

In Louisiana, tax credits were targeted to filmmakers, and by the end of the 2000s, the incentives helped establish Louisiana as the No. 3 U.S. movie production market. In 2005, Louisiana extended tax credits to video game developers in the state. State leaders recognized that digital entertainment held the potential to create even more permanent jobs than movies, and a 2009 law extended the reach to software development in general, with a 35 percent refundable tax credit in Louisiana-based payroll and a 25 percent refundable tax credit on software product costs.


Such incentives supported a growing digital media industry in Louisiana and encouraged further growth. The promising business climate and support from the state was an enticing proposition for Gameloft representatives who appreciated the vote of confidence Louisiana placed in this booming industry.

The company discovered that game development professionals expressed a great deal of interest in living and working in the city. What Gameloft executives wanted to know next was whether they could find the necessary talent to establish a major studio in New Orleans.

### LED FASTSTART® TAKES APPLICANT RECRUITING TO THE NEXT LEVEL

The employees that Gameloft wanted to recruit had to possess unique skills and talents in design and software development. Recruiting the right employees, from Louisiana and elsewhere, remained a major concern for the company.

To convince Gameloft representatives that Louisiana was an ideal location for the company's



new studio, the state provided Gameloft with the services of LED FastStart — *rated the No. 1 workforce recruitment and training program in the nation for the last four years in a row*. For each customer, FastStart devises a multifaceted employee recruitment and screening strategy that identifies and cultivates candidates ideally suited for the client's workplace. For the needs of Gameloft, FastStart committed to developing a targeted approach to identify and recruit potential talent through the most ideal outlets.

**Within two months, the FastStart campaign for Gameloft attracted more than 60,000 page views, two million impressions and 1,700 job applicants.**

FastStart knew the Gameloft demonstration project needed to deliver qualified candidates quickly. Overnight, FastStart designed a custom website that included an overview video about Gameloft and a quality-of-life video showcasing New Orleans. From there, the FastStart team launched a social media marketing campaign that went viral in a matter of days. FastStart produced targeted Facebook ads and a Twitter campaign with strategic hashtags and links. FastStart staff also produced banner ads that were placed at online portals frequented by game development professionals.

Within two months, the FastStart campaign for Gameloft attracted more than 60,000 page views, two million impressions and 1,700 job applicants.

Most importantly, more than 700 of the job applicants were identified as “highly qualified” and possessed the skills Gameloft needed to establish a game development studio in New Orleans.

“One of the main concerns when we were moving down here was that we weren’t going to be able

to convince people to move here,” said David Hague, studio manager for Gameloft New Orleans. “That was obviously not the case as we started recruiting, and we had 1,700 people apply to come down here. Of those people, 700 people were qualified candidates.”

## **GAMELOFT'S NEW ORLEANS STUDIO SEES SUCCESS OF COSMIC PROPORTIONS**

With the workforce question answered, Gameloft accepted Louisiana's incentive package. On August 15, 2011, Gameloft announced it would open a game development studio in New Orleans and deliver at least one new game title developed entirely at the studio in its first year. Employment will grow to nearly 150 jobs at the New Orleans studio in the next few years, with pay averaging more than \$60,000, plus benefits.

“We really did not have (Louisiana or New Orleans) on the radar to go for,” said Samir El Agili, vice president production U.S. and Latin America at Gameloft. “What’s interesting and made us very curious about Louisiana is the amazing digital media incentive, which is the best in the country. We were very amazed by what we saw. We were very amazed by the state. Whether it’s the incentive or the culture that we found in Louisiana, we felt this could definitely be one of the top cities for us to build a studio.”

In August 2012, Gameloft celebrated its one-year anniversary in New Orleans. In the span of a single year, the company hired 32 employees and is on track to fulfill its goal of 100 employees by 2016. At the one-year celebration, Gameloft's officials announced the completion of Cosmic Colony — the first game to be developed at the New Orleans studio.

With this successful first year under its belt, the studio announced plans to launch two new projects, as well as continuing work on games currently in their catalogue of products. **EQ**





### **MTS: GARDNER DENVER PLANS MONROE PLANT CLOSURE**

In 2009, Gardner Denver Inc. announced tentative plans to consolidate two of its production plants into one. The plants, one in Sheboygan, Wis., and the other in Monroe, La., manufactured Thomas-brand products for Gardner Denver Thomas, a subsidiary of Gardner Denver. The products included pumps and compressors used in medical and pharmaceutical equipment, automobiles, food processing equipment and more.

The facilities in Monroe and Sheboygan had similar production and machining lines, but the Sheboygan facility was much larger than Monroe. Company officials were evaluating a consolidation to either Monroe (about 70 employees at the time) or the Sheboygan facility (about 300 employees at the time), but given Sheboygan's size, they determined it would be easier to consolidate the two locations into the Sheboygan plant. In anticipation of a consolidation in Sheboygan, company officials internally named the project "MTS" for "Monroe to Sheboygan."

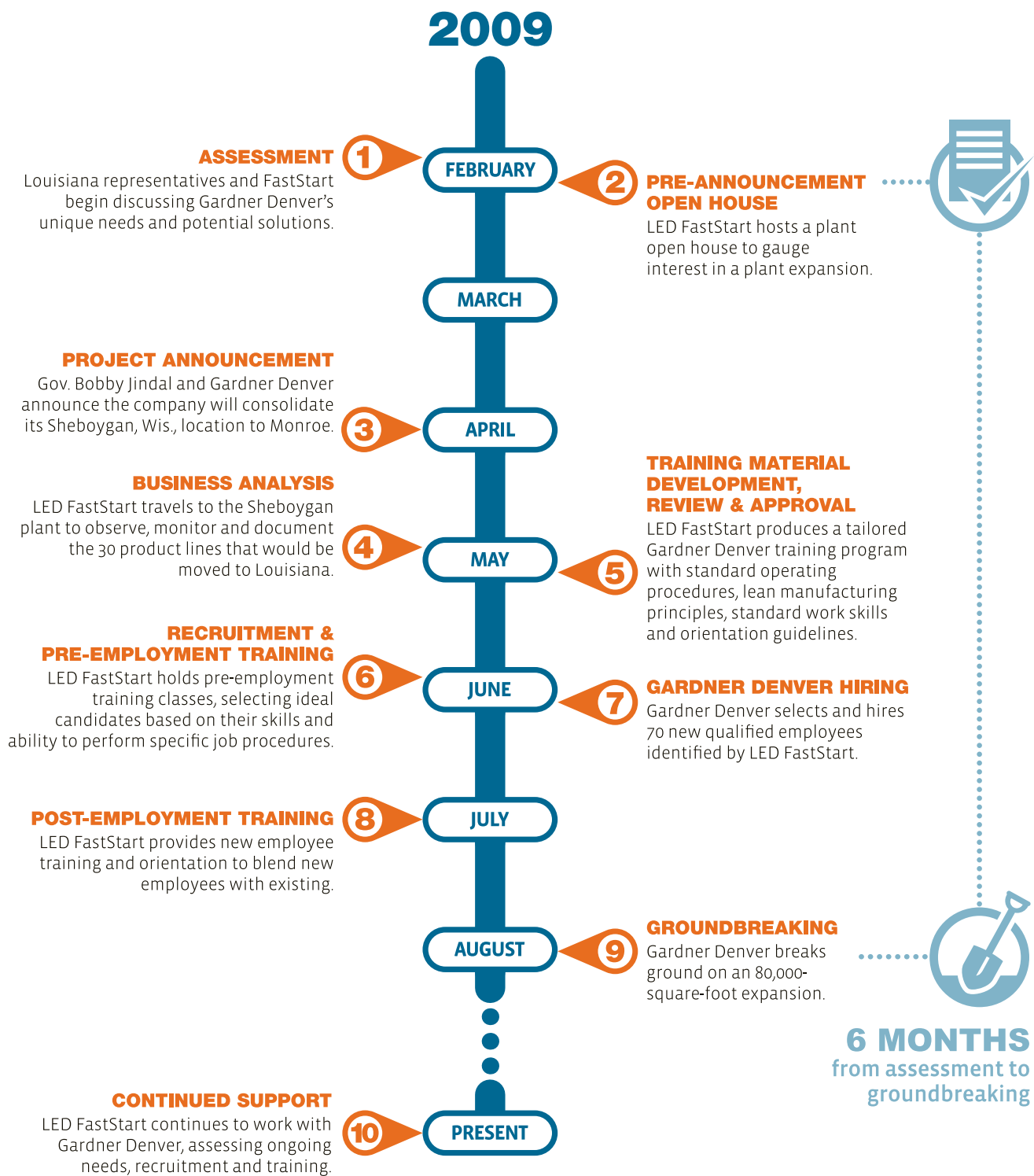
**LED FASTSTART® TAILORED TRAINING  
PROGRAM FACILITATES SMOOTH SITE  
CONSOLIDATION FOR GARDNER DENVER**

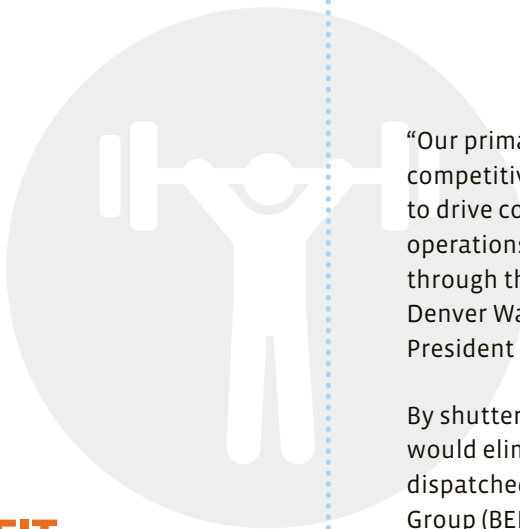




# LED FASTSTART® CUSTOMIZES SITE EXPANSION PLAN

Gardner Denver received customized workforce recruitment, training and employee-orientation programs from LED FastStart to quickly and effectively transition production lines from Wisconsin to Monroe.





“Our primary focus was to ensure the long-term competitiveness of the business by continuing to drive cost and inefficiencies out of the operations while increasing our flexibility through the implementation of the Gardner Denver Way,” said Gardner Denver’s then President and CEO Barry Pennypacker.

By shuttering the plant in Monroe, the company would eliminate 70 jobs in Louisiana. LED quickly dispatched its Business Expansion and Retention Group (BERG) to make a case for Louisiana. BERG contacted the company to discuss solutions to help Gardner Denver more effectively reach its goals in Louisiana instead of Wisconsin. The team had to present a compelling case to convince the company to reverse course and consolidate the Sheboygan facility in Monroe instead.

## CUSTOM-FIT SOLUTIONS



**REAL ESTATE  
SOLUTION**



**WORKFORCE  
RECRUITMENT**



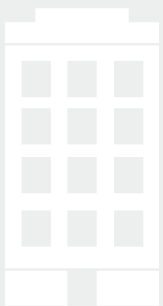
**WORKFORCE  
TRAINING**

### LED MAKES THE CASE TO CONSOLIDATE GARDNER DENVER PLANTS IN MONROE

Gardner Denver leadership was receptive to the BERG team, but if the company was to move the Sheboygan operations to Monroe, they needed assurance that they could find and quickly train the skilled workforce to fill the added manufacturing positions. Additionally, for a move from Sheboygan to Monroe to be successful, the company required additional support to move its larger operation to the smaller one in Monroe.

Coordinating with local officials, LED crafted an incentive package that would fully address the needs of Gardner Denver.

Louisiana committed to a competitive incentive package that included a \$193,000 grant to Louisiana Delta Community College to train certified manufacturing specialists. This grant provided Gardner Denver with the opportunity to work with school administrators to craft the necessary skills training for a potential workforce pool. The incentive package also included the



services of LED FastStart® — *rated the No. 1 workforce program in the nation*. FastStart would provide a training program tailored to the specifications of Gardner Denver's processes.

The Monroe community also contributed to the incentive package. Gardner Denver's location was owned by the City of Monroe, so Monroe officials joined with those in the parish to provide funding for an 81,000-square-foot building expansion with a discounted lease rate.

Additionally, if the company agreed to the provisions of the incentive package and consolidated both facilities into the Monroe location, LED would provide Gardner Denver with a performance-based grant of \$8.7 million for relocation of equipment and key personnel.

### LED FASTSTART TRANSITIONS GARDNER DENVER PRODUCTION LINES TO MONROE

Gardner Denver officials agreed to consolidate both facilities into the Monroe location. In August 2009, the company broke ground on the building expansion in Monroe. The company retained the 70 jobs currently in place and would add at least 200 jobs at the Monroe facility.

LED adhered to its end of the agreement and dispatched FastStart leaders to support the transition from Sheboygan to Monroe. FastStart representatives traveled to Sheboygan and observed, monitored and documented the work of the 15 product lines that would be moved to Louisiana.

The biggest challenge was transporting equipment and operations 1,000 miles across five states from Wisconsin to Louisiana. FastStart provided real-time support to ensure a seamless move, monitoring the transport of equipment on its journey to Louisiana.

To address the company's workforce needs, FastStart conducted a highly successful job fair. Additionally, FastStart produced procedural guidelines to be used on the production floor. It pledged assistance with recruitment, training and quality assurance to fit the company's consolidation plans. Once the company broke ground on their expansion in Monroe, FastStart had already delivered 4,800 hours of customized training for Gardner Denver.

### GARDNER DENVER CONSOLIDATION IN MONROE PROVES HIGHLY SUCCESSFUL

In 2011, two years after the groundbreaking, Gardner Denver had fulfilled its hiring plans, operating a fully staffed plant in Monroe with 271 employees.

Barry Pennypacker described his experience with FastStart during his third-quarter earnings call with Wall Street analysts.

"The outstanding training support provided by the State of Louisiana...has been integral to the success of this project," Pennypacker said. **EQ**

**"The outstanding training support provided by the State of Louisiana...has been integral to the success of this project."**

**BARRY PENNYPACKER**  
CEO 2008-2012, Gardner Denver



## GE Capital

### **GROWING GE CAPITAL CUSTOMER BASE DRIVES NEED FOR TECHNOLOGY CENTER**

As a major part of one of the world's most successful companies, General Electric, GE Capital has incredible reach, providing capital for real estate and corporate acquisitions, refinancing and restructuring for over one million businesses, large and small. GE Capital also provides financing to purchase, lease and distribute equipment.

Through credit card and retail sales finance programs, GE Capital has more than 100 million consumer customers in over 50 countries. Its 50,000 employees manage countless transactions from all corners of the globe.

In 2010, as GE Capital took on more customers, it became crucial for the company to establish a technology center dedicated to supporting the company's financial products and customer functions. GE already had established technology centers in Michigan and Virginia to support the operations of the parent company, but GE Capital was handling millions of transactions and needed its own dedicated center of support.

## **GE CAPITAL FINDS SKILLED TALENT POOL IN LOUISIANA**



# WORKFORCE ANALYTICS IDENTIFY SOURCES OF HIGH-TECH TALENT

Louisiana and LED FastStart® researched and provided analytics demonstrating distinct sources of skilled high-tech talent from which the company could recruit its required workforce.

1

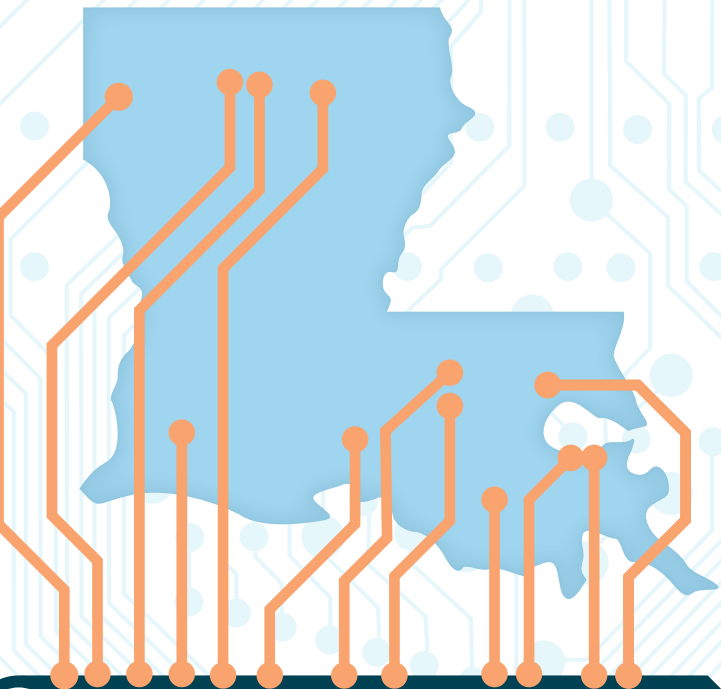
## LOUISIANA TECHNOLOGY PROFESSIONALS

Roughly *4,000-5,000 existing technology professionals* in the New Orleans metro area have the types of experience sought by GE Capital; this number triples when considering experienced high-tech talent available in Louisiana statewide.

NOLA: .....4,806  
STATE: .....14,846

### EXPERIENCED PROFESSIONALS INCLUDE:

- Computer Systems Analysts
- Computer Programmers
- Software Developers, Application



2

## HIGHER EDUCATION GRADUATES

Public and private colleges and universities in Louisiana award approximately *500 undergraduate and graduate degrees per year* in computer science and/or computer engineering, providing a ready source for early-career hires.

UNDERGRADUATE DEGREES

GRADUATE DEGREES

3

## SPECIALIZED RECRUITMENT

With *specialized recruitment* and relocation costs reimbursed by LED, GE can cherry-pick experienced technology professionals and college graduates from nearby states with ample additional workforce resources. Recently established New Orleans-area employers such as Globalstar, a global satellite telecommunications company, and Gameloft, a leading global publisher of mobile video games, have had success recruiting out-of-state talent to supplement in-state talent resources.

### SOCIAL MEDIA CAMPAIGNS

- Specialized Twitter hashtags and links
- Facebook ads

### ONLINE ADVERTISING

### CUSTOM RECRUITMENT WEBSITE

### NEW ORLEANS QUALITY-OF-LIFE VIDEO



Committed to developing a new technology center to assist employees and the transactions they handled, GE Capital executives began the process of evaluating locations in which they could place the facility. The ideal location would be a hub for digital media and software development, and company leadership had several requirements, including: a deep pool of talent to handle the software development and technological support; collaboration with nearby academic institutions to establish a pipeline of talent for the future; and state support to foster a growing tech sector.

**NEW ORLEANS OFFERS GE CAPITAL ACCESS TO SKILLED TALENT POOL**

By 2010, Louisiana had emerged as a growing tech hub, so much so that by 2012, Louisiana ranked No. 1 for digital media performance by *Business Facilities* magazine. Several factors facilitated this growth, including lower operating costs in the state, aggressive tax credits, an exceptional quality of life and a renewed cooperation among city, state and federal leaders. These factors created an ideal climate for tech growth attracting digital media and software development firms to Louisiana, including Electronic Arts, Moonbot Studios and Pixel Magic VFX. Digital game developer Gameloft also invested in Louisiana, creating a game design studio in New Orleans.

Because of the city’s talent pool and access to academic resources, economic development officials positioned New Orleans as a model location for new tech development.

In late 2010, as GE Capital was conducting a nationwide evaluation of locations for its technology center, LED cultivated technology-related economic development opportunities for the credit provider. These efforts continued into 2011, as LED partnered with Greater New Orleans Inc., the New Orleans Business Alliance and the New Orleans Mayor’s Office. Together, these economic development partners collaborated on a plan to position New Orleans as the paramount location for GE Capital’s new IT Center.

Economic development officials in New Orleans acknowledged that competition for the

**CUSTOM-FIT SOLUTIONS**



**HIGH-TECH TALENT**



**UNIVERSITY PARTNERSHIP**



**WORKFORCE ANALYTICS**



**WORKFORCE TRAINING**

GE Capital investment was tough. But, with the skilled workforce and world-class infrastructure of New Orleans, and robust support from state and local levels, LED and its partners were confident their efforts could attract GE Capital.

LED officials created a customized incentive package to address the needs of the company. It was important that GE Capital have the opportunity to collaborate with academic institutions not only to develop future talent, but also to support the local community. To ensure success, the state committed \$5 million and paid over 10 years to fund expanded computer-science programs at the University of New Orleans and other universities. This partnership with local universities will facilitate a pipeline of highly trained and educated graduates to take on key roles at the company.

**“We are proud to be bringing this state-of-the-art facility to one of America’s signature cities in a state committed to growth. This center will be an important resource for GE Capital and the New Orleans community.”**

**BRACKETT DENNISTON**  
Senior Vice President and General Counsel, GE

To further support the company’s workforce needs, the state provided the services of LED FastStart® — *the No. 1 workforce recruitment and training program in the nation*. The customized incentive package primarily addressed GE Capital’s workforce needs, but provided additional benefits as well. The state offered a \$10.7 million performance-based grant to the credit provider to reimburse costs associated with relocation, recruitment, office refurbishment, lease expenses and office equipment. Additionally, GE Capital qualified for the state’s Quality Jobs program, which provides them with a six percent annual rebate against new payroll for the first 10 years of operations.

## **GE CAPITAL TECHNOLOGY CENTER MAKES ITS HOME IN NEW ORLEANS**

In February of 2012, Brackett Denniston, GE senior vice president and general counsel, joined state and local leaders to announce the creation of the GE Capital IT Center of Excellence in New Orleans.

“We took our time to select a location for this important center,” said Denniston. “We looked all over the country but, after much consideration, New Orleans rose to the top of our list.”

The center will be home to 300 high-quality technology jobs and serve as a major resource for GE Capital employees across the nation. Executives announced GE Capital will occupy 60,000 square feet of office space in the New Orleans Central Business District.

“We are proud to be bringing this state-of-the-art facility to one of America’s signature cities in a state committed to growth,” said Denniston. “This center will be an important resource for GE Capital and the New Orleans community.”

After the announcement, FastStart began the process of identifying the best talent for GE Capital. FastStart provided enhanced workforce development solutions, including the customized recruitment of individuals with the necessary technology skills. FastStart assisted in the creation and design of recruiting media resources, including videos and a landing page for a website showcasing the life and cultural features of New Orleans.

These recruiting services proved successful. At the dedication of the Technology Center in April 2013, GE officials announced that they were ahead of their hiring schedule. The company had created 100 jobs on its way to full employment of 300 workers by 2015.

FastStart is also developing training resources for GE Capital, including customer video scenarios for GE Capital covering various professional development topics. FastStart is working with GE Capital’s marketing division to create a unique identity for the New Orleans site operations, designing graphics to be used on further social media-based recruiting campaigns. **EQ**





## **IBM PURSUES SMART LOCATION FOR SERVING MAJOR NATIONAL CLIENTS**

No stranger to innovation, software development icon IBM is committed to staying at the forefront of growing technologies. In September 2011, IBM sought new opportunities to serve its major domestic clients.

With the growing demand for software development, application management services and related public and financial regulator services, as well as the use of mobile accessibility and cloud computing, IBM needed to identify a location for a new technology center capable of meeting the demand for these data-intensive applications. To support such an operation, the company sought a partnership with nearby academic institutions to support research opportunities and develop a potential pool of talent.

As the company began the site selection process for its new center, Louisiana emerged as one of more than a dozen potential locations. With targeted incentives that included a best-in-the-nation incentive for software development, Louisiana was emerging as a technology hub by 2012. The state landed major projects for such sector leaders as EA, CenturyLink, Gameloft and GE Capital, and was poised for continued growth. IBM viewed Louisiana's business climate favorably, but company executives required a pipeline of qualified talent to support their new development.

## **UNIQUE PARTNERSHIP WITH LSU DRIVES CREATION OF IBM SERVICES CENTER IN DOWNTOWN BATON ROUGE**





# CUSTOM-FIT SOLUTIONS



**REAL ESTATE  
SOLUTION**



**TARGETED  
INCENTIVES**



**UNIVERSITY  
PARTNERSHIP**



**WORKFORCE  
ANALYTICS**

## **PUBLIC-PRIVATE PARTNERSHIP ADDRESSES IBM'S UNIQUE NEEDS**

As Louisiana's capital, Baton Rouge possessed critical components of IBM's project needs, including higher education resources, workforce assets and a revitalized downtown. Baton Rouge emerged as a leading candidate, and LED assembled a project partnership to support a new software center and identify solutions to fulfill the company's objectives.

The strength of this partnership was critical for the success of the project. LED collaborated with Baton Rouge's consolidated city-parish government, the Baton Rouge Area Foundation, the Baton Rouge Area Chamber and Louisiana State University to make the best case for Louisiana and compile solutions to address IBM's workforce needs.

All partners were aligned to support IBM's investment. The comprehensive incentive proposal developed by these partners addressed the company's long-term needs and also created a presence in downtown Baton Rouge.

**IBM is committed to creating more than 100 new jobs by the end of 2013 and growing that number to 800 jobs by 2016, a year after occupying its new office building in downtown Baton Rouge.**

"There were a couple of factors in why we chose Baton Rouge. First is, we have some history with... LSU, we've hired a number of graduates from the university so we've had some experience in terms of the quality of the skill and the capability that's here," said Christine Alford, COO, IBM Global Consulting Services. "And the second factor is... the very strong partnership that we've developed with IBM, the state and the academic institutions, which is just tremendous."



To address IBM's desire to collaborate with higher education campuses, the state of Louisiana will provide \$14 million over 10 years. These funds will go toward growing computer science departments and boosting the number of annual computer science graduates. At least 65 percent of those funds will go to LSU's School of Electrical Engineering and Computer Science, with the university planning to double its computer science faculty and triple the number of annual computer science graduates in five years. The higher education enhancements will support the LSU computer science program's ascent to the top 10 to 15 in the country in terms of graduates and facilitate IBM's hiring needs in the future.

"This public-private partnership with LED, IBM and LSU is a powerful example of the triangulation between industry, government and academia that elevates the state's role as a national leader in economic development," said LSU College of Engineering Dean Richard Koubek. "LSU's College of Engineering is committed to developing a mutually beneficial partnership with IBM and LED that stimulates economic growth and helps to meet the workforce development needs of the state."

## **RIVERFRONT OFFICE DEVELOPMENT AND STATE INCENTIVES COMPLETE IBM'S CUSTOM SOLUTIONS**

In addition to long-term workforce solutions, LED offered the company a \$17 million grant to reimburse relocation, recruitment and internal training costs; a \$5.5 million incentive equivalent to the state's Quality Jobs program for a portion of the IBM center's employment over 10 years; a \$5 million grant to offset facility operating costs over 10 years; and the recruitment, screening and training services of LED FastStart®.

LED offered a \$30.5 million performance-based grant consisting of state, local and federal funding to build an eight-floor office building as part of a new, mixed-use urban development on Baton Rouge's riverfront. In addition to new Class A office space and 600 dedicated parking spaces,

the development would include an 11-floor residential tower and a private recreational terrace joining the buildings above a multilevel parking garage. The Baton Rouge Area Foundation committed to build and manage the \$55 million total project through its affiliates, the Wilbur Marvin Foundation and Commercial Properties Realty Trust.

## **IBM OFFICIALS ANNOUNCE MAJOR INVESTMENT IN BATON ROUGE**

With strategic partnerships and funding in place, IBM found the right business environment and comprehensive project solutions the company needed in Louisiana. The company committed to creating more than 100 new jobs by the end of 2013 and growing to 800 jobs by 2016, a year after occupying its new office building in downtown Baton Rouge. IBM's new technology center will not only develop and maintain enterprise software for major U.S. corporate customers, but spur new economic activity in downtown Baton Rouge as well. The partnership with LSU will continue to evolve, as IBM works with the university to develop its computer science program. IBM will also identify opportunities to partner with the computer science programs at additional universities throughout the state.

"...Our clients have asked us to deliver business solutions, to be able to deliver the innovation that's necessary and to have the talent to deliver that for them," said Colleen Arnold, IBM senior vice president for application management services. "We are confident Louisiana, particularly Baton Rouge, particularly LSU is going to be able to help us, in a partnership, develop that talent and have those employees that join our consortium, our IBM company, stay in Louisiana and do work on behalf of clients all around the United States and, frankly, on the global stage." **EQ**



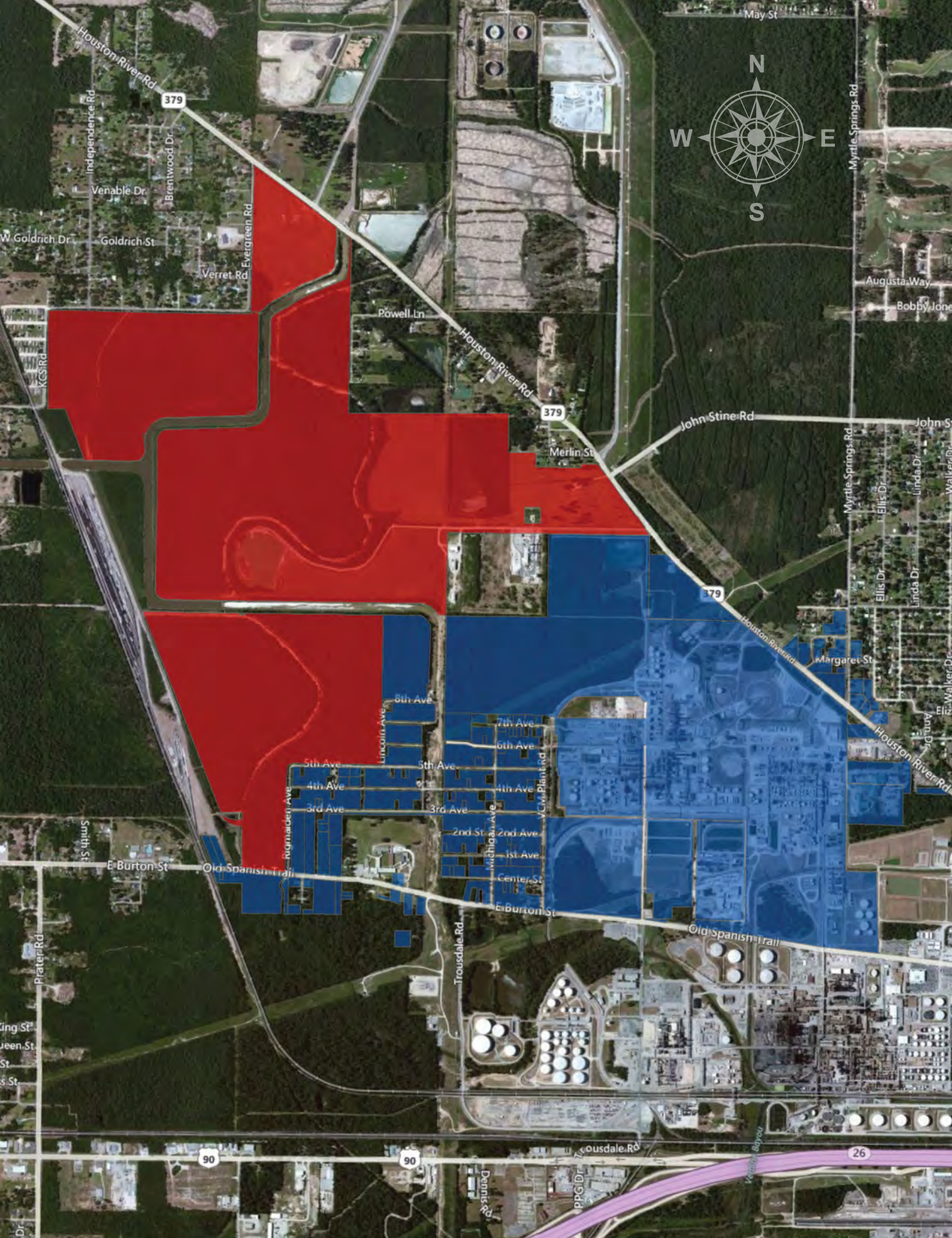
## **NEW INVESTMENT OPPORTUNITIES EMERGE AS NATURAL GAS PRICES FALL**

A few years ago, a major price differential emerged between oil and natural gas; that differential is now expected to persist for decades. As new technologies allowed for the capture and use of natural gas, market rates for this resource fell to historically low levels. Across the nation, manufacturers cut their operating costs by relying on natural gas to power their equipment, machines and vehicles. With an abundant supply of this resource available in the U.S., the stage was set for a renaissance in America's industrial sector.

South Africa-based Sasol Limited, one of the world's leading energy companies, identified the natural gas windfall in the U.S. as an opportunity for growth. The company was eager to expand its operations in the U.S. and increase its capacity for energy production.

**LOUISIANA'S GIS MAPPING CAPABILITIES  
PINPOINT AN IDEAL SITE FOR  
SASOL'S \$16-21 BILLION GAS-TO-LIQUID  
AND ETHANE CRACKER COMPLEX**






**LEGEND**

Sasol Expansion Site

Existing Sasol Site





Sasol executives and engineers developed plans for an integrated gas-to-liquids (GTL) and ethane-cracker complex, capable of producing high-quality transportation fuels, including GTL diesel, as well as other value-added chemical products. The GTL facility would be the first-of-its-kind GTL facility in the U.S.

In order to pursue such an investment, the company required several critical resources to be successful. The operation needed a solid energy infrastructure, access to interstates and highways, port facilities and several hundred acres to support such a large undertaking. The company also required a skilled and highly capable workforce and an investment-friendly business environment.

**The state's incentive package provided Sasol with a performance-based grant of \$115 million for land acquisition and infrastructure costs associated with developing the site.**

## CUSTOM-FIT SOLUTIONS



**FAST-TRACK  
PERMITTING**



**GIS TECHNOLOGY**



**TARGETED  
INCENTIVES**

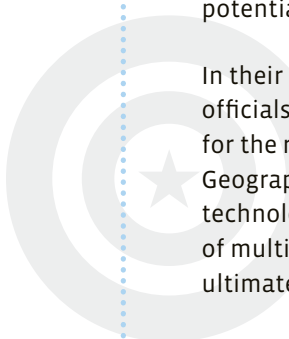


**WORKFORCE  
TRAINING**

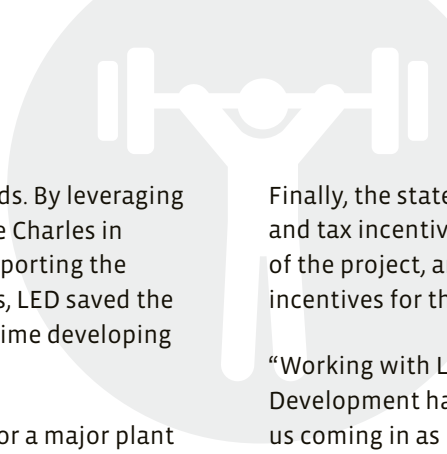
### SASOL FINDS THE RIGHT LOCATION IN LOUISIANA

In late 2010, having recently announced an expansion — the world's first ethylene tetramerization unit — at its Lake Charles Chemical Complex, executives from Sasol North America once again turned their attention to Louisiana.

In early 2011, LED's Business Expansion and Retention Group (BERG), partnered with the Southwest Louisiana Economic Development Alliance and the Port of Lake Charles to identify potential sites for Sasol in Southwest Louisiana.



In their search for potential locations, LED officials and their partners gathered site data for the region. They leveraged that data with Geographic Information System (GIS) mapping technology to complete site-suitability analyses of multiple properties in the region. They ultimately located a 650-acre site that would



meet the proposed project's needs. By leveraging the assistance of the Port of Lake Charles in identifying this location and supporting the required infrastructure upgrades, LED saved the company at least six months of time developing the property.

"The old way of selecting a site for a major plant was to send a guy out in a pickup truck with a dumpy level and to survey what was going on," said Sasol's André de Ruyter, senior group executive: Global Chemicals and North American Operations. "The GIS technology has enabled us to short circuit that approach and come up with a good site that will meet all of our requirements in a time space that is 6 to 12 months shorter than the traditional approach would have been."

In September 2011, Sasol officials announced plans for a final feasibility study of the location.

## **MANUFACTURING TRAINING FACILITY TARGETED TO SASOL'S NEEDS**

As final feasibility studies took place over the next year, LED and its partners continued to collaborate with Sasol representatives. Together, they developed solutions to support Sasol's GTL and ethane cracker complex.

The state's incentive package provided Sasol with a performance-based grant of \$115 million for land acquisition and infrastructure costs associated with developing the site. Sasol also qualified as the first company to receive the Competitive Projects Payroll Incentive for GTL projects, which provides a payroll rebate of up to 15 percent for each GTL job for the first 10 years of operations.

To address the company's needs for a workforce trained in the necessary GTL skills, the state is funding a \$20 million manufacturing training facility. The primary focus of the facility will be to provide industrial technology training to potential Sasol employees. The facility will be located at the SOWELA Technical Community College in Lake Charles. The training center will meet the training needs of Sasol, and once Sasol's initial needs have been met, the facility will serve the broader needs of manufacturers throughout the region.

Finally, the state offered Quality Jobs payroll and tax incentives on the ethane-cracker portion of the project, and Industrial Tax Exemption incentives for the entire project.

"Working with Louisiana Economic Development has been really a pleasure for us coming in as investors into the state of Louisiana," said de Ruyter. "We've found them to be very businesslike, very focused, very supportive, and also very understanding of the needs of a major investor."

## **SASOL GREEN-LIGHTS LARGEST INVESTMENT IN COMPANY HISTORY**

In December 2012, Sasol executives finalized their commitment to Louisiana, and announced the investment of \$16 billion to \$21 billion in its integrated GTL and ethane-cracker complex, the largest manufacturing project in Louisiana history. The company expects to employ more than 1,200 people in direct jobs at the facility, with salaries averaging nearly \$90,000 per year, plus benefits.

The first-of-its-kind GTL facility will be instrumental in supporting America's energy independence, as it will produce high-quality transportation fuels. The GTL project will be constructed in a dual-phased approach, with operations expected to begin in 2017. Once both phases are online, the facility will produce an estimated 96,000 barrels per day.

The ethane cracker will produce 1.5 million tons of ethylene annually. Ethylene is one of the chemical industry's key components for alcohol- and plastics-based products, including solvents, surfactants and polymers.

"This project represents a real game changer for Sasol," said de Ruyter. "It is not only the single largest investment that the company has ever made in its entire history of more than 60 years, but it also represents a step out into a new field for us." **EQ**

INNOVATIVE  
SOLUTIONS



TARGETED  
INCENTIVES



WORKFORCE  
TRAINING



## BENTELER

In 2012, Benteler Steel/Tube selected a 330-acre Northwest Louisiana location from more than 100 sites in 13 states for a \$900 million manufacturing facility. Louisiana and the Greater Bossier Economic Development Foundation, Bossier City and the Bossier Parish Police Jury agreed to build a \$22 million advanced manufacturing facility to train Benteler's 675 future employees. Louisiana also offered the best-in-the-nation workforce solutions of LED FastStart® and \$70 million in performance-based grants, while the Red River Waterway Commission, Port of Caddo-Bossier and Caddo Parish Commission contributed a combined \$11.6 million in infrastructure improvements for the 2012 announcement.

REAL ESTATE  
SOLUTION



UNIVERSITY  
PARTNERSHIP



WORKFORCE  
TRAINING



Louisiana's innovative solutions — including a best-in-the-U.S. digital media tax credit — convinced Electronic Arts to select a Louisiana State University site in 2008 for its North American Test Center. The nation's No. 1 state workforce training program, LED FastStart, designed training modules to orient new employees via a gaming platform. So successful was the Louisiana system that EA adopted it worldwide. In 2012, EA moved into LSU's new 94,000-square-foot Louisiana Digital Media Center. The site now employs nearly 500 during the school year. Game-testers coordinate daily with studios across the globe, including Stockholm, London and Bucharest.

TARGETED  
INCENTIVES



WORKFORCE  
RECRUITMENT



WORKFORCE  
TRAINING



## HALLIBURTON

Houston-based Halliburton needed a hub for its Gulf Coast manufacturing services that support the oil and gas industry, including offshore production. After initially considering Texas, the company weighed Louisiana's competitive incentive offer and chose the energy hub of Lafayette, La., instead. There in 2012, Halliburton dedicated a \$65 million completion tools center creating 150 new high-paying jobs. In addition to \$2 million in performance-based site assistance, Louisiana provided LED FastStart services to Halliburton, including recruiting videos, interview guides, orientation materials and leadership classes that ensured a successful launch of the facility.





Houma, La.-based K&B Machine witnessed revenue growth of 10 percent annually in recent years, creating a need for additional capacity to serve its energy drilling customers. LED amassed resources that helped K&B remain in Louisiana and dramatically improve the company's production workflow. For K&B Machine's new 35-acre site in nearby Shriever, La., state officials tapped the expertise of the Manufacturing Extension Partnership of Louisiana. MEPOL designed strategies to boost overall plant efficiency by 40 percent, while LED also offered a \$2 million Modernization Tax Credit for the 200,000-square-foot project and facilitated a machine tool technology partnership with Fletcher Technical Community College.



**INNOVATIVE  
SOLUTIONS**



**TARGETED  
INCENTIVES**



**UNIVERSITY  
PARTNERSHIP**



SNF Floerger, a French supplier of water-soluble polymers, needed a new North American site to meet growing demand for enhanced oil recovery and water treatment products. SNF required several hundred acres and advanced infrastructure to support manufacturing operations. Louisiana responded to SNF in 2008 with an 800-acre Iberville Parish site suited for the project. The state facilitated rail right-of-way from a neighboring industry, secured local funds for road work and provided \$26.55 million in performance-based grants for site development. Louisiana also provided Quality Jobs, Industrial Tax Exemption and LED FastStart incentives, resulting in a \$350 million capital investment and 500 new direct jobs for Louisiana workers.



**FAST-TRACK  
PERMITTING**



**TARGETED  
INCENTIVES**



**WORKFORCE  
RECRUITMENT**



A vital U.S. Army training post, Fort Polk hosts 30,000 people each day and annually contributes \$1.5 billion to \$1.8 billion in economic output, making it one of Louisiana's most vital economic assets. More than two-thirds of soldiers and their families live on base, which creates logistics issues for the Army while limiting off-base development. To spur off-post housing and services, the State of Louisiana committed \$25 million in infrastructure projects (road, water, sewer) and helped match federal and local funds for a new \$20 million South Polk Elementary School just off the post. The efforts help retain Fort Polk's combat soldier and civilian numbers even amid Department of Defense cutbacks, while positioning Fort Polk for future growth.



**INNOVATIVE  
SOLUTIONS**

# EQ&



# GEORGE SWIFT

President and CEO George Swift presides over the Southwest Louisiana Economic Development Alliance, a business development group that earned *Site Selection* magazine Top 10 status for 2012, alongside such peers as Pittsburgh, Atlanta, Houston, Salt Lake City, Detroit, Austin, and its cross-state regional partner, the Baton Rouge Area Chamber. Swift talks with *EQ* about Southwest Louisiana's attraction of billions in new capital investment.

**EQ:** *What are the key competitive advantages for businesses in your area?*

**Swift:** Logistics are strong here, with six ports, the interstate system and the rail network. The Port of Lake Charles is the 11th-biggest port in the U.S. and has been an economic driver and a catalyst for new investment in our area. We are good at moving products into and out of the country, and we play a key role in energy production for the rest of the nation.

**EQ:** *What are other assets driving investment in the region?*

**Swift:** Chennault International Airport is a former air base that is home to a Northrop Grumman Corp. facility as well as AAR Corp., which provides MRO services on wide-body aircraft. We also have one of the nicest new passenger terminals in the country at Lake Charles Regional Airport, home of ERA Helicopters.

We're now building a new center for economic development and entrepreneurship at McNeese State University. The SEED center — Southwest (Louisiana) Entrepreneurial and Economic Development Center — will be a general business incubator to support startups in the Southwest Region, and it's going to bring together a coalition of entities to support new firms.

The center could not come at a better time because it will give us a progressive way to support new and existing businesses at a time of great growth in our five-parish region. We have \$40 billion in new industrial investment under way.

**EQ:** *What are some recent project announcements in the Southwest Region?*

**Swift:** The Sasol project is the largest project announcement in the state's history. It will mean an investment of up to \$21 billion in the nation's first natural-gas-to-liquids production facility. It will create 7,000 construction jobs, about 1,200 new direct jobs and another 5,800 indirect jobs.

Sasol is a game changer for our region, but its announcement comes amid other key industrial projects. We soon will have three LNG (liquefied natural gas) companies in our region spending \$6 billion each to retrofit their facilities for export. They are Cheniere Energy, Semptra Energy and Trunkline LNG.

**EQ:** *What are the important workforce assets in your region?*

**Swift:** A loyal, productive workforce. For example, Sasol had operations here before they decided to expand, and the quality of the workforce was a factor in its decision to site the facility here after a worldwide search.

Now there is also going to be a new \$20 million workforce training facility at SOWELA Technical and Community College. That's going to provide a pipeline of skilled workers for the Sasol project and other industrial investments. This is just a terrific time of growth and opportunity for us. **EQ**

*"We are good at moving products into and out of the country and we play a key role in energy production for the rest of the nation."*

GEORGE SWIFT  
President and CEO of Southwest Louisiana Economic Development Alliance





## ECONOMIC GARDENING SETS TABLE FOR SEAFOOD GROWTH

For eight generations, the Voisin family has fished the bounty of Louisiana waters, supplying Gold Band Oysters to customers across the world through their business, Motivatit Seafoods.

Seeking sharper marketing efforts in 2012, Motivatit utilized LED's Economic Gardening Initiative, which supports entrepreneurial growth by providing established companies with research about new markets and growth strategies.

"We were in the midst of overhauling our marketing efforts and trying to better pinpoint our targets," explained Greg Voisin, Motivatit Seafoods vice president of marketing and sales. "The info I received was extremely targeted. Now, I can go into markets like Houston or New York and have zip codes that rank highest for oyster sales, along with the top restaurants and even the names of chefs most likely to put our oysters on their menus."

The Economic Gardening Initiative also opened doors to a new market for Motivatit: China. "Research uncovered that the Chinese look for foods providing health benefits, so we ran website banner ads touting the benefits of oysters prior to the Asian Seafood Expo," Voisin said. "We got over 1,800 hits in one day and we now have an entrée into this market."

Voisin said annual sales are up and Motivatit Seafoods is communicating better with its target audience. "The boost we got from Economic Gardening was amazing; and without the help of LED, I would never have been able to afford this kind of investment, or dedicate the time for all of this research." **EQ**







# LOUISIANA INCENTIVE SNAPSHOT

## ECONOMIC INCENTIVES FOR BUSINESSES OF ALL SIZES

- ▶ **ENTERPRISE ZONE PROGRAM**  
Provides a one-time \$2,500 tax credit per certified net new job, and either a 4% sales/use tax rebate on qualifying expenses or an investment tax credit equal to 1.5% of capital expenditures, excluding tax-exempted items
- ▶ **QUALITY JOBS**  
Provides a 5% or 6% rebate on annual payroll expenses for up to 10 years, and either a 4% sales/use tax rebate on capital expenditures or an investment tax credit equal to 1.5% of qualifying expenses
- ▶ **RESTORATION TAX ABATEMENT**  
Provides a five-year 100% property tax abatement for the rehabilitation of an existing structure based on assessed valuation of property prior to beginning of improvements
- ▶ **INDUSTRIAL TAX EXEMPTION**  
Provides a 100% property tax abatement for up to 10 years on manufacturer's qualifying capital investments
- ▶ **RESEARCH AND DEVELOPMENT TAX CREDIT**  
Provides up to a 40% tax credit for Louisiana businesses (based on employment) that conduct research and development activities in Louisiana
- ▶ **LED FASTSTART®**  
Provides workforce recruitment, screening and training to new and expanding Louisiana companies at no cost
- ▶ **DIGITAL INTERACTIVE MEDIA AND SOFTWARE DEVELOPMENT INCENTIVE**  
Provides a 25% refundable tax credit on qualified production expenditures and a 35% tax credit for Louisiana resident labor expenditures

- ▶ **MOTION PICTURE INVESTOR TAX CREDIT**  
Provides a tax credit of 30% on qualified production expenditures and an additional 5% tax credit for Louisiana resident labor expenditures
- ▶ **MUSICAL AND THEATRICAL PRODUCTION TAX INCENTIVE**  
Provides a tax credit of up to 35% on qualified production or infrastructure development expenditures; additional credits available for payroll and transportation expenditures
- ▶ **SOUND RECORDING INVESTOR TAX CREDIT**  
Provides a 25% refundable tax credit on qualified expenditures for sound recording productions
- ▶ **TECHNOLOGY COMMERCIALIZATION Credit and Jobs Program**  
Provides a 40% refundable tax credit on costs related to the commercialization of Louisiana technology and a 6% payroll rebate for the creation of new direct jobs
- ▶ **MODERNIZATION TAX CREDIT**  
Provides a 5% refundable state tax credit for manufacturers modernizing or upgrading existing facilities in Louisiana
- ▶ **COMPETITIVE PROJECTS TAX EXEMPTION**  
Provides a 10-year property tax abatement on qualifying capital investments of at least \$25 million in targeted non-manufacturing industry sectors. The abatement is for the ad valorem taxes in excess of \$10 million or 10% of the fair market value of the property, whichever is greater
- ▶ **CORPORATE TAX APPORTIONMENT PROGRAM**  
Provides single-sales factor apportionment to highly competitive projects in order to secure jobs and business investment in target industry sectors

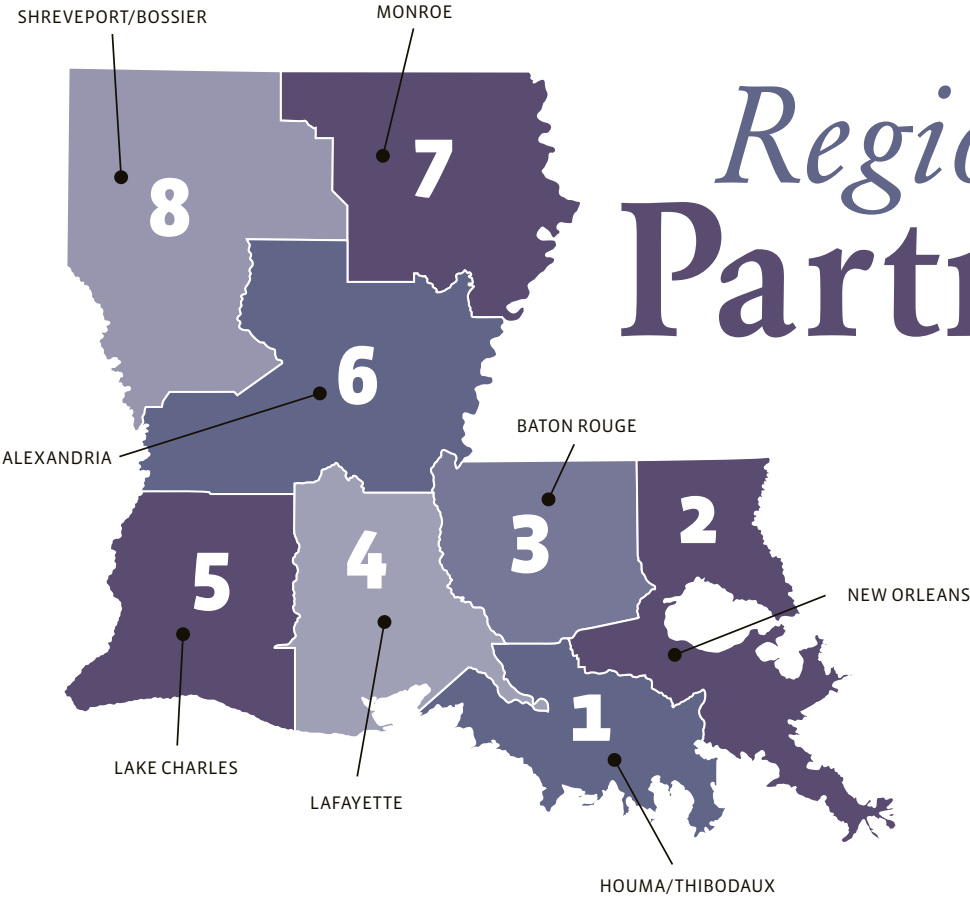
- ▶ **COMPETITIVE PROJECTS PAYROLL INCENTIVE**  
Provides a payroll rebate of up to 15% in target sectors for up to 10 years, and either a 4% sales/use tax rebate on capital expenditures or a facility expense rebate equal to 1.5% of qualifying expenses
- ▶ **CORPORATE HEADQUARTERS RELOCATION PROGRAM**  
Provides a rebate of up to 25% of facilities and relocation costs, to be claimed in equal parts over five years

## SPECIAL INCENTIVES FOR SMALL BUSINESSES

- ▶ **ANGEL INVESTOR TAX CREDIT**  
Provides a tax credit of up to 35% for individual investors when they invest in early-stage, wealth-creating businesses
- ▶ **SMALL BUSINESS LOAN PROGRAM**  
Provides up to 75% loan guarantees to facilitate capital accessibility
- ▶ **ECONOMIC GARDENING INITIATIVE**  
Provides Louisiana-based small businesses with accelerated technical assistance and research from an experienced national economic gardening team
- ▶ **VETERAN INITIATIVE**  
Provides veteran-owned and disabled, service-oriented, small businesses with greater potential for access to state procurement and public contract opportunities

For more information on Louisiana's incentives visit **OpportunityLouisiana.com**.

# Regions & Partners



REGION	REGIONAL ECONOMIC DEVELOPMENT ORGANIZATION	REGIONAL HUB
1. BAYOU	South Louisiana Economic Council	Houma/Thibodaux
2. SOUTHEAST	Greater New Orleans Inc.	New Orleans
3. CAPITAL	Baton Rouge Area Chamber	Baton Rouge
4. ACADIANA	Acadiana Economic Development Council	Lafayette
5. SOUTHWEST	Southwest Louisiana Economic Development Alliance	Lake Charles
6. CENTRAL	Central Louisiana Economic Development Alliance	Alexandria
7. NORTHEAST	Northeast Louisiana Economic Alliance	Monroe
8. NORTHWEST	North Louisiana Economic Partnership	Shreveport/Bossier

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Louisiana has an extensive network of economic development organizations and allies dedicated to helping our communities attract, grow and maintain business in our state.

1. Bayou Region

- Assumption Chamber of Commerce
- Chamber of Lafourche and the Bayou Region
- Houma-Terrebonne Chamber of Commerce
- Lafourche Parish Economic Development
- South Central Industrial Association
- St. Mary Chamber of Commerce
- St. Mary Economic Development
- St. Mary Industrial Group
- Terrebonne Economic Development Authority
- Thibodaux Chamber of Commerce

2. Southeast Region

- Jefferson Parish Economic Development Commission
- New Orleans Business Alliance
- Plaquemines Association of Business & Industry
- St. Bernard Parish Economic Development Foundation
- St. Charles Parish Department of Economic Development & Tourism
- St. James Parish Department of Economic Development
- St. John the Baptist Parish Department of Economic Development
- St. Tammany Economic Development Foundation
- Tangipahoa Economic Development Foundation
- Washington Economic Development Foundation

3. Capital Region

- Ascension Economic Development Corporation
- City of Baton Rouge/ East Baton Rouge Parish
- East Feliciana Parish Economic Development
- Greater Pointe Coupee Chamber of Commerce
- Iberville Chamber of Commerce
- Livingston Economic Development Council
- St. Helena Parish Economic Development Committee
- West Baton Rouge Chamber of Commerce
- West Feliciana Parish Community Development Foundation

4. Acadiana Region

- Crowley Chamber of Commerce
- Evangeline Parish Industrial Board
- Iberia Industrial Development Foundation
- Lafayette Economic Development Authority
- St. Landry Parish Economic Industrial Development District
- St. Martin Economic Development Authority
- Vermillion Chamber of Commerce

5. Southwest Region

- Calcasieu Parish Planning and Development
- Chennault International Airport Authority
- City of Lake Charles Planning and Economic Development Department
- DeQuincy Chamber of Commerce
- DeQuincy Economic Commission
- Greater Beauregard Chamber of Commerce
- Jeff Davis Business Alliance
- Jeff Davis Parish Office of Economic Development
- Jennings Main Street
- Kinder Louisiana Chamber of Commerce
- Lake Charles Downtown Development Authority
- Lake Charles Regional Airport
- Oakdale Area Chamber of Commerce
- Sulphur Industrial Development Board
- The Chamber/SWLA
- The Port of Lake Charles
- West Calcasieu Port, Harbor and Terminal District

6. Central Region

- Alexandria Central Economic Development District
- Alexandria/Pineville Convention and Visitors Bureau
- Alexandria Regional Port Authority
- Avoyelles Parish Port Commission
- Central Louisiana Business Incubator
- Central Louisiana Chamber of Commerce
- Concordia Economic & Industrial Development Board
- Concordia Parish Chamber of Commerce
- England Economic and Industrial Development District
- Greater Alexandria Economic Development Authority
- Greater Vernon Chamber of Commerce
- LaSalle Economic Development District
- North Rapides Business and Industry Alliance
- O.U.T.S.: Olla, Urania, Tullos, Standard Economic Development Board
- Pineville Downtown Development District
- The Rapides Foundation
- Winn Economic and Industrial District

7. Northeast Region

- Bernice Industrial Development Corporation
- Caldwell Parish Industrial Development Board
- Franklin Economic Development Foundation
- Jackson Parish Chamber of Commerce
- Jackson Parish Economic Development
- LA Delta 65 Inc.
- Lake Providence Port Commission
- Monroe Chamber of Commerce

- Morehouse Economic Development Commission
- Rayville Economic Development
- Tensas Revitalization Alliance
- Union Parish Chamber of Commerce
- West Carroll Parish Chamber of Commerce
- West Monroe-West Ouachita Chamber of Commerce

8. Northwest Region

- Arcadia/Bienville Parish Chamber of Commerce
- Bossier Chamber of Commerce
- Caddo-Bossier Port Commission
- City of Natchitoches Economic Development Commission
- Claiborne Chamber of Commerce
- DeSoto Parish Chamber of Commerce
- Greater Bossier Economic Development Foundation
- Greater Shreveport Chamber of Commerce
- Minden-South Webster Chamber of Commerce
- Natchitoches Area Chamber of Commerce
- North Webster Chamber of Commerce
- Red River Parish Chamber of Commerce
- Ruston-Lincoln Chamber of Commerce
- Sabine Parish Chamber of Commerce

In addition to working with these organizations, LED regularly works with municipalities, parishes, police juries and utilities on economic development initiatives.

- Statewide partners include:
- American Electric Power/Southwestern Electric Power Company
  - Association of Louisiana Electric Cooperatives
  - Center for Lean Excellence
  - Cleco Corp.
  - Entergy Louisiana Economic Development
  - Louisiana Association of Planning and Development Districts
  - Louisiana Business Incubation Association
  - Louisiana Industrial Development Executives Association
  - Louisiana Municipal Association
  - Louisiana Public Facilities Authority
  - Louisiana Small Business Development Center Network
  - Manufacturing Extension Partnership of Louisiana
  - Police Jury Association of Louisiana
  - Ports Association of Louisiana
  - Procurement Technical Assistance Center



Each Company's Needs Are

**UNIQUE**

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custom-fit solution

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