

**JEDCO**  
Jefferson Parish Economic Development Commission



in association with  
The University of New Orleans  
Center for Economic Development

# **The Jefferson EDGE 2010: Road to Recovery**

Including a Short-Term Plan for Business  
and Economic Recovery

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NOVEMBER 1, 2005

# THE JEFFERSON EDGE 2010: ROAD TO RECOVERY

On August 25<sup>th</sup>, 2005, the Jefferson Parish Economic Development Commission (JEDCO) Board of Commissioners voted to approve the five year update to *The Jefferson EDGE* economic development plan. This revised and updated roadmap for economic development in Jefferson Parish, entitled *The Jefferson EDGE 2010*, was the culmination of nearly a year's worth of research, community outreach, and strategic economic development planning.

Less than a week later, the overall vision and the specific goals, objectives, and strategies that emerged from this comprehensive planning process were cast into doubt by one of the largest natural disasters in the history of the United States. As the level of devastation wrought by Hurricane Katrina became apparent, it became increasingly clear that the effects upon both the regional and Jefferson Parish economies would be far ranging.

Indeed, the immediate impact of the storm upon the demographic, social, and economic landscape of the New Orleans metropolitan area cannot be understated. Katrina was directly or indirectly responsible for approximately 1,000 fatalities in Louisiana alone. Roughly 270,000 individuals were living in evacuation shelters for weeks on end. And according to the Bureau of Labor Statistics (BLS), Louisiana registered the largest single month increase in any state's unemployment rate since the BLS began collecting monthly unemployment data in the 1970's. In August of 2005, Louisiana registered an unemployment rate of 5.8% while by the end of September of 2005, the unemployment rate had skyrocketed to 11.5%.

In the face of these economic aftershocks, JEDCO responded swiftly and decisively to assist businesses affected by the hurricanes and to craft a comprehensive response to their devastation. On October 5<sup>th</sup>, 2005, JEDCO organized a one-day retreat at which business leaders, community leaders, Parish officials, and economic development experts identified critical issues facing the economies of the Parish and the New Orleans region in the near term. Subsequently, the assembled planning group outlined a series of action items to be undertaken in order to facilitate economic recovery. In late September and October, JEDCO, the Jefferson Chamber and the Jefferson Business Council convened four Jefferson Back to Business forums at which time business owners were surveyed and their needs assessed. Their suggestions as well as those emanating from the one-day retreat were incorporated into a document entitled *Short Term Business Recovery Plan for Jefferson Parish*.

The next step that JEDCO undertook was to assemble key stakeholders to review the recommendations of both the *Short Term Business Recovery Plan* and the long range *Jefferson EDGE 2010* plan in light of the economic dislocations caused by Hurricane Katrina. At a meeting on October 19<sup>th</sup>, 2005, the group that was convened suggested additional short-term recovery measures and re-affirmed the broad, long-range economic development vision outlined in *The Jefferson EDGE 2010*. However, the group did urge JEDCO to make minor revisions to the plan's goals, objectives, and strategies to reflect the new economic realities of a post-Katrina Jefferson Parish.

This document includes both the short-term business recovery plan and the long-term economic development plan. Clearly, the focus of the short-term plan is to get the residents and businesses of the Parish back on their feet in an expeditious manner in the wake of the hurricanes. With the revisions that were suggested at the October 19<sup>th</sup>, 2005 meeting, the long range plan also integrates the effects of Hurricanes Katrina and Rita into the critical issues and action items that were identified. JEDCO is confident that despite the setbacks caused by this recent disaster, the two plans will catalyze a stronger economy in Jefferson Parish—one that will be even more prosperous and more sustainable than the economy that preceded Hurricanes Katrina and Rita.

For more in-depth economic information on Jefferson Parish, consult *The Jefferson EDGE Full Report*, at [www.jedco.org](http://www.jedco.org)

Contact JEDCO at:  
3445 N. Causeway Blvd.  
Suite 300  
Metairie, LA 70002  
(504)833-1881

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**SECTION 1**

**SHORT-TERM  
RECOVERY PLAN**





# **Short Term Business Recovery Plan for Jefferson Parish**

**November 1, 2005**

**Prepared by:  
Center for Economic Development  
College of Business Administration  
University of New Orleans  
Ivan J. Miestchovich, Ph.D., CEcD,  
Director**



# **SHORT-TERM BUSINESS RECOVERY PLAN FOR JEFFERSON PARISH**

## **Background**

The Jefferson Parish Council passed a resolution on September 28, 2005 requesting that the Jefferson Economic Development Commission (JEDCO) prepare and submit by November 1, 2005 a short term business recovery plan in response to the disruptions caused by Hurricanes Katrina and Rita. On October 5, JEDCO convened a one- day planning retreat in Gretna, during which 50 to 60 business and community leaders identified and formulated strategies for addressing significant challenges facing Jefferson Parish in the wake of the two storms. A list of participants is attached to this report.

The following, which summarizes the outcome of this meeting, includes identification of critical issues, strategies and actions that must be taken to address them. Where possible, specific responsibilities are assigned to ensure that necessary tasks are carried out or, where action is already underway, continued and completed.

In many cases, tasks must be undertaken by an organization or agency other than JEDCO. In such cases, JEDCO's role will be as facilitator or convener to ensure that resources are marshaled to address a critical issue.

In any plan, time horizons are essential and schedules are important to accomplishing goals, objectives and specific tasks. For purposes of this Short Term Business Recovery Plan, the planning horizon is the next nine to twelve months, between now and the start of 2006 hurricane season. In fact, implementation of many of the action items that were identified were initiated by JEDCO only days after Hurricane Katrina made landfall in an effort to provide immediate assistance to Parish businesses.

The overall goal of the Short Term Business Recovery Plan is very simple: to ensure that Jefferson Parish gets back to business. To successfully reach this goal, participants at the planning retreat believed that the Parish must address six critical issues. They include:

**Communication**

**Housing**

**Financing**

**Adequate Infrastructure**

**Business Opportunities in the Recovery and Redevelopment Process**

**Regional Redevelopment**

## 1. Communication

Ongoing and effective communication is essential to business recovery and redevelopment in Jefferson Parish and throughout the region. The media has provided and continues to provide ample coverage of the disaster, its aftermath and recovery. Unfortunately, not all of it has cast the area in a positive light on the national and global stages. Recovery and redevelopment communication efforts must focus on positive accomplishments and the dissemination of information most useful to Jefferson residents and businesses. To this end, JEDCO and its allies, the Jefferson Chamber and Jefferson Back to Business Task Force have been providing a continuous stream of information through a wide range of media and responding to needs and requests for assistance.

### *1.1. Communicate JEDCO's and allies' business recovery resources and status of Parish. [Ongoing]*

- Compiled Recovery Resources Guide and posted on website; continuously updated
- Organized Jefferson Back to Business Task Force with representatives of JBC, JEDCO and the Jefferson Chamber to marshal resources and business leadership
- Created Jefferson Back to Business website aimed at all businesses in the area to act as a clearinghouse of free advice and information
- Linked JEDCO's website with others such as LED's [www.LEDforward.louisiana.gov](http://www.LEDforward.louisiana.gov); [www.jeffersonbacktobusiness.com](http://www.jeffersonbacktobusiness.com)
- Direct mailings to businesses
- Held four, well-attended Jefferson Back to Business Forums
- Online request for assistance forms.
- Broadcast e-mails and faxes.
- Established contact with major employers, manufactures and revenue generators to assess needs and locations
- Hotline (833-2008) call center established; sponsored by ATMOS
- Speaking engagements and panelists at Hispanic Chamber of Commerce and Vietnamese Business Association
- Opened, equipped and staffed two (2) business recovery centers
- Create database of attendees at business briefings, seminars, business recovery centers, web and phone contacts to follow-up

### *1.2 Communicate with Jefferson businesses currently operating in other cities. JEDCO in cooperation with its investors, Jefferson Parish government and the Jefferson Chamber will:*

- Place advertisements in major newspapers in cities such as Houston, Dallas, Baton Rouge, Memphis, Jackson and Birmingham to communicate the Jefferson Back to Business message.
- Secure billboard locations in many of these same cities to communicate the Jefferson Back to Business message and to thank host cities.

- Market new tax incentives aimed at re-establishing businesses in disaster areas
- Assemble a team of public officials and community leaders who will be able and willing to meet personally with displaced businesses to encourage their return to Jefferson Parish.
- Regularly distribute press releases to newspapers throughout the southern United States to apprise displaced residents and businesses of progress in the recovery effort in Jefferson Parish.

*1.3 Communicate workforce needs of Jefferson Parish employers. JEDCO will:*

- Collaborate with the Jefferson WIB and Jefferson Chamber to co-sponsor and co-host job fairs and other forums to match workers with available positions in Jefferson Parish businesses.
- Communicate to employers the full range of job creation and job retention tax credits and other incentives available to them at the state and federal levels.

## **2. Housing**

Speedy recovery of the local economy depends upon a housing stock sufficient to meet the needs of displaced residents, business owners and their employees, as well as the temporary workforce directly associated with recovery and redevelopment efforts. Hurricane Katrina caused significant damage to a large portion of the single and multi-family housing stock in Jefferson Parish, particularly on the east bank. Without adequate, available housing, Jefferson’s business recovery will be greatly impeded. In particular, it will be more difficult to retain existing, re-opened businesses and to encourage businesses “temporarily” operating from evacuated locations to return. To address the immediate housing needs:

*2.1 JEDCO, its commissioners, investors and staff, must pressure FEMA and private insurance companies to focus on “Quick Response” measures that provide immediate cash to repair damaged housing, including:*

- Increasing the number of adjusters and inspectors deployed in Jefferson Parish.
- Expediting partial cash disbursements for necessary and essential repairs to mitigate further damage.

*2.2 Encourage expedited delivery of temporary housing for persons essential to speedy business recovery in Jefferson Parish. This would include, but not necessarily be limited to:*

- Displaced workers in the public, educational and medical sectors.
- Jefferson Parish workers displaced from residences in Jefferson, Orleans and St. Bernard Parishes.

- Assist FEMA and other agencies to locate sites and parcels that can accommodate temporary housing.
- Within the context of public safety needs, encourage parish departments to relax permitting and code requirements to an emergency/temporary basis to facilitate immediate use of available sites. This would include lots on which damaged property is located, as well as vacant buildings sites where utilities are available or readily accessible.
- Coordinate the expedited delivery of trailers to private and public employers where adequate space and necessary infrastructure exist.
- Demand that Parish Departments and FEMA contractors place highest priority on debris removal that facilitates the installation of temporary housing units in residential neighborhoods and commercial areas of the parish.

2.3 *Ensure that the Governor does not extend the executive order prohibiting landlords from initiating eviction hearings against tenants. The present executive order is set to expire on October 25, 2005.*

2.4 *Convene an expert task force to address the acute housing shortage and to formulate specific action items to increase the availability of housing for displaced workers and families. The task force would address, but not be limited to, the following issues:*

- Examining alternatives to trailers as a short-term housing solution.
- Encouraging the use of special home financing mechanisms to facilitate the purchase of homes by displaced Jefferson Parish residents.
- Working with realtors to link the inventory of available homes on the Multiple Listing Service (MLS) to the housing needs of Parish employers.
- Exploring the use of private foundation funding to meet housing needs.
- Working with the Louisiana Housing Finance Agency (LHFA) and the Fannie Mae and Freddie Mac corporations to identify mechanisms for addressing the immediate need for affordable housing.
- Considering changes in the tax and regulatory structure to address both temporary housing needs and the construction of permanent replacement housing in the near term.
- The composition of the task force should draw upon at least some of the following agencies: the Urban Land Institute (ULI), the American Planning Association (APA), the Louisiana Association of Non-profits (LANO), the Jefferson Parish Planning Department, the International Economic Development Council (IEDC), the New Orleans Metropolitan Association of Realtors (NOMAR), the Jefferson Home Mortgage Authority, the Nehemiah Corporation, Neighborhood Housing Services (NHS), area homebuilders, local community groups, and housing foundations.

2.5 *Explore the possibility of establishing immediate transit service to outlying communities in southeast Louisiana to facilitate commutes from areas with available housing to employers in Jefferson Parish. This should include but not be limited to:*

- Initiating discussions with the three largest transit agencies in southeast Louisiana—the Regional Transit Authority (RTA) of New Orleans; Jefferson Transit (JeT); and the Capital Transit Corporation (CTC) of Baton Rouge.
- Determining whether expanded transit service to outlying communities would be eligible for FEMA funding.

### **3. Financing**

Recovery and redevelopment in Jefferson Parish and throughout the region will require extraordinary financing from the public and private sectors. The Parish must finance infrastructure repairs and maintain delivery of services fundamental to a good quality of life. Businesses need funding to cover immediate cash flow and working capital needs, repairs or replacements of damaged facilities and equipment, and pursuit of new and expanded business opportunities presented by the region's extensive rebuilding process. Therefore, ensuring access to capital is fundamental to business retention in, and relocation to, Jefferson Parish.

3.1 *Assist local businesses to prepare SBA Disaster Assistance Loans through direct counseling at the JEDCO Business Recovery Centers, using support services from local SBDC's (UNO and Loyola) and volunteers from the local business community.*

3.2 *Lobby SBA through the Louisiana congressional delegation to extend the filing deadline for disaster assistance loans beyond October 28, 2005, to increase the number of loss verifiers deployed by SBA in the area and to streamline the loan application and approval processing time.*

3.3 *Lobby the State to create and fund a bridge loan program to provide immediate cash infusions of up to \$25,000 for small local businesses. This funding would provide critical working capital for firms awaiting the determination of business interruption losses by the SBA and/or their private insurer.*

3.4 *Support the efforts of the Louisiana Congressional delegation to secure a package of recovery legislation that provides direct financial support to recovering businesses, as well as tax and job credits to attract new firms and encourage relocation of evacuated enterprises to Jefferson Parish.*

## **4. Assurance of Primary and Adequate Infrastructure**

Long-term solutions will require significant investment, particularly by the federal government, to rebuild the community's infrastructure. There must be an assurance of primary and adequate infrastructure to service business, including transportation, utilities, flood protection, and public safety as businesses and residents consider their investments in the recovery and redevelopment process.

*4.1 Initiate a public awareness campaign to publicize improvements and corrective actions that are being taken to restore public confidence.*

*4.2 Lobby for Jefferson Parish's fair share of federal funds and infrastructure grants.*

## **5. Business Redevelopment and Recovery Opportunities**

Complete recovery in the region will require massive public and private sector investment. This includes everything from initial debris removal to reconstruction of homes, businesses, public facilities and infrastructure. It was generally agreed that local businesses should be positioned to benefit not only from investments to rebuild Jefferson Parish, but also the even more significant recovery and redevelopment efforts facing Orleans, St. Bernard and Plaquemines Parishes. To a large extent, Jefferson Parish can serve as a major staging area for region wide reconstruction.

To assist local businesses exploit opportunities in the rebuilding and redevelopment process, JEDCO, its commissioners, investors and the Chamber will:

*5.1 Encourage the use of Jefferson based businesses, workers and materials suppliers in the rebuilding process.*

*5.2 Facilitate one-on-one contacts with FEMA prime contractors and other agencies for Jefferson-based businesses.*

*5.3 Provide forums for potential Jefferson-based subcontractors and suppliers to negotiate business opportunities with prime contractors. Sponsor seminars and workshops, and offer business counseling at the JEDCO Business Recovery Centers or through JEDCO and Jefferson Back to Business websites.*

*5.4 Assist new and emerging entrepreneurs to identify and take advantage of opportunities through the following venues:*

- Provide counseling to prepare business plans; where possible, utilize resources of the UNO and Loyola SBDC's.
- Identifying sources of financing and providing assistance in preparing loan applications.

- Making start up or business expansion financing available through JEDCO's revolving loan fund program.

5.5 *Continue efforts to survey employers regarding their workforce needs, particularly the number and types of positions available and skill levels required.*

5.6 *Communicate these workforce needs on a constant basis to the Jefferson Workforce Investment Board (WIB) to ensure that training resources are most effectively deployed to meet the needs of Jefferson Parish businesses.*

5.7 *Work with the Jefferson WIB, community colleges, trade schools, and local trade and labor associations to devise fast-track training programs in the building trades to meet the post-Katrina demand in the construction field.*

In order to restore Jefferson Parish to a quality of life and level of services that its residents and businesses were accustomed to prior to Katrina, Jefferson Parish will focus on a program of normalization, protection and revitalization. The Parish will:

5.8 *Resume a normal schedule of providing community services such as garbage collection, transit, and government operations at Parish facilities including the Yenni Building.*

5.9 *Address flood protection of its residents and businesses in all areas of Jefferson Parish to instill confidence in redevelopment efforts and provide a climate for reinvestment.*

5.10 *Advance film industry and tourism projects to revitalize and diversify the economy. Tourism projects include among others:*

- *In-line hockey rink at the LaSalle Park*
- *Pelican Youth Baseball Park in Lafitte*
- *Festival Park at the Alario Center*

*Film industry initiatives include but are not limited to:*

- *Maximize the use of the Rheem Building on Jefferson Highway through the Parish's lease with The Robert Nims Center*
- *Accelerate the development of studio/post-production/office space on the vacant site behind the Nims Center*
- *Expedite the Request for Proposal process for a studio and film production facility adjacent to the Churchill Technology and Business Park.*

## **6. Regional Redevelopment**

Recovery in the New Orleans region can only be considered complete when all of the area's seriously impacted communities are revived and redeveloped. Nowhere is this more important than the City of New Orleans, the metropolitan area's economic center.

The fundamental economic engines of the region, particularly the port and tourism, are concentrated in the City, as are many vital public sector investments. These include the state and federal justice system, public health centers, the Superdome and Arena, Aquarium, Convention Center and a long list of attractions that are essential to the fabric of economic vitality in the region. Failure of the City to regain its position in the tourism and convention trade, maritime commerce and medical services, training and research will have serious and long term economic consequences for communities throughout the region, including Jefferson Parish.

To assist the City and other communities in their recovery and redevelopment efforts, it was generally agreed that JEDCO, its commissioners, investors and staff would do the following:

*6.1 JEDCO to work closely with regional organizations, such as GNO, Inc. and the Regional Planning Commission to assist the City in all of its recovery efforts.*

- Providing venues and host business outreach and recovery efforts for displaced New Orleans businesses.
- Providing locations for meetings or other gathering focused on planning community wide recovery in the City.
- Assisting local City agencies with limited staff by offering Jefferson Parish workers to provide essential support services on a temporary basis.
- Assisting City agencies to prepare grant applications to FEMA and other agencies for funds to repair and restore of damaged public infrastructure and facilities.

*6.2 JEDCO to support a regional effort to retain a federal employment presence (both military and civilian) in the metropolitan area.*

## **Conclusion**

This Jefferson Parish Short-Term Business Recovery Plan has been prepared at the request of the Parish Council and is submitted for its consideration. However, as members of Council know, many of these strategies and actions were undertaken by JEDCO and its allied organizations immediately following Katrina and are being implemented on an ongoing basis.

JEDCO would like to thank Dr. Ivan Miestchovich, PhD of the UNO Center for Economic Development and Real Estate Data Center and Dr. Wade Ragas, Ph.D., MAI, President of Real Property Associates, Inc for their time and support in facilitating the development of this short-term business recovery plan.



## **APPENDIX A**

### **LIST OF ATTENDEES AT OCTOBER 5<sup>TH</sup> & OCTOBER 19<sup>TH</sup>, 2005 BUSINESS RECOVERY PLANNING SESSIONS**



<u>Name</u>	<u>Affiliation</u>
David Andignac	Whitney Bank/JEDCO Board
Jim Baum	Hibernia Bank/JEDCO Board/Elmwood Business Association
Robert Becker	J. B. Levert Land Co.
Ricky Burke	ATMOS Energy
Council Chairman Tom Capella	Jefferson Parish Council
Tina Dandry-Mayes	National Assoc. of Women/JEDCO Board
David Doss	David Vitter's Office
Eddie Doucet	JEDCO Board
Robert Evans	Jefferson Chamber
Joseph Ewell	JEDCO Board
Jack Finn	Omni Bank/Jeff Chamber
Michael Garvey	Jefferson Parish WIB
Tim Garvey	Hancock Bank
Keith Gee	Councilman John Young's Office
Cherreen Gegenheimer	Jefferson Parish President's Office
Lucien Gunter	Jefferson Business Council
Glenn Hayes	JEDCO Board
Brian Heiden	Omni Bank/JEDCO Board/Harvey Canal Industrial Association
Jim Hudson	Omni Bank
Barbara Johnson	GNO Inc
John Kiefer	UNO

<b><u>Name</u></b>	<b><u>Affiliation</u></b>
Angelle LaBorde	Jeff Chamber
Pat LeBlanc	JBC/LeBlanc Butler
Dr. Vinicio Madrigal, M.D.	JEDCO Board
Manish Mardin	Hartman Engineering
David Martin	Preferred Executive Management/JEDCO Board
Dr. Ivan Miestchovich	UNO
Kathleen Mix	Delgado
Lynda Nugent-Smith	Keller Williams/JEDCO Board
Lawrence Oertling	The Laitram Corporation
Woody Oge'	Northrop Grumman- Avondale
Bill Peperone	Entergy/JEDCO Board
Raphael Rabalais	GCR & Associates
Dr. Wade Ragas, PhD.	Real Property Associates, Inc.
Cocie Rathborne	Rathborne Land Co.
Greg Rigamer	GCR & Associates
Ray Seamon	La. Landscape/JEDCO Board/Jefferson Chamber
Ric Smith	Metairie Bank/JEDCO Board
Henry Shane	Favrot and Shane Co., Inc./JBC
Jack Stumpf	Jack Stumpf & Associates
Tom Suydam	UNO
Barbara Waller	Laitram Machine Shop

**Name**

**Affiliation**

Guy Williams

Gulf Coast Bank & Trust Co.

Councilman-at-large John Young

Jefferson Parish Council

Monica Baugh

JEDCO Staff

Jerry Bologna

JEDCO Staff

Pete Chocheles

JEDCO Staff

Gaye Frederic

JEDCO Staff

Cynthia Grows

JEDCO Staff

June Johns

JEDCO Staff

Scott Rojas

JEDCO Staff

Dottie Stephenson

JEDCO Staff

Coy St. Pierre

JEDCO Staff



## **SECTION 2**

# **INTRODUCTION TO LONG RANGE PLAN**



# THE JEFFERSON EDGE 2010

## Vision Statement

*To promote sustainable growth, attract high wage industries, encourage technology development, and offer a superior quality of life.*

This vision statement was developed during the original *Jefferson EDGE* planning process in 1999. The Comprehensive Economic Development Strategy Committee (CEDS) of *The Jefferson EDGE 2010* revisited the vision statement of *The Jefferson EDGE* in February 2005 and determined that this vision statement remains relevant and should continue to read as originally written. In the aftermath of Hurricanes Katrina and Rita, the vision statement was again reviewed by business and community leaders. It was determined that the vision statement continues to be relevant to Jefferson Parish's long range economic development efforts despite the immediate effects of the two hurricanes upon the Parish's economy.

## The Jefferson EDGE

In the fall of 1999, the Jefferson Parish Economic Development Commission (JEDCO) initiated a formal community-based planning process known as *The Jefferson EDGE*. The purpose of this process was to develop a parish-wide comprehensive economic development strategic plan. This plan, referred to as a Comprehensive Economic Development Strategy (CEDS) by the federal Economic Development Administration, was completed at the end of March 2000. Implementation has been underway since May 2000 when the Parish Council adopted *The EDGE*.



GCR & Associates, partnering with JEDCO and The Center for Economic Development at UNO, updated the strategic plan in 2005. This update is entitled *The Jefferson EDGE 2010*. The policies, physical elements and projects of *The EDGE 2010* were incorporated to develop the Economic Development Element of the *Envision Jefferson 2020* Comprehensive Plan. In the wake of Hurricanes Katrina and Rita, the relevance of *The EDGE 2010* was re-examined through a post-disaster lens. It was determined that while short-term strategies may be somewhat different than those outlined in *The EDGE 2010* and while short-term actions must take first priority, the essential long range vision of *The EDGE 2010* is still pertinent to Jefferson Parish's long range economic development needs and opportunities. To reflect the new circumstances that the hurricanes have brought, some modifications have been made to the goals, objectives, and strategies of the Plan. However, the essential vision, the critical issues that have been identified, and the overall thrust of the action plan remain largely constant.

## EDGE Accomplishments

The original *Jefferson EDGE* plan was evaluated in 2005 to determine which benchmarks had been achieved, initiated, or not achieved, and to identify ongoing efforts

related to the plan benchmarks. Of the 60 benchmarks identified in *The Jefferson EDGE*, 54 were identified as achieved, initiated, or ongoing. Six of the benchmarks were not achieved. This analysis indicates that the implementation efforts related to *The Jefferson EDGE* were very successful. Ninety percent of the benchmarks identified in the plan were achieved, initiated, or are ongoing efforts.

### Planning Process

JEDCO initiated the planning process to update *The EDGE* by hiring a consulting team consisting of GCR & Associates, Inc. (GCR) of New Orleans, Louisiana and the University of New Orleans Center for Economic Development (UNO). The CEDS Committee roster of original members appointed in October 1999 was reviewed and revised in November 2004. Periodic updates were given to *The Jefferson EDGE* Steering Committee.

The CEDS Committee had several assignments: to review the updated community assessment and cluster analysis, to review the vision statement, to review *The Jefferson EDGE* accomplishments from 2000-2005, and to participate in a formal SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) facing Jefferson Parish. On the basis of the SWOT analysis, four critical issues were identified.

The first CEDS Committee meeting was held on February 22, 2005 at the West Bank Regional Library in Jefferson Parish. The CEDS Committee was provided with the updated community assessment and cluster analysis. The CEDS Committee participated in a formal SWOT analysis during which strengths, weaknesses, opportunities and threats were identified and analyzed. The CEDS Committee then reached a consensus on the critical issues facing economic development in Jefferson Parish and determined that four task forces should be organized to address these issues:

- Image and Branding

- Regional Cooperation
- Land Development and Redevelopment
- Quality Jobs and Workforce

Each task force met three times (with the exception of the Image and Branding task force, which met two times) over the course of the project to develop goals, objectives, and strategies for each issue. The CEDS Committee met again on May 10, 2005 to review the goals, objectives, and strategies and approve the plan. This meeting took place at the East Bank Regional Library in Jefferson Parish. The committee then ranked, in a rated scoring system, the objectives. The results of these rankings form the basis for the final recommendations of the plan.

### The Jefferson EDGE 2010 Public Participation

- 4 EDGE Steering Committee Meetings
- 2 CEDS Committee Meetings
- 2 Image and Branding Task Force Meetings
- 3 Regional Cooperation Task Force Meetings
- 3 Land Development Task Force Meetings
- 3 Quality Jobs and Workforce Task Force Meetings



### Action Plans

Four task forces were created to develop action plans to address the four critical issues identified at the Comprehensive Economic Development Strategy (CEDS) Committee meeting held on February 22, 2005. The four critical issue areas are: Image and Branding, Regional Cooperation,

Land Development and Redevelopment, and Quality Jobs and Workforce.

Each task force met three times during March and April 2005 to develop goals, objectives, and strategies that comprise the action plan portion of *The Jefferson EDGE 2010*. The recommendations that each of the task forces made were revisited at a meeting of community and business leaders on October 19<sup>th</sup>, 2005 to evaluate their relevance in light of the destruction caused by Hurricanes Katrina and Rita. The suggestions that emanated from this meeting were then incorporated into the final action plan.

### **Image and Branding**

The intent of the goals, objectives and strategies of the Image and Branding Action Plan is to create a brand image for Jefferson Parish and to build brand equity. Building a brand image defines who you are, the perception that you wish to convey and the design construct that will convey this message.

Developing a brand is the most efficient way to differentiate Jefferson Parish from other communities and convey the message that Jefferson Parish is a premier place for people to live, work, and play in Louisiana. Currently, Jefferson Parish has no brand identity. A brand identity makes it easier to sell Jefferson Parish beyond its borders.

Buy-in from Jefferson Parish partners will be necessary in order to achieve permeation and saturation of various markets. JEDCO's partners in this initiative may include the Jefferson Parish Government, the Jefferson Parish Convention and Visitors Bureau, the Jefferson Chamber, the Jefferson Parish School System, East Jefferson and West Jefferson Hospitals, and other parish agencies and organizations that help sell Jefferson Parish. Brand equity is established through a long-term marketing and image-making process (5-10 years) that is multi-faceted and multi-organizational. Over time, this approach will establish Jefferson Parish as a unique community among our

competitors and develop for the parish a sense of place.

In the aftermath of Hurricanes Katrina and Rita, the goals, objectives, and strategies related to image and branding were modified a) to reflect the stability and security of the Parish in the wake of the storms and b) to place emphasis first and foremost on attracting those residents and businesses displaced by the storms back to Jefferson Parish.

### **Regional Cooperation**

The focus of the Regional Cooperation Action Plan is to address major regional issues facing economic development in Jefferson Parish. In addition to participating in and supporting regional efforts, Jefferson Parish is ready to drive efforts with regional implications to create economic development opportunities in the parish. The Regional Cooperation action plan addresses a number of regional issues including the airport, rail carriers, and transportation projects.

Additional regional concerns deal with the tax structure and legislation that encourages economic development throughout the parish, the region, and the state. This action plan recognizes the significance of partnerships with Greater New Orleans, Inc., the Jefferson Chamber, the Regional Planning Commission, and the State of Louisiana.



The Regional Cooperation Action Plan recognizes the importance of regional cooperative efforts in the success of the airport.

In response to Katrina and Rita, the action plan for regional cooperation efforts was modified slightly to place a greater emphasis

on regional efforts to retain displaced businesses. Also, this revised action plan calls attention to regional efforts to obtain federal funding for disaster recovery and disaster prevention measures such as improvements to the levee infrastructure and the restoration of Louisiana's coastal wetlands.

### **Land Development and Redevelopment**

The intent of the goals, objectives, and strategies related to land development and redevelopment is to remove barriers to development and redevelopment in Jefferson Parish. Many of the strengths, weaknesses, opportunities and threats related to land development and redevelopment emanate from impediments to development and redevelopment. This action plan addresses issues related to permitting, hurricane protection, infrastructure, and land use planning.

The Land Development and Redevelopment Action Plan identifies the importance of obtaining a master 404 permit for the West Bank, the importance of the *Envision Jefferson 2020* Comprehensive Plan initiatives, and the importance of improvements to hurricane protection and infrastructure in the parish.

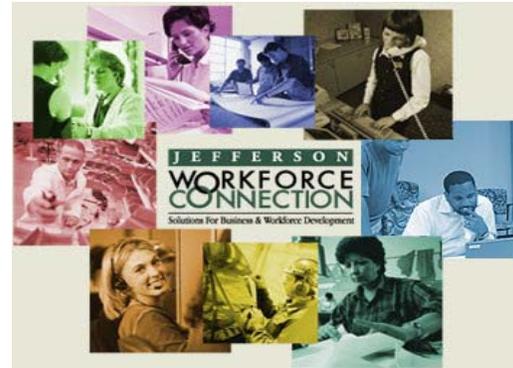
Revisions to this element of the action plan following Hurricanes Katrina and Rita include removing obstacles to short-term replacement housing and calling for more specific improvements to the Parish's hurricane and flood protection infrastructure.

### **Quality Jobs and Workforce**

The intent of the Quality Jobs and Workforce Action Plan is to establish JEDCO and its partners as a driving force in Jefferson Parish's commitment to an improved workforce for its employers and to attract and retain quality jobs for the parish. This action plan includes the promotion and use of educational programs and employee training and the creation and retention of quality jobs that offer competitive salaries

and opportunities for career advancement

It requires the Jefferson Parish School System, the Workforce Investment Board, the Jefferson Chamber, and other strategic allies to partner in addressing workforce issues facing Jefferson Parish's employers. This action plan provides enhanced opportunities for business retention and expansion and start-up businesses.



A qualified workforce is critical to economic development in Jefferson Parish.

Post-Katrina and Rita modifications to this section include emphasizing the job opportunities available to Parish residents through the hurricane clean-up effort and ensuring that residents are sufficiently qualified to take advantage of those opportunities.

### **Plan Implementation**

The Implementation Plan is a multi-year strategy that includes activities and programs that have been developed to achieve Jefferson Parish's economic development goals and objectives included in the four action plans of *The Jefferson EDGE 2010*. The Implementation Plan is the road map and schedule for carrying out the strategies for each of the prioritized objectives. The Implementation Plan assigns ownership to specific tasks, establishes a benchmark to measure accomplishment of the task, identifies resources, staff, and/or funding necessary to achieve the task, and identifies and proposes a time frame for its implementation.

Successful implementation results from many individual actions by the Parish, other public entities, and private decision-makers over the course of five years. The Implementation Plan identifies the tasks that are most likely to achieve the Parish's economic development goals and objectives outlined in this plan.

Since the adoption of *The Jefferson EDGE* five years ago, a volunteer Steering Committee has met quarterly to oversee JEDCO's and its partners' implementation of the plan. This partnership of private and public investors, including the State of Louisiana and Jefferson Parish, have funded *The EDGE*'s implementation since 2001. This Steering Committee will continue to oversee the implementation of The Jefferson EDGE 2010. The original Image and Marketing Task Force of *The Jefferson EDGE* has met regularly to shape the actual marketing campaign, "It's Happening Here!" targeted to our local businesses and residents. This task force will continue with the implementation of marketing and community branding elements recommended in *The Jefferson EDGE 2010*. Additionally, a blue ribbon committee of the parish's real estate developers has guided JEDCO through the initial stages of pre-development planning for the Churchill Technology & Business Park, a key project of *The Jefferson EDGE*.

A similar commitment to implementing *The Jefferson EDGE 2010* will be critical to its ultimate success as a road map for economic growth in the Parish.



**SECTION 3**

**PLANNING PROCESS**



## Background

In the fall of 1999, the Jefferson Parish Economic Development Commission (JEDCO) initiated a formal community-based planning process known as *The Jefferson EDGE*. The purpose of this process was to develop a parish-wide comprehensive economic development strategic plan. This plan, referred to as a Comprehensive Economic Development Strategy (CEDS) by the federal Economic Development Administration, was completed at the end of March 2000.

*The Jefferson EDGE* began with a community assessment and cluster analysis. This assessment ranged from a demographic profile to economic and educational data. Its purpose was to provide an up-to-date and accurate view of the parish – a view that would be shared and would inform the members of a committee of citizens who would participate in the planning process. The cluster analysis reviewed the concentration of various industries by employment and compared them to state and national averages. These results were then incorporated into a formal report.

Concurrent with this phase, JEDCO invited interested citizens from throughout the parish to join the CEDS Committee. The committee remained involved throughout the process and organized into four critical issues task forces. Other members of the community with relevant background and technical expertise also participated in these task forces. In addition to these task forces, a steering committee helped guide the process from its inception through its adoption.

*The Jefferson EDGE* was funded by Louisiana Gas, Jefferson Parish, the Jefferson Business Council and JEDCO. This public-private effort was critical to the success of the project and played a major role in shaping its direction. *The Jefferson EDGE* was adopted by the Jefferson Parish Council on May 17, 2000.

In 2004, work began on *The Jefferson EDGE 2010*. *The Jefferson Edge 2010* is an update of *The Jefferson EDGE* and provides Jefferson Parish with a comprehensive economic development strategy through 2010. Once again, an extensive planning process was undertaken with the CEDS Committee and four task forces providing critical information to shape the contents of *The Jefferson EDGE 2010*.

In addition to analyzing the accomplishments of *The Jefferson EDGE*, the planning process involved the identification of four critical issues and the development of action plans to address Image and Branding, Regional Cooperation, Land Development and Redevelopment, and Quality Jobs and Workforce. These action plans form the basis of the *Jefferson Edge 2010* and will help guide economic development efforts in Jefferson Parish through 2010.

### *The Jefferson EDGE 2010* Planning Process

JEDCO initiated the planning process by hiring a consulting group consisting of GCR & Associates, Inc. (GCR) of New Orleans, Louisiana and the University of New Orleans Center for Economic Development (UNO). GCR was led by Mr. Roy Smith, project manager, and the UNO team was led by Dr. Ivan Miestchovich, director of the UNO Center for Economic Development.

The CEDS committee roster of those persons originally appointed in October 1999 was reviewed and revised in November 2004. Periodic updates were given to the Jefferson EDGE steering committee. The steering committee, co-chaired by Henry Shane and Jack Stumpf, also provided input into the plan and helped guide the logistics of the project.

The CEDS committee was comprised of a broad range of constituents in Jefferson Parish. This committee ensured that a wide variety of interests were considered during the planning process. Requirements of representation by minority, disadvantaged, and distressed groups were met through the CEDS committee selection process. All CEDS committee members and the community at large were invited to participate throughout the entire strategic planning process.

The CEDS committee had several assignments; to review the updated community assessment and cluster analysis, to review the vision statement, to review *The Jefferson EDGE* accomplishments from 2000-2005, and to participate in a formal SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) facing Jefferson Parish. On the basis of the SWOT analysis, four critical issues were identified.

The first CEDS committee meeting was held on February 22, 2005 at West Bank Regional Library in Jefferson Parish. The CEDS committee was provided with the updated community assessment and cluster analysis. The CEDS committee then revisited the vision statement of *The Jefferson EDGE* and determined that this vision statement remains relevant and should continue to read as follows:

*To promote sustainable growth, attract high wage industries, encourage technology development, and offer a superior quality of life.*

The CEDS committee participants then participated in a formal SWOT analysis during which strengths, weaknesses, opportunities and threats were identified and analyzed. The CEDS committee then reached consensus on the critical issues facing economic development in Jefferson Parish and determined that four task forces should be developed to address these issues:

- Image and Branding
- Regional Cooperation
- Land Development and Redevelopment
- Quality Jobs and Workforce

Each task force met three times (with the exception of the Image and Branding task force, which met two times) over the course of the project to develop goals, objectives, and strategies for each issue. The CEDS committee met again on May 10, 2005 to review the goals, objectives, and strategies and approve the plan. This meeting took place at the East Bank Regional Library in Jefferson Parish. The committee then ranked, in a rated scoring system, the objectives. The results of these rankings forms the basis for the final recommendations of the plan.

**SECTION 4**

**EDGE**

**ACCOMPLISHMENTS**



### The Jefferson EDGE Accomplishments

The original *Jefferson EDGE* plan was evaluated in 2005 to determine which benchmarks had been achieved, initiated, not achieved, and to identify ongoing efforts related to the plan benchmarks. Of the 60 benchmarks identified in *The Jefferson EDGE*, 54 were identified as achieved, initiated, or ongoing. Six of the benchmarks were not achieved. This analysis indicates that the implementation efforts related to *The Jefferson EDGE* were very successful. Ninety percent of the benchmarks identified in the plan were achieved, initiated, or are ongoing efforts.

In 1999, JEDCO spearheaded the development of a five-year economic development plan for Jefferson Parish. This effort required six months of meetings and planning, and involved over 100 business and community leaders and elected officials, who donated thousands of volunteer hours. The Jefferson EDGE was officially adopted by the Jefferson Parish Council on May 17, 2000.

From these efforts came a comprehensive, focused plan for improvements in land and technology development, business enhancement, marketing, and planned economic growth for Jefferson Parish. For the past five years, The Jefferson EDGE has been privately funded and has also received contributions from the State of Louisiana and Jefferson Parish.

Goals, objectives, and strategies were developed to address the four critical issue areas identified in *The Jefferson EDGE* planning process. These four critical issue areas are as follows:

- Land Development
- Technology
- Image and Marketing
- Regional Development

The following descriptions and matrices provide an assessment of the The Jefferson EDGE accomplishments from 2000-2005.

### Land Development

Concerns regarding developable land within Jefferson Parish dominated discussions of the full committee from the outset. During those initial discussions, the Rusk Report was released in New Orleans – a report which highlighted the shortage of available land. This report provoked varying reactions throughout the community, especially in reaction to its alarmist tone. It did, however, crystallize the importance of land planning and redevelopment opportunities.

The committee was also sensitive to East and West Bank development issues. Undeveloped land on the West Bank and redevelopment opportunities on the East Bank permeated the discussion. The decision to call for a master plan was not arrived at lightly. Additional consideration was given to the creation of a development commission (or authority). While no consensus was reached, caution was counseled about how such a commission would be perceived and

### *The Jefferson EDGE Accomplishments*

#### **GRADE: A**

90% of the benchmarks identified in The Jefferson EDGE were achieved, initiated, or are ongoing efforts.

### **Land Development**

One of the major accomplishments of the Land Development Portion of The Jefferson EDGE was the creation and adoption of the Parish's first comprehensive land use plan, entitled *Envision Jefferson 2020*.

Review of 2000 Jefferson EDGE Action Plan - Land Development

Critical Issue	Objective	Strategy	Benchmark	Group Responsible	Status	Comments
Land Development	Develop a Jefferson Parish land use master plan	Make the Land Dev. Task Force a free-standing body	Develop land use master plan	Land Dev. Task Force	Achieved	Parish Council adopted the Envision Jefferson 2020 Comprehensive Plan
		Provide input and guidance on master plan	Develop land use master plan	Land Dev. Task Force	Achieved	
	Promote redevelopment of blighted and underutilized properties*	Explore formation of public/private development body	Design and implement a mechanism for redevelopment	Land Dev. Task Force	Not Achieved	Task force reluctant to implement. Perceived as public competition with private sector.
		Create redevelopment incentives	None specified	New public/private development body	Not Achieved	JEDCO markets the Federal Renewal Community tax incentives program for the area designated as a renewal community. The current renewal community is bounded by the Parish Line, Earhart Expy., the River and Deckbar.

\*Identified properties/areas include: South New Orleans  
 South Kenner  
 Gretna Riverfront  
 Brownfield sites  
 Publicly owned sites  
 Properties that are not maintained or fully utilized

whether it would be the best vehicle for land development in the parish.

The following matrix identifies the goals, objectives, and strategies related to land development of The Jefferson EDGE and an analysis of the related accomplishments.

A total of 4 benchmarks was established for the strategies related to land development in The Jefferson EDGE. Of these four benchmarks, two were achieved and two were not achieved. The two benchmarks that were achieved were related to the development of a master land use plan, which was accomplished through the development and adoption of the Envision Jefferson 2020 Comprehensive Plan. The two benchmarks not achieved were related to the development of a new public/private development body. This approach to addressing redevelopment issues was not pursued by the Land Development Task Force. Therefore, this action will no longer be pursued as part of a redevelopment strategy for the next five years.

**Technology**

Technology is changing the way business operates. Electronic commerce – driven by the Internet – changes the landscape for start-ups and mature businesses. In doing so, it has created immense wealth and made possible new employment opportunities not conceived of less than five years ago. Jefferson Parish has been slow to capitalize on these technology-related opportunities. This realization has driven the planning process from the outset and found expression in the overall vision statement of *The Jefferson Edge*.

While the technology committee had been unanimous in seeking to exploit these new opportunities, they were mindful of the widespread resistance to technology in the parish. This resistance is characterized by a high level of fear and uncertainty on the part of many businesses, and, indeed, the public sector as well. Overcoming the resistance generated by this fear is one of the key objectives of the group. This attitude has also kept local technology firms from being given the same considera-

**Technology**

A major achievement of the Technology Portion of The Jefferson EDGE was the creation of a Jefferson Parish Technology Park. The Churchill Technology and Business Park is a high-profile development in a campus setting that will offer numerous opportunities for technology business development in Jefferson Parish.

tion as out-of-state firms. The many opportunities for increasing the technology base in the parish center around two major themes: the recruitment and retention of existing technology companies and the expansion of the use of technology throughout the parish. The latter theme encompasses a strong desire to increase the competitiveness of all businesses in the parish through the introduction of new

## Review of 2000 Jefferson EDGE Action Plan - Technology Development

Critical Issue	Objective	Strategy	Benchmark	Group Responsible	Status	Comments	
Technology Development	Create a Jefferson Parish Technology Park	Examine how other communities have developed tech parks	Conduct visits to other cities	JEDCO	Achieved	Visited Austin, TX; Phoenix, AZ; Ft. Lauderdale, FL	
		Promote the tech park in the parish	None specified	JEDCO	Ongoing	Ads in City Business, Times-Picayune, Television Spots	
		Recruit developers interested in participating	Select a site developer	JEDCO	Not Achieved	Premature, Parish will have input	
		Create financial & development incentive for tech park	Develop an incentive package	JEDCO	Initiated	Various under consideration, case by case basis	
		Work with oil companies to locate their tech facilities in tech park	None specified	JEDCO	Initiated	JEDCO is working with all company-types to market tech park facilities	
		Establish tech incubator and academy	Create an incubator and academy	JEDCO	Ongoing	Working with the Jefferson Parish School Board; Have funds for study; JEDCO will design admin building	
		Identify other development sites for tech companies	None specified	JEDCO	Ongoing	Worked with several tech companies regarding other locations	
		Develop a Jefferson Parish Technology Academy and promote tech skills development in schools	Begin discussions with school officials about a tech academy	None specified	JEDCO and School Board	Ongoing	Working with the Jefferson Parish School Board; Received funds from State for related site study
			Develop clear mission and identity for the new school	None specified	JEDCO and School Board	Ongoing	JPSB- School in Operation
			Conduct p.r. campaign touting benefits of this school	None specified	JEDCO and School Board	Ongoing	JPSB initiated
		Secure funding for technology academy	Present formal plan for school to School Board by January, 2002	JEDCO and School Board	Ongoing	Parish, State and private money	

## Review of 2000 Jefferson EDGE Action Plan - Technology Development (Continued)

Critical Issue	Objective	Strategy	Benchmark	Group Responsible	Status	Comments	
Technology Development	Improve the climate for venture capital (VC) in Jefferson Parish	Continue the Technology Task Force	Increase number of venture capital deals for Jefferson companies	JEDCO	Ongoing	JEDCO refers companies to various entities	
		Interest VC firms in Jefferson Parish tech companies	Increase number of venture capital deals for Jefferson companies	JEDCO and Tech Task Force	Ongoing	JEDCO works with venture capital companies to help start-ups	
		Work with banks to increase lending to tech companies	Increase number of venture capital deals for Jefferson companies	JEDCO and Tech Task Force	Ongoing	Not vc but JEDCO works with conventional partnerships	
		Encourage applications to SBIC* and other federal programs	Increase number of venture capital deals for Jefferson companies	JEDCO and Tech Task Force	Ongoing	Referrals	
		Explore CAPCO** opportunities	Increase number of venture capital deals for Jefferson companies	JEDCO and Tech Task Force	Initiated	State not issuing new charters	
		Increase tech awareness in the parish's public and private sectors	Develop a Jefferson Parish technology inventory	Create a parish technology directory	JEDCO	Achieved	Tech directory published and on JEDCO website; Hammer Siler George retained to prepare technology inventory/audit
			Promote tech to the government and business community	More welcoming attitude toward technology	JEDCO	Ongoing	JEDCO assists companies with capital needs and incentives
			Work with media to promote local tech companies	None specified	JEDCO	Ongoing	Marketing effort focused on new JP technology companies
			Create a parish technology network	None specified	JEDCO	Ongoing	JEDCO/Chamber
			Conduct a parish tech skill level assessment	None specified	JEDCO	Achieved	Hammer Siler George completed as part of tech audit

\*Small Business Investment Companies Program - [www.sba.gov/INV/](http://www.sba.gov/INV/)

\*\*Certified Louisiana Capital Company

business models and the technology savvy required to compete in the new economy. The following matrix identifies the goals, objectives, and strategies related to technology development of The Jefferson EDGE and an analysis of the related accomplishments.

A total of 21 benchmarks were established for the strategies related to technology development in The Jefferson EDGE. Of these 21 benchmarks, 3 were achieved, 14 are ongoing, 3 have been initiated, and one has not been achieved. The strategies related to the objective of creating a technology park in Jefferson Parish remain an important element of economic development. Those strategies that are initiated, ongoing and not yet achieved will continue to be pursued as part of the comprehensive economic development strategy for Jefferson Parish.

### Image and Marketing

As originally identified in the Jefferson EDGE, competition for economic development projects is at an all-time high. Communities across the country are willing to offer significant inducements to entice projects. Unfortunately, communities that focus their economic development resources solely on outspending their competition are doomed to failure. Successful communities and regions also emphasize internal marketing that attracts and retains businesses and human capital.

A concern raised in throughout The Jefferson EDGE process was the high number of Jefferson Parish residents that leave the parish each year. This loss of human capital puts increased pressure on existing businesses facing an already tight labor market. In addition, technology industries and high value-added service providers are not anchored in Jefferson Parish. Software development, legal and financial services and electronic commerce are not part of the parish's image.

This non-technology image creates difficulties for the parish to retain its most talented residents and attract future employers. The risk faced by Jefferson Parish in recruiting businesses and people, or retaining its stakeholders, is that the parish does not present a modern or "cutting edge" marketing image. To address these issues, a two-pronged approach was identified to improve the image of Jefferson parish— both with existing residents and the wider business community (regional and national). The following matrix identifies the goals, objectives, and strategies related to image and marketing issues in The Jefferson EDGE and an analysis of the related accomplishments.

### Image and Marketing

A major achievement of the Image and Marketing Portion of The Jefferson EDGE was the creation of the *It's Happening Here* campaign. This campaign utilizes various media to market Jefferson Parish as a premier community to do business.

A total of 15 benchmarks were established for the strategies related to image and marketing in The Jefferson EDGE. Of these 15 benchmarks, 4 were achieved, 7 are ongoing, 2 have been initiated, and two are no longer applicable. The image and marketing efforts will continue in Jefferson Parish and are identified and included in the Image and Branding Action Plan as part of The Jefferson EDGE 2010.

### Review of 2000 Jefferson EDGE Action Plan - Image and Marketing

Critical Issue	Objective	Strategy	Benchmark	Group Responsible	Status	Comments
Image and Marketing	Design and implement a marketing program to retain Jefferson's businesses and residents	Survey Jefferson Parish residents and businesses	Complete survey	JEDCO	Achieved	JP residents and businesses surveyed in winter 2002.
		Conduct a fundraising campaign	\$200,000 raised per year	JEDCO	Ongoing	Ongoing as part of overall EDGE financial efforts.
		Issue RFP for a marketing firm	Retain a marketing firm	JEDCO	Ongoing	RFP issued and local advertising/ marketing firm selected at end of 2003. Option on table to issue new RFP.
		Implement marketing plan	A decrease in out-migration and an improvement in stakeholder perceptions	JEDCO	Ongoing	Local image plan & marketing implemented in 2004. Benchmark revision needed.
		Repeat parish survey in year 3 to 4	Complete survey	JEDCO	N/A	Revision of strategy recommended.
		Modify marketing plan in response to survey	None specified; project to be completed at the end of initial 5 year period	JEDCO	Initiated	Image & Marketing Task Force recommended targeted national strategies over local image efforts.
Develop a national image for the parish as a place to live and do business		Conduct a fundraising campaign	\$100,000 raised per year	JEDCO	Ongoing	Ongoing as part of overall EDGE financial efforts.
		Issue RFP for a marketing firm	Retain a marketing firm	JEDCO	Ongoing	See above. Task Force has option of retaining current advertising firm.
		Implement marketing plan	Increase population growth, in-migration, tourism, and companies recruited	JEDCO	Initiated	Strategically-targeted national strategies to begin in 2005. Benchmark revision needed.
		Modify marketing plan in years 3 to 5	None specified; project to be completed at the end of initial 5 year period	JEDCO	N/A	Revise according to EDGE 2010 planning and priorities.
Promote tourism opportunities related to eco-tourism, sports, film production, and recreation		Convene a task force to examine creating an events & visitors bureau	Creation of events & visitors bureau	Jefferson Chamber and Tourism Dept.	Achieved	Jefferson Convention & Visitors Bureau formed in 2000.
		Support use of parish funds for events & visitors bureau	None specified	Jefferson Chamber and Tourism Dept.	Achieved	JCVB's budget expanded due to successful passage of increased JP hotel occupancy tax.
		Identify and secure state and federal tourism funds	None specified	Chamber, Tourism Dept., Event & Vis. Bureau	Ongoing	Parish tax secured. Startup event funding available on temp basis from state. Federal funds - ?
		Create a new residents "welcome kit" touting the parish	Creation of welcome kit	Chamber, Tourism Dept., Event & Vis. Bureau	Achieved	JEDCO marketing staff worked with Jefferson Chamber to produce relo guide & JP map. Updating in 2005.
		Explore and promote tourism and resort opportunities	None specified	Chamber, Tourism Dept., Event & Vis. Bureau	Ongoing	Ongoing through working with the JCVB.

### Regional Development

As stated in The Jefferson EDGE, Jefferson Parish’s role in the greater New Orleans area has long been an economic and social issue of tremendous importance. Labor force, transportation, education and environmental concerns all have profound regional consequences, and all work simultaneously to integrate and to isolate the communities and surrounding parishes. As part of The Jefferson EDGE, committee members had the opportunity to take a fresh perspective on how Jefferson Parish might benefit from regional projects. This approach differentiates it from regional organizations, and puts a clear focus on the parish’s own economic development efforts.

Not surprisingly, workforce and transportation were considered the most pressing regional issue influencing the parish. The ability of workers to commute, access throughout the parish, and the specific role of bridge improvements warranted considerable attention. Closely tied to these concerns were the related transportation opportunities of the Millennium Port project, improvements to the Port of New Orleans, and the airport. All of these issues – whether they are currently tied to the parish directly or not – have ramifications which the parish itself cannot control. In addition, tourism and eco-tourism were targeted as important regional opportunities or which Jefferson Parish could capitalize. The following matrix identifies the goals, objectives, and strategies related to regional development of The Jefferson EDGE and an analysis of the related accomplishments.

### Regional Development

A major achievement of the Regional Development portion of The Jefferson EDGE was the opening of the Jefferson Parish Workforce Connection one stop career center in Gretna. The Jefferson Parish Workforce Connection is a free program that provides employers access to qualified workers, and provides the workers of Jefferson Parish with everything they need to get a better, higher paying job.

### Review of 2000 Jefferson EDGE Action Plan - Regional Development

Critical Issue	Objective	Strategy	Benchmark	Group Responsible	Status	Comments
Regional Development	To promote economic development opportunities with New Orleans International Airport (NOIA)	Develop an economic development partner relationship with NOIA	Development of partnership	RPC, JEDCO, and NOIA	Ongoing	Trying to work with Kenner to develop an airport strategy
		Support development of a Foreign Trade Zone (FTZ) at NOIA	Creation of FTZ	RPC, JEDCO, and NOIA	Achieved	Port of N.O. has established a FTZ on the south side of the airport
		Support development of intermodal truck and airfreight facility	Creation of intermodal facility	RPC, JEDCO, and NOIA	Ongoing	NOIA considering
		Create facility at NOIA for attracting Latin American business	Creation of facility	RPC, JEDCO, and NOIA	Ongoing	NOIA responsibility
	Capitalize on expansion of Port of New Orleans, Millennium Port, and waterways in Jefferson	Expand the Nashville Wharf	Expansion of Wharf	Port Of New Orleans	Achieved	Completed
		Support Millennium Port	None Specified	JEDCO	Ongoing	Project cannot get State support
		Create a JEDCO Port Advisory Board	Creation of Port Advisory Board	JEDCO	Achieved	In place
		Improve deep water opportunities with Port of New Orleans	None Specified	JEDCO and Port of New Orleans	Initiated	Johns Manville property on the West Bank has been identified as a potential site.
		Create access to the Gulf to assist Harvey Canal companies	None Specified	JEDCO	Ongoing	Kerner Bridge needs funding

## Review of 2000 Jefferson EDGE Action Plan - Regional Development (Continued)

Critical Issue	Objective	Strategy	Benchmark	Group Responsible	Status	Comments
Regional Development	To provide leadership in the development of a regional workforce system	Play leadership role in Metrovision's Workforce Partnership program	Increase participation	JEDCO and Regional Partners	Ongoing	Ongoing-GNO, Inc.
		Help to coordinate four local workforce investment boards	Increase participation	JEDCO and Regional Partners	Not Achieved	Need regional WIB
		Work with state & Metrovision to develop more employer training	None Specified	JEDCO and Regional Partners	Ongoing	State & Tech colleges are working on a strategy to train individuals with film crew skills. The City of New Orleans is planning a national media campaign to attract a seasoned film industry workforce for 2005.
		Advocate for an effective one-stop career system	Development of one-stop career center	JEDCO and Regional Partners	Ongoing	Jefferson Parish Workforce Connection one stop career center is open in Gretna
		Link educational institutions to industries' training demands	Increase participation	JEDCO and Regional Partners	Ongoing	In 2004, the State allocated \$1.4 million to increase enrollment in the region's healthcare programs by 273 students for the 2004-2005 school year. In 2005, the New Orleans Regional Task Force on Education and Health Workforce Training is requesting an
		Identify needed improvements to regional transportation	Increase participation	JEDCO and Regional Partners	Ongoing	Huey P. Long Bridge widening to begin in 2005
		Advocate for policies that will strengthen the workforce system	Increase participation	JEDCO and Regional Partners	Ongoing	
	Improve the region's transportation infrastructure capacity	Support those designated projects to be completed in 5 years	Complete identified projects*	RPC, Jefferson Parish, and JEDCO	Ongoing	Huey Long Bridge project to begin 2005
		Support designated projects to be completed in over 5 yrs.	Secure funding for identified projects**	RPC, Jefferson Parish, and JEDCO	Ongoing	Huey P. Long Bridge widening funding in place.
		Promote new projects and secure future funding	Secure funding for identified projects***	RPC, Jefferson Parish, and JEDCO	Ongoing	Lobbying for waterways development through increase in COE expenditures
	Be involved in transportation planning for Jefferson	Increase JEDCO's participation	RPC, Jefferson Parish, and JEDCO	Ongoing	Participation in widening of Peters Road	

\*Less than 5 yr. projects include: I-10 expansion  
Huey P. Long widening  
Hickory extension  
Lapalco widening  
CCC toll projects  
Rail operation plan; New Orleans Gateway Review and Monitoring

\*\*5 year+ projects include: Earhart access to KCS intermodal yard  
Causeway/Earhart interchange  
Commuter rail from CBD to airport  
Kerner Bridge

\*\*\*New long range projects include: Earhart extension to airport and I-310  
Harvey Boulevard (from Belle Chasse Blvd. to Lafitte-Larose Highway)  
Donner Canal (WB Expressway to Belle Chasse Blvd.)  
Evaluate Jefferson to Jefferson bridge alternatives over Mississippi

A total of 20 benchmarks were established for the strategies related to regional development in The Jefferson EDGE. Of these 20 benchmarks, 3 were achieved, 15 are ongoing, 1 has been initiated, and one has not been achieved. The regional development efforts will continue in Jefferson Parish and are identified and included in the Regional Cooperation Action Plan as part of The Jefferson EDGE 2010.



**SECTION 5**

**COMMUNITY  
ASSESSMENT**



## General Description of Jefferson Parish

Initially, Jefferson Parish was to be called Tchoupitoulas. However, on February 11, 1825, in honor of his role in the 1803 Louisiana Purchase from France, this Parish was named for the third President of the United States, Thomas Jefferson. Originally, the Parish boundaries were extended to include a larger area than what exists today. It went from Felicite Street in New Orleans to the St. Charles Parish line. As Orleans Parish continued to grow and expand, it moved into former Jefferson Parish areas. The current borders were set in 1874. At that time, the Parish Seat was moved to Gretna where it remains today.

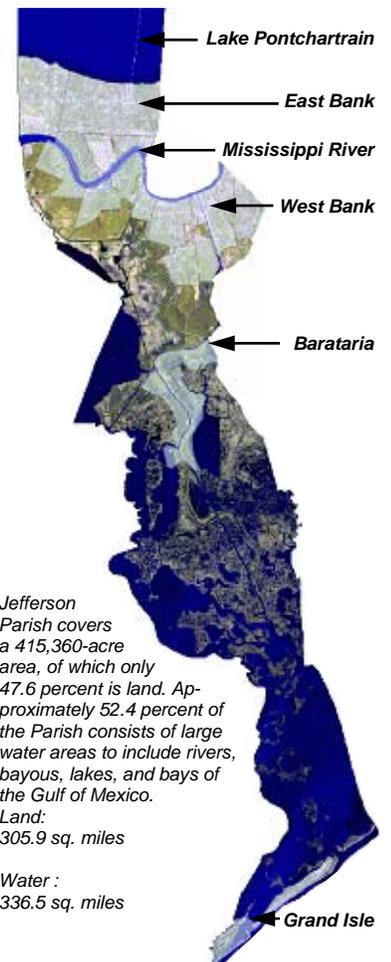
Jefferson Parish is a long and narrow area that is located in Southeast Louisiana. The land area has a range that stretches from the South Shore of Lake Pontchartrain to the coastline of the Gulf of Mexico. It shares a border with Orleans and Plaquemines Parishes to the east; Lafourche and St. Charles Parishes to the west; the Gulf of Mexico and a small portion of Lafourche Parish to the south; and Lake Pontchartrain to the north. For purposes of the Census, the northern portion of Jefferson Parish forms a border with St. Tammany Parish in the middle of Lake Pontchartrain. Though it has significant business activity and several large developed areas, such as Kenner and Metairie, it is primarily a suburban parish. The Mississippi River flows generally west to east through the upper third of the parish, and forms a boundary between the Eastbank and Westbank regions.

A significant portion of the Parish land area contains wetlands, primarily south of the Mississippi River. There are also sandy beaches in the Grand Isle area. Most of the parish land mass is near sea level.

Jefferson Parish covers a 415,360-acre area, of which only 47.6 percent is land (Land area: 305.9 square miles; Water area: 336.5 square miles). Approximately 52.4 percent of the Parish consists of large water areas to include rivers, bayous, lakes, and bays of the Gulf of Mexico. The topography of Jefferson Parish creates four distinct geographic areas: East Bank Jefferson, West Bank Jefferson, the Barataria region, and the Gulf region. Ninety-five (95) percent of the residents of Jefferson Parish live in the urbanized northern portion of the parish (Avondale, Bridge City, Elmwood, Estelle, Gretna, Harahan, Harvey, Jefferson, Kenner, Marrero, Metairie, River Ridge, Terrytown, Timberlane, Wagman, Westwego, Woodmere).

East Bank Jefferson, which is situated between Lake Pontchartrain and the Mississippi River west of Orleans Parish, is an urbanized area and home for 56.5 percent of the residents of Jefferson Parish. A total of 257,239 persons reside in one of six communities in East Bank Jefferson: Elmwood, Harahan, Jefferson, Kenner, Metairie, and River Ridge. Harahan and Kenner are the only incorporated communities within East Bank Jefferson.

West Bank Jefferson lies south of the Mississippi River and includes both urban and rural areas built upon the natural levees of the river. Approximately 38.5 percent of the Jefferson Parish population resides in West Bank Jefferson. A total of 175,549 persons reside in one of eleven communities in West bank Jefferson: Avondale, Bridge City, Estelle, Gretna, Harvey, Marrero, Terrytown, Timberlane, Waggaman, Westwego, and Woodmere. Gretna and Westwego are incorporated.



The Barataria region is located in the elongated central portion of the Parish and includes small communities scattered along the major bayous, principally Bayou Barataria and Bayou des Families. This rural area is sparsely populated with only 21,137 persons, comprising 4.6 percent of the total population of Jefferson Parish. The principal communities in this area include Barataria, Jean Lafitte, and Lafitte. Only Jean Lafitte is incorporated.

The Gulf region is located along the Gulf of Mexico. Grand Isle is the single community located in this region. Grand Isle is a barrier island and is separated from the other regions of Jefferson Parish by miles of marshland. There is no overland route to Grand Isle within Jefferson Parish as access is via Lafourche Parish. The population of Grand Isle is 1,541 persons or 0.4 percent of the total Jefferson Parish population. Grand Isle is incorporated.

There are twenty-one places in Jefferson Parish that are recognized by the Bureau of the Census. Six of these places are incorporated as follow: Grand Isle, Gretna, Harahan, Jean Lafitte, Kenner, and Westwego. The remaining 15 places are unincorporated and are termed Census Designated Places (CDP) by the Bureau of the Census. Boundaries for the CDP's were prepared in conjunction with local planning agencies and local officials. The unincorporated CDP's in Jefferson Parish are: Avondale, Barataria, Bridge City, Elmwood, Estelle, Harvey, Jefferson, Lafitte, Marrero, Metairie, River Ridge, Terrytown, Timberlane, Waggaman, and Woodmere.

The climate in Jefferson Parish is mild, permitting year-round outdoor activities. Rainfall is heavy by national standards, averaging more than 60 inches annually. The region is subject to flooding and the threat of hurricanes, with generally high humidity. Jefferson Parish is located 70 miles from Baton Rouge, the state's capital; 500 miles from Dallas and 350 miles from Houston, Texas; 420 miles from Little Rock, Arkansas; 180 miles from Jackson, Mississippi; 480 miles from Atlanta, Georgia; and is located within 300 highway miles of ten additional metropolitan areas.

## Previous Economic Development Efforts and JEDCO

Economic development planning efforts in Jefferson Parish can be traced back to the Overall Economic Development Plan created by the Regional Planning Commission in 1977. This plan recommended targeting growth industries to diversify the economy.

A number of additional studies were conducted between 1977-1982 including:

1. Economic Development of the Jefferson Parish West Bank (1978) by Pro-Data Ltd.
2. Economic Development of the Jefferson Parish West Bank: Update and Recommendations (1979) by Gaines and Associates, Inc.
3. Consensus Plan of the Downtown Economic Project for the City of Gretna, Jefferson Parish, Louisiana (1981) by G.C. Rigamer and Associates, Inc.

Because of these studies and the downturn in the local economy, the Greater Jefferson Port Commission was created by the State of Louisiana to promote

economic development in the parish. Another group that formed during this difficult economic time was the Economic Development and Growth Effort (EDGE). In 1986, this group provided a forum for local officials and business leaders to strategize about the parish's future.

Morphy, Makofsky, Mumphrey, Masson were commissioned in 1987 to develop a revitalization plan for the Harvey Canal entitled *Study for Industrial Revitalization of Harvey Canal*. This study recommended the creation of an economic development office to coordinate economic development efforts for Jefferson Parish.

The Jefferson Parish Economic Development Commission (JEDCO) was formed in 1987. The current mission of JEDCO is to promote the economic growth of Jefferson Parish by the attraction, creation, and retention of quality jobs and to foster entrepreneurship while enhancing the favorable business and investment climate. To achieve this mission, JEDCO has partnered with local businesses and government to coordinate economic development activities on behalf of the parish.

In 1992, JEDCO created an Overall Economic Development Plan to document existing economic conditions in the parish.

This plan had three basic development strategies focusing on:

1. Retention of existing businesses
2. Startup of new businesses
3. Business attraction

In addition, a detailed implementation plan was a component of this study. Annual updates were prepared in 1993, 1994, and 1996.

In February 1999, JEDCO adopted its Strategic Operational Plan with 4 main goals:

1. Business Development: Maintain and develop a strong business development function by fostering entrepreneurship, small business development, the expansion and retention of existing businesses, and the attraction of new business and development.
2. Real Estate Development/Adaptive Re-Use: Redevelop underutilized, underdeveloped, or blighted property within Jefferson Parish through a concentrated effort of real estate outreach and promotion with an emphasis on redevelopment.
3. Transportation Development: To maximize the development of the Port District, the Parish surface transportation system, and the New Orleans International Airport to better support economic development.
4. Workforce Development: To assist business in the development and training of a professional workforce to foster proper business development.

In 1999, JEDCO spearheaded a process to develop a five-year economic development plan for Jefferson Parish called "The Jefferson EDGE." This effort re-

quired six months of meetings, planning and discussions, and involved over 100 business and community leaders and elected officials, who donated thousands of volunteer hours. The Jefferson EDGE was officially adopted by the Jefferson Parish Council on May 17, 2000. This activity culminated in goals for improvements in land, technology and regional development, and image and marketing. The EDGE is currently being updated for 2005.

Currently, JEDCO operates a number of economic development programs in the following areas:

1. Finance – JEDCO’s financing programs are designed to assist Jefferson Parish-based businesses with financing of fixed assets, working capital, and inventory. JEDCO utilizes the lending resources of the U.S. Small Business Administration and the Economic Development Administration in conjunction with bank financing. Under this structure, financing of an eligible project is divided between JEDCO, private lender and borrower’s equity.
2. Business Retention and Expansion Program – A structured program to retain existing industries and facilitate expansions in Jefferson.
3. Business Attraction – Working with the State, GNO Inc., Entergy, and the real estate community to encourage relocation and/or new facility locations in Jefferson. The Jefferson Parish Economic Future Fund (J.E.F.F.) is a parishwide incentive fund to help Jefferson Parish compete for new jobs and investments.
4. Entrepreneurial Development – JEDCO operates a business incubator—the Enterprise Center West—and provides technical assistance to support new business start-ups.
5. Port Development – Establishment under JEDCO statutory authority of a shallow water port.
6. Workforce Development – JEDCO links business needs to available training resources.
7. Real Estate Development/Redevelopment - Work with real estate developers to increase supply of office, industrial, and distribution space; encourage redevelopment or adaptive reuse of vacant sites and obsolete facilities.
8. Tax Incentives – Market and administer for Jefferson Parish the state tax incentive programs including the Enterprise Zone Program and the Restoration Tax Abatement Program.

Greater New Orleans, Inc. (GNO, Inc.) is a new organization now spearheading economic development for the ten-parish New Orleans region and, on January 2004, officially replaced the former New Orleans Regional Chamber of Commerce and MetroVision. GNO, Inc. will work to create new jobs in south-east Louisiana, market the parishes to companies seeking to relocate as well as retain and expand existing businesses in the region.

### **A Note on Hurricanes Katrina and Rita**

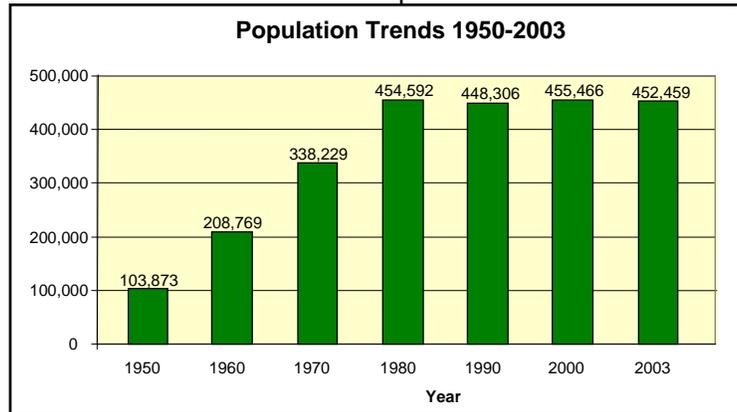
The detailed community assessment that follows was prepared before Hurricanes Katrina and Rita struck the Louisiana gulf coast and, therefore, relies on data sources that do not take their effects into account. At this juncture the long-term effects of these natural disasters upon the population, the demography, and the economy of Jefferson Parish are entirely unknown. The principal purpose of *The EDGE 2010*, of course, is precisely to influence those characteristics in a positive, meaningful way. In the absence of concrete data sources, the best foundation for devising a long range economic vision for the Parish is to rely upon the comprehensive data sets that were gathered before Katrina and Rita and to supplement those data with qualitative analysis regarding the effects of the hurricanes. This combination of quantitative data and qualitative assessment is the basis for the goals, objectives, and strategies found within the action plan of *The EDGE 2010*.

### Population Trends

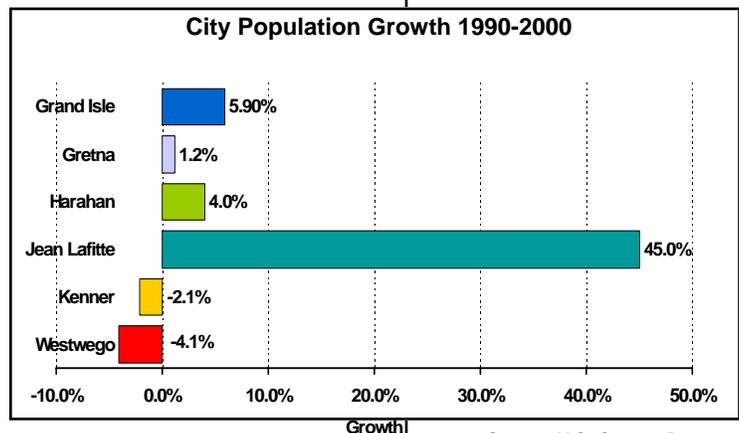
Population growth in Jefferson Parish had been steady between 1950 and 1980 when population gains were recorded in every Census. During the 1970's, Jefferson Parish experienced sizeable population growth, as much of the population from Orleans Parish "suburbanized."

Population growth in Jefferson Parish slowed down following the 1980 Census, when the Parish experienced a net loss of population. Much of the population loss of the 1980's can be attributed to a severe economic recession in the early 1980's. The 2000 Census showed that Jefferson Parish had gained population between 1990 and 2000. However, Census population estimates for 2003 indicate a 0.7 population loss for the early part of the decade.

Jefferson Parish's population is distributed among six cities- Kenner, Gretna, Westwego, Harahan, Lafitte, and Grand Isle, as well as the unincorporated areas of Jefferson Parish. Kenner is the largest incorporated city, accounting for 16 percent of the Parish population. Metairie is not an incorporated city, but it is a Census Designated Place with a population of about 146,000.



Source: U.S. Census Bureau



Source: U.S. Census Bureau

#### 2000 Population

Westwego	10,763
Kenner	70,517
Jean Lafitte	2,137
Harahan	9,885
Gretna	17,423
Grand Isle	1,541

### Racial and Ethnic Demographics

The data contained in the 2000 Census reports the racial composition of Jefferson Parish to be 318,002 persons or 69.8% White; 104,121 persons or 22.9% Black/African American; 2,032 persons or 0.5% American Indian/Alaskan Native; 14,219 persons or 3.1% Asian/Pacific Islander; and 9,239 persons or 2.0% of Some Other Race. The population comprised of Hispanic/Latino ethnicity is reported to be 32,418 persons or 7.1% of the total population. Additionally, the 2000 Census introduces a new category for multiracial identity. The population reporting Two or More Races includes 7,853 persons or 1.7% of the total population.

Jefferson Parish					
Demographic	Population			Percent Change	
Characteristic	1980*	1990	2000	1980-2000	1990-2000
<b>Total Population</b>	<b>454,592</b>	<b>448,306</b>	<b>455,466</b>	<b>0.2%</b>	<b>1.6%</b>
<b>RACE/ETHNICITY</b>					
White	380,645	351,170	318,002	-16.5%	-9.4%
Black	63,001	79,042	104,121	65.3%	31.7%
Amer. Ind./Alaskan		1,753	2,032	N/A	15.9%
Asian/Pacific Island		9,986	14,219	N/A	42.4%
Other		6,355	9,239	N/A	45.4%
2 or More Races**		No Data	7,853	N/A	N/A
Hispanic/Latino		26,611	32,418	N/A	21.8%

Source: U.S. Census Bureau

Population by Race and Ethnic Composition, 2000						
Parish	Total	White	Black	Asian	Hispanic	Other
Orleans	484,674	135,956	325,947	10,972	14,826	11,799
Jefferson	455,466	318,002	104,121	14,065	32,418	19,278
St Bernard	67,229	59,356	5,122	889	3,425	1,862
Plaquemines	26,757	18,668	6,258	700	433	1,131
St Charles	48,072	34,803	12,130	265	1,346	874
St John	43,044	22,633	19,268	229	1,230	914
St James	21,216	10,606	10,476	10	130	124
St Tammany	191,268	166,458	18,929	1,420	4,737	4,461
<b>MSA totals</b>	<b>1,337,726</b>	<b>766,482</b>	<b>502,251</b>	<b>28,550</b>	<b>58,545</b>	<b>40,443</b>
Tangipahoa	100,588	70,175	28,519	395	1,536	1,499
Washington	43,926	29,614	13,851	73	334	388
<b>10 – Parish Region</b>	<b>1,482,240</b>	<b>866,271</b>	<b>544,621</b>	<b>29,018</b>	<b>60,415</b>	<b>42,330</b>
<b>Louisiana</b>	<b>4,468,976</b>	<b>2,856,161</b>	<b>1,451,944</b>	<b>54,758</b>	<b>107,738</b>	<b>106,113</b>
<b>United States</b>	<b>281,421,906</b>	<b>211,460,626</b>	<b>34,658,190</b>	<b>10,242,998</b>	<b>35,305,818</b>	<b>25,060,092</b>

Source: U.S. Census Bureau

The White population (318,002 persons or 69.8% of the 2000 Census total population) shows a decrease of 33,168 persons or 9.4% from the 1990 Census (White population of 351,170 persons or 78.3% of the total population in 1990) and a decrease of 62,643 persons or 16.5% from the 1980 Census (White population of 380,645 persons or 83.7% of the total population in 1980).

The Black/African American population (104,121 persons or 22.9% of the 2000 Census total population) shows an increase of 25,079 persons or 31.7% from the 1990 Census (Black/African American population of 79,042 persons or 17.6% of the total population in 1990) and an increase of 41,120 persons or 65.3% from the 1980 Census (Black/African American population of 63,001 persons or 13.9% of the total population in 1980).

The American Indian/Alaskan Native population (2,032 persons or 0.5% of the 2000 Census total population) shows an increase of 279 persons or 15.9% from the 1990 Census (American Indian/Alaskan Native population of 1,753 persons or 0.4% of the total population in 1990).

The Asian/Pacific Islander population (14,219 persons or 3.1% of the 2000 Census total population) shows an increase of 4,233 persons or 42.4% from the 1990 Census (Asian/Pacific Islander population of 9,986 persons or 2.2% of the total population in 1990).

The population that is categorized as Some Other Race (9,239 persons or 2.0% of the 2000 Census total population) shows an increase of 2,884 persons or 45.4% from the 1990 Census (Some Other Race population of 6,355 persons or 1.4% of the total population in 1990).

The 2000 Census reports that the population of Hispanic/Latino ethnicity is 32,418 persons or 7.1% of the total population. This is an increase of 5,807 persons or 21.8% from the 1990 Census (Hispanic/Latino population of 26,611 persons or 5.9% of the total population in 1990).

Through 2025, Woods & Poole forecast a further shift in the ethnic composition of Jefferson Parish. It is estimated that Jefferson Parish will be 51 percent white, 34 percent black, and 15 percent other races.

### Births, Deaths, and Migration Trends

Jefferson Parish has experienced a population loss of 3,007 during the period between April 1, 2000 and July 1, 2003. The two major components of this population change are natural increase and net migration. A review of Jefferson Parish Census data for 2001-2003 indicated a total natural increase in population of 7,484. For this period, there were 20,969 births and 13,485 deaths in Jefferson Parish. The net migration

Percent of Total Population						
Parish	Total	White	Black	Asian	Hispanic	Other
Orleans	100%	28.1%	67.3%	2.3%	3.1%	2.4%
Jefferson	100%	69.8%	22.9%	3.1%	7.1%	4.2%
St Bernard	100%	88.3%	7.6%	1.3%	5.1%	2.8%
Plaquemines	100%	69.8%	23.4%	2.6%	1.6%	4.2%
St Charles	100%	72.4%	25.2%	0.6%	2.8%	1.8%
St John	100%	52.6%	44.8%	0.5%	2.9%	2.1%
St James	100%	50.0%	49.4%	0.0%	0.6%	0.6%
St Tammany	100%	87.0%	9.9%	0.7%	2.5%	2.3%
<b>MSA totals</b>	<b>100%</b>	<b>57.3%</b>	<b>37.5%</b>	<b>2.1%</b>	<b>4.4%</b>	<b>3.0%</b>
Tangipahoa	100%	69.8%	28.4%	0.4%	1.5%	1.5%
Washington	100%	67.4%	31.5%	0.2%	0.8%	0.9%
<b>10 - Parish Region</b>	<b>100%</b>	<b>58.4%</b>	<b>36.7%</b>	<b>2.0%</b>	<b>4.1%</b>	<b>2.9%</b>
<b>Louisiana</b>	<b>100%</b>	<b>63.9%</b>	<b>32.5%</b>	<b>1.2%</b>	<b>2.4%</b>	<b>2.4%</b>
<b>United States</b>	<b>100%</b>	<b>75.1%</b>	<b>12.3%</b>	<b>3.6%</b>	<b>12.5%</b>	<b>8.9%</b>

Source: U.S. Census Bureau

Cumulative Estimates of the Components of Population Change for Parishes of Louisiana: April 1, 2000 to July 1, 2003							
Geographic Area	Total Population Change*	Natural Increase			Net Migration		
		Total	Births	Deaths	Total	International Migration	Internal Migration
Louisiana	27,376	83,370	219,361	135,991	-55,144	12,630	-67,774
Jefferson Parish	-3,007	7,484	20,969	13,485	-10,541	2,929	-13,470

Source: U.S. Census Bureau

Birth and Death Rates for Jefferson Parish and the United States per 1000 population: 2001 to 2003						
Geographic Area	Birth Rate			Death Rate		
	2001	2002	2003	2001	2002	2003
United States	14.2	14.0	13.9	8.5	8.5	8.5
Jefferson Parish	14.0	14.1	14.8	9.3	9.2	9.2

Source: U.S. Census Bureau

data for this period reveals that Jefferson Parish lost a total population of 10,541 due to out-migration.

### Birth and Death Rate Trends

Not only has Jefferson Parish experienced a net out-migration in recent years, but it has also seen its birth rates decline and death rates rise over the past 20 years. These trends are consistent with an aging population, and they have contributed to the stagnant population growth in the Parish. Jefferson Parish's birth rate has declined from 18.0 births per 1000 population in 1982 to 14.8 births in 2003, while its death rate has risen from 6.7 deaths per 1000 population in 1982 to 9.2 deaths in 2003.

Whereas the birth rate for Jefferson Parish was moderately higher and the death rate moderately lower than the national averages as recently as the early 1980's, the figures for the Parish have gravitated towards the national means over the past two decades. There have been small fluctuations in the Parish figures in recent years as both the death rate and the birth rate have risen modestly since the late 1990's.

### Migration Trends, 2003 – 2004

Migration data from the 2002 and 2003 income tax years confirm that the migration trends that the Parish was witnessing at the end of the 1990's have continued in that the Parish continues to witness a net out-migration of residents. Within the metropolitan area, Jefferson between 2003 and 2004 witnessed a small out-migration of residents to other parishes within the New Orleans MSA. The net out-migration figure was mitigated by several thousand in-migrants from Orleans Parish. During this period, it experienced a net loss of residents to every other parish within the MSA, though.

Although the IRS migration data provides just a snapshot of a single two year period, one potentially encouraging sign is that the net outflow of residents from the Parish was lower than the outflow shown in the comparable 1996-1997 data. The total net out-migration of residents from 2003 to 2004 is over

Total Filers and Dependents	In	Out	Net
<b>Total</b>	<b>19,616</b>	<b>21,736</b>	<b>-2,120</b>
From/to Orleans	8,337	5,802	2,535
From/to Plaquemines	528	685	-157
From/to St. Bernard	420	426	-6
From/to St. Charles	801	1,231	-430
From/to St. John	464	837	-373
From/to St. Tammany	887	2,551	-1,664
From/to non-Orleans MSA parishes	3,100	5,730	-2,630
From/to rest of La.	1,857	2,412	-555
From/to outside of La.	6,322	7,792	-1,470

Source: Internal Revenue Service, based on income tax filers and their dependents. May vary from Census figures.

	Total			MSA Internal			MSA External		
	In	Out	Net	In	Out	Net	In	Out	Net
Jefferson	19,616	21,736	-2,120	11,437	11,532	-95	8,179	10,204	-2,025
Orleans	15,935	20,990	-5,055	7,221	11,280	-4,059	8,714	9,710	-996
Plaquemines	2,099	1,662	437	1,134	813	321	965	849	116
St. Bernard	1,891	2,311	-420	1,335	1,526	-191	556	785	-229
St. Charles	2,577	2,728	-151	1,798	1,490	308	779	1,238	-459
St. John	2,344	2,115	229	1,417	903	514	927	1,212	-285
St. Tammany	12,355	8,640	3,715	4,874	1,672	3,202	7,481	6,968	513
<b>Total MSA</b>	<b>56,817</b>	<b>60,182</b>	<b>-3,365</b>	<b>29,216</b>	<b>29,216</b>	<b>0</b>	<b>27,601</b>	<b>30,966</b>	<b>-3,365</b>

Source: U.S. Census Bureau

	Non-Migrant Pop.	Total Migrants as Percentage of Non-migrants			External Share of Total Parish Migration		Parish Share of Total External MSA Migration		
		In	Out	Net	In	Out	In	Out	Net
Jefferson	333,591	5.9%	6.5%	-0.6%	42%	47%	30%	33%	60%
Orleans	304,892	5.2%	6.9%	-1.7%	55%	46%	32%	31%	30%
Plaquemines	20,691	10.1%	8.0%	2.1%	46%	51%	3%	3%	-3%
St. Bernard	50,041	3.8%	4.6%	-0.8%	29%	34%	2%	3%	7%
St. Charles	39,916	6.5%	6.8%	-0.4%	30%	45%	3%	4%	14%
St. John	33,640	7.0%	6.3%	0.7%	40%	57%	3%	4%	8%
St. Tammany	152,384	8.1%	5.7%	2.4%	61%	81%	27%	23%	-15%
<b>Total MSA</b>	<b>935,155</b>	<b>6.1%</b>	<b>6.4%</b>	<b>-0.4%</b>					

Source: Internal Revenue Service, based on income tax filers and their dependents. May vary from Census figures.

50% lower than the figure for 1996-1997, and the net out-migration of residents to non-Orleans MSA parishes is 15% lower than in 1996-1997. Nevertheless, the fact remains that more residents are leaving Jefferson than are moving to Jefferson.

Another notable aspect of these figures is that for the 2003-2004 period, the majority of the net out-migration of residents is accounted for by moves to non-Orleans MSA parishes. This suggests that the net outflow of residents is less due to any regional economic or demographic shifts and more due to decisions to remain within the MSA but to reside within a different community for one reason or another. A particular destination for onetime Jefferson residents has been St. Tammany Parish, which accounts for over 60% of the out-migration from Jefferson to other suburban parishes within the MSA.

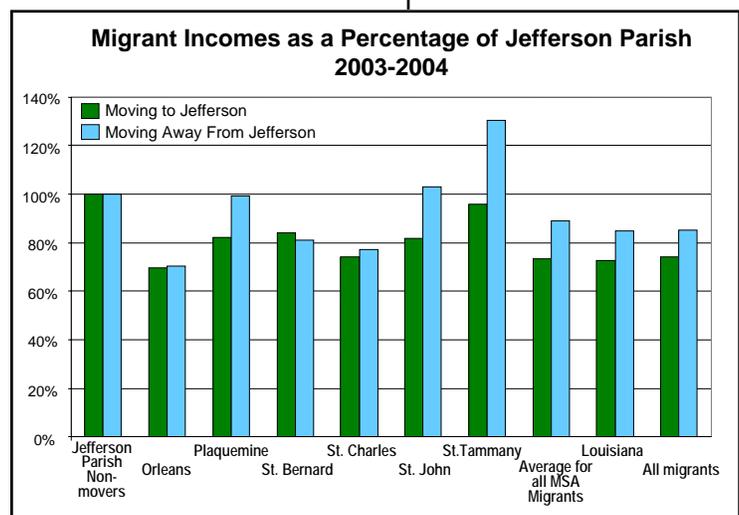
A comparison of Jefferson Parish with other parishes throughout the New Orleans MSA shows that many parishes posted lackluster net migration figures between 2003 and 2004. Only St. Tammany Parish showed a substantial in-migration of residents during this period. In the context of the entire region, the Jefferson Parish figures nevertheless warrant attention for several reasons. First, as a percentage of the non-migrant population, Jefferson experienced a higher rate of net out-migration than the metropolitan region as a whole. Second, Jefferson Parish accounted for a disproportionate share of the net migration out of the New Orleans MSA—60%. Third, in raw numbers, more people left Jefferson Parish than any other parish in the metropolitan region during this period.

### Incomes of Jefferson In-migrants and Out-migrants, 2003 – 2004

In addition to providing information about the numbers of residents moving from one geographical area to another, the migration data from the IRS also provides information about the adjusted gross income (AGI) of in-migrants and out-migrants. As with the equivalent data from 1996-1997, the 2003-2004 data shows that people leaving Jefferson Parish are wealthier than those moving to Jefferson Parish. This trend holds for every parish within the MSA with the exception of St. Bernard Parish, where movers from St. Ber-

	In	Out
Jefferson Parish Non-movers	\$26,692	\$26,692
From/to Orleans	\$18,586	\$18,793
From/to Plaquemines	\$21,907	\$26,499
From/to St. Bernard	\$22,406	\$21,599
From/to St. Charles	\$19,817	\$20,657
From/to St. John the Baptist	\$21,785	\$27,499
From/to St. Tammany	\$25,548	\$34,857
Weighted Average for MSA migrants	\$19,636	\$23,739
From/to Louisiana	\$19,423	\$22,611
<b>All migrants</b>	<b>\$19,722</b>	<b>\$22,774</b>

The income amounts represent the taxable income amounts shown on the IRS tax forms. Source: Internal Revenue Service



Source: Internal Revenue Service, based on income tax filers and their dependents. May vary from Census figures

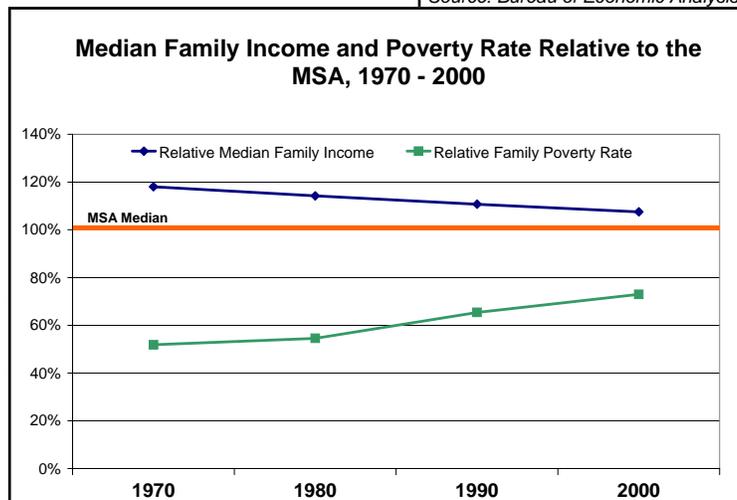
nard to Jefferson were moderately wealthier than those moving from Jefferson to St. Bernard. Even Orleans Parish witnessed wealthier in-movers from Jefferson Parish than out-movers to Jefferson Parish (a reversal of the data from 1996-1997). The two parishes that welcomed out-movers from Jefferson Parish with higher incomes than the Jefferson average were St. John the Baptist and St. Tammany Parishes. Within the MSA parishes, in-movers to Jefferson had incomes that were 74% of the Parish median while out-movers had incomes that were 89% of the Parish median.

**Per Capita Income, Median Family Income, and Family Poverty Rates**

Per Capita Income 1998 - 2002							
	Jefferson	New Orleans	Louisiana	U.S.	Jefferson		
					Percentage of	Percentage	Percentage of U.S.
1998	\$25,773	\$24,684	\$21,772	\$26,883	104.41%	118.38%	95.87%
1999	\$26,169	\$24,915	\$22,014	\$27,939	105.03%	118.87%	93.66%
2000	\$27,747	\$26,304	\$23,080	\$29,847	105.49%	120.22%	92.96%
2001	\$29,325	\$28,023	\$24,517	\$30,527	104.65%	119.61%	96.06%
2002	\$30,280	\$28,995	\$25,296	\$30,906	104.43%	119.70%	97.97%

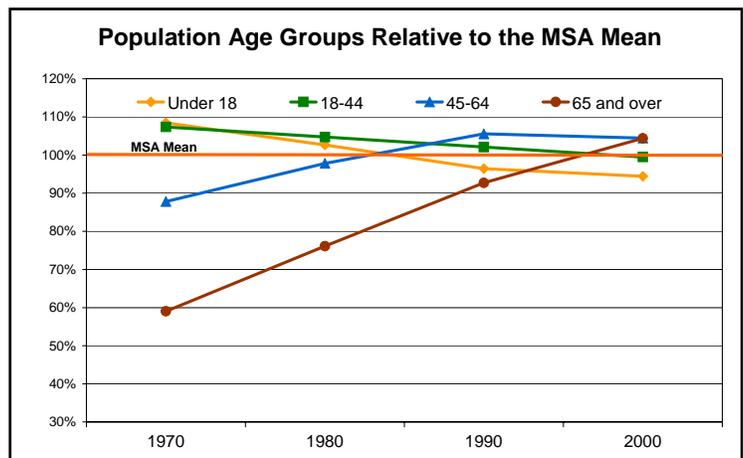
Source: Bureau of Economic Analysis

In 2002 Jefferson Parish’s per capita income figure was higher than that of the New Orleans MSA and the state of Louisiana as a whole. The Parish’s per capita income was slightly lower than the national average, amounting to 98% of the national average. Over the most recent five years for which data were available, Jefferson Parish’s per capita income has grown at a rate that is roughly proportional to that of the New Orleans MSA and the state of Louisiana while it has grown at a slightly faster rate than the nation as a whole.



Source: US Census Bureau

While the recent data from the Bureau of Economic Analysis shows that incomes in Jefferson Parish have risen proportionally to incomes in the MSA, data from the Census Bureau over several decades shows that incomes in the Parish have declined relative to incomes in the MSA over the past several decades. Median family income figures from the 2000 Census show that family incomes for Jefferson Parish are still higher than family incomes for the region as a whole. However, median family incomes have gained ground in the MSA at a faster rate than those in Jefferson Parish. Thus, the relative wealth of Jefferson Parish was lower in 2000 than it had been for the past several decades.



Source: US Census Bureau

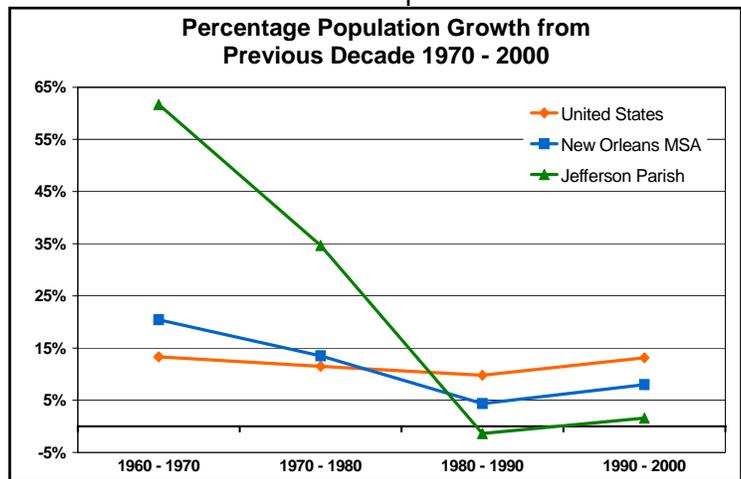
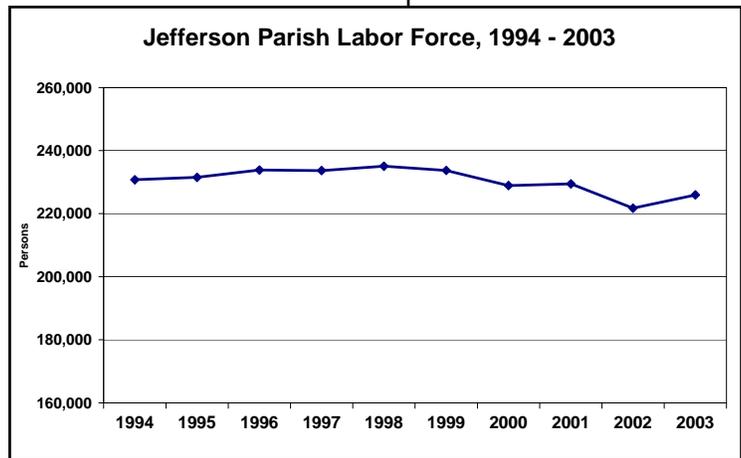
Similarly, while the 2000 Census shows that Jefferson Parish still has a poverty rate that is lower than the poverty rate for the MSA, poverty has not declined in the Parish at the same rate that it has throughout the MSA. Thus, the relative

family poverty rate in Jefferson Parish is higher than it has been for the past several decades.

### The Aging of Jefferson Parish

An examination of U.S. Census data for the past several decades, including the most recent data from the 2000 Census, shows that the population of Jefferson Parish has been growing older and older on average. While the population of the United States as a whole as grown progressively older as life expectancies have increased and as birth rates have declined, the most recent Census data shows that Jefferson Parish's population is older than the MSA as a whole. The under 18 population of the Parish was proportionally greater than that of the MSA in 1970 and 1980; but since the 1990 Census, it has fallen below the MSA proportion. The portion of the population that is between 18 and 44 was proportionally greater for Jefferson Parish than for the MSA until the most recent census; but the 2000 Census data show a smaller portion of the population that is between 18 and 44 in Jefferson Parish than in the MSA as a whole. Conversely, the portion of the Parish's population that is between 45 and 64 and the portion of the population that is 65 and older have steadily risen. In the 2000 Census, the portion of Jefferson's population that was within each of these age groups was proportionally greater than the MSA's 45 and older population.

Source: US Census Bureau



Source: US Census Bureau

### Labor Force Size

As would be expected with an aging population that is experiencing little numerical growth, the size of the Parish's labor force has remained relatively constant in recent years. From 1994 to 2003, the average annual growth rate was -0.2%, and over the past five years (1999 – 2003), the average annual growth rate has been -0.7%. The size of the labor force in 2003 was 225,953 persons.

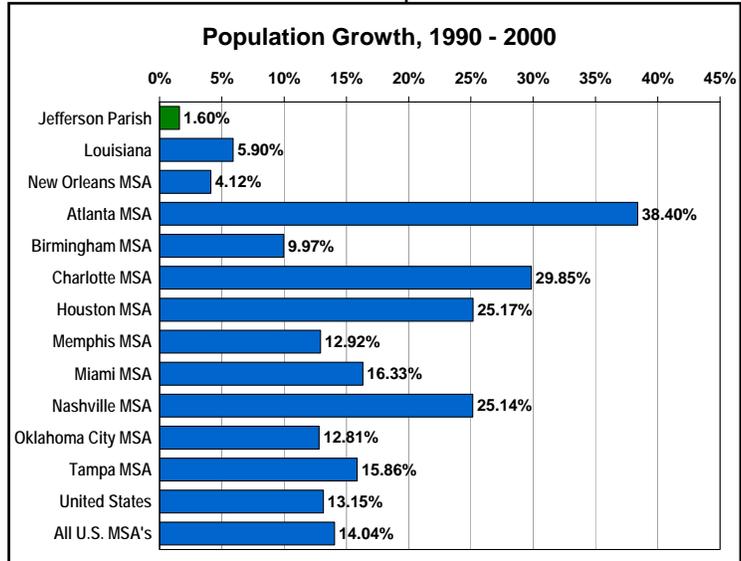
	1960 - 1970	1970 - 1980	1980 - 1990	1990 - 2000
United States	13.32%	11.48%	9.78%	13.15%
New Orleans MSA	20.42%	13.51%	4.36%	7.98%
Jefferson Parish	61.69%	34.67%	-1.38%	1.60%

Source: US Census Bureau



**Population Growth by Decade**

Instead of presenting year by year estimates of population growth, the more accurate 10-year population growth data from the U.S. Census were examined. Growth rates in the Parish were vastly greater than those for the MSA and country as a whole through 1980, but they have paralleled the slow growth trends of the region from the 1980's onward. At least partially due to a lack of developable land, Jefferson Parish growth rates have lagged behind the New Orleans MSA and the United States as a whole for the past 20 years. The Parish actually experienced a net loss of population from 1980 – 1990, but that trend was reversed somewhat in the subsequent decade as the Parish experienced modest population growth from 1990 – 2000.



Source: US Census Bureau  
 Note: MSA definitions are from June, 2003 Office of Management and Budget Definitions. New Orleans MSA as of June, 2003 no longer includes St. James Parish.

**Comparison of Metropolitan Growth Rates**

The population growth rate in the New Orleans MSA has lagged substantially behind the growth rates of other southern metro areas. Between 1990 and 2000, the population of the New Orleans MSA grew by just 4.12% while only one of the “competitor MSA’s” listed below experienced a single digit growth rate. All other competitor MSA’s experienced growth rates that were at least three times that of the New Orleans MSA over the same period. While the New Orleans MSA’s population growth rate was anemic in comparison to other southern MSA’s, Jefferson Parish’s was even more so, lagging behind the growth rate for the MSA as a whole from 1990 to 2000.

**Employment Trends**

**PER CAPITA PERSONAL INCOME**

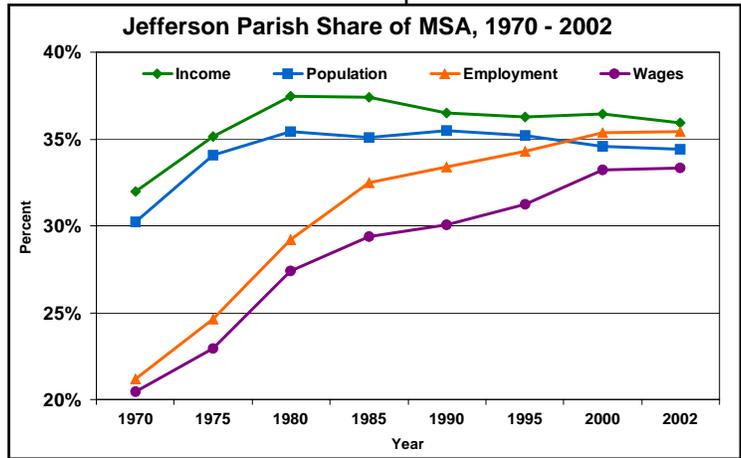
In 2002 Jefferson had a per capita personal income (PCPI) of \$30,280. This PCPI ranked 2nd in the state and was 120 percent of the state average, \$25,296, and 98 percent of the national average, \$30,906. The 2002 PCPI reflected an increase of 3.3 percent from 2001. The 2001-2002 state change was 3.2 percent and the national change was 1.2 percent. In 1992 the PCPI of Jefferson was \$19,234 and ranked 4th in the state. The 1992-2002 average annual growth rate of PCPI was 4.6 percent. The average annual growth rate for the state was 4.2 percent and for the nation was 4.0 percent.

**TOTAL PERSONAL INCOME**

In 2002 Jefferson had a total personal income (TPI) of \$13,677,833. This TPI ranked 2nd in the state and accounted for 12.1 percent of the state total. In 1992 the TPI of Jefferson was \$8,808,522 and ranked 2nd in the state. The 2002 TPI reflected an increase of 3.2 percent from 2001. The 2001-2002 state change was 3.4 percent and the national change was 2.3 percent. The 1992-2002 average annual growth rate of TPI was 4.5 percent. The average annual growth rate for the state was 4.6 percent and for the nation was 5.2 percent.

**COMPONENTS OF TOTAL PERSONAL INCOME**

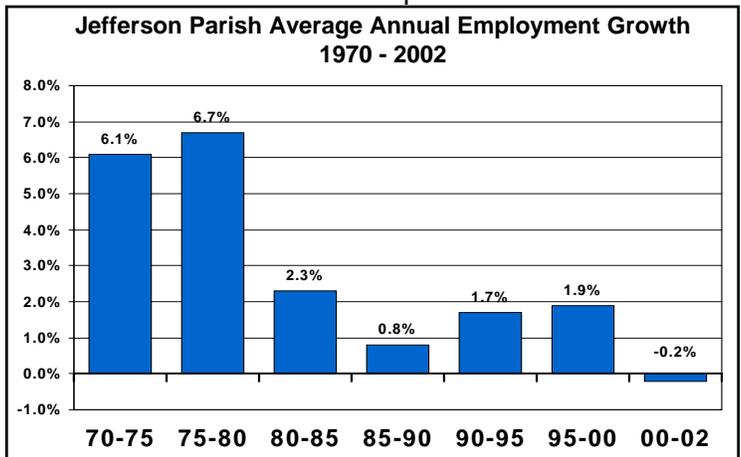
Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Jefferson. In 2002 net earnings accounted for 68.2 percent of TPI (compared with 70.4 in 1992); dividends, interest, and rent were 16.3 percent (compared with 15.9 in 1992); and personal current transfer receipts were 15.5 percent (compared with 13.6 in 1992). From 2001 to 2002 net earnings increased 3.1 percent; dividends, interest, and rent increased 0.5 percent; and personal current transfer receipts increased 6.5 percent. From 1992 to 2002 net earnings increased on average 4.2 percent each year; dividends, interest, and rent increased on average 4.7 percent; and personal current transfer receipts increased on average 5.9 percent.



Source: US Bureau of Economic Analysis

**EARNINGS BY PLACE OF WORK**

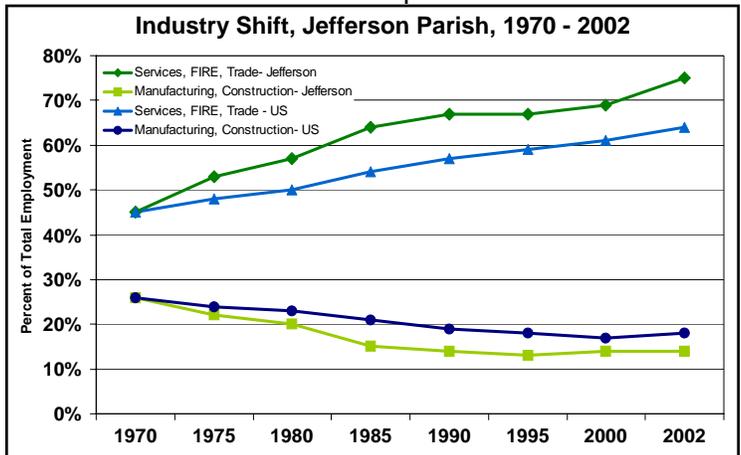
Earnings of persons employed in Jefferson increased from \$9,218,123 in 2001 to \$9,545,846 in 2002, an increase of 3.6 percent. The 2001-2002 state change was 3.1 percent and the national change was 1.5 percent. The average annual growth rate from the 1992 estimate of \$5,693,213 to the 2002 estimate was 5.3 percent. The average annual growth rate for the state was 4.5 percent and for the nation was 5.3 percent.



Source: US Bureau of Economic Analysis

**Employment Growth**

Employment growth in Jefferson Parish has exceeded population growth in recent decades. In 1970, Jefferson Parish accounted for 30 percent of all MSA population, while accounting for 21 percent of employment. Since 1970, employment centers such as Metairie CBD, Elmwood and Avondale have developed and grown. Jefferson Parish now accounts for an equal share of employment and population in the New Orleans MSA. In 2002, employment in Jefferson Parish totaled 270,587. Employment in Jefferson Parish accounted for 35% of the total employment in the New Orleans MSA in 2002.



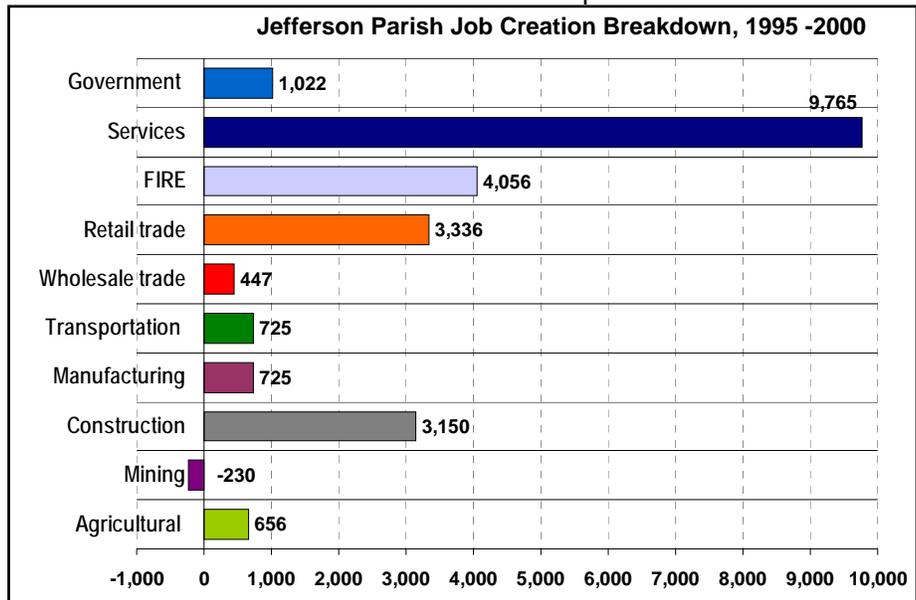
Source: US Bureau of Labor Statistics

Historically, Jefferson Parish has kept pace with or exceeded the annual job growth rates of the United States.



Since 1970, Jefferson Parish has created approximately 165,000 new jobs. Since 1995, 23,130 new jobs have been created in Jefferson Parish. Much of the job growth in Jefferson Parish occurred during the 1970's, when approximately 90,000 jobs were created and annual growth rates averaged over 6 percent.

Since 1995, Jefferson Parish has averaged an annual job growth rate of 1.3%. More recently, Jefferson Parish has experienced an overall loss of 524 jobs from 2000 to 2002. This most recent employment trend has resulted in a 0.2% job loss for Jefferson Parish during 2000-2002.



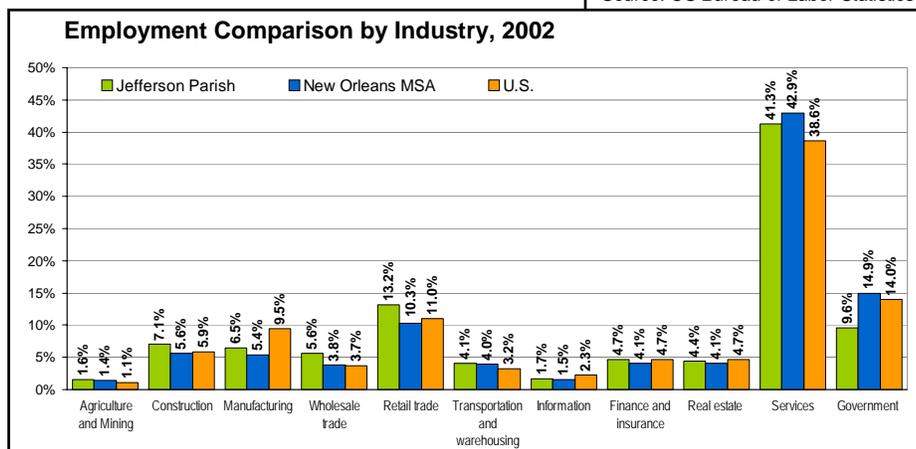
Source: US Bureau of Labor Statistics

The Jefferson Parish economy continues to become service-oriented at a faster rate than the U.S. Jefferson Parish has experienced a shift from manufacturing toward service industries similar to the economic restructuring at the national level. Service-sector jobs now account for nearly 75 percent of the Parish's employment base, versus 64 percent for the U.S. economy.

Service Sector Category	Employment
Professional and technical services	16,670
Management of companies and enterprises	2,268
Administrative and waste services	19,744
Educational services	4,439
Health care and social assistance	23,080
Arts, entertainment, and recreation	7,241
Accommodation and food services	21,913
Other services, except public administration	16,310
<b>Total</b>	<b>111,665</b>

Source: US Bureau of Labor Statistics

Most new jobs that are being created in Jefferson Parish are in the Services, Finance and Real Estate, Retail and Construction industries. The economy of Jefferson Parish is largely centered on the service sector (41.3% of the total employment in 2002), which includes professional services, health care and accommodation and food services. Employment in retail trade is a distant second at 13.2 percent. The Construction, Manufacturing, Wholesale Trade and Retail Trade sectors of Jefferson Parish are strong sectors of the New Orleans regional economy.



Source: US Bureau of Labor Statistics

In 2002, the Services sector of the Jefferson Parish economy was the largest, accounting for 41.8% of the total employment in the Parish. The Services category accounts for a large number of diverse jobs in Jefferson Parish. The following chart breaks down the Services sector into more specific categories.

Employment in Jefferson Parish increased 9.4 percent from 1995-2002. This rate of growth is above the growth rates for the New Orleans MSA (5.9 percent) and Louisiana (8.7%). The services and construction industries continue to fuel much of this growth.

Wages have been growing at a steady rate since 1980. The average wage has grown from \$13,937 in 1980 to \$30,033 in 2002. The Jefferson average wage continues to close the gap with the New Orleans MSA average wage of \$31,679.

	Region	LA	U.S.	Jefferson
1990	6.1%	6.3%	5.6%	5.0%
1991	6.4%	7.2%	6.8%	5.4%
1992	7.2%	8.2%	7.5%	6.2%
1993	7.3%	7.5%	6.9%	6.1%
1994	7.8%	8.0%	6.1%	6.5%
1995	6.7%	6.9%	5.6%	5.4%
1996	6.7%	6.7%	5.4%	5.3%
1997	5.7%	6.1%	4.9%	4.7%
1998	5.2%	5.7%	4.5%	4.1%
1999	4.5%	5.1%	4.2%	3.8%
2000	5.3%	5.5%	4.0%	4.2%
2001	5.5%	5.9%	4.7%	4.3%
2002	5.6%	6.1%	5.8%	4.6%

Source: US Bureau of Economic Analysis

## Unemployment

The unemployment rate for Jefferson Parish was 4.6% in 2002, which is lower than regional and national averages. The unemployment rate in Jefferson Parish has consistently remained lower than the unemployment rates for the State, Region and the United States. While overall unemployment is low in Jefferson Parish, minority unemployment in Jefferson Parish continues to register at a higher level. The minority unemployment rate for Jefferson Parish was 8.2% in 2002. Minorities comprised nearly 27% of the total Jefferson Parish labor force.

Housing Characteristic	1980*	1990	2000	% Change 1990-2000
Total Housing	166,124	185,072	187,907	1.5%
Occupied Housing		166,398	176,234	5.9%
Owner Occupied		104,611	112,549	7.6%
Renter Occupied		61,787	63,685	3.1%
Vacant		18,674	11,673	-37.5%
Home Owner Vacancy		2.2%	1.2%	-45.5%
Rental Vacancy		12.6%	7.2%	-42.9%

Source: U.S. Census Bureau

## Housing

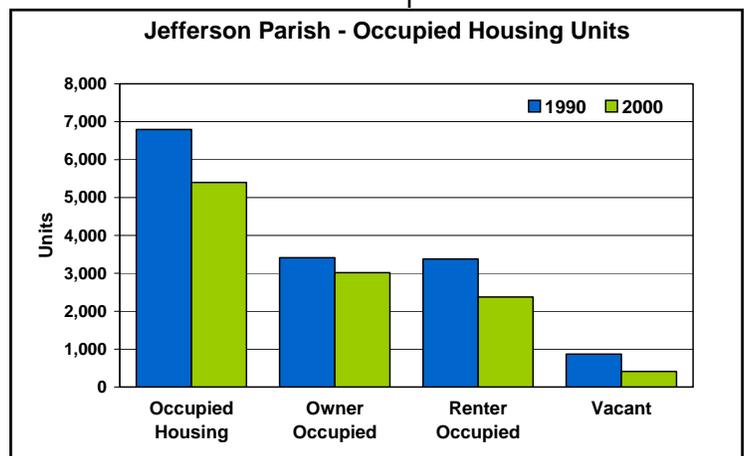
### Total Housing

The 2000 Census indicates that Jefferson Parish has 187,907 total housing units. This is a 2,835 housing unit increase or a 1.5% gain since the 1990 Census (185,072 total housing units) and a 21,783 housing unit increase or a 13.1% gain over the 1980 Census (166,124 total housing units).

### Housing Occupancy

The 2000 Census indicates that Jefferson Parish has 176,234 occupied housing units or 93.8% of total housing. This is a 9,836 occupied unit increase or a 5.9% gain since the 1990 Census (166,398 occupied housing units or 89.9% of total housing in 1990).

Owner occupied housing consists of 112,549 occupied units or 63.9% of total occupied housing. This is an increase of 7,938 units or 7.6% in owner occupied housing since the 1990 Census (104,611 owner occupied housing units or 62.9% of the total occupied housing in 1990).



Source: US Census Bureau

Renter occupied housing consists of 63,685 occupied units or 36.1% of total occupied housing. This is an increase of 1,898 units or 3.1% in renter occupied housing since the 1990 Census (61,787 renter occupied housing units or 37.1% of the total occupied housing in 1990)

### Vacant Housing

Vacant housing consists of 11,673 unoccupied units or 6.2% of total housing. This includes 1,936 units that are classified as seasonal/recreational/occasional use. This is a decrease of 7,001 units or -37.5% in vacant housing since the 1990 Census (18,674 vacant housing units or 10.1% of the total housing in 1990).

### Vacancy Rate

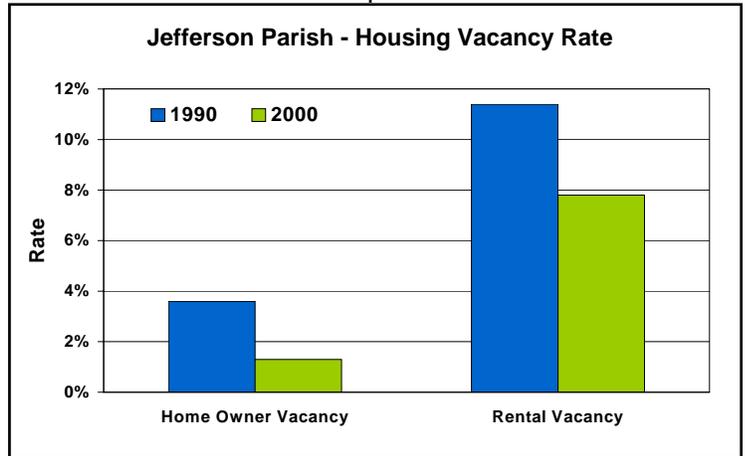
From 1990 to 2000, the homeowner vacancy rate declined from 2.2 % to 1.2% while the rate for renter occupied units fell from 12.6% to 7.2 %. In both cases, this represents a significant absorption of vacant housing inventory in Jefferson Parish.

The Rental Vacancy Rate is 7.2% as of the 2000 Census. This is a rate decrease of 5.4% or a 42.9 percent change since the 1990 Census (12.6% Rental Vacancy Rate in 1990).

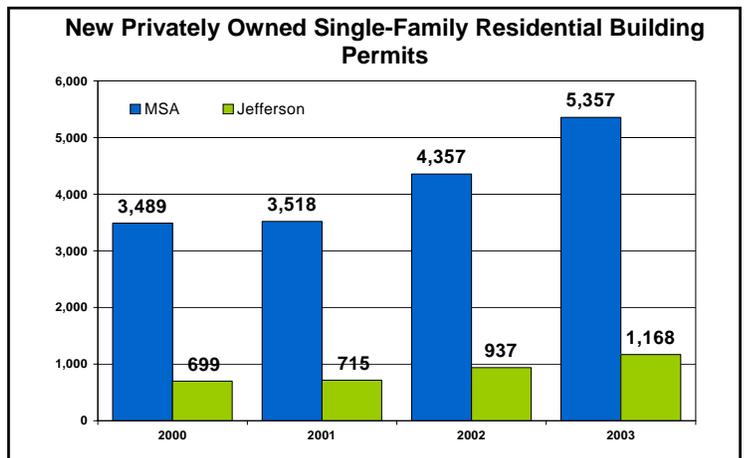
The New Orleans MSA continues to experience an upturn in home construction since the dip of the late 1980's. Jefferson Parish continues to benefit from this trend, with home construction experiencing a significant increase from 2000-2003. Jefferson Parish's share of regional housing construction has consistently remained around 20 percent. About 3,500 homes have been built in Jefferson Parish since 2000, accounting for approximately 21 percent of the 16,700 homes built in the region. During the 1970's, the Parish captured 50 percent of new homes on average.

### Home Values

Average home prices rose to \$162,933 in Jefferson Parish in 2003. The average house price in East Jefferson in 2003 was \$193,026. The average house price in West Jefferson was \$121,694. The average annual appreciation of Jefferson Parish homes was 6.63 percent from 2001-2003. Days on the market dropped to under two months. Sales volume soared by 16.7 percent. The combination of low crime rates, 40 year lows on interest rates and a suburban setting close to place of work produced a strong housing market in 2003. A diverse selection of housing is available in a number of various price ranges in Jefferson Parish.



Source: US Census Bureau



Source: U.S. Census Bureau

	Average home price	Average annual appreciation, '01-'03
Jefferson Parish	\$162,933	6.63%
Jefferson East Bank	\$193,026	6.29%
Jefferson West Bank	\$121,694	7.61%

Source: University of New Orleans

While home values and construction have increased in Jefferson Parish, homeownership rates in the New Orleans MSA remain well below the majority of competitor communities. In 2003, 62 percent of regional residents owned their homes, 6 percentage points below the national average of 68 percent.

### Multi-Family Market

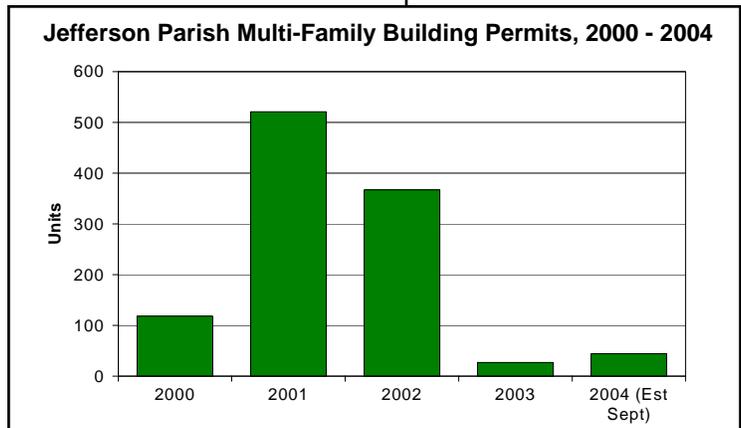
The Jefferson Parish multi-family market continues to experience a normal occupancy level of 95 percent. Over 1,000 new multi-family units have been added to the market in Jefferson Parish from 2000-2003. In 2003, newly built units averaged \$0.82 per foot and \$855 per month average rents. Recent multi-family projects include Palmetto Creek (2002) in Harahan, Lakes of Chateau (2002) in Kenner, and Calypso Bay in Gretna. The construction of the Calypso luxury markets on the West Bank will begin to offer finished units at a time when few other newly finished units will be entering the area market.

### Commercial Construction

Commercial construction in Jefferson Parish remains strong. From 1995-2002, Jefferson Parish's commercial construction exceeded \$614 million and industrial construction exceeded \$114 million. The overall value of new construction in Jefferson Parish accounts for 22 percent of the New Orleans MSA total. The Jefferson Parish office market continues to experience occupancy rates averaging 91 percent.

### Private School Enrollment in Jefferson Parish

A substantial percentage of students in Jefferson Parish attend private schools. The New Orleans MSA as a whole has a significantly greater percentage of students enrolled in private schools than other southern MSA's do, but Jefferson Parish shows inordinately high private school enrollments, even when compared to the New Orleans MSA. The percent-



Source: U.S. Census Bureau, Monthly Residential Building Permit Data

### Percent of MSA By Parish

Parish	Total Value All Construction	Building Construction	Commercial Construction	Industrial Construction
Jefferson	22.2%	19.4%	28.9%	28.9%
Orleans	33.3%	34.1%	43.2%	24.1%
Plaquemines	3.7%	1.7%	0.4%	18.5%
St. Bernard	2.6%	1.9%	0.9%	0.7%
St. Charles	4.0%	3.6%	2.6%	7.6%
St. James	0.9%	0.7%	0.1%	1.4%
St. John	1.8%	1.7%	0.9%	4.4%
St. Tammany	31.4%	36.8%	23.0%	14.3%
TOTAL, New Orleans MSA	100.0%	100.0%	100.0%	100.0%

Source: Greater New Orleans, Inc.

### Value of New Construction, 1995-2002 (in \$ 000's)

Parish	Total Value All Construction	Building Construction	Commercial Construction	Industrial Construction
Jefferson	\$2,675,385	\$1,741,719	\$614,546	\$114,553
Orleans	\$4,011,686	\$3,054,533	\$920,157	\$95,426
Plaquemines	\$449,744	\$152,789	\$8,076	\$73,285
St. Bernard	\$309,473	\$166,941	\$18,457	\$2,917
St. Charles	\$478,737	\$325,454	\$55,566	\$30,139
St. James	\$113,699	\$67,102	\$2,114	\$5,630
St. John	\$217,697	\$152,215	\$19,283	\$17,407
St. Tammany	\$3,782,653	\$3,297,008	\$490,693	\$56,841
TOTAL, New Orleans MSA	\$12,039,074	\$8,957,761	\$2,128,892	\$396,198

Source: Greater New Orleans, Inc.

age of students enrolled in private schools increased in most of the “competitor MSA’s”, but the Parish’s private school enrollment figure is still more than two and a half times as high as the highest competitor MSA’s enrollment percentage. In the New Orleans MSA, the percentage of students enrolled in private schools actually declined slightly from 1990 to 2000. Thus, private school enrollments in Jefferson ran counter to the regional trend.

The total number of public and private schools in Jefferson Parish has held steady since the late 1990’s. There are currently 58 primary and secondary non-public schools and 84 primary and secondary private schools in the Parish.

The slight downward drift of private school enrollment in the MSA may be attributed to growth in St. Tammany Parish which has one of the highest-rated public school systems in the State. On the other hand, the increasing share of private school enrollment in Jefferson Parish may signal growing dissatisfaction with a public school system that has been beset with budget problems and somewhat disappointing performance measures.

## Public School Accountability Scores in Jefferson Parish

Perhaps both cause and effect of the high percentage of students enrolled in Jefferson’s private schools is the mediocre performance of Jefferson Parish’s public schools, as measured by state accountability standards. The Parish school system’s District Performance Scores (DPS) have lagged behind the regional average for the past several years. For each of the past three years for which data are available, Jefferson Parish has recorded the third lowest score of the parishes that comprise the MSA. Within the subgroup of suburban (non-Orleans) parishes, only St. John the Baptist Parish recorded lower scores than Jefferson. Jefferson Parish’s scores have also been substantially below the state mean and significantly below both St. Charles and St. Tammany Parishes for the past several years.

Not only is the Jefferson Parish school system characterized by below average performance but it is also lacking in exemplary schools. Orleans Parish, by contrast, records

**Private School Enrollment as a Percentage of Total, 1990 and 2000**

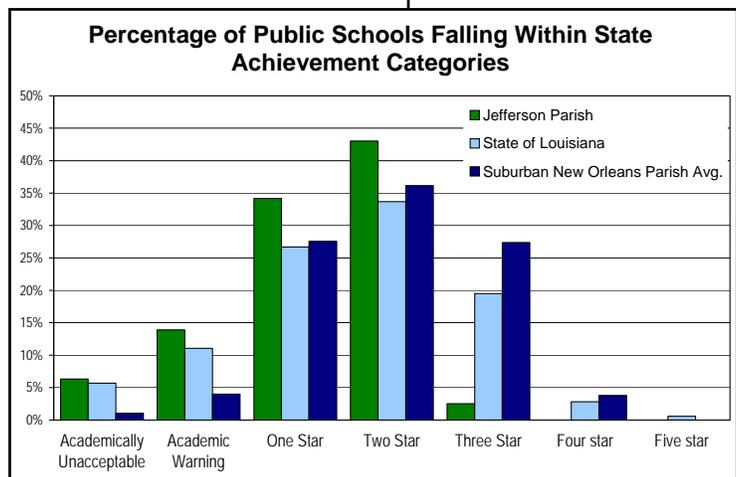
	Percent enrolled in private elementary/ high school		Percentage change 1990 - 2000
	1990	2000	
Jefferson Parish	34.5%	35.6%	3.1%
City of New Orleans	20.3%	18.1%	-11.0%
St. Tammany Parish	14.5%	18.9%	30.6%
New Orleans MSA	25.0%	24.5%	-2.1%
Louisiana	14.6%	16.6%	13.9%
Miami MSA	13.3%	11.9%	-10.3%
Nashville MSA	11.8%	13.6%	15.6%
Memphis MSA	11.1%	11.6%	4.8%
Tampa MSA	11.0%	12.1%	10.2%
Birmingham MSA	9.0%	9.5%	5.1%
Atlanta MSA	8.0%	9.0%	12.5%
Charlotte MSA	7.3%	10.5%	43.9%
Oklahoma City MSA	7.2%	7.9%	10.4%
Houston MSA	5.9%	7.0%	18.4%
United States	9.8%	10.4%	6.0%

Source: U.S. Census Bureau

**Public School District Performance Score, New Orleans MSA**

	2000 - 2001	2001-2002	2002-2003
Jefferson Parish	76.1	70.1	70.7
Orleans Parish	51.1	46.4	50.1
Plaquemines Parish	93.4	94.3	94.0
St. Bernard Parish	85.2	84.5	87.5
St. Charles Parish	100.4	98.8	102.9
St. John Parish	68.7	62.0	66.8
St. Tammany Parish	109.7	104.9	108.7
<b>New Orleans MSA Avg.</b>	<b>83.5</b>	<b>80.1</b>	<b>83.0</b>
<b>Suburban New Orleans Parish Avg.</b>	<b>88.9</b>	<b>85.8</b>	<b>88.4</b>
<b>State of Louisiana</b>	<b>80.8</b>	<b>77.6</b>	<b>80.6</b>

Source: Louisiana Department of Education



Source: Louisiana Department of Education

lower overall performance scores than Jefferson Parish but nevertheless features several exemplary public elementary and high schools. Meanwhile, the best performing public school systems in the region—St. Tammany Parish and St. Charles Parish—have many schools that fall within the high-achieving, three and four star categories. Jefferson Parish has a total of two schools that fall within the three star category and none within the four star category. For a suburban parish, Jefferson also includes an unusually high number of schools that fall within the “academic warning” or “academically unacceptable” categories. The only other suburban parish with a school falling within either of these categories is St. John the Baptist Parish, with one school being classified as “academic warning.” This is a significant warning sign that has significant implications for long-range economic development in Jefferson Parish.

### Free and Reduced Price Lunch Students in Jefferson Parish

The students enrolled in Jefferson Parish public schools are generally poorer than the students in other public school systems in the region, as measured by the percentage of students who are eligible for free or reduced lunches. According to the most recent guidelines established by the U.S. Department of Agriculture, children in households that are at or below 185% of the household poverty threshold are eligible for a reduced lunch while children in households that are at or below 130% of the poverty threshold are eligible for a free lunch. Jefferson Parish’s percentage of eligible students is considerably higher than both the mean for the metropolitan area and the mean for the entire state. Among suburban New Orleans parishes, only St. John the Baptist Parish has a higher percentage of eligible students. This figure reveals a lack of middle class investment in the Jefferson Parish school system. While the poverty rate in Orleans Parish, for example, is 119% higher than Jefferson’s poverty rate; the percentage of free or reduced lunch eligible children is only 7% higher than the percentage eligible in Jefferson. This too has some troubling implications for long-term economic development in Jefferson Parish. By this measure, Jefferson Parish is very close to being identified with Orleans Parish and the associated economic problems.

Percentage of Public School Students Eligible for a Free or Reduced Lunch 2002-2003

Percentage of total students enrolled	
Jefferson Parish	73.2%
Orleans Parish	78.2%
Plaquemines Parish	66.1%
St. Bernard Parish	58.0%
St. Charles Parish	44.3%
St. John Parish	80.4%
St. Tammany Parish	30.6%
State of Louisiana	60.8%
New Orleans MSA Avg.	61.5%
Suburban New Orleans Parish Avg.	58.8%

Source: Louisiana Department of Education

### Educational Attainment in Jefferson Parish

Education levels in Jefferson Parish relative to the metropolitan area and the nation as a whole have changed minimally since 1990. Both the Parish and the metropolitan area as a whole achieved greater educational attainment from 1990 to 2000, and the Parish continues to outperform the MSA in all respects except for the percentage of residents who hold graduate degrees. With regard to the United States as a whole, the country slightly outpaced the Parish in the per-

centage of residents who hold higher degrees (bachelor's or graduate degrees). The discrepancy in achievement between Jefferson and the country at large has increased slightly since then. Jefferson now has a slightly higher percentage of residents who are not high school graduates than the country as a whole does. The preponderance of Jefferson's residents continue to be moderately well educated with 58% of Parish residents having a high school degree or some college experience as their highest level of educational attainment.

### College and University Enrollment in the New Orleans MSA

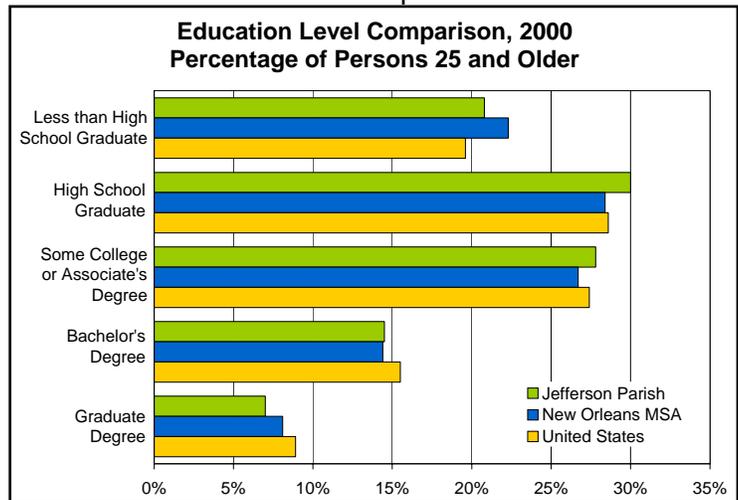
As of the late 1990's, college and university enrollment in the region had declined somewhat since the early 1990's. Rising enrollment in the last several years has reversed that trend, however; and public university enrollment was 9.5% higher in 2003 than it was in 1993. In the category of four year public colleges and universities, enrollment is up by 8.75% since 1993.

Within the four major/degree programs that were identified by the original EDGE plan, enrollment is up from the early 1990's in all four. Enrollment growth has been particularly strong in recent years within the medical fields, reversing a trend of declining enrollment from the early 1990's through the late 1990's. Enrollment within the other identified majors has remained steady since 2000.

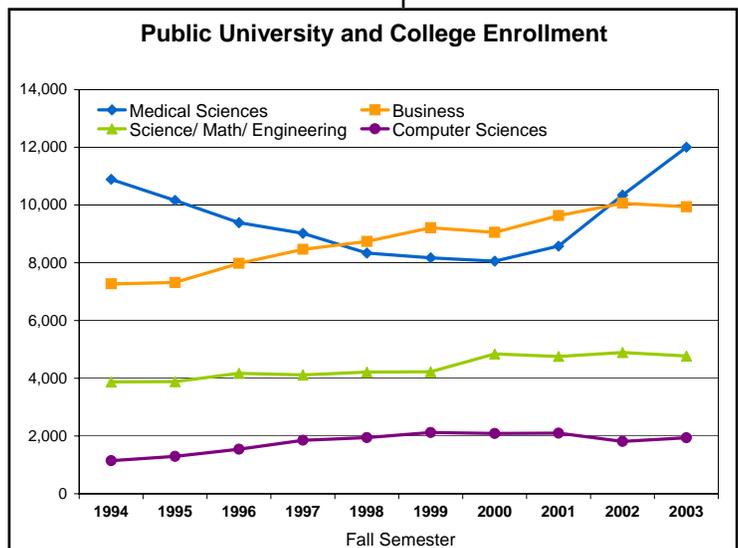
### Colleges, Universities, and Technical Schools in the New Orleans Region

**Institution**

- University of New Orleans
- Southeastern La. University
- Tulane University
- Loyola University
- Southern University of N.O.
- Xavier University
- Dillard University
- Our Lady of Holy Cross College
- LSU Medical Center



Source: U.S. Census Bureau



Source: Louisiana Board of Regents

Tulane Medical Center  
Loyola University Law School  
Tulane University Law School  
Delgado Community College  
Elaine P. Nunez Community College  
University of Phoenix (LA Campus)  
Concordia U.—Wisconsin (New Orleans Centre Campus)  
LA Technical College – Slidell  
LA Technical College – West Jefferson  
LA Technical College – Jefferson  
LA Technical College – Hammond  
LA Technical College – Sidney N. Collier Campus  
LA Technical College – River Parishes

### **Land Development, Real Estate, and Natural Resources**

Jefferson Parish is restricted to a limited amount of developable acreage. A natural growth boundary consisting of levees and water features has been created, thus limiting the development of the Parish. The East Bank of Jefferson Parish is essentially built-out, with approximately 673 acres available for infill development. On the West Bank, approximately 20,931 acres area available for development on the West Bank.

Envision Jefferson 2020, adopted by the Parish Council in 2003, is the Comprehensive Plan for unincorporated Jefferson Parish. The Jefferson Parish Council and Parish Administration, the Jefferson Economic Development Commission and the citizens of Jefferson Parish championed the need for a Comprehensive Plan. The initial parts, or elements, of the plan are the Land Use Element, the Transportation Element and the Implementation and Administration Element.

The Land Use Element establishes the location of types, densities and intensities of different activities, or land uses, in unincorporated Jefferson Parish. To support those land uses, the Transportation Element identifies needed projects and critical links for roadways, transit, pedestrian access and bicycles to improve movement throughout Jefferson Parish.

Goals, objectives and policies have been developed for both the Land Use and Transportation Elements identifying what ought to be accomplished and steps to be taken to achieve the desired results of each element. The Implementation and Administration Element identifies those tasks to be completed to achieve the goals of the land use and Transportation Elements.

The Implementation Element of the Comprehensive Plan calls for major street plan to be developed in 2004. Work is currently underway on the major streets plan for Jefferson Parish.

Land use is also currently governed by a zoning ordinance introduced in 1958 and re-adopted in 1966. A review and revision of the Comprehensive Zoning Ordinance is also part of the Implementation Element of the Comprehensive Plan.

### Land Use and Real Estate In Jefferson Parish

Within the hurricane protection levee system, unused land (39.95%) and residentially developed land (32.72%) accounted for almost 73% of all land use in Jefferson Parish. General sales or service was next at 6.19%, followed by manufacturing and wholesale trade at 4.62%.

Counting only land inside the levees, the West Bank has nearly 71% of total land in Jefferson Parish. Comparing the parish-wide distribution of development, the East Bank has slightly more than half of the residentially and commercially developed land in Jefferson Parish, while the West Bank has the majority of developed land in all of the remaining land use classifications. Almost all, 96.88%, of the unused land within the hurricane protection levee lies on the West Bank.

There are approximately 15,500 acres of developed land (excluding land used as rights of way, roads and drainage) on the East Bank of Jefferson Parish.

The estimated total number of acres on the East Bank is approximately 20,836 acres. Land used as rights of way, roads and drainage accounts for an estimated 5,335 acres, or approximately 26% of East Bank land use. By far the largest land use is residential, encompassing over 59% of developed land. General sales or service, commonly referred to as commercial, is the next largest at 11.95%. Of the remaining land uses, manufacturing uses make up the next largest share at 7.32%, followed by public uses at 6.22%, arts, entertainment and recreation uses at 5.84%, and land not in use at 4.34%.

Existing land use on the East Bank conveys a relatively consistent picture of development. In general, residential development dominates the landscape. Commercial development occurs along several major commercial corridors throughout the East Bank. The most impressive expanse of commercial development stretches along Veterans Blvd into Kenner, from Orleans to St. Charles Parishes. This stretch ties into the Metairie CBD and the Clearview Pkwy - Interstate 10 corridor. The other major commercial corridors are Airline Dr., Metairie Rd., Jefferson Hwy, and West Esplanade Ave. Industrial development is confined, for the most part, to the Elmwood area and along the Mississippi River at the far eastern and southern edge of the East Bank. Public uses and recreational uses are located throughout the East Bank.

The West Bank has 93,814 acres of net land, which excludes land used as rights of way, roads and drainage. Of this total, 56,021 acres are located outside of the hurricane protection levee. Single-family development comprises almost 100% of the residential use outside of the hurricane protection levee.

Parish Wide Land Use							
Land Use	Acres	% of Parish	East Bank Acres	% of Land Use	West Bank Acres	% of Land Use	
Residential	17,697.56	32.72%	9,186.08	51.91%	8,511.48	48.09%	
General Sales or Service	3,349.74	6.19%	1,851.90	55.28%	1,497.84	44.72%	
Manufacturing and Wholesale Trade	2,499.39	4.62%	1,134.20	45.38%	1,365.19	54.62%	
Transportation, Communication, Information, and Utilities	2,201.03	4.07%	215.55	9.89%	1,985.48	90.11%	
Arts, Entertainment, and Recreation	1,986.16	3.67%	905.47	45.59%	1,080.69	54.41%	
Education, Public Adm., Health Care, and other Institutional	2,258.29	4.18%	964.22	42.70%	1,294.07	57.30%	
Construction Related Business	485.71	0.90%	133.23	27.43%	352.48	72.57%	
Mining and Extraction Establishments	69.96	0.13%	2.61	3.73%	67.35	96.27%	
Fishing, Hunting, Forestry, and Agriculture	1,498.50	2.77%	2.75	0.18%	1,495.75	99.82%	
Batture	431.38	0.80%	431.38	100%	0.00	0%	
Not In Use	21,604.34	39.95%	672.99	3.12%	20,931.35	96.88%	
<b>Total</b>	<b>54,082.06</b>	<b>100%</b>	<b>15,500.38</b>	<b>29.09%</b>	<b>38,581.68</b>	<b>70.91%</b>	

Source: University of New Orleans

The area outside of the hurricane protection levee stretches from just below the levee to the Gulf of Mexico and from the St. Charles Parish and Lafourche Parish lines on the west to the Plaquemines Parish line on the east. This land area includes the incorporated towns of Jean Lafitte and Grand Isle. This area is not included in the general land use analysis because it lies outside of the hurricane protection levee, making even moderate urban development extremely unlikely. However, there are pockets within this area, Crown Point and Lafitte-Barataria for example, where some urban development has occurred and the Parish has provided some basic infrastructure.

The estimated total number of acres outside of the hurricane protection levee is approximately 130,330 acres. Of this total, 56,021 acres are land acres. The remaining acreage located outside of the hurricane protection levee is comprised of water features. The majority of land outside of the hurricane protection levee is in use as either recreational or as local economic activities sustained by the geography of the area. As a result, the two largest land use classifications identified were land not in use at 75.71% and arts, entertainment and recreation at 15.72%. Nearly all of the recreational land is part of the Jean Lafitte National Park.

Inside the hurricane protection levee system, there are approximately 38,582 acres of net land. The estimated total number of acres inside the hurricane protection levee is approximately 44,627 acres. Land used as rights of way, roads and drainage accounts for an estimated 6,045 acres, or approximately 34% of the developed area or 16% of total West Bank land use within the levee. By far, the largest portion, 20,931 acres or 54.25%, represents unused land. The next largest use is residential at 22.06% of land, with several other uses ranging from about 4% for commercial down to 0.17% for mining and extraction.

Within the hurricane protection levee, residential development accounts for about 22%, or 8,511 acres. There are 44,179 single-family housing units, making up over 91% of the West Bank's residentially developed land. Multi-family is the next largest category, accounting for 4.13% (8,738 units) of residentially developed land. The remaining categories make up the rest of residential development on the West Bank. Average net density of residential development within the hurricane protection levee is 6.80 units per acre.

Existing land use on the West Bank conveys a relatively consistent picture of development. In general, residential development dominates the landscape. Commercial development occurs along several major commercial corridors throughout the West Bank. The most impressive expanse of commercial development stretches along West Bank Expressway, from Orleans Parish to the City of Westwego. The other major commercial corridors are Lapalco Blvd., Manhattan Blvd., Belle Chase Hwy, and Barataria Blvd. Industrial development is located along the Mississippi River between the City of Westwego and the Harvey Canal, the Harvey Canal, and the Avondale area along the River. The majority of the land not in use within the hurricane protection levee lies west of the City of Westwego and in the Barataria corridor.

The East Bank of Jefferson Parish continues to experience a shortage of developable land. Most of the development on the East Bank has occurred as a result of redevelopment of existing land and properties.

Mall and big-box retail developments and occupancies have continued to rise from 1999-2004. The early part of the decade saw a surge in new big box retail construction. These developments included the construction of Lowes on the former Schwegmann site on Veterans Boulevard, Best Buy on a former church site, Sam's Club at the former Superstore location on Airline Drive and Target at the former Dillard's site at the Clearview Mall. Former Wal-Mart sites have been redeveloped as Academy Sporting Goods stores in Kenner and Metairie.

Several other recent retail projects have bolstered retail occupancy on the East Bank. The former Service Merchandise in Metairie is now occupied by a PetSmart and a Babies-R-U's totaling 30,000 square feet. Petco has leased 23,000 square feet in Kenner for a retail location. At the end of 2003, Whole Foods announced plans for a new store on Veteran's Boulevard in Metairie. This project will be a 50,000 square foot project totaling \$6.8 million and employing 150-200 workers.

During this period, the Louisiana Institute of Film Technology leased 12,000 feet in Elmwood to use for offices, classrooms and storage space. The area known as "Distributors Row" has also been developed as a home to UNO's School of Entertainment Arts and Multimedia Technology and is being marketed as a prime film industry locale.

### MAJOR EAST BANK DEVELOPMENT PROJECTS, 2000-2003

Former Use	Project	Start	Location
New	Hampton Inn	2001	Causeway Blvd
New	Sleep Inn	2002	Clearview
New	Wyndam	2002	Galleria
Delchamps	Breaux Mart	2001	Jeff Hwy
Delchamps	Stein Mart	2000	Kenner
Dillard's	Target	2002	Clearview Mall
K & B	Bed, Bath and Beyond	2002	Clearview Mall
National Warehouse	Super Wal-Mart	2001	Jeff Hwy
New	Sav-A-Center	2001	Clearview
Real Superstore	Sam's Club	2002	Airline Drive
Schwegmanns	Home Depot Addition	2002	Veterans
Schwegmanns	Lowes	2001	Veterans
Winn Dixie/Lakeside	Linens-N-Things	2002	Lakeside Mall
Lutheran School	Best Buy	2001	Veterans
New	Brown Foundation Office Bldg	2003	Hammond Highway
New	Palace Theater	2001	Clearview
New	Sav-A-Center	2002	Airline Drive
New	Hurwitz-Mintz	2000	Airline Drive
New	M&A Supply	2004	L & A Road
New	Ochsner Critical Care Tower	2000	Jefferson Hwy
New	E.J.G.H. Parking Garage	2002	W. Esplanade
New	Hand Surgical Associates	2004	N. I-10 Serv Rd
New	Ochsner Emergency, ICU, Re-	2003	Jeff Hwy
New	Ochsner Critical Care Tower-	2004	Jeff Hwy

Jefferson Parish is currently experiencing over 90% occupancy for office space. In 2003, the Xerox Centre in Kenner was sold for an impressive \$12.3 million, or \$92 per square foot, showing a continued demand for office space in East Jefferson. Corporate Research Holdings, LLC purchased the former office of the American Red Cross in the Metairie CBD. There has been no speculative construction in the office market, but several build-to-suit projects have been completed recently. The Brown Foundation Building in Bucktown opened with 30,000 feet of office space.

The West Bank of Jefferson Parish contains the largest areas of vacant land for development in Jefferson Parish. Most of this land is located West of Westwego and along the Barataria Corridor. The Huey. P. Long Bridge widening project has become Jefferson Parish's number one transportation priority. Construction is slated to begin in 2005. This project will alleviate some of the current congestion problems and make the large undeveloped portions of the Parish more attractive for development.

This opportunity is being recognized with the development of the Tournament Players Club golf course development on Lapalco near Highway 90. Also, a site along Nicole Boulevard, just south of Lapalco Boulevard near the Alario Center was chosen for the site of a new business and technology park on the West Bank. This area of the Parish provides the greatest opportunity for growth.

As on the East Bank, the West Bank saw a surge in new big box retail construction in the early part of the decade. The former Schwegmann's site on the West Bank Expressway has been redeveloped into Best Buy, Linens N Things, Barnes and Noble and other retail space. The Manhattan Boulevard corridor has seen the development of several big box retailers and smaller strip shopping centers. Lowes, Target and a Palace movie theater have developed along this corridor.

Redevelopment is also taking place at vacant properties on the West Bank. An 85,000 foot Asian market is being developed at the former Wal-Mart site on Behrman Highway. The former Albertson's grocery on Belle Chase Highway has been converted a to a Sav-A-Center grocery store. The former site of the Belle Promenade Mall has been redeveloped with a Super Wal-Mart and other retail activity.

The office market remains strong on the West Bank. In 2002, the West Bank had the highest occupancy levels (over 95%) and also had no reported rent decreases. Rents in West Jefferson are normally among the least expensive in the metro

area. The West Bank has also seen the construction of a new Parish courthouse and administrative building in Gretna.

**MAJOR WEST BANK DEVELOPMENT PROJECTS, 2000-2003**

MAJOR WEST BANK DEVELOPMENT PROJECTS, 2000-2003			
Albertson's	Sav-A-Center	2004	Belle Chase Hwy
Schwegmann's	Best Buy, Barnes and Noble, Linens-N-Things	2001	Westbank Expwy
New	Lowes	2001	Manhattan Blvd
New	Palace Theater	2001	Manhattan Blvd
New	Target	2002	Manhattan Blvd
Belle Promenade Mall	Super Wal-Mart	2001	Barataria Blvd
New	Super Wal-Mart	2000	Manhattan Blvd

The West Bank contains some of the area's largest industrial employers. Northrop-Grumman shipbuilders in Avondale continues to be one of the areas largest employers. Most of the remaining industrial land in Jefferson Parish is located on the West Bank. Large industrial development opportunities continue to exist in the Avondale area of the Parish and along the Harvey Canal.

## Natural Resources

Louisiana has an abundance of water resources with numerous streams, lakes, and waterways, extensive wetlands, and some of the most productive freshwater aquifers in North America. The most famous is the Mississippi River which collects water from 42 percent of America's land mass and is the third largest drainage basin in the world. Jefferson Parish is in the enviable position of having an extraordinarily diverse waterways system, from Lake Pontchartrain in the northern part of the Parish and from the Mississippi south through Lafitte to the Gulf of Mexico. The water resources of Jefferson Parish are the equal to those in any county in the United States and provide unparalleled fishing and boating experiences for tourists and local residents alike. The Parish must emphasize its waterways whenever it promotes tourism.

Parish government is justifiably placing more emphasis on port activities, and in 1999 approved a Port Master Plan to guide port related activities for the next five years. The plan recommends new marina construction at Bucktown on Lake Pontchartrain and at Bayou Segnette on the West Bank.

Jefferson Parish has great potential to enhance water-oriented development along Lake Pontchartrain, the Mississippi River and other water bodies in the Parish. Along Lake Pontchartrain, adoption and implementation of the Jefferson Lakefront Linear Park Master Plan and development of beaches would enhance recreational opportunities. Along the Mississippi River on the East Bank, water-oriented recreational and development opportunities could increase recreational and economic activity along the Mississippi River. On the West Bank, industrial uses are dominant along the Mississippi River and the Harvey Canal and should be protected. This area also provides the opportunity for Jefferson Parish to capitalize on regional port activities. Other water bodies on the West Bank have the opportunities for a mix of recreational and commercial development, where appropriate.

The Jefferson Parish Comprehensive Plan provides for the adoption and implementation of a plan for the development of the lakefront, coordination with the Levee Districts to provide recreational opportunities along levees, as well as visual access to the Mississippi River and better access to recreational lands outside the Hurricane Protection Levee.

## Drainage

Drainage continues to be an issue for the region. The Parish has made sizeable improvements in capital drainage and sewerage programs, largely under the Southeast Louisiana Flood Control Project. This program is supervised by the Army Corps of Engineers and is 75 percent funded by the federal government.

Since the first stage of SELA canal and pumping station improvements began in 1997, the Parish Council and administration have overseen the completion of more than \$155 million in drainage projects. Meanwhile, Parish officials have initiated another \$182 million in projects either under construction or on the drawing board for the future.

Completed projects on the Westbank range from improvements along Whitney and Keyhole Canals to Cousins and Pipeline Canals. Four major undertakings were the \$5 million Railroad Canal Drainage improvements; the \$5 million Woodmere/Sunnymeade Canals; the \$8 million Terry Parkway Canal and the \$10 million Swift Canal and Canal A drainage improvements.

Major Westbank projects under construction include the \$18 million Cousins Pump Station improvements; the \$21 million Whitney-Barataria Pump Station and the \$13 million Phase 1 of Two Mile (Patriot) Canal. Projects in the pipeline include the \$9 million Phase 2 of the Two Mile (Patriot) Canal and the \$10 million Phase 2 of the Gardere Canal.

Completed projects on the Eastbank range from improvements along Elmwood Canal to Suburban Canal and Canal No. 3. Four major undertakings were the \$10.8 million Canal No. 3 from I-10 to Elmwood; the \$11.4 million Canal No. 3 from Soniat to I-10; the \$12.8 million Suburban Canal from Veterans Blvd. to West Esplanade and the \$16.6 million Elmwood Pump Station #3.

Major Eastbank projects under construction include the \$9 million Suburban Canal at Veterans Bridge; the \$18 million Soniat Canal from West Napoleon to Veterans and the \$19 million Suburban Pump Station. Future projects are the \$8 million Soniat Canal from Lynnette to West Napoleon; the \$9 million Soniat Canal from Veterans to Canal No. 3 and the \$12 million Soniat Canal from West Metairie to Lynnette.

The wetlands permitting process has continued to prove difficult on the West Bank. Jefferson Parish is currently seeking a master 404 wetland permit from the Army Corps of Engineers in the Barataria Corridor of Jefferson Parish. The purpose of the wetland permit is to facilitate future development of the

SELA Projects East Bank Canal Improvements Project Description		
Id #	Project description	Project status
1	Elmwood Canal (West Esplanade to Pump Station no. 3)	Completed
1	Elmwood Canal (@ Vintage)	Completed
1	Elmwood Canal (@ West Esplanade)	Under Design (On Hold)
1	Elmwood Canal (@ Kawanee)	Under Design (On Hold)
1	Elmwood Canal Canal No. 3 To Canal No. 2 (West Esplanade)	Completed
2	Canal No. 3 (Soniat To 1-10)	Completed
2	Canal No. 3 (1-10 To Elmwood Canal)	Completed
3	Soniat Canal (Lynnette Drive Bridge @ Soniat Canal)	Under Construction
3	Soniat Canal (Lynnette to West Napoleon)	Design Complete (On Hold)
3	Soniat Canal (West Napoleon to Veterans)	Under Construction
3	Soniat Canal (Veterans To Canal No. 3)	Under Design (On Hold)
3	Soniat Canal (West Metairie to Lynnette)	Under Design (On Hold)
3	Soniat Canal (Veterans Blvd. Crossing)	Under Construction
3	Soniat Canal (N. Dilton to Canal No. 3)	Under Design
3	Soniat Canal (West Napoleon Crossing)	Under Design
4	Suburban Canal (@ 1-10 Bridges)	Completed
4	Suburban Canal (1-10 to Veterans)	Completed
4	Suburban Canal (West Esplanade to Pump Station No. 2)	Completed
4	Suburban Canal (@ Veterans Bridge)	Under Construction
4	Suburban Canal (@ West Esplanade)	Completed
4	Suburban Canal (West Napoleon To 1-10)	Completed
4	Suburban Canal (Veterans to West Esplanade)	Completed
5	Suburban Pump Station No. 2	Under Construction
6	Elmwood Pump Station No. 3	Under Construction
7	Hoey's Bypass Canal	Under Design
8	Pump to The River	Under Design
West Bank - East of Harvey Project Description		
Id #	Project description	Project status
1	Brown Avenue Canal	Completed
2	Gardere Canal (Phase I)	Completed
3	Gardere Canal/Murpy Canal Complex	Under Design (On Hold)
3	Gardere Canal (Phase II)	Design Complete (On Hold)
4	Whitney Canal	Completed
5	Terry Parkway Canal	Completed
6	Whitney / Barataria Pump Station (Phase I)	Completed
6	Whitney / Barataria Pump Station (Phase II)	Under Construction
7	Heebe Canal	Completed
8	Cousins Pump Station	Under Construction
West Bank - West of Harvey Project Description		
Id #	Project description	Project status
1	Railroad Canal	Completed
2	Keyhole Canal (Phase II)	Completed
2	Keyhole Canal (Phase I)	Completed
3	Duques Canal	Completed

area within the hurricane protection levee with administrative review by the Army Corps of Engineers of individual developments. Through a unified approach to both development and mitigation, the Parish can more efficiently achieve its environmental and economic development objectives.

## Public Safety

The Community Justice Agency (CJA) serves as the primary criminal justice planning and coordinating arm of the Parish to consolidate, coordinate and operate juvenile and adult criminal justice programs. This reorganization allows for the efficiency of new and existing programs and assists them all to function effectively together. The mission of the CJA is to support the goals and challenges of the administration and provide leadership, support and services in the development and operation of criminal justice programs, criminal justice system coordination and management, and the administration of criminal justice budgets and funding requests.

Some examples of programs under the CJA's direction and/or programs and initiatives in which the CJA is involved in collaboration with key criminal justice agencies (including, but not limited to, the Sheriff, the Clerk of Court, the Courts, the District Attorney, and municipal law enforcement agencies) are: The Home Incarceration Program; Drug Treatment Court; the Truancy Center; and the development of an integrated case management system.

In October 1999, officials throughout Jefferson Parish signed a Cooperative Endeavor Agreement to dedicate three and a half years of video poker revenue to build a new jail.

The jail accommodates an additional 482 beds, for a total inmate capacity of 1,182. Jail construction is without new taxes due to the cooperative efforts of the Jefferson Parish Council, the Sheriff, and the municipalities of Gretna, Kenner, Westwego, Grand Isle, and Jean Lafitte, who dedicated video poker revenues to the project, and a \$4.8 million contribution from the District Attorney.

Another visible improvement to the justice system is the newly constructed Juvenile Justice Complex. The new complex opened in December, 2003. The structure is located on the northern boundary of Gretna Boulevard and Manhattan Boulevard in Harvey, Louisiana. The new structure is connected to the Rivarde Juvenile Detention Center and the existing Juvenile Justice Center (Juvenile Court). It houses the Parish's Department of Juvenile Services, the District Attorney's Juvenile Division, the Truancy Assessment and Service Center, and the Juvenile Assessment Center Division of the Jefferson Parish Sheriff's Office. The new complex addresses the needs of both at-risk and delinquent youth by coordinating the services of various agencies and organizations involved with youth through a "one-stop shop."

A ¼ cent sales tax was renewed in July 2001 for an additional 10-year period in order to maintain the operations of the Sheriff's General Fund at the same level as in the past.

## Roads and Highways

The Parish classifies the majority of its 3,200 lane miles of roadway as “local streets.” These streets are found in primarily residential areas, and act as connectors to the major east-west and north-south roadways running throughout the Parish. They are more likely to be low-speed (< 25 miles per hour), two-lane roadways with on-street parking and adjacent dense residential development. In these areas, the addition of lane capacity is typically impractical due to the lack of available property to accommodate or expand rights-of-way.

Approximately 298 miles of roads within the Parish are on the federal aid uniform system. The Parish and/or the state through the Department of Transportation and Development (LDOTD) generally maintain and develop these roads with funding from the federal government. While some of these corridors are identified or signed as Interstate, US or State highways, also included in this list are roadways which provide access to centers of commerce and industry, major hubs for shipping and truck, truck to rail traffic, major river crossings, airports, or other transportation facilities.

Through an approved proposition in January 1998 to re-dedicate and extend a seven-eighths of one-cent sales tax, the largest road improvement program in Jefferson Parish history was developed. With a total price of \$125 million, 48 projects were initially slated for construction. The Council decided to issue a series of bonds, allowing the Parish to borrow against future sales tax revenues to fund road improvements. Rather than burden the Parish with unnecessary debt, the bonds are sold in phases as funds are needed, with the first \$60 million in bonds sold in 1998. The second \$60 million were sold in 2001.

Through good financial management and favorable interest rates, the Parish Council stretched and maximized the initial dollars to raise the program budget to \$200 million. This more than doubled the amount of projects to 107. By the end of 2003, 42 projects were completed, bringing approximately \$121 million in road improvements throughout the Parish. Fourteen more projects estimated at \$21 million are under construction and 51 are being designed.

Since its inception in 1998, the Road Bond Program has continuously built and improved the intricate system of roads throughout Jefferson Parish.

Major Eastbank projects completed include: Transcontinental Dr. (Yale St. to West Esplanade Ave.) - \$4 million; Power Blvd. (I-10 to West Esplanade Ave.) - \$5.8 million; Veterans Blvd. (East Boundary of Roosevelt Blvd. to David Dr.) - \$5.1 million; Clearview Pkwy./Veterans Blvd. Intersection - \$6.9 million; Veterans Blvd. (Williams Blvd. to Eastern Boundary of Roosevelt Blvd.) - \$5 million; and West Esplanade Ave. (Bonnabel Blvd. to Lake Ave.) - \$5.6 million.

Meanwhile, smaller projects have been underway as well. Completed intersection improvements abound at West Metairie Ave. and Severn Ave., West Metairie Ave. and Houma Blvd., West Esplanade Ave. and Page Dr., Transcontinental Dr. and Veterans Blvd., and West Metairie Ave. and North Lester Ave. Back-to-back u-turns were built at Veterans Blvd. near Kent and Harvard Aves. and at West Napoleon Ave. between David Dr. and Kent Ave.

### Roadways at a Glance (2001/02)

The existing roadway system in Jefferson Parish has:

- 3,200 lane miles of streets
- 298.44 miles of streets on the region's the federal aid uniform system
- 104 signalized intersections and 76 school pedestrian flashers maintained by Jefferson Parish
- 215 traffic signals maintained by LDOTD
- 230 bridges/canal crossings
- 104 railroad crossings
- 5.165 billion dollars in estimated value
- Grown by 20.6 miles over the last year as the result of new development
- Abandoned 35 pieces of right-of-way over the past 10 years valued at just over \$792,000
- Current operating and maintenance costs of \$27.5 million
- Unmet needs of \$23.9 million through the year 2006

Source: *Envision Jefferson 2020 Transportation Element*

On the Westbank, 11 projects have been completed so far. Major Westbank projects completed include: Whitney Ave. Canal Bank Improvements (Belle Chasse Hwy. to Stumpf Blvd.) - \$8.4 million; Whitney Ave. (Stumpf Blvd. to Westbank Expressway) - \$9 million; Lapalco Blvd. (Barataria Blvd. to Destrehan Ave.) - \$10.4 million; Ames Blvd. (Ehret Rd. to Barataria Blvd.) - \$4.8 million; Lapalco Blvd. (Westwood Dr. to Barataria Blvd.) - \$12.9 million; and Cousins Blvd. (Paxton St. to Woodmere Blvd.) - \$4.1 million.

Smaller projects include completed intersection improvements at Lapalco Blvd. and Wall Blvd.; Belle Chasse Hwy. and Wall Blvd.; and along Terry Pkwy. from Belle Chasse Hwy. to the Westbank Expressway. New roadways are Destrehan Ave. Extension from Lafitte Larose Hwy. to Keithway Dr. and Rivet Rd. from River Rd. to Live Oak Blvd.

The following provides a list of road bond projects in Jefferson Parish.

#### **Eastbank - COMPLETE**

- West Metairie Ave./Severn Ave. Intersection Improvements
- West Metairie Ave./Houma Blvd. Intersection Improvements
- West Esplanade Ave./Page Dr. Intersection Improvements
- Transcontinental Dr. (1-10 to Veterans Blvd.)
- West Napoleon Ave. (U-turns between David Dr. and Kent Ave.)
- Citrus Ave. (West Elmwood Dr. to Clearview Pkwy.)
- Susitna Dr. Extension to Hord St.
- Veterans Blvd./Edenborn Ave. Intersection Improvements
- Veterans Blvd./Division St. Intersection Improvements
- Edenborn Ave. Improvements (Immediately south of Veterans Blvd.)
- Transcontinental Dr. (Yale St. to West Esplanade Ave.)
- Veterans Blvd./Cleary Ave. Intersection Improvements
- Veterans Blvd. (Williams Blvd. to East Boundary of Roosevelt Blvd.)
- West Esplanade Ave. (Bonnabel Blvd. to Lake Ave.)
- Mounes St. (Edwards Ave. to Dickory Ave.)
- Veterans Blvd. (U-turns - Kent Ave. and Harvard Ave.)
- West Metairie Ave./North Lester Ave. Intersection Improvements
- West Esplanade Ave./Ridgelake Dr. Intersection Improvements
- Jefferson Highway Improvements Clearview Parkway to Elmwood Park Blvd.
- West Esplanade Avenue Improvements (Westbound Overlay)
- Transcontinental Dr./Veterans Blvd. Intersection Improvements
- Veterans Blvd. (East Boundary of Roosevelt Blvd. to David Drive)
- Clearview Pkwy./Veterans Blvd. Intersection Improvements
- Power Blvd. Improvements (I-10 to West Esplanade Avenue)
- Jefferson Park Subdivision Sewer Line Rehabilitation

- Pontchartrain Gardens Subdivision Sewerage Improvements
- Arnold Ave. Improvements (Jefferson Highway North to Dead End)
- Tolmas Drive Sewerage Improvements
- Athania Parkway/N. Hullen St. Sewerage Service Area Rehabilitation
- Roadway panel replacement (Avron Blvd., Kawanee Ave., Purdue Dr., Clearview Pkwy., and Transcontinental)
- Citrus Road Improvements (Jefferson Hwy. To Citrus Lane)
- West Esplanade Ave. Roadway Improvements (Tartan Drive to Cleveland Pl.)
- New Sewer Lift Station in Elmwood Park (Wilson Dr./39th St.)
- West Metairie Ave./Severn Ave. Intersection Improvements
- W. Napoleon Avenue -- Causeway Blvd. (Intersection Improvements)
- West Metairie Ave./Severn Ave. Intersection Improvements
- West Metairie Ave. - U-turn near Manson Ave.
- Sauve Road Improvements (Jefferson Highway to Soniat Canal)
- Wilker Neal St. Bridge @ Airline Dr.
- Green Acres Road Improvements (Camphor St. To W. Napoleon Avenue)
- Mississippi Avenue Improvements (Toledano St. to W. Napoleon Ave.)
- Airline Drive @ Metairie Club Estates Subdivision Entrance Traffic Signal Improvements

#### **Eastbank - UNDER CONSTRUCTION**

- Henican Place Improvements (Kawanee Avenue to West Avenue Canal)
- Dakin Street (Cold Storage Road to Airline Drive)
- West Metairie Ave. @ Clearview Pkwy. Traffic Signal Improvements
- West Esplanade Ave. at Wilson Drive Traffic Signal Improvements
- West Esplanade Ave. at Elmwood Park Traffic Signal Improvements
- Mississippi Ave. Improvements (W. Napoleon Ave. to Veterans Blvd.)
- Veterans Blvd. @ Bonnabel Blvd. Traffic Signal Improvements
- Veterans Blvd. in vicinity of TGI Friday Traffic Signal Improvement
- Capital Sewer Projects in Council District 2

#### **Eastbank - UNDER DESIGN**

- West Esplanade Ave. (Severn Ave. to Causeway Blvd.)
- Edwards Ave. (Jefferson Hwy. to Powell St.)
- Clearview Pkwy. (Earhart Exp. to Mounes St.)
- West Esplanade Ave./Lake Ave. Intersection Improvements
- Division St. (Right-turn lane to westbound Veterans Blvd.)
- West Esplanade Ave. (Edenborn Ave. to Severn Ave.)
- Dakin St. (Jefferson Hwy. to Cold Storage Road)
- Cold Storage Road and L&A Rd.(Dakin St. to Earhart Expressway)

- Severn Ave. (Bore St. to Derbigny St.)
- Transcontinental Dr. @ Veterans Blvd. (Right Turn Lane Improvements)
- West Esplanade Ave./Transcontinental Drive Intersection Improvements
- West Metairie Ave. @ Airline Park Blvd. Traffic Signal Improvements
- Veterans Blvd. Drainage Outfalls
- St. George Avenue Parallel Road (Bloomfield St. to Jefferson Hwy.)
- Veterans Blvd. / Severn Avenue Intersection Improvements
- Codifer Blvd. Roadway Improvements
- Highway Drive Traffic Study
- CANCELLED Canal Crossing on Airline Drive at Trudeau Drive
- CANCELLED Bunche Village Access Road (Upland Ave. to Lester Ave.)
- CANCELLED St. George Ave. Improvements (Bloomfield St. to Jefferson Highway)
- CANCELLED West Esplanade Ave. Improvements (U-turn west of Causeway Boulevard)
- Chetta Drive Sewer Improvements

**Westbank - COMPLETE**

- Lapalco Blvd./Wall Blvd. and Belle Chasse Hwy./Wall Blvd. Intersection Improvements
- Ames Blvd. (Ehret Rd. to Barataria Blvd.)
- Cousins Blvd. (Paxton St. to Woodmere Blvd.)
- Lapalco Blvd. (Westwood Dr. to Barataria Blvd.)
- Terry Pkwy. (Belle Chasse Hwy. to Westbank Exp.)
- Destrehan Ave. Extension (Phase 1: Surcharge for new roadway from Lafitte Larose Hwy. to Keithway Dr.)
- Whitney Ave. Canal Bank (Phase I: Broadway Dr. to Stumpf Blvd.)
- Lapalco Blvd. (Barataria Blvd. to Destrehan Ave.)
- Rivet Rd. (New Road - River Road to Live Oak Blvd.)
- Whitney Ave. (Stumpf Blvd. to Westbank Exp.)
- Whitney Ave. Canal Bank (Phase II: Belle Chasse Hwy. to Broadway Dr.)
- Whitney Ave. Sound Wall (Belle Chasse Highway to Stumpf Boulevard)
- Whitney Ave. Improvements (New Roadway - Southbound) (Belle Chasse Highway to Stumpf Boulevard)

**Westbank - UNDER CONSTRUCTION**

- Destrehan Ave. (Destrehan Ave. to Patriot St.)

**Westbank - UNDER DESIGN**

- Azalea Dr. Extension (Iris Ln. to Live Oak Blvd.)
- Destrehan Ave. (Patriot St. to Westbank Exp.)
- Lapalco Blvd. (Tanglewood Dr. to Westwood Dr.)
- Destrehan Ave. Extension (Phase II:Lafitte Larose Hwy. to Keithway Dr.)
- Barataria Blvd./Patriot St. Intersection Improvements
- Lapalco Blvd. (Segnette Blvd. to Tanglewood Dr.)
- Lapalco Blvd. (US 90 to Segnette Blvd.)
- Destrehan Ave. Improvements (Lapalco Blvd. to Keithway Dr.)
- South Kenner Road Improvements (Live Oak Blvd. to River Road)
- Brown Avenue (W.B.E. to Florence St.)
- Brown Avenue (Florence St. to Aimee St.)
- Brown Avenue (Aimee St. to 36th Street)
- Destrehan Ave. Improvements Phase I (Surcharge Lapalco Blvd. to Chadwood Dr.)
- Destrehan Ave. Improvements Phase II (Lapalco Blvd. to Chadwood Dr.)
- Lapalco Blvd. (Vulcan St. to Peters Rd.)
- West Bank Traffic Signal Improvements (Manhattan Blvd. at Harvey Blvd.)
- LA 18 Improvements (US 90 to Avondale Shipyard)

The Regional Planning Commission (RPC), in conjunction with the Crescent City Connection (CCC) division of the Louisiana Department of Transportation and Development (LDOTD), and the Federal Highway Administration (FHWA) has initiated a preliminary study of the proposed extension of Peters Road. Peters Road (Louisiana Highway 3017) is one of the area's main arterial streets connecting Engineers Road in Plaquemines Parish to 4th Street (Louisiana Highway 18) in Jefferson Parish west of the City of Gretna. The corridor provides access to the east bank of the Harvey Canal, which is home to the core of the maritime commercial complex in the region. It functions as a connector to the main east-west routes including the West Bank Expressway (US Highway 90B and future I-49 corridor) and Lapalco Boulevard, a major arterial on the Jefferson Parish federal aid highway network. The proposed project is an extension of the existing Peters Road corridor south and west from Bayou Barataria to Louisiana Highway 23, west of the NAS/JRB New Orleans military base in Belle Chasse, Louisiana. The project includes a bridge crossing of the Intracoastal Waterway.

- Ames Boulevard Improvements (Barataria Blvd. to Oregon Dr.)
- Ames Boulevard Improvements ( Oregon Dr. to East Ames)
- Bayou Blue Drive Extension (Ames Blvd. to Lafitte Larose Hwy.)
- Estelle Playground Roadway and Sewerage Improvements
- West Bank Traffic Signal Improvements Ames Blvd. at Belle Terre Rd.
- 11th Street Improvements (Queens Blvd. to State Ave.)
- Latigue Road (Foundry Dr. to Live Oak Blvd.)
- Latigue Road (River Rd. to Foundry Dr.)

**Utilities**

Jefferson Parish and Louisiana continue to enjoy ample resources of natural gas and electrical power. Entergy Louisiana has served Louisiana customers for more than 70 years. Entergy provides electric energy to approximately 1,000,000 customers in 58 parishes.

Atmos Energy is the largest provider of natural gas in the region, offering some of the lowest rates in the United States. Atmos Energy serves 3.1 million natural gas utility customers in 12 states. Atmos ranks as the largest pure gas utility in the United States.

BellSouth Corp. is the parish's largest local exchange carrier offers digital telephone and data services through most of the parish. Other major telephone service providers include Cox Communications and Eatel. Digital cable services are provided to the parish through Cox Communications. A number of companies provide internet services and fiber-optic networks.

Customers	Entergy Louisiana, Inc.	Entergy Gulf States, Inc. - Louisiana
Residential	571,767	295,084
Commercial	72,901	42,490
Industrial	7,686	1,251
Governmental	4,859	3,625

**Transportation Infrastructure**

**Rail**

Jefferson Parish benefits tremendously from an existing multi-modal transportation infrastructure: highways, rail, air service, and its ports. The Parish is a regional distribution and transportation center within one of the nation's largest metropolitan transportation areas.

The New Orleans area has three six trunk line railroads and several other major routes providing accessibility to major United States' markets to deliver and receive cargo. These carriers include Illinois Central Railroad (ICG), Kansas City Southern (KCS), The Norfolk Southern Corp, CSX Transportation, Burlington Northern Santa Fe Railroad and Union Pacific Railroad.

The New Orleans Public Belt (NOPB) links all six trunk line railroads serving New Orleans with the port's maritime terminals and numerous industrial facilities. These facilities link highways, air and waterway operations into a multi-modal network for the movement of goods form the region.

Amtrak operates 34 trains, which carry passengers to and from New Orleans each week. Three Amtrak trains emanate from the New Orleans Union Passenger Terminal offering direct service to major cities including The City of New Orleans (New Orleans-Chicago); The Crescent (New Orleans-New York); The Sunset Limited (Los Angeles-Orlando stopping in New Orleans) These trains offer connections to 500 stops in 45 states are available from these Amtrak routes.

**Port**

Jefferson Parish has a long history of maritime economic activity. Jefferson Parish has access to five major navigational routes:

- Lake Pontchartrain
- Gulf Intercoastal Waterway
- Bayou Barataria Waterway
- Harvey Canal
- Bayou Segnette Waterway

To build upon this traditional economic strength, Jefferson Parish conducted two ports studies in 1999: *West Bank Corridor Improvement Study* and *Port Master Plan: Strategic Directions*. The purpose of these studies was to provide direction and strategies for Jefferson Parish’s port activities. These studies identified a number of critical issues for Jefferson Parish. The major issue identified is that Jefferson Parish does not have jurisdiction over waterways that exceed fifteen feet below Main Sea Level. In addition, Jefferson Parish has no deep water docking facilities and does not have jurisdiction over the Mississippi River. A number of strategies have been developed to address these concerns.

U.S. Ports, 2002, ranked By Total Tons (Short Tons)		
Rank	Port Name	Total Tons
1	South LA, Port of	216,396,497
2	Houston, TX	177,560,719
3	New York, NY and NJ	134,504,511
4	Beaumont, TX	85,910,947
5	New Orleans, LA	85,000,428
6	Huntington-Tristate	81,063,663
7	Corpus Christi, TX	72,000,304
8	Long Beach, CA	67,872,469
9	Baton Rouge, LA	60,582,710
10	Plaquemines, LA, Port of	59,110,736
11	Texas City, TX	55,232,906
12	Los Angeles, CA	52,216,048
13	Pittsburgh, PA	52,050,661
14	Valdez, AK	50,513,074
15	Tampa, FL	48,384,970

Source: U.S. Army Corps of Engineers

The Jefferson Parish Port District, which is part of JEDCO, is responsible for the economic development of all navigable waterways in Jefferson Parish that are no more than 15 feet in depth (excluding Grand Isle). This includes Lake Pontchartrain, the Harvey Canal, Bayou Segnette and Bayou Barataria. Currently, JEDCO is focusing on the proposed Bucktown Marina, Bayou Segnette Commercial Harbor and the Harvey Canal.

JEDCO has obtained funding for two important Bayou Segnette projects. The first is construction of a \$1 million commercial and recreation harbor at the northern terminus of Bayou Segnette. This harbor will have space for an assortment of recreational and commercial facilities. Concurrent with this project, JEDCO has been successful in including Bayou Segnette channel dredging in the Corps of Engineers maintenance budget. This \$800,000+ undertaking will remove silt that has built up along portions of the waterway. Current conditions have hampered efforts of area fishermen to remain competitive, as silting has caused damage to the props and shafts of many boats.

The 50-year-old Kerner Bridge in Lafitte is a major impediment (only 72 feet wide) to large barge traffic from the Harvey Canal, as well as a problem for local residents (the bridge is open 20-30 times per day, stopping all traffic). There is a study underway to determine a more suitable location for a fixed span bridge that will be wide enough to accommodate the 100-foot oil rig sections produced on the Harvey Canal. JEDCO is seeking funding for a new structure that will improve quality of life in the area and be more appropriate for barge traffic.

JEDCO has obtained funding for various studies that highlight the importance of the Harvey Canal to Jefferson Parish. Included in these studies is an analysis of access routes to and from the Harvey Canal. JEDCO also developed and completed a model that shows economic statistics including jobs and revenue generated by this area. In addition, JEDCO continues to market available sites along the canal to new industries.

The Port of New Orleans is a major economic engine in the region. The Port of New Orleans is the only deepwater port in the United States served by six class one railroads. In the last 10 years, the Port of New Orleans has invested more than \$400 million in new state-of-the-art facilities. Improved breakbulk and container terminals feature new multipurpose cranes, expanded marshalling yards and a new roadway to handle truck traffic. The Port's facilities include 22 million square feet of cargo handling area and more than 6 million square feet of covered storage area.

### New Orleans International Airport

The Louis Armstrong New Orleans International Airport (LANOIA) has been under significant expansion in recent years. New international terminal facilities, a new concourse and control tower, extended runways, new cargo facilities, expanded parking, and roadway improvements have all been part of a \$633 million capital improvements plan.

When benchmarked against other U.S. cities in terms of enplaned passengers, the Federal Aviation Administration ranks New Orleans 40th in the nation with 4.6 million enplaned passengers in 2002.

Over 421 million pounds of commodities were landed at the LANOIA in 2002. The Federal Aviation Administration ranks the LANOIA 64th in terms of landed cargo.

### 2002 Passenger Boardings, U.S. Airports

Rank	Airport Name	City	State	Boardings		
				CY 2002	CY 2001	% Change
1	The William B Hartsfield Atlanta International	Atlanta	GA	37,720,556	37,181,068	1.45%
2	Chicago O'Hare International	Chicago	IL	31,706,328	31,529,561	0.56%
3	Los Angeles International	Los Angeles	CA	26,911,570	29,365,436	-8.36%
4	Dallas / Fort Worth International	Fort Worth	TX	24,761,105	25,610,562	-3.32%
5	Phoenix Sky Harbor International	Phoenix	AZ	17,271,519	17,478,622	-1.18%
6	Denver International	Denver	CO	16,943,564	17,178,872	-1.37%
7	McCarran International	Las Vegas	NV	16,600,807	16,633,435	-0.20%
8	George Bush Intercontinental	Houston	TX	15,865,479	16,173,551	-1.90%
9	Minneapolis - St Paul International/ Wold - Chamberlain	Minneapolis	MN	15,544,039	15,852,433	-1.95%
10	Detroit Metropolitan Wayne County	Detroit	MI	15,525,413	15,819,584	-1.86%
15	Seattle - Tacoma International	Seattle	WA	12,969,024	13,184,630	-1.64%
20	General Edward Lawrence Logan International	Boston	MA	11,077,238	11,739,553	-5.64%
25	Salt Lake City International	Salt Lake City	UT	8,997,942	8,951,776	0.52%
30	Tampa International	Tampa	FL	7,726,576	7,901,725	-2.22%
35	Norman Y. Mineta San Jose International	San Jose	CA	5,248,193	5,981,440	-12.26%
40	Louis Armstrong New Orleans International	Metairie	LA	4,598,838	4,767,533	-3.54%

Source: Federal Aviation Administration

**Financial Resources**

Financial resources continue to improve in Jefferson Parish but are still limited. During previous periods of economic prosperity (mainly due to high oil prices), the banking community readily made loans to businesses. The collapse of the oil industry in the late 1980's, however, resulted in a multifold increase in loan defaults and led to the demise of many area banks.

Consolidation continues shaping the banking industry in Jefferson Parish as in the rest of the country. In 1997, Columbus, Ohio-based Bank One purchased New Orleans-based First NBC while Mississippi-based Deposit Guaranty acquired Jefferson's own Jefferson Guaranty Bank which was then purchased by First American headquartered in Nashville, Tennessee. During 1999 Alabama based Amsouth announced plans to acquire First American. In 1999 Parish National based in Covington, Louisiana, opened its first branch in Metairie while both Omni and Regions Banks expanded their presence in Jefferson Parish during 1998 and 1999. In December, 1999, Central Progressive Bank, located in Hammond, Louisiana, announced its intention to open a branch in Metairie. In July 2004, JP Morgan Chase completed a merger with Bank One, indicating a further consolidation of the banking market.

Bank deposits continue to increase in Jefferson Parish at a healthy pace. Total deposits in Jefferson Parish now total \$6.2 billion, with deposits in the New Orleans MSA totaling \$19.8 billion in 2004. Since 1998, bank deposits in Jefferson Parish have grown by 35 percent, above the average for the New Orleans MSA and Louisiana.

Growth in deposits in Jefferson Parish and the New Orleans MSA continues to remain behind the growth in several competitor cities. All competitor cities with the exception of Birmingham experienced growth in deposits much higher than the New Orleans MSA and Jefferson Parish.

Venture capital investment in the community remains at relatively low levels. In order to help address the needs of businesses, JEDCO has several loan programs to meet some of the financing needs of businesses. In November 2004, Jefferson Parish voters approved the realignment of dedicated public monies to bolster the Parish's economic development efforts. The rededicated funds will be used by JEDCO and the Parish for economic initiatives and for financial incentives to induce companies to relocate to or remain in Jefferson Parish. Other Federal and State programs offer incentives for businesses expanding or locating in Louisiana.

Following is a brief description of some of the financing programs offered in Jefferson Parish:

**SBA 504 Loan Program:** This loan program provides growing businesses with long-term, fixed-rate financing for major fixed assets, such as land and build-

Financial Resources Comparison						
Bank Offices				\$ Deposits (billions)		
Region	1998	2004	% Chg	1998	2004	%Chg
Jefferson Parish	125	131	5%	\$4.6	\$6.2	35%
New Orleans MSA	345	355	3%	\$15.3	\$19.8	29%
Louisiana	1,468	1,525	4%	\$44.3	\$55.2	25%
Oklahoma City	295	350	19%	\$10.9	\$14.9	37%
Houston	960	1,190	24%	\$50.1	\$83.9	67%
Atlanta	1027	1,311	28%	\$48.5	\$80.6	66%
Birmingham	301	326	8%	\$15.8	\$20.1	27%
Miami	1386	1,446	4%	\$77.5	\$123.9	60%
Memphis	336	373	11%	\$14.9	\$25.9	74%
Nashville	387	451	17%	\$15.8	\$23.2	47%
Tampa	684	694	2%	\$27.6	\$40.2	46%

Source: FDIC

ings. Typically, a 504 project includes a loan secured with a senior lien from a private-sector lender covering up to 50 percent of the project cost, a loan secured with a junior lien from JEDCO (backed by a 100 percent SBA-guaranteed debenture) covering up to 40 percent of the cost, and a contribution of at least 10 percent equity from the business. The maximum “504” loan amount is \$1.3 million.

**EDA- Revolving Loan Fund(9RLF):** The loan program is designed to assist small business expansion projects by leveraging private funds with low-cost, fully amortized loan facilities. Loan amounts range from \$25,000 to \$150,000. Eligible uses include working capital, land/building acquisition, and equipment purchases.

**HUD Community Development Block Grant-Revolving Loan Fund:** This loan program is designed to promote economic development by providing financing to businesses that will create jobs for low-to-moderate income persons as determined by HUD guidelines. Loans range from \$10,000 to \$150,000 and can be used land/building acquisition, new construction/renovation, equipment purchases, project’s professional fees, working capital, and inventory.

**EPA Gretna Brownfields Cleanup Revolving Loan Fund:** This loan program is designed to promote economic redevelopment by assisting in the clean-up of designated EPA brownfield sites within the City of Gretna.

**Industrial Development Bonds:** JEDCO, through its State enabling legislation, issues tax-exempt and taxable IDBs to finance land acquisition, building construction and the purchase of new equipment.

**Jefferson Parish Economic Future Fund:** The Jefferson Parish Economic Future Fund (J.E.F.F.) is a parishwide incentive fund designed to help Jefferson Parish compete for new jobs and investments. Projects are negotiated on a case-by-case basis, depending on the number of new jobs and payroll to be generated, location, and deal structure.

**Taxation**

Corporations in Jefferson Parish are subject to the following taxes:

**State Income Tax**

State income tax is assessed on any corporation whose income is derived from activity within Louisiana, whether or not the company is headquartered in Louisiana. Operating losses and federal income taxes owed are deducted from the calculation of state income tax.

The tax rate on net income is a progressive tax that is assessed as follows:

Four percent on the first \$25,000 of net income; five percent on the next \$25,000; six percent on the next \$50,000; seven percent on the next \$100,000; and eight percent on any income over \$200,000.

Sales Tax Rates by Parish		
	Parish Tax	State Tax
Jefferson Parish	4.75%	4.00%
Orleans Parish	5.00%	4.00%
Plaquemines Parish	3.00%	4.00%
St. Bernard Parish	5.00%	4.00%
St. Charles Parish	1.00%	4.00%
St. John Parish	4.50%	4.00%
St. Tammany Parish	4.75%	4.00%
MSA Average	4.00%	

Source: Greater New Orleans, Inc.



**Sales Tax**

State and local sales taxes are imposed on the sale price of taxable services performed in Louisiana and of tangible personal property bought in Louisiana. If no Louisiana sales tax is paid on property because it was purchased outside the state, taxes are imposed on the cost or fair market value (whichever is lower) of the property at the time it is brought into Louisiana for use.

The state tax rate that is assessed in all parishes is 4 percent. Local tax rates throughout the New Orleans metropolitan area vary from as low as 1 percent to as high as 5 percent. The local sales tax rate in Jefferson Parish is 4.75 percent, thereby making the total sales tax rate in Jefferson Parish 8.75 percent.

Businesses have traditionally paid sales tax on the purchase of machinery and equipment. However in 2004, the governor signed into law a provision to phase out the state sales tax on machinery and equipment. The tax will be phased out incrementally over a seven year period, beginning in July 1, 2004. Jefferson Parish is also considering a phase-in of this exclusion.

**Corporate Franchise Tax.** The corporate franchise tax applies to any company that is incorporated within Louisiana, any company that does business within Louisiana, or any company that owns or uses any capital within Louisiana. Taxable capital has traditionally included borrowed capital, but in 2004 the governor signed into law a provision to phase out the franchise tax on borrowed capital. The tax will be phased out incrementally over a seven year period, beginning in .

The franchise tax rate is assessed as follows: \$1.50 for each \$1,000 or major fraction thereof up to \$300,000 of capital employed in Louisiana, and \$3.00 for each \$1,000 or major fraction thereof in excess of \$300,000 of capital employed in Louisiana.

**Ad Valorem Property Tax**

Jefferson Parish assesses property taxes on 10% of the appraised value of residential structures and 15% of the appraised value of non-residential structures. Because of the homestead exemption, the first \$75,000 of the value of most residences is exempt from property taxes. Jefferson Parish continues to enjoy property tax rates that are substantially below the regional average. Of the parishes that comprise the MSA, only Plaquemines Parish has lower average millage rates than Jefferson Parish.

**Individual Income Tax**

Residents of Louisiana or non-residents who earn income from Louisiana sources must pay individual income taxes. The basis for calculating one's tax liability is the federal adjusted gross income figure. For single individuals, the first \$12,500 of income are taxed at 2 percent; the next \$12,500 are taxed at four percent; and any income over \$25,000 is taxed at 6 percent. The standard deduction for single individuals is \$4,500, and the deduction for each dependent is \$1,000.

Millage Rates by Parish	
	Millage Rates
Jefferson Parish	96
Orleans Parish	166
Plaquemines Parish	67
St. Bernard Parish	105
St. Charles Parish	118
St. John Parish	126
St. Tammany Parish	175
MSA Average	122

*Source: Greater New Orleans, Inc.,  
2003 Economic Development  
Factbook*



### Unemployment Compensation Insurance

Louisiana's Employment Security Law imposes an unemployment compensation tax on most employers that pay salaries or wages to employees for services rendered in Louisiana. Certain payments to subcontractors and their employees may also be subject to this tax. The tax is payable quarterly to the Louisiana Department of Labor and is equal to a certain percentage (between 0.13 percent and 6.20 percent) of the first \$7,000 of each employee's salary or wages. Louisiana's rates currently rank among the lowest unemployment insurance tax rates in the nation.

### Workers' Compensation Insurance

Louisiana's Workers' Compensation market features rates that compare favorably to most other states. Several types of coverage are available to most companies, including the voluntary market, the Louisiana Workers' Compensation (WC) Corp., or the self-insurer program.

Due to a number of reforms, Louisiana has experienced significant declines in workers' compensation payments. Consequently, rates have declined in Louisiana, in contrast to many other Southern states.

### Miscellaneous Taxes

Other miscellaneous state and local taxes may apply to certain businesses. For example, the state and many local governments impose taxes on alcohol. Other miscellaneous state taxes include taxes on hazardous waste storage, insurance premiums, and severance taxes on natural resources. Additionally, many local governments require annual payment for an occupational license.

### Business Incentives

Following is a brief description of some of the principal incentives available to new and expanding businesses.

**Quality Jobs Program:** Companies developing at least \$500,000 in payroll within the first two years of operation (\$250,000 for companies with less than 50 employees) can receive a flat 5% or 6% annual cash rebate of total payroll for up to 10 years in addition to rebates on most sales and use taxes on machinery, equipment, and construction materials within the first two years of operation.

**Industrial Property Tax Exemption:** Exempts any manufacturing establishment entering or expanding in Louisiana from state, parish, and city property taxes on buildings, machinery, and equipment for a period of up to 10 years.

**Enterprise Zones:** Provide a tax credit of \$2,500 for each net new job created in a specially designated area. The incentive also provides for a rebate of state sales/use tax on building materials and operating equipment. Local sales/use taxes may also be rebated. Credit can be used to satisfy state corporate income and franchise tax obligations.

**Inventory Tax Credit:** Provides tax credits against state corporate income and franchise tax obligations for the full amount of the inventory taxes paid.

Sources for taxation information include Greater New Orleans, Inc.'s 2003 Regional Economic Development Factbook and original EDGE Report prepared by Angelou Economic Advisors, Inc.

When credits are in excess of tax obligations, a cash refund is made.

**Research and Development Refundable Tax Credits:** Companies with less than 225 employees and that have 75% of their workforce as Louisiana residents can receive up to an 8% tax credit on costs associated with research and development activities in accordance with federal IRS deductions. Companies whose tax credit exceeds its state tax liability are allowed to sell unused credits for 75% of its value to another Louisiana company with a state tax liability.

**Technology Commercialization Tax Credits:** Companies partnering with Louisiana universities on new products and new technologies can receive an annual 15% tax credit of total costs associated with the product development for up to 8 years.

**Biotech Sales and Use Tax Exemption:** Equipment, machinery, and construction materials purchased by biotechnology companies are exempt from both state and local sales taxes.

**Film and Video Production Incentives:** Louisiana has three tax incentive programs designed to encourage film and video production in our state. The production tax credit is allowed for employing Louisiana residents in a nationally-distributed film production-certain payroll guidelines must be met. The sales and use exemption is available on purchases made in Louisiana in connection with filming or producing nationally-distributed film projects. The investor tax credit grants a tax credit against state income tax for taxpayers domiciled and headquartered in Louisiana who invest in film projects produced, in whole or part, in Louisiana.

**On-the-Job (OJT) Training Program:** Through On-the-Job Training, employers equip new, full-time employees with the occupational skills typically required to obtain employment. Existing employees are eligible under certain circumstances. The position must pay an hourly wage of at least \$7.73 an hour. The employer receives reimbursement of up to 50% of the trainee's hourly wages throughout the training period.

**Workforce Development Grants:** The Louisiana Department of Economic Development awards grants for workforce training costs up to \$500,000 per project for new or existing companies creating at least 10 new net jobs in the State.

**Customized Software Tax Exemption:** Over the next five years, state taxes on customized software will be phased out incrementally with exemptions of local taxes. Jefferson Parish provides 100% exemption for customized software.

**Tax Equalization:** For new manufacturing plants, warehousing/distribution, or corporate headquarters relocating to Louisiana and the New Orleans region.

**Incumbent Workforce Training Program:** This program provides grants from the state for costs of instruction, travel, materials and supplies, equipment, and facility rental to eligible existing employers in order to upgrade skill levels of workers above entry levels.

**Tax Free Shopping Program:** For foreign visitors, the program provides a full rebate of sales/use taxes on purchases on tangible/non-consumable merchandise from participating retailers.

**SECTION 6**

**CLUSTER ANALYSIS**



## Introduction and Methodology

In economic development research, the idea of economic “clusters” has moved to the forefront of theories on local and regional economic development. The concept of clustering certain industries can be most succinctly summarized by the notion that a dollar invested in one industry can produce a greater or lesser economic impact than a dollar spent on another industry. That is, because of pre-existing concentrations of businesses in a particular field, because of inherent geographic or infrastructural advantages, because of affiliated educational programs and the human capital that supports such industries, and because of a host of other complementary reasons, investment in certain industries is expected to yield a greater economic impact than investment in other industries.

A region’s cluster industries are usually defined as those industries that are export oriented and that, therefore, bring outside money into a region’s economy. Thus, the industry clusters that form the economic base of a geographical area are usually distinguished from service oriented industries that merely transfer money from one member of a community to another member of a community in exchange for some service. As was alluded to above, another distinguishing characteristic of economic clusters is that there exist both the foundation and the supporting infrastructure for those industries in a community. This means that the physical infrastructure, the labor force, the educational institutions, trade organizations, professional classes, and financial institutions all have some relationship to a particular industry that has allowed that industry to assume a position of relative prominence in the local economy. The hope is that by investing in and facilitating the growth of these cluster industries, the economic impact will be realized not only by the businesses that most directly provide a certain service or good but also by all of the ancillary businesses that comprise the local economy.

The goal of this analysis is to build upon the initial analysis of Jefferson Parish’s industry clusters that was presented in the 1999 Jefferson EDGE economic development plan. This section provides detailed information from the Bureau of Labor Statistics (BLS) on both the number of people employed and the number of businesses within certain clusters. It also revisits both the six presently strong clusters and the “developing” clusters that were examined in the Jefferson EDGE report.

Unfortunately, a direct, longitudinal comparison of 1999 data and the most recently available data is not possible because of a recent change in methodology. Starting in 2001, the BLS began to utilize a new system of industry classifications, the North American Industry Classification System (NAICS). Previously, the basis for industry level data collection had been the Standard Industrial Classification (SIC) system. Because of changes in the international economy and because of mounting complaints about the obsolescence of the SIC system, the new NAICS system was adopted. There is considerable overlap between the old and new classification systems but the figures on employment and number of businesses from 1999 and 2003 (the most recent available data) cannot be accurately compared.

In addition to providing raw numbers on employment and number of businesses that fall within certain industry categories, this report also relates these

figures to national figures. The cluster strength quotient relates the economic prominence of a certain industry in Jefferson Parish to the economic prominence of that industry in the United States as a whole, according to the following formula:

$$\frac{\text{Industry employment in Jefferson} / \text{Overall employment in Jefferson}}{\text{Industry employment in U.S.} / \text{Overall employment in U.S.}}$$

Industry employment in U.S. / Overall employment in U.S.

This quotient generally falls between 0 and 2, where 1.00 demonstrates an industry's equal share of both the local and national economy. A cluster strength quotient of greater than 2.00 suggests a particularly strong presence in the local economy while a quotient of less than 0.50 suggests a weak presence.

This section also analyzes approximately how diversified a particular cluster is in the Jefferson Parish economy, according to the following formula:

$$\frac{\text{Industry employment in U.S.} / \text{Number of industry businesses in U.S.}}{\text{Industry employment in Jefferson} / \text{number of industry businesses in Jefferson}}$$

Industry employment in Jefferson / number of industry businesses in Jefferson.

This quotient provides an indication of how diffuse the employment base is within a certain cluster, i.e. whether the size of the cluster is the result of a single large employer or whether it is the result of multiple, smaller businesses. A figure of greater than 1.00 suggests that employment within a particular cluster is more diversified locally than in the nation as a whole, while a figure of less than 1.00 suggests that employment is more concentrated in the local economy within a few companies than for the nation as a whole.

## Regional Clusters – Observations

Jefferson Parish has witnessed few, if any, large scale economic changes since the original Jefferson EDGE report was completed in 1999. The numbers derived from the BLS data confirm the stability of the parish's economy.

Jefferson Parish has particularly large concentrations of employment in the Mining; Transportation Equipment Manufacturing; Wholesale Trade; Real Estate and Rental & Leasing; Petroleum & Coal Products Manufacturing; Construction; and Administrative & Waste Services sectors.

While differences in the classification of certain businesses between 1999 and 2003 may account for some fluctuations, Jefferson Parish continues to show strong concentrations in the Arts, Entertainment & Recreation; Accommodation & Food Services; Retail Trade; and Transportation & Warehousing sectors.

Clusters that are less developed in Jefferson Parish than in the nation as a

whole include Finance & Insurance; Professional & Technical Services; Health Care & Social Assistance; Information; and Computer & Electronics Manufacturing.

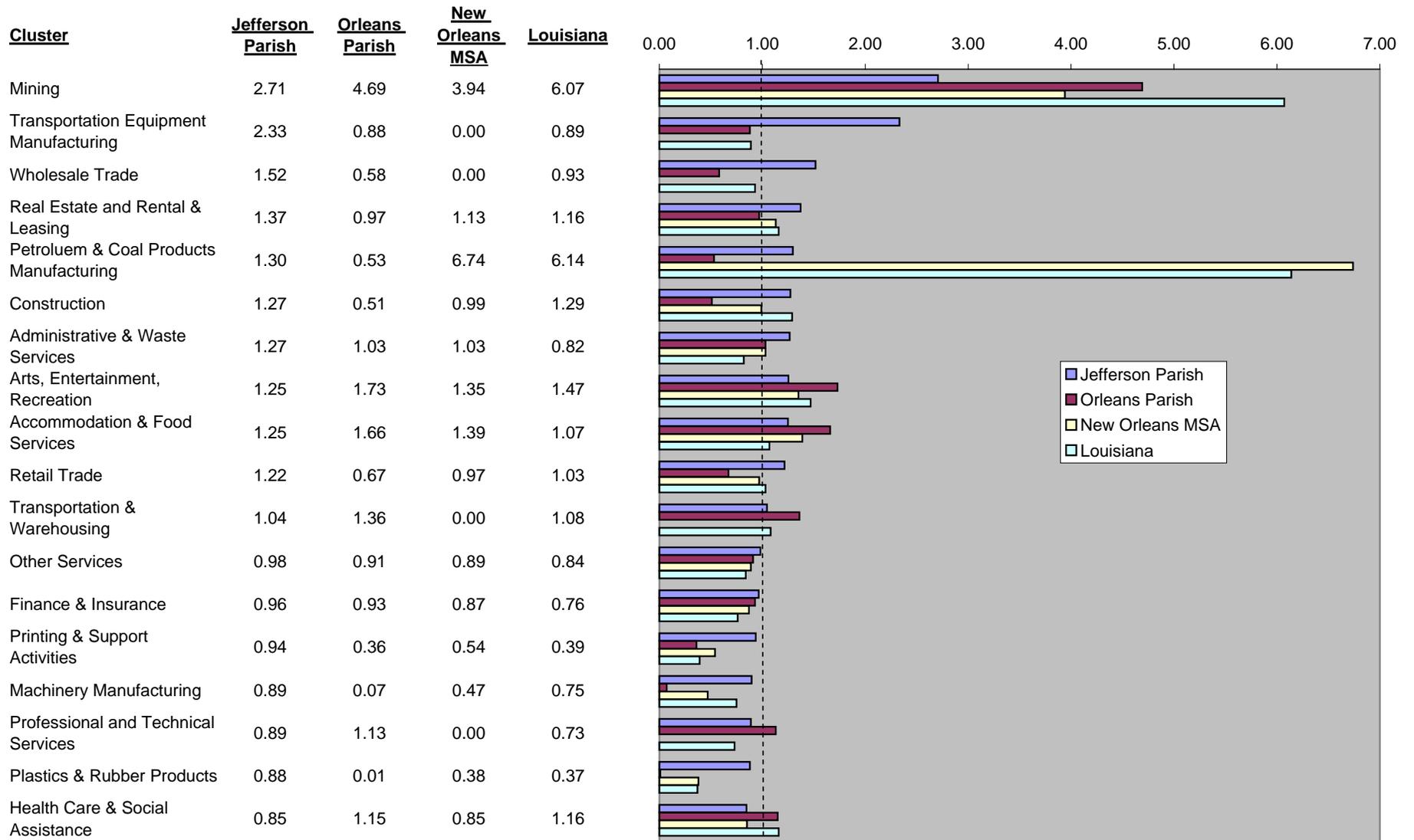
In keeping with the original EDGE report, the following clusters are examined in greater detail in the following sections:

- Transportation Equipment Manufacturing
- Mining
- Transportation & Warehousing
- Health Care & Social Assistance
- Retail Trade and Accommodation & Food Services
- Professional & Technical Services

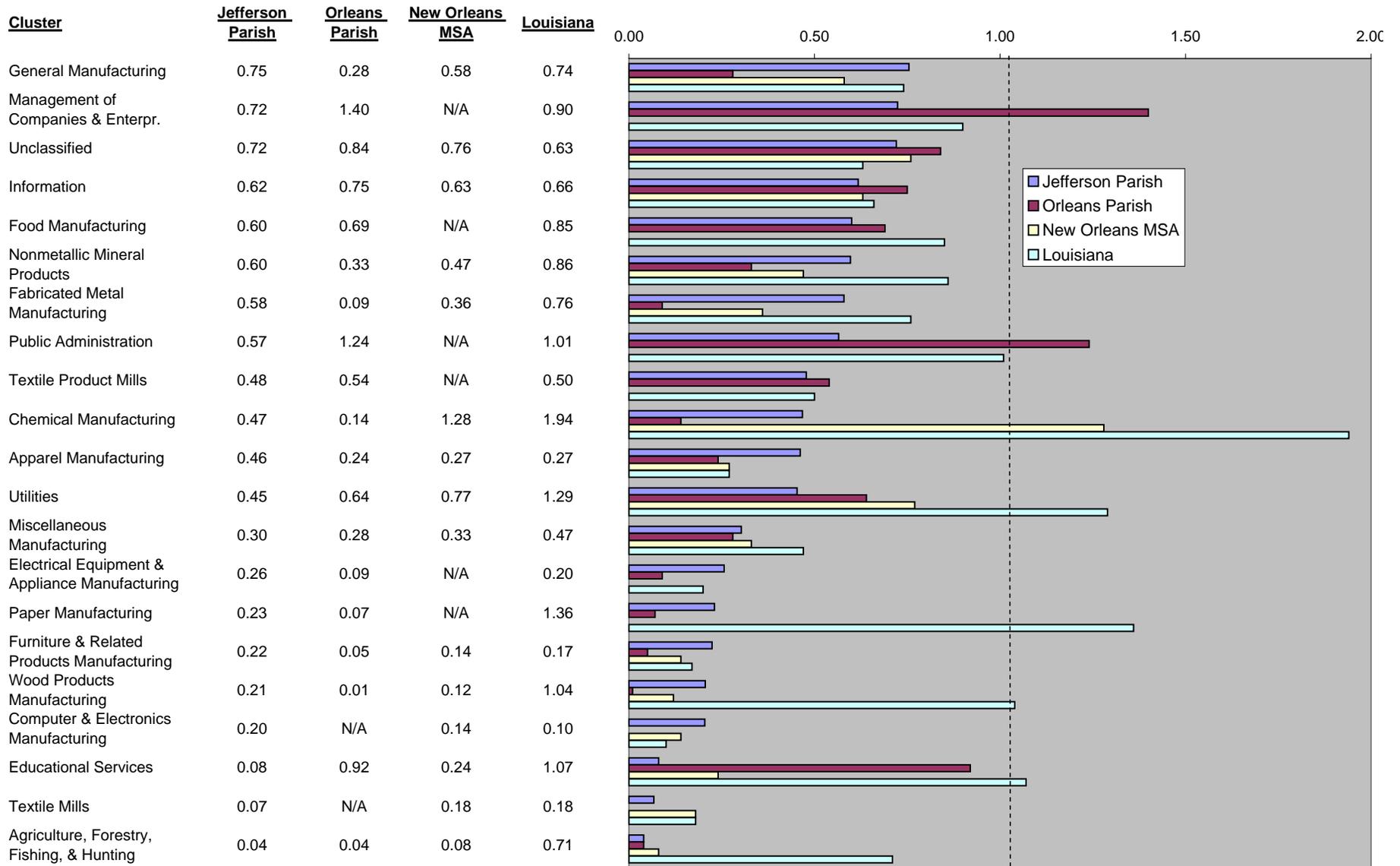
### **A Note on Hurricanes Katrina and Rita**

As with the Community Assessment, the Cluster Analysis is based on data and conditions that preceded Hurricanes Katrina and Rita. Unlike the City of New Orleans and other communities within the metropolitan region, Jefferson Parish's physical environment survived the storms relatively intact. Therefore, from the standpoint of physical infrastructure, the clusters that have been identified both as presently strong and as potential growth areas remain relevant in this post-disaster environment. What has changed in the near-term is the fact that certain economic clusters will show immediate, exponential growth in employment as a result of these disasters. Companies specializing in disaster remediation and cleanup, the construction industry, and specialized trades such as the electrical and plumbing fields will be significant sources of employment in the coming years. Capitalizing on these opportunities by linking Parish residents to employers and to appropriate job training programs will be the core challenge for JEDCO and Jefferson Parish overall. The action items within both the short-term recovery plan and the long-term plan address the immediate employment opportunities within these clusters as well as longer term prospects for employment growth in other clusters.

### Cluster Distribution -- Strong Clusters (2003)



**Cluster Distribution -- Weak Clusters (2003)**



Cluster Employment, 2003												
Cluster	Jefferson Parish			Orleans Parish			New Orleans MSA			Louisiana		
	Employees	No. Bus.	Cluster Ratio	Employees	No. Bus.	Cluster Ratio	Employees	No. Bus.	Cluster Ratio	Employees	No. Bus.	Cluster Ratio
Mining	2,250	84	2.71	4,601	92	4.69	9,144	286	3.94	44,102	1,601	6.07
Transportation Equipment Manufacturing	6,918	29	2.33	3,067	17	0.88	N/A	N/A	N/A	23,042	236	0.89
Wholesale Trade	14,083	1,326	1.52	6,382	753	0.58	N/A	N/A	N/A	75,698	7,781	0.93
Real Estate & Rental & Leasing	4,784	627	1.37	3,997	530	0.97	10,991	1,541	1.13	35,232	4,938	1.16
Petroleum & Coal Products Manufacturing	249	9	1.30	120	15	0.53	3,614	52	6.74	10,308	133	6.14
Construction	14,516	1,234	1.27	6,932	523	0.51	31,440	2,777	0.99	128,481	10,004	1.29
Administrative & Waste Services	16,077	881	1.27	15,490	687	1.03	36,607	2,065	1.03	91,001	5,545	0.82
Arts, Entertainment, Recreation	4,550	165	1.25	7,404	204	1.73	13,690	506	1.35	46,534	1,485	1.47
Accommodation & Food Services	21,559	1,041	1.25	33,773	1,226	1.66	67,175	2,960	1.39	161,895	7,723	1.07
Retail Trade	30,303	1,879	1.22	19,570	1,750	0.67	67,310	4,894	0.97	224,785	16,983	1.03
Transportation & Warehousing	8,826	469	1.04	13,539	345	1.36	N/A	N/A	N/A	79,669	4,426	1.08
Other Services	7,029	1,203	0.98	7,677	1,686	0.91	17,716	3,555	0.89	52,433	10,625	0.84
Finance & Insurance	9,311	1,002	0.96	10,618	729	0.93	23,330	2,309	0.87	63,949	7,674	0.76
Printing & Support Activities	1,053	78	0.94	473	50	0.36	1,712	154	0.54	3,851	385	0.39
Machinery Manufacturing	1,703	34	0.89	153	10	0.07	2,523	74	0.47	12,467	369	0.75
Professional & Technical Services	9,959	1,625	0.89	14,946	1,861	1.13	N/A	N/A	N/A	71,809	11,913	0.73
Plastics & Rubber Products	1,189	21	0.88	9	5	0.01	1,424	40	0.38	4,377	132	0.37
Health Care & Social Assistance	21,685	1,225	0.85	34,981	1,159	1.15	60,800	3,231	0.85	260,189	10,857	1.16
General Manufacturing	18,195	516	0.75	8,006	300	0.28	39,353	1,197	0.58	155,826	4,215	0.74
Management of Companies & Enterprises	1,996	68	0.72	4,552	57	1.40	N/A	N/A	N/A	21,583	507	0.90
Unclassified	249	130	0.72	344	219	0.84	729	409	0.76	1,912	1,040	0.63
Information	3,409	212	0.62	4,899	225	0.75	9,682	565	0.63	32,039	1,729	0.66
Food Manufacturing	1,509	47	0.60	2,044	49	0.69	N/A	N/A	N/A	18,781	442	0.85
Nonmetallic Mineral Products	492	22	0.60	325	16	0.33	1,086	51	0.47	6,163	221	0.86
Fabricated Metal Manufacturing	1,432	78	0.58	254	31	0.09	2,452	158	0.36	16,398	708	0.76
Public Administration	6,709	105	0.57	17,460	160	1.24	N/A	N/A	N/A	104,315	3,199	1.01
Textile Product Mills	145	20	0.48	192	12	0.54	N/A	N/A	N/A	1,323	97	0.50
Chemical Manufacturing	704	25	0.47	244	14	0.14	5,391	78	1.28	25,549	308	1.94
Apparel Manufacturing	237	11	0.46	143	13	0.24	386	26	0.27	1,208	69	0.27
Utilities	624	22	0.45	1,049	28	0.64	2,953	96	0.77	15,480	846	1.29
Miscellaneous Manufacturing	334	59	0.30	362	27	0.28	1,023	123	0.33	4,514	323	0.47
Electrical Equipment & Appliance Manufacturing	195	11	0.26	84	5	0.09	N/A	N/A	N/A	1,354	41	0.20
Paper Manufacturing	197	9	0.23	71	5	0.07	N/A	N/A	N/A	10,186	85	1.36
Furniture & Related Products Manufacturing	212	21	0.22	53	11	0.05	378	50	0.14	1,445	220	0.17
Wood Products Manufacturing	183	12	0.21	12	3	0.01	293	21	0.12	8,101	205	1.04
Computer & Electronics Manufacturing	460	21	0.20	N/A	N/A	N/A	850	47	0.14	1,971	120	0.10
Educational Services	1,508	102	0.08	20,331	148	0.92	12,781	304	0.24	175,993	960	1.07
Textile Mills	29	4	0.07	N/A	N/A	N/A	223	9	0.18	676	23	0.18
Agriculture, Forestry, Fishing, & Hunting	77	19	0.04	85	13	0.04	450	94	0.08	11,983	1,599	0.71
<b>Total Employment</b>	<b>212,251</b>	<b>13,971</b>		<b>250,777</b>	<b>12,726</b>		<b>592,901</b>	<b>36,196</b>		<b>1,855,554</b>	<b>115,683</b>	

The following table provides a concise summary of the particularly strong clusters in Jefferson Parish—those that have a cluster quotient of greater than 1.0.

	<b>Cluster Quotient</b>	<b>Total Employment</b>	<b>Diversification Quotient</b>	<b>Number of Establishments</b>
<b>Mining</b>	2.71	2,250	0.74	84
<b>Transportation Equipment Manufacturing</b>	2.33	6,918	0.48	29
<b>Wholesale Trade</b>	1.52	14,083	0.89	1,326
<b>Real Estate and Rental &amp; Leasing</b>	1.37	4,784	0.84	627
<b>Petroleum &amp; Coal Products Manufacturing</b>	1.30	249	1.72	9
<b>Construction</b>	1.27	14,516	0.72	1,234
<b>Administrative &amp; Waste Services</b>	1.27	16,077	1.01	881
<b>Arts, Entertainment, Recreation</b>	1.25	4,550	0.68	165
<b>Accommodation &amp; Food Services</b>	1.25	21,559	0.91	1,041
<b>Retail Trade</b>	1.22	30,303	0.90	1,879
<b>Transportation &amp; Warehousing</b>	1.04	8,826	1.18	469

The following table provides a concise summary of the clusters in Jefferson Parish that are weak relative to the Metropolitan Area—those that have a cluster quotient of greater than 1.0 in the MSA but a quotient of less than 1.0 in Jefferson Parish. The only cluster that fits this category is chemical manufacturing.

<b>Jefferson Parish's Weak Clusters Relative to MSA (2003 Data)</b>					
	<b>MSA</b>	<b>Jefferson Parish</b>			
	<b>Cluster Quotient</b>	<b>Cluster Quotient</b>	<b>Total Employment</b>	<b>Diversification Quotient</b>	<b>Number of Establishments</b>
<b>Chemical Manufacturing</b>	1.28	0.47	704	2.09	25

Index of Diversification, 2003				
Cluster	Diversification Index			
	Jefferson Parish	Orleans Parish	New Orleans MSA	Louisiana
Mining	0.74	0.40	0.62	0.72
Transportation Equipment Manufacturing	0.48	0.64	N/A	1.18
Wholesale Trade	0.89	1.12	N/A	0.98
Real Estate and Rental & Leasing	0.84	0.85	0.90	0.90
Petroleum & Coal Products Manufacturing	1.72	5.95	0.68	0.61
Construction	0.72	0.64	0.75	0.66
Administrative & Waste Services	1.01	0.82	1.04	1.13
Arts, Entertainment, Recreation	0.68	0.51	0.69	0.60
Accommodation & Food Services	0.91	0.68	0.83	0.90
Retail Trade	0.90	1.29	1.05	1.09
Transportation & Warehousing	1.18	0.56	N/A	1.23
Other Services	0.69	0.89	0.81	0.82
Finance & Insurance	1.44	0.92	1.32	1.60
Printing & Support Activities	1.26	1.80	1.53	1.70
Machinery Manufacturing	0.69	2.26	1.01	1.02
Professional and Technical Services	1.27	0.97	N/A	1.29
Plastics & Rubber Products	0.95	29.93	1.51	1.62
Health Care & Social Assistance	1.31	0.77	1.23	0.97
General Manufacturing	1.09	1.44	1.17	1.04
Management of Companies & Enterpr.	1.46	0.54	N/A	1.00
Unclassified	0.77	0.93	0.82	0.80
Information	1.37	1.01	1.29	1.19
Food Manufacturing	1.63	1.25	N/A	1.23
Nonmetallic Mineral Products	1.26	1.38	1.32	1.01
Fabricated Metal Manufacturing	1.31	2.94	1.55	1.04
Public Administration	0.85	0.50	N/A	1.67
Textile Product Mills	3.08	1.40	N/A	1.64
Chemical Manufacturing	2.09	3.37	0.85	0.71
Apparel Manufacturing	1.07	2.10	1.55	1.32
Utilities	1.19	0.90	1.10	1.85
Miscellaneous Manufacturing	3.60	1.52	2.45	1.46
Electrical Equipment & Appliance Manuf.	3.41	3.60	N/A	1.83
Paper Manufacturing	3.52	5.43	N/A	0.64
Furniture & Related Products Manuf.	2.31	4.83	3.08	3.54
Wood Products Manufacturing	1.94	7.39	2.12	0.75
Computer & Electronics Manuf.	3.01	N/A	3.64	4.01
Educational Services	5.75	0.62	2.02	0.46
Textile Mills	7.43	N/A	2.17	1.83
Agriculture, Forestry, Fishing, & Hunting	2.90	1.80	2.45	1.57

<b>Change in Jefferson Parish Employment, 1998 - 2002</b>					
<b>Description</b>	<b>NAICS Code</b>	<b>1998</b>	<b>2002</b>	<b>Change in employment</b>	<b>% Change</b>
Total Employees	N/A	211,331	209,974	-1,357	-0.64%
Agriculture, Forestry, Fishing, & Hunting	11	99	19	-80	-80.81%
Mining	21	1,662	1,577	-85	-5.11%
Utilities	22	772	799	27	3.50%
Construction	23	13,710	12,494	-1,216	-8.87%
General Manufacturing	31 - 33	17,089	15,628	-1,461	-8.55%
Food Manufacturing	311	928	1,167	239	25.75%
Beverage & Tobacco Manufacturing*	312	499	249	-250	-50.10%
Textile Mills	313	19	N/A	N/A	N/A
Textile Product Mills	314	58	99	41	70.69%
Apparel Manufacturing	315	509	234	-275	-54.03%
Leather & Allied Products Manuf.	316	99	99	0	0.00%
Wood Products Manufacturing	321	164	130	-34	-20.73%
Paper Manufacturing	322	448	233	-215	-47.99%
Printing & Support Activities	323	1,178	923	-255	-21.65%
Petroleum & Coal Products Manuf.	324	238	147	-91	-38.24%
Chemical Manufacturing	325	1,115	822	-293	-26.28%
Plastics & Rubber Products	326	926	1,001	75	8.10%
Nonmetallic Mineral Products	327	306	239	-67	-21.90%
Primary Metal Manufacturing	331	249	249	0	0.00%
Fabricated Metal Manufacturing	332	1,866	1,763	-103	-5.52%
Machinery Manufacturing	333	1,495	1,097	-398	-26.62%

\* The discrepancy in employment between 1998 and 2002 for beverage and tobacco manufacturing employment may not actually be as large as is shown here. Because employment data within this NAICS code did not meet the County Business Patterns' disclosure standards (due to relatively few employers in this industry), the employment data are expressed as a range. The employment range for the 1998 County Business Patterns report was 250 – 499 while the range for the 2002 report was 100 – 249. For the purposes of this spreadsheet, when an employment figure was expressed as a range, the upper limit of the range was arbitrarily chosen as the employment figure for a given year. Thus, the discrepancy in employment could actually be much smaller (e.g. 255 employees in 1998 vs. 247 employees in 2002). The data are simply insufficient to determine what the actual discrepancy is.

Change in Jefferson Parish Employment, 1998 - 2002					
Description	NAICS Code	1998	2002	Change in employment	% Change
Transportation Equipment Manuf.	336	5,998	6,607	609	10.15%
Furniture & Related Products Manuf.	337	206	138	-68	-33.01%
Miscellaneous Manufacturing	339	345	340	-5	-1.45%
Wholesale Trade	42	15,384	13,944	-1,440	-9.36%
Retail Trade	44 - 45	32,443	31,593	-850	-2.62%
Transportation & Warehousing	48 - 49	12,718	11,499	-1,219	-9.58%
Information	51	3,235	4,142	907	28.04%
Finance & Insurance	52	9,630	8,953	-677	-7.03%
Real Estate and Rental & Leasing	53	5,364	5,466	102	1.90%
Professional and Technical Services	54	11,031	10,093	-938	-8.50%
Management of Companies & Enterpr.	55	2,681	2,638	-43	-1.60%
Administrative & Waste Services	56	18,053	19,305	1,252	6.94%
Educational Services	61	3,381	3,903	522	15.44%
Health Care & Social Assistance	62	27,720	30,076	2,356	8.50%
Arts, Entertainment, Recreation	71	3,753	3,905	152	4.05%
Accommodation & Food Services	72	21,069	22,533	1,464	6.95%
Other Services	81	10,651	9,956	-695	-6.53%
Public Administration	92	N/A	1,364	N/A	N/A
Unclassified	99	249	99	-150	-60.24%
<b>Source: Census Bureau's County Business Patterns Report; data may differ from BLS reports</b>					

## Transportation Equipment Manufacturing

### Observations and Findings

The Transportation Equipment Manufacturing cluster includes all road, rail, air, and waterborne vehicle production. This cluster also includes the manufacture of all automotive parts, due to their prominence in the national economy. The manufactured products that fall under this category are largely the same as those classified under the previous SIC classification—“Transportation Equipment.”

Although this category includes all types of transportation equipment related manufacturing, the overwhelming majority (99%) of the jobs in Jefferson Parish that fall within this cluster are in the ship and boat building subcategory. Northrop Grumman’s Avondale ship-building facility is the single business that provides the bulk of the transportation equipment manufacturing jobs in Jefferson Parish. This fact is reflected in Jefferson Parish’s diversity quotient for this industry. While transportation equipment manufacturing tends to have higher employment concentrations than most other industries nationwide, it is extraordinarily clustered in Jefferson Parish. Whereas the national average of employees per business in this sector is 116, the Jefferson Parish figure was 239. This discrepancy yields an extremely low diversification quotient of 0.48. Thus, it is safe to say that as Avondale goes, so goes the ship-building cluster of the parish economy. Fortunately, Litton Industries’ (the former owner of Avondale shipyards) acquisition by Northrop Grumman Corporation in 2001 has not had an effect on employment at the facility.

In 2003, this cluster employed over 6,900 people and had a cluster strength quotient of 2.33. This cluster represents the second largest cluster in Jefferson Parish, relative to the national economy. In terms of the raw number of jobs that it provides, though, it is the 12th largest employment cluster in the parish.

Most recently, a multiyear military spending plan recently signed by Deputy Defense Secretary Paul Wolfowitz would reduce the number of Navy amphibious assault ships being built at Northrop Grumman Corp.’s shipyards in New Orleans and Mississippi to nine from 12. Funding for the LPD shipbuilding program would end in 2007 when the Navy plans to order the ninth and final vessel in the series of ships that will carry Marines and their equip-

Jefferson Parish Top Employers-Transportation Equipment

Company	Employment
Northrop Grumman Ship Systems	6,071
Bollinger Gretna	222
Houma Industries	100
Ocean Technical Services	60
Kody Marine	80
Midship Marine	43
Louisiana Lift and Equipment Co.	42



Northrop Grumman’s Avondale ship-building facility has been in continuous operation since 1938 and is Louisiana’s largest manufacturing employer with over 6,000 employees.

ment to conflicts around the world, according to the reports. Construction could last several years beyond that.

The looming LPD cuts would jeopardize plans by Northrop and the state to spend more than \$100 million over the next few years modernizing Avondale's cranes, equipment and work spaces. Modernizing Avondale is critical to keeping the factory operating as a major manufacturing center. Members of the state's congressional delegation have told Pentagon officials in recent months that a reduction in LPDs could threaten the long-term viability of Avondale and could deal a crippling blow to the region's economy.

**Strategic Implications**

The Transportation Equipment cluster in Jefferson Parish cannot be considered a diversified cluster due to the dominance of activity at Avondale. With the shipbuilding industry for the Navy declining, this cluster cannot be considered a likely growth industry in Jefferson Parish. Opportunities continue to exist in the services-side of the industry, particularly in information technology. The increased role of technology companies in the defense industry continues to provide opportunities for supporting development of the semiconductor, electronics and software industries in the Parish.

**Mining**

**Observations and Findings**

The mining sector comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. This classification includes quarrying, well operations, and other preparation activities performed on-site or as part of a mining activity. This sector also includes both mine operations and mine support activities such as mine exploration. The businesses that are included within the NAICS' mining category are more narrowly defined than those included in the previous "mineral industries" category under the old SIC system. In the NAICS system, construction activities related to mining and geological surveying are assigned to separate categories whereas they are included in the previous mineral industries category. This may explain why there are fewer jobs in this cluster than were reported in the 1999 Jefferson EDGE document.

Nevertheless, in 2003 this cluster employed 2,250 employees and had a cluster strength quotient of 2.71, making it the largest cluster in Jefferson Parish, relative to the national economy. The jobs in this industry are moderately more concentrated in the parish than

**Jefferson Parish Top Employers-Mining**

Company	Employment
Superior Energy Services	975
Nabors Offshore Services	843
Dyn McDermott Petroleum	566
Total Engineering Services	202
Hydril Co.	105
B & S Welding Inc.	100
Grand Isle Shipyard	100
Hunting Energy Services	75
ABB Vetco Gray	62
Bass Enterprises Production	60
Francis Torque Service	60
Newpark Resources	40
Ruelco	40

in the nation as a whole, as the diversification quotient is 0.74. Superior Energy Services, Nabors Offshore and Dyn McDermott are among the top Parish employers in this cluster.

Oil exploration and production companies have streamlined their U.S. operations in response to fluctuations in world market prices and demand from various regions. Other factors include consolidation, competitive pressures, environmental regulation and technological advances. The oil/gas cluster in the New Orleans region has experienced these trends but continues to be viable as a leading force for business investment and growth.

Despite the recent downscaling of offshore drilling, this cluster impacts approximately 17 percent of the region’s employment base and roughly 29 percent of its job-based earnings. In 2002, Louisiana’s oil production had risen to almost 27 percent of the U.S. total, ranking Louisiana first nationally.

**Strategic Implications**

Despite world market pressures, Louisiana and Jefferson Parish should continue to attract an increasing level of investment in exploration and production of oil and natural gas because of its access to the largest oil reserves in the lower 48 states. Opportunities for growth will continue to lie in the ancillary businesses that can support the adoption of new technologies in the industry. Software services continues to be an important segment of the extraction industry. Service providers also provide some of the highest wage jobs in the industry, and are less dependent on land resources and infrastructure.

The Harvey Canal continues to be an important location for many of the region’s oil field service companies and fabricators.



The Harvey Canal is an important location for many of the region’s oil field services.

**Transportation & Warehousing**

**Observations and Findings**

The transportation and warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and some support activities related to modes of transportation. This classification includes all modes of transportation as well: air, rail, water, road, and pipeline. This sector is also broken down into three major types of activities: transportation itself, warehousing, and support services. Not included in this category are wholesale estab-

**Jefferson Parish Top Employers-Transportation**

Company	Employment
Coca-Cola	375
UPS	661
Acme Truck Line	250
Louisiana Dock Company	200
Saia Motor Freight Line	195
Eckstein Marine Service	150
AAA Cooper Transportation	95
Delta Container Corp.	70
TCI Trucking	60

\*Estimated employees dedicated to distribution only. Coca-Cola employs 720 total.

lishments. Warehousing is distinguished from wholesale activities in that warehousing establishments do not sell the goods.

There are several differences between this NAICS category and the transportation and logistics related category under the old SIC system. Unlike the old classification system, the new transportation and warehousing category does not include ambulance services, garbage collection, travel agency services, and some transportation consulting services. The fact that the new category is more narrowly defined than the old category probably accounts for much of the discrepancy in jobs between the 1999 *Jefferson EDGE* report and the present.

While the new, revised category shows less employment than the more broadly defined, SIC category, transportation and warehousing remains a robust element of the Parish economy. The cluster strength is slightly stronger than the national average with a cluster strength quotient of 1.04; and the raw number of jobs in this sector stands at 8,800, thereby making it the 10th largest employment cluster in Jefferson Parish.

The jobs within this cluster are also less concentrated in a few businesses than in the nation as a whole. The cluster's diversification quotient of 1.18 shows it to be somewhat more diversified than the transportation and warehousing industry nationwide.

### **Strategic Implications**

The Elmwood area, once the major warehousing and distribution center for Jefferson Parish, is undergoing a transition to office uses. This transition offers the opportunity for the development of an "Elmwood West" distribution center on the West Bank. The development of office and light industrial parks can accommodate warehousing and distribution demands. These opportunities on the West Bank can be accommodated through the widening of the Huey P. Long Bridge. These economic development opportunities can offer numerous employment opportunities in Jefferson Parish to attract new residents and workers to Jefferson Parish.

## **Health Care & Social Assistance**

### **Observations and Findings**

The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. Not included in this category are establishments that have a primarily exercise related function and non-medical diet and weight reducing centers.

This NAICS defined cluster is different from its SIC system predecessor in several ways. First, the health and medical cluster that was presented in the 1999 *Jefferson EDGE* report included the manufacturing or assembly of medical supplies whereas the more recent definition does not. Second, as the name indicates, the Health Care & Social Assistance category includes social service delivery such as temporary housing and child care centers. The previous SIC classification is more medically oriented and does not include these social services.

**Jefferson Parish Top Employers-Health Care**

Given that the medical supply industry accounts for a very small percentage of Jefferson’s economy (the total number of 2003 jobs in this sub-sector was less than 200) and given that the new classification includes social services as well as medical services, one would expect that employment within this cluster would be greater than the employment figure under the previous category. This is not the case because employment figures for two of the largest employers in this cluster—East Jefferson and West Jefferson medical centers—were excluded from the most recent Bureau of Labor Statistics calculations. This is due to the fact that the data for publicly owned medical facilities (as both hospitals are) did not meet the BLS’ data disclosure standards. Consequently, employment in this cluster is underreported for 2003.

Company	Employment
Ochsner Clinic Foundation	6,225
Tenet Physician Group	5,100
East Jefferson Hospital	3,300
West Jefferson Medical Center	1,991
Lakeside Hospital	300
Chateau Living Center	300
Quest Diagnostics Clinical	230
Wynhoven Health Care Center	170

Even taking into account the limitations of the available data, the health care & social assistance cluster appears robust with an overall *reported* employment figure of over 21,500 jobs and a cluster strength quotient of 0.85. If the thousands of jobs at the two publicly owned hospitals were included in this analysis, the figures for the cluster would be even stronger; and the cluster strength quotient would most likely exceed the national figure. Even without these figures included, the health care and social assistance cluster is the second largest cluster in the parish in terms of raw employment numbers. Only the retail cluster had more jobs in 2003 than this cluster.

Jefferson Parish’s largest medical institution is Ochsner, which serves over 1 million patients from throughout the Gulf South and Latin America. Ochsner completed a major facility expansion in 2004.

**Medical Services** (located within Jefferson Parish)

West Jefferson Medical Center, the 462-bed hospital on the West Bank of Jefferson Parish, officially opened its renovated patient care areas and new four story Atrium on Friday, October 5, 2001. The major construction project as unveiled tops off more than 2 years of improvements including the construction of the new four story glass Atrium, new elevators serving all eight floors, a new Gift Shop, the Women's Imaging Center, a new Radiology Department and new Patient Registration Department and seating areas. The Master Facility Plan for West Jefferson Medical Center includes patient room remodeling and renovations on the main campus and the building of a Patient Care Pavilion. The Pavilion will include a new Emergency Department, a new women’s and a new children's hospital with neonatal and pediatric intensive care units, a 44-bed adult critical care unit, an outpatient center and new operating rooms, a staff development and education center, and enhanced parking.

Medical Facility	No. of Beds
East Jefferson General Hospital	488
West Jefferson Medical Center	462
Ochsner Clinic Foundation	476
Kenner Regional Medical Center	203
Meadowcrest Hospital	203
River Oaks Hospital	126
Lakeside Hospital	102

In the fall of 2004, East Jefferson General Hospital announced the acquisition

of Doctors Hospital of Jefferson. Officials from East Jefferson General and Tenet Healthcare Corporation finalized the sale on Tuesday, August 31, 2004. The purchase of Doctors Hospital, which is adjacent to the EJGH campus, includes the 124-bed acute care facility, two medical office buildings, and a 20,000 square foot parking lot.

**Strategic Implications**

Jefferson Parish is well known for its excellent health care services. With the existing infrastructure including hospitals and universities already in place, medical services and products are viable industries to target and expand. Within the U.S., the health industry has evolved as a result of managed health care systems such as HMO’s and PPO’s. Managed health care is now the dominant force in the health care industry. Extended life expectancies, combined with an aging population will continue to fuel the expansion of facilities and the employment of healthcare professionals.

**Retail Trade and Accommodation & Food Services**

**Observations and Findings**

For the purposes of this report and for the purposes of comparability to the 1999 *Jefferson Edge* document, these two distinct clusters are presented jointly. The 1999 report presented amusement, retail, and accommodation services as a single cluster. Under the new NAICS classification system, amusement related businesses fall under the “arts, entertainment, and recreation” cluster and are omitted in this analysis because of the breadth of the arts, entertainment, and recreation cluster.

Within the retail and accommodation sectors, there are several differences between the SIC classification system that was the basis for the 1999 report and the new NAICS system which is the basis for this document. The first difference is that retail in the abstract is such a broad category that there is not complete overlap between the two classification systems in the retail cluster. The second is that in the NAICS system, all food service related jobs are linked with accommodation services whereas in the SIC system, food services were grouped with retail. Thus, both the raw employment figures and the cluster strength quotients cannot be accurately compared to the 1999 data.

The NAICS system defines “retail trade” as

**Retail Sales Trends & Projections by Major Store Groups  
New Orleans Region**

Retail Store Group	1997	2003	2008	Average Yearly Percent Increase	
				1997-2003	2003-2008
Motor Vehicle Stores	\$2,980,452	\$3,888,920	\$5,298,410	5.08%	7.25%
Home Furnishings Stores	\$357,518	\$472,094	\$597,320	5.34%	5.31%
Electrical & Appliance Stores	\$311,182	\$416,634	\$550,414	5.65%	6.42%
Building Materials & Garden Stores	\$922,581	\$1,227,546	\$1,742,753	5.51%	8.39%
Food & Beverage Stores	\$2,095,523	\$2,423,263	\$2,210,456	2.61%	-1.76%
Health & Personal Care Stores	\$756,343	\$1,107,698	\$2,146,579	7.74%	18.76%
Gasoline Stations	\$1,049,881	\$1,189,233	\$1,060,212	2.21%	-2.17%
Clothing & Accessories Stores	\$695,747	\$833,114	\$929,971	3.29%	2.33%
Sporting Goods Stores	\$281,431	\$386,614	\$602,646	6.23%	11.18%
General Merchandise Stores	\$1,755,011	\$2,418,756	\$3,377,574	6.30%	7.93%
Miscellaneous Stores	\$418,090	\$577,322	\$923,872	6.35%	12.01%
Non-store Retail Purchases	\$490,669	\$644,964	\$780,528	5.24%	4.20%
<b>Total Retail Sales</b>	<b>\$12,114,428</b>	<b>\$15,586,158</b>	<b>\$20,220,735</b>	<b>4.78%</b>	<b>5.95%</b>
Food Services (restaurants, caterers, etc)	\$1,588,714	\$2,007,166	\$2,612,817	4.39%	6.03%

Source: Greater New Orleans, Inc.

consisting of those establishments that are engaged in selling merchandise without substantially modifying or altering that merchandise. This sector includes both those retailers whose operations are based in a physical location and those that are not (i.e. electronic and catalog retailers, street vendors, etc.). Retail operations are distinguished from wholesale vendors by the relatively small volume of individual sales and the high degree of walk-in customer traffic.

The Accommodation & Food Services cluster, meanwhile, consists of those establishments that provide customers with lodging or with meals and beverages for immediate consumption. Excluded from this category are those amusement or entertainment facilities that provide food or beverage services.

Both the retail trade and the accommodation & food services clusters are major components of the Jefferson Parish economy. The retail trade sector is the single largest employer in the parish, providing over 30,000 jobs according to the 2003 data. While retail services are usually not viewed as an export sector that brings external money into a community, the inordinate prominence of Jefferson Parish's retail economy suggests that at a minimum, the parish is a retail destination for those who live within the New Orleans metropolitan area but outside of Jefferson Parish. While the cluster strength quotient for the metropolitan region as a whole is slightly below the national average at 0.97, the ratio for Jefferson Parish is an impressive 1.22.

The accommodation & food services cluster provides over 21,500 jobs, making it the third largest sector of the Jefferson Parish economy in terms of raw employment numbers. The cluster strength quotient for this cluster stands at 1.25.

Both sectors are slightly less diversified in Jefferson Parish than they are in the country as a whole. The diversification index for the retail trade cluster is 0.90 while the diversification index for the accommodation & food services cluster is 0.91.

The New Orleans area has more than 28.5 million square feet of leaseable retail floor area, which includes 10 shopping malls totaling some 7 million square feet. Major department store chains such as Macy's, Dillard's, Sears, J.C.Penney, Mervyn's, Wal-Mart, and Target are well represented. Jefferson Parish, with an estimated \$8.1 billion in annual retail sales, is the region's largest area of retail development.

### **Strategic Implications**

Jefferson Parish's retail sector continues to service the Parish population and a significant portion of the region's purchasing power. Jefferson Parish should continue to lead the region in retail services. Accommodation and food services should also remain strong sectors of the Jefferson Parish economy as services are expanded for regional and tourist demands.

**Professional & Technical Services**

**Observations and Findings**

The professional, scientific, and technical services sector comprises those establishments that specialize in performing professional, scientific, and technical activities for others. The activities subsumed within this category tend to require a high degree of expertise and training. They include legal services, accounting, bookkeeping, design services, computer services, and consulting services. This category excludes those services that are an incidental component of day to day business such as financial planning, billing, and record-keeping.

This category, as defined by the NAICS system, is quite different from the “business and professional services” cluster that was discussed in the *Jefferson EDGE* report. First of all, in the latter report, some financial services were included in this cluster while the NAICS system segregates both finance and insurance related businesses into their own category. Secondly, the *Jefferson EDGE* report from 1999 included some real estate management and leasing services in the business and professional services category while real estate services as well are placed in their own category under the NAICS system. Finally, employment agencies, which accounted for a substantial percentage of the employment in this sector in the 1999 report, are not included in the NAICS’ more limited definition of “professional and technical” services. Thus, the employment figures in this cluster are some of the least comparable to the 1999 data.

The most recent data from the Bureau of Labor Statistics show this sector to be a strong—though not disproportionately strong—component of the Jefferson economy. Nearly 10,000 jobs fall within this cluster—substantially more than in the transportation equipment manufacturing cluster, for example. However, it is a less prominent component of Jefferson Parish’s economy than it is for the nation as a whole; for the cluster strength quotient is 0.89.

Employment within this cluster is not dominated by a few large employers but rather is scattered among multiple, small businesses. This characteristic is illustrated by a high diversification quotient of 1.27.

**Strategic Implications**

Jefferson Parish continues to be well-positioned to capture new professional and technical service firms. Jefferson Parish must make further attempts to retain the workforce required by professional and technical firms. These requirements include the fostering of a creative-class community within the Parish.

**Jefferson Parish Top Employers- Professional and Technical**

Company	Employment
URS Corporation	590
NCO Group	300
Favrot & Shane Companies	280
EDG Inc.	248
W H Linder and Assoc Inc	193
Albert Garaudy and Associates	185

## Developing Clusters

### Analysis of Previously Identified Developing Clusters

The following clusters were identified in 1999 *Jefferson EDGE* report by Angelou Economic Advisors Inc.:

- Telecommunications
- Computer Equipment
- Software & Internet

The telecommunications cluster includes manufacturers of network, switching, and transmission equipment, telephone and facsimile machines, fiber optic materials and cable, wireless communications equipment, and satellite communications systems. This cluster was identified as a developing cluster in the 1999 *Jefferson EDGE* report largely due to the enormous growth of the telecommunications industry in the U.S. at the time of the report. An analysis of the employment statistics from *County Business Patterns* indicated no change in the number of employees or businesses in this cluster within Jefferson Parish from 1998 to 2002 in the telecommunications manufacturing portion of this sector. However, Jefferson Parish has experienced significant growth in the broadcasting and telecommunications portion of this cluster. This portion of the telecommunications cluster includes radio and television broadcasting, cable and satellite networks and wireless communications. This cluster should continue to emerge as a strong developing cluster.

The computer equipment cluster includes computer hardware. This cluster was identified as a developing cluster due to the growth in worldwide demand for computer hardware at the time of the report. An analysis of the employment statistics from *County Business Patterns* indicated no change in the number of employees or businesses in this cluster within Jefferson Parish from 1998 to 2002.

The software/multimedia/data processing cluster is comprised of computer programming services, prepackaged software, data processing, and information retrieval services. An analysis of the employment statistics from *County Business Patterns* indicated a significant change in the number of employees or businesses in this cluster within Jefferson Parish. This cluster has experienced a 44% increase in the number of employees working in the cluster industries.

### Developing Clusters— 2005

Based on industry growth rates within Jefferson Parish, four developing clusters have been identified as significant areas of potential growth in Jefferson Parish. These clusters are identified as:

- Computer Systems Design
- Motion Picture and Video
- Food Manufacturing
- Telecommunications

The Computer Systems Design cluster includes custom computer programming services, computer systems design services and computer facilities management services. Jefferson Parish has experienced a 44% increase in employment in this cluster. This cluster is closely related to the Software and Internet cluster identified as an emerging cluster in the 1999 *Jefferson EDGE* report.

Jefferson Parish can continue to develop opportunities in this cluster by attracting software companies that supply logistics, oil-extraction, or manufacturing plants, and the expansion of local companies through sales in local markets. Jefferson Parish and the State of Louisiana have recognized the importance of this cluster in providing the Customized Software Tax Exemption. JEDCO is also moving forward with the development of a Technology and Business Park that may be the catalyst for even further development of this cluster.

The Motion Picture and Video cluster has been identified as a developing cluster in Jefferson Parish due the more recent level of motion picture production activity and capital investment in Jefferson Parish. The State of Louisiana has created the Louisiana Motion Picture Incentive Program to encourage film and video production in Louisiana; to advocate the hiring of Louisiana technical crew and talent; and to support and encourage the use of Louisiana equipment and services related to the film and video production. The Louisiana Institute of Film Technology leased 12,000 feet in Elmwood to use for offices, classrooms and storage space. The area known as “Distributor’s Row” has also been developed as home to UNO’s School of Entertainment Arts and Multimedia Technology (the Robert E. Nims Center) and is being marketed as a prime film industry locale. Most recently, Panavision announced that it will open a local rental facility in a 12,000 square foot office on Distributors Row in Elmwood. Louisiana and the New Orleans region has become a very attractive place to shoot movies because of the variety of locations, its unique culture, and its proximity to either coast. Jefferson Parish needs to continue to take the lead in developing this cluster.

### Jefferson Parish's Developing Clusters, 1998 - 2002

Description	NAICS Code	1998	2002	Change in Employment	% Change
<b>Broadcasting and Telecommunications</b>	513	2,120	3,382	1,262	59.53%
<b>Communications Equipment Manufacturing</b>	3342	249	249	0	0.00%
<b>Computer and Peripheral Equipment Manufacturing</b>	3341	19	19	0	0.00%
<b>Computer Systems Design and Related Services</b>	5415	669	966	297	44.39%
<b>Food Manufacturing</b>	311	928	1,167	239	25.75%
<b>Motion Picture &amp; Video Industry*</b>	5121	499	249	-250	-50.10%

\* The discrepancy in employment between 1998 and 2002 for motion picture and video industry employment may be due to the fact that employment figures for this industry are expressed as a range, for disclosure reasons. The employment range for the 1998 County Business Patterns report was 250 – 499 while the range for the 2002 report was 100 – 249. For all data expressed as a range, the upper limit of the range was arbitrarily chosen as the employment figure for a given year. Thus, the discrepancy in employment could actually be considerably smaller.

The New Orleans Region has a bounty of basic food processing sub-sectors that include: animal and marine oils; bottled water and beverages; coffee roasting; condiments; confectioneries; meat processing and packing; prepared foods; poultry processing; sauces and spices; snack foods; sugarcane refining; and fresh, frozen and prepared seafood. Food manufacturing continues to be a strong cluster worthy of further development. Employment is extremely strong in this cluster and the Parish should continue to attract and retain businesses within this cluster.

The telecommunications cluster includes service providers of television and radio stations, cable services, satellite services and wireless communications. This portion of the telecommunications cluster has grown by nearly 60% from 1998 to 2002 in Jefferson Parish. Today's communications systems continue to deliver voice, video and data by means of a variety of wired and wireless methods. Excellent growth in this sector is expected to continue as a result of technological advances. Jefferson Parish should continue to capitalize on the growth of this cluster.

## **SECTION 7**

# **SWOT ANALYSIS CRITICAL ISSUES**



## Strengths, Weaknesses, Opportunities and Threats

As part of the original Jefferson Edge planning process in 1999, JEDCO and the consulting team conducted a complete assessment of Jefferson Parish's economic strengths and weakness and its threats and opportunities (SWOT). This analysis consisted of engaging the CEDS Committee to identify economic strengths, weaknesses, opportunities and threats, as well as the utilization of information gathered using a community survey.

For the Jefferson EDGE 2010, the planning team analyzed the issues identified in the original EDGE process. These issues were revisited by the CEDS Committee at the February 22, 2005 meeting. CEDS Committee members were then given an opportunity to identify additional economic strengths, weaknesses, opportunities and threats.

The following items were identified as strengths, weaknesses, opportunities and threats by the CEDS Committee on February 22, 2005.

### Strengths

As identified in the original EDGE report, locational advantage continues to be central to the discussion of the parish's strengths. The strengths related to the location of Jefferson Parish, as identified by the CEDS Committee on February 22, include:

- Jefferson Parish's location along the Mississippi River provides direct access to the river and related port activity in the region.
- The parish's location along Lake Pontchartrain offers recreational and economic activity.
- Jefferson Parish is centrally located within the New Orleans and Gulf Coast region, thus offering access to economic resources throughout the region.
- The natural resources located within Jefferson Parish continue to be of great benefit to Jefferson Parish. Shipbuilding, oil and gas drilling and exploration and related services, and the fishing industry continue to exert a significant influence on employment and wages.
- The parish's proximity to New Orleans and the extensive cultural and tourist resources is an obvious locational advantage for Jefferson Parish.

In addition to the strengths related to the location of Jefferson Parish, a number of strengths related to quality of life issues were identified by the CEDS Committee. The strengths related to quality of life issues include:

- Jefferson Parish contains an extensive network of hospitals and medical facilities that provide quality healthcare to residents of the parish and the region.
- The parish has an extensive transportation network, including an international airport, an extensive highway and interstate system, and an extensive rail network.
- Jefferson Parish has a large number of quality private schools and access to excellent higher education facilities.

- Jefferson Parish offers a strong sense of community with extended families that remain in the area.
- Jefferson Parish is committed to improving the overall quality of the parish through the implementation efforts of the Envision Jefferson 2020 Comprehensive Plan.
- The parish remains a magnet for retail shopping in the region.

The following table provides a listing of the strengths identified by the CEDS Committee.

## Jefferson Parish Strengths

Strengths identified by the Comprehensive Economic Development Strategy (CEDS) Committee

- Ports- Largest ports in America
- Access to Mississippi River
- Louisiana Legislature has provided for the development of International Banks
- Miles of frontage along Lake Pontchartrain
- Medical research and development
- Strong sense of community
- Diversity of the population
- Private schools
- Large concentration of federal agencies
- Good climate
- Access to high quality higher education
- Railroads
- Gateway to Latin America
- Geographic centrality
- Commercial hunting and fishing
- Infrastructure
- Natural Resources
- Low cost of living
- Accessible and involved business community
- Culture and History
- Extended families and sense of community
- Continued Parish support of Envision Jefferson 2020 Comprehensive Plan

### Weaknesses

A number of weaknesses were identified by the CEDS Committee at the February CEDS meeting. These weaknesses relate to workforce issues, image issues, and land development issues.

Those weaknesses related to workforce, education, and employment in Jefferson Parish were identified as follows:

- The lack of high quality public education continues to be a weakness of Jefferson Parish .
- A lack of commitment to public education was identified as a major weakness in Jefferson Parish. This may be due to the large number of students enrolled in private schools in Jefferson Parish. The lack of technical and vocational educational programs in public schools was identified as a major weakness facing the workforce in Jefferson Parish.
- Limited employment advancement opportunities was identified as a weakness related to the availability of quality job opportunities in Jefferson Parish.
- The lack of value-added manufacturing in Jefferson Parish and the region was identified as a weakness in the employment area. Value-added manufacturing can also be viewed as an opportunity for employment growth.

Weaknesses related to image issues were identified as follows:

- The perceived image of political corruption in Louisiana continues to exist throughout Louisiana and serves as an impediment to attracting new businesses to the state.
- A bias against the West Bank continues to exist within the parish and the region, primarily due the perception of limited access to the area. The widening of the Huey P. Long bridge, combined with developments such as the TPC of Louisiana golf course in Avondale and the development of the Churchill Business and Technology Park will help change the image perceptions of the West Bank of Jefferson Parish.
- The region, in general, suffers from a negative public image due to lack of positive media, crime, and poverty that affect the parish and the region.

Weaknesses related to land development issues were identified as follows:

- Reluctance to embrace innovative and diverse housing and development opportunities continues to be a weakness within Jefferson Parish. Many decisions related to development and redevelopment in the parish are based upon parochial issues rather than the overall benefit to the entire parish.
- Traffic and road congestion continue to strain the transportation system within Jefferson Parish. As areas of the West Bank open up to development, an improved infrastructure and capacity for development will be critical for successful development of the area.

The following table provides a listing of the weaknesses identified by the CEDS Committee.

## Jefferson Parish Weaknesses

Weaknesses identified by the Comprehensive Economic Development Strategy (CEDS) Committee

- Regressive tax system
- Uneducated workforce
- Proximity to New Orleans
- Not In My Backyard attitude
- Image of political corruption
- Natural threats
- Railroads flow/congestion
- Lack of rapid transit
- Local traffic
- Educational opportunities
- Lack of commitment to better public education
- Lack of positive media
- Fat City
- Poor West Bank Image
- Negative broader public image
- Available housing
- Business self-interest
- Limited value-added manufacturing
- Limited employment advancement opportunities
- Lack of a good list of strengths
- Reluctance to adopt innovations (housing, education, etc.)
- Airport
- Comparative demographics
- Access to bank capital (Loan limits)
- Connectivity to West Bank
- Lack of Vision
- Dominant political forces

**Opportunities**

Opportunities are factors external to Jefferson Parish that may be capitalized upon to enhance economic development in Jefferson Parish. The opportunities identified by the CEDS Committee involve specific industries and regional issues. These opportunities were identified as follows:

- The film, video, and video games industry provides a great opportunity for employment and economic development opportunities within Jefferson Parish. With incentives in place from the state and the parish, this industry offers Jefferson parish a great opportunity for expansion and growth of “Hollywood South.”
- The oil and gas industry continues to provide a large number of jobs in Jefferson parish. As this industry grows and expands, Jefferson Parish has the opportunity to take advantage of the revival of this industry.
- The sports and sports-related industries in Jefferson Parish offer economic opportunities in an expanding area in Jefferson Parish.
- Regional opportunities related the development of light rail and cooperative efforts with the state and regional entities offer opportunities for enhancement of economic development projects within the parish and the region.

The following table provides a listing of the opportunities identified by the CEDS Committee:

<b>Jefferson Parish Opportunities</b>
<p>Opportunities identified by the Comprehensive Economic Development Strategy (CEDS) Committee</p> <ul style="list-style-type: none"> <li>• Retention of military retirees</li> <li>• Sports</li> <li>• Sports-related businesses</li> <li>• Emergence of Medical Center industry (Biomedical R&amp;D and Patient Care)</li> <li>• Regional Cooperation</li> <li>• Light Rail/ Transit</li> <li>• Film, Video, Video Game Industries</li> <li>• Oil and Gas Industry Revival</li> <li>• Partnership with State Economic Development Leadership</li> <li>• Distribution Centers</li> <li>• Alternative and affordable housing</li> <li>• Completion of I-49</li> </ul>

## Threats

Threats are factors external to Jefferson Parish that may pose a threat to economic development in Jefferson Parish. The threats identified by the CEDS Committee involve specific funding and regional issues. These threats were identified as follows:

- Federal funding of major infrastructure projects, including hurricane protection and infrastructure projects, is vulnerable to funding cuts by the federal government. With junior representation in Washington, Jefferson Parish is vulnerable to these funding cuts.
- Regional issues, including lack of growth, tax structure and negative perception, are threats to economic development efforts in Jefferson Parish.
- Job cuts by major employers are continuous threats to employment opportunities and economic development in Jefferson parish.

The following table provides a listing of the threats identified by the CEDS Committee:

### **Jefferson Parish Threats**

Threats identified by the Comprehensive Economic Development Strategy (CEDS) Committee

- Shrinking funding for infrastructure
- BRAC (Military Base closings)
- Junior representation in Washington
- Northrop Grumman layoffs
- Rising cost of development
- Negative perception (local and national)
- Crime statistics across the region
- Tax structure on businesses
- Coastal erosion
- Regional socioeconomic conditions
- Lack of growth

## Critical Issues

As a result of the SWOT analysis, four critical issues were identified to address major issues related to economic development in Jefferson Parish. They were: Image and Branding, Regional Cooperation, Land Development / Redevelopment, and Quality Jobs/Workforce. The following matrix outlines the critical issues and the related strengths, weaknesses, opportunities, and threats.

### Image and Branding

Building a brand image defines who you are, the perception that you wish to convey and the design construct that will convey this message. Developing a brand is the most efficient way to differentiate Jefferson Parish from other communities and convey the message that Jefferson Parish is a premier place for people to live, work, and play in Louisiana. Currently, Jefferson Parish has no brand identity. Each agency currently serving the community uses a different sales tool with little consistency used in the message conveyed in selling Jefferson Parish. A brand identity makes it easier to sell Jefferson Parish because all agencies will be consistently selling the same billion-dollar product.

### Regional Cooperation

The major issues related to regional cooperation identified during the SWOT Analysis exercise included issues related to port activity, waterways, surface transportation, tax policy, the airport, military base closings, coastal erosion, and workforce. Cooperative efforts will require commitments from numerous partners to enhance economic development opportunities in Jefferson Parish and the region. These partners include Greater New Orleans, Inc., the Jefferson Chamber, the Regional Planning Commission, and the State of Louisiana.

### Land development and Redevelopment

The major issues related to land development and redevelopment identified during the SWOT Analysis exercise included Huey P. Long Bridge improvements, distribution uses, limited capital resources for development on the West Bank, environmental permitting, Harvey Canal and Elmwood area planning, hurricane and flooding protection, zoning regulations, airport property, and Metairie CBD Plan implementation. Many of the issues related to land development and redevelopment relate to impediments to development and redevelopment that need to be addressed in order to create economic development opportunities for Jefferson Parish.

### Quality Jobs and Workforce

The retention and recruitment of quality employment opportunities is the critical mission of JEDCO. Workforce issues are an important component of attracting new businesses and retaining existing businesses. The availability of a ready and capable workforce enhances the economic development opportunities for the parish. The issues related to quality jobs and workforce that were identified in the SWOT Analysis exercise included public education, workforce training, business retention and expansion, cooperative endeavors, availability of capital, and limited employment opportunities.

# The Jefferson Edge 2010

## SWOT Analysis Critical Issues

Four task forces were created to develop action plans to address these four critical issues. Each task force met numerous times during March and April of 2005 to develop goals, objectives, and strategies that comprise the action plan portion of *The Jefferson EDGE 2010*. The development of each action plan involved synthesizing the strengths, weaknesses, opportunities and threats that were identified by the CEDS committee, review of any existing action plans, and the development of new goals, objectives and strategies.

The following matrices outline the critical issues and the related strengths, weaknesses, opportunities, and threats.

Critical Issues and Strengths				
	Image and Branding	Regional Cooperation	Land Development/ Redevelopment	Quality Jobs/ Workforce
Ports		X		
Mississippi River Access		X		
International Banks				X
Lake Pontchartrain Frontage			X	
Medical Research and Development	X			X
Strong Sense of Community	X			
Diversity of the Population	X			
Private Schools				X
Concentration of Federal Agencies				X
Good Climate	X			
High quality higher education	X			X
Railroads		X	X	X
Gateway to Latin America		X		X
Geographic Centrality	X			
Commercial Hunting and Fishing	X			X
Infrastructure		X	X	
Natural Resources	X		X	
Low Cost of Living	X			X
Accessible and involved business community				X
Culture and history	X			
Extended families and sense of community	X			
Continued Parish support of Envision Jefferson 2020 Comprehensive Plan			X	

<b>Critical Issues and Weaknesses</b>				
	<b>Image and Branding</b>	<b>Regional Cooperation</b>	<b>Land Development/ Redevelopment</b>	<b>Quality Jobs/ Workforce</b>
Regressive tax system		<b>X</b>		<b>X</b>
Uneducated Workforce	<b>X</b>	<b>X</b>		<b>X</b>
Lack of International Banks				<b>X</b>
Not In My Backyard Attitudes			<b>X</b>	
Image of political corruption	<b>X</b>			
Natural threats	<b>X</b>			
Railroads flow/congestion		<b>X</b>		<b>X</b>
Lack of rapid transit	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Local traffic			<b>X</b>	
Educational opportunities	<b>X</b>			<b>X</b>
Lack of commitment to better public education	<b>X</b>			<b>X</b>
Lack of positive media	<b>X</b>			
Fat City			<b>X</b>	
Poor West Bank Image	<b>X</b>			
Negative broader public image	<b>X</b>			
Available housing			<b>X</b>	
Business self-interest				<b>X</b>
Limited value-added manufacturing				<b>X</b>
Limited employment advancement opportunities				<b>X</b>
Lack of a good list of strengths	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
Reluctance to adopt innovations	<b>X</b>		<b>X</b>	<b>X</b>
Airport		<b>X</b>	<b>X</b>	
Comparative demographics	<b>X</b>		<b>X</b>	<b>X</b>
Access to bank capital			<b>X</b>	<b>X</b>
Connectivity to West Bank		<b>X</b>	<b>X</b>	<b>X</b>
Lack of Vision	<b>X</b>			
Dominant political forces	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>

Critical Issues and Opportunities				
	Image and Branding	Regional Cooperation	Land Development/ Redevelopment	Quality Jobs/ Workforce
Retention of military retirees	X			X
Sports				X
Sports-related businesses				X
Emergence of medical industry (Biomedical R&D and Patient care)	X		X	X
Regional Cooperation		X		
Light Rail/Transit		X	X	
Film, Video, Video Game industries				X
Oil and gas industry revival				X
Partnership with State economic development leadership			X	
Distribution centers			X	X
Alternative and affordable housing			X	
Completion of I-49		X	X	X

Critical Issues and Threats				
	Image and Branding	Regional Cooperation	Land Development/ Redevelopment	Quality Jobs/ Workforce
Shrinking funding for infrastructure projects		X	X	
BRAC (Military Base Closings)		X		X
Junior representation in Washington		X		
Northrop Grumman layoffs				X
Rising cost of development			X	
Negative perception (local and national)	X	X		
Regional crime statistics	X	X		
Tax structure on businesses				X
Coastal erosion		X	X	
Regional socioeconomic conditions	X	X		X
Lack of growth			X	X

Four task forces were created to develop action plans to address these four critical issues. Each task force met numerous times during March and April of 2005 to develop goals, objectives, and strategies that comprise the action plan portion of *The Jefferson EDGE 2010*. The development of each action plan involved synthesizing the strengths, weaknesses, opportunities and threats that were identified by the CEDS committee, review of any existing action plans, and the development of new goals, objectives and strategies.

## A Note on Hurricanes Katrina and Rita

As with the other components of the long range plan, the SWOT analysis was crafted prior to the destruction caused by Hurricanes Katrina and Rita. In the context of the long-term economic development issues facing Jefferson Parish, the strengths, weaknesses, opportunities, and threats that the CEDS Committee identified remain valid and relevant. Clearly, though, the short-term economic circumstances of the Parish and New Orleans region have changed dramatically in the aftermath of the storms. The most critical economic issue for the Parish in the post-disaster near term is to identify those imminent threats to the Parish economy. Fostering sustainable, prosperous economic growth is the principal long-term goal of this plan, but that goal should be superseded by the more immediate goal to preserve the businesses, the jobs, and the population that preceded the hurricanes. To that end, the group of community and business stakeholders that was assembled on October 19th, 2005 enumerated the following immediate threats to the Parish economy:

- Losing displaced businesses that may be growing increasingly settled in other communities
- An inability to provide immediate, high-quality replacement housing for residents whose homes are not habitable
- Concerns about the adequacy of flood and hurricane protection infrastructure
- Lack of access to capital and interrupted cash flows for affected businesses.

The action items outlined within both the long range plan and the short-term recovery plan address these immediate concerns as well as the strengths, weaknesses, opportunities, and threats that were identified by the CEDS committee prior to Katrina and Rita.



**SECTION 8**

**VISION STATEMENT**



### The Jefferson EDGE 2010 Vision Statement

A vision statement was developed during the original Jefferson EDGE planning process in 1999. The CEDS committee of The Jefferson EDGE 2010 revisited the vision statement of *The Jefferson EDGE* in February, 2005 and determined that this vision statement remains relevant. Following Hurricanes Katrina and Rita, the vision statement was reviewed a second time. It was determined that even in the face of these natural disasters, the long range economic vision for the Parish should remain constant and should continue to read as follows:

*To promote sustainable growth, attract high wage industries, encourage technology development, and offer a superior quality of life.*



**SECTION 9**

**ACTION PLAN**



### Action Plan

On Tuesday, February 22nd, the first meeting of the Comprehensive Economic Development Strategy (CEDS) Committee for Jefferson Parish was held to solicit input into the 5-year update to *The Jefferson EDGE*, the parish's long range strategic economic development plan. The attendees provided their input on the Strengths, Weaknesses, Opportunities and Threats (SWOT) facing economic development in Jefferson Parish. As a result of the SWOT analysis, four critical issues were identified.

The four critical issue areas are: Image and Branding, Regional Cooperation, Land Development and Redevelopment, and Quality Jobs and Workforce.

Four task forces were created to develop action plans to address these four critical issues. Each task force met numerous times during March and April to develop goals, objectives, and strategies that will comprise the action plan portion of *The Jefferson EDGE 2010*. The development of each action plan involved synthesizing the strengths, weaknesses, opportunities and threats that were identified by the CEDS committee, review of any existing action plans, and the development of new goals, objectives and strategies. Following Hurricanes Katrina and Rita, each of the action items was revisited and some were modified to reflect the new economic conditions and economic priorities resulting from these disasters. A description of each critical area is provided below.

### Image and Branding

The intent of the goals, objectives and strategies is to create a brand image for Jefferson Parish and to build brand equity. Building a brand image defines who you are, the perception that you wish to convey and the design construct that will convey this message. Developing a brand is the most efficient way to differentiate Jefferson Parish from other communities and convey the message that Jefferson Parish is a premier place for people to live, work, and play in Louisiana. Currently, Jefferson Parish has no brand identity. Each agency currently serving the community uses a different sales tool with little consistency used in the message conveyed in selling Jefferson Parish. A brand identity makes it easier to sell Jefferson Parish because all agencies will be consistently selling the same billion-dollar product.

To create brand equity, buy-in from Jefferson Parish partners will be necessary. Jefferson Parish partners may include Jefferson Parish Government, the Jefferson Parish Convention and Visitors Bureau, the Jefferson Chamber, the Jefferson Parish School System, JEDCO, East Jefferson and West Jefferson Hospitals, and a host of other parish agencies and organizations that help sell Jefferson Parish. Buy-in from these partners will help establish brand equity for Jefferson Parish through permeation and saturation of various markets that are utilized to sell the parish. Brand equity is established through a long-term marketing and image-making process (5-10 years) that is multi-faceted and multi-organizational. Over time, this approach will establish Jefferson Parish as a unique community among our competitors and develop for the parish a sense of place.

### EDGE 2010 Action Plan

Four task forces were created to develop action plans to address the following four critical issues:

- Image and Branding
- Regional Cooperation
- Land Development and Redevelopment
- Quality Jobs and Workforce

### Image and Branding

The intent of the goals, objectives and strategies in the Image and Branding Action Plan is to create a brand image for Jefferson Parish and to build brand equity. Brand equity is established through a long-term marketing and image-making process (5-10 years) that is multi-faceted and multi-organizational. Over time, this approach will establish Jefferson Parish as a unique community among our competitors and develop for the parish a sense of place.

### Regional Cooperation

The intent of this action plan is to address major regional issues facing economic development in Jefferson Parish. In addition to participating in and supporting regional efforts, Jefferson Parish is ready to drive efforts with regional implications to create economic development opportunities in the parish. The Regional Cooperation action plan addresses a number a regional issues including the airport, rail carriers, and transportation projects.

Additional regional issues addressed deal with the tax structure and legislation that encourages economic development throughout the parish, the region, and the state. This action plan recognizes the significance of partnerships with Greater New Orleans, Inc., the Jefferson Chamber, the Regional Planning Commission, and the State of Louisiana.

### Land Development and Redevelopment

The intent of the goals, objectives, and strategies related to land development and redevelopment is to remove barriers to development and redevelopment in Jefferson Parish. Many of the strengths, weaknesses, opportunities and threats related to land development and redevelopment are related to impediments to development and redevelopment. This action plan addresses issues related to permitting, hurricane protection, infrastructure, and land use planning.

This action plan identifies the importance of obtaining a master 404 permit for the West Bank, the importance of the Envision Jefferson 2020 Comprehensive Plan initiatives, and the importance of improvements to hurricane protection and infrastructure in the parish.

### Quality Jobs and Workforce

The intent of this action plan related quality jobs and workforce is to establish JEDCO and its partners as a driving force in Jefferson Parish's commitment to an improved workforce for its employers and to attract and retain quality jobs for the parish. Issues addressed in this action plan include the utilization of educational programs and employee training and the creation and retention of quality jobs that offer competitive salaries and opportunities for career advancement

This action plan requires that the Jefferson Parish School System, the Workforce Investment Board, the Jefferson Chamber, and a host of other strategic allies to partner in addressing workforce issues in Jefferson Parish and to provide opportunities for quality business retention and expansion.

### Quality Jobs and Workforce

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### Regional Cooperation

The intent of this action plan is to address major regional issues facing economic development in Jefferson Parish. The Regional Cooperation action plan addresses a number a regional issues including the airport, rail carriers, and transportation projects.

### Land Development and Redevelopment

The intent of the goals, objectives, and strategies related to land development and redevelopment is to remove barriers to development and redevelopment in Jefferson Parish. This action plan identifies the importance of obtaining a master 404 permit for the West Bank, the importance of the Envision Jefferson 2020 Comprehensive Plan initiatives, and the importance of improvements to hurricane protection and infrastructure in the parish.

**Image and Branding Action Plan**

Building a brand image defines who you are, the perception that you wish to convey and the design construct that will convey this message. Developing a brand is the most efficient way to differentiate Jefferson Parish from other communities and convey the message that Jefferson Parish is a premier place for people to live, work, and play in Louisiana. Currently, Jefferson Parish has no brand identity. Each agency currently serving the community uses a different sales tool with little consistency used in the message conveyed in selling Jefferson Parish. A brand identity makes it easier to sell Jefferson Parish because all agencies will be consistently selling the same billion-dollar product.

The creation of brand equity for Jefferson Parish is accomplished through the buy-in of Jefferson Parish partners. Jefferson Parish partners may include JEDCO, Jefferson Parish Government, the Jefferson Parish Convention and Visitors Bureau, the Jefferson Chamber, the Jefferson Parish School System, East Jefferson and West Jefferson Hospitals, and a host of other parish agencies and organizations that help sell Jefferson Parish. Buy-in from these partners will help establish brand equity for Jefferson Parish through permeation and saturation of various markets that are utilized to sell Jefferson Parish. Brand equity is established through a long-term process(5-10 years) that is multi-faceted and multi-organizational. Over time, this approach will establish Jefferson Parish as a unique, identifiable community.

The utilization of brand equity for Jefferson Parish in all marketing efforts is crucial to the efforts to retain and recruit businesses and residents in Jefferson Parish. These efforts include marketing the Jefferson Parish Brand and monitoring the efforts to create brand equity to ensure the effectiveness of marketing campaigns that utilize the Jefferson Parish brand.

**Image and Branding Goals, Objectives and Strategies**

**Goal 1. Create a comprehensive brand image for Jefferson Parish that will be used locally, regionally, nationally, and internationally to differentiate Jefferson Parish from other communities.**

Objective 1.1. Engage stakeholders and investors for the creation of a comprehensive brand image for Jefferson Parish.

*Strategy 1.1.1.* Establish consensus among stakeholders for the need to develop a brand image for Jefferson Parish that lends distinction, articulates a positive image, and will be used consistently among all Jefferson Parish agencies.

*Strategy 1.1.2.* Maintain the Image and Branding Task Force to act as a means of communication to business interests regarding the Jefferson Parish branding effort.

*Strategy 1.1.3.* Promote the importance of the branding effort in Jefferson Parish to retain displaced residents and businesses and to attract new residents and businesses among all stakeholders and investors.

- Objective 1.2. Drive the effort to create a comprehensive brand image for Jefferson Parish.
- Strategy 1.2.1.* Identify the cost of and secure funding for the development of comprehensive brand image for Jefferson Parish.
- Strategy 1.2.2.* Ensure that a professional brand imaging process is initiated for Jefferson Parish.
- Strategy 1.2.3.* Establish consensus among stakeholders in the development of a brand image that lends distinction; promotes positive imagery, stability, and security after Hurricanes Katrina and Rita; and will be consistently used throughout Jefferson Parish.
- Strategy 1.2.4.* Monitor, support, and participate in the brand image development process.

**Goal 2. Develop buy-in from Jefferson Parish partners to develop brand equity for Jefferson Parish.**

- Objective 2.1. Leverage resources from parish partners to ensure maximum return on investments in brand equity for Jefferson Parish.
- Strategy 2.1.1.* Identify parish partners that can provide leverage in providing resources for the development of brand equity in Jefferson Parish.
- Strategy 2.1.2.* Drive effective cooperative relationships with parish partners to establish long-term funding of brand equity efforts in Jefferson Parish.
- Strategy 2.1.3.* Secure commitments from Jefferson Parish partners to develop brand equity for Jefferson Parish by consistently utilizing Jefferson Parish brand architecture.

**Goal 3. Retain and recover existing residents and businesses and recruit new businesses and residents to Jefferson Parish through the development of brand equity.**

- Objective 3.1. Build brand recognition and awareness among local, regional, national and international residents and businesses with particular emphasis on those communities with high concentrations of displaced residents and businesses.
- Strategy 3.1.1.* Utilize the Jefferson Parish brand image in all Jefferson Parish promotional materials.
- Strategy 3.1.2.* Drive long-term marketing of the Jefferson Parish brand to create brand equity for Jefferson Parish.

- Strategy 3.1.3.* Monitor and communicate the effectiveness of brand equity development efforts by Jefferson Parish and parish partners with attention to changing conditions and developments in the recovery effort that may require modifications to the brand image.
- Objective 3.2. Engage in a branding-centered comprehensive five year marketing campaign that includes all print, electronic and digital media produced by JEDCO and Jefferson Parish, as well as coordinate with marketing campaigns of the Jefferson Convention & Visitors Bureau and the Jefferson Chamber of Commerce.
- Strategy 3.2.1.* Obtain funding and implement a branding-centered economic development marketing campaign.
- Strategy 3.2.2.* Partner with the Jefferson Convention & Visitors Bureau, Jefferson Chamber as well as other business-related organizations, to enhance economic development exposure and leverage resources.

## Regional Cooperation Action Plan

The Jefferson EDGE 2010 Regional Cooperation Task Force met three times to work on development of an action plan for the issue of Regional Cooperation. Goals and objectives were developed at this meeting and address a number of economic development issues that require regional cooperation.

The first part of the process in developing the action plan involved synthesizing the strengths, weaknesses, opportunities and threats related to regional cooperation that were identified by the larger CEDS committee. The major issues related to regional cooperation were identified as follows:

- Port
- Waterways
- Surface Transportation
- Tax Policy
- Airport
- BRAC
- Workforce
- Coastal Erosion

Upon identifying the major issues related to regional cooperation, a list of regional organizations that are actively involved in regional issues was created by the Regional Cooperation Task Force as follows:

- Greater New Orleans, Inc.
- Regional Planning Commission
- Port of New Orleans
- State of Louisiana
- New Orleans Aviation Board
- Louisiana Technical Colleges
- I-49 coalition
- Causeway Commission
- Alliance of Chambers
- Coast 2050
- Lake Pontchartrain Basin Foundation

- Utility Companies
- Louisiana Technical Council
- Louisiana Aviation Authority
- Louisiana State University System

These organizations are involved in regional development and will be critical partners in establish regional cooperative efforts to enhance economic development opportunities in Jefferson Parish and the region.

After identifying the issues and organizations related to regional cooperation, the goal and objectives of the original Jefferson EDGE plan were revisited to determine their relevance to the issues identified in the Jefferson EDGE 2010 planning process. Likewise, new objectives were considered to address issues not considered in the original plan. The following goal and objectives were developed by the Regional Cooperation Task Force:

There are numerous economic development opportunities related to the airport. However, regional cooperation to provide these opportunities is critical. The City of Kenner, the City of New Orleans, St. Charles Parish, and Jefferson Parish are all major stakeholders in airport issues. Major issues related to the airport include the development of a new runway to increase capacity, the development of land acquired by the FAA, the interface with the cruise ship industry and the structure of airport governance.

Rail carriers service some of Jefferson Parish's largest industrial high-wage employers. However, existing monopolies and lack of cooperation threaten the economic vitality of these industries. Establishing a good working relationship among the Parish's rail carriers is essential to retaining existing employers as well as attracting major industrial employers that would rely upon the rail system in Jefferson Parish.

Providing qualified workers for employers located in Jefferson Parish is critical to business retention and expansion in Jefferson Parish. Training workers across the region in careers that are emerging in Jefferson Parish such as healthcare and the film industry is an important part of regional workforce development.

As identified in the original Jefferson EDGE, transportation is considered one of the most pressing regional issues affecting the Parish. The expansion of the Huey P. Long Bridge, the Hickory extension and the widening of the I-10 all continue be important transportation projects. High priority projects must continue to be funded in order to provide economic development opportunities for Jefferson Parish.

Coastal Louisiana is important to the local and national economies through oil and gas production, the number one port complex in the Nation, and international seafood and recreation industries. The Jefferson Parish administration, as well as representation in Washington, have identified this critical issue and are working on efforts to restore coastal Louisiana.

Local taxes and fees increase the cost of doing business in Jefferson Parish and across the region. Mitigating these impediments can increase economic development opportunities in Jefferson Parish

The regional tax structure must be competitive with other regions along the Gulf Coast in order to attract new economic development opportunities.

Continued legislative incentives and state tax policy must be supportive of industries that are located in Jefferson Parish and supportive of those industries that Jefferson Parish wants to attract to create high-wage jobs. The Regional Cooperation Task Force met on March 7, March 21, and April 11, 2005 to develop the following action items.

## Regional Cooperation Goals, Objectives and Strategies

### Goal 1. Drive economic development and business recovery in Jefferson Parish through regional cooperation.

- |                        |  |
|------------------------|--|
| Objective 1.1.         | Support modifications to the state tax structure that make Jefferson Parish, the New Orleans region, and Louisiana more attractive and competitive as places to do business.   |
| <i>Strategy 1.1.1.</i> | Support legislation initiated by Greater New Orleans, Inc. and other economic development organizations that makes Louisiana better able to retain and attract corporate headquarters.   |
| <i>Strategy 1.1.2.</i> | Lobby state legislators to accelerate the phase-in and other modifications of corporate tax exemptions and sales-and-use tax exemptions.   |
| Objective 1.2.         | Support legislative policies and initiatives that encourage economic development and business recovery in Jefferson Parish.  |
| <i>Strategy 1.2.1.</i> | Drive federal and state legislative initiatives that are targeted at recovery, retention, and expansion of businesses in Jefferson Parish.   |
| <i>Strategy 1.2.2.</i> | Support the continuation and enhancement of incentives for the film and video industry, the health care industry, and the shipbuilding industry.   |
| <i>Strategy 1.2.3.</i> | Support Greater New Orleans, Inc. and other economic development organizations to facilitate funding of economic development efforts in Jefferson Parish, such as the Jefferson EDGE, as well as the economic development efforts of other parishes in the New Orleans region. |
| Objective 1.3.         | Drive the betterment of Louis Armstrong New Orleans International Airport.   |
| <i>Strategy 1.3.1.</i> | Work with the Jefferson Chamber, Greater New Orleans, Inc., and other economic development organizations to establish a regional effort to improve the airport.  |

- Strategy 1.3.2.* Monitor the airport master plan planning process to ensure that the interests of Jefferson Parish and the region are addressed.
- Objective 1.4. Encourage Greater New Orleans, Inc. to represent Jefferson Parish as part of a regional economic development and business recovery and retention effort.

  - Strategy 1.4.1.* Encourage Greater New Orleans, Inc. to better market the region nationally and internationally.
  - Strategy 1.4.2.* Encourage Greater New Orleans, Inc. to more actively engage with their investor organizations, including Jefferson Parish and economic development allies, such as JEDCO.
  - Strategy 1.3.3.* Encourage Greater New Orleans, Inc. and the University of New Orleans to create in-state training opportunities for economic developers.
- Objective 1.5. Drive effective working relationships with major rail carriers serving business and industry in Jefferson Parish to protect existing firms and to facilitate economic growth in the Parish.

  - Strategy 1.5.1.* Facilitate meetings between the railroad companies and Jefferson Parish businesses to work towards solutions to rail service problems.
  - Strategy 1.5.2.* Adopt necessary resolutions, in coordination with the Regional Planning Commission, that support state and federal legislation allowing common use of rail lines.
  - Strategy 1.5.3.* Support the development of new rail spurs, in coordination with the Regional Planning Commission, to encourage competition among rail service providers.
- Objective 1.6. Secure state and federal funding of Jefferson Parish identified high-priority transportation projects and seek supplemental funding available through the Hurricane Katrina recovery effort.

  - Strategy 1.6.1.* Support Jefferson Parish initiatives to ensure high priority status for state and federal funding of Jefferson Parish transportation projects, including I-49, the Earhart Expressway extension and the Dickory Avenue extension.
  - Strategy 1.6.2.* Monitor and report on the status of prioritized transportation projects for Jefferson Parish.

Objective 1.7. Participate in regional efforts to attract and direct federal funding to effectively combat coastal erosion in South Louisiana and to restore storm damaged coastal areas in South Louisiana.

*Strategy 1.7.1.* Adopt necessary resolutions in support of parish and regional efforts to obtain funding for projects that stop coastal erosion and restore storm damaged coastal areas.

## Land Development Action Plan

The Jefferson EDGE 2010 Land Development/Redevelopment Task Force met three times to work on development of an action plan for the issue of land development and redevelopment. Goals and objectives were developed at this meeting to address a number of economic development issues related to land development and redevelopment.

The first part of the process in developing the action plan involved synthesizing the strengths, weaknesses, opportunities and threats related to land development that were identified by the larger CEDS committee. The major issues related to land development and redevelopment were identified as follows:

- Water frontage
- Huey P. Long Bridge Improvements
- Distribution Uses
- Limited capital resources for development on the West Bank
- Environmental permitting
- Civic Associations
- Harvey Canal and Elmwood area planning
- Hurricane/Flooding Protection
- Zoning Regulations
- Airport property
- Metairie CBD Plan implementation
- Maintenance and enhancement of industrially zoned land

After identifying the issues related to land development and redevelopment, the goals and objectives of the original Jefferson EDGE plan were revisited to determine their relevance to the issues identified in the Jefferson EDGE 2010 planning process. Likewise, new objectives were considered to address issues not considered in the original plan. The Land Development and Redevelopment Task Force met on March 9, March 23, and April 13, 2005 to develop the following action items.

### Land Development Goals, Objectives and Strategies

#### **Goal 1. Drive removal of development and redevelopment regulatory barriers in Jefferson Parish.**

Objective 1.1. Drive approval process for West Bank 404 permitting.

*Strategy 1.1.1.* Monitor, support, and provide input to the Jefferson Parish action to move forward with all 404 permits covering the remaining undeveloped land on the West Bank within the hurricane protection levee.

- Objective 1.2. Monitor, support, and provide input on the review and enhancement of the existing permitting and regulatory processes in Jefferson Parish.
  - Strategy 1.2.1.* Monitor, support, and provide input to the completion and implementation of a housing needs study and the Housing Element of the Envision Jefferson 2020 Comprehensive Plan, with a particular focus on both short-term, post-disaster housing solutions and long-term solutions to providing resident workforce housing.
  - Strategy 1.2.2.* Communicate the results and findings of a housing needs study and the Housing Element of the Envision Jefferson 2020 Comprehensive Plan to civic groups, business organizations, and parish entities.
  - Strategy 1.2.3.* Monitor, support, and provide input to the creation of alternative zoning categories to accommodate a mix of commercial and industrial uses in a planned community context, such as Planned Unit Development zoning.
  
- Objective 1.3. Monitor and report on the effectiveness of the approval process for permitting used by the State of Louisiana Department of Natural Resources and Department of Environmental Quality.
  - Strategy 1.3.1.* Support creation of an ombudsman for selected development projects on behalf of local applicants to expedite communication with the Department of Natural Resources and the Department of Environmental Quality to ensure that the approval processes are efficient and effective.
  
- Objective 1.4. Drive the implementation of high-priority projects identified in the Envision Jefferson 2020 Comprehensive Plan.
  - Strategy 1.4.1.* Monitor, support, and provide input in the planning process related to high-priority sub-area plans that are identified in the Envision Jefferson 2020 Comprehensive Plan.
  - Strategy 1.4.2.* Monitor and encourage the preservation of existing industrially-developed and designated waterfront areas in Jefferson Parish, including Peters Road, Avondale, and Elmwood.
  - Strategy 1.4.3.* Monitor, support, and provide input in the creation of alternative zoning categories to accommodate evolving housing needs throughout Jefferson Parish, including the need for immediate temporary housing in the wake of Hurricanes Katrina and Rita and the need for permanent resident workforce housing.

- Strategy 1.4.4.* Monitor, support, and provide input to quality residential waterfront development in Jefferson Parish that provides a mix of housing options while maintaining private property rights.
- Strategy 1.4.5.* Monitor, support, and provide input to development of an Avondale sub-area plan.
- Objective 1.5. Drive improvements to the hurricane protection levee system and pumping system.

  - Strategy 1.5.1.* Inform and educate the Congressional delegation about the need for further funding of levee and flood prevention projects in Jefferson Parish to improve regional flood protection to withstand a Category 5 hurricane.
  - Strategy 1.5.2.* Determine status, monitor progress and obtain status reports on improvements to the hurricane protection levee system.
- Objective 1.6. Drive improvements to and expansion of infrastructure on the West Bank.

  - Strategy 1.6.1.* Ensure that local, state, and federal funding commitments for the related infrastructure and development of the Churchill Technology and Business Park are fulfilled.
  - Strategy 1.6.2.* Monitor, support, and provide input to the development of the major street plan for Jefferson Parish and support adoption of the plan.
  - Strategy 1.6.3.* Assist in lobbying efforts for an I-49 route that leverages the most beneficial impact on development in Jefferson Parish.
  - Strategy 1.6.4.* Support the development of and future implementation of a Public Works Element of the Envision Jefferson 2020 Comprehensive Plan.
- Objective 1.7. Drive implementation of the Metairie Central Business District Plan.

  - Strategy 1.7.1.* Monitor, support, and provide input on Jefferson Parish’s Metairie CBD committee to focus on the implementation of the Metairie Central Business District Plan.

## Quality Jobs and Workforce Action Plan

The Jefferson EDGE Quality Jobs/Workforce Task Force met three times to work on development of an action plan for the issue of quality jobs and workforce. Goals and objectives were developed at this meeting to address a number of economic development issues related to quality jobs and workforce.

The first part of the process in developing the action plan involved synthesizing the strengths, weaknesses, opportunities, and threats related to quality jobs and workforce that were identified by the larger CEDS Committee. The task force took these issues and further identified the following concerns related to quality jobs and workforce:

- Commitment to basic education to improve employability of the workforce
- State of Louisiana's Incumbent Worker Training Programs
- Instructor certifications
- Focus on trades-based curriculums
- Place value on trades/tech jobs
- Shortage of certified instructors
- Lack of flexibility in educational institutions to meet changing demands
- Degrees lacking courses for adequate career preparation
- Replacement of retirees
- Benefits for small business owners and their workers
- Non-business friendly Parish fees
- High operational costs
- Need for mentoring programs
- Career path recognition
- No common forum for effective communication between employers and post-secondary educational institutions
- Unemployment and under-employment
- Availability of pooled resources

New goals and objectives were then considered to address these issues. The Quality Jobs and Workforce Task Force met on March 9, March 23, and April 13, 2005 to develop the following action items.

**Quality Jobs and Workforce Goals, Objectives and Strategies**

**Goal 1. Drive the effective use of all available resources to build a continually improving Jefferson Parish workforce.**

Objective 1.1. Support the adoption of a comprehensive strategy to promote awareness of employment opportunities that do not require a four-year college degree through the Jefferson Parish School System.

*Strategy 1.1.1.* Support the development of a marketing and public relations effort by the Jefferson Parish School System that stresses the importance of staying in school as well as job opportunities that are available to individuals with career and technical training.

*Strategy 1.1.2.* Work with the Jefferson Parish School System and the business community to develop and adopt new approaches to retaining high school students and preparing students for direct entry into the workforce.

*Strategy 1.1.3.* Encourage active participation by partner industries to support and sponsor education and workforce marketing efforts.

Objective 1.2. Advocate improvements and enhancements to workforce training programs that will provide flexible and relevant use of resources to meet the needs of businesses, industry, and immediate recovery efforts in Jefferson Parish.

*Strategy 1.2.1.* Encourage remediation of deficiencies in existing workforce training funding programs, as identified by the Louisiana Task Force on Workforce Competitiveness.

*Strategy 1.2.2.* Advocate enhancements and improvements to workforce training funding programs that mitigate the deficiencies through the adoption of standard operating procedures, as identified by the Louisiana Task Force on Workforce Competitiveness.

*Strategy 1.2.3.* Advocate adoption of enhancements through legislative and administrative processes, as identified by the Louisiana Task Force on Workforce Competitiveness.

*Strategy 1.2.4.* Perform annual assessments of the workforce needs of Jefferson Parish.

Objective 1.3. Support the adoption of a comprehensive strategy for lifelong learning and basic educational skills among all educational institutions.

*Strategy 1.3.1.* Work with educational institutions and agencies to provide access to literacy development programs for those in need of assistance in overcoming literacy barriers to employability.

*Strategy 1.3.2.* Work with the Jefferson Parish Public School System to improve the quality of public education and increase the likelihood that all young people will complete high school having achieved the competency needed enter the work force.

**Goal 2. Drive creation, recruitment and retention of quality jobs.**

Objective 2.1. Drive support for continuing and expanded business incentives that are important to Jefferson Parish’s recovery, recruitment, and retention initiatives and the creation of quality jobs.

*Strategy 2.1.1.* Communicate that Jefferson Parish has both a ready and capable workforce and secure, adequate infrastructure through business retention and recruitment efforts.

*Strategy 2.1.2.* Ensure that State and Local incentives remain in place to provide for business recovery, retention and recruitment in Jefferson Parish.

*Strategy 2.1.3.* Incorporate incumbent worker training program resources and other workforce training programs in on-going communications to small business.

Objective 2.2. Enhance the local business climate for entrepreneurs and start-up businesses.

*Strategy 2.2.1.* Develop the Churchill Technology and Business Park as a hub for both start-up businesses and established businesses relocating from other communities.

*Strategy 2.2.2.* Drive the creation a business mentor network for Jefferson Parish small businesses.

*Strategy 2.2.3.* Drive efforts to assist small businesses by providing technical assistance for business start-up and/or expansion; by linking small businesses to opportunities in the hurricane recovery effort; and by providing assistance to businesses whose operations were interrupted by Hurricanes Katrina and Rita.

*Strategy 2.2.4.* Utilize the JEDCO website as a means of small business communications and mentoring.

**Goal 3. Drive a cooperative effort to establish an on-going forum to communicate the needs of the Jefferson business community to colleges, universities, community colleges, Louisiana Technical College and high schools.**

- Objective 3.1 Partner with the Jefferson Parish Workforce Investment Board to enhance community outreach efforts that focus on regional economic recovery and expanded job opportunities.
- Strategy 3.1.1.* Partner with the Jefferson Parish Workforce Investment Board to augment the local delivery of training and continuing education within Jefferson Parish.
- Strategy 3.1.2.* Partner with the Jefferson Parish Workforce Investment Board to develop a task force composed of active and retired members of the business community to explore ways to better meet the workforce needs of business and industry, including those business most engaged in the hurricane recovery effort.
- Strategy 3.1.3.* Partner with the Jefferson Parish Workforce Investment Board to partner with the Jefferson Parish School System and local colleges and universities to establish focus groups between business/industry and education to explore ways of improving the delivery system and to meet the changing needs of employers in Jefferson Parish.
- Objective 3.2. Collaborate with GNO, Inc. to ensure that the Regional Workforce Task Force is inclusive and reflective of the needs of Jefferson Parish employers and workers.
- Strategy 3.2.1.* Monitor, support, and provide input into roundtable discussions among university and college presidents convened by Greater New Orleans, Inc.
- Strategy 3.2.2.* Communicate Jefferson Parish employer needs to the Regional Workforce Task Force of Greater New Orleans, Inc. with particular attention to those employers with special needs during the hurricane recovery process.



**SECTION 10**

**PRIORITIZATION**



## Objective Prioritization

On Tuesday, May 10<sup>th</sup>, the second meeting of the Economic Development Strategy (CEDS) Committee for Jefferson Parish took place to review the action plans, adopt the action plans, and prioritize the objectives associated with each action plan. A numerical ranking for each objective was provided by the May 10<sup>th</sup> CEDS Committee attendees based on the following criteria:

IMPACT- How much impact will the objective have in achieving the goal of the action plan?

3-Major

2-Medium

1-Minor

FEASIBILITY- How likely is it that the necessary resources required to implement the objective will be available?

5-Very likely

3- More likely than not

1- Not Likely

0- Uncertain

TIMING- How long will it take to measure the impact of the project?

3- Short term (1-3 years)

2- Medium term (3-5 years)

1- Long term (5+ years)

PRIVATE SECTOR PARTICIPATION- What is the private sector's ability to bring expertise or influence to bear on this objective?

3- Great

2- Some

1- Little

RELEVANCE- Does this objective meet the vision statement of the Jefferson EDGE?

2- Relevant

1- Somewhat relevant

0- Uncertain

# The Jefferson Edge 2010

## Prioritization

The following tables indicated the results of the objective prioritization exercise and the associated priority in *The Jefferson EDGE 2010*.

OBJECTIVE	TOTAL SCORE	PRIORITY
<b>RC- Objective 1.2.</b> Support legislative policies and initiatives that encourage economic development and business recovery in Jefferson Parish.	207	High
<b>QJ- Objective 2.1.</b> Drive support for continuing and expanded business incentives that are important to Jefferson Parish's recovery, recruitment, and retention initiatives and the creation of quality jobs.	205	High
<b>IB- Objective 1.1.</b> Engage stakeholders and investors for the creation of a comprehensive brand image for Jefferson Parish.	203	High
<b>QJ- Objective 1.2.</b> Advocate improvements and enhancements to workforce training programs that will provide flexible and relevant use of resources to meet the needs of businesses, industry, and immediate recovery efforts in Jefferson Parish.	196	High
<b>QJ- Objective 1.1.</b> Support the adoption of a comprehensive strategy to promote awareness of employment opportunities that do not require a four-year college degree through the Jefferson Parish School System.	191	High
<b>LD- Objective 1.6.</b> Drive improvements to and expansion of infrastructure on the West Bank.	190	High
<b>IB- Objective 1.2.</b> Drive the effort to create a comprehensive brand image for Jefferson Parish.	190	High
<b>RC- Objective 1.4.</b> Encourage Greater New Orleans, Inc. to represent Jefferson Parish as part of a regional economic development and business recovery and retention effort.	185	Medium
<b>IB- Objective 2.1.</b> Leverage resources from parish partners to ensure maximum return on investments in brand equity for Jefferson Parish.	184	Medium
<b>QJ- Objective 3.1.</b> Partner with the Jefferson Parish Workforce Investment Board to enhance community outreach efforts that focus on regional economic recovery and expanded job opportunities.	184	Medium
<b>QJ- Objective 2.2.</b> Enhance the local business climate for entrepreneurs and start-up businesses.	182	Medium
<b>RC- Objective 1.6.</b> Secure state and federal funding of Jefferson Parish identified high-priority transportation projects and seek supplemental funding available through the Hurricane Katrina recovery effort.	178	Medium
<b>RC- Objective 1.1.</b> Support modifications to the state tax structure that make Jefferson Parish, the New Orleans region, and Louisiana more attractive and competitive as places to do business.	178	Medium
<b>LD- Objective 1.2.</b> Monitor, support, and provide input on the review and enhancement of the existing permitting and regulatory processes in Jefferson Parish.	176	Medium
<b>LD- Objective 1.4.</b> Drive the implementation of high-priority projects identified in the Envision Jefferson 2020 Comprehensive Plan.	176	Medium
<b>IB- Objective 3.1.</b> Build brand recognition and awareness among local, regional, national and international residents and businesses with particular emphasis on those communities with high concentrations of displaced residents and businesses.	171	Medium

OBJECTIVE	TOTAL SCORE	PRIORITY
<b>LD- Objective 1.5.</b> Drive improvements to the hurricane protection levee system and pumping system.	166	Medium
<b>RC- Objective 1.3.</b> Drive the betterment of Louis Armstrong New Orleans International Airport.	165	Medium
<b>RC- Objective 1.7.</b> Participate in regional efforts to attract and direct federal funding to effectively combat coastal erosion in South Louisiana and to restore storm damaged coastal areas in South Louisiana.	163	Medium
<b>IB- Objective 3.2.</b> Engage in a branding-centered comprehensive five year marketing campaign that includes all print, electronic and digital media produced by JEDCO and Jefferson Parish, as well as coordinate with marketing campaigns of the Jefferson Convention & Visitors Bureau and the Jefferson Chamber of Commerce.	159	Low
<b>LD- Objective 1.1.</b> Drive approval process for West Bank 404 permitting.	157	Low
<b>QJ- Objective 1.3.</b> Support the adoption of a comprehensive strategy for lifelong learning and basic educational skills among all educational	151	Low
<b>LD- Objective 1.7.</b> Implementation of the Metairie Central Business District Plan.	145	Low
<b>RC- Objective 1.5.</b> Drive effective working relationships with major rail carriers serving business and industry in Jefferson Parish to pro-	137	Low
<b>LD- Objective 1.3.</b> Monitor and report on the effectiveness of the approval process for permitting used by the State of Louisiana Department of Natural Resources and Department of Environmental Quality.	135	Low



**SECTION 11**

**IMPLEMENTATION**



## Action Plan Implementation

The Implementation Plan is a multi-year strategy that includes activities and programs that have been developed to achieve Jefferson Parish's economic development goals and objectives included in the Action Plan, *The Jefferson EDGE 2010*. The Implementation Plan is the road map and schedule for carrying out the strategies for each of the prioritized objectives. The Implementation Plan assigns ownership to specific tasks, establishes a benchmark to measure accomplishment of the task, identifies resources, staff, and/or funding necessary to achieve the task, and identifies and proposes a time frame for its implementation.

Successful implementation results from many individual actions by the Parish, other public entities, and private decision-makers over the course of five years. The Implementation Plan identifies the tasks that are most likely to achieve the Parish's economic development goals and objectives outlined in this plan.

The following matrix is intended to identify those tasks that are most critical to the implementation of the Plan over the next five years. The exhibit provides the following information for each recommended task:

*Objectives and Strategies* - summarizes the objectives and strategies of each action plan related to the four critical issues, including Image and Branding, Regional Cooperation, Land Development and Redevelopment, and Quality Jobs and Workforce.

*Responsibility*— expressly identifies the lead department(s) or organization(s) that may initiate the task and other entities involved in execution of the task.

*Benchmark* —identifies measurable task to evaluate accomplishment of a specific strategy.

*Resources/Funding* — identifies resources, staff, and funding necessary to achieve the task.

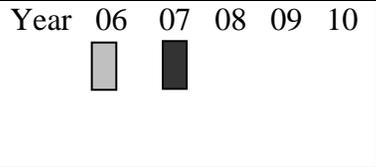
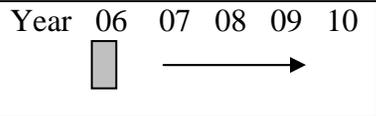
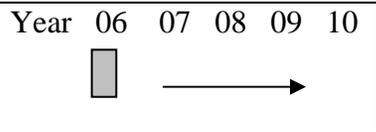
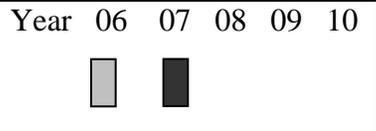
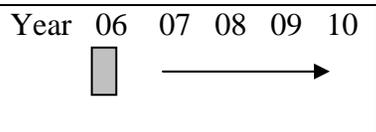
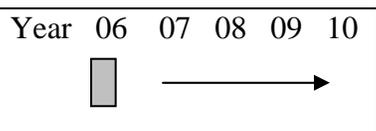
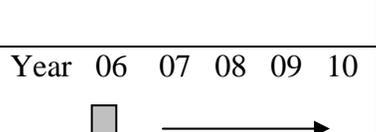
*Timing* — identifies a time frame for the implementation of the task.

Since the adoption of *The Jefferson EDGE* five years ago, a volunteer Steering Committee has met quarterly to oversee JEDCO's and its partners' implementation of the plan. This partnership of private and public investors, including the State of Louisiana and Jefferson Parish, have funded The EDGE's implementation since 2001. This steering committee will continue to oversee the implementation of The Jefferson EDGE 2010. The original Image and Marketing Task Force of *The Jefferson EDGE* has met regularly to shape the actual marketing campaign, "It's Happening Here!" targeted to our local businesses and residents. This task force will continue with the implementation of marketing and community branding elements adopted in *The Jefferson EDGE 2010*. A blue ribbon committee of the parish's real estate developers has guided JEDCO through the initial stages of pre-development planning for the Churchill Technology & Business Park, a key project of *The Jefferson EDGE*.

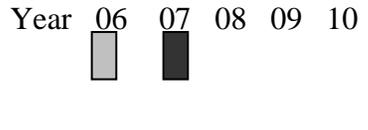
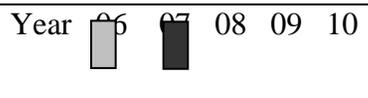
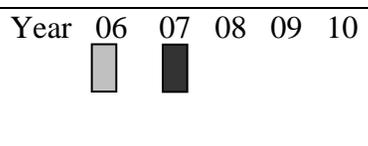
While *The Jefferson EDGE* action plan has been modified in the wake of Hurricanes Katrina and Rita to reflect the changes that these events have brought to the metropolitan region, it is not intended to guide *immediate* economic and business recovery efforts following the storms. Immediate economic recovery

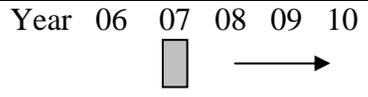
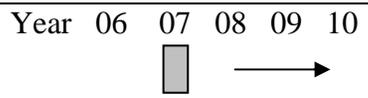
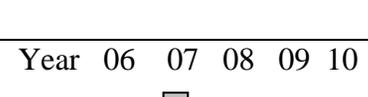
in Jefferson Parish will be charted by the action items outlined in the *Short Term Business Recovery Plan for Jefferson Parish*. Therefore, first priority in implementing any prescribed economic development action items should be given to those measures outlined in the short term plan. Once implementation of these action items is well underway, JEDCO and other responsible parties in the Parish should begin to implement the transitional and longer term strategies outlined in *The Jefferson EDGE 2010*.

*The Jefferson EDGE 2010 Implementation Plan- IMAGE AND BRANDING*

<b>GOAL 1: CREATE A COMPREHENSIVE BRAND IMAGE FOR JEFFERSON PARISH THAT WILL BE USED LOCALLY, REGIONALLY, NATIONALLY, AND INTERNATIONALLY TO DIFFERENTIATE JEFFERSON PARISH FROM OTHER COMMUNITIES.</b>				
<b>OBJECTIVE AND STRATEGIES</b>	<b>RESPONSIBILITY</b>	<b>BENCHMARK</b>	<b>RESOURCES/ FUNDING</b>	<b>TIMING</b>
<b>1.1 Engage stakeholders and investors for the creation of a comprehensive brand image for Jefferson Parish.</b>				
1.1.1 Establish consensus among stakeholders for the need to develop a brand image for Jefferson Parish that lends distinction, articulates a positive image, and will be used consistently among all Jefferson Parish agencies.	JEDCO, Jeff Parish, I&B Task Force	Consensus on brand establishment	Staff time	Year 06 07 08 09 10 
1.1.2 Maintain the Image and Branding Task Force to act as a means of communication to business interests regarding the Jefferson Parish branding effort.	JEDCO, Jeff Parish	Continued task force meetings	Staff time	Year 06 07 08 09 10 
1.1.3 Promote the importance of the branding effort in Jefferson Parish to retain and attract residents and businesses among all stakeholders and investors.	JEDCO, Jeff Parish, I&B Task Force	Commencement of branding effort	Staff time	Year 06 07 08 09 10 
<b>1.2 Drive the effort to create a comprehensive brand image for Jefferson Parish.</b>				
1.2.1 Identify the cost of and secure funding for the development of a comprehensive brand image for Jefferson Parish.	JEDCO, I&B Task Force	Brand creation funding	Staff time	Year 06 07 08 09 10 
1.2.2 Ensure that a professional brand imaging process is initiated for Jefferson Parish.	JEDCO, Jeff Parish, I&B Task Force	Selection of branding consultant	\$70,000	Year 06 07 08 09 10 
1.2.3 Establish consensus among stakeholders in the development of a brand image that lends distinction, promotes positive imagery, stability, and security after Hurricanes Katrina and Rita and will be consistently used throughout Jefferson Parish.	JEDCO, Jeff Parish, I&B Task Force	Brand consensus	Staff time	Year 06 07 08 09 10 
1.2.4 Monitor, support, and participate in the brand image development process.	JEDCO, Jeff Chamber, Jeff Parish, I&B Task Force, JCVB	Participation in the branding process	Staff time	Year 06 07 08 09 10 

*The Jefferson EDGE 2010 Implementation Plan- IMAGE AND BRANDING*

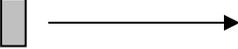
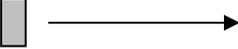
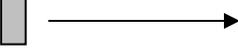
<b>GOAL 2: DEVELOP BUY-IN FROM JEFFERSON PARISH PARTNERS TO DEVELOP BRAND EQUITY FOR JEFFERSON PARISH.</b>				
<b>OBJECTIVE AND STRATEGIES</b>	<b>RESPONSIBILITY</b>	<b>BENCHMARK</b>	<b>RESOURCES/ FUNDING</b>	<b>TIMING</b>
<b>2.1 Leverage resources from parish partners to ensure maximum return on investments in brand equity for Jefferson Parish.</b>				
2.1.1 Identify parish partners that can provide leverage in providing resources for the development of brand equity in Jefferson Parish.	JEDCO, I&B Task Force	Identification of partners	Staff time	Year 06 07 08 09 10 
2.1.2 Drive effective cooperative relationships with parish partners to establish long-term commitments to utilize the Jefferson Parish brand.	JEDCO, I&B Task Force	Establishment of cooperative partnerships	Staff time	Year 06 07 08 09 10 
2.1.3 Secure commitments from Jefferson Parish partners to develop brand equity for Jefferson Parish by consistently utilizing the Jefferson Parish brand architecture.	JEDCO, I&B Task Force	Funding commitments	Staff time	Year 06 07 08 09 10 

<b>GOAL 3: RETAIN AND RECOVER EXISTING RESIDENTS AND BUSINESSES AND RECRUIT NEW BUSINESSES AND RESIDENTS TO JEFFERSON PARISH THROUGH THE DEVELOPMENT OF BRAND EQUITY.</b>				
<b>OBJECTIVE AND STRATEGIES</b>	<b>RESPONSIBILITY</b>	<b>BENCHMARK</b>	<b>RESOURCES/ FUNDING</b>	<b>TIMING</b>
<b>3.1 Build brand recognition and awareness among local, regional, national and international residents and businesses with particular emphasis on those communities with high concentrations of displaced residents and businesses.</b>				
3.1.1 Utilize the Jefferson Parish brand image in all Jefferson Parish promotional materials.	JEDCO, Jeff Chamber, Jeff Parish, I&B Task Force, JCVB	Utilization of brand image	Staff time	Year 06 07 08 09 10 
3.1.2 Drive long-term marketing of the Jefferson Parish brand to create brand equity for Jefferson Parish.	JEDCO, EDGE, Jeff Parish, JCVB, I&B Task Force	Establishment of a long-term marketing effort	Staff time	Year 06 07 08 09 10 
3.1.3 Monitor and communicate the effectiveness of brand equity development efforts by Jefferson Parish and parish partners with attention to changing conditions and developments in the recovery effort that may require modifications to the brand image.	JEDCO, Jeff Chamber, Jeff Parish	Status reports of brand equity effort	Staff time	Year 06 07 08 09 10 

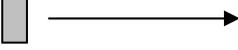
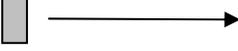
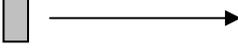
***The Jefferson EDGE 2010 Implementation Plan- IMAGE AND BRANDING***

OBJECTIVE AND STRATEGIES	RESPONSIBILITY	BENCHMARK	RESOURCES/ FUNDING	TIMING
<b>3.2 Engage in a branding-centered comprehensive five year marketing strategy that includes all print, electronic and digital media produced by JEDCO and Jefferson Parish, as well as coordinate with marketing strategy of the Jefferson Convention &amp; Visitors Bureau and the Jefferson Chamber of Commerce.</b>				
3.2.1 Obtain funding and implement a branding-centered economic development marketing strategy.	JEDCO, Jeff Chamber, Jeff Parish	Funding and implementation of a marketing campaign	\$1,400,000	Year 06 07 08 09 10 
3.2.2 Partner with the Jefferson Convention & Visitors Bureau, Jefferson Chamber as well as other business-related organizations, to enhance economic development exposure and leverage resources.	JEDCO, Jeff Parish	Establishment of effective partnerships	Staff time	Year 06 07 08 09 10 

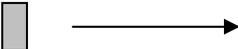
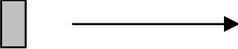
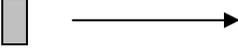
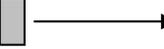
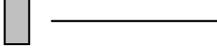
*The Jefferson EDGE 2010 Implementation Plan- REGIONAL COOPERATION*

<b>GOAL 1: DRIVE ECONOMIC DEVELOPMENT AND BUSINESS RECOVERY IN JEFFERSON PARISH THROUGH REGIONAL COOPERATION.</b>				
<b>OBJECTIVE AND STRATEGIES</b>	<b>RESPONSIBILITY</b>	<b>BENCHMARK</b>	<b>RESOURCES/ FUNDING</b>	<b>TIMING</b>
<b>1.1 Support modifications to the state tax structure that make Jefferson Parish, the New Orleans region, and Louisiana more attractive and competitive as a place to do business.</b>				
1.1.1 Support legislation initiated by Greater New Orleans, Inc. and other economic development organizations that makes Louisiana better able to retain and attract corporate headquarters.	JEDCO, Jeff Parish	Passage of legislation	Stakeholder effort, Jeff Parish staff time	Year 06 07 08 09 10 
1.1.2 Lobby state legislators to accelerate the phase-in and other modifications of corporate tax exemptions and sales-and-use tax exemptions.	JEDCO, Jeff Parish	Passage of legislation	Staff time	Year 06 07 08 09 10 
<b>1.2 Support legislative policies and initiatives that encourage economic development and business recovery in Jefferson Parish.</b>				
1.2.1 Drive federal and state legislative initiatives that are targeted at recovery, retention, and expansion of businesses in Jefferson Parish.	JEDCO, Jeff Parish	Passage of legislation	Staff time, Jeff Parish	Year 06 07 08 09 10 
1.2.2 Support the continuation and enhancement of incentives for the film and video industry, the human health care industry, and the shipbuilding industry.	JEDCO, Jeff Parish	Continued incentives	Staff time, Jeff Parish	Year 06 07 08 09 10 
1.2.3 Support Greater New Orleans, Inc. and other economic development organizations to facilitate funding of economic development efforts in Jefferson Parish, such as the Jefferson EDGE, as well as the economic development efforts of other parishes in the New Orleans region.	JEDCO, Jeff Parish	Increased EDGE funding	Staff time, Jeff Parish	Year 06 07 08 09 10 

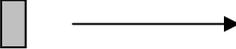
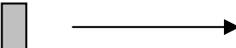
*The Jefferson EDGE 2010 Implementation Plan- REGIONAL COOPERATION*

OBJECTIVE AND STRATEGIES	RESPONSIBILITY	BENCHMARK	RESOURCES/ FUNDING	TIMING
<b>1.3 Support the betterment of Louis Armstrong New Orleans International Airport.</b>				
1.3.1 Work with the Jefferson Chamber, Greater New Orleans, Inc., and other economic development organizations to establish a regional effort to improve the airport.	JEDCO	Ongoing	Staff time	Year 06 07 08 09 10 
1.3.2 Monitor the airport master plan planning process to ensure that the interests of Jefferson Parish and the region are addressed.	Jeff Parish	Inclusion of Jefferson interest in Master Plan	Staff time	Year 06 07 08 09 10 
<b>1.4 Encourage Greater New Orleans, Inc. to represent Jefferson Parish as part of a regional economic development and business recovery and retention effort.</b>				
1.4.1 Encourage Greater New Orleans, Inc. to better market the region nationally and internationally.	JEDCO, Jeff Parish	Ongoing	Staff time	Year 06 07 08 09 10 
1.4.2 Encourage Greater New Orleans, Inc. to more actively engage with their investor organizations, including JEDCO and Jefferson Parish.	JEDCO Jeff Parish	Participation in meetings with GNO, Inc.	Staff time	Year 06 07 08 09 10 
1.4.3 Encourage Greater New Orleans, Inc. and the University of New Orleans to create in-state training opportunities for economic developers.	JEDCO	Creation of course offerings	Staff time	Year 06 07 08 09 10 

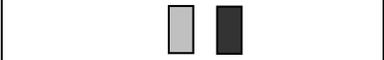
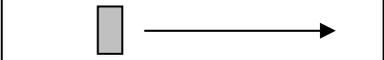
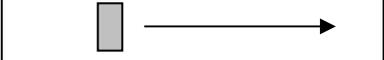
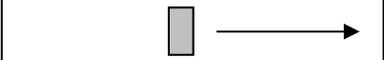
*The Jefferson EDGE 2010 Implementation Plan- REGIONAL COOPERATION*

OBJECTIVE AND STRATEGIES	RESPONSIBILITY	BENCHMARK	RESOURCES/ FUNDING	TIMING
<b>1.5 Drive effective working relationships with major rail carriers serving business and industry in Jefferson Parish to protect existing firms and to facilitate economic growth in the Parish.</b>				
1.5.1 Facilitate meetings between the railroad companies and Jefferson Parish businesses to work towards solutions to rail service problems.	JEDCO, RPC	Ongoing effort	Staff time	Year 06 07 08 09 10 
1.5.2 Adopt necessary resolutions, in coordination with the Regional Planning Commission, that support state and federal legislation allowing common use of rail lines.	JEDCO, RPC	Resolution adoption	Staff time	Year 06 07 08 09 10 
1.5.3 Support the development of new rail spurs, in coordination with the Regional Planning Commission, to encourage competition among rail service providers.	JEDCO, RPC	Consideration of alternatives	Staff time	Year 06 07 08 09 10 
<b>1.6 Secure state and federal funding of Jefferson Parish-identified high-priority transportation projects and seek supplemental funding available through the Hurricane Katrina recovery effort.</b>				
1.6.1 Support Jefferson Parish initiatives to ensure high priority status for state and federal funding of Jefferson Parish transportation projects, including I-49, the Earhart Expressway extension and the Dickory Avenue extension.	JEDCO	Ongoing	Staff time	Year 06 07 08 09 10 
1.6.2 Monitor and report on the status of prioritized transportation projects for Jefferson Parish.	JEDCO	Ongoing	Staff time	Year 06 07 08 09 10 
<b>1.7 Participate in regional efforts to attract and direct federal funding to effectively combat coastal erosion in South Louisiana and to restore storm damaged coastal areas in South Louisiana.</b>				
1.7.1 Adopt necessary resolutions in support of parish and regional efforts to obtain funding for projects that stop coastal erosion and restore storm damaged coastal areas.	JEDCO	Ongoing	Staff time	Year 06 07 08 09 10 

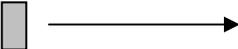
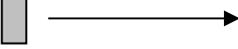
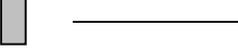
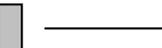
*The Jefferson EDGE 2010 Implementation Plan- LAND DEVELOPMENT AND REDEVELOPMENT*

<b>GOAL 1: DRIVE REMOVAL OF DEVELOPMENT AND REDEVELOPMENT REGULATORY BARRIERS IN JEFFERSON PARISH.</b>				
<b>OBJECTIVE AND STRATEGIES</b>	<b>RESPONSIBILITY</b>	<b>BENCHMARK</b>	<b>RESOURCES/ FUNDING</b>	<b>TIMING</b>
<b>1.1 Drive approval process for West Bank 404 permitting.</b>				
1.1.1 Monitor, support, and provide input to the Jefferson Parish action to move forward with all 404 permits covering the remaining undeveloped land on the West Bank within the hurricane protection levee.	JEDCO, EDGE	Issuance of 404 permits	Staff time Stakeholder time	Year 06 07 08 09 10 
<b>1.2 Monitor, support, and provide input on the review of the existing permitting and regulatory processes in Jefferson Parish.</b>				
1.2.1 Monitor, support, and provide input to the completion and implementation of a housing needs study and the Housing Element of the Envision Jefferson 2020 Comprehensive Plan, with a particular focus on both short-term, post-disaster housing solutions and long-term solutions to providing resident workforce housing.	JEDCO Staff	Ongoing	EDGE \$30,000	Year 06 07 08 09 10 
1.2.2 Communicate the results and findings of a housing opportunity growth study and the Housing Element of the Envision Jefferson 2020 Comprehensive Plan to civic groups, business organizations, and parish entities.	JEDCO, Jeff Parish, Envision Jefferson 2020 CAC, EDGE	Ongoing	Staff time, Stakeholder time, \$15,000 for educational materials	Year 06 07 08 09 10 
1.2.3 Monitor, support, and provide input to the creation of alternative zoning categories to accommodate a mix of commercial and industrial uses in a planned community context, such as Planned Unit Development zoning.	JEDCO, EDGE	Adoption of alternative zoning categories	Staff time, Stakeholder time	Year 06 07 08 09 10 

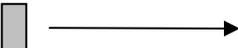
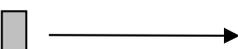
**The Jefferson EDGE 2010 Implementation Plan- LAND DEVELOPMENT AND REDEVELOPMENT**

OBJECTIVE AND STRATEGIES	RESPONSIBILITY	BENCHMARK	RESOURCES/ FUNDING	TIMING
<b>1.3 Monitor and report on the effectiveness of the approval process for permitting used by the State of Louisiana Department of Natural Resources and Department of Environmental Quality.</b>				
1.3.1 Support creation of an ombudsman for selected development projects on behalf of local applicants to expedite communication with the Department of Natural Resources and the Department of Environmental Quality to ensure that the approval processes are efficient and effective.	Jeff Parish	Creation of position or assignment of individual	TBD: Jeff Parish	Year 06 07 08 09 10 
<b>1.4 Drive the implementation of high-priority projects identified in the Envision Jefferson 2020 Comprehensive Plan.</b>				
1.4.1 Monitor, support, and provide input in the planning process related to high-priority sub-area plans that are identified in the Envision Jefferson 2020 Comprehensive Plan.	JEDCO, EDGE, JP Planning	Completion of one or more sub-area plans	Staff time Stakeholder time	Year 06 07 08 09 10 
1.4.2 Monitor and encourage the preservation of existing industrially-developed and designated waterfront areas in Jefferson Parish, including Peters Road, Avondale, and Elmwood.	JEDCO, EDGE, JP Planning	Adherence to established policies in Envision Jeff 2020	Staff time	Year 06 07 08 09 10 
1.4.3 Monitor, support, and provide input in the creation of alternative zoning categories to accommodate evolving housing needs throughout Jefferson Parish, including the need for immediate temporary housing in the wake of Hurricanes Katrina and Rita and the need for permanent resident workforce housing.	JEDCO, EDGE, JP Planning, Envision Jefferson 2020 Housing TAC	Adoption of alternative zoning	Staff time	Year 06 07 08 09 10 
1.4.4 Monitor, support, and provide input to quality residential waterfront development in Jefferson Parish that provides a mix of housing options while maintaining private property rights.	JEDCO, EDGE, JP Planning, Envision Jefferson 2020 Housing TAC	Adherence to established policies in Envision Jeff 2020	Staff time	Year 06 07 08 09 10 
1.4.5 Monitor, support, and provide input to development of an Avondale sub-area plan.	JEDCO, EDGE, JP Planning	Plan completion	Staff time	Year 06 07 08 09 10 

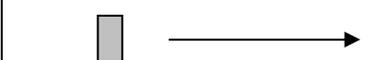
**The Jefferson EDGE 2010 Implementation Plan- LAND DEVELOPMENT AND REDEVELOPMENT**

OBJECTIVE AND STRATEGIES	RESPONSIBILITY	BENCHMARK	RESOURCES/ FUNDING	TIMING
<b>1.5 Drive improvements to the hurricane protection levee system and pumping system.</b>				
1.5.1 Inform and educate the Congressional delegation about the need for further funding of levee and flood prevention projects in Jefferson Parish to improve regional flood protection to withstand a Category 5 hurricane.	JEDCO, Jeff Parish, RPC	Regular communications	Staff time, \$10,000 EDGE	Year 06 07 08 09 10 
1.5.2 Determine status, monitor progress and obtain status reports on improvements to the hurricane protection levee system.	Jeff Parish	Regular reports	Staff time	Year 06 07 08 09 10 
<b>1.6 Drive improvements to and expansion of infrastructure on the West Bank.</b>				
1.6.1 Ensure that local, state, and federal funding commitments for the related infrastructure and development of the Churchill Technology and Business Park are fulfilled.	JEDCO	Ongoing	Staff time	Year 06 07 08 09 10 
1.6.2 Monitor, support, and provide input to the development of the major street plan for Jefferson Parish and support adoption of the plan.	JEDCO	Regular participation in process	Staff time	Year 06 07 08 09 10 
1.6.3 Assist in lobbying efforts for an I-49 route that leverages the most beneficial impact on development in Jefferson Parish.	Jeff Parish	Ongoing	Staff time	Year 06 07 08 09 10 
1.6.4 Support the development of and future implementation of a Public Works Element of the Envision Jefferson 2020 Comprehensive Plan.	JEDCO	Ongoing	Staff time	Year 06 07 08 09 10 
<b>1.7 Drive implementation of the Metairie Central Business District Plan.</b>				
1.7.1 Monitor, support, and provide input on Jefferson Parish's Metairie CBD committee to focus on the implementation of the Metairie Central Business District Plan.	JEDCO	Ongoing	Staff time	Year 06 07 08 09 10 

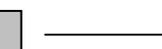
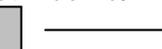
*The Jefferson EDGE 2010 Implementation Plan- QUALITY JOBS AND WORKFORCE*

<b>GOAL 1: DRIVE THE EFFECTIVE USE OF ALL AVAILABLE RESOURCES TO BUILD A CONTINUALLY IMPROVING JEFFERSON PARISH WORKFORCE.</b>				
<b>OBJECTIVE AND STRATEGIES</b>	<b>RESPONSIBILITY</b>	<b>BENCHMARK</b>	<b>RESOURCES/ FUNDING</b>	<b>TIMING</b>
<b>1.1 Support the adoption of a comprehensive strategy to promote awareness of employment opportunities that do not require a four-year college degree through the Jefferson Parish School System.</b>				
1.1.1 Support the development of a marketing and public relations effort by the Jefferson Parish School System that stresses the importance of staying in school as well as job opportunities that are available to individuals with career and technical training.	Jefferson Chamber, WIB	Participation in process	Staff time	Year 06 07 08 09 10 
1.1.2 Work with the Jefferson Parish School System and the business community to develop and adopt new approaches to retaining high school students and preparing students for direct entry into the workforce.	Jefferson Chamber, WIB	Development and adoption of approaches	Staff time	Year 06 07 08 09 10 
1.1.3 Encourage active participation by partner industries to support and sponsor education and workforce marketing efforts.	Jefferson Chamber, WIB, Jefferson Parish School System	Participation in efforts	Staff time	Year 06 07 08 09 10 
<b>1.2 Advocate improvements and enhancements to workforce training programs that will provide flexible and relevant use of resources to meet the needs of businesses, industry, and immediate recovery efforts in Jefferson Parish.</b>				
1.2.1 Encourage remediation of deficiencies in existing workforce training funding programs, as identified by the Louisiana Task Force on Workforce Competitiveness.	GNO, Inc., Louisiana Task Force on Workforce Competitiveness, WIB	Remediation of deficiencies	Staff time	Year 06 07 08 09 10 
1.2.2 Advocate enhancements and improvements to workforce training funding programs that mitigate the deficiencies through the adoption of standard operating procedures, as identified by the Louisiana Task Force on Workforce Competitiveness.	GNO, Inc., Louisiana Task Force on Workforce Competitiveness, WIB	Adoption of standard operating procedures	Staff time	Year 06 07 08 09 10 
1.2.3 Advocate adoption of enhancements through legislative and administrative processes, as identified by the Louisiana Task Force on Workforce Competitiveness.	GNO, Inc., Louisiana Task Force on Workforce Competitiveness, WIB	Adoption of enhancements	Staff time	Year 06 07 08 09 10 
1.2.4 Perform annual assessments of the workforce needs of Jefferson Parish.	WIB	Completion of annual assessment	Staff time	Year 06 07 08 09 10 

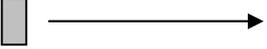
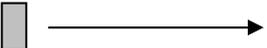
***The Jefferson EDGE 2010 Implementation Plan- QUALITY JOBS AND WORKFORCE***

OBJECTIVE AND STRATEGIES	RESPONSIBILITY	BENCHMARK	RESOURCES/ FUNDING	TIMING
<b>1.3 Support the adoption of a comprehensive strategy for lifelong learning and basic educational skills among all educational institutions.</b>				
1.3.1 Work with educational institutions and agencies to provide access to literacy development programs for those in need of assistance in overcoming literacy barriers to employability.	Jefferson Chamber, Stakeholder Groups	Ongoing	Staff time	Year 06 07 08 09 10 
1.3.2 Work with the Jefferson Parish Public School System to improve the quality of public education and increase the likelihood that all young people will complete high school having achieved the competency needed enter the work force.	JEDCO, Jeff Parish, WIB, Jeff Chamber, Jeff Business Council, GNO, Inc., Louisiana Task Force on Workforce Competitiveness and all stakeholder groups	Ongoing	Staff time	Year 06 07 08 09 10 

**The Jefferson EDGE 2010 Implementation Plan- QUALITY JOBS AND WORKFORCE**

<b>GOAL 2: DRIVE CREATION, RECRUITMENT AND RETENTION OF QUALITY JOBS.</b>				
<b>OBJECTIVE AND STRATEGIES</b>	<b>RESPONSIBILITY</b>	<b>BENCHMARK</b>	<b>RESOURCES/ FUNDING</b>	<b>TIMING</b>
<b>2.1 Drive support for continuing and expanded business incentives that are important to Jefferson Parish’s recovery, recruitment, and retention initiatives and the creation of quality jobs.</b>				
2.1.1 Communicate that Jefferson Parish has both a ready and capable workforce and secure, adequate infrastructure through business retention and recruitment efforts.	JEDCO, Jefferson Chamber	Ongoing	Staff time, \$15,000 for educational materials	Year 06 07 08 09 10 
2.1.2 Ensure that State and Local incentives remain in place to provide for business recovery, retention, and recruitment in Jefferson Parish.	JEDCO, Jeff Parish, GNO, Inc.	Maintenance of existing incentives	Staff time	Year 06 07 08 09 10 
2.1.3 Incorporate incumbent worker training program resources and other workforce training programs in on-going communications to small business.	JEDCO, Jeff Chamber, WIB	Ongoing	Staff time, \$15,000 for educational materials	Year 06 07 08 09 10 
<b>2.2 Enhance the local business climate for entrepreneurs and start-up businesses.</b>				
2.2.1 Develop the Churchill Technology and Business Park as a hub for both start-up businesses and established businesses relocating from other communities.	JEDCO, Jeff Parish	Ongoing	Staff time	Year 06 07 08 09 10 
2.2.2 Drive the creation a business mentor network for Jefferson Parish small businesses.	JEDCO, Jeff Chamber, SBDC, SCORE	Establishment of mentor network	Staff time	Year 06 07 08 09 10 
2.2.3 Drive efforts to assist small businesses by providing technical assistance for business start-up and/or expansion; by linking small businesses to opportunities in the hurricane recovery effort; and by providing assistance to businesses whose operations were interrupted by Hurricanes Katrina and Rita.	JEDCO, Jeff Chamber, SBDC, SCORE	Ongoing	Staff time	Year 06 07 08 09 10 
2.2.4 Utilize the JEDCO website as a means of small business communications and mentoring.	JEDCO	Website refinement	Staff time	Year 06 07 08 09 10 

**The Jefferson EDGE 2010 Implementation Plan- QUALITY JOBS AND WORKFORCE**

<b>GOAL 3: DRIVE A COOPERATIVE EFFORT TO ESTABLISH AN ON-GOING FORUM TO COMMUNICATE THE NEEDS OF THE JEFFERSON BUSINESS COMMUNITY TO COLLEGES, UNIVERSITIES, COMMUNITY COLLEGES, LOUISIANA TECHNICAL COLLEGE AND HIGH SCHOOLS.</b>				
<b>OBJECTIVE AND STRATEGIES</b>	<b>RESPONSIBILITY</b>	<b>BENCHMARK</b>	<b>RESOURCES/ FUNDING</b>	<b>TIMING</b>
<b>3.1 Partner with the Jefferson Parish Workforce Investment Board to enhance community outreach efforts that focus on regional economic recovery and expanded job opportunities.</b>				
3.1.1 Partner with the Jefferson Parish Workforce Investment Board to augment the local delivery of training and continuing education within Jefferson Parish.	Jeff Chamber, GNO Inc.	Establish partnership	Staff time	Year 06 07 08 09 10 
3.1.2 Partner with the Jefferson Parish Workforce Investment Board to develop a task force composed of active and retired members of the business community to explore ways to better meet the workforce needs of business and industry, including those businesses most engaged in the hurricane recovery effort.	Jeff Chamber, GNO Inc.	Establish partnership	Staff time	Year 06 07 08 09 10 
3.1.3 Partner with the Jefferson Parish Workforce Investment Board to partner with the Jefferson Parish School System and local colleges and universities to establish focus groups between business/industry and education to explore ways of improving the delivery system and to meet the changing needs of employers in Jefferson Parish.	Jeff Chamber, GNO Inc.	Establish partnership	Staff time	Year 06 07 08 09 10 
<b>3.2 Collaborate with GNO, Inc. to ensure that the Regional Workforce Task Force is inclusive and reflective of the needs of Jefferson Parish employers and workers.</b>				
3.2.1 Monitor, support, and provide input into roundtable discussions among university and college presidents convened by Greater New Orleans, Inc.	JEDCO, Jeff Chamber, WIB	Ongoing	Staff time	Year 06 07 08 09 10 
3.2.2 Communicate Jefferson Parish employer needs to the Regional Workforce Task Force of Greater New Orleans, Inc. with particular attention to those employers with special needs during the hurricane recovery process.	JEDCO, Jeff Chamber, WIB	Ongoing	Staff time	Year 06 07 08 09 10 



**APPENDIX A**

**EDGE STEERING  
COMMITTEE AND  
AFFILIATIONS**



**APPENDIX A:**

**The Jefferson EDGE Steering Committee Membership and Affiliations**

<b>Name</b>	<b>Affiliation</b>
Ricky Burke	ATMOS Energy
Ken Kachtik	Elmwood Fitness Center
Merlin Villar	BellSouth
Mackie Shilstone	Elmwood Fitness Center
Charlie Frederick	Boomtown Casino
Bill Peperone	Entergy
Allen Donner	East Jefferson General Hospital
Henry Shane	Favrot and Shane
Dr. Mark Peters	East Jefferson General Hospital
Ashton Ryan	First Bank and Trust
Paul Bonitatibus	Hibernia Bank
Louis Lauricella	Lauricella Land
Jack Stumpf	Jack Stumpf and Associates
John Young	Jefferson Parish Council Member
Mark Singletary	New Orleans Publishing Group
Aaron Broussard	Jefferson Parish President
Ed Winter	Northrop Grumman Avondale Operations
George Yount	Northrop Grumman Avondale Operations
Glen Wilson	Lakeside Shopping Center
Woody Oge	Northrop Grumman Avondale Operations
Senator Ken Hollis	State of Louisiana Senator
Dr. Patrick Quinlan	Ochsner Clinic Foundation
Jennifer Vinson	Wyndham Hotel
James Hudson	Omni Bank
Cocie Rathborne	Rathborne Land Company
Lee Giorgio	Select Properties



**APPENDIX B**

**CEDS COMMITTEE  
ROSTER WITH  
AFFILIATIONS**



**APPENDIX B  
CEDS COMMITTEE ROSTER AND AFFILIATIONS**

Title	First Name	Last Name	Company/Organization
Ms.	Kimberly	Anderson	LIFT Productions
Mr.	David	Andignac	Whitney National Bank
Ms.	Jacqueline	Bauer	Jefferson Parish
Ms.	Monica	Baugh	JEDCO
Mr.	Robert	Becker	J. B. Levert Land Co., Inc.
Mr.	Jerry	Bologna	JEDCO
Ms.	Karen	Braun	Elmwood Business Association
Mr.	Ricky	Burke	ATMOS Energy Louisiana
Mrs.	Charlotte	Burnell	Strategic Planning Associates
Mr.	Nancy	Cassagne	Jefferson Parish
Ms.	Sherese	Chretien	Kelly Services
Mr.	Louis "Woody"	Crews, Jr.	Gray Insurance
Mr.	Larry	Dale	Pinnacle Employment
Mr.	Darryl	d'Aquin	commtech industries
Mr.	Eddie	Doucet	
Mr.	David	Drinkwater	Metairie Park County Day School
Mr.	Ed	Durabb	Jefferson Parish
Mr.	Robert E.	Evans	Robert E. Evans, LLC
Mr.	Joe	Ewell	Jewell LTD
Mr.	John	Fitzpatrick	Jefferson Parish Council
Mr.	Charlie	Fontenelle	Insurance Underwriters
Mr.	Beau	Fournet	Health Strategies Group
Ms.	Gaye	Frederic	JEDCO
Mr.	Charlie	Frederick	Boomtown Casino
Ms.	Faye	Galland	Jefferson Parish Community Development
Mr.	Bill	Galloway	Hibernia Bank
Mr.	Keith	Gee	Jefferson Parish Council
Ms.	Aimee	George	Jefferson Parish Dept of Community Development
Mr.	Lee	Giorgio	Select Properties
Mr.	Gregory	Guthrie	Alario Center
Mr.	Glenn	Hayes	First Bank and Trust
Mr.	Brian	Heiden	Omni Bank
Mr.	Ron	Hinyub	Jefferson Parish Council
Mr.	James	Hudson	Omni Bank
Mr.	Paul E.	Hurley	Attorney-at-Law
Ms.	Pamela	Jackson	Jefferson Parish Council
Ms.	June	Johns	JEDCO
Mr.	Ken	Kachtik	Elmwood Fitness Center
Ms.	Angele	Laborde	The Jefferson Chamber of Commerce
Mr.	Louis	Lauricella	Lauricella Land Company
Mr.	Frank	Levy	LLB Consulting, Inc.
Ms.	Wendy	Mangiaracina	Jefferson Parish Public Schools
Ms.	Tina	Mayes	JEDCO Women Business Owners
Mr.	Craig	Mouney	Hilton New Orleans Airport
Mr.	Todd	Murphy	OMNI Bank
Ms.	Lynda	Nugent-Smith	JEDCO
Mr.	Woody	Oge	Northrop Grumman Avondale Operations

**APPENDIX B**  
**CEDS COMMITTEE ROSTER AND AFFILIATIONS**

Title	First Name	Last Name	Company/Organization
Mr.	Bill	Peperone	Entergy
Mr.	Benjamin	Perez	Louisiana Technology Council
Dr.	Mark	Peters	East Jefferson General Hospital
Mr.	Mike	Quigley	Jefferson Parish
Mr.	Pat	Rooney	Commercial Flooring
Mr.	Stan	Salathe	Salathe Oil Company, Inc.
Mr.	Johnny	Sanchez	Acme Truck Line
Mr.	Louis	Savoie	Parish President's Office
Mr.	Henry	Shane	Favrot and Shane
Mr.	Mark	Singletary	New Orleans Publishing Group/City Business
The Honorable	Jennifer	Sneed	Jefferson Parish Council
Mr.	Ernest	Stalberte	Lynnx.com
Ms.	Dottie	Stephenson	JEDCO
Mr.	Randy	Strassel	Elmwood Fitness Center
Mr.	Jack	Stumpf	Jack Stumpf & Associates, Inc.
Mr.	Mike	Thomas	Jefferson Parish Council
Mr.	Vincent	Vastola	Marrero Land & Improvement Association
Mr.	Darryl	Ward	Jefferson Parish
Mr.	Stephen	Wessel	AmSouth Bank
Dr.	Terri	Wilkinson	Jefferson Parish Planning Department
Mr.	Gary	Winker	Jefferson Chamber Technology Chamber, The
The Honorable	John	Young	Jefferson Parish Council

**APPENDIX C**

**MEETING MINUTES**



Minutes of the CEDS Committee Meeting  
The Jefferson EDGE 2010  
February 22, 2005 – 1:30 P.M.  
Jefferson Parish West Bank Regional Library

Attendees:

*CEDS Committee Members Present:*

Randy Strassel	David Andinac	Michael Thomas
Charles Fontenelle	Jennifer Sneed	Vincent Vastola
John Fitzpatrick	Kimberly Anderson	Ron Hinyub
Lynne Parker	Bill Peperone	Aimee George
Louis Savoye	Paul Hurley	
Nancy Cassagne	Wendy Mangiaracina	Charlotte Burnell
Greg Guthrie	Ben Perez	Stephen Wessel
Joseph Ewell	David Drinkwater	Joseph Hunt
Ed Durabb	Karen Braun	Jerry Bologna
Ernest Stalberta	Bill Galloway	Stan Salathe
John Young	Gary Winker	Lee Giorgio
Ricky Burke	Charlie Frederick	Darryl Ward
R. Keith Lee	Johnny Sanchez	Brian Heiden
Lynda Nugent Smith	Mark Singletary	Pat Rooney
Woody Oge	Louis Lauricella	Darryl d'Acquin
Larry Dale	Mike Quigley	Tina Mayes
Mark Peters	Terri Wilkinson	Beau Fournet
Craig Mouney	Angelle Laborde	Bob Becker
Ken Kachtik		

*JEDCO Staff:*

Brian Freese, Executive Director  
Dottie Stephenson  
Gaye Fredrich  
June Johns

*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD  
Tom Suydam

*GCR & Associates, Inc.:*

Greg Rigamer, President  
Roy Smith, Project Manager  
Raphie Rablais, Planner

The meeting began at 1:30 p.m. with Mr. Freese leading a general introduction to the CEDS Committee members. Mr. Freese stressed the importance of participation in this planning process to provide direction for JEDCO and Jefferson Parish in economic development efforts.

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February 22, 2005 – 1:30 P.M.  
Jefferson Parish West Bank Regional Library

Mr. Jack Stumpf, The Jefferson EDGE Co-chair provided an introduction. Mr. Stumpf provided a background on the development of the Jefferson EDGE and accomplishments related to the Jefferson EDGE from the past five years. The Jefferson EDGE 2010 will guide economic development efforts of Jefferson Parish for the next five years. Mr. Stumpf then introduced the consultant team that is working on the Jefferson EDGE 2010. This team consists of GCR and Associates and the University of New Orleans Center for Economic Development.

Mr. Greg Rigamer, president of GCR and Associates, then presented an overview of the consulting team and the project schedule. Mr. Rigamer then introduced Dr. Ivan Miestchovich who will facilitate the meeting.

Dr. Ivan Miestchovich then began the facilitation of the CEDS Committee meeting. Dr. Miestchovich began with an introduction and a presentation of the mission statement that was developed during the first Jefferson EDGE planning process. This mission statement read: To promote sustainable growth, attract high wage industries, encourage technology development, and to offer a superior quality of life. The committee agreed that this mission statement is still relevant and should remain as written.

Dr. Miestchovich presented an overview of the accomplishments of the action plans for the first Jefferson EDGE plan. The Image and Marketing action plan consisted of three objectives with fifteen benchmarks to assess the achievements of the action plan. Of these fifteen benchmarks, thirteen have been achieved, are ongoing, or initiated. Two of the benchmarks are no longer applicable. The Technology Development action plan consisted of four objectives with twenty-one benchmarks to assess the achievements of the action plan. Of these twenty-one benchmarks, twenty have been achieved, are ongoing, or initiated. One of the benchmarks has not been achieved. The Regional Development action plan consisted of four objectives with twenty benchmarks to assess the achievements of the action plan. Of these twenty benchmarks, nineteen have been achieved, are ongoing, or initiated. One of the benchmarks has not been achieved. The Land Development action plan consisted of two objectives with four benchmarks to assess the achievements of the action plan. Of these four benchmarks, two have been achieved, are ongoing, or initiated. Two of the benchmarks have not been achieved.

Dr. Miestchovich then presented an overview of the Community Assessment. The Community Assessment has been updated and revised to reflect the most recent data available. Some of the important findings of the Community Assessment were presented as follows:

- Jefferson Parish experienced rapid population growth between 1950 and 1980. Since 1980, Jefferson Parish has not gained any significant population growth.
- For the 2003-2004 period, Jefferson Parish experienced a net loss of 2,120 residents. A significant number of these residents moved to St. Tammany and St. Charles Parishes.
- Employment in Jefferson Parish increased 9.4 percent from 1995-2002. This rate of growth is above the growth rates for the New Orleans MSA (5.9 percent) and Louisiana (8.7%).

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Jefferson Parish West Bank Regional Library

- Employment in Jefferson Parish accounted for 35% of the total employment in the New Orleans MSA in 2002.
- Average home prices rose to 178,177 in Jefferson Parish in 2004. The average house price in East Jefferson in 2004 was \$222,730. The average house price in West Jefferson was \$127,784. The average annual appreciation of Jefferson Parish homes was 9.4 percent from 2003 to 2004.
- A substantial percentage of students in Jefferson Parish attend private schools. Over 35% of Jefferson Parish students are enrolled in private schools
- The Jefferson Parish Public school system's District Performance Scores (DPS) have lagged behind the regional average for the past several years.

Dr. Miestchovich then presented an overview of the Cluster Analysis. The Cluster Analysis has been updated and revised to reflect the most recent data available. Some of the important findings of the Community Assessment were presented as follows:

- Jefferson Parish has witnessed few, if any, large scale economic changes since the original Jefferson EDGE report was completed in 1999. Bureau of Labor Statistics (BLS) and Census Bureau data confirm this.
- Relative to the national average, Jefferson Parish continues to show strong concentrations in the following clusters:
  - Arts, Entertainment, and Recreation
  - Accommodation and Food Services
  - Retail Trade
  - Transportation and Warehousing
- In keeping with the original EDGE report, the following clusters are examined in detail in the Jefferson EDGE 2010:
  - Transportation Equipment Manufacturing
  - Mining
  - Transportation & Warehousing
  - Health Care & Social Assistance
  - Retail Trade and Accommodation & Food Services
  - Professional & Technical Services
- Based on industry growth rates within Jefferson Parish, four developing clusters have been identified as significant areas of potential growth in Jefferson Parish. These clusters are identified as:
  - Computer Systems Design
  - Motion Picture and Video
  - Food Manufacturing
  - Telecommunications

Dr. Miestchovich then led a discussion of the strengths, weaknesses, opportunities and threats facing economic development in Jefferson Parish. This SWOT Analysis will help determine

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the most critical issues facing Jefferson Parish. Task Forces will then be developed based upon these critical issues to create action plans to address each critical issue.

The Strengths identified in 2000 Jefferson EDGE Planning Process were as follows:

- Location Advantage
  - Proximity to New Orleans
  - Natural Resources
  - Airport
  - Transportation Corridors
- Business Climate
  - Taxation
  - Permitting
  - Governmental Leadership
- Quality of Life
  - Crime Rates
  - Health Care
  - Recreation

The CEDS committee then identified the following strengths:

- Ports- Largest ports in America
- Access to Mississippi River
- Louisiana Legislature has provided for the development of International Banks
- Miles of frontage along Lake Pontchartrain
- Medical research and development
- Strong sense of community
- Diversity of the population
- Private schools
- Large concentration of federal agencies
- Good climate
- Access to high quality higher education
- Railroads
- Gateway to Latin America
- Geographic centrality
- Commercial hunting and fishing
- Infrastructure
- Natural Resources
- Low cost of living
- Accessible and involved business community
- Culture and History
- Extended families and sense of community
- Continued Parish support of Envision Jefferson 2020 Comprehensive Plan

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Jefferson Parish West Bank Regional Library

The Weaknesses identified in 2000 Jefferson EDGE Planning Process were as follows:

- Limited Development Opportunities
  - The long-term future of Jefferson Parish ultimately resides in the West Bank's ability to improve its infrastructure and capacity for development
- Business Climate
  - Business climate is both a strength and a weakness
  - Availability of capital
  - Labor force and education

The CEDS committee then identified the following weaknesses:

- Regressive tax system
- Uneducated workforce
- Proximity to New Orleans
- Not In My Backyard attitude
- Image of political corruption
- Natural threats
- Railroads flow/congestion
- Lack of rapid transit
- Local traffic
- Educational opportunities
- Lack of commitment to better public education
- Lack of positive media
- Fat City
- Poor West Bank Image
- Negative broader public image
- Available housing
- Business self-interest
- Limited value-added manufacturing
- Limited employment advancement opportunities
- Lack of a good list of strengths
- Reluctance to adopt innovations (housing, education, etc.)
- Airport
- Comparative demographics
- Access to bank capital (Loan limits)
- Connectivity to West Bank
- Lack of Vision
- Dominant political forces

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The CEDS committee then identified the following opportunities:

- Retention of military retirees
- Sports
- Sports-related businesses
- Emergence of Medical Center industry (Biomedical R&D and Patient Care)
- Regional Cooperation
- Light Rail/ Transit
- Film, Video, Video Game Industries
- Oil and Gas Industry Revival
- Partnership with State Economic Development Leadership
- Distribution Centers
- Alternative and affordable housing
- Completion of I-49

The CEDS committee then identified the following threats:

- Shrinking funding for infrastructure
- BRAC (Military Base closings)
- Junior representation in Washington
- Northrop Grumman layoffs
- Rising cost of development
- Negative perception (local and national)
- Crime statistics across the region
- Tax structure on businesses
- Coastal erosion
- Regional socioeconomic conditions
- Lack of growth

Following the SWOT analysis exercise, Dr. Miestchovich facilitated the identification of critical issues based upon the strengths, weaknesses, opportunities and threats that were identified. The committee identified four critical issue areas that should be addressed by the action plans of the Jefferson EDGE 2010. The critical issues identified were:

Image and Branding

Regional Cooperation

Land Development and Redevelopment

Quality Jobs and Workforce

Dr. Miestchovich explained that task forces will be formed for to address each of these critical issue areas. CEDS members were encouraged to sign up for a task force before leaving the meeting. The task forces will require a commitment to three working meetings to develop goals, objectives and strategies related to the critical issue. The meeting was then concluded at 4:40 pm.

Minutes of the CEDS Committee Meeting  
The Jefferson EDGE 2010  
May 10, 2005 – 1:30 P.M.  
Jefferson Parish West Bank Regional Library

Attendees:

*CEDS Committee Members Present:*

Bob Evans	Charlotte Burnell	Ron Hinyub
Pam Jackson	Eddie Doucet	Joseph Hunter
Lynda Nugent Smith	Angelle Laborde	Woody Crews
Henry Shane	Wendel Dufour	David Andignac
Jim Hudson	Frank Levy	
Sherese Chretien	R. Keith Gee	Terri Wilkinson
Glenn Hayes		

*JEDCO Staff:*

Brian Freese, Executive Director  
Dottie Stephenson  
Gaye Fredrich  
June Johns  
Jerry Bologna

*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD  
Tom Suydam

*GCR & Associates, Inc.:*

Greg Rigamer, President  
Roy Smith, Project Manager  
Raphie Rablais, Planner

The meeting began at 1:30 p.m. with Mr. Freese leading a general introduction to the CEDS Committee members. Mr. Freese stressed the importance of participation in this planning process to provide direction for JEDCO and Jefferson Parish in economic development efforts.

Mr. Henry Shane, The Jefferson EDGE Co-chair provided an introduction. Mr. Stumpf provided a background on the development of the Jefferson EDGE 2010 and thanked the participants. The Jefferson EDGE 2010 will guide economic development efforts of Jefferson Parish for the next five years. Mr. Shane then introduced Dr. Ivan J. Miestchovich to continue with the meeting

Dr. Ivan Miestchovich then began the facilitation of the CEDS Committee meeting. Dr. Miestchovich began with an introduction and a presentation of the development of the action plans. The action plans were developed through numerous task force meetings that addressed four critical issue areas that were identified at the last CEDS meeting. These four areas are: Image and Branding, Regional Cooperation, Land Development and Redevelopment, and

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Quality Jobs and Workforce. Each task force met during March and April to develop goals, objectives and strategies. The objectives were prioritized by each task force.

Dr. Ivan Miestchovich then introduced Jim Hudson, chair of the Image and Branding Task Force, to present the Image and Branding Action Plan. Mr. Hudson then presented the image and branding action plan. Two Image and Branding task force meetings were held to develop the goals, objectives and strategies of the action plan.

The objectives were prioritized by the task force and are presented in order of priority in the action plan. The intent of the goals, objectives and strategies is to create a brand image for Jefferson Parish and to build brand equity. Building a brand image defines who you are, the perception that you wish to convey and the design construct that will convey this message. A brand identity makes it easier to sell Jefferson Parish because all agencies will be consistently selling the same billion-dollar product. Brand equity is established through a long-term marketing and image-making process (5-10 years) that is multi-faceted and multi-organizational. Mr. Hudson then presented the goals and objectives.

Dr. Ivan Miestchovich then introduced David Andignac to present the Regional Cooperation Action Plan. Three Regional Cooperation task force meetings were held to develop the goals, objectives and strategies of the action plan. The objectives were prioritized by the task force and are presented in order of priority in the action plan. The intent of this action plan is to address major regional issues facing economic development in Jefferson Parish. The Regional Cooperation action plan addresses a number a regional issues including the airport, rail carriers, tax structure and transportation projects. This action plan recognizes the significance of partnerships with Greater New Orleans, Inc., the Jefferson Chamber, the Regional Planning Commission, and the State of Louisiana. Mr. Andignac then presented the goals and objectives.

Dr. Ivan Miestchovich then introduced Dr. Terri Wilkinson to present the Land Development and Redevelopment Action Plan. Three Land Development and Redevelopment task force meetings were held to develop the goals, objectives and strategies of the action plan. The objectives were prioritized by the task force and are presented in order of priority in the action plan. The intent of the goals, objectives, and strategies related to land development and redevelopment is to remove barriers to development and redevelopment in Jefferson Parish. Many of the strengths, weaknesses, opportunities and threats related to land development and redevelopment are related to impediments to development and redevelopment. This action plan identifies the importance of obtaining a master 404 permit for the West Bank, the importance of the Envision Jefferson 2020 Comprehensive Plan initiatives, and the importance of improvements to hurricane protection and infrastructure in the parish. Dr. Wilkinson then presented the goals and objectives of the action plan. Dr. Ivan Miestchovich then introduced Angelle Laborde to present the Quality Jobs and Workforce Action Plan. Three Quality Jobs and Workforce task force meetings were held to develop the goals, objectives and strategies of the action plan. The objectives were prioritized by the task force and are presented in order of priority in the action plan. The intent of this action plan related quality jobs and workforce is

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to establish JEDCO and its partners as a driving force in Jefferson Parish's commitment to an improved workforce for its employers and to attract and retain quality jobs for the parish. Issues addressed in this action plan include the utilization of educational programs and employee training and the creation and retention of quality jobs that offer competitive salaries and opportunities for career advancement. This action plan requires that the Jefferson Parish School System, the Workforce Investment Board, the Jefferson Chamber, and a host of other strategic allies to partner in addressing workforce issues in Jefferson Parish and to provide opportunities for quality business retention and expansion. Ms. Laborde then presented the goals and objectives.

The CEDS committee then adopted the EDGE 2010 action plans.

Dr. Ivan Miestchovich then led a discussion of the prioritization of the plan objectives. A numerical ranking for each objective was provided based on the following criteria:

1. IMPACT- How much impact will the objective have in achieving the goal of the action plan?

3-Major  
2-Medium  
1-Minor

2. FEASIBILITY- How likely is it that the necessary resources required to implement the objective will be available?

5-Very likely  
3- More likely than not  
0- Uncertain

3. TIMING- How long will it take to measure the impact of the project?

3- Short term (1-3 years)  
2- Medium term (3-5 years)  
1- Long term (5+ years)

4. PRIVATE SECTOR PARTICIPATION- What is the private sector's ability to bring expertise or influence to bear on this objective?

3- Great  
2- Some  
1- Little

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5. RELEVANCE- Does this objective meet the vision statement of the Jefferson EDGE?

The vision statement reads as follows: ***“To promote sustainable growth, attract high wage industries, encourage technology development, and to offer a superior quality of life.”***

- 2- Relevant
- 1- Somewhat relevant
- 0- Uncertain

The committee members were then given a worksheet to prioritize the objectives and instructed to return the worksheets to the consultant team before leaving. The Jefferson EDGE 2010 plan components will be finalized to include the Community Assessment, Cluster Analysis, SWOT Analysis, Action Plan, and Implementation Plan. The Jefferson EDGE 2010 will go before the JEDCO Board of Commissioners and the Jefferson Parish Council for adoption.

Minutes of the Land Development and Redevelopment Task Force Meeting  
The Jefferson EDGE 2010  
March 09, 2005 –9:00 AM.  
Old Metairie Library

Attendees:

Task Force Members Present:

Blaine Ganagan	Terri Wilkinson	Bob Becker
Bill Peperone	Joseph Ewell	Bill Galloway
Louis Lauricella	Vincent Palumbo	Jack Stumpf
Shelby LaSalle	Vincent Vastola	Lynda Nugent Smith
Max Derbes III	Ron Hinyub	Louis Savoye
Cocie Rathborne		

JEDCO Staff Present:

Gaye Frederic	Dottie Stephenson	Brian Freese
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*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 9:00 a.m. with Mr. Freese leading a general introduction to the task force members. The purpose of the meeting was to identify goals and objectives related to land development and redevelopment issues in Jefferson Parish.

Ivan J. Miestchovich led discussion of the strengths, weaknesses, opportunities and threats related to land development that were identified as part of CEDS meeting on February 22, 2005. The task force engaged in a number of discussions related to land development permitting in Jefferson Parish. The approval process by state agencies was identified as a critical impediment to land development in the parish.

Ivan J. Miestchovich then led a discussion of the previous land development goals and objectives from the original Jefferson EDGE and the related accomplishments. The task force agreed that an important goal would be to remove impediments to land development and redevelopment in Jefferson Parish.

The task force then identified the following potential objectives and issues related to land development and redevelopment.

*- Drive reform of Department of Environmental Quality and Department of Natural Resources approval process. (WB)*

Much of the remaining vacant land on the West Bank will require environmental permitting for development. A major problem with the current permitting process is the extensive review process that is not bound by any type of deadline. The intent of this objective is to facilitate the enactment of a specific deadline for process completion and to assign responsibility and accountability to ensure that this objective is met.

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*- Drive approval process for West Bank-Wide 404 permitting.(WB)*

Currently, the Parish is seeking a 404 permit for development of the wetland areas located within the hurricane protection levee in the Barataria Corridor. A master permit is needed for the other remaining developable areas on the West Bank within the levee system. The intent of this objective is to support and promote the submittal and approval of a 404 permit for the remaining developable land within the levee system on the West Bank and to assign responsibility and accountability to ensure that this objective is met.

*- Drive improvements to the hurricane protection system. (WB)*

The hurricane protection system on the West Bank is incomplete, leaving large sections vulnerable to the impacts of a hurricane. The intent of this objective is to identify financial resources, investigate alternative funding mechanisms, maintain an inventory and status of levee and hurricane protection improvements and ensure completion of design work for the system.

*- Drive improvements to and expand on infrastructure on the West Bank.(WB)*

Large areas on the West Bank lack the infrastructure related to roads, drainage, and basic infrastructure to support comprehensive development. The intent of this objective is to drive the necessary changes to regulations that will allow infrastructure development in a innovative and cost-effective manner.

*- Drive completion of sub-areas plans called for in the Envision Jefferson 2020 Comprehensive Plan, specifically the Elmwood and Harvey Canal sub-area plans.(PW)*  
The Parish's comprehensive plan calls for a number a sub-area plans to address the land-use and zoning issues related to specific areas of the Parish. The Elmwood and Harvey Canal areas are considered high-priority and JEDCO will support the completion of these plans in a timely manner. These plans will require the identification and securing of funding for completion. Theses plans will also identify best practices that preserve business and industry uses in conjunction with neighboring uses.

*- Drive maintenance of the existing industrially zoned land inventory. (WB)*

JEDCO will ensure that the Parish maintains the current inventory of land that has been established for industrial use in order to protect existing industry and provide for industry expansion.

*- Drive creation of alternative zoning categories to accommodate evolving housing needs throughout the Parish. (PW)*

Jefferson Parish now has an adopted comprehensive land use plan. This Plan identifies large portions of the Parish as mixed-use. Zoning categories are needed to better accommodate quality mixed-use developments. In addition, an updated zoning ordinance could also provide for Planned Unit Developments, clustering, and various densities within developments. Innovative and updated zoning regulations will allow the Parish to

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be more receptive to innovative and diverse housing choices to address an aging and diverse population.

*- Drive development of airport-owned property.*

The surrounding land acquired by the airport presents economic development opportunities for the Parish.

*-To drive legislative policies and initiatives that support economic development in Jefferson Parish.*

Continued legislative incentives and state tax policy must be supportive of industries that are located in Jefferson Parish and supportive of those industries that Jefferson Parish wants to attract to create high-wage jobs.

Ivan J. Miestchovich thanked the task force for their effort and reminded them that the next scheduled meeting will take place on March 23, 2005 at the Westwego Library on the West Bank.

Minutes of the Land Development and Redevelopment Task Force Meeting  
The Jefferson EDGE 2010  
March 23, 2005 –9:15 AM.  
Westwego Library

Attendees:

Task Force Members Present:

Terri Wilkinson	Bob Becker	Bill Peperone
Joseph Ewell	Paul Hurlly	Lee Giorgio
Lynda Nugent Smith	Max Derbes III	Vincent Vastola
Jack Stumpf		

JEDCO Staff Present:

Gaye Frederic	Dottie Stephenson	Brian Freese
Jerry Bologna		

*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 9:15 am with Mr. Smith leading a general introduction to the task force members. The purpose of the task force meeting today is to review the goals and objectives and to develop strategies related to land development and redevelopment. Mr. Smith then introduced Dr. Ivan J. Miestchovich who will facilitate the meeting.

Dr. Ivan J. Miestchovich then reviewed the following goal.

Goal:

*TO DRIVE REMOVAL OF DEVELOPMENT AND REDEVELOPMENT BARRIERS IN JEFFERSON PARISH*

The following objectives were then reviewed. As each objective was reviewed, the task force members were asked to complete a worksheet that would help identify benchmarks, potential tasks, funding opportunities, and agency responsibilities related to the objectives.

Objectives:

- Drive reform of Department of Environmental Quality and Department of Natural Resources approval process.
- Drive approval process for West Bank-Wide 404 permitting.
- Drive improvements to the hurricane protection system.
- Drive improvements to and expansion of infrastructure on the West Bank.
- Drive completion of sub-areas plans called for in the Envision Jefferson 2020 Comprehensive Plan, specifically the Elmwood and Harvey Canal sub-area plans
- Drive maintenance of the existing industrially zoned land inventory.
- Drive creation of alternative zoning categories to accommodate evolving housing needs throughout the Parish.

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- Drive development of airport-owned property.
- Drive waterfront development in Jefferson Parish while maintaining private property rights.
- Drive implementation solutions to drainage problems in Elmwood
- Drive communication across community interests and stakeholders for the need for innovative and best practice approaches to residential development.
- Drive implementation of the Metairie CBD Plan.

The task force discussed the objectives and identified the following potential strategies to implement the objectives:

- Monitor DNR and DEQ approval process execution.
- Support Jefferson Parish Council Action for the hiring of an environmental consultant to lead the Parish through the environmental master permitting process on the West Bank.
- Support Jefferson Parish Council action to move forward with a 404 permit for the remaining undeveloped land on the West Bank within the hurricane protection levee.
- Monitor progress and obtain status reports on the progress of the 404 permitting process.
- Inform and educate the Congressional delegation about the need for further funding of levee and flood prevention projects in Jefferson Parish.
- Determine status, monitor progress and obtain status reports on improvements to the hurricane protection system.
- Monitor the development of the major street plan for Jefferson Parish and support Council adoption of the Plan.
- Assist in lobbying efforts for an I-49 route with most beneficial impact to Jefferson Parish.
- Support the development of a Public Works Element of the Parish Comprehensive Plan.
- Monitor and participate in high-priority sub-area plans that are identified in the Comprehensive Plan.
- Ensure that industrially-designated areas of the Parish are protected for future industrial development.
- Participate in the creation of alternative zoning categories to accommodate evolving housing needs throughout the Parish.
- Support waterfront development in Jefferson Parish while maintaining private property rights.
- Facilitate the creation of a merchant's association to organize support for the implementation of projects outlined in the Metairie CBD Plan.
- Encourage more stringent code enforcement by Jefferson Parish in the Metairie CBD.

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- Drive a complete review of the existing permitting and regulatory process in Jefferson Parish.
- Drive the completion of a housing needs study and communicate the results to civic groups, business organizations, and Parish entities.

The task force then discussed specific land use issues related to permitting, Elmwood, and the West Bank. Dr. Ivan J. Miestchovich then completed the meeting and reminded the task force members that the next task force meeting will be held on April 13 to further refine the action plan.

Minutes of the Land Development and Redevelopment Task Force Meeting  
The Jefferson EDGE 2010  
April 13, 2005 –9:00 AM.  
JEDCO Office

Attendees:

Task Force Members Present:

Paul Hurley	Kathy Costanza	Louis Lauricella
Jack Stumpf	Joseph Ewell	Terri Wilkinson
Bill Galloway		

JEDCO Staff Present:

Gaye Frederic	Dottie Stephenson	Brian Freese
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*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 9:00 a.m. with Mr. Freese leading a general introduction to the task force members. He then introduced Dr. Ivan J. Miestchovich to facilitate the task force meeting.

Dr. Miestchovich stated that the purpose of this meeting was to review and refine the land development and redevelopment action plan. Dr. Miestchovich then presented the following goal, objectives and strategies. The task force members provided comments and approved this action plan as presented.

Goal:

Drive removal of development and redevelopment barriers in Jefferson Parish.

Objectives:

- Drive approval process for West Bank 404 permitting
- Monitor, support, and provide input on the review and enhancement of the existing permitting and regulatory processes in Jefferson Parish.
- Monitor and report on the effectiveness of the approval process for permitting used by the State of Louisiana Department of Natural Resources and Department of Environmental Quality.
- Drive the implementation of high-priority projects identified in the Envision Jefferson 2020 Comprehensive Plan.
- Drive improvements to the hurricane protection levee system.
- Drive improvements to and expansion of infrastructure on the West Bank.
- Drive implementation of the Metairie Central Business District Plan.

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Strategies:

- Monitor, support, and provide input to the Jefferson Parish action to move forward with all 404 permits covering the remaining undeveloped land on the West Bank within the hurricane protection levee
- Monitor, support, and provide input to the completion and implementation of a housing needs study and the Housing Element of the Envision Jefferson 2020 Comprehensive Plan.
- Communicate the results and findings of a housing needs study and the Housing Element of the Envision Jefferson 2020 Comprehensive Plan to civic groups, business organizations, and parish entities.
- Monitor, support, and provide input to the creation of alternative zoning categories to accommodate a mix of commercial and industrial uses in a planned community context, such as Planned Unit Development zoning.
- Support creation of an ombudsman for selected development projects on behalf of local applicants to expedite communication with the Department of Natural Resources and the Department of Environmental Quality to ensure that the approval processes are efficient and effective.
- Monitor, support, and provide input in the planning process related to high-priority sub-area plans that are identified in the Envision Jefferson 2020 Comprehensive Plan.
- Monitor and encourage the preservation of existing industrially-developed and designated waterfront areas in Jefferson Parish, including Peters Road, Avondale, and Elmwood.
- Monitor, support, and provide input in the creation of alternative zoning categories to accommodate evolving housing needs throughout Jefferson Parish.
- Monitor, support, and provide input to quality residential waterfront development in Jefferson Parish that provides a mix of housing options while maintaining private property rights.
- Monitor, support, and provide input to development of an Avondale sub-area plan.
- Inform and educate the Congressional delegation about the need for further funding of levee and flood prevention projects in Jefferson Parish.
- Determine status, monitor progress and obtain status reports on improvements to the hurricane protection levee system.
- Monitor, support, and provide input to the development of the major street plan for Jefferson Parish and support adoption of the plan.
- Assist in lobbying efforts for an I-49 route that leverages the most beneficial impact on development in Jefferson Parish.
- Support the development of and future implementation of a Public Works Element of the Envision Jefferson 2020 Comprehensive Plan.
- Monitor, support, and provide input on Jefferson Parish's Metairie CBD committee to focus on the implementation of the Metairie Central Business District Plan.

Minutes of the Land Development and Redevelopment Task Force Meeting  
The Jefferson EDGE 2010  
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JEDCO Office

The task force members approved the action plan and agreed to have it presented at the CEDS meeting on May 10, 2005. The meeting was then adjourned.

Minutes of the Image and Branding Task Force Meeting  
The Jefferson EDGE 2010  
March 30, 2005 –1:30 PM.  
JEDCO Office

Attendees:

Task Force Members Present:

Bill Peperone	Todd Murphy	
Jennifer Steel	Lynda Nugent Smith	Violet Peters
Eddie Doucet	Lucien Gunter	Pat Rooney
Charles Fontenelle		

JEDCO Staff Present:

June Johns	Dottie Stephenson
Brian Freese	

*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 1:30 p.m. with Mr. Freese leading a general introduction to the task force members. Mr. Freese described the process of building of a brand image. Mr. Freese presented a power point presentation on developing a brand image. A brand image describes who you are and how we differentiate ourselves from other communities. The brand image must permeate all aspects of marketing to be effective. Good brands build loyalty and a sense of recognition and loyalty. Jefferson Parish must differentiate itself from other communities as the premier place to live, work, and play. The brand identity is a visual expression of who we are.

Ivan J. Miestchovich then led a discussion of strengths, weaknesses, opportunities, and threats identified at the CEDS meeting related to image and branding. The goals of the original Jefferson EDGE related to image and marketing were then discussed to determine relevance to the EDGE 2010. The task force engaged in a discussion of marketing to a local, national, and international audience.

The task force then began to work on development of goals related to image and branding. Concentration on the positives of Jefferson Parish was identified as a critical component of any image and marketing campaign. The task force then identified the following potential goals related to image and branding:

Create a comprehensive brand for Jefferson Parish that will be used locally, regionally, nationally, and internationally to differentiate Jefferson Parish from other communities.

Secure commitments from Jefferson Parish partners to develop brand equity for Jefferson Parish.

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JEDCO Office

Build brand recognition and awareness among local, regional, national and international residents and businesses.

The task force then discussed the development of brand equity. Brand equity is consistency. It takes time to build up. It must be multi-faceted, multi-organizational, must be long-term (5-10 years).

The task force then worked on the development of objectives related to image and branding. The following objectives were identified as relevant to the goals related to image and branding:

Establish consensus points of key brand items and identifiers for Jefferson Parish.

Develop buy-in from stakeholders and investors for creation of a comprehensive brand for Jefferson Parish.

Create a comprehensive brand for Jefferson Parish.

Leverage resources from parish partners to ensure maximum return on investments in brand equity for Jefferson Parish.

Establish a positive and assertive differentiated marketing campaign with a series of promotions targeted to a variety of local, regional, and national markets. The task then engaged in a discussion of various brand images and marketing strategies. Jefferson Parish will need to establish what it wants to project. Benchmarks for achievement must also be established for image and branding efforts.

The task force then discussed the opportunity for Jefferson Parish to become the first community in the region to establish a true brand identity and market that identity. The committee agreed that image and branding should be pursued and is important to selling Jefferson Parish.

The task force then set the next meeting date for April 26, 2005 at 8 am at the JEDCO office to work on strategies and implementation.

Minutes of the Image and Branding Task Force Meeting  
The Jefferson EDGE 2010  
April 26, 2005 –8:00 AM  
JEDCO Office

Attendees:

Task Force Members Present:

Reginald Smith	Bill Peperone	Todd Murphy
Jennifer Steel	Lynda Nugent Smith	Brian Heiden
Eddie Doucet	Lucien Gunter	Beth Branley
Angelle Laborde	James Hudson	Charlie Fontenelle

JEDCO Staff Present:

June Johns	Dottie Stephenson
Brian Freese	

*GCR & Associates, Inc.:*

Roy Smith, Project Manager  
Greg Rigamer, President, GCR & Associates

The meeting began at 8:00AM with Mr. Freese leading a general introduction to the task force members. Mr. Freese then introduced Mr. Smith and Mr. Rigamer of GCR to facilitate discussion of the goals and objectives identified at the previous task force meeting and develop strategies related to image and branding.

Mr. Smith reviewed the image and branding goals and objectives with the task force. The following strategies were then identified as relevant to the goals and objectives:

- Establish consensus among stakeholders in developing a brand for Jefferson Parish that is descriptive and provides informational value to persons residing inside and outside of the region.
- Establish consensus among stakeholders in establishing a brand for Jefferson Parish that is official and will be consistently used to identify the parish.
- Establish consensus among stakeholders in developing a brand for Jefferson Parish that lends distinction, positive imagery, and a common geographic reference point.
- Maintain the Image and Branding Task Force to act as a means of communication to business interests regarding the Jefferson Parish branding effort.
- Promote the importance of the branding effort in Jefferson Parish to attract new residents and businesses among all stakeholders and investors.
- Identify the cost of and secure funding for the development of comprehensive “brand” for Jefferson Parish.
- Issue a Request for Proposal for a marketing campaign that utilizes the Jefferson Parish “brand” based on established consensus points.
- Monitor, support, and participate in the “brand” development process.
- Identify parish partners that can provide leverage in providing resources for the development of brand equity in Jefferson Parish.

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- Lobby parish partners to provide resources that will maximize investments in brand equity in Jefferson Parish.
- Drive effective cooperative relationships with parish partners to establish funding for brand equity efforts in Jefferson Parish.
- Develop promotional materials reflecting the Jefferson Parish “brand.”
- Issue a Request for Proposal for a marketing campaign that utilizes the Jefferson Parish “brand.”
- Develop and maintain a distribution list for materials that communicate the “brand” of Jefferson Parish.
- Promote Jefferson Parish through development of marketing materials as an International Community that welcomes and promotes diversity and is tied to the global marketplace.

The task force then discussed the relevance of an overall image and marketing campaign. The task force members decided that this issue was important enough to move forward and seek appropriate public and private monies for this effort.

The task force members also discussed the appropriate funding opportunities and agency responsibilities related to the identified strategies. Mr. Smith assured the task force members that a draft copy of the image and branding action plan would be sent to them. All of the action plans will be reviewed and the objectives will be prioritized at the CEDS meeting on May 10, 2005.

Minutes of the Quality Jobs/Workforce Task Force Meeting  
The Jefferson EDGE 2010  
March 9, 2005 –1:30 PM.  
Old Metairie Library

Attendees:

Task Force Members Present:

Tina Mayes	Darryl Ward	Bernadine Dupre
Chris Stelly	Roger Benischek	Sherese Chretien
Sharon Talbert	Ben Perez	Mike McHugh
Phil LoCicero	Woody Oge	Woody Crews
Michael Garvey	Sudhir Sinha	Manny Blanco
Melinda Bourgeois		

JEDCO Staff Present:

Dottie Stephenson

*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CECD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 1:30 p.m. with Dottie Stephenson leading a general introduction to the task force members. The task force members introduced themselves. Dr. Ivan J. Miestchovich then led a discussion of the strengths, weaknesses, opportunities and threats identified at the CEDS meeting on February 22, 2005.

Dr. Miestchovich led a discussion of quality jobs. A quality job should provide opportunities for wealth creation. Successful communities create a strong foundation of wealth reflected in a number of different measures.

The task force identified the following concerns related to quality jobs and workforce:

- Commitment to basic education to improve employability of the workforce
- State of Louisiana's Incumbent Worker Training Programs
- Instructor certifications
- Focus on trades-based curriculums
- Place value on trades/tech jobs
- Shortage of certified instructors
- Lack of flexibility in educational institutions to meet changing demands
- Degrees lacking courses for adequate career preparation
- Replacement of retirees
- Benefits for small business owners and their workers
- Non-business friendly Parish fees
- High operational costs
- Need for mentoring programs
- Career path recognition

Minutes of the Quality Jobs/Workforce Task Force Meeting  
The Jefferson EDGE 2010  
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- No common forum for effective communication between employers and post-secondary educational institutions
- Unemployment and under-employment
- Availability of pooled resources

The task then discussed the linkages between education and training and quality jobs. The film and video industry is an example of quality job opportunities that require educational and training programs.

Dr. Miestchovich then led the task force in the establishment of the following goals:

- Drive the effective use of all available resources to build a continually improving Jefferson Parish workforce.
- Drive a cooperative effort to establish an on-going forum to communicate the needs of the Jefferson business community to colleges, universities, community colleges, Louisiana Technical Colleges and high schools.
- Drive creation, recruitment and retention of quality jobs.

The task force then proceeded to identify the following objectives:

- Drive change in workforce funding sources that remove or overcome barriers to flexible and creative use of resources.
- Drive development of a comprehensive strategy for life-long learning and basic educational skills.
- Drive a campaign to appreciate the value of non-college bound students.
- Emphasize and value life-long learning among all Jefferson residents.
- Investigate best practices in industry/higher education cooperative initiatives.
- Drive support for continuing and expanded business incentives that are important to Jefferson's recruitment and retention initiatives and the creation of quality jobs.
- Remove competitive impediments.
- Drive support for an entrepreneurial—small business—friendly business environment in Jefferson Parish.
- Support light rail and public transit to provide access to jobs.
- Incorporate incumbent worker program resources in on-going communication to small business.
- Drive promotion of Jefferson technology park development.

The task force further discussed the importance of education and training for available jobs in Jefferson Parish. Dr. Miestchovich then reminded the committee that the next task force meetings will take place on March 23, 2005 at the Westwego Library. The meeting was then adjourned.

Minutes of the Quality Jobs/Workforce Task Force Meeting  
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Westwego Library

Attendees:

Task Force Members Present:

Tina Mayes	Liza Sherman	Bernadine Dupre
Chris Stelly	Bill Peperone	Sherese Chretien
Toya Teamer	Ben Perez	Karen Braun
Paula LaCour	Katherine Cousey	Gina Nidas
Tom Grady	Sudhir Sinha	

JEDCO Staff Present:

Dottie Stephenson	Brian Freese
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*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 1:30 p.m. with Dr. Miestchovich reviewing an article distributed to the task force on the criteria used by companies to locate in certain area. Costs and skills and productivity are critical elements to the decision for a company to locate in a particular area.

Dr. Miestchovich then led a discussion of the following goals and objectives. The task force was also asked to think about specific strategies that can be developed to achieve the objectives.

Goals:

- Drive the effective use of all available resources to build a continually improving Jefferson Parish workforce.
- Drive a cooperative effort to establish an on-going forum to communicate the needs of the Jefferson business community to colleges, universities, community colleges, Louisiana Technical Colleges and high schools.
- Drive creation, recruitment and retention of quality jobs.

Objectives:

- Drive change in workforce funding sources that remove or overcome barriers to flexible and creative use of resources.
- Drive development of a comprehensive strategy for life-long learning and basic educational skills.
- Drive a campaign to appreciate the value of non-college bound students.
- Emphasize and value life-long learning among all Jefferson residents.
- Investigate best practices in industry/higher education cooperative initiatives.

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- Drive support for continuing and expanded business incentives that are important to Jefferson's recruitment and retention initiatives and the creation of quality jobs.
- Remove competitive impediments.
- Drive support for an entrepreneurial—small business—friendly business environment in Jefferson Parish.
- Support light rail and public transit to provide access to jobs.
- Incorporate incumbent worker program resources in on-going communication to small business.
- Drive promotion of Jefferson technology park development.

The task force then engaged in an extensive discussion of problems with job training programs offered in Jefferson Parish. The Workforce Investment Board can address some of these issues.

The following strategies were provided by the task force members for consideration:

- Develop and seek local sponsors for legislation that modifies the incumbent worker training program to provide for a variety of training options.
- Monitor workforce issues through employer surveys.
- Identify and utilize resources in the remediation of problems with workforce training funding.
- Work with educational institutions and agencies to provide access to literacy development programs for those in need of assistance in overcoming literacy barriers to employability.
- Work with Jefferson Parish Public Schools to improve the quality of public education and increase the likelihood that all young people will complete high school having achieved the competency needed enter the work force.
- Develop a marketing and public relations effort, combined with a community outreach effort to targeted areas, that stresses the importance of staying in school as well as job opportunities that are available to individuals.
- Evaluate a business-mentoring program for at-risk youths.
- Work with local education institutions to develop new approaches to the dropout problem in Jefferson Parish, including model programs such as "tech prep" and apprenticeship curriculum.
- Drive the development of a community outreach effort that focuses on regional job opportunities available to individuals.
- Establish a Workforce Task Force to augment the local delivery of training and continuing education within Jefferson Parish.
- Support the convening of university and college presidents by GNO, Inc.
- Meet with School Board representatives to evaluate means of expanding vo-tech facilities and programs at the high school level.
- Develop a "think tank" of active and retired members of the business community to explore ways to meet workplace needs.

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- Partner with the Jefferson Parish School Board and local post-secondary institutions to set up focus groups between business/industry and education to explore ways of improving the delivery system and to meet the changing needs of employers in Jefferson Parish.
- Communicate that Jefferson Parish has a ready and capable workforce.
- Ensure that State and Local incentives remain in place to provide for business retention and recruitment.
- Incorporate incumbent worker program resources in on-going communication to small business.
- Identify and remove competitive impediments to business recruitment and retention in Jefferson Parish.
- Drive the creation a mentor network for Jefferson Parish small businesses.
- Drive efforts to assist small businesses through technical assistance for business start-up and/or expansion.
- Utilize the JEDCO website as a means of small business communications and mentoring.
- Increase brand awareness among potential businesses and populations outside of Jefferson Parish.
- Increase brand awareness among existing businesses and residents of Jefferson Parish and the region.

Members of the task force indicated that follow-up with worker training programs is needed. Training programs often lag behind employer needs.

Dr. Miestchovich then indicated that the next task force meeting will take place on April 13, 2005 at 1:30 p.m. at the JEDCO office.

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Attendees:

Task Force Members Present:

Woody Crews	Kelli Bingham	Leroy Kendrick
Michael Garvey	Monica Thomas	Brian Heiden
Sherese Chretien	Larry Dale	Craig Mouney
Ken Hollis		

JEDCO Staff Present:

Dottie Stephenson	Brian Freese
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*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 1:30 p.m. with Ivan J. Miestchovich leading a general introduction to the CEDS Committee members. The task force members were provided with draft goals, objectives, and strategies developed as a result of the two previous task force meetings.

The need for a chairperson was discussed by the task force. The chair person will be the presenter of the action plan at the CEDS committee meeting on May 10, 2005. Mr. Woody Crews was appointed chair of the task force.

The task force was provided with a worksheet to determine responsibility, funding, and benchmarks related to each strategy. The following strategies were considered by the task force members.

- Support the development of a marketing and public relations effort by the Jefferson Parish School System that stresses the importance of staying in school as well as job opportunities that are available to individuals with career and technical training.
- Work with the Jefferson Parish School System and the business community to develop and adopt new approaches to retaining high school students and preparing students for direct entry into the workforce.
- Encourage active participation by partner industries to support and sponsor education and workforce marketing efforts.
- Encourage remediation of deficiencies in existing workforce training funding programs, as identified by the Louisiana Task Force on Workforce Competitiveness.
- Advocate enhancements and improvements to workforce training funding programs that mitigate the deficiencies through the adoption of standard

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operating procedures, as identified by the Louisiana Task Force on Workforce Competitiveness.

- Advocate adoption of enhancements through legislative and administrative processes, as identified by the Louisiana Task Force on Workforce Competitiveness.
- Perform annual assessments of the workforce needs of Jefferson Parish.
- Work with educational institutions and agencies to provide access to literacy development programs for those in need of assistance in overcoming literacy barriers to employability.
- Work with the Jefferson Parish Public School System to improve the quality of public education and increase the likelihood that all young people will complete high school having achieved the competency needed enter the work force.
- Communicate that Jefferson Parish has a ready and capable workforce through business retention and recruitment efforts.
- Ensure that State and Local incentives remain in place to provide for business retention and recruitment in Jefferson Parish.
- Incorporate incumbent worker training program resources other workforce training programs in on-going communications to small business.
- Drive the creation a business mentor network for Jefferson Parish small businesses.
- Drive efforts to assist small businesses through technical assistance for business start-up and/or expansion.
- Utilize the JEDCO website as a means of small business communications and mentoring.
- Partner with the Jefferson Parish Workforce Investment Board to augment the local delivery of training and continuing education within Jefferson Parish.
- Partner with the Jefferson Parish Workforce Investment Board to develop a task force composed of active and retired members of the business community to explore ways to better meet the workforce needs of business and industry.
- Partner with the Jefferson Parish Workforce Investment Board to partner with the Jefferson Parish School System and local colleges and universities to establish focus groups between business/industry and education to explore ways of improving the delivery system and to meet the changing needs of employers in Jefferson Parish.
- Monitor, support, and provide input into roundtable discussions among university and college presidents convened by Greater New Orleans, Inc.
- Communicate Jefferson Parish employer needs to the Regional Workforce Task Force of Greater New Orleans, Inc.

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The task force provided input on the strategies and approved the action plan for presentation at the CEDS committee meeting on May 10. The meeting was then adjourned.

Minutes of the Regional Cooperation Task Force Meeting  
The Jefferson EDGE 2010  
March 07, 2005 – 1:30 P.M.  
Old Metairie Library

Attendees:

Task Force Members Present:

Bob Evans	Cherreen Gegenheimer	
David Andignac	Lynda Nugent Smith	Sean Hunter
Mark Singletary	Syd Ali	Jim Hufft
Mark Drewes	Lucien Gunter	Gary Winker
Walter Bost	Stephen Wessel	

JEDCO Staff Present:

Pete Chocheles	Gaye Frederic	Dottie Stephenson
Brian Freese		

*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 1:30 p.m. with Mr. Freese leading a general introduction to the task force members. The committee members introduced themselves. Dr. Miestchovich then began facilitation of the task force meeting.

The results of the SWOT analysis performed by the CEDS Committee on February 22, 2005 were distributed to the task force members. The task force then discussed the results and their relevance to issues related to regional cooperation.

The goals and objectives from the original Jefferson EDGE plan were then reviewed and discussed by the task force.

The task force then developed the following goal:

**TO DRIVE JEFFERSON PARISH ECONOMIC DEVELOPMENT THROUGH  
REGIONAL COOPERATION**

The intent of this goal is to establish JEDCO as the driving force in economic development in Jefferson Parish and the region. In addition to participating in and supporting regional efforts, Jefferson Parish is ready to drive efforts with regional implications to create economic development opportunities in the Parish.

The task force then developed the following objectives:

*To drive the betterment of Louis Armstrong New Orleans International Airport.*

There are numerous economic development opportunities related to the airport.

However, regional cooperation to provide these opportunities is critical. The City of

Minutes of the Regional Cooperation Task Force Meeting  
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Kenner, the City of New Orleans, St. Charles Parish, and Jefferson Parish are all major stakeholders in airport issues. Major issues related to the airport include the development of a new runway to increase capacity, the development of land acquired by the FAA, the interface with the cruise ship industry and the structure of airport governance.

*To drive effective working relationships with major rail carriers serving business and industry in Jefferson Parish to protect existing firms and to facilitate economic growth in the Parish.*

Rail carriers service some of Jefferson Parish's largest industrial high-wage employers. However, existing monopolies and lack of cooperation threaten the economic vitality of these industries. Establishing a good working relationship among the Parish's rail carriers is essential to retaining existing employers as well as attracting major industrial employers that would rely upon the rail system in Jefferson Parish.

*To drive development of a regional workforce system that provides qualified workers to meet the needs of Jefferson Parish employers.*

Providing qualified workers for employers located in Jefferson Parish is critical to business retention and expansion in Jefferson Parish. Training workers across the region in careers that are emerging in Jefferson Parish such as healthcare and the film industry is an important part of regional workforce development.

*Drive funding of high-priority transportation projects in Jefferson Parish.*

As identified in the original Jefferson EDGE, transportation is considered one of the most pressing regional issues affecting the Parish. The expansion of the Huey P. Long Bridge, the Hickory extension and the widening of the I-10 all continue to be important transportation projects. High priority projects must continue to be funded in order to provide economic development opportunities for Jefferson Parish.

*To participate in regional efforts to attract and direct funding from all levels to effectively combat coastal erosion in South Louisiana.*

Coastal Louisiana is important to the local and national economies through oil and gas production, the number one port complex in the Nation, and international seafood and recreation industries. The Jefferson Parish administration, as well as representation in Washington, have identified this critical issue and are working on efforts to restore coastal Louisiana.

*To drive a pro-active regional strategy for value-added manufacturing and assembly of imported raw materials.*

There is little value-added manufacturing taking place in the region. Opportunities exist to provide value-added manufacturing and assembly of raw materials with regard to port activity. The region has not seen a significant push to promote value-added manufacturing in the past, while other regions such as Houston and Tampa have seized this opportunity for economic development.

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*To drive the mitigation of local taxes and fees that adversely impact business operating costs for Jefferson Parish businesses.*

Local taxes and fees increase the cost of doing business in Jefferson Parish and across the region. Mitigating these impediments can increase economic development opportunities in Jefferson Parish

*To drive a regional tax structure that makes Jefferson Parish more competitive with surrounding states.*

The regional tax structure must be competitive with other regions along the Gulf Coast in order to attract new economic development opportunities.

*To drive legislative policies and initiatives that support economic development in Jefferson Parish.*

Continued legislative incentives and state tax policy must be supportive of industries that are located in Jefferson Parish and supportive of those industries that Jefferson Parish wants to attract to create high-wage jobs.

Dr. Miestchovich then informed the task force members that the next task force meeting will take place on March 23, 2005 at the Westwego Library. The meeting was adjourned.

Minutes of the Regional Cooperation Task Force Meeting  
The Jefferson EDGE 2010  
March 21, 2005 – 1:30 P.M.  
Westwego Library

Attendees:

Task Force Members Present:

Ricky Burke	Bob Evans	Dino Paternostro
David Andignac	Lynda Nugent Smith	Sean Hunter
Caitlin Cain	Syd Ali	Jim Hufft

JEDCO Staff Present:

Pete Chocheles	Monica Baugh	Dottie Stephenson
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*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 1:30 p.m. with Mr. Smith leading a general introduction to the task force members. Dr. Miestchovich then began a review of the goals and objectives developed at the previous task force meeting.

The task force members were given a worksheet to help develop strategies and assign responsibility, funding, and determine benchmarks for each strategy. The following strategies were developed by the task force:

- Establish an Airport Betterment Team to lead a cooperative effort among the City of New Orleans, Jefferson Parish, the City of Kenner, St. Charles Parish and the State of Louisiana to address airport issues.
- Work with GNO, Inc. to establish a regional effort to improve the airport.
- Monitor the airport master plan planning process to ensure that the interests of Jefferson Parish and the region are addressed.
- Facilitate meetings between the railroad companies and Jefferson Parish businesses to work towards solutions to rail service problems.
- Adopt necessary resolutions in support of State and Federal legislation allowing common use of rail lines.
- Support the development of new rail spurs to encourage competition among rail service providers.
- Adopt necessary resolutions in support of State legislation for funding of job training programs.
- Support and accommodate the expansion of the NIMS Center Studios in Elmwood.
- Facilitate intra-industry communication on the needs of employers throughout the Parish.

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- Work with necessary agencies to ensure high priority status for State and Federal funding of Jefferson Parish transportation projects.
- Monitor status of prioritized transportation projects for Jefferson Parish.
- Adopt necessary resolutions in support of Parish and regional efforts to obtain funding for projects that stop coastal erosion.
- Support legislation initiated by GNO, Inc. to Louisiana more attractive to corporate headquarters.
- Lobby State legislators to accelerate the phase-in of corporate tax exemptions.
- Ensure that incentives for the film and video industry are protected.
- Support legislative initiatives that are targeted to retain and nurture existing businesses.
- Encourage GNO, Inc. to drive initiatives that facilitate funding of economic development efforts in Jefferson Parish.

The task force then discussed issues related to implementation of the strategies. Dr. Miestchovich informed the committee that the next meeting will take place on April 11, 2005 at the JEDCO office to further refine the action plan.

Minutes of the Regional Cooperation Task Force Meeting  
The Jefferson EDGE 2010  
April 11, 2005 – 1:30 P.M.  
JEDCO Office

Attendees:

Task Force Members Present:

Ricky Burke	Bob Evans	Cherreen Gegenheimer
David Andignac	Lynda Nugent Smith	Charlotte Burnell
Maggie Woodruff	Syd Ali	Lucien Gunter
Lori Petitclerc		

JEDCO Staff Present:

Pete Chocheles	Monica Baugh	Dottie Stephenson
Brian Freese		

*University of New Orleans:*

Ivan J. Miestchovich, Jr., Ph.D., CEcD

*GCR & Associates, Inc.:*

Roy Smith, Project Manager

The meeting began at 1:30 p.m. with Mr. Freese leading a general introduction to the task force members.

Dr. Miestchovich then led a discussion of the draft action plan and reviewed the following goal, objectives, and strategies.

Goal : Drive economic development in Jefferson Parish through regional cooperation.

Objective 1.1. Support modifications to the state tax structure that make Jefferson Parish and Louisiana more competitive with surrounding states.

*Strategy 1.1.1.* Support legislation initiated by Greater New Orleans, Inc. and other economic development organizations that makes Louisiana more attractive to corporate headquarters.

*Strategy 1.1.2.* Lobby state legislators to accelerate the phase-in and other modifications of corporate tax exemptions and sales-and-use tax exemptions.

Objective 1.2. Support legislative policies and initiatives that encourage economic development in Jefferson Parish.

*Strategy 1.2.1.* Drive legislative initiatives that are targeted at retention and expansion of businesses in Jefferson Parish.

*Strategy 1.2.2.* Support the continuation and enhancement of incentives for the film and video industry, the health care industry, and the shipbuilding industry.

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- Strategy 1.2.3.* Support Greater New Orleans, Inc. and other economic development organizations to facilitate funding of economic development efforts in Jefferson Parish, such as the Jefferson EDGE.
- Objective 1.3. Drive the betterment of Louis Armstrong New Orleans International Airport.
- Strategy 1.3.1.* Work with the Jefferson Chamber, Greater New Orleans, Inc., and other economic development organizations to establish a regional effort to improve the airport.
- Strategy 1.3.2.* Monitor the airport master plan planning process to ensure that the interests of Jefferson Parish and the region are addressed.
- Objective 1.4. Encourage Greater New Orleans, Inc. to represent Jefferson Parish as part of a regional economic development effort.
- Strategy 1.4.1.* Encourage Greater New Orleans, Inc. to better market the region nationally and internationally.
- Strategy 1.4.2.* Encourage Greater New Orleans, Inc. to more actively engage with their investor organizations, including Jefferson Parish and economic development allies, such as JEDCO.
- Strategy 1.3.3.* Encourage Greater New Orleans, Inc. and the University of New Orleans to create in-state training opportunities for economic developers.
- Objective 1.5. Drive effective working relationships with major rail carriers serving business and industry in Jefferson Parish to protect existing firms and to facilitate economic growth in the Parish.
- Strategy 1.5.1.* Facilitate meetings between the railroad companies and Jefferson Parish businesses to work towards solutions to rail service problems.
- Strategy 1.5.2.* Adopt necessary resolutions, in coordination with the Regional Planning Commission, that support state and federal legislation allowing common use of rail lines.
- Strategy 1.5.3.* Support the development of new rail spurs, in coordination with the Regional Planning Commission, to encourage competition among rail service providers.
- Objective 1.6. Drive state and federal funding of Jefferson Parish identified high-priority transportation projects.
- Strategy 1.6.1.* Support Jefferson Parish initiatives to ensure high priority status for state and federal funding of Jefferson Parish

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transportation projects, including I-49, the Earhart Expressway extension and the Dickory Avenue extension.

*Strategy 1.6.2.* Monitor and report on the status of prioritized transportation projects for Jefferson Parish.

Objective 1.7. Participate in regional efforts to attract and direct federal funding to effectively combat coastal erosion in South Louisiana.

*Strategy 1.7.1.* Adopt necessary resolutions in support of parish and regional efforts to obtain funding for projects that stop coastal erosion.

The task force discussed issues related to the strategies and provided further input on plan implementation. The task force approved the action plan to be presented at the CEDS committee meeting on May 10, 2005. The meeting was then adjourned.



**APPENDIX D**

**ATTENDANCE SHEETS**



**APPENDIX E**

**ROSTERS OF  
TASK FORCES**



## APPENDIX E

### REGIONAL COOPERATION TASK FORCE MEMBER ROSTER

First Name	Last Name	Company/Organization
Syd	Ali	Cytec Industries, Inc.
David	Andignac	Whitney National Bank
Walter	Bost	Regional Planning Commission
Jim	Bridger	New Orleans Public Belt Railroad
Walter	Brooks	Regional Planning Commission
Ricky	Burke	ATMOS Energy Louisiana
Charlotte	Burnell	Strategic Planning Associates
Caitlin	Cain	New Orleans Regional Planning Commission
Pete	Chocheles	JEDCO
Mark	Drewes	Jefferson Parish
Robert E.	Evans	Robert E. Evans, LLC
Gaye	Frederic	JEDCO
Charlie	Frederick	Boomtown Casino
Cherreen	Gegenheimer	Parish President
Lucien	Gunter	
Jim	Hufft	Group Benefits Association, Inc.
Sean	Hunter	Louis Armstrong International Airport
Lynda	Nugent-Smith	JEDCO
Woody	Oge	Northrop Grumman Avondale Operations
Dino	Paternostero	GNO, Inc.
Lori	Petitclerc	Sen. David Vitter's Office
Ashton	Ryan	First Bank and Trust
Mark	Singletery	New Orleans Publishing Group/City Business
Stephen	Wessel	AmSouth Bank
Gary	Winker	Jefferson Chamber Technology Chamber, The

## APPENDIX E

### LAND DEVELOPMENT TASK FORCE MEMBER ROSTER

First Name	Last Name	Company/Organization
Buck	Barkley	Marrero Land & Improvement Association
Robert	Becker	J. B. Levert Land Co., Inc.
Jerry	Bologna	JEDCO
Jackie	Bruchi	Shadow Lake Management
Katherine	Costanza	Jefferson Parish Department of Environmental Affairs
Max	Derbes III	Max J. Derbes, Inc.
Ed	Durabb	Jefferson Parish
Joe	Ewell	Jewell LTD
James	Favrot	Favrot and Shane Company, Inc.
Gaye	Frederic	JEDCO
Blaine	Gahagan	Clearview Shopping Center
Faye	Galland	Jefferson Parish Community Development
Bill	Galloway	Hibernia Bank
Lee	Giorgio	Select Properties
Ron	Hinyub	Jefferson Parish
Paul E.	Hurley	Attorney-at-Law
Pamela	Jackson	
Ken	Kachtik	Elmwood Fitness Center
Shelby	LaSalle	Krebs, LaSalle, LeMieux Consultants
Louis	Lauricella	Lauricella Land Company
Lynda	Nugent-Smith	JEDCO
Vincent	Palumbo	Terminix
Bill	Peperone	Entergy
Susan E.	Percle	City of Gretna
Cocie	Rathborne	Rathborne Land Company
Louis	Savoie	Parish President's Office
Henry	Shane	Favrot and Shane
Dottie	Stephenson	JEDCO
Randy	Strassel	Elmwood Fitness Center
Steven	Stumpf	Durr Heavy Construction, LLC
Jack	Stumpf	Jack Stumpf and Associates
Vincent	Vastola	Marrero Land & Improvement Association
Terri	Wilkinson	Jefferson Parish Planning Department
Glen	Wilson	Lakeside Shopping Center

## APPENDIX E

### QUALITY JOBS/WORKFORCE TASK FORCE MEMBER ROSTER

First Name	Last Name	Company/Organization
Kimberly	Anderson	LIFT Productions
Joey	Auer	Diamond Data Systems
Toya	Barnes-Teamer	Louisiana Technical College
Jacqueline	Bauer	Jefferson Parish
Monica	Baugh	JEDCO
Roger	Benischek	Nims Center Studios New Orleans
Kelli	Bingham	Panavision
Manny	Blanco	
Melinda	Bourgeois	Travel Central
Frank	Bourgeois	First American Bank & Trust
Karen	Braun	Elmwood Business Association
Sherese	Chretien	
Woody	Crews	
Larry	Dale	Pinnacle Employment
Tina	Dandry-Mayes	New York Life, Inc.
Dennis	d'Aquin	PetroCom LLC
Bernadine	Dupre	LDOL
Lampton	Enochs	G-wave Productions
John C.	Gardner	University of New Orleans
Mike	Garvey	
Tom	Grady	ebase
Brian	Heiden	Omni Bank
Ken	Hollis	
Angele	Laborde	The Jefferson Chamber of Commerce
Paula A.	LaCour	Magic Seasoning Blends, Inc.
Phil	LoCicero	IATSE Local 478

## APPENDIX E

### QUALITY JOBS/WORKFORCE TASK FORCE MEMBER ROSTER (continued)

First Name	Last Name	Company/Organization
Tina	Mayes	
Mike	McHugh	
Tom	Meyer	Benefit Planning Group
Kathleen	Mix	
Joan	Mollohan	
Craig	Mouney	Hilton New Orleans Airport
Karen	Murray	Jefferson Parish Public Schools
Gina	Nadas	Hispanic Chamber of Commerce of LA
Lynda	Nugent-Smith	JEDCO
Woody	Oge	Northrop Grumman Avondale Operations
Benjamin	Perez	Louisiana Technology Council
Mark	Peters	East Jefferson General Hospital
Mike	Quigley	Jefferson Parish
Alex	Schott	Governor's Office of Film & Television Development
Liza	Sherman	GNO, Inc.
Sudhir	Sindha	Reliagene Technologies, Inc.
Jennifer	Steel	West Jefferson Medical Center
Chris	Stelly	
Sharon	Talbert	
Monica	Thomas	JEDCO
Anatola	Thompson	Jefferson Parish Workforce Connection
Darryl	Ward	Jefferson Parish

## APPENDIX E

### IMAGE AND BRANDING TASK FORCE MEMBER ROSTER

First Name	Last Name	Company/Organization
Jacqueline	Bauer	Jefferson Parish
Elizabeth	Branley	Jefferson Chamber
Eddie	Doucet	
Valerie	Englade	East Jefferson General Hospital
Lisa	Fine	Ochsner Clinic Foundation
Charlie	Fontenelle	Insurance Underwriters
Cherreen	Gegenheimer	Jefferson Parish
Lucien	Gunter	
Brian	Heiden	Omni Bank
James	Hudson	Omni Bank
June	Johns	JEDCO
Tim	Kerner	Town of Jean Lafitte
Angelle	LaBorde	Jefferson Chamber
Pat	LeBlanc	LeBlanc Butler
Todd	Matherne	MC Media, LLC
Todd	Murphy	Omni Bank
Lynda	Nugent-Smith	JEDCO
Bill	Peperone	Entergy
Violet	Peters	Jefferson Convention & Visitors Bureau
Philip	Rebowe	Rebowe & Company CPA's
Pat	Rooney	Commercial Flooring
Ray	Seamon	Louisiana Landscape Specialty, Inc.
Reginald "Ric"	Smith	Metairie Bank & Trust Company
Jennifer	Steel	West Jefferson Medical Center



**APPENDIX F**

**PARISH COUNCIL  
RESOLUTION**