



JEDCO Board of Commissioners

May 28, 2015

8:35 A.M.

AGENDA

I. Call to Order & Chairman Comments – Paul Rivera

- Approval of Board Absences
- Approval of JEDCO Executive Committee Minutes for April 30, 2015 (Pg. 2)
- Presentation by GCR, Inc. of the status of The Jefferson EDGE 2020 update, including feedback from stakeholder meetings and related discussion **(Pg. 6)**

II. Unfinished and New Business – Chairman, Paul Rivera

- Approval of JEDCO 2014 Financial Audit Report – Cynthia Grows
- Approval of Amended and Restated Finance Procedures Manual for Loan Operations and Internal Controls – Alberto Queral **(Pg. 36)**
- Resolution attesting to Compliance with guidelines set forth within the EDA Revolving Loan Fund Administration Plan – Alberto Queral **(Pg. 54)**
- Resolution authorizing Executive Director to execute conveyance of land to Delgado (deferred from April 30, 2015 meeting) – Lacey Bordelon

III. Monthly Financial Report – Cynthia Grows (Pg. 56)

IV. Executive Director Report – Jerry Bologna

V. Public / Other Comments

VI. Adjournment

The meeting begins at 8:35 a.m. and will be held at JEDCO, 700 Churchill Parkway, Avondale, LA 70094

In accordance with provisions of the Americans with disabilities Act Amendments Act of 2008, as amended, JEDCO shall not discriminate against individuals with disabilities on the basis of disability in its services, programs or activities. If you require auxiliary aids or devices, or other reasonable accommodation under the ADA Amendments Act, please submit your request to the ADA Coordinator at least forty-eight (48) hours in advance or as soon as practical. A seventy-two (72) hour advanced notice is required to request Certified ASL interpreters. **ADA Coordinator for JEDCO – Scott Rojas, Director of Facilities and IT, 700 Churchill Parkway, Avondale, LA 70094 Telephone – (504)875-3908 Email – srojas@jedco.org**

JEDCO Executive Committee Meeting

April 30, 2015

8:30 A.M.

Minutes

Call to Order 8:30 a.m.

Attendance: Jimmy Baum, Mario Bazile, Joe Ewell, Brian Heiden, Greg Jordan, Steve LaChute, Bruce Layburn, Dr. Vinicio Madrigal, Mark Madderra, Bill Peperone, Paul Rivera

Staff: Jerry Bologna, Lacey Bordelon, Cynthia Grows, Alberto Qeral, Scott Rojas, Kelsey Scram, Penny Weeks

Absences: Bruce Dantin and Mike Rongey

Attorney: Ruth Walker, Jefferson Parish Attorney's Office

Guests: Bill Becknell – The Becknell Law Firm
Kent Schexnayder – Sisung Group
Shaun Toups – Government Consultants, Inc.

I. Call to Order – Chairman, Paul Rivera

Chairman Rivera opened the meeting by welcoming the above named guests and leading in the Pledge of Allegiance.

Chairman Rivera entertained a motion to amend the agenda to include: *Approval of letter commenting on the President's Executive Order*. Motion was made by Dr. Vinicio Madrigal; seconded by Bruce Layburn. The motion passed unanimously.

- **Approval of Board Absences** – Dr. Vinicio Madrigal motioned to excuse the above named absences; seconded by Greg Jordan. The motion passed unanimously.
- **Approval of JEDCO Minutes for March 26, 2015**– Dr. Vinicio Madrigal motioned to approve the minutes; seconded by Greg Jordan. The motion passed unanimously.

II. Unfinished and New Business – Chairman, Paul Rivera

- **Approval of letter commenting on the President's Executive Order – Jerry Bologna**

Jerry explained that Executive Order 13690, the new Federal Flood Risk Management Standard, and the Draft Revised Guidelines for Implementing Executive Order 11988 Floodplain Management has the potential to severely hamper JEDCO's ability to attract investment into Jefferson Parish. Jerry also shared concerns about the effect this order will have on all federally approved or funded projects related to development/construction activities occurring in floodplains that are regulated at the federal, state, and/or local levels.

Commissioner Layburn provided additional detail regarding the Executive Order and the impact it will have on residential construction.

Jerry asked the Board to approve the letter commenting on the President's Executive Order (a copy of the letter will form a part of these minutes). Bruce Layburn motioned to approve the letter with amendments to include all aspects of development and construction – commercial and residential; seconded by Mark Madderra. The motion passed unanimously.

- **Resolution authorizing Executive Director to execute conveyance of land to Delgado (deferred from March 26, 2015 meeting) – Lacey Bordelon**

By motion of Dr. Vinicio Madrigal and seconded by Mark Madderra, this agenda item was deferred to the May 28, 2015 Board of Commissioners meeting. The motion passed unanimously.

- **Reimbursement of Chairman's travel expenses – Jerry Bologna**

Dr. Vinicio Madrigal motioned to approve reimbursement of travel expenses in the amount of \$2,200.00 for Chairman Rivera's attendance at the 2015 Super Region Canvas Workshop in Phoenix, Arizona; seconded by Mark Madderra. The motion passed unanimously.

- **Discussion of Proposed Legislation - 2015 Regular Session – Jerry Bologna**

More than thirty-three bills have been presented during this legislative session which may interfere JEDCO's ability to do business. Jerry made reference to the JEDCO By-laws and a Public Policy Position adopted by the Board in April 2009 regarding JEDCO taking a position on bills related to Economic Development: If any such bill requires attention before the next Board meeting, the Chairman or the Executive Director will present his analysis and recommendation to the Board via email. If five commissioners oppose his recommendation, the bill in question would then be presented at the next Board meeting for discussion.

- **JEDCO resolution to incur debt for the repayment of Forward Jefferson Corporation's loan – Lacey Bordelon**

Lacey presented the resolution and gave the background as it relates to the principal balance on Forward Jefferson Corporation's loan for the construction of the JEDCO building. The principal balance, approximately \$2.2 million, will be due on February 20, 2016. On the advice of the Parish's financial advisor and bond counsel, and with the approval of the Board of Commissioners, JEDCO will move forward with the application to the state bond commission, as well as the request to the Parish for the guaranty. It may take up to two months for approval from the state bond commission; during this time, JEDCO will continue evaluating its financing options.

Dr. Vinicio Madrigal motioned to approve the resolution; seconded by Greg Jordan. The motion passed unanimously.

III. Monthly Financial Report – Cynthia Grows

Dr. Vinicio Madrigal motioned to accept the report as submitted; seconded by Mario Bazile. The motion passed unanimously.

IV. Executive Director Report – Jerry Bologna

Super Region Canvas – April 19 thru April 21, Jerry and Chairman Rivera attended the 2015 Super Region Canvas: A Benchmarking Workshop held in the Greater Phoenix and Tucson areas of Arizona. The purpose of the initiative was to gain an understanding about how our regions can work together and observe best practices. Topics included: Super-regionalism, Education and Workforce Development, Transportation, Health Care and Bioscience.

JEDCO Funding – On April 29th, the Parish Council approved a resolution ratifying the Intergovernmental Agreement, increasing JEDCO's funding in 2015 by \$300,000.

The Jefferson EDGE 2020 Strategic Plan/The Next Five Years – The first round of the Jefferson EDGE 2020 Stakeholder meetings are scheduled for the month of May at the JEDCO Conference Center. The second round of meetings are planned for June. GCR, Inc. was retained to prepare the initial framework for the plan, facilitate the planning process and craft the ultimate strategy, which will result in an updated, refocused Jefferson EDGE with a five-year scope.

Technical Assistance Panel/Urban Land Institute (TAP/ULI) – A presentation and tour of the study area is scheduled for June 23 and June 24. Through the TAP, ULI will take a look at the Jefferson Highway corridor and make recommendations on the corridor's redevelopment. JEDCO will co-sponsor the TAP from a staffing and support perspective.

V. Public / Other Comments – None

VI. Adjournment – Dr. Vinicio Madrigal motioned to adjourn; seconded by Greg Jordan.
The motion passed unanimously.

Mario Bazile
JEDCO, Secretary
(JEDCO Executive Committee Minutes for April 30, 2015)

Technical Memo:

Baseline Assessment for EDGE 2020 Update

To: Jerry Bologna, Executive Director, JEDCO

From: Allison DeJong, Project Manager, GCR Inc.

May 21, 2015

I. Introduction

In 2009, when Jefferson EDGE 2020 was first developed, the parish was on the front lines of disaster recovery. Several years had passed since Katrina, yet the parish's future was very much at stake. Community and business leaders wanted the EDGE to encompass a broader set of issues that were of critical importance to the future of Jefferson Parish: Beautification, Crime Abatement, Economic Development, Public Education, Fat City Redevelopment, Flood Protection, Hospitals & Health Care, and Insurance. In the years since 2009, JEDCO and the parish have made significant strides in many of these areas. Others have seen drastic shifts in economic conditions as national and international markets have changed. JEDCO decided to refocus the EDGE plan to assess the economic development opportunities that can maximize JEDCO's impact on the parish economy over the next five years.

As GCR works with JEDCO to develop a 2015 update to the Jefferson EDGE 2020 economic development strategy, it is of critical importance to base the strategy and recommendations on a foundation of relevant data and analysis. With the economic conditions of the Parish having changed significantly since the last EDGE analysis in 2009, this baseline assessment reexamines many indicators of economic conditions, as well as the current status of action items developed in original EDGE 2020 and updated in 2012. As we move forward through the planning process, the findings from this assessment will guide the development of the strategy with feedback from JEDCO staff and stakeholders.

Specifically, this memo includes:

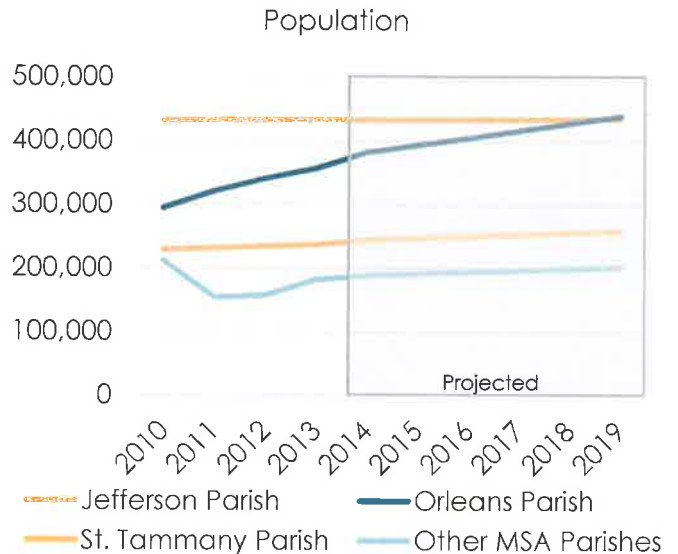
- An overview of demographic and economic data
- An updated cluster analysis for Jefferson Parish
- A review of the Comprehensive Economic Development Strategy (CEDS) for the New Orleans region
- An updated status on EDGE 2020 economic development action items since 2012.

II. Demographic and Economic Data

This section highlights key demographic and economic indicators.

Population

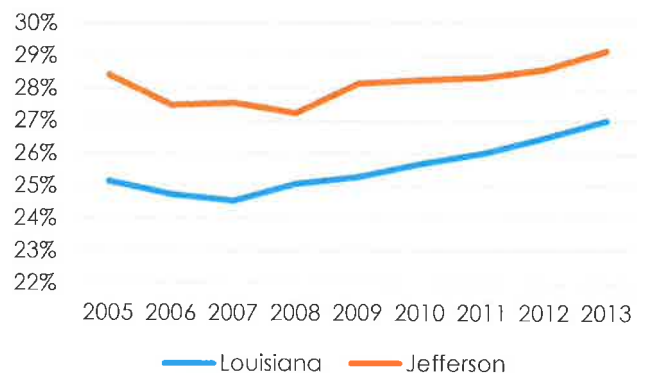
The US Census Bureau reported that Jefferson Parish had 433,477 residents in 2013, a 0.2% increase over 2012. This continues a growth rate that has averaged 0.2% between 2010 and 2013. Esri Business Analyst projections show a discrepancy in the current population of Jefferson Parish, but nonetheless they project a similarly flat growth rate into the future of 0.1% annual growth. This population growth is in contrast to the region as a whole that continues to grow more rapidly at 1.2%. Esri Business Analyst estimates that this growth is expected to continue and projects a 1.3% annual growth rate. This growth is primarily fueled by Orleans Parish, whose population is projected to exceed that of Jefferson by 2019.



Education

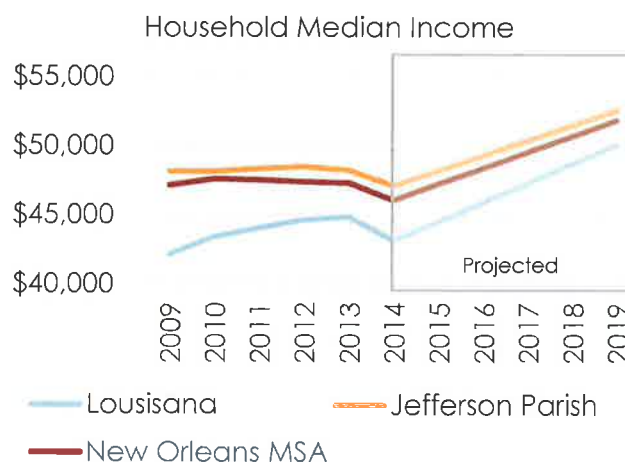
Jefferson Parish has a higher percentage of residents over the age of 25 with an Associate's degree or higher than the state overall. This is a positive trend as it indicates that **the workforce is becoming more skilled and positioned for better jobs in the parish**. However, Jefferson is not increasing the number of college graduates in the population as quickly as Orleans Parish, where 34% of residents over 25 have a bachelor's degree compared to 24% in Jefferson Parish.

Percent of Residents Over 25 with Associate's Degree Or More



Household Median Income

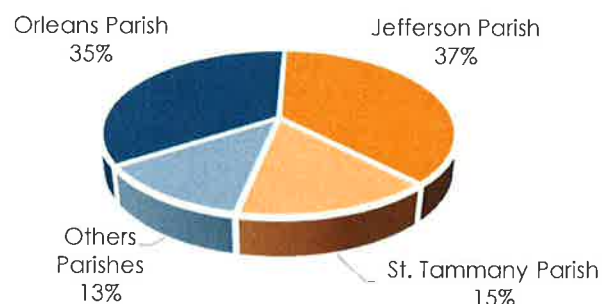
The median household income in Jefferson Parish is higher than the average for both the New Orleans Metropolitan Statistical Area (MSA) and Louisiana. Over the past five years, household median incomes have not grown substantially in Jefferson Parish, following trends at the state and regional level. Household incomes for the MSA have declined as well, while the state averaged a 1.0% annual growth in wages. However, Esri Business Analyst projections indicate annual household income will increase by between 2.0% and 2.5% each year through 2019.



Employment

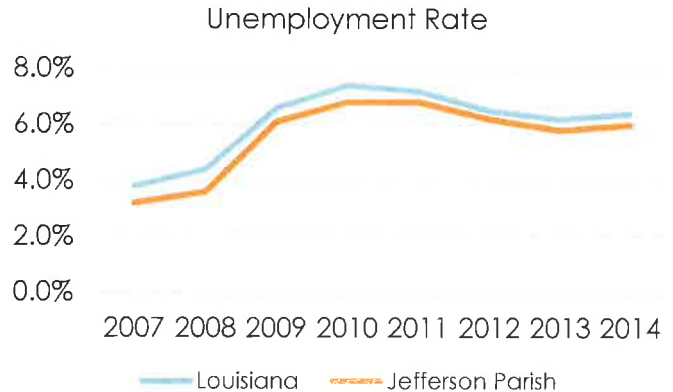
The number of people working in Jefferson Parish has been steady over the last five years while employment in the region has been slowly increasing from 2009 to 2013. In particular, Orleans and St. Tammany Parishes have performed better during this period, adding 12,000 and 5,000 people that are employed in

2013 New Orleans MSA Employment



the parishes, respectively. Jefferson Parish lost 2,000 employees during this same period, but continues to employ more people than any of the other parishes in the MSA.

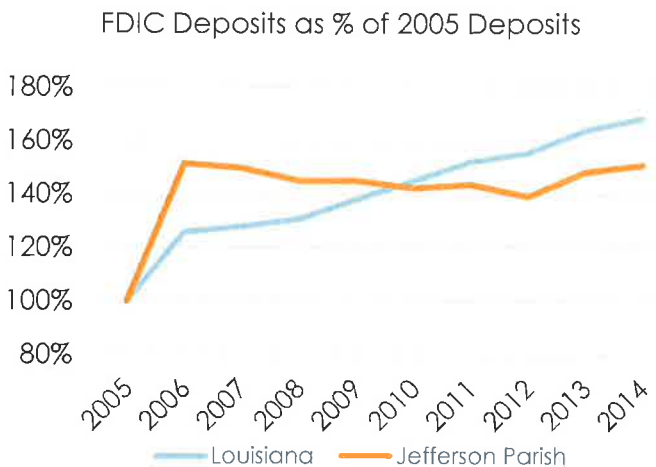
Unemployment in Jefferson Parish is stable at an average of 6.0% in 2014. This is slightly below the state and national average of 6.4% and 6.1% respectively.



Source: Bureau of Labor Statistics: QCEW

FDIC Deposits

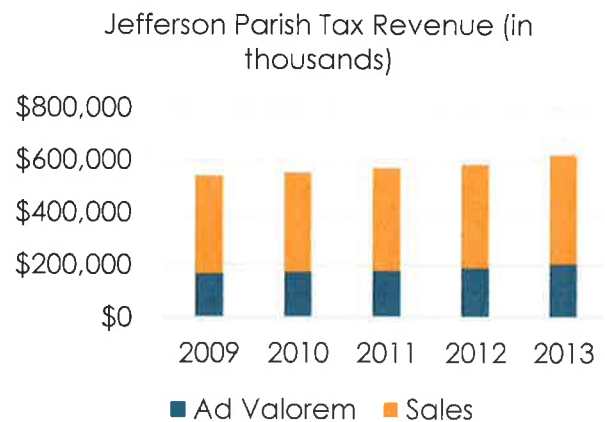
Any bank that is insured by the Federal Reserve must report the deposits that occur at every one of their branches. In Jefferson Parish, FDIC deposits spiked dramatically following Katrina, but since then, growth has tapered off and reflects the growth of the state. The five banks with the highest number of deposits in the parish are concentrated around the larger business centers in the vicinity of the Metairie CBD and Elmwood. Nearly a third of the bank deposits in the MSA occur in Jefferson Parish and about half are in Orleans Parish.



Source: Federal Deposit Insurance Corporation: SOD

Tax Collections

There has been steady growth in revenues within the parish over the last five years. Sales tax revenue continues to bring in about half as much revenue as ad valorem (property) taxes and the two revenue sources increased at roughly the same rate between 2009 and 2013.



Source: JEDCO Annual Report 2013

III. Cluster Analysis

This section examines the Jefferson Parish economy through the lens of industry clusters, showing which groupings of industries provide the most employment in the parish and are projected to grow over the next ten years.

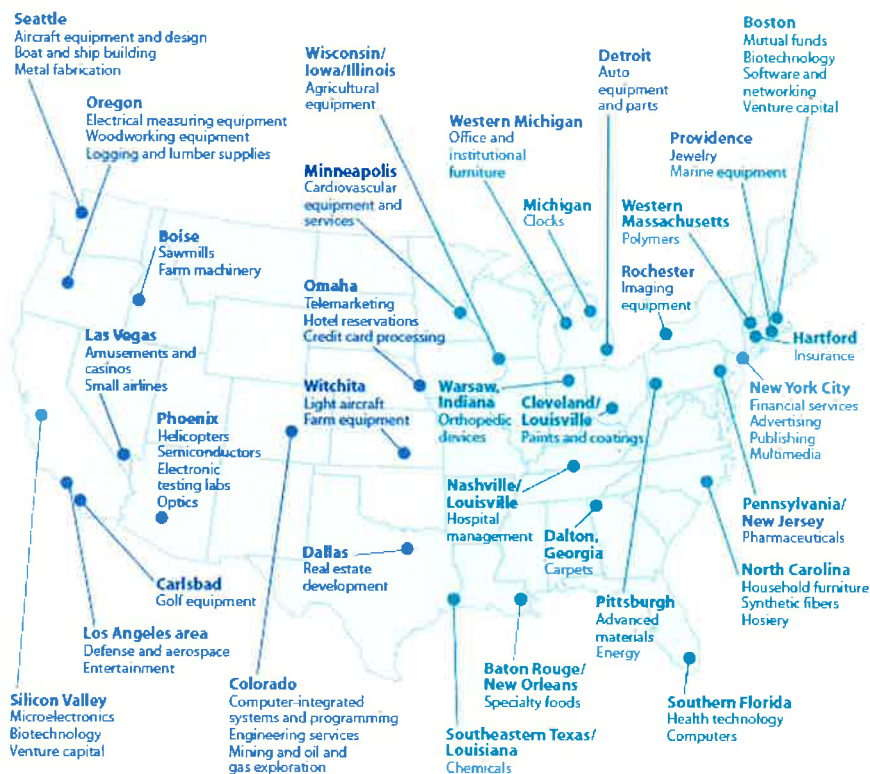
Overview – what is a cluster?

Industry clusters are a commonly used tool for data analysis in economic development. The concept was originally developed by Michael Porter at Harvard University in the early 1990s, and is now a feature of many major economic development strategies.

Because economies cross geographic boundaries, the industry cluster concept was developed to capture the regional concentrations of related businesses. Clusters comprise many facets of an industry. For example, a health services cluster contains not just doctors' offices and hospitals, but the educational institutions that train nurses and laboratory researchers, the suppliers of medical equipment, and even the food and laundry services purchased or provided by inpatient institutions. Examining employment concentrations across clusters, rather than just looking at major employers, allows for a comprehensive view at the unique economic strengths of a region or area.

The figure below shows some nationally prominent industry clusters, from the US Cluster Mapping Project (www.clustermapping.us).

A Sample of Prominent Industry Clusters in the US

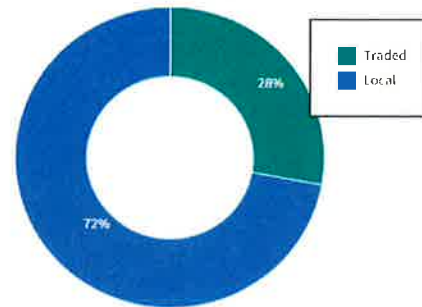


Source: US Cluster Mapping Project

Clusters can also be divided into two types: traded and local. Whether a cluster is traded or local depends on the customers. Traded clusters primarily serve external markets and customers; the clusters in the national map above are all traded clusters. Because the customers are external to the region, traded clusters make regions more competitive and dynamic by bringing in additional capital to a region.

Local clusters primarily serve local markets; the set of local clusters is the same in every region. Local clusters include the types of industries and companies that every region needs: doctors, elementary schools, grocery stores, real estate, and more. At the national level, 36% of jobs are in traded clusters, while 64% of jobs are in local clusters. Local clusters are major employers in every region in the country, and Jefferson Parish is no exception. Local clusters are 72% of jobs in Jefferson Parish, while traded clusters are 28% of jobs – a stronger concentration of local jobs than at the national level.

Traded vs. Local Clusters in Jefferson Parish



Source: US Cluster Mapping Project's Jefferson Parish Data

Traded Clusters

Because traded clusters are critical to the growth of the economy as a whole, looking at the major clusters by the number of jobs, as well as their projected employment growth or decline, offers a snapshot into the major industry strengths of Jefferson Parish.

Table 1: Jefferson Parish Top Ten Traded Clusters by Employment

Cluster	2014 Jobs	Current Wages, Salaries, & Proprietor Earnings	Projected Growth 2015-2024	Projected % Growth 2015-2024
Business Services	10,795	\$69,997	2448	22%
Distribution & Electronic Commerce	10,021	\$66,421	161	2%
Hospitality and Tourism	4,427	\$59,949	-580	-14%
Water Transportation	4,223	\$69,472	-1297	-33%
Insurance Services	2,861	\$78,064	-290	-11%
Construction Products & Services	2,607	\$64,330	-73	-3%
Transportation & Logistics	2,028	\$44,914	172	9%
Oil & Gas Production & Transportation	1,745	\$107,768	-550	-34%
Food Processing & Manufacturing	1,425	\$43,362	33	2%
Financial Services	1,290	\$58,205	264	20%

Source: EMSI

Business Services is the major employer in Jefferson Parish. This is a broad category, includes businesses and jobs like engineers, architects, computer programmers, management consultants, and other professional services. The cluster also includes businesses like executive search services,

telemarketing bureaus, payroll services, limousine services, and other businesses that exclusively serve other businesses.

Distribution and Electronic Commerce is another major employer in Jefferson. This cluster is comprised mainly of wholesale distributors. Water Transportation includes both the actual transporting of goods via barge or other waterborne vessel, but also ship and boat building and repair, the major source of jobs in this cluster in Jefferson Parish. The Transportation & Logistics cluster rounds out other modes of freight, like air, rail, and truck.

While many of these traded clusters employ thousands of people, they are not all projected to grow over the next decade. **Water Transportation, one of Jefferson's most specialized clusters, is expected to lose fully one third of its jobs, as is Oil & Gas Production and Transportation.** These are major losses that would have significant ripples throughout the economy, especially given the high average wages in these industry clusters.

Local Clusters

A look at the local clusters similarly shows trends in the industries that comprise the majority of employment in Jefferson Parish.

Table 2: Local Clusters in Jefferson Parish

Local Cluster	2012 Employment	2012 Average Wages
Local Health Services	28,229	\$50,113
Local Hospitality	19,142	\$16,026
Local Real Estate, Construction, and Development	16,679	\$47,221
Local Commercial Services	15,593	\$37,210
Local Retail	10,650	\$17,031
Local Food and Beverage Processing and Distribution	7,540	\$29,757
Local Motor Vehicle Products and Services	6,571	\$39,263
Local Financial Services	5,826	\$51,096
Local Community and Civic Organizations	5,788	\$20,149
Local Personal Services (non-medical)	3,903	\$23,922
Local Logistical Services	3,485	\$39,150
Local Entertainment and Media	2,626	\$22,311
Local Household Goods and Services	2,268	\$28,280
Local Utilities	2,161	\$61,823
Local Education and Training	2,121	\$28,329
Local Industrial Products and Services	627	\$44,406

Source: US Cluster Mapping Project

Local Health Services is the largest cluster, either traded or local, in Jefferson Parish. This is owing to the major presence of Ochsner as well as East Jefferson and West Jefferson Medical Centers. This local cluster also has one of the highest average wages.

The second largest cluster, Local Hospitality, employs nearly 20,000 people but the average wage is very low at around \$16,000 – the lowest average wage of any cluster. Similarly, local retail employs over 10,000 people but at very low wages, around \$17,000.

Across the board, local cluster average wages are lower than traded cluster average wages. However, a few industries like Financial Services and Utilities are in similar ranges as traded cluster wages. This could be because financial services institutions often have both local and external customers.

Water Management: A Special Case

A special cluster that comprises elements of multiple traded clusters is Water Management, a strong specialization for both Jefferson Parish and the greater New Orleans region. The major industries or subclusters are:

- Engineering Services
- Fabricated pipe manufacturing
- Heavy and civil engineering construction
- Power and communication line construction
- Water and sewer line construction
- Industrial building construction, and other professional and scientific services.

This industry cluster has been a focus post-Katrina and was defined through case-making research from Deloitte that was commissioned by Greater New Orleans, Inc. (GNO Inc). Water Management has also been the focus of multiple regional and state plans, including the Greater New Orleans Urban Water Plan and the state's Coastal Master Plan. Both of these plans would provide tens of billions in economic impact for the region if they were to be fully funded and implemented. The cluster is also one of five areas of special consideration for economic resilience in the Comprehensive Economic Development Strategy (CEDS) prepared by the New Orleans Regional Planning Commission (RPC) and discussed in the next section of this memo. The Data Center has also conducted some research in this cluster, showing projected job growth of over 7,500 new jobs in the region through 2020. Many of those jobs share skills and projects with other clusters in our region, like Energy and Petrochemical, Construction, and Engineering.

Water Management in Jefferson Parish is already a prominent cluster. Below are some highlights of the cluster's current performance using EMSI data:

- Over 10,165 jobs in 2015
- Employment is projected to grow 16% to 11,751 by 2024
- Average wage of \$72,867
- The largest subcluster is Engineering Services, with nearly 3,000 jobs

When examined this way, Water Management is the second-largest traded cluster in Jefferson Parish.

Summary of Analysis

Jefferson has strong traded clusters, but many of the strongest specializations are facing projected job losses, showing that retention of these employers will be critical. Other clusters are projected to grow slowly, but relative to stable population growth, slow job growth is less of a cause for concern.

The parish's strong local clusters, particularly health services, have the potential to strengthen the economy in the same way as traded clusters by finding external customers. Medical tourism is a strategy that has worked well for other regions with specialized care facilities and is already a focus of Ochsner. Other strategies for local clusters may be similarly effective.

There are also significant overlaps between local and traded clusters. Food and Beverage Processing and Manufacturing industries have both local and external customers, as do Transportation & Logistics and Finance & Insurance. The presence of these clusters in both categories, traded and local, indicates strong assets and workforce that should be leveraged to grow the Jefferson Parish economy.

IV. CEDS Analysis

To ensure that JEDCO's economic development strategy is aligned with regional priorities, this baseline assessment examines the region's economic development planning. JEDCO participates in regional planning efforts, and this update to the EDGE plan will seek to further align the organization's activities with regional trends and priorities.

The U.S. Economic Development Administration (EDA) requires routine updates to an Economic Development District's (EDD) five-year Comprehensive Economic Development Strategy (CEDS). The New Orleans Regional Planning Commission (RPC) is the designated EDD which only includes five parishes comprising the RPC: Jefferson, Orleans, Plaquemines, St. Bernard, and St. Tammany. The CEDS also includes analysis for all seven parishes within the Metropolitan Statistical Area (MSA) which has the previous five parishes, plus St. Charles and St. John the Baptist parishes. All EDA applications must reference how their project fits with the relevant CEDS. Other relevant features of the CEDS include:

- Last updated for 2014-2018
- Used for regional-local alignment for any EDA application by JEDCO
- Any project by applicants for EDA funding must reference their fit in the CEDS

The CEDS uses a vision and a set of goals to frame the five year plan. For the 2014-2018 edition, those included:

VISION: "Greater New Orleans will be a thriving, resilient, sustainable, prosperous and equitable region"

GOALS:

1. Achieve Economic Growth
2. Leverage Workforce Needs to Upgrade Region's Growth
3. Improve Economic Equity
4. Enhance the global competitiveness of the Region
5. Develop the Region's infrastructure
6. Promote Regional Collaboration

Each of these goals has a several objectives and an associated performance measure to track progress over time.

Plan of Action

Included in the CEDS is a Plan of Action that includes the following regional priorities:

1. Workforce Development
2. Leverage Strength within the Region
3. Maintain & Repurpose Assets
4. Develop Innovation
5. Enhance Infrastructure for Economic Development
6. Improve Quality of Life

The Plan of Action also includes many priority projects and identified as action for one or a few parishes or for all parishes. The table below highlights the priorities specifically identified for Jefferson Parish:

Table 3: Summary of Jefferson Parish Priority Projects

Plan of Action: Regional Priorities	Priority Projects for Jefferson Parish Only
<u>Aerospace & Advanced Manufacturing</u>	<ul style="list-style-type: none"> • Delgado, Avondale Campus <i>Part of "Facilities with a Purpose" to create an Advanced Manufacturing Center of Excellence by renovating and expanding an existing facility which will respond to the demands of business and industry for a skilled workforce. The Center will create a sustainable long term solution to critical workforce shortages and provide a pipeline of skilled workers</i>
<u>Capacity Building</u>	<ul style="list-style-type: none"> • Cluster analysis for City of Kenner <i>To examine potential to build strengths in a particular industry or industries</i>
<u>Energy Production, Petrochemical & Plastics</u>	<ul style="list-style-type: none"> • Delgado, Advanced Technology <i>One "Facilities with a Purpose" building, the Advanced Technology Building and campus expansion will serve the needs of the oil, gas and chemical industry workforce needs with instrumentation, chemical technician, engineering and deep water oil production programs</i>
<u>Enhancing Quality of Life</u>	<ul style="list-style-type: none"> • Redeveloping Fat City • Fairfield <i>Planning & Development of the Fairfield area of the Westbank of the Mississippi River in Jefferson Parish</i> • Industrial Corridor Revitalization <i>Reuse/Redevelopment of industrial corridors including the Harvey Canal and Huntington-Ingalls shipyard and in Old Jefferson</i>
<u>Entrepreneurial & Small Business Support</u>	<ul style="list-style-type: none"> • Churchill Technology & Business Park <i>Expansion of entrepreneurial support activities</i>
<u>Green & Environmental Technology</u>	<ul style="list-style-type: none"> • Establishment of a wetlands mitigation bank(s) <i>Wetlands mitigation and drainage solutions are critical to the sustainability of our coastal region.</i>
<u>Higher Education</u>	<ul style="list-style-type: none"> • Delgado, Blair Campus <i>A campus renovation and expansion will provide a state-of-the-art classroom and laboratory facility in Metairie</i>

<u>International Trade & Logistics</u>	<ul style="list-style-type: none"> • Delgado, River City Campus <i>One "Facilities with a Purpose" building, the River City Campus, will be located in the Churchill Technology & Business Park. The campus will accommodate training programs to support commerce along the Mississippi River to include transportation/logistics, maritime, marine engine, engineering and automotive technology in the growth area of West Jefferson parish.</i> • Expansion of Warehousing & Distribution <i>The Huey P Long Bridge improvements have opened up portions of the West Bank of Jefferson Parish as ideal locations for warehousing and distribution uses, leveraging and expanding the predominately developed Elmwood area which is already a warehousing and distribution hub</i>
<u>Regional Economic Development Districts</u>	<ul style="list-style-type: none"> • Churchill Technology & Business Park <i>Infrastructure Improvements to enable the Phase II expansion of the Business Park</i>
<u>Tourism</u>	<ul style="list-style-type: none"> • Enhancement of Rivertown <i>Enhancements to the Rivertown district in the City of Kenner, including LaSalle's Landing pier and venue for outdoor retail events, to attract tourists and adjacent properties such as the Old Kenner High School</i> • Development of Laketown <i>Enhancements to the existing conference center and surrounding properties and the addition of mixed-use developments to enhance the conference center as a tourism destination.</i> • Westwego Riverboat Landing <i>Improvements to the landing and/or adjacent infrastructure to support use the landing for a river boat cruise line</i>

Source: Comprehensive Economic Development Strategy: Priority Projects Memo, September 2014

Regional Cluster Analysis Findings

Similar to the cluster analysis described and conducted in Section III of this memo, the CEDS contains an analysis of traded and local clusters for the region. A summary of these clusters is provided in Table 4 below. The Location Quotient (LQ) shown in this table is a relative measure of the number of jobs in that clusters within the New Orleans region compared to the number of jobs in that cluster nationally. A LQ of 1 indicates a greater proportion of jobs in the region and is considered a regional strength with economic benefits. The clusters are grouped by Regional Specialties (LQ > 1.3), Regional Strengths (LQ = 1 to 1.3) and potentially strong Clusters (LQ = 0.5 to 1.0). For reference, the cluster's rank by number of jobs in Jefferson Parish alone is also included.

Table 4: Traded Clusters in the New Orleans MSA

	Cluster	Location Quotient (LQ)	Rank in Jefferson
Specialties	Water Transportation	10.4	4
	Upstream Chemical Products	4.9	-
	Oil & Gas Production & Transportation	3.8	8
	Fishing & Fishing Products	2.9	-
	Video Production and Distribution	2.4	-
	Construction Products & Services	1.8	6
	Hospitality & Tourism	1.8	3
	Performing Arts	1.5	-
	Environmental Services	1.4	-
Strengths	Education & Knowledge Creation	1.2	-
	Vulcanized & Fired Material	1.2	-
	Jewelry & Precious Metals	1.0	-
	Distribution & Electronic Commerce	1.0	2
Potentially Strong	Leather & Related Products	1.0	-
	Food Processing & Manufacturing	1.0	9
	Business Services	0.9	1
	Transportation & Logistics	0.7	7
	Music & Sound Recording	0.7	-
	Insurance Services	0.7	5
	Financial Services	0.6	10
	Downstream Chemical Products	0.6	-
	Downstream Metal Products	0.6	-
	Lighting & Electrical Equipment	0.5	-

Source: Comprehensive Economic Development Strategy for the New Orleans Region, 2014

Additionally, Nascent Clusters, shown in the table below, demonstrate promising activity whether from strong companies, growing momentum, or underutilized local assets (e.g. Michoud and Avondale).

Table 5: Nascent Regional Traded Clusters

Cluster	Location Quotient (LQ)
Aerospace Vehicles & Defense	0.20
Information Technology & Analytical Instruments	0.18
Biopharmaceuticals	0.04

Source: Comprehensive Economic Development Strategy for the New Orleans Region, 2014

Emerging Clusters, shown in the table below, do not yet exist or fit cluster methodology, yet present promise.

Table 6: Emerging Regional Traded Clusters

Cluster
Emerging Environmental, Sustainable Industries
Disaster Response & Resiliency
Costal Restoration
Water Management
Bio-Medical or Bio-Sciences
Advanced Manufacturing
Digital Media
International Trade

Source: Comprehensive Economic Development Strategy for the New Orleans Region, 2014

V. Status of Previous Economic Development Action Items

The previously developed EDGE 2020 plan was released in May 2009. This plan had 19 action items in the economic development focus area. An update to the plan, released in 2012, added an additional five items for a total of 24 action items in economic development.

The action items had a wide range of topics, many of which included infrastructure or other special projects. Since 2012, the national and regional economic landscape has shifted significantly, especially in the following areas:

- Oil Prices – crude has dropped significantly, while natural gas fluctuations have led to a boom in facilities that use LNG as a manufacturing input
- State Budget – continued challenges with the state's budget have affected higher education and health care
- Transportation Priorities – earlier action items identified specific projects as priorities, and those are no longer aligned with current community concerns and planned improvements
- Medical Facilities – East Jefferson and West Jefferson Medical Centers are in the process of being leased to private operators, a development that was not anticipated in 2012

Certain action items dealt with topics or projects that are still of concern today, including:

- The development of the Fairfield area and Churchill Park
- Workforce development in Jefferson Parish
- Business retention and expansion
- State tax credits for the film industry
- The reuse of Avondale Shipyard
- Support for entrepreneurs and small businesses

The current status of the 24 economic development action items is provided in Attachment A.

Attachment A: Jefferson Edge 2020 Action Items: Economic Development

2012 Status Updates Originally Prepared by GCR, Inc.

ED = Economic Development				
Action Item		Original Timeline	2012 Progress	Current Status
ED1	Modify land use regulations and invest in infrastructure to develop an "Elmwood West" commercial and industrial node	Issue RFP or initiate study in 2010; initiate regulatory changes/improvements in 2011, 2012	Jefferson Parish retained UNO and Digital Engineering to complete a strategic plan for the area known as "Fairfield." The focus of the plan is future land use and infrastructure and was driven by stakeholder input, led by JEDCO.	The plan is currently under review by Jefferson Parish Planning and it will go to the council for adoption.
ED2	Collaborate with the Airport and the City of Kenner to facilitate the redevelopment of "buyout" properties	Complete and issue RFP in 2009. Complete redevelopment plan in 2010.	A draft cooperative endeavor agreement (CEA) is under review between the City of Kenner, the Airport, and the City of New Orleans. A disposition of the properties is also being postponed until a study is completed by UNO concerning the properties. The study will recommend the optimal land uses, any zoning changes, whether rights of way need to be rescinded, and whether properties should be bundled vs. being sold off individually.	The UNO study is completed. Properties are in the process of being appraised and will be auctioned in October.
ED3	Continue to aggressively market the first 90 acres of the Churchill Technology and Business Park	On-going	The land has been entirely cleared, but the land filling operation (to make parcels development ready) is not yet complete. This process began in December of 2011. Patrick F. Taylor Science & Technology Academy and Conference Center has been completed.	Delgado is starting construction on 10.5 acre campus in the summer, with an estimated enrollment of 3,000 students. This will hopefully start to drive retail demand in the area, which will assist in recruiting businesses to the park.
ED4	Identify partners and potential funding sources for Phase II development of the remaining 50 acres at the Churchill Technology and Business Park.	Identify funding and timetable by 2011	Fill continues to be deposited in the available land and JEDCO continues to seek funds to develop an access road into the rear of the park. Louisiana Economic Development (LED) and EDA were examined as funding sources.	A grant for the access road, through LED's site certification (EDRED) program, was denied. JEDCO's Phase II priority is still the heavy access haul road in the rear of the park.
ED5	Build upon existing efforts of GNO Inc. and commission a comprehensive study and action plan for the workforce development infrastructure in the New Orleans region	Initiate this phase of workforce development study before year end, 2010	GNO Inc.'s administers the local job search site, worknola.com. The site provides a marketing tool and a simple, comprehensive, and free resource for the Greater New Orleans area. In 2011 and 2012, the average monthly job postings totaled 106 and 167 respectively, an increase of 58%. GNO Inc. has hired Ginger Powers as an educational liaison to engage the institutions of higher education in economic development and	JEDCO joins forces with GNO, Inc. on certain initiatives and is a supporting entity of the organization. Worknola.com is a successful initiative. March 2015 has seen nearly 400 job postings, compared to averages between 100 and 200 in 2011 and 2012. JEDCO's strategic operating plan outlines tasks that include compiling workforce resources and creating a



Attachment A: Jefferson Edge 2020 Action Items: Economic Development

2012 Status Updates Originally Prepared by GCR, Inc.

Action Item		Original Timeline	2012 Progress	Current Status
			workforce issues; they also invited the presidents of a number of two- and four-year institutions of higher education to serve as ex-officio members of the Board of Directors.	package for business owners that showcases apprenticeships, internships, training programs, and other opportunities. JEDCO is also involved in the Harvey Canal Industrial Association's career development efforts. JEDCO has not specifically commissioned a study or action plan for workforce development infrastructure in the region.
ED6	Support the development of a passenger rail line from New Orleans to Baton Rouge, with a stop in Jefferson Parish	Secure funding for study in 2010, 2011; initiate study in 2011, 2012; initiate capital program in 2014	The CONNECT coalition, a project of the Center for Planning Excellence (CPEX), continues to build support within the New Orleans-Baton Rouge "super region" for a passenger rail connection between the two core cities. CONNECT recently sponsored their second annual policy forum, an event that brought together transportation officials from the state and the two regions. Jefferson Parish Planning Department and Jefferson Transit are institutional partners of the CONNECT Coalition. CONNECT was instrumental in successfully pushing the adoption state legislation creating a Louisiana Super Region Rail Authority to oversee and advance the passenger rail project.	This effort was dormant, but efforts from CONNECT led to a new rail corridor study that was completed and released in February 2014. That study was funded by the Regional Planning Commission, Capital Region Planning Commission, and Baton Rouge Area Foundation. However, since the feasibility study's release, there have been no further efforts towards implementation.
ED7	Support the implementation of transportation projects of regional significance, such as a light rail line to the Airport; improvement to the Earhart Expressway, and the construction of I-49	Timelines vary by transportation project; aim to have studies underway for all key transportation projects by 2011	Given the extremely high cost of the I-49 extension project, DOTD is re-evaluating and re-scoping projects along the corridor, choosing to take on implementable pieces based on available funding. For the Earhart flyover, there may be enough funding to design at least one phase of the project. This project would be managed by DOTD. The Earhart/Causeway interchange has stalled due to the absence of a funding source. However, the RPC is examining ways to design the project in advance of any external funding becoming available. There has been no momentum on the proposed light rail between the Airport and Downtown New Orleans.	The transportation issues that are currently the most relevant are all related to freight rail: the Gretna (NO & GC) railroad relocation on the West Bank, the New Orleans Rail Gateway project on the East Bank, and the coal terminal trains on the West Bank. The Earhart/Causeway interchange has been studied for several years. A supplemental environmental assessment dealing only with the Airline-to-Causeway southbound ramp widening is underway, expected to be completed this summer. The estimated design completion is scheduled for summer 2017 and the estimated cost is \$60 million, most likely to be built in phases.

Attachment A: Jefferson Edge 2020 Action Items: Economic Development

2012 Status Updates Originally Prepared by GCR, Inc.

Action Item		Original Timeline	2012 Progress	Current Status
ED8	Collaborate with major railroads and the Regional Planning Commission to implement the New Orleans Rail Corridor Gateway Study	Secure funding for environmental assessment in 2010; initiate assessment in 2010, 2011; initiate capital improvements in 2013, 2014	The Environmental Impact Statement (EIS) for the Rail Corridor Gateway study is underway. Project scoping meetings were held in February, 2012; a draft EIS and public hearings have been ongoing; and the final EIS is anticipated in spring of 2014. A record of decision (ROD) is expected in the summer of 2014. Michael Baker Co. is the lead consultant, and the project is on schedule.	The timeline for the final EIS hearing and ROD has been extended by one year, into 2015. The Middle Belt Alternative has met resistance from neighborhood groups in New Orleans.
ED9	Work closely with EJGH, Ochsner Health System, and WJGH to facilitate the expansion of medical facilities throughout the Parish.	On-going	No further activity at this time. Refer to July, 2011 status report for more information on Ochsner's expansion plans and on-going capital projects.	JEDCO is working with Ochsner on a \$400M Capital Plan in Kenner and Jefferson. The Urban Land Institute (ULI) is facilitating a Technical Assistance Panel on the Jefferson Hwy. corridor. JEDCO is a sponsor of this initiative and a strong participant.
ED10	Oppose changes in the federal tax code that would discourage off-shore oil and gas exploration	Initiate outreach in 2009; continually monitor federal tax policy to preserve existing tax breaks for oil and gas exploration	<p>In response to the slowdown in offshore activity following the 2010 BP oil spill, GNO Inc. has pushed for a number of measures to increase energy exploration and production activity. Two proposals were the "Putting the Gulf by to Work Act" and the "Domestic Jobs, Domestic Energy, and Deficit Reduction Act" in Congress. Both of the measures passed the House of Representatives but stalled in the U.S. Senate.</p> <p>GNO Inc. continues to publish the Gulf Permitting Index (GPI), a recurring assessment of permit and drilling activity relative to pre-spill levels. GNO Inc. has also continued to work with the state government and Mineral Board to reduce royalty rates for offshore activity. The 2010 oil spill delayed these efforts, but in May of 2011, the La Dept. of Natural Resources released a draft proposal for a new royalty policy. This draft is still under review, with potential action by the State Mineral Board later in 2012.</p>	As of 2013, the pace of permitting had leveled off. The decline in crude prices in late 2014 and early 2015 is now driving the pace of permitting, rather than a moratorium or other federal-level factors.
ED11	Work to preserve funding in the federal defense budget for weapons systems that are produced in Jefferson Parish and in the New Orleans region	Initiate outreach in 2009; continually monitor federal spending and defense policy to preserve existing weapons programs in Jefferson and the New Orleans area	The primary focus of regional efforts regarding weapons systems has been to preserve jobs at Avondale Shipyards whose planned closure was announced in the summer of 2010. While GNO, Inc., JEDCO, and other stakeholders have continued their efforts to preserve jobs and repurpose the facility, no major breakthroughs have occurred since the last status report was completed in July, 2011. Huntington Ingalls continues to examine other suitors for the site. See ED16 for a further description of progress in re-using Avondale.	As of late 2014, no new tenants or work has been found for the Avondale Shipyard. Huntington Ingalls attempted to work with Kinder Morgan on a partnership for more oil and gas fabrication work, but that deal fell through within the last several weeks. JEDCO has always marketed the Avondale site, but the potential listing of the site with a broker would ease this process.

Attachment A: Jefferson Edge 2020 Action Items: Economic Development

2012 Status Updates Originally Prepared by GCR, Inc.

Action Item		Original Timeline	2012 Progress	Current Status
ED12	Collaborate with Jefferson's state legislative delegation to renew the state motion picture, digital media, music production, live theater, and motion picture infrastructure tax credits.	Pass legislation in 2009, 2010 at the latest	Action complete. For more information, refer to October, 2009 status update.	<p>With the state's budget in crisis, the legislature is once again looking at modifying these credits in 2015. Whether they do so in a manner that would be detrimental to Jefferson's film industry is still in question.</p> <p>Another state program, the Enterprise Zone, might also be altered this session. Jerry Bologna sits on the board of LIDEA, which is paying close attention to this potential change.</p>
ED13	Identify major national growth industries and the potential for locally based companies to capitalize on emerging economic opportunities	Analyze LED study and coordinate with GNO Inc. in 2010; initiate analysis of and outreach to relevant local and national businesses in 2010, 2011	<p>According to JEDCO, the State and GNO Inc. have backed away from certain conclusions from the "blue ocean" study that was completed by LED several years ago to identify promising industries for growth. Certain industries, though, such as the sustainable industry subsector, have remained a point of emphasis in recruitment and retention efforts.</p> <p>In the case of Jefferson Parish, JEDCO focused their retention efforts on companies that had the potential to fall into these blue ocean categories with little success. JEDCO is now focusing much of its marketing efforts on national site selectors.</p> <p>The natural gas boom elsewhere in Louisiana has led to increased attention from industries looking to capitalize on the abundance of natural gas and accompanying low prices.</p>	<p>LED's blue ocean industries were not well-defined by NAICS codes, which made for a scattershot approach to business attraction. LED also identified "economic drivers" – companies with over 50 employees, employment and revenue growth over the past 3 years, and not in a retail or service industry. Those companies are targeted through retention strategies.</p> <p>With the latest Jefferson EDGE update, JEDCO hopes to identify industry clusters for business attraction and retention strategies.</p>
ED14	Partner with the Port of New Orleans, GNO Inc., and the Baton Rouge Chamber of Commerce (BRAC) to expand opportunities for international shipping and trade	Analyze international trade study upon completion in 2009; coordinate with and offer technical assistance to GNO, Inc. and other agencies in the implementation of the study's recommendations	Over the past year, there has not been major progress on this initiative beyond what was reported in the last status report from July of 2011. Infrastructure tax credits for investments in port facilities were extended through 2017, thanks to legislation sponsored by Senator Appel in the 2011 legislative session. Also, periodic trade junkets to other countries (such as Brazil) have taken place over the past year.	The state established the Louisiana International Commerce Board, and JEDCO is one of the nominating entities. JEDCO approached the Port of New Orleans about the Avondale site, but the Port did not have the available funding to transform the site into a port facility.
ED15	Aggressively market Jefferson Parish as a	Complete internal marketing strategy in 2009, 2010; initiate targeted outreach	As of the last status report, in July 2011, JEDCO had met with the Marine Well Containment Company, the joint venture of the major oil companies, to discuss basing their worldwide operations at the Avondale shipyards	In a post-BP oil spill and post-crude oil price crash world, this entire strategy needs revision. JEDCO plans to target and market to companies with offshore leases and



Attachment A: Jefferson Edge 2020 Action Items: Economic Development

2012 Status Updates Originally Prepared by GCR, Inc.

Action Item		Original Timeline	2012 Progress	Current Status
	headquarters for energy companies	efforts to energy companies in 2010, 2011	<p>site. This effort was unsuccessful and Huntington Ingalls is now looking at other suitors for the Avondale site. The previous report also discussed the acquisition of locally based energy firms by larger national firms—transactions that can result in the closure of local businesses. JEDCO has not yet finalized a strategy to reach out to these larger firms when transactions happen.</p> <p>Following the BP Horizon spill, new government inspection and regulatory positions were established, including many with the New Orleans region Bureau of Ocean Energy Management, Regulation and Enforcement (BOEMRE). The Elmwood office has increased the number of inspectors and their salaries over the past year, thereby diminishing the disparity in BOEMRE pay that had existed between the Houston and the New Orleans offices.</p>	encourage them to base their operations at the Harvey Canal. In Churchill Park, the businesses with the most likelihood of relocating are engineering and support services businesses, rather than energy headquarters.
ED16	Continue to aggressively reach out to businesses in Jefferson Parish to support business retention, expansion, and access to capital	On-going	<p>JEDCO recently secured commitments from Petrotech to move its headquarters to Elmwood and Revolution Foods to move a manufacturing location to Kenner. JEDCO is in advanced negotiations with a medical device manufacturer interested in moving their headquarters to the Churchill Technology and Business Park.</p> <p>Another major retention project is the attempt to preserve shipbuilding jobs at Avondale. Huntington Ingalls is in negotiations with a new operator for the facility, but no deals have been finalized.</p> <p>Following from the recommendation of the last status report (July 2011), JEDCO is working on two back office prospects that would create or retain up to 2,500 jobs in Jefferson. Two main issues still need to be resolved: 1) discussions with Nucor about placing office functions in Jefferson Parish and 2) creating greater structure in the use of the Parish's economic development fund.</p>	JEDCO has had some significant wins over the last few years, both in retention and attraction. In particular, Cornerstone Chemical, DynoNobel, Smoothie King, and 4 th Source have been major wins for investment and employment.
ED17	Ensure that the Louisiana Small Business Development Center maintains a presence at	Initiate outreach in 2009; secure a partnership in 2010	JEDCO has not entered into a formal CEA with the SBDC, but through a verbal agreement with JEDCO, the SBDC has occupied space at the JEDCO headquarters and has provided valuable services to developing businesses. These services include one-on-one counseling with incubator	The Jefferson UNO campus was sold, so JEDCO has reached out to the LSBDC to gauge their interest in moving to Churchill Park.

Attachment A: Jefferson Edge 2020 Action Items: Economic Development

2012 Status Updates Originally Prepared by GCR, Inc.

Action Item		Original Timeline	2012 Progress	Current Status
	the Churchill Technology and Business Park		tenants and others. Additionally, they have held workshops and seminars for incubator tenants and the general public.	
ED18	Seek permanent financing and support for an on-going marketing effort for Jefferson Parish	Conduct outreach and secure multi-year funding commitments in 2009, 2010	<p>The public outreach campaign to support Jefferson EDGE 2020 has stalled in the past year due to budget shortfalls. Jefferson Life magazine, after a promising start, saw its advertising revenue wane. As a result, the magazine is on indefinite hold. Attempts to find a new publisher to purchase Jefferson Life have been unsuccessful to date.</p> <p>In the meantime, the Parish continues to maintain the www.opportunityliveshere.com website as well as a Facebook presence.</p>	The need for the magazine has waned. JEDCO continues to have a solid social media and web presence. The JEDCO Challenge during Entrepreneur Week is also used as a promotional and brand-building opportunity.
ED19	Conduct a review of the Jefferson Parish permitting office to improve performance and to make the permitting process more business friendly	Initiate review in 2011. Finalize recommendations and begin to implement recommendations in 2012.	<p>At the direction of JEDCO's economic development strike force, ED19 is a new action item that was added to the Economic Development plan in 2011. There was a growing sense that Jefferson did not offer a sufficiently efficient and user-friendly permitting process.</p> <p>Consequently, the Parish administration convened a group of stakeholders to review the permitting process and recommend strategies for improvement. JEDCO also commissioned GCR to prepare a report examining existing practices in Jefferson and best practices in other communities. As of June 2012, the Committee and the GCR report had completed their review and had finalized their recommendations. These will be presented to the administration in July, 2012.</p>	This action item was completed, and there has been significant improvement. A new study was completed and the permitting system is moving online.
ED20	Improve the process for monitoring and permitting film activity in Jefferson Parish	Complete and adopt permitting plan by summer 2012. Begin implementation by mid-2013. Full implementation by year end 2014.	Not part of 2012 status report	The plan was completed, but implementation progress is unclear.
ED21	Conduct a survey to monitor public awareness of JEDCO and to increase familiarity with the programs that JEDCO offers	Complete survey in spring/summer 2012; conduct follow-up surveys every year to two years thereafter	Not part of 2012 status report	<p>A few surveys have been done over the past 8 to 9 years, but the results were inconclusive. No survey has been done in the last two years.</p> <p>JEDCO has good name recognition, but many in the community do not understand what they do.</p>

Attachment A: Jefferson Edge 2020 Action Items: Economic Development

2012 Status Updates Originally Prepared by GCR, Inc.

Action Item		Original Timeline	2012 Progress	Current Status
ED22	Assume an active role in the redevelopment of Louis Armstrong Airport	Participate in planning process through approximately 2014. Monitor construction and implementation through approximately 2020.	Not part of 2012 status report	JEDCO participated in meetings with Kenner Economic Development Committee, but not as much in the planning process. They have pushed the need for a study of drainage issues. It may be necessary for JEDCO to push the focus to development of the old terminal.
ED23	Provide support to the City of Kenner in implementing the <i>Kenner 2030</i> strategic plan	Monitor implementation on an on-going basis	Not part of 2012 status report	<p>Jerry Bologna is on the Laketown RFP selection committee and has provided recommendations for other participants. The City of Kenner received a matching grant from EDA/RPC to study the Veterans Corridor. JEDCO is on the project team for this study.</p> <p>Additionally, JEDCO is a member of the Rivertown Main Street board of directors and the Mayor's Economic Development Committee, as well as its Business Development Subcommittee. JEDCO works regularly with both the Esplanade Mall interim management and Simon Properties senior leadership to help boost mall traffic and connect prospective developments to the mall.</p>
ED24	Capitalize on the newly completed NOLA Motorsports Park to explore opportunities to grow the automotive industry in Jefferson Parish	Completion of internal assessment and strategy by mid-year 2013. Engage automotive industry starting in 2013, 2014.	Not part of 2012 status report	<p>The Indy Grand Prix of Louisiana took place at the park for the first time in April 2015. JEDCO marketed the conference center and the Andretti Group used it for the full week of the race.</p> <p>Nola Motorsports Park has been supportive of JEDCO and is beginning to utilize JEDCO services. Churchill Park hosted the validation center for the IndyCar race, with participants coming into the park constantly throughout the duration of the event.</p>



Memo:

Stakeholder Meetings, 1st Round Results

To: Jerry Bologna, Executive Director, JEDCO

From: Allison DeJong, Project Manager, GCR Inc.
Dwight Norton, Program Manager, GCR Inc.

May 21, 2015

I. Format

GCR and JEDCO developed four stakeholder groups based on industry clusters identified in the Baseline Assessment for EDGE 2020 Update technical memo and leadership from business and government sectors. The first of two rounds of meetings at the JEDCO Conference Center were conducted between May 4 and 14, 2015.

At each meeting, GCR presented the overview of this EDGE 2020 update planning process and an abbreviated overview of the baseline data on industry clusters.

GCR also briefly presented the SWOT analysis results from the staff planning session and led a discussion with the meeting attendees. The discussion ranged from the SWOT results to potential action items for the EDGE update, as well as quality of life issues affecting the Parish.

II. Summary Feedback

Major infrastructure:

- Railroad access for industry on the Westbank would benefit significantly from increased competition and capacity: average time to cross the metropolitan region is 4-10 days.
- Mooring on the Mississippi River in Jefferson Parish is set by the Port of New Orleans and more expensive compared to neighboring parishes such as St. Charles Parish.
- Limited public transportation affects mobility and thus economic opportunity:
 - Certain industry workforce, such as retail and hospitality, have poor access to job sites;
 - Workforce training opportunities, such as Delgado, have similar access challenges;
 - Opportunity to expand tourists' access to Jefferson's retail assets - Lakeside currently funds a private shuttle to downtown New Orleans to maintain its status as the top tax-free shopping destination in the state for international shoppers.
- Harvey Canal is an underutilized asset of strategic importance with investment potential
- Industry representatives did not indicate any challenges with Parish roads
- More large-scale public open space for recreational and cultural opportunities could benefit real estate market:
 - More parks at scale of Lafreniere Park given population;
 - Expanded access to the river and lake.
- Limited connectivity in parts of the street network is restricting productivity of some of Jefferson Parish land, particularly on Airline Highway.

Growth opportunities

- Many manufacturing companies are having success growing internationally; providing export assistance to additional businesses could increase manufacturing growth.
- Natural gas infrastructure needs to be studied to determine how Jefferson Parish can participate in the regional growth associated with this energy source seen in the past few years.
- Small scale manufacturing:
 - Diversify the types of manufacturing in Jefferson;
 - Shared machine and production shops, such as a model in Oakland, CA, could realize new opportunities for incubation and innovation.
- RESTORE Act will bring funding for coastal restoration – Jefferson Parish is and can be a great location for coastal and water-related engineering companies

Barriers to growth

- Lack of sites, building stock, and overhead costs compared to competitive markets – businesses “have to want to be here”.
- Delay in implementing new flood insurance maps is keeping development costs high.
- Workforce availability in manufacturing:
 - Funding for training and certification programs limits faculty and thus graduates;
 - Public perception or stigma of manufacturing industries as a less desirable career, contrary to modern conditions.

Governmental and regulatory issues affecting economic development

- Coordination between the Parish and municipalities offer needed opportunities to reduce the cost of doing business in Jefferson.
- Zoning regulations limit the ability of developers to respond to the demand for increasingly desirable mixed-use and walkable neighborhoods.
- Jefferson Parish lacks a proactive entity to strategically address the repositioning of underutilized properties, such as a redevelopment authority or a land bank.

Jefferson Parish's building stock

- Residential/Neighborhood:
 - Businesses and industries that are seeking to attract a younger workforce struggle to find the housing and neighborhoods in Jefferson Parish that are desirable compared to the mixed-use, walkable neighborhoods in New Orleans offering greater variety in housing types, such as townhouses and apartments;
 - With additional financial tools, mechanisms, and resources, the Parish could incent the redevelopment of older housing stock;
 - Some communities may perceive alternate types of development as threatening.
- Commercial/Industrial:
 - Class A office space market has stabilized after several years of turmoil.
 - Limited spec building of commercial space; turnkey leases are hard to find
 - The continued challenges with Avondale threaten the Westbank's vitality and the future of large-scale manufacturing in Jefferson;
 - Large greenfield sites are unavailable; Jefferson is built out;
 - Turnkey leases are hard to find for industrial businesses;
 - No availability for sites between three and eight acres

III. Detailed Meeting Notes

Manufacturing Group (May 4th)

Attendees:

- Allen Stein, Bollinger
- Mike Kuehne, Bollinger
- Bruce Dantin, JEDCO Commissioner for Parish Council District 2
- Justin Hartenstein, Oracle Lighting
- Johnny Sanchez, Acme Truck Line
- Walter Krygowski, Louis Armstrong New Orleans International Airport
- Craig Schneider, Cajun Kettle Foods
- Bert Wilson, Barriere Construction
- Robert Munch, Laitram LLC
- Syd Ali, Cornerstone Chemical
- Eric Frank, Your Nutrition Delivered
- Arnold Rougee, Green Cooling Tower Solutions
- Anne Scourborough, Green Cooling Tower Solutions
- Sarah Louise Wood Ham, Wood Resources
- Dwayne Munch, Jefferson Parish Council-at-Large, Elton Lagasse
- Gregory Giangrosso, Jefferson Parish Council District 5
- Mark Zelden, U.S. Senator Bill Cassidy
- David Doss, U.S. Senator David Vitter

SWOT Review

The manufacturing group discussed the SWOT analysis and had several areas of feedback.

Additional Strengths:

- River continues to be a major, if underutilized, asset for transportation
- Available skilled workforce for many related industries (e.g. from Avondale employees)
- Many overall quality of life factors

Additional Opportunities:

- International growth potential
- High schools are improving
- Other education partnership opportunities (filling gaps?) such as Bollinger in Lafourche
- Internships continue to provide additional opportunities for connecting future workforce to industry
- Trades have associate builders & contractors
 - Example: chemical plants driving program development in BR
- Marketing of manufacturing and its benefits as a great career with high pay, low education costs requirements
- Excellent natural gas assets

Additional Weaknesses

- Limited mapping and promotion of natural gas assets to attract businesses, understanding the infrastructure capacity
- Workforce mobility challenges highlighted - poor transit is a problem

- Zoning/permitting continues to be a challenge; particularly aligning between jurisdiction, e.g. Parish and municipalities
- JP mooring tariff set by Port of NO and very uncompetitive - drives away business

Additional Threats

- Workforce development faces significant perception problem
 - Manufacturing still suffers from an outdated stigma as dirty and poor pay; when the opposite is true
 - Parents don't want kids to bypass 4-year college or go into manufacturing
- West Bank industry is severely hampered by single RR operator (Union Pacific) for transporting of goods to market
 - Typical travel time through the region is 4-10 days
 - Highlighted as the most critical infrastructure issues facing those industries

Potential Action Items:

The group also suggested several potential action items or areas of further study for the EDGE update, including:

- Study natural gas infrastructure to determine where and how Jefferson Parish can participate in the growing industrial expansion
- Study the potential for, and implement, if possible, a bond issue for transportation projects in Jefferson Parish. Potential projects could include the Causeway Boulevard & Earhart Expressway interchange, as well as the Clearview Avenue & Airline Highway intersection.
- Improve regional transit and workforce mobility
- Improve freight rail access to the industrial corridors of the Westbank
- Develop a partnership with the World Trade Center for export assistance services
- Increase the visibility of manufacturing careers at the high school level and market manufacturing careers and the associated salaries and career paths to parents of high school kids
- Address geographic issues with ship mooring – ships can moor in St. Charles Parish for free, but in Jefferson they pay a tariff to the Port of New Orleans
- Address the Avondale Shipyard
 - Much has been done, but the facility is still at risk of being mothballed
- Connect Delgado and the business community through career fairs, windshield tours, operator schools, and other programming efforts

Major Industries Group (May 8th)

Attendees:

- Jesse Hoppes, Leaaf Environmental / Harvey Canal Industrial Association
- Mike Mitternight, Factory Service Agency
- Bobby Brannon, Ochsner Health System
- Ronnie Slone, The Slone Group
- Tony Ligi, Jefferson Business Council
- Tom Oliver, Virtual Business Solutions
- Terrie Berkel, Jefferson Convention and Visitors Bureau
- Robert Hicks, Boomtown Casino and Hotel

- Vinicio Madrigal, MD, JEDCO Commissioner for Parish President
- Kerry Kirby, 365 Connect
- Allen Square, Posigen
- Stan Salathe, Salathe Oil / JEDCO Commissioner for Harvey Canal Industrial Association
- Melonie Stewart, Entergy
- David Martin, Health@Home
- Charles Frederick, Boomtown Casino and Hotel
- Eric Bosch, LaPorte
- Michael Adcock, West Jefferson Medical Center
- Gregory Giangrosso, Council District 5
- Mark Zelden, U.S. Senator Bill Cassidy
- David Doss, U.S. Senator David Vitter
- Deano Bonano, Jefferson Parish Council-at-Large A
- Angela Callais, Jefferson Parish Council-at-Large B

SWOT Review

The major industries group was asked to describe the issues facing their business or industry over the next few years.

- Equipment service - training to grow the industry because technology is becoming more complicated
- Small businesses still have trouble competing with bigger businesses
- Health care is undergoing a national transition. Trying to get delivery platforms in communities. Constantly trying to drive down costs while improving quality. Access (financial and physical) has been a big factor with same day service.
 - Access in Louisiana is hampered by financial factors because of the reluctance to expand Medicaid.
- Health care providers are also trying to balance serving the community with bringing in new international patients, by offering a center of excellence to attract that kind of patient. The challenge is to brand the region as a place between Houston and Birmingham that's all about excellence.
- In healthcare on the Westbank, challenges include the aging population, competitive market, less reimbursement with the constant need to provide higher quality.
- For a utility company, quality vs. cost is a constant balance for a utility. Can't have too high of costs because economic development suffers; but at the same time, need new generation, new transmission. New Nine Mile plant is part of that effort. Improving the "digital customer experience" by moving from phone to online – this is a five year effort. Smart metering with real time usage rates for easy self-monitoring is another long term plan.
- Trained and qualified employees are a major issue for every business
- Public education is the first question for businesses who are looking to relocate; community and technical education affect workforce efforts as well
- A trend toward home-based health care can prevent hospital readmissions. MDs and MPs in the home. ADA upgrades and skilled nursing. Requires different type of workforce.
- For technology businesses, Jefferson Parish does not have the right building stock – workers want to be in New Orleans, and they want their office to be in downtown New Orleans. They want amenities like jogging trails, green space, walkable retail and bars. They want to walk,

bike, or take transit to work. Sometimes people move to Jefferson but only where they have easy access to New Orleans.

- In the training and professional development business, local industries have not always realized that they need this type of training – the trainers travel to do their work for those who want those services (soft skills, etc.)
- The Harvey Canal is a major asset that is both not what it used to be (30,000 jobs, now 2,000 jobs) and not what it could be. The oil companies left, and structures that were being developed and manufactured here were too large for the Intracoastal Waterway. They moved to Amelia, Morgan City. Coast Guard cooperation is needed for maintenance.
 - Look at who's still on Harvey Canal and figure out a way to give them encouragement, ideas, etc. to re-employ their assets. Fabrication and small manufacturing is our main thing and we need to put these people back to work.
- In the solar industry, the solar tax credit changes at the state level threaten the viability of the business. A phased sunset provision is manageable. Long term, the relationship between solar companies and the local utility company is the major stressor and barrier to growth.
- Idea Village is something that New Orleans has, and it can't be replicated in Jefferson. Oakland takes advantage of industrial areas, startups can rent a room and do small batch manufacturing and they live upstairs in a loft. They have clean room, dirty room, all sorts of stuff.
- In hospitality, ecotourism has big future. People are looking at preservation, conservation. Jefferson (especially Westbank) has a lot to offer for Ecotourism.
- The funding post-BP helped get the word out, was great opportunity for leisure marketing and highlighted JP to a global audience. However, no hotel in Jefferson has a concierge service.
- Transportation is a challenge in Jefferson. From the Veterans corridor all the way down to Grand Isle. Even in urbanized Jefferson, point A to point B is challenging. Signage is a big issue. We don't even have signs for the Motorsports Park or Boomtown Casino. River and lake recreation, totally underutilized.
- Casino business is highly localized; vast majority of business comes from 50-60 mile radius. They depend on volume and disposable income.
- Businesses that are B2B service providers are dependent on the overall economy for growth.
- Budget cuts to the university system are a major threat. UNO graduates are regular people and well-rounded individuals. Accountants, engineers, we need those people.
- More construction and redevelopment is happening in New Orleans than in Jefferson Parish, so more environmental services work is going on there.
- Kenner is addressing issues that are important for JP and it could be an example. Laketown is getting millions in investment and made into a tourism facility with entertainment, restaurants, etc. Kenner Discovery School is the most important charter development in the last few years.

The following identified issues were posed to the group:

What can be done to help more businesses work nationally or expand their customer base?

- New airlines - Copa Airlines, an enormous hub for South America, is coming soon. Familiarization tour coming up in June, manufacturers should participate.
- Value added manufacturing on port products
- Small business perspective – use parts manufacturing as part of regional or national supply chains

- Build the basics
 - International trade - JEDCO could partner with the World Trade Center, they're an energetic group with good knowledge and tools
 - Avondale Shipyard needs to be addressed

How can we leverage the Harvey Canal assets for coastal restoration?

People need to be involved and tell local government representatives what they need. For example, LED is creating diverse CEO roundtables. Jefferson Fiberglass is a 46 year old company that was hurt by an oil industry downturn and responded by diversifying uses of their facilities and assets.

How to provide the housing stock and neighborhoods that people are looking for?

Fat City is a good opportunity but there are too many landowners. River Ranch in Lafayette is a good example of the type of development we need. Other communities use land banks and partnerships to strategically develop land.

Finance, Insurance, and Real Estate Group (May 12th)

Attendees:

- Buck Barkley, Marrero Land
- Vincent Vastola, Marrero Land
- Lori Ward, Marrero Land
- David Andignac, Past JEDCO Chairperson
- Bruce Dantin, JEDCO Commissioner for Parish Council District 2
- Jim Hudson, Iberia Bank
- Tim Coulon, Coulon Consulting
- Jon Luther, Homebuilders Association of Greater New Orleans
- Mike Sherman, Churchill Farms
- Patricia Besselman, Besselman & Associates
- Henry Shane, Favrot & Shane
- Liz Van Dervort, Gillis, Ellis & Baker
- Jack Stumpf, Jack Stumpf & Associates
- Louis Lauricella, Lauricella Land Co.
- Fannie Bennett, GEC Inc.
- Ryan Daul, Daul Insurance
- Tricia Philpott, Lakeside Shopping Center
- Michael Hollis, Hollis Companies
- Mark Madderra, JEDCO Commissioner for Apartment Association
- Brian Heiden, JEDCO Commissioner for Jefferson Chamber (Westbank)
- Jimmy Baum, JEDCO Commissioner for Elmwood Business Association
- Tina Dandry-Mayes, JEDCO Commissioner for Women's Business Council Gulf Coast
- Bruce Layburn, JEDCO Commissioner for Home Builders Association
- Greg Jordan, JEDCO Commissioner for Jefferson Chamber (Eastbank)
- David Doss, U.S. Senator David Vitter
- Elton Lagasse, Jefferson Parish Councilmember-at-Large Division B
- Gregory Giangrosso, Jefferson Parish Council District 5

- Casey Jumper, Jefferson Parish Council District 3

SWOT Review

The group was asked to describe the issues facing their business or industry over the next few years:

- Jefferson is competing against the region for residents. There is a growing desire in the younger and the older population to be near the urban center.
- Jefferson will lose employees, residents, and patients to the new downtown hospitals.
- The slack has gone out of the office market. People want to be downtown. Class A or really nice Class B space is harder because the buildings are aging. There is increasing demand, but 300,000 to 400,000 square feet went to Benson Tower (state leases) and panic hit, the lease rates dropped. The past three years have had a lot of that panic. There hasn't been a new building in a long time, market rates have been too low for new construction.
- Disposable income is lower than it used to be.
- The population is aging and Orleans offers more choices for housing. The tax base in Jefferson is not increasing. Old Metairie and Veterans are attractive, but most of Jefferson does not look like that. Jefferson is not competing on housing options.
- Empty-nesters cannot downsize to a condo in Jefferson Parish.
- The region is becoming a community of renters; Jefferson Parish hasn't built an apartment complex in decades. No zoned land for multi-family, and the existing complexes are older and unattractive. Meanwhile, office buildings in New Orleans are being converted to condos and apartments.
- Fairfield has the potential to be a site for a development like River Ranch in Lafayette or Terra Bella in St. Tammany that has urban form and character.
- The major opportunity in retail is for tax-free shopping for international visitors – at Lakeside, this has tripled in the last five years. Jefferson is the #1 destination in Louisiana for tax-free shopping. However, Lakeside has to run a shuttle from the convention center because there is no reliable public transportation option.
- Jefferson retailers are some of the most successful children's retailers in the country.
- In retail, sites are scarce. Retailers start on the Eastbank, then move to the Westbank. Finding competitive locations on the Eastbank is difficult. Those that don't need an enclosed space have set up in Elmwood. Kenner's mall represents a challenge.
- New Orleans is making inroads with retail – this could be a threat to Jefferson.
- Manhattan Boulevard is becoming the retail epicenter of the Westbank; 25 years ago, it was thought that two locations (Barataria, Algiers) were necessary but now there is consolidation.
- Jefferson offers relatively safe, relatively affordable, close to New Orleans. But the quality of life is not the same as New Orleans neighborhoods – they have Audubon Park, City Park. Lafreniere Park is not in the same league, and there is little beyond that.
- West End and Bucktown are missed opportunities – Jefferson needs to take advantage of the water access.
- Bayou Segnette State Park is the most used state park in the state and is a wonderful asset.
- Flood maps are a major barrier to growth – our levees are improved but the new maps will not be effective until 2017. Until then, the costs are too high.
 - Churchill Farms/Churchill Park area of Westbank one of the most improved areas in Louisiana. The new maps will reduce their fill requirement significantly.
- Homeowners and auto insurance are still very expensive.

- Skilled workforce and the state's higher education budget are major concerns.
- It is currently hard to get the capital needed to renovate a home – the 203(k) program is a ton of paperwork and there is no broad scale program for this. New Orleans had the soft second mortgage program which helped distressed neighborhoods. JEDCO does business loans, but they do not have residential loan programs.

Primary Issues

- Insurance and costs
- Building stock and housing stock
- Natural assets and access to water
- Retail opportunities, especially with international visitors
- Car-free ways to get around Jefferson and Orleans
- Commercial redevelopment market strong but challenges remain

Parish, Business, and Economic Development Group (May 14th)

Attendees:

- Sharon Wegner, Jefferson Workforce Connection
- Paul Rivera, JEDCO Commissioner for Jefferson Parish Sheriff's Office
- Tina Miceli, Mayor, City of Harahan
- Alice White, Jefferson Parish Workforce Investment Board
- Karl Weber, Atmos Energy
- Todd Matherne, Renaissance Publishing / Jefferson Chamber of Commerce
- Maggie Woodruff, Regional Planning Commissioner
- Dana Pecoraro, Laurel Outdoor
- Warren Surcouf, Fat City Friends
- Stanton McNeely, Delgado Community College
- Darryl d'Aquin, CommTech
- Dub Lane, University of New Orleans
- Steve LaChute, Jefferson Parish Sheriff's Office
- Rubye Noble, Jefferson Parish Legislative Delegation Office
- Terri Wilkinson, Jefferson Parish Planning Department
- Todd Murphy, Jefferson Chamber of Commerce
- Robert Weinmann, Jefferson Business Council / Veterans Ford
- Johnny Shaddinger, Mayor, Westwego
- Belinda Constant, Mayor, Gretna
- Jennifer Van Vrancken Dwyer, Jefferson Parish President's Office
- Gregory Giangrosso, Jefferson Parish Council District 5
- Mark Zelden, U.S. Senator Bill Cassidy
- David Doss, U.S. Senator David Vitter

SWOT Review

The group was asked to offer their thoughts on the general strengths, weaknesses, opportunities, and threats to Jefferson's economy.

- The “infrastructure of place”
 - Jefferson Parish is lacking in starter homes, retirement communities, multi-family, walkability, renovations.
 - Fat City has a lot of potential – Severn Corridor program will be put in place soon
 - Need to raise the perception of the rent you can get so that the developers will be able to put together financing
 - There is a fear among older residents of density, apartments, anything other than single family homes
 - Uptown Dallas is a very successful redevelopment model that has provided a housing typology that did not exist in their market
 - There is a misconception that dense means ugly, or that dense doesn't mean high quality. Few models or examples out there.
- Transportation and workforce mobility are major issues. Delgado students often take public transportation. The new campus in Churchill Park is not on a transit line – how will the students get there?
- Jefferson Parish Workforce Department focuses on four areas: construction, health care, technology, and advanced manufacturing. They find people about 200 jobs per month and transportation is not usually an issue; they can offer gas cards and bus passes.
- Some challenges to expanding local businesses include:
 - Pressure from employees to move technology businesses back into Orleans Parish because that is where the employees live
 - Vacant property on Harvey Canal and Peters Road
 - Lack of infrastructure plan for the parish as a whole
 - Lack of strategic entity that can do land-banking like in Phoenix, Tucson
 - Lack of sites – JEDCO cannot proactively ask people to sell their property
 - Underdeveloped or empty commercial property that is out of use or in disrepair
- Some overall weaknesses include:
 - Education system is improving but many families feel the need to pay for private school
 - Connectivity – our grid doesn't work, especially north-south on the Eastbank
 - Constant conflict between residential and commercial uses
 - Beautification – a good start, but more work to do
 - Tree planting programs are discouraged by DOTD
 - Budget for increased workforce training and enrollment at Delgado
 - Lack of access to the river and lake, lack of accessibility by bike
- Regional cooperation is more important than ever

MEMORANDUM

TO: Board of Directors of
Jefferson Parish Economic Development and Port District (JEDCO) and
JEDCO Development Corporation (CDC)

FROM: Alberto Queral
Director of Finance

DATE: May 28, 2015

SUBJECT: Approval of Amended and Restated Finance Procedures Manual for Loan
Operations and Internal Controls

Purpose:

The purpose of this memorandum is to report that the JEDCO/CDC Finance Procedures Manual for Loan Operations and Internal Controls has been updated.

Background:

On April 21, 2015 SBA issued a "Final Rule" with regards to updated SBA Policies and By-laws for the CDC. On February 26, 2015 CDC Board approved the revised By-laws.

SBA also required that the CDC's Board of Directors adopt an internal control policy.

The Finance staff combined the Finance Programs existing Policy and Procedures Manual, and added all SBA language with regards to the Internal Control requirements and created a more comprehensive and concise document that covers all the loan programs administered by JEDCO and the CDC.

Request:

It is requested that the JEDCO Board of Directors and the CDC Board of Directors approve the attached "Finance Procedures Manual for Loan Operations and Internal Controls".

**FINANCE PROCEDURES MANUAL FOR LOAN
OPERATIONS AND INTERNAL CONTROLS**

**JEFFERSON PARISH ECONOMIC DEVELOPMENT
AND PORT DISTRICT
AND
JEDCO DEVELOPMENT CORPORATION**

Adopted May 28, 2015

FINANCE PROCEDURES FOR LOAN OPERATIONS AND INTERNAL CONTROLS

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FINANCE PROCEDURES FOR LOAN OPERATIONS AND INTERNAL CONTROLS

I. Objective

The Jefferson Parish Economic Development and Port District, hereinafter referred to as “JEDCO” is an independent, yet complementary arm of Jefferson Parish government with the main objective of attracting, growing and creating new business in our area. JEDCO’s mission is to proactively influence the economy through the retention and creation of quality jobs, entrepreneurship and investment in Jefferson Parish.

JEDCO is committed to helping businesses thrive in Jefferson Parish. Since its inception in 1987, JEDCO has aided thousands of companies through business incubator and loan programs, tax incentives and rebate programs, workforce development and information services. While dedicated to assisting existing Jefferson Parish businesses, JEDCO’s efforts also target the recruitment of new businesses for the area.

JEDCO contractually operates a revolving loan fund from the U.S. Department of Commerce through its Economic Development Administration (EDA) loan program, U.S. Department of Housing and Urban Development (HUD), Louisiana Revolving Capital Fund (LRCF) and Innovation Loan and Technical Assistance Program (ILTAP). The Revolving Loan funds will be operated in accordance with the loan program requirements of each agency.

JEDCO Development Corporation, hereinafter referred to as the “CDC”, is an SBA Certified Development Company which operates an SBA 504 loan program in accordance with JEDCO Development Corporation’s Bylaws and The U.S. Small Business Administration (SBA) Standard Operating Procedures.

Both entities may be respectively referred to in this document as “JEDCO” and “CDC”.

Both entities have the same staff and have the same Board of Directors. Meetings of both entities shall be held at the same time. Separate minutes shall be kept for both entities’ Board Meetings.

II. Area of Operations

Jefferson Parish Economic Development and Port District shall serve Jefferson Parish, Louisiana.

JEDCO Development Corporation shall serve the entire State of Louisiana.

III. Employees, Training and Preparation for Loan Closing Processing

JEDCO and the CDC have a professional staff with over twenty-five years' experience in commercial/government lending. Staff members attend SBA, NADCO, EDA, HUD and OCD trainings or other applicable training courses on an as-needed basis.

IV. Application Procedures

A. Credit Underwriting Criteria

JEDCO's and CDC's loan programs are administered in accordance with established procedures issued by the SBA, EDA, HUD, LRCF and ILTAP. A uniform credit underwriting procedure is applied to all loan requests processed by JEDCO and CDC. JEDCO's/CDC's underwriting process focuses on the ability to repay the proposed debt based upon the criteria listed below. Many requests carry a higher risk profile than typical bank financings. For example there may be higher loan to values and longer amortizations, etc. Whether the business is existing or new, a thorough review of historical financial statements and/or detailed projections will be performed to assess the feasibility of the proposed project. Although repayment ability is an important factor in the underwriting process, other areas are also considered in the credit evaluation process.

Factors considered during the analysis of a loan proposal are:

Character

Consideration of the borrower's past payment history to ascertain willingness to repay.

Capacity

Ability to repay (cash flow).

Historical financial statements and financial projections.

Capital

Adequacy of business net worth and its financial strength is analyzed.

Conditions

Circumstances that could impact repayment of the loan. These factors are often beyond the control and influence of the borrower, i.e. market, industry, economic, legal and regulatory environments.

Collateral

Provides a secondary source of repayment for the loan. JEDCO's/CDC's collateral position is typically subordinate to the primary lender's lien.

In addition, once a ratio analysis has been performed on a business, its liquidity, leverage, coverage, activity and profitability positions will be compared to pertinent industry averages. For this purpose JEDCO and the CDC utilize data published by The Risk Management Association (RMA).

B. Collateral Valuation

For certain real estate transactions where JEDCO or CDC financing is subordinate to a primary lender, a real estate appraisal may be required. Appraisal reports may be prepared as either **Complete** or **Limited** report formats. When a **Limited** appraisal report is used, the final market valuation should be based on the comparable sales method.

Under real estate transactions whereby JEDCO or CDC financing is not subordinate such as HUD, EDA, LRCF and ILTAP loans, the agency will determine the level of valuation required. For HUD, EDA, LRCF and ILTAP loans, JEDCO/CDC only accepts an independent opinion of market value prepared by a real estate professional. Market value opinion reports will be accepted by JEDCO/CDC for transactions whereby the property (land and improvements) constitutes the loan's primary collateral. In most instances real estate purchase transactions equal to or greater than \$100,000 will require a complete real estate appraisal as previously described.

Overall, collateral coverage is determined on a case-by-case basis. The following advance rates are usually utilized by JEDCO and CDC:

1. Real property - 90%LTV
2. Fixed assets - 75% LTV
3. Accounts receivable - 50% of eligible A/R's
4. Inventory, when taken, is considered "trailer" collateral but is not included in the advance formula.

C. Credit Reports

JEDCO/CDC subscribes with one business credit and one personal credit reporting agency, Dun & Bradstreet, Inc. and Experian, respectively. A business credit report will be obtained for borrowers and/or major guarantors as part of the credit underwriting process. Personal credit reports will be obtained on individuals based on their corresponding ownership interest and/or significant "key" management role. The regular individual ownership interest threshold is 20%, a guideline that also applies to personal guarantees.

V. Approval Procedures

A. Eligibility

Eligibility of a loan proposal is determined early in the application process based on established parameters of the loan program selected. In the event of program ineligibility the customer is notified orally either in person or by telephone. In the event of a decline on the basis of credit history, the customer is notified by the Director of Financing.

SBA-504

Loan proposals are packaged based on SBA 504- program criteria and presented to the JEDCO Development Corporation's Loan Committee. If approved, the loan application and other related information is formatted as per SBA requirements. Once approved by SBA an Authorization for Debenture Guarantee is forwarded for execution to the JEDCO Development Corporation and the borrower. On a quarterly basis, SBA-504 loans are ratified by the Board of JEDCO Development Corporation (CDC).

Note: JEDCO Development Corporation is a Certified Development Company

HUD CDBG

Loans processed under this program must be approved by the Jefferson Parish Community Development Department concurrent with the JEDCO Finance Committee.

EDA

Although this program does not require that loans be approved by EDA administration, a copy of the loan application package is made available to the administrative agency for comments after approval by the JEDCO Finance Committee.

LRCF

Loan Applications will be reviewed by JEDCO's Financing Staff and presented to the JEDCO Finance Committee for approval.

ILTAP

Loan Applications will be reviewed by JEDCO's Financing Staff and presented to the JEDCO Finance Committee for approval.

B. Loan Changes/Subordinations/Substitutions of Collateral

If the project cost increases prior to funding, the loan will be re-presented to the Finance Committee/Loan Committee. Any changes in SBA-504 loans must be re-presented to SBA for their approval.

VI. Fees

EDA - Fees associated with the financing will include a processing fee of 1% of the JEDCO loan commitment, with a maximum of \$500.00.

HUD - Fees associated with the financing will include a nonrefundable application fee of 1/2 of 1% of loan commitment or a maximum of \$1,000.00.

LRCF – Fees associated with the financing will include a nonrefundable application fee of ½ of 1% (.005) or a maximum of \$1,000.00.

SBA - Fees associated with the financing will include a CDC processing fee of 1 1/2% of the SBA loan, less the application deposit of \$1,000 due upon acceptance of the

commitment. The total monthly payment shall include a servicing fee of 5/8 of 1% per annum paid to CDC, a servicing fee of 1/10 of 1% per annum paid to the Central Servicing Agent, and a borrower fee of .9375 of 1% per annum paid to SBA, adjusted at five year anniversary balances. A participation fee of ½ of 1% of the first mortgage loan amount will be due from the first mortgage lender at the closing.

VII. Closing Procedures

A. General Closing Info

The following steps shall be followed in order to ensure all closings are done in a seamless, professional, and accurate manner. Some items may not apply to all loans.

1. The staff person assigned to the closing shall prepare a letter and pre-closing checklist to the Borrower, Interim Lender, and 1st mortgage lender summarizing the items required to close and asking that closing items be submitted.
2. Upon receipt of the items needed to close they will be reviewed by JEDCO staff. All closing information (including the original Authorization and any change actions if it is a SBA-504 loan) to the closing attorney.
3. The closing attorney shall schedule a mutually agreeable closing date.

B. Pre-Closing/Cost Verification/Down Payments

Staff members may monitor the interim loan or construction loan, but in most instances interim loans and construction shall be monitored by the interim lender. Cost verifications shall be completed by the participating interim lender to ensure that only eligible costs will be financed, that the borrower has injected a sufficient amount of equity into the project, and that the total project costs are sufficient. Verification of the required equity injection will be required prior to closing on all SBA-504 Loans. Acceptable forms of proof of the required equity injection may include but not be limited to: closing statements, cancelled checks, paid receipts, or other forms acceptable to JEDCO/CDC and the participating federal agency.

C. Closing SBA 504 Loans

A certified SBA 504 closing attorney or attorney acceptable to CDC and SBA shall review the Authorization and Debenture Guarantee. The staff person in charge of the closing shall prepare a proper closing package, and forward the documents to the closing attorney in a timely fashion. The attorney should conduct a title search within 10 days of a scheduled closing date. Contact with the borrower concerning the final closing fees and closing schedule should be conducted by the attorney. The closing attorney shall prepare all documents according to staff instructions, SBA training instructions, and/or the loan authorization. The staff member in charge of the closing may review documents prior to signing to ensure they are accurate. CDC shall forward the closing package to SBA, and retain a copy and/or original for CDC's files as instructed by SBA. The staff will utilize a follow-up system and inform the closing attorney of any final

documents and final title insurance policies needing to be forwarded to the CDC and SBA to complete the closing process.

D. Post-Closing/Debenture Funding on 504 Loans

Upon sale of the debenture and receipt of the completed Note, Central Servicing Agent Agreement, Amortization Schedule, and any closing costs reimbursed, the staff person in charge of the closing shall send a copy of those items along with a reimbursement check to the borrower and reminder of the date of their first payment, their rate, and the prepayment/payoff process.

E. Closing all Other Loans

Any attorney acceptable to JEDCO may close any loan other than an SBA-504 loan. The staff person in charge of the closing shall prepare a proper closing package, and forward the documents to the closing attorney in a timely fashion. If acceptable, the attorney should conduct a title search within 10 days of a scheduled closing date. Contact with the borrower concerning the final closing fees and closing schedule should be conducted by the attorney. The closing attorney shall prepare all documents according to staff instructions. The staff member in charge of the closing shall review all documents prior to signing to insure they are accurate. JEDCO shall be provided the original as well as copies of all closing documents after recording. The staff will utilize a follow-up system and inform the closing attorney of any final documents and final title insurance policies needing to be forwarded to JEDCO to complete the closing process.

F. Environmental Review

JEDCO and the CDC shall not close a loan and take as collateral any property that poses a significant risk of previous environmental contamination. Appropriate steps including Environmental Questionnaires, Audits, or Cleanup shall be required to the satisfaction of the Director of Financing and participating federal agency prior to closing.

VIII. Loan Servicing Procedures

A. Objective

JEDCO's and the CDC's responsibility in the area of loan servicing is to administer, monitor, and service all loans from inception through payment in full by the borrower/small business concern. Obtaining information on the continuing operations of borrowers to protect JEDCO/CDC and the respective federal agencies position in all loans is essential and will help identify problems early to work with borrowers who are struggling. In addition, the servicing will ensure that all necessary on-going filing and recording of documents is completed to perpetuate the secured collateral position. All loans will be serviced in accordance with all federal regulations, policies and procedures of all oversight agencies, and prudent lending standards until paid in full including review of financial statements, tax filings, insurance, and security filings. Any reports required by oversight agencies regarding adverse trends, conditions or information relevant to a borrower will be made as required.

B. Data Base

All loan data will be stored via a paper or electronic filing system as well as in a centralized database, also known as Loan Management System (LMS), a software system. Passwords will be changed periodically to ensure the safety of the loan files. Backup procedures of computer systems shall be conducted by the staff. JEDCO and CDC will protect files and data as required by state and federal laws or as instructed by federal agencies.

C. Filing System

JEDCO/CDC will maintain filing systems for all loans made by JEDCO/CDC.

1. SBA-504 Loans. Upon the debenture funding and all needed items being forwarded to SBA, the staff person in charge of closing shall establish a Credit and Collateral File. All files will be kept in a safe and secure area made available to staff members as needed. All loan updates shall be filed promptly in its appropriate place to ensure proper records are on hand at all times. Because these files do not contain original Notes or other original collateral documents they will not be required to be in fire proof file cabinets. The files shall contain:
 - a) A complete loan application file will be established and shall contain all items needed by SBA at the loan outset.
 - b) A complete loan closing file will be established and shall include copies of all closing items that have been forwarded to SBA in the original closing file.
 - c) A servicing file that is easily identifiable shall be established and shall contain a collateral summary, UCC monitoring form with UCC's, site visit form, hazard insurance monitoring section, life insurance monitoring section, financials section with review comments, and any changes that have been made to the loan after the closing.
 - d) Access to file areas will be secured by restricting access to the facility to staff and only known escorted visitors.
2. All Other Loans made by Jefferson Parish Economic Development and Port District. Upon the loan closing the staff person in charge of servicing shall input the loan information into LMS to insure that monthly bills are sent and collection of accounts are monitored. The staff shall then establish two files. All files will be kept in a safe and secure area made available to JEDCO staff members as needed. All loan updates shall be filed promptly in its appropriate place to ensure proper records are on hand at all times. Because these files contain original Notes and other

original collateral documents they will be required to be in fire proof file cabinets. The files shall contain:

- a) A complete loan application file and loan closing file will be established and shall contain all items needed in the application approval or closing process.
- b) A servicing file that is easily identifiable shall be established and shall contain a collateral summary, UCC monitoring form with UCC's, site visit form, hazard insurance monitoring section, life insurance monitoring section, financials section with review comments, and any changes that have been made to the loan after the closing.
- c) A servicing file that is easily identifiable shall be established and shall contain a collateral summary, UCC monitoring form with UCC's, site visit form, hazard insurance monitoring section, life insurance monitoring section, financials section with review comments, and any changes that have been made to the loan after the closing.
- d) Access to file areas will be secured by restricting access to the facility to staff and only known escorted visitors.

D. Loan Grading System

JEDCO/CDC assigns loan grades based upon the following:

Grade I

- Current with no delinquency within the last fiscal year
- Compliant in technical and documentary aspects
- Stable or improving financial trends
- Adequate cash flow/debt service coverage

Grade II

- Do not meet Grade I criteria
- Experiencing some level of documentary or technical noncompliance
- Exhibiting declining trends that could threaten ultimate repayment of the loan if such trends are not reversed, particularly in the area of cash flow/debt service coverage

Grade III

- Do not meet Grade I or Grade II criteria
- Frequent and/or multiple incidents of technical/documentary noncompliance
- Exhibit declining financial trends and/or declining collateral values and/or poor financial performance, which could threaten full repayment.

E. Collateral Monitoring

The staff person responsible for loan servicing shall maintain a loan tickler system. It shall monitor the following:

1. Insurance
All insurance shall be monitored as needed by the staff utilizing a tickler system in LMS. Thirty days prior to policy expiration, Staff will send Borrower a reminder that premiums are due. This will be required for both hazard and/or life insurance on each loan. Letters shall be forwarded to borrowers, as information becomes needed. After three attempts and no response from the borrower, the participating federal agency may be notified.
2. UCC
All UCC filings must be continued prior to the five year anniversary date of the loan to maintain lien position according to Louisiana law. These filings will be monitored as needed by the staff utilizing a tickler system in LMS. The staff person in charge of servicing will complete a UCC continuance and mail the form with the proper payment to the parish the UCC was filed.
3. Financial Statements and Tax Returns
Semi-Annually and/or annually, the staff shall prepare letters to the Borrowers which request copies of their business financial statements and Tax Returns. If the borrower uses a fiscal year end which differs from the calendar year end, the information may be forwarded as soon as the information is available.
4. Property Tax Verification
Annually, the staff shall attempt to verify to ensure no tax liens have been placed on a property we have financed. If a lien has been filed, JEDCO/CDC will attempt to get the borrower to rectify the situation. If the taxes are delinquent, and no satisfactory solution is reached, JEDCO/CDC, the participating lender, or the participating federal agency, may have to intervene and pay the taxes to prevent public sale of the property. Such advances may be added to the loan balance as appropriate.
5. Site Visits
Annually a site visit will be made if required by SBA policy on 504 loan recipients and HUD Loan recipients. An annual site visit may be made to all other loans in the portfolio. The site visit will be documented in the loan servicing file.

F. Special Servicing Issues

From time to time JEDCO/CDC may receive a request to modify or change a loan.

1. SBA-504 loans that have been closed require all servicing requests be submitted to the SBA Fresno Servicing Center in accordance with SBA's written policies and procedures outlined in SOP 5050 for Loan Servicing. Servicing requests should be submitted with all pertinent data needed for the center to make a full analysis and decision. CDC Staff will make a recommendation to the Servicing Center on the servicing request.
2. All other loans made by JEDCO that require any changes such as collateral releases, changes in guarantors, or terms, must be approved by the Finance Committee.

IX. Loan Payments, Non-Payment and Collection Procedures

A. Loan Payments

504 loan payments are collected by the program's central servicing agent (CSA) through ACH (Automatic Clearing House) on the first day of the month.

For EDA, HUD CDBG, LRCF and ILTAP borrowers, JEDCO mails payment invoices on the 20th of each month. Loan payments for these programs are due the first business day of the month.

B. Collection Procedures

JEDCO has established the following collection procedures to handle EDA, HUD CDBG, LRCF and ILTAP loan programs:

1. An invoice for payment is sent to the borrower on the 20th of each month advising that the loan payment is due on the 1st of the following month.
2. If payment is not received by the 15th of the month in which it is due, a reminder letter is mailed to the borrower.
3. If payment is not received by the 30th of the month in which it is due, a past due notice is sent to the borrower advising them of the default status. (30 days past due)
4. If payment is not received by the last day of the next month, JEDCO may engage a collection attorney to prepare a past due letter. The past due letter will be sent via certified mail to the borrower advising them of the default status. (60 days past due)
5. If a payment is not received by the last day of the next month and borrower has made no effort to work out a plan for payment, JEDCO will engage a collection attorney to send a demand letter. If no attempt is made to pay the debt, staff will inform the Finance Committee of the default and request permission to engage a collection attorney to attempt to collect the debt. JEDCO will cease all contact with borrower at the time the attorney is engaged for collections. The loan will then be placed on interest non-accrual. (>90 days past due)

SBA 504 Loan Program:

When a SBA 504 loan payment draft is rejected, the program's central servicing agent (CSA), contacts the CDC within two days. In turn, staff contacts the borrower with payment instructions. A late payment penalty is assessed by the CSA if the borrower does not forward the SBA 504-loan payment to the CSA by the 15th of the month. Until the late payment is satisfied staff communicates with the borrower periodically in an attempt to have the payment forwarded to the CSA. When a SBA 504 borrower fails to make two consecutive payments, CDC notifies the designated SBA office of the delinquency. If the loan goes beyond the 60-day past due stage, SBA normally becomes actively involved and decides at that time whether the situation merits a loan workout. Otherwise, SBA may elect to accelerate repayment of its debt.

In accordance with the rules and regulations of the various government-lending agencies, the agencies are advised of problem loans and loans placed for collection via loan program reports and correspondence based on guidelines set forth by the program administrators.

C. Returned checks

When a check is returned for insufficient funds, the check may be deposited again a maximum of two times or presented at the borrowers bank of account for certified funds. After it has been determined the check cannot be presented for funds, the payment will be backed off the repayment system and the check will be placed in the borrowers file and collections attempts will begin.

D. Problem loans

When staff is unable to rectify a past due loan or becomes aware of a borrower having severe cash flow or other problems, JEDCO/CDC may require more frequent submission of financial statements from the borrower for review and analysis. Meetings may also be held with the borrower and/or participant bank to try and correct the problem. Deferments may be granted to a borrower, but should not be granted or recommended unless adequate cash flow to repay the deferment is anticipated after the deferment period or unless the deferment is being given to allow the borrower time to attempt to sell the business. The Finance Committee shall have the authority to grant deferments at the request of a customer. On SBA-504 loans the total amount of payments deferred must be caught up in a time period agreeable to SBA once repayment on the loan restarts and in accordance with the repayment plan approved by SBA. On all other loans, the maturity of the loan may be extended by the amount of months of the deferment. Updates on delinquent borrowers should be obtained frequently and the loan should be rated unsatisfactory. The Finance Committee, and if applicable the participating federal agency, should be updated and informed of these situations. Servicing efforts may also include making additional site visits to view collateral. All efforts should also be made to assist borrower by providing additional resources for technical and management assistance. JEDCO/CDC will submit reports to the various federal agencies as required on delinquent or problem loans.

E. Defaults/Liquidations

If a loan cannot be collected and the loan defaults, the responsibility for liquidation falls on JEDCO and the CDC regardless of the type loan. The steps differ according to loan program.

1. On SBA-504 loans CDC shall submit a liquidation plan to the SBA Loan Servicing Center and request SBA to repurchase the debenture that was sold to fund the loan once the Loan Committee feels it is necessary or is instructed by SBA to do so. Every effort should be made to prevent foreclosure for both the SBA and the borrower. CDC may be granted permission to work the case as SBA Servicing Agent and may be reimbursed by SBA for certain expenses it incurs. CDC shall work with SBA to obtain appraisals of property and make a recommendation to SBA as to project collateral disposition. If the company is bankrupt or other litigation is needed, CDC may engage an attorney to work the case, consult with the SBA District Council, or work with the U.S. Attorney. Each case will require judgment as to the best course of action. CDC may also assist in, or conduct, maintenance and or liquidation of collateral on behalf of or in conjunction with SBA. Following liquidation of project collateral, CDC may work with SBA and guarantors to obtain compromise offers from those borrowers who are unable to honor their entire guaranty.
2. On all other loans made, JEDCO will submit a Memo to the Finance Committee and shall update them on the status. Appraisals may be obtained to determine collateral value. Any foreclosures will be conducted by our designated counsel who will advise staff during the process. JEDCO shall manage and secure collateral it takes ownership of and work swiftly to dispose of collateral via use of agents and or auction companies. Following liquidation of project collateral, JEDCO will work closely with all guarantors to obtain compromise offers from those borrowers who are unable to honor their entire guaranty. If the company is bankrupt JEDCO will hire our corporate counsel to represent us in the bankruptcy case.

X. Reporting

A. SBA Annual Report

As required by SBA, a Finance staff person shall prepare and submit an Annual Report to SBA in a format acceptable to SBA. This report shall include the number of jobs created or retained by borrowers whose loans reached the two year anniversary date during the fiscal year. CDC will contact each business and verify the number of jobs created or retained during the fiscal year their loan reaches its two year anniversary. The annual report to SBA shall also include a detailed report on compensation (including salary, bonuses, and expenses) on any employee making more than \$100,000 for that period; a Certification by each member of the Board that they understand the requirements in

120.823; a report in investments in economic development in each state in which the CDC has an outstanding 504 loan.

B. EDA Semi-Annual Report

As required by EDA, a Finance staff member shall prepare and submit an Annual Report on the performance of the Revolving Loan Fund to EDA in a format acceptable to EDA.

C. HUD/CDBG Reports

As required by HUD, a Finance staff person shall prepare and submit a monthly loan activity report and semi-annual job reports in a format acceptable to HUD.

D. OCD Reports

As required by OCD, a Finance staff person shall prepare and submit a monthly loan activity report in a format acceptable to OCD for the LRCF program and ILTAP Program.

XI. Quality Assurance

A. Objective

It is the objective of JEDCO to achieve customer satisfaction. Customers of JEDCO include Borrowers, Lenders, and other persons who may have an interest in improving the economic conditions in our area. All staff shall have the responsibility ensuring quality standards are met for processing, closing, and servicing all loans.

B. Marketing Plan

JEDCO's/CDC's marketing efforts are crucial to create relationships with local bankers. JEDCO and the CDC participate in several programs during the year as called upon by banks, civic organizations' meetings, and trade groups. JEDCO/CDC views personal, face-to-face contact with bankers as a way to ensure that our loan programs will be accepted and utilized to its full potential.

C. Audit Procedures

Jefferson Parish Economic Development and Port District and JEDCO Development Corporation will be audited annually by a qualified, certified public accounting firm in a format acceptable to all the agencies that have legal oversight over our programs. The scope of the audit shall include the revenue and expenditures of the loan programs as well as any other information required from the federal agencies that have oversight over our programs. The auditor shall be engaged by both Jefferson Parish Economic Development and Port District and JEDCO Development Corporation and the audit will comply with Louisiana law and CFR 120.826 and 120.830. The auditor will present in person or in writing the audit report and any findings to an Audit Committee. The audit will then be presented to the full Board for their approval and to the State of Louisiana Legislative Auditors for their approval. Once approved, the audit is distributed to any agencies that have oversight over all loan programs.

D. Document Retention

All SBA 504 loan files on active or approved loans shall be retained for a period of nine years and ten years for loan written off. HUD, LRCF, and ILTAP files shall be retained for a period of five years. EDA loan files shall be retained for a period of three years. Financials, audits, minutes of meetings, and personal files shall be retained permanently.

XII. Additional Control Policies

Jefferson Parish Economic Development Commission and Port District and JEDCO Development Commission adhere to JEDCO's Employee Handbook Policies and Procedures Manual and JEDCO's Accounting Procedures.


XIII. Exceptions

In regard to any of the above mentioned loan corporations' making loans, it is the policy of JEDCO to follow all rules and regulations provided by the U.S. Small Business Administration, U.S. Department of Commerce, U.S. Department of Housing and Urban Development and the State of Louisiana, Office of Community Development in their Standard Operating Procedures Manuals and in any subsequent amendments thereto.

Because of frequent changes in the federal and state regulations, a circumstance may occur where this written internal policy of JEDCO is contradictory to the above referenced agencies. Without exception, any federal regulation that contradicts with JEDCO's policy overrules JEDCO's policy. JEDCO's written policy will be changed to coincide with the policies of the above mentioned agencies, when the internal policy updates occur. Exceptions to the policies outlined herein may be granted from time to time by the Board of Directors as long as the exceptions do not contradict federal regulations or state or federal law.

MEMORANDUM

TO: JEDCO Board of Commissioners

FROM: Alberto Queral, Director of Financing
VLA
 Gerald A. Bologna *Executive Director*

DATE: May 28, 2015

SUBJECT: EDA Revolving Loan Fund Administration Plan Update
Annual Review and Compliance

Purpose:

The purpose of this memorandum is to report to the Board of Commissioners that: (1) the plans and results of the EDGE 2020 remains materially consistent with and supportive of the area's current economic adjustment strategy and was subsequently approved by EDA; and, (2) the EDA RLF is being managed in accordance with the policies and procedures contained in the RLF Plan and the loan portfolio meets the standards contained therein.

Background:

In accordance with EDA regulations, JEDCO is required to submit a board resolution annually to the regional EDA office attesting to the program's consistency with and overall support of the Community Economic Development Strategy (CEDS) and that JEDCO remains in compliance with all operational aspects as set forth within the plan and EDA guidelines.

Request:

It is requested that the JEDCO Board of Commissioners approve the attached resolution which will subsequently be submitted to EDA as part of JEDCO's annual report to the agency.

RESOLUTION

On a motion by _____ and seconded by _____, a resolution relative to the EDA Revolving Loan Fund Program was offered as follows:

NOW THEREFORE, be it resolved by the JEDCO Board of Commissioners that:

- 1) The EDA Revolving Loan Fund Plan remains materially consistent with and supportive of the area's Current Economic Adjustment Strategy (CEDS), and;
- 2) The RLF is being operated in accordance with the policies and procedures contained in the RLF Plan, and the loan portfolio meets the standards contained therein.

The foregoing resolution having been submitted to a vote, the vote hereon was as follows:

YEAS

NAYS

ABSENT

The resolution was declared to be adopted on this 28th day of May, 2015

Attested to by:

Mario Bazile
Secretary
JEDCO Board of Commissioners

MONTHLY FINANCIAL REPORT HIGHLIGHTS APRIL 2015

JEDCO-

Revenues:

- A total of \$800K has been received from Jefferson Parish for 2015 occupational license revenues. This total includes an April 2015 deposit of \$200K.
- Generated income in excess of \$18,000 from the servicing of loan programs
- Collected \$113,600 from Dyno Nobel for their 2014 administrative rental fee
- An additional donation of \$5,500 toward the JEDCO Challenge
- Leased Conference Center yielding \$5,000 of revenues

Expenses:

- Expensed \$7,700 for utilities (bldg. expenses)
- Paid hog abatement charges of \$3,775

Others:

- JEDCO LAMP account balance at 04/30/2015 is \$1.73M

JEFFERSON EDGE-

Revenues:

- Deposited \$5,000 of private funds contributions

Expenses:

- Payment of \$3,500 to Traux Robles Appraisal for appraisal cost on 10.5 acre of land parcel in Churchill Technology and Business Park
- Expenses for legal work (Warren Mouldeaux) related to the JEDCO purchase agreement with Delgado totaling \$5,687
- Publications in Renaissance Publication for \$1,815 and N.O. Publications equaling \$6,110
- Partial remittance to GCR of \$9,351 for the Jefferson EDGE 2015 Update project

Others:

- EDGE LAMP account balance at 04/30/2015 is \$601K

SUPPLEMENTARY INFORMATION-

- Management preparing an amended 2015 budget for discussion and approval at the Executive Committee meeting on June 25, 2015.

MONTHLY CASH REPORT

ACCOUNTS:	@12/31/14	REVENUES	EXPENSES	OTHERS	BALANCE
JEDCO Checking	\$302,248.74				
January '15		\$33,011.23	\$193,059.64	\$212,529.35	\$354,729.68
February '15		21,748.86	193,644.38	206,302.57	389,136.73
March '15		341,226.81	344,862.66	(293,743.96)	91,756.92
April '15		137,682.72	149,490.98	206,271.84	286,220.50
Jefferson EDGE Checking	\$248,437.79				
January '15		\$2,000.00	\$7,056.74	(\$1,275.21)	\$242,105.84
February '15		5,000.00	6,386.15	(1,280.73)	239,438.96
March '15		29,500.00	131,882.64	(1,278.73)	135,777.59
April '15		5,000.00	17,113.38	(1,279.67)	122,384.54
BRGL (I & II) Revenues	\$205,788.41				
January '15		\$0.00	\$5,691.09	\$0.00	\$200,097.32
February '15		0.00	5,226.99	0.00	194,870.33
March '15		0.00	5,223.98	0.00	189,646.35
April '15		0.00	5,223.97	0.00	184,422.38
INVESTMENTS:					
JEDCO Lamp	\$1,226,387.24				
January '15		\$25.74	\$0.00	\$0.00	\$1,226,412.98
February '15		22.00	0.00	0.00	1,226,434.98
March '15		20.21	0.00	500,000.00	1,726,455.19
April '15		40.93	0.00	0.00	1,726,496.12
Jefferson EDGE Lamp	\$601,073.63				
January '15		\$12.61	\$0.00	\$0.00	\$601,086.24
February '15		10.76	0.00	0.00	601,097.00
March '15		9.16	0.00	0.00	601,106.16
April '15		14.23	0.00	0.00	601,120.39

JEDCO BUDGET SUMMARY STATEMENT
APRIL 2015

	ADOPTED 2015		YTD		MONTHLY	DEPARTMENTAL ANALYSIS										
	BUDGET		BUDGET	ACTUAL		VAR.	BUDGET	ACTUAL	BIC	FINANCE	EDS	MARKET	ADMIN.	KENNER	BLDG. EX P.P. BLDG.	CONF. CTR.
REVENUES:																
Occupational License	\$1,660,989		552,663	\$800,000	\$246,337	\$138,416	\$200,000									
Business Innovation Ctr.	21,000		7,000	478	(6,522)	1,750	478	\$478								\$200,000
EDA Revenues	6,756		2,252	1,108	(1,144)	563										
SBA Closing Fees	20,000		6,667	0	(6,667)	1,667	0									
HUD Service Fees	1,728		576	215	(361)	144	0									
Wells Fargo (Monthly)	73,716		24,572	20,036	(4,536)	6,143	5,009		5,009							
Lin. Revolving Capital Fund	80,000		26,667	31,135	4,468	6,667	13,266		13,266							
Incentive Fees	2,200		733	400	(333)	183	35			35						
Kenner CEA	75,000		25,000	75,000	50,000	6,250	0									
Interest, Misc.	2,000		667	142	(525)	167	46					46				
FORJ (Lease Payments)	12,000		4,000	12,000	8,000	1,000	0									
Brownsfield Fees	800		267	187	(80)	67	0									
Gretna Revenues	25,000		8,333	25,000	16,667	2,083	0									
LBIA Grant	0		0	0	0	0	0									
Program/Event Revenues	16,000		5,333	0	(5,333)	1,333	0									
Plot Administration Fees	90,000		30,000	123,600	93,600	7,500	113,600			113,600						
ILTAP Fees	5,000		1,667	329	(1,338)	417	0									
Conference Center Revenues	56,700		18,900	5,500	(13,400)	4,725	5,000								5,000	
Tech Parks Revenues	122,000		40,667	0	(40,667)	10,167	0									
IGA Revenues	300,000		100,000	0	(100,000)	25,000	0									
Entrepreneur Challenge	20,000		6,667	20,500	13,833	1,667	5,500				5,500					
TOTAL REVENUES	\$2,590,889		\$863,630	\$1,115,630	\$252,000	\$215,907	\$342,934	\$478	\$16,275	\$113,635	\$5,500	\$46	\$0	\$0	\$5,000	\$200,000
EXPENDITURES:																
Salaries	\$1,037,000		\$345,666.67	\$308,383	\$37,284	\$96,417	\$75,979	\$3,360	\$13,786	\$8,532	\$3,675	\$37,136	\$3,760	\$720	\$378	\$0
Health Benefits/Taxes	139,500		46,500	45,383	1,117	11,625	7,692	354	947	1,097	357	3,828	388	741	698	
SEDI/IRA-Retirement	127,650		42,550	37,428	5,122	10,638	9,221	412	1,862	1,041	448	4,463	457	82		
Communication	38,650		12,863	8,251	4,612	3,221	2,108	58	428	428	428	684				
Equipment Rental/Maint.	14,350		4,763	2,412	2,351	1,196	699	68	142	142	142	205				
Advertising/Newsletters	56,700		18,900	17,918	982	4,725	3,185									
Office Supplies	15,600		5,200	2,402	2,798	1,300	550		106	48	18	215	43			
Postage	8,750		2,817	3,415	(468)	1,729	203		196	289	192	303	500	21		
Dues & Subscriptions	21,750		7,250	3,415	3,835	1,143	3,867	8	604	2,650	303					
Travel/Mileage	30,000		10,000	4,567	5,433	1,143	644		213	172	32	227				
Insurance	4,000		1,333	0	(1,333)	333	0					(1,547)	3,227			
Data Base Analysis	10,000		3,333	3,554	(221)	833	350					350				
Committee Meetings	3,500		1,167	4,715	(3,548)	292	4,420					4,420				
Accounting/Audit	35,000		11,667	15,350	(3,683)	2,917	0					75				
Business Development	3,000		1,000	105	895	250	75					75				
Staff Development	16,000		5,333	2,858	2,475	1,333	1,410		199	435	575	201				
Special Projects	2,250		750	260	490	188	0									
Program Costs	5,000		1,667	1,374	293	417	0									
Project Expenses	3,500		1,167	1,745	(576)	292	249					1,007	249			
Administrative Fees	13,000		4,333	3,339	994	1,083	1,007				75					
Web-Site Update	8,000		2,667	480	2,187	667	75									
Computer/Svc./Equip.	85,200		28,400	10,192	18,208	7,100	1,601					1,601				
Program Events	24,000		8,000	0	8,000	2,000	0									
Contract Services	16,000		5,333	3,111	2,222	1,333	2,324									
Attorney Fees	15,000		5,000	148	4,852	1,250	30		30							
Blldg. Insurance	53,000		17,667	0	17,667	4,417	0									
Emergency Expenses	3,000		1,000	0	1,000	250	0									
Landscape	8,500		2,833	3,137	(304)	708	0									
Repairs and Maintenance	15,000		5,000	861	4,139	1,250	861									
Grass Cutting/Cleaning	200,000		66,667	115,900	(49,233)	16,667	400									
Janitorial Services	34,000		11,333	9,488	1,845	2,833	2,278									
Utilities	77,900		25,967	20,434	5,533	6,492	9,321									
Security	2,100		700	418	282	175	144									
JEDCO Bldg. Lease Expenses	423,416		141,139	106,251	34,888	35,285	0									
Building Supplies	3,000		1,000	3,240	(2,240)	250	130									
Garbage Collection	1,500		500	424	76	125	106									
Gretna Expenses	25,000		8,333	0	8,333	2,083	0									
Water	3,000		1,000	12	988	250	6									
Lawn Maintenance	14,000		4,667	5,096	(429)	1,167	0									
Generator Maintenance Exp.	3,200		1,067	576	491	267	0									
Liability Insurance	12,000		4,000	0	4,000	1,000	0									
Personnel Expenses	2,000		667	0	667	167	0									
Elevator Repair & Maintenance	5,400		1,800	1,949	(109)	450	487									
Sales & Marketing	10,000		3,333	6,655	(3,322)	833	0									
HVAC Maintenance	1,200		400	5,861	(5,461)	100	2,925									
Professional Development	3,000		1,000	0	1,000	250	0									
Entrepreneur Challenge	25,000		8,333	3,015	5,318	2,083	961									
Supplies	12,500		4,167	1,042	3,125	1,042	971									
REDO Accreditation	1,600		533	0	1,600	150	0									
Postage	1,000		333	0	1,000	150	0									
Personnel	1,000		333	0	1,000	150	0									
Personnel Control	1,200		400	550	(350)	100	290									
Generator Repairs	2,500		833	0	833	208	0									
Access Road Expenses	25,000		8,333	0	8,333	2,083	0									
Land Lease	1,500		500	9,482	(8,982)	125	6,242									
Professional Services	25,000		8,333	0	8,333	2,083	0									
Equipment Expenses	0		0	11,281	(11,281)	0	0									
Hog Abatement	0		0	8,675	(8,675)	0	3,775									
TOTAL EXPENDITURES	2,751,216		917,072	811,109	105,963	229,268	147,101	4,280	18,470	14,714	10,118	53,411	5,357	24,835	10,420	5,496
TOTAL DIFFERENCE	(\$160,327)		(\$53,442)	\$304,521	\$357,963	(\$13,361)	195,633	(\$3,802)	(\$195)	\$96,921	(\$4,618)	(\$53,365)	(\$5,357)	(\$24,835)	(\$10,420)	(\$4,966)
Transf. Other financing sources	104,000		34,667	125,000		6,667										\$200,000
NET OPER.SURPLUS/DEFICIT	(56,327)		(18,776)	429,521		(4,694)										

JEDCO'S INVESTMENT REPORT

5/6/2015

ACTIVE DATE	INSTITUTIONS	OPENING BALANCE	CURRENT BALANCE	INTEREST	TERMS	MATURITY DATE	CURRENT STATUS
12/04/03	JEDCO LAMP	\$350,000	\$1,726,496		0.03% DAILY		OPEN
	TOTAL	<u>\$350,000</u>	<u>\$1,726,496</u>				

JEDCO MONTHLY BUDGET CONFORMANCE REPORT
CASH BASIS APRIL 2015

4
APRIL
APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
PROGRAMS REVENUES:							
Occupational Licenses	\$200,000	\$138,416	\$800,000	\$553,663	1,660,989	1,660,989	138,416
Business Innovation Ctr. (Sch. A)	478	1,750	478	7,000	21,000	21,000	1,750
Financing Activities (Sch. B)	18,275	15,667	53,010	62,667	188,000	188,000	15,667
Economic Develop. Fees (Sch. C)	113,635	9,767	149,000	39,067	117,200	117,200	9,767
Marketing-P/R (Sch. D)	5,500	3,000	20,500	12,000	36,000	36,000	3,000
Interest, Misc.	46	167	142	667	2,000	2,000	167
Kenner Program (Sch.F)	0	6,250	75,000	25,000	75,000	75,000	6,250
Tech Park Revenues	0	10,167	0	40,667	122,000	122,000	10,167
CDBG Incubator Grant	0	0	0	0	0	0	0
FORJ (Ground Lease Payment)	0	1,000	12,000	4,000	12,000	12,000	1,000
Conference Center (Sch. I)	5,000	4,725	5,500	18,900	56,700	56,700	4,725
IGA Revenues	0	25,000	0	100,000	300,000 (A)	300,000	25,000
Total Revenues	\$342,934	\$215,907	\$1,115,630	\$863,630	\$2,590,889	2,590,889	215,907
PROGRAMS EXPENDITURES:							
Business Innovation Ctr. (Sch. A)	4,280	4,917	18,358	19,667	59,000 (B)	59,000	4,917
Financing (Sch. B)	18,470	19,592	73,298	78,367	235,100	235,100	19,592
Econ. Dev. Svcs. (Sch. C)	14,714	28,533	62,133	114,133	342,400 (B)	342,400	28,533
Marketing-P/R (Sch. D)	10,118	15,425	43,361	61,700	185,100 (B)	185,100	15,425
Adm'n. Exp. (Sch. E)	53,411	68,833	234,138	275,333	826,000	826,000	68,833
Kenner Program (Sch. F)	5,357	6,250	21,650	25,000	75,000	75,000	6,250
JEDCO Bldg. Expenses (Sch. G)	24,835	58,268	192,172	233,072	699,216 (B)	699,216	58,268
Tech. Park Expenses (Sch. H)	10,420	20,950	137,291	83,800	251,400	251,400	20,950
CDBG Incubator Grant	0	0	0	0	0	0	0
Conference Center (Sch. I)	5,496	6,500	28,708	26,000	78,000	78,000	6,500
Total Expenditures	\$147,101	\$229,268	\$811,109	\$917,072	\$2,751,216	2,751,216	229,268
OTHER FINANCING SOURCES (USES):							
Transfer to other funds	0	(1,750)	0	(7,000)	(21,000)	(21,000)	(1,750)
Transfer from other funds	0	10,417	125,000	41,667	125,000	125,000	10,417
Total other financing sources (uses)	0	8,667	125,000	34,667	104,000	104,000	
OPERATING SURPLUS/DEFICIT	\$195,833	(\$4,694)	\$429,521	(\$18,776)	(\$56,327)		
Building Fund Account Shortage	0	0	0	0	0	0	0
FORJ Account Overage	0	0	0	0	0	0	0
NET OPERATING SURPLUS	\$195,833	(\$4,694)	\$429,521	(\$18,776)	(\$56,327)	(56,327)	(13,361)
AUDITED FUND BAL @12/31/13					\$1,968,920		
PROJ. FUND BAL @12/31/14					\$1,912,593		

(A) Intergovernmental Agreement (IGA) Rev.-BIC(\$52,100),EDS(\$112,467), Mrkt.(\$54,400), Bldg.(1/3=\$81,033)
(B) Intergovernmental Agreement (IGA) Exp.-BIC(\$52,100),EDS(\$112,467), Mrkt.(\$54,400), Bldg.(1/3=\$81,033)

May 28, 2015

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JEDCO MONTHLY BUDGET CONFORMANCE REPORT

CASH BASIS

APRIL 2015

BUSINESS INNOVATION CENTER

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Incubator Tenants	\$478	\$1,750	\$478	\$7,000	\$21,000	(A)	21,000
IGA Revenues	0	4,342	0	17,367	52,100	(A)	52,100
Total Revenues	\$478	\$6,092	\$478	\$24,367	\$73,100		73,100
PROGAM EXPENDITURES:							
Staff Salaries	\$3,380	\$3,417	\$13,520	\$13,667	\$41,000	(B)	41,000
Health Benefits & Taxes	354	508	2,206	2,033	6,100	(B)	6,100
SEP/IRA-Retirement	412	417	1,648	1,667	5,000	(B)	5,000
Communications	58	42	231	167	500		500
Equipment Rental/Maintenance	68	250	272	1,000	3,000		3,000
PR/Advertising	0	167	449	667	2,000		2,000
Office Supplies	0	8	0	33	100		100
Dues & Subscriptions	8	13	32	50	150		150
Postage	0	17	0	67	200		200
Travel / Mileage	0	17	0	67	200		200
Staff Development	0	0	0	0	0		0
Miscellaneous	0	0	0	0	0		0
Special Projects	0	63	0	250	750		750
Sub-Total	4,280	4,917	18,358	19,667	59,000		59,000
OTHER FINANCING SOURCES (USES):							
Transfer to other funds (Bldg. Fund)	0	(1,750)	0	(7,000)	(21,000)		(21,000)
Total other financing sources (uses)	0	(1,750)	0	(7,000)	(21,000)		(21,000)
NET PROGRAM DEFICIT	(\$3,802)	(\$575)	(\$17,880)	(\$2,300)	(\$6,900)		

(A) Intergovernmental Agreement (IGA) Revenues=\$52,100

(B) Intergovernmental Agreement (IGA) Expenses=\$52,100

JEDCO MONTHLY BUDGET CONFORMANCE REPORT

CASH BASIS

APRIL 2015

FINANCING

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Financing Income	\$5,009	\$9,000	\$21,875	\$36,000	\$108,000	108,000	9,000
BRGL & LRCF Fees	13,266	6,667	31,135	26,667	80,000	80,000	6,667
Total Revenues	\$18,275	\$15,667	\$53,010	\$62,667	\$188,000	188,000	15,667
EXPENDITURES:							
Staff Salaries	\$13,786	\$14,042	\$55,108	\$56,167	\$168,500	168,500	14,042
Health Benefits & Taxes	947	1,142	4,764	4,567	13,700	13,700	1,142
SEP/IRA-Retirement	1,682	1,800	6,723	7,200	21,600	21,600	1,800
Communications	428	417	1,713	1,667	5,000	5,000	417
Program Costs	0	83	0	333	1,000	1,000	83
Equipment Rental/Maintenance	142	208	475	833	2,500	2,500	208
PR / Advertising	0	25	0	100	300	300	25
Office Supplies	196	208	551	833	2,500	2,500	208
Postage & Copying	243	208	633	833	2,500	2,500	208
Travel / Mileage	213	125	316	500	1,500	1,500	125
Staff Development	199	333	199	1,333	4,000	4,000	333
Dues & Subscriptions	604	583	2,670	2,333	7,000	7,000	583
Attorney Fees	30	417	148	1,667	5,000	5,000	417
Total Expenditures	\$18,470	\$19,592	\$73,298	\$78,367	\$235,100	235,100	19,592
NET PROG.SURPLUS/ DEFICIT	(\$195)	(\$3,925)	(\$20,288)	(\$15,700)	(\$47,100)	(47,100)	(3,925)

JEDCO MONTHLY BUDGET CONFORMANCE REPORT

CASH BASIS

APRIL 2015

ECONOMIC DEVELOPMENT SERVICES

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Incentive Fees	\$35	\$183	\$400	\$733	\$2,200	2,200	183
Gretna Revenues		2,083	25,000	8,333	25,000	25,000	2,083
Pilot Administration Fees	113,600	7,500	123,600	30,000	90,000	90,000	7,500
IGA Revenues	0	9,372	0	37,489	112,467 (A)	112,467	9,372
Total Revenues	\$113,635	\$19,139	\$149,000	\$76,556	\$229,667	229,667	19,139
EXPENDITURES:							
Staff Salaries	\$8,532	\$17,833	\$38,633	\$71,333	\$214,000 (B-p)	214,000	17,833
Health Benefits & Taxes	1,097	2,767	8,532	11,067	33,200 (B-p)	33,200	2,767
SEP/IRA-Retirement	1,041	2,183	4,713	8,733	26,200 (B-p)	26,200	2,183
Communications	428	750	1,683	3,000	9,000	9,000	750
Program Costs	0	333	1,374	1,333	4,000	4,000	333
Equipment Rental/Maintenance	142	183	475	733	2,200	2,200	183
Office Supplies	48	208	310	833	2,500	2,500	208
Dues & Subscriptions	2,550	833	2,700	3,333	10,000	10,000	833
Postage	269	192	1,138	767	2,300	2,300	192
Data Base Analysis	0	208	0	833	2,500	2,500	208
Training / Mileage	172	333	452	1,333	4,000	4,000	333
Staff Development	435	500	1,883	2,000	6,000	6,000	500
Special Projects	0	125	260	500	1,500	1,500	125
Gretna Expenses	0	2,083	0	8,333	25,000	25,000	2,083
Total Expenditures	\$14,714	\$28,533	\$62,133	\$114,133	\$342,400	342,400	28,533
NET PROG.SURPLUS/ DEFICIT	\$98,921	(\$9,394)	\$86,867	(\$37,578)	(\$112,733)	(112,733)	(9,394)

(A) Intergovernmental Agreement (IGA) Revenues=\$112,467

(B) Intergovernmental Agreement (IGA) Expenses=\$112,467 (Identified expenses)

JEDCO MONTHLY BUDGET CONFORMANCE REPORT

CASH BASIS

APRIL 2015

MARKETING-P/R

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Program/Event Revenues	0	1,333	0	5,333	16,000	16,000	1,333
Entrepreneur Challenge	5,500	1,667	20,500	6,667	20,000	20,000	1,667
IGA Revenues	0	4,533	0	18,133	54,400 (A)	54,400	4,533
Total Revenues	\$5,500	\$7,533	\$20,500	\$30,133	\$90,400	90,400	7,533
EXPENDITURES:							
Salaries	\$3,675	\$3,833	\$14,700	\$15,333	\$46,000	46,000	3,833
Health Benefits & Taxes	357	492	2,403	1,967	5,900	5,900	492
SEP/IRA-Retirement	448	463	1,792	1,850	5,550	5,550	463
Communications	428	583	1,713	2,333	7,000	7,000	583
Equipment Rental/Maintenance	142	208	475	833	2,500	2,500	208
PR/Advertising	3,185	4,533	17,469	18,133	54,400 (B)	54,400	4,533
Office Supplies	48	250	222	1,000	3,000	3,000	250
Dues / Subscriptions	0	42	0	167	500	500	42
Postage	192	63	485	250	750	750	63
Travel / Mileage	32	42	32	167	500	500	42
Staff Development	575	167	575	667	2,000	2,000	167
Web-Site Update	75	667	480	2,667	8,000	8,000	667
Programs/Events	0	2,000	0	8,000	24,000	24,000	2,000
Video Equipment Expenses	0	0	0	0	0	0	0
Entrepreneur Challenge	961	2,083	3,015	8,333	25,000	25,000	2,083
Signage	0	0	0	0	0	0	0
Total Expenditures	10,118	15,425	43,361	61,700	185,100	185,100	15,425
NET PROG.SURPLUS/ DEFICIT	(\$4,618)	(\$7,892)	(\$22,861)	(\$31,567)	(\$94,700)	(\$94,700)	

(A) Intergovernmental Agreement (IGA) Revenues=\$54,400

(B) Intergovernmental Agreement (IGA) Expenses=\$54,400

JEDCO MONTHLY BUDGET CONFORMANCE REPORT

CASH BASIS

APRIL 2015

ADMINISTRATIVE EXPENSES

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
EXPENDITURES:							
Staff Salaries	\$37,138	\$37,583	\$148,544	\$150,333	\$451,000	451,000	37,583
Health Benefits & Taxes	3,828	5,192	20,805	20,767	62,300	62,300	5,192
SEP/IRA-Retirement	4,483	4,583	17,932	18,333	55,000	55,000	4,583
Communications	684	917	2,602	3,667	11,000	11,000	917
Equipment Rental/Maintenance	205	333	715	1,333	4,000	4,000	333
Office Supplies	215	500	1,276	2,000	8,000	6,000	500
Dues / Subscriptions	203	125	431	500	1,500	1,500	125
Postage	323	250	1,000	1,000	3,000	3,000	250
Committee Meetings	350	833	3,554	3,333	10,000	10,000	833
Seminars / Conventions	4,420	167	4,680	667	2,000	2,000	167
Accounting/Audit	0	2,917	15,350	11,667	35,000	35,000	2,917
Insurance	(1,547)	3,000	2,834	12,000	36,000	36,000	3,000
Business Development	75	250	105	1,000	3,000	3,000	250
Travel / Mileage	227	417	578	1,667	5,000	5,000	417
Staff Development	201	167	201	667	2,000	2,000	167
Administrative Fees	1,007	1,083	3,339	4,333	13,000	13,000	1,083
Computer/Equip./Svc.	1,601	6,850	10,192	27,400	82,200	82,200	6,850
AEDO Accreditation	0	333	0	1,333	4,000	4,000	333
Personnel Expenses	0	167	0	667	2,000	2,000	167
Emergency Expenses	0	250	0	1,000	3,000	3,000	250
Attorney Expenses	0	833	0	3,333	10,000	10,000	833
Professional Services	0	2,083	0	8,333	25,000	25,000	2,083
	<u>\$53,411</u>	<u>\$68,833</u>	<u>\$234,138</u>	<u>\$275,333</u>	<u>\$826,000</u>	<u>\$826,000</u>	<u>\$68,833</u>

KENNER PROGRAM

4

APRIL

CASH BASIS

APRIL 2015

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
City of Kenner	\$0	\$6,250	\$75,000	\$25,000	\$75,000	75,000	6,250
Total Revenues	\$0	\$6,250	\$75,000	\$25,000	\$75,000	\$75,000	\$6,250
EXPENDITURES:							
Staff Salaries	\$3,750	\$3,875	\$15,000	\$15,500	\$48,500	46,500	3,875
Health Benefits & Taxes	358	500	2,407	2,000	6,000	6,000	500
SEP/IRA-Retirement	457	475	1,828	1,900	5,700	5,700	475
Communications	0	13	0	50	150	150	13
Office & Equipment Rental	0	13	0	50	150	150	13
Office Supplies	43	125	43	500	1,500	1,500	125
Seminar	0	125	35	500	1,500	1,500	125
Travel Expenses	0	167	92	667	2,000	2,000	167
Project Expenses	249	292	1,745	1,167	3,500	3,500	292
Staff Development	0	167	0	667	2,000	2,000	167
Computer Expenses	0	250	0	1,000	3,000	3,000	250
Data Base Analysis	0	125	0	500	1,500	1,500	125
Dues & Subscriptions	500	125	500	500	1,500	1,500	125
Total Expenditures	\$5,357	\$6,250	\$21,650	\$25,000	\$75,000	\$75,000	\$6,250
NET PROG. SURP./DEFICIT	(\$5,357)	(\$0)	\$53,350	(\$0)	\$0	0	(0)

JEDCO BUILDING EXPENSES

4

CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
IGA Revenues	\$0	\$6,750	\$0	\$27,000	\$81,000 (A)	81,000	6,750
Total Revenues	\$0	\$6,750	\$0	\$27,000	\$81,000	\$81,000	\$6,750
EXPENDITURES:							
Staff Salaries	\$5,720	\$5,833	\$22,880	\$23,333	\$70,000 (B-p)	70,000	5,833
Health Benefits & Taxes	741	1,025	4,266	4,100	12,300 (B-p)	12,300	1,025
SEP/IRA-Retirement	698	717	2,792	2,867	8,600 (B-p)	8,600	717
Communications	82	500	329	2,000	6,000	6,000	500
Travel/Mileage	0	42	0	167	500	500	42
Repairs and Maintenance	213	458	213	1,833	5,500 (B)	5,500	458
Janitorial Services	2,278	2,833	9,488	11,333	34,000 (B)	34,000	2,833
Utilities	7,770	4,167	14,725	16,667	50,000 (B)	50,000	4,167
Security	144	50	418	200	600	600	50
Insurance	3,227	4,000	13,031	16,000	48,000 (B)	48,000	4,000
JEDCO Bldg. Lease Expenses	0	35,285	106,251	141,139	423,416	423,416	35,285
Lawn Maintenance	0	1,167	5,090	4,667	14,000 (B)	14,000	1,167
Garbage Collection	106	125	424	500	1,500 (B)	1,500	125
Generator Maintenance	0	267	576	1,067	3,200 (B)	3,200	267
Bldg. Supplies	130	250	3,240	1,000	3,000 (B)	3,000	250
Water	3	250	15	1,000	3,000 (B)	3,000	250
Dues & Subscriptions	21	42	84	167	500	500	42
HVAC Maintenance	2,925	100	5,861	400	1,200	1,200	100
Elevator Repairs and Maintenance	487	450	1,909	1,800	5,400 (B)	5,400	450
Professional Development	0	250	0	1,000	3,000 (B)	3,000	250
Door Mat Expenses	0	150	0	600	1,800	1,800	150
Pest Control	290	100	580	400	1,200	1,200	100
Generator Repairs	0	208	0	633	2,500	2,500	208
Total Expenditures	\$24,835	\$58,268	\$192,172	\$233,072	\$699,216	699,216	58,268
OTHER FINANCING SOURCES (USES):							
Transfer from other funds (FORJ)	0	0	0	0	0	0	0
Total other financing sources (uses)	0	0	0	0	0		
NET PROG. SURP./DEFICIT	(\$24,835)	(\$51,518)	(\$192,172)	(\$206,072)	(\$618,216)		

(A) Intergovernmental Agreement (IGA) Revenues=\$81,033

(B) Intergovernmental Agreement (IGA) Expenses=\$81,033 (Identified expenses)

TECH PARK EXPENSES

4

CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Comm. Area Main. Revenues	\$0	\$458	\$0	\$1,833	\$5,500	5,500	458
Lease Revenues	0	125	0	500	1,500	1,500	125
Fill Reimbursement	0	9,583	0	38,333	115,000	115,000	9,583
Total Revenues	0	10,167	0	40,667	122,000	122,000	10,167
EXPENDITURES:							
Landscaping	\$0	\$708	\$3,137	\$2,833	\$8,500	8,500	708
Grass cutting/Clearing	400	16,667	115,900	66,667	200,000	200,000	16,667
Utilities	3	33	97	133	400	400	33
Repairs and Maintenance	0	333	0	1,333	4,000	4,000	333
Liability Insurance	0	1,000	0	4,000	12,000	12,000	1,000
Access Road Expenses	0	2,083	0	8,333	25,000	25,000	2,083
Land Lease	6,242	125	9,482	500	1,500	1,500	125
Hog Abatement	3,775	0	8,675	0	0	0	0
Total Expenditures	\$10,420	\$20,950	\$137,291	\$83,800	\$251,400	251,400	20,950
OTHER FINANCING SOURCES (USES):							
Transfer to other funds	0	0	0	0	0	0	0
Transfer from other funds (Jeff. EDGI	0	10,417	125,000	41,667	125,000	125,000	10,417
Total other financing sources (uses)	0	10,417	125,000	41,667	125,000		
NET OPERATING SURPLUS	(\$10,420)	(\$367)	(\$12,291)	(\$1,467)	(\$4,400)		

CONFERENCE CENTER EXPENSES

4

CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Building Rent	\$5,000	\$3,750	\$5,500	\$15,000	\$45,000	45,000	3,750
Food & Beverage Revenues	0	517	0	2,087	6,200	6,200	517
Audio & Visual	0	458	0	1,833	5,500	5,500	458
JPPSS Kitchen Equip. Reimb.	0	0	0	0	0	0	0
Total Revenues	\$5,000	\$4,725	\$5,500	\$18,900	\$56,700	\$56,700	\$4,725
EXPENDITURES:							
Repairs and Maintenance	\$648	\$458	\$648	\$1,833	\$5,500	5,500	458
Utilities	1,551	2,292	4,384	9,167	27,500	27,500	2,292
Contract Services	2,324	1,333	4,342	5,333	16,000	16,000	1,333
Insurance	0	417	171	1,667	5,000	5,000	417
Sales and Marketing	0	833	6,655	3,333	10,000	10,000	833
Supplies	973	1,042	1,227	4,167	12,500	12,500	1,042
Security	0	125	0	500	1,500	1,500	125
Kitchen Equipment	0	0	0	0	0	0	0
Equipment Expenses	0	0	11,281	0		0	0
Total Expenditures	\$5,496	\$6,500	\$28,708	\$26,000	\$78,000	78,000	6,500
NET PROG. SURP./DEFICIT	(\$496)	(\$1,775)	(\$23,208)	(\$7,100)	(\$21,300)	(\$21,300)	(\$1,775)

JEFFERSON EDGE

4

CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
JEFF. EDGE REVENUES:							
Private Funds	\$5,000	\$20,833	\$42,000	\$83,333	\$250,000	250,000	20,833
Parish Funds	0	0	0	0	0	0	0
Investment Income	17	58	66	233	700	700	58
Total Revenues	\$5,017	\$20,892	\$42,066	\$83,567	\$250,700	\$250,700	\$20,892
JEFF. EDGE EXPENDITURES:							
Marketing/PR Activities:							
Local Market/PR Campaign	\$0	\$42	\$0	\$167	\$500	500	42
Special Events/Promotions	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0
Sub-Total	0	42	0	167	500	500	42
Technology Development:							
Tech. Park Implementation	9,187	4,167	9,187	16,667	50,000	50,000	4,167
Site Selection Initiative	0	833	0	3,333	10,000	10,000	833
Tech. Park Marketing	8,000	6,250	21,170	25,000	75,000	75,000	6,250
Infra-Structure Expenses	0	2,083	5,029	8,333	25,000	25,000	2,083
Sub-Total	17,187	13,333	35,386	53,333	160,000	160,000	13,333
Administrative:							
Misc.Project Fund	9,351	4,583	12,432	18,333	55,000	55,000	4,583
Fundraising	1,281	1,292	5,125	5,167	15,500	15,500	1,292
Investor Relations Staff Support	0	417	1	1,667	5,000	5,000	417
Meetings/Meals	0	417	999	1,667	5,000	5,000	417
Sub-Total	10,632	6,708	18,557	26,833	80,500	80,500	6,708
Total Expenditures	27,819	20,083	53,943	80,333	241,000	241,000	20,083
OTHER FINANCING SOURCES (USES):							
Transfer to other funds	0	(10,417)	(125,000)	(41,667)	(125,000)	(125,000)	(10,417)
Transfer from other funds	0	0	0	0	0	0	0
Total other financing sources (uses)	0	(10,417)	(125,000)	(41,667)	(125,000)		
NET PROG.SURPLUS/DEFICIT	(22,802)	(9,608)	(136,877)	(38,433)	(115,300)		
AUDITED FUND BALANCE @ 12/31/13					644,998		
PROJ. FUND BALANCE @ 12/31/14					529,698		

May 28, 2015

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CASH BASIS

APRIL 2015

APRIL 2015

	APRIL		YTD		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Year End Balance-'09	\$0	\$0	\$0	\$0	\$0	0	0
Estimate Interest Earned	10	0	35	0	0	0	0
Dedicated C.D.s	0	0	0	0	0	0	0
CDBG Grant(only for Incubator)	0	0	0	0	0	0	0
State New market Tax Credits	0	0	0	0	0	0	0
LBIA Grant (Incubator)	0	0	0	0	0	0	0
Overflow from FORJ	0	0	0	0	0	0	0
Total Revenues	\$10	\$0	\$35	\$0	\$0	\$0	\$0
EXPENDITURES:							
JEDCO Relocation Cost	\$0	\$0	\$0	\$0	\$0	0	0
FF&E	0	0	0	0	0	0	0
Other Bldg. Expenses	0	0	0	0	0	0	0
Incubator Construction (via FORJ/ WWCCI Contract)	0	0	0	0	0	0	0
Add'l Architectural Fees	0	0	0	0	0	0	0
Fund transfer to FORJ expenses	0	0	0	0	0	0	0
Total Expenditures	\$0	\$0	\$0	\$0	\$0	0	0
OTHER FINANCING SOURCES (USES):							
Transfer to other funds	0	0	0	0	0	0	0
Transfer from other funds	0	0	0	0	0	0	0
Total other financing sources (uses)	0	0	0	0	0	0	
PROGRAM SURPLUS/DEFICIT	\$10	\$0	\$35	\$0	\$0		

CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
EXPENDITURES:							
Staff Salaries	\$4,246	\$4,342	\$16,946	\$17,367	\$52,100	52,100	4,342
Health Benefits & Taxes	460	617	2,352	2,467	7,400	7,400	617
SEP/IRA-Retirement	518	533	2,067	2,133	6,400	6,400	533
Communication	0	0	0	0	0	0	0
Equipment Rental/Maintenance	0	0	0	0	0	0	0
Office Supplies	0	0	0	0	0	0	0
Postage	0	0	0	0	0	0	0
Travel/Mileage	0	0	0	0	0	0	0
Staff Development	0	0	0	0	0	0	0
	<u>\$5,224</u>	<u>\$5,492</u>	<u>\$21,365</u>	<u>\$21,967</u>	<u>\$65,900</u>	65,900	5,492

CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Drawdown on JEDCO Equity/Cap.	\$0	\$0	\$0	\$0	\$0	0	0
State New Market Tax Credits (NMT)	0	0	0	0	0	0	0
JEDCO Bldg. Lease Income	0	35,285	108,251	141,139	423,416	423,416	35,285
Interest on Construction Acct.	0	0	0	0	0	0	0
CDBG Incubator Revenues	0	0	0	0	0	0	0
Settlement Revenues-VWCCI	0	0	0	0	0	0	0
JEDCO Revenues (HVAC)	0	0	0	0	0	0	0
Total Revenues	\$0	\$35,285	\$108,251	\$141,139	\$423,416	423,416	35,285
EXPENDITURES:							
Interest on Capital One Loan	\$0	\$28,228	\$14,251	\$112,911	\$338,733	338,733	28,228
Add'l Architectural Fees	0	0	0	0	0	0	0
Monthly Lease Payments	0	1,000	12,000	4,000	12,000	12,000	1,000
Insurance	319	333	1,276	1,333	4,000	4,000	333
Inspector Fees	0	0	0	0	0	0	0
Other Fees	0	83	0	333	1,000	1,000	83
CDBG Incubator Expenses	0	0	0	0	0	0	0
Settlement Revenues-VWCCI	0	0	0	0	0	0	0
JEDCO Revenues (HVAC)	0	0	0	0	0	0	0
Total Expenditures	\$319	\$29,644	\$27,527	\$118,578	\$355,733	355,733	29,644
OTHER FINANCING SOURCES (USES):							
Transfer to other funds (JEDCO)	0	0	0	0	0	0	0
Transf. from other funds (Capital One)	0	0	0	0	0	0	0
Total other financing sources (uses)	0	0	0	0	0	0	0
NET PROG. SURP./DEFICIT	(\$319)	\$5,640	\$78,724	\$22,561	\$67,683	67,683	5,640

CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Interest Earned from Payment	\$15,170	\$2,667	\$63,031	\$10,667	\$32,000	32,000	2,667
Interest Earned from Investment	341	54	1,380	217	650	650	54
Total Revenues	<u>\$15,511</u>	<u>\$2,721</u>	<u>\$64,411</u>	<u>\$10,883</u>	<u>\$32,650</u>	\$32,650	\$54
EXPENDITURES:							
Administration Expenses	\$5,769	\$1,667	\$32,354	\$6,667	\$20,000	20,000	1,667
Total Expenditures	<u>\$5,769</u>	<u>\$1,667</u>	<u>\$32,354</u>	<u>\$6,667</u>	<u>\$20,000</u>	20,000	1,667
NET PROG. SURP./DEFICIT	\$9,742	\$1,054	\$32,057	\$4,217	\$12,650	\$12,650	

CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Interest Earned from Payment	\$2,536	\$2,667	\$10,948	\$10,667	\$32,000	32,000	2,667
Interest Earned from Investment	76	54	296	217	650	650	54
Net Sale Proceeds-Cotton	0	0	0	0	0	0	0
Total Revenues	\$2,612	\$2,721	\$11,244	\$10,883	\$32,650	\$32,650	\$54
EXPENDITURES:							
Administration Expenses	\$753	\$1,667	\$2,502	\$6,667	\$20,000	20,000	1,667
Total Expenditures	\$753	\$1,667	\$2,502	\$6,667	\$20,000	20,000	1,667
NET PROG. SURP./DEFICIT	\$1,859	\$1,054	\$8,742	\$4,217	\$12,650	\$12,650	

CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Interest Earned from Payment	\$1,680	\$833	\$6,665	\$3,333	\$10,000	10,000	833
Interest Earned from Investment	63	7	234	27	80	80	7
Total Revenues	<u>\$1,743</u>	<u>\$840</u>	<u>\$6,899</u>	<u>\$3,360</u>	<u>\$10,080</u>	<u>\$10,080</u>	<u>\$7</u>
EXPENDITURES:							
Administration Expenses	115	1,667	567	6,667	20,000	20,000	1,667
Total Expenditures	<u>115</u>	<u>1,667</u>	<u>567</u>	<u>6,667</u>	<u>20,000</u>	<u>20,000</u>	<u>1,667</u>
NET PROG. SURP./DEFICIT	\$1,628	(\$827)	\$6,332	(\$3,307)	(\$9,920)	(\$9,920)	

JEDCO DEVELOPMENT CORPORATION

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CASH BASIS

APRIL 2015

APRIL

APRIL 2015

	APRIL		YEAR TO DATE		ADOPTED 2015		
	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
REVENUES:							
Fees Payments	\$5,009	\$3,333	\$20,059	\$13,333	\$40,000	40,000	3,333
Total Revenues	<u>\$5,009</u>	<u>\$3,333</u>	<u>\$20,059</u>	<u>\$13,333</u>	<u>\$40,000</u>		
EXPENDITURES:							
Administration Expenses	5,009	3,333	20,059	13,333	40,000	40,000	3,333
Total Expenditures	<u>5,009</u>	<u>3,333</u>	<u>20,059</u>	<u>13,333</u>	<u>40,000</u>		
NET PROG. SURP./DEFICIT	\$0	\$0	\$0	\$0	\$0		