

FINANCE & DEVELOPMENT COMMITTEE

Meeting Notes

Tuesday, 9 September 2025, 3:00 pm

Bienville House, 320 Decatur Street, New Orleans, LA 70130

1. Call to Order, Reading of the Agenda, and Roll Call

The meeting was called to order at 3:00 PM and the agenda was read into the record.

COMMITTEE MEMBERS				VOTES				
First Name	Last Name	Present	Absent	Approve previous meeting notes	Approve Board Chair/Vice-Chair to sign and execute contract for economic impact study	Approve \$32K in funding to Bourbon Street Holiday Lighting Proposal- with no project management	Approve UQP Transport Unit proposal	Approve Board Chair to sign contract extension for FQMD Program Manager
Frank	Zumbo	X		Yes	Yes	Yes	Yes	Yes
Heidi	Raines	X		Yes	Yes	Yes	Yes	Yes
Sue	Klein	X		Yes	Yes	Yes	Yes	Yes
Christine	Bondio	X		Yes	Yes	Yes	Yes	Yes
Jane	Cooper	X		Yes	Yes	Yes	Yes	Yes
Alex	Fein	X		Yes	Yes	Yes	Yes	Yes

INTRODUCTION OF ATTENDEES:

GUESTS		
First	Last	Role
Michelle	Courseault	FQMD Executive Director
Shelby	Ursu	FQMD Coordinator
Alex	Dunkenberger	CAO's Office
Glade	Bilby	FQMD Commissioner
Jessica	Dietz	FQMD SEC Committee Vice-Chair
Antonio	Carbone	FQMD Livability Committee
Steve	Caputo	FQMD Commissioner
Joey	DiFatta	FQMD Commissioner
Bob	Bejarano	FQMD Program Manager

2. Public Comment

No written public comment received.

3. Motion – Consider a motion to approve the previous meeting notes

Christine Bondio made a motion to approve the previous meeting notes. Vice-Chair Jane Cooper seconded the motion, and it was approved.

4. Committee Chair's Comments, Guest Introductions

Chair Alex Fein welcomed the Committee members and guests. He asked that the presenters be mindful of time during the meeting, so that all proposals have room for discussion.

5. Presentations / Discussions –

a. *French Quarter Economic Development District Trust Fund 2026 Budget

See attached document. Alex Dunkenberger reviewed the 2026 French Quarter Economic Development District (FQEDD) Trust Fund budget draft with the Committee, noting that there are still some numbers that are being worked out. He reminded

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the group that the City is required to present the draft budget, per the Cooperative Endeavor Agreement, by October 1st. Mr. Dunkenberger added that he will get the year-end tax revenue estimation and report it back to the Committee. He recommended that the Committee consider adopting a policy or guidelines in 2026 for the unused Trust Fund balance, which would help ensure that the reserves do not get overly depleted. Ms. Cooper agreed, but stated that this will need more discussion after the tax renewal vote. He continued to review the budget draft with the Committee and noted that some of the proposals under "Other Public Safety Programs" have yet to be approved. Frank Zumbo requested seeing the 2025 year-to-date budget and actuals to compare to the 2026 budget. Heidi Raines suggested adding a footnote into the document to clarify that the budget items highlighted in gray are unvetted items. Mr. Fein stated that it will be easier to have the unvetted gray items included in the budget now, rather than having to enter them into the budget in the future.

b. Budget Proposals

i. *Bourbon Street Holiday Lights Installation

See attached document. Steve Caputo presented the Bourbon Street Holiday Lighting Proposal to the Committee, noting that the proposal was created by Katy Casbarian, a French Quarter resident and business owner (Arnaud's). He stated that the proposal details Ms. Casbarian's collaboration with the design firm Studio West, and plans to coordinate with the Department of Public Works (DPW), and other city organizations, to have temporary holiday lighting installed on the first three blocks of Bourbon Street. This proposal also includes a tribute to the January 1st victims, with the victims' names being incorporated into the lighting design. Ms. Courseault stated that Ms. Casbarian presented her proposal to the Livability Committee yesterday, with two main requests to the FQMD: funding assistance for up to the remaining balance, and for the FQMD to manage the entire project and administer the funds. Ms. Courseault noted that, of the \$290K total project cost, \$165K has already been pledged. Ms. Cooper added that the Livability Committee was in support of funding the project in some capacity but did not support taking on the administering and managing of the project, due to the FQMD staff's bandwidth to take this project on within the next two months. Sue Klein pointed out that this project cannot be funded through the FQEDD Trust Fund, according to its language. Mr. Caputo pointed out that much of the heavy lifting would be the project's startup costs this year, with the option to expand the lighting in the future. He added that the FQMD has put a lot of hard work into the security and public safety of the French Quarter but hasn't had much focus on economic development or beautification, which are also part of the FQMD's obligations. Joey DiFatta noted that at the Memorial Committee meeting for the January 1st victims this morning, Ms. Casbarian gave the impression that most of the project's heavy lifting is already being conducted by All Star Electric, Studio West, and the DPW.

Ms. Courseault stated that Ms. Casbarian informed the Livability Committee that All Star Electric is donating all of the labor for the lighting installations, but storage would need to be assumed by another partner. Mr. Caputo suggested that the FQMD consider funding the project this year, and take lead on the project in 2026. The Committee agreed to consider. Ms. Courseault replied that there is currently \$327,500 remaining in the 2025 State appropriations to be utilized to fund this project. Ms. Cooper noted that Ms. Casbarian will need the funding as soon as possible, and because the State funds have not yet been received, the FQMD would have to pull from the operational budget and then be reimbursed once State funds arrive. Mr. Fein recommended donating 10% of the remaining State Appropriations fund to recommend to the full Board for consideration to the project. The Committee agreed, see motion below.

ii. *Security & Enforcement Committee: Transport Unit

See attached document. Security & Enforcement Committee Vice-Chair Jessica Dietz reviewed the Transport Unit Proposal for the Upper Quarter Patrol (UQP) with the Committee, noting that this transport unit would be specifically assigned to the UQP but would cover the entire French Quarter. Ms. Dietz stated that this vehicle would come at no cost to the FQMD, however it would ensure that the UQP officers on the grounds patrolling would not have to leave their patrols to transport arrestees. She noted that the proposal request is for \$62,400. The Committee was in support of the proposal, see motion below.

iii. *Livability Committee: *(Revised)* Public Safety Right of Way Guidelines

See attached document. Antonio Carbone, FQMD Livability Committee member, presented the revised Public Safety Right-of-Way Guidelines Proposal, noting that changes have been made to language in the proposal to provide more clarity, and the project scope and deliverables have been made narrower and more specific. He noted that this proposal would also be funded with State appropriations. Ms. Cooper pointed out that there are still unanswered questions on if the DPW would sign off on all of these guidelines. Ms. Courseault added that both DPW and the VCC have endorsed working with FQMD on this project. Ms.

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Raines suggested that the project begin with the needs assessment study and then move on to the next steps with a pilot program. Mr. Fein agreed and recommended lowering the budget request to \$50K for the study, which the group can continue to review at next month's Committee meeting. He added that there is still time to review and revise the proposal instead of voting on it today. Mr. Carbone and Ms. Courseault will work together to ascertain the cost of the study and get clarity on how much the project's implementation will cost.

iv. *Government Affairs Committee: Elected Officials Forums

See attached document. No new updates were discussed; this agenda item is deferred.

v. *Operations: Marketing

See attached document. No new updates were discussed; this agenda item is deferred.

c. *FQMD YTD Budget to Actuals Presented By: Michelle Courseault

See attached document. Ms. Courseault reviewed the 2025 year-to-date budget and actuals with the Committee, noting that the document combines the City Trust Fund numbers and FQMD accountant John Foard's numbers. Mr. Zumbo pointed out that the FQMD does not handle the Trust Fund monies, stating that he feels the format is confusing and misleading. He stressed that the FQMD is not a revenue-generating organization and can only administer the revenue. He reminded the group that the FQMD has zero control of the City sales tax monies. Ms. Raines agreed, stating that the document makes it seem as though the FQMD is the fiduciary agent of the revenue. Ms. Courseault pointed out the specific language is listed on this budget document as "fiscal and operational oversight of the Trust Fund". Ms. Raines recommended adding a column into the document specifically for the FQEDD budget. Mr. Fein agreed and stated that he will continue to work with Ms. Courseault on cleaning up the budget format and making the document more comprehensive. Ms. Courseault confirmed that a new version to satisfy all concerns expressed will be presented in the next meeting.

6. Motion(s) – Consider a motion to recommend to the Board of Commissioners approval of the following proposals (*move on each proposal presented*)

i. *2026 FQEDD Trust Fund Budget

The Committee made no motion at this time.

ii. *Authorization for Chair/ Vice Chair to execute contract with Dr. Richardson, for Economic Impact Study

See attached document. **Ms. Klein made a motion to recommend to the Board of Commissioners authorization of the Board Chair or Vice Chair and to sign and execute a contract with Dr. Richardson for the Economic Impact Study. Ms. Raines seconded the motion, and it was approved.**

iii. Bourbon Street Holiday Lights Installation

Ms. Cooper made a motion to approve funding the Bourbon Street Holiday Lighting Proposal for \$32k, but not to approve any project management or storage for the lighting. Ms. Klein seconded the motion, and it was approved.

iv. Transport Unit

Mr. Zumbo made a motion to recommend to the Board of Commissioners approval of the Upper Quarter Patrol Transport Unit Proposal as presented, with funding to come from the OJP Byrne grant. Ms. Raines seconded the motion, and it was approved.

v. Public Safety Right of Way Guidelines

No motion was made at this time.

vi. Elected Officials Forums

No new updates were discussed. This motion is deferred.

vii. Marketing

No new updates were discussed. This motion is deferred.

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7. New Business– To consider and take action upon any other matters that may properly come before the French Quarter Management District Finance & Development Committee

Ms. Courseault stated that the Committee needs to vote on extending FQMD Program Manager Bob Bejarano's contract. She noted that he will remain a consulting contractor, increasing hours from 24 to 35 hours per week. **Ms. Bondio made a motion to authorize the Board Chair or Vice-Chair to sign and execute the French Quarter Management District Program Manager contract extension. Ms. Raines seconded the motion, and it was approved.**

Ms. Klein noted that staff should ensure that all contracts for street lighting and street markings are not paid in full until the work has been completed. Ms. Courseault agreed and clarified that nothing will be paid out for any of the ongoing projects until work has been completed and quality and assurance checks have been confirmed. She also noted that this is largely reported in the Livability Committee and Board meetings but will include more financial project updates for the Finance & Development Committee moving forward.

Mr. Zumbo recommended that the FQMD consider the idea of having legal counsel present at all Board meetings once the administration changes, noting that the Downtown Development District (DDD) always has a lawyer present. Ms. Courseault also noted that another difference between the DDD and the FQMD is their permanent existence legislatively and in funding. Mr. Dunkenberger also noted the difference in taxes: ad valorem taxes vs. Sales taxes. Mr. Zumbo added that DDD collects their tax directly.

8. Next Meeting Date:

The next scheduled meeting date of the Committee is Tuesday, October 7th, 2025, at 3:00 PM.

9. Adjournment

Ms. Bondio made a motion to adjourn. Ms. Raines seconded the motion, and the meeting adjourned at 4:13 PM.

	A	B	E
1	FQEDD FY 2026 DRAFT	2026 Proposed	
2	Revenue		
3	<i>Sales Tax Collection</i>	\$ 4,025,720.73	
4	Trust Fund Balance Withdrawal	\$ 1,304,751.57	Balance as of 9.5.25 (\$3,645,188)
5			
10			Notes on Variance
11	French Quarter Patrol Program (SPPP,UQP)		
12	SPPP Personnel		
13	Overtime for SPPP Officers	\$ 1,965,600.00	
14	Weekend Differential	\$ 374,259.90	
15	Weekday Special-rate Differentia	\$ 330,124.20	
16	NOPD Overtime for RTCC Assignments	\$ 13,000.00	
17	Full-time NOPD Supervisor	\$ 125,865.60	
18	<u>Overtime Dedicated Community Liason Officer (3 9PM-1AM Fri,Sat,Sun)</u>	\$ 175,910.00	
20	Subtotal	\$ 2,984,759.70	
21			
22	SPPP Operating Expenses		
23	One-Time		
24	<i>Force Multiplier</i>	\$ 250,000.00	Proposal Review Pending: Drone
25	<u>FQ Barricades</u>	\$ 500,000.00	Proposal Review Pending
27	Subtotal	\$ 750,000.00	
28			
29	Recurring		
30	Marketing	\$ 10,000.00	Previously One Time Expense
31	Miscellenous SPPP Expenses	\$ 15,000.00	Previously One Time Expense
32	NOPD Training	\$ 4,000.00	Previously One Time Expense
33	Fleet Updates	\$ 90,000.00	Purchase 2 additional vehicles
34	Vehicle Maintenance	\$ 25,000.00	
35	Vehicle Cleaning	\$ 14,000.00	
36	SPPP Application Licensing	\$ 89,125.00	
37	General Office Supplies	\$ 3,000.00	
38	DigiTicket Lease	\$ 8,000.00	
39	Mobile Internet	\$ 3,000.00	
40	<u>Dedicated Parking for SPPP/UQP Vehicles</u>	\$ 12,000.00	
41	Subtotal	\$ 273,125.00	Multiple line items moved from One Time Expenses
42			
43	Other Public Safety Programs		
44	Unhoused Support	\$ 250,000.00	Proposal Review Pending
45	Enforcement Support	\$ 82,000.00	Proposal Review Pending : Parking Enforcement
46	License Plate Readers	\$ 47,665.60	
47	FQ Camera Maintenance Agreement	\$ 56,600.00	
48	Pedestrian, Vehicle Safety Measures, Signage	\$ 400,000.00	Includes \$250k Traffic Signal (St. Anne/ St. Philip) + \$125k Annual Upgrades / Maintenance + \$25k Spanish Tiles
49	Graffiti Abatement	\$ 50,000.00	Increase for FQMD to hire outside of City Pilot Program
50	Covenant House	\$ 61,322.00	
51	<u>Street Lights Maintenance</u>	\$ 225,000.00	Based on contractors estimate of anticipated costs
55	Other Public Safety Programs Subtotal	\$ 1,172,587.60	
56			
57	Other Public Safety Programs		
58	FQMD Administration (7% of Tax)	\$ 150,000.00	Anticipated CEA negotiation to remove cap; increase to ~\$300k
59			
60	Total FQ Patrols(100) Personnel	\$ 2,984,759.70	
61	Total FQ Patrols (200) Other Operating	\$ 1,023,125.00	
62	Total Other Public Safety Programs	\$ 1,172,587.60	
63			
64			
65	Total FQEDD Request for 2026	\$ 5,330,472.30	Increase tax collection + increase balance usage

Funding Request: Bourbon Street Holiday Lighting

Economic Development & Beautification Project

Background

Holiday lighting delivers both *beauty* and *economic* return, 2 pillars of FQMD's legislative purposes. Cities worldwide use seasonal lighting to draw visitors, extend stays, and increase local spending. Studies show every \$1 invested in lighting can yield \$4–\$6 in local economic impact. This project positions Bourbon Street as a holiday destination, not just a nightlife corridor—boosting tourism and business while honoring our culture.

Project Overview

Led by Studio West, the attached design celebrates Bourbon Street's cultural identity through illuminated trumpets, umbrellas, mesh "music" lighting, and handkerchief motifs. In recognition of the anniversary of the tragic January 1st incident, the installation will include a special memorial element: the names of victims incorporated into the handkerchief lighting. This gesture provides a visible acknowledgment of loss, remembrance, and resilience, woven into the celebratory spirit of the design.

- Scope: 100–300 blocks of Bourbon Street
- Season: Thanksgiving – first week of January
- Installation: One-week timeline

Project Budget:

- Total expense for fabrication- \$290k
- Committed Funding to Date- \$110k
- Funding Request of FQMD- Open, no amount specified, any contribution appreciated

Request:

FQMD has been approached with this request for funding as this is within legislative purpose: "The purpose of the district shall be to preserve and protect the French Quarter as a historic neighborhood and as a valuable component of the state's tourism industry, to aid in the beautification and overall betterment of the district, including but not limited to public safety and sanitation services, and to enhance the economic development of the district."

This project advances those purposes by:

- Enhancing the aesthetic environment of the French Quarter.
- Driving business vitality and tourism during the peak holiday season.
- Honoring the January 1 victims through a visible memorial element.
- Leveraging public-private partnerships to maximize community impact.

ED recommends consideration of the following eligible funding sources:

(1) current bank balance OR (2) 2025-26 State Appropriations

Transport Proposal - Upper Quarter Patrol

Enhancing Patrol Efficiency and Interagency Collaboration

Overview

This proposal recommends the addition of a dedicated transport component to the Upper Quarter Patrol. The proposed initiative involves assigning two OPSO deputies to operate a transport van on Friday and Saturday evenings from 8:00 PM to 2:00 AM.

Operational Details

- Personnel: Two OPSO deputies per shift
- Schedule: Fridays and Saturdays, 8:00 PM – 2:00 AM
- Equipment: OPSO-provided transport van

Rationale and Justification

Currently, officers and deputies must leave the district to transfer arrested subjects, reducing the law enforcement presence in the area during critical hours. By introducing a transport van staffed by OPSO deputies, patrol units will remain in the district, increasing visibility and responsiveness to incidents. This enhanced coverage directly supports public safety and community confidence.

Additionally, this proposal strengthens the ongoing partnership between the New Orleans Police Department (NOPD) and the Orleans Parish Sheriff's Office (OPSO), fostering greater collaboration and operational efficiency.

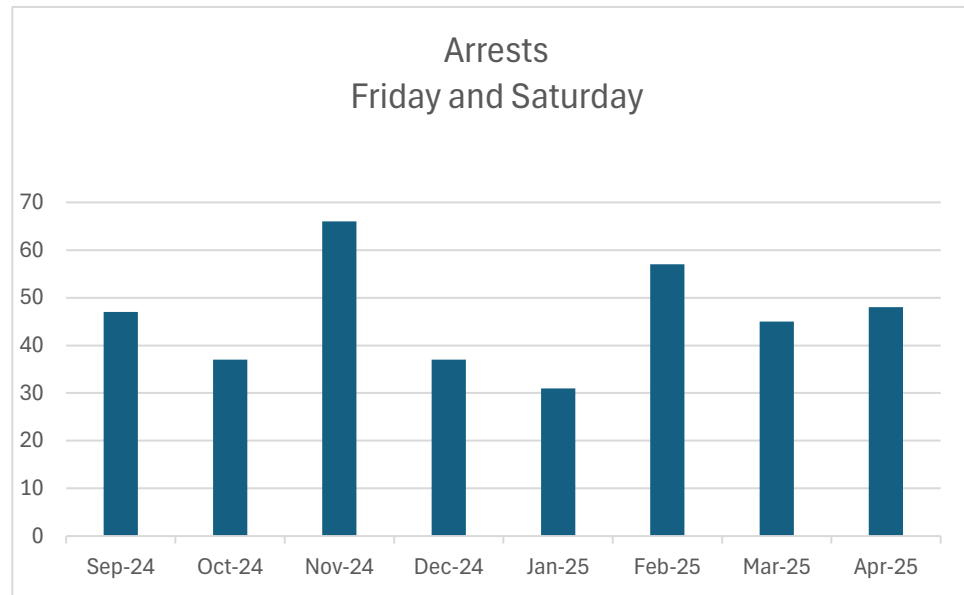
Cost Estimate

- Deputy Pay Rate: \$50 per hour per deputy
- Weekly Cost: 2 deputies x 6 hours/shift x 2 shifts/week x \$50/hour = \$1,200 per week
- Monthly Cost (approx.): \$1,200 x 4 weeks = \$4,800 per month

Proposal Request: \$62,400 (approximate)

Proposal: Transport, SEC (Data)

Sep-24	Oct-24	Nov-24	1-Dec	Jan-25	Feb-25	Mar-25	Apr-25
47	37	66	37	31	57	45	48



(Revised) Livability Committee Proposal

Public Safety Right-of-Way Guidelines

I. Purpose

The Livability Committee proposes funding the development of a comprehensive plan focused on the French Quarter's public safety right-of-way (ROW). This initiative will establish long-term, preservation-compatible guidelines to govern improvements to infrastructure, signage, streetscapes, and public amenities.

Proposal Request: \$150,000

II. Background and Need

The French Quarter's public safety right-of-way assets—sidewalks, curbs, signage, lighting, trash infrastructure, and stormwater systems—face ongoing degradation from age, overuse, and lack of coordinated reinvestment. Restoration efforts are often piecemeal, and no comprehensive, district-specific standards currently guide ROW rehabilitation or modernization.

III. Scope

The plan will address the following public safety right-of-way categories:

- Sidewalks, curb ramps, and ADA access
- Historic and Cultural Wayfinding Signs
- Street markings and crosswalks
- Street lighting and utility poles
- Stormwater management (including but not limited to: gutter infrastructure, greenspace, tree well integration)
- Trash/recycling infrastructure
- Barricades, bollards, and safety infrastructure

IV. Deliverables

- District-wide condition and needs assessment
- Public safety right-of-way design guidelines and best practices
- Permitting and material standards aligned with VCC/DPW
- Prioritized implementation plan (phased, cost-tiered)
- Maintenance and Quality Assurance and Quality Control protocols

V. Implementation and Oversight

This proposal has been endorsed by the City of New Orleans, Department of Public Works and the Vieux Carré Commission, and will work in conjunction with both to steward this proposed Guidelines development. The Guidelines plan will serve as a foundational tool for aligning future projects, budgeting capital improvements, and advancing the district's livability and infrastructure goals.

CONTRACT
FRENCH QUARTER MANAGEMENT DISTRICT

AND

Dr James A. Richardson

SERVICE CONTRACT NO.: 2025-006

2025 FRENCH QUARTER ECONOMIC IMPACT STUDY

THIS CONTRACT is made and entered into this ____ day of _____, 2025 by and between the French Quarter Management District, represented by Jane Cooper, Board Chair (the "FQMD"), and Dr. James A. Richardson, Economic Consultant (the "Contractor") (jointly "Parties").

WHEREAS, the Contractor, whose address is 3165 Kleinert Avenue Baton Rouge, LA 70806, submitted a resume and work history in response to the FQMD's Request for Qualifications dated 30 July 2025 seeking a contractor to provide 2025 French Quarter Economic Impact Study; and

WHEREAS, the FQMD desires to award the Contract to the Contractor.

NOW THEREFORE, the FQMD grants and confirms to the Contractor the contract to provide 2025 French Quarter Economic Impact Study to the FQMD under RFQ No. 2025-006 and the FQMD and the Contractor, for good and valuable consideration, agree as follows:

I. THE CONTRACTOR'S OBLIGATIONS.

The Contractor will perform all obligations of the Contractor and be subject to all terms and conditions set forth in this Contract and in the following documents that are incorporated fully into this Contract: the Request for Qualifications No. 2025-006, dated 30 June 2025; the Contractor's response dated 8 August, 2025 (the "Proposal"); a

The Contractor agrees to pay, at Contractor's expense, all taxes and other expenses incurred by reason of the job to be performed by Contractor, including but not limited to all sales and use taxes, licenses, fees, and personal property taxes, and all employment taxes or contributions imposed by law or trade union contracts or regulations.

II. THE FQMD'S OBLIGATIONS.

The FQMD will pay the Contractor for Services at the rates set forth in the Contractor's Proposal for the satisfactory performance of this Contract, within thirty (30) days of invoicing, and will perform all obligations of the FQMD and be subject to all terms and conditions set forth in this Contract and any incorporated documents.

III. TERM/TERMINATION.

This Contract may be terminated by either party upon thirty (30) days written notice to the other party.

IV. COMPLIANCE WITH LAWS.

Contractor shall comply with all applicable provisions of federal, state and local equal employment opportunity laws, rules and regulations, with all other applicable laws, rules, regulations, and orders including without limitation federal, state and local occupational safety, health and safety, and environmental requirements.

V. INDEPENDENT CONTRACTOR.

The Services rendered by Contractor in the fulfillment of the terms and obligations of this Contract shall be as an independent contractor and not as an employee, nor shall contractor be considered an agent, partner, or joint venturer of FQMD. Correspondingly, Contractor's employees shall not be employees of FQMD. Contractor shall not represent to third persons to be other than an independent contractor of FQMD, nor shall Contractor offer or agree to assume any obligations or commitments in the name of FQMD.

~~VI. GUARANTEE.~~

~~Contractor guarantees all work and materials against defects in material and workmanship and against failure under normal usage, exclusive of ordinary wear and tear.~~

~~Under such guarantee, Contractor agrees to repair or replace defective work and materials at no cost to FQMD when notice of defects or failure is given to Contractor within one year from the date of final acceptance of work by FQMD.~~

~~VII. LIENS.~~

~~At FQMD's request, Contractor agrees to furnish a list of all fabricators, materialmen, subcontractors, suppliers, and workmen involved in Contractor's performance, together with evidence satisfactory to FQMD that all claims for labor and material have been satisfied and paid and that there are no unsatisfied claims for injuries or damage to persons or properties.~~

~~Contractor will defend, indemnify, and hold harmless FQMD their officers and employees, against liens, or claims of rights to enforce liens arising out of any Services performed by Contractor or any of Contractor's Subcontractors or due to any materials furnished by Contractor's or Subcontractor's supplier, provided FQMD has paid for such Services and materials, and for any claims, actions, or damages arising from Contractor's negligence.~~

VIII. INSURANCE.

Except as otherwise noted, at all times during this Contract or the performance of the Services required by this Contract, the Contractor will maintain the following insurance in full force and effect for the duration of the work under this Contract. Evidence of coverage shall be provided prior to the start of any activities/work, in conjunction with the Contractor's scope of work under the contract.

If the Contractor maintains broader coverage and/or higher limits than the minimums shown below, FQMD requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the FQMD:

A. Minimum Requirements:

1. Workers' Compensation & Employers Liability Insurance in compliance with the Louisiana Workers' Compensation Act(s). Statutory and Employers Liability Insurance with limits of not less than \$500,000.
 2. Commercial General Liability Insurance including contractual liability insurance, products and completed operations, personal & advertising injury, bodily injury, property damage, abuse and molestation, and any other type of liability for which this Contract applies with limits of liability of not less than \$1,000,000.
 3. Automobile Liability, \$1,000,000 per accident combined single limit bodily injury and property damage liability.
 4. Umbrella/Excess Liability - Umbrella/Excess policies must follow form of the underlying policies.
 5. Contractor shall be able to meet the above referenced specific policy limits of liability through a combination of primary and umbrella /excess coverage.
 6. The obligations for the Contractor to procure and maintain insurance shall not be constructed to waive or restrict other obligations.
 7. It is understood that neither failure to comply nor full compliance with the foregoing insurance requirements shall limit or relieve the Contractor from any liability incurred as a result of their activities/operations in performing the Scope of Work. Contractor shall be responsible for any losses, expenses, damages, claims and/or suits of any kind which exceed the Contractor's limits of liability that arise from the Contractor's performance of work under the Contract.
- B. Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:
1. Additional Insured Status: Contractor and all Subcontractors (where applicable) will provide, and maintain current, a Certificate of Insurance naming the FQMD, its departments, political subdivisions, officers, officials, employees, and volunteers as "Additional Insureds" on the CGL policy with respect to liability arising out of the performance of this Contract; General liability insurance coverage can be provided in the form of an endorsement to the Contractor's insurance (at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10 and CG 20 3 7 forms if later revisions used).

The Contractor shall require and verify that all Subcontractors maintain insurance and coverage limits meeting all the requirements stated herein. The Certificate of insurance, as evidence of all required coverage, should name the French Quarter

Management District as Certificate Holder and be delivered via U.S. Mail to

400 N. Peters Street, Suite 206, New Orleans, LA 70130.

The Additional Insured box shall be marked "Y" or Commercial General Liability coverage. The Subrogation Waiver Box must be marked "Y" for Workers

Compensation/Employers Liability and Property.

2. Primary Coverage: For any claims related to this Contract, Contractor's insurance coverage shall be primary insurance as respects the FQMD, its departments, political subdivisions, officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the FQMD shall be non-contributing to the Contractor's coverage.
 3. Claims Made Policies: If applicable, the retroactive date must be shown and must be before the date of the Contract or the beginning of work. If the coverage is canceled or non-renewed, and not replaced with another claims made policy, Contractor must purchase "extended reporting" coverage for a minimum of 3 years after the termination of this Contract.
 4. Waiver of Subrogation: Contractor and its insurers agree to waive any right of subrogation which any insurer may acquire against FQMD by virtue of the payment of any loss under insurance required by this Contract.
 5. Notice of Cancellation: Each insurance policy required above shall provide that coverage shall not be canceled, expire, or altered except without prior notice to the FQMD of no less than 30 days.
 6. Acceptability of Insurers: Insurance is to be placed with insurers licensed and authorized to do business in the State of Louisiana with a current A.M. Best's rating of no less than A: VII, unless otherwise acceptable to the FQMD.
- C. Contractor will provide the FQMD's Executive Director (at FQMD, 400 N. Peters Street, Suite 206, New Orleans, LA 70130) -Ref.: **French Quarter Economic Impact Study** within 10 calendar days of the Effective Date and at any other time at the FQMD's request the following documents:
1. Proof of coverage for each policy of insurance required by this Contract; and
 2. Copies of all policies of insurance, including all policies, forms, and endorsements.
- D. Without notice from the FQMD, Contractor will:
1. Replenish any policy aggregate limit that is impaired before commencement of any work or continuation of any work under this Contract; and
 2. Substitute insurance coverage acceptable to the FQMD within 30 calendar days if any insurance company providing any insurance with respect to this Contract is declared bankrupt, becomes insolvent, loses the right to do business in Louisiana, or ceases to meet the requirements of this Contract; and
 3. Notify the FQMD's Executive Director in writing within 48-hours of its receipt of any notice of non-renewal, cancellation, or reduction in coverage or limits affecting any policy of insurance maintained under this Contract.
- E. Special Risks or Circumstances: The FQMD shall reserve the right to modify these

requirements, including limits, based on the nature of the risk, prior experience, insurer coverage, or other circumstances.

IX. LIABILITY AND INDEMNITY.

As an independent contractor, Contractor shall be responsible for its own operations in accordance with the laws of the State of Louisiana.

X. CHANGES.

FQMD may request changes to the specific work scopes under this Contract. If Contractor is of the opinion that a proposed change will either increase or decrease the cost and/or time required for performance, Contractor shall so notify FQMD, and any subsequent change satisfactory by Contractor and FQMD, and shall thereafter modify this Contract accordingly and in accordance with Louisiana law.

XI. GOVERNING LAW.

THE PROVISIONS OF THIS CONTRACT AND THE DOCUMENTS DELIVERED PURSUANT HERETO SHALL BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE LAWS OF THE STATE OF LOUISIANA. ANY CLAIMS, ACTIONS, OR LAWSUITS SHALL BE SUBJECT TO VENUE IN A COURT OF COMPETENT JURISDICTION IN ORLEANS PARISH, STATE OF LOUISIANA.

XII. SUSPENSION AND/OR CANCELLATION.

Should Contractor be unable to fulfill the Services under this Contract in a timely and professional manner, FQMD shall have the right to cancel or suspend this Contract with seven (7) days written notice. FQMD shall be entitled to pursue any and all legal remedies against the Contractor for any failure of Contractor to perform the obligations set forth in this Contract.

In the event that the FQMD determines that the project covered under the Scope of Work is not able to continue, FQMD shall immediately notify Contractor and terminate Contract without further expense. Any costs incurred and owed prior to this notice, will be paid by FQMD.

XIII. SAFETY.

Contractor acknowledges that it possesses the federal, state and local licenses and certifications necessary to practice in the state in which the work is to be performed and shall perform the work in a manner consistent with all applicable regulatory and industry standards.

XIV. ASSIGNMENT OF SUBCONTRACT.

Contractor shall not assign or transfer this Contract, or any interest herein, without written consent of the FQMD.

XV. FLOW-DOWN AND JOB-SPECIFIC PROVISIONS.

Contractor acknowledges that its participation in certain work assignments may be contingent upon its acceptance of additional provisions including, but not limited to, obligations to secure bonds, increase insurance limits or sign non-disclosure contracts as may be required by the type of work or the terms of a contract between FQMD and Contractor. FQMD shall present such requirements to Contractor for its review, and appropriate provisions shall be included in the Purchase Order for the Work.

XVI. ENTIRE CONTRACT.

This Contract contains the entire Contract of the Parties, and there are no other promises or conditions in any other Contract whether oral or written.

XVII. SEVERABILITY.

If any provision of this Contract shall be held to be invalid or unenforceable for any reason, the remaining provisions shall continue to be valid and enforceable. If a court finds that any provision of this Contract is invalid or unenforceable, but that by limiting such provision it would become valid or enforceable, then such provision shall be deemed to be written, construed, and enforced as so limited.

XVIII. STATUTORY EMPLOYER RELATIONSHIP.

The following terms shall have the following meanings: (a) "Contract Work" shall mean, in addition to its definition elsewhere stated, all additional or supplemental work as Contractor and/or employees of Contractor may be called on to perform or actually perform under this Contract, and which additional or supplemental work, if any, shall be deemed to be contemplated by and included in this Contract; and, (b) "Employees of contractor" shall mean all direct, immediate or statutory employees of Contractor performing contract Work as that term is defined in this paragraph. The Contract work shall be considered as part of Contractor's trade business, or occupation and an integral part of, or essential to, the ability of Contractor to generate its goods, products or services. Contractor shall be the statutory employer of contractor individually, and all Employees of contractor while performing the contract Work. It is the intent of Contractor to have all the benefits of a statutory employer relationship to the fullest extent permitted by LA-R.S. 23:1061, as amended.

XIX. ADDITIONAL PROVISIONS.

A. Entire Contract. This Contract, including all incorporated documents, constitutes the final and complete Contract and understanding between the Parties. All prior and contemporaneous Contracts and understandings, whether oral or written, are superseded by this Contract and are without effect to vary or alter any items or conditions of this Contract.

IN WITNESS WHEREOF, the FQMD and the Contractor and the Surety, through their duly authorized representatives, execute this Contract.

FRENCH QUARTER MANAGEMENT DISTRICT

By: _____
JANE COOPER, BOARD CHAIR

CONTRACTOR

By: _____
James A. Richardson, Economic Consultant

PROPOSAL TO FRENCH QUARTER MANAGEMENT DISTRICT

**James A. Richardson
Economic Consultant
3165 Kleinert Avenue
Baton Rouge, LA 70806**

225.281.2873

jimrichardson3165@gmail.com

August 8, 2025

Ms. Michelle Courseault
Mr. Robert Bejarano
French Quarter Management District
400 N Peters Street, #206
New Orleans, LA 70130

Dear Ms. Courseault and Mr. Bejarano:

I am pleased to submit a proposal re: **Economic Impact Study of the French Quarter** in accordance with your Request for Proposals as of July 30, 2025.

My proposal is attached as Attachment A and my curriculum vitae is attached as Attachment B.

Sincerely,



James A. Richardson
Economic Consultant

225.281.2873

jimrichardson3165@gmail.com

Attachment A
Scope of Work and Proposal
Presented to the
French Quarter Management District

An Economic Impact Analysis of the
French Quarter in New Orleans

August 8, 2025

I. Introduction, Background, and Purpose

Overview

Dr. James A. Richardson, Economic Consultant, 3165 Kleinert Avenue, Baton Rouge, LA 70806, presents a scope of work and proposal regarding an analysis of the economic impact and role of the French Quarter in New Orleans to the French Quarter Management District making use, as appropriate, of qualitative analysis, statistical analysis, economic modeling including input-output models, and benefit-cost analysis. All of these methods of data analysis require an accurate description of the New Orleans French Quarter in terms of economic activity and connecting the French Quarter analysis to the New Orleans economy.

Background and Purpose

The French Quarter has been a long-standing complement of and participant in New Orleans' world-wide recognition as an incredible place for tourism, business conferences, major conventions, sporting events, and supporting other major activities in New Orleans. The Bureau of Governmental Research in its 2015 analysis of what was on the ballot in the 2015 election made the following statement: "The French Quarter is unlike any other neighborhood in New Orleans. Not only is it home to approximately 3,800 residents, it is the centerpiece of the city's tourist economy. In 2014, an estimated 9 million tourists visited the Quarter." The University of New Orleans Hospitality Research Center estimated that 9.52 million visitors came to New Orleans in 2014 or 95% of visitors to New Orleans in 2014 visited the French Quarter.

From time-to-time it is important to evaluate or re-evaluate and quantify the role of the French Quarter in the overall New Orleans economy including economic impact and role of the French Quarter to the overall economic outcomes in New Orleans.

Consulting Team

Dr. James A. Richardson will be the lead consultant. Dr. Richardson's curriculum vita, recent studies that he has completed, work that he has done for New Orleans organizations, and other information regarding his qualifications are presented in Attachment B.

As a summary, Dr. Richardson has worked with every Governor and members of the State Legislature since the 1970s through 2019. In 1987 he was asked to be the private economist on the State's Revenue Estimating Conference, and he served on that Conference until September 2019 working with six different governors. This Conference defined exactly how many dollars the state had for recurring expenses and the State's budget could not exceed this amount. Dr. Richardson worked with

the State in getting financial aid for New Orleans after Katrina. He testified before the House Committee focused on the financial needs of the city; he, along with others, met with the U.S. Secretary of Commerce; and he spoke with staff members of the President's Council of Economic Advisors. Dr. Richardson worked with architects and contractors after Katrina to develop a redevelopment plan for New Orleans.

Dr. Richardson has consulted with the Audubon Nature Institute, Greater New Orleans, Inc., the Downtown Development District, the Louisiana Public Health Institute, the New Orleans Convention and Visitors Bureau (now New Orleans & Company), the Greater New Orleans Foundation, and other New Orleans-related organizations and companies. Dr. Richardson served with Dr. Tim Ryan on a mayoral committee to evaluate the overall tax structure in New Orleans.

In the past five years, Dr. Richardson worked with the Louisiana Hospital Association on the economic role of hospitals throughout Louisiana, by medical districts within the state, and by Congressional Districts. He provided information to the Lafayette Economic Development Authority in encouraging a major business to locate in Lafayette. He assisted Lafayette Utilities Services, Fiber in developing a plan to extend its services (providing internet, video, and phone service) throughout the parish. He provided a summary of 50 years of financial activity by the Louisiana Public Facility Authority and its economic impact with over 25% of financial support being in the New Orleans area; an examination of Pointe Coupee Parish budgeting given a major change in its available ad valorem revenue; a study on the economic activity of the Bar Pilots for the Associated Branch Pilots (licensed to captain big ships between the sea buoy and Pilottown); the public benefits associated with developing a public road connecting Esperanza Business Park with LA Hwy 3177 in St. Charles Parish; participated in a study for Calcasieu and Cameron Parishes, *Just Imagine SWLA*, that was supported by the Community Foundation of Southwest Louisiana; short and long-term budget analysis for the Cameron Parish School Board; an analysis of the economic role of a major company in northwest Louisiana; and, has served as an expert witness in several legal cases. He is currently working with a private firm focusing on redeveloping an iconic building in downtown New Orleans.

Dr. Richardson will be assisted by

(1) Mr. Gregory Albrecht, Chief Economist of the Louisiana Legislative Fiscal Office for nearly thirty years, prior to retiring at the start of 2022. As Chief Economist he was responsible for state revenue forecasting for the Consensus Revenue Estimating Conference that determined much of state resources available for appropriation each year. He also was responsible for fiscal notes associated with bills being proposed by members of the State Legislature. He also provided information about possible tax changes being considered by the Legislature or being proposed by the Governor. He is presently a research fellow for the LSU Center for Energy Studies assisting with economic and fiscal estimates of various energy projects within the state. He developed various methods for data visualizations and infographics in providing information to state leaders and the public. Greg has recently returned as a Consultant to the Legislative Fiscal Office for revenue forecasting.

(2) Dr. Daniel Groft is Associate Professor of Economics and Director of the HC Drew Center for Business and Economic Analysis at McNeese State University. After receiving his Ph.D. in Economics from Louisiana State University, Dr. Groft was Assistant Professor at McNeese for two years before becoming the sole economist at Louisiana Economic Development. Serving as the sole economist at the state agency, Dr. Groft provided economic research services and produced

statistical data, frequent economic reports, and analyses for use by regional partners, marketing staff, clients, legislature, and other governmental bodies. Dr. Groft went on to be the economist at the Louisiana Department of Revenue. While there, he analyzed tax situations and policies for legislative and technical inquiries, reports, and publications. He also estimated the effects of federal and state tax policy proposals on state tax revenues while evaluating the impact of business trends and Louisiana's economy on tax collections. As Director of the Drew CBEA at McNeese, Dr. Groft's duties include tracking economic data related to the Southwest Louisiana economy, answering economic related inquiries, producing quarterly reports on the state of the regional economy, and conducting economic analysis for commissioned reports such as *Just Imagine SWLA*. He is a frequent guest speaker at local events giving updates on the economy and also hosts the Southwest Louisiana Economic Intel podcast which looks at economic issues affecting the five parish Southwest Louisiana region.

II. Scope of Work

Consultant will perform the following tasks:

- (1) The objective of the study is to identify and quantify the economic impact and role of the French Quarter on the tourist industry in New Orleans, including its impact on overall local businesses and employment, its impact on hotels and restaurants, and its impact on special events.
- (2) Consultant will confer with the French Quarter Management District and other parties associated with the City of New Orleans regarding the role of the French Quarter in driving the growth of the New Orleans economy. These other parties, after conferring with the French Quarter Management District, may include New Orleans and Company, the New Orleans Convention Center, Greater New Orleans, Inc., Greater New Orleans Foundation, Louisiana Restaurant Association, Louisiana Hotel Association, the Downtown Development District, the Superdome Commission, and other participants in support of New Orleans tourism and the New Orleans economy. Consultant will utilize the studies and data provided by the Bureau of Governmental Research, The Data Center, and other research outlets in New Orleans and the state.
- (3) A complete analysis of the economic importance and significance of tourism to the City of New Orleans, the Greater New Orleans economy, and the state of Louisiana
- (4) A full economic description and analysis of the French Market District and its role as a significant economic driver in the New Orleans economy, the New Orleans MSA, and the state of Louisiana. This description will include information on the number of businesses in the French Quarter, state and local sales taxes generated by these businesses, property taxes and other real estate data as they pertain to the French Quarter, and other economic measurements that are publicly available and as possible, information that may be available through private parties.
- (5) Other economic data regarding tourism for New Orleans including estimates of visitors and length of stay, hotel occupancy rates by geographical divisions within the city, estimates of spending by visitors, flight data at the Louis Armstrong New Orleans International Airport and the Lakefront Airport, and other data that will be helpful in identifying the significance of tourism to the New Orleans economy and the significance of the French Quarter in enhancing this tourism.
- (6) Consultant will gather public data including business and government data, property data, and any and all existing reports that may be available.

- (7) The data gathered in Sections (2), (3), (4), (5), and (6) will describe the importance of tourism to the New Orleans economy and, for that matter, to the state's economy. But this is just the beginning of the role of tourism and the role of the French Quarter in supporting the local and state economy.
- (8) Economic impact of tourism on the local and state economy with this impact relating to capital spending and ongoing spending and employment; the impact on other industries in the region; the employment and personal income associated with this economic impact in the region and state; and, the ongoing tax revenues, both local and state, associated with the economic impact associated with New Orleans tourism and the significance of the French Quarter in generating and supporting this tourism.
- (9) Economic impacts will be based on nationally-recognized Input-Output models and, as appropriate, benefit-costs ratios will be developed.
- (10) An analysis of what an increase in tourism means to the New Orleans economy and the state's economy and how the French Quarter fits into that increase
- (11) In summary, consultants will focus on the following:
 - a. Tourism and economic activities in the French Quarter, New Orleans, Greater New Orleans area, and the state
 - b. Impact of tourism on other industries in the city and state
 - c. Economic impact of the tourism on the local and state economy.
 - d. The role of the French Quarter in encouraging and supporting tourism in New Orleans
 - e. Provide an executive summary (no more than two pages) and an economic impact report to the French Market Management District and provide infographics that can be used to highlight the results of the analysis.
 - f. Dr. Richardson will be available to discuss the study with French Quarter Management District and other persons and organizations as requested by the French Quarter Management District.

III. Deliverables and Timeline

Consultant will provide the following deliverables as described in the Scope of Work: (1) an executive summary, (2) an economic impact report, (3) infographics and data visualizations, and (4) consultant will be available for discussions of the report with the French Quarter Management District.

Consultant will submit the executive summary, economic impact report, and a set of infographics as of October 3, 2025 if the proposal is accepted no later than August 22, 2025. Consultant will present key findings of the study to the Board of Commissioners on October 13, 2025.

IV. Cost of Services

Dr. Richardson will be paid a fixed fee of \$65,000 payable upon completion of the study. Dr. Richardson is fully responsible for compensating Mr. Albrecht and Dr. Groft.

V. Taxpayer's Identification Numbers for Dr. Richardson

Dr. Richardson's W-9 will be provided to the French Market Management District once the proposal is accepted.

VII. Proposal Presented by

Proposal is presented by Dr. James A. Richardson, Economic Consultant, 3165 Kleinert Avenue, Baton Rouge, LA 70806.

A handwritten signature in black ink, appearing to read 'James A. Richardson', with a long, sweeping horizontal line extending to the right.

James A. Richardson
Economic Consultant

Attachment B

Summary of the Curriculum Vitae for Dr. James A. Richardson

James A. Richardson is Professor Emeritus at Louisiana State University. He was Alumni Professor of Public Administration and Economics in the E. J. Ourso College of Business at Louisiana State University in Baton Rouge, Louisiana. Dr. Richardson has served as Chairman of the Department of Economics, Acting Dean of the College of Business Administration, Associate Vice Chancellor for Academic Affairs at Louisiana State University and Director of the Public Administration Institute.

Dr. Richardson served from 1987 through September 2019 as the private economist on the Louisiana Revenue Estimating Conference, the panel with the constitutional authority and responsibility to provide official revenue estimates for the state. This Conference includes the Governor of the State, the President of the Senate, the Speaker of the House of Representatives and the private economist. All decisions must be unanimous. He received Commendation from the Louisiana Senate and House of Representatives (SCR 115) for his 32 years of service on the Revenue Estimating Conference. Dr. Richardson also serves as a member of the Board of Directors of the Public Affairs Research Council and as a member of the Council for A Better Louisiana. He has also provided services for the Louisiana Committee of 100.

He organized and supervised a major tax study for the state of Louisiana which resulted in *Louisiana Fiscal Alternatives: Finding Permanent Solutions to Recurring Budget Crises*, published by the LSU Press in 1988. Dr. Richardson has co-edited a major book, *Handbook on Taxation*, which was published by Marcel Dekker in January 1999. Two books have been recently published with the LSU Press, *Exploring Long-term Solutions for Louisiana's Tax System, November 2018 (with co-authors from Tulane University)* and *Managing Hurricane Katrina: Lessons from a Mega-Crisis, 2019 (with co-authors from the Netherlands and Belgium)*. Dr. Richardson also served on the Louisiana Law Institute's Tax Study Commission, a group that was formed in response to Senate Concurrent Resolution 88, passed in 1999. In 2016 Dr. Richardson was named co-Chair of the Task Force for Strategic Changes in Budget and Tax Policy for the State Legislature. He was asked by the Governor to serve on the Recovery Task Force helping shape the state's recovery from the August 2016 storms. He has also been asked to be a participant in the Resilient Louisiana Commission, a group seeking to assist Louisiana in working its way through the economic issues dealing with the pandemic and setting up a long-term growth strategy for the state. He worked with Urban Design Associates of Pittsburg, PA on a long-term economic development strategy for Southwest Louisiana and is working with the City of Lake Charles regarding federal assistance to assist in disaster recovery.

Dr. Richardson served as fiscal advisor to the Governor of Louisiana from 1988 through 1991. He contributed to the comprehensive tax study for the state of Kansas in 1995. He served as an advisor to the state of Alabama's Department of Revenue in 1996. He has served as Associate Editor of the *Journal of Education Finance* and the *Texas Business Review*. His work has been published in numerous journals such as the *National Tax Association Proceedings*, *State and Local Government*, *Public Finance Quarterly*, *Growth and Change*, *Natural Resources Journal*, *Journal of Energy and Development*, and *Journal of Economic Dynamics and Control*.

Dr. Richardson participated in the preparation of the Louisiana Economic Outlook, a two-year forecast of the Louisiana Economy published by the E. J. Ourso College of Business at Louisiana State University from 1983 through 2015. This outlook focuses on major industries in Louisiana, specifically the oil and gas industry. Dr. Richardson has worked with the state of Louisiana, with various Louisiana ports, and with the industry regarding oil and gas development in the state and in the Gulf of Mexico.

Dr. Richardson prepared analysis of the impact of Katrina on the New Orleans economy and ways to accelerate its recovery for the Financial Services Roundtable. He also testified before the Committee on Financial Services of the United State House of Representatives on Housing and the New Orleans Recovery. He has been involved in numerous studies regarding the New Orleans recovery, including studies regarding the upgrading of the riverfront, enhancing the theater district, developing downtown attractions such as the aquarium and the insectariums, and relating the New Orleans airport to the city's economic development. Dr. Richardson was a member of the team that put together Plan Baton Rouge 2, the master plan for East Baton Rouge Parish, the BioDistrict in New Orleans, and the master plan for Ascension Parish. Dr. Richardson provided information regarding changing school boundaries in East Baton Rouge Parish School System as well as creating a new municipality in East Baton Rouge parish. He later served as an expert in the St. George/Baton Rouge court case.

Dr. Richardson received his Bachelor of Art degree in economics from St. Mary's University of San Antonio, Texas and his master's degree in economics and the doctorate in economics from The University of Michigan. Dr. Richardson specializes in regional forecasting, state and local tax policy, economic valuation, and energy economics.

Curriculum Vitae

James A. Richardson
Professor Emeritus, Public Administration
Louisiana State University
Baton Rouge, LA 70803

Home Address: 3165 Kleinert Avenue
Baton Rouge, LA 70806
(225) 281-2873
jimrichardson3165@gmail.com

Personal Data: Born, 2/23/44, San Antonio, Texas
Married, 2 children

Education: A.B., (Economics) St. Mary's University of Texas, 1966
A.M., (Economics) University of Michigan, 1970
Ph.D., (Economics) University of Michigan, 1971

Employment: Economic Consultant

John Rhea Alumni Professor of Economics and Public Administration,
September 1987-June 30, 2021

Director, Public Administration Institute, Louisiana State University,
1984 – 2015

Associate Vice-Chancellor for Academic Affairs; Director, Public
Administration Institute; and Alumni Professor of Economics,
Louisiana State University, 1989 – 1994

Acting Dean of the College of Business and Professor of Economics,
Louisiana State University, 1983-1984

Chairperson and Associate Professor of Economics, Louisiana State
University, 1982-1983

Graduate Coordinator and Associate Professor of Economics,
Louisiana State University, 1975-1982

Assistant Professor of Economics, University of Michigan, 1971

Assistant Professor of Economics, Louisiana State University,
1970-1975

Program Analyst, U. S. Bureau of the Budget, 1967

Expert Witness for Private Companies/Legal Cases

Federal and State Court for the computation of loss of wages and profits

Oil and Gas Contract Disputes

Take and Pay Contract Disputes—estimates of damages

Evaluation of Business Enterprises

Evaluation of value of injured parties, wrongful deaths, discrimination, et al

Evaluation of Costs of Disruptions on Communities

Coastal Zone Management Commission

Business Contract Disputes

Business Damages

Bankruptcy proceedings

Economic Impact of Industries on Local and State Economies

Economic Analysis of Estimating Damages due to Natural and Man-made Disasters

Working with Public Organizations, Consulting, and Expert Witness for Governments

Louisiana Department of Wildlife and Fisheries, 1988-1990, (analysis of shell dredging and appropriate fees to be charged)

Special Consultant to Governor, Louisiana Special Sessions, 1988 and 1989 (fiscal issues)

Louisiana Division of Administration, 1993, 2002, 2004

Louisiana Department of Labor, 1994-1997, 2004, 2005 (evaluation of Unemployment Insurance Trust Fund)

State of Kansas, 1995 (tax issues)

State of Alabama, 1996 (legal dispute regarding valuation of natural gas at wellhead)

Louisiana Attorney General, 1996-97 (analysis of Minimum Foundation Program)

Louisiana Department of Education, 1996, 2005

City of Baker, 1997-98 and 2000-01 (financial analysis of new school system)

City of Zachary, 1999 (financial analysis of new school system)

City of Sulphur, 2004-05 (financial analysis of new school system)

Louisiana Department of Revenue, 1999 (legal issue regarding taxation of manufactured homes)

Louisiana Office of Governor, 2000 (tax analysis of alternative taxing schemes)

Louisiana Office of Governor, 2004-05 (economic impact and tax analysis of professional sports team)

Louisiana Department of Wildlife and Fisheries, 2000-01 (analysis of fees on seismic activities)

Louisiana Department of Economic Development, 2001 and 2005 (economic impact study)

Louisiana Department of Economic Development, 2002 (analysis of tax incentives in Louisiana)

Louisiana Division of Administration, 2003 (analysis of economic impact of The Football Network)

Louisiana Department of Natural Resources, 2003-04 (analysis of economic cost of coastal erosion)

Louisiana Department of Economic Development, 2004 (analysis of rice industry investment in North Louisiana)

Louisiana Department of Labor, 2004-05 (analysis of Unemployment Insurance Trust Fund Modifications)

Louisiana Department of Education, 2006-07, (establishment of fiscal assessment of school districts).

Louisiana Department of Social Services, 2008 (impact of social programs on overall economy)

Louisiana Division of Administration, 2008 (capital project determination)

Louisiana Workforce Commission, 2008 (benefit analysis of modernization of technology infrastructure)

Louisiana Department of Education, 2008 (assessment of financial impact of health insurance premiums on break-up of school districts in East Baton Rouge)

Louisiana Department of Wildlife and Fisheries, 2011

Louisiana Office of Lieutenant Governor, Volunteer Louisiana, 2012-2013

U.S. Department of Justice, 2013

Coordinating study of Louisiana Tax Structure, for Louisiana House of Representatives and Louisiana Senate, 2013-2015

Louisiana Housing Corporation, co-principal investigator, Housing Needs Assessment and research on affordable housing, 2013-2018

Louisiana Department of Education, co-principal investigator, MFP Review, 2015-2016

Task Force on Structural Change in Budget and Tax Policy, appointed by State Legislature, 2016

Task Force on Restore Louisiana, appointed by Governor, 2016-2019

Louisiana Economic Development, Use of Tax Credits for Port Projects, 2018

Consulting or Expert Witnessing: Listing of Private Firms/Public Agencies (not complete list)

Ethyl, 1972 (market forecasts for products)

Louisiana Retailers Association, 1982, 1987 (impact of interest rate limitations)
 Allied Corporation, 1983-84 (take or pay contract dispute)
 Martin Exploration Company, 1984 (cram down hearing in bankruptcy court)
 Dames and Moore, 1986 (energy impact in Louisiana)
 Governor's Economic Development Commission, 1986 (economic development options for state)
 Chevron Corporation, 1986 (offshore impact on onshore Louisiana)
 Louisiana Council for Fiscal Reform, 1987-88 (tax reform for state)
 Arkla Gas, 1987-88 (merger study for FTC)
 Goudchaux-Maison Blanche, 1987 (change in blue law ordinance)
 K-Mart, 1987 (change in blue law ordinance)
 J. C. Penney, 1987 (change in blue law ordinance)
 Sears, 1987 (change in blue law ordinance)
 South Central Bell, 1990-91 (rate issue before Public Service Commission)
 John Paul Mitchell Systems 1992-96 (dispute with distributor)
 Texaco, Inc. 1992-93 (royalty dispute with state)
 Texaco, Inc. 1993-96 (valuation issue with royalty owners)
 Louisiana's Lottery Corp., 1994 (lottery study—in and out of state issues)
 Calcasieu Marine Bank, 1992-1997 (forecast for state and regional economy)
 Hibernia National Bank, Lake Charles, 1998-04 (forecast for economy)
 Entergy, Inc., 1996-1997 (deregulation issue before Public Service Commission)
 IMC Global, 1997-98 (punitive damages analysis)
 Institute for Quality in Medicaid, 1998 (study of pharmaceuticals in costs of healthcare)
 C-K Associates, 1992-2005 (economic impact studies)
 Pilko and Associates, 1998 (economic impact study)
 Rubicon Chemicals, 1998 (economic impact study)
 Industrial Concepts, Inc., 1998 (arbitration case: distribution dispute)
 K & M Enterprises, Inc., 1998 (damages in business dispute)
 CONDEA Vista Company, 1998, 2001 (punitive damages analysis)
 Source Production and Equipment Company, Inc., 1998 (business damages)
 Amoco Corporation, 1998 (punitive damages)
 Borden Chemical, 1999 (economic impact study)
 Marathon Ashland Petroleum, 1999 (economic impact study)
 Louisiana Public Facilities Authority, 1999 (economic impact study)
 Insulin Infusion Specialities, 1999 (business damages)
 J & R Systems, 1999 (business damages)
 CSRS Engineers, 1999-2000 (master plan for Iberia Parish)
 Postlewaite & Netterville, 1999 (study of venture capital in Louisiana)
 Louisiana Hospital Association, 1999 and 2002 (economic impact of hospitals)
 Kaiser Aluminum, 1999 (economic impact study)
 C & S Metals, 2000 (economic impact study)
 Cogentrix, 2000 (economic impact study)
 CalPine, 2000-01 (economic impact study)

Shell Oil Company, 2000 (compensatory and punitive damages)
 Cleco, Inc., 2000 (economic impact of power facilities)
 Hewlett-Packard, 1992, 2000 (business damages)
 Shintech Corporation, 2001 (economic impact study)
 Louisiana Generating, 2001 (economic impact study)
 URS Corporation, 2001 (economic impact study)
 Coastal Engineering and Environmental Consultants, 2001-2002 (economic impact studies)
 C-K Associates, Inc., 2001-02 (business damages)
 Capitol City Properties, 2001 (contractual dispute—reasonableness of decision)
 Southern Exposure Wildlife, Inc., 2001-2003 (business damages)
 Cox Communications, 2002 (economic impact study)
 Kean Miller Law Firm, 2002 (economic projections)
 Cleco, Inc., 2002 (economic projections)
 J. Ray McDermott, 2001-02 (economic impact)
 LMCMS/ACS, 2003 (business loss study)
 R. W. Beck and Associates 2003 (economic impact study)
 Boise Cascade Paper (economic impact study)
 Division of Administration and The Football Network, 2003 (economic impact study)
 Louisiana Technology Park, 2003 (economic impact analysis)
 Port of New Orleans, (2004) (economic analysis of CAFTA)
 Cox Communications 2004 (economic impact study)
 Louisiana Public Facilities Authority, 2004 (economic impact study)
 Louisiana Generating, LLC, 2004 (economic impact study)
 Louisiana Hospital Association, 2004 (economic impact study)
 Louisiana Independent Pharmacies Association, 2004 (economic impact study)
 Louisiana Nursing Home Association, 2004 (economic impact study)
 Welding Industry, 2003-2004 (economic analysis of welding industry)
 Louisiana Municipal Association, 2004-05 (study of retirement systems)
 Farquoui Construction, 2004 (analysis of Bass Pro's economic impact on Livingston Parish)
 LIG Land Company, Ascension Parish, 2004-05
 Shintech, economic impact study, 2005
 Stonehenge Capital Company, economic impact study of film industry, 2005
 Providence Engineering and Environmental Group, economic impact study, 2005
 Eagle Environmental Services, economic impact study, 2005
 Baton Rouge Metropolitan Airport, economic impact study, 2005
 Colonial Pinnacle Retail Plaza, economic impact study, 2005
 Lake Charles Memorial Hospital, 2005
 Louisiana Hospital Association, economic impact of Katrina, 2005 and 2006
 Financial Services Roundtable, economic analysis of Post Katrina Recover, 2006
 Marathon Petroleum Company, economic impact study, 2006
 NRG Energy, economic impact study, 2006
 Entergy New Orleans, economic analysis of Entergy's role in New Orleans, 2006

Entergy Gulf States, role of Entergy in Gulf States Region, 2006
Entergy Louisiana, role of Entergy in Entergy Louisiana region, 2006
Financial Services Roundtable, Accelerating the Recovery in New Orleans, 2006
Louisiana Department of Education, Fiscal Indicators, 2006
Louisiana Independent Pharmacies Association, Dispensing Fees for
Prescriptions, 2006-07
Baton Rouge Chamber of Commerce, 2006
Pinnacle Entertainment, 2006
Louisiana Hospital Association, 2007
Baton Rouge Area Chamber, 2007
Cox Communications, 2007
Creekstone Companies, 2007
Broadway South, 2007
Port Manchac, 2007
Iberville Parish, 2007
Bayer Properties, 2007
US TransCarbon, 2007
New Orleans Levee Board, 2007
CNA Insurance, court proceedings, 2007
Hanover Insurance, court proceedings, 2007
AmClyde, court proceedings, 2007
Audubon Nature Institute, 2007 and 2008
Askew-Dumez-Ripple and New Orleans Building Corporation, 2007-08
ATT, 2008
Baton Rouge Area Foundation, 2008
Baton Rouge Area Chamber, 2008
Baton Rouge Capital Planning, 2008
Louisiana Department of Social Sciences, 2008
Louisiana Workforce Commission, 2008
Louisiana Department of Education, 2008-2009
Louisiana Division of Administration, 2008-2009
State Farm, 2007, 2008, 2009
Greater New Orleans, Inc, 2008-2009
Port of Iberia, 2008
Riley Company, Ruston, LA, 2008-2009 (project for Ruston, LA)
Louisiana Hospital Association, 2009
Askew-Dumez-Ripple and New Orleans Center for Creative Arts
Plan Baton Rouge 2, 2009
East Baton Rouge Parish Master Plan, 2009-2010
Ascension Parish Master Plan, 2009-2010
Livingston Parish, economic and fiscal analysis, 2009-2010
Louisiana Technology Park, 2010
Cox Communications, 2010
Louisiana Public Facilities Authority, 2010

City of Baton Rouge, Parish of East Baton Rouge, Department of Public Works, 2010
WYES, 2010
Sasol 2010
Port of New Orleans, 2010-2011
Market Street Properties in New Orleans, 2010-2011
City of New Orleans, Tax Fairness Committee, 2012-2013
East Baton Rouge Development Authority, 2011-2012
Louisiana Department of Wildlife and Fisheries (valuing leases in Vermilion Parish)
Ports Association of Louisiana, 2011
Sasol, Economic Study, 2011
Port of Iberia, 2012
St. Bernard Harbor and Terminal District, 2012
Baton Rouge Chamber and Baton Rouge Area Foundation, 2012
Hollybrook Cottonseed Processing, 2009-2013
Wells Fargo Bank, expert witness, 2013
Cox Communications, 2013
Volunteer Louisiana, 2012-13
BP 2012 – 2013, review of business claims settlement
Benteler Steel, Caddo Parish, 2013
St. Bernard Port, Harbor, and Terminal District, 2013-2014
GCR and Associates – economic projections in Baton Rouge for toll road project, 2013
Audubon Nature Institute, 2013-2014
Baton Rouge Area Foundation/Baton Rouge Area Chamber, 2014-Proposed City of St. George
St. Bernard Port, Harbor, and Terminal District, 2014
Marathon Oil Company, 2014
Health Science Park, financial damages lawsuit, 2012-2024
Legacy Lawsuits working with Kean Miller, Gordon Arata and other law firms for various clients such as Chevron, BP, and others), 2013-2014
AARP, Project on Medicaid, 2014
Louisiana Hospital Association, 2014
Louisiana Public Facilities Authority, 2014
LPHI, Study on Eliminating Smoking in New Orleans Bars and Gaming Establishments, 2014
Economic Impact Associated with Port of Morgan City, 2015
Analysis of Infrastructure Improvement and TIF at Louisiana Avenue and Interstate 10, for Mr. Boyd Anderson, attorney, 2015
Application for Funding for St. Bernard Port and Harbor Terminal, 2015
American Honda and Richards Honda in Baton Rouge, 2015
Audubon Nature Institute, Woldenberg Riverfront Park Analysis, 2015
Southeast Louisiana Flood Protection Authority, West, 2015
LPHI, Financial Implications of Medicaid Expansion for Hospitals, 2015
Louisiana Association of Self-Insured Employers, 2015

Audubon Nature Institute, Compensation Comparison, 2016
 LPHI, Analysis of Federally Qualified Health Centers, 2016
 New Orleans Convention and Visitors' Bureau, 2016
 Port of St. Mary, 2016
 Baton Rouge Together, 2016-17
 Port Cameron, 2016
 Audubon Nature Institute, Nonprofit Study, 2016
 Convention and Visitors Bureau, New Orleans, 2016
 Ascension Parish, 2017
 Port Manchac, 2017
 Legal cases representing various companies in legacy lawsuits, change of venue issues, loss profits, loss of wages, financial damages due to property damage, and contract disputes, 2017.
 Louisiana Supreme Court, 2017—study on impact of fees being used to pay for court administration and sensitivity of raising such fees
 Louisiana Hospital Association, 2017
 Shreveport Development District, 2017
 LOOP LLC, 2017
 Caddo Parish, 2017
 Ouachita Parish Analysis, 2017-2018
 Louisiana Department of Health, 2017-2018
 Louisiana Housing Corporation, 2017-2018
 Algiers Development District, 2017-2018, Case with Jones/Walker
 Pew Charitable Trust, Review of study on recurring revenues, 2018
 Pew Charitable Trust, Participant in Gaming Revenues, 2018
 Short-term Rentals in New Orleans, Sonder, 2018
 Public Utility in Lafayette, Bernhard Capital, 2018
 Industrial Tax Exemption Program, Harris and Deville Associates 2018/2019
 Industrial Tax Exemption Program, East Baton Rouge Parish School Board, 2018-2019
 New Orleans Downtown District, 2018-2019
 Gordon Arata (Law Firm)—consulting on Chinese Drywall case, 2018-2019
 Anthem, Health Benefits Company, 2019
 GEICO, Class Certification Case 2019-2020
 Texas Brine/Vulcan/Oxy and Sinkhole Litigation, 2019-2020-2021-2022
 Greater New Orleans Foundation (Innovation District) 2019-2022
 BarPilots and Long Law Firm, 2019-2023
 Louisiana Department of Health, 2019-2020
 Louisiana Housing Corporation, 2019
 Louisiana Hospital Association, 2019-2020
 Ascension Sewer LLC (Bernhard Capital), 2019-2020
 City of Shreveport versus CenturyLink, 2019-2020
 Roebuck and Company (infrastructure), 2020
 Mike Wampold Companies, 2020, 2021

Hunt, Guillot, and Associates, 2021 (Texas Disaster Funding)
State of Louisiana and City of New Orleans vs. Online Travel Companies, 2021
East Baton Rouge Parish School System (expert witness), 2020-2021
Residential Substance Use Services in Central Louisiana, 2021
Well 360 BRLA, LLC and Fishman Haygood Law, 2021
Louisiana Workers' Compensation Corporation, 2021
Louisiana Workforce Commission, 2021-2022
Port of New Orleans, 2021
Wampold Companies, 2021
Independent Louisiana Pharmacies, 2021
Harris Deville & Associates, 2021
City of Baton Rouge and City of St. George dispute (2021-2024)
City of Lake Charles, 2022 and 2023
Long Law Firm, 2022 (Bar Pilots Case)
Long Law Firm, 2023 (Case on class action certification)
Louisiana Public Facilities Authority, 2023-2024
Aztek Gaming Solutions, 2023
Lafayette Economic Development Authority, 2023 and 2024
Pointe Coupee Parish, 2024
DCI Group and Louisiana, Washington, DC 2024
Louisiana Partnership for Children and Families, 2024
City of Baton Rouge, (expropriation case), 2024
The Gallagher Law Firm, PLLC, 2024-2025
McNeese Foundation (Cameron Parish School System) 2024-2025
Lafayette Utilities System, Fiber 2025
City of Lafayette, 2025
Wampold Companies, 2025

Boards, Committees, and National Associations, Boards and Committees

Member, Council of Trustees, Gulf South Research Institute,
1982-1987
Member, Board of Trustees, Public Affairs Research Council of
Louisiana, 1982-Present
Chairman, Board of Trustees, Public Affairs Research Council of
Louisiana, 1996-97
Member, Board of Trustees, Council for A Better Louisiana, 1988-
present
Charter Member, Louisiana Partnership for Technology, 1988
Member, Revenue Estimating Conference, State of Louisiana, 1987-
September 2019
Member, Government Fiscal Affairs Committee, Baton Rouge
Chamber of Commerce, 1986-2000
Member, Transition Team, Governor-elect 1988, 2015
Member, Transition Team, Louisiana State Treasurer, 1988
Member, Business Tax Issues, National Tax Association

Editorial

Boards: Texas Business Review, 1981-84
Journal of Education Finance, 1982-88

Teaching Activities

Courses Taught

Public Finance
Microeconomics for Public Administration
Public Administration Colloquium
Public Administration Internship and Practicum
Principles of Economics
Money and Banking
Macroeconomics

Research Activities

Books

Louisiana's Fiscal Alternatives: Finding Permanent Solutions to Recurring Budget Crises, editor (LSU Press, 1988).

Handbook on Taxation, co-editor (Marcel Dekker, January 1999).

Exploring Long-term Solutions to the Louisiana Tax System, with Steven Sheffrin and James Alm, both with Tulane University, LSU Press, November 2018.

Managing Hurricane Katrina: Lessons from a Mega-crisis, with Arjen Boin and Christer Brown, LSU Press, (May 2019).

Chapters in Books

“Forecasting Revenues and Expenditures,” Chapter 38 in **Handbook of Governmental Accounting and Finance**, edited by N. Apostolou and L. Crumbley, (John Wiley, 1988); also in second edition (1991).

“Severance Tax Reform,” Chapter 16 in **Reforming State Tax Systems**, edited by Steven D. Gold, (National Conference of State Legislatures, 1986).

“Introduction, Purpose, and Scope,” Chapter 1 in **Louisiana's Fiscal Alternatives**, edited by J. Richardson, (LSU Press, 1988).

“Tax Instability in Louisiana,” Chapter 7 in **Louisiana's Fiscal Alternatives**, edited by J. Richardson, (LSU Press, 1988).

“Mineral Taxes and Revenues and Budgeting Stability,” (With L. Scott), Chapter 8 in **Louisiana's Fiscal Alternatives**, edited by J. Richardson, (LSU Press, 1988).

“Paying For State Government in Louisiana: Considering the Alternatives,” Chapter 19 in **Louisiana's Fiscal Alternatives**, edited by J. Richardson, (LSU Press, 1988).

“Introduction to Handbook on Taxation,” chapter in **Handbook on Taxation**, edited by James A. Richardson and W. Bartley Hildreth (Marcel Dekker, 1999)

“Economics Principles of Taxation,” chapter in **Handbook on Taxation**. Edited by James A. Richardson and W. Bartley Hildreth (Marcel Dekker, 1999).

“State Severance Taxes,” chapter in **Handbook on Taxation**, edited by James A. Richardson and W. Bartley Hildreth (Marcel Dekker, 1999).

“Forecasting State Revenues in Louisiana: From Dramatic Changes in the Oil and Gas Industry in the 1970s and 1980s to the Aftermath of Catastrophic Hurricanes in the 2000s” **Handbook of Government Budget Forecasting** (Taylor and Francis, 2007) .

“An Introduction to Tax Policy,” chapter in **Exploring Long-term Solutions for Louisiana’s Tax System**, with Steven M. Sheffrin and James Alm (LSU Press, 2018)

“Development of the Louisiana Tax Structure,” chapter in **Exploring Long-term Solutions for Louisiana’s Tax System**, (LSU Press, 2018)

“Louisiana Revenues, History and Trends,” chapter in **Exploring Long-term Solutions for Louisiana’s Tax System** with Gregory Albrecht and Steven M. Sheffrin (LSU Press, 2018)

“The Louisiana Individual Income Tax,” chapter in **Exploring Long-term Solutions for Louisiana’s Tax System** (LSU Press, 2018)

“Paying for State Government with Gaming Taxes,” chapter in **Exploring Long-term Solutions for Louisiana’s Tax System** with Nathan Babb (LSU Press, 2018)

“Recommendations and Conclusions,” chapter in **Exploring Long-term Solutions for Louisiana’s Tax System** with Steven M. Sheffrin and James Alm (LSU Press, 2018)

Peer-reviewed Articles

“Monetary Rules and Optimal Monetary Policy,” Nebraska Journal of Business and Economics (Autumn, 1975)

“Projecting State Revenues in Louisiana: Progress and Problems,” Annals of Mid-South Academy of Economist, (Summer, 1976).

“Projecting State Revenue in Louisiana with an Econometric Model,” State and Local Government Review (Fall, 1978) (co-author).

“Tax Rate changes and the Specification of the Tax Equation,” Public Finance Quarterly (April, 1979) (co-author).

“A Short-Run Regional Oil and Gas Model: The Case of Louisiana,” (with Loren C. Scott), Growth and Change (Fall, 1979).

“Income and Employment in a State Econometric Model: The Case of Louisiana,” Journal of Economics, Vol. IV (Fall, 1978).

“The Impact of the Energy Shortage on Small Businesses in Region VI,” (with Loren C. Scott) Texas Business Review, (July/August, 1980).

“Determining an Appropriate Teacher Salary,” (with J. T. Williams) Journal of Education Finance (December 1981).

“Domestic and International Implications of Federal and State Policies Toward Heavy Oil,” Heavy Versus Light Oil: Technical Issues and Economic Considerations, edited by Ragaei El Mallakh, International Research Center for Energy and Economic Development (1983).

“Resource Location Patterns and State Severance Taxes: Some Empirical Evidence,” (with Loren C. Scott) Natural Resources Journal, (Winter, 1983).

“A Review of State Severance Taxes in the United States,” (with Loren C. Scott) Texas Business Review (July/August, 1982).

“Government Regulation and Market Distortions: The Case of the NGPA and the Louisiana Economy,” (with Loren C. Scott) Journal of Energy and Development (Autumn, 1982).

“Subjective Evaluation of Composite Econometric Policy Inputs,” (with T. Gullledge and J. Ringuest) Socio-Economic Planning Sciences (Fall 1986).

“Spectral Analysis of Nominal Interest Rates,” (with U. Erol and T. Gullledge) Journal of Economic Dynamics and Control, (Proceedings) (1987).

“A Re-Examination of the Fisher Hypothesis,” 13th World Congress on Computation and Applied Mathematics, Proceedings, Vol 4, (July 1991), pp. 1757-1759 (co-author).

“The Politics and Economics of Taxing Oil and Gas in Louisiana,” Proceedings, National Tax Association, 1992, pp. 170-173.

“Taxing Oil and Gas in Kansas,” Kansas Business Review, Spring 1995.

“Forecasting State Revenue in Louisiana: Procedures and Results,” 1995 Academy of Business Administration.

“State Severance Taxes,” Encyclopedia of Taxation and Tax Policy, (published by National Tax Association, 1998 and 2005).

“Katrina/Rita: The Ultimate Test for Tax Policy,” National Tax Journal, (September 2006).

“Natural Disasters and State and Local Finance in Louisiana: A Case Study in 2005,” Municipal Finance Journal, (Fall 2006).

What’s Needed for Post-Katrina Recovery, Study for Financial Services Roundtable, (March, 2006).

“New Orleans, COVID-19, and its Financial Outlook,” Municipal Finance Review, 2021.

Other Published Articles

“The Consumer Price Index: Part I,” Louisiana Business Review, (April, 1975).

“The Consumer Price Index: Part II,” Louisiana Business Review, (May, 1975).

“Louisiana’s Revenue Outlook,” Louisiana Business Review, (March, 1976).

“A Flowchart Description of the Louisiana Economy,” (with Loren C. Scott) Annals of Louisiana Academy of Economists, (Fall 1977).

“The Consumer Price Index: Revised and Updated for the 1970’s,” Louisiana Business Review, (April 1978).

“Louisiana Financial Opportunities,” Louisiana Business Review (May 1980).

“Louisiana Oil and Gas Severance Tax: A Historical Review,” Louisiana Business Review (July 1978) (with Loren C. Scott).

“Louisiana’s Financial Opportunities: Money and Minerals,” Louisiana Business Review, (Spring 1981).

“Experiences With the Combining of Simple Forecasts With Those From Large Econometric Models,” Proceedings, American Institute for Decision Science, Toronto, Canada, 1984 (with J.L. Ringuest and T. Gulledge).
“Louisiana State Revenue Outlook,” Louisiana Business Review, (Spring 1983).

“Louisiana’s 1983 Economic Outlook,” Louisiana Business Review, (Spring 1983) (co author).

“Louisiana’s 1984 Economic Outlook,” Louisiana Business Review, (Fall 1983) (co-author).

“Louisiana’s 1984 Economic Predictions,” Louisiana Business Review, (Winter 1984).

“Louisiana’s Economic Outlook, 1985” (co-author) (LSU College of Business Administration, 1985).

“Louisiana’s Economic Outlook, 1986” (co-author) (LSU College of Business Administration, 1986).

“Louisiana’s Economic Outlook for 1988 and 1989” (co-author) (LSU College of Business Administration, 1987).

“Louisiana’s Economic Outlook for 1989 and 1990” (co-author) (LSU College of Business Administration, 1988).

“Louisiana’s Economic Outlook for 1990 and 1991” (co-author) (LSU College of Business Administration, 1989).

“Louisiana’s Economic Outlook for 1991 and 1992” (co-author) (LSU College of Business Administration, 1990).

“Louisiana’s Economic Outlook for 1992 and 1993” (co-author) (LSU College of Business Administration, 1991).

“Louisiana’s Economic Outlook for 1993 and 1994” (co-author) (LSU College of Business Administration, 1992).

“Louisiana’s Economic Outlook for 1994 and 1995” (co-author) (LSU College of Business Administration, 1993).

“Louisiana’s Economic Outlook for 1995 and 1996” (co-author) (LSU College of Business Administration, 1994).

“Louisiana’s Economic Outlook for 1996 and 1997” (co-author) (LSU College of Business Administration, 1995).

“Louisiana’s Economic Outlook for 1997 and 1998” (co-author) (LSU College of Business Administration, 1996).

“Louisiana’s Economic Outlook for 1998 and 1999” (co-author) (LSU College of Business Administration, 1997).

“Louisiana’s Economic Outlook for 1999 and 2000” (co-author) (LSU College of Business Administration, 1998)

“Louisiana’s Economic Outlook for 2000 and 2001” (co-author) (LSU’s E.J. Ourso College of Business Administration, 1999)

“Louisiana’s Economic Outlook for 2001 and 2002” (co-author) (LSU’s E.J. Ourso College of Business Administration, 2000)

“Louisiana’s Economic Outlook for 2002 and 2003” (co-author) (LSU’s E.J. Ourso College of Business Administration, 2001)

“Louisiana’s Economic Outlook for 2003 and 2004” (co-author) (LSU’s E.J. Ourso College of Business Administration, 2002)

“Louisiana’s Economic Outlook for 2004 and 2005” (co-author) (LSU’s E.J. Ourso College of Business Administration, 2003)

“Louisiana’s Economic Outlook for 2005 and 2006” (co-author) (LSU’s E.J. Ourso College of Business Administration, 2004)

“Louisiana’s Economic Outlook for 2006 and 2007” (co-author) (LSU’s E.J. Ourso College of Business Administration, 2005)

“Louisiana’s Economic Outlook for 2007 and 2008,” (co-author), (LSU’s E. J. Ourso College of Business Administration, 2006)

“Louisiana’s Economic Outlook for 2008 and 2009,” (co-author), (LSU’s E. J. Ourso College of Business, 2007)

“Louisiana’s Economic Outlook for 2009 and 2010,” (co-author), (LSU’s E. J. Ourso College of Business, 2008)

“Louisiana’s Economic Outlook for 2010 and 2011,” (co-author), (LSU’s E. J. Ourso College of Business, 2009)

“Louisiana’s Economic Outlook for 2011 and 2012,” (co-author), (LSU’s E. J. Ourso College of Business, 2010)

“Louisiana’s Economic Outlook for 2012 and 2013,” (co-author), (LSU’s E. J. Ourso College of Business, 2011)

“Louisiana’s Economic Outlook for 2013 and 2014,” (co-author), (LSU’s E. J. Ourso College of Business, 2012)

“Louisiana’s Economic Outlook for 2014 and 2015,” (co-author), (LSU’s E. J. Ourso College of Business, 2013)

“Louisiana’s Economic Outlook for 2015 and 2016,” (co-author), (LSU’s E. J. Ourso College of Business, 2014)

“Louisiana’s Economic Outlook for 2016 and 2017,” (co-author), (LSU’s E. J. Ourso College of Business, 2015)

Book Reviews

Is Growth Obsolete? By William Nordhaus and James Tobin for The Annals of Regional Science.

Unemployment, Vacancies, and the Rate of Change of Earnings: A Regional Analysis, by A.E. Webb and Regional Rates of Growth of Employment: An Analysis of Variance Treatment by B. Weeden. National Institute of Economic and Social Research, Regional Papers III (Cambridge University Press, 1974) for The Annals of Regional Science.

Grants and Research Studies Associated with Grants, LSU

Louisiana Revenue Projection Model, grant through Legislative Fiscal Office, 1975, \$72,000 (with Loren C. Scott).

Louisiana Revenue Projection Model, 80 pages.

User’s Manual for Revenue Model, 106 pages.

Compendium of Louisiana Taxes and Revenues, 343 pages.

Energy Policy Evaluation Model, grant through Department of Natural Resources, 1978-79, \$21,000 (with W.P. Culbertson).

Energy/Resources Policy Evaluation System, 81 pages.

State Taxation of Natural Resources, grant through U.S. Department of Interior, 1980-81, \$72,500 (with Loren C. Scott).

Taxation of Natural Resources by States: Theoretical and Empirical Findings, 200 pages. Louisiana Econometric Model, grant through Board of Regents, 1981-81, \$65,000 (with Loren C. Scott). Results published in Louisiana Business Review (Winter, 1983).

Louisiana Energy Sector, grant from LSU Center for Energy Studies, 1983, \$17,500 (with Loren C. Scott).

Louisiana Econometric Model, grant from Louisiana Board of Regents, 1983-84, \$55,000 (with Loren C. Scott).

KPGM Peat Marwick, **Tax Study for Louisiana**, 1995, \$55,000.

Louisiana Tax Study, for Louisiana Legislature, 2015, \$200,000

Louisiana Housing Corporation, **Housing Assessment Study**, 2013 (with Dr. Roy Heidelberg)

Louisiana Department of Education, **Analysis of MFP**, 2014 (with Dr. Jared Llorens)

Louisiana Department of Health, **Medicaid Expansion**, 2017-2019 (with Dr. Jared Llorens and Dr. Roy Heidelberg)

Louisiana Housing Corporation, **Housing Needs Assessment**, 2017-2020 (with Dr. Roy Heidelberg)

Papers and Discussions at Professional Meetings

“Monetary Rules and Monetary Policy” presented at Southwestern Social Science Meeting, (March 1972).

“Optimal Time Horizon for Policy Making,” presented at Southwestern Social Science Meeting, (March 1973).

“Measuring the Impact of Monetary and Fiscal Policy,” presented at Atlantic Economic Conference, (September 1974).

“Inflation and Development in the Mexican Economy: A Discussion,” presented at Southern Economic Association, (November 1974).

“Reduced-Form Models and Monetary and Fiscal Multipliers,” presented at Western Economic Association, (June 1975).

“Oil and Gas Forecasting Model,” presented at Southwestern Social Science Meeting (April 1976) (with Loren C. Scott).

“Obtaining Consistent and Efficient Estimates with the Kalman Filter,” special paper presented to Economics Conference on Optimal Control Theory, sponsored by National Bureau of Economic Research (May 1976), (co-author).

“Oil and Gas Econometric Model: The Case of Louisiana,” presented to Western Economic Association Meeting (June 1976) (with Loren C. Scott).

Comments on “Money, Liquidity, Reverse Causation, and the Transactions Demand for Money,” Southern Economic Association Meetings (November 1976).

“A Long-Run Model of Oil and Gas Production” (with Loren C. Scott) at Southern Economic Meetings (November 1977).

“Price Expectations, Interest Rates, and Monetary and Fiscal Authorities,” at Southwestern Social Science Meetings (April 1978).

“Income and Employment in a State Econometric Model: The Case of Louisiana,” at Missouri Valley Economic Conference (February 1978).

“Price Expectations and Impact of Monetary and Fiscal Authorities Over the Business Cycle,” presented to Southern Economic Meetings, (November 1979).

“Determining an Appropriate Teachers Salary,” presented to Education Finance Association, 1980.

“State Taxation of Natural Resources,” presented to Western Economic Association, (July 1981).

“Domestic and International Implications of Federal and State Policies Towards Heavy Oil,” presented to Conference on Heavy vs. Light Oil, sponsored by

International Research Center for Energy and Economic Development,
University of Colorado, (March 1982).

“Government Regulations and Market Distortions: The Case of the NGPA and the Louisiana Economy,” presented to International Research Center for Energy and Economic Development, University of Colorado (September 1982).

“Experience with the Combining of Simple Forecasts with those of Large Scale Econometric Models,” American Institute For Decision Sciences (October 1984).

“Combining Macroeconomic Inputs,” Paper presented at the ORSA/TIMS Joint National Meeting, Boston, Mass., (1985).

“Spectral Analysis of Nominal Interest Rates,” Conference on Dynamic Modeling and Control of National Economies, Budapest, Hungary (July 1986).

“Projecting the Impact of Offshore Oil and Gas Activity on A Producer State” International Society of Forecasting (Boston: May 1987).

“Tax Reform and Tax Forecasting,” International Society of Forecasting (Boston: May 1987).

“The Impact of OPEC on the Louisiana Offshore Industry,” Missouri Valley Economic Association (February 1987).

“Perspectives on Louisiana Tax Reform,” Alabama Fiscal Policy Symposium (August 1986).

Louisiana Tax Study, moderated and presented three papers, LSU/CABL Tax Conference (January 1987).

“State Tax Reform,” Public Affairs Research Conference Annual Report, (March 1987).

“Business and Environmental Taxes,” paper discussant, American Economic Association and National Tax Association, (January 1992).

“Politics and Economics of Taxing Oil and Gas in Louisiana,” National Tax Proceedings (October 1992).

“Taxing Oil and Gas in Kansas,” Task Force of the Governor (October 1995).

“Forecasting State Revenues in Louisiana: Procedures and Results,” presented to International Conference of Academy of Business Administration, Summer 1995.

Conferences and Public Forums

“Money and Minerals” presented to Annual Conference of Public Affairs Research Council, 1980.

“Energy and the Louisiana Economy” presented to Annual Conference of Public Affairs Research Council, 1982.

“Louisiana’s Financial Future” presented to Annual Conference of Public Affairs Research Council, 1983.

“Economic Outlook for Louisiana,” sponsored by the LSU College of Business Administration, 1982, 1983, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, and 2015.

Electricity Deregulation in Louisiana, Annual Conference of Public Affairs Research Council of Louisiana, 1997

Louisiana Fiscal Reform Efforts, presented to Annual Conference of Public Affairs Research Council, 1998

Katrina and the Recovery of the Gulf Coast, Housing Policy Council, New Orleans, (December 2005).

Katrina and the Recovery of New Orleans, Mortgage Bankers Association, Phoenix, AZ (February 2006)

Katrina and Mega-catastrophes, Financial Services Roundtable, Phoenix, AZ, (March 2006).

Initiating the Recovery after Katrina, Blue Ribbon Commission on Mega-catastrophes sponsored by Financial Services Roundtable, Chicago, IL (June 2006).

Katrina/Rita: The Ultimate Test for Tax Policy, National Tax Association, May 2006.

Dissertation

An Analysis of Alternative Monetary Policies within the Framework of the FRB-MIT Econometric Model (completed August 1971: Directed by Warren L. Smith, University of Michigan).

Teaching Activities

Courses Taught:

Principles of Economics (Michigan and LSU, Undergrad.)
Money and Banking (Michigan and LSU, Undergrad.)
Business Cycle Theory (LSU, Undergrad.)
Macroeconomics (LSU, Undergrad.)
Urban Economics (LSU, Undergrad.)
Seminar in Monetary and Fiscal Policy (LSU, Grad.)
Advanced Macroeconomic Theory (LSU, Grad.)
Independent Readings (LSU, Undergrad. And Grad.)
Public Administration Colloquium (LSU, Grad.)
Microeconomic Decisions (LSU, Grad.)
Public Finance (LSU, Grad and Undergrad)
Internships/Practicums, (LSU, Grad.)

Dissertation Committees

Jorge O. Bonvicini, Economics, 1972
William B. Green, Economics, 1974
Walton M. Padelford, Economics, 1975
Jeffrey Reed, Economics, 1976
Rafael Juantorena, Engineering, 1976
James Fellows, Economics, 1977
Lloyd Shell, Economics, 1977
Sam Fraser, Economics, 1978
W.D. McMillin (co-director), Economics, 1979
Andrew Foshee, Economics, 1980
Cary Heath, Economics, 1983
John McDonald, Economics, 1984
Shahruz Mohtadi, Economics, 1984
Umit Erol, (director) Economics, 1986
Deep Shikka, Economics, 1986
Patricia Knight, Economics, 1988

William Davis, Vocational Education, 1991
Randy Russ, Marketing, 1996
Gloria T. Nye, Education, 1997
Lonnie Luce, Education, 1998
Poki Kofi, Forestry and Natural Resources, 2003
William Van Dengerhn, Accounting, 2004
Steve Kelly, Education, 2006

Master's Committee (thesis)

John Elstrott, Economics, 1972
Douglas Weimer, Economics, 1974 (director)
Matt Fannin, Agricultural Economics, 1998

Professional Service:

Referee for **Public Finance Quarterly**, **Southwestern Social Science Quarterly**, **Growth and Change**, **Journal of Economics**, **Journal of Education Finance**, **Journal of Macroeconomics**, and **Municipal Finance Quarterly**.

Member of American Economic Association,

Member of National Tax Association

University Service:

Committees

Graduate Advisory Committee for Economics (Chairperson as of September 1976 to 1982)

Computer Center liaison for College of Business Administration, 1974-75, 1975-76, 1976 to 1982)

Honors Program Committee, 1971-1973

Committee to Select Computer Hardware for CEBA, Spring 1977

College Policy Committee (Chairperson, 1978-1981)

College Courses and Curricula Committee, 1978-1983, Chairperson in 1982

University Courses and Curricula Committee, 1980-1983

University Self-Study Committee, Chairperson Financial Resources,
1982-1983.

Executive Committee, College of Business Administration, 1983-Present.

University Planning Committee, 1990-1994

Computer Advisory Committee, 1990-1994

L.S.U. Faculty Senate, 1999-2002

Faculty Senate Executive Committee, 1999-2001

Review of Evaluation of Faculty Members, Instructors, and Research
Associates, 2001-02

Committee to Review Athletic Oversight, 2002

Self-study Committee for upcoming accreditation, 2001-02

Search Committee for Dean of Business School, 2002

Fellow in Reilly Center on Media and Public Policy, 2001-05

Committee to Review Tenure Policy, 2002-2005

University Planning Council, 2006- present

Search Committee for Provost, 2006-

Search Committee for Dean, College of Business, 2007

Promotion and Tenure Committee, College of Business, 2014-2021

Service to Community

Member, Louisiana Tax Study Commission, 1983-84.

Contributor to Senate Task Force on Economic Development, 1983-1984.

Contributor to House Forum on Economic Development, 1985.

Contributor to House/Senate Task Force on Economic Development Strategies, 1987.

Testimony before Numerous Committees of the Louisiana Senate and House of Representatives, since 1975.

Testimony before U. S. Senate Committee on Energy Policy, 1986.

Testimony before U.S. House of Representatives, 2006

Member, Revenue Estimating Conference, State of Louisiana, 1987-September 2019

Fiscal Advisor to Governor of Louisiana, 1988-91—working directly with Governor Roemer

Advisor to Governor of Louisiana, 1995-96, on Unemployment Insurance Program

Advisor to Governor and his Chief of Staff, 1996-2004

Advisor to Governor and her Commissioner of Administration, 2004-2007

Advisor to Governor and his staff, 2016-2023

Member, Louisiana Law Institute's Tax Study Committee, 2000

Speaker at numerous clubs and luncheons such as Rotary, Lions, Kiwanis, Professional Women's Association, Personnel Managers, Financial Analysts, and others.

Chairman, Public Affairs Research Council of Louisiana, 1995-97

Member, Board of Trustees, Public Affairs Research Council of Louisiana, 1980-present

Member, Tax Study Commission, Created by Resolution of Louisiana Senate and House, 1999-2000

Testimony to Committee on Financial Services, U.S. House of Representatives, February 2007.

Testimony to Louisiana House and Senate

Member of Task Force on Restore Louisiana (following floods of 2016—appointed by the Governor)

Member of Task Force on Reforms in Budgeting and Tax Policy in Louisiana—appointed by Legislature, 2016.

Member of the Resilient Louisiana Commission, 2020

Member of the Task Force on Climate Task Force, 2021

Study Committee on Long-term Development of Lake Charles MSA

Honors

Woodrow Wilson Fellowship 1966-67

University Fellowship, 1967-68 (Michigan)

Teaching Fellowship, 1968-69 (Michigan)

FDIC Dissertation Grant, 1969-70

LSU Graduate School Summer Research Fellowship, Summer 1973

LSU Foundation Post Doctoral Research Fellowship, 1973-74, 1974-75, and 1976-77

LSU Foundation Distinguished Service Award, 1987

John Rhea Alumni Professor, 1989-present

Fellow, Reilly Center on Media and Public Policy, 2002 through present

Consulting Research Studies

An Evaluation of Louisiana Public School Teacher Salaries (March 1979) – for the Governor of the State of Louisiana. Improving School Finance in Louisiana (1980) – for a Task Force on Education in Louisiana.

Economic and Environmental Evaluation of OCS Natural Gas Activities on the State of Louisiana (1980) – for the legal team defending First Use Tax.

Alternatives for Improving Personal Property Taxation in Louisiana (1981) for Louisiana Tax Commission.

Measuring and Evaluating the Impact of Agricultural Activity on Northeast Louisiana (1982) for Northeast Agribusiness Council.

Task Force on Economic Development (1982) for Board of Regents.

Assessment of Economic and Environmental Impact of Livingston Train Derailment, for 21st District Court, September 1984.

Assessment of Value of Red River Waterway, 1985.

The Economic and Fiscal Impact of Repealing the Blue Laws,
Citizens for Economic Reform, 1986.

The Impact of OCS Oil and Gas Activities on Louisiana, Chevron, USA. 1986.

Legislative Fiscal Office: Revenue Estimates and Training Person for the office, 1975 and 1976 and revenue estimates and training Person for the office, 1981-82.

Louisiana Needs Assessment, Louisiana Housing Corporation, 2013-2014 (with Dr. Roy Heidelberg)

Louisiana Needs Assessment, Louisiana Housing Corporation, 2017-2020 (with Dr. Roy Heidelberg)

Louisiana Medicaid Expansion, Louisiana Department of Health, 2017-2018 (with Dr. Jared Llorens and Dr. Roy Heidelberg)



REQUEST FOR QUALIFICATIONS (RFQ)

Title: Economic Impact Study of the French Quarter
Submission Deadline: August 12, 2025, 5:00PM

Issue Date: July 30, 2025

I. Overview

The French Quarter Management District (FQMD), a Louisiana state political subdivision, invites submissions from qualified firms or individuals to assess the economic impact of the French Quarter on the City of New Orleans, the State of Louisiana, and the surrounding region.

II. Background

The French Quarter is a critical cultural and economic hub for New Orleans, generating substantial economic activity through tourism, hospitality, entertainment, small business, and real estate. Despite this impact, a comprehensive and data-driven assessment has not yet been conducted to fully quantify the Quarter's contribution to local and state economies. The results will support funding strategies, policy development, and long-term planning.

III. Purpose

FQMD seeks qualifications from firms to lead a study that will quantify the economic impact of the French Quarter. The study will inform strategic planning, legislative engagement, and funding requests for infrastructure and public services.

IV. Statement of Needs

Scope:

1. Define objectives of the study focused on: Tourism, Local Business and Employment, Hotel and Lodging Impact, Special Events
2. Use input-output or cost-benefit economic modeling methodologies.
3. Gather and analyze data including:
 - Business data (sales tax, jobs, payroll)
 - Tourism data (visitor spending, hotel occupancy, transportation)
 - Real estate data (property values, commercial leases)
 - Government data (tax revenues, employment rates)
 - Existing reports and financial records
4. Optional qualitative surveys or interviews
5. Produce final deliverables:
 - Comprehensive final report

REQUEST FOR QUALIFICATIONS (RFQ)

- Executive summary (2-page)
- Data visualizations and infographics
- Presentation of key findings to Board of Commissioners, 10/13/2025, 2pm

V. Minimum Qualifications

Firms must demonstrate the following qualifications:

1. *Demonstrated Experience in Economic Impact Studies:* At least three completed studies in the last five years focused on tourism, historic districts, or event-based economies.
2. *Familiarity with Louisiana or Southeast Regional Economy:* Knowledge of New Orleans and Louisiana's economic structures, including tourism and hospitality sectors.
3. *Technical Proficiency in Economic Modeling Tools*
 - Experience with IMPLAN, REMI, or other input-output tools.
 - Cost-benefit analysis and ROI calculations.
 - Ability to produce data visualizations and GIS-supported content.
4. *Government and Public Sector Client Experience*
 - Experience with at least two public entities or political subdivisions.
 - Familiarity with public procurement standards and reporting protocols.
5. *Interdisciplinary Team Capacity:* Project team should include an economist/data analyst, tourism or urban economics specialist, and optional communications support.
6. *Capacity to Meet Project Timeline*
 - Available to begin work within 30 days of award.
 - Complete study and present deliverables on or before October 3, 2025.
7. *Work Samples:* Include one sample of similar economic impact work.

VI. Submission Requirements Submit in one PDF:

1. Cover letter
2. Qualifications summary
3. Relevant past projects
4. List of key personnel
5. Fee range or pricing structure



REQUEST FOR QUALIFICATIONS (RFQ)

VII. Evaluation Criteria (100 points total)

Criteria	Points
Experience & Past Work	40
Methodology & Technical Plan	30
Knowledge of French Quarter	15
Fee Range / pricing structure	15

VIII. Submission Instructions

Email proposals to: programmanager@fqmd.org

Subject: "RFQ Submission – French Quarter Economic Impact Study"

Deadline: August 12, 2025, 5:00PM CST

IX. Contact for Questions

Bob Bejarano, programmanager@fqmd.org

X. Disclaimers

FQMD reserves the right to cancel this RFQ, request additional information, or reject any and all submissions.

PROPOSAL: GOVERNMENT AFFAIRS COMMITTEE ELECTED OFFICIALS ENGAGEMENT EVENTS

Purpose:

Host two events in 2026 to engage elected officials, showcase FQMD's impact, and build support for legislative and funding priorities.

Background:

FQMD's legislative purpose includes collaboration with government partners to improve public safety, sanitation, and infrastructure in the French Quarter. The Government Affairs Committee currently relies on fragmented, largely 3rd party communications with elected officials. Hosting structured, targeted events will allow FQMD to: - Demonstrate project outcomes and accountability - Strengthen relationships across government levels - Build momentum for future support, per the recommendation of LRA Government Affairs department.

Proposed Plan: Two events will be planned and hosted in 2026:

1. **Spring 2026 – State of the Quarter Briefing Luncheon (at the Capitol)**
 - Presentation
 - Invite: State, City, and Congressional officials
 - Content: FQMD accomplishments, impact visuals, current priorities
2. **Fall 2026 – French Quarter Forward Reception**
 - Host event at a historic venue
 - Invite: New Orleans delegation + local FQ elected officials and partners
 - Content: Brief remarks, printed priorities, optional cultural element

Roles:

Staff: FQMD prep print materials, coordination of invitations

Gov't Affairs Committee:

- Rely on LRA, Hotels & Lodging, and NOCO to coordinate logistics: venue and F&B;
- Messaging, outreach

Board Members: Participation, relationship-building

Proposal Request Up to \$10,000 (anticipated estimated costs): Venue, Food & Beverage, Materials/Printing, A/V & Entertainment, Contingency: \$1,000

French Quarter Management District

Proposal: Marketing Consultant Retainer (Project-Based)

Background

The French Quarter Management District (FQMD) is legislatively tasked with enhancing public safety, sanitation, and quality of life while preserving the cultural and economic vitality of the French Quarter.

To deliver on this mission, FQMD must not only implement programs but also ensure clear, visible, and consistent communication with stakeholders. At present, these responsibilities fall heavily on the Executive Director and consultants whose scopes are limited, which constrains the organization's ability to deliver professional outreach and marketing.

The FY 2025 Trust Fund budget includes a \$7,500 line item specifically allocated to marketing the Task Force Mobile App. Multiple committees have also emphasized the need for marketing support to advance their initiatives:

- Livability Committee: Spanish Tiles Restoration, Glass Half Full Recycling Pilot
- Security & Enforcement Committee: Task Force Mobile App (budgeted)
- Security & Livability (joint): Remove Lock Take crime prevention campaign
- Infrastructure/Livability: 311 promotion for streetlight repair reporting

Given these approved budget allocations and committee directives, FQMD is required to execute marketing and public outreach to fulfill its commitments.

Proposal

Contract with a Marketing Consultant on a project-based retainer to provide communications and campaign execution across FY 2024–25.

The consultant will:

- Develop branded campaigns for Board/Committee-approved initiatives.
- Produce professional one-pagers, digital assets, and outreach collateral.
- Create social media packets for Board of Commissioners' organizations to post on their own platforms (graphics, captions, hashtags).
- Build campaign-specific media kits to support ERPR's press and narrative work.
- Integrate campaigns into FQMD's broader ERPR (Earned, Owned, Shared, Paid) media strategy for consistency and impact.

Priority Campaigns 2024–25:

- Spanish Tiles Restoration (heritage + beautification)
- Glass Half Full Recycling Pilot (sustainability + sanitation)

- Task Force Mobile App (public safety engagement; Trust Fund budgeted)
- Remove Lock Take Campaign (crime prevention + awareness)
- 311 Streetlight Repair Promotion (infrastructure + safety reporting)

Budget & Financial Options

Option 1: Retainer Model (Recommended)

- \$3,000/month (\$36,000 annually)
- Covers all campaigns with consistency and efficiency.
- Benchmark: Industry norm (\$2,500–\$5,000/month).

Option 2: Project-Based Contracts

- \$7,500–\$10,000 per project (industry average).
- With 4–5 campaigns annually, estimated cost = \$30,000–\$50,000.
- Pros: Clear start/finish per campaign.
- Cons: More contract administration; less consistency.

Option 3: Hybrid Approach

- \$2,000/month baseline retainer (\$24,000 annually) + project add-ons (\$5,000–\$7,500 each).
- Estimated annual cost = \$30,000–\$40,000.
- Pros: Flexibility to scale.
- Cons: Requires additional approvals for add-ons.

Deliverables

- Campaign Collateral: One-pagers, FAQs, flyers, signage templates, branded digital assets.
- Press & Media Materials: Media kits with logos, photos, fact sheets, talking points (ERPR handles pitching/distribution).
- Community Engagement Tools: Spanish Tiles Owner Packet, Recycling and Remove Lock Take flyers, 311 repair campaign graphics, Task Force App content.
- Digital Presence: Landing pages, social media calendars, BoC social media packets, short videos/reels, newsletters.
- Measurement & Reporting: Monthly metrics dashboards, committee-specific updates, year-end ROI report.

Recommendation & Impact

ERPR excels at media relations, managing press relationships, and securing coverage. However, their scope does not include the creation of visuals, marketing collateral, or campaign execution. A dedicated Marketing Consultant will fill this gap by producing professional, branded materials and digital content.

Together, ERPR and the Marketing Consultant create a comprehensive communications system:

- ERPR = Media Relations (earned/shared narrative, press engagement)
- Marketing Consultant = Visuals & Collateral (owned/paid assets, campaign execution)

Impact:

- Meets budget requirements by executing the \$7,500 Trust Fund allocation for Task Force App marketing.
- Fulfills directives from multiple committees (Livability, Security & Enforcement, Security-Livability, Infrastructure).
- Provides Commissioners with ready-to-use social media packets to extend campaign reach.
- Ensures professional, consistent, and efficient communications across all initiatives.
- Demonstrates accountability and visibility for appropriations.

	A	B	C	D	E	F
			2025 BUDGET	ACTUALS as of 7.31.25	% of Budget	Notes
1						
2	Balance	\$480,978	(\$73,260.71)			
3						
4	Income	\$7,161,681		\$ 3,407,966.98		
5	ADMIN FEES	\$300,000				
6	NOCO		\$150,000	\$ 150,000.00	100%	
7	City (FQEDD) Trust		\$150,000	\$ 90,669.00	60%	
8	CONTRACT REVENUE	\$6,861,681				
9	State Appropriations		\$1,250,000	\$ -	0%	
10	FQEDD Trust***		\$4,924,896	\$ 2,765,123.85	56%	Includes budget surplus withdraw funds \$619,656.10
11	NOCO		\$254,891	\$ 254,891.00	100%	
12	OJP Byrne (Federal) Grant		\$395,971	\$ 104,181.22	26%	
13	INTEREST INCOME		\$34,200	\$ 43,101.91	126%	
14	FQMA		\$1,723	\$ -	0%	
15	Expenses	(\$6,585,175)		\$ (2,567,455.75)	39%	
16	SECURITY	(\$5,270,010)		\$ (1,750,563.26)	33%	
17	***SPPP		(\$3,410,010)	\$ (729,405.00)	21%	
18	UQP /E		(\$1,600,000)	\$ (1,021,158.26)	64%	includes \$29,424 for the gator, paid for by 25/26 State
19	PUBLIC SAFETY	(\$834,230)		\$ (273,299.90)	33%	
20	***TASGNO		(\$223,642)	\$ (19,899.90)	9%	
21	***Covenant House		(\$61,322)	\$ -	0%	
22	***License Plate Readers		(\$47,666)	\$ -	0%	
23	***Cameras Maintenance		(\$56,600)	\$ -	0%	
24	***Pedestrian / Vehicle Safety		(\$120,000)	\$ -	0%	
25	Infrastructure Improvements		(\$325,000)	\$ (253,400.00)	78%	Funding 100% spent, captured in other categories, working with Accountant to clean.
26	QUALITY OF LIFE	(\$257,000)		\$ (197,708.00)	77%	
27	***Graffiti Abatement		(\$25,000)	\$ (20,686.00)	83%	
28	Recycling		(\$150,000)	\$ (177,022.00)	118%	includes \$48,262.20 of 2024 expenses paid in 2025, part of 24/25 state budget; due to vendor inconsistent billing
29	*** Code Enforcement		(\$82,000)		0%	
30	OPERATIONS	(\$203,934.63)		(\$345,884.59)	170%	
31	***Payroll (Salaries + benefits)		(\$203,934.63)	\$ (120,113.44)	59%	
32	Admin		(\$85,702)	\$ (65,276.87)	76%	
33	Memberships		(\$1,750)	\$ (1,825.00)	104%	Budget Adjustment:did not include local memberships
34	Office Supplies		(\$23,200)	\$ (28,765.81)	124%	Budget Adjustment: includes IT, Ofc Supplies, email, printing, ofcs software subscriptions
35	Rent		(\$20,916)	\$ (11,200.00)	54%	
36	Utilities (Ring Central + Phone)		(\$2,679)	\$ (2,746.80)	103%	Budget Adjustment : Did not include phone reimbursement (= \$60/mo*2 ppl) =\$1440/yr
37	Insurance		(\$29,257)	\$ (18,682.33)	64%	
38	Conferences & Meetings		(\$4,300)	\$ (1,653.18)	38%	
39	Travel		(\$2,900)	\$ -	0%	
40	Parking		(\$500)	\$ (303.75)	61%	
41	Bank Fees		(\$200)	\$ (100.00)	50%	
42	Professional Fees	(\$119,800)		\$ (76,673.09)	64%	
43	Public Relations		(\$61,600)	\$ (39,644.67)	64%	
44	Accounting Fees		(\$25,000)	\$ (9,962.00)	40%	
45	Audit Fees		(\$25,000)	\$ (14,100.00)	56%	
46	Legal Fees		(\$7,000)	\$ (12,203.56)	174%	Budget Adjustment:unanticipated 5 lawsuits + sanitation contracting
47	QAQC					
48	Website		(\$1,200)	\$ (762.86)	64%	
49				\$ (944,562.06)		
50						
51	<u>FQ EDD Trust Fund Clarification:</u>					
52	Referencing the Cooperative Endeavor Agreement (CEA) #K23-362 between the City of New Orleans and FQMD and FQ EDD:2021 FQEDD CEA-CEA CNO FQMD FQEDD K23-362.pdf					
53	"WHEREAS, the Trust Fund has been established by the Director of Finance for the City and maintained as a separate fund, apart from other funds and accounts of the City or other entities, and shall be used strictly for the purposes set forth in the Act;" (FQMD will) Provide fiscal and operational oversight of the Trust Fund and related services provided by the Trust Fund to ensure that the proceeds of the Designated Sales Tax are being used strictly in accordance with the Proposition, which are subject to quarterly budget and expenditure reports to the City Council."					