



**JEDCO Board Retreat**  
**February 29, 2024 @ 10:00 A.M.**  
**JEDCO Conference Center**  
**701-A Churchill Parkway, Avondale, LA 70094**

**MINUTES**

**Call to Order:** 10:00 a.m.

**Attendance:** Chairwoman Mayra Pineda, Mickal Adler, Jimmy Baum, Kenny Bertucci, Joe Ewell, Mike Fahrenholt, Brian Heiden, Teresa Lawrence, Jim Martin, Paula Polito, Joe Riccobono, Stephen Robinson, Gene Sausse, Melissa Simeon, Lynda Nugent Smith, Bob Stevens, Teri Tucker

**Absences:** Josline Frank, Melissa O'Neal

**Staff:** Jerry Bologna, Lacey Bordelon, Janet Galati, Annalisa Kelly, Jennifer Lapeyrouse, Scott Rojas, Kelsey Scram, Penny Weeks, Jennifer Wollfarth, Kate Wendel

**Attorney:** None

**Guest:** Steven Spalding and Bill Morlok – Point A Consultants  
Billy Douglass – LCMC Health (Commissioner appointment pending)

**I. Call to Order – Chairwoman, Mayra Pineda**

- Chairwoman Pineda welcomed everyone and introduced Steven Spalding and Bill Morlok representing Point A Consultants.

**II. Public Comments**

There were no public comments.

**III. Updates for the 2024 JEDCO Strategic Operating Plan**

Jerry Bologna, JEDCO President and CEO, announced that this year's retreat will be a little different in that most of the time will be reserved for presentation and discussion of the Strategic Business Plan for Churchill Park. Steven Spalding and Bill Morlok of Point A Consulting will guide the discussion.

Jerry explained that in the past, we have reviewed the internal Strategic Operating Plan (SOP) for JEDCO at the retreat. He reminded Commissioners that this SOP is JEDCO's internal work plan for the year which is different from the Jefferson EDGE long-term plan. Attention was called to a couple of areas that differ from last year, including:

- Goal III, Objective A: We have 19 Action Items associated with this objective which reflects the urgency that we are placing on the future development of Churchill Park. Much of this will be discussed at the retreat during Point A's discussion.
- Goal III, Objective D, Action 4: This will be a major priority during the legislative session. The insurance crisis requires our attention and we have tried to take a leading role in resolving some of the concerns. We just confirmed that our insurance strike force will be meeting with our delegation in April and JEDCO looks to support any legislation that will help improve our standing.
- Goal V, Objective D, Action 8: JEDCO's new CFO has already implemented several cost-saving efforts. This year, we will focus on forecasting and taking a more long-range approach. This will enhance our decision making relative to future staffing and implement of programs.

Commissioners were emailed a copy of the plan prior to today's retreat and were asked to review and submit questions or input before the March Executive Committee meeting. The Plan will be presented for formal adoption on March 28, 2024.

#### **IV. Overview and discussion of the Churchill Park Strategic Business Plan**

In late 2021, Point A Consultants, Steven Spalding and Bill Morlok, were engaged to create a Strategic Business Plan (SBP) for Churchill Park. This Plan was adopted by the JEDCO Board of Commissioners on May 25, 2023.

Mr. Spalding and Mr. Morlok presented a detailed overview of the Plan. The major elements of the plan address all aspects of Churchill Park's purpose and activity including the Park's Vision and Goals, Placemaking, Market Drivers, Programs, Marketing and Branding, Financing, Governance and Management, and includes the all-important Implementation Roadmap containing concrete actions to steer land development, facilities development, marketing, staffing/personnel, governance and funding.

The SBP outlines five overarching goals:

1. Align all elements of the SBP with the Vision
2. Build out the park and attract tenants
3. Strengthen partnerships for marketing and development
4. Improve access to the Park
5. Mobilize JEDCO Resources to implement SBP Goals

The SBP identifies 18 immediate and near-term actions that are essential to the success of the Churchill Tech Park enterprise. Those actions range from land development and marketing to organizational capacity-building. Examples of those immediate and near-term actions include confirming a permanent governance structure within JEDCO to provide policy, direct decision-making, and oversight authority for the Churchill Technology Park enterprise; releasing an RFQ/RFP for a development partner to build the first multi-tenant building in the Park; creating and filling a new full-time position at JEDCO -Director of Churchill Park – to oversee the plan’s implementation, identify and secure funding to implement Park infrastructure improvements, and update the SBP at regular intervals.

The SBP’s operational detail primarily focuses on actions needed in the coming two to three years. The SBP will be a work-in-progress – a living document.

Following the presentation, the Commissioners participated in a working lunch Q&A with Mr. Spalding and Mr. Morlok.

**V. Adjournment** – Mickal Adler motioned to adjourn, seconded by Gene Sausse.



---

Jim Martin  
JEDCO Treasurer

Board Retreat Minutes February 29, 2024