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Greater New Orleans' Small Business Lending Landscape: Recommendations for Seedco Financial-Louisiana

University of New Orleans
Department of Planning and Urban Studies
Master of Urban and Regional Planning Program
MURP 6720 Community Development Finance Capstone



Seedco Financial
Innovations in Community Lending



GREATER NEW ORLEANS' SMALL BUSINESS LENDING LANDSCAPE

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ABOUT THE CLIENT

Seedco Financial is a national, nonprofit community development financial institution (CDFI) with offices in New York, Louisiana and Alabama. Seedco Financial’s mission is to stimulate economic development in targeted underserved communities by providing financial and technical assistance to small businesses, nonprofit organizations, and real estate developers that cannot access affordable financing through traditional means. With a “triple bottom line” that seeks to advance social equity, economic opportunity, and environmental sustainability, Seedco Financial’s loan programs serve to create new job opportunities, preserve existing jobs, and help to build healthy, sustainable communities. Seedco Financial – Louisiana (SF-L) provides affordable, innovative, alternative lending and technical assistance that enables small businesses to capitalize on local economic growth and community redevelopment efforts that embrace market risks and opportunities inherent to a still-rebuilding Southeast Louisiana.

ABOUT THE AUTHORS

The University of New Orleans Department of Planning and Urban Studies (UNO-PLUS) has been an important regional institution helping to train leaders in urban issues for over 40 years. As New Orleans and the Gulf Region continue to rebuild after Hurricanes Katrina and Rita, program faculty and staff uphold this tradition of leadership by being at the forefront of recovery planning and research.

The department’s Master of Urban and Regional Planning (MURP) program is currently the only accredited professional planning program in the state of Louisiana. The Community Development Finance Capstone provides advanced MURP students in the housing and community economic development specialization a practicum-based forum to apply their technical and analytical skills developed through their planning coursework. Students work in small teams, under the supervision of the course instructor and a professional “coach”, to advance a community development finance project in collaboration with a client.

EXECUTIVE SUMMARY

Small businesses play a vital role in stimulating the economy, bringing investment into disadvantaged communities, and helping women and minority business owners to become financially independent. While access to capital is a long-standing problem, due to the recent recession there have been tighter restrictions nationally on lending criteria, reducing the access small businesses have to capital and services. Community Development Financial Institutions (CDFIs), as mission-oriented organizations, help to fill these gaps and increase access to capital.

In the six years, Southeast Louisiana has endured destructive hurricanes, a national economic downturn and the largest oil spill in US history. These community-altering events have demanded resilience, innovation and, most certainly, access to capital and technical assistance. As small businesses bring jobs, access to goods and services, and tax revenue to the region, providing opportunity to start-up, expand, and improve small businesses is vital to both the recovery and sustainability of the region.

The University of New Orleans Department of Planning and Urban Studies (UNO-PLUS), with assistance from Seedco Financial-Louisiana (SF-L) staff, has created this report to examine the small business lending and technical assistance landscape in the 10-parish Greater New Orleans (GNO) region and identify opportunities for expansion and growth so SF-L can advance their work in Southeast Louisiana.

KEY FINDINGS

GEOGRAPHIC TRENDS AND DOMINANT SMALL BUSINESS SECTORS

- Small businesses have been severely impacted by the 2005 hurricanes, economic downturn and BP oil disaster but have proven resilient. Employment in the GNO region declined by 14.1% between 2000 and 2009 yet the number of business establishments slipped by only 2.1% illustrating the importance of small businesses in recovery.
- All four parishes in which SF-L has a significant presence (Jefferson, Orleans, Plaquemines and St. Bernard) have experienced substantial population and job losses since Hurricane Katrina while the suburban parishes of St. Tammany, St. John the Baptist and Tangipahoa Parish have gained population. In all three parishes employment and business growth outpaced population gains.
- Jefferson and Orleans parishes still dominate the region in terms of small businesses and self-employed individuals despite significant losses in population, business enterprises and jobs.
- The Hispanic population grew in the GNO region between 2000 and 2010, making gains in every parish.
- SF-L's priority investment areas of recovery, community and commercial redevelopment, food enterprises, and integrated green workforce and small business development are well-matched with the region's key small business sectors: accommodation and food services, retail trade and construction.
- Coastal restoration is poised to be a growth sector for small businesses in the region. SF-L's presence in Plaquemines and St. Bernard parishes uniquely positions them in advance of federal money for coastal restoration construction projects.

SMALL BUSINESS LENDING AND TECHNICAL ASSISTANCE SCAN

- Within the regional continuum of credit, there exists a gap within traditional bank loan ranges from \$50,000 to \$100,000, which SF-L currently occupies with an average loan of \$61,000.
- There is a shortage of traditional banks issuing SBA backed loans, which may reflect an overall hesitancy to lend to small businesses or may be due to the excessive paperwork and bureaucracy associated with SBA products.
- Local CDFIs have responded to national economic pressures similarly to banks by becoming more risk averse. Niches appear to be underdeveloped with many CDFIs attempting to provide a wide range of loan products across a variety of business sectors.
- The technical assistance landscape is fragmented, making it difficult for small businesses to easily access the appropriate assistance and resources.
- Partnerships among CDFIs, technical assistance providers and traditional lenders offer opportunities for leveraging resources and knowledge to provide a continuum of products and services needed to increase small business capacity, create credit-worthy borrowers and spur sustainable and equitable economic development.

RECOMMENDATIONS

Based on SF-L's current business strategies and the research conducted, the UNO-PLUS team has provided the following recommendations for SF-L:

ORGANIZATIONAL AND SERVICE-BASED RECOMMENDATIONS

- Exploit identified gap in the continuum of credit and maintain current loan average
- Continue pursuing participation in the SBA Community Advantage Program

OUTREACH AND RELATIONSHIP-BASED RECOMMENDATIONS

- Target specific banks for "Second Look" agreements based on call report data
- Investigate partnerships with New Market Tax Credit recipients
- Actively pursue the emerging relationship with Accion Texas-Louisiana
- Maximize technical assistance impact by partnering with other providers
- Market products and services through strategic outreach efforts

PLACE AND SECTOR-BASED RECOMMENDATIONS

- Capitalize on sector strengths
- Build capacity of small contractors
- Leverage existing presence in coastal parishes in anticipation of coastal restoration funding
- Target marketing and outreach efforts in high growth parishes and to high growth populations

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I. INTRODUCTION

Small businesses are vital both to the state of Louisiana and the nation as a whole. Over the last 6 years, small businesses in Louisiana have been hit hard by a number of disasters, including Hurricanes Katrina and Rita, the crash of the global financial markets and the British Petroleum (BP) oil disaster. As if this was not enough, the ongoing national financial crisis has resulted in an increased tightening of lending standards to small businesses, which presents an especially acute problem as the survival or expansion of a small business can sometimes depend on just one small- to medium-sized loan. Even in the best of times, access to capital is often difficult to come by as many small business owners face low credit scores, no collateral or limited cash flow or lack working capital. Despite these challenges, the large number of small businesses in Louisiana makes them vital to the economic health of the state. The demand for competitive and accessible capital for small and minority business owners has made community based lending institutions, such as Seedco Financial—Louisiana (SF-L), a crucial piece of the funding puzzle.

UNO-PLUS, with assistance from SF-L staff, has created this report to examine the small business lending and technical assistance landscape in the 10-parish Greater New Orleans (GNO) region and identify opportunities for expansion and growth so SF-L can advance their work in Southeast Louisiana. The report consists of six sections. In section II we present the state of small business lending in a national context. Following this, in section III, we focus on small businesses in Louisiana and the GNO region. We identify major development projects and investment corridors in the study area and, relying on data from federal, state and local agencies, provide community profiles for the region, each of the 10 parishes within it, and also for East Baton Rouge Parish. Each of the profiles includes information on demographic and economic trends, as well as detailed establishment and employment data by sector on self-employed individuals and small businesses. In section IV we identify major for-profit and not-for-profit financing and technical assistance providers, profile their service offerings, identify areas of greatest need and opportunity, and identify opportunities to better leverage resources through collaboration. Based upon our analyses, in section V we provide recommendations to SF-L on how to position themselves to best capitalize on opportunities in the study area, leverage resources, and serve their mission to have the greatest impact in Southeast Louisiana. We conclude by outlining areas of future study.

II. THE STATE OF SMALL BUSINESS NATIONALLY

Small businesses are a major part of the United States economy, generating about 50 percent of our gross domestic product (SBA, 2009). According to Zimmerer and Scarborough (2008), if all of the small businesses in the United States seceded and formed their own economy, it would be the third largest in the world, behind only the United States and China. Small businesses have proven to be innovative and their operators have been a driving force in shaping the business world.

Although the definition of small business varies, most definitions include a limit on number of employees and annual revenue and also note the business must not be a dominant player in their industry or sector. The Small Business Administration (SBA) defines small businesses as those which employ fewer than 500 employees, with specific industry size standards (SBA, 2011c). For this study, based on SF-L recommendations, we define small businesses as businesses with fewer than 100 employees.

Small businesses help to spark innovation and create jobs. Currently, more than half of the working population is self-employed or works for businesses with fewer than 500 employees; additionally, using 2007 data, the SBA found that small businesses¹ represented 99.9 percent of the more than 27 million businesses in the United States (SBA, 2010). Between 1995 and 2005, small businesses created 60 to 80 percent of net new jobs annually, including 40 percent of jobs employing high tech workers (scientists,

¹ Defined as having fewer than 500 employees.

engineers, computer workers). According to the SBA, 40 percent of all US corporate patents come from small businesses, which equates to 13 times more patents generated per employee than within large businesses (SBA, 2010).

Many people enter the business world through their involvement with small businesses. Business ownership allows individuals, including many women and minorities, an avenue to achieve financial success and independence. Over the past two decades there has been a substantial increase in the number of businesses owned by women and minorities, which not only helps create a path for individual success, but also greatly benefits the communities in which these businesses have been established. Research has shown that small businesses based within low-income communities help to increase the availability of jobs and create new capital investment, assisting in the revitalization of communities and supporting economic stability (Small Business Chronicle, 2011).

In 2008, small businesses felt the effects of the recession just as large businesses did. Lee (2010) reports that in every recession over the last three decades it has been small businesses that have resumed hiring first. But for those small businesses that are attempting to startup, need an infusion of capital, or are growing and would like to expand, the new tougher lending standards have reduced the amount of capital available (SBA, 2009).

SMALL BUSINESS FINANCING

LENDING TO SMALL BUSINESSES

Access to credit is important to all businesses, large or small, in every phase of development. From the capital required to get the business up and running, to the possibility of expanding the business or being able to address unforeseen expenses, the ability to borrow funds from a financial institution is critical. Gaining access to credit has traditionally been difficult for business start-ups and businesses owned by individuals with low levels of equity, limited collateral, damaged credit and those with little experience developing business plan (Smith et al., 2009). These businesses have been the least likely to meet the underwriting requirements of traditional lending institutions and typically are not attractive to venture capitalists seeking to infuse funding into high-growth potential businesses (Smith, et al., 2009). In 2013, traditional lending institutions will be required by the Federal Reserve to substantially increase the capital held against risk-bearing as a response to the global financial crisis, which was driven by excessive investing in high-risk portfolios (Lekatis, 2011). The result has been a change in lending practices and banks “terming out” small business lines of credit as they reach maturity (Baker Tilly, 2010).

While access to capital has always been difficult for small businesses, the vulnerability of banks, made clear during the recent financial crisis, has made this an even greater challenge. Some traditional financial institutions that may have provided a variety of small business loans prior to the crisis are no longer able to do so because of a weakness in the institution’s balance sheets, or because of problems with or an overabundance of loans in a specific portfolio category. This forces small businesses to identify alternative funding sources. Due to the crucial role of relationships in the small business lending sector, which can only be built through repeated interactions over an extended period of time, those whose borrowing line has been reduced or cut by their regular financial institution find it difficult to gain access to credit from other institutions where these relationships have yet to be formed (Duke, 2010).

The strain on banks can be seen in the statistics regarding the number of small business loans being made. In a 2010 report to the President, the SBA finds that small business financing has remained difficult to obtain during the economic crisis as lending standards are becoming increasingly strict and interest rates are staying relatively stable. In 2009 alone, small business loans fell by 18 percent from a record high of \$605.2 billion. This trend has also occurred in SBA loans, with a decrease of 4.3 percent for both SBA 7(a) and 504 loans, both of which focus of economic development in underserved communities (SBA, 2011). Recently, however, there has been a slight increase in the quantity of loans being made in the range of

\$100,000 to \$1 million. This may be positive for some small businesses, but for those businesses looking for a smaller loan amount (under \$100,000), a clear gap in lending remains. This underserved market may include businesses that only have a handful of employees and cater to a smaller customer base, such as a daycare center or corner store, but make an important contribution by serving low-income communities. In addition to the stricter lending standards that make it more difficult for small businesses to acquire credit, there has also been a significant decrease in the number of firms servicing loans, largely due to acquisitions and mergers. These mergers have increased the market share of the largest national financial companies--institutions having assets of \$10 billion or more--to holding nearly one-half of all small business loans (SBA, 2011). These institutions tend to be large banks that have branches across the U.S. and are less willing to take on the risk that local banks did based on the relationships they had developed with the client. With mergers, stricter lending standards and overall economic hardship, small businesses can look past traditional lending establishments to institutions that allow for a triple bottom line.

ROLE OF COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS

Community Development Financial Institutions (CDFIs) offer financing to businesses and communities that have traditionally been underserved by mainstream financial institutions and focus on economic development, supplying affordable housing, and offering banking services to the communities they serve (Neelakantan, et al., 2010). CDFIs officially formed, with help from the federal government, in the late 1960's and early 1970's, with intentions of alleviating poverty and racial discrimination (CDFI Coalition, 2011). CDFIs continued to expand slowly through the 1970's, 1980's, and 1990's, often reaching out to private organizations and individuals for funding. The present CDFI market was most notably shaped in the 1990's due to two key factors: first, the federal government's creation of the CDFI Fund, which provides funding to individual CDFIs through a competitive application process; and second, revisions in the Community Reinvestment Act (CRA) made in 1995 explicitly stating that investing in CDFIs was an eligible way for lending institutions to satisfy CRA requirements (CDFI Coalition, 2011). Today CDFIs offer a range of services to small businesses including small- and medium-sized business loans, microenterprise loans and consumer financial services (Curtis, 2006). CDFIs have become increasingly important in the past several years due to the tightening of lending standards by traditional financial institutions. In 2010, the Federal Reserve announced that 40 percent of small business credit needs were not being met, including the needs of thriving businesses (Mills, 2010). This shortage of available lending has contributed to a marked increase in demand for loan capital funding which, in 2009, almost doubled at some of the 800 CDFIs in operation (Klein, 2009).

CDFIs fall into two different categories based on how they acquire their lending capital: depository institutions and non-depository institutions. Depository CDFIs are either Community Development Banks or Community Development Credit Unions, which take deposits and use the funds to provide credit to individuals and businesses. Each depository CDFI is regulated just as their traditional counterparts are, but CDFI's have a dual financial and social mission while traditional banks typically have only the prior (Neelekantan, et al., 2010). The three types of non-depository CDFIs consist of Community Development Loan Funds, Microenterprise Development Loan Funds, and Community Development Venture Capital Funds. All three obtain capital for lending from socially conscience investors at below market rates (Neelekantan, et al., 2010). Though non-depository CDFI's are not subject to as much federal regulation as depository CDFIs, allowing for more flexible lending practices, there are challenges with this model. Non-depository CDFI's rely on state, local, and foundation funding to support their loan funds. Unfortunately, due to poor economic conditions, funding for these institutions is drying up as lenders tighten their standards, making government- and philanthropy-backed support for CDFIs more crucial than ever (Klein, 2009 and Mills, 2010).

Research suggests that partnerships between CDFIs, technical assistance providers, and traditional banks offer opportunities for leveraging resources and networking for broader coverage of community needs (Smith, et al., 2009). Partnerships not only provide marketing of the institution (e.g. CDFIs, traditional banks and technical assistance providers referring potential clients to one another), they are also needed

to fill gaps in lending. These relationships between small business service providers, which have been labeled the “continuum of credit,” can provide small businesses with varying degrees of credit-worthiness access to services (Smith, et al., 2009, p.8). Also, these regional relationships can provide a range of small business services to meet their various funding needs. For a better understanding of where the gaps may exist and partnerships that can be formed both regionally and locally, it is important to look at the state of small business in both Louisiana and the GNO region.

III. STATE OF SMALL BUSINESS IN LOUISIANA

In Louisiana, small businesses are the backbone of the state’s economy. In 2008, the latest year for which data are available, more than 97 percent of the state’s employers were small businesses (SBA, 2011b). Louisiana’s small businesses totaled 391,535, of which 80,188 were employer establishments, and accounted for over half (54.6%) of private sector jobs in the state (Ibid.). Statewide, there were over 83,000 minority-owned businesses in 2007, a 45 percent increase from 2002, suggesting that business ownership is becoming more inclusive (Ibid.). Small businesses are not just a valuable source of employment and revenue for the state; they also serve a social cause, providing goods and services to underserved markets, helping revitalize inner-city neighborhoods and generating jobs and income for disadvantaged populations (Yago, 2008). Clearly, employment in Louisiana, as well as the state’s prosperity as a whole, is connected to the success of small business.

Although financing businesses in disadvantaged or distressed communities can pose difficulties for both lenders and borrowers, these markets are vital to the recovery of parts of the state that continue to face economic adversity. Many disadvantaged populations face challenges in gaining employment and often attempt to turn to entrepreneurship as a means of income. Though these ventures can be hard to finance due to a lack of collateral or because of a poor credit score, they still have the potential (with adequate funding and technical assistance) to become profitable. SF-L’s role in lending to minority-owned small businesses and small businesses located in distressed communities is crucial to increasing access to employment in areas that traditionally suffer from a lack of opportunity and revitalizing neighborhoods. Even though the task of lending to small businesses is often challenging, this work is important for the state and reinforces SF-L’s justification for the work they continue to do.

Louisiana has recently received positive media coverage as a great state to start and run a business, even in the aftermath of multiple disasters and during a global economic slump. Publications like Gallup’s 2009 Job Creation Index (Louisiana placed 3rd) and Forbes Best States for Business List, along with many others, have given the state high grades for its favorable business climate. Also, since 2008, reports show that Louisiana’s economy has had a preferable unemployment rate as well as a high number of jobs created and retained when compared with other southern states and the nation as a whole (LED Quarterly, 2009). Additionally, the Kaufmann Index of Entrepreneurial Activity shows that in 2010, Louisiana ranked 4th in the nation for entrepreneurial activity, with 460 entrepreneurs per 100,000 adults. This is supported by the “burgeoning population of entrepreneurs” in places like New Orleans where young innovators, new to the region, are developing small businesses along with the longstanding mom-and-pops (Peck, 2011).

FOCUS: GREATER NEW ORLEANS REGION

The GNO region was hit especially hard by Hurricanes Katrina and Rita, but has been proven to be resilient and is steadily recovering. Small businesses in the region have proven no different. Approximately 81,000 businesses were damaged during the two storms, yet one year later, close to 75 percent of those businesses had reopened; the remaining 19,000 businesses were not able to recover and closed permanently (Sied, 2006). Area small businesses have been a vital component of the region’s recovery, as many reopened more quickly than national chains, showing their loyalty to the community, and were able to adapt more promptly to a drastically changed environment. Just as in the rest of Louisiana, the effects of the 2008-2009 recession were not as severe in the New Orleans region as in much of the rest of the country—once again due to the ongoing recovery process. However, the 2010 BP oil disaster has had a severe effect on many small business sectors, most notably those in the seafood and tourism industries.

The long-term effects of the BP disaster, as well as the subsequent moratorium on offshore oil and gas drilling, remain to be seen, but it is likely that small businesses will play an instrumental role in the recovery process.

Traditionally, the region's strongest industries have been tourism, oil and gas, food manufacturing, ship-building, shipping, and heavy construction. However, many of these industries have been declining for the past quarter century and, since Hurricane Katrina, all major sectors of New Orleans' economy have lost jobs except for oil and gas and construction (though this has likely been impacted by the drilling moratorium). This decline in traditional industry has, perhaps by necessity, led to an increase in knowledge based industries, most notably higher education, insurance, and legal services. By 2009, higher education had surpassed ship-building and heavy construction to become the fourth largest economic sector the GNO region. Unfortunately, job growth in these sectors has not made up for the large number of jobs lost in the region's traditional industries (Liu and Plyer, 2010). In 2008, the health care and social assistance sector had the largest number of workers in the 10-parish GNO region, with 15 percent of total employment, followed by retail trade with 14 percent, and accommodation and food services with 13 percent. These sectors overlap substantially with SF-L's targeted industries, which include restaurants, retail, cultural services and fisheries assistance. Entrepreneurship in the region has spiked over the past several years, with the number of persons starting a business surpassing the national average for the first time in over a decade, and New Orleans surpassing the national start-up average by 40 percent (GNO Inc., 2011). In addition, in 2010, the City of New Orleans created the New Orleans Business Alliance (NOBA), a not-for-profit public-private partnership dedicated to the economic development of the city, with a focus on business retention, business expansion, prospect engagement, prospect negotiation, small business services, entrepreneurship and strategic planning. Partnering with the NOBA could well help SF-L further their work in their targeted industries, as well as open new avenues for investment.

Small businesses in the GNO region still face a number of challenges, particularly minority owned businesses. In 2008, between 15 and 30 percent of small businesses in areas affected by Hurricanes Katrina and Rita were earning half of what they did pre-Katrina and "the average amount of debt and other obligations in the credit collections process increased by over 500%", with Black-owned businesses facing particularly hard struggles in this area (Turner, Varhese and Walker, 2011: 7). It remains challenging for many businesses to obtain financial assistance, as many lenders, including CDFIs, tend to lend only to businesses that have already proven their viability, having been in operation at least one year, to as many as 5 years, and already demonstrating some level of financial success. Indeed, in a survey conducted by the Policy and Economics Research Council, over a third of small business owners reported they believe access to credit at fair and competitive interest rates is currently a major challenge (Ibid.). To complicate matters even further, many small business owners had limited or no business insurance pre-Katrina, creating extremely large financial burdens for those trying to re-establish their enterprise. For those looking to start a new venture there are also severe challenges, as few lenders will fund start-ups, making it difficult for those without access to alternative forms of capital to start a business—a particularly acute problem for those in low-income communities. It is also likely that many of the disaster-relief programs will soon end, further restricting the flow of capital. Moreover, population levels in many areas have not yet reached pre-Katrina levels, and often these communities are not yet able, or are perceived as unable, to support many local businesses. This lack of needed goods and services, in turn, acts as a disincentive for residents to return, while the community is simultaneously struggling to reach the critical mass of population that would allow small businesses to successfully operate.

Despite these challenges, the ongoing rebuilding process throughout the GNO region also creates a large number of opportunities for savvy small business operators, particularly those in the construction sector. In 2011, the GNO area will see more than \$23.8 billion in construction projects, which is a new record (City Business, 2011; Table 1). The most expensive undertakings remain Hurricane Katrina recovery projects, such as Task Force Hope, a perimeter defense project against storm surge in the GNO region,

and also the New Orleans Public School Rebuild. The price tag on these two projects alone totals \$16.4 billion. The Task Force Hope project will be finished by mid-2011, while the New Orleans Public School Rebuild is starting phase one out of six, with the project not scheduled to be completed until 2017. Table 1 lists the top 10 construction projects of 2011 by cost. The list does not include the new \$750 million Nucor's multiphase iron and steel manufacturing facility in St. James Parish, which broke ground in March 2011. The Nucor project is a five-phase project that is to be completed by 2019. The project will receive \$160 million in performance based financial assistance from Louisiana Economic Development and will utilize a \$600 million Gulf Opportunity Zone Bond (LED, 2011). The GNO region will have opportunities for small businesses to access public contract opportunities and state procurements in 2011 and beyond. However, many small contractors find themselves unable to benefit from this windfall of construction projects, as they lack the necessary connections, business acumen or financial capability to cover construction bonds. To ensure that small contractors can also take part in this construction boom, it is vital that SF-L work with these firms to address some of these barriers they face. Strategies SF-L could pursue include creating a streamlined process which quickly allows a number of small contractors to work together, allowing them to access larger projects, as well as providing the financial assistance needed for these small firms to cover the necessary construction bonds. Addressing these issues would significantly increase the likelihood that small contractors will be able to share in the current construction largesse. SF-L should also reach out to organizations already providing assistance to small contractors including the Capital Access Project, the Louisiana Procurement Technical Assistance Center, Good Work Network and area SBDCs.

Table 1: Top 10 Construction Projects in the Greater New Orleans of 2011

Project	Description	Cost	Owner/Developer	Completion Date
Task Force Hope	Perimeter defense against hurricane storm surge in the Greater New Orleans Area	\$14.6 billion	U.S. Army Corps of Engineers	Beyond June 2011
New Orleans Public School Rebuild	A six phase plan to rebuild Orleans Parish Schools damaged by Hurricane Katrina	\$1.8 billion	Recovery School District	2016 or 2017
La. Highways 1 upgrades	Elevating and upgrading Louisiana Highway 1 between U.S. highway 90 and Port Fourchon	\$1.54 billion	Louisiana Department of Transportation and Development (Louisiana D.O.T.D)	Unknown
Huey P. Long bridge widening	Widening the Huey P. Long Bridge from two 9-foot wide lanes to three 11 foot wide lanes in each direction with outside shoulders	\$1.2 billion	New Orleans Public Belt Railroad, Louisiana Department of Transportation and Development	2013
Public Housing redevelopment	Rebuild four former public housing sites as mixed income communities	\$1.2 billion	U.S. Department of Housing and Urban Development, Housing Authority of New Orleans	Between 2015 and 2017
VA complex	A 30 acre Veterans Affairs Hospital in lower Mid City serving the Gulf Coast	\$995 million	U.S. Department of Veterans Affairs	Late 2014
Twin Span rebuild	Rebuilding of Interstate 10 Twin Span	\$803 million	Louisiana D.O.T.D.	Late 2011
Federal City	A redevelopment of the Naval Support Activity campus in Algiers into residential, office and commercial space.	\$750 million	State of Louisiana, the New Orleans Federal Alliance and Algiers Development District	June 1, 2011
Superdome repairs and upgrades	Remodeling of the Louisiana Superdome	\$310 million	Louisiana Stadium and Expedition District	June 20,2011
National WWII Museum expansion	A multiphase expansion featuring six pavilions	\$300 million	National World War II Museum	Early fall 2012

Source: New Orleans City Business, 2011.

As of 2011, there are also a number of projects on the horizon that are in different stages of planning, design or funding. It is important to be aware of these projects as they develop as they have the potential to create a number of opportunities for small businesses in the near future. Table 2 shows a list of upcoming projects in the GNO region. There are also currently eight designated Main Streets in the study are—Broad St., North Rampart St., Oak St., Oretha Castle Haley Blvd., Old Algiers, and St. Claude Ave in Orleans Parish; Olde Towne Slidell in St. Tammany Parish; and downtown Hammond in Tangipahoa Parish, all of which provide opportunities for commercial revitalization and place-based small business development.

Table 2: Projects in the Horizon for the Greater New Orleans Region			
Project	Cost	Description	Phase
Inner Harbor Navigation Canal Locks	\$1.3 billion	Project to replace the inner harbor navigation canal lock with a bigger one for shallow and deep draft vessels.	Design
MRGO Restoration	\$2.9 billion	Project to restore lake and marsh ecosystems altered by the Mississippi River Gulf Outlet shipping channel.	Planning
University Medical Center	\$1.2 billion	New teaching hospital in lower Mid-City to replace Charity Hospital.	Securing Financing
Valero Energy Norco Facility	\$1.4 billion	Expansion at its Port of South Louisiana refinery.	Bid and award contracts
Source: New Orleans City Business, 2011.			

As part of the City of New Orleans' recovery strategy, the city is slated to invest \$824,427,532 in capital improvement projects. There are a total of 210 projects that will cover all districts; Table 3 shows the projects by district. In particular the Mayor of New Orleans has focused on 100 projects that will be first to be completed and are guaranteed funding. In addition, opportunities for construction related community financing still exist in various rebuilding efforts around the state. A list of FEMA funded projects currently under construction can be found in the Appendix. These include the top projects region wide, top education related projects, and top 10 projects by parish. These projects can provide SF-L an opportunity to leverage public investments and also shows which districts are currently receiving the most funding.

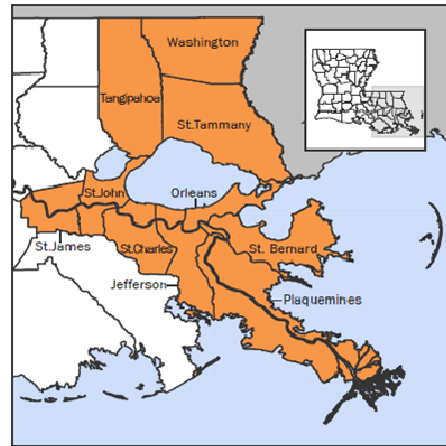
Table 3: Capital Improvement Projects by District	
District and Neighborhood	Total Funding
District 1: CBD, French Quarter	\$7,196,137
District 2: Central City, Milan, Touro, Garden District, Lower Garden District, East Riverside, Irish Channel, St. Thomas Development	\$6,187,140
District 3: Dixon, Hollygrove, Leonidas, Marlyville/Fontainebleau, East Carrolton, Broadmoor, Black pearl, Freret, Audubon, Uptown, West Riverside	\$14,712,485
District 4: St. Bernard Area, Fairgrounds, Bayou St. John, Seventh Ward, Treme/Lafitte, Mid-City, Tulane/Gravier, Iberville Development, B.W. Cooper	\$88,911,867
District 5: Lakeshore/Lake Vista, West End, Lakeview, City Park, Lakewood, Navarre	\$48,342,114
District 6: Lake Terrace & Oaks, Filmore, St. Anthony, Milneburg, Ponchartrain Park, Gentilly Woods, Gentilly Terrace, Dillard	\$50,436,048
District 7: Desire Dev & Neighborhood, Florida Area, Florida Development, St. Roch, St. Claude, Marigny, Bywater	\$30,421,023
District 8: Lower Ninth Ward, Holy Cross	\$19,323,161
District 9: Little Woods, Pines Village, Plum Orchard, West Lake Forest, Read Blvd West, Read Blvd East	\$38,684,668
District 10: Village de l'est	\$3,971,815
District 11: Viavant/Venetian Isles, Lake Catherine	\$1,396,157
District 12: Algiers Point, Behrman, Fischer Development, McDonogh, Old Aurora, Tall Timbers/Brechtel, U.S. Navy Support Area, Whitney	\$80,854,553
Note: City of New Orleans, 2011.	

COMMUNITY PROFILES

This section contains community profiles of the GNO region as a whole and the 10 parishes that make up the region: Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John, St. Tammany, Tangipahoa, and Washington. Drawing on data from the U.S. Census Bureau, the U.S. Bureau of Labor Statistics, and the Louisiana Department of Labor, the profiles identify parish and regional population and economic trends from 2000 to 2010 and provide detailed establishment and employment data by sector on self-employed individuals and small businesses for 2008, the latest year for which data are available.² In these profiles, small businesses are defined as firms with fewer than 100 employees so as to be consistent with the definition used by SF-L.

² Data from the U.S. Bureau of the Census, U.S. Businesses (SUSB) program used in these profiles are not available at the county or parish level. For the purpose of this analysis we obtained a customized tabulation from the U.S. Bureau of the Census, SUBS program staff.

Greater New Orleans Region



Over the past six years the GNO region has been hard hit by Hurricanes Katrina and Rita, and the BP oil spill. This has caused significant population shifts throughout the region, as well as an overall decline in persons.

- The region's population increased slightly between 2000 and 2005 but declined sharply after 2005 for an overall population decline of 9.7% over the last decade.
- The Hispanic share of the population has grown by 3.1%, while the share of African Americans has declined by 2.7% during this same period.
- Employment in the region has declined by 14.1% since 2000, while the labor force declined by 12.1%. However, the number of business establishments has only declined by 2.1%. This suggests that small firms have fared better than large ones.
- Median household income has increased 4.7%.

Further Information:

- Louisiana Small Business Development Center
www.lsbdc.org
- Greater New Orleans, Inc.
www.gnoinc.org

Table 4: Greater New Orleans Region Overview

	2010	2005 ¹	2000
Total Population	1,353,884	1,486,105	1,482,240
Minority Population (%)			
Hispanic Origin	7.2%	----	4.1%
Black or African American	34.0%	----	36.7%
American Indian and Alaska Native	0.4%	----	0.4%
Asian	2.4%	----	2.0%
	2009	2005	2000
Total Households ²	----	----	558,604
Poverty Rate ³	16.9%	18.3%	17.1%
Unemployment Rate ⁴	6.8%	----	4.9%
Median Household Income (2009\$) ³	\$44,484	\$43,316	\$46,666
Business Establishments ⁵	39,493	40,763	40,342
Labor Force in Parish ³	612,268	----	696,508
Employment in Parish ⁵	561,632	596,645	653,940

U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.

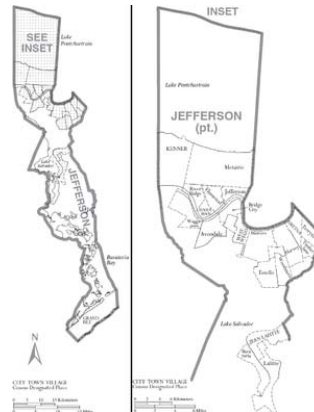
Table 5: Establishments and Employment in the Greater New Orleans Region by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firm			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	107,132	28,543	25,255	3,288	507,817	197,160	310,657
Agriculture, forestry, fishing and hunting	2,788	45	44	1	166	D	D
Mining	777	D	D	D	D	D	D
Utilities	D	D	D	D	D	D	D
Construction	15,832	2,960	2,871	89	32,091	20,040	12,051
Manufacturing	D	910	765	145	37,773	8,813	28,960
Wholesale trade	1,473	1,802	1,391	411	26,069	D	D
Retail trade	6,279	4,018	3,355	663	70,125	23,142	46,727
Transportation and warehousing	5,339	1,040	786	254	24,703	D	D
Information	1,126	291	182	109	7,358	D	D
Finance and insurance	3,124	1,574	1,232	342	21,248	6,591	14,267
Real estate and rental and leasing	10,325	1,181	1,013	168	8,964	D	D
Professional, scientific, and technical svcs.	13,304	3,915	3,674	241	31,266	D	D
Admin support, waste mgt., remed. svcs.	11,123	1,519	1,286	232	34,941	D	D
Educational services	2,052	412	361	51	18,404	D	D
Health care and social assistance	8,200	3,120	2,868	252	76,888	24,785	51,851
Arts, entertainment, and recreation	4,978	476	443	33	10,602	D	D
Accommodation and food services	2,196	2,642	2,352	290	67,520	28,032	39,111
Other services (except public admin.)	16,665	2,614	2,477	127	22,334	D	D

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- Eighty eight percent of all firms in the GNO region are small businesses. These firms account for 39 percent of all jobs in the 10-parish area and employ nearly 200,000 workers.
- Accommodation and food services, which is a significant part of the region’s tourism base, makes up the largest share of small business employment. The 2,352 small firms in this sector employ over 28,000 workers in the study area.
- Nearly all (97%) of the firms in the construction sector are small businesses and 62% of workers in this sector are employed by firms with fewer than 100 employees—the highest ratio of any sector. This sector also has a high number of non-employer establishments, or self-employed individuals.
- Other important sectors in terms of small businesses include retail trade, construction, and health care and social services.

Jefferson Parish



Jefferson Parish is the second most populous parish in the state and the most populous parish in Greater New Orleans. It is home of the Louis Armstrong New Orleans International Airport, has large port operations and railways and is the retail hub for the region.

- Jefferson Parish was less affected by Hurricanes Katrina and Rita than Orleans, St. Bernard and Plaquemines and thus has rebounded more quickly. In 2010, parish population was at 95.5% of pre-Katrina levels. However population was declining prior to 2005 and the parish has not had significant population growth since 1980 (GCR, 2005).
- As a share of total parish population, the Hispanic population increased by more than 5 percent between 2000 and 2010. Over this period Jefferson Parish experienced the largest influx of Hispanics in the state (Plyer, 2011).
- Employment and business establishments have decreased since 2000, falling 9.4% and 2.5% respectively.
- The parish has the second lowest unemployment rate in the GNO region.

Further Information:

- Jefferson Parish Website <http://www.jeffparish.net/index.cfm>
- Jefferson Parish Chamber of Commerce <http://www.jeffersonchamber.org/>

	2010	2005 ¹	2000
Total Population	432,552	452,824	455,466
Minority Population (%)			
Hispanic Origin	12.4%	8.1%	7.1%
Black or African American	25.9%	26.7%	22.9%
American Indian and Alaska Native	0.4%	0.3%	0.4%
Asian	3.8%	3.4%	3.1%
	2009	2005	2000
Total Households ²	161,520	173,121	176,234
Poverty Rate ³	13.7%	15.5%	13.5%
Unemployment Rate ⁴	6.2%	----	4.3%
Median Household Income (2009\$) ³	\$46,428	\$45,680	\$48,627
Business Establishments ⁵	13,978	14,216	14,329
Labor Force in Parish ³	216,533	----	231,695
Employment in Parish ⁵	194,553	198,682	214,647
<small>U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.</small>			

Table 7: Establishments and Employment in Jefferson Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	36,635	10,401	9,297	1,104	191,346	73,713	117,633
Agriculture, forestry, fishing and hunting	809	5	5	0	5	5	0
Mining	253	43	33	10	2,212	347	1,865
Utilities	22	6	1	5	669	2	667
Construction	5,609	1,191	1,145	46	15,277	9,006	6,271
Manufacturing	345	337	297	40	11,894	3,098	8,796
Wholesale trade	594	868	687	181	12,468	5,866	6,602
Retail trade	2,323	1,359	1,136	223	30,913	8,358	22,555
Transportation and warehousing	2,255	375	296	79	8,581	2,620	5,961
Information	359	88	58	30	2,643	401	2,242
Finance and insurance	1,099	618	511	107	8,558	2,768	5,790
Real estate and rental and leasing	3,687	433	371	62	4,909	1,788	3,121
Professional, scientific, and technical svcs.	4,347	1,357	1,286	71	10,159	7,304	2,855
Admin support, waste mgt., remed. svcs.	3,795	626	535	91	15,917	5,426	10,491
Educational services	615	125	110	15	3,246	1,652	1,594
Health care and social assistance	2,372	1,185	1,101	84	29,008	9,041	19,967
Arts, entertainment, and recreation	1,390	131	117	14	3,804	1,086	2,718
Accommodation and food services	700	818	739	79	20,566	8,639	11,927
Other services (except public admin.)	6,061	909	866	43	7,540	6,183	1,357

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- Jefferson Parish dominates the region in terms of small businesses accounting for more than a 1/3 of the region's small business enterprises (37%) and jobs (35%).
- Professional, scientific and technical services, construction, retail trade and health care and social assistance are the top three sectors in terms of small business firms.
- Health care and social assistance, construction, accommodation and food services, and retail trade are the top four sectors in terms of small business employment.
- Small businesses lead the construction sector accounting for nearly all (96%) of the firms in the sector and 15% of the parish's non-employer establishments or self-employed.

Orleans Parish



Orleans Parish shares a coterminous boundary with the City of New Orleans. It is home to one of the largest and busiest ports in the world and is a regional healthcare and university hub. Tourism is also a major employer as the parish boasts of a unique and world famous cuisine, and holds a number of festivals including Mardi Gras and Jazz Fest.

- The population of Orleans Parish was at about 79% of pre-Hurricane Katrina levels in 2010. Overall population has declined 29% since 2000, and by 45% since 1960 (Plyer, 2011).
- The share of African Americans in the parish has declined by 7.1% since 2000, while the share of the population of Hispanic origin has grown by 2.1%.
- Jobs contracted by more than a third (36%) since 2000, exceeding the rate of population loss.

Further Information:

- Orleans Parish Website <http://www.nola.gov>
- Chamber of Commerce <http://www.neworleanschamber.org/>
- Economic Development Commission <http://www.nola.gov/BUSINESSES/Economic%20Development/>

	2010	2005 ¹	2000
Total Population	343,829	454,863	484,674
Minority Population (%)			
Hispanic Origin	5.2%	-----	3.1%
Black or African American	60.2%	65.0%	67.3%
American Indian and Alaska Native	0.3%	0.2%	0.2%
Asian	2.9%	2.3%	2.3%
	2009	2005	2000
Total Households ²	128,267	163,334	188,251
Poverty Rate ³	23.9%	25.5%	24.8%
Unemployment Rate ⁴	9.3%	-----	5.1%
Median Household Income (2009\$) ³	\$35,243	\$33,238	\$35,847
Business Establishments ⁵	10,654	12,734	13,674
Labor Force in Parish ³	134,407	-----	210,684
Employment in Parish ⁵	168,522	212,453	263,536
<small>U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.</small>			

Table 9: Establishments and Employment in Orleans Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	24,932	7,039	6,266	773	149,286	49,869	99,417
Agriculture, forestry, fishing and hunting	287	6	6	0	30	30	0
Mining	208	39	26	13	1,853	232	1,621
Utilities	7	5	1	4	1,237	4	1,233
Construction	2,325	425	408	17	5,473	2,332	3,141
Manufacturing	202	148	129	19	6,353	1,453	4,900
Wholesale trade	249	287	216	71	3,742	2,087	1,655
Retail trade	1,218	1,033	920	113	11,983	4,734	7,204
Transportation and warehousing	923	177	123	54	7,196	1,282	5,668
Information	388	94	57	37	2,772	420	2,352
Finance and insurance	620	310	236	74	6,154	1,472	4,682
Real estate and rental and leasing	2,645	318	281	37	1,706	1,103	693
Professional, scientific, and technical svcs.	3,869	1,293	1,184	109	12,632	7,837	4,795
Admin support, waste mgt., remed. svcs.	2,179	349	278	71	10,493	1,643	8,215
Educational services	733	165	139	26	12,457	2,714	9,743
Health care and social assistance	2,505	712	659	53	21,454	5,423	15,991
Arts, entertainment, and recreation	1,987	163	153	10	4,792	1,316	3,476
Accommodation and food services	748	892	802	90	29,332	10,229	19,103
Other services (except public admin.)	3,839	691	650	31	7,146	4,574	2,572

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- Small businesses make up 89% of all firms in Orleans Parish and employ nearly 50,000 people.
- Accommodation and food services, a key component of the tourism economy, is the largest sector in the parish. Small businesses account for 90% of firms and more than a third of jobs in the sector.
- Small businesses dominate the professional, scientific and technical services sector both in terms of establishments and employment. The sector also boasts the most non-employer establishments, with nearly 4,000 self-employed individuals.
- Six of region's 8 designated Main Streets are located in Orleans Parish: Broad Street, Oak Street, O.C. Haley Boulevard, North Rampart Street, St. Claude Avenue and Old Algiers.

Plaquemines Parish



Plaquemines Parish is a coastal parish just south of New Orleans that was hit hard by Hurricanes Katrina and Rita and the BP oil disaster. It supports large fishing and citrus industries, and an important port. Current plans call for an increase in tourism related development, including eco-tourism. (Plaquemines Parish Master Plan, 2011)

- Between 2000 and 2010, population declined nearly 14% to just over 23,000 residents.
- During this period, the parish population shifted northward, with Boothville, Buras, Empire, and Port Sulphur each losing between 43 and 65 percent of their populations; Belle Chasse grew by 29 percent and is now home to over half (55 %) of parish residents. (Plyer, 2011)
- Employment has fallen by 14% since 2000, while the number of businesses has dropped only 8%.
- The poverty rate has fallen by 3.2% since 2000.

Further Information:

- Plaquemines Parish Website <http://www.plaqueminesparish.com>
- Plaquemines Parish Economic Development Department <http://www.plaqueminescodev.com>

	2010	2005 ¹	2000
Total Population	23,042	28,995	26,757
Minority Population (%)			
Hispanic Origin	4.6%	----	1.6%
Black or African American	20.5%	----	23.4%
American Indian and Alaska Native	1.6%	----	2.1%
Asian	3.2%	----	2.6%
	2009	2005	2000
Total Households ²	----	----	9,021
Poverty Rate ³	12.2%	14.9%	15.4%
Unemployment Rate ⁴	6.4%	----	5.4%
Median Household Income (2009\$) ³	\$50,454	\$45,351	\$48,123
Business Establishments ⁵	831	867	900
Labor Force in Parish ³	8,443	----	11,006
Employment in Parish ⁵	14,403	14,621	16,703

U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.

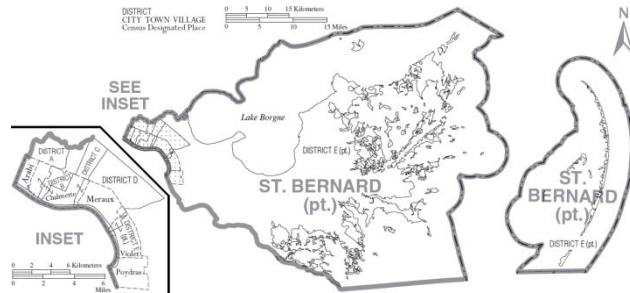
Table 11: Establishments and Employment in Plaquemines Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	2,077	620	524	96	10,415	4,697	5,718
Agriculture, forestry, fishing and hunting	580	7	7	0	13	13	0
Mining	8	27	16	11	906	239	667
Utilities	D	2	0	2	37	0	37
Construction	226	67	65	2	926	676	250
Manufacturing	D	41	34	7	1,749	514	1,235
Wholesale trade	24	63	48	15	987	430	557
Retail trade	97	60	54	6	492	430	61
Transportation and warehousing	149	79	63	16	1,550	794	756
Information	D	3	1	2	16	D	D
Finance and insurance	21	20	16	4	116	75	41
Real estate and rental and leasing	181	40	34	6	411	174	237
Professional, scientific, and technical svcs.	160	52	41	11	624	205	402
Admin support, waste mgt., remed. svcs.	220	31	25	6	654	149	D
Educational services	25	5	4	1	236	75	161
Health care and social assistance	35	23	21	2	398	186	D
Arts, entertainment, and recreation	56	12	12	0	105	105	0
Accommodation and food services	41	46	40	6	645	267	D
Other services (except public admin.)	231	51	45	6	519	292	227

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted.¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- Small businesses are vital to the Plaquemines Parish economy. Eighty-five percent of all firms and 45% of all jobs in the parish are in firms with fewer than 100 employees.
- The importance of the Plaquemines Port is demonstrated by the fact that the transportation and warehousing sector accounts for the largest concentration of firms and the second-largest amount of employment in the region. Small businesses dominate this sector comprising a majority of firms and jobs.
- Small businesses also lead the construction sector. Ninety seven percent of construction firms employ less than 100 people. These small businesses account for nearly ¾ (73%) of all jobs in the sector.
- Virtually all of the jobs in the agriculture, forestry, fishing and hunting sector are in non-employer establishments. Most of these non-employers are self-employed fishermen.
- Coastal restoration and protection is a likely growth area for small businesses given BP's \$1 billion contribution to support the state's coastal restoration priorities.

St. Bernard Parish



St. Bernard Parish was hard hit during Hurricane Katrina and has yet to regain much of its original population. It has a strong transportation infrastructure and large oil and gas and seafood industries.

- St. Bernard has lost 47% of its population since 2000. Chalmette remains the most populous ‘place’ with 47% of the parish population (Plyer, 2011).
- Business establishments and employment also suffered severe losses over this period falling by 37% and 39% respectively.
- Between 2000 and 2010, the share of African Americans and Hispanics increased substantially to over 17% and 9% of the total population.
- Median household income fell by 20.4% since 2000, the second steepest decline in the region.

Further Information:

- St. Bernard Parish Website <http://www.sbsp.net>
- Chamber of Commerce <http://www.stbernardchamber.org/>
- Economic Development Commission <http://www.stbernardforward.org>

Table 12: St. Bernard Parish Overview

	2010	2005 ¹	2000
Total Population	35,897	65,364	67,229
Minority Population (%)			
Hispanic Origin	9.2%	----	5.1%
Black or African American	17.7%	----	7.6%
American Indian and Alaska Native	0.7%	----	0.5%
Asian	1.9%	----	1.3%
	2009	2005	2000
Total Households ²	----	----	25,123
Poverty Rate ³	21.3%	17.3%	13.0%
Unemployment Rate ⁴	7.3%	----	5.1%
Median Household Income (2009\$) ³	\$36,660	\$41,481	\$46,067
Business Establishments ⁵	784	1,261	1,241
Labor Force in Parish ³	17,564	----	32,177
Employment in Parish ⁵	9,845	13,985	16,029

U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.

Table 13: Establishments and Employment in St. Bernard Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	2,223	570	505	65	6,333	3,207	3,126
Agriculture, forestry, fishing and hunting	318	1	1	0	2	2	0
Mining	3	7	5	2	71	15	56
Utilities	---	2	0	2	37	0	37
Construction	513	103	103	0	739	739	0
Manufacturing	26	35	31	4	1,266	166	1,100
Wholesale trade	20	26	21	5	239	85	15
Retail trade	141	107	86	21	1,138	193	645
Transportation and warehousing	131	33	24	9	573	282	0
Information	14	1	0	1	15	0	15
Finance and insurance	25	19	12	7	126	34	92
Real estate and rental and leasing	122	16	14	2	33	23	10
Professional, scientific, and technical svcs.	135	33	32	1	182	D	D
Admin support, waste mgt., remed. svcs.	226	23	21	2	223	D	D
Educational services	16	2	2	0	9	9	0
Health care and social assistance	67	49	46	3	457	406	51
Arts, entertainment, and recreation	69	8	8	0	38	38	0
Accommodation and food services	37	60	52	8	844	370	475
Other services (except public admin.)	360	53	49	4	304	55	83

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- Small businesses dominate in St. Bernard Parish in terms of firms and employment. Eighty-nine percent of parish firms are small businesses and just over half (51%) of parish jobs are within these firms.
- Construction, health care and social assistance, accommodation and food services and transportation and warehousing lead with respect to small business employment.
- Nearly a quarter (23%) of all self-employed individuals work in construction while all of the firms in this sector are small businesses.
- As in Plaquemines Parish, virtually all of the jobs in the agriculture, forestry, fishing and hunting sector are in non-employer establishments with the bulk of these non-employers being self-employed fishermen.
- Small businesses in St. Bernard Parish also stand to benefit from coastal restoration funding.

St. Charles Parish



St. Charles Parish's location along the Mississippi River and its abundance of raw materials makes it home to energy and petrochemical companies. It is diversifying its economy by securing investments from transportation, alternative fuels, and technology related companies.

- Parish population increased by 10% between 2000 and 2010, slightly faster than the region. Population growth is due to the fact that the parish did not suffer major storm damages (Scallan, 2011).
- Luling and Destrehan remain the most populous places with 23 and 22 percent of St. Charles' population respectively (Plyer et Ortiz, 2011).
- Median household income decreased by 3% since 2000, but remains 12% higher than the national median and 27% above GNO region (U.S. Census Bureau, 2009).
- Employment growth far exceeded population growth, increasing by 22% over the decade.

Further Information:

- St. Charles Parish Website
<http://www.riverregionchamber.org/>
- St. Charles Economic Development Office
<http://www.stcharlesgov.net/index.aspx>

Table 14: St. Charles Parish Overview

	2010	2005 ¹	2000
Total Population	52,780	50,633	48,072
Minority Population (%)			
Hispanic Origin	5.0%	----	2.8%
Black or African American	26.4%	----	25.2%
American Indian and Alaska Native	0.3%	----	0.3%
Asian	0.8%	----	0.6%
	2009	2005	2000
Total Households ²	----	----	16,422
Poverty Rate ³	12.0%	13.9%	11.6%
Unemployment Rate ⁴	6.4%	----	5.2%
Median Household Income (2009\$) ³	\$56,869	\$53,655	\$59,064
Business Establishments ⁵	1,147	1,059	984
Labor Force in Parish ³	24,706	----	23,892
Employment in Parish ⁵	24,010	22,522	19,600

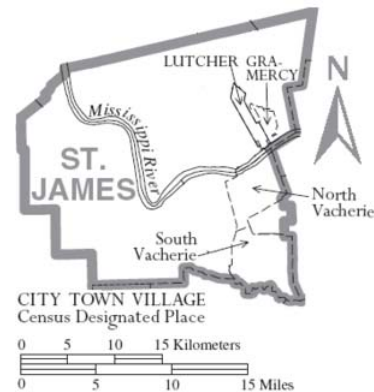
U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	3,695	880	684	196	20,571	5,731	14,840
Agriculture, forestry, fishing and hunting	134	1	1	0	2	2	0
Mining	11	4	2	2	63	D	D
Utilities	5	3	0	3	745	0	745
Construction	539	104	99	5	1,425	1,012	413
Manufacturing	47	36	23	13	4,795	413	4,382
Wholesale trade	61	93	49	44	2,325	533	1,792
Retail trade	246	94	75	19	1,534	583	951
Transportation and warehousing	242	76	43	33	2,344	382	1,962
Information	34	9	6	3	78	59	19
Finance and insurance	83	31	25	6	253	129	124
Real estate and rental and leasing	260	34	20	14	132	56	76
Professional, scientific, and technical svcs.	437	91	77	14	955	260	695
Admin support, waste mgt., remed. svcs.	413	57	41	16	1,415	324	1,091
Educational services	59	12	10	2	331	234	97
Health care and social assistance	267	66	57	9	1,402	598	804
Arts, entertainment, and recreation	157	19	19	0	158	158	0
Accommodation and food services	82	77	65	12	1,098	563	535
Other services (except public admin.)	618	82	68	14	692	D	D

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- St. Charles Parish has a high concentration of small businesses with more than ¾ (77%) of all firms employing less than 100 workers, yet only 28% of parish jobs are located in these businesses. Strengthening existing small businesses could potentially bolster overall employment.
- The top three sectors in terms of small business firms and employment are construction, health care and social assistance and retail trade.
- The largest share of self-employed individuals work in construction followed by professional, scientific, and technical services, and administration support, waste management and remediation services.

St. James Parish



St. James Parish is located midway New Orleans and Baton Rouge and spans both banks of the Mississippi River. The parish historically has been an agricultural center but has developed into part of the Southeast Louisiana petro-chemical and industrial corridor.

- St. James Parish lagged behind the region in population growth; the number of residents increased by only 4% between 2000 and 2010.
- The unemployment rate has been historically high in the parish; in 2009 it was the highest in the region (along with Orleans Parish) and was considerably greater than the state's average (South Central Planning and Development Commission, 2010).
- St. James Parish has an African American population of just over 50%; other minority ethnicities have a representation of less than 3%.
- Employment in parish increased by 10% over the decade.

Further Information:

- St. James Parish Website
<http://www.stjamesla.com/>
- St. James Economic Development Office
<http://www.stjamesla.com/>

Table 16: St. James Parish Overview

	2010	2005 ¹	2000
Total Population	22,102	21,150	21,216
Minority Population (%)			
Hispanic Origin	1.2%	----	0.6%
Black or African American	50.4%	----	49.4%
American Indian and Alaska Native	0.2%	----	0.1%
Asian	0.1%	----	0.1%
	2009	2005	2000
Total Households ²	----	----	6,992
Poverty Rate ³	15.1%	17.2%	16.3%
Unemployment Rate ⁴	9.4%	----	8.1%
Median Household Income (2009\$) ³	\$46,774	\$43,476	\$45,750
Business Establishments ⁵	429	393	395
Labor Force in Parish ³	9,406	----	8,819
Employment in Parish ⁵	7,969	7,278	7,235

U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.

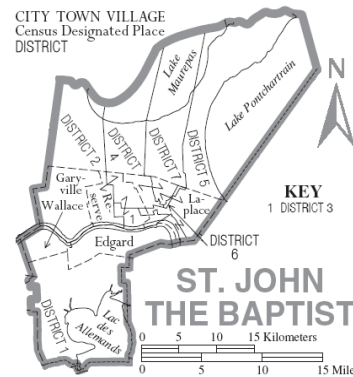
Table 17: Establishments and Employment in St. James Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	1,079	290	233	57	6,113	2,198	3,915
Agriculture, forestry, fishing and hunting	20	1	1	0	7	7	0
Mining	4	D	D	D	D	D	D
Utilities	D	D	D	D	D	D	D
Construction	111	18	18	0	110	29	81
Manufacturing	17	25	12	13	2,250	357	1,893
Wholesale trade	9	15	9	6	790	78	712
Retail trade	111	46	37	9	600	371	229
Transportation and warehousing	52	34	22	12	830	236	594
Information	----	3	1	2	16	D	D
Finance and insurance	27	24	19	5	228	121	107
Real estate and rental and leasing	66	7	4	3	28	D	D
Professional, scientific, and technical svcs.	67	17	14	3	45	D	D
Admin support, waste mgt., remed. svcs.	151	13	12	1	85	D	D
Educational services	21	4	4	0	40	0	40
Health care and social assistance	88	28	23	5	466	208	258
Arts, entertainment, and recreation	34	5	4	1	50	D	D
Accommodation and food services	41	27	27	0	391	357	34
Other services (except public admin.)	257	27	26	1	137	78	59

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- Small businesses in St. James Parish make up 80% percent of all firms and account for 35% of total employment.
- The top three sectors in terms of small business employment are retail trade, manufacturing, and transportation and warehousing while retail trade, accommodation and food services and other services lead in the number of small businesses
- The Nucor iron and steel manufacturing facility being built in St. James Parish will be one of the largest industrial projects in Louisiana history, and could result in more than 1,250 new direct jobs, averaging approximately \$75,000 per year, plus benefits, and \$3.4 billion in capital investment (Louisiana Economic Development, 2011). The potential economic impacts of the project are especially important given parish’s historically high level of unemployment and relatively small job base.

St. John The Baptist Parish



St. John the Baptist Parish is located in the heart of the state's sugar cane industry. The parish is known for its strong petroleum, chemical, refining, food processing and construction industries. Over the last 10 years St. John has seen jobs and businesses grow at a faster rate than the population.

- Population in the parish increased by 6.3% from 2000 to 2010.
- The minority population grew significantly, increasing by 17.6%, with the African American population experiencing the most rapid gains (19%).
- Jobs and businesses expanded by 17.6% and 19% outpacing overall population increases.
- Median household income increased significantly, growing 20% from 2000 to 2009 and surpassing the regional median of \$44,484.

Further Information:

- St. John Parish Website <http://www.sjbparish.com/>
- River Region Chamber of Commerce <http://www.riverregionchamber.org/AboutChamber/MissionVision.html>
- Economic Development Commission <http://www.sjbparish.com/ecodev.asp>

	2010	2005 ¹	2000
Total Population	45,924	46,393	43,044
Minority Population (%)			
Hispanic Origin	4.7%	----	2.9%
Black or African American	53.5%	----	44.8%
American Indian and Alaska Native	0.3%	----	0.3%
Asian	0.7%	----	0.5%
2009			
Total Households ²	----	----	14,283
Poverty Rate ³	15.9%	17.5%	15.8%
Unemployment Rate ⁴	8.3%	----	6.4%
Median Household Income (2009\$) ³	\$46,380	\$41,813	\$38,674
Business Establishments ⁵	891	806	747
Labor Force in Parish ³	21,246	----	19,988
Employment in Parish ⁵	15,306	13,008	13,017
<small>U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.</small>			

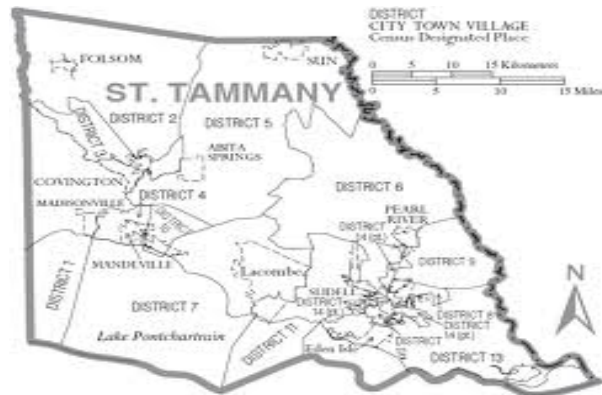
Table 19: Establishments and Employment in St. John Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	3,329	690	539	151	13,375	5,376	7,999
Agriculture, forestry, fishing and hunting	41	1	1	0	2	2	0
Mining	----	3	2	1	214	D	D
Utilities	15	1	0	1	70	D	70
Construction	473	67	65	2	869	466	403
Manufacturing	25	27	12	15	2,591	76	2,515
Wholesale trade	16	32	18	14	786	254	532
Retail trade	213	101	64	37	1,704	521	1,183
Transportation and warehousing	209	43	28	15	1,128	448	680
Information	27	10	5	5	126	9	117
Finance and insurance	63	50	31	19	299	147	152
Real estate and rental and leasing	190	34	26	8	209	65	144
Professional, scientific, and technical svcs.	256	50	47	3	346	D	D
Admin support, waste mgt., remed. svcs.	450	50	39	11	1,269	503	766
Educational services	56	12	11	1	298	292	6
Health care and social assistance	370	69	61	8	1,189	526	663
Arts, entertainment, and recreation	103	18	17	1	211	D	D
Accommodation and food services	66	70	59	11	1,236	921	315
Other services (except public admin.)	769	57	53	4	702	525	177

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- Small businesses comprise 78% of all firms in St. John Parish and account for 40% of all jobs.
- Key sectors for small businesses include accommodation and food services, health care and social assistance and retail trade.
- As in other parishes, the construction sector consists of numerous non-employer establishments or self-employed individuals and firms employing fewer than 100 workers. Only two firms have 100 or more workers. However, the two larger construction firms account for almost half of all jobs in the sector.

St. Tammany Parish



St. Tammany is the third most populated parish in the region behind Jefferson and Orleans. Once a ‘bedroom community’ for New Orleans, the parish has developed a substantial job base. St. Tammany is the most affluent parish in the GNO-region and boasts a top ranking public school system.

- Total population expanded nearly 20% from 2000 to 2010 with post-Hurricane Katrina growth outstripping pre-storm gains. This growth was driven by an influx of residents from parishes hard-hit by Katrina including St. Bernard and Orleans.
- Total minority population increased by close to 5% from 2000 to 2010.
- Employment in the parish increased by 30% between 2000 to 2009, outpacing population growth. During this same period, the number of business establishments grew by 44%.
- Median household income decreased by 9% yet remains the highest in the region.

Further Information:

- East St. Tammany Parish Chamber of Commerce
<http://www.estchamber.com/chamber.htm>
- St. Tammany Economic Development Foundation
<http://www.stedf.org/>

Table 18: St. Tammany Parish Overview

	2010	2005 ¹	2000
Total Population	229,493	217,999	191,268
Minority Population (%)			
Hispanic Origin	4.9%	----	2.5%
Black or African American	11.6%	10.8%	9.9%
American Indian and Alaska Native	0.5%	0.5%	0.4%
Asian	1.3%	1.2%	0.7%
	2009	2005	2000
Total Households ²	89,425	77,942	69,253
Poverty Rate ³	10.3%	11.0%	10.1%
Unemployment Rate ⁴	5.3%	----	4.0%
Median Household Income (2009\$) ³	\$58,868	\$59,019	\$64,985
Business Establishments ⁵	7,269	6,255	5,040
Labor Force in Parish ³	110,870	----	96,404
Employment in Parish ⁵	75,088	65,821	57,775

U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.

Table 19: Establishments and Employment in St. Tammany Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	20,954	5,296	4,811	485	69,095	33,543	35,552
Agriculture, forestry, fishing and hunting	334	7	7	0	19	19	0
Mining	241	31	29	2	300	280	20
Utilities	15	11	8	3	310	D	D
Construction	3,650	694	682	12	5,488	4,166	1,322
Manufacturing	205	138	128	10	2,664	1,506	1,158
Wholesale trade	373	291	241	50	2,656	1,678	978
Retail trade	1,531	707	574	133	13,567	4,507	9,060
Transportation and warehousing	707	130	113	17	927	481	446
Information	217	59	43	16	1,153	303	850
Finance and insurance	915	313	241	72	3,561	1,081	2,480
Real estate and rental and leasing	2,315	202	182	20	1,021	D	D
Professional, scientific, and technical svcs.	3,129	782	758	24	5,327	3,590	1,737
Admin support, waste mgt., remed. svcs.	2,118	295	269	26	3,132	1,639	1,493
Educational services	374	62	57	5	1,361	171	1,190
Health care and social assistance	1,237	668	626	42	12,986	5,159	7,827
Arts, entertainment, and recreation	861	74	67	7	1,158	568	590
Accommodation and food services	280	406	354	52	8,752	4,073	4,679
Other services (except public admin.)	2,452	439	427	12	3,354	2,914	440

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- St. Tammany Parish ranks third in the region, behind Jefferson and Orleans parishes, in terms of number of firms and number of jobs. Similarly, it is third with respect to small businesses with nearly a fifth (19%) of the region's small businesses located there.
- Small businesses play a large role in St. Tammany's economic development. Ninety-one percent of all employer firms are small businesses and account for almost half (49%) of total parish employment.
- Key small business sectors include health care and social assistance, retail trade, construction, and accommodation and food services.
- The largest concentration of small businesses is in professional, scientific, and technical services.

Tangipahoa Parish



Tangipahoa Parish is one of the fastest growing parishes in the state with population steadily on the rise since 1970. The parish has a significant amount of manufacturing, retail, distribution, food processing, medical and education employment.

- Over the last decade Tangipahoa Parish’s population swelled by 20% with the most significant increase (17%) occurring between 2005 and 2010.
- Tangipahoa had the highest post-Katrina growth rate in the region.
- The parish experienced higher job and business growth rates.
- Despite strong job and business growth the parish still has a poverty rate of 20.5% which far exceeds the regional and state rate.

Further Information:

- Tangipahoa Parish Website
<http://www.tangipahoa.org/>
<http://www.tedf.org/>
- Tangipahoa Chamber of Commerce
 (985) 229-8911

Table 20: Tangipahoa Parish Overview

	2010	2005 ¹	2000
Total Population	121,097	103,261	100,588
Minority Population (%)			
Hispanic Origin	3.5%	----	1.5%
Black or African American	30.3%	----	28.4%
American Indian and Alaska Native	0.3%	----	0.2%
Asian	0.6%	----	0.4%
2009			
Total Households ²	45,790	38,544	36,558
Poverty Rate ³	20.5%	23.3%	21.1%
Unemployment Rate ⁴	7.6%	9.1%	6.0%
Median Household Income (2009\$) ³	\$37,238	\$36,440	\$37,838
Business Establishments ⁵	2,704	2,400	2,203
Labor Force in Parish ⁶	53,185	----	45,087
Employment in Parish ⁵	41,507	37,719	33,703

U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.

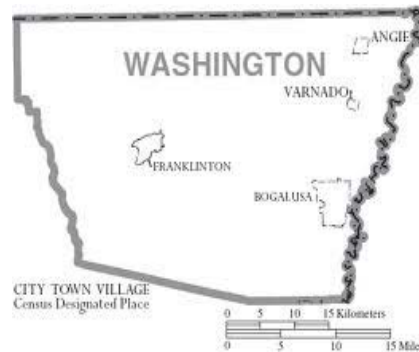
Table 21: Establishments and Employment in Tangipahoa Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	9,182	2,109	1,830	279	33,234	14,433	18,801
Agriculture, forestry, fishing and hunting	183	12	11	1	59	D	D
Mining	38	11	9	2	127	D	D
Utilities	9	4	2	2	185	10	175
Construction	1,705	232	228	4	1,302	1,154	148
Manufacturing	108	91	73	18	3,071	864	2,207
Wholesale trade	101	107	84	23	1,942	793	1,149
Retail trade	629	374	299	75	6,805	2,679	4,126
Transportation and warehousing	507	70	55	15	1,429	D	D
Information	70	16	6	10	452	120	332
Finance and insurance	207	146	108	38	1,644	535	1,109
Real estate and rental and leasing	699	83	71	12	468	370	98
Professional, scientific, and technical svcs.	730	188	184	4	802	747	55
Admin support, waste mgt., remed. svcs.	1,183	63	55	7	1,440	388	1,052
Educational services	116	23	23	0	358	358	0
Health care and social assistance	904	241	204	37	7,381	2,348	5,033
Arts, entertainment, and recreation	264	36	36	0	234	234	0
Accommodation and food services	143	189	166	23	3,971	2,185	1,786
Other services (except public admin.)	1,586	222	212	10	1,482	1,203	279

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- Small businesses make up 87% of all businesses and 43% of all employment in Tangipahoa Parish.
- Small business enterprises are concentrated in 3 main sectors: retail trade, construction and health care and social assistance. Businesses in these 3 sectors with fewer than 100 employees represent 40% of all small businesses in the parish.
- In terms of employment, key small business sectors include retail trade, health care and social assistance and construction.

Washington Parish



Washington Parish is the most rural parish in the region. The parish is recognized for its timber and paper processing, manufacturing, food processing and agriculture industries.

- The population of Washington Parish has remained stable over the last four decades, staying in the low- to mid-40,000's. Between 2000 and 2010, however, the parish experienced a 7% increase as the Northshore expanded.
- Business establishments grew by 4% in the last 4 years. This is the lowest rate for any parish in the region not directly damaged by Hurricane Katrina.
- The poverty rate in the parish is the highest in the region at 26.6% and is well above the national rate of 14.3% and the state rate of 17.6%.
- Median household income in the parish dropped by more than a third from 2000-2009 and is currently the lowest in the region.
- The parish's unemployment rate has decreased since 2005 but remains above the state rate of 7.5% and just under the national rate of 9.6%.

Further Information:

- Washington Parish Website <http://www.wpgov.org/>
- Bogalusa Chamber of Commerce <http://www.bogalusachamber.org/>

	2010	2005 ¹	2000
Total Population	47,168	44,623	43,926
Minority Population (%)			
Hispanic Origin	1.9%	----	0.8%
Black or African American	31.0%	----	31.5%
American Indian and Alaska Native	0.3%	----	0.2%
Asian	0.2%	----	0.2%
2009			
Total Households ²	----	----	16,467
Poverty Rate ³	26.6%	24.5%	23.0%
Unemployment Rate ⁴	8.7%	9.6%	5.8%
Median Household Income (2009\$) ³	\$29,928	\$33,013	\$41,688
Business Establishments ⁵	806	772	829
Labor Force in Parish ³	15,908	----	16,756
Employment in Parish ⁵	10,429	10,556	11,695

U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.

Table 23: Establishments and Employment in Washington Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firms			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	3,026	648	566	82	8,049	4,393	3,656
Agriculture, forestry, fishing and hunting	82	4	4	0	27	0	27
Mining	11	10	9	1	147	D	D
Utilities	----	4	1	3	133	7	126
Construction	681	59	58	1	482	460	22
Manufacturing	37	32	26	6	1,140	366	774
Wholesale trade	26	20	18	2	134	D	D
Retail trade	220	137	110	27	1,479	766	713
Transportation and warehousing	164	23	19	4	145	107	38
Information	17	8	5	3	87	15	72
Finance and insurance	64	43	33	10	309	229	80
Real estate and rental and leasing	160	14	10	4	47	D	D
Professional, scientific, and technical svcs.	174	52	51	1	194	160	34
Admin support, waste mgt., remed. svcs.	388	12	11	1	313	D	D
Educational services	37	2	1	1	68	D	D
Health care and social assistance	355	79	70	9	2,147	890	1,257
Arts, entertainment, and recreation	57	10	10	0	52	0	52
Accommodation and food services	58	57	48	9	685	428	257
Other services (except public admin.)	492	83	81	2	458	438	20

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- Washington Parish has the fewest number of jobs in the region despite recent population and employment growth. It has the second smallest number of firms, behind only Plaquemines Parish.
- Small businesses dominate the local economy, however, accounting for the lion's share of firms (87%) and jobs (55%) in the parish.
- The top small business sectors in terms of jobs and enterprises are health care and social assistance, retail trade, construction, and accommodation and food services.

FOCUS: EAST BATON ROUGE

East Baton Rouge Parish, the most populous parish in the state, largely escaped the physical impacts of Hurricanes Katrina and Rita, though a large population influx has strained resources and infrastructure. However, this post-storm growth also led to opportunity and a generally favorable climate for small businesses. From 2004 to 2007, the small business growth rate was 9.3 percent, and the parish continues to add both businesses and employees (Harrison, n.d.). Roughly 28 percent of the population holds a bachelor's degree, creating an educated workforce (and, indeed, this rate is much higher than most of the GNO region). In addition, East Baton Rouge Parish has fared better than most mid-size cities during the national financial crisis. It ranked number 9 in small business start-ups according to *Fortune Small Business in 2009* and was deemed the 10th fastest recovering city by *Forbes* (Baton Rouge Area Chamber, 2010). However, not all businesses have fared equally well—small construction firms have been struggling, largely due to a decline in demand for new housing, and face increasing difficulty obtaining financial assistance (Campbell, 2011).

Due to its location along the Mississippi River, Baton Rouge historically has been a manufacturing and shipping hub, however both of these industries are in decline. Currently, the construction sector has the largest number of workers (despite the slowdown in the housing market), followed by health care and social assistance and accommodation and food services. The professional, scientific and technical sector is also quite strong in East Baton Rouge, spurred, no doubt, by the presence of several major universities, which help to draw a number of bright young minds to the parish. Baton Rouge is also the state capitol, which proves an attractive magnet for young professionals and businesses looking to locate close to the nexus of power. Currently, the Baton Rouge Area Chamber is implementing a target industry plan, focusing on five areas—warehousing and distribution; construction products manufacturing; insurance and real estate (regional headquarters and shared services); life sciences; and emerging and existing niche opportunities (such as digital media, downstream petrochemical production; bio-fuels and medical research) (Baton Rouge Area Chamber, 2010). Tourism also continues to be a strong driver for the parish economy, and a number of smaller, niche-oriented businesses have been springing up over recent years, particularly post-Katrina. SF-L recently received funding from the City of Baton Rouge to extend its operations to East Baton Rouge Parish. Because of this impending expansion, a profile of East Baton Rouge Parish has been included.

East Baton Rouge Parish



East Baton Rouge Parish is currently the state’s most populous parish. It is home to the capital city Baton Rouge, and the state’s flagship university, Louisiana State University, as well as Southern University and numerous businesses and industrial facilities.

- Parish population dipped slightly between 2000 and 2005 but increased substantially since Hurricane Katrina reflecting a shift in Louisiana’s population from the New Orleans metro area to the capital region. Overall, parish population increased by 6% over the decade.
- The percentage of Hispanics in the parish has almost doubled since 2000. However, it only makes up a total of 3.7% of the total population.
- The poverty rate has risen between 2000 and 2010 to 17.5%, exceeding the national rate of 14.3%.
- Growth in employment and business establishments has kept pace with overall population growth increasing by 5% and 8% respectively.

Further Information:

- East Baton Rouge Parish Website <http://brgov.com/>
- Baton Rouge Economic Development Office <http://brgov.com/econdev/>
- Baton Rouge Chamber of Commerce <http://www.brac.org/site.php>
<http://brgov.com/econdev/>

	2010	2005 ¹	2000
Total Population	440,171	411,417	412,852
Minority Population (%)			
Hispanic Origin	3.7%	2.2%	1.8%
Black or African American	45.3%	43.1%	40.1%
American Indian and Alaska Native	0.2%	0.2%	0.2%
Asian	2.8%	2.4%	0.1%
	2009	2005	2000
Total Households ²	169,430	160,380	156,365
Poverty Rate ³	17.5%	20.7 %	14.8%
Unemployment Rate ⁴	6.2%	6.5%	4.3%
Median Household Income (2009\$) ³	\$44,720	\$43,627	\$48,946
Business Establishments ⁵	14,516	13,214	13,391
Labor Force in Parish ³	217,914	213,498	206,885
Employment in Parish ⁵	259,841	251,967	246,430
<small>U.S. Census Bureau, Decennial Census unless otherwise noted. ¹ Total Population: U.S. Census Bureau, Population Division, Annual Estimates of the Population, July 2005; Race and Hispanic Origin: American Community Survey, 2005. ² U.S. Census Bureau, American Community Survey, 2005 and 2009. ³ U.S. Census Bureau, Small Area Income and Poverty Estimates. ⁴ U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics. ⁵ Louisiana Department of Labor, Quarterly Census of Employment and Wages.</small>			

Table 25: Establishments and Employment in E. Baton Rouge Parish by Industry and Firm Size, 2008

Industry	Non-Employer Establishments ¹	Employer Firm			Employment		
		Total	1-99 Employees	100 or More Employees	Total	1-99 Employees	100 or More Employees
Total for all sectors	32,794	10,408	9,198	1,210	236,524	80,582	155,942
Agriculture, forestry, fishing and hunting	177	10	8	2	72	63	9
Mining	350	34	29	5	169	93	76
Utilities	17	8	3	5	1,037	10	1,027
Construction	3,292	918	868	50	41,526	8,027	33,499
Manufacturing	350	332	284	48	10,794	3,298	7,496
Wholesale trade	400	676	521	155	10,063	4,644	5,419
Retail trade	2,192	1,369	1,107	262	29,360	8,631	20,729
Transportation and warehousing	1,117	238	176	62	4,446	1,470	2,976
Information	381	130	90	40	5,048	819	4,229
Finance and insurance	1,058	680	549	131	12,271	3,021	9,250
Real estate and rental and leasing	3,524	504	455	49	3,274	2,248	1,026
Professional, scientific, and technical svcs.	4,770	1,654	1,546	108	18,416	8,855	9,561
Admin support, waste mgt., remed. svcs.	3,462	563	460	103	18,086	4,726	13,360
Educational services	903	144	123	21	3,945	1,904	2,041
Health care and social assistance	2,943	1,249	1,134	115	36,413	12,463	23,950
Arts, entertainment, and recreation	1,323	138	129	9	3,602	1,359	2,243
Accommodation and food services	524	683	594	89	23,468	9,925	13,543
Other services (except public admin.)	6,011	1,168	1,106	62	12,052	8,604	3,448

Sources: U.S. Census Bureau, County Business Patterns, Statistics of U.S. Businesses (SUSB) program except where noted. ¹ U.S. Census Bureau, Nonemployer Statistics; D=Data withheld to avoid disclosing data for individual companies data are included in higher-level totals.

- East Baton Rouge has a high concentration of small businesses with 88% of all firms in the parish employing fewer than 100 workers.
- Of all the parishes included in this study, East Baton Rouge Parish ranks 1st in small business employment and 2nd (to Jefferson Parish) in small business enterprises.
- Retail trade is an important sector in the parish in both number of firms and employment. The neighborhoods identified in the new Comprehensive Plan as poised for investment include: Mid City, Downtown, and LSU, and the Old South Baton Rouge, Nicholson and Northgate areas (East Baton Rouge Planning Commission, 2011). The development of restaurants and retail in these areas can be an opportunity for SF-L.
- Other important small business sectors include accommodation and food services, health care and social services, and professional, scientific and technical services.

EMERGING GEOGRAPHIC TRENDS AND BUSINESS SECTOR SNAPSHOT

The preceding community profiles are important to understanding small business opportunities in the study region. Analysis of these place and sector-based attributes has uncovered some noteworthy findings.

- The GNO region has seen its population decline by 9.7 percent since 2000. Jefferson, Orleans, St. Bernard and St. James Parishes were in decline prior to Hurricanes Katrina and Rita while St. Charles, St. James, St. John the Baptist, St. Tammany, Tangipahoa, and Washington parish have seen various levels of population change since 2000. Despite population declines, Jefferson Parish remains the most populous parish in the GNO region followed by Orleans.
- SF-L has concentrated in its loan activity in the four parishes that lost population between 2000 and 2010: Orleans, Jefferson, Plaquemines and St. Bernard. SF-L's geographic focus makes sense given their emphasis on recovery as those were parishes that were hardest hit by Hurricanes Katrina and Rita.
- As the population continues to shift and recovery work starts to subside, SF-L should consider opportunities in adjacent parishes that may be in line with its mission. In particular, SF-L should consider St. John the Baptist, St. Tammany and Tangipahoa parishes. St. Tammany ranks third in small businesses (behind Jefferson and Orleans) and all three have posted significant gains in population, business enterprises and employment. All three parishes also have substantial and growing minority populations, concentrations of low- and moderate-income populations and in the case of Tangipahoa, a poverty rate in excess of the region.
- As overall population levels dropped, the Hispanic population grew by 3.1 percent in the GNO region, making gains in every parish. SF-L should view the Hispanic community as an opportunity for future growth and begin building relationships with Hispanic organizations in the region.
- Small firms have fared better than larger ones over the decade. Employment in the region declined by 14.1% between 2000 and 2009. Yet the number of business establishments decreased by only 2.1% illustrating the importance of small businesses in recovery.
- Jefferson and Orleans still dominate the region in terms of small businesses and self-employed individuals despite overall population, business and job losses. St. Tammany Parish ranks third.
- SF-L's priority investment areas of recovery, community and commercial redevelopment, food enterprises, and integrated green workforce and small business development are well-matched with the region's key small business sectors: accommodation and food services, retail trade and construction.
- Coastal restoration and protection is an emergent small business growth sector given BP's \$1 billion advanced payment to jump start restoration projects. Contracts will be awarded to support projects such as rebuilding coastal marshes, replenishing damaged beaches, restoring barrier islands and wetlands, building public boat launches and docks (Gulf Coast Leadership Summit, 2011). SF-L is uniquely positioned to service small business growth in this emerging sector given its existing

presence in Plaquemines and St. Bernard parishes through the Fisheries Assistance Center and its participation in the Louisiana Claims Technical Network.

IV. THE SMALL BUSINESS LENDING LANDSCAPE IN THE GREATER NEW ORLEANS REGION

As SF-L continues to refine and redefine its niches in Southeast Louisiana, it will be increasingly important to identify both competitors and potential partners/collaborators in the region. In this section, we identify the major financing and technical assistance providers in the study area. Included in each subsection below is a discussion of best practices and current thinking from national sources.

ANALYSIS OF MAJOR FINANCING AND TECHNICAL ASSISTANCE PROVIDERS

An array of small business lending and capacity building institutions currently serve small business owners in the GNO region. In order to determine where community needs are underserved, adequately served, or being met in surplus, a scan was completed of the existing small business lending and capacity building landscape in the study region. This comprehensive list of small business lenders and technical assistance providers was compiled over the course of several months (January to March 2011). First, websites were scanned and available community providers were contacted via phone and/or email to elicit information. Later, targeted interviews were conducted with specific stakeholders to reinforce key concepts and fill information gaps (a complete list of stakeholders contacted is provided in Appendix 4). For this analysis providers were separated into traditional banks, CDFIs, and technical assistance providers, as the investigation found important differences between (and similarities within) these three organization types.

TRADITIONAL BANKS

Recent research has shown that the number of locally-based, conventional lending institutions is decreasing nationwide (Smith, et al, 2009). These locally-based banks are being purchased by or consolidated into larger national banks. Interviews with local stakeholders suggested that New Orleans is not necessarily representative of this trend, as recent bank consolidations (e.g. Whitney Bank with Hibernia and Omni Bank with Iberia) have been between regional banks, as opposed to a national bank taking over a local lender. Local stakeholders interviewed perceived these consolidations as “marriages of like-kind” with similar lending policies. However, relationship-based lending is pervasive throughout the study area, perhaps more so than in other markets. As locally-based, conventional banks merge or consolidate, loan applications that are reviewed in centralized headquarters may increasingly replace relationship-based small business lending practices common within these institutions. This consolidation of firms represents an opportunity for SF-L and all CDFIs acting as local relationship-based lenders to increase their regional loan coverage. Increasingly, start-up firms and businesses owned by individuals with low levels of equity, limited collateral, damaged credit, or inexperience developing business plans struggle to obtain affordable loans from mainstream financial institutions. Leading scholars at the Woodstock Institute have suggested that mutually beneficial relationships between CDFIs and larger regional banks could evolve into a range of funding opportunities for the small business community (Smith, et al, 2009). Similarly, CDFIs can provide services to markets that larger, regional banks may be neglecting.

Traditional lending institutions in the survey region have experienced difficulties associated with access to capital, facing a situation similar to that of the public as a whole. As traditional banks follow cues from national spending trends on durable and other consumer goods, they perceive the relative strength or weakness of the economy and the accompanying likelihood that any given loan will go unpaid. Based on this market-based perception, the rates of credit available to consumers to borrow are similarly adjusted. During the recent (and perhaps still ongoing) downturn, interbank, consumer, and small business lending have all decreased (Heider and Hoerova, 2009). At the same time, borrowers’ credit-worthiness may have

also been adversely affected by the economic downturn. These changes in credit availability parallel the trends showing an increasing lack of access to credit for small businesses, tighter lending standards, and reductions in the number and amount of small business loans. Local stakeholders agreed that banks and CDFIs both have shown an aversion to taking risks on small businesses in comparison to the years prior to the economic downturn.

LOCAL TRADITIONAL BANK LENDING

For traditional banks, small business lending is commonly guaranteed with the federal backing of the SBA through a series of loan programs [7a, 504, and Gulf Opportunity (GO) loan programs]. Traditional banks in survey parishes vary in their willingness to lend to small businesses using these federally backed loans. As Table 26 shows, not all traditional banks, and indeed, perhaps fewer than expected, issue SBA backed loans in the study area. SBA backed lenders vary significantly in their loan volumes. Currently, Gulf Coast Bank and JP Morgan Chase Bank are dominating the local market. The absence of other major regional and national banks is notable. According to some local stakeholders, this represents many banks' unwillingness to grant small business loans in general. Other interviewees suggested that cumbersome preparation and monitoring requirements associated with SBA products was to blame.

Rank	Lender Name	No. of SBA Loans Distributed	Dollar Amount this Quarter
1	Gulf Coast Bank & Trust	80	\$ 15,082,400
2	JP Morgan Chase Bank	68	\$ 10,914,000
3	BIZCapital BIDCO II, LLC	3	\$ 7,000,000
4	Southcity Bank	2	\$ 6,850,000
5	First NBC Bank	7	\$ 6,322,000
6	First Financial Bank	8	\$ 5,745,000
7	Newtek Small Business Finance Inc.	3	\$ 4,556,400
8	Rayne State Bank & Trust Company	3	\$ 4,038,500
9	MidSouth Bank	2	\$ 4,035,000
10	Gulf Coast Bank	12	\$ 3,846,800
11	Louisiana AG Credit	4	\$ 3,376,900
12	Live Oak Banking Company	5	\$ 3,322,000
13	First Guaranty Bank	3	\$ 2,233,000
14	Plains State Bank	1	\$ 2,190,000
15	Giblsland Bank & Trust Company	8	\$ 1,760,500

Source: U.S. Small Business Administration. (2011d)

The following tables (Tables 27-29)³ identify top banks in the GNO area in the small and micro business lending market. The banks in these tables represent potential competitors and partners for SF-L.

As stated in the SF-L 2010 business strategy, SF-L's average loan amount was \$60,983 for the Southeast Louisiana region with a loan range from \$50,000 to \$250,000 (SF-L, 2010: 3). Yet, discussions with staff members have indicated that \$150,000 is SF-L's ideal loan amount. With this in mind, Table 27 shows the top small business lenders serving Louisiana regardless of headquarters location, ordered according to total loan amount.⁴ This table shows many national banks with an average loan size higher than SF-L's

³ Full Federal Reserve Call Report Tables can be found in Appendix 2.

⁴ Median loan size is a more accurate measure of central tendency than average loan size; however, medians could not be determined from call report data.

current average, but also that these higher averages are roughly the same as SF-L's stated ideal loan amount. Further examination of this table shows a gap in traditional bank lending in study region between \$50,000 and \$100,000 loans.

Name of Lending Institution	HQ Location	Institution Asset Size	Amount (1,000)	Number	Average Loan Size
Whitney Holding Corporation	LA	\$10B-\$50B	752,839	4,267	176,433
Capital One Financial Corporation	VA	>\$50B	420,163	7,634	55,038
Regions Financial Corporation	AL	>\$50B	323,442	2,565	126,098
JPMorgan Chase & Co.	NY	>\$50B	273,050	10,117	26,989
GE Money Bank	UT	\$10B-\$50B	251,535	32,778	7,674
Iberiabank Corporation	LA	\$1B-\$10B	233,095	1,164	200,253
Red River Bancshares Inc.	LA	<\$1B	115,345	894	129,021
Hancock Holding Company	MS	\$1B-\$10B	108,055	882	122,511
Midsouth Bancorp Inc.	LA	<\$1B	95,795	942	101,693
BancorpSouth Inc.	MS	\$10B-\$50B	94,731	756	125,306

Source: U.S. Small Business Administration, Office of Advocacy. 2011. From Call Reports collected by the Federal Reserve Board. <<http://www.sba.gov/content/banking-study-2010>>¹Small business lending is defined by the SBA as loans of <\$1 million.

Tables 28 and 29 showcase the leading small and micro business lenders among traditional banks headquartered in the Greater New Orleans region.⁵ Table 28, shows that locally headquartered traditional banks have average loan sizes much larger than SF-L's \$61,000. Most of these banks have varying asset sizes and average loan sizes ranging from \$130,000 to \$318,000. Gulf Coast Bank again appears as a significant player in the small business loan market with a loan amount totaling \$243 million, more than \$100 million more in small businesses loans than any other bank headquartered in the study area. Additionally, we find that there is a geographic disparity as there is only one bank in the top ten (First American Bank and Trust) from the river parishes, St. Bernard or Plaquemines, while Orleans, Jefferson and the Northshore parishes are heavily represented.

⁵ Call report data utilized a specific methodology to rank these banks, which involved comparing both small business loans to total assets as well as small business loans to larger business loans. It is important to note that this method may over-emphasize small and medium sized bank rankings due to their smaller asset bases.

Table 28: Top 10 Traditional Banks in Small Business Lending¹ in GNO Region, June 2010

Name of Lending Institution	City	Rank ²	Lender Asset Size	Amount (1,000)	Number	Average Loan Size
Gulf Coast Bank and Trust Company	New Orleans	87.5	500M-1B	243,233	1,535	158,458
American Bank & Trust Company	Covington	77.5	100M-500M	33,818	214	158,028
Guaranty Savings Bank	Metairie	75	100M-500M	62,975	193	326,295
Florida Parishes Bank	Hammond	70	100M-500M	28,338	330	85,873
First Bank and Trust	New Orleans	67.5	500M-1B	140,565	1,077	130,515
Omni Bank	Metairie	65	500M-1B	116,611	764	152,632
First American Bank and Trust	Vacherie	65	500M-1B	101,935	757	134,657
Resource Bank	Covington	65	100M-500M	66,796	474	140,920
State-Investors Bank	Metairie	62.5	100M-500M	38,263	120	318,858
Dryades Savings Bank, F.S.B.	New Orleans	60	<100M	24,705	92	268,533

Source: U.S. Small Business Administration, Office of Advocacy. 2011. From Call Reports collected by the Federal Reserve Board. <<http://www.sba.gov/content/banking-study-2010>>¹Small business lending is defined by the SBA as loans of <\$1 million.²A lender's Rank is the sum of four individual decile rankings multiplied by 2.5 to attain a possible score of 100. Decile rankings range from 1 to 10. The four individual decile scores include: 1) Ratio of Small Business Loans to Total Assets, 2) Ratio of the Dollar Amount of Small Business Loans to Total Business Loans, 3) Total Dollar Amount of Small Business Loans, and 4) Total Number of Small Business Loans.

Table 29 shows which locally headquartered banks have the best rankings in micro business loan lending (defined as less than \$100,000). We again find a geographic disparity with Orleans, Jefferson and the Northshore parishes heavily represented, while the river parishes, St. Bernard and Plaquemines are underserved. Gulf Coast Bank's micro business loan department ranks high, as do First Guaranty and Citizens Savings Bank (which are both located in the Northshore parishes). Again, we find average loan sizes dissimilar to those of SF-L. Micro business loan averages from these lenders range from \$9,000 to \$35,000, far lower than SF-L's \$61,000. Moreover, these traditional banks do not offer their clients the level of technical assistance SF-L routinely provides. In this way, SF-L favorably competes with traditional banks for small business customers within this loan range that require technical assistance services. That being said, provision of this technical assistance comes at a higher cost comparative to banks which do not provide technical assistance.

Table 29: Top 10 Traditional Banks in Micro Business Lending¹ in GNO Region, June 2010

Name of Lending Institution	City	Rank ²	Lender Asset Size	Amount (1,000)	Number	Average Loan Size
Gulf Coast Bank and Trust Company	New Orleans	67.5	500M-1B	21,625	617	35,049
First Guaranty Bank	Hammond	67.5	1B-10B	20,346	649	31,350
Citizens Savings Bank	Bogalusa	65	100M-500M	7,141	291	24,540
Liberty Bank and Trust Company	New Orleans	65	100M-500M	6,970	736	9,470
First Bank and Trust	New Orleans	62.5	500M-1B	17,351	627	27,673
Florida Parishes Bank	Hammond	62.5	100M-500M	5,469	225	24,307
Whitney National Bank	New Orleans	60	10B-50B	122,454	4,951	24,733
American Bank & Trust Company	Covington	52.5	100M-500M	4,241	142	29,866
First American Bank and Trust	Vacherie	52.5	500M-1B	10,535	401	26,272

Source: U.S. Small Business Administration, Office of Advocacy. 2011. From Call Reports collected by the Federal Reserve Board. <<http://www.sba.gov/content/banking-study-2010>>¹Micro business lending is defined by the SBA as loans of <\$100,000.²A lender's Rank is the sum of four individual decile rankings multiplied by 2.5 to attain a possible score of 100. Decile rankings range from 1 to 10. The four individual decile scores include: 1) Ratio of Small Business Loans to Total Assets, 2) Ratio of the Dollar Amount of Small Business Loans to Total Business Loans, 3) Total Dollar Amount of Small Business Loans, and 4) Total Number of Small Business Loans.

SF-L is uniquely positioned to take advantage of a gap in the lending landscape, providing an average loan amount that is generally not being serviced by the traditional lending community. Targeting loans between \$50,000 and \$100,000 dollars would both help SF-L to fill this gap and fulfill its mission. As shown by Tables 27 and 28, average small business loans granted by traditional banks are generally higher than this range and average micro business loans are generally lower. In addition, SF-L has a competitive advantage as it is able to provide value added technical assistance services to their clients.

PARTNERSHIPS WITH TRADITIONAL BANKS

As discussed previously, partnerships between various small business serving institutions can provide a “continuum of credit” for a region. Relationships between traditional banks and CDFIs broaden the coverage of small business lending and can provide future customers to both CDFIs and banks. SF-L is uniquely positioned among leading Louisiana CDFIs as it is not a depository institution and therefore is not competing against traditional banks for depository customers. National case studies have shown evidence of CDFIs being sought after by national banks for partnerships in the hope that large national banks can provide loans to small businesses that ‘graduate’ from high touch, riskier loans provided by CDFIs (Smith et al, 2009). Larger banks can also benefit from relationships with CDFIs through referrals for depositors from non-depository CDFIs, or opportunities to meet CRA lending requirements by supporting CDFI loan funds. Meanwhile CDFIs can benefit by gaining borrowers who might not qualify under traditional bank standards or through referrals in general, by having a loan fund supported by a traditional bank, by diversifying their operating support and by gaining wider community visibility.

Case studies have shown that CDFI loan funds the size of SF-L have opportunities for partnerships with local, regional and national banks. For instance, the Cooperative Business Assistance Corporation (CBAC) in Camden, New Jersey is a CDFI loan fund with a targeted low-income market similar to SF-L. The CBAC operates its loan fund in conjunction with eight traditional lenders, and uses borrowed funds from the banks for most of its lending and partners directly with them for companies requiring larger loans. CBAC helps conventional lenders build recognition in underserved areas, boost their CRA ratings, and generate potential future customers. To serve their clients, CBAC also receives funding from the SBA micro-lending program and occasional CDBG and foundation allocations (Smith, et al. 2009: 11-13). CBAC is not self-sufficient and does not perceive that to be a realistic goal. Such partnerships similar to the one undertaken by CBAC may be beneficial for SF-L moving forward. Overall, successful CDFI loan funds have a more collaborative, rather than competitive, relationship with traditional lending institutions (Smith, et al. 2009: 19).

As mentioned in the SF-L 2010 business strategy, SF-L has relationships with several traditional banks which provide funding for its operation, these include: Capital One, Liberty Bank, Regions Bank, Omni Bank, and Whitney National Bank. As of April 2010, these banks provided \$15,500 in funding for general operations. Additionally, the 2010 business strategy envisioned implementation of “‘Second Look Agreements’ with Capital One, Whitney and other local banks” (SF-L, 2010: 32, 34). Meanwhile, operational funding from non-traditional bank sources totaled over \$50,500. Of the \$5,066,250 in pending operational funding streams, only \$1,250 was from bank sources. The remaining \$5,065,000 in operational funding support was sought from governmental and foundation sources (SF-L, 2010: 7). Both the current and pending funding streams show a lack of diversity in sources. In pursuing mutually beneficial partnerships with national and regional banks, SF-L can potentially diversify operational funding streams, increase referrals, and gain wider community visibility.

For SF-L, additional ‘Second Look’ (or formalized referral) relationships could be sought with those banks already successfully competing in the GNO region’s small business lending market. Gulf Coast Bank, American Bank and Trust, Guarantee Savings, Capital One, First Bank and Trust, and several other banks are leading the way with a focus on small business lending according to call report data from the Federal Reserve (Tables 27 and 28). Partnering with these banks can help fill an identified gap in the continuum of credit for the New Orleans region. For SF-L, the average loan sizes, local ties, and dedication to small business lending make these particular banks ideal candidates for partnerships. Similarly, as Table 29

shows, SF-L could pursue potential partnerships with primary micro business lenders in the region: First Guaranty Bank, Citizens Savings Bank, and Liberty Bank.⁶ Deeper relationships with these banks serving the micro business lending market can help SF-L achieve its mission of providing affordable, innovative, alternative lending and technical assistance to the small business community.

CDFIS

Nationally, CDFIs' growing concerns over existing portfolios have led them to be less willing and able to take risks with objectively weaker borrowers (Smith, et al, 2009). This tendency to seek more stable borrowers as clients increasingly places them in competition with mainstream banks. Access to lending capital will continue to be a challenge for CDFIs, particularly as capital markets remain tight (The Federal Reserve Board, 2011). Currently, 18 CDFIs providing small business financing are headquartered in Louisiana and consist of banks, credit unions and loan funds (Neelakantan, et al., 2010). Tables 30 and 31 present the CDFIs, both depository and non-depository, in Southeast Louisiana. In addition to SF-L, major CDFI small business lenders in the study area include: Accion Texas-Louisiana, ASI Federal Credit Union, Advantage Capital/ BizCapital, Hope Credit Union and NewCorp.⁷ To gain a better understanding of the conditions of CDFI small business lending in SE Louisiana, we contacted stakeholders in the small business community to provide observations. Accion Texas-Louisiana, ASI Federal Credit Union and Hope Credit Union were identified as the key players in the field by a majority of the stakeholders contacted. Interestingly, each of these institutions offer a wide range of loan products, including very small business loans and lines of credit (as low as \$500 for ASI and \$5,000 and above for Accion-Texas). These institutions are capable of making small loans in a timely fashion and are some of the few lenders that provide very small loans in Southeast Louisiana. This exposes them to a wider range of small businesses and may be one reason they are identified as key players. The importance of a "continuum of credit" for small businesses is one of the key findings of the study. Interviews conducted with CDFIs and other stakeholders suggested the continuum of credit may be adequately covered but it is hard to know for sure because most CDFIs are trying to provide loans of all sizes in many sectors instead of focusing on what they do well. This desire to serve all ranges and sectors is responsible for the inability of small businesses to identify which institutions they should contact for particular needs. With underwriting standards such as required credit scores and collateral needed to obtain a loan similar between most CDFIs, SF-L should focus on other ways to differentiate itself from group. SF-L should consider this as an opportunity to distinguish themselves from other CDFIs by clearly outlining the businesses they serve and the loan ranges they are best at providing.

CDFIs' small business lending covered several business types, but those serving start-up businesses appear to be lacking. Accion Texas-Louisiana and Idea Village⁸ are the only two institutions explicitly stating that they lend to start-ups, with Accion Texas-Louisiana serving a range of entrepreneurs and Idea Village focusing on high-growth sector start-ups. Stakeholders also mentioned the need for increased technical support for start-up businesses. Technical assistance providers commented that entrepreneurial lending and technical assistance tends to be geared towards individuals with relatively good financial and credit standing. Those who have credit problems are often unable to find banks or even CDFIs that are willing and able to work with them to increase their overall credit worthiness. With Accion Texas-Louisiana recently entering the market for start-ups, the gap of funding for low-credit entrepreneurs may be better met in the future. SF-L is currently partnering with Accion-Texas Louisiana to provide loans of \$5,000-\$250,000 in Baton Rouge with Accion Texas-Louisiana lending from \$5,000 to \$100,000 and SF-L lending

⁶ Liberty Bank is a regional bank with a CDFI loan fund. This institution has offices in Alabama and as such may make a key collaborator between SF-L and Seedco Financial Alabama's microlending and small business loan fund activities.

⁷ Newcorp was not evaluated in the CDFI tables (30 and 31) because of their focus on technical assistance. They are included in Table 33, which identifies the TA services they offer.

⁸ Idea Village is not a CDFI but does provide technical assistance and some lending to start-up businesses in high growth sectors.

from \$50,000 to \$250,000. The establishment of this formal relationship in Baton Rouge provides an opportunity for SF-L to further pursue this relationship in the New Orleans region.

The need for a stronger continuum of credit was echoed throughout the stakeholder interviews we conducted. Yet our scan of the region's CDFIs provided little information to robustly identify small business credit gaps in the products offered by CDFIs. Other than stating the range of their loan products, CDFIs offered little information on loan portfolio characteristics (e.g. loan size, type or geographic location). However, the gaps identified within traditional loan institutions (Tables 27-29) may correlate to gaps within CDFI funding. While the CDFIs contacted for this scan disclosed limited loan data, the information gleaned supports the gap identified within traditional banks. Many CDFIs identified wide loan ranges. This general lack of niche lending may be hindering the CDFI lending environment in the GNO region because institutions are spreading themselves thin by not acknowledging a core lending competency and sticking to it. This may prove to be an opportunity for SF-L to increase its portfolio for loans between \$50,000 and \$100,000 and fill a gap banks have left in the continuum of credit while positioning themselves as "the lender" for loans in this range. The benefit would come by way of making it easier for small businesses to evaluate the differences between lenders because SF-L would be clear in their expertise of providing this level of funding.

Considering the loan ranges CDFIs disclosed (Table 31), gaps in coverage also appear with micro-lending (under \$5,000); only Accion Texas-Louisiana and ASI advertise micro loans of \$500-\$5,000. Understandably, Accion Texas-Louisiana is capable of underwriting such small loans because they utilize a specialized computer program that allows a majority of loan applications to be decided on the spot while ASI utilizes in-house underwriting (SAS Software Limited, 2011). For those small business owners seeking capital and failing to qualify for SBA loans or with credit scores lower than acceptable, there exists little opportunity for financing, unless there are existing personal relationships with CDFIs or credit unions. With a partnership between Accion Texas-Louisiana and SF-L already formalized in East Baton Rouge, and hopes for that formalization to cross into New Orleans, SF-L should offer to partner with Accion Texas-Louisiana to provide additional support to these entrepreneurs. Though providing start-up funding is not included in the SF-L model, providing technical assistance is, and forming strong partnerships is encouraged. Using this model, SF-L could provide technical assistance support to start-ups that are receiving loans from Accion Texas-Louisiana. These businesses could then graduate to lending from SF-L based upon agreements decided on beforehand between Accion Texas-LA and SF-L.

Partnering with New Markets Tax Credits recipients is another way for SF-L to form relationships while continuing to work in a sector where SF-L already has core competencies. In the CDFI market, SF-L could look to commercial real estate lenders active in commercial corridor revitalization. Such partnerships would enable SF-L to focus their lending in one of their core sectors, restaurants or retail, while leveraging resources to make a larger impact in distressed communities.

A major concern for non-depository CDFIs has been the erosion of loan funds caused by defaulted loans coupled with the increasing difficulty of finding additional funding, as mentioned above. As a non-depository CDFI, SF-L faces both challenges and opportunities in the GNO market. SF-L's underwriting operations are headquartered in New York and provide a knowledgeable, dedicated underwriting team that streamline the loan process and allow SF-L to maximize their limited resources and staff time by not having to directly process time-consuming loans. However, off-site underwriting potentially hinders relationship-based lending as the underwriters are not in contact with the borrowers or the communities where the borrowers are located. SF-L's proposed participation in the SBA's Community Advantage Initiative Program (see Appendix 3) provides an opportunity for SF-L to ease the concern of loan defaults, as they are backed by the federal government, allowing SF-L to make slightly higher risk loans more aligned with its mission. SF-L is uniquely positioned among local CDFIs to compete using these loans because of the dedicated underwriters in New York. Given concerns with SBA loan red tape, such as complicated underwriting procedures and lengthy waiting periods, SF-L will be able to focus on the clients, allowing headquarters to navigate SBA bureaucracy. As of mid-April, only one CDFI in the nation

was approved to offer SBA loans through this program. The benefits associated with off-site underwriting and participating in the SBA program would allow SF-L to differentiate themselves and provide an advantage over other regional CDFIs.

Though the scan of the CDFI environment could not produce exact results, stakeholder input and research have shown that there is a clear gap in the lending environment to small businesses by both traditional banks and CDFIs. SF-L has the opportunity to fill this gap while become more recognized in the area as a responsible lender. The following section contains examines the technical assistance landscape in the GNO region and how SF-L can efficiently contribute to this sector.

Table 30: Non-Depository CDFIs in 10 Parish Greater New Orleans Region					
Assistance Provider	Area Served	Services/ Assistance Provided	Major Lending Sector/Types of Businesses Served	Loan Range Amounts	Summary
Accion Texas-Louisiana	Statewide	Individual Business Loans, Credit start loans, pronto loans, lines of credit.		Individual Business Loans: \$500-\$100k; Credit Start Loans<\$500; Pronto Loans \$500-\$5k; Loan Access Amounts <\$50k	
AMCREF Community Capital LLC / Gulf South Finance LLC	LA, MS, TX, and AL qualified Census Tracts	Tax credit equity, non-conventional debt, equipment leases and private capital advisory services.	Renewable energy and community development / Start-ups and high-growth companies		Offering loans and equity-equivalent financing that is deeply discounted compared to market rate to businesses that create quality jobs in the Gulf South.
BizCapital BIDCO II, LLC (subsidiary of Advantage Capital CDF)	Orleans and St. Tammany Parish	Loans for working capital needs, asset acquisitions, expansions and small business start-ups. SBA preferred lender	Basic manufacturing, retail, health services and energy / Small businesses in which half of employees and properties are located in qualified Census Tracts; Preference on GO ZONE areas	\$100k- \$1mil	Mission hinges on offering small companies, competitive loan structures that are government guaranteed. Bizcapital is the largest volume SBA lender in LA (FY 2010) and top SBA minority lender in the State.
Citizens United for Economic Equity (CUEE)	Orleans Parish and some surrounding areas	Low-interest loans and grants to more than 170 small, minority-owned, and women-owned enterprises	Any small business except casinos and bars	<\$100k	Focusing on lending strategies that eliminate poverty by replacing dependency with asset building, wealth accumulation, and self actualization.

Table 30: Non-Depository CDFIs in 10 Parish Greater New Orleans Region (Continued)

Assistance Provider	Area Served	Services/ Assistance Provided	Major Lending Sector/Types of Businesses Served	Loan Range Amounts	Summary
Community Development Capital Loan Fund	Parishes affected by Hurricane Katrina	Affordable housing capital, technical assistance, and construction management to developers and entrepreneurs.	Real estate needs / Affordable housing, mixed use development and distressed properties		Primarily a commercial real estate lender and seeing to partner with CDFIs to broaden their reach into business lending to improve New Orleans commercial corridors.
Louisiana Rural Health Services CDFI		Provides funds to assist with efforts to improve healthcare infrastructure. Provides technical assistance and resources to assist loan applicants in preparing business plans, pro forma financial statements, and facilitate referrals. Provides compensating deposits to help reduce interest rates on conventional loans. Provides linkages for small businesses.	Healthcare facilities	5,000- 1 million	Providing technical assistance and loans to start-ups and existing health care businesses.
Regional Loan Corporation CDFI				EDA/LED loan amounts from 25,000 to 250,000.	
St. Bernard Parish Redevelopment, LLC CDFI	St. Bernard Parish	Unsecured equity-like predevelopment loans, subordinated debt, leasehold improvement loans, business loans, equity investments	Affordable housing, healthcare facilities, ancillary services, social services, local industry and individual businesses		Focused on affordable housing, social services health care and economic development using NMTCs in the recovery and redevelopment of the Hurricane Katrina Gulf Opportunity Zone.

Source: Compiled by authors between January and April 2011.

Table 31: Depository CDFIs in 10 Parish Greater New Orleans Region

Assistance Provider	Area Served	Services/ Assistance Provided	Major Lending Sector/Types of Businesses Served	Loan Range Amounts	Summary
ASI Federal Credit Union	Greater New Orleans	Small Business loans for real estate, multi-unit residential property, working capital, machinery and equipment, inventory, leasehold improvements, construction, or renovation loans.	Small businesses / Existing member businesses and occasionally start-up businesses	\$5k to \$1.5 Mill, typically low 5 to low 6 figures	Focusing on strengthen the financial health of underserved communities through financial services and education while partnering with LSBDC, JEDCO and the SBA.
Hope Credit Union			Child care, health care and infrastructure		

Source: Compiled by authors between January and April 2011.

TECHNICAL ASSISTANCE PROVIDERS

Technical assistance providers offer financial training and services to small businesses to help them strengthen their business capacity and access credit. As a result of more-restrictive lending standards the demand for technical assistance services is on the rise as small businesses seek to improve their credit worthiness to become more 'bankable' to mainstream lenders or identify alternative funding sources (Locke, 2010). Technical assistance is particularly important in improving the success of small businesses in low-income communities where capital is particularly lacking (Federal Reserve Bank of San Francisco, 2000).

In the GNO region, there are multiple technical assistance providers offering a range of services from broad-based assistance for all businesses in an outreach area, to one-on-one services tailored to the needs of a specific small business. To assist SF-L in identifying opportunities to capitalize on gaps or better leverage resources through collaboration with other service providers, we have identified the principal technical assistance providers in the study region, profiled their service offerings, and spoken with a range of providers and small business stakeholders about the strengths and weaknesses of the existing technical assistance system.

Small business technical assistance providers in the 10-parish GNO region vary widely in terms of geographic service areas, types of businesses served and assistance provided. For this analysis, we have grouped providers into two categories: place-based providers (Table 32) and mission-based providers (Table 33). Place-based providers, such as chambers of commerce, focus on promoting the local business environment to stimulate and nurture the startup, development and growth of all area businesses, not only small businesses. In this role they may sponsor networking events, engage in business advocacy, offer seminars on business development and management, and provide information on area markets or local, state, and federal business incentives. In contrast, Small Business Development Centers (SBDCs), with their dedicated service areas, combine training and workshops with one-on-one business counseling to address a variety of issues facing small businesses. Place-based providers play an important role in providing referrals to lenders and identifying alternative funding sources for small businesses but do not typically provide financing.

Responding to local small business and community needs, mission-based providers cater to specific types of businesses or business needs within a given geographic area (e.g. minority owned businesses; start-ups; or businesses in a specific sector or industry). These non-profit, often community-based organizations, rely on resources from the public sector, philanthropy and financial institutions to meet their goals. Some mission-based providers developed specifically to provide technical assistance to area businesses, while others were formed as social service or community development organizations and have expanded their programming to include technical assistance in response to community demand (Ibid.). In the GNO region, Good Work Network is an example of the former, while the Mary Queen of Vietnam Community Development Corporation (MQVDC) and Lower 9th Ward Neighborhood Empowerment Network Association (NENA) represent the latter. Mission-based organizations can offer a variety of services, ranging from basic business courses and assistance with business plan development to a sophisticated array of lending products and pre- and post-financing services.

While place-based providers are reasonably well distributed throughout the region, or serve a state-wide clientele, among mission-based providers there appears to be a geographic gap in service provision. Most mission-based providers serve the parishes south of Lake Pontchartrain, particularly Orleans. Only two organizations reported Northshore parishes within their service area, NEWCORP Business Assistance Center and the Urban League of Greater New Orleans Women's Business Resource Center (WBRC). For both of these organizations, their Northshore activities are confined to St. Tammany Parish. The lack of mission-based providers serving the Northshore is somewhat surprising given that St. Tammany has the third largest concentration of small businesses in the region (behind only Jefferson and Orleans Parishes) and both St. Tammany and Tangipahoa Parishes have benefited from significant post-Katrina shifts in

population and economic activity and experienced rapid growth in population, employment and business establishments between 2000 and 2010.

Because few providers offer all products and services small businesses seek, small businesses must rely on a network of regional organizations to meet their technical assistance needs (Ibid.). When asked about the strengths and weaknesses of the GNO region's technical assistance network, stakeholders commented on its fragmented nature, noting that despite Southeastern Louisiana's well-developed network of SBDCs, the region lacks a comprehensive list of providers and the services they offer making it difficult for small businesses to easily identify and access the appropriate assistance and resources. To address this gap, the Regional Planning Commission recently developed and deployed Metro New Orleans Sourcelink, a web-based clearinghouse of technical assistance services to help direct small businesses and entrepreneurs to the most appropriate providers (See Appendix 3).

While Metro Sourcelink is significant step in the right direction, more is needed to strengthen the region's small business support system. Numerous stakeholders have suggested the region might have too many providers and have questioned the capacity of provider organizations and the quality of assistance currently offered.⁹ Effective provider organizations need to identify and focus on their core-competencies rather than attempt to provide too many services in-house, stretching thin limited resources. Partnerships among several specialized technical assistance providers makes it possible to leverage area resources and knowledge to provide a continuum of high quality assistance needed to increase small business capacity, create credit-worthy borrowers and spur sustainable and equitable economic development. Within the current system, individual providers must spend a great deal of time and resources on fundraising, detracting focus from their mission. To make the system more effective and encourage collaboration, one area provider recommended that a single funder or group of funders support the entire technical assistance landscape, rather than individual organizations.¹⁰

Two area initiatives exemplify a collaborative approach to technical assistance provision—the Collaborative for Enterprise Development (CED) and the Louisiana Claims Technical Network. The CED was created in the aftermath of Hurricane Katrina with start-up funds from the Louisiana Disaster Recovery Foundation to help small businesses and entrepreneurs address the challenges and opportunities of a recovery environment. CED currently has four members: Capital Access Project, Good Work Network, Idea Village, and NewCorp Business Assistance Center. Together CED's members provide a continuum of services including: child care support, credit counseling, business development, financial assessment and modeling, and small business loans and grants (CED, 2011).

The State of Louisiana established the second initiative, the Louisiana Claims Technical Network, in fall 2010 in response to another disaster, the BP Oil Spill. The Network consists of 12 non-profit partners that provide case management services to businesses and individuals filing applications to BP's oil spill claims fund, through the Gulf Coast Claims Facility. SF-L, as one of the 12 non-profit partners, assists affected business through the claims process by helping them prepare financial statements, analyze documentable losses and providing referrals to social assistance providers within and outside of the network. SF-L's participation in the Network is a logical extension of their work at the Fisheries Assistance Center, a one-stop shop for commercial fishing businesses SF-L established in 2008.

⁹ Technical assistance providers also expressed these concerns at the release of the Policy and Economic Research Council (PERC) Small Business Study sponsored by the Louisiana Disaster Recovery Fund. March 11, 2011, New Orleans, LA.

¹⁰ This was noted at the release of the Policy and Economic Research Council (PERC) Small Business Study sponsored by the Louisiana Disaster Recovery Fund. March 11, 2011, New Orleans, LA.

Currently, SF-L provides a comprehensive suite of pre- and post-financing technical assistance tailored to the individual needs of businesses and focused on promoting borrower readiness, strengthening the development and operations of the business, and addressing capital needs and debt management. SF-L's intensive and individualized technical assistance services, combined with their lending, distinguish them from many other providers in the region. Not wanting to duplicate services provided by other organizations, and recognizing their inability to cover all services, SF-L works in partnership with a network of providers and consultants in their Economic Development Administration (EDA) funded technical assistance program. Through this initiative SF-L works almost as a brokerage organization, determining the assistance the businesses need and then pairing businesses with individuals, organizations, and educational institutions that are highly knowledgeable in the needed areas.

It is important for SF-L to retain and nurture their existing relationships and incorporate partnerships into their other programming. Reaching out to place- and mission-based organizations can lead to loan referrals for SF-L while allowing them to focus on their core competencies by pointing businesses to other assistance organizations that provide non-financial based services.

Table 32: Place-Based Technical Assistant Service Providers in 10 Parish Greater New Orleans Region

Technical Assistance Service Provider	Services Provided	Overview/Mission of TA Provider
Bogalusa Chamber of Commerce	Seminars; Business Counseling; Networking; Events; Access to Business Resources	The Bogalusa Chamber is a group of primarily business people, professionals, and concerned citizens, working together to make their community a better place to live, work and prosper.
Downtown Development District (DDD)	Access to Business Resources; Business Support; Access to Financing Options and Small Loans; Marketing	The Downtown Development District acts as catalyst for a prosperous, stimulating, innovative heart of the New Orleans by cultivating economic development in emerging industries, and serving as the voice and advocate for downtown's future.
East St. Tammany Chamber of Commerce (ESTC)	Business Support; Advocacy; Business Counseling; Networking	The ESTC's mission is to advance the general welfare and prosperity of the region so that their citizens and all areas of the business community shall prosper through the promotion of the Slidell area for economic development and small business development.
Greater New Orleans Inc. (GNO Inc.)	Access to Business Resources; Marketing; Business Counseling; Networking	GNO Inc.'s mission is to serve as the catalyst for wealth creation in the region by pursuing an aggressive agenda of business and product development, marketing the region, and improving regional business conditions through policy, workforce, research and communications initiatives.
Jefferson Chamber of Commerce	Networking; Seminars; Marketing; Ceremonies; Events; Advocacy; Business Discounts	The Chamber's mission is to work for the advancement of the business community; to enhance the economic, civic and cultural environment; and to improve the quality of life in Jefferson Parish. They work on behalf of their members to help their businesses grow, implement relevant and informative programming and provide opportunities to build relationships with other businesses in the community.
Jefferson Parish Economic Development Commission (JEDCO) Enterprise Centers (East and West)	Networking; Business Counseling and Mentoring; Office Resources and Space; Access to Business Resources; Business Support; Business Plan Development; Market Analysis; Accounting and Legal Assistance; Marketing; Seminars; Access to Early Stage Capital Providers	JEDCO's Business Incubators are programs designed to connect business innovators, market experts, and capital providers to transform business ideas into viable business ventures by providing an atmosphere in which start-up businesses can survive and prosper.
Louisiana Small Business Development Center (LSBDC)	Business Plan Development; Marketing; Business Counseling; Access to Business Resources; Seminars and Training	The mission of the LSBDC is to enhance the economic well being of the citizens of Louisiana by providing comprehensive, high-quality assistance to existing and potential small businesses in order to expand and diversify the Louisiana economy.
Metro New Orleans Regional Planning Commission (RPC)*	Advocacy; Business Referrals; Access to Business Resources; Regional Business Guide; Regional Market Analysis	The RPC's appointed board and staff represent the region on current issues through their knowledge and experience in a variety of areas including urban and regional planning, community development, economics, engineering, government, history, law, landscape architecture, political science, sustainable development, transportation, geography and other disciplines.
New Orleans Business & Industrial District Enterprise Center	Office Resources and Space; Accounting and Legal Services; Seminars	The New Orleans Business & Industrial District was created by the State of Louisiana in conjunction with the City of New Orleans to attract new businesses and facilitate the expansion of existing businesses within a 7000 acre tract in Eastern New Orleans.

*Serves Jefferson, Orleans, St. Bernard, St. Tammany, Plaquemines

(Continued)

Table 32: Place-Based Technical Assistant Service Providers in 10 Parish Greater New Orleans Region (Continued)

Technical Assistance Service Provider	Services Provided	Overview/Mission of TA Provider
New Orleans Chamber of Commerce	Networking; Seminars; Marketing; Referrals; Ceremonies; Office Space; Business Discounts	The Chamber has exciting new programs in place to support businesses and help them take advantage of the benefits of doing business here. The city has a long history, but the focus is on the future. There's no better time to be in business in New Orleans.
Plaquemines Association of Business and Industry (PABI)	Networking; Seminars; Advocacy	PABI provides private sector leadership and works with the business community to enhance the economic, civic, and cultural environment, and to advance the quality of life in the Parish.
Ponchatoula Chamber of Commerce	Business Referrals; Networking; Marketing; Events	The Ponchatoula Chamber's mission is to promote and advance the economic development of their community and work with community leaders, businesses, and organizations to meet the needs of the citizens of the area and parish region.
River Region Chamber of Commerce**	Advocacy; Networking; Marketing; Seminars; Leadership Development; Access to Business Resources; Business Support; Group Health Savings Program	The River Region Chamber of Commerce aims to grow, strengthen, and unify businesses in the River Region by building relationships to impact and improve the quality of life through strong leadership that advocates a pro-business environment.
Southeastern University Small Business Development Center (SU-SBDC)	Business Counseling; Access to Business Resources; Marketing; Seminars and Training	SU-SBDC has provided the tools and resources necessary to help businesses grow and compete in an increasingly challenging global economy. Our ultimate objective is to improve Louisiana's economy through job creation and increased tax revenues and with an eye on the Louisiana Governors Vision 2020 Plan.
St. Bernard Chamber of Commerce	Business Referrals; Networking; Ceremonies; Business Support; Seminars; Access to Business Resources	The Chamber strives to provide the resources and representation essential for the enhancement of the business environment throughout St. Bernard Parish.
St. Bernard Parish Economic Development Commission	Marketing; Business Support; Access to Business Resources	The Commission's mission is simple: to attract new businesses, stimulate private investment, promote job creation, encourage the expansion and retention of existing companies and provide businesses in St. Bernard Parish with workforce training and financial assistance.
St. John the Baptist Parish Economic Development Department	Business Support; Assistance Expediting Permits and Approvals; Access to Business Resources; Networking; Leadership Development; Access to Financing Options and Additional Technical Assistance	The St. John Economic Development Department highlights the distinct business advantages and opportunities available in the parish and is eager to offer assistance to existing businesses, as well as to companies considering making the parish their home.
St. Tammany West Chamber of Commerce	Business Support; Advocacy; Business Counseling; Ceremonies; Access to Business Resources	Business support is one of the cornerstones of St. Tammany West Chamber of Commerce's mission and purpose. They go out of their way to help businesses succeed through networking and technical assistance opportunities that help businesses grow and thrive.

Source: Compiled by authors between January and April 2011.

**Serves St. Charles, St. James, St. John

Table 33: Mission-Based Technical Assistance Service Providers in 10 Parish Greater New Orleans Region

Technical Assistance Service Provider	Services Provided	Types of Businesses Served	Geographic Area Served	Overview/Mission of TA Provider
A Shared Initiative	Business Counseling; Access to Business Resources; Seminars; Access to Financing Options	Disadvantaged Small Businesses	Orleans	A Shared Initiative was formed to expand anti-poverty programs initially designed by ASI Federal Credit Union. They are committed to being a part of the rebuilding and recovery process for those that have fallen upon financial hardship.
Arts Council of New Orleans - The Entergy Arts Business Incubator	Advocacy; Seminars; Legal Services; Marketing; Group Health Insurance; Access to Financing Options; Events; Networking	Non-Profits; Start-Up Businesses; Individual Artists	Orleans	It is the mission of the Arts Council to support and to expand the opportunities for diverse artistic expression and to bring the community together in celebration of our rich multi-cultural heritage.
Capital Access Program (CAP)	Access to Financing Options; Access to Business Resources; Business Support; Assistance with Understanding Governmental Regulations	Disadvantaged Small Businesses; Minority Owned Businesses; Women Owned Businesses	All LA parishes	CAP was created to promote the growth, expansion, and economic prosperity of traditionally under-served small, disadvantaged firms and microenterprise development organizations that serve these firms.
Delgado's 10,000 Small Businesses Program	Business Counseling; Business Plan Development; Networking; Access to Financing Options; Business Education	Small Businesses (limited financial resources, potential for growth, in operation at least 2 years, minimum of 4 employees)	Orleans	Delgado Community College has partnered with the Goldman Sachs 10,000 Small Businesses initiative to help small businesses in the Greater New Orleans area to grow and create jobs.
Entergy Innovation Center	Office Resources and Space; Business Counseling; Access to Business Resources	Small Businesses; Entrepreneurs; Community Members	Orleans	The business incubator offers affordable office, retail and community meeting spaces and technology access which, combined with targeted outreach and programming, aims to foster self-sustaining economic development in the neighborhood.
Good Work Network	Accounting Services; Administrative Support Services; Business Counseling and Mentoring; Training and Education; Access to Business Resources; Office Resources; Access to Financing Options; Credit Counseling; Networking; Website Development	Minority Owned Businesses; Women Owned Businesses; Community-Based Small Businesses	Orleans; Jefferson; Plaquemines; St. Bernard; St. Charles; St. James; St. John	Good Work Network is the primary provider of business development services for small community-based businesses that support families and sustain communities. It envisions a community where the economy is diverse and inclusive and where all dedicated and competent entrepreneurs have access to the resources they need to succeed.

Table 33: Mission-Based Technical Assistance Service Providers in 10 Parish Greater New Orleans Region (Continued)

Technical Assistance Service Provider	Services Provided	Types of Businesses Served	Geographic Area Served	Overview/Mission of TA Provider
Hispanic Chamber of Commerce of Louisiana (HCCL)	Networking; Access to Business Resources; Seminars and Training; Marketing; Personal Counseling and Seminars; Disaster Relief Services; Micro-Enterprise Development	Minority Owned Businesses (Hispanic)	Orleans	The Hispanic Chamber of Commerce of Louisiana works to create, promote, and enhance economic opportunity and productivity for Louisiana Hispanic businesses and professionals.
Idea Village	Business Counseling and Mentoring; Access to Business Resources; Access to Financing Options; Marketing; Business Plan Development; Networking	Small Businesses (less than \$1million in annual revenue, fewer than 10 employees, potential to grow to more than \$10million in annual revenue in 5-10 years); Entrepreneurs	Orleans; Jefferson; St. Tammany; Plaquemines; St. Bernard; St. Charles; St. John	The Idea Village is an economic development organization whose mission is to ignite innovation by providing strategy, talent and resources to entrepreneurial ventures.
LA Minority Supplier Development Council	Seminars; Events; Referrals; Access to Business Resources; Networking; Advocacy; Certification	Minority Owned Businesses	All LA parishes	The Development Council was formed to assist major corporations in developing, enhancing and expanding minority vendor programs by integrating minority business enterprises into the corporate purchasing mainstream.
LADEQ Small Business Assistance Program	Access to Business Resources; Business Counseling; Advocacy	Small Businesses (fewer than 100 employees, less than \$5million in annual revenue, not independently owned, not dominant in field)	All LA parishes	The mission of the DEQ's Small Business/ Small Community Assistance Program is to make environmental compliance and pollution prevention assistance and information available to every small business and small community in Louisiana that can benefit from it.
Launch Pad	Business Mentoring; Seminars; Marketing; Business Support; Networking; Technical Services; Legal Services; Project Management	Entrepreneurs; Individuals Working for Out-of-Town Companies	Orleans	Launch Pad's mission is to create a work community that supports entrepreneurship, innovation, career growth, and makes New Orleans a better place. They value creativity, collaboration, positivity, social consciousness, integrity, achievement, risk-taking, and fun.
Local Initiatives Support Corporation (LISC) MidSouth Delta/ Gulf Region Rebuilding Initiative	Business Counseling; Access to Business Resources; Access to Financing Options; Networking; Seminars; Education; Business Plan Development	Non-Profits; Community Development Corporations	Orleans; St. Bernard; Plaquemines	LISC helps resident-led, community-based development organizations transform distressed communities and neighborhoods into healthy ones-- good places to live, do business, work and raise families.

Table 33: Mission-Based Technical Assistance Service Providers in 10 Parish Greater New Orleans Region (Continued)

Technical Assistance Service Provider	Services Provided	Types of Businesses Served	Geographic Area Served	Overview/Mission of TA Provider
Louisiana Association of Nonprofit Organizations (LANO)	Networking; Access to Business Resources; Seminars and Training; Capacity Building	Non-Profits	All LA parishes	LANO is a membership organization serving nonprofits statewide through regional field offices. Our primary services include organizational capacity building for nonprofits through trainings and technical assistance and empowering nonprofits to engage in public policy and advocacy.
Louisiana Procurement Technical Assistance Center (PTAC)	Marketing; Business Counseling; Access to Business Resources; Certification; Training; Business Support	All Businesses; Small Businesses; Women Owned Businesses; Disadvantaged Businesses; Veteran Owned Businesses; Businesses Located in HUBZones	All LA parishes	The PTAC was established to generate employment and improve the general economy of Louisiana by assisting business firms in obtaining and performing under the U.S. Department of Defense, other federal agencies, state and local government contracts.
Louisiana Technical Council (LTC)	Events; Seminars and Training; Business Support; Networking; Ceremonies; Marketing	All Businesses	All LA parishes	The primary mission of the LTC is to assist with the technological development of individuals and member organizations by providing value added services that contribute to their competitiveness and growth.
MQVN Community Development Corporation	Seminars; Business Counseling; Marketing; Accounting Services; Business Plan Development; Access to Business Resources; Access to Financing Options	Small Businesses; Minority Owned Businesses (Vietnamese)	Orleans	MQVN CDC will be a credible advocate of equality for all residents in the Greater New Orleans area who desire self-determination, sustainability, harmony and accessibility to rights and services. We aim to foster quality community development, resiliency and celebration of cultures.
Lower 9th Ward Neighborhood Empowerment Network Association (NENA)	Business Support; Access to Business Resources; Business Counseling; Marketing; Access to Financing Options; Capacity Building	Small Businesses; Entrepreneurs; Developers; General Contractors/ Subcontractors	Orleans	NENA implements sustainable projects and programs in decent and affordable housing, economic development and education with clear community involvement and direction.

Table 33: Mission-Based Technical Assistance Service Providers in 10 Parish Greater New Orleans Region (Continued)

Technical Assistance Service Provider	Services Provided	Types of Businesses Served	Geographic Area Served	Overview/Mission of TA Provider
New Orleans BioInnovation Center	Access to Business Resources; Office Resources and Space; Marketing; Networking; Events; Seminars; Advocacy; Access to Financing Options	All Bioscience Businesses	Orleans and Southeast LA	As a cornerstone of Louisiana's commitment to nurturing biotechnology within the state, the BioInnovation Center is a technology business incubator that aims to stimulate bioscience entrepreneurship in the New Orleans area.
New Orleans Start-up Fund	Business Plan Development; Market Analysis; Business Support; Business Counseling and Mentoring; Networking; Leadership Development; Access to Financing Options	Start-Ups (potential for growth to reach \$20million in annual revenues in 5 years and continued future growth)	GNO Region (10 Parish Area)	The New Orleans Startup Fund's mission is to create jobs and economic prosperity for the 10-parish Greater New Orleans region by providing seed capital and business assistance to early-stage firms that demonstrate significant growth potential.
NEWCORP Business Assistance Center	Business Counseling; Business Plan Development; Marketing; Certification Assistance; Accounting Services; Technical Services; Leadership Development; Access to Business Resources; Access to Financing Options	Small Businesses; Minority Owned Businesses; Women Owned Businesses; Disabled Business Owners; Businesses Required / Wanting to do Business with Above Mentioned Businesses	Orleans; Jefferson; St. Bernard; St. John; St. Tammany; Plaquemines	It is the mission of NewCorp, a private CDFI, to be an economic development catalyst by providing small and emerging, minority, and women owned businesses technical and financial assistance to improve their basic business capabilities.
Service Corps of Retired Executives (SCORE)	Business Support; Business Counseling and Mentoring; Seminars; Access to Business Resources	Women Owned Businesses; Minority Owned Businesses; Entrepreneurs (young, 50+, rural); Veterans; Manufacturers; Start-Ups; All Businesses	All LA parishes	SCORE, mentors to America's small business, is a nonprofit association dedicated to educating entrepreneurs and helping small business start, grow and succeed nationwide.
Urban League of Greater New Orleans Women's Business Resource Center (WBRC)	Business Counseling and Mentoring; Access to Business Resources; Training	Women Owned Businesses; Women Entrepreneurs; Small Businesses	Orleans; Jefferson; St. Charles; St. John; St. Tammany; St. Bernard; Plaquemine; Terrebonne	The aim of the WBRC is to help small and emerging businesses successfully meet the challenges of managing and growing their businesses.

V. RECOMMENDATIONS

Based on our key findings, the following is a list of recommendations divided into three categories: organizational and service-based recommendations; outreach and relationship-based recommendations; and place and sector-based recommendations.

ORGANIZATIONAL AND SERVICE-BASED RECOMMENDATIONS

Exploit identified gap in the continuum of credit and maintain average loan amount

Local CDFI and traditional banks offer small business loans as little as \$500 to over \$1 million, with a gap in loans between \$50,000 and \$100,000. SF-L's current lending range, with an average loan size of \$61,000, strategically positions SF-L to fill the lending gap and reach an underserved clientele, while reducing competition with other lending institutions. We recommend SF-L strongly consider the costs of increasing the average loan to the target amount of \$150,000 since it would not capitalize on the present lending gap and would put SF-L in direct competition with banks and larger financial institutions. It also moves SF-L away from its mission of serving overlooked businesses and communities.

Continue pursuing participation in the SBA Community Advantage Program

We encourage participation in the SBA Community Advantage Program. Data show the amount of SBA loans completed in the region is low and few institutions are active in the market. Additionally, no other area CDFI is currently participating in the program. With SF-L's dedicated underwriting staff in New York, it is exceptionally well positioned to overcome the common obstacles associated with SBA products: bureaucracy and paperwork. Smaller, locally based CDFIs may lack the underwriting capacity to issue SBA-backed loans and navigate detailed processing requirements. With a federal guarantee of repayment, SF-L would be free to loosen lending standards and take greater risks in accordance with its mission.

OUTREACH AND RELATIONSHIP-BASED RECOMMENDATIONS

Target specific banks for "Second Look" agreements identified in call report data

SF-L has already identified "Second Look" agreements as a key way to develop informal referral relationships. As resources and time are scarce, the Traditional Bank section of this report identifies key regional and national banks SF-L should target in pursuit of formal and informal relationships. Based on call report and lending record data, First Guaranty Bank, Citizens Savings Bank, and Liberty Bank would be good partners in the micro business lending market. Additionally, Whitney, Capital One, Regions, and Gulf Coast Bank would be excellent national and regional partners who are serving the small business loan market.

Investigate partnerships with New Markets Tax Credit recipients

SF-L should look to local New Markets Tax Credits (NMTCs) recipients for partnership opportunities. Partnerships with these institutions would enable SF-L to focus their lending in one of their core sectors, restaurants or retail, while leveraging valuable resources to make a larger impact in distressed communities.

Actively pursue the emerging relationship with Accion Texas-Louisiana

While a newcomer to the state, Accion Texas-Louisiana was identified as the major CDFI in the small business microloan market. SF-L's relationship with Accion in Baton Rouge should be a major focus moving forward. Partnering on smaller loans with Accion can give SF-L wider community visibility and potential for larger loans as entrepreneurs "graduate" to higher loans. SF-L should welcome Accion's participation in the New Orleans market and maintain the relationship locally.

Maximize technical assistance impact by partnering with other providers

It is recommended that SF-L continue to build and strengthen their relationships with other technical assistance providers throughout the region. Developing referral relationships with providers will not only increase visibility and clients, but can help mitigate an outsider image for SF-L moving forward. Positive working relationships can lead to a better understanding of organizations and their core competencies, a decrease in duplication of services, and improved knowledge of overall market trends. SF-L should capitalize on the collaborative networks established through their EDA-funded technical assistance program and their involvement with the Louisiana Claims Technical Network in Plaquemines Parish.

SF-L's EDA-backed program provides a comprehensive approach to technical assistance and fills a need within the continuum of service. However, its scale is minor considering the larger technical assistance needs in the GNO region. Region-wide partnering with other organizations to strengthen the network of technical assistance services should be explored. Further investigation into scaling up this effort with other technical assistance partners and funders should be a priority for the region, with SF-L playing an active role.

Market products and services through strategic outreach efforts

SF-L already has a long list of active and prospective organizations with which it has relationships or plans to pursue partnerships. Stakeholder interviews and academic research indicate that such relationship building efforts are vital for client referrals and mission success. Realizing SF-L's limitations in being able to engage in extensive outreach activities, we recommend SF-L prepare marketing materials highlighting lending products, technical assistance services and success stories. Additionally, SF-L should perform strategic outreach to key organizations in SF-L's established niches and potential growth areas including the SBDC at Southeastern Louisiana University, the Hispanic Chamber of Commerce and professional associations like the Louisiana Restaurant Association. Such outreach is a relatively non-resource intensive activity that could yield substantial results.

PLACE AND SECTOR-BASED RECOMMENDATIONS

Capitalize on sector strengths

SF-L should maintain its focus on food enterprises and commercial redevelopment. The accommodations and food services sector is an integral component of the tourism economy and, consequently, crucial to region's economic base, while retail trade is one of the largest sectors region-wide. Both are key sectors for small businesses. SF-L should focus on restaurants and retail businesses trying to locate in underserved markets and neighborhoods like New Orleans East, along targeted commercial corridors and in designated reinvestment areas. To stay on the forefront of development projects, leverage resources and maximize their impact, SF-L should maintain strong relationships with local government and development agencies active in commercial revitalization and place-based development such as the New Orleans Redevelopment Authority and the newly formed public-private partnership for economic development, the New Orleans Business Alliance.

Build capacity of small contractors

With the billions of dollars of recovery funds being spent now and over the coming years, small contractors need to be able to take advantage of recovery based construction projects in the region. Challenges faced by smaller contractors include obtaining required bonds and competing on larger government contracts due to a bias in the structure and financing arrangements of public infrastructure projects. As a mission-oriented CDFI hoping to serve small-sized construction firms, we recommend SF-L reach out to organizations such as Capital Access Project, the Louisiana Procurement Technical Assistance Center, Good Work Network and area SBDCs, which are already providing assistance to small contractors. SF-L should also assume an advocacy position for smaller government contracts in public sector infrastructure investments and a stronger government role in making sure competent small businesses aren't being locked out of contracting opportunities on major development projects.

Leverage existing presence in coastal parishes in anticipation of coastal restoration funding

Through the Fisheries Assistance Center and its participation in the Louisiana Claims Technical Network, SF-L has distinguished itself as a leader among small business lenders and technical assistance providers in the coastal parishes. As a result, SF-L is uniquely positioned to service small business growth in coastal restoration and protection. In anticipation of BP's \$1 billion contribution for projects that support the state's coastal restoration priorities, such as rebuilding coastal marshes, replenishing damaged beaches, and restoring barrier islands and wetlands, SF-L needs to actively identify the opportunities for small businesses and develop targeted lending and technical assistance packages to support their growth.

Target marketing and outreach efforts in high growth parishes and to high growth populations

SF-L has concentrated its lending activities in four parishes hard hit by Hurricanes Katrina and Rita that lost population between 2000-2010—Jefferson, Orleans, Plaquemines and St. Bernard. This concentration made sense given SF-L's focus on recovery. Now as we see the population and economic activity shifting, SF-L should consider opportunities in adjacent parishes. St. Tammany, St. John the Baptist and Tangipahoa have grown considerably both in population and the number of businesses. Additionally, the Hispanic population has grown region-wide and in every parish over the last ten years. It is important for SF-L to develop relationships with organizations in these new and developing markets, such as the SBDC at Southeastern Louisiana University and the Hispanic Chamber of Commerce.

IX. CONCLUSIONS AND FURTHER RESEARCH

The Southeast Louisiana small business financing and technical assistance landscape is constantly shifting. To both provide services according to its mission and successfully compete with other lenders, SF-L must intentionally and continually keep abreast of market changes. The aim of this study was to comprehensively scan regional small business financing and technical assistance service providers; analyze the gaps and opportunities in services, market sectors, geographic areas, and types of businesses served in the 10-parish GNO region; and offer recommendations for SF-L based on the market analysis.

Based on SF-L's existing business plan and future goals, as well as research and interviews conducted, we have found that SF-L is currently pursuing beneficial relationships with other financing and technical assistance providers, while implementing strategies to differentiate themselves from competitors and reach out to their target markets. However, opportunities remain for SF-L to expand its client base and better utilize core competencies to meet the current and future needs of small businesses in the 10-parish region. SF-L needs to refine their priorities in terms of the loan products and services they provide, geographic areas they service and types of business they assist. The following represent our main recommendations for SF-L based on our analysis:

ORGANIZATIONAL AND SERVICE-BASED RECOMMENDATIONS

- Exploit identified gap in the continuum of credit and maintain current loan average
- Continue pursuing participation in the SBA Community Advantage Program

OUTREACH AND RELATIONSHIP-BASED RECOMMENDATIONS

- Target specific banks for “Second Look” agreements based on call report data
- Investigate partnerships with New Market Tax Credit recipients
- Actively pursue the emerging relationship with Accion Texas-Louisiana
- Maximize technical assistance impact by partnering with other providers
- Market products and services through strategic outreach efforts

PLACE AND SECTOR-BASED RECOMMENDATIONS

- Capitalize on sector strengths
- Build capacity of small contractors
- Leverage existing presence in coastal parishes in anticipation of coastal restoration funding
- Target marketing and outreach efforts in high growth parishes and to high growth populations

The lack of centralized information on small business lenders and assistance providers continues to hinder small businesses from accessing the resources and services they need. In this report, we have identified the activities and focus of key lenders and technical assistance providers, as well as pointing out their strengths. While this study provides a solid starting point for understanding the region’s small business lending landscape, further research is necessary to more robustly identify gaps in loan products and technical assistance services and assess each provider’s core competencies. There needs to be continued research on the region’s small business development needs from start-up through maturity, and how small business financing and technical assistance providers fit into the development process. Although this is a big picture goal of which SF-L is only a small part, the research being conducted regionally, the outreach being performed, and the collaboration and relationships being built facilitate the smoothing of the continuum of credit and services, ensuring accessibility of resources to businesses at any stage of their development, thereby helping as many small businesses as possible to reach maturity.

APPENDIX 1: LOCAL DEVELOPMENT PROJECTS

The following tables highlight the regional projects being funded by the FEMA. The data include the parish of investment and the project category, which could be beneficial to SF-L if they would like to increase lending to small contractors and construction related businesses and identify key areas of public investment.

Table A-1: Top 25 Recovery Projects Not Education Related using FEMA Funding						
Applicant Name	Project Title	Geographic Area	FEMA Reporting Category	Obligated Total	% Disbursed	Reported % Complete
State of Louisiana Facility Planning and Control	HR-CHARITY HOSPITAL-BLDG # 00521-CRITICAL MEP	Statewide	Rebuilding: Health and Hospitals	455,545,422	2	1
Plaquemines Parish Sheriffs Office	Plaquemines Sheriffs Detention Center	Plaquemines	Rebuilding: First Responder Police &	111,867,155	7	19
Orleans Parish Criminal Sheriffs Office	Main Kitchen Facility	Orleans	Rebuilding: First Responder Police &	62,959,561	47	20
Orleans Parish Criminal Sheriffs Office	Templeman 3 & 4	Orleans	Rebuilding: First Responder Police &	50,692,682	10	5
Regional Transit Authority	125 Damaged Flooded Buses	Orleans	Rebuilding: Transportation/Other	44,409,653	66	65
New Orleans Sewerage and Water	Public Utilities	Orleans	Rebuilding: Water and Sewage	40,934,168	94	60
State of Louisiana Facility Planning and Control	Gaslight Square Apartments - Proposed	Statewide	Recovery: (Not Assigned)	39,948,637	56	51
Jefferson Parish	Asphalt Roadways	Jefferson	Recovery: (Not Assigned)	38,173,167	6	0
New Orleans Sewerage and Water	East Bank Wwtp Protective Berm	Orleans	Recovery: (Not Assigned)	33,421,421	0	0
New Orleans Sewerage and Water	Carrolton Water Treatment-Powerhigh &	Orleans	Rebuilding: Water and Sewage	32,620,231	1	30
State of Louisiana Facility Planning and Control	LSU Clinical Sciences Bldg - State Id 13115 -	Statewide	Rebuilding: Health and Hospitals	30,292,704	2	40
St Bernard Parish	St. Bernard Street Repairs - Zones 22 Through 33	St. Bernard	Rebuilding: Transportation/Roads & Bridges	28,976,151	49	45
City of New Orleans	Templeman Prison Phase I	Orleans	Rebuilding: First Responder Police & Sheriff	27,364,156	2	2
St Bernard Parish	St. Bernard Parish Roadway Restoration Project - Phase 4	St. Bernard	Rebuilding: Transportation/Roads & Bridges	26,001,014	43	80
Regional Transit Authority	Canal Streetcar Line-Streetcars	Orleans	Rebuilding: Transportation/Other	25,608,737	69	98

Source: Louisiana State Office of Community Development, Disaster Recovery Unit. (2010, February 25). Infrastructure Programs. Retrieved March 16, 2010, from <http://www.rebuild.la.gov/>

Table A-1: Top 25 Recovery Projects Not Education Related using FEMA Funding (Continued)

Applicant Name	Project Title	Geographic Area	FEMA Reporting Category	Obligated Total	% Disbursed	Reported % Complete
Governors Office Of Homeland Security and Emergency Preparedness	State Management Expenses	Statewide	Recovery: (Not Assigned)	25,024,000	0	8
St Bernard Parish	Parish-Wide Facilities: Project Management Services	St. Bernard	Rebuilding: Planning	24,415,574	54	60
St Bernard Parish	St. Bernard Street Repairs - Zones 17 Through 21	St. Bernard	Rebuilding: Transportation/Roads & Bridges	22,743,207	76	70
Plaquemines Parish	Canal System - Restore To Capacity	Plaquemines	Rebuilding: Drainage	21,868,046	54	100
State of Louisiana Facility Planning and Control	Eor0170 Multi-Purpose Building 10009	Statewide	Rebuilding: Other Public Buildings	19,303,547	16	5
St Margaret's Daughters Home	Replace St. Margaret's Daughters' Home	Orleans	Rebuilding: Health and Hospitals	19,105,032	3	5
LSU HCSD Medical Center of Louisiana at New Orleans	Hr LSU HCSD Medical Center Of Louisiana New Orleans Contents	Orleans	Rebuilding: Health and Hospitals	18,801,772	4	66
St Bernard Parish	St. Bernard Parish Roadway Restoration Project-Phase 2	St. Bernard	Rebuilding: Transportation/Roads & Bridges	18,053,311	56	70
City of New Orleans	Multiple Facilities Throughout City Of New Orleans	Orleans	Rebuilding: Other Public Buildings	17,010,768	54	53

Source: Louisiana State Office of Community Development, Disaster Recovery Unit. (2010, February 25). Infrastructure Programs. Retrieved March 16, 2010, from <http://www.rebuild.la.gov/>

Table A-2: Top 15 FEMA Recovery Projects On Education						
Applicant Name	Project Title	Geographic Area	Obligated Total	Disbursement Total	% Disbursed	Reported % Complete
Recovery School District	Public Buildings And Facilities	Orleans	1,087,924,685	13,326,253	1	18
Orleans Parish School Board	Various Orleans Parish School Board Facilities	Orleans	308,368,320	----	0	9
Recovery School District	Recovery School District- Contents Roll-	Orleans	76,974,455	----	0	85
St Bernard Parish School Board	St. Bernard Parish School Board	St. Bernard	54,087,235	12,239,943	23	36
St Bernard Parish School Board	SBPSD Alt Project 761	St. Bernard	41,443,746	37,354,860	90	98
Plaquemines Parish School Board	Epl 0084 Buras High School & Boiler Building	Plaquemines	40,437,423	5,881,207	15	10
Recovery School District	Emergency School Bus Transportation -	Orleans	27,975,275	----	0	35
The Roman Catholic Church Of The Archdiocese Of New Orleans	The Villa St. Maurice 1 Building 2	Statewide	27,744,513	144,120	1	1
St Bernard Parish School Board	P. G.T. Beaugard Middle School Campus	St. Bernard	26,725,849	8,730,397	33	60
The Roman Catholic Church Of The Archdiocese Of New Orleans	The Archdiocese Of New Orleans Facilities	Statewide	25,241,277	8,102,063	32	26
Recovery School District	Eor2151 Edward Livingston Middle	Orleans	24,204,047	15,075,000	62	5
St Bernard Parish School Board	Esb0127 Arabi Elementary School- Replacement	St. Bernard	23,008,988	1,396,384	6	3
The Administrators Of The Tulane Educational Fund	He-Howard Tilton Memorial Library (U060).Mechi. & Flec	Statewide	22,843,994	4,004,945	18	5
Orleans Parish School Board	Orleans Parish School Board (OPSB) - Contents	Orleans	22,646,540	----	0	0
Plaquemines Parish School Board	Epl 0035 - Phoenix High School	Plaquemines	22,482,165	2,933,086	13	30

Source: Louisiana State Office of Community Development, Disaster Recovery Unit. (2010, February 25). Infrastructure Programs. Retrieved March 16, 2010, from <http://www.rebuild.la.gov/>

Table A-3: Top 10 FEMA Recovery Projects By Parish

Applicant Name	Project Title	FEMA Reporting Category	Obligated Total	Disbursement Total	% Disbursed	Reported % Complete
JEFFERSON PARISH						
Jefferson Parish	Asphalt Roadways	Recovery: (Not Assigned)	38,173,167	2,106,182	6	0
East Jefferson Levee District	Linear Park Lakeshore Erosion Protection	Rebuilding: Hurricane Protection & Coastal Rest.	11,408,990	1,653,742	14	12
Jefferson Parish Public School System	Public Buildings And Facilities	Recovery: (Not Assigned)	9,177,238	8,259,515	90	92
Jefferson Parish	Gymnasium/ Classroom Building	Rebuilding: Parks Recreation Landscaping & Others	6,591,379	4,281,733	65	75
Jefferson Parish	Terrytown Playground Gymnasium	Rebuilding: Parks Recreation Landscaping & Others	5,054,554	4,549,099	90	90
East Jefferson General Hospital	Laundry Process Equipment And Inventory	Rebuilding: Health and Hospitals	3,195,415	1,547,427	48	50
Jefferson Parish	Jefferson Playground Gymnasium	Rebuilding: Parks Recreation Landscaping & Others	3,094,767	2,785,290	90	85
East Jefferson General Hospital	Doctor's Hospital (Also Known As EJ North)	Rebuilding: Health and Hospitals	1,924,225	1,908,611	99	90
Jefferson Parish	Lakeshore Library	Rebuilding: Libraries	1,572,724	969,098	62	37
East Jefferson General Hospital	3601 Houma Medical Office Building	Rebuilding: Health and Hospitals	1,122,644	810,246	72	85
ORLEANS PARISH						
Orleans Parish Criminal Sheriffs Office	Main Kitchen Facility	Rebuilding: First Responder Police & Sheriff	62,959,561	29,529,524	47	20
Orleans Parish Criminal Sheriffs Office	Templeman 3 & 4	Rebuilding: First Responder Police & Sheriff	50,692,682	5,314,396	10	5
Regional Transit Authority	125 Damaged Flooded Buses	Rebuilding: Transportation/Other	44,409,653	29,343,225	66	65
New Orleans Sewerage and Water	Public Utilities Carrolton Water	Rebuilding: Water and Sewage	40,934,168	38,489,378	94	60
New Orleans Sewerage and Water	Treatment-Powerhigh & Low Lift Building's	Rebuilding: Water and Sewage	32,620,231	276,780	1	30
City of New Orleans	Templeman Prison Phase I	Rebuilding: First Responder Police & Sheriff	27,364,156	527,639	2	2
Regional Transit Authority	Canal Streetcar Line-Streetcars	Rebuilding: Transportation/Other	25,608,737	17,785,527	69	98
St Margaret's Daughters Home	Replace St. Margaret's Daughters' Home	Rebuilding: Health and Hospitals	19,105,032	660,683	3	5
LSU HCSD Medical Center of Louisiana at New Orleans	Hr LSU HCSD Medical Center Of Louisiana New Orleans Contents	Rebuilding: Health and Hospitals	18,801,772	7,537,500	40	66
City of New Orleans	Multiple Facilities Throughout City Of New Orleans	Rebuilding: Other Public Buildings	17,010,768	9,138,323	54	53

Source: Louisiana State Office of Community Development, Disaster Recovery Unit. (2010, February 25). Infrastructure Programs. Retrieved March 16, 2010, from <http://www.rebuild.la.gov/>

Table A-3: Top 10 FEMA Recovery Projects By Parish (Continued)						
Applicant Name	Project Title	FEMA Reporting Category	Obligated Total	Disbursement Total	% Disbursed	Reported % Complete
PLAQUEMINES PARISH						
Plaquemines Parish Sheriffs Office	Plaquemines Sheriff's Detention Center	Rebuilding: First Responder Police & Sheriff	111,867,155	7,924,275	7	19
Plaquemines Parish	Gainard Woods #1 Drainage Pump Station	Rebuilding: Drainage	15,928,372	11,575,228	73	70
Plaquemines Parish	Triumph-Belair Consolidated Drainage Pump Station	Rebuilding: Drainage	14,389,728	3,527,068	25	25
Plaquemines Parish	Project Management Fees On Multiple Facilities Throughout The Parish	Rebuilding: Planning	13,810,171	10,196,696	74	90
Plaquemines Parish	Sunrise #1 Drainage Pump Station	Rebuilding: Drainage	7,764,298	6,975,180	90	85
Plaquemines Parish	Buras Boat Harbor	Rebuilding: Fisheries Infrastructure	3,724,928	3,316,646	89	95
Plaquemines Parish	Buras Library	Rebuilding: Libraries	3,559,984	3,164,162	89	90
Plaquemines Parish	Streets. Curbs. Sidewalks And Drive Aprons	Rebuilding: Transportation/Roads & Bridges	3,419,566	3,357,599	98	95
Plaquemines Parish	Plaquemines Parish Water Distribution Systems	Rebuilding: Water and Sewage	3,343,521	191,106	6	20
Plaquemines Parish	Plaquemines Parish Wastewater Coll Sys-Sewer Laterals And Cleanouts	Rebuilding: Water and Sewage	3,182,835	1,375,501	43	60
ST. BERNARD PARISH						
St Bernard Parish	St. Bernard Street Repairs - Zones 22 Through 33	Rebuilding: Transportation/Roads & Bridges	28,976,151	14,228,087	49	45
St Bernard Parish School Board	P.G.T. Beauregard Middle School Campus	Recovery: (Not Assigned)	26,725,849	8,730,397	33	60
St Bernard Parish	St. Bernard Parish Roadway Restoration Project - Phase 4	Rebuilding: Transportation/Roads & Bridges	26,001,014	11,285,452	43	80
St Bernard Parish	Parish-Wide Facilities: Project Management Services	Rebuilding: Planning	24,415,574	13,223,250	54	60
St Bernard Parish	St. Bernard Street Repairs - Zones 17 Through 21	Rebuilding: Transportation/Roads & Bridges	22,743,207	17,337,001	76	70
St Bernard Parish	St. Bernard Parish Roadway Restoration Project-Phase 2	Rebuilding: Transportation/Roads & Bridges	18,053,311	10,133,942	56	70
St Bernard Parish	St. Bernard Parish Roadway Restoration Project-Phase 3	Rebuilding: Transportation/Roads & Bridges	12,664,409	5,500,383	43	45
St Bernard Parish Sheriffs Department	Interim Housing	Recovery: (Not Assigned)	8,786,653	6,940,029	79	90
St Bernard Parish	Old Parish Jail Facility	Rebuilding: First Responder Police & Sheriff	7,280,685	131,717	2	15
St Bernard Parish	Fire Hydrants Through Out The Parish	Rebuilding: First Responder Fire & EMS	6,171,815	2,709,987	44	60
Source: Louisiana State Office of Community Development, Disaster Recovery Unit. (2010, February 25). Infrastructure Programs. Retrieved March 16, 2010, from http://www.rebuild.la.gov/						

Table A-3: Top 10 FEMA Recovery Projects By Parish (Continued)						
Applicant Name	Project Title	FEMA Reporting Category	Obligated Total	Disbursement Total	% Disbursed	Reported % Complete
ST. CHARLES PARISH						
[all FEMA funded projects complete]						
ST. JAMES PARISH						
Town of Gramercy	Water Intake Discharge System	Rebuilding: Water and Sewage	893,083	335,179	38	85
ST. JOHN THE BAPTIST PARISH						
St John the Baptist Parish	Cornland Community Center	Recovery: (Not Assigned)	13,179	12,204	93	100
ST. TAMMANY PARISH						
City Of Slidell	Slidell City Auditorium	Rebuilding: Parks Recreation Landscaping & Others	4,003,417	337,790	8	12
St Tammany Parish	Parish Gov't Offc Bldg-Towers Bldg	Recovery: (Not Assigned)	3,167,556	----	0	93
City Of Slidell	City Of Slidell Citizen Center	Rebuilding: Parks Recreation Landscaping & Others	2,665,790	1,793,044	67	94
St Tammany Parish Drainage District Number 4	St Tammany Drainage District #4 Levee	Recovery: (Not Assigned)	1,357,078	410,257	30	22
City Of Slidell	Sewer System	Rebuilding: Water and Sewage	1,354,552	1,147,391	85	98
St Tammany Parish Drainage District Number 4	East & West Retention Basins	Recovery: (Not Assigned)	967,299	116,687	12	0
St Tammany Parish School Board	Salmen H.S. - Baseball Concession Stand Locker Room & Storage	Recovery: (Not Assigned)	514,577	----	0	0
First United Methodist Church Slidell	First United Methodist Church's Complex Buildings	Recovery: (Not Assigned)	304,214	----	0	50
City Of Slidell	Heritage Park Bulkhead & Concrete Walkway	Recovery: (Not Assigned)	267,461	----	0	0
City Of Slidell	City Of Slidell Recreation Building #1	Rebuilding: Parks Recreation Landscaping & Others	212,937	51,763	24	16
TANGIPAHOA PARISH						
[all FEMA funded projects complete]						
St Bernard Parish Sheriffs Department	Interim Housing	Recovery: (Not Assigned)	8,786,653	6,940,029	79	90
St Bernard Parish	Old Parish Jail Facility	Rebuilding: First Responder Police & Sheriff	7,280,685	131,717	2	15
St Bernard Parish	Fire Hydrants Through Out The Parish	Rebuilding: First Responder Fire & EMS	6,171,815	2,709,987	44	60
Source: Louisiana State Office of Community Development, Disaster Recovery Unit. (2010, February 25). Infrastructure Programs. Retrieved March 16, 2010, from http://www.rebuild.la.gov/						

Table A-3: Top 10 FEMA Recovery Projects By Parish (Continued)

Applicant Name	Project Title	FEMA Reporting Category	Obligated Total	Disbursement Total	% Disbursed	Reported % Complete
WASHINGTON PARISH						
Washington Parish Government	Plainview Community Center	Rebuilding: Parks Recreation Landscaping & Others	145,631	----	0	0
City Of Bogalusa	American Fabrics Company	Recovery: (Not Assigned)	141,457	----	0	0
YMCA	East Bldg.	Recovery: (Not Assigned)	101,147	26,124	26	26
City Of Bogalusa	Allied Materials-Flag Company	Recovery: (Not Assigned)	93,444	68,157	73	0
Washington Parish Sheriffs Department	Washington Parish Sheriffs Office- Investigation Bldg- Contents	Rebuilding: First Responder Police & Sheriff	59,054	----	0	0
YMCA	West Building And Pool	Recovery: (Not Assigned)	57,677	51,910	90	20
City Of Bogalusa	Public Buildings And Facilities	Recovery: (Not Assigned)	25,240	1,899	8	0
YMCA	West Bldg.	Recovery: (Not Assigned)	21,647	15,779	73	16
Washington Parish Government	Emergency Protective Measures	Recovery: (Not Assigned)	20,317	----	0	----

Source: Louisiana State Office of Community Development, Disaster Recovery Unit. (2010, February 25). Infrastructure Programs. Retrieved March 16, 2010, from <http://www.rebuild.la.gov/>

APPENDIX 2: SMALL BUSINESS LENDING INSTITUTIONS IN LOUISIANA

Appendix 2 includes the full data tables that were condensed in the “Major Financing and Technical Assistance Providers” sector.

Table A-4: Expanded List of Small Business Lending Institutions in Louisiana Using Call Report Data, June 2010												
Name of Lending Institution	City	All Small Business Lending (less than \$1 million)					Micro Business Lending (less than \$100,000)					
		Rank	Amount/TA1	Amount/TBL1	Amount	Number	Asset Size	Rank	Amount	Number	CC	Amount/TA1
Gulf Coast Bank and Trust Company	New Orleans	87.5	0.266	0.701	243,233	1,535	500M-1B	67.5	21,625	617	0.002	0.002
American Bank & Trust Company	Covington	77.5	0.303	1	33,818	214	100M-500M	52.5	4,241	142	0	0
Guaranty Savings Bank	Metairie	75	0.232	0.998	62,975	193	100M-500M	22.5	3,148	63	0	0
Florida Parishes Bank	Hammond	70	0.167	1	28,338	330	100M-500M	62.5	5,469	225	0.004	0.004
First Bank and Trust	New Orleans	67.5	0.149	0.394	140,565	1,077	500M-1B	62.5	17,351	627	0.002	0.002
Omni Bank**	Metairie	65	0.156	0.5	116,611	764	500M-1B	50	10,672	349	0.003	0.003
First American Bank and Trust	Vacherie	65	0.142	0.469	101,935	757	500M-1B	52.5	10,535	401	0.003	0.003
Resource Bank	Covington	65	0.174	0.455	66,796	474	100M-500M	42.5	6,241	251	0	0
State-Investors Bank	Metairie	62.5	0.18	1	38,263	120	100M-500M	10	0	0	0	0
Citizens Progressive Bank	Columbia	60	0.242	0.829	16,484	278	<100M	70	4,730	233	0	0
Dryades Savings Bank, F.S.B.**	New Orleans	60	0.3	0.891	24,705	92	<100M	22.5	1,306	40	0.007	0.007
Whitney National Bank	New Orleans	60	0.11	0.262	1,258,091	9,388	10B-50B	60	122,454	4,951	0.004	0.004
Metairie Bank & Trust Company	Metairie	60	0.147	0.697	47,819	346	100M-500M	35	3,596	170	0	0
Citizens Savings Bank	Bogalusa	57.5	0.14	0.696	31,994	396	100M-500M	65	7,141	291	0	0
Citizens Bank & Trust Company	Covington	57.5	0.236	0.725	26,324	157	100M-500M	22.5	1,613	81	0	0

Source: U.S. Small Business Administration, office of Advocacy, from Call Reports collected by the Federal Reserve Board. **In Winter 2010-2011, Dryades Bank merged with First NBC Bank and Omni Bank merged with Iberia Bank

Table A-4: Expanded List of Small Business Lending Institutions in Louisiana Using Call Report Data, June 2010 (Continued)

Name of Lending Institution	City	All Small Business Lending (less than \$1 million)				Micro Business Lending (less than \$100,000)					
		Rank	Amount/TA1	Amount/TBL1	Number	Asset Size	Rank	Amount	Number	CC Amount/TA1	
First Guaranty Bank	Hammond	57.5	0.111	0.285	114,337	954	1B-10B	67.5	20,346	649	0.003
Liberty Bank and Trust Company	New Orleans	57.5	0.086	0.642	35,367	1,056	100M-500M	65	6,970	736	0.018
Mississippi River Bank	Belle Chasse	57.5	0.167	0.715	30,590	317	100M-500M	50	4,446	193	0
First NBC Bank	New Orleans	55	0.115	0.199	131,435	526	1B-10B	32.5	6,221	175	0
First National Bank USA	Boutte	52.5	0.162	0.717	27,569	210	100M-500M	30	2,836	95	0.004
St Tammany Homestead Savings and Loan Association	Covington	42.5	0.12	1	12,675	50	100M-500M	10	123	5	0
Central Progressive Bank	Lacombe	40	0.086	0.479	34,771	280	100M-500M	30	3,601	137	0.003
Bank of New Orleans	Metairie	37.5	0.097	0.644	31,437	104	100M-500M	10	726	15	0
Peoples Bank	Chatham	35	0.132	1	2,659	11	<100M	12.5	100	2	0
Bank of Louisiana	New Orleans	32.5	0.149	0.593	13,712	87	<100M	20	1,014	48	0.071
Eureka Homestead	Metairie	27.5	0.021	1	2,117	11	<100M	10	25	1	0
First Community Bank	Hammond	27.5	0.091	0.385	11,360	240	100M-500M	52.5	3,859	179	0
Mutual Savings and Loan Association	Metairie	27.5	0.026	0.999	1,044	7	<100M	10	7	1	0
Crescent Bank & Trust	New Orleans	25	0.028	0.39	16,610	129	500M-1B	25	2,646	76	0
Fidelity Homestead Savings Bank	New Orleans	17.5	0.015	0.277	13,958	60	500M-1B	10	566	15	0
Fifth District Savings Bank	New Orleans	10	0	0	0	0	100M-500M	10	0	0	0
Union Savings and Loan Association	New Orleans	10	0.001	0.099	124	2	<100M	10	0	0	0
Hibernia Homestead Bank	Belle Chasse	10	0.063	0.314	4,539	12	<100M	10	0	0	0

Source: U.S. Small Business Administration, office of Advocacy, from Call Reports collected by the Federal Reserve Board.

APPENDIX 3: NEW DEVELOPMENTS ON THE HORIZON

METRO NEW ORLEANS SOURCELINK

Metro New Orleans SourceLink is a network of resource providers offering a range of services to assist emerging entrepreneurs and existing small businesses. Resource providers include non-profits offering business development services, lenders, universities, and governmental organizations. The continuum of business-building services offered by the network is accessible via a web-based tool (www.bizsourcenorleans.com), and offers the New Orleans region the following capabilities:

- A centralized location, which serves as a clearinghouse of information about issues facing entrepreneurs and small businesses
- The ability to steer small businesses and start-ups seeking assistance to the most appropriate resource providers
- A shared regional calendar to market events to entrepreneurs and businesses

The Regional Planning Commission initiated the development and deployment of Metro New Orleans SourceLink in response to the findings and recommendations of a gap analysis commissioned on the entrepreneurial support system in the GNO region.

LOCAL INITIATIVES SUPPORT CORPORATION ASSESSMENT OF THE COMMUNITY DEVELOPMENT FINANCING SYSTEM IN NEW ORLEANS

The Local Initiatives Support Corporation (LISC) is working with Value Spark Capital | Triple Bottom Line Investments on an assessment of the community development financing system in New Orleans. Under the leadership, and with financial support from, the Greater New Orleans Foundation, the work is intended to facilitate access to public and private development capital that results in increased residential and other real estate development activities. Outcomes will include: a catalog of public and private community development financial products and incentives; an assessment of the gaps in financial products and/or obstacles to accessing and/or using the products; recommendations on how to address the gaps using local, regional and national sources; and training opportunities and examples of best practices associated with mixed financing.

SBA COMMUNITY ADVANTAGE

Overview of Program:

The Community Advantage Initiative is a new program established by the Small Business Administration (SBA). It was opened on Feb 15, 2011 and offers streamlined application processing for SBA 7(a) loans, up to \$250,000, for approved mission oriented lenders to increase access to capital to businesses located in underserved locations. These lenders were previously not eligible to provide SBA loan guarantees through other SBA programs.

The SBA has outlined 4 main goals of the Community Advantage Initiative:

- Increase access to credit for small business located in underserved areas;
- Expand points of access to the SBA 7(a) loan program by allowing non-traditional, mission oriented lenders to participate;
- Provide management and technical assistance, as needed, to support small businesses; and
- Manage portfolio performance at acceptable risk levels.

The SBA also outlines the areas they consider as underserved markets for the purpose of the program:

- Low-to-moderate income communities;
- Empowerment zones and enterprise communities;
- HUBZones;
- New businesses (in existence less than 2 years);
- Businesses eligible for Patriot Express loans (Veteran-owned businesses); and/or
- Businesses with more than 50% of their full-time employees considered low-income or residing in low-to-moderate income census tracts.

Who is Eligible:

The Community Advantage Program opens up the SBA guarantee to what they consider to be “mission oriented lenders”. These organizations include:

- SBA authorized Certified Development Companies
- SBA authorized Non-profit Microloan Intermediaries, and
- Non-federally regulated Community Development Financial Institutions (CDFIs)

Microloan Intermediaries are organizations that provide micro-financing and technical assistance to eligible small businesses and may already participate in the SBA’s microloan program. A Microloan Intermediary may include: private, non-profit community development corporations; collaborations of private, non-profit community development corporations; quasi-governmental economic development entities; or agencies or non-profit entities created by a Native American Tribal Government.

What are the Terms:

The terms of the loans provided under the Community Advantage Initiative follow the basic terms and regulations set out by the standard 7(a) loans. The loan paperwork is streamlined, with only a 2 page application, and is approved within 5 to 10 business days. Revolving lines are not allowed and management and technical assistance, while greatly encouraged, are not required for Community Advantage loans.

- Maximum Loan Size: \$250,000
- Maximum Interest Rate: Prime +4%
- Guarantee: 85% for loans up to \$150,000 and 75% for loans greater than \$150,000

Extending the Pilot Program:

The Community Advantage Initiative is a 3 year pilot program. After the pilot period, the program will be extended based on results of: success rate; loan default rate; portfolio management; the number and quality of jobs created; the amount of jobs that are retained; and the overall ability to break into this market segment and reach the businesses and communities that are underserved.

Benefits of Participating in Program:

There are many benefits and opportunities that are accessible to mission oriented lenders when participating in the Community Advantage Program, including an enhanced opportunity for outreach. Previously, many of the mission oriented lenders were not able to provide lending, so now this program allows them to match financial assistance with the technical assistance already undertake. By now providing a financial assistance as a part of their organizational activities, it is suggested that their longevity and ability to reach their missions would be increased.

Drawbacks to Participating in Program:

According to one small business assistance stakeholder, there are no foreseeable drawbacks to being approved as a lender for this program. Competition is not to increase, as it is not believed there are any comparable agencies in the small business lending sector of the target communities. Instead they noted that the program will only benefit both the lenders and the communities, as instead of competition, it is increasing leverage and outreach to businesses and areas not currently being served.

Another stakeholder stated the initiative, although beneficial, would require many CDFIs to do an in-depth examination of their mission, investments, and lending habits in order to be accepted by the SBA for lending. This examination and the SBA's criteria for lenders could be quite labor intensive, difficult to obtain, and require more resources than CDFIs have available. Several organizations have inquired about the program, but as the paperwork to become SBA licensed needs to be completed primarily by the CDFIs, the SBA's assistance is very limited beyond providing initial program information.

APPENDIX 4: STAKEHOLDER PARTICIPANTS

John Ancar – Commercial Lending, Liberty Bank and Trust Company

Kara Barnes – Membership Director, East St. Tammany Chamber of Commerce

Rob Bell – Commercial Loan Officer, Hope Credit Union

Will M. Campbell Jr. – Center Director, Louisiana Small Business Development Center – Southern University

Phyllis Cassidy – Executive Director, Good Work Network

E.C. Coffey – Entrepreneurship Development & Veterans Affairs Officer, Small Business Administration

Gino Golizio – Commercial Lending Manager, ASI Federal Credit Union

Reginald Hartley – Lead Lender Relations Specialist, Small Business Administration

Jessica Jenkins – Office Assistant, Citizens United for Economic Equity

Michael Lebeau – SBA Lender, First NBC Bank

Vera Lester – Development Associate, Greater New Orleans, Inc.

Lisa Mazique – Fund Manager, Community Development Capital

Patrick McKenna – Small Business Specialist, Hancock Bank

Nancy Montoya – Regional Community Development Manager, Federal Reserve Bank of Atlanta

Matthew Mullenix – Vice President, Louisiana Association of Nonprofit Organizations

Loretta Poree – Public Information Officer, Small Business Administration

Kara Mattini Renne – Director of Economic Development, Regional Planning Commission

Brandon Williams – Senior Business Development Associate, Greater New Orleans, Inc.

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