

STATE OF LOUISIANA
LOUISIANA ECONOMIC DEVELOPMENT
LOUISIANA BOARD OF INTERNATIONAL COMMERCE MEETING
BEING HELD ON WEDNESDAY, NOVEMBER 20, 2024
AT THE BATON ROUGE AREA CHAMBER
564 LAUREL STREET
BATON ROUGE, LOUISIANA

REPORTED BY: KELLY S. PERRIN, C.C.R.

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I N D E X

PAGE

CAPTION

1

APPEARANCES

3, 4

PROCEEDINGS

5

REPORTER'S CERTIFICATE

125

1 APPEARANCES:
2 CHAIRMAN GREGORY RUSOVICH
3 PAIGE CARTER, REPRESENTING SECRETARY SUSAN
4 BONNETT BOURGEOIS
5 BETH BRANCH
6 BEN FONTENOT
7 ABIGAIL DEPINO
8 KATE MACARTHUR
9 KEVIN MELTON (APPEARING VIA ZOOM)
10 DON SANDERS
11 BRENDA STELLY
12 NICHOLAS COLE, REPRESENTING MICHAEL STRAIN
13 A. JAY HARDMAN
14 DREW HEAPHY
15 CAPTAIN MICHAEL BOPP, (ABSENT)
16 DOUGLAS BOURGEOIS, (ABSENT)
17 JOE DONAHUE, (ABSENT)
18 ROY QUEZAIRE, ON BEHALF OF PAUL MATTHEWS
19 MANDI MITCHELL, (ABSENT)
20 WYLY GILFOIL, (ABSENT)
21 INDIA BELLARD
22 JACOB ELLIS
23 JEANET CAZENAVE
24 JASON LANCLOS
25 TOM SPIERS, (ABSENT)

1 APPEARANCES CONTINUED:

2 NESTOR NAVARRO, (ABSENT)

3 MATT GRESHAM

4 HARRISON CRABTREE

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22 REPORTED BY: KELLY S. PERRIN, CCR

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P R O C E E D I N G S

CHAIRMAN RUSOVICH:

Let's call the meeting. Thank you all very much. Good morning on this beautiful day. Thank you all very much for coming. Appreciate you. And we've got some more coming that are a little late. The traffic was really bad coming in from various spots, so I know that more are coming.

So they'll be coming in as we're moving ahead. But anyway, I'd like to call the meeting to order and thank you all, and maybe we can start with the roll call. Jeanet, would you like to go through the roll call. And, again, I know more are coming, but we can at least get it started.

MS. CAZENAVE:

Okay. Please say present when your name is called.

Paige Carter?

MS. CARTER:

Present.

MS. CAZENAVE:

Brenda Stelly?

MS. STELLY:

1 Present.

2 MS. CAZENAVE:

3 Don Sanders?

4 MR. SANDERS:

5 Present.

6 MS. CAZENAVE:

7 Doug Bourgeois?

8 (No response.)

9 MS. CAZENAVE:

10 Drew Heapy?

11 MR. HEAPY:

12 Present.

13 MS. CAZENAVE:

14 Michael Bopp?

15 (No response.)

16 MS. CAZENAVE:

17 Greg Rusovich?

18 CHAIRMAN RUSOVICH:

19 Present.

20 MS. CAZENAVE:

21 Jay Hardman?

22 MR. HARDMAN:

23 Present.

24 MS. CAZENAVE:

25 Joe Donahue?

1 (No response.)

2 MS. CAZENAVE:

3 Kate MacArthur?

4 MS. MACARTHUR:

5 Present.

6 MS. CAZENAVE:

7 Kevin Melton?

8 MR. MELTON:

9 Present.

10 MS. CAZENAVE:

11 Mandi Mitchell?

12 (No response.)

13 MS. CAZENAVE:

14 Mike Strain?

15 MR. COLE:

16 Nicholas Cole here on behalf of Mr.

17 Strain.

18 MS. CAZENAVE:

19 Nestor Navarro?

20 (No response.)

21 MS. CAZENAVE:

22 Paul Matthews?

23 MR. QUEZAIRE:

24 Roy Quezaire here on behalf of Paul

25 Matthews.

1 MS. CAZENAVE:

2 Beth Branch?

3 MS. BRANCH:

4 Here.

5 MS. CAZENAVE:

6 Tom Spiers?

7 (No response.)

8 MS. CAZENAVE:

9 Wyly Gilfoil?

10 (No response.)

11 CHAIRMAN RUSOVICH:

12 Okay. Thank you very much, and I
13 appreciate -- good morning, Beth. I saw Matt
14 come in too. Hey, Matt. How you doing?
15 Good. Okay. So that completes the roll call.

16 The approval of the minutes, I know the
17 minutes were distributed that Jeanet put out.
18 So can I have a motion to approve the minutes?

19 MR. HEAPY:

20 Make a motion.

21 CHAIRMAN RUSOVICH:

22 Thank you, Drew.

23 Second?

24 MS. STELLY:

25 Second.

1 CHAIRMAN RUSOVICH:

2 Second by Brenda.

3 Any discussion on these minutes? Any
4 questions on them?

5 Okay. All in favor of approving the
6 minutes from the last meeting, say aye.

7 ALL:

8 Aye.

9 CHAIRMAN RUSOVICH:

10 Any opposed?

11 Okay. Minutes approved. Thank y'all.

12 Okay. I just have a few brief
13 introductory comments. And I know that Paige
14 will get into this, you know, these major
15 subjects in a lot more detail in the meeting
16 in a bit. So one thing that we have really
17 noticed, I think particularly with this
18 Administration, is the first nonstop action,
19 so as far as hard to lasso it.

20 MS. CARTER:

21 Am I asking for a lot?

22 CHAIRMAN RUSOVICH:

23 A lot of action going on, really good
24 action. But the global, if you look around
25 the globe, you know, you see us in Europe, you

1 see Louisiana full court press in Europe, you
2 see Louisiana full court press in the Middle
3 East, you see Louisiana full court press in
4 Asia. So it's really good to see that travel.
5 And the travel that's being done is, you know,
6 part of it, you know, it's specific. I know
7 we were at the ADIPEC conference, we'll talk
8 about that some.

9 But the overall travel that's occurring
10 is very targeted travel to specific sectors
11 and specific targets that are big targets and
12 in areas that I think work into Louisiana's
13 strengths extremely well. I was really happy,
14 honored to go on a trip with the Governor,
15 from a personal perspective, to South Korea.
16 And I want to tell you, it was just nonstop.
17 You know, you got in after a 30-hour flight or
18 24-hour flight, they include New Orleans,
19 Baton Rouge up to Atlanta and onward, and you
20 get in. You know, that two mornings later,
21 you shower, and you go right into meetings,
22 you know. And the Governor is there ready to
23 go. And we did that for four straight days
24 with some excellent meetings. And the
25 Governor was really on his game, of course

1 always is. And I want to say, it was really
2 great watching Susan and Paige and Jacob, you
3 know, do their thing. It was really --
4 there's a real sense of pride from Louisiana
5 seeing the way we were represented and seeing
6 the knowledge in our sectors that was
7 articulated and demonstrated and Louisiana
8 rolling out the red carpet globally to, you
9 know, global companies, which I know all of us
10 have wanted since this Board was formed.

11 And we've made good progress, but I'm
12 really confident that now that it can go to
13 the next level. So I just wanted to make that
14 comment about the global travel. Paige will
15 get into some of those specific, so a lot more
16 as we go on.

17 I think that sort of leads to the
18 discussion, which Paige will lead also, on the
19 sort of our global footprint, our
20 representation that we'll want globally and
21 how we want that global footprint and sort of
22 in sectors. And I think a lot of that will
23 tie into the strategic plan that's coming up
24 from the LADP. So we are also closely tied to
25 that and monitoring that carefully. Again,

1 Paige will get into that in some detail.

2 Legislatively, you know, we have special
3 session now, you know, really applaud the
4 effort to make our tax system lower, flatter,
5 simpler on an overall basis. And Paige will
6 get into that some more. And then,
7 legislatively, we need to start thinking about
8 the regular session in terms of how that will
9 further strengthen this Board. Because
10 clearly, the Governor and Paige and Susan are
11 big believers in what we're doing.

12 And, you know, this Board has always been
13 very focused on the international side, you
14 know, sort of the international representation
15 for the State of Louisiana and out there
16 attacking foreign direct investments, trying
17 to pull in foreign direct investments. And it
18 also is very focused on a sort of macro global
19 trade, how to increase Louisiana in posture
20 and global trade to compliment and support the
21 ports as they're doing their job. So, you
22 know, we want to kind of find some legislation
23 that can really further strengthen and enhance
24 that mission. And we'll want your input on
25 that, by the way too, as we get into this,

1 input on everything we're discussing.

2 And then, finally, I think that connects
3 to that whole sort of structure so that we're
4 looking at to further enhance. So I think,
5 you know, really that's it. We hope that
6 you'll give us a lot of input.

7 We're doing some Board structure things.
8 We know we've some void there in terms of some
9 individuals whose terms have ended or have
10 rolled off and that we need to renew in some
11 cases. We're also out looking for new Board
12 members that tie to the Legislative Statute.
13 So we expect that in the coming months and
14 coming meetings, which we're going to announce
15 today and have them put on a regular basis,
16 quarterly basis, that, you know, we'll have a
17 full Board seated. And that is still being
18 worked and we're reaching out now to the
19 various areas and nominating entities to make
20 sure that we do that, and so that we have
21 those seats all filled for next year or end of
22 next year, so that going forward, you know,
23 we've got the full Board seated.

24 Some of that had lapsed last year and the
25 year before and the year before. Some are

1 from COVID, and we never really recovered from
2 that. That's a whole 'nother story. Right
3 now, we're looking forward and should have
4 some really good Board seats filled in the
5 coming months.

6 So thank you all very much for being
7 here. I'll pipe up more in due course. But
8 anyway, Paige, I'll turn over to you for the
9 overall reports.

10 MS. CARTER:

11 Thank you, Chairman. I'm going to do my
12 best to play Secretary Susan Bourgeois today
13 and take you all through some of the latest
14 updates from the Department. I'm not going to
15 do death by Powerpoint. And I really, my hope
16 is that this is as conversational as possible.
17 A handful of you may have seen some of these
18 slides and material that have been shared
19 externally over the last couple of weeks. If
20 at any time you have a question, a comment,
21 please speak up and say it.

22 My hope is that this Board will become
23 one that is fluid in dialogue and fluid in
24 idea and the concept of ideation and
25 challenging and having a really good, healthy

1 dissenting opinion will be something that we
2 can embrace to ultimately push the collective
3 Louisiana forward. So three main points that
4 I'm going to focus on in some of these slides,
5 and it's, A, that there have been dramatic
6 changes underway at LED already. A lot of you
7 have been a part of the reshaping, a part of
8 the structural changes and mission changes.

9 I'm also going to focus on current
10 capital investment and job creation numbers,
11 really do almost essentially a report out.
12 We're almost to the end of December. Where
13 are we in terms of FDI and then total project
14 pipeline? And then, an outlook for future
15 growth, which hinges on our ability to
16 maximize the competitive advantages, most
17 importantly, for international trade and
18 commerce.

19 So the pillars of LED right now, we have
20 five of them under Secretary Bourgeois. So
21 the first, positioning Louisiana to compete
22 and win. Most importantly, I like to look at
23 this pillar as, when do we say yes and say yes
24 boldly, and we know why we're going after
25 something. It also helps us prioritize to

1 know when we say no as well;

2 Two, ensure every Louisianian has the
3 opportunity for proud and ever-growing wages.
4 One of the components that I'm really excited
5 about here is what we are seeing in the
6 current special session around tax reform and
7 the assessment of, if quality jobs comes off
8 the books and we have something like a
9 high-performing payroll component and really
10 looking at how are we having a step function
11 and wage growth throughout the entire state.

12 For Ascension Parish, being such a great
13 place to live, work, and play with a higher
14 than average salary looks different than,
15 let's say, Avoyelles Parish. And so we should
16 be able to incentivize differently as well.
17 Create thriving regions today that are
18 well-positioned for tomorrow, optimize
19 Louisiana's legacy industries to lead in the
20 future as they have in the past, and then
21 drive Louisiana's business ecosystem toward
22 growth, innovation, and global impact. I
23 would argue that all of these pillars are
24 embodied and can continue to be embodied in
25 the mission and vision of this Board,

1 especially as we recreate how are we spending
2 our time of service in this Board and how are
3 we creating service opportunity in a way that
4 really generates a return on investment for
5 each of you individually spending your time
6 with us.

7 One of the things that I think a lot
8 about is when we say, optimizing Louisiana's
9 legacy industries, a lot of what is our legacy
10 industries are what's going to support the
11 global industries and multinational, foreign,
12 direct investments coming here being able to
13 leverage in a cluster mentality either the
14 feedstock or the logistics operation or the
15 ultimate product that is part of the legacy of
16 Louisiana. So how do we look at those and how
17 is the Board also representative of those
18 industries that when we go to, say, Japan, we
19 have the right individuals alongside us from
20 an industry perspective that can talk about
21 power, can talk about pipelines, and can talk
22 about ultimate product being sold b to b.

23 So that's how we're trying to really
24 re-envision. That, again, goes right into the
25 why of LED right now. Any questions about the

1 pillars? Comments? Anything stand out to
2 anybody?

3 Okay. So in that mindset, every day, we
4 apply a five-part game plan for economic
5 development, long-term planning, strategically
6 and collaboratively. So you heard the
7 Chairman talk about the long-term strategic
8 plan. I can't overemphasize the excitement
9 collectively, not just in a department but
10 across the State of Louisiana that we have for
11 this.

12 Our consultant, I think we have our first
13 internal meeting tomorrow or so with the
14 chosen consultant, and we will be hitting the
15 ground running with a long-term 10-year
16 strategic plan for the State of Louisiana that
17 is going to have all of the inputs from the --
18 what are we calling it? LPWIC; right? Isn't
19 that what you called it, Matt?

20 MR. GRESHAM:

21 LPWIC.

22 MS. CARTER:

23 Yeah.

24 MR. GRESHAM:

25 French.

1 MS. CARTER:

2 Yeah, very French. I said, why not just
3 the ports and waterways, yeah. So all of the
4 master plans that are coming in from the ports
5 and the working groups there, in particular,
6 the master plan for LABIC is going to be one
7 of the most important -- or that kind of
8 collaboration is going to be some of the most
9 important inputs that go into that
10 consultant's kickoff as they start the
11 assessment and, ultimately, the recommendation
12 for the State.

13 Changing the narrative, so not allowing
14 ourselves to miss our own opportunity just by
15 not telling the story. So really getting out
16 in front talking about, especially special
17 session right now, I think it was Jacob was
18 with how many national site consultants last
19 week?

20 MR. ELLIS:

21 Fifteen to twenty.

22 MS. CARTER:

23 And his feedback when he came back is he
24 said every single one of them is watching.
25 They're watching what the Governor is saying,

1 they're watching what the Secretary is saying
2 to see if we are going to walk the talk, and
3 if we are going to do all of the things that
4 we are saying publicly we are going to commit
5 to and get done.

6 Moving at the speed of business, this is,
7 I can't overstate the importance there. We
8 can't have companies waiting on us for a
9 response, for a letter, for permitting, all of
10 those different components.

11 Modernizing our tax structure and the
12 approach to business incentives, of course,
13 this is a very fluid and dynamic conversation
14 that's ongoing. I know a lot of us are
15 spending time at the Capitol right now around
16 that very point.

17 And then Point 5, leveraging our greatest
18 natural resource in infrastructure advantages
19 with the river and our ports, we cannot
20 overstate how important the import/export
21 capabilities and opportunities are there,
22 especially as it pertains to our strategic
23 plan. I know that a handful of you I have
24 talked to is, what are the high value imports
25 that we can start to recruit as target

1 industry sectors to try to support this 70/30
2 balance of the imports/exports. So that, I
3 hope to see come as a very front forward
4 facing target of ours in that strategic plan.

5 CHAIRMAN RUSOVICH:

6 I -- I do just want -- two comments real
7 briefly, if I could, Paige.

8 MS. CARTER:

9 Yeah, of course.

10 CHAIRMAN RUSOVICH:

11 That I want to tell all the Board members
12 that, so I was at some business meetings in
13 Houston a few weeks ago. And just in terms of
14 talking to a couple of clients, one had a
15 permit issue they were asking me about in
16 Louisiana, another had an issue where they
17 were looking at different sites along the Gulf
18 Coast and were trying to figure out where was
19 the best place for a site location, and they
20 were having some issues with that, not just
21 with Louisiana, but just across, it was a very
22 specific deal they were looking for. So,
23 immediately, I took that, and speaking of
24 moving at the speed of business and being
25 business friendly, I gave that back to Paige.

1 And, immediately, within hours, I had
2 responses back from the State in terms of
3 where some of those sites might be. They were
4 looking for introductions, they were working
5 the permits. So it just, I want to emphasize
6 to everybody that as you're talking in the
7 private sector to your clients and to your
8 partners, that if there are any issues, you
9 know, I think you can now ask about them. And
10 then if there are issues, you can give them to
11 Paige and give them back to LED, and I
12 guarantee you'll see great action. So it's
13 nice to see that sense of urgency in there.

14 And then, secondly, I just want to say
15 that the strategic plan, the LABIC master
16 plan, I think ties exactly to everything
17 you've been articulating and LED has been
18 articulating about sectors, you know, the same
19 target sectors, the legacy sectors, the ports
20 and rivers, and all that. So it's a nice
21 compliment where I think the ultimate
22 strategic plan will go as well.

23 MS. CARTER:

24 Absolutely. So focusing primarily on
25 FDI, so the good news is, in the midst of all

1 this what I would call the foundational
2 building, the day to day work driving the
3 investment and job creation has continued. I
4 cannot say enough in terms of the team you see
5 here from LED, they will continue to be
6 present at these meetings. Because as we have
7 broken down the silos within our department,
8 every single one of them sees themselves and
9 their responsibility in the FDI pipeline.

10 Importantly, we average sometimes between
11 50 to 80 percent of the total pipeline at LED
12 are multinational or foreign companies. And
13 so being able to break down that silo of
14 international being a responsibility and
15 component of every single individual of the
16 25-person business development team is key to
17 being able, to Greg's point, to move nimbly,
18 move quickly, ensure that we can assess
19 capacity and also interest. So we have the
20 best possible team member assigned to that
21 potential opportunity.

22 So, hopefully, you'll continue to see
23 that reflected in the timeliness and the
24 efforts as you have an entire business
25 development enterprise at the direction of the

1 International Commerce Board now. So you'll
2 see 396 direct new jobs. And these numbers
3 are growing and, especially, as we start to
4 look at what fiscal year 2025 will look like
5 at the end of this fiscal year, I anticipate
6 this growing astronomically.

7 And then in terms of total projects, we
8 have seen year over date over \$6 billion and
9 total jobs close to 7,000. So really, again,
10 looking at, you know, the foundational
11 building that we have been doing at LED has
12 not stopped the work, has not stopped the
13 progress that we've continued to make and
14 being able to stay focused on what the
15 priorities will be while in the midst of
16 building really an entirely new department
17 based on the positioning Louisiana to Win
18 Bill.

19 And then, you've got specifically the
20 port network projects that I've called out
21 here too. We've had some really substantial
22 wins from the Port of New Orleans up to the
23 Port of South Louisiana and even Caddo earlier
24 in the year with Air Loom Technologies as
25 well. So a lot of really strong success

1 there.

2 LIT, this is -- we can't overstate the
3 importance in the international terminal at
4 LED. I don't have to tell any of you in the
5 room how important it is to us. As we all
6 know, across the country, states have been
7 struggling how to best accommodate larger
8 ships and it's not been easy for any
9 jurisdiction between channel depth, bridges,
10 infrastructure. These major, major obstacles
11 are what we look for to solving for with this
12 terminal.

13 And so, know that LED will continue to do
14 everything in it's power to keep this project
15 moving swiftly forward to completion. We look
16 forward to working with you to make sure that
17 project is successful.

18 Last, can't finish up an LED update
19 without tax reform. I would say that this
20 opportunity that the special session presents
21 can't be overstated. The Tax Foundation at
22 the front end of this special session in the
23 bottom 10, so really at number 40. What the
24 Bills that were dropped would push us to is
25 number eight. So going from the bottom 10 to

1 the top 10 really is -- it's an opportunity
2 that can't be overstated, especially in terms
3 of changing the narrative around doing
4 business and, most importantly, doing business
5 seamlessly and easily within the State of
6 Louisiana.

7 This slide shows a crossroads, where
8 we'll go. This is a very fluid situation.
9 Like I said, I know a lot of us are spending a
10 ton of time at the Capitol right now. I'm
11 excited to see where we land. It's my
12 understanding we'll hopefully have a wrap-up
13 tomorrow afternoon, tomorrow evening. I'm
14 looking at the two of you. Maybe.

15 MR. QUEZAIRE:

16 Friday.

17 MS. CARTER:

18 Friday. Is it going to be late Thursday?
19 I'm just glad it's not going to be Monday.
20 There's no more Sundays, no more Sundays out
21 there. So as Secretary Bourgeois always likes
22 to say, she uses the word onward, we just
23 can't overstate the amount of excitement we
24 have for the partnership, for the
25 collaboration. Internally in the business

1 development level, we are really looking at
2 what kind of strategic pivots can we be making
3 to better collaborate with our stakeholders
4 both at the local economic development level
5 or regional level, and then also all of our,
6 what I consider, partners and allies across
7 the infrastructure network.

8 So if there are any opportunities that
9 come top of mind, you all know how to reach
10 me. Please continue to give the positive and
11 the negative feedback because, ultimately,
12 without that, we can't make the changes to
13 improve and move us all forward.

14 All right. That's my -- any questions
15 for my Departmental update? I know that was a
16 lot of information. I told you I wouldn't do
17 death by Powerpoint. But I felt like having
18 something visually to look through made it a
19 lot easier to navigate through the decisions
20 and even the changes that are underway and
21 being made versus me talking at you. So any
22 questions? Comments from the Departmental
23 level?

24 Brenda, I feel like you are about to say
25 something.

1 MS. STELLY:

2 I do -- I did want to say that from a
3 business standpoint, I appreciate the
4 opportunity to go on some of these trips and
5 have the opportunity to meet companies
6 overseas.

7 MS. CARTER:

8 Yeah.

9 MS. STELLY:

10 Because I wouldn't be traveling to Saudi
11 Arabia on my own, especially in the climate of
12 the Middle East right now.

13 MS. CARTER:

14 Uh-huh.

15 MS. STELLY:

16 So, you know, it's not just the
17 Government going over there and meeting and
18 doing high-level things. We are actually, as
19 a business, given these opportunities.

20 MS. CARTER:

21 Yeah. India did a phenomenal report on
22 the entire ADIPEC experience and some of the
23 takeaways in terms of number of sales and
24 engagements. It's remarkable.

25 MS. STELLY:

1 I mean when you go and you have these
2 opportunities, you have companies fighting
3 over you, it's just --

4 MS. CARTER:

5 Uh-huh.

6 MS. STELLY:

7 -- amazing.

8 CHAIRMAN RUSOVICH:

9 Just to clarify, what Brenda and Paige
10 are discussing that I think most of you are
11 aware of, but maybe some aren't, is the recent
12 mission that we had to the Abu Dhabi Petro
13 Chemical conference.

14 MS. STELLY:

15 And Saudi Arabia.

16 MS. CARTER:

17 And Saudi Arabia.

18 CHAIRMAN RUSOVICH:

19 And Saudi Arabia, yes.

20 MS. STELLY:

21 Yeah. Like, I would never have gone
22 there without, you know, it being a trade
23 mission because of the unrest in the Middle
24 East --

25 MS. CARTER:

1 Yeah.

2 MS. STELLY:

3 -- and being a female --

4 MS. CARTER:

5 Yeah.

6 MS. STELLY:

7 -- and, you know, for many reasons.

8 MS. CARTER:

9 I believe I have talked the Secretary
10 into joining us next year, so her and I are
11 both going to go.

12 MS. STELLY:

13 It was a phenomenal.

14 MS. CARTER:

15 Uh-huh.

16 MS. STELLY:

17 I just can't even state how much
18 opportunity and progress for us.

19 MS. CARTER:

20 Yeah. Well, we're on the international
21 activity, I'm going to ask the team and
22 everybody that has been a part of that and
23 Brenda to share more of your experience. It's
24 at the heart of what we have to do as a
25 Department from a trade perspective. If we

1 want to continue to see wealth generation into
2 the State of Louisiana rather than a circular
3 economy at the same dollars, we really have
4 got to push that envelope as far as we can.

5 MS. STELLY:

6 And bring funds in from overseas, yeah.
7 Absolutely.

8 MS. CARTER:

9 Absolutely, bring our products outward
10 and funds in.

11 Any other questions on the Departmental
12 report before I start to head through the
13 planning and operations and then the
14 international activity, and then we'll go
15 through plan meetings and Board member
16 nominations?

17 MR. SANDERS:

18 Now, Paige, I have one thing to say.

19 MS. CARTER:

20 Yes.

21 MR. SANDERS:

22 Okay. Your comment on speed of
23 decisions, I'm so happy to hear.

24 MS. CARTER:

25 Okay.

1 MR. SANDERS:

2 Just so you know. Kate has been by my
3 side a couple times. And one time, it was
4 quick; but one time, it wasn't. Okay. Until
5 I turned to her and she took care of it for
6 me, that is good to hear.

7 MS. CARTER:

8 Well, and that's what Kate and I, and
9 we're getting a meeting scheduled right now
10 and even, hey, does December this work for
11 you, does the 5th work, how does the morning.

12 MR. SANDERS:

13 Yeah, yeah.

14 MS. CARTER:

15 That collaboration helps with working
16 quickly and timely and developing those
17 interpersonal relationships is key to being
18 able to do that.

19 MR. SANDERS:

20 Yeah.

21 MS. CARTER:

22 So I'm thrilled to hear that. We're
23 going to keep working on it. There's certain
24 areas in terms of whether it's the incentive
25 programs, whether it's moving through things

1 like press releases, there's still a handful
2 of areas in which we have improvement
3 identified and want to continue to make. So
4 saying, in any of your experiences across the
5 Department, if there's area for improvement,
6 please don't hesitate to send that feedback
7 over.

8 All right. If there is no other
9 Departmental questions, we can go ahead and
10 head into planning and operations. And I'm
11 going to go through this bullet point quickly,
12 and then I'm going to turn it over to a lot of
13 the team members here both Jason, India,
14 Jacob, Harrison, and Ben to talk about a lot
15 of the activity and visits that, to the
16 Chairman's point, really taking a very
17 strategic focus as who we're going to go meet
18 with when we go to Japan, why, and then who
19 else is coming with us so that we can leverage
20 that opportunity and maximize it; not just for
21 Louisiana and the Department, but also for
22 some of those companies that make up our
23 economy as well.

24 So from a planning and operation
25 standpoint, the strategic plan, so that is

1 really going to be the key linchpin for us as
2 we work through the new vision for the
3 international representation. We are focused
4 on high value, high aligned markets. The
5 LABIC master plan, again, will be one of the
6 most important feedstocks into the strategic
7 plan that will come out of the Department.

8 International will continue to be one of
9 the most important components of this
10 Department. This Board, the activity that we
11 get to decide on and that we get to direct
12 will continue to be one of the most important
13 components. I cannot overstate that and I'll
14 repeat it again if I need to for anybody. And
15 I would say, if there's any question about
16 that, call my cell phone. If you have any
17 questions about where we're going with the
18 Board, if you have any questions about where
19 we're going with the strategic plan and the
20 markets we plan to focus on, please call my
21 cell phone and share that.

22 I anticipate a strong focus on energy and
23 advanced manufacturing, so really being able
24 to bring the world's products that are the
25 low-carbon intensity. We have an rivaled

1 opportunity in the State of Louisiana and the
2 U.S. connectivity. So being able to look at
3 markets in Europe, look at markets in Asia
4 that are going to be dependent upon U.S.
5 operations in order to bring things like green
6 and blue and potentially pink products to the
7 market. We have pink.

8 MR. SANDERS:

9 Where is that?

10 MS. CARTER:

11 Yeah. Yeah, the Governor is very, very,
12 focused on it right now. Yeah, so a lot of
13 those, the ultimate -- we've got to -- we have
14 to be an opportunity for those different areas
15 between Asia and Europe to be able to
16 ultimately bring their products to the market
17 with the lowest carbon footprint possible.
18 What I also really, really want to see is from
19 the ports, we need to be able to move as much
20 product in so that we can increase the
21 products leaving from Dow, from Exxon,
22 whomever, out of our State as well. Again,
23 the well generation standpoint, how can we
24 ensure that as much as possible that's being
25 developed here and manufactured here is also

1 leaving in and out of our ports as well. But
2 then that's going to require us to see an
3 influx in the imports as well.

4 So any feedback there on what the focus
5 needs to be? I know a handful of you have
6 shared your feedback, continue to do that. If
7 you think of something in the middle of the
8 night, shoot me a text, send me an email,
9 carrier pigeon, smoke signal, whatever it
10 needs to be. We really want to make sure that
11 we have that feedback so that we can really
12 target the most aggressive and competitive
13 opportunities for the entire State of
14 Louisiana.

15 We want to aggressively pursue high
16 aligned leads and conversations based on
17 feedstocks and customer basis to our current
18 economy. So if we look at, how do we develop
19 the clusters around CF or BASF? We need to be
20 going to markets and we need to be making
21 visits, along with the companies that are
22 either going to be the B to B, asking for the
23 feedstock for the company that we're going to
24 meet in Japan or in South Korea or they're
25 selling to that person. So really looking at,

1 how can we have the most complimentary mission
2 is a lot of times who's at the table with us.
3 And so that's also going to be the
4 responsibility of this Board as we look at
5 nominations and who serves, how do we ensure
6 that we have representation that's going to
7 help develop that strategy?

8 If we're going to come up with an annual
9 and maybe two-year strategy at what markets
10 we're going to and why, along with these
11 in-market offices and in-market representation
12 as well, why are we going after them and who's
13 going with us? Anything you want to add?

14 CHAIRMAN RUSOVICH:

15 No, I think you've articulated it very
16 well. Yeah, I've got nothing.

17 MS. CARTER:

18 And Harrison has been a key partner to
19 thinking through, what does the fiduciary
20 mechanism like look so that we're not sending
21 money, let's say, to a company like Wabtec,
22 but that if LED is contracting with an entity,
23 we're doing it in the State of Louisiana under
24 the World Trade Center of Louisiana and being
25 able to use them and have a very active

1 management system where we're identifying,
2 what are the leads. LED's business
3 intelligence teams will really be doing like,
4 here are the top leads around rubber
5 manufacturing, both inputs and outputs or
6 steel manufacturing or resins, whatever it may
7 be within those certain markets that we know
8 have a high concentration in a particular
9 country, and then being able to say, how do we
10 identify the right person in those markets to
11 be able to have that targeted lead development
12 conversation, boots on the ground, followup
13 conversations when we leave South Korea.

14 Any thoughts -- yes, Matt?

15 MR. GRESHAM:

16 Yeah, are we going to have that
17 organized? And I guess for you and Harrison
18 but, you know, because in the past, you had
19 the GNO, Inc. regional, super regional trip.
20 And then, you know --

21 MS. CARTER:

22 Yeah.

23 MR. GRESHAM:

24 -- you had two or three of those --

25 MS. CARTER:

1 Yeah.

2 MR. GRESHAM:

3 -- and then the World Trade Center was
4 going one way, LED --

5 MS. CARTER:

6 Yes.

7 MR. GRESHAM:

8 -- might not know --

9 MS. CARTER:

10 Where they're going, yeah.

11 MR. GRESHAM:

12 -- where they were at that point. And so
13 I'm just wondering if we were just going to,
14 when we put these plans together, not to say
15 that we can't go on a quick trip --

16 MS. CARTER:

17 Yeah.

18 MR. GRESHAM:

19 -- if one's needed and there's meetings
20 to be had, but where we're bringing, I guess.
21 Because part of this is bringing all of the --

22 MS. CARTER:

23 All the stakeholders together, yeah.

24 MR. GRESHAM:

25 -- regional and economic development

1 agencies anyway. So because I don't want
2 North Louisiana's NGO going that way or you
3 going that way.

4 MS. CARTER:

5 Yeah. Or you showing up two weeks later
6 and saying, well, I just met with somebody --

7 MR. GRESHAM:

8 Yeah, just met with --

9 MS. CARTER:

10 -- and they don't know that it's a
11 four-hour difference.

12 MR. GRESHAM:

13 Right. And we had that issue in the
14 past.

15 MS. CARTER:

16 Yeah, that's exactly what we're trying --

17 MR. GRESHAM:

18 It was a lot of disconnect.

19 MS. CARTER:

20 That's exactly what we're trying to solve
21 for, Matt, is that one of the feedback that I
22 got from a company in one country was, well, I
23 met with X port or location, city, parish, and
24 then two weeks later, another parish, port,
25 city came in and they said, I didn't even know

1 the difference. And I'm sitting here
2 thinking, yeah, that gentleman probably barely
3 knows the difference between Miami and
4 Houston, but that's the Southern part of the
5 U.S.

6 MR. GRESHAM:

7 Yes.

8 MS. CARTER:

9 And then it's to D.C. to New York.
10 Louisiana, we damper our own opportunity
11 because we're competing with redundancies in
12 an oversaturated market.

13 MR. GRESHAM:

14 Uh-huh.

15 MS. CARTER:

16 So that is my hope is that we can, in
17 conjunction with Harrison, be able to work
18 through, what does the next year look like,
19 not just for meetings here, how are you all
20 providing input as to where we're going and
21 why? And then, we all agree that it's
22 advantageous for the majority and we're going
23 at those trips together.

24 CHAIRMAN RUSOVICH:

25 Right. So, Matt, the way we would view

1 it is, so we'll have a handful of really
2 targeted countries, right, that have had the
3 opportunity for Louisiana in the specific
4 targeted sectors that our master plan and the
5 upcoming strategic plan for the State
6 identify. And then from that, we'll place the
7 right resources, the right personnel in each
8 one of those countries to represent --

9 MS. CARTER:

10 Yeah.

11 CHAIRMAN RUSOVICH:

12 -- us in terms of pursuit, kind of
13 opening the door or following up with what
14 we've got, individuals that are targeted,
15 individuals that are driven, and individuals
16 that have a loyalty to the State of Louisiana
17 and the State of Louisiana only, they may
18 represent other clients but not other States.

19 MR. GRESHAM:

20 Right.

21 CHAIRMAN RUSOVICH:

22 And then that will drive our entire
23 strategy. And then, you know, as far as the
24 other economic EDOs, obviously, Paige will
25 have a good tight grip on that, along with

1 Susan and the team. And then, we'll make sure
2 that whenever those trips are happening, that
3 they're coordinated with the local
4 representative and through Paige and through
5 LED. So I think there will be -- I'm very
6 confident that there will be more, I know
7 there will be more coordination and more focus
8 and more of a targeted approach rather than
9 just a broad shotgun approach, more of a very
10 targeted rifle approach.

11 MS. CARTER:

12 And, hopefully, one that makes sense for
13 those stakeholders to join in rather than,
14 well, we're going to name the country. Well,
15 it really doesn't matter much to the Port of
16 New Orleans or the Port of Greater Baton
17 Rouge, doesn't really speak to you all or
18 maybe in the oil and gas institute, something
19 of that nature. Let's make sure that we are
20 identifying from a mission's perspective what
21 makes sense for our collective stakeholder
22 group to go in together rather than three
23 fragmented groups going one-offs and not
24 congealed in a line.

25 MR. GRESHAM:

1 Yeah, there's a Cuba trip next month that
2 Secretary Strain, you know, is heading.

3 MS. CARTER:

4 Yeah.

5 MR. GRESHAM:

6 But there's, like, a dozen legislators
7 going.

8 MS. CARTER:

9 Uh-huh.

10 MR. GRESHAM:

11 So I'm not sure what the --

12 MS. CARTER:

13 We talked about it --

14 MR. GRESHAM:

15 -- way forward is there.

16 MS. CARTER:

17 -- and we've decided we are not going;
18 that LED is not going.

19 MR. GRESHAM:

20 Right.

21 MS. CARTER:

22 But that's, even from a Departmental
23 standpoint with the Lieutenant Governor and
24 Commissioner of AG, hopefully, we'll see more
25 alignment there on those trips as well.

1 Uh-huh, we've had some productive
2 conversations. We've got to take baby steps.

3 MR. GRESHAM:

4 Yeah.

5 MS. CARTER:

6 We've got to crawl before we run, but
7 we'll be running before we know it.

8 CHAIRMAN RUSOVICH:

9 And I think that's too why we want to
10 strengthen and bolster this Board going
11 forward so that agriculture and the Lieutenant
12 Governor and others feel very confident in
13 kind of coordinating back with this Board, at
14 least discussing so that we're all kind of in
15 the same framework and same effort. And so...

16 MS. CARTER:

17 Yeah, Lieutenant Governor went to Saudi
18 Arabia and Dubai, I think, three weeks before
19 our group did with little to no understanding
20 that both were going until the Secretary and I
21 were like, oh, we're sending a group next week
22 or I think we were meeting on Tuesday and our
23 team was leaving on Friday, and he had just
24 come back and said, look at these pictures.
25 I'm like, okay, interesting.

1 CHAIRMAN RUSOVICH:

2 I'll let you know too, many of you in
3 global business know certainly that those
4 trips, the international trips need to be
5 really well researched, well assessed, and
6 then the opportunities assessed in advance and
7 they need to be well planned.

8 MS. CARTER:

9 Yeah.

10 CHAIRMAN RUSOVICH:

11 You know, any kind of global effort has
12 to have a real planning behind it and real
13 targets behind it; because, otherwise, you can
14 go in to a foreign country, as you know, and
15 embarrass yourself and embarrass the State if
16 it's not something that's well planned if you
17 don't understand the culture of where you're
18 going, if you don't understand the business of
19 the countries you're going in to and don't
20 know what their expectations are or what their
21 cultures are and what their business modus
22 operandi is, you can make a mess. Instead of
23 presenting really in a well-prepared
24 professional manner knowing exactly what you
25 want and then, you know, then you're leaving

1 and the State, you know, and the individuals
2 that you've met with are like, wow, that was a
3 really great meeting and, you know, I'm sure
4 Savic, if you're meeting with Savic or you're
5 meeting with ADNOC or whoever you're meeting
6 with, for example, with Saudi --

7 MS. STELLY:

8 IRANCO or whatever.

9 CHAIRMAN RUSOVICH:

10 -- IRANCO or whatever, yeah, Savic being
11 the downstream and IRANCO the upstream.

12 MS. STELLY:

13 Yeah.

14 CHAIRMAN RUSOVICH:

15 You know, then you get a real sense of --
16 you give them confidence that that's the kind
17 of state we want to invest in, these are the
18 kinds of individuals we want to work with
19 because they come in prepared and
20 knowledgeable and --

21 MS. CARTER:

22 As a team.

23 CHAIRMAN RUSOVICH:

24 -- and as a team and, you know, coherent
25 message. So, yeah, Matt, we'll be --

1 obviously, it's on the radar.

2 MS. CARTER:

3 If you have ideas, I would love to hear
4 them.

5 MR. GRESHAM:

6 Okay.

7 MS. STELLY:

8 I feel like we did have a pre-meeting --

9 MS. CARTER:

10 Uh-huh.

11 MS. STELLY:

12 -- like a virtual meeting that really
13 prepared us to go to Saudi Arabia because, you
14 know, none of us had been there. I thought
15 that was really good.

16 MS. CARTER:

17 Good. Okay. I'm going to talk about two
18 more things. Go ahead and --

19 MR. SANDERS:

20 Can I say one thing?

21 MS. CARTER:

22 Uh-huh.

23 MR. SANDERS:

24 Greg, is that the discussion on the
25 offices right there, your comments?

1 CHAIRMAN RUSOVICH:

2 Part of it.

3 MR. SANDERS:

4 I want to make sure.

5 CHAIRMAN RUSOVICH:

6 The edge of it. But the initial comments
7 were, the other one was just to able to go on
8 Matt's comments and Brenda's, I guess, to just
9 be prepared going in, and we hope to do more
10 of that.

11 MR. SANDERS:

12 We're going to -- Greg and I have talked
13 about this a lot, okay --

14 MS. CARTER:

15 Uh-huh.

16 MR. SANDERS:

17 -- and can't say we're in total agreement
18 with being there before he gets upset with me,
19 okay, but the previous Administration on this,
20 okay, we had reps around the world -- and,
21 look, I've been to ADIPEC many times. I
22 thought you said you just got back.

23 MS. CARTER:

24 She just got back from ADIPEC.

25 MS. STELLY:

1 I just got back.

2 MR. SANDERS:

3 Yeah. Didn't you enjoy that over there?

4 MS. STELLY:

5 The trip?

6 MR. SANDERS:

7 Yeah.

8 MS. STELLY:

9 Yeah, absolutely.

10 MR. SANDERS:

11 Yeah, been there many times on business.
12 But in the past, we took consultants, I guess,
13 and they represented Louisiana, Texas,
14 Mississippi, and North Carolina, and, you
15 know, anybody out there, okay. And if you're
16 in the private sector, how do you judge
17 someone's performance? And a salesperson is
18 going to take the path of least resistance.
19 And if Texas says, I'll build you that
20 factory, and we won't, they get the business.

21 So I think what Greg is saying is that,
22 we're going to have dedicated people to the
23 State of Louisiana --

24 MS. CARTER:

25 Yes.

1 MR. SANDERS:

2 -- and they need to be -- I can't use the
3 work, I think I've been told I can't use the
4 word incentivized, but we can compensate them,
5 right?

6 MS. CARTER:

7 Yes.

8 MR. SANDERS:

9 Okay. All right. So I think that's what
10 he's saying when we're talking about putting
11 people in certain pieces of the world right
12 now.

13 MS. CARTER:

14 Yeah.

15 MR. SANDERS:

16 I'm a hundred and ten percent in favor of
17 this.

18 MS. CARTER:

19 Yes. We will absolutely have in-market
20 representation. It will look vastly different
21 than it did between the contracts that were
22 just terminated. And so right now, what we're
23 focusing in on is, how many and where are
24 they? Right now, we're coming to the
25 conclusion that the focus is going to be Asia

1 and Europe because of the amount of product
2 needing to get to market around blue, green,
3 pink products at the end of the day.

4 And then also, what is the trade ability
5 of our small to midsize companies and how do
6 we maximize their exposure in regions of the
7 world where they will have the highest
8 likelihood in validity and efficacy of going
9 into that market and being able to sell their
10 products? And so that's really at the heart
11 of the matter of what we're looking at because
12 those target areas are very data driven. And
13 then, the reps will also be held accountable.
14 And what we've talked through with Harrison is
15 that, this is going to be weekly meetings and
16 you're going to be sharing how many
17 conversations did you have, were you able to
18 touch base with this company, did you have the
19 followup company -- did you have the followup
20 meeting with all of these companies that we
21 met with when we were in South Korea? That
22 consistency of really what I call active
23 management, and then LED will have a standing
24 monthly meeting that I will lead and the
25 Secretary will be coming in when she has the

1 ability to kind of have that oversight as
2 well.

3 One of the things that we heard loud and
4 clear and were unbelievably disappointed by in
5 South Korea, and I don't want to take Jacob's
6 thunder, is that we are really getting our
7 butts kicked by our neighboring states,
8 specifically, in the Korean market. And it is
9 just, it's full of opportunity, full of
10 opportunity that aligns with the assets that
11 we have here in the State of Louisiana and I
12 believe, competitively, we could do at a more
13 economic level for those companies. But if we
14 don't have the introductory conversation,
15 we're not top of mind, we don't have
16 consistency, we're going to -- I mean,
17 coincidentally, we get there and the U.S.
18 Embassy said, well, did you know that Houston
19 is doing hydrogen week this week. Like, we
20 did not, I am so thrilled to hear that.

21 MR. SANDERS:

22 You were not invited.

23 MS. CARTER:

24 No, I was not invited. No, Governor
25 Landry and our team, we were not invited to

1 Houston's hydrogen days while we were in South
2 Korea. And so every single company we were
3 meeting with was meeting with us and then
4 spending the majority of their time over the
5 three or four days we were there with the
6 Houston area talking about the hydrogen
7 opportunity. So that's a really clear example
8 of how far behind we are in terms of strategic
9 planning out our assets and our time spent in
10 the other markets. Does that speak more to
11 the...

12 MR. SANDERS:

13 Yes, yes.

14 MS. CARTER:

15 Okay.

16 MR. SANDERS:

17 You answered everything. Thank you.

18 MS. CARTER:

19 So step, last meeting, you all got to
20 meet India. Really thrilled for her
21 leadership. She's no longer new to the team.
22 You're four months in now? Four, five months
23 in?

24 MS. BELLARD:

25 Yeah, four months in. That makes me no

1 longer new.

2 MS. CARTER:

3 No longer new. We have a lot more newer
4 people. I'm thrilled for her leadership and
5 the planned growth that she has in terms of
6 deploying federal dollars to support
7 Louisiana-based companies getting their
8 products around the world. And she's going to
9 share more in terms of the international
10 activity and the ADIPEC conference and
11 opportunity as well.

12 Operations, and then I'm going to try to
13 close out this bullet point and let the team
14 speak more to the international activity.
15 International FDI projects have historically
16 made up, like I said, between 50 and 80
17 percent of the business development pipeline
18 at LED ebbing and flowing at different times.
19 That tells us that when we were looking at the
20 Department and the silos and what direction
21 the strategy was going to go, that
22 international needed to be broader, needed to
23 be more of a focus across the entirety of the
24 business development team, which this
25 integration that you see here, every single

1 one of them within our business development
2 enterprise has an international component and
3 responsibility.

4 And I'm really excited for that strategy
5 moving forward. It's allowing people like
6 Jacob to expand their experience, their
7 expertise and be able to really knock it out
8 of the park with some of our potential FDIs.

9 All right. I'm going to turn it over to
10 the group. Really, Harrison and Ben will
11 probably lead the inbound visits components.
12 So if the two of you would like to give a
13 brief update on who we have, who we haven't in
14 some of the inbound.

15 MR. CRABTREE:

16 I'll start. So the first one, the Danish
17 Future Energy Group that was led by the Danish
18 Chamber of Commerce and the Danish Consulate
19 out of Houston, so we ushered about ten
20 companies, some of the largest Danish
21 companies that are involved in power X, so
22 offshore wind, hydrogen development. It was a
23 really great opportunity for us to take them
24 around South Louisiana, showcase what we're
25 doing at the Port of South Louisiana, St.

1 Charles Clean Fuels. Thanks to Jacob and
2 Jason for joining as well. And I think it was
3 a really productive trip for them to be able
4 to touch, feel, and see things.

5 It's always great when you can hop on a
6 Zoom call or send them a pitch deck when they
7 have the opportunity to go see the Port of
8 South Louisiana and see the cranes in the sky
9 and the work being done. It's really, I
10 think, a great opportunity for us to showcase
11 what we're doing.

12 So a point of how successful I think this
13 was, one of the people, very high level
14 person, I won't say who to put him in a tough
15 position, but at the end of it, they
16 previously, the previous week they were in
17 Houston, at the end of the trip, he looked at
18 me and said, you all are kicking Houston's
19 butt right now, you have a clear message,
20 you're able to say what you're doing and
21 you're doing it. Houston is just throwing
22 stuff out and seeing what sticks.

23 And so I think as we can get that message
24 across, and he said we have better culture.
25 So I think those four things together, as we

1 can show people what we're doing and conveying
2 that message, I think it's really resonating
3 with people. And so that was a really good
4 trip. I'm having some really great followup
5 conversations. The Danish Honorary Consul
6 General, he's here probably once a month. I
7 know, Jason, you talk with him a lot. Great
8 person as well to work with, so we'll continue
9 to follow up with them.

10 The next one, last week, we hosted a
11 group --

12 CHAIRMAN RUSOVICH:

13 Who -- real quick. Who is the Danish
14 Honorary Consul?

15 MR. CRABTREE:

16 The Danish is John Fay.

17 CHAIRMAN RUSOVICH:

18 Yeah. So I just bring up the Honorary
19 Consul side because that's one too that I
20 think we want to be very, and I'm sure you're
21 aware of this, we want to be very mindful of
22 because the Honorary Consuls can really help
23 particularly in major countries like this, can
24 really help drive the message and, you know,
25 act as our, act as an additional coordinating

1 line.

2 MR. CRABTREE:

3 Yeah, the Consul Generals like him or the
4 Honorary Consuls, I can't speak highly enough,
5 and Ben --

6 CHAIRMAN RUSOVICH:

7 Great.

8 MR. CRABTREE:

9 -- and I'll talk about it on the central
10 Europe road show. But, essentially, they're
11 instrumental in setting up meetings.

12 CHAIRMAN RUSOVICH:

13 Perfect.

14 MR. CRABTREE:

15 Highly recommend using them as you can.

16 CHAIRMAN RUSOVICH:

17 Yeah.

18 MR. CRABTREE:

19 The next one, Quebec Maritime and
20 Logistics, last week, we hosted about six or
21 seven representatives from Quebec. This is a
22 followup to our trade mission we did over
23 there last year. So I had a great opportunity
24 again to showcase what we're doing here in the
25 Maritime sector.

1 Although, the focus was not future
2 energy, I think we got a couple future energy
3 leads out of that based on their conversations
4 with the Port of South Louisiana. So we're
5 going to continue to follow up on those as
6 well. But, again, a great opportunity for us
7 to showcase what we're doing, you know, and I
8 think we're going to continue to follow up
9 with them a little bit on some initiatives
10 that were discussed during the trip.

11 So that should be it for us for inbound
12 trade missions this year. But, hopefully,
13 next year, we're toying with a few countries
14 to potentially do a post-CERAWeek visit. So
15 we're hopeful that, again, can be an
16 opportunity like the Danes to showcase what
17 we're doing after they spend a week in Houston
18 to come to New Orleans and have better food
19 and see what we're doing.

20 MS. CARTER:

21 Do you have anything?

22 MR. FONTENOT:

23 Yeah. And also, so we had a random
24 request from the Consulate Mongolia in Chicago
25 to come visit with us. The purpose of their

1 trip to Louisiana is trying to increase the
2 tourism to Mongolia. So we had a nice meeting
3 with them. They had meetings with the
4 Lieutenant Governor in New Orleans and I think
5 New Orleans company, I guess. So that was
6 really the main reason they were here, but
7 it's always good to meet these folks and you
8 never know where it leads down the road.

9 MS. CARTER:

10 Outbound, Harrison?

11 MS. MACARTHUR:

12 I have a question. Yeah, for Harrison,
13 so it's exciting that we got the compliments
14 that, you know, we're better than Texas since
15 we believe that.

16 MS. CARTER:

17 We sure do.

18 MR. CRABTREE:

19 We've heard it from several people when
20 they come in on the future energy space.

21 MS. MACARTHUR:

22 Yeah, I love it.

23 MR. CRABTREE:

24 So this is not the first time.

25 MS. MACARTHUR:

1 Could you share with us kind of the plan
2 that you shared with the Danes that we can
3 see? Because I assume Houston's lack of plan
4 and we have something in place, is that
5 something you could share with the Board?

6 MR. CRABTREE:

7 If Jason can send his presentation from
8 that. You said it specifically after Jason
9 and Jacob presented. So, Jason, if you wanted
10 to share more.

11 MR. LANCLOS:

12 I don't think I used slides, Kate, but I
13 can put something together for sure.

14 MS. MACARTHUR:

15 All right.

16 MR. LANCLOS:

17 It's mainly on just kind of walking
18 through what we've done, I would say, the last
19 five or six years on the carbon management
20 side to kind of set ourselves up for success.
21 And I think what Harrison is alluding to is
22 that we have defined a very clear objective
23 for our carbon management program. Not to
24 talk negatively about Texas, but Texas tends
25 to tell companies, and I'll just be quite

1 honest, the Railroad Commission is very
2 forward with telling them that a permit for a
3 sequestration project on carbon management is
4 very straight forward and that they could get
5 it for them. What that means is that, now the
6 Railroad Commission has to go to EPA and work
7 with the federal agency. That could be
8 anywhere from four to six years getting a
9 permit, and but they're very, very forward
10 with saying, oh, we'll take care of it, don't
11 worry about it.

12 Our approach is much more scriptive,
13 where we actually have a division that's built
14 out to do it internally. So we have the State
15 privacy, which is driving a lot of that
16 business. And so most of what we're doing is
17 trying to articulate to companies that, by
18 locating here, you get that certainty, the
19 regulatory certainty, you have the resources
20 from the political wheel from our Governor and
21 others. You get projects over the finish
22 line. And I think that when companies are
23 going to Texas, they're learning that what
24 they're being told and what actually happens
25 are two separate things. So that's my -- just

1 --

2 MR. CRABTREE:

3 Well, and what I've heard from the Danes
4 from other delegations that come in on the
5 future energy and to what has been said a lot
6 today is the responsive of LED and the
7 government compared to Texas, where it's take
8 it if you want it, but you're kind of on your
9 own; whereas, in Louisiana, these companies
10 need that hands-on approach. They're foreign
11 companies. They often don't know how to
12 operate. They don't know people.

13 And so I think we get complimented a lot
14 is the responsiveness. You know, when a trade
15 mission comes in and two people from LED are
16 there, that means a lot to these people that
17 we're taking the time to really curate an
18 experience for them; whereas, Texas, it's
19 schedule the meetings as you wish.

20 CHAIRMAN RUSOVICH:

21 Jason, I think if you could put together,
22 I was just chatting with Paige about this
23 offline, but if you could put together like a
24 general Powerpoint demonstrating the
25 strengths, I heard a lot of this when I was in

1 Korea, and it's profound to hear and the
2 advantages that Louisiana has in the space,
3 and it's a major space, it's the future space
4 for energy additions. And when you combine
5 the, you know, the State promissory issue
6 along with the kind of geology that we have
7 and the pipelines that we have and then tying
8 to the, tying to the whole fracking
9 infrastructure that we originally had that now
10 is going the other way with hydrogen. So I
11 think that if LED could put together a
12 presentation and demonstrate the benefits and
13 positives of this to this Board, and I think
14 it would be very helpful because it just,
15 it -- clearly, we have an advantage. And we
16 need to be able, all of us, be able to
17 articulate that advantage in a better way.
18 And I think you can help a lot to relay that
19 message.

20 MR. LANCLOS:

21 Appreciate that. I'll share with you,
22 last week, I was at the Interstate Natural Gas
23 Association of America and did a 45-minute
24 talk with no slides and I was actually --

25 MS. CARTER:

1 That's why, you asked for slides, and I
2 was like, he just talks. I don't know how he
3 does it, but he talks. And he's so good,
4 unbelievably good.

5 MR. LANCLOS:

6 The reason I bring that up is a lot of
7 times at some of the meetings, and I'll give
8 you an example, so I actually presented after
9 the University of Houston professor, a Dr.
10 Romanod, who is, I consider him an engineer
11 but he's got an economy background, he did
12 kind of an hour on, obviously, very Texas
13 eccentric on where they're going, some of the
14 things that are coming up. It was about 50
15 slides and, you know, very, very complicated
16 when you looked at.

17 And so what we're trying to do is we're
18 trying to talk to folks to explain that,
19 here's how you do business in Louisiana. It
20 is not a complicated process. Our permitting
21 agencies when you come to work or if you are
22 working and partnering with LED or a Board
23 like this, you're assigned folks who -- like,
24 in other words, you talk to me first, but then
25 I'm able to hand you off to somebody that's

1 going to be with you through every part of the
2 process. They're going to help you go to DEQ.
3 They're going to help you go to DENR and walk
4 through that permitting process and have a
5 very clear understanding of what expectations
6 are. That's what we try to sell at the end of
7 the day that doing business here is straight
8 forward.

9 MS. CARTER:

10 Sure.

11 MR. LANCLOS:

12 You're going to be supported with
13 resources. You're not going to have to go
14 knock on the door to 18 different agencies,
15 that you've got an advocate working with LED,
16 and then we're making sure that this project
17 goes from the start to completion. And we're
18 following up with you on the retention side at
19 the end. So that resonates with them, because
20 I think a lot of times in a state like Texas,
21 not to keep beating up on them, they just tend
22 to have a little bit of mentality that you
23 need us, right.

24 MS. CARTER:

25 Right.

1 CHAIRMAN RUSOVICH:

2 Right.

3 MR. LANCLOS:

4 In other words, our mentality is that we
5 need you more. We want to partner with you.
6 We want to bring you in. This is a business
7 that we want to grow. And, quite frankly,
8 we're ahead of them in that sense and we need
9 to capitalize on that. And so, now is the
10 time.

11 CHAIRMAN RUSOVICH:

12 Thank you.

13 MS. CARTER:

14 One of the most exciting things we're
15 working on right now strategically, and Jason
16 has been such a great partner to me in
17 visualizing this, is similar to the inner
18 agency agreement that we did with DENR that
19 allows Jason to be an employee, essentially,
20 of both departments and a foot in LED and a
21 foot in DENR where it ensures that any company
22 that is going to be involved, especially in
23 Class 6 wells or any well permitting, we have
24 the individual that has that interface
25 connectivity between both agencies. Right

1 now, we are also working on and hopeful that,
2 here soon, we'll have a similar partnership
3 with DEQ.

4 So being able to look at, really at this
5 point, all of your permits that you're going
6 to need between DEQ and DENR, LED is going to
7 have a direct line of communication and
8 actually have a colleague embedded within our
9 departmental processes. So it's a huge, it's
10 a huge leg-up on our competition.

11 CHAIRMAN RUSOVICH:

12 Awesome.

13 MR. LANCLOS:

14 One comment along those lines, Paige, is
15 that the resonating theme that we've heard
16 from businesses is certainty on permitting
17 because time is money, right.

18 MS. CARTER:

19 Yeah, time is money.

20 MR. LANCLOS:

21 So if you have a first mover or a company
22 that's coming into Louisiana, what they don't
23 want is what I would call a broad approach to
24 say, hey, look, this could take two to four
25 years, we need some certainty so that when

1 they are investing or they are looking at the
2 permitting structure, they feel very confident
3 that the resources have been allocated. We
4 have done that. And I think that, you know,
5 and I'm just going to maybe expand upon that a
6 little bit, because the advocacy portion of
7 this is huge. When you talk to businesses or
8 talk to folks or talk to the Governor and
9 staff, it's extremely important that DENR,
10 LSU, Southern, other folks who are supporting
11 the educational aspect of training the folks
12 that are coming in to these programs that are
13 reviewing permits, and that our agency that is
14 actually reviewing them, they need to be
15 staffed, they need to be resourced. We're
16 competing.

17 You can imagine that kid who is
18 graduating from LSU in the petroleum
19 engineering department with a focus in CCUS,
20 the job opportunities are very similar to
21 cyber security where they're coming out and
22 they've got vital offers that are very
23 lucrative.

24 MS. CARTER:

25 A \$150,000 job offer out of college.

1 MR. LANCLOS:

2 So for Steve and Laura to go and try to
3 get that kid that just graduated from LSU and
4 recruit them to come in to this permitting
5 division that is going to be very competitive,
6 we've got to make sure that we're providing
7 those resources so that companies do get the
8 level of service that we're giving.

9 MS. CARTER:

10 Yeah.

11 MR. LANCLOS:

12 Sorry. I can keep going on for hours.

13 CHAIRMAN RUSOVICH:

14 All great points, Jason. No, we
15 appreciate and value your assessments. So
16 thank you very much.

17 MS. CARTER:

18 Yes.

19 MS. STELLY:

20 And this is only for international
21 companies coming in?

22 MR. LANCLOS:

23 No.

24 MS. CARTER:

25 No, this is domestic companies if they're

1 going -- if anything, it's going to have air,
2 water, uh-huh, permitting. Any permitting
3 between DEQ and DENR.

4 MS. STELLY:

5 Okay. I mean that sounds great. It
6 sounds like you have an advocate, you know, if
7 you want to do something that's going to help
8 you walk through every step of the way.

9 MS. CARTER:

10 Yeah, yeah. That's the goal. We want to
11 make it as easy as possible to come from idea
12 to steel in the ground and then, how does the
13 10-year investment become a 60-year, and a
14 100-year investment? How does that new
15 industry come in and become the legacy that we
16 talk about now?

17 MS. STELLY:

18 Uh-huh.

19 MS. CARTER:

20 Okay. Outbound visits?

21 MR. CRABTREE:

22 All right. Yeah, so outbound visits --

23 MS. CARTER:

24 Oh, wait. Matt?

25 MR. GRESHAM:

1 One other thing before we move on from
2 that. But just to look at the next year, as
3 you know, the City of New Orleans used to have
4 a very strong protocol office. So you have
5 all these delegations that are coming to the
6 City of New Orleans. And a lot of times, and
7 obviously, that's kind of fallen by the
8 wayside as far as a protocol office is
9 concerned in the last several years with this
10 Administration that's currently there, but a
11 lot of times, you still have those delegations
12 coming with calls to Harrison or the Port of
13 New Orleans to kind of put something together
14 quickly.

15 MS. CARTER:

16 Yeah.

17 MR. GRESHAM:

18 So just to make it look good, you know.

19 CHAIRMAN RUSOVICH:

20 Well, Matt, the timing, certainly, for
21 New Orleans, but to answer your question on
22 New Orleans specifically, and then y'all can
23 refer them on to Baton Rouge and those other
24 areas, but on New Orleans specifically, I
25 think that this can very much connect to the

1 mayoral race coming up.

2 MR. GRESHAM:

3 Right.

4 CHAIRMAN RUSOVICH:

5 And we need to cover this with each one
6 of the candidates. And what we ought to do
7 is, I think the business community is now
8 working, starting to work on, like, a 5- or a
9 10-point plan to present to each one of the
10 candidates and make sure -- we'll make sure
11 that that's in there. And I really appreciate
12 you bringing that up, because that is
13 something we can bring to the mayoral
14 candidates, the two or three of them that are
15 prominent and say, we have to.

16 As a matter of fact, we should have the
17 World Trade Center and other entities in New
18 Orleans very engaged and get a commitment from
19 the next mayor, the candidates once they're
20 elected to let us, you know, the right --
21 whatever the collective is in global trade
22 pick, help to identify the individuals who
23 that mayor should hire. And I think we're
24 prominent enough that we can do that.

25 So thank you for bringing that up and

1 we'll make sure that's on the radar --

2 MR. GRESHAM:

3 Yep.

4 CHAIRMAN RUSOVICH:

5 -- make sure that we notify the mayoral
6 candidates that that's something that we would
7 urge them to put on their radar that we be
8 engaged in helping them to identify the right
9 person and bring them a set of candidates that
10 they can choose from or whatever that have
11 those credentials. So thank you for that.

12 MR. GRESHAM:

13 Appreciate it. Yeah, I've been
14 approached by candidates or candidate for
15 mayor, as of yesterday, wanting to strengthen
16 that protocol --

17 CHAIRMAN RUSOVICH:

18 Perfect.

19 MR. GRESHAM:

20 -- east of the city, which we're an
21 international city and it should.

22 MS. CARTER:

23 Yeah.

24 MR. GRESHAM:

25 But like you said, oftentimes, we don't

1 know who's coming until the last minute, they
2 don't know who's coming until -- it's kind of
3 a shotgun approach that they have or people
4 are just coming in.

5 CHAIRMAN RUSOVICH:

6 Right.

7 MR. GRESHAM:

8 But it might be a revenue source for the
9 World Trade Center.

10 MS. CARTER:

11 Yeah.

12 MR. GRESHAM:

13 You know, what I was thinking, if we
14 could create something where we pitch it and
15 where that's subbed out to --

16 MS. CARTER:

17 Where we sub it out.

18 CHAIRMAN RUSOVICH:

19 Where they sub it. That's even better.

20 MR. GRESHAM:

21 That way, we can be a connection with LED
22 and the --

23 CHAIRMAN RUSOVICH:

24 Perfect. Let's do it.

25 MR. GRESHAM:

1 -- NGOs and --

2 CHAIRMAN RUSOVICH:

3 It's either -- your solution is even
4 better, because then it's just another
5 department in government, we're much better to
6 outsource it. So in the world --

7 MS. CARTER:

8 And the immediate connectivity.

9 CHAIRMAN RUSOVICH:

10 Okay. Thank you.

11 MS. CARTER:

12 That's a great idea.

13 CHAIRMAN RUSOVICH:

14 Thanks for bringing it up.

15 MS. CARTER:

16 And we can think about where we can do
17 that up in Baton Rouge.

18 MR. CRABTREE:

19 Reach out upcoming protocol.

20 CHAIRMAN RUSOVICH:

21 Thank you, Matt.

22 MS. CARTER:

23 Great idea, Matt.

24 Okay. Outbound, is it?

25 MR. CRABTREE:

1 Yeah. So the first one, Ben joined me as
2 well as GNO, Inc, we did a Central European
3 road show. So at the request of the Czech
4 Republic ambassador who came down to New
5 Orleans twice this summer, and now will be
6 back in a week for the Saints game, so I think
7 we've got to get him a Louisiana driver's
8 license at this point. So we went over there
9 and figured, if we're going to be over there,
10 let's try to make a week out of it and hit as
11 many different countries as we can. So we
12 started in Slovakia. I worked with the Consul
13 Slovak Exporters, who is essentially the LED
14 of Slovakia, but on the private side. So they
15 helped set up some really good meetings, did a
16 roundtable with about 10 Slovakian companies,
17 who are actively looking to export and grow
18 their FDI. Since their country is only about
19 30 years old, they're now at that point where
20 their companies are starting to look outside
21 of Europe.

22 Had a great meeting with the XM Bank of
23 Slovakia, the Slovakian Minister of Trade as
24 well, and then capped it off with signing an
25 MOU with Slovakia. And according to them,

1 we're the first ever state to sign an MOU with
2 them. So part of this trip as well was, you
3 know, we got a good finger on the pulse of
4 most of, you know, Europe but trying to find
5 underserved markets for the U.S. to where we
6 can start getting ahead of that curve.

7 And when people are starting to think
8 about exporting or going global, because we
9 were the first into that market, they just
10 logically think of us. And so following
11 Slovakia, we headed up to Brno Czech Republic
12 for an industrial engineering fair. Again,
13 had some great meetings. We had an audience
14 with the Czech Prime Minister, as well as the
15 Czech Minister of Trade. So we're hopeful,
16 confidentially, that if there's not a
17 government change here in the new year in the
18 Czech Republic, we'll get a new high level of
19 government visits. So we're going to work on
20 that behind the scenes as well.

21 Following that, we then went over to
22 Austria. We met with the U.S. Ambassador to
23 Austria, who is a Crowley native and a Tulane
24 alumni. So she found out we were coming and
25 insisted that we meet with her. Not to harp

1 too much on the future energy part, but as we
2 were describing what we're doing in Louisiana,
3 you could see her eyes lit up and said, I
4 never thought Louisiana would be leading the
5 way globally on something. So that was very
6 positive affirmation from her.

7 We also did a roundtable in conjunction
8 with U.S. Commercial Service, so hosted ten
9 manufacturing companies in Austria for lunch.
10 Two of whom, we are actively talking to right
11 now for project activities. All in all,
12 really good trip. I think it was great for us
13 to start getting the Louisiana brand to some
14 smaller markets. And I think they really
15 appreciated us taking the time and the effort
16 to go over there. So we're hopeful that will
17 lead to some project activity as well.

18 The other one, Rotterdam Maritime Trade
19 Mission, this is part of just the general
20 World Trade Center trade mission programming
21 for members. This is less of an FDI plane;
22 more of a, let's go over and learn about best
23 practices. So Port of South Louisiana, Port
24 of New Orleans were there, Paige as well. I
25 thought this was really eye opening for me,

1 never having seen that port. And if anybody
2 has ever seen it, it is a world of difference
3 from here.

4 And but just aside from the port, the
5 amount of money that they are investing in
6 their port at the federal government, the EU,
7 and even the local government, we met with the
8 city government and they had, I think, three
9 people --

10 MS. CAZENAVE:

11 Yeah.

12 MR. CRABTREE:

13 -- in City Hall that are devoted to
14 maritime affairs. And I don't think we have
15 anybody at our New Orleans City Hall devoted
16 to that.

17 CHAIRMAN RUSOVICH:

18 That's probably a good thing.

19 MR. CRABTREE:

20 So but I think it was really interesting
21 for us to see the amount of effort, the
22 innovation that's kind of popping up around
23 that as well. So we'll continue to do those
24 trade missions as the World Trade Center, but
25 it's really, I think, a good opportunity for

1 us to create learning opportunities for our
2 partners and our industry to kind of see
3 what's out there in the world and to build
4 those relationships. So as anything develops
5 from that, we will certainly keep you all
6 updated.

7 MS. CARTER:

8 South Korea, Jacob?

9 MR. ELLIS:

10 All right. Good morning, everyone.
11 Jacob Ellis, Director of Business Development
12 for LED. I had the opportunity to plan and
13 then go on with a few of my colleagues at LED,
14 Paige, and Secretary Bourgeois, Greg also went
15 with us, and the Governor was there as well.
16 It was a fantastic trip, very multi-faceted
17 trip where we had several meetings with the
18 government. The Secretary and the Governor
19 were able to meet with the Prime Minister
20 while we were there. The LED team was able to
21 meet with some personnel at the U.S. Embassy.
22 And then, Secretary Bourgeois and the rest of
23 us from LED and Greg were able to meet with
24 one of the directors in the Administer for
25 Trades Office. So all of that was really,

1 really impactful for our relations with South
2 Korea.

3 But while we were also there, we got to
4 visit a few companies that are in south Korea.
5 And it really showed just the range of, you
6 know, types of projects that we're working in
7 terms of FDI. So we got to meet with a very
8 early-lead company there in south Korea, but
9 we also got to meet with a company that is
10 working with us and has been working with us
11 for a while. It's confidential at this time,
12 but hopefully, we will be able to talk more
13 about that in the coming months.

14 And then, a business retention and
15 expansion company, Lotech Chemical in
16 Westlake, Louisiana, we got to visit their
17 headquarters while we were there. So this
18 trip was nonstop meetings working. We packed
19 as much as we could fit into each one of those
20 days, which are 15 hours ahead of us. So that
21 jetlag definitely plays into that trip, and so
22 very impactful.

23 Like Paige said, one of the things we
24 discovered while we were there is how much
25 further along with relations than other states

1 are in terms of south Korea. But what amazed
2 me was that when we started talking about our
3 advantages in terms of the future of energy in
4 our state, our all of the above energy policy,
5 the personnel at the embassy specifically were
6 surprised that they didn't know this
7 information already.

8 And so I think that one big thing we got
9 out of this trip is it very much showed us the
10 need to tell our story on a global stage. And
11 I think that, obviously, this Board will be an
12 integral part of that. And I can't wait to
13 see where we end up when we finish with our
14 strategic planning and things like that, but I
15 think that this trip was very impactful, not
16 only for our team, but for the Governor. This
17 was, of course, his first economic development
18 mission. He did fantastically, by the way, no
19 international incidents.

20 MS. CARTER:

21 None.

22 MR. ELLIS:

23 But it was very impactful and he was able
24 to see kind of the different level of projects
25 that we have going on, on an international

1 scale. So it was great, and I can't say
2 enough good things about our team at LED and
3 Greg Rusovich for joining us on that trip and
4 it was great.

5 MS. CARTER:

6 Do you want to add anything?

7 CHAIRMAN RUSOVICH:

8 No, I just, I said at the beginning, I
9 mean I just think the fact that the Governor,
10 you know, right, he hadn't been in office a
11 year, and the fact that he was ready to travel
12 and pursue business very actively, you know,
13 some big leads, some other long term leads,
14 some clients and thanking them, and it was
15 just terrific. And I think the team was
16 extremely well prepared. It really made me
17 proud as a Louisianian watching the team in
18 action, watching the Governor in action. And
19 I know that it will lead to some really
20 positive results and I think some long term
21 efforts too in terms of a basing some
22 operation there and sort of throughout Asia.

23 So I was, from a global perspective and
24 from my own experience, I was just super
25 impressed and super appreciative and it made

1 me really recognize that the State and LED,
2 from the Governor's office to LED and down,
3 are very hyper focused on global
4 opportunities. So that was really good to
5 see. So thank you, Jacob.

6 MS. CARTER:

7 One thing I would add is the team that
8 Kate works with from Ascension, we had five
9 leaders from the Ascension area that were with
10 us, and the value that they added was
11 remarkable. And the value that they will
12 continue to add, really, we can't even
13 measure. Because when we talk about projects
14 of these types of scales coming and entering
15 the U.S. market, everything comes down to
16 community engagement and a sense of belonging
17 and being able to integrate into our
18 community.

19 Who is going to do that more effectively
20 than individuals like Kate and other leaders
21 within her parish to say, I've been there,
22 I've seen it, I trust them, they trust us?
23 And that ripple effect in terms of really long
24 term success can't be overstated. So, again,
25 the alignment and integration of our

1 collective Louisiana team, I cannot applaud
2 the Parish President and the Sheriff and all
3 those that Kate works with and some of our
4 legislators that were with us enough for their
5 leadership and stepping out on a trip like
6 they did as well, because it was unbelievably
7 valuable and important to the companies that
8 we met with.

9 MR. SANDERS:

10 Paige, can I make a quick comment?

11 MS. CARTER:

12 Yeah.

13 MR. SANDERS:

14 Okay. Greg brought up culture earlier
15 and that is so important in this right here
16 with Jake.

17 MS. CARTER:

18 So important.

19 MR. SANDERS:

20 From my previous life, South Korea was
21 our largest export location in the world. Was
22 this trade mission there to look primarily
23 there for developing an import relationship or
24 did we talk to them and now -- we were dealing
25 with shipbuilding businesses and stuff like

1 that and the chemical business, okay, but can
2 we export to them?

3 MS. CARTER:

4 Uh-huh.

5 MR. ELLIS:

6 Oh, absolutely. So one thing that was
7 really ironed out with the embassy is that we
8 know that, you know, south Korea and the
9 United States has a really good relationship
10 in terms of trade. But a lot of the
11 discussion that we had with government
12 officials withing the companies was about, you
13 know, mutually exporting, because I think
14 south Korea is the number -- or our second
15 largest exporter of natural gas?

16 MS. CARTER:

17 Yeah.

18 MR. ELLIS:

19 And so --

20 MS. CARTER:

21 They import 98 percent of their natural
22 gas.

23 MR. ELLIS:

24 Right. Yeah, they don't produce very
25 much, but they import 98 percent of their

1 natural gas that they use industrially.

2 MR. SANDERS:

3 Okay. Good. Great.

4 MR. ELLIS:

5 So, yeah, definitely some opportunity
6 there.

7 MS. CARTER:

8 And Jacob spoke to the breadth and the
9 pipeline that was represented in the multiple
10 different companies that we met with, and each
11 one of them presented a different export or
12 import component.

13 MR. SANDERS:

14 Okay. All right.

15 MS. CARTER:

16 And so it's even the balance of what
17 we're not doing is just going to south Korea
18 or Europe focused on exporting of natural gas,
19 but we're looking at, how do we complement the
20 needs of some of the companies that are in
21 Asian markets, that are in the European
22 markets that actually need to produce their
23 goods in the U.S. and be able to even have a
24 domestic play for developing product at a
25 blue, green, pink, whatever it may be, and

1 then be able to get distributed throughout the
2 U.S. market. So they will be actually
3 importing certain goods that have been
4 manufactured here and delivered through the
5 U.S. market to future suppliers.

6 MR. SANDERS:

7 Good job, Jacob.

8 MS. CARTER:

9 He did a phenomenal job. Yeah.

10 Okay. Next up, I want to allow the
11 group, and we've got quite a few of you all
12 that were here with us for Saudi Arabia and
13 ADIPEC.

14 So, India, do you want to take the first
15 go and then Jason?

16 MS. BELLARD:

17 Yeah. So the State trade delegation to
18 Saudi Arabia ADIPEC was successful to say the
19 least, right. When you guys talk about your
20 strategic plan about outbound activities, I
21 would say the STEP program is the successful
22 example of that. If not, if you want to say a
23 (inaudible). So when you talk about the
24 elements of the initial investigation, the
25 initial setting up in the country, how we can

1 align Louisiana with the specific countries,
2 the U.S. Department of Commerce, the
3 commercial service as well as the consulate
4 were our boots on the ground. They went
5 before us to kind of set up and to align
6 proper partnerships between Louisiana and the
7 companies within this country.

8 That led to successful meetings with
9 Aramco, their environmental protection
10 department, procurement, and supply chain.
11 What this did is place these Louisiana
12 companies face to face with these companies in
13 this country to have interactions and meetings
14 directly with them. And we'll definitely have
15 Brenda talk about that.

16 We also had meetings with the chamber
17 boards, again, where there was B to B meetings
18 with the STEP companies and the companies
19 within the country, a partnership and an
20 alignment and integration. And then we also
21 had an opportunity to speak to JSA-Loadmaster,
22 which is a Louisiana company that's doing
23 business in the Kingdom of Saudi Arabia. And
24 what that did is just again provide another
25 supportive opportunity for our businesses to

1 be able to say, this is a company that have
2 gone before us, this is how they have done it,
3 this is an example for you to also have your
4 partnership alignment and how you would be
5 successful in these other countries.

6 And then when we speak about going to
7 ADIPEC, again, positioning Louisiana in the
8 global market, allowing us to present
9 Louisiana in the best position possible is how
10 we can service this country at the global
11 market in the oil and gas industry, taking
12 these small businesses, placing them in an
13 environment that allows them to position
14 themselves in a global market.

15 And so we had a lot of collaboration.
16 That's another element that you spoke about,
17 multiple Louisiana departments that came
18 collectively together to represent their
19 industry or their markets specifically and
20 their specifications on how to present
21 Louisiana. So I'll let our colleagues, you
22 know, speak directly about that. But when you
23 speak about, you know, how we can present
24 Louisiana properly, this was a beautiful
25 example and a successful example of how you do

1 that.

2 MS. CARTER:

3 And you won number two for the boot
4 design, right?

5 MS. BELLARD:

6 That part.

7 CHAIRMAN RUSOVICH:

8 Cool. Good job. All right.

9 MS. CARTER:

10 Yeah, we're winning over there.

11 CHAIRMAN RUSOVICH:

12 All right.

13 MS. BELLARD:

14 We can talk about creativity, just
15 presenting Louisiana appropriately. And not
16 to mention, our Taste of Louisiana, that was a
17 hit. So it included like pralines, hot sauce,
18 Louisiana seasonings, that was also one.

19 MS. CARTER:

20 When the team got the report that we came
21 in second, I think the first response in
22 India's full briefing was, well, next time
23 we'll make sure that we're number one.

24 MR. ELLIS:

25 That was going to be my question.

1 MS. CARTER:

2 We're a little bit competitive.

3 MS. BELLARD:

4 A little over the top. Their budget was
5 a little bit beyond ours, but I think that we
6 did great. We did great with what we had.

7 CHAIRMAN RUSOVICH:

8 Great.

9 MR. FONTENOT:

10 To add to that, which state wants to copy
11 us because --

12 MS. BELLARD:

13 Oh, that's right. In conjunction to that
14 --

15 MS. STELLY:

16 Montana.

17 MS. CARTER:

18 Montana?

19 MS. STELLY:

20 -- Louisiana was the only state at ADIPEC
21 that is represented as a full state, and so
22 now we have led the way that other states want
23 to kind of mirror or copy, if you will. The
24 State of Montana, in 2025, will do a
25 (inaudible).

1 MS. CARTER:

2 Interesting.

3 MS. STELLY:

4 They had -- this is the first year that
5 any other state had, like, a collective group
6 of companies, but theirs did not compare to
7 ours.

8 MS. BELLARD:

9 By no means, but that's okay.

10 MS. STELLY:

11 Yeah.

12 MS. CARTER:

13 Do y'all want to add anything else on
14 ADIPEC?

15 MS. STELLY:

16 I mean to add to the Saudi Arabia first,
17 meeting with Aramco gave me so much insight
18 for their in-country value, like what it is
19 now and what it's going to be. They're
20 backing off some of that. It also gave us a
21 lot of insight into how they're going to be
22 net zero. You know, I mean --

23 MS. CARTER:

24 Yeah.

25 MS. STELLY:

1 -- my company is oil and gas and, you
2 know, we all realize that there may be an
3 expiration point if we don't transition, but
4 it was interesting because I never realized
5 that one of the things they're doing is
6 building mangrove farms to offset carbon
7 emissions. So it's not all -- like, there's
8 no way that all of oil and gas can disappear
9 --

10 MS. CARTER:

11 No.

12 MS. STELLY:

13 -- I mean. So it just, to me, gave us a
14 lot of insight walking through their facility,
15 hearing from them. It also gave me insight on
16 how to sell directly. We have -- I found out
17 11 products that are on their approved list
18 for Aramco. So all of that was just
19 experiences I would never have without going
20 on this.

21 ADIPEC was, again, phenomenal, you know,
22 bringing the Ambassador to our booth, having
23 the opportunity to speak with our -- seeing
24 what's on the horizon, I think all of that was
25 really, really good. Our booth was amazing.

1 We had ten companies, I think, in it. And I
2 mean, really, it's amazing that Louisiana has
3 a booth. It's amazing.

4 CHAIRMAN RUSOVICH:

5 Well, and I think what's really good is
6 that, because we've heard about the missions
7 that we take and in this case, it's also about
8 the private sector, you exemplifying it, going
9 in and landing sales from a private sector
10 perspective and gaining leads that the State
11 has made possible for you to go.

12 MS. STELLY:

13 Oh, yeah.

14 CHAIRMAN RUSOVICH:

15 So it's a real public private partnership
16 and that gives you the opportunity to grow
17 your business and grow your profits and
18 generate wealth.

19 MS. STELLY:

20 And this is the biggest show. People
21 from all over --

22 CHAIRMAN RUSOVICH:

23 Yeah, oh, it is.

24 MS. STELLY:

25 Like, we had customers from the Ukraine,

1 from India, from Saudi Arabia, from all over
2 the world that were there, you know. And so
3 it's not just the Middle East market, it's --

4 MS. CARTER:

5 Everywhere.

6 MS. STELLY:

7 -- it's really everywhere. And it is
8 170,000 people attend that show.

9 MS. BELLARD:

10 The largest oil and gas exhibit event.

11 MS. STELLY:

12 It is the event, the oil and gas event
13 for sure. Yeah.

14 MS. BELLARD:

15 So the level of exposure for these
16 companies is astronomical. One company
17 reported there is a possible 2025 roundabout a
18 million dollars worth of sales, but he --

19 MS. CARTER:

20 That, he got.

21 MS. BELLARD:

22 On a small business scale, that's
23 amazing.

24 CHAIRMAN RUSOVICH:

25 Absolutely.

1 MS. CARTER:

2 It's -- yeah. Congratulations.

3 CHAIRMAN RUSOVICH:

4 No, it's a great conference.

5 MS. STELLY:

6 I can't wait to report the success we had
7 from just one of the companies we met there,
8 right, once it materializes. I'm not going to
9 forecast. But once it materializes, I'll kind
10 of --

11 MS. CARTER:

12 So I want to go quickly on the
13 international activities because I know that
14 there's a handful of us that have a lunch that
15 we have to be in at noon. Missions and --
16 2025 missions and plans. So the two that I
17 know of on the board right now are really ones
18 coming up quickly, Japan and Australia.
19 Jason, you want to kick it off with Japan?

20 MR. LANCLOS:

21 Sure. Without getting too specific, I'll
22 just maybe say a little bit more about why
23 we're targeting. So number one, there's a
24 meeting there that deals with steel
25 decarbonization, the complications of taking

1 carbon dioxide out of the steel manufacturing
2 process. Steel cement are probably some of
3 the most challenging industries we have in the
4 United States as well as the world when it
5 comes to trying to look at CO2 emissions.

6 So Tokyo has gathered or is gathering or
7 in the process of gathering companies who are
8 going to meet there that are talking through
9 the challenges of heavy decarbonization. So
10 I'm going to be presenting -- actually, I was
11 scheduled to do one presentation. And now I
12 found out yesterday that I'm doing three, so
13 that will be a fun week, but that's what kind
14 of drove at the beginning of that meeting.

15 But part of what we're trying to do is we
16 identified some things in the supply chain
17 that is happening, what I would call, on the
18 carbon management side that I referenced
19 earlier. Part of what we're doing either on
20 hydrogen and on the CCUS requires what I would
21 call very high specialty and very complex
22 manufacturing of pipe fabrications. Some of
23 these are millions of dollars, not necessarily
24 a foot, but let's just say that the prices are
25 extensive. And there are very, very few

1 manufacturers that make these types of valves,
2 products that are associated with (inaudible)
3 carbon dioxide, hydrogen, small molecules.

4 So part of what we're trying to do is to
5 look at how we can help with the supply
6 chains. And we've reached out to some of the
7 biggest users or potential buyers of those
8 types of materials, and we'll be meeting with
9 some of the key manufacturers who are working
10 to really facilitate potentially bringing some
11 of that manufacturing expertise, hopefully, to
12 the U.S. to help with the supply chain. What
13 I'll reference to you that the distributors of
14 those products from even from ADIPEC, we met
15 one of the distributors and also have had some
16 early conversations with folks in Tokyo did
17 not have a clear appreciation for how much
18 work was getting ready to happen in Louisiana.

19 We are very excited that we'll be meeting
20 with them because they are what I would call
21 laser focused on looking at expanding
22 operations. And so we want to be the first
23 state that they look to in the U.S.
24 Obviously, they already have a U.S. presence,
25 but part of the mission is to really

1 illustrate to them that the activity is
2 happening here, and that if they can increase
3 presence or potentially look at increasing
4 supply chain here, that they're going to have
5 a tremendous market.

6 CHAIRMAN RUSOVICH:

7 Would they manufacture the pipe here?

8 MS. CARTER:

9 That's the hope.

10 MR. LANCLOS:

11 That's the hope.

12 CHAIRMAN RUSOVICH:

13 Huh. Wow.

14 MS. CARTER:

15 Yeah.

16 MR. LANCLOS:

17 Okay. That's my very vague
18 interpretation.

19 MS. CARTER:

20 Okay. You want to update Australia, what
21 you're working to?

22 MR. CRABTREE:

23 Yeah. So in the spring, we're working on
24 a concept of a trade mission Australia
25 focusing on the energy sector, specifically

1 looking at battery manufacturing and hydrogen.
2 You may be wondering why Australia. Well,
3 we've seen an interesting amount of investment
4 from Australia coming to Louisiana.

5 A lot of that has just been organic, so
6 whether it's Sera, Element 25, or Woodside in
7 Lake Charles, and so seeing if we put some
8 resources over there, will that lead to
9 potentially more conversations. So we've been
10 working closely with about five different
11 agencies in Australia. We'll be entering into
12 a contract with a consultant to specifically
13 generate leads, but also working with the
14 consul general.

15 I had a call with her a couple of weeks
16 ago. She's new to her role, so I think this
17 is a good opportunity for us to form a strong
18 relationship with her. And she, unlike most
19 consul generals, is not a diplomat. She is an
20 industry person, so she gets kind of what
21 we're aiming for. And I think, again, not to
22 throw shade at Texas, but she said, oh, I
23 presented this opportunity to Texas and they
24 said thanks, but no thanks.

25 So, again, this is an opportunity for us

1 to maybe get ahead of some of our neighbors as
2 well and create a narrative and get that
3 message out.

4 MS. CARTER:

5 Over the last 20 years, Australia has
6 been the number five between the top five, the
7 lowest any time, the fifth in terms of FDI
8 into the State of Louisiana. So along with
9 Japan, Germany, the UK, it's of high
10 importance to us.

11 MR. CRABTREE:

12 In Australia, there are lot of
13 similarities with what they're trying to do in
14 energy and what we're trying to do. And a lot
15 of their, you know, feedstock into batteries
16 or hydrogen aligns well with us. So we think
17 there's a lot of opportunity to kind of
18 capitalize on their market demands and our
19 market demands as well.

20 MS. CARTER:

21 And if you think of anything else, please
22 let us know in terms of trips and coordination
23 into the 2025 calendar year. So I want to
24 move quickly into planned meetings and Board
25 members and nominations. So first, planned

1 meetings, we would like to schedule the full
2 calendar of 2025. I don't do well with this,
3 hey, we're supposed to have a Board meeting
4 this quarter, well, how does next Wednesday
5 work, because I don't know where Beth is going
6 to be or Brenda is going to be. You know, I
7 don't know where anybody is going to be. But
8 this way, I'd like for us all to agree on.

9 So what we're thinking is we want to
10 avoid the month of December like we are this
11 month. And so we'd like to consider the third
12 Wednesday of November, February, May, and
13 August. And if, theoretically, that sounds
14 like it will work for you, I know Jeanet has
15 actually already pulled the specific dates, it
16 fits well around Mardi Gras. We tried to pull
17 up the holiday schedule and look at all of
18 those. But, again, the third Wednesday of
19 November, February, May, and August.

20 Jeanet, do you want to read out what
21 those specific dates would be?

22 CHAIRMAN RUSOVICH:

23 That would be great.

24 MS. CAZENAVE:

25 So that would be February 19th, May 21st,

1 August 20th, and November 19th.

2 MS. CARTER:

3 This gives us about a week and half or so
4 of recuperation after Super Bowl. And which
5 Matt is laughing, but it's important,
6 especially for lot of people in this room.

7 MR. GRESHAM:

8 Uh-huh.

9 MS. CARTER:

10 And so if those are agreeable, we'll go
11 ahead and start to get the whole year's
12 calendar set. Next up for the LABIC Board, at
13 this time, we only have five board members
14 that have service through 2028. And then we
15 have the Department of AG, DOTD, and LED that
16 are through either the Secretary or
17 Commissioners appointment, election, whatever
18 that may be, which leads us to we have ten
19 board members that need nominations and then
20 gubernatorial approval.

21 So we already have a handful because what
22 we thought was five positions available is
23 actually ten. So I've got Beth to handle
24 where she's taking on from the Port of New
25 Orleans. What I want to encourage the group

1 to look at this is as an opportunity. Let's
2 consider the mission and let's consider the
3 vision of your service on this Board.

4 And what I had asked y'all at the last
5 meeting is, in the statute, we are going to be
6 opening up the statute and rewriting some
7 components of it, but what does that also mean
8 for how the Board is made up. Right now, it's
9 made up of 23 members. Does that make sense
10 for the Ports? I know the Ports have service
11 both on the Ports and Waterways Investment
12 Commission this last week and then you were
13 asked to come back and do this.

14 So my ask of all of you is over the next
15 two weeks, to really take a look at the
16 statute, and we can have Jeanet send that out
17 as a followup, and send me your feedback on
18 what amendments you'd like us to consider. We
19 are going to be overhauling this in a couple
20 of different directions and I want to give you
21 each an opportunity to weigh in throughout the
22 entirety of that statute. And then I also
23 want to encourage you to think about what
24 makes the most sense and what is the best use
25 of your time.

1 So another element, for example, I've
2 talked to our friends at LABE and LCA. And so
3 those are within the entity category that have
4 the capability to nominate manufacturing
5 businesses related to international commerce
6 and represent international business. So
7 asking them, hey, rather than -- I don't want
8 LABE to nominate LABE. I want LABE to
9 nominate a couple companies that are going to
10 come in and be able to supercharge what we're
11 doing.

12 When we say we're going to Japan, who's
13 going with us and what benefit can this
14 provide you in terms of bringing your
15 feedstocks to a lower cost through a
16 co-location or get you your products to market
17 at a lower cost. So really thinking about
18 what does the Board assembly and composition
19 look like and use this as an opportunity to
20 pivot and evolve. Any questions there?

21 And I'll read off, Paul Matthews -- so
22 these are the individuals that have
23 appointments through 2028, Paul Matthews,
24 Kevin Melton, Mandi Mitchell, Nestor Navarro,
25 and Tom Spiers are our five that have

1 appointments, one, two, three, four, five.
2 Yeah, five that have appointments through
3 2028. And then you have, again, DOTD, AG, and
4 LED that have the appointments based on the
5 Secretary or Commissioner. So it leaves us
6 with ten seats.

7 Port of New Orleans, I've got your
8 information in. We have a handful of
9 nominations that were received in May or so,
10 Ben, but I want to really encourage everybody
11 in this room to take a look at what matters
12 the most in terms of your service and then how
13 we can ensure that we're providing benefit
14 back to you in terms of the structure of this
15 Board. Any questions? Ideas? Thoughts?

16 CHAIRMAN RUSOVICH:

17 No, I think that's excellent. I think
18 also aligning two things, one is aligning the
19 mission, you know, of the --

20 MS. CARTER:

21 Mission.

22 CHAIRMAN RUSOVICH:

23 -- sort of aligning the mission of LABIC
24 both by statute and what we've established
25 over the years and, particularly, what we've

1 established over the last year and then
2 establishing that mission along with the
3 structure.

4 MS. CARTER:

5 Yeah.

6 CHAIRMAN RUSOVICH:

7 So I think it starts with a vision. It
8 starts with the mission and then that can
9 build into the structure.

10 MS. CARTER:

11 Yeah.

12 CHAIRMAN RUSOVICH:

13 So I think as we build that, I think with
14 everyone giving input into that will e deeply
15 appreciative. And I think the term that you
16 used too that I like a lot is the supercharge.

17 MS. CARTER:

18 Yeah.

19 CHAIRMAN RUSOVICH:

20 Because, you know, we've had the Board.
21 We've had the ongoing meetings. We've had the
22 ongoing effort and it's waxed and waned over
23 the years as many of you know, but I think
24 now, Paige, we really appreciate the fact that
25 this is in fact being supercharged and the

1 fact that, you know, you're ready to set four
2 board meetings quarterly and have those board
3 meetings set, because I think many of us were
4 languishing too in terms of when is the next
5 board meeting, why aren't there more board
6 meetings.

7 MS. CARTER:

8 Yeah.

9 CHAIRMAN RUSOVICH:

10 Because it's been set by a Legislative
11 Statute since 2012 with a very specific
12 mission and goals and values.

13 MS. CARTER:

14 Uh-huh.

15 CHAIRMAN RUSOVICH:

16 So I just applaud and I think, you know,
17 the board members that have been here from the
18 get go, I think many of you, you know, many of
19 us certainly applaud the fact that there's now
20 that energy and now it's supercharged and then
21 aligning the mission and the values with, you
22 know, the structure, I think that's perfect.
23 And this is a good timing since it's been 12
24 years --

25 MS. CARTER:

1 Yeah.

2 CHAIRMAN RUSOVICH:

3 -- you know, since the original Statute.
4 I think it's perfect timing for them to
5 bolster it and advance it and I think it tees
6 up nicely for the session coming up for the
7 regular session because it will draw attention
8 --

9 MS. CARTER:

10 Yeah.

11 CHAIRMAN RUSOVICH:

12 -- and focus in that session to this
13 global effort.

14 MS. CARTER:

15 Yeah.

16 CHAIRMAN RUSOVICH:

17 So I think that's a good thing too. So
18 yeah.

19 MS. CARTER:

20 And what we -- go ahead, Brenda.

21 MS. STELLY:

22 I want to say it's nice that we're
23 meeting four times a year instead of once a
24 year.

25 MS. CARTER:

1 Uh-huh.

2 MS. STELLY:

3 And also to see the goals --

4 MS. CARTER:

5 And that's statutorily mandated.

6 MS. STELLY:

7 Right. Yeah, but to see the goals --

8 CHAIRMAN RUSOVICH:

9 And many of us, as you know --

10 MS. STELLY:

11 A plan.

12 CHAIRMAN RUSOVICH:

13 -- pleaded for those meetings --

14 MS. CARTER:

15 Yeah.

16 CHAIRMAN RUSOVICH:

17 -- on an ongoing basis.

18 MS. STELLY:

19 Yeah.

20 CHAIRMAN RUSOVICH:

21 And for whatever reason, we were
22 deterred. So it's nice to see, that's what
23 I'm saying, it's nice to see how the energy
24 goes into it. So go ahead, Brenda.

25 MS. STELLY:

1 Well, that's what I wanted to say. Just,
2 it's nice to have four meetings a year and
3 it's nice to see a written plan.

4 CHAIRMAN RUSOVICH:

5 Yeah.

6 MS. CARTER:

7 Yeah. And y'all need to hold our team
8 accountable. What we've also said is the
9 Office of International Commerce, I am by
10 appointment right now, the Chief Business
11 Development Officer and I'm also the Executive
12 Director of International Commerce because
13 that's the way it's written in Statute. This
14 entire team here is also held accountable to
15 you all. And I want you to see that and see
16 the progress and think about, you know, would
17 it be helpful -- one thing we've talked about
18 with our regional groups, back in the day, we
19 used to do a quarterly pipeline update.

20 We'd show every single project that's in
21 the business development pipeline. Now, we
22 were told it was used, but nobody was actually
23 clicking the link when we posted it. So,
24 eventually, it fizzled out and we took it
25 down. Kate probably remembers those days when

1 we had that. It was a live link and it was
2 updated every quarter. If that's something --
3 I want to know what is going to be helpful to
4 you.

5 And then you need to be holding us
6 accountable. And when we talk about
7 collaborative missions like Matt said, if
8 we're not doing that, you need to ask us why.
9 And there needs to be this accountability to
10 really do this collectively on behalf of
11 everybody more effectively.

12 CHAIRMAN RUSOVICH:

13 Thank you for that.

14 MS. CARTER:

15 Absolutely. Absolutely.

16 CHAIRMAN RUSOVICH:

17 Thank you.

18 MS. CARTER:

19 We are going to be working tirelessly on
20 the nominations. There's a handful. We've
21 got Beth's, we've got a couple. I know, I
22 believe yours had been -- the two of yours was
23 submitted and then not finished, something of
24 that nature. So there's a handful of the
25 board nominations that we're either going to

1 need resubmitted that we will be presenting to
2 the Governor within the month of December.
3 And then, again, that's why I'm asking you as
4 quickly as possible for your feedback on how
5 you would recommend amendments into the
6 statute.

7 So if we are trying to hit a total of 15
8 board members instead of, I think, 23, what
9 does the number look like and why is the
10 number that is what I'm asking for the
11 feedback from all of you so that we move --
12 we've got to get some of the board members
13 right now that are actually confirmed through
14 the Boards and Commissions, we've got to get
15 some of those overhauled immediately and then
16 start to look through what does the overall
17 structure look like.

18 CHAIRMAN RUSOVICH:

19 Perfect.

20 MS. CARTER:

21 Uh-huh.

22 CHAIRMAN RUSOVICH:

23 Yeah. Great.

24 MS. CARTER:

25 Okay. That's it for me. I know it was a

1 lot.

2 CHAIRMAN RUSOVICH:

3 The only thing I wanted to add before we
4 close, I know we've got our CPO, new CPO from
5 the Port of New Orleans here, Beth Branch.
6 Beth, welcome. Great to have you with us.

7 MS. BRANCH:

8 Thank you.

9 CHAIRMAN RUSOVICH:

10 We have got an incredible talent here.
11 We were able to recruit Beth in. So thank you
12 for joining us, Beth. Any thoughts or
13 comments?

14 MS. BRANCH:

15 Well, you know, I was going through my
16 notes that were kind of capturing the meeting,
17 one thing that I wrote down here was I am
18 quite impressed with the sophistication of
19 your market knowledge around this room and the
20 comments that I heard. So thank you for that.
21 I'm really quite impressed by it and I'm
22 really looking forward to get started not
23 until December 1st, which will really be, as
24 you can see, it's December 1st, not today.
25 But thank you very much. Appreciate it.

1 CHAIRMAN RUSOVICH:

2 It's great to have you as part of the
3 team.

4 MS. BRANCH:

5 Great to be in Louisiana.

6 CHAIRMAN RUSOVICH:

7 And spearheading New Orleans and the
8 area.

9 MS. BRANCH:

10 Although, I did pay my sales tax
11 yesterday on my automobile in Louisiana.

12 MS. CARTER:

13 Welcome home, Beth.

14 MS. BRANCH:

15 And the parting shot was, and you paid
16 that because we have really good roads.

17 CHAIRMAN RUSOVICH:

18 Well, we're going to offset that with the
19 lower income tax.

20 MS. CARTER:

21 We're working on that one right now.

22 MR. GRESHAM:

23 We're trying to take that vehicle tax and
24 put it towards the general fund, which is now
25 in infrastructure. So put it back in

1 infrastructure.

2 MS. BRANCH:

3 But thank you very much.

4 MS. CARTER:

5 Thank you for making a priority of being
6 here.

7 CHAIRMAN RUSOVICH:

8 Yeah, thank you very much. We appreciate
9 that. Thank you. Thank you, Beth. Thank you
10 very much.

11 MS. CARTER:

12 I think we need to open for any comments?

13 CHAIRMAN RUSOVICH:

14 Yeah. We'd love to open for public
15 comments. Any comments or anybody from the
16 Board have any final comments or suggestions?
17 We'll do the Board first. Any final comments
18 from any Board member?

19 MR. COLE:

20 I mean I'd just like to express on behalf
21 of Commissioner Strain, of course, as you
22 alluded to, the Cuba trip, that will be his
23 third time within the past year of going, a
24 huge contingent of delegation. It has led to
25 some productive and fruitful ventures for our

1 rice farmers, especially in the southwest part
2 of the State. They are increasing exports and
3 will be increasing in more as they bring on
4 some bagging operations online within the mill
5 and stuff over that way and shipping to Cuba.
6 That is something that they are greatly
7 interested in and we will be discussing it
8 more at this trip.

9 Currently, the Commissioner is actually
10 in England as a part of the delegation of
11 Secretaries and Commissioners of Agriculture
12 within the Southern part of the U.S. That was
13 actually invited and paid for by the British
14 government to bring them over there. So
15 they're certainly hoping for some productive
16 conversations there. Europe and especially
17 England is greatly in need of some various
18 agriculture commodities that can be provided,
19 not only by the Southern U.S. but by
20 Louisiana. But, of course, regulatory has
21 always been kind of a little bit of a hurdle
22 there, but I think some of that is beginning
23 to lax within the Brits and being able to do
24 that.

25 So hoping for some things there as well.

1 I don't think I see Representative today, but
2 we certainly want to commend the Port of Lake
3 Charles, who is also doing a lot for the rice
4 mill and rice farmers within the southwest
5 part of the State and some infrastructure in
6 capital investments and everything else that
7 are going to greatly benefit those farmers in
8 getting exports of their products and stuff
9 out of the State and other places.

10 CHAIRMAN RUSOVICH:

11 Nicholas, thank you very much. Thank you
12 for -- I think it's always great to make sure
13 we are very mindful of the agricultural side
14 as well, so thank you for putting that time in
15 for rice.

16 MR. COLE:

17 And also, additionally too, our LAPA
18 Board, which I am the director of AG Finance
19 Authority, along with injunction with some of
20 the Southwest Chamber and specifically Jeff
21 Davis Parish are working collaboratively too.
22 We are looking forward to hosting Paige and
23 her team, hopefully, maybe and Secretary
24 Bourgeois next month as well. We'd like them
25 to see the Industrial Park to be able to

1 showcase that property to the team and know
2 that it is open for business for any projects
3 and companies looking to locate in the State.

4 We feel like it is a vital asset and
5 resource that could be more utilized, but that
6 certainly has a lot of access to multimodule
7 commerce with Interstate 10 right there. We
8 have Red Logics and railroad passing through
9 that park and, of course, we are just up the
10 road from the Lake Charles Port as well.

11 CHAIRMAN RUSOVICH:

12 Thank you for that. Any other Board
13 comments?

14 Okay. Any public comment? Any comments
15 from the public?

16 We have public -- okay. Can I move for
17 -- you ready to adjourn?

18 MS. CARTER:

19 Yeah, I'm ready.

20 CHAIRMAN RUSOVICH:

21 Can I move for a motion for adjournment?

22 MR. HARDMAN:

23 So moved.

24 CHAIRMAN RUSOVICH:

25 So moved, okay. We're adjourned. Thank

1 you all very much. Thank you all for coming.
2 We'll see you on February 19th, if not sooner.
3 Thank you.

4 (WHEREUPON, THE MEETING ADJOURNED)

1 R E P O R T E R ' S C E R T I F I C A T E

2 I, KELLY S. PERRIN, a Certified Court
3 Reporter, Certificate #23035, in good standing with
4 the State of Louisiana, as the officer before whom
5 this meeting was taken, do hereby certify that the
6 foregoing 123 pages;

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7 KELLY S. PERRIN,CCR
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12 *Kelly S. Perrin*
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