



A Public Private Partnership

Response to Request for Qualifications for Six Flags/Jazzland Site Redevelopment

For RFQ No. 961

February 23, 2021

"Our desire is to transform the Six Flags/Jazzland site from a dormant asset to a vibrant multifaceted sustainable opportunity for the people of New Orleans, utilizing a combination of non-profit and community facilities subsidized by economic growth initiatives."

Kevin Kiernan, Development Principal; CEO

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[S.H.I.E.L.D. 1](#), a Drew Brees 501(c)(3)

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LETTER OF TRANSMITTAL

Dear New Orleans City Officials and Selection Committee,

I would like to express our appreciation for the opportunity to respond to the Request for Qualifications. Drew and I are very proud and humbled by the opportunity. Our overall vision for redevelopment is focused on the betterment of the local community, which Drew is very passionate about. We intend on engaging all stakeholders in our process, carefully transforming the blighted site into a vibrant community asset. Drew has been steadfast and specific with his goal, "What can we do for the people?"

Our concept, though simple, requires a cohesive diverse team with the same mutual objectives. We envision using a combination of job creation and philanthropic efforts in executing a master plan. We are uniquely qualified with our various levels of expertise and qualifications to comprehensively develop both sites under one master developer, Kiernan-West (KW). Kiernan has had repeat customers for over 20 years because they consistently meet deadlines and exceed clients' expectations. Not only that, KW has retained ownership of over 90% of their real estate holdings, taking pride in long lasting relationships with clients. We also bring our own personal capital, not dependent on private offerings or mandated participations

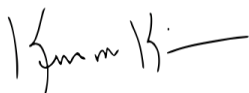
Our combination of project components, For-Profit real estate development that generates substantial and quality employment along with our community enhancing Non-Profit initiatives creates a unique opportunity that meets several of the City's objectives. We intend to have the For-Profit carry the entire burden of land, entitlement and infrastructure for both initiatives. By doing so, the employment creation will subsidize the Non-Profit, providing a zero basis in their improved land ready for vertical construction and implementation of their initiatives. Our For-Profit logistics will be the driving force allowing for the Non-Profit arm to flourish.

The Non-Profit will have key areas of focus further detailed in this proposal. Kiernan-West's experience and track record of seamlessly providing facilities for national credit tenants will create an array of direct jobs at different levels of employment and salary components, as well as significant indirect employment opportunities. We will bring employment to the area as we have on over 25 projects across the U.S.

We hope that the detail provided in this response will provide the comfort that we are a qualified team. We are anxious to "roll up our sleeves" and start to partner with the City in developing this vision.

Thank you again for the opportunity. Both Drew and I stand by with the hope that our vision has demonstrated continuity with your objectives, as well as qualified our team for the entire project's implementation.

Kind Regards,



Kevin M. Kiernan
CEO, Kiernan-West, LLC



S.H.I.E.L.D. 1

S.H.I.E.L.D.1 org: Supporting Humanity through Investing and Economic & Legislative Development

www.shield1foundation.org

"Building Community Resilience around food access and food security."

IMPACT INVESTING PROJECT

PROJECT TITLE: Agriculture for Sustainable Development:
Agriculture Innovation Hub & Discovery Lab

LEGAL STATUS: Not-for- Profit 501(c) (3)

PROJECT LOCATION: Six Flags/Jazzland Site Development

PROJECT BENEFICIARIES: State, Communities, Families/ Children Economic Development Practitioner, Businesses, Entrepreneurs, Small Businesses, Farmers, Athletic Leagues, Municipalities, Schools, Faith-Based Organizations, Schools and Childcare Centers (field trips & outreach programs). Manufacturing companies, Trade Schools, and FDI / Investors

PROJECT DURATION: Start-up "launch" -18 Months -perpetual

VISION: Construct multiple facilities, including an Agriculture Innovation Center. Discovery Lab, Food Cultural Center, Interactive Outdoor spaces, Kitchens and Educational spaces

MISSION: Create sustainable food security, provide STEAM education curriculum, utilize renewable energy opportunities, job creation, create a myriad of economic development opportunities, promote tele-health and holistic health solutions, increase public safety, and be a catalyst for social and economic development in New Orleans East.

Founding Board of Directors: Joshua Norman, Demario Davis, Drew Brees

BACKGROUND INFORMATION: Agriculture for Sustainable Development is impact investing for distressed communities, opportunity zones, and historically underutilized “HUBZones” business districts. This impact investment is a project of S.H.I.E.L.D. 1’s founders (Demario Davis, Drew Brees, and Joshua Norman) dedication and commitment to be the global change agents in the communities hardest hit by trauma, social unrest, natural disaster, food deserts, digital divide, and health disparities. Our commitment to eradicating hunger and poverty. Address the high numbers of unemployed, marginalized young people, and disadvantaged businesses across America.

Pursuant of the Organization’s aim to serve the distressed communities to develop our young future global leaders, innovators, and entrepreneurs and cultivate a “quality of life” for New Orleans’ residents. S.H.I.E.L.D.1 org S.T.E.A.M. programs (global outreach and participation-students), services, job/apprenticeship/internship creation and resources will close gaps and serve to help youths without basic education or no education at all acquire vocational and practical skills and engage in productive income generating activities to make them self-reliant and responsible, productive citizens in New Orleans. In a collaboration with community organizations, local schools and public/private partnerships, community resilience and economic growth acceleration will progress New Orleans allowing them to be competitive in a global economy and attract new investors. Some of its affiliate youth groups have initiated this project.

This development project will build a 40,000 square foot Innovative Agriculture (Hub and Spoke with co-ops replicable model) and a 20,000 square foot Discovery Lab for students and family to engage, learn and participate in a “state of the art” facility stimulating New Orleans Pride. The innovation, integrated technology, and agriculture theme park area is the heart of this impact investment recognizing this will attract tourism worldwide. A total of 140 youths can be mobilized to be gainfully engaged in the project year-round (community/service-learning hours,

apprenticeship, and interns). These youths are mostly disenfranchised or disadvantaged from the community and surrounding area. International youth will be invited during the summer for “study abroad programs” to share their skills and talents with our future workforce onsite. These youths will be divided into four groups of thirty-five persons and shall be engaged in the following agricultural activities:

PROJECT: IMPACT INVESTING “INNOVATION AGRICULTURE HUB”

Building 1 – Agriculture Innovation Hub – A state-of-the-art facility for Urban Farming and Aquaponics creating an innovative ecosystem by integrating artificial intelligence, robotics, and emerging technologies for “SMART FARMING.” This “Hub and Spoke” via co-ops is an agriculture model that will serve as an economic engine to accelerate economic growth and self-sustaining communities. This innovative hub and spoke model would be replicated to serve global communities with advanced R & D, evidence-based technologies, telehealth, Veggie Rx “food as medicine,” and global education closing the digital divide. The facility will offer water testing for the local citizens and public works. The vertical farming aspects increase yield while minimizing water usage. S.H.I.E.L.D1’ GLOBAL ENVIRONMENTAL JUSTICE INITIATIVE is the driver for the creation of wasteless ecosystem known as “Aquaculture.” Aquaculture” is ZERO waste, an organic recycling to make compost (fish and plant create a symbiotic relationship-fish fertilizer and plants - filter). This designed ecosystem results in cost savings and revenue. The Harvest Center is for processing, logistics, robotics, automation, and self-driving vehicles in a food sorting warehouse (i.e., Amazon, FedEx, and U.P.S.). Incorporates blockchain for tracking food freshness/food waste reduction. Labs with large windows for viewing will be throughout the facility to create a learning environment for students, visitors, and researchers. Emerging technologies, biometric & drone technology, will be integrated for research and security.

Building 2 – Discovery Lab - The Discovery Lab will be a state-of-the-art interactive center for learning and continuing education, with interests’ in areas and a focus on S.T.E.A.M. programs for the student. The lab will provide STEAM learners with hands-on experiential learning of emerging technologies. The lab will integrate augmented-reality farming simulation experiences using electronic devices. The lab will introduce augmented farming, aquaponics in the learning environment. Children will be given a Discovery Kit to take home with them and access our customized student lab website.

Building 3 – Holistic and Natural Healing Center – a space to foster and understand the natural and holistic nature of food as medicine. Veggie Rx is a way of using farming and agriculture to change dietary habits to meaningfully improve health outcomes, especially in communities plagued with obesity, diabetes, heart disease, and other conditions resulting from a lack of healthy produce options (food deserts).

Building 4 - Food Cultural Center with lecture hall for culinary arts education and a focus on culinary tourism. Create a World Organic Cafe (Restaurant) where we serve the food from our property (farm to fork) and build a culinary curriculum for young men and women to understand all elements of owning and operating a restaurant.

Geodesic Dome - Atrium/Botanic garden

Unique design and architecture connecting nature with this space.

Innovation areas inspired by World's Fair.

A great focus on "Innovations in urban agriculture."

Sensory experience: Special Needs (children and adults-Autistic /Sensory impaired)

Programs/Development for Consideration in Future Phases:

- Ghost Kitchen – create a ghost kitchen in conjunction with the World Organic Café that can deliver meals to individuals/organizations in need, elderly living on their own, and others in need. Also, as a program building opportunity for our students.
- Food Truck Park – creating a family-friendly gathering space inclusive of a playground, small amphitheater to host concerts and community events. Food Truck provides creatively prepared meals sourced from the farm. In addition, we support and foster the expansion of the food truck model as an entrepreneurial opportunity for people to start their own restaurant business.
- 16-acre lake – build experiences around the use of the 16-acre lake that exists on the property.
- Renewable energy – we will strive to incorporate solar and other renewable energy sources wherever feasible in conjunction with all federal and local incentives to build out the sustainability of our model.

Funding/Financial Capacity:

We are in a very unique position by having Kiernan-West as our development partner in this venture. They would have the ability to subsidize a significant portion of our costs if given access to all city, state, and federal incentive programs. As it pertains specifically to the construction of our facilities and implementation of our programs, we have strong private backing from individuals and foundations. We will access every city, state, and federal grant through multiple agencies and departments given the extraordinary contributions this facility will have, not just on the sustainable future of farming but more importantly the catalytic impact on the social and economic development of New Orleans East.

S.H.I.E.L.D. 1 RESUMES

Drew Brees

www.drewbrees.com

EDUCATION

Purdue University

1997-2001

- Bachelor's degree in Industrial Management from Krannert School of Management
- Collegiate football player
 - Two-time Heisman finalist
 - Big Ten Conference Champion & M.V.P.
 - Maxwell Award Winner as nation's top collegiate player
 - Academic All-American Player of the Year
 - N.F.L. Foundation's post-graduate scholarship recipient

EXPERIENCE

Professional Football Player

San Diego Chargers

2001-2005

- 2004 Comeback Player of the Year

New Orleans Saints

2006-present

- Elected to 13 Pro-Bowls
- 2006 Walter Payton N.F.L. Man of the Year
- 2008 and 2011 N.F.L. Offensive Player of the Year
- Super Bowl XLIV Champion & M.V.P.

Brees Dream Foundation

President and Co-Founder

2003-present

- Contributed over \$45,000,000 to help improve the quality of life for cancer patients and provide care, education and opportunities for children and families in need.
- In 2020 alone, personally contributed \$5M in the state of Louisiana, feeding children on food programs, elderly, frontline healthcare workers, law enforcement, and childcare programs during the COVID crisis.
- Also, in 2020, personally committed \$5M in partnership with Ochsner Health Systems to construct 13 primary care health facilities in underserved communities throughout Louisiana

S.H.I.E.L.D. 1 Foundation

Co-Founder 2020-present

- Co-founded SHIELD 1 with Demario Davis and Josh Norman to address the greatest needs in our communities including but not limited to housing, healthcare, education, business opportunity, economic development, urban farming, support of H.B.C.U.'s, social justice, and legislative reform.
- Roles include advocacy, strategic planning, financial support and assistance, and program development

N.F.L.P.A. - National Football League Players Association

Executive Committee Member and Player Representative 2004-2014

- Held key leadership position responsible for hiring Executive Director of the N.F.L.P.A. in 2008, structuring and negotiating the new C.B.A. with the N.F.L. Executive Committee in 2011, and significantly improving retirement benefits for former, active, and future N.F.L. players

G.B.X. Group – specializing in preserving and operating historic real estate in urban markets

Partner 2010-present

- Ambassador and liaison to strategic relations
- Currently part of the strategic planning and execution team for revitalizing the Historic Jazz District in New Orleans

Jimmy Johns

Franchisee 2011-present

- Part of a franchise group that currently owns and operates 25 Jimmy Johns franchises nationwide
- Roles include site selection, lease negotiations, marketing, and strategic planning.

Walk-Ons Enterprises – Walk-Ons Sports Bistreaux

Co-Owner and Partner 2015-present

- Roles include strategic planning, marketing, franchise, and brand development.
- A key contributor to growth from 3 corporate units to 50 franchise units nationwide

Football N America – co-ed youth flag football and sports leagues

Co-Founder and Partner 2017-present

- Role is marketing and growth strategies, successfully growing the brand from 3 leagues in Louisiana to over 30 leagues nationwide

Smalls Sliders

Co-Founder and Partner

2018-present

- Smalls is a drive-thru hamburger/slider concept utilizing the repurposing of shipping containers in a very unique design and construction.
- Roles include strategic planning and franchise development.

Franworth

Partner and Executive Board Member

2019-present

- Franworth supports emerging franchise brands to accelerate value creation through industry experience and a myriad of service opportunities
- Strategic investor and partner supporting the company with acquisitions and growth of our portfolio franchise brands
- Development of Buildstrong Academy, a 501c3 franchise concept designed to provide hands-on education, collaboration, and innovation in teaching skilled trades to meet the demands of today's construction industry and provide consistent, good paying jobs and work placement for our graduates.

Committees and Boards:

Board Member – Surf Sports

Board Member – Stretch Zone

Executive Board Member – Franworth

Co-Chairman President's Council for Fitness, Sports, and Nutrition (2010-2014)

Executive Committee – N.F.L.P.A. (2008-2014)

Demario Davis

S.H.I.E.L.D.1 Foundation

2020-present

Co-Founder

- Co-founded S.H.I.E.L.D.1 Foundation alongside Josh Norman and Drew Brees which provides impact investing, endowments and other financial support to economically distressed communities.
- Through grants, scholarships and mentoring, assistance and listening programs S.H.I.E.L.D.1 aims to combat racial disparity and serve as a catalyst for economic development.
- Cities with outreach programs include Tulsa, Minneapolis, Buffalo, Atlanta, Washington, DC and Los Angeles.

Author/Public Speaker

2018-present

The Unsuccessful Champion

- Co-wrote and published biography rooted in overcoming adversity through faith.
- Motivational speaker specializing in inspiring others to find meaning in their lives through knowing and serving Jesus Christ.
- Awarded the 2021 Bart Starr Award from Athletes in Action, selected for leadership and character on the football field and in the community.

NFL Players Association

2017-present

Player Representative

- Serve as Saints leaders on N.F.L.P.A. board of players elected by team to be a voice in the union.
- Meet regularly to discuss and vote on issues affecting current and former N.F.L. players, including recently re-negotiating the current Collective Bargaining Agreement and navigating through the COVID-19 pandemic.

United Way Worldwide**2016-present***Ambassador*

- Volunteer as spokesperson for United Way Worldwide, lending voice, public platform and time to United Way's mission of community-led and community-based solutions.

Other Experience:*Linebacker, **New York Jets**, 2012-2015, 2017**Linebacker, **Cleveland Browns**, 2016**Football Coach Intern, Shabazz High School, Newark, NJ 2014-2016***Education:**

M.B.A. University Indiana Kelly Business Program.

B.A. Communications Audio/Video Emphasis: Arkansas State University

Joshua Norman

www.linkedin.com/in/joshua-norman-40272a196/

Founder & C.E.O. at E.I.P.T. Investments L.L.C.

Founder: STARZ24 & S.H.I.E.L.D.1.ORG

Website: shield1foundation.org / www.STARZ24.org

Joshua Ricardo Norman is an American football cornerback for the Buffalo Bills of the National Football League. Former teams were Carolina Panthers and Washington. Joshua is a notable global humanitarian with an extraordinary vision for impactful investing and giving in the lives of underserved individuals and impoverished families. His compassion for children and youth catapulted him into a life of philanthropy. Joshua is an established investor, global philanthropist, innovator, and founder of three not-for-profits with 501(c) (3) to ensure perpetual philanthropy is his legacy. His generosity and compassion drive his evolving global outreach and visionary ventures to invest in distressed economies and communities in need of life-sustaining resources.

Joshua is a Champion for Social Justice, Education Reform, Developing Heroes (children & youth), Quality Housing for homeless and families living in substandard housing, food security, and health equality. Joshua has invested his time, money, and heart in establishing for-profits to finance and fund programs and services that provide disadvantage youth.

Josh is a global investor, President & C.E.O. of Founder & C.E.O. at E.I.P.T. Investments L.L.C., Founder & C.E.O. at JR Norman Equity Firm, Arknet, STARZ24 and Visionary Founder for S.H.I.E.L.D.1. He is an Ambassador for Boys and Girls Club of America, serves on various boards of directors nationally. He has established a Community Development Center (International) in his hometown Greenwood, SC. Josh travels globally in "off season" fulfilling his life commitment of "service above self", global change agent for the purpose of intentional impact investing the lives of severely impoverished families, primarily in underdeveloped countries and children living in dire conditions in communities across America.

Joshua completed his basic education in Greenwood, South Carolina. He attended Coastal Carolina University. He was honored with an Honorary PhD in Public Service. He gained celebrity recognition "Dancing with the Stars" making it to "first runner up". He was given "key to the city of Greenwood" hometown. His greatest accomplishment and honor is fathering the "apple of his eye" and the driver for his Regal Legacy is his 7-year-old daughter, Imala.



Pageant Ferriabough

www.linkedin.com/in/pageant-ferriabough-b256129/

SUMMARY OF QUALIFICATIONS

- Extensive knowledge and experience in Entrepreneurial Training and Development
 - Extensive knowledge and experience in small business start-up and development / Business Certifications
 - Extensive knowledge and experience in N.G.O. & Not-for-profit organization development and management
 - Franchising and global organization expansion
 - Expertise in Enterprise Resource Planning, strategic planning, negotiations, and economic development
 - Productive and efficient negotiations with federal/private/international contract procurement process and compliance
 - Local/State/National/Global Volunteerism
 - Gubernatorial and Mayoral appointments for two administrations
 - Educational background in business administration, operations management, organization leadership & development and Entrepreneurship Development
 - Maintenance as a Prime contractor/subcontractor for private sector
 - Global business and operations as well as marketing strategies
 - Technical Writing: Grants, Solicitation Responses (R.F.P., RFQ, letters of intent) G.S.A. schedules, Legal Documents, Memorandums of Agreement/Understanding process
 - Strong Communication Skills: Written & Oral
-

PROFESSIONAL EXPERIENCE

- Solid background in business administration, entrepreneurship, and organization development
 - Small business development, management, operations, and expansion
 - Extensive experience in primary and secondary global education
 - Global project management for education / social service projects, N.G.O. (non -governmental agencies) and international negotiations
 - Grant writing, Federal/ Private contract procurement and collaborative writing
 - Legal structure preparation and filings for not-for-profit and for-profit
 - Small Business federal certification preparation and submission process
 - Virtual Team Project Management
 - Robotics, A.I., Coding and R & D Emerging Technologies
 - Public Speaking, webinar/seminar facilitator and classroom / online instructor
-

EMPLOYMENT HISTORY

B.R.U. International Academy& Community Development Center (Founder & Owner) 2011- Present

Servicing Greater Tulsa with a primary focus on Hispanic families and Hispanic Businesses.

We provide comprehensive services (e.g. early education, family support counseling/transportation/enrichment programs/food & clothes pantry, education and technical assistance for small business start-up and certification for procurement of contracts with government/private sector contracts.) E.S.L. and job skills training classes / job creation and placement for primarily the Hispanic families and the under-served families in the community. The center serves as a small business assistance center, outreach services and private primary school for the community. Service locations (Dimona, Israel; Toronto, Canada, Kenya, Africa; Netherlands, Denmark, UK, Madrid, Spain and Mexico).

Busine\$\$'s Resource Unlimited, Incorporated

B.R.U., Inc - President & C.E.O. 2002-Present

- Enterprise Resource Planning (ERP)
- Leadership Programs for Businesses and Organizations Global Workforce Training and Development
- Federal Contract, Grant and Tender Procurement Process -(proposal development, solicitation response, and technical assistance) Global & Domestic Business Matchmaking and contract negotiation Research & Development for Small Business Expansion
- Organization Development Consulting
- Education/Business/Global Economic Consultant & Establishing primary school in underdeveloped countries / Rural Oklahoma
- Automated Farming, Robotics, A.I. and Coding
- Quality Control Program Design & Implementation / Quality Assurance Training (ISO: 20001
- Youth Leadership Programs & Internship (Workforce Development / Talent Recruitment and development)
- Small Business and Education Services Certifications
- International primary and secondary education centers establishment and management
- Client Infrastructure and Systems Management /Global Change and Knowledge Management
- Virtual Training /Instructor, Webinars and Project Management in real-time net meetings and training sessions and Global & Domestic On-site Evaluations / Assessments

Bacone College –

Freshmen & Sophomore – seminar presenter and facilitator

TRI-Programs – Career Development Teacher (Upward Bound)

1999-2004

EDUCATION

Northcentral University

2014-present

Ph.D Program - Business Administration

International Business

Walden University – Minneapolis, MN

2006-2012

Ph.D. Candidate: 2013

Doctor of Philosophy A.M.D.S. - Leadership and Organizational Change*International Residencies Completed:**Santiago, Chile**Madrid, Spain**Liverpool, UK**Rome, Italy (Research Project) Beihai, China & Delhi, India (gubernatorial delegation)**"Sister Cities"-Research***University of Phoenix- Broken Arrow, OK****2004-2006**

Master of Business Administration (M.B.A.)

Northeastern University- Tahlequah, Oklahoma**1992-2004***Bachelor of Science degree in General Studies - Applied Business Administration***Connors State College***Associate of Science***1986-1989****Professional Certifications**

Professional Training & Development- University of Tulsa, Directorship of Early Education, Certification
 Global Scaling. Electronics Technician Associations International Trainer/Instructor/Proctor

PROFESSIONAL AFFILIATIONS

- Leadership Muskogee Class X
- Leadership Oklahoma Class XXI
- Rotary Club
- Oklahoma for Creativity Board of Directors
- Tulsa Human Rights Commissioner (former)
- Oklahoma State Chamber of Commerce/ Greater Tulsa Chamber of Commerce/ Tulsa Hispanic Chamber of Commerce/U.S. Women Chamber of Commerce
- Washington D.C. Conservation Corps Network
- Education Industry Association
- Oklahoma State Academy
- Tulsa Global Alliance
- Electronics Technical Association International
- National Association for Women Business Owners
- Powerhouse School of Excellence - International Board of Directors/ Pretoria, South Africa
- Oklahoma Center for Early Childhood
- National Association for Early Childhood Education

Kenneth J. Ferriabough

www.linkedin.com/in/kenferriabough

Accomplished business leader with a balance of operations and commercial leadership in the aviation industry with 20+ years of experience driving revenue and profit growth to achieve bottom line results. Strengths in:

| | | |
|------------------------------------|------------------------------------------------|-------------------------------------------|
| Revenue & Profit Growth | Labor Management – Union/Non-Union | Manufacturing / Re-manufacturing |
| Organizational Development | Contract Negotiations | Long-Range Strategic Planning |
| Financial Modeling | ERP Implementation | P&L Management |
| Multi-site Management | Inventory Management | Lean Manufacturing |
| Maquiladora Management | Global Sales & Business Development | Board preparation and presentation |

Achievements

Business Operations Leadership - P&L leader with significant cost reduction and business consolidation experience across different businesses. Increased sales and improved gross profit: sales by 150% at P.G. Technologies, 70% gross profit at Aerox, and 100% increased sales and gross profit improvement from -14% to 25% at Chromalloy.

Team Leadership - Respected leader of creative teams that focus on process reengineering and bottom-line improvement. Cross-functional management style that delivers product development and market expansion. Managed union and non-union organizations of up to 250 involved in manufacturing and re-manufacturing activities. Multi-site management responsibility, including two facilities in Mexico.

Turnaround and Crisis Management – Significant experience in plant consolidation that optimizes plant and equipment utilization. Reduced inventory by \$15M. Led an unprecedented corporate event that resulted in a financial exposure reduced from \$11M to less than \$1M. Served as primary point of contact and successfully managed client relationship with major customer that declared Chapter 11 bankruptcy.

Sales and New Product Development - Led sales, marketing and business development for \$180M region. Expert in technical new product and services development. Proven ability to drive record-high marketing campaign response rates and execute successful product launches. Led a program that included the reverse engineering, design and development (P.M.A.) of 12 compressor airfoils. Designed and implemented a material exchange program that achieved a 30% increase in part sales.

Professional Experience

PG TECHNOLOGIES, INC

10/2018 – 3/2020

A joint venture between Praxair Surface Technologies, Inc., a wholly owned subsidiary of Praxair, Inc. and G.E. Aviation, focuses on the development, support and application of specialized coatings tailored for G.E. Aviation's current and future engine platforms including GE9X and LEAP engines.

GENERAL MANAGER

Recruited to provide leadership and management for all operations including nine direct reports. Responsibilities encompassed full P&L, engineering, production, quality, safety, customer fulfillment, human resources, finance and maintenance.

1. Increased sales by 150% with increased capacity and process improvements.
2. Increased operating profit by more than 100% in the first 3 quarters of the year with reductions in overtime, materials cost, and other operating expenses.
3. Achieved highest on-time delivery in the history of the facility at 98% through Gemba walks that established and tracked internal and external delivery metrics.

AEROX

11/2017 – 10/2018

Aerox is a designer and manufacturer of aviation oxygen systems and accessories.

GENERAL MANAGER

Recruited to manage revenue growth and product development while directing and controlling all activities of Aerox. Provided strategic and tactical direction, operational oversight and execution to achieve business plan objectives. Four direct reports managed quality, operations, sales and engineering.

1. Increased sales by 60% with process improvements that resulted in increased product availability.
2. Increased gross profit by more than 70% driven primarily by significant cost reductions including a reduction in product recycles and rejects.
3. Led a site rationalization exercise that identified the need to consolidate the 2 facilities into 1 due to high overhead costs and challenges with the local labor pool. The consolidation was executed with an 80% acceptance of all relocation offers.

GREENPOINT AEROSPACE

1/2017 – 7/2017

Greenpoint Aerospace is a maintenance, repair and overhaul (M.R.O.) company which also provides nose-to-tail repairs, refurbishment and paint services for business aircraft.

GENERAL MANAGER

Recruited to provide leadership and management to maximize organizational strengths. Provided strategic and tactical direction, operational oversight and execution to achieve business plan objectives. Responsibilities encompassed full P&L, quality, operations, sales and finance.

1. Developed sales funnel opportunity review process, improving focus on most promising customer development opportunities.
2. Reorganized sales department improving management, global support and coordination.

3. Initiated implementation of Lean principles and G.E.M.B.A. walks.

KPGC, LLC

2014 - 2016

A family owned holding company created to pursue different investments. The most recent investment was a franchise in the fast-casual space.

Owner / President – Tulsa, OK

Full P&L ownership while working with the local leadership team on cost management, team member training and development, marketing and customer satisfaction. Finalized the sell of the restaurant in May, 2016.

1. Developed a leadership team and key metrics that resulted in 13% profit improvement.
2. Created efficiency measures and staffing forecast tools to optimize staffing and improve production by 10%.
3. Implemented improved processes and tracking tools and renegotiated contracts that resulted in a 3% improvement in food costs.

CHROMALLOY

1991 - 2014

A global \$1B technology company providing manufactured and re-manufactured aviation parts and advanced repairs and services. Publicly held until 2007, Chromalloy was then acquired by the P.E. firm Carlyle Group.

Director of Commercial Operations - Carson City, NV, 2011-2014

Overhauled the commercial operations of Chromalloy's largest unit, the \$180M S.W. region. Product focus was HPT and LPT blades and vanes. Managed 5 direct reports of sales and business development operations including sales/marketing analysis and strategies, business development, part sales, and customer support.

1. Concurrently filled position of **Plant Manager** for \$40M, 200+ employee facility in Mexicali, Mexico. Led growth through transfer and consolidation from U.S. based facilities, redesigned and reorganized the operations organization. Five direct reports managed operations, planning and customer support.
2. Managed Maquiladora as Plant Manager while simultaneously managing commercial operations for all 5 plants located in 2 countries and 3 states.
3. Developed key metrics that resulted in operations and process improvement/Lean approach and experience that improved sales and marketing.
4. Negotiated a multi-million dollar bankruptcy settlement with a major US airline going through Chapter 11, and served as primary corporate executive (representing all divisions) and customer interface.

General Manager - Dallas, TX, 2001 - 2010

Full P&L leadership for \$40M multi-site parts manufacturing and re-manufacturing business that shipped up to 80K parts per month. Product focus was compressor blades, vanes and stators for most major jet engine models. Managed 6 direct reports covering functional areas of manufacturing, re-manufacturing, product development, inventory management, human resources, engineering, finance, sales, customer service and environmental, health and safety. Significant process optimization, change management and international responsibilities.

1. Led extraordinary business recovery after 9/11, downsized headcount from 400+ to 120, consolidated business units from 7 to 4, then rebuilt to 240 headcount by 2010 and doubling sales from \$20M to \$40M.
2. Managed 4 facilities including a maquiladora in Nuevo Laredo, Mexico with more than 100 unionized employees, and 3 non-union facilities in Dallas.
3. Managed successful employee engagement and communications during a union push in the 3 Dallas plants resulting in a unanimous vote by the 140+ employees to maintain a non-union environment.
4. Reduced working capital from 40.63% to 7.84% of sales.
5. Cultivated business growth through product expansion to include 12 new P.M.A.'s.
6. Liquidated \$15M+ of inventory without compromising the P&L.
7. Executed multi-million dollar long-term contracts and improved gross profit from -14% to 25%.
8. Managed a 50% reduction of the average A/R balance from \$5M to \$2.5M on increased sales level.
9. Led planning for the facility's closure and transfer of production to Chromalloy's Atlanta business unit.
10. Transitioned from G.M. position to global sales position as a result of the planned closure of the Dallas facility.

Business Unit Manager, 1998 – 2001

P&L leadership for the \$28M airfoils business for multiple engine lines. Multi-site management of 2 facilities. Managed 4 direct reports and a total of 100-150 people. Led manufacturing, re-manufacturing, and business development including customer visits and support.

Production Leadership, 1991 - 1998

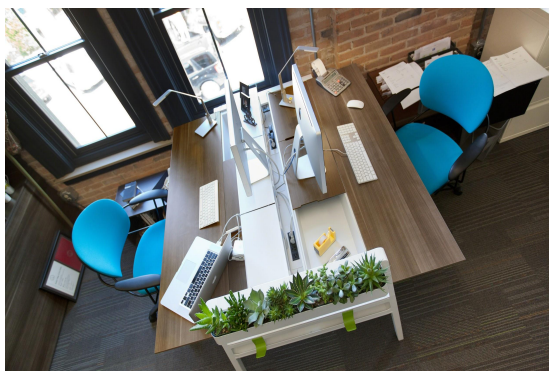
Started as Production Inspector and was promoted to Production Lead within 1st year of employment. Supervised and facilitated all operations for the Stator Department including special processes, heat treat, NDT and other processes. Later promoted to Production Manager and then to Customer Service Manager.

Education

Bachelor of Science in Business, Amberton University, Garland, TX

Associate of Arts & Sciences, Richland Community College, Richardson, TX

VISION STATEMENT



KiernanWest
REAL ESTATE WITH A PURPOSE

Our Vision

"To transform the Six Flags/Jazzland site from a dormant asset to a vibrant multifaceted sustainable opportunity for the people of New Orleans, utilizing a combination of non-profit and community facilities subsidized by economic growth initiatives."

We are excited about the opportunity to execute numerous initiatives for the specific purpose of community betterment. With Kiernan-West's deep background in industrial and commercial development (over 30 years) and the SHIELD 1's commitment to building community resilience around food access and security, we will develop the Six Flags/Jazzland property with For-Profit logistics providing the economic bandwidth for the Non-Profit initiatives like community-based farming and fisheries. As you will see in the Case Studies below, Kiernan-West has over 25 years of experience building logistical sites, providing local employment across the U.S. and Canada. The specifics of how and what we execute for New Orleans is still being researched as we want to make sure what we execute reflects the values and needs of the community. We are anxious to work with all local stakeholders to develop and refine the project **VISION**.

Our broad fundamental approach of the **VISION** is utilization of a combination of economic growth through job creation (such as a creation of a distribution center) with non-profit initiatives focusing on food security, allowing for the privatization of job creation components to subsize the project infrastructure, entitlement and land.

If awarded, we expect to enter into a Cooperative Endeavor Agreement to initiate due diligence. Under the CEA, we will contract and fund initial standard due diligence. ALTA/Topographic Survey, Geotechnical Investigation, Environmental Assessment and Engineering Feasibility Analysis are the fundamentals utilized to examine financial feasibility and to design the strategic approach to any project.

Also, during the CEA period we would engage and develop numerous master plans formulated by interaction with our business relationships and local stake holders. This process is expected to continually evolve as we move forward, but initial efforts will be the basis on which we run physical and financial analysis and to develop a timeline and to identify critical components.

The utilization of Kiernan-West (KW) as master developer will bring the necessary technical competency to execute the project for both Parcels. Well versed in the entitlement process and engineering components of larger parcels, KW will initially focus on the design and construction

of infrastructure for the project. KW has over 30 years of experience with a team of knowledgeable members who each hold strong abilities in all steps of the development process. Our initial attempt in developing our **VISION** is the integration of three basic components.

1-Non-Profit

The most important goal of the project is utilizing Drew's S.H.I.E.L.D. 1 initiative to execute his **VISION** for the property. Drew intends to develop many components, some of which include Urban Farming, Health, STEAM, Sustainability, Food Preparation and Career Training.

We have also discussed very broad stroked initiatives as well such as community areas for gathering, entertainment, ghost kitchen and business ownership opportunities. Drew's **VISION** is to utilize the Urban Farm as the base element, then weave other related beneficial elements into the project. The non-profit component may grow and develop as opportunities and ideas present themselves. The growth will be planned to accommodate his evolving **VISION**, continually collaborating with all stake holders and the City.

2-Economic Growth

The **VISION** we would like to pursue is to develop a campus of various buildings and product types for many segments of job opportunities. Although we are planning the subsidy of the initial development costs for the non-profit, it is key that this component will be approached in the same fashion as other private enterprise. We will need to generate compelling returns in exchange for capitalization and execution.

Kiernan-West is very well versed in logistics, distribution and warehouse companies. KW builds projects for long term investment for national clients. This is a key component within the **VISION**, keeping continuity with the stakeholders and non-profit partner long term. Logistics will be the key anchor for the project.

As we masterplan we do think there are opportunities associated with the interstate, primarily with food service. Although we will need to focus on the economic viability of any tenant, we will try to utilize as many concepts as possible that are in concert with Drew's desire for healthier initiatives. 24/7 convenience store and gas service centers do not meet our initiatives.

An opportunity may exist for a section of the campus to be developed into a Tech Campus. Along with compelling rents and incentives for traditional Tech companies, we feel the

momentum of the Urban Farm and surrounding diverse biological environment may attract related Tech companies and could bring in external research dollars over time. We feel integrating these types of opportunities will significantly enhance the quality of life in the surrounding communities.

3-Public Private Partnership

Entitlement of any property takes a partnership approach. Navigating the process with transparency and collaboration has been a big part of the fundamental success of Kiernan-West. The development of especially difficult parcels has been a challenge that the company relishes with the result being that all parties, both public and private, are proud of the end result.

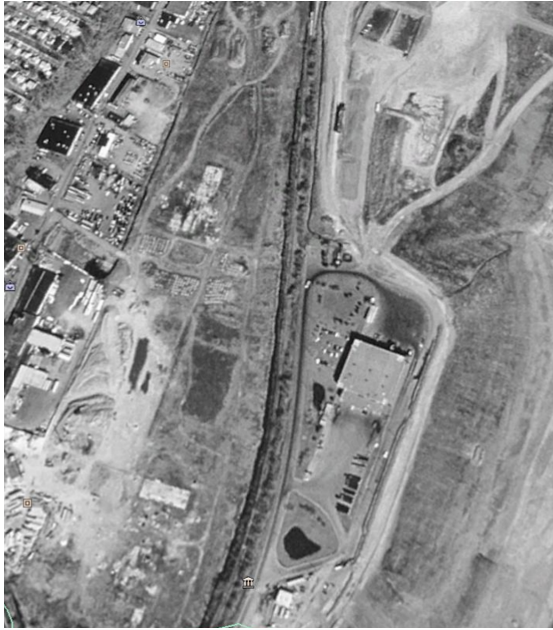
The fundamental objectives discussed will also lean on economic incentives offered by local, State and Federal agencies for subsidy. All companies' site selection starts with the fundamental cost of their facilities. Utilization of incentives creates the platform for compelling rents. Drew's **VISION** is to be deliberate in selection and pursuit of our economic partners.

We have entered in preliminary discussions with local counsel to discuss the process and opportunities for incentives. We would like to partner with the City's Economic Development team to further discuss this fundamental approach. The Brownfield Grant for demolition is an example of an incentive that will greatly assist in the economic viability of the project.

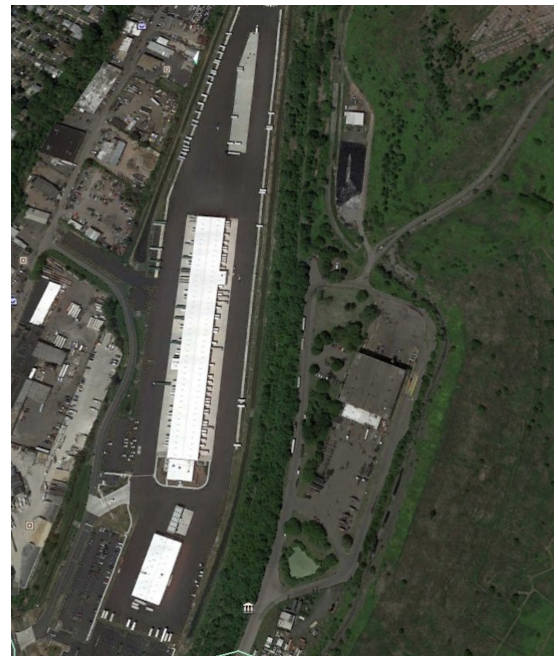
In Conclusion

We look forward to a true partnership as we create and execute our Public/Private **VISION**. We feel we are uniquely qualified in all elements of a very exciting and compelling project. Our initial design of our **VISION** is meant to demonstrate our qualification and will lead to the subsequent steps in moving the project forward.

QUALIFICATIONS



Kiernan-West New Jersey project site before and after photos.



Case Study #1

Case Study #1
Porete Avenue Redevelopment Zone (the "Zone")
46.3 acre facility (the "Project")
North Arlington, New Jersey

Our client is one of the largest freight companies in the U.S. Their most critical strategic need in 2015 was a facility to replace its Newark facility, which was structurally failing. A 46.3 acre site located in the Zone was the solution, Kiernan was the selected preferred developer. The Zone was formerly the site of Bethlehem Steel adjacent to a New Jersey Meadowlands landfill, which a prior developer had remediated and capped. Kiernan worked with the Borough of North Arlington Economic Development and Redevelopment Agency. In addition to building permits, the Project required:

- Amendment to the Porete Redevelopment Plan
- Accommodation of a FEMA floodplain
- Council approved zoning and development agreement
- Mitigation of historic flood issues due to water surges from the tidally influenced Hackensack River
- Wetland delineation and mitigation
- Flood plain improvements requiring a CLOMR and LOMR from FEMA
- Wetland impacts permitted with Army Corps of Engineers using Nationwide Permit Numbers 7, 14, and 18
- Floodplain impacts permitted through New Jersey DEP
- Coastal impacts permitted through a Waterfront Development permit with New Jersey DEP
- Relocation of a municipally owned sanitary sewer and easement, which required a robust dewatering program given its depth below groundwater
- Relocation of 75-year-old water main under the proposed bridge, including design and permitting of a pile supported foundation.
- Subgrade improvement consisting of surcharge and structural fill
- The installation of rigid inclusions under the building pad to strengthen soft subsurface clays

- NJDOT approval/construction of a signalized interchange at Porete Avenue/Belleville Turnpike
- A structural bridge over a tidal stream for access to the Belleville Turnpike
- Dedication of land to the Borough and construction of a new public road to improve access to other properties in the Redevelopment Zone.
- Construction of an environmental cap and obtaining the closeout documentation from New Jersey DEP

The project was entitled and completed in just over two years. Langan Engineering was the Civil, Geotechnical, Traffic, and Environmental Engineer. RC Anderson Construction Inc. was the General Contractor.

Case Study #2

Case Study #2
Military Compatibility Zone (the "Zone")
79.36 acre facility (the "Project")
Phoenix, Arizona

Our client is a major U.S. freight company whose new strategically located HUB will augment its national freight network, located on Camelback Road and the newly constructed Loop 303. The project is currently under construction and developed by Kiernan-West. The \$62,000,000 project is financed by the private equity of the principals of Kiernan-West, along with traditional bank financing provided by UMB Bank. The project is located on the defunct Falcon Golf Course, located immediately adjacent to Luke Air Force Base.

The overall project comprised of 158 acres, which the client project and Kiernan-West is providing all infrastructure for, will have an annual economic impact of \$266.6MM, provide for 2,094 primary and secondary jobs, and provide annual wages of \$100.5MM once completed (see [Appendix #A](#)).

In addition to building permits, the Project required:

- LEED certification, the largest LEED certified facility in the FedEx Freight national network
- Discretionary jurisdiction approval of Zoning/Military Compatibility Permit
- Discretionary jurisdiction approval for a Site Plan Application by Maricopa County
- Project review by Luke Airforce Base, with necessary letter of support
- Federal FAA approval
- Annexation into Liberty Water District
- Extension of the CC&N and Arizona Corporation Commission approval for service
- Public Sewer and Water extensions
- Historical Fissure investigation and mitigation
- Flood Plain Improvements requiring a CLOMR and LOMR from the Army Corp of Engineers
- 100% detention requirement by Tenant for 200-year storm event

- The City of Goodyear's approval/construction of a signalized interchange at Camelback Road
- Structural Bridges for two curb cut locations on Camelback Road over the Camelback Wash
- Public improvement of Camelback Road to full cross-sectional ultimate alignment, from its two-lane current condition
- Participation in off-site traffic impacts to current public improvements
- Inter-governmental agreement between three adjacent jurisdictions for dedication of ROW and construction of public roadway improvements.

The project was entitled in just under one year and will be completed in the 4th quarter of 2021. The project provides significant economic impact to the area by converting a dormant asset into jobs and economic growth.

RESUMES



KiernanWest

REAL ESTATE WITH A PURPOSE



KiernanWest

REAL ESTATE WITH A PURPOSE

Kiernan-West

"Kiernan-West, LLC is a partnership between families led by CEO Kevin Kiernan (see bio below) that have come together for a mutual purpose: to build long-term cash flow through real estate acquisition and development and to fulfill their philanthropic endowment."

Kevin Kiernan

CEO, Kiernan-West/Development Principal

Kevin and Patricia Kiernan founded The Kiernan Companies in 1995, a real estate development company focused on build-to-suit development. Prior to TKC, Kevin worked for Western Underground, an Auburn, California based grading and underground company owned by his father, Charles Kiernan. Growing up, Kevin took an interest in watching the company's work and participating in many aspects—from the water boy to operating survey equipment. Kevin's skill set evolved into site permits and entitlement, working closely with the civil design elements and complicated jurisdictional approvals. The company began investing and developing residential subdivisions, which allowed Kevin to begin working in all aspects of real estate development.

The first major project for TKC was a commercial interchange in Green Valley, Arizona. Kevin acquired property from the Resolution Trust Company following the Savings and Loan crisis from 1986 to 1995. Kevin constructed and owned a Holiday Inn Express, Burger King, home improvement center anchored by Sears, a restaurant, and apartments. In addition, he sold parcels to Dairy Queen, Union 76, a Ford dealership, and a car wash operator. The momentum created led to numerous build-to-suit opportunities. Projects were completed for Del Taco, Office Max, ITT Technical School, several multi-tenant office buildings, and local restaurants.

In 1996, Kevin was issued an RFP by America Online for a 50,000 square foot call center and was awarded the project. Kevin was asked to do three additional AOL buildings for additional call center and software development, launching the Williams Center Technology Campus in the heart of Tucson. Working closely with the City over 400,000 square feet developed for companies including FedEx, NCS

Pearson, Dunn and Bradstreet, University of Phoenix, Aristocrat, and ancillary food components. The buildings were revolutionary with raised floors, redundant fiber, VAV cooling systems, backup generators, soft walls, modular furniture and switch rooms with FM200 fire protection and redundant Liebert cooling systems.

Subsequently, Kevin was asked by FedEx if he would develop national distribution centers completing the first project in the San Francisco bay area—a building Kevin and Patricia still own. In 2010 a partnership



was formed with Mary and Gary West called Kiernan-West, with the specific purpose of creating a portfolio of assets as an endowment for the West's foundation and the Kiernan's family trust and charitable fund. The company has been involved in projects nationwide and is one of the largest privately held owner of Freight assets in the country.

Kevin has frequently been asked by major freight and logistics providers to handle projects that are very difficult in nature. Projects that are then owned by Kiernan-West long term, with their financial capability to invest more capital into retrofits and expansions as operational needs change. Key reasons major clients have maintained over twenty-year relationships, along with on time and on budget quality focused performance. In addition, Kevin had developed retail power centers in 2004-2007 anchored by Home Depot and Lowe's Home Improvement. A complete list of clients Kevin has worked for is attached in [Appendix B](#).

Kevin and Patricia have raised four children, and now have two grandchildren with another on the way. Kevin and Patricia sit on the Johns Hopkins Urological Cancer Advisory Board and have partnered with Hopkins on cancer research for early detection of urological cancers. Patricia is involved with Telluride Food Bank, Angel Baskets, Imagination Library and is a past president of the Rotary Club of Telluride.

Drew Brees

Partner/Development Principal

Please see resume earlier in this document.

Additional Partner

Partner/Development Principal

We have identified a local minority investor to bring into the partnership.

Mike O'Brien

Chief Operating Officer, Kiernan-West

Mike is Kiernan-West's COO and brings over 25 years leading operations in technology, medical and logistics corporations. He has held Vice President and above roles in two Fortune 500 companies and has a passion for building high morale, customer-centric organizations. Mike has a MS in Industrial Engineering and a BS in Systems Engineering, both from the University of Arizona. He and his wife Andrea live in Phoenix, Arizona and are passionate supporters of multiple disability related organizations.

Marc Harper

Chief Financial Officer and Board Member, Kiernan-West

Marc is CFO and a board member for Kiernan-West. Marc joined West Partners in 2010 and prior to joining West Partners he managed the Deloitte Tax's Private Client Services practice in Orange County. Marc was also previously a Managing Director of myCFO. He is a member of the American Institute of Certified Public Accountants, American Bar Association, and the California Society of CPAs. In addition, Marc sits on numerous charitable boards in both Orange County and San Diego County. Marc has a B.S. in Business Administration with an option in professional accountancy from California State University, Long Beach and a J.D. from Western State University College of Law.

Lindsay Kiernan

Director of New Business Development & Charitable Giving, Kiernan Companies

Lindsay has been with the Kiernan Companies since 2018. She manages communications and initiatives for new business developments and charitable giving. She personally runs outside fundraisers for causes such as women's health and theatrical endeavors for new artists. In theatre, Lindsay has worked in Non-Profit Special Events, commercial producing, and as a manager on two touring Broadway productions. She runs her own producing company, [Coddwomple Productions](#), which has been involved in Tony Award Winning shows. She has degrees in English and Creative Writing from Johns Hopkins University.

Gerald Noble

Director of Construction, Kiernan-West

Gerald is Kiernan-West's Director of Construction. Prior to joining the team, Gerald worked as a General Contractor for The Kiernan Companies. Gerald's previous experience includes 22 years at Olaf Anderson Construction Company, a design-build general contractor, managing turn key projects from the first phone call, through construction, warranty and service. Project experience includes medical, retail, office, warehousing, automotive and cold storage. Gerald prides himself on repeat business through the building of trust with customers, contractors and subcontractors.

Greyson Zehnder

Director of Project Management, Kiernan-West

Greyson heads Kiernan-West Project Management focusing on project entitlement and pre-construction activities. Previously, Greyson worked for WESTliving where he managed entitlements, new construction and capital improvement projects across West's seniors housing portfolio, which sold to MBK Senior Living in 2018. Greyson has a B.S. in Business Administration from the University of San Francisco with an emphasis in International Business.

Rachel Wandler

VP of Accounting, Kiernan-West

Rachel Wandler is currently VP of Accounting for West Development, LLC, a position she has held for the last 9 years. Prior to joining West, Rachel had 15 years of accounting experience with a variety of industry knowledge including gaming, hospitality, construction, senior living and technology. She also has many years of acquisition and development experience in senior housing. Rachel began her career in corporate accounting at Toshiba. She then worked in the Private Wealth Group at Deloitte where she prepared tax returns for 7 years.

Rachel credits her parents for instilling a strong work ethic. She believes in leading by example and full transparency in her work product. She enjoys the challenge of identifying and solving problems and utilizing technology to streamline work efficiencies. Rachel is a California native, enjoys gardening, and being outside in her free time with her four dogs.

Pat Brown

Design and Technical Conformance, Kiernan-West

Pat provides 42 years of architectural experience after graduating from the University of Arkansas School of Architecture. Prior to retirement, his greatest achievement was his 29 years working for a Fortune 500 transportation company where he served as Corporate Architect, Sr. Manager, and Managing Director of Facility Design and Construction. Working closely with leadership he developed facility design and specification standards that still exist today and also helped to transform the public image of transportation facilities. During his tenure he was responsible for the design and construction of corporate office buildings, approximately 290 individual cross dock freight facilities, 75 shop maintenance facilities, fueling facilities, learning centers, and corporate aircraft hangers. Projects ranged throughout all 48 contiguous states, Canada, and Mexico.

Pat Brown Architect, PLLC is an architectural firm providing consulting services specializing in the design and construction of cross dock terminals and other project types. Those capacities include design services, writing of specifications, construction inspection services, and contract administration.

Letter of Reference #1

Leonard R. Kaiser
143 Canterbury Avenue
North Arlington, NJ 07031
201-394-7522

February 22, 2021

Chief Procurement Officer
City of New Orleans
1300 Perdido Street, 4W07
New Orleans, LA 70112

Re: RFQ NO. 961

To Whom It May Concern:

My name is Len Kaiser, former Mayor of North Arlington New Jersey for 20 years. I am writing this letter of reference for Kevin M. Kiernan and Kiernan West, LLC. I had the pleasure of meeting Mr. Kiernan in June of 2015 when he started the entitlement process on the 38 Porete Avenue project, a 45.6 acre build to suit for FedEx located in the Borough of North Arlington.

The project was in the Porete Avenue Redevelopment Zone in the Meadowlands landfill of New Jersey, on a brownfield site previously occupied by Bethlehem Steel. At the time, I was engaged by the Borough as Economic Development Planner and Redevelopment Consultant to facilitate development in the Zone. I worked closely with specific developers that would be willing to navigate all agencies, Federal, State and County, for the Economic Development of the Porete district primarily in developing jobs and property tax revenue.

The Porete area was subject to significant challenges, every difficulty imaginable, associated with land development, including numerous Federal and State agency permits. As an example, the area required construction of a new interchange on the Belleville Turnpike. The land was also a landfill with extremely poor soils conditions. All the challenges required significant expertise to navigate both the entitlement and build process.

Mr. Kiernan proved to become a trusted partner of the Borough and completed the FedEx facility and it's employment opportunities later in 2017. I found Mr. Kiernan to be an extremely knowledgeable and competent individual, who obviously possessed the skills, expertise and experience to deal with very the difficult task of transforming the Bethlehem Steel site into a viable ratable and job producing reality. Developing property in the State of New Jersey is not for the feint of heart.

Dealing with the many regulatory agencies and coordinating the receipt of the approvals required of each is a formidable task. A task that Kevin patiently and diligently performed with the highest level of professionalism and integrity.

Bottom line, that as a result of Kevin's effort this monumental task was accomplished within two years and the FedEx facility is thriving. In fact, this project has helped to spur additional development in the entire Porete Avenue Redevelopment Area.

Without hesitation, I would respectfully suggest to you, that you could find no one better than Kevin Kiernan and his affiliated companies to oversee, build and successfully complete your project.

I would welcome discussion of my experience with Mr. Kiernan. I can be reached at 201-394-7522. I wish you good fortune with the project and again, highly recommend Mr. Kiernan and his affiliated companies to you.

Very truly yours,



Leonard R. Kaiser

Letter of Reference #2



PHONE: 602-230-0600

FAX: 602-212-1787

2525 E. Arizona Biltmore Circle, Suite A-212, Phoenix, AZ 85016

February 23, 2021

Chief Procurement Officer
City of New Orleans
1300 Perdido Street, 4W07
New Orleans, LA 70112

RE: RFQ No. 961

To whom it may concern:

Please allow this correspondence to serve as our strongest recommendation for Kiernan West and its principals. As we discuss below, our firm enjoyed the opportunity to work with their organization in furtherance of a significant redevelopment project in the Phoenix metropolitan area with great success. It is our understanding they are responding to an opportunity within your jurisdiction involving the former Six Flags site and we encourage their selection.

While there are numerous entities with development experience, the premiere companies recognize the importance of relationships over process. The Kiernan company exemplifies this approach. During the course of a complicated and lengthy due diligence, entitlement and construction process, they were able to navigate the difficult site constraints, political factors and neighborhood outreach with aplomb – resulting in all sides applauding their efforts.

I have seen first-hand their ability to work in multiple jurisdictions on a single project, while simultaneously creating a common vision despite a variety of competing plans and regulations. This can only be accomplished with a combination of talented, empowered personnel and an attention to detail honed from years of experience. The resulting eighty-acre logistics center is a state-of-the-art industrial point of pride for the area and will serve as an employment hub for the region due to the catalyst it has created.

They are familiar with the state and local requirements as would be expected of any seasoned developer but, as I noted above, where Kiernan West sets itself apart is the relationship-building. I can personally attest to the strength of their local ties and their participation in the charitable, as well as business community. If you have the opportunity to incorporate them into your project, by all means do so. In my twenty-five years of practice, I have not been more impressed by a client.

Please do not hesitate to contact the undersigned should you require any additional questions, comments or inquiries.

Sincerely yours,

WITHEY MORRIS, P.L.C.

By 

Jason B. Morris



KiernanWest
REAL ESTATE WITH A PURPOSE

DISADVANTAGED BUSINESS PLAN



Our Plan

The Development Team commits to the 35% goal for the disadvantaged business participation in every phase of the project to the greatest extent possible utilizing the SLDBE and LAUCP. We will employ our best efforts to maximize DBE participation throughout the development and project implementation.

We will employ an experienced DBE Coordinator to lead this effort and work closely with the City's Office of Supplier Diversity Office to ensure full compliance with the project's goals and program.

Our DBE Engagement Plan includes targeted outreach to the businesses certified by the State and Local Disadvantaged Business Program and LA Unified Certification Program. This will include (but not limited to) direct contacts, outreach events, past performance reference checks, referrals, and coordinated engagement with other small business groups involved in providing opportunities and coaching to DBE's. Our initial focus will be on companies that have performed well on previous projects, with a sizable focus on engaging DBE's subcontracting with the City of New Orleans for the first time.

We will engage programs and businesses that have used companies in the database to determine how to leverage participation in this project. Programs such as SBA, WBEC South, LED Veterans Initiative, Hudson Initiative and similar programs. The DBE Coordinator commits to a comprehensive training of all DBE firms participating on necessary back-office matters, especially the City of New Orleans' Business to Government Compliance Software and other compliance measures to assure efficiencies in all aspects of the project.



**OFFICE OF SUPPLIER DIVERSITY
CITY OF NEW ORLEANS**
DBE Responsiveness Form-3
DBE Participation Plan

Contact Office of Supplier Diversity for questions on completing this form.
Via email: supplierdiversity@nola.gov
OR
1340 Poydras Street, 18th Floor
New Orleans, LA 70112

RESPONDENTS: This completed form must be furnished to the Bureau of Purchasing with your proposal. You must complete every section of the form or your proposal will be deemed non-responsive. If a section is not applicable to your proposal, you must explain why it is not applicable or your proposal will be deemed non-responsive. You must submit your response on the DBE Responsiveness Form 3 or your proposal will be deemed non-responsive. You may use additional pages as warranted.

RFP/RFQ/Solicitation #: 961

Date: 2 / 22 / 2021

Description: Six Flags/Jazzland Site Redevelopment

Name of Respondent: Kiernan-West, LLC

Please check the appropriate space:

- ☒ The proposer is committed to the contract goal of 35% DBE utilization. (If selected, you must complete and submit DBE Compliance Form 1 in order to be awarded a contract.)
- ☐ The proposer is unable to meet the DBE contract goal, however is committed to a minimum of _____% DBE utilization and will submit documentation demonstrating good faith efforts. (If selected, you must complete and submit DBE Compliance Form 1 and/or DBE Compliance Form-2 along with all required supporting documentation in order to be awarded a contract.)

SECTION I - DBE COMMITMENT TO CONTRACT GOAL: You must list all DBE firms that you have identified to participate on the contract. PLEASE NOTE: Every DBE firm listed must be utilized on the project. To remove and/or replace a DBE firm you must submit a DBE Removal/Substitution Request Form 4 and receive approval from the Office of Supplier Diversity to remove and/or replace the firm.

| DBE FIRM & NAME of DBE | PHONE | SOURCE OF CERTIFICATION (SDBE or LAUCP) | SCOPE OF WORK TO BE PERFORMED BY THE DBE | ESTIMATED VALUE of PROPOSED DBE CONTRACT (if known) | ESTIMATED % OF TOTAL CONTRACT |
|--------------------------------------------------------------------------------------------------------|-------|-----------------------------------------|------------------------------------------|-----------------------------------------------------|-------------------------------|
| 1. See Attached DBE Plan and E-mail from Natasha Ramsey of City of New Orleans dated February 19, 2021 | | | | \$ | % |
| 2. | | | | \$ | % |
| 3. | | | | \$ | % |
| 4. | | | | \$ | % |
| 5. | | | | \$ | % |
| 6. | | | | \$ | % |
| 7. | | | | \$ | % |
| 8. | | | | \$ | % |
| 9. | | | | \$ | % |
| 10. | | | | \$ | % |
| TOTALS | | | | \$ | % |



OFFICE OF SUPPLIER DIVERSITY
CITY OF NEW ORLEANS
DBE Responsiveness Form-3
DBE Participation Plan

Contact Office of Supplier Diversity for
questions on completing this form.
Via email: supplierdiversity@nola.gov
OR
1340 Poydras Street, 18th Floor
New Orleans, LA 70112

SECTION II - DBE CONFIRMATION: For the DBE firms listed above, please provide the name and signature of the firm's authorized representative.

| NAME OF DBE FIRM | PRINT NAME OF DBE FIRM'S AUTHORIZED REPRESENTATIVE | SIGNATURE OF DBE FIRM'S AUTHORIZED REPRESENTATIVE | DATE |
|-----------------------|----------------------------------------------------|---------------------------------------------------|------|
| See Attached DBE Plan | | | |
| | | | |
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| | | | |

SECTION III - SPECIFIC PORTIONS OF WORK IDENTIFIED FOR DBE SUBCONTRACTOR: You must list all selected scopes or portions of work that you identified to be performed by DBE(s) and the estimated percentage value of each scope of work identified in order to increase the likelihood of meeting the contract goal for this project.

| SCOPE OR PORTIONS OF WORK IDENTIFIED FOR DBE PARTICIPATION | | ESTIMATED % OF CONTRACT VALUE |
|------------------------------------------------------------|--|-------------------------------|
| 1. Planning Phase | | 35 to 40% |
| 2. Construction Phase | | 35 to 40% |
| 3. Operations and Management Phase | | 35% |
| 4. | | |
| 5. | | |
| 6. | | |
| 7. | | |
| 8. | | |
| 9. | | |
| 10. | | |
| TOTAL | | |





OFFICE OF SUPPLIER DIVERSITY
CITY OF NEW ORLEANS
DBE Responsiveness Form-3
DBE Participation Plan

Contact Office of Supplier Diversity for questions on completing this form.
Via email: supplierdiversity@nola.gov
OR
1340 Poydras Street, 18th Floor
New Orleans. LA 70112

SECTION IV - PAST PERFORMANCE: You must provide details of your firm's past performance in compliance with DBE goals.

[illegible]

SECTION V - OTHER: Please provide narrative details of any other efforts your firm will conduct to attain the DBE goal.

See Attached DBE Plan

2/19/2021

Gmail - Jazzland RFQ No. 961



Alison Johnson <alison.johnson1981@gmail.com>

Jazzland RFQ No. 961

2 messages

Alison Johnson <alison.johnson1981@gmail.com>
 To: Supplierdiversity@nola.gov

Fri, Feb 19, 2021 at 1:15 PM

Good afternoon,

For completion of the DBE Form 3, is a general plan to engage DBE firms sufficient or must particular names of specific firms be included in the initial response to this RFQ?

Thank you,

Alison Johnson

Natasha A. Ramsey <naramsey@nola.gov>
 To: Alison Johnson <alison.johnson1981@gmail.com>,

Fri, Feb 19, 2021 at 2:10 PM

Supplier Diversity <supplierdiversity@nola.gov>

Alison,

At this stage, a general plan will suffice for the DBE form 3.

Thank you,

Natasha

From: Alison Johnson <alison.johnson1981@gmail.com>
Sent: Friday, February 19, 2021 1:15 PM
To: Supplier Diversity <supplierdiversity@nola.gov>
Subject: Jazzland RFQ No. 961

EMAIL FROM EXTERNAL SENDER: DO NOT click links, or open attachments, if sender is unknown, or the message seems suspicious in any way. DO NOT provide your user ID or password. If you believe that this is a phishing attempt please forward this message to phishing@nola.gov

[Quoted text hidden]

<https://mail.google.com/mail/u/1/?ik=0d82fcddee&view=pt&search=all&permthid=thread-a%3Ar5716270475313730566&simpl=msg-a%3Ar478592201...> 1/1

Attachment "F"

CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT

STATE OF ARIZONA

COUNTY OF MARICOPA

Before me, the undersigned authority, came and appeared 02/22/2021, who, being first duly sworn, deposed and said that:

4. He/She is the Chief Operating Officer and authorized representative of KiernanWest, LLC, hereafter called "Respondent."

5. The Respondent submits the attached proposal in response to City of New Orleans Proposal # 961

6. The Respondent hereby confirms that a conflict(s) of interest *(check the applicable box)*

☒ does not exist

☐ exists

☐ may exist

in connection with this solicitation which might impair Respondent's ability to perform if awarded the contract, including any familial or business relationships that the Respondent, the proposed subcontractors, and their principals have with city officials or employees.

(If a conflict(s) of interest exists and/or may exist, describe in a letter the nature of the conflict, the parties involved and why there is a conflict. Attach said letter to this form).

Michael O'Brien
Respondent Representative (Signature)

Michael O'Brien
(Print or type name)

16051 S. 18th Dr. Phoenix, AZ 85045
(Address)

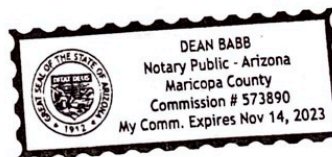
Sworn to and subscribed before me, Dean Babb Notary Public, this 22nd day of February

2021

Dean Babb
Notary Public (signature)

Notary ID#/Bar Roll #

573890



APPENDIX

| | | |
|----|-----------------|----|
| I. | Appendix A..... | 48 |
|----|-----------------|----|

[Appendix A](#) is an economic analyst of the Arizona Kiernan-West project.

| | | |
|-----|-----------------|----|
| II. | Appendix B..... | 60 |
|-----|-----------------|----|

[Appendix B](#) is a list of all the clients with which Kiernan has worked.

Appendix A



June 5, 2020

Prepared for:

Kiernan-West LLC

Prepared by:



Rounds Consulting Group



Introduction/Executive Summary

Rounds Consulting Group, Inc. (RCG) was tasked with developing an economic model that analyzes the potential economic and fiscal implications related to a prospective industrial complex in unincorporated Maricopa County, Arizona.

The prospective development is located near Luke Air Force Base on Camelback Road and 152nd Avenue in Maricopa County. The following is a depiction of the prospective industrial complex's site and location. The 157-acre site is divided into two parcels, the north parcel, which is approximately 79 acres and the south parcel, which is approximately 78 acres.

Prospective Industrial/Warehousing Complex



An economic model was developed to quantify the potential economic and fiscal impacts of the prospective development. Impacts were derived from a cross-docking facility planned for the north parcel and speculative industrial/warehousing development planned for the south parcel. Impacts are estimated as either primary or secondary impacts.

Activity that is directly generated within the complex is considered primary impacts. This includes the economic activity of the primary businesses which would locate within the property and all of their employees. These impacts create additional regional activity outside the development. These secondary impacts include the economic activity of the suppliers and other industries that are supported by the primary businesses throughout Maricopa County and the broader region.

Impacts are expressed as either construction or operational. Construction impacts estimate the effects from the one-time construction of the industrial complex – while operational impacts estimate the ongoing annual effects from day-to-day activities once the developments are up and running. Construction and operational impacts are estimated in terms of output, earnings, employment, and tax revenues.

Output captures the level of economic activity, or the total value of goods and services produced, in the broader region similar to how statistics like GDP capture economic volume in individual states and across the country. Earnings simply represent income to employees, and employment is the job count on an

Rounds Consulting Group, Inc.

51 W. 3rd Street, Suite E-110, Tempe AZ 85281 | Phone: 480-508-4911 | www.roundsconsulting.com

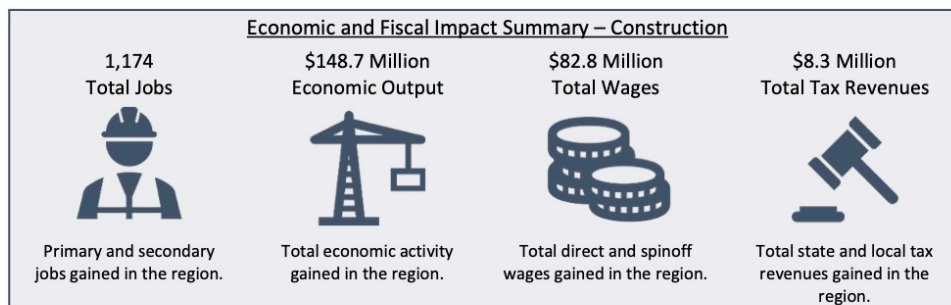


KiernanWest
REAL ESTATE WITH A PURPOSE



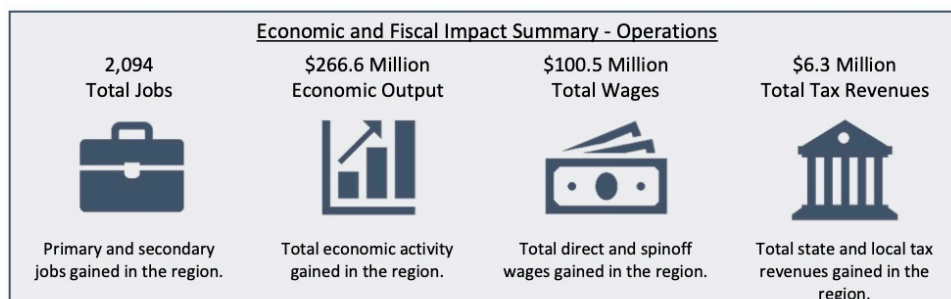
annualized basis. The economic activity is then converted into tax revenues in each of the relevant categories affected.

Construction of the entire prospective complex (both north and south parcels) generates \$148.7 million in economic output. During construction, a total of 1,174 jobs are supported earning \$82.8 million in wages. The construction activity generates \$8.3 million in state and local tax revenues.



Source: IMPLAN; Rounds Consulting Group, Inc.

Once operational, the complex supports a total of 2,094 annual jobs. These jobs earn a combined total of \$100.5 million in wages. The total economic output produced by the development equates to \$266.6 million each year. Operations generate a total of \$6.3 million in state and local tax revenues each year.



Source: IMPLAN; Rounds Consulting Group, Inc.

Impacts were calculated based on the local tax structure and derived from industry standards. Actual impacts may vary, and some impacts may not materialize due to unanticipated events and changing circumstances. However, RCG has made extensive efforts to confirm the accuracy of the information contained in this analysis.

Rounds Consulting Group, Inc.

51 W. 3rd Street, Suite E-110, Tempe AZ 85281 | Phone: 480-508-4911 | www.roundsconsulting.com



KiernanWest
REAL ESTATE WITH A PURPOSE



Methodology & Assumptions

Economic and fiscal impact models are an effective way to demonstrate regional implications of a particular project, policy, business, development or other activities in a given area. The study area can range from a single neighborhood or city to an entire state or country. Typically, the level of effects resulting from the activity are estimated in terms of output, earnings, employment, and tax revenues.

RCG developed an economic and fiscal impact model to analyze the effects resulting from the prospective industrial/warehousing complex's construction activity and annual operations. The RCG proprietary model employs an input-output model methodology commonly used by economists to determine impacts. This method was used to estimate the multiplier or ripple effects caused by the activities being analyzed. Activity was then converted into tax revenues in each of the relevant categories.

Economic Impact Model Methodology

An economic impact model provides a quantifiable method to estimate the economic effects of a particular activity in a given area. Impacts can be used to measure existing activity and to measure potential expansions/contractions of an area's economy resulting from changes in economic activity. In general, the level of economic effects resulting from the activity are estimated in terms of output, earnings, and employment. These are defined as:

- *Output* captures the broader level of economic activity, or the total value of goods and services produced in the region similar to how statistics like Gross Domestic Product (GDP) capture economic volume in individual states and across the country.
- *Earnings*, a component of output, represent income to employees. The earnings component is used to measure the total change in income throughout the economy due to the economic or business activity.
- *Employment* is the job count on an annualized basis.

The economic effects occurring as a direct consequence from the initial activity create additional activity in the regional economy. This relationship is known as the multiplier effect. The basis for multiplier effects (or spinoff effects) is the interdependencies between industries, how one industry impacts other sectors, and the cycle of spending and responding within the regional economy.

An input-output model is used to generate these multipliers. The multipliers quantify relationships among industries and estimate the extent that the area being analyzed can capture sales, earnings, and job impacts within the region.

Input-output models measure impacts based on their source. Direct effects are the primary result of the initial activity being analyzed. The multiplier effects, or secondary effects, are measured as either indirect or induced. These are defined as:

- *Direct effects, or primary impacts*, measure business activity at an individual site or the initial change in the economy attributed to the development under consideration. For example, if a





warehousing facility is under construction, this would include the workers that construct the facility and the warehouse employees that later occupy the building on a regular basis.

- *Indirect impacts* capture additional output, earnings, and employment changes generated as a result of increased demand in the industries which supply services or products to the direct business or development under consideration. For example, when the direct warehousing facility purchases goods for its operations, the supplier of those goods must respond to the increased demand by hiring new employees to support its operations.
- *Induced impacts* capture additional output, earnings, and employment changes generated as a result of increased spending in the local economy made by the households of both the direct and indirect employees. These induced companies respond by hiring, increasing payroll hours, and increasing wages.

A common input-output model used to generate economic multipliers is IMPLAN (short for “impact analysis for planning”). Originally developed by the United States Forest Service in the 1970s, the responsibility for developing IMPLAN data sets shifted to the University of Minnesota as demand grew for regional models. Currently, IMPLAN runs as its own private organization and is the leading provider of nationwide economic impact data and analytical software.

The RCG custom economic impact model employs this input-output methodology and uses area-specific IMPLAN multipliers.

Fiscal Impact Model Methodology

Fiscal impact models provide estimates of the governmental revenues that are generated by a particular project, policy, business, development, or activity in a given area. Typically, fiscal impacts examine revenues that are likely to result from a project or activity and are determined by the study area’s tax structure. Fiscal impacts are categorized similar to economic impact studies and are broken down at the direct, indirect, and induced levels in which they are created. These revenues are expressed as either primary or secondary based on their source.

In general, primary (direct) revenues can be estimated by definable sources such as sales taxes calculated from construction expenditures. For example, when a contractor builds a warehousing facility, 65% of the contractor’s gross receipts are subject to Arizona’s state and local construction sales taxes. Those taxes are paid to the state, county and city where the construction was performed.

Secondary (indirect and induced) revenues are generated by the wages, residency, and spending of those indirect and induced employees who are supported by the business or economic activity. For example, this would include sales tax revenues generated when the indirect and induced employees purchase dinner on their way home from work.

The RCG custom fiscal impact model employs this methodology. The model was designed to produce revenue information for the state of Arizona, Maricopa County and the local municipalities effected by the development.





Model Assumptions

The economic and fiscal implications of an activity are determined by the interaction of a number of factors including business characteristics (e.g., type of businesses, number of employees, etc.), location and study area characteristics (e.g., state and local tax structure), taxable activity (e.g., area retail sales), and by the nature of any economic or demographic effects resulting from the activity (e.g., new employment/population added to area). Typical analyses include the short-term (e.g., effects from construction) and the ongoing (operational) regional economic impacts of a particular project or activity.

Short-term impacts are typically analyzed as construction impacts. Effects related to construction impacts are generally related to on- and off-site construction employment and the other industries that support construction.

Ongoing impacts typically analyze the annual operational impacts. Effects related to ongoing impacts are generally related to the day-to-day operations of a particular activity or business. Inputs needed to calculate operational impacts vary by the type of activity. In general, impacts can be derived from employment counts and annual salaries, as well as the type of business or industry the activity is in.

The following assumptions were used to estimate the economic and fiscal impacts of the prospective industrial complex in unincorporated Maricopa County. Assumptions for the north parcel are based on the planned cross-docking facility parameters provided by Kiernan-West LLC – while assumptions for the south parcel are based on conservative assumptions for speculative developments and industry standards specific to Maricopa County.

Industrial/Warehousing Complex Assumptions

| Construction Assumptions | | | |
|-------------------------------------------------------------|---------------------|---------------------|----------------------|
| Construction Costs | North Parcel | South Parcel | Total |
| Building Costs (Construction Labor/Building Materials/etc.) | \$43,000,000 | \$39,000,000 | \$82,000,000 |
| Site Costs (Construction Labor/Building Materials/etc.) | \$10,400,000 | \$14,000,000 | \$24,400,000 |
| Total Costs | \$53,400,000 | \$53,000,000 | \$106,400,000 |

| Operations Assumptions | | | |
|---------------------------------|--------------|--------------|----------|
| | North Parcel | South Parcel | Total |
| Total Building Square Footage | 197,200 | 194,800 | 392,000 |
| Full-Time Equivalent (FTE) Jobs | 560 | 550 | 1,110 |
| Average Wages | \$56,800 | \$43,600 | \$50,200 |

In 2020 dollars. May not sum to total due to rounding.
Sources: IMPLAN; Kiernan-West LLC; Rounds Consulting Group, Inc.

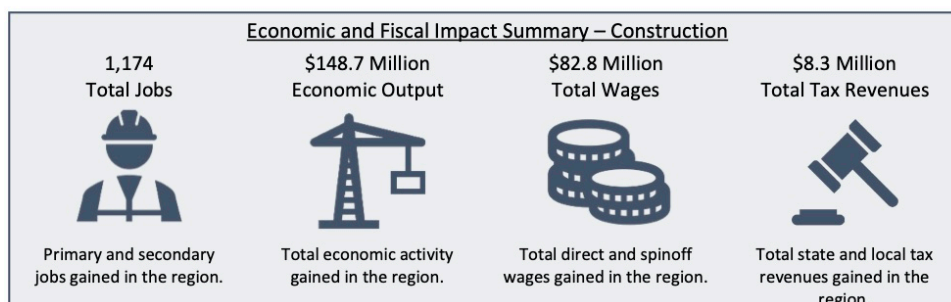
Assumptions are preliminary and speculative, but these estimates provide an effective way to measure the potential impacts. These estimates were based on currently available information and tax structures. Such information was compiled from a variety of sources and is subject to uncertainty and variation. Therefore, actual impacts may vary, and some impacts may not materialize due to unanticipated events, locations, and changing circumstances.





Construction Impacts

In total, construction of the entire prospective complex generates \$148.7 million in economic output (sum of direct, indirect, and induced). During construction, 1,174 direct, indirect, and induced jobs are supported earning a combined \$82.8 million in wages. Construction generates \$8.3 million in state and local tax revenues (\$5.1 million for the state, \$1.1 million for Maricopa County, and \$2.1 million for local municipalities).



Source: IMPLAN; Rounds Consulting Group, Inc.

Economic & Fiscal Impacts of Construction – North Parcel

During the construction of the north parcel, about 450 direct construction jobs are supported by construction activities. These workers earn a combined \$17.1 million in wages and generate \$43.0 million in economic activity. The state of Arizona will collect \$2.3 million, Maricopa County will collect \$481,800, and the local municipalities will collect \$959,700 in tax revenues from primary construction activity. This includes taxes levied on construction expenditures and the household spending of the direct construction employees.

In addition to the direct impacts, an estimated 70 indirect and 152 induced jobs are supported along the supply chain by construction activity. These secondary employees will earn a combined \$11.4 million in wages and generate \$35.0 million in economic output. Secondary activity generates \$445,800 in tax revenues for the state, \$107,300 for Maricopa County, and \$148,900 for local municipalities. This includes taxes levied on the household spending and the property owned by those secondary employees.

In total, construction of the prospective development's north parcel will support 672 jobs with \$28.5 million in wages. The economic output produced by construction totals \$78.0 million. Construction generates \$2.7 million in tax revenues for the state, \$589,100 for Maricopa County, and \$1.1 million for local municipalities.





Economic Impacts of Construction – North Parcel

| \$78.0 Million | 672 | \$28.5 Million |
|-----------------------------------|-----------------------------|-----------------------------------|
| Total Economic Output | Total Jobs | Total Wages |
| \$43.0 million direct | 450 direct jobs | \$17.1 million direct |
| \$35.0 million indirect & induced | 222 indirect & induced jobs | \$11.4 million indirect & induced |

In 2020 dollars. May not sum to total due to rounding.

Source: IMPLAN; Kiernan-West LLC; Rounds Consulting Group, Inc.

Fiscal Impacts of Construction – North Parcel

| | Arizona | Maricopa County | Local Municipalities | Total |
|----------------------------------------------------------|--------------------|------------------------|-----------------------------|--------------------|
| Primary Impact from Construction | \$2,229,300 | \$481,800 | \$959,700 | \$3,670,800 |
| Construction Sales Tax | \$1,382,100 | \$195,700 | \$640,100 | \$2,217,900 |
| Retail Sales Tax | \$397,700 | \$60,400 | \$223,200 | \$681,300 |
| Personal Income Tax | \$449,500 | - | - | \$449,500 |
| Employee Real Property Tax | - | \$59,600 | \$77,900 | \$137,500 |
| State Shared Revenues | - | \$166,100 | \$18,500 | \$184,600 |
| Secondary Impact from Indirect & Induced Jobs | \$445,800 | \$107,300 | \$148,900 | \$702,000 |
| Retail Sales Tax | \$142,100 | \$20,200 | \$87,400 | \$249,700 |
| Personal Income Tax | \$303,700 | - | - | \$303,700 |
| Employee Real Property Tax | - | \$39,800 | \$52,000 | \$91,800 |
| State Shared Revenues | - | \$47,300 | \$9,500 | \$56,800 |
| Total Impact from Construction | \$2,675,100 | \$589,100 | \$1,108,600 | \$4,372,800 |

In 2020 dollars. May not sum to total due to rounding.

Sources: IMPLAN; Kiernan-West LLC; Rounds Consulting Group, Inc.; Arizona Department of Revenue

Economic & Fiscal Impacts of Construction – South Parcel

During the construction of the south parcel, about 302 direct construction jobs are supported by construction activities. These workers earn a combined \$32.6 million in wages and generate \$39.0 million in economic activity. The state of Arizona will collect \$2.0 million, Maricopa County will collect \$436,300, and the local municipalities will collect \$869,500 in tax revenues from primary construction activity.

In addition to the direct impacts, an estimated 63 indirect and 138 induced jobs are supported along the supply chain by construction activity. These secondary employees will earn a combined \$21.7 million in wages and generate \$31.7 million in economic output. Secondary activity generates \$403,800 in tax revenues for the state, \$97,100 for Maricopa County, and \$134,800 for local municipalities.





In total, construction of the south parcel will support 502 jobs with \$54.3 million in wages. The economic output produced by construction totals \$70.7 million. Construction generates \$2.4 million in tax revenues for the state, \$533,400 for Maricopa County, and \$1.0 million for local municipalities.

Economic Impacts of Construction – South Parcel

| \$70.7 Million Total Economic Output | 502 Total Jobs | \$54.3 Million Total Wages |
|-------------------------------------------------|-----------------------------|---------------------------------------|
| \$39.0 million direct | 302 direct jobs | \$32.6 million direct |
| \$31.7 million indirect & induced | 201 indirect & induced jobs | \$21.7 million indirect & induced |

In 2020 dollars. May not sum to total due to rounding.

Source: IMPLAN; Kiernan-West LLC; Rounds Consulting Group, Inc.

Fiscal Impacts of Construction – South Parcel

| | Arizona | Maricopa County | Local Municipalities | Total |
|----------------------------------------------------------|--------------------|----------------------------|---------------------------------|--------------------|
| Primary Impact from Construction | \$2,019,500 | \$436,300 | \$869,500 | \$3,325,300 |
| Construction Sales Tax | \$1,252,100 | \$177,200 | \$579,900 | \$2,009,200 |
| Retail Sales Tax | \$360,200 | \$54,700 | \$202,200 | \$617,100 |
| Personal Income Tax | \$407,200 | - | - | \$407,200 |
| Employee Real Property Tax | - | \$54,000 | \$70,600 | \$124,600 |
| State Shared Revenues | - | \$150,400 | \$16,800 | \$167,200 |
| Secondary Impact from Indirect & Induced Jobs | \$403,800 | \$97,100 | \$134,800 | \$635,700 |
| Retail Sales Tax | \$128,700 | \$18,300 | \$79,100 | \$226,100 |
| Personal Income Tax | \$275,100 | - | - | \$275,100 |
| Real Property Tax | - | \$36,000 | \$47,100 | \$83,100 |
| State Shared Revenues | - | \$42,800 | \$8,600 | \$51,400 |
| Total Impact from Construction | \$2,423,300 | \$533,400 | \$1,004,300 | \$3,961,000 |

In 2020 dollars. May not sum to total due to rounding.

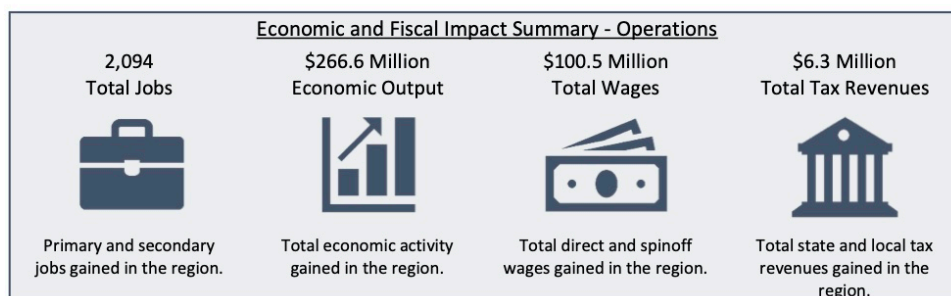
Sources: IMPLAN; Kiernan-West LLC; Rounds Consulting Group, Inc.; Arizona Department of Revenue





Annual Operations Impacts

Once the developments are operational (both north and south parcels), the industrial/warehousing complex supports a total of 2,094 annual jobs. These jobs earn a combined \$100.5 million in wages. The total economic output produced by the development equates to \$266.6 million each year. Operations generate a total of \$6.3 million in state and local tax revenues each year (\$4.3 million for the state, \$650,300 for Maricopa County, and \$1.4 million for local municipalities).



Source: IMPLAN; Rounds Consulting Group, Inc.

Economic & Fiscal Impacts of Operations – North Parcel

The north parcel will employ approximately 560 full-time equivalent (FTE) employees. On average, these FTEs earn about \$56,800 each year (\$31.8 million total). The direct economic output generated by these jobs totals \$71.4 million. The state of Arizona will collect \$1.3 million, Maricopa County will collect \$292,400, and local municipalities will collect \$402,400 in tax revenues each year. These tax revenues are generated from the local \$9.5 million in retail sales, \$469,300 in utility use, \$724,700 in commercial leases, and property taxes, among others.

At stabilized operating levels, the secondary effects resulting from direct operations support another 561 indirect and induced jobs in the region. The wages earned by these workers total \$31.8 million and produce \$71.4 million in economic output. Secondary activity generates \$993,900 in tax revenues for the state, \$47,800 for Maricopa County, and \$339,300 for local municipalities.

In total, the north parcel's annual operations will support 1,121 jobs a year at stabilized operating levels. The wages earned by those direct, indirect and induced workers total \$57.3 million. The total annual economic output produced by annual operations equals \$152.1 million. Annual operations generate \$2.3 million in tax revenues for the state, \$340,200 for Maricopa County, and \$741,700 for local municipalities. These tax revenues are generated from local retail sales (about \$17.4 million in total), utility use, and property taxes, among others.





Economic Impacts of Operations – North Parcel

| \$152.1 Million Total Economic Output | 1,121 Total Jobs | \$57.3 Million Total Wages |
|--------------------------------------------------|-----------------------------|---------------------------------------|
| \$71.4 million direct | 560 direct jobs | \$31.8 million direct |
| \$80.6 million indirect & induced | 561 indirect & induced jobs | \$25.5 million indirect & induced |

In 2020 dollars. May not sum to total due to rounding.

Source: IMPLAN; Kiernan-West LLC; Rounds Consulting Group, Inc.

Fiscal Impacts of Operations – North Parcel

| | Arizona | Maricopa County | Local Municipalities | Total |
|----------------------------------------------------------|--------------------|----------------------------|---------------------------------|--------------------|
| Primary Impact from Operations | \$1,296,800 | \$292,400 | \$402,400 | \$1,991,600 |
| Utility Sales Tax | \$23,200 | \$3,300 | - | \$26,500 |
| Retail Sales Tax | \$407,600 | \$58,400 | \$246,100 | \$712,100 |
| Commercial Lease Tax | - | \$3,600 | - | \$3,600 |
| Personal Income Tax | \$866,000 | - | - | \$866,000 |
| Real Property Tax | - | \$100,600 | \$131,200 | \$231,800 |
| State Shared Revenues | - | \$126,500 | \$25,100 | \$151,600 |
| Secondary Impact from Indirect & Induced Jobs | \$993,900 | \$47,800 | \$339,300 | \$1,381,000 |
| Retail Sales Tax | \$336,300 | \$47,800 | \$207,900 | \$592,000 |
| Employee Real Property Tax | \$657,600 | - | - | \$657,600 |
| State Shared Revenues | - | \$100,500 | \$131,400 | \$231,900 |
| Total Impact from Operations | \$2,290,700 | \$340,200 | \$741,700 | \$3,372,600 |

In 2020 dollars. May not sum to total due to rounding.

Sources: IMPLAN; Kiernan-West LLC; Rounds Consulting Group, Inc.; Arizona Department of Revenue

Economic & Fiscal Impacts of Operations – South Parcel

Once completed, the industrial development of the south parcel will employ 550 FTEs, earning an average wage of \$43,600 (\$24.0 million total). The direct economic output generated by the south parcel equals \$53.8 million. The state of Arizona will collect \$1.2 million, Maricopa County will collect \$274,100, and local municipalities will collect \$366,500 in tax revenues each year.

Each year, the secondary effects resulting from direct operations support another 423 indirect and induced jobs in the region. The wages earned by these workers totals \$19.2 million and produce \$60.7 million in economic output. Secondary activity generates \$748,700 in tax revenues for the state, \$36,000 for Maricopa County, and \$255,600 for local municipalities.





In total, the south parcel's annual operations will support 973 jobs a year. The wages earned by those primary and secondary workers total \$43.2 million. The total annual economic output produced by annual operations equals \$114.5 million. Annual operations generate \$2.0 million in tax revenues for the state, \$310,000 for Maricopa County, and \$622,100 for local municipalities.

Economic Impacts of Operations – South Parcel

| \$114.5 Million Total Economic Output | 973 Total Jobs | \$43.2 Million Total Wages |
|--------------------------------------------------|-----------------------------|---------------------------------------|
| \$53.8 million direct | 550 direct jobs | \$24.0 million direct |
| \$60.7 million indirect & induced | 423 indirect & induced jobs | \$19.2 million indirect & induced |

In 2020 dollars. May not sum to total due to rounding.

Source: IMPLAN; Kiernan-West LLC; Rounds Consulting Group, Inc.

Fiscal Impacts of Operations – South Parcel

| | Arizona | Maricopa County | Local Municipalities | Total |
|----------------------------------------------------------|--------------------|----------------------------|---------------------------------|--------------------|
| Primary Impact from Operations | \$1,222,500 | \$274,100 | \$366,500 | \$1,863,100 |
| Utility Sales Tax | \$22,500 | \$3,200 | - | \$25,700 |
| Retail Sales Tax | \$349,500 | \$50,200 | \$213,300 | \$613,000 |
| Commercial Lease Tax | - | \$3,600 | - | \$3,600 |
| Personal Income Tax | \$850,500 | - | - | \$850,500 |
| Real Property Tax | - | \$99,000 | \$128,800 | \$227,800 |
| State Shared Revenues | - | \$118,100 | \$24,400 | \$142,500 |
| Secondary Impact from Indirect & Induced Jobs | \$748,700 | \$36,000 | \$255,600 | \$1,040,300 |
| Retail Sales Tax | \$253,300 | \$36,000 | \$156,600 | \$445,900 |
| Employee Real Property Tax | \$495,400 | - | - | \$495,400 |
| State Shared Revenues | - | \$75,600 | \$99,000 | \$174,600 |
| Total Impact from Operations | \$1,971,200 | \$310,100 | \$622,100 | \$2,903,400 |

In 2020 dollars. May not sum to total due to rounding.

Sources: IMPLAN; Kiernan-West LLC; Rounds Consulting Group, Inc.; Arizona Department of Revenue



Appendix B

Kiernan Past and Present Client List

| | | | |
|-----------------------------|----------------|------------------------|----------------|
| American Board of Radiology | Office | National Bank | Office/Retail |
| Aristocrat | Office | Nationwide Vision | Retail |
| AT&T | Office | NCS Pearson | Office |
| Baggins | Restaurant Pad | Nordstrom Rack | Anchor Retail |
| Bimbo Bakeries USA | Industrial | Office Depot | Anchor Retail |
| BJ's Brewery | Restuarant Pad | Office Max | Anchor Retail |
| Burger King | Restuarant Pad | Panera | Restaurant Pad |
| Carpet One | Retail | Pearle Vision | Retail |
| Del Taco | Restaurant Pad | Peter Piper Pizza | Restaurant |
| Dunkin Donuts | Restaurant Pad | PetSmart | Anchor Retail |
| Dunn and Bradstreet | Office | Quizno's | Restaurant |
| FedEx | Office | Reality Executives | Office |
| FedEx Freight | Industrial | Risky Business | Restuarant Pad |
| FedEx Ground | Industrial | Rural Metro | Municipal |
| Five Guys | Restaurant Pad | Scottrade | Retail |
| Holiday Inn | Hospitality | Sears | Retail |
| Home Depot | Anchor Retail | Sprouts Farmers Market | Anchor Retail |
| ITT Tech | School | Supercuts | Retail |
| Jared Jewelers | Retail Pad | Total Wine | Anchor Retail |
| KB Homes | Office | Ulta | Anchor Retail |
| Kohls | Anchor Retail | University of Phoenix | School |
| La Salsa | Restaurant Pad | Verizon | Retail |
| Lawyers Title | Office | Walgreens | Retail Pad |