QUALIFICATIONS STATEMENT for City of New Orleans, Louisiana Request for Qualifications No. 961 Six Flags/Jazzland Site Redevelopment February 23, 2021



SITUS DEVELOPMENT COLLECTIVE, LLC.

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Date: February 23, 2021

To: Kai Wells, Purchasing Official City of New Orleans, Bureau of Purchasing 1300 Perdido Street, 4W07, New Orleans LA 70112 klwells@nola.gov

### Re: City of New Orleans—Qualifications Statement for RFQ No. 961 Six Flags/Jazzland Site Redevelopment

As a teen growing up in New Orleans some of my fondest memories are of my mother asking me to go to shopping with her at the "The Plaza" in New Orleans East. The drive to the East was always filled with excitement because there was an energy to that part of the city fueled by a developing middle class. The Situs Development Collective (SDC) development team is excited about the opportunity to re-imagine the Six Flags/Jazzland site in a collaborative, open, and creative partnership with the City of New Orleans to bring back that energy and become a catalyst to attract priority businesses and investment.

SDC is driven by the quest to successfully redevelop this site through proven cutting-edge sustainable design and development that fosters our cultural heritage, as well as restores the wet environment and provides opportunities for the residents of the East and New Orleans at large. We understand that the City's priorities are:

- Job creating catalytic development
- Appropriate commercial and light industrial uses
- Emphasis on blue and green design elements to create an environment that coherently integrate adjacent spaces and land uses
- Permanent well paying jobs in priority industries or industries appropriate to use

Given the established framework put forth by the City, SDC has assembled a team of professionals many of whom are born of this place and the rest truly love the City. As you read our credentials, we hope the message is clear—we believe that we have assembled the most qualified team that the City can select to insure the catalytic redevelopment of the site.

SDC will be the Developer of the project, providing team leadership from negotiating all documents, agreements, structuring and implementation of the financing, planning, design, construction, leadership and oversight.

Gerald Billes of Billes Architects and lead design architect for the team will direct the efforts of Gould Evans and Waggonner & Ball. Gould Evans is a nationally recognized design and planning firm that strives to create places that transform their surroundings and engage their communities while supporting client missions. The firm is committed to smart design and materials and methods that reduce demand on urban infrastructure and respect natural resources. In addition to their primary competencies, Waggonner & Ball adds a unique skill set to our team acquired by its Principal in his travels to the Netherlands to learn best practices and current methodologies for designing in a wet environment.

Key to the redevelopment of the site is the engineering that supports the cooperative vision. Morphy Makofsky provided structural engineering services for the design and reconstruction of multiple rides and buildings at the original theme park development, as well as peer review of designs of other engineering firms. This experience with the original site provides the engineering team with a unique understanding of design requirements and the challenges presented by the site. Partnering Morphy Makofsky will be the Cornerstone Engineering, LLC—a highly capable DBE firm.

After the vision is articulated by the developer and architectural/engineering team the remaining inquiry is "where the money resides?" SDC will partner with Bluebell International, LLC. Bluebell has a well established track record for funding multi-billion dollar commercial, industrial, entertainment and mixed use development projects. McClain Financial Group and The Hackett Group will assist SDC with acquiring the necessary gap funding to complete the capital stack. We have also partnered with CFP3 a non profit who specialize in tax exempt municipal finance. Butler Snow are considered experts in Bond transactions and New Markets Tax Credits. Lastly, the Hardwick Law Firm for their experience in Private Equity.

As Managing Member of Situs Development Collective I will be point of contact if we are privileged to be selected as the Master Developer for the redevelopment of the Six Flags/Jazzland site.

Respectfully Submitted,

Wendell Armant, Managing Member, Situs Development Collective, LLC 603 Saint Joseph Street, New Orleans, LA 70130 504.644.6558 | wendell@sdcllc.dev | www.sdcllc.dev

### **Executive Summary**

"The ability to revitalize a community and share the culture of a 300-year old city that fundamentally shaped America depends on our ability to extend the metropolitan core of New Orleans. Known the world over for its distinctive architecture, food, music, culture and people the future of New Orleans is inexorably linked to the sustainable re-imagining of this prime development site at Six Flags/Jazzland.

Here we envision the creation of a "city within a city"—a new and vibrant nucleus designed with a fundamental understanding of the desires and aspirations of the community while reflecting a modern lifestyle in a changing climate. Because of this development, New Orleans East shall be the City's next cultural destination—sustainable, green, resilient and above all cool!"

In re-imagining the Six Flags/Jazzland Site we have designed Orleans Statistical Metropolitan Area and from within a 2.5 hour drive time a community that will be the catalyst for future investment in radius. This development will be designed in a manner that evidences the City's New Orleans East. Most importantly, it will create a new "city within a city." commitment to building with advanced methodologies that allow residents to Originally envisioned as a suburb within a city, The East was intended to be an live in a wet environment using sustainable measures. Solar and geothermal escape from the urban landscape which gave birth to New Orleans culture. power sources will be employed to keep operational cost to a minimum once By taking a short commute, suburbanites could experience the culture without completed. being a part of the lived experience that created it.

New Orleans is a unique place that is characterized by its distinct neighborhoods. In 1980 the City Planning Commission identified 73 distinct neighborhoods of those 18 have been labeled historic. For decades the effort, skill and industry of the City of New Orleans and its municipal subdivisions went into promoting and preserving those neighborhoods, while The East floundered due to a lack of investment. In re-imagining Six Flags/Jazzland we will embrace the cultural diversity of The East and extend the Metropolitan Core of New Orleans to include the sustainable, catalytic, mixed-use development described hereafter.

Situs Development Collective, LLC, has concepted the 162-acre main site to This development will serve as the catalyst that entices locals and tourists alike be a self-sustaining green community that provides uses and features that are not available in any other area of New Orleans. The allure of these programmed uses will draw visitors and patrons from the entire greater New

Excavated materials from the formation of canals on site will be used to create new land for this development while enhancing exiting canals for viewing of developed areas. There will be a host of interconnected building platforms and bridges for use by the pedestrians who live, work and visit the development. The site will include grocers, retailers, restaurants, food & beverage, museum(s), hospitality, education complex(s), passive and active recreational uses, entertainment venues, residential and office buildings. Market rate and affordable housing will be built using sustainable methods and proven flood resistant technologies.

to experience the unique culture in The East and the future of a sustainable New Orleans with its newly expanded Metropolitan Core.



Since Hurricane Katrina, the City of New Orleans has suffered several political administrations that have done little for the New Orleans East neighborhoods of our City. Fortunately, the current administration has been paying attention to one of the City's most vital areas of potential growth and expansion. In this case, the City has control of the direction that will be taken for the 162- and 65-acre IDB sites with the issuance of the RFQ now being considered for a destination for entertainment, shopping, and recreation while supporting selection.

Although there have been useful and informative studies of the Six Flags/ Jazzland acreage for use and development, we must pay specific attention not only to what may be desired by the areas around Six Flags/Jazzland but also the need for good paying jobs. The long term success of this redevelopment will depend uses that encourage economic growth and provide opportunities for increased earning potential. There is little precedent and comparables to be found close to the development site, so the need to supplement private Although we have begun the development concept process, the final design capital with public incentives in this 3P development is a must.

The subject site is a federally mandated Opportunity Zone and provides means for investors to minimize taxes on Capital Gains. SDC has assembled professionals from the various sectors of the financial spectrum to acquire the capital necessary to fund the redevelopment of Six Flags/Jazzland. McClain

Financial Group, The Hackett Group and CFP3 will bring to bear decades of institutional knowledge that will be laser focused on funding.

The combination of public uses and private profit-making uses work together to make a complete mixed-use community. The concept intention is to create small businesses. There will be on-site multifamily residential uses along with single family developments which will surround the current site. In summarizing the forgoing, we have concepted a 24-hour sustainable development that is a complete neighborhood. Our vision represents a diverse combination of uses and vibrant living environments within the site. This development brings together the highest and best uses by means of leading edge design and development concepts all born of the skill of our development team members.

will be vetted by our development leadership and the design/engineering team in concert with the City and their stakeholders, and aligning with final funding commitments once feasibility work has been completed on the combination of uses and costs.

## **NARRATIVE & APPROACH**

### **Redevelopment Vision**

The redevelopment vision for all development projects begins with the particular site to be redeveloped. For the Six Flags/Jazzland Site Redevelopment and from this perspective, our team of consultants has completed an analysis of the site's surrounding uses and the history of the site itself. The City of New Orleans has taken the step of advertising the area under its control for redevelopment proposals.

Situs Development Collective, LLC has a vision for the Six Flags/Jazzland site that would be transformative for the entire New Orleans East area. With the mix of uses contained within the primary 162-acre site, the intent is to provide sorely needed entertainment attractions, shopping, food and beverage, and live/workspaces creating the conditions for a sustainable community. These many uses will be tied together through roads, bridges, light-rail, water taxi, and other transportation methods within the development site and periodic buses and shuttles to the New Orleans downtown CBD areas. Our vision will draw on both current New Orleans residents and surrounding areas as well as from those who live as far as a 2.5-hour drive from the site. This vision will act as an economic catalyst for the development as a whole to create a prosperous community.

One of the essential goals of our development team is to design and build structures that are LEED certified with water friendly construction methodology.

Our Redevelopment Vision for Six Flags/Jazzland will include diverse public and private uses, sustainable design and construction, and performed by DBE/MBE/WBE at the first tier level where possible. We believe in inclusivity which means that local majority firms who share our vision will be used in all areas of professional service, construction, operation and management. The same will be true of the soft cost. All areas of soft cost will include high percentages of DBE/MBE/WBE businesses. As construction proceeds forward, both General Contractors and Sub-Contractors will include high proportions of DBE/MBE/WBE businesses. Most importantly, SDC will seek to build capacity of its DBE/MBE/WBE community through Joint Venture and Teaming Agreements with local majority firms.

The non-contiguous 65-acre site to the north east of the primary Six Flags/Jazzland site will house essential public and private uses for a sustainable community. A full-service police station and fire station appropriate for this area will be designed and built. SDC envisions entertainment uses including active recreation such as: a Wave Pool, ATV Park, and BMX Bike Park. Most importantly, SDC is promoting light industrial uses be incorporated into the 65-acre site for to support job creation for the New Orleans East area. The development team is reviewing several possibilities including facilities to support sustainable and state-of-the-art manufacturing, as well some unique movie industry facilities that would give New Orleans a competitive edge in securing future film work.

Although the City of New Orleans has control of the two sites shown in the RFQ, our team will make attempts to join the sites in order to make the entire set of uses work smoother as a complete contiguous site plan. The team has explored several ways in which such a connection may happen by use of public corridors without necessarily purchasing additional land, although we do not see that option as unfeasible at this time. Once the Situs Team has been chosen by the City of New Orleans, there will be much more revealed during our presentation to the City.

Upon completion of final market studies, the complete mix of uses will be known with areas to be added in the near future. The selected mix of uses will be considered as will their adjacencies to other uses based on the activities, potential traffic, noise considerations, complementary types. In essence, the development team has created the beginnings of a sustainable community and will continue to further define the needs of New Orleans East as funding comes online. Our current plans will be a catalytic draw to the Greater New Orleans Statistical Metropolitan Area and will easily draw visitors from within a 200 miles distance. The creation of a quality living, working, entertainment, learning, performance, and shopping environment has begun and will continue with the required cooperation of the City of New Orleans and input of the residents of New Orleans East.

### **Approach & Strategy**

comprehensive development of the 162-acre site along with a list of those items to be included in the 65-acre detached site both labeled by the City Planning Commission as IDB owned and City of New Orleans use determined.

The approach taken for the redevelopment of main Six Flags/Jazzland site is to place expected high volume automobile traffic destined for the new development off of the I-510 exit onto the major Lake Forest Blvd entrance to the site. These high-volumes of automobiles will enter the lower end of the site to a public waterpark, an RV park, and big-box retail uses immediately off of Lake Forest Blvd. As you enter the site from either Lake Forest Boulevard or on Michoud Boulevard, the center of the site would be developed to include an outdoor amphitheater, a 3-part performance venue, a hotel, and athletic playing venues. To the upper end of the site, the design team has located single family and multi-family housing in the form of townhouses, single family houses, multi-story apartment towers, and apartments above retail spaces located on the first level of 5-story buildings surrounding a water taxi and water recreation peninsula. The complex of buildings is serviced by fast in and out automated parking buildings to service the entire community of buildings on the self-sustaining campus of uses.

The concept is visually attractive and is expected to draw from 2.5-hour drive time from the development as a destination. The concept also serves the New Orleans East community and is intended to be a 24-hour active development making it safer for the residents and for visitors alike.

Our team has taken time to put together an initial visual concept for the The 65-acre parcel located along I-10 at the intersection of I-10 and I-510 will house active uses such as a Wave Pool, ATV Park and BMX Bike Park. Our team will pay attention to the sounds generated by such uses and their effects on surrounding communities. Our initial thoughts are that the Interstate Highways adjacent to the site generate sound that would be more noise producing than the uses we are anticipating and will modify any affects with baffles or screening to be sensitive to any existing communities that may be affected.

> Along with these active uses just mentioned, our programmed plan for the 65-acre site will include job-creating industries to further bolster both New Orleans East's and the City's economy. One industry includes a Coatings & Paint Manufacturer, who will upon award to SDC immediately open a sizable Warehousing and Sales facility with the intention of building a sustainable, state-of-the-art manufacturing facility when demand warrants. The SDC team has further identified a gap in the film industry offerings of our State that will make New Orleans more competitive on a National level in this KEY INDUSTRY. The proposed studio will be unique to our City and State.

> A portion of the 65-acre site will become the home of a Full-Service Police Station and Fire Station for the City of New Orleans. We anticipate that these two valuable service components could enter and exit onto Michoud Boulevard and possibly later have direct access to the interstate system for guicker access to other surrounding communities when needed. These city services will be needed more as the Situs Development matures into a community of uses to serve New Orleans East generally and the Six Flags/Jazzland Development in particular.

### **Development Program**

### The Opportunities for the 162-acre Parcel

- Townhouse Buildings
- Single Family Housing
- Residential Tower + Sky-bridge
- Retail
- Residential Above Retail
- Sporting Goods Retailer
- Landmark Retail
- Cabins
- Hotel
- RV Park
- Grocery Store (within Retail)
- Day Care Facility (within Retail)
- Active Recreation Areas
- Passive Recreation Areas
- Water Park
- Education and Adventure Pavilion
- Parking Structures
- Performing Arts
- Skate Park
- Educational Facilities
- Other Infrastructure Improvements
- Roads and Bridges
- Central Island
- Amphitheater
- Water Retention with clean edges
- Satellite Police Station (within Retail)

### The Opportunities for the 65-acre Parcel

- A Police Station that will serve the New Orleans East area
- A Fire Station to serve Six Flags/Jazzland and surrounding areas
- Coatings & Paints Warehousing and Sales Facility (+Future Manufacturing Facility)
- Unique Film Studio and Possible Animation Studio
- All Terrain Vehicle (ATV) Park
- Wave Pool
- BMX Bike Park
- Zip-Lining Station and Overhead Line

Note: All of the above and the uses for the 162 acres will be connected by an at surface transportation system within the development and from the development to the New Orleans CBD.











DESIGN DRIVERS: LIVING WITH WATER RESILIENCY SUSTAINABILITY WALKABILITY PEDESTRIAN-FRIENDLY RETAIL ZONE MIXED-USE LIVE AND WORK



Illustration Prepared by Gould Evans



Illustration Prepared by Gould Evans



### PRECEDENT IMAGERY

Ideas + Opportunities



### **DESIGN DRIVERS:**

POWER OF PLACE

PUBLIC WATERFRONT ACCESS

CULTURAL AMENITIES

ENTERTAINMENT ZONE

MODERN MIXED-USE COMMUNITY



Illustration Prepared by Gould Evans



### PRECEDENT IMAGERY

Ideas + Opportunities



### **DESIGN DRIVERS:**

CONNECTION TO NATURE

FAMILY-FRIENDLY

ECO-EDUCATION

ACTIVE AND PASSIVE EXPERIENCES

RESILIENCY

SUSTAINABILITY



Illustration Prepared by Gould Evans



### PRECEDENT IMAGERY

Ideas + Opportunities

### **Living with Water**

Nature inspires character. Opportunities for "living with water" are an essential advantage of the site as a representation of our region's most fundamental natural asset. The site is located at a critical junction between existing urban development and one of the region's greatest ecological resources, the Bayou Sauvage National Wildlife Refuge. The site is part of the New Orleans East drainage system but sits one pump station removed from its urban canal network. This position allows for design innovation around water-centric real estate, but also requires a deep understanding of ecological and water management requirements in this prominent in-between zone. Development here also has the potential to exemplify all three primary goals of the Greater New Orleans Urban Water Plan, both recipients of National Excellence Awards from the American Planning Association. Water design strategies will address the following themes:

#### **Recreation & Waterfront Development Value**

- Water is an undervalued asset in New Orleans, and much of the 20th century drainage infrastructure was built to hide and remove water as fast as possible. As the city rediscovers its waterways, showcase examples are needed to demonstrate firsthand the value of living and working alongside them. Unique in the region, the large open water bodies on the Six Flags/Jazzland site are within the hurricane protection system not affected by storm surge—and offer an opportunity to re-imagine the relationship between buildings, public space, and the water's edge. Iconic new building types and forms closely integrated with water and the environment can be explored here and can become a model for new practices elsewhere in the city.
- This is not a typical site in a typical city: development must occur in tandem with the restoration and preservation of nature. The site is inherently a link and a filter between the city and the urban wetland.

#### Water Quality

• Best management practices for pollutant load reduction are especially important on this site given its proximity and interconnection to Bayou Sauvage. Landscape strategies at the site and building scale will take advantage of ecosystem services to protect habitat and native species.



Rendering Courtesy of Waggonner & Ball Architects

#### Stormwater Storage

• The Six Flags/Jazzland site lies at the top of its watershed: that is, water from elsewhere does not flow through it. Living with water development on this site is therefore imperative to relieve drainage pressure on downstream canals, including the outfall of the Village de L'Est community. Existing high rates of runoff from paving on the site must be mitigated, possibly through an extension and reinterpretation of New Orleans East's familiar pattern of lakes and canals. The water assignment for the Six Flags/ Jazzland site for a 25-year storm event is approximately 131 acre feet, a significant volume that will drive site planning decisions. Beginning at the pre-schematic stage, planning for appropriate water volumes and flows can reduce the extreme water level fluctuations that burden the drainage system in other parts of the city. The Six Flags/Jazzland development can show the way forward and validate the storage-based drainage model proposed in the Urban Water Plan.

#### Groundwater Management

• The site is slightly higher in ground elevation than its developed surroundings. It has not subsided at the same rate, likely due to the presence of significant open water in and around the site and lack of an urbanized subsurface drainage network. Resilient development should take advantage of this subtle difference in elevation and should commit to slowing further subsidence through effective groundwater management. Such a management regime is possible here given the site's relative isolation within the drainage system and the ability to control water levels at few discharge locations.

We believe the Six Flags/Jazzland site should serve as a demonstration of the forward-thinking water design and management principles stated in the City's master plan. The eastern gateway to the delta should be anchored by water, our defining element.



Rendering Courtesy of Waggonner & Ball Architects



### Current Site Challenges: Living With Water







### **Proposed Timeline & Phasing**

### **Timeline:**

We expect that the first phase may take 4 years from start to completion and about 3 years for the second phase. Since the design and documentation takes about a year and a half from the beginning until construction start, the first phase will take slightly longer. During the first phase, however the second phase design and documents will be refined and completed, essentially saving time prior to the second phase start of construction.

### Phase One (162-Acre Parcel):

The first phase will consist of producing the final concept with City approvals for **Phasing:** the design and construction of the Water Park, the RV Park, the major Big Box Retail, the Hotel, the Skate Park, Athletic Fields, the Amphitheater, the Performing Arts Building, the Adventure Pavilion, the Automated Parking Structures, the cabins on the lake, and the Retail/Housing adjacent to the water taxi peninsula. The first phase will include the construction of all waterways and water retention features for the entire 162-acre site. During the first year, the demolition documents and demolition of all of the existing structures and features on the site will be completed to clear the site for the newly planned uses. The first year and a half will also be devoted to studies needed for final financing of both soft and hard costs to design and build the buildings that make up the list of uses needed in this phase. Final planning and design will be completed during this first year and a half as well. Construction will be timed so that uses come online at approximately the same time within the following 2.5 years order for each use to take full advantage of the areas completed, the first phase will need to look complete even though the second phase of uses will make the entire development more sustaining. The first phase for this site is estimated to cost approximately \$950 million.

### Phase One (65-Acre Parcel):

During this same time frame, there will be a first phase for the design and construction of the 65-acre site. The design team will prepare final site plans and design for the smaller site. The designs for the 65-acre site will be completed within a year to a year and a half of the commencement of work by our team. All design and construction will be complete within the first phase of our project including all the buildings and program items listed in our Development Program of uses. The estimated cost of these program uses will be approximately \$250 million.

### Phase Two (162-Acre Parcel):

This phase of work will include the final design and construction of most residential and retail uses listed in our development program. There will be a variety of residential types from townhouses to single family to multi-family in the twin-towers to multi-family units above the retail at the northern part of the site. A passive board walk will be made part of phase two along several parking structures for the retail and residential uses. The estimated cost for this portion of our project is \$650 million

The first phase is expected to be occupied by the uses shown and described in the concept diagram prior to the second phase starting construction. In addition to the individual uses being designed and built, all of the water retention and recreation type features will be constructed as well along with the infrastructure of the development. Combining the 85-acre first phase area (of the 162-acre site) with the 65 acres (Parcel 1) that would not be contiguous can be completed under a single construction contract or multiple construction contracts and coordinated by our project management team. The second phase of our development may be completed with the same construction contractors or different ones, depending on the cooperation and workload of the contractors being considered to perform the first phase of work. Considering all phases and all soft and hard project costs, the total development is estimated to cost \$1.85 billion.

### Phasing: Both Parcels Diagram



### Phasing: Main 162-Acre Site Diagram



### **Plan for Working with Stakeholders**

#### GOVERNMENT

### We are firmly committed to the communities active participation in the Working with local communities is essential to successful large site re-development of Six Flags/Jazzland and the City Of New Orleans desire to facilitate a catalytic development in New Orleans East.

Working at scale means that the SDC team can cooperatively work with the City of New Orleans, it's Municipal Subdivisions and Stakeholders to deliver a Master Plan that best serves community needs and elicits community buy-in.

What do we want from them?

- Trust
- Understand What We Do
- Support
- Investment
- Recommendation

What do they want from us?

- Sustainable Delivery •
- Quality
- Timely And Accurate Reporting .
- Long-Term Alignment
- Jobs And Skills
- Meaningful Community Engagement

How we engage with them

- Consultations
- Industry Meetings
- Statutory Processes
- Informal Dialogue .

### LOCAL COMMUNITIES

## delivery.

We fundamentally believe in the importance of ongoing engagement and ensure that the scale and longevity of our investments benefit local communities through opportunities, partnerships, obs and training.

What do we want from them?

- Trust
- Understand What We Do
- Engagement
- Support
- Recommendation
- Skills/Services

What do they want from us?

- Meaningful Community Engagement
- Keep Our Promises
- Sustainable Delivery
- Quality
- Long-Term Alignment
- Jobs and Skills
- Opportunities

How we engage with them

- Community Engagement
- Project Work
- Events
- Community Initiatives
- Newsletters
- Press

### Plan for Working with Stakeholders (cont'd)

#### **TEAM MEMBERS**

#### We work at scale with team members who value quality and legacy.

Our team members prioritize the exacting standards demanded by their professions and who recognize that their skills inures to the benefit of the communities in which they practice. SDC has true synergy with the members of this team. Every member understands and accepts their responsibility to engage with the stakeholders and community at large.

What do we want from them?

- Trust
- Understand What We Do
- Investment
- Freedom to Operate
- More Opportunities
- Recommendation

What do they want from us?

- Transparency
- Timely and Accurate Reporting
- Cost Control and Efficient Budgeting
- Delivery
- Quality
- Legacy
- Recognition

How we engage with them

- Site-Specific Reporting and Board Meetings
- Site Tours
- Annual Report
- Strategic Site Brochure
- Informal Feedback

### SUPPLIERS AND CONTRACTORS

### We build strong relationships with our suppliers and contractors.

On time delivery of a project of this scale requires a coordinated effort by suppliers and contractors alike. Both are important stakeholders in the construction of the planned development. Their ability to be flexible and innovative are key to a successful project. The relationships of our team members with local suppliers, and subcontractors will be key in delivery of this development.

What do we want from them?

- P Trust
- Flexibility
- Reliability Consistency
- Sustainable Approach
- Safe Environment

What do they want from us?

- Certainty of Payment
- Regularity of Work
- Flexible Procurement

How we engage with them

- Framework Arrangements
- Regular Meetings
- Client Points of Contact
- Two-Stage Procurement
- Negotiation

### Plan for Working with Stakeholders (cont'd) NO East Neighborhoods/Stakeholders List

NOE Neighborhoods	Boundaries	Contact Person	Email
Bon Marche Properties / Pontchartrain Oaks Apartments	Crowder Blvd., Read Blvd., Morrison Rd. Hayne Blvd.	William F. Schenker, Jr.	bill@bmp.nocoxmail.com
Briarwood	Hayne Blvd., Gannon Rd., Morrison Canal, Vincent Rd., Ann Marie Ct.	Melanie Craig	mfcraig@bellsouth.net
Bullard Park	Bullard, Morrison, Janake Canal, Haynes	Jerry Cook	-
Castle Manor East Subdivision	Gawain Dr., Camelot Dr., Chef Menteur Hwy., Dwyer Canal	Mary & Joe Perez	pappajoep3@bellsouth.net
Castle Manor Subdivision	Crowder Blvd., Arthur Dr., Chef Menteur Hwy., Dwyer Canal	Judith Parker	-
Donna Villa	Read Blvd., BundyRd., Dwyer Rd., Chef Menteur Hwy.	William Bickham	wmbick@yahoo.com
	Industrial Canal, Intracoastal Waterway, St. Tammany Parish Line, Lake		
East New Orleans Neighborhood Advisory Council (ENONAC)	Pontchartrain	Sylvia Scineaux-Richard	secretary@enonac.org
Eastover Residents Association	Lake Forest Blvd., I-10, Bullard Ave., I-510 Service Rd.	Donald Pate	donaldpate@aol.com
Huntington Park Homeowner's Association	Crowder Blvd., Morrsion Rd., Benson Ct., Huntingon Park Dr.	Sakut Sodofsky	bigstewart649@aol.com
Idlewood / Parkwood Homeowner's Association	Lake Forest Blvd., Wright Rd., Dwyer Rd., Berg Canal	Shaun M. Lewis	slewis47@gmail.com
Kenilworth Civic & Improvement Association	Newcastle St., Mayo St., Wales St., Morrison Rd.	K. Michele Sanders	kenilworthNOLA@gmail.com
	I-10 Service Rd., Kingswood Dr., Whitmore St., Edgewood St., Queensway	R. Michele Sanders	kennworthwolza@gmail.com
Kingswood Homeowner Association	St., Morrison Rd., Pinebrook St., Knightsway St.	Melanie C. Thompson	kingswood.homeowners@yahoo.com, tguillentp@att.net
Lake Barrington Homeowner's Association	Wright Rd., I-10 Service Rd., Morrison Rd., Camberley Dr.	Odile Ramsay	oramsey@bellsouth.net
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Lake Bullard Homeowner & Neighborhood Improvement Association	Bullard Ave., Dwyer Rd., Berg Canal, Lake Forest Blvd.		derrickmjfrancis@gmail.com
Lake Carmel Subdivision Improvement District/Homeowner Association	I-10 Service Rd., Gannon Rd., Morrison Rd., Jahncke Canal	Dr. Brenda Jackson	bjackson@suno.edu
Lake Forest Estate Home Owner's Association	I-10 Lake Forest Blvd., Berg Canal, Farrar Canal	Steven Knott	steven823@cox.net
	I-10 Service Rd., Lake Forest Blvd., Winchester Park Dr., Kensington Blvd.,		
Lake Forest Estates Improvement Association	Foxcroft St., Wright Rd., Waterford Blvd.	Joan Heisser	joan.heisser@att.net
Lake Willow Homeowner's Association	Lawrence Canal, Morrison Rd. Westhaven Dr. Lake Willow Dr.	Dawn Herbert	dherbert28@cox.net
	Interstate 10 Service Road, Mayo Boulevard, Orleans Parish School		
Lakewood East Security and Neighborhood Improvement District	Property formerly known as the Livingston Middle School, and St. Charles		emobley@coxmail.com
Little Wood Homeowner's / Neighborhood Assocication	Vincent Rd., Curran Rd., Avon Park Blvd., Morrison Rd., Paris Rd., Haynes	Aaron Broussard	neighborhood@lwhna.org
	N Hardy, S Hardy, W Hardy between Lake Forest and Bullard, Wright		
Mark Subdivision Homeowners Association	Road, Farrar Canal	Cherie LaCour-Duckworth	cherie.duckworth@gmail.com
New Orleans East Business Association	Downman Rd., Lake Pontchartrain, Parish Line, MRGO	Sherman Copelin	sncopelin@aol.com
New Orleans East Economic Development Foundation	Industrial Canal, Rigolets, Lake Pontchartrain, Mississippi River	Joan Savoy	jsavoy@noeedf.org
North Kenilworth Homeowners Association	Malvern St., Morrison Rd., Curran Blvd., Afton Dr.	Carroll A. Denesse	cadsilverfox@yahoo.com
Pine Village Neighborhood Homeowner's Association	Lamb St., Downman Rd., Morrison Rd., Dwyer Rd.	Linda Hains	chynamadjr@aim.com
Pressburg East Homeowners Association	Read Blvd., Nighthart St., Chef Menteur Hwy., Dwyer Rd.	Lena Stewart	alstewart1@cox.net
Regency Park Townhomes Owners Association	Downman Rd., Morrison Rd., Hayne Blvd., Industrial Canal	Ed Castille	winterchase@aol.com
Roger Drive Property Owner's Association	Roger Dr., Wright Rd., I-10, Morrison Rd., Farrar Canal	Yvonne Banks	-
	I-10, America Street (houses on both side of the Street), Old Gentilly Rd,		
Rosedale Homeowners Association	Dwyer Rd	Linda Williams	letrky3@yahoo.com sylviamckenzie@att.net
Sherwood Forest	Read Blvd., Chef Menteur Hwy., I-10, I-510	Ellen Penny	ellenpenny@att.net
Spring Lake Neigborhood Association	St. Charles Canal, Lawrence Canal, Morrison Rd., I-10 Service Rd.	Aaron Daste	adaste7840@aol.com
Summerset Park Neighborhood Association	Morrison, I-10 Service, Bundy, Bunker Hill	Bobby Calvin	bobbycalvin41@hotmail.com
	I-10 Service Road, Morrison Road, E Tamaron Blvd (both side of the		
Tamaron Estates/Subdivision Improvement District	street), Gannon Road	Barbara Hornsby	bhornsby@cox.net
Venetian Isles Civic & Improvement Association	Hwy 90, Chef Pass, Bayou Sauvage, Trieste St.	Linda Resor	vicianola@gmail.com
Villa Sites	Vanderkloot Avenue, Hayne Blvd., Read Blvd., Morrison Road	Ann Legeaux	legauxann@gmail.com
Wales St. and Reindeer St. Homeowner Association	Reindeer St. & Wales St.	•	allen4diney@yahoo.com
Warwick West	I-10 Service Rd., Citrus Canal, Morrison Rd., Read Blvd.	Philip Johnson	warwickwestho@aol.com
	Dwyer road on the south, lake forest blvd on north, benson canal on the		-
WIMBLEDON	west and bundy road on the east.	Karol Sanders	skyeball3@bellsouth.net
Wimbledon Civic Association	Lake Forest Blvd., Crowner Blvd., Dwyer Rd., Bundy Rd.	Genevieve Bellow	bellowg@bellsouth.net
	Voyageur Dr., Horizon Dr., Pierre Ct., W. Cavelier Dr., Trapper Ct., St.		
Oak Island Homeowners Association	Marie Ct., N. Cavelier Dr.	John Adams	oakislandnoe40@gmail.com
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Village De L'Est Improvement Association	Alcee Fortier St., Lake Forest Blvd., Chef Menteur Hwy I-510	Aline Causey	Caus4523@yanoo.com
Village De L'Est Improvement Association Lake Catherine Neighborhood Association	Alcee Fortier St., Lake Forest Blvd., Chef Menteur Hwy., I-510 Chef Menteur Bridge, Rigolets Bridge, Lake Catherine, Lake Pontchartrain	Aline Causey Carol Giardina	Caus4523@yahoo.com lakecatherineassociation@yahoo.com

# **TEAM OVERVIEW**

### **Team Overview**

From a team overview perspective, the Primary Development partner, Situs a sense of place. He had taught Architecture and his firms have been training Development Collective (SDC), will orchestrate the development from start to finish. SDC will be coordinating the first-tier consultants along with interviewing and selecting the Building and Grounds General Contractor. SDC will also coordinate the use and choice of second-tier consultants and sub-contractors in order to ensure that local and DBE/MBE/WBE firms are identified and utilized. Funds will be set aside to build capacity and train individuals who desire to work on the development. The first-tier consultants have been chosen to begin the financing, programming, site planning, design, and contractor interface prior to design completion.

A complete list of the consultants and financial advisors and funding sources have been identified and vetted. A diagram of the organizational structure with names and positions have been provided on the following page with resumes included as requested.

SDC was formed by professionals who are "OF THIS PLACE." When we decided to pursue the Master Development of the Six Flags/Jazzland site and the noncontiguous 65 acres we knew we needed a team of skilled professionals. The project demands professionals who are extremely competent in their respective field, who have the ability to creatively solve problems, and who have synergy. SDC has assembled such a team.

The ties that bind this team in many cases span decades. This is what accounts for the synergy that allows us to think dynamically about New Orleans East. In one capacity or another our team members have worked together on local national and international projects over the years. In some instances, members have worked in the same firm at various points in their careers. The degrees of separation are not lengthy, and our familiarity has bred respect for the considerable talents of team members.

Just as we in New Orleans begin one of our most prized culinary dishes with a roux, we must start with Gerald Billes-SDC Member and Principal of Billes Architects. Gerry, as he is called by friends, received his Master's in Urban Design and Planning from Massachusetts Institute of Technology. He is responsible for designing many recognizable structures in the City of New Orleans and abroad. His career has been marked by his love for modern design, sustainability and

grounds for distinguished architects some of whom are a part of this team. Most importantly he is responsible for directly and indirectly assembling our Architectural and Engineering team. Gerry's vision is the basis for our redevelopment design for the Six Flags/Jazzland site. It was at his urging that we sought out Gould Evans.

From the start there was immediate buy-in from this member of our "holy trinity." Gould Evans saw the opportunity to design something iconic in a community in need of development. They relished the opportunity to use their considerable skills in a challenging environment for the benefit the residents of New Orleans East and the City at large. Principal Robert Riccardi and Associate Principal Martin Tovrea both have long standing relationships with Gerald Billes and they share design philosophies. Having worked together on many occasions and having designed award-winning projects there was established synergy between these architects. The New Orleans office, which is managed by Martin, has a stellar reputation regarding their work. Given that Martin is a native, his love of this city runs deep. The whole of Gould Evans has poured their talents firm wide into conceiving a catalytic design for this Redevelopment. Given their history and understanding of what is being asked by the City and proposed by the Developer they form the perfect complement to the next member of our architectural triumvirate-Waaaonner & Ball.

I can vividly remember a close friend who owned a modern European furnished store in our city telling me after Katrina about an architect client who used his own money to travel to the Netherlands to study design techniques so that he could assist in the rebuilding of New Orleans. My friend, who I have known since college, went on to say that this architect had authored a book on the subject. That architect author was David Waggonner. That story always stuck with me. While I crossed paths with David at my friend's store, I had no professional interaction with him. In order for this Master Development to be successful, sustainable and responsive to an ever-changing climate Waggonner & Ball had to be a part of the design team. I figured my partner knew David and I asked Gerry to set a meeting. David and Ramiro graciously talked over coffee. I recounted the story my friend told me of his exploits and I made the case for why I thought his work would be integral to the success of the development's design. Waggonner & Ball became the first firm to commit to our team. His insights into living with water are a synergistic match with engineering required to build this development in its environment.

to a changing climate demands the rigorous of a robust firm. SDC could not have asked for a better team member than Morphy Makofsky. This firm preformed much of the original engineering on the original Six Flags/Jazzland project. The benefits of familiarity with the site cannot be overstated and the fact that they are a local firm means that their calculations will be judged daily by the residents of this city in a similar way as the majority of the SDC team. Morphy Makofsky joined the team at the suggestion of Martin Tovrea of Gould Evans. Both firms have worked on multiple projects together and have developed a unique synergy that is a driving force in the development's design.

How do we pay for our vision? In answering the most crucial inquiry we will focus on two of the four potential financing sources specifically. Until such time as we can have clarity on the City's financial contributions, we will omit specific Bond or New Markets Tax Credits options. However, we have assembled team members with substantial professional rigor who will be more than up to the task of addressing these complex financial transactions once sufficient specifics are available.

At this level, deals sell themselves. Past performance and your current portfolio are of little to no importance when attempting to obtain close to two billion dollars in financing. First and foremost, in the minds of lenders and investors is repayment of principle. The seriousness of what we propose has been adjudged viable by Bluebell National, LLC, as evidenced by the attached CONFIDENTIAL Term Sheet (found in the 'Financial Capacity' section herein). The proposed uses are sufficient to service the debt incurred in the construction of the proposed uses. Bluebell is known for its ability to finance large scale projects. As a direct lender they can fund projects that are several times in excess of our cost estimate. Upon agreement with the City of New Orleans typical closing times are 30-90 days. SDC firmly believes that development and construction is at its core creative problem solving. This site has been vacant since Katrina and in dire need of redevelopment. Our creative approach to redevelopment of Six Flags/Jazzland is the basis of the issuance of the Term Sheet and it will be that approach that will be the foundation for securing the remaining capital required to complete our vision of the development.

The engineering required to make the site sustainable, resilient and responsive In that financial space, SDC team member The Hackett Group will lead in facilitating our gap financing efforts. Here again, SDC managing members relation with Toni Hackett predates this century. Quite honestly, I can remember going into Hackett's on Leonidas Street for candy. Nevertheless, our similar upbringing and shared vision for this city was more than enough to form the basis of a teaming relationship. Both New Orleanians by birth, we envision the promise of New Orleans East to be tied to our ability to secure the gap financing to bring the development to fruition. We firmly believe that given the location of the site, available incentives, catalytic nature of the development and potential for returnon-investment interest participating in the redevelopment of Six Flags/Jazzland will be high. The Hackett Group brings decades of experience and access to a wealth As with all endeavors a seminal question looms large with planned development. of institutional investors who have been sidelined and are now looking to be active in the marketplace.

> The entire SDC team of professionals listed and shown with their individual and collective experience are backed by companies with deep and large-scale practice in producing similar projects intent to make this vision a reality. Our team working alongside of the City of New Orleans, is the exact team to provide the economic boon to the City's viable communities that will be a model for future developments in our wet climate as well as in other parts of country. With the design and construction of the development uses envisioned, our team's work will cause a spark for complementary development projects on surrounding property and New Orleans East generally.


#### SITUS DEVELOPMENT COLLECTIVE, LLC. 37



WENDELL ARMANT Situs Development Collective Managing Member

which focuses on representing clients in the construction industry. DCS is skilled in areas of market introduction, governmental relations and business development. Since the firm's founding, DCS has participated in the resolution a myriad of multifaceted issues and helped to generate almost a half billion dollars in contracts for its clients in the commercial construction arena. DCS has played an integral part in the strategic planning of presentations and as a pitch team presenter for its largest client's successful pursuit of Design-Build and Construction Management At Risk projects. DCS is adept at navigating the relationships, elements, and obstacles that form the intersection of client projects and governmental involvement.

Because of DCS's innovative efforts over 100 million in DBE contracts were secured for local businesses. Many of those contracts were at the first tier level. Most importantly DCS was involved in creating joint ventures and mentor-protege relationships between large Subcontractors and DBE firms that resulted in long term relationships that benefited both firms. The synergy created by these working relationships provided the larger firm with competitive advantages in procurement and the DBE received invaluable operational insight, built capacity and work opportunities that they could not procure without the partnership.

Wendell Armant is the principal in DevCORP Consulting Services, Inc. (DCS), a firm SDC as Master Developer will employ this same strategy when selecting a General Contractor(s) to build this development. The key to maximizing DBE participation on large scale projects requires planning, innovation and a thorough understanding of the contracting community. The SDC team has such knowledge and the will to insure that this project affords as much contracting and professional services opportunities as the DBE community has the desire and ability to preform. What's more SDC will do our utmost to address the capacity gaps. We understand that locally there is an abundance of skilled tradesmen who have the ability to put work in place but may lack the capacity to do so. SDC will partner with Smart Start, LLC to insure that its commitment to inclusive contracting will be evidenced by the contracts signed with DBE's.

#### EDUCATION

Juris Doctor, Southern University

Bachelor of Science Duel Degree in Marketing & Management, Loyola University

St. Augustine High School





WENDELL ARMANT Situs Development Collective Managing Member

#### ROLE & RESPONSIBILITIES

As Master Developer SDC would control the Six Flags/Jazzland site, design the master plan that guides the development, obtain the financing and approvals, and oversee the phased implementation of the plan utilizing a specialized contractor(s) with experience in each building category.

SDC Critical Responsibilities would be :

- 1.) Pre-Construction
  - Site Planning
  - Program Development
  - Design & Engineering
  - Financing

#### 2.) Construction

- Selection of Procurement Method
- Selection Of Contractors
- Construction Management
- 3.) Post Development
  - Marketing
  - Sales
  - Leasing
  - Maintenance
  - Operations

In each stage of the process SDC would maintain ultimate responsibility and oversight for competent execution of the forgoing aspects of the development. We will employ a holistic approach to the development of the two non contiguous sites which will allow better phasing of the planned uses.

In addition the Managing Member will be the person responsible for:

- Ensuring stated and implied public policy priorities the redevelopment of the site
- Managing the engagement between the public and private sectors and reconciling their purposes and agendas
- Engaging with elected and appointed public officials, public agencies various stakeholders, and the general public
- Analyzing the market potential of the program's ability to trigger a strong private sector response
- Assessing fiscal impacts and community benefits to ensure a positive cost/ benefit balance and that community needs are being met
- Structuring the Public Private Partnership
- Documentation and Monitoring of agreements

SDC Managing Member via this Public Private Partnership is driven to create a destination development that is sustainable, catalytic and cool. Using this vehicle will allow for infill redevelopment, carefully planned new development and shared responsibility for infrastructure thus contributing to a better balance of public and private goals.

#### PERCENTAGE OF WORK

100% Master Development





### SDC SITUS DEVELOPMENT COLLECTIVE, LLC.

#### GERALD W. BILLES, AIA, NCARB, NOMA

Situs Development Collective / Billes Architects Member / Principal

Gerald W. Billes, AIA is principal of Billes Architects, a firm that champions community-based design and advocates a mission to create environments that inspire a love of living by creating beauty in the built environment, incorporating design innovation and a strong adherence to quality. Gerry Billes has been owner and principal of architectural and planning firms since 1975. He has extensive educational training and experience in architecture, urban design, and master planning. He is a licensed architect in four states and has managed numerous architectural and planning projects for clients in the public and private sectors. His work has included architectural design, master planning, interior design, land use and zoning, project feasibility studies, and transportation planning. Gerry Billes has been an active leader in the development and sustainability of some of the most critical projects in New Orleans and the greater Gulf South region, as well as key land use, zoning, neighborhood development and rebuilding plans. He was the project manager for New Orleans' first comprehensive housing and neighborhood preservation study, and continually advocates for both preservation and progress of our region.

#### **EDUCATION**

Master of Architecture, Advanced Studies: Urban Design & Planning, Massachusetts Institute of Technology

Master of Architecture, Tulane University

Bachelor of Architecture, Tulane University

#### **REGISTRATIONS / CERTIFICATIONS**

Licensed Architect: LA, MS, FL, TX NCARB Certified Planner-in-Charge: LA Licensed Interior Designer: LA

#### **ROLE & RESPONSIBILITIES**

Member of Development Team responsible for Design Team coordination

#### PERCENTAGE OF WORK

80% Master Development / 20% Design Team Coordination

- Zephyr Stadium Strategic Plan/Master Plan Metairie, LA Helped author/oversee the development of a comprehensive Strategic/Master Plan
- Artspace NOLA New Orleans, LA Adaptive Reuse & Historic Restoration of Andrew J. Bell School
- New Orleans Center for Creative Arts New Orleans, LA Magnet High School for the Arts, included adaptive re-use
- New Orleans African American Museum New Orleans, LA Historic Renovations, Adaptive Re-use and Additions for Museum Complex
- Arabella Station Bus Barn New Orleans, LA Historic Renovations, Adaptive Re-use and Retrofit for Wholefoods Market
- House of Blues New Orleans, LA Historic Renovations, Adaptive Re-use for Music Hall and Restaurant
- New Orleans Museum of Art New Orleans, LA Addition to Historic Museum Structure
- French Market Corporation New Orleans, LA Comprehensive Revitalization Plan for 22-acre Market; Design and Construction of Farmer's Market and Flea Market Shed Complex

COLLECTIVE, LLC.



#### SHELLY WILLS Situs Development Collective / ANNALA+WILLS, LLC Member / Principal

Shelly Wills is principal of ANNALA+WILLS, LLC, a retail real estate consulting company. Collectively, A+W brings 50+ years of combined experience in retail consulting, leasing and tenant representation. A+W is qualified to assist clients in the implementation of retail and expansion strategies. ANNALA+WILLS focuses on relationships. They have a passion of creating exciting environments, extensive knowledge of emerging retail, restaurant, and entertainment venues, as well as experience in the wholesale and retail fashion industries.

Property owner representation includes:

- Strategic Consultation
- Project Merchandising
- Lease Plan Execution
- Tenant Procurement
- Lease Negotiation
- Deal Structuring
- Use Analysis
- Retailer's Insight

Mr. Wills' multiple disciplines include a degree in architecture and an extensive career as a retailer. He brought the first La Perla stores to the United States, operating stores on Rodeo Drive and in New York at Trump Tower and the Plaza Hotel. Recently, Shelly has been a pivotal force in changing the face of retail in downtown New Orleans. He has led retail leasing in the new "South Market District," as well as attracted upscale specialty tenants back to Canal Street.

#### EDUCATION

Bachelor of Architecture, University of Texas-Austin

#### **ROLE & RESPONSIBILITIES**

Member of Development Team responsible for commercial tenant acquisition (retail, food and beverage, entertainment)

#### PERCENTAGE OF WORK

10% Master Development / 90% Commercial Retail Leasing

- South Market District Leasing & Merchandising New Orleans, LA Representative Tenants include: Rye 51 / Q Clothier, Arhaus Furniture, Willa Jean (Besh Restaurant Group), Company Burger, Magasin, Simplee Gourmet
- Canal Street Leasing & Merchandising New Orleans, LA Representative Tenants include: Flagship True Religion Jeans, MAC Cosmetics, Vin Carre (Wine Market), The Art of Shaving
- Property Leasing & Merchandising Nationwide Representative Properties include: Newport Fashion Island (Newport Beach, CA), The Gateway (Salt Lake City, UT), The Gardens at El Paso (Palm Desert, CA), Paseo Caribe (San Juan, Puerto Rico), Scottsdale Fashion Square (Scottsdale, AZ), Universal City Walk (Universal City, CA), Santa Monica Place (Santa Monica, CA), Desert Passage at the Aladdin (Las Vegas, NV)
- Additional Representative Clients Nationwide Sports Club/LA, The Container Store, Bang & Olufsen, Ann Taylor/Ann Taylor Loft, Dean & DeLuca, Commanders Palace (The Brennan family of Restaurants)

# CFP3



STEVE COLLINS Community Facility Public Private Partnerships President

Steve Collins is the President of Community Facility Public Private Partnerships, a non-profit organization created to partner with government and other taxexempt groups to make the development, funding, and operation of public and community facilities easier and more successful. In an age of increasing political, administrative and financial complexity, we simplify, and bring expertise to virtually every aspect of planning, financing and owning these properties. These are ways we help community building projects become a reality: 501 (c) (3) conduit ownership and financing, municipal financing, off-balance sheet financing. We help groups find ways to tackle projects that are too big or complex and make these projects happen.

Steve is the former President and CEO of Martin/Williams, a 250-person marketing agency in Minneapolis. His experience covers a wide range of product categories and industries, working for clients such as 3M, Staples, E\*Trade, US Bank and Cargill. He served for seven years as board member and Chairman of the National Institute on Media and the Family and as a board member on the Northern Star Council of the Boy Scouts. Steve brings a broad background in marketing and concept development for both non-profit and for-profit businesses. He also has been a board member for CFP for 12 years before taking on the responsibility as President in early 2018. In that capacity, he is primarily responsible for the day-to-day operations and limited liability companies formed for each of its projects.

#### **EDUCATION**

Master of Business Administration, University of St. Thomas Bachelor of Science in Marketing, Iowa State University

#### **ROLE & RESPONSIBILITIES**

Public Financing lead responsible for tax exempt municipal bonds on non-profit side

#### PERCENTAGE OF WORK

35%\* (\*depending on municipal uses determined)

- Boynton Beach Town Square, Boynton Beach, FL
   \$78,000,000 in financing; Facilities include: City Hall, Library, Police Station,
   Fire Station, City Square/Park, Amphitheater, Playground, Site Infrastructure
- Riverside County Libraries in Menifee, French Valley and Desert Hot Springs, CA \$45,000,000 in financing; Leverage the buying efficiencies of a turnkey development team in a Public Private Partnership and get all three libraries done at once, in 18 months
- The Palladium Energy Center, Carmel, IN Sale/Leaseback; \$16,300,000 in financing
- Bay City Office Center, State of Michigan Sale/Leaseback; \$6,040,000 in financing; A new state-of-the-art ecofriendly building for their Great Lakes Environmental Quality division
- Taylor Governmental Center, State of Michigan Sale/Leaseback; \$6,550,000 in financing; A location for the Department of Health and Human Services in Taylor, MI
- Grand River Office Center, State of Michigan Sale/Leaseback; \$8,705,000 in financing; Facility used by the State of Michigan's Department of Human Services, which handles citizens in the Southern Detroit area

# CFP3



DANIEL R.W. NELSON CFP3 / Best & Flanagan General Counsel / Partner

Daniel R.W. Nelson is engaged by CFP3 to provide legal advice as their outside General Counsel, and in that he represents CFP3 in all of their projects. He is also a Partner and member of Best & Flanagan's Public Finance Law practice area, focusing on tax-exempt municipal bonds, representation of municipal securities underwriters and representation of 501(c)(3) tax-exempt organizations.

Dan's main areas of concentration are in the development and financing of senior housing, multifamily housing, low and moderate housing, public charter school developments, community sports and recreational facilities, alternative energy facilities and real estate funding and development. He primarily serves clients such as investment banking firms with business in the tax-exempt municipal finance area, real estate developers, owners and investors. He has developed a unique practice in the area of charter school financing, having acted as underwriter's counsel in the financings of over 35 public charter schools in Minnesota, Arizona, Massachusetts, New Mexico, and Ohio. Other significant experience includes acting as counsel for 501(c)(3) charitable organizations in the acquisition and development of senior housing assisted living facilities.

Since 2007, Dan has been at the forefront of the newly-expanding field of taxexempt public Public Private Partnerships, utilizing non-profit conduit financings. Under this innovative financing structure, Dan has acted as counsel for a 501(c)(3) charitable organization which serves as the borrower for the long-term, tax-exempt financings to assist cities, counties, schools and other non-profit organizations in providing public facilities without incurring their own debt.

#### **EDUCATION**

Juris Doctor, University of Minnesota Bachelor of Arts, St. Olaf College

#### REGISTRATIONS / CERTIFICATIONS

Bar Admissions: MN, US District Court MN

#### ROLE & RESPONSIBILITIES

Public Financing lead responsible for tax exempt municipal bonds on non-profit side

#### PERCENTAGE OF WORK

35%\* (depending on municipal uses determined)

- Boynton Beach Town Square, Boynton Beach, FL
   \$78,000,000 in financing; Facilities include: City Hall, Library, Police Station, Fire Station, City Square/Park, Amphitheater, Playground, Site Infrastructure
- Riverside County Libraries in Menifee, French Valley and Desert Hot Springs, CA \$45,000,000 in financing; Leverage the buying efficiencies of a turnkey development team in a Public Private Partnership and get all three libraries done at once, in 18 months
- The Palladium Energy Center, Carmel, IN Sale/Leaseback; \$16,300,000 in financing
- Bay City Office Center, State of Michigan Sale/Leaseback; \$6,040,000 in financing; A new state-of-the-art eco-friendly building for their Great Lakes Environmental Quality division
- Underwriter's Counsel in over 40 Charter School Financings since 1998

THE HACKETT GROUP, LLC INVESTMENT ADVISORY, PENSION AND PUBLIC POLICY CONSULTING



### TONI HACKETT ANTRUM

The Hackett Group, LLC President / Senior Consultant

Toni is the founder of The Hackett Group, LLC ("THG"), a boutique pension and investment consulting practice based in New Orleans. The firm is an independent institutional investment consulting firm and a Registered Investment Advisor (RIA) with the Securities and Exchange Commission as well as registered with the Municipal Securities Rulemaking Board (MSRB) as a municipal advisor. The firm is an African American Woman owned firm, certified by the City of New Orleans as well as Louisiana Unified Certification Program

The principals have over 70 years of collectively of investment experience with professional designations which include CFA, CAIA. In addition, the team includes seasoned development professionals with strong creative financing strategy experience.

The firm is currently raising \$20 million for its maiden private equity fund— Reconstruction Ventures, an impact fund focused on supporting growth stage minority owned businesses as well as development projects in under-resourced communities in the Gulf South.

#### **EDUCATION**

Master of Business Administration with concentration in Finance, Columbia University

Bachelor of Arts cum laude majoring in Government, Harvard College

#### **REGISTRATIONS / CERTIFICATIONS**

FINRA Series 50, Municipal Advisor FINRA Series 65 Investment Advisor

#### **ROLE & RESPONSIBILITIES**

Toni and her team will lead the fundraising effort identifying project investment from private sources including institutional investors. In addition, the team will also provide deal/transaction structuring, and valuation analysis.

HACKETT-GROUP COM

In addition, the firm will serve as the custodian, performing all custodial duties. All funds custodied will be held on the platform utilized by The Hackett Group, LLC which is Charles Schwab.

#### PERCENTAGE OF WORK

25%

- Provided consulting services to leading public retirement programs beginning in 1988 under the banner of Washington Hackett, Smith & Company (WHS)—the first minority-owned pension consulting firm in the country.
- Provided strategic planning, investment manager searches, performance measurement, and specialized investment analysis and training to public pension funds across the country with assets totaling over \$150 billion.
- Affiliates of WHS included a brokerage firm that specialized in institutional trading, as well as a multi-manager investment trust that managed over \$100 million in assets.
- Toni served as the primary retained consultant for several public pension funds, Louisiana School Employees, the New Orleans Sewerage and Water Board, the City of Atlanta General Employees, and Riviera Beach General Employees.
- Toni services as co-municipal advisor at the New Orleans Airport as well as the Regional Transit Authority (RTA) providing counsel to over \$1.5 billion in debt issuance refinancing's and other transactions.

## BUTLER SNOW



WAYNE NEVEU Butler Snow Partner

Wayne Neveu is a member of Butler Snow's business department and practices within the Public Finance, Tax Incentives and Credit Markets group. His work has been concentrated in all roles of Public Finance since 1984, with a particular emphasis in affordable housing finance. He has served as lead Bond Counsel to the New Orleans Aviation Board in connection with over \$990 million of general airport revenue bonds to finance the new North Terminal which opened at the Louis Armstrong Airport on November 6, 2019, Bond Counsel for over \$5 billion of single-family mortgage revenue bonds and multifamily housing revenue bonds for the State and local housing finance agencies, and as Bond Counsel to the Orleans Parish School Board for over \$750 million of general obligation bonds, revenue bonds, and revenue anticipation notes. Mr. Neveu's practice areas and industry teams involvement include: Public Finance, Public Finance Tax, Housing Finance, Economic Development, Governmental Finance, Public-Private Partnerships & Public Facilities, and Tax Credits.

#### EDUCATION

Juris Doctor, Columbia University Bachelor of Arts in History, Yale University

#### **REGISTRATIONS / CERTIFICATIONS**

Bar Admissions: LA, DC

#### ASSOCIATIONS

American Bar Association: Committee on Housing and Community Development, Chair, 1992-1993; Housing Forum, Chair, 1994-1995; Housing Forum, Bond Financing Practice Division, Chair, 1995-1996

National Association of Bond Lawyers

#### ROLE & RESPONSIBILITIES

Lead Bond Counsel responsible for all public bond financing transactions and support for New Market Tax Credits

#### PERCENTAGE OF WORK

50% Bond Work / 10% New Market Tax Credits Work

- Served as lead Bond Counsel to the New Orleans Aviation Board in connection with over\$990 million of general airport revenue bonds to finance the new North Terminal which opened at the Louis Armstrong Airport on November 6, 2019.
- Bond Counsel for over \$5.0 billion of single-family mortgage revenue bonds and multifamily housing revenue bonds for the State and local housing finance agencies.
- Served as Special Counsel to the Orleans Parish School Board in connection with publicprivate partnerships using new market tax credits and/or historic tax credits to construct and/ or renovate school facilities.
- Drafted the legal documents associated with the HOME Investment Partnerships Act and the investment of HOME Funds in affordable housing developments for the Louisiana Housing Corporation, as successor to the Louisiana Housing Finance Agency.
- Collaborated in crafting the qualified allocation plans (QAP) in Louisiana for low-income housing tax credits each year and drafted the legal documentation for the allocation and allowance of low-income housing tax credits in the State of Louisiana.
- Drafted legal documents associated with the additional GO-ZONE low-income housing credits made available to the State of Louisiana through a special GO ZONE QAP.
- Drafted documents for the Louisiana Housing Finance Agency to serve as a participating administrative entity (PAE) in connection with HUD's mark-to-market program and organized a team within his firm to serve as the State's teaming partner.
- Managed the firm's PAE in serving as an independent PAE to restructure over 300 affordable housing assets in 26 states, including the District of Columbia.

## BUTLERSNOW



ASHLEY N. WICKS Butler Snow Partner

As a member of Butler Snow LLP's Business Services and Public Finance Groups, Ashley's practice focuses on public finance, general corporate transactions, and tax issues such as: public finance tax, state and local taxation, controversy matters, opportunity zones and tax credits. With over fifteen years of experience, she has represented a variety of entities in \$400+ million federal new markets tax credit transactions, historic rehabilitation tax credits, and/or renewable energy tax credit transactions. Ashley served as bond counsel to a variety of entities and has worked with mass transit agencies in the exercise of early buy-out options and voluntary terminations of tax-advantaged leases, including payment undertaking. In addition, she has also represented taxpayers in controversy matters and served as counsel to banks in financing transactions.

Ashley is a member of the American, National, Magnolia, and Capital Bar Associations, as well as the National Association of Bond Lawyers. She has served in various leadership positions, including past President of the Magnolia Bar Association and current Treasurer for the Community Foundation for Mississippi, and chaired various committees. Ashley was named in the Top 10 of Mississippi Business Journal's 2016 "Top 50 Under 40" and a "Rising Star" in tax by Mid-South Super Lawyers®. In addition, she is also a 2018 Fellow of the Leadership Council on Legal Diversity.

#### **EDUCATION**

Master of Laws in Taxation, University of Alabama

Juris Doctor, Tulane University

Master of Public Administration, Jackson State University

Bachelor of Arts in Business Administration, Jackson State University

#### **REGISTRATIONS / CERTIFICATIONS**

Bar Admissions: MS, TX, DC, US District Courts MS (Northern & Southern Districts)

#### **ROLE & RESPONSIBILITIES**

Co-Lead New Market Tax Credit Counsel responsible for affordable housing and public uses and support for Bond Work

#### PERCENTAGE OF WORK

10% Bond Work / 55% New Market Tax Credits Work

- Counsel to Community Development Entity in connection with a New Markets Tax Credit financing of acquisition and maintenance of timberlands.
- Counsel to Historically Black Colleges and Universities in connection with New Markets Tax Credit financings of mixed use facilities.
- Counsel to Developer/Owner Counsel in connection with a New Markets Tax Credit financing of a biomass research and development facility.
- Counsel to Developer/Owner Counsel in connection with a New Markets Tax Credit financing of an aluminum processing facility.
- Counsel to community hospitals in New Markets Tax Credit Transactions.
- Counsel to Developer in a New Markets Tax Credit transaction financing of an airbus facility.
- Counsel to Lenders providing leverage debt and direct debt in connection with New Markets Tax Credit Transactions.
- Counsel to State Funds, state investors and Developer/Owners in Mississippi Qualified Equity Tax Credit Transactions.
- Counsel to Developer/Owner in the exit and refinancing of New Markets Tax Credit transactions.
- Bond counsel to housing authorities in connection with tax exempt financing involving lowincome housing tax credits.
- Counsel to Developer/Owner Counsel in connection with a Rehabilitation Tax Credit financing of offices building.

BUTLER SNOW



#### **TRAY HAIRSTON**

Butler Snow Partner & Member of Firm's Executive Committee

Tray focuses his practice on public finance, economic development, and government relations. Before joining the firm, he served as Counsel and Economic Development Advisor to Mississippi Governor Phil Bryant. He has served as Bond Counsel for various cities and counties throughout Mississippi. He is also an adjunct law professor and regularly publishes scholarly legal articles. Mr. Hairston's practice areas and industry teams involvement include: Public Finance, Economic Development, Tax Credits, and Governmental Finance.

#### **EDUCATION**

Juris Doctor, Mississippi College Master of Business Administration, Belhaven College Bachelor of Arts Dual Degree in English & Philosophy, Tougaloo College

#### **REGISTRATIONS / CERTIFICATIONS**

Bar Admissions: MS

#### ASSOCIATIONS

National Association of Bond Lawyers Mississippi Economic Development Council Mississippi Bar Association American Bar Association - Co-Chair, Forum on Affordable Housing and Community Development Law Mid-Winter Boot Camp, 2018 Capital Area Bar Association

#### ROLE & RESPONSIBILITIES

Co-Lead New Market Tax Credit Counsel responsible for affordable housing and public uses and support for Bond Work

#### PERCENTAGE OF WORK

40% Bond Work / 35% New Market Tax Credits Work

- Developer's Counsel and Incentive Counsel to \$100M+ Tradition Medical & Learning City (Biloxi, MS).
- \$44,282,128 PIAM, LLC Tourism Tax Rebate Incentive Project (Flowood Hotel & Conference Center Project).
- \$200,000,000 State of Mississippi Gaming Tax Revenue Bonds, Series 2015E.
- \$182,595,000 State of Mississippi General Obligation Bonds, Series 2015F (Tax-Exempt).
- Underwriter's Counsel for \$249,980,000 State of Mississippi General Obligation Refunding Bonds, Series 2015C (Tax-Exempt).
- Underwriter's Counsel for \$179,135,000 State of Mississippi Taxable General Obligation Refunding Bonds, Series 2015D.
- Assisted in the negotiation of an economic development incentive agreement or MOU with the State, local governmental unit, and private industry on a \$225 million economic development project.
- Managed and assisted with several major economic development projects on behalf of the Office of the Governor.
- Assisted with commercial transactions which included providing advice on the financing for both small and large manufacturing companies along with the representation and formation of 501(c) non-profit corporations.
- Advised on the preparation of a private placement memorandum for a \$25,000,000 Reg D capital raise.





Hardwick Law Firm's Public Finance Practice Group attorneys have more than 50 years' combined experience in bond finance transactions. They have worked as lead, sole and co-bond, underwriter's, borrower's and issuer's counsel on billions of dollars of bond issues. These bond issues have been used for large-scale and smaller infrastructure and development projects. Hardwick is skilled at handling every aspect of all types of bond financing, and has served as counsel on various bonds from general obligation bonds, revenue bonds, special obligation bonds, leasehold revenue bonds, current refunding bonds to specialty financings. Hardwick is a multi-jurisdictional firm which gives its attorneys breadth in terms of exposure and experience to both best practices and various structures to execute public finance transactions.

A trusted adviser, Al Tindall maintains a robust public and project finance practice. His clients rely on his significant experience in public policy, public and project finance, and private equity and alternative investments to develop innovative solutions that address their individual finance objectives. Al focuses his finance practice on state and states' authority level issues, particularly on the development and implementation of state programs created for the benefit of local municipalities. His experience extends to serving as bond counsel, underwriter's counsel, and special tax counsel to state and local governments and public authorities across the country.

#### **EDUCATION**

Juris Doctor, University of Connecticut Bachelor of Arts in Political Science, St. Olaf College

#### **REGISTRATIONS / CERTIFICATIONS**

Bar Admissions: CT, NY

#### ROLE & RESPONSIBILITIES

Underwriter and Counsel responsible for Underwriting, Investment and Finance Counsel

#### PERCENTAGE OF WORK

20%

- Bond counsel to the State of Connecticut in connection with its State Revolving Funds Clean Water Fund bond program since its inception, drafting much of the enabling legislation and amendments
- Bond counsel to the Dormitory Authority of the State of New York
- Investment counsel for alternative investments to the State of New Jersey
- Bond counsel to The New York Local Assistance Corporation, to the New York City Industrial Development Agency, as well as to the New York State Environmental Facilities Corporation
- Bond counsel and underwriters' counsel to the State of Connecticut regarding its unemployment compensation bonds and economic recovery notes
- Assisting foreign entities in working through the privatization process, both for local companies and for strategic buyers, for banks, power companies and telecommunications companies



#### NORMAN D. ROUSSELL, MBA Start Smart, LLC

Founder / CEO

As an entrepreneur, consultant and nationally recognized author and speaker, ROLE & RESPONSIBILITIES Norman has been empowering clients with the tools to succeed for nearly 20 years. In 2001, Norman founded Capital Access Project, Inc., an award-winning entrepreneur and economic development non-profit that played a seminal role in post-Katrina New Orleans' small business recovery efforts for over 10 years. In 2005, Norman founded Start Smart, LLC, to provide consulting and training solutions for government, corporate, education and non-profit clients.

In 2008, Norman and his team won a national award from the U.S. Department of Commerce as the operators of the Louisiana Minority Business Enterprise Center for the highest volume of financial transactions closed for clients. In 2009, Norman was named Minority Business Advocate of the Year by the Louisiana Minority Supplier Development Council. In 2019, Norman received the New Orleans City Business Excellence in Construction and Real Estate Award for his award-winning Contractor's College training program. Norman is the author of the best-selling book, Principles of Building Business Credit as well as five other titles.

#### **EDUCATION**

Master of Business Administration, Loyola University

Bachelor of Business Administration in Finance, Howard University

#### **REGISTRATIONS / CERTIFICATIONS**

Norman is certified as an Adult Financial Literacy Trainer through the Federal Deposit Insurance Corporation (FDIC) and completed the executive education program, Implementing a System for High Quality Service, from the Tuck School of Business at Dartmouth.

Responsible for DBE compliance and oversight (participation, monitoring, reporting) and stakeholder engagement

#### PERCENTAGE OF WORK

30%

- ٠ LSU Foundation Charity Hospital Redevelopment - New Orleans, LA \$178M; 2019-Present DBE compliance management
- Capital One Bank, N.A. Contractor's College (LA, TX) 2012-Present Conduct our award-winning construction business management training program
- Housing Authority of NO Lafitte Senior Housing Development New Orleans, LA \$18M; 2015-2016 DBE, WBE and Section 3 Business compliance and workforce development
- Housing Authority of NO Faubourg Lafitte Redevelopment New Orleans, LA \$161M; 2014-2016 DBE, WBE and Section 3 Business compliance and workforce development
- City of New Orleans Office of Supplier Diversity New Orleans, LA \$500M; 2010-2012 Re-engineered and managed the Office of Supplier Diversity



Windfeel Properti



**REGGIE WINFIELD** Windfeel Properties Owner, Broker/CCIM; Realtor

Windfeel Properties is a privately owned, full-service commercial real estate brokerage firm providing investment sales consulting, landlord/tenant representation, and leasing services throughout the metropolitan New Orleans area and beyond. Windfeel Properties was founded in 1999 by Reggie Winfield. Mr. Winfield has been a real estate broker for more than 15 years and has an extensive background in representing property owners as well as commercial and residential buyers.

Reggie has represented everyone from homeowner's to multimillion dollar real estate portfolios, commercial banks and everyone in between. His down to earth persona and vast knowledge in income producing real estate has garnered him valuable experience in the commercial markets vis-à-vis owning properties, managing offices and apartment buildings as well as his experience in the single family residential markets gives him the unique and creative qualifications to handle all complicated and challenging real estate matters. In addition, Mr. Winfield's designation as a CCIM (Certified Commercial Investment Member) identifies him as being an expert in the commercial and investment real estate industry. There are more than 150,000 commercial real estate professionals in the United States and only an estimated six percent hold the CCIM designation [Source: www.ccim.com/].

With millions of dollars in managed real estate assets, Windfeel Properties is a sought-after leader in managing even the most challenging properties. Windfeel Properties intensively analyze our clients' real estate holdings, help turn troubled assets around, and seek to gain the optimal level of value from each. Our team of highly-qualified industry professionals are well equipped to handle all facets of property management. We enjoy a trusted reputation and a long list of loyal clients who trust no other company but Windfeel Properties to represent their interests. Windfeel Properties provides a wide range of management for Office Buildlings, Multifamily, Condominium Home Owner Associations, and Hospitality.

#### **ROLE & RESPONSIBILITIES**

Responsible for residential property management, leasing and sales

#### PERCENTAGE OF WORK

30%

#### DEMONSTRATED EXPERIENCE

#### MULTIFAMILY PROPERTY MARKETING AND LEASING

Windfeel Properties uses impactful marketing strategies to effectively promote our client's properties to brokers and prospective tenants. Windfeel Properties will only work in the capacity of owner's representative and not as tenant's representative.

Windfeel Properties provides a full range of marketing and leasing services to our clients for multifamily residential properties:

-Marketing

- -Market comp analysis
- -Property Showings
- -Lease Drafting& Administration
- -Tenant Retention Programs
- -Revenue Forecasting & Budgeting
- -Broker Relations & Incentive Programs

-For multifamily properties that may need to undergo renovation we have a team of experienced and Licensed Engineers, General Contractors, Electricians, Air Conditioning, Plumbing Companies that we bring together for these capital improvement projects.

#### FACILITIES MAINTENANCE

Windfeel Properties also addresses facilities maintenance. Attention to maintaining a building's physical requirements and improving its curve appeal requires the coordination and management of a variety of vendors, from landscaping and janitorial, to systems engineering and renovations.

### gouldevans



#### **ROBERT RICCARDI**, AIA, LEED AP

Gould Evans Principal

Gould Evans is a design and planning firm united around a common vision: to create places that transform their surroundings, engage their communities, sustain their environment and support our clients' missions. Our portfolio is intentionally diverse, ranging from civic buildings, cultural institutions and housing to athletics facilities, research campuses and urban planning. We practice in a wide range of physical and cultural contexts, each demanding an understanding before an approach. We strive to make buildings that delight their occupants, perform at the highest level and stand the test of time.

Robert's blend of design sensibility, intellectual curiosity, and personality benefits every project he touches. He has the rare ability to understand the various layers that exist within a single design opportunity, resulting in architecture that is truly multidimensional. A gifted design leader, Robert engages clients and motivates his fellow designers. They are inspired by his belief that great design can make a difference and every project brings the potential for positive change. In turn, he is inspired by clients who are willing to engage in a process of mutual discovery, who challenge the design team to think deeply and solve problems in a manner that's unexpected and delightful.

#### **EDUCATION**

Master of Architecture, Yale University

Bachelor of Architecture, Tulane University

#### **REGISTRATIONS / CERTIFICATIONS**

Licensed Architect: LA, CT, OK, NY, MO

NCARB Certified

LEED Accredited Professional

#### ROLE & RESPONSIBILITIES

Design Team Principal member responsible for programming, urban planning, architectural design and sustainable practices

#### PERCENTAGE OF WORK

35%

#### DEMONSTRATED EXPERIENCE

- American Royal Association Kansas City, KS Premier Educational and Events Complex, Home of the American Royal; American Royal Hotel
- Madison Square Garden New York, NY Madison Square Garden Renovation\*
- City of Phoenix, AZ
   U.S. Airways Center Sports Entertainment Arena,
   Home of NHL Phoenix Coyotes and NBA Arizona Diamondbacks\*
- City of New Orleans, LA Five Libraries
- Louisiana Stadium & Exposition District (LSED) New Orleans, LA Tournament Players Club (TPC) Louisiana Enhancements; John A. Alario Center Kitchen Replacement; Mercedes-Benz Superdome Gutter Tub Waterproofing Replacement
- Tulane University New Orleans, LA Yulman Football Stadium; Hertz Center Indoor Practice Facility; Devlin Arena Renovation (Phases 1 and 2); Olympic Village Tennis and Track Complex Feasibility Study; Game Day Arena, Master Plan, and Concept Design
- Harmony Neighborhood Development New Orleans, LA Mixed-Use Urban Infill Development Prototype Studies
- City of New Orleans, LA
   New Orleans Arena Feasibility Study\*

\*While with another firm

### gouldevans



#### MARTIN TOVREA, AIA, NCARB Gould Evans

Associate Principal

Martin is the Associate Principal of the New Orleans Studio and supports client and project management, as well as oversees the day-to-day operations of the studio. He is passionate about the process of transforming a client's vision and goals into a tangible, beautifully-constructed building. Martin is a consummate partner to his clients in navigating the complexities of the design and construction process in a way that they can understand and embrace. Over more than 28 years of experience in the design and management of large-scale, complex projects, Martin has developed expert technical competence, including a specific focus on Quality Assurance and Quality Control. His oversight helps to ensure that our work reflects client goals, maintains design intent, adheres to budget and is constructible. A Louisiana native and proud graduate of Louisiana State University, Martin has practiced across the nation in locations as far-reaching as Alaska.

#### **EDUCATION**

Bachelor of Architecture, Louisiana State University

#### **REGISTRATIONS / CERTIFICATIONS**

Licensed Architect: MS, LA, FL, AZ, NV, AK, TX, NM

NCARB Certified

#### ROLE & RESPONSIBILITIES

Design Team member responsible for programming, urban planning, architectural design and sustainable practices

#### PERCENTAGE OF WORK

90%

#### DEMONSTRATED EXPERIENCE

- Gulf Coast Housing Partnership Hattiesburg, MS
  Beverly Phase 2 Low Income Housing
- Union Street Properties LLC– New Orleans, LA 820/824 Union Street Multi-family Housing Renovation/Addition
- Bayou Partnership New Orleans, LA North Rendon Street Residences/Mixed Use Development
- West Sixth Towers/Centerpointe Condominium Tempe, AZ\* Two Residential Condominium Towers
- Landmark Hotel/Copeland Tower Metairie, LA\* Renovation for Mixed-Use Development
- Pontchartrain Housing Corporation I New Orleans, LA\* New Headquarters Office Building
- West End New Orleans, LA Waterfront Development and Boat Storage Facility
- City of Phoenix Phoenix, AZ Herberger Theater Renovation
- Alice Cooper's Solid Rock Foundation Phoenix, AZ Teen Athletic and Music Center (unbuilt)

\*While with another firm

### gouldevans





As a recent addition to the Gould Evans team, Michelle brings a dynamic skill set and design perspective informed by time spent in Italy studying abroad, as well as time practicing in the diverse contexts of Seattle, Cleveland, Baltimore, and New Orleans. A member of the National Organization of Minority Architects, Michelle advocates for diversity, inclusion, and equity within the architectural profession and the built environment. In her role as designer, she contributes to the entire project process from initial programming and schematic design all the way through construction documentation.

#### **EDUCATION**

Master of Architecture, Tulane University

Bachelor of Science in Architecture, Kent State University

#### ASSOCIATIONS

National Organization of Minority Architects – Kansas City Chapter

#### **ROLE & RESPONSIBILITIES**

Design Team member responsible for programming, urban planning, architectural design and sustainable practices

#### PERCENTAGE OF WORK

65%

- Junior Achievement of Greater Kansas City Kansas City, MO Career Center / Youth Learning Lab Tenant Improvement
- Blue Cross & Blue Shield of Kansas City Kansas City, MO New Headquarters
- Merck DeSoto, KS Office / Lab Renovation and Addition
- Advent Health/WholeLife Church Orlando, FL Health Village Academy Feasibility & Master Plan Study for K-8 School to replace Orlando Junior Academy
- Notre Dame de Sion Kansas City, MO High School Campus Master Plan

### WAGGONNER &BALL



#### DAVID WAGGONNER, FAIA

Waggonner & Ball Architecture / Environment Principal

David Waggonner is the founding principal of Waggonner & Ball, an internationally active architecture and environment practice based in New Orleans that believes designing for resilience requires living with water and building with nature. Waggonner & Ball's work spans a range of scales, from buildings to landscapes, from cities to watersheds, as well as a range of places. No matter where we work, we draw on the local and particular while engaging our global context of a changing climate, precarious economic conditions, and powerful new technologies.

David is a graduate of the Yale School of Architecture, and in 2010 was elevated to the position of Fellow in the American Institute of Architects (FAIA). In 2016, David was awarded the AIA Louisiana Medal of Honor. From preservation to modern architecture to urban design, locally and internationally, quality and innovation are hallmarks of his work.

In the aftermath of Hurricane Katrina, David saw an opportunity for New Orleans to reinvent itself as a sustainable city that embraces its lifeblood: water. He championed a process that examines history, soils, biodiversity, infrastructure networks, urban space and habitation, along with the forces of water. This combination serves as a holistic foundation for design, initiated during the Dutch Dialogues in New Orleans, developed through the Greater New Orleans Urban Water Plan, and now being implemented in multiple projects across the country, including the winning National Disaster Resilience Competition (NDRC) entries. The Dutch Dialogues workshop model has been successful in Charleston, South Carolina, Norfolk and Hampton, Virginia, and Houston, Texas.

#### **EDUCATION**

Master of Architecture, Yale University Bachelor of Arts, Duke University

#### REGISTRATIONS / CERTIFICATIONS

Licensed Architect: LA, CA

#### **ROLE & RESPONSIBILITIES**

Design Team Principal member responsible for architectural design, water management and sustainable practices

#### PERCENTAGE OF WORK

20%

- Greater New Orleans Urban Water Plan Metro New Orleans, LA
- Downtown Water Opportunities Study New Orleans, LA
- NDR: LA SAFE Resilience Planning Louisiana (6 Parishes)
- NDR: Gentilly Resilience District New Orleans, LA
- NDR: Ohio Creek Watershed Norfolk, VA
- St. Paul's Blue/Greenway Norfolk, VA
- Resilient Hampton, Phase I and Phase II Hampton, VA
- Dutch Dialogues Virginia Norfolk, VA
- Dutch Dialogues Charleston Charleston, SC
- Dutch Dialogues New Orleans New Orleans, LA
- HUD National Disaster Resilience Competition City of New Orleans, State of Louisiana, State of Connecticut, Commonwealth of Virginia
- Hampton-Langley Joint Land Use Study Addendum Hampton, VA
- Resilient Bridgeport: Rebuild By Design International Competition, Rebuild By Design Pilot Project, Strategy, NDR Pilot – Bridgeport, CT
- Living with Water Houston Houston, TX
- Tulane University Stormwater Master Plan New Orleans, LA

### WAGGONNER &BALL



#### JAIME RAMIRO DIAZ, LEED AP

Waggonner & Ball Architecture / Environment Senior Project Designer

Ramiro Diaz is an architectural and urban designer, and photographer, and has been with Waggonner & Ball since 2004. He is a design leader in the resilience and water strategy practice, and leads the firm's data analysis and GIS initiatives. A frequent lecturer and tour leader, Ramiro is expert at integrating architecture, landscape, and water system challenges into pictures that suggest innovative solutions and capture the spirit of place.

Ramiro is a client liaison, project designer, and collaboration leader for resilience urban design projects. He plays a key role organizing and participating in the firm's Dutch Dialogues and Living With Water<sup>™</sup> design workshops. Ramiro coordinated with consultants and the City of New Orleans to extensively map the Gentilly area in order to quantify need and determine project focus areas resulting in the city's HUD National Disaster Resilience award of \$141M. Currently, Ramiro is lead designer of the NDR Ohio Creek Project in Norfolk, VA, which provides coastal and stormwater protection and urban amenities, under construction.

#### **EDUCATION**

Master of Architecture, Tulane University

#### **ROLE & RESPONSIBILITIES**

Design Team member responsible for architectural design, water management and sustainable practices

#### PERCENTAGE OF WORK

40%

- Greater New Orleans Urban Water Plan Metro New Orleans, LA
- NDR: LA SAFE Resilience Planning Louisiana (6 Parishes)
- New Orleans NDR: Gentilly Resilience District New Orleans, LA
- NDR: Ohio Creek Watershed Norfolk, VA
- St. Paul's Blue/Greenway Norfolk, VA
- Resilient Hampton, Phase I and Phase II Hampton, VA
- Dutch Dialogues New Orleans New Orleans, LA
- HUD National Disaster Resilience Competition City of New Orleans, State of Louisiana, State of Connecticut, Commonwealth of Virginia
- Hampton-Langley Joint Land Use Study Addendum Hampton, VA
- Rebuild By Design International Competition: Resilient Bridgeport Bridgeport, CT
- Lafitte Greenway Sustainable Water Design New Orleans, LA
- Living with Water Houston Houston, TX
- City Park Stormwater Management New Orleans, LA
- Main Street Resiliency Plan New Orleans, LA
- St. Bernard Parish Integrated Water Resources Management Plan St. Bernard Parish, LA
- Old Arabi Revitalization Plan Arabi, LA
- St. Bernard Parish Louisiana Land Trust (LLT) Vacant Lot Study St. Bernard Parish, LA
- St. Bernard Parish Post-Katrina Framework Plan St. Bernard Parish, LA

### WAGGONNER &BALL



#### **ANDY STERNAD**, LEED AP BD+C

Waggonner & Ball Architecture / Environment Architect and Urban Designer

Andy is a leader in the resilience practice, first joining the firm in 2010 and returning in 2018. He focuses on the creation of water design strategies at urban and building scales, seeking holistic solutions that reveal the character of place and integrate issues of climate, ground, economy, and people. Andy is a client liaison for a range of public and private projects, works to build collaborative relationships with industry experts, and coordinates the firm's architectural and urban design marketing and business development efforts.

Andy was a key participant in the New Orleans Dutch Dialogues, a collaboration between Dutch and American engineers, designers, and planners to re-envision the city's relationship to water after Hurricane Katrina. He was a lead author of the ensuing Greater New Orleans Urban Water Plan, recognized by the American Planning Association with a National Excellence Award in 2015. Currently, Andy manages the firm's work on the Isle de Jean Charles resettlement plan, a first-ofits-kind effort in the U.S. to relocate an entire coastal community, and he led the firm's engagement with the Water As Leverage program in Chennai, India.

#### **EDUCATION**

Master of Architecture, Yale University

Bachelor of Arts in Architecture, Washington University in St. Louis

#### **REGISTRATIONS / CERTIFICATIONS**

Licensed Architect: MA

#### **ROLE & RESPONSIBILITIES**

Design Team member responsible for architectural design, water management and sustainable practices

#### PERCENTAGE OF WORK

40%

- Dutch Dialogues New Orleans New Orleans, LA
- Dutch Dialogues Charleston Charleston, SC
- Living With Water Houston Houston, TX
- Gretna Resilience District Gretna, LA
- Isle de Jean Charles Resettlement Planning Terrebonne Parish, LA
- Water As Leverage for Resilient Cities Asia Chennai, India
- Stormwater Opportunities: Spirit of Charity, Lafitte Greenway, Armstrong Park New Orleans, LA
- City Plan 2030 Land & Water Analysis Charleston, SC
- Beijing City International School Wangjing Campus Planning Beijing, China
- Greater New Orleans Urban Water Plan Metro New Orleans, LA
- Rebuild By Design International Competition: Resilient Bridgeport Bridgeport, CT
- Lafitte Greenway Sustainable Water Design New Orleans, LA

INCORPORATED Consulting Engineers



JAMIE L. SAXON, PE Morphy Makofsky Inc. President, Principal-In-Charge

Morphy Makofsky Inc. is an organization of professional engineers offering a full range of civil, structural, and foundation engineering with services including design, studies, estimates, and contract administration of engineering projects. Through innovative design concepts, as well as a broad spectrum of experience, working on all types of commercial, institutional and industrial facilities, MMI strives to be a leader in a field where decisions impact a wide gamut of results including costs, safety, reliability and performance. MMI provided all structural engineering services for the design and reconstruction of the multiple rides and buildings at the original Six Flags/Jazzland theme park development, as well as conducted peer reviews of designs conducted by other engineers.

Jamie Saxon has worked with Morphy, Makofsky, Inc. as an engineer since 1993 and now serves as the firm's President. He has been responsible for foundation and structural design as well as analysis on residential, commercial, military, industrial, levee structures, and drainage pump stations. Many of these projects have included dock and wharf structures. Jaime has completed many projects along the Mississippi river's edge including multiple projects for the Riverwalk Mall and the recent expansion, involving construction out into the wharf area. He was responsible for the foundation and first floor design of the Erato Street Cruise terminal, a six story building built between the flood wall and the river. This complex and challenging foundation system had to overcome the unique river bank instability issues as well as the heavy loads imposed by a six story precast concrete structure.

#### **EDUCATION**

Bachelor of Engineering in Civil Engineering, University of Adelaide, Australia

#### **REGISTRATIONS / CERTIFICATIONS**

Licensed Engineer: LA

#### **ROLE & RESPONSIBILITIES**

Principal Structural/Civil Engineering lead responsible for design and coordination of roadways, drainage, structures, canals, sheet pile bulkheads

#### PERCENTAGE OF WORK

70%

- Six Flags/Jazzland Theme Park Development New Orleans, LA
- Master Plan for JEDCO Churchill Park Avondale, LA
- Florida Housing Development New Orleans, LA
- University of New Orleans Housing New Orleans, LA
- Artspace: Bell School Campus New Orleans, LA
- University of Holy Cross Dormitory New Orleans, LA
- Sazerac Museum, Renovation and Addition New Orleans, LA
- Riverwalk Mall, Expansion & Renovations New Orleans, LA
- Erato Street Cruise Terminal New Orleans, LA
- 353 Carondelet Street Historic Renovation New Orleans, LA

INCORPORATED Consulting Engineers



#### STEPHAN BERNICK, PE, MSE Morphy Makofsky Inc.

Vice President, Project Manager

Stephan Bernick began his career with Morphy, Makofsky, Inc. in 1999 and now services at the firm's Vice President. He has been responsible for the design and production of construction documents for buildings and structures ranging in size from large residential homes to mid-rise hotel towers. Utilizing his geotechnical background, Mr. Bernick is an expert designing both deep and shallow foundations. Past projects have employed pipe piles, precast concrete piles, timber piles, composite timber-concrete piles, auger cast piles, helical piles and drilled shafts. He is also experienced in the renovations of existing structures. As a senior engineer, Mr. Bernick headed-up our team of engineers conducting inspections post-Katrina.

#### EDUCATION

Master of Science in Civil Engineering, Tulane University Bachelor of Science in Civil Engineering, Tulane University

#### **REGISTRATIONS / CERTIFICATIONS**

Licensed Engineer: LA, FL

#### **ROLE & RESPONSIBILITIES**

Structural/Civil Engineering lead responsible for responsible for design and coordination of roadways, drainage, structures, canals, sheet pile bulkheads

#### PERCENTAGE OF WORK

70%

- U.S. Coast Guard Integrated Support Command Center at Michoud Assembly Facility in New Orleans East – New Orleans, LA
- National World War Two Museum, Phases 4 through 11 New Orleans, LA
- Tulane University A.B. Freeman Business School New Orleans, LA
- Tulane School of Science & Engineering Space Study New Orleans, LA
- The Crescent Club Apartments New Orleans, LA
- University Medical Center Utility Building New Orleans, LA
- Louisiana Cancer Research Center New Orleans, LA
- George Washington Carver High School, New Orleans, LA New Orleans, LA
- Booker T. Washington High School, New Orleans, LA New Orleans, LA





#### MAURICKA D. McKENZIE, SR., PE

Cornerstone Engineering, LLC President/Owner and Principal Engineer

Mauricka McKenzie is Principal of Cornerstone Engineering, LLC (dba Nehemiah Engineering), a minority-owned civil engineering company specializing in construction management and geotechnical, structural and water resource engineering (water, wastewater and storm water). Mauricka McKenzie is a driven professional that strives to look at solving challenging infrastructure problems from many perspectives and through innovative technologies and approaches. He likes to build teams to successfully accomplish work and endeavors to meet the goals and objectives of each client. The CE-NE team has 60+ years of combined industry experience to provide the full-service engineering support needed to complete projects on time and within budget. Cornerstone's goals are to responsibly serve municipalities, counties, rural water associations, residential and commercial developers, architect/engineers, and private industry. Cornerstone provides a variety of management services like location surveying/mapping, design drafts/ modules, hydraulic/MEP modeling, project planning, cost estimates, materials procurement, inspections and more.

#### EDUCATION

Master of Science in Civil Engineering, Louisiana State University

Bachelor of Science in Civil Engineering, Mississippi State University

Associate of Arts in Pre-Engineering, Jones Junior College

Master of Divinity in Expository Preaching, New Orleans Baptist Theological Seminary

#### **REGISTRATIONS / CERTIFICATIONS**

Professional Engineer: LA, MS, AL, TX, GA, AR, FL, TN, WI ACI Certified Concrete Field and Laboratory Testing Technician Certified MS State Aid Bridge Inspector

#### **ROLE & RESPONSIBILITIES**

Civil Engineering co-lead responsible for design and coordination of water distribution systems, sewer systems, bridges, roadways, drainage

#### PERCENTAGE OF WORK

70%

- Civil Engineer-Greenwood Place Subdivision Development for JM Enterprises, LLC, Hattiesburg, MS - Review and advise on the development of the site plan, lot layout, design of water, sanitary sewer and storm drainage systems including power layout for a 10-acre residential subdivision development.
- City of Jackson, MS Water Plant Rehabilitation Projects Our firm served as prime engineering consultant to perform condition assessments and inspections, develop funding applications, perform engineering design and rehabilitation design and construction inspection and soil testing on over \$10 Million dollars worth of construction projects. The projects included installing a new soda ash water treatment system, installing a new 800 LF steel pedestrian bridge, rehabilitation of the gravity thickener tanks, the raw water traveling screens, the membrane filter plant upgrades, the centrifuge sludge dewatering system and the membrane enclosure building project.
- Project Geotechnical Engineer-Various Single Story and Multi Story Commercial Buildings, Airport Pavement Rehabilitation Projects throughout MS, AL and LA - Performed soil field testing, laboratory analysis and developed geotechnical engineering recommendation reports for over 100 projects. Performed QA/QC construction material testing during construction of foundation systems and site grading (soil, asphalt and concrete testing).
- Principal Engineer-Shubuta CDBG Wastewater System Improvements and Rehabilitation Project, Town of Shubuta, MS – Prepared USACE wetland permit documents, developed engineering design plans and specifications for the construction of sewer line extensions, sewer manhole and pump station rehabilitation, and wastewater post treatment rehabilitation.



LOUIS E. LIVERS, JR. Livers Construction Inc. Founder and President

Livers Construction Inc. was founded in 1990 by its President, Louis E. Livers, Jr., ROLE & RESPONSIBILITIES at the time when the City of New Orleans was managing a home renovation Community Development Block Grant and was in desperate need of residential rehabilitation contractors. The city's Office of Housing & Urban Affairs became LCI's first client. Initially, LCI distinguished itself as an emerging residential contractor. In 1993, LCI expanded into the commercial construction market by way of an opportunity with the Facilities Department at Xavier University of Louisiana.

The success at Xavier opened many doors throughout the Greater New Orleans community. To name one, the relationship between Tulane University and LCI are correlated to a professional recommendation by Xavier. Louis E. Livers, Jr. has directed the firm's primary focus toward comprehensive service, based on attention to detail with respect to construction of multiple building types with owners, corporate and academic program managers. Today, the company focuses on commercial construction, including academic, residential, renovation and restoration projects throughout Greater New Orleans and Baton Rouge, Louisiana.

With nearly 30 years of experience in the construction industry, Louis Livers has earned a reputation for a carpenter's contractor, delivering his work through honesty and integrity. He oversees the details of his projects and brings a lifetime of relationships and partnerships from clients and building partners throughout the Gulf Coast Region of the United States.

#### **EDUCATION**

Master of Science in Real Estate, New York University

Bachelor of Science in Business Administration, Xavier University of Louisiana

LCI will form a Joint Venture with a large General Contractor to provide Construction Manager At Risk (CMAR) services for the delivery of the project as well as Self Perform select scopes of work where appropriate.

#### PERCENTAGE OF WORK

70%

- Booker T. Washington High School New Orleans, LA
- New Edna Karr High School New Orleans, LA
- Lafayette Regional Airport Terminal Lafayette, LA
- John McDonogh High School Renovation New Orleans, LA
- Franklin Avenue Baptist Church New Orleans, LA
- Liberty Bank & Trust Gentilly Branch New Orleans, LA
- Southern University Small Business Incubator Center New Orleans, LA
- Southern University Health & Physical Education Building Renovation -New Orleans, LA
- Xavier University College of Pharmacy Building Renovation New Orleans, LA
- Xavier University On-going Campus Renovations and New Construction 1993-Present – New Orleans, LA



NATHANAEL K. SCALES, CBC Garden Doctors Architectural & Landscape **Construction Firm** President/CEO

Garden Doctors, LLC was founded by Nathanael K. Scales in 2005 and is headquartered in New Orleans, LA. Garden Doctors has grown from a small, one- Architectural Landscape and Contractors responsible for landscape architecture, man company into a diverse, multi-discipline service specialist with operational experience in multiple states. Garden Doctors' total revenues from the past 11 years have made us one of the most successful minority-owned businesses in the State of Louisiana. Garden Doctors is committed to providing a creative and proactive approach to landscaping and architectural design. We achieve this by offering our clients a high standard of quality innovative solutions, introducing aesthetically appealing concepts, and delivering unparalleled personalized service to projects of all sizes.

Mr. Scales started performing landscaping at 9 years old. He had one van and two helpers. Today, Mr. Scales is now the Chief Executive Officer and President of Garden Doctors, managing a nine person administrative staff and several field crews, expanding from New Orleans to Baton Rouge and beyond.

Over the years, as Garden Doctors has grown, Mr. Scales has added a great team • of Specialized, Degreed leaders, to ensure that customers receive the best service possible. Mr. Scales attended Phoenix University and University of New Orleans, were he studied Business management/marketing. Garden Doctors Landscape Firm's Senior Horticulturalist received a Bachelor of Science degree in Plant and Soil Science from Southern University, and its Senior Landscape Architect earned his degree in Landscape Architecture from Louisiana State University. Garden Doctors has a host of dedicated office personnel and crew leaders who ensure the completion, beautification, and timeliness of the fieldwork. The firm holds licenses as a Landscape Horticulturist, Commercial Ground Applicator Owner-Operator, General Contractor, Irrigation Contractor, and Arborist.

#### **ROLE & RESPONSIBILITIES**

construction/installation and maintenance

#### PERCENTAGE OF WORK

60%

- New Orleans International Airport New Orleans, LA • \$2.3 million
- RiverWalk Spanish Plaza New Orleans, LA \$987.000.00
- BW Copper Housing Development New Orleans, LA \$1.1 million
- Lafitte Housing Development New Orleans, LA \$1.2 million
- Harrahs Casino New Orleans, LA \$885,000.00
- Additional Greater New Orleans Clients: Cox Communications, The Willow Apartments, Walmart, New Orleans Museum, Hibernia Bank, Pep Boys, Emeril Lagasse, Boh Bros, Gibbs Construction, Four Seasons Hotels and Resorts, Marriott Hotels and Resorts, Lake Lawn Metairie

# **TECHNICAL CAPABILITY**

SITUS DEVELOPMENT COLLECTIVE, LLC.

#### **Technical Capability**

The ability of a Developer to conceive of, finance, design, program, permit, build, The development's ability to withstand the increased frequency and severity of manage construction, operate and maintain real property is a testament to their weather-related events will substantially contribute to the long-term viability and technical and organizational abilities. Being prescient enough to pair the right mix add value to the investment. In this regard, "how" will thoughtful design centered of professionals who can cooperatively work together to realize one's vision is the around LIVING WITH WATER contribute to the pecuniary and societal interest of essence of commercial development. Given the posture of the opportunity SDC will discuss in general detail their ability to strategically deliver the project. Here our explanation will focus on design, engineering, resilience, sustainability, finance and Public Private Partnerships.

Commercial real estate development is the art and alchemy of taking ideas and turning them into real property. The goal of this process is to deliver a product that meets a specific form of consumer or community need. Real estate development requires the participation of a myriad of professionals to give life to the developer's ideas. The partners of SDC have over a century of relevant experience in the required disciplines which form the foundations of a capable commercial real estate development firm. With diverse backgrounds in law, business, architecture, urban planning and commercial real estate the members of SDC are poised to deliver a transformational project to the City of New Orleans and the region. In totaling our respective relevant work histories, the members of a SDC have successfully contributed to completed projects valued in excess of eight billion dollars.

SDC and its A&E team have their principal place of business or a regional office in the City of New Orleans where many of the members have practiced for decades. Collectively, our team is intimately familiar with this site and its history. Hence, we shall address this inquiry by addressing it in two parts. First, we shall expound upon the architectural considerations of the site and then address the engineering issues presented by our redevelopment vision.

Waggonner & Ball are our teams' resident experts on "Living with Water." Their deep knowledge of design for the wet environment was born of David Waggonner's desire to rebuild New Orleans post-Katrina in a sustainable fashion. This project presents a career defining opportunity to put that wealth of knowledge to work for the benefit of the citizens of the city we love. Pages 23-27 entitled "Living with Water" contains a narrative of Waggonner & Ball's current thinking on the site which forms the basis of our design philosophy. Resiliency will be integral to the development we design, build and manage.

all parties.

Those of us who lived through Katrina and made the decision to return home remember what it was like to have the entire city go "off-line." If we are to be honest, much of the devastation and lost economic output could have been avoided using proven design techniques that have been successfully employed in the Netherlands. Our answer to living in a wet environment while our climate is in a state of flux will be seen in the projects design. While the main site is afforded some protection from floods via its own levee system, our design provides increased levels of flood protection to the development. The Six Flags/Jazzland site is comprised of wetlands that will be excavated and expanded to include a resilient canal system designed to fill with water in the wake of a large water event. This unique design element will allow the development to REMAIN FUNCTIONAL in the aftermath of such an event.

Complementing the architectural design efforts to make the project resilient will be the engineering firm Morphy Makofsky Inc. The firm's President and Vice President will be leading our efforts to incorporate proven engineering solutions in this wet environment. Key among them will be the foundations utilized in both commercial and residential structures. Extra precaution will be taken to ensure that all foundational and structural elements are properly engineered. In addition, given the elevation of the site, MMI has calculated the height certain roadways need to be built up so as to provide egress in case of a large water event. Interestingly enough materials dredged from the wetlands and canal system can be used to elevate said roadways.

The office of Morphy Makofsky Inc. is very familiar with the Six Flags/Jazzland site and the challenges the conditions present. The extremely soft upper soils present a significant challenge to design and stability. MMI's office was responsible for the design of foundations and first floor framing for the support of multiple amusement rides at the original Jazzland development. In addition to having done work at this site, MMI also designed the new Coast Guard facility at Michoud, multiple projects at the Naval Air Station in Belle Chasse and the North Shore Harbor Event Center.

MMI's previous civil engineering design includes the complete site development as it relates to site drainage of the various facilities, the connection and installation of sanitary sewer service to the buildings (including lift stations and modifications), the design and layout of both potable and fire water distribution systems throughout the site, and the development of piping plans for piping on the new marine docking facilities being constructed with the projects.

MMi's previous experience has been successful due to their many years of In keeping with creative problem-solving approach to development we have experience and the understanding that design is to be carefully integrated with the geotechnical engineering recommendations. MMI's approach to work closely with the geotechnical engineers will ensure success of the project.

Pursuant to the forgoing design and engineering approach to redeveloping the site in accordance with SDC's expanded vision of what is expressed in the Perkins & Will study we have received a TERM SHEET (see p. 67) for 1.38 BILLION dollars to finance the redevelopment of Six Flags/Jazzland. This expression of interest by Bluebell National, LLC., is evidence of concept viability and our technical capabilities sufficient to attract capital.

Additionally, SDC has teamed with McClain Financial Group and The Hackett Group. They are a part of our efforts to secure additional capital to fund additional programming and any gaps in the capital stack. Given that the site is located in an Opportunity Zone and the viable nature of our vision, both Shelton McClain and Toni Hackett feels confident in their ability to attract any additional capital required. It is not an overstatement to opine that given the uncertainty brought on by the Pandemic patient capital has been sidelined and is poised for deployment. Both firms have provided investment advisory services for decades to individual and institutional investors alike which makes them the perfect team member to spearhead this effort.

All of these projects have similar soil conditions to the proposed development site. SDC is continuing its efforts to augment the capital stack and is constantly vetting financing options. Our team has esteemed attorneys Wayne Neveu, Ashley N. Wicks and Tray Hairston from Buttler Snow who are poised to work with the City of New Orleans if the City is so inclined to fund public uses through the issuance of bonds. Additionally, Ashley N. Wicks has represented various entities in 400+ federal NEW MARKETS TAX TRANSACTIONS. We view their ability to navigate complex financial transactions as value add as we seek to allocate risk in the redevelopment of Six Flags/Jazzland.

> also teamed with CFP3. Steve Collins' nonprofit model is based on making the development, funding and operating public and/community facilities. CFP3 allows SDC to offer the City 501(c) (3) conduit ownership and financing, municipal financing and off-book financing.

> Once there is a complete understanding of what role, if any, the City will play in the financing of the redevelopment beyond inclusion of the site and the available incentives, SDC can better determine actual risk to the City. However, it is important to note that SDC may already be able to finance EIGHTY PERCENT (80%) of the estimated cost of its vision for the redevelopment of the Six Flags/Jazzland site. More importantly, SDC, McClain Financial Group, and The Hackett Group are actively involved in securing additional financing to close the remaining gap. Hence the risk to the City of New Orleans may in fact be very minimal.

# FINANCIAL CAPACITY

SITUS DEVELOPMENT COLLECTIVE, LLC.

#### **Financial Capacity**

As per the City's request we have attached a Term Sheet to our submission which evidences an interest in funding our vision for the redevelopment of the Six Flags/ Jazzland site. With this response to RFQ-961, we have included credentials of our team members who will structure the financing of the project. However, in this section we think it is appropriate to briefly discuss our thoughts on the formation of a Public Private Partnership (3P) as the delivery mechanism project at hand.

Using a 3P to procure both public and private infrastructure will allow for the accelerated development of this site. It is anticipated that funds for this development will come from SDC via equity and debt and not from the City's budget. However, the option remains open should the City decide to pursue a hybrid model and contribute to the financing. But for purposes of this submission SDC assumes that the 3P will adopt a user pays model for ultimate risk minimization. For purposes of this discussion, we will assume the commitment from the City will be the long-term lease agreement on the site. With SDC providing the financing the City will gain increased financial flexibility because its financial resources will not be required to fund the redevelopment. Most importantly, the long-term cost to the City will be lower due to the efficiency of the procurement method.

It is established that 3P's are a potential source of efficiency and effectiveness for projects such as this. The primary efficiencies relate to innovation, risk and cost management. Here, the for-profit nature of SDC allows it more flexibility than the nonprofit nature of government when attempting a project such as this.

Generally, the private sector is regarded as better at managing risk because of their better management and assessment of risk events. In the private sector significant risk is transferred to the 3P which therefore reduces the risk premium. The 3P in turn transfers the risk to the contractors. This affords private sector financiers and investors the ability to perform additional due diligence and thereby add additional oversight. The additional due diligence will inure to the benefit of the City and further reduce its risk.

It is our intent that one can review this submission and recognize our innovative approach to redeveloping the Six Flags/Jazzland sites. The goal here is to create additional value and to capture additional savings due to the innovation. Because of our approach to redeveloping the site we believe that we will increase the public and commercial use of the site which will increase its economic value. The means by which the economic value of the site will be governed by the 3P agreement between the City and SDC. (It is also important to note that while we refer to the agreement with the City the 3P agreement may potentially include other agreements that link SDC to other public sector parties rather than the procuring authority.) Within the agreement the financial and risk structures will be at the heart of the financial and risk structure.

At this point, SDC as the private partner will create a Special Purpose Vehicle (SPV) to operate and manage the project. The SPV will "pass through" many of the rights and obligations to a downstream set of contracts allocating cash flows, risk, obligations, and responsibilities from the SPV to the various private actors through different agreements. These agreements can be in the form of: Shareholder Agreements; Financial or Debt Agreements; Construction Agreements; Architectural/Engineering Agreements; Procurement Contracts; Operations and Management Contracts; Insurance Contracts and Guarantees. The forgoing overview seeks to provide a broad framework and potential starting point for an agreement with the City of New Orleans should Situs Development Collective, LLC, be chosen as a Master Developer for the Six Flags/Jazzland Redevelopment.



## What we do....

- Bluebell National, LLC represents family offices and financiers that provides debt and equity financing for large scale development projects.
  We specialize in large projects such as concert venues, sports stadiums, commercial and retail space, hotels, assisted living facilities, power & ethanol plants, wind & solar farms and infrastructure.
- Bluebell National, LLC is versatile and innovative in fast, no-nonsense lending parameters and ability to handle jumbo transactions. Our loan rates start at 5.0% fixed.

### Transaction Structure

- Clients are required to have between 20-25% equity (cash) of the total loan amount required.
- We focus on large scale development projects in the following sectors: real estate construction projects (residential, commercial, industrial, retail space), entertainment venues (concert venues, sports stadiums, resorts and hotels, assisted living facilities, green energy, including power & ethanol plants and wind & solar farms) and infrastructure and utilities.
- Loan rates start at 5.0% per annum with interest moratoriums provided for construction on certain projects.
- Minimum funding amounts are from \$100 million with a maximum funding amount of \$10 billion.
- BBN will provide an annual Bank Guarantee equal to 40-50% of the total loan amount required for the duration of the loan. The Guarantee may be cashed should BBN fail in its funding obligations at any time throughout the course of the project.

### **BBN Final Funding Procedures**

### **Step 1: Client Application**

- Client provides the following documentation for initial assessment:
  - a) BBN Client application form; and
  - b) Documents relating to its project including executive summary, business plan (including feasibility or project financial statements), budget and draw schedule, permits and approvals, title documents/sale and purchase agreements and any other pertinent information.

### **BBN Final Funding Procedures**

### Step 2: Project Discussion

- BBN will organize a call with the Client to discuss the funding process and the project in further detail.
  - ► Key items to be discussed will include:
    - current project status,
    - selection of contractors,
    - permits and approvals,
    - project budget and drawdown schedule,
    - Equity contribution status.

### **BBN Final Funding Procedures**

### Step 3: Preliminary Term Sheet

- BBN will issue a preliminary term sheet to the Client detailing loan term to be provided. The term sheet will include details of:
  - ▶ Total loan amount being provided and term of the loan;
  - Interest payable and any moratorium provided;
  - > Details of management of Client's equity contribution and Lender's Guarantee.
  - Any additional Client documents to be provided, including company certificate, constitution, resolutions, registers of members, directors and charges and passport copies of key members, project permits and approvals etc.
  - Details of any site visit/feasibility fees required.
# BBN Final Funding Procedures

# Step 4: Site Visit

- If required BBN will appoint representatives to visit the project site and meet with the Client to conclude a final feasibility report on the project.
  - Should the project site be outside the USA, BBN may (at its election) appoint an independent consulting firm to review and complete any site assessments required.

## **BBN Final Funding Procedures**

## Step 5: Transaction Documents

- ► A final term sheet may be provided upon site assessment if required.
- Should a final term sheet not be required, BBN's law firm will prepare loan and security documents depending on the nature of the project for the Client's review, including:
  - Project Financing Facility Agreement;
  - Security Agreement;
  - Promissory Note;
  - Any other loan documentation required (such as Environmental Compliance and Indemnity Agreement).

# **BBN Final Funding Procedures**

# Step 5: Equity Contribution Funding

- BBN will open a dedicated bank account in its name and add the Client as a joint account signatory to the account ("Joint Signatory Account").
- The Client transfers its Equity Contribution to BBN's account to initiate the funding process (Equity Contribution will be returned at the end of the Loan Term see below).
- Upon receipt of the Client's cash contribution, the Lender will organize collateral, in the form of a bank guarantee or other bank instrument ("Collateral") to a value of 40-50% of the loan amount to be delivered to the Joint Signatory Account on a bank to bank basis to safeguard future project funding commitments to the Client. The Collateral is callable on written demand by the Client if lending terms are breached. The Issuing Bank of the Guarantee will be UBS or other top-rated bank.
- Upon receipt of the Collateral, the equity contribution will be released to the Issuing Bank and project funding will commence and be provided to the Client in the draw schedules agreed.
- The Equity Contribution is returned to the Client at the end of the Loan Term (total LTV = 100%).





Construction; O&M= operation and maintenance; SPV= special purpose vehicle.

# **DBE PARTICIPATION**



#### 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: <u>supplierdiversity@nola.gov</u> OR 1340 Poydras Street, 18<sup>th</sup> Floor New Orleans. LA 70112

<u>RESPONDENTS</u>: 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: 02 / 23 / 2021

Description: \_\_\_\_\_City of New Orleans RFQ Six Flags/Jazzland Site Redevelopment

Name of Respondent: Situs Design Collective, LLC

Please check the appropriate space:

- The proposer is committed to the contract goal of \_\_\_\_\_\_% 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 COMMITTEMENT 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 (SLDBE or LAUCP)	SCOPE OF WORK TO BE PERFORMED BY THE DBE	ESTIMATED VALUE of PROPOSED DBE CONTRACT (If Known)	ESTIMATED % OF TOTAL CONTRACT
1. Billes Architects	504.284.8021	SLDBE	Architecture Planning and Design	\$ TBD	TBD %
2. The Hackett Group	504.521.6114	SLDBE/LAUCP	Investment Advisor, Custodian, Private Finance	\$ TBD	TBD %
3. Cornerstone Engineering, LLC	601.473.2403	LAUCP	Civil Engineering	\$ TBD	TBD %
4. Livers Construction Inc.	504.281.4365	SLDBE/LAUCP	Construction, Constructability/Cost Estimating	\$ TBD	TBD %
5. Start Smart LLC	504.324.1110	SLDBE/LAUCP	DBE Compliance/Oversight & Stakeholder Engagemt	\$ TBD	TBD %
6. Garden Doctors	504.834.0002	SLDBE/LAUCP	Landscape Architecture and Design	\$ TBD	TBD %
7. Other DBE Consultants TBD			TBD	\$ TBD	TBD %
8.				\$	%
9.				\$	%
10.				\$	%
TOTALS		· ·		\$ TBD	TBD - Min. 35 %



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

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**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	DATE
Billes Architects	Gerald W. Billes, AIA, NCARB, NOMA	(134) Delles	2/15/2021
The Hackett Group	Toni Hackett Antrum	194 Bar	2/21/2021
Cornerstone Engineering, LLC	Mauricka D. McKenzie, Sr., PE	Manine Man	2/16/2021
Livers Construction Inc.	Louis E. Livers, Jr.	fain 2 2 1	2/15/2021
Start Smart LLC	Norman D. Roussell, CEO	In Anone Somell	2/17/2021
Garden Doctors	Nathanael K. Scales, CBC		2/17/2021
Other DBE Consultants TBD	TBD	May 11 Oct	
		V	

**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.

SCO	PE OR PORTIONS OF WORK IDENTIFIED FOR DBE PARTICIPATION	ESTIMATED % OF CONTRACT VALUE
1.	Architectural Design and Planning	TBD
2.	Investment Advisor, Custodian, Private Finance	TBD
3.	Civil Engineering	TBD
4.	Construction, Constructability/Cost Estimating	TBD
5.	DBE Compliance/Oversight & Stakeholder Engagement	TBD
6.	Landscape Architecture and Design	TBD
7.	Other DBE Participation TBD	TBD
8.		
9.		
10.		
тот	AL	TBD - Min. 35%



### OFFICE OF SUPPLIER DIVERSITY CITY OF NEW ORLEANS

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

DBE Responsiveness Form-3 DBE Participation Plan

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

AGENCY NAME	PROJECT NAME	COMPLETION DATE	DBE PARTICIPATION ACHIEVED	OSD VERIFICATION
RSD/OPSB	Paul Habans Elementary*	Aug 2016	39%	
RSD/OPSB	Sherwood Forest Elementary*	June 2016	40%	
RSD/OPSB	Booker T. Washington High School*	Oct 2020	36%	
RSD/OPSB	Edna Karr High School*	May 2020	38%	
RSD/OPSB	John McDonough High School*	Apr 2019	50%	
Franklin Ave Baptist Church	Franklin Avenue Baptist Church*	Nov 2018	36%	

\*Wendell Armant with DevCORP Consulting Services, Inc. in collaboration with CORE Construction

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

#### >PLEASE SEE THE FOLLOWING PAGES FOR OUR DBE PARTICIPATION PLAN

#### **DBE PARTICIPATION PLAN**

#### Introduction

The City of New Orleans ("City") encourages the participation of certified Disadvantaged Business Enterprises ("DBEs") on all of its projects. To that end, the Situs Development Collective, LLC, ("Developer") has engaged Start Smart, LLC, to develop and manage a comprehensive DBE program to provide the maximum opportunity for DBEs to participate in the comprehensive redevelopment of the Six Flags/Jazzland site redevelopment ("Six Flags /Jazzland Redevelopment Project").

Start Smart, LLC, is a market leader in the design, implementation and management of DBE programs for public, private and non-profit clients and has earned a reputation for developing customized solutions that have helped our clients exceed the DBE participation goal on every project we've managed.

Exceeding the DBE goal on a project does not happen by accident and it cannot happen if the efforts to engage DBEs does not begin during the pre-construction phase of the project. That's why Start Smart a member of the Situs Development Collective team.

#### **Our Strategy**

Our DBE program development process will focus on ensuring local, certified DBE firms have the maximum practical opportunity to participate in the redevelopment of the Six Flags/Jazzland property.

We will accomplish that mission, beginning with targeted outreach meetings with ready, willing and able DBE subcontractors. From the meetings, we will develop a DBE participation plan that aligns seamlessly with the City's goal for DBE participation on the project. Our plan will include:

- Identify certified DBE subcontractors for each major trade on the project (For example, carpentry, electrical and plumbing) to ensure we have enough the DBE subcontractor capacity to meet and exceed the DBE goal;
- 2. Develop a comprehensive outreach schedule and recruitment plan that informs interested DBEs of subcontracting opportunities, the project schedule and bid package timelines and due dates; and

3. Develop a comprehensive compliance reporting process to ensure DBE compliance reports are submitted accurately and timely to the City.

#### **Outreach and Implementation Strategy**

Outreach to certified DBE firms is critical to exceeding the goal for DBE participation on the project. Our outreach plan is simple. We will conduct targeted outreach by calling and emailing DBE business owners directly and encouraging them to submit subcontract bids to the Six-Flags Redevelopment team. Additionally, we will ask interested DBE firms to register at www.dbecompliancesuite.com, our proprietary project-specific DBE compliance platform.

Having worked in supplier diversity for over 15 years, our team has amassed a database of over 1,000 licensed and certified DBEs in Louisiana. In addition to utilizing our in-house database and contractors, we will also utilize the required State and Local Disadvantaged Business Enterprise (SLDBE) and Louisiana Unified Certification Program (LAUCP) DBE directories in compliance with the RFQ.

#### Workforce Development Strategy

Every major construction project has a need for short- and long-term workers at the prime and subcontractor levels. Knowing this, Start Smart developed our proprietary Construction Laborer Job Readiness Assessment®. The assessment is a workforce development tool we have used to place over 100 construction laborers and helpers into construction jobs on projects' we've managed.

We will establish weekly office hours where locals can come in and apply to work as a Construction Laborer, Helper or Tradesman on the project. Our database will be the first source of laborers for the Six Flags/Jazzland Redevelopment team as well as subcontractors on the project.



#### **Reporting Strategy**

Reporting DBE participation is critical to gauging the success of our DBE plan for C the project. Our team of experts have developed DBE compliance and reporting Pr forms utilized by the Orleans Parish School Board, LSU's Charity Hospital Si redevelopment team and the Housing Authority of New Orleans.

In addition to reporting DBE participation through the City's B2Gnow system, we will utilize our proprietary DBE Compliance Suite® online platform capture information on certified and not-yet certified small businesses interested in working on the project, to capture applications for open construction jobs by subcontractors on the project and to prepare monthly and as-needed dashboard summary reports on the status of the project.

#### DBE Program Management Methodology

We will utilize Agile Project Management to initiate, plan, execute, manage Se and close the DBE program component of this project. Although Agile Project Management's focus on empowered teams, client involvement, and quickly controlling changes to the project scope throughout the lifecycle of the project will help Start Smart minimize bottlenecks related to DBE participation to complete deliverables on or before scheduled completion dates.

#### Performance Accountability Methodology

Accountability is a critical part of Start Smart's performance management plan on every project. Accountability improves communication with our team and our client, which leads to improved value for our clients and better results on project deliverables. We utilize three basic types of outcome measures for accountability:

- Objective measures, such as contract key performance metrics;
- Subjective measures, such as subcontractor and client surveys; and
- Growth measures that chart the DBE program's participation attributable Scope: the efforts of Start Smart and the Womack-Tillage team.

Note: A sample DBE Compliance Dashboard Report follows.

#### **Relevant Project Experience**

Client: Project: Size: Developer: Scope:	Louisiana State University Charity Hospital Redevelopment (2019-Present) \$178,000,000.00 1532 Tulane Partners, Inc. Developed and manage the Disadvantaged Business Enterprise (DBE) compliance program for the project to ensure 35% (\$62.5M) of all construction and professional service contracts are awarded to DBEs.
Client: Project: Size: Developer: Scope:	Housing Authority of New Orleans B.W. Cooper, Phase II (2021 Start) N/A Providence Community Housing DBE, WBE and U.S. Department of Housing and Urban Development (HUD) Section 3 compliance management and workforce development for Phase II of the development.
Client:	Mississippi Development Authority (MDA) (2019-Present)



Client:

Project:

Size:

Project/Scope:

Developed a customized construction business training program (MDA Contractor's College) to help MDA's certified DBE construction firms improve their businesses and win more state and local government contracts. Start Smart was awarded the 2019 City Business Excellence in Construction and Real Estate award for our Contractor's College training program.

Housing Authority of New Orleans

Lafitte Senior Housing Development (2015-2016)

\$18,000,000.00

DBE, WBE and U.S. Department of Housing and Urban Development (HUD) Section 3 compliance management and workforce development for the public housing development. Achieved 40% DBE, WBE and Section 3 Business participation goal and exceeded the HUD Section 3 employment goal by 115%.

#### Client: Housing Authority of New Orleans

Project: Faubourg Lafitte Housing Redevelopment (2014-2016)

Size: \$161,000,000.00

Developer: Providence Community Housing

Scope: DBE, WBE and U.S. Department of Housing and Urban Development (HUD) Section 3 compliance management and workforce development for the public housing redevelopment. Exceeded the DBE, WBE and HUD Section 3 Business construction contracting goals by 14.13% and the HUD Section 3 employment goal by 145%.

#### About Start Smart, LLC

Headquartered in New Orleans, Louisiana, Start Smart is a national provider of mission-critical consulting and training solutions for government, corporate and non-profit clients. At Start Smart, our mission is clear. We are dedicated to helping our clients build more competitive and higher-performing organizations.

#### Our Key Differentiators

- Values-centered leadership
- Deep expertise and innovation in our core practice areas
- Powerful culture of creative problem solving, collaboration and accountability
- Agile responsiveness to changes in client needs

#### Our Company at a Glance

- Private Louisiana LLC founded in 2005 by Norman D. Roussell, MBA
- National firm headquartered in New Orleans, LA
- \$1,000,000.00 General Liability Insurance (The Hartford)
- Cage Code: 50HQ6
- DUNS Number: 60-0851146

#### Our Certifications

- HUBZone- U.S. Small Business Administration
- DBE- U.S. Department of Transportation- LA, TX & MS
- DBE/SBE- LAUCP/U.S. Department of Transportation

#### Leadership: Norman D. Roussell, MBA

As an entrepreneur, consultant and nationally recognized author and speaker, Norman has been empowering businesses with the tools to succeed for over 15 years. In 2001, Norman founded Capital Access Project, Inc., an entrepreneur and economic development non-profit that played a seminal role in post-Katrina New Orleans' small business recovery efforts for over 10 years.

In 2005, Norman founded a Start Smart, LLC, a firm that provides consulting and training products and services to government, corporate and non-profit clients. In 2008, Norman and his team won a national award from the U.S. Department of Commerce as the Project Director of the Louisiana Minority Business Enterprise Center for the highest volume of financial transactions closed for clients. In 2009, Norman was named Minority Business Advocate of the Year by the Louisiana Minority Supplier Development Council.

Norman is the author of the best-selling book in America on building business credit, *Principles of Building Business Credit* (amazon.com) and the creative mind behind the award-winning construction business management training program *Contractor's College*® (www.ContractorsCollege.com) and the new *Resident Entrepreneurs Training Initiative* for public housing residents who want to start their own business.

Norman earned a Bachelor of Business Administration in Finance from Howard University at Washington, DC, and a Master of Business Administration from Loyola University at New Orleans.





#### **Project Responsibilities**

Utilizing Start Smart's proprietary supplier diversity management system, **www.dbecompliancesuite.com**, Norman will oversee targeted outreach to DBE firms, monitor DBE compliance, and report accurate, timely and meaningful DBE performance metrics throughout the project.

#### About DBE Compliance Suite

DBE Compliance Suite is a project-based supplier diversity Compliance Management System (CMS). Every custom-designed CMS is designed to track the information that is important to the success of the project and client.

#### DBE COMPLIANCE SUITE Monitoring, Reporting, Customized, Compliance.

#### About Start Smart, LLC

- Louisiana LLC founded in 2005
- \$1,000,000.00 General Liability
- Cage Code: 50HQ6
- DUNS Number: 60-0851146

#### Certifications

- U.S. SBA HUBZone
- U.S. DOT DBE- LA, MS & TX
- U.S. DOT SBE
- LA Hudson Initiative

Partial Client List

-

- 1532 Tulane Partners, LLC
- Mississippi Development Authority
  - TruFund Financial Services, Inc.
- Capital One Bank
- Housing Authority of New Orleans
- City of New Orleans
- City/Parish of East Baton Rouge
- Providence Community Housing
- SBDC Farmingdale at SUNY, NY

Charity Hospital Redevelopment New Orleans, LA \$178M; 2019-Present DBE compliance management

Capital One Bank, N.A. Contractor's College (LA, TX) 2012-Present Conduct our award-winning construction business management training program

Housing Authority of New Orleans Lafitte Senior Housing Development \$18M; 2015-2016 DBE, WBE and Section 3 Business compliance and workforce development

Housing Authority of New Orleans Faubourg Lafitte Redevelopment \$161M; 2014-2016 DBE, WBE and Section 3 Business compliance and workforce development

City of New Orleans Office of Supplier Diversity \$500M; 2010-2012 Re-engineered and managed the Office of Supplier Diversity

#### Awards

- Excellence in Construction and Real Estate, New Orleans City Business Magazine, 2019
- Minority Business Advocate of the Year,
- Southern Regional MSDC, 2010
- Minority Business Development Center Award,
- U.S. Department of Commerce, MBDA, 2009



#### -SAMPLE-





Dverview	The following, together with any attachments, is submitted as the Compliance Plan.					
o ensure small businesses have an opportunity to participate on a construction project or procurement	Section I. Bidder's/Contractor's Information					
pportunity ("Project"), bidders (pre-award) or contractors (post-award) may be required to submit a supplier Diversity Project Participation and Compliance Plan ("Compliance Plan") that demonstrates ow they will meet the project's Disadvantaged Business Enterprise ("DBE") goal.	Company Address					
The Compliance Plan will be reviewed to ensure bidders or contractors have provided the maximum	Primary Point of Contact					
ractical opportunity for DBEs to participate on the project or have provided substantive Evidence of Good aith Efforts to comply with the DBE goal on the project.	Office Phone					
and crons to comply with the DBE goal on the project.	Fax PoC Cell Phone					
nstructions	PoC E-Mail					
	Website					
All bidders or contractors utilizing DBE and non-DBE subcontractors1 on the project must submit a						
Compliance Plan. If the Compliance Plan does not contain all the required information or it is not completed	Secondary Point of Contact Secondary PoC Cell Phone					
correctly, the Compliance Plan may be considered non-responsive and the bid or contract may be voided.	Secondary PoC E-Mail					
	Bid/RFP/RFQ					
1. All bidders or contractors complete Sections I, II, III, V and VI.	Project ID Number					
2. Complete Section IV if you have non-DBE subcontractors.	Bid/RFP/RFQ DBE Participation Goal					
<ol> <li>If the Compliance Plan does not meet the minimum DBE participation goal established for the project, you must also complete Section VII, <i>Evidence of Good Faith Efforts</i>, and provide supporting documentation as required.</li> </ol>	Project Description					
	Please check ( $\checkmark$ ) one:					
	☐ This Compliance Plan meets the% DBE goal for the project.					
		005				
	This Compliance Plan achieves% DBE participation, but does not meet the for the project. Evidence of our firm's Good Faith Efforts is included in this plan.	DBE goal				
	This Compliance Plan is submitted by the owner or authorized company representa	ative:				
Notes:						
tereinafter, "DBE" refers to any small, disadvantaged, minority-owned, women-owned, veteran-owned or other certified business that neets the certification requirements for the disadvantaged business enterprise, supplier diversity, fair share or equal business	Printed Name:					
pportunity program requiring this Compliance Plan.	Title:					
See page 16 for definitions of key terms.						
	Signature:					
	Date: / /					
A non-DBE subcontractor is a majority-owned or small business that does not have a certification identified above.						
	D D-546					
Page 1 of 16	Page 2 of 16					

he following participation goals are established Percentages may be rounded to nearest tenth a. Total bid price or contract value		contractor for the tarm of the		
a Tatal hid price or contract value	n of a percent)	Johnactor for the term of th	he contract.	k. Other Certifications (Example)
a. Total bid price of contract value		\$	_	State & Local Disadvantaged Business Enterprise \$ 50,000.00 ; 15.0%
b. Total dollar amount of the bid or cont				Total planned subcontracting dollars under this bid/contract will go to DBE subcontractors who are certified as (acronym) SLDBE firms.
value that will be subcontracted to D		\$		
<ul> <li>c. Total percentage of the bid or contract that will be subcontracted to DBE fin</li> </ul>	act value irms		_%	1\$; 0.0% % Total planned subcontracting dollars under this bid/contract will go to DBE subcontractors who are
d. Total dollar amount of the bid or cont				certified as (acronym)firms.
value that will be subcontracted to n	non-DBE firms	\$	-	2\$;%
e. Total percentage of the bid or contra that will be subcontracted to non-DB	act value BE firms		%	Total planned subcontracting dollars under this bid/contract will go to DBE subcontractors who are certified as (acronym)firms.
		the construct site of a basis	Total alasand	3. \$ 0.0% %
. The following dollars and percentage goals a ubcontracting dollars under this contract will go			rotai planned	Total planned subcontracting dollars under this bid/contract will go to DBE subcontractors who are certified as (acronym)firms.
		Subcontract	Subcontract	
Certification	Designation	Dollar Amount*	Percentage*	Total planned subcontracting dollars under this bid/contract will go to DBE subcontractors who are
a. Disadvantage Business Enterprise	DBE	\$	0.0% %	certified as (acronym)firms.
b. Women-Owned Business Enterprise V	WBE	\$	0.0% %	5
c. Women-Owned Small Business V	WOSB	\$	0.0% %	certified as (acronym)firms.
d. Economically Disadvantaged WOSB E	EDWOSB	\$	0.0% %	6; <u>0.0% %</u>
e. Minority-Owned Business Enterprise	MBE	\$	0.0% %	Total planned subcontracting dollars under this bid/contract will go to DBE subcontractors who are certified as (acronym)firms.
f. Small Business Enterprise S	SBE	S	0,0% %	k1-k6. Notes/Comments:
g. Veteran-Owned Small Business	VOSB	\$	0.0% %	
h. Service-Disabled Veteran-Owned Small Business	SDVOSB	\$	0.0% %	
	8(a)	\$	0.0% %	
j. U.S. SBA HUBZone	HUBZone	\$	0.0% %	
k Other Ostifications	See Page 4	\$ 0.00	0.0% %	
	ALL DBEs	\$ 0.00	0.0% %	
Any costs for materials included in the bid or contract mu	ust be a part of the so	cope of work for the DBE subcor	ntractor. For examp	
Any costs for matchas meladed in the old of contract me	project to a DBE perfe	forming 10% of the electrical wor	rk on the project. Ye	
ou cannot allocate 100% of electrical materials for the pr an, however, allocate 10% of the electrical materials to the	he DBE performing 10	0% of the electrical work		

			COMPLIANCE SUITE Monitoring. Reporting. Customized. Compliance.
Section III. Scope of Work for DBE Subcontractors			Telephone:
The following scopes of work, products or services will a following DBE subcontractors. Provide the name of the fin	be subcontracted under this bid/contract with the rm, the subcontractor type and the scopes of work,	Primary PoC: Address:	l'elephone:
products or services the firm will provide.	and the faith of the second	City:	Parish:
		Zip Code:	E-Mail:
Name of Firm:		Cubeentrestes Tures	(For example, DBE, WBE or SBE)
Primary PoC:Address:	Telephone:	Subcontractor Type:	(For example, DBE, WBE or SBE)
City:	Parish:	SCOPE OF WORK: Describe (or a	ttach) the work to be performed by the DBE subcontractor.
Zip Code: E-Mail:			
Subcontractor Type: (Fo	or example, DBE, WBE or SBE)		
SCOPE OF WORK: Describe (or attach) the work to be	performed by the DBE subcontractor		
SCOPE OF WORK, besche (of allacity the work to be p			
		Name of Firm: Primary PoC:	Telephone:
		Address:	Telephone.
		City:	Parish:
		Zip Code:	E-Mail:
Name of Firm:			
Primary PoC:	Telephone:	Subcontractor Type:	(For example, DBE, WBE or SBE)
Address:			Health the work to be performed by the DDF sub-sectors
City:	Parish:	SCOPE OF WORK: Describe (or a	ttach) the work to be performed by the DBE subcontractor.
Zip Code: E-Mail:			
Subcontractor Type: (Fo			
(P0			
SCOPE OF WORK: Describe (or attach) the work to be	performed by the DBE subcontractor.		

lans of Firm	Section IV. Non-DBE Subcontracts
Name of Firm:	
Address:	Utilization of non-DBE subcontractors does not count towards the DBE goal on the project but will be considered during the evaluation of <i>Good Faith Efforts</i> by the bidder/contractor.
City: Parish:	Name of Firm:
Zip Code: E-Mail:	Primary PoC: Telephone:
Subcontractor Type: (For example, DBE, WBE or SBE)	Address: City: Parish:
	City: Parish: Zip Code: E-Mail:
SCOPE OF WORK: Describe (or attach) the work to be performed by the DBE subcontractor.	
	Subcontractor Type: (For example, carpentry, plumbing, electrical, etc.)
	SCOPE OF WORK: Describe (or attach) the work to be performed by the subcontractor.
Name of Firm:	
Primary PoC: Telephone:	
Address:	
City: Parish:	Name of Firm:
Zip Code: E-Mail:	Primary PoC: Telephone:
	Address:
Subcontractor Type: (For example, DBE, WBE or SBE)	City: Parish:
SCOPE OF WORK: Describe (or attach) the work to be performed by the DBE subcontractor.	Zip Code: E-Mail:
SCOPE OF WORK. Describe (of allach) the work to be performed by the DBE subcontractor.	Subcontractor Type: (For example, carpentry, plumbing, electrical, etc.)
	SCOPE OF WORK: Describe (or attach) the work to be performed by the subcontractor.
ATTACH CMS FORM-2 FOR EACH ADDITIONAL SUBCONTRACTOR	
ATTACH CHIS FORM-2 FOR EACH ADDITIONAL SUBCONTRACTOR	
Page 7 of 16	Page 8 of 16

Name of Firm:		Name of Firm:	
Primary PoC:	Telephone:		Telephone:
Address:		Address:	
City: E-Mail:	Parish:	City: E-M	Parish:
		Zip Gode E-W	lail
Subcontractor Type:	(For example, carpentry, plumbing, electrical, etc.)	Subcontractor Type:	(For example, carpentry, plumbing, electrical, etc.)
SCOPE OF WORK: Describe (or attach) the work	k to be performed by the subcontractor.	SCOPE OF WORK: Describe (or attac	ch) the work to be performed by the subcontractor.
Name of Firm:	Telephone: Parish:	Name of Firm:           Primary PoC:	Telephone:
Zip Code: E-Mail:		Zip Code: E-N	Aail:
Subcontractor Type:	(For example, carpentry, plumbing, electrical, etc.)	Subcontractor Type:	(For example, carpentry, plumbing, electrical, etc.)
SCOPE OF WORK: Describe (or attach) the wor	k to be performed by the subcontractor.	SCOPE OF WORK: Describe (or attac	ch) the work to be performed by the subcontractor.

	Name of Firm:
Name of Firm:	Primary PoC: Telephone:
Address:	Address:
City: Parish:	City: Parish: Zip Code: E-Mail:
Zip Code: E-Mail:	Zip Code: E-Mail:
Subcontractor Type: (For example, carpentry, plumbing, electrical, etc.)	Subcontractor Type: (For example, carpentry, plumbing, electrical, etc.)
SCOPE OF WORK: Describe (or attach) the work to be performed by the subcontractor.	SCOPE OF WORK: Describe (or attach) the work to be performed by the subcontractor.
Name of Firm:	Name of Firm:
Primary PoC: Telephone: Address:	Primary PoC: Telephone: Address:
City: Parish:	City: Parish:
Zip Code: E-Mail:	Zip Code: E-Mail:
Subcontractor Type: (For example, carpentry, plumbing, electrical, etc.)	Subcontractor Type: (For example, carpentry, plumbing, electrical, etc.)
SCOPE OF WORK: Describe (or attach) the work to be performed by the subcontractor.	SCOPE OF WORK: Describe (or attach) the work to be performed by the subcontractor.
	ATTACH ADDITIONAL PAGES IF NECESSARY

DBE COMPLIANCE SUITE Monitoring. Reporting. Customized. Compliance.			BE COMPLI	rting. Customiz	ed. Compliance.
ection V. DBE Participation and Compliance Plan Methods	Section VI. D	DBE Part	ticipation by CSI MasterFormat		
Explain the methods used by your firm to identify the DBE and non-DBE subcontractors and the scopes	Estimate DBE	E particip	ation by CSI MasterFormat Division	in the table below.	
f work to be subcontracted in this Compliance Plan.	Divi	vision	MasterFormat Description	Dollar (\$)	Percentage (%)
			General Requirements		0.0%
Example			Existing Conditions		0.0%
After reviewing the plans and specifications for the project, we determined there were opportunities to			Concrete		0.0%
subcontract portions of the carpentry, sheetrock, plumbing and electrical work. We utilized the U.S.			lasonry		0.0%
Department of Transportation's list of certified DBE firms to find prospective DBEs. We sent invitations			Aetals		0.0%
to bid to both DBEs and non-DBEs and selected our subcontractors based on the capabilities and			Voods, Plastics and Composites		0.0%
pricing they submitted.			hermal and Moisture Protection		0.0%
providence and an			Dpenings Finishes		0.0%
			Specialties		0.0%
			Equipment		0.0%
			urnishings		0.0%
			Special Construction		0.0%
			Conveying Equipment		0.0%
			ire Suppression		0.0%
	2		Plumbing		0.0%
	2	23 F	IVAC		0.0%
	2		Electrical	a and	0.0%
			Communications		0.0%
			Electronic Safety and Security		0.0%
			arthwork	-	0.0%
			Exterior Improvements Jtilities		0.0%
			Transportation		0.0%
			Material Processing and Handling		0.0%
			Vater and Wastewater Equipment		0.0%
			Electrical Power Generation		0.0%
					0.0%
					0.0%
					0.0%
	Section VI. M	Notes/Co	omments:		
Page 13 of 16			Page 14 of 1	16	



# REFERENCES

#### REFERENCES

#### SITUS DEVELOPMENT COLLECTIVE, LLC

#### Wendell Armant

Kyle Culverhouse, President - Louisiana Division CORE Construction Services, LLC 3131 N. I-10 Service Road East, Suite #300, Metairie, LA 70002 504.733.2212 | kyleculverhouse@coreconstruction.com

Sombra Williams, Director, Disadvantaged Business Enterprise Program Recovery School District 909 Poydras St., Suite 1230, New Orleans, LA 70112 504.373.6200 ext. 20082 | DBE@rsdla.net

#### Gerald W. Billes, AIA, NCARB, NOMA

Don Marshall, Director New Orleans Jazz and Heritage Festival and Foundation 1205 North Rampart Street, New Orleans, LA 70118 504.558.6106 Office | dmarshall@jazzandheritage.org

Irvin Mayfield, Former Board President New Orleans African American Museum 1423. Jackson Avenue, New Orleans, LA 70130 504.312.2877 Cell | jellyrmorton@me.com

#### **Shelly Wills**

Marilee Annala, Partner, ANNALA + WILLS, LLC AZ Office: 1250 N Abbey Lane # 258, Chandler, AZ 85226 NO Office: 900 Camp Street 3rd Floor, Suite 3C4, New Orleans, LA 70130 602.538.5959 | marilee@annalawills.com

Michael Buckley, CEO, Halcyon Ltd. Development Advisors Clinical Professor, University of Texas at Arlington Former Dean, Graduate School of Real Estate, Columbia University San Antonio, TX 917.562.5081

Santiago Madero, Executive Vice President, Lema Developers and Associates 33 Boliva Street, Penthouse Suite 8-A, Hato Rey (San Juan), Puerto Rico 00918 787.637.2535

#### COMMUNITY FACILITY PUBLIC PRIVATE PARTNERSHIPS

#### Boynton Beach Town Square, Boynton Beach, FL

\$78,000,000 in financing; Facilities include: City Hall, Library, Police Station, Fire Station, City Square/Park, Amphitheater, Playground, Site Infrastructure

Lori Laverriere, City Manager City of Boynton Beach 100 E. Ocean Avenue, Boynton Beach, FL 33435 561.876.7150 | laverrierel@bbfl.us

## Riverside County Libraries in Menifee, French Valley and Desert Hot Springs, CA

\$45,000,000 in financing; Leverage the buying efficiencies of a turnkey development team in a Public Private Partnership and get all three libraries done at once, in 18 months

Steve Gilbert, Deputy Director County of Riverside, Facilities Management, Real Estate Division 3133 Mission Inn Avenue, Riverside, CA 92507 951.955.4824 | sdgilbert@rivco.org

#### REFERENCES

#### THE HACKETT GROUP

#### Subject Matter Expert/Operational Audit

The Hackett Group was retained by the \$45 billion Maryland State Retirement Agency System to assist its Internal Audit staff in performing an operational audit as a subject matter expert in the area of Credit/Debt Strategy private investments. The scope included an assessment of the adequacy of operational and investment processes performed for the System's \$4 billion credit/debt strategy investments, focusing on:

- initial due diligence for manager selection;
- monitoring and oversight of positions;
- valuation, recordation, and reporting; and
- compliance with manager and fund investment guidelines and contracts

Dave Rangione, CPA – Director of Internal Audit Maryland State Retirement System 120 East Baltimore Street Baltimore, MD 21202-6700 410-625-5656 drongione@sra.state.md.us

#### **Municipal Advisor**

Toni Hackett Antrum serves as co-financial advisory for the New Orleans Transit Authority as well as the New Orleans Airport. At RTA she assisted in the refinancing of \$83 million of states tax revenue refunding bonds, the outstanding debt of the Authority. At the NOAB provided guidance on several transactions including the \$109 million special facility financing, \$82 million refunding, \$420 million new money bonds as well as the creation of several short-term revolving credit facilities for bridge financing. Recent transactions have exceeded \$1 Billion, and have included new money, refinancing, bridge loan financing and public private structures.

Mark Major Deputy CEO Administration & Finance New Orleans Regional Transit Authority (RTA) 2817 Canal Street New Orleans, LA 70119 504-827-8368 mmajor@rtaforwrd.org

Michele D. Allen-Hart General Counsel and Deputy Director of Aviation New Orleans Aviation Board (NOAB) 900 Airline Drive Kenner, LA 70062 504-303-7601 mallen-hart@flymsy.com

# **CONFLICT OF INTEREST AFFIDAVIT**

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# **CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF LOUISIANA

ath a PARISH OF

Before me, the undersigned authority, came and appeared  $\overline{}$ being first duly sworn, deposed and said that:

who.

Entertained authorized representative of , hereafter called "Respondent." morent 4. He/She is the

The Respondent submits the attached proposal in response to City of New Orleans Proposal vi #

- The Respondent hereby confirms that a conflict(s) of interest (check the applicable box) 9
- does not exist Þ
- 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, (mrth) this-) lei the parties involved and why there is a conflict. Attach ship

Respondent Representative (Signature)

NENDEL Corn

(Print or type name)

(Address) 603

Sworn to and subscribed before me, Crohen Willing, Notary Public, this 17th day of February

20 20 20 21

Graham H. Williams ALL LAND

Notary Public (signature) Notary ID#/Bar Rell #

Notary Public, ID No. 144116 Parish of Orleans F.

My Commission is for Life

di

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RFQ No. 961

STATISTICS.

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603 Saint Joseph Street, New Orleans, LA 70130 Wendell Armant, Managing Member 504.644.6558 | wendell@sdcllc.dev | www.sdcllc.dev