



Request for Qualifications for Six Flags/Jazzland Site Redevelopment
RFQ NO. 961

Presented to:



CITY OF NEW ORLEANS

Proposed by:



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100 Harbor Circle, New Orleans, LA 70126

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SECTION 1

LETTER OF TRANSMITTAL

City of New Orleans
1300 Perdido St
Attn: Purchasing K. Wells
New Orleans, LA 70112

RE: Request for Qualifications No.961 Six Flags/Jazzland Site Redevelopment

To whom it may concern,

We are Michael Tubre (Vice-President 504-427-3388) and Troy Henry (Managing Partner 504-529-9890), our two firms respectively TKTMJ, Inc and Henry Consulting LLC are both New Orleans-based businesses that have come together to submit a proposal for the Six Flags/Jazzland property. We are authorized to make representations for this proposal. It is our intention upon award that we will form a new special purpose entity for this redevelopment. We are excited and honored to be part of the selection process and feel our team is uniquely positioned to execute the vision the city desires.

The enclosed proposal presents numerous advantages to the City of New Orleans for the timely and successful development of the project. The lessons learned and best practices absorbed by our team working on similar type developments will be unparalleled in terms of understanding the scope and effort required.

As residents of New Orleans, we are keenly aware of the challenges the redevelopment of this site has posed. We also understand the struggles that have gone into the repeated requests for redevelopment ideas and the failure for any team to execute the vision. Our team proposes the best plan for the City of New Orleans and will take the work that began over 15 years ago and bring it to reality.

As local New Orleans residents, our team brings to the project the resources, personnel and commitment to undertake this high-profile project. As a transparent, New Orleans-based family-owned and managed organization with core values and a mission that parallels the objectives of this assignment, we are anxious to begin work on this mission. We are eager to assist the City of New Orleans to develop a transformative project that will utilize this area to its maximum potential.

Our team has the unique ability of having been the owner, developer, operator, and contractor on development projects. The commitment of a veteran and experienced management staff will lead our team. We have a proven track record of working with multiple government agencies and the private sector. Our team is prepared to take full responsibility for the entire project and ensure a quality completion of the Six Flags Project. We bring the core values and open book transparency to the City of New Orleans in this effort. We are primed to mobilize our team immediately for the start-up of this project.

Sincerely,

A blue ink signature of Michael Tubre, consisting of a stylized 'M' and 'T' followed by a horizontal flourish.

Michael Tubre michael.tubre@tktmj.com
Vice-President
TKTMJ, Inc.

A blue ink signature of Troy Henry, featuring a stylized 'T' and 'H' with a horizontal flourish.

Troy Henry troy.henry@henryconsulting.com
Managing Partner
Henry Consulting



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SECTION 2

EXECUTIVE SUMMARY

A team of local **experienced professionals** with specific experience in development, community outreach, and construction, a **planning process that involves the community**, an **approach and schedule that exceeds expectations**, a **strong financial presence**, and a **team with experience on similar projects** – reasons that the Bayou Phoenix team should be selected as your partner to redevelop the Six Flags/Jazzland site.

Bayou Phoenix seeks to ensure that creativity and opportunity continue to thrive and grow in our city. We are a team of local New Orleanians who are familiar with the area as we live and work in New Orleans East. TKTMJ, Inc., a Louisiana based local business with our main office in the industrial park off of Dowman Rd., and Henry Consulting, LLC, based in downtown New Orleans and whose owner, Troy Henry, lives in Eastover adjacent to the current Six Flags site, are the pillars of Bayou Phoenix. Through a unique approach and teaming method between these two local companies this project is envisioned as building a place that will completely change the dynamics of the area. Like its namesake emerges from the ashes, the proposal of Bayou Phoenix will serve as the catalyst to raise the former Jazzland property from the flood waters of Katrina.

The Bayou Phoenix team is uniquely prepared to tackle the challenge that has not been able to be realized. Being a team of locals and survivors of Katrina allows us a unique perspective in understanding the many issues, and opportunities, which lay in front of us. Our plan includes holding workshops and focus groups, we will use our existing relationships with community leaders and users to help expedite the process. The Bayou Phoenix project endeavors to have a broad spectrum of community outreach. We will promote partnerships with local, regional, and national organizations that work across a spectrum of areas, from arts to entrepreneurship to education to tourism.

Public Private Partnerships are challenging even under the best of circumstances. Our team believes, however, that we can successfully work together to accomplish something truly transformational for the City. The Mayor's public commitment to ensuring an efficient process and commitment of marshalling all City resources coupled with our highly capable team will help the city realize its goals expeditiously. This project will be a multi-year, multi-million dollar development project that will put the site to its highest and best use. Our vision calls for a mixed-use plan that will provide the best return for the City of New Orleans and its residents. In addition, we believe that financing for the project will be achieved even in the current pandemic economic climate.

Acting as lead developer is TKTMJ, Inc which brings years of development, design and construction experience to bear. We are a Louisiana based company with a more than 25 year track record of performance. In 1985, TKTMJ was founded to develop and construct rural USDA financing housing; construction and development is in our blood. TKTMJ's latest development projects include the former

Capdau School located on Franklin Avenue that was converted into an 80-unit home for the aged apartment complex. Our newest project is Lake Forest Manor located on Lake Forest Boulevard at Read Blvd. Construction began in September 2020 and when completed in October of this year will add 200 much needed affordable housing units for the community in a single apartment complex.

TKTMJ is excited to have as our partner on this project Henry Consulting (HC), a DBE Certified firm, led by New Orleans East resident Troy Henry. founded in 2001, is an African American-owned and operated management consulting firm headquartered in New Orleans, LA. Henry Consulting is UCP-certified DBE and Hudson Initiative certified firm. Henry Consulting's founder and principal consultants have over 100 years of combined experience in Fortune 50 companies and entrepreneurship. HC's strengths include breadth of business experience, operational savvy and financial acumen. Through its management services practice, Henry Consulting performs project management and program management services on behalf of its clients. Through its general management/corporate financial advisory practice, HC provides services to clients to assist those clients in executing initiatives on their own. HC also owns a portfolio of operating companies throughout the region. This diverse set of companies form the basis of HC being one of the largest minority-owned firms in the State of Louisiana. The operating company management experience will be an integral requirement for the successful redevelopment and management of the Jazzland site.

An integral part of our team includes design professionals The Michael Lee Studio and Lucas & Usner Consulting Architects (DBE certified), who will be involved from Day one. This team has served as our partners in several development projects over the last 5 years including Capdau Home for the Aged and Lake Forest Manor. Together they specialize in planning, development, architecture, and design. They are both full service architectural firms who believe in a hands-on approach by striving to be responsible and flexible in all professional relationships, always keeping their client's interest primary. Michael Mattax, President of The Michael Lee Studio is a graduate of the University of Illinois and has been a resident of New Orleans since the 1980's. Tracy Lucas, President of Lucas & Usner Architects, is a graduate from LSU, class of 1999, with a degree in architecture.

City of New Orleans Priorities

Find a development partner that can demonstrate the experience, capacity, and access to resources

- ✓ Bring the site back into commerce as an amenity that will benefit the community
- ✓ Create a catalytic economic development anchor project
- ✓ Spur job-creation for new, well-paying permanent jobs

The **Bayou Phoenix team is the clear solution for the City of New Orleans**. Our plan and our team provide the best solution and will allow the City of New Orleans to achieve all of their goals.

UNIQUE PLAN – Our plan includes taking the time to understand the goals and needs of the City, stakeholders, potential end-users and local residents. Our team believes that to satisfy the City's goal and bring the property into its highest and best use, any approach must include not just a single use but a multi-use plan. Bayou Phoenix proposes to achieve these diverse requirements by developing the space in three distinct sectors with distinct yet complimentary benefits:

1. Amusement/Water Park
2. Logistics/Warehouse Hub
3. Super Travel Center

We believe these 3 attractions will spur additional development on adjacent land, further expanding the available tax base to the City while simultaneously serving both local residents and becoming a destination for tourists and a new landmark for visitors travelling west and those leaving our City.

SPEED OF DELIVERY – Our phasing plan as well as our previous development experience in large scale projects will ensure that this project expeditiously becomes reality.

PERMANENT JOBS – Using the site to generate three very distinct projects ensures that not only will the temporary construction jobs be substantial. But the long term permanent jobs will be accomplished specifically in the logistics and warehouse jobs that traditional bring higher and more paying jobs.

EXPERIENCED PERSONNEL – Our team has the unique ability to take what the City of New Orleans has been working towards redevelopment since Hurricane Katrina and turn their hard work into reality.

NEW ORLEANS BASED SOLUTION – Very few people from outside of New Orleans understand the challenges we have faced every day since Hurricane Katrina. We are all Louisiana born and have built our businesses over the past 25+ years in Louisiana. During this time we have built a network of local professionals, city officials, and community leaders.

UNIQUE PLAN

Our plan involves a comprehensive 5 month outreach, preliminary design, feasibility/market studies and financial commitments. This process will include 100% of our team and will cast a broad net. Through our **local established network** we believe that this process cannot be done any quicker and more thoroughly. We bring a well-established process and experience with similar development projects. TKTMJ has experience in the following roles that make it uniquely positioned for this project:

- Owner

- Developer
- Contractor

We have taken projects from purchase through occupancy. This includes securing funding for the project through historic tax credits, housing tax credits, CDBG-DR funding and private funding. During this process we have intimately learned and worked with government officials, federal reporting requirements, as well as state and local requirements. This process has taught us how to effectively manage being the developer and the contractor on the same project. Our **direct and relevant experience** with development, design, and construction provides the best value for the City.

SPEED OF DELIVERY

Our proposed approach and methodology provides an expedited schedule for the City to rapidly bring this blighted site back into commerce.

The Bayou Phoenix team has proven results with over \$100 million in development experience, that including securing our own financing as well as private funding. In order to develop this much it requires an efficient and effective system. The Bayou Phoenix team has been able to achieve on redevelopment projects **an extremely quick return to commerce**.

We pledge that on day one after our Notice of Award that our design team will begin engagement with the City and its residents. This will allow us to maximize the time involved in design and planning. We feel that this process deserves all hands on deck and will include Development President Thomas Tubre, Development Project Manager Michael Tubre, Deputy Development Project Manager Adam Vodanovich, Managing Principal Troy Henry, Operational program manager Vincent Williams Lead Project Architect Michael Mattax and Project Architect Tracy Lucas.

EXPERIENCED PERSONNEL

The team we are proposing for this project has a **combined experience specifically working on development projects of over 300 years**. Our team has **zero learning curve** for the specifications and technical details of this development.

For years our team has been well versed in understanding the following:

- Adhering to the goals of our customers
- Developing and providing a safe working environment
- How to navigate difficult problems with solutions
- A proven track record of success
- A long standing team of professionals with familiarity

Our **direct and relevant experience** with development, design, and construction provides the best value for the City.

NEW ORLEANS BASED SOLUTION

Our workforce is full of New Orleans born and raised residents. All through our development chain we have long established relationships with community leaders, professionals, and government officials.

Our dedicated leadership team of Thomas Tubre, Michael Tubre and Troy Henry are all born and raised in Louisiana. They have worked diligently on successful development and government programs that require cooperation between private and public entities. Our companies have been in New Orleans for decades and have worked to build New Orleans' strength and resiliency, and using New Orleans based residents to accomplish it. We are born and bred here and currently raise our families in the city we all love. This project requires a locally based team of visionaries, that team is Bayou Phoenix.

WHY BAYOU PHOENIX IS THE ONLY CHOICE

In approaching the challenge of redeveloping the former Jazzland / Six Flags site, it became apparent through our research and the materials provided through this RFP process that the City has a vision. We believe our plan will turn this vision into reality. The City's inability to develop this site is due to the fact that a properly financed and capable team has not been able to effectively execute the vision. The Bayou Phoenix team and our partners like Hillwood bring a diverse and expansive network to bear with the singular focus of bringing that vision to fruition.

Unfortunately, this site has sat dormant and destroyed and is a constant reminder of the devastation we suffered during and challenges we encountered after Hurricane Katrina. This project requires a team that is not only well versed in development but also understanding the challenges in construction as well as generating interest in a property that lies in a flood plain.

This is a complex process because it involves a wide range of cultural, social, environmental, economic, institutional and political factors. Dealing with the numerous stakeholders on the front end and allowing time for that process will allow the team to make consensus-based decisions.

By choosing us we believe that the City will find a more than capable partner that can finally erase the last major physical scar on the City from Hurricane Katrina. The Bayou Phoenix team will provide an exciting and unique destination for locals and visitors.

The Bayou Phoenix team and our approach are the best option for the City of New Orleans and our fellow residents.



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SECTION 3

NARRATIVE & APPROACH

All successful **public/private partnership** projects start with a **vision**. Without a vision, the project will most likely fail. The vision is the framework for project goals and serves as the benchmark to ensure the realization of joint objectives. *Ten Principles for Successful Public/Private Partnerships* - Urban Land Institute, 2005

From Vision to Redevelopment

The best method for success in any business venture is to have a specific intent, a clear vision, a purposeful plan of action and an ability to execute the plan, all while maintaining clarity of the process from start to finish. The Bayou Phoenix team is proud to present a proposal that will provide the best return on its investment and future use of its property for New Orleanians. Our goal is to provide a transformative, long-term redevelopment that capitalizes on the property's best and, just as important, sustainable use. Our vision includes the following:

1. An educational amusement waterpark concept that would combine the natural area in which the project site sits combined with the construction of a new facility with hotel. Due to the location we would be able to provide a one-of-a-kind experience. This facility would allow visitors to learn about our unique culture and the challenges we face every day with coastal erosion in an educational and fun environment.
2. A 1st class warehouse, transportation and logistics hub to take advantage of an ever changing world where more people are buying products online. Over 69% of Americans have shopped online and by 2023 that number is expected to grow to 91%.
3. Development of a destination style travel center that will provide a must stop for anyone travelling into and out of New Orleans.

Bayou Phoenix would serve as the catalyst for development of the entire area. As part of our proposal we have reached out to our existing partners for interest and we are pleased to present Hillwood's letter of interest in the project. Hillwood is one of the top industrial, commercial and residential real estate developers in the country. They have developed more than 205.3 million square feet of industrial-logistics space throughout the United States and Costa Rica. Their projects have become premier live/work environments. Their portfolio of projects that includes 32,000 residential lots in more than 90 locations can be reviewed at www.hillwood.com. In addition to the interest from Hillwood, our New Orleans based team is best positioned to work with regional businesses and partners to maximize this property and transform this area into an economic engine for the residents of the city. This project is expected to launch a massive development of this area and would serve as a proper welcome mat for

our great city. By combining our rich heritage with an eye to the future, Bayou Phoenix can provide the revitalization that is needed. We believe this development will spur the following:

1. A partnership with Eastover Golf and Country Club to offer golf packages with hotel stays at the park.
2. Youth sports mega complex to bookend the Greater New Orleans area as a compliment to the recently announced project in Jefferson Parish.
3. Development of programs centric to coastal restoration
4. Office space and future warehouse development to support an existing base on this site
5. Residential development including affordable housing

A Fresh Start

This project, due to the size and scope, provides not only a chance to utilize the land owned by the City which housed Jazzland / Six Flags, but an opportunity to newly brand this area. Our plan includes a branding campaign to rename the entire area as Bayou Phoenix. This will allow the area to shake the stigma associated with the former Jazzland/Six Flags name that has become a constant reminder of Hurricane Katrina and failure. The newly named Bayou Phoenix area will enhance the image of New Orleans even further as the premier destination city in America and will be a must visit by the locals. The Bayou Phoenix team commits to working closely with all community based organizations, residents, businesses, the City of New Orleans and other stakeholders to leverage all applicable technologies, tools and resources to implement comprehensive economic development consistent with the vision of the City of New Orleans, Redevelopment and/or Neighborhood Plans. We believe that the redevelopment of the site will be the needed catalyst and lead to growth for the entire Bayou Phoenix area.

Redevelopment Plan of Action

Redevelopment requires ~~extraordinarily complex dynamics~~, incorporating real estate economics, land use, community benefits, ecology, hydrology, sustainability metrics, design, and politics across a variety of associated disciplines. Also involved are an array of regulatory and funding agencies, at the federal, state and local levels, and often elaborate impact analyses and mitigation. Developer concerns such as site analysis, land re-use approvals, market analysis, financing, remediation and liability approaches, project organization and sequencing, waterfront design and shoreline improvements, as well as a host of regulatory reviews are all involved. There are 8 major elements of the Bayou Phoenix teams Redevelopment plan:

1. Revitalization of the last major reminder of Hurricane Katrina
2. Improved quality of life for the residents of New Orleans
3. Job creation
4. Community, municipality, and stakeholder participation
5. Financially viable project
 - a. Innovative financing tools, including government programs;
 - b. Private investment;
 - c. Institutional Lending
6. Growth for entire area
7. Creation of ideas to make it ***“Naturally N’Awlins”***
8. Best in class

These 8 principles will guide our development team throughout the entire project. We will constantly and consistently refer back to these principles to ensure adherence to our original thoughts.

Redevelopment using our approach is not just constructing buildings; it ensures that residents of a community are empowered to improve their quality of life and environment as a result of sound practices and creation of a plan. Our goals in the redevelopment include design, preservation and utilization of the unique area, environmental remediation, and enhancing the area for the neighboring residents. The Bayou Phoenix’s team approach will be developing a comprehensive plan and strategy initially for the site but also secondarily for the surrounding area. The strategic plan to execute the proposed redevelopment can be broken down into five stages:

1. The initial idea
2. Refining that idea/Community input
3. Financing
4. Design/Build
5. Operations

The Initial Idea

The Initial Idea is the basis for this proposal and by submitting this proposal we have begun the process of redevelopment. These initial ideas include developing a facility that will be a destination for locals as well as tourist. Our team envisions this property becoming an anchor for this area and a new landmark for interstate travelers that they have reached New Orleans.

Amusement/Water Park

Our vision includes a one of a kind amusement/water park concept that will be one of the region's largest tourist attractions. The complex will include activities for all ages including rides, arcades, adventures, bowling, golfing, and interactive electronic gaming. The complex will be catered to families and allow them to spend quality family time and make memories that will last a lifetime. The lessons learned from the previous uses taught us that the site is considered by many visitors to the City to be "too far" from the traditional New Orleans' attractions located downtown and around the French Quarter. While we believe the widescale availability of ride sharing has changed the view of tourists regarding what can be reached, the biggest change in this proposal is the inclusion of an onsite hotel, completely eliminating that issue and cementing Bayou Phoenix as a destination in and of itself.



The amusement park would be authentically New Orleans taking the best New Orleans has to offer and presenting it to our visitors. This would include the following:

- A 200+ room New Orleans themed hotel
- Cabins located along the lake

- Art and music program featuring local artists throughout Bayou Phoenix
- Education program about conservation and land loss by Bayou Sauvage
- Potential partnership with local entities for other educational opportunities
- Ropes/Climbing course
- Shooting/Archery range
- Airboat and canoe Adventures

Due to the central location and having a population of over 3,000,000 people within 3 hours of driving distance, capitalizing on this aspect makes a Family entertainment complex a natural fit.

Logistics/Warehouse Hub

The news that potentially the port of New Orleans will be moving to a location in Violet, Louisiana closer to the mouth of the river makes this site a perfect location for a transportation and logistics hub. This center will serve as a necessary point for order fulfillment, storage, sortation, consolidation or break imported shipments, and delivery.

According to the study from Perkins + Will a transportation and logistics hub is projected to create 300 – 700 jobs with an average earnings of \$64,014. This is the highest wage and job creation proposed by the study. While the study also cites other available inventory in the area, we do not believe that any are in a better location than this site. Due to the move of the port, the lack of warehousing between the new port and any major transportation route is not sufficient enough to handle the cargo generated.



Super Travel Center

The travel center would become a must stop for anyone coming and going in Louisiana. This would be a first class facility that would provide over 100+ permanent jobs. This super travel center will feature over 100 gas pumps and 50,000 square feet of space. Not only offering gas and the normal convenience store items, this location would offer the following:

- Hunting and fishing Gear
- Home Décor
- Apparel and toys
- Large clean restrooms with a full time concierge
- A full time kitchen



Refining the Idea

Upon successful award, the Bayou Phoenix team will begin **Refining the Idea**. Upon award we will commission a study of all three ideas presented above to help determine the best use for the project site. This feasibility study will be required for planning purposes and specifically for financing. Conceptual ideas and designs will be built during this process to ensure that the information from the study is useable and feasible. This process will also require community input to gain perspective into value as well as design.

When starting a project and brainstorming how to best engage your community, it is very easy to get caught up in identifying tools first. Most people gravitate to discussing how many meetings to hold, what

Twitter hashtag to use, or what new innovative tool they can pilot before actually going through the strategic process of designing a community engagement plan.

The more thought you put into how to engage people at the beginning of the project, the more efficient your outreach plan will be, and hopefully it can help save time and money throughout. The process below breaks down a place-based planning project into three parts: Creating the Community Engagement Strategy, Implementation & Modifications, and Finalizing the Project.

At this point we will also begin engaging community leaders and stakeholders to help further develop the plan. Bayou Phoenix will engage citizens and institutions alike to develop sustainability principles and a collective vision for the future and that apply an integrative approach to environmental, economic, and social goals. Our plan includes the following:

Community Engagement	
Purpose of Engagement	The very first step is to clearly identify the purpose of community engagement in your project. Basically, why are people's input and involvement necessary to the process? What information/actions do you need from the community to help you accomplish the project's goals?
Stakeholders	The next step is to identify decision makers, landowners, and people who live, work, and visit the study area. Who will be directly or indirectly impacted by the outcomes of the project? Think about local leaders, community groups, non-profits, business owners, and City commissions that could influence the project and its implementation.
Resources and Scale of Engagement	At this point we will commit our full team resources to begin outreach and engagement activities in the project. Take into account if there are any internal and/or external factors that can limit or strengthen your efforts. What are some restrictions, if any? What are some opportunities to take advantage of? Our engagement scale will be broad due to the regional reach of the project
Messaging	Once we have identified stakeholders and scale of engagement we will craft a message that will engage our audience. This message will be extremely important and we will provide a clear idea as to the input/action we are requiring from the community.
Approach	Once we have identified stakeholders and scale of engagement we will craft a message that will engage our audience. This message will be extremely important and we will provide a clear idea as to the input/action we are requiring from the community.

Once we have completed all of the above steps and received input from all interested parties. We will implement these strategies into our plan and begin evaluation. We will take time to reassess our progress at various points to ensure adherence to our plan and their alignment with our 8 guiding principles. In order for a plan to work we must provide the following:

- A clear and concise message
- Proper mode of communication
- Easily receive feedback from the community

Strong community outreach and policy leader engagement process is one of the most important tools to advancing a redevelopment vision within the community. Our plan will encourage diverse and appropriate engagement from community members. Focusing on topics such as current market trends, redevelopment goals and innovative public/private partnerships will help community leaders better understand the benefits of redevelopment and its importance to community prosperity and to better understand the market and what is feasible. Our goals are to advance redevelopment objectives and we agree to create a strong commitment from the top that will create alignment across numerous groups and individuals to ensure there is a commonly understood commitment to redevelopment across the community at all levels. Success is not possible without the support of the existing community in which this redevelopment is to take place.

Financing

The financing of most real estate development projects involves numerous parties including: developers, active partners, equity partners, investors, lenders, and government entities. The projected size and scope will require numerous funding sources. The critical economic concept in the structuring of an investment is to achieve the appropriate risk-adjusted return for the investor. In order to attract investment, this will require not only equity from the development but also incentives and tax breaks from local, state, and federal officials. In our proposal we believe that the current lending environment is conducive to developing the warehouse/logistics hub initially and continuing through the Super travel center and using those successes to further the Amusement/Water Park.

When selected the Bayou Phoenix team will immediately engage Hillwood to become a partner in development of the warehouse/logistics hub. The current lending environment is difficult for the financing of a new amusement/water park however with a robust public investment component, we believe the project is feasible.. Leisure travel is expected to return in the last half of 2021 and continue to improve, with a full recovery by 2023.

Design/Build

Design-build construction accounts for over 40% of all non-residential construction projects. By utilizing the design-build approach this will allow the design and construction entities to function

together as one team in a single contractual entity. Design-build process have been proven to increase construction and delivery speed of the development. As part of proposal we have included our lead designers The Michael Lee Studio and Lucas & Usner Consulting Architects (DBE). Together we have completed an 80-unit elderly only Low Income Housing Tax Credit (LIHTC) project called Capdau Home for the Aged that was a rehabilitation of the historic Pierre Capdau School. In addition, we are currently under construction for the 200-unit LIHTC project called Lake Forest Manor that is slated for completion October 2021.

Operations

Once construction has been completed the development will begin operations. During this time staff will be hired and trained.

Proposed Timeline





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SECTION 4

MASTER DEVELOPMENT TEAM

Two New Orleans based businesses will head the redevelopment of this project. Our two companies have come together because we were both built on the same principles of trust, transparency, and an “open book” approach. At our core is **PRIDE**

- **People** We recognize the many ways in which people are different and build positive relationships with clients, co-workers, and partners based upon trust, respect, teamwork, and inclusion.
- **Results-Driven**--We set high performance standards and accept full responsibility for working hard and smart to achieve those standards.
- **Integrity**--We proudly conduct our business with the highest ethical standards every day.
- **Development**--We are committed to the ongoing development of our knowledge, skills and abilities to support our future success.
- **Excellence**--Our passion is to deliver excellent service to our clients and exceed their expectations.

THE BAYOU PHOENIX TEAM



TKTMJ, Inc. (TKTMJ), founded in 1994, is a HUBZone small business classification with our primary base of operation in New Orleans East. TKTMJ is a developer and also a large construction company who has worked in all aspects of construction. Since Hurricane Katrina, TKTMJ has been involved in development of over \$100 million worth of development.

In addition, TKTMJ has completed an additional \$130 million in construction work in the last 5 years. TKTMJ is well versed in not only development but also construction.

When TKTMJ was started our first customers were working with developers to provide USDA funded rural housing. Throughout the years we have done numerous development projects throughout the State of Louisiana. We have sharpened our skills, specifically on the financial end of projects. Our relationships with lenders, equity partners spans years. Two projects in particular that the capital stack for financing was complicated are Capdau Home for the Aged and Lake Forest Manor. The projects contained the following financing mechanisms.

- CDBG-DR funding
- Tax Exempt Bonds
- Federal and State Historic Tax Credits
- Mezzanine Funding

- Private funding
- LIHTC Credits

Working with numerous government agencies including the LHC, City of New Orleans, State and Federal Historic offices on top of multiple banks and numerous attorneys, we have successfully pulled off one of if not the most difficult transaction to finance.

Funding	TKTMJ Role	Program
\$23,000,000	Contractor	Construction of New Marina for the City of New Orleans. Completed 2020
\$45,000,000+	Developer/Contractor	Project Home Again - Construction of single family housing throughout Gentilly working in conjunction with a non-profit Home By Hand. On going
\$35,000,000	Developer/Contractor	Lake Forest Manor – Construction of a 200 unit low income apartment complex. On going
\$25,000,000	Developer/Contractor	Capdau Home for the Aged – Construction of an 80 unit low income elderly only complex. Completed 2020
\$15,000,000	Contractor	Rebuild Texas – Federally funded new construction from Hurricane Harvey Damage. Completed 2020
\$24,000,000	Contractor	Restore Louisiana – Federally funded new construction from the Great floods of Baton Rouge. Completed 2020
\$12,000,000	Developer	McDonogh 31 School – Renovation of historic school into apartments. Completed 2018
\$18,000,000	Contractor	PREPS program – Emergency repairs FEMA, State of Texas. Completed 2018
\$15,000,000	Contractor	Shelter at Home Program – Emergency repairs FEMA, State of Louisiana. Completed 2016
\$10,300,000	Contractor	McDonogh 16 – Home for the aged apartment 56 units. Completed 2015
\$24,000,000	Contractor	Lake Shore Levee armoring and beautification Orleans Levee District. Completed 2019

Through our 26 years of experience, our work includes interaction and coordination with local companies, people and local, state, and regional federal agencies. These interactions have allowed us to develop very open and effective relationships, which, in turn, result in successful projects.



Henry Consulting, LLC (“Henry Consulting” or “HC”), founded in 2001, is an African American-owned and operated management consulting firm headquartered in New Orleans, LA. Henry Consulting is UCP-certified DBE and Hudson

Initiative certified firm. Our founder and principal consultants have over 100 years of combined experience in Fortune 50 companies and entrepreneurship. Our strengths include breadth of business experience, operational savvy and financial acumen. We have three (3) lines of business: Advisory Services (we coach), Business Services (we manage), and Ventures (we own and operate).

Henry Consulting has a core staff of employees that can scale depending on the client’s need. In our Advisory Services practice, we audit and analyze our client’s business, then provide advice and coaching to create business value. When our clients need not only advice and coaching, but operational assistance, we step in and assume the risk for successful functions and projects through our Business Services. We add value by completing assignments within scope, on time, within budget, and with well-measured results. Henry Consulting also owns and operates five distinct commercial Venture businesses, together generating \$30M in annual revenue. In other words, we practice what we teach.

Our clients have included a variety of organizational types:

- Private, public, and nonprofit sectors,
- Annual revenues from \$500K to \$8B,
- Workforces of 15 to 15,000 employees, and
- Broad industry segments.

Our functional expertise includes operations management, corporate finance, risk management, government relations, community development, business development, strategic planning, project management, organization development, human capital management, diversity and inclusion initiatives, commercial and employment law, general business management, legislative strategy, marketing, disaster recovery, urban planning, municipal fundraising, Information Technology and systems analysis, and entrepreneurship.

THE MICHAEL LEE STUDIO

LIMITED LIABILITY COMPANY

The Michael Lee Studio, LLC was established in 2002 in Louisiana and licensed to practice in both Louisiana and Colorado.

Lucas & Usner Consulting Architects, PLLC is 51% woman owned, DBE Certified Architectural Consulting Company. We were established in 2017 in Louisiana and licensed to practice in both Louisiana and North Carolina.

The Michael Lee Studio, LLC (TMLS) and Lucas & Usner Consulting Architects, PLLC (LCA) have worked together over the last 20 years and have established a strong working relationship that is evident in the many successful projects they have completed as a team. Together, we specialize in architecture, interior design, space planning and programming, including new construction and renovation projects. TMLS & LCA are full-service architectural firms based on the principles of service, design, excellence and quality. The firms use a hands-on approach by striving to be responsible and flexible in all professional relationships, always keeping their client's interest primary. The firms are also supported by a broad-based network of outsourced professionals who can be brought into a project as required. As a result, TMLS & LCA remain committed to the value of professional collaboration in a spirit of partnership with their consultants and their clients.

TMLS & LCA believe design excellence ensures success and strives for creative solutions to the design challenges through teamwork and enthusiasm in the task. Whatever the challenge is TMLS & LCA delight in joining together client's needs, strong architectural concepts, and master craftsmanship. Weaving modern, out-of-the-box, cutting edge, architectural ideas with design traditions, TMLS & LCA consistently work to exceed the client's expectations in resolving difficult situations and tight scheduling, and prides themselves in creating memorable, innovative architecture that reveals a sense of belonging and place.

Design quality is a primary goal of TMLS & LCA and is accomplished by a proven track record of their experience, expertise, and attention to detail. The extensive background in design, renovation and construction administration allows for their unique ability to respond expeditiously to the needs of their clients with the efficiency and on-time delivery of a large firm, while providing a level of customer service and quality control associated with two small firms.

TEAM MEMBERS**MICHAEL W. TUBRE****VICE PRESIDENT, TKTMJ**

Michael Tubre is Vice President of TKTMJ. Michael has over a two decades of experience in redevelopment and more than 20 years in construction management. Michael through his 20 years of experience specifically in relation to finance has forged a network of lenders and partners to participate in multiple development opportunities. He has developed the backend software that allows TKTMJ to be successful across multiple platforms. Michael has studied development projects around the world, having traveled to South America, India and Dubai with the study abroad program at NYU's Construction Management Program. Studying the practices of some of the world's largest projects like the Burj Khalifa in Dubai gives Michael unique real-world perspectives. Michael's previous construction experience includes working with a development team that was reimagining high rise apartment buildings in New York's Harlem Borough.

Michael will take the lead role as CEO of the newly formed development company. He will be responsible for ensuring that the vision is not only met but exceeded. He will be responsible for procuring the financing for this project. Michael will dedicate 100% of his time to this project. Michael graduated from Tulane University in New Orleans where he earned a Bachelor of Arts degree in 1998. Michael went on to graduate school at New York University, receiving a Graduate Certificate in Real Estate and Construction Management in 2005. Michael is fluent in English and Spanish.

THOMAS W. TUBRE JR**PRESIDENT, TKTMJ**

Thomas Tubre Jr is President for TKTMJ. As President of the company Thomas is responsible for providing budgets, schedules, project management to ensure that the project progresses in compliance with contractual agreements. Thomas is responsible for hands-on management of daily project activities implementation of procedures and processes and assurance of timely execution of all phases of work. He helped develop the processes that allowed TKTMJ to help provide temporary shelter for 5000 families. Thomas is hands on and many days you will see him swinging a hammer or driving an excavator or participating in the "Cajun Navy." Before Thomas joined the business in 1998, he began working construction in 1990 for a heavy civil contractor. He started TKTMJ as a project manager and currently is President and part owner. Thomas has directly or indirectly supervised 200 employees and subcontractors. He has ensured that the workforce was qualified and maintained productivity and quality standards required of TKTMJ.

Thomas' role on this project will be Vice President of the newly formed development company. He will assist specifically in the design and construction of the project. Thomas has actively been involved in all development projects TKTMJ from inception. Thomas will dedicate 50% of his time to this project. Thomas studied Civil Engineering with a Minor in Mathematics from Louisiana State University in Baton Rouge, Louisiana.

ADAM VODANOVICH

VICE PRESIDENT/SECRETARY, TKTMJ

Adam Vodanovich has more than 15 years' experience in all aspects of development and construction. He is a veteran of development projects and understands the intricacies of how to produce results. Understanding how important it is to not only have a clear plan but the ability to execute it, is a strong point. Well- developed leadership and analytical skills as evidenced by the ability to coordinate employees, trades, develop partnerships, and build teams. Strong experience in document management and compliance. He has extensive experience managing projects and people and has been involved with all aspects of development including acquisition, planning, execution, monitoring, and closing. His adaptability and dependability make Adam an asset on any assignment. His service-oriented professional demeanor has enabled him to quickly build rapport with clients.

Adam's role with the program will serve as Vice President of Development under Michael Tubre. He and Michael have worked together for years and have helped with TKTMJ's entire development program. Adam attended the University of New Orleans and University of Florida and graduated in 1998 with a Bachelor of Science in Business Management. In addition, Adam is licensed by the State of Louisiana (#62581) in Building Construction, Electrical and Mechanical.

SCOTT HEDLUND

EXECUTIVE COUNSEL, TKTMJ

Scott is Executive Counsel for TKTMJ. He brings a unique perspective receiving his Juris Doctorate as well as an MBA in Business administration and a Bachelor of Science in Civil Engineering. Upon graduating Scott joined the law firm of Deutsch Kerrigan, LLP until September 2017 when he joined TKTMJ. While at Deutsch, he served as a member of the Strategic Planning Committee and was involved in short term and long term planning. In addition, he was Recruiting Chairman and oversaw the annual Summer Clerk program for law students. He has served as Executive Counsel and has been intimately involved in the financing of TKTMJ's largest development projects.

Scott will provide support in assuring all subcontractors and employees adhere to the contract provided. He will also make sure that we follow all State and Local rules and regulations. Scott attended Louisiana State University and graduated with a Bachelor of Science in Civil Engineering with a minor in Technical Sales in 2002. He also received a Bachelor of Civil Law, Master's in Business Administration, and a Juris Doctorate from Louisiana State University in May 2006.



TROY HENRY

MANAGING PARTNER AND PRINCIPAL FIDUCIARY, HENRY CONSULTING (HC).

He will serve as Managing Principal and liaison to the City of New Orleans Leadership Team. He is responsible for all 3 lines of business of HC: management consulting services, business services and equity ventures. Troy, a resident of New Orleans East, has over 30 years of management experience, with concentrations in business development, strategic planning, contract management, technology, and government. He has expertise in managing multi-million dollar projects and leading teams that develop business strategies, implement solutions and solve problems.

Henry's responsibilities with HC include providing general management and oversight on numerous HC projects/clients throughout the country. In addition to applying his business acumen to these client specific engagements, Henry is Managing Partner for several HC owned equity ventures. These venture companies include: 1) Infinity Fuels – a wholesale, commercial and retail fuel supply company, 2) Equity Media – a media and communications company, 3) Pneuma Aviation – a private member-driven aviation company, and 4) Sterling Fresh Foods (SFF) – a grocery and convenience store chain of operations. Thru Henry's leadership, HC continues to be one of the fastest growing enterprises in the southern region.

Previously, as President of the \$600M United Water Corporation, Troy had responsibility for overseeing operations and management of United Water's regulated and unregulated water and wastewater businesses, customer satisfaction, client relations and marketing activities in nineteen states. Henry has also served in executive positions with Enron, IBM, Hewlett Packard, Aluminum Company of America (ALCOA) and LORAL Federal Systems. He has bachelor's degrees in Electrical/Computer Engineering and African and Afro-American studies from Stanford University, and master's degrees in Electrical Engineering and Biomedical Engineering from Carnegie-Mellon University.



VINCENT WILLIAMS

OPERATIONAL PM AND LEAD CORPORATE RECRUITER, HC

Vincent is an accomplished Business Development Specialist and Investment Consultant. During his career he has raised over 6 billion in investment assets from public and corporate pension funds. These funds were successfully invested in publicly traded equities, fixed income, and private equity funds. He also has raised a significant sum to be invested in the real estate market. He has been a Senior Marketing Executive with such firms as MFS Institutional Advisors, Nordea Asset Management and PaineWebber. As a Senior Investment Consultant with internationally acclaimed Callan Associates, he advised and serviced such clients as New Haven, Ct, Boston, Ma, Baltimore, Md, Milwaukee, Wi, Wayne County, Mi, and the State of Connecticut. Other past investment clients include El Paso, Tx and the State of Texas. Some of Vincent's consulting responsibilities include asset allocation studies, investment guideline development and adherence and performance monitoring. He holds a BA in Economics from Stanford University and a MBA in Finance and Marketing from Northwestern University. He is past president of the Chicago chapter of the National Association of Security Professionals.

PROJECT ADMINISTRATION TEAM



MICHAEL MCKENNA

MANAGING DIRECTOR, HC

Will serve as Assistant Project Manager (Administration) for the HC Team. Mike has more than 20 years of management experience in a range of businesses and industries. He spent a significant number of years in the legal, investment banking, and management consulting industry in a leadership capacity. His knowledge and ability to apply solid financial principles and structures to complex business challenges has distinguished Mr. McKenna in the industry. His broad range of professional skills includes strategy development, business development, finance and financial analysis, business law, and managing complex transactions. Mr. McKenna has a BS in Business Administration from Xavier University, J.D. from Loyola University, and an MBA from the University of New Orleans.

DAVID CODY**SENIOR CONSULTANT, HC**

Will serve as a Project Management Associate for the HC Team. He has over three decades of experiences in a wide range of functions and organizations where his responsibilities have included sourcing and business planning for the revitalization of business units. His experience at Henry Consulting has also focused on sourcing, designing, and programming a talent sourcing system, analyzing objectives for several business client engagements, developing content for website and supervising implementation, executing municipal and state approvals for business execution, and conducting forensic accounting analyses of internal business operations. Previous assignments have included three years in the Office of Recovery Management at the City of New Orleans after over 20 years of corporate experience practically providing policy and regulatory guidance to Fortune 50 organizations. He has a bachelor's degree from Harvard University and a Master's in Business Administration from Stanford University.

**ANITA TILLMAN****SENIOR CONSULTANT, HC**

Will serve as Project Management Associate (Project Management Office PMO) for the HC team. She has over two decades of experience in strategic planning, technical project management, communications and government affairs. Tillman's most recent assignment was serving as New Orleans incoming Mayor's transition project manager. She is a former Director for the Louisiana Housing Corporation. She also serves as a subject-matter expert for the Louisiana Small Rental Program. Tillman is a cum laude graduate of Southern University A&M College in Baton Rouge, with a Bachelor of Science in Electrical Engineering.

STERLING HENRY**SENIOR CONSULTANT, HC**

Will serve as Project Management Associate for the HC team. He served in the Clinton Administration as Deputy Director of the White House. As the principal advisor on Congressional Relations, he coordinated Clinton Administration Congressional activities on the creation and authorization of a million-dollar revolving loan pool for capital improvements for Colleges and Universities and the Re-authorization of the Historically Black Colleges and Universities Act. Sterling has also served as a Legislative



Executive with the United Negro College Fund (UNCF). Additionally, he has served as Director of Federal Relations for the National Association for the Equal Opportunity in Higher Education (NAFEO) where his responsibilities included lobbying the United States Congress on issues relative to those respective universities. Between February 2001 and 2010 Sterling was the Vice President for Government Relations for the consulting firm J. Watson & Company. There he lobbied and provided government relations consultation on behalf of firms non-profit and international clients.

BRANDON HENRY **CONSULTANT, HC**

Will serve as a Project and IT System Analyst for the HC Team. He has over 10 years of business experience. He is an energetic IT professional and operations manager. Brandon, a resident of New Orleans East, has a degree in Computer engineering and spent three years at IBM as a High-end Systems Development Engineer working on cutting edge platforms and technology. At IBM, Brandon used his Engineering skills to devise practical solutions for several high visibility projects, enabling an on-time launch and yielding customer value. Currently, Brandon has served as the Operations Manager of Infinity Fuels. He has leveraged his technical knowledge to modernize various operations of the business including social media engagement and advertising. In addition, he serves as the IT architect for Henry Consulting. He ensures that proper security protocols are followed, and maintains the general health of the company's network and various embedded systems associated with the business operations. Brandon earned a B.S. in Computer Engineering from North Carolina A&T State University.



ERROL GEORGE **CONSULTANT, HC**

Will serve as a Senior Planner and Assistant Project Manager for the HC Team. Errol, a New Orleans East native, has over 15 years of experience as an urban and regional planner and management consultant. As a consultant, Errol has worked with local governments, state and federal agencies, private and non-profit corporations, and development companies, and has participated in a broad range of client engagements from citywide and neighborhood planning to site specific Mixed Use, Commercial, Residential, Retail, Hotel, Historic Preservation, Research Park, and Specialty projects. Errol provides urban and regional planning pre-development, preconstruction, and construction monitoring services to clients through the U.S., and serves as the project governance officer on projects underway to assist the development team with facilitation of the project through the regulatory processes of state

and local government. Errol has held various leadership roles in urban planning, including serving (by Mayoral appointment) on the City of New Orleans Board of Zoning Adjustments, and also as Legislative Committee Chairman of a Louisiana State Chapter of the American Planning Association. Errol also has experience in government, including as an aide in the Louisiana State Legislature and the U.S. Senate. Errol holds a Masters Degree in Urban and Regional Planning.



FANNY MCKENNA

HC ASSOCIATE

Will serve as a Spanish Interpreter for the HC Team. She is fluent in both English and Spanish. Board and raised in Honduras and educated at Xavier University of New Orleans, she is currently pursuing an MBA at the University of New Orleans. She has extensive experience translating documents to and from English to Spanish. Mrs. McKenna also has experience translating subtitles for promotional videos and public service announcements.

IRENE THU HOANG

HC ASSOCIATE

Will serve as a Vietnamese Interpreter for the HC Team. She is fluent in both English and Vietnamese. She has experience translating documents to and from English to Vietnamese. When necessary, she is able to travel to other locations throughout the Gulf Coast to assist clients in overcoming the language barrier.

PROJECT DESIGN TEAM

MICHAEL MATTAX

ARCHITECT, AIA, NCARB, TMLS

Michael has extensive architectural experience which includes planning, programming, design and construction administration of new buildings, and adaptive reuse and major renovations of existing buildings. Mr. Mattax also has extensive experience as an historic architect and has routinely completed the Part I, II and III National Park Service Historic Certification Application forms. He has served as professional of record, principal architect, and project manager on a numerous amount of small and large private and public sector projects; including various housing type projects, particularly projects with state historic, federal historic, and available low and mixed income housing tax credits.

Mr. Mattax has a proven track record of ensuring quality and design excellence as met through his work experience, expertise, coordinating teamwork, and attention to detail.

Prior to founding and establishing The Michael Lee Studio, LLC, (TMLS), in 2002, Mr. Mattax served as Program Manager and Project Manager, while employed as Director of Architecture, Vice President, and Lead Architect, for various clients at the federal, state and local levels.

TRACY LUCAS

ARCHITECT, NCARB, LUCAS & USNER

Twenty-one (21) years of experience in project programming, design and production of Construction Documents, consultant coordination, existing conditions documentation, material research, quality control and Construction Administration. Experience relating to this proposal includes developing and implementing company standards during the transition from 2D drafting to 3D modelling using Revit and BIM software. Documenting existing structures, both historic and modern, and creating Revit models to be used for renovation projects. Creating Revit models for presentations to clients to show various design options for selections. Additional experience includes obtaining construction permits and coordination with State Fire Marshal and local municipalities. Working with developers, contractors and property managers to develop projects to meet long term ownership expectation and minimize future maintenance costs. Coordination with not only local project teams but also out of state teams.

The Bayou Phoenix team believes in an all hands on deck approach, specifically when dealing with numerous stakeholders, community members, and government officials. Our team commits that we will dedicated our extensive network to expeditiously redeveloping the project. Our team brings the local insight, experience, and financial capacity that makes **selecting the Bayou Phoenix team as the only choice.**



Request for Qualifications for Six Flags/Jazzland Site Redevelopment

RFQ NO. 961

SECTION 5

TECHNICAL CAPABILITY

The TKTMJ team will deliver **more** to the City of New Orleans by providing a streamlined organization to facilitate the sharing of necessary information. By streamlining the organization without sacrificing necessary personnel, something that our team can efficiently and effectively perform, we will ensure that the needs of the City and community are met.

Our team has the required credentials, experience, and capacity to design, construct, finance, and market and lease state of the art facilities in partnership with the City of New Orleans. Our experience includes decades of successful development and construction of a variety of projects. As a local development team we are proud to be part of the active revitalization and are committed to this development. Our extensive knowledge of local assets including the local workforce is unparalleled and our network of connections throughout the business, community, and local government will aid in the success of this project. Our team believes that successful development starts with a vision, in order to hone in this vision proper planning must be implemented.

Preparation is a term that resonates throughout our team. Our team has the necessary capability to plan, finance, and manage a major development project. Our track record of development on past projects speaks for itself.

DEVELOPMENT EXPERIENCE

Public/private partnerships projects are unique in local implementation and no two are alike, but they all share common stages.

- Conceptualization and Initiation through stakeholders' opinions of the vision
- Document partnership and begin to define project elements, roles and responsibilities, and decision and implementation process
- Gain support from all community and stakeholders
- Project financing is secured
- Begin construction
- Manage property

The Bayou Phoenix team believes a partnership is a process not a product. Our experience between TKTMJ and Henry Consulting listed below will assure the City that we have the technical and financial capability to see this project through completion. Our team believes that preparation is never ending and this project will require constant updating as feedback is received from the community.

Capdau Home for the Aged

TKTMJ Development and Construction

After performing the construction work on several historic renovation projects designed to create low income housing around the New Orleans area, TKTMJ, Inc. (through associated single purpose entities) is currently developing and constructing a former 42,145 sqft public school into a combined 88,183 sqft complex called Capdau Home for the Aged. The project, was funded using the following:

- HUD Construction to Perm 221(d)4 \$11,898,000
- Perm loan \$5,104,400
- Federal Historic and LIHTC credits \$7,998,000
- State Historic Tax Credits \$2,275,202
- CDBG-DR funding \$2,900,000
- Bridge Loan for State Credits \$2,045,000

As contractor and developer TKTMJ, Inc. and its affiliates were responsible for putting together the financing utilizing federal, state (including the Louisiana Housing Corp) and local funds to bring the project to fruition. Construction is expected to be complete by August and there are no vacancies forecast by the end of the calendar year. The architect for the Project is Michael Mattax and Tracy Lucas of The Michael Lee Studio. Both current members of our team.



Lake Forest Manor Apartments

TKTMJ Development and Construction

Our most recent development and currently under construction and located in the Six Flags neighborhood on 10101 Lake Forest Blvd. This project was financed using the following:

Tax Exempt Bonds Louisiana Housing Finance Corporation - \$15,000,000

HUD Construction to Perm Loan 221(d)4 - \$14,000,000

Federal Historic and LIHTC tax credits - \$11,630,706

CDBG-DR Cash Flow Loan - \$5,000,000

This project is the renovation of the former “Forests Towers East Apartments that was damaged in Katrina. It has been an eyesore to all the residents of New Orleans East. After 4 other development teams tried to redevelop the property and fail, TKT MJ was finally successful and plan to complete the 200 unit affordable apartment in November 2021. In addition to working with the above funding sources, TKT MJ also worked with HANO and secured 200 project based vouchers for residents. The architect for the Project is Michael Mattax and Tracy Lucas of The Michael Lee Studio. Both current members of our team.



Project Home Again

TKTMJ Development and Construction

While the City of New Orleans grappled with the largest housing crisis in U.S. history following the historic flooding of 2006, TKTMJ, Inc. partnered with a private philanthropist to rebuild housing for families who had lost all of their possessions. The program was named “Project Home Again” and, using the generous funding from the philanthropist, enabled TKTMJ, Inc. to purchase properties, often directly from the City of New Orleans, and construct new housing which would then be donated to those in need. That initial project evolved into the current, ongoing program called “Home By Hand” which creates neighborhoods of opportunity through the redevelopment of vacant and abandoned properties and assists new homeowners with both financing and education. The houses, built by TKTMJ, Inc., are all built to EnergyStar 3.0 and incorporate 130MPH roofing systems, hardi-plank siding, fully insulated spray foam envelopes and hurricane impact windows. There are multiple models of homes which TKTMJ, Inc. constructs from the ground up, all of which can be discussed with the program’s director, Mr. Oji Alexander. To date TKTMJ, Inc. has completed over 270 homes.





Louisiana Office of Community Development
Alexandra Carter (Program Manager)
(504)556-9735

The Louisiana Watershed Initiative is a program of Louisiana State Government to mitigate damage to lives and property from inland flooding. Its objectives range widely, from instituting a regional watershed-based structure for funding new projects, to encouraging nature-based solutions, to a focus on the needs of the disadvantaged, to managing the expenditure of \$1.2 Billion in Federal funds.

Henry Consulting is one of three prime contractors selected for the management of the program objectives. HC will apply its extensive skills in business management, community relations, and technical oversight to deliver tangible results to this critical initiative. The program is expected to have a 12-year implementation plan with project deployments beginning in 2021.

City of New Orleans

Mayor LaToya Cantrell

The New Orleans Redevelopment Unlimited, Inc. (NORU) is the nonprofit arm of the New Orleans Development Authority (NORA). NORU was awarded a grant by the Ford Foundation and has in turn commissioned a Housing and Economic Development Market Assessment for use by its partners, including the City of New Orleans. To conduct the study, NORU hired The Redevelopment Trust (RT) and Henry Consulting (HC). Their approach is a Market Value Analysis (MVA), a standard approach to real estate markets, used all over the country to help public policymakers focus their investments, programs, and interventions. HC's role in the project is to understand policymakers' decision environment and information needs. HC engaged in extensive policy dialog with the City and other partner agencies, and with developers, community advocates, private sector advisors, philanthropies, and local data providers. HC and RT are using this outreach effort to focus the study's recommendations on actual partner needs.



City of New Orleans Office of Community Development
Beth Galante
Director (504) 525-2121

NOLA WISE - ENERGY EFFICIENCY PROGRAM

The HC team was responsible for the strategic planning and implementation of a process to comprehensively enhance energy assets, while offering a true economic development advantage for New Orleans as it competes with other progressive metropolitan markets. NOLA WISE was a partnership between the City of New Orleans and the Southeast Energy Efficiency Alliance. The program combined the City's EECBG formula dollars with SEEA's Better Buildings dollars to launch a Residential Energy Efficiency loan program. The City provided approximately 1/3 of its EECBG dollars to this project. The plan was for the City's money to seed a Loan Loss Reserve that would live on after the grant period has ended.

The Goals of the program were to 1) Develop a portfolio of Energy Efficiency Retrofit loans with data on energy savings, loan performance and customer satisfaction, 2) Build a stronger workforce in New Orleans by encouraging national certifications, providing better training, and creating new jobs. 3) Build demand for energy efficiency services by reaching through neighborhood networks and creating a reputation for quality work, measured savings and improved comfort in the home.



Conservation Services Group / Entergy New Orleans
Stephen L. Cowell
Chairman and CEO
617-816-4826

Energy Smart New Orleans

The New Orleans Energy Efficiency Initiative represents a creative and progressive approach to offer the citizens of New Orleans value added methods of enhancing their quality of life. Henry Consulting and its team of federal, state, and local government, as well as non-profit, private sector, and philanthropic stakeholders, created several approaches to reduce overall residential and commercial energy consumption in the City by maximizing both the supply as well as the demand components of the energy equation for each resident and business owner. The team is responsible for the strategic

planning and implementation of the process to comprehensively enhance energy assets while offering a true economic development advantage for New Orleans as it competes with other progressive metropolitan markets. The program design and plan served as the foundation for the City's Energy Smart New Orleans plan that was adopted by the New Orleans City Council and represents unprecedented benefits to the New Orleans community.



New Orleans Aviation Board

Dan Packer

Chair Person

504-464-3536

Airport Operational Audit and Performance Improvement

Henry Consulting and a team of consultants (Infrastructure Management Group, Inc. and Counter Technologies) were retained by the New Orleans Aviation Board (NOAB) to perform an assessment of the Louis Armstrong New Orleans International Airport (LANOIA). The fourteen-month assessment touched on all functional areas: finance and administration, operations and maintenance, planning and development, commercial management, community and governmental affairs, disadvantaged business enterprise, legal administration, and the board of directors. In addition, the assessment analyzed and reviewed all IT and network infrastructure supporting these functions.

Each functional area was analyzed with a comprehensive five phased approach:

1. Situation analysis – documentation of current status (“as is documentation”) in addition to the research of internal and external best practices
2. SWOT analysis – examination of the strengths, weaknesses, opportunities and threats to each functional area.
3. Strategy setting – an inclusive process, of LANOIA staff and consultant team members, focused on reviewing data gathered to date and setting future objectives.
4. Business strategic action plans – identification of a set of action plans and required initiatives to address deficient areas across all functional areas and support functions.
5. Performance measurement – development of implementation and tracking plan to ensure that all action plans and initiatives are completed successfully

Upon completion of the audit and the successful approval of all recommendations, Henry Consulting, LLC was retained by the Board to work directly with the Board and the Aviation Director to facilitate implementation of the strategic action plans.



Louisiana Department of Transportation and Development

Cedric Grant
(504) 508-8859

Statewide Disadvantaged Business Enterprise Support Services Program

LADOTD selected Henry Consulting to provide comprehensive support services to certified disadvantaged business enterprises (DBEs). Support services included full technical capabilities and financial condition assessments, business development and proposal-writing services, bidding assistance workshops, and financial advisory assistance (e.g., loan program referrals, bonding assistance advisory).

The initial assignment was to provide business recovery support services to disaster affected DBEs in southern and southwestern Louisiana. The assignment was later expanded to support DBEs throughout Louisiana in LADOTD's nine service districts. The project required constant coordination with the client and with state, federal, and local governmental agencies, as well as non-governmental organizations such as the Louisiana Association of General Contractors (LAGC), Louisiana Minority Business Council, Chambers of Commerce, etc.

Henry Consulting initially conducted a statewide outreach and information-gathering tour to all DBE firms to: assess firm capabilities and needs; promote the Support Services program; encourage participation in LADOTD contracting; and to develop an accurate database of firms certified with the Department. HC planned, coordinated, and conducted a statewide DBE conference that brought together officials from LADOTD, US Department of Transportation, Federal Highways Administration (FHWA), Louisiana Economic Development Department (LED) and Louisiana Associated General Contractors (LAGC) for information sharing and to assist DBE firms with networking, understanding state and federal contracting process, and gaining access to federal and state resources for small businesses. HC also conducted training seminars for DBE firms on topics such as marketing, bidding & estimating, bonding and finance, cost and cash flow management, contracts and documentation, and joint venture partnerships.

HC recruited firms into the program, primarily into work categories identified as deficient fields-of-specialty within the transportation industry. HC created and disseminated monthly newsletters that provided industry-specific and business-related information to firms. HC also researched and

disseminated targeted federal, state, municipal, and private-sector contracting opportunity information to firms on a daily basis. HC was also responsible for project management, coordinating weekly with LADOTD officials, and mid-year and annual reporting to LADOTD and FHWA.

Accomplishments: Increased number of contracts awarded to DBE firms and increased the dollar value of DBE contract awards annually. Over 220 DBE firms were served and a record number of contracts were awarded to DBE firms. We also assisted several DBE firms and DBE joint-ventures to work as prime-contractors on LADOTD construction projects.



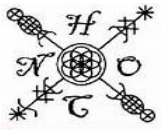
Carey Shea
Program Director
Rockefeller Foundation
Greater New Orleans Foundation City of New Orleans
504-914-7150

Community Support Foundation Unified New Orleans Plan (UNOP)

In the aftermath of Hurricane's Katrina and Rita, Henry Consulting was chosen to lead the citywide recovery effort UNOP project in a competition that drew the world's leading urban planning firms and disaster recovery experts to New Orleans. Henry Consulting served as the Prime Contractor, Project Manager and Lead Financial Planner on a 14-company team of local, national, and international urban planning and general business experts to develop UNOP over a five-month period. Henry Consulting also served as the final content decision-maker, detailed project manager, primary public contact for the planning team, and general administrator.

Henry Consulting successfully managed the technically complex, politically sensitive public process of building a recovery plan for the City of New Orleans within budget and on schedule. During a public participation process that reached out to thousands of New Orleanians, including displaced residents throughout the diaspora in over 31 cities in 17 states, UNOP received overwhelming support.

In Spring 2007, UNOP was approved and adopted by the City of New Orleans and the Louisiana Recovery Authority (LRA).

**NEW ORLEANS HEALING CENTER****HRI Properties, Inc.****Pres Kabacoff****CEO and Co-Chairman of the Board of Directors****(504) 699-5613****Feasibility Study**

The developer, Mr. Kabacoff, proposed a \$12-13M redevelopment of an historic building, the Universal Furniture Store, into the New Orleans Healing Center. The Healing Center would serve as a structure to house a food co-op, alternative healing companies, and organizations providing social services as

well as provide meeting spaces. Proposed development would require public and private investment to make viable.

Henry Consulting was engaged to evaluate the project's feasibility as well as quantify the potential economic impact. HC identified quantitative and qualitative impacts on the State of Louisiana, City of New Orleans, and surrounding neighborhoods. In total the economic impact were between \$70-125M over a 5 year period. The proposed center is also aligned well with recovery efforts and meets social-economical needs in the immediate neighborhood.

**Pontchartrain Park CDC****Wendell Pierce****504-208-9291****ppcdc@srpdevelopment.com****Pontchartrain Park Neighborhood Redevelopment**

Pontchartrain Park, one of the most historic African American communities in the U.S., was one of the hardest hit neighborhoods by flooding, and excluding the Lower Ninth Ward, it experienced the slowest recovery. The project was to develop a strategy for revitalizing the neighborhood through a focus on rebuilding its housing stock, commercial corridors, and community assets. Additionally, the planning/development team provided the pre-development activities needed to start actual bricks and mortar rebuilding. The planning/development team was fully engaged and integrated with the neighborhood residents throughout the process, which produced a plan built on principles of

sustainability – all of the 556 homes built (half the neighborhood) will be LEED Platinum with HERS scores of below 50, and will utilize storm-resistance, geothermal, and solar technology.

- Community-based redevelopment effort for a flood affected neighborhood
- Incorporates all of the most sustainable design and building techniques
- Involves extensive resident involvement to ensure returning disaster-affected residents would embrace the homes as a positive, forward-moving community enhancement/asset

Value of Project: As Awarded: \$90M



Cancer Clinics of Excellence (“CCE”)

Corporate Financial Advisor & Lead Negotiator

Description: Served as corporate financial advisor and lead negotiator for CCE in forming a new joint venture company to execute a new initiative in the medical oncology industry. The joint venture company was expected to have first year gross sales of \$750+ million. The joint venture partner (counter-party in negotiation) was an investment company of a large, New York-based private equity firm. This client assignment involved creating a complete financial model and funding plan for the joint venture company and conducting all negotiations regarding valuation and financial terms of the transaction.

Accomplishments: Constructed a detailed financial model which was used to test operational assumptions and hone business planning for the project; negotiated valuation that exceeded client’s target by approximately 50%; assisted in explaining the transaction and gaining transaction approval from a group of 300 founding physicians; and worked with an independent financial evaluator to obtain a fairness opinion to support the transaction (a significant regulatory hurdle).

Mayor Leads Ribbon Cutting for Senior Housing Facility

11/18/2020 by Site Staff (<https://www.bizneworleans.com/author/site-staff-2/>)



L to R: Ron Loesel (Webre Consulting), Michael Tubre (TKTMJ Incorporated), Nicole Webre, Mayor LaToya Cantrell, City Councilmember Jared Brossett, Marjorianna Willman and Evette Hester. (The children pictured are Tubre's daughter and son.)

NEW ORLEANS – Mayor LaToya Cantrell attended a Nov. 18 ribbon cutting ceremony to celebrate the opening of Capdau Home for the Aged at 3821 Franklin Avenue.

Capdau is a residential development that provides affordable housing for the elderly. The units are available for seniors age 62 and older, with up to two tenants per unit. All units are designated affordable housing under the Housing Assistance Payments program. Developer, TKTMJ Incorporated, collaborated with the Housing Authority of New Orleans on the project.

“This is a very big day for the City of New Orleans, the residents of District D, and for our seniors,” said Cantrell. “We are excited to see this \$13 million construction project that features a renovation of the existing three-story historic building. I want to thank the Housing Authority of New Orleans, the Louisiana Housing Corporation and the State’s Office of Economic Development for working to make this happen, and to the construction company TKTMJ for fulfilling its commitment to hiring DBE local companies during construction. This administration remains laser focused on affordable housing and is excited to work with partners such as these.”

The \$13 million construction project included renovation of the existing three-story historic building, and new construction of a four-story building designed by the Michael Lee Studio. Capdau Home for the Aged features 80 units, 35 of which are in the original building and 45 of which are part of the new construction.

The original three-story building is the site of the former Pierre A. Capdau School. The school, which was designed by New Orleans city architect E.A. Christy in 1922, was chartered in collaboration with the University of New Orleans in 2003 but has remained vacant since its closure in 2010.

Michael Tubre of TKTMJ fulfilled his commitment to hiring DBE local companies during construction. Funding was provided for the project by Louisiana Housing Corporation Community Development Block Grant disaster fund, Housing Authority of New Orleans, and State of Louisiana Office of Community Development.

Developer, TKTMJ Incorporated, is a family owned full-service construction firm, founded by company President Tom Tubre in 1994. Latter & Blum Property Management currently manages Capdau Home for the Aged.

Categories: [Healthcare \(https://www.bizneworleans.com/category/healthcare/\)](https://www.bizneworleans.com/category/healthcare/), [Real Estate \(https://www.bizneworleans.com/category/real-estate/\)](https://www.bizneworleans.com/category/real-estate/), [Today’s Business News \(https://www.bizneworleans.com/category/todays-business-news/\)](https://www.bizneworleans.com/category/todays-business-news/)

[Home](#) » [Mayor's Office](#) » [News](#) » [July 2020](#) » MAYOR HELPS BREAK GROUND ON \$32M LAKE FOREST MANOR DEVELOPMENT IN NEW ORLEANS EAST

Mayor's Office

NEWS

July 29, 2020

MAYOR HELPS BREAK GROUND ON \$32M LAKE FOREST MANOR DEVELOPMENT IN NEW ORLEANS EAST



NEW ORLEANS — Mayor LaToya Cantrell today joined other elected officials and community partners to celebrate the beginning of work on a \$32 million redevelopment of its original use, as a 200-unit senior living facility in New Orleans East.

“The City of New Orleans and the Cantrell Administration overwhelmingly made affordable housing a top priority since Day One — committed to creating affordable housing, it, also understanding that every fabric of our city is different, the needs of every neighborhood are different, and for New Orleans East, we want affordable housing but we want it also in the form of home ownership for families in our city,” said **Mayor Cantrell**.

“Our aging population is so vital to our culture and community, and they deserve quality housing. I am so excited to be a part of this groundbreaking, where we can announce its completion, and we can welcome seniors to their new home in District E — Lake Forest Manor,” said **Cyndi Nguyen, City Councilmember, District E**.

[WATCH: Lake Forest Manor groundbreaking (https://www.facebook.com/watch/live/?utm_campaign=City_of_New_Orleans&utm_content=&utm_medium=email&utm_source=govdelivery&utm_term=&v=975908566219719)]

The City provided a \$1.5 million community development block grant to the developer TKTMJ, Inc., in collaboration with the Housing Authority of New Orleans.

The project is in keeping with several efforts by Mayor Cantrell to fight for affordable housing for the City's residents, especially in light of the COVID-19 pandemic. Last month, Mayor Cantrell's request for \$35 million to be added to the 2020 budget for COVID-19 response and affordable housing in New Orleans. The ordinances appropriate funding from the Office of Community Development. They will allow the City to quickly respond to the compounded housing and economic issues related to COVID-19. This will help the City provide assistance, housing for homeless residents, and support small businesses.

Also, effective July 27, the Office of Community Development began taking applications for tenants residing in Orleans Parish in imminent danger of being evicted.

Mayor Cantrell also thanked a hotel in New Orleans East for stepping up to help house homeless residents downtown who had been compromised by the rodent vector that has become a pandemic as restaurants shuttered. Several of those residents, Mayor Cantrell added, have found permanent housing.

Mayor Cantrell also reaffirmed her commitment to improving District E, including New Orleans East. This includes housing, economic opportunity and infrastructure. In addition to construction, the Department of Public Works has 40 projects valued at \$211 million planned for District E. Twelve projects valued at \$80 million are currently under construction. Projects valued at \$36 million — since May of 2018.

Mayor Cantrell was joined by State Rep. Jason Hughes, District 100; Marjorianna Willman, Director, Office of Housing Policy and Community Development, who facilitated the meeting. Tubre and Thomas Tubre Jr., of TKTMJ, Inc.

###

COMPLETE THE 2020 CENSUS TODAY! VISIT MY2020CENSUS.GOV (HTTPS://MY2020CENSUS.GOV/?UTM_CAMPAIGN=CITY_OF_NEW_ORLEANS&UTM_CONTENT=&UTM_MEDIUM=EMAIL&UTM_SOURCE=GOVDEI) FOR MORE INFO.



Request for Qualifications for Six Flags/Jazzland Site Redevelopment

RFQ NO. 961

SECTION 6

FINANCIAL CAPABILITY

This project will require an all hands on deck approach to financing. Leading up the team will be Michael Tubre who has been intimately involved in over \$100 million in financing for development projects. Our experience in previous development projects has required that we work with multiple lending institutions, equity partners, government funding and private lending.

Vincent Williams (HC) is an accomplished Business Development Specialist and Investment Consultant. During his career he has raised over \$6 billion in investment assets from public and corporate funds. A significant portion of the raised funds were invested in real estate markets around the world. He has been a Senior Marketing Executive with such firms as MFS Institutional Advisors, Nordea Asset Management and PaineWebber.

Due to the high-profile nature of this project it is essential that we explore every avenue for funding. Our team has the forward thinking to capitalize on all and any funds that might work. Not only using financing through Develop Nola but also the office of Louisiana Economic Development.

Our existing relationships with local and national lenders as well as tax syndicators will allow us to take our vision to lenders that we have previously worked together on development projects. The Bayou Phoenix team has closed in excess of \$60 million dollars in structured finance real estate transactions. In addition, TKTMJ has a financial bonding capacity of \$60,000,000.

The Bayou Phoenix team has the financial resources and team to commit to seeing this property through its grand opening. One of the great qualities of our team is the ability to overcome financial constraints with tremendous creativity and knowledge. In order to turn this project into a reality we believe these financial steps must be taken.

1. Public/Private cooperation for funding sources
2. Long Term lease obligations by Class A Tenants
3. Credit enhancement. Bond insurance, or both
4. Reduce development costs through construction
5. Enhance cash flow through tax abatements and surcharges.

Our team commits to marshalling our resources to ensure the financial viability of this project. Taping our existing relationships that have been financial backers in several other development projects will allow us an upper hand in financing this project.



Request for Qualifications for Six Flags/Jazzland Site Redevelopment

RFQ NO. 961

SECTION 7

DBE PARTICIPATION

Henry Consulting is a partner and certified DBE. We believe that we can not only meet the DBE requirements for the project in not only the management phases but also with the construction and redevelopment activities needed. HC will be responsible for contractual compliance, recruitment of DBE construction subcontractors, and will manage the day-to-day operations of the facility once construction has completed. Henry Consulting will source DBEs that provide meaningful skills, resources, and services needed with tangible results. Henry Consulting will also be responsible for targeted recruitment of potential operators and businesses located at the site. Henry Consulting is experienced in engaging with large corporations and has the ability to attract tenants that will suit the focus on the project.

Henry Consulting's ties to the community run deep and wide. Its managing partner is a long-time resident of New Orleans East and regularly engages with community organizers and local media personalities. We will engage with business and community organizations in the City of New Orleans with an emphasis on organizations in New Orleans East as they will be the most impacted by the redevelopment of the property. Our objective will be to gain a consensus and to confirm our thesis of what opportunities they would support.



OFFICE OF SUPPLIER DIVERSITY
CITY OF NEW ORLEANS

DBE Responsiveness Form-3
DBE Participation Plan

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

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

RFP/RFQ/Solicitation #: 961

Date: 02 / 22 / 2021

Description: Six Flags Re-Development RFQ

Name of Respondent: TKTMJ and Henry Consulting

Please check the appropriate space:

- ☐ The proposer is committed to the contract goal of 40 % 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 40 % 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. Henry Consulting LLC	504-529-9890	LAUCP	Management, Business Services and Recruitment	\$ TBD	40 %
2.				\$	%
3.				\$	%
4.				\$	%
5.				\$	%
6.				\$	%
7.				\$	%
8.				\$	%
9.				\$	%
10.				\$	%
TOTALS				\$	%




OFFICE OF SUPPLIER DIVERSITY
CITY OF NEW ORLEANS

DBE Responsiveness Form-3
DBE Participation Plan

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

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

NAME OF DBE FIRM	PRINT NAME OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	SIGNATURE OF DBE FIRM'S AUTHORIZED REPRESENTATIVE	DATE
Henry Consulting LLC	Troy Henry Managing Member		2/22/2021

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

SCOPE OR PORTIONS OF WORK IDENTIFIED FOR DBE PARTICIPATION		ESTIMATED % OF CONTRACT VALUE
1.	Market Analysis	6
2.	Business/Corporate Recruiting	4
3.	Operations Manager	30
4.		
5.		
6.		
7.		
8.		
9.		
10.		
TOTAL		



OFFICE OF SUPPLIER DIVERSITY
CITY OF NEW ORLEANS

DBE Responsiveness Form-3
DBE Participation Plan

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

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

AGENCY NAME	PROJECT NAME	COMPLETION DATE	DBE PARTICIPATION ACHIEVED	OSD VERIFICATION
LANOIA	Staffing Services	ongoing	100	
NORU/NORA	Market Analysis	ongoing	35	
LADOTD	DBE Support Services Program	2010	100	

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

In addition to the market development activities of the Six Flags redevelopment effort that HC will perform. TKTMJ is committed to utilizing DBE contractors to build and develop all aspects of this project. As a result, our team is confident that we will achieve the overall 40% commitment to the project. Our track record and commitment to this community is a clear statement to our unwavering pledge to the diversity of New Orleans.



Request for Qualifications for Six Flags/Jazzland Site Redevelopment

RFQ NO. 961

SECTION 8

REFERENCES

VIA RFQ RESPONSE ONLY

Six Flags / Jazzland Site Redevelopment Selection Committee

City of New Orleans

1300 Perdido St.

New Orleans, LA 70112

Re: Hillwood Interest in Six Flags / Jazzland Site Redevelopment

Dear Sir or Madam,

By way of introduction, my name is Tom Fishman, and I am the Executive Vice President of Acquisitions & Disposition for Hillwood. Hillwood was founded in 1988 by Ross Perot, Jr. based on core values of character, courage, and integrity. Hillwood retains his entrepreneurial vision and commitment to bringing long-term value to our customers and partners through real estate development, investments, and public / private partnerships.

Hillwood is one of the top industrial, commercial, and residential real estate developers in the country. We have developed more than 205.3 million square feet of industrial-logistics space. Our large, signature projects have become premier live / work environments. We strive to impact the communities we serve by incorporating insightful master-planning and innovation while focusing on long-term sustainability. Our handiwork can be seen in more than 32,000 residential lots in more than 90 locations across the United States and Costa Rica. I invite you to review our portfolio at Hillwood.com.

The team being assembled by TKTMJ, Inc. and Henry Consulting, LLC to respond to the City of New Orleans' Request for Qualifications has approached Hillwood to be involved in the site's development should the Selection Committee select them. Based on its location and size, Hillwood is enthusiastically interested in working with TKTMJ, Inc. and Henry Consulting, LLC to return this property to its highest and best use. Hillwood is excited about exploring potential opportunities to bring our considerable experience and institutional knowledge to bear on redeveloping this site should TKTMJ, Inc. and Henry Consulting, LLC be given formal site control.

Regards,



Tom Fishman
Executive Vice President
Hillwood



Toby Rogers
Senior Vice President
Hillwood



February 22, 2021

VIA RFQ RESPONSE ONLY

Six Flags / Jazzland Site Redevelopment Selection Committee
City of New Orleans
1300 Perdido St.
New Orleans, LA 70112

Re: Letter of Reference TKTMJ

Dear Sir or Madam,

My name is Oji Alexander and I am the Executive Director for the non-profit Home by Hand. Our company in development with TKTMJ has constructed over 200 houses throughout the greater New Orleans area. We are a nonprofit affordable housing developer committed to providing pathways to homeownership for low-and-moderate income New Orleanians in a manner that both builds family assets and supports neighborhood revitalization and resilience.

I have personally known Thomas and Michael Tubre for the last 13 years. Without their support, experience and help, our non-profit would not have been able to return as many low-income residents back to their homes. They are not only business partners but friends. I highly recommend the TKTMJ team for the redevelopment of the abandoned Six Flags site. They are well versed in construction and development and New Orleans should be proud to have them as citizens and business people. If you should have any questions, please feel free to call or email me.

Sincerely,


Oji Alexander
oji@homebyhand.org
504-529-3522



February 22, 2021

Six Flags / Jazzland Site Redevelopment Selection Committee
City of New Orleans
1300 Perdido Street
New Orleans, LA 70112

RE: Reference Letter for TKTMJ Inc. to be included in Six Flags / Jazzland Request for Quotation Response

To whom it may concern:

TKTMJ Inc. has been a client of Home Bank N. A. for over four years. This reference letter serves to certify that TKTMJ, Inc. is well known to us and, in our opinion, is of good financial standing and of high business integrity. The Company is capable and resourceful.

Home Bank N.A. has financed mixed income and affordable housing developments for TKTMJ, Inc. and we look forward to continuing to assist them in their future endeavors.

Please do not hesitate to call me directly at (504) 883-5536 or e-mail me at george.dupuy@home24bank.com if you have any questions.

Sincerely,

George L Dupuy
Vice President
Senior Commercial Relationship Manager



EASTOVER
PROPERTY OWNERS' ASSOCIATION, INC.

February 22, 2021

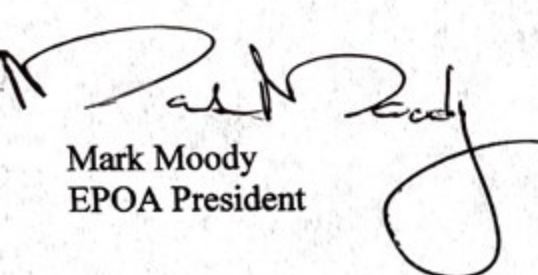
Dear Sir/Madam,

I am writing on behalf of the Eastover Property Owners Association (EPOA), located in the Eastover subdivision of New Orleans. I serve as President of the Association. EPOA is in the process of acquiring all the parcels that were previously the Eastover Country Club community golf course. We are aware of the current City of New Orleans RFQ that will redevelop the former Six Flags property, and we are fully supportive of the City's effort to eliminate this blighted property and turn it into a positive community asset.

Eastover residents would like to express its support for the TKTMJ/Henry Consulting proposal and any other proposal that would potentially redevelop our community golf course as part of the overall offering of services to their proposed project. While there are many details to complete, EPOA is willing to actively explore the potential of our to-be acquired property as being a part of this exciting possible project. We believe that this property would be a significant asset to your sports/entertainment offering.

Should you have any additional questions, comments and/or concerns, please do not hesitate to call me at 228-332-6162.

Sincerely,


Mark Moody
EPOA President



Request for Qualifications for Six Flags/Jazzland Site Redevelopment

RFQ NO. 961

SECTION 9

REQUIRED DOCUMENTS

CITY OF NEW ORLEANS TAX CLEARANCE AUTHORIZATION

According to Section 2-8 of the Code of the City of New Orleans, the City cannot enter into or make payments under a contract, grant or cooperative endeavor agreement with any person, corporation, or entity delinquent in City taxes. This form supplies the needed tax clearance. This clearance is issued without prejudice to any tax liabilities discovered by audit.

Please refer to the instructions on the back of this form

BUSINESS NAME:

TKTMJ, Inc.

OWNER'S NAME:

Thomas W. Tubre, Jr.

TYPE OF BUSINESS:

Construction

BUSINESS ADDRESS:

100 Harbor Circle

New Orleans, LA 70126

MAILING ADDRESS:

Same

CONTACT TELEPHONE:

504-373-5107

FAX NUMBER:

504-304-1693

E-MAIL ADDRESS:

thomas.tubre@tktmj.com

Michael W. Tubre

Vice President

PRINT NAME:

TITLE:

AUTHORIZED SIGNATURE:

DATE SIGNED:

2/22/21

I certify that I have the authority to execute this form with respect to the tax matters covered and that the above is true and correct. The City of New Orleans is authorized to inspect and/or receive confidential tax information.

BUREAU OF REVENUE (Room 1W15)

This clearance covers Occupational License and Sales/Use taxes.

I hereby assert that after review of the taxpayer's records of this date that the taxpayer **IS NOT** delinquent in any taxes owed to the city. This clearance covers the period today through March 1, 20 22. The above clearance may be revoked for failure to pay sales tax.

COLLECTOR OF REVENUE - PRINT NAME

DATE

BUREAU OF TREASURY (Room 1W37)

This clearance covers Ad Valorem taxes for Real Estate and Business Property taxes.

I hereby assert that after review of the taxpayer's records of this date that the taxpayer **IS NOT** delinquent in any taxes owed to the city. This clearance covers the period today through March 1, 20 22.

TREASURY CHIEF - PRINT NAME

DATE

I attest that the taxpayer named above is not delinquent in any taxes owed to the city.

DIRECTOR OF FINANCE - PRINT NAME

DATE

CITY OF NEW ORLEANS TAX CLEARANCE AUTHORIZATION

According to Section 2-8 of the Code of the City of New Orleans, the City cannot enter into or make payments under a contract, grant or cooperative endeavor agreement with any person, corporation, or entity delinquent in City taxes. This form supplies the needed tax clearance. This clearance is issued without prejudice to any tax liabilities discovered by audit.

Please refer to the instructions on the back of this form

BUSINESS NAME:
HENRY CONSULTING, LLC

OWNER'S NAME:

TROY HENRY

TYPE OF BUSINESS:

MANAGEMENT CONSULTING

BUSINESS ADDRESS:
701 POYDRAS STREET, SUITE 4350

NEW ORLEANS, LA 70139

MAILING ADDRESS:
SAME AS ABOVE

CONTACT TELEPHONE:
504-529-8890

FAX NUMBER:
504-529-8899

E-MAIL ADDRESS:
TROY.HENRY@HENRYCONSULTING.COM

TROY HENRY
PRINT NAME:

PRESIDENT
TITLE:

AUTHORIZED SIGNATURE:

DATE SIGNED:

5/26/2020

I certify that I have the authority to execute this form with respect to the tax matters covered and that the above is true and correct. The City of New Orleans is authorized to inspect and/or receive confidential tax information.

BUREAU OF REVENUE (Room 1W15)

BUREAU OF TREASURY (Room 1W37)

This clearance covers Occupational License and Sales/Use taxes.

This clearance covers Ad Valorem taxes for Real Estate and Business Property taxes.

I hereby assert that after review of the taxpayer's records of this date that the taxpayer IS NOT delinquent in any taxes owed to the city. This clearance covers the period today through March 1, 2021. The above clearance may be revoked for failure to pay sales tax.

I hereby assert that after review of the taxpayer's records of this date that the taxpayer IS NOT delinquent in any taxes owed to the city. This clearance covers the period today through March 1, 2021.

COLLECTOR OF REVENUE - PRINT NAME

DATE

TREASURY CHIEF - PRINT NAME

DATE

I attest that the taxpayer named above is not delinquent in any taxes owed to the city.

DIRECTOR OF FINANCE - PRINT NAME

DATE

Norman P. White

5/28/2020
ALD

Attachment "E"
CITY OF NEW ORLEANS
IDENTIFICATION OF SUBCONTRACTORS

STATE OF LOUISIANA

PARISH OF Orleans

Before me, the undersigned authority, came and appeared Adam Vodanovich, who, being first duly sworn, deposed and said that:

1. He/She is the Vice President/Secretary and authorized representative of TKTMJ, Inc, hereafter called "Respondent."

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

3. The Respondent hereby identifies the following persons, natural or artificial, who are retained by Respondent at the time the attached proposal is submitted and who are expected to perform work as subcontractors in connection with the Respondent's work for the City. Respondent hereby acknowledges and agrees that when new subcontractors not previously named are added to the project, they must be promptly identified to the City User Department within 48 hours of the change. The official change may not take place unless and until the City provides its written approval.

Person(s) and Company Name (if applicable)



Respondent Representative (Signature)

Adam Vodanovich

(Print or type name)

100 Harbor Circle, New Orleans, LA 70126

(Address)

Sworn to and subscribed before me, SCOTT HEDLUND, Notary Public, this 20th day of FEB, 2021.



Notary Public (signature)

Notary ID#/Bar Roll # 30549

SCOTT JAMES HEDLUND
Notary Public
Louisiana Bar No. 30549
State of Louisiana
My Commission Expires Upon Death

Attachment "E"
CITY OF NEW ORLEANS
IDENTIFICATION OF SUBCONTRACTORS

STATE OF LOUISIANA

PARISH OF Orleans


Before me, the undersigned authority, came and appeared Brandon Henry, who, being first duly sworn, deposed and said that:

1. He/She is the Operations Manager and authorized representative of Henry Consulting, hereafter called "Respondent."

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

3. The Respondent hereby identifies the following persons, natural or artificial, who are retained by Respondent at the time the attached proposal is submitted and who are expected to perform work as subcontractors in connection with the Respondent's work for the City. Respondent hereby acknowledges and agrees that when new subcontractors not previously named are added to the project, they must be promptly identified to the City User Department within 48 hours of the change. The official change may not take place unless and until the City provides its written approval.

Person(s) and Company Name (if applicable)


Respondent Representative (Signature)

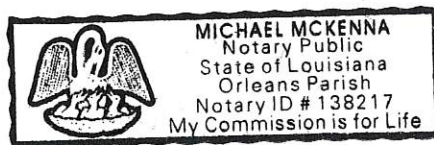
Brandon Henry
(Print or type name)

701 Poydras St, Suite 4350, NOLA
(Address) 70139

Sworn to and subscribed before me, Michael McKenna, Notary Public, this 22 day of Feb,

20 21.


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



Attachment "F"

CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT

STATE OF LOUISIANA

PARISH OF Orleans

Before me, the undersigned authority, came and appeared Adam Vodanovich, who, being first duly sworn, deposed and said that:

4. He/She is the Vice President/Secretary and authorized representative of TKTMJ, Inc, hereafter called "Respondent."

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

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

- ☒ does not exist
☐ exists
☐ may exist

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

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



Respondent Representative (Signature)

Adam Vodanovich

(Print or type name)

100 Harbor Circle, New Orleans, LA 70126

(Address)

Sworn to and subscribed before me, Scott Hedlund, Notary Public, this 22 day of FEB,

2021.


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

SCOTT JAMES HEDLUND
Notary Public
Louisiana Bar No. 30549
State of Louisiana
My Commission Expires Upon Death

Attachment "F"

CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT

STATE OF LOUISIANA

PARISH OF Orleans

Before me, the undersigned authority, came and appeared Brandon Henry, who, being first duly sworn, deposed and said that:

4. He/She is the Operations Manager and authorized representative of Henry Consulting, hereafter called "Respondent."

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

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

- ☒ does not exist
☐ exists
☐ may exist

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

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

[Signature]
Respondent Representative (Signature)

Brandon Henry
(Print or type name)

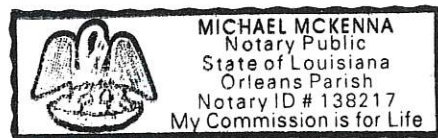
701 Poydras St, Suite 4350, NOLA
(Address) 70139

Sworn to and subscribed before me, Michael McKenna, Notary Public, this 22 day of Feb,

20 21
[Signature]

Notary Public (signature)

Notary ID#/Bar Roll #



Attachment "G"

AFFIDAVIT OF COMPLIANCE WITH HIRING REQUIREMENTS

STATE OF LOUISIANA

PARISH OF Orleans

Before me, the undersigned authority, came and appeared Adam Vodanovich, who, after being duly sworn, deposed and said that:

1. He/She is the Vice President/Secretary (title) and authorized representative of TKTMJ, Inc. (entity), the "Respondent."

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

3. The Respondent hereby confirms that TKTMJ, Inc (entity) is

☒ compliant with the City of New Orleans' hiring requirements contained in City Code Sections 2-8(d) and 2-13(a)-(f), unless otherwise excluded by city, state, or federal laws or regulations.

☐ unable to comply with the City of New Orleans' hiring requirements contained in City Code Sections 2-8(d) and 2-13(a)-(f) for the following reasons:

_____.

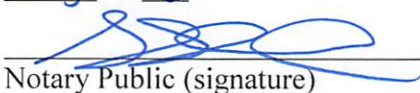


Respondent Representative (Signature)

Adam Vodanovich 100 Harbor Circle, New Orleans, LA 70126

(Print or type name) (Address)

Sworn to and subscribed before me, Scott Hedlund, Notary Public, this 22 day of FEB, 20 21.


Notary Public (signature)

Scott Hedlund
Notary Public (print)

Notary ID#/Bar Roll # 30549

SCOTT JAMES HEDLUND
Notary Public
Louisiana Bar No. 30549
State of Louisiana
My Commission Expires Upon Death

Attachment "G"

AFFIDAVIT OF COMPLIANCE WITH HIRING REQUIREMENTS

STATE OF LOUISIANA

PARISH OF Orleans

Before me, the undersigned authority, came and appeared Brandon Henry, who, after being duly sworn, deposed and said that:

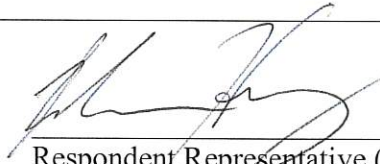
1. He/She is the Operations Manager (title) and authorized representative of Henry Consulting (entity), the "Respondent."

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

3. The Respondent hereby confirms that Henry Consulting (entity) is

☒ compliant with the City of New Orleans' hiring requirements contained in City Code Sections 2-8(d) and 2-13(a)-(f), unless otherwise excluded by city, state, or federal laws or regulations.

☐ unable to comply with the City of New Orleans' hiring requirements contained in City Code Sections 2-8(d) and 2-13(a)-(f) for the following reasons:



Respondent Representative (Signature)

Brandon Henry

701 Poydras St, Suite 4350, NOLA, 70139
(Print or type name) (Address)

Sworn to and subscribed before me, Michael McKenna, Notary Public, this 22 day of Feb, 2021.


Notary Public (signature)

Notary Public (print)
Notary ID#/Bar Roll # _____

