



**NOTICE OF THE  
Regular MEETING**

The City Council for the City of Simonton, Texas, will hold its Regular meeting on April 4, 2023 at 6:30 p.m. in Simonton City Hall, 35011 FM 1093, for the purpose of considering the following:

1. Call to Order.
2. Invocation and Pledge.
3. Public Comments (*In accordance with Texas Open Meetings Act and Texas Government Code 551.007, City Council may not discuss or take action on any item NOT listed on the Agenda. Each member of the public wishing to speak must sign in prior to the meeting and is limited to 3 minutes.*)
4. New Business
  - a. consider and take action to accept and award the proposal for the initial City of Simonton comprehensive plan to Ardurra.
  - b. consider and take action to approve purchase of annual subscription for Granicus Agenda and Meeting Software
  - c. consider and take action to approve the addition of council members Kelli Matula and Cody Turner as signers on the city bank account.

Adjournment.

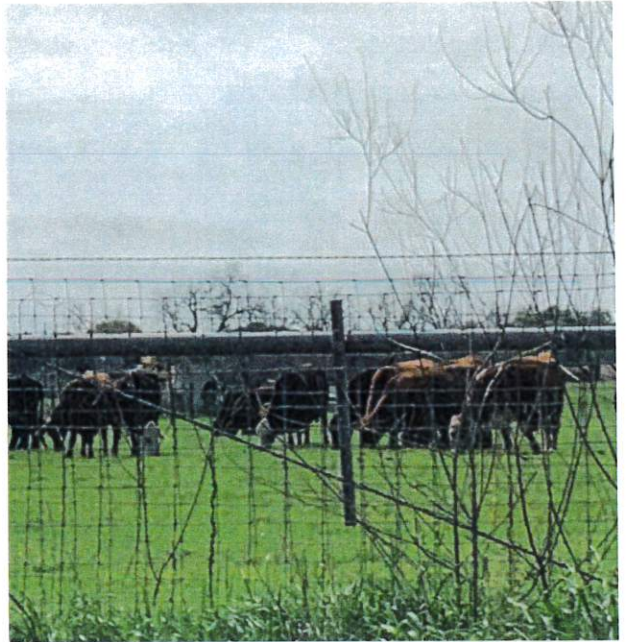
CERTIFICATE: I, the undersigned, City Secretary of the City of Simonton, do hereby certify that on the March 31, 2023, 12:00 PM I posted a true and correct copy of the above and following notice of the Regular Meeting of the City of Simonton Council to be held on April 4, 2023, at 6:30 PM at the Simonton City Hall, which posting was done not less than three (3) full days prior to the date fixed for said meeting.

\_\_\_\_\_  
City Secretary

**The City Council may hold an Open or Closed meeting by telephone conference call if an emergency or public necessity exists within the meaning of Section 551.045 of the Open Meetings Act, and the convening at one location of a quorum of the City Council is difficult or impossible.**

The City Council may convene into executive session on any matter related to any of the above agenda items for a purpose, such a closed session is allowed under Chapter 551, Texas Government Code.

*Reasonable accommodation for persons with disabilities attending this meeting will be available. Persons with disabilities in need of special assistance at the meeting should please contact the City Secretary at 281-533-9809 Agendas are posted on the City Website at <http://simontontexas.gov> .*



CITY OF SIMONTON, TX

# PROPOSAL

COMPREHENSIVE PLAN UPDATE

RFP 2023-001

March 16, 2023



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# Transmittal Letter

March 16, 2023

City of Simonton  
Attn: Erica Molina, City Secretary  
35011 FM 1093  
Simonton, Texas 77476

## **RE: City of Simonton, Request for Proposals for Comprehensive Plan Update, RFP No. 2023-001**

Dear Erica Molina and Members of the Selection Committee:

**Ardurra Group, Inc. (Ardurra)**, is pleased to submit this Proposal to assist the City of Simonton with the preparation of a new Comprehensive Plan for the City.

Our Team has an exemplary record of delivering superior results. This Proposal provides our Team’s approach for preparing a Comprehensive Plan for Simonton that reflects the community needs and aspirations and provides a toolkit of thoughtful, effective recommendations and strategies to guide the City.



Innovative solutions to proactively solve project challenges.

**Ardurra** possesses the following qualifications, ensuring outstanding performance and results:

- **Unique perspective on City of Simonton’s heritage, land use, market forces, and economic realities.** With the Team’s experience in Fort Bend county for over 25 years in economic and community development and continued work in Simonton and other cities such as Brookshire and Needville, we have a first-hand knowledge of the community’s character, challenges, and strengths. We are familiar with Simonton’s existing plans, ordinances, and land use concerns and are aware of recent and pending development projects. We are uniquely positioned to formulate contextually appropriate and culturally sensitive land use solutions that value the City’s history and character and respond to growth pressures, economic considerations, market realities and fiscal impacts.
- **Experience in formulating Comprehensive Plans and Development Guidelines for cities without zoning in Texas.** Our experience in Brookshire, Needville, Rosenberg and other communities in the state that do not have zoning, has given us an understanding of the challenges of directing growth without land use controls. Our work in other cities with zoning such as EL Campo, Wharton, Pearland provides us the ability to draft a Comprehensive Plan that is framed as a foundation for future regulations.
- **Experience with formulating resilient plans.** We have long-term experience in the small-mid size cities around Simonton and in Houston area and, addressing flooding, hazard mitigation, and resiliency. Staff members on the Team have served in various capacities for cities - as flood plain administrators, public works directors, city managers, engineers, and planners and have worked closely in coordination with FEMA, H-GAC, and local agencies. Not only are we well versed with the requirements and guidelines but have also been successful in securing grants to address hazard mitigation and infrastructure improvements. Some such projects include Tres Palacios Creek Drainage Project; HMGP Awards - Wharton, El Campo & Rosenberg; Texas CDBG Water & Wastewater System Improvements; Coastal Bend Groundwater Conservation District Plans for Wharton & El Campo; Wharton County Hazard Mitigation Action Plan; and multiple TxDOT Road Improvement projects.



Team members with proven successful collaborations.



Project management with decades of similar experience.



Firmwide resources to deliver prompt and thorough response to our Clients.



- **First-hand experience in implementing adopted plans.** We are aware of the successes and failures of adopted plans and development regulations, and of practical roadblocks to implementation. Our Team members, as former city staff, have walked in your shoes. Our strength lies in listening to the community, building consensus, finding realistic solutions, and using our practical knowledge to implement a well-developed Plan – one that will not sit on a shelf.
- **Local presence and availability.** Our Team members live and work in and around the City of Simonton – Weston Lakes, Simonton, EL Campo, Brookshire, Needville, Richmond. We are a local Team and long-term residents who consider this region our home. We have local knowledge, experience in serving numerous public agencies, and a wealth of expertise and understanding of governmental and client relationships. We are readily available to meet the City’s needs.
- **Open, interactive, and effective community engagement process.** We believe in a creative, inclusive, and expansive public engagement process for community visioning and goal setting. This is crucial to establish consensus and ensure that the Plan reflects the community’s needs and aspirations. We believe in meeting people where they are and in a manner that is most comfortable and convenient for them. We are adept at utilizing a variety of methods – from face-to-face interactions at meetings, open houses, coffee shops, local clubs, and organizations to using digital on-demand tools and social media.

We are privileged to have the following partners join this effort:

- Joe Esch with Esch Development Solutions, LLC, with over 30 years of experience, of which more than 20 years has been with communities in Fort Bend County, will provide expertise in fiscal impact analysis for economic development, redevelopment, and revitalization efforts.
- Walter Heard with Terra Design Group (Terra Design), with over 45 years of experience, will provide expertise in parks master planning, landscaping, and signage.

This Team has a proven record of successful collaboration and will leverage our diverse professional backgrounds and expertise, established working relationships, and knowledge of the community to deliver a Comprehensive Plan with clearly articulated goals and effective implementation strategies to achieve the community’s vision. We believe **Ardurra** is the most qualified Team to assist the City of Simonton, and that we will not only meet, but will exceed, the City’s expectations.

**Ardurra** invites the City to review our Proposal, engage our references, and carefully consider how our Team can meet the City’s needs as described in your Request for Proposals. Should you have any questions, comments, or concerns, please do not hesitate to contact us by phone 713.540.5512 or by email at [cannonico@ardurra.com](mailto:cannonico@ardurra.com). We thank you in advance for your consideration and look forward to supporting your needs in this endeavor.

We are available and eager to serve the needs of the City of Simonton.

Respectfully Submitted,



Chris Canonico, PE  
Principal-In-Charge  
M: 713.540.5512  
E: [cannonico@ardurra.com](mailto:cannonico@ardurra.com)



Lata Krishnarao, AICP, LEED ND  
Project Manager  
O: 713.541.3530  
E: [lkrishnarao@ardurra.com](mailto:lkrishnarao@ardurra.com)



## Firm Information

### History and Staff

**Ardurra's** dynamic team of engineers, planners, architects, surveyors, and construction experts collaborate to develop technically sound and cost-effective solutions for municipal clients. **Ardurra** equips and empowers its dedicated people to customize a broad spectrum of services to meet clients' needs and expectations.

Our company dates back to 1977, furnishing multidisciplinary engineering, planning, architecture, and surveying services. Nationwide, **Ardurra** has 1,200+ staff in 70 offices and **Ardurra's** professional staff includes licensed professional engineers, licensed architects, registered professional land surveyors, board certified structural engineers and planners, leadership in energy and environmental design (LEED) accredited professionals, certified construction documents technologist, confined space certified professionals, value engineers, certified floodplain managers, environmental permitting professionals, certified quality control managers, professionals certified by TxDOT, engineers-in-training, certified water utility operators, certified wastewater operators, construction inspectors, surveying crews, numerous design technicians, and a strong administrative staff.

**Ardurra** has 300+ staff in nine offices throughout Texas. These offices are in Austin, Round Rock, San Antonio, Corpus Christi, Houston, Dallas, and Laredo. For 25 years, our Texas principals have been committed to local municipal, county, and utility clients – large and small – to address their planning, water, wastewater, drainage, flood control, and roadway infrastructure challenges. In the last ten years, our staff has delivered \$5 Billion in 1,500 projects.

From inception to implementation to operation, **Ardurra** delivers excellence. We understand your project needs by providing optimal solutions, respect your financial resources by being innovative and efficient, and value your time by being prompt and responsive. In addition, **Ardurra** offers full construction services through multiple project delivery methods to allow for the most valuable and confident agreement between all involved parties. We have a proven history of rebuilding infrastructure and communities throughout the nation – bringing lessons learned from 27+ federally-declared disasters and \$20 Billion in infrastructure recovery and mitigation programs. Funds managed include TxDOT SRTS, FEMA PA, 404 and 406 HMGP; HUD CDBG-DR, CDBG-MIT; CDBG-CV; CARES-CRF; HHS; FHWA-ER, USDA Emergency Watershed Program; NFIP; and other state and federal agency guidelines.

#### Areas of Expertise

- City Planning
- Public Engagement
- Structural
- Construction Management
- Parks & Open Space
- Transportation
- Environmental
- Surveying
- Community Development
- Architecture
- Drainage/Stormwater
- Water/Wastewater



9

OFFICES IN TEXAS



300+

EMPLOYEES  
IN TEXAS



100%

CLIENT  
FOCUSED

## Awards and Recognition

The **Ardurra** Team has an impressive array of work that has been recognized at the local, state, and national levels. Highlights of some of the projects are included in the following pages.

**PROJECT:** City of Pearland Planning Division  
**AWARD:** Certificate of Achievement for Planning Excellence (8 years)  
**ENTITY:** Texas Chapter of the American Planning Association

The City of Pearland Planning Division was awarded the Certificate of Achievement for Planning Excellence by the Texas Chapter of the American Planning Association (APA) for eight consecutive years, under the leadership of the



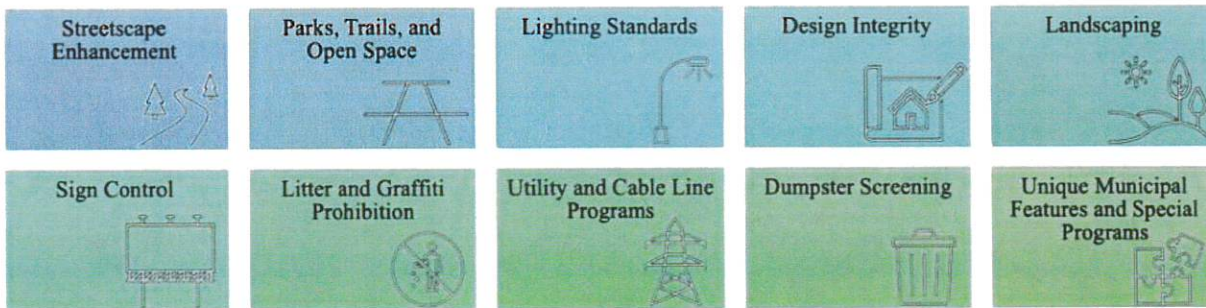
project manager (former Community Development Director of Pearland). The certificate recognizes the professional planning standards demonstrated by the Planning staff and the support exhibited by the City Council and the Planning and Zoning Commission. Pearland received the certificate for increasing awareness of professional planning, enhancing neighborhood and citizen recognition of planning efforts, encouraging the funding of professional training for Commissioners and Staff, and aiding in economic development and community image.

**PROJECT:** Municipal Design Guidelines  
**AWARD:** Platinum (6 years)  
**ENTITY:** Scenic Texas



**PEARLAND**  
 3519 Liberty Dr, Pearland, TX 77581  
 PLATINUM | Certified in 2011 | Re-Certified in 2016 | 2nd Re-Certification in 2021

Under the leadership of the Project Manager (former Community Development Director for Pearland), the City of Pearland adopted regulations and design guidelines to qualify for this award. The mission of the Scenic City Certification Program is to support and recognize Texas municipalities that implement high-quality scenic standards for public roadways and spaces.





**PROJECT:** Kirby Drive Paving, Drainage & Streetscape Improvements  
**AWARD:** Silver Medal – The ACEC Texas Engineering Excellence Awards 2014  
**ENTITY:** American Council of Engineering Companies (ACEC)



**Ardurra** received a Silver Medal Award by the American Council of Engineering Companies of Texas for the Kirby Drive Paving, Drainage & Streetscape Improvements project. The ACEC Texas Engineering Excellence Awards recognize engineering firms and projects that go beyond expectations. Entries are judged based on uniqueness, originality, technical value to the engineering profession, complexity and how successfully the project met the needs of the client.

**PROJECT:** Lake Houston Wilderness Park - Phase 1 Improvements  
**AWARD:** Development of Distinction People's Choice Heritage Award - 2011  
**ENTITY:** Urban Land Institute – Houston



Lake Houston Wilderness Park Phase I Improvements project received the Development of Distinction People's Choice Heritage Award for its improved access to the approximately 5,000-acre park. All improvements are meant to provide additional opportunities for access to the facility while addressing the ecological needs of the property. **Ardurra** provided traffic and transportation engineering services on the project. The Award recognizes developments and public open spaces that exemplify best practices in design, construction, economic viability, healthy places, marketing and management.



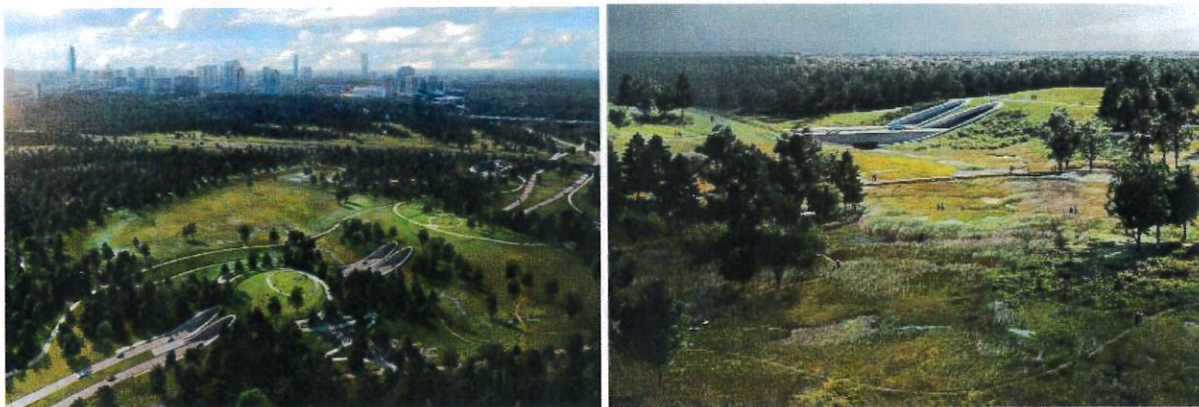
**PROJECT:** Levy Park 2.0 Reconstruction & Revitalization  
**AWARD:** Gold Medal - The ACEC Texas Engineering Excellence Awards – 2018  
**ENTITY:** American Council of Engineering Companies (ACEC)

Levy Park received a National Recognition Award from ACEC, a Development of Distinction Award from ULI in the Urban Space Category (also winning in the People's Choice Category in a live voting event) and was named a finalist for an HBJ Landmark Award. **Ardurra** is truly humbled to have served as Program Manager for this remarkable project.



**PROJECT:** Memorial Park Central Connector, Houston, Texas  
**AWARD:** Project of The Year (\$75M-Division: Transportation Category) 2022  
**ENTITY:** Texas – American Public Works Association (TPWA) State Awards

The TPWA Public Works Project of the Year Award was established to promote excellence in the management and administration of public works projects by recognizing the alliance between the managing agency, the consultant/architect/engineer, and the contractor who, working together, complete public works projects. **Ardurra** is proud and honored to be part of this transformational project providing greater access to all elements of the park and restoring it to its native environment.



# General Philosophies and Approaches to Urban Planning

## PHILOSOPHY

The **Ardurra** Team believes that a Comprehensive Plan is not a static document. It should evolve to reflect changes over time. The Comprehensive Plan should address the past, present, and future vision for the city and respond to both internal and external forces of change. For these reasons, the **Ardurra** Team applauds the City of Simonton for undertaking this update.

The **Ardurra** Team believes that a Comprehensive Plan should:

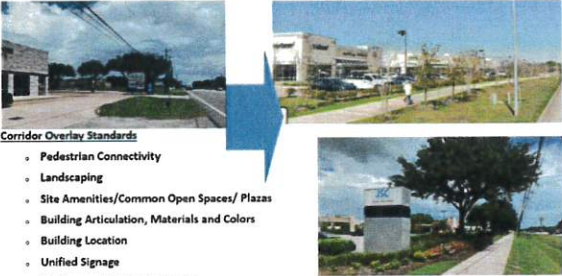
- Provide a **vision for the city's future**, with goals, objectives, policies, and criteria for growth and quality of life developed in **collaboration with the community**.
- Promote **smart growth principles** and be inclusive, innovative, equitable and sustainable.
- Consider the **cost of growth** and the **fiscal impacts** of land use decisions.
- Strike a balance between **community aspirations** and **market forces and trends**.
- Ensure **preservation** of existing assets, revitalization of older neighborhoods, and recapitalization of aging infrastructure.
- **Protect** Simonton's residential neighborhoods from the adverse impacts of growth.
- Include an action-oriented, **practical implementation strategy** that identifies *who, when, and how*.
- Serve as a **decision-making instrument** for evaluating proposals for land use and economic development.
- **Be readily understandable** for all users, and **nimble** in its ability to adjust to changing conditions.
- Provide a **framework** for regulations and policies that are designed to implement the goals of the plan.

### SMART GROWTH DECLARATIONS

- Economic Benefits
- An Inclusive Planning Structure and Process
- Transportation And Land Development
- Fiscal Efficiency
- Social Equity and Community Building

[American Planning Policy on Smart Growth]


### TRANSFORMATIVE GUIDELINES



**Corridor Overlay Standards**

- Pedestrian Connectivity
- Landscaping
- Site Amenities/Common Open Spaces/ Plazas
- Building Articulation, Materials and Colors
- Building Location
- Unified Signage
- Underground Utility/Screening

### TRANSFORMATIVE GUIDELINES

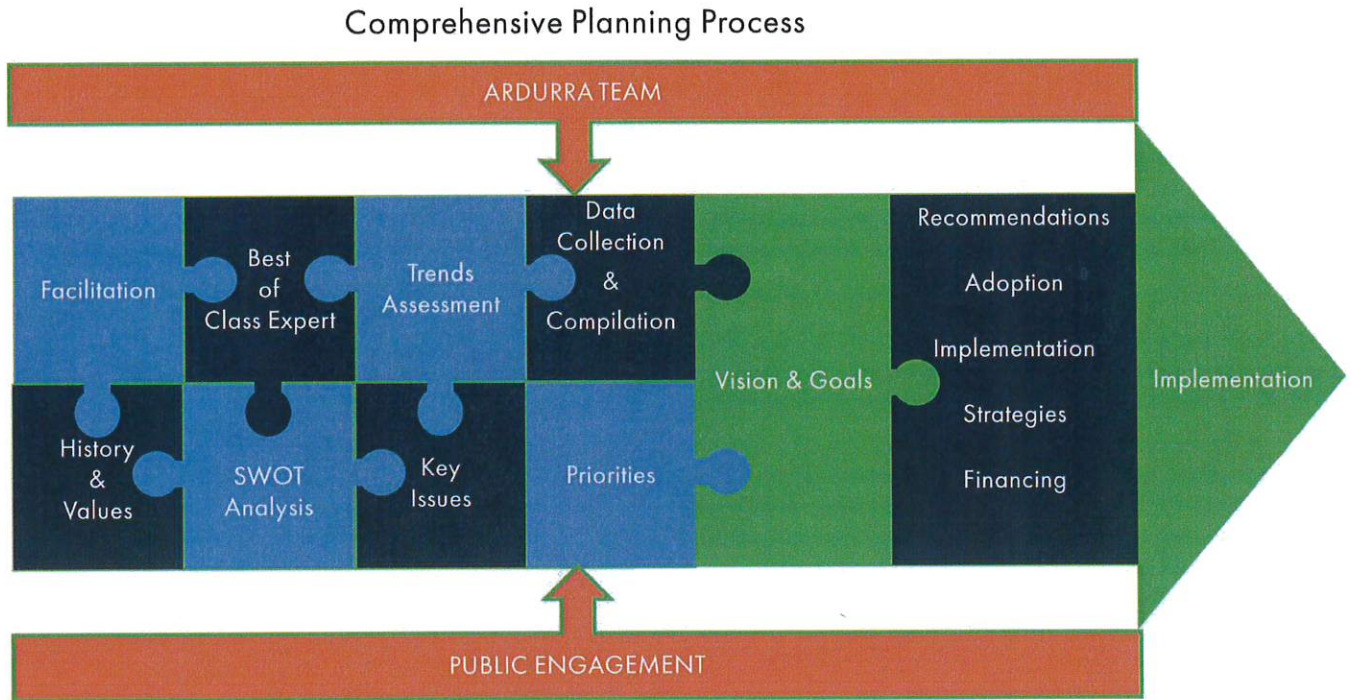


**Site Amenities in Commercial Developments**

- Semi-public areas and plazas
- Benches
- Shade structures

## APPROACH

Our approach is illustrated in the diagram below. We believe that the Comprehensive Planning process, if designed within the unique context of the community's DNA, will result in a framework that balances competing interests and diverse values. As indicated below, the process should be guided by the community at every stage of the process.



## COMMUNITY ENGAGEMENT

We believe that it is vital to include people in the decisions that impact their lives. The **Ardurra** Team is committed to engaging all Simonton residents and stakeholders through a robust and inclusive public outreach strategy.

**Approach:** The **Ardurra** approach includes the three **E's** of public involvement: **Engage, Educate, and Empower.**

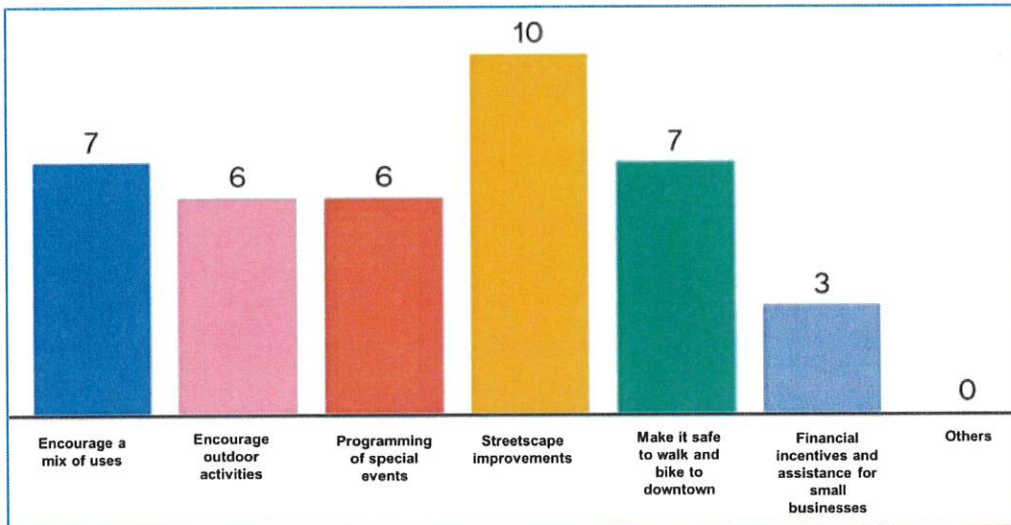
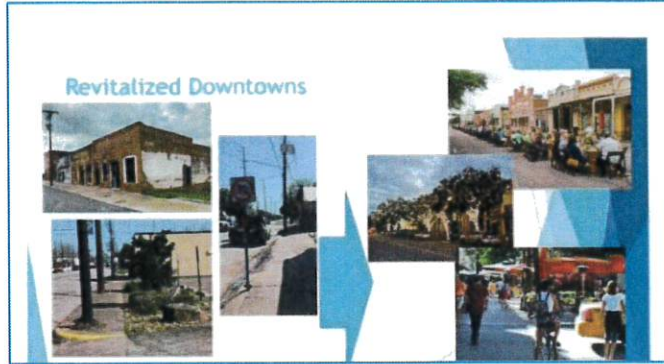


To ensure meaningful and inclusive participation and to reach underrepresented groups, the **Ardurra** team will employ a customized approach, developed in partnership with City officials and staff, that includes both traditional and cutting-edge communication strategies, as well as bilingual communications as needed, such as:

- **Face-to-face interaction:** Meet people where they are by hosting small meetings, charettes, and open houses, and holding group ‘listening sessions’ at places of worship; festivals, fairs, senior centers; apartment clubhouses; coffee shops, etc.
- **Partnering with local organizations:** Building relationships with community groups.
- **Printed materials:** Distribution of flyers through local businesses, utility bills, school notices, homeowner’s associations, etc.
- **Digital methods:** Using smart phone apps, city website postings, and email blasts sent through the city’s GroupBuilder or similar program.
- **Social media posts:** Use Facebook, Twitter, Nextdoor and other social media platforms.
- **On-demand community engagement platforms:** Use of ZOOM, Microsoft Teams, WebEx, Mentimeter, Metroquest, and Survey Monkey through computers or smart phones to engage and solicit input from the community.
- **Project Newsletters:** Provide periodic updates to keep stakeholders informed.



What measures would you support for the revitalization of Downtown?



Example of Mentimeter Exercise Used by Ardurra

**Digital Models:** Ardurra (formerly GUNDA CORP.) developed new tools to graphically present context sensitive projects to the public. At a public meeting for the Greenbriar Street improvement project, Ardurra prepared a digital model which was well received in gaining critical public support. Residents were able to access the link through their web browser by scanning a QR code on their smart phone. Enter the following link to view this model, <https://www.youtube.com/watch?v=8wEYIXoVhHs>.



The Comprehensive Plan Update will provide the City with the following:

- A **clearly stated, forward-looking development strategy** that serves as a framework for identifying and programming key projects for implementation by both private and public sectors.
- A **decision-making instrument** whereby proposals for land use and economic development can be evaluated on a day-to-day basis in the context of the city's goals.
- An **action-oriented document** which sets out ways and means to implement plans, programs, and projects, including funding strategies.
- **Flexible** in its ability to adjust to changing conditions over time.
- **Easily understandable** to the public, community leaders, and potential developers/investors.
- A **framework** for ordinances, regulatory instruments, and economic development policies that are designed as implementation tools to achieve the goals of the plan.

### **Proposed Strategy for Completing the Tasks Identified in the Scope**

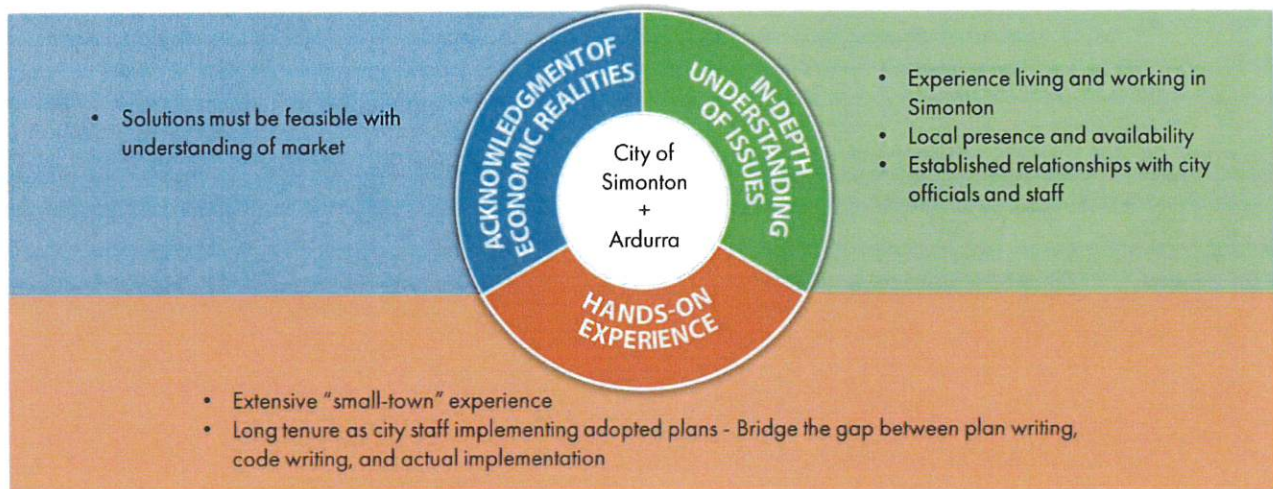
The Team is poised to execute this project on-time and within budgets, with a commitment to:

- **Communications:** We will maintain constant communication with the City's Project Coordinator and will provide weekly updates and monthly progress reports.
- **Availability:** With offices in Houston, **Ardurra's** Team will be readily available.
- **Flexibility:** With our municipal experience, we are aware of various forces that come into play during the planning process and will be flexible to adapt to unforeseen situations.

## Experience and Qualifications of Key Personnel

The **Ardurra** Team is comprised of two consulting firms. We strongly believe that **Ardurra**, partnered with Esch Development Solutions, LLC. is the most qualified team to exceed the City of Simonton's expectations. **Ardurra** will serve as the prime and provide planning services, public relations, and community engagement. Esch Development Solutions, LLC. will assist with economic, market, and fiscal analysis. Terra Design will provide expertise in parks master landscaping and signage.

### Why Choose Ardurra?

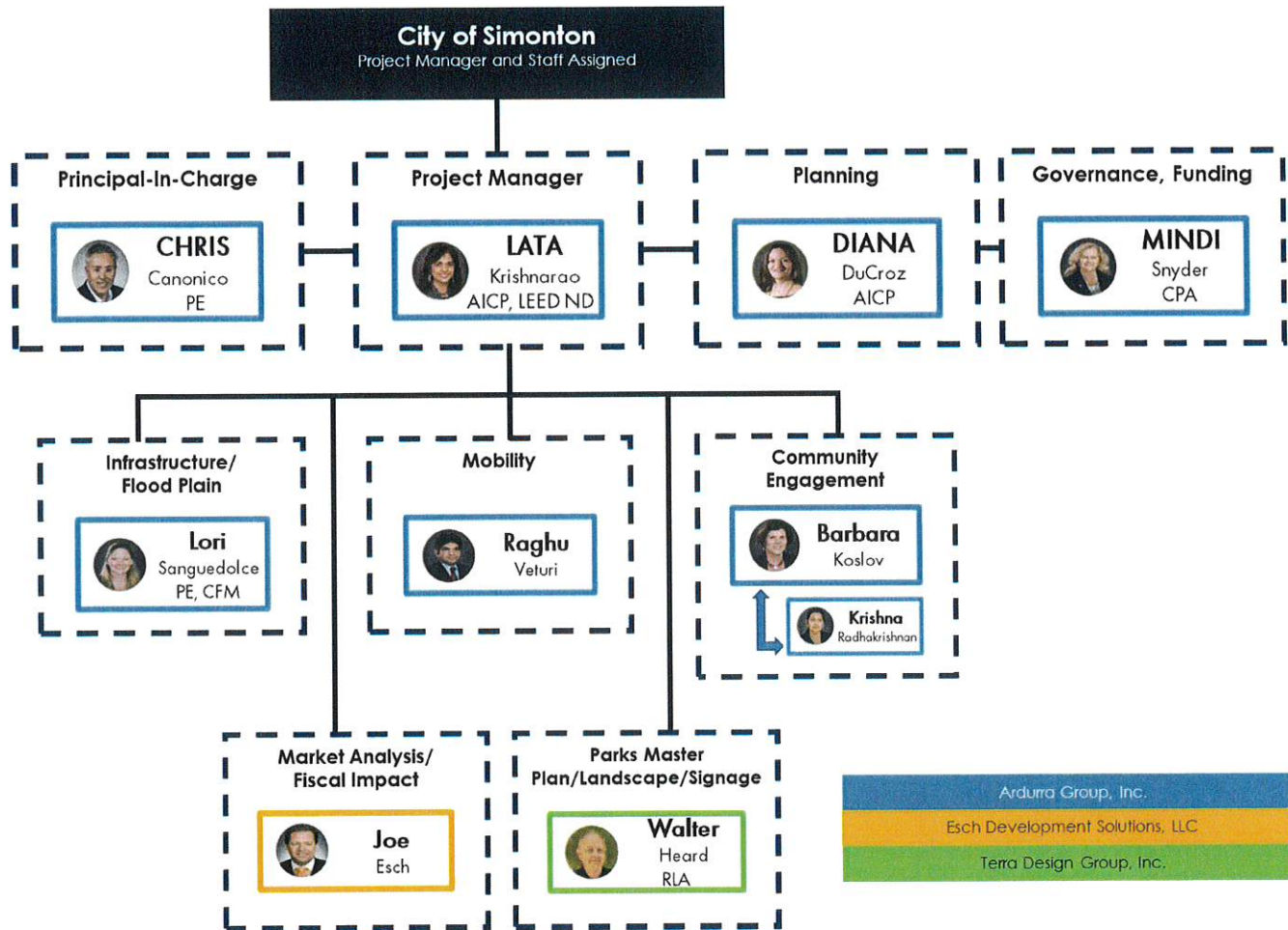


The capabilities of our Team members are described below. The resumes include specific details of work performed by the Team members, like the scope of this solicitation, and illustrate the experience of the Team in the elements required to complete this project successfully.



## Organization Chart

An organization chart is included to provide a visual illustration of the Team of experts assembled for this specific project request.



## CHRIS CANONICO, PE



## Principal-In-Charge

OFFICE LOCATION: Houston, Texas

PERCENTAGE OF DEVOTED PROJECT TIME: 20%

Mr. Chris Canonico, PE, has 27 years of experience in local public works engineering, including key city planning efforts, that has resulted in over \$5 Billion in built infrastructure projects. He has been actively involved throughout the Gulf Coast region, as his background includes environmental water resource engineering, design of water treatment and conveyance facilities, water planning studies, hydraulic modeling, disaster recovery program management, drainage program management, and standard city engineer services. He has been actively involved in Houston area water and wastewater infrastructure planning, design, and construction including multiple alternative delivery initiatives.

## Education

- Master of Science, Environmental Water Resources, University of Texas
- Bachelor of Science, Civil and Environmental Engineering, Duke University

## Registration

- Professional Engineer, TX No. 90104

## Relevant Experience

- **Project Principal. Bellaire Regional Drainage Program – Bellaire, Texas.** This project involved the immediate evaluation of drainage improvements, flood mitigation code revisions, and partnership with local government to advance regional drainage solutions.
- **Project Principal. Houston Northeast Water Purification Plant Design Build Expansion, Houston, Texas.** This expansion included a new intake and pump station structure, new treatment trains from raw water through pre-treatment to ozone and filtration and then transfer pumping to aboveground GSTs and HSPS.
- **Project Principal. Gulf Coast Water Authority Harvey Recovery Program Owners Advisor, Texas.** Secured almost \$80M of recovery funds to rebuild and harden two river pump stations, one reservoir of the 4MGD, and 120 miles of raw water canal.
- **Project Principal. San Jacinto River Authority Surface Water Plant CMAR Owners Advisor, Conroe, Texas.** Construction management services for new WTP responsible for all aspects of the CM and inspection managing a team of over 15 multidiscipline engineers, inspectors, lab technicians and administrative assistants working with McCarthy as the CMAR for the installation of the new WTP and pipelines leaving the facility. Work included a new Lake Conroe raw water intake and pump station.
- **Project Director. Houston Airport System Enabling Utilities, Houston, Texas.** Design-Build Project to improve water service to the Central Terminal Area (CTA) at the George Bush Intercontinental Airport (IAH). The project includes the design and construction of a new groundwater plant at IAH, including two (2) wells, two (2) 1.2 MG ground storage tanks.

LATA KRISHNARAO, AICP, LEED ND



Project Manager

<b>OFFICE LOCATION:</b> Houston, Texas	<b>PERCENTAGE OF DEVOTED PROJECT TIME:</b>	25%
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Ms. Lata Krishnarao is Community Planning Practice Leader for Ardurra. Ms. Krishnarao will serve as Project Manager for this request. She is a certified urban planner with over thirty (30) years of hands-on experience in the fields of urban design and planning, community development, and municipal government.

She is highly competent in areas related to long-range, short term and strategic planning, land development, zoning and regulatory framework, municipal annexations, small area and corridor plans, development codes, permitting processes, demographic studies, and forecasting. She has a deep understanding of local, state, and federal regulations and compliance requirements. She’s proficient at developing realistic plans and recommendations while implementing regional and city-wide objectives. She is experienced in coordinating and collaborating with city departments, local and state agencies, private sector partners, and diverse community groups. Ms. Krishnarao has excellent communication skills and can manage and directing change for achieving a sustainable, high-quality life. Ms. Krishnarao is highly committed to creating sustainable environments and under her leadership, the Pearland Planning Department was awarded the Excellence in Planning for six years (2011–2016) and the Scenic City Gold Certificate for two five-year periods.

**Education**

- Master of Science, Urban Planning, Columbia University
- Master of Architecture, School of Planning & Architecture
- Bachelor of Architecture, Urban Design, (MACT)

**Registration**

- American Institute of Certified Planners
- Leadership in Energy and Environmental Design (LEED AP ND)
- American Planning Association (APA)
- Texas Women Leading Government (TXLGC)
- Pearland Rotary Club & Chamber of Commerce

**Relevant Experience**

- **Comprehensive Plan, City of Needville, Texas.** Project Manager for Ardurra Team’s contribution (land use, transportation, infrastructure, community engagement, implementation), for the first Comprehensive Plan focusing on land use and economic development. Included a community engagement process with an advisory committee.
- **Vision 22 – East Cameron, Rockdale MDD, Texas.** Project Manager for Ardurra Team’s contribution. Formulated recommendations on corridor design standards, land use, zoning, mobility, public engagement, and neighborhood enhancement.
- **Unified Development Code (UDC) Update and Planning Services, City of Fair Oaks Ranch, Texas.** Project Manager for Ardurra. Led the Unified Development Code Updates, Comprehensive Plan Updates, preparation of an administrative procedure’s manual, and process optimization. Also provided planning staff augmentation. (Ongoing).
- **Development Code Updates, Annexation Map, Future Thoroughfare Plan, and Planning Services, City of Brookshire, Texas.** Project Manager for Ardurra. Led the Development Code Updates; preparation of an annexation map and a Major Thoroughfare Plan; preparation of an administrative procedure’s manual; and process optimization. Also provided planning staff augmentation. (Ongoing)
- **Development Code Updates, City of Angleton, Texas.** Project Manager for Ardurra Team. Prepared a diagnostic review of the current codes related to subdivision, zoning, and development. Formulated code amendments for short term adoption and prepared an administrative procedures manual. (Ongoing)



- **Review of Development Codes, City of Bandera, Texas.** Project Manager for Ardurra. Prepared a diagnostic review of the current codes related to subdivision, zoning, and development.
- **Comprehensive Plan Update, Baytown, Texas.** Project Manager for Ardurra Team’s contribution. Coordinated the areas of infrastructure, mobility, transportation, and related implementation tools/options. Assisted with public engagement.
- **Comprehensive Plan, Huntsville, Texas.** Project Manager for Ardurra Team’s contribution. Coordinated the areas of infrastructure, mobility, transportation, and related implementation tools/options. Assisted with public engagement.
- **Plan Lubbock 2040 and Zoning Updates, Lubbock, Texas.** Interim Planning Director. Managed the Comprehensive Plan process that included a visioning process and an advisory. Amended the zoning codes to include new rural residential districts; denser urban housing; billboard regulations, new uses such as micro-brewery/winery; reuse of industrial buildings; and improved aesthetic guidelines.
- **Unified Development Code (UDC) and Planning Services, City of El Campo, Texas.** Project Manager for Ardurra. Led the UDC preparation and formulation of new development guidelines. Also provided on-call planning assistance.
- **Corridor Overlay Districts, City of El Campo, Texas.** Project Manager for Ardurra. Worked with the Mayor’s committee to identify corridors that contributed to the image of the city. The project included active code compliance and standards to ensure high quality development and compatible uses.
- **2015 Comprehensive Plan Update, City of Pearland, Texas.** Director of Community Development. Responsibilities included RFQ preparation, consultant selection, project coordination and guidance. The process included enhanced innovative community engagement. The update added new elements of housing, neighborhood preservation, tourism, and economic development to address the needs. The implementation plans identified responsibilities, time frames, and tools.
- **Old Townsite Revitalization Plan, City of Pearland, Texas.** Director of Planning. Managed the revitalization plan that included a walkable mixed-use environment with form-based and hybrid codes and identified improvements over a 25-year period. The plan served as a guide for subsequent improvements by the City and TxDOT, Capital Improvement Plans (CIP), and zoning codes updates.
- **Unified Development Code and Amendments, City of Pearland, Texas.** Director of Planning. Managed the UDC preparation that combined all development related regulations in one easy to read document. Included a diagnostic report of existing regulations, incorporated best practices, and codified innovative planning principles.
- **Main Street Corridor, Pearland, Texas.** Director of Planning. Assisted Pearland Economic Development Corporation to formulate a revitalization plan for the 7.2-mile commercial corridor, including market analysis, community participation, catalyst sites, streetscape design, and gateways.

**Other Projects:**

- **City of La Marque.** Mixed-use design standards for I-10 and Major Corridors
- **Development Guidelines/Planning Assistance.** Tomball, Angleton, Brookshire, Bellaire, Bandera, Pearland, West University, La Marque. (Previously or ongoing).

## DIANA DUCROZ, AICP



## Planning

OFFICE LOCATION: Houston, Texas

PERCENTAGE OF DEVOTED PROJECT TIME:

35%

Ms. Diana DuCroz, AICP, is Senior Planner at Ardurra. Ms. DuCroz will serve as Planning / Land Use / Historic Preservation Task Lead for this request. Ms. DuCroz has over 20 years of progressive experience in planning and neighborhood services with a focus on development review, code amendments, urban design, and historic preservation. During her twelve years with the City of Houston's Historic Preservation Office, she worked extensively with residents, developers, city officials, and other agencies; managed the designation of multiple new historic districts; wrote code amendments that balanced stakeholder interests with program goals; and oversaw the development of Design Guidelines for historic properties. Ms. DuCroz has additional background in law and journalism, giving her a thorough understanding of both the legal framework of planning and how to communicate effectively with diverse constituents.

## Education

- Doctor of Jurisprudence, University of Washington
- Master of Arts, Journalism, Craig Newmark Graduate School of Journalism at CUNY
- Master of Urban Planning, University of Washington
- Bachelor of Arts, Latin American Studies - History, University of Texas

## Registration

- American Institute of Certified Planners (AICP), No. 018381
- State Bar of Texas, TX No. 24026395

## Relevant Experience

- **Comprehensive Plan, City of Needville, Texas.** As the Senior Planner for Ardurra Team's contribution, assisted with the preparation of the Comprehensive Plan that involved a community engagement process with an advisory committee.
- **Vision 22 – East Cameron, Rockdale MDD, Texas.** As the Senior Planner for Ardurra Team's contribution, assisted with the preparation of plan that included corridor standards, land use, zoning, mobility, public engagement, and neighborhood enhancement.
- **Planner Leader & Historic Preservation Officer, Houston, Texas.** Managed the city's historic preservation program, overseeing 22 historic districts and hundreds of landmarks. Streamlined staff review procedures, created educational materials, and led training sessions for commissioners, staff, and the community. Involved in two major updates to reservation ordinance and preparation of design guidelines for historic districts. Helped acquire Certified Local Government (CLG) status from the Texas Historical Commission.
- **Planner, Planning & Development, Pearland, Texas.** Coordinated subdivision plat reviews and reviewed applications for variances, signs, and zoning. She assisted with the Old Town Pearland planning process, comprehensive plan and zoning updates.
- **Planner, Cities of Kirkland and SeaTac, Washington.** Reviewed subdivision plats and permits for the City of Kirkland. Crafted new group homes ordinance and assisted in relocation efforts for mobile home parks impacted by airport noise for the City of SeaTac.

## Other Projects:

- **Development/Building Code Update - Cities of Palacios and Angleton, Texas**
- **Planning Services - Cities of Bellaire (current), Brookshire (current)**

MINDI SNYDER, CPA



Governance/Funding

**OFFICE LOCATION:** Houston, Texas      **PERCENTAGE OF DEVOTED PROJECT TIME:** 20%

Ms. Mindi Snyder has over 33 years of progressive professional experience beginning in public accounting as an auditor and moving into managing municipal operations while rising from Finance Director to City Manager. Strong analytical skills developed through strategic planning and project development. Proven background in building consensus among teams and securing funding sources that allowed project implementation. Ms. Snyder has formed extensive relationships with government agencies and representatives at the federal, state and local levels. This unique background and experience serve as an opportunity to share a perspective from both the private and public sector vantage points in community planning.

**Education**

- Master of Science, Accounting, University of Texas
- Bachelor of Business Administration, Accounting, Texas Christian University

**Registration**

- Certified Public Accountant, TX No. 58792
- TxDOT Pre-certification: ES No. 32070
- 1.8.1 Public Involvement

**Awards & Recognition**

- First El Campo Chamber of Commerce Achiever of the Year Recipient, 2005
- 2019 Texas City Management Association (TCMA) Administrator of the Year
- 2004 & 2019 El Campo Rotarian of the Year, 2019 District 5890 Rotarian of the Year
- Rotary District 5890 District Governor, 2022-23

**Relevant Experience**

- **Comprehensive Plan Update:** As the City Manager, led the update that positioned the city to embrace the growth and improvements proposed by the expansion of U.S. 59/I-69, with a community engagement process and an advisory committee.

In leadership roles, managed and initiated projects, and secured grants for numerous projects in the cities of El Campo, Rosenberg, Wharton, and counties of Wharton and Fort Bend. These include:

- **Strategic Plan, Corridor Improvement, and Downtown Revitalization Plan**, El Campo
- **Annexations**, El Campo
- **Water and Wastewater Plant Improvements**, El Campo
- **TRZ and TxDOT Road Improvements**, El Campo
- **Tres Palacios Creek Drainage Project**, El Campo - FEMA SRL grant
- **HMGP Awards, Wharton, El Campo & Rosenberg** – drainage improvements/hazard mitigation
- **TWDB Clean Water & Drinking Water Programs**, El Campo
- **HGAC, TxDOT and CDBG Grants**, El Campo - Water & Wastewater, Safe Routes to School
- **Wharton County and Fort Bend County** - transportation and parks improvements.
- **Coastal Bend Groundwater Conservation District**, Wharton & El Campo

LORI SANGUEDOLCE, PE, CFM



Infrastructure/Flood Plain

<b>OFFICE LOCATION:</b> Houston, Texas	<b>PERCENTAGE OF DEVOTED PROJECT TIME:</b> 15%
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Ms. Lori Sanguedolce has over 22 years’ experience in project engineering and management in the public and private sector. She has worked extensively with federal and state agencies, commercial/industrial clients, and local municipalities on various projects including conducting water system analysis, hydrology, and wastewater system modeling for wastewater treatment plants. She has served as Director of Development Services, City Engineer, Floodplain Administrator, and Planning Manager for municipalities. Ms. Sanguedolce has experience with long term federal disaster recovery including mitigation projects. Her project experience includes drainage system evaluations, developing wastewater systems, designing wastewater treatment plants, collection systems, and conducting water system evaluations. Ms. Sanguedolce has completed numerous Texas Pollutant Discharge Elimination System (TPDES) permit renewals and is very experienced in the National Pollutant Discharge Elimination System (NPDES) permit program, grant application process, stormwater management planning, due diligence reporting for water, wastewater, and drainage facilities. Capabilities included research and development, field inspections, conducting site assessments, and database management.

**Education**

- Bachelor of Engineering, Civil Engineering, University of Texas

**Registration**

- Professional Engineer, TX No. 93605
- Certified Floodplain Manager, TX No. 1399-08N

**Relevant Experience**

Reviewed and assessed existing infrastructure, including water, sanitary, and storm sewer, and hazard mitigation and sustainability. Made recommendations based on community input, development regulations, and local and state requirements on proposed infrastructure hazard mitigation, and sustainability for the following:

- [City of Baytown Comprehensive Plan and Bayway Corridor Study, Baytown, Texas](#)
- [City of Huntsville Comprehensive Plan, Huntsville, Texas](#)

As City Staff, reviewed existing and proposed infrastructure, including water, sanitary, gas, storm sewer, and transportation, community profile, vision, goals, economics, land use and development, and many other important topics. The goal of the plan is to guide and shape development and redevelopment within the City while enhancing the “quality of life and ongoing sustainability”. Implemented the plan and amended the document as required for community growth and development for the following:

- [City of Tomball Comprehensive Plan, Tomball, Texas](#)
- [City of Brenham Comprehensive Plan, Brenham, Texas](#)
- [City of Tomball Major Thoroughfare Plan, Tomball, Texas](#)
- [City of Tomball Infrastructure Master Plan, Tomball, Texas](#)

Municipal Jobs, Director of Development Services / City Engineer, Brenham and Tomball, Texas. Responsible for Engineering, Planning, Building and Inspections, Code Enforcement, and GIS projects.

## RAGHU VETURI



## Mobility

OFFICE LOCATION: Houston, Texas

PERCENTAGE OF DEVOTED PROJECT TIME:

20%

Raghu Veturi has 18 years of progressive experience and in-depth knowledge of the practical concepts and applications of traffic engineering and transportation planning. His expertise includes preparing Thoroughfare and Mobility Plans, analyzing, and designing traffic control systems, intersections, street lighting evaluation, and Intelligent Transportation Systems (ITS). He is well versed with Microsoft Office Applications, AutoCAD, MicroStation, and several traffic engineering software's. In addition, Mr. Veturi has hands-on experience managing and marketing government and private sector projects and served as Engineer-of-Record (EOR) for several public and private sector projects.

## Education

- Master of Science, Civil Engineering, University of Massachusetts
- Bachelor of Technology, Civil Engineering, Nagarjuna University

## Registration &amp; Certifications

- Professional Engineer TX No. 89754, FL No. 68918, MD No. 11076, OH No. 72635
- Certified Professional Traffic Operations Engineer (PTOE), No. 2412

## Relevant Experience

- **Master Transportation Plan, Brookshire, Texas.** Addressed short-term and long-term mobility needs and provided a "blueprint" for transportation system and services. Included forecasts, typical sections, and design guidelines for "complete streets."
- **Traffic Calming Studies, Brookshire, Texas.** Analyzed issues and provided solutions for traffic calming for the neighborhoods of Crystal Lake Dr. and Briarbrook Dr.
- **Mobility Plan for Comprehensive Plan, Needville, Texas.** Addressed current needs and future transportation network. Recommendations included intersection and capacity improvements, sidewalk priorities, and active multi-modal transportation. Coordinated with improvements proposed by the county and TXDOT.
- **Thoroughfare Plan Component for Comprehensive Plan Update, Baytown, Texas.** Addressed key transportation issues and recommended improving mobility and accommodating future growth. Prepared the Thoroughfare Plan sections.
- **Bayway Corridor, Baytown, Texas.** Assisted with the corridor plan. Provided conceptual design for improved right-of-way configuration of Bayway Drive with bike/ped connectivity; implementation priorities; funding opportunities, technical specifications, and a CIP.
- **Thoroughfare Plan Component for Comprehensive Plan, Huntsville, Texas.** Addressed transportation issues. Recommended mobility improvements with alternative modes of transportation (transit/bike/ped) and secure needed ROW for future development.
- **Major Thoroughfare Plan Update and Hike and Bike Plan, Tomball, Texas.** As part of the Infrastructure Master Plan, coordinated with plans of H-GAC, City of Houston and Harris County and proposed SH 249 Tollway and Grand Parkway improvements with a Hike & Bike plan to connect community and parks/recreational facilities.

## Other Projects:

- Traffic Impact Analysis - Kingwood Marina, Kingwood; North Shepherd Road Park & Ride, Houston; Santa Fe ISD Elementary School, Texas.



BARBARA KOSLOV



Community Engagement

<b>OFFICE LOCATION:</b> Houston, Texas	<b>PERCENTAGE OF DEVOTED PROJECT TIME:</b> 15%
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Ms. Barbara Koslov will serve as Community Engagement Task Lead for this request. She has over forty (40) years of experience working in the transportation/infrastructure industry, which includes conceptual and system planning, program management, public involvement, and project implementation. Proven background in project and program development, strategic planning, and budget analysis with the ability to build consensus, organize teams and coordinate multiple objectives in developing solutions. Extensive experience working with government agencies and representatives at the federal, state, regional and local levels. Ms. Koslov has served as program leader and coordinator of the Public Involvement process on several transportation and transit projects from conception to implementation.

**Education**

- Master of Public Affairs, LBJ School of Public Affairs, University of Texas
- Bachelor of Arts, Political Science/Urban Planning, Tulane University

**Registration & Certification**

- TxDOT Pre-certification: ES No. 29018
- 1.1.1 Policy Planning
- 1.3.1 Subarea/Corridor Planning
- 1.8.1 Public Involvement

**Relevant Experience**

- **City of Bellaire Master Drainage Plan, Bellaire, Texas.** Ms. Koslov serves as the Public Involvement Task Leader assisting the City with community outreach, stakeholder engagement and meeting coordination. Ms. Koslov and her team are responsible for developing and managing the project website and documenting and responding to input from the community. She is also responsible for the preparation of presentation materials and coordinating meetings and presentations to City Council, Flood Hazard Mitigation Task Force, the Bellaire Community, and smaller neighborhood groups.
- **Regional Goods Movement Plan Update, H-GAC, Houston/Galveston Region, Texas.** Ms. Koslov currently serves as the stakeholder engagement task leader for this regional freight mobility study. She helped develop the study contact database and identify members for the steering and stakeholder committees. She is coordinating the steering committee, stakeholder and public meetings and other engagement opportunities and serves as a liaison between the public, stakeholders, public officials and industry leaders and the study team.
- **METRO Rapid Inner Katy Corridor Alternative Analysis & Environmental Review, Houston, Texas.** Ms. Koslov serves on the consulting team conducting the Inner Katy Alternative Analysis and environmental assessment. She has participated in several public meetings, stakeholder and interagency coordinating meetings and community and neighborhood group sessions. She has also led discussion groups regarding the alignment and station locations and has met in person or virtually one on one with key stakeholders. She worked with METRO in coordinating meetings with other local agencies to discuss concerns and benefits related to other projects and opportunities in the corridor.
- **Montgomery County Precinct 2 Mobility Study, Montgomery County, Texas.** Ms. Koslov is currently serving as the Public Involvement Task Leader on this mobility study. Responsibilities include coordinating and orchestrating meetings with the project steering committee, and stakeholder groups. Public involvement was successfully conducted virtually with Zoom Town Hall meetings, Microsoft Teams interactive meetings, and other public engagement platforms. She also was responsible for developing an on-line survey tool, recording the findings, and analyzing the data used as input for developing a series of short and long-term recommendations.

## KRISHNA RADHAKRISHNAN



## Community Engagement

**OFFICE LOCATION:** Houston, Texas**PERCENTAGE OF DEVOTED PROJECT TIME:**

25%

Ms. Krishna Radhakrishnan has four years' experience in project management, urban planning, proposal management, market research, and strategy consulting. Ms. Radhakrishnan has provided urban planning services for various cities in Texas. Conducted extensive research on various planning related topics as part of developing and updating regulations and ordinances. Experience in the private sector and has assisted private developers with the permitting processes including zoning, development regulations, and municipal coordination. Managed a diverse team of architects, engineers, and other professionals. Proficient in the use of Geographic Information Systems (GIS). Provided proposal management services to several A/E and construction firms to preposition and respond to solicitations from agencies such as USACE, U.S. Airforce, Veterans Affairs, TxDOT, Housing Authorities, and municipalities in the Greater Houston Area.

**Education**

- Master of Science, Civil Engineering, University of Texas
- Master of Business Administration, University of Kerala
- Bachelor of Technology, Civil Engineering, Cochin University of Science & Technology

**Registration**

- Texas Citizen Planner, Texas A&M – Texas Community Watershed Partners

**Relevant Experience**

- **Planner. Zoning Map Update and Corridor Standards, City of La Marque, Texas.** As Ardurra staff, coordinated the zoning map update by researching ordinances, databases, and clarifying the parcel boundaries on the ArcGIS map. Assisted with updating the land use matrix and formulation of new regulations for I-10 corridor.
- **Planner. Thoroughfare Plan, Development Code, Current Planning, City of Brookshire, Texas.** As Ardurra staff, prepared demographics, and growth studies, using resources from Waller County, TxDOT, HGAC, and Greater Houston Partnership. Assisting with permitting and planning services.
- **Planner. Urban Planning Services, City of Fair Oaks Ranch, Texas.** Reviewed land development applications for conformance with regulations and prepared staff reports and presentations. Assisted with the preparation of Administrative Procedures Manual, streamlining application processing, and Unified Development Code update.
- **Planner. Urban Planning Services, City of El Campo, Texas.** As a consultant, provided recommendations to update the existing zoning regulations and draft new Corridor standards. Assisted with blight elimination and code compliance along major corridors.
- **Planner. Urban Planning Services, City of Lubbock, Texas.** As a consultant, aided in updating the existing development regulations for residential zones and signage.
- **Project Management Support for Private Developers, Texas.** As a consultant, guided property owners, developers, architects, and engineers in the land development process and feasibility studies. Coordinated with cities, counties, TxDOT, and utility companies.

**JOSEPH ESCH**  
(ESCH DEVELOPMENT SOLUTIONS, LLC)



## Market Analysis/Fiscal Impact

Management professional with more than twenty-five years of proven leadership experience working with the public and private sector. Broad base of experience leading teams, creating and implementing policies and strategies, developing and managing budgets, people, and programs in a wide array of situations and functional areas. Significant real estate and economic development experience with demonstrated success in the attraction, retention and development of all asset classes. Responsible for office, retail, industrial, land and residential and mixed-use projects with a total development value in excess of \$3 billion.

### EMPLOYMENT HISTORY

**ESCH DEVELOPMENT SOLUTIONS, LLC**  
**President/Owner**

June 2021- Present

Providing governmental, real estate and economic development professional services to public and private entities. Recent public sector engagements include:

- City of Needville, TX – Providing a wide array of services to the Mayor, City Council and Board of Needville Development Corporation including general administration, budgeting, policy creation and implementation, strategic planning, board administration, economic development, as well as development regulations and processes. Examples of several key projects include: creation of a Comprehensive Land Use Plan, advise Mayor on needed policies and procedures, evaluation of development opportunities, and leading negotiations on related development agreements, assessing current operations and advising the city on general administration and economic development policies.
- City of Bastrop, TX - Conducted a strategic assessment and alignment of the City's Type B economic development corporation. Crafted recommendations to the city manager and council resulting in the adoption of formal council policy direction on economic development goals, objective and expectations. Assisting the City in the attraction of a private sector partner for a hospitality development project adjacent to the City's convention center. Evaluated options identifying key issues and processes for city consideration, and crafted recommendations on strategic approach to the project, identified potential private sector partners, leading discussion with potential private sector partners.
- City of Missouri City, TX - Created re-development strategies, drafted policies recommendations and incentive applications for the city's economic development efforts.
- Missouri City Moving Forward Bond Campaign, TX – Organized and coordinated non-profit bond committee that successfully advocated for the passage of City of Missouri City 2021 bond election resulting in voter authorization of over \$85 million bonds for mobility projects, parks and city facilities.

**LIMESTONE COMMERCIAL REAL ESTATE**  
**Vice President**

September 2020 – December 2021

Responsible for planning, development, implementation and administration of brokerage's investment sales policies, procedures and protocols of a commercial real estate firm. Served on firm executive team developing company's strategic vision, goals and annual plan of work. Coordinated with firm founder and owner on employee training, performance tracking and firm management. Sourced, developed and managed client relationships for real estate brokerage activities.

Sample of client engagements by category include:

Representations

- Baker Ripley
  - 4202 Read Rd, 7,500 Existing building, Houston, TX
  - 4400 Almeda Genoa, 2.5 acres of land, Houston, TX
  - Keegan Property 28 acres of land, Houston, TX
- Employer Flexible - Sale of 55,500 SF HQ office building, Houston TX
- FE Group – Site selection services to support company’s railcar decommissioning services
- N & N Beaumont, LLC - Assessment and sale of three parcels of land, ~30 acres
- Tilson Homes – Strategic land acquisition

Leases

- Bailes, Bates and Associates, HQ Office, Sugar Land, TX
- Eduard Jorge Salon, Sugar Land, TX
- Locktopia Escape Room, Houston, TX
- Water’s Edge Winery - Missouri City, TX

Sales and Purchases

- Universal Plant Services - Sale of two office buildings, Deer Park, TX
- Comprehensive Care -Sale of former nursing home facility, Webster, TX
- Private Owner - 8.5 Acre land sale, League City, TX
- Tilson Homes - Acquisition of 2.9 acres, Waco, TX

**CITY OF MISSOURI CITY**  
**Director of Economic Development**

August 2013 – September 2020

Served as a member of the city’s leadership team overseeing the areas of economic development strategy and coordinating with legal on legislative affairs.

- Lead city’s business development efforts resulting in the location and development of over 4,000,000 SF of projects in all asset classes including
  - Structured city approach and negotiated the development of the 1,000,000 SF Amazon distribution center without any economic development incentives
  - Negotiated incentive packages to attract Best Buy’s ~550,000 SF, \$100,000,000 regional distribution center
  - Crafted and lead city’s efforts to develop new business park resulting in 127 acre “Park Eight-Ninety” business park
  - Identified, structured and coordinated efforts resulting in the relocation of Houston Community College \$30,000,000 campus to a redevelopment target area of the city
- Coordinated with the legal department managing city’s legislative efforts including creation and adoption of council legislative strategic policy, selection of lobbying firm, legislative tracking, reporting and coordination of city response
- Created economic development investment policies and associated financial models for the application of city incentives

**WB DEVELOPMENT PARTNERS**

January 2010 – July 2013

**Director of Economic Development and Public Policy**

Key member of the development team leading the company’s economic development and public policy efforts in the public-private-partnership practice.

- Attracted over \$60 million in public incentives for a \$113 million redevelopment project consisting of a select service hospitality project, a professional sporting venue, 40,000 SF of retail and dining space as well as associated parking and public infrastructure
- Identified and secured hotel operator and flag approval for hotel project
- Crafted and implemented development strategy which secured master development agreement for company providing a potential of over \$100 million in revenue for the company
- Devised public incentive strategy for redevelopment project which attracted over \$80 million of public incentives to company redevelopment projects

**CITY OF SUGAR LAND**

June 1999 – December 2009

**Executive Director, Business and Intergovernmental Relations**

Served as member of city’s executive leadership team. Responsible for management of over 150 people in five city departments: economic development, intergovernmental relations, the Sugar Land Regional Airport, transportation planning and parks and recreation as well as administration of multiple related boards. The total annual revenue associated with these departments (excluding bond proceeds) was over \$20 million.

Created the city’s award-winning economic development program which has had a dramatic impact in the creation of new jobs, capital investment, and growth of property values in Sugar Land.

- Attracted and negotiated \$54 million investment in full service 300 room hospitality project
- Served as project manager for the planning and construction for a variety of critical high-profile projects including:
  - 60,000 SF Sugar Land Conference Center
  - 20,000 SF Corporate Airport Terminal
  - General Aviation Complex
  - Public infrastructure and public structured parking in Town Square
- Secured 99-year lease on 52 acres of University of Houston property for city development in exchange for city \$2.5 Million investment in expansion of UH facilities
- Developed city investment strategy which resulted in development of an award winning 32-acre, \$200 million mixed use development project
- Lead city tenant attraction efforts resulting in the location of over 30 new corporate office and industrial tenants including worldwide headquarters for Minute Maid
- Created and implemented the vision for an entertainment district comprised of \$36 million AAA quality minor league baseball stadium, \$85 million 6,500 seat indoor concert venue and 50-acre festival site.

**FARGO CASS COUNTY ECONOMIC DEVELOPMENT CORP.**  
**Vice President**

August 1994 – May 1999

Vice President of the largest and most successful private economic development corporation in North Dakota. Increased opportunities for area residents and businesses by building and maintaining relationships with executives of existing companies, directing business recruitment activity, and managing critical processes within the organization’s administrative operation.

**EDUCATION / CERTIFICATIONS / LICENSES**

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<b>Master of Business Administration</b>	
University of Minnesota, Carlson School of Management	Minneapolis, Minnesota
<b>Bachelor of Arts, Business Administration</b>	
Wichita State University	Wichita, Kansas
<b>Certified Economic Development Finance Professional (EDFP)</b>	
National Development Council	Washington DC
<b>Certified Commercial Investment Member Designation (CCIM)</b>	
CCIM Institute	Chicago, IL
<b>Texas Real Estate License</b>	
Texas Real Estate Commission	Austin, TX

**RELEVANT BOARD LEADERSHIP**

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<b>Professional Real Estate Organizations</b>	
CCIM Houston Gulf Coast Chapter	Secretary and Treasurer
<b>Economic Development Sales Tax Corporations</b>	
Sugar Land Development Corporation	Executive Director
Sugar Land 4B Corporation	Executive Director
<b>Public Development Corporations</b>	
Town Square Tax Increment Reinvestment Zone	Executive Director
Sugar Land Tax Increment Reinvestment Zone #3	Economic Development Staff Advisor
Town Square Development Authority	Vice President
<b>Private Property Development Districts &amp; Associations</b>	
Town Square Property Owners Association	City Representative
Town Square Parking Authority	City Representative
Colony Grant Home Owners Association	President
<b>Community Development Boards</b>	
Fort Bend Chamber of Commerce	Chair, Economic Development Division
Greater Fort Bend Economic Development Council	City Representative

**WALTER HEARD, RLA**  
(TERRA DESIGN GROUP, INC.)



**Parks Master  
Plan/Landscape/Signage**

Mr. Heard has over 45 years of Landscape Architectural experience. He has provided project management and design services for a broad range of projects, including Complete Streets Planning and Design, Low Impact Design, River Channel Stabilization and Riparian Restoration, Greenway Corridor Planning and Design, Trail Routing and Design, Community Visioning, Planning and Public Input, Park and Recreation Planning and Design. Throughout his career he has been a leader in encouraging public participation in the design process. Walter was awarded the Grand Achievement Award by the Envision Utah for his Planning work for the Parley's Creek Trail Corridor in Salt Lake County, Utah. He also played a key role in the planning and designing with the Missouri River Corridor Master Plan and Brush Creek Greenway in Kansas City, Missouri. Most recently he was awarded the 2018 Park Design Excellence Award Texas Recreation and Park Society Fisher Park and the 2017 Environmental Project of the Year American Public Works Association (APWA) for Elmendorf Lake Park.

#### Education

- Bachelor of Landscape Architecture, Texas Tech University

#### Relevant Experience

##### Planning and Urban Design

- Nature Parks Visioning and Master Plans • San Antonio River Authority, Texas
- Hays County Trail Master Plan • Hays County, Texas
- Children's Discovery Center Visioning Plan • McAllen, Texas
- Kyle Road Visioning and Master Plan • Wimberley, Texas
- Cassiano Park Visioning Plan, Elmendorf Lake Park Visioning & Master Plan • San Antonio, Texas
- Rio Grande Vega Trail Master Plan • Laredo, Texas
- Fischer Park Visioning and Master Plan • New Braunfels, Texas
- Hill County Mile Visioning Plan • Boerne, Texas

##### Vehicular Corridors

- Camaron Street Corridor Design & North St. Mary's Street Beautification • San Antonio, Texas
- 11th Street Corridor Planning and Design • Austin, Texas

##### Trails

- ChildSafe Trail Connection to Salado Creek • San Antonio, Texas

#### Registration

- Landscape Architect, TX No. 629

- Howard Peak Greenway Wayfinding & Signage Manual • San Antonio, Texas
- Apache Creek Greenway Trails • San Antonio, Texas
- Cibolo Creek and Curry Creek Trails • Boerne, Texas
- Huesta Creek Trail • San Antonio, Texas
- Martin Luther King Recreational Trail • Waco, Texas
- Leon Creek Trail Phases 1-3 • San Antonio, Texas

##### Low impact design and environmental protection

- Prue Road Trailhead Leon Creek Detention/Filtration, Menger Creek Park and Trails, Elmendorf Lake Park Detention/Filtration, Wilshire Park Terrace Bioswale, Huesta Creek Channel Restoration • San Antonio, Texas
- Landa Park Golf Course Bio-Filtration Swales • New Braunfels, Texas
- Medina Riverbank Riparian Restoration • Bandera, Texas
- Cibolo Creek Band Riparian Restoration • Boerne, Texas

## Specific Details that Address the Project



**Ardurra Group, Inc. (Ardurra).** The **Ardurra** Team has the capacity and expertise and capability to serve the needs of the City of Simonton.

The **Ardurra** Team has a successful history of providing services to numerous municipalities in Texas. As on-call consultants or as extension of in-house staff, **Ardurra** provides personalized attention that is coupled with the firm’s extensive resources. We are knowledgeable about local approval processes and experienced in presenting to city councils, commissions, and boards. The **Ardurra** Team has hands on experience in the areas of flooding and hazard mitigation and has worked with various agencies to help communities prepare for resilience and disaster response.

Our Community Planning services include the following areas of expertise:

## Ardurra Community Planning Services Align with Simonton needs

Planning	Implementation & Regulations	Financing Strategies & Economic Development	Public Engagement
<ul style="list-style-type: none"> <li>▪ Comprehensive Plans</li> <li>▪ Area Plans</li> <li>▪ Historic Preservation</li> <li>▪ Transportation Planning</li> <li>▪ Parks and Open Space</li> <li>▪ Infrastructure &amp; Resiliency</li> <li>▪ Site Planning</li> <li>▪ Annexations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Zoning Codes and Development Standards</li> <li>▪ Form-Based Codes</li> <li>▪ Project Management</li> <li>▪ Staff Augmentation and On-call Planning Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public/Private Partnerships</li> <li>▪ Grant Writing</li> <li>▪ Feasibility Studies</li> <li>▪ Growth Related Studies</li> <li>▪ Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public Outreach and Stakeholder Involvement</li> <li>▪ Community Visioning</li> <li>▪ Design Visualizations</li> </ul>

The **Ardurra** Team has consistently demonstrated creative design, technical expertise, and the ability to connect with stakeholders within the community. The combined experience of the Team members allows the Team to work in a holistic, integrated manner with all stakeholders to successfully complete the project.

The **Ardurra** Team has the technical strength, hardware, software, and other necessary tools to serve the needs of the City of Simonton. We also will work remotely and provide all-digital submittals, if the need arises, as proven during the COVID-19 pandemic. Team members worked remotely and were able to coordinate seamlessly and efficiently with others by using modern technology and collaboration tools. We have not missed any deadlines committed to our clients.

Subcontractor Esch Development Solutions, LLC and Terra Design Group, Inc. further bolster **Ardurra’s** credentials





## Staff Availability

Most of the **Ardurra** Team members proposed for this project are based in the Houston area, within a short distance from the City of Simonton. The Team will be available whenever needed by the City. The attached resumes indicate the time that individual Team members will dedicate to this project.

Our office locations include:

### **Ardurra Group, Inc. (Prime)**

**1. Energy Corridor Office:**

Energy Tower IV  
11750 Katy Freeway, Suite 300  
Houston, Texas 77079

**2. Downtown Office:**

3115 Allen Parkway, Suite 300  
Houston, Texas 77019

**3. North Office:**

32731 Egypt Lane, Suite 501  
Magnolia, Texas 77354

### **Esch Development Solutions, LLC. (Subcontractor)**

**1. Corporate Office:**

5202 Westerham Street  
Weston Lakes, Texas 77441

### **Terra Design Group, Inc. (Subcontractor)**

**1. Corporate Office:**

2015 N.E. Loop 410  
San Antonio, Texas 78217

## Relevant Experience

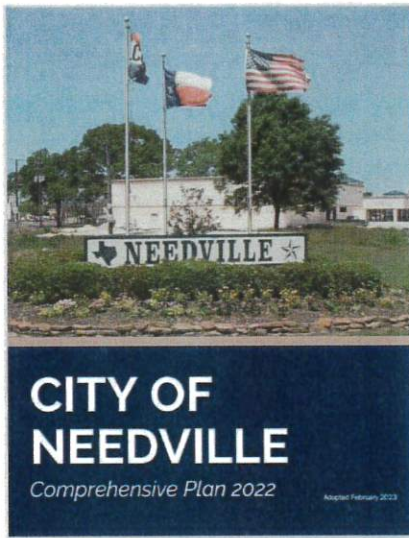
### Work Samples and Status

The **Ardurra** Team has worked on comprehensive plans, major throughfare plans, and unified development codes for municipalities throughout the region. The following projects demonstrate the Team’s broad competency and quality of recent, similar work.

#### 1. City of Needville Comprehensive Plan, Needville, Texas

February 2022 – February 2023

Project link: [Needville Comprehensive Plan Feb 8 2023 Approved.pdf](#)



Working with the Comprehensive Plan Advisory Committee (CPAC), the **Ardurra** Team prepared the City of Needville’s first comprehensive plan. The Plan provides a framework for the City to embrace growth and change in a manner that preserves the small-town feel while embracing new residents and businesses. The Plan highlights opportunities for high quality subdivisions with a wide choice of housing options and promotes mixed-use growth along Highway 36 to prevent strip commercialization.

The Comprehensive Plan addressed areas of - Introduction and Authority; Vision and Guiding Principles; Community Profile; Land Use & Growth; Community Character & Development Standards; Housing & Neighborhoods; Transportation and Mobility; Infrastructure, Drainage & Hazard Mitigation; Parks, Recreation and Cultural Activities; Economic Development; and Implementation; and a Future Land Use Map.

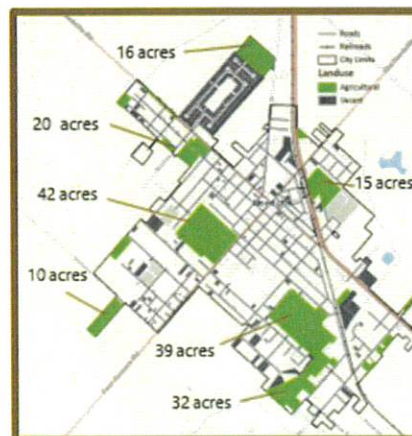
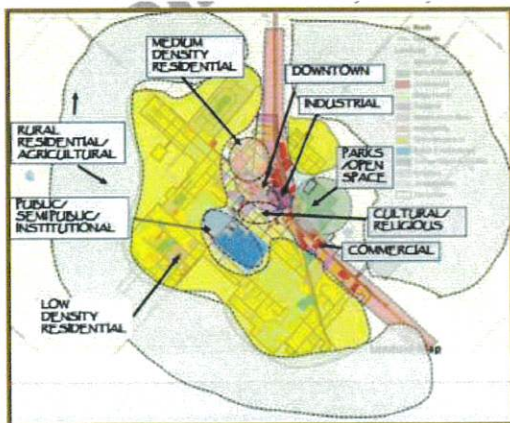


Figure 6:  
Developable Land  
City of Needville



A **Vision Statement** and **Guiding Principles** were developed with input gained from interviews with City Council, and charettes and work sessions with the Comprehensive Plan Advisory Committee (CPAC). The Vision Statement and Guiding Principles serve as a foundation for the Comprehensive Plan.

**Vision Statement**

A city that is family-oriented, with a small-town feel and well-knit community, quality schools and housing options, vibrant downtown, thriving local businesses that cater to the residents, sound city finances with a strong tax base, and refurbished infrastructure.

**Guiding Principles**

- Manage growth to maintain the community character and small-town, neighborly feel of Needville while embracing new residents and businesses.
- Provide a safe community that meets the needs of diverse residents - seniors, children, families, people with disabilities.
- Provide quality housing options for all Needville residents
- Revitalize downtown as the walkable center of the city, with small businesses and renovated buildings.
- Upgrade existing infrastructure and invest in new infrastructure to meet the needs of current and future residents.
- Keep neighborhoods well-maintained and safeguard neighborhoods from undesirable uses while attracting new businesses to town.
- Plan for the future to ensure sustainable growth and quality of life.

**Vision**

- Revitalized downtown as center of community
- Small-town neighborly feel
- Rural character preserved
- Upgraded infrastructure with new water & sewer capacity to attract development
- Comprehensive Plan and updated Development Codes

**Reasons You Live in Needville**

- Good school district
- Small community with good values
- Great place to raise a family

**Strengths**

- Exceptional school district
- Small community atmosphere
- Old-style downtown with lots of potential

**Weaknesses**

- Poor maintenance of aging infrastructure
- Few businesses, restaurants and other conveniences
- Low water quality

**Challenges**

- Insufficient infrastructure capacity
- Drainage and flooding of homes
- Downtown revitalization - vacant commercial buildings

**Threats**

- Failure to adapt to inevitable growth
- Potential increase in crime with added population
- Loss of desirable uses in the ETJ due to competition from surrounding cities

CITY OF NEEDVILLE COMPREHENSIVE PLAN 2020

### Approach & Philosophy

- ▶ **Change is Inevitable**
  - ▶ The best way to predict the future is to create it
- ▶ **Change is Coming**
  - ▶ Your choice is how to impact it to meet your goals
- ▶ **Communities are not just in the business of providing services such as sewer, water, police, fire, etc...**
  - ▶ Communities are partners in creating the future |



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## 2. City of Rockdale Vision 22 – East Cameron, Rockdale, Texas

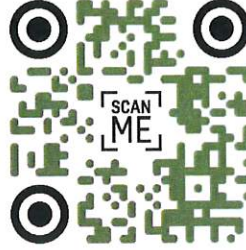
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March 2022 – October 2022

Project link: [Rockdale East Cameron Corridor Vision 22 Plan.pdf](#)



Vision 22



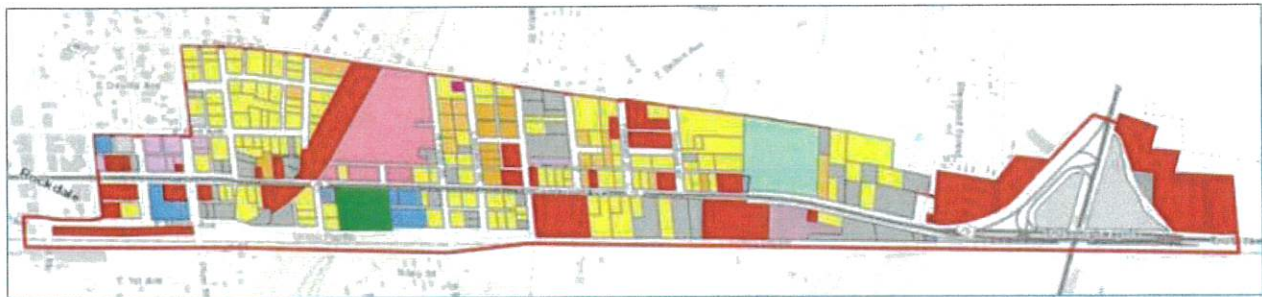
Appendix A



Appendix B

The **Ardurra** staff, as part of the team completed work on Vision 22 – East Cameron for the Rockdale Municipal Development District. The team developed an in-depth understanding of the community based on a detailed neighborhood assessment and input from an East Cameron task force that included MDD, City staff, Council members, and representatives of the community. **Ardurra** staff developed long-range recommendations for future land uses, preservation of community character and open space, multi-modal roadway corridor with pedestrian mobility, neighborhood preservation, commercial design standards, and code enforcement, to support the overall vision. Corridor aesthetic enhancements and walkability are integral to successful commercial development and important to successfully building up surrounding neighborhoods. In consultation with the task force, the team developed specific, actionable objectives and an implementation plan to meet the three-part vision:

| Transform the Avenue | Create Connected Parks | Nurture Healthy Neighborhoods



Existing Land Use Map

**Improve Neighborhood Streets, Ensure Safe Walking & Biking**

**Complete Streets Standards, Capital Improvement Plan**



Example of Complete Streets standards for residential streets



Potential pedestrian and bike linkages

SECTION 03 – NURTURE HEALTHY NEIGHBORHOODS

Recommend actions to ensure safe walking and biking options and to provide connectivity and linkages within and from the neighborhood to surroundings areas include:

- Adopt Complete Streets standards for residential streets to incorporate adequate widths, paving requirements, curb and gutters, streetlights, sidewalks, street trees and other elements that will encourage rehabilitation of existing streets and construction of new streets as Complete Streets.
- Prioritize pedestrian and bike linkages from the neighborhood to activity generators such as downtown, schools, post office, shopping areas, places of worship, restaurants, service establishments, library, city offices, train depot, and parks from East Cameron Avenue, East Belton Avenue and Milam Street.

**Upgrade Infrastructure**

**Infrastructure, Drainage, Environmental Improvements**



Neighborhood Flooding



East Belton Avenue at Rockdale Branch Creek

SECTION 03 – NURTURE HEALTHY NEIGHBORHOODS

While the availability of wastewater and water capacity to service future growth is an asset, aging infrastructure and a lack of routine maintenance and timely upgrades are challenges that need to be addressed proactively. Additionally, flooding issues along Rockdale Branch and poor drainage are a concern for development in the area.

Some of the recommended actions are listed below:

**Water and Sewer:**

- Prioritize rehabilitation of aging or materially compromised water and sewer lines in the Capital Improvement Plan (CIP).
- Update the water and wastewater plan. Evaluate the appropriateness of an impact fee for water and wastewater.

**Utilities:**

- Plan for coordination of construction activities with the numerous wells and Atmos Pipeline located in the study area.
- Consider a public-private partnership for phased undergrounding of utilities.

**Floodplain:**

- Update floodplain mitigation requirements. The floodplain may expand with Atlas 14 and could require increased floodwater mitigation in some parts of the corridor.

**Drainage:**

- Perform a drainage analysis to address drainage issues and mitigate flooding of local streets from large rain events.
- Determine the feasibility of a regional detention pond to facilitate efficient and effective development. Consider drainage fees charged to developers to purchase volume and offset expenditure by the city.
- Include drainage improvements on East Belton Avenue at Rockdale Branch Creek and other problem areas in a Capital Improvement Plan (CIP).

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### 3. City of Brookshire Urban Planning Services, Brookshire, Texas

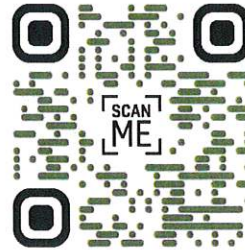
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2020 – Ongoing

Project links:

City of Brookshire Master Thoroughfare Plan:  
[Res. 1343 – City of Brookshire – Adoption of Master Thoroughfare Plan – 1.27.22.pdf](#)

City of Brookshire Development Standards:  
[ord. 22-706-15 - city of brookshire \\_repeal replace chapter 50 of the code of ordinances - 11.22 with red-lined changes.pdf](#)  
([brookshiretexas.org](#))



City of Brookshire Development Handbook:  
[development handbook rev. 8-29-22.pdf](#)  
([brookshiretexas.org](#))

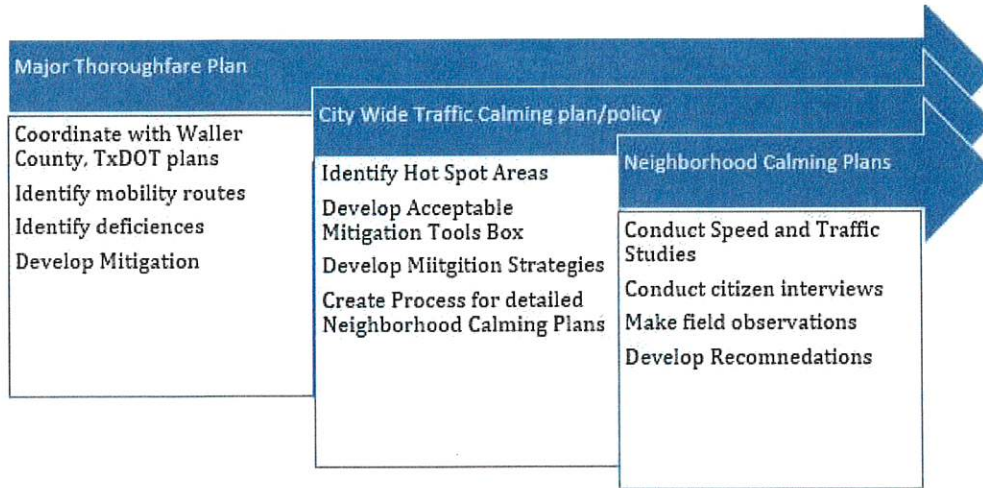
City of Brookshire Existing Land Use Map: [City of Brookshire Land Use Map 1-4-21.pdf](#)



**Ardurra** provides ongoing planning assistance to the City of Brookshire in the areas of current and long-range planning, staff training, staff augmentation for development services, and standardization of review and operating procedures.

**Ardurra** assisted the City in updating their **Land Use Map** and is currently updating the **Annexation Map**.

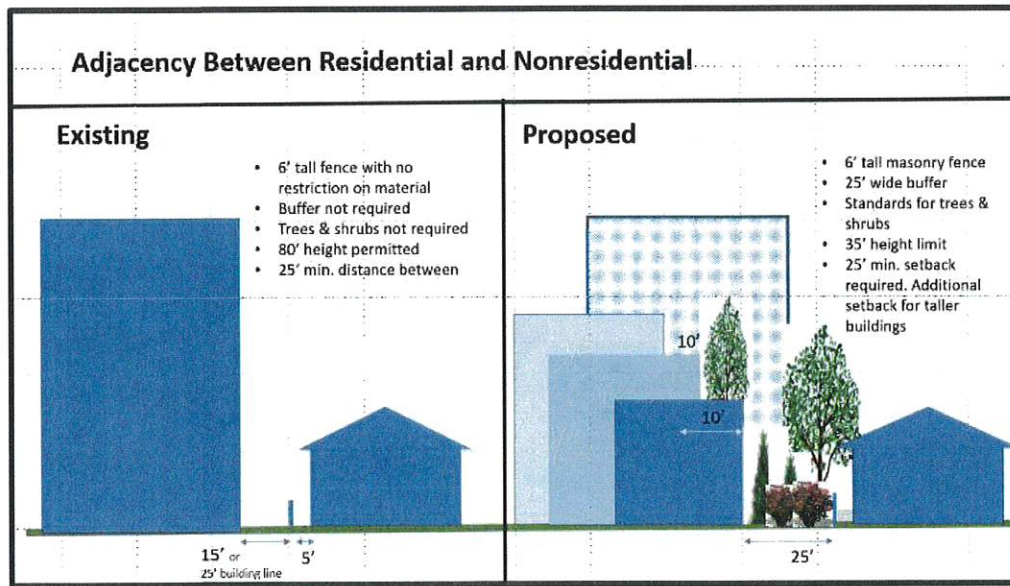
**Ardurra** prepared a **Major Thoroughfare Plan** and a traffic calming toolbox. The approach included coordination with City of Brookshire Staff, Waller County, TxDOT, identification of mobility routes, data collection, identification of deficiencies, and developing a mitigation plan.



**Ardurra** completed updates to the **City’s development codes**, working with the City Council, City Attorney, and other City staff. Considering the City does not have zoning, it was important that the City had a robust set of regulations to direct future growth and investment. This process included a series of works sessions with the City Council to identify issues and City aspirations and review of the proposed amendments. The purpose of updated development standards was to ensure that future growth and development conforms to the vision laid out in the Comprehensive Plan, adds value to the City and is compatible to existing neighborhoods.

The amendments included – adjacency standards, lot and bulk standards, setbacks and landscaping, screening, buffers, signage, tree preservation, mobile home parks, RV park regulations, and subdivision standards.

Example of Proposed Adjacency Standards



Other Relevant Project Experience in Texas	Time
City of Angleton - Development Code Updates and Procedures Manual	2021-Ongoing
City of Fair Oaks Ranch - Unified Development Code (UDC) Update, Comprehensive Plan Update (summer 2023), Planning Services	2019-Ongoing
City of Tomball - Livable Centers Implementation Study, Alley Improvements	2018-Ongoing
City of Bandera – Zoning and Subdivision Diagnostic Report, Fees Study	2022-2023
City of La Marque – Zoning Map, Thoroughfare Standards and Districts (I-10 Corridor)	2021
City of Montgomery Downtown Design Master Plan	2000 – 2021
Cities of Huntsville and Baytown Comprehensive Plan (Teaming)	2020-2022
Bayway Corridor, Baytown (Teaming)	2020-2021
City of Huntsville - CDBG Sidewalk, Lighting Improvements	2019-2021
City of El Campo - Unified Development Code, Corridor Standards, Code Compliance	2017-2021
City of Brenham - Development Ordinance Amendments, Thoroughfare Plan, Comprehensive Plan (Staff)	2016-2019
City of Pearland - 20/20 Strategic Plan, Comprehensive Plan Update, Old Townsite Revitalization Plan (Staff)	2014-2017

## References

Client Name/Contact	Phone/Email Address	Project Name & Time Frame
<b>City of Needville</b> Scott McEllrath Director, EDC	P: 979-793-4253 E: <a href="mailto:scottmcelrath@cityofneedville.com">scottmcelrath@cityofneedville.com</a>	Comprehensive Plan Feb. 2022 – Feb. 2023
<b>City of Fair Oaks Ranch</b> Tobin Maples, AICP City Manager	P: 210.698.0900 x207 E: <a href="mailto:tmaples@fairoaksranchtx.org">tmaples@fairoaksranchtx.org</a>	Unified Development Code Updates, Staff Augmentation 2020-Ongoing
<b>City of Rockdale</b> Jim Gibson Director, EDC	P: 512.446.2111 E: <a href="mailto:jim.gibson@rockdalemdd.org">jim.gibson@rockdalemdd.org</a>	Vision 22 – East Cameron March 2022-Nov. 2022
<b>City of Brookshire</b> Justin Pruitt, Acting City Attorney	P: 817.682.0247 E: <a href="mailto:jpruitt@olsonllp.com">jpruitt@olsonllp.com</a>	Current Land Use & MTP (2021-2022), Development Codes (2021-22), Subdivision Code & Annexation Map (2022-Ongoing)



## Subcontractors

**Ardurra** is pleased to present this Team specifically curated for the City of Simonton that will include Esch Development Solutions, LLC.

### **Esch Development Solutions, LLC**

Joe Esch brings over 30 years of successful development experience working with the public and private sector in real estate, community, and economic development. He will assist with analyzing the fiscal impacts of proposed growth and redevelopment, prepare revitalization recommendations and scenarios, and develop implementation strategies based on both regulatory and economic development tools.

#### **Past Collaborative Experience**

The Team has established a great working relationship over the past few years. Team members have collaborated successfully on the project(s) listed below:

- **Ardurra**/Esch Development Solutions, LLC
  - City of Needville Comprehensive Plan

Please refer to the resumes under **Experience and Qualifications of Key Personnel** for additional information.

### **Terra Design Group, Inc.**

Walter Heard, with over 45 years of experience, will assist in parks, open space, trails component of the Comprehensive Plan. He has provided project management and design services for a broad range of projects, including Complete Streets Planning and Design, Low Impact Design, River Channel Stabilization and Riparian Restoration, Greenway Corridor Planning and Design, Trail Routing and Design, Community Visioning, Planning and Public Input, Park and Recreation Planning and Design. Terra Design has a reputation with working with citizens, developing creative solutions, developing remarkably accurate cost estimates, delivering plans on schedule, and delivering projects within the budget.

#### **Past Collaborative Experience**

The Team has established a great working relationship over the past few years. Team members have collaborated successfully on the project(s) listed below:

- **Ardurra**/Terra Design
  - Wimberley Valley Trail Master Plan

Please refer to the resumes under **Experience and Qualifications of Key Personnel** for additional information.

## Project Statement

### Project Understanding

The City of Simonton is undertaking steps to prepare a Comprehensive Plan – the **first one** for the City. We understand that the City desires to articulate a long-range vision for the community that will guide city staff, developers, residents, and businesses for the next decades. The new Comprehensive Plan will contain clear, detailed goals and guidelines for the city’s growth, based on a robust community engagement process, along with practical and effective implementation strategies to achieve that vision.

Despite a recent decline in population, Simonton is ripe for development due to strong regional growth, especially in the surrounding cities and Fort Bend County, and booming economic development along the I-10 and I-69 corridors. Simonton’s rural character, availability of land, equestrian facilities, places of interest, and connectivity to S.H. 36, I-69, and I-10 from FM 1093 and FM 1489, make it a desirable location for growth.



Historic Simonton School

These strengths can also be a threat. Uncontrolled development can erode the city’s character and have adverse impacts on traffic, quality of life and agricultural activity. The recently proposed concrete batch plant next to the town park demonstrates the urgent need for the community to take proactive measures. The increasing truck and commercial traffic on FM 1093 and FM 1489 pose safety concerns for local traffic. In addition, the city’s location in the Brazos River floodway and 100-year floodplain and recent flood events requires innovative, practical solutions to safeguard lives and investments.



2016 Floods, Simonton  
Source- Geoff Graham

Simonton has taken positive steps to address these challenges by strengthening its development ordinances and adopting a Strategic Plan in 2019. This next step will assist to frame the recommendations of the Strategic Plan into policies and actionable steps to guide future decisions on regulations, funding, and the built environment.

#### **Ardurra is uniquely qualified to do this project.**

The Team’s experience in and knowledge of Simonton and the surrounding areas, gives us insight into the opportunities and challenges facing the City. Through our Team’s past and current work for the city, expertise in assisting cities that do not have zoning, long-term experience as consulting staff in surrounding cities such as Brookshire has given us a unique insight and experience with Fort Bend County, TXDOT, FEMA, and other regional agencies. The Team will continue to study the City and learn from its officials, residents, and other stakeholders to enhance our understanding of the community.

## Approach

**Ardurra** believes that the Comprehensive Plan belongs to the people of Simonton – the plan will reflect *their* vision. We don't believe in a one-size-fits-all approach. Our role is to act as facilitators to guide decision-making and to provide technical knowledge of best practices to develop goals and recommendations tailored specifically for Simonton.

### Community Visioning and Public Engagement

We know from experience the importance of establishing consensus early in the process. We will work with the City to formulate an effective community engagement process, using engagement strategies discussed earlier under Firm Information - General Philosophies and Approaches to Urban Planning.

- Where does the community want to be in next 5, 10, 20 years?
- What will the city look like if it takes no action now?
- Will that result be in line with the community's vision?
- What road map will help the community reach its vision?

## Methodology: List of Anticipated, Specific Tasks and Considerations

### Focus Area #1: Assessment - Begin with a 'deep dive' to understand the existing context.

- Review existing planning documents and identify areas of concern based on public input.
- Gather current data – population and demographics; current land uses; floodplains; economic and market conditions; infrastructure and capital improvements.

### Focus Area #2: Vision and Recommendations

- Coordinate with the City to design the best planning process with a realistic schedule.
- Work with **all** stakeholders to understand challenges and develop **the guiding vision**.
- Hold a series of **community workshops** to present options and obtain feedback.
- Identify key pieces of **undeveloped land** and formulate guidelines for development.
- Incorporate **regional growth factors**, including plans by other agencies such as TXDOT and Fort Bend County, and **identify and resolve discrepancies** between plans.
- Prepare **detailed recommendations** from the vision to include:
  - Future land uses
  - Infrastructure & utility analysis
  - Community image & character
  - Parks/trails/community facilities
  - Economic development & marketing
  - Housing & neighborhood character
  - Multi-modal transportation/connectivity
- Provide a **policy framework** to support land use decisions and potential zoning.
- Maintain constant **communication** with the City and provide regular updates.

### Focus Area #3: Practical Implementation Strategies. The strategy will:

- Contain clearly articulated, **specific action steps**.
- Identify short, intermediate, and long-term **priorities**, including a 5-year Capital Improvements Program (CIP)
- **Identify regulatory incentives, economic development strategies** and **resources** for action items.
- Designate **responsible person or entities** and develop a **tool to assess** progress and recalibrate as needed to respond changes.

Effective implementation is the difference in having a good plan on paper and having a great community on the ground.

# Project Schedule

## Proposed Timeline

The **Ardurra** Team will employ a data-driven, scenario-based approach to exploring, evaluating, and communicating a viable vision for sustainable growth. We see this planning process as a collaborative effort that will be finalized with the City’s input. The proposed work plan envisions working with a steering committee composed of community stakeholders recommended by the city (or alternatively the Planning and Zoning Commission acting as the steering committee) throughout the process. A tour of the study areas with the steering committee and others is recommended to gain first-hand insight into the issues. Additionally, townhall meetings and stakeholder interviews can be incorporated with direction from the City. We understand that the City wishes to complete this project in 9-12 months. We are confident that our Team’s knowledge of and familiarity with the City will enable us to meet this goal.

## PROJECT APPROACH



## Collaborating with City Staff

**Ardurra** has been assisting the City with current planning duties for over a year and has established a good working relationship with staff. **Ardurra** will continue to work with the City and assist staff with arranging meeting venues, posting requirements, scheduling meetings with stakeholders, steering committee, City Council and Planning and Zoning Commission, and other tasks. **Ardurra** will defer to staff on the selection of the Advisory Committee but will be happy to make recommendations as desired by the City. **Ardurra** will assist in preparation of meeting materials, agendas, updates, reports, and other documents as requested by the City. **Ardurra** will be able to provide any other assistance required by the City. **Ardurra** Team, as former city employees, understands the internal deadlines and time required to disseminate information for meetings, and will provide all information in a timely manner.

## Pricing

The state law for professional services prohibits us from providing a cost proposal for “Qualification Based Selections”. If we are the selected, then we will consult with the client and develop a detailed scope of services and the corresponding fee for the scope. At this time, we can provide our hourly rates as well as a broad range of percentage of fees by phase based on our experience on previous projects.

Our estimate for each phase of the project, including travel and material expense and other reimbursable costs is as follows:

- Phase 1 – Project Initiation and Data Gathering: 45 %
- Phase 2 – Community Engagement : 15 %
- Phase 3 – Recommendations & Document Production : 25 %
- Phase 4 – Finalization & Plan Adoption: 15 %

For similar work performed previously, our fees have ranged from \$100,000-150,00. We have been able to tailor our services and scope to meet our client needs and have been successful in completing projects to their satisfaction and within budget. We see this planning process as a collaborative effort that will be finalized with the City’s input. The **Ardurra** Team is flexible, experienced, and nimble and we are confident that we can complete the project on schedule and within budget. Our hourly rate is as follows:

Hourly Rates for Staff	
Staff	Hourly Rate
Principal-In-Charge	\$325.00
Project Manager	\$225.00
QA/QC Manager	\$194.00
Planning Manager	\$210.00
Senior Planner	\$157.00
Senior Engineer	\$189.00
Engineer	\$158.00
Graduate Engineer	\$126.00
Planner/Public Engagement Assistance	\$100.00
Sr. CADD Tech/GIS Tech	\$126.00
EIT	\$140.00
Public Engagement Officer	\$210.00
CADD Tech	\$110.00
Clerical	\$90.00
Student Intern	\$65.00

## Statement of Legal Standing

Ardurra Group, Inc., has not had any pending controversies or legal challenges and outcomes. Ardurra confirms that the firm has not had a record of substandard work or engaged in any unethical practices.

Ardurra along with firm officers and directors, have no ongoing criminal or civil litigation, investigations, arbitration, or administrative proceedings that would affect the successful delivery of this contract. The following is list of claims from the past 5 years:

- 2022 Bowen and Kron Enterprises Inc. and Vapor Industries, LLC vs. Ardurra Group, Inc.- Claim settled 9/15/22. The City of Corpus Christi and Bowen and Kron settled. Case Closed
- 2022 Sebastian Cove Homeowners Association, Status: 559 Notice, Provided requested documents
- 2020 Promontory at Innisbrook Homeowners Association. Status: 558 Notice - Notice, no further correspondence has been received
- 2019 Deerfoot Point Condominium Association. Status: 558 Notice– Notice, no further correspondence has been received
- 2019 Woods of Ortega Floor Plate, Multi-Party 558 Notice, CA.- Notice, no further correspondence has been received – Voluntary Dismissal as of 10/26/21
- 2019 Gilberti v. Ardurra Group, Inc. - Legal Claim dismissed - Dismissed as of 10.2019
- 2018 Developer claim regarding inspection - Copperstone, FL.- Closed

## Forms

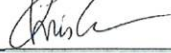
### Proposer's Certification

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I (We) certify that I (we) are authorized by the Company or Companies proposed to offer this (these) proposals:

Ardurra Group, Inc.

\_\_\_\_\_  
Company Submitting Proposal

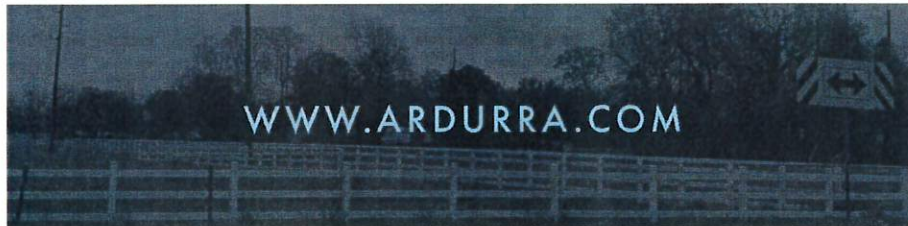
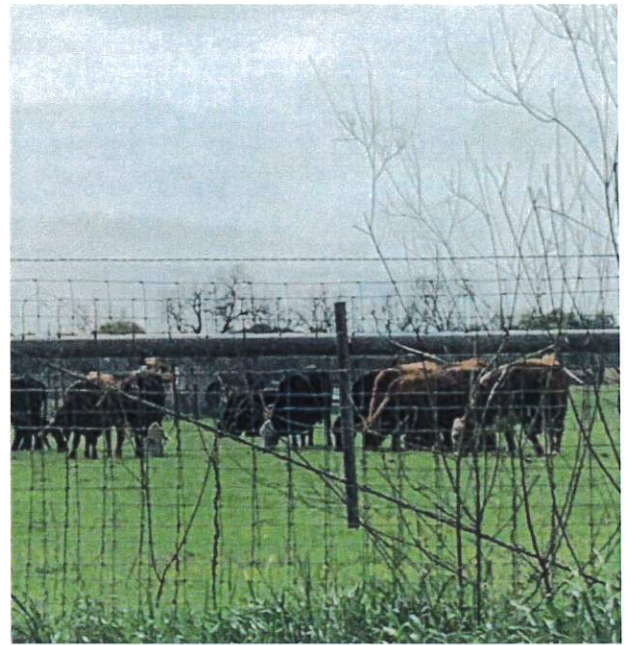


\_\_\_\_\_  
Principal-In-Charge

\_\_\_\_\_  
Authorized Signature and Title

March 16, 2023

\_\_\_\_\_  
Date







408 St. Peter St, Suite 600  
St. Paul, MN 55102

**THIS IS NOT AN INVOICE**

Order Form  
Prepared for  
Simonton, TX

## Granicus Proposal for Simonton, TX

### ORDER DETAILS

**Prepared By:** Nick Matt  
**Phone:**  
**Email:** nick.matt@granicus.com  
**Order #:** Q-270465  
**Prepared On:** 30 Mar 2023  
**Expires On:** 19 May 2023

### ORDER TERMS

**Currency:** USD  
**Payment Terms:** Net 30 (Payments for subscriptions are due at the beginning of the period of performance.)  
**Period of Performance:** The term of the Agreement will commence on the date this document is signed and will continue for 36 months.

## PRICING SUMMARY

The pricing and terms within this Proposal are specific to the products and volumes contained within this Proposal.

<b>One-Time Fees</b>			
<b>Solution</b>	<b>Billing Frequency</b>	<b>Quantity/Unit</b>	<b>One-Time Fee</b>
Peak - Setup & Configuration	Up Front	1 Each	\$0.00
Peak Online Group Training	Upon Delivery	6 Hours	\$0.00
Open Platform - Setup and Configuration	Up Front	1 Hours	\$0.00
Send Agenda (Peak) Set up and Config	Up Front	1 Each	\$0.00
govDelivery for Integrations Set Up and Config	Up Front	1 Each	\$0.00
<b>SUBTOTAL:</b>			<b>\$0.00</b>

<b>New Subscription Fees</b>			
<b>Solution</b>	<b>Billing Frequency</b>	<b>Quantity/Unit</b>	<b>Annual Fee</b>
Peak Agenda Management	Annual	1 Each	\$3,300.00
Open Platform Suite	Annual	1 Each	\$0.00
Send Agenda (Peak)	Annual	1 Each	\$0.00
govDelivery for Integrations	Annual	1 Each	\$0.00
<b>SUBTOTAL:</b>			<b>\$3,300.00</b>

## FUTURE YEAR PRICING

Solution(s)	Period of Performance	
	Year 2	Year 3
Peak Agenda Management	\$3,531.00	\$3,778.17
Open Platform Suite	\$0.00	\$0.00
Send Agenda (Peak)	\$0.00	\$0.00
govDelivery for Integrations	\$0.00	\$0.00
<b>SUBTOTAL:</b>	<b>\$3,531.00</b>	<b>\$3,778.17</b>

## PRODUCT DESCRIPTIONS

Solution	Description
Peak Agenda Management	Peak Agenda Management is a Software-as-a-Service (SaaS) solution that enables government organizations to simplify the agenda management and minutes recording process of the clerk's office. Peak Agenda Management allows clerks to streamline the way they compile and produce agendas and record minutes for public meetings and includes: <ul style="list-style-type: none"> <li>• Unlimited user accounts</li> <li>• Unlimited meeting bodies and meeting types</li> <li>• Access to up to one (1) Peak Agenda Management site</li> </ul>
Open Platform Suite	Open Platform is access to MediaManager, upload of archives, ability to post agendas/documents, and index of archives. These are able to be published and accessible through a searchable viewpage.
Send Agenda (Peak)	Send Agenda is dependent on an active subscription to the relevant govMeetings agenda.
Peak - Setup & Configuration	Setup and Configuration for Peak Agenda Management includes implementation of: <ul style="list-style-type: none"> <li>• Up to one (1) meeting body's Standard Agenda, Cover Page and Minutes report template</li> <li>• Up to one (1) public view page portal</li> </ul>
Peak Online Group Training	Online Group Training for Peak Agenda Management allows clients to have up to six (6) users participate in online group sessions with a Granicus trainer and other client users to learn how to use the system.
Open Platform - Setup and Configuration	Setup and configuration for Open Platform
govDelivery for Integrations	Send notification bulletins directly to constituents who subscribe to receive updates directly through Granicus (powered by govDelivery). Receive a monthly metrics report delivered via email to show subscriber growth and engagement activity for the past month of bulletin sends, and grow subscribers through access to the Granicus Advanced Network. <p>Note: govDelivery integrations is dependent on an active subscription to the relevant govMeetings agenda or govAccess CMS solutions.</p>

## GRANICUS ADVANCED NETWORK AND SUBSCRIBER INFORMATION

- **Granicus Communications Suite Subscriber Information.**
  - Data provided by the Client and contact information gathered through the Client's own web properties or activities will remain the property of the Client ('Direct Subscriber'), including any and all personally identifiable information (PII). Granicus will not release the data without the express written permission of the Client, unless required by law.
  - Granicus shall: (i) not disclose the Client's data except to any third parties as necessary to operate the Granicus Products and Services (provided that the Client hereby grants to Granicus a perpetual, non-cancelable, worldwide, non-exclusive license to utilize any data, on an anonymous or aggregate basis only, that arises from the use of the Granicus Products by the Client, whether disclosed on, subsequent to, or prior to the Effective Date, to improve the functionality of the Granicus Products and any other legitimate business purpose, including the right to sublicense such data to third parties, subject to all legal restrictions regarding the use and disclosure of such information).
- **Data obtained through the Granicus Advanced Network.**
  - Granicus offers a SaaS product, known as the Communications Cloud, that offers Direct Subscribers recommendations to subscribe to other Granicus Client's digital communication (the 'Advanced Network'). When a Direct Subscriber signs up through one of the recommendations of the Advanced Network, that subscriber is a 'Network Subscriber' to the agency it subscribed to through the Advanced Network.
  - Network Subscribers are available for use while the Client is under an active subscription with Granicus. Network Subscribers will not transfer to the Client upon termination of any Granicus Order, SOW, or Exhibit. The Client shall not use or transfer any of the Network Subscribers after termination of its Order, SOW, or Exhibit placed under this agreement. All information related to Network Subscribers must be destroyed by the Client within 15 calendar days of the Order, SOW, or Exhibit placed under this agreement terminating.
  - Opt-In. During the last 10 calendar days of the Client's subscription, the Client may send an opt-in email to Network Subscribers that shall include an explanation of the Client's relationship with Granicus terminating and that the Network Subscribers may visit the Client's website to subscribe to further updates from the Client in the future. Any Network Subscriber that does not opt-in will not be transferred with the subscriber list provided to the Client upon termination.

## UPDATES TO SHARED SHORT CODES FOR SMS/TEXT MESSAGING (US CLIENTS ONLY):

- Granicus will be migrating all clients with SMS/Text Messaging Solutions using a shared short code option to a unique standard toll-free number within the United States (International numbers not supported). Short Codes are recommended for Text-to-Subscribe functionalities, if enabled where available, for an additional fee.
- Client must have explicit opt-in for all destinations sent to and adhere to all CTIA guidelines for the duration of its use.

## TERMS & CONDITIONS

- This quote, and all products and services delivered hereunder are governed by the terms located at <https://granicus.com/legal/licensing>, including any product-specific terms included therein (the "License Agreement"). If your organization and Granicus has entered into a separate agreement or is utilizing a contract vehicle for this transaction, the terms of the License Agreement are incorporated into such separate agreement or contract vehicle by reference, with any directly conflicting terms and conditions being resolved in favor of the separate agreement or contract vehicle to the extent applicable.
- If submitting a Purchase Order, please include the following language: The pricing, terms and conditions of quote Q-270465 dated 30 Mar 2023 are incorporated into this Purchase Order by reference and shall take precedence over any terms and conditions included in this Purchase Order.
- This quote is exclusive of applicable state, local, and federal taxes, which, if any, will be included in the invoice. It is the responsibility of Simonton, TX to provide applicable exemption certificate(s).
- Any lapse in payment may result in suspension of service and will require the payment of a setup fee to reinstate the subscription.

## BILLING INFORMATION

<b>Billing Contact:</b>		<b>Purchase Order Required?</b>	[ <input type="checkbox"/> ] - No [ <input type="checkbox"/> ] - Yes
<b>Billing Address:</b>		<b>PO Number:</b> <i>If PO required</i>	
<b>Billing Email:</b>		<b>Billing Phone:</b>	

**If submitting a Purchase Order, please include the following language:**

*The pricing, terms, and conditions of quote Q-270465 dated 30 Mar 2023 are incorporated into this Purchase Order by reference and shall take precedence over any terms and conditions included in this Purchase Order.*

## AGREEMENT AND ACCEPTANCE

By signing this document, the undersigned certifies they have authority to enter the agreement. The undersigned also understands the services and terms.

Simonton, TX	
<b>Signature:</b>	
<b>Name:</b>	
<b>Title:</b>	
<b>Date:</b>	