

**SANTA FE ECONOMIC DEVELOPMENT CORPORATION  
BOARD OF DIRECTORS SPECIAL MEETING  
MAY 19, 2021 AT 6:30PM  
SANTA FE CITY HALL CONFERENCE ROOM  
12002 HWY. 6  
SANTA FE, TEXAS**

**A G E N D A**

1. Call to Order
2. Roll Call
3. Invocation and Pledge of Allegiance
4. Citizens comments
5. Reports:
  - a. Presentation and approval of minutes: March 23, 2021 special meeting and the April 12, 2021 town hall meeting
6. Business
  - a. Presentation and Discussion: Presentation regarding the Bay Area Houston Economic Partnership
  - b. Presentation, Discussion and Possible Action: Receive an update from the City Manager regarding the Avenue P Drainage Project, discuss the next steps for the project, and possible action for the EDC to contribute additional funds to the project
  - c. Discussion and Possible Action: Discuss with the EDC attorney the next step in expanding the EDC's spending capabilities, staggering terms of service, requirements, adding a Business Retention and Expansion committee to the bylaws and authorize the EDC attorney to make the necessary changes to the bylaws and all governing documents as needed
  - d. Discussion and Possible Action: Discuss the Standard Operating Procedures (SOP) and best practices that need to be followed while conducting business with the City of Santa Fe and other entities regarding contracts and projects
  - e. Discussion and Possible Action: Discuss the current contract for the FM 1764 sewer project and authorize the EDC attorney to add an addendum to the contract clarifying the roles of each entity involved in the project
  - f. Discussion and Possible Action: Discuss the Comprehensive Plan, create a committee, and set a date to review and possibly choose a firm from the RFQ's received by the City of Santa Fe to help with the research and development of the plan
  - g. Discussion and Possible Action: Discuss the current City of Santa Fe administered EDC Director's position and discuss interim, part-time, and full time options
  - h. Discuss the current board members expiring terms and making application to the City Council for reappointment
7. Citizen's Comments

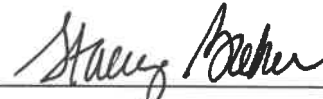
8. Adjournment

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*The Santa Fe Economic Development Corporation will make every reasonable effort to make its meetings accessible to persons with disabilities. Requests for accommodation services must be made prior to the meeting by contacting the City Secretary of the City of Santa Fe at (409) 925-6412.*

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I hereby certify this agenda was posted at Santa Fe City Hall on May 14, 2021 by 12:00 p.m.



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Stacey Baker, Director

**SANTA FE ECONOMIC DEVELOPMENT CORPORATION  
BOARD OF DIRECTOR'S SPECIAL MEETING  
MARCH 23, 2021 6:30 P.M.  
SANTA FE CITY HALL COUNCIL CHAMBERS  
12002 HWY. 6 SANTA FE, TEXAS**

**MINUTES**

1. The meeting was called to order at 6:35p.m. by Fidencio Leija, Jr.

2. Roll Call:      Fidencio Leija, Jr.  
                         Matt Crable  
                         Ashley Carner, Absent  
                         Robert Bracknell  
                         Greg Vicknair, late  
                         Bob Wylie, Absent  
                         Blu Baillio  
                         Stacey Baker

3. The invocation and Pledge of Allegiance was given by Blue Baillio and Fidencio Leija, Jr.

4. Citizens Comments - None

5. Reports:

a. Presentation and approval of minutes: March 9, 2021

A motion was made by Matt Crable and second by Robert Bracknell to approve the minutes. The motion passed unanimously.

6. Business

a. Discussion and possible action: Strategic planning for the town hall meetings scheduled for March 29, 2021 and April 12, 2021 regarding the May 2021 election and Proposition A

Fidencio advised that the flyers are ready for distribution. There was a request for the flyers to be posted on the City's social media accounts also. He advised that he would like to try to find a sponsor to provide food or snacks for the meetings. Robert Bracknell advised that Shine Rite Car Wash will be a sponsor. The estimated attendance should be 60 people to each meeting. Blu Baillio advised he will not be able to attend. Ashley Carner will not be able to attend March 29. Matt Crable advised he wanted to invite the City Manager and Mayor to the meetings. The presentation for the meetings is ready. There is a questionnaire and information sheets to pass out regarding the ballot language and EDC information. Matt advised that the Chamber of Commerce luncheon went well. There were 30 to 40 people in attendance. The audience did ask a few questions regarding what the EDC will have to offer businesses. He and Ashley Carner answered questions at the end of the meeting and everything went well. He advised he would like to leave the presentation as generic as possible. He advised that he highlighted the Cares Act money that the City of Santa Fe received and how the EDC assisted in distributing the money acting as an advisory committee. Fidencio and Matt both agreed that the previous EDC boards need to be recognized along with finished projects. We can also discuss current projects the EDC is involved in.

Stacey Baker advised that Brad Drake and his congregation will set up for the meeting at the church. The fire station room is already set up.

#### 7. Adjournment

A motion was made by Matt Crable and Fidencio Leija to adjourn the meeting at 7:01p.m.  
The motion passed unanimously.

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Fidencio Leija, Jr., President

ATTEST:

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Stacey Baker, Administrative Services Director

**SANTA FE ECONOMIC DEVELOPMENT CORPORATION  
BOARD OF DIRECTOR'S SPECIAL TOWN HALL MEETING  
APRIL 12, 2021 5:00 P.M.  
SANTA FE FIRE AND RESCUE  
13112 HWY. 6 SANTA FE, TEXAS**

**MINUTES**

1. The meeting was called to order at 5:30 p.m. by Fidencio Leija, Jr.

2. Roll Call:      Fidencio Leija, Jr.  
                         Matt Crable  
                         Ashley Carner  
                         Robert Bracknell  
                         Greg Vicknair  
                         Bob Wylie  
                         Blu Baillio  
                         Stacey Baker

3. Conduct a town hall meeting to inform the community about "Proposition A" that will be on the ballot for the May 2021 election- no action will be taken

Fidencio Leija and Matt Crable provided a presentation to the audience regarding the background of the EDC, future projects, current projects, and completed projects. They advised the importance of expanding the spending capabilities and how it will benefit current and future business growth for the City of Santa Fe. They also conducted a brief question and answer session. Stacey Baker passed out a flyers with the presented information.

7. Adjournment

A motion was made by Matt Crable and Fidencio Leija to adjourn the meeting at 6:38 p.m. The motion passed unanimously.

\_\_\_\_\_  
Fidencio Leija, Jr., President

ATTEST:

\_\_\_\_\_  
Stacey Baker, Administrative Services Director

**BUSINESS OF THE EDC  
CITY OF SANTA FE, TEXAS**

**SUBJECT:** Presentation and Discussion: Presentation regarding the Bay Area Houston Economic Partnership

**FOR AGENDA OF:** 05/19/2021

**DATE SUBMITTED:** 5/13/2021

**SUBMITTED BY:** Stacey Baker

**REVIEWED BY:** President

**EXHIBITS:**

---

Proposed Expenditure:       \$

Amount Budgeted:         \$

Treasurer: \_\_\_\_\_

Explanation:

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**BACKGROUND INFORMATION**

Since 1976, the **Bay Area Houston Economic Partnership, BAHEP**, has been dedicated to defining the future for the people who live and work in its service area of southeast Texas. Utilizing a collaborative committee structure, BAHEP engages approximately 270 investor companies, business professionals, local governments, and educational institutions to bring about prosperity and a high quality of life. Leadership is a quality that defines the Bay Area Houston Economic Partnership. BAHEP is trusted to provide exceptional leadership in advocating for regional economic interests, innovative partnerships, and collaborations.

**RECOMMENDED ACTION**

**BUSINESS OF THE EDC  
CITY OF SANTA FE, TEXAS**

**SUBJECT:** Receive an update from the City Manager regarding the Avenue P Drainage Project, discuss the next steps for the project, and possible action for the EDC to contribute additional funds to the project

**FOR AGENDA OF:** 05/19/2021

**DATE SUBMITTED:** 5/13/2021

**SUBMITTED BY:** Stacey Baker

**REVIEWED BY:** President

**EXHIBITS:**

---

Proposed Expenditure:     \$

Amount Budgeted:         \$

Treasurer: \_\_\_\_\_

Explanation:

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**BACKGROUND INFORMATION**

The City Manager will provide an update on the project and discuss further costs associated with the project and funding opportunities through the county. The Drainage District will provide information to the city and the EDC regarding the project. Attached is the information that was previously discussed regarding the engineering portion of the project.

**RECOMMENDED ACTION**

## **Attachment A**

### **Galveston County Drainage District No. 1 City of Santa Fe Avenue P Drainage Improvements Engineering Phase Services**

#### **Background**

The Galveston County Drainage District No. 1 (GCDD1) and the City of Santa Fe (City) have noted problems with design capacity of the Castle Ditch located between SH 6 and Highland Bayou. There is frequent and repetitive flooding conditions observed in the commercial properties along SH 6 and in subdivisions adjacent to the channel in this area.

The GCDD1 and the City intend to partner on design and construction of a stormwater relief to be located in or adjacent to the Avenue P corridor. The GCDD1 has initiated this project's engineering phase services, with the understanding that the City would lead the construction phase services. Therefore, this scope of work is only for engineering phase services. Bidding and construction phase services are not included in this scope or fee.

#### **Detailed Work Scope**

**Preliminary Design Analysis Services: (Fee \$25,000)**

#### **Items Provided by GCDD1 (or by others at their direction)**

1. Utility Conflict Identification – GCDD1 will coordinate location of existing utilities in the project corridor, including vertical location of project-critical utilities (e.g., gravity sewer or petroleum pipelines)
2. Survey – A survey of drainage features and located utility features. Vertical Datum consistent with current FEMA FIS. Survey to be certified by a registered RPLS. Provided in AutoCAD.
3. Right-of-Way and Parcel Map – Initial identification of all known right-of-way, parcel lines and easements within the identified corridor. Provided in AutoCAD.
4. Stakeholder Coordination – GCDD1 shall be the primary contact with the City and other project stakeholders.

#### **Project Management**

1. Kick-off Meeting: Consultant will participate in one kick-off meeting with the GCDD1 and City to discuss Project expectations, schedule, and deliverables and confirm Project goals.
2. Coordination with GCDD1's surveyor for survey needs and limits, right-of-way and easement determinations.
3. Project Update Meetings: Attend regularly-scheduled meetings (in person or by phone, as appropriate) with the GCDD1 and other stakeholders to present detailed status updates of the project's progress, and to discuss any major issues identified.
4. QA/QC: Consultant will perform Quality Control and Quality Assurance activities as part of its work. Documentation of these activities will be provided with each design deliverable.

#### **Preliminary Design Analysis**

1. Develop hydrology for the Castle Ditch for the Atlas 14 10-, 25-, 50- and 100-year storm events in the context of the upper Highland Bayou watershed, based on the best available modeling (TxDOT or County), updated with additional detail as needed for the study area, including existing culverts and diversions from Castle Ditch. Assess existing level of service.
2. Evaluate up to three proposed condition alternatives that divert a proportion of flow from Castle Ditch near the Avenue P corridor above the existing level of service. Estimate diverted discharge required to provide additional levels of service (i.e., increase 10-year to 50-year). Estimate the



- size of storm sewer required to convey the diverted runoff in Avenue P corridor to Highland Bayou. Provide a high-level construction cost estimate for each alternative to use as a basis for recommendation.
3. Summarize preliminary analysis of drainage solutions in a technical memo and present to the GCDD1 for discussion with the stakeholders prior to selection of a preferred plan.

**Deliverables**

1. Preliminary analysis summarized in a technical memo and presented to GCDD1 to discuss the drainage improvement solutions. The consultant will provide the concept of the drainage solution based upon preliminary analysis. The technical memo will also provide a preliminary probable construction cost estimate.

**Design Engineering Services: (Fee \$100,000)**

**Items Provided by GCDD1 (or by others at their direction)**

1. Survey – A survey of existing ground, roadway, drainage features, located utility features, private property features, geotechnical borings, and additional drainage features or located utility features within the identified corridor as needed. Vertical Datum consistent with current FEMA FIS. Survey to be certified by a registered RPLS. Provided in AutoCAD.
2. Right-of-Way and Parcel Map – Identify and record all known right-of-way, parcel lines and easements within the identified corridor. Provided in AutoCAD.
3. Stakeholder Coordination – GCDD1 shall be the primary contact with the City and other project stakeholders.
4. Design of water and sewer relocations – to be coordinated with Galveston County WCID #8.

**Project Management**

1. Baseline Schedule Development and Updates: Develop, manage, monitor, update, and coordinate the baseline schedule throughout the life of the Project based on changes or necessary updates.
2. Project Status Reports: Provide written project status reports to the GCDD1 once per month throughout the duration of the project for the Commissioner's Meetings. Project status reports will include, at a minimum, a summary description of activities completed, and description of activities planned for the next 30 days, status of schedule for the project, and identification of any technical or other issues which may have an impact to the overall project budget and/or schedule.
3. Project Update Meetings: Attend regularly-scheduled meetings (in person or by phone, as appropriate) with the GCDD1 and other stakeholders to present detailed status updates of the project's progress, and to discuss any major issues identified.
4. Kick-off Meeting: Consultant will participate in one kick-off meeting with the GCDD1 and City to discuss Project expectations, schedule, and deliverables and confirm Project goals.
5. Coordination with GCDD1's surveyor for survey needs and limits, right-of-way and easement determinations, and survey control sheet.
6. QA/QC: Consultant will perform Quality Control and Quality Assurance activities as part of its work. Documentation of these activities will be provided with each design deliverable.

**Development of Construction Plans and Project Manual**

1. Perform preliminary analysis of drainage solutions to be summarized in a technical memo and presented to the GCDD1 for discussion with the stakeholders prior to the development of submittal plan documents. Once approval has been obtained from GCDD1, the consultant will proceed with the development of the submittal plan documents.

2. Prepare two working review copies of the drawings for GCDD1 and appropriate number of copies (not to exceed 5 copies) for stakeholder or other utility review. For the 75% review submittal and for the final plan set, the plans shall include, as a minimum, the following:
  - Cover Sheet
  - Index of Sheets
  - Abbreviations and Legend
  - General and Construction Notes
  - Sheet Layout Map
  - Survey Control Map (by others)
  - Plan and Profile Drawings
  - Drainage Area Map
  - Hydraulic Calculations
  - Utility Adjustments (coordinated with WCID #8)
  - Driveways and Driveway Culverts Table
  - Channel Cross Sections
  - Miscellaneous Details
  - Standard Details
  - Traffic Control Plans (Use standards)
  - Storm Water Pollution Prevention Plan
3. Plan drawings will be full sized 11" x 17". The electronic files will be generated using AutoCAD 2020.
4. Prepare detailed construction cost estimate, with 15% contingency, to be submitted for the GCDD1 review at 75% and using a 10% contingency with the final review documents.
5. Prepare final PS&E documents including plans, technical specifications, construction cost estimates and contract drawings in PDF for the project.
6. Perform hydrologic and hydraulic modeling for the drainage improvements using a one dimensional SWMM model, HEC-HMS, HEC-RAS and H&H calculation spreadsheets.
7. Provide coordination with water, sanitary, storm, and pipeline utilities in the project limits and obtain any necessary construction approvals.

#### **Geotechnical Investigation**

1. Perform geotechnical services to determine soil conditions and design parameters for the proposed storm sewer, possible open channel, and utility relocations.
2. Provide sealed report of the analysis and the recommendations.

#### **Environmental Investigation**

1. Perform a cursory environmental investigation to determine and document any permit requirements.
2. Provide letter memo of findings and recommendations.

#### **Deliverables**

1. 75% Construction Plans, Project Manual, and Construction Cost Estimate Submittal:
  - a. Two (2) hardcopies of the plans
  - b. Two (2) hardcopies of the project manual
  - c. One (1) electronic copy of the plans and project manual (pdf and dwg).
  - d. One (1) hardcopy of the construction cost estimate
  - e. One (1) electronic copy of the construction cost estimate (excel or pdf).

2. Final Construction Plans and Project Manual Submittal:
  - a. Three (3) full size hardcopies of the plans
  - b. Three (3) hardcopies of the project manual
  - c. One (1) electronic copy of the plans and project manual (pdf and dwg).
  - d. One (1) hardcopy of the construction cost estimate
  - e. One (1) electronic copy of the construction cost estimate (excel or pdf).
  - f. Provide final version of electronic files of any hydrologic and hydraulic models used for the project.
  - g. Provide GCDD1 with documentation of the response and incorporation of GCDD1's 75% review.

**Meetings**

1. Kick-off meeting with GCDD1 and stakeholders.
2. Monthly project status updates at GCDD1 Commissioner's meetings.
3. 75% Design Submittal Comment Review Meeting with GCDD1 and Stakeholders

**GCDD1 - Avenue P Drainage Improvements**

**A. Drawings**

Sht. No.	Sheet Description	Total Labor	Principal	Sr. Project Mgr	Sr. Engineer	Professional Engineer	Graduate Engineer	CADD Designer	Admin Asst
			(Engr VII)	(Engr VI)	(Engr VI)	(Engr IV)	(Engr II)	(CAD Tech II)	(ADMIN III)
			\$ 250.00	\$ 235.00	\$ 170.00	\$ 135.00	\$ 105.00	\$ 90.00	\$ 80.00
<b>Drainage Design Sheets</b>									
1	P&P Ave P: STA 0+00 to STA 6+00	35.0		1.0		8.0	16.0	10.0	
2	P&P Ave P: STA 6+00 to STA 12+00	35.0		1.0		8.0	16.0	10.0	
3	P&P Ave P: STA 12+00 to STA 18+00	35.0		1.0		8.0	16.0	10.0	
4	P&P Ave P: STA 18+00 to STA 24+00	35.0		1.0		8.0	16.0	10.0	
<b>Traffic Control Sheets (Standards)</b>									
5	Plan Ave P: STA 0+00 to STA 12+00 (One lane closure)	35.0		1.0		8.0	16.0	10.0	
<b>Overall Sheets</b>									
6	Overall Cover Sheet and Vicinity Map	15.0		1.0		2.0	4.0	8.0	
7	Overall Index of Sheets	15.0		1.0		2.0	4.0	8.0	
8	Overall General and Construction Notes	29.0		1.0		8.0	12.0	8.0	
9	Overall Sheet Layout Map	15.0		1.0		2.0	4.0	8.0	
10	Overall Survey Control Map	12.0		1.0		1.0	2.0	8.0	
<b>Drainage Overall &amp; Computation Sheets</b>									
11	Overall Drainage Area Map	36.0		2.0		12.0	12.0	10.0	
12	Overall Storm Water Calculation Sheet 1	25.0		1.0		2.0	16.0	6.0	
13	Overall Storm Water Calculation Sheet 2	24.0				2.0	16.0	6.0	
<b>Stormwater Pollution Prevention Sheets</b>									
14	SWPPP Notes	21.0		1.0		4.0	8.0	8.0	
15	SWPPP Sheets	21.0		1.0		4.0	8.0	8.0	
16	SWPPP Details	21.0		1.0		4.0	8.0	8.0	
<b>Standards and Detail Sheets</b>									
17	Standards and Details Sheet 1	16.0		1.0		1.0	6.0	8.0	
18	Standards and Details Sheet 2	16.0		1.0		1.0	6.0	8.0	
19	Standards and Details Sheet 3 (Special Details)	33.0		1.0		8.0	16.0	8.0	
20	Standards and Details Sheet 4 (Special Details)	33.0		1.0		8.0	16.0	8.0	

<b>Drawings - Total Hours</b>	<b>507.0</b>	<b>0.0</b>	<b>20.0</b>	<b>0.0</b>	<b>101.0</b>	<b>218.0</b>	<b>168.0</b>	<b>0.0</b>
LABOR Cost		\$ 250	\$ 235	\$ 170	\$ 135	\$ 105	\$ 90	\$ 80
<b>Drawings - Total Labor Cost (Total Hours x Labor)</b>	<b>\$56,345</b>	<b>\$0</b>	<b>\$4,700</b>	<b>\$0</b>	<b>\$13,635</b>	<b>\$22,890</b>	<b>\$15,120</b>	<b>\$0</b>

**B. Project Management, Design Analysis & Other Design Tasks**

Item No.	Task Description	Total Labor	Principal	Sr. Project Mgr	Sr. Engineer	Professional Engineer	Graduate Engineer	CADD Designer	Admin Asst
			\$250.00	\$235.00	\$170.00	\$135.00	\$105.00	\$90.00	\$80.00
1	Project Management & Project Control	36.0		24.0		12.0			
2	Meetings with GCDD1	24.0		12.0		12.0			
3	Geotechnical Investigation								
4	Environmental Investigation								
5	Hydrology and Hydraulics Analysis	96.0		4.0		24.0	60.0	8.0	
6	Preliminary Design Engineering	114.0		12.0		20.0	60.0	20.0	2.0
7	Project Walkthrough	8.0		4.0		4.0			
8	Specifications	40.0		4.0		24.0	6.0		6.0
9	Quantity Take-Off and Construction Cost Estimate	52.0		2.0	8.0	32.0	10.0		
10	Quality Assurance / Quality Control	28.0		16.0	12.0				

<b>Project Management &amp; Other Design Tasks - Total Hours</b>	<b>398.0</b>	<b>0.0</b>	<b>78.0</b>	<b>20.0</b>	<b>128.0</b>	<b>136.0</b>	<b>28.0</b>	<b>8.0</b>
LABOR Cost		\$ 250	\$ 235	\$ 170	\$ 135	\$ 105	\$ 90	\$ 80
<b>Project Management &amp; Other Design Tasks - Total Labor Cost</b>	<b>\$56,450</b>	<b>\$0</b>	<b>\$18,330</b>	<b>\$3,400</b>	<b>\$17,280</b>	<b>\$14,280</b>	<b>\$2,520</b>	<b>\$640</b>
<b>Project Management &amp; Other Design Tasks - Outside Consultant Cost</b>	<b>\$11,500</b>							

**Total Project Labor Cost \$124,295**

**C. Expenses**

Item No.	Task Description	Cost
1	Printing & Reproduction	\$500.00
2	Travel & Mileage	\$200.00
<b>Total Expenses</b>		<b>\$700.00</b>

**TOTAL ENGINEERING SERVICES COST \$124,995**

**SUMMARY OF SERVICES**

Project Management and Controls	\$ 17,500
Preliminary Design	\$ 24,980
Geotechnical and Environmental	\$ 11,500
Final Design / PS&E	\$ 71,015

**BUSINESS OF THE EDC  
CITY OF SANTA FE, TEXAS**

**SUBJECT:** Discussion and Possible Action: Discuss with the EDC attorney the next step in expanding the EDC's spending capabilities, staggering terms of service, requirements, adding a Business Retention and Expansion committee to the bylaws and authorize the EDC attorney to make the necessary changes to the bylaws and all governing documents as needed

**FOR AGENDA OF:** 05/19/2021

**DATE SUBMITTED:** 5/13/2021

**SUBMITTED BY:** Stacey Baker

**REVIEWED BY:** President

**EXHIBITS:**

---

Proposed Expenditure:     \$

Amount Budgeted:         \$

Treasurer: \_\_\_\_\_

Explanation:

---

**BACKGROUND INFORMATION**

Chris Nichols will attend the meeting to discuss the next steps in updating the bylaws and the EDC expansion. We should discuss term limits, spending capabilities, BRE's, changing meeting times/dates, and receiving other information on what categories of the bylaws need to be changed. We also should discuss any other types of filings that may need to be completed.

**RECOMMENDED ACTION**

**BUSINESS OF THE EDC  
CITY OF SANTA FE, TEXAS**

**SUBJECT:** Discussion and Possible Action: Discuss the Standard Operating Procedures (SOP) and best practices that need to be followed while conducting business with the City of Santa Fe and other entities regarding contracts and projects

**FOR AGENDA OF:** 05/19/2021

**DATE SUBMITTED:** 5/13/2021

**SUBMITTED BY:** Stacey Baker

**REVIEWED BY:** President

**EXHIBITS:**

---

Proposed Expenditure:       \$

Amount Budgeted:           \$

Treasurer: \_\_\_\_\_

Explanation:

---

**BACKGROUND INFORMATION**

Chris Nichols will attend the meeting to discuss the proper way the EDC should conduct business with the City of Santa Fe or other entities when discussing and agreeing to projects and contracts. It has been found that the previous attorney was not up to date on these matters and did not provide the proper direction to follow. We will discuss standard operating procedures.

**RECOMMENDED ACTION**

**BUSINESS OF THE EDC  
CITY OF SANTA FE, TEXAS**

**SUBJECT:** Discussion and Possible Action: Discuss the current contract for the FM 1764 sewer project and authorize the EDC attorney to add an addendum to the contract clarifying the roles of each entity involved in the project

**FOR AGENDA OF:** 05/19/2021

**DATE SUBMITTED:** 5/13/2021

**SUBMITTED BY:** Stacey Baker

**REVIEWED BY:** President

**EXHIBITS:**

---

Proposed Expenditure:     \$

Amount Budgeted:         \$

Treasurer: \_\_\_\_\_

Explanation:

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**BACKGROUND INFORMATION**

Chris Nichols, city attorney Charlie Zech, James Newman, Stacey Baker, and Glen Adams met recently to discuss issues with the contract for the FM 1764 sewer project. Nichols and Zech determined there was not enough clarification within the contract what roles each entity plays in the project. It was decided that it would be best to write an addendum to the contract that explains the duties of each entity. Chris Nichols will coordinate with Charlie Zech to create and present the additional information to agree upon.

**RECOMMENDED ACTION**

**BUSINESS OF THE EDC  
CITY OF SANTA FE, TEXAS**

**SUBJECT:** Discussion and Possible Action: Discuss the Comprehensive Plan, create a committee, and set a date to review and possibly choose a firm from the RFQ's received by the City of Santa Fe to help with the research and development of the plan.

**FOR AGENDA OF:** 05/19/2021

**DATE SUBMITTED:** 5/13/2021

**SUBMITTED BY:** Stacey Baker

**REVIEWED BY:** President

**EXHIBITS:**

---

Proposed Expenditure:     \$

Amount Budgeted:         \$

Treasurer: \_\_\_\_\_

Explanation:

---

**BACKGROUND INFORMATION**

The City of Santa Fe received RFQ's from firms who research and develop comprehensive plans. We need to discuss creating a committee with the City of Santa Fe to review and approve a firm to work with. There were 3 qualified firms that presented qualifications for review.

**RECOMMENDED ACTION**





## Comprehensive Plan 2040

### Solicitation No.

RFQ 2021 Comprehensive Plan

### Prime Firm:

Calvin, Giordano & Associates, Inc.

### Due Date and Time:

February 9, 2021 at 2:00 PM

### Primary Contact

Silvia Vargas, FAICP, LEED AP  
Project Manager  
svargas@cgasolutions.com

### Address:

1800 Eller Drive  
Suite 600  
Fort Lauderdale, FL 33316

### Telephone No.:

954.921.7781



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Traffic Engineering  
Transportation Planning  
Water / Utilities Engineering  
Website Development

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954.921.8807 fax

[www.cgasolutions.com](http://www.cgasolutions.com)

February 5, 2021

City of Santa Fe  
ATTN: Diana Steelquist  
12002 State Hwy,  
Santa Fe, TX 77510

**RE: Technical Proposal RFQ - Comprehensive Plan 2040**

Dear Ms. Steelquist,

On behalf of the **Calvin, Giordano & Associates, Inc. (CGA)** team, we are thrilled to submit our proposal to assist the City of Santa Fe to update the City's Comprehensive Plan.

CGA is a multi-disciplinary, full-service company that offers planning, urban design, landscape architecture, GIS, data development and management, engineering, transportation, construction, and a broad range of municipal services. We have helped dozens of jurisdictions craft and implement long-range, vision, and strategic plans with clear development standards, ordinances and other strategies to make vision, goals, and objectives a reality. Over our long history, the firm has consistently stood out among competitors for three key qualities that underpin our consulting practice, and which keep our clients coming back to us:

- We have a well-earned reputation for being agile, adaptable and highly responsive. Not only are we known for being accessible and available to our clients, but we are also quick to act on client requests.
- We are problem-solvers, out-of-the-box thinkers and consensus builders. Our commitment and track record of offering our clients "exceptional solutions" (our company tagline) has allowed us to become a premier leader in government services; and
- We bring a unique consultant perspective to our work for public sector clients, since many of our planners previously served as planning and zoning officials, community development directors, and in areas of city administration.

To complement CGA, we have chosen teammates who bring a balance of local knowledge and national experience to assist with the following topics:

- TJKM – Transportation and mobility
- GUNDA Corporation – Infrastructure (water, wastewater, drainage and solid waste); public services and facilities including CIP; land use planning support and public engagement support.
- Marsh Darcy – Local economy and economic development

Our team combines nimbleness and personal touch with the capacity, experience, and technical strength of a large team to help the City of Santa Fe succeed in this important endeavor. In addition, we have crafted an approach we believe is uniquely suited to help Santa Fe meet the growth challenges posed in the RFQ. To further ensure our success, Silvia Vargas will be the Project Manager for this project. Silvia has extensive national experience leading long-range planning processes, including several Texas communities.

We look forward to further discussing our approach and unique and innovative ideas with you.

Sincerely,  
**Calvin, Giordano & Associates, Inc.**

Chris Giordano, MSC, CCM  
Vice President

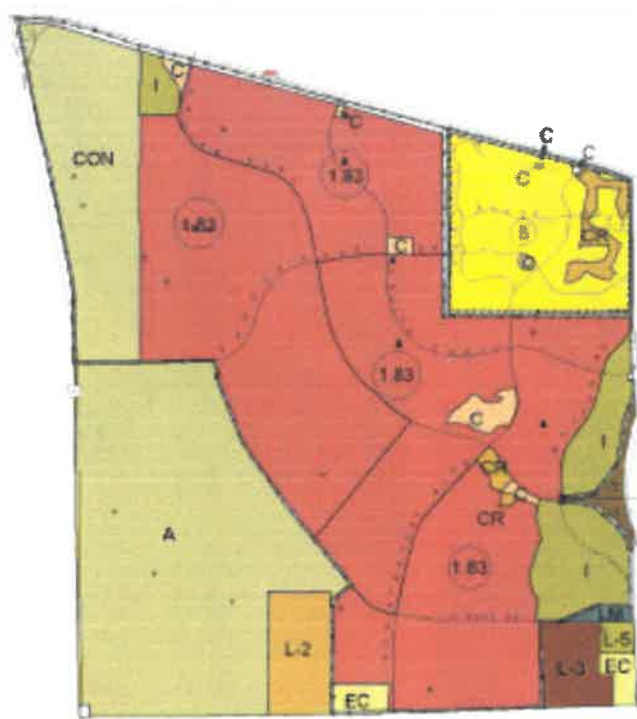


Calvin, Giordano & Associates, Inc.  
EXCEPTIONAL SOLUTIONS™

# TAB 2



## Technical Experience Project Examples



**Client**  
City of Weston

**Project Date**  
1996 - Ongoing

**Contact**  
Denise Barrett  
Director of Communications  
954.385.2000  
dbarrett@westonfl.org

**Services Provided**  
Planning  
Traffic Engineering  
Civil Engineering  
Environmental Services  
GIS  
Landscape Architecture

## COMPREHENSIVE PLANNING

### Weston, FL



#### First Comprehensive Plan

The City of Weston, which was incorporated in 1996, called upon CGA to provide professional planning services in connection with the development and adoption of the first local comprehensive plan and all required elements.

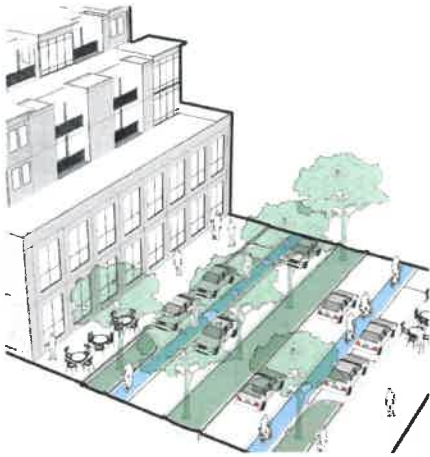
The comprehensive plan and its elements consisted of goals, objectives, and policies; procedures for monitoring; evaluations of the local plan required for capital improvement implementation and required maps.

Two public workshop meetings were held to receive public input regarding the comprehensive plan. CGA transmitted all of the required elements of the Comprehensive Plan to the State of Florida and received approval. All required maps for the Comprehensive Plan were created by CGA's in-house GIS Coordinator.

#### Comprehensive Plan Amendments

In 2007, CGA prepared the City's Comprehensive Plan Update Report and completed the follow-up Comprehensive Plan Amendments in 2009 and again in 2017. The amendments brought the Comprehensive Plan up to date with SB360 (2005) and HB697 (2008), and peril of flood (2017) requirements for Comprehensive Plans.

Additional Comprehensive Planning for the City of Weston includes preparation of the Water Supply Facilities Work Plan, Public School Facilities Element and annual updates to the Capital Improvements.



**Location**  
City of Wilton Manors, FL

**Project Date**  
2017-2019

**Contact**  
Leigh Ann Henderson  
City Manager  
954.390.2120  
lhenderson@wiltonmanors.com

**Services Provided**  
Planning  
Traffic Engineering  
Environmental Services  
GIS  
Landscape Architecture

## COMPREHENSIVE PLAN UPDATE City of Wilton Manors, FL



CGA updated the City's Comprehensive Plan related to Evaluation and Appraisal (EAR) report amendments. Much of the update focused on preparing the City to address the challenges of balancing growth with community character protection and preparing the City to mitigate the impacts of climate change (especially sea level rise).

CGA continues to work with the City to ensure that the Unified Land Development Code is consistent with and supports the goals, objectives, and policies identified in the Comprehensive Plan update. CGA recently completed the Wilton Manors Urban Form and Density study, which examined the potential to accommodate additional density in select parts of the City, with appropriate form recommendations to maintain compatibility and protect existing single-family residential neighborhoods. CGA facilitated a public engagement process to address the delicate topic of density through a combination of high-tech instant polling exercises and low-tech input interactions. As a result of this process, CGA is now assisting the City in expanding the designation of higher density Transit-Oriented Corridors in accordance with the Urban Form and Density study recommendations.

### Relevance

- Comprehensive Plan update.
- Focus on balancing growth with community character protection and preparing the community to mitigate the impacts of sea level rise and climate change.
- CGA providing implementation assistance with the City's Unified Development Code as well as special implementation projects such as the Urban Form and Density Study and expansion of the Transit-Oriented Corridor designation.



Do you live, work, play, own land or do business in Pompano Beach? If so, the City of Pompano Beach needs your input to help prepare Plan It Pompano! the latest update of our Comprehensive Plan (Comp Plan). Throughout approximately the next year or so, the City will offer several opportunities, and multiple ways for you to participate.

Why participate? Read on to learn why the Comp Plan is important and why winning your voice in this process matters.

The current document most of which was adopted in 2016, so the Plan and Zoning page of the City's website already has a Comp Plan, so we need update it -- and why now? Well, the Comp Plan is a living, breathing document. It is also dynamic, allowing us to respond to changing aspirations, opportunities and the ever changing needs of the City. Since the current plan was adopted, we have seen a lot of changes in our City. For this reason, updating the plan as we have seen



# Plan It Pompano!

City of Pompano Beach Comprehensive Plan Update




**Client**  
City of Pompano Beach

**Project Date**  
2019- On-going

**Contact**  
Jennifer Gomez, AICP, LEED AP ND  
Assistant Development Services Director  
954.786.4640  
Jennifer.Gomez@copbfl.com

**Services Provided**  
Planning  
Environmental Services  
Climate Resiliency  
Transportation

## PLANIT, POMPANO! Pompano Beach, FL



CGA is assisting the rapidly growing City of Pompano Beach in updating its comprehensive plan. The update is focused on addressing the City's climate vulnerability through resiliency planning, leveraging redevelopment opportunities in a near built-out community, improving multimodal mobility, and expanding housing choice.

CGA worked with the City on project branding and public education. We conducted extensive public outreach through the City's mass email list and social media platforms, distributing flyers and palm cards and displaying project posters at key public locations. CGA also designed and maintained the project website as a repository of information and to capture input. Public engagement activities included stakeholder meetings, focus groups and several rounds of hands-on workshops and open houses.

Website: <http://planitpompano.cgasolutions.com>

- Relevance**
- Medium-sized, rapidly growing community
  - Comprehensive Plan update (according to State statutory requirements).
  - Focus on development compatibility, housing affordability and choice, improved mobility and infrastructure capacity, climate vulnerability and resilience planning.
  - Emphasis on creative public engagement.



# TAB 3



## Scope of Services Approach, Work Schedule & Deliverables





## Tab 3 - Approach, Work Schedule & Deliverables

### STATEMENT OF UNDERSTANDING

CGA and its team propose a multi-disciplinary approach to developing the Santa Fe Comprehensive Plan. We believe the key to a successful process for your community will be to keep things simple, to make the process relevant and engaging to the public, and to build the policy framework on the foundation of a vision inspired by shared community goals as well as a sound, technical foundation.

Our approach emphasizes the importance of establishing a close working relationship with the Comprehensive Plan Sounding Board (CPSB) to create a strong foundation of understanding, trust, and communication, including a concrete plan for engaging the community. With the feedback from the CPSB, we will concentrate on devising a clear roadmap that addresses key community issues, provides multiple opportunities for public dialogue, and a robust action plan to create a comprehensive plan that is innovative and implementable and not a “pretty document” that sits on a shelf.

Specifically, our approach is grounded on the interwoven project goals that can be discerned from the Scope of Services section of the RFQ:

- ✓ A planning process driven by extensive input and feedback from the CPSB and community;
- ✓ “Best practice” solutions demonstrated effectiveness and relevance to Santa Fe;
- ✓ A plan that provides actionable steps to address challenges and opportunities; and
- ✓ A plan based on a thoughtful and thorough understanding of the fiscal impacts of growth in the City.

One of the areas of most interest to us in the RFQ is the emphasis on the community engagement component. Community outreach and engagement are going to be extremely critical to achieving good outcomes in this project.

Public participation is both the backbone and the passion of our planning process. We seek to understand and embrace the values and aspirations of the Santa Fe community, and our public engagement approach reflects this. To this end, we will use an iterative public engagement model which fosters trust in the process, ensures compromise on difficult issues, and establishes buy-in for the comprehensive plan by injecting authenticity and transparency into the process. We draw on each public input event to logically, realistically and discernably complete the next step in the process.

### METHODOLOGY TO COMPLETE TASKS

#### **PHASE 1: Mobilizing for Success**

##### **Task 1- Kickoff Meeting**

Key members from the CGA team will participate in a Kickoff Meeting(s) with the City of Santa Fe staff and CPSB to determine expectations for how the management of the project will occur on both the consultant and client sides, flesh out details of the work plan and schedule review and agree on data needs, and settle on a preferred format of final deliverables.

During this task, the CGA team also will work with CPSB and City Staff to finalize the Public Outreach and Participation Strategy (POPS). This plan will detail the goals, strategy, schedule, tools, and assignment of responsibilities for engaging the public throughout the planning process, which may include citywide community meetings, a project website, social media communications; and use of Spanish language in outreach materials. CGA will draft a memorandum summarizing the understanding gained during the kickoff meeting.



##### **Task 1.2 Public Outreach and Participation Strategy (POPS)**

The CGA team will work closely with CPSB to develop the POPS framework, tailored to the demographics and geography of the City as well as to the status of the pandemic or post-pandemic circumstances. Our POPS will identify stakeholder groups and champions (civic organizations, local business leaders, nonprofits, service providers, community groups, landowners, elected officials and other group identified by CPSB), and will detail the in-person and digital participation options for each outreach and engagement milestone. The anticipated activities include the development of a project online presence and two (2) public



event series: the first focused on visioning and the second to collect input on the draft Plan update. Each public event series may include in-person events such as town hall meetings, open houses or pop-up outreach, as well as virtual engagement through social media, online surveys and other types of digital engagement tools.

An online presence will be critical to raising awareness and interest in the project. CGA has in-house capabilities to design, host and manage a project microsite that can be linked to the City’s website. When we develop microsites for our clients, we typically maintain an online record of all project-related information regarding public outreach, data, background and review documents, referencing information across all project platforms throughout the process. The microsites typically include registration, comment and question capabilities so users can receive automatic notifications and submit input on specific review items.

**Task 1.3 Data Collection and Review of Applicable Documents**

With assistance from the City and external agencies that are repositories of relevant data such as Galveston County and the Houston-Galveston Area Council, the CGA team will gather, organize and review pertinent plans, studies, program, projects, and databases, including those related to mapping, entitlements, permits and zoning decisions. CGA has a full-service GIS Department that will work closely with the City to determine the most efficient collection and data organization methods. The team’s comprehensive and systematic review of documents and data will focus on identifying changes in conditions and trends that may need to be integrated and/or referenced in the new comprehensive plan.



**PHASE 2: Community Assessment and Vision**

**Task 2.1 Public Outreach Campaign Launch**

In preparation for the first public engagement event, the CGA team with feedback from CPSB will launch a public outreach campaign to inform residents, business owners and all stakeholders that the planning process is underway. Possible tools may include press releases, traditional media coverage, unveiling of the project website and social media platforms, “Save the Date” flyers, and other appropriate distribution methods.

**Task 2.2 Community Assessment**

The CGA team will review, analyze and summarize existing conditions relevant to the Comprehensive Plan into a consolidated report that “tells the Santa Fe story.” We will utilize relevant, readily available and up-to-date information to highlight the current situation, trends, strengths, deficiencies, challenges and opportunities on key topics that anchor elements of the Comprehensive Plan:

- ✓ Population and Demographics
- ✓ Land Use, Development, and Investment Patterns
- ✓ Housing and Neighborhoods
- ✓ Community Health
- ✓ Economic Development
- ✓ Community Facilities and Infrastructure
- ✓ Mobility and Connectivity
- ✓ Parks and Recreation
- ✓ Environment and Natural Hazards
- ✓ Public Investment
- ✓ Fiscal Health
- ✓ Infrastructure

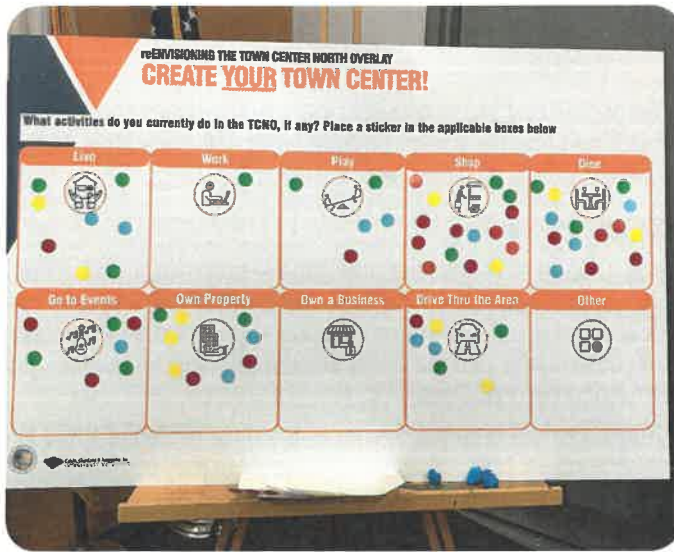
We will summarize and illustrate key factors combining mapping with infographics and photos to produce a user-friendly summary report. While the intent is to provide a snapshot of conditions in most of these subjects, we will zoom in on certain topics and highlight their critical implications for the future of Santa Fe.



**Task 2.3 Public Kickoff**

**Subtask 2.3.1 City Council/Planning & Zoning Commission/Economic Development Board and CPSB Issues Identification Session(s)**

CGA likes to ensure elected and appointed officials have a comfort level with the planning process. We will schedule and host a joint or a series of in-person or online sessions with the City Council, Planning and Zoning Commission, the Economic Development Board, CPSB and any other boards or commissions that may have policy-making authority or advisory roles. We will introduce the team and review the planning process, and then lead a conversation designed to identify and build consensus on key issues that should be addressed through the Comprehensive Plan process, areas of opportunity, and ideal outcomes of the process.



**Subtask 2.3.2 Community Conversation Series 1: Vision of the Future**

The CGA team will design with members of the CPSB, co-facilitate two (2) interactive community forums for the purpose of collecting input about potential changes in perceptions, aspirations and priorities. These meetings will be led by the changes that the City is experiencing, as indicated in the Community Assessment and will be an opportunity for participants to think about how the community can continue to improve and prepare itself for the next 20 years. Example of potential overarching themes (or systems) around which to organize the discussions include: Livability, Resilience, Mobility, Community Structure and Functionality, Community Health, Prosperity, and Community Character.

First, we will hold an in-person forum, which may be an open house, a hands-on workshop or a hybrid meeting. The meeting may be held at City Hall, the Mae S. Bruce Library, Thelma Webber Community Center, one of the local schools,

or another suitable community location.

A virtual (live) version of the forum will be scheduled shortly thereafter to provide an alternate opportunity for those uncomfortable or unable to participate in person. Additionally, we will post an online survey and, if appropriate, a paper version that may be dropped off at City Hall. We may also include recordings of the meetings that may be streamed on demand.

There will be equivalence in the activities and questions posed to participants regardless of the format, so the input received will be consistent and comparable. Subsequently, the team will tabulate and synthesize the results from all the engagement activities to identify areas of “common ground” themes that will ground the vision statement and will be used to frame the policy framework.

**Task 2.4 Santa Fe Vision Development and Plan Guiding Principles**

Based on the consensus themes collected during the previous task, the CGA team, working with the CPSB, will draft a Vision Statement and Plan Guiding Principles to organize the Comprehensive Plan. The Vision will identify values and aspirations which may be broadly shared throughout the community and describe the desired future character of Santa Fe. The principles will guide the development of the Comprehensive Plan.

The draft and final Vision Statement and Plan Guiding Principles will be publicized as a narrative with appropriate graphics on the project website, social media, etc.

**PHASE 3: Comprehensive Plan Development**

**Task 3.1 Plan Building Blocks: Preliminary Goals, Policies and Strategies**

The development of the Plan’s “building blocks” consists in framing the goals, objectives, and policies for each topic of the Plan document, based on the Vision and Guiding Principles and taking into consideration the outcomes of the technical analyses. At a minimum the building blocks may include the following:

1. Future land use and development



2. Housing and neighborhoods
3. Transportation and mobility
4. Economy and fiscal health of the City
5. Hard infrastructure (water, sewer, stormwater, etc.)
6. Soft infrastructure (emergency services, libraries, other public facilities, etc.)
7. Natural resources and conservation
8. Recreation and open space
9. Community health and design
10. Capital Investment

### **Task 3.2 Mapping**

The CGA team will prepare the Future Land Use and the complementary street network, infrastructure and community facility concepts to meet the City’s future needs. CGA’s in-house GIS and graphic design professionals will coordinate with the City staff in preparing all mapping and other visuals.

### **Task 3.3 Community Conversation Two: Consensus on the Way Forward**

The purpose of this engagement opportunity is to allow the community to review and prioritize the preliminary policy framework of the Comprehensive Plan, while gauging and building public support and buy-in. The CGA team will design and, with members of the CPSB, co-facilitate two (2) interactive events to review with the public the draft proposed goal and policy changes and updated maps, and to organize proposed actions based on community priorities. We will use ranking and voting games to engage attendees in reviewing and prioritizing the plan themes and key initiatives.

At least one of the events will be in-person, and the other may be virtual or in-person. As in the case of Series 1, the events in this series will be conducted on two different days to maximize flexibility for participants. Both events may be designed as open houses with interactive content to engage participants. This series may also include an online survey.

The CGA team will tabulate and synthesize the results from this event series to feed into the creation of the Implementation Strategy.

### **Task 3.4 Draft Implementation Strategy/Action Plan**

Using input from Community Conversation Two and CPSB, the CGA team will flesh out the plan’s Implementation Strategy. This component of the Comprehensive Plan will identify short-range (5 year), mid-range (5-10 year) and long range (10+ years) actions (e.g., projects, programs and policies) with their associated resources, responsibilities and potential internal and external partners.

Other elements of the Implementation Plan could include:

- ✓ Early Action Opportunities and Strategic Capital Investment – “Low-hanging fruit” projects identified to build momentum and partnerships moving forward.
- ✓ Performance Metrics and Prioritization Criteria – indicators that may be used to measure progress and test the performance of plan recommendations in the future.
- ✓ Investment Prioritization Tool – based on estimated level of fiscal impact, return on investment and benefits metrics.
- ✓ Regulatory Framework – Identifying potential adjustments to land use regulations necessary to act on the policies and strategies contained in the plan.

### **Task 3.5 Draft Comprehensive Plan Document**

Based on the outcome of the previous tasks, the CGA team will finalize and present the first complete draft of the comprehensive plan document to City staff and the CPSB for review. This full draft will compile deliverables from the previous tasks into a cohesive plan document that will include an executive summary, a summary of the planning process, a summary of public input, all elements, associated maps and other graphics and the implementation strategy/action plan. The team will incorporate staff’s and CPSB’s comments into a final draft before the next phase.



## PHASE 4: Final Review and Adoption

### Task 4.1 Public Rollout and Review

The final Comprehensive Plan draft will be posted on the project website for general public review and comment. Feedback received will be documented and responded to as appropriate.

### Task 4.2 Adoption

After comments from the public are incorporated, the document will be presented to the Planning and Zoning Commission to make a favorable recommendation to the City Council for consideration and adoption. The CGA team will include representatives from the CPSB in presentations and encourage attendance by the committee members at review and adoption meetings. Any final changes will be made before the document goes to print. The ordinance adopted will be added to the document as well.

### Task 4.3 Final Comprehensive Plan Document

The final Comprehensive Plan document will reflect any additional changes provided by elected officials through the adoption process. After the plan's adoption, CGA will submit to the City all files for easy updating and management associated with the Final Plan document, in agreed upon formats as well as copies of printed and bounded versions of the adopted plan.

## WORK SCHEDULE / PROPOSED TIMELINE

The proposed timeline to complete the project is provided below. If selected, the CGA team would meet with City staff to ensure that the appropriate time for this project includes all of the public input desired by the city.

		2021									
		Mar	April	May	June	July	Aug	Sept.	Oct	Nov	Dec
<b>MOBILIZING FOR SUCCESS</b>											
1.1	Project Team Kickoff										
1.2	Public Outreach and Participation Strategy										
1.3	Data Collection and Review of Applicable Documents										
<b>COMMUNITY ASSESSMENT AND VISION</b>											
2.1	Public Outreach Campaign Launch										
2.2	Community Assessment										
2.3	Public Kickoff										
	2.3.1 Joint issues Identification Session										
	2.3.2 Community Conversation Series 1: Vision of the Future										
2.4	Santa Fe Vision Development and Plan Guiding Principles										
<b>COMPREHENSIVE PLAN DEVELOPMENT</b>											
3.1	Plan Building Blocks: Preliminary Goals, Policies and Strategies										
3.2	Mapping										
3.3	Community Conversation Series 2: Consensus on the Way Forward										
3.4	Draft Implementation Strategy/Action Plan										
3.5	Draft Comprehensive Plan Document										
<b>FINAL REVIEW AND ADOPTION</b>											
4.1	Public Rollout and Review										
4.2	Final Comprehensive Plan Document										



City of Santa Fe - Hitchcock Historical Depot



# TAB 4



CITY OF SANTA FE, TX - THERAPEUTIC GARDEN

## Organization Profile & Qualifications



## Tab 4 - Firm History

### COMPANY'S HISTORY AND QUALIFICATIONS

Calvin, Giordano & Associates, Inc. (CGA) is a well established multi-disciplinary firm with offices located in Fort Lauderdale, Miami, West Palm Beach, Port St. Lucie, Estero, and Clearwater. For over 80 years, our firm has been providing consulting services to both public and private sector clients.

From the beginning, much of our reputation was built on repeat business with clients from the public and private sectors. Our success is reflected in the quality of work we consistently provide and also in the personal approach we take with each client. The winning combination is affirmed by our large number of repeat/long term municipal clients. Because of our diversity, CGA can control the entire process, offering a host of professional services as a one-source partner, or efficiently tackle time-sensitive individual projects, providing customized solutions with handpicked teams of highly experienced professionals. Custom building Exceptional Solutions is the core of our business.

CGA strategically provides a broad range of services to meet our clients' needs. Our professional services include:

- Building Code Services
- Civil Engineering/Roadway and Highway Design
- Coastal Engineering
- Code Compliance
- Construction Engineering and Inspection (CEI)
- Construction Services
- Data Technologies and Development
- Electrical Engineering
- Civil Engineering
- Environmental Services
- Facilities Management
- Geographic Information Systems (GIS)
- Governmental Services
- Landscape Architecture
- Planning
- Project Management
- Redevelopment and Urban Design
- Surveying and Mapping
- Traffic Engineering
- Transportation Planning
- Water/Utilities Engineering
- Website Development

Taking advantage of our diversified staff's experience and knowledge is what distinguishes CGA as a professional consultant and what allows our team to repeatedly complete projects on-time, under budget and exceeding expectations while doing so.

### FOUNDED IN HOLLYWOOD

# 1937



# 370<sup>+</sup>

EMPLOYEES

Serving

# 60<sup>+</sup>

Municipalities Throughout Florida



### LOCATIONS

- Clearwater
- Estero
- Fort Lauderdale
- Miami-Dade
- Port St. Lucie
- West Palm Beach



## Tab 4 - Organization Profile and Qualifications

Our team members – CGA, TJKM, GUNDA Corporation, and Marsh Darcy Partners (MDP)— share an ethos that favors multi-disciplinary collaborations, making it natural for us to pursue this project together. We also share a general approach to work that is focused on helping clients achieve their project objectives through pragmatic, realistic and innovative solutioning, while meeting budget and time requirements. Our collaborative approach starts with a cohesive team organization, clearly defined roles and outcomes expected from all those involved.

Compatibility of principles and the ability to think at different scales is critically important, but so is bringing different viewpoints to the table and providing focused expertise. Rounding up CGA's role as comprehensive plan and community engagement team leader, TJKM will provide their expertise in transportation, GUNDA will contribute its extensive Texas-based experience in infrastructure planning, including as part of comprehensive plans. MDP brings an impressive track record of helping communities understand the fiscal impacts of growth and development, as well as the return on investment of capital project initiatives. Following are descriptions and personnel bios of our team members.

### **CALVIN, GIORDANO & ASSOCIATES, INC. (CGA) – TEAM LEADER**

CGA will serve as the prime consultant on this contract. CGA is a full-service company that offers planning, engineering, transportation, construction, urban design, landscape architecture, data technologies and development, and a broad range of other municipal services. With more than 370 employees, the firm has been in existence for over 80 years. We are comprised of 9 AICP planners and most of our planning professionals have previously worked for municipal governments. This experience affords our team members an exceptional insight into the complex planning challenges cities such as Santa Fe face.

Silvia Vargas, FAICP, LEED AP, will lead a team especially hand-picked for this project from among the firm's many multi-disciplinary professionals. Silvia has extensive experience working in Texas, including most recently on the preparation of the Houston General Plan, an APA Texas Chapter award-winner for Comprehensive Plan Excellence.

Over CGA's long history, our planning team has consistently stood out among competitors for three key reasons: 1. We have a well-earned reputation for being nimble, adaptable and highly responsive; 2. We are problem-solvers and out-of-the-box thinkers; and 3. We bring a unique consultant perspective to our work for public sector clients, since many of our planners previously served as building, planning and zoning officials, community development directors, and even in areas of city administration. These qualities have allowed us to become a premier leader in government services and consistently keep clients coming back to us. Often, clients keep us on as continuing service consultants for extended periods of time.

In 2018, CGA became a member of the SAFEbuilt, LLC family of companies. SAFEbuilt is a national leader in the provision of comprehensive community development services. Our integration into this family of companies with nearly 2,000 employees has greatly enhanced CGA's reach, as the company offices are scattered throughout the U.S., including the Dallas/Fort Worth metroplex, where CGA recently consulted for the cities of Burleson and Denton.

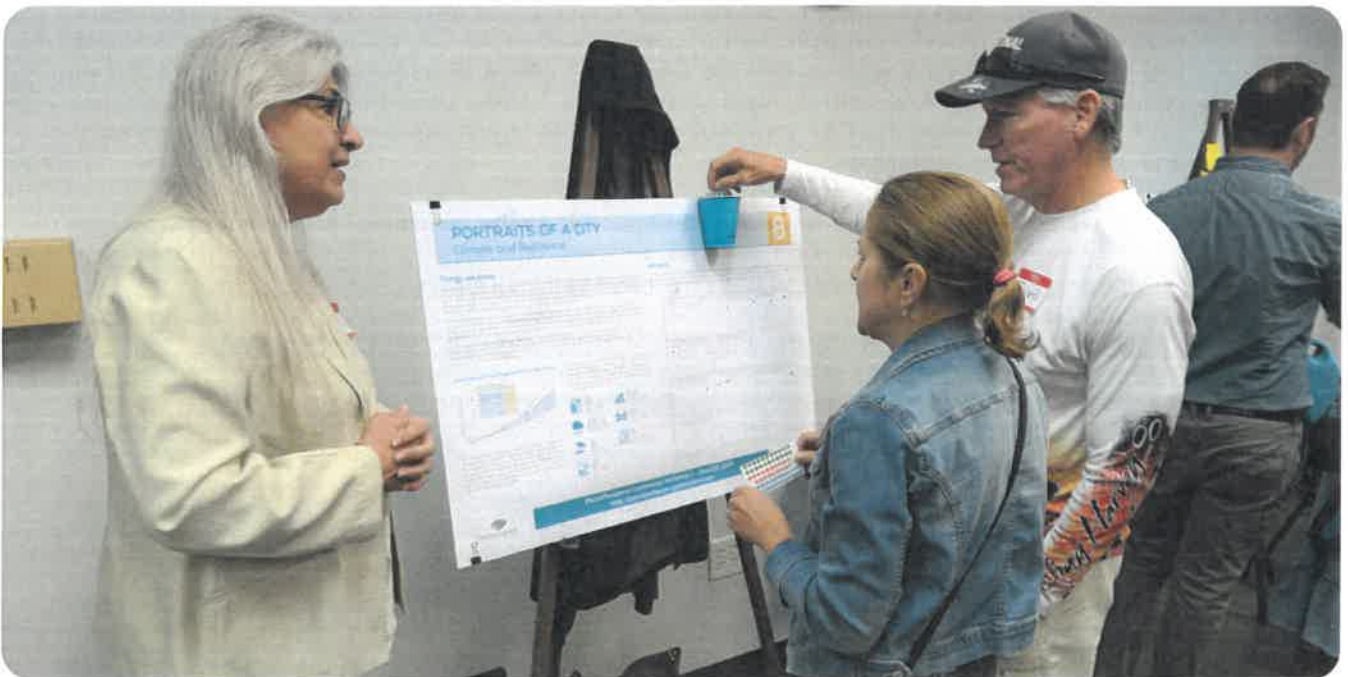
Summary descriptions of each firm and key professional follow.







Role / Scope Components	Key Professionals Involved	Associated Firm (s)
<b>Principal-In-Charge</b>	James "Jim" Hickey	CGA
<b>Project Manager</b>	Silvia E. Vargas	CGA
<b>Land-Use Analysis &amp; Planning</b> <i>(current land use, projections, build-out analysis, future land use and policy development)</i>	Silvia E. Vargas	CGA
	Robert Collins	CGA
	Viccki Placide-Pickard	CGA
	Aldo Fritz	TJKM
<b>Traffic &amp; Transportation</b> <i>(capacity analysis and policy development)</i>	Lata Krishnarao	Gunda Corporation
	Aldo Fritz	TJKM
	Collins Burgett	TJKM
<b>Infrastructure</b> <i>(capacity analysis and policy development)</i>	Cory Peterson	TJKM
	Lori Sanguedolce	Gunda Corporation
	Steve Stacy	Gunda Corporation
<b>Facilities</b> <i>(capacity analysis and policy development)</i>	Silvia E. Vargas	CGA
	Viccki Placide-Pickard	CGA
	Sue Darcy	Marsh Darcy
<b>Public Participation</b>	Silvia E. Vargas	CGA
	Lata Krishnarao	Gunda Corporation
<b>Implementation Strategy</b>	All	All





Letter of Recommendation



**WILTON MANORS, *Island City***  
2020 WILTON DRIVE, WILTON MANORS, FLORIDA 33305

**COMMUNITY DEVELOPMENT SERVICES**  
(954) 390-2180 FAX: (954) 567-6069

*Life's Just Better Here*

February 3, 2021

Diana Steelquist, AICP  
City of Santa Fe  
12002 Highway 6  
Santa Fe, TX 77510

RE: Letter of Recommendation - Request for Qualifications – City of Santa Fe  
Comprehensive Plan

Dear Ms. Steelquist:

This letter is to provide a recommendation for Calvin, Giordano and Associates. The City has contracted with the CGA on a number of planning projects over the past three (3) years. CGA completed the City's Comprehensive Plan amendments based on the City's Evaluation and Appraisal Report required by Florida Statutes. They are also just completing amending the City's Comprehensive Plan regarding Water Supply planning.

In addition, CGA has been instrumental in assisting the City with future growth and redevelopment. They completed the Urban Form and Density Report in 2019 which provided a roadmap to how future growth could be accommodated in the City while keeping its small-town feel. They are currently working with the City to implement these principles through additional comprehensive plan and text changes to the City's Unified Land Development Regulations. CGA has also assisted the City in providing additional regulations regarding climate resiliency and green building techniques.

CGA's staff is knowledgeable, responsive and flexible to the community in which they work. In addition, their experience working as staff in other communities is invaluable as they can provide proven, best practices to address the most complex issues cities face.

I would recommend CGA to any city looking to make changes to their Comprehensive Plan.

Sincerely,

Roberta Moore  
Director of Community Development Services



**Calvin, Giordano & Associates, Inc.**  
EXCEPTIONAL SOLUTIONS™

# TAB 5



## Qualifications of Key Personnel



## Tab 5 - Qualifications of Key Personnel

CGA staff possesses decades of hands-on experience in operating local government entities both as in-house employees and as contract service providers. Our vast experience working with local governments from the inside distinguishes us from other firms and allows us to consistently provide creative and practicable solutions to our clients. The professionals hand-picked to be part of the team are all experts in comprehensive planning, code writing and municipal planning tasks. They all have recent relevant experience, as indicated in their resumes. These team members know how to link vision (plan) to implementation (code).

Over the years, CGA professionals assigned to this team have worked on comprehensive plans within Florida for the cities of Bellair, Pasadena, Hialeah, Hialeah Gardens, Lauderhill, Pompano Beach, Sunny Isles Beach, West Park, Weston, Wilton Manors, the towns of Medley, Surfside, and St Lucie County. After completing the comprehensive plans, our professionals have also assisted these communities with changes to their zoning codes in many cases.

In addition, Silvia Vargas, FAICP, LEED AP, our designated Project Manager, is a national practitioner who brings more than 27 years of experience leading and crafting planning projects for communities, small and large, throughout the US. She completed several comprehensive plans in Texas communities, including Galveston, Georgetown, Celina and, most recently, Houston. Silvia is considered a subject matter expert in the field, and many of her projects have won awards from the American Planning Association (APA) or state chapters for planning excellence and have been cited as best practices.



### **SILVIA VARGAS, FAICP, LEED AP**

**Project Role:** Project Manager, Lead Planner and Community Engagement Facilitator

**Education:** B.A. in Architectural Studies and Master of Urban Planning from the University of Kansas

**Experience and Expertise:** A Principal Planner at CGA, Silvia has over 27 years of experience as a professional planner and Project Manager. She has completed dozens of planning studies throughout the U.S., many of them in Gulf-state communities, including in Texas. Many of her projects have received national or state awards for planning excellence from the American Planning Association (APA) at the national and state chapter levels, as well as from other professional organizations. Silvia is also an expert public engagement designer and facilitator. She served as a Commissioner for Region III on the American Institute of Certified Planners (AICP) and was recently invested as a Fellow of the AICP. In 2017, Silvia became the first Latina to receive a Distinguished Alumna award from the University of Kansas School of Architecture and Design for her leadership and contributions to the planning profession.

#### **Select Relevant Projects**

- PlanIt Pompano! Comprehensive Plan Update, Pompano Beach, FL
- 2030 Comprehensive Plan, Concord, NC
- Future Land Use & Major Street Plans, Mobile, AL
- Plan Houston, Houston TX
- PlanLafayette, LA
- Galveston Comprehensive Plan (2001 update), Galveston, TX



**James "Jim" Hickey, AICP**

**Project Role:** Principal-in-Charge

**Education:** Masters in Urban Planning, Virginia Commonwealth University; BS Geography and History, University of Massachusetts

**Experience and Expertise:** Mr. Hickey leads the Fort Lauderdale planning office and has over 24 years of planning experience in municipal as well as county government. He has experience in comprehensive planning, site development reviews, architectural review, zoning code amendments, form-based codes, Geographic Information Systems (GIS) preparation, creation and implementation of urban development regulations. Mr. Hickey works with a number of communities on large-scale projects to provide technical planning expertise on how to allow for development while balancing the needs of the existing community. He also works as the City/Town planner for a number of municipalities.

**Select Relevant Projects**

- Urban Form and Density Study, Wilton Manors, FL
- PlanIt Pompano! Comprehensive Plan Update, Pompano Beach, FL
- Comp Plan Amendments (through Continuing Planning Services), Surfside, FL
- Comprehensive Plan Update (through Professional Planning Services), Weston, FL



**ROBERT COLLINS, AICP**

**Project Role:** Land Use Planner

**Education:** Bachelor of Landscape Architecture and Urban Affairs from Virginia Tech, and Master of Public Administration Management from The George Washington University

**Experience and Expertise:** Robert is a CGA Principal Planner who specializes in comprehensive plans. In Florida, Robert has prepared and successfully processed many of CGA's most recent municipal comprehensive plans; evaluation and appraisal reports and reviews (EARs) and associated comprehensive plan and code amendments.

**Select Relevant Projects**

- PlanIt, Pompano! Comprehensive Plan, Pompano Beach, FL
- Comprehensive Plan Update, Wilton Manors, FL
- Comprehensive Plan Amendments, St. Lucie County, FL
- Comprehensive Plan Amendments, Lauderhill, FL



**GIANNO FEOLI**

**Project Role:** Urbanism, Public Realm and Community Character, Parks and Open Space

**Education:** B.A. in Architectural Studies and a Master of Landscape Architecture and Environmental Urban Design from Florida International University

**Experience and Expertise:** Gianni is CGA's Director for Landscape Urbanism. He has over 18 years of public and private sector experience in development and redevelopment, using design as a cornerstone for long-range planning policy and regulatory codification. Gianni's expertise ranges from conceptualizing ideas with clients and stakeholders, to developing detailed design implementation strategies.

**Select Relevant Projects**

- Commercial Corridor Analysis, Surfside, FL
- Urban Form and Density Study, Wilton Manors, FL
- Urban Forestry Master Plan, Miami Beach, FL
- Doral Boulevard Beautification Master Plan, Doral, FL





**Viccki Placide-Pickard | Planning Administrator**

**Project Role:** Planning

**Years of Experience:** Over 15 Years

**Education:** Master of Public Administration, Florida Atlantic University, Boca Raton, FL; Bachelor of Science, Health Administration, minor in Business Administration, Florida Atlantic University Boca Raton, FL;

**Experience and Expertise:** She is an experienced Community Development professional with a demonstrated history of working in the Government Administration industry as well as skilled in Federal Grant administration, neighborhood planning, strategic planning, economic development, policy analysis, intergovernmental affairs, community outreach, grant Management and non-profit management. She brings to the CGA team a true and tested insight of what cities across the US need and envision for their community.



**Sandra Lee, AICP CEP, LEED AP BD+C, CFM | Director of Environmental Services**

**Project Role:** Environmental Specialist

**Years of Experience:** Over 30 Years

**Education:** M.A. Biology/Ecology, Magna Cum Laude St. Cloud State University, Minnesota; B.A. Biology/Botany, Magna Cum Laude St. Cloud State University, Minnesota.

**Experience and Expertise:** Ms. Lee has over 30 years of professional experience and heads up CGA's Environmental Department. Ms. Lee provides technical support, environmental resource management, and environmental and resiliency planning services to municipalities as well as floodplain management MS4 NPDES permit reporting services. Additionally, in general, Ms. Lee provides environmental permitting services at the local, state and federal level; coordinates interagency and multi-disciplinary team efforts; provides tree mitigation plans and tree removal permitting services; conducts wetland delineations and wetland functional assessments; designs wetland mitigation areas and provides bidding and construction oversight services for the construction and installation of mitigation areas; and manages field staff conducting wildlife and habitat assessments, imperiled species surveys and compliance monitoring reporting.

**SUB-CONTRACTORS**

**Gunda Corporation – Infrastructure and Transportation**



Founded in 2001, GUNDA Corporation is a multi-award-winning, Houston-based consulting firm which provides planning, design and management services in all aspects of civil, traffic and transportation engineering, public works and municipal services, program and construction management, community planning and public involvement.

GUNDA provides creative and dependable engineering services, and solutions that are functional, constructible, low maintenance and reliable. For every project, GUNDA takes into consideration demand, current systems, governmental regulations and standards, cost, budget and schedule to meet the needs of the client.

GUNDA's highly qualified staff includes certified land planners, transportation planners, licensed professional engineers, professional traffic operations engineers (PTOE), LEED certified professionals, certified floodplain managers (CFM), and construction managers and inspectors. GUNDA is certified as a Minority Business Enterprise (MBE), Disadvantaged Business Enterprise (DBE), Small Business Enterprise (SBE) and Historically Underutilized Business (HUB).

Lori Sanguedolce, PE, CFM alongside Lata Krishnarao, AICP, LEED ND and Steve Stacy will be our Land Use Planning and Public Involvement support.



**TJKM –Transportation Consultant**



Founded in 1974, TJKM is a traffic engineering and transportation planning firm that provides professional services throughout California, Texas, and Florida. Their projects range in size from short-term engagements developing meaningful traffic solutions for a wide range of transportation issues to long-term planning for new developments, communities, and transportation systems.

More than 3,500 satisfied public and private sector clients have entrusted TJKM with their critical work. The firm’s primary service categories include traffic engineering design (including PS&E), transportation planning, traffic operations, corridor studies, intelligent transportation systems (ITS), traffic safety, and multimodal studies. TJKM engineers and transportation planners have a reputation for experience and practicality in part because many of them have also worked on the municipal side of the desk for years, developing superior skills in collaborating with the public and city councils, all while crafting excellent relationships.

Aldo Fritz AICP, Colin Burgett and Cory Peterson will assist our team with their expertise as Traffic and Transportation Planners.

**Marsh Darcy Partners (MDP) – Fiscal Impact Analysis And Economic Sustainability**



Marsh Darcy Partners, Inc. (MDP) is a multi-disciplinary planning firm composed of seasoned professionals with diverse backgrounds: urban planning, land use policy creation, economic development, fiscal impact analysis, implementation strategies, land use and regulatory compliance.

MDP has built its reputation as a creative, forward thinking planning, design, and economic development firm in part by providing municipalities with services, ideas and tools to help manage the regulatory, physical, and fiscal impacts associated with growth, redevelopment, or revitalization. The firm has extensive experience in linking land use goals and economic development strategies in comprehensive plans. Their approach to economic development and regulatory compliance works to balance public and private sector development objectives.

MDP’s professionals combine planning and economic development specialties to bring the ability to relate physical design to the needed regulatory and code support, provide fiscal impact analysis for proposed development scenarios, and develop implementation strategies based on both regulatory and economic development tools.

Sue Darcy and her team have worked in many communities across Texas working in relevant projects such as the City of Seabrook as well as the City of Victoria Comprehensive Plans bringing in their knowledge of Fiscal Impact Analysis and Economic Development to the project.



City of Santa Fe - Gazebo at Mae S Bruce Park



# TAB 6



## Required Forms





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/2/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> RBN Insurance Services 303 E Wacker Dr Ste 650 Chicago IL 60601	<b>CONTACT NAME:</b> <b>PHONE (A/C No, Ext):</b> 312-856-9400		<b>FAX (A/C, No):</b> 312-856-9425
	<b>E-MAIL ADDRESS:</b> rdelich@rbninsurance.com		
		<b>INSURER(S) AFFORDING COVERAGE</b>	<b>NAIC #</b>
		<b>INSURER A :</b> Hartford Fire Insurance Co.	19682
		<b>INSURER B :</b> Navigators Insurance Company	42307
		<b>INSURER C :</b> Twin City Fire Insurance Co.	29459
		<b>INSURER D :</b> Great American E&S Ins. Co.	37532
		<b>INSURER E :</b> Hartford Casualty Insurance Co	29424
		<b>INSURER F :</b>	

<b>INSURED</b> Calvin, Giordano & Associates, Inc. 1800 Eller Drive Suite 600 Fort Lauderdale FL 33316	SAFELLC-01
--	------------

**COVERAGES**

CERTIFICATE NUMBER: 1942078253

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		83UENZV3951	10/3/2020	10/3/2021	EACH OCCURRENCE	\$ 1,000,000
						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
						MED EXP (Any one person)	\$ 10,000
						PERSONAL & ADV INJURY	\$ 1,000,000
						GENERAL AGGREGATE	\$ 2,000,000
						PRODUCTS - COMP/OP AGG	\$ 2,000,000
							\$
E	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		83UENPY9100	10/3/2020	10/3/2021	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
						BODILY INJURY (Per person)	\$
						BODILY INJURY (Per accident)	\$
						PROPERTY DAMAGE (Per accident)	\$
							\$
B	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 0		CH20EXC885600IV	10/3/2020	10/3/2021	EACH OCCURRENCE	\$ 10,000,000
						AGGREGATE	\$ 10,000,000
							\$
C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y / <input checked="" type="checkbox"/> N / A	83WECE0623	5/12/2020	5/12/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
						E.L. EACH ACCIDENT	\$ 1,000,000
						E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
						E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
D	Professional Liability		TER 286-10-59	10/3/2020	10/3/2021	Each Claim/Aggregate	10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

Evidence of Coverage

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.

## SUPPLEMENTAL INFORMATION

Please provide the following information for contract development.

**Is your firm?**

- |                        |   |  |
|------------------------|---|--|
| 1. Sole Proprietorship | <input type="checkbox"/> YES            | <input checked="" type="checkbox"/> NO |
| 2. Partnership         | <input type="checkbox"/> YES            | <input checked="" type="checkbox"/> NO |
| 3. Corporation         | <input checked="" type="checkbox"/> YES | <input type="checkbox"/> NO            |

**If company is a sole proprietorship, list the owner's full legal name:**

---

**If company is a partnership, list the partners' full legal names:**

---

---

---

**If company is a corporation, list the full legal name as listed on the corporate charter, and the state in which the firm is incorporated:**

Calvin, Giordano & Associates, Inc.

---

**AFFIDAVIT OF NO PROHIBITED INTEREST**  
(Supplemental Information)

(I) (WE), the undersigned declare and affirm that no person or officer in (my) (our) firm, business, corporation, or board has or will have during the term of this contract a prohibited interest as that is defined in City Charter.

(I) (WE) further understand and acknowledge that the existence of a prohibited interest at any time during the term of this contract will render the contract voidable.

Name of Contractor: Calvin, Giordano & Associates, Inc.

Title of Officer: Chris Giordano, MCS, CCM - Vice President

Signature of Contractor: 

Date: 02/05/2021

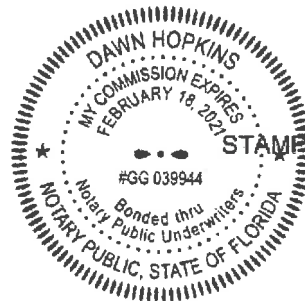
**ACKNOWLEDGMENT**

STATE OF Florida \*  
COUNTY OF Broward \*

BEFORE ME, the undersigned authority, on this day personally appeared, a corporation, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same as the act and deed of (company name) Calvin Giordano & Assoc. Inc., for the purposes and consideration therein expressed and in the capacity therein stated.

GIVEN under my hand and seal of office this the 4<sup>TH</sup> day of February 2021

  
Signature of Notary Public in and for the State of Florida



**CONFLICT OF INTEREST QUESTIONNAIRE**  
**For vendor doing business with local governmental entity**

**FORM CIQ**

**This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.**

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

**OFFICE USE ONLY**

Date Received

**1 Name of vendor who has a business relationship with local governmental entity.**

Not Applicable

**2**  Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

**3 Name of local government officer about whom the information is being disclosed.**

Not Applicable

\_\_\_\_\_  
 Name of Officer

**4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.**

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes  No


B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes  No

**5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.**

Not Applicable

**6**  Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

**7**   
 Signature of vendor doing business with the governmental entity  
 Chris Giordano, MCS, CCM, Vice President

02/05/2021

\_\_\_\_\_  
 Date

# CITY OF SANTA FE, TX SIGNATURE FORM

## COMPREHENSIVE PLAN

---

The undersigned certifies that the information contained in this Submittal have been carefully reviewed and are submitted as correct and final.

*"I hereby certify that the foregoing Submittal has not been prepared in collusion with any other Submitter or other person or persons engaged in the same line of business prior to the official opening of this Submittal. Further, I certify that the Submitter is not now, nor has been for the past six (6) months, directly or indirectly concerned in any pool or agreement or combination to control the product/service proposed on, or to influence any person or persons to propose or not to propose thereon."*

Name of Submitter: Calvin, Giordano & Associates, Inc.

Address of Submitter: 1800 Eller Drive, Suite 600

City: Fort Lauderdale State: FL Zip Code: 33316

Telephone Number: 954-921-7781 Fax: 954-921-8807

E-mail address: cgiordano@cgasolutions.com

By (print name) Chris Giordano, MCS, CCM

Title: Vice President

Signature:  \_\_\_\_\_

Acknowledgement of Addenda: #1 \_\_\_\_\_ #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_

---



## Acceptance of the City Contract and Agreement Terms

The CGA Contract and Legal team have carefully reviewed the contract terms presented in the Sample Contract in the RFQ. We respectfully request the following modifications to the agreement terms:

**Paragraph # 25 - Indemnification - revise as follows:**

25. INDEMNIFICATION: Successful submitter shall defend, indemnify and save harmless the City and all its officers, agents and employees ~~and all entities, their officers, agents and employees who are participating in this contract~~ from all third party suits, actions or other claims of any character, name and description brought for or on account of any injuries, including death, or damages received or sustained by any person, persons, or property ~~on account of any~~ to the extent caused by a negligent act ~~or fault~~ - of the successful bidder, or of any agent, officer, director, representative, employee, subcontractor or supplier in the execution of, or performance under, ~~any contract~~ the contract between Submitter and City which may result from Submittal award. Successful Submitter shall pay any judgment with cost which may be obtained against the City ~~and participating entities growing out of such injury or damages~~ to the extent caused by Submitter's negligent act.



PROPOSAL  
CITY OF SANTA FE  
Comprehensive Plan 2040  
February 9, 2021



11200 Broadway Street, Suite 2320 / Pearland, TX 77584 / 832-456-4700

Innovative approaches  
Practical results  
Outstanding service  
www.freese.com

February 9, 2021

Diana Steelquist, AICP  
Director, Community Services  
City of Santa Fe  
12002 Hwy. 6  
Santa Fe, Texas 77510

**RE: City of Santa Fe Comprehensive Plan 2040**

Dear Ms. Steelquist and Selection Committee:

Freese and Nichols, Inc. (FNI) is pleased to submit our Statement of Qualifications (SOQ) for the City of Santa Fe Comprehensive Plan 2040. Our award-winning Urban Planning + Design Group has the skills, experience and commitment to effectively facilitate the City’s vision and develop an implementable plan. Our local presence and regional understanding can assist the City in identifying opportunities and challenges that must be addressed in coming years through guidance from a comprehensive plan. FNI will support the City in making their goals using the following strengths:

**Unparalleled Municipal Planning Expertise** – FNI has helped more than 200 communities, many similar to Santa Fe, to create and implement municipal planning projects, from comprehensive plans to small area studies. This extensive experience allows us to adapt our approach to your community’s unique needs.

We have long recognized that a plan that reflects the community’s desires will lead to greater buy-in and successful implementation.

**Regional Firm with National-Level Expertise** – FNI is a premier planning firm which means we can offer the City the additional expertise of our in-house engineers, architects and environmental scientists as well as our 24-member Urban Planning + Design Group. I serve on the National American Planning Association (APA) board of directors, bringing knowledge and best practices from across the country to our team. Additionally, our Project Manager Shad Comeaux and 11 other planners are certified by the American Institute of Certified Planners (AICP), as well as two AICP Fellows have worked on municipal plans for cities large and small.

**Planning to Implementation** – We understand that communities need more than just a plan; they need that plan to be successfully implemented and to achieve a City’s vision. Our extensive experience in serving clients for a range of planning services will enable us to create user-friendly and easily understandable recommendations and plans that are customized for your City’s needs.

**Specialist in Community Involvement and Visioning** – Community input is vital to the planning process, yet to many consultants it can become an afterthought. FNI will provide the City with an innovative public involvement plan that is specific to Santa Fe, building consensus and excitement.

We welcome the opportunity to share our thoughts about Santa Fe’s planning opportunity in person. Please feel free to contact me with any questions you may have about our planning team and its qualifications. Thank you for your consideration. We look forward to hearing from you soon.

Sincerely,

Wendy Shabay, FAICP  
Principal-In-Charge

817-735-7259 | wds@freese.com

**Persons Authorized To Represent the Firm:**  
Wendy Shabay, FAICP  
Principal-In-Charge  
817-735-7259  
wds@freese.com  
Shad Comeaux, AICP  
Project Manager  
832-456-4766  
sec@freese.com





City of Duncanville Comprehensive Plan

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## SUSTAINABILITY at Freese and Nichols

Freese and Nichols demonstrates a comprehensive approach to sustainability in all of our work. Through our focus on sustainable initiatives, we strive to satisfy present needs, while preserving the ability of future generations to meet their own needs. It encompasses everything we do, as a company and for our clients, from technical projects to corporate processes, so we can be responsible stewards of our community, environment and finances.

### We do this by...

- Creating more livable, enjoyable communities
- Designing systems with reduced future maintenance
- Improving community mobility
- Improving water quality through best management practices

# TECHNICAL EXPERIENCE

## FNI CAPABILITIES AND EXPERIENCE

FNI’s Urban Planning + Design Group is one of the largest consulting groups of urban planners in the region and retains the most American Planning Association (APA) members in a private consulting firm. Our Urban Planning and Design Group includes 12 planning professionals with credentials from the AICP, including two AICP Fellows. Our award-winning planning team has led more than 150 planning initiatives in Texas for cities large and small.

Planning requires a consultant that understands local and regional issues and can engage, generate enthusiasm and guide the community in visioning the City’s future. This effort must capitalize on opportunities for economic development while respecting citizens’ vision and preserving the community’s unique character. ***FNI is the right firm to help Santa Fe make these big decisions about its Comprehensive Plan.***

Additionally, FNI has earned a reputation as one of the leading planning firms in the southern United States, offering visionary ideas with practical solutions. We are skilled in conducting visioning exercises in communities to facilitate stakeholder and citizen participation. Our meaningful planning experience enables FNI to bring proven solutions to the table. That experience and repeat hiring by clients is a testament to FNI’s ability to reach out to the public, receive input, direct the various phases of the process and update your plan in a way that is visionary, implementable and unique to the City of Santa Fe. We look forward to utilizing our proven solutions during this planning process.

### Examples of Our Success

Planning efforts often see the fruit of their labor over time; however, FNI develops recommendations that can have immediate impact and identifies opportunities for low-hanging fruit that has a short-term implementation time frame. The success of our projects is found in our implementation strategies and follow-up projects suggested in plan recommendations. A few recent examples of our successful planning include the Port Arthur Downtown Revitalization Plan, Duncanville’s Opportunity Areas and Seabrook Comprehensive Plan.

For example, recipient of the Texas Chapter of the APA’s 2016 Long-Range Planning Award, Port Arthur’s Downtown Revitalization Plan successfully implemented three plan recommendations:

- Expansion of People’s Park,
- Pavilion upgrades and
- The development of a city-wide capital improvement plan (CIP).

Successes such as these help keep the momentum of planning efforts. Duncanville’s opportunity areas were identified in the creation of the City’s very first comprehensive plan. Due to physical growth limitations, the opportunity areas provide the opportunity for the redevelopment of key commercial and retail areas. Last fall, the City selected FNI to update their ordinances, a plan recommendation, that will facilitate the plan’s vision for each opportunity area.

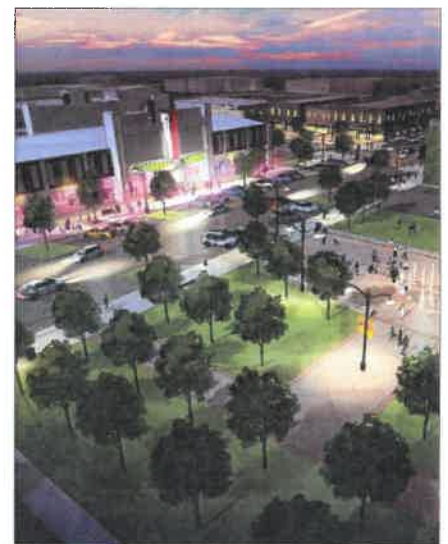
Similarly, Seabrook’s plan success began with public engagement. The community meeting held at the beginning of the process saw over 300 citizens participate in a variety of input tools and exercises. The engagement of the public helped to build consensus for the plan, which was unanimously adopted.

***As an experienced project team with a deep knowledge of urban and small area planning, community engagement and implementation strategies, the FNI team has the proven ability to deliver successful projects that are on time and on budget.***

#### Differentiators:

FNI’s tools, experience and processes provide maximum opportunities for project development to occur in the most efficient manner, which translates to our ability to meet the most aggressive of project schedules. These tools also differentiate us from our competitors and include:

- A team with working relationships with City staff and knowledge of the City’s goals, priorities, procedures and organizational system to effectively manage the project
- A premier planning firm offering national-level planning experience with the additional expertise of our in-house engineers, architects and environmental scientists
- Innovative planning strategies to engage the community, allowing us to tailor a public involvement plan that is specific to the community, building consensus and excitement
- Communication plan developed early in the project life-cycle to minimize conflicts and maximize schedule adherence
- Responsiveness to the City’s needs by providing additional leadership and resources to the City when the need arises







## Texas Livable Center Study | City of Texas City

Livable Centers are places where people can live, work and play with less reliance on their vehicles. The Houston-Galveston Area Council’s (H-GAC) Livable Centers program works with local communities to identify specific recommendations, such as pedestrian and bicycle facilities, that can help create a Livable Center. FNI led a team of consultants in conducting an in-depth analysis of a selected area in Texas City that had redevelopment potential. A market study was completed in initial phases to develop recommendations rooted in market realities.

The conceptual approach of this study included an infrastructure assessment, review of mobility and connectivity, and guiding principles. Through a series of committee meetings, focus groups, community survey and staff guidance, the Livable Center study created a vision through urban design and mobility recommendations that is intended to attract people to Texas City.

The Texas City Economic Development Corporation immediately approved \$1.2 million toward implementing signage, bicycle and trail improvements, which are among nine priority recommendations in the study. *This makes it the first Livable Center study to receive funds for implementation before the plan was officially adopted.*

The City’s housing stock in the study area was very diverse in terms of home values, maintenance and upkeep and appearance. *If the study area was going to be successful in the future and benefit from the Livable Center recommendations, housing would need to be addressed.* The planning team developed a series of maps to analyze housing throughout the study area, which helped provide specific recommendations. Homestead exemptions, improvement and land values and crime statics were studied. The study area was then broken into four quadrants to help identify the areas with the most issues. *The in-depth analysis led to specific strategies based on the residential area’s needs and opportunities.* Although the housing analysis was not in the original scope, the analysis of the residential areas was needed to make the plan relevant and useful. *We learned that scopes of work may sometimes deviate slightly from the original but allow yourself wiggle room to accommodate small tasks that would make the project most beneficial. This project was delivered on-time and on-budget.*

### Location

Texas City, Texas

### Dates

2015 - 2016

### Reference

Nick Finan  
Executive Director of  
Management Services  
409-643-5927  
nfinan@texas-city-tx.org

**Similarities:** extensive community involvement/ input; housing; focused on land use, parks improvements; future recommendations

**Anticipated differences:** larger development; downtown focus

## Comprehensive Plan | City of Port Arthur

FNI provided comprehensive planning services to update the existing 25-year-old plan with a robust public input process that included six separate community meetings based on City Council districts. The comprehensive plan began on the heels of the downtown revitalization



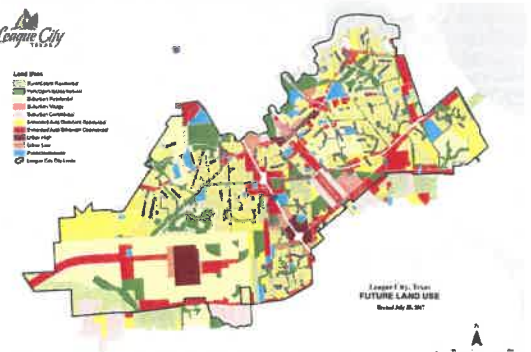
TX 2016 LONG-RANGE PLANNING AWARD

plan completed three years prior, which made land use recommendations in the downtown area and identified catalytic projects.

The comprehensive plan also helped identify capital improvement projects, which served as a starting point for the City’s first capital improvement program also developed by FNI planners and engineers. The plan focused on the neighborhood, commercial and retail redevelopment and future build out in the City’s growing northwest area. The mobility and circulation element identified several corridors and state roadways where partnerships might be most beneficial. ***This project was delivered on-time and on-budget.***

## Future Land Use and Land Use Assumptions | City of League City

This project included the update of the Future Land Use Map and preparation of the corresponding Land Use Assumptions that will serve as a basis for informing other city studies, namely the capital recovery fee update. The initial phase of the study effort was to update the Future Land Use Map by incorporating changes in development land patterns as well as confirm the long-term community vision for land use, density, and type of development. The second phase of the study was to develop demographic projections for a ten-year planning horizon as well as a build-out scenario to inform the capital recovery fee study update. ***This project was delivered on-time and on-budget.***



**Similarities:** focused on land use, community character, and economic development; long-term community vision

**Anticipated differences:** capital recovery fee study and land use assumptions

### Location

Port Arthur, Texas

### Dates

2016 - 2018

### Reference

Ron Burton  
City Manager  
409-983-8101  
ron.burton@portarthurtx.gov

**Similarities:** extensive community involvement/ input; focused on land use, transportation and neighborhood improvements; downtown growth; economic development

**Anticipated differences:** None

### Location

League City, Texas

### Dates

2017 - 2017

### Reference

Kris Carpenter  
Planning Manager  
281-554-1098  
Kris.Carpenter@leaguecitytx.gov

# SCOPE OF SERVICES

## STATEMENT OF UNDERSTANDING

FNI does not plan for the sake of planning, but rather focuses on achievable solutions. Our team will work to develop planning solutions that are created through a deliberate, structured and inclusive planning process to create a clear path forward for the City of Santa Fe to reach its full potential. Ultimately, our objective will be to update the existing comprehensive plan by engaging the community and incorporating their feedback to guide each plan element. The plan will focus on specific implementation strategies that can be used as a checklist for decision-making by City staff and elected officials.

Having worked with numerous cities across the state, we recognize each community has its own unique qualities, culture and vision for city development. Creating a common vision through consensus building, coupled with practical recommendations and economic realities, is critical to both short- and long-term community success.

Our commitment to Santa Fe is to create a comprehensive document, not only to meet the needs of the City departments that will use the plan, but also to serve as a visionary, City-wide report that is embraced by its citizens. The comprehensive plan will include all the regulatory guidelines and long-range planning policies, as well as address short-term issues and high-priority projects. Our goal is to provide a final product that garners wide support and sets forth a framework for the elected officials and all City departments to use for years to come.

## METHODOLOGY TO COMPLETE TASKS

### Task 1: Project Kick-Off

The beginning of any project is important, because how a project begins can affect its findings and outcomes. It will be critical for the planning team to understand client expectations, and for those expectations to be met throughout the process. Several meetings and workshops will be held in Task 1, but it is important the consultant team understands key issues and desired outcomes for success from City Council, City staff and the Comprehensive Plan Advisory Committee (CPAC) appointed by the City. The planning team can assist the City with recommended appointments to the group, as well as education for group members about the plans and the group's role in the planning process. We recommend the stakeholders group be no larger than 10 to 15 members. Group members are expected to provide insight and guidance during the planning process, as well as serve as ambassadors of the process to the community at-large.

The planning team will collect all relevant plans, studies and data, to help establish a baseline for each planning area. If desired, a project website can be created that will host information about the planning process, presentations given throughout the project, key meeting dates, the online community surveys and a section for feedback.

### *Task 1 Highlights/Deliverables*

- The FNI team will attend a project kickoff meeting with the City to review the project scope, schedule, communications, expectations, deliverables and public involvement plan.
- The FNI team will conduct a Council Workshop to discuss an overview of the project and receive feedback from Council on key issues and desired outcomes for the plan's success.
- The FNI team will conduct the first of six CPAC meetings to discuss an overview of the project, role of committee members, and receive feedback from the CPAC on key issues and desired outcomes for success. A tour of key planning areas will also be conducted.
- Collect relevant plans, ordinances, development project plans, and other necessary data for the planning team to examine.
- Prepare website (if desired) and online survey.

## Task 2: Community Participation Plan

Public involvement is key when going through a planning process or for building consensus. Engaging the community creates a sense of ownership among project stakeholders, and thus, they have a more complete understanding of the project. Our experience shows that once a community believes that implementation is possible, they will demonstrate higher levels of commitment toward change. The FNI team will employ innovative planning strategies to engage the community, identify issues and create the framework to ensure all involved have given input.

### Comprehensive Plan Advisory Committee

A CPAC will be created to guide the development of the plan. The CPAC will meet with FNI and City staff throughout the planning process at several key milestones. Members of the CPAC should come from a wide range of backgrounds and should represent the community to have diverse opinions reflected in the planning process. CPAC members are intended to be ambassadors of the plan and are encouraged to gather input from neighbors, friends and other members of the community. The CPAC’s involvement is a key component of developing a plan for Santa Fe and represents a variety of community issues and helps create community buy-in.

### Project Website and Online Survey

As part of the information strategy, FNI has the capabilities to host a project website to interface with the City’s website. The project website could include a brief project description, allow presentations to be posted, provide a link to an online survey and provide a comment section for community feedback. The information gathered will be used to help identify issues, vision, goals and objectives along with general desires from citizens.

### Public Meetings

FNI will help facilitate public workshops as both informative- and feedback-style public meetings. The purpose of these meetings is to inform the public of the process and schedule, conduct input/visioning exercises that gather community feedback and present client findings and recommendations. We can assist the City in any role from supporting staff to fully conducting meetings.

A variety of outreach and engagement tools will be utilized during the planning project. During the project kickoff meeting, the planning team and City staff will discuss the public involvement plan to ensure all citizens and stakeholders are addressed. The following are a few engagement tools that could be utilized during the planning process:

- Project website and online survey
- Community meetings
- Stakeholder focus groups
- Instant polling devices
- Community preference survey
- Input boards and mapping exercises
- “Meetings2Go”
- Neighborhood tea time
- Staff charrettes
- Branding and logos

### Task 2 Highlights/Deliverables

- Prepare public involvement plan.
- Facilitate community engagement meetings and exercises.
- Facilitate six CPAC meetings.
- Facilitate staff charrette.
- Facilitate City Council and Planning and Zoning (P&Z) workshops.

## Community Engagement Techniques

### MEETINGS2Go



FNI has proven success in garnering citizen and stakeholder input by use of our large tool kit of public engagement techniques and processes. Options may involve a project website; online survey; a Visual Character Survey using instant polling devices; “Meetings2Go,” a set of tools that empowers local citizens to facilitate input-gathering meetings; and the use of Legos® for site planning. This variety of choices and many more allows us to customize an outreach approach for each client. These techniques allow us to gauge public opinion and build consensus.

### Task 3: Visioning and Analysis

A community’s vision is important as a city develops and matures over time, and that vision should be reflected in the comprehensive plan. A community’s vision and goals should be based on existing conditions and market realities, that will ultimately shape its physical development. All successful plans start with an analysis of existing conditions and a clear delineation of the obstacles that need to be addressed. A plan that solves a problem that does not exist has little value; therefore, the initial needs assessment lays a critical foundation for successful implementation.

Task 3 will establish the foundation from which recommendations will be created. The economic impact and market analyses will be critical to ensuring recommendations will have an opportunity to be implemented. Our team will break down the urban and community framework in a variety of existing conditions maps and analyze the market potential. The analysis will include, but not be limited to the following:

- Demographics and socioeconomic
- Land use and zoning
- Economic development
- Vehicular and pedestrian circulation, walkability, linkages
- Open space and landscape opportunities
- Housing and neighborhood
- Community character and urban design
- Public safety/health
- Infrastructure

Task 3 will serve as the foundation for preliminary recommendations developed in Task 4. Final recommendations will help populate the implementation plan.

#### Task 3 Highlights/Deliverables

- Prepare Economic Impact and/or Market Analyses.
- Prepare base maps of existing conditions and site assessments.
- Prepare a PowerPoint and series of maps that combine market data with baseline and mapping exercise to provide succinct background data.
- The FNI team will conduct the second and third CPAC meetings to present findings of the economic impact and/or market analyses and baseline data and conduct visioning exercises with the committee.
- Conduct a public meeting to present a project overview, baseline data and mapping. Facilitate input exercises to engage the public and generate a vision for the community.

### Task 4: Preliminary Recommendations

With a strong foundation in engaging with the community, understanding the market analysis and examining the existing conditions, the planning team will turn its discoveries into a feasible comprehensive plan that is embraced by the citizens and stakeholders. Key catalyst areas and redevelopment strategies will be identified to help spur continued growth in Santa Fe and its neighborhoods. Housing and infrastructure recommendations will also be addressed. These recommendations will be appropriate for Santa Fe and will help create a sense of place that will draw people and businesses.



### Innovative Exercise Aids in Visualizing Growth Scenarios

While serving as a subconsultant on a Norman, OK, Comprehensive Plan, FNI developed an exercise to help the Steering Committee evaluate a variety of scenarios to accommodate future growth.

FNI used an innovative approach to create factors to estimate water usage, pervious and impervious surface coverage, park proximity, vehicle miles traveled, amount of lane miles of new roadway needed and fiscal impact of new roadways for each growth scenario.

By applying these factors, committee members were able to visualize how each scenario would impact City resources. This resulted in a more informed choice in determining the City’s strategy for growth.



The implementation plan will consist of the following primary areas:

- An assessment of and recommendations for the most likely land uses and development opportunities given the current conditions, findings of the market analyses and underlying economic forces. Potential impediments to implementation or unique requirements will be identified to ensure feasibility, including recommendations to update existing regulations and policies to encourage and facilitate implementation. Recommendations will be accompanied by partnership opportunities, potential funding sources and the projected timeframe for implementation. Projects with the potential for immediate implementation will be identified and prioritized, as well as catalyst projects with the potential for addressing multiple goals and kick-starting investment.
- Policy recommendations aimed at establishing a regulatory and incentive structure that encourages the implementation of the market recommendations will be provided. These strategies will include incentive tools that encourage private investment and public/private partnerships.
- A list of proposed capital improvements that support the proposed development recommendations will be identified. Special attention will be paid to matching potential catalytic public infrastructure projects with private development catalyst projects and existing transportation plans to achieve the largest impact.

### Task 4 Highlights/Deliverables

- Prepare preliminary recommendations, implementation plan and cost-benefit analysis.
- The FNI team will conduct CPAC meetings four and five to present preliminary recommendations and implementation plan and receive feedback.
- Present the preliminary recommendations to P&Z and receive feedback.
- Present preliminary recommendations online and receive feedback.

### Task 5: Draft Plan

Based on feedback from the presentation of the preliminary recommendations, the planning team will draft the Area Development Plans. The draft plan will be submitted to City staff, CPAC and City leadership for review. The second community meeting will also be held to share a summary of the draft plan and recommendations. The project website would also host the draft plan, allowing for comments from the public.

The planning team will prepare one draft report that will document the planning process, input, analysis, preferred scenarios and strategies from the previous task. It will present a clear narrative with accompanying graphics and figures, as necessary, to describe the intentions of the community. The City should gather all comments and provide them as a single submittal back to FNI to minimize revision submissions.

### Task 5 Highlights/Deliverables

- Incorporate feedback to date and prepare the draft plan.
- The FNI team will conduct the sixth CPAC meeting to present the draft plan.
- Conduct a public meeting to present the draft plan and summary of recommendations.
- Submit draft plan for P&Z review and conduct P&Z meeting for draft plan approval.

## Customized Deliverables

We prepare deliverables that are highly visual and graphically communicate the plan in an easy-to-read format.



## Task 6: Adoption Process

The final plan will be presented to City Council through a work session, if desired and City Council meeting. At this time, all comments, edits and revisions will have been incorporated into the final draft plan. The planning team will prepare a final report that incorporates previously submitted Client comments. The final report will be prepared in InDesign software. FNI will provide:

- Ten bound copies of the reports
- Electronic PDF of report for additional reproduction, if necessary
- Flash drive containing electronic files of the report, charts, tables, maps or other electronic data developed during the planning process



### Task 6 Highlights/Deliverables

- Prepare final plan.
- Conduct Council work session to review final plans.
- Attend Council Public Hearing and Adoption.
- Submit final deliverables to include hard copies, electronic files of all graphics, GIS files, mapping, market data, sketches and summary of public input.

### City Staff Assistance

The FNI planning team will manage the comprehensive plan with minimal assistance from city staff; however, we welcome any level of involvement staff would like to have from a support role to meeting facilitation. Typically in a comprehensive planning process, we rely on city staff to provide any necessary data they manage, such as GIS shapefiles and previous planning studies not located on the City's website. City staff is also responsible for identifying locations and securing venues for any committee, staff or community meetings during the process. Finally, we expect city staff to review and provide any comments on presentations, deliverables, and the draft comprehensive plan. We understand city staff is often busy with their workload. We want to eliminate any undue pressure in this process.

## WORK SCHEDULE/PROPOSED TIMELINE

#	Project Tasks	2021								2022			
		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
1	Project Kickoff	■											
2	Community Engagement and Intergovernmental Coordination	■	■	■	■	■	■	■	■	■	■	■	■
3	Visioning and Analysis	■	■	■									
4	Preliminary Recommendations				■	■	■	■					
5	Draft Plan								■	■	■		
6	Plan Adoption											■	■

■ Task Duration by Month      ■ Project Meetings

## PUBLIC INVOLVEMENT FOCUS INCREASES COMMITMENT TO CHANGE

During the Division Street Strategic Development Plan, the FNI team worked in a dynamic situation involving the City of Arlington, land owners, businesses, major stakeholders and the University of Texas at Arlington. We worked to inform and lead the community at public meetings, City briefings and many stakeholder one-on-one meetings. We helped form and collaborated with the Division Street Advisory Committee to champion the identified goals, resulting in greater community support.

*The plan earned a Plan Project Planning Award from the APA – Texas Chapter.*

# ORGANIZATION PROFILE AND QUALIFICATIONS

## ORGANIZATION PROFILE

FNI is a privately owned, multidisciplinary professional consulting firm, offering urban planning services supported by engineering, architecture, landscape architecture, environmental science and construction services staff. Founded in 1894, FNI has 26 established offices in seven states, including offices in Pearland and Houston. This project will be led from the Pearland office, the location of project manager Shad Comeaux. Our accomplished staff of 900+ professionals work seamlessly across all disciplines, giving our clients the benefit of multi-service integration with an approach that is as innovative as it is practical.

## PROJECT MANAGEMENT PLAN

Our team of experienced planning professionals is ideally suited and extremely capable of guiding the City of Santa Fe through the Comprehensive Plan process, while encouraging public participation, to set the direction for land use, circulation and connectivity, community health, economic and urban development, sustainability and community character. We have helped communities across Texas and regionally establish long-term visions and goals for guidance to make informed policy and ordinance decisions.

## SUBCONSULTANTS

FNI has also supplemented our team with highly specialized subconsultants, who will report to the Project Manger. The strong working relationships that we've forged with each subconsultant often result in cost and time efficiencies for our clients because of our use of common project management and administration tools.

### Clark Condon Associates, Inc. (CC)

For more than three decades, Houston-based Clark Condon has engaged in a multitude of park projects of various scales to enrich the lives of our end-users through our passion for excellent design and quality of work. Their landscape architecture expertise runs deep and wide, covering site analysis and planning, programming, conceptual design and development, cost estimating, documentation and construction services. They have completed more than 275 park-related projects in the state of Texas over the last 35 years, such as Allen Station Park and Celebration Park in Allen, Texas, and Josey Lake Park, Rob Fleming Park, Juan Seguin Historical Park and Sam Houston Park. These projects have ranged from small, pocket parks and community parks to large, iconic destination parks with complex design and programming.

### Catalyst Commercial

Catalyst is a Dallas based consultancy focused on innovative solutions for public and private entities. Catalyst has diverse experience across many industries such as retail, office, healthcare, and residential. Catalyst provides retail market analysis, demand and workforce analysis, market optimization, housing studies, and developer recruitment. Their expertise will allow the planning team to develop realistic recommendations, which in many cases can be measured.

**The Vision 20/20 Plan helped an ill-equipped community try to address recent economic fall-out by developing a detailed economic diversification strategy that will serve the community and region for the next 10-20 years."**

— David A. Clark  
 Director of Community Development  
 City of Wichita Falls

## CLARK CONDON



## ABOUT OUR PROJECT MANAGER

Shad Comeaux is a successful and certified Project Manager with more than 20 years of experience. Shad’s client service is exceptional, receiving numerous high “Top Box 5” ratings received from client surveys. One of Shad’s most notable characteristics is his prompt responsiveness in project communication. He provides open communication, timely responsiveness and efficient project delivery. He values clients’ budgets and works to maintain on-time schedules.

As a Project Manager, Shad has led a variety of planning projects, including comprehensive plans, campus master plans, downtown and specific/small area plans. He has applicable experience in zoning, future land use and redevelopment. Shad’s experience with community and stakeholder involvement allows him to address specific needs and concerns of clients, while also building consensus among citizens. His experience with assisting communities through visioning, goal-setting and priority recommendations has allowed him to develop and utilize a variety of techniques to gather information during any stage of the planning process.

Earlier in his career, Shad not only worked as an intern architect, but as a city planner for the cities of McKinney and Fort Worth, which gives him insight on city ordinances, challenges and opportunities. Shad has facilitated numerous committee meetings, city leadership workshops and community engagement meetings. He has also presented at professional conferences, often with clients to help promote their planning efforts and cities. Shad is currently serving as Director for the American Planning Association - Texas Chapter - Houston Section.

## Project Manger Skills, Knowledge and Experience

Shad Comeaux has served as the Project Manager on 22 planning projects over the last five years, including eight that have been specific/small area plans, 12 comprehensive plans and two ordinance/code updates. He has worked with cities, metropolitan planning organizations, college/university campuses and economic development corporations. His ability to manage small and large multifaceted projects is evident in the positive client surveys received after project completion. All 22 projects have either been adopted by city council or approved by the Boards of Directors. The success of projects led by Shad are in direct correlation to project communication and facilitation.

Shad manages projects, internal team members and subconsultants to confirm that the planning team meets project milestones, budgets and timelines. Implementation is a primary focus for Shad and his team, understanding what recommendations are needed to create the vision established during the planning process. Over the last five years, Shad has managed approximately \$4.0 million in planning projects. The following table represents Shad’s project manager skills and experience on selected projects.

Shad Comeaux, AICP - Project Experience	Year Completed (O=Ongoing)	Developed Area Master Plans w/ Existing and Future Infrastructure	Soliciting & Incorporating Stakeholder Input	Land Use Analysis	Transportation Plans	Utility Future Projections	Cost Benefit and Fiscal Impact Analysis	Diagnostic of Land Use Regulations	Development and Redevelopment Strategies	Housing Assessment	Economic Development	Capital Improvement Planning	Resiliency and Sustainability Planning	On-Time (O=Ongoing)	On-Budget (O=Ongoing)
Conroe Comprehensive Plan	O	●	●	●	●	●	●	●	●	●	●	●	●	O	O
Mesquite Comprehensive Plan	2019	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Fulshear Livable Center Study	2019	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Port Arthur Comprehensive Plan	2018	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Duncanville Comprehensive Plan	2017	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Navarro College Campus Master Plans	2017	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Texas City Livable Center Study	2016	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Seabrook Comprehensive Plan	2016	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Jersey Village Comprehensive Plan	2016	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Port Arthur Downtown Revitalization Plan	2015	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Stafford Comprehensive Plan	2015	●	●	●	●	●	●	●	●	●	●	●	●	●	●

# COMMUNITY ENGAGEMENT

FNI’s approach to public engagement incorporates a wide variety of in-person and virtual strategies to cater to every audience and meet them where they are. Even before the COVID-19 crisis, this approach was essential to successful planning that represents the full community. People are busy with their daily lives and have many priorities competing for their attention.

This is especially true in a city like Santa Fe, with many families likely focused on employment responsibilities and family activities. Our strategy not only engages them, but helps them establish a personal identity and sense of ownership within the Santa Fe community. We also use enhanced project websites incorporating tools such as ArcGIS Story Maps, slider maps and virtual tours to engage the community in an ongoing and meaningful way.

Our community engagement team has led community engagement for comprehensive plans across Texas, providing them with the experience to effectively address any situation or setting. Our team excels at building involvement plans that reach all segments of the population, structuring outreach to result in meaningful input, and helping our client cities to thrive in a virtual environment. Our engagement team’s complementary engagement strengths allow them to effectively connect with any audience, whether in-person or virtually.

We will tailor a flexible Public Participation Plan to respond to changing circumstances and shift methods of outreach based on observed effectiveness. In addition to the strategies outlined below, we are skilled in managing town hall environments; organizing design charrettes; testing ideas through low-cost, temporary actions; creating pop-up events; and even using interactive public art approaches.

## AGILE PUBLIC ENGAGEMENT

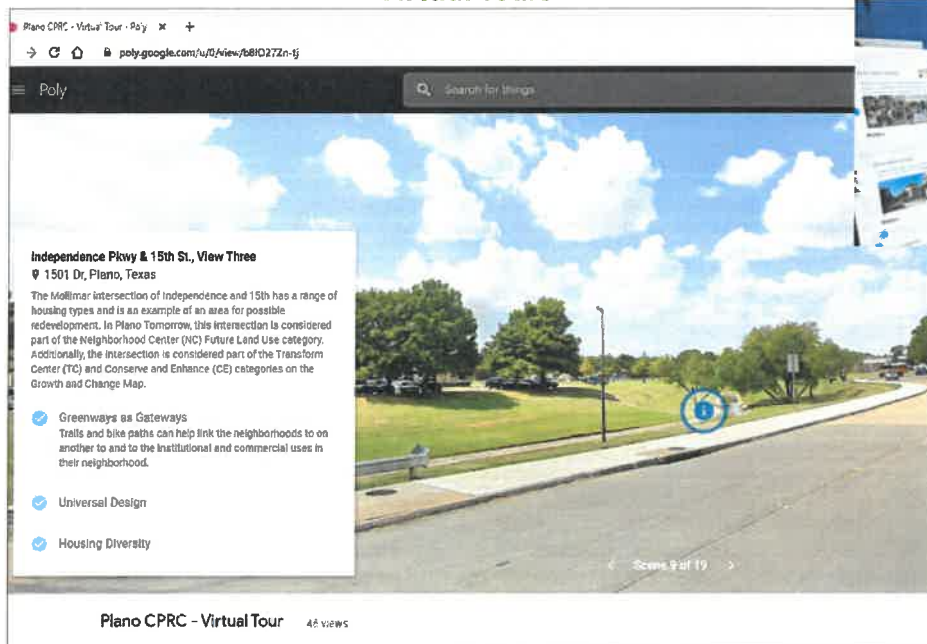
### IN A CHANGING WORLD

For every *in-person event*, there is a corresponding *virtual alternative* with similar success.

#### Public Meetings



#### Virtual Tours



#### Visioning



**What is your Vision for Downtown Angleton?**

WELCOMING AND VIBRANT

VIBRANT

NASHVILLE



Like Share ...

## Recommended Public Engagement Strategies:



### Project Branding and Website

- Brand, logo and supporting package for use in project marketing and outreach
- Unique project website with project overview, schedule, document library, polling and other interactive features to inform and engage the community
- Website provides a landing for other outreach



### Advisory Committee

- Committee serves as the plan “compass,” guiding the process to ensure it is community-driven and responsive
- Members are the ambassadors for the planning process
- Meetings structured around vision development and the various plan elements
- Meetings easily adapted to both in-person and virtual formats



### Social Media Strategies

- Social media content to engage and direct people to various community input platforms
- Leverage the City’s existing accounts, as well as key community influencers
- Foundation to form a separate venue for general city outreach going forward
- “Viral” content can help boost all other public engagement



### Walkabouts and Neighborhood Dreams

- In-person or virtual/socially distant community conversations about *“what makes Santa Fe?”*
- Encourage community ideas, inspiration and creativity by engaging the public in a more personal way that uses all senses
- Crowdsourced submissions from the public containing thoughts and images about their ideas and hopes for the future
- Examples include “Chalk Your Vision” Family Driveway/Sidewalk Art Activities, School-Based Initiatives, etc.



### MetroQuest Interactive Online Survey

- Public involvement software with 20-year track record of success
- Survey designed to reach thousands of people in a fun and interactive way in order to collect actionable and quantifiable data
- Interactive map-based feedback system
- Multiple surveys throughout to maintain engagement virtually and meaningfully



### Community Workshops and Virtual Open Houses

- Hybrid meetings with blend of in-person and virtual content (can apply advanced methods should it become necessary to transition to entirely virtual format)
- Interactive activities, live polling, tactical urbanism and other techniques to engage participants and achieve meaningful input
- Leveraging existing events and festivals to meet people where they already are – virtually or in-person

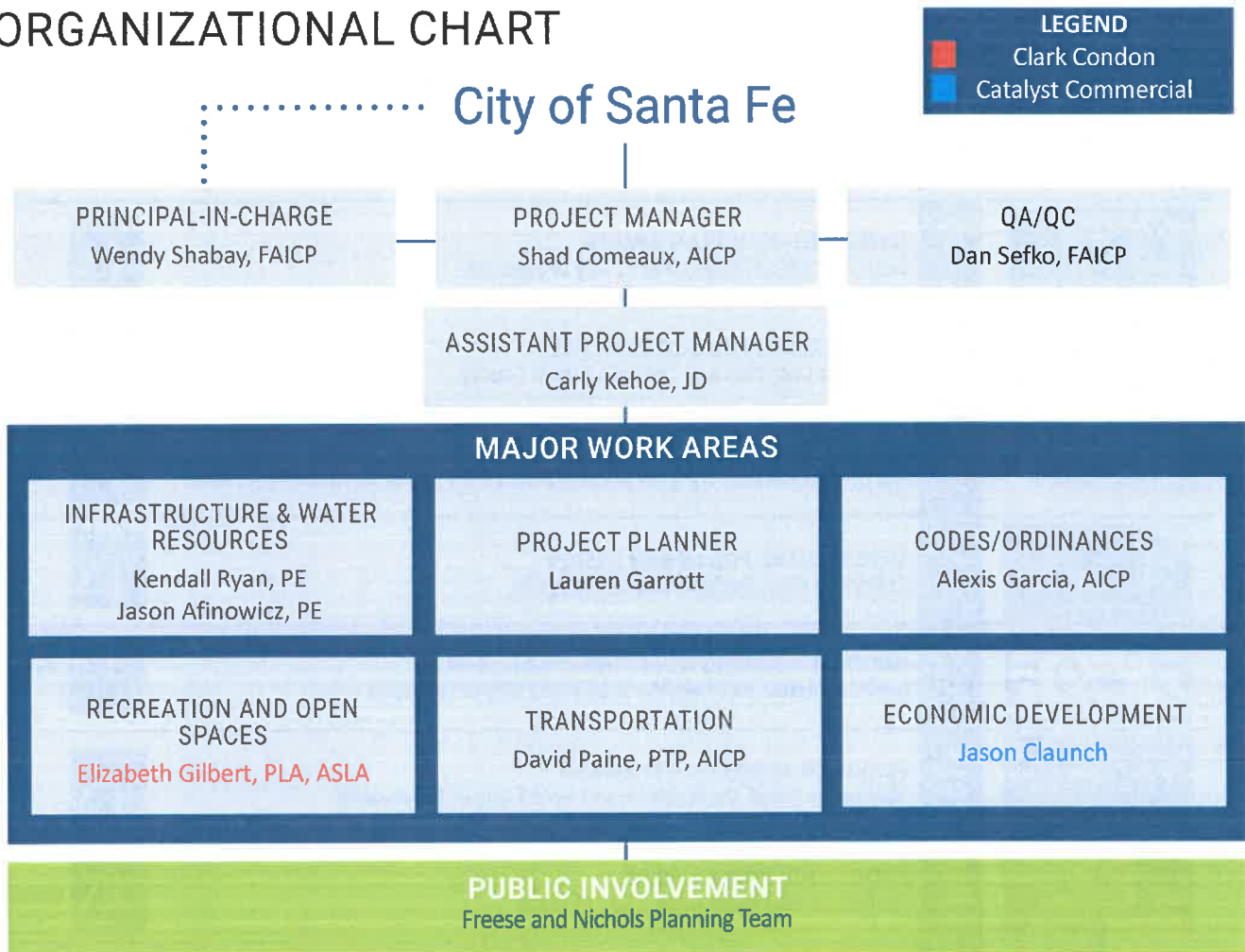
# AWARD-WINNING, NATIONALLY RECOGNIZED TEAM

Our proposed team includes three planners serving in elected American Planning Association (APA) positions. Wendy Shabay serves on the National APA Board of Directors, bringing knowledge and best practices from across the country to our team. Additionally, Shad Comeaux serves as the Director of the APA Texas Chapter, Houston Section, and Carly Kehoe serves as the Director-Elect of the APA Texas Chapter, Central Texas Section. FNI's Urban Planning + Design team consistently receive awards and recognition from various professional groups and publications for their innovative planning services. Although we are dedicated to excellence in every project, we are honored to receive recognition for the following recent projects:

	2020	<b>COMPREHENSIVE PLAN AWARD</b> Lubbock Comprehensive Plan   City of Lubbock	
	2020	<b>SILVER AWARD FOR BEST PRACTICE</b> Bois d'Arc Lake Plan and Zoning   Fannin County	
	2020	<b>GOLD AWARD FOR TRANSPORTATION PLANNING</b> North Richland Hills Transportation Master Plan   City of North Richland Hills	
	2020	<b>SILVER AWARD FOR URBAN DESIGN</b> Colleyville Plaza Design   City of Colleyville	
	2020	<b>NATIONAL PLANNING ACHIEVEMENT GOLD AWARD</b> Implementation of Lewisville 2025 Plan   City of Lewisville	
	2019	<b>PLANNING ACHIEVEMENT AWARD</b> "Get in the Zone" Outreach Project Gold   City of Duncanville	
	2018	<b>PROJECT PLANNING AWARD</b> Unified Development Code   City of Buda	
	2016	<b>PROJECT PLANNING AWARD</b> Small Area Study   City of Wichita Falls	
	2016	<b>LONG-RANGE PLANNING AWARD</b> Downtown Revitalization Plan   City of Port Arthur	
	2016	<b>COMPREHENSIVE PLANNING AWARD – HONORABLE MENTION</b> "Envision Odessa" Comprehensive Plan   City of Odessa	
	2015	<b>COMPREHENSIVE PLANNING AWARD</b> "The Long View" Comprehensive Plan   City of Longview	
	2015	<b>OUTSTANDING PLAN AWARD</b> Edmond Downtown Master Plan   City of Edmond	

# QUALIFICATIONS OF KEY PERSONNEL

## ORGANIZATIONAL CHART



**Wendy Shabay, FACIP** | Principal-In-Charge

**Experience:** 28 years | **Education:** Bachelor of Environmental Design, Texas

A&M University | **Registration:** Fellow, American Institute of Certified Planners, #018886

Planning + Design team. She offers extensive experience in the fields of planning, architecture and urban design, and has experience in municipal and higher education master planning, downtown planning, TOD, public participation, conceptual/schematic design, project management, funding and implementation. Her 20+ years of experience in leading charrettes gives her an exceptional ability to work with community groups in building consensus. Wendy is an active member of the American Planning Association and serves the APA National Board as Director of Region III. She has held numerous leadership positions at the state and local level of APA and is the past Chairwoman of the Northeast Leadership Forum and founder of the Emerging Young Leaders Group. **Relevant Experience:** City of Keller, Future Land Use Plan; City of Grand Prairie, Comprehensive Plan Update; City of Rowlett, Comprehensive Plan; City of Desoto, Hampton Road Corridor Mixed-Use Zoning District





### Shad Comeaux, AICP | Project Manager

**Experience:** 21 years | **Education:** Master of City and Regional Planning, University of Texas at Arlington; Bachelor of Environmental Design, Architecture, Texas A&M University | **Registration:** American Institute of Certified Planners, #025151

Shad Comeaux is an FNI Associate and Project Manager in the firm's Urban Planning + Design Group. Additionally, he leads the urban planning efforts in the Southeast Division. As a Project Manager, Shad has led a variety of planning projects, including small-area/downtown plans, comprehensive plans and campus master plans. He has applicable experience in zoning, future land use and redevelopment. His passion for client service leads him to provide open communication, timely responsiveness and efficient project delivery. Shad's experience with community and stakeholder involvement allows him to address specific needs and concerns of clients, while also building consensus among citizens. His experience with assisting communities and institutions through visioning, goal-setting and priority recommendations has allowed him to develop and utilize a variety of techniques to gather information during any stage of the planning process. **Relevant Experience:** City of Duncanville, Comprehensive Plan; City of Longview, Long-Range Comprehensive Plan; City of Missouri City, Comprehensive Plan Amendment; City of Port Arthur, Downtown Revitalization Plan; City of Texas City, Livable Center Study; City of Seabrook, Comprehensive Plan; City of Jersey Village, Comprehensive Plan; City of Angleton, Livable Center Study; City of Fulshear, Livable Center Study



### Carly Kehoe, JD | Assistant Project Manager

**Experience:** 8 years | **Education:** Doctor of Jurisprudence, South Texas College of Law; BA, Environmental Design and Political Science, Texas A&M University | **Registration:** American Institute of Certified Planners, #32401

Carly Kehoe is a Senior Planner with a broad background in urban planning and land development in both the public and private sectors. She has worked as a consultant for the federal government, major corporations, carriers and municipalities of all sizes. Carly's areas of specialty include comprehensive and small area plans, development codes and reviews, entitlements, governmental affairs, public engagement and education, and land use development and design. Her leadership and understanding of both policy and public needs, as well as day-to-day planning experience, result in the successful implementation of plans she advises. Carly is an active member of APA, serving on both the Texas Legislative Advocacy Committee and as Director-Elect of the APA Texas Chapter, Central Texas Section.



### Dan Sefko, FAICP | Quality Assurance/Quality Control

**Experience:** 48 years | **Education:** Master of City and Regional Planning, University of Texas at Arlington; BS, Architecture, University of Texas at Arlington | **Registration:** Fellow, American Institute of Certified Planners, #4572

Dan Sefko is FNI's Lead Technical Professional in the Urban Planning + Design Group and a firm Associate, assisting municipal clients in cost-effective planning for population and employment growth, land use planning, infrastructure expansion and economic development. He is one of Texas' most respected planners and has prepared plans for more than 100 cities throughout the state. Dan's background includes comprehensive plans and updates, zoning and subdivision ordinances, land use assumptions, and other studies, plans and recommendations. His planning strengths include public involvement and building stakeholder consensus to support his clients' planning goals. In addition to comprehensive, long-range municipal planning, Dan's experience includes: impact fee development and rough proportionality, historic preservation planning, demographic analysis, open space and park master planning, fiscal impact analysis, development planning and zoning, and subdivision ordinances and codes. He also has served as an expert witness on planning related matters for numerous cities. **Relevant Experience:** City of Grand Prairie, Comprehensive Plan; City of Longview, Long-Range Comprehensive Plan; City of Cedar Park, Comprehensive Plan; City of Wichita Falls, Vision 20/20 Comprehensive Plan and Downtown Master Plan; City of Corinth, Comprehensive Plan and Unified Development Code; City of Lewisville, Lewisville Vision 2025; City of Waxahachie, Comprehensive Plan; City of Jersey Village, Comprehensive Plan; City of Burleson, Comprehensive Plan and 174 Corridor Plan; City of Buda, Unified Development Code; City of Frisco, Zoning Ordinance Update; City of Abilene, Unified Development Code



### Lauren Garrott | Project Planner

**Experience:** 7 years | **Education:** Master of Regional and Community Planning, Kansas State University; Bachelor of Science, Regional and Community Planning, Kansas State University | **Registration:** N/A

Lauren Garrott is an FNI Urban Planner with a focus on identifying planning solutions. She is experienced in comprehensive planning, data collection and analysis, visioning and community engagement. She is experienced in the development of creative community engagement events, as well as reaching and engaging underserved and hard-to-reach populations. Prior to joining FNI, Lauren worked for the City of Austin Parks and Recreation Department and The Heartland Conservation Alliance. **Relevant Experience:** City of Conroe, Comprehensive Plan; Lamar State College-Orange, Lamar State College Campus Master Plan; Texas A&M University-Corpus Christi, Texas A&M Corpus Christi Campus Master Plan; City of Corpus Christi, City of Corpus Christi Area Development Plans (ADPs)\*; City of Austin-Public Works and Parks, City Planner\*; Planning Consultant\*, Various Clients; Planning Contractor\*,



### Kendall Ryan, PE | Infrastructure and Water Resources

**Experience:** 10 years | **Education:** Bachelor of Science, Civil Engineering, University of Texas at San Antonio | **Registration:** Professional Engineer, Texas, #125786

Kendall Ryan is a Houston-based Project Engineer in FNI's Water/Wastewater Master Planning Group. He has experience in water/wastewater model development, calibration and hydraulic analysis, population and demand/flow projections, and CIP development. Kendall has developed and updated multiple water/wastewater models using both steady-state and EPS modeling, and is proficient in SewerGEMS, InfoWater and InfoSewer and InfoWorks ICM. For two years, Kendall was embedded at the City of Houston, assisting City staff with citywide wastewater EPS modeling. Kendall has served as a project engineer on more than 20 water/wastewater master plans. He currently serves as the President of the WEAT Southeast section, and was selected as the 2016 WEAT Young Engineer of the Year for the Greater Houston Region. **Relevant Experience:** City of Port Arthur, Port Arthur Urban Planning; City of Richardson, Water Facilities Condition Assessment Program; City of Conroe, Conroe/Willis Wholesale Wastewater Evaluation; City of Pearland, Water/Wastewater Impact Fee Study; City



### Jason Afinowicz, PE | Infrastructure and Water Resources

**Experience:** 17 years | **Education:** Masters of Science, Texas A&M University, Biological and Agricultural Engineering; Bachelor of Science, Texas A&M University, Agricultural Engineering | **Registration:** Professional Engineer, Texas, #100102

Jason Afinowicz is FNI's Water Resources Planning Practice Leader and an experienced regional planning Project Manager. He has a wide variety of water resource planning experience, including management of the 2006, 2011 and 2016 Region H Water Plans, and the 2006 and 2011 Region P Water Plans. His technical experience includes the development of long-term demand projections for municipal, industrial, and agricultural use, development, and evaluation of water management strategies including water rights development, infrastructure, conservation, and development reclaimed water strategies. Jason has also performed infrastructure supply planning for the North Fort Bend Water Authority and the North Harris County Regional Water Authority surface water conversion programs. He has also assisted in the development of water conservation and drought contingency plans for various wholesale water providers and provided a long-range evaluation of potential water supply alternatives. His additional experience in water supply includes cost analysis; hydraulic modeling; and TWDB planning and infrastructure funding programs. Jason has also managed, and supported projects related to disaster recovery and stormwater management. **Relevant Experience:** Harris County Flood Control District, Upper Langham Creek Frontier Program; Brazoria County Groundwater Conservation District, Agricultural Water Demand Evaluation; San Jacinto River Authority, Highlands Reservoir Improvements; San Jacinto River Authority, Energy-Alternative Supply Study; San Jacinto River Authority, Water Conservation Plan and Drought Contingency Plan Update



### Elizabeth Gilbert, PLA, ASLA | Recreation and Open Spaces

**Experience:** 16 years | **Education:** Bachelor of Landscape Architecture, Texas A&M University | **Registration:** American Society of Landscape Architects; Professional Advisory Board Texas A&M University, Department of Landscape Architecture

As a Principal with Clark Condon, Elizabeth is adept in communication, attention to detail, and meeting clients' goals. She has spent more than 16 years building a diverse portfolio and managing, as well as designing, numerous projects in the public and private sectors. She specializes in public spaces and has experience as a Project Manager and Designer on a variety of projects including streetscapes, parks, and master-planned communities. Elizabeth excels in complex coordination between the design team, client and stakeholders. Elizabeth is also well-versed in park design and knows the importance of connectivity and usability. She has managed and designed parks ranging from pocket parks to large-scale, iconic destination parks. Elizabeth also serves as an internal team leader at Clark Condon where she manages a team of six, which includes mentoring, scheduling, project management, design, and client relations.



### David Paine, PTP, AICP | Transportation

**Experience:** 18 years | **Education:** Master of City and Regional Planning, Transportation and Land Use, University of North Carolina; Master of Public Affairs, State and Local Governance, University of Texas at Austin; Bachelor of Art, American Studies, University of Texas at Austin | **Registration:** American Institute of Certified Planners, #028361; Professional Transportation Planner, #46

David Paine is a Transportation Planner in FNI's Austin office, focusing on transportation planning, infrastructure delivery and fiscal impact analysis. He is experienced in multi-modal corridor planning and implementation, long-range planning, development impact assessment, fiscal impact assessment for annexations and land use decisions, CIP development and administration, and legislative analysis. David also has experience with public outreach for more than 10 transportation facility plan projects, including pedestrian and bikeway improvements to existing roadways in developed areas. He has a firsthand understanding of cities' day-to-day development, budgeting and planning practices, having worked for the City of Austin prior to joining FNI's team. **Relevant Experience:** City of Balch Springs, Comprehensive Plan; City of Stafford, Comprehensive Plan; HDR Engineering, Fort Worth Thoroughfare Plan Update; Comprehensive Plan, City of Georgetown; Comprehensive Plan, City of Longview



### Alexis Garcia, AICP | Codes/Ordinances

**Experience:** 8 years | **Education:** Bachelor of Science, Urban and Regional Science, Texas A&M University | **Registration:** American Institute of Certified Planners, #31244

Alexis Garcia is an FNI Urban Planner with a focus on identifying long-range planning solutions for primarily public sector clients. She is experienced in providing development review services, comprehensive planning, data collection and analysis, corridor studies, visioning and community engagement and has led public involvement initiatives for planning projects. **Relevant Experience:** City of Duncanville, Comprehensive Plan Update; City of Missouri City, Comprehensive Plan Amendment; City of Grand Prairie, Comprehensive Plan Update; City of Garland, IH 30 Corridor Catalyst Plan and Targeted Investment Areas



### Jason Claunch | Economic Development

**Experience:** 25 years | **Education:** Bachelor of Business Administration, University of Texas at Arlington | **Registration:** Placeholder.

Jason is currently working on retail projects that include Panera, Whole Foods, HEB and Walmart, as well as over 100 local and regional tenants. Jason has consummated over 1,000,000 square feet of leases and closed over 190 raw land transactions. Jason also has experience in healthcare research, hospitality, residential and commercial analysis. Jason is experienced with the full lifecycle of real estate from initial market strategy, planning, entitlements, due diligence, design, vertical development and disposition using his extensive relationships with owners, developers, vendors, end users, and the brokerage community. Directed Billingsley's retail division, consisting of over 4,000 acres of raw land and portfolio value of over \$1 billion. Managed all facets of the retail portfolio, including pensions and investments (P&I), planning, development, acquisitions, marketing and leasing. **Relevant Experience:** City of Duncanville, Comprehensive Plan; City of Sachse, Comprehensive Plan; City of Rowlett, Comprehensive Plan; City of Rowlett, Strategic Plan; City of Terrell, Strategic Plan; City of Grand Prairie, Downtown Plan



# FORMS AS REQUIRED BY THE FINANCE DEPARTMENTS

## CITY OF SANTA FE, TX SIGNATURE FORM

### COMPREHENSIVE PLAN

The undersigned certifies that the information contained in this Submittal have been carefully reviewed and are submitted as correct and final.

*"I hereby certify that the foregoing Submittal has not been prepared in collusion with any other Submitter or other person or persons engaged in the same line of business prior to the official opening of this Submittal. Further, I certify that the Submitter is not now, nor has been for the past six (6) months, directly or indirectly concerned in any pool or agreement or combination to control the product/service proposed on, or to influence any person or persons to propose or not to propose thereon."*

Name of Submitter: Freese and Nichols, Inc.

Address of Submitter: 11200 Broadway St., Suite 2320

City: Pearland State: Texas Zip Code: 77584

Telephone Number: 832-456-4700 Fax: 832-456-4701

E-mail address: wds@freese.com

By (print name) Wendy Shabay, AICP

Title: Principal-In-Charge

Signature: 

Acknowledgement of Addenda: #1  #2  #3  #4  #5



### SUPPLEMENTAL INFORMATION

Please provide the following information for contract development.

Is your firm?

- |                        |               |     |               |    |
|------------------------|---------------|-----|---------------|----|
| 1. Sole Proprietorship | <u>      </u> | YES | <u>  X  </u>  | NO |
| 2. Partnership         | <u>      </u> | YES | <u>  X  </u>  | NO |
| 3. Corporation         | <u>  X  </u>  | YES | <u>      </u> | NO |

If company is a sole proprietorship, list the owner's full legal name:

  N/A  

If company is a partnership, list the partners' full legal names:

  N/A  

If company is a corporation, list the full legal name as listed on the corporate charter, and the state in which the firm is incorporated:

  Freese and Nichols, Inc.

**AFFIDAVIT OF NO PROHIBITED INTEREST**  
(Supplemental Information)

(I) (WE), the undersigned declare and affirm that no person or officer in (my) (our) firm, business, corporation, or board has or will have during the term of this contract a prohibited interest as that is defined in City Charter.

(I) (WE) further understand and acknowledge that the existence of a prohibited interest at any time during the term of this contract will render the contract voidable.

Name of Contractor: Freese and Nichols, Inc.

Title of Officer: Wendy Shabay, AICP, Principal-In-Charge

Signature of Contractor:

Date: February 9, 2021

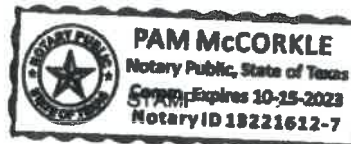
**ACKNOWLEDGMENT**

STATE OF Texas \*  
COUNTY OF Harris \*


BEFORE ME, the undersigned authority, on this day personally appeared, a corporation, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same as the act and deed of (company name) Freese and Nichols, Inc., for the purposes and consideration therein expressed and in the capacity therein stated.

GIVEN under my hand and seal of office this the 8 day of Feb., 2021

Signature of Notary Public in and for the State of Texas



**CIQ Form - To be completed by the SUBMITTER and Submitted with SUBMITTAL**

<b>CONFLICT OF INTEREST QUESTIONNAIRE</b> For vendor doing business with local governmental entity		<b>FORM CIQ</b>		
<p><small>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session. This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</small></p> <p><small>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</small></p> <p><small>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</small></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="padding: 2px;">OFFICE USE ONLY</th> </tr> <tr> <td style="padding: 2px;">Date Received</td> </tr> </table>		OFFICE USE ONLY	Date Received
OFFICE USE ONLY				
Date Received				
<p><b>1</b> Name of vendor who has a business relationship with local governmental entity.</p> <p style="text-align: center; font-size: 1.2em;">Freese and Nichols, Inc.</p>				
<p><b>2</b> <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>				
<p><b>3</b> Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center; font-size: 1.2em;">N/A</p> <p style="text-align: center; font-size: 0.8em;">Name of Officer</p>				
<p><b>4</b> Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</p> <p style="text-align: center; font-size: 1.2em;">N/A</p> <p style="font-size: 0.8em;">A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes      <input type="checkbox"/> No                 </p> <p style="font-size: 0.8em;">B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p style="text-align: center;"> <input type="checkbox"/> Yes      <input type="checkbox"/> No                 </p>				
<p><b>5</b> Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</p>				
<p><b>6</b> <input type="checkbox"/> Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</p>				
<p><b>7</b> </p> <p style="font-size: 0.8em;">Signature of vendor doing business with the governmental entity</p>		<p><u>February 9, 2021</u></p> <p style="font-size: 0.8em;">Date</p>		

Form provided by Texas Ethics Commission

www.ethics.state.tx.us

Revised 11/20/2015



# Mission

Innovative approaches ...  
Practical results ...  
Outstanding service

# Vision

Be the firm of choice for  
clients and employees

# Values



FREESE AND NICHOLS

# LEADS

-  **L** LEARN CONTINUOUSLY
-  **E** ENGAGE AS FAMILY
-  **A** ACT WITH INTEGRITY
-  **D** DELIVER QUALITY
-  **S** SERVE ALWAYS



11200 Broadway Street, Suite 2320  
Pearland, TX 77584  
832-456-4700  
[www.freese.com](http://www.freese.com)



FEBRUARY 2021

PREPARED FOR  
**CITY OF SANTA FE**



Comprehensive Plan

2040

PREPARED BY

**Kimley»Horn**

# CITY OF SANTA FE, TX SIGNATURE FORM

## COMPREHENSIVE PLAN

---

The undersigned certifies that the information contained in this Submittal have been carefully reviewed and are submitted as correct and final.

*"I hereby certify that the foregoing Submittal has not been prepared in collusion with any other Submitter or other person or persons engaged in the same line of business prior to the official opening of this Submittal. Further, I certify that the Submitter is not now, nor has been for the past six (6) months, directly or indirectly concerned in any pool or agreement or combination to control the product/service proposed on, or to influence any person or persons to propose or not to propose thereon."*

Name of Submitter: Kimley-Horn and Associates, Inc.

Address of Submitter: 11700 Katy Freeway, Suite 800

City: Houston State: Texas Zip Code: 77079

Telephone Number: 281.597.9300 Fax: \_\_\_\_\_

E-mail address: aaron.rader@kimley-horn.com

By (print name) Aaron Rader, P.E.

Title: Vice President

Signature: 

Acknowledgement of Addenda: #1 \_\_\_\_\_ #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_

---

February 9, 2021

City of Santa Fe, Texas  
12002 Hwy. 6  
Santa Fe, Texas 77510

Dear Ms. Diana Steelquist and Evaluation Committee,

“How will the Comprehensive Plan 2040 benefit Santa Fe?”

In short, our answer is that given the opportunity, Kimley-Horn would like to help make 2021 a pivotal year for the City. Our team’s experience and knowledge will provide a clear vision, supported by the public, for the desired future of Santa Fe. Santa Fe is primed for population expansion given the growth to the north in League City, continued growth in Houston, and our team recognizes that population expansion in Santa Fe is imminent.

We look forward to introducing the City to the team specifically chosen for this effort; in this proposal we will outline individuals who have designed a multitude of thoroughfare and transit plans, led urban design policy, and value capture programs for some of the most recognized walkable cities in Texas. These specific contributions to project experience have allowed our clients to realize near-term market opportunities while building progress toward long-term goals. With the following merits in mind, Kimley-Horn is hopeful that we can provide the same for the City of Santa Fe:



**UNIQUELY SPECIFIC PLANNING.** We believe your Comprehensive Plan 2040 should be a specific reflection of your community. Our collaborative and inclusive approach engages the public in the process, educates them on the issues, and invests them in the solution. Kimley-Horn will provide you with a tailored, specific plan that will address issues for Santa Fe. Our unique and highly experienced team will bring creative solutions to the table and will work with you to make sure that those solutions are implementable.



**PLAN TO IMPLEMENTATION.** Kimley-Horn’s robust firmwide planning practice gives the City of Santa Fe the benefit from the expertise of more than 100 planners, as needed. Our proposed team has an impeccable record of projects that have gone from design to construction; this specific team has worked together on a multitude of successful projects within the greater Houston area, including Santa Fe, Baytown, and League City and they have guided Cities through each step of the project, from specialized grant funding to construction. We look forward to bringing the City of Santa Fe the same types of success.



**ACTIVE COMMUNITY ENGAGEMENT.** Mike Shelton, P.E., AICP has played an active role in the community of Santa Fe through public meetings with the EDC Board, and has a great working knowledge of the area and it’s requirements. More specifically, he recently completed a Water and Sewer Utility Master Plan project for the City, which included creation of your Future Land Use Plan, and has been deeply involved with the ongoing conversation about the future of Santa Fe.

Our team is eager to leverage our work on the Utility Master Plan so that we can rapidly move into the next phases of this project. Our team is eager to continue working with you and leveraging the knowledge learned working on the Utility Master Plan. That experience makes us uniquely qualified to build upon the lessons learned and helping you create a Comprehensive Plan that leads into implementation.

If you have any questions or comments, please contact Mike Shelton, P. E., AICP at 281.920.6588 or [mike.shelton@kimley-horn.com](mailto:mike.shelton@kimley-horn.com), or Aaron K. Rader, P.E. at 281.896.0734 or [aaron.rader@kimley-horn.com](mailto:aaron.rader@kimley-horn.com). Both firm representatives are located in our Houston office.

Sincerely,

Kimley-Horn and Associates, Inc.

Mike Shelton, P.E., AICP  
PROJECT MANAGER

Aaron K. Rader, P.E.  
VICE PRESIDENT/  
AUTHORIZED TO BIND THE FIRM

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kimley-horn.com  
281.597.9300  
11700 Katy Freeway,  
Suite 800  
Houston, TX 77079

## B. TECHNICAL EXPERIENCE

### Santa Fe Utility Master Plan

SANTA FE, TX

The City of Santa Fe, in cooperation with the Economic Development Corporation (EDC) and the Galveston County Water Control and Improvement District #8 (WCID 8) desired a plan for connecting the existing services to water distribution and wastewater collection systems, and a plan for future expansion of these utility systems. Kimley-Horn performed analysis of both the water and wastewater system. To complete the analysis, we helped the City update their existing Land Use Plan and create a Future Land Use Plan through consultation with the Planning Department and EDC representatives. Both maps were updated to the current version of ArcMap Geographic Information System (GIS). Kimley-Horn presented the proposed Capital Improvement Program (CIP) to the joint committee.

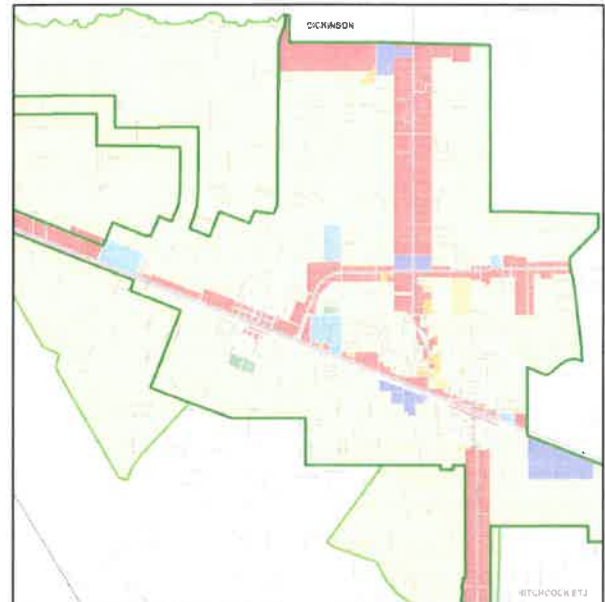
**COMPLETED:** January, 2019

**SIMILARITIES:** Land Use Planning

**DIFFERENCES:** Specific area of focus

**INNOVATIVE APPROACH:** Our team was able to convert Santa Fe's land-use data into the current version of ArcView GIS Geodatabase. We also worked with City stakeholders to create a Future Land Use Plan.

**SCHEDULE MET?:** Yes



#### REFERENCE

##### **City of Santa Fe**

*Jason Tabor, Mayor*

☎ 409.925.6412

✉ [mayor@ci.santa-fe.tx.us](mailto:mayor@ci.santa-fe.tx.us)

### Envision Corinth: 2040 Comprehensive Plan + Parks, Recreation, and Open Space Master Plan | CORINTH, TX

Kimley-Horn led the process for an update to Corinth's comprehensive plan and developed the Parks, Recreation, and Open Space Master Plan. Located along Interstate 35E and experiencing fast growth and development pressure from Denton and Dallas, Corinth's comprehensive plan focused on utilizing the remaining land in the city to its highest and best use, promoting the future TOD and multi-modal connectivity as the primary focus for the next 10 years. The engagement process incorporated the City's MyCorinth.com hosted through "Bang the Table" as a medium for digital engagement, focusing on the level of engagement digitally to an otherwise time constricted population, and through the beginning of the COVID-19 pandemic. The Parks, Recreation, and Open Space Master Plan identified enhancements to the open space types that would be permitted in the future, focusing on quality over quantity in open space. This led to the creation of multiple urban parks and plazas that would be incorporated into the TOD and other future planned developments.

**COMPLETED:** September, 2020

**SIMILARITIES:** Comprehensive Planning, Land Use Planning, Open Spaces

**DIFFERENCES:** No significant differences

**INNOVATIVE APPROACH:** Introduction of a partially virtual engagement process due to COVID-19 in the middle of the project. Supported an expansion of park and open space types to be a more urban context. Extensive implementation to help organize the City around a new City Center with their Transit Oriented Development area.

**SCHEDULE MET?:** Yes, with adjusted COVID-19 schedule.

#### REFERENCE

##### **City of Corinth**

*Helen-Eve Beadle*

*Director of Planning and Development*

☎ 940.498.3260

✉ [helen-eve.beadle@cityofcorinth.com](mailto:helen-eve.beadle@cityofcorinth.com)

## Princeton Comprehensive Plan | PRINCETON, TX

The City of Princeton has seen recent rapid growth, with a 2018 population of 12,870 and a projected 2050 population of more than 70,000. As such, the City desired a comprehensive plan to guide municipal public policy and investments in the coming years.

In February 2018, the City hired Kimley-Horn and our subconsultant, Strategic Community Solutions, to guide the community's development. Our team partnered with the community to create a shared vision, overarching goals, and detailed action items.

Public support and engagement was critical to the process, so our team started by creating a detailed community involvement plan. We held multiple stakeholder interviews, consulted the Mayor's Youth Council, organized multiple open house events, and worked closely with an advisory committee. Members of our team also attended large community events, such as an Easter Egg Hunt, the Onion Festival, and the July Spectacular, to gather additional community feedback. We also gathered comments and feedback digitally with an online survey, social media, and a website.

Based on community input, our consultant team developed a Future Land Use Plan to identify and guide the city's future land use strategy; a review of infrastructure plans, creating a Development, Infrastructure, and Public Services Strategy; an educational system overview; economic development objectives; market opportunities for both residential and non-residential markets; a thoroughfare plan update to set new goals for the transportation network; an on-street bicycle framework plan; identification of strategic investment areas; and an implementation matrix to recommend action times, strategies, partnerships, and financial considerations.

**COMPLETED:** The Princeton Comprehensive Plan was adopted by the City Council in January 2019.

### SIMILARITIES:

- ▶ *Development of public engagement and involvement plan*
- ▶ *Evaluation of demographics and market profile*
- ▶ *Engagement through community events*
- ▶ *Evaluation of existing conditions, identifying opportunities and constraints*
- ▶ *Community involvement*
- ▶ *Web-based engagement through website, Facebook, Survey Monkey, and Twitter*
- ▶ *Advisory Committee*
- ▶ *Community Charrette*

**DIFFERENCES:** No significant differences

**INNOVATIVE APPROACH:** Kimley-Horn utilized Urban Footprint for scenario planning and evaluations to better inform community stakeholders of the impacts related to future development decisions so that the preferred aspects of each scenario could be combined to develop a Future Land Use Plan that the community preferred as the best possible future for Princeton.

**SCHEDULE MET?:** Yes

### REFERENCE

#### **City of Princeton**

*Derek Borg, City Manager*

☎ 214.842.3041

✉ [dborg@princetontx.us](mailto:dborg@princetontx.us)

## Broadway Corridor Development Plan | PEARLAND, TX

Kimley-Horn was selected by the Pearland Economic Development Corporation (PEDC) to develop a plan to guide near- and long-term improvements along Broadway corridor (FM 518) from SH 288 to SH 35. The Broadway Corridor Development Plan (CDP) recommends various improvements regarding infrastructure, policy, and private development along the study corridor. The Broadway corridor has the capacity to support additional businesses and the potential to be a vibrant corridor which stimulates investment from private business.

### IMPROVING CORRIDOR AESTHETICS

The objectives of the Broadway CDP were expanded to address TxDOT's plan to widen Broadway from four to six lanes requiring private property that would be disruptive to development along the corridor. The Broadway CDP identifies impacts of widening to properties along the Broadway corridor and recommends policies and infrastructure improvements to mitigate these impacts. Through traffic engineering and drainage analysis, Kimley-Horn was able to work with TxDOT and arrive at a cross section that still provided six lanes but took less right-of-way than originally proposed. Additionally, an off-street 10 foot wide shared-use path was recommended in place of a 15 foot wide shared outside lane as a shared-use path provides more comfortable ped/bike movement and reduced right-of-way (ROW) takings. The streetscape component of the Broadway Corridor Development Plan included location-specific landscape concepts, general beautification standards, and a streetscape cost estimate.

### ASSESS CURRENT AND FUTURE MARKET POTENTIAL

As Broadway is Pearland's main commercial corridor, the plan identified potential building programs for large target areas which could be economically supported by the current market and be a catalyst for redevelopment along the corridor. Furthermore, negative impacts to business were alleviated due to reduced ROW takings resulting from drainage improvements along the corridor.

### DEVELOPMENT OPPORTUNITIES AND PUBLIC ENGAGEMENT

The Broadway CDP recommendations were developed through a collaborative process between Pearland residents, project stakeholders, PEDC, the City of Pearland, Pearland Chambers of Commerce, and TxDOT. The CDP was community inspired and included both traditional and innovative public involvement techniques such as MetroQuest online survey and interactive map commenting tool, stakeholder interviews, audience poll, and community open house with interactive exhibits. Community input was primarily provided at the Community Open House or via MetroQuest survey. Planning efforts and plan recommendations were then documented in a cohesive report.

**COMPLETED:** May 2020

**SIMILARITIES:** Corridor Aesthetics, Assess current and future market potential, Identifying development opportunities

**DIFFERENCES:** Small Area Plan within Comprehensive Plan

**INNOVATIVE APPROACH:** Bi-weekly coordination meetings with appropriate TxDOT Staff (Schematics Section, Drainage Section, Traffic Section) to vet our team's proposed modifications to original TxDOT schematic – results in TxDOT goals being met while reducing required ROW takings by 10-20 feet along the corridor.

**SCHEDULE MET?:** Yes, including presentations to City Council for formal approval of the Broadway Corridor Plan. Kimley-Horn accelerated our schedule so that we did not impact TxDOT's schematic and design process schedule.

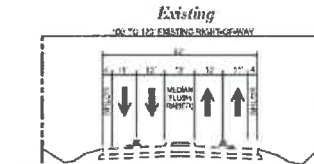


Figure 21 Existing Typical Right-of-Way Cross Section

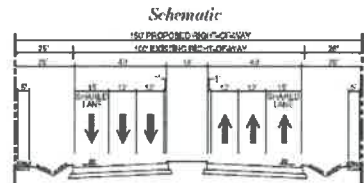


Figure 22 TxDOT Schematic Typical Right-of-Way Cross Section

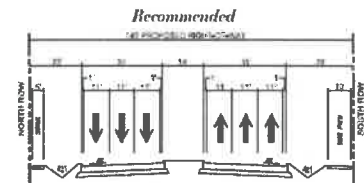


Figure 23 Right-of-Way Typical Cross Section

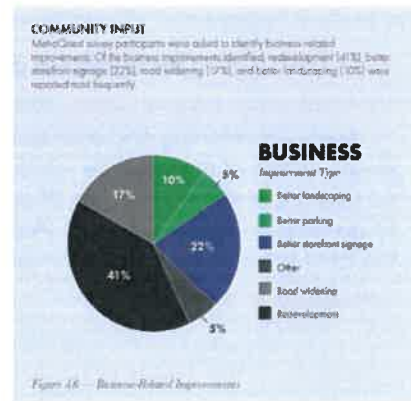


Figure 46 Business-Related Improvements

### REFERENCE

**Pearland Economic Development Corporation**

Matt Buchanan, President

281.997.3002

mbuchanan@pearlandedc.com



## Pasadena Convention Center and Rodeo Plan | PASADENA, TX

To support economic enhancement and future TIRZ analysis model, Hawes Hill hired Brad Lonberger to lead a planning effort to reimagine the Pasadena Convention Center and Rodeo Site into a new Activity Center that also supports a new Convention Center and enhances the existing Rodeo. Efforts were used to feed a development projections model for the TIRZ project and finance plan on file at the Pasadena Economic Development Corporation.

**COMPLETED:** March 2019

**SIMILARITIES:** Development patterns, Land Use, Infrastructure, Fiscal Impact Analysis, Implementation Strategies, Market Strategy.

**ANTICIPATED DIFFERENCES:** Site specific area plan

**INNOVATIVE APPROACH:** Introducing new types of development previously not attempted within the City. Educating leaders in economic development to push beyond their common expectations to envision a brighter development future.

**SCHEDULE MET?:** Yes

### REFERENCE

**Hawes Hill and Associates**

*Tony Allender, Project Manager*

☎ 832.483.1853

✉ [tallender@haweshill.com](mailto:tallender@haweshill.com)

## H-GAC SH 146 Subregional Plan

### MONT BELVIEU, TX AND BAYTOWN, TX

In 2016, H-GAC contracted Kimley-Horn to provide transportation planning and engineering services to create a subregional plan centered around SH 146 in Baytown and Mont Belvieu, Texas. This area was experiencing substantial growth in large part due to petrochemical and plastics facilities continuing to grow in the area and increasing automobile and truck traffic, as well as contributing to overall population growth. The study area included approximately 10 miles of SH 146 and approximately 20 key intersections east and west of SH 146. Kimley-Horn led an extensive outreach campaign and incorporated Steering and Stakeholder Committees to gather input and vet proposed solutions. Additional public meetings and small group meetings with key community members (ISD's, faith community, and industry leaders) were also part of this study.

Kimley-Horn coordinated with approximately 40 additional representatives from local business owners, industry representatives, elected officials, emergency responders, and leaders from the surrounding schools and faith communities. Steering committees consisted of representatives from the H-GAC, TxDOT Beaumont and Houston District, Chambers and Harris Counties, the Cities of Baytown and Mont Belvieu (City Engineering and Planning Department, Chambers of Commerce), and Harris County Transit.

After collecting data, the project focused on identifying gaps in the transportation system to include automobiles, trucks, bicyclists, pedestrians, and freight rail. We also looked at barriers to mobility that ranged from physical barriers such as pipelines, freight rail lines, and Cedar Bayou, to policies that were not conducive to an efficient transportation system. The study recommended a variety of improvements, including:

- ▶ Median installation along SH 146
- ▶ Alternative intersection designs
- ▶ Addition of, and modifications to, turn lanes, striping, illumination, ADA treatments, and number of lanes
- ▶ New and modified traffic signals
- ▶ Framework for sub-regional bicycle and pedestrian network
- ▶ Street, driveway, and median opening closures and/or relocations
- ▶ Transit service improvements and modifications
- ▶ Grade separation over freight rail
- ▶ New east-west connection over Cedar Bayou
- ▶ Changes to existing land use and truck policies and ordinances

Short-term improvement recommendations amounted to \$20 Million and long-term improvements totaled to approximately \$720 Million in projects, all vetted by H-GAC, TxDOT, Baytown, and Mont Belvieu officials. Benefits to travel time, average speed, crash reduction, and air quality were calculated for both long- and short-term improvements.

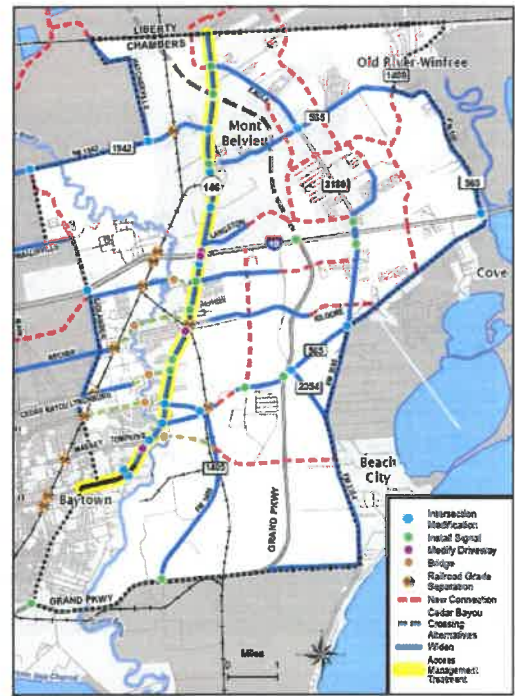
**COMPLETED:** September 2018

**SIMILARITIES:** Transportation Planning, Subregional Planning

**DIFFERENCES:** Small Area Plan within Comprehensive Plan

**INNOVATIVE APPROACH:** Through an understanding of applicable agencies and funding, the major recommended improvements along SH 146 were able to be funded through TxDOT's Highway Safety Improvement Program (HSIP). Mr. Feeny worked with the TxDOT Liberty County Area Engineer to make sure that the drawings developed were suitable for TxDOT to use in development of construction plans, eliminating the need for additional TxDOT study and design to begin improving safety and efficiency along SH 146. Additionally, Kimley-Horn used the FHWA's CAP-X tool to examine the potential for innovative intersection designs that would increase efficiency and reduce crashes.

**SCHEDULE MET?:** Yes.



## REFERENCE

### Houston-Galveston Area Council

Carlene Mullins, Principal Planner,  
Transportation Department

936.273.1643

carlene.mullins@h-gac.com



# DEMOGRAPHICS

# Understanding Santa Fe, Texas

## POPULATION CHANGE FROM 2010 TO 2020



**13,679** 2020  
**12,222** 2010



**11.92%**  
POPULATION GROWTH  
SINCE 2010

## DEMOGRAPHIC TRENDS (2018)



**41.2**  
MEDIAN  
AGE



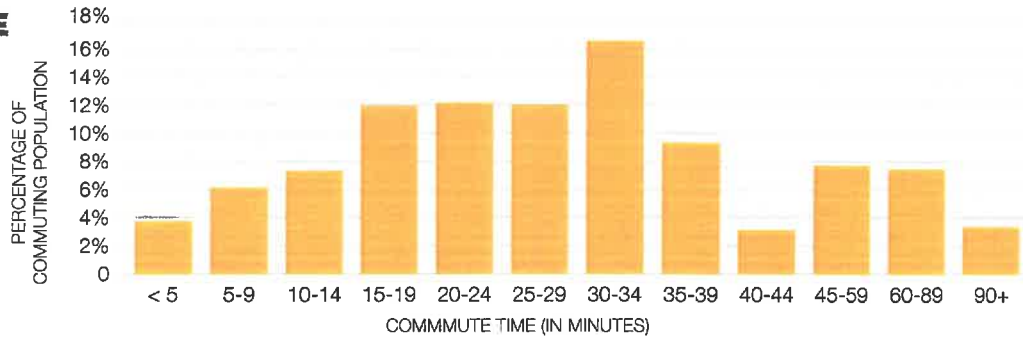
**\$71,299**  
MEDIAN  
HOUSEHOLD  
INCOME



## COMMUTE TIME

**28 MIN**

AVERAGE  
TRAVEL TIME  
(2018)



## PROPERTY VALUE

**\$175,900**

2018 MEDIAN

**\$159,800**

2017 MEDIAN



## EMPLOYMENT BY INDUSTRIES



**6K**  
EMPLOYEES (2018)



**3.66%**  
1 YEAR GROWTH

### Most Common Employment Sectors



736 people  
**Retail Trade**



674 people  
**Healthcare & Social Work**



663 people  
**Manufacturing**



## VETERANS (AS OF 2018)

*Most Common Service Period*

- 1. Vietnam**
- 2. Gulf War (2001-)**
- 3. Gulf War (1900s)**

SANTA FE, TX HAS A LARGE POPULATION OF MILITARY PERSONNEL WHO SERVED IN VIETNAM 2.39 TIMES GREATER THAN ANY OTHER CONFLICTS.

Sources: Texas Demographic Center, Data USA

## C. SCOPE OF SERVICES

The Kimley-Horn Team strongly believes that the best planning can be, and should be done by community leaders, citizens, and stakeholders. We have found there is a strong correlation between the success of a community and their willingness to develop a unified visionary plan with measurable expectations. With Kimley-Horn as your planning consultant, our role is partnership and facilitation. For example, our plan will focus around the following four pillars:



### INTEGRATED OUTREACH

Our team combines project-specific techniques to engage targeted stakeholders and the public. When outreach is taken seriously, it generates information on par with technical data.



### INFORMED DECISION-MAKING

Our approach focuses on generating and communicating relevant information to stakeholders so informed decisions guide the plan's development.



### IMPROVED COMMUNICATION

Our team's familiarity with ways to create data-driven and replicable transportation planning processes means we do not need to make it sound more complicated than it really is.



### INNOVATIVE IMPLEMENTATION

Our team will build upon our superior track record of developing plans that effectively improve accessibility and mobility, are implementable, and create lasting improvements to urban environments. We will focus on short- and long-term initiatives and will provide guidance on how best to initiate each recommendation. The result will be an action plan that includes clear direction on what to do next, who should lead the charge, and how it can be funded.

## Statement of Understanding

Our understanding of the Santa Fe Comprehensive Plan 2040 focuses on identifying the existing challenges, reframing these challenges as opportunities, and relating our strategy for success. The Kimley-Horn team has identified five examples of challenges; as they arise, our team will work alongside you to continue to address these challenges through the planning process.

### CHALLENGE 1 Competing Interests

The Santa Fe community currently works within an environment of competing interests. For example, your existing citizens may desire predictability, continuity and enhanced community appearance while your development community may want reliable policy decisions, efficient public investment, improved public safety, walkability, and mobility.

### OPPORTUNITY 1 Community Engagement

The goal of the public outreach is to inform and to engage. The opportunities and methods to achieve these two aspects of public outreach will require a menu of techniques, including both traditional and non-traditional methods. The scale of this effort can be altered to match the degree of resources made available for this project and the desired level of outreach by the project leadership. Our recommended outreach strategy includes:

- ▶ Project workshops
- ▶ Stakeholder and small group interviews
- ▶ Public workshops/charrettes
- ▶ Interactive web portal
- ▶ Sounding Board meetings
- ▶ Presentations
- ▶ Coordinated meetings with landowners, employers, and developers
- ▶ Questionnaires/surveys

### STRATEGY 1 Public Process

Upon selection, our team will develop a Public Engagement Plan (PEP). This PEP will outline a process for providing opportunities for involvement by all interested and affected parties, such as City Council, Economic Development Commission, land owners and potential developers. The PEP will outline not only the outreach activities and efforts, but also clearly relate how integral the engagement task is during the planning process. Outreach should occur in a meaningful way; in doing so, our team believes that the information generated can be attributed to an empirically driven approach to public engagement. Our outreach strategy will be well structured, targeted, and accessible to a multitude of participants, whether in person, or via online digital tools. Kimley-Horn has specifically selected Josie Ortiz, AICP to serve as the task leader for public engagement. Josie has a successful reputation for developing high-quality and innovative outreach strategies using a variety of in-person and digital tools.



## CHALLENGE 2 Business Leakage

Leakage, in economics, refers to a condition in which revenue leaves an economy rather than being captured. In a retail market, leakage would occur when local residents drive across city boundaries to spend money on goods and services which aren't readily available in their current market. At present, Santa Fe residents are often drawn to commercial and retail opportunities in the neighboring cities for grocery, shopping, and restaurants.

## OPPORTUNITY 2

### Business Capture

Santa Fe has already begun to provide new opportunities to capture some of the business leakage with venues such as Pook's Crawfish and Doreck's Meat Market. Kimley-Horn believes that creating a Market Position Assessment will help Santa Fe quantify the current leakage and determine policy changes to capture and retain even more of this resource.

## STRATEGY 2 Market Focus

Partnering with Anthem, LLC., our Kimley-Horn team intends to focus on policies that can help grow small business. Traci Donatto will identify motivators and generate consensus around narratives that build the Santa Fe's local economy. Building on existing regional drivers, such as Pook's, a collective strategy about building compatible industries, suppliers and complementary services will allow a simple, quick start merchandising strategy to take form. The potential for public improvements that will help sustain this restaurant driver will highlight the types of industries that the City wants to incentivize and support.



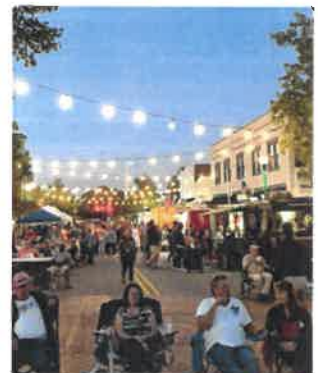
## CHALLENGE 3 Undefined City Center

Currently, Santa Fe lacks a distinct downtown core. The business traits of a robust city center include closely clustered storefronts, low commercial vacancy rates, and a variety of businesses within walking distances from adequate public parking. While some of these elements exist within the City, there is a lack of a clearly branded district which serves this critical function. Santa Fe has a need for enhanced downtown activation, and this presents a unique and exciting opportunity for the future growth of the City.

## OPPORTUNITY 3

### City Center Plan

The Comprehensive Plan 2040 can identify catalytic projects, such as a new City Center Plan, which can use innovative urban design to generate opportunities for major attractions in the city center, such as a City Hall, a Post Office, retail shops, restaurants, and other anchor establishments.



## STRATEGY 3 Placemaking

As a potential catalyst project, the Santa Fe Comprehensive Plan 2040 has the potential to identify a distinct awareness of place and creating a sense of arrival that are required to build a dynamic and functional City Center. Our proposed project plan would study how existing infrastructure, including vehicular connections, pedestrian circulation, greenways, and parks, can act as a framework for this type of growth. Further, it can examine the ways in which the downtown core can benefit from these types of connections and enhancements to nearby attractions. Kimley-Horn sees great potential for the opportunity for the City of Santa Fe to define a new City Center.

CITY OF SANTA FE

## CHALLENGE 4 Cluttered Development

With extensive development growth from the North, there is an opportunity to plan and organize development now, before it becomes an issue. Means of access, density balance, potential for a City Center, all needs to be guided through a plan that establishes policy, vision, and general guidance for decision making as developers from outside begin to ask for changes in the development pattern. It also helps the City manage utilities, infrastructure, and parks and open space. Your neighbors to the north, like League City, are almost built out. The growth wave flowing from the City of Houston is heading your way. You can either let others decide how Santa Fe development patterns will look as they build your City piece by piece, or you can decide the future for yourself.

### STRATEGY 4 **Design to Match Your Vision**

This Kimley-Horn Team has been influencers in walkable urban city centers for over a decade, even partnering with key research institutions like George Washington University on discovering the value creation benefit of having city centers, downtowns or walkable places in a community. This Comprehensive Plan 2040 will incorporate a small area plan that will help discover the infrastructure, layout, zoning and development patterns that can be executed as a new City Center for Santa Fe. From discovering the market potential, aligning key partnerships and helping economic development influencers in the City to realize a path forward to implement the vision.

## OPPORTUNITY 4

### **Activate Public Spaces**

The Comprehensive Plan 2040 will align the goals and policies to set expectations on parks and public spaces as developers come to town. How these spaces look, feel and their general size and placement will be key policy decisions that will shape quality of life for generations into the future. These will be important spaces, but more important will be how citizens access, how safety is maintained and ultimately how value is generated in the development around it. A poorly planned and maintained park can bring down value as much as it can increase value when it is maintained and programmed.



## CHALLENGE 5 Stalled Developments

The Kimley-Horn team is aware of recent potential Santa Fe developments such as the single-family neighborhood on Tower Road and the PID which stalled in the conceptual phase due to lack of supporting infrastructure. Whether the infrastructure is a new bridge over Dickinson Bayou, or extension of water and sewer utilities up FM 646, developers need to trust that the City can provide connection to roads, drainage, and utility systems to move their projects forward.

### STRATEGY 5 **Integrated Capital Improvement Plan**

With all of this policy planning, there is critical infrastructure that is needed to implement and catalyze development. We will help discover those needs and put a realistic price tag on the planning, design, and construction of those critical infrastructure elements. We will also be able to explore the benefits of planning for future amenities, like green infrastructure, transit options, and multi-modal connectivity.

## OPPORTUNITY 5

### **Infrastructure to Stimulate Development**

The Comprehensive Plan 2040 will help establish future land use, align infrastructure needs to support a Capital Improvement Plan, and align the public on where growth should be happening and more importantly, where it should not. From stormwater to trail integration, our Kimley-Horn team is equipped with the knowledge and insight to help discover and resolve critical policy needs that guide development, rather than deter it.



## Methodology to Complete Tasks

### ELEMENT 1 ←

## NEEDS ASSESSMENT AND VISION

The Needs Assessment is a structured discovery process which will provide a Needs and Opportunities list for the community Sounding Board to make recommendations for additions, revisions or deletions. The list must be reviewed by the Sounding Board with items going through the SWOT (strengths, weaknesses, opportunities, and threats) of the community and then prioritized as community objectives. Needs and Opportunities that the community identifies as high priority must be followed-up with the corresponding implementation measures, as in a Capital Improvements Plan.

The Needs Assessment will include a Market Position Assessment, which will synthesize a variety of baseline and historical factors to document the City's market position, including the use of real estate by various sectors of the local economy. These findings will shape the catalyst project analysis, design, and selection of performance measures and strategic framework for addressing the study area needs and objectives.

The planning process will help define a Vision Statement that will inspire and guide growth, as well as respond to the basic needs and desires of the community. The vision will be the result of engagement efforts, and foster a sense of responsibility and community pride, as well as encourage civic leadership. The vision will be compelling, yet realistic and easily comprehended by the diverse segments of the community.

<b>APR</b>	Project Kick Off Meeting Sounding Board (virtual) Draft Needs Assessment
<b>MAY</b>	Sounding Board (in person) Sounding Board (virtual) Draft Vision Plan
<b>JUN</b>	Final Needs Assessment and Vision Plan



▲ Example of Community Engagement and Needs Assessment

# ELEMENT 2

## CATALYST PROJECTS

Catalyst projects will be identified by first gaining an understanding of the areas that are highly susceptible to change. The intent of these catalyst sites will be to demonstrate how efficient the allocation of public resources is, and in effect, these resource allocations can spur private investments towards sites with the most potential, while still serving as catalysts for continued private investment. We will work with the Planning Department, Economic Development Corporation, the development community, and other knowledgeable agencies and individuals to identify these sites.

Catalytic projects for Santa Fe could include major infrastructure, such as a bridge over Dickinson Bayou, the development of a City Center including a new City Hall, Post Office, and multi-use, or strategic infill development to activate key areas.

For example, in the Corinth Comprehensive Plan, special attention was paid to remaining land within the City and specified key partnerships to realizing the development featured in the plan. The whole Comprehensive Plan was oriented toward three main principles, keeping the plan light, concise and driving towards a better quality of life for its citizens. These catalytic projects have been tested in walkable developments throughout the country, notably with the guidance of team member Brad Lonberger in the City of Roanoke, Texas.

JUN

- Sounding Board (in person)
- Sounding Board (virtual)
- Craft Catalyst Sites List

Example of Catalytic Project Implementation in Roanoke



# ELEMENT 3 ←

## PLAN REPORTING

The Santa Fe 2040 Comprehensive Plan deliverable (discussed in more detail below in List of Deliverables section) will provide a concise documentation of the study process, participants, issues, and recommendations. The Plan will be written for a diverse audience and rely heavily on the use of charts, graphs, tables, maps, and graphic exhibits to more effectively communicate ideas and information. The final Plan will be formatted for print as well as electronic distribution and will be posted on the project website.

These images can inspire developers and the public for the benefits of a project.

- JUN** Outline of Workbook
- JUL** Sounding Board (in person)  
Sounding Board (virtual)
- AUG** Draft Workbook  
Draft Poster Deliverable
- SEP** Final Maps  
Final Graphics Draft
- OCT** Final Workbook Deliverable  
Final Poster Deliverable



We will also provide a Santa Fe 2040 Overview Wall Poster (discussed in more detail below in List of Deliverables section) as a tangible reminder of the plan. The project poster will effectively brand the study results through a centerpiece map and supporting graphics and text. It will serve as a quick reference of the master plan recommendations. Even more importantly, it will serve as a reminder of the successful collaboration by plan participants. The poster will be formatted for print as well as electronic distribution and will be posted on the project website.

# ELEMENT 4

## IMPLEMENTATION PLAN

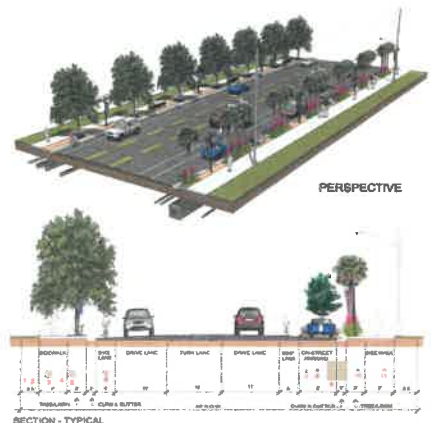
The implementation plan will be a part of the overall final deliverable, which will bring together the conceptual plan and the implementation strategies. This section will be the recipe for implementing the catalytic projects identified in the conceptual plan and needs assessment. The ingredients include the partnerships, critical infrastructure, policy recommendations, and Sounding Board leadership to walk through the step-by-step action plan for success. These implementation strategies may be organized by overarching goals or principles within the conceptual plan.

At this level of coordination, the implementation plan must suit the Santa Fe planning department's needs, as they will be the organizers for implementation and bringing the partners to the table. The Sounding Board will continue to serve as the keepers of the vision, guiding the Comprehensive Plan 2040 implementation, and helping with project coordination.

Our approach for Santa Fe's Comprehensive Plan 2040 will be to implement a plan that provides graphic steps that follow our vision all the way through to the phased action plan. Our action steps, partnerships, and funding strategies will start with quick-hit opportunities within reasonable costs and build towards larger, more transforming projects that require great funding capacity and partnerships. For example, we have created a strong link between the comprehensive plan vision and Capital Improvement Program in several of our client cities. When implementing a plan, near-term strategies are the most important steps in securing public satisfaction and confidence which presents established trust that the bigger projects will be executed appropriately and responsibly.

**AUG** Outline of Implementation Plan

**SEP** Sounding Board (in person)  
Sounding Board (virtual)  
Final Implementation Plan





# ELEMENT 5 ←

## PUBLIC ENGAGEMENT

Our team’s approach to the engagement and outreach process will be flexible; if necessary, we are well versed in the adjustment from in-person programs to virtual, and we will clearly document takeaways and key discussions from each session. We start this process with a Public Engagement Plan which will include tasks such as:

- ▶ *Developing, maintaining, and updating stakeholder database*
- ▶ *Developing project websites, including content development*
- ▶ *Coordinating public meetings - two virtual public meetings (2 meetings)*
- ▶ *Coordinating Sounding Board Meetings (up to 5 virtual meetings and up to 5 in person meetings)*
- ▶ *Developing up to two (2) public surveys to be hosted on the project website*

The engagement process will align with social media coordination and also use a branding strategy to filter into the catalytic projects as they are presented to the community. The Kimley-Horn team will plan and implement a Local Business Experience Event – a strategic event that will involve virtual and in-person engagement with the community and the discovery of local, small businesses in the District. We have successfully employed this type of engagement in other communities in which our team has used Developer Panels to help communicate development potential.

**APR** Advertise Community Meetings

**MAY** Community Meeting 1

**JUL** Community Meeting 2

**AUG** Sounding Board (in person)  
Sounding Board (virtual)

**SEP** Community Meeting 3

**OCT** Sounding Board (virtual)

**NOV** Public Hearing

**DEC** Council Adoption



## Work Schedule/Proposed Timeline

The following represents an overview of our work schedule and the proposed timeline of each Element.

*\*This schedule is subject to change during the scoping phase.*

	<b>ELEMENT 1</b>	<b>ELEMENT 2</b>	<b>ELEMENT 3</b>	<b>ELEMENT 4</b>	<b>ELEMENT 5</b>
<b>APR</b>	Project Kick Off Meeting Sounding Board (virtual) Draft Needs Assessment				Advertise Community Meetings
<b>MAY</b>	Sounding Board (in person) Sounding Board (virtual) Draft Vision Plan				Community Meeting 1
<b>JUN</b>	Final Needs Assessment and Vision Plan	Sounding Board (in person) Sounding Board (virtual) Craft Catalytic Sites List	Outline of Workbook		
<b>JUL</b>			Sounding Board (in person) Sounding Board (virtual)		Community Meeting 2
<b>AUG</b>			Draft Workbook Draft Poster Deliverable	Outline of Implementation Plan	Sounding Board (in person) Sounding Board (virtual)
<b>SEP</b>			Final Maps Final Graphics Draft	Sounding Board (in person) Sounding Board (virtual) Final Implementation Plan	Community Meeting 3
<b>OCT</b>			Final Workbook Deliverable Final Poster Deliverable		Sounding Board (virtual)
<b>NOV</b>					Public Hearing
<b>DEC</b>					Council Adoption

## List of Deliverables

*\*Shape file(s)/digital file(s) will be given for all deliverables.*

Kimley-Horn is experienced with making use of the best available planning tools to make your project a success. We intend to provide the following deliverables:

- ▶ **Santa Fe Comprehensive Plan 2040 Workbook (print and digital):** This deliverable is intended to provide a concise documentation of the study process, participants, issues, and recommendations. The report will be written for a diverse audience and rely heavily on the use of charts, graphs, tables, maps, and graphic exhibits to communicate ideas and information. The final workbook will be formatted for print as well as electronic distribution and will be posted on the project website.
- ▶ **Santa Fe Comprehensive Plan 2040 Overview Wall Poster (print and digital):** Our team is committed to concluding the project with solid reporting and tangible reminders. Therefore, a project poster will be created that effectively brands the study results through a centerpiece map with supporting graphics and text. It is intended to serve as a quick reference of the Comprehensive Plan 2040 recommendations, as well as a reminder of the successful collaboration by plan participants. The poster will be formatted for print as well as electronic distribution and will be posted on the project website.
- ▶ **Technical Documentation:** The technical documentation is likely intended for limited production and represents a compilation of white papers, technical analysis, and GIS databases. Kimley-Horn wants to leave the Santa Fe Sounding Board with information that is easily accessible for individuals, agencies, and organizations that will benefit from access to the information generated during the planning process. This information will become especially useful to the City of Santa Fe in future implementation phases, such as future code writing, policy development, and comprehensive plan updates.
- ▶ **Online Engagement:** Online engagement is a cost-effective technique for reaching out to the public. We will partner with Santa Fe to determine how best to interface with the City's established online and social media techniques. For similar projects, we have used online survey tools such as MetroQuest, PublicInput.com, Wikimapping, and Survey Monkey. In those scenarios, we wrote targeted questions and provided intentional activities to align with the type of feedback we received during in-person committee meetings and workshops so that we could receive maximum benefits from the data we collected. If the Planning Department does not have a different preference, we highly suggest MetroQuest, and have received significantly impressionable results with this tool in previous projects.
- ▶ **Mapping and Design Software Capabilities:** Our team of technical experts gives life to data through Geographic Information Systems (GIS) and Computer Aided Design (CAD). Our enterprise data management professionals work with ESRI ArcGIS every day to perform complex analysis of land use scenarios. We design infrastructure projects in multiple CAD packages such as Microstation and AutoDesk AutoCADD Civil 3D. We have the tools to design with virtually any dataset available and to create new designs, if needed. With a team of planners, engineers, and landscape architects on hand, we have the in-house capabilities to balance engineered constructability with a softer communication delivery. In addition, Key maps will include:
  - » Location Maps
  - » Existing Land Use Maps
  - » Future Land Use Maps
  - » Character Area Map, Entitlements Maps
  - » Areas Requiring Special Attention Maps
  - » Natural Features Maps
  - » Existing Transportation Facilities Maps
  - » Transportation Plan Maps
  - » Community Service Facilities Maps
- ▶ **CityEngine:** We have extended our 3D capabilities with ESRI's CityEngine, which creates procedurally based models using our GIS and CAD files. This rapid graphic engine provides the public with scenario-based options that look more like real-life renderings.
- ▶ **Visualization:** A picture is worth a thousand words, and Kimley-Horn specializes in great project visualization. Our staff can create hand drawings, photo simulations, and 3D models designed with the intended audience in mind. We also use the entire Adobe Creative Suite to bring standard GIS maps to life. When static pictures are not enough, we can create video footage of 3D fly-through simulations. For example:



▲ **Woodrow Road concept - Loop 493**  
Example of a 3D fly-through simulation through a QR code

## D. ORGANIZATION PROFILE AND QUALIFICATIONS

### Kimley-Horn and Associates, Inc.

Our Kimley-Horn staff have a hard-earned reputation for continually raising the bar, setting the industry standard, and turning our clients into enthusiastic fans. The key staff members assigned to the Comprehensive Plan 2040 possess the necessary qualifications to perform the work. For more than 54 years, Kimley-Horn has been providing planning and engineering consulting services to clients nationwide. We believe that the best way to attain a sustainable and livable community is to truly listen to its residents, stakeholders, and City personnel so that we can develop insightful solutions that can deliver practical results that consistently exceed our clients' expectations. By understanding the needs of the City, we can incorporate our community planning philosophy, which integrates planning and design principles with sustainable infrastructure to help communities create a stronger sense of place; leverage past and current infrastructure improvements; improve pedestrian and bike infrastructure, and access to transit and greenspace amenities; and turn housing and economic development into a unified vision and implementation plan. Our highly qualified team is designed to efficiently and effectively craft a plan for lasting change for the City of Santa Fe.

### Subconsultant Partner

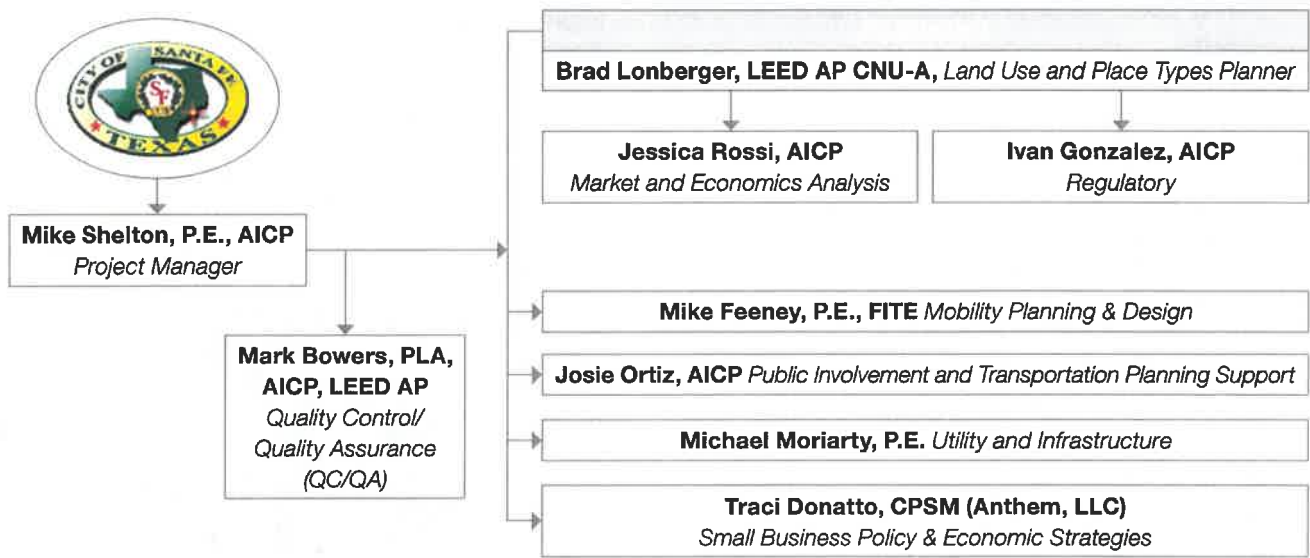
#### ANTHEM, LLC

Anthem, LLC is a WBE/HUB/SBE-certified, employee-owned endeavor out to change the profession of economic development by working to become one of the first certified B-Corporations in the United States in their field of expertise. They lean into transformations of the economic development landscape in a way that massive corporate service providers cannot because they focus on organic growth. The Anthem, LLC team leverages a community's existing assets to empower small businesses and the expansion of the entrepreneurship ecosystem to include often-overlooked industries like agriculture and mid-sized manufacturing.

## E. QUALIFICATIONS OF KEY PERSONNEL

### Organizational Chart

The following proposed team members have been selected for their specific expertise and availability to serve the City of Santa Fe for the duration of this project. Leadership in our Houston office considered the needs of the City for this specific development and tailored our team to provide a highly qualified project manager, planners, mobility specialists, utility, and infrastructure designers and subconsultants to deliver the most effective solutions for the City.



## Key Personnel



**55% AVAILABILITY**

### Education

*Bachelor of Science,  
Environmental  
Science, Texas  
Christian University*

*Master of Science,  
Environmental  
Science, University  
of North Texas*

### Professional Credentials

*Professional  
Engineer in Texas  
(No. 118033) and  
California  
(No. 95893)*

*AICP certified  
planner (No.  
017422)*

*VP of Gulf Coast  
Chapter of the  
Underground  
Construction  
Technology  
Association (UCTA)*

## Mike Shelton, P.E., AICP

### PROJECT MANAGER

Mike offers 26 years of relevant municipal planning and engineering design experience. Mike has been an active member of the American Institute of Certified Planners since 2002. As a planner, Mike is experienced in coordination of diverse groups within municipal organizations. As an engineer, he has provided design services for water and wastewater systems as well as construction administration. Mike has managed numerous asset inventory projects for municipal capital improvement planning and future growth management activities. Mike's practice has been focused on city planning and infrastructure for small municipalities.

His experience in system planning, design, permitting and asset management projects allow him to coordinate multi-disciplinary projects. As a project manager, he is adept at creating more than just a planning document but a plan that can be implemented through coordination with diverse agencies and construction.

### Relevant Experience

- ▶ Santa Fe Utility Master Plan | Santa Fe, TX
- ▶ Santa Fe Land Use Map and Future Land Use Plan | Santa Fe, TX
- ▶ Saginaw Comprehensive Plan (multiple 5-year updates) | Saginaw, TX
- ▶ Capital Improvement Plan | Saginaw, TX
- ▶ Forest Hill Comprehensive Plan | Forest Hill, TX
- ▶ Gainesville Comprehensive Street and Utility Master Plan | Gainesville, TX
- ▶ Development Review Services | Dayton, TX
- ▶ Design Criteria and Standards Update | Dayton, TX
- ▶ Dayton Comprehensive Pavement Master Plan | Dayton, TX
- ▶ Development Review Services | Decatur, TX
- ▶ Utility Impact Fee Update | Decatur, TX
- ▶ Design Standards Update | League City, TX
- ▶ Graham WWTP Master Plan | Graham, TX
- ▶ Development Reviews | Decatur, TX
- ▶ Roanoke Zoning Map Update | Roanoke, TX
- ▶ Broadway Corridor Development Plan | Pearland, TX
- ▶ West University Place WWTP Master Plan | West University Place, TX
- ▶ Lake Worth Land Use Map | Lake Worth, TX
- ▶ Utility Mapping and Work Order System | Gainesville, TX
- ▶ GIS Water and Sewer System Mapping | Decatur, TX
- ▶ GIS Utility Mapping | Vernon, TX
- ▶ City-wide Planning GIS Map | Lake Worth, TX
- ▶ Shelby Comprehensive Water Master Plan | Shelby, NC
- ▶ Midlothian City Map | Midlothian, TX



**30% AVAILABILITY**

### Education

*Master of Landscape Architecture, University of Colorado at Denver*

*Bachelor of Science, Landscape Architecture, University of Texas at Arlington*

### Professional Credentials

*Professional Landscape Architect in Texas (No.1586)*

*AICP certified planner (No. 110145)*

*LEED Accredited Professional*

*American Planning Association, Member*

*American Society of Landscape Architects, Member*

*Fluent in speaking/writing in Spanish*

## Mark Bowers, PLA, AICP, LEED AP QC/QA MANAGER

Mark brings 30 years of urban design and landscape architectural experience and has extensive experience in the project management and planning of comprehensive plans, corridor plans, downtown plans, area plans, zoning ordinances, streetscape projects, neighborhood park projects, trails projects, comprehensive parks and open space plans, campus master plans, transportation enhancement projects, and transit projects. His extensive background and skill set is sought after by clients, and his portfolio of work includes numerous repeat clients.

### Relevant Experience

- ▶ Anna Comprehensive Plan | Anna, TX
- ▶ Princeton Comprehensive Plan Update | Princeton, TX
- ▶ Energy Corridor District Memorial / Eldridge Enhancement | Houston, TX\*
- ▶ Upper Kirby Streetscape | Houston, TX\*
- ▶ Weatherford General Plan | Weatherford, TX
- ▶ Kerrville2050 Comprehensive Plan | Kerrville, TX
- ▶ One McKinney 2040 Comprehensive Plan | McKinney, TX
- ▶ Lewisville Zoning and Subdivision Ordinance Overhaul | Lewisville, TX
- ▶ Kerrville Zoning and Subdivision Ordinance Updates | Kerrville, TX
- ▶ Old Town Prosper Architectural Standards | Prosper, TX
- ▶ Bulverde Land Use Plan, Official Zoning Map and Citywide Zoning Ordinance | Bulverde, TX
- ▶ Frisco Comprehensive Plan Update | Frisco, TX
- ▶ Lancaster Comprehensive Plan Update | Lancaster, TX
- ▶ Dacono Comprehensive Plan | Dacono, CO
- ▶ Realize Rowlett 2020 Comprehensive Plan | Rowlett, TX\*
- ▶ Realize Rowlett 2020 Form Based Code and Standards | Rowlett, TX\*
- ▶ Rowlett Comprehensive Plan 1996 | Rowlett, TX\*
- ▶ Rowlett Zoning Ordinance 1996 | Rowlett, TX\*
- ▶ Coppell Comprehensive Plan | Coppell, TX\*
- ▶ Bellaire Comprehensive Plan | Bellaire, TX\*
- ▶ Flower Mound Comprehensive Plan | Flower Mound, TX\*
- ▶ College Station Comprehensive Plan | College Station, TX\*
- ▶ Canyon Comprehensive Plan | Canyon, TX\*
- ▶ Denton Comprehensive Plan | Denton, TX\*
- ▶ McKinney Comprehensive Master Plan | McKinney, TX\*
- ▶ Trinity River Comprehensive Land Use and Implementation Plan | Dallas, TX\*
- ▶ Mesquite Downtown Infrastructure Plan | Mesquite, TX
- ▶ Lewisville Small Area Plans | Lewisville, TX
- ▶ Addison Special Area Study – Sam's Club Site | Addison, TX
- ▶ Addison Special Area Study – Addison Circle | Addison, TX
- ▶ Richardson DART Cotton Belt Enhancement Study | Richardson, TX
- ▶ Garland Downtown Streets / Urban Design | Garland, TX
- ▶ Richardson Galatyn Plaza Redesign | Richardson, TX

*\*Experience completed prior to joining Kimley-Horn*



45% AVAILABILITY

**Professional Credentials**

*Executive Master of Business Administration, Quantic School of Business and Technology*

*Master of Architecture, Suburb and Town Design (Urban Design/Planning), University of Miami*

*Bachelor of Architecture, University of Miami*

*LEED Accredited Professional, US Green Building Council*

*Congress for the New Urbanism Accredited, CNU-A*

**Brad Lonberger, LEED AP, CNU-A**  
LAND USE AND PLACE TYPES PLANNER

Brad is a seasoned urban planner and designer with 15 years of experience, specializing in community plans, corridor redevelopment, and context-sensitive design approaches. He believes there is an inextricable link between transportation and development where the design of the transportation network can significantly impact the outcomes of the adjacent development. Brad focuses on how development and economic impact guide critical decisions about design implications that have real-world fiscal impacts and return on investment. He joined Kimley-Horn about a year ago and works on infill, suburban, corridor, area, and mixed-use development projects.

**Relevant Experience**

- ▶ Corinth Comprehensive Plan Update and Master Parks/Trails Plan | Corinth, TX
- ▶ Unified Development Code | Claremore, OK
- ▶ Strategic Plan | Pasadena, TX
- ▶ Little Elm Lakefront Development Strategy | Little Elm, TX
- ▶ Bryan Midtown Revitalization Plan | Bryan, TX
- ▶ Convention Center and Rodeo Development Master Plan | Pasadena, TX\*
- ▶ Dallas Strategic Mobility Plan | Dallas, TX
- ▶ Trinity Lakes 200-Acre Mixed-Use Transit-Oriented Development | TX
- ▶ Dallas CityMAP | Dallas, TX\*

*\*Experience completed prior to joining Kimley-Horn*



35% AVAILABILITY

**Professional Credentials**

*Master of Arts, Community and Regional Planning, University of Rhode Island*

*Bachelor of Arts, Environmental Studies and Political Science, Alfred University*

*AICP certified planner in North Carolina (No. 164330)*

**Jessica Rossi, AICP**  
MARKET & ECONOMICS ANALYSIS

With more than 16 years of real estate market research and planning experience, Jessica brings a uniquely comprehensive perspective to all consulting assignments. She works on a wide variety of comprehensive planning and economic development assignments for local governments and regional agencies. Her involvement provides clients with detailed insights into demographic and development trends as well as the fiscal implications of different growth scenarios. Developer and investor clients also rely on Jessica's insight to determine demand for commercial and residential projects, and to recommend specific concepts to maximize marketability and value. As a national resource for the firm, Jessica has participated in assignments throughout the United States, including the Houston metroplex.

**Relevant Experience**

- ▶ Town Center Market Analysis | The Woodlands, TX
- ▶ Comprehensive Plan | Princeton, TX
- ▶ Raiford Road Site Residential Market Analysis | Carrollton, TX
- ▶ Silverstone Residential Market Analysis | Conroe, TX
- ▶ Forward Monroe Comprehensive Plan | Monroe, NC
- ▶ Comprehensive Community Plan | Westerville, OH
- ▶ Comprehensive Land Use and Recreation Plan | Mount Holly, NC
- ▶ Downtown Fairburn Livable Centers Initiative | Fairburn, GA
- ▶ Envision Loudoun Comprehensive Plan | Loudoun County, VA
- ▶ Community Strategic Vision Plan | Greer, SC
- ▶ Comprehensive Plan | Fort Mill, NC



**35% AVAILABILITY**

**Professional Credentials**

*Bachelor of Science, Community & Regional Planning, Iowa State University*

*Bachelor of Science, International Studies, Iowa State University*

*AICP certified planner (No. 31581)*

## Iván Gonzalez, AICP

### REGULATORY

Iván has over six years of experience in city planning. His skills include neighborhood and preservation planning, zoning and subdivision ordinance writing, and staff level implementation. Iván is bilingual with extensive experience in project managing, public speaking and facilitation in English/Spanish. A former City Planner for the Cities of Lubbock and Cedar Rapids, he knows what drives the public and will be an excellent extension of City staff.

**Relevant Experience**

- ▶ Aledo Downtown Master Plan | Aledo, TX
- ▶ Celina Downtown Form-Based Zoning Code | Celina, TX
- ▶ Krum Downtown Master Plan | Krum, TX
- ▶ Wolfforth Comprehensive Plan Update | Wolfforth, TX
- ▶ Strategic Plan | Pasadena, TX
- ▶ Comprehensive Plan and Parks & Trails Plan | Corinth, TX
- ▶ Comprehensive Plan | Lubbock, TX\*
- ▶ Unified Development Code | Lubbock, TX\*
- ▶ Downtown Master Plan | Lubbock, TX\*
- ▶ Historic Preservation Officer | Lubbock, TX\*
- ▶ Historic Preservation Guidelines | Cedar Rapids, IA\*
- ▶ Right-of-Way Planning & Specifications Manual | Cedar Rapids, IA\*
- ▶ Northwest Neighborhood Action Plan | Cedar Rapids, IA\*

*\*Experience completed prior to joining Kimley-Horn*



**30% AVAILABILITY**

**Professional Credentials**

*Master of Science, Civil Engineering, Virginia Polytechnic Institute & State University*

*Bachelor of Science, Civil Engineering, Virginia Polytechnic Institute & State University*

*Professional Engineer in Texas (No. 90417) and New York (No. 075446)*

*Institute of Transportation Engineers (ITE) – Fellow*

## Michael A. Feeney, P.E., FITE

### MOBILITY PLANNING & DESIGN

Michael is a leader in the transportation planning, traffic engineering, and transit arena with more than 30 years of progressive experience in project management, traffic engineering, transportation and transit planning, ITS, and GIS. This experience includes corridor and regional studies, transportation and transit planning and design, traffic signal and communications design, statistical modeling and analysis, traffic data collection, development of benefit-cost ratios, user delay costs and public outreach. He has extensive experience dealing with Local, State and Federal agencies as well as projects requiring multiple agency coordination and innovative public involvement. His specific responsibilities have included planning, organizing, and preparing engineering reports, studies, design, and contract documents on both public and private sector projects.

**Relevant Experience**

- ▶ Broadway Corridor Development Plan, Pearland Economic Development Corporation | Pearland, TX
- ▶ Sugar Land Thoroughfare Master Plan Update | Sugar Land, TX
- ▶ H-GAC SH 146 Subregional Plan | City of Baytown, City of Mont Belvieu, and TxDOT, TX
- ▶ Brazoria County Thoroughfare Plan | Brazoria County, TX
- ▶ H-GAC Pedestrian and Bicyclist Special District Studies (5) | Airline Improvement District, Galveston, Houston Fifth Ward, Montrose Neighborhood, Sugar Land Town Center, TX
- ▶ Harris County Precinct 2 Transportation Master Plan | Harris County, TX
- ▶ Houston Commuter Rail Feasibility Study, Gulf Coast Rail District | Houston, TX





**50% AVAILABILITY**

**Professional Credentials**

*Master of Urban and Regional Planning, Humphrey School of Public Affairs, Minneapolis, MN*

*Bachelor of Urban Studies, University of Minnesota, Twin Cities*

*AICP certified planner (No. 29338)*

## Josie Ortiz, AICP

### PUBLIC INVOLVEMENT & TRANSPORTATION PLANNING SUPPORT

Josie has more than seven years of experience in transportation and land use planning, both in the public and private sectors. Her areas of expertise include transportation planning, community engagement, multimodal planning, micromobility, land use planning, neighborhood traffic management, and traffic impact analysis studies. Josie is also proficient in ArcGIS and code review. She has led planning efforts at project site, neighborhood, city-wide, and regional levels. She is proficient with modern outreach and data collection tools (ArcGIS, Bang the Table, Social Pinpoint, MetroQuest) to gather data and coordinate with stakeholders. Jose spent the first five years of her career working for the City of Houston Planning Department prior to joining Kimley-Horn.

**Relevant Experience**

- ▶ Brazoria County Thoroughfare Plan | Brazoria County, TX
- ▶ City of Houston Bike Plan | Houston, TX
- ▶ City of Houston General Plan | Houston TX
- ▶ Major Thoroughfare and Freeway Plan | Houston, TX
- ▶ Transit Corridor Ordinance Database | Houston, TX
- ▶ Transportation Master Plan | Greenwood Village, CO\*
- ▶ Interstate 25 and Belleview Avenue Interchange Improvement Study | Greenwood Village, CO
- ▶ Neighborhood Traffic Management Program | Greenwood Village, CO

*\*Experience completed prior to joining Kimley-Horn*



**60% AVAILABILITY**

**Professional Credentials**

*Master of Environmental Engineering, Texas Tech University*

*Bachelor of Science, Environmental Engineering, Texas Tech University*

*Professional Engineer in Texas (No. 129086)*

*American Public Works Association, Member*

## Michael Moriarty, P.E

### UTILITY AND INFRASTRUCTURE

Michael's professional experience includes lift station, wastewater treatment plant, and water supply plant design for a variety of projects in Texas public and private sectors. He has been the lead design engineer for projects focused on designing and optimizing treatment plants and in the design and selection of pumps. Michael has been involved in projects related to wastewater treatment plants, sanitary lift stations, and storm water pump stations.

**Relevant Experience**

- ▶ Galveston County Water Control and Improvement District No. 8 Water and Wastewater System Analysis | Santa Fe, TX
- ▶ City of Rhome Water and Wastewater Master Plan | Rhome, TX
- ▶ Wastewater Treatment Plant Master Plan | West University Place, TX
- ▶ SJRA WWTF1 Odor Control Masterplan | The Woodlands, TX
- ▶ Black Branch Wastewater Treatment Plant – Phase I | TX
- ▶ Babcock Ranch Reverse Osmosis Plant Preliminary Engineering Report | Babcock Ranch, FL
- ▶ Fort Bend MUD 134A Water Plant Expansion and Water Well | Richmond, TX
- ▶ Harris County Municipal Utility District No. 495 Onsite Lift Station | Houston, TX\*
- ▶ Katy Pointe Lift Station | Houston, TX\*
- ▶ Barton Woods Lift Station | Conroe, TX\*

*\*Experience completed prior to joining Kimley-Horn*



## **TRACI DONATTO, CPSM** *Anthem, LLC* **SMALL BUSINESS POLICY & ECONOMIC STRATEGIES**

Traci's 15-year career has spanned both the private and public sectors on projects ranging in size and value from <\$1 million to greater than \$100 million, and clients appreciate her ability to identify motivators and generate consensus around narratives that change lives. She is a management consultant changing the way economic development is done through increasing opportunities for equity in the policy, built, and capital environments. She helps cities and businesses grow their capacity by embracing their values.

Prior to practicing at Anthem, LLC full-time, Ms. Donatto held roles as a Director of Global Strategy for Newmark, one of the world's largest commercial real estate firms, as an economic development consultant for a regional Houston firm, and as the youngest-ever Director of Economic Development for the Economic Alliance Houston Port Region, where she delivered over \$427 million in capital investment and one thousand new jobs during her tenure.

### **Relevant Experience**

- ▶ City of Cedar Hill Economic Development Strategic Plan (in progress) \*
- ▶ H-GAC Airline Improvement District Livable Centers Study
- ▶ H-GAC Pearland/Northern Brazoria County SPI
- ▶ Tomball Four Corners Shopping Center
- ▶ City of Houston Deannexation
- ▶ Texas A&M University Project Management Strategic Plan

### **Professional Credentials**

*Bachelor of Arts, Political Science, Texas State University*

*Master of Applied Geology, Land and Area Development, Texas State University*

*Certified Professional Services Marketer (CPSM)*

*Globe St. Woman of Influence (2020)*

## REQUIRED FORMS

**Proof of Insurance**

**Supplemental Information**

**Affidavit of No Prohibited  
Interest**

**COI Form**



## SUPPLEMENTAL INFORMATION

Please provide the following information for contract development.

Is your firm?

- |                        |   |  |
|------------------------|---|--|
| 1. Sole Proprietorship | <input type="checkbox"/> YES            | <input checked="" type="checkbox"/> NO |
| 2. Partnership         | <input type="checkbox"/> YES            | <input checked="" type="checkbox"/> NO |
| 3. Corporation         | <input checked="" type="checkbox"/> YES | <input type="checkbox"/> NO            |

If company is a sole proprietorship, list the owner's full legal name:

N/A

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If company is a partnership, list the partners' full legal names:

N/A

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If company is a corporation, list the full legal name as listed on the corporate charter, and the state in which the firm is incorporated:

Kimley-Horn and Associates, Inc., North Carolina

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**AFFIDAVIT OF NO PROHIBITED INTEREST**  
(Supplemental Information)

(I) (WE), the undersigned declare and affirm that no person or officer in (my) (our) firm, business, corporation, or board has or will have during the term of this contract a prohibited interest as that is defined in City Charter.

(I) (WE) further understand and acknowledge that the existence of a prohibited interest at any time during the term of this contract will render the contract voidable.

Name of Contractor: Kimley-Horn and Associates, Inc.

Title of Officer: Vice President

Signature of Contractor: 

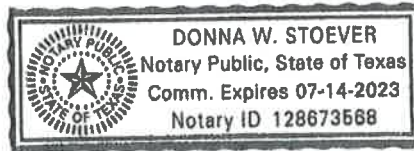
Date: February 9, 2021


**ACKNOWLEDGMENT**

STATE OF Texas \*  
\*  
COUNTY OF Harris \*

BEFORE ME, the undersigned authority, on this day personally appeared, a corporation, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same as the act and deed of (company name) Kimley-Horn and Associates, Inc., for the purposes and consideration therein expressed and in the capacity therein stated.

GIVEN under my hand and seal of office this the 9<sup>th</sup> day of February, 2021



  
Signature of Notary Public in and for the State of Texas

STAMP

CITY OF SANTA FE

**CIQ Form - To be completed by the SUBMITTER and Submitted with SUBMITTAL**

<b>CONFLICT OF INTEREST QUESTIONNAIRE</b> For vendor doing business with local governmental entity		<b>FORM CIQ</b>
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).</p> <p>By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	<b>OFFICE USE ONLY</b>	
<p><b>1</b> Name of vendor who has a business relationship with local governmental entity.</p> <p style="text-align: center; margin-left: 100px;">N/A</p>	Date Received   	
<p><b>2</b> <input type="checkbox"/> Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)</p>		
<p><b>2</b> Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center; margin-left: 100px;">N/A</p> <p style="text-align: center; margin-left: 100px;">_____ Name of Officer</p>		
<p><b>4</b> Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.</p> <p style="margin-left: 40px;">A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?</p> <p style="margin-left: 100px;"> <input type="checkbox"/> Yes      <input checked="" type="checkbox"/> No                 </p> <p style="margin-left: 40px;">B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?</p> <p style="margin-left: 100px;"> <input type="checkbox"/> Yes      <input checked="" type="checkbox"/> No                 </p>		
<p><b>5</b> Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.</p> <p style="text-align: center; margin-left: 100px;">N/A</p>		
<p><b>6</b> <input type="checkbox"/> Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).</p>		
<p><b>7</b> </p> <p style="text-align: center; margin-left: 100px;">_____ Signature of vendor doing business with the governmental entity</p>		<p style="text-align: center; margin-left: 100px;">February 9, 2021 _____ Date</p>

## Stacey Baker

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**From:** Stacey Baker  
**Sent:** Tuesday, May 4, 2021 9:56 AM  
**To:** Fidencio Leija; Matt Crable; Ashley Carner; Bobby Wylie; Gregg Vicknair; Blu Baillio; rancher42095@aol.com; Robert Bracknell  
**Subject:** FW: Comprehensive Plan and Avenue P Project  
**Attachments:** CGA\_RFQ\_City of Santa Fe TX 2040 Comp Plan\_Final Version.pdf; FNI Response to City of Santa Fe Comprehensive Plan 2040.pdf; Santa Fe Comprehensive Plan 2040\_Kimley-Horn Qualifications.pdf

Please see the email below from Glen regarding the attached.

**From:** Glen Adams <gadams@ci.santa-fe.tx.us>  
**Sent:** Tuesday, May 4, 2021 9:51 AM  
**To:** Stacey Baker <sbaker@ci.santa-fe.tx.us>  
**Subject:** Comprehensive Plan and Avenue P Project

Stacey, I'd like to talk to the EDC about supporting both of these at their next EDC meeting.

The attached are the three companies that sent in their Qualifications to do our Comprehensive Plan. Please share them with the EDC, they don't have to read them fully, but should be aware all three are qualified and depending on how you score them there is clearly a 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> place. But I believe all three should be allowed to talk to committee or board designated by the City and EDC to interview and select the Company to develop the Comprehensive Plan.

V/R  
Glen

Glen T. Adams  
City Manager  
Santa Fe, Texas  
409-925-6412  
Cell 409-739-1208  
[gadams@ci.santa-fe.tx.us](mailto:gadams@ci.santa-fe.tx.us)

Texas Municipal League Delegate  
Board Member Santa Fe Chamber of Commerce

Honor the past – Imagine the Future!  
Help your neighbor - shop Santa Fe local!

Attention Public Officials: A "Reply to All" of this email could lead to violations of the Texas Open Meetings Act. A "Forward" of this email to another public official could also lead to violations of the Texas Open Meetings Act if a quorum is eventually involved. Please reply only to the sender.



**BUSINESS OF THE EDC  
CITY OF SANTA FE, TEXAS**

**SUBJECT:** Discussion and Possible Action: Discuss the current City of Santa Fe administered EDC Director's position and discuss interim, part-time, and full time options

**FOR AGENDA OF:** 05/19/2021

**DATE SUBMITTED:** 5/13/2021

**SUBMITTED BY:** Stacey Baker

**REVIEWED BY:** President

**EXHIBITS:**

---

Proposed Expenditure:       \$

Amount Budgeted:         \$

Treasurer: \_\_\_\_\_

Explanation:

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**BACKGROUND INFORMATION**

Stacey Baker will be taking on a new role with the city as the Community Services Director. She will not be assisting the EDC for much longer. The City of Santa Fe administers this position of which has many duties other than the EDC. A new finance position has been created for and advertised out to assist with EDC, city grants, finance, and assist the City Secretary. The board should discuss this matter.

**RECOMMENDED ACTION**

**CITY OF SANTA FE  
EMPLOYMENT OPPORTUNITY**

<b>JOB TITLE:</b>	Finance Director	<b>DEPARTMENT:</b>	Administration
<b>REPORTS TO:</b>	City Manager	<b>FLSA:</b>	Exempt
<b>SALARY:</b>	\$80,000/annually		
<b>APPLICATION DEADLINE:</b>	5/24/2021		

**JOB SUMMARY:** Under general administrative direction from the City Manager and policy direction from the City Council, manages, plans, directs, and reviews the activities of the city's finance operations, including financial policy and administration, accounts payable, payroll, tax collection reconciliation, purchasing, cash management, debt, and budget; coordinates activities with other city departments and outside agencies; provides highly responsible and complex accounting support to the City Manager; provides administrative support and financial management services to the Santa Fe Economic Development Corporation (EDC); exercises direct supervision over accounting clerk; and does related work as required.

**ESSENTIAL JOB FUNCTIONS AND RESPONSIBILITIES:**

Assumes full management responsibility for all finance activities including financial policy and administration, accounts payable, payroll, purchasing, cash management, debt, and budget; reviews, recommends, and administers internal accounting control policies and procedures in accordance with accounting principles and legal and reporting requirements; provides staff support; makes formal and informal presentations on city's financial activities and position; Develops, monitors, evaluates, and implements goals, objectives, policies and priorities for finance operations; administers the city's investment program; approves maturing and reinvestment actions; provides advice and guidance on cash management and investment strategies and policies; prepares and presents investment reports; Prepares monthly financial statements; coordinates the annual independent financial audit; prepares revenue and expenditure forecasts; reviews economic and financial trend analysis; directs and oversees the preparation, development and administration of the city's operating and capital budgets; approves and controls expenditures as specified by the approved budgets; and recommends and implements budgetary adjustments; Provides accounting and financial management services and support to the Santa Fe Economic Development Corporation; manages the investment of economic development funds; prepares the annual budget and monthly financial statements; prepares, distributes, and posts meeting notices and agendas; records minutes; attends meetings of the Corporation's Board of Directors; Coordinates financial advisory services for bond issues and initiatives; reviews, updates, and maintains fixed asset inventory; maintains vendor bid lists and coordinates formal bids; assists in preparation of bid packets and review of bid submissions for various services and equipment; Serves as the city's grant manager to support the various grant-funded programs, efforts, and activities, including but not limited to, the Victims of Crime Act (VOCA), Texas General Land Office (GLO), Texas Department of Agriculture (TDA), Texas Department of Emergency Management, and various local grant programs.

**OTHER JOB FUNCTIONS:**

Answers telephones and operates various office equipment, such as copiers, fax machines, calculators, computers, and scanners; sits at desk and in meetings for long periods of time; carries, drags, lifts, pulls, and pushes supplies, computer paper, cartons of computer ribbon, etc. weighing up to 30 pounds; loads printer, copier, fax machine, etc. with paper; stoops, squats, kneels, climbs and stretches to reach areas of the work site for retrieval of supplies and records, routine cleaning, and inspection; and some exposure to dust, odor, electrical, and mechanical hazards, using proper safety precautions.

**REQUIRED EDUCATION, DEGREES, CERTIFICATES, AND LICENSE:**

Bachelor's degree in Finance, Accounting, Economics, Business, Public Administration (with finance/budgeting emphasis) or related field; Certified Public Accountant and/or Certified Government Finance Officer, preferred;

**EXPERIENCE, TRAINING, KNOWLEDGE, AND SKILLS:**

At least five years increasingly responsible experience in financial accounting, public finance, investment or a closely related field including three years of administrative and supervisory responsibility required; thorough knowledge of generally accepted accounting principles; knowledge of municipal finance principles and municipal budgetary principles and practices; ability to prepare and analyze clear and concise administrative and financial reports and correspondence; knowledge of purchasing regulations, laws, and practices; knowledge of the methods and procedures used in the collection, reporting, deposit and safekeeping of cash assets; skilled in working with numbers and statistical data and ability to perform advanced accounting calculations; knowledge of financial analysis techniques; ability to interpret and apply federal, state, and local policies, laws and regulations; knowledge of fund investment policies, practices, and regulations; ability to read, understand and interpret written laws and regulations; knowledge of English language, including proper usage, grammar, spelling, and punctuation; good organizational skills; ability to communicate orally and develop and make formal presentations; ability to establish and maintain an effective working relationship and to communicate with board members, departmental personnel, other city employees, and the public; ability to use tact and diplomacy and consistently establish rapport and cooperation from all levels of employees; and ability to make sound decisions and work independently.

**BENEFITS:** The City offers competitive benefits, including vacation, sick leave, retirement plan, and medical insurance. The City does not participate in the social security program.

**HOW TO APPLY:** Obtain employment application at [www.ci.santa-fe.tx.us](http://www.ci.santa-fe.tx.us). Complete and submit application and resume' to the City of Santa Fe Personnel Office, 12002 Hwy. 6, P. O. Box 950, Santa Fe, TX 77510-0950, or by email to [janet@ci.santa-fe.tx.us](mailto:janet@ci.santa-fe.tx.us).

**BUSINESS OF THE EDC  
CITY OF SANTA FE, TEXAS**

**SUBJECT:** Discuss the current board members expiring terms and making application to the City Council for reappointment

**FOR AGENDA OF:** 05/19/2021

**DATE SUBMITTED:** 5/13/2021

**SUBMITTED BY:** Stacey Baker

**REVIEWED BY:** President

**EXHIBITS:**

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Proposed Expenditure:     \$

Amount Budgeted:         \$

Treasurer: \_\_\_\_\_

Explanation:

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**BACKGROUND INFORMATION**

The current term limits for the EDC board is a 2 year term of which expires in June 2021. The current board must complete an application to City Council for reappointment to the board.

**RECOMMENDED ACTION**

# CITY OF SANTA FE SECTION 4B ECONOMIC DEVELOPMENT CORPORATION

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## Board Member Application Form

Name: \_\_\_\_\_

Home Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Business Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

Length of residency in the city: \_\_\_\_\_ years \_\_\_\_\_ months

Reason for wanting to serve:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Briefly describe your experience and/or qualifications to serve as a board member:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

EDC meetings are held the last Tuesday of the month at 7:00 p.m. at City Hall and special meetings may be called if needed. Will you be able to attend these meetings? \_\_\_\_\_ YES

\_\_\_\_\_ NO Reason: \_\_\_\_\_

Do you understand that this is a volunteer position and it is not a paid position? \_\_\_\_\_

EDC is governed by Santa Fe City Council. All projects, funds, and board member applicants will be voted on and approved by City Council during council meetings. Your application will be given to City Council for review. You will be notified by staff with the date your application will be on the agenda. Staff will notify you if you are appointed to the EDC board.

\_\_\_\_\_ YES, I am willing to serve on the EDC board.

Would you like to be placed on a waiting list in the event that the city receives more applicants than there are positions available? \_\_\_\_\_ YES \_\_\_\_\_ NO

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

*The Santa Fe City Council and the Economic Development Board would like to thank you for your interest and your service to the community!*