



MIXED-USE DISTRICT HIGHEST & BEST USE

market demand, financial feasibility,
& economic impact study

City of Manor, Texas
Attn: Scott Moore, City Manager



TBG





March 22, 2024

City of Manor
Attn: Scott Moore, City Manager
smoore@manortx.gov

Mr. Moore,

Hunden Partners, along with environmental consulting and engineering firm **WSP**, mixed-use development architect partner **Convergence Design**, urban design and planning experts with **TBG Partners**, and engagement/output enhancement firm **ink factory** (Hunden or Team), is pleased to respond to the City of Manor's (City or Client) request for a market demand, financial feasibility and economic impact study for a mixed-use development (Project) in Manor, Texas. The purpose of the highest and best uses study is to provide the Client with an assessment that results in market-supported recommendations for the appropriate size and program of all recommended uses for the development, followed by financial modeling and economic impact modeling to rationalize and show the return on the investment.

Hunden Partners, led by CEO Rob Hunden, is a premier destination real estate development advisory firm with its primary offices in Chicago. Mr. Hunden has been advising on all manner of complex real estate development studies for nearly 30 years and has focused on transformative, tourism- and destination-driven developments. Since its founding in 2006, Hunden's team has worked on more than 1,000 destination projects or studies, with more than \$20 billion in projects built and successful, or currently underway.

WSP, led by Project Development National Market Leader Dan Baer, is a multidisciplinary strategy, planning, design, delivery and management consultancy that develops creative, comprehensive and sustainable solutions for a future in which society and our planet can thrive. Equipped with an intimate understanding of local intricacies, world-class talent and proactive leadership, we enable long-lasting and impactful solutions to uniquely complex opportunities and problems. As environmental professionals within a multidisciplinary global infrastructure company, WSP understands the connectivity in and among natural and man-made ecosystems and is passionate about delivering Future Ready solutions to our clients.

Convergence Design (CD), led by CEO David Greusel, is a professional design and architectural firm that assists clients with everything from feasibility studies and master plans to renovations, building expansions and entirely new buildings. Since 2004, the practice has served a variety of municipal, private, and institutional clients in the US and Canada. Mr. Greusel has more than 30 years of experience, including design and planning work for mixed-use developments, sports and recreation facilities, convention, conference and event centers, and a large variety of other flexible public-use facilities.

TBG Partners (TBG) is a distinguished design firm with expertise in landscape architecture, urban design and planning – and a passion for creating purposeful and memorable outdoor environments. With approximately 130 dedicated creative professionals in offices across Texas, TBG has unique capabilities made possible by a vast array of design talent, resources and experience. TBG is currently engaged by the City of Manor to conduct a downtown plan.

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ink factory (Ink) is a visual communication partner that helps bring our stakeholder engagement to life, using easy to understand, engaging visuals developed in real time to literally show the output of our engagement sessions with your community, tourism, development and other stakeholders. Ink brings the results of our in-depth engagement to life!

Why work with the Hunden Team?

- **Mixed-Use, Sports and Entertainment Placemaking Development Experts.** Hunden professionals have studied and planned some of the most transformative mixed-use sports, entertainment and hospitality developments in the country, in all market sizes, from booming smaller markets like Manor to the largest markets like Dallas. Example projects include the Deer District in Milwaukee; destination district in Tempe, Arizona; mixed-use district in Lansing, Michigan; the BluHawk development in Overland Park, Kansas; and the Fort Worth Stockyards.
- **Extensive Mixed-Use Experience in Texas.** Hunden has worked on dozens of studies throughout Texas, most of which share multiple study scope items with the Manor project. Highlights of Hunden's Texas work include feasibility and impact studies for the **Corpus Christi** Convention Center and Mixed-Use District, **Dallas new** Convention Center and Mixed-Use District (current), **Mansfield** Sports-Anchored Mixed-Use District, **Baytown** Mixed-Use District (current), **League City** Mixed-Use District (current), and projects in **Amarillo, Lubbock, Leander, El Paso and many others**. Hunden has deep experience advising on feasibility and funding opportunities in Texas.
- **Implementation Expertise and Specialty in Public-Private Partnerships.** Hunden is one of the only firms that can move you from study to execution by developing a way to solve for feasibility gaps and then moving you through the implementation process. Hunden has successfully moved from study to financing options, to developer selection, to built projects across the U.S. Hunden has assembled a team for this study that can carry Manor through the entire process, from market-based recommendations and design to funding and implementation.
- **Boutique Firm Focused on Your Questions.** As a 100% principal-owned firm with 20+ professional staff, Hunden tailors our national experience to your needs.
- **Transparency and Truth Telling.** Hunden manages a transparent study process and communicates the market and financial realities so you can adjust your visions for ultimate success.

You will deal directly with Rob Hunden as the primary contact and signatory of any contracts.

We appreciate the opportunity to work with you.

Sincerely,

A handwritten signature in black ink, appearing to be "RH" with a long horizontal stroke extending to the right.

Robin Scott Hunden, CEO
(O) 312-643-2500 (M) 312-933-3637 rob@hunden.com

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methodology

Project Understanding

The Hunden Partners Team, composed of environmental consulting and engineering firm WSP, architects with Convergence Design, urban design and planning experts with TBG Partners, and visual stakeholder engagement experts with Ink Factory (Hunden or Team), is pleased to respond to the City of Manor's (City or Client) request for proposals for a market demand, financial feasibility, and economic impact study of a mixed-use development (Project) in Manor, Texas. The Project is imagined to be an entertainment and lifestyle district potentially anchored by uses including youth sports, an arena, concert and/or entertainment venues, destination retail and eater-tainment mixed-use assets, performing arts center, hotel/hospitality, and others.

The City recently purchased the 236-acre parcel (Site) located on US290 at the epicenter of the eastern growth corridor of Manor's expansion, and is eager to understand the highest and best use of the site that will present the greatest return on investment, taking into consideration the regional context in which Manor finds itself. The City's proximity to Austin is a significant asset, yet the community experiences difficulty in attracting and maintaining residents due to a lack of amenities and resources typically found in major metro suburbs. Nearby manufacturing plants for Tesla and Samsung, along with a Whole Foods distribution center, have positioned Manor with opportunities to invest in quality-of-life enhancements that will help retain the large population of workers who travel to and through Manor on a daily basis.

Hunden's study will begin with a high-level market overview of the highest and best use of the Site, including consideration for all potential uses outlined by the Client in the RFP. As part of the economic and demographic analysis, Hunden will consider the previous existence of Manor Downs and Manor's position as an entertainment/concert destination, along with the possibility of recreating/reimagining Manor Downs on the Site.

Hunden will then complete preliminary analyses of the top 8 - 10 uses to narrow in on those that present the greatest opportunity in Manor. Primary market opportunity analyses will then be completed for the top 3 - 4 uses. These will make up the key facilities/venues in Hunden's mixed-use recommendations. WSP, Convergence Design, and TBG Partners will collaborate to determine site considerations, optimal layout and high-level designs, and cost estimates of the Site and mixed-use elements. Once we have confirmed the supportable mix of uses, Hunden will create demand and financial models to show projected performance for each use. The study will conclude with an economic, fiscal and employment impact analysis to show the projected return on investment to the community in terms of jobs, new spending and tax revenues generated by the Project.

Hunden has assembled a robust team capable of assessing all aspects and phases of the Project, including land use considerations, infrastructure, site issues related to size/access/parking, concept layouts, and landscape architecture, among others. As a team, we understand the most efficient layout and development cost elements of successful mixed-use districts. Without these details, it is difficult to understand the cost side of the feasibility equation, as well as the layouts/concept designs and other elements critical to understanding "what you get" for the investment. *Unlike a team composed of developers and related development team members with the goal of developing this parcel, the Hunden Team is able to conduct an unbiased analysis of the Project's potential and recommend the ideal mix of uses for the City, rather than for the developer. We are also able to guide the City through each phase*

of the development process, from the study, design process and planning to developer solicitation and shovel-in-the-ground.

Current Team Experience in Manor. Hunden Team member TBG is currently engaged with the City of Manor on a downtown planning process. The City of Manor is at a crossroads, and TBG Partners is helping ensure that the City's downtown area charts a path forward, realizing its potential within the fast-growing Central Texas region. In the initial discovery process of TBG's downtown plan efforts, it became evident that Manor lacks any signs of a growing downtown hub. This absence of vibrancy presents a significant opportunity to capitalize on its blank canvas, opening doors to development opportunities that would otherwise be unattainable.

To understand Manor's vision and goals for the downtown area, TBG conducted a visioning workshop with the Mayor and City Council. The workshop helped set a foundation for what the most urgent needs are, established our understanding of the community's vision, and formulated an economic development strategy that will help Manor ride the wave of growth in their quadrant of the region.

Hunden will collaborate with TBG to understand how the downtown plan is evolving in alignment with the plan for the Site. In order to make sure efforts are not unnecessarily duplicated during both of these processes, Hunden and TBG will track various stakeholder engagement efforts and industry-relevant interviews and research for the Site's use. It is our Team's goal that the downtown plan and the Project site are developed with congruency at their core, so that Manor does not become a disjointed destination, but a hub of synergistic assets and authentic spaces.

Scope of Work

Hunden has organized our scope of work into ten primary tasks. We have divided our scope into sections and noted the corresponding RFP “Part” outlined by the Client in the Scope of Services.

Parts 1 – 2: Kickoff and Existing Conditions

- Task 1 – Project Kickoff and Orientation
- Task 2 – Site Overview: Opportunities and Constraints
- Task 3 – Economic, Demographic and Tourism Analysis

Part 3: Market Opportunities Analysis and Recommendations

- Task 4 – High-Level Market Opportunities Analysis
- Task 5 – Preliminary Mixed-Use Market Analysis: 8-10 Concepts
- Task 6 – Primary Mixed-Use Market Analysis: 3-4 Concepts
- Task 7 – Recommendations

Parts 4 – 7: Layouts, Financial Feasibility and Impact

- Task 8 – Preliminary Designs, Layouts and Cost Estimates for Three Scenarios
- Task 9 – Demand and Financial Projections
- Task 10 – Economic, Fiscal and Employment Impact Analysis

Task 1: Project Kickoff and Orientation

During the project kickoff, members of the Hunden Team will meet with City leadership to confirm the goals of the study and other contextual issues related to the Project. We will perform the following orientation and due diligence-oriented tasks:

- Meet with and obtain information/data from representatives of the Manor Economic Development Council, City of Manor, economic development officials, and other key stakeholders as appropriate.
- Tour the 236-acre Project site and surrounding areas, as well as projects and planning efforts currently underway in the area to better understand the surrounding land uses as they relate to potential uses of the site.
- Review previous plans and documents related to the Project and all other support materials, as available.
- Gather and review relevant economic, demographic, tourism and other data.

Comprehensive Engagement Approach. To ensure the effective engagement of key stakeholders and potential developers throughout the study, we will conduct multiple in-person and virtual meetings, one to two (1-2) of which will include live visual notes specialist Ink Factor. This approach provides a forum for engaging key stakeholders whose input can influence the positive direction of the study, along with promoting efforts to advance the City of Manor's interests and to build consensus for a study with early realistic goals and directions.

Task 2: Site Overview – Opportunities and Constraints

Before beginning market research, the Hunden Team will conduct a thorough analysis of the Site. The City has already prepared a Phase I Environmental Site Assessment, flown topography and had a metes and bounds survey prepared. An assessment of the Site that is at the right level for conceptual planning provides a catalyst for our team to explore alternatives for creating value consistent with Manor's values. Our approach to cataloging, identifying and mapping allows for different questions to be asked and scenarios to be considered with a modern GIS platform, layers and data attributes—an innovative approach that achieves more than a base map alone. A GIS inventory of Site features and challenges efficiently and expeditiously supports identification of what could preclude certain development activities. This information will help guide the development of plan options. During Task 2, the following will occur.

Hunden will profile the following elements related to Project and site history:

- Profile the existing developments on or near the site and their performance to-date (as available); document current site conditions of the identified plot; review the location, development plan, development program by use, proposed financing and budgets (sources and uses), public investment (if any), and any estimated infrastructure costs, drawings and plans.
- During the kick-off, the Hunden Team will review all of the proposed Project site details and materials completed to-date with the Client.

WSP's site assessment may include:

- Incorporate boundary survey
- Assess and map Site hydrology
- Document encumbrances, covenants or restrictions
- Determine availability and capacity of utilities
 - Wet utilities: sewer, water, recycled water, storm drain, fuel oil lines
 - Dry utilities: electrical, natural gas, communications/fiber optic, cable TV
- Characterize topography, soils and geotechnical conditions
- Identify biological, agricultural, mineral and cultural resources
- Document any known hazards and hazardous materials
- Map and document transportation facilities and access
- Incorporate policy and regulatory directives
- Document regional context
- Prepare comprehensive base map

Further detail on each of the above tasks by WSP can be provided upon request. All of the above tasks may not be necessary to the analysis at this time. The exact scope for the site assessment will be determined in negotiations with the Client prior to contract authorization and in-person site visit.

Tasks 3: Economic, Demographic and Tourism Analysis

Hunden will evaluate the Project site area and Manor's position as a center of economic activity, related to resident population and growth, business location and growth, accessibility, and as a destination for visitors. This analysis will provide a realistic SWOT assessment for the local and regional area. Among the data gathered and analyzed will be:

- Geographic attributes, accessibility, and transportation links,
- Trends in population growth and income, and other demographic information,
- Corporate presence, major employers and any significant recent or likely future changes,
- Nodes of restaurant, retail, and commercial development growth, and
- Tourism drivers and assets relevant to the community and potential development of the site.

Hunden utilizes the latest market data, visitor origin data, demographic data, psychographic data, and other resources to determine a comprehensive view of your marketplace.

While we do not want to give any concrete recommendations prior to completing the analysis, the Hunden Team has put thought to, and preliminarily identified, the following opportunities and challenges for the Site:

Opportunities:

- Adjacent to US 290 and close to SH 130 toll road
- Destination entertainment, recreation and water uses
- Extraordinary primary employment growth
- City with a clear vision and knowledgeable team
- Affordable and attainable housing

Challenges:

- Flood zone
- Infrastructure needs, costs and risk allocation
- Funding and financing tools
- Regional market competition
- Retail leakage

The above, among many other potential opportunities and challenges, will be examined in greater detail throughout the study process.

Task 4: High-Level Market Opportunities Analysis

Hunden will conduct a high-level market asset opportunity analysis for each of the destination and mixed-use district market segments identified in the RFP. This preliminary analysis will inform which project types should be studied in-depth in future tasks. Some uses may be ruled out without significant market analysis based on Hunden's historical knowledge of the segment's strengths and weaknesses, suburban destination keys to growth and retention, and other factors. The following segments will be considered at a high level:

- Performing arts center/theater
- Convention/conference/event center
- Hotel(s)/hospitality
- Concert venue/amphitheater
- Office/shared workspace
- Mixed-use residential condo or leasehold
- Affordable housing
- Youth and/or adult amateur and/or professional sports arena/complex
- Indoor/outdoor sports and entertainment venues including ball sports, bowling, movie theater, arcade, amusement or family fun center, games, sating, battling, gymnasium, sip line, climbing or other athletics facility
- Water sports or snow sports offerings

- Theme park, waterpark, lagoon or related attraction
- Golf course/lodge, driving range, golf entertainment complex
- Destination retail, eater-tainment, and unique adult beverage offerings including winery, brewery, or distillery
- Non-branded authentic entertainment and/or attraction offerings
- Branded entertainment/eater-tainment offerings
- Outdoor activated space and water/natural/eco-friendly/sustainable features
- Private educational facility
- Major healthcare facility/business campus/corporate headquarters
- Structured parking

Market Supply. After a preliminary consideration of all of the above market uses, Hunden will provide an overview of the current supply of product and offerings for approximately 12-15 of the above market segments identified by the Client, address the character of supply, and gather performance and visitation data as appropriate and necessary to inform the analysis. Each assessment may identify product gaps in Manor and point towards the strengths, weaknesses, and opportunities for Manor to expand its development offerings. Based on findings from this research, Hunden will identify the top eight to ten concepts for further study in Task 5.

Task 5: Preliminary Mixed-Use Market Analyses – 6-8 Concepts

This analysis will build upon findings in Task 4, with further analysis of each of the potentially viable commercial market uses identified in the initial high-level study, up to eight.

Hunden will complete a separate market analysis for each of the eight to ten identified uses. Each of the analyses will include the following research efforts and conclusions, as relevant and necessary.

Industry Trends. Hunden will cover the trends that influence how and where people want to live, stay, work, shop, eat/drink, and be entertained as part of those experiences, and how recent macro events have shifted these trends. In addition, Hunden will cover key drivers of demand, financial realities, including typical metrics and cap rates, and others, as relevant.

Market Performance. Supply, Demand, Rates, Absorption, and other key metrics of the Manor market, in time-series charts and data tables, using CoStar and other analytical tools. Hunden will include a map of area submarkets and key nodes of asset clusters.

Submarket Performance. Supply, Demand, Rates, Absorption, and other key metrics of the Project site submarket, in time-series charts and data tables, using CoStar and other analytical tools.

Competitive Set Identification & Performance. Profiles of leasable spaces or developments (location, size, quality, age rates, vacancy), absorption and time-series of performance. A competitive set supply map will profile location and consider nearby supportive uses, such as residential, hotels, event facilities, office clusters, attractions, and other support/demand generators.

Proposed and Under Construction Projects. Hunden will profile the relevant projects underway or imminent in the greater-Austin area and consider those as part of the future competitive set absorption dynamic.

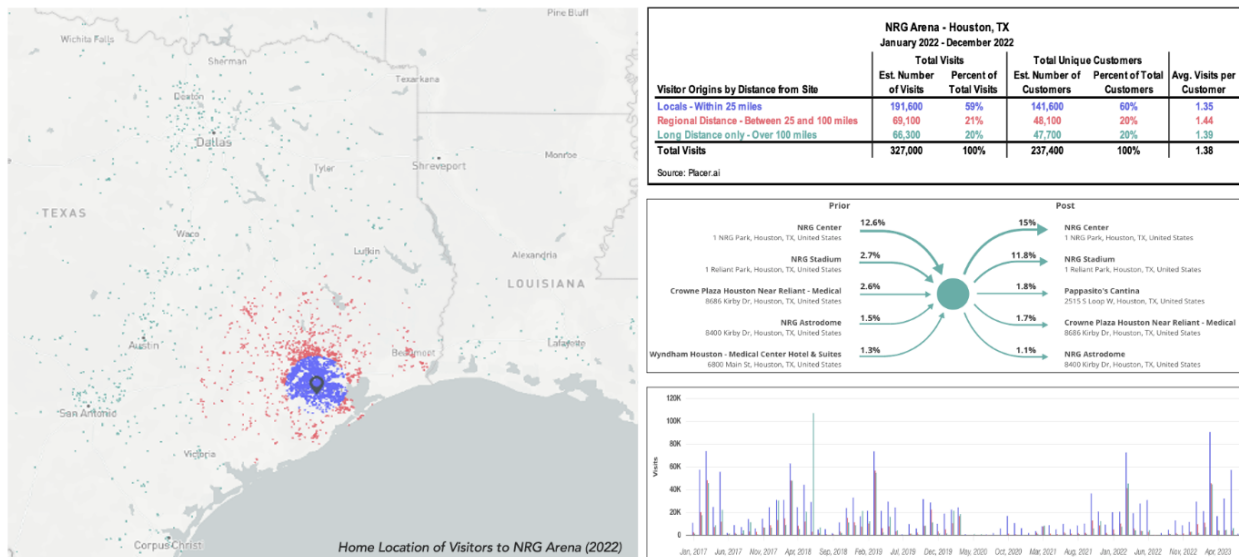
Based on the findings at the conclusion of this task, Hunden will determine the top three or four anchor concepts that will be analyzed further in Task 6.

Task 6: Full Mixed-Use Market Analyses – 4-6 Concepts

This analysis will build upon findings in Task 5, with in-depth analyses of each of the viable commercial market uses identified in the preliminary analysis, up to six. These are the uses that will anchor the development and make up the core features of Hunden’s recommended scenarios.

Hunden will complete a separate market analysis for each of the three to four uses identified at the end of Task 5 (e.g. performing arts center, boutique hotel, arena, etc.). Hunden will collaborate with WSP, Convergence Design, and TBG Partners throughout this task in order to assure synergy between key facilities/venues and the supporting mixed-use environment as a whole. Each of the analyses will include the following research efforts and conclusions, as relevant and necessary.

Geofencing research technology. Hunden will study customer origin and traffic analytics for retailers, restaurants, hotels, and other relevant businesses. This information will be used to understand the possible impacts of new restaurant, retail, office, hospitality, and sports and entertainment space, among others, in Manor and project how the development will perform. The following visuals illustrate our capabilities.



Interviews. Hunden will interview local brokers, hoteliers, facility management, event and entertainment promoters, league operators, tournament facilitators, and others in the marketplace as appropriate to understand the nuances moving the market. Hunden will work to determine what product(s) could thread the needle to improve the market’s offerings and achieve rates that will support development costs. Often, new, unique product can significantly outperform existing stock if there is a gap in quality, age, location, etc. that could induce new demand and higher rates to the submarket.

Case Studies. Hunden constantly seeks to learn from best practices and the evolution of successful (and non-successful) sports/entertainment anchored-mixed-use and district developments around the U.S. to understand what to include, what to avoid and 'how' to design and program a successful mixed-use district.

Hunden will review relevant similar mixed-use projects developed for similar-sized areas and markets to understand what has worked in other places. Hunden will focus on those in markets with comparable characteristics to those of the Project site and Manor. These case studies will focus on developments that contributed to defining the respective city/county/location's sense of place.

Hunden will consider the following data points as available:

- Location,
- Size,
- Anchor venues and district components,
- Performance (as available),
- Events and programming,
- Critical factors to success or failure, and
- Others, as appropriate.

These will be profiled, and implications discussed. The results will provide the Client with lessons learned and best practices which address the critical elements of success or failure for place-shaping developments.

Task 7: Recommendations

Considering the analysis, the Hunden Team will make recommendations for the optimal mix of use types, including quality, sizing and other key factors, for the Project. This will not only be based on the existing market, but also on the market that the Client is looking to attract with the development of the Site. This may include all or some of the three to four major anchor facilities/venues analyzed in Task 6. Hunden will provide development scenarios by type of anchor use, followed by the surrounding mix of supporting uses such as retail, restaurant, walkable environment, outdoor activation, and others.

There will be a total of three (3) optimal scenarios that will proceed to the layouts, projections, and modeling stage.

Task 8: Concept Designs, Layouts and Cost Estimates for Three Scenarios

Once physical program recommendations for the Project elements are determined, design professionals with Convergence Design will estimate high-level construction costs for the recommended scenarios and create layouts for the overall site plans for the top three (3) development scenarios, including a **primary scenario** and **two alternate scenarios**. Convergence Design will develop recommendations for the key facilities/venues within the district (e.g. sports complex, hotel, residential, entertainment venues, etc.) and

incorporate the venues into an overall layout for the district. TBG will support considerations for walkability, landscape, and other synergistic factors critical to district success.

Task 9: Demand and Financial Projections

Hunden takes an internal iterative approach to refine recommendations, scenarios, and financial modeling. At the conclusion of the in-depth market research and analysis and after internal iterations of scenarios, Hunden will provide the Client with recommended scenarios with various levels of public and private investment. This keeps the Client engaged throughout the study process, allowing the demand and financial projections and impact projections to be informed by market realities.

Hunden will comprehensively research and explain the market area's demand for the top one to two (1-2) recommended development scenarios over the next ten years using the best available data and employing appropriate research from the prior tasks to provide a robust understanding of the demand for each use. Our approach and data presentation will align with industry-standard reporting for private sector real estate (hotel, commercial, residential) demand modeling.

Hunden will conduct a demand model, including a penetration analysis. This will then lead to assumptions that will be used to determine the detailed financial projections for each use. These will include major line-item detail of revenue and expense for each component, which will then result in net operating income (NOI) that will support debt service. Hunden will present projections from each component and then combine these results into a mixed-use financial projection.

In order to determine financial feasibility, the net operating income must be shown against a development cost. Hunden will show the supportable equity and debt that the net cash flows support. We will also run a discounted cash flow analysis to show the perspective an appraiser for a bank would utilize to determine DCF valuation. From these financial analytics, the feasibility will be determined. If there is a feasibility gap, the modeling from Hunden will determine the amount and what key items led to the gap (costs, absorption, rents, etc.).

Task 10: Economic, Fiscal and Employment Impact Analysis

Hunden will conduct an economic, fiscal and employment impact analysis to determine the direct, indirect, and induced impacts, including the tax revenues that are generated by the top one to two (1-2) recommended development scenarios.

Based on the above analysis, a projection of net new direct spending will be tabulated. New spending is spending that is new to the community due to new residents, visitors to retail/restaurant, new employees in offices and other spending impacts associated with the development. The model will consider net new recaptured and induced spending only (versus gross spending) to ensure that substitution spending is netted out of the impacts. Spending categories primarily include food/beverage, retail, transportation, lodging and entertainment/other. The net new and recaptured spending is considered to be the **Direct Impact**.

From the direct spending figures, further impact analyses will be completed.

- **Indirect Impacts** are the supply of goods and services resulting from the initial direct spending. For example, a new resident's direct expenditure on retail causes the store to purchase goods and other items from suppliers. The portion of these purchases that are within the local economy is considered an indirect economic impact.
- **Induced Impacts** embody the change in local spending due to the personal expenditures by employees whose incomes are affected by direct and indirect spending. For example, a waitress at a restaurant may have more personal income because of the new spending. The amount of the increased income that the employee spends in the area is considered an induced impact.
- **Fiscal Impacts** represent the incremental tax revenue collected by the City due to the net new economic activity related to a development. The fiscal impact represents the government's share of total economic benefit. There will be distinct tax impacts for each governmental entity. Fiscal impacts provide an offset to the potential public expenditures required to induce the development of the Project. Hunden will identify the taxes affected and conduct an analysis of the impact on these accounts and governmental units.
- **Employment Impacts** include the incremental employment provided not only onsite, but due to the spending associated with the Project. For example, the direct, indirect, and induced impacts generate spending, support new and ongoing businesses, and ultimately result in ongoing employment for citizens. Hunden will show the number of ongoing jobs supported by the project and provide the resulting income and income taxes generated.

Hunden uses one of the industry's most relied upon multiplier models, IMPLAN. This input-output model estimates the indirect and induced impacts, as well as employment impacts, based on the local economy. An input-output model generally describes the commodities and income that normally flow through the various sectors of the economy. The indirect and induced expenditure, payroll and employment result from the estimated changes in the flow of income and goods caused by the projected direct impacts. The model data are available by various jurisdictional levels, including counties.

Milestones and Touchpoints

- **Kickoff Organizing Call** – Once the administrative engagement paperwork process is complete, Hunden will schedule an initial kickoff organizing call/Zoom with the Client team for introductions and to schedule the in-person site visit, tours, and meetings. Hunden will send a kickoff memo outlining requests for data, scheduling arrangements, and key contact information.
- **Site Visit/Local Discovery** – Members of the Hunden key personnel team will travel to Manor to conduct an in-person kickoff trip with the Client, including stakeholder meetings and interviews, a site tour, and tours of surrounding demand generators.
- **Circle Back Call** – After the kickoff trip, Hunden will schedule a ‘circle-back call’ with the Client to wrap up data requests and any outstanding discovery phase items.
- **Check-In Calls** – Throughout the market research tasks, Hunden can schedule check-in calls with the Client to ensure timely forward direction through the study process.
- **Market Findings Presentation** – At the completion of Task 7, Hunden will present a PowerPoint-style deliverable of market findings electronically to the Client. This will include our recommendations and scenarios as appropriate.
- **Draft Analysis Deliverable** – Hunden will complete all financial and impact modeling elements of the scope of work and compile the results into a PowerPoint-style draft analysis of its financial outputs, which will be presented to the Client electronically for review and comment. Included in the Draft Analysis will be preliminary site layouts, and cost estimates for the top two scenarios (primary and alternate).
- **Final Analysis Deliverable** – After receiving comments from the Client on the draft analysis, Hunden will issue its final PowerPoint-style analysis, including revised projections as necessary and revised site layouts and designs for the primary and alternate scenarios.



team organization and key personnel

organization chart

hunden partners		
President/CEO & Executive Project Director	Lead Project Manager	Support Project Manager
ROB HUNDEN	MATTHEW AVILA	RYAN SHERIDAN
Hunden Support Staff	WSP	Convergence Design
Research Director	Planning Principal	Founding Principal
ERIC HUNDEN	MANJEET RANU	DAVID GREUSEL
Analytics Manager	Planning Lead	TBG Partners
LUCAS NEUTEUFEL	CALLIE NEW	SAMANTHA WHITNEY Principal, Co-Dir. Urban Design & Planning
CHARLIE BROWN Analyst	Civil Engineering Lead	TBG Partners
DARIO CIACIURA Analyst	APRIL CAREY PE, CFM, PMP	ROBERT PARSONS, JR. Senior Associate
CASSIDY SUTTON Analyst	Public Involvement Lead	Ink Factory
EMILY CONNOR Analyst	RUBEN LANDA	LINDSAY WILSON Co-Founder + COO

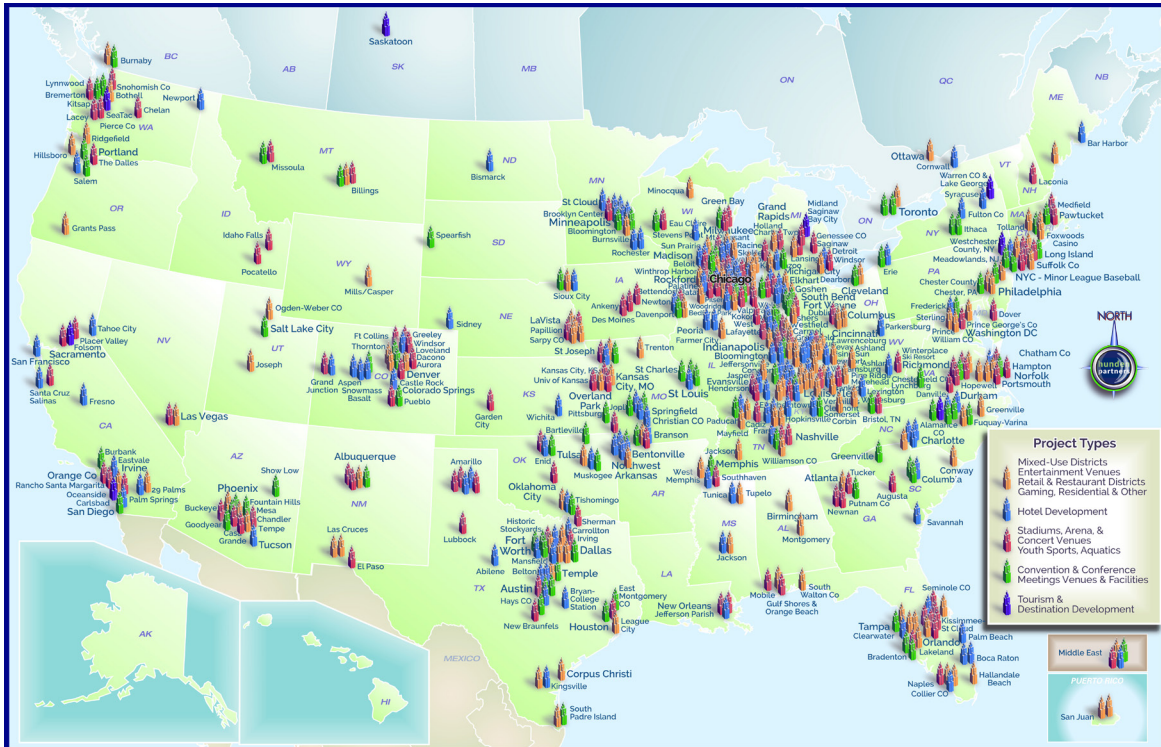
CEO, **Rob Hunden** is involved with client and project management, report organization, financial modeling, and quality assurance for all Hunden studies. Mr. Hunden will act as the Project Director for the study.

Matthew Avila, our Lead Project Manager, will be instrumental throughout the process by managing and responding to the Client and stakeholder communication and meetings, assessing output from the Team, and act as the client liaison and internal point of contact day-to-day. Matt will have direct and continued responsibility for the services provided to the Client and will lead the Hunden team of analysts through the daily analysis, interviews, research, and report production process.

Ryan Sheridan, the Support Project Manager, will hold similar responsibilities as Mr. Avila, including managing the responsibilities of the support staff, analyzing key data points, and interviewing key stakeholders.

WSP, Convergence Design, TBG Partners and Ink Factory will help evaluate the proposed site, make size and layout recommendations for the developments, and provide budget level construction cost estimates, among other contributions including synergistic design considerations, utility considerations and stakeholder engagement.

hunden partners



Hunden Partners is a full-service real estate development advisory practice that provides public and private sector clients with confidence and results so they can move their project from concept through execution. Hunden specializes in the intersection of tourism development, economic development, and destination real estate development. Hunden has a passion for data-driven analytics and recommendations that lead to sound and actionable strategies for development success. We do not take a cookie-cutter approach.

Areas of Expertise:

- Arenas, Stadiums & Sports Complexes
- Entertainment & Mixed-Use Districts
- Amphitheaters & Performance Venues
- Arts, Cultural Facilities & Attractions
- Hotel, Residential, Retail, Restaurant, Office
- Convention, Conference & Expo Centers
- Higher Education Amenities and Assets

Services:

- Market Demand & Financial Feasibility Analysis
- Economic, Fiscal & Employment Impact Analysis
- Placemaking & Destination Analysis
- Public Incentive Analysis
- Policy/Legislation Consulting
- Solicitation & Selection Services
- Project Implementation Services

The Hunden Partners Mission

Our Team and Strategic Partners. We are committed to building an expert team with a variety of backgrounds, skills, and views. As an LGBTQ+-owned firm with staff representing all manner of diverse realities, seen and unseen, we seek a variety of perspectives in our team. We strive to continually expand with even more diverse humans. We actively seek to engage expert partners who appreciate and actualize diversity, equity, and inclusion in our daily work on behalf of clients.

Our Work. Since our incorporation in 2006, Hunden Partners has provided services for hundreds of client projects worldwide for public, non-profit and private sectors. We focus on transformative projects that synergize with their surrounding neighborhoods and assets. We engage the public and stakeholders on behalf of our clients in the most diverse communities in the U.S., making sure that the outreach is inclusive of all communities and stakeholders. Hunden is committed to telling the truth so that communities invest in projects that generate an improved quality of life for all residents.

hunden team



Robin Hunden
President and CEO



Steven Haemmerle
EVP, Advisory Services



Laura Sportiello
VP, Business Dev.



Eric Hunden
Research Director



Cory Hawkins
Client Service Manager



Matthew Avila
Project Manager



Shawn Gustafson
Project Manager



Ryan Sheridan
Project Manager



Lexi Cuff
Project Manager



Derek Bratrud
Project Manager



Lucas Neuteufel
Analytics Manager



Alexandra Chopson
Business Development Specialist



Sarah Jenkins
Business Development Coordinator



Katelyn Cuff
Business Development Coordinator



David Guiden
Business Development Coordinator



Charlie Brown
Analyst



Emily Connor
Analyst



Cassidy Sutton
Analyst



Dario Ciaciura
Analyst



Morgan Wortham
Contracted Economic Development Specialist



Rob Hunden

CEO / President

Project Director

Career Background

- Hunden Partners
- Johnson Consulting
- Grubb & Ellis
- Landauer
- Indianapolis Bond Bank
- Huckaby & Associates, Washington, D.C.

Quick Facts

- 28 Years Industry Experience
- Incorporated Hunden Partners in 2006
- Indiana University Kelley School of Business, BS Finance '94

Over the past 28 years, Mr. Hunden has provided economic development, finance and planning expertise and conducted roughly 1,000 feasibility and economic impact studies, including for some of the most notable projects in the U.S. He has had a hand in the development of more than \$20 billion in completed/underway, transformative projects, including mixed-use spaces for residential, retail, dining, grocery, entertainment, leisure, and other markets.

Recognized Industry Leader. Mr. Hunden has helped communities throughout the United States and North America analyze the strength of their destination through tourism and development master planning efforts. Hunden has studied some of the most successful and compelling tourism destinations in the country, such as Chicago, Indianapolis, Phoenix, Puerto Rico, Richmond, Dallas, and Durham, among others.

Economic Impact Expertise. Due to Mr. Hunden's strong background and experience in economic development and finance, he has become an industry leader in determining the impact of proposed and developed projects.

Developer Solicitation Services. Mr. Hunden and his firm lead the industry in the number of project management, deal negotiations, and developer solicitation and selection processes. He understands the necessary RFQ/P elements to attract the highest-quality bidders and proposals.

Unique Tourism Placemaking Studies. Hunden has worked on place-shaping projects for the Commonwealth of Kentucky since 2000. For over 10 years, Hunden has been the sole provider of all financial feasibility and economic impact studies for applicants seeking tax benefits through the Kentucky Tourism Development Act. Past projects include dozens of distilleries, boutique and historic hotels, wildlife and theme park experiences, sports and entertainment venues, and others.

Teaching Experience and Organizations. Rob has written articles on downtown developments and taught college-level Destination Development Courses. For nearly 20 years Rob has conducted panel discussions and taught professional development courses for IEDC. He is a sought-after speaker nationally and internationally for topics ranging from placemaking, economic and tourism development, and mixed-use districts.

Career Highlights:

Dallas, TX - New Convention Center and Mixed-Use District

Chicago, IL - Navy Pier Expansion and Sable Hotel, Riverwalk Expansion, others

Hamilton County, IN - BEST Tourism Destination Development Plan

Indianapolis, IN - Headquarter Hotel, CityWay, IndyEleven, others

Fort Worth, TX - Historic Stockyards, Hotel Drover, others

Kansas City, MO - KC Power & Light District

Irvine, CA - Great Park Sports Complex

San Juan, PR - Distrito T-Mobile Nightlife and Entertainment District



Steven Haemmerle

Vice President of Development Services

Chicago, Illinois

Quick Facts

- 30+ Years of Industry Experience
- MBA from the University of Chicago Booth School of Business
- Bachelor of Architecture from University of Notre Dame
- 2011-2019 Executive Vice President of Navy Pier, Inc.

Steven Haemmerle is a senior real estate professional with over 30 years of public, private, and not-for-profit real estate experience, including strategic planning, the development of high-profile mixed-use projects, large-scale project management, architecture, and real estate operations. Steve has a unique understanding of real estate strategy, is skilled at organizing and completing complex projects, leading experienced teams of professionals, and developing projects in the public, private, and not-for-profit sectors.

Mr. Haemmerle recently joined Hunden Partners, but has had a working history with the firm for over 10 years. He is currently working with Hunden on development and implementation advisory efforts in Corpus Christi, Texas, for a new convention center district and in Lawrence, Kansas, on a new stadium and mixed-use district for the University of Kansas. He is additionally assisting on the creation of the Dallas Convention Center District redevelopment plan and many other projects.

Steve served as Executive Vice President of Navy Pier, Inc. from 2011 to 2019, and was responsible for all real estate development at Navy Pier. During Steve's tenure there, he worked with the Urban Land Institute to gather recommendations for the redevelopment of Navy Pier; helped form the not-for-profit, Navy Pier, Inc.; directed the creation of the Centennial Vision, the framework plan for the redevelopment of Navy Pier; and hosted an international design competition that resulted in the hiring of James Corner Field Operations, who gave shape to Navy Pier's Pierscape.

Much of the transformation of Navy Pier has been completed, including its exterior public spaces and the retail portions of the interior. Steve negotiated agreements with the architects, consultants, and contractors for the project as well as leases with Chicago Children's Museum and Chicago Shakespeare Theater that allowed them both to expand their presence at the Pier. Steve sourced and negotiated a complex air-rights lease with a private entity for the development and operation of a hotel and rooftop venue at the Pier's historic East End. All told, nearly \$375M has been invested in Navy Pier since 2010.

Proposal Reviews for Transformative Projects Include:

- Solicited, reviewed and negotiated design-build proposals for the \$850M McCormick Place West Expansion.
- Oversaw the design and initial design-build activities for the addition of a 465-room tower and the renovation of the existing 800 rooms at the Hyatt Place Regency McCormick Place.
- Created and directed the international design competition and contract award for the design of the public space improvements at Navy Pier in Chicago.
- Directed to solicitation, review and subsequent award for the design and construction work at Navy Pier.
- Directed the solicitation, review, and award of a long-term ground lease with a private developer for the development of a \$120M hotel and adjacent dining and entertainment spaces at the east end of Navy Pier.



Matthew Avila

Lead Project Manager

Chicago, Illinois

Career Background

- Hunden Partners
- CBRE Group

Quick Facts

- 3 Years of Project Management Experience
- Indiana University, Kelley School of Business
- BS Finance, Real Estate Concentration
- Home City: Tustin, CA

As Project Manager at Hunden, Mr. Avila leads clients through every step of the study process, from kickoff meetings and stakeholder interviews to management of deliverable creation and final presentations. He collaborates closely with CEO Rob Hunden to execute quality assurance processes that lead to the highest quality final product.

Mr. Avila's areas of expertise span a wide range, from mixed-use districts, hotels, sports venues and entertainment facilities to tourism destination planning, attractions, and meeting and convention centers. Matt also leads research efforts for mixed-use districts, entertainment venues, tournament sports complexes, and unique place-shaping assets such as distilleries and authentic attractions. These involve a deep understanding of the competitive supply and potential demand for local, regional and national usages.

Matt has worked on more than 120 market, financial, and economic impact analyses, including incremental tax revenue analysis, for both the public and private sector. He is also a key collaborator on Hunden's annual "State of the Industry" presentation for the Association of Luxury Suite Directors (ALSD) national and international conferences. Matt delivered the presentation at the ALSA international conference in 2022.

Mr. Avila creates financial and economic impact projections for nearly all studies, projecting the feasibility of large commercial projects as well as the number of new jobs, taxes, and benefits of each project to the community. He understands the critical balance between market supply and demand gaps, industry trends, and future performance projections that all contribute to answering key questions related to type and amount of each use type needed for destination placemaking.

Recent Financial Feasibility and Economic Impact Studies:

Suffolk County, NY - Midway Crossing at Ronkonkoma Station

Cincinnati, OH - Convention Center Headquarter Hotel

League City, TX - Sports-Anchored Mixed-Use Entertainment District

Norman, OK - Arena and Mixed-Use District

Corpus Christi, TX - Convention Center and Mixed-Use District

Indianapolis, IN - USL-Anchored Mega-Mixed-Use Development

Tulsa, OK - Headquarter Hotel

Mansfield, TX - Mixed-Use District

Tourism Plans and Destination Assessments:

Westchester County, NY - Tourism Master Plan/Recovery Plan

Hamilton County, IN - Tourism Master Plan

Finney County, KS - Tourism Master Plan

Oceanside, CA - Tourism Master Plan

Folsom, CA - Tourism Master Plan

SeaTac, WA - Tourism Master Plan



We believe that for societies to thrive, we must all hold ourselves accountable for tomorrow. That means creating innovative solutions to the challenges the future will bring. It inspires us to stay curious, act locally, and think internationally.

Legal name of Respondent:
WSP USA INC.
Date of Formation:
C-Corporation
Established 1933
State of incorporation:
New York
Primary contact:
Manjeet Ranu,
Senior Vice President/National
Planning Lead
M: (858) 869-7190
Manjeet.Ranu@wsp.com

WSP USA Inc. (WSP) is a multidisciplinary strategy, planning, design, delivery and management consultancy that develops creative, comprehensive and sustainable solutions for a future in which society and our planet can thrive. Equipped with an intimate understanding of local intricacies, world-class talent and proactive leadership, we enable long-lasting and impactful solutions to uniquely complex opportunities and problems. WSP has offices throughout the United States and globally, including major collaborations nearby in North, Central, and Coastal, Texas. WSP regularly undertakes complex efforts with outstanding, unifying outcomes. WSP understands the importance of the project development and environmental clearance processes, which support navigating toward successful outcomes, with the technical and engagement work embedded in the process to inform decision-making. Investing in these processes properly and being willing to re-evaluate initial assumptions provides much better predictability for projects, stabilizing the subsequent design and delivery phases. With WSP, we bring the deep local knowledge closest to the client backed by expertise from across the company to identify potential risks early and creative solutions that allow the planning process to culminate in a decision of what should be delivered and how.

**WSP
PROFESSIONALS BY
THE NUMBERS**



WSP has the experience and expertise to assist the City of Manor. We bring national and international experience in multiple disciplines that would be of service to the City of Manor, including planning, design, and project/construction management.

WSP offers a wide range of services including:

- Program Management
- Capital Improvement Programming
- Transportation Planning
- Cost Estimating
- Traffic Engineering
- Geotechnical
- Environmental
- Property and Buildings
- Roadway Design
- Site Development and Permitting
- Bridge Design and Inspection
- Drainage
- Construction Engineering and Inspection
- Public Involvement
- Planning

Our team’s mission is for this plan to be consistent with the City’s Strategic Vision: The City of Manor is a diverse, sustainable community and regional leader with exceptional services, a high quality of life, and a safe environment for citizens and businesses to thrive.

Manjeet Ranu

Planning Principal

CAREER SUMMARY

Manjeet Ranu is a comprehensive planning practitioner, having practiced in six high-growth, economically significant states as a land use, transportation and environmental planner, with urban design expertise. He was an executive for three large urban transportation agencies in the Los Angeles, Salt Lake, and Atlanta regions. He also led community development for cities in the San Diego and Dallas regions. His transit experience involved leading and administering transportation planning, capital programs, Federal Transit Administration Capital Investment Grants program projects, National Environmental Policy Act. Areas of practice in land use include policy planning, master planning, development review, building safety, housing programs, preparing land use regulations, California Environmental Quality Act, and code enforcement. Manjeet's 20 years of experience in the public sector and six years in the private sector across different regions of the United States, along with years of community leadership, has given him keen strategic insights and creativity to advance highly complex initiatives to successful outcomes with broad support and equitable impact.

RELEVANT EXPERIENCE

Chief of Capital Programs, Expansion, and Innovation, Metropolitan Atlanta Rapid Transit Authority, Atlanta, Georgia. Led a team of approximately 300 to execute a \$500M annual planning, project development, design and delivery capital program to support expansion and state of good repair projects for Metropolitan Atlanta Rapid Transit Authority. Manjeet strategically guided federal discretionary funding pursuits anew, which the agency last undertook in the 1990s, building capacity to calibrate and deliver the capital program in collaboration with regional partners. He led the entry of two expansion projects, each valued at over \$300M, into the FTA's Capital Investment Grants program.

Interim Planning Director, City of Denison, Dallas Region, Texas. Created processes and procedures to effectively manage significant development. Manjeet created a workflow platform to manage the development review process. He initiated the preparation of a new land use code with design guidelines. He also prepared a work program for the annexation of nearly 7,000 acres.

Senior Executive Officer, Los Angeles County Metropolitan Transportation Authority, Los Angeles, California. Guided the initial preparation of an update to the agency's 40-year long-range transportation plan involving \$500B in investments. Manjeet's responsibilities included planning, designing, and environmentally clearing \$30B in new/expanded rail, bus rapid transit, and active transportation capital projects.

Acting Director, Deputy Director of Planning and Building, Planning Manager, City of Encinitas and City of El Cajon, San Diego Metropolitan Area, California. Transformed development services operations by creating a workflow tool and process guide and set performance standards. Manjeet oversaw all work related to the Coastal Act and California Environmental Quality Act. He was responsible for planning, building, housing, and code enforcement services.

Director of Capital Development, Utah Transit Authority, Salt Lake City, Utah. Led a reinvigorated five-year, \$2B capital program involving light rail, bus rapid, and commuter rail transit corridor projects. Manjeet managed the federal, state, and local grants programs and administered enterprise-wide program management services, design criteria, and facilities planning.

Planning and Development Services Director, City of Tucson, Arizona. Provided an assessment of needs and identified recommendations to improve the department while facilitating beneficial land use and economic development opportunities. Manjeet established a GIS-based development and permitting activity map. He connected Tucson's mayor and City staff with the Daniel Rose Land Use Fellowship, a program of the National League of Cities and Urban Land Institute.

HIGHLIGHTS

Firm

WSP USA Inc.

Years of Experience

26

Education

MURP, Urban and Regional Planning, University of Colorado-Denver
MPA, Public Administration, University of Colorado-Denver
BA, Biology & Political Science, University of Colorado-Boulder

Professional Affiliations

American Institute of Certified Planners
American Planning Association
Urban Land Institute: Full Member

Callie New

Planning Lead

CAREER SUMMARY

Callie is a planner and project manager with experience in both the public and private sectors, spanning the topics of transportation, environmental, land use and natural resource management, urban design and recreation. She approaches projects with an eye on identifying tactics that uplift people and has a passion for solving problems with a combination of data analysis, great design, and smart public policy. Prior to joining WSP, Callie worked in private consulting as well as for the National Park Service and the Wasatch Front Regional Council.

RELEVANT EXPERIENCE

City of Country Club Hills Comprehensive Plan, Country Club Hills, Illinois. Project Manager for a community vision developed through careful analysis of existing patterns and trends and continuous conversations with the Country Club Hills community about preferences and priorities for the future of the city. Plan topics include the future of: land use, growth, and development; transportation and mobility; quality of life issues; environmental justice; affordable housing; conservation and natural resources; infrastructure and utilities; and public safety.

300 West Corridor & Central Pointe Station Area Plan, Salt Lake City, Utah. Project manager for a corridor and station area plan for Salt Lake City's Planning Division. Project goals included identifying a master plan for revitalizing a retail heavy, auto-centric corridor and addresses housing needs, creates shared spaces for community members, and produces solutions for comfortable multi-modal conditions and connections to existing LRT stations.

San Miguel County East End Master Plan, Telluride, Colorado. Project manager for the San Miguel County East End Master Plan. As an environmentally coveted and constrained area, growth pressures are challenging and contentious. The planning effort brought together local community members, stakeholders, and elected and appointed officials to craft a vision that balances the need to support housing affordability while preserving community character and connections to the natural world.

Salt Lake City Downtown Building Heights & Pedestrian Space Code, Salt Lake City, Utah. Project Manager for a zoning code update for downtown Salt Lake City allows for an increase in development allowances in exchange for investments made to the public realm. Creating incentives for private investments in public space create a more vibrant, walkable environment and support transit ridership and safety.

Mountain Village On-Call Services, Town of Mountain Village, Colorado. Project manager for the contract which included performing architectural and site design reviews for new developments, coordinating with developers, and performing staff services for the review board.

Duluth Parks, Recreation, Open Space, and Trails Master Plan, Duluth, Minnesota. Project Manager for the Essential Spaces Plan is a community-informed plan to guide the future of Duluth's parks, recreation, open space, and trails system to support a healthy and vibrant community, enhance inclusion and equity, and advance environmental protection under a sustainable budget framework.

2019-2050 Regional Transportation Plan & Wasatch Choice Vision, Salt Lake City, Utah. Callie was the MPO agency lead for developing, refining, and prioritizing a \$5 billion long-range transit plan, using a goal-oriented policy framework, data-driven performance measures, and extensive stakeholder feedback. She coordinated with UTA to integrate federal, state, and local option sales tax revenue projections into the financial phasing of the regional transit plan. Callie was an integral team member for interagency meeting facilitation with transportation partners, elected and appointed officials, community-based organizations, and city and county staff from more than 60 jurisdictions throughout the four-county planning area.

HIGHLIGHTS

Firm

WSP USA Inc.

Years of Experience

10

Education

MS, Urban Planning, Columbia University

BA, International Studies, Southern Oregon University

Professional Affiliations

American Institute of Certified Planners: US

American Planning Association



vision—

Founded in 1987, TBG Partners is a distinguished design firm with expertise in landscape architecture, urban design and planning – and a passion for creating purposeful and memorable outdoor environments.

Our practice synthesizes the sophisticated design perspectives of many dedicated professionals who are passionate about process and user experience.

We believe in a purpose-driven collaborative approach to design that celebrates the context of the place and prioritizes pertinent ecological, economic and social performance factors. Our passion for challenging convention and discovering the essence of place allows the distinct character and story of each project to be revealed.

With approximately 130 dedicated creative professionals, TBG has unique capabilities made possible by a vast array of design talent, resources and experience. Collaboration is at the heart of our practice and reflects one of TBG's core values – inclusivity – and our interactive, hands-on approach ensures that the best ideas from around the firm rise to the top and guide our practice.

One firm, many voices, together altering land to become meaningful landscape architecture.

TBG Partners

Samantha Whitney

AIA, AICP

Principal, Co-Director of
Urban Design + Planning



A Principal in TBG's San Antonio office and Co-Director of TBG's Urban Design and Planning team, Sam is an architect and urban designer committed to building consensus through collaborative processes that strengthen connections between people and place.

Her empathy and high degree of conscientiousness pervade all areas of her work. Sam is also gifted in community engagement, consensus-building, and developing close relationships with her colleagues, clients, and the communities she serves. Her project experience includes mixed-use development, downtown revitalization, campus master plans, and urban streetscapes.

relevant experience

Manor Downtown Master Plan, *Manor, Texas*
 Harlingen TIRZ Master Plan, *Harlingen, Texas*
 Downtown Lubbock Master Plan, *Lubbock, Texas**
 Lubbock Civic Park, *Lubbock, Texas*
 Columbia County Regional Park Master Plan, *Lake City, Florida*
 West End Area Master Plan, *New Braunfels, Texas*
 Castell Avenue Streetscape, *New Braunfels, Texas*
 Pearl Master Plan, *San Antonio, Texas*
 Broadway Alamo Heights Streetscape, *Alamo Heights, Texas*
 Ella Austin Community Center, *San Antonio, Texas*
 Basila Frocks, *San Antonio, Texas*
 Vida Zócalo Green at Texas A&M University-San Antonio,
San Antonio, Texas
 Driftwood Historical Conservation Study, *Driftwood, Texas**
 Place Changing, Dignowity Hill Community Study,
*San Antonio, Texas**

*completed with previous firm

education

- > Master of Architecture, Urban Design,
University of Texas at Austin
- > Bachelor of Architecture, Syracuse
University

affiliations

- > Texas Society of Architects
- > American Institute of
Architects, San Antonio
- > Urban Land Institute, San Antonio

registration

- > Licensed Architect – State of Texas,
No. 21334
- > American Institute of Certified Planners

TBG Partners

Robert Parsons, Jr.
AICP, CNU-A
Senior Associate



A Senior Associate in TBG's Austin office, Rob has deep rooted experience in planning, real estate development and the policy framework in which those operate.

With a passion for creating walkable places that people cherish, Rob has devoted his practice to finding the intersection of nuanced urban design and market realities that result in implementation. He has worked for communities across Texas and the country on Main Streets and aging commercial corridors and with private developers on both large and mid-scale infill development.

relevant experience

Manor Downtown Master Plan, *Manor, Texas*
 Harlingen TIRZ Master Plan, *Harlingen, Texas*
 Lafayette Crossing, *Fate, Texas*
 Kyle Comprehensive Plan, *Kyle, Texas*
 Liberty Hill Comprehensive Plan + UDC Rewrite,
Liberty Hill, Texas
 Killeen Comprehensive Plan, *Killeen, Texas*
 Waxahachie Comprehensive Plan, *Waxahachie, Texas*
 University Park Centennial Plan, *University Park, Texas*
 Downtown Lubbock Master Plan Update, *Lubbock, Texas**
 Hays County Conservation Ordinance Rewrite,
*Hays County, Texas**
 West Pecos Master Plan, *Pecos, Texas**
 Bastrop Downtown Master Plan, *Bastrop, Texas**
 Downtown Rogers Master Plan, *Rogers, Arkansas**

*completed with previous firm

education

- > Master of City and Regional Planning, University of Texas at Arlington
- > Bachelor of Art, Urban Studies and Government, University of Texas at Austin

affiliations

- > American Planning Association
- > Urban Land Institute

registration

- > American Institute of Certified Planners, No. 028950
- > Congress for the New Urbanism, CNU-Accredited
- > Form Based Code Institute (FBCI) Curriculum Completion



David Greusel: 816-255-2123 / 1600 Genessee Street, Suite 620, Kansas City, MO 64102

Who We Are

Convergence Design is about connecting people in significant and memorable places, and bringing them together in positive spaces. Convergence Design values the communities where buildings exist as much as the buildings themselves. We're about finding design solutions that are as right for a particular place as they are for a particular time.

Specializing in public assembly architecture, Convergence Design offers a wide range of architectural and related services, including strategic facility planning, programming, master planning, design, documentation and construction phase services. We also offer consulting services in strategic marketing, public presentations, graphic design and branding.

Convergence Design is committed to serving each client with personal professional care. We engage with trusted, experienced colleagues to provide the full range of architectural and engineering services required for a particular project.

Firm History

Convergence Design began as the private professional practice of David Greusel, FAIA in 2004. Since then, the practice has grown to serve a variety of municipal, private and institutional clients in the United States and Canada.

We have assisted clients with everything from feasibility studies and master plans to renovations, building expansions and entirely new buildings.

Representative Clients

- Osceola County, Florida
- Weber County, Utah
- City of Bismarck, North Dakota
- Greater Burlington Partnership; Burlington, Iowa
- Escambia County, Florida
- Dayton Convention & Visitors Bureau
- City of Enid, Oklahoma
- Global Spectrum; Philadelphia, Pennsylvania
- City of La Crosse, Wisconsin
- Little Rock Convention & Visitors Bureau
- Maryland Stadium Authority
- City of St. Joseph, Missouri
- City of Temple, Texas
- Public Facilities Authority, City of Winston-Salem, North Carolina
- Pueblo Urban Renewal Authority, Colorado
- City of Salina, Kansas

Specialized Experience

With more than 30 years of professional experience, founding principal David Greusel has designed a wide variety of public buildings, including fairgrounds, arenas, convention and conference centers, arenas, ballparks, recreation centers, student centers, churches and similar facilities. Convergence Design's portfolio also includes a number of completed educational and institutional projects, office and retail projects, as well as a large number of facility master plans.



David Greusel

Founding principal David Greusel, FAIA has over 35 years of professional experience in architecture. He has worked as a principal and shareholder in large and medium-sized architectural firms across the Midwest. His responsibilities have included every aspect of architectural project delivery including design, programming, planning, and project management. His primary strength, however, is working with clients to help them articulate and realize their own particular goals for a project. For most of his career, David has specialized in public assembly architecture, including stadiums and arenas; civic, convention and conference centers; and athletic and recreation centers.

David has a reputation as a skilled communicator and a consensus-builder. He has taught communication skills to architects and allied professionals nationwide. He authored *Architect's Essentials of Presentation Skills*, part of the Architect's Essentials series published by Wiley. For his contributions to the profession of architecture, David was elevated to the College of Fellows of the American Institute of Architects in 2009.

FAIA, CNU, LEED® AP
Convergence Design

Responsibility
Principal

Education
Kansas State University,
B.Arch., cum laude

Registration
David Greusel holds a certificate from the National Council of Architectural Registration Boards (NCARB), and is licensed as an architect in the following jurisdictions:
Arizona, Alabama, Colorado, Florida, Illinois, Indiana, Kansas, Maine, Michigan, Missouri, North Carolina, Oklahoma, South Dakota, Tennessee, Texas, Utah

Memberships
Fellow,
American Institute of Architects
Member, Congress for The New Urbanism
LEED® Accredited Professional
U.S. Green Buildings Council

Selected Projects

- Enid Event/Convention Center; City of Enid, Oklahoma
- Tinley Park Convention Center Expansion; Village of Tinley Park, Illinois
- Peoria Civic Center Revitalization; Peoria, Illinois
- H.H. Dow Leadership Academy, Dow Chemical Company; Midland, Michigan
- UIC Forum, University of Illinois-Chicago; Chicago, Illinois
- Richard E. Berry Center, Cypress-Fairbanks ISD; Houston, Texas
- Grand River Center; City of Dubuque, Iowa
- Utah County Convention Center; Provo, Utah
- Eastern Maine Events Center Study; Bangor, Maine
- Ocean City Convention Center Study; Ocean City, Maryland
- Winnipeg Convention Centre Expansion Study; Winnipeg, Manitoba
- Knight Convention Center Expansion Study; Miami, Florida
- Music City Center siting study; Nashville, Tennessee
- Jordan Valley Park Expo Center; Springfield, Missouri
- Laredo Convention Center Study; Laredo, Texas
- Irving Convention Center Study; Irving, Texas
- Calgary Convention Centre Site Study; Calgary, Alberta
- Key Attractions Study, Greater Burlington Partnership; Burlington, Iowa
- Thomas M. Ryan Center, University of Rhode Island; Kingston, Rhode Island
- New Amphitheater; City of Fort Collins, Colorado
- Marlow Baptist Church; Cameron, Texas
- Stadium Expansion, Kansas State University; Manhattan, Kansas
- Student Recreation Center, University of Toledo; Toledo, Ohio
- Student Rec Center Expansion, Southern Illinois University; Carbondale, Illinois
- Monsanto Research Center, Missouri Botanical Garden; St. Louis, Missouri
- Broken Arrow Elementary School; Shawnee, Kansas
- Tointon Family (Baseball) Stadium, Kansas State University; Manhattan, Kansas
- Center for Historical Research, Kansas State Historical Society; Topeka, Kansas
- New Football Stadium, Alabama State University; Montgomery, Alabama
- Minute Maid Park, Houston Astros Baseball Club; Houston, Texas
- PNC Park, Pittsburgh Pirates Baseball Club; Pittsburgh, Pennsylvania
- Outdoor Sports Complex, Tourism Development Commission,
- Walton County, Florida-Campus Plan, Christ Community Church; Leawood, Kansas and Olathe, Kansas

WHY CHOOSE INK FACTORY?

OUR ABILITY TO SCALE → WE HAVE 9 FULL-TIME ARTISTS... ...WITH OVER 96 YEARS OF COLLECTIVE EXPERIENCE

CONTINUITY & CONSISTENCY FROM START TO FINISH

WE MAKE IT EASY FOR YOU TO FOCUS ON WHAT'S IMPORTANT

WE'RE A TRUSTED PROVIDER

NDA'S ARE NO PROBLEM!

DURING UNFORESEEN CIRCUMSTANCES...

...WE HAVE THE BANDWIDTH TO JUMP IN & SUPPORT YOUR EVENT

WE HAVE A WHOLE TEAM OF PEOPLE WORKING TO SUPPORT YOUR EVENT

PROJECT MANAGERS

ARTISTS

CREATIVE DIRECTORS

11 YEARS IN BUSINESS FROM WORD OF MOUTH AND REPEAT CLIENTS

TRUSTED BY OVER 1,000 CLIENTS AROUND THE WORLD

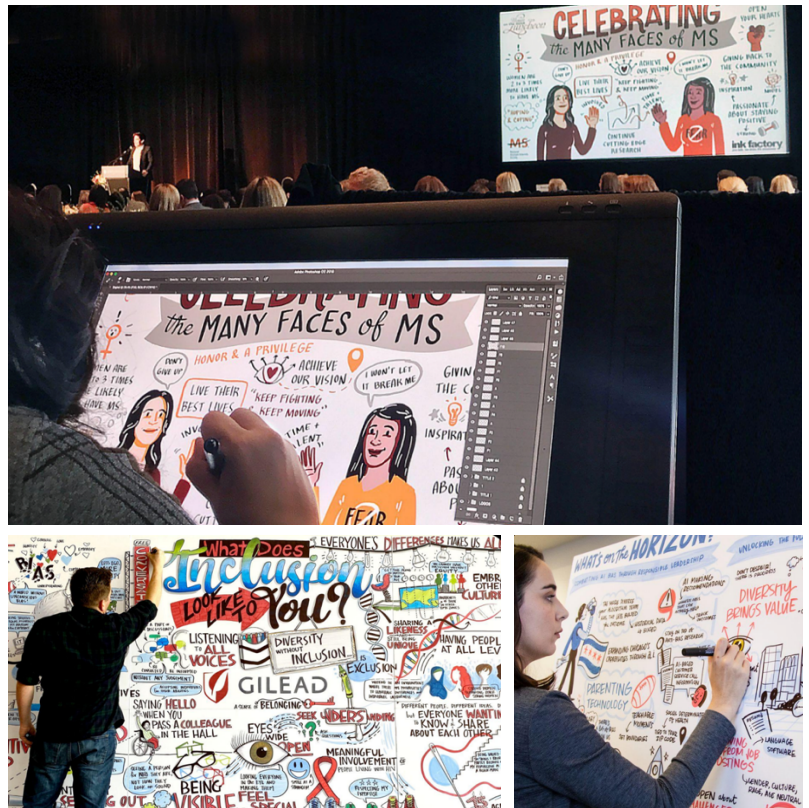
TOP LEVEL CUSTOMER SERVICE

ink factory THE ONE EVENT PARTNER YOU DON'T HAVE TO WORRY ABOUT!

Visual Notes (in-person, digital)

With digital visual notes our artists can blend the power of visuals with the convenience of digital technology. The artist takes notes on a tablet that can easily be hooked up to an AV system and displayed live on screens around the room. AV teams are able to control what is shown on the screen and can easily flip between the visual notes, live footage of the speaker, and/or informational slides.

We recommend digital visual note-taking for keynote speeches, strategic planning sessions, visioning sessions, tradeshow, conferences, and summits.





qualifications



Professional Qualifications

Placemaking Action Plans, Area Plans, Riverfronts and Transit

Bentonville, AR - Retail Market Study
Bentonville, AR - Sewer Expansion Impact
Birmingham, AL – Bus Rapid Transit
Cedar City, UT - Travel Plaza
Charlotte, NC – South End Development
Chicago, IL – Chicago Riverwalk Expansion
Covington, KY - Central Riverfront Redevelopment
Dallas, TX - Kay Bailey Hutchison CC Area Master Plan
Dallas, TX - Placemaking Action Plan
Davenport, IA – Riverfront Development
Dubois County, IN - Mid-States Interstate Corridor
Durham, NC - Placemaking Action Plan
Elkhart, IN – Gateway Master Plan
Finney County, KS - Placemaking Action Plan
Folsom, CA - Tourism Assets Assessment
Fort Worth, TX – Destination District Analysis
Grand Rapids, MI – Streetcar Real Estate Analysis
Great Lakes Bay, MI - Destination Development Plan
Hamilton County, IN - Tourism Destination Master Plan
Hampton, VA – Downtown/Riverfront Analysis
Jackson, MS - Placemaking Action Plan
Marion Co, FL - Placemaking Action Plan and Venue Feasibility
Michigan City, IN – Lakefront and North End Plan
Michigan City, IN – Trail Creek Area
New York, NY – LaGuardia Airport Parking Study
Oceanside, CA - Placemaking Action Plan
Portsmouth, VA – Downtown/Riverfront Analysis
Rockford, IL - Placemaking Action Plan
Sarpy County, NE - Sewer Expansion Impact
SeaTac, WA - Placemaking Action Plan & Strategy
Sun Prairie, WI - Placemaking Action Plan
Temple, TX - Placemaking Action Plan
Warren County, NY - Tourism Competitive Markets
Wells County, IN - Highway Impact Analysis
Westchester Co, NY - Tourism Recovery Plan
Westfield, IN - Grand Park Area Master Plan

Arkansas Downtown Development Legislation
Austin, TX - Redevelopment Properties On-Call
County of Hawaii, HI On-Call Consultant
Kentucky Tourism Development Act; KIRA/TIF Incentive Reviews
Mississippi Tourism Development Legislation
Nebraska Economic Development Legislation
Sacramento, CA - On-Call Consultant
West Virginia Tourism Legislation

Professional Qualifications

Mixed-Use Destination Districts & Market-Based Planning

Albuquerque, NM – UNM Sports District
Amarillo, TX - Mixed-Use & Highest/Best Use
Baton Rouge, LA - LSU Master Plan
Baytown, TX - Arena-Anchored Mixed-Use District
Bedford Park, IL – Mixed-Use District
Bentonville, AR – Applegate Agri-Hood Residential
Billings, MT – Mixed-Use Development
Bloomington, MN – Waterpark of America
Boca Raton, FL – Glades Plaza
Bradenton, FL – Entertainment District
Branson, MO – Branson Landing
Bremerton, WA - Motorsports Mixed-Use Devel.
Broken Arrow, OK - Innovation District
Broken Arrow, OK - Mixed-Use District
Casa Grande, AZ – Motorsports District
Chandler, AZ – Wild Horse Pass RED
Chandler, AZ – WHP Business Organization Plan
Chester, PA - Stadium & Riverfront District
Chicago, IL – Navy Pier Expansion
Chicago, IL – Riverwalk Expansion
Chicago, IL – South Side Sports District
Chicago, IL – Pilsen Neighborhood Mixed-Use
Clearwater, FL – Downtown Mixed-Use District
Cleaveland Co, OK - Arena & District
Columbus, OH – Scioto Mile Destination District
Corpus Christi, TX - Mixed-Use District & Advisory
Dacono, CO - Mixed-Use Development
Davenport, IA – Riverfront Development
Eastvale, CA – Town Center Development
El Cajon, CA - Mall Redevelopment
El Reno, OK - Tribal Development Master Plan
Elkhart, IN – Gateway Master Plan
Fairfax, VA - Mixed-Use Town Center
Fort Wayne, IN – Harrison Street Live!
Fort Worth, TX – Fort Worth Stockyards
Fort Worth, TX – Texas Trails Monument
Greenville, NC - Downtown Redevelopment Plan
Hampton, VA – Mixed-Use Development Plan
Indianapolis, IN – CityWay Mixed-Use District
Indianapolis, IN – Glendale Mall
Indianapolis, IN – Union Station Renovation
Jackson, MS – Mixed-Use Development
Kansas City, MO – KC Power & Light District
Kingsville, TX - Ranch Mixed-Use Expansion
Kyle, TX – Downtown Multi-Use Study
La Vista, NE – 84th Street Mixed-Use Development
La Vista, NE – Southport West Live!
Lansing, MI - Event Facility-Anchored District
Las Cruces, NM - Downtown Residential Mix
Lawrence, KS - Mixed-Use University District
League City, TX - Mixed-Use Master Plan
Long Island, NY – Nassau Coliseum
Louisville, KY – 4th Street Live!
Madison, WI – Alliant Energy Center Master Plan
Mansfield, TX - Mixed-Use & Stadium
Manteca, CA - Mixed-Use Entertainment District
Mayfield, KY – WKT Technology Park
Milford, CT - Multifamily & Office Mixed-Use
Mills, WY - Riverfront Mixed-Use Development
Milwaukee, WI - Deer District Phase II Highest & Best Use
Nashville, TN - Arena-Anchored Mixed-Use District
Noblesville, IN - G-League Arena & District Impact
Norman, OK - Arena and Mixed-Use District
Oklahoma City, OK - Historic Stockyards District
Overland Park, KS - Mega Mixed-Use Development
Pawtucket, RI - Stadium & Mixed-Use
Richmond, VA – Mixed-Use Development
San Juan, PR – Nightlife & Entertainment District
Suffolk County, NY - Sports Mixed-Use District
Sun Prairie, WI - Tourism Development Master Plan
Tahoe City, CA - Mixed-Use Redevelopment
Tempe, AZ - NHL Arena & District
Thornton, CO - Mixed-Use Development
Tolland, CT – Mixed-Use & Retail
Toronto, ON – Woodbine Live!
Tupelo, MS – Downtown Mixed-Use District
Waco, TX - Convention Center, Baseball Stadium & District
Windsor, CO - Tournament Sports Mixed-Use District



Professional Qualifications

Arts, Culture, and Entertainment Venues

Augusta, GA - New Arena/Entertainment Venue
Augusta, KY - Augusta Distillery
Aurora, CO - Resort Event & Entertainment Venue
Baltimore, MD - Racetrack Clubhouse Expansion
Bardstown, KY - Distillery Expansion Impact
Bremerton, WA - Amphitheater & Mix-Use
Burbank, CA - Comedy Fest Impact
Burnaby, BC - Arts & Events Centre
Burnsville, MN - Performing Arts Center
Castle Rock, CO - Amphitheater
Cave City, KY - Mammoth Campground
Chandler, AZ - Wild Horse Pass Development
Chicago, IL - Beverly Arts Center
Chicago, IL - DuSable Museum Expansion
Chicago, IL - Fashion Incubator
Chicago, IL - Giordano Dance Company
Chicago, IL - Theater Support Facility
Clearwater, FL - Community Cultural Center
Clermont, KY - Jim Beam Distillery Expansion
Cleveland, OH - Crest Center
Cleveland, OH - Jacobs Pavilion at Nautica
Conway, SC - Riverfront Amphitheater
Cornwall, IL - Waterpark Resort
Davenport, IA - Riverfront Development
Denver, CO - Observation Deck
Durham, NC - The Carolina Theatre
Erie, PA - Warner Theatre
Fountain Hills, AZ - Crystal Lagoon
Frankfort, KY - Buffalo Trace Distillery
Franklin, KY - Dine and Play Social House
Fuquay-Varina, NC - Performing Arts Center
Gulf Shores, AL - Attraction/Entertainment Destination
Hallandale Beach, FL - Entertainment Destination
Indianapolis, IN - Hilbert Circle Theatre
Indianapolis, IN - Murat Centre for the Arts
Jefferson, KY - Rabbit Hole Distillery
La Vista, NE - Amphitheater District
Lexington, KY - RD1 Distillery

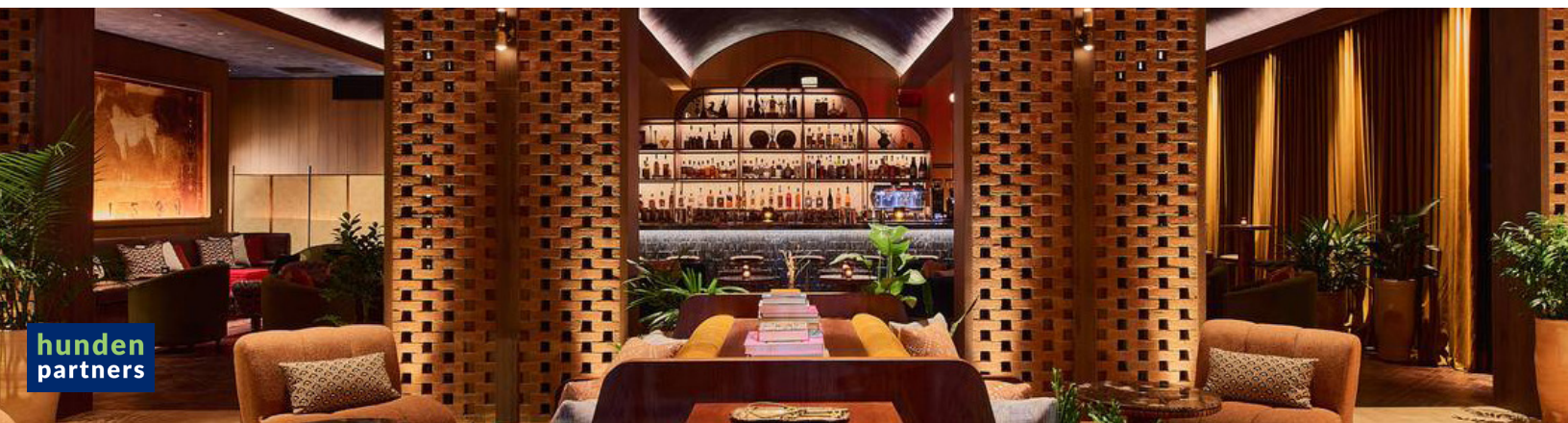
Loretto, KY - Maker's Mark Distillery
Louisville, KY - Angel's Envy Distillery Expansion
Louisville, KY - Mega Cavern
Louisville, KY - Bluegrass Amusement Park
Louisville, KY - Kentucky Kingdom Theme Park
Louisville, KY - Jim Beam Urban Still
Manistee, MI - Amphitheater
Mesa, AZ - Amphitheater & Convention Center
Michigan City, IN - Blue Chip Casino & Resort
Millville, KY - Peristyle Distillery
Miracle, KY - Boone's Ridge Wildlife Encounter
New Haven, KY - Log Still Event Campus
Newport, KY - Newport on the Levee
Newport, KY - Newport Aquarium
Orlando, FL - Resort Event & Entertainment Venue
Philadelphia, PA - Observation Deck
Pine Ridge, KY - Cultural Arts Center
Placer Valley, CA - Entertainment Event Center
Pocatello, ID - Multipurpose Event Facility
Portage, MI - Amphitheater
Portland, ME - Rock Row Event Center
Ridgefield, WA - Casino Entertainment Venue
Rockford, IL - Davis Park Entertainment Venue
Roseville, CA - Rodeo Event Impact
Skokie, IL - Northlight Theatre
South Padre Island, TX - Amphitheater, Time-Share/Retail
South Walton County, FL - Amphitheater & Sports Complex
Switzerland County, IN - Riverfront Development
Trenton, MO - Performing Arts Center
Tupelo, MS - Downtown Entertainment Center
Valparaiso, IN - Community Arts Center
Versailles, KY - Distillery & Castle Hotel
Warsaw, IN - Performing Arts Center & Conference Hotel
Washington, IL - Amphitheater
West Memphis, AR - Waterpark & Entertainment
Williamstown, KY - Ark Encounter Theme Park
Williamstown, KY - Luxury RV Park /Glamping



Professional Qualifications

Kentucky Tourism Development Act Impact Studies

21c Museum Hotel, Lexington - 2012
21c Museum Hotel, Louisville - 2003
4th Street Live!, Louisville - 2002
900 Baxter Boutique Hotel, Louisville - 2021
Aloft Hotel, Newport - 2014
Angel's Envy Distillery, Louisville - 2020
Ark Encounter Theme Park, Williamstown - 2014-2015
Ashland Convention Center & District - 2021
Ashland Revolutionary Racing & Gaming Project - 2023
Athens-Boonesboro Youth Sports Facility - 2023
Augusta Distillery - 2022
Bardstown Motor Lodge - 2021
Bardstown Trail Hotel - 2022
Boyd Co. Revolutionary Racing Track/Gaming - 2023
Buffalo Trace Distillery, Frankfort - 2014, 2017
Bulleit Distilling Company, Shelbyville - 2017
Castle & Kay (Peristyle) Distillery, Frankfort - 2015
Churchill Downs Hotel & Event Space - 2019
Columbia Pennyroyal Barrel Co - 2023-2024
Covington Central Riverfront - 2022
Covington YMCA Mixed-Use, Covington - 2019
Elizabethtown Courthouse Hotel - 2022
Fort Knox Mixed-Use Redevelopment - 2021
Franklin Dine & Play Social House - 2022
Galt House Hotel, Louisville - 2002, 2018
Grand Rivers Eagle Landing Resort - 2024
Heaven Hill Bourbon Heritage Center, Bardstown - 2018
Hilton Garden Inn, Louisville - 2001
Hofbräuhaus, Newport - 2005
Hopkinsville Holiday Inn Hotel - 2017
Horse Racing & Ent. Facility, Williamsburg - 2021
Horse Soldier Farms, Somerset - 2021
Hotel Covington, Covington - 2015, 2017
Jim Beam Clermont Campus, Clermont - 2018
Jim Beam Urban Stillhouse, Louisville - 2014
Keeneland Renovation/Expansion (Lexington) - 2023
Kentucky Downs Facility Expansion - 2019
Kentucky International Convention Center & Hotel - 2006
Kentucky Kingdom Theme Park, Louisville - 2013, 2015
Kentucky Motor Speedway - 2010
Lexington RD1 Distillery - 2023
Log Still Distillery Campus, New Haven - 2021
Louisville Crowne Plaza Hotel Updates - 2023
Louisville Mega Cavern - 2007
Louisville Pickleball - 2023-2024
Makers Mark Distillery, Loretto - 2014-2015, 2019
Mammoth Cave National Park - 2016
MB Roland Distillery Expansion, Pembroke - 2021
Miracle Boone's Ridge Wildlife Encounter - 2022
Morehead Full-Service Hotel, Morehead - 2020
New Haven The Manchester Hotel - 2020
New Riff Brewery & Distillery, Covington - 2016
Newport Aquarium, Newport - 2003
Newport on the Levee Redevelopment - 2020, 2023
Newport Margaritaville Hotel - 2023-2024
Owensboro Convention Center & Hotel - 2011, 2013
Paducah Hotel - 2014-2015
Paristown Pointe Neighborhood, Louisville - 2015-2016
Prizer Point Lake Barkley Resort, Prizer Pointe - 2016
Rabbit Hole Distillery, Louisville - 2015-2016
Rickhouse Hotel & Still, Versailles - 2021
Six Mile Creek Distillery, Pleasureville - 2016
Somerset Convention Hotel, Somerset - 2014
Standardbred Horse Racing, Covington - 2021
TKC (The Kentucky Castle) Hotel & Distillery - 2023
Versailles Thoroughbred Square/Horse Walk of Fame - 2005-2006
Westin Resort, Lexington - 2006
Wild Turkey Distillery, Lawrenceburg - 2012
Williamstown Luxury RV Park - 2023
Woodford Reserve Distillery, Versailles - 2014





District Feasibility, Economic Impact & STAR Bond Financing Analysis (2019 - 2022) *Overland Park, Kansas*

Hunden was retained by the City of Overland Park to perform a market, feasibility, economic impact, retail sales, and sales tax studies for the proposed Bluhawk master development. The project was planned for development on 100 acres of land located between 159th Street, 167th Street, US Highway 69 and Antioch Road. A main anchor component of the project was an approximately 300,000 square-foot multi-sport indoor athletic complex for regional sports tournaments, local sports leagues and community wellness. The sports park was proposed to be one piece within the mega mixed-use development that would include a 3,500-seat arena/civic and community center to host sporting events and concerts, retail, restaurant and entertainment space, a neighborhood shopping center, three new hotel developments, class A office space, and residential multifamily developments. The project sought use of various public tax investments, including Sales Tax Revenue (STAR) bond financing, Community Improvement District (CID) financing, and Transportation Development District (TDD) financing. Hunden's analysis included projections related to the use of these public investment tools. The Bluhawk district is approaching approvals for development, construction and financing.



ABC Center Expansion & District Feasibility & Impact Study; Ongoing PFZ Project Advisory (2022-Present) *Corpus Christi, Texas*



Hunden Partners worked with the City of Corpus Christi to complete a study for the expansion and renovation of the American Bank Center (ABC or Center), the development of a headquarters hotel, and a six-block entertainment mixed-use district on city-owned parcels. The ABC is composed of multiple meeting and event facilities, including the convention center, Selena auditorium, and arena. For the District, Hunden assessed the surrounding office, restaurant, retail, and residential markets.

During the process, Hunden also provided an independent review of and professional recommendations on the proposed contract for private management of the American Bank Center, as well as the food and beverage management, on behalf of the City to ensure fair and favorable negotiations. Hunden was also engaged to assess the P3 options for financing the various elements of the project: the HQ hotel, a second large group hotel, the mixed-use district, as well as the convention center. Hunden assessed various state incentives available through legislation and pushed for the city to write itself into existing state tools that other cities have used to induce the development of these types of projects, based on successes Hunden had in both Fort Worth and Dallas. Hunden continues to provide ongoing modeling advisory work to update the PFZ projections for the City as business planning progresses.



Arena-Anchored Mixed-Use District Market & Financial Feasibility Study (2023)

Baytown, Texas

Hunden performed a market demand, financial feasibility and economic impact study to determine the optimal mix of uses for a proposed arena development and surrounding mixed-use district in Baytown. This Project was supported through an agreement between the City and ExxonMobil. The oil industry is a significant employer in the Baytown area, with Exxon alone operating over 10 plants including one of the largest Exxon refineries in the world, the Baytown Refinery. The presence of the oil industry through the decades, along with the City's proximity to Houston, has contributed to the development of the City as a significant hub of industry. Baytown is currently home to approximately 83,700 people.

Hunden provided recommendations for three development scenarios: one with a 7,500-seat arena, one with 5,000-seat arena with the hybrid ability to convert to four courts for tournaments or other indoor sports events, and a third multi-use youth sports complex with seating capacity up to 1,500. The development cost estimates for the three scenarios ranged from \$45 million to \$175 million.



Mixed-Use District Market, Financial Feasibility & Economic Impact Study (2022-2023)

Mansfield, Texas

Hunden Partners conducted a market analysis, financial feasibility, highest-and-best-use and economic impact study for a proposed mixed-use development known as the Lonestar 360 Plan. As advisors to the City, Hunden is conducting an objective analysis of the potential developer's preliminary plans for the site, including a review of the preliminary feasibility study conducted by the developer. This review will result in recommendations for programmatic adjustments and development scenarios, as well as detailed financial and economic impact projections. The following mix of uses will be studied as proposed in the Project plans:

- Permanent USL stadium,
- Hotel conference center,
- Performing arts center, and
- Mix of retail/restaurant, office and residential uses

Hunden's analysis included a deep-dive on the three main proposed public assembly facilities, along with an assessment of the mix of auxiliary uses including retail/restaurant, office and residential uses. Case studies for similar USL stadiums and stadium districts were profiled to provide the Client with reality-based data and implications.



Event Venue Mixed-Use Entertainment District Market & Feasibility Study (2023 - 2024) Cleveland County, Oklahoma

Hunden Partners was engaged by the Cleveland County Industrial Development Authority to complete a financial feasibility and economic and fiscal impact study related to a proposed event venue and mixed-use entertainment district in Cleveland County, Oklahoma. Hunden analyzed the financial performance of the development program provided by the Norman, Oklahoma, team and the current developer for the OU Foundation land. Hunden also made market-based projections of development that would occur on the additional land after the delivery of the development program proposed for the OU Foundation land.

Based on market research, Hunden recommended the following for the additional land to form the proposed entertainment district: 55,000 square feet of retail and restaurant space, 120-room hotel, 220 multi-family units, 60,000 square feet of office space, and 100,000 square feet of space for a National Weather Museum Experience.



NHL Arizona Coyotes Arena & Mixed-Use Entertainment District Study (2021-2023) Tempe, Arizona

Hunden Partners evaluated a proposal for the development of a new mixed-use sports and entertainment district anchored by the Arizona Coyote's new NHL arena. A proposal was submitted to the City of Tempe for this complex development, and Hunden worked on behalf of the public sector to evaluate the proposed development plan, as well as the financial feasibility of all elements proposed. Hunden then conducted an analysis of the anticipated economic impact, fiscal projections, and public health benefits.

The developer's response to the City's RFP detailed a two-phase 3.4-million-square-foot development, estimated to cost \$1.9 billion. Surrounding the anchor arena, a mixed-use development with components of retail, hospitality, office, and residential elements would be built. The development was designed to be completed in two phases, the first phase breaking ground by the third quarter of 2022. Hunden's initial study provided the City with a report that reviewed all documents in the developer's proposal, reviewed relevant national stadium project case studies, reviewed relevant Arizona Revised Statutes, analyzed the economic impact and public benefit as provided, and summarized findings and possible solutions for elements that made this project unsuccessful related to public benefits. In the summer of 2022, the Tempe City Council voted to move forward with negotiations based on Hunden's study, but the Project was ultimately voted down by the public in 2023. Hunden provided updated projections in early 2023, prior to the final vote.



Mixed-Use Family Entertainment Development Study (2023 - Present) CONVERGENCE DESIGN WSP
Manteca, California

The Hunden Partners Team, which includes facility design and land use planning experts from Convergence Design and global master planning, engineering and environmental planning experts from WSP, is currently engaged by the City of Manteca (Client) to complete a market demand, financial feasibility, economic impact study, conceptual design and land use plan for a proposed Family Entertainment Zone (FEZ or Project) in Manteca, California.

In order to understand infrastructure developments necessary to support the Project, the optimal program must be determined and analyzed. The Team will amend the 2016 FEZ Master Plan with updated implications for the future of the Project based on market realities. Hunden will analyze the market demand, financial feasibility, and economic impact of each of the proposed uses for the site. Convergence Design and WSP will collaborate to determine the optimal physical layout for the recommended mix of uses, accounting for zoning restrictions and other factors. Upon completion of Hunden’s analyses, WSP will complete a CEQA Environmental Impact Report for the Project.



Youth Sports Complex and Great Wolf Lodge Waterpark Resort Study (2024-Present)
Clay County, Florida

Clay County engaged Hunden Partners to conduct a third-party market and financial feasibility study that will determine the viability, financial gap and fiscal impacts of a new indoor/outdoor waterpark and resort in Clay County, Florida. Although a site has yet to be selected for the proposed Project, the project could be considered as an ancillary development to a new 250-acre regional multipurpose sports complex near State Road 16 in Clay County. The first development phase of the complex project is currently underway. Hunden’s study will determine the market viability, financial feasibility, and combined financial and impact projections and modeling scenarios for both the waterpark and sports complex, assuming they are built within close proximity.

These efforts will determine the current and future unmet demand for each market, as well as help the County and key stakeholders determine the pros and cons to building these facilities adjacent to one another. The study outcome will provide data analytics to support the County in determining any incentives to offer, as well as provide overall support for negotiations with possible owners/operators.



Rock Row Entertainment District Feasibility & Economic Impact Analysis (2022; 2023)

Westbrook, Maine

Hunden was engaged by a private client to complete a market demand, competitive analysis, and financial feasibility study for the development of a new multi-purpose conference and events venue as a component of the Rock Row mixed-use district. Rock Row is a \$600 million mixed-use destination that combines Maine's historic seacoast attributes with innovation, business, health care, hospitality, residential and entertainment properties. Rock Row has been master planned to include a variety of commercial real estate uses, as well as ample parking, connection to a 70-mile trail system, and a rail line.

Phase I of the Rock Row opened in 2020. Phase II of the development was proposed to include the multi-purpose conference and event venue, as well as an attached hotel. Hunden's study focused on the demand for various types of events and meetings, the recommended area(s) of focus for a new conference and event venue with an adjacent hotel, the appropriate design and program for a new venue based on the market realities, projections of financial performance, and the net potential economic impact of the proposed project. In 2023, Hunden was engaged to conduct a new economic analysis and modeling services related to multiple elements of the mixed-use development, including hotel, event center, and amphitheater.

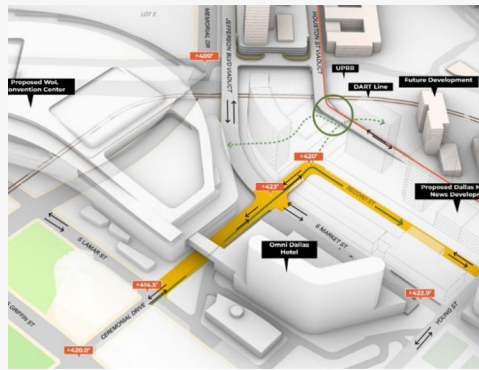
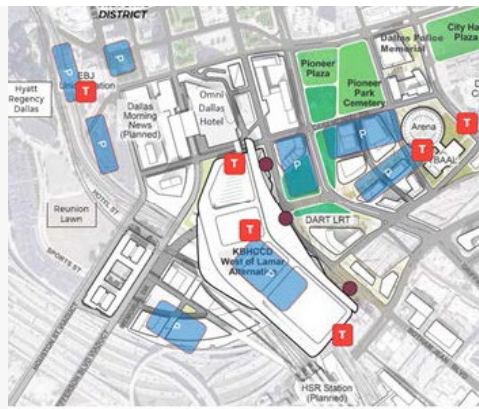
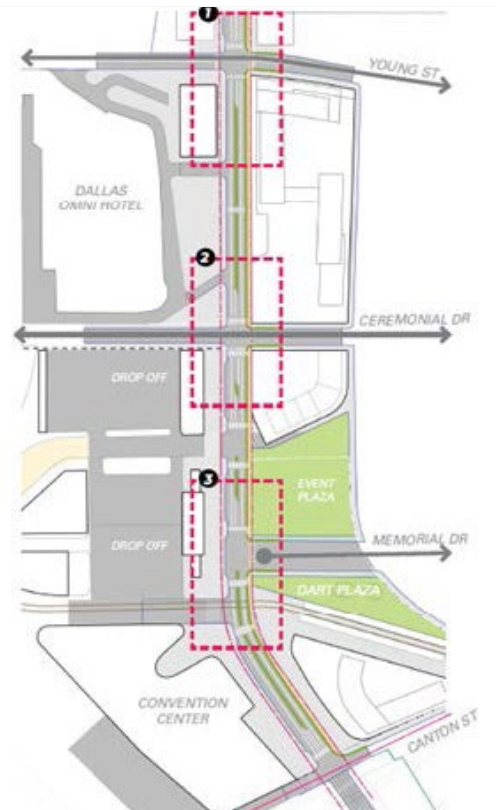


Youth Sports-Anchored Mixed-Use Development Feasibility Study (2023)

Broken Arrow, Oklahoma

A private client engaged Hunden Partners to conduct a market demand, financial feasibility, and economic and fiscal impact analysis for a proposed sports-anchored mixed-use development in Broken Arrow. Broken Arrow is located on the eastern edge of the Tulsa MSA with an approximate population of 120,000 residents. The project site, which spans 171 acres, is primarily planned for residential assets. The client also engaged Hunden to provide a financial and impact assessment of a new commercial town center, to be located at the center of both residential assets.

Hunden recommended a two-phased approach for the youth sports-anchored district. The first phase includes the construction of 8 basketball courts, 16 volleyball courts, 35,000 square feet of indoor space for entertainment, casual dining, medical tenants, and 16 fields for baseball, softball, soccer and other multi-sports. Phase one also includes a hotel, 80,000 square feet of retail and restaurant space and an entertainment venue. Phase two includes an indoor soccer fieldhouse, multiple outdoor fields, and a family-oriented resort with 300 rooms plus 25,000 square feet of additional retail and restaurant space. The impact of the recommended program is expected to generate nearly \$2.4 billion in net new spending and \$907 million in net new earnings.



PROJECT RELEVANCE

- Complete streets
- Entertainment areas
- Concepts for pedestrian safety
- Congestion Management
- Alternatives analysis for multimodal hub
- Extensive public participation and engagement
- Cost estimation for construction and maintenance
- Development of alternative roadway cross sections and street grid enhancements

Kay Bailey Hutchison Convention Center Master Plan

City of Dallas | Dallas, Texas

WSP's team of local and national experts is working with the City of Dallas on the Kay Bailey Hutchison Convention Center (KBHCCD) Master Plan, which aims to leverage the convention center's location at the nexus of multiple regional and local highway, transit, and freight rail corridors to create a multimodal transportation hub. The plan will not only help reenergize Dallas' civic center district, it will also provide an opportunity to break down several mobilities and economic barriers that have disenfranchised vulnerable community groups.

The study leverages future transportation improvements, such as a more pedestrian-oriented and context-sensitive street grid, streetscapes enhancements, bicycle and pedestrian facilities, streetcar system expansion, vertiport site assessment, and other multimodal enhancements to set the stage for private development and rebrand the Civic Center District as an exciting, mixed-use destination. The multimodal station will connect DART, local and regional buses, on-demand services, convention center shuttles, and include provisions for future high-speed rail as well.

Project elements include corridor-level assessments of access, circulation, and connectivity, street network development, evaluation of alternative roadway alignments, travel demand modeling, curb management and parking assessments, transit network development, bike and pedestrian network development and evaluation, planning level intersection evaluations, and a multimodal assessment of trips between the study area and other activity districts and key destinations using Streetlight and Replica Bluetooth data.

A key outcome of the study is creating a context-sensitive and multimodal transportation framework that bolsters adjacent land uses, effectively manages high volumes of through traffic, and facilitates high levels of access, circulation, and connectivity.

Cost of Project:

\$20.9M

Completion Date

Ongoing

Client/Owner

City of Dallas

Contact Details

Rosa Fleming
(214) 939-2755;
rosa.fleming@dallascityhall.com



PROJECT RELEVANCE

- Market Studies
- Public Engagement Plan/
Feedback
- Site Analysis/Development
- Land Use Development
- Design and Cost Estimates
- Financial Projections

Burnham Yard Master Plan Project

State of Colorado Department of Personnel & Administration | Denver, Colorado

WSP is preparing a master plan that incorporates multi-modal infrastructure improvements into a NEPA-ready plan to develop and dispose of this site. The project includes relocation of the Consolidated Main Line (CML) freight track facilities, potentially adding two RTD light rail lines, and preservation of future right-of-way for the Front Range Passenger Rail (FRPR), which may include a potential station.

WSP is developing a plan that incorporates stakeholder input, responds to market and equity demands and needs, and generates value and community benefits – while balancing the need for enhanced rail service. The Project includes robust stakeholder engagement. WSP developed an informed and integrated process is the first step on the journey to creating value at Burnham Yard to support mobility improvements, redevelopment, and integration with surrounding communities. Understanding the local and regional dynamics, and authentically responding to those, helps to identify solutions and achieve outcomes in a timely manner. The planning process supports navigating toward those outcomes, with the technical and engagement work informing options and decisions embedded in the process. The outcomes of the project intend to create an informed vision for the development of this site to maximize its value. Building on the market study, equity study, existing conditions assessment and stakeholder engagement sessions, the master plan process will identify options that will detail land use strategies, circulation and mobility concepts, key urban

design strategies, major infrastructure improvement alternatives, and potential residential and employment growth. A master development plan will identify a preferred alternative(s) and will not preclude potential options that will require time to mature.

Cost of Project:
\$899K

Completion Date
Ongoing

Client/Owner
State of Colorado Department of Personnel & Administration

Contact Details
Natriece Bryant
(720) 836-0179

TBG Partners

lafayette crossing

fate, texas

Transforming the city, Lafayette Crossing creates a distinctive and dense urban core along Interstate 30, shifting from a typical suburban setting to a walkable, compact, and financially robust community.

As the prime consultant, TBG is leading the project team, orchestrating a multifaceted approach that encompasses community engagement, visioning, land-use planning, and development regulations. The plan aims to create a strong urban framework through zoning, walkable mixed-use development, and prioritizing people over cars. It also aims to establish a unique identity, enhance the quality of life for residents through parks and open space, and significantly contribute to the city's financial tax base through thoughtful urban development.

size

340 acres

services

planning, placemaking,
development regulations

completion date

ongoing; planning started 2022

client

5054 development



TBG Partners



lubbock downtown master plan

lubbock, texas

size

900 acres

services

planning, urban design, landscape architecture

completion date

2019 (adopted 2020)

client

mcdougal companies

awards + recognition

2022 texas ASLA merit award, planning and analysis

The Downtown Master Plan Update builds upon previous plans for the revitalization of downtown Lubbock, including the 2008 Revitalization Action Plan, Imagine Lubbock Together, and the AIA Sustainable Design Assessment Team Report.

With the objective of making the city “development ready,” the master plan focuses on catalyzing transformation through investing in the public realm, upgrading utilities and infrastructure to support ongoing development, and formalizing a strategy for shared parking that unlocks development potential for housing growth and other uses to energize the city. A key implementation component was evaluating the relevant portions of the development code and making updates to facilitate the right type of development. This included a code gap analysis and a missing middle market study, where demand and existing character were analyzed and areas were identified that could receive this density and development type.

The update also introduces a new, civic-scaled park to serve as a multi-functional “living room” for all of Lubbock – filling a great need for an iconic and vibrant hub of activity in the heart of the city.

TBG Partners



the epic

grand prairie, texas

size

epic waters 80,000 sf; **epic central** 4 acres;
playground adventures 11 acres

services

landscape architecture

completion date

epic waters 2017; **epic central** ongoing;
playground adventures 2020

client

city of grand prairie

An ambitious effort to create a regional draw with something for everyone, The Epic is Grand Prairie's new multifaceted experience intended to be a community-defining destination — with regional allure extending far beyond the city itself.

It's a centerpiece of recreation, art and enlightenment, with enticing features for both young and old. Key components include *Epic Waters*, an indoor/outdoor water park with retractable roof, multiple varieties of slides and novel aquatic features; *Epic Central*, a 4-acre grand lawn, amphitheater and lakeside boardwalk featuring trails and a multipurpose recreation center; *PlayGrand Adventures*, an 11-acre, 100 percent inclusive playground designed to promote social interaction and physical recreation for all ages and ability levels; and athletic facilities, library, culinary kitchen, theater, art gallery and studio. It's an energizing destination that's redefining Grand Prairie, Texas.



timing, fees & additional services

Timing

Hunden proposes the following timing for each distinct deliverable:

- Market Findings – approximately eight weeks after the following have occurred: contract authorization, receipt of initial kickoff payment, and completion of in-person site visit
- Draft Analysis – approximately two to three weeks after delivery of Market Findings
- Final Analysis – approximately one to two weeks after receiving Client comments on the draft

We expect the overall timeline to be 12 - 13 weeks, assuming Client responsiveness and availability.

Proposed Project Timeline	Week #												
	1	2	3	4	5	6	7	8	9	10	11	12	
Task 1 – Project Kickoff and Orientation	█	█											
Task 2 – Project Profile and Site Overview		█	█	█									
Task 3 – Economic, Demographic and Tourism Analysis			█	█	█								
Task 4 – High-Level Market Opportunities Analysis				█	█	█							
Task 5 – Preliminary Mixed-Use Market Analysis: 8-10 Concepts					█	█	█						
Task 6 – Primary Mixed-Use Market Analysis: 3-4 Concepts						█	█	█					
Task 7 – Recommendations							█	█					
Market Findings Presentation (Deliverable)													X
Task 8 – Preliminary Designs, Layouts and Cost Estimates: 3-4 Concepts								█	█				
Task 9 – Demand and Financial Projections									█	█			
Task 10 – Economic, Fiscal, and Employment Impact Analysis										█	█		
Draft Analysis (Deliverable)													X
Client Edits													█
Final Analysis (Deliverable)													X

Fees

The Hunden Team proposes to complete the analysis for a lump-sum fee of **\$298,800**, inclusive of research and travel expenses for up to three (3) in-person trips to Manor for the kickoff site visit and two other dates of the Client’s choice (draft or final presentation, etc.) Hunden will bill the Client according to the following payment milestones:

- Kickoff Invoice, due to begin work: \$50,000
- Market Findings presentation: \$88,400
- Draft Analysis deliverable: \$88,400
- Final Analysis deliverable: \$72,000

Future add-on scope tasks and their fees will be mutually determined by Hunden and the Client once conclusions from the initial study have been drawn.

Future Services, Team Capabilities and Optional Add-On Tasks

Hunden Partners Business Plan/Advisory Services

After the study phase is complete, Hunden can provide continued advisory services related to project implementation, financing/business planning and negotiations for the development. This may include collaborating with the City of Manor's financial advisor to determine funding options and best practices for project implementation, revised financial projections and updates to budgets, recommendations on optimal phasing of the Project elements, and other services as identified with the Client. ***The entire Hunden Team, including WSP, Convergence Design, and TBG Partners, is prepared to serve as the City's trusted advisor and collaborator throughout the study, design, and implementation processes.***

Hunden Partners Developer Solicitation and Selection Process

Hunden Partners, unlike most firms, has the expertise to manage a competitive mixed-use and/or hotel developer solicitation and selection process for the recommended Project on behalf of the Client. Hunden will represent the City's best interests throughout the process of soliciting qualifications and proposals from developers interested in the opportunity in Manor. Hunden is familiar with key development players in the industry and has managed similar processes in the past for many comparable situations.

Hunden's scope of work typically includes: RFQ Process Kickoff and Orientation; Creation of RFQ Documents; Management of Solicitation Process; Promoting the Opportunity; Site Visit; Q&A; Review and Assessment of RFQ Submittals; Zoom Interviews; Creation of RFP; Shortlisted Developers Receive RFP; Review of Submittals; Evaluations, Interviews and Rankings; Hourly Work: Negotiations and Other Tasks. Hunden is happy to provide a full scope of work for the developer solicitation and selection process as desired by the Client.

Hunden Partners Development Advisory Services

Hunden also has the experience and capability to move public, private, and not-for-profit projects from concept to reality by working with the client to formulate an implementation strategy and then supporting the client in its implementation. Many communities have limited experience or personnel to execute unique public projects. Successfully delivering the vision for a project requires an understanding of what firms need to be hired, what specific role is being assigned to them, and when they should be brought onto the team. Effective outcomes are best achieved by actively engaging with and coordinating the work of experienced teams of design, construction, and other professionals. Hunden's experts have created implementation strategies and managed their execution in the development of major public and public-private projects on behalf of the public and not-for-profit sectors, including the redevelopment of Navy Pier and the expansion of McCormick Place in Chicago.

TBG Partners Continued Capabilities and Services

TBG’s talented and collaborative team brings over 37 years of expertise in planning, urban design, and landscape architecture with the commitment to create memorable, well-loved places that enhance the built environment and empower communities to become more walkable, livable, equitable, resilient, and playful through a collaborative approach that prioritizes the connections between people and places. Through meticulous analysis and creative thinking, we craft tailored solutions that integrate financial viability with community needs. ***Our services encompass strategic land use planning, urban design guidelines, and placemaking strategies to foster vibrant and sustainable developments.*** By leveraging our expertise in stakeholder engagement and market dynamics, we ensure that each project aligns with the aspirations of both public and private entities. Our team prides itself on our ability to dial in and right size the approach, process, and deliverables based on client needs to ensure each project’s key vision principles are clearly translated into the built environment. With offices in Austin, Dallas, Houston and San Antonio, TBG’s breadth of knowledge and contextual sensitivities have and continue to shape the design and development of sustainable, diverse projects across Texas and beyond at scales and complexities that transect urban, suburban and rural environments.

Convergence Design Continued Capabilities and Services

Convergence Design has the capacity to move the Client through ***pre-design and design feasibility, charrettes and visioning sessions, creation of detailed renderings and design plans, and design execution for the recommended public assembly facilities.*** Convergence Design is about bringing work, family and community together into a seamless whole. Their pursuit is to improve the quality of the built environment through excellent architecture, great design and sound planning. It’s about connecting people in every aspect of their lives, and bringing them together in positive spaces designed for cheering, connecting and serving. That starts with finding design solutions that are as right for a particular place as they are for a particular time.

WSP Continued Capabilities and Services

As one of the world’s leading engineering and professional services firms, WSP has the capacity to provide comprehensive master planning services through construction. Continued elements include:

KEY STEP	TASKS
Master Plan	<ul style="list-style-type: none"> • Establishing a planning process for identifying and selecting master plan alternatives • Taking the preferred conceptual master plan into final form for planning and conceptual engineering • Entitlements including potential site-specific Comprehensive Plan Amendment, Rezoning, land use/design standards, subdivision plat • Public engagement and communications

<p>Conceptual Engineering</p>	<ul style="list-style-type: none"> • High level engineering design to ensure master plan feasibility • Rough order of magnitude cost estimating to support phasing, funding and financing plan • Regulatory compliance
<p>Phasing, Funding & Financing Plan</p>	<ul style="list-style-type: none"> • Aligning backbone infrastructure phasing to market absorption plan and availability of funding and financing • Funding strategy, including private, fees, local, special district, state and federal sources • Financing strategy, including bonds and loans
<p>Program Management</p>	<ul style="list-style-type: none"> • Governance and agency coordination • Creation and implementation of special districts • Delivery and procurement methods selection and implementation • Preliminary and final engineering • Cost and change control
<p>Construction Management</p>	<ul style="list-style-type: none"> • Quality control • Schedule management • Contractor oversight



hunden partners





Appendix A – Proposal

Submittal Checklist: (To determine validity of proposal)

- Appendix A must be included in the proposal submittal
- Appendix B - Conflict of Interest Form must be included in the proposal submittal.
- HB 89 Verification Form
- Form 1295 Certificate of Interested Party must be submitted with TEC and included in the proposal submittal
- Confidentiality/Non-Disclosure Agreement
- Cooperative Governmental Purchasing Notice

All proposals submitted to the City of Manor shall include this page with the submitted Proposal.			
RFP Number:	2024-10		
Project Title:	Mixed-Use Sports/Entertainment Feasibility Study		
Submittal Deadline:	March 22, 2024 at 3:00pm		
Proposer's Legal Name:	Hunden Strategic Partners		
Address:	213 W Institute Place, STE 707		
City, State & Zip	Chicago, IL 60610		
Federal Employers Identification Number #	20-4239951		
Phone Number:	312-643-2500	Fax Number:	312-643-2501
E-Mail Address:	rob@hunden.com laura@hunden.com		
<u>Proposer Authorization</u>			
<p>I, the undersigned, have the authority to execute this Proposal in its entirety as submitted and enter into a contract on behalf of the Proposer.</p> <p>Printed Name and Position of Authorized Representative: <u>Robin Hunden</u></p> <p>Signature of Authorized Representative: <u></u></p> <p>Signed this <u>20</u> (day) of <u>March</u> (month), <u>2024</u> (year)</p>			



Appendix A – Proposal (continued)

I. REQUIRED PROPOSAL INFORMATION. IN ORDER FOR A PROPOSAL TO BE CONSIDERED COMPLETE, AND TO BE EVALUATED FOR A CONTRACT AWARD BY THE CITY, PROPOSER MUST SUBMIT ALL OF THE FOLLOWING INFORMATION:

1. Proposed Scope of Work

A. Product or Service Description: Proposers should utilize this section to describe the technical aspects, capabilities, features and options of the product and/or service proposed in accordance with the required Scope of Services.

2. Cost of Proposed Products and/or Services

A. Pricing: Pricing shall reflect the full Scope of Services defined herein, inclusive of all associated costs for delivery, labor, insurance, taxes, overhead, and profit. Pricing shall be based at a rate for providing services consistent with the Project Scope of Work.

3. Proposer’s Qualifications

A. Past Projects: List of 5 previously completed studies per use type, resumes of key personnel, and any additional information the proposer deems necessary.

4. References

Proposer shall provide three (3) references where Proposer has performed similar to or the same types of services as described herein.

Reference #1:

Client / Company Name: City of Overland Park, Kansas	
Contact Name: Kristy Stallings	Contact Title: Deputy City Manager
Phone: 913-895-6152	Email: kristy.stallings@opkansas.org
Date and Scope of Work Provided: 2019-2021. Mixed-use district feasibility and funding study for proposed sports and entertainment development	



CITY OF
MANOR
 EST.  1872
 TEXAS

Reference #2:

Client / Company Name: City of Corpus Christi, Texas	
Contact Name: Elsy Borgstedte	Contact Title: Assistant Director of Aviation, Corpus Christi International
Phone: 361-215-7868	Email: elsyb@cctexas.com
Date and Scope of Work Provided: 2022-Present. ABC Center and district redevelopment market, feasibility, and financial advisory services	

Reference #3:

Client / Company Name: City of Baytown, Texas	
Contact Name: Jason Reynolds	Contact Title: City Manager
Phone: 346-425-0838	Email: jason.reynolds@baytown.org
Date and Scope of Work Provided: 2023. Mixed-use arena district market demand, financial feasibility, and economic impact study	

II. CONTRACT TERMS AND CONDITIONS, EXCEPT WHERE PROPOSER MAKES SPECIFIC EXCEPTION IN THE SUBMITTED PROPOSAL, ANY CONTRACT RESULTING FROM THIS RFP WILL CONTAIN THE FOLLOWING TERMS AND CONDITIONS, WHICH PROPOSER HEREBY ACKNOWLEDGES, AND TO WHICH PROPOSER AGREES BY SUBMITTING A PROPOSAL:

1. Delivery of Products and/or Services

- A. Payment Terms: Unless otherwise specified in the Scope of Services or otherwise agreed to in writing by the City, payment terms for the City are Net 30 days upon receipt of invoice.
- B. Warranty of Products and Services: All products furnished under this contract shall be warranted to be merchantable and good quality and fit for the purposes intended as described in this Proposal, to the satisfaction of City and in accordance with the specifications, terms, and conditions of the Scope of Services, and all services performed shall be warranted to be of a good and workmanlike quality, in addition to, and not in lieu of, any other express written warranties provided.
- C. Late Delivery or Performance: If Proposer fails to deliver acceptable goods or services within the timeframes established in the Project Schedule, the City shall be authorized to



Appendix B – Form CIQ

INFORMATION REGARDING VENDOR CONFLICT OF INTEREST QUESTIONNAIRE

WHO: The following persons must file a Conflict-of-Interest Questionnaire with the City if the person has an employment or business relationship with an officer of the City that results in taxable income exceeding \$2,500 during the preceding twelve – month period, or an officer or a member of the officer’s family has accepted gifts with an aggregate value of more than \$250 during the previous twelve – month period and the person engages in any of the following actions:

1. contracts or seeks to contract for the sale or purchase of property, goods or services with the City, including any of the following:
 - a. written and implied contracts, utility purchases, purchase orders, credit card purchases and any purchase of goods and services by the City;
 - b. contracts for the purchase or sale of real property, personal property including an auction of property;
 - c. tax abatement and economic development agreements;
2. submits a bid to sell goods or services, or responds to a request for proposal for services;
3. enters into negotiations with the City for a contract; or
4. applies for a tax abatement and/or economic development incentive that will result in a contract with the City.

THE FOLLOWING ARE CONSIDERED OFFICERS OF THE CITY:

1. Mayor, City Council Members and City Manager;
2. Board and Commission members and appointed members by the Mayor and City Council; and
3. Department Directors of the City who have authority to sign contracts on behalf of the City.

EXCLUSIONS: A questionnaire statement need not be filed if the money paid to a local government official was a political contribution, a gift to a member of the officer’s family from a family member; a contract or purchase of less than \$2,500 or a transaction at a price and subject to terms available to the public; a payment for food, lodging, transportation or entertainment; or a transaction subject to rate or fee regulation by a governmental entity or agency.

WHAT: A person or business that contracts with the City or who seeks to contract with the City must file a “Conflict of Interest Questionnaire” (FORM CIQ) which is available online at www.ethics.state.tx.us and a copy of which is attached to this guideline. The form contains mandatory disclosures regarding “employment or business relationships” with a municipal officer. Officials may be asked to clarify or interpret various portions of the questionnaire.

WHEN: The person or business must file:

1. The questionnaire – no later than seven days after the date the person or business begins contract discussions or negotiations with the municipality, or submits an application, responds to a request for proposals or bids, correspondence, or other writing related to a potential contract or agreement with the City; and
2. an updated questionnaire – within seven days after the date of an event that would make a filed questionnaire incomplete or inaccurate.

It does not matter if the submittal of a bid or proposal results in a contract. The statute requires a vendor to file a FORM CIQ at the time a proposal is submitted or negotiations commence.

WHERE: The vendor or potential vendor must mail or deliver a completed questionnaire to the City Secretary. *The Department is required by law to post the statements on the City’s website.*

ENFORCEMENT: Failure to file a questionnaire is a Class C misdemeanor punishable by a fine not to exceed \$500. It is an exception to prosecution that the person files a FORM CIQ not later than seven business days after the person received notice of a violation.



CONFLICT OF INTEREST QUESTIONNAIRE

FORM CIQ

For vendor doing business with local governmental entity

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.

Hunden Partners has no business relationship with local government entities.

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.

N/A

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.

N/A

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

March 19, 2024
Date

**ADDENDUM NO. 1 to
Request for Proposal (RFP) # 2024-10
Mixed-Use Sports/Entertainment Development Feasibility Study
Questions and Answers**

Note 1: This document of Questions and Answers constitutes Addendum No. 1 to the RFP. Any changes to specifications will be made in writing and posted on the City’s website at: www.cityofmanor.org Applicants shall acknowledge receipt of all addenda.

Note 2: Each of the clarifying questions summarized below has been posed by one or more party expressing interest in this RFP.

Note 3: The deadline for submission of questions was Monday, March 18, 2024 at 5:00 p.m.

- 1) Whether the City’s requirement that respondents to the RFP submit a “lump-sum fee proposal for the study, inclusive of estimated research and travel expenses,” violates the rules of the Texas Board of Professional Engineers and Land Surveyors (“TBPELS”)? *The City is not seeking engineering services under this RFP. The City seeks RFPs from the types of firms that produce Feasibility Studies for sports and entertainment, mixed use and the other types of facilities. The City is seeking input from respondents that are typically national real estate firms or industry-specific (event, hospitality, music, corporate site selection, healthcare, etc.) planners and consultants. The items included in the RFP’s Scope of Services (see Site Analysis) is for the function of assessing information already available through existing reports such as the metes and bounds survey, topo survey, Phase 1 and Phase 2 ESA the City had completed for the property (which are available upon request) and other readily available floodplain, wetlands and Waters of the US maps. There is no need to conduct any engineering services, nor are such being requested.*

- 2) Regarding proposal delivery: The bottom of RFP page 5 states ‘The proposal and any attachments should be mailed...’ Please confirm that proposers may hand-deliver submittals to City Hall at the address listed on page 6. *Yes, respondents may hand-deliver submittals to City Hall care of Scott Jones.*

- 3) Regarding quantity / number of copies: Please confirm that one (1) printed copy and one (1) digital copy on thumb drive is sufficient for the proposal response. *Yes, (1) printed copy and one (1) digital copy on thumb drive is sufficient for the proposal response.*

- 4) Regarding Appendix A / required forms: The following forms are mentioned in Appendix A but do not appear to be provided with the RFP. Please confirm whether these items are required with the proposal response or if they will be requested later by the City prior to contract award, and if required in the proposal, please provide the template that proposers should use for each: HB 89 Verification Form, Confidentiality / Non-Disclosure Agreement, Cooperative Governmental Purchasing Notice. *HB 89 is a conglomeration of the anti-boycott provisions that are required by state law which shall be inserted into the final contract with the contractor selected and an HB 89 Verification Form is not required with the submittal of the RFP; a Confidentiality / Non-Disclosure Agreement shall be included as part of the final contract with the contractor selected; the Cooperative Governmental Purchasing Notice is not required with the submittal of the RFP .*

END OF SUBMITTED QUESTIONS

**ADDENDUM NO. 1 to
Request for Proposal (RFP) # 2024-10
Mixed-Use Sports/Entertainment Development Feasibility Study**

ADDENDA ACKNOWLEDGEMENT

By signature affixed, the applicant acknowledges receipt of Addendum No. 1 to Request for Proposal #2024-10.

Applicant Must Fill in and Sign:

NAME OF FIRM/COMPANY: Hunden Partners

REPRESENTATIVE'S NAME: Robin Hunden

REPRESENTATIVE'S TITLE: President & CEO

AUTHORIZED SIGNATURE:  _____

DATE: 3-20-2024