
RFP_23-4090-05_Right of Way Acquisition Services

1 message

Dawn Heitman <dawnh@7arrowsland.com>

Wed, Sep 20, 2023 at 12:34 PM

To: "bids@burnetcountytexas.org" <bids@burnetcountytexas.org>

Cc: Nikki Costanza <nikkic@7arrowsland.com>

Good afternoon,

Please accept our response for the above referenced RFP with Denton County.

7Arrows Land Staff, LLC.

Nicole Costanza

3800 N. Lamar Blvd., Suite 200

Austin, TX 78756

817.675.9482

Sincerely,

Dawn Heitman | Business Development

7Arrows Land Staff, LLC | 254.770.8832

dawnh@7arrowsland.com | www.7arrowsland.com



 **7Arrows Land Staff Proposal_Burnet Co RFP#23-4090-05.pdf**
2885K



7Arrows Land Staff, LLC response to:

RFP # 23-4090-05

Right-Of-Way Acquisition Services for Wirtz Dam Road Project
Burnet County, Texas



Submitted by:

Nicole Costanza

817-675-9482

nikkic@7arrowsland.com

3800 N. Lamar Blvd., Suite 200

Austin, TX 78756

www.7arrowsland.com



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COVER LETTER

September 20, 2023

Karin Smith, County Auditor
Burnet County
133 E. Jackson Street
Burnet, Texas 78611

RE: Request for Proposal NO. 23-4090-05 – Right of Way Acquisition Services

Dear Ms. Smith and County Staff:

7Arrows Land Staff, LLC (7Arrows) is pleased to submit our proposal to provide Right of Way Acquisition Services for Burnet County to assist County Staff with the Wirtz Dam Road Project. 7Arrows superior capabilities include:

RELEVANT EXPERIENCE – 7Arrows has a proven track record of managing land acquisition projects in an efficient and concise manner. 7Arrows has recently managed projects and purchased land rights for numerous other municipalities and government agencies such as the City of Bastrop, City of Pflugerville, City of Cedar Park, City of Hutto, City of Killen, New Braunfels Utilities, Trinity River Authority, and Texas Department of Transportation.

PROJECT MANAGEMENT & LAND ACQUISITION APPROACH – Land acquisition for the projects we manage have been completed on time and within budget rarely reaching eminent domain proceedings. This is best accomplished through the implementation of a dual-path approach wherein all necessary statutory requirements are met while concurrently pursuing settlement through negotiations. 7Arrows' aggressive approach to identifying long lead parcels and prioritizing land rights acquisition on those parcels first keeps projects on pace with client-set schedules.

DEDICATED TEAM MEMBERS – 7Arrows carefully considers client needs and landowner demographics when choosing team members to acquire land rights for an infrastructure project. We are committed to excellence and professionalism, at all levels; it is our philosophy that our staff is an extension of our client every time we interface with other vendors, other team members and of course, with stakeholders. Each person assigned to work with Burnet County will be committed to excellence and to represent the county in a professional manner.

7Arrows is excited about the opportunity to submit this proposal and assures you of our commitment to completing your project on time. Our team desires to continue serving as an extension of Burnet County staff to broaden your bandwidth and provide the Right of Way Acquisition Services necessary for the successful completion of the Wirtz Dam Road Project through a partnership with the county.

Please feel free to contact me with any comments or questions at 817-675-9482 or nikkic@7arrowsland.com. Thank you for your consideration.

Sincerely,

Nicole Costanza
Managing Partner

FIRM HISTORY & GENERAL INFORMATION

FIRM HISTORY

7Arrows, a certified Disadvantaged Business Enterprise (DBE), Women's Owned Business (WBE), Small Business Enterprise (SBE) & Texas Historically Underutilized Business (HUB), was established in 2011 as a limited liability company within the state of Texas with the objective of providing right of way, easement, and real estate acquisition services. 7Arrows has worked as a key, value-adding partner for our clients on multiple land, easement and right of way projects and has completed several thousand transactions. 7Arrows currently has offices in Austin, Bryan, Fort Worth, San Antonio and Temple, Texas. The local office for Burnet County will be our Austin office.

GENERAL INFORMATION

7Arrows focuses on serving government agencies, including municipalities, counties, utility companies, co-ops and other water district entities who desire a professional land service company to come alongside staff to broaden their band-width to complete major infrastructure projects in a short period of time. 7Arrows' land agents have successfully completed multiple water, wastewater, road, and electric projects, acquiring land rights for projects throughout the State of Texas. One of 7Arrow's strongest attributes is collaborating with the client to determine priorities at the beginning of a project and then managing all aspects of land acquisition to provide a turnkey product. Our experience includes route development support, public involvement, project administration, file management, title curative and closing, coordination of survey and appraisal, negotiation, acquisition, permitting, relocation, as well as condemnation support and property disposal services. Senate Bill 18 and House Bill 2730 procedures are always followed by our agents to ensure that a dual path approach provides for the most effective acquisition results. Our efficiency and responsiveness accounts for clients repeatedly engaging us to manage turn-key projects as projects come in well under budget and on schedule as set forth by staff and management. Our commitment to the completion of a project does not end until construction is complete, and the project is in service. References from current and previous clients attest to our ability to be responsive and to provide excellent value to our client.

FIRM FULL NAME:

7Arrows Land Staff, LLC

PRINCIPLE OFFICE:

777 Main Street, Suite 600
Fort Worth, TX 76102

ADDRESS OF OFFICE RESPONSIBLE FOR WORK:

3800 N. Lamar Blvd., Suite 200
Austin, TX 78756

SETRCA WBE/SBE CERTIFICATION NO.

221116408

NCTRCA WBE/DBE CERTIFICATION NO.

WFWB12535Y0724
WFDB02245Y0824

TEXAS HUB CERTIFICATION NO.

1453699343000

PROJECT EXPERIENCE & QUALIFICATIONS

7Arrows Land Staff has extensive experience overseeing the acquisition of right-of-way for our clients, with a meaningful history working with government agencies. Our team is well versed in prioritizing the needs of our clients and easily adjusts to fulfill clients' preferences for overall project management. We are experienced in managing projects ranging from 1 to 500 parcels and provide the same level of expertise and commitment to each negotiation. Please see below a condensed list of relevant project experience:

SIMILAR PROJECT EXPERIENCE			
CLIENT	PROJECT/ REFERENCE	DESCRIPTION/ TEAM MEMBERS	PROJECTS STATUS
City of Killeen	Killeen Middle School WW Extension, Bunny Trail Reconstruction Andrew Zagars, City Engineers; 254-616-3179; azagars@killeentexas.gov	Services include project management, route development, obtaining right of entry, appraisal coordination, survey coordination, title and title curative, negotiation, closing and condemnation support. <i>Nicole Costanza, Matt Friendshuh</i>	Ongoing
New Braunfels Utilities	Capital Improvement Program: Goodwin Lane Elevated Storage Tank Project <i>Gretchen Reuwer, Director, 830-608-8823;</i> greuwer@nbutexas.com	Perform preliminary site evaluation for EST through landowner meetings to determine best site location based on engineering constraints and landowner preferences. Perform title, title curative, negotiation and closing services for successful acquisition of site. <i>Nicole Costanza, Matt Friendshuh, Beverly Clements, Johnny Harley</i>	Completed April 2022
City of Pflugerville	SH-45 Water & Wastewater Project, SH-130 & Wastewater Treatment Plant, Old Austin Hutto Road; Kelly Lane Road Project, Phase 2 <i>Romulus Atanasiu, Project Manager - CIP</i> romulusa@pflugervilletx.gov	Services for these water, wastewater and road projects include project management, obtaining right of entry, appraisal coordination, survey coordination, title and title curative, negotiation, closing and condemnation support. <i>Nicole Costanza, Matt Friendshuh, Lauren Calhoun</i>	Ongoing
City of Bastrop	West Side Wastewater Treatment Plant and Collection System <i>Fabiola De Carvalho</i> Director of Engineering, 512-332-8847 fdecarvalho@cityofbastrop.org	Services include project management, route development, obtaining right of entry, appraisal coordination, survey coordination, title and title curative, negotiation, closing and condemnation support. <i>Matt Friendshuh, Lauren Calhoun</i>	Ongoing
Bryan Texas Utilities	South College, Phase 2 <i>Shawndra Curry, PE, Division Manager of Engineering & System Planning; 979-821-5744;</i> sgreen-curry@btutilities.com	Obtain Right of Entry, Right-of-Way, permanent Electric Easements & TCE's for overhead to underground project. Coordinate and monitor land acquisition services for overhead to underground conversion of lines to keep projects on schedule and in budget. <i>Matt Friendshuh, Zane Watson, Justin Shaw, Johnny Harley</i>	Completed July 2022

SCOPE OF SERVICES

As a means of effectively completing the Wirtz Dam Road Project on time and in budget we will provide the following services, broken down into 5 categories: Land Acquisition Management, Appraisal Services, Negotiation Services, Relocation Services, and Condemnation Support Services.

Land Acquisition Management:

Communication, organization, and transparency is critical to effective land acquisition management. 7Arrows Land Staff takes pride in being a valued partner with our clients and aims to exceed expectations and prior experience with other providers through our land management skills. We are committed to being easily accessible, providing digestible project status updates with critical items appropriately identified, and are tedious in our work products. The below bullet points further illustrate the services we will provide as part of this right-of-way project:

- Maintain status reports of all parcel and project activities
- Provide monthly update reports
- Participate in project review meetings
- Provide copies of all incoming/outgoing correspondence as generated, if requested
- Maintain copies of all correspondence and contacts with property owners
- Ownership Research/Stakeholder Identification
- Identify parcels with long lead times
- Provide Landowner Bill of Rights and Obtain Right of Entry from stakeholders (if needed)
- Request Survey Exhibits
- Order Title Commitments from Title Company of County's choice
- Clear title issues/obtain subordinations/perform title curative services
- Perform Appraisals on all parcels
- Perform Appraisal Review Services
- Produce all documents necessary for Acquisition (i.e. – Notice of Intent/Landowner Bill of Rights Letter, Initial Offer Package, Final Offer Package, Conveyance Documents)
- Send out Initial Offer Packages by Certified Mail/Engage in Negotiations
- Send out Final Offer Packages by Certified Mail (when necessary)
- Enter into Purchase Agreement with Stakeholders
- Provide documents for Eminent Domain proceedings to City or designated attorney (when necessary)
- Attend Closings at Title Company/deliver closing documents to County for execution
- Ensure recorded documents and title insurance is delivered to County

Quality deliverables are accomplished through an internal standard review process wherein a team comprised of land agents and document specialists work from a checklist to prepare documents and review them, with an additional document specialist or agent performing a final review to guarantee all correspondence is accurate and meet Senate Bill 18 regulations and House Bill 2730 requirements.

To keep all projects on schedule it will be necessary to accurately and frequently track the status of individual parcels within each project. Projects will be tracked at both the segment level for an overview of progress as well as on a per parcel basis.



Appraisal Services: Preliminary Appraisal Services, Appraisal Services, Preparation and Testimony

7Arrows has chosen to partner with **CBRE, Inc. Valuation & Advisory Services Group** for this response because of an ongoing successful partnership with CBRE and their Austin office on multiple other municipal projects. Although CBRE is a national firm, the personalized service they have provided to us and our clients has been second to none. The office responsible for appraisal services for this project will be in Austin, Texas, 500 W. 2nd Street, Suite 1700, Austin, Texas 78701.

CBRE is extremely familiar with Texas and has completed over 28,301 assignments within the state over the last 36 months. These assignments involved a variety of commercial properties including, multifamily, single and multitenant office, single and multitenant industrial, single and multitenant retail, subdivisions, unimproved land, convenience stores, self-storage facilities, automotive dealerships, special purpose properties, etc.

CBRE's extensive experience combined with our depth and breadth of staffing differentiates our firm from others in the market. CBRE's Southern team consists of 8+ appraisers that specialize in various property types with numerous team members with experience condemnation/ eminent domain-related projects. Our team members are qualified and routinely provide litigation support and expert witness testimony if needed. All appraisal reports are in compliance with the Uniform Standards of Professional Appraisal Practice ("USPAP") as promulgated by the Appraisal Foundation and Texas Law.

Our land acquisition efforts will always be centered on our profound respect for property rights. This includes both the property owner's right to full use and enjoyment of their property and the client's right to acquire all necessary property rights for public or private use. This perspective will guide our efforts toward just compensation and allow the client to acquire rights-of-way and minimize litigation.

Our process, once authorized, typically will follow the general framework outlined below. Please note that once engaged, we will consult with the client to customize an appraisal process to meet the needs of the contract.

Pre-Appraisal Contact → Inspection → Valuation → Final Report → Testimony Services *(if needed)*

Market Study (as needed): If the parcel counts and numbers are unknown and/or unassigned, CBRE will perform a preliminary market study to include locating and valuing comparable properties and providing high-level estimates for property value ranges.

Property Owner Notification (as needed): At commencement of engagement, CBRE will identify the properties to be appraised with information such as address, tax parcel identification number, owner of record, type of property, site size, and building size. Upon collection of the parcel specific information, CBRE will prepare letters to the owners of record for each parcel. These letters will outline the scope of the project and the purpose and use of the proposed acquisition in fee and/or easement. Letters will be delivered via certified mail to the owners of record within approximately one business week from commencement of engagement. CBRE will be responsible for the cost of delivery of the certified letters.

Inspection and Property Owner Interaction: Within one to two weeks after our administrative staff have mailed certified letters to the owners of record, we would anticipate return responses from the property owners. During this correspondence period, CBRE would attempt to set up inspections of the identified parcels. As needed, CBRE staff will send out an additional letter, via certified mail, which outlines the information which CBRE will be requesting in order to complete the appraisal assignment.



An appraiser/ROW expert will attend each property inspection and insist on providing each property owner the opportunity to articulate the project's effect on their property. This will improve the chances of delivering the most just compensation and decrease the chances of litigation. The inspections of the parcels would include an inspection of the interior and exterior of all improvements located on the parcel as well as an inspection of the proposed acquisition. However, please note that our detail of inspection will be contingent on the cooperation of the landowner of the Parcel affected by the Project.

Valuation: Applying the market data and feedback from the property inspection and meeting with the owners, the CBRE team will analyze the property and determine the just compensation due to the property owner.

The appraisal reports will be written according to the applicable requirements and guidelines with market value definition being based on current Federal and State standards. The development of the appraisal will consider all relevant facts and aspects of the property being appraised and the proposed acquisitions in fee and/or easement.

If there are damages, CBRE will estimate the cost to cure and effective age of the improvements within the proposed acquisition and any effect(s) to the remainder after the acquisition. Our analysis may utilize sources such as the Marshall & Swift Valuation Guide and/or construction cost estimates developed by outside consulting firms. Further, depending on the complexity of the appraisal assignment, CBRE, Inc. may consult with a certified land planner to determine appropriate land use plans and designs in the cost to cure and remainder after scenario.

Report Delivery: We would anticipate receiving review comments (if any) from the designated representative within the timeframe outlined in the RFP (pages 6 and 7) upon delivery of the Appraisal Report. Upon receipt of any suggested revisions, we would deliver a revised Appraisal Report within three business days, or sooner if needed. Additionally, appraisals are kept in our project tracking spreadsheet in a format supplied by Burnet County and/or TxDOT which will be delivered on a weekly basis.

Appraisals formats will be based on the complexity, scope of work, and intended use of the appraisals. Appraisals will be completed in accordance with an conform to applicable standards. This could include the Uniform Standards of Professional Practice, Uniform Appraisal Standards for Federal Land Acquisitions (aka "Yellow Book"), 49 CFR Part 24/Uniform Relocation Assistance and Real Property Acquisition for Federal and Federally Assisted Programs, and others if applicable.

Appraisal Review Services will be performed by **JLL Value and Risk Advisory Group**.

An appraisal review assignment is the process of developing an opinion about the quality of another appraiser's work that was performed as part of appraisal assignment. As part of this process, the review appraiser is tasked with the reevaluation of an appraisal report, or a part of an appraisal, as it pertains to the fundamental procedures, analysis, verification and appropriateness of the data utilized, logic of the analysis presented, and to ensure that the appraisal report meets and was performed in accordance with the Uniform Standards of Appraisal Practice (USPAP) and, when applicable, the Uniform Appraisal Standards for Federal Land Acquisitions.

As part of these assignments, each report is evaluated on the accuracy of the data contained within the appraisal report, reviewed for grammatical, mathematical, and typographical errors. The reviewer is tasked with evaluating the appropriateness for the methodology considered as part of the valuation of the subject whole property, the valuation of the part to be acquired, and the valuation of the remainder



property. The review appraiser, at the request of the client, provides a summary of noted issues within the appraisal, if any, for consideration by the appraiser. A Review Appraisal Report, or a TxDOT A-10 Report, is prepared and submitted to the client with the final revised appraisal report, or TxDOT A-5 Report.

JLL Valuation and Risk Advisory prior appraisal review assignments for TxDOT include: Austin District – RM 620 Improvement Project, Houston District – State Highway 36 (Special Commissioner Hearings), and Houston District – Interstate Highway 69 – Advanced Acquisition Parcels. Additional review projects have been completed for Houston’s METRO System, CDBG-DR Buyout Program for several municipalities and counties situated within southeast Texas, and litigation support reviews. Our team, when commissioned as part of the assignment, has experience providing litigation support be needed.

Negotiation Services

Front-End File Development: In conjunction with development of the market study if requested, our administrative staff, in conjunction with one of our ROW valuation experts, will develop individual files for each parcel in the project. Each file will contain all correspondence with property owner of record, assessor records, floodplain maps, zoning maps, surveys of the whole property and proposed acquisition, legal descriptions of the whole property and proposed acquisition, title commitments, ROW maps, easement documents, aerials, etc. Development of files is anticipated to be completed within approximately two weeks after commencement of engagement.

Maintain parcel files of original documentation related to the purchase of the real property or property interests/acquisition of the Easement or Right of Way.

Title Commitment Analysis: 7Arrows Land Staff agents are versed in analyzing preliminary Title Reports to determine potential title problems and propose methods to cure title deficiencies.

Appraisal Review: Given 7Arrows experience with CBRE, we are familiar with the format and methodology of the Appraisal Reports, therefore are able to provide a thorough, yet expeditious review of the Appraisal Report. An Appraisal Report summary will be provided to Burnet County with a request for approval to send an initial offer for each parcel.

Offer Letter(s): Prepare the initial offer letter (“IOL”) package and any other documents required or requested by Burnet County in an acceptable form. All offer packages are in compliance with Senate Bill 18 and House Bill 2730 and sent through the USPS by Certified Mail-Return Receipt Requested. Our agents follow-up on the tracking notifications to ensure delivery, as well as offer electronic versions to the property owner(s) as requested. An offer package for TxDOT parcels typically consists of the following documents: Cover Letter, Offer Letter, State Purchase of Right of Way Booklet, Landowner Bill or Rights Document (and Receipt), Memorandum of Agreement, Conveyance Instrument(s), Possession and Use Agreement with Additional Payment of Independent Consideration, Application for Texas Identification Number, Form W-9, TREC IABS, Appraisal Report (and acknowledgement of receipt).

All agents respond to property owner inquiries verbally and/or in writing within two business days, at minimum, and are available through all communication channels (phone, email, text message). Correspondence with the property owner or their designated representative is tracked in an individual contract report for each parcel, per contact.

Prepare final offer packages and mail in accordance with Senate Bill 18 regulations.



Counteroffers: 7Arrows will present counteroffers in accordance with TxDOT policy and procedures. Our services include transmitting any written counteroffer from property owners including supporting documentation, and Agent's recommendation regarding the counteroffer.

Title Curative Services: 7Arrows will review preliminary title commitments (Schedules A, B & C) and obtain subordinations or partial release of liens, as necessary. Our staff is also efficient at performing curative services prior to closing enabling an efficient closing process which will allow the project to proceed timely.

Closing Services: Prepare check request, review closing documents, facilitate execution of all necessary documents. Attend closings and provide closing services in conjunction with Title Company for all tracts. Transport any documents to Burnet County and landowners for signatures. Record or cause to be recorded all original instruments immediately after closing at the respective County Clerk's Office. Review Title Policy and give to County for permanent storage.

Disposal of Property Services: 7Arrows is experienced in disposal of property and the necessary documents and photos required during a field visit. We will provide written notification to the City when buildings are vacant and ready for disposal, coordinate with property owner(s) to assure the clearance of personal property from the right-of-way, and prepare documentation (if any) necessary for disposal of improvements in accordance with state requirements including any environmental survey documentation.

Relocation Services

7Arrows Land Staff, LLC has retained Laurie Miller to perform any necessary relocation support services. This shall include determining eligibility for relocation benefits, evaluation of relocation expenses, and preparation of the relocation assistance package. 7Arrows Land Staff will provide on-going relocation assistance and advisory services to Displacees affected by the acquisition of right-of-way. Oversight of the Displacee's move and necessary relocation activities will be fit-for-purpose depending on the complexity of the relocation. In-person site visits and comparable available housing files will be kept, as well as the appropriate and required notices. Our agents will be available to attend closings, process and compute interest payments, be available for appeals and meetings, prepare relocation payment claim submissions, deliver warrants, issue relocation assistance surveys, and coordinate any relocation steps with Burnet County.

Condemnation Services

Preliminary Condemnation Support Services: Upon exhausting all resources to obtain an agreeable settlement between our client and the property owner(s), and with guidance to proceed with eminent domain from Burnet County, we will provide a package inclusive of all documents listed in the TxDOT ED package submission checklist. 7Arrows Land Staff will appear and provide Expert Witness testimony when requested.

Condemnation Support Services: For this project, legal support will be provided by the **Bojorquez Law Firm, PC**, which is based in Austin, Texas. The firm was founded 20 years ago for the sole purpose of providing excellent legal representation to local governments across the state. The firm currently has 25 lawyers officing in 8 regions of Texas, including Lampasas. The firm has served successfully as City Attorney or General Counsel to several cities, counties, port authorities, and special districts. In addition to the firm's broad background in local government law, it has a special emphasis on Real Estate Acquisition (including Eminent Domain).

The firm has represented many entities through the process of acquiring interests for roadways, drainage improvements, and water/wastewater infrastructure. For example, they have served the cities of Bastrop, Buda, Dripping Springs, Hutto, and Liberty Hill. The firm's efforts include the early, preliminary stages of informally seeking to obtain interests in real property through cordial negotiations seeking to identify willing sellers. In other instances, the firm has taken its governmental clients all the way through the formal Eminent Domain process, including hearings before Special Commissioners and appeals to court.

PROJECT STAFF

7Arrows has a dedicated acquisition team in the South-Central Texas Area available to serve the County's project needs. This team includes a Project Manager, three acquisition agents (with one back-up agent, if needed), one relocation specialist, two appraisers, one title agent/document specialist and one project coordinator who can be allocated to a project based on the size and schedule of the assignment. We believe in tailoring our staff to meet specific client needs so that all projects are staffed to provide the most value for the client.

Primary Contact/Project Manager: Nicole Costanza

Firm: 7Arrows Land Staff, LLC | Years of Experience: 24

Nicole Costanza is the founding partner of 7Arrows Land Staff, LLC. (7Arrows) with over 24 years of experience in real estate acquisition, right of way and easement acquisition, public involvement, curative title research, encroachments, mediation, condemnation, and permitting with specialization in project management. She is skilled in managing projects for city, state and federal agencies for negotiation and acquisition of needed assets for infrastructure projects.



She has overseen the closing of more than 10,000 transactions worth more than \$100 million in the last twelve years while managing multiple projects simultaneously. During the past 16 years, Nicole has focused her efforts on the management, coordination and acquisition of land and land rights for the City of Denton, City of Sherman, City of Keller, North Texas Municipal Water District, Trinity River Authority, and Texas Department of Transportation.

Nicole is an effective communicator with clients, agents and property owners while adhering to Senate Bill 18 regulations. She is up to date on the latest release of House Bill 2730 and prides herself in continuing education to understand the changing needs of 7Arrows clients.

Nicole serves as the Managing Partner of 7Arrows Land Staff and has been a licensed real estate professional since 1999. Nicole will serve as the Primary Contact/Project Manager for the land acquisition/right of way portion of the project designated by Burnet County. Nicole has vast experience in coordinating multiple disciplines for several projects in conjunction with one another. Having a single Right of Way Manager responsible for all projects eliminates the threat of having a parcel and/or project from getting overlooked and a deadline missed. It has proven to be advantageous to our clients to allow 7Arrows to oversee coordination of survey, appraisal, title, acquisition and closing of all parcels needed. This is best accomplished through regular meetings with county staff, outside engineering, program management, legal and survey staff, holding each discipline responsible to a firm schedule.

Nicole would be the primary point of contact and would provide regular updates and collaborate with Burnet County for all client needs.

Lead Acquisition Agent: Matt Friendshuh

Firm: 7Arrows Land Staff, LLC | Years of Experience: 10

Matt has over 20 years of project management experience with the last 10 in the real estate and right-of-way industry. Infrastructure development has been Matt's primary focus most recently, obtaining land rights for water delivery and sanitary sewer lines in high population density areas. He has a broad knowledge and understanding of the unique challenges posed by land and easement procurement in urban and suburban environments. In the previous 5 years Matt has focused on projects for New Braunfels Utilities, City of Schertz, City of Pflugerville, and Bryan Texas Utilities. Matt will oversee acquisition for the Burnet County project making sure that all SB18 protocols are followed. Matt will also analyze workloads and deliverables to keep the project(s) on schedule.



Acquisition Agent: Zane Watson

Firm: 7Arrows Land Staff, LLC | Years of Experience: 12

Zane has worked as a landman and right of way agent for the previous 12 year performing title, title curative, and right of way acquisition. His experience in working with residential and commercial property owners in the Southeast Texas area makes him a key component to the 7Arrows team for Burnet County. Zane is detail oriented and has excellent written and verbal communication skills. His attention to detail and understanding of the industry makes him a strong asset to the 7Arrows team.



Acquisition Agent/Property Disposal Agent: Paul Williamson, SR/WA-EU

Firm: 7Arrows Land Staff, LLC | Years of Experience: 30

Paul Williamson is a highly analytical, intuitive, and results oriented professional offering more than 30 years of experience in securing land rights for public works initiatives. Keen understanding of all facets of public works infrastructure, from conceptual design, bid, construction and continuing operations. Paul's prior experience as the Real Estate Division Manager for the City of Denton provides unique insight to acquisition for infrastructure projects. Paul currently is performing acquisition services on behalf of TxDOT which includes but is not limited to coordination of title and appraisal services, working with TxDOT engineering to determine best workspace areas based on property owner limitations, negotiations of needed rights and providing condemnation support. Paul has the capacity to use his expansive knowledge to provide these services for the assigned Burnet County project.



Acquisition Agent: Heather Larsen

Firm: 7Arrows Land Staff, LLC | Years of Experience: 1

Heather has 10 years of experience working in the real estate field. Heather's knowledge of processes and practices along with her excellent technical and analytical abilities make her a key asset to 7Arrows. Heather's excellent communication skills make her a valuable member of the 7Arrows negotiation team. Heather's responsibilities with relevant projects include obtaining right of entry, preparation of offer packages, negotiation of settlements and facilitating closings on multiple projects for the City of Bastrop, City of Hutto and City of Killeen.



Document Specialist: Lauren Calhoun

Firm: 7Arrows Land Staff, LLC | Years of Experience: 10

Lauren specializes in preparing document files, line lists and run sheets. She has acted in a supporting role on projects for new construction and relocation of water/wastewater lines, roads, electrical distribution & transmission facilities for public utilities and municipalities. Lauren has a proficient working knowledge of multiple document management systems together with excellent organizational skills which makes her our key document specialist.



Right of Way/Relocation Specialist: Laurie Miller, R/W-RAC, R/W-URA

Firm: Independent | Years of Experience: 22

Ms. Miller has twenty-two years of experience as an Administrative Professional with 18 of those years dedicated to the Right-of-Way (ROW) industry and as a Right-of-Way (Relocation) agent. With her effective communication skills and problem-solving abilities, Ms. Miller excels as a Right of Way Agent. Her experience includes relocation advisory assistance, relocation of displaced property owners and/or tenants, preparation of housing and rental housing supplement packets, assembly and quality control analysis of files and packages, project file setup and closeout.



Appraiser: Catherine A. Thomas, MAI, SRA, AI-GRS, R/W-AC

Firm: CBRE | Years of Experience: 19

Catherine A. Thomas, MAI, SRA, AI-GRS, R/W-AC is a Director with CBRE's Valuation & Advisory Services group in Austin, Texas. Ms. Thomas has more than nineteen years of real estate appraisal and consulting experience with the majority of her experience being in right-of-way. Her appraisal background includes analysis and appraisal of properties for lending, litigation, right-of-way and other purposes under eminent domain. Ms. Thomas' professional appraisal experience is predominantly focused on providing litigation support for right-of-way cases at the initial offer, hearing or trial level, having provided expert witness testimony in numerous special commissioners' hearings in several Texas counties. Her responsibilities include real estate appraisal, analysis, and market studies for clients in Austin and the State of Texas. Her eminent domain experience includes appraisal of full and partial fee and easement acquisitions for numerous utility providers, municipalities, and governmental entities, as well as property owners, throughout Texas.



Appraiser: Bradley A. Bujan, MAI
Firm: CBRE | Years of Experience: 12

Brad Bujan, MAI is a Director tasked with co-managing the Texas Right of Way Appraisal Team and has been located in the CBRE San Antonio office since 2016. Mr. Bujan has over a decade of real estate appraisal and consulting experience throughout the State of Texas and other states, with primary experience in right-of-way valuations and expert witness testimony support across Texas.



Mr. Bujan is a designated member of the Appraisal Institute, an International Right of Way Association (IRWA) Chapter 39 Member and is licensed as a Certified General Real Estate Appraiser in Texas and other states.

As a Director, Mr. Bujan co-leads the Texas Right-of-Way Appraisal Team that provides exceptional quality appraisal work and client service in the State of Texas and others. He also assists in coordinating activities for the CBRE Right-of-Way Team, including overseeing new business development, client relations and appraisal quality control.

Appraiser: W. Cameron Boone, IV, MAI, R/W-AC
Firm: JLL | Years of Experience: 17

Cameron Boone is an Executive Director with JLL Value and Risk Advisory Services. His experience includes expert witness testimony and appraisal and consulting analysis of real property for a variety of purposes, including infrastructure projects, litigation, eminent domain, estate tax planning, and lending.



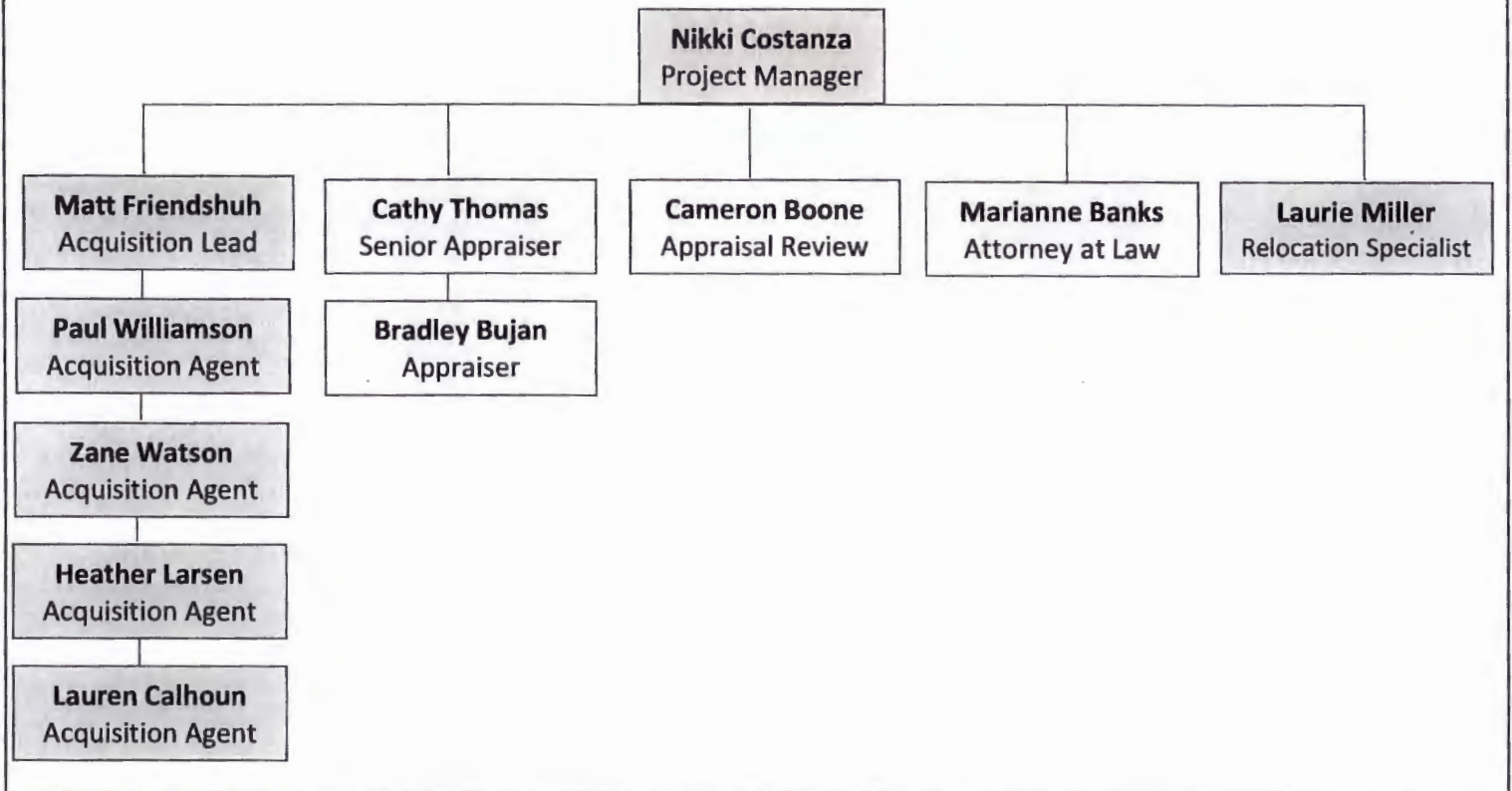
Cameron's experience spans a variety of property types including unimproved vacant land, single family residential, multi-family residential, industrial, commercial, retail, office, subdivisions and master planned communities, mixed use development, self-storage, shopping malls, television studios, agriculture and ranch land, mineral rights, conservation easements, timber land, hotels, recreational land, solar farms, right of way corridors, conservancies, special use properties, and more.

Condemnation Support: Marianne Landers Banks, Attorney at Law
Firm: Bojorquez Law Firm, PC | Years of Experience: 30

Marianne has over 30 years' experience in the fields of municipal and government law. She served as city attorney and assistant city attorney for several municipalities including Georgetown, College Station, Big Spring and Springfield, Missouri. She received her Doctor of Jurisprudence from St. Mary's University in San Antonio and her Bachelor's in Mathematics from the University of Texas at Austin. Marianne's municipal law experience includes real estate, land development, economic development, finance, contract drafting, planning, zoning, environmental law, conflict resolution, and litigation in state and federal courts. Marianne served on the International Municipal Lawyers Association Board of Directors from 2010 to 2016 and has been an IMLA Local Government Fellow since 1999. She is a member of the International Right of Way Association.



7Arrows Land Staff Org Chart
Wirtz Dam Road Project



LICENSES & CERTIFICATIONS



Real Estate Broker License

7 Arrows Land Staff, LLC
777 Main St Ste 600
FORT WORTH, TX 76102

Broker License #: 9005075
License Expires: 12/31/2022

Having provided satisfactory evidence of the qualifications required by the Texas Real Estate License Act, Occupations Code, Chapter 1101, authorization is granted to use this title: Real Estate Broker

For additional information or to file a complaint please contact TREC at www.trec.texas.gov.

Chelsea Buchholz
Chelsea Buchholz
Executive Director



Real Estate Sales Agent License

Sales Agent: NICOLE NAKAYAH COSTANZA
Sales Agent License #: 470669 License Expires: 12/31/2023
Sponsoring Broker: BEVERLY B DAVIS
Sponsoring Broker License #: 305580

Having provided satisfactory evidence of the qualifications required by the Texas Real Estate License Act, Occupations Code, Chapter 1101, authorization is granted to use this title: Real Estate Sales Agent

For additional information or to file a complaint please contact TREC at www.trec.texas.gov.

Chelsea Buchholz
Chelsea Buchholz
Executive Director



Real Estate Sales Agent License

Sales Agent: Matthew Charles Friendshuh
Sales Agent License #: 659568 License Expires: 08/31/2025
Sponsoring Broker: BEVERLY B DAVIS
Sponsoring Broker License #: 305580

Having provided satisfactory evidence of the qualifications required by the Texas Real Estate License Act, Occupations Code, Chapter 1101, authorization is granted to use this title: Real Estate Sales Agent

For additional information or to file a complaint please contact TREC at www.trec.texas.gov.

Chelsea Buchholz
Chelsea Buchholz
Executive Director



Real Estate Sales Agent License

Sales Agent: Zane Spencer Watson
Sales Agent License #: 679671 License Expires: 10/31/2024
Sponsoring Broker: BEVERLY B DAVIS
Sponsoring Broker License #: 305580

Having provided satisfactory evidence of the qualifications required by the Texas Real Estate License Act, Occupations Code, Chapter 1101, authorization is granted to use this title: Real Estate Sales Agent

For additional information or to file a complaint please contact TREC at www.trec.texas.gov.

Chelsea Buchholz
Chelsea Buchholz
Executive Director



Real Estate Sales Agent License

Sales Agent: Paul Howard Williamson
Sales Agent License #: 474728 License Expires: 05/31/2025
Sponsoring Broker: LEONARD DWAYNE EDWARDS
Sponsoring Broker License #: 591528

Having provided satisfactory evidence of the qualifications required by the Texas Real Estate License Act, Occupations Code, Chapter 1101, authorization is granted to use this title: Real Estate Sales Agent

For additional information or to file a complaint please contact TREC at www.trec.texas.gov.

Chelsea Buchholz
Chelsea Buchholz
Executive Director

The International Right of Way Association



acknowledges that

Paul H. Williamson, SR/WA-EU

has qualified as

Senior Right of Way Professional - Electric & Utilities

The IRWA recognizes members for contribution to professional growth and development, and for service to members, communities and public safety interests of the right of way profession.

IRWA Member: SEN
Designated: 11/08/23
Renewal date: 05/09/25

John



Elizabeth
Elizabeth
Executive Director



Real Estate Sales Agent License

Sales Agent: Heather Larsen
Sales Agent License #: 800809 License Expires: 02/28/2025
Sponsoring Broker: LEONARD DWAYNE EDWARDS
Sponsoring Broker License #: 591528

Having provided satisfactory evidence of the qualifications required by the Texas Real Estate License Act, Occupations Code, Chapter 1101, authorization is granted to use this title: Real Estate Sales Agent

For additional information or to file a complaint please contact TREC at www.trec.texas.gov.

Chelsea Buchholz
Chelsea Buchholz
Executive Director

The International Right of Way Association



Heretby certifies that

Laurie A. Miller, RW-RAC, RW-URAC

has successfully completed the exam, experience and course curriculum requirements for this certification demonstrating the aptitude to understand, communicate and perform within standards of the right of way profession as required by the Credentialing Committee for the discipline, and is authorized to

Right of Way - Relocation Assistance Certified

Certification Number: 00000000
Expiration Date: 01/01/2021



Janet Smith
Janet Smith, MSW
Executive Director

Charles Buchholz
Charles Buchholz, MSW
Executive Director



The International Right of Way Association



Heretby certifies that

Laurie A. Miller, RW-RAC, RW-URAC

has successfully completed the exam, experience and course curriculum requirements for this certification demonstrating the aptitude to understand, communicate and perform within standards of the right of way profession as required by the Credentialing Committee for the discipline, and is authorized to

Right of Way - Uniform Act Certified

Certification Number: 00000000
Expiration Date: 01/01/2021



Janet Smith
Janet Smith, MSW
Executive Director

Charles Buchholz
Charles Buchholz, MSW
Executive Director



**Certified General
Real Estate Appraiser**

Appraiser: **Catherine A Thomas**
License #: **TX 1336636 G**

License Expires: **01/31/2025**

Having provided satisfactory evidence of the qualifications required by the Texas Appraiser Licensing and Certification Act, Occupations Code, Chapter 1103, authorization is granted to use this title: **Certified General Real Estate Appraiser**

For additional information or to file a complaint please contact TALCB at www.talcb.texas.gov.

Charles Buchholz
Charles Buchholz
Commissioner

Appraisal Institute
Professionals Providing Real Estate Solutions

Heretby certifies that

Catherine A. Thomas
has been admitted to membership as an

MAI Member

in the Appraisal Institute and is entitled to all the rights and privileges of membership within the Institute and its subsidiaries and affiliates as set forth in the Bylaws and Regulations of the Appraisal Institute.

By the Board of Directors of the Appraisal Institute, the following Certificate of Membership is hereby granted to the above-named member, and the Certificate shall be in full force and effect from the date of this Certificate.

Richard D. Pappas
Richard D. Pappas
President



**Certified General
Real Estate Appraiser**

Appraiser: **BRADLEY A BUJAN**
License #: **TX 1380217 G**

License Expires: **03/31/2025**

Having provided satisfactory evidence of the qualifications required by the Texas Appraiser Licensing and Certification Act, Occupations Code, Chapter 1103, authorization is granted to use this title: **Certified General Real Estate Appraiser**

For additional information or to file a complaint please contact TALCB at www.talcb.texas.gov.

Charles Buchholz
Charles Buchholz
Commissioner

Appraisal Institute
Professionals Providing Real Estate Solutions

Bradley Allan Bujan

MAI Member

in the Appraisal Institute and is entitled to all the rights and privileges of membership within the Institute and its subsidiaries and affiliates as set forth in the Bylaws and Regulations of the Appraisal Institute.

By the Board of Directors of the Appraisal Institute, the following Certificate of Membership is hereby granted to the above-named member, and the Certificate shall be in full force and effect from the date of this Certificate.

1946 2021



**Certified General
Real Estate Appraiser**

Appraiser: **William Cameron Boone IV**
License #: **TX 1338682 G**

License Expires: **02/29/2024**

Having provided satisfactory evidence of the qualifications required by the Texas Appraiser Licensing and Certification Act, Occupations Code, Chapter 1103, authorization is granted to use this title: **Certified General Real Estate Appraiser**

For additional information or to file a complaint please contact TALCB at www.talcb.texas.gov.

Charles Buchholz
Charles Buchholz
Commissioner

Appraisal Institute
Professionals Providing Real Estate Solutions

William C. Boone, IV

MAI Member

in the Appraisal Institute and is entitled to all the rights and privileges of membership within the Institute and its subsidiaries and affiliates as set forth in the Bylaws and Regulations of the Appraisal Institute.

By the Board of Directors of the Appraisal Institute, the following Certificate of Membership is hereby granted to the above-named member, and the Certificate shall be in full force and effect from the date of this Certificate.

Richard D. Pappas
Richard D. Pappas
President

South Central Texas Regional Certification Agency of
Bexar County, Texas hereby duly affirms that:

7 Arrows Land Staff, LLC

has successfully met the established requirements of SCTRCA's Business Enterprise Certification Program to be
certified as a

***WBE SBE**

Certified NAICS Codes

NAICS 531210: OFFICES OF REAL ESTATE AGENTS AND BROKERS
NAICS 531210: AGENCIES, REAL ESTATE
NAICS 531990: OTHER ACTIVITIES RELATED TO REAL ESTATE
NAICS 541191: TITLE ABSTRACT COMPANIES, REAL ESTATE
NAICS 541191: TITLE SEARCH COMPANIES, REAL ESTATE



Certification Number: 221116406
Effective Date: November 8, 2021
Expiration Date: November 30, 2023

Charles Johnson

Charles Johnson
Executive Director

Note: This certificate is the property of the South Central Texas Regional Certification Agency and may be reviewed should the above named firm graduate from or fails to comply with SCTRCA's Business Enterprise Program. A Certification Renewal Application is required every two years.



Disadvantaged Business Enterprise (DBE)
7 Arrows Land Staff, LLC

7 Arrows Land Staff, LLC

has filed with the Agency an Affidavit as defined by NCTRCA Disadvantaged Business Enterprise (DBE) 49 CFR
Part 26 and is hereby certified to provide service(s) in the following areas:

NAICS 531210: OFFICES OF REAL ESTATE AGENTS AND BROKERS
NAICS 531990: OTHER ACTIVITIES RELATED TO REAL ESTATE
NAICS 541191: TITLE ABSTRACT AND SETTLEMENT OFFICES
NAICS 541191: TITLE SEARCH COMPANIES, REAL ESTATE
NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING
SERVICES

This Certification commences August 30, 2023 and supersedes any registration or listing previously issued. This
certification must be updated annually by submission of an Annual Update Affidavit. At any time there is a change in
ownership, control of the firm or operation, notification must be made immediately to the North Central Texas
Regional Certification Agency for eligibility evaluation.

Issued Date: August 30, 2023
CERTIFICATION NO. WFDB02245Y0824



Brad C. Johnson
Certification Administrator

Texas Historically Underutilized Business (HUB) Certificate



Certificate ID Number: 142808043000
Franchisor Number: 492294
Approval Date: 11-MAY-2020
Scheduled Expiration Date: 11-MAY-2024

The Texas Comptroller of Public Accounts (CPA), hereby certifies that
7 ARROWS LAND STAFF, LLC

has successfully met the established requirements of the State of Texas Historically Underutilized Business (HUB)
Program to be recognized as a HUB. This certificate printed 15-MAY-2020, supersedes any registration and certificate
previously issued by the HUB Program. If there are any changes regarding the information (i.e., business structure,
ownership, day-to-day management, operational control, business location) provided in the submission of the business
application for registration/certification as a HUB, you must immediately (within 30 days of such changes) notify the HUB
Program in writing. The CPA reserves the right to conduct a compliance review at any time to confirm HUB eligibility. HUB
certification may be suspended or revoked upon findings of ineligibility.

Statewide HUB Program
Statutory Procedure Division

Now in order for state agencies and institutions of higher education (universities) to be certified as utilizing the business as a HUB, they must award
contracts under the Certificate's HUB Number identified above. Agencies, universities and prime contractors are required to use the Certificate's HUB
number when procuring or awarding a contract. To do so, they must follow the instructions on the HUB Program website at <https://www.hubprogram.com> or by contacting the
HUB Program at 817-463-8872 or 1-800-463-8872.