Taft/
Infrastructure
Advisors

RFQ 2025-006 Consulting Services for Development of a Public Private Partnership Agreement

December 2024

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Avenue, NW
Suite 500
Washington, DC 20001
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December 9, 2024

ATTN: Contract Administrator
Webb County Purchasing Agent's Office
1110 Washington Street, Suite 101
Laredo, Texas 78045

RE: RFQ 2025-006 "Consulting Services for the Development of a Public Private Partnership Agreement"

Dear Contract Administrator:

Thank you for the opportunity to submit our response for the subject referenced RFQ for Webb County (the "County"). Taft Infrastructure Advisors ("Taft"), along with our subconsultants, C&M Associates, Inc ("C&M"), Infravest Strategies ("Infravest"), and RCLCO Real Estate Consulting ("RCLCO" and together with Taft, C&M and Infravest, the "Taft Team" or "We") are pleased to share our qualifications for this exciting opportunity. The Taft Team brings a packaged full scope of advisory services with significant expertise in real estate, hotel and social infrastructure advisory specifically for P3 projects and agreements. Our team of professionals have relevant experience in hotel development, real estate and P3s, having worked on various similar projects. With our local presence along with our partners RCLCO, Infravest and C&M, where C&M has extensive experience of working with Webb County and City of Laredo on various consulting engagements, we will be able to provide comprehensive advisory services to support the County's need related to the hotel project.

The Taft Team's experience includes notable projects nationally and allowing us to offer comparative knowledge, experience, and expertise from some of the largest municipal and P3 projects in the nation. Our team members have spearheaded the creation of innovative strategic initiatives, both as officials within public agencies and as advisors to these entities. We are excited to support the County in undertaking planning, procurement, evaluation, negotiation, award and other services in support of the development of a hotel to be located near the 1848 Event Center.

We look forward to learning more about the goals of your community and demonstrating how we can best support your success in reaching these goals. The Taft Team will be the type of consulting partner that not only understands the County's requirements but also the culture that is embedded within the County that will produce the best possible outcome for the project. The information set forth below describes the background, qualifications and approach of our Team. Thank you for your consideration.

Seth Miller Gabriel
Principal, Taft Infrastructure Advisors
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Introduction

Taft/ Infrastructure Advisors

Offices in 11 primary markets across the nation

Founded in 1885

1550 total on our team

Taft at a Glance

At Taft, we work as one team, driven and committed to helping you succeed. Our team listens and understands that innovative, value-creating solutions help our clients reach their goals. Our collaborative approach, advanced technological resources and depth of services can transform what you expect from your team.

Taft Stettinius & Hollister LLP traces its roots back to 1885 when Worthington & Strong was founded by Judge William Worthington and Edward W. Strong. John L. Stettinius and John B. Hollister joined the firm after its founding, at which point the firm became known as Worthington, Strong, Stettinius & Hollister. In January 1923, Judge Worthington passed away. In the following year, a young firm headed by Robert A. Taft (who later became a U.S. Senator) and Charles P. Taft II, sons of former President William Howard Taft, joined the older firm to become Taft Stettinius & Hollister LLP. Since then, Taft has expanded into various service lines including Taft Infrastructure Advisors and Taft Advisors, our governmental affairs consulting firm.

Who We Are: Taft Infrastructure Advisors

At Taft Infrastructure Advisors, we are more than just financial consultants — we are your dedicated partners in navigating the complex world of infrastructure development. With decades of experience across a vast array of sectors, we lead our clients through innovative infrastructure projects, from the inception of an idea to the completion of a transformative project. Whether it’s social infrastructure, real estate and entertainment venues, bridges, roads, broadband, or any essential infrastructure that powers modern life, we equip project owners with the expertise, resources, and strategies they need to succeed.

What Makes Us Unique

What sets Taft apart is our multi-disciplinary approach to infrastructure advisory services. We go beyond traditional financial consulting to provide holistic, full-service solutions that span every aspect of project development, financing, and execution. We are not your typical financial advisors. Instead, we uncover new opportunities in the market, positioning our clients as key contenders for high-impact infrastructure projects.

Leveraging the resources of the Taft teams, we identify unique avenues for project development and growth, working across a diverse range of infrastructure sectors, from social and transit systems to fiber and broadband. Our team is at the forefront of market innovation, helping clients unlock potential in new markets while ensuring they are positioned to succeed in competitive project bidding and development.

THE VALUE WE BRING:

Bench strength and exceptional experience.

Full-service firm with representation across all industries.

Why One Taft Matters

- **Integrated Solutions**: By combining the expertise of Taft and Taft Advisors, we offer clients a seamless, integrated advisory service that covers all aspects of project development — legal, financial, and public affairs.
- **Honest, Impartial Guidance**: We provide unbiased, honest advice, always focused on delivering the best outcomes for our clients without pushing any specific agenda.
- **Faster, More Agile Support**: Our size and partnership model allow us to pivot quickly and respond to client needs faster than traditional advisory firms, giving our clients a competitive edge.

At **Taft Infrastructure Advisors**, the **One Taft** approach ensures that our clients benefit from a full suite of advisory services, all under one roof. By integrating financial, legal, and public affairs experience, we empower infrastructure owners to succeed in a rapidly evolving market, delivering high-quality, innovative projects with confidence.

Comprehensive Advisory for Infrastructure Owners

We provide a full range of services designed to empower infrastructure owners at every stage of development. Our **sophisticated, market-driven guidance** helps clients make informed decisions about project development, financing, and long-term management. We advise on the most effective financial strategies, project bidding approaches, and team selection processes, ensuring that our clients are not just participants, but leaders in the infrastructure market.

Our services include:

- Project Development and Structuring
- Infrastructure Feasibility Studies
- Financial Advisory and Strategy
- Legal Advisory
- Market Positioning and Bid Advisory
- Program Management and Capacity Building

A Holistic Approach to Infrastructure

What truly sets Taft Infrastructure Advisors apart is our **solution-agnostic approach** to infrastructure advisory. We don't push a one-size-fits-all solution; instead, we provide tailored, high-quality answers that reflect the unique needs and goals of each project. Whether you are looking to develop a new transit system, expand broadband access, or build sustainable social infrastructure, we offer the expertise and guidance to make your vision a reality.

With a commitment to innovation, transparency, and excellence, **Taft Infrastructure Advisors** is your trusted partner for creating and managing infrastructure that supports and enriches modern life.

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Infravest Strategies provides consulting services to both the public and private sectors regarding infrastructure development utilizing the public-private partnership (P3) process or other alternative delivery methods.

P3 Suitability Analysis: Cities require many different types of infrastructure to thrive and not every project is right for the P3 process. At Infravest Strategies we help our clients plan and structure partnership delivery solutions for their public infrastructure assets.

Procurement Support: Infravest Strategies team members are available to assist its clients in successfully implementing partnership delivery solutions for public infrastructure through leadership in alternative delivery procurement practices and market development.

Project Management: A project does not end after the contract is awarded and shovels go into the ground. P3 delivery is about the long term accountability of both the public and private sectors for the life of the contract. Our team is available to assist our clients regarding the management of projects throughout the entire lifecycle of the asset.

Partnership Planning and Strategic Relationship Building:
We understand the value a good relationship brings to the table. Through years of building strong connections with decision-makers in every corner of the State - Infravest helps transform your organization from being “just another company” to being a trusted and valued partner.

infravest STRATEGIES

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RCLCO leverages quantitative analytics and a strategic planning framework to provide end-to-end business planning and implementation solutions at an entity, portfolio, or project level. With the insights and experience gained over 50 years and thousands of projects, RCLCO brings success to all product types across the United States and around the world. RCLCO has offices in Austin, Denver, Los Angeles, New York, Orlando, and Washington, DC.

RCLCO helps the leading shapers of the urban environment understand and apply the trends driving America's rediscovery and embracement of historic downtowns and new city creation. Each day our experts gain a deeper understanding of demand conditions for real estate economics, supplying clients with crafted investment strategies or development solutions to capitalize on that knowledge base.

RCLCO created the industry's best kit of analytical tools to model where value growth will occur, which markets are undersupplied, what product niches are emerging, and how real estate assets can be enhanced and de-risked at every point in the economic cycle.

Service Areas:

- Feasibility
- Acquisition Underwriting
- Repositioning & Reuse
- Market Opportunities
- Portfolio Analysis/Optimization
- Competitive-Edge Strategies
- Consumer Insight
- Fiscal & Economic Impact Analysis
- Partner Selection
- Asset Management

RCLCO

C&M Associates, Inc. (C&M) is a Texas-based corporation that specializes in travel demand and revenue forecasting studies. C&M provides reliable and detailed forecasts and risk analysis to owners, operators, trusts, bond underwriters, rating agencies, credit enhancers, bank lenders, and investors in the United States and Latin America. C&M is just one of a handful of firms in North America that has the credibility with the financial community to perform investment grade analyses. Among these firms, we are the only one dedicated to demand and revenue forecasting.

C&M has extensive experience with projects involving the development of logit choice models to assess potential revenues. C&M's revenue forecasting experience also includes High Occupancy Toll (HOT) lanes, Express Lanes, and/or managed lanes. We have developed T&R forecasts based on fixed, dynamic, and variable pricing strategies with a focus on congestion management and/or revenue maximization. Other experience also includes cordon pricing around inner Central Business Districts and outer (larger) congestion pricing zones. In addition to preparing revenue projections at various levels, C&M's efforts for such projects include studying proposed plans (e.g., fare and toll plans, changes in operational procedures), developing and maintaining travel demand models, interacting with and peer-reviewing other involved agents, and preparing and presenting official reports to project stakeholders, governing bodies, lenders, and rating agencies.

Service Areas:

- Cross-border (Texas–Mexico) travel demand forecasting
- Seasonal tourist demand forecasting
- Benefit-cost analysis
- Risk analysis of forecasted revenues

Webb County–Mexico Border Travel Demand and Revenue Forecasting

C&M is well-versed in modeling and forecasting Texas–Mexico cross-border travel, including several projects within the Webb County–Mexico region, such as traffic and revenue forecasting for the proposed Laredo–Nuevo Laredo International Bridge 4/5, and supporting the Laredo International Bridge System Master Plan with travel demand modeling and T&R forecasting. C&M will leverage its experience in the region to forecast visitors to the proposed hotel as well as forecasting revenue streams and performing a cost-benefit analysis and risk analysis for the project.

Public-Private Partnership Expertise

In the Public-Private-Partnership (P3) space, C&M is proud of its unique 50%–50% experience as an advisor to private concessionaires and public project owners. This includes advisory services for the privately owned Ambassador Bridge along the U.S.-Canada border, for public owners of international bridges seeking private capital along the **U.S.-Mexico border in Texas**, and for the private group developing the **Laredo 4-5 bridge**. C&M's experience with Mexican P3 projects on behalf of the Secretaría de Comunicaciones y Transportes (SCT) and private developers includes defining tender documents and the overall P3 economic and legal framework, assisting in the development or evaluation of bids, and developing traffic and revenue forecast to serve as a basis for financing.

C&M Associates, Inc.

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Relevant Experience, Qualifications, and Past Performance

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Relevant Experience

The Taft Team has extensive experience working with all levels of government focused on infrastructure, real estate and construction, to provide a comprehensive set of integrated project advisory services throughout the lifecycle of an infrastructure project with a special focus on Public-Private Partnerships. Our clients trust us to deliver a comprehensive and robust analysis on time and on budget. We have been at the forefront of some of the largest transactions in the P3 market, selected projects, which show our range as P3 advisors are shown below:

Engagement	Project Type	Relevant Experience	Team Members
City of Miami Public Safety Center Feasibility Advisory P3	Government Facilities	P3 Advisor Feasibility Grants Consulting	Taft
City Of North Miami Revitalization P3	Economic Development	Financial Real Estate, Hotel & Other Facilities P3 & Procurement Advisory	Taft
City of West Palm Beach CRA Feasibility Study	Government Facilities	Real Estate Advisory P3 Advisory Feasibility	Taft
Clackamas Courthouse P3	Government Facilities	Financial Advisory P3 Advisory, Construction Cost Management Program Management, Project Delivery	Taft
Shingle Springs EDC Entertainment Venue Development	Hotel, Economic Development	Real Estate Advisory P3 Advisory Feasibility	Taft
Development: Public Entity Inter-Local Hotel & Casino Development Agreement	Hotel, Retail, Hospitality	Advised a public entity created by inter-local agreement in negotiating a local development agreement with a developer for a $500 million hotel and casino development	Taft
Harris County, Tx	Government Facilities	Financial Advisory P3 Advisory, Construction Cost Management Program Management, Project Delivery	Taft
Development: Chicago Hotel Purchases	Hotel, Retail, Hospitality	Advisor on acquisition of hotels throughout the Chicago, IL metropolitan area	Taft
Development: Hotel & Mixed Use Residential	Hotel, Retail, Hospitality	Advised a developer in connection with a mixed-use residential, hotel, retail, and office condominium project	Taft
Development: Hotel Acquisition	Hotel, Retail, Hospitality	Represented hotel acquisition company in purchase and development of five hotels in three states	Taft

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Relevant Experience

Engagement	Project Type	Relevant Experience	Team Members
Development: Hotel Joint Venture	Hotel, Retail, Hospitality	Represented hotel owner/developer in $100,000,000+ joint venture for acquisition of five properties	Taft
Development: Hotel Restoration	Hotel, Retail, Hospitality	Represented the property owner in the restoration of the Hotel Allegro (formerly the Bismarck Hotel), the Palace Theater, and the Metropolitan Office Building in Chicago, IL	Taft
Development: Hotel Historic Preservation	Hotel, Retail, Hospitality	Advised hotel management company in historic preservation acquisition and redevelopment of multiple hotels across four states	Taft
Development: Real Estate Private Equity	Hotel, Retail, Hospitality	Advised real estate private equity funds in retail, commercial, and hotel developments	Taft
Development: Tishman Hotel Corporation	Hotel, Retail, Hospitality	Served as legal counsel to Tishman Hotel Corporation in various hotel and commercial investments	Taft
Financing: Arizona Hotel	Hotel, Retail, Hospitality	Represented a large national bank in connection with a $19 million loan to finance the construction of a nationally franchised hotel in Arizona.	Taft
Financing: Hotel & Multifamily Bond Counsel	Hotel, Retail, Hospitality	Innovative tax increment financing of hotel and multifamily projects through public bonds	Taft
Financing: Hotel & Waterpark Private Activity Bonds Credit Enhancement	Hotel, Retail, Hospitality	Represented the issuer of private activity bonds in order to provide a credit enhancement for a $19 million hotel and waterpark development financed through a combination of New Markets Tax Credits, private bank debt, and bonds credit enhanced with TIF.	Taft

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Relevant Experience

Engagement	Project Type	Relevant Experience	Team Members
Financing: Hotel Construction Loan and Transactional Advisory	Hotel, Retail, Hospitality	Advised lender in making a $10MM construction loan to borrower for purposes of acquiring real property and for hotel construction. This transaction involved significant nuance as it included a 1031 exchange, various leasehold mortgages, and a complex organizational structure.	Taft
Financing: Hotel Developer Syndication and Add-On	Hotel, Retail, Hospitality	Advised hotel developer in $15 million equity syndication and add-on $7 million equity syndication for construction of third hotel in local market (to supplement prior two hotel development syndications)	Taft
Financing: National Lender Finance Transactions Secured by Real Property	Hotel, Retail, Hospitality	Represented national lenders in finance transactions secured by real property across the country – real estate and construction loan facilities have included construction loans, borrowing base loans, and real estate term loans, and have financed everything from the construction of hotels, waterpark resorts, and car dealerships to the acquisition of multi-site commercial properties – involving both recourse and non-recourse transactions.	Taft
Financing: Opportunity Zone Hotel Construction	Hotel, Retail, Hospitality	Served as legal counsel to lender in a $19 million hotel construction project located in an Opportunity Zone	Taft
Financing: P3 Convention Center Finance Counsel	Hotel, Retail, Hospitality	Served as project finance counsel for hotel and convention center public-private partnership	Taft
Financing: Syndicated Lender Various Hotels Across Seven States	Hotel, Retail, Hospitality	Represented a syndicated lender in a $267 million financing of various hotels located in seven states	Taft

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Relevant Experience

Engagement	Project Type	Relevant Experience	Team Members
Financing: Urban Hotel JV	Hotel, Retail, Hospitality	Counseled a lender in a loan of $37.5 million to a joint venture consisting of two Indiana developers and a national hotel operator for the construction of an urban hotel in a southern metropolitan city.	Taft
Hotel, Event, and Resort Operations: Booking Agreements	Hotel, Retail, Hospitality	Provided legal advice on numerous booking agreements for major music venues, festivals, and concerts featuring national acts – from contract negotiation to load-out.	Taft
Hotel, Event, and Resort Operations: Chicago Athletic Association	Hotel, Retail, Hospitality	Advised the food and beverage manager regarding the food and beverage management agreement as well as matters related to the going concern of the food & beverage operation at the Chicago Athletic Association.	Taft
Hotel, Event, and Resort Operations: Investment Firm Management	Hotel, Retail, Hospitality	Advised investment firm in negotiation and drafting of hotel management agreements.	Taft
Hotel, Event, and Resort Operations: Private Equity Distressed Assets	Hotel, Retail, Hospitality	Represented private equity fund in non-traditional lending facility to hospitality company experiencing financial distress, for purposes of financing hotel operations.	Taft

Relevant Experience

Engagement	Project Type	Relevant Experience	Team Members
Hotel, Event, and Resort Operations: Private Equity Distressed Assets	Hotel, Retail, Hospitality	Drafted legal and operational policies and procedures for major events at some of the country's largest venues (e.g., security plans, emergency action plans, cleaning procedures, etc.)	Taft
Hotel, Event, and Resort Operations: Restaurant Group Lifestyle Hotel Deals	Hotel, Retail, Hospitality	Represented a world-renowned multi-unit restaurant group in the negotiation of food and beverage management agreements at lifestyle hotel brands across the United States.	Taft
Hotel, Event, and Resort Operations: Soldier Field, Chicago IL	Hotel, Retail, Hospitality	Directed operations at Soldier Field in Chicago, IL and oversaw five other complexes under the ASM Global umbrella	Taft
Hotel, Event, and Resort Operations: The Joseph, Nashville TN	Hotel, Retail, Hospitality	Represented the developer of The Joseph, Nashville TN in hotel operational matters, including the hotel management agreement and in a food & beverage management and consulting agreement with celebrity chef, Tony Mantuano.	Taft
Hotel, Event, and Resort Operations: Thompson Restaurants, Austin TX	Hotel, Retail, Hospitality	Served as legal counsel to a leading restaurant group in connection with the food and beverage management agreement at Thompson Austin (Austin, TX hotel).	Taft
Hotel, Event, and Resort Operations: Trade Shows and Conferences	Hotel, Retail, Hospitality	Represented venues regarding trade shows and conferences, including with respect to booking and group events agreements.	Taft
Hotel, Event, and Resort Operations: Vail Resorts	Hotel, Retail, Hospitality	Served as legal counsel to Vail Resorts, Inc. (amusement, entertainment, hotels, condominiums, and retail) in all employee benefits matters.	Taft

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Relevant Experience

Engagement	Project Type	Relevant Experience	Team Members
City of Pflugerville Recreation Center	Government Facilities	Risk and Cost-Benefit Analyses Delivery Options Analysis	Infravest
City of Westlake Hills P3 Delivery Analysis	Master Planning	Comprehensive P3 Overview Implementation Plan	Infravest
Country of El Salvador Land Border Crossings Modernization	Transportation	P3 Feasibility Analysis	Infravest
Travis County Civil and Family Courts Facility	Government Facilities	Coordination of Stakeholders Risk Management and Mitigation FF&E Management	Infravest
University of Mayagüez Student Housing Project	Housing	RFP Solicitation Transaction Review Financial Planning	Infravest
Baylor University Strategic and Non-Campus Properties	Housing, Retail, Office, Hospitality	Highest and Best Use Analysis	RCLCO
City of Bryan Midtown Area Plan	Housing, Retail, Office, Hospitality	Small Area Plan and Market Analysis	RCLCO
City of Cedar Park Bell Boulevard District Master Plan	Mixed-Use	Highest and Best Use Analysis, Fiscal Impact Analysis, Financial Analysis	RCLCO
City of Corpus Christi Housing	For-Sale & Rental Housing	Housing Study	RCLCO
City of Missouri City Corridor Analysis	Economic Development, Retail, Office, Industrial	Corridor Analysis	RCLCO
Smart City Policy - Multiple Markets	Housing, Hospitality	Evaluation of Short-Term Rentals on Housing & Hospitality Markets	RCLCO
Telosa - "New Town Strategy"	Housing, Retail, Office, Industrial, Hospitality	Strategic Market Analysis, Financial Implementation Support	RCLCO
University of Oklahoma Strategic and Non-Campus Properties	Housing, Retail, Office, Hospitality	Highest and Best Use Analysis	RCLCO

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Relevant Experience

Engagement	Project Type	Relevant Experience	Team Members
Bay Area Metropolitan Transportation Commission: SR 37	Transportation	Travel Demand Study	C&M Associates
Cameron County RMA (CCRMA): Flor de Mayo International Bridge	Transportation	Level Traffic and Revenue Feasibility Study	C&M Associates
City of Del Rio: Del Rio/Acuña International Bridge II	Transportation	Investment Grade T&R Study	C&M Associates
City of Sunland Park: Sunland Park Port of Entry	Master Planning & Transportation	Intermediate Traffic and Revenue Study	C&M Associates
USDOT, TIFIA: Gilcrease Expressway–West Segment	Transportation	Traffic and Revenue Peer Review Risk Assessment	C&M Associates
City of Mission: Mission/Madero International Bridge	Master Planning & Transportation	Traffic and Revenue Studies Advisor for Border Crossings Forecast Estimation	C&M Associates
Colorado Department of Transportation I25	Transportation	Traffic and Revenue Studies	C&M Associates
Puerto Verde Global Trade Bridge	Master Planning & Transportation	Traffic and Revenue Studies Growth & Revenue Projections	C&M Associates
Alameda County Transportation Commission I580 & I680 Express Lanes	Transportation	Traffic and Revenue Studies	C&M Associates
B&M Bridge Company: Brownsville and Matamoros International Bridge	Transportation	Traffic and Revenue Studies Feasibility Study	C&M Associates
City of Donna Donna-Rio Bravo International Bridge	Transportation	Investment Grade T&R Study	C&M Associates
City of Laredo: Laredo International Bridge System Border Master Plan	Master Planning & Transportation	Traffic Team Lead Socioeconomic Analysis	C&M Associates
Hidalgo County RMA (HCRMA): 365 Toll	Transportation	Investment Grade T&R Study	C&M Associates
Southwebb Bridge Co.: Bridge 4/5 Investment Grade Traffic and Revenue Forecast Update	Transportation	Investment Grade T&R Forecast Risk Analysis	C&M Associates
TxDOT Texas Border Master Plan	Master Planning & Transportation	Traffic and Revenue Studies Network Requirements Analysis	C&M Associates

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PROJECT EXPERIENCE EXAMPLES

CITY OF NORTH MIAMI REVITALIZATION

Taft is advising the City of North Miami on redevelopment of the City in the capacity of Financial Advisor for redevelopment of City Center which includes a City Hall, Police Station, Museum, Hotel, Affordable Housing and Parking Garage. The project is developed as a P3 and is still in development.

The City owns several sites that total 384,451 square feet and provide the opportunity for private development that will help create a walkable, mixed-use downtown, which is a priority of the North Miami Community Redevelopment Plan and the Downtown Master Plan. Seth Miller Gabriel and Umer Yaqub provide on-going procurement including development of Value for Money (VfM) analysis and risk registry, advising the City on redevelopment project financing structure and P3 process approaches that align with the City's needs and goals, serving as financial consultant liaison to the City's Bid Review Committee, serving as local liaison for City staff for stakeholders and preparing and delivering presentations, and reports and Whitepapers.

LCRA PARKS, AUSTIN TX

The Lower Colorado River Authority (LCRA) operates an 11,000-acre park system that offers visitors a wide range of outdoor recreational opportunities. The organization's ultimate goal was to produce revenue across the park system to pay for the aggregate costs to operate and maintain them. LCRA sought input on potential facilities, amenities, public-private partnerships, or other revenue-generating activities that could be implemented to broaden the market audience across the parks system, ultimately closing the operational funding gap.

RCLCO created a strategic plan for the LCRA parks system that outlined four primary goals for the organization going forward: modernize, diversify, self-sustain, and innovate. These four goals informed specific development recommendations for each of the parks included in the analysis. RCLCO identified the highest and best use for each property based on an evaluation of each property's intrinsic strengths and weaknesses in the context of the broader market. The engagement involved a detailed analysis of past, current, and forecasted demographic and economic trends in the submarkets and regions where each park is located, a thorough site analysis of each park, as well as a survey of each park's competitive market for a variety of land uses. Using this information, RCLCO projected potential demand for traditional day-use and overnight recreation activities, as well as non-traditional park uses such as retail and event space, boutique hotel development, and non-traditional hospitality concepts such as "glamping" that have the potential to enhance the LCRA parks system's revenue stream and achieve its goals. In addition, RCLCO provided direction regarding the types of park visitor segments each park should target. RCLCO's analysis of current park conditions found that the organization had been reaching a limited range of park users, with significant opportunity to grow and diversify its visitor base through the addition of non-traditional park activities and amenities that attract alternative audiences. RCLCO's proposed development strategy has the potential to dramatically increase park system revenues, furthering the LCRA park system's ultimate goal of financial self-sufficiency.

LCRA has continued to work with RCLCO to evaluate planned park improvements and third-party development proposals in the context of the broader system-wide goals identified in this engagement. The strategic plan will guide LCRA's planning efforts for redevelopment and enhancements at existing parks, and also initiate the development of currently undeveloped properties.

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LOCAL EXPERIENCE

Texas–Mexico Border Transportation Master Plan Phase II (Ongoing)

Phase I of the TxDOT's groundbreaking 2021 Texas–Mexico Border Transportation Master Plan (BTMP) identified current and future transportation needs, challenges, opportunities, and recommendations for the binational Texas–Mexico border region. Phase II implementation of the BTMP is equally as ambitious and wide-reaching in its aim to achieve the goals and strategies set forth in the 2021 plan. To achieve success, the Phase II consulting team—including C&M—has hit the ground running and is producing results by executing near-term actions and planning for medium and long-term implementation.

On behalf of TxDOT, C&M is addressing BTMP connectivity and mobility recommendations by performing an existing data review, traffic trend analysis, data needs assessment, operational analysis of border crossings, travel demand modeling, and developing regional border crossing connectivity and mobility plans for each of the major regional border regions. The proposed connectivity and mobility recommendations for the major border region corridors are based on key performance measures related to connectivity, mobility, and safety.

Laredo International Bridge System Master Plan, Texas

The City of Laredo's international bridge system facilitates commercial vehicle, passenger vehicle, and pedestrian crossings. With the World Trade Bridge, the bridge system includes the most important commercial POE along the southern border of the United States. Trade corridors that traverse the international bridge system include I-35, US 59 (I-69), US 359, and US 83 (Ports-to-Plains Corridor) in the United States and the Mazatlán-to-Matamoros Highway and MEX 85 in México. This system connects metropolitan areas like Dallas-Fort Worth, Minneapolis-Saint Paul, and Houston-Galveston in the United States, and Monterrey and Mexico City in Mexico.

The goal is to reduce waiting times through expansions, conversions, and/or upgrades to maximize border crossings. Each bridge is to be optimized for the maximum number of crossings considering improvements to bridge capacity, operations, technology, and connectivity, and considering diversion of traffic between bridges.

C&M was tasked with developing T&R forecasts for the four bridges of the City of Laredo's international bridge system to support the preparation of the Border Master Plan. C&M addressed all Laredo crossing modes, including passenger vehicles, commercial vehicles, and pedestrians. C&M also developed a Binational Travel Demand Model (TDM) that included an operational analysis of all the existing and proposed POEs of the Laredo Bridge System to address improvements to POE operations, components, and access. C&M's analysis included forecasting commercial vehicle demand and assessing the opportunity that nearshoring of manufacturing could mean for the region considering U.S.–China disputes and supply chain weaknesses exposed by the COVID-19 pandemic.

Engagement Team

Taft/ Infrastructure Advisors

Engagement Team

A dedicated and holistic Project Team to address all your needs under a one-window seamless arrangement. Our Project Team with significant industry experience will be responsible for the project covering key areas such as feasibility, structuring and legal aspects of the Project. Each of the area of deliverables are managed by an identified 'Lead' under a dedicated Project Manager providing a day-to-day point-of-contact throughout. All our final reports and deliverables are reviewed and approved by a senior resource, ensuring the highest level of assurance.

SETH MILLER GABRIEL
Project Manager & P3 Delivery

UMER YAQUB
Alternate Project Manager & P3 Advisor & Structuring Lead

SAMUEL FRANCO
Local Market P3 Leader

FEASIBILITY

CAMERON PAWALEK
Feasibility Lead

Todd Larue
Axel Herrmann
Manuel Sanchez

- Market & Demand Analysis
- Financial Viability
- Public Benefit Analysis
- Financial Modeling

STRUCTURING

UMER YAQUB
Structuring Lead

Cameron Pawelek
Todd Larue

- P3 Structuring
- Financial Structuring
- Affordability Analysis
- Risk Management
- Stakeholder Engagement
- Funding & Financing
- Financial & Commercial Terms
- Ongoing Support

LEGAL

THOMAS JOHN
Legal Lead

Patrick Wartan
Andrew Murphy

- Legal and Regulatory Guidance
- P3 Structuring
- Risk Management
- P3 Agreement Drafting
- Negotiations

COORDINATION & PROJECT MANAGEMENT

Taft/ Infrastructure Advisors

Seth W. Miller Gabriel

Project Manager & P3 Delivery

smillergabriel@TaftInfra.com

202.664.1541

Bio Link

Seth is a principal at Taft Infrastructure Advisors and has been a leader in infrastructure, public-private partnerships, and project governance for over 20 years. He has advised public owners and private sector partners or been the public owner in jurisdictions seeking to find better ways to meet their infrastructure needs. Seth has advised countless governments, organizations, and institutions on the creation of project development policies around the world. Prior to starting Taft Infrastructure Advisors, Seth co-led BDO's Infrastructure and Public-Private Partnerships (P3s) team in Washington, DC. Earlier in his career, Seth was appointed as the first executive director of the Office of Public-Private Partnerships for the District of Columbia, where he led the delivery of the first P3 project in the District.

RELEVANT EXPERIENCE

City of Fort Lauderdale, FL, 2023 – Current

Seth is part of a team advising the City of Fort Lauderdale as they work to develop a train cross for the New River. The team is providing financial advisory and P3 in support of the City's tunnel program. This mega project will respace downtown Fort Lauderdale for decades to come. BDO additionally providing a funding analysis to the City and grant recommendations for the project.

City of West Palm Beach, FL, 2023 – Current

Seth led the P3 advisory for the financial in support of the City's police station P3 project review. This project will redevelop the current downtown facility to allow new, private operations and provide the City with a new facilities for operations.

City of North Miami P3, FL, 2021- Current

Seth is the leading financial and structure advisor to the City as the undertake their first P3. The project will include a DBFOM City Hall and parking lot.

P3 Subject Matter Expert, Visitor Program, United States Department of State, Washington, DC, (On-Going).

Serving as a subject matter expert on the American P3 market, Seth provided high-level international delegations with insight into the P3 models. A selection of delegations represented government from all levels within Japan, Poland, Germany and Sri Lanka.

MEDIA, PUBLICATIONS, SPEAKING EVENTS

- P3C National Conference, Mainstage and Session Speaker, 2015 – Present
- P3C Government Conference, Mainstage and Session Speaker, 2015 – Present
- New Jersey Municipalities Magazine, Public Private Partnerships New Procurement Models to benefit New Jersey's local governments, school districts, public authorities, and institution of higher education, February 2019

Taft/ Infrastructure Advisors

Umer Yaqub

Alternate Project Manager & P3 Advisor & Structuring Lead

uyaqub@TaftInfra.com

202.664.1542

Bio Link

Umer is a principal at Taft Infrastructure Advisors and has more than 20 years of experience in infrastructure advisory, project finance, and public-private partnerships (P3s). Umer has advised on major infrastructure projects and executed transactions across a wide range of asset classes, including social infrastructure projects and projects in the broader arena of economic and environmental infrastructure. He has advised public sector clients on the development of P3 programs and projects, working through the complete transaction lifecycle from project inception through debt arrangement and project management. Umer has advised and executed more than 45 infrastructure projects cumulatively valued above $25 billion.

RELEVANT EXPERIENCE

P3 Subject Matter Expert, Visitor Program, 2024

Umer served as a subject matter expert on the P3 market and provided high-level international delegations with insight into the P3 models.

City of North Miami P3 Project, 2021-Ongoing

Umer leads the feasibility, value for money and project structuring for the downtown redevelopment which includes a new City Hall, a Police Station, Parking Garage, Museum, Hotel, Housing including Affordable or Workforce Housing and public entertainment spaces.

West Palm Beach Community Redevelopment Agency, FL (2023 – Current)

Umer is leading the BDO efforts to evaluate a redevelopment of the 314 Clematis Street site.

Other recent projects includes:

- City of Fort Lauderdale – New River Crossing P3– 2023 – Ongoing
- Conexus and Indiana DOT P3 Project, 2024 - Ongoing
- City of West Palm Beach P3 Advisory, 2023 – 2024
- New York State Energy Research and Development Authority, 2023- 2024
- I-10 Calcasieu P3 River Bridge P3 Project, 2023 - 2024
- SR 400 Express Lanes P3 Project – 2023 - 2024
- University of Louisville Utility Monetization P3 Project – 2023 – 2024
- Maryland Broadband P3, 2021 – 2023
- DC Streetlights P3 Project District of Columbia, 2019-2020
- Sonoma County Government Center P3 Project, Sonoma County, CA, 2019 – 2020
- Prince George's County Public Schools P3, Prince George's County, MD, 2019- 2020

EDUCATION

M.B.A, Institute of Business Administration

Taft/ Infrastructure Advisors

Thomas John

Legal Lead

tjohn@taftlaw.com

317.713.3697

Bio Link

Tom is a partner in Taft's Public Affairs Strategies Group and leads the government practice on public infrastructure, government procurement, public-private partnerships, and serving as general and advisory counsel to private companies. He represents many clients including Fortune 500 companies, startups, municipalities, and the State of Indiana.

Tom's diverse background brings valuable insights into his work advising clients through legal and regulatory issues at the local, state, and federal levels. His breadth of experience includes procurement consulting, legal advising, deal structuring, and drafting. Tom has represented parties in the Indiana Toll Road Concession, City of Indianapolis Water Wastewater Transaction, Indianapolis Parking Meter Concession, and Marion County Justice Center Procurement among others. He combines his skills to guide clients through the complex issues in P3 or alternative procurement infrastructure projects to successful results.

PUBLIC SPEAKING

- Regular presenter for AIAI P3 Certification Course for Public Owners.
- Regular "Political Insider" on "All Indiana Politics," a WISH-TV Sunday show.
- Panelist, "New River Crossing: Tunnel Alternative and Why It Works?" 43rd Annual Broward Workshop
- Panelist, Indiana Election Law Update, Indianapolis Bar Association
- Speaker, "P3 101 Questions and Answers Breakfast Workshop (for Owners)," P3C P3 Conference
- Speaker, "P3 Legislation: The Good, The Bad & Everything In-Between," P3C P3 Conference,
- Speaker, "Why Do a P3? Building the Business Case for a P3 and Selling It to the Community," P3 Electrified Summit

Patrick Wartan

Legal Advisor
pwartan@taftlaw.com
317.713.3697
Bio Link

Patrick is chair of Taft's Food and Beverage team. He counsels multi-unit restaurant, hotel developers and food and beverage consumer brand companies on day-to-day legal needs. Additionally, he brings extensive experience to matters relating to financing arrangements, food and liquor licensing, mergers and acquisitions, real estate and general corporate governance in jurisdictions from coast to coast.

With a background in the food service industry, Patrick works with his clients to foster their growth by strategically overseeing all aspects of their operations to ensure that they are on a path to success. His business acumen and operational knowledge allow him to be a partner to his clients rather than just a legal advisor.

Patrick serves as outside general counsel to businesses of all sizes. He advises and represents a wide variety of businesses in a full range of legal matters, including business formation, funding, acquisitions, business transactions, employment concerns, contract disputes, commercial litigation and negotiations.

RELEVANT EXPERIENCE

- Represented multiple hotel acquisition companies in connection with the purchase of hotels throughout the Chicago metropolitan area.
- Represented a hotel developer in connection with a food and beverage management agreement with a celebrity chef.
- Represented a world-renowned multi-unit restaurant group in the negotiation of food and beverage management agreements at lifestyle hotel brands across the United States.
- Represented individuals in the formation of a multi-million real estate equity fund.
- Represented a real estate developer in the preparation of offering materials and securities registration for investment in two developments totaling 98 residential units.

Taft/
Infrastructure
Advisors

Andrew Murphy

Legal Associate

AMurphy@taftlaw.com

Bio Link

A member of Taft's Employment and Labor Relations, Litigation, and Appellate groups, Andrew represents clients in a wide variety of complex legal disputes in all stages of litigation in state and federal courts.

Andrew's practice is informed by his extensive experience clerking for federal judges at both the trial and appellate levels. Prior to joining Taft, Andrew served as a chambers clerk for a judge of the United States District Court for the Western District of Texas and then as a staff law clerk for the United States Court of Appeals for the Seventh Circuit. In the latter capacity, Andrew worked directly with every Seventh Circuit judge who was on the bench from 2015 to 2018 — including former Judge Richard A. Posner and now-Justice Amy Coney Barrett.

Andrew has successfully represented employers against claims of wage and hour violations, discrimination, and other disputes brought by former employees. Andrew has also successfully represented competitors in disputes involving alleged violations of non-competition and non-solicitation agreements, trade secrets theft, and unfair competition. In addition, Andrew has also successfully litigated data privacy and information security cases, including defending class actions brought under the Illinois Biometric Information Privacy Act.

Experience

- Obtained summary judgment on Rehabilitation Act and FMLA claims brought against university employer.
- Obtained court approval of favorable class action settlement resolving privacy claims related to a retailer's Virtual Try-On application.
- Obtained court approval of favorable collective action settlement resolving claims brought by industrial workers under the FLSA.
- Obtained court approval of favorable settlement resolving Illinois Wage Act claims brought by truck drivers in putative class action.
- Obtained voluntary dismissal of putative collective action alleging FLSA and Indiana Wage Payment Statute claims related to manufacturing employer's timekeeping policies.
- Obtained voluntary dismissal of putative class action brought against a retailer based on its alleged use of facial recognition software.
- Obtained involuntary dismissal with prejudice of tortious interference claims brought against a new employer by the new employee's old employer.

Saumuel Franco

P3 Advisor & Structuring Advisor

Bio Link

Samuel has 15 years of progressive project experience in the P3 industry for both governmental entities and the private sector. As Director of the Center for Alternative Finance and Procurement at TFC, he acted as P3 advisor to state agencies and local governmental entities for developing, procuring, and financing P3 projects. As Director he served a dual role at the Texas Facilities Commission, tasked with starting the agency's newly created P3 initiative from scratch, as well as overseeing the Commission's P3 program. Samuel has a proven record of providing advanced research, analysis, evaluations and recommendations to both public sector agencies and private sector entities relative to innovative financing initiatives, financial management tools for P3's, risk analysis, and commercial structuring of alternative delivery projects and procurements.

RELEVANT EXPERIENCE

- City of Westlake Hills P3 Delivery Analysis
- City of Pflugerville Recreation Center Delivery Options Analysis
- Travis County Civil and Family Courts Facility
- El Salvador Land Border Crossings Modernization P3 Feasibility Analysis
- University of Mayagüez Student Housing Project ("Student Life")

PUBLIC SPEAKING & ACTIVITY

- Presenter, Strategic Planning in Infrastructure and Procurement - Two-day workshop presented to the Government of Nepal - Sponsored by the United States Department of Commerce - Commercial Law Development Program
- Presenter, Strategic Planning in Infrastructure and Procurement - Two-day workshop presented to the Government of Mongolia - Sponsored by the United States Department of Commerce - Commercial Law Development Program
- Presenter, "Why Choose a Public Private Partnership - What communities need to know to make the business case for their projects" - The P3 Conference - Dallas, Texas
- Presenter, "How to Make the Business Case for a Public Private Partnership - What government officials should take into account when pitching to the community" - The P3 Conference - Dallas, Texas
- Member, Association for Improvement of America's Infrastructure (AIAI)
- Member, Urban Land Institute (ULI) - Local P3 Advisory Council

Cameron Pawelek

Hotel & Real Estate Feasibility Lead

Bio Link

Cameron joined RCLCO in 2014 and is a Principal based in Austin, Texas. As part of the firm's real estate economics practice, he focuses on providing strategic and actionable guidance for urban and suburban mixed-use developments, master-planned communities, resorts, and other complex, multi-use developments. His experience includes highest and best use analyses, financial feasibility studies, and market opportunity analyses for an extensive range of commercial and residential land uses. With an emphasis on consumer segmentation and insight, Cameron has helped clients in both the public and private sectors make informed development decisions.

Cameron serves as part of the leadership group responsible for RCLCO's firm-wide talent development program. Through this role, he educates and mentors team members, and manages the programming and phasing of numerous training initiatives. He also assists in creating innovative business intelligence initiatives to further enhance RCLCO's segmentation analyses, long-term demand projections, and detailed supply-side studies. Furthermore, Cameron leads RCLCO's environmental, social, and governance committee, working to promote greater economic, social, and environmental resiliency.

Actively engaged in the Austin District Council of the Urban Land Institute, Cameron serves on the Young Leaders Steering Committee, and has held past positions on the Advisory Board and Management Committee. In recognition of his contributions, Cameron was awarded the 2019 Young Leader of the Year. Cameron graduated from the University of Texas at Austin with a Bachelor of Arts in Urban Studies, as well as interdisciplinary certificates in Real Estate and Business Foundations. His coursework focused on urban history, real estate economics, and geological sciences.

RELEVANT EXPERIENCE

- City of Bryan: Midtown Area Corridor Study and Market Analysis
- City of Cedar Park: Bell Boulevard Corridor Master Plan
- City of Corpus Christi: Downtown Housing Study
- City of Missouri City: Corridor Analysis
- Telosa: "New Town" Strategic Development Support
- Baylor University: Property Use Analysis
- University of Oklahoma: Property Use Analysis
- Smart City Policy: Short-Term Rental Impact Study

Todd LaRue

Feasibility Advisor

Bio Link

Todd joined RCLCO in 2004 and leads the Austin, Texas office. He manages engagements for developers, land owners, investors, and public sector entities seeking strategic development, investment, and/or planning advice regarding their real estate. His work includes consulting for numerous types of large-scale master-planned communities, high rise mixed-use developments, resorts, and commercial developments throughout Texas, the Southeast, and Mexico. For these engagements, he conducts highest and best use analyses, market opportunity analyses, consumer research, economic development assessments, financial analyses, fiscal impact analyses, metropolitan growth trends analyses, and various other analytical tasks to help guide clients' planning decisions and development strategies. Prior to RCLCO, Todd spent over seven years in construction management with Skanska in Atlanta, Georgia and W. H. Bass, Inc. in Norcross, Georgia. Much of his work was concentrated on managing ground-up construction projects in retail, banking, education, and telecommunication, as well as interior build-outs of high-rise office buildings.

Todd brings strong analytical skills in quantitative and qualitative analysis with his Bachelor's in Civil Engineering from the University of Virginia, and his Master's in Business Administration (focusing on real estate and finance) from Emory University. He is an active member of the Urban Land institute (member of the ULI Austin Advisory Board) and has been a guest speaker at numerous real estate industry events and graduate business schools, including the Urban Land Institute, Congress for the New Urbanism, the University of Texas at Austin, and Emory University.

RELEVANT EXPERIENCE

- Greater Waco Chamber: Imagine Waco - Downtown Master Plan
- City of Missouri City: Comprehensive Plan Amendment
- City of Cedar Park: Bell Boulevard Corridor Master Plan
- Jacobs Carter Burgess/City of Denton: Downtown Implementation Plan
- Mesa + Planning: Westlake Comprehensive Plan
- City of Jonestown: Residential & Commercial Market Analysis
- City of Richardson: Advisory Services
- Carma Developers: Municipal Utility District Market Analysis
- The Woodlands Development Company: Market Feasibility for Town Center and East Shore Neighborhoods

Taft/ Infrastructure Advisors

C&M
C&M Associates, Inc.

Axel Herrmann

Travel Modeler and Forecaster, C&M Associates

Bio Link

Axel has 19 years of public and private consulting engineering experience in the fields of travel demand modeling, traffic and revenue (T&R) analysis of toll facilities, T&R forecast development, and transportation planning for projects in the United States, Europe, and Latin America. His role at C&M as project manager includes the supervision of modeling activities, ranging from the development and analysis of travel demand models to estimating final project T&R. He has extensive experience managing international border crossing projects, having served as Project Manager for nearly all C&M border-crossing projects. He is currently serving as PM for an investment grade T&R study of the proposed Gordie Howe International Bridge.

He is an expert in the use of several travel demand modeling software packages, the design and implementation of traffic data collection programs, traffic forecasting, statistical data analysis, and presenting findings to the financial community, including rating agencies, investor road shows, and local government commissioners/ supervisors.

RELEVANT EXPERIENCE

- Bay Area MTC: SR 37 Travel Demand Study (Ongoing)
- TxDOT: Texas Border Master Plan (Ongoing)
- Southwebb Bridge Co.: Laredo Bridge 4/5 T&R Forecast (2024)
- City of Laredo: International Bridge System Border Master Plan (2021)
- City of Del Rio: Del Rio/Acuña International Bridge II T&R Study (2022)
- Alameda CTC: I-580 & I-680 Express Lanes T&R Study (2022)
- Hidalgo County RMA: 365 TOLL Investment Grade Study (2021)
- Brownsville and Matamoros International Bridge Feasibility Study (2021)
- City of Donna: Donna-Rio Bravo International Bridge T&R Study (2020)
- USDOT TIFIA: Gilcrease Expressway West Segment Peer Review (2019)
- Cameron County RMA: Flor de Mayo International Bridge Study (2019)
- City of Sunland Park: Port of Entry T&R Study (2018)
- GEMCO: Southwebb Port of Entry T&R Study (2018)

Taft/ Infrastructure Advisors

C&M
C&M Associates, Inc.

Manuel Sanchez

Economic Analyst, C&M Associates

Bio Link

Manuel is a specialist in economic analysis with 9 years of professional experience, including 7 years of experience in the evaluation and development of productive projects with a focus on Public-Private Partnerships. For the last 2 years, he has been working as a specialist in inferential statistics, forecasting for road projects with a probabilistic approach, and cost-benefit analysis for public projects.

He has substantial experience in the Denver metropolitan region in reviewing socioeconomic forecasts for I-25N and I-70, including interviews with planners and economists in the cities and towns north of Denver.

RELEVANT EXPERIENCE

- Southwebb Bridge Co.: Border Crossing Regional Forecast, Laredo, TX (2024)
- TxDOT: Texas Border Master Plan (2024)
- Puerto Verde Global Trade Bridge Level 1 T&R Study (2023)
- CTIO: I-25N Segments 2–8 Level 2 T&R Study, CO (2023)
- Mission/Madero International Bridge T&R Study, TX (2022)
- Brownsville and Matamoros International Bridge T&R Study, TX (2021)
- Laredo International Bridge System Border Master Plan, TX (2021)
- HCRMA: 365 TOLL Investment Grade Traffic & Revenue Study, TX (2021)
- Donna-Rio Bravo International Bridge Investment Grade T&R Study, TX (2020)
- Project Iris Lender's Traffic Advisor (2020)
- Alameda CTC: I-580 & I-680 Express Lanes Level 2 Traffic & Revenue Study, CA (2020)

During his time at Cal y Mayor y Asociados (2017-2019), notable projects included:

- Naucalpan - Ecatepec Bicentenario Toll Highway T&R Forecast
- Saltillo-Monterrey Freeway T&R Forecast
- Panama-Chiriqui Train Transportation Study
- Multiple Highway Traffic and Revenue Studies across Mexico

Taft/
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Proposed Approach to Providing the Services

Taft/ Infrastructure Advisors

Proposed Approach

UNDERSTANDING YOUR NEEDS

The Taft Team is well-equipped to meet the County's needs. We understand the County's upcoming needs to assist in the proposed development of a hotel to be located in the general area of 1848 Event Center with the goal to boost the economy, increase tourism in the County and create new jobs. We also understand that the County is considering to utilize various Public-Private Partnership (P3) as the main methodology to structure, procure and fund the Project.

The Taft Team will not only supplement the County's resources but also provide industry best practices amongst the entire team. Our commitment to staying at the forefront of industry trends ensures that the advisory services provided are aligned with best practices, compliant with current standards, and also innovative and effective. Our approach will be to ensure that handover and transition with be as seamless as possible so that the County team is equipped to take any of our projects forward.

We understand the complexity of hotel and real estate related project, which contributes to a clear need for sophisticated evaluation and financial analysis. The Taft Team's substantial experience in Texas and nationally offers a wealth of experience in these areas, ensuring that the County's hotel project is developed with a high level of expertise and a keen eye on innovation while aligning with the County's objectives. We believe in innovation as an enabler, as such we will align your needs and propose some of the most innovative approaches to align the strategic goals of the County while limiting fiscal burden and risk while enhancing project affordability. The Taft team can provide comprehensive support throughout the entire lifecycle of the hotel project, from initial planning and financial analysis, P3 structure development to develop optimum risk and reward strategy between public and private sector to execution and completion.

To perform and manage engagements, we have developed an organizational structure *(refer to Engagement Team page 20)* that provides the following benefits:

Seamless Global Service, Central Points Of Contact

- Draws on the Taft Team's significant depth and breadth of experience providing services that are relevant to the Project
- Provides key personnel with the experience, knowledge, and leadership abilities necessary to manage and perform multiple tasks, provide expertise/support, and deliver the required work product of the highest quality within the time parameters established by to the County.
- Includes a large number of highly skilled professionals with significant relevant industry experience and who remain available to the County.

Our performance will be led by experienced senior level resources who will be heavily involved in the engagement and staffed by professionals with the appropriate skill levels and industry knowledge to perform the requirements in an exemplary manner.

THE PROJECT MANAGEMENT TEAM

The engagement management team, led by **Seth Miller Gabriel**, will maintain an intimate knowledge of the project — its objectives, requirements, and deliverables. The Project Director remains fully committed to the project.

TEAM LEADS

The Team Leads comprise of professionals with the skills, education, and experience in relevant service areas. From Feasibility Analysis, Financial Modelling, Risk Analysis, to Project Structuring, from Legal & Regulatory Guidance to Stakeholder Engagement and Contract Drafting to Ongoing Transaction Support, the Taft Team has matched the right professional to the task.

Taft/ Infrastructure Advisors

Proposed Approach

PROJECT PLANNING & KICK-OFF

The Taft team understands the challenges the County faces with this Project. We have been here before and are prepared to provide the services required as outlined in the Scope of Services in the RFQ at a world-class level. Taft also understands the importance to the community of Webb County and how central it is that this Project moves forward in a timely manner.

Successful project implementation generally requires detailed project scoping and developing a strong understanding of the requirements at an early stage, so the end goal is well-defined. We will present several scoping and phasing options and various sensitivities under different financing and delivery models to ensure that the County can select the approach that is best aligned with its goals and objectives. This stage involves an analysis of the market fundamentals for the relevant market segments, including scenarios that meet the County's objectives. The Team will assess contributing factors and isolate important metrics.

PROJECT FEASIBILITY, STRUCTURING & DELIVERY

This area is the heart of project development, evaluation and implementation. Taft Team brings together resources from all the above-mentioned areas namely market and demand analysis, financial modeling and risk analysis, financing and funding option analysis.

For successful project implementation, we will work with the County to capture all areas of the Project, be it policy issues, analysis of the best approach or model to use for the Project, selection and structuring of the best suited P3 model, identifying the optimal funding options and ensuring the best delivery options; effectively providing entire spectrum of support with forward-looking proactive guidance to ensure development of a successful project.

MARKET & DEMAND ANALYSIS

Hospitality Market Analysis – Conduct an analysis of hospitality demand in Webb County, considering the influence of U.S. and cross-border tourism trends on travel patterns and hotel demand. Evaluate competitive supply conditions, including existing and pipeline hotels, with detailed profiles of comparable properties and visitor characteristics. Develop demand projections for a new hotel, incorporating market capture potential, achievable pricing (ADR), and proposed programming (e.g., room mix, size, and amenities). Identify suitable brand flags within relevant brand families, analyzing their market presence and alignment with the site. Provide recommendations on the feasibility of hospitality development, addressing target market segments, facility size, projected ADRs, and critical success factors.

Financial & Fiscal Analysis - Develop a comprehensive financial model designed as a robust decision-making tool for the site's development. This model will offer a multifaceted view of project performance, including detailed cash flows, sensitivity analyses, and adaptable scenarios for program alternatives, financial structuring options (e.g., joint ventures, ground leases, sales), and land valuations. Construction cost assumptions will be informed by professional estimators, third-party data sources, and input from other consultants. While Taft Team will develop and run the model, ownership of the final model will reside with the County for ongoing use.

In addition, Taft Team can create a fiscal impact tool to evaluate the gross fiscal implications for public stakeholders (e.g., Webb County, City of Laredo, LISD, etc.), facilitating discussions with public partners regarding potential tax revenue contributions from the development. Taft Team will collaborate closely with the team to analyze various financing mechanisms that can support critical infrastructure investments and optimize project economics for both a developer/ operating partner and Webb County.

Proposed Approach

FINANCIAL MODELING

Taft has successfully developed bespoke financial models and delivery option analysis for our clients for a wide range of projects in the real estate, hotels and social infrastructure space. Our models adhere to international best practices and are transparent and easy to navigate without compromise on efficiency and functionality. Risk analysis is a critical input into the project feasibility evaluation and business model development, as undervalued risks could undermine the project's financial feasibility.

In consultation with the County and its stakeholders, we would expect to identify appropriate risks and incorporate them into the financial model. In addition, project affordability examining various potential funding options can be performed leveraging our experienced modeling skills.

Based on our experience and acquired knowledge in financial model development, we develop Excel models based on the FAST standard:

FAST = Flexible + Appropriate + Structured + Transparent

This standard allows for flexible, appropriate, structured and transparent financial modeling in Excel to tackle common complexities in a systematic manner. This method aims to keep the model as clear and readable as possible, allowing for continuous auditing. Special attention will be given to building a dashboard which will include a clear and concise summary of all key information.

PROJECT RISKS

To fully understand all these risks the Taft team will create a Risk Registry. The Risk Registry is the product of a process in identifying, describing, measuring, and assigning each risk – financial, legal, technical - involved in the project.

- Identify possible project risk: What are the risks that could delay or stop the procurement process? What could delay or increase costs during the design and construction phase?
- Describe the risk: What are the details of these risks? What would cause these risks to become realities, what phase of the project life cycle would the risk occur, and how long would the impact delay the project? Can the risk be avoided, and if so, how?
- Measure the risks: What is the likelihood of a given risk occurring? What is the cost to mitigate or insure against the risk to the project? What is the timeline of that cost?
- Assign the risks: Finally, which party – the public owner or the private partner – is responsible to for managing the risk? Who is best able, at the lowest cost, to mitigate each risk?

The Risk Registry will give the County a true sense of the risks associated with the project, their potential impacts, and the costs to mitigate those risks. This holistic understanding will eventually allow the County to lay a strong foundation for procurement if the County pursues that route. A strong understanding of risk shows prospective bidders that risks are, in fact, allocated to the party best placed to manage them. It is this better allocation of risks that ultimately underpins the efficiency of any P3 project. The Taft team will assist the County in ensuring that this risk mitigation plan is expressed throughout the procurement documents, and it should be translated into the final project agreement.

Proposed Approach

PROJECT STRUCTURING

Following the initial determination, the Taft Team would move to evaluate the spectrum of project structuring options available to determine the best option for the Project. Those options that constitute P3s today can range from a modification on a Design-Build delivery, a Design-Build-Finance option, a Design-Build-Operate-Maintain without private financing, to Design-Build-Finance-Operate-Maintain and everything in between. The decision whether to procure a project using P3 first requires an exploration and understanding of the concept of “risk transfer”; whether certain project risks are more efficiently retained by the public-sector partner or transferred to the private-sector partner.

The fundamental concepts of the P3 model are the transfer of specific risks to the private-sector partner. The idea is that each party in the transaction is responsible for those risks that they are better positioned to manage and based on the Risk Registry, we will be better able to guide the County which will be presented through our financial model the best suited option.

P3s surely facilitates private-sector innovation, provides a single point of accountability, and robust analyzing the risks. The role of finance is important here as well. In the traditional approach, debt providers only look to the financial wherewithal of the public sector borrower.

FINANCING

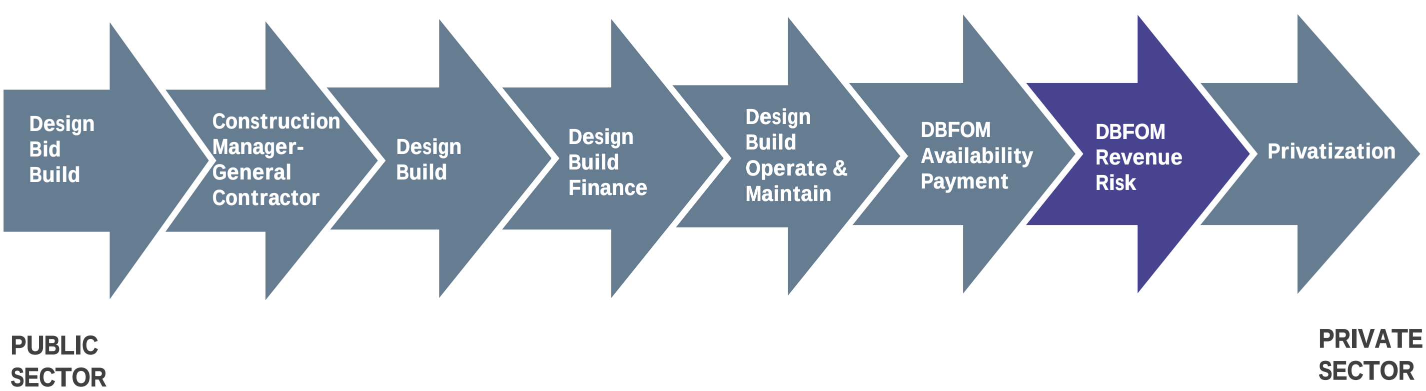
Taft brings together resources with deep experience in multiple types of funding, financing and project structures. The optimal structure for every project is different as it varies depending on the project’s parameters. For example, a P3 structure that lessens upfront capital requirements maybe deployed, if that is in the interest of the County.

AFFORDABILITY ANALYSIS

The Taft team recognizes the importance of addressing items that could impact the County's credit ratings. We will present strategies that seek to preserve and potentially enhance the County’s credit position.

We also recognize the importance of the long-term fiscal impact of a major capital project of this size and aim to ensure the resiliency of the County's future financial position. We aim to stay within long-term affordability limits, acknowledging the possibility of an economic downturn and unforeseen events that could significantly strain funding or income capacity.

Our team’s expertise in financial structuring is unparalleled. Our extensive track record of successful investment-grade, secured financings demonstrates our knowledge of both traditional project financing and non-traditional markets. This expertise allows us to test a number of different financing and delivery alternatives to identify the optimal result for the County.



DEGREE OF PRIVATE SECTOR ACCOUNTABILITY, INTEGRATED DELIVERY, RISK TRANSFER, AND EXTENT OF PRIVATE FINANCING

Proposed Approach

P3 OPTIONS

The Taft team has the experience of working with various innovative solutions to minimize risk and fiscal burden and utilize the innovative delivery mechanism to our client's advantage. Some of the options which may appropriate to consider during structuring and contract development include:

- Revenue Risk Model
- Asset Monetization
- Incentives & Grants
- Performance Payments
- Financing Support – Bonding Capacity
- Special Permit changes
- Associated infrastructure development

- **Alternate Funding Sources:** We will work with the County to explore structuring the project and associated infrastructure which can comply with relevant state or federal funding opportunities. Various federal grants under HUD and EPA are available which can be explored.
- **Alternate Financing Sources:** North American Development Bank provides financing and grant opportunities for infrastructure and environmentally focused projects along US/Mexico border. Infrastructure upgrades due to enhanced need of the area or incorporation of solar or green energy sources can be financed from the bank. Structuring the project to expand scope incorporating such elements would open alternate funding and financing source.

PUBLIC PRIVATE PARTNERSHIP APPROACH

- Equity Investment
- Project finance debt
- Availability payments or Revenue Risk
- Asset utilization or monetization
- Tax Incentives or Grant allocations
- Incentives on land use
- Tax Increment Financing
- Alternate funding sources

STAKEHOLDER ENGAGEMENT

To set us apart from our competitors, Taft consistently delivers an exceptional client-centric experience, with a priority on effective communication, project management, and collaboration. And, as part of our service offerings, we support clients in doing the same by improving coordination and communication across departments, County officials, potential private partners and community representatives. Our approach and the key to effective coordination and communication includes:

- **Understanding the Key Players**: We will work with you to understand the key players, leaders, roles and responsibilities across the County. We will develop relationships, establish a regular cadence for meetings, and understand and be able to effectively communicate the needs of each department.
- **Streamlining Communications**: We will work to streamline communications by developing (or supporting in the development of) clear and concise communications, information requests, and status updates to limit ambiguity or misunderstandings and improve communication and coordination across the County and the Community. If Community consensus development is needed, we can assist in hosting Community Engagement events and advocating for development of the project and its benefits to the community.
- **Providing timely updates**: As mentioned, our team will schedule regular meetings with key players and leaders, as desired. In addition, we will prepare weekly (or bi-weekly) status reports to communicate accomplishments, critical issues, budget updates, challenges, and activities planned for the coming weeks to ensure that the project sponsors are sufficiently aware of our team's progress and the issues, challenges, and successes identified across the County.
- **Project Procurement**: Depending on the procurement strategy, we will host industry day or pre-RFQ events to create market interest for the Project. Coordinate with the private partners related to information for the project, provide them relevant information related to the project, develop any RFQ or RFPs, as required.

Proposed Approach

CONTRACT & PROCUREMENT

The Taft Team has the capability to drive the entire project with the support of legal team members from Taft Law. The contract will capture the risk sharing model and cover all aspects of the project including but not limited to financial, commercial, technical and legal. Taft Team will review all the existing legal frameworks and regulatory requirements and produce a comprehensive red-flag report identify any legal and regulatory challenges ahead of the partnership agreement. Also advise in advance of any legal changes required in order to proceed with the project and secure County approvals in advance to ensure compliance with the Texas Local Government Code, federal laws or any other applicable procurement regulations.

In coordination with the County, we will assist in devising the most optimum procurement strategy of the P3, which can a single stage, two-stage or progressive. Any documents such as RFQ, RFPs and Agreements will be developed catering to the project structure and risk sharing mechanism agreed.

We will also assist in bid evaluation for the selection of the preferred bidder or select partner on the basis of financial and technical robustness of the proposal. The Taft team is experienced and proficient in developing evaluation criteria, evaluations and recommendations in a clear, succinct reports making a well-reasoned recommendation to the County for selection.

The Team has extensive experience supporting public agencies in engaging and negotiating directly with bidders. We also bring our experience advising over 100 transactions across infrastructure sectors in providing a “sanity check” to requests and negotiation tactics that bidders may pose. We have supported or are continuing to support our clients in ensuring successive rounds of negotiations preserve the financial and commercial interests of the public agency while ensuring that the right incentives remain in place for bidders to perform their responsibilities adequately for the length of the concession.

AWARD

The Taft Team will be committed to assist the County in achieving both commercial and financial closure. We bring a wealth of experience in successfully concluding transactions across a diverse range of financing structures, such as equity, Private Activity Bonds (PABs), commercial bank loans, private placements, subordinated debt, and public bonds. Although the primary responsibility of the closing process rests with the preferred bidder, our team is dedicated to safeguarding County’s interests. We aim to guarantee a process that is not only transparent but also ensures competitive pricing for interest rates and credit spreads.

The successful closure of a transaction is crucial as it marks the completion of a significant phase in the project lifecycle, transitioning from planning and negotiation to implementation. At this point, the detailed and careful handover to staff will be prioritized with an ongoing support and availability from the Taft Team to ensure a smooth implementation of the Project as per the agreed contract. If a complete handover is desired, then we will develop comprehensive educational materials tailored to equip the County with the necessary knowledge and tools for effective management and oversight of the newly established agreements. Our approach emphasizes the importance of not only reaching a successful closure but also setting the foundation for sustained success.

Taft/
Infrastructure
Advisors

200 Massachusetts Avenue, NW, Suite 500. Washington, DC 20001
Contact: +1 202.664.1542
Email: TaftInfraAdvisors@taftinfra.com

References Form

Please list at minimum five (5) local governmental entities where similar scope of services were provided.

THIS FORM MUST BE RETURNED WITH YOUR OFFER.

REFERENCE ONE

Government/Company Name: City of North Miami

Address: 776 NE 125 Street, North Miami, FL 33161

Contact Person and Title: John Lorfils, Interim Deputy City Manager

Phone: P: 305-893-6511, Ext. 19051 Fax:

Email Address: jlorfils@northmiamifl.gov Contract Period: 2022 - present

Description of Professional Services Provided: Comprehensive advisory services supporting a major downtown redevelopment project, including financial, real estate, and public-private partnership (P3) consulting to facilitate the construction of a new municipal complex and revitalization of city-owned civic properties.

REFERENCE TWO

Government/Company Name: Conexus Indiana

Address: 1210 Waterway Blvd., STE 5000, Indianapolis, IN 46202

Contact Person and Title: Bryce Carpenter, Chief Operating and Strategy Officer

Phone: Ph: 317-638-2107 Fax:

Email Address: bcarpenter@conexusindiana.com Contract Period: 2023 - present

Description of Professional Services Provided: Taft is actively engaged with Conexus Indiana and the Indiana Department of Transportation (INDOT) in a detailed evaluation of a corridor, which will be delivered as a P3. Taft's scope encompasses government relations, cost/benefit analysis, environmental impact assessment, and financial structuring considerations, with the ultimate goal of equipping INDOT with the necessary data to make an informed decision.

REFERENCE THREE

Government/Company Name: The Lower Colorado River Authority

Address: 3700 Lake Austin Boulevard Austin, TX 78703

Contact Person and Title: Margo Richards, SVP, Community Resources

Phone: P: (512) 578-3573 Fax:

Email Address: margo.richards@lcra.org Contract Period: July 2018 – November 2023

Description of Professional Services Provided: RCLCO developed a strategic business plan and financial analysis for LCRA Parks to boost visitation and revenue, helping to offset ongoing operating costs. Additionally, RCLCO assessed third-party proposals from diverse hospitality operators, evaluating both traditional and and innovative concepts for market and economic feasibility.

REFERENCE Four

Government/Company Name: City of Laredo

Address: 1209 Water Street, Laredo, TX 78040

Contact Person and Title: Yvette Limon, Bridge System Director

Phone: p: (956) 721-2070 Fax:

Email Address: ylimon@ci.laredo.tx.us Contract Period: 2021 - present

Description of Professional Services Provided: Oversaw the estimation of socioeconomic projections used to generate border trips. Performed a socioeconomic analysis of the study area and econometric modeling of the border crossings crossings forecast by vehicle type for the Laredo International Bridge System. Also estimated the impact and recovery of border traffic due to border restrictions related to COVID-19.

REFERENCE Five

Government/Company Name: VAI Resort

Address: 9505 Cardinals Way, Glendale, AZ 85305

Contact Person and Title: Mike McLellan, COO (2022 - 2023)

Phone: p: 702.556.1830 Fax:

Email Address: mmclellan@geminigroup.ai Contract Period: June 2022 - present

Description of Professional Services Provided: Legal counsel regarding resort development and operations. Services revolved around matters relating to financing arrangements, food and liquor licensing, mergers and acquisitions, real estate, commercial litigation and general corporate governance.

- **Additional pages are permitted if more space is required**

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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.	**OFFICE USE ONLY**
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.	Date Received

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

Taft Infrastructure Advisors

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.**

None

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.**

None

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

12/09/2024

Date

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

A complete copy of Chapter 176 of the Local Government Code may be found at http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

(A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;

(B) a transaction conducted at a price and subject to terms available to the public; or

(C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

***

(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds $2,500 during the 12-month period preceding the date that the officer becomes aware that

(i) a contract between the local governmental entity and vendor has been executed; or

(ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than $100 in the 12-month period preceding the date the officer becomes aware that:

(i) a contract between the local governmental entity and vendor has been executed; or

(ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

(1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);

(2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or

(3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

(1) the date that the vendor:

(A) begins discussions or negotiations to enter into a contract with the local governmental entity; or

(B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

(2) the date the vendor becomes aware:

(A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);

(B) that the vendor has given one or more gifts described by Subsection (a); or

(C) of a family relationship with a local government officer.

CERTIFICATION
REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION FOR COVERED CONTRACTS

PART A.

Federal Executive Orders 12549 and 12689 require the Texas Department of Agriculture (TDA) to screen each covered potential contractor to determine whether each has a right to obtain a contract in accordance with federal regulations on debarment, suspension, ineligibility, and voluntary exclusion. Each covered contractor must also screen each of its covered subcontractors.

In this certification "contractor" refers to both contractor and subcontractor; "contract" refers to both contract and subcontract.

By signing and submitting this certification the potential contractor accepts the following terms:

1. The certification herein below is a material representation of fact upon which reliance was placed when this contract was entered into. If it is later determined that the potential contractor knowingly rendered an erroneous certification, in addition to other remedies available to the federal government, the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, or the TDA may pursue available remedies, including suspension and/or debarment.
2. The potential contractor will provide immediate written notice to the person to which this certification is submitted if at any time the potential contractor learns that the certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
3. The words "covered contract", "debarred", "suspended", "ineligible", "participant", "person", "principal", "proposal", and "voluntarily excluded", as used in this certification have meanings based upon materials in the Definitions and Coverage sections of federal rules implementing Executive Order 12549. Usage is as defined in the attachment.
4. The potential contractor agrees by submitting this certification that, should the proposed covered contract be entered into, it will not knowingly enter into any subcontract with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, and/or the TDA, as applicable.

Do you have or do you anticipate having subcontractors under this proposed contract?
☒ Yes

☐ No

5. The potential contractor further agrees by submitting this certification that it will include this certification titled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion for Covered Contracts" without modification, in all covered subcontracts and in solicitations for all covered subcontracts.
6. A contractor may rely upon a certification of a potential subcontractor that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered contract, unless it knows that the certification is erroneous. A contractor must, at a minimum, obtain certifications from its covered subcontractors upon each subcontract's initiation and upon each renewal.
7. Nothing contained in all the foregoing will be construed to require establishment of a system of records in order to render in good faith the certification required by this certification document. The knowledge and information of a contractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
8. Except for contracts authorized under paragraph 4 of these terms, if a contractor in a covered contract knowingly enters into a covered subcontract with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, Department of Health and Human Services, United States Department of Agriculture, or other federal department or agency, as applicable, and/or the TDA may pursue available remedies, including suspension and/or debarment.

PART B. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION FOR COVERED CONTRACTS

Indicate in the appropriate box which statement applies to the covered potential contractor:

☒ The potential contractor certifies, by submission of this certification, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded form participation in this contract by any federal department or agency or by the State of Texas.

☐ The potential contractor is unable to certify to one or more of the terms in this certification. In this instance, the potential contractor must attach an explanation for each of the above terms to which he is unable to make certification. Attach the explanation(s) to this certification.

Name of Contractor	**Vendor ID No. or Social Security No.**	**Program No.**
Taft Infrastructure Advisors		

Signature of Authorized Representative — Date: 12/09/2024

Seth W. Miller Gabriel, Principal
Printed/Typed Name and Title of Authorized Representative

CERTIFICATION REGARDING FEDERAL LOBBYING
(Certification for Contracts, Grants, Loans, and Cooperative Agreements)

PART A. PREAMBLE

Federal legislation, Section 319 of Public Law 101-121 generally prohibits entities from using federally appropriated funds to lobby the executive or legislative branches of the federal government. Section 319 specifically requires disclosure of certain lobbying activities. A federal government-wide rule, "New Restrictions on Lobbying", published in the Federal Register, February 26, 1990, requires certification and disclosure in specific instances.

PART B. CERTIFICATION

This certification applies only to the instant federal action for which the certification is being obtained and is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $100,000 for each such failure.

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No federally appropriated funds have peen paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

2. If any funds other than federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with these federally funded contract, subcontract, subgrant, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions. (If needed, contact the Texas Department of Agriculture to obtain a copy of Standard Form-LLL.)

3. The undersigned shall require that the language of this certification be included in the award documents for all covered subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all covered subrecipients will certify and disclose accordingly.

Do you have or do you anticipate having covered subawards under this transaction?

☐ Yes
☒ No

Name of Contractor/Potential Contractor	Vendor ID No. or Social Security No.	Program No.
Taft Infrastructure Advisors		

Name of Authorized Representative	Title
Seth W. Miller Gabriel	Principal

Signature – Authorized Representative

12/09/2024
Date

PROOF OF NO DELINQUENT TAXES OWED TO WEBB COUNTY

Name Taft Infrastructure Advisors__________ owes no delinquent property taxes to Webb County.

__Taft Infrastructure Advisors___________ owes no property taxes as a business in Webb County.
(Business Name)

____Taft___________________________ owes no property taxes as a resident of Webb County.
(Business Owner)

____
Person who can attest to the above information

*** SIGNED NOTORIZED DOCUMENT AND PROOF OF NO DELINQUENT TAXES TO WEBB COUNTY.**

The State of Texas
County of Webb
Before me, a Notary Public, on this day personally appeared ________________________, know to me (or proved to me on the oath of _____________________________ to be the person whose name is subscribed to the forgoing instrument and acknowledged to me that he executed the same for the purpose and consideration therein expressed.

Given under my hand and seal of office this____ day of ______________ 20__ .

Notary Public, State of Texas

____

(Print name of Notary Public here)

My commission expires the ______day of ___________20__.

Offeror: **Complete & Return this Form with Response Submission.**

House Bill 89 Verification

I, Seth W. Miller Gabriel________________, the undersigned representative of (company or business name)______ Taft Infrastructure Advisors____ (heretofore referred to as company) being an adult over the age of eighteen (18) years of age, after being duly sworn by the undersigned notary, do hereby depose and verify under oath that the company named above, under the provisions of Subtitle F, Title 10, Government Code Chapter 2270:

1. Does not boycott Israel currently; and

2. Will not boycott Israel during the term of the contract.

Pursuant to Section 2270.001, Texas Government Code:

1. "Boycott Israel" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made ordinary business purposes; and

2. "Company" means a for-profit sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or an limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate of those entities or business association that exist to make a profit.

____
Signature of Company Representative

12/09/2024
____
Date

On this_______day of_______________, 20____, personally appeared

____, the above named person, who after by me being duly sworn, did swear and confirm that the above is true and correct.

Notary Seal

____
Notary Signature

____
Date

Offeror: **Complete & Return this Form with Response Submission.**

Senate Bill 252 Certification

SB 252 CHAPTER 2252 CERTIFICATION I, Seth W. Miller Gabriel, the undersigned representative of Taft Infrastructure Advisors (Company or business name) being an adult over the age of eighteen (18) years of age, pursuant to Texas Government Code, Chapter 2252, Section 2252.152 and Section 2252.153, certify that the company named above is not listed on the website of the Comptroller of the State of Texas concerning the listing of companies that are identified under Section 806.051, Section 807.051 or Section 2253.153. I further certify that should the above-named company enter into a contract that is on said listing of companies on the website of the Comptroller of the State of Texas which do business with Iran, Sudan or any Foreign Terrorist Organization, I will immediately notify Mr. Jose Angel Lopez III, Webb County Purchasing Agent at (956) 523-4125 or via email at joel@webbcountytx.gov

Seth W. Miller Gabriel ____ Name of Company Representative (Print)

____ Signature of Company Representative

12/09/2024 ____ Date

WEBB COUNTY PURCHASING DEPT.
QUALIFIED PARTICIPATING VENDOR CODE OF ETHICS
AFFIDAVIT FORM

STATE OF TEXAS *

KNOW ALL MEN BY THESE PRESENTS:

COUNTY OF WEBB *

BEFORE ME the undersigned Notary Public, appeared SETH W MILLER GABRIEL, the herein-named "Affiant", who is a resident of WASHINGTON County, State of DISTRICT OF COLUMBIA, and upon his/her respective oath, either individually and/or behalf of their respective company/entity, do hereby state that I have personal knowledge of the following facts, statements, matters, and/or other matters set forth herein are true and correct to the best of my knowledge.

I personally, and/or in my respective authority/capacity on behalf of my company/entity do hereby confirm that I have reviewed and agree to fully comply with all the terms, duties, ethical policy obligations and/or conditions as required to be a qualified participating vendor with Webb County, Texas as set forth in the Webb County Purchasing Code of Ethics Policy posted at the following address: http://www.webbcountytx.gov/PurchasingAgent/PurchasingEthicsPolicy.pdf

I personally, and/or in my respective authority/capacity on behalf of my company/entity do hereby further acknowledge, agree and understand that as a participating vendor with Webb County, Texas on any active solicitation/proposal/qualification that I and/or my company/entity failure to comply with the Code of Ethics policy may result in my and/or my company/entity disqualification, debarment or make void my contract awarded to me, my company/entity by Webb County. I agree to communicate with the Purchasing Agent or his designees should I have questions or concerns regarding this policy to ensure full compliance by contacting the Webb County Purchasing Dept. via telephone at (956) 523-4125 or e-mail to the Webb County Purchasing Agent to joel@webbcountytx.gov.

Executed and dated this 8th day of December, 2024.

Signature of Affiant

SETH W. MILLER GABRIEL / MGT [illegible]
Printed Name of Affiant/Company/Entity

SWORN to and subscribed before me, this 8th day December, 2024

NOTARY PUBLIC, STATE OF TEXAS

DAPHANE M HOUSTON
Notary ID #126495924
My Commission Expires
May 26, 2028