



Agenda **5/13/2026**

Notice is hereby given of a regular meeting of the City of San Angelo Development Corporation (COSADC) to be held on May 13, 2026 at 8:30 AM at the East Mezzanine of City Hall, 72 W. College Ave., San Angelo, Texas, for the purpose of considering the following agenda items.

1. Call to Order

2. Prayer

3. Public Comment

Issues or items that are not on the agenda may be raised by the public at this time. Citizens should speak from the podium, begin by stating their name and limit remarks to less than three minutes. Board members may request that a discussed item be placed on a future agenda. The Board takes public comment on all Regular Agenda items during the discussion of those items.

4. Consent Agenda

- a. Consider approving the regular meeting minutes for April 8, 2026 (Ryan Gaddy)
- b. Consider approving an amended Business Factory Incubator lease agreement by and between the City of San Angelo Development Corporation and Branded Company to include an additional office space and authorizing the Board President or their designee to execute all necessary documents (Presentation by Ryan Gaddy, Economic Development Director)
- c. Consider appointing staff members as Corporate Secretary and Corporate Treasurer in accordance with the Bylaws of the City of San Angelo Development Corporation Article II, Section 2.B, which states "The Secretary of the Corporation shall be a City staff member assigned to the Corporation under a contract between the Corporation and the City of San Angelo, as approved by the Board of Directors. The Treasurer of the Corporation shall be the Finance Director of the City of San Angelo and shall serve as long as he/she remains in the position. (Presentation by Ryan Gaddy, Economic Development Director)

5. Regular Agenda

- a. Consider appointing a President, 1st Vice President and 2nd Vice President per the current Bylaws of the Corporation (Presentation by Ryan Gaddy, Economic Development Director)
- b. Consider approving the March 2026 Financials & overview of the 2027 Budget (Presentation by Jonathan Flores, Finance Director)
- c. Discussion regarding obtaining a new Air Service Marketing Study to support additional flights/carriers and support of reinstating a 2:00 pm flight (Presentation by Justin Fletcher, Airport Director)
- d. Presentation and discussion regarding the Airport Master Plan and possible update (Presentation by Justin Fletcher, Airport Director)

- e. Presentation and discussion regarding long term water supply projects including the Concho River Reclamation Project and other related issues (Presentation by Shane Kelton, Assistant City Manager)
- f. Presentation regarding Battery Storage Facilities (Presentation by Michael Looney, Vice President of Economic Development)
- g. Presentation and possible action regarding COSADC participation in funding the City of San Angelo Comprehensive Plan (Presentation by Aaron Vannoy, Planning and Development Services Director)
- h. Updated presentation on Community Projects (Presentation by Carl White, Parks & Recreation Director)
- i. Presentation and possible action regarding the 2025 Annual Report (Presentation by Andi Markee, Media Advantage)
- j. Presentation of the Quarterly Chamber of Commerce Economic Development Financial report (Presentation by Steve Ahlenius, President & CEO of San Angelo Chamber of Commerce)
- k. Presentation regarding the Affordable Housing Program and Flood Assistance Project (Presentation by Stephanie Hamby, Executive Director of Galilee CDC)

6. Closed Session

Executive Session under the provision of Government Code, Title 5. Open Government; Ethics, Subtitle A. Open Government, Chapter 551. Open Meetings, Subchapter D. Exceptions to Requirement that Meetings be Open under the following sections:

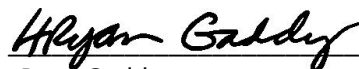
7. Follow Up and Administrative Issues

- a. Consideration and possible action of items discussed in Executive Session, if needed
- b. Announcements and consideration of Future Agenda Items

8. Adjournment

CERTIFICATION

I hereby certify that the above notice of meeting was posted on the bulletin board at the City Hall of the City of San Angelo, Texas,



Ryan Gaddy

Economic Development Director

All agenda items are subject to action. All contracts/agreements may be subject to further negotiation prior to execution. The Board reserves the right to consider business out of posted order and/or meet in a closed session on any agenda item should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551, of the Texas Government Code.

In compliance with the Americans with Disabilities Act, the City of San Angelo will provide for reasonable accommodations for persons attending the Development Corporation meetings. To better serve you, requests should be received 48 hours prior to the meetings. Please contact the Economic Development Office at 325-653-7197, or the ADA Coordinator at 325-657-4407 for request, or by completing a request form online at cosatx.us/ada.

COSADC meetings are broadcast on Channel 17-Government Access at 8:00 A.M. on every Wednesday after each meeting.

Requestor: Robert Schneeman, Economic Development Coordinator, COSADC, 325.653.7197

Meeting Date: May 13, 2026

Item type: Consent Item

Caption:

Consider approving the regular meeting minutes for April 8, 2026 (Ryan Gaddy)

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

- | | |
|------------------------------------|-------------------------------------|
| 1. COSADC Meeting Minutes 4-8-2026 | COSADC Meeting Minutes 4-8-2026.pdf |
|------------------------------------|-------------------------------------|

Presentation:

Approvals/Reviews:

Robert Schneeman	Created/Initiated
Ryan Gaddy	Approved
Holly Crooks	Final Approval

City of San Angelo, Texas
Development Corporation Meeting
Wednesday, April 8, 2026

Present:

Steven Mahaffey, President
Carlos Rodriguez, First Vice President
Lorenzo Lasater, Second Vice President
Jimmy Barton, Director
Matt Lewis, Director
Rick Mantooth, President
Travis Stribling, Director

1. Call to Order

With a quorum of the City of San Angelo Development Corporation Board Members present, President Mahaffey called the regular session of the City of San Angelo Development Corporation to order at 8:30 A.M., on Wednesday, April 8, 2026 at the East Mezzanine of City Hall, 72 W College Avenue, San Angelo, TX 76903

2. Prayer

An invocation was provided by Pastor Chris Curran, Southland Baptist Church.

3. Public Comment

No public comments were made.

4. Consent Agenda

- a. Consider approving the regular meeting minutes for March 11, 2026. (Nora Nevarez)
- b. Consider approving the Strategic Planning Workshop meeting minutes for March 11, 2026. (Nora Nevarez)
- c. Consider approving the January and February 2026 financials. (Tina Dierschke, Assistant City Manager)

Motion: Director Mantooth made a motion, seconded by Second Vice President Lasater, to approve the consent agenda as presented. The motion carried unanimously seven (7) ayes to zero (0) nays, with no public comment.

5. Regular Agenda

- a. Update presentation regarding West Texas Water Partnership / Fort Stockton water rights (Presentation by Shane Kelton, Assistant City Manager)

Shane Kelton, Assistant City Manager presented an update about the partnership and history.

The board requested Mr. Kelton provide an update regarding the meeting between the partners and the Concho River Reclamation Project at the May meeting.

- b. Presentation regarding the San Angelo Chamber of Commerce key performance indicators and deliverables report. (Presentation by Michael Looney, Vice President of Marketing & Recruitment)

Michael Looney provided an update.

- c. Consider approving Addendum Number 1 to the Parkhill contract for Professional Engineering Services at the Industrial Park in the amount of \$79,000 for additional engineering services. The total contract amount will be \$354,000. (presentation by Robert Schneeman, Economic Development Project Manager)

Robert Schneeman provided an overview of the additional work requested.

Motion: Director Lewis made a motion, seconded by First Vice President Rodriguez to approve the addendum as presented. The motion carried unanimously seven (7) ayes to zero (0) nays, with no public comment.

~~6. Closed Session~~

~~Executive Session under the provision of Government Code, Title 5. Open Government; Ethics, Subtitle A. Open Government, Chapter 551. Open Meetings, Subchapter D. Exceptions to Requirement that Meetings be Open under the following sections:~~

7. Follow Up and Administrative Issues

- a. ~~Consideration and possible action of items discussed in Closed Session, if needed~~
- b. Announcement and consideration of Future Agenda items

Ryan Gaddy stated Justin Fletcher, Director of the San Angelo Regional Airport will provide an update regarding the request for additional flights and air service.

Nora Nevarez announced her retirement. The board thanked her.

8. Adjournment

Motion: Director Stribling made a motion, seconded by Director Barton to adjourn the meeting. The motion carried unanimously seven (7) ayes to zero (0) nays.

There being no further business, the meeting adjourned by consensus at 10:05 A.M.

THE CITY OF SAN ANGELO

Corporation President

ATTEST:

Corporation Secretary

In accordance with Chapter 2, Article 2.300, of the Official Code of the City of San Angelo, the minutes of this meeting consist of the preceding Minute Record and the Supplement Minute Record. Details on Board meetings may be obtained from the City Clerk's Office. (Portions of the video recording may be distorted due to equipment malfunction or other uncontrollable factors.)

Requestor: Robert Schneeman, Economic Development
Coordinator, COSADC, 325.653.7197

Meeting Date: May 13, 2026

Item type: Consent Item

Caption:

Consider approving an amended Business Factory Incubator lease agreement by and between the City of San Angelo Development Corporation and Branded Company to include an additional office space and authorizing the Board President or their designee to execute all necessary documents (Presentation by Ryan Gaddy, Economic Development Director)

Summary/History:

Currently Branded Company is leasing two office spaces and would like to lease an additional suite, that is being vacated by A & M Electrical.

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Ryan Gaddy

Approvals/Reviews:

Robert Schneeman	Created/Initiated
Ryan Gaddy	Approved
Holly Crooks	Approved
Jeffrey Tomlinson	Approved
Holly Crooks	Final Approval

Requestor: Robert Schneeman, Economic Development
Coordinator, COSADC, 325.653.7197

Meeting Date: May 13, 2026

Item type: Regular Item

Caption:

Consider appointing staff members as Corporate Secretary and Corporate Treasurer in accordance with the Bylaws of the City of San Angelo Development Corporation Article II, Section 2.B, which states "The Secretary of the Corporation shall be a City staff member assigned to the Corporation under a contract between the Corporation and the City of San Angelo, as approved by the Board of Directors. The Treasurer of the Corporation shall be the Finance Director of the City of San Angelo and shall serve as long as he/she remains in the position. (Presentation by Ryan Gaddy, Economic Development Director)

Summary/History:

With the retirement of the former Economic Development Coordinator and Corporate Secretary, the need arises for the appointment of a Corporate Secretary. The new Economic Development Coordinator is Samuel Helms. The former Corporate Treasurer was promoted to Assistant City Manager. The new Finance Director of the City of San Angelo is Jonathan Flores, who would become the Corporate Treasurer per the Corporation bylaws.

Financial Impact:

No fiscal impact. Appointment of officers only.

Other Information/Recommendation:

Attachments:

Presentation:

Ryan Gaddy

Approvals/Reviews:

Robert Schneeman
Ryan Gaddy
Holly Crooks

Created/Initiated
Approved
Final Approval

Requestor: Robert Schneeman, Economic Development
Coordinator, COSADC, 325.653.7197

Meeting Date: May 13, 2026

Item type: Regular Item

Caption:

Consider appointing a President, 1st Vice President and 2nd Vice President per the current Bylaws of the Corporation (Presentation by Ryan Gaddy, Economic Development Director)

Summary/History:

Current bylaws require the appointment of officers at the Annual Meeting in May of each year. Staff recommends Board approval for the current officers to remain in place until the February 2027 meeting pending a revisions of the Bylaws at the Board's discretion to move the Annual Meeting from May to February of each year.

Financial Impact:

No fiscal impact. Appointment of officers only.

Other Information/Recommendation:

Attachments:

Presentation:

Ryan Gaddy

Approvals/Reviews:

Robert Schneeman
Ryan Gaddy
Holly Crooks

Created/Initiated
Approved
Final Approval

Requestor: Robert Schneeman, Economic Development Coordinator, COSADC, 325.653.7197
Meeting Date: May 13, 2026
Item type: Regular Item

Caption:

Consider approving the March 2026 Financials & overview of the 2027 Budget (Presentation by Jonathan Flores, Finance Director)

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

1. 2603 COSADC Financials 2603 COSADC Financials.pdf

Presentation:

Jonathan Flores

Approvals/Reviews:

Robert Schneeman	Created/Initiated
Ryan Gaddy	Approved
Jonathan Flores	Approved
Holly Crooks	Final Approval

City of San Angelo Development Corporation

Financial Information and Schedules As of March 31, 2026

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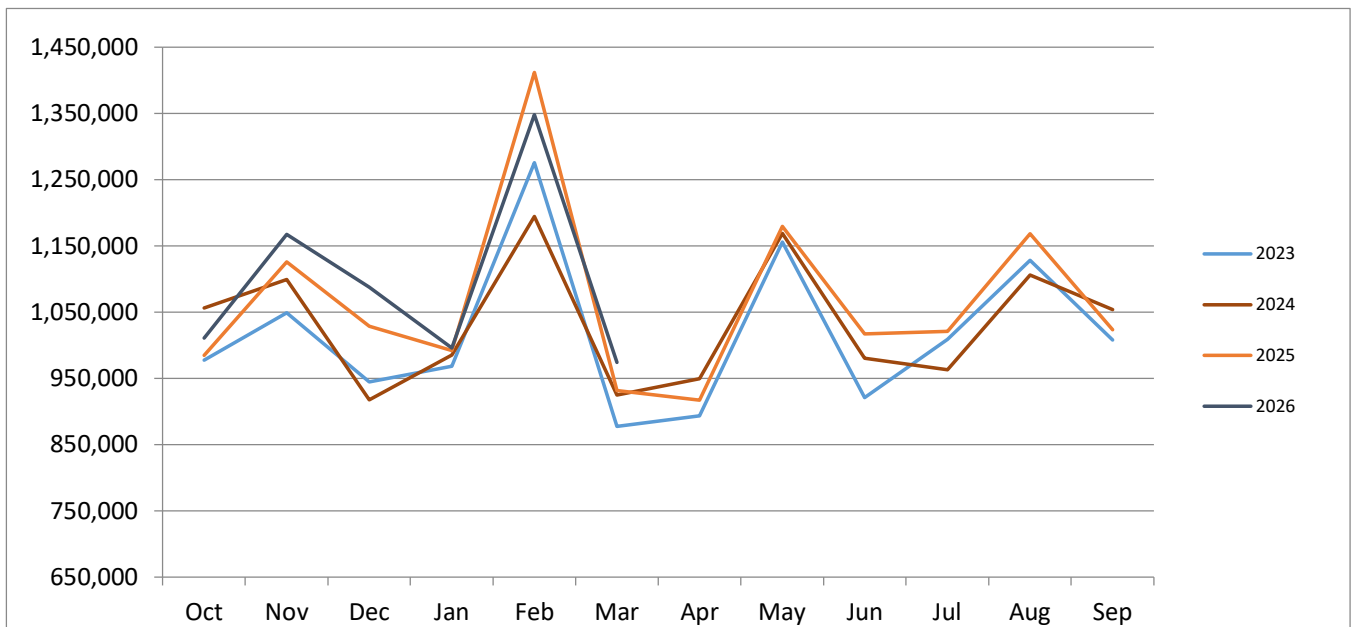
**City of San Angelo Development Corporation
Executive Summary
March 2026**

Available Fund Balances

Unassigned Fund Balance-Economic Development	7,583,186
Unassigned Fund Balance-Ballot	15,510,408

Sales Tax Analysis

Month	2023	2024	2025	2026	% Over/(Under)
Oct	977,628	1,056,249	984,531	1,011,170	2.71%
Nov	1,049,058	1,099,298	1,125,807	1,167,309	3.69%
Dec	944,644	917,530	1,028,803	1,087,627	5.72%
Jan	968,413	985,000	992,126	995,523	0.34%
Feb	1,275,717	1,194,486	1,411,985	1,347,978	(4.53%)
Mar	877,403	924,721	931,375	974,133	4.59%
Apr	893,339	949,450	916,937		
May	1,155,640	1,168,794	1,179,286		
Jun	920,877	980,358	1,017,353		
Jul	1,008,794	963,312	1,021,295		
Aug	1,128,012	1,106,232	1,168,457		
Sep	1,008,166	1,053,612	1,023,256		



**City of San Angelo Development Corporation
Balance Sheet - Economic Development
As of March 31, 2026**

ASSETS

Current Assets

Checking/Savings

Cash 1,255,130

Money Market 7,934,027

Total Checking/Savings 9,189,157

Accounts Receivable

Leases 1,812

Total Accounts Receivable 1,812

Other Current Assets

Investments 3,009,269

Total Other Current Assets 3,009,269

Total Current Assets 12,200,238

Fixed Assets

Vehicles 28,540

Land -Industrial Park 57,664

Industrial Park-Phase I 279,309

Industrial Park-Phase II 4,261,854

Industrial Park-Phase III 20,377

Building-Business Resource Ctr 2,004,967

Accumulated Depreciation (1,399,666)

Total Fixed Assets 5,253,044

TOTAL ASSETS

17,453,282

LIABILITIES & FUND EQUITY

Liabilities

Current Liabilities

Security Deposits 5,643

Accounts Payable 159,358

Total Current Liabilities 165,001

Total Liabilities

165,001

Fund Equity

Committed for Eco. Dev. Projects 3,871,511

Restricted for Fixed Assets 5,253,044

Reserved for Encumbrance 580,540

Unassigned Fund Balance 7,583,186

Total Fund Equity 17,288,281

TOTAL LIABILITIES & FUND EQUITY

17,453,282

City of San Angelo Development Corporation
Revenue and Expenditure Report - Economic Development
March 2026

	Budget	Month Actual	YTD Actual	YTD Actual W/ Enc	Over/(Under) Budget	% of Budget	
Revenues							
Sales & Use Tax	3,563,739	272,757	1,843,447	1,843,447	(1,720,292)	52%	
Interest on Investments	379,674	26,671	217,352	217,352	(162,322)	57%	
Lease Income	20,010	-	803	803	(19,207)	4%	
Miscellaneous Income	450	-	-	-	(450)	0%	
Property Sales	-	-	-	-	-	0%	
Total Revenues	3,963,873	299,428	2,061,602	2,061,602	(1,902,271)	52%	
Expenditures							
Operations Maintenance	109,352	17,138	42,812	51,592	(57,760)	47%	
Partnership Affiliations	100,750	71,047	81,797	81,797	(18,953)	81%	
COSADC Staff	397,642	112,172	178,394	178,394	(219,248)	45%	
City Services	188,743	47,186	94,372	94,372	(94,371)	50%	
Industrial Park Ops & Maint	39,084	32	14,427	28,417	(10,667)	73%	
Marketing-Chamber of Commerce	476,000	119,000	357,000	476,000	-	100%	
Advertising	32,700	-	-	28,700	(4,000)	88%	
Building Maintenance/Utilities	122,766	7,965	28,554	103,912	(18,854)	85%	
Capital	1,432,500	-	2,388	2,466	(1,430,034)	0%	
Business Factory	224,556	14,258	79,055	93,235	(131,321)	42%	
Total Operating Expenditures	3,124,093	388,798	878,799	1,138,885	(1,985,208)	36%	
Projects							
US Customs Retention II	57007	151,762	-	-	(151,762)	0%	
SMC Global	57008	118,401	-	-	(118,401)	0%	
Rosenberger Site Sol.	57028	75,000	-	-	(75,000)	0%	
Housing Study	57038	8,454	-	8,454	-	100%	
Parkhill Smith Cooper	57040	275,000	-	109,000	247,000	(28,000)	90%
Northeast Sector Plan	57044	255,000	44,450	81,000	255,000	-	100%
Santa Fe Master Plan	57045	50,000	-	-	(50,000)	0%	
Chamber - Goodfellow	57048	75,000	-	-	(75,000)	0%	
BREP Projects							
SMC Global - BREP	57018	12,500	-	-	(12,500)	0%	
Technology Tower, LLC	57030	150,000	-	-	(150,000)	0%	
Allen's Transport	57034	150,000	-	-	(150,000)	0%	
Talk of Texas	57035	100,000	-	-	(100,000)	0%	
Skyline BREP	57039	1,000,000	-	500,000	500,000	(500,000)	50%
True Lightning	57049	300,000	-	-	(300,000)	0%	
Residential Flood Relief	57042	816,313	-	50,919	50,919	(765,394)	6%
Business Flood Relief	57043	1,000,000	-	-	(1,000,000)	0%	
Goodfellow Support Services	57051	75,000	-	-	(75,000)	0%	
Future Projects		1,522,722	-	-	(1,522,722)	0%	
Total Project Expenditures	6,135,152	44,450	740,919	1,061,373	(5,073,779)	12%	
Total Expenditures	9,259,245	433,248	1,619,718	2,200,258	(7,058,987)	17%	
Revenue Over/(Under) Expenditures	(5,295,372)	(133,820)	441,884	(138,656)			

City of San Angelo Development Corporation
Economic Development Projects
As of March 2026

Project	Code	Original Allocation	Current Allocation	Current Year Activity	Inception to Date	Remaining Allocation
Projects						
US Customs Retention II	57007	46,435	1,149,225	-	997,463	151,762
SMC Global	57008	200,000	200,000	-	81,599	118,401
Rosenberger Site Sol.	57028	75,000	75,000	-	-	75,000
Housing Study	57038	59,500	67,381	-	58,927	8,454
Parkhill Smith Cooper	57040	275,000	275,000	109,000	109,000	166,000
Northeast Sector Plan	57044	255,000	255,000	81,000	81,000	174,000
Santa Fe Master Plan	57045	50,000	50,000	-	-	50,000
Chamber - Goodfellow	57048	75,000	75,000	-	-	75,000
BREP Projects						
SMC Global - BREP	57018	362,500	362,500	-	350,000	12,500
Technology Tower, LLC	57030	250,000	250,000	-	100,000	150,000
Allen's Transport	57034	150,000	150,000	-	-	150,000
Talk of Texas	57035	100,000	100,000	-	-	100,000
Skyline BREP	57039	1,000,000	1,000,000	500,000	500,000	500,000
True Lightning	57049	300,000	300,000	-	-	300,000
Residential Flood Relief	57042	816,313	816,313	50,919	50,919	765,394
Business Flood Relief	57043	1,000,000	1,000,000	-	-	1,000,000
Goodfellow Support Services	57051	75,000	75,000	-	-	75,000
		5,089,748	6,200,419	740,919	2,328,908	3,871,511

Total Committed, Not Expended

3,871,511

**City of San Angelo Development Corporation
Balance Sheet - Ballot
As of March 31, 2026**

ASSETS	
Current Assets	
Checking/Savings	
Cash	34,511
Money Market	14,485,675
Total Checking/Savings	14,520,186
Other Current Assets	
Investments	5,995,159
Total Other Current Assets	5,995,159
Total Current Assets	20,515,345
TOTAL ASSETS	20,515,345
 LIABILITIES & FUND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	11,872
Total Current Liabilities	11,872
Total Liabilities	11,872
Fund Equity	
Committed for Ballot Projects	849,165
Assigned for Debt Service	4,143,900
Unassigned Fund Balance	15,510,408
Total Fund Equity	20,503,473
TOTAL LIABILITIES & FUND EQUITY	20,515,345

City of San Angelo Development Corporation
Revenue and Expenditure Report - Ballot
March 2026

	Budget	Month Actual	YTD Actual	YTD Actual w/ Enc	Over/(Under) Budget	% of Budget
Revenues						
Sales & Use Tax	9,163,900	701,376	4,740,293	4,740,293	(4,423,607)	52%
Interest on Investments	397,526	43,705	346,753	346,753	(50,773)	87%
Total Revenues	9,561,426	745,081	5,087,046	5,087,046	(4,474,380)	53%
Expenditures						
City Services	34,105	8,526	17,052	17,052	(17,053)	50%
Ballot Projects Debt Service	1,243,900	-	-	-	(1,243,900)	0%
Affordable Housing						
City Admin	13,385	3,346	6,692	6,692	(6,693)	50%
Programmed	321,615	-	321,615	321,615	-	100%
Unprogrammed	34,755	-	(32,644)	(32,644)	(67,399)	(94%)
Long Term Water Supply						
West Texas Water Partnership	200,000	-	-	-	(200,000)	0%
Water Rights	558,020	-	-	-	(558,020)	0%
Debt Service	2,900,000	-	-	-	(2,900,000)	0%
Future Projects	4,290,401	-	-	-	(4,290,401)	0%
Total Expenditures	9,596,181	11,872	312,715	312,715	(9,283,466)	3%
Revenue Over/(Under) Expenditures	(34,755)	733,209	4,774,331	4,774,331		

**City of San Angelo Development Corporation
Cash Receipts and Disbursement Listing
March 2026**

Group #	PO #	Type	Date	Number	Description	Amount
FUND 700 DEVELOPMENT CORPORATION						
7000000-31200 COSADC Sales & Use Tax						
	JE000449	06/26	3/31/2026	JV00504	Eco Dev Sales Tax - March 2026	(272,757.32)
7000000-36100 COSADC Interest on Investments						
	JE000445	06/26	3/31/2026	JV00500	Bank Interest ED	(3,137.11)
	JE000445	06/26	3/31/2026	JV00500	MM Interest ED	(23,533.50)
7000700-41315 COSADC - Econ Dev Admin Services						
	OH013600	06/26	3/19/2026	AR007086	CITY OF SAN ANG Personnel	66,221.87
7000700-41360 COSADC - Econ Dev Contract Services						
	OH013878	P002407	06/26	3/23/2026 26024	SAN ANGELO CHAM Professional S	119,000.00
7000700-41390 COSADC - Econ Dev Indirect Costs						
	OH013600	06/26	3/19/2026	AR007086	CITY OF SAN ANG Ind cost	47,185.75
7000700-41410 COSADC - Econ Dev Water/Sewer Utilities						
	CX000920	06/26	3/3/2026	00894	CIS BATCH 2026-06	15.60
7000700-41411 COSADC - Econ Dev Natural Gas						
	OH014105	P002076	06/26	3/23/2026 3036648466.263	ATMOS ENERGY Gas utilities at	231.83
7000700-41412 COSADC - Econ Dev Electricity						
	OH012954	P001775	06/26	3/2/2026 26511.2601	CONCHO VALLEY E Utility Servic	47.05
	OH012955	P001775	06/26	3/2/2026 26511.2512	CONCHO VALLEY E Utility Servic	46.99
	OH013251	P001775	06/26	3/10/2026 26511.2602	CONCHO VALLEY E Utility Servic	52.69
7000700-41422 COSADC - Econ Dev Building & Grounds Maintenance						
	OH011397	P003288	06/26	3/10/2026 301292	ADVANCED SERVIC replace mitsub	5,094.00
	OH013458	P002082	06/26	3/10/2026 6853	JOWERS COMMERCIAL Janitorial ser	800.00
	OH013885	P002065	06/26	3/23/2026 0691001421301	REPUBLIC SERVIC Trash Compacto	32.33
	OH014104	P002065	06/26	3/23/2026 691001421301	REPUBLIC SERVIC Trash Compacto	32.33
	OH014152	P002896	06/26	3/23/2026 301283	ADVANCED SERVIC Air Conditioni	332.50
	OH014316	P002082	06/26	3/31/2026 6860	JOWERS COMMERCIAL Janitorial ser	1,200.00
	REPUBLIC6529	06/26	3/24/2026	0691001421301	REPUBLIC SERVIC Trash Compacto	(32.33)
	REPUBLIC6529	06/26	3/24/2026	691001421301	REPUBLIC SERVIC Trash Compacto	(32.33)
	REPUBLIC6529	P002065	06/26	3/24/2026 0691001421301	REPUBLIC SERVIC Trash Compacto	(96.99)
	REPUBLIC6529	P002065	06/26	3/24/2026 691001421301	REPUBLIC SERVIC Trash Compacto	(96.99)
	RVBATCH6529	P002065	06/26	3/25/2026 691001421301	REPUBLIC SERVIC Trash Compacto	32.33
	TR000047	P002065	06/26	3/24/2026 0691001421301	REPUBLIC SERVIC Trash Compacto	(32.33)
	TR000047	P002065	06/26	3/24/2026 691001421301	REPUBLIC SERVIC Trash Compacto	(32.33)
7000700-41431 COSADC - Econ Dev Insurance - Liability						
	OH013192	06/26	3/2/2026	51615	PK KELLEY INSUR Insurance - Li	13,678.00
7000700-41440 COSADC - Econ Dev Rent of Equipment						
	OH009489	P002075	06/26	3/2/2026 1732732	CTWP Copier lease \$420 per mon	435.78
	OH013308	P002075	06/26	3/10/2026 1758464	CTWP Copier lease \$420 per mon	441.80
	OH013309	P002044	06/26	3/10/2026 1758016	CTWP lease (\$30 per month/ \$36	58.50
	OH013457	P002075	06/26	3/10/2026 1749457	CTWP Copier lease \$420 per mon	6.54
7000700-41462 COSADC - Econ Dev Communications						
	JE000448	06/26	3/31/2026	JV00503	Mthly Budgeted Transfers	1,413.08
7000700-41465 COSADC - Econ Dev Legal Notice						
	OH010146	P002895	06/26	3/2/2026 7468491	GANNETT TEXAS/N Legal notices	470.63
	OH013967	P002895	06/26	3/23/2026 7563501	GANNETT TEXAS/N Legal notices	7.06
7000700-41466 COSADC - Econ Dev Partner Affiliations						
	OH013887	06/26	3/31/2026	3029	PORTS-TO-PLAINS Partner Affili	56,046.80
	OH014287	06/26	3/31/2026	2623	GULF COAST STRA Membership due	15,000.00
7000700-41480 COSADC - Econ Dev Special Projects "A"						
	OH012938	06/26	3/2/2026	25.002	Mad Messy / Pet business plan	1,599.00
	OH013084	06/26	3/2/2026	2023.02	Ascend business plan reimburse	5,683.13
	OH013461	P002084	06/26	3/10/2026 1076	WALLACE, RUSSEL Professional S	625.00
	OH013588	06/26	3/19/2026	5787.1	Mad Messy / Pet Business Pln C	743.69
	OH014071	06/26	3/24/2026	25.003	Mad Messy / Pet BPC reimbursem	5,607.30
7000700-41510 COSADC - Econ Dev Office Supplies						
	OH013231	P003784	06/26	3/10/2026 6055580207	STAPLES ADVANTA Office Supplie	101.89

**City of San Angelo Development Corporation
Cash Receipts and Disbursement Listing
March 2026**

Group #	PO #	Type	Date	Number	Description	Amount
7000700-41560 COSADC - Econ Dev Food						
	OH012781	P003704	06/26	3/2/2026 7005.2509	ANGELO WATER SE Water, Bottled	83.17
	OH012783	P003704	06/26	3/2/2026 7005.2510	ANGELO WATER SE Water, Bottled	86.39
	OH013075	P003569	06/26	3/2/2026 7005.0825	ANGELO WATER SE Water, Bottled	69.19
	OH013246	P003704	06/26	3/31/2026 7005.2512	ANGELO WATER SE Water, Bottled	94.38
	OH013248	P003704	06/26	3/10/2026 7005.2511	ANGELO WATER SE Water, Bottled	129.63
	OH013249	P003704	06/26	3/10/2026 7005.2602	ANGELO WATER SE Water, Bottled	31.09
	OH013250	P003704	06/26	3/10/2026 7005.2601	ANGELO WATER SE Water, Bottled	30.63
7000700-57044 COSADC - Econ Dev Northeast Sector Plan						
	OH013879	P003778	06/26	3/23/2026 1260300607	Westwood Profes Professional S	44,450.00
7000705-41410 COSADC - Industrial Park Water/Sewer Utilities						
	CX000991		06/26	3/6/2026 00906	CIS BATCH 2026-06	31.92
FUND 711 COSADC - BALLOT						
7110000-31200 COSADC - Ballot Sales & Use Tax						
	JE000449		06/26	3/31/2026 JV00504	Ballot Sales Tax - March 2026	(701,375.95)
7110000-36100 COSADC - Ballot Interest on Investments						
	JE000445		06/26	3/31/2026 JV00500	MM Interest Ballot	(43,705.08)
7110700-41362 COSADC - Ballot Econ Dev ADM SVCS						
	OH013600		06/26	3/19/2026 AR007086	CITY OF SAN ANG Personnel Admi	3,346.25
7110700-41390 COSADC - Ballot Econ Dev Indirect Costs						
	OH013600		06/26	3/19/2026 AR007086	CITY OF SAN ANG Ind Cost	8,526.25

THE CITY OF SAN ANGELO, TEXAS

**Schedule of Revenues and Expenditures
Fiscal Year through March 31, 2026**

50% of
Year Lapsed

**Hickory Water Supply II - Fund 527
Debt Payments Through 2045**

Dept	Current Budget	Month Actual	YTD W/Enc	Over/(Under) Budget	Previous Years Activity	Inception to Date
Beginning Fund Balance	3,165,476		3,165,476			
REVENUES:						
C.O. Proceeds	-	-	-	-	69,490,001	69,490,001
Interest Income	-	-	-	-	3,222,617	3,222,617
Total Revenues	-	-	-	-	72,712,618	72,712,618
EXPENDITURES:						
Post Construction	4150	1,098	965	18,687	17,589	29,250
Design & Inspection	4157	-	-	-	-	3,199,618
Construction	4159	1,502,558	-	1,500,666	(1,892)	60,606,206
Issue Costs	9900	-	-	-	-	3,418,291
Transfer to Debt Service	1994	-	-	-	-	2,293,777
Total Expenditures	1,503,656	965	1,519,353	15,697	69,547,142	71,066,495
Revenue Over/(Under) Expenditures	(1,503,656)	(965)	(1,519,353)			
Ending Fund Balance	1,661,820		1,646,123			

Requestor: Robert Schneeman, Economic Development
Coordinator, COSADC, 325.653.7197

Meeting Date: May 13, 2026

Item type: Regular Item

Caption:

Discussion regarding obtaining a new Air Service Marketing Study to support additional flights/carriers and support of reinstating a 2:00 pm flight (Presentation by Justin Fletcher, Airport Director)

Summary/History:

Financial Impact:

No fiscal impact. Presentation & discussion only.

Other Information/Recommendation:

Attachments:

Presentation:

Justin Fletcher

Approvals/Reviews:

Robert Schneeman	Created/Initiated
Ryan Gaddy	Approved
Jonathan Flores	Approved
Holly Crooks	Final Approval

Requestor: Robert Schneeman, Economic Development Coordinator, COSADC, 325.653.7197
Meeting Date: May 13, 2026
Item type: Regular Item

Caption:

Presentation and discussion regarding the Airport Master Plan and possible update (Presentation by Justin Fletcher, Airport Director)

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Justin Fletcher

Approvals/Reviews:

Robert Schneeman
Ryan Gaddy
Jonathan Flores
Holly Crooks

Created/Initiated
Approved
Approved
Final Approval

Requestor: Robert Schneeman, Economic Development
Coordinator, COSADC, 325.653.7197

Meeting Date: May 13, 2026

Item type: Regular Item

Caption:

Presentation and discussion regarding long term water supply projects including the Concho River Reclamation Project and other related issues (Presentation by Shane Kelton, Assistant City Manager)

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Shane Kelton

Approvals/Reviews:

Robert Schneeman
Ryan Gaddy
Jonathan Flores
Holly Crooks

Created/Initiated
Approved
Approved
Final Approval

Requestor: Robert Schneeman, Economic Development Coordinator, COSADC, 325.653.7197
Meeting Date: May 13, 2026
Item type: Regular Item

Caption:

Presentation regarding Battery Storage Facilities (Presentation by Michael Looney, Vice President of Economic Development)

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Approvals/Reviews:

Robert Schneeman	Created/Initiated
Ryan Gaddy	Approved
Jonathan Flores	Approved
Holly Crooks	Final Approval

Requestor: Robert Schneeman, Economic Development
Coordinator, COSADC, 325.653.7197

Meeting Date: May 13, 2026

Item type: Regular Item

Caption:

Presentation and possible action regarding COSADC participation in funding the City of San Angelo Comprehensive Plan (Presentation by Aaron Vannoy, Planning and Development Services Director)

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

- | | |
|---|--|
| 1. 01_RFQ_PL-01-26_-Comprehensive_Plan | 01_RFQ_PL-01-26_-Comprehensive_Plan.pdf |
| 2. Exhibit A - Scope of Services San Angelo
Comprehensive Plan (1) | Exhibit A - Scope of Services San Angelo
Comprehensive Plan (1).pdf |

Presentation:

Aaron Vannoy

Approvals/Reviews:

Robert Schneeman	Created/Initiated
Ryan Gaddy	Approved
Aaron Vannoy	Approved
Jeffrey Tomlinson	Approved
Jonathan Flores	Approved
Holly Crooks	Final Approval



City of San Angelo

REQUEST FOR QUALIFICATIONS

Comprehensive Plan
Planning and Development Services

RFQ PL-01-26

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1. INTRODUCTION

1.1 General

The City of San Angelo is seeking qualifications from experienced professional service firms or teams to prepare a forward-looking Comprehensive Plan that guides growth, development, revitalization, and public investment for the next 20 years. The plan must respect the city's history and cultural identity while providing actionable guidance for future land use, housing, infrastructure, mobility, economic development, and quality-of-life enhancements.

The Comprehensive Plan will integrate an expanded Parks, Open Space, and Trails section that evaluates current recreational assets, identifies gaps, and creates a vision for a connected system of parks, trails, and riverfront amenities. This element must be incorporated into the overall Comprehensive Plan document and meet Texas Parks & Wildlife requirements for grant eligibility.

The City anticipates leveraging the Texas General Land Office (GLO) Resilient Communities Program (RCP) to support this effort and requires a consultant team qualified to assist with both pre-funding grant application and post-award compliance.

1.2 Interpretations

All questions about the meaning or intent of the contract documents, including specifications shall be submitted to the Purchasing Division via [Bonfire](#), the City's e-Procurement Platform, Vendor Discussions. Questions received after the deadline established for submitting questions/interpretations will not be answered.

Replies will be issued by addenda and posted on the Bonfire Project Page. Only questions answered by formal written addenda will be binding. Oral interpretations or clarifications will be without legal effect.

1.3 Tentative Timeline

December 4 - RFQ Release

December 18 - Questions Due

December 31 - Response to Questions

January 8 - RFQ Responses Due/Submitted

January 8 - January 22, 2026 - Internal Staff Review

January 22, 2026 - Shortlist Notification

February 4-6, 2026 - Interviews

February 12, 2026 - Contract Negotiations

March 2026 - City Council Award

1.4 Disqualification

The respondent may be disqualified for any of the following reasons:

- A. The respondent is involved in any litigation against the City of San Angelo.
- B. The respondent is in arrears on any existing contract or has defaulted on a previous contract with the City.
- C. The response is deemed non-conformant/non-responsive to the criteria/instructions highlighted herein.
- D. The respondent is debarred, suspended, terminated, or otherwise excluded from or ineligible covered transactions by any federal, state, or local government entity or agency.
- E. The proposal is not received by the proposal submittal deadline; or,
- F. The proposal is not executed by a person authorized to enter into a contract binding on the respondent.

1.5 Reservations

The City expressly reserves the right to accept, reject, or cancel any and all proposals AND:

- A. Waive any defect, irregularity, or informality in any proposal or bidding procedure.
- B. Extend the proposal closing time and date.
- C. Reissue a bid invitation or RFQ.
- D. Procure any item by other means; or,
- E. Increase or decrease the quantity specified unless the vendor specifies otherwise.

1.6 Confidentiality

All responses submitted shall remain confidential. After selection of a firm, proposals will be made available for public inspection. The City shall not be responsible for the confidentiality of any trade secrets or other information contained or disclosed in the proposal unless clearly identified as such.

1.7 Document Availability

RFQ Documents are available in the City's procurement portal at <https://cosatx.bonfirehub.com/>. To locate the documents on the Bonfire Portal, go to:

**Public Opportunities >Comprehensive Plan Update/Planning and Development
Services (PL-01-26)**

1.8 Award of Contract

The City reserves the right to accept or reject any or all proposals, and to waive any informalities or irregularities in the RFQ process. The City is an equal opportunity employer.

The City will select the most highly qualified respondent(s) of the requested services based on demonstrated competence and qualifications and then attempt to negotiate with respondent(s) a contract(s) at a fair and reasonable price.

1.9 Proposed Terms of the Agreement

The term of the Agreement will be negotiated with the selected firm(s).

1.10 Insurance and Indemnification Requirements

Insurance and indemnification requirements applicable to this project are detailed within the special insurance rider and/or the draft project agreement included with this solicitation package. Please review the insurance and indemnification requirements with your insurance agent prior to submission.

1.11 Acceptance of Proposal Content

Before submitting a proposal, each Respondent shall make all investigations and examinations necessary to ascertain all conditions and requirements affecting the performance of the contract and to verify any representations made by the City upon which the proposal will rely. If the Respondent receives an offer because of its proposal, failure to have made such investigation and examinations will in no way relieve the Respondent from its obligation to comply in every detail with all provisions and requirements.

1.12 Equal Employment Opportunity

Attention of Respondents to the requirement for ensuring that employees and applicants for employment are not discriminated against because of their race, color religion, sex, national origin, age, or disability.

1.13 Grant/ Federally Funded Procurement Projects

The City agrees to follow all Federal Guidelines as mentioned in CFR 200 Part D (<https://www.ecfr.gov/current/title-2/part-200/subpart-D>). The City will also follow Federal Guidelines as mentioned in [2 C.F.R. §§ 200.317 – 200.327](#).

1.14 Addenda

Should specifications be revised prior to the deadline for submittals, the City's Purchasing Division will issue addenda addressing the nature of the change and post them on the City's e-Procurement Portal ([Bonfire](#)). Respondents should **acknowledge any addenda as part of their submission in Bonfire**. Respondent is responsible for checking the City's e-Procurement Platform (Bonfire) to determine if any addenda have been issued prior to submitting a proposal. Failure to consider all addenda will be at the respondent's risk.

1.15 Modification or Withdrawal of Proposals

Proposals can only be altered using the online Bonfire Portal system. Proposals may be withdrawn before the closing time and date using the Bonfire Portal. After the closing time and date, a proposal can only be withdrawn with acceptable reason in writing and with approval of the Purchasing Division.

1.16 Restrictions on Communication

Respondents shall not communicate with 1) elected City officials, City staff, or contracted agents of the City regarding the RFQ from the time the RFQ has been released until the contract is posted as a City Council agenda item; and 2) City officials/employees/agents from the time the RFQ has been released until the contract is awarded. These restrictions extend to "thank you" letters, phone calls, emails and any contact that results in the direct or indirect discussion of the RFQ and/or proposal submitted by respondent. Violation of this provision by respondent and/or its agent may lead to disqualification of respondent's proposal from consideration and from opportunities to bid on future projects.

Exceptions to the Restrictions on Communication with City employees include:

1. Private (non-business) contacts with the City by the respondent's employees acting in their personal capacity.
2. Casual social contacts that do not include mention of the RFQ.
3. Respondents may submit questions via e-Procurement Portal (Bonfire) concerning this RFQ up to a week prior to submission due date. Questions received after the stated deadline will not be answered. Submission of questions to any other party prior to award may result in the disqualification of a respondent from bidding on this project as well as future projects for the City.

It is required that all questions be sent using the City's online portal, ([Bonfire](#)). Questions submitted and the City's responses will be published in the form of addenda to the Project Page in Bonfire. Respondent is responsible for calling the City or reviewing the Bonfire Project Page to determine if any addenda have been issued prior to their submittal. Only questions answered by formal addenda will be binding.

4. Respondents may provide responses to questions asked of them after responses are received and opened. During interviews, if any, verbal questions, and explanations will be permitted. If interviews are conducted, respondents shall not bring lobbyists. All costs associated with interviews will be at the respondents' expense. The City reserves the right to exclude any persons from interviews as it deems in its best interests.
5. Upon completion of the evaluation process, respondents shall receive a notification letter indicating the recommended firm and anticipated City Council agenda date. Respondents desiring a review of the solicitation process must submit a written request no later than five (5) calendar days from the date the letter was sent. Failure to submit a letter in writing to the Purchasing office prior to the end of the fifth day shall be at the risk of the respondent. The letter will indicate the name and address for submission of requests for review.

City reserves the right to contact any respondent to negotiate if such is deemed desirable by City. Such negotiations initiated by City staff persons shall not be considered a violation by respondent of this section.

1.17 Invoices and Payment

Contractor will submit itemized invoices for all services rendered pursuant to this Request for Qualifications. Invoices will bear the name of the firm and will be addressed to the appropriate City Point of Contact, Contract Number (PL-01-26), and Purchase Order number. Invoices will be in itemized format and provide sufficient detail that demonstrates work performed.

Payment may be withheld by City, at the discretion of the City, to vendor until all required documents pertaining to the incurred charges are provided to the authorized City representative.

1.18 Advertising

Vendor shall not advertise or publish, without City's prior consent, the fact that City has entered into this contract, except to the extent necessary to comply with proper requests for information from an authorized representative of the federal, state, or local government.

1.19 Deadline and Delivery Location

RFQ online submittals must be received no later than **the posted submission deadline listed in City's e-Procurement Portal (Bonfire)**. The time recorded in Bonfire will serve as the official record of time. RFQ submittals received after the bidding deadline, regardless of the mode of delivery, will not be considered.

It is the sole responsibility of the vendor to ensure that the sealed RFQ submittal arrives via Bonfire by the specified deadline.

Faxed or physically submitted proposals will not be accepted.

1.20 Points of Contact

Jeffrey Tomlinson, Purchasing Manager
Purchasing Division
City of San Angelo
72 W. College Ave.
San Angelo, Texas 76903
Email: sapurch@sanangelo.gov
Telephone: (325) 657-4219

**Aaron Vannoy, Director of
Planning and Development Services**
City of San Angelo
52 W. College Ave
San Angelo, Texas 76903
Email: aaron.vannoy@sanangelo.gov
Telephone: (325) 657-4210

2. TYPE OF PROFESSIONAL SERVICES REQUIRED

The following professionals should apply for consideration:

2.1 Architects/Engineers

The City of San Angelo (COSA) requests qualifications (RFQ) from architectural or engineering firms, as defined by Texas Government Code Sec. 2269.00.

3. BACKGROUND

San Angelo is a city defined by character and convergence, a historic river city with deep West Texas roots and a growing sense of creativity, innovation, and momentum. Anchored by the Concho River and its iconic River Walk, San Angelo's landscape blends natural beauty, military heritage, agricultural legacy, and emerging urban energy. Goodfellow Air Force Base, Angelo State University, regional medical institutions, and a strong small-business economy reinforce its role as a key hub for West Texas and beyond.

The city's arts and cultural scene, from nationally recognized public murals and performing arts institutions to destination events, live music venues, and artisan shops along Concho Avenue, has positioned San Angelo as a creative center of the region. Tourism continues to grow, fueled by riverfront recreation, historic attractions, lake access, festivals, and outdoor experiences that draw residents and visitors year-round.

Growth in San Angelo is not defined by unchecked expansion, but by the desire to balance preservation and progress. Historic neighborhoods seek thoughtful reinvestment, rural edges retain their ranchland character, and key development corridors present opportunities for new housing, commerce, and public amenities. The community values authenticity, not imitation, and seeks a planning framework that embraces its heritage while preparing confidently for its future.

4. PROJECT DESCRIPTION

4.1 DESCRIPTION

The City of San Angelo is seeking qualifications from experienced professional service firms or teams to prepare a forward-looking Comprehensive Plan that guides growth, development, revitalization, and public investment for the next 20 years. The plan must respect the city's history and cultural identity while providing actionable guidance for future land use, housing, infrastructure, mobility, economic development, and quality-of-life enhancements.

The Comprehensive Plan will integrate an expanded Parks, Open Space, and Trails section that evaluates current recreational assets, identifies gaps, and creates a vision for a connected system of parks, trails, and riverfront amenities. This element must be incorporated into the overall Comprehensive Plan document and meet Texas Parks & Wildlife requirements for grant eligibility.

Planning efforts must ensure connectivity among all zones, including river crossings, and proposed Concho River Legacy Trail elements and enhancements to the Kids Kingdom area.

Ideas to incorporate into Zone A include: Sculptures/Visual Arts, Open Space/Play Area, Pavilions, Splash Pad, River Access, Botanical Garden, Restrooms, Topographic Landscaping, and Standard Park Amenities. Other opportunities are possible, based on public input.

5. SCOPE OF SERVICES

Project Management & Work Program

The consultant shall prepare and maintain a detailed work program outlining project tasks, schedule, deliverables, engagement events, and key decision milestones. A detailed kickoff meeting will establish expectations, communication protocols, and roles. The selected team will coordinate closely with City staff through regular standing meetings. The work plan should be organized in a manner that allows for optional phasing or alternate service components while maintaining transparency in task organization.

- The City anticipates monthly coordination meetings depending on project pace and milestones.
- Project management communications should identify a single point of contact for both the City and consultant team.
- Consultants are encouraged to propose tools for shared document access, meeting tracking, and schedule visibility.
- Grant Administration Services between the City and any other appropriate Firms (i.e., engineer, consultant, etc.), contractor, subcontractor and GLO to effectuate the services requested.
- Assist in public hearings.
- Funding release will be based on deliverables identified in the contract, namely the completion of reimbursement submissions from the GLO.

GLO Resilient Communities Program (RCP) Grant Services

The consultant will support the City through all necessary steps related to the GLO RCP program. Pre-funding assistance may include scope development, preparation of application documentation, compilation of required metrics or mapping, and guidance on eligibility criteria. If awarded, the consultant will be expected to assist in meeting all post-funding requirements, including documentation, reporting, coordination with State entities, and adherence to applicable standards such as ADA/504 compliance, Section 3, fair housing requirements, and fraud prevention and monitoring protocols.

- Consultants with prior experience administering or supporting GLO, HUD, or CDBG-related programs are preferred.
- The proposed project team should identify who will lead compliance-related documentation and reporting.
- Assistance may include development of tracking mechanisms to ensure audit-ready documentation.
- Familiarity with GLO's system of reimbursement, including submitting required deliverables and evidence of cost incurred is preferred.

Community Engagement & Visioning

The planning process must be rooted in meaningful public engagement that earns broad community ownership of the final plan. The consultant shall design an engagement strategy that blends in-person events, neighborhood-based outreach, digital tools, surveys, pop-up/mobile engagement, and targeted conversations with traditionally underrepresented groups. Stakeholder engagement should extend to youth, business and industry, neighborhood leaders, regional partners, institutional anchors, and civic organizations. The consultant will facilitate development of a unifying Community Vision Statement and a set of Guiding Principles to anchor all policy and design recommendations.

- Consultants should propose engagement approaches that are both accessible and enjoyable to participate in.
- Translation and multilingual outreach strategies are strongly encouraged.
- Engagement summaries should document participation levels, recurring themes, and key decision points.

Existing Conditions, Trends & Baseline Analysis

The consultant shall conduct a thorough assessment of existing conditions across land use, demographics, housing, mobility, environment, infrastructure, resiliency, and economic indicators. This should include mapping, visual analysis, and synthesis of prior planning efforts and current capital or policy initiatives. The intent is to understand where San Angelo is today, how it has been changing, and what key challenges and opportunities should inform future strategy.

- Analysis should be presented in a visually engaging manner for both technical and non-technical audiences.
- Consultants may propose the use of dashboards, web maps, or interactive formats if appropriate.
- Prior plans and initiatives should be clearly cross-referenced to identify alignment or gaps.

Future Land Use & Growth Framework

The consultant will prepare an updated Future Land Use Plan that reflects balanced growth strategies for San Angelo, including greenfield expansion areas, redevelopment corridors, neighborhood reinvestment zones, riverfront and historic areas, and employment districts. The Plan should provide clear guidance on intended land patterns, activity centers, and character transitions. Recommendations should include zoning and policy strategies to support implementation, including consideration of form-based or character-based tools where appropriate.

- Consultants should clearly define land use categories or place types in narrative and visual formats.
- Future growth scenarios or alternatives may be used to test impacts and build consensus.
- Deliverables should include illustrative diagrams, maps, and cross-sections where appropriate.

Livable Neighborhoods & Housing Strategy

The planning process shall evaluate the condition and diversity of San Angelo's neighborhoods and identify opportunities for reinvestment, stabilization, and housing choice. The consultant should assess subdivision standards, infill barriers, and residential product types and recommend strategies to support a broader range of attainable, accessible, and context-sensitive housing options. The Plan should support both preservation of neighborhood identity and thoughtful evolution over time.

- Incorporate the San Angelo RESINTEL HOUSING STUDY 2024 update
- Strategies should consider aging housing stock, rent vs. ownership balance, and infill feasibility.
- Small-scale and incremental housing options such as accessory dwelling units, duplexes, and cottage courts may be explored.
- Neighborhood-level priorities should be developed with resident input.

Mobility, Infrastructure & Resilience Framework

The consultant shall assess transportation networks, utility infrastructure, drainage and stormwater systems, broadband access, and hazard exposure. Recommendations should address multimodal mobility options, access and connectivity for all users, and coordinated infrastructure investment to support both growth areas and existing neighborhoods. The scope should include strategies for hazard mitigation and long-term resilience aligned with GLO expectations.

- Consultants should consider both everyday mobility and emergency preparedness needs.
- Infrastructure strategies should identify where upgrades align with growth priorities.
- Resilience strategies may include flood mitigation, emergency access, and energy continuity.

Parks, Open Space & Trails

The consultant will conduct an assessment of San Angelo's parks, community facilities, greenways, and trail systems to determine current levels of service, access equity, and operational considerations. The resulting master plan should provide a clear vision for an interconnected system of parks, riverfront amenities, trail corridors, and recreational destinations. Recommendations should be crafted to align with Texas Parks & Wildlife grant eligibility requirements and include near-term concept enhancements and long-term expansion priorities.

- This component is intended to be fully integrated into the Comprehensive Plan document rather than issued separately.
- Incorporate ETJ areas and intown areas for stormwater, public facilities like fire stations, and prospects of where to partner for land purchases and school development
- Consultants should identify opportunities to elevate the Concho River and lakefront areas as signature recreation assets.
- Accessibility, safety, and trail connectivity should be treated as core design criteria.

Economic Development & Catalyst Opportunity Areas

The plan should identify major activity centers, redevelopment areas, commercial corridors, tourism assets, and emerging opportunity sites. The consultant will recommend strategies to leverage San Angelo's regional positioning, heritage destinations, educational and military ties, and entrepreneurial assets. Implementation tools such as public-private partnerships, incentive strategies, or overlay districts may be explored in collaboration with City staff and economic development partners.

- Catalyst sites should be visually illustrated or conceptually framed to communicate potential.
- Opportunities may include adaptive reuse, infill incentives, or corridor beautification efforts.
- Tourism and cultural economy strategies should be coordinated with the City's tourism partners.

Implementation Strategy & Action Framework

The final plan must clearly define how recommendations are to be carried forward. The consultant shall prepare a phased and prioritized implementation matrix identifying policy updates, capital projects, partnership opportunities, regulatory actions, and operational needs. Each action should be assigned anticipated lead and support roles. The consultant is encouraged to develop user-friendly tools such as dashboards or scorecards to assist City staff and leadership in tracking plan progress over time.

- Actions should be categorized by time frame such as immediate, mid-term, and long-term.
- Funding mechanisms, where known, should be referenced but not overprescribed.
- Progress tracking formats should be designed for ease of staff use and Council reporting.

Expected Deliverables

- Comprehensive Plan document with fully integrated Parks, Open Space, and Trails Element
- Public engagement strategy and summary reports from each engagement phase
- Existing conditions and analysis report with maps and graphics
- Future Land Use Plan and supporting diagrams or illustrations
- Policy and zoning recommendations in clearly defined format
- Catalyst area strategies or illustrative concepts as appropriate
- Implementation Action Matrix with phasing and responsibilities
- Digital copies of all deliverables in both print-ready and editable formats

6. SUBMISSION REQUIREMENTS

6.1 Requirements:

Digital submission via Bonfire. Late submissions will not be accepted.

6.2 Format:

Technical Section:

- Cover letter expressing interest and summarizing key strengths
- Firm qualifications and relevant experience with comparable projects
- Project team members, roles, and brief resumes
- Description of proposed approach and methodology for the scope of work
- Examples of engagement strategies and final deliverables from past planning efforts
- At least three references from similar municipalities or projects

7. SELECTION PROCESS

All applications will be screened by a selection committee and those applicants selected for a short list may be invited to attend an interview, at the applicant's own expense. The City shall not incur any costs for applicant preparation and/or submittal of proposal.

The City will evaluate all responses based on the qualifications, background, training, experience, and staff qualifications. The City reserves the right to negotiate the final fee schedule, prior to recommending any Architects/Engineers for a consulting contract.

The City's process is as follows:

- A. The selection committee shall screen and rate all of the responses that are submitted. Final Selection ratings will be based on scale ratings based on the following criteria:

Evaluation Criteria:

- 1) Demonstrated experience preparing comprehensive plans for similar-sized communities
- 2) Experience integrating Parks, Open Space, and Trails planning within a broader planning framework
- 3) Qualifications and experience of the proposed project team
- 4) Strength and creativity of the proposed engagement approach
- 5) Demonstrated ability to address land use, mobility, housing, infrastructure, and economic development in a coordinated manner
- 6) Familiarity with GLO Resilient Communities Program and related compliance requirements
- 7) Overall clarity, quality, and organization of the submittal

1) ITEM	CRITERIA	POINTS
1	Demonstrated experience preparing comprehensive plans for similar-sized communities	10
2	Experience integrating Parks, Open Space, and Trails planning within a broader planning framework	15
3	Qualifications and experience of the proposed project team	15
4	Strength and creativity of the proposed engagement approach	15
5	Demonstrated ability to address land use, mobility, housing, infrastructure, and economic development in a coordinated manner	20
6	Familiarity with GLO Resilient Communities Program and related compliance requirements	10
7	Overall clarity, quality, and organization of the submittal	15
Total		100

- B. The selection committee will select the most qualified Architects/Engineers Firm(s) and may invite them for an interview with members of the selection committee.
- C. Should an interview be requested, respondents should be prepared for 30 minutes of presentation and 15 minutes of questions and answers.
- D. City staff shall negotiate services, fees, and contracts with the most qualified Architects/Engineers Firm. Should negotiations be unsuccessful, the City shall enter into negotiations with the next, highest ranked Architects/Engineers Firm. The process shall continue until an agreement is reached with a qualified Firm.
- E. Upon notification, the selected firm must negotiate a timeline and deliver a full master plan proposal within four weeks. If unsuccessful, COSA may proceed with another finalist.
- F. When services and fees are agreed upon, the selected Firm shall be offered a consulting contract subject to City Council approval.
- G. This RFQ does not commit the City to pay for any direct and/or indirect costs incurred in the preparation and presentation of a response. All finalist(s) shall pay their own costs incurred in preparing for, traveling to and attending the interviews.

8. RFQ SUBMITTAL

- **STATEMENT OF QUALIFICATIONS**
- **SUBMISSION FORMS**
 - Conflict of Interest Statement
 - Contact Information
 - W-9
 - Debarment and Suspension Certification
 - Local Preference Consideration Application
 - Prohibited Contracts Verification Form
 - Special Insurance Rider
 - COI (Certificate of Insurance)
 - Vendor Compliance with Reciprocity on Non-Resident Vendors

EXHIBIT A - SCOPE OF SERVICES

This exhibit is hereby attached to and made a part of the Consultant Agreement dated March XX 2026, between the City of San Angelo, Texas (“City”) and Olsson, Inc. (“Olsson”) for professional services. Olsson’s Scope of Services for the Agreement is indicated below.

PROJECT DESCRIPTION AND LOCATION

- **Project is located at:** San Angelo, Texas
- **Project Description:** Comprehensive Plan; Parks and Open Space Master Plan; and Thoroughfare Master Plan

SCOPE OF SERVICES

PHASE 100 – PROJECT MANAGEMENT AND OUTREACH

Project Management

Olsson shall provide overall project management throughout the Project. Services shall include coordination among subconsultants, internal quality control, schedule monitoring, milestone tracking, grant compliance coordination, and regular communication with City staff. Olsson shall conduct internal team coordination meetings and provide monthly progress updates to the City to ensure alignment with scope, schedule, and budget. Olsson will coordinate up to sixteen (16) virtual progress meetings (monthly) for the duration of the Project with the City’s Core Team.

Outreach and Marketing

Olsson will attend one (1) virtual Outreach and Marketing Kickoff Meeting with the appropriate City communications staff. The meeting’s purpose is to understand available communication outlets, roles and responsibilities, standards and policies, and timelines. Olsson will coordinate with the City on the content and timing of up to five (5) press releases throughout the project planning process and shall draft language and graphics for multiple platforms, including social media, community newsletters, utility bill statements, and other platforms determined in the Public Engagement Plan. Olsson will provide outreach marketing materials in English and Spanish. The City is responsible for distributing press releases to local media outlets. The City is responsible for mailers and postage if necessary. Olsson will coordinate with the City’s existing social media platforms and the City’s website to encourage engagement in the planning process. The City is responsible for drafting and posting Project-related content on the City’s website and on social media accounts. Olsson will coordinate with the City for content and timing of website and social media posts. The City will be responsible for the translation and interpretation services at public meetings as identified by the City.

Committee/Team Establishment

Olsson will coordinate with the City to establish, set expectations for, and communicate with the following committees/teams:

- **Core Team:** Composed of San Angelo City staff from key City departments, the Core Team provides hands-on coordination and direction throughout the Project.
- **Technical Committee:** Composed of San Angelo City staff from key City departments and partner agencies, providing technical review, subject matter expertise, and critical evaluation throughout the Project.
- **Citywide Alignment Team:** Composed of San Angelo City department heads and key decision-makers, this team prioritizes the programs, projects, and policies that best align.

- **Community Think Tank:** Composed of residents, business owners, community leaders, creatives, advocates, and representatives from civic and cultural organizations, this team offers insight into the City's identity, challenges, opportunities, and experiences.
- **Youth Committee:** Composed of middle schoolers, high schoolers, and college students, this committee will help shape priorities for parks, mobility, public spaces, and quality of life.

Phase 100 Deliverables

- Monthly Progress Reports
- Marketing and Outreach Materials

Phase 100 Meetings

- Up to 16 Monthly Progress Meetings (Virtual)
- One (1) Outreach and Marketing Kickoff Meeting (Virtual)

PHASE 200 – BEGIN THE JOURNEY

Project Kickoff Meeting

Olsson shall facilitate one (1) Project Kickoff Meeting with City leadership and the designated Core Team. The purpose of this meeting shall be to confirm Project scope, schedule, communication protocols, engagement expectations, data needs, and grant requirements. Outcomes of the Project Kickoff Meeting shall include confirmation of roles and responsibilities and establishment of a shared project calendar.

Data Request and Collection

Olsson shall prepare and submit a comprehensive data request identifying GIS, demographic, infrastructure, parks, regulatory, financial, and related datasets necessary to complete the Project. Upon receipt, Olsson shall review, organize, and analyze data provided by the City to support mapping, fiscal modeling, and technical analysis tasks throughout the planning process.

Public Engagement Plan

Olsson shall prepare a Public Engagement Plan (PEP) outlining outreach strategies, multilingual engagement methods, survey deployment, workshop timing, digital tools, equity-based engagement practices, and documentation procedures. The PEP shall establish engagement milestones and describe how public input will inform technical analysis and policy development.

Branding and Marketing Plan

Olsson shall develop a project brand identity, including logo concepts, color palette, typography, and messaging framework. Up to two (2) branding concepts shall be provided, along with one (1) revision cycle. The branding framework shall be incorporated into all public-facing materials and the Project website.

Project Website

Olsson shall develop and maintain a dedicated Project website to serve as a central hub for engagement materials, surveys, draft documents, event notices, and interactive tools. The website shall remain active for the duration of the Project and shall be updated periodically as milestones are completed. The website will include an email and text message subscription option to allow interested parties to sign up to receive Project updates via email and text.

GLO Grant Administration and Reporting

Olsson shall coordinate with City staff regarding applicable Texas General Land Office (GLO) grant requirements. Services shall include participation in one (1) GLO Kickoff Meeting and integration of reporting timelines, documentation standards, and compliance procedures into the Project workflow to ensure alignment with grant obligations.

Phase 200 Deliverables

- Project Work Plan and Schedule
- Comprehensive Data Request Memorandum
- Public Engagement Plan
- Branding Package (logo files, color palette, typography standards)
- Project Website

Phase 200 Meetings

- One (1) Project Kickoff Meeting (Virtual)
- One (1) GLO Kickoff Meeting

PHASE 300 – SEE THE STORY OF SAN ANGELO

Existing Plans Review

Olsson shall review adopted plans, master plans, capital improvement programs, regulatory documents, and ongoing studies. A summary matrix shall be prepared identifying alignment opportunities, integration strategies, and areas requiring reconciliation within the new Comprehensive Plan framework.

Base Mapping and Data Analysis

Olsson shall prepare a comprehensive mapping suite that illustrates land use patterns, natural systems, infrastructure networks, demographic trends, and development characteristics. Mapping shall serve as the analytical foundation for growth modeling, fiscal analysis, and policy development.

San Angelo Fiscal Data Model

Olsson shall prepare a parcel-level fiscal analysis illustrating property tax revenues, estimated cost of service, and development pattern productivity. This task shall include preparing maps and infographics depicting revenue-per-acre and cost-per-acre comparisons, identifying fiscal performance by development typology, and analyzing return-on-investment characteristics across the City.

Economic and Market Assessment

Olsson shall analyze regional and local economic conditions, including industry clusters, supply and demand trends, real estate performance, and 20-year development forecasts. The analysis shall include a review of demographic projections, an evaluation of post-COVID economic shifts, interviews with key stakeholders, and the preparation of development capacity forecasts by land use classification.

Housing Review and Calibration

Olsson shall prepare a housing needs assessment evaluating demographic trends, affordability conditions, neighborhood change, and future housing capacity. This task shall include evaluating prior housing studies, identifying infill and redevelopment capacity, and comparing land supply with long-term housing demand forecasts.

Mayor and City Council Interviews

Olsson shall conduct seven (7) individual virtual interviews (maximum 1 hour each) with elected officials to gather policy direction, community priorities, and implementation considerations.

Record of Accomplishments Review

Olsson shall prepare a standardized template for City staff to evaluate relevant adopted plans, master plans, capital improvement programs, and strategic initiatives to document implementation progress, completed actions, ongoing efforts, and remaining priorities. Upon receipt of the completed materials, Olsson shall review and synthesize the information to identify key themes, alignment opportunities, and implementation gaps, and incorporate relevant findings into the Comprehensive Plan framework to ensure continuity and avoid duplication of prior efforts.

Land Use, Character, and Urban Design Assessment

Olsson shall evaluate existing land use patterns, zoning influences, development character, and community form across neighborhoods, districts, and corridors. The assessment shall include spatial development pattern analysis; preparation of a citywide Neighborhoods, Districts, and Corridors (NDC) framework map; evaluation of existing land use conditions and redevelopment opportunities; placemaking assessment of public realm environments; and focused review of Chapter 12 of the Planning and Development Ordinance to identify regulatory gaps and alignment needs.

Park, Open Space, and Recreation System Assessment

Olsson shall conduct a comprehensive evaluation of San Angelo's parks and recreation system consistent with Texas Parks and Wildlife Department (TPWD) standards. The assessment shall include:

- Inventory and classification of park assets using NRPA standards.
- Demand-based, standards-based, and resource-based level of service analysis.
- Recreation programming review and participation analysis.
- Operations and maintenance evaluation, including lifecycle costing and staffing review.
- Facility condition assessment using NRPA scoring criteria.
- Benchmarking against six to nine (6-9) comparison communities.

Mobility and Transportation Assessment

Olsson shall evaluate multimodal transportation systems and future mobility needs. This task shall inform development of the Active Transportation Plan and Systemwide Thoroughfare Plan. This assessment task includes a functional classification review, AADT and crash data analysis; identification of at least fifteen (15) transportation hot spots; and the evaluation of Concho Valley Transit services to assess route performance and align future demand.

Utility and Infrastructure Assessment

Olsson shall evaluate potable water, wastewater, sanitary sewer, and treatment capacity systems. Services shall include review of infrastructure master plans, analysis of billing and pumping data, development of population equivalent projections, and identification of capacity constraints in growth areas.

Storm Drainage Assessment

Olsson shall evaluate floodplain conditions and stormwater infrastructure. Services shall include mapping of 100- and 500-year floodplains and assessment of drainage system capacity.

Community Facility Assessment

Olsson shall evaluate civic and community facilities to determine service gaps and reinvestment priorities, including review of emergency service coverage and facility condition.

Hazard Mitigation Assessment

Olsson shall integrate the new Hazard Mitigation Plan data into the Comprehensive Plan framework, map vulnerability areas, and align mitigation strategies with future land use and infrastructure planning.

Phase 300 Deliverables

- Existing Plans Review Summary Matrix
- Base Mapping and Data Analysis Suite (GIS maps and supporting graphics)
- Deliverable No. 1 - *Our Foundations: The Patterns That Shape Us*

Phase 300 Meetings

- Economic and Market Analysis Stakeholder Interviews
- Up to 7 Mayor and City Council Interviews (Virtual; 1-hour each)

PHASE 400 – HEAR THE VOICES THAT MATTER (Trip No. 1)

Public Surveys

Olsson shall deploy a series of surveys to gather broad public input. Surveys shall include:

- A Community-Wide Survey addressing housing, land use, mobility, economic development, and quality of life.
- A Parks and Recreation Survey evaluating usage patterns, amenities, service gaps, and programming preferences.

Survey results shall be analyzed and summarized to inform policy development.

Discover San Angelo Field Tour

Olsson shall coordinate with the City to plan and prepare a structured field tour of the community for the Project team and key City Leadership and Core Team. The tour shall be designed to review existing conditions, redevelopment areas, infrastructure constraints, parks and open spaces, corridors, and other locations relevant to the Comprehensive Plan. Olsson shall work with City staff to identify tour stops, prepare a route, and provide discussion prompts or briefing materials to guide observations and dialogue. The City shall be responsible for securing and funding bus or other transportation arrangements for the tour.

Focus Group Discussions

Olsson shall facilitate topic-based focus groups during Trip No. 1 with stakeholders, including youth, business leaders, neighborhood representatives, and community partners. Discussion summaries shall be documented and incorporated into the development of the Comprehensive Plan.

Front Porch Conversations

Olsson shall coordinate and facilitate a series of small-group, neighborhood-based conversations referred to as “Front Porch Conversations” during Trip No. 1. These informal, discussion-oriented sessions shall be designed to meet residents where they are and provide opportunities for candid dialogue about neighborhood identity, quality of life, challenges, and aspirations for the future of San Angelo. Locations and participants shall be identified in coordination with City staff to ensure geographic and demographic diversity. Olsson shall prepare discussion guides and document key themes and recurring priorities for incorporation into the Comprehensive Plan framework.

Joint Work Session No. 1

Olsson shall facilitate one (1) Joint Work Session involving the City Council, Planning Commission, and other designated advisory bodies during Trip No. 1. The purpose of the session shall be to review engagement findings and existing conditions analysis, discuss growth considerations, and begin establishing shared direction on long-range policy priorities. Olsson shall prepare presentation materials and structured discussion exercises to guide the conversation and document areas of alignment and key policy considerations to inform Comprehensive Plan development.

Community Design Lab No. 1

Olsson shall conduct Community Design Lab No. 1: an interactive, workshop-style engagement event focused on translating community input and technical analysis into preliminary growth concepts and place-based ideas during Trip No. 1. The Design Lab shall include facilitated exercises, mapping activities, and visual exploration of redevelopment opportunities, neighborhood preservation strategies, and corridor transformation concepts. Olsson shall prepare all workshop materials and document feedback received. Findings shall inform the development of alternative growth scenarios and the Future Land Use Plan. Facilitated discussions during workshop will include members of the Technical Committee and Community Think Tank.

Community Launch Party

Olsson shall coordinate with the City to host a Community Launch Party to formally introduce the planning process, Project branding, and engagement opportunities during Trip No. 1. The Community Launch Party shall be designed as an accessible and welcoming event intended to build awareness, encourage participation, and generate early momentum. Olsson shall prepare presentation boards, informational materials, and engagement prompts to gather initial input on community values and priorities. The City shall be responsible for securing and funding the venue and event logistics.

Community Anchors

Olsson shall work with City leadership, the Core Team, and stakeholders to identify and formalize a set of Community Anchors reflecting San Angelo's core values, institutional strengths, and long-term priorities. These Anchors shall serve as guiding principles and a strategic framework to align land use, infrastructure, parks and recreation, mobility, economic development, and implementation decisions. Olsson shall document the Community Anchors and ensure they inform the Vision, Growth Framework, and overall Comprehensive Plan structure.

Phase 400 Deliverables

- Community-Wide Survey Instrument
- Parks and Recreation Survey Instrument
- Community Anchors
- Deliverable No. 2 - *Our Roots: The State of San Angelo*

Phase 400 Meetings

- Trip No. 1
 - Discover San Angelo Field Tour
 - Focus Groups
 - Front Porch Conversations
 - Joint Work Session No. 1
 - Community Design Lab No. 1 (With Community Think Tank)
 - Community Launch Party
 - Youth Committee (Introduction)
 - Individual Interviews (as needed)

PHASE 500 – ASPIRE TO SAN ANGELO’S FUTURE (Trip No. 2)

Express Surveys No. 1

Olsson shall deploy two (2) short-format “Express Surveys” designed to test emerging ideas and refine policy direction following Community Design Lab No. 1 and initial engagement activities. These targeted surveys shall focus on growth preferences, redevelopment priorities, park system expansion, corridor transformation, and community character. Express Surveys shall be distributed digitally through the Project website and City communication channels. Results shall be summarized and incorporated into the development of Place Types, park typologies, and scenario refinement.

Place Types

Olsson shall develop a draft Place Type framework that establishes the foundational structure for San Angelo’s future land use pattern. Place Types shall define intended character, development intensity, land use mix, and functional role within the citywide framework, consistent with the Neighborhoods, Districts, and Corridors (NDC) analysis previously completed. The Place Type framework shall align with Community Anchors and provide policy direction to guide zoning alignment, redevelopment expectations, and corridor transformation strategies.

Typologies of Places, Spaces, and Linkages

Olsson shall develop a Parks, Open Space, and Recreation Typology Framework defining the functional roles and service expectations of parks, public spaces, and connectivity corridors across San Angelo. Building upon the system assessment and aligned with Community Anchors and emerging growth direction, the framework shall categorize neighborhood parks, community parks, regional parks, civic spaces, riverfront areas, greenways, trails, and natural open spaces, as well as the linkages that connect them. Each typology shall include written descriptions outlining intended purpose, general scale, amenity expectations, accessibility considerations, and relationships to surrounding neighborhoods and districts.

Community Design Lab No. 2 (Citywide Development Frameworks)

Olsson shall conduct Community Design Lab No. 2: an interactive working session focused on refining draft Place Types and Park Typologies and exploring alternative growth patterns. The workshop shall include facilitated mapping exercises and structured dialogue to evaluate redevelopment opportunities, neighborhood preservation strategies, park system expansion, and corridor transformation concepts. Olsson shall prepare workshop materials and document key themes and policy direction emerging from the session. Findings shall inform Scenario Development and Growth Capacity analysis. Facilitated discussions during the multi-day workshop will include meetings with the Technical Committee (1), Community Think Tank (3), and Youth Committee (1).

Community Open House No. 1 (Emerging Concepts)

Olsson shall coordinate with the City to host Community Open House No. 1 to present draft Place Types, Parks Typologies, and preliminary growth concepts to the broader public. Display materials shall summarize technical findings and illustrate how engagement input has shaped emerging frameworks. Olsson shall staff the event and document feedback received. The City shall be responsible for venue coordination and logistical support.

Scenario Development and Fiscal Analysis

Olsson shall prepare alternative Growth Scenarios that illustrate varying development intensities and land use distributions across the Planning Area. Scenarios shall be informed by Place Types, parks and open space typologies, fiscal modeling, housing demand, mobility systems, infrastructure capacity, and hazard constraints. Each scenario shall evaluate the implications of infrastructure expansion, fiscal productivity, mobility performance, land consumption, and park and recreation service coverage.

Growth Capacity Analysis

Olsson shall prepare a Growth Capacity Analysis to quantify development potential under each scenario. The analysis shall estimate housing units, employment square footage, redevelopment potential, and population distribution by Place Type and geography. Capacity findings shall be compared to long-term demand forecasts and evaluated for infrastructure and park service implications. Results shall inform the selection of a Preferred Growth framework.

Preferred Growth and Redevelopment Strategy

Olsson shall synthesize engagement findings, scenario evaluation, and growth capacity analysis into a Preferred Growth Framework for San Angelo. The Preferred Growth Framework shall identify targeted reinvestment areas, neighborhood preservation strategies, corridor transformation priorities, park system expansion areas, and infrastructure phasing considerations. This framework shall serve as the policy foundation for Phase 600 regulatory alignment, capital prioritization, and implementation strategy development.

Phase 500 Deliverables

- Express Surveys No. 1 Instruments
- Draft Place Type Framework and Written Descriptions
- Parks, Open Space, and Linkage Typology Framework
- Alternative Growth Scenario Comparative Analysis (graphics and summary narrative)
- Growth Capacity Analysis
- Preferred Growth Framework
- **Deliverable No. 3 - *Our Horizon: A Vision for Tomorrow***

Phase 500 Meetings

- Trip No. 2
 - Community Design Lab No. 2
 - Community Open House No. 1
 - Technical Committee (1)
 - Community Think Tank (3)
 - Youth Committee (1)

PHASE 600 – PLAN THE PLACES AND PATHWAYS (Trip No. 3)

Joint Work Session No. 2

Olsson shall facilitate Joint Work Session No. 2 with the City Council, Planning Commission, and other designated advisory bodies to review the Preferred Growth Framework, Place Types, Parks and Open Space Typologies, and preliminary focus opportunity areas. The session shall focus on confirming policy direction, investment priorities, infrastructure considerations, and redevelopment strategies. Olsson shall prepare presentation materials and structured discussion exercises and shall document feedback and direction provided for incorporation into subsequent tasks.

Express Surveys No. 2

Olsson shall deploy a second series of targeted “Express Surveys” to test emerging focus concepts, redevelopment priorities, and investment sequencing strategies. Surveys shall be distributed digitally through the Project website and City communication channels. Results shall be summarized and used to validate policy direction and inform refinement of focus opportunities and implementation strategies.

Focus Opportunities

Olsson shall identify and define up to six (6) Focus Opportunities aligned with the Preferred Growth Framework and Community Anchors. Focus Opportunities may include corridors, redevelopment districts, riverfront enhancements, civic nodes, park expansion areas, and infrastructure-driven reinvestment zones. For each identified opportunity, Olsson shall prepare summary diagrams and a narrative describing potential transformation strategies, public realm improvements, infrastructure investments, and redevelopment character. Focus Opportunities shall be evaluated in consideration of fiscal productivity, mobility access, infrastructure feasibility, and community priorities.

Community Design Lab No. 3 (District & Focus Areas)

Olsson shall conduct Community Design Lab No. 3 to test and refine Focus Opportunities and related implementation strategies. The Design Lab shall include facilitated mapping exercises and structured dialogue focused on investment sequencing, redevelopment feasibility, park system expansion, and corridor transformation strategies. Feedback shall be documented and incorporated into the final focus frameworks and plan drafting. Facilitated discussions during the multi-day workshop will include meetings with the Technical Committee (1), Community Think Tank (3), and Youth Committee (1).

Community Open House No. 2

Olsson shall coordinate with the City to host Community Open House No. 2 to present Focus Opportunities, implementation priorities, and refined growth strategies to the broader public. Display materials shall illustrate how prior engagement and technical analysis have shaped emerging recommendations. Olsson shall staff the event and document public feedback. The City shall be responsible for venue coordination and logistical support.

Vacant to Vibrant Strategies

Olsson shall prepare a Vacant-to-Vibrant Strategy framework to address underutilized and vacant properties within priority corridors, districts, and redevelopment areas. This task shall identify regulatory tools, incentive strategies, partnership opportunities, interim activation concepts, and capital improvements that support redevelopment and reinvestment. The framework shall align with Focus Opportunities and the Implementation Roadmap developed in subsequent phases.

Phase 600 Deliverables

- Express Surveys No. 2 Instruments
- Focus Areas Identification Maps and Concept Diagrams
- **Deliverable No. 3 - *Our Horizon: A Vision for Tomorrow***

Phase 600 Meetings

- Trip No. 3
 - Joint Work Session No. 2
 - Community Design Lab No. 3
 - Community Open House No. 2
 - Technical Committee (1)
 - Community Think Tank (3)
 - Youth Committee (1)

PHASE 700 – EXECUTE THE VISION THROUGH ACTION (Trip No. 4)

Express Surveys No. 3

Olsson shall deploy a third series of targeted Express Surveys to test final policy direction, focus areas, vacant-to-vibrant strategies, and implementation sequencing. Surveys shall focus on confirming alignment with Community Anchors, preferred redevelopment strategies, and long-term investment priorities. Results shall be summarized and incorporated into final plan calibration prior to adoption.

Joint Work Session No. 3

Olsson shall facilitate Joint Work Session No. 3 with the City Council, Planning Commission, and designated advisory bodies to review the Draft Comprehensive Plan, implementation strategies, and fiscal alignment tools. The session shall focus on confirming policy direction, regulatory alignment, performance metrics, and near-term priorities. Olsson shall prepare presentation materials and document formal direction provided for incorporation into the Final Draft Plan.

Community Open House No. 3

Olsson shall coordinate with the City to host Community Open House No. 3 to present the near-final Comprehensive Plan, including focus opportunities, fiscal tools, regulatory alignment strategies, and performance metrics. Materials shall illustrate how community input has shaped the final framework. Public feedback shall be documented and considered prior to adoption.

Zoning Code Alignment and Calibration Memorandum

Olsson shall prepare a Zoning Code Alignment and Calibration Memorandum evaluating how existing zoning districts and development standards align with the adopted Place Type framework and Preferred Growth direction. The memorandum shall identify priority amendments, transitional tools, and regulatory adjustments necessary to support implementation. Recommendations shall focus on practical sequencing and alignment with Chapter 12 of the Planning and Development Ordinance.

Key Performance Indicators and Metrics

Olsson shall develop a set of Key Performance Indicators (KPIs) and measurable metrics aligned with Community Anchors, focus priorities, fiscal stewardship goals, and infrastructure investment strategies. Metrics may address development intensity, park access, mobility connectivity, housing production, fiscal productivity, and redevelopment activity. The KPI framework shall support annual reporting and long-term accountability.

Fiscal Development Impact Calculator

Olsson shall prepare a Fiscal Development Impact Calculator tool designed to evaluate the fiscal implications of proposed development patterns and focused investments. The tool shall be structured to allow comparison of development types based on revenue generation, infrastructure cost considerations, and long-term return on investment. The calculator shall support informed decision-making and reinforce fiscal stewardship principles outlined in the Comprehensive Plan.

Community Report Card

Olsson shall prepare a Community Report Card framework designed to communicate plan performance to residents and stakeholders. The Report Card shall translate Key Performance Indicators into accessible benchmarks and tracking categories aligned with Community Anchors and focus opportunities priorities. The framework shall be structured to support periodic public reporting and reinforce transparency and accountability.

Phase 700 Deliverables

- Express Surveys No. 3 Instruments
- Zoning Code Alignment & Calibration Memorandum
- Fiscal Development Impact Calculator Tool (digital format)
- Community Report Card Framework
- Deliverable No. 4 - *Our Path: The San Angelo Playbook*

Phase 700 Meetings

- Trip No. 4
 - Joint Work Session No. 3
 - Community Open House No. 3
 - Youth Committee (1)
 - Technical Committee (1)
 - Citywide Alignment Team (1)
 - Community Think Tank (1)
 - City Staff Work Session (1)

PHASE 800 – ADOPT THE PLAN, ADVANCE THE FUTURE (Trip Nos. 5 and 6)

Online Public Review

Olsson shall coordinate with the City to provide an Online Public Review period prior to formal adoption. The near-final Comprehensive Plan shall be made available digitally through the Project website, with an opportunity for public comment. Olsson shall prepare a summary of comments received and provide clarification responses as appropriate. Feedback shall be reviewed with City staff prior to final adoption consideration.

City Plan Commission Presentation (Trip 5)

Olsson shall present the Final Draft Comprehensive Plan to the City Plan Commission for formal review and recommendation. Presentation materials shall summarize Vision and Community Anchors, Preferred Growth Framework, focus opportunities, fiscal stewardship tools, and implementation strategies. Olsson shall respond to questions and incorporate any formal direction provided.

Parks and Recreation Advisory Board Presentation (Trip 5)

Olsson shall present the Parks, Open Space, and Recreation System Plan element to the Parks and Recreation Advisory Board. The presentation shall focus on park typologies, system expansion priorities, connectivity strategies, capital improvements, and performance metrics. Olsson shall document board feedback and incorporate direction as necessary prior to adoption.

Common Council Adoption (Trip 6)

Olsson shall present the Final Comprehensive Plan to the Common Council for formal adoption. Presentation materials shall summarize key plan components, fiscal alignment, focus opportunities, and accountability tools, including the Community Report Card and KPIs. Olsson shall support the adoption process and respond to questions during formal consideration.

Final Plan Submittal

Upon adoption, Olsson shall prepare and submit the final adopted Comprehensive Plan and Parks, Open Space, and Recreation System Plan element. Deliverables shall include digital and print-ready files and GIS datasets. Final materials shall reflect all adoption amendments.

Interactive Project Dashboard

Olsson shall develop an Interactive Project Dashboard designed to provide public-facing transparency regarding plan implementation progress. The dashboard shall track KPIs, focus opportunities' project status, park expansion milestones, and other measurable metrics identified in Phase 05. The dashboard shall be structured for periodic updating by City staff.

ArcGIS StoryMap

Olsson shall prepare an ArcGIS StoryMap summarizing the Comprehensive Plan framework in an accessible, web-based format. The StoryMap shall highlight Community Anchors, Preferred Growth areas, focus opportunities, parks and connectivity strategies, and implementation priorities. The StoryMap shall serve as a communication and education tool for residents and stakeholders.

Implementation Bootcamps (Trip 6)

Olsson shall facilitate one (1) Implementation Bootcamp session with City leadership and staff to transition the plan from adoption to execution. Bootcamp shall focus on first-year action priorities, interdepartmental coordination, capital sequencing, fiscal tools, and KPI tracking. Session shall reinforce alignment with Community Anchors and focus opportunities investment strategies and shall establish accountability procedures.

Grant Application Closeout

Olsson shall assist the City with documentation and reporting necessary to satisfy Texas General Land Office (GLO) grant requirements. This task shall include preparing the required reporting materials, documenting engagement activities, verifying deliverables, and coordinating the necessary steps to formally close out the grant application process.

Phase 800 Deliverables

- Adopted Comprehensive Plan (Digital and Print-Ready Files)
- Final GIS Data Files
- Deliverable No. 5 - *Our Voices: The Community Story*

Phase 800 Meetings

- Trip No. 5
 - City Plan Commission Presentation
 - Parks and Recreation Advisory Board Presentation
- Trip No. 6
 - Common Council Adoption Meeting
 - One (1) Implementation Bootcamp

CITY RESPONSIBILITIES

- **Decision-making Process.** Outline the City's decision-making process for the Project.
- **Active Meeting Participation.** Participate in kickoff meetings and monthly progress meetings, as well as ongoing informal updates, questions, and discussions.
- **Data and Document Delivery.** Provide the requested data and documents to Olsson.
- **Committee Creation.** Client will identify stakeholders, residents, staff, and leaders to participate in the multiple Project committees.
- **Public Engagement Venue Coordination and Cost.** Client will provide and/or cover coordination, reservations, and expenses of required meeting spaces for the Project. The venue shall meet the following requirements:
 - Accommodate at least 100 people
 - Have blank wall space
 - Have walls without art or other attached materials
 - Have walls that painters' tape may be affixed to
 - Have layout tables that can be moved into various arrangements
 - Have chairs for the tables
 - Have electrical outlets
 - Have Wi-Fi
 - Be secured at night for all materials to be left out on walls and tables
 - Allow Olsson access from, at a minimum, 7:00 AM to 8:00 PM
 - Have no other events scheduled to use the space during events (at any time, day or night)
- **Public Engagement Advertisement.** Client will coordinate with the City's website, social media platforms, and other communication outlets to advertise the planning process and ways to get involved in the Project. Client will be responsible for posting the content on the City's website and social media platforms.
- **Prompt Reviews.** Provide prompt reviews of and consolidated comments on Olsson-developed Project materials.

ASSUMPTIONS

All services shall be completed one (1)-time only. Repetition of any tasks, beyond the design/review processes described above, shall be considered as additional services.

EXCLUSIONS

- Hard copies and/or printing of Comprehensive Plan
- Construction documents
- As-built drawings/certifications
- Field and construction services including construction staking, testing, and observation
- Permit fees
- Project-related permitting
- Easement legal descriptions and exhibits
- Items not specifically included in the Scope of Services above

Should the City request work in addition to the Scope of Services, Olsson shall invoice the City for such additional services (Optional Additional Services) at the standard hourly billing rate charged for those employees actually performing the work, plus reimbursable expenses, if any. Olsson shall not commence work on Optional Additional Service without the City's prior written approval.

Olsson agrees to provide all its services in a timely, competent, and professional manner, by applicable standards of care, for projects of similar geographic location, quality, and scope.

Requestor: Robert Schneeman, Economic Development Coordinator, COSADC, 325.653.7197
Meeting Date: May 13, 2026
Item type: Regular Item

Caption:

Updated presentation on Community Projects (Presentation by Carl White, Parks & Recreation Director)

Summary/History:

Staff will give updates on four projects we're working on:

- Concho River bank stabilization -- design
- River parks master plan -- plan development
- Concho Connection (connection between the north end of Celebration Bridge and Concho Avenue, along with new lighting for Oakes St. Bridge) -- design
- Kids Kingdom playground -- discuss need for replacement

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Carl White

Approvals/Reviews:

Robert Schneeman	Created/Initiated
Ryan Gaddy	Approved
Carl White	Approved
Jonathan Flores	Approved
Holly Crooks	Final Approval

Requestor: Robert Schneeman, Economic Development Coordinator, COSADC, 325.653.7197

Meeting Date: May 13, 2026

Item type: Regular Item

Caption:

Presentation and possible action regarding the 2025 Annual Report (Presentation by Andi Markee, Media Advantage)

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Approvals/Reviews:

Robert Schneeman
Ryan Gaddy
Jonathan Flores
Holly Crooks

Created/Initiated
Approved
Approved
Final Approval

Requestor: Robert Schneeman, Economic Development
Coordinator, COSADC, 325.653.7197

Meeting Date: May 13, 2026

Item type: Regular Item

Caption:

Presentation of the Quarterly Chamber of Commerce Economic Development Financial report (Presentation by Steve Ahlenius, President & CEO of San Angelo Chamber of Commerce)

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Approvals/Reviews:

Robert Schneeman	Created/Initiated
Ryan Gaddy	Approved
Jonathan Flores	Approved
Holly Crooks	Final Approval

Requestor: Robert Schneeman, Economic Development Coordinator, COSADC, 325.653.7197
Meeting Date: May 13, 2026
Item type: Regular Item

Caption:

Presentation regarding the Affordable Housing Program and Flood Assistance Project (Presentation by Stephanie Hamby, Executive Director of Galilee CDC)

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Approvals/Reviews:

Robert Schneeman	Created/Initiated
Ryan Gaddy	Approved
Jonathan Flores	Approved
Holly Crooks	Final Approval

Requestor: Barbara Stallworth, Deputy City Clerk, Economic Development, 325-657-4405

Meeting Date: May 13, 2026

Item type: Consent Item

Caption:

Consideration and possible action of items discussed in Executive Session, if needed

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Approvals/Reviews:

Barbara Stallworth

Created/Initiated

Requestor: Barbara Stallworth, Deputy City Clerk, Economic Development, 325-657-4405

Meeting Date: May 13, 2026

Item type: Consent Item

Caption:

Announcements and consideration of Future Agenda Items

Summary/History:

Financial Impact:

Other Information/Recommendation:

Attachments:

Presentation:

Approvals/Reviews:

Barbara Stallworth

Created/Initiated