

**TOM REID
MAYOR**



January 4, 2011

To Whom it May Concern:

I am writing this letter of reference on behalf of Patricia Knudson Joiner, AICP, founder and President of Knudson, LP, and her firm. Over the years, Knudson, LP has worked on multiple projects for the City of Pearland, most notably the creation of Shadow Creek Ranch.

Knudson, LP worked with the City of Pearland in 1999 on an ETJ adjustment and disannexation of some 7,000 acres from the City of Houston. Knudson, LP was instrumental in the negotiations of the release of the territory from the City of Houston as well as the annexation of the territory into Pearland. The annexation was successfully executed by the City of Pearland.

Knudson, LP also laid out a strategy to create a 3,500 acre Tax Increment Reinvestment Zone, TIRZ, and MUD creation for a new Pearland development known as Shadow Creek Ranch. Knudson, LP worked with Fort Bend County, Brazoria County, Alvin ISD, Pearland ISD, and the City of Pearland to develop a win-win strategy to develop participation agreements, approved land plans, and an approved Planned Unit Development in compliance with the Pearland zoning ordinance to start the development of this award-winning master planned community. Additionally, Knudson, LP facilitated the successful outreach campaign for the creation of the Shadow Creek Ranch TIRZ.

In less than 10 years, the efforts have resulted in a new master planned community that has created over \$2 billion in new real estate property values and new sales tax revenues for the City of Pearland. It has resulted in a transformation of the area and increased property values overall for the Pearland community.

The vision and execution of this successful process is due in large part to the Knudson, LP team. They listened, they developed innovative public outreach solutions, and they participated in every aspect of the community meetings as required to execute the innovative and successful outcomes. They were a true partner with the City and other governmental entities involved. They developed meaningful graphics and financial analysis that told the credible story in a manner the general public understood which helped them to understand the impact of the special district creation to Pearland and Brazoria County.

The Knudson, LP team is a true partner in execution and successful outcomes of development proposals. If you have any questions, please do not hesitate to call me at 281-652-1654.

Best Regards,

A handwritten signature in black ink that reads 'Tom Reid'. The signature is written in a cursive style with a large, stylized 'R'.

Tom Reid
Mayor