



TRAVIS COUNTY PURCHASING OFFICE

Cyd V. Grimes, C.P.M., Purchasing Agent

314 W. 11th Street, Room 400 Austin, Texas 78701 (512) 854-9700 Fax (512) 854-9185

Approved by: _____

Cyd V. Grimes 5/13/09

Voting Session: Tuesday, May 19, 2009

REQUESTED ACTION: APPROVE CONTRACT AWARD FOR CONSULTING SERVICES FOR THE TRAVIS COUNTY CENTRAL CAMPUS STUDY FOR A STRATEGIC NEEDS ANALYSIS AND FACILITIES MASTER PLAN, TO BROADDUS AND ASSOCIATES. (COUNTYWIDE)

Points of Contact:

Purchasing: Richard Villareal

Department: Travis County Commissioners Court Special Assistant, Christian Smith

County Attorney (when applicable): John Hille, Director, Transactions; Tenley Aldredge, Asst. County Attorney; Gary Martin, Asst. County Attorney

County Planning and Budget Office: Rodney Rhoades, Executive Manager; Belinda Powell

County Auditor's Office: Susan Spataro and Jose Palacios

Other: Judge John Dietz, 250th Judicial District Civil Court; Judge Bob Perkins, 331st Criminal District Court; Judge Eric Shepperd, County Court at Law No. 2; Alicia Perez, Executive Manager; Roger A. El Khoury, M.S., P.E., Director; Leslie Stricklan, AIA; Joe Harlow, Chief Information Officer, ITS

➤ **Purchasing Recommendation and Comments:**

On March 10, 2009, the Commissioners Court authorized the Purchasing Agent to commence negotiations with the highest ranked firm selected through evaluation of respondents to RFQ No. Q0900041-RV. The Evaluation Committee met with Broaddus and Associates and their team of sub-consultants to successfully negotiate a contract to complete the Downtown Campus Master Plan.

The result is a comprehensive Scope of Work that will be divided into two phases. Phase One is the Needs Assessment that will identify the space needs for 33 County departments through the year 2035. Phase Two is the Facilities Master Plan that will provide a strategy for meeting these needs.

Attached for the Court's review is a four-page summary of the Downtown Master Plan Scope of Work developed by the Special Assistant to the Commissioners Court, along with a document titled: "Why should the Commissioners Court Approve the Downtown Master Plan Consulting Contract?" Also attached are the internal Travis County organizational structure and flow charts that outline the tasks and milestones of the project.

The contract that Purchasing and County staff have negotiated to perform the required services is for \$1,535,823.00, which has been determined to be fair and reasonable. It is requested that the Court approve a contract in the amount of \$1,535,823.00 to Broaddus and Associates for the Downtown Campus Master Plan.

➤ **Contract Expenditures:** Within the last 12 months \$0.00 has been spent against this contract.

Not applicable

➤ **Contract-Related Information:**

Award Amount: \$1,535,823.00

Contract Type: Professional Services Agreement

Contract Period: Through Completion of Phase 2, Task 5

➤ **Solicitation-Related Information:**

Solicitations Sent: N/A

Responses Received: N/A

HUB Information: Not Applicable

% HUB Subcontractor: N/A

➤ **Special Contract Considerations:**

Award has been protested; interested parties have been notified.

Award is not to the lowest bidder; interested parties have been notified.

Comments:

➤ **Funding Information:**

Purchase Requisition in H.T.E.: (Req. No. 471163)

Funding Account(s): 001-0900-519-4007

Comments:

➤ **Statutory Verification of Funding:**

Contract Verification Form: Funds Verified _____ Not Verified _____ by Auditor.



Special Assistant to the Commissioners Court

314 W. 11th Street
P.O. Box 1748
Austin, Texas 78767

May 11, 2009

To: Members of the Commissioners Court

Re: Contract with Broaddus and Associates for the Downtown Campus Master Plan

I am very pleased to advise you of the successful negotiations with Broaddus and Associates and their team of consultants to complete the Downtown Campus Master Plan. The Broaddus team was chosen out of an outstanding pool of distinguished firms from around the country. Following your directions on March 10, your staff project team started negotiations on March 24 under the supervision of the Purchasing Agent. The result is a comprehensive Scope of Work at a fair and reasonable cost that we firmly believe will result in a Master Plan that will guide us through the next few decades of growth.

I am also pleased that we have been able to fully brief the Court's Sub-Committee for this Master Planning effort and have their blessing to move forward for full review and Court approval on May 19.

Scope of Work

The Scope of Work is divided into two phases. Phase One is the Needs Assessment that will identify the space needs for 33 county departments through 2035. Phase Two is the Facilities Master Plan that will provide a strategy for meeting those needs. I am enclosing a 3 page executive summary of this Scope of Work, along with the fully detailed 33 page scope exhibit for the contract. .

Developing this Scope of Work has been a rigorous process. It has ensured that each member of both the county and consulting teams has a very clear and mutual understanding of the required services and deliverables. We therefore begin the planning process with an thorough knowledge on both sides of what will be done, by whom and when.

Schedule

The schedule for this 18 month study is summarized below. A graphic schedule of the major milestones is enclosed.

- Phase One will start by June 1 and end by February 1, 2010, for a total of 8 months
- Phase Two will start by February 1, 2010 and end by early December, 2010, for a total of 10 months

Organizational Structure

Enclosed is an internal County organization chart of how we propose to organize ourselves to help meet the study objectives. There are four Committees, each chaired and/or co-chaired by a County leader, who will comprise a Steering Committee along with two Project Managers and the Project Executive. The individuals filling these various roles are reflected on the organization chart.

Next steps - Kickoff and Visioning

Assuming the Commissioners Court approves the contract with Broaddus, a Kick-off Meeting will set the stage for how we proceed through Phase One. We expect that this meeting will include the various consultants and the Steering Committee. This is tentatively scheduled for Friday, June 5 from 2:00 PM to 5:00 PM.

The next major meeting will be a Visioning Session, tentatively scheduled for Wednesday, June 24 from 9:00 AM to 4:00PM in the Legislative Conference Center at the State Capital. A wide variety of county officials will be invited to this all day session. It is intended to establish the major goals and objectives for the study, set a vision for the downtown region, identify critical issues and establish priorities. The room can easily handle up to 100 people. The standards set during the Visioning Session will be used throughout the study period and alternative physical solutions will be tested against how well they meet these objectives. In order to foster as open and frank a discussion as possible, the Broaddus team and I recommend that the Commissioners Court Sub-Committee be invited to participate without having the session treated as a posted Court meeting.

Costs

There are two phases to the study and their respective costs are split between fiscal years. We have \$700,000 budgeted in a FY 09 Special Reserve and the Phase One cost is \$694,671. We have issued a budget transfer for the full \$700,000 from reserves to an operating line item in order to make sure that the funds are in the right place and a small amount remains in the event of unexpected County costs this year. The Phase Two costs are \$841,152, for a total project cost of \$1,535,823. A Budget Request (totaling \$910,000) has been submitted for FY 10 that outlines this need along with a contingency of about 5% on the entire project. We are advised by the leadership of the Planning and Budget Office that there should be sufficient one-time CAR resources (Capital Acquisition Resources) in the Preliminary Budget to fund Phase Two, assuming the Court approves the contract.

The Commissioners Court is being asked to approve the Contract for both Phase One and Phase Two at your meeting on May 19. The Professional Services Agreement has a "funding-out clause" that makes Phase Two subject to Court approval of funds in the FY 10 budget. Funding over multiple years was anticipated last year when it became clear that the project would likely not start until FY 09 was well underway.

Data Center and the Jail

An analysis of both the short term and long term needs of the Data Center is included, along with a specific strategy for accommodating the Data Center needs over the next 5 to 7 years. The study will develop a strategy for continuing to centralize the Data Center or have it be located in more than one site.

The Downtown County Jail facility is also included in the Scope of Work along with Central Booking. This 97,000 square foot facility was excluded from the original scope, but the more we analyzed the project, realized how attractive is the current jail site for redevelopment, understood some of the recent physical challenges of the jail, and acknowledged that this building is already 30 years old (and will be 56 years old by the end of the planning horizon), we came to a conclusion that we should add this facility to the scope. Central Booking is an integral part of the downtown courts system and is now included in the scope, although a complete review of all inmate housing is excluded.

Benchmarking of Costs

A review was made of other counties and cities that have pursued similar studies. It is extremely difficult to find comparable studies due to the fact that most governmental entities either have relatively straightforward sites for their facilities or else have focused on one major facility at a time, such as a courthouse or a city hall. It is relatively unusual to have an extremely constrained campus in a dense urban setting combined with a needs assessment along with a 25 year master plan for multiple buildings. We have been able to find two similar studies that seem somewhat comparable and two other local studies (that are probably less comparable) as described below.

Johnson County (in Olathe, Kansas, a suburb of Kansas City) completed an extensive needs assessment and master planning effort from 2002 through 2005. They spent over \$1.5 million on their planning studies (in estimated 2009 dollars), and the total projected construction cost of their master plan over ten years was over \$300 million. Franklin County (Columbus, Ohio) recently completed a Master Plan for \$1.2 million dollars that resulted in a \$105 million construction program for a new Common Pleas Court Building. Both of these Master Plans are in urban areas. There are similarities to Travis County's project; however neither appears to have the level of site constraints that Travis County has in its Downtown Campus. There may be other complexities to these projects that are not apparent at this level of analysis, but they seem to be similar and worth citing here.

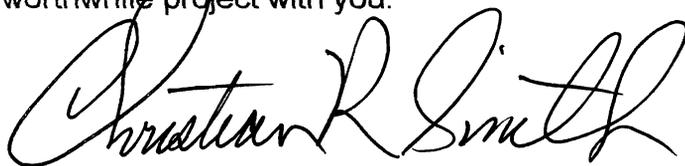
The University of Texas has initiated a widely publicized Master Planning effort for its Brackenridge Tract. The published cost for the study is \$5.1 million, and the total build out cost is unknown at this time. The City of Austin also has recently initiated a downtown master plan at a reported cost of \$1.4 million. While neither the City nor The

University studies are closely comparable, they do provide some order of magnitude for comparative purposes.

Why Approve the Contract?

Enclosed is a short analysis that answers the question, "Why Should the Commissioners Court Approve the Downtown Master Plan Consulting Contract?". I hope you find it informative and helpful in support of your review.

This item is on your agenda for May 19 and I know I speak on behalf of the entire County project team that we look forward to discussing this very exciting and worthwhile project with you.



Christian R. Smith
Special Assistant to the Commissioners Court

CC:	Cyd Grimes	Richard Villareal	Marvin Brice
	Rodney Rhoades	Belinda Powell	Roger El Khoury
	Leslie Stricklan	Joe Harlow	Walter Lagrone
	Stephen Coulston	Rob Fisch	John Dietz
	Bob Perkins	Eric Shepperd	Jeanne Meurer
	Deece Eckstein	Estela Medina	Dolores Ortega-Carter
	Dana DeBeauvoir	Geraldine Nagy	Greg Hamilton
	David Escamilla	Jim Collins	Guy Herman
	Cecilia Burke	Herb Evans	Rosemary Lehmborg
	Caryl Colburn	Peg Liedtke	Debra Hale
	Steve Broberg	Bruce Elfant	Rosie Ramon-Duran
	Nelda Wells-Spears	Dusty Knight	Susan Spataro
	Mark Sawa	Mike Hemby	Darren Long
	Jim Sylvester	Danny Hobby	Joe Gieselman
	Roger Jefferies	Alicia Perez	Linda Moore Smith
	Amalia Rodriguez-Mendoza		Sherri Fleming

May 4, 2009

Summary of Downtown Master Plan Scope

INTRODUCTION

The Scope of Work is broken into two Phases. Phase One of the Study will result in a comprehensive statement of long term operational, programmatic and space needs. Phase Two will establish a strategic facilities master plan to develop the necessary facilities supporting the civil and criminal justice system and certain general government functions well into the future. The long-range planning horizon for the Study is 2035, with interim horizons of 2015 and 2025. The planning effort will involve 33 departments (16 judicial and 17 general government) located downtown, including the Data Center and Central Booking. Strategies for reuse and renovation/preservation of the Heman Marion Sweatt Travis County Courthouse will also be included. The overall duration for the study is approximately 18 months, divided between the two phases. The individual task durations shown below have some overlap.

I. PHASE ONE SCOPE OF WORK – NEEDS ASSESSMENT

A. TASK 1: Project Initiation and Visioning - 4 weeks

The Consultant will lead a visioning workshop that will include the County's Project Team and the internal key stakeholders, for the purpose of developing the Guiding Principles that will be used as the foundation for the master plan. It will include goals, objectives, priorities and critical issues that need to be addressed.

B. TASK 2: Assessment - 6 weeks

The assessment task involves the collection of relevant information regarding historic staffing growth for Court, Central Booking, Data Center and other County offices along with assessing the current level of space and operational adequacy as well as parking. The Statement of Need will indicate priorities for operational relationships which drive decisions about the best location for various County functions.

C. TASK 3: Strategic Growth Plan - 8 weeks

The Consultant will develop a growth plan that combines national best practices with Texas court organizational structure, county government requirements and local Travis County demographic trends. Growth projection methodology will combine statistical analysis and the collective wisdom and judgment of the stakeholders and Consultant team working together to establish a reasonable, defensible rationale for future needs.

This task includes forecasting growth, size requirements and technology requirements, as well as benchmarking.

D. TASK 4: Facility Requirements - 18 weeks

Facility requirements will be developed for court and related space, County office and department space. The space requirements will track with the projection horizons for the staffing. This work will provide a statement of the estimated new square footage needed to support the operational needs and objectives developed in Task 3. The analysis will discuss the current utilization of facilities and determine what deficiencies the buildings may have in terms of available square footage to support the projected growth of the Courts and the various County offices and departments.

This task includes the development and validation of space standards, adjacency requirements, technology standards, space programming for the courts, other county government functions including central booking, short and long-term needs for the Data Center and parking.

E. TASK 5: DRAFT & FINAL REPORTING - 8 weeks

During and overlapping Task 4, the Consultant will initiate preparation of the Draft Final Report for Phase I. The report will consist of documents and presentations that aggregate the outcomes of the previous Tasks. This document will be provided in both digital and hard-copy format.

II. PHASE TWO SCOPE OF WORK – FACILITIES MASTER PLAN

The Consultant will develop 3 Master Plan Scenarios for downtown sites. A Scenario is defined as an integrated and cohesive conceptual development program for new, renovated and existing facilities. Each Scenario will contain a specific set of blocking and stacking diagrams for each building along with specific anchor tenants. Specific parking solutions and an integrated phased strategy to deliver the County's needs will also be included. The Strategic Facilities Master Plan is not intended to establish a complete architectural program or final design concept for one or more buildings. Rather, it will incorporate site selection for future buildings, for which architectural programming and design will be done under a future scope of work.

Community outreach during Phase 2 will ensure timely input from external stakeholders and the public. The Consultant will meet with up to ten individual community organizations or groups, organize four focus groups and three community-at-large engagement sessions about the project.

A. TASK 1: MASTER PLAN INITIATION - 4 weeks

The Consultant will lead a master plan kick-off meeting that serves to establish basic master plan project parameters, identify additional key stakeholders and their roles, review the Phase Two Scope of Work, and establish the final schedule for completing the study.

B. TASK 2: PHYSICAL ANALYSIS – 8 weeks

Among the critical issues which will impact planning considerations are the

condition and quality of current facilities and systems. The ability to expand, renovate or reuse existing facilities for similar or alternative purposes will greatly influence the planning options. The Consultant's physical analysis, based on condition reports previously prepared under separate contract by and external consultant (VFA) will consider existing systems and infrastructure capacity.

The goal of the physical analysis related to parking is to anticipate the future demand based on projected growth rates across the planning horizon, which will identify projected parking surpluses or deficits. Future alternative transportation solutions will reduce the potential parking demand and will be incorporated into the forecast.

C. TASK 3: CONCEPTUAL PLANNING ALTERNATIVES - 12 weeks

The Consultant will prepare conceptual site plan alternatives for new development and reuse of existing structures that consider key issues of access and adjacency of courts functions, near term and long range potential space needs, and parking requirements. Options for new development will address historical relationships to existing facilities, such as the Heman Marion Sweatt Travis County Courthouse, the Texas Capital Complex, the Governor's Mansion, Wooldridge Park, and the Austin History Center. These alternatives will reflect such site capacity limitations as zoning and view corridors, as well as likely extent of reuse of existing space. The County's real estate broker will provide key input on the site analysis.

D. TASK 4: MASTER PLAN DEVELOPMENT – 12 weeks

During the process of developing the preferred Concept Plan, the Consultant will facilitate a workshop to review the physical site and building planning requirements. Discussion will focus on such issues as facility location, massing, pedestrian and services access, security, etc., as well as alignment with the overall Downtown Austin Plan. The Consultant will develop a building planning concept that incorporates project functional criteria and planning guidelines, including such elements as setbacks and massing, zoning constraints, Capital View Corridor constraints, pedestrian and vehicular circulation, treatment of open space and entrances, and general code compliance.

The developed Concept Plan will address options for program site locations, while considering impacts on campus landscape, infrastructure, transportation, parking, and new building construction. The Consultant will develop conceptual estimates of construction and overall project costs. The Consultant also will work with the County's real estate broker to address issues of property acquisition, lease or divesture.

E. TASK 5: DRAFT & FINAL REPORT - 8 weeks

The refined final plan consists of documents and presentations that summarize the outcomes of previous phases. The Consultant's final report will be a compilation of these various chapters. The Consultant will provide a

comprehensive written report documenting its findings and recommendations.

The following will be included in the Final Report:

- a. summary of the operational objectives, forecasts and projections,
- b. conceptual phasing and costs for the most feasible set of alternatives,
- c. recommendations of site or sites for new development,
- d. executive level logistics plan for the implementation of the recommended alternatives considering the phasing of costs, and
- e. any interim occupancy strategies necessary to reach the full Master Plan build-out.

Why Should The Commissioners Court Approve the Downtown Master Plan Consulting Contract?

1. Better planning means more effective use of taxpayer dollars and fewer problems down the road

Planning dollars are arguably the smartest dollars to spend, when compared to the costs of developing a “plan” during the design and construction process for a building project. Various organizations have had past experiences with what can happen when program needs and facility development programs are not matched well. That is why conducting a comprehensive needs assessment is particularly important at this time. We wish to learn from the past, undertake a thorough process, and achieve optimal outcomes with a project of this magnitude that sets the stage for future construction programs for the next 25 years.

Investment in a comprehensive Master Plan will help us accomplish the following:

- Ensure that any new buildings, as well as existing buildings, are the right size, form, quality, image and location for the proposed functions; and that the tenant mix will work well;
- Achieve consensus among officials on shared goals and objectives through a cohesive plan;
- Create a phasing plan to spread costs out responsibly over many years;
- Help ensure that projected estimates are accurate and defensible; and
- Prepare for public scrutiny of the rationale for a major bond program with rigorous planning that includes strong public input.

2. The project is very complex

There are 33 departments located downtown (16 judicial and 17 general government). There are 38 independent elected officials involved along with Executive Managers and top appointed officials. Each department and office has its own unique mission and needs and the leadership of each department or office has different perspectives on “the right thing to do” that must be synthesized, balanced and integrated.

Internally, there will be four subcommittees along with a Steering Committee to help guide this project, plus periodic oversight and decision-making necessary by the Commissioners Court. The Consultant Team is composed of eleven firms, led by Broaddus and Associates. Each firm will have multiple experts and collectively they comprise experts in courts planning and design; facility planning; architectural programming; urban planning and design; historic facilities preservation; data communications and data center planning; parking, transportation, civil engineering, structural engineering, mechanical, electrical and plumbing engineering, building design and construction; and community outreach.

The project includes analyzing and planning for the relocation of a Data Center to one or more locations, along with determining whether it should be located within the central campus or elsewhere. In addition, it will address the immediate needs for the Data Center.

The project includes a full technical review of 12 downtown campus buildings to determine their useful life, their feasibility and costs of renovation, as well as potential new construction, along with the appropriate tenant mix and locations. Determining which offices should remain downtown and which should (or could) be moved away has historically led to conflicting opinions among respected county leaders. The Commissioners Court will benefit from independent objective expertise to help us assess our priorities and goals, as well as the best use of our physical assets.

3. The Downtown Campus lacks physical cohesion and identity, and has no room to grow

The historic courthouse is an important feature downtown but has serious physical and operational challenges as a 79 year old building. Nevertheless it will remain an anchor building in the area. The current County-owned structures surrounding the historic courthouse have very little “sense of place” and Wooldridge Park is underutilized. The surrounding area has many historic structures that are unconnected and leave the area lacking in terms of a positive, cohesive neighborhood identity. There is relatively little pedestrian activity, no ground floor retail, limited transportation opportunities, and few architectural features that make the County downtown campus an attractive area for people to visit unless they are required to do so to conduct County business.

There are relatively few sites that are of sufficient size to comfortably accommodate a new courthouse and/or other justice related facilities along with the necessary parking. There are very few opportunities for converting underutilized privately owned buildings into public use. There are Capital View Corridors that affect a number of otherwise attractive sites. (Indeed, in the absence of Capital View Corridor constraints, a new Courthouse might be already under construction).

The Downtown Campus Study will address these challenges to help the County Campus contribute positively to the urban fabric of the City, so that it can become a vibrant area where people want to visit. It will help us present a face to the public of fair justice and professional government and which engenders community pride. The study will also identify potential sites for future County facilities, which is of particular benefit at this time when property costs are low. Without long term planning, future sites may not be available when we need them.

4. The outside expertise needed is highly specialized

The Consulting Team is composed of a wide variety of nationally recognized and distinguished experts in more than a dozen specialized professional disciplines. The focusing of these unusual technical skills sets in a relatively compressed time frame is an important part of getting the Master Plan completed in a timely fashion.

The scope, breadth and expertise of this Study, which is done very infrequently, goes beyond the expected capability of County staff resources, which is geared towards the day-to-day planning needs. It is common for both public and private organizations to hire experts periodically for extraordinary needs and utilize existing staff for more routine work. However, such expertise requires a “once-in-a-while” investment that will pay benefits for the next 20-30 years by giving us a roadmap which our in-house staff and future Commissioners Courts can follow.

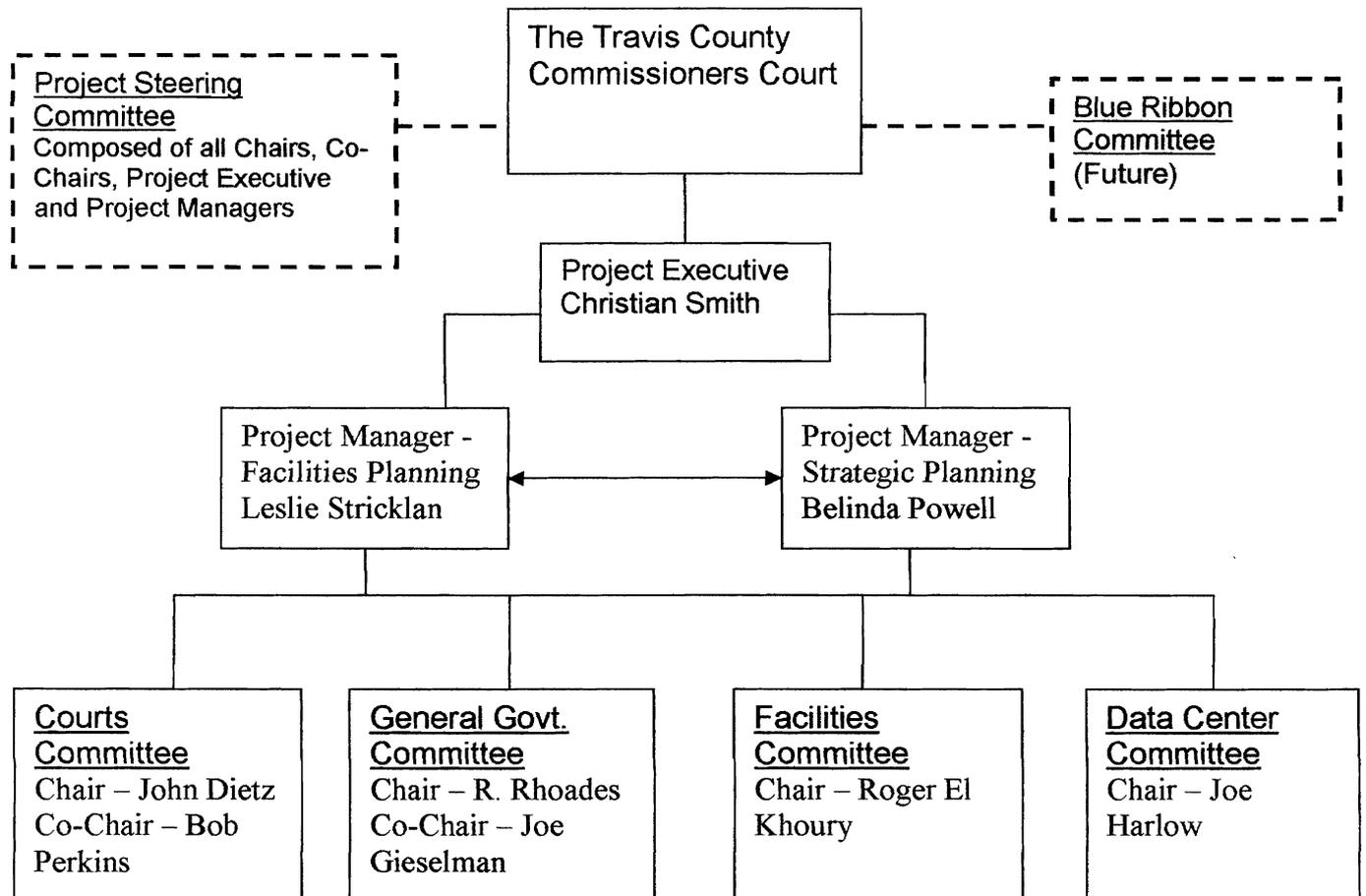
5. County staff will play an important role

By redirecting and reprioritizing workload, both the Facilities Management Department and the Planning and Budget Office have been able to assign an experienced professional senior staff member to help lead this project. Thus, two County staff members are going to be serving as Project Managers along with the half-time Special Assistant to the Commissioners Court. These roles will provide internal coordination of the County project team and oversight to ensure that the County’s input and participation and the Consultant’s services and deliverables are in accordance with the contractual scope. There will be over 40 experts involved at one point or another during the project.

County staff has been collecting data for several months to prepare for this project, in order to leverage internal resources to make the project more cost effective. Planning and Budget Office (PBO) staff has already dedicated more than 1000 hours developing the Project Planning Guides (PPG) for each of the 33 offices involved in the study. These reports will be of value to the Consultant team in their planning and programming efforts. Similarly, the staff of the Information and Telecommunications Systems office (ITS) will be inventorying the dozens of computer and telecommunications rooms under the supervision of the Data Center consultant. Also, Facilities Management already has obtained Facility Assessment Reports for all of the downtown campus buildings along with other documents and information. This data will provide a detailed overview of the useful life of various building systems and serve as the basis for further work by the consulting team. A wide variety of County staff will provide technical input and support during the course of the study.

Thus, the scope of this study has been mindful of using existing staff whenever possible or feasible; but as outlined above, this can only go so far given the size and complexity of the study and the specialized skills required for many activities.

Internal Travis County Organizational Structure for the Downtown Master Plan



T

Eric Shepperd
County/District Clerk
Civil/Crim. Court Admin.
Other Judge TBD

Susan Spataro
Cyd Grimes
Sherri Fleming
Joe Gieselman

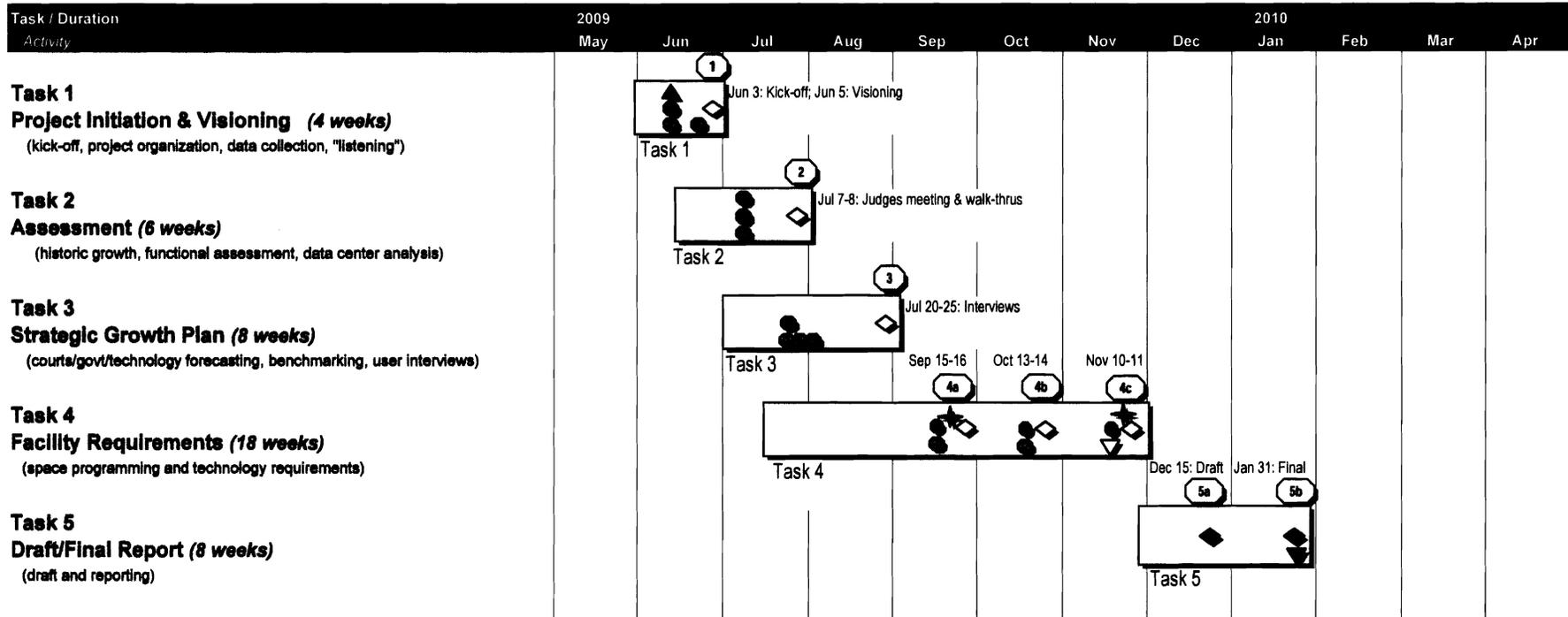
Ben Noack
Amy Lambert
John White
Mike Hemby
Gabriel Stock

Walter Lagrone
Nolan Martin
Mike Wichern
Lloyd Evans
Various County tech staff
Richard Avery

- Mr. Rhoades to serve as a substitute for Mr. Smith in his absence.
- All major stakeholders within the county will have opportunities for direct contact with the consultant and committees as needed and desired.

Travis County Central Campus Study Phase 1: Needs Assessment - Process Flow Chart

29-Jun-09



Legend

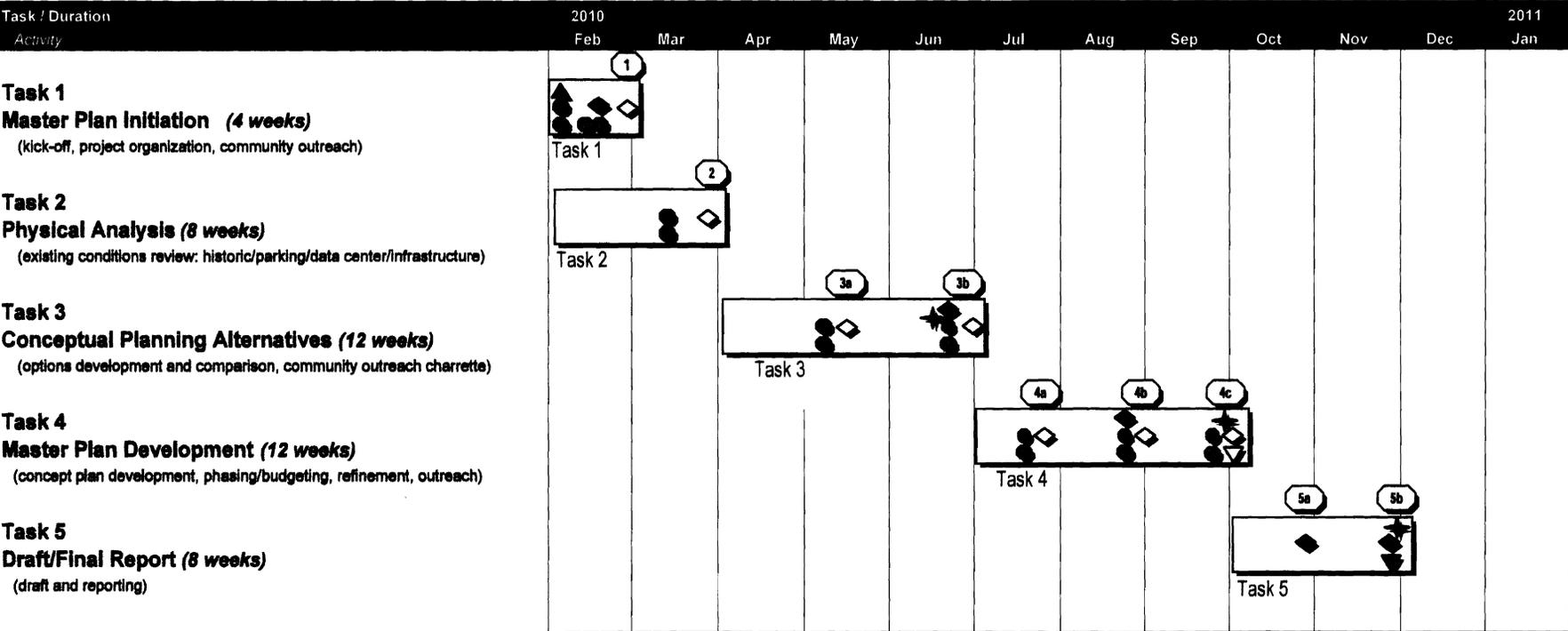
- ▲ Project Kick Off Worksession
- Steering Committee Meeting
- Walk-through assessment
- Stakeholder meetings/workshops
- ◇ Interim Deliverable
- ◆ Draft & Final Document
- ▽ Present Final Needs Assessment
- ▼ Final Needs Assessment Submitted
- ★ Commissioners Court (TBD)

Activity Milestones

- ① Task 1
- ② Task 2
- ③ Task 3
- ④a Task 4a
- ④b Task 4b
- ④c Task 4c
- ⑤a Task 5a
- ⑤b Task 5b

Travis County Central Campus Study Phase 2: Master Plan - Process Flow Chart

29-Jun-09



Legend

- ▲ Project Kick Off Work Session
- Steering Committee Meeting
- Site / Facilities Analysis
- Meetings/workshops
- ◇ Interim Deliverable
- ◆ Draft & Final Document
- ▽ Present Final Master Plan
- ▼ Final Master Plan Submitted
- ★ Commissioners Court (TBD)
- ◆ Community Outreach

Activity Milestones

- ① Task 1
- ② Task 2
- ③a Task 3a
- ③b Task 3b
- ④a Task 4a
- ④b Task 4b
- ④c Task 4c
- ⑤a Task 5a
- ⑤b Task 5b