

Advance Billing

We are aware of a concern surrounding this project being billed in full. Full invoicing was provided at the request of city staff, received by email on August 26, 2021, and was questioned by us prior to processing to ensure this was correct. This is not something we typically do, and received questions internally as well. We have treated the payment similar to an escrow. If there is a need to shift this back proportionally based on level of completion, such as an audit concern or simply to restore confidence, we can likely find a way to do that through our accounting processes. We can also tie invoicing to deliverables, hold billing until a full draft is provided, and similar techniques. We want invoicing and payment to be the least of your worries.

Time of Performance

We recognize we have not met expectations regarding the original 15-month schedule. Recommendations for how to bring the project to completion in a manner Manor will be proud of are outlined below in **Engagement/Meetings** and **Proposed Deliverable Schedule**.

- FNI has experienced significant staffing transitions within the Urban Planning+Design Group, including a transition of assistant project manager for the Manor Comprehensive Plan. This resulted in workload of other projects shifting and impacting this project team. The Manor project manager transitioned positions with additional duties assigned while still maintaining project responsibilities. The group is fully-staffed again as of 7/5/22.
- A missed CPAC quorum in August 2021 resulting in project delays.
- The disappointing response to the first survey caused a pause as we sought additional input; we wanted additional data from a second survey and stakeholders before proceeding too far with topical elements. This was mentioned in discussions with both the CPAC and City Council.
- The team paused again and reset some information following the Samsung announcement, recognizing it had broad implications for Manor's economic opportunities as well as housing market. This was mentioned at the 5/4/22 City Council briefing.
- COVID has presented significant challenges, more so than we've seen in other communities, regarding engagement. In addition, COVID directly affected our team multiple times, resulting in lost time. In addition, a project team member went on FMLA-eligible leave.
- Criticality to consider new staff leadership needs and observations with hiring of new City Manager and Economic Development Director.

We acknowledge that all of the above should have been communicated more clearly. We have since added a new assistant project manager that is in the same office as the project manager. We have also setup biweekly calls to better communicate.

Engagement/Meetings

The table below reflects a summary of the various engagements FNI has undertaken with Manor’s Comprehensive Plan. Detailed summaries are provided separately. A key issue to understand is that engagement is reliant upon local effort—we do not have established relationships with key people that get the word out. In other words, the message is different when received by a Mayor or City Manager, or even a trusted community member like a pastor, versus an outside consultant.

Engagement Topic Area	Status/Actions Taken	Recommended Engagement Going Forward
Staff initiation and conference call	Completed	We have now setup biweekly check-ins with Scott Dunlop.
Kick-off meeting and study area tour	Completed; parks-specific follow-up on 7/11	-
CPAC Meetings Six total, with three being virtual	City assigned P&Z as CPAC; two meetings completed in-person; one missed quorum in which FNI made the trip; one missed quorum in which FNI prepped but was notified prior to travel; virtual lost as an option due to change in state law regarding open meetings	Conduct all CPAC meetings in-person and add an additional meeting (exceed scope); Create enticement to attend (serve food, etc.); Consider adjusting to use City Council or a subcommittee of both City Council and P&Z to complete; Do not double-book on same night as regular meetings; Set schedule as follows: 8/8/22 – Land Use, Economic Development 8/23/22 – Parks, Recreation, Open Space 9/13/22 – Downtown, Urban Design, Infrastructure 10/25/22 – Final CPAC for complete plan and final engagement results The CPAC does not typically review final chapter deliverables (considered a staff role) – just key content. We typically provide the full final draft and request comments at the end, prior to City Council consideration.

Engagement Topic Area	Status/Actions Taken	Recommended Engagement Going Forward
Virtual Stakeholder Meetings	Conducted as a hybrid in-person and virtual on 2/4 and 2/7 (two separate days; exceeds requirements of scope); Conducted a stakeholder group at Manor Senior High School 4/12 as separate trip.	Invite follow-up review on drafts once posted
	<p>Conducted 1-on-1s due to limited attendance at stakeholder meetings and need to reach underrepresented groups that didn't appear as heavily in survey results.</p> <p>Conducted 1-on-1s with select businesses to gain better perspective. Still pulling notes. Currently handwritten notes/need to type.</p>	Use these contacts as outreach conduits for future engagement and community events; most of these represent a network of some type, or are trusted individuals within underrepresented groups.
Online Surveying (at least 3 <u>non-scientific</u> , with one including substantial focus on parks & rec)	<p>First survey: 6/17/21-7/16/21; observed representation issues; created 2nd survey in different host format, fully translated, provided flyers and social media info for distribution by city.</p> <p>Second survey: 10/25/21-1/31/22; canvassed business parking lots including Walmart (exceeds scope), conducted survey station at Starbucks for an afternoon (exceeds scope), requested direct support for distribution from Manor ISD</p>	<p>Plan for a third survey based on reacting to goals for each chapter, possibly policy statements as well; Include opportunity to react-to or comment on future land use map and thoroughfare plan map, parks/trails map; Coordinate with events below so these serve as virtual alternatives</p> <p>Post full draft for comment during November.</p>

Engagement Topic Area	Status/Actions Taken	Recommended Engagement Going Forward
Community Events (2 in-person; 2 virtual)	<p>Manor Night at the Park 10/15/21</p> <p>Manorpalooza 5/7/22: Also spent time at Walmart and Starbucks to seek input on boards at those locations prior to Manorpalooza in the afternoon (exceeds scope)</p>	<p>Exceed scope and go with in-person for remainder. Recommend an invitation-open house targeting advertising to any areas with higher concentrations of underrepresented populations. Consider end of September.</p> <p>Recommend a major presence at Manor Night at the Park on 10/8/22, which should allow presentation of elements.</p>

Proposed Deliverable Schedule

The information below depicts a realistic deliverable schedule for the various chapters for review by city staff. This includes final deliverables, but also proposes an additional set of deliverables beyond the scope (but a portion of anticipated final deliverable content).

Interim Deliverables

Recognizing schedule issues, we recommend exceeding scope to provide four key interim deliverables, which would be transferable to the final drafts. These are viewed as responsive to timely issues in which it would benefit City Management and the staff to have adopted policy direction they can point to in regional conversations as well as in a highly dynamic development environment. We would like to better understand the timing of this need so we can schedule appropriately. These would include:

- Adoptable Vision and Guiding Principles
- Interim Future Land Use Map and Category Descriptions – ready pending confirmation from Scott Dunlop
- Interim Thoroughfare Master Plan Map – alignments identified; need to assign ROW widths for purposes of securing dedication during development process
- Interim Strategic Policy Recommendations
 - Key Land Use
 - Key Transportation
 - Regional Infrastructure and multi-purpose easements/alignments

Final Deliverables

Deliverable	Status	Needed from City	Actions by FNI	Timeline
Snapshot	Complete pending data resolution from other chapters	Nothing.	Reconciliation with newer data in economic development element (result of data update that occurred in-between chapters); republish to website	End of July

Deliverable	Status	Needed from City	Actions by FNI	Timeline
Vision	Will need to incorporate additional engagement; format adjustment to place goals/policy statements just within subject chapters for brevity.	Nothing.	Update with changes described in status; create clear placeholders for remaining engagement; publish to website	End of July
Land Use and Development	Draft created, including stable future land use map and categories. Working on downtown element within land use and refinement of draft goals, policy statements and actions.	The map needs confirmation by city staff, and selection of a date-certain to cease all adjustments; Review by CPAC; clarity on task 5.3 that the downtown aspect should presume transit-ready, but not be reliant upon CapMetro; discussion of catalytic projects in downtown Feedback 8/8/22 CPAC	Refinement of goals, policy statements and actions; update map based on recent development entitlements; preparation of downtown element (may split and combined with community image/urban design chapter for ease of use)	Full draft document mid-August; data, maps
Transportation	Bike/ped elements most developed; alignments established, but need to align with ROW standards; Trails plan drafted (will be in parks section as well via reference due to grant funding crossover and relevance to both recreation and transportation)	Review of alignments and ROW upon completion Feedback 8/23/22 CPAC or 9/13/22 CPAC	Need to develop perspectives on transit alternatives to CapMetro and deemphasize participation; ROW standards and street sections; integration of bike/ped; evaluation of future roadway needs; develop & refine goals, policy statements and actions.	End of August

Deliverable	Status	Needed from City	Actions by FNI	Timeline
Infrastructure	Reviewed and outlined, but not drafted	Water and wastewater master plans recently received, along with updated IFCIP CPAC review 9/13/22	Complete drafting following review of plans; develop and refine goals, policy statements and actions; note the need to emphasize regional solutions and multi-use alignments (with transportation, etc.)	Mid-Late August
Parks, Recreation and Open Space	Template created; inventory completed and being confirmed; Needs assessment completed; Developing recommendations	Feedback in August from CPAC 8/23 Confirmation of final inventory due to GIS inconsistency (FNI pulling ownership)	Consolidate data into chapter; develop recommendations and costing; complete drafting	Full draft early September
Economic Development	Drafted by subconsultant; awaiting integration of perspectives from recently hired Manor ED Director	Meeting with Scott Jones taking place 7/14 CPAC review 8/8/22	Work with subconsultant to update and adjust to goal/policy statement format; integrate into final format	Full draft Mid-Late August
Community Image and Urban Design	Awaiting transportation and parks chapters completion; outlined	CPAC review 9/13/22	Draft chapter; develop and refine goals, policy statements and actions; consider placement of downtown-related elements in this chapter	Full draft late September
Implementation	Awaiting completion of chapters in order to develop action plan matrix	Staff review priority for workability, responsibility assignments CPAC review 10/25/22	Integrate as chapters are completed	October with delivery of comprehensive draft