



Exhibit A-iii

Polk County Transportation Planning Organization (Polk TPO)

I-4 Intermodal Passenger Rail Station Feasibility and Planning Study

SCOPE OF SERVICES

Project Background

Polk County's rapid growth is outpacing its transportation infrastructure. By 2050, traffic volumes are expected to increase and several key corridors like I-4 and US 27 are projected to exceed capacity. The Polk TPO (CLIENT) has engaged HDR Engineering, Inc. (CONSULTANT), in partnership with Patel, Greene and Associates, LLC (PGA), Quest Corporation of America, Inc. (Quest), and Gresham Smith, to conduct the I-4 Intermodal Passenger Rail Station Feasibility and Planning Study. The study will evaluate opportunities in Polk County for future passenger rail investment by identifying suitable sites for a passenger rail station that could accommodate a future passenger rail service operating between Orlando and Tampa, Florida, along the I-4 corridor.

The scope of work below outlines a comprehensive, two-tiered station site analysis, evaluation, and needs-driven conceptual planning process that will be used to identify feasible high-speed passenger rail station locations in Polk County along I-4. The study team will identify feasible station locations and develop conceptual designs that prioritize safety, enhance connectivity and access, and elevate quality of life for Polk County residents and visitors.

Scope of Work

TASK 1. PROJECT INITIATION & MANAGEMENT

Throughout the duration of the study, the CONSULTANT will maintain consistent communications with the CLIENT project manager and key team members. An initial kickoff meeting and monthly coordination calls will be used to establish team communication processes, determine project management approaches, and manage changes to project schedule.

1.1. Project Kickoff

The CONSULTANT will lead an in-person kickoff meeting with Polk TPO staff to discuss the project schedule, project management procedures including file sharing, review processes, and internal team communications, as well as initial requirements for coordination with partner agencies and key stakeholders. The CONSULTANT will prepare a project schedule that will be updated throughout the study. The CLIENT will develop a list of stakeholders and key contacts for stakeholder coordination. The CONSULTANT will prepare a meeting summary following the kickoff meeting.

Deliverable(s): Project Schedule; Kickoff Meeting Summary

1.2. Team Coordination Meetings

The CONSULTANT will attend monthly one-hour coordination meetings (up to 18) with the CLIENT. The CONSULTANT will prepare meeting agendas and summaries for each of the coordination meetings.

Deliverable(s): Meeting Agendas and Meeting Summaries with Action Items

1.3. Invoicing/Progress Reports

The CONSULTANT will prepare monthly invoicing and progress reports submitted to the CLIENT based on the percentage of scope completed. A final invoice will be provided to the CLIENT within 30 days from final acceptance of work.

Deliverable(s): Monthly Invoices & Progress Reports

TASK 2. PHASE 1: CONTEXT, CONDITIONS, NEEDS & SITE IDENTIFICATION

During the first phase of work, the CONSULTANT will review previous planning efforts, collect data, assess local conditions, identify key destinations and economic drivers, determine passenger rail user needs, and establish criteria for site identification and an evaluation framework for use during a two-tiered analysis and evaluation process that will be completed during Phase 2 and 3. The CONSULTANT will prepare draft narrative sections with findings for each task to highlight key conditions, issues, needs and opportunities for high-speed rail in Polk County. Public outreach and engagement during this phase will focus on establishing a brand and messaging for the study, developing outreach materials, conducting a public survey, and hosting an initial stakeholder summit and small-group meetings to understand community needs. The findings will be consolidated at the end of the study in the final study report and executive summary.

2.1. Literature & Document Review

HDR will review and document existing transportation and land use studies, plans, and policies to understand Polk County's transportation vision and plans for improvements. This includes the Florida High-Speed Rail Project Development & Environment (PD&E) Study (2009); the Polk County SunRail Expansion PD&E Study (ongoing); the Sunshine Corridor Transit Concept & Alternatives Review (TCAR) Study (2024) and upcoming PD&E Study; the Polk County SunRail TCAR (2023); as well as county and city comprehensive plans, transportation plans, and land development codes. The findings will be documented in a table and brief narrative that highlights the key findings from each related plan, study, or policy related to high-speed rail service in Polk County and Central Florida (6–10-page max).

Deliverable(s): Literature Review Table and Draft Section

2.2. Case Studies

The CONSULTANT will identify and review conditions at 3 comparable passenger rail stations across Florida and the U.S. to help understand space planning, layout,

configuration, and other design considerations to inform design and facility needs for a Polk County station. HDR will summarize the findings of the case studies in a draft illustrated narrative section (10-page max) or set of factsheets.

Deliverable(s): Case Studies Draft Section/Factsheets

2.3. Land Use & Transportation Context Assessment

The CONSULTANT will use readily available information and GIS mapping to collect data related to parcel ownership, existing and future land use, environmental resources and constraints, transportation facilities, transit services, utilities, and other key infrastructure along the I-4 corridor. Using the available data, HDR will develop a web-based GIS platform to provide the project team easy access to this data throughout the study. Note: The CLIENT will help the CONSULTANT to identify existing data sources. No new data sources will be developed.

Deliverable(s): Web-based GIS Data Inventory

2.4. Economic Development Analysis

HDR will identify the county's major employers, key destinations, and other drivers for passenger rail travel to, from, and through Polk County to understand development potential and need for multimodal connections at a future station. HDR will consider existing and future demands for passenger rail service in Florida and an analysis of commute patterns, employment trends, and long-distance travel. The findings from the analysis will be documented in a draft illustrated narrative section (5–10-page max).

Deliverable(s): Economic Development Analysis Draft Section

2.5. Station Location Criteria & Evaluation Framework

The CONSULTANT will develop station location criteria to guide the identification of potential sites in Task 2.7. The criteria will be based on parcel or lot size, minimum space requirements, right-of-way availability, property ownership, potential for development or redevelopment, site access, proximity to utility and infrastructure service, safety considerations, rail operations, and other measures identified by stakeholders. These criteria will be used to develop a short-list of sites and screen out sites that have any fatal flaws or do not consider other must-haves established with stakeholders.

The CONSULTANT will identify a two-tiered set of quantitative and qualitative metrics to use to analyze the preliminary station sites in Phase 2 and the preferred sites in Phase 3. The evaluation will be based on community priorities and informed by the user and station area needs assessment. More than one station development typology could be considered (e.g., suitability for a more suburban/rural development that is focused on park-and-ride access, or a more urban, mixed-use station area with multimodal access).

- The Level 1 screening metrics will be used in Task 3.4 to evaluate the findings of Task 3.1 to 3.3 related to the preliminary sites identified in Task 2.7. These screening metrics will be primarily qualitative and will use a simple color-coding methodology to evaluate each of the measures (e.g., green=high; yellow=medium; red=low). The measures considered could include adjacency to interstate interchanges, parcel considerations, zoning considerations, topographic complexity, transit access, bicycle and pedestrian access, passenger vehicle access, drop-off spaces, and parking, natural and social environment, rail operations, and constructability.
- The Level 2 screening will be a more detailed analysis that relies on quantitative and qualitative criteria to assess the performance and suitability of each site. These metrics will assess each site's viability based on a variety of elements, including but not limited to, site availability, parcel size and configuration, commercial or residential displacements, consistency with local and regional plans, potential environmental issues, impact on disadvantaged populations, pedestrian and bicycle access and circulation, transit access and circulation, passenger vehicle access and circulation, zoning considerations, proximity to centers of economic activity and employment, economic development opportunities, federal funding considerations, rail platform considerations and rail operations considerations, implementation and constructability, and order of magnitude cost estimates. The Level 2 screening metrics will be primarily quantitative but also consider qualitative measures. A similar color-coding methodology like that used in Level 1 will be used to evaluate each of the measures.

The CONSULTANT will prepare a draft illustrated narrative section (3–5–page max) that outlines the station location criteria, evaluation process, and evaluation metrics.

The CONSULTANT will gather input on the preliminary station location criteria and evaluation framework at Stakeholder Summit #1 or the listening sessions (Task 2.10) and make refinements as needed.

Deliverable(s): Station Location Criteria and Evaluation Framework Table; Draft Narrative Section.

2.6. User & Station Area Needs Assessment

Based on findings from the economic development analysis and station location criteria, the CONSULTANT will assess and summarize user and station area needs. These findings will also be informed by results of the public survey and stakeholder input received during Stakeholder Summit #1 and listening sessions. HDR will prepare a draft illustrated narrative section (8–10–page max) outlining specific needs for the potential station sites and the larger station areas.

Deliverable(s): User and Station Area Needs Assessment Draft Section

2.7. Identification of Viable Candidate Station Locations

Using the criteria developed in Task 2.5, the HDR team will perform a GIS-based desktop analysis to identify potential station location sites. HDR will identify up to 10 preliminary station sites within ½ mile of the I-4 corridor. HDR will document the candidate location identification process and findings in a series of maps and a narrative summary of each site's physical description, existing land use and mobility conditions, policy and regulatory framework, proximity to major transportation corridors and infrastructure, and other geographic features or environmental constraints.

Deliverable(s): GIS Data Layer (Preliminary Sites); Preliminary Sites Map Set and Draft Section

2.8. Public Engagement Strategy, Branding & Messaging

Shortly after the study kickoff meeting, the CONSULTANT will lead an in-person workshop with the CLIENT key staff to define study branding, identify issues and audiences, tailor outreach strategies, and messaging for stakeholder groups, and outline an overall outreach schedule. Based on feedback received from the CLIENT, the CONSULTANT will establish a comprehensive engagement strategy and schedule to guide outreach efforts throughout the study. The public engagement strategy will identify a process to understand local needs, address concerns, and build support for high-speed rail in Polk County. The strategy will establish a communication and outreach plan to partner with agencies and stakeholders and conduct proactive education with clear messaging to inform the public and gather feedback on the study. The CLIENT will develop a list of key stakeholders and contact information.

Deliverable(s): Public Engagement Strategy, Branding & Messaging Memorandum; Outreach Schedule

2.9. Phase 1 Outreach

During the first phase of work, the CONSULTANT will conduct the following outreach activities to inform the public and stakeholders about the study and gather feedback.

- **Stakeholder Summit #1.** The CONSULTANT will conduct an in-person stakeholder summit. Potential stakeholders will include agency partners, developers, landowners, and employers, such as FDOT, Florida Polytechnic University, Citrus Connection, chambers of commerce, religious groups, and economic councils. The purpose of the meeting is to have a collaborative discussion on passenger rail service needs and opportunities in Polk County. The CONSULTANT will prepare a briefing document or presentation to review existing conditions, candidate site locations, and the screening and evaluation process. Input received during the meeting will be summarized into a brief meeting summary and used to inform the evaluation framework established in Task 2.5.

- **Community Events.** The CONSULTANT will host and/or participate in two (2) public outreach events, either online or in-person. The CLIENT will assist with the selection of the events, scheduling, and coordinating promotion of the events. The pop-up style events could be held at previously scheduled community events such as Downtown Lakeland's First Friday. The CONSULTANT will develop materials and content for the events including social media posts, fact sheets, or news releases.
- **Online Survey #1.** The CONSULTANT will develop and promote an online survey to gather input from residents, visitors, and businesses on mobility needs and perceptions of passenger rail and station needs to inform the site selection and evaluation framework. A paper version with a link to the online site will also be available for distribution for use at in-person events. Results from the survey will be consolidated and summarized into an illustrated narrative document (5-page max) and will be used to inform the deliverable for Task 2.6.
- **Website Content.** The CONSULTANT will develop content for a COUNTY-hosted website including a preliminary suite of outreach materials, including print, digital, and a brief (30-60 second video), to introduce the study process and support further engagement throughout the study. As identified during the strategy planning, branding, and messaging workshop, the CONSULTANT will provide translation support (Spanish/English) for materials or website content. Note: The internal web-based GIS platform created in Task 2.3 is intended for project team use. The County-hosted public website may include select read-only map views for transparency and public comprehension.

Deliverable(s): Stakeholder Summit Briefing Document/Presentation; Stakeholder Summit and Listening Session Meeting Summaries; Briefing Presentation and Meeting Materials; Pop-Up Event communication materials; Social Media Content and News Releases; Public Online Survey; Survey Results Infographics Report Section; Website Content; Introductory Video

Outreach Events: One (1) Stakeholder Summit and Two (2) Online Outreach or Pop-Up Events

TASK 3. PHASE 2: PRELIMINARY SITES ANALYSIS & EVALUATION

The focus of the second phase is on completing the Level 1 screening process with a high-level-technical analysis and evaluation of up to 10 candidate sites identified in Task 2.7. The analysis and evaluation of the preliminary sites will be used to understand feasibility and identify which sites should advance to the Level 2 screening. The findings will be developed and documented in tables and draft narrative sections that will be consolidated at the end of the study in the final study report and executive summary. The CONSULTANT will continue to coordinate with stakeholders to present findings from the analysis and gather their feedback to help inform the evaluation process.

3.1. Access & Connectivity Evaluation

The CONSULTANT will complete a multimodal access and utility connection evaluation of the candidate sites identified in Task 2.7. This evaluation will look at each site's proximity to major roads and interstate interchanges, existing transit service and multimodal networks, utilities, and other infrastructure. Findings related to each site's access, safety concerns and operational impacts that may occur from station development will be documented in a map series and an illustrated narrative draft section (20-30 pages max).

Deliverable(s): Access & Connectivity Evaluation Map Set and Draft Section

3.2. Infrastructure & Land Development Needs Assessment (Preliminary Costs)

To understand the suitability, feasibility, and order of magnitude level of costs for station site development, the CONSULTANT will analyze property ownership, existing utility infrastructure and connections, potential environmental constraints and other issues that may affect future development or redevelopment around each of the candidate sites identified in Task 2.7. Note: Estimates are order-of-magnitude planning-level figures for comparative evaluation only; they are not suitable for budgeting, programming, or procurement.

Deliverable(s): Preliminary Sites Cost Estimates Table

3.3. Land-Use Planning & Transit Oriented Development (TOD) Readiness Assessment

The CONSULTANT will assess the future land use planning policies and regulations for each of the candidate sites identified in Task 2.7 to evaluate each location's development readiness, with a focus on mixed-use or TOD potential.

Deliverable(s): Planning and TOD Readiness Evaluation Table

3.4. Preliminary Sites Evaluation

The CONSULTANT will compile the findings from the Level 1 screening analysis (Tasks 3.1 to 3.3) into a consolidated evaluation matrix. The findings of preliminary sites evaluation will be summarized in a brief, draft narrative report section (5-7-page max).

The CONSULTANT will gather input on the Level 1 screening results at Stakeholder Summit #2 or the listening sessions (Task 3.5).

Deliverable(s): Preliminary Sites Evaluation Matrix and Draft Section

3.5. Phase 2 Outreach

During the second phase of work, the CONSULTANT will conduct the following outreach:

- **Stakeholder Summit #2.** The CONSULTANT will conduct an in-person stakeholder summit to have a collaborative discussion on the results of the Level 1 screening and evaluation process. The CONSULTANT will prepare display materials or an online map comment tool to gather feedback from participants. Input received

during the meeting will be summarized into a brief meeting summary and used to inform selection of the preferred sites that will be further evaluated in the Level 2 screening process conducted in Task 4.

- **Community Events.** The CONSULTANT will host and/or participate in two (2) public outreach events, either online or in-person. The CLIENT will assist with the selection of the events, scheduling, and coordinating promotion of the events. The pop-up style events could be held at previously scheduled community events such as Downtown Lakeland's First Friday. The CONSULTANT will develop materials and content for the events including social media posts, fact sheets, or news releases.

Deliverable(s): Stakeholder Summit Briefing Document/Presentation; Stakeholder Summit and Listening Session Meeting Summaries; Briefing Presentation and Meeting Materials; Pop-Up Event communication materials; Social Media Content and News Releases.

Outreach Events: One (1) Stakeholder Summit and Two (2) Online Outreach or Pop-Up Events

TASK 4. PHASE 3: PREFERRED SITES SELECTION & CONCEPT DEVELOPMENT

Narrowing down the options and developing realistic concept plans that can be visualized by the stakeholders and decision-makers will occur as part of the Level 2 screening process. After identifying 3 preferred sites, the CONSULTANT will conduct additional technical analysis and a final evaluation matrix to summarize findings of the conceptual planning process.

4.1. Selection of Preferred Sites

Using the results of the Level 1 screening process and input received from the key stakeholders at Stakeholder Summit #2, the CONSULTANT will meet with CLIENT to select 3 preferred sites to advance into the Level 2 screening and conceptual planning process. The results of the selection process meeting will be documented in a draft illustrated narrative section (5-7 pages max).

Deliverable(s): Preferred Site Selection Draft Section

4.2. High-Speed Passenger Rail Market & Catchment Analysis

Understanding the ridership potential for a high-speed passenger rail station in Polk County is dependent on a variety of factors. The CONSULTANT will develop a methodology for the catchment analysis that considers overlaps in the catchment areas of each preferred site. Using existing travel patterns, the CONSULTANT will estimate the number of potential trips that could shift to high-speed passenger rail service from other modes, as well as understand the number of new trips that could occur due to a change in demand and any variations between the three sites. The CONSULTANT will summarize the findings of the analysis in a draft illustrated narrative section (10-15 pages max).

Deliverable(s): Preferred Sites Catchment Analysis Draft Section

4.3. Conceptual Planning

The CONSULTANT will develop conceptual plans for each of the 3 preferred sites that consider safe multimodal access, utility connections, and a context sensitive development pattern. For each of the preferred sites, the CONSULTANT will analyze the build out development potential based on existing or potential land use policies. The CONSULTANT will develop an illustrated narrative section with plan-view maps, illustrations, and 3D renderings (15-20 pages max).

Deliverable(s): Preferred Sites Concept Plan Maps and Draft Section

4.4. Benefit-Cost Analysis

Using criteria from existing rail grant programs or other appropriate sources, the CONSULTANT will prepare a high-level benefit-cost analysis for each of the 3 preferred sites. The assessment will evaluate a range of factors, including a cost and time savings comparison of driving/parking versus parking/ passenger rail ticket. The findings will be summarized in a table and brief illustrative factsheet.

Deliverable(s): Preferred Sites Benefit-Cost Analysis Table and Factsheet

4.5. Refined Cost Estimates

Based on the results of the concept development, the CONSULTANT team will update the order of magnitude level of cost estimates prepared in Task 3.2 for each of the preferred site concepts. *Note: Estimates are order-of-magnitude planning-level figures for comparative evaluation only; they are not suitable for budgeting, programming, or procurement.*

Deliverable(s): Preferred Sites Cost Estimates Table

4.6. Preferred Sites Evaluation

The CONSULTANT will compile the findings from the Level 2 screening analysis (Tasks 4.2 to 4.5) into a consolidated evaluation matrix. The findings from this evaluation will be summarized into a brief, draft narrative report section (5-7 page max).

The CONSULTANT will gather input on the Level 2 screening results at Stakeholder Summit #3 or the listening sessions (Task 4.7).

Deliverable(s): Preferred Sites Evaluation Matrix and Draft Section

4.7. Phase 3 Outreach

During the third phase of work, the CONSULTANT will conduct the following outreach:

- **Stakeholder Summit #3.** The CONSULTANT will conduct an in-person stakeholder summit to have a collaborative discussion on the results of the preferred sites evaluation and concept plans. The CONSULTANT will prepare a briefing document or presentation to review the findings and gather feedback. Input received during the

meeting will be summarized into a brief meeting summary and used to inform recommendations prepared in Phase 4 (Task 5).

- **Online Survey #2.** The CONSULTANT will develop and promote a second online survey to gather input from residents, visitors, and businesses on the preferred sites. A paper version with a link to the online site will also be available for distribution for use at in-person events. Results from the survey will be consolidated and summarized into an illustrated narrative document (5-page max) and will be used to inform the final study recommendations.
- **Community Events.** The CONSULTANT will host and/or participate in two (2) public outreach events, either online or in-person to gather feedback on the preferred sites. The CLIENT will assist with the selection of the events, scheduling, and coordinating promotion of the events. The pop-up style events could be held at previously scheduled community events such as Downtown Lakeland's First Friday. The CONSULTANT will develop materials and content for the events including social media posts, fact sheets, or news releases.

Deliverable(s): Stakeholder Summit Briefing Document/Presentation; Stakeholder Summit and Listening Session Meeting Summaries; Meeting Materials; Public Online Survey; Survey Results Infographics Report Section; Pop-Up Event communication materials.

Outreach Events: One (1) Stakeholder Summit and Two (2) Online Outreach or Pop-Up Events

TASK 5. PHASE 4: IMPLEMENTATION PLANNING

Once the conceptual plans and the final evaluation matrix are completed, the CONSULTANT will move into Phase 4 to compile the findings and initial recommendations and guidance on final recommendations to advance implementation.

5.1. Implementation Plan

The CONSULTANT will develop an outline of "next steps" to advance the project through funding identification, grant support, agency coordination, and preliminary design. Recommendations in the implementation plan will clearly identify the actions needed to advance high-speed rail planning and identify the responsible parties.

Deliverable(s): Implementation Plan Draft Section

5.2. Executive Summary & Final Report

The CONSULTANT will consolidate the draft sections with key findings from each of the previous phases and prepare a brief, highly illustrative executive summary and a complete study report that compiles the draft sections from the earlier tasks.

Deliverable(s): Draft Executive Summary and Study Report; Final Executive Summary and Final Report

5.3. Phase 4 Outreach Events

During the final phase of work, the CONSULTANT will present the findings of the study:

- **Board & Committee Final Recommendations Briefings.** The CONSULTANT will participate in one (1) in-person briefing to the Polk TPO Board, one (1) in-person briefing to the Technical Advisory Committee (TAC), and two (2) city/county partner agencies to introduce the study. The CONSULTANT will prepare a presentation and a fact sheet that summarizes the study findings and recommendations. The CLIENT may use the briefing materials for additional meetings such as the City and County staff level committee.
- **Website Content.** The CONSULTANT will develop content for a COUNTY-hosted website including a brief (30-60 second video), to summarize the key study findings and recommendations.

Deliverable(s): Final Recommendations Presentation; Study Factsheet; Website Content; Final Video

Outreach Events: Four (4) Briefings/Presentations to Boards & Committees

TASK 6. BRIEFINGS & PRESENTATIONS

As determined as part of the public engagement strategy task (Task 2.8), the CONSULTANT will participate in a series of briefings to the Polk TPO Board, Committees, local agency partners, virtual briefings, and additional small-group meetings with stakeholders.

- **Board & Committee Briefings.** The CONSULTANT will participate in two (2) in-person briefings to the Polk TPO Board, two (2) in-person briefings to the Technical Advisory Committee (TAC), and six (6) partner agencies throughout the study. The CONSULTANT will prepare a presentation and a fact sheet for use during these meetings. The CLIENT may use the briefing materials for additional meetings, such as the City and County staff level committee or additional city/county partners.
- **Virtual Briefings.** The CONSULTANT will prepare content for and participate in three (3) virtual briefings to the Transportation Advisor Network (TAN) or a live public forum on Polk County Government TV (PGTV) to provide updates throughout the study and gather feedback.
- **Listening Sessions.** The CONSULTANT will conduct up to six (6) virtual sessions with individual stakeholders or small stakeholder groups as needed. Potential stakeholders could include agency partners, developers, landowners, employers, representatives from FDOT, Brightline, Florida Polytechnic University, Citrus Connection, chambers of commerce, religious groups, and economic councils that were not able to participate in the Stakeholder Summits or other scheduled meetings.

Cost Estimates

Any opinions of probable project cost or probable construction cost provided by CONSULTANT are made on the basis of information available to CONSULTANT and on the basis of CONSULTANT 's experience and qualifications, and represents its judgment as an experienced and qualified professional engineer. However, since CONSULTANT has no control over the cost of labor, materials, equipment or services furnished by others, or over the construction contractor(s) methods of determining prices, or over competitive bidding or market conditions, CONSULTANT does not guarantee that proposals, bids or actual project or construction cost will not vary from opinions of probable cost CONSULTANT prepares.

ADA Accessibility Standards

All materials prepared for the study will meet ADA accessibility standards for posting on the study website. The study will also implement Title VI / Environmental Justice screening (e.g., use of EPA EIScreen indicators and Limited English Proficiency considerations), provide LEP accommodations (Spanish translation of key materials and additional languages upon request), and ensure accessible public meetings, including ADA-compliant venues, live captions for virtual meetings, and ASL interpretation upon request.

Compensation

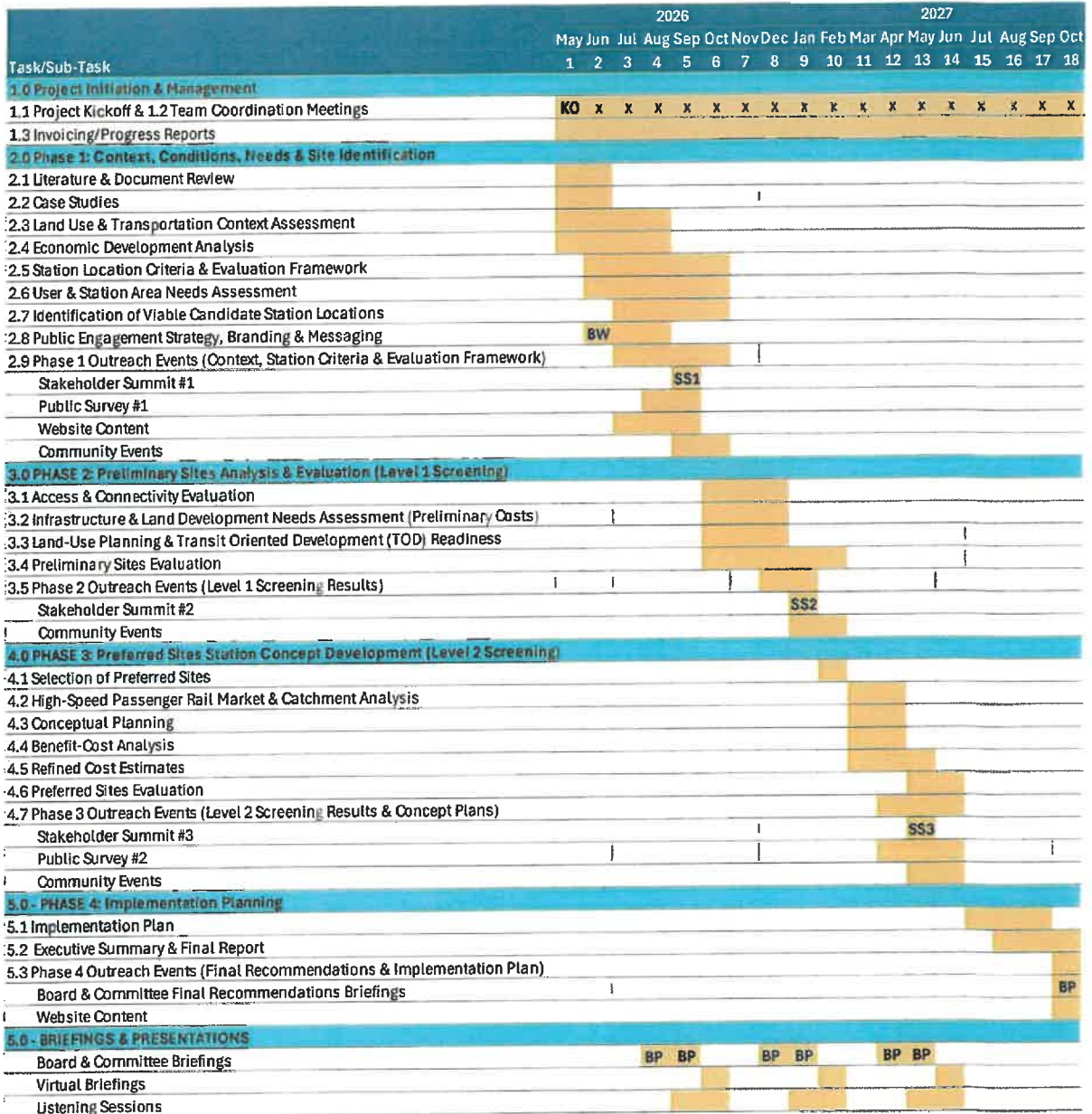
The not-to-exceed fee for this project is \$500,000.

Schedule

As shown in the following schedule, the project duration is anticipated at 18 months from Notice to Proceed (NTP).

Phase 1	Months 1–6	180 Days of Duration
Phase 2	Months 6–10	120 Days of Duration
Phase 3	Months 10–14	120 Days of Duration
Phase 4	Months 15–18	120 Days of Duration

A detailed schedule with key milestones (Kickoff; Stakeholder Summits #1, #2, and #3; Public Surveys #1 and #2; Draft and Final Reports) will be maintained and updated monthly.



KO - Kickoff Meeting
 SS - Stakeholder Summit
 BW - Branding Workshop
 BP - Board or Committee Briefing/Presentation
 x - Monthly Team Coordination Meeting