



# PAW Progress Update

April 10, 2025

# Overview

## Background

- The Putting Assets to Work (PAW) initiative is a strategic program designed to help Harris County identify, evaluate, and develop underutilized County-owned assets to generate revenue, deliver community benefits, or achieve a combination of these goals.

## Project Status:

- We are currently near the end of the Parcel Selection phase with nine curated, high-value opportunities from the County portfolio of over 16,000 parcels.
- These opportunities are under review by our Technical Advisory Group (TAG) and Court offices.
- The OCA is compiling all feedback to rank the opportunities for TAG to vote on up to five parcels to move forward in mid-April.
- Our partners are highly involved, with feedback and inquiries daily from TAG members and Precinct teams to discuss considerations and possibilities.



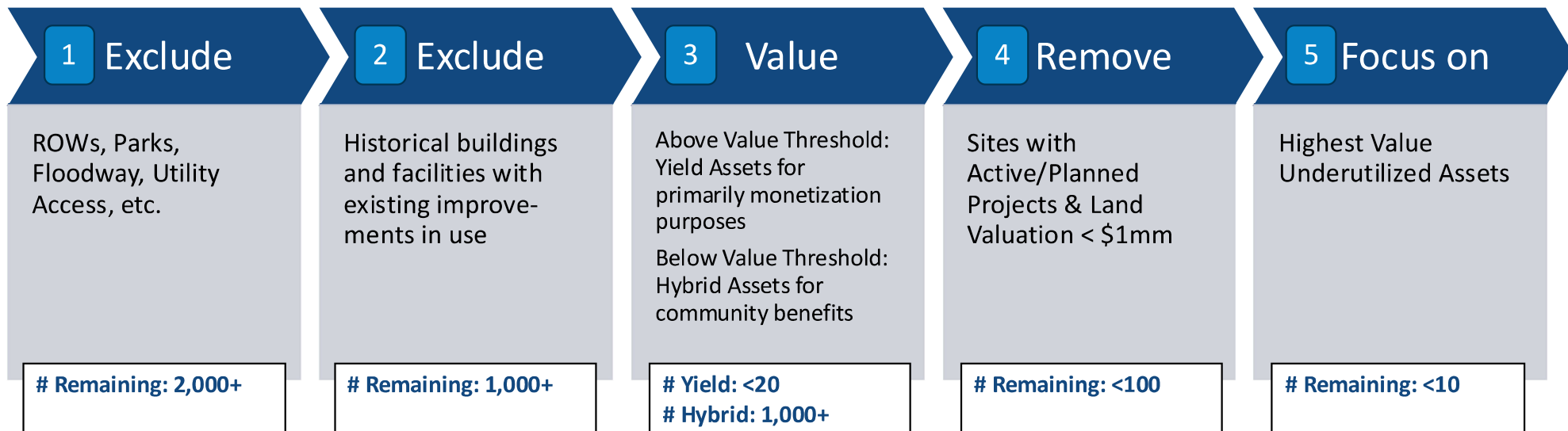
# PAW Process and Timeline

	Parcel Selection	Detailed Evaluation	Project Delivery	Post-Closing Management
<b>Purpose</b>	Select potential parcels for PAW project implementation from portfolio of County-owned assets.	Evaluate risks and development parameters for selected parcels to ensure project viability.	Structure project transaction, secure a development partner, negotiate agreements, and close project financing.	Ensure compliance with project agreements, assess and mitigate any project risks
<b>Estimated Timeline</b>	April 2025	May - July 2025	Staggered Schedule from June – December 2025	Begins with first closing and then ongoing
<b>Involved Parties</b>	<ul style="list-style-type: none"> <li>• TAG</li> <li>• Commissioners</li> <li>• Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• TAG</li> <li>• Report Providers</li> <li>• Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• Core Team</li> <li>• OMB</li> <li>• Commissioners</li> <li>• Consultant</li> </ul>	<ul style="list-style-type: none"> <li>• OCA</li> <li>• SMEs (As Needed)</li> <li>• Commissioners</li> <li>• Consultant</li> </ul>
<b>Commissioners Court Role</b>	Signoff on selected parcels for detailed evaluation.	N/A	Approval of RFP/RFQ goals and final transaction terms.	Approve any project changes, new financing, interventions as-needed. Receive regular compliance reporting.

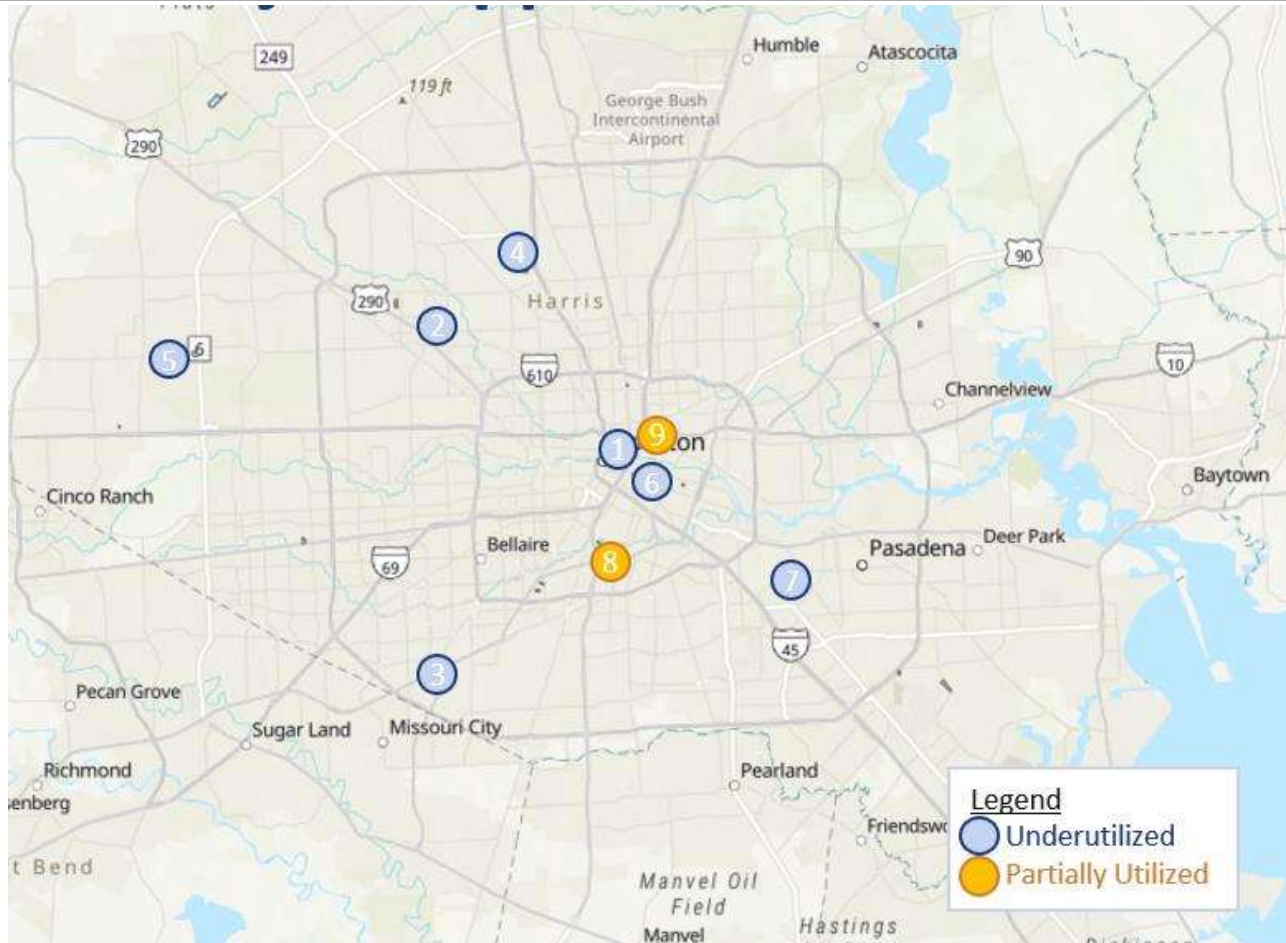


# Parcel Selection Process

- The TAG and the Consultant followed the steps outlined below to refine the list of over 16,000 County-owned parcels to curate nine high value, underutilized opportunities.



# Parcel Selection Results



The resulting opportunities are displayed on the map. **This is not a final list and is subject to change.** They are numbered from highest to lowest value and from underutilized to partially utilized.

We are undergoing a thorough engagement process with our County partners to determine which are the most suitable opportunities to bring through to the next steps of the PAW process.

## Precinct Distribution

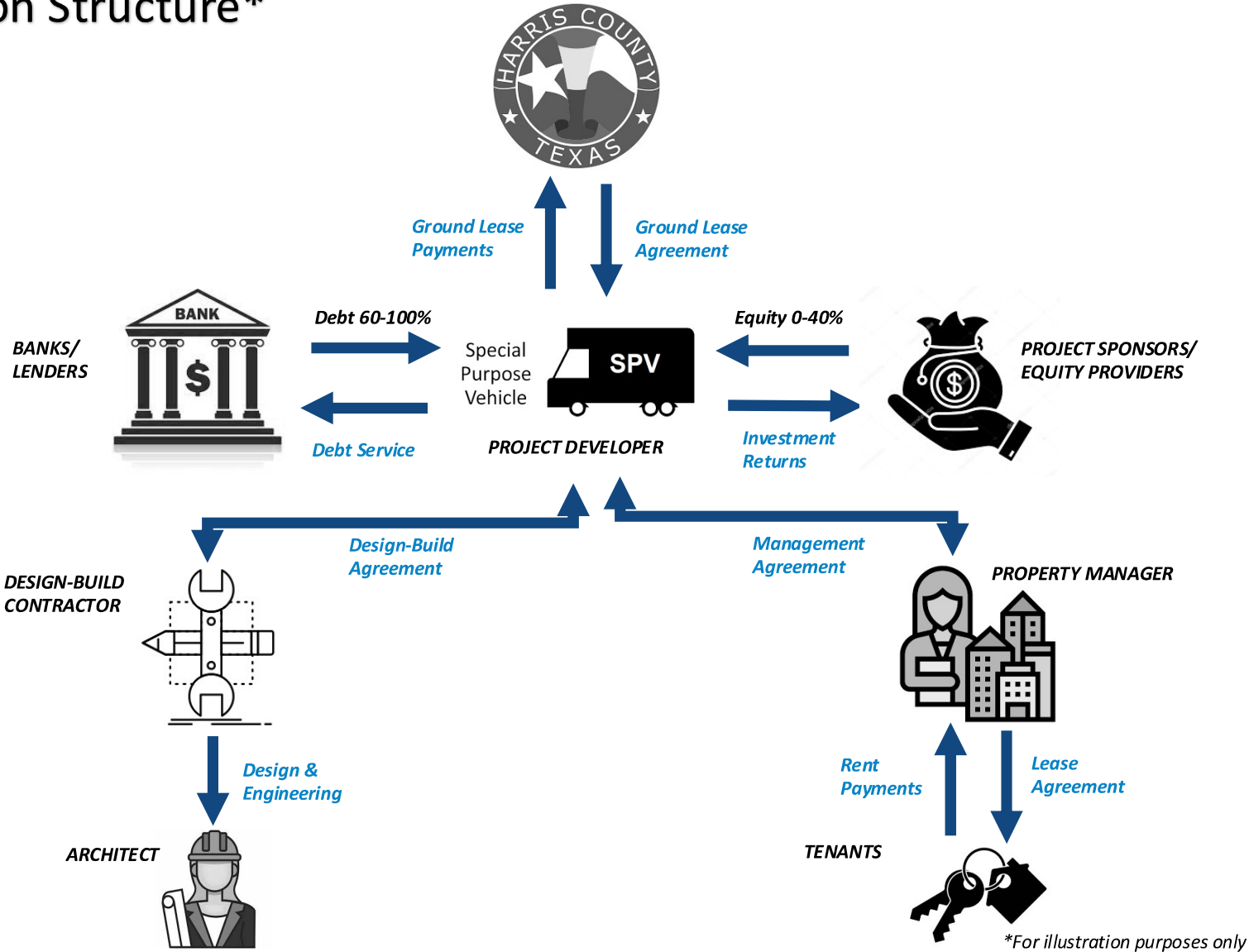
Precinct	# of Opportunities
1	5
2	2
4	2

# Typical P3 Transaction Structure\*

1  
County retains ownership and receives payments from unsubordinated ground lease

2  
Developer obtains financing secured by improvements

3  
Developer contracts with Design, Engineering, & Management firms



## Next Steps

**Mid-April:** TAG meeting to review and determine less than five opportunities to move forward.

**May:** Present those that received sign-off to Commissioners Court for approval in May.

**End of April:** Meet with each Precinct's Commissioner to request sign-off

**Recommendation:** While PAW is structured to be self-funded, we recommend that any ongoing revenues above what is needed to sustain the initiative be dedicated to a Reinvestment Fund. This Fund will allow us to track revenues separately and direct them to fund the priorities recommended by the County's Strategic Planning Committee.

*We thank the Court for their continued engagement and feedback, without which PAW's expeditious progress would not be possible.*

