TRANSPORTATION COMMITTEE MEETING AGENDA

MONDAY, JUNE 1, 2026
10:00 a.m.

Coachella Valley Water District
Steve Robbins Administration Building Training Room
75515 Hovley Lane East
Palm Desert, CA 92260

Members of the Committee and the public may attend and participate by video at the following remote location:

Blythe City Hall
235 N Broadway, Room A
Blythe, CA 92225

Members of the public may use the following link for listening access and ability to address the Transportation Committee when called upon:

https://us02web.zoom.us/j/88206425192?pwd=oGIt3S4UxXmbRqLB0Yfebwsaeszfjq.1

Dial In: +1 669 900 9128 US
Webinar ID: 882 0642 5192
Password: 691401

IF YOU ARE UNABLE TO CONNECT VIA DIAL IN OPTION, PLEASE CALL 760-346-1127

Public comment is encouraged to be emailed to the Transportation Committee prior to the meeting at cvag@cvag.org by 5:00 p.m. on the day prior to the committee meeting. Members of the public joining the meeting by Zoom can also provide comment by using the “raise hand” feature or hitting *9 on the phone keypad.

As a convenience to the public, CVAG provides a call-in and internet-based option for members of the public to virtually observe and provide public comments at its meetings. Please note that, in the event of a technical issue disrupting the call-in or internet-based options, the meeting will continue unless otherwise required by law.

THIS MEETING IS ADA ACCESSIBLE.
ACTION MAY RESULT ON ANY ITEMS ON THIS AGENDA. UNLESS OTHERWISE STATED, ALL ACTION ITEMS WILL BE PRESENTED TO THE EXECUTIVE COMMITTEE FOR FINAL APPROVAL.

1. **CALL TO ORDER** – Chair Jan Harnik, Councilmember, City of Palm Desert
Roll Call **P5**
Pledge of Allegiance
Agenda Modifications
Conflict of Interest Disclosure

2. **PUBLIC COMMENTS ON AGENDA ITEMS**

This is the first of two opportunities for public comment. Any person wishing to address the Transportation Committee on items appearing on this agenda may do so at this time. At the discretion of the Chair, comments may be taken at the time items are presented. Please limit comments to three (3) minutes.

3. **CHAIR / EXECUTIVE DIRECTOR ANNOUNCEMENTS**

4. **CONSENT CALENDAR**

A. **Approve the minutes of the April 6, 2026, Transportation Committee Meeting** **P6**

B. **Receive and file the Coachella Valley Broadband Strategic Plan, identifying strategies to increase and improve broadband in the region** **P11**

C. **Approve a revised Regional Arterial Program Policies and Procedures Manual and authorize the Executive Director to update the Manual with future cash flow-related policy decisions** **P14**

D. **Accept the Transportation Uniform Mitigation Fee (TUMF) Annual and Five-Year Report for Fiscal Year 2024-25** **P46**

E. **Approve Amendment No. 2 to the Reimbursement Agreement with the County of Riverside and the City of Coachella for the Airport Boulevard Bridge Replacement Project (Orange Street to Desert Cactus Drive), extending the time trigger to June 30, 2027** **P79**

F. **Authorize the Executive Director to execute Amendment No. 2 to the Pavement Management Analysis professional services agreement with Michael Baker International, Inc., adding $140,000 to provide professional engineering services through December 2027 related to the Cool Streets Project Master Plan, including provide plans, specifications and engineer's estimates for the pilot project** **P84**

4.1. ITEM(S) HELD OVER FROM CONSENT CALENDAR

5. PUBLIC HEARING

A. Appeal Hearing: Appeal by Haagen Company on Transportation Uniform Mitigation Fee (TUMF) assessment P93

1) Receive the Staff Report – Peter Satin

2) Open Hearing and Receive Testimony/Public Comments

3) Close Hearing

Recommendation: Deny the Transportation Uniform Mitigation Fee (TUMF) appeal brought forth by the HCL Indio Marketplace LLC, owned by the Haagen family, and authorize the Executive Director to enter into the necessary agreements to refund any TUMF collected pursuant to the Indio Grand Marketplace project upon finalization of a demolition permit for the existing structure

6. DISCUSSION / ACTION

A. Vehicles Miles Traveled (VMT) Project Findings – Peter Satin P152

Recommendation: Authorize the Executive Director to 1.) distribute the Vehicles Miles Traveled (VMT) report and associated tools to member jurisdictions and 2.) enter into the necessary agreements to authorize the Western Riverside Council of Governments (WRCOG) to host CVAG's subregional travel demand model

B. Coachella Valley Multimodal Corridor Plan – Randy Bowman P164

Recommendation: Authorize the Executive Director to execute a professional services agreement with CR Associates in an amount not to exceed $699,612 to provide professional engineering services for the Coachella Valley Multimodal Corridor Plan project

C. Interstate 10/ Monroe Street Interchange Project Proportionate Share Study – Randy Bowman P252

Recommendation: Accept the Interstate 10/ Monroe Street Interchange Project Proportionate Share Study

7. INFORMATION

a) Transportation Committee Attendance Roster P338

b) Regional Transportation Projects Status Report P339

c) CVAG annual meeting calendar P341

d) Regional Arterial Program Compliance Report P342

e) Development of a CV Link model ordinance **P348**

f) Replacement Equipment for CV Sync Network **P349**

8. PUBLIC COMMENTS ON NON-AGENDA ITEMS

This is the second opportunity for public comment. Any person wishing to address the Transportation Committee on items of general interest within the purview of this Committee may do so at this time. Please limit comments to two (2) minutes.

9. ANNOUNCEMENTS

The next meeting of the **Transportation Committee** will be held on Monday, August 31, 2026, at 10:00 a.m. at the Coachella Valley Water District, Steve Robbins Administration Building Training Room, 75515 Hovley Lane East, Palm Desert, 92260.

The next meeting of the **Executive Committee** will be held on Monday, June 1, 2026, at 4:00 p.m. at the Coachella Valley Water District, Steve Robbins Administration Building Training Room, 75515 Hovley Lane East, Palm Desert, 92260

The next meeting of the **General Assembly** will be held on Monday, June 29, 2026, at 6 p.m. at Fantasy Springs Resort's Special Events Center, 84-245 Indio Springs Parkway, Indio, 92203.

10. ADJOURNMENT

ITEM 1

Transportation Committee
Fiscal Year 2025-26 Roster

Transportation Committee Members	
Agua Caliente Band of Cahuilla Indians	**Anthony Purnel** Tribal Vice Chairman
City of Blythe	**Joseph DeConinck** Mayor
City of Cathedral City	**Raymond Gregory** Mayor
City of Coachella	**Stephanie Virgen** Councilmember
City of Desert Hot Springs	**Scott Matas** Mayor
City of Indian Wells	**Toper Taylor** Mayor
City of Indio	**Elaine Holmes** Mayor
City of La Quinta	**Kathleen Fitzpatrick, Vice Chair** Mayor Pro Tem
City of Palm Desert	**Jan Harnik, Chair** Councilmember
City of Palm Springs	**David H. Ready** Mayor Pro Tem
City of Rancho Mirage	**Steve Downs** Councilmember
County of Riverside	**V. Manuel Perez** Supervisor **Dennis Acuna** Director of Transportation
Torres Martinez Desert Cahuilla Indians	**Joseph Mirelez** Tribal Chair

ITEM 4A

Transportation Committee Meeting Minutes April 6, 2026

The audio file for this committee meeting can be found at http://www.cvag.org/audio.htm

1. CALL TO ORDER

The Transportation Committee meeting was called to order by Chair Jan Harnik, City of Palm Desert, on Monday, April 6, 2026, 10:01 a.m. at the Coachella Valley Water District Steve Robbins Administration Building Training Room, 75515 Hovley Lane East, in Palm Desert, 92260. Videoconferencing was available from the City of Blythe.

A roll call was taken, and it was determined that a quorum was present.

MEMBERS/ALTERNATES PRESENT	AGENCY
Tribal Vice Chairman Anthony Purnel	Agua Caliente Band of Cahuilla Indians
Mayor Joseph DeConinck *(via Zoom)*	City of Blythe
Mayor Raymond Gregory	City of Cathedral City
Councilmember Stephanie Virgen	City of Coachella
Mayor Toper Taylor	City of Indian Wells
Mayor Elaine Holmes	City of Indio
Mayor Pro Tem Kathleen Fitzpatrick, *Vice Chair*	City of La Quinta
Councilmember Jan Harnik, *Chair*	City of Palm Desert
Mayor Pro Tem David Ready	City of Palm Springs
Councilmember Ted Weill	City of Rancho Mirage
Supervisor V. Manuel Perez	County of Riverside

MEMBERS/EX OFFICIOS NOT PRESENT	AGENCY
Mayor Scott Matas	City of Desert Hot Springs
Tribal Chair Joseph Mirelez	Torres Martinez Desert Cahuilla Indians

City of La Quinta Mayor Pro Tem Kathleen Fitzpatrick led the Committee in the Pledge of Allegiance. There were no agenda modifications or conflicts of interest announced.

2. PUBLIC COMMENTS ON AGENDA ITEMS

None

3. CHAIR/ EXECUTIVE DIRECTOR ANNOUNCEMENTS

Deputy Executive Director Erica Felci announced that Executive Director Tom Kirk sends his regards and is unable to attend today's meeting due to illness. She also reported that the Riverside County Transportation Commission (RCTC) will hold its monthly meeting in Cathedral City on Wednesday, April 8. Mr. Kirk and Director of Transportation Jonathan Hoy will provide the Commission with an update on CVAG's cash flow. In addition, Ms. Felci noted that the California Transportation Commission, at its March meeting, approved State Transportation Improvement Program (STIP) funding for CV Sync Phase 4 in the City of Rancho Mirage.

4. CONSENT CALENDAR

IT WAS MOVED BY MAYOR PRO TEM FITZPATRICK AND SECONDED BY MAYOR HOLMES TO APPROVE THE CONSENT CALENDAR.

A. Approve the minutes of the February 2, 2026, Transportation Committee Meeting

B. Adopt a 3.9-percent increase in Transportation Uniform Mitigation Fee (TUMF) rates to take effect January 1, 2027, and update the TUMF Handbook to reflect the revised fee upon its effective date

C. Authorize the Executive Director to execute Amendment No. 2 with Kimley-Horn and Associates for an amount not to exceed $128,326 to conduct transportation model updates utilizing available Regional Early Action Planning (REAP 2.0) grant funding

D. Authorize the Executive Director to execute Amendment No. 5 to the agreement with Anser Advisory (also known as Accenture Infrastructure and Capital Projects LLC.) for an additional not-to-exceed amount of $950,000 for construction management services of CV Link

THE MOTION CARRIED WITH 10 AYES, 2 MEMBERS ABSENT AND 1 ABSENTION FOR ITEM 4A AND CARRIED WITH 11 AYES AND 2 MEMBERS ABSENT FOR ITEMS 4B-4D.

TRIBAL VICE CHAIRMAN PURNEL	**AYE**
MAYOR DECONINCK	**AYE**
MAYOR GREGORY	**AYE**
COUNCILMEMBER VIRGEN	**AYE**
MAYOR MATAS	**ABSENT**
MAYOR TAYLOR	**AYE**
MAYOR HOLMES	**AYE**
MAYOR PRO TEM FITZPATRICK	**AYE**
COUNCILMEMBER HARNIK	**AYE**
MAYOR PRO TEM READY	**AYE**
COUNCILMEMBER WEILL	**AYE/ ABSENTION (ITEM 4A)**
SUPERVISOR PEREZ	**AYE**
TRIBAL CHAIR MIRELEZ	**ABSENT**

4.1. ITEM(S) HELD OVER FROM CONSENT CALENDAR

None

5. DISCUSSION / ACTION

A. Update on California Association of Councils of Governments (CALCOG)

City of Palm Desert Councilmember and CVAG Transportation Chair Jan Harnik provided an in-depth overview of what California Association of Councils of Governments (CALCOG) is, what they do, and the importance of CVAG's involvement in statewide policy efforts. Ms. Harnik announced that CVLink was honored by CALCOG with a Eureka award for Regional Excellence at the recent CALCOG conference.

Brief member discussion ensued with Councilmember Harnik answering questions from

the Committee regarding the information presented.

No action was taken, as this item was informational only.

B. On-Call Traffic Signal Repair Services and Maintenance for CV Sync Network

Assistant Director of Transportation Mark Lancaster presented the staff report.

Member discussion followed, with Mr. Lancaster responding to Committee questions regarding the maintenance and repair process and the logistics involved. Committee members noted that the requested amount seemed low and staff noted that it would come back if additional funding was necessary.

IT WAS MOVED BY MAYOR GREGORY AND SECONDED BY MAYOR PRO TEM READY TO AUTHORIZE THE CHAIR AND EXECUTIVE DIRECTOR TO EXECUTE ON-CALL SERVICES AGREEMENTS FOR CV SYNC TRAFFIC SIGNAL REPAIR AND MAINTENANCE WITH CROSSTOWN ELECTRICAL & DATA, INC., ST. FRANCIS ELECTRIC, LLC, AND YUNEX TRAFFIC, LLC FOR A COMBINED, NOT-TO-EXCEED TOTAL OF $300,000 ANNUALLY THROUGH JUNE 2028

THE MOTION FOR CARRIED WITH 11 AYES AND 2 MEMBERS ABSENT.

TRIBAL VICE CHAIRMAN PURNEL	**AYE**
MAYOR DECONINCK	**AYE**
MAYOR GREGORY	**AYE**
COUNCILMEMBER VIRGEN	**AYE**
MAYOR MATAS	**ABSENT**
MAYOR TAYLOR	**AYE**
MAYOR HOLMES	**AYE**
MAYOR PRO TEM FITZPATRICK	**AYE**
COUNCILMEMBER HARNIK	**AYE**
MAYOR PRO TEM READY	**AYE**
COUNCILMEMBER WEILL	**AYE**
SUPERVISOR PEREZ	**AYE**
TRIBAL CHAIR MIRELEZ	**ABSENT**

C. Amendment to the Reimbursement Agreement for the South Palm Canyon Drive Bridge Replacement Project Over Tahquitz Creek

Transportation Program Manager Julie Mignogna presented the staff report.

IT WAS MOVED BY COUNCILMEMBER REED AND SECONDED BY MAYOR PRO TEM FITZPATRICK TO AUTHORIZE THE CHAIR AND EXECUTIVE DIRECTOR TO EXECUTE AMENDMENT NO. 2 TO THE REIMBURSEMENT AGREEMENT WITH THE CITY OF PALM SPRINGS FOR THE SOUTH PALM CANYON DRIVE BRIDGE REPLACEMENT PROJECT OVER TAHQUITZ CREEK, INCREASING CVAG'S REGIONAL SHARE TO $2,125,717.50

THE MOTION FOR CARRIED WITH 11 AYES AND 2 MEMBERS ABSENT.

TRIBAL VICE CHAIRMAN PURNEL	**AYE**
MAYOR DECONINCK	**AYE**
MAYOR GREGORY	**AYE**
COUNCILMEMBER VIRGEN	**AYE**

MAYOR MATAS	**ABSENT**
MAYOR TAYLOR	**AYE**
MAYOR HOLMES	**AYE**
MAYOR PRO TEM FITZPATRICK	**AYE**
COUNCILMEMBER HARNIK	**AYE**
MAYOR PRO TEM READY	**AYE**
COUNCILMEMBER WEILL	**AYE**
SUPERVISOR PEREZ	**AYE**
TRIBAL CHAIR MIRELEZ	**ABSENT**

D. Amendment to the Reimbursement Agreement for the Monroe Street / Interstate 10 Interchange Project

Ms. Mignogna presented the staff report and the next steps for the interchange project.

Member discussion ensued, with Ms. Mignogna responding to questions from Committee members. Riverside County Director of Transportation Dennis Acuña joined the conversation to provide additional clarification regarding project cost estimates.

IT WAS MOVED BY COUNCILMEMBER REED AND SECONDED BY MAYOR PRO TEM FITZPATRICK TO AUTHORIZE THE EXECUTIVE DIRECTOR TO EXECUTE AMENDMENT NO. 8 TO THE REIMBURSEMENT AGREEMENT WITH THE CITY OF INDIO AND THE COUNTY OF RIVERSIDE FOR THE MONROE STREET / INTERSTATE 10 INTERCHANGE PROJECT PROVIDING $56,531,115 FOR CONSTRUCTION, INCLUSIVE OF $30.848 MILLION ALREADY OBLIGATED

THE MOTION FOR CARRIED WITH 11 AYES AND 2 MEMBERS ABSENT.

TRIBAL VICE CHAIRMAN PURNEL	**AYE**
MAYOR DECONINCK	**AYE**
MAYOR GREGORY	**AYE**
COUNCILMEMBER VIRGEN	**AYE**
MAYOR MATAS	**ABSENT**
MAYOR TAYLOR	**AYE**
MAYOR HOLMES	**AYE**
MAYOR PRO TEM FITZPATRICK	**AYE**
COUNCILMEMBER HARNIK	**AYE**
MAYOR PRO TEM READY	**AYE**
COUNCILMEMBER WEILL	**AYE**
SUPERVISOR PEREZ	**AYE**
TRIBAL CHAIR MIRELEZ	**ABSENT**

6. INFORMATION

a) Transportation Committee Attendance Roster

b) Regional Transportation Projects Status Report

These items were placed in the agenda packet for members' information.

7. PUBLIC COMMENTS ON NON-AGENDA ITEMS

None

8. ANNOUNCEMENTS

The next meeting of the **Transportation Committee** will be held on Monday, May 4, 2026, at 10:00 a.m. at the Coachella Valley Water District, Steve Robbins Administration Building Training Room, 75515 Hovley Lane East, Palm Desert, 92260.

The next meeting of the **Executive Committee** will be held on Monday, April 27, 2026, at 4:00 p.m. at the Coachella Valley Water District, Steve Robbins Administration Building Training Room, 75515 Hovley Lane East, Palm Desert, 92260

9. ADJOURNMENT

There being no further business, Chair Harnik adjourned the meeting at 10:49 a.m.

Respectfully submitted,

Elysia Regalado
Deputy Clerk

ITEM 4B

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Coachella Valley Broadband Strategic Plan**

Contact: Randy Bowman, Assistant Director of Transportation (rbowman@cvag.org)

Recommendation: Receive and file the Coachella Valley Broadband Strategic Plan, identifying strategies to increase and improve broadband in the region

Background: The development of high-speed broadband internet access in the Coachella Valley continues to be a priority for member jurisdictions. In April 2023, the CVAG Executive Committee authorized the Executive Director to take the necessary actions to accept $978,460 in grant funding through the California Public Utilities Commission (CPUC) Local Agency Technical Assistance Program (LATA) to develop the Coachella Valley Broadband Strategic Plan. In September 2023, the Executive Committee authorized the execution of a professional service contract with HR Green Pacific, Inc. to provide engineering services for the project. Work on the strategic plan began in November 2023. The project was completed in February 2026.

The development of the strategic plan was informed by regular engagement with internet technology (IT) directors and senior public works staff of CVAG member jurisdictions; representatives from the Coachella Valley's three school districts; as well as experts from Caltrans Technologyand GoldenStateNet, the state's non-profit administering the implementation of the Middle-Mile Broadband Network (MMBI). The group met 17 times starting in March 2024 and in April 2026, the group received its final briefing on the project final deliverables. CVAG staff also provided interim progress reports to CVAG committees during the study effort.

The Coachella Valley Broadband Strategic Plan, attached as a link with this staff report, is organized according to the LATA grant proposal that CVAG submitted to CPUC. In addition to an Executive Summary, the main chapters include Grant Administration, Data Collection, Market Assessment, Needs Assessment, Gap Analysis, Implementation, Governance, Policy and Design Standards, Business Model and Financial Analysis, Partner Development, Project Design, and Appendices.

Key outcomes of the strategic plan include the following:

- Most of the Coachella Valley is served with high-speed broadband services meeting the LATA program definition of a minimum of 100 Mbps download and 20 Mbps upload speeds. Areas defined as underserved (less than 100/20 Mbps) or unserved (under 25/3 Mbps) are largely located in lower density or geographically remote areas where the high cost of construction makes traditional private broadband investment unfeasible.

- The federal government's Broadband Equity Access and Deployment (BEAD) grant funding Program, created through the 2021 Infrastructure Investment and Jobs Act, is

administered through the State. It is anticipated to provide funding to bring high speed broadband to unserved and underserved areas and provide additional broadband choices to most of the Coachella Valley. Grant funding applications from ISPs including Amazon Kuiper, Frontier, Resound Networks, SpaceX, and Zito Media are included in the State's BEAD Final Proposal submitted for approval in December 2025 to the National Telecommunication and Information Administration (NTIA).

- The CV Sync regional traffic signal synchronization program poses a leveraging opportunity to help with improving and expanding broadband service and choices in the region. The City of Indio was the first CVAG member jurisdiction to pursue using available capacity in CV Sync conduits to partner with an ISP to serve areas of the community. CVAG Executive Committee authorized agreements in 2023 and 2025 to allow Indio and other member jurisdictions to leverage CV Sync. The Cities of Cathedral City, Desert Hot Springs and Palm Springs, along with the Agua Caliente Band of Cahuilla Indians, are presently in discussion with CVAG staff about leveraging CV Sync for their broadband initiatives.

- The state's MMBI program brings a new major broadband trunk line to the Coachella Valley along the corridors created by the Union Pacific Railroad, Interstate 10, and State Route 62. Through this project, CVAG has placed CVAG member jurisdictions in contact with the state's MMBI program. Currently, the City of Indio and Twenty-Nine Palms Band of Mission Indians are engaging with the State on obtaining service through the MMBI for their broadband initiatives.

- Various ISPs requested during the project outreach for the ability to leverage government-owned conduits and infrastructure to lower the cost of implementing broadband and for uniform regional design and construction standards to make permitting and project design more predictable and streamline permitting. ISPs also requested better information be made available for available municipal conduits and municipal capital improvement projects, which might pose opportunities to leverage to expand service. CVAG has previously authorized the Executive Director to execute agreements to share conduits where feasible. The strategic plan provides model specifications and construction standards which member jurisdictions can adopt. CVAG has created a GIS map showing CV Sync conduits and planned capital improvement projects provided by member jurisdictions. The mapping will be published online this summer and will be maintained by CVAG for use by ISPs and member jurisdictions.

- In the event BEAD funding is not awarded to the applicants or if an applicant declines funding, the strategic plan includes high level designs for the areas of the Coachella Valley with the highest concentrations of unserved and underserved locations. ISPs and member jurisdictions can use the high-level designs to implement broadband projects. The strategic plan and the high-level designs will be published online and made available to member jurisdictions and ISPs.

- The strategic plan and the BEAD program have raised awareness of broadband needs in the Coachella Valley to IPS currently present in the region and ISPs interested in entering the Coachella Valley market. CVAG staff intends to maintain engagement with member jurisdictions and ISPs to promote the findings and solutions presented in the strategic plan and to encourage improvement in broadband in the Coachella Valley.

- While the BEAD program and other federal broadband grant programs initiated under the IIJA will not be continued beyond the current cycles under the current federal

administration, the State of California maintains several broadband grant funding programs. The strategic plan provides a compendium of the various grant funding programs to serve member jurisdictions seeking outside funding for their broadband initiatives.

To complete the terms of the LATA grant, CVAG staff is recommending the Executive Committee receive and file the Coachella Vally Broadband Strategic Plan. Following this action, staff will share this plan to member jurisdictions for their own discussion purposes and to provide a foundation for future, local broadband planning, and implementation.

Fiscal Analysis: There is no cost to finalizing the Coachella Vally Broadband Strategic Plan.

CVAG was awarded $978,460 in LATA grant funding to develop the Coachella Valley Broadband Strategic Plan. The final cost of the project is $963,205.50 and is being reimbursed 100 percent through the LATA grant.

Attachment:
Coachella Valley Broadband Strategic Plan: https://cvag.org/wp-content/uploads/2026/05/Broadband-Strategic-Plan-June-2026.pdf

ITEM 4C

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Updates to the Regional Arterial Program Policies and Procedures Manual**

Contact: Randy Bowman, Assistant Director of Transportation (rbowman@cvag.org)

Recommendation: Approve a revised Regional Arterial Program Policies and Procedures Manual and authorize the Executive Director to update the Manual with future cash flow-related policy decisions

Background: The Regional Arterial Program Policies and Procedures Manual (the Manual) is a compilation of the accumulated rules and regulations which the Executive Committee has approved over time. The Manual is referred to and becomes a part of every transportation project reimbursement agreement which CVAG enters into with member jurisdictions.

It has been more than 11 years since the last Manual update, which was last approved by the Executive Committee on February 23, 2015. Recognizing the need for an update, CVAG staff in November 2024 issued a Request for Proposals to the CVAG Professional Services Qualified Vendor List. In January 2025, the Executive Director authorized a contract with Kimley-Horn Associates in the amount of $74,660 to assist staff with the updates.

The project team of the consultant and CVAG staff conducted a wholesale review of the structure and content of the current Manual, including researching similar documents from other California public agencies. CVAG staff also solicited input from member jurisdictions' public works directors and city engineers in March 2026. Comments received were minor in nature.

The updated Manual being presented for CVAG committee approval incorporates the following key changes:

- Guidance conveyed in a more intuitive manner
- Improved formatting and appearance for users
- Addition of appendices of forms, templates, and reference documents
- Hyperlinks used in the Manual improve usefulness
- Improved alignment with Caltrans terminology
- Added interchange local agency proportionate share (policy established in 2003)
- Required coordination with CV Link and CV Sync regional programs
- Removal of references to Transportation Technical Advisory Subcommittee (TTAS), which was dissolved in 2020

Later this year, CVAG will publish a second volume to the Manual, which will focus on technical procedures and project management. The project team identified the need to develop an additional document to support administrative processes CVAG requires or follows for managing

regional transportation projects, either directly by CVAG or by member jurisdictions. This document will supplement the Caltrans Local Agency Procedures Manual (LAPM). Caltrans mandates use of the LAPM by local agencies, including CVAG, for any transportation project that has state or federal funding. The vast majority of regional transportation projects undertaken directly by CVAG or undertaken by member jurisdictions with regional funding by CVAG include state or federal funding.

As the Transportation Committee is aware, CVAG's committees are engaged in an effort to examine cash flow for regional funding along with updating the TPPS and companion documents. Policy decisions stemming from that effort, anticipated later in 2026, may require the updated Manual to be updated. Staff recommends with the approval of this item that the Executive Director be authorized to make the necessary updates to reflect any forthcoming policy decisions by the Executive Committee.

Attached is the updated Regional Arterial Program Policy & Procedures Manual along with a summary of changes.

Fiscal Analysis: There is no additional cost to approving the updated Manual. Support for this project was provided through a contract with Kimley-Horn Associates in the amount of $74,660.

Attachments:

1. Comparison of 2016 and 2026 Proposed 2026 Regional Arterial Program Policy & Procedures Manual
2. 2026 Regional Arterial Program Policy & Procedures Manual

Comparison of Structures From 2016 to 2026 Draft Policy & Procedures

2016 Policy & Procedures	Proposed 2026 Policy & Procedures
1.0 Introduction	I. Introduction
2.1 Cost Estimate Definitions	1.1 Purpose and Scope
3.1 Project Identification	1.2 How to Use This Manual
4.0 Right-of-Way Acquisition and Other Associated Costs	1.3 Roles and Responsibilities
5.0 Project Limits	II. Definitions
6.0 Project Funding Source	III. Glossary of Acronyms
7.0 Outside Funding	IV. Regional Transportation Plans
8.0 Project Scope of Work	4.1 TPPS
9.0 Project Design (Civil)	4.2 RACE
10.0 Project Design (Landscaping)	4.3 CVATP
11.1 Project Construction Funding	V. Funding Sources
11.2 Payment of Caltrans Charges	5.1 Regional Funding
12.0 Project Construction Survey	5.2 Measure A
13.0 Project Construction Management	5.3 TUMF
14.0 Project Oversight – Agency Time	5.4 Non-Regional Funding
15.0 Project Contingency Funds	5.5 Interchange Proportionate Share
16.0 Future Reimbursement Agreements	5.6 Cash Flow Preservation Policy
17.0 Cash Flow Preservation Policy	VI. Requirements for Administering Agencies
18.0 TUMF Participation	6.1 Data Sharing
18.1 Transportation Uniform Mitigation Fee (TUMF) and Local Development Mitigation Fee (LDMF)	6.2 CVAG Reporting and Engagement
19.1 Reference Documents	6.3 Project Funding Identification Signs
	6.4 CVAG Branding
	6.5 Regulatory Compliance
	6.6 CV Sync
	6.7 CV Link
	VII. Eligible Project Costs
	7.1 Funding Projects by Phase
	7.2 Project Administration
	7.3 Project Contingency
	7.4 Caltrans Charges
	7.5 Planning, Feasibility, and Project Study Report (PSR)
	7.6 Project Approval and Environmental Documents (PA&ED)
	7.7 Right-of-Way (R/W) Acquisition
	7.8 Utilities
	7.9 PS&E
	7.10 Construction
	VIII. Applying for Regional Funding
	8.1 Agreements
	8.2 Applications
	8.3 Application Process
	8.4 Agreement Amendments
	8.5 Future Reimbursement Agreements

2016 Policy & Procedures	Proposed 2026 Policy & Procedures
	IX. Appendix: Forms and Agreements

Summary of Changes from 2016 to 2026 Draft Policy & Procedures

2016 Policy & Procedures Section	Location in Proposed 2026 Policy & Procedures	Changes Made to 2016 Text
1.0 Introduction	Chapter I Introduction	Updated existing text.
2.1 Cost Estimate Definitions	Chapter III Glossary of Acronyms	Substantially updated to follow Caltrans.
3.1 Project Identification	Section 8.2 Applications	Updated & combined with 3.1, 5.0, and 8.0 text.
4.0 Right-of-Way Acquisition and Other Associated Costs	Section 7.7 Right-of-Way (R/W) Acquisition	Updated existing text to remove reference to TTAS and clarified excess property purchases and disposition.
5.0 Project Limits	Section 8.2 Applications	Updated & combined with 3.1, 5.0, and 8.0 text.
6.0 Project Funding Source	Section 5.1 Regional Funding	Updated existing text.
7.0 Outside Funding	Section 5.4 Non-Regional Funding	Updated existing text and added funding examples.
8.0 Project Scope of Work	Section 8.2 Applications	Updated & combined with 3.1, 5.0, and 8.0 text.
9.0 Project Design (Civil)	Section 7.9.2 Project Civil Design	No change in text.
10.0 Project Design (Landscaping)	Section 7.9.3 Landscaping and Hardscaping	Updated existing text.
11.1 Project Construction Funding	Section 6.5 Regulatory Compliance and Section 7.10.1 Construction Cost	Moved and generalized text on DBE program to Section 6.5. Moved remainder to Section 7.10.1, with sidewalks and all bikeway classes as eligible for regional funding (“Complete Streets Funding”).
11.2 Payment of Caltrans Charges	Section 7.4 Caltrans Charges	No change in text.
12.0 Project Construction Survey	Section 7.10.2 Construction Survey	Updated existing text.
13.0 Project Construction Management	Section 7.10.3 Construction Engineering	Updated existing text.
14.0 Project Oversight – Agency Time	Section 7.2 Project Administration	No change in text.
15.0 Project Contingency Funds	Section 7.3 Project Contingency	Updated existing text.
16.0 Future Reimbursement Agreements	Section 8.5 Future Reimbursement Agreements	No change in text.
17.0 Cash Flow Preservation Policy	Section 5.6 Cash Flow Preservation Policy	Updated existing text.
18.0 TUMF Participation	Section 5.3 TUMF	Updated and combined with text from 18.0 and 18.1.
18.1 Transportation Uniform Mitigation Fee (TUMF) and Local Development Mitigation Fee (LDMF)	Section 5.3 TUMF	Updated and combined with text from 18.0 and 18.1.
19.1 Reference Documents	Section 6.3 Project Funding Identification Signs	Updated text. Move project funding sign examples and

		detailed specifications to Volume 2.



Regional Arterial Program Policies and Procedures Manual

VOLUME 1

Updated June 1, 2026

CVAG



Table Of Contents

I. Introduction 4

1.1 Purpose and Scope 4

1.2 How to Use Volume 1 of the Manual 4

1.3 Roles and Responsibilities 5

II. Definitions 6

III. Glossary of Acronyms 7

IV. Regional Transportation Plans 7

4.1 Transportation Project Prioritization Study (TPPS) 7

4.2 Regional Arterial Cost Estimate (RACE) 8

4.3 Active Transportation Plan (CVATP) 8

V. Funding Sources 8

5.1 Regional Funding 8

5.2 Measure A 9

5.3 Transportation Uniform Mitigation Fee (TUMF) 9

5.4 Non-Regional Funding 10

5.5 Interchange Proportionate Share 11

5.6 Cash Flow Preservation Policy 11

VI. Requirements for Administering Agencies 13

6.1 Data Sharing 13

6.2 CVAG Reporting and Engagement 13

6.3 Project Funding Identification Signs 14

6.4 CVAG Branding 14

6.5 Regulatory Compliance 14

6.6 CV Sync 14

6.7 CV Link 14

VII. Eligible Project Costs 16

7.1 Funding Projects by Phase 16

7.2 Project Administration 17

7.3 Project Contingency 17

7.4 Caltrans Charges 17

7.5 Planning, Feasibility, and Project Study Report (PSR) 17

7.6 Project Approval and Environmental

Documents (PA&ED) 17
7.7 Right-of-Way (R/W) Acquisition 18
7.8 Utilities 18
7.9 PS&E 19
7.10 Construction 20
VIII. Applying for Regional Funding 22
8.1 Agreements 22
8.2 Applications 22
8.3 Application Process 23
8.4 Agreement Amendments 24
8.5 Future Reimbursement Agreements 25
IX. Appendix: Forms and Templates 25

I. Introduction

1.1 Purpose and Scope

The Coachella Valley Association of Governments (CVAG) is a joint powers authority (JPA) formed in 1973 with the purpose of coordinating and improving the planning and delivery of governmental responsibilities common to all member entities within the local region. CVAG consists of representatives of ten cities, the County of Riverside, and four Tribal Nations. CVAG serves as the transportation planning agency for Coachella Valley.

The **Regional Arterial Program Policies and Procedures Manual,** hereinafter referred to as Manual, is presented in two Volumes to help CVAG member jurisdictions understand which projects are eligible for transportation funding, along with the processes, procedures, and requirements they must adhere to when receiving and administering CVAG funding. The two volumes include:

- **Volume 1 (this document)** presents guidelines for CVAG member jurisdictions to follow related to regional transportation project funding, management, and design within the Coachella Valley region, including Measure A funding, Transportation Uniform Mitigation Fee (TUMF), and other non-regional transportation funding that is distributed by CVAG. This volume also presents processes and procedures for CVAG member jurisdictions to follow for determining project costs, funding, and project expense eligibility previously approved for preconstruction and/or construction by CVAG.

- **Volume 2** is a companion to the Caltrans Local Agency Procedures Manual (LAPM) and provides guidance on CVAG procedural requirements for project development and management including design standards, reimbursements procedures, eligible expense items, and more.



1.2 How to Use Volume 1 of the Manual

The Manual presents information on the procedures related to regional transportation project funding, management, and design within the Coachella Valley region. Each chapter begins with a section heading and includes subheadings within each chapter. The Manual is organized as follows:

- **Section 1.3. Roles and Responsibilities** discuss the roles and responsibilities of CVAG member jurisdictions when administering CVAG funding.
- **Section II. Definitions** define commonly used terms throughout this Manual.
- **Section III. Glossary of Acronyms** lists acronyms used throughout this Volume.
- **Section IV. Regional Transportation Plans** discuss the Regional Transportation Plans applicable to CVAG member jurisdictions and how projects are eligible for CVAG funding.
- **Section V. Funding Sources** discuss funding sources applicable to CVAG member jurisdictions.
- **Section VI. Requirements for Administering Agencies** discuss the requirements CVAG member jurisdictions must follow to when receiving CVAG funding.
- **Section VII. Eligible Project Costs** discusses what is eligible project costs and reimbursement eligibility for CVAG funded-projects.
- **Section VIII. Applying for Regional Funding** outlines the processes CVAG member jurisdictions must follow to apply for CVAG funding.
- **Section IX. Appendix** lists all relevant forms, templates, and documents to help streamline the funding process and help CVAG member jurisdictions submit and comply with funding requirements. External

documents are subject to periodic updates and any discprepencies between rpeivsly publshes version and current documents should be noted.

1.3 Roles and Responsibilities

CVAG Executive Director. Provides overall leadership, strategic direction, and management for CVAG. The Executive Director ensure compliance with federal, state, and local regulations, representing CVAG in regional and national forums, overseeing the development and implementation of the Transportation Prioritization Study (TPPS) and companion documents, managing CVAG budget and financial resources, and supervising staff to facilitate inter-departmental coordination.

CVAG Director of Transportation. Oversees the planning and development of transportation projects within the Coachella Valley, including preparation and implementation of the TPPS and related documents. Responsibilities also include developing and updating transportation plans and studies, conducting data analysis and traffic modeling, engaging with stakeholders and the public to gather input and build consensus, preparing grant applications, managing project funding, and monitoring the implementation of transportation projects to assess their effectiveness.

CVAG Transportation Department Staff. Oversees the development of CVAG-led project plans, schedules, and budgets, monitor project progress and performance. Responsibilities also include managing contracts, procuring vendors, coordinating with consultants, contractors and member jurisdictions' staff, addressing project risks and issues, managing Administering Agency reimbursement agreements and invoices, and reporting on project status to CVAG leadership and stakeholders.

Administering Agency Staff. Oversee the development of CVAG member jurisdictions' project plans, schedules, and budgets, monitor project progress and performance. Responsibilities also include managing contracts, procuring vendors, coordinating with consultants, contractors and CVAG Transportation Department Staff, addressing project risks and issues, coordinating with CVAG on reimbursement agreements and invoices, and reporting on project status to CVAG leadership and stakeholders.

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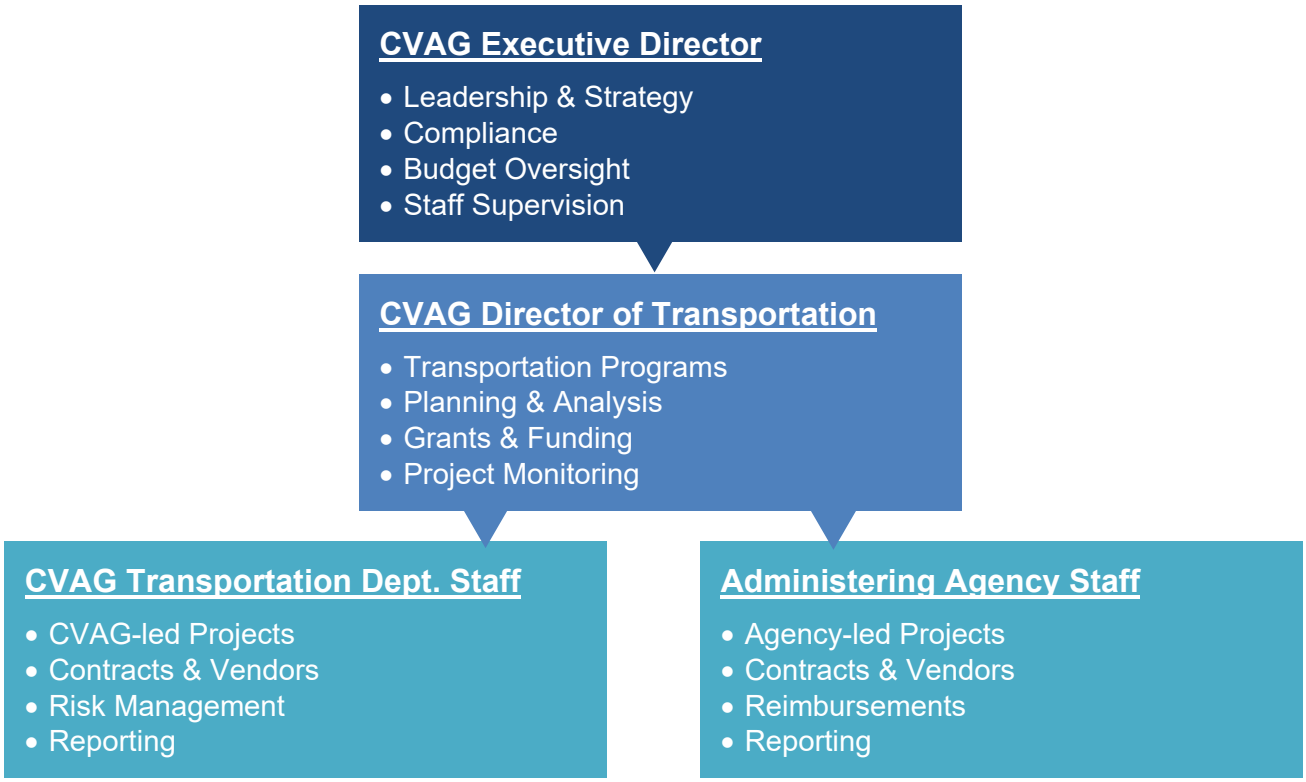


Figure 1: CVAG Roles and Responsibilities Flow Chart

II. Definitions

For purposes of this Manual, the following definitions apply:

- **Administering Agency –** A CVAG member jurisdiction that has executed the CVAG TUMF Implementation Agreement and is collecting TUMF fees or TUMF in-lieu fees.
- **Construction Cost –** The estimated cost of the capital or bid item costs to build the improvement per the approved plans and specifications, typically generated by a professional engineer, provided by the Administering Agency, and agreed to by CVAG.
- **Construction Engineering Cost –** The estimated cost based as a percentage of the Construction Cost of an improvement to inspect, manage, and oversee the construction of the improvement, typically generated by a professional engineer, provided by the Administering Agency, and agreed to by CVAG.
- **Construction Survey –** All surveying and construction staking necessary for the construction of the project.
- **Engineering/Design Cost** – The estimated cost based as a percentage of the Construction Cost on an improvement to design plans, specifications and related documents to build the improvement, typically generated by a professional engineer, provided by the Administering Agency, and agreed to by CVAG.
- **Hardscaping –** Non-living, built elements in a landscape design, such as median surfaces and cobble surfaces, that are made from durable materials like stone, concrete, or brick. Excludes sidewalks and Class 1 bikeways.
- **Landscaping –** Planted trees, shrubs, vines, ground cover, flowers or lawns.
- **Right-of-Way Cost –** The estimated cost, not including overhead charges, to obtain permanent and temporary rights to property necessary to construct and maintain an improvement prepared with an accuracy comparable to standards in the industry, typically generated by a professional engineer, provided by the Administering agency and agreed to by CVAG.

Refer to the Caltrans Local Agency Procedures Manual Division of Local Assistance Glossary. For additional definitions.

III. Glossary of Acronyms

For purposes of this Manual, the following acronyms apply:

- **ATP** California Transportation Commission's Active Transportation Program
- **CEQA** California Environmental Quality Act
- **CVAG** Coachella Valley Association of Governments
- **CVATP** Coachella Valley Active Transportation Plan
- **CVCC** Coachella Valley Conservation Commission
- **CVMSHCP** Coachella Valley Multiple Species Habitat Conservation Plan
- **LDMF** Local Development Mitigation Fee
- **NEPA** National Environmental Protection Act
- **PA&ED** Project Approval & Environmental Document
- **PS&E** Plans, Specifications & Estimates
- **PSR** Project Study Report
- **RACE** Regional Arterial Cost Estimate
- **R/W** Right-of-Way
- **TPPS** Transportation Project Prioritization Study
- **TUMF** Transportation Uniform Mitigation Fee

IV. Regional Transportation Plans

CVAG serves as the transportation planning agency for Coachella Valley and is responsible for preparing and adopting the Transportation Project Priority Study (TPPS). Funded in part by the Transportation Uniform Mitigation Fee (TUMF), a development fee under the California's Mitigation Fee Act, the TPPS is the main transportation plan for the Coachella Valley area and lists projects eligible for transportation funding in the region. The Regional Arterial Cost Estimate (RACE) provides cost estimates for TPPS projects. The TPPS and its companion documents are updated every five years. Finally, the Coachella Valley Active Transportation Plan (CVATP) lists all the active transportation-related projects and plans for CVAG member jurisdictions, along with funding sources, regional plans, and design guidance to adhere to when receiving CVAG funding.

4.1 Transportation Project Prioritization Study (TPPS)

As the **main transportation plan in the Coachella Valley**, the TPPS evaluates and prioritizes transportation projects to ensure resources are directed toward projects offering the greatest mobility, safety, sustainability, and community benefits. The TPPS uses defined evaluation criteria and data such as traffic studies, collision reports, and demographic forecasts to assess current and future transportation needs. The TPPS is updated approximately every five years, along with its companion documents such as the CVATP and the RACE.



Figure 2. Front Cover of Coachella Valley TPPS

Using evaluation criteria and data analysis, CVAG ranks transportation projects by priority, enabling member jurisdictions to determine which projects to fund and implement first. This approach ensures effective use of limited resources. The TPPS identifies potential funding sources, such as state and federal funding, Measure A, TUMF, and other regional and non-regional options, and offers guidance for phased implementation that aligns projects with available funding and logistical needs for future transportation improvements in the Coachella Valley.

4.2 Regional Arterial Cost Estimate (RACE)

The CVAG RACE **provides cost estimates for TPPS projects** to help CVAG and its member jurisdictions plan budgets, secure funding, and allocate local, state, and federal transportation funds to the highest-priority projects. It also encourages collaboration among local jurisdictions, regional agencies, and stakeholders to coordinate and implement arterial roadway improvements.

4.3 Coachella Valley Active Transportation Plan (CVATP)

The CVATP focuses on expanding non-motorized transportation across the Coachella Valley by improving pedestrian and bicycle infrastructure. Its goal is to develop a safe, connected, and accessible pathway network that enhances mobility and encourages residents to choose healthier, more sustainable travel options. The plan prioritizes filling network gaps, creating safe routes to schools, and improving access to public transit and key destinations like CV Link to make non-motorized transportation a practical alternative to driving. The **CVATP also identifies key regional projects, including new bikeways and pedestrian improvement, and supports lighting, signage, traffic calming, and bike-sharing stations to further support non-motorized travel.**

V. Funding Sources

This section describes funding sources for eligible projects, including Regional Funding, Measure A funding, and Transportation Uniform Mitigation Fee (TUMF).

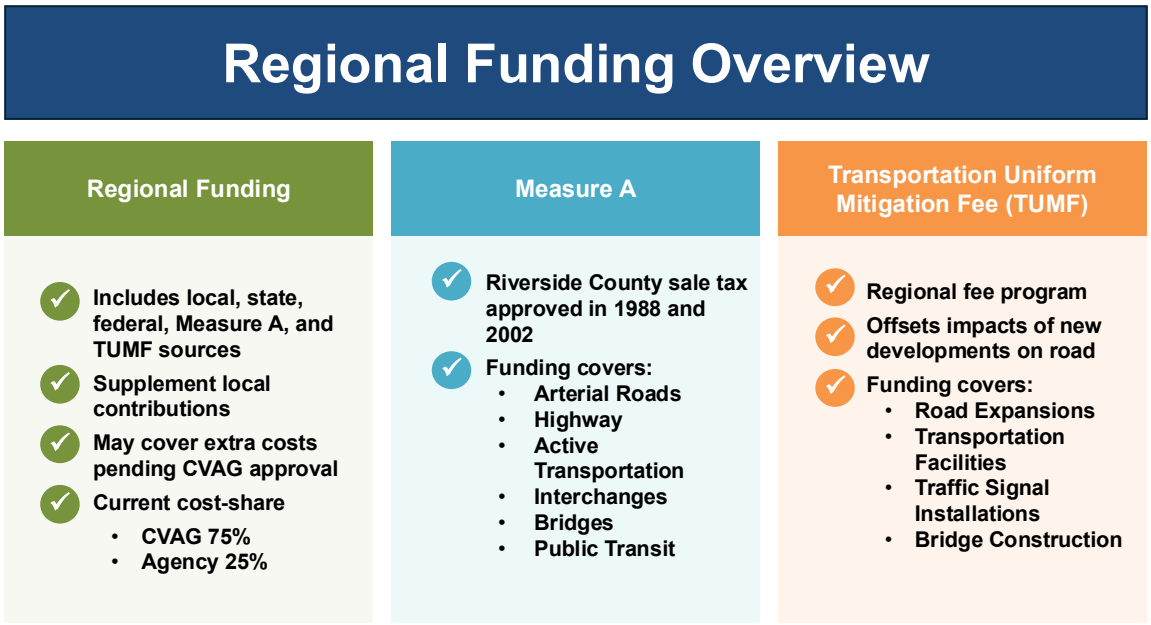


Figure 3. CVAG Project Regional Funding Sources

5.1 Regional Funding

Project funding can come from local sources, local gas taxes, state and federal funds from the proposing agency, as well as regional revenues from Measure A and TUMF collected by CVAG member jurisdictions.
Before submitting a project to CVAG for regional funding, all potential funding sources should be considered. If a project's scope changes and results in additional costs, these may be submitted to CVAG for funding eligibility and approval through CVAG's committee process.

Regional transportation funds are intended to supplement, not replace, local revenues or developer contributions required for approved regional road projects. CVAG member jurisdictions must require standard regional road improvements for developments adjacent to regional roads. In addition, to be eligible for regional funding, CVAG member jurisdictions must be in compliance with TUMF and all CVAG policies and procedures, including the Regional Arterial Program Policy and Procedures Manual.

Measure A and TUMF funding policies may change. Currently, CVAG covers 75% of eligible regional project costs (Regional Share) for fully participating member agencies, while agencies pay the remaining 25% (Local Share). Before 2006, cost-sharing was split 50/50. If a jurisdiction does not fully participate in TUMF and/or CVMSHCP, it must pay 75% of project costs, with CVAG covering 25%. If a jurisdiction withdraws from the CVMSHCP and causes additional environmental compliance costs, it is responsible for 100% of those costs. Any extra costs due to nonparticipation will not be refunded if the jurisdiction later rejoins TUMF or CVMSHCP.

5.2 Measure A

Approved by the voters of Riverside County in November of 1988 and an extension of Measure A by the voters in November of 2002, Measure A is county sales tax that provides a source of funds for improving regional transportation infrastructure and mobility within the Coachella Valley region. This measure focuses on financing various transportation projects, including arterial roads and highways, active transportation, interchanges, bridges, and public transit. Measure A expires in 2039, and Riverside County Transportation Commission (RCTC) in 2026 was considering when to bring an extension of Measure A to the voters. Visit the RCTC website at https://www.rctc.org/measure-a/ for more information on Measure A.

5.3 Transportation Uniform Mitigation Fee (TUMF)

The TUMF is a regional fee program aimed at funding transportation infrastructure improvements impacted by new development, primarily through mitigating traffic congestion and enhancing road networks and transportation facilities. The fees collected through the TUMF program are used for regional projects such as road expansions, traffic signal installations, traffic signal synchronization, transportation systems management, and bridge construction. The TUMF Program is administered by CVAG and is designed to mitigate the impacts of new development on roadway capacity.

An Administering Agency is responsible for complying with all CVAG policies and procedures, including this Regional Arterial Program Policy and Procedures Manual. To be eligible for reimbursement, jurisdictions must be in compliance with all policies and procedures adopted by (a) the CVAG Executive Committee, including policies related to the implementation, administration and collection of TUMF, and (b) the Coachella Valley Conservation Commission (CVCC) with regard to the implementation, administration and collection of the LDMF. *(Approved by Executive Committee, February 23, 2015)*

For participation in the TUMF program, a jurisdiction must adhere to the following:

- A jurisdiction that is not a member of the TUMF program and desires to join the TUMF may become a full member upon completing the full payment of the difference between TUMF that would have been collected and the amount of local Measure A contributed to the TUMF program.
- A jurisdiction may make this payment in “lump sum” or a schedule of payments of no less than 20% of the difference per year for five years and initiate collection of TUMF upon CVAG’s approval of entrance into the TUMF program.
- A non-participating jurisdiction joining the TUMF program must agree to participate for a period of not less than five years.
- A jurisdiction wishing to terminate its participation in the TUMF program may do so 30 days from receipt of official notification from the jurisdiction (consistent with CVAG Policy 13-03 above). The jurisdiction’s TUMF program will be audited within 60 days of effective termination to close out all fee collection discrepancies.

Failure to remit collections in a timely manner may result in the charging of interest, as approved by the CVAG Executive Committee on November 26, 1990.

To obtain full 75% funding eligibility by CVAG Regional Transportation Funds, each jurisdiction will be required to be compliant with TUMF.

Failure by any jurisdiction to be in compliance with TUMF, including the conditions of CVAG Policy 13-03, will automatically reduce to 25% the amount of CVAG regional funds to be provided to that jurisdiction in support of any otherwise qualified, approved regional road project, or jurisdictional portion of a project.

Requirements for the TUMF program are:

- Implementation of the impact fee schedule approved by the CVAG Executive Committee, adherence to the TUMF calculation methods as described in the approved TUMF Handbook, and collection of fees prior to issuing a building or similar permit;

- Remittance of collected fees to CVAG by the 20th of the month following the month in which they were collected. Failure to remit collections in a timely manner may result in the charging of interest, as approved by the CVAG Executive Committee on November 26, 1990;
- Submission of permit information, in a format specified by CVAG, for all eligible TUMF developments by the 20th of the month following the month in which the permit was issued. Information pertaining to exempt developments that would otherwise be subject to TUMF shall also be transmitted; and
- Participation in the Coachella Valley Multiple Species Habitat Conservation Plan (CVMSHCP) as administered by the Coachella Valley Conservation Commission (CVCC) by endorsing the Permit Application, signing the Implementing Agreement and complying with all CVMSHCP requirements therein, charging and collecting the Local Development Mitigation Fee as approved by CVCC, and following the policies duly adopted and amended by CVCC, including CVCC's Joint Project Review clarifying memorandum adopted during its June 10, 2021 meeting.

For more information on the TUMF Program, visit the CVAG website https://cvag.org/tumf/.

5.4 Non-Regional Funding

When a project receives funding from CVAG, any funds other than Measure A and TUMF must be deducted from the project's total cost before calculating the shares that CVAG and the Administering Agency will provide. In other words, external funds are subtracted first, and the remaining balance is used to determine each agency's contribution *(Approved by Executive Committee, September 26, 2011).*

For example, a project receiving ATP funds from the State will first subtract the amount of the ATP funding from the total project for each phase the project is receiving outside funding, then the remaining cost will be used to determine CVAG and Administering Agency shares. As a project receives multiple outside funds, the total of the outside funds will first be subtracted from the total project for each phase the project is receiving outside funds.

CVAG generally moves forward projects that are ranked within the top 10 percent of the TPPS. A lower ranked project (as determined in the current TPPS) receiving Outside Funds may still be considered for funding by CVAG's Executive Committee as an exception provided that there are findings of sufficient benefit to the region and that the funding of any lower ranked project will not have a detrimental effect on higher ranked projects *(Approved by Executive Committee, September 26, 2011).*

While a project may not be ranked within the top 10 percent of the TPPS, CVAG may recommend advancing a project based on the availability and commitment of substantial outside funding. This approach is consistent with CVAG's effort to maximize external state and federal funding when it secured. For example, a bridge project receiving Highway Bridge Program, which funds nearly 90 percent of construction costs, may be recommended for regional funding through CVAG to avoid losing the external funding for a regional project.

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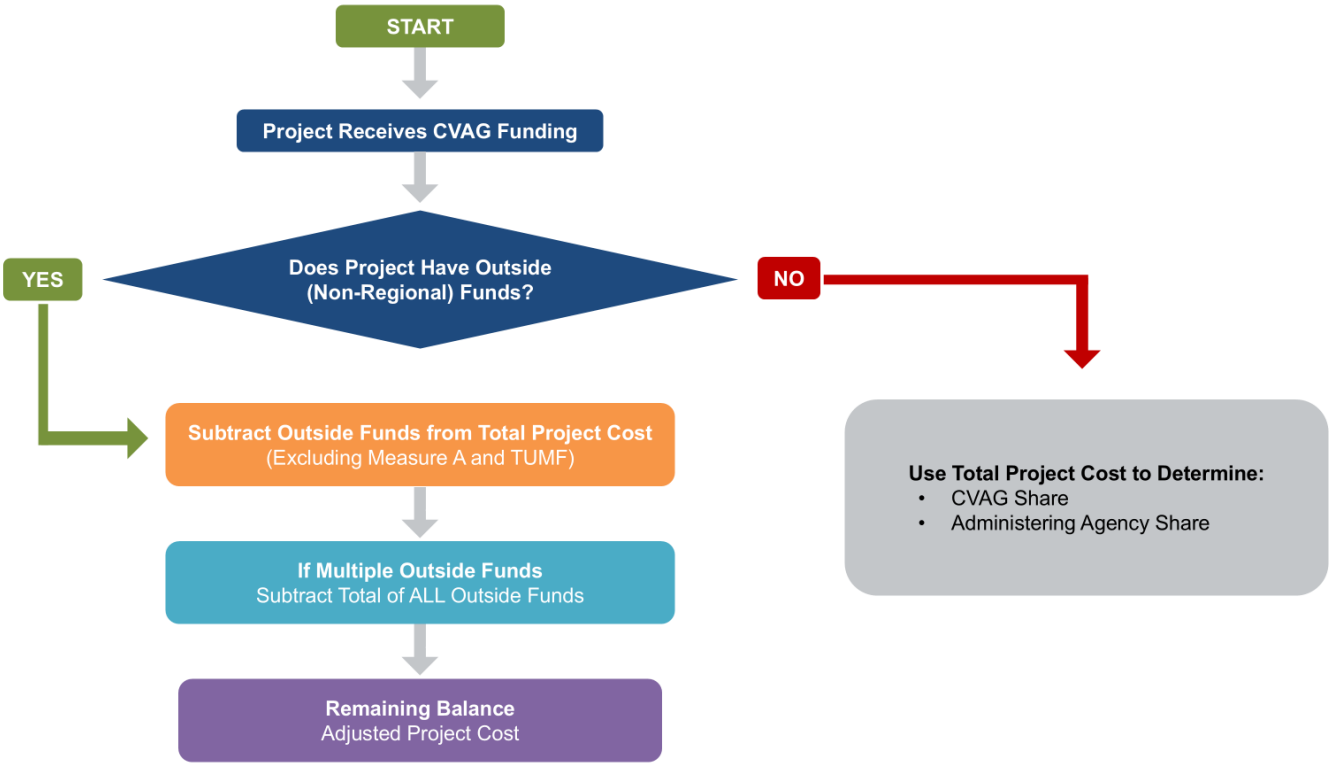


Figure 4. Non-Regional Funding Flowchart

5.5 Interchange Proportionate Share

Highway interchange improvements are a project type in the TPPS that are eligible for regional funding. Improvements of interchanges will benefit not only the member jurisdictions in which they are located, but any member jurisdiction in the near vicinity. The closer or more direct access to an interchange presumes a greater benefit. Considering this, the Executive Committee in 2003 approved a policy establishing a percentage distribution of the Local Share of the total cost of interchange projects, including PA&ED, R/W, Utilities, PS&E, and Construction. The percentage distribution is determined based on traffic projections modeled using Socio-Economic Data (SED) provided by member jurisdictions.

Working with member jurisdictions, CVAG is responsible for conducting a proportionate share study and presenting its recommendations to CVAG committees for approval. A proportionate share study is typically conducted at the time when a project is ready to advertise for construction and CVAG is preparing to enter into a reimbursement agreement with the Administering Agency for the Regional Share of the construction funding. Following CVAG approval of the proportionate study recommendations, the Administering Agency then enters into reimbursement agreements which each member jurisdiction identified in the recommendations.

5.6 Cash Flow Preservation Policy

The purpose of the CVAG Cash Flow Preservation Policy 10-04 is intended to help CVAG staff maintain funds for regional transportation improvement projects. The Cash Flow Preservation Policy will provide two major Triggers as to when CVAG fund support may be withdrawn from an approved regional transportation project.

The primary trigger will be a Time Trigger such that any regional transportation project must start construction within two years of the date of execution of the approved Reimbursement Agreement for the project, or an Amendment thereto. If the project has not started construction of a defined phase after two years, the Administering Agency will be required to again submit the project for consideration. The Time Trigger may also be defined by a mutually agreeable future date certain for start of construction, particularly on projects with multiple approved phases.

The second trigger of the Policy will be the Event Trigger and will be geared to address planned future phases of a

project such that when an agreed upon event or occasion arises, the defined next phase of the project must be initiated within one year thereafter.



Figure 5: Non-Compliance Consequences Breakdown

Failure by any jurisdiction to comply with the conditions of the CVAG Cash Flow Preservation Policy will require the affected jurisdiction(s) to repay any regional funds advanced for the initial/earlier completed phases of an approved project which do not meet the deadlines established by the Time Trigger and/or the Event Trigger as described.

Regional funds subject to repayment will accrue interest at the rate for the Local Agency Investment Fund (LAIF), as determined on July 1 of each year.

Repayment schedules for regional funds are subject to negotiation and approval by the CVAG Executive Committee, on a case-by-case basis. *(Approved by Executive Committee, September 27, 2010)*

As an incentive to assure compliance with the conditions of the CVAG Cash Flow Preservation Policy, language is included in any Reimbursement Agreements, or Amendments thereto, that requires the affected jurisdictions(s) to repay CVAG any regional funds advanced for an approved project which does not meet the deadlines established by the Time Trigger and/or the Event Trigger as described.

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VI. Requirements for Administering Agencies

This section describes guidelines for Administering Agencies receiving CVAG regional funding.

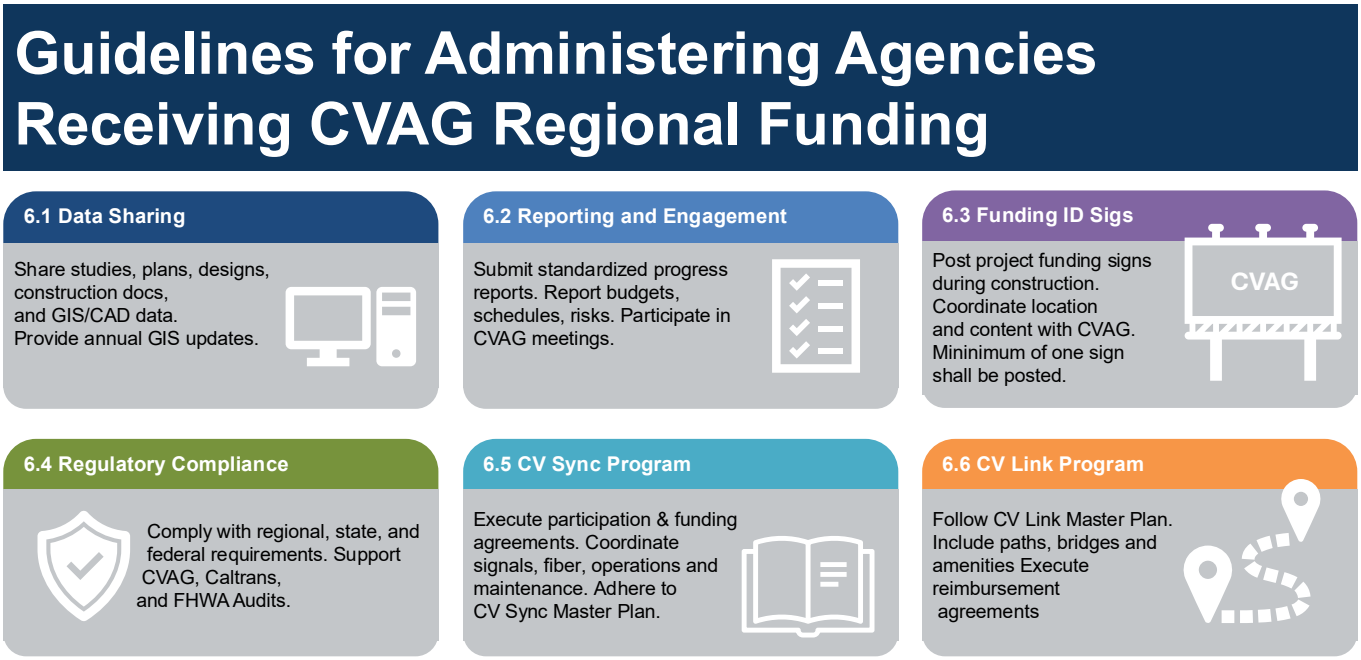


Figure 6. Guidelines for Administering Agencies Receiving CVAG Fundings

6.1 Data Sharing

Jurisdictions receiving regional funding are required to share with CVAG the project information, including studies, designs, surveys, plans, specifications, estimates, construction documents, construction management documentation, GIS and CAD data, audit findings, and other documents supporting the planning, design, right-of-way, and construction of regionally funded projects.

CVAG maintains GIS mapping of regional and local capital improvement projects to assist CVAG, member jurisdictions, and utility companies with project coordination and planning. Jurisdictions are expected to assist CVAG in maintaining the content of the GIS mapping on at least an annual basis by regularly providing updated project data including, but not limited to, project name, location, extents, scope, budget by phase, and key schedule milestones.

6.2 CVAG Reporting and Engagement

A member jurisdiction must prepare and submit standardized progress reports (refer to the Appendix for examples) on a regular basis to CVAG that outline the current status of the regionally funded projects the jurisdiction is managing. These reports should include summaries of financial expenditures and project overall budget and funding status, a breakdown of activities that have been completed since the last report, and a list of upcoming activities for the next reporting period. Additionally, anticipated deviations or modifications to the original project scope, schedule, or cost must be clearly documented.

In addition to written reports, an Administering Agency may be required to actively participate in CVAG Transportation Committee meetings. During these meetings, an Administering Agency might be required to present updates or address any queries posed by the regional committee members. This direct interaction allows for a more dynamic exchange of information and provides an opportunity for immediate feedback and discussion. An Administering Agency will also participate in other periodic CVAG meetings such as the public works roundtable. An Administering Agency will also include CVAG Transportation Department Staff in project meetings and share meeting agendas/minutes with CVAG Transportation Department Staff.

6.3 Project Funding Identification Signs

A minimum of one sign shall be posted for the duration of a regionally funded construction project. Additional signs may be required depending upon the location and extents of a project. An Administering Agency shall coordinate the number, location(s) and sign content with CVAG Transportation Department Staff. The cost for furnishing, installing, maintaining, and removing the sign(s) shall be eligible for regional funding cost sharing per Chapter VI.

Additional construction funding signs may be required for projects funded with non-regional funding.

Refer to Volume 2 of the Manual for sign design standards and requirements.

6.4 CVAG Branding

An Administering Agency shall comply with CVAG branding requirements for the agency's logo and identity, including CVAG projects and programs such as CV Link and CV Sync.

6.5 Regulatory Compliance

An Administering Agency is responsible for complying with all CVAG policies and procedures, including this Regional Arterial Program Policy and Procedures Manual. In addition, an Administering Agency shall comply with all regional, state, and federal requirements and regulations, including but not limited to auditing, design, construction, construction engineering, right-of-way acquisition, disadvantaged business or other enterprises, procurements, environmental clearance, and construction funding signs. The Caltrans Local Agency Procedures Manual provides substantial assistance in determining compliance requirements.

An Administering Agency shall comply with auditing requirements of Caltrans, Federal Highway Administration, and other applicable agencies when a project receives non-regional funding. In addition, an Administering Agency will cooperate with any CVAG-responsible auditing requirements.

6.6 CV Sync

CV Sync is the regional traffic signal synchronization project led by CVAG. Design, construction, operations and maintenance of the CV Sync program follows the CV Sync Master Plan adopted by CVAG Executive Committee on February 26, 2018, or subsequent amendments thereto approved by the Executive Committee, as well as the technical requirements and standards developed by the CV Sync Transportation Systems Management and Operations (TSMO) Committee.

An Administering Agency will execute a Participation Agreement with CVAG to participate in the CV Sync program. Participation in the CV Sync program will be defined in the Participation Agreement and may include, but not be limited to, granting use of a jurisdiction's infrastructure in implementing the CV Sync program; cooperating with CVAG on traffic signal programming, timing; and coordination; cooperating on CVAG-led CV Sync or Administering Agency-led CV Sync improvements within the jurisdiction, participating in the CV Sync TSMO, and cooperating with CVAG on the operations and maintenance of the CV Sync within the jurisdiction.

An Administering Agency leading the design or construction of CV Sync program improvements will execute one or more of the following agreements, depending upon the scope of the improvements:

- A Reimbursement Agreement with CVAG in order to receive regional funding for the project.
- A Fiber Use License Agreement in order to use a portion of the CV Sync program fiber infrastructure for jurisdiction use.
- A Colocation Agreement with CVAG in order to collocate broadband fiber within CV Sync conduits.

Refer to the Appendix for examples of agreements.

6.7 CV Link

CV Link is a multi-modal pathway that opened in November 2025 to provide a safe and accessible route for pedestrians, cyclists and low-speed electric vehicles. Design, construction, operations and maintenance of the CV Link program will follow the CV Link Conceptual Master Plan adopted by CVAG Executive Committee on February 29, 2016 or subsequent amendments thereto approved by the Executive Committee, including technical requirements and standards developed by CVAG.

Regionally funded improvement projects will include planned CV Link improvements including paths, amenities,

bridges and undercrossing, and related infrastructure.

CV Link was built by CVAG. An Administering Agency leading the design or construction of additional CV Link program improvements will execute a Reimbursement Agreement with CVAG in order to receive regional funding for the project.

Refer to the Appendix for example agreements.

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VII. Eligible Project Costs

7.1 Funding Projects by Phase

CVAG funds eligible regional projects through a phased approach to ensure efficient allocation of resources and successful project implementation. This phased funding strategy involves detailed planning, coordination, and execution, with specific focus on the distinct stages of project development. The phases include the following in order:

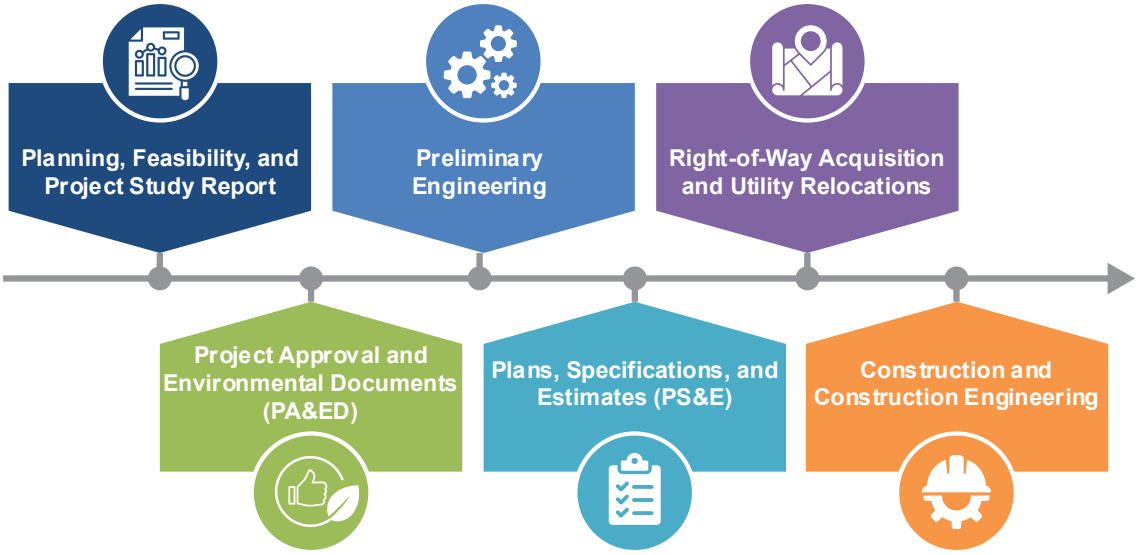
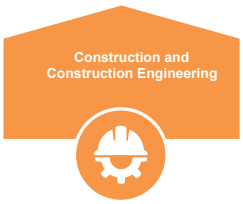


Figure 7: Funding Projects by Phase

	Purpose	Key Activities	Deliverables
Planning, Feasibility and Project Study Report	Define the transportation problem and identify feasible solutions.	• Identify transportation need, safety issues, and corridor deficiencies • Develop and evaluate conceptual alternatives • Prepare preliminary cost estimates and schedules • Conduct initial environmental and engineering assessments • Identify potential constraints (right-of-way, utilities, environmental resources)	• Approved Project Study Report (PSR) or equivalent planning document • Recommended project alternative • Initial scope, cost, and schedule baseline
Project Approval and Environmental Documents (PA&ED)	Select the preferred alternative and obtain environmental approval.	• Detailed environmental studies (CEQA/NEPA compliance) • Technical studies (traffic, air quality, biology, cultural resources, noise, etc.) • Public outreach and agency coordination • Engineering studies to refine alternatives • Identify mitigation measures and environmental commitments	• Environmental document (CE, IS/MND, EA/FONSI, or EIR/EIS) • Project Approval and Environmental Document (PA/ED) • Approved project scope and environmental clearance
Right-of-Way Acquisition and Utility Relocations	Acquire property and rights needed to construct the project.	• Finalize ROW maps and property needs • Property appraisals and acquisition negotiations • Relocation assistance for affected property owners or tenants • Utility coordination and relocation agreements • Clearance of encroachments	• Right-of-Way certification • Acquired property interests and utility agreements •

	Purpose	Key Activities	Deliverables
	Prepare final construction documents.	• Final engineering design and roadway plans • Preparation of construction specifications and bid documents • Updated detailed cost estimate • Design reviews and approvals • Final coordination with utilities, agencies, and stakeholders •	• PS&E package (construction plans, specifications, engineer's estimate) • Ready-to-advertise project •
	Build the project and deliver the improvements to the public.	• Advertise project and award construction contract • Construction management and inspection • Environmental compliance monitoring • Change order management and schedule oversight • Final acceptance and project closeout •	• Completed transportation facility • Final construction report and financial closeout

7.2 Project Administration

Project cost estimates should include an amount intended to allow an Administering Agency to recover an amount representing the costs incurred for the time of its employed staff working on the project. These amounts shall be eligible for regional funding based upon actual costs provided the total sum does not exceed 5% of the approved estimated project costs.

7.3 Project Contingency

Project Contingency Funds are an accepted part of project planning and may be considered as part of the funding for CVAG projects. However, contingency amounts shall not be set above typical and usual standards, and CVAG will make such a determination. Further, contingency amounts shall not be considered as project funding for the purposes of extending a project beyond the originally planned limits of work. If a change in scope or design creates a need for a Change Order which may require additional funds, an Administering Agency shall make application with CVAG for expense eligibility from regional funds. Only actual project costs incurred shall be eligible for funding. *(Approved by Executive Committee, January 27, 2014)*

7.4 Caltrans Charges

CVAG will pay qualified charges as submitted by Caltrans for work performed reviewing plans, specifications, reports, studies, analyses, etc., for projects which CVAG has entered into a Reimbursement Agreement with one or more of the member jurisdictions. *(Approved by Executive Committee, February 23, 2015)*

7.5 Planning, Feasibility, and Project Study Report (PSR)



Preparation of a Project Study Report or equivalent scoping document is an eligible activity, particularly for projects on or connecting to the State Highway System. The PSR defines project scope, need, alternatives, and preliminary cost estimates, and is required for programming into the State Transportation Improvement Program (STIP), the Federal Transportation Improvement Program (FTIP) or for Caltrans coordination. PSRs must follow Caltrans District 8 guidance and Local Assistance Procedures Manual requirements.

7.6 Project Approval and Environmental Documents (PA&ED)



The Project Approval and Environmental Document (PA&ED) phase is a critical component of the project development process and is eligible for regional funding when it supports the advancement of transportation projects with demonstrated regional benefit. This phase includes the full scope of activities necessary to obtain environmental clearance under the CVMSHCP, the California Environmental Quality Act (CEQA) and, when applicable, the National Environmental Policy Act (NEPA), as well as Administering Agency-level project approval. PA&ED encompasses the technical studies, coordination, public outreach, and documentation needed to satisfy all applicable environmental laws, policies, and permitting requirements. Jurisdictions must ensure that environmental review is conducted early enough to influence project design, cost, and scope decisions. Projects must comply with relevant environmental regulations, a preferred

alternative must be chosen, and final clearance must be obtained before any work may proceed into the Plans, Specifications, and Estimates (PS&E) phase.

Information on the CVMSHCP review process is available at https://cvmshcp.org/development/. Many roadway projects have specific mitigation measures and member jurisdictions are advised to coordinate with CVCC staff early in the design process to make sure the project is consistent with CVMSHCP goals and objectives.

7.7 Right-of-Way (R/W) Acquisition



All right-of-way acquisition and other associated costs, including appraisals and other costs allowed by state and federal law, are eligible for regional funding.

The Administering Agency shall submit a detailed list of costs associated with the right-of-way acquisition to CVAG for review and comment. CVAG will assess each cost and determine its eligibility for regional funding. All protests shall be filed with CVAG in writing for further review.

Where the likelihood of extensive right-of-way acquisition is needed or the need for extensive relocation of homes or businesses exists, or where new roadway, openings or other extenuating physical or economic restraints so warrant, preliminary engineering, alignment and traffic studies shall be eligible for regional funding.

Any excess property purchased to secure the necessary right-of-way for a project will be shared between the Administering Agency and CVAG proportionately according to the funding of the purchase by each jurisdiction participating in the project. Because recaptured funds may reduce the overall cost of the project, excess property will be disposed of according to the requirements of outside funding sources, and as approved by CVAG *(Approved by Executive Committee, July 30, 2007).*

7.8 Utilities



Utility coordination, relocation, and design work are eligible uses of regional funding when such activities are necessary for the delivery of a CVAG-approved transportation project. Utility-related tasks must directly support the scope of an eligible roadway, active transportation, transit, or infrastructure improvement, and must be documented as part of the project development process.

Jurisdictions are responsible for identifying existing utilities and potential utility conflicts within the project limits early in the design process and coordinating with utility owners to determine necessary protection, relocation, or replacement. Funding may be used for both public and private utility coordination and construction when those improvements are essential to completing the project.

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7.9 PS&E

7.9.1 Roadway & Appurtenances

This includes preparation of construction drawings and specifications (i.e., Plans, Specification & Estimates, or PS&E) for pavement, curb and gutter, medians, sidewalks, drainage systems, crosswalks, and roadway lighting within the right-of-way. Projects may also include roadway widening, intersection modifications, turning lanes, and structural sections designed to accommodate regional vehicle loads. Additional features such as signage, striping, guardrails, street name signs, traffic signals, and traffic signal interconnect and broadband infrastructure are also eligible under this category. Design must conform to Caltrans Highway Design Manual, AASHTO standards, and local engineering guidelines.

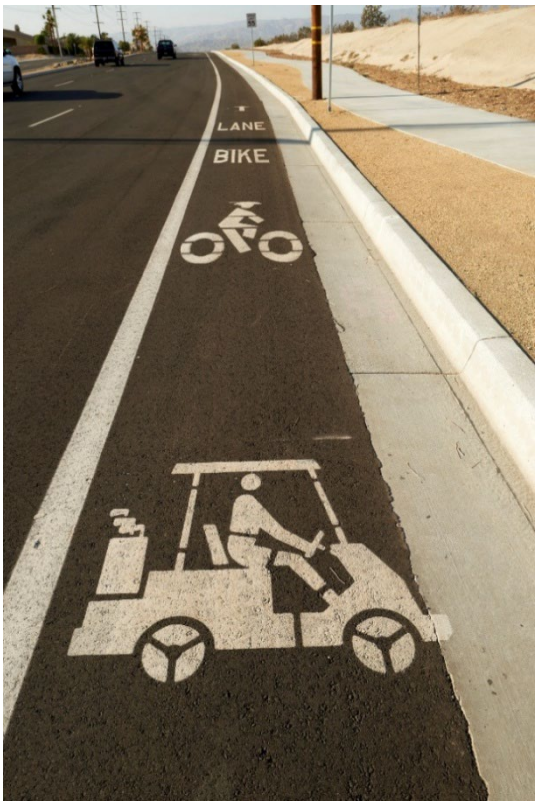


Figure 8: Bike Lane and Golf Cart Lane Paving

7.9.2 Project Civil Design

The project design is the sole responsibility of the Administering Agency or Agencies which are proposing and constructing the project. However, the design and construction standards as outlined in the most recent adopted update of the Regional Arterial Cost Estimate (RACE) shall be a guideline to be used by the designer for project design and construction standards. Any deviations should be identified, along with the rationale for such deviations.

The total project design services shall not exceed in cost ten percent (10%) of the estimated construction costs, or as determined by CVAG.

7.9.3 Landscaping and Hardscaping

The following requirements shall apply to landscaping, hardscaping, and related electrical and irrigation work on regionally-funded projects:



Figure 9: Roadway in Palm Springs, CA

- The design cost for new landscaping and hardscaping, including related electrical and irrigation work shall be eligible for regional funding inasmuch as the design for such work requires design coordination with other elements of the project that are eligible for regional funding for construction. For example, the design cost for landscaping and related work requiring coordination with the design of roadway widening or utility relocations to avoid conflicts is eligible for regional funding.
- The construction cost for new landscaping and hardscaping, including related electrical and irrigation work shall not be eligible for regional funding.
- The design and construction cost for only new utility sleeves which are to be placed below the roadway surface for future use shall be eligible for regional funding.
- The design and construction cost to adjust, reduce, or modify existing landscaping and hardscaping,

including related electrical and irrigation work which is directly affected by the project shall be eligible for regional funding providing it is replaced in-kind.

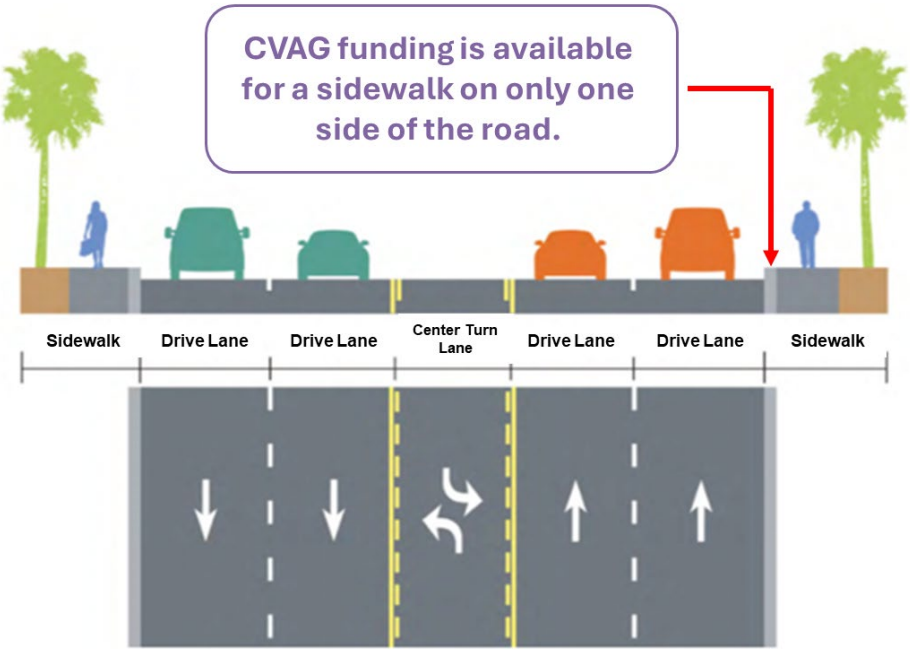


Figure 10. CVAG Eliglbe Funding

7.10 Construction

7.10.1 Construction Cost

Regionally funded project construction consists of furnishing all materials, equipment, labor, tools and incidentals required to construct the improvements as required by the approved plans, specifications and contract documents.

“Curb-to-curb” improvements include concrete or asphalt pavement, striping, traffic control devices, curb, gutters, storm sewers, utility relocations, streetlighting, and signage. “Curb-to-curb” improvements are eligible for funding, with the exception of landscaping and hardscaping. Refer to Section 8.10.3 for requirements and exceptions for landscaping and hardscaping.

The construction costs for sidewalks and Class I, II, III, and IV bikeways are eligible for regional funding.

All regionally funded Administering Agency projects will comply with the prevailing rates of wages and apprenticeship employment standards established by the State Director of Industrial Relations.

Regional funding for construction shall be calculated based on the lesser of the following:

- CVAG-approved project construction cost estimate.
- The awarded lowest responsible bidder’s proposal.

CVAG will provide one percent (1%) of construction costs for Design Enhancements on new interchanges on Interstate 10 and State Route 86. Extended Measure A (Post 2008) funds are eligible to pay for on-going maintenance costs of interchange landscaping improvements *(Approved by Executive Committee, February 28, 2005).*

CVAG will not allow the use of the one percent (1%) of construction costs for Design Enhancements or extended Measure A funds for on-going maintenance costs of interchange landscaping improvements for improvements to regional transportation projects when they can be more closely identified with individual jurisdictions, such as city names being constructed onto interchanges *(Approved by Executive Committee, April 30, 2007).*

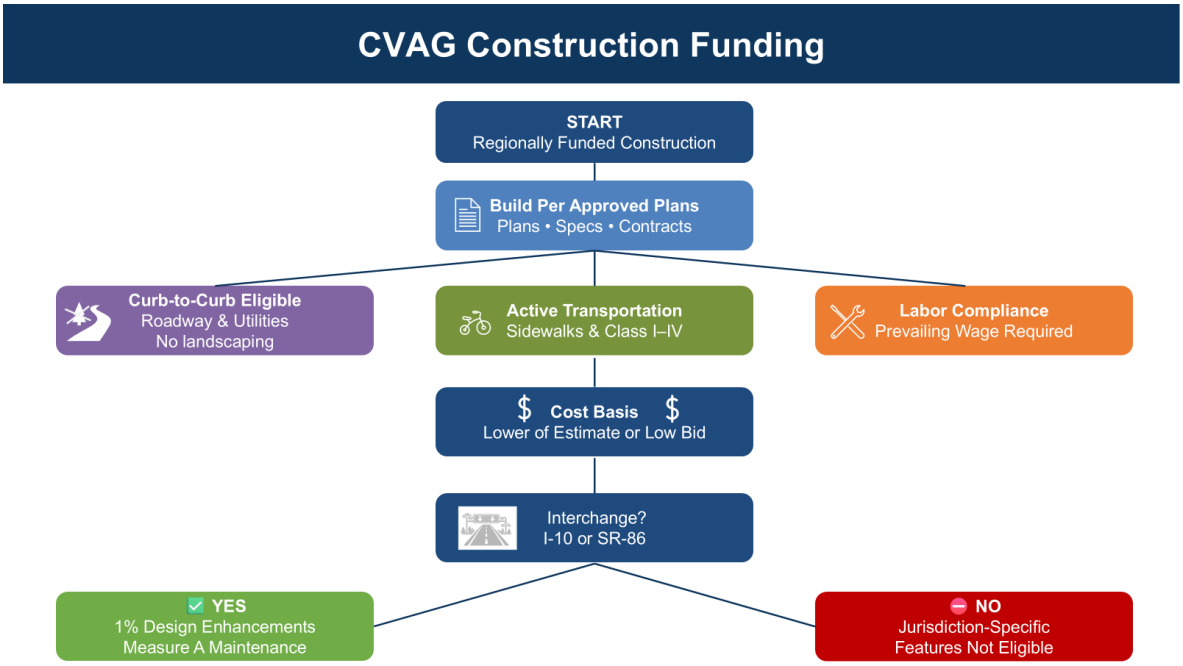


Figure 11. CVAG Eliglbe Funding

7.10.2 Construction Survey

The cost of additional surveying or construction staking primarily for the convenience of the contractor, not in conformance with usual and customary practices, or for the replacement of stakes lost as a result of the contractor's or Administering Agency's negligence, shall not be eligible for regional funding.

The Administering Agency shall be responsible for all resetting of monumentation within public and/or private right-of-way that is destroyed by the construction operations unless it is itemized in the approved construction survey estimate.

7.10.3 Construction Engineering

The following construction engineering costs shall be eligible for regional funding:

The construction engineering costs set forth above shall be eligible for regional funding based upon actual costs provided the total sum does not exceed fifteen percent (15%) of the lesser of the CVAG approved estimated construction cost or the awarded lowest responsible bidder's proposal.

An additional five percent (5%) of construction costs may be available, at CVAG's discretion, for project construction engineering costs for Interstate 10 Interchange projects.

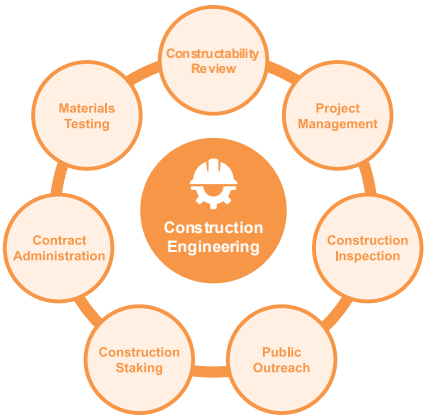


Figure 4: Construction Engineering Costs

VIII. Applying for Regional Funding

8.1 Agreements

When the CVAG Executive Committee authorizes a regional funding application, its action will include authorizing a reimbursement agreement between CVAG and the Administering Agency. The Executive Committee may authorize multiple agreements or a multi-party agreement for a funding request, depending on the number of jurisdictions participating in a project. CVAG, local or other regional agencies, as determined by the Executive Committee, may act as the Administering Agency, if fully qualified to administer the project delivery.

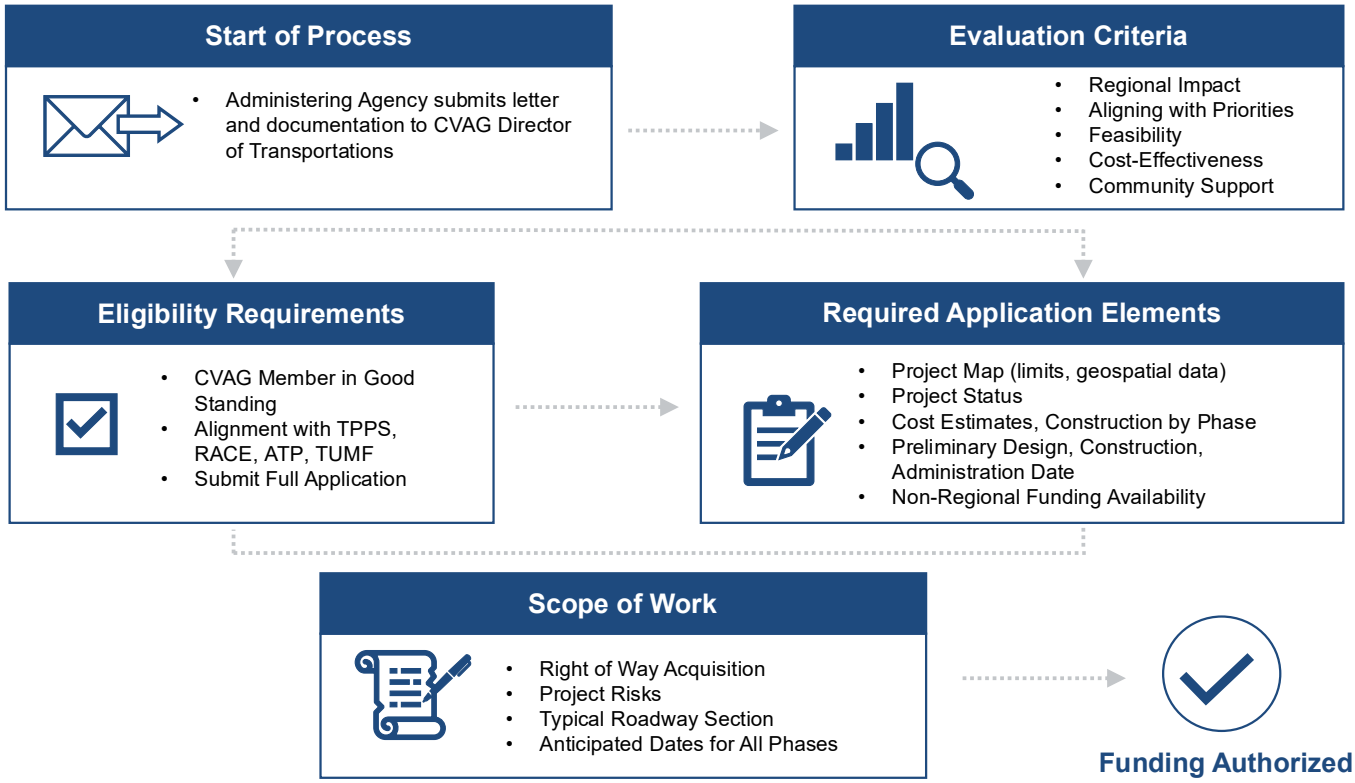


Figure 5: Agreement Process

8.2 Applications

The process of authorizing the funding for a regional arterial project through the CVAG committees starts when the Administering Agency submits a letter and supporting documentation to the CVAG Director of Transportation requesting funding for a proposed regional arterial project. Applications will be evaluated by CVAG based on criteria including regional impact, alignment with strategic priorities, feasibility, cost-effectiveness, and community support.

To be eligible for regional funding, an Administering Agency must:

- Be a CVAG member jurisdiction compliant with CVAG policies including, but not limited to, CVAG Cash Flow and Transportation Policy and Procedures Manual.
- Propose projects that align with regional priorities as outlined in the CVAG TPPS, RACE, and CVATP, and the TUMF program.
- Submit a regional funding application following CVAG guidelines and procedures.

A regional funding request shall include all of the following:

- A project location map and underlying geospatial data clearly identifying:
    - Project limits (project limits shall include the beginning and ending points of construction)
    - The project in relation to the general vicinity

  - Project limits related to the environmental envelope of the project that is sought for CEQA and/or NEPA approval

- A statement that the project is included in the latest approved TPPS list of projects.
- A general statement of the project, including purpose and need.
- Current status of the project development, including completed planning and feasibility studies.
- Proposed project scope of work
- Cost estimates by phase of the project (PSR, PA&ED, PAS&E, R/W and Utility Relocations, Construction, and Construction Engineering) and identification of funding sources for each phase.
- A preliminary design estimate for all design services.
- A preliminary construction cost estimate (to be updated once design is completed).
- A preliminary cost estimate for administration and Administering Agency project management.
- Availability and commitment of non-regional funding, if available.

The project scope of work narrative shall include, but not be limited to, discussion of the following:

- Right of way acquisition and relocation
- Potential project risks for each phase of project
- Typical roadway improvement section
- Anticipated starting and completion dates for PSR, PA&ED, PS&E, R/W Acquisition and Utility Relocation, and Construction

Refer to the Appendix for application forms and samples.

8.3 Application Process

☑ Submission:

- The Administering Agency is encouraged to discuss a funding request with the CVAG Director of Transportation before submitting an application.
- The Administering Agency will assemble the application and submit via email to the CVAG Director of Transportation.
- Applications will first be reviewed for completeness before being further reviewed for eligibility. CVAG will notify the Administering Agency either of deficiencies in the application, or acceptance of the application for further review.

☑ Evaluation:

- Once a complete application has been accepted by CVAG, CVAG Transportation Department Staff will conduct the following:
- Assess the funding request and determine its eligibility for regional funding.
- Evaluate if current and projected regional transportation funding is sufficient to meet request.
- Engage with the Administering Agency with feedback and questions and, as needed, request revisions to the application.
- Prepare a staff report including all the information provided by the Administering Agency, along with the staff recommendation. For an application recommended for funding, CVAG will draft and review a draft

reimbursement agreement with the Administering Agency.

- The Administering Agency may withdraw the application at any time.

☑ Authorization:

- CVAG Transportation Department staff will present the staff report with staff recommendation to the next scheduled meetings of the CVAG Transportation Committee and Executive Committee. Requests must adhere to submittal deadlines set by CVAG. Staff reports will include the application, and if recommended for funding, a reimbursement agreement between CVAG and the Administering Agency.

- Following CVAG Executive Committee authorization, the authorized funding agreement will be routed to the Administering Agency for execution.

8.4 Agreement Amendments

An Administering Agency may need to request an amendment to an executed agreement due to changes in project scope, schedule, or budget. Jurisdictions must notify CVAG in a timely manner and in writing of any material changes to scope, cost, or schedule for projects receiving regional funding.

To be eligible for a regional funding agreement amendment, an Administering Agency must:

- Be a CVAG member jurisdiction compliant with CVAG policies.
- Propose amendments that align with regional priorities as outlined in the CVAG TPPS, RACE, and CVATP, and the TUMF program.
- Submit a regional funding agreement amendment application following CVAG guidelines and procedures.

Requested amendments will be reviewed to assess their impact on regional priorities, funding balance, overall cash flow, and consistency with original programming actions.

Failure to notify CVAG of significant changes may result in funding delays, ineligibility for future phases, or deprogramming. All amendments must be executed before any new funds are obligated or reimbursed.

Reasons for requesting an agreement amendment include:

- Scope modification (e.g., adding or removing project elements)
- Schedule extensions beyond approved milestone deadlines
- Cost increases requiring reprogramming or additional funding
- Phase shifting or splitting (e.g., separating design from construction)
- Changes in funding source or local match

The procedure for submitting, evaluating, and authorizing a regional funding agreement amendment follows the process outlined in Section 9.3.

A regional funding agreement amendment application shall include all of the following:

- ✓ Administering Agency
- ✓ Project Name
- ✓ Project Description
- ✓ Administering Agency Project Manager
- ✓ Agreement Number
- ✓ Current Project Phase
- ✓ Authorized Regional Funding to Date
- ✓ Additional Regional Funding Request
- ✓ Current Time Trigger
- ✓ Proposed Time Trigger
- ✓ Project Schedule
- ✓ Moving to Next Phase of Development decision
- ✓ Scope Changes
- ✓ Proposed Scope Change
- ✓ Justification of Amendment Request
- ✓ Requested by (Date)
- ✓ Project Map Attachment

8.5 Future Reimbursement Agreements

By Policy Number 13-02, CVAG will consider a Future Reimbursement Agreement to establish an approximate date, by CVAG Fiscal Year, when a participating jurisdiction may anticipate that the regional share of project costs will be reimbursed to the jurisdiction(s) which have constructed a qualified regional transportation project using their own funds. *(Approved by Executive Committee, January 28, 2013)*

IX. Appendix: Forms and Templates

Sample documents will be attached for purpose of reviewing the draft policy & procedures, but will include hyperlinks to the documents at publication.

- CVAG TUMF Implementation Agreement
- CVAG Reimbursement Agreement – Agreement Request Form
- CVAG Reimbursement Agreement – Template Agreement
- CVAG Reimbursement Agreement Amendment – Template Amendment
- CVAG Reimbursement Agreement Amendment – Amendment Request Form
- CVAG CV Link Participation Agreement – Template Agreement
- CVAG CV Sync Participation Agreement – Template Agreement
- CVAG CV Sync Fiber Use Agreement – Template Agreement
- CVAG CV Sync Conduit Colocation Agreement – Template Agreement
- CVAG CV Sync Master Plan
- CVAG CV Link Conceptual Master Plan
- Caltrans Local Assistance Procedures Manual (LAPM)
- Transportation Project Prioritization Study (TPPS)
- Regional Arterial Cost Estimate (RACE)
- CVCC Fee Estimator
- LDMF Nexus Report
- LDMF Annual Report
- TUMF Nexus Report
- TUMF Annual Report
- Coachella Valley Multi Species Habitat Conservation Plan
- Regionally Funded Project Progress Report examples



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74-199 El Paseo
Suite 100
Palm Desert, CA 92260

(760)-346-1127

www.cvag.org

CVAG

ITEM 4D

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **TUMF Annual and Five-Year Report for Fiscal Year 2024-25**

Contact: Peter Satin, Conservation Program Manager (psatin@cvag.org)

Recommendation: Accept the Transportation Uniform Mitigation Fee (TUMF) Annual and Five-Year Report for Fiscal Year 2024-25

Background: The Mitigation Fee Act (Government Code §66006) requires local agencies receiving development mitigation fees in connection with the approval of a development project to deposit those fees in separate accounts based on the purpose for which each fee was adopted, and to annually report to the public the collection and use of the fees in each such account. The Mitigation Fee Act also requires a report every five years as to the unexpended portion of fees in each account. The Transportation Uniform Mitigation Fee (TUMF) Annual and Five-Year Report is prepared each year to satisfy the requirement of the Mitigation Fee Act.

CVAG's Regional Arterial Program is comprised of TUMF and Measure A regional arterial funds. The two sources combined generated a total of $32,753,321 during fiscal year 2024-25, which represents a de minimis increase in revenues over fiscal year 2023-24 (Table 1). Local Measure A funds are received by TUMF-collecting jurisdictions for their local street and road projects in the Coachella Valley, and are determined via a formula quantifying total dwelling units and taxable sales. Dwelling unit data is collected annually from each jurisdiction and is forwarded on to the Riverside County Transportation Commission (RCTC).

Table 1: TUMF program revenues in fiscal year 2024-25 compared to fiscal year 2023-24.

Fund	FY 24-25	FY 23-24	Difference	% Difference
TUMF	$6,493,520	$5,480,489	$1,013,031	18%
Measure A	$26,259,802	$27,185,225	$(925,423)	(3%)
Total	$32,753,321	$32,665,714	$87,607	0%

The TUMF program began in fiscal year 1989-90 and saw a steady increase in local Measure A funding received by CVAG's member jurisdictions until the Great Recession, which began in 2008 and resulted in significant downturns in revenues generated. Revenues from both Measure A funding and TUMF assessments then began to climb again, before peaking during the COVID-19 pandemic. Since the pandemic, revenue trends appear to be erratic; TUMF collections declined for two years before rebounding in this reporting year, while Measure A distributions have seen a consistent decline.

The report was provided to the Desert Valleys Builders Association (DVBA) for comment, who noted minor inconsistencies. Those inconsistencies have been addressed in the version now

being presented for the Committee's approval. A final comment letter supporting the finalization of the report was issued by DVBA on May 18, 2026 and is attached.

Fiscal Analysis: There is no cost to CVAG from receiving and filing the Annual and Five-year Report.

Attachments:

1. TUMF Annual and Five-Year Report for Fiscal Year 2024-25
2. DVBA comment letter, May 18, 2026

TRANSPORTATION UNIFORM MITIGATION FEE ANNUAL AND FIVE-YEAR REPORT

FISCAL YEAR 2024-2025



CVAG

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS
74-199 El Paseo, Suite 100
Palm Desert, CA 92260

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS

Transportation Uniform Mitigation Fee Fiscal Year 2024-2025 Annual Report

CVAG

Transportation Department

Cover photo courtesy of Donn Uyeno, City of Indio
Avenue 44 Bridge

Table of Contents

Introduction 1
Fiscal Year 2024-2025 Summary 3
TUMF Collections by Jurisdiction, Fiscal Year 2024-2025 5
All Jurisdictions 5
Cathedral City 7
Coachella 8
Desert Hot Springs 9
Indian Wells 10
Indio 11
La Quinta 12
Palm Desert 13
Palm Springs 14
Rancho Mirage 15
Riverside County 16
TUMF Collections by Land Use Category, Fiscal Year 2024-2025 17
Measure A Collections 19
All Jurisdictions 19
Cathedral City 21
Coachella 21
Desert Hot Springs 22
Indian Wells 22
Indio 23
La Quinta 23
Palm Desert 24
Palm Springs 24
Rancho Mirage 25
Riverside County 25
Congestion Management Program 26
CVAG Monitoring Process 26

Introduction

In November 1988, Riverside County voters approved Measure A, a one-half cent increase in sales tax over a twenty-year period to be used for transportation purposes. A major factor contributing to the support of Measure A was the "return to source" concept which requires the additional sales tax revenue generated in a specific geographic area be used to finance projects within that same area, and that a new development impact fee, the Transportation Uniform Mitigation Fee (TUMF) be adopted valley wide on all new development. The program has been so successful that, in November 2002, Riverside County voters approved a 30-year extension of Measure A (2009 - 2039). Despite its success, Measure A funds will only contribute a portion of the transportation improvement funding necessary to prevent a potential breakdown of the regional transportation system.

The TUMF program was developed to generate additional funds required for necessary improvements to the regional transportation system. Local jurisdictions may choose not to collect TUMF, however, jurisdictions not collecting TUMF forfeit their share of local Measure A funds to the regional arterial program.

TUMF, like all development impact fees, requires a nexus be demonstrated between the proposed development and the impacts to be mitigated. In TUMF's case, the assessment is based on the number of vehicle trips new development or site improvements may generate. The most recent nexus study[1], conducted in 2018, determined that by 2040, over one million trips will be added to the Coachella Valley due to projected development. At the same time, a Transportation Project Prioritization Study[2] (TPPS) was conducted to provide an unbiased, methodological way to provide CVAG direction in determining funding for regional arterials by identifying and ranking discrete segments to be improved.

The 2018 nexus study originally proposed a fee of $751/trip; however, this fee was reduced to the current $245/trip after re-evaluating which regional transportation projects would likely be built in the near-term[3]. With the new revised trip rate, the actual development fees can be calculated for individual land uses. The Institute of Transportation Engineers (ITE) has exhaustively analyzed different land uses with respect to trip generation and publishes the ITE Trip Generation Manual. This manual is the accepted industry standard with respect to trip generation data.

Development occurs within many different land uses. Previously, CVAG had utilized as many as 70 land-use categories and sub-categories. During the most recent nexus study, CVAG's TUMF Advisory Committee determined that consolidating the land-use categories would simplify the process without impacting the amount of TUMF collected. CVAG has since aggregated all land use categories into twelve general categories.

[1] https://cvag.org/wp-content/uploads/2021/10/2018-CVAG-Nexus-Report-FINAL-10-17-18.pdf
[2] https://cvag.org/wp-content/uploads/2021/10/CVAG-TPPS-2017-04-27-rev2017-06-26.pdf
[3] The previous trip rate, from 2006, was $192/trip.

The fees for each category are determined by multiplying the trip rate established in the nexus study by the ITE factor for trips per land use. For example, ITE shows a residential single-family dwelling unit generates, on average, 9.44 trips per day. Hence,

$$\frac{\$245}{trip} * \frac{9.44\ trips}{dwelling\ unit} = \frac{\$2{,}312.80}{dwelling\ unit}$$

which CVAG has rounded to a final fee assessment of $2,310 for a single-family residence. CVAG's adopted TUMF policies, as codified in the TUMF Handbook, allow for the consideration of annual adjustments for inflation based on the Consumer Price Index for All Urban Consumers (CPI-U), all items. If approved by CVAG's Executive Committee, these adjustments take place on January 1 of the calendar year following their adoption. In 2024, CVAG applied a 3.6% increase to all fee rates for calendar year 2025, as described below.

Land-use Category	*Assessment Unit*	*Fee 2024*	*Fee 2025*
Residential			
Single-Family Detached	Dwelling unit	$2,740	$2,840
Multi-Family, Mobile Home	Dwelling unit	$1,580	$1,635
Nursing/Congregate Care	Dwelling unit	$585	$605
Transit Oriented Development	Dwelling unit	15% discount	
Low-Income Housing	Dwelling unit	Exempt	
Non-Residential			
Industrial	1,000 square feet	$1,440	$1,490
Office	1,000 square feet	$2,835	$2,935
Retail	1,000 square feet	$7,130	$7,385
Fuel – Gas	Dispenser	$10,220	$10,585
Fuel – Electric	Dispenser	$105	$110
Golf Course	Acre	$1,090	$1,130
Hotel	Room	$4,165	$4,315

TUMF works in conjunction with CVAG's allocation of Measure A to fund the CVAG share of regional transportation projects. CVAG apportions 35% of the CVAG share of the cost of each regional transportation project identified in the TPPS to TUMF. The balance is paid with Measure A funds. No portion of a project is funded until sufficient funding to complete the project has been committed. TUMF revenues are applied to the TPPS projects in order of priority, such that a new project will only be funded when sufficient revenues for projects underway are assured. Because the project priorities set out in the TPPS control the order of funding, it also controls generally the approximate timeline for the commencement of each listed project.

Fiscal Year 2024-2025 Summary

The following information pertains to the TUMF fund for the year ending June 30, 2025[4]. There were no interfund transfers or loans from the TUMF Fund. No fees were re-allocated pursuant to Gov Code Section 66001 for sums that remain unspent after five years and for which a date of commencement of the improvement has not been provided.

Fund Balance – July 1, 2024	$15,698,158
Balance of fees collected (accrual basis) - June 30, 2024	$6,493,520
Interest earnings from Investment Pool	$874,385
Refunds	($0)
Other miscellaneous revenues/receipts	$32,165
Project costs	(8,190,987)
Program management expenditures	(1,445,631)
Fund Balance - June 30, 2025	$13,461,610

Five Year Test Using First In First Out Method *Includes fees collected, interest earned, and miscellaneous revenues*	
Revenues Collected from Fiscal Year 2020/2021	$6,278,423
Revenues Collected from Fiscal Year 2021/2022	$10,511,729
Revenues Collected from Fiscal Year 2022/2023	$8,041,761
Revenues Collected from Fiscal Year 2023/2024	$5,833,125
Revenues Collected from Fiscal Year 2024/2025	$7,367,906
Total Revenue for Last Five Years	$38,032,944

As of June 30, 2025, $165,960,435 has been collected by the assessment of TUMF. Taking into account the additional $24,360,350 in Measure A In-Lieu funds collected, the TUMF program has generated a total of **$190,320,785** since program inception on July 1, 1989.

[4] TUMF revenues reported in this Annual Report may differ from revenues reported in CVAG's annual financial statements through a combination of factors, including reporting methodology and the timing of permit issuance versus fee collection. Reconciliation after the close of a fiscal year may result in receipt of payments being booked to a different fiscal period than the period in which the fee collection is reported. Similarly, payments received in one fiscal year may relate to permits serviced or issued in an earlier fiscal year. Contributions to the TUMF fund may also be made by CVAG member agencies that do not formally participate in the TUMF program but otherwise benefit from improvements to the regional transportation system. Such payments are here broken out as miscellaneous revenues, but are not attributed to the balance of fees collection.

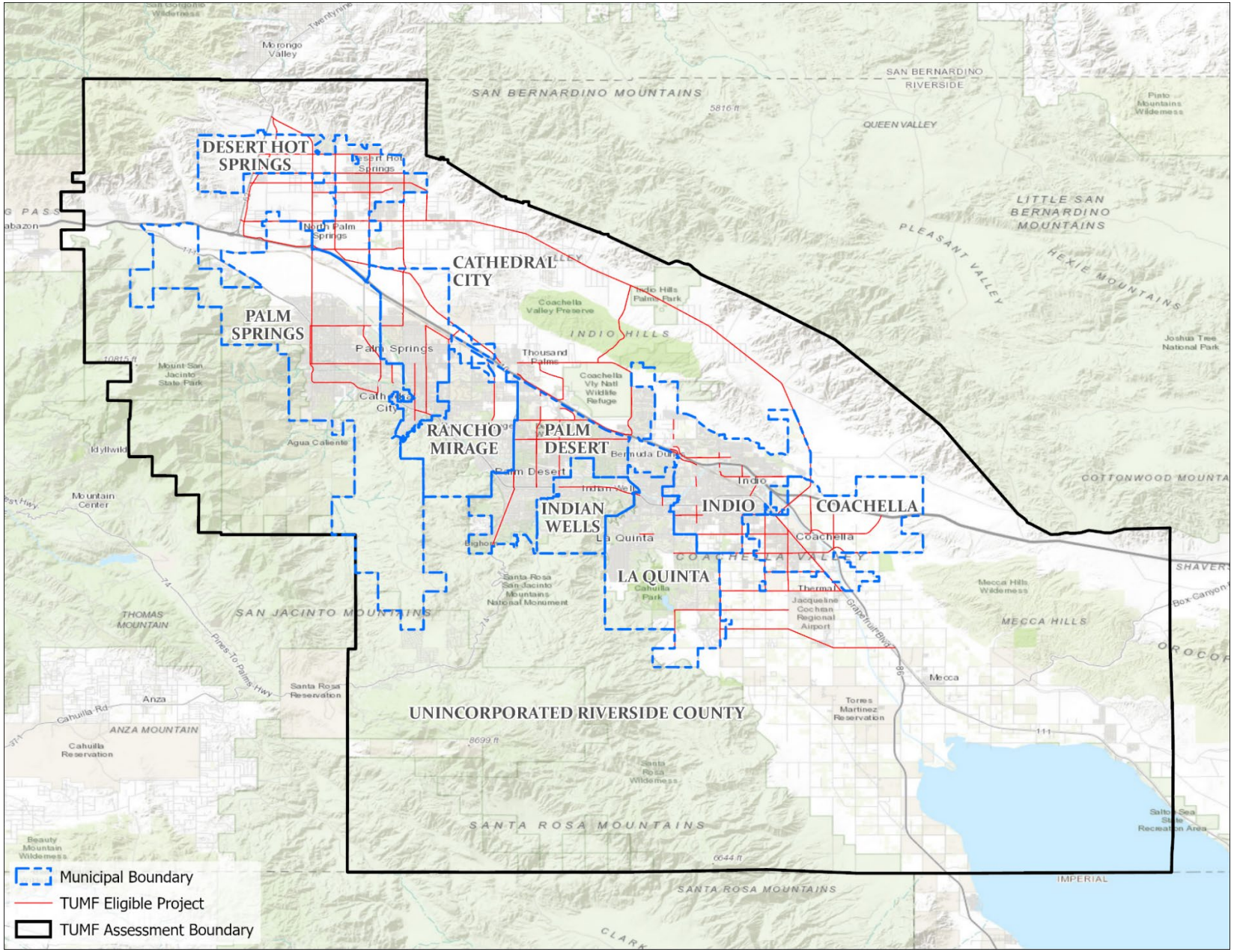


Figure 1: TUMF assessment boundary and participating jurisdictions. Projects eligible for TUMF funding are described more fully in the Transportation Project Prioritization Study, 2018, and are displayed here only for context.

TUMF Collections by Jurisdiction, Fiscal Year 2024-2025

This section sorts TUMF collections for fiscal year 2024-2025 by jurisdiction. As of 2013, each of the regional municipalities within the Coachella Valley, along with the County of Riverside, are participating in CVAG's TUMF program. All TUMF shortfalls have been collected and no in-lieu payments were made during the reporting period.

The total TUMF collected for fiscal year 2024-2025 was $6,493,520 with the largest share generated by Indio, followed by Riverside County. An additional $27,185,225 of Measure A funding was disbursed to CVAG for regional arterial projects.

The monthly collection totals for each jurisdiction are displayed below, along with a breakdown of the land use for which fees were collected. More detailed land use analyses are provided in the following section.

All Jurisdictions

	FY 24/25	*% FY*	*Total to Date*	*% Total*
Cathedral City	$622,130	10%	$13,745,981	8%
Coachella	$483,628	7%	$8,333,826	5%
Desert Hot Springs	$660,711	10%	$10,056,144	6%
Indian Wells	$111,664	2%	$3,836,733	2%
Indio	$1,519,020	23%	$41,589,226	25%
La Quinta	$307,367	5%	$7,988,699	5%
Palm Desert	$467,728	7%	$26,295,799	16%
Palm Springs	$394,968	6%	$18,268,432	11%
Rancho Mirage	$675,676	10%	$13,686,455	8%
Riverside County	$1,250,628	19%	$22,159,140	13%
Total TUMF	**$6,493,520**	**100%**	**$165,960,435**	**100%**
Total In Lieu	**$-**		**$24,360,350**	
Regional Measure A	**$26,259,802**		**$414,930,801**	
Total	**$32,753,321**		**$605,251,585**	

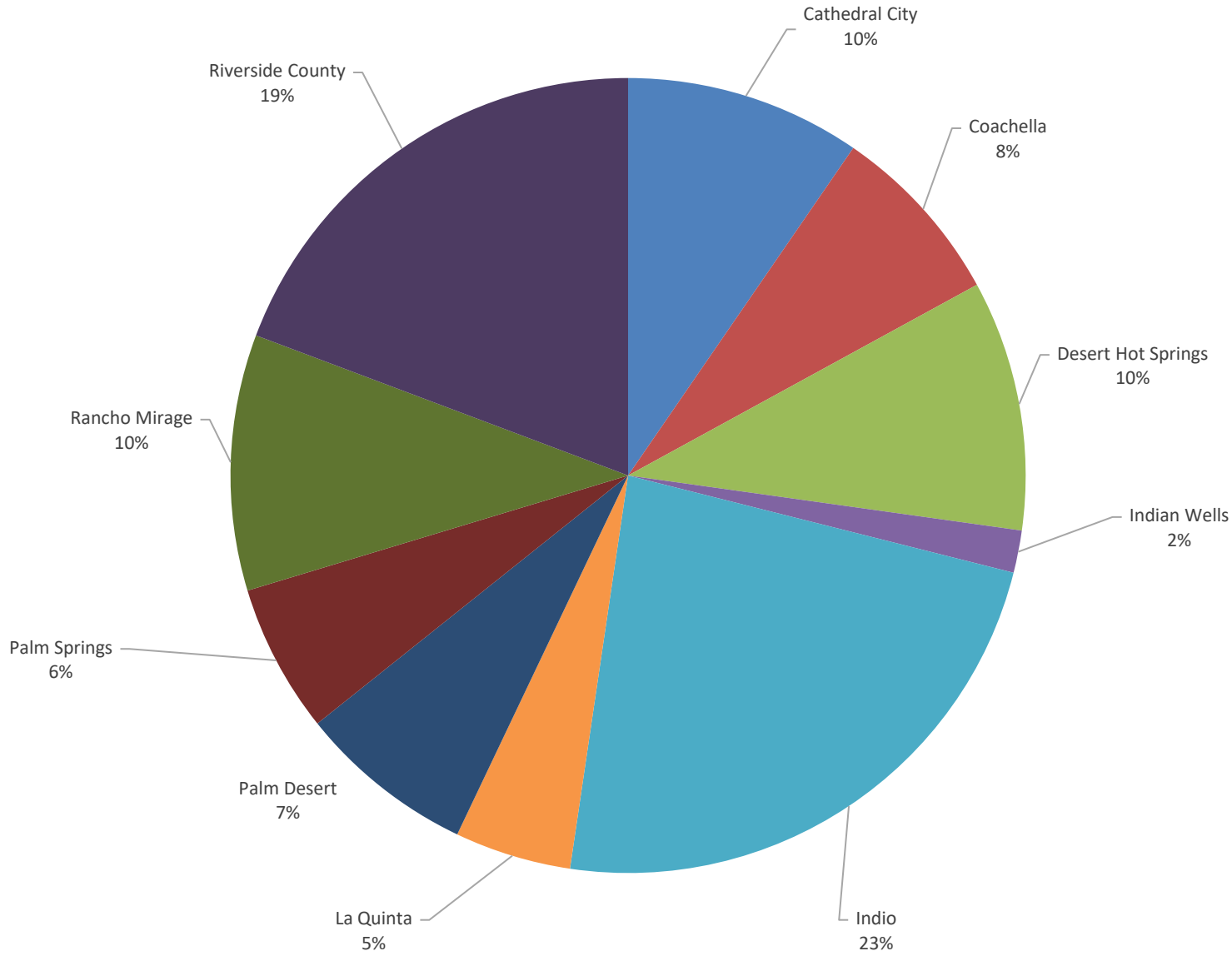


Figure 2: Proportion of total TUMF collections per jurisdiction for fiscal year 2024-2025.

Cathedral City

	Collected	*Refunds*	*Total*
Jul	$102,200	$0	$102,200
Aug	$2,740	$0	$2,740
Sep	$10,142	$0	$10,412
Oct	$85,870	$0	$85,870
Nov	$2,740	$0	$2,740
Dec	$35,996	$0	$35,996
Jan	$31,240	$0	$31,240
Feb	$106,035	$0	$106,035
Mar	$109,706	$0	$109,706
Apr	$35,080	$0	$35,080
May	$52,245	$0	$52,245
Jun	$48,136	$0	$48,136
Total	**$622,130**	**$0**	**$622,130**

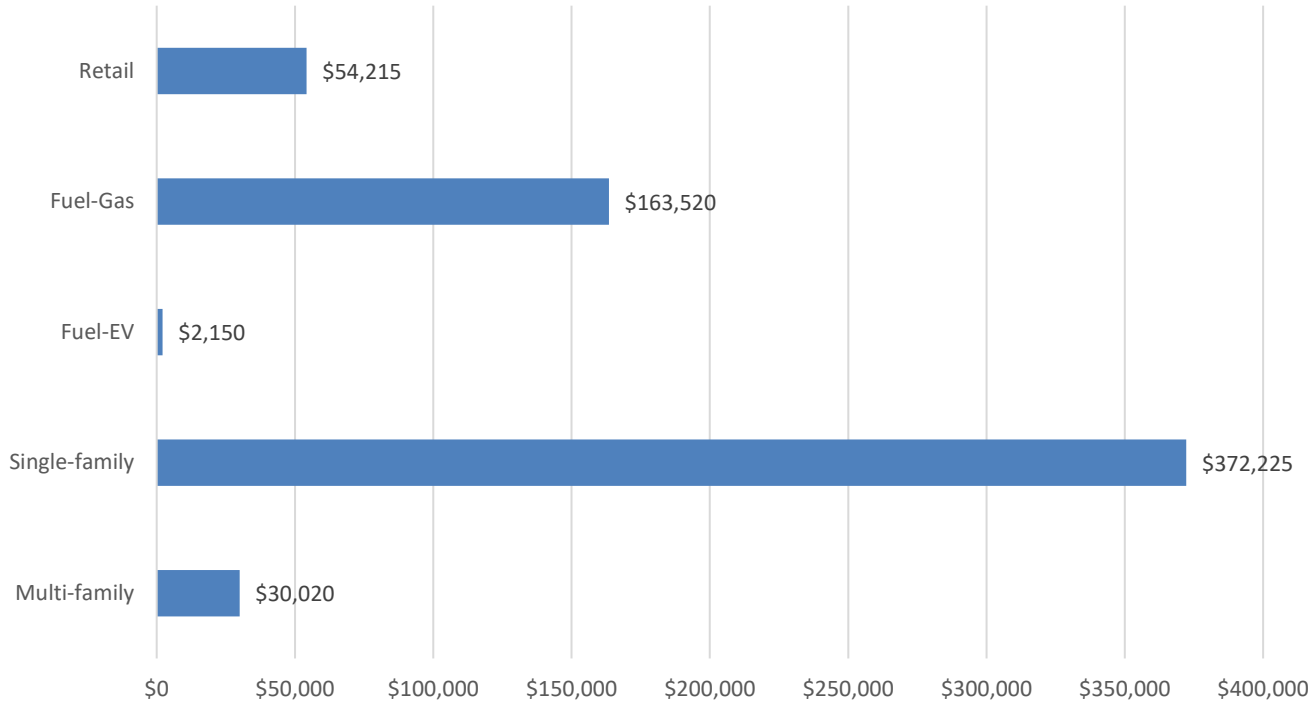


Figure 3: Cathedral City TUMF collections per land use category, fiscal year 2024-2025.

Coachella

	Collected	*Refunds*	*Total*
Jul	$0	$0	$0
Aug	$225,620	$0	$225,620
Sep	$79,460	$0	$79,460
Oct	$27,400	$0	$27,400
Nov	$54,800	$0	$54,800
Dec	$21,920	$0	$21,920
Jan	$0	$0	$0
Feb	$36,848	$0	$36,848
Mar	$0	$0	$0
Apr	$0	$0	$0
May	$3,545	$0	$3,545
Jun	$34,034	$0	$34,034
Total	**$483,627**	**$0**	**$483,627**

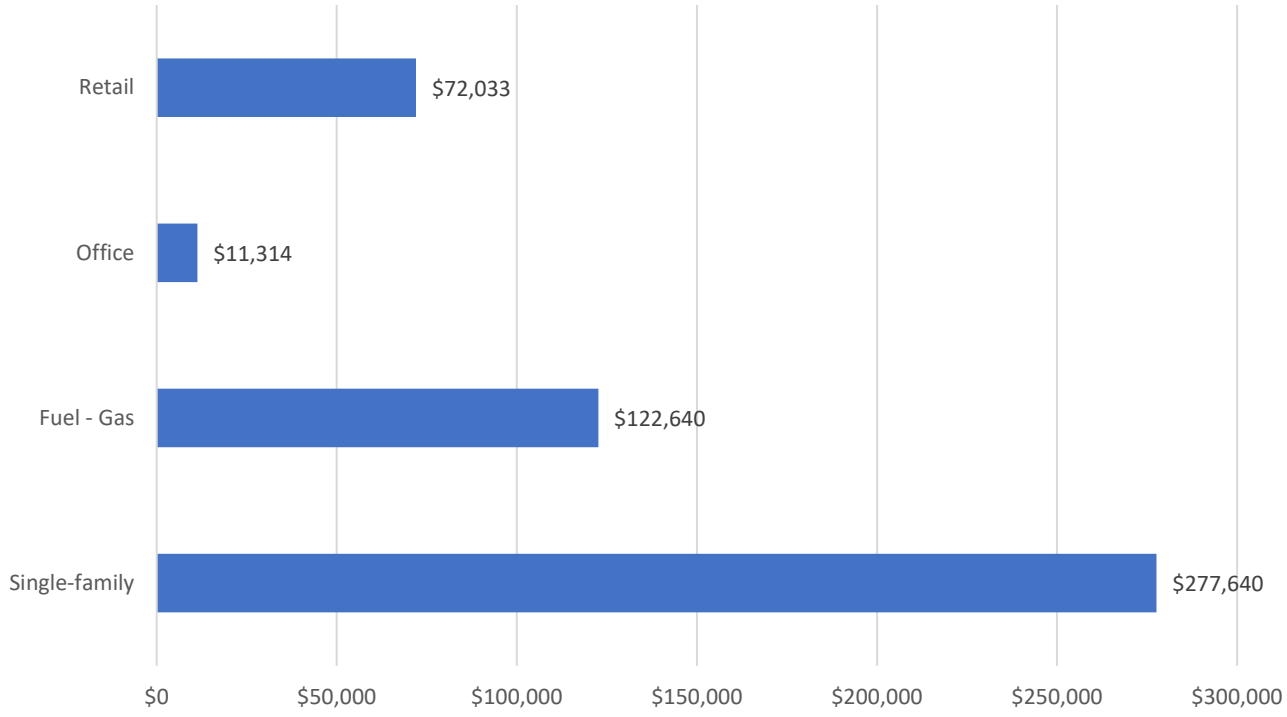


Figure 4: Coachella TUMF collections per land use category, fiscal year 2024-2025.

Desert Hot Springs

	Collected	*Refunds*	*Total*
Jul	$5,900	$0	$5,900
Aug	$21,920	$0	$21,920
Sep	$14,120	$0	$14,120
Oct	$95,900	$0	$95,900
Nov	$32,880	$0	$32,880
Dec	$54,416	$0	$54,416
Jan	$100,329	$0	$100,329
Feb	$37,780	$0	$37,780
Mar	$31,240	$0	$31,240
Apr	$130,640	$0	$130,640
May	$90,146	$0	$90,146
Jun	$45,440	$0	$45,440
Total	**$660,711**	**$0**	**$660,711**

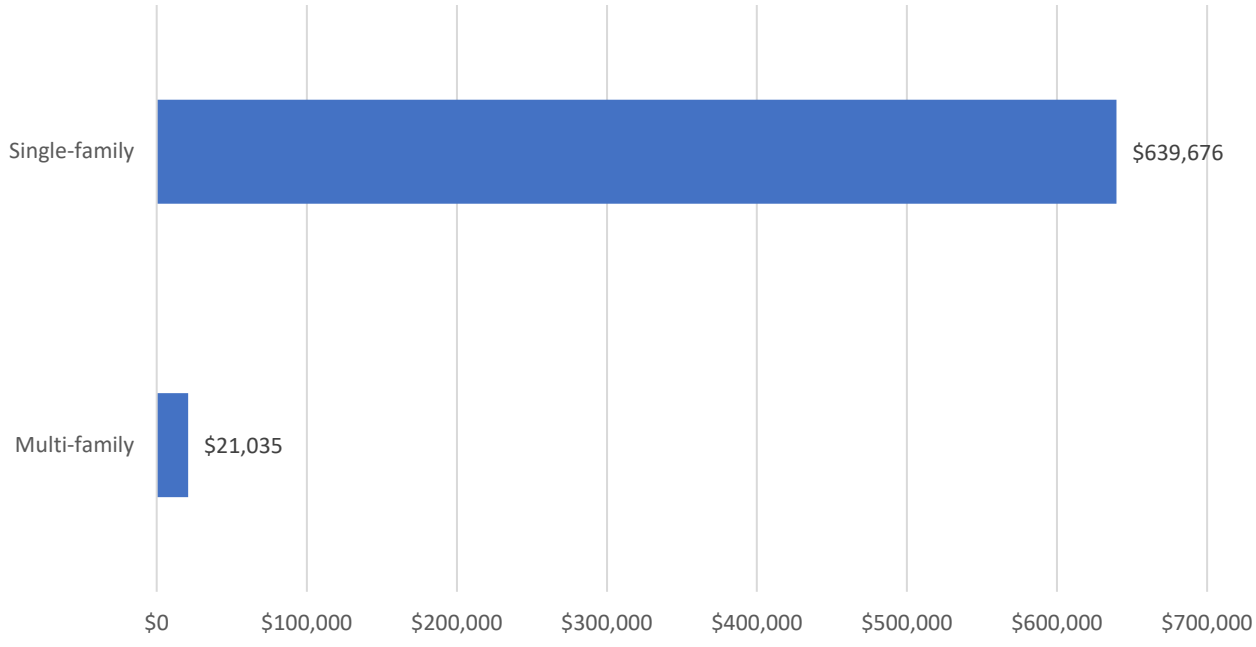


Figure 5: Desert Hot Springs TUMF collections per land use category, fiscal year 2024-2025.

Indian Wells

	Collected	*Refunds*	*Total*
Jul	$0	$0	$0
Aug	$5,480	$0	$5,480
Sep	$0	$0	$0
Oct	$5,480	$0	$5,480
Nov	$0	$0	$0
Dec	$0	$0	$0
Jan	$2,840	$0	$2,840
Feb	$2,840	$0	$2,840
Mar	$89,344	$0	$89,344
Apr	$2,840	$0	$2,840
May	$0	$0	$0
Jun	$2,840	$0	$2,840
Total	**$111,664**	**$0**	**$111,664**

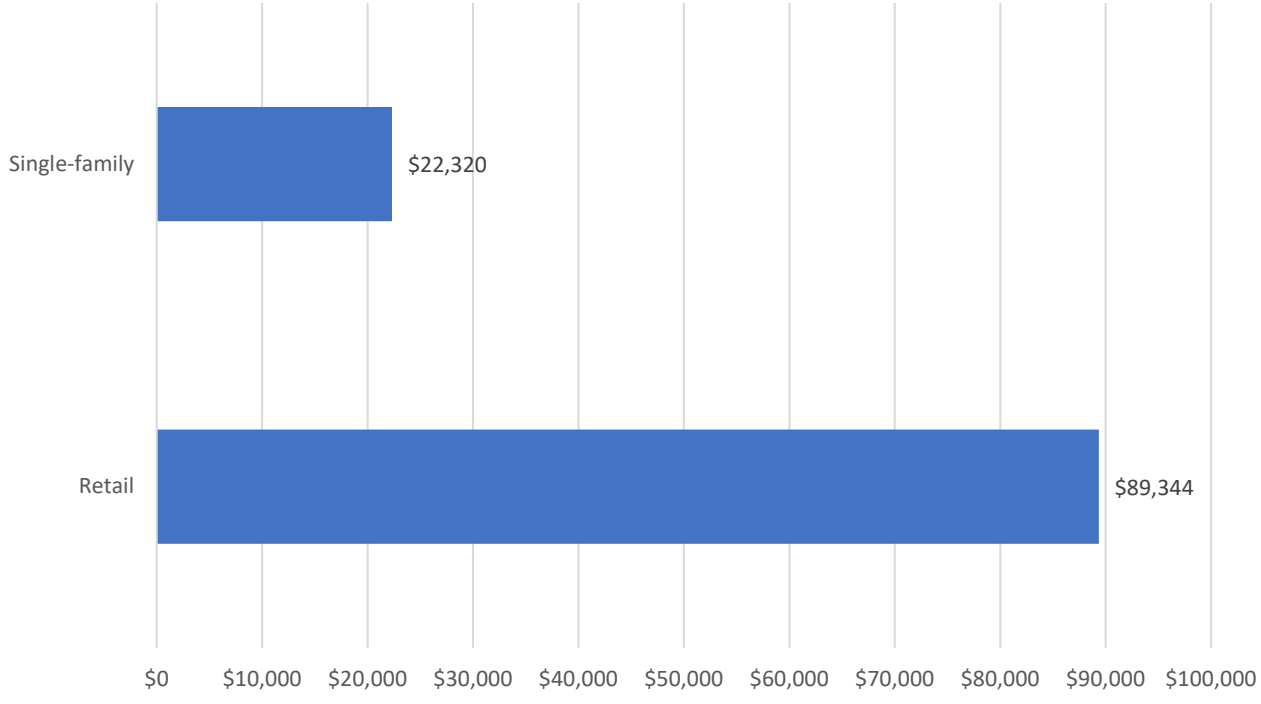


Figure 6: Indian Wells TUMF collections per land use category, fiscal year 2024-2025.

Indio

	Collected	*Refunds*	*Total*
Jul	$106,220	$0	$106,220
Aug	$101,380	$0	$101,380
Sep	$57,540	$0	$57,540
Oct	$106,527	$0	$106,527
Nov	$178,900	$0	$178,900
Dec	$107,770	$0	$107,770
Jan	$28,400	$0	$28,400
Feb	$81,545	$0	$81,545
Mar	$48,375	$0	$48,375
Apr	$235,157	$0	$235,157
May	$387,686	$0	$387,686
Jun	$79,520	$0	$79,520
Total	**$1,519,020**	**$0**	**$1,519,020**

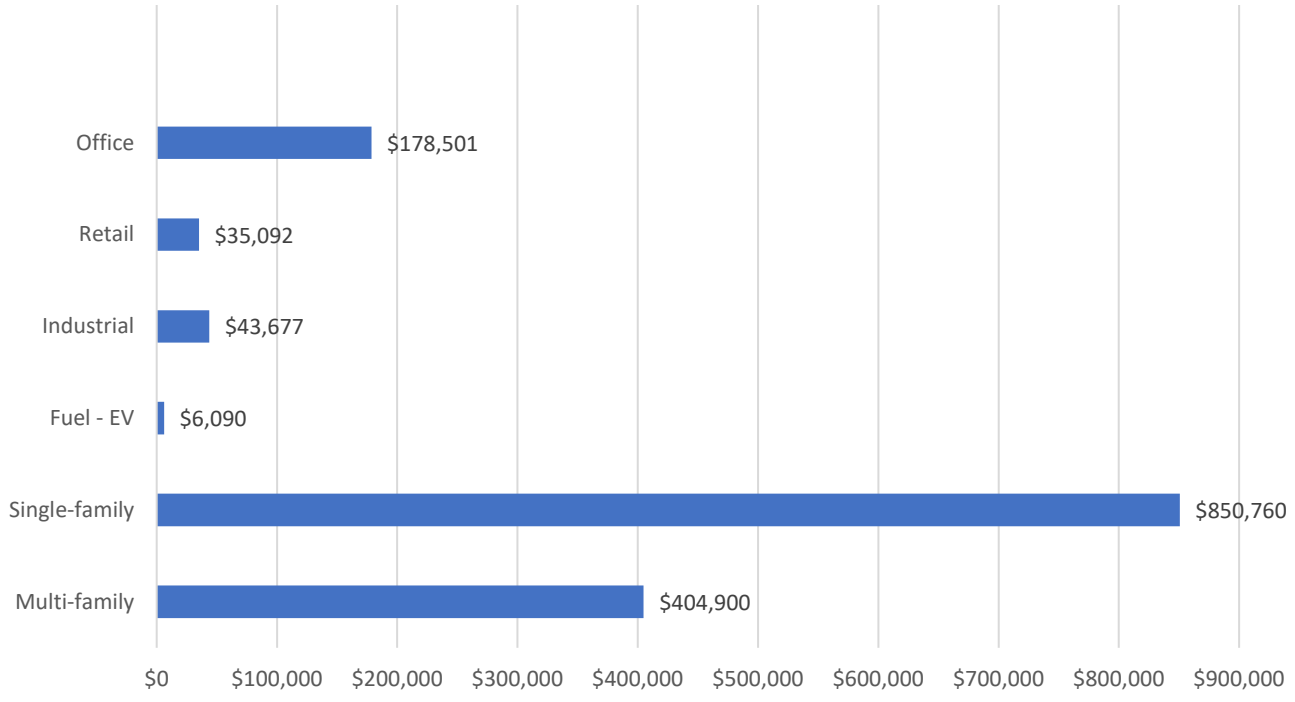


Figure 7: Indio TUMF collections per land use category, fiscal year 2024-2025.

La Quinta

	Collected	*Refunds*	*Total*
Jul	$24,660	$0	$24,660
Aug	$14,470	$0	$14,470
Sep	$8,220	$0	$8,220
Oct	$21,920	$0	$21,920
Nov	$47,672	$0	$47,672
Dec	$36,542	$0	$36,542
Jan	$11,360	$0	$11,360
Feb	$79,129	$0	$79,129
Mar	$25,560	$0	$25,560
Apr	$8,520	$0	$8,520
May	$2,840	$0	$2,840
Jun	$26,473	$0	$26,743
Total	**$307,366**	**$0**	**$307,366**

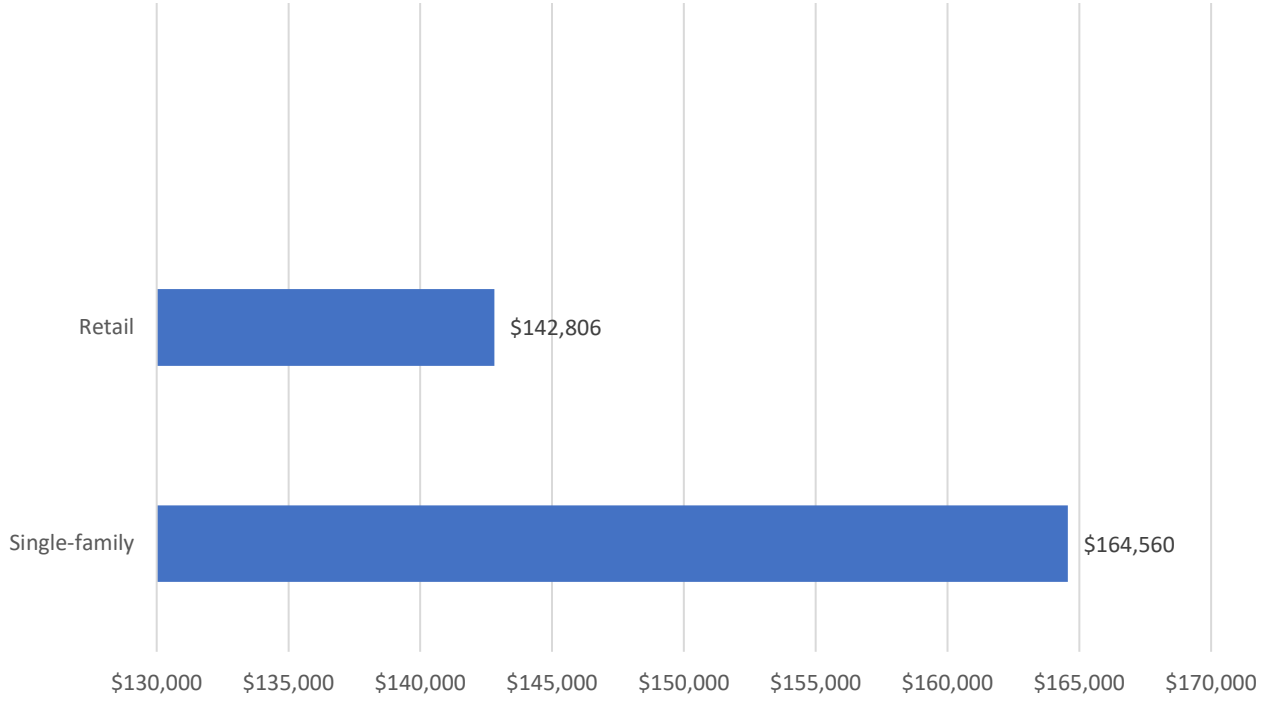


Figure 8: La Quinta TUMF collections per land use category, fiscal year 2024-2025.

Palm Desert

	Collected	*Refunds*	*Total*
Jul	$5,900	$0	$5,900
Aug	$27,400	$0	$27,400
Sep	$34,320	$0	$34,320
Oct	$84,818	$0	$84,818
Nov	$41,100	$0	$41,000
Dec	$8,220	$0	$8,220
Jan	$17,040	$0	$17,040
Feb	$17,040	$0	$17,040
Mar	$16,347	$0	$16,347
Apr	$141,999	$0	$141,999
May	$57,919	$0	$57,919
Jun	$15,624	$0	$15,624
Total	**$467,727**	**$0**	**$467,727**

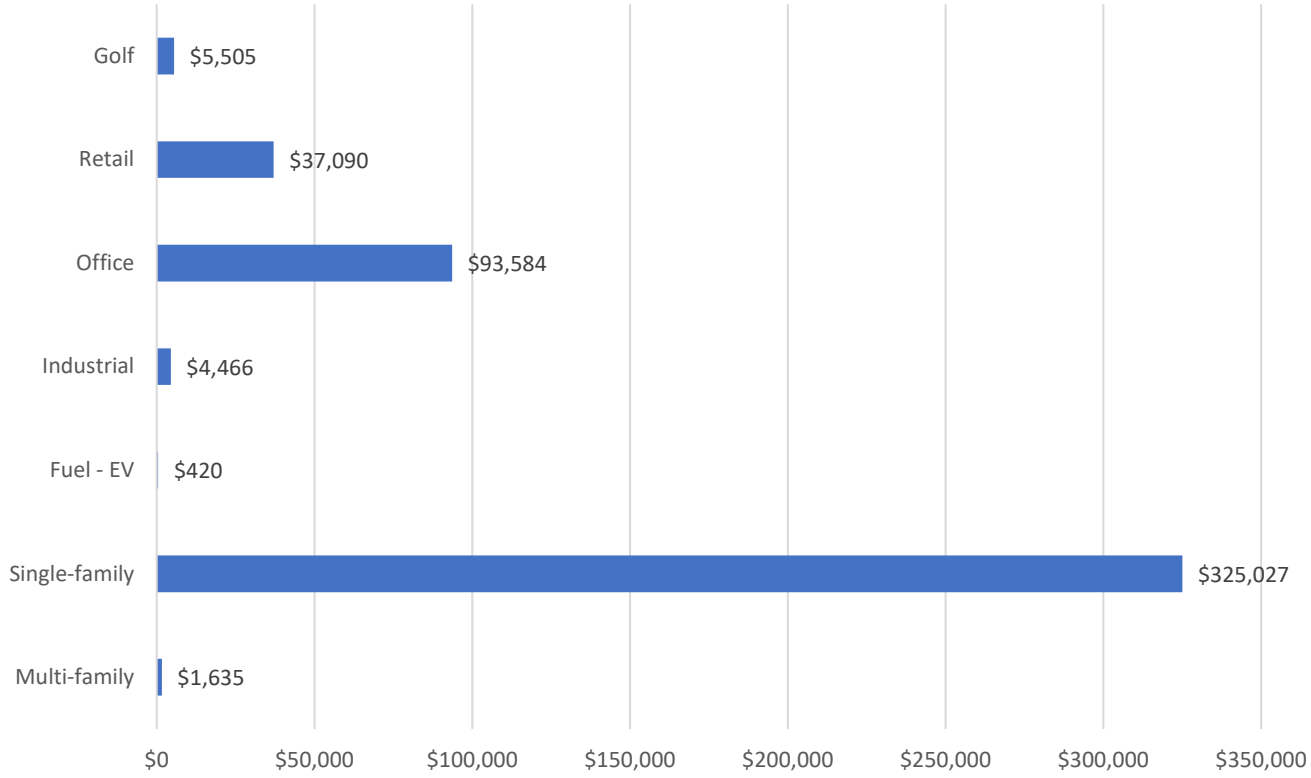


Figure 9: Palm Desert TUMF collections per land use category, fiscal year 2024-2025.

Palm Springs

	Collected	*Refunds*	*Total*
Jul	$101,984	$0	$101,984
Aug	$67,919	$0	$67,919
Sep	$2,740	$0	$2,740
Oct	$8,220	$0	$8,220
Nov	$27,400	$0	$27,400
Dec	$10,960	$0	$10,960
Jan	$0	$0	$0
Feb	$59,640	$0	$59,640
Mar	$7,745	$0	$7,745
Apr	$79,520	$0	$79,520
May	$0	$0	$0
Jun	$28,840	$0	$28,840
Total	**$394,968**	**$0**	**$394,968**

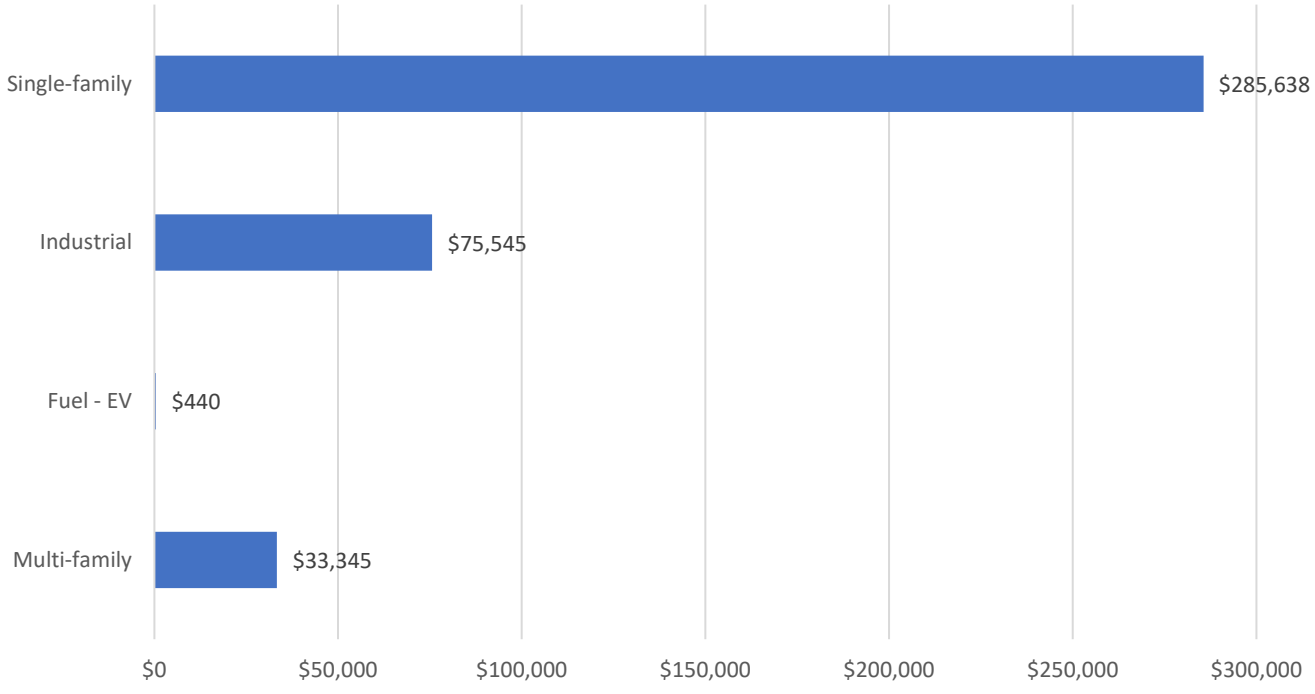


Figure 10: Palm Springs TUMF collections per land use category, fiscal year 2024-2025.

Rancho Mirage

	Collected	*Refunds*	*Total*
Jul	$112,226	$0	$112,226
Aug	$262,916	$0	$262,916
Sep	$8,220	$0	$8,220
Oct	$5,480	$0	$5,480
Nov	$5,480	$0	$5,480
Dec	$152,767	$0	$152,767
Jan	$64,094	$0	$64,094
Feb	$14,200	$0	$14,200
Mar	$5,680	$0	$5,680
Apr	$11,360	$0	$11,360
May	$13,903	$0	$13,903
Jun	$19,350	$0	$19,350
Total	**$675,676**	**$0**	**$675,676**

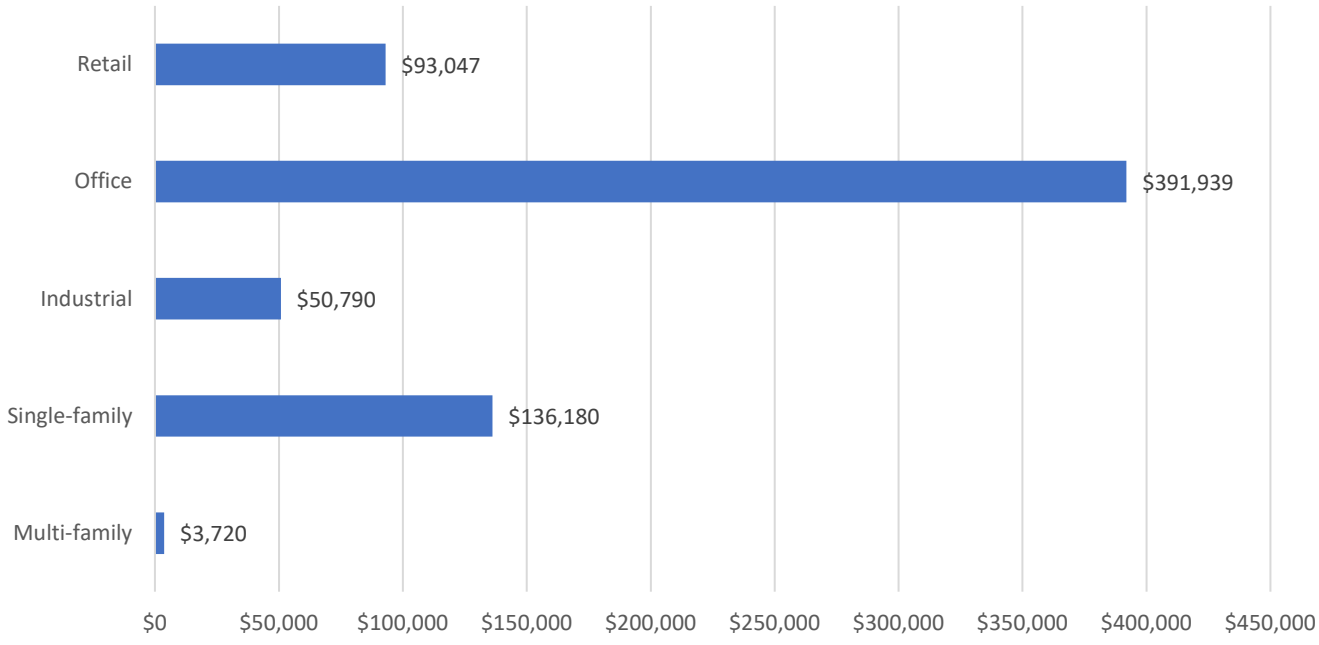


Figure 11: Rancho Mirage TUMF collections per land use category, fiscal year 2024-2025.

Riverside County

	Collected	*Refunds*	*Total*
Jul	$60,884	$0	$60,884
Aug	$40,130	$0	$40,130
Sep	$51,380	$0	$51,380
Oct	$108,770	$0	$108,770
Nov	$187,900	$0	$187,900
Dec	$527,910	$0	$527,910
Jan	$22,720	$0	$22,720
Feb	$41,490	$0	$41,490
Mar	$79,350	$0	$79,350
Apr	$49,915	$0	$49,915
May	$45,237	$0	$45,237
Jun	$34,941	$0	$34,941
Total	**$1,250,627**	**$0**	**$1,250,627**

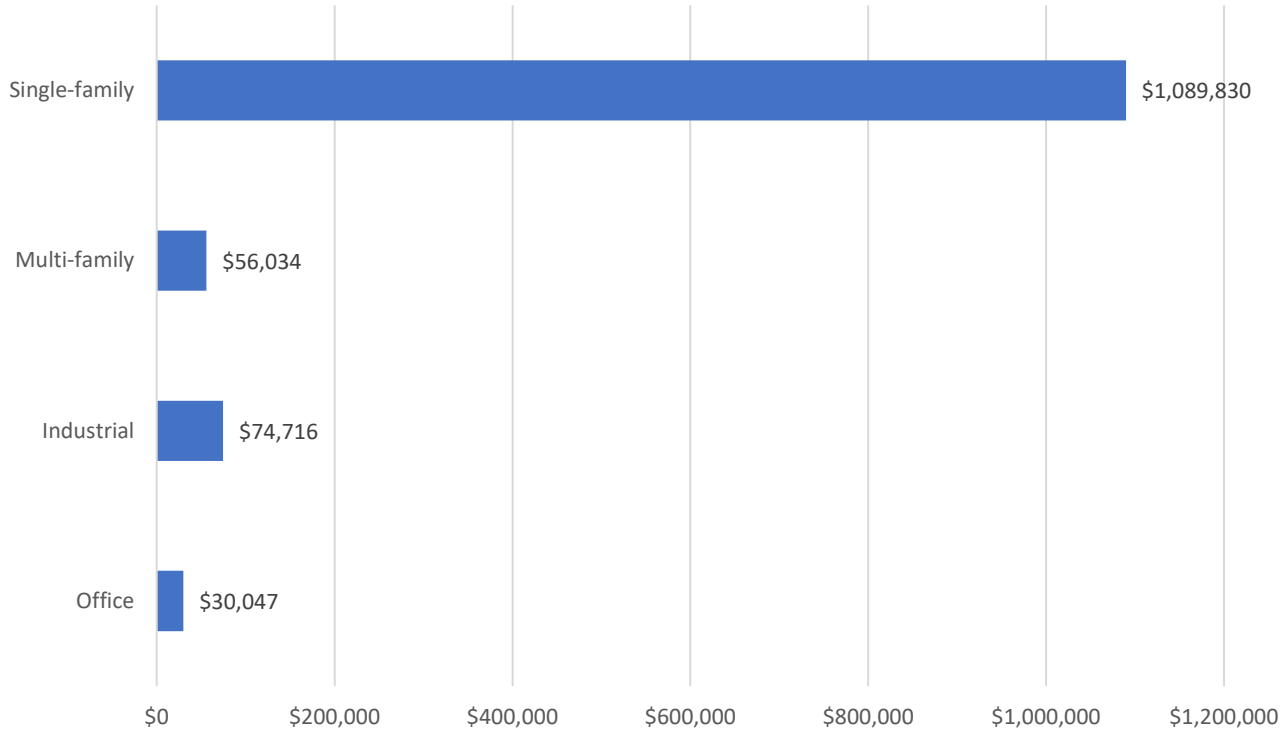


Figure 12: Riverside County TUMF collections per land use category, fiscal year 2024-2025.

TUMF Collections by Land Use Category, Fiscal Year 2024-2025

This section sorts each jurisdiction's TUMF collections into different land use categories. Residential development was greatest source of TUMF revenue, contributing to almost 64-percent of the total collected fees, with the next highest categories being office development at 11-percent.

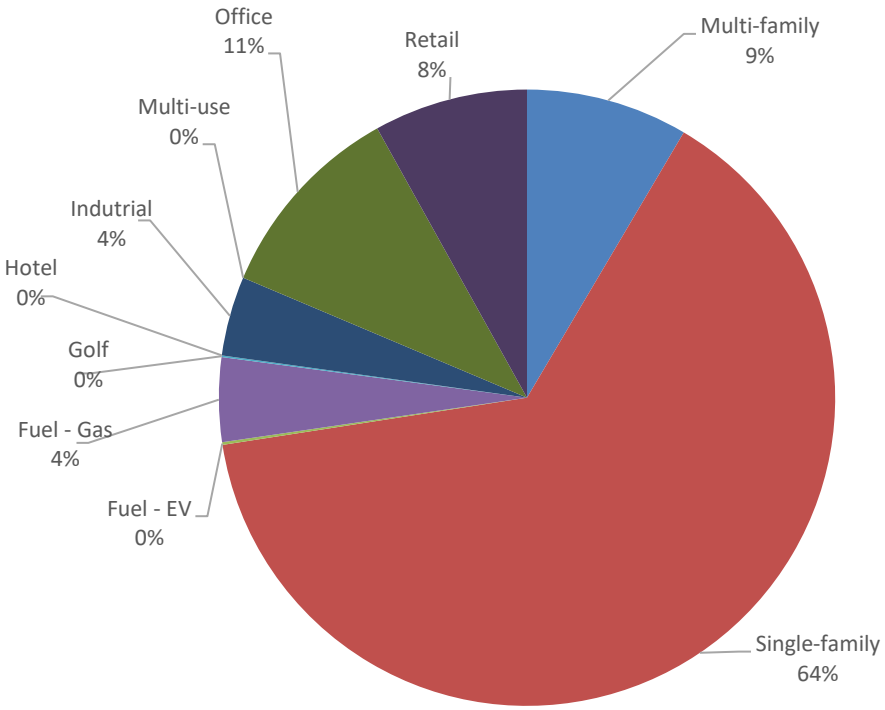


Figure 13: Proportion of total TUMF collections per land use category.

Table 1: TUMF collections per land use.

	Multi-family	*Single-family*	*Industrial*	*Office*	*Retail*	*Fuel - Gas*	*Fuel - EV*	*Golf*	*Hotel*
Cathedral City	$30,020	$372,225	$0	$0	$54,215	$163,520	$2,150	$0	$0
Coachella	$0	$277,640	$0	$11,314	$72,033	$122,640	$0	$0	$0
Desert Hot Springs	$21,035	$639,676	$0	$0	$0	$0	$0	$0	$0
Indian Wells	$0	$22,320	$0	$0	$89,344	$0	$0	$0	$0
Indio	$404,900	$850,760	$43,677	$178,501	$35,092	$0	$6,090	$0	$0
La Quinta	$0	$164,560	$0	$0	$142,807	$0	$0	$0	$0
Palm Desert	$1,635	$325,027	$4,466	$93,584	$37,090	$0	$420	$5,505	$0
Palm Springs	$33,345	$285,638	$75,545	$0	$0	$0	$440	$0	$0
Rancho Mirage	$3,720	$136,180	$50,790	$391,939	$93,047	$0	$0	$0	$0
Riverside County	$56,034	$1,089,830	$74,716	$30,047	$0	$0	$0	$0	$0
Total	$550,689	$4,163,856	$249,194	$705,385	$523,628	$286,160	$9,100	$5,505	$0

Table 2: Development units per land use.

	Multi-family	*Single-family*	*Industrial (sq ft)*	*Office (sq ft)*	*Retail (sq ft)*	*Fuel - Gas (dispensers)*	*Fuel - EV (dispensers)*	*Golf (ac)*	*Hotel (rooms)*
Cathedral City	20	153	0	0	10,318	16	26	0	0
Coachella	0	101	0	3,855	9,921	12	0	0	0
Desert Hot Springs	13	227	0	0	0	0	0	0	0
Indian Wells	0	9	0	0	8,815	0	0	0	0
Indio	260	799	71,532	100,673	8,772	0	58	0	0
La Quinta	0	58	0	0	23,873	0	0	0	0
Palm Desert	40	116	2,998	32,536	6,983	0	4	5	0
Palm Springs	21	95	65,202	0	0	0	2	0	0
Rancho Mirage	236	48	34,677	138,034	13,050	0	0	0	0
Riverside County	18	729	49,691	11,514	0	0	0	0	2
Total	608	2,335	224,100	286,612	81,732	28	90	5	2

Measure A Collections

Jurisdictions participating in the collection of TUMF receive 100% of their local Measure A for street and road projects. The formula for local Measure A distribution involves two variables in equal proportions: 1) dwelling units, and 2) taxable sales. These variables are updated on an annual basis for use beginning July 1st of each fiscal year.

As of June 30, 2025, the cumulative amount of regional Measure A received – $355,380,498 – has exceeded the amount of TUMF collected – $165,960,435. In all jurisdictions, the cumulative local Measure A received has exceeded the cumulative TUMF collected.

The graphs on the following pages illustrate the comparison on an all-jurisdiction cumulative basis as well as individual jurisdictions by fiscal year.

All Jurisdictions

	TUMF Collections	*Local Measure A Received*
Cathedral City	$13,745,981	$44,604,740
Coachella	$8,333,826	$13,904,209
Desert Hot Springs	$10,056,144	$11,489,685
Indian Wells	$3,836,733	$7,220,048
Indio	$41,589,226	$46,140,194
La Quinta	$7,988,699	$15,009,029
Palm Desert	$26,295,799	$77,103,999
Palm Springs	$18,268,432	$62,274,967
Rancho Mirage	$13,686,455	$26,277,335
Riverside County	$22,159,140	$51,356,293
Total	**$165,960,435**	**$355,380,498**

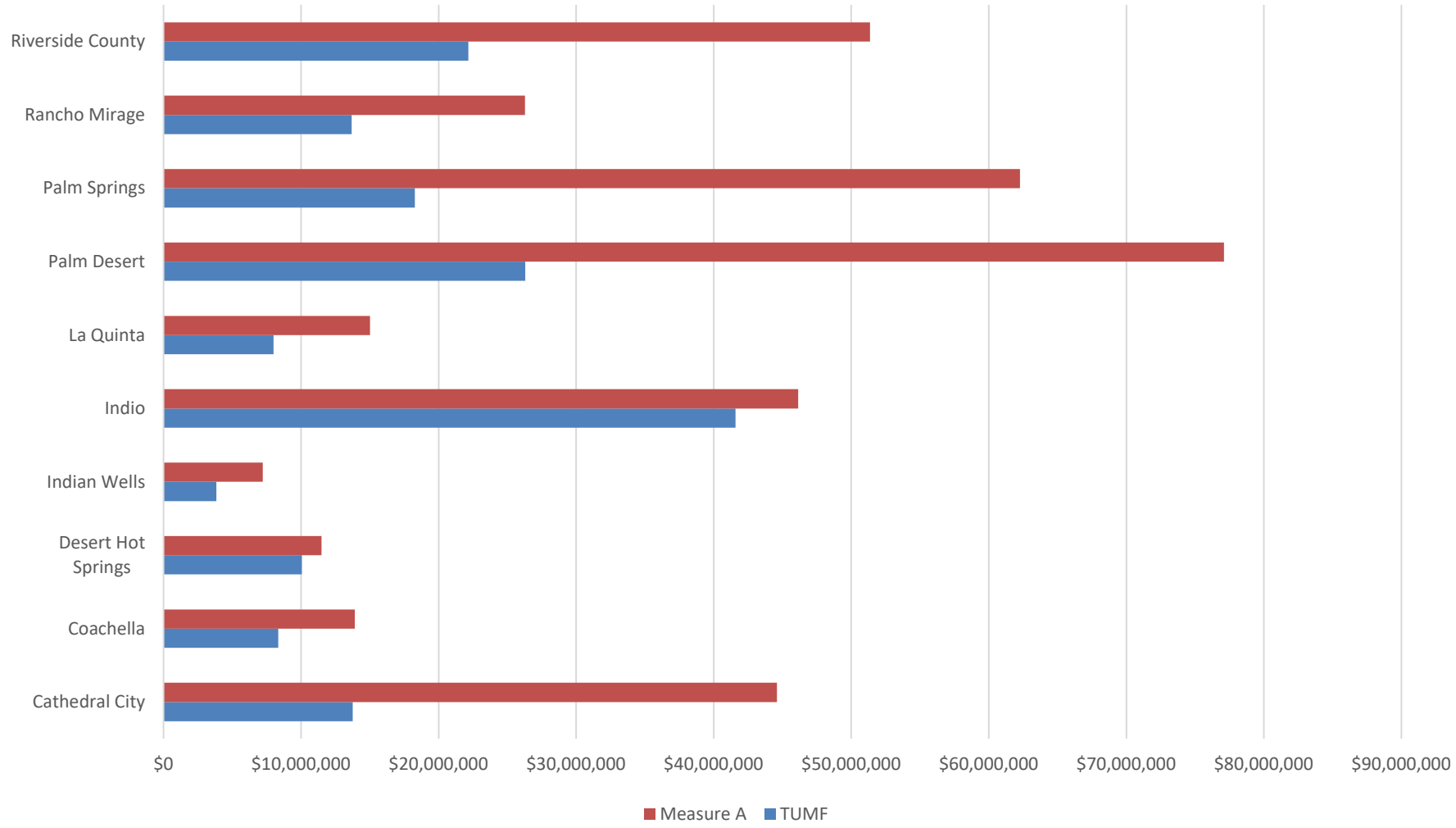


Figure 14: Local Measure A received compared to TUMF collected per jurisdiction, 1989-2025

Cathedral City

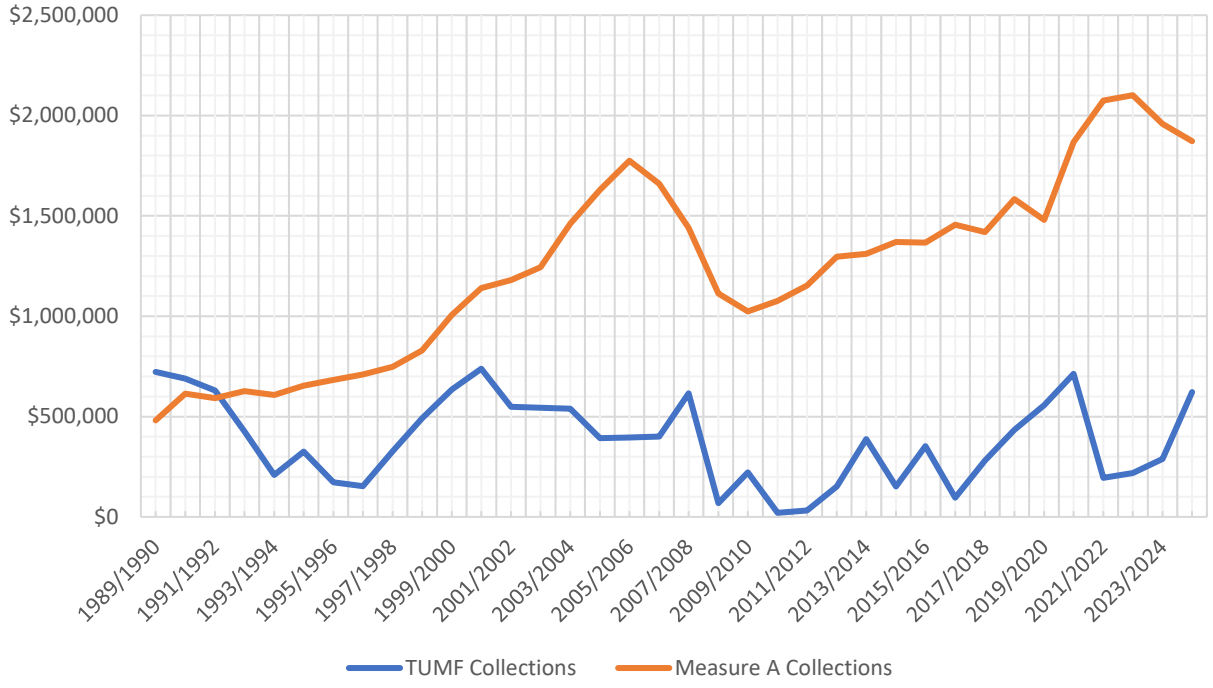


Figure 15: Cumulative TUMF collected by CVAG compared to Measure A funds collected by Cathedral City.

Coachella

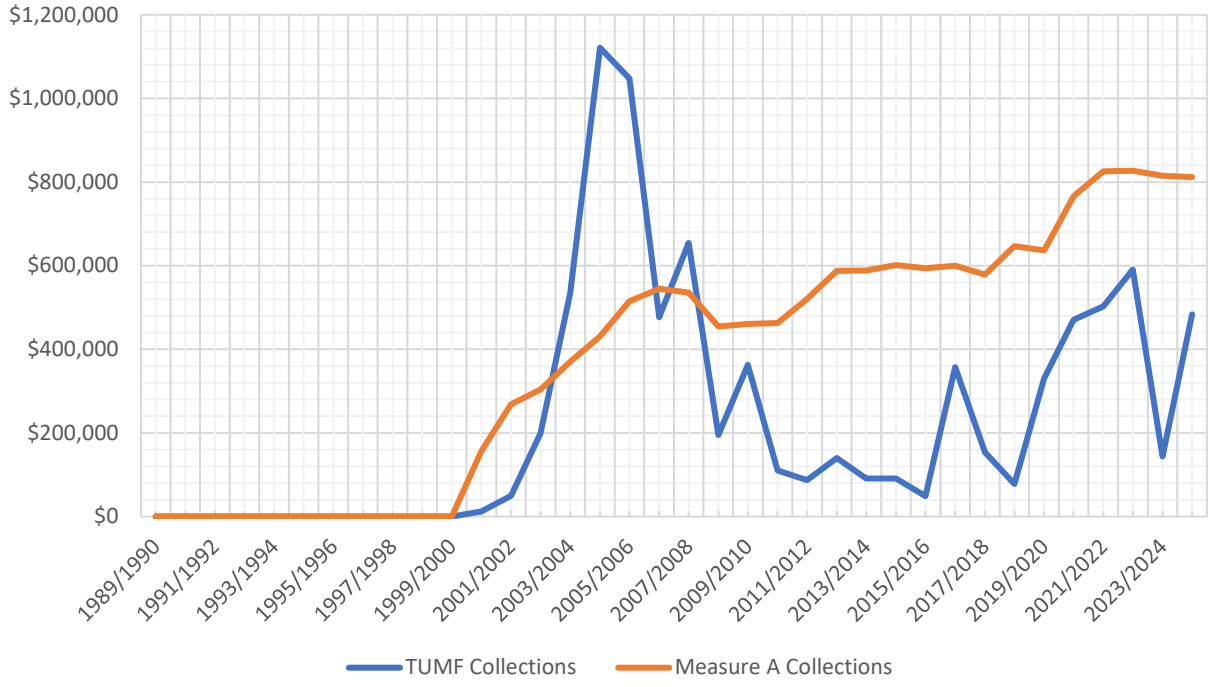


Figure 16: Cumulative TUMF collected by CVAG compared to Measure A funds collected by Coachella.

Desert Hot Springs

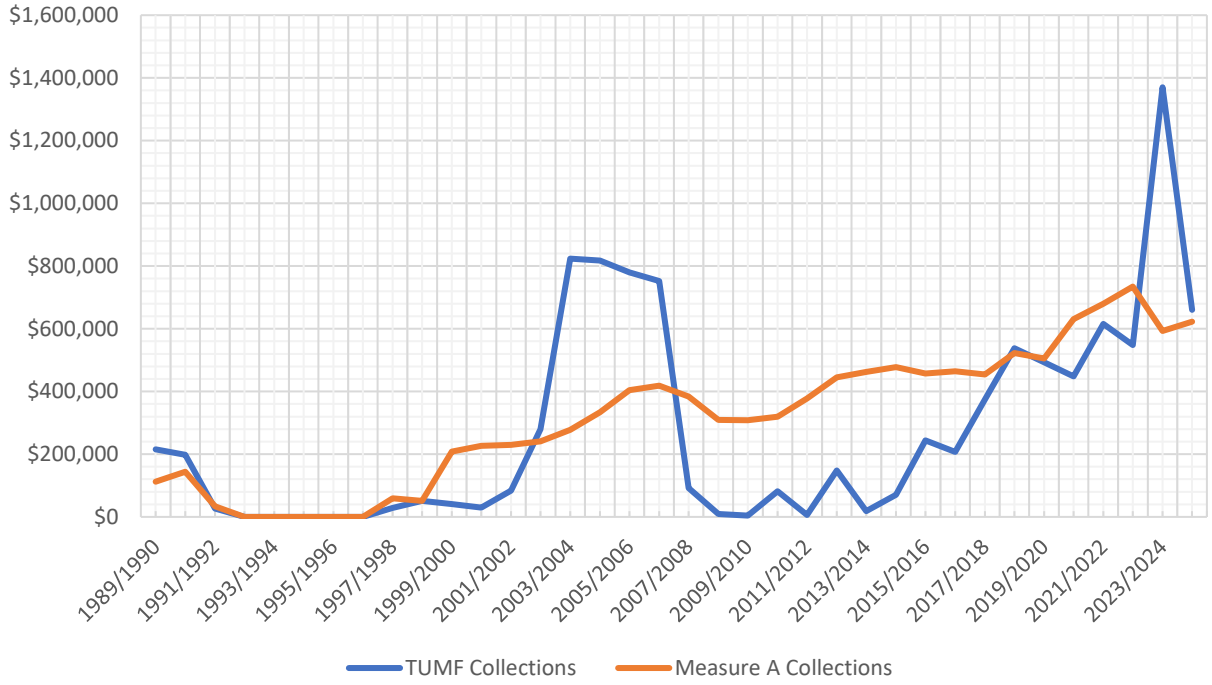


Figure 17: Cumulative TUMF collected by CVAG compared to Measure A funds collected by Desert Hot Springs.

Indian Wells

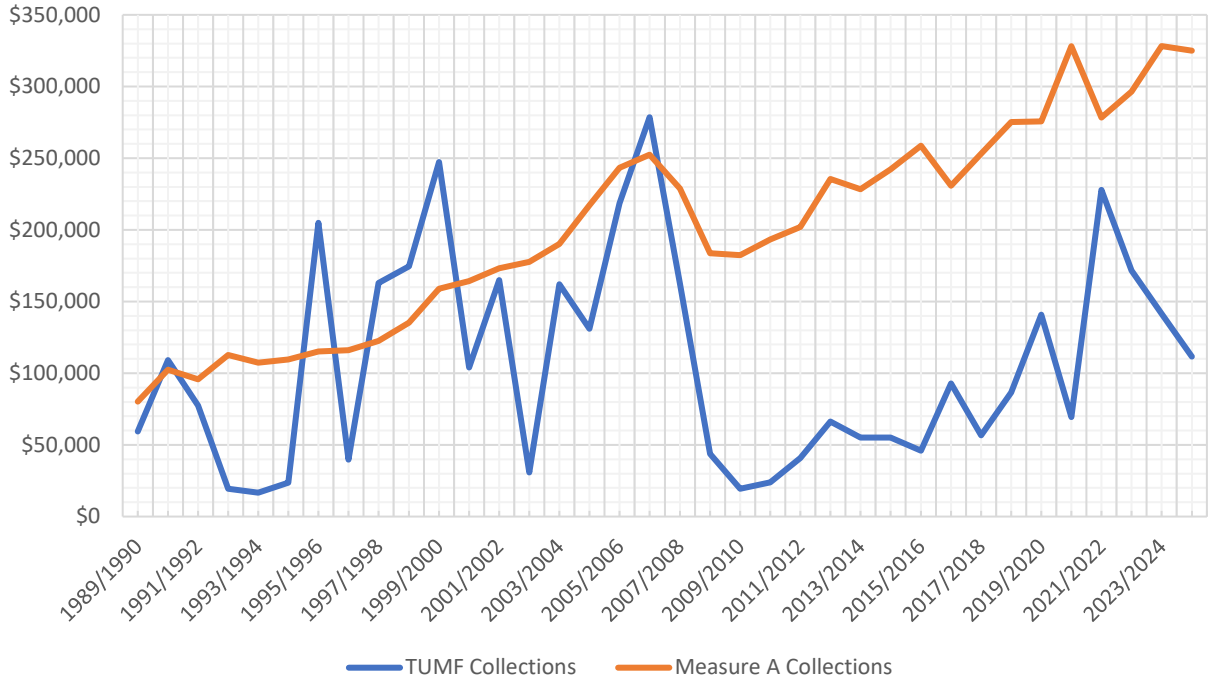


Figure 18: Cumulative TUMF collected by CVAG compared to Measure A funds collected by Indian Wells.

Indio

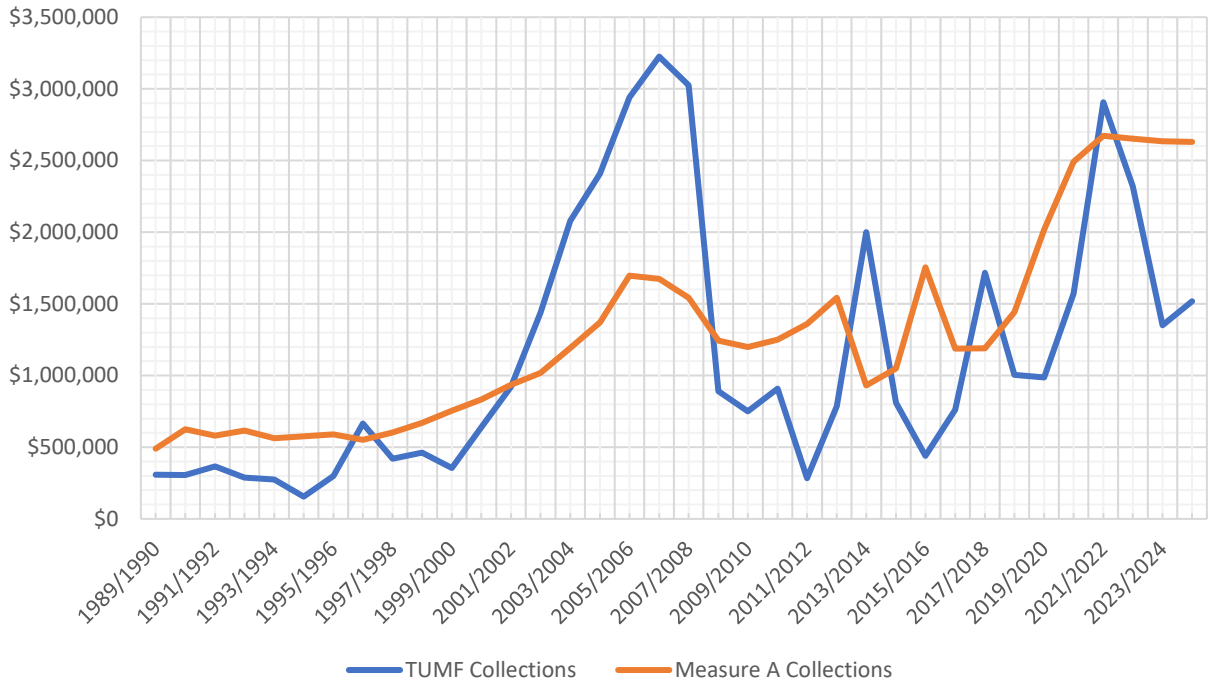


Figure 19: Cumulative TUMF collected by CVAG compared to Measure A funds collected by Indio.

La Quinta

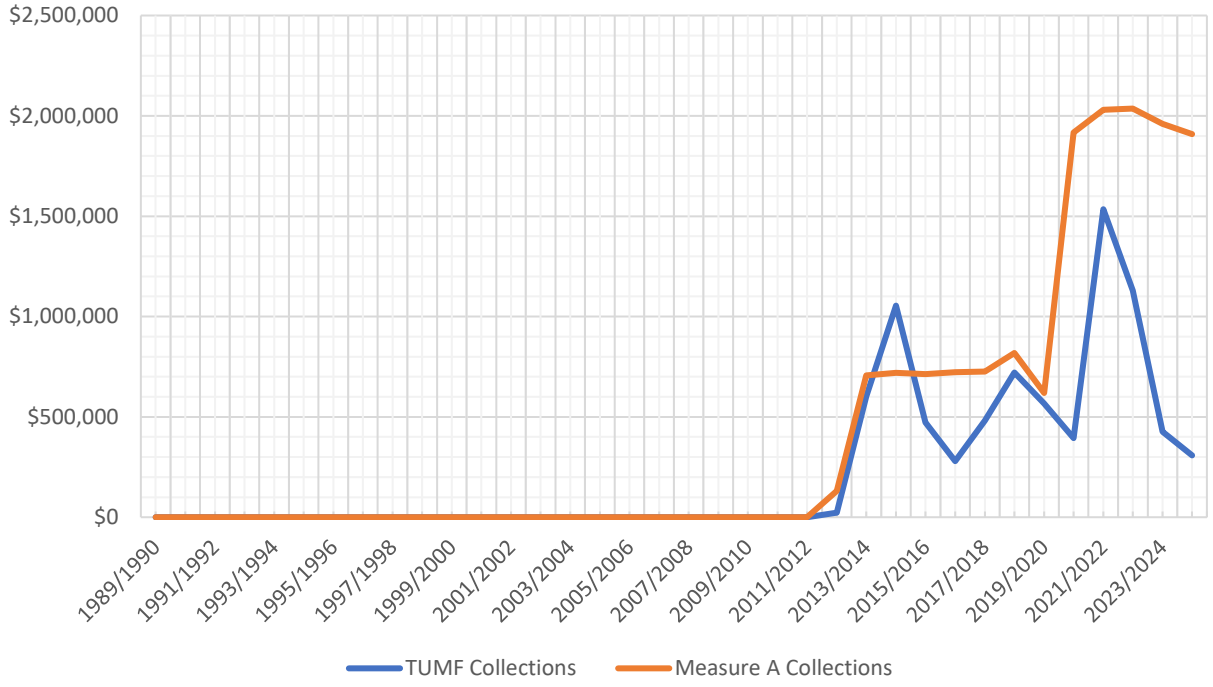


Figure 20: Cumulative TUMF collected by CVAG compared to Measure A funds collected by La Quinta.

Palm Desert

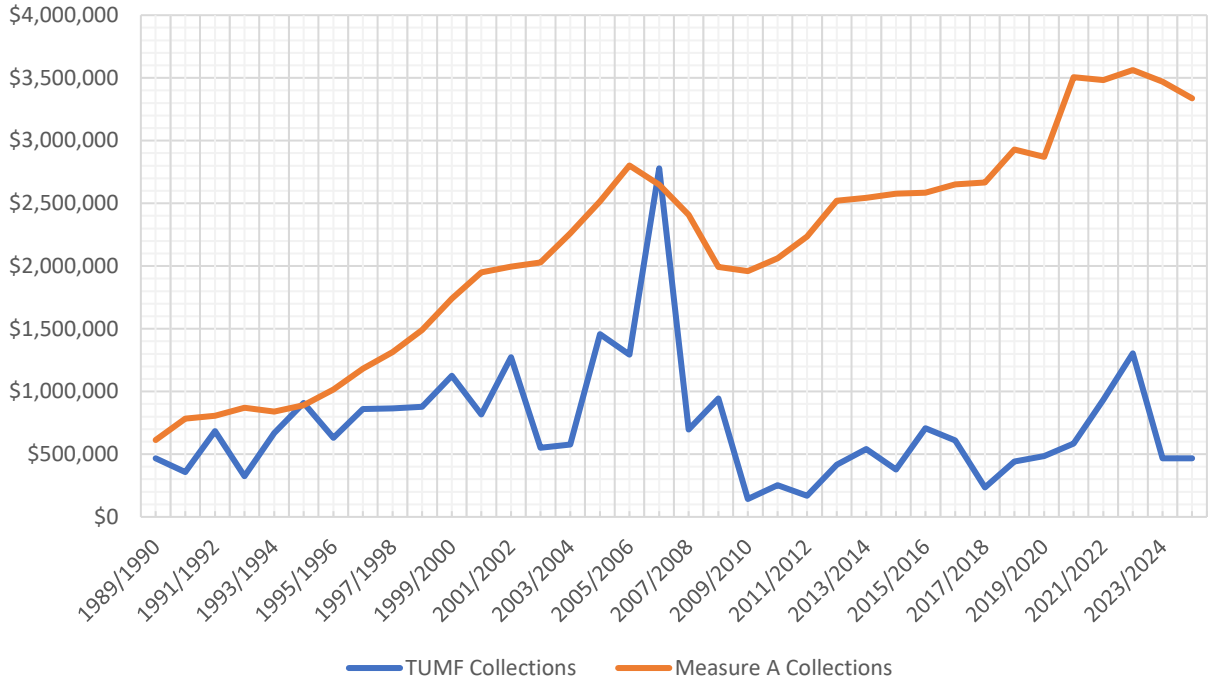


Figure 21: Cumulative TUMF collected by CVAG compared to Measure A funds collected by Palm Desert.

Palm Springs

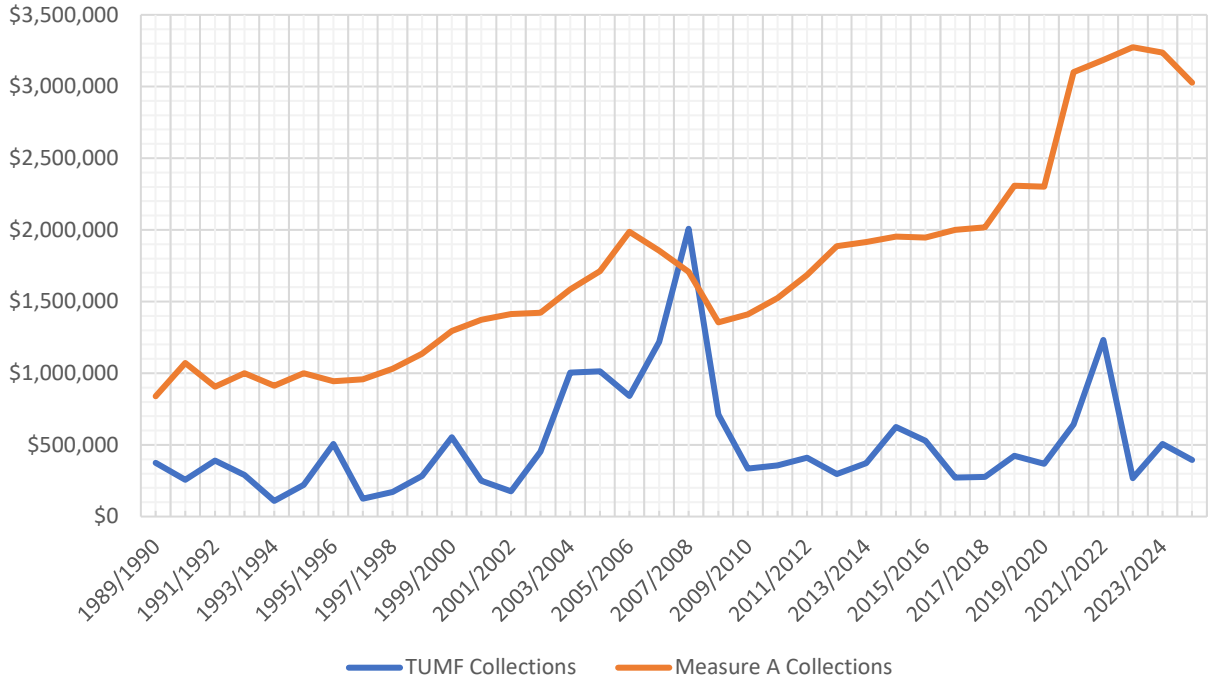


Figure 22: Cumulative TUMF collected by CVAG compared to Measure A funds collected by Palm Springs.

Rancho Mirage

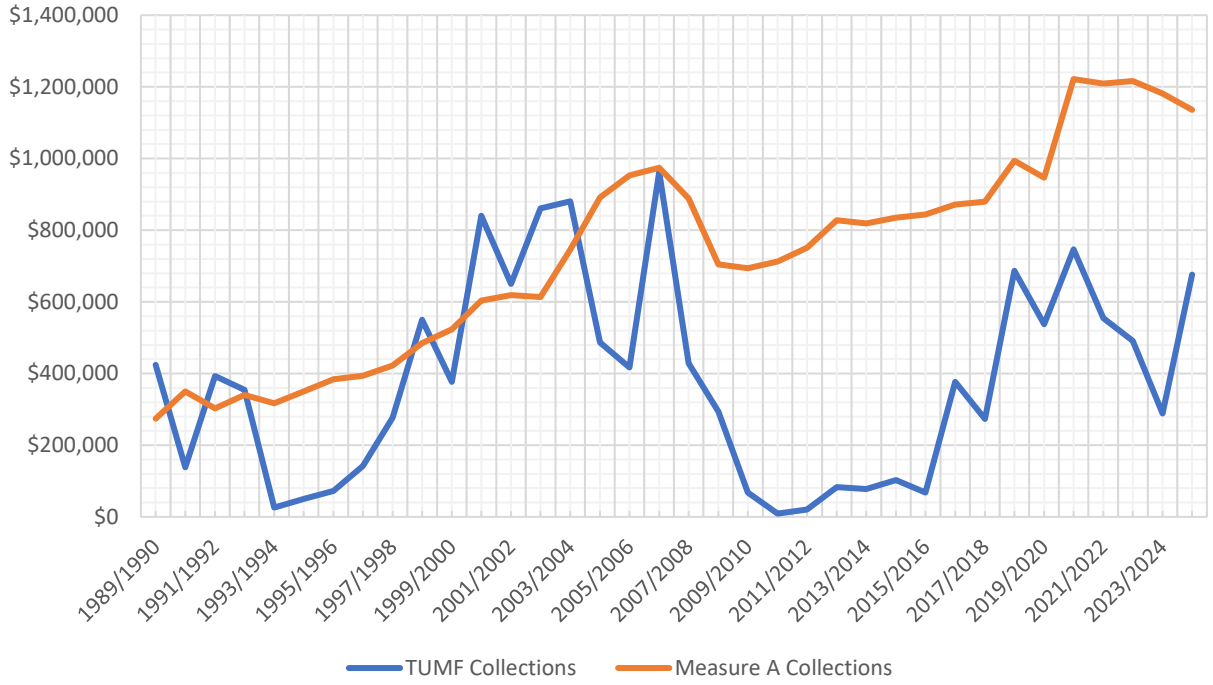


Figure 23: Cumulative TUMF collected by CVAG compared to Measure A funds collected by Rancho Mirage.

Riverside County

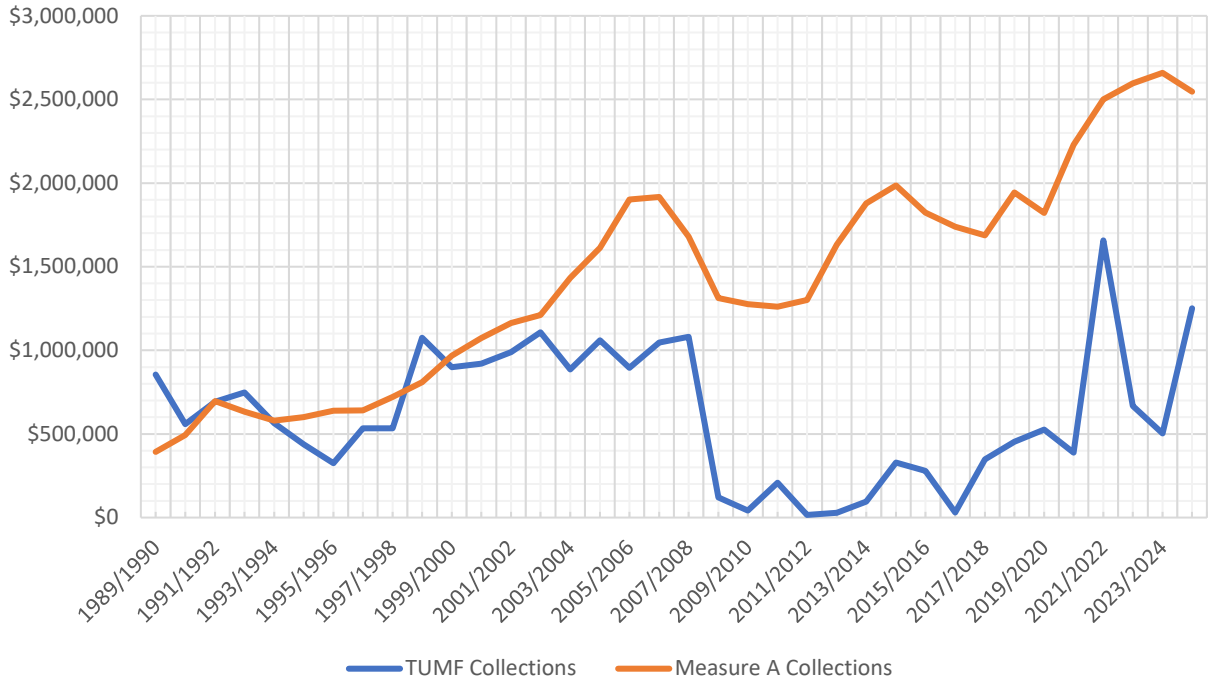


Figure 24: Cumulative TUMF collected by CVAG compared to Measure A funds collected by Riverside County.

Congestion Management Program

The Congestion Management Program (CMP) is an effort to link land use, transportation, and air quality, to promote reasonable growth management programs that will effectively utilize new transportation funds, alleviate traffic congestion and related impacts, and improve air quality.

The CMP states: "Any jurisdiction that adopts a multi-jurisdictional Transportation Uniform Mitigation Fee (TUMF) which complements the objectives of the CMP, will be found in compliance with the CMP requirements." All jurisdictions, regardless of whether or not they participate in the TUMF Program, must comply with other required elements of the CMP, such as development of deficiency plans if the actual level of service (LOS) falls below the minimum CMP requirement standard of "E", a Transportation Demand Management (TDM) plan, and adherence to the Conformance and Monitoring Process.

Measure A funds are distributed to local jurisdictions for local street and road projects. These funds are distributed by the Riverside County Transportation Commission (RCTC), based on a Coachella Valley formula that applies a 50% weight to the proportionate share of dwelling units and a 50% weight to taxable sales generated. The CMP requires, as of January 1, 1992, that all new development be tracked in non-TUMF jurisdictions, and calculations performed annually, to demonstrate an equitable share of Measure A funds towards the Regional Arterial Program.

CVAG Monitoring Process

To meet requirements of the CMP, In-Lieu jurisdictions forward copies of their approved Building Activity Report (or its equivalent) to CVAG on a monthly basis. CVAG staff reviews the report and requests copies of building permits issued for all development subject to TUMF. Data is then extracted from the building permits and entered into the jurisdiction’s database as if the jurisdiction was participating in the TUMF program. Estimation is obtained when fees are calculated on development subject to TUMF.

The City of La Quinta began participation in the TUMF Program in April 2013. Prior to its participation in the collection of TUMF, La Quinta forfeited its local Measure A to the Regional Arterial Program on a monthly basis. The amount of local Measure A was tracked and compared with estimated revenue that would have been generated if TUMF had been collected. CVAG has recovered all Measure A funds from La Quinta as of September 30, 2019.

Table 3: Expenditures on Measure A & TUMF eligible projects.

Project Description	Lead Agency[1]	Project Cost	Approved CVAG Share	Actual Expenditures Prior to FY 20/21	Actual Expenditures FY 20/21	Actual Expenditures FY 21/22	Actual Expenditures FY 22/23	Actual Expenditures FY 23/24	Actual Expenditures FY 24/25	Total Expenditures to Date
Interchanges										
Interchange Preparation Fund	Various	$ 14,049,238.75	$ 14,239,238.75	$ 10,710,244.09	$ 123,407.25	$ 1,117,659.82	$ 126,256.32	$ -	$ -	$ 12,077,567.48
Jackson St/I-10 IC	COR	$ 8,300,000.00	$ 6,225,000.00	$ 3,158,323.21	$ 197,655.55	$ 207,548.27	$ 814,080.38	$ 1,309,523.08	$ 364,815.72	$ 6,051,946.21
Monroe St/i-10 IC	COR	$ 14,137,200.00	$ 12,102,900.00	$ 3,012,533.29	$ 193,912.35	$ 2,057,142.74	$ 2,356,838.77	$ 1,535,067.57	$ 1,127,667.86	$ 10,283,162.58
Portola Ave./I-10 IC	COR	$ 72,100,000.00	$ 13,061,250.00	$ 2,617,874.21	$ 1,072,227.29	$ 193,216.51	$ 9,524.71	$ 84,719.79	$ -	$ 3,977,562.51
Jefferson St./I-10 IC	COR	$ 77,886,000.00	$ 42,160,000.00	$ 28,161,106.51	$ 45,660.46	$ -	$ -	$ -	$ -	$ 28,206,766.97
Avenue 50/I-10 IC	COA	$ 2,800,000.00	$ 2,300,768.00	$ 2,300,768.00	$ -	$ -	$ 74,328.13	$ 90,093.41	$ 10,128.19	$ 2,475,317.73
Da Vall/I-10 Interchange	CC	$ 1,531,974.09	$ 1,531,974.09	$ -	$ -	$ 5,133.59	$ 12,424.24	$ 3,137.58	$ 20,695.41	$ 41,390.82
Palm Dr./Gene Autry Tr./I-10 IC	COR	$ 38,603,000.00	$ 25,931,000.00	$ 6,740,975.90	$ -	$ -	$ -	$ -	$ -	$ 6,740,975.90
Subtotal Interchanges:		**$ 229,407,412.84**	**$ 117,552,130.84**	**$ 56,701,825.21**	**$ 1,632,862.90**	**$ 3,580,700.93**	**$ 3,393,452.55**	**$ 3,022,541.43**	**$ 1,523,307.18**	**$ 69,854,690.20**
Bridges										
Cathedral Canyon Bridge	CC	$ 22,038,000.00	$ 2,577,092.58	$ 263,139.60	$ 566,210.51	$ 1,483,574.17	$ 140,936.59	$ 131,637.33	$ -	$ 2,585,498.20
Ave. 66 Grade Separation	COR	$ 23,490,000.00	$ 16,964,667.00	$ 10,119,447.42	$ 3,618,244.59	$ 1,972,967.32	$ 520,473.80	$217,498.59	$ 106,763.62	$ 16,555,395.34
Ramon Bridge Widening	PS	$ 35,998,000.00	$ 8,146,500.00	$ 1,469,846.23	$ 309,686.89	$ 73,832.48	$ 243,326.70	$ 3,400.75	$ 155,869.99	$ 2,255,963.04
Vista Chino Bridge (across WWR)	PS	$ 114,700.00	$ 8,172,375.00	$ 344,512.89	$ 4,761.79	$ 15,482.11	$ 19,147.18	$ 54,859.61	$ 5,221.08	$ 443,984.66
Dune Palms Bridge over WWR	LQ	$ 19,993,000.00	$ 9,119,730.00	$ 1,820,268.75	$ 279,840.58	$ 286,611.62	$ 903,950.33	$ 2,660,529.26	$ 466,544.91	$ 6,417,745.45
South Palm Canyon Bridge	PS	$ 101,968.00	$ 865,326.00	$ 104,050.11	$ 32,812.83	$ 3,655.26	$ 1,841.91	$ 1,082.28	$ 57,912.79	$ 201,355.18
East Palm Canyon Bridge	PS	$ 102,083.00	$ 1,109,611.00	$ 66,171.22	$ 133,408.85	$ 68,413.95	$ 77,636.36	$ 11,121.89	$ 920.78	$ 357,673.05
Ave. 50 Bridge (WWR & SR86)	COA	$ 7,407,835.00	$ 5,535,626.00	$ 792,806.48	$ 46,490.43	$ 554,688.77	$ 210,037.69	$ 41,378.11	$ 462,979.52	$ 2,108,381.00
Avenue 44 Bridge (across WWR)	Indio	$ 19,230,000.00	$ 3,216,000.00	$ 467,884.63	$ 40,253.53	$ 32,670.39	$ 26,184.92	$ 24,795.02	$ 699,191.55	$ 1,290,980.04
Frank Sinatra Bridge (across WWR)	RM	$ 35,290,000.00	$ 4,548,658.00	$ 213,272.76	$ 37,034.59	$ 20,409.04	$ -	$ -	$ -	$ 270,716.39
Date Palm Bridge (across WWR)	CC	$ 18,703,000.00	$ 1,608,925.00	$ 1,277,163.12	$ -	$ -	$ -	$ -	$ -	$ 1,277,163.12
Airport Blvd Bridge	COR	$ 6,600,000.00	$ 4,950,000.00	$ -	$ -	$ -	$ -	$ 58,759.72	$ 377,973.00	$ 436,732.72
Avenue 50 Bridge over the La Quinta Evacuation Channel	LQ	$ 5,133,000.00	$ 3,849,750.00	$ -	$ -	$ -	$ -	$ 5,639.26	$ 19,396.57	$ 25,035.83
Indian Canyon Ave. (from Garnet to and incl. RR crossing)	PS	$ 21,500,000.00	$ 7,500,000.00	$ 1,591,985.36	$ 197,060.49	$ 297,090.52	$ 168,139.25	$ 651,596.09	$ 649,726.60	$ 3,555,598.31
Subtotal Bridges:		**$ 215,701,586.00**	**$ 83,114,260.58**	**$ 18,530,548.57**	**$ 5,265,805.08**	**$ 4,809,395.63**	**$ 2,311,674.73**	**$ 3,862,297.91**	**$ 3,002,500.41**	**$ 37,782,222.33**
Arterial Links										
North Indian Canyon (20th to Dillon)	COR	$ 4,788,000.00	$ 3,591,000.00	$ 2,042,251.51	$ 194,697.22	$ 2,524,828.32	$ -	$ -	$ -	$ 4,761,777.05
Avenue 48 - Van Buren to Dillon	COR	$ 4,700,000.00	$ 3,525,000.00	$ 595,794.31	$ 135,207.55	$ 84,515.52	$ 191,183.18	$ 1,064,301.09	$ 544,674.76	$ 2,615,676.41
Madison St. (from Ave. 52 to Indio Blvd.)	Indio	$ 46,250,000.00	$ 24,204,794.00	$ 20,984,861.52	$ 242,336.24	$ 75,455.97	$ 475,149.12	$ 403,799.37	$ 27,346.88	$ 22,208,949.10
Jefferson St./Varner Road north of I-10	Indio	$ 6,000,000.00	$ 4,500,000.00	$ 1,611,753.83	$ -	$ -	$ -	$ -	$ -	$ 1,611,753.83
Date Palm Drive North of I-10	CC	$ 3,116,000.00	$ 2,337,000.00	$ 464,133.55	$ -	$ -	$ -	$ -	$ 77,287.55	$ 541,421.10
Avenue 50 (Calhoun to Harrison)	COA	$ 4,500,000.00	$ 3,375,000.00	$ 285,855.70	$ 209,539.78	$ 57,850.01	$ 665,318.06	$ 172,300.63	$ 254,150.58	$ 1,645,014.76
Avenue 50 (SR86 to I-10)	COA	$ 1,820,000.00	$ 1,365,000.00	$ 745,952.42	$ 273,472.69	$ -	$ 345,574.89	$ -	$ -	$ 1,365,000.00
2017 ATP Regional Bicycle/Pedestrian Safety Program	Various	$ 14,627,890.00	$ 10,235,384.00	$ 5,371,972.05	$ 1,369,680.71	$ 1,762,498.55	$ 1,020,987.44	$ -	$ -	$ 9,525,138.75
Fred Waring/Washington Street Intersection	LQ	$ 1,860,745.00	$ 1,395,555.00	$ 252,092.04	$ 929,945.27	$ 116,140.66	$ -	$ -	$ -	$ 1,298,177.97
Avenue 50 and Jackson Street Intersection Improvement	Indio	$ 1,594,600.00	$ 1,195,950.00	$ 199,665.76	$ 85,515.55	$ 81,595.83	$ 194,012.64	$ 27,562.50	$ 1,128,161.15	$ 1,716,513.43
2019 ATP Safety Program	Various	$ 6,472,978.00	$ 4,854,733.50	$ 1,520,510.45	$ 731,836.76	$ 523,696.71	$ 46,122.75	$ -	$ -	$ 2,822,166.67
Indian Canyon Two-way Conversion	PS	$ 2,000,000.00	$ 1,500,000.00	$ -	$ -	$ 1,500,000.00	$ -	$ -	$ -	$ 1,500,000.00
Grapefruit Blvd. between Leoco Lane and 9th Street	COA	$ 5,024,462.00	$ 1,453,820.83	$ -	$ -	$ -	$ 1,453,820.76	$ -	$ -	$ 1,453,820.76
Avenue 50 Widening (Jefferson St to Jackson St)	Indio	$ 900,000.00	$ 675,000.00	$ -	$ -	$ -	$ 18,682.50	$ 222,735.45	$ 106,939.10	$ 348,357.05
Jefferson St between Ave 38 and Sun City Blvd	Indio	$ 300,000.00	$ 225,000.00	$ -	$ -	$ -	$ 1,648.50	$ 90,277.87	$ 39,998.14	$ 131,924.51
Subtotal Arterial Links:		**$ 103,954,675.00**	**$ 64,433,237.33**	**$ 34,074,843.14**	**$ 4,172,231.77**	**$ 6,726,581.57**	**$ 4,412,499.84**	**$ 1,980,976.91**	**$ 2,178,558.16**	**$ 53,545,691.39**
Total:		**$ 549,063,673.84**	**$ 265,099,628.75**	**$ 109,307,216.92**	**$ 11,070,899.75**	**$ 15,116,678.13**	**$ 10,117,627.12**	**$ 8,865,816.25**	**$ 6,704,365.75**	**$ 161,182,603.92**

COR-County of Riverside, RM-Rancho Mirage, IW-Indian Wells, PD-Palm Desert, PS-Palm Springs, CC-Cathedral City, COA-Coachella LQ-La Quinta;

DVBA
desert valleys builders association

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May 18, 2026

Coachella Valley Association of Governments
Tom Kirk, Executive Director
c/o Peter Satin, Conservation Program Manager
74-199 El Paseo, Suite 100
Palm Desert, CA 92260

Re: Annual Report TUMF 2024/2025

Dear Mr. Kirk:

Thank you for providing the Desert Valleys Builders Association the opportunity to review the Coachella Valley Association of Government's "*Transportation Uniform Mitigation Fee Annual and Five-Year Report, fiscal Year 2024/2025.*" During our examination, we noticed some inconsistencies. However, these were quickly explained. We ask that next year's report add a couple of lines for clarity.

The Desert Valleys Builders Association supports the adoption and filing of the Transportation Uniform Mitigation Fee Annual and Five-Year Report for fiscal year 2024/2025.

Respectfully,

James Brownyard
Executive Officer

550 Oleander Road • Palm Springs, CA • 92264
(760) 776-7001 office • (760) 776-7002 fax
www.TheDVBA.org

ITEM 4E

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Amendment No. 2 to the Reimbursement Agreement for Airport Boulevard Bridge Replacement Project (Orange Street to Desert Cactus Drive)**

Contact: Randy Bowman, Assistant Director of Transportation (rbowman@cvag.org)

Recommendation: Approve Amendment No. 2 to the Reimbursement Agreement with the County of Riverside and the City of Coachella for the Airport Boulevard Bridge Replacement Project (Orange Street to Desert Cactus Drive), extending the time trigger to June 30, 2027

Background: On June 26, 2023, the Executive Committee approved a Reimbursement Agreement with the County of Riverside for the design and construction of a replacement bridge along Airport Boulevard from Orange Street to Desert Cactus Drive in the City of Coachella. The project will replace the existing functionally obsolete and seismically vulnerable bridge that currently extends over the Coachella Valley Stormwater Channel (also known as the Whitewater River) with a wider two-lane bridge. The County of Riverside serves as the Lead Agency. Before the reimbursement agreement was fully executed, the City of Coachella was added to the project as it shares ownership of the bridge. A three-party agreement and Amended and Restated Reimbursement Agreement was approved by the CVAG Executive Committee on February 26, 2024.

Based on prior studies of various alternative options for the bridge replacement, the County is preparing plans to replace the existing structure with a 71-foot-wide bridge that has a 75-year design life. The project will also enhance safety and provide improved emergency response access and overall connectivity for the surrounding community.

This project represents a partial segment of a project described in CVAG's 2016 Transportation Project Prioritization Study (TPPS), which identified Avenue 56/Airport Boulevard from Polk Street to State Route 86, including a bridge over the stormwater channel, as being ranked 87 on the TPPS list. While the project was not ranked within the top 10 percent, CVAG staff recommended advancing the project based on the availability of substantial funding from the State's Highway Bridge Program, which funds nearly 90 percent of construction costs. This approach is consistent with CVAG staff's effort to maximize external state and federal funding when it secured.

The Plans, Specifications and Engineering (PS&E) phase is complete, the submittal package is currently under review, and right of way certification is anticipated by July 2026. The next step is submission of a Request for Authorization (RFA) to Caltrans to obligate Highway Bridge Program (HBP) construction funding.

On June 2, 2025, the Executive Committee approved Amendment No. 1 to the Reimbursement Agreement, extending the construction phase time trigger to June 30, 2026, to allow additional time for final project development activities and coordination associated with the HBP funding process. The County has since requested an additional extension to accommodate the anticipated HBP fund obligation schedule, construction bidding process, and contract award timeline, which is now expected by April 2027.

CVAG staff is recommending approval of Amendment No. 2 to the Reimbursement Agreement to extend the construction phase time trigger to June 30, 2027. The recommended action would also authorize the Executive Director and/or Legal Counsel to make clarifying revisions before execution. Additionally, the amendment includes a condition requiring the use of electronic or digital signatures, consistent with CVAG Policy 21-02 and current reimbursement agreement practices.

Fiscal Analysis: There is no additional cost to this amendment.

The project itself is estimated to cost $24.6 million. Riverside County has secured HBP federal funds in the amount of $18,007,470, which is 88.53 percent of the HBP participating project cost. The total remaining amount not covered by the federal funds is approximately $6.6 million, which includes the required local funding match and project costs not eligible for HBP funding.

CVAG has approved a funding commitment of $4.95 million, which includes the 75% regional share and fully covering the scope of work related to a CV Link undercrossing. The inclusion of the City of Coachella in the Reimbursement Agreement in 2024 established the County and the City equally splitting the remaining 25% local share of project costs, which is at $825,000 each.

Attachments:

1. Amendment No. 2 to Reimbursement Agreement
2. Project Vicinity Map

AMENDMENT NUMBER TWO
TO THE
REIMBURSEMENT AGREEMENT
BETWEEN
CVAG, THE CITY OF COACHELLA AND THE COUNTY OF RIVERSIDE
FOR THE
AIRPORT BOULEVARD BRIDGE REPLACEMENT PROJECT
(ORANGE STREET TO DESERT CACTUS DRIVE)

This **AMENDMENT NUMBER TWO** is made and entered into this **1st day of June 2026**, by and between the **Coachella Valley Association of Governments**, a California joint powers agency **(CVAG)**, the **City of Coachella (City)** and the **County of Riverside (County)** and is made with reference to the following background facts and circumstances. All other terms and conditions shall remain the same as stated in the original Agreement dated February 26, 2024 for the Airport Boulevard Bridge Replacement Project (Orange Street to Desert Cactus Drive).

1. **This Amendment Number Two extends the time trigger to commence construction by June 30, 2027.**

Consistent with CVAG Policy 21-02, this amendment shall be executed with the use of electronic or digital signatures in order to be in effect.

DRAFT

Signatures continued on next page.

IN WITNESS WHEREOF, the parties hereto have caused this Amendment Number Two to be executed by their duly authorized representatives on this date:

ATTEST

_____
Clerk of the Board of Supervisors

COUNTY OF RIVERSIDE

_____
Chair of the Board of Supervisors

FORM APPROVED COUNTY COUNSEL:

By: _____
Danielle Maland

ATTEST

_____
Gustavo Romo, City Manager

CITY OF COACHELLA

_____
Frank Figueroa, Mayor

ATTEST

_____
Tom Kirk, Executive Director

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS

_____
V. Manuel Perez, Chair

DRAFT



CVAG, 2025. Sources: CVCC, Riverside County GIS, US Census Bureau, Esri

ITEM 4F

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Additional Support for the Cool Streets for Affordable Housing Neighborhoods Program Project**

Contact: Randy Bowman, Assistant Director of Transportation (rbowman@cvag.org)

Recommendation: Authorize the Executive Director to execute Amendment No. 2 to the Pavement Management Analysis professional services agreement with Michael Baker International, Inc., adding $140,000 to provide professional engineering services through December 2027 related to the Cool Streets Project Master Plan, including provide plans, specifications and engineer's estimates for the pilot project

Background: At the March 2026 meeting, the Executive Committee received and filed the 2025 Pavement Management Report for CVAG's regional arterial work. The assessment was led by Michael Baker International, which was under a contract that had been authorized in June 2024. Before closing the contract with the firm, CVAG staff is recommending that the Executive Committee utilize Michael Baker's unique expertise to help CVAG wrap in a separate, grant-funded project related to cool streets.

In February 2025, the Executive Committee authorized CVAG to accept $748,500 in grant funding from the State of California Governor's Office of Land Use and Climate Innovation through the Extreme Heat and Community Resilience Program (EHCRP) for the Cool Streets for Affordable Housing Neighborhoods Program. The program was developed in partnership with the Coachella Valley Housing Coalition (CVHC) and Kounkuey Design Initiative (KDI) to address extreme heat impacts in vulnerable communities through innovative cool pavement strategies, community engagement, and implementation planning. Program deliverables include development of a Cool Streets Master Plan, integration with the regional pavement management program, community engagement, GIS-based analysis tools, and implementation of a cool pavement pilot project at an affordable housing location.

To complete the Cool Streets Master Plan, the project requires the assistance of a civil engineering firm with expertise in pavements. Michael Baker International is uniquely qualified given their role in developing the 2025 Pavement Management Report and because the firm also has experience with cool pavements in Arizona. CVAG staff is therefore recommending authorization of Amendment No. 2 to the existing agreement with Michael Baker International, Inc. to cover the cool streets work. The additional work covered by the proposed amendment will include specialized cool pavement planning and engineering services associated with the EHCRP-funded Cool Streets Program for activities including: development of a Prioritized Cool Pavement Master Plan identifying and ranking candidate project locations throughout the region based on heat vulnerability, disadvantaged community metrics, pavement conditions, walkability, transit proximity, and other criteria; integration of cool pavement strategies into CVAG's Regional Pavement Management Program and pavement management software platform; evaluation and

selection of cool pavement technologies based on performance, lifecycle cost, durability, and constructability; and preparation of Plans, Specifications, and Estimates (PS&E) for a pilot cool pavement implementation project, including bid and construction support services.

Staff recommends the Executive Director be authorized to execute Amendment No. 2, which also would extend the contract term through December 31, 2027. This recommended action would authorize the Executive Director and/or Legal Counsel to make minor, clarifying changes prior to execution. The proposed work will help ensure that cool pavement strategies are integrated into long-term regional pavement preservation planning and provide a scalable framework for future implementation throughout the Coachella Valley.

Fiscal Analysis: The proposed Amendment No. 2 with Michael Baker International, Inc. is for an amount not to exceed $140,000. The original contract was authorized by the Executive Committee in June 2024 for $246,215. A no-cost extension was executed in June 2025 to extend the completion date. Approval of Amendment No. 2 will increase the total contract amount to $386,215.

Amendment No. 2 will be funded through the $748,500 EHCRP grant that was awarded to CVAG for the cool streets project.

Attachment: Amendment No. 2 with Michael Baker International, Inc., including a scope of work

AMENDMENT NUMBER TWO
to the
MICHAEL BAKER INTERNATIONAL, INC.
SERVICES CONTRACT
for
2011 PAVEMENT MANAGEMENT ANALYSIS REPORT UPDATE

This **AMENDMENT NUMBER TWO** is made and entered into this **29th day of June 2026**, by and between the **Coachella Valley Association of Governments**, a California joint powers agency **(CVAG)**, and **Michael Baker International, Inc. (Consultant)**, and is made with reference to the following background facts and circumstances. All other terms and conditions shall remain the same as stated in the original Agreement dated **June 3, 2024**, 2011 Pavement Management Analysis Report Update Project.

1. **This Amendment Number Two extends the term of the Agreement to December 31, 2027.**
2. **This Amendment Number Two adds scope and fee as identified in exhibits A and B attached hereto for an amount not to exceed $140,000, to complete the tasks associated with the Cool Pavement Project.**
3. **The total amount payable under this agreement shall not exceed $386,215.**

Original Agreement	June 3, 2024	$246,215
Amendment Number One	June 23, 2025	No Cost
Amendment Number Two	June 1, 2026	$140,000
Total Agreement Not-to-Exceed		**$386,215**

Consistent with CVAG Policy 21-02, this amendment shall be executed with the use of electronic or digital signatures in order to be in effect.

IN WITNESS WHEREOF, the parties hereto have caused this **Amendment Number Two** to be executed by their duly authorized representatives on this date:

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS

By: _____
Tom Kirk, CVAG Executive Director

MICHAEL BAKER INTERNATIONAL, INC.

By: _____
Chris Alberts, Vice President

DRAFT

EXHIBIT "A"
SCOPE OF SERVICES

Michael Baker International (MBI) agrees to perform the following Scope of Services for the Prioritized Cool Pavement Plan and PS&E.

TASK 1 PRIORITIZED COOL PAVEMENT MASTER PLAN

MBI will develop a Prioritized Cool Pavement Master Plan that strategically identifies and ranks candidate project locations for cool pavement implementation across the region. The sub tasks to complete the Master Plan include data collection, development of a location prioritization methodology, drafting a prioritized location list and map, reviewing the prioritization methodology and draft location list with stakeholders, and developing an approach for implementation that includes ROM estimates and phasing.

MBI will collect publicly available data to assess the following criteria:

- Heat severity and exposure (urban heat island intensity)
- Population vulnerability (DAC, low-income, seniors, health risk factors)
- Proximity to affordable housing and community facilities
- Pavement condition (PCI or equivalent index)
- Cost effectiveness
- Walkability (proximity to destinations)
- Proximity to transit
- Environmental Opportunity (TCAC)

Following data collection, MBI will establish a weighting methodology for the criteria and apply this to the pavement project list to produce a draft scoring matrix, prioritized project list, and project location map for CVAG staff review. Projects will be classified as near-term, medium-term, or long-term.

Following staff review, MBI will prepare presentation materials for one stakeholder meeting, including a slide deck that clearly explains the prioritization methodology as well as the draft project list and maps to help visualize the methodology. MBI staff will be available to present at the stakeholder meeting. Feedback from the stakeholder meeting will be used to refine the prioritization methodology and prioritized project list.

The refined project work will be included in a comprehensive Prioritized Cool Pavement Plan that will include the following sections:

- Prioritization criteria list and descriptions
- Summary of the prioritization methodology including maps and figures
- Prioritized project list
- Summary of stakeholder feedback on draft prioritization methodology and project list.
- Phased implementation strategy with cost estimates and potential funding sources

Deliverables:

- Scoring matrix, prioritized project list, and project location map (Administrative Draft, Public Review Draft and Final Draft)
- Stakeholder Workshop Presentation Materials
- Prioritized Cool Pavement Plan (Draft and Final)

TASK 2 INTEGRATION WITH PAVEMENT MANAGEMENT PLAN

MBI will integrate the prioritized cool pavement projects into CVAG's Regional Pavement Management Plan (PMP) so that these innovative strategies align with current pavement preservation practices, lifecycle planning frameworks, and pavement management software.

Task 2.1: Review of Existing Pavement Management Systems

MBI will review the existing PMP report and the decision-making structure currently in-place within CVAG's pavement management software. Recognizing that seamless software integration is critical, we will identify necessary software configurations needed to integrate cool pavement application decision making for pavement management analyses.

Task 2.2: Decision Framework Development

We will identify efficient opportunities to incorporate cool pavement treatments into both routine maintenance and larger rehabilitation/resurfacing projects. To guide this, our team will develop a robust Decision Framework that dictate when and where cool pavements should be applied. This matrix will factor in PCI thresholds, roadway classifications, and the heat priority zones established in prior tasks.

Task 2.3: Integration with The Pavement Management System

We will evaluate the long-term performance and lifecycle costs of cool pavements relative to traditional pavement treatments. We will assess long-term maintenance implications and integrate these cost assumptions directly into CVAG's AtlasView pavement management system, ensuring realistic forecasting for future capital improvement plans.

To track the long-term success of these treatments, we will create additional fields within the pavement management software for tracking data specific to cool pavements, such as performance metrics, specific treatment types, and installation dates. We will also draft actionable recommendations for incorporating cool pavement standards into regional policies, standard specifications, and design practices. This step is vital for institutionalizing cool pavement treatments across all member jurisdictions and streamlining local adoption.

Task 2.4: Training, Implementation Support, and Documentation

We will develop targeted training materials and user guidance documentation for both CVAG and member jurisdiction staff that will support engineers and planners to utilize cool pavement applications confidently. We will also prepare a comprehensive update to the Pavement Management Plan that reflects updated maintenance policies and costs related to the adoption of cool pavement technology.

Deliverables:

- Decision Framework for Cool Pavement Applications
- Updated Software Data Inputs and Tracking Structure
- Updates to the Pavement Management Software to reflect performance curves, unit costs, impacts, and maintenance policies.
- Staff Training Materials and Documentation
- Updated Pavement Management Plan

TASK 3 COOL PAVEMENT TECHNOLOGY SELECTION

MBI will conduct an objective evaluation of available cool pavement products and recommend the most appropriate technology based on performance, durability, cost-effectiveness, and constructability.

Task 3.1: Technology Review and Market Scan

We will perform a comprehensive review of the current cool pavement material and technology market. We will investigate a full spectrum of technologies, including surface applied cool coatings, reflective aggregates, and alternative or modified paving materials. To ensure our evaluation is grounded in real-world performance, we will review case studies and best practices from jurisdictions with similar climates. We will also coordinate with manufacturers and vendors to gather the most up-to-date product data, warranties, and installation guidelines.

Task 3.2: Performance Evaluation and Cost-Benefit Analysis

We will evaluate the identified technologies against key performance criteria:

- **Solar Reflectance (Albedo):** The material's ability to reflect solar energy.
- **Thermal Performance:** Documented surface and ambient temperature reduction capabilities.
- **Durability and Maintenance:** Resistance to wear, tire tracking, weathering, and specialized cleaning or re-application requirements.
- **Lifecycle Cost:** Initial capital cost versus long-term maintenance and lifespan.

Task 3.3: Constructability Assessment and Evaluation Matrix

We will assess the constructability of each alternative, weighing its compatibility with the region's existing pavement networks and maintenance practices. We will synthesize all findings (performance data, cost, and constructability) into a comprehensive Evaluation Matrix. By applying weighted scoring to these categories, we will provide CVAG with a transparent, data-driven framework for comparing alternatives side-by-side.

Task 3.4: Final Recommendation and PS&E Integration

Based on the results of the evaluation matrix, we will formulate a recommendation for the preferred cool pavement material and its optimal application methodology. To seamlessly transition this task from the planning phase to procurement and construction, our team will develop Technical Specifications for the selected material. These specifications will be formatted

for inclusion into the pilot project's Plans, Specifications, and Estimates (PS&E) package, ensuring contractors have clear, strict guidelines for installation and quality control.

Deliverables:

- Cool Pavement Technology Evaluation Memo (including case study review and constructability assessment)
- Product Data Sheets and Performance Summaries
- Performance and Cost-Benefit Analysis and Evaluation Matrix
- Cool Pavement Material Selection Recommendation
- Technical Specifications for the selected material (formatted for inclusion in PS&E)

TASK 4 PLANS, SPECIFICATIONS AND ESTIMATE (PS&E)

MBI will prepare complete, bid-ready PS&E package for implementation of the Cool Pavement Pilot Project, in coordination with CVAG and the City. The pilot location has not been specified at this stage of the scope. It is assumed that the parking lot area is up to 50,000 SF. Scope and fee may need to be scaled depending on the selected site. Services under this task shall include the following:

Task 4.1 Site Verification and Base Information

MBI shall perform site verification and review available base mapping, record drawings, and aerial imagery to confirm existing conditions, pavement extents, and constructability considerations. Limited topographic field verification or survey support (24 hours) shall be provided as necessary to support design development and accurate definition of limits of work.

Task 4.2 Design Development

MBI will prepare conceptual design layouts (up to 2) depicting proposed cool pavement treatment areas, grind and overlay limits (as needed), removal of pavement striping and markings, limits of work, and striping plans for review. Following agency review, Michael Baker shall advance the approved concept to 60%, 90%, and final design.

An itemized cost estimate will be prepared in Excel to provide CVAG with a clear understanding of project costs and ensure alignment with the available budget. Backup quantities will be available upon request. Technical Provisions and Specifications shall be in accordance with the local agency's boilerplate and Standard Plans and Specifications for Public Works Construction ("Greenbook"). Cost estimate shall be included with 60%, 90%, and final submittals and Specifications shall be included with the 90% and final submittals.

The plans and specifications shall be in accordance with local City and County Standards and ADA accessibility requirements per the California Building Code 11B and Public Right Of Way Accessibility Guidelines.

Assumptions: The pilot project will be a parking lot for a housing facility. Number of parking spaces will remain the same unless the minimum ADA parking stall requirements are not

currently met. Plans shall include pavement treatment application and signing and striping plans. Parking lot assessment is excluded from this task.

Deliverables: Conceptual plans, 60% plans and estimate, 90% PS&E, Final PS&E.

Task 4.3 Bid and Construction Support
MBI staff will be available during bid and construction to review and respond to Contractor's Requests for Information (RFI's), review any submittals/change orders, and provide clarification of design intent when necessary. Michael Baker will update the construction plans to "Record Drawings" based on the as-built drawings submitted by the Contractor upon completion of the construction of the project. A maximum of 24 hours is included within this Scope of Work, anything in excess will be considered additional work and billed on a Time & Materials basis.

Assumptions: *One on-site meeting to answer questions during construction.*

Deliverables: *Construction Support, Record Drawings*

EXCLUSIONS:
Consulting services relating to any of the following tasks may be completed by Michael Baker International if negotiated under a separate contract for an additional fee; but are presently specifically excluded from this Agreement:

1. Environmental Studies.
2. TEPA/NEPA
3. Boundary Survey.
4. Right of Way Acquisitions.
5. Title Report Acquisitions (RCFC&WCD related).
6. Title Status Report (TSR)
7. Title Recordation Services/Legals and Plats
8. Geotechnical investigations or materials testing.
9. Environmental studies, permitting, or CEQA documentation.
10. Utility Coordination or Relocation.
11. Right-of-way engineering or easement preparation.
12. Architectural Design.
13. Landscape Design.
14. Traffic Studies.
15. Construction QSP/QSD Services.
16. Any other services not specifically set forth in the above scope of services.

ASSUMPTIONS:
MBI's obligations are based upon the following understanding:

1. Client will provide copies of existing documentation as it relates within the project limits, if applicable.

EXHIBIT "B"
COMPENSATION

Michael Baker International will complete the work outlined above in accordance with the fees schedule identified below and shall invoice Client on a monthly basis on the percentage of completion, plus the direct costs of reimbursables.

WORK TASKS

1	Prioritized Cool Pavement Master Plan	$ 44,588
2	Integration with Pavement Management Plan	$ 14,282
3	Cool Pavement Technology Selection	$ 41,920
4	Plans, Specifications, and Estimate	$ 30,248

Other Direct Costs (ODCs):	$ 1,000
Contingency:	$ 7,962
TOTAL:	**$ 140,000**

Progress invoices will be forwarded to the CVAG on a monthly basis. These invoices will include the costs incurred during the billing period plus all direct costs advanced by MBI. The fees Proposed herein shall apply until December 31, 2026.

ITEM 5A

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Appeal by the Haagen Company on Transportation Uniform Mitigation Fee (TUMF) assessment**

Contact: Peter Satin, Conservation Program Manager (psatin@cvag.org)

Recommendation: Deny the Transportation Uniform Mitigation Fee (TUMF) appeal brought forth by the HCL Indio Marketplace LLC, owned by the Haagen family, and authorize the Executive Director to enter into the necessary agreements to refund any TUMF collected pursuant to the Indio Grand Marketplace project upon finalization of a demolition permit for the existing structure

Background: At the June 1 meeting, the Transportation Committee will hold a hearing to address an appeal being brought forth by the HCL Indio Marketplace LLC, owned by the Haagen family. This hearing is consistent with CVAG's procedures for the Transportation Uniform Mitigation Fee (TUMF) program. The Transportation Committee's recommendation will then be brought forward to the Executive Committee, which will also hold a hearing when it meets later on June 1.

TUMF is a development impact fee imposed on new development within the Coachella Valley to offset costs incurred through capacity enhancements to the regional arterial system. TUMF assessments are predicated on the trip generation rates of any new development's underlying land use, as determined by the Institute of Traffic Engineers (ITE). For the purposes of TUMF calculation, CVAG has simplified non-residential land use into six categories: industrial, office, retail, golf, hotel, and multiple use.

TUMF must be paid prior to the issuance of any building permit. However, project proponents have the opportunity to appeal the imposition of the fee in the event they believe the fee was inappropriately applied. In order to appeal a TUMF assessment, the project proponent must first pay the assessed fee, and then provide to CVAG a notice of appeal stating their reasons for contesting the assessment, among other administrative items. Upon receipt of a complete appeal submission, CVAG will schedule a hearing within 90 days. The hearing consists of an initial review by the Transportation Committee, who will issue a recommendation to the Executive Committee for decision. The decision of the Executive Committee is final.

The Haagen Company is proposing a site reconfiguration of the former Indio Grand Marketplace, located at 82225 Highway 111 in the City of Indio. The project consists of three phases: Phase I involves the construction of 12,800 square feet of new retail development within the existing parking lot; Phase II involves the construction of 10,900 square feet of new retail development on a combination of existing parking lot and vacant land; and Phase III involves the demolition of a portion of the existing shopping center totaling 95,000 square feet, to be replaced with additional parking. Taken in its entirety, the project will reduce the available square footage by 71,300 square feet. Haagen Company has indicated that a single tenant remains in the existing shopping center,

necessitating the buildout of Phase I before any demolition takes place. They have also indicated that beyond Phase I, Phases II and III should not be considered sequential and may occur simultaneously. Haagen Company applied for the necessary permits to implement Phase I on June 17, 2025. To date, no permit applications for the remaining phases have been submitted.

Pursuant to the TUMF Handbook, TUMF applies to “new development yet to receive final discretionary approval and/or issuance of a building permit” and that no building permit shall be issued “unless the applicant has paid the mitigation fee.” Resolution No. 07-007 further dictates “the building permit issuance date to be the date that the TUMF obligation accrues.” TUMF was therefore assessed on the Phase I permits.

On February 17, 2026, Fennemore, LLP, on behalf of the Haagen Company, submitted a written request to CVAG staff to waive the TUMF assessment in recognition of the overall reduction of retail space – and therefore trips generated by the site – that would take place upon completion of the site reconfiguration. The letter asserted that the project must be considered holistically, and not on a permit-by-permit basis. The letter further indicated that the Haagen Company would be willing to enter into an agreement to pay at a later date any TUMF that may be due in the event that the demolition contemplated in Phase III does not take place. Finally, the letter included the trip generation analysis utilized during project permitting.

During follow-up conversations, CVAG staff indicated that adopted TUMF policies and procedures precluded them from assessing all three phases at once, and that, as long as the existing shopping center remained in place, CVAG would be unable to discount future potential trip reduction against current use. CVAG staff encouraged the Haagen Company to file an appeal, which would nonetheless require that the assessed TUMF be paid.

Precedent exists to support CVAG staff’s position. Findings during prior appeals have found that CVAG is not a regulatory agency, and therefore cannot control future use and associated trip generation; TUMF must therefore be assessed on the maximum potential of a facility (see Betty Ford Center at Eisenhower, November 20, 1992; and Sunrise Country Club, January 27, 1997). Furthermore, a variety of redevelopment plans for the existing Indio Grand Marketplace have been proposed over the last few years, including rehabilitation, none of which have been realized. CVAG staff are therefore wary of entering into any agreement that would postpone the collection of TUMF to a later date contingent on an action not taking place. CVAG staff does acknowledge that, should the Phase III demolition take place, it would result in an overall trip reduction that, had it occurred prior to the buildout of Phase I, may have negated any new TUMF assessment.

The Haagen Company issued, under protest, a TUMF payment to the City of Indio for two building permits authorizing the construction of new commercial retail space consisting of a combined 12,800 square feet on April 10, 2026. CVAG staff received their complete appeal application on April 22, 2026, restating their position from the February 17 letter.

The appeal has been reviewed by CVAG Legal Counsel, who found that CVAG had reasonable grounds to impose TUMF on Phase I of the project, but that the appellant’s contending the entirety of the project would reduce trips and should therefore not incur any TUMF assessment is not without merit. In light of this analysis, CVAG staff proposed to Haagen Company a variation on their original proposed agreement: CVAG will retain the TUMF already collected, but will agree to refund the TUMF upon the completion of the Phase III demolition. The Haagen Company is amenable to this approach, provided any agreement includes provisions for Phase II as well (including if Phase II buildout begins before finalization of the demolition, TUMF would be collected, but if the demolition is complete, no TUMF would be assessed against Phase II). CVAG staff finds this condition reasonable.

CVAG staff recommend that the appeal be denied, and that the Executive Director be authorized to enter into the necessary agreements to refund the collected TUMF upon finalization of the Phase III demolition permit. Wholesale denial of the appeal may leave CVAG open to challenge under the Mitigation Fee Act, while approval of the appeal would be counter to accepted TUMF policies and jeopardize CVAG's ability to collect TUMF on the project in the future.

Fiscal Analysis: Phase I of the project has already remitted $96,448. Phase II is estimated to incur an additional $82,132 at the current retail TUMF rate. If and when the Phase III demolition takes place, any monies collected for the project would be refunded.

Attachment: Fennemore notice of appeal, April 22, 2026

FENNEMORE.

Brent R. McManigal
Director
bmcmanigal@fennemorelaw.com

550 E Hospitality Ln, Suite 350
San Bernardino, California 92408
PH (909) 890-4499 | FX (909) 890-9877
fennemorelaw.com

April 22, 2026

VIA FEDERAL EXPRESS AND E-MAIL

CVAG Executive Committee
c/o Peter Satin, Conservation Program Manager
Coachella Valley Association of Governments
74-199 El Paseo, Suite 100
Palm Desert, California 92260
psatin@cvag.org

Re: **Appeal of TUMF Assessment for Indio Grand Marketplace Redevelopment** *(Permit Nos. BLDC-25-0271 and BLDC-25-0272)*

Dear Members of the Executive Committee:

Pursuant to section 1.1 of the Coachella Valley Association of Governments Transportation Uniform Mitigation Fee Handbook, revised January 1, 2025 (the "**CVAG Handbook**"), The HCL Indio Marketplace, LLC, owned by the Haagen family ("**Haagen**"), hereby appeals the Transportation Uniform Mitigation Fee ("**TUMF**") assessed on the Phase I permits for the Indio Grand Marketplace redevelopment ("**IGM Redevelopment**" or "**Project**") in the amount of $96,448 paid to the City of Indio ("**City**") on April 9, 2026. The TUMF for Phase I is for two standalone buildings with one building assessed $60,280 and the second building assessed $39,168. The checks for the TUMF fee included a letter informing both the City and CVAG that the fee was being paid under protest. Included with this letter is check # 01091 in the amount of $500.00 for the payment of the Appeal Fee.

Based on the information below, the assessment of TUMF on the IGM Redevelopment should be vacated and refunded because the actual Project does not create additional average weekday trips over the existing and entitled shopping-center condition. Instead, the IGM Redevelopment project reduces overall building area by approximately 71,300 square feet and, according to the project-specific traffic analysis prepared by Linscott, Law & Greenspan ("**LLG Assessment**"), results in 41 fewer net average weekday trips and 86 fewer gross average weekday trips than the existing and entitled shopping center. Under the CVAG Handbook and CVAG's 2018 TUMF Nexus Report, TUMF is a growth-mitigation fee tied to additional transportation demand and a project's fair share of regional improvement costs attributable to new development.

Where redevelopment creates no net additional weekday trips, there is no lawful basis for TUMF to be assessed.

Haagen therefore requests that CVAG grant this appeal, direct refund of the contested TUMF paid for permits BLDC-25-0271 and BLDC-25-0272, and confirm that no additional TUMF is presently due for Phases I, II, or III of the redevelopment so long as the project remains at or below the existing baseline in average weekday trips.

In the alternative, and without waiving its primary position, Haagen remains willing to record an agreement confirming that the remaining mall shop space will not be re-leased pending demolition and that TUMF may be imposed in the future only if a later project produces net average weekday trips above the existing baseline.

I. THE INDIO GRAND MARKETPLACE REDEVELOPMENT IS AN INTEGRATED PROJECT

The Indio Grand Marketplace is an already-developed regional shopping center, not vacant land and not a freestanding pad-site project. (Brent McManigal, February 17 letter to Mr. Satin, p.1-3 ("**Feb. 17 Letter**"); LLG Assessment, p. 1). Haagen's redevelopment plan proceeds in coordinated phases. Phase I consists of two new retail/commercial buildings totaling 12,800 square feet along the Highway 111 frontage west of the main entrance. Phase II consists of three additional buildings totaling 10,900 square feet, including a bank and two restaurant uses with drive-through facilities, along the Highway 111 frontage east of the main entrance. Phase III consists of demolition of approximately 95,000 square feet of existing mall shop space, together with the continued adaptive reuse and redevelopment of the former anchor buildings. Across the property as a whole, the redevelopment produces an overall reduction of approximately 71,300 square feet of building area (Feb. 17 Letter p. 1-3; LLG Assessment p. 1-4).

The Phase I-first sequencing is not speculative gamesmanship. It is the practical means of carrying out a center-wide redevelopment while lawfully relocating the optometrist tenant before demolition of the existing mall shop space. Haagen explained the relationship to CVAG and offered additional protection against any concern regarding implementation of the IGM Redevelopment by agreeing that the mall shop space will not be re-released or otherwise re-occupied pending demolition and that a recorded agreement can memorialize the operative baseline. (Feb. 17 Letter, p. 3; Emails with CVAG staff from November 2025 through March 3, 2026 ("**CVAG Email Chain**") p. 1-3, 6-10). Phase I was never intended as a permanent standalone intensification of the site. (Feb. 17 Letter p. 1-3; CVAG Email Chain p. 6-10). It is the first construction step in a traffic-reducing redevelopment program.

CVAG staff has stated that TUMF is assessed on a permit-by-permit basis at the time of issuance, and that redevelopment credit applies only to the reconstruction or new use of existing

buildings. (CVAG Email Chain pp. 2–3, 7–10). Respectfully, however, that administrative timing rule cannot override the California Mitigation Fee Act's ("**MFA**") substantive nexus requirements, as reflected in the MFA and CVAG materials. The Handbook defines "development" to include activity resulting in permits or certificates of occupancy, but it also ties TUMF to development that generates additional vehicular trips. The permit-collection rule addresses only when the City collects and transmits the TUMF to CVAG; it does not resolve the antecedent legal question whether the project being charged actually creates a reasonable, project-specific need for the regional transportation improvements funded by TUMF. Here, it does not, because the integrated redevelopment reduces net average weekday trips rather than increasing them. (LLG Assessment pp. 1–4, Table 1)

II. PROJECT-SPECIFIC NEXUS: THE REDEVELOPMENT CREATES NO ADDITIONAL REGIONAL TRANSPORTATION DEMAND

The correct baseline is the existing and entitled shopping center, including the approximately 95,000 square feet of mall shop space that remains on the property today and that Phase III removes. That existing condition is the source of the transportation demand already associated with the site. (LLG Assessment 1-4, Table 1). Using only the temporary location of the Phase I buildings as the baseline strips the project of its real-world context and converts a center wide redevelopment into a fictional standalone growth project. The CVAG Handbook's redevelopment rule measures any increase against the trips associated with the existing use and focuses on the relationship between the fee and the additional traffic attributable to the development project (CVAG Handbook § 1.1.)

LLG analyzed Phase I and Phase II together with the Phase III demolition using the Twelfth Edition of ITE Trip Generation and recognized pass-by adjustments. (LLG Assessment p. 2-4, Table 1). That analysis concludes that the combined redevelopment produces 41 fewer net average weekday trips than the existing and entitled shopping center. (LLG Assessment p. 3-4, Table 1). Even before pass-by adjustments, the redevelopment remains negative by 86 gross average weekday trips. (*Id*). The same study also shows that Phase I, measured against the existing mall/shop area it functionally replaces, is forecast to generate 2,089 fewer daily trips, and that Phase II is forecast to generate 545 fewer daily trips than that same existing condition. (*Id*). Whatever way the coordinated IGM Redevelopment is viewed, the Project does not add a new average-weekday trips to the regional arterial system. (*Id*).

The governing metric in the CVAG program for "trip generation rate" is average weekday trips. (CVAG Handbook, Definitions). LLG analysis shows a modest AM peak-hour increase for the IGM Redevelopment before the mall-shop demolition is fully complete, but TUMF is not calculated on temporary sequencing effects or one peak-hour snapshot detached from the project-wide average weekday outcome. (CVAG Handbook, Definitions, § 1.1). On the metric CVAG

itself uses to justify and calculate the fee, this redevelopment is negative, not positive and TUMF cannot legally be assessed.

Because the project does not create net new average weekday trips, the required nexus findings cannot be made (CVAG Handbook, Definitions, § 1.1; LLG Assessment p. 3-4, Table 1). The fee's purpose is to fund transportation capacity and related improvements needed to serve new growth (CVAG Handbook § 1.1). The fee's use is valid only to the extent the development creates that need and the amount charged must correspond to the cost attributable to the development. Here, the site-specific traffic evidence shows that the redevelopment does not create net new regional demand. (LLG Assessment 3-4, Table 1). A fee imposed anyway would fund capacity for trips this redevelopment does not generate. (CVAG Handbook, Definitions, § 1.1; LLG Assessment p. 3-4, Table 1). That is precisely the disconnect the Mitigation Fee Act forbids.

The MFA imposes strict substantive limitations on a local agency's authority to impose development impact fees, requiring a demonstrated "reasonable relationship" (nexus) between the fee and the impacts attributable to the specific development. (Gov. Code, § 66001, subds. (a), (b).) California courts have consistently enforced this requirement, holding that impact fees must be tied to the incremental burden created by the project itself, both in purpose and amount. In *San Remo Hotel L.P. v. City and County of San Francisco* (2002) 27 Cal.4th 643, the California Supreme Court emphasized that even legislatively imposed fees must bear a reasonable relationship "in both intended use and amount" to the deleterious public impacts of the development. Likewise, in *Warmington Old Town Associates, L.P. v. Tustin Unified School Dist.* (2002) 101 Cal.App.4th 840, the court invalidated fees where the agency failed to account for the net effect of a replacement project, holding that a nexus analysis that ignores the prior use and resulting baseline conditions does not satisfy section 66001. These authorities confirm that the legally relevant inquiry is not whether a project fits within a generalized fee program, but whether it creates a net new impact that justifies the exaction.

Applied here, the MFA's limitations preclude imposition of transportation impact fees (TUMF) where a redevelopment project results in no net increase, and in fact a reduction, in vehicle trips relative to the existing use. The TUMF program itself is designed to fund transportation improvements necessitated by growth in travel demand, not to impose fees untethered to project-specific impacts. The Project's Traffic Circulation Assessment demonstrates that, when evaluated as an integrated redevelopment, the project results in a net decrease in weekday vehicle trips compared to the existing shopping center baseline. Under *Home Builders Assn. of Tulare/Kings Counties, Inc. v. City of Lemoore* (2010) 185 Cal.App.4th 554, no nexus exists where development does not create a need for additional public facilities, and under *Boatworks, LLC v. City of Alameda* (2019) 35 Cal.App.5th 290, fees based on a methodology that overstates or misattributes impacts are invalid. Moreover, following *Sheetz v. County of El Dorado* (2024) 601 U.S. 267, even legislatively prescribed fee schedules must satisfy constitutional nexus and rough proportionality requirements, prohibiting the imposition of fees that exceed what is

necessary to mitigate the project's actual impacts. Where, as here, the IGM Redevelopment reduces transportation demand, any TUMF exaction would lack both the statutory "reasonable relationship" required by the MFA and the constitutional proportionality required under *Nollan*/*Dolan*, and therefore cannot be lawfully imposed.

III. PROPORTIONALITY AND FAIR SHARE: ASSESSING PHASE I IN ISOLATION OVERSTATES HAAGEN'S LAWFUL OBLIGATION

The proportionality problem is direct and the current assessment illustrates the overstatement. (CVAG Email Chain 11-12). CVAG, through the City, assessed $96,448 in TUMF on just 12,800 square feet of Phase I retail construction while leaving out of the analysis the 95,000 square feet of mall shop space slated for removal and the project-wide reduction of approximately 71,300 square feet. (CVAG Email Chain p. 11-12; Feb. 17 Letter p. 1-2; LLG Assessment p. 1). Under that approach, Haagen pays as though the site is permanently intensifying, even though the coordinated redevelopment shrinks the built environment and reduces the actual trip burden. (LLG Assessment p. 3-4, Table 1). A fee calculated that way is not proportional to impact; it is proportional only to permit timing.

Permit timing is an especially poor proxy here because two developers could pursue the same ultimate site plan and generate the same ultimate traffic outcome, yet pay different TUMF amounts depending solely on whether one had to build tenant-relocation space before demolition. The Mitigation Fee Act does not permit that sort of sequence-driven overassessment. The legally relevant question is the burden created by the development project, not the order in which construction documents are pulled.

CVAG's own methodology underscores why the staff approach is too rigid. (CVAG Handbook Table 1 n.2; §§ 2.2.1, 4.3, 4.6). The retail fee itself is already adjusted downward to account for linked and pass-through trips. (CVAG Handbook Table 1 n.2; § 4.3). Multiple land uses on the same project are assessed by actual land-use mix, not by an undifferentiated label. (CVAG Handbook § 4.6). Fuel dispensers and EV charging facilities use specialized measures rather than ordinary gross floor area where floor area would misstate impact. (CVAG Handbook §§ 4.3.1-.2). And the shopping-center refund provision demonstrates that CVAG can correct prior retail-based assessments when a shopping-center context shows the standard proxy overstated the appropriate fee. (CVAG Handbook § 2.2.1). Those features make sense only if TUMF is understood as a fair-share program aimed at actual transportation burden. (CVAG Handbook Table 1 n.2; §§ 2.2.1, 4.3, 4.6). The same common-sense adjustment should occur here.

The same point is reinforced by regional practice in western Riverside County (WRCOG Handbook p. 1, 6-9, 12-14). The WRCOG Fee Calculation Handbook does not govern this appeal, and Haagen does not contend otherwise, but it is persuasive authority because it is Riverside County's companion regional TUMF program applying the same Mitigation Fee Act principles.

(WRCOG Handbook p. 1, 6-9). WRCOG expressly describes TUMF as a roughly proportional allocation of transportation costs tied to new development impacts, provides adjustments where ordinary land-use proxies would overstate true burden, and exempts rehabilitation or reconstruction when the project generates the same or fewer trips. (WRCOG Handbook p. 1, 6-9, 12-14). That regional practice supports the straightforward conclusion that a traffic-reducing redevelopment should not be charged as if it created net new growth. (WRCOG Handbook p. 1, 6-9, 12-14).

IV. CVAG CAN ADDRESS IMPLEMENTATION CONCERNS WITHOUT IMPOSING AN UNLAWFUL FEE

Haagen recognizes that CVAG may want assurance that the Phase III demolition will occur and that future redevelopment will not later exceed the existing baseline (Feb. 17 Letter p. 3; CVAG Email Chain p. 1-3, 6-10). But those concerns can be addressed directly without imposing a fee unsupported by nexus or proportionality. Haagen is willing to record an agreement confirming that: (1) the remaining mall shop space will not be re-leased pending demolition, except as necessary to maintain the existing optometrist until relocation; (2) demolition of the mall shop space will proceed promptly after the optometrist relocates into Phase I; and (3) if any future redevelopment causes net average weekday trips to exceed the existing baseline, TUMF may be imposed at that time in accordance with the Handbook then in effect.

That recorded-agreement approach solves the practical concern raised by staff while preserving the statutory limits on impact fees. It prevents the site from being treated as a permanent expansion while also preserving CVAG's ability to assess TUMF later if a future project truly creates net additional regional transportation demand. It is therefore the more legally sound and more administratively workable approach.

V. REQUESTED RELIEF

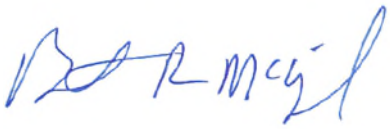
For the reasons above, Haagen respectfully requests that CVAG grant this appeal and determine that:

1. The relevant development project for TUMF purposes is the integrated Indio Grand Marketplace redevelopment, including Phases I, II, and III as presented to CVAG and the City.
2. The redevelopment does not create a net increase in average weekday trips over the existing and entitled shopping-center condition.
3. No TUMF is presently due for Phase I, and no TUMF should be assessed for later phases of the redevelopment so long as the project remains at or below the existing baseline in average weekday trips.
4. CVAG shall direct refund of the contested TUMF paid for permits BLDC-25-0271 and BLDC-25-0272.
5. Alternatively, CVAG shall approve relief (refund of TUMF) conditioned on a recorded agreement between Haagen and CVAG confirming the demolition and baseline-protection measures described above, with any future TUMF limited to actual net trip increases above the baseline.

Attached are the required municipal receipt(s) reflecting payment of the contested TUMF and the $500 administrative appeal fee. Haagen appreciates CVAG staff's attention to this matter and welcomes the opportunity to present the project and supporting materials at the Transportation Committee hearing.

Sincerely,

FENNEMORE LLP



Brent R. McManigal

BMCM/DKEY
Attachments

FENNEMORE CRAIG, P.C.
550 E. HOSPITALITY LANE, SUITE 350
SAN BERNARDINO, CALIFORNIA 92408

91-527 01091

DATE April 21, 2026

PAY TO THE ORDER OF Coachella Valley Association of Gaernment $ 500.00

Five hundred ^00/xx DOLLARS

Security Features Included. Details on back

WELLS FARGO BANK, N.A.
ARIZONA

FS FOR #074744.0001

AUTHORIZED SIGNATURE

SAFEGUARD SECURES

⑈001091⑈ ⑆122105278⑆ 5111921846⑈

THE FACE OF THIS DOCUMENT CONTAINS HEAT-SENSITIVE INK. TOUCH OR RUB RED IMAGE. IT WILL DISAPPEAR WITH HEAT.

ATTACHMENT 1

2 Executive Circle
Suite 250
Irvine, CA 92614
949.825.6175 T
949.825.5939 F
www.llgengineers.com

Pasadena
Irvine
San Diego

January 30, 2026

Mr. Donald W. Kelley, Jr.
Haagen Company
12302 Exposition Boulevard
Los Angeles, California 90064

LLG Reference: 2.25.5046.1

Subject: **Traffic Circulation Assessment for the Proposed Indio Grand Marketplace Projects**
Indio, California

Dear Mr. Kelley Jr.:

Linscott, Law & Greenspan, Engineers (LLG) is pleased to submit the following Traffic Circulation Assessment for the proposed Indio Grand Marketplace (Phase I, Phase II, & Phase III) Projects located on the southwest corner of Highway 111 and Rubidoux Street in the City of Indio, California. The Project site is currently occupied with the existing Indio Grand Marketplace, which will be redeveloped as part of these Projects. This analysis evaluates the potential traffic circulation impacts associated with the proposed Phase I and Phase II Projects in conjunction with the Phase III building demolition Project consistent with Indio requirements, which are based on the *County of Riverside Transportation Analysis Guidelines for Level of Service and Vehicle Miles Traveled, (December 2020)*.

PROJECT LOCATION AND DESCRIPTION

The Phase I and Phase II Project sites are located within the northern portion of the existing Indio Grand Marketplace site along the Highway 111. Phase I consists of two (2) retail/commercial buildings totaling 12,800 SF, which includes a 2,800 SF medical office use, and proposed Phase II will include three (3) new buildings with drive-through facilities consisting of a ±4,000 square-foot (SF) drive-in bank, a ±3,400 SF fast casual restaurant with drive-through window, and ±3,500 SF quick-serve food restaurant with drive-through window. Phase III consists of the demolition of approximately 95,000 SF of existing shopping center building area within the middle portion of the mall. The redevelopment of the Indio Grand Marketplace will result in an approximately 71,300 SF reduction in overall building area across the Property as a result of these three Projects.

David S. Shender, PE
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An LG2WB Company Founded 1966

Figure 1, attached, presents a Vicinity Map that illustrates the general location of the Project site and surrounding street system while ***Figure 2*** presents an existing site aerial, which depicts the precise location of the Project phases. Access for the proposed Projects will continue to be provided via the existing driveways along Highway 111 and Rubidoux Street. ***Figure 3*** presents the proposed site plan for the proposed Projects, prepared by the Haagen Company.

PROJECT TRAFFIC CHARACTERISTICS

Trip Generation Forecast Comparison

Traffic generation is expressed in vehicle trip ends, defined as one-way vehicular movements, either entering or exiting the generating land use. Generation equations and/or rates used in the traffic forecasting procedure are found in the Twelfth Edition of *Trip Generation*, published by the Institute of Transportation Engineers (ITE) [Washington D.C., 2025].

Table 1, attached, summarizes the trip generation rates used in forecasting the vehicular trips generated for the proposed Project and existing development and also presents the proposed Projects' net forecast peak hour and daily traffic volumes. As shown in the upper portion of *Table 1*, the trip generation potential of the proposed Project phases and existing shopping center (Phase III) were estimated using the ITE Land Use 720: *Medical Dental Office Building* trip rates, ITE Land Use 820: *Shopping Plaza (>150k)* trip rates, ITE Land Use 822: *Strip Retail Plaza (<40k)* trip rates, ITE Land Use 912: *Drive-in Bank* trip rates, ITE Land Use 930: *Fast casual Restaurant* trip rates, and ITE Land Use 934: *Fast Food Restaurant with Drive-Through Window* trip rates.

As shown in the next portion of *Table 1,* the proposed Phase I Project is forecast to generate 504 daily trips, with 44 trips (26 inbound, 18 outbound) produced in the AM peak hour and 48 trips (22 inbound, 26 outbound) produced in the PM peak hour on a "typical" weekday (Row [A]). As shown in the following portion of *Table 1,* the proposed Phase II Project is forecast to generate 2,048 daily trips, with 90 trips (48 inbound, 42 outbound) produced in the AM peak hour and 133 trips (68 inbound, 65 outbound) produced in the PM peak hour on a "typical" weekday (Row [B]). As shown in the following portion of *Table 1,* the Phase III (existing/entitled shopping center) Project is forecast to generate 2,593 daily trips, with 76 trips (47 inbound, 29 outbound) produced in the AM peak hour and 220 trips (108 inbound, 112 outbound) produced in the PM peak hour on a "typical" weekday (Row [B]).

It should be noted that the aforementioned overall Project trip generation includes adjustments for pass-by per the *Trip Generation Manual, 12th Edition*, published by ITE, to account for trips that are already in the everyday traffic stream on the adjoining streets (i.e. Highway 111 and Monroe Street) and will stop as they pass by the Project site as a matter of convenience on their path to another destination. The pass-by reduction factors for all land uses are summarized in the footnotes of *Table 1*.

As shown in the bottom portion of *Table 1* in Row [D], the net trip generation potential of the proposed Phase I Project compared to the trip generation of the existing/entitled shopping center (Phase III) is **2,089 net fewer daily trips**, with **32 net fewer trips** (-21 inbound, -11 outbound) produced in the AM peak hour and **172 net fewer trips** (-86 inbound, -86 outbound) produced in the PM peak hour on a "typical" weekday.

As shown in the following section of *Table 1* in Row [E], the net trip generation potential of the proposed Phase II Project compared to the trip generation of the existing/entitled shopping center (Phase III) is **545 net fewer daily trips**, with **14 net greater trips** (+1 inbound, +13 outbound) produced in the AM peak hour and **87 net fewer trips** (-40 inbound, -47 outbound) produced in the PM peak hour on a "typical" weekday.

Lastly, as shown in the following section of *Table 1* in Row [F], the net trip generation potential of the proposed Phase I and Phase II Project combined compared to the trip generation of the existing/entitled shopping center (Phase III) is **41 net fewer daily trips**, with **58 net greater trips** (+72 inbound, +31 outbound) produced in the AM peak hour and **39 net fewer trips** (-18 inbound, -21 outbound) produced in the PM peak hour on a "typical" weekday.

According to ***Appendix B – Traffic Analysis Exemptions*** within the *County of Riverside Transportation Analysis Guidelines for Level of Service and Vehicle Miles Traveled (December 2020)*, a project is exempt from Traffic Impact Analysis requirements if any use which can demonstrate, based on the most recent edition of the Trip Generation Report published by the Institute of Transportation Engineers (ITE) or other approved trip generation data, trip generation of less than 100 vehicle trips during the peak hours (bullet #10). As a result, based on the Projects' forecast peak hour trip generation potential for all three (3) analysis scenarios summarized above in *Table 1*, the proposed Project will not significantly impact the surrounding transportation system and does not require the preparation of a traffic impact analysis that includes LOS analyses.

TRAFFIC UNIFORM MITIGATION FEE (TUMF)

Development projects within the Coachella Valley are subject to the Transportation Uniform Mitigation Fee (TUMF) only to the extent that they result in new development or a change of use that generates additional weekday vehicle trips. The TUMF Handbook expressly provides that where development involves reconstruction or a change of use of existing buildings, the fee obligation is based solely on the net increase in weekday vehicle trips in excess of those associated with the existing use. The purpose of the TUMF program is to mitigate transportation impacts attributable to growth, consistent with the Mitigation Fee Act, and not to impose fees where a project reduces overall travel demand.

The Indio Grand Marketplace redevelopment is a unified, multi-phase project that replaces an existing regional shopping center with a combination of new uses and demolition of substantial existing floor area. As documented in this Traffic Circulation Assessment, when all three phases are considered together, the redevelopment will result in a net reduction of 41 average weekday vehicle trips compared to the existing/entitled shopping center. Because there is no net increase in weekday trips attributable to the redevelopment, the project does not create any additional demand on the regional arterial system that the TUMF is intended to fund. It should be noted that as shown in Row [G], the net gross trips associated with the redevelopment will result in a net reduction of 86 gross average weekday vehicle trips compared to the existing/entitled shopping center.

Accordingly, consistent with the TUMF Handbook's methodology and nexus requirements, no TUMF obligation should be assessed for Phase I, Phase II, or Phase III of the Indio Grand Marketplace redevelopment, as the proposed Project results in fewer weekday vehicle trips than the existing condition and therefore does not trigger the imposition of mitigation fees.

CONCLUSION

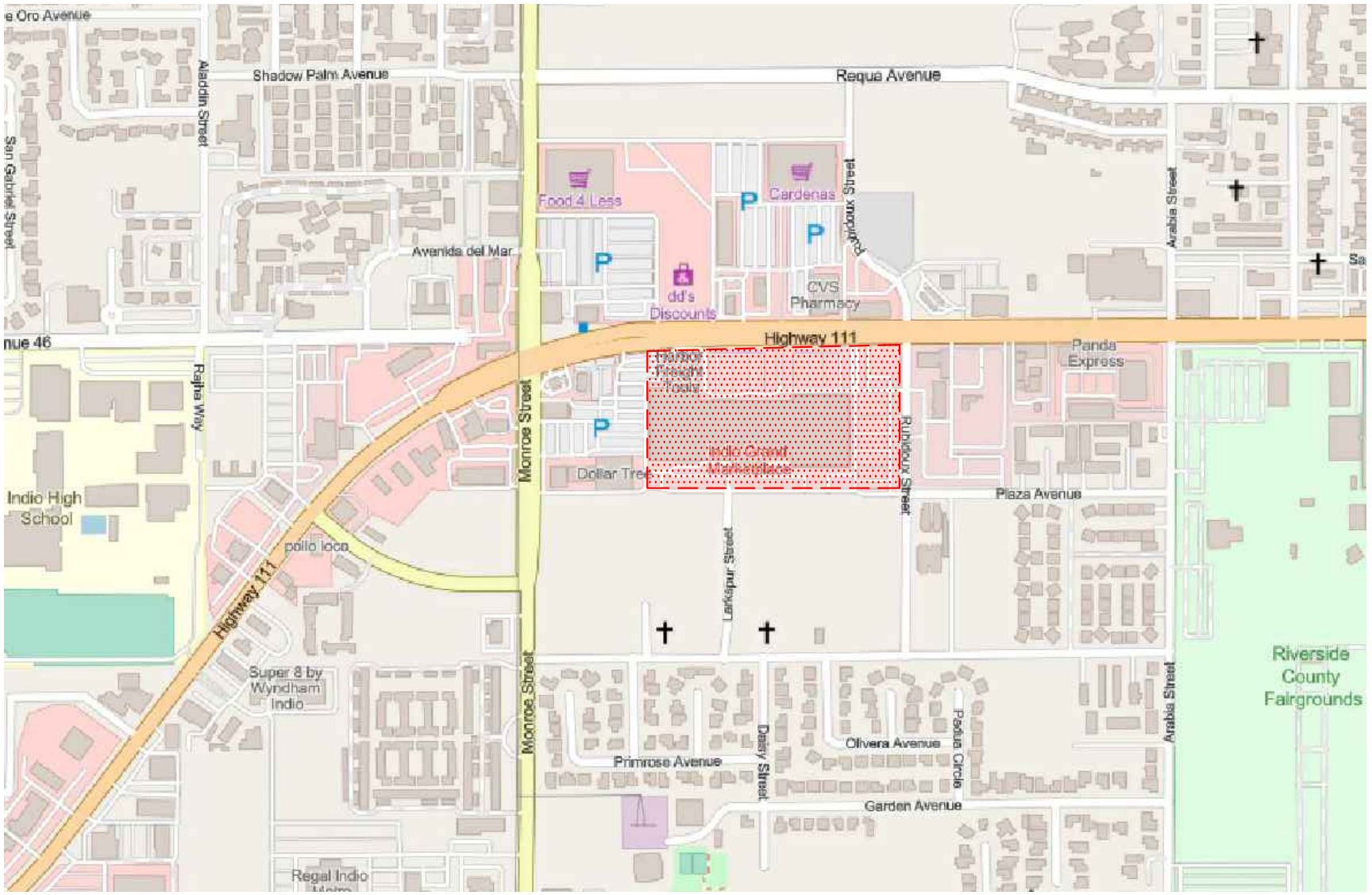
Based on the results of the aforementioned net project trip generation forecast for the proposed Indio Grand Marketplace Project, which is forecast to generate fewer than 100 AM or PM peak hour trips on a "typical" weekday for all three (3) development analyses, we conclude that the proposed Projects' traffic circulation impact is considered "insignificant". Therefore, the Project would not require any specific intersection analysis that includes LOS.

We appreciate the opportunity to provide this Traffic Circulation Assessment. Should you need further assistance, or have any questions regarding this analysis, please call us at (949) 825-6175.

Very truly yours,
Linscott, Law & Greenspan, Engineers

Keil D. Maberry, P.E.
Principal

Attachments



n:\5000\2255046 - indio grand marketplace, indio\dwg\5046 f-1.dwg LDP 10:36:32 01-19-2026 aguilar

SOURCE: OPEN STREETS

KEY

= PROJECT SITE

NO SCALE

FIGURE 1

VICINITY MAP

INDIO GRAND MARKETPLACE, INDIO



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LLG

N

NO SCALE

SOURCE: NEAR MAPS

KEY

= PROJECT SITE

= PHASE 1

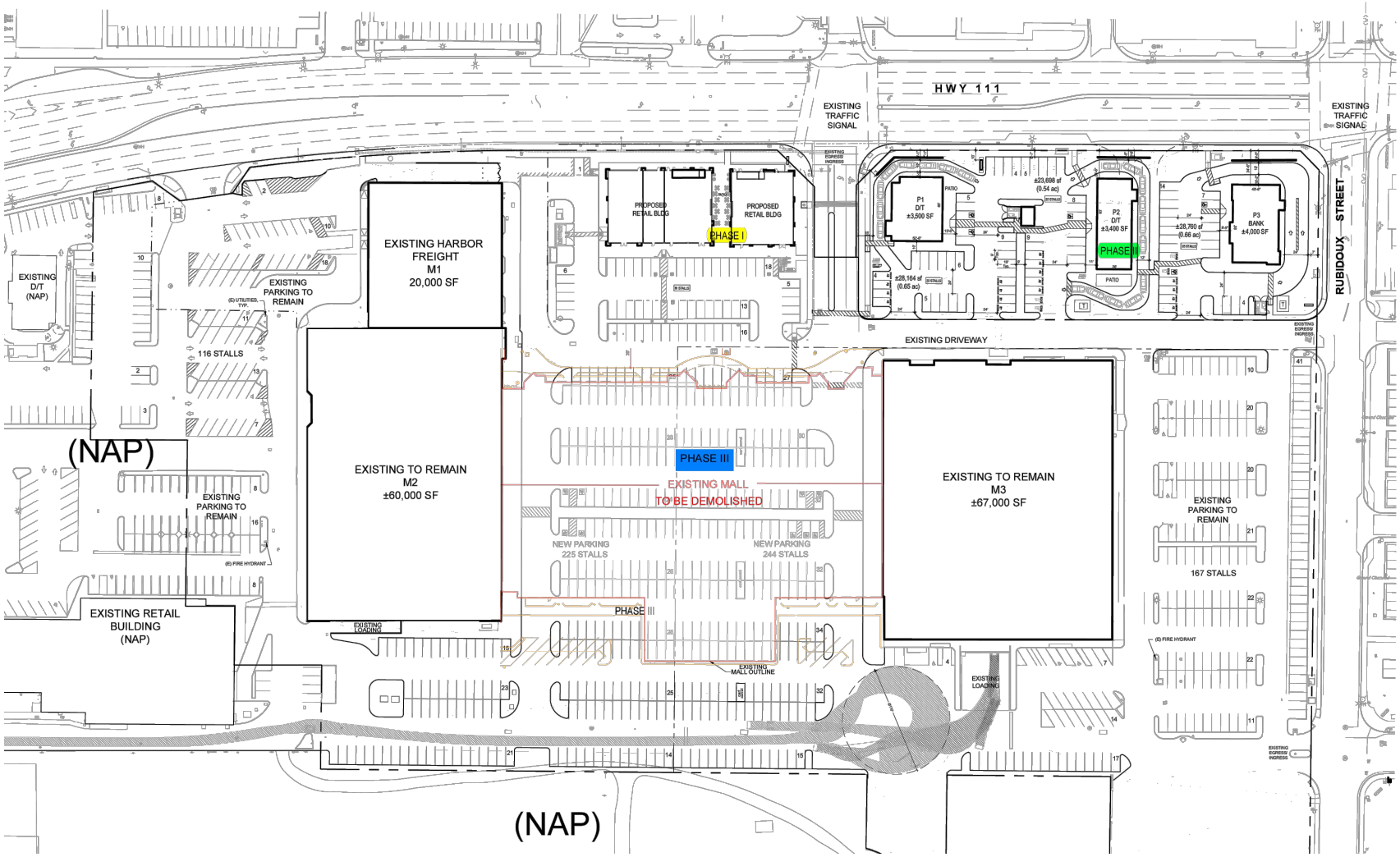
= PHASE 2

= PHASE 3

FIGURE 2

EXISTING SITE AERAIL

INDIO GRAND MARKETPLACE, INDIO



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SOURCE: HAAGEN COMPANY

FIGURE 3

LLG

N

NO SCALE

PROPOSED SITE PLAN

INDIO GRAND MARKETPLACE, INDIO

TABLE 1

PROJECT TRIP GENERATION FORECAST[1]

INDIO GRAND MARKETPLACE, INDIO

ITE Land Use Code / Project Description	Daily 2-Way	AM Peak Hour			PM Peak Hour		
		Enter	Exit	Total	Enter	Exit	Total
Trip Generation Rates:							
▪ 720: Medical Dental Office Building-Stand Alone (TE/TSF)	34.03	78%	22%	3.21	30%	70%	3.42
▪ 820: Shopping Plaza (>150k) (TE/TSF)	36.39	62%	38%	0.88	49%	51%	3.26
▪ 822: Strip Retail Plaza (<40k) (TE/TSF)	54.45	55%	45%	3.93	50%	50%	6.29
▪ 912: Drive-in Bank (TE/TSF)	98.85	58%	42%	9.95	50%	50%	21.03
▪ 930: Fast Casual Restaurant (TE/TSF)	225.89	64%	36%	1.58	53%	47%	14.35
▪ 934: Fast Food Restaurant with Drive-Through Window (TE/TSF)	448.12	51%	49%	33.24	52%	48%	31.60
Phase I Trip Generation Forecast:							
▪ Eye Doctor Office (2,800 SF)	95	7	2	9	3	7	10
▪ Strip Retail Plaza (10,000 SF)	545	21	18	39	32	31	63
Pass-By (Daily: 25%, AM: 10%, PM: 40%)[2]	-136	-2	-2	-4	-13	-12	-25
Strip Retail Plaza Subtotal	409	19	16	35	19	19	38
Phase I Trip Generation Total [A]	**504**	**26**	**18**	**44**	**22**	**26**	**48**
Phase II Trip Generation Forecast:							
▪ Bank (4,000 SF)	395	23	17	40	42	42	84
Pass-By (Daily: 25%, AM: 29%, PM: 35%)[2]	-99	-7	-5	-12	-15	-14	-29
Bank Subtotal	296	16	12	28	27	28	55
▪ Chipotle (3,400 SF)	768	3	2	5	26	23	49
Pass-By (Daily: 25%, AM: 10%, PM: 43%)[2]	-192	0	-1	-1	-11	-10	-21
Chipotle Subtotal	576	3	1	4	15	13	28
▪ Fast Food Restaurant with Drive-Through Window (3,500 SF)	1,568	59	57	116	58	53	111
Pass-By (Daily: 25%, AM: 50%, PM: 55%)[2]	-392	-30	-28	-58	-32	-29	-61
Fast Food Restaurant with Drive-Through Window Subtotal	1,176	29	29	58	26	24	50
Phase II Trip Generation Total [B]	**2,048**	**48**	**42**	**90**	**68**	**65**	**133**
Phase III Trip Generation Forecast:							
▪ Existing Shopping Center (95,000 SF)	3,457	52	32	84	152	158	310
Pass-By (Daily: 25%, AM: 10%, PM: 29%)[2]	-864	-5	-3	-8	-44	-46	-90
Existing Shopping Center Subtotal	2,593	47	29	76	108	112	220
Phase III Trip Generation Total [C]	**2,593**	**47**	**29**	**76**	**108**	**112**	**220**
Net Phase I Trip Generation Forecast [D] = [A]-[C]	**-2,089**	**-21**	**-11**	**-32**	**-86**	**-86**	**-172**
Net Phase II Trip Generation Forecast [E] = [B]-[C]	**-545**	**1**	**13**	**14**	**-40**	**-47**	**-87**
Net Phase I and II Trip Generation Forecast [F] = ([A+B]-[C])	**-41**	**27**	**31**	**58**	**-18**	**-21**	**-39**
Net Gross Phase I and II Trip Generation Forecast [F]	**-86**	**61**	**64**	**125**	**9**	**-2**	**7**

Notes:

- TE/TSF = Trip Ends per Thousand Square Feet

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1 Source: *Trip Generation, 12th Edition, Institute of Transportation Engineers (ITE), Washington, D.C. (2025).*

2 Pass-By Trips are trips made as intermediate stops on the way from an origin to a primary trip destination. Pass-by trips are attracted from traffic passing the site on adjacent streets, which contain direct access to the generator. For this analysis, the following pass-by reduction factors were used (Source: *Trip Generation Manual, 12th Edition*, ITE 2025):

- 820: Shopping Plaza (>150k): Daily/AM peak hour/PM peak hour – 25% (assumed)/10% (assumed)/29% (ITE)
- 822: Strip Retail Plaza (<40k): Daily/AM peak hour/PM peak hour – 25% (assumed)/10% (assumed)/40% (referenced from ITE LU 821: Shopping Plaza (40-150k))
- 912: Drive-in Bank: Daily/AM peak hour/PM peak hour – 25% (assumed)/29% (ITE)/35% (ITE)
- 930: Fast Casual Restaurant: Daily/AM peak hour/PM peak hour – 25% (assumed)/10% (assumed)/43% (referenced from ITE LU 932: High Turnover (Sit Down) Restaurant)
- 934: Fast Food Restaurant with Drive Through Window: Daily/AM peak hour/PM peak hour – 25% (assumed)/50% (ITE)/55% (ITE)

ATTACHMENT 2

FENNEMORE.

Brent R. McManigal
Director
bmcmanigal@fennemorelaw.com

550 E Hospitality Ln, Suite 350
San Bernardino, California 92408
PH (909) 890-4499 | FX (909) 890-9877
fennemorelaw.com

February 17, 2026

VIA E-MAIL (psatin@cvag.org**)**

Mr. Peter Satin
Conservation Program Manager
Coachella Valley Association of Governments
74-199 El Paseo, Suite 100
Palm Desert, California 92260

Re: **Subject:** Indio Grand Marketplace Redevelopment – TUMF Assessment

Dear Mr. Satin:

Thank you for taking the time to talk with me and my client, the Haagen Company ("Haagen"), regarding its redevelopment of the Indio Grand Marketplace ("IGM") mall located in the City of Indio. This letter responds to CVAG's position that Transportation Uniform Mitigation Fees ("TUMF") are required for Phase I of the IGM redevelopment project. That position is inconsistent with the CVAG TUMF Handbook ("Handbook") and the California Mitigation Fee Act (Government Code §66000 et seq.). When properly analyzed, no TUMF obligation may lawfully be imposed on any phase of the IGM redevelopment project because, as described below, the redevelopment results in a decrease in daily vehicle trips. CVAG's current interpretation appears to evaluate Phase I as a stand-alone project; however, the City approvals, site planning, and demolition sequencing confirm that the redevelopment is integrated and interdependent.

Redevelopment of IGM

Haagen is planning to redevelop IGM in three phases, though Phase II and Phase III could move forward concurrently. Attached to this letter is a aerial photo that depicts the three phases.

Phase I consists of the construction of two retail/commercial buildings totaling 12,800 square feet, located adjacent to Highway 111 immediately west of the main entrance to

IGM. Phase I is fully approved by the City of Indio and Haagen is preparing to start grading this April.

Phase II will consist of three new retail buildings totaling 10,900 square feet, each with a drive-through, including one bank. The Phase II buildings are located adjacent to Highway 111, east of the main entrance to IGM toward Rubidoux Street. The City of Indio is currently processing the entitlements. Construction of Phase II is anticipated in early 2027.

Phase III includes (i) demolition of the approximate 95,000 square foot existing mall shop space and (ii) the redevelopment and adaptive reuse of the two anchor buildings (former Sears and Gottschalks). The anchor buildings will be upgraded for new businesses, and the former mall shop footprint will be redeveloped with parking and landscaping. Overall, the redevelopment of IGM will result in a net reduction of approximately 71,300 square feet of building area across the property.

As discussed, Haagen would proceed with demolition of the mall shops immediately; however, one remaining tenant, an Optometrist, must first be relocated. The Optometrist will relocate to Phase I once completed. Phase I is anticipated to be ready for occupancy approximately ten months after construction commences. Demolition of the mall shops will occur promptly upon relocation of the optometrist. Accordingly, the demolition component is not speculative, but operationally tied to completion of Phase I.

IGM Redevelopment Reduces Vehicle Trips

The redevelopment of IGM is a unified, multi-phase project that includes demolition of approximately 95,000 square feet of existing retail space, resulting in a reduction in daily vehicle trips. The Phases must be evaluated collectively when determining whether there is any net increase in weekday vehicle trips, as the Phase III demolition is contractually and operationally tied to the Optometrist to Phase I.

The Handbook provides that TUMF applies only to the reconstruction or a new use of an existing building that results in a change of use generating additional vehicle trips. It further states that where development involves enlargement or change of use, any “increase shall be measured as the additional weekday trips in excess of those associated with the existing use” (Handbook, Page 2).

To evaluate potential trip generation, Haagen retained Linscott, Law & Greenspan (“LLG”) to prepare a Traffic Circulation Assessment (“Assessment”). The Assessment concludes that the redevelopment will reduce weekday trips by 41 net trips (86 gross trips). The

project therefore creates no additional weekday vehicle trips and does not generate incremental demand on the regional arterial system. A copy of the Assessment is attached.

Application of TUMF Not Legally Permissible

Application of TUMF to the IGM redevelopment, which reduces daily vehicle trips, would be inconsistent with the Mitigation Fee Act (Gov. Code §§66000–66025) and the Handbook. Government Code §66001 strictly limits impact fees to situations where a development project causes a demonstrable, project-specific increase in public facility demand.

Where no net increase in trips exists, the findings required under Government Code §66001(a), including the reasonable relationship between the fee's use and the development's impact, cannot be made.

California courts have consistently held that development impact fees must be supported by a project-specific nexus and proportionality. (See Ehrlich v. City of Culver City (1996) 12 Cal.4th 854; Building Industry Assn. of Central California v. City of Patterson (2009) 171 Cal.App.4th 886; Shapell Industries, Inc. v. Governing Board (1991) 1 Cal.App.4th 218.)

The Handbook adopts this same framework by limiting TUMF to increases in weekday trips for the reuse/redevelopment of existing buildings. Evaluating Phase I in isolation would disregard the simultaneous reduction in building area and traffic that forms the basis of the overall redevelopment approvals and traffic analysis.

Phased Redevelopment and TUMF

We recognize that the Handbook does not expressly address phased redevelopment of an existing shopping center, like IGM. We also understand CVAG's concern regarding whether demolition will occur and whether future redevelopment could increase trips.

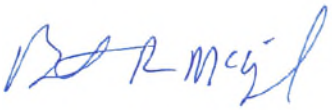
Haagen is willing to memorialize in a recorded agreement an agreed upon framework that allows the redevelopment of IGM and if any future use of the buildings results in a net increase in weekday trips above the existing baseline, TUMF would apply at that time consistent with the Handbook.

This approach ensures compliance with the Handbook and the Mitigation Fee Act while recognizing that the current redevelopment reduces regional traffic demand. We have used this approach with other utilities and would be happy to share those agreements with you.

We welcome the opportunity to meet with CVAG staff to finalize an agreed-upon framework that ensures compliance with the Handbook and reflects the project's reduction in vehicle trips.

Sincerely,

FENNEMORE LLP



Brent R. McManigal

Attachments:
Phasing Exhibit
LLG Traffic Circulation Assessment

CC: Haagen Company
Tarek Shaer



SOURCE: NEAR MAPS

KEY

= PROJECT SITE

= PHASE 1

= PHASE 2

= PHASE 3

N

NO SCALE

EXISTING SITE AERAIL

INDIO GRAND MARKETPLACE, INDIO

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2 Executive Circle
Suite 250
Irvine, CA 92614
949.825.6175 T
949.825.5939 F
www.llgengineers.com

Pasadena
Irvine
San Diego

January 30, 2026

Mr. Donald W. Kelley, Jr.
Haagen Company
12302 Exposition Boulevard
Los Angeles, California 90064

LLG Reference: 2.25.5046.1

Subject: **Traffic Circulation Assessment for the Proposed Indio Grand Marketplace Projects**
Indio, California

Dear Mr. Kelley Jr.:

Linscott, Law & Greenspan, Engineers (LLG) is pleased to submit the following Traffic Circulation Assessment for the proposed Indio Grand Marketplace (Phase I, Phase II, & Phase III) Projects located on the southwest corner of Highway 111 and Rubidoux Street in the City of Indio, California. The Project site is currently occupied with the existing Indio Grand Marketplace, which will be redeveloped as part of these Projects. This analysis evaluates the potential traffic circulation impacts associated with the proposed Phase I and Phase II Projects in conjunction with the Phase III building demolition Project consistent with Indio requirements, which are based on the *County of Riverside Transportation Analysis Guidelines for Level of Service and Vehicle Miles Traveled, (December 2020)*.

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Table 1, attached, summarizes the trip generation rates used in forecasting the vehicular trips generated for the proposed Project and existing development and also presents the proposed Projects' net forecast peak hour and daily traffic volumes. As shown in the upper portion of *Table 1*, the trip generation potential of the proposed Project phases and existing shopping center (Phase III) were estimated using the ITE Land Use 720: *Medical Dental Office Building* trip rates, ITE Land Use 820: *Shopping Plaza (>150k)* trip rates, ITE Land Use 822: *Strip Retail Plaza (<40k)* trip rates, ITE Land Use 912: *Drive-in Bank* trip rates, ITE Land Use 930: *Fast casual Restaurant* trip rates, and ITE Land Use 934: *Fast Food Restaurant with Drive-Through Window* trip rates.

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As shown in the bottom portion of *Table 1* in Row [D], the net trip generation potential of the proposed Phase I Project compared to the trip generation of the existing/entitled shopping center (Phase III) is **2,089 net fewer daily trips**, with **32 net fewer trips** (-21 inbound, -11 outbound) produced in the AM peak hour and **172 net fewer trips** (-86 inbound, -86 outbound) produced in the PM peak hour on a "typical" weekday.

As shown in the following section of *Table 1* in Row [E], the net trip generation potential of the proposed Phase II Project compared to the trip generation of the existing/entitled shopping center (Phase III) is **545 net fewer daily trips**, with **14 net greater trips** (+1 inbound, +13 outbound) produced in the AM peak hour and **87 net fewer trips** (-40 inbound, -47 outbound) produced in the PM peak hour on a "typical" weekday.

Lastly, as shown in the following section of *Table 1* in Row [F], the net trip generation potential of the proposed Phase I and Phase II Project combined compared to the trip generation of the existing/entitled shopping center (Phase III) is **41 net fewer daily trips**, with **58 net greater trips** (+72 inbound, +31 outbound) produced in the AM peak hour and **39 net fewer trips** (-18 inbound, -21 outbound) produced in the PM peak hour on a "typical" weekday.

According to ***Appendix B – Traffic Analysis Exemptions*** within the *County of Riverside Transportation Analysis Guidelines for Level of Service and Vehicle Miles Traveled (December 2020)*, a project is exempt from Traffic Impact Analysis requirements if any use which can demonstrate, based on the most recent edition of the Trip Generation Report published by the Institute of Transportation Engineers (ITE) or other approved trip generation data, trip generation of less than 100 vehicle trips during the peak hours (bullet #10). As a result, based on the Projects' forecast peak hour trip generation potential for all three (3) analysis scenarios summarized above in *Table 1*, the proposed Project will not significantly impact the surrounding transportation system and does not require the preparation of a traffic impact analysis that includes LOS analyses.

TRAFFIC UNIFORM MITIGATION FEE (TUMF)

Development projects within the Coachella Valley are subject to the Transportation Uniform Mitigation Fee (TUMF) only to the extent that they result in new development or a change of use that generates additional weekday vehicle trips. The TUMF Handbook expressly provides that where development involves reconstruction or a change of use of existing buildings, the fee obligation is based solely on the net increase in weekday vehicle trips in excess of those associated with the existing use. The purpose of the TUMF program is to mitigate transportation impacts attributable to growth, consistent with the Mitigation Fee Act, and not to impose fees where a project reduces overall travel demand.

The Indio Grand Marketplace redevelopment is a unified, multi-phase project that replaces an existing regional shopping center with a combination of new uses and demolition of substantial existing floor area. As documented in this Traffic Circulation Assessment, when all three phases are considered together, the redevelopment will result in a net reduction of 41 average weekday vehicle trips compared to the existing/entitled shopping center. Because there is no net increase in weekday trips attributable to the redevelopment, the project does not create any additional demand on the regional arterial system that the TUMF is intended to fund. It should be noted that as shown in Row [G], the net gross trips associated with the redevelopment will result in a net reduction of 86 gross average weekday vehicle trips compared to the existing/entitled shopping center.

Accordingly, consistent with the TUMF Handbook's methodology and nexus requirements, no TUMF obligation should be assessed for Phase I, Phase II, or Phase III of the Indio Grand Marketplace redevelopment, as the proposed Project results in fewer weekday vehicle trips than the existing condition and therefore does not trigger the imposition of mitigation fees.

CONCLUSION

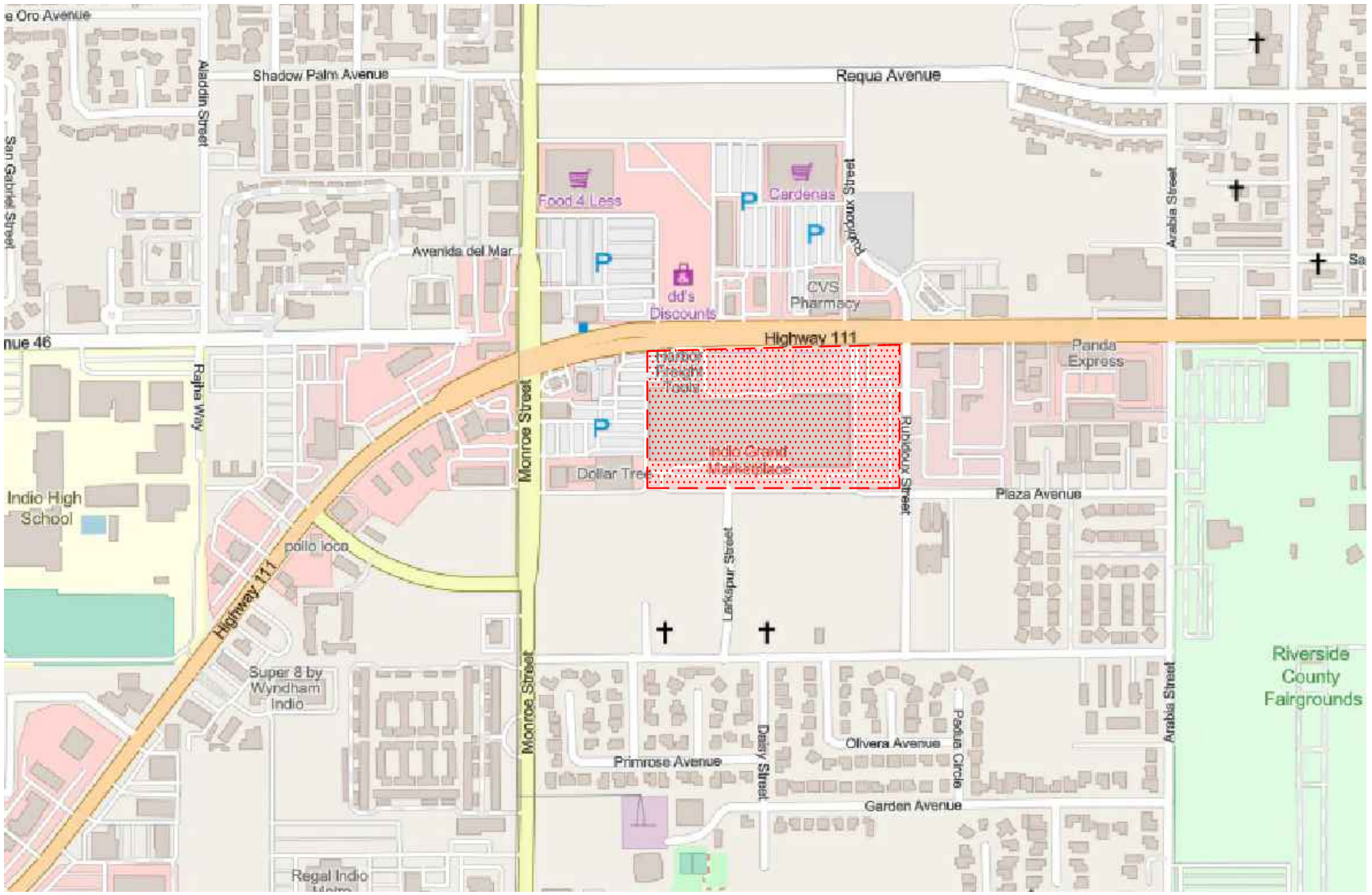
Based on the results of the aforementioned net project trip generation forecast for the proposed Indio Grand Marketplace Project, which is forecast to generate fewer than 100 AM or PM peak hour trips on a "typical" weekday for all three (3) development analyses, we conclude that the proposed Projects' traffic circulation impact is considered "insignificant". Therefore, the Project would not require any specific intersection analysis that includes LOS.

We appreciate the opportunity to provide this Traffic Circulation Assessment. Should you need further assistance, or have any questions regarding this analysis, please call us at (949) 825-6175.

Very truly yours,
Linscott, Law & Greenspan, Engineers

Keil D. Maberry, P.E.
Principal

Attachments



n:\5000\2255046 - indio grand marketplace, indio\dwg\5046 f-1.dwg LDP 10:36:32 01-19-2026 aguilar

SOURCE: OPEN STREETS

KEY

= PROJECT SITE

NO SCALE

FIGURE 1

VICINITY MAP

INDIO GRAND MARKETPLACE, INDIO



n:\5000\2255046 - indio grand marketplace, indio\dwg\5046 f-2.dwg LDP 09:10:26 01-19-2026 aguilar

LLG

N

NO SCALE

SOURCE: NEAR MAPS

KEY

= PROJECT SITE

= PHASE 1

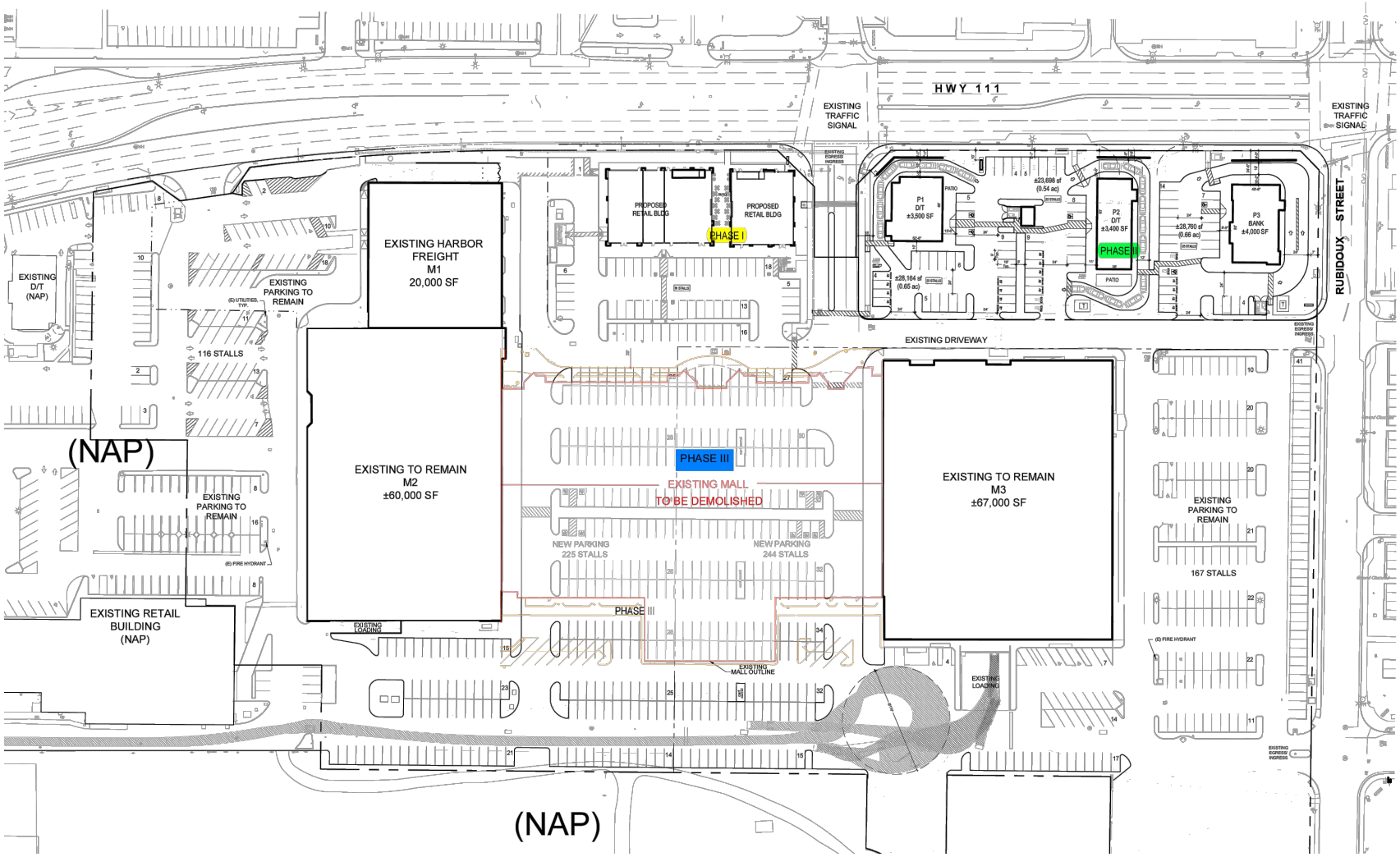
= PHASE 2

= PHASE 3

FIGURE 2

EXISTING SITE AERAIL

INDIO GRAND MARKETPLACE, INDIO



n:\5000\2255046 - indio grand marketplace, indio\dwg\5046 f-3.dwg LDP 09:11:30 01-19-2026 aguilar

SOURCE: HAAGEN COMPANY

FIGURE 3

LLG

N

NO SCALE

PROPOSED SITE PLAN

INDIO GRAND MARKETPLACE, INDIO

TABLE 1

PROJECT TRIP GENERATION FORECAST[1]

INDIO GRAND MARKETPLACE, INDIO

ITE Land Use Code / Project Description	Daily 2-Way	AM Peak Hour			PM Peak Hour		
		Enter	Exit	Total	Enter	Exit	Total
Trip Generation Rates:							
▪ 720: Medical Dental Office Building-Stand Alone (TE/TSF)	34.03	78%	22%	3.21	30%	70%	3.42
▪ 820: Shopping Plaza (>150k) (TE/TSF)	36.39	62%	38%	0.88	49%	51%	3.26
▪ 822: Strip Retail Plaza (<40k) (TE/TSF)	54.45	55%	45%	3.93	50%	50%	6.29
▪ 912: Drive-in Bank (TE/TSF)	98.85	58%	42%	9.95	50%	50%	21.03
▪ 930: Fast Casual Restaurant (TE/TSF)	225.89	64%	36%	1.58	53%	47%	14.35
▪ 934: Fast Food Restaurant with Drive-Through Window (TE/TSF)	448.12	51%	49%	33.24	52%	48%	31.60
Phase I Trip Generation Forecast:							
▪ Eye Doctor Office (2,800 SF)	95	7	2	9	3	7	10
▪ Strip Retail Plaza (10,000 SF)	545	21	18	39	32	31	63
Pass-By (Daily: 25%, AM: 10%, PM: 40%)[2]	-136	-2	-2	-4	-13	-12	-25
Strip Retail Plaza Subtotal	409	19	16	35	19	19	38
Phase I Trip Generation Total [A]	**504**	**26**	**18**	**44**	**22**	**26**	**48**
Phase II Trip Generation Forecast:							
▪ Bank (4,000 SF)	395	23	17	40	42	42	84
Pass-By (Daily: 25%, AM: 29%, PM: 35%)[2]	-99	-7	-5	-12	-15	-14	-29
Bank Subtotal	296	16	12	28	27	28	55
▪ Chipotle (3,400 SF)	768	3	2	5	26	23	49
Pass-By (Daily: 25%, AM: 10%, PM: 43%)[2]	-192	0	-1	-1	-11	-10	-21
Chipotle Subtotal	576	3	1	4	15	13	28
▪ Fast Food Restaurant with Drive-Through Window (3,500 SF)	1,568	59	57	116	58	53	111
Pass-By (Daily: 25%, AM: 50%, PM: 55%)[2]	-392	-30	-28	-58	-32	-29	-61
Fast Food Restaurant with Drive-Through Window Subtotal	1,176	29	29	58	26	24	50
Phase II Trip Generation Total [B]	**2,048**	**48**	**42**	**90**	**68**	**65**	**133**
Phase III Trip Generation Forecast:							
▪ Existing Shopping Center (95,000 SF)	3,457	52	32	84	152	158	310
Pass-By (Daily: 25%, AM: 10%, PM: 29%)[2]	-864	-5	-3	-8	-44	-46	-90
Existing Shopping Center Subtotal	2,593	47	29	76	108	112	220
Phase III Trip Generation Total [C]	**2,593**	**47**	**29**	**76**	**108**	**112**	**220**
Net Phase I Trip Generation Forecast [D] = [A]-[C]	**-2,089**	**-21**	**-11**	**-32**	**-86**	**-86**	**-172**
Net Phase II Trip Generation Forecast [E] = [B]-[C]	**-545**	**1**	**13**	**14**	**-40**	**-47**	**-87**
Net Phase I and II Trip Generation Forecast [F] = ([A+B]-[C])	**-41**	**27**	**31**	**58**	**-18**	**-21**	**-39**
Net Gross Phase I and II Trip Generation Forecast [F]	**-86**	**61**	**64**	**125**	**9**	**-2**	**7**

Notes:

- TE/TSF = Trip Ends per Thousand Square Feet

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1 Source: *Trip Generation, 12th Edition, Institute of Transportation Engineers (ITE), Washington, D.C. (2025).*

2 Pass-By Trips are trips made as intermediate stops on the way from an origin to a primary trip destination. Pass-by trips are attracted from traffic passing the site on adjacent streets, which contain direct access to the generator. For this analysis, the following pass-by reduction factors were used (Source: *Trip Generation Manual, 12th Edition*, ITE 2025):

- 820: Shopping Plaza (>150k): Daily/AM peak hour/PM peak hour – 25% (assumed)/10% (assumed)/29% (ITE)
- 822: Strip Retail Plaza (<40k): Daily/AM peak hour/PM peak hour – 25% (assumed)/10% (assumed)/40% (referenced from ITE LU 821: Shopping Plaza (40-150k))
- 912: Drive-in Bank: Daily/AM peak hour/PM peak hour – 25% (assumed)/29% (ITE)/35% (ITE)
- 930: Fast Casual Restaurant: Daily/AM peak hour/PM peak hour – 25% (assumed)/10% (assumed)/43% (referenced from ITE LU 932: High Turnover (Sit Down) Restaurant)
- 934: Fast Food Restaurant with Drive Through Window: Daily/AM peak hour/PM peak hour – 25% (assumed)/50% (ITE)/55% (ITE)

ATTACHMENT 3

Ramirez, Marlene Y.

From: McManigal, Brent
Sent: Tuesday, April 21, 2026 3:48 PM
To: Ramirez, Marlene Y.
Subject: FW: IGMP Buildings 2A and 2B permit status

From: Peter Satin <psatin@cvag.org>
Sent: Monday, March 9, 2026 5:14 PM
To: McManigal, Brent <BMcManigal@fennemorelaw.com>; Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Veronica Lopez <vlopez@cvag.org>; tarek urbanestgroup.com <tarek@urbanestgroup.com>; Keil Maberry <maberry@llgengineers.com>; Lynn Bremner <lbremner@haagenco.com>; Jonathan Hoy <jhoy@cvag.org>; Randy Bowman <rbowman@cvag.org>; Tom Kirk <tkirk@cvag.org>; Michael.jenkins@bbklaw.com
Subject: Re: IGMP Buildings 2A and 2B permit status

Hi Brent,

CVAG's TUMF assessments are predicated on the 2018 nexus study, available at the link below. As described therein, fee levels are tied to growth-based trips projected by the RIVTAM (now RIVCOM) regional transportation demand model and then distributed across regional transportation capacity improvement costs. This nexus study has demonstrated the necessary requirements for the assessment of development impact fees under the mitigation fee act.

https://cvag.org/wp-content/uploads/2021/10/2018-CVAG-Nexus-Report-FINAL-10-17-18.pdf

The current structure predates the current nexus study, so would constitute existing development. Any new outbuildings would constitute growth, and hence are subject to TUMF under the 2018 nexus. If the mall is demolished in the future, under the current nexus study, redevelopment up to 95,000 may not be subject to TUMF, since it has already been allocated under the model, although long-standing vacancies do complicate the approach and is something we are investigating as part of our scoping for a future nexus update. The new buildings are not being constructed within an existing structure; they are new pads on what is currently either a parking lot or vacant land and therefore constitute growth under the nexus study.

We again urge you to submit your argument through the appeals process so this can be evaluated through the proper channels.

Best,

Peter Satin | Conservation Program Manager
Coachella Valley Association of Governments
psatin@cvag.org | 760.346.1127

From: McManigal, Brent <BMcManigal@fennemorelaw.com>
Sent: Tuesday, March 3, 2026 12:13
To: Peter Satin <psatin@cvag.org>; Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Veronica Lopez <vlopez@cvag.org>; tarek urbanestgroup.com <tarek@urbanestgroup.com>; Keil Maberry <maberry@llgengineers.com>; Lynn Bremner <lbremner@haagenco.com>;

Jonathan Hoy <jhoy@cvag.org>; Randy Bowman <rbowman@cvag.org>; Tom Kirk <tkirk@cvag.org>; Michael.jenkins@bbklaw.com <Michael.jenkins@bbklaw.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

Hi Peter,
Thank you for your response to my February 17, 2026 letter. While we understand CVAG's position, we would appreciate clarification regarding CVAG's legal basis to assess TUMF under the Mitigation Fee Act.
We understand that the City has not yet approved the overall mall redevelopment or Phase III demolition. However, Phase I is being constructed within an existing entitled and historically operating regional shopping center. Under Government Code § 66001, TUMF may be imposed only where CVAG can make findings demonstrating a reasonable relationship between the fee and the incremental impact of the development being permitted.
To ensure we are addressing the correct statutory framework, we would appreciate clarification on the following:

1. What baseline condition is CVAG using to evaluate incremental trip generation attributable to Phase I?
2. For purposes of its nexus analysis, how is CVAG accounting for the existing approximately 95,000 square feet of mall shop space that remains part of the entitled commercial center?
3. When the 95,000 square feet of mall shops is demolished, how will CVAG treat that reduction in square footage and associated decrease in trips under the TUMF program?
4. On what basis does CVAG conclude that the findings required under Government Code § 66001(a) can be made if Phase I is constructed within the footprint of an already-developed commercial center?

We want to ensure this issue is analyzed as a statutory nexus determination under § 66001, rather than solely as an interpretation of the TUMF Handbook.
As discussed, Haagen remains willing to memorialize a recorded agreement confirming that if future development results in a net increase in weekday trips above the existing baseline, TUMF would apply at that time in accordance with the Handbook. In addition, Haagen is prepared to agree that the existing mall shop spaces will not be re-leased prior to demolition, leaving the optometrist as the sole remaining tenant pending relocation.
We are available to discuss this matter with you and CVAG's counsel to identify a practical solution consistent with the Mitigation Fee Act and to avoid the time and expense associated with the appeal process.
Thank you,
Brent

Brent R. McManigal, Director
T: 909.723.1807 | F: 909.890.9877
bmcmanigal@fennemorelaw.com

From: Peter Satin <psatin@cvag.org>
Sent: Monday, March 2, 2026 9:36 AM
To: McManigal, Brent <BMcManigal@fennemorelaw.com>; Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Veronica Lopez <vlopez@cvag.org>; tarek urbanestgroup.com <tarek@urbanestgroup.com>; Keil Maberry <maberry@llgengineers.com>; Lynn Bremner <lbremner@haagenco.com>; Jonathan Hoy <jhoy@cvag.org>; Randy Bowman <rbowman@cvag.org>; Tom Kirk <tkirk@cvag.org>
Subject: Re: IGMP Buildings 2A and 2B permit status

Hi Brent,

I have discussed this issue with both CVAG's Director of Transportation and the Executive Director, and we do not believe that the TUMF program allows us to interpret fee assessment in the manner requested by your memo.

TUMF is assessed per individual permit at time of issuance, and where "redevelopment" applies, it only applies to reconstruction or new use of existing buildings.

We would again direct you to the TUMF appeals process if you are unsatisfied with this response.

Best,

Peter Satin | Conservation Program Manager
Coachella Valley Association of Governments
psatin@cvag.org | 760.346.1127

From: McManigal, Brent <BMcManigal@fennemorelaw.com>
Sent: Monday, February 23, 2026 10:43
To: Peter Satin <psatin@cvag.org>; Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Veronica Lopez <vlopez@cvag.org>; tarek urbanestgroup.com <tarek@urbanestgroup.com>; Keil Maberry <maberry@llgengineers.com>; Lynn Bremner <lbremner@haagenco.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

Hi Peter,

Thank you for confirming receipt.

Brent

Brent R. McManigal, Director
T: 909.723.1807 | F: 909.890.9877
bmcmanigal@fennemorelaw.com

From: Peter Satin <psatin@cvag.org>
Sent: Monday, February 23, 2026 10:41 AM
To: McManigal, Brent <BMcManigal@fennemorelaw.com>; Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Veronica Lopez <vlopez@cvag.org>; tarek urbanestgroup.com <tarek@urbanestgroup.com>; Keil Maberry <maberry@llgengineers.com>; Lynn Bremner <lbremner@haagenco.com>
Subject: Re: IGMP Buildings 2A and 2B permit status

Hi Brent,

Im confirming receipt of the documents and am currently reviewing them. I will keep you posted as I have additional information to share.

Best,

Peter Satin | Conservation Program Manager
Coachella Valley Association of Governments
psatin@cvag.org | 760.346.1127

From: McManigal, Brent <BMcManigal@fennemorelaw.com>
Sent: Tuesday, February 17, 2026 14:31
To: Peter Satin <psatin@cvag.org>; Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Veronica Lopez <vlopez@cvag.org>; tarek urbanestgroup.com

<tarek@urbanestgroup.com>; Keil Maberry <maberry@llgengineers.com>; Lynn Bremner <lbremner@haagenco.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

Good afternoon Peter,

Thank you for talking with our Team about this Project. As follow-up to that call, please see attached. We look forward to working with CVAG on a mutually agreed upon solution.

Please let us know if you have any questions or would like to schedule another call to discuss.

Thank you,

Brent

Brent R. McManigal
Director

FENNEMORE.

550 E Hospitality Ln, Suite 350, San Bernardino, CA 92408
T: 909.723.1807 | F: 909.890.9877
bmcmanigal@fennemorelaw.com | View Bio

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From: Peter Satin <psatin@cvag.org>
Sent: Thursday, January 29, 2026 8:35 AM
To: Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Veronica Lopez <vlopez@cvag.org>; McManigal, Brent <BMcManigal@fennemorelaw.com>; tarek urbanestgroup.com <tarek@urbanestgroup.com>; Keil Maberry <maberry@llgengineers.com>; Lynn Bremner <lbremner@haagenco.com>
Subject: Re: IGMP Buildings 2A and 2B permit status

I have time for a brief call tomorrow at 830.

Peter Satin | Conservation Program Manager

Coachella Valley Association of Governments

psatin@cvag.org | 760.346.1127

From: Shahin Shirvani <sshirvani@haagenco.com>
Sent: Thursday, January 29, 2026 08:32
To: Peter Satin <psatin@cvag.org>
Cc: Don Kelley <dkelley@haagenco.com>; Veronica Lopez <vlopez@cvag.org>; Brent McManigal <bmcmanigal@fennemorelaw.com>; tarek urbanestgroup.com <tarek@urbanestgroup.com>; Keil Maberry <maberry@llgengineers.com>; Lynn Bremner <lbremner@haagenco.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

Hi Peter,

I'm following up on the email below, as I haven't heard back yet. Could you please let us know if you're available today or tomorrow? If not, would your supervisor be available instead?

Thank you,

Shahin Shirvani
Senior VP of Construction and Design
HAAGEN COMPANY
12302 Exposition Boulevard
Los Angeles, California 90064
Office: 310-820-1200 x 107
Direct: 424-273-6933
Mobile: 770.318.9624
sshirvani@haagenco.com

From: Shahin Shirvani
Sent: Tuesday, January 27, 2026 4:00 PM
To: 'Peter Satin' <psatin@cvag.org>
Cc: Don Kelley <dkelley@haagenco.com>; Veronica Lopez <vlopez@cvag.org>; Brent McManigal <bmcmanigal@fennemorelaw.com>; tarek urbanestgroup.com <tarek@urbanestgroup.com>; Keil Maberry <maberry@llgengineers.com>; Lynn Bremner <lbremner@haagenco.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

Hi Peter,

We'd like to schedule another call to go over the TUMF fees with you. Would Thursday or Friday work on your end? Please share a few time options that fit your schedule.

I'm available anytime on Thursday except for 10am to 12pm. I'm available all day on Friday.

Shahin Shirvani
Senior VP of Construction and Design
HAAGEN COMPANY
12302 Exposition Boulevard
Los Angeles, California 90064

Office: 310-820-1200 x 107
Direct: 424-273-6933
Mobile: 770.318.9624
sshirvani@haagenco.com

From: Peter Satin <psatin@cvag.org>
Sent: Wednesday, November 19, 2025 4:25 PM
To: Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Luis Cerros <lcerros@indioca.gov>; Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Veronica Lopez <vlopez@cvag.org>
Subject: Re: IGMP Buildings 2A and 2B permit status

Hi Shahin,

CVAG is agnostic as to the appropriate permitting approach and would defer to the City. Regardless, building permits cannot be issued until any assessed TUMF has been paid to the permitting jurisdiction.

Please be advised that an appeals process exists, and is detailed in our TUMF Handbook, linked below. The assessed TUMF must be paid ahead of any appeal; in the event the appeal is granted by CVAG's Executive Committee, the collected TUMF will be refunded.

https://cvag.org/downloads/trans/TUMF/tumfHandbook_rev202501.pdf

Peter Satin | Conservation Program Manager
Coachella Valley Association of Governments
psatin@cvag.org | 760.346.1127

From: Shahin Shirvani <sshirvani@haagenco.com>
Sent: Wednesday, November 19, 2025 09:47
To: Peter Satin <psatin@cvag.org>
Cc: Don Kelley <dkelley@haagenco.com>; Luis Cerros <lcerros@indioca.gov>; Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Veronica Lopez <vlopez@cvag.org>
Subject: RE: IGMP Buildings 2A and 2B permit status

Peter,

Thank you for your email.

We respectfully disagree with CVAG's position. The intent and scope of this project have always included the demolition of the existing mall structure after the two new buildings are completed, as this is necessary to relocate the current tenants before demolition can legally occur. Treating Phase I as a standalone permanent increase in gross floor area does not reflect the actual, planned, and required sequence of construction.

If it helps to address this issue, we are fully willing to add the demolition work to the current permit package so that the complete scope—including the ultimate reduction in total building area—is clearly documented at the

time the permits are issued so long as we get to start construction on our two new buildings. Per my emails on Noveber 13th and 14th, the net square footage of the overall project will be substantially lower once the existing mall is removed, and this should be the basis for the TUMF assessment.

Given this, applying TUMF as though we are permanently increasing gross floor area is neither accurate nor consistent with the project's true development path.

Please let us know how we can proceed so that CVAG can consider the complete and lawful conditions of the project.

Must these fees be paid now or can they be recalculated at end of project completion?

Best regards,
Shahin

From: Peter Satin <psatin@cvag.org>
Sent: Wednesday, November 19, 2025 9:04 AM
To: Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Luis Cerros <lcerros@indioca.gov>; Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Veronica Lopez <vlopez@cvag.org>
Subject: Re: IGMP Buildings 2A and 2B permit status

Good morning all,

Based on our review of the provided materials, it is CVAG's understanding that the current permits are for the construction of two structures on sites that have not previously contained structures. At present, no application for the demolition of the existing structure is on file.

CVAG can only consider the conditions on the ground at the time any permit is issued, and cannot account for potential future conditions beyond those contemplated in any permit. As presented, construction of Phase I will result in a net increase in gross floor area compared to present conditions and is therefore subject to TUMF. Specific performance on Phase III cannot be assumed, and therefore cannot be utilized for any "credit" on the current phase.

CVAG has verified the City's proper calculation of TUMF for the two permits under consideration and concurs with the City's TUMF assessment.

Best,

Peter Satin | Conservation Program Manager
Coachella Valley Association of Governments
psatin@cvag.org | 760.346.1127

From: Shahin Shirvani <sshirvani@haagenco.com>
Sent: Tuesday, November 18, 2025 11:40
To: Peter Satin <psatin@cvag.org>
Cc: Don Kelley <dkelley@haagenco.com>; Luis Cerros <lcerros@indioca.gov>; Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Veronica Lopez

<vlopez@cvag.org>
Subject: RE: IGMP Buildings 2A and 2B permit status

Hi Peter,

Hope you had a nice weekend. Can you please provide a status on the revised fee amount?

Sincerely,

Shahin Shirvani
Senior VP of Construction and Design
HAAGEN COMPANY
12302 Exposition Boulevard
Los Angeles, California 90064
Office: 310-820-1200 x 107
Direct: 424-273-6933
Mobile: 770.318.9624
sshirvani@haagenco.com

From: Peter Satin <psatin@cvag.org>
Sent: Friday, November 14, 2025 9:38 AM
To: Shahin Shirvani <sshirvani@haagenco.com>
Cc: Don Kelley <dkelley@haagenco.com>; Luis Cerros <lcerros@indioca.gov>; Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Veronica Lopez <vlopez@cvag.org>
Subject: Re: IGMP Buildings 2A and 2B permit status

Thank you. I will review and get back to you.

Peter Satin | Conservation Program Manager

Coachella Valley Association of Governments

psatin@cvag.org | 760.346.1127

From: Shahin Shirvani <sshirvani@haagenco.com>
Sent: Friday, November 14, 2025 08:45
To: Peter Satin <psatin@cvag.org>
Cc: Don Kelley <dkelley@haagenco.com>; Luis Cerros <lcerros@indioca.gov>; Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Veronica Lopez <vlopez@cvag.org>
Subject: RE: IGMP Buildings 2A and 2B permit status

Peter,

Attached is the Mall site plan to help you in understanding the reduction in size.

12,800 SF - Phase I
10,900 SF - Phase II Pads
147,000 SF - Phase III Renovation of existing buildings (60,000sf+ 67,000sf+20,000sf) and demolition of the mall (-95,000sf)

_____
170,700 SF total once renovation is Completed
242,000 SF was the old mall SF prior to renovation

Net Negative (-71,300sf)

Best,

Shahin

From: Shahin Shirvani
Sent: Thursday, November 13, 2025 6:39 PM
To: Peter Satin <psatin@cvag.org>
Cc: Don Kelley <dkelley@haagenco.com>; Luis Cerros <lcerros@indioca.gov>; Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Veronica Lopez <vlopez@cvag.org>
Subject: Re: IGMP Buildings 2A and 2B permit status

Peter,

I don't believe my earlier explanation was fully understood. We are reducing the size of all buildings on the property, resulting in a net decrease in total square footage.

The only reason we are constructing the two new buildings first rather than after the demo is to temporarily relocate the existing mall tenants, since we cannot demolish the current mall while it is still occupied.

My understanding is that TUMF generally applies only to the net increase in traffic impact or building intensity compared to the prior legal use. The calculation is based on the difference between what existed before (the credited use) and what will exist after (the proposed use).

- If the new construction generates more trips than what was demolished, then we owe TUMF on the net increase.
- If the new construction generates equal or fewer trips, the TUMF should be reduced or eliminated.

In The Coachella Valley Association of Governments (CVAG) case it uses a net new development model for calculating TUMF. Under this model:

- TUMF is assessed only on new square footage or new trip generation above what previously existed on the site.

- Credits must be provided for the demolished or removed building area and its prior legal use.
- Redevelopment projects with a net reduction in building area should result in reduced or zero TUMF, unless the new use produces significantly higher traffic—which is not the case here, as we are downsizing from a large mall to a much smaller strip center.

Overall by the end of all phases, our site is being reduced by at least 30,000 square feet of building area. Based on CVAG methodology, this redevelopment should not trigger TUMF based on square footage and the way CVAG calculates TUMF.

In addition, regional malls have very high baseline trip generation, so our much smaller strip-center redevelopment falls well below the original traffic intensity, both in use and in square footage.

For these reasons, I believe the TUMF charges reflected on the invoices were either incorrectly applied or calculated without the required demolition credits. Can you please revise the invoice to reflect these credits.

Best,

Shahin Shirvani

Sent from my iPad

> On Nov 13, 2025, at 4:54 PM, Peter Satin <psatin@cvag.org> wrote:
>
> Based on the plans provided by the City, this is new construction, and therefore subject to the fee. If and when the old structure is demolished and rebuilt, and assuming the structure is the same size (or smaller) than the stucture in existence at the time TUMF was enacted in 1989, those structures will not require additional TUMF.
>
> Peter Satin | Conservation Program Manager
>
> Coachella Valley Association of Governments
>
> psatin@cvag.org | 760.346.1127
>
> ---
>
> **From:** Don Kelley <dkelley@haagenco.com>
> **Sent:** Thursday, November 13, 2025 16:40
> **To:** Luis Cerros <lcerros@indioca.gov>; Shahin Shirvani <sshirvani@haagenco.com>
> **Cc:** Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Peter Satin <psatin@cvag.org>; Veronica Lopez <vlopez@cvag.org>
> **Subject:** RE: IGMP Buildings 2A and 2B permit status
>
> We are downsizing an existing retail property so we should not be subject to this fee.

Donald W. Kelley, Jr.
President & Chief Financial Officer
<image001.gif>
12302 Exposition Boulevard
Los Angeles, California 90064
Office: 310.820.1200 x122
dkelley@haagenco.com

From: Luis Cerros <lcerros@indioca.gov>
Sent: Thursday, November 13, 2025 1:52 PM
To: Shahin Shirvani <sshirvani@haagenco.com>
Cc: Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Don Kelley <dkelley@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Peter Satin <psatin@cvag.org>; Veronica Lopez <vlopez@cvag.org>
Subject: Re: IGMP Buildings 2A and 2B permit status

You don't often get email from lcerros@indioca.gov. Learn why this is important

Shahin,

Attached you will find the current TUMF rates for new retail. The Coachella Valley Association of Governments (CVAG) is the agency which oversees this particular fee. You can reach out to Peter Satin and Veronica Lopez directly, copied here, in order to inquire if these new buildings are exempt from TUMF as only CVAG can make that determination.

As for how these two fees were calculated; using the proposed retail square footages of the buildings and then applying the CVAG TUMF rate, then the fees for both of your buildings are as follow:

BLDC-25-0271 - 4,800 square feet - 4800/1000 x $7385 = $35,448
BLDC-25-0272 - 8,000 square feet - 8000/1000 x $7385 = $59,080

If CVAG determines that the TUMF is not applicable for these permits and I obtain their confirmation, then I will remove the TUMF from these permits and re-invoice you.

Also, on a related note, there are going to be City Development Impact fees for these two new buildings. These DIFs are collected prior to final of the building project and will be automatically generated once the permit is issued. I have attached this pdf (City DIFs 2025 retail) where the retail fees are highlighted in red. I have also included the up to date invoices for these two permits, which are also updated in the portal. There was an incorrect SMIP fee which I needed to adjust and so the attached invoices are the correct ones.

Thank you,

LUIS M. CERROS

Supervising Plans Examiner

Building & Safety Division

LCerros@indio.org

O:760.541-4201

<image002.png>

100 Civic Center Mall · Indio CA 92201

<image003.png>
<image004.png>
<image005.png>
<image006.png>
<image007.png>

From: Shahin Shirvani <sshirvani@haagenco.com>
Sent: Thursday, November 13, 2025 11:11 AM
To: Luis Cerros <lcerros@indioca.gov>; Nikolas Guitron <nguitron@indioca.gov>
Cc: Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Don Kelley <dkelley@haagenco.com>; Brian Halvorson <bhalvorson@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Gloria Jauregui <gjauregui@indioca.gov>
Subject: RE: IGMP Buildings 2A and 2B permit status

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Erika and Luis,

We received additional invoices for permitting from tyler-noreply@indio.org (attached), and we're a bit confused about them. One appears to be a duplicate with a slightly different amount, while the other two seem to correspond to each building individually.

Each invoice includes a line item listed as "TUMF – Commercial Retail," which, as I understand, funds transportation infrastructure improvements—such as roads, intersections, bridges, and traffic signals intended to accommodate the additional traffic generated by new growth.

However, our project is a redevelopment of an existing site that will, overall, have the same or a smaller total building footprint across the entire Indio Grand Marketplace. In theory, this should generate equal or lesser traffic than what the mall was originally designed for. Given that, I'm unclear why the TUMF – Commercial Retail fees are listed as $35,448 for one building and $59,080 for the other.

Could you please clarify how these amounts were calculated, or confirm whether they were issued in error? If so, we would appreciate receiving revised invoices.

Thank you,

Shahin Shirvani
Senior VP of Construction and Design
<image001.gif>
12302 Exposition Boulevard
Los Angeles, California 90064
Office: 310-820-1200 x 107
Direct: 424-273-6933
Mobile: 770.318.9624
sshirvani@haagenco.com

From: Luis Cerros <lcerros@indioca.gov>
Sent: Wednesday, November 12, 2025 4:52 PM
To: Shahin Shirvani <sshirvani@haagenco.com>; Nikolas Guitron <nguitron@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Gloria Jauregui <gjauregui@indioca.gov>
Cc: Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Don Kelley <dkelley@haagenco.com>
Subject: Re: IGMP Buildings 2A and 2B permit status

Shahin,

Hello. With this VSD email we will be able to issue. I will get with Erika tomorrow morning to get that going. I believe that Lynn already has the paperwork for the school fee payment and so that will speed things up.

Thank you,

LUIS M. CERROS

Supervising Plans Examiner

Building & Safety Division

LCerros@indio.org

O:760.541-4201

<image002.png>

100 Civic Center Mall · Indio CA 92201

<image003.png>
<image004.png>
<image005.png>
<image006.png>
<image007.png>

From: Shahin Shirvani <sshirvani@haagenco.com>
Sent: Wednesday, November 12, 2025 4:47 PM
To: Nikolas Guitron <nguitron@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Gloria Jauregui <gjauregui@indioca.gov>; Luis Cerros <lcerros@indioca.gov>
Cc: Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Don Kelley <dkelley@haagenco.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

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Hi Nikolas,

Once again, this update does not provide a clear picture or any comfort to me regarding when this process will be completed.

You mentioned, “At this time, we are still awaiting the review from Valley Sanitary District. Once their comments are received, Building and Safety will be able to determine whether a full resubmittal or a partial resubmittal is required based on the scope of their corrections.”

However, per the attached email from Hector Guzman at Valley Sanitary, the plans have already been deemed acceptable, and it was my understanding that they are moving forward with permitting.

Can you please confirm whether your team and the Valley Sanitary District have a clear and direct line of communication? The only reason we revised the plumbing drawings was to accommodate their interpretation of the code, even though we believe it was an error—simply to help move the process along.

We need to have our permits issued by Thanksgiving, so I kindly ask that someone at the City please take the lead and ensure this process is managed through to completion in an orderly manner.

Best regards,

Shahin

Shahin Shirvani
Senior VP of Construction and Design
<image001.gif>
12302 Exposition Boulevard
Los Angeles, California 90064
Office: 310-820-1200 x 107
Direct: 424-273-6933
Mobile: 770.318.9624
sshirvani@haagenco.com

From: Nikolas Guitron <nguitron@indioca.gov>
Sent: Wednesday, November 12, 2025 4:17 PM
To: Shahin Shirvani <sshirvani@haagenco.com>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Gloria Jauregui <gjauregui@indioca.gov>; Luis Cerros <lcerros@indioca.gov>
Cc: Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Don Kelley <dkelley@haagenco.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

Hi Shahin,

Thank you for your email, and I apologize for the delays and the confusion this process has caused. Our team has been transitioning responsibilities with Gloria's departure from Building and Safety, and we are also in the process of moving into the new City Hall building. Both transitions have contributed to slower than usual response times.

I spoke with our Building and Safety Supervisor, Luis Cerros, who I have copied on this email. At this time, we are still awaiting the review from Valley Sanitary District. Once their comments are received, Building and Safety will be able to determine whether a full resubmittal or a partial resubmittal is required based on the scope of their corrections.

I also apologize for the delayed communication you have experienced from Erika. She will now be your primary point of contact for Building and Safety coordination going forward since Gloria has moved into her new role.

We appreciate your patience as we work through these transitions, and we will continue to help move this permit toward completion.

Please let me know if you have any additional questions.

Best regards,

<image008.png>

Nikolas "Niko" Guitron
Assistant Planner
Community Development
Planning Services Division
nguitron@indio.org
D:760.391.4064 | O:760.391.4120
100 Civic Center Mall · Indio CA 92201

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From: Shahin Shirvani <sshirvani@haagenco.com>
Sent: Wednesday, November 12, 2025 3:47 PM
To: Nikolas Guitron <nguitron@indioca.gov>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Gloria Jauregui <gjauregui@indioca.gov>
Cc: Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Don Kelley <dkelley@haagenco.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

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Hi Niko,

As you've been the only one consistently responding to my emails, I'm directing this message to you for a response.

I just saw an email from Gloria regarding our permit. This process has been quite confusing, and it becomes even more challenging when we don't receive clear or timely responses from your team. We've tried reaching Erika multiple times without any reply, and per the attached email, it appears she is out of the office again today.

Could you please clarify why a full resubmittal of all plan sheets is required rather than only the revised plumbing sheets? Also, it was mentioned that Erika will likely need to create a new workflow. Could you please confirm whether that is definite? Using terms like “likely” adds uncertainty, and we just want to ensure we clearly understand the process before proceeding, especially since this permitting process has already taken an unusually long time to finalize.

Lastly, if Gloria is no longer with the Building & Safety Department, could you please confirm who our main point of contact is moving forward? It would be helpful to know who is overseeing our project to bring this permitting process to a timely and efficient conclusion.

Thank you for your help and clarification.

Best regards,

Shahin Shirvani
Senior VP of Construction and Design
<image001.gif>
12302 Exposition Boulevard
Los Angeles, California 90064
Office: 310-820-1200 x 107
Direct: 424-273-6933
Mobile: 770.318.9624
sshirvani@haagenco.com

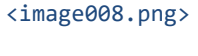
From: Nikolas Guitron <nguitron@indioca.gov>
Sent: Monday, November 10, 2025 9:29 AM
To: Shahin Shirvani <sshirvani@haagenco.com>; Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Gloria Jauregui <gjauregui@indioca.gov>
Cc: Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Don Kelley <dkelley@haagenco.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

You don't often get email from nguitron@indioca.gov. Learn why this is important

Hi Shahin,

Apologies for the delay in responding, we are currently transitioning into the New City Hall building, so we are a little limited to our email abilities, some more than others. As soon as we have an update we will contact you with further details.

Thank you for your patience.



Nikolas “Niko” Guitron
Assistant Planner
Community Development
Planning Services Division
nguitron@indio.org
D:760.391.4064 | O:760.391.4120

100 Civic Center Mall · Indio CA 92201

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From: Shahin Shirvani <sshirvani@haagenco.com>
Sent: Monday, November 10, 2025 9:15 AM
To: Juan Raya <jraya@indioca.gov>; Erika Garcia <ergarcia@indioca.gov>; Gloria Jauregui <gjauregui@indioca.gov>; Nikolas Guitron <nguitron@indioca.gov>
Cc: Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Don Kelley <dkelley@haagenco.com>
Subject: RE: IGMP Buildings 2A and 2B permit status

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Dear City of Indio Team,

I have yet to receive a response from anyone on your team regarding the email below. I also understand that Fred from our design team has attempted to contact Erica multiple times without success.

Could someone please provide us with an update on the status of our permit?

Thank you,
Shahin Shirvani

From: Shahin Shirvani
Sent: Thursday, November 6, 2025 1:05 PM
To: Juan Raya <jraya@indioca.gov>; 'ergarcia@indioca.gov' <ergarcia@indioca.gov>; 'gjauregui@indioca.gov' <gjauregui@indioca.gov>; Nikolas Guitron <nguitron@indio.org>
Cc: Fred Tomas <fredt@aoarchitects.com>; Nick Saludo <nsaludo@drc-eng.com>; Lynn Bremner <lbremner@haagenco.com>; Don Kelley <dkelley@haagenco.com>
Subject: IGMP Buildings 2A and 2B permit status

Hi Juan,

I hope you're doing well. I'm writing because I'm a bit confused about the current status of our permits for the two buildings at Indio Grand Marketplace. We've been working on this for quite some time now, and I really need to break ground on this project.

Could you or one of your colleagues please let me know what still needs to be done for us to be able to pull the construction permits for both the buildings and the site by the end of tomorrow November the 7th?

I understand that a certified signature is required for the PM10 form, which we will be completing after the certification class on November 20th. Aside from that, can you please clarify what other items remain outstanding for finalization? I just want to make sure nothing has fallen through the cracks.

It would be very helpful if you could outline, in a clear workflow format, any remaining design requirements or fees needed from our side.

Thank you very much for your help and guidance, Juan. I truly appreciate it.

Best regards,

Shahin Shirvani
Senior VP of Construction and Design
<image001.gif>
12302 Exposition Boulevard
Los Angeles, California 90064
Office: 310-820-1200 x 107
Direct: 424-273-6933
Mobile: 770.318.9624
sshirvani@haagenco.com

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PAYMENT RECEIPTS

Permit Number: BLDC-25-0271

Add to Cart

Permit Details | Tab Elements | Main Menu

Type:	New Commercial Retail	**Status:**	Issued	**Project Name:**	Indio Grand Marketplace
IVR Number:	10786	**Applied Date:**	06/17/2025	**Issue Date:**	04/10/2026
District:	Indio	**Expire Date:**	10/10/2026		
Square Feet:	4,800.00	**Valuation:**	$900,000.00	**Finalized Date:**	

Description: New 4,800 sf ground-up shell and core multi-tenant building #2A, located at existing Indio Grand Marketplace shopping center. Scope of work also includes limited Mechanical, Plumbing and Electrical improvements.
Tenant Improvements under separate submittal by others. Project pending address assignment, using existing address for original building currently on site (82227 HWY 111)

Summary | Locations | Fees | Reviews | Inspections | Attachments | Contacts | Sub-Records | More Info

Fee Summary | Remaining Fees | Paid Fees | Next Tab | Permit Details | Main Menu

Fee Summary

Total Fees:	$46,525.03	**Paid Fees:**	$46,525.03	**Unpaid Fees:**	$0.00

Add to Cart

Remaining Fees

Sort: Fee

Fee	Invoice	Computed	Amount Due
No records to display.			

Paid Fees

Sort: Fee

Fee	Invoice	Computed
Backflow Protective Device	INV-00038561	$49.00
Building Permit Fee	INV-00038561	$3,172.00
Building Sewer and Each Trailer Park Sewer	INV-00038561	$34.00
CASP Fee	INV-00038561	$4.00
Drainage or Vent Pipe	INV-00038561	$148.00
Electrical Fee	INV-00038561	$181.00
Fire Department Plan Review Fee (New Construction)	INV-00026245	$1,725.00
Green Building Standards Fees	INV-00038561	$36.00
Permit Issuance	INV-00038561	$74.00
Plan Check Fee	INV-00026245	$2,852.00

Results per page 10 1 - 10 of 16 << < 1 2 > >>

Permit Number: BLDC-25-0272

Add to Cart

Permit Details | Tab Elements | Main Menu

Type:	New Commercial Retail	**Status:**	Issued	**Project Name:**	Indio Grand Marketplace
IVR Number:	10787	**Applied Date:**	06/17/2025	**Issue Date:**	04/10/2026
District:	Indio	**Expire Date:**	10/10/2026		
Square Feet:	8,000.00	**Valuation:**	$1,500,000.00	**Finalized Date:**	

Description: New 8,000 sf ground-up shell and core multi-tenant building #2B, located at existing Indio Grand Marketplace shopping center. Scope of work also includes limited Mechanical, Plumbing and Electrical improvements.
Tenant Improvements under separate submittal by others. Project pending address assignment, using existing address for original building currently on site (82227 HWY 111)

Summary | Locations | Fees | Reviews | Inspections | Attachments | Contacts | Sub-Records | More Info

Fee Summary | Remaining Fees | Paid Fees | Next Tab | Permit Details | Main Menu

Fee Summary

Total Fees: $73,292.14 **Paid Fees:** $73,292.14 **Unpaid Fees:** $0.00 Add to Cart

Remaining Fees

Sort Fee

Fee	Invoice	Computed	Amount Due

No records to display.

Paid Fees

Sort Fee

Fee	Invoice	Computed
Backflow Protective Device	INV-00038560	$49.00
Building Permit Fee	INV-00038560	$3,921.00
Building Sewer and Each Trailer Park Sewer	INV-00038560	$34.00
CASP Fee	INV-00038560	$4.00
Drainage or Vent Pipe	INV-00038560	$74.00
Electrical Fee	INV-00038560	$213.00
Fire Department Plan Review Fee (New Construction)	INV-00026247	$1,725.00
Green Building Standards Fees	INV-00038560	$60.00
Permit Issuance	INV-00038560	$74.00
Plan Check Fee	INV-00026247	$3,668.00

Results per page 10 1 - 10 of 16 << < 1 2 > >>

ITEM 6A

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Vehicles Miles Traveled (VMT) Project Findings**

Contact: Peter Satin, Conservation Program Manager (psatin@cvag.org)

Recommendation: Authorize the Executive Director to 1.) distribute the Vehicles Miles Traveled (VMT) report and associated tools to member jurisdictions and 2.) enter into the necessary agreements to authorize the Western Riverside Council of Governments (WRCOG) to host CVAG's subregional travel demand model

Background: In September 2023, CVAG staff provided to the Transportation Committee information on the Regional Early Action Planning Grants of 2021 (REAP 2.0), a State of California-funded program to accelerate meeting the State's housing and climate goals. REAP 2.0 is being administered regionally by the Southern California Association of Governments (SCAG), which set aside $80 million for use in its County Transportation Commission (CTC) Partnership Program. The CTC Partnership Program is designed to facilitate the development of transit and other multimodal services to reduce vehicle miles traveled (VMT) and promote infill development.

Riverside County Transportation Commission (RCTC) was awarded $11,088,635 for five projects countywide. Of these five projects, two CVAG-led proposals were selected for funding: a regional VMT study was fully funded for $2,005,000, and a community connectors active transportation planning project was partially funded for $1,700,000. In September 2024, CVAG's Executive Committee authorized the execution of a Memorandum of Understanding with RCTC to accept the REAP 2.0 funds, and then in December 2024 authorized the execution of two professional services contracts with CR Associates (CRA) and Kimley-Horn and Associates to conduct the community connectors project and the VMT study, respectively. Each of these contracts have been subsequently amended to extend the performance period, provide additional REAP 2.0 funding, or both.

At the June meeting, the Transportation Committee will receive an update from CVAG staff and Michael Schmitt, Kimley-Horn project manager, about the VMT study. The project, which wraps in June, has produced an extensive suite of analyses and tools to assist both CVAG and its member jurisdictions in utilizing VMT as a metric in future transportation planning. This suite includes tools to facilitate VMT impact calculation for the purposes of California Environmental Quality Act (CEQA) mitigation, resources to identify future VMT mitigation needs and a host of traffic demand management strategies to achieve that mitigation, and an assessment of how CVAG may choose to implement a VMT metric into its regional transportation planning, including the potential for regional VMT mitigation programs.

Travel Demand Modeling

A foundational component of the VMT study was a subregional update to the Riverside County travel demand model, known as RIVCOM. The current version of RIVCOM utilizes a baseline year of 2018 and a horizon year of 2045. To better capture growth that has taken place in the interim, and to better reflect changing travel behavior post-pandemic, the baseline year was updated to 2023, informed by

American Community Survey estimates, Transportation Uniform Mitigation Fee (TUMF) data provided by CVAG, the Western Riverside Council of Governments (WRCOG), and other publicly available sources. The horizon year was updated to 2050 based on growth projections from local agencies and greenhouse gas emission targets provided by SCAG's Connect SoCal 2024 regional transportation plan. In addition to allowing for more precise VMT baselines and VMT projections, this sub-regional model update will be subsumed into WRCOG's broader RIVCOM updates and is also being utilized in CVAG's TUMF nexus update and as well as the proportionate share analysis for the Interstate 10-Monroe interchange project, which is the focus of a separate agenda item.

Local VMT Analysis Streamlining Tools

The updated VMT baseline was critical in establishing current VMT thresholds for use in CEQA mitigation analyses undertaken by local agencies and private developers. The study identified early on that different local agencies are using different threshold methodologies, which can lead to varying mitigation targets across the region. The methodology developed and adopted by Riverside County, which is the most popular methodology across the Coachella Valley, was identified as requiring generally less VMT mitigation by enabling more projects to "screen out" of mitigation entirely. Nonetheless, the project team incorporated each local agency's preferred methodology into the proprietary TREDLite VMT screening and mitigation tool, which is available through REAP 2.0 funding through June 2028. The TREDLite tool utilizes the updated travel demand subregional model and each local agency's specified VMT threshold methodology to quantify project-specific VMT impacts and reduction strategies for use in CEQA-mandated Initial Studies, Environmental Impact Reports, and related documentation.

For non-specific project scoping and more conceptual planning tasks, including grant applications, the project team has developed a traffic demand management toolbox and calculator tuned to the specific conditions in the Coachella Valley. The toolbox, which will be available as both an interactive web tool and a static document, contains a comprehensive index of strategies that the project team, in conjunction with input from local agency staff, have evaluated against each strategy's potential to reduce VMT, implementation cost, implementation horizon, return on investment, and applicability to the CVAG region. The toolbox is intended as a pre-planning resource to aid project proponents in identifying VMT reduction strategies that meet the parameters of their project. The calculator is an online resource meant for use once a subset of strategies has been identified, and allows planners, project proponents, or grant applicants to estimate the amount of VMT reduction that can be achieved through their selected methods. The calculator is intended for use in devising general plans, climate action plans, grant applications, and CEQA documentation.

The final local VMT streamlining tool produced by the project team is a series of Supplemental Environmental Impact Report (SEIR) templates tailored to each local jurisdiction. These SEIR templates incorporate the local VMT thresholds derived from the earlier analysis such that, should any individual agency be interested in doing so, they can be adopted into local general plans as amendments and allow for future tiering, streamlining the overall CEQA process as pertains to VMT analysis and mitigation.

Regional VMT Approaches

The remainder of the VMT study focused on how CVAG might best utilize VMT in its regional transportation planning, with an emphasis on incorporating VMT generation and reduction into the Transportation Project Prioritization Study (TPPS) and TUMF, as well as whether there is merit in a regional VMT mitigation program, such as a bank or exchange program. Even though the projected growth within the Coachella Valley would seem to suggest a not-insignificant need to mitigate VMT, initial findings show the practical experience of many local agencies indicates that much of the development is being "screened out" and does not require a full VMT analysis, especially within those jurisdictions utilizing the County's methodology. There is therefore no immediate need for a regional

VMT mitigation program, although demand may grow as planned development north of I-10 and in the eastern Coachella Valley comes to fruition.

There also are opportunities to incorporate a VMT metric into CVAG's regional transportation efforts, which would be consistent with statewide transportation and climate goals. One such concept would be shifting TUMF from a trip-based fee to a VMT-based fee. This approach recognizes that not all trips are the same distance: for example, office and industrial land uses may generate fewer trips than retail land uses, but those trips tend to be longer. By capturing trip distance, a VMT-based fee arguably provides a more comprehensive picture of travel behavior and therefore more equitably distributes costs across land use types. Compared to CVAG's current trip-based fee, switching TUMF to a VMT-based fee would result in significant increases in the fee rate assessed on industrial and office land uses, moderate increases in the fee rate assessed on residential land uses, and a reduction in fee rates assessed on retail land uses. Staff is not making any recommendations about such a shift at this point, but will be bringing it to the ad hoc committee discussing cash flow in order to get more direction and feedback.

There are also opportunities to integrate VMT more into the TPPS. Where previous models were unable to reliably quantify VMT impacts, the updated sub-regional travel demand model and a number of off-model supplemental tools created through this study are capable of more accurately quantifying VMT impacts such that they can be meaningfully incorporated into the TPPS for further consideration. At the most basic level, this could take the form of identifying the amount of VMT generated (from, e.g., a roadway capacity project) or reduced (from, e.g., an active transportation project) solely for use as a reference in environmental documentation or funding applications. It could also be used as a scoring criteria alongside the existing performance measures, serving to elevate projects that generate less VMT. Another approach could be to work towards a "self-mitigating" VMT-neutral TPPS by balancing VMT-generating projects with VMT-reducing projects. Such a concept would require an extensive overhaul of the TPPS program, which is not being recommended by staff or by the project team. Staff would note that the Coachella Valley is already successfully implementing a self-mitigating development plan in the form of the Coachella Valley Multiple Species Habitat Conservation Plan, administered by the Coachella Valley Conservation Commission.

Outreach and Engagement

The project team also conducted extensive community and stakeholder engagement over the course of the project, with a special emphasis on underserved communities. The team utilized pop-ups at local events, neighborhood canvassing, web-based community mapping tools and virtual town halls. This process engaged nearly 1,200 individuals and led to more than 1,350 responses being received, providing insights into existing travel behavior and preferred improvements to transportation networks. Technical working groups consisting of staff from member jurisdictions, including staff of Tribal Nations, were periodically convened to test assumptions, review findings, and provide specific guidance on agency VMT practices and growth patterns. Community engagement surfaced preferences for improved safety in pedestrian facilities, enhanced multimodal connectivity between residential neighborhoods and local services, and a strong interest in increased transit frequency and expanded geographic coverage.

CVAG staff would emphasize that the tools, templates, and recommendations made within the regional VMT study are optional, and that local agencies may choose to utilize these resources at their discretion. Recommendations for modifications to the TPPS and TUMF will be passed along to the TPPS team and the cash flow ad hoc committee for further consideration, and any such modification that may be implemented will remain subject to the overall TPPS review and approval process.

The project generated numerous technical memoranda alongside a lengthy final report, as well as modelling programs and tools. A project-level executive summary is included with this staff report to provide an overview of the project findings, recommendations, and deliverables. To fulfil the terms

of the REAP 2.0 grant agreements, CVAG staff is recommending the final deliverables be authorized for distribution to member jurisdictions upon close-out of the project, no later than June 30.

Finally, staff would note that the updated subregional travel demand model is a unique deliverable for CVAG. Staff have not traditionally maintained travel demand modelling products intended for use by external users, who are accustomed to accessing RIVCOM through WRCOG. In recognition of this, CVAG staff have initiated conversations with WRCOG staff to host the subregional model as part of their routine RIVCOM hosting efforts. WRCOG has signaled their interest in doing so, although additional coordination is necessary to determine any appropriate agreements and licenses that may be required. As such, CVAG staff is further recommending that the Executive Director be authorized to execute the necessary agreements, pending legal review, to allow WRCOG to host CVAG's subregional travel demand model until such a time as it is absorbed into the updated RIVCOM model.

Fiscal Analysis: There is no additional cost to CVAG for this item.

CVAG's VMT study was originally awarded $2,005,000 in REAP funding from SCAG, and has allocated $1,798,811, to the KH professional services contract, all of which is projected to be spent. Approximately $100,000 in project management costs will have been incurred by CVAG staff by the end of the contract term. Funds not requested for reimbursement will be retained by SCAG. While a two-year subscription to the TREDLite VMT analysis software has been secured through the REAP 2.0 funding, CVAG staff will need to coordinate with member jurisdictions' staff to determine its efficacy in local planning and whether the service is worth maintaining beyond the current subscription period.

Attachment: Regional VMT Study executive summary



CVAG

Executive Summary

COACHELLA VALLEY REGIONAL VEHICLE MILES TRAVELED (VMT) STUDY

March 2026

Kimley»Horn

Expect More. Experience Better.



Introduction

The Coachella Valley Association of Governments (CVAG) Regional Vehicle Miles Traveled (VMT) Study was designed to integrate Vehicle Miles Traveled (VMT) into major regional planning and funding programs as well as provide resources for local planning efforts. Regional planning efforts considered as part of this study include CEQA implementation, the Transportation Uniform Mitigation Fee (TUMF), and the Transportation Project Prioritization Study (TPPS).

The study addresses the following regional planning objectives:

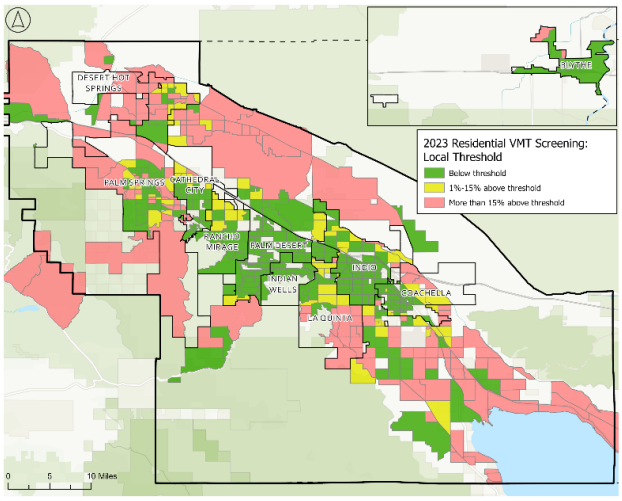
- Provide CEQA VMT regulatory clarity for development and permitting
- Quantify VMT impacts to support grant applications and funding decisions
- Integrate equity considerations into transportation and land use decisions
- Addresses jobs-housing balance
- Alignment with climate action and Sustainable Communities Strategy (SCS) requirements
- Provide CEQA mitigation solutions
- Identify VMT reduction strategies that address both congestion and multimodal access

This study positions CVAG to move forward with meaningful integration of VMT in their regional planning procedures and provide planning and compliance resources to member agencies.

A Modernized Regional Travel Demand Model: The Foundation for Better Decisions

At the core of this effort is a fully updated CVAG sub-area travel demand model (RIVCOM 4.0.1), advanced from a 2018 to a 2023 base year. This update is at the foundation of current and future planning efforts.

Exhibit 1: VMT Threshold Results from Updated Model



The updated model now reflects:

- Updated base year and consistency with 2023 American Community Survey and Census data
- Updated land use and socioeconomic conditions for the 2045 horizon year utilizing local and regional input
- Refined traffic analysis zones that reflect conservation zone boundaries
- Updated population synthesis to reflect the new base year conditions



The complimentary off-model tools developed for this project allow CVAG to estimate VMT benefits of active transportation and transit projects.

For the TPPS program, this establishes a current and technically robust analytical platform that allows CVAG to:

- Evaluate roadway, transit, and multimodal projects consistently
- Measure VMT impacts of capacity-enhancing projects
- Compare investments using updated growth forecasts
- Support potential TUMF restructuring
- Inform a VMT-neutral regional project strategy

Previous TPPS discussions about incorporating VMT were constrained by model limitations. That constraint has now been substantially reduced. CVAG has the technical capacity to meaningfully integrate VMT into project scoring and regional programming.

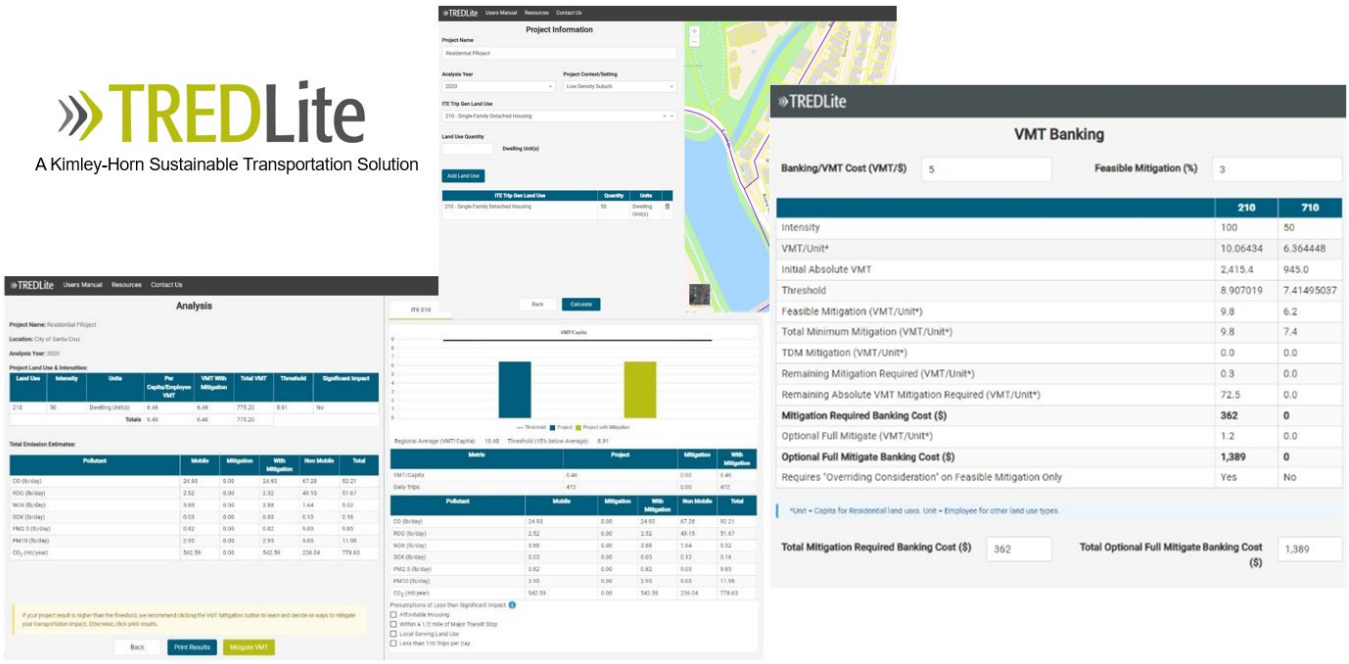
CEQA Implementation Tools

The study developed several tools to support CEQA implementation and regional planning:

TREDLite

A parcel-level VMT screening and mitigation tool that improves predictability for both agencies and applicants. TREDLite is easy to use and configured to be CEQA compliant using recognized best practices for quantification of VMT reductions.

Exhibit 2: TREDLite



Model Supplemental Environmental Impact Report Templates

This project resulted in agency specific environmental documentation which allows jurisdictions to adopt VMT thresholds through General Plan amendments and tier future development projects reducing cost, time, and litigation risk.

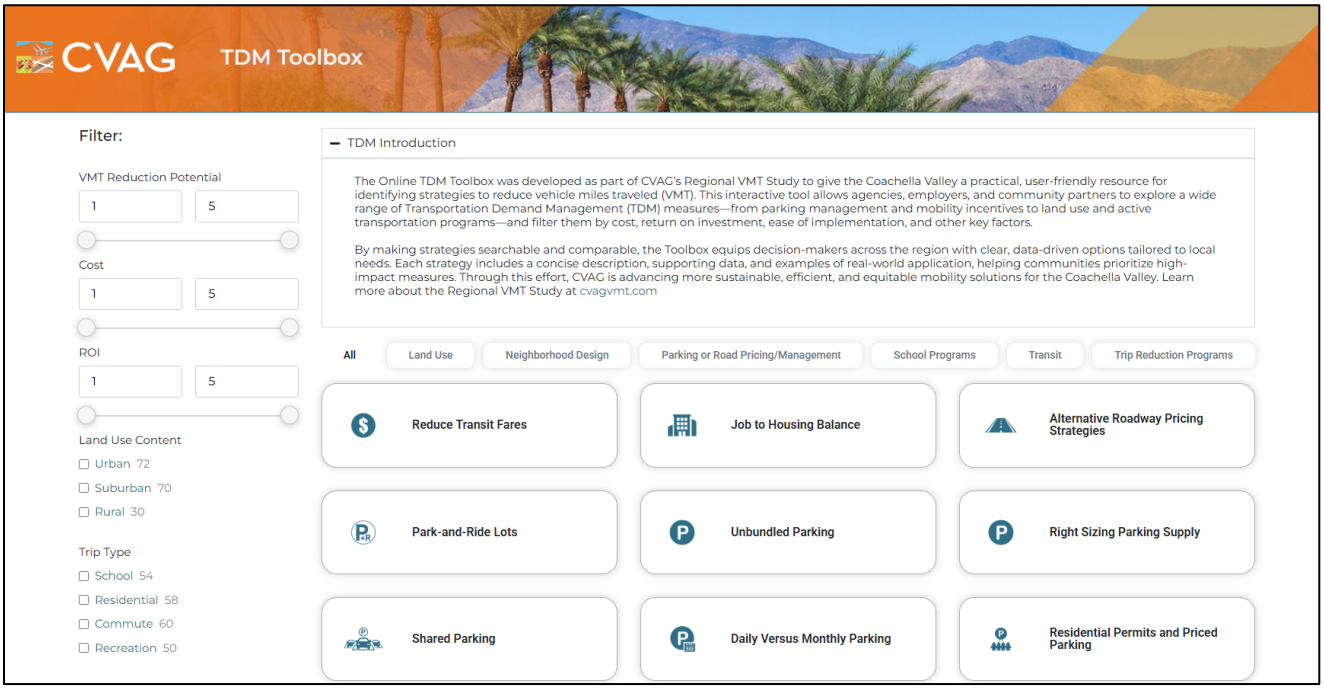
TDM Toolbox and Calculator

An online resource with over 75 strategies, linking:

- VMT reduction potential
- Equity considerations
- Funding sources
- Cost implications
- Quantification methodologies

This toolbox supports climate action planning, General Plan updates, grant competitiveness, and CEQA mitigation.

Exhibit 3: Online CVAG TDM Toolbox



Integrating VMT into Regional Funding: TUMF and TPPS

The study evaluated how VMT can be incorporated into CVAG's core funding and programming tools. Three scalable approaches were analyzed:

1. Add VMT as a TPPS Scoring Metric (Incremental Integration)

VMT can be incorporated into the TPPS ranking framework as an additional performance measure.

Finding:
With the updated model and newly developed off-model quantification tools, CVAG now has the analytical foundation to score projects based on their VMT impacts. This approach strengthens alignment with SB 743 and climate goals while preserving the existing TPPS structure.

2. Replace Trip-Based TUMF with a VMT-Based Fee (Structural Adjustment)

The study recalculated the TUMF using both:

- Trip-based methodology (current structure)
- VMT-based methodology (distance-based approach)

Finding:
Shifting to a VMT-based fee changes how costs are distributed across land uses:

- Office and industrial uses (longer average trip lengths) see higher fees



- Retail (shorter trips and pass-by behavior) sees lower fees
- Residential uses see moderately higher fees, but lower than office and industrial increases.

A VMT-based approach is recommended as it strengthens the nexus between development impacts and system performance and better aligns fees with actual travel behavior.

3. Develop a Net VMT-Neutral TPPS Project Portfolio (Comprehensive Shift)
Under this approach, the overall TPPS project list would be evaluated to ensure that capacity-enhancing projects are balanced with multimodal and demand-reducing investments.

Finding:
This approach represents a broader policy shift. It would require additional transit, active transportation, and TDM investments and would affect funding strategies and project bundling. However, it creates a pathway toward long-term regional VMT stabilization while maintaining mobility.

Regional VMT Mitigation Program

The study evaluated the feasibility of a Regional VMT Mitigation Program designed to provide standardized CEQA mitigation options across the Valley.

Several key lessons emerged:

1. ***Market Timing Matters.***
   Current development patterns do not yet produce a steady pipeline of projects that would sustain a fully regionalized mitigation bank. However, significant specific plan areas, particularly east of I-10 and in northern portions of the Valley, are positioned for future buildout. As those areas develop, demand for predictable, programmatic mitigation will increase.
2. ***Induced Travel from Major Roadway Projects Is a Near-Term Consideration.***
   Even in the absence of high development volume, corridor and capacity improvements may generate induced demand and related increases in VMT. A regional framework provides a mechanism to address those impacts proactively.
3. ***Program Structure Must Be Flexible.***
   Multiple models were evaluated (mitigation bank, exchange system, hybrid approaches). The most viable path forward may be phased; establish administrative and analytical frameworks now and tie future activation to market conditions.
4. ***Predictability Benefits Economic Development.***
   Even before full implementation, establishing a regional framework signals certainty to the development community and reduces project-by-project negotiation risk.

The study concludes that while immediate activation may not be necessary, preparing the framework now positions CVAG to respond strategically as growth accelerates.

Equity as a Core Principle

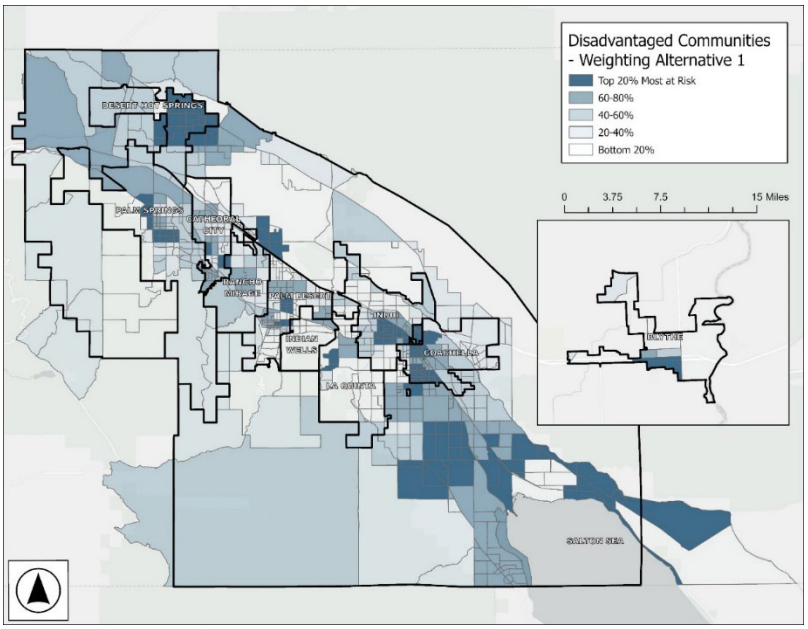
The study developed a locally tailored Disadvantaged Communities (DAC) methodology that integrates region-specific indicators using local and Census based datasets.

This ensures that:

- Transportation investments support communities with the highest need
- VMT reduction strategies improve access to opportunity
- Regional funding decisions advance equity goals

Equity is embedded in the prioritization framework, not treated as an afterthought.

Exhibit 4: CVAG Disadvantaged Communities



Public Outreach and Community Insights

Public engagement was extensive and included:

- Local Advisory Committee coordination
- Stakeholder interviews and workshops
- Community pop-up events
- A statistically valid regional survey

Exhibit 5: Pop-up Event for the Project



The survey provided important insight into what types of investments are most likely to shift travel behavior in the Coachella Valley. Key findings included:

1. ***Safety is the top priority.***
   Lighting, shading, and improved pedestrian environments were the strongest factors influencing willingness to shift modes.
2. ***Walking is the most appealing non–drive-alone mode.***
   Investments in safe, comfortable pedestrian infrastructure are likely to generate measurable mode shift.



3. ***Subsidized microtransit and shuttle services are attractive.***
   Flexible, lower-cost transit options resonated more strongly than traditional fixed-route expansions.

These findings informed the VMT reduction toolbox, project list development, and prioritization framework.

What This Study Means for CVAG

This study provides:

- An updated regional travel demand model
- Defensible VMT thresholds
- Practical CEQA streamlining tools
- Quantified multimodal investment strategies
- A framework to evolve TUMF
- A pathway to integrate VMT into TPPS
- A foundation for future regional mitigation programming

The study provides the analytical foundation and policy options needed to align transportation investment with economic development, climate action, equity, and regional mobility goals while also supporting a move towards performance-based decision-making alongside ongoing CEQA compliance obligations.

ITEM 6B

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Coachella Valley Multimodal Corridor Plan**

Contact: Randy Bowman, Assistant Director of Transportation (rbowman@cvag.org)

Recommendation: Authorize the Executive Director to execute a professional services agreement with CR Associates in an amount not to exceed $699,612 to provide professional engineering services for the Coachella Valley Multimodal Corridor Plan project

Background: CVAG continues to advance regional planning efforts that support sustainable, connected, and equitable transportation options throughout the Coachella Valley. In alignment with the region's long-term mobility and sustainability goals, CVAG successfully secured funding through the Caltrans Sustainable Transportation Planning Grant Program (STPG) to prepare the Coachella Valley Multimodal Corridor Plan (CVMCP or Plan).

The purpose of the Plan is to identify and prioritize multimodal transportation improvements – including bicycle, pedestrian, transit, and electric vehicle infrastructure – across three critical freeway corridors within the Transportation Uniform Mitigation Fee (TUMF) boundaries that currently hinder local roadway connectivity. The plan will focus on Interstate 10 (I-10), the region's primary east-west transportation corridor; State Route 62 (SR-62), connecting the City of Desert Hot Springs and high desert communities; and State Route 86 (SR-86), linking the Cities of Indio and Coachella to communities in the eastern Coachella Valley.

Led by CVAG, the Plan will promote improved safety, accessibility, and connectivity between communities while supporting greenhouse gas reduction efforts and the State's climate action goals. The study will evaluate opportunities to reduce localized travel impacts along high-speed corridors through enhanced access to active transportation facilities, improved transit connectivity, electric vehicle charging infrastructure, and better-connected local roadway systems. A completed plan also positions future multimodal transportation projects for competitive state and federal funding opportunities while supporting safer, more sustainable, and better-connected transportation options throughout the Coachella Valley.

In summer 2025, Caltrans awarded CVAG $619,710 in STPG funding for the project. The grant requires a local match of 11.47%, or $80,290. On December 1, 2025, the Executive Committee adopted CVAG Resolution 2025-002 authorizing the Executive Director to accept the grant funding and execute the necessary agreements with the State of California for implementation of the Plan, and the grant agreement was executed on December 22, 2025.

Following the grant award and authorization to accept the funding, CVAG staff developed a scope of work and solicited proposals from qualified firms. CVAG received by the March 24, 2026 deadline proposals from the following five firms:

Consultant	Location
CR Associates	San Diego
GHD, Inc.	Irvine
Advantec Consulting Engineers	Irvine
Kimley-Horn	Palm Desert
TJKM	Pleasanton

The proposal evaluation team consisted of CVAG employees and a Caltrans representative. Two finalists were interviewed on May 7, 2026 and the evaluation team supported moving forward with the top-ranked firm, CR Associates. The firm is based in San Diego but has strong familiarity with the Coachella Valley, including other transportation planning efforts like the regional CV Link community connectors plan. The consultant team will support project management, corridor analysis, data collection, stakeholder and agency coordination, community engagement, identification and prioritization of multimodal improvements, and preparation of the final corridor plan and implementation strategy.

Staff recommends the Executive Director be authorized to execute a professional services agreement with CR Associates. The recommended action would also allow the Executive Director and/or Legal Counsel to make minor, clarifying contract changes prior to execution.

Fiscal Analysis: The proposed not to exceed contract amount to develop the Plan is $699,612. The project will be funded through the Caltrans STPG program in the amount of $619,710. CVAG will fund the balance from available regional transportation funds, consistent with the required local match.

Attachments:

1. Professional services agreement
2. CR Associates Technical & Fee Proposal

PROFESSIONAL SERVICES AGREEMENT

For

COACHELLA VALLEY MULTIMODAL CORRIDOR PLAN

CVAG CONTRACT NUMBER: CVAG-30-2026

Between

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS (CVAG)

And
CR ASSOCIATES

To Provide
Planning, Design, and Engineering Services

Contract for Planning, Design, and Engineering Services
RGA 74A1766: Coachella Valley Multimodal Corridor Plan (CVMCP)

TABLE OF CONTENTS

Article	Subject	Page
Article I	Introduction	2
Article II	Statement of Work	3
Article III	Consultant's Reports or Meetings	4
Article IV	Performance Period	5
Article V	Allowable Costs and Payments	5
Article VI	Termination	5
Article VII	Cost Principles and Administrative Requirements	6
Article VIII	Retention of Records/Audit	6
Article IX	Audit Review Procedures	6
Article X	Subcontracting	7
Article XI	Equipment Purchase	8
Article XII	State Prevailing Wage Rates	8
Article XIII	Conflict of Interest	8
Article XIV	Rebates, Kickbacks or other Unlawful Consideration	9
Article XV	Prohibition of Expending Local Agency State or Federal Funds for Lobbying	9
Article XVI	Statement of Compliance	9
Article XVII	Debarment and Suspension Certification	10
Article XVIII	Funding Requirements	10
Article XIX	Change in Terms	11
Article XX	Disadvantaged Business Enterprises (DBE) Participation	11
Article XXI	Contingent Fee	12
Article XXII	Disputes	13
Article XXIII	Inspection of Work	13
Article XXIV	Safety	13
Article XXV	Insurance	13
Article XXVI	Ownership of Data	14
Article XXVII	Claims Filed by LOCAL AGENCY'S Construction Contractor	15
Article XXVIII	Confidentiality of Data	15
Article XXIX	National Labor Relations Board Certification	16
Article XXX	Evaluation of Consultant	16
Article XXXI	Retention of Funds	16
Article XXXII	Undue Influence	16
Article XXXIII	Legal Responsibilities	16
Article XXXIV	Notification	17
Article XXXV	Contract	17
Article XXXVI	Signatures	18

EXHIBITS

A: Statement of Work
B: Price Formula

ARTICLE I INTRODUCTION

A. This contract is between the following named, hereinafter referred to as, CONSULTANT and the following named, hereinafter referred to as, LOCAL AGENCY:

The name of the "CONSULTANT" is as follows:

CR Associates
3900 Fifth Avenue, Suite 310
San Diego, CA 92103

Incorporated in the State of *California*
The Project Manager for the "CONSULTANT" will be Monique Chen, TE.

The name of "LOCAL AGENCY" is as follows:

Coachella Valley Association of Governments (CVAG)

The Contract Administrator for LOCAL AGENCY will be Randy Bowman, Assistant Director of Transportation.

B. The work to be performed under this contract is described in Exhibit A entitled Statement of Work and the approved Price Formula dated May 20, 2026. The approved Price Formula is attached hereto Exhibit B and incorporated by reference. If there is any conflict between the approved Exhibit B, Price Formula and this contract, this contract shall take precedence.

C. CONSULTANT shall indemnify, defend with counsel approved by CVAG, and hold harmless CVAG, its officers, officials, employees and volunteers from and against all liability, loss, damage, expense, cost (including without limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation) of every nature to the extent arising out of or in connection with CONSULTANT's negligence, recklessness or willful misconduct in the performance of work hereunder or its failure to comply with any of its obligations contained in this AGREEMENT, except such loss or damage which is caused by the sole active negligence or willful misconduct of the CVAG (meaning that CONSULTANT shall indemnify and defend CVAG notwithstanding any alleged or actual passive negligence of CVAG which may have contributed to the claims, damages, costs or liability). Should CVAG in its sole discretion find CONSULTANT'S legal counsel unacceptable, then CONSULTANT shall reimburse CVAG its costs of defense, including without limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation. The CONSULTANT shall promptly pay any final judgment rendered against the CVAG (and its officers, officials, employees and volunteers) with respect to claims determined by a trier of fact to have been the result of the CONSULTANT's negligence, recklessness or willful misconduct. It is expressly understood and agreed that the foregoing provisions are intended to be as broad and inclusive as is permitted by the law of the State of California and will survive termination of this Agreement.

D. CONSULTANT is and shall at all times remain as to CVAG a wholly independent contractor. The personnel performing the services under this Agreement on behalf of CONSULTANT shall at all times be under CONSULTANT's exclusive direction and control. Neither CVAG, its members, nor any of their officers, employees, or agents shall have control over the conduct of CONSULTANT or any of CONSULTANT's officers, employees, or agents, except as set forth in this Agreement. CONSULTANT shall not at any time or in any manner represent that it or any of its officers, employees, or agents are in any manner officers, employees, or agents of CVAG or its members. CONSULTANT shall not incur or have the power to incur any debt, obligation, or liability whatever against CVAG or its members, or bind CVAG or its members in any manner except as expressly authorized by CVAG.

E. CONSULTANT's failure to comply with the provisions of this Agreement shall constitute a default. In the event that CONSULTANT is in default for cause under the terms of this Agreement, CVAG shall have no obligation or duty to continue compensating CONSULTANT for any work performed after the date of default

and can terminate this Agreement immediately by written notice to CONSULTANT. Provided, however, if such failure by CONSULTANT to make progress in the performance of work hereunder arises out of causes beyond CONSULTANT's control, and without fault or negligence of CONSULTANT, it shall not be considered a default. As an alternative to notice of immediate termination, the CVAG Executive Director or his/her delegate may cause to be served upon CONSULTANT a written notice of the default. CONSULTANT shall then have ten (10) days after service of said notice in which to cure the default by rendering a satisfactory performance. In the event that CONSULTANT fails to cure its default within such period of time, CVAG shall have the right, notwithstanding any other provision of this Agreement, to terminate this Agreement without further notice and without prejudice to any other remedy to which it may be entitled at law, in equity or under this Agreement.

F. Consultant shall not assign the performance of this Agreement, nor any part thereof, nor any monies due hereunder, without prior written consent of CVAG.

G. No alteration or variation of the terms of this contract shall be valid, unless made in writing and signed by the parties hereto; and no oral understanding or agreement not incorporated herein, shall be binding on any of the parties hereto.

H. The consideration to be paid to CONSULTANT as provided herein, shall be in compensation for all of CONSULTANT's expenses incurred in the performance hereof, including travel and per diem, unless otherwise expressly so provided.

I. At all times during the term of this Agreement, CONSULTANT shall have in full force and effect all licenses required of it by law for the performance of the services described in this Agreement.

J. CVAG and CONSULTANT understand and agree that the laws of the State of California shall govern the rights, obligations, duties, and liabilities of the parties to this Agreement and also govern the interpretation of this Agreement. Any litigation concerning this Agreement shall take place in the Riverside County Superior Court, Indio Branch. CONSULTANT shall give CVAG written notice within seven (7) days after any event which CONSULTANT believes may give rise to a claim for an increase in compensation or a change in the performance schedule. Within fourteen (14) days thereafter, CONSULTANT shall supply CVAG with a statement supporting the claim. CVAG shall not be liable for and CONSULTANT hereby waives any claim or potential claim which CONSULTANT knew or should have known about and which was not reported in accordance with the provisions of this paragraph. CONSULTANT agrees to continue performance of the services during the time any claim is pending. No claim shall be allowed if asserted after final payment.

L. Neither party hereto shall be liable to the other for its failure to perform under this Agreement when such failure is caused by strikes, accidents, acts of God, fire, war, flood, governmental restrictions, or any other cause beyond the control of the party charged with performance; provided that the party so unable to perform shall promptly advise the other party of the extent of its inability to perform. Any suspension of performance by reason of this paragraph shall be limited to the period during which such cause of failure exists.

ARTICLE II STATEMENT OF WORK

The Statement of Work, including a description of the deliverables, is presented in Exhibit A, entitled Statement of Work, to this Agreement.

A. Consultant Services

Consultant shall perform services consistent with the provisions of the Request for Proposals released on February 19, 2026, (the "RFP,") and Exhibit A to this Agreement, upon issuance by CVAG of written authority to proceed (a "Work Order") as to either (a) a portion of the work if separate and independent tasks are contemplated or (b) all work if it constitutes a single project.

Except as amended by the exhibits hereto, CONSULTANT is bound by the contents of the RFP and CONSULTANT's response thereto. In the event of conflict, the requirements of this Agreement, including any exhibits, then the Request for Qualifications, shall take precedence over those contained in CONSULTANT's response.

The scope of work shall be subject to change by additions, deletions or revisions by CVAG. CONSULTANT shall be advised of any such changes by written notice. CONSULTANT shall promptly perform and strictly

comply with each such notice. If CONSULTANT believes that performance of any change would justify modification of the Agreement price or time for performance, CONSULTANT shall comply with the provisions for dispute resolution set out herein below.

B. Right of Way

Right of Way requirements are to be determined and shown by CONSULTANT, land surveys and computations with metes and bounds descriptions are to be made, and Right of Way plots are to be furnished (see Exhibit A attached hereto.)

C. Surveys

The CONSULTANT has the responsibility for performing preliminary surveys (see Exhibit A attached hereto.)

D. Subsurface Investigations

CONSULTANT has responsibility for making subsurface investigations. If borings or other specialized services are to be made by others under the supervision of CONSULTANT, all activities are to be in compliance with the mitigation and monitoring plan outlined in the approved environmental document(s) NEPA EA, CEQA EIR.

E. Local Agency Obligations

All data applicable to the project and in possession of LOCAL AGENCY or another agency, or government that are to be made available to CONSULTANT have been made available. No other assistance or services shall be furnished to CONSULTANT.

F. Conferences, Visits to Site, Inspection of Work

This contract provides for conferences as needed, visits to the site, and inspection of the work by representatives of the state, or FHWA. Costs incurred by CONSULTANT for meetings, subsequent to the initial meeting are included in the fee proposal (See Exhibit B attached hereto.)

G. Checking Shop Drawings

CONSULTANT shall be responsible to check shop drawings submitted for conformance review at commencement of construction phase. Payment for checking shop drawings by CONSULTANT are not included in the contract fee proposal. Checking of shop drawings will be performed by consultant on an as-needed basis with reimbursement based on the direct and indirect cost rates proposed in the approved cost proposal (see Exhibit B attached hereto.)

H. Documentation and Schedules

CONSULTANT shall document the results of the work to the satisfaction of LOCAL AGENCY, and if applicable, the State and FHWA. This may include preparation of progress and final reports, updated monthly schedules, plans, specifications and estimates, or similar evidence of attainment of the contract objectives (see Exhibit A attached hereto.)

I. Consultant Services During Construction (NOT APPLICABLE)

There are no anticipated CONSULTANT's services during the course of construction such as material testing, construction surveys, etc. It is anticipated that these services will be included in the construction management contract.

J. Deliverables and Number of Copies

Six (6) copies of reports, brochures, sets of plans, specifications, or Right of Way plots is specified shall be considered as included in contract deliverables. Payment for additional copies shall be based on the direct and indirect cost rates proposed on the approved cost proposal (see Exhibit B attached hereto).

ARTICLE III CONSULTANT'S REPORTS OR MEETINGS

A. CONSULTANT shall submit informal progress reports to LOCAL AGENCY's Project Manager by telephone, e-mail or in person, on a weekly basis, in a form acceptable to LOCAL AGENCY, describing the state of work

performed. The purpose of the reports is to allow LOCAL AGENCY to determine if the contract objectives and activities are being completed in accordance with the agreed upon schedule, and to afford occasions for airing difficulties or special problems encountered.

B. CONSULTANT's Project Manager shall meet with LOCAL AGENCY's Contract Administrator, as needed, to discuss progress on the contract.

ARTICLE IV PERFORMANCE PERIOD

A. This contract shall go into effect on June 1, 2026, contingent upon approval by LOCAL AGENCY, and CONSULTANT shall commence work after notification to proceed by LOCAL AGENCY'S Contract Administrator. The contract shall end on June 30, 2028, unless extended by contract amendment.

B. CONSULTANT is advised that any recommendation for contract award is not binding on LOCAL AGENCY until the contract is fully executed and approved by LOCAL AGENCY.

ARTICLE V ALLOWABLE COSTS AND PAYMENTS

A. The method of payment for this contract will be based on lump sum. The total lump sum price paid to CONSULTANT will include compensation for all work and deliverables, including travel and equipment described in Article II Statement of Work of this contract. No additional compensation will be paid to CONSULTANT, unless there is a change in the scope of the work or the scope of the project. In the instance of a change in the scope of work or scope of the project, adjustment to the total lump sum compensation will be negotiated between CONSULTANT and LOCAL AGENCY. Adjustment in the total lump sum compensation will not be effective until authorized by contract amendment and approved by LOCAL AGENCY.

B. Progress payments may be made monthly in arrears based on the percentage of work completed by CONSULTANT. If CONSULTANT fails to submit the required deliverable items according to the schedule set forth in the Statement of Work, LOCAL AGENCY shall have the right to delay payment or terminate this Contract in accordance with the provisions of Article VI Termination.

C. CONSULTANT shall not commence performance of work or services until this contract has been approved by LOCAL AGENCY and notification to proceed has been issued by LOCAL AGENCY'S Contract Administrator. No payment will be made prior to approval of any work, or for any work performed prior to approval of this contract.

D. CONSULTANT will be reimbursed, as promptly as fiscal procedures will permit, upon receipt by LOCAL AGENCY'S Contract Administrator of itemized invoices in triplicate. Invoices shall be submitted no later than 45 calendar days after the performance of work for which CONSULTANT is billing. Invoices shall detail the work performed on each milestone, on each project as applicable. Invoices shall follow the format stipulated for the Cost Proposal and shall reference this contract number and project title. Final invoice must contain the final cost and all credits due LOCAL AGENCY that include any equipment purchased under the provisions of Article XI Equipment Purchase of this contract. The final invoice should be submitted within 60-calendar days after completion of CONSULTANT's work. Invoices shall be mailed to LOCAL AGENCY's Contract Administrator at the following address:

Coachella Valley Association of Governments
Randy Bowman, Contract Administrator
74-199 El Paseo, Suite 100
Palm Desert, CA 92260

E. The total amount payable by LOCAL AGENCY shall not exceed $787,359.

F. All subcontracts in excess of $25,000 shall contain the above provisions.

ARTICLE VI TERMINATION

A. LOCAL AGENCY reserves the right to terminate this contract upon thirty (30) calendar days written notice to CONSULTANT with the reasons for termination stated in the notice.

B. LOCAL AGENCY may terminate this contract with CONSULTANT should CONSULTANT fail to perform the covenants herein contained at the time and in the manner herein provided. In the event of such termination, LOCAL AGENCY may proceed with the work in any manner deemed proper by LOCAL AGENCY. If LOCAL AGENCY terminates this contract with CONSULTANT, LOCAL AGENCY shall pay CONSULTANT the sum due to CONSULTANT under this contract prior to termination, unless the cost of completion to LOCAL AGENCY exceeds the funds remaining in the contract. In which case the overage shall be deducted from any sum due CONSULTANT under this contract and the balance, if any, shall be paid to CONSULTANT upon demand.

C. The maximum amount for which the Government shall be liable if this contract is terminated is $787,359 dollars.

ARTICLE VII COST PRINCIPLES AND ADMINISTRATIVE REQUIREMENTS

A. CONSULTANT agrees that the Contract Cost Principles and Procedures, 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31.000 et seq., shall be used to determine the cost allowability of individual items.

B. CONSULTANT also agrees to comply with federal procedures in accordance with 49 CFR, Part 18, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.

C. Any costs for which payment has been made to CONSULTANT that are determined by subsequent audit to be unallowable under 49 CFR Part 18 and 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31.000 et seq., are subject to repayment by CONSULTANT to LOCAL AGENCY.

D. All subcontracts in excess of $25,000 shall contain the above provisions.

ARTICLE VIII RETENTION OF RECORDS/AUDIT

For the purpose of determining compliance with Public Contract Code 10115, et seq. and Title 21, California Code of Regulations, Chapter 21, Section 2500 et seq., when applicable and other matters connected with the performance of the contract pursuant to Government Code 8546.7; CONSULTANT, subconsultants, and LOCAL AGENCY shall maintain and make available for inspection all books, documents, papers, accounting records, and other evidence pertaining to the performance of the contract, including but not limited to, the costs of administering the contract. All parties shall make such materials available at their respective offices at all reasonable times during the contract period and for three years from the date of final payment under the contract. The state, State Auditor, LOCAL AGENCY, FHWA, or any duly authorized representative of the Federal Government shall have access to any books, records, and documents of CONSULTANT that are pertinent to the contract for audit, examinations, excerpts, and transactions, and copies thereof shall be furnished if requested. Subcontracts in excess of $25,000 shall contain this provision.

ARTICLE IX AUDIT REVIEW PROCEDURES

A. Any dispute concerning a question of fact arising under an interim or post audit of this contract that is not disposed of by agreement, shall be reviewed by LOCAL AGENCY'S Director of Administrative Services.

B. Not later than 30 days after issuance of the final audit report, CONSULTANT may request a review by LOCAL AGENCY'S Director of Administrative Services of unresolved audit issues. The request for review will be submitted in writing.

C. Neither the pendency of a dispute nor its consideration by LOCAL AGENCY will excuse CONSULTANT from full and timely performance, in accordance with the terms of this contract.

D. CONSULTANT and subconsultants' contracts, including cost proposals and indirect cost rates (ICR), are subject to audits or reviews such as, but not limited to, a Contract Audit, an Incurred Cost Audit, an ICR Audit, or a certified public accountant (CPA) ICR Audit Workpaper Review. If selected for audit or review, the contract, cost proposal and ICR and related workpapers, if applicable, will be reviewed to verify compliance with 48 CFR, Part 31 and other related laws and regulations. In the instances of a CPA ICR Audit Workpaper Review it is CONSULTANT's responsibility to ensure federal, state, or local government officials are allowed full access to the CPA's workpapers. The contract, cost proposal, and ICR shall be adjusted by CONSULTANT

and approved by LOCAL AGENCY contract manager to conform to the audit or review recommendations. CONSULTANT agrees that individual terms of costs identified in the audit report shall be incorporated into the contract by this reference if directed by LOCAL AGENCY at its sole discretion. Refusal by CONSULTANT to incorporate audit or review recommendations, or to ensure that the Federal, State, or local governments have access to CPA workpapers, will be considered a breach of contract terms and cause for termination of the contract and disallowance of prior reimbursed costs.

E. CONSULTANT Cost Proposal is subject to a CPA ICR Audit Work Paper Review by Caltrans' Audit and Investigation (Caltrans). Caltrans, at its sole discretion, may review and/or audit and approve the CPA ICR documentation. The Cost Proposal shall be adjusted by the CONSULTANT and approved by the LOCAL AGENCY Contract Administrator to conform to the Work Paper Review recommendations included in the management letter or audit recommendations included in the audit report. Refusal by the CONSULTANT to incorporate the Work Paper Review recommendations included in the management letter or audit recommendations included in the audit report will be considered a breach of the contract terms and cause for termination of the contract and disallowance of prior reimbursed costs.

1. During a Caltrans' review of the ICR audit work papers created by the CONSULTANT's independent CPA, Caltrans will work with the CPA and/or CONSULTANT toward a resolution of issues that arise during the review. Each party agrees to use its best efforts to resolve any audit disputes in a timely manner. If Caltrans identifies significant issues during the review and is unable to issue a cognizant approval letter, LOCAL AGENCY will reimburse the CONSULTANT at a provisional ICR until a FAR compliant ICR {e.g. 48 CFR, part 31; GAGAS (Generally Accepted Auditing Standards); CAS (Cost Accounting Standards), if applicable; in accordance with procedures and guidelines of the American Association of State Highways and Transportation Officials Audit Guide; and other applicable procedures and guidelines}is received and approved by A&I. Provisional rates will be as follows:
    a. If the proposed rate is less than 150% - the provisional rate reimbursed will be 90% of the proposed rate.
    b. If the proposed rate is between 150% and 200% - the provisional rate will be 85% of the proposed rate.
    c. If the proposed rate is greater than 200% - the provisional rate will be 75% of the proposed rate.
2. If Caltrans is unable to issue a cognizant letter per paragraph E.1. above, Caltrans may require CONSULTANT to submit a revised independent CPA-audited ICR and audit report within three (3) months of the effective date of the management letter. Caltrans will then have up to six (60 months to review the CONSULTANT's and/or the independent CPA's revisions.
3. If the CONSULTANT fails to comply with the provisions of this Section E, or if Caltrans is still unable to issue a cognizant approval letter after the revised independent CPA-audited ICR is submitted, overhead cost reimbursement will be limited to the provisional ICR that was established upon initial rejection of the ICR and set forth in paragraph E.1. above for all rendered services. In this event, this provisional ICR will become the actual and final ICR for reimbursement purposes under this contract.
4. CONSULTANT may submit to LOCAL AGENCY final invoice only when all of the following items have occurred: (1) Caltrans approves or rejects the original or revised independent CPA-audited ICR; (2) all work under this contract has been completed to the satisfaction of LOCAL GAENCY; and, (3) Caltrans has issued its final ICR review letter. The CONSULTANT MUST SUBMIT ITS FINAL INVOICETO local agency no later than 60 days after occurrence of the last of these items.

The provisional ICR will apply to this contract and all other contracts executed between LOCAL AGENCY and the CONSULTANT, either as a prime or subconsultant, with the same fiscal period ICR.

ARTICLE X SUBCONTRACTING

A. Nothing contained in this contract or otherwise, shall create any contractual relation between LOCAL AGENCY and any subconsultant(s), and no subcontract shall relieve CONSULTANT of its responsibilities and obligations hereunder. CONSULTANT agrees to be as fully responsible to LOCAL AGENCY for the acts and omissions of its subconsultant(s) and of persons either directly or indirectly employed by any of them as it is for the acts and omissions of persons directly employed by CONSULTANT. CONSULTANT's obligation to pay its subconsultant(s) is an independent obligation from LOCAL AGENCY'S obligation to make payments to the CONSULTANT.

B. CONSULTANT shall perform the work contemplated with resources available within its own organization; and no portion of the work pertinent to this contract shall be subcontracted without written authorization by LOCAL AGENCY'S Contract Administrator, except that, which is expressly identified in the approved Exhibit B, Price Formula.

C. CONSULTANT shall pay its subconsultants within ten (10) calendar days from receipt of each payment made to CONSULTANT by LOCAL AGENCY.

D. Any subcontract in excess of $25,000 entered into as a result of this contract, shall contain all the provisions stipulated in this contract to be applicable to subconsultants.

E. Any substitution of subconsultants must be approved in writing by LOCAL AGENCY's Contract Administrator prior to the start of work by the subconsultant.

ARTICLE XI EQUIPMENT PURCHASE

A. Prior authorization in writing, by LOCAL AGENCY's Contract Administrator shall be required before CONSULTANT enters into any unbudgeted purchase order, or subcontract exceeding $5,000 for supplies, equipment, or CONSULTANT services. CONSULTANT shall provide an evaluation of the necessity or desirability of incurring such costs.

B. For purchase of any item, service or consulting work not covered in Exhibit B, Price Formula and exceeding $5,000 prior authorization by LOCAL AGENCY's Contract Administrator; three competitive quotations must be submitted with the request, or the absence of bidding must be adequately justified.

C. Any equipment purchased as a result of this contract is subject to the following: "CONSULTANT shall maintain an inventory of all nonexpendable property. Nonexpendable property is defined as having a useful life of at least two years and an acquisition cost of $5,000 or more. If the purchased equipment needs replacement and is sold or traded in, LOCAL AGENCY shall receive a proper refund or credit at the conclusion of the contract, or if the contract is terminated, CONSULTANT may either keep the equipment and credit LOCAL AGENCY in an amount equal to its fair market value, or sell such equipment at the best price obtainable at a public or private sale, in accordance with established LOCAL AGENCY procedures; and credit LOCAL AGENCY in an amount equal to the sales price. If CONSULTANT elects to keep the equipment, fair market value shall be determined at CONSULTANT's expense, on the basis of a competent independent appraisal of such equipment. Appraisals shall be obtained from an appraiser mutually agreeable to by LOCAL AGENCY and CONSULTANT, if it is determined to sell the equipment, the terms and conditions of such sale must be approved in advance by LOCAL AGENCY." 49 CFR, Part 18 requires a credit to Federal funds when participating equipment with a fair market value greater than $5,000 is credited to the project.

D. All subcontracts in excess $25,000 shall contain the above provisions.

ARTICLE XII STATE PREVAILING WAGE RATES

A. CONSULTANT shall comply with the State of California's General Prevailing Wage Rate requirements in accordance with California Labor Code, Section 1770, and all Federal, State, and local laws and ordinances applicable to the work.

B. Any subcontract entered into as a result of this contract, if for more than $25,000 for public works construction or more than $15,000 for the alteration, demolition, repair, or maintenance of public works, shall contain all of the provisions of this Article.

C. When prevailing wages apply to the services described in the scope of work, transportation and subsistence costs shall be reimbursed at the minimum rates set by the Department of Industrial Relations (DIR) as outlined in the applicable Prevailing Wage Determination. See http://www.dir.ca.gov.

ARTICLE XIII CONFLICT OF INTEREST

A. CONSULTANT shall disclose any financial, business, or other relationship with LOCAL AGENCY that may have an impact upon the outcome of this contract, or any ensuing LOCAL AGENCY construction project.

CONSULTANT shall also list current clients who may have a financial interest in the outcome of this contract, or any ensuing LOCAL AGENCY construction project, which will follow.

B. CONSULTANT hereby certifies that it does not now have, nor shall it acquire any financial or business interest that would conflict with the performance of services under this contract.

C. Any subcontract in excess of $25,000 entered into as a result of this contract, shall contain all of the provisions of this Article.

D. CONSULTANT hereby certifies that neither CONSULTANT, nor any firm affiliated with CONSULTANT will bid on any construction contract, or on any contract to provide construction inspection for any construction project resulting from this contract. An affiliated firm is one, which is subject to the control of the same persons through joint-ownership, or otherwise.

E. Except for subconsultants whose services are limited to providing surveying or materials testing information, no subconsultant who has provided design services in connection with this contract shall be eligible to bid on any construction contract, or on any contract to provide construction inspection for any construction project resulting from this contract.

F. CONSULTANT covenants that neither it nor any officer or principal of CONSULTANT's firm has any interest in, or shall acquire any interest, directly or indirectly, which will conflict in any manner or degree with the performance of services hereunder. CONSULTANT further covenants that in the performance of this Agreement, no person having such interest shall be employed by CONSULTANT as an officer, employee, agent, or subcontractor.

ARTICLE XIV REBATES, KICKBACKS OR OTHER UNLAWFUL CONSIDERATION

CONSULTANT warrants that this contract was not obtained or secured through rebates, kickbacks or other unlawful consideration, either promised or paid to any LOCAL AGENCY employee. For breach or violation of this warranty, LOCAL AGENCY shall have the right in its discretion; to terminate the contract without liability; to pay only for the value of the work actually performed; or to deduct from the contract price; or otherwise recover the full amount of such rebate, kickback or other unlawful consideration.

ARTICLE XV PROHIBITION OF EXPENDING LOCAL AGENCY STATE OR FEDERAL FUNDS FOR LOBBYING

A. CONSULTANT certifies to the best of his or her knowledge and belief that:

1. No state, federal or local agency appropriated funds have been paid, or will be paid by-or-on behalf of CONSULTANT to any person for influencing or attempting to influence an officer or employee of any state or federal agency; a Member of the State Legislature or United States Congress; an officer or employee of the Legislature or Congress; or any employee of a Member of the Legislature or Congress, in connection with the awarding of any state or federal contract; the making of any state or federal grant; the making of any state or federal loan; the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any state or federal contract, grant, loan, or cooperative agreement.

2. If any funds other than federal appropriated funds have been paid, or will be paid to any person for influencing or attempting to influence an officer or employee of any federal agency; a Member of Congress; an officer or employee of Congress, or an employee of a Member of Congress; in connection with this federal contract, grant, loan, or cooperative agreement; CONSULTANT shall complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying”, in accordance with its instructions.

B. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, US. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

C. CONSULTANT also agrees by signing this document that he or she shall require that the language of this certification be included in all lower-tier subcontracts, which exceed $100,000, and that all such sub recipients shall certify and disclose accordingly.

ARTICLE XVI STATEMENT OF COMPLIANCE

A. CONSULTANT's signature affixed herein, and dated, shall constitute a certification under penalty of perjury under the laws of the State of California that CONSULTANT has, unless exempt, complied with, the nondiscrimination program requirements of Government Code Section 12990 and Title 2, California Administrative Code, Section 8103.

B. During the performance of this Contract, Consultant and its subconsultants shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment because of sex, race, color, ancestry, religious creed, national origin, physical disability (including HIV and AIDS), mental disability, medical condition (e.g., cancer), age (over 40*),* marital status, and denial of family care leave. Consultant and subconsultants shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Consultant and subconsultants shall comply with the provision*s* of the Fair Employment and Housing Act (Gov. Code §12990 (a-f) et seq.) and the applicable regulations promulgated thereunder (California Code of Regulations, Title 2, Section 7285 et seq.). The applicable regulations of the Fair Employment and Housing Commission implementing Government Code Section 12990 (a-f), set forth in Chapter 5 of Division 4 of Title 2 of the California Code of Regulations, are incorporated into this Contract by reference and made a part hereof as if set forth in full. Consultant and its subconsultant*s* shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other Agreement.

C. The Consultant shall comply with regulations relative to Title VI (nondiscrimination in federally-assisted programs of the Department of Transportation – Title 49 Code of Federal Regulations, Part 21 - Effectuation of Title VI of the 1964 Civil Rights Act). Title VI provides that the recipients of federal assistance will implement and maintain a policy of nondiscrimination in which no person in the state of California shall, on the basis of race, color, national origin, religion, sex, age, disability, be excluded from participation in, denied the benefits of or subject to discrimination under any program or activity by the recipients of federal assistance or their assignees and successors in interest.

D. The Consultant, with regard to the work performed by it during the Agreement shall act in accordance with Title VI. Specifically, the Consultant shall not discriminate on the basis of race, color, national origin, religion, sex, age, or disability in the selection and retention of Subconsultants, including procurement of materials and leases of equipment. The Consultant shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the U.S. DOT's Regulations, including employment practices when the Agreement covers a program whose goal is employment.

ARTICLE XVII DEBARMENT AND SUSPENSION CERTIFICATION

A. CONSULTANT's signature affixed herein, shall constitute a certification under penalty of perjury under the laws of the State of California, that CONSULTANT has complied with Title 2 CFR Part 180, "OMB Guidelines to Agencies on Governmentwide Debarment and Suspension (nonprocurement)", which certifies that he/she or any person associated therewith in the capacity of owner, partner, director, officer, or manager, is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any federal agency; has not been suspended, debarred, voluntarily excluded, or determined ineligible by any federal agency within the past three (3) years; does not have a proposed debarment pending; and has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past three (3) years. Any exceptions to this certification must be disclosed to LOCAL AGENCY.

B. Exceptions will not necessarily result in denial of recommendation for award, but will be considered in determining CONSULTANT responsibility. Disclosures must indicate to whom exceptions apply, initiating agency, and dates of action.

C. Exceptions to the Federal Government Excluded Parties List System maintained by the General Services Administration are to be determined by the Federal highway Administration.

ARTICLE XVIII FUNDING REQUIREMENTS

A. It is mutually understood between the parties that this contract may have been written before ascertaining the availability of funds or appropriation of funds, for the mutual benefit of both parties, in order to avoid program and fiscal delays that would occur if the contract were executed after that determination was made.

B. This contract is valid and enforceable only, if sufficient funds are made available to LOCAL AGENCY for the purpose of this contract. In addition, this contract is subject to any additional restrictions, limitations, conditions, or any statute enacted by the Congress, State Legislature, or LOCAL AGENCY governing board that may affect the provisions, terms, or funding of this contract in any manner.

C. It is mutually agreed that if sufficient funds are not appropriated, this contract may be amended to reflect any reduction in funds.

D. LOCAL AGENCY has the option to void the contract under the 30-day cancellation clause, or by mutual agreement to amend the contract to reflect any reduction of funds.

E. LOCAL AGENCY hereby warrants that no authorization for CONSULTANT to proceed with services under this agreement shall be issued until adequate funding is made available to compensate CONSULTANT for such services. LOCAL AGENCY shall notify CONSULTANT of any funding shortages or failures to secure the entire funding amount required under this contract before CONSULTANT performs any services under this agreement.

ARTICLE XIX CHANGE IN TERMS

A. This contract may be amended or modified only by mutual written agreement of the parties.

B. The scope of work shall be subject to change by additions, deletions or revisions by LOCAL AGENCY. CONSULTANT shall be advised of any such changes by written notice. CONSULTANT shall promptly perform and strictly comply with each such notice. If CONSULTANT believes that performance of any change would justify modification of the Agreement price or time for performance, CONSULTANT shall comply with the provisions for dispute resolution set out herein below.

C. CONSULTANT shall only commence work covered by an amendment after the amendment is executed and notification to proceed has been provided by LOCAL AGENCY's Contract Administrator.

D. Because of the personal nature of the services to be rendered pursuant to this Agreement, there shall be no change in CONSULTANT's Project Manager or subconsultant firms of the project team without prior written approval by LOCAL AGENCY.

ARTICLE XX DISADVANTAGED BUSINESS ENTERPRISES (DBE) PARTICIPATION

A. This contract is subject to 49 CFR, Part 26 entitled "Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs". Consultants who obtain DBE participation on this contract will assist Caltrans in meeting its federally mandated statewide overall DBE goal.

B. The goal for DBE participation for this contract is 0%. If a DBE subconsultant is unable to perform, CONSULTANT must make a good faith effort to replace him/her with another DBE subconsultant, if the goal is not otherwise met.

C. DBEs and other small businesses, as defined in 49 CFR, Part 26 are encouraged to participate in the performance of contracts financed in whole or in part with federal funds. CONSULTANT or subconsultant shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. CONSULTANT shall carry out applicable requirements of 49 CFR, Part 26 in the award and administration of US DOT-assisted agreements. Failure by CONSULTANT to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as LOCAL AGENCY deems appropriate.

D. Any subcontract entered into as a result of this contract shall contain all of the provisions of this section.

E. A DBE firm may be terminated only with prior written approval from LOCAL AGENCY and only for the reasons specified in 49 CFR 26.53(f). Prior to requesting LOCAL AGENCY consent for the termination, CONSULTANT must meet the procedural requirements specified in 49 CFR 26.53(f).

F. A DBE performs a Commercially Useful Function (CUF) when it is responsible for execution of the work of the contract and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. To perform a CUF, the DBE must also be responsible with respect to materials and supplies used on the contract, for negotiating price, determining quality and quantity, ordering the material, and installing (where applicable) and paying for the material itself. To determine whether a DBE is performing a CUF, evaluate the amount of work subcontracted, industry practices, whether the amount the firm is to be paid under the, contract is commensurate with the work it is actually performing, and other relevant factors.

G. A DBE does not perform a CUF if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of DBE participation. In determining whether a DBE is such an extra participant, examine similar transactions, particularly those in which DBEs do not participate.

H. If a DBE does not perform or exercise responsibility for at least thirty percent (30%) of the total cost of its contract with its own work force, or the DBE subcontracts a greater portion of the work of the contract than would be expected on the basis of normal industry practice for the type of work involved, it will be presumed that it is not performing a CUF.

I. CONSULTANT shall maintain records of materials purchased or supplied from all subcontracts entered into with certified DBEs. The records shall show the name and business address of each DBE or vendor and the total dollar amount actually paid each DBE or vendor, regardless of tier. The records shall show the date of payment and the total dollar figure paid to all firms. DBE prime consultants shall also show the date of work performed by their own forces along with the corresponding dollar value of the work.

J. If a DBE subconsultant is decertified during the life of the contract, the decertified subconsultant shall notify CONSULTANT in writing with the date of decertification. If a subconsultant becomes a certified DBE during the life of the Contract, the subconsultant shall notify CONSULTANT in writing with the date of certification. Any changes should be reported to LOCAL AGENCY's Contract Administrator within 30 days.

ARTICLE XXI CONTINGENT FEE

CONSULTANT warrants, by execution of this contract that no person or selling agency has been employed, or retained, to solicit or secure this contract upon an agreement or understanding, for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees, or bona fide established commercial or selling agencies maintained by CONSULTANT for the purpose of securing business. For breach or violation of this warranty, LOCAL AGENCY has the right to annul this contract without liability; pay only for the value of the work actually performed, or in its discretion to deduct from the contract price or consideration, or otherwise recover the full amount of such commission, percentage, brokerage, or contingent fee.

ARTICLE XXII DISPUTES

A. Any dispute, other than audit, concerning a question of fact arising under this contract that is not disposed of by agreement shall be decided by a committee consisting of LOCAL AGENCY's Contract Administrator and CVAG's Executive Director, who may consider written or verbal information submitted by CONSULTANT.

B. Not later than 30 days after completion of all work under the contract, CONSULTANT may request review by CVAG's Executive Committee of unresolved claims or disputes, other than audit. The request for review will be submitted in writing.

C. Neither the pendency of a dispute, nor its consideration by the committee will excuse CONSULTANT from full and timely performance in accordance with the terms of this contract.

ARTICLE XXIII INSPECTION OF WORK

CONSULTANT and any subconsultant shall permit LOCAL AGENCY, the state, and the FHWA if federal participating funds are used in this contract; to review and inspect the project activities and files at all reasonable times during the performance period of this contract including review and inspection on a daily basis.

ARTICLE XXIV SAFETY

A. CONSULTANT shall comply with OSHA regulations applicable to CONSULTANT regarding necessary safety equipment or procedures. CONSULTANT shall comply with safety instructions issued by LOCAL AGENCY Safety Officer and other LOCAL AGENCY representatives. CONSULTANT personnel shall wear hard hats and safety vests at all times while working on the construction project site.

B. Pursuant to the authority contained in Section 591 of the Vehicle Code, LOCAL AGENCY has determined that such areas are within the limits of the project and are open to public traffic. CONSULTANT shall comply with all of the requirements set forth in Divisions 11, 12, 13, 14, and 15 of the Vehicle Code. CONSULTANT shall take all reasonably necessary precautions for safe operation of its vehicles and the protection of the traveling public from injury and damage from such vehicles.

C. Any subcontract entered into as a result of this contract, shall contain all of the provisions of this Article

D. CONSULTANT must have a Division of Occupational Safety and Health (CAL-OSHA) permit(s), as outlined in California Labor Code Sections 6500 and 6705, prior to the initiation of any practices, work, method, operation, or process related to the construction or excavation of trenches which are five feet or deeper.

ARTICLE XXV INSURANCE

A. Throughout the term of this Agreement, CONSULTANT shall procure and maintain insurance, including Workers' Compensation as required by law for its personnel, and a one million dollar ($1,000,000.00) commercial general liability policy. CONSULTANT shall include CVAG, its member agencies and any other interested and related party designated by CVAG, as additional insureds on this commercial liability policy for liabilities caused by CONSULTANT in its performance of services under this Agreement and shall provide CVAG with a certificate verifying such coverage.

B. In the event said insurance coverage expires at any time or times during the term of this Agreement, CONSULTANT agrees to provide at least five (5) days notice prior to said expiration date and, prior to said expiration date, a new certificate of insurance evidencing insurance coverage as provided herein for no less than the remainder of the term of the Agreement, or for a total period of not less than one (1) year. New certificates of insurance are subject to the approval of CVAG. In the event CONSULTANT fails to keep in effect at all times insurance coverage as herein provided, CVAG may, in addition to any other remedies it may have, terminate this Agreement.

C. CVAG, member agencies and any other interested and related party designated by CVAG are to be covered as additional insured as respects liability arising out of automobiles owned, leased, hired or borrowed by CONSULTANT. The coverage shall contain no special limitations on the scope of protection afforded to the said additional insureds. Minimum requirements are $100,000/$300,000/$25,000.

D. CONSULTANT's insurance coverage shall be primary insurance as respects CVAG, its member agencies, and any other interested and related party designated by CVAG as additional insureds. Any insurance or self-insurance maintained by said additional insureds shall be in excess of CONSULTANT's insurance and shall not contribute with it and, to the extent obtainable, such coverage shall be payable notwithstanding any act of negligence of CVAG, its members, or any other additional insured, that might otherwise result in forfeiture of coverage. Any failure to comply with reporting or other provisions of the policies, including breach of warranties, shall not affect coverage provided to said additional insureds. CONSULTANT's insurance shall apply separately to each insured against whom claim is made or suit is brought. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled by any party, reduced in coverage or in limits except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to CVAG.

E. CONSULTANT shall provide worker’s compensation insurance or a California Department of Insurance-approved self-insurance program in an amount and form that meets all applicable Labor Code requirements,

covering all persons or entities providing services on behalf of CONSULTANT and all risks to such persons or entities.

F. Said insurance policy or policies shall be issued by a responsible insurance company with a minimum A. M. Best Rating of "A-" Financial Category "X", and authorized and admitted to do business in, and regulated by, the State of California.

G. Evidence of all insurance coverage shall be provided to CVAG prior to issuance of the first Work Order. CONSULTANT acknowledges and agrees that such insurance is in addition to CONSULTANT's obligation to fully indemnify and hold CVAG, its members and any other additional insureds free and harmless from and against any and all claims arising out of an injury or damage to property or persons caused by the acts or omissions of CONSULTANT.

ARTICLE XXVI OWNERSHIP OF DATA

A. Unless the RFP/Q or exhibits hereto expressly provide otherwise, upon completion of, or in the event of termination or suspension of this Agreement, all original documents, designs, drawings, maps, models, computer files, surveys, notes, and other documents prepared in the course of providing the services to be performed pursuant to this Agreement shall become the sole property of LOCAL AGENCY and may be used, reused, or otherwise disposed of by LOCAL AGENCY without the permission of CONSULTANT. With respect to computer files, CONSULTANT shall make available to LOCAL AGENCY, at CONSULTANT's office and upon reasonable written request by LOCAL AGENCY, the necessary computer software and hardware for purposes of accessing, compiling, transferring, and printing computer files.

B. It is understood and agreed that all calculations, drawings and specifications, whether in hard copy or machine-readable form, are intended for one-time use in the construction of the project for which this contract has been entered into.

C. CONSULTANT is not liable for claims, liabilities, or losses arising out of, or connected with the modification, or misuse by LOCAL AGENCY of the machine-readable information and data provided by CONSULTANT under this contract; further, CONSULTANT is not liable for claims, liabilities, or losses arising out of, or connected with any use by LOCAL AGENCY of the project documentation on other projects for additions to this project, or for the completion of this project by others, except only such use as may be authorized in writing by CONSULTANT.

D. Applicable patent rights provisions regarding rights to inventions shall be included in the contracts as appropriate (48 CFR 27, Subpart 27.3 - Patent Rights under Government Contracts for federal-aid contracts).

E. LOCAL AGENCY may permit copyrighting reports or other agreement products. If copyrights are permitted; the agreement shall provide that the FHWA shall have the royalty-free nonexclusive and irrevocable right to reproduce, publish, or otherwise use; and to authorize others to use, the work for government purposes.

F. Any subcontract in excess of $25,000 entered into as a result of this contract, shall contain all of the provisions of this Article.

ARTICLE XXVII CLAIMS FILED BY LOCAL AGENCY's CONSTRUCTION CONTRACTOR

A. If claims are filed by LOCAL AGENCY's construction contractor relating to work performed by CONSULTANT's personnel, and additional information or assistance from CONSULTANT's personnel is required in order to evaluate or defend against such claims; CONSULTANT agrees to make its personnel available for consultation with LOCAL AGENCY'S construction contract administration and legal staff and for testimony, if necessary, at depositions and at trial or arbitration proceedings.

B. CONSULTANT's personnel that LOCAL AGENCY considers essential to assist in defending against construction contractor claims will be made available on reasonable notice from LOCAL AGENCY. Consultation or testimony will be reimbursed at the same rates, including travel costs that are being paid for CONSULTANT's personnel services under this contract.

C. Services of CONSULTANT's personnel in connection with LOCAL AGENCY's construction contractor claims will be performed pursuant to a written contract amendment, if necessary, extending the termination date of this contract in order to resolve the construction claims.

D. Any subcontract in excess of $25,000 entered into as a result of this contract, shall contain all of the provisions of this Article.

ARTICLE XXVIII CONFIDENTIALITY OF DATA

A. All financial, statistical, personal, technical, or other data and information relative to LOCAL AGENCY's operations, which are designated confidential by LOCAL AGENCY and made available to CONSULTANT in order to carry out this contract, shall be protected by CONSULTANT from unauthorized use and disclosure.

B. Permission to disclose information on one occasion, or public hearing held by LOCAL AGENCY relating to the contract, shall not authorize CONSULTANT to further disclose such information, or disseminate the same on any other occasion.

C. CONSULTANT shall not comment publicly to the press or any other media regarding the contract or LOCAL AGENCY's actions on the same, except to LOCAL AGENCY's staff, CONSULTANT's own personnel involved in the performance of this contract, at public hearings or in response to questions from a Legislative committee.

D. CONSULTANT shall not issue any news release or public relations item of any nature, whatsoever, regarding work performed or to be performed under this contract without prior review of the contents thereof by LOCAL AGENCY, and receipt of LOCAL AGENCY'S written permission.

E. Any subcontract entered into as a result of this contract shall contain all of the provisions of this Article.

F. All information related to the construction estimate is confidential, and shall not be disclosed by CONSULTANT to any entity other than LOCAL AGENCY

G. All information gained by CONSULTANT in performance of this Agreement shall be considered confidential and shall not be released by CONSULTANT without CVAG's prior written authorization. CONSULTANT, its officers, employees, agents, or sub-consultants, shall not without written authorization from the CVAG Task Manager or unless requested by the CVAG Attorney, voluntarily provide declarations, letters of support, testimony at depositions, response to interrogatories, or other information concerning the work performed under this Agreement or relating to any project or property of CVAG. Response to a subpoena or court order shall not be considered "voluntary" provided CONSULTANT gives CVAG notice of such court order or subpoena.

H. CONSULTANT shall promptly notify CVAG should CONSULTANT, its officers, employees, agents, or sub-consultants be served with any summons, complaint, subpoena, notice of deposition, request for documents, interrogatories, request for admissions, or other discovery request, court order, or subpoena from any person or party regarding this Agreement and the work performed there under or with respect to any project or property of CVAG or its members. CVAG retains the right, but has no obligation, to represent CONSULTANT and/or be present at any deposition, hearing, or similar proceeding. CONSULTANT agrees to cooperate fully with CVAG and to provide the opportunity to review any response to discovery requests provided by CONSULTANT. However, CVAG's right to review any such response does not imply or mean the right by CVAG to control, direct, or rewrite said response.

ARTICLE XXIX NATIONAL LABOR RELATIONS BOARD CERTIFICATION

In accordance with Public Contract Code Section 10296, CONSULTANT hereby states under penalty of perjury that no more than one final unappealable finding of contempt of court by a federal court has been issued against CONSULTANT within the immediately preceding two-year period, because of CONSULTANT's failure to comply with an order of a federal court that orders CONSULTANT to comply with an order of the National Labor Relations Board.

ARTICLE XXX EVALUATION OF CONSULTANT

CONSULTANT's performance will be evaluated by LOCAL AGENCY. A copy of the evaluation will be sent to CONSULTANT for comments. The evaluation together with the comments shall be retained as part of the contract record.

ARTICLE XXXI RETENTION OF FUNDS

A. Any subcontract entered into as a result of this Contract shall contain all of the provisions of this section.

B. No retainage will be withheld by the Agency from progress payments due the prime consultant. Retainage by the prime consultant or subconsultants is prohibited, and no retainage will be held by the prime consultant from progress due subconsultants. Any violation of this provision shall subject the violating prime consultant or subconsultants to the penalties, sanctions, and other remedies specified in Section 7108.5 of the California Business and Professions Code. This requirement shall not be construed to limit or impair any contractual, administrative, or judicial remedies, otherwise available to the prime consultant or subconsultant in the event of a dispute involving late payment or nonpayment by the prime consultant or deficient subconsultant performance, or noncompliance by a subconsultant. This provision applies to both DBE and non-DBE prime consultants and subconsultants.

ARTICLE XXXII UNDUE INFLUENCE

A. CONSULTANT declares and warrants that no undue influence or pressure was or will be used against or in concert with any officer or employee of LOCAL AGENCY in connection with the award, terms or implementation of this Agreement, including any method of coercion, confidential financial arrangement, or financial inducement. No officer or employee of LOCAL AGENCY will receive compensation, directly or indirectly, from CONSULTANT, or from any officer, employee or agent of CONSULTANT, in connection with the award of this Agreement or any work to be conducted as a result of this Agreement. Violation of this Section shall be a material breach of this Agreement entitling LOCAL AGENCY to any and all remedies at law or in equity.

B. No member, officer, or employee of LOCAL AGENCY, nor its designees or agents, and no public official who exercises authority over or responsibilities with respect to the subject of this Agreement during his/her tenure or for one year thereafter, shall have any interest, direct or indirect, in any agreement or sub-agreement, or the proceeds thereof, for work to be performed in connection with the services performed under this Agreement.

ARTICLE XXXIII LEGAL RESPONSIBILITIES

CONSULTANT shall keep itself informed of State, Federal and local laws and regulations which in any manner affect those employed by it or in any way affect the performance of its services pursuant to this Agreement. CONSULTANT shall at all times observe and comply with all such laws and regulations. CVAG, its members, and their officers and employees, shall not be liable at law or in equity for any liability occasioned by failure of CONSULTANT to comply with this Section.

CONSULTANT shall perform all tasks required hereunder in a manner consistent with the degree of care and skill ordinarily exercised by other members of the same profession currently operating under similar circumstances. CONSULTANT shall employ, at a minimum, generally accepted standards and practices utilized by persons engaged in providing similar services as are required of CONSULTANT hereunder in meeting its obligations under this Agreement.

CONSULTANT shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, national origin, or any other unlawful basis.

ARTICLE XXXIV NOTIFICATION

Any notices which either party may desire to give to the other party under this Agreement must be in writing and may be given either by (i) personal service, (ii) delivery by a reputable document delivery service, such as but not limited to, Federal Express, which provides a receipt showing date and time of delivery, or (iii) mailing in the United States Mail, certified mail, postage prepaid, return receipt requested, addressed to the address of the party as set forth below or at any other address as that party may later designate by notice:

CONSULTANT:

CR Associates
Monique Chen, TE, Principal-in-Charge
3900 Fifth Avenue, Suite 310
San Diego, CA 92103

LOCAL AGENCY:

Coachella Valley Association of Governments
Tom Kirk, Executive Director
73-710 Fred Waring Drive, Suite 200
Palm Desert, CA 92260

ARTICLE XXXV CONTRACT

The two parties to this contract, who are the before named CONSULTANT and the before named LOCAL AGENCY, hereby agree that this contract constitutes the entire understanding between the parties relating to the obligations of the parties described herein. All prior or contemporaneous agreements, understandings, representations, and statements, oral or written, are merged into this Agreement and shall be of no further force or effect. Each party is entering into this Agreement based solely upon the representations set forth herein and upon each party's own independent investigation of any and all facts such party deems material. Both of these parties for and in consideration of the payments to be made, conditions mentioned, and work to be performed; each agree to diligently perform in accordance with the terms and conditions of this contract as evidenced by the signatures below.

SIGNATURES ON NEXT PAGE

ARTICLE XXXVI SIGNATURES

The person or persons executing this Agreement on behalf of CONSULTANT warrants and represents that he/she has the authority to execute this Agreement on behalf of CONSULTANT and has the authority to bind CONSULTANT to the performance of its obligations hereunder.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed the day and year first above written.

CR Associates	Coachella Valley Association of Governments
_____	_____
Monique Chen, Principle-in-Charge	Tom Kirk, Executive Director
DATE: _____	**DATE:** _____

CONTRACT EXHIBITS

A: Statement of Work
B: Price Formula

Exhibit A: Statement of Work

Exhibit B: Price Formula

C+R ASSOCIATES

3900 Fifth Avenue, Suite 310
San Diego, CA 92103

800 Wilshire Boulevard, Suite 620
Los Angeles, CA 90017

03.24.26

TECHNICAL PROPOSAL

COACHELLA VALLEY
ASSOCIATION OF GOVERNMENT

PROFESSIONAL SERVICES FOR

THE COACHELLA VALLEY MULTIMODAL CORRIDOR PLAN



MOBILITY SOLUTIONS FOR OUR CHANGING WORLD

C+R ASSOCIATES

ATTN: Jonathan Hoy, PE, Director of Transportation
Coachella Valley Association of Government
74199 El Paseo, Suite 100
Palm Desert, CA 92260

Tuesday, 03.24.26

Proposal for Professional Services - The Coachella Valley Multimodal Corridor Plan

Dear Jonathan and members of the selection committee:

CR Associates Inc., dba CR Associates (CRA) is pleased to submit our proposal to support CVAG in advancing a forward-looking, implementable plan for the region's primary highway system. We view this effort as an opportunity to transform these facilities from auto-centric thoroughfares into connected, people-centered systems that better serve surrounding communities.

DEEP LOCAL UNDERSTANDING

Through our work across the Coachella Valley, we have seen firsthand how major facilities can function both as essential connectors and as barriers, especially for residents traveling by foot, bike, or transit. Our team will focus on bridging these divides by identifying practical, context-sensitive improvements that enhance safety, expand access, and strengthen connections between neighborhoods, destinations, and regional networks.

IMPLEMENTATION-FOCUSED APPROACH

Our approach builds on the significant planning and investment already underway in the Valley. Rather than starting from scratch, we will integrate current and prior efforts, refine what is working, and strategically address remaining gaps with a focus on communities that have historically faced the greatest mobility challenges. The result will be a clear, prioritized set of improvements that agencies can realistically advance and fund.

PROVEN EXPERIENCE AND PARTNERSHIPS

The CRA team brings deep local knowledge and a proven track record delivering complex corridor and multimodal planning efforts throughout Southern California, including ongoing work within the Coachella Valley. What sets CRA apart is our active delivery of the Community Connectors program and support on the TPPS/ATP, combined with extensive experience leading comprehensive multimodal corridor plans across multiple freeway corridors. Our familiarity with local conditions, paired with strong working relationships with CVAG, Caltrans District 8, RCTC, and member jurisdictions, allows us to move efficiently from analysis to actionable solutions aligned with agency expectations and implementation pathways.

TARGETED AND EFFICIENT ENGAGEMENT

We also recognize that the success of this effort depends on meaningful and efficient engagement. With multiple initiatives underway in the region, our team will take a coordinated approach that respects community time while ensuring voices are heard. By focusing outreach where it matters most and using clear, accessible communication, we will help build consensus around improvements that reflect community priorities and are supported for implementation.

INTEGRATED, MULTIDISCIPLINARY TEAM

Led by me, Monique Chen, our multidisciplinary team brings together expertise in planning, engineering, operations, and community engagement, supported by HDR and Arellano Associates. Together, we offer a uniquely qualified team with deep local experience, proven success delivering complex multimodal corridor plans, and a clear, implementation-focused approach aligned with CVAG's priorities. We are prepared to immediately advance this effort with a well-defined work plan, strong agency partnerships, and targeted engagement strategies that will result in actionable, fundable solutions for the Coachella Valley.

Thank you for your consideration. We appreciate the opportunity to support CVAG on this important effort and look forward to working together.

Sincerely,

CR ASSOCIATES

Monique Chen, TE
Project Manager + Principal-in-Charge

619.318.4664
mchen@cramobility.com

CHEN RYAN ASSOCIATES, INC. - Prime Consultant
O: 619.795.6086
F: 619.738.5144

3900 Fifth Avenue, Suite 310
San Diego, CA 92103

- *We acknowledge receipt of all RFP addenda.*
- *This proposal is valid for not less than 180 days of submittal.*
- *CR Associates and its subconsultants do not have any personal, business, or financial relationship with CVAG, any of its partner cities, or its staff.*
- *Monique Chen is the designated contact for this procurement and is authorized to bind CR Associates to the terms of this proposal*
- *All information submitted with this proposal is true and correct.*

SUBCONSULTANT PARTNERS

HDR, INC.
Dawn Wilson, PE, TE
Transportation Program Manager

619.684.3455
Dawn.Wilson@hdrinc.com

2280 Market Street, Suite 100
Riverside, CA 92501

ARELLANO ASSOCIATES
Genoveva Arellano
President & CEO

909.627.2974
GArellano@arellanoassociates.com

5851 Pine Avenue, Suite A
Chino Hills, CA 91709

TABLE OF CONTENTS

Qualifications, Related Experience and References 2

Proposed Staffing & Project Organization 10

Work Plan 15

Appendix 26



Qualifications, Related Experience and References

FIRM OVERVIEW

CR Associates (CRA), a California corporation founded in 2011, brings a forward-thinking approach to transportation planning and engineering across Southern California. With more than 70 professionals based in Los Angeles and San Diego, we help public agencies plan and design safer, better connected, and more sustainable communities.

We take a comprehensive, multimodal approach to planning, design, and engineering, leveraging the expertise of our in-house engineers, planners, and outreach specialists to develop solutions tailored to community needs. Our work **prioritizes safety, accessibility, and connectivity, particularly in disadvantaged communities** where infrastructure improvements can deliver the greatest impact. With strong technical knowledge and hands-on experience, we prepare grant-ready documentation that transforms ideas into implementable projects. From concept to construction, we provide services including civil and traffic engineering, transportation planning, water quality and storm drain design, utilities, construction support, and grant writing.

Our team will be led by **Monique Chen, our Founding Principal and proposed Project Manager**, who brings extensive experience in multimodal planning and design. With direct involvement from our principals, every project benefits from strong oversight of quality, schedule, and budget, as well as seamless collaboration among our in-house staff, subconsultants, and clients.

As a **WBE, SBE, and MBE-certified** firm, we are committed to building vibrant, resilient, and inclusive communities. CRA is also **a financially stable corporation** and regularly reviews its assets and liabilities, working capital, cash flow projections, credit ratings, profitability, and liquidity to ensure financial strength. CRA has no financial conditions that impede our ability to deliver the project.

CRA will be supported by long-time teaming partners **HDR and Arellano Associates**. Our team brings extensive experience working together with **CVAG and communities throughout the Coachella Valley**, spanning engineering, design, outreach, and stakeholder engagement. Our familiarity with the region and strong relationships with partner cities allow us to efficiently develop tailored solutions that **bridge gaps created by freeways and highways**, build consensus with community members and local agencies, and advance projects that improve mobility, safety, and access across the Valley.

Specialized Areas of Expertise

- Multimodal Planning, Analysis, and Design
- Mobility/Circulation Element Planning
- Civil Engineering and Design
- Traffic Engineering Design
- Traffic Calming Planning and Design
- Traffic Operations and Simulation
- Safety Studies
- Safe Routes to School/Transit
- Transit Planning and Operations
- Transportation Impact Studies
- SB 743 Implementation
- Transportation Impact Fee Program Development
- Parking Assessment and Demand Management
- Curbside Management

OUR SUBCONSULTANT PARTNERS

HDR • CALTRANS + RCTC COORDINATION, ITS, AND FREEWAY/ INTERCHANGE RECOMMENDATIONS

Founded in 1917 in Omaha, Nebraska, **HDR** is a 100 percent employee-owned corporation. They have been part of the Southern California business landscape since 1973. HDR employs over 700 professionals in Southern California, specializing in engineering and planning fields such as multimodal transportation, highways and roadways, traffic, utilities, and environmental. HDR is supported by more than 14,000 employee-owners across 225 locations worldwide.

HDR's Riverside office, which houses 50 employees and counting, was established in 2000. Most of these employees live in communities across Riverside County, including the Coachella Valley. For **over 25 years**, HDR has collaborated with key **Inland Empire agency partners, including Caltrans** D8, to deliver their programs and meet our community's needs. Their local resources and proximity enable us to respond quickly to your requests. HDR is dedicated to solving problems, both big and small, to keep your projects moving forward.

arellano ASSOCIATES • COMMUNITY OUTREACH & ENGAGEMENT

For over 30 years, **Arellano Associates (Arellano)** has partnered with public and private agencies and organizations throughout Southern California to deliver thoughtful, effective, and inclusive communications and community engagement programs. Their experience spans transportation, infrastructure, public safety, sustainability, and planning initiatives.

Arellano's vision is to serve as **a trusted partner guiding meaningful community engagement that is intentional, equitable, and inclusive**. Arellano supports projects at every stage - from planning and environmental processes to construction and implementation - by integrating strategic outreach, stakeholder engagement, digital innovation, and creative communications to ensure communities are informed and heard. Arellano is a WBE, MBE and SBE based in Chino Hills, California, with a multidisciplinary team of approximately 80 professionals. The firm's understanding of stakeholder diversity, paired with innovative engagement tools and strategies, allows them to work collaboratively with clients to achieve project goals and build lasting community trust.

KEY PERSONNEL EXPERIENCE ON SIMILAR PROJECTS

The table below highlights CRA team members' recent experience on similar projects, including work within the Coachella Valley. For the completed projects listed, CRA consistently delivered on time and within budget, maintaining a high standard of quality and client satisfaction.

	CR ASSOCIATES							HDR					AA	
Project Name	Monique Chen	Andrew Prescott	Sasha Jovanović	Ross Duenas	Phuong Nguyen	Jenny An	Precious Nicanor	Dawn Wilson	Mark Hager	Julian Hernandez	Kheang (KT) Tang	Marie Lewis Adams	Jessica Harleaux	Jennifer Velazquez
SANDAG Kumeyaay (I-8) Comprehensive Multimodal Corridor Plan	●	●	●	●	●									
LA Metro I-405 Comprehensive Multimodal Corridor Plan	●												●	●
SANDAG Coast, Canyons, and Trails (SR 52) Comprehensive Multimodal Corridor Plan	●	●	●		●									
SANDAG Central Mobility Hub Comprehensive Multimodal Corridor Plan			●	●	●							●		
SANDAG North County (SR 78) Comprehensive Multimodal Corridor Plan							●							
SANDAG San Vicente (SR 67) Comprehensive Multimodal Corridor Plan							●							
SANDAG Reconnecting Communities	●	●	●	●		●	●							
Imperial SR 86 Vision Blueprint and Complete Streets Implementation	●	●	●	●	●	●								
Ontario Euclid Avenue (SR 83) Corridor Safety Plan	●	●	●	●	●									
LA Metro Complete Streets Training	●	●		●		●								
CVAG CV Link Community Connectors	●	●	●	●		●							●	●
CVAG Transportation Project Prioritization Study		●					●	●	●			●		
CVAG Arts & Music Line Bikeway	●			●	●	●							●	●
CVAG Arts & Music Line Non-Infrastructure Program			●			●	●						●	●
Caltrans ATP Cycles 6 and 7 Grant Applications for CVAG			●			●							●	●
Indio General Plan Circulation Element	●	●	●		●									
Desert Hot Springs Active Transportation, Safety and Connectivity Plan	●	●	●				●							
RCTC Coachella Rail Station Feasibility Study								●		●			●	●
CVAG Regional Traffic Signal Synchronization											●			

Client References

SANDAG Kumeyaay (I-8) Comprehensive Multimodal Corridor Plan

Melina Pereira, MPA
System Planning Branch Chief
Caltrans D11 Planning and Local Assistance
4050 Taylor Street, San Diego, CA 92110
619.379.7349
melina.pereira@dot.ca.gov

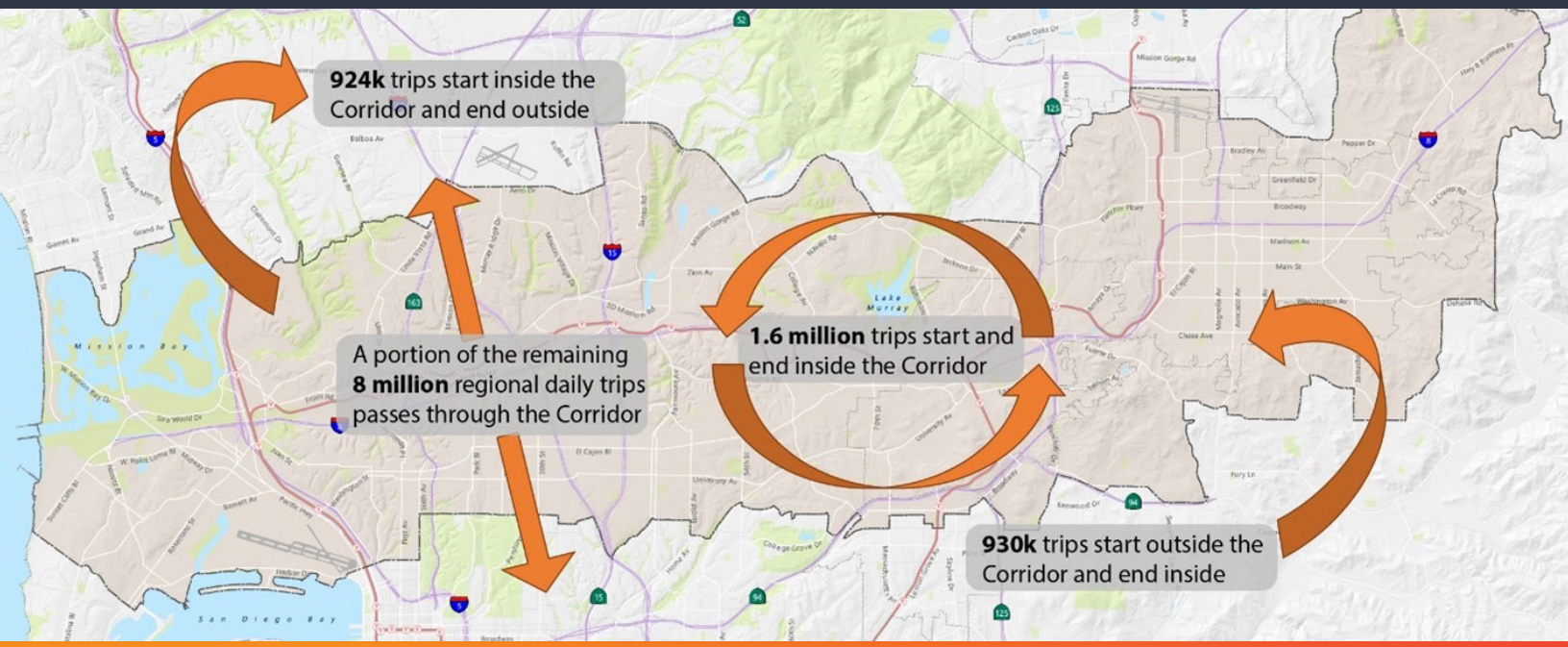
LA Metro Active Transportation Corridors: Avalon/MLK/Gage and Redondo Beach Blvd

Cameron Palm
Manager, Transportation Planning
LA Metro - Complete Streets & Highways
One Gateway Plaza, Los Angeles, CA 90012
213.547.4276
palmc@metro.net

City of San Diego As-Needed Mobility Planning and Traffic Engineering

Phil Trom, AICP
Program Manager, Mobility Planning
City of San Diego - City Planning Department
202 C Street, San Diego, CA 92101
619.847.8978
ptrom@sandiego.gov

We maintain an 86% repeat client rate, demonstrating our ability to consistently deliver results and earn long-term client trust.



SAN DIEGO, CALIFORNIA

Kumeyaay Corridor I-8 Comprehensive Multimodal Corridor Plan (CMCP)

CRA led this CMCP which centered around Interstate 8 and its neighboring cities and county and covers about 96 square miles. This multi-jurisdictional effort aims to develop an innovative transportation network that connects communities throughout the central San Diego region. The data-driven project assesses all travel modes to identify key issues and propose solutions to reduce congestion, enhance safety, support climate action goals, expand transportation options, and improve multimodal access to destinations within the study area.

A sub-regional active transportation network was developed, featuring an interconnected system of physically separated bicycle facilities that link neighborhoods with key destinations and high-quality transit services, including planned commuter rail, aerial gondola, and new BRT routes. Additional highway and arterial concepts include a diverging diamond interchange (DDI), roundabout controlled freeway ramps, interconnected NextGen Managed Lanes, dynamic lane assignments, and other ITS treatments such as adaptive signals to improve coordination, active curb management, dynamic speed limits, direct access ramps (DAR) for HOV and transit vehicles, and Active Traffic Management/ Active Transportation Demand Management (ATM/ATDM) strategies.

Feb 2022 - Jun 2024

Contract Value: $1.65M

CALTRANS D11

Melina Pereira, MPA
System Planning Branch Chief
Caltrans D11 Planning and Local Assistance

melina.pereira@dot.ca.gov
619.379.7349

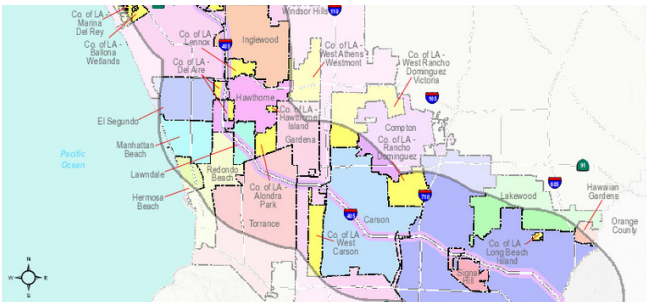
4050 Taylor Street
San Diego, CA 92110



Coast, Canyons, and Trails (SR 52) Comprehensive Multimodal Corridor Plan (CMCP)

San Diego, CA Jan 2021 - Jan 2023

CRA provided transportation planning and traffic engineering services for the SR 52 CMCP. A baseline conditions assessment served the development of project recommendations including a series of flex lanes, a bicycle network, intersection and sidewalk treatments for pedestrians, and micro-mobility considerations, all intended to enhance transit access while accounting for goods movement. CRA coordinated model runs for multiple scenarios with SANDAG to determine which alternative results in the greatest reduction in vehicle miles traveled. CRA also helped develop a project prioritization process that accounted for project complexity, right-of-way impacts, environmental clearance process, and cost.



I-405 Comprehensive Multimodal Corridor Plan (CMCP)

Los Angeles, CA Dec 2000 - Nov 2022

CRA supported LA Metro and the project team for the development of the Comprehensive Multimodal Corridor Plan for the I-405 Corridor, with a focus on identifying strategies to improve surrounding neighborhoods. This effort involved mapping and visualizing data to depict existing conditions and proposed recommendations. The final visual products were based on geographic analyses that highlighted areas benefiting from long-term multimodal projects. The team used census datasets and equity-based indices to identify and visualize priority zones. Vector graphics tools were employed to create clear visual representations and support public understanding.

Arellano led development and implementation of a Stakeholder Engagement Plan that focused on connecting the diverse communities and various stakeholders within Los Angeles County.

SANDAG
Mimi Morisaki
Senior Regional Planner
michiko.morisaki@sandag.org
619.699.6936
1011 Union Street, Suite 400
San Diego, CA 92101

LA METRO
Michael Cano
Deputy Executive Officer
canom@metro.net
213.922.5644
One Gateway Plaza
Los Angeles, CA 90012



CV Link Community Connectors Analysis Phase I Program

Coachella Valley, CA Dec 2024 - Sep 2026

CRA is the lead consultant for the CV Link Community Connectors Project, supporting CVAG in advancing its vision to promote active mobility across the Coachella Valley. The project establishes a comprehensive plan to identify and prioritize routes that connect neighborhoods to the CV Link - linking schools, parks, community centers, businesses, affordable housing, and other key destinations. Informed by extensive review of past plans, existing conditions analysis, collaboration with agency and tribal partners, engagement with schools and community-based organizations, and public input through surveys and outreach events, CRA has developed a framework for identifying and prioritizing Community Connectors. The top 15 connectors will advance to 10% conceptual design and cost estimation, providing a foundation for future funding and the continued development of sustainable, multimodal transportation options that enhance mobility, equity, and community well-being.



SANDAG's Reconnecting Communities Study

San Diego, CA Nov 2054 - Jun 2026

CRA collaborated with SANDAG and Caltrans D11 in a regionwide study to identify where highway and rail infrastructure has created barriers and negatively impacted communities. Using data-driven analysis and community engagement, the study defined solutions to reconnect historically underserved communities and improve access to jobs, education, healthcare, and recreation. The effort evaluated seven focus areas across San Diego County and developed short- and long-term strategies including enhanced pedestrian and bicycle infrastructure, grade separations, transit priority improvements, intersection upgrades, placemaking strategies, and public space enhancements. CRA developed and facilitated stakeholder workshops and community outreach activities with community-based organizations (CBOs) to gather input and refine proposed solutions. The final report provides a roadmap for cities and regional partners to pursue state and federal funding for implementation of projects that improve connectivity, safety, and multimodal mobility.

CVAG
Peter Satin
Conservation Program Manager
psatin@cvag.org
760.346.1127

74-199 El Paseo Drive, Suite 100
Palm Desert, CA 92260

SANDAG
Lizzy Havey
Associate Regional Planner
Elizabeth.Havey@sandag.org
619.699.7102

1011 Union Street, Suite 400
San Diego, CA 92101



Update to Transportation Project Prioritization Study (TPPS) and Companion Documents

Coachella Valley, CA Apr 2025 - Ongoing

HDR was selected to update the TPPS and companion documents, including the Traffic Census Report, Regional Arterial Cost Estimate (RACE), Active Transportation Plan (ATP), and Transportation Uniform Mitigation Fee (TUMF) Nexus Study. The study area includes incorporated Coachella Valley cities, tribal lands, and portions of unincorporated Riverside County, covering approximately 282 miles of roadway.

Together, the TPPS, RACE, and ATP define regional transportation needs and priorities and inform the TUMF Nexus Study. The effort evaluated areas suitable for high-cube warehousing and logistics based on land use compatibility, proximity to sensitive receptors, and truck access, assessed transportation impacts from increased goods movement, and developed cost estimates for mitigation measures to support TPPS and TUMF updates, accounting for costs attributable to non-logistics development.

CVAG
Randy Bowman
Asst. Director of Transportation
rbowman@cvag.org
760.346.1127

74-199 El Paseo Drive, Suite 100
Palm Desert, CA 92260



Coachella Rail Station Feasibility Study

Coachella, CA Oct 2024 - Ongoing

HDR is in the final stages of a transit station feasibility study and visioning plan for the City of Coachella, in coordination with RCTC and funded through SCAG's REAP 2.0 program. The study supports Tier II environmental work for the Coachella Valley–San Gorgonio Pass Rail Corridor and establishes a vision for a multimodal, transit-supportive station district. The team evaluated three station sites and identified a preferred location in Coachella's historic downtown, advancing architectural concepts, a Transit-Oriented Development (TOD) plan, 30% conceptual designs, a Mobility Hub plan, and an Economic Development Strategy, along with a phasing plan to guide implementation and integration into the City's General Plan.

Robust community engagement, including a Technical Advisory Committee, public meetings, and pop-up events, informed station location, design, and access, supported by bilingual outreach and partnerships with local community leaders to ensure community-supported, implementable outcomes.

RCTC
David Lewis
Capital Projects Manager
dlewis@rctc.org
951.787.7141

4080 Lemon Street, 3rd Floor
Riverside, CA 92502



I-15 Bundy Canyon Road and I-15 Wildomar Trail Interchanges Project Study Report - Project Development Support (PSR-PDS)

Riverside County, CA Apr 2025 - Ongoing

HDR is working with RCTC, the City of Wildomar, and Caltrans District 8 to complete the PSR-PDS phase for the Bundy Canyon Road and Wildomar Trail interchanges on I-15. For the Bundy Canyon Road Interchange, HDR collaborated early with local developers to adapt site plans and advance interchange improvements, identifying two viable build alternatives within months that largely fit within existing right-of-way, minimizing impacts and reducing costs while supporting local and regional mobility needs. For the Wildomar Trail Interchange, the team developed concepts to address growing traffic demand associated with nearby development and advanced key technical studies, including traffic operations, safety, stormwater, and environmental analysis, within seven months. This coordinated and efficient approach has enabled the City and RCTC to accelerate project development and position both interchanges for timely implementation.

RCTC
David Lewis
Capital Projects Manager
dlewis@rctc.org
951.787.7141

4080 Lemon Street, 3rd Floor
Riverside, CA 92502



Coachella Valley Regional Vehicle Miles Traveled (VMT) Study

Coachella Valley, CA Dec 2024 - Ongoing

The VMT Study, funded through SCAG's REAP 2.0 program, is developing strategies to measure, mitigate, and integrate VMT into transportation planning across the Coachella Valley. The study supports greenhouse gas reduction, infill development, and equitable access by evaluating existing methodologies, identifying traffic demand management (TDM) strategies, and aligning local and regional goals with state mandates.

A key component is equity-driven outreach led by Arellano, including bilingual workshops, pop-up events in disadvantaged communities, culturally responsive materials, interactive mapping, and a statistically valid bilingual survey with over 200 responses, supplemented by advisory meetings with local agencies and tribal representatives. Additional efforts, including an outreach toolkit and creative strategies such as a bicycle raffle, increased awareness and participation, ensuring historically underrepresented communities help shape equitable, implementable solutions.

CVAG
Peter Satin
Conservation Program Manager
psatin@cvag.org
760.346.1127

74-199 El Paseo Drive, Suite 100
Palm Desert, CA 92260

Proposed Staffing & Project Organization

KEY PERSONNEL

Our team is excited and fully committed to providing CVAG with the focus, support, and resources needed to ensure the successful delivery of this project. This section offers a brief overview of the key personnel's experience, their roles on this project, and their availability. Full resumes, including details of years of experience, education, professional credentials, and relevant projects, can be found in the **Appendix**. All key personnel will remain available for the duration of the contract, and no individual designated as "key" will be removed or replaced without prior written approval from CVAG.



MONIQUE CHEN, TE • *PROJECT MANAGER + PRINCIPAL-IN-CHARGE, TASK LEAD 6 & 7*

Monique brings 28 years of experience as a "plangineer," leading both multimodal planning and engineering projects. Most recently, she successfully delivered a similar effort for SANDAG - the Kumeyaay (I-8) Comprehensive Multimodal Corridor Plan (CMCP) - where she managed multidisciplinary teams and coordinated with a broad group of jurisdictional stakeholders. This CMCP is now regarded as a **best-practice model across Caltrans districts**.

As Project Manager and primary point of contact, Monique will oversee all aspects of the project to ensure timely, on-budget, and high-quality delivery. She is known for her strong communication skills and commitment to building trusted client partnerships that help minimize unforeseen issues and keep projects moving smoothly. By maintaining clear, proactive, and responsive communication throughout the process, Monique will ensure questions are addressed promptly and the project remains on track.



ANDREW PRESCOTT, AICP • *DEPUTY PROJECT MANAGER, TASK LEAD 3.1 & 5*

Andrew has 14 years of experience delivering a wide range of multimodal, active transportation, and safety projects, including active transportation plans, safety plans, CMCPs and corridor studies. He brings extensive Coachella Valley experience leading the active transportation component of the TPPS and Desert Hot Springs AT, Safety and Connective Plan. In addition to serving as the Deputy Project Manager, Andrew will lead the Project Recommendations (part of Task 3) and Plan Development (Task 5). His technical expertise, local knowledge, and ability to translate planning concepts into implementable solutions will help ensure a cohesive and actionable final plan.



SASHA JOVANOVIC, AICP • *TASK LEAD 2 & 3.3*

Sasha brings 18 years of experience developing innovative metrics and performance measures to support data-driven planning. He currently serves as the lead planner for the CV Link Community Connectors project, where he developed prioritization criteria and evaluation processes, giving him unparalleled knowledge of network gaps in the Coachella Valley and experience working with regional and local agencies. For this effort, Sasha will lead the Existing Conditions analysis and development of Prioritization Criteria under Task 3.



ROSS DUENAS, PE • *TASK 3.2 C0-LEAD*

Ross, a Principal at CRA with 21 years of experience, has led numerous multidisciplinary projects including Complete Streets, Green Streets, separated bikeways, pedestrian enhancements, roadway improvements, and stormwater management. He has overseen all phases of multimodal transportation projects, from initial planning through construction support. Ross will lead Implementation (part of Task 3), overseeing feasibility analysis, conceptual engineering, and ROM cost estimates.



PHUONG NGUYEN, TE • *LEAD TRAFFIC ENGINEER*

Phuong brings 19 years of experience in traffic engineering and operations, with exceptional expertise in developing cost-effective, innovative solutions and microsimulation models that accurately reflect real-world conditions, particularly at complex, closely spaced intersections such as interchanges. He offers a deep understanding of the Coachella Valley, having led traffic operations analysis for the AML Bikeway Project. Phuong will serve as the Lead Traffic Engineer, assisting with project recommendations under Task 3.



JENNY AN, CPF, LCI, RA • *TASK 3.2 C0-LEAD*

Jenny brings 21 years of experience in Complete Streets planning and design, grounded in a strong community-driven outreach and engagement approach. She currently leads the CVAG AML Non-Infrastructure Program and prepared CVAG's Caltrans ATP Cycle 7 grant application. For this project, her extensive grant experience and knowledge will be instrumental in aligning high-priority recommendations with viable funding sources to ease implementation.



PRECIOUS NICANOR, AICP • *TASK SUPPORT 2, 3, 5, & 6*

Precious brings over eight years of experience delivering multimodal, transit, safety, and long-range planning solutions for public-sector clients. Her expertise spans multimodal planning, alternatives analysis, GIS-based analysis and mapping, public outreach, and grant strategy. With direct experience in CMCPs, she will play a key role supporting technical analyses and project delivery.

HDR - *Caltrans Coordination + Tech. Support*



DAWN WILSON, PE, TE • *TASK SUPPORT 2 & 3*

Dawn brings over 30 years of experience leading complex transportation planning and traffic engineering projects throughout Southern California, along with strong project management expertise. She currently manages the Update to the Transportation Project Prioritization Study and Companion Documents for CVAG, giving her deep insight into future needs and planned infrastructure investments. Her knowledge will be critical in informing both existing conditions and the development of improvement recommendations and implementation strategies.



MARK HAGER, PE • *TASK 3 SUPPORT*

Mark brings nearly 30 years of experience in the design and management of freeways, expressways, highway arterials, grade separations, and site civil projects for Caltrans District 8, Riverside County, and San Bernardino County. He offers valuable local perspective and practical experience in the early stages of freeway improvement projects, helping streamline solutions, eliminate unnecessary elements, and save both time and cost while maintaining flexibility for future phases. Mark will lead coordination and communication with Caltrans District 8 and RCTC.



JULIAN HERNANDEZ, PE • *TASK SUPPORT 2 & 3*

Julian brings over 18 years of experience as a Roadway Engineer, working closely with Caltrans District 8 on Inland Empire projects. He specializes in developing geometric design solutions that address site constraints while meeting Caltrans standards. Julian will support the development of improvement concepts along freeway and highway corridors, particularly at interchanges, focusing on conceptual engineering and feasibility.



KHEANG (KT) TANG, PE • *TASK SUPPORT 2 & 3*

KT has 13 years of combined experience in civil and transportation engineering, with expertise in intelligent transportation systems (ITS), traffic design, signal timing, signal communications, and traffic control plans. He is well-versed in various agency standards and has supported numerous projects with Caltrans District 8 and RCTC. KT will support the team in identifying technology gaps and developing ITS and Active Traffic Management (ATM) solutions.



MARIE LEWIS ADAMS, AICP • *TASK 3 SUPPORT*

Marie brings 20 years of experience and a strong technical understanding of transportation systems. She has recently managed projects involving enhanced bus and bus rapid transit (BRT) planning, rail system and station planning, transportation demand forecasting, origin-destination analysis, and feasibility evaluations. Marie is currently managing the Coachella Rail Station Feasibility Study for RCTC and supporting the CVAG TPPS project, providing valuable continuity and local insight. She will be involved in the development of transit operations solutions for the study area.

ARELLANO - *Outreach & Engagement*



JESSICA HARLEAUX • *OUTREACH PRINCIPAL*

Jessica (is currently leading multiple outreach and engagement efforts in the Coachella Valley and has firsthand expertise in effectively engaging with Tribes and community-based organizations, as well as obtaining input from a representative sample population to enhance the project process. She also assists in developing grant applications for ATP Cycle 6 and 7 for CVAG. Jessica will oversee the Outreach and Encouragement effort (Task 4)).



JENNIFER VELAZQUEZ • *TASK 4 LEAD*

Jennifer is a dynamic Senior Project Coordinator who supports a wide range of public planning, housing, and transportation projects. She specializes in public outreach, stakeholder engagement, and communications, including marketing, social media, event coordination, and virtual facilitation. Jennifer has strong relationships with community-based organizations (CBOs), enabling her to deliver inclusive and effective outreach strategies. She currently leads outreach for CVAG's CV Link Community Connectors and Regional VMT Study and will lead Task 4 for this project.

KEY STAFF MATRIX

Staff	Current Assignments Project Name (% commitment)	% Availability
CR ASSOCIATES - *Prime*		
Monique Chen, TE *Project Manager + Principal-in-Charge, Task Lead 6 & 7* SAN DIEGO **14 Years with Firm**	▸ CV Link Community Connectors, 15% ▸ Hemet Comprehensive Safety Action Plan, 10% ▸ SANDAG Rapid 880, 15%	40%
Andrew Prescott, AICP *Deputy Project Manager, Task Lead 3.1 & 5* SAN DIEGO **14 Years with Firm**	▸ CVAG TPPS/ATP, 15% ▸ Desert Hot Springs ATP, 10% ▸ San Diego Mid-City Community Plan Update, 10% ▸ Corona ATP, 15%	45%
Sasha Jovanović, AICP *Task Lead 2 & 3.3* SAN DIEGO **12 Years with Firm**	▸ CV Link Community Connectors, 15% ▸ Hemet Comprehensive Safety Action Plan, 15% ▸ SANDAG Rapid 880, 10% ▸ Huntington Park General Plan Update, 15%	40%
Ross Duenas, PE *Task 3.2 Co-Lead* SAN DIEGO **9 Years with Firm**	▸ SANDAG Rapid 880, 20% ▸ Oceanside College Blvd Multimodal Improvements, 15% ▸ Coastal Rail Trail, 15% ▸ El Cajon Main Street Green Street, 10%	30%
Phuong Nguyen, TE *Lead Traffic Engineer* SAN DIEGO **14 Years with Firm**	▸ San Diego PROWAG, 10% ▸ SANDAG Vesta Harbor Drive 2.0, 15% ▸ Anaheim Evacuation, 10% ▸ Imperial County Gateway of the Americas, 20% ▸ LA Metro East Transit Corridor Phase II, 10%	30%
Jenny An, CPF, LCI, RA *Task 3.2 Co-Lead* SAN DIEGO **5 Years with Firm**	▸ CVAG AML Non-Infrastructure, 15% ▸ SANDAG Reconnecting Communities, 10% ▸ Riverside SRTS, 10% ▸ Mission Viejo SRTS, 20%	25%
Precious Nicanor, AICP *Task Support 2, 3, 5 & 6* LOS ANGELES **<1 Year with Firm**	▸ CVAG AML Non-Infrastructure,10% ▸ SANDAG Reconnecting Communities, 5% ▸ CVAG TPPS/ATP, 15% ▸ Desert Hot Springs ATP, 15% ▸ NCTD Breeze 303, 15%	30%

Staff	Current Assignments Project Name (% commitment)	% Availability
HDR - *Caltrans Coordination + Technical Support*		
Dawn Wilson, PE, TE *Task Support 2 & 3* SAN DIEGO **1 Year with Firm**	▸ Santa Ana First Street Multimodal Boulevard Study, 25% ▸ CVAG Update to TPPS and Companion Documents, 25% ▸ County of Riverside AB 98 Truck Routes, 15%	35%
Mark Hager, PE *Task 3 Support* RIVERSIDE **16 Years with Firm**	▸ SBCTA I-15 Cajon Pass Northbound Corridor PID-PA/ED, 15% ▸ SBCTA I-215 University Parkway IC Construction, 5% ▸ RCTC NextGen 2.0 Feasibility Study, 20% ▸ Miscellaneous Projects, 20%	40%
Julian Hernandez, PE *Task Support 2 & 3* RIVERSIDE **9 Years with Firm**	▸ Yucaipa I-10 Wildwood Canyon Rd Interchange PA/ED, 3% ▸ SBCTA I-215 University Parkway Construction Support, 2% ▸ SBCTA I-15 Cajon Pass NB Truck Lane Extension PID, 5% ▸ RCTC I-15 Wildomar & Bundy Canyon Interchange PID, 10% ▸ RCTC NextGen Toll Lane Feasibility Study, 10% ▸ Lake Elsinore I-15/SR-74 Interchange PS&E, 30%	40%
Kheang (KT) Tang, PE *Task Support 2 & 3* SAN DIEGO **1 Year with Firm**	▸ RCTC, Pennsylvania Ave Grade Separation PS&E, 5% ▸ Metro, North Hollywood to Pasadena BRT PS&E, 30% ▸ Metro, I-105 Express Lanes PS&E, 10% ▸ City of Calimesa, I-10/Cherry Valley Boulevard Interchange PS&E, 5% ▸ Port of Long Beach, Pier B On-Dock Rail Support Facility Program, 5% ▸ Metro, Link Union Station, 5%	40%
Marie Lewis Adams, AICP *Task 3 Support* SAN DIEGO **3 Years with Firm**	▸ RCTC Coachella Rail Station Feasibility Study, 30% ▸ SANDAG Rapid 277 BRT Feasibility Study, 15% ▸ Pico Rivera RoseWood Corridor Vision Plan, 5% ▸ SANDAG Downtown to Border Rail Study, 5% ▸ CVAG Transportation Project Prioritization Study, 5%	35%
ARELLANO ASSOCIATES - *Outreach & Engagement*		
Jessica Harleaux *Task 4 Lead* CHINO HILLS **5 Years with Firm**	▸ CVAG CV Link Community Connectors, 25% ▸ CVAG CV Link Mecca/North Shore Extension Project, 25% ▸ CVAG Regional Vehicle Miles Traveled Study (VMT), 25%	25%
Jennifer Velazquez *Task 4 Support* CHINO HILLS **5 Years with Firm**	▸ CVAG CV Link Community Connectors, 20% ▸ RCTC City of Coachella Rail Station Feasibility Study, 20% ▸ CVAG Regional Vehicle Miles Traveled Study (VMT), 25%	35%

PROPOSED PROJECT ORGANIZATIONAL CHART

Coachella Valley Association of Governments

TASK 1 — PROJECT MANAGEMENT AND COORDINATION



PROJECT MANAGER + PRINCIPAL-IN-CHARGE

Monique Chen, TE



DEPUTY PROJECT MANAGER

Andrew Prescott, AICP

TASK 2 — EXISTING CONDITIONS

Sasha Jovanovic, AICP
Precious Nicanor, AICP
Eric Sindel
Zeltzin Angon*
Cristian Belmudez*
Dawn Wilson, PE, TE (HDR)
Julian Hernandez, PE (HDR)
Kheang (KT) Tang, PE (HDR)

TASK 3 — EVALUATION FRAMEWORK & PRIORITIZATION CRITERIA

3.1 EVALUATION FRAMEWORK & SOLUTIONS DEVELOPMENT
Andrew Prescott, AICP
Monique Chen, PE
Sasha Jovanović, AICP
Precious Nicanor, AICP
Ana Garate*
Phuong Nguyen, PE
Cristian Belmudez*
Ross Duenas, PE
Hailey Tyson, PE
Mark Hager, PE (HDR)
Julian Hernandez, PE (HDR)
Kheang (KT) Tang, PE (HDR)
Marie Lewis Adams, AICP (HDR)

3.2 FUNDING STRATEGIES
Ross Duenas, PE
Jenny An, CPF, LCI, RA
Andrew Prescott, AICP
Hailey Tyson, PE
Joey Watson, EIT
Dawn Wilson, PE, TE (HDR)

3.3 PRIORITIZATION PROCESS
Sasha Jovanovic, AICP
Monique Chen, TE
Andrew Prescott, AICP
Precious Nicanor, AICP
Eric Sindel
Zeltzin Angon*

TASK 4 — OUTREACH & ENGAGEMENT

Jessica Harleaux (AA)
Jennifer Velazquez (AA)
Monique Chen, TE
Andrew Prescott, AICP
Nancy Chen

TASK 5 — PLAN DEVELOPMENT

Andrew Prescott, AICP
Sasha Jovanović, AICP
Precious Nicanor, AICP
Ana Garate*
Zeltzin Angon*

TASK 6 — DRAFT & FINAL PLAN

Monique Chen, PE
Andrew Prescott, AICP
Sasha Jovanović, AICP
Precious Nicanor, AICP
Ana Garate*
Nancy Chen

TASK 7 — ADOPTION OF FINAL PLAN

Monique Chen, PE
Andrew Prescott, AICP

CLIENT FEEDBACK ON I-8 CMCP

As the Caltrans Project Manager for the Kumeyaay Corridor Comprehensive Multimodal Corridor Plan (CMCP), I had the pleasure of working directly with Monique Chen from Chen Ryan Associates (CRA). As the consultant Project Manager, ***Monique demonstrated exceptional leadership in developing the CMCP, guiding the team with a clear vision and a collaborative approach. She was consistently available to the project team, fostering an open and supportive environment where team members felt encouraged to share ideas and address challenges.***

Monique, along with the project team, delivered an outstanding final product, showcasing her ability to effectively balance deadlines, quality, and community needs. Her strong organizational skills and attention to detail were key to keeping the project on track. Monique's professionalism, leadership, and dedication to achieving results made her and CRA an excellent choice for the Kumeyaay Corridor CMCP.

CALTRANS
Melinda Pereira
Acting Deputy District Director
Planning & Local Assistance
District 11

BOLD = Key Personnel | *Spanish speaker | **SUBCONSULTANT**: HDR AA - Arellano Associates

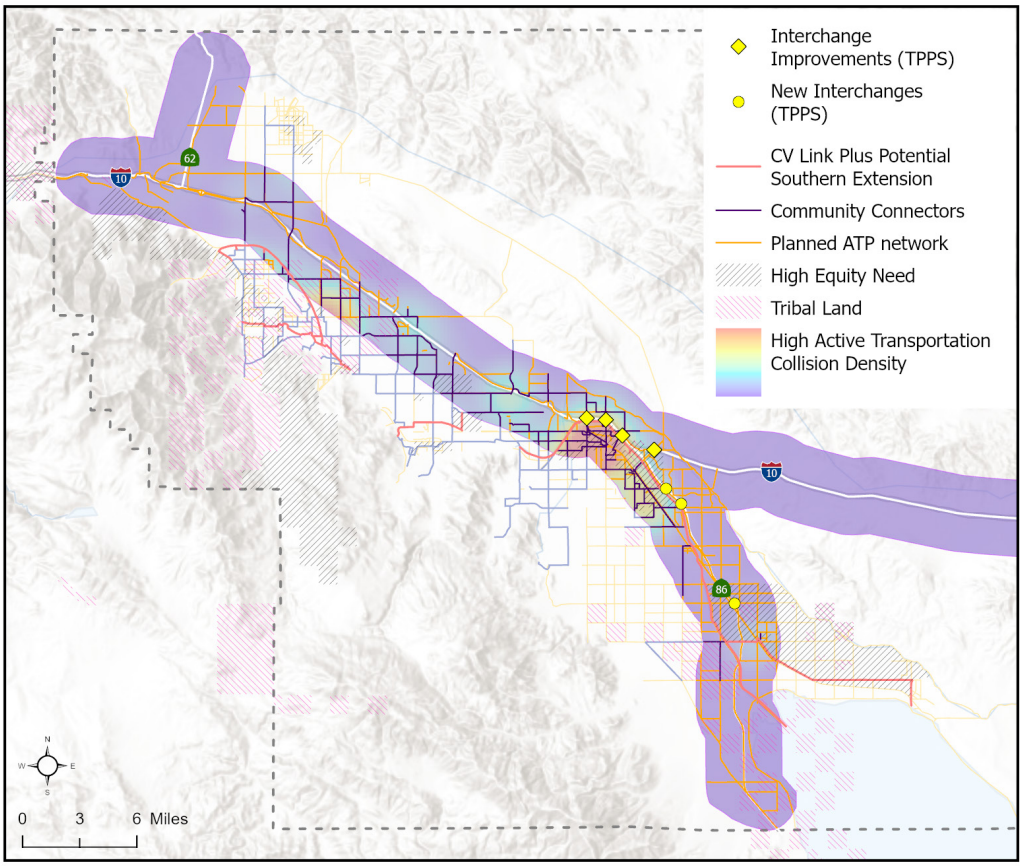
Work Plan

PROJECT UNDERSTANDING

The CRA Team understands that the Coachella Valley Multimodal Corridor Plan (CV MCP) is a critical opportunity to rethink how Interstate 10, State Route 62, and State Route 86 function - not just as freeways and highways, but as regional multimodal conduits. While these facilities serve as vital backbones for regional travel, the existing conditions including limited crossing opportunities, vehicle-oriented interchange design, and gaps in active transportation networks, create significant barriers to safe and equitable access.

We recognize that CVAG has laid a strong foundation through efforts such as the TPPS/ATP (led by HDR with CRA support), CV Link, and Community Connectors (led by CRA with Arellano support). As the team actively delivering these initiatives, we are positioned to immediately advance this effort by aligning ongoing investments with targeted strategies that close critical gaps and deliver equitable, implementable solutions for underserved communities. We will focus on developing cost-effective and context-sensitive solutions for areas experiencing congestion, high active transportation collision density, high equity needs, and tribal lands - improve safety, connectivity, and accessibility across these corridors. With deep familiarity Coachella Valley and these corridors, along with strong relationships with Caltrans District 8 and RCTC, our team is well-positioned to develop implementable, agency-aligned solutions that advance safety, reduce VMT, and support Complete Streets objectives.

Equally important, we understand that successful plan development hinges on meaningful and efficient community engagement. With multiple CVAG initiatives underway, outreach fatigue and potential confusion are real concerns that can limit participation and dilute messaging. Our team will implement a coordinated and streamlined approach - leveraging existing data, aligning with concurrent efforts, and focusing engagement on key gaps - to ensure outreach is both respectful of community time and highly effective. By combining data-driven analysis with strategic, culturally responsive engagement, the CV MCP will result in a prioritized, community-supported set of improvements that not only enhance mobility, but also reconnect communities, improve safety outcomes, and position CVAG for successful implementation funding.



SCOPE OF WORK

TASK 1: Project Management

Monique Chen brings extensive experience in managing multidisciplinary teams and multijurisdictional projects, earning a reputation for her proactive and collaborative management style, along with her focus on achieving results. As part of CRA's project management team, Monique and Andrew will work closely together to anticipate your needs and efficiently address any requests promptly.

TASK 1.1 PROJECT KICK-OFF MEETING

CRA will organize a project kick-off meeting with the CVAG Project Manager to discuss the overall project vision and goals and how they align with CVAG's priorities, refine scope and schedule, establish communication channels, and clarify expectations, data needs, and roles. An agenda will be prepared in advance, and key decisions and action items will be summarized in concise notes.

TASK 1.2 MONTHLY PROGRESS MEETINGS

CRA will facilitate monthly meetings with the CVAG Project Manager to provide updates on project progress, discuss upcoming deliverables, and address potential issues. Agendas will be prepared and distributed in advance, with key decisions and action items documented and shared following each meeting. We recognize that certain phases of the project may require more frequent coordination and are fully committed to meeting more often, as needed, to support timely decision-making and project delivery.

Effective communication is central to project success. CRA is committed to maintaining strong working partnerships with CVAG, emphasizing proactive coordination to minimize risks and avoid unexpected outcomes. Monique will ensure open lines of communication, timely resolution of questions, and adherence to the project schedule.

CRA offers flexible communication approaches, including virtual meetings and collaboration tools such as Teams, Zoom, SharePoint, and Miro, as well as in-person coordination as needed. In addition, Monique will regularly coordinate with the project team to ensure alignment and seamless project delivery.

TASK 1.3 MONTHLY INVOICING AND PROGRESS REPORT

CRA will submit monthly invoices that outline hours worked and total expenditures for each task, along with a progress report. We will ensure that the invoice content and format comply with CVAG and grant requirements.

BUDGET, SCHEDULE, AND QUALITY CONTROL

CRA employs an interactive web-based management system to help project managers control budgets with real-time status reports on performance, variances, forecasts, and expenditures. We use earned value management to monitor progress and forecast performance by integrating scope, schedule, and budget, allowing us to evaluate and manage project risk effectively.

For quality control, CRA uses a three-step review procedure including schedule time for task and deliverable review. Each deliverable is then reviewed against a technical checklist as well as for accuracy and attention to detail and a cross-discipline review. The result of this review is a redline document against which the revised document is checked. At this point, the document is ready for CVAG's draft review and comment. Once CRA has addressed any remaining comments and the deliverable meets expectations, then the work product will be deemed complete.

QA/QC Procedures

Kickoff Discussion

Following contract authorization, the project team will begin with a kickoff meeting to establish client expectations, contract requirements, and task scheduling.

Work Products Checklist

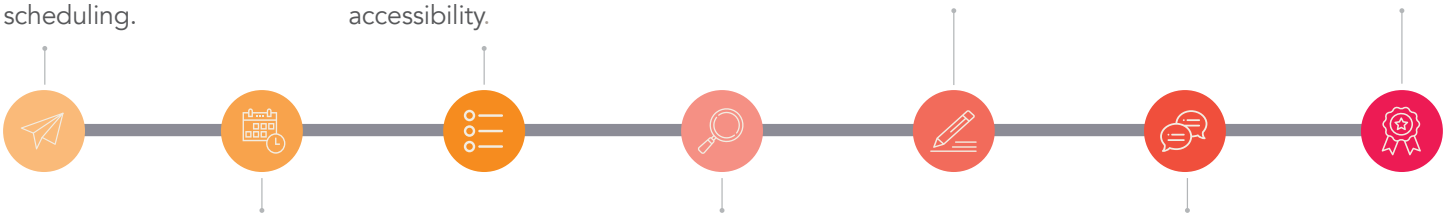
Checklists for each technical group and project phase are used by QC leads to ensure accuracy and attention to detail. Edits and notes are digitally archived for accessibility.

Redlines, Reviews & Notes

QC leads provide feedback by "redlining" products and using review forms. Revisions are rechecked to ensure corrections have been successfully implemented.

Quality Close-Out Process

Principal verifies QC process implementation. Check-ins culminate with a final meeting to ensure contractual obligations have been met and expectations have been exceeded.



Task & Review Scheduling

Schedules are designed to include internal and external reviews. This allows the project manager and QC reviewers to establish timing and duration for reviews.

Cross-Discipline & Compliance Reviews

QC leads perform compliance reviews before submission of deliverables to ensure regulatory compliance and alignment with constructability criteria.

Progress Discussions

CRA team meets to review comments and anticipated project challenges to ensure the project can proceed without hindrance.

TASK 1 DELIVERABLES

- Kick-off meeting including agenda and summary
- Monthly project management meetings including agendas and summaries
- Monthly invoices and progress Reports

TASK 2: Existing Conditions

TASK 2.1 REVIEW OF RELEVANT PLANNING AND POLICY DOCUMENTS

CRA will review relevant planning studies, reports, and programmed projects adopted by CVAG, SCAG, Caltrans, RCTC, and other regional and local agencies within the Multimodal Corridor Plan (MCP) study area. Through this effort, our team will gain a comprehensive understanding of applicable standards, policies, and long-term visions to inform the planning context and mobility needs of the corridor. This review will ensure alignment with CVAG's MCP objectives while supporting the development of context-sensitive, implementable solutions and fostering stakeholder buy-in.

The CRA team is currently leading and supporting several major planning efforts in the region, including the Transportation Project Prioritization Study, Active Transportation Plan updates, and the CV Link Community Connectors study, which already provide us with a strong foundation of local knowledge. We will build upon this head start to accelerate project understanding and deliver informed, coordinated recommendations.

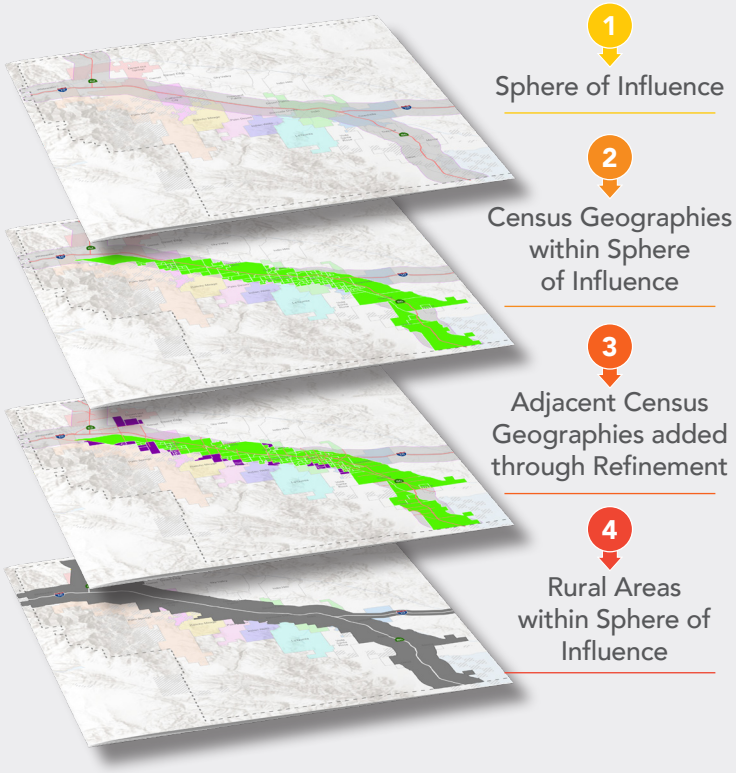
Key documents to be reviewed include SCAG's Inland Empire Multimodal Corridor Plan (2020) and Connect SoCal (2024). Our team will ensure synergy and compatibility with ongoing efforts and incorporate general plans and long-range transportation plans for each jurisdiction, along with other relevant documents identified at task initiation.

TASK 2.2 STUDY AREA IDENTIFICATION

CRA will identify methods to recommend a refined MCP study area boundary and sub-areas that orient to the three freeways/highways. The approach will recognize the influence of census geographies, proximity to the freeway, land use patterns and demographic need. Our approach will deliberately avoid fragmenting or excluding communities and Tribal nations in the vicinity of the three freeways.

The identification method will consider multiple factors, including following the contours of urbanized areas surrounding the freeway, aligning with census geographies (avoiding boundary splits), and identifying opportunities to expand coverage to better engage disadvantaged and underserved populations. Adherence to census geographies will also improve the accuracy of existing conditions data summaries.

STUDY AREA DEVELOPMENT



TASK 2.3 DATA COLLECTION AND ANALYSIS

CRA will analyze and benchmark conditions for all modes of transportation to develop a comprehensive understanding of travel demand and behavior, infrastructure deficiencies, peak period challenges, and overall mobility performance within the MCP study area and subareas. This task will also assess how housing, demographics, land use, and employment patterns (including jobs-housing balance) influence vehicle miles traveled, mode share (and mode shift potential), and demand.

Importantly, much of the foundational data for this effort has already been collected and analyzed as part of the CV Link Community Connectors study. Building on the planning and policy review conducted in the previous task, CRA will leverage this existing dataset and analysis by cross-checking, updating, and supplementing information specific to the MCP study area to ensure accuracy and completeness while streamlining the overall effort.

Travel demand and behavior will be assessed using a combination of traditional and emerging data sources, including regional models, traffic volumes, transit ridership, Big Data platforms such as Replica (for origin-destination patterns, trip purpose, and mode share), and Google API data (for route choice, travel time variability, and congestion patterns). Together, these emerging data sources can help uncover critical pinch points in the transportation system and better reveal the dynamics of congestion, enabling our team greater insight to identify mobility solutions and other opportunities for innovative transportation demand management. Our team has effectively mined these sources in regional planning efforts.

Analysis will include demographics, traffic safety, land uses, employment, assessments of demand (network volumes, origin-destination flows, route choice, mode share, trip purpose, congestion), accessibility measures (how many jobs and non-work destinations can be accessed from origins across the study area by mode), and collision history.

As datasets have been retrieved and analyses have been conducted, CRA will build and maintain an online map and data viewer for team collaboration (agency and consultant) which enables those involved in the project easy access to all relevant datasets. Our online data viewers have been successful collaboration tools on previous CVAG projects, including the CV Link Community Connectors.

TASK 2.4 PREPARE AN EXISTING CONDITIONS TECHNICAL MEMO

CRA will draft an Existing Conditions Technical Memorandum that synthesizes findings from the preceding tasks. The memo will summarize relevant policies and plans and describe key characteristics of the study area, including demographics, land use, transportation infrastructure, and travel behavior. It will draw clear conclusions from the analyses to identify needs, gaps, and deficiencies, and highlight opportunities where recommendations can deliver transformative benefits aligned with MCP objectives. The memorandum will be supported by clear, visually compelling exhibits including maps, data summaries, and infographics to effectively communicate key findings.

TASK 2 DELIVERABLES

- Refined MCP project study area
- Existing Conditions Technical Memo
- MCP Data Viewer

TASK 3: Evaluation Framework and Prioritization Criteria

Adherence to the California Transportation Commission's (CTC) 2025 Comprehensive Multimodal Corridor Plan Guidelines is critical to ensure this plan aligns with statewide expectations and remains competitive for future funding opportunities. By following these guidelines, the MCP will position CVAG and its partner agencies to effectively pursue state funding programs (such as SB1) tied to corridor planning and implementation.

TASK 3.1 EVALUATION FRAMEWORK AND SOLUTIONS DEVELOPMENT

CRA will work with CVAG to establish a framework that guides the development of recommendations, supports consistency with local, regional, and state priorities, and ensures solutions are tied to documented needs. The framework is anticipated to consist of goals, needs and issues, strategies, and solutions. Each framework component will be agreed upon with CVAG prior to initiating development of the subsequent step. Agency stakeholders will play a critical role in finalizing the framework phases.

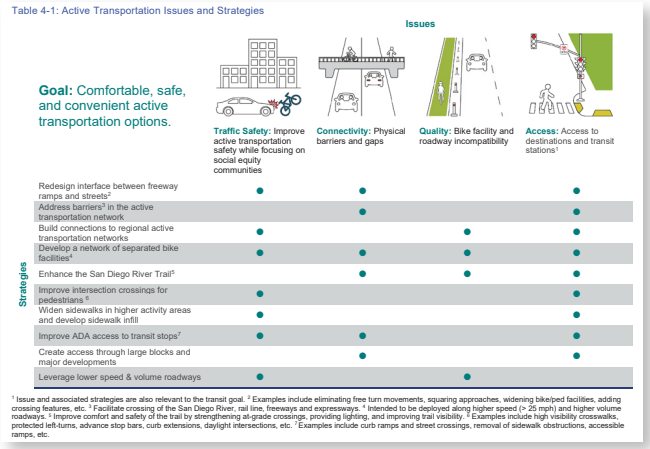
- **GOALS** – Goals will be developed based on the existing conditions findings and document review, and refined with input received from agency stakeholders and community members. The goals will state the desired, long-term outcomes the CVAG MCP will strive to achieve.



- **NEEDS & ISSUES** – For each goal, a series of needs and issues will be identified, representing the impediments that must be addressed to achieve project objectives. These may include safety concerns identified through collision history; conflict points such as active transportation facilities crossing uncontrolled on-/off-ramps; gaps in pedestrian and bicycle facilities across highways; and physical and perceived barriers created by I-10 and the rail corridor that limit connectivity within and between communities. Particular attention will be given to access challenges affecting disadvantaged communities, including Desert Hot Springs, Coachella, and Tribal Lands. Particular attention will be given to access challenges affecting disadvantaged communities, including Desert Hot Springs, Coachella, and Tribal Lands. Additional considerations include operational constraints, locations with recurring congestion, and facilities that are incompatible with the surrounding roadway context.

  The literature review and data analysis will drive the initial needs and issues identification. The draft goals and needs and issues will be presented to agency stakeholders and community members for their feedback and refinement during the initial engagement phase.

- **STRATEGIES** – Strategies are the project types or solution categories intended to address the respective needs and issues. These will be developed as more general concepts, intended to provide direction for site-specific solutions. Examples of potential strategies may include, but are not limited to, physical separation between bicyclists and vehicles, operational improvements, approaches to right-turn lanes, pedestrian intersection crossing enhancements, and modifying uncontrolled on-/off-ramps. The strategies will also serve as a toolkit of treatments suitable for deployment throughout the study area, thereby increasing SB1 funding eligibility potential. Gaining agency buy in on the strategy types early on will help narrow the focus of site-specific recommendation development that are supported by the parties responsible for implementation.



Sample Issues and Strategies from Kumeyaay Corridor (I-8) CMCP led by CRA

- **SOLUTIONS** – The solutions are proposed site-specific improvements, drawing from the strategy types. Priority locations will be assessed in further detail to identify opportunities and constraints to improving multimodal safety, connectivity, access, and comfort. The solutions will address the respective issue(s) and contribute towards the overall advancement of project goals. The solutions will pull from adopted plans and agency input. New solutions will also be developed to address deficiencies and complement existing and planned infrastructure.



Bikeway crossing freeway (CRA designed project in National City)

The resulting structure will draw a clear roadmap, tying site specific solutions and broad strategies to identified issues and needs, and ultimately local, regional, and statewide goals. The process will provide transparent documentation supporting project recommendations. The evaluation framework development and results

will be documented in a memo, including project recommendations (solutions) presented in tabular and GIS formats.

TASK 3.2 FUNDING STRATEGIES

Funding strategies will be proposed for the recommended solutions. This will include identifying projects that are currently funded, or anticipated to be funded, as well as those potential funding sources to consider based on project type, location, and issues addressed. The funding strategies will be documented in a memo, including tables identifying the funding source(s) for each solution, as well as a summary of the sources' eligible activities, supporting information, and application timelines, where relevant. Planning-level cost estimates will be prepared as an additional input for consideration in prioritization and/or project phasing.

TASK 3.3 PRIORITIZATION PROCESS

A prioritization process will be established in consultation with CVAG staff and agency stakeholders to inform a proposed implementation hierarchy based on anticipated benefits. The metrics established during Task 2 will serve as the baseline to measure project benefits against, including improvements to access, safety, connectivity, and quality. The ability to quantify project benefits is a major strength of our proposed project prioritization, resulting in a transparent and defensible approach. Additional prioritization inputs to be considered and factored into the methodology may include project readiness (ROW, environmental, etc.) or anticipated implementation timeframe, grant competitiveness, and community input.

The prioritization methodology will be detailed in a memo, documenting the proposed inputs, how they are operationalized, and how projects extents were defined. Each recommended infrastructure project will be evaluated using the agreed upon prioritization methodology, with the resulting score for each input documented in a table. The output will be presented in a table and map ranking projects by total score.

TASK 3 DELIVERABLES

- Evaluation Framework and Solution Development Memo
- Recommended Solutions in Tabular and GIS Formats
- Funding Strategies Memo
- Planning-Level Cost Estimates
- Prioritization Process Methodology
- Prioritization Process Results in Tabular and GIS formats

TASK 4: Outreach and Engagement

Our team's outreach lead, Arellano, has worked closely with CVAG and regional partners on initiatives such as the CV Link Community Connectors and Vehicle Miles Traveled (VMT) Study, developing strong relationships with local jurisdictions, tribal governments, community-based organizations, and regional agencies. This familiarity allows our team to begin coordination and outreach efficiently. Rather than building new networks, we will leverage existing partnerships to reach residents across the corridor communities served by I-10, SR 62, and SR 86.

Our engagement approach focuses on inclusive participation, efficient coordination, and actionable outcomes, with outreach aligned to key planning milestones. Arellano will also coordinate communications with other CVAG initiatives when timing aligns, such as through shared eblasts or pop-up booths to reduce engagement fatigue and increase awareness of CVAG programs.



Outreach will occur in three engagement rounds:

ROUND 1	Confirm Corridor Challenges & Discuss Strategies	• Workshop-Style Pop-Up Events (2) • Key Stakeholder Meeting • Public Survey/Mapping • CBO-Led Canvassing
ROUND 2	Share Preliminary Project Solutions & Draft Prioritization Criteria	• Key Stakeholder Meeting • Workshop-Style Pop-Up Events (2)
ROUND 3	Final Project Recommendations	• Key Stakeholder Meeting

TASK 4.1 OUTREACH AND ENGAGEMENT STRATEGY

Our team will prepare an Outreach and Engagement Strategy outlining the engagement framework, key milestones, and outreach methods for each round of engagement. The strategy will guide how input is gathered from corridor communities and stakeholders. The approach will remain flexible, allowing engagement tools and methods to adapt based on feedback and project needs.

TASK 4.2 COORDINATION WITH KEY AGENCY STAKEHOLDERS

Arellano will develop and maintain a Stakeholder Database including agencies such as RCTC, SunLine Transit, Caltrans District 8, Riverside County Transportation Department, and relevant community organizations. To improve efficiency, we will leverage existing contacts from previous efforts including CV Link Community Connectors and the VMT Study, supplementing with additional research and opt-in signups throughout the project.

Our team will coordinate three (3) virtual stakeholder meetings to gather insights from state, regional, local, and tribal partners and technical experts and support development of project recommendations. Virtual meetings will make it easier to convene regional partners and support strong attendance. We will manage meeting coordination and communications, including phone outreach and email invitations, and will prepare outreach slides and discussion questions to support productive discussions. Our team will develop meeting agenda, summary and supporting materials including PowerPoint presentation.



TASK 4.3 PROJECT WEBPAGE & SOCIAL MEDIA MESSAGING

Our team will develop and maintain a project website serving as the central hub for project information, engagement opportunities, and updates. We will also develop digital outreach notifications for each engagement round, including eblasts, SMS campaigns, targeted geofencing ads reaching corridor communities, and a toolkit with social media messaging and graphics for key partners to help share. Geofencing will promote the surveys and workshop-style pop-ups to mobile devices within defined geographic areas, helping reach residents and travelers who use the corridors most frequently. All notifications will be shared in English and Spanish.

TASK 4.4 FACT SHEET & FLYERS

Our team will develop branded outreach materials to promote awareness and participation. Materials will align with CVAG branding and accessibility standards and will be available in English and Spanish. Materials may include one (1) evergreen project fact sheet, up to one (1) flyer per outreach phase, and one (1) door hanger to support CBO-led outreach.

TASK 4.5 SURVEY QUESTIONNAIRE

Our team will develop and administer one survey to confirm corridor challenges and potential solutions. To improve efficiency and reduce survey fatigue, we will build on previous efforts, reusing relevant questions and focusing new questions on remaining data gaps. The survey will include a mapping component to capture location-specific feedback using a GIS-based tool. The survey portion will be available in digital and paper formats, while the mapping tool will be digital only. The survey will be short, accessible, and available in English and Spanish, and promoted through the project website, outreach notifications, and community events.

TASK 4.6 COMMUNITY EVENTS

We recommend workshop-style pop-ups to maximize participation and meet residents where they gather. This approach responds to declining attendance at traditional meetings and allows for flexible, informal engagement.



Our team proposes four (4) pop-ups total, with two (2) pop-ups in Round 1 and two (2) pop-ups in Round 2. In each round, one pop-up will be held on the east side of the valley and one on the west side, prioritizing communities such as Desert Hot Springs and Coachella. Pop-ups will function as mini workshops using visual boards and quick engagement activities. Surveys will also be promoted and administered during these events.

To expand outreach in historically underrepresented communities, we will partner with one (1) CBO to support targeted canvassing during Round 1, focused on promoting and administering the project survey. We recommend working with Alianza Coachella Valley or the Coachella Valley Housing Coalition, based on past successful collaboration and strong community relationships.

Arellano will manage onboarding, coordination, and outreach materials, and will work with the CBO to identify priority neighborhoods.

TASK 4 DELIVERABLES

- Outreach and Engagement Strategy
- Project database and opt-in campaign
- Three (3) stakeholder meetings including phone outreach and email invitations, meeting agenda and summary documentation, presentation and facilitation
- Website development and up to three (3) rounds of updates
- Up to three (3) rounds of outreach notifications consisting of eblasts, SMS, geofencing ads, and a toolkit
- Development of up to five (5) outreach materials in total, available in up to two (2) languages
- Question and mapping development, administration, and high-level summaries for one (1) survey
- Planning, staffing, and documentation for up to four (4) in-person pop-ups
- Coordination and onboarding of up to one (1) CBO partner

TASK 5: Plan Development

TASK 5.1 PLAN CHAPTER SUBMITTALS

CRA will draft a detailed outline for the Coachella Valley Multimodal Corridor Plan which could include chapters such as Introduction, Existing Corridor Context, Outreach and Engagement, Planning Approach, Transportation Solutions, and Implementation.

Once the outline is reviewed and approved by CVAG, our team will prepare and submit draft chapters of the MCP for CVAG staff review in advance of the public release of the Draft Plan. This chapter-by-chapter approach allows for timely review, iterative refinement, and early resolution of comments, ensuring a more streamlined and coordinated final document. Up to two (2) rounds of review will be conducted for each chapter to address CVAG staff feedback prior to public distribution.

TASK 5 DELIVERABLES

- Coachella Valley MCP outline
- Draft, revised and final Plan chapters

TASK 6: Draft and Final Plan

TASK 6.1 DRAFT COACHELLA VALLEY MULTIMODAL CORRIDOR PLAN

CRA will develop the Draft Plan in InDesign, building upon the chapters prepared under Task 5 and enhancing them with supporting graphics, including maps, charts, infographics, photos, and conceptual designs. The document will be designed to be visually engaging, easy to read, and accessible to a broad audience. An Executive Summary will also be prepared to provide a concise overview of key findings, recommendations, and implementation strategies of the MCP.

We will coordinate closely with CVAG to ensure all feedback is incorporated prior to public release. Following CVAG's review and concurrence, the Draft Plan will be released for public input, and all comments received will be documented and tracked in a comment matrix.

TASK 6.2 FINAL COACHELLA VALLEY MULTIMODAL CORRIDOR PLAN

CRA will incorporate revisions to the MCP based on public input and stakeholder feedback received during the Draft Plan phase. Upon finalization, we will coordinate with CVAG staff to publish the Final Plan on the project webpage.

TASK 6 DELIVERABLES

- Draft MCP
- Comments tracking matrix
- Final MCP

TASK 7: Adoption of Final Plan

TASK 7.1 DECISION-MAKER HEARINGS

Following completion of the Final Plan, CRA will collaborate with CVAG staff to develop a PowerPoint presentation and supporting materials to facilitate presentation and adoption of the MCP by the Executive Committee.

CRA is fully committed to supporting the MCP through the adoption process. Our team will be available to present or develop tailored talking points for the CVAG Project Manager, and provide technical expertise to respond to questions from Committee members, ensuring a clear and confident path to adoption.

TASK 7 DELIVERABLES

- PowerPoint presentation and additional materials as necessary

Project Schedule

TARGET SCHEDULE: THE COACHELLA VALLEY MULTIMODAL CORRIDOR PLAN

We have carefully reviewed all deliverables identified for this project and developed the following nineteen-month project schedule reflecting project tasks, milestones, and deliverables. We understand the importance of delivering all project deliverables by December 2027 in order for CVAG to take advantage of key funding opportunities available in 2028.

Our schedule is structured to support both technical rigor and timely decision-making, ensuring that early analysis and stakeholder input directly inform the evaluation framework and prioritized recommendations. CRA will manage the schedule through a milestone-driven approach, with defined review points, parallel tasking where appropriate, and iterative coordination with CVAG to maintain alignment and momentum.

Using proactive schedule management and built-in flexibility, we will deliver an implementation-ready plan on time that positions CVAG to advance priority projects into near-term funding opportunities.



Agency Stakeholder Meeting

Appendix

Appendix

EXAMPLE PROJECT DELIVERABLE



I-8 Kumeyaay Corridor CMCP

LINK: https://www.sandag.org/regional-plan/comprehensive-multimodal-corridor-plans/i-8-kumeyaay-corridor-cmcp

LITIGATION

CR Associates has no claims filed by our firm or against our firm related to the provision of Services in the last five (5) years.

PROFESSIONAL SERVICES CONTRACT

CR Associates and Arellano Associates have reviewed CVAG's standard professional services contract, Attachment A, and have no objections to and/or requests no changes to the standard contract language.

HDR Engineering, Inc. has reviewed Attachment A - Professional Services Agreement (Sample) and respectfully requests the following changes to the standard contract language (changes in red):

ARTICLE XXV. INSURANCE

(g) Evidence of all insurance coverage shall be provided to CVAG prior to issuance of the first Work Order. CONSULTANT acknowledges and agrees that such insurance is in addition to CONSULTANT'S obligation to fully indemnify and hold CVAG, and its members ~~and any other additional insureds~~ agencies free and harmless from and against any and all claims arising out of an injury or damage to property or persons caused by the negligent, reckless, or wrongful acts or omissions of CONSULTANT.



40% Availability

28
YEARS OF EXPERIENCE

14
YEARS WITH FIRM

EDUCATION
BS, Civil Engineering, University of Arizona, Tucson

ACCREDITATION
Professional Engineer (Traffic), CA #TR2272

AFFILIATIONS
Women's Transportation Seminar (WTS), DEI Committee

Institute of Transportation Engineers (ITE)

Monique Chen TE

Project Manager + Principal-in-Charge, Task Lead 6 & 7

Monique, a founding Principal at CRA, is an award-winning project manager who has led numerous mobility planning and engineering projects focused on active transportation and safety. A registered engineer and seasoned mobility planner, or "plan-gineer," Monique has overseen dozens of complex and multidisciplinary projects including active transportation plans, safety studies, mobility elements, corridor studies, transportation impact analyses, operational and demand assessments, conceptual engineering, master plans, and specific plans. A supportive collaborator and strategic thinker, Monique has amassed a wealth of experience providing planning and engineering leadership for public and private sector clients.

RELEVANT PROJECT EXPERIENCE

Kumeyaay Corridor (I-8) Comprehensive Multimodal Corridor Plan (CMCP), San Diego County, CA: *Project Manager* – CRA supported SANDAG and Caltrans in preparing a Comprehensive Multimodal Corridor Plan for a study area of approximately 96 square miles, centered around Interstate 8 and its neighboring cities and county from San Diego Bay to Lakeside. This multi-jurisdictional effort aims to develop an innovative transportation network that connects communities throughout the central San Diego region. The data-driven project assesses all travel modes to identify key issues and propose solutions to reduce congestion, enhance safety, support climate action goals, expand transportation options, and improve multimodal access to destinations within the study area. A sub-regional active transportation network was developed, featuring an interconnected system of physically separated bicycle facilities (Class I Multi-Use Paths and Class IV Cycle Tracks) that link neighborhoods with key destinations and high-quality transit services, including planned commuter rail, aerial gondola, and new BRT routes. The Kumeyaay Corridor CMCP will help local and regional agencies position themselves for various grant funding opportunities, including SB1.

CV Link Community Connectors Analysis Phase I Program, Coachella Valley, CA: *Project Manager* – CRA is the lead consultant for the CV Link Community Connectors Project, supporting CVAG in advancing its vision to promote active mobility across the Coachella Valley. The project establishes a comprehensive plan to identify and prioritize routes that connect neighborhoods to the CV Link - linking schools, parks, community centers, businesses, affordable housing, and other key destinations. Informed by extensive review of past plans, existing conditions analysis, collaboration with agency and tribal partners, engagement with schools and community-based organizations, and public input through surveys and outreach events, CRA has developed a framework for identifying and prioritizing Community Connectors. The top 15 connectors will advance to 10% conceptual design and cost estimation, providing a foundation for future funding and the continued development of sustainable, multimodal transportation options that enhance mobility, equity, and community well-being.

LA Metro Active Transportation (MAT) Program Cycle 1 Active Transportation Corridors (ATC) Delegated Projects - Avalon-MLK-Gage and Redondo Beach Boulevard Corridors, Los Angeles County, CA: *Project Manager* – This project, led by CRA, focuses on developing corridor plans for Los Angeles and South Bay cities to enhance connections to key destinations such as parks, schools, commercial centers, and employment hubs, as well as transit facilities. The desired outcomes include improved access, comfort, and safety, leading to increased rates of walking, cycling, and

Monique Chen TE

(Resume continued)

transit use, while also reducing greenhouse gas emissions. The project consists of four key phases: a comprehensive analysis of existing conditions, planning studies (including a delay study and alternative alignment analysis), 15% conceptual design plans, and environmental clearance. Recommendations include active transportation infrastructure, such as cycle tracks, bike lanes, bike signals, pedestrian-activated beacons, traffic calming measures, left-turn signals, and bus islands, etc. The CRA team has engaged in extensive community outreach in collaboration with various community-based organizations, utilizing surveys, large and small events, pop-ups, and door-to-door engagement. Close coordination with Metro, LADOT, and the cities of Redondo Beach, Lawndale, and Torrance, as well as Los Angeles County Public Works, has proven to be critical on this multi-jurisdictional effort.

LA Metro 2023 Active Transportation Strategic Plan Update, Los Angeles County, CA: ***Principal-in-Charge*** – CRA led the development of the Los Angeles countywide 2023 Active Transportation Strategic Plan for Metro. This plan has three key phases including updating Goals & Objectives based on a thorough review of the current local, regional, and state policy context; updating the Active Transportation Networks including refining proposed bikeways and first last mile improvements, and adding proposed regional pedestrian districts; and finally, developing an Implementation Strategy to guide short-term success in building out proposed networks to help shift travel from drive alone to walking, cycling and transit. Extensive community engagement was conducted with a 100+ member Technical Working Group as well as multiple subregional meetings and public workshops. A key aspiration for this plan is to lead the LA region toward more equitable and higher-quality walking and cycling environments.

CVAG Arts and Music Line Non-Infrastructure Program, Coachella Valley, CA: ***Principal-in-Charge*** – CRA is leading the non-infrastructure program for CVAG, including a comprehensive Safe Routes to School initiative. The AML project will build nearly 9 miles of arts and music-themed Class I and Class IV bikeways in La Quinta, Indio, and Coachella, along with over 6 miles of Class II and III facilities that connect to eleven schools. CRA is responsible for school mobility assessments and developing Safe Routes recommendations. Additionally, the CRA team is spearheading branding, outreach, and education efforts across the Coachella Valley, partner cities, schools, and key festival locations to promote safer, more enjoyable walking and biking. We will host 22 pop-up events, 10 community gatherings, and 2 community challenges to foster cultural and behavioral shifts. These activities, combined with data analysis and mobility assessments, will help evaluate the program's effectiveness, identify outcomes, and shape strategies for short- and mid-term improvements across the Valley.

LA Metro Rail Network Integration Study, Los Angeles County, CA: ***Principal-in-Charge*** – CRA prepared a regionally significant study to integrate Metro's existing and planned transit corridors with Metrolink and Amtrak programs, and the anticipated California High-Speed Rail project investments. The study determined optimal rail and multimodal connectivity and operations options, infrastructure needs, and community benefits for service within Los Angeles County and the surrounding SCAG region counties. For the three hot spots located at key station areas, our team developed safety and hazard analyses, local and regional multimodal operational models, and socioeconomic- and equity-focused ridership forecasts.

MAG Multimodal Level of Service (MMLOS) Analysis, Phoenix, AZ: Project Manager – CRA led the MMLOS study, which identified corridors with high potential for active travel across nine Maricopa Association of Governments (MAG) member jurisdictions. This was achieved through a combination of a raster-based high active travel propensity model, the presence of existing and planned high-quality multimodal infrastructure, connectivity to key regional destinations, and input from local and regional staff. An analysis of existing conditions formed the basis for developing two alternative scenarios for each of the study corridors. Subsequent MMLOS analyses for these alternatives demonstrated the extent to which improvements to bicycle, pedestrian, and transit facilities would enhance levels of service.

Wildomar Active Transportation Plan, Wildomar, CA: ***Project Manager*** – CRA led the development of Wildomar's inaugural Active Transportation Plan, which established a prioritized and actionable bicycle and pedestrian network for the city. The project involved extensive outreach, including pop-up events, walk and bike audits, online and in-person surveys, six Technical Advisory Committee meetings, and two virtual public workshops. Additionally, a GoHuman demonstration event was held to introduce the community to the proposed improvements. The City Council unanimously adopted the plan in June 2021.



45% Availability

14 YEARS OF EXPERIENCE

14 YEARS WITH FIRM

EDUCATION

Master of City Planning, San Diego State University

BA, International Security and Conflict Resolution, San Diego State University

ACCREDITATION

American Institute of Certified Planners (AICP), #31154

AFFILIATIONS

American Planning Association (APA)

Andrew Prescott AICP

Deputy Project Manager, Task Lead 3.1 & 5

Andrew specializes in multimodal transportation planning and safety analysis. He manages mobility projects including multimodal corridor plans, safety studies, active transportation plans, circulation/mobility elements, traffic studies, and health-related research. Andrew's expertise includes long-range multimodal planning, street design, collision analysis, countermeasure identification and project prioritization, community engagement, and project management. Andrew's communication skills and consensus-building techniques allow him to collaborate with community members and agency staff on a wide range of transportation topics. He provides valuable contributions to all project phases and can usher a diverse set of projects to successful completion.

RELEVANT PROJECT EXPERIENCE

Kumeyaay Corridor (I-8) Comprehensive Multimodal Corridor Plan (CMCP), San Diego County, CA: ***Deputy Project Manager*** – CRA supported SANDAG and Caltrans in preparing a Comprehensive Multimodal Corridor Plan for a study area of approximately 96 square miles, centered around Interstate 8 and its neighboring cities and county from San Diego Bay to Lakeside. This multi-jurisdictional effort aims to develop an innovative transportation network that connects communities throughout the central San Diego region. The data-driven project assesses all travel modes to identify key issues and propose solutions to reduce congestion, enhance safety, support climate action goals, expand transportation options, and improve multimodal access to destinations within the study area. A sub-regional active transportation network was developed, featuring an interconnected system of physically separated bicycle facilities (Class I Multi-Use Paths and Class IV Cycle Tracks) that link neighborhoods with key destinations and high-quality transit services.

Coast, Canyons, and Trails (SR-52) Comprehensive Multimodal Corridor Plan (CMCP), San Diego County, CA: ***Active Transportation Lead*** – CRA provided transportation planning and traffic engineering services for the SR 52 CMCP. A baseline conditions assessment served the development of project recommendations including a series of flex lanes, a bicycle network, intersection and sidewalk treatments for pedestrians, and micro-mobility considerations, all intended to enhance transit access while accounting for goods movement. CRA coordinated model runs for multiple scenarios with SANDAG to determine which alternative results in the greatest reduction in vehicle miles traveled. CRA also helped develop a project prioritization process that accounted for project complexity, right-of-way impacts, environmental clearance process, and cost.

Desert Hot Springs Active Transportation Plan, Desert Hot Springs, CA: ***Project Manager*** – The Active Transportation Plan is being developed to identify mobility needs and guide pedestrian and bicycle investments in this growing community. The city contains one of Coachella Valley's busiest transit stops, while substantial growth is planned among Desert Hot Springs' expansive undeveloped lands. Recommendations are being developed that can be implemented as the roadway network is built out and to retrofit existing facilities in older neighborhoods. As the sole consultant, CRA is responsible for all project deliverables, including a multifaceted public outreach campaign featuring four pop-up outreach workshops, two public surveys, a stakeholder working group, and community workshop. Project recommendations include goals

Andrew Prescott AICP

(Resume continued)

and policies, bicycle and pedestrian route type networks, intersection and transit access improvements, and programmatic recommendations.

Corona Bicycle Master Plan Update, Corona, CA: ***Project Manager*** – This project serves to provide the City of Corona with a modernized set of goals, policies, and network recommendations to advance mobility and access for bicyclists of all ages and abilities. CRA is serving as the prime consultant, responsible for assessing existing conditions, engaging with community members, identifying recommendations, prioritizing infrastructure projects, and developing high priority project sheets comprised of conceptual designs, cost estimates, and project narratives. Project recommendations are being vetted with a multi-agency stakeholder group, including representatives from Caltrans District 8 and the Riverside County Flood Control & Water Conservation District considering the presence of State Route 91 and Interstate 15, and proposed Class I Bike Paths along several flood control channels.

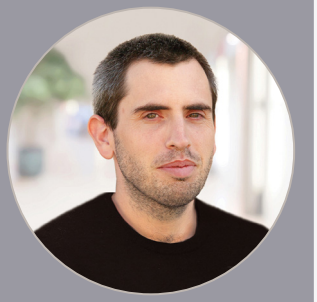
CVAG Active Transportation Plan Update, Coachella Valley, CA: ***Project Manager*** – CRA is leading the CVAG Active Transportation Plan Update, one deliverable of the Transportation Project Prioritization Study contract. CRA assessed the current state of bicycling in each jurisdiction by examining documenting existing infrastructure, analyzing collision records, and estimating demand via big data and Census data. CRA reviewed adopted planning documents and coordinated with each CVAG member agency to identify and document planned pedestrian and bicycle projects throughout Coachella Valley. CRA collaborated with CVAG to establish a process for designating regional pedestrian and bicycle facilities, emphasizing projects connecting to the multi-jurisdictional CV Link and planned Community Connector facilities. The regional designation will aid agencies in competing for regional and state grant funding sources.

LA Metro Complete Streets Training, Los Angeles County, CA: ***Safety Curriculum Lead*** – CRA developed a three-year training program for Complete Street policy and implementation to support Metro. CRA was tasked with lead the curriculum development, hosting internal discussions to review Complete Streets best practices, and developing the training framework and training materials. Due to the overwhelming participation and positive reviews, the initial training series was expanded. These training courses reached cities and departments all over the Southern California region and over 200 participants attended the training courses.

El Cajon Active Transportation Plan, El Cajon, CA: ***Project Manager*** – CRA led the City's inaugural Active Transportation Plan which seeks to improve mobility for people walking, riding bikes, and accessing transit services throughout El Cajon. The community engagement approach was nimble with input collected through online surveys, a diverse project working group, one-on-one stakeholder interviews, and online and pop-up workshops. Project recommendations include a sidewalk infill program, intersection crossing enhancements, a comprehensive bicycle network, and programmatic recommendations. Recommendations were prioritized using safety and demand inputs, while also considering benefits to social equity focus communities.

Santee Active Transportation Plan, Santee, CA: ***Project Manager*** – The Active Transportation Plan identifies goals, strategies, and implementation measures intended to improve pedestrian and bicycle mobility. Infrastructure recommendations consist of a comprehensive bicycle network with inter- and intra-community connections that accommodates cyclists of all skill levels and abilities, and a sidewalk infill program that prioritizes missing links and guides the City to a complete and accessible sidewalk network. A series of at-grade crossing enhancements are proposed to improve safety and enhance access to the San Diego River Trail.

Clairemont Complete Corridors, San Diego, CA: ***Project Manager*** – This effort served to identify improvements and prepare conceptual design plans that enhance multimodal mobility and access along two key corridors, which include recently opened Mid-Coast Trolley stations and connect the community to Mission Bay Regional Park. Recommendations include separated bicycle facilities along both corridors, pedestrian and bicycle intersection crossing enhancements, operational improvements, and a roundabout. CRA served as the prime consultant, leading the mobility analysis, conceptual design, cost estimates, stakeholder coordination (including SANDAG, Caltrans, City of San Diego, and MTS), community engagement, and the preparation of the final report.



40% Availability

18	12
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

Master of City Planning, San Diego State University

BA, Sociology and Metropolitan-Urban Studies, Augsburg University

ACCREDITATION

American Institute of Certified Planners (AICP), #31753

AFFILIATIONS

American Planning Association (APA)

Sasha Jovanović AICP

Task Lead 2 & 3.3

Sasha has extensive experience in mobility planning, parking, active transportation, mobility hubs, traffic safety, traffic engineering, and public transportation. He has made contributions in creative and methodical roles, including as a writer, analyst, graphics maker, data scientist, public facilitator, and project manager. An experienced GIS practitioner, Sasha has developed innovative metrics and performance measures including pioneering the Destination-Based Parking Occupancy measure. Sasha sees things from the perspectives of all road users enabling him to find solutions for challenges that cities and towns encounter as their transportation systems evolve problems that cities and towns are facing as their transportation systems evolve.

RELEVANT PROJECT EXPERIENCE

CV Link Community Connectors Analysis Phase I Program, Coachella Valley, CA: ***Senior Transportation Planner*** – CRA is the lead consultant for the CV Link Community Connectors Project, helping CVAG advance active mobility across the Coachella Valley. The project identifies and prioritizes routes linking neighborhoods to CV Link and key destinations such as schools, parks, businesses, and affordable housing. CRA developed a prioritization framework through data analysis, partner collaboration, and community input, with the top 15 connectors advancing to 10% conceptual design and cost estimates to support future funding and implementation.

LA Metro 2023 Active Transportation Strategic Plan Update, Los Angeles County, CA: ***Senior Transportation Planner*** – CRA led the development of the countywide 2023 Active Transportation Strategic Plan for Metro. This plan has three key phases including updating Goals & Objectives based on a thorough review of the current local, regional, and state policy context; updating the AT Networks including refining proposed bikeways and first last mile improvements, and adding proposed regional pedestrian districts; and finally, developing an Implementation Strategy to guide short-term success in building out proposed networks to help shift travel from drive alone to walking, cycling and transit. Extensive community engagement was conducted with a 100+ member Technical Working Group as well as multiple subregional meetings and public workshops. A key aspiration for this plan is to lead the LA region toward more equitable and higher-quality walking and cycling environments.

Central Mobility Hub Comprehensive Multimodal Corridor Plan (CMCP), San Diego, CA: ***Traffic Engineer*** – CRA led the active transportation planning and traffic operations tasks for the Central Mobility Hub Comprehensive Multimodal Corridor Plan (CMCP). CRA's responsibilities included developing circulation concepts for bicycle, pedestrian, transit, and vehicular access to the station, as well as conducting traffic operations assessments of various alternatives that accounted for transit services, light and heavy rail operations, at-grade rail crossings, and connections to the proposed automated people mover serving the airport. Multimodal transportation within the airport and surrounding neighborhoods, along with connections to Coronado, was also analyzed. The CMCP findings were ultimately incorporated into SANDAG's Regional Transportation Plan.



30% Availability

21	9
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

BS, Civil Engineering, Florida State University

ACCREDITATION

Professional Engineer (Civil), CA #84324

AFFILIATIONS

American Society of Civil Engineers (ASCE), San Diego Chapter, Transportation Board Member

Ross Duenas PE

Task 3.2 Co-Lead

Ross specializes in the design of transportation and public works projects. He has led and managed many multi-disciplinary projects involving Complete Streets, Green Streets, separated bikeways, pedestrian improvements, multi-modal safety, traffic engineering, storm water management, and traffic calming. His extensive experience developing construction documents equips him with the ability to provide valuable insights related to constraints and opportunities early in the project lifecycle. Ross is a strategic thinker, judicious leader, supportive colleague, and effective communicator with clients and community members.

RELEVANT PROJECT EXPERIENCE

University Bikeway, San Diego Region, CA: *Project Manager* – CRA led both the NEPA and PS&E phases of this regional bikeway project. The bikeway runs for 2.9 miles through the mid-city and eastern neighborhoods of San Diego, ultimately connecting to the City of La Mesa at its eastern terminus. Proposed improvements include protected bikeways (Class IV), bus platforms to eliminate bus/bike conflicts, a protected intersection, fully protected bike movements at signalized intersections, two-stage left-turn queue boxes, enhanced mid-block pedestrian crossings, bike signals, traffic signal modifications, traffic calming measures, and repurposing of travel lanes.

Murrieta Creek Multi-Use Trail, Lake Elsinore, CA: *Project Manager* –CRA led the planning, environmental, and design phases of this Class I multi-use trail, connecting residential areas, daily destinations, and regional recreation areas with Downtown Lake Elsinore and cities to the southeast. CRA partnered with the City to evaluate alternatives balancing environmental impacts, constructability, and cost. The project faced challenges: schedule, budget, hilly terrain, and sensitive areas. The CRA team's open communication and experience promoted swift and smart design updates.

Reconnecting Communities, San Diego County, CA: *Principal Design Engineer* – CRA supported SANDAG and California Department of Transportation District 11 in a regionwide planning study to identify where highway and rail infrastructure has created barriers and negatively impacted communities. Using technical analysis and community engagement, the study identified and prioritized solutions to reconnect historically underserved communities and improve access to jobs, education, healthcare, and recreation. The effort evaluated seven focus areas across the region and developed multimodal strategies including pedestrian and bicycle improvements, grade separations, intersection and crossing upgrades, transit priority improvements, and placemaking strategies. The final report provides partner agencies with prioritized projects and supporting documentation to pursue state and federal funding for project implementation.

Downtown Cycle Track Network Wayfinding, San Diego, CA: *Project Manager* – CRA led the final design of wayfinding signage to support the three phases of the City of San Diego's downtown cycle track network. The signage improvements will enhance the public realm within downtown by complementing the pedestrian wayfinding signage and facilitating a safe environment for multimodal transportation. The wayfinding systems identify key destinations and public amenities, making places easy to travel to by foot or bicycle. The signs communicate clear and concise functional wayfinding information, helping to improve circulation and linking residents and tourists to community areas, shopping opportunities, and public transportation.



30% Availability

19 YEARS OF EXPERIENCE

14 YEARS WITH FIRM

EDUCATION

BS, Civil Engineering, San Diego State University

ACCREDITATION

Professional Engineer (Traffic), CA #TR2660

AFFILIATIONS

Institute of Transportation Engineers (ITE) - Past President (2023), President (2022);

San Diego ITE Mobility Task Force; San Diego ITE Modeling Subcommittee

Phuong Nguyen TE

Lead Traffic Engineer

Phuong is a senior-level traffic engineering professional with extensive experience in delivering a wide range of transportation solutions. He has led and managed projects in areas such as parking plans, traffic operations, micro-simulation, VMT mitigation strategies, and transportation impact analysis, as well as conceptual engineering for transportation systems. Phuong's deep expertise enables him to develop innovative analysis methods and tools that enhance modeling, visualization, and traffic operations analysis. He is proficient in the latest industry software, including VISSIM, Synchro/SimTraffic, Q-Free, and both Activity-Based and 4-Step Models. Phuong's technical acumen, combined with his keen understanding of client needs, ensures the successful advancement of complex transportation projects.

RELEVANT PROJECT EXPERIENCE

CVAG Arts & Music Line Bikeway, Coachella Valley, CA: ***Traffic Engineer*** – The Arts and Music Line will construct nearly 9 miles of interactive Class I and Class IV bikeways in the cities of La Quinta, Indio, and Coachella and more than 6 miles of Class II and Class III facilities to directly connect to nine schools within a mile of the protected bikeway. This includes nearly 5 miles of two-way Class IV bikeways on Avenue 48. CRA's traffic operations and civil design engineers worked closely to test various intersection scenarios to design a safe, comfortable bike facility that does not lead to extensive impacts to vehicular operations. These efforts resulted in fully protected bicycle movements across all signalized intersections using bike signals, protected right and left turn lanes, and no turn on red LED blank-out signs. CRA is responsible for all signal modifications and signing and striping in the final design phase.

Kumeyaay Corridor I-8 Comprehensive Multimodal Corridor Plan (CMCP), San Diego County, CA: ***Traffic Engineer*** – CRA led the Kumeyaay Corridor Comprehensive Multimodal Corridor Plan (CMCP), which provided regional long range mobility planning in central of San Diego County (in the vicinity of Interstate 8), encompassing parts of San Diego, La Mesa, El Cajon, Santee, unincorporated San Diego County, and some of the region's tribal lands. The CMCP developed an innovative transportation network that will improve connectivity between neighborhoods and cities, enhance transportation safety, and help address climate action goals. Recommended projects included on-street and off-street separated bikeways, transit priority treatments for bus and rail, an aerial tram connection connecting places separated by challenging terrain, and infrastructure and technological improvements to better manage vehicular demand and traffic flow along freeways.

Central Mobility Hub Comprehensive Multimodal Corridor Plan (CMCP), San Diego, CA: ***Traffic Engineer*** – CRA led the active transportation planning and traffic operations tasks for the Central Mobility Hub Comprehensive Multimodal Corridor Plan (CMCP). CRA's responsibilities included developing circulation concepts for bicycle, pedestrian, transit, and vehicular access to the station, as well as conducting traffic operations assessments of various alternatives that accounted for transit services, light and heavy rail operations, at-grade rail crossings, and connections to the proposed automated people mover serving the airport. Multimodal transportation within the airport and surrounding neighborhoods, along with connections to Coronado, was also analyzed. The CMCP findings were ultimately incorporated into SANDAG's Regional Transportation Plan.



25% Availability

21	5
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

Master of Architecture (MArch), Andrews University

Bachelor of Architecture (BArch), Andrews University

ACCREDITATION

IAF Public Facilitator

League of American Bicyclists Certified Instructor

Registered Architect, California #C32950

AFFILIATIONS

American Planning Association (APA)

Jenny An CPF, LCI, RA

Task 3.2 Co-Lead

Jenny is the driving force behind CRA's Complete Streets and placemaking projects, which help communities develop their vision and implement innovative design solutions. With experience delivering community-based projects, and certification as a professional facilitator, Jenny's expertise includes public-facing collaterals development, program branding using social media, text-based outreach, virtual engagement, and in-person demonstration and pop-up strategies. Through her background in architecture, urban design, and construction management, Jenny possesses exceptional relationship-building skills and thrives in cross-disciplinary contexts. Jenny's organizational acumen and clear communication results in smooth project management through all phases.

RELEVANT PROJECT EXPERIENCE

CVAG Arts and Music Line Non-Infrastructure Program, Coachella Valley, CA: *Project Manager* – The Arts and Music Line will construct nearly 9 miles of interactive Class I and Class IV bikeways in the cities of La Quinta, Indio, and Coachella and more than 6 miles of Class II and Class III facilities to directly connect to nine schools within a mile of the protected bikeway. This includes nearly 5 miles of two-way Class IV bikeways on Avenue 48. CRA's traffic operations and civil design engineers worked closely to test various intersection scenarios to design a safe, comfortable bike facility that does not lead to extensive impacts to vehicular operations. These efforts resulted in fully protected bicycle movements across all signalized intersections using bike signals, protected right and left turn lanes, and no turn on red LED blank-out signs. CRA is responsible for all signal modifications and signing and striping in the final design phase.

Reconnecting Communities, San Diego County, CA: *Project Manager* – CRA supported SANDAG and California Department of Transportation District 11 in a regionwide planning study to identify where highway and rail infrastructure has created barriers and negatively impacted communities. Using technical analysis and community engagement, the study identified and prioritized solutions to reconnect historically underserved communities and improve access to jobs, education, healthcare, and recreation. The effort evaluated seven focus areas across the region and developed multimodal strategies including pedestrian and bicycle improvements, grade separations, intersection and crossing upgrades, transit priority improvements, and placemaking strategies. The final report provides partner agencies with prioritized projects and supporting documentation to pursue state and federal funding for project implementation.

LA Metro Complete Streets Training, Los Angeles County, CA: *Project Manager* – CRA developed a three-year training program for Complete Street policy and implementation to support Metro. Jenny led the curriculum development, internal discussions reviewing Complete Streets best practices, and developing the training framework and training materials. Through nearly six months of planning, the 2022 Metro Complete Streets Trainings were conducted in June. Due to the overwhelming number of registrants, a second training was provided in July 2022. These training courses reached cities and departments all over the Southern California region and over 200 participants attended the training courses. Day 1 focused on Complete Streets planning and policy development while Day 2 focused on Complete Streets design and engineering. Each day included an interactive breakout session to help participants better understand the development process on both the planning side as well as the design side.



30% Availability

9	<1
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

BA, Urban Studies and Planning, University of California, San Diego

ACCREDITATION

American Institute of Certified Planner (AICP), #36386

AFFILIATIONS

Women's Transportation Seminar (WTS) – Mentorship Chair (2024-present))

Precious Nicanor AICP

Task Support 2, 3, 5, & 6

Precious provides strategic transportation and land use planning services to municipalities, regional agencies, and transit agencies. She has eight years of experience delivering multimodal, transit, safety, and long-range planning solutions for public-sector clients. Her expertise includes multimodal planning, alternatives analysis, long-range planning, GIS-based analysis and mapping, visual communications, public outreach and stakeholder engagement, and grant strategy and delivery. Through this work, she has built trusted relationships with agency staff, community stakeholders, and team members who rely on her consensus-building approach, technical rigor, and problem-solving skills to advance planning and policy initiatives. She is known for leading multidisciplinary teams, translating complex data into clear, actionable recommendations, and delivering equitable, implementable planning solutions that prioritize safe, sustainable, and innovative mobility outcomes.

RELEVANT PROJECT EXPERIENCE

Desert Hot Springs Active Transportation Plan, Desert Hot Springs, CA: ***Transportation Planner*** – CRA is assisting the City of Desert Hot Springs to update their Active Transportation Plan. The project seeks to establish active transportation networks that accommodate the City's continued rapid growth, with a large focus on transit access. An extensive Existing Conditions Report examined the existing bicycle, pedestrian, and transit infrastructure and services in the City, as well as regionally planned improvements. Recommendations consist of a bicycle network, pedestrian route types, intersection and access enhancements, sidewalk infill, and supporting programs. Pop-up workshops, community surveys, and a stakeholder working group are being utilized to share information about the project with the community and learn about their needs.

SANDAG and Caltrans D11 North County (SR 78) Comprehensive Multimodal Corridor Plan (CMCP)*, San Diego, CA: ***Deputy Project Manager/Project Planner*** – Oversaw the development of an ADA-compliant CMCP document that serves as a strategic blueprint for multimodal solutions, services, and policies in communities surrounding State Route 78. The project involved the evaluation and assessment of existing and future conditions for the study area, including collision, traffic, origin-destination patterns, land use, and demographic data, to develop solutions and strategies that address transportation challenges, close gaps in the transportation network for historically disadvantaged communities, and align with regional, state, and federal goals. Presentations, workshop activities, website content, and surveys were developed to engage with elected officials, agency boards, jurisdiction staff, and community members, allowing for feedback to be obtained and incorporated throughout the process.

SANDAG and Caltrans D11 San Vicente (SR 67) Comprehensive Multimodal Corridor Plan (CMCP)*, San Diego, CA: ***Project Analyst/Key Staff*** – Supported data analysis, stakeholder engagement, and report development to advance a CMCP for State Route 67. Evaluated existing and future conditions—including collision data, traffic operations, origin-destination patterns, land use, and demographic characteristics—to inform development of multimodal solutions and strategies that address transportation challenges, improve network connectivity for historically disadvantaged communities, and align with regional, state, and federal goals. Supported development of presentations, workshop materials, website content, and surveys to engage elected officials, agency boards, jurisdiction staff, and community members, ensuring stakeholder input was incorporated throughout the planning process.



30% Availability

7	6
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

Master of City Planning, San Diego State University

Bachelor of Architecture, Autonomous University Baja California

AFFILIATIONS

American Planning Association (APA)

Ana Garate

Task Support 3, 5, & 6

Ana has a diverse skill set spanning transportation planning, urban design, and architecture. Her contributions to projects range from technical analysis to public communications. Ana is proficient in many software programs (ArcGIS – including Network Analyst and Spatial Analyst, AutoCAD, SketchUp, Illustrator, InDesign, and Photoshop). Friendly, empathetic, resourceful, and adaptable, Ana is an excellent collaborator with colleagues and community alike. Her breadth of communications competencies includes messaging and storytelling, branding, translation, report design and composition, and facilitating community engagement.

RELEVANT PROJECT EXPERIENCE

LA Metro 2023 Active Transportation Strategic Plan Update, Los Angeles County, CA: ***Transportation Planner*** – CRA led the development of the countywide 2023 Active Transportation Strategic Plan for Metro. This plan has three key phases including updating Goals & Objectives based on a thorough review of the current local, regional, and state policy context; updating the AT Networks including refining proposed bikeways and first last mile improvements, and adding proposed regional pedestrian districts; and finally, developing an Implementation Strategy to guide short-term success in building out proposed networks to help shift travel from drive alone to walking, cycling and transit. Extensive community engagement was conducted with a 100+ member Technical Working Group as well as multiple subregional meetings and public workshops. A key aspiration for this plan is to lead the LA region toward more equitable and higher-quality walking and cycling environments.

El Cajon Active Transportation Plan, El Cajon, CA: ***Transportation Planner*** – CRA led the City's inaugural Active Transportation Plan which seeks to improve mobility for people walking, riding bikes, and accessing transit services throughout El Cajon. The community engagement approach was nimble with input collected through online surveys, a diverse project working group, one-on-one stakeholder interviews, and online and pop-up workshops. Project recommendations include a sidewalk infill program, intersection crossing enhancements, a comprehensive bicycle network, and programmatic recommendations. Recommendations were prioritized using safety and demand inputs, while also considering benefits to social equity focus communities.

City of Ventura Active Transportation Plan, Ventura, CA: ***Transportation Planner*** – The City of Ventura's Active Transportation Plan is intended to help guide future pedestrian and bicycle investments within the City. The ATP will identify ways to improve connectivity and safety, and foster innovation through high-quality facilities. Ana collaborated on the Existing Conditions Report, which serves to document the current state of active transportation within the City of Ventura by examining data regarding physical infrastructure, demand for active travel, user safety, and the quality of walking and bicycling facilities.

La Mesa Boulevard Complete Streets Plan, La Mesa, CA: ***Deputy Project Manager*** – CRA led the planning and design of La Mesa Boulevard, with recommendations focus on traffic calming, enhancing pedestrian and bicycle connections, incorporating NextGen MTS bus services, and micromobility along the corridor. In collaboration with MTS, SANDAG, and Caltrans, the project redesigns an older, auto-centric corridor into a balanced street that supports a vibrant mix of uses, a street design that increases neighborhood development opportunities and transportation choices, and improves connections to key destinations such as parks, transit stops, businesses, and neighborhood services. CRA also prepared a Caltrans ATP Grant Application as part of the funding strategy for the project implementation.



30% Availability

8	7
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

BS, City and Regional Planning, California Polytechnic State University, San Luis Obispo

AFFILIATIONS

American Planning Association (APA)

Association of Pedestrian and Bicycle Professionals (APBP)

Eric Sindel

Task Support 2 & 3

Eric's professional experience spans the public and private sectors and includes contributions to bicycle and pedestrian plans, traffic impact studies, and transportation safety plans across the Southern California region. Eric's expertise includes mapping and analysis utilizing ArcGIS's Network and Spatial Analyst extensions as well as Adobe InDesign, Illustrator, and Photoshop. Eric's dedication results in compelling illustrations, maps, and conceptual drawings that demonstrate feasibility in active transportation and Complete Streets projects. Simultaneously diligent and calm, Eric is reliable, responsive, and supportive of those with whom he works.

RELEVANT PROJECT EXPERIENCE

LA Metro 2023 Active Transportation Strategic Plan Update, Los Angeles County, CA: *Transportation Planner* – CRA led the development of the Los Angeles countywide 2023 Active Transportation Strategic Plan for Metro. This plan has three key phases including updating Goals & Objectives based on a thorough review of the current local, regional, and state policy context; updating the Active Transportation Networks including refining proposed bikeways and first last mile improvements, and adding proposed regional pedestrian districts; and finally, developing an Implementation Strategy to guide short-term success in building out proposed networks to help shift travel from drive alone to walking, cycling and transit. Extensive community engagement is being conducted by a 100+ member Technical Working Group as well as multiple subregional meetings and public workshops. A key aspiration for this plan is to lead the LA region toward more equitable and higher-quality walking and cycling environments.

Lake Elsinore Active Transportation Plan, Lake Elsinore, CA: *Transportation Planner* – CRA led this Caltrans funded effort to deliver Lake Elsinore's inaugural Active Transportation Plan. The ATP sought to provide a comprehensive bicycle network, create a plan for sidewalk infill in rural areas and around schools, and help secure funding to implement connections to an existing riverwalk path. Development involved extensive coordination with regional agencies and neighboring jurisdictions to build consensus on cross-jurisdictional projects. Community engagement also greatly shaped the plan through a series of surveys, walk audits, and workshops.

Desert Hot Springs Active Transportation Plan, Desert Hot Springs, CA: *Transportation Planner* – CRA is assisting the City of Desert Hot Springs to update their Active Transportation Plan. The project seeks to establish active transportation networks that accommodate the City's continued rapid growth, with a large focus on transit access. An extensive Existing Conditions Report examined the existing bicycle, pedestrian, and transit infrastructure and services in the City, as well as regionally planned improvements. Recommendations consist of a bicycle network, pedestrian route types, intersection and access enhancements, sidewalk infill, and supporting programs. Pop-up workshops, community surveys, and a stakeholder working group are being utilized to share information about the project with the community and learn about their needs.

Wildomar Active Transportation Plan, Wildomar, CA: *Transportation Planner* – CRA led the development of Wildomar's inaugural Active Transportation Plan, which established a prioritized and actionable bicycle and pedestrian network for the city. The project involved extensive outreach, including pop-up events, walk and bike audits, online and in-person surveys, six Technical Advisory Committee meetings, and two virtual public workshops. Additionally, a GoHuman demonstration event was held to introduce the community to the proposed improvements.



35% Availability

1	1
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

MA, Urban and Regional Planning, University of California, Los Angeles

BS, Society and Environment, University of California, Berkeley

BA, Geography, University of California, Berkeley

Zeltzin Angon PE

Task Support 2, 3, & 5

Roberto provides consulting services to agencies developing capital improvement projects, including multimodal transportation and public utilities design. An excellent communicator with infectious positivity, Roberto has managed private and public projects that involve coordinating large multi-firm consulting teams across engineering disciplines. He has been Lead Engineer for projects including roadway, roundabouts, signing and striping, bicycle facilities, park design, water quality, site grading, and utility design. Having worked extensively in the region, Roberto is deeply familiar with the requirements of Southern California agencies.

RELEVANT PROJECT EXPERIENCE

Riverside Individualized SRTS Safety Action Plan, CA: *Transportation Planner* – The City of Riverside secured grant funding to enhance safety and circulation at fifty elementary and middle schools across the city. CRA is leading this initiative by conducting assessments at each school to evaluate conditions for walking, biking, and rolling. CRA is also spearheading pop-up events, workshops with Riverside and Alvord Unified School Districts, and outreach through parent surveys. The SRTS outreach focuses on Complete Streets principles to improve safety, access, and connectivity for students who walk, bike, or roll to school. CRA has gathered extensive data to inform the development of prioritized citywide projects. After completing mobility assessments and traffic counts at all fifty schools, CRA will create individual safety action plans and a citywide SRTS Master Plan. These plans will provide a prioritized project list and a roadmap for implementation over the next seven years.

Desert Hot Springs Active Transportation Plan, Desert Hot Springs, CA: *Transportation Planner* – CRA is assisting the City of Desert Hot Springs to update their Active Transportation Plan. The project seeks to establish active transportation networks that accommodate the City's continued rapid growth, with a large focus on transit access. An extensive Existing Conditions Report examined the existing bicycle, pedestrian, and transit infrastructure and services in the City, as well as regionally planned improvements. Recommendations consist of a bicycle network, pedestrian route types, intersection and access enhancements, sidewalk infill, and supporting programs. Pop-up workshops, community surveys, and a stakeholder working group are being utilized to share information about the project with the community and learn about their needs.

San Bernardino County Safe Routes to School Safety Action Planning, San Bernardino, CA: *Transportation Planner* – SBCTA (San Bernardino County Transportation Authority) countywide Safe Routes to School phase 3 program targeted 25 priority schools throughout the County with the 5 E's including education, encouragement, engineering, enforcement, and evaluation activities. The San Bernardino County SRTS project evaluates schools in the unincorporated areas. The project includes school mobility assessments with a focus on infrastructure evaluation and understanding how key countermeasures could enhance walkability and bikeability.

Irvine Safe Routes to School Maps and Safety Action Plans, Irvine, CA: *Transportation Planner* – CRA is conducting 45 school site assessments to evaluate conditions for walking, biking, and rolling. They are leading workshops with Irvine Unified and Tustin Unified School Districts, engaging the community through parent surveys, and gathering extensive data to guide citywide project prioritization. CRA will create suggested routes-to-school maps, tailored to each school's infrastructure, and develop individual safety action plans. The final project will deliver a clear set of prioritized recommendations with an actionable implementation blueprint for the City.



30% Availability

7	7
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

BS, Civil Engineering, San Diego State University

AFFILIATION

Institute of Transportation Engineer (ITE) - Program Co-Chair

Cristian Belmudez

Task Support 2 & 3

Cristian Belmudez is a skilled transportation engineer and data analyst with a strong background in parking utilization studies, multimodal mobility planning, and transportation data analysis. As a key contributor to innovative mobility projects, he specializes in leveraging data-driven insights to optimize urban transportation systems and enhance accessibility. Cristian has played a pivotal role in projects involving parking occupancy assessments, transit planning, and transportation demand management, working with both public agencies and private clients. His expertise in GIS mapping, data visualization, and field data collection enables him to provide actionable solutions for complex mobility challenges. Passionate about creating more efficient and equitable transportation networks, Cristian is committed to advancing smart mobility strategies that improve the urban experience.

RELEVANT PROJECT EXPERIENCE

City of Riverside Individualized Safe Routes To School (SRTS) Safety Action Plan, Riverside, CA: ***Lead School Coordinator*** – The City of Riverside secured grant funding to enhance safety and circulation at fifty elementary and middle schools across the city. CRA is leading this initiative by conducting assessments at each school to evaluate conditions for walking, biking, and rolling. CRA is also spearheading pop-up events, workshops with Riverside and Alvord Unified School Districts, and outreach through parent surveys. The SRTS outreach focuses on Complete Streets principles to improve safety, access, and connectivity for students who walk, bike, or roll to school. CRA has gathered extensive data to inform the development of prioritized citywide projects. After completing mobility assessments and traffic counts at all fifty schools, CRA will create individual safety action plans and a citywide SRTS Master Plan. These plans will provide a prioritized project list and a roadmap for implementation over the next seven years.

Chula Vista Active Transportation Plan, Chula Vista, CA: ***Traffic Engineer*** – CRA served as the prime consultant for the City of Chula Vista's Active Transportation Plan. The project entailed working with local community members and project stakeholders to identify existing issues related to pedestrian and bicycle mobility. Recommendations were devised to address the identified issues, improve multimodal safety, and encourage active transportation trips. The Plan serves as a unifying document for active transportation projects in Chula Vista with prioritized recommendations that aimed for both near-term and longer-term implementation.

El Cajon Boulevard Roundabout/Streetscape, El Cajon, CA: ***Traffic Engineer*** – For the design of an innovative roundabout at the El Cajon Boulevard/Johnson Avenue intersection and a road diet and streetscape enhancements along El Cajon Boulevard to foster the revitalization of an urban village along the boulevard. The project will replace the existing five-leg signalized intersection with a modern roundabout, thus increasing safety and traffic calming at the intersection.

North Harbor Drive Mobility & Access Study, San Diego, CA: ***Traffic Engineer*** – CRA assisted the Port of San Diego in the development of a comprehensive multimodal corridor study for North Harbor Drive. This study conducted traffic operations, vehicular access, and goods movement analysis of the transportation facilities along North Harbor Drive between Shelter Island Drive and Park Boulevard. CRA also developed multimodal recommendations to improve pedestrian and cyclists' experience while traveling in this corridor.



30% Availability

8	7
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

BS, Civil Engineering, San Diego State University

ACCREDITATION

Professional Engineer (Civil), CA #94015

AFFILIATIONS

American Public Works Association (APWA)

Hailey Tyson PE

Task 2 Support

Hailey's experience includes engineering services for public clients within the San Diego, Los Angeles, and Riverside regions of Southern California. Passionate about her work and an excellent communicator, Hailey's expertise in designing innovative active transportation projects includes conceptual design, grading, improvement plan preparation, storm water management, and utility coordination. With her knowledge of AutoCAD, Sketchup and Illustrator, Hailey brings creative design solutions to each project she undertakes.

RELEVANT PROJECT EXPERIENCE

CVAG Arts & Music Line Bikeway, Coachella Valley, CA: ***Project Engineer*** – The Arts and Music Line will construct nearly 9 miles of interactive Class I and Class IV bikeways in the cities of La Quinta, Indio, and Coachella and more than 6 miles of Class II and Class III facilities to directly connect to nine schools within a mile of the protected bikeway. This includes nearly 5 miles of two-way Class IV bikeways on Avenue 48. CRA's traffic operations and civil design engineers worked closely to test various intersection scenarios to design a safe, comfortable bike facility that does not lead to extensive impacts to vehicular operations. These efforts resulted in fully protected bicycle movements across all signalized intersections using bike signals, protected right and left turn lanes, and no turn on red LED blank-out signs. CRA is responsible for all signal modifications and signing and striping in the final design phase.

Eastern Hillcrest Bikeway, San Diego, CA: ***Project Engineer*** – CRA provided the design for five signal modifications, temporary traffic control, and decorative lighting for this low-stress urban bikeway project that will construct over one mile of the regional bike network along University Avenue, Normal Street, Lincoln Avenue, Herbert Street, and Robinson Avenue. The proposed improvements on University Avenue (a 4-lane major arterial) include Class IV protected bikeways, no turn on red signs for all approaches, and bus islands. A Class I shared-use bike path and a half street road closure is proposed on Normal Street for a new promenade, which will significantly enhance the walking and biking environment with decorative lighting.

Sweetwater Road Bikeway, National City, CA: ***Project Engineer*** – CRA led the design for this 1.3-mile active transportation corridor. The bikeway provides an important connection to the Sweetwater River Bikeway. The project also included traffic signal modifications at six intersections to accommodate new bikeway facilities/crossings. Extensive coordination was required as the project limits reside within both City and Caltrans right-of-way. One of such intersections was designed as a protected intersection to provide additional benefits to both bicycle and pedestrian users: shortened crossing distances, improved visibility, improved assignment of right-of-way, reduced vehicle turning speeds, and additional separation between travel modes.

National City Blvd Bikeway Connections, National City, CA: ***Project Engineer*** – The National City Boulevard Bikeway project included Class IV separated bikeway connections between National City and Chula Vista by implementing a road diet, re-striping the National City Boulevard overcrossing, and installing flexible post delineators between the outside lanes and the bike lanes. The project scope also encompassed pavement rehabilitation for the entire corridor. Various pavement rehabilitation options were used to maximize the usage of the project budget and pavement life cycle. Pavement rehabilitation options included slurry seal, minor grind and overlay and localized full depth reconstructions. CRA staff conducted a comprehensive field observation and marked the areas of rehabilitation for each option.



35% Availability

5	4
YEARS OF EXPERIENCE	YEARS WITH FIRM

EDUCATION

BS, Civil Engineering, California State Polytechnic University, San Luis Obispo

ACCREDITATION

Engineer-in-Training, California #179700

Joey Watson EIT

Task 2 Support

Joey combines his knowledge, skills, and eager-to-learn mindset to contribute to CRA's innovative engineering solutions. He provides valuable design support on a wide range of projects including complete streets, active transportation, and roadway improvement projects. He has experience in transportation design, plan production, and construction cost estimates. Joey's passion for the transportation field stems from a childhood enthusiasm for monster trucks.

RELEVANT PROJECT EXPERIENCE

Desert Hot Springs Active Transportation Plan, Desert Hot Springs, CA: ***Engineering Analyst*** – CRA is assisting the City of Desert Hot Springs to update their Active Transportation Plan. The project seeks to establish active transportation networks that accommodate the City's continued rapid growth, with a large focus on transit access. An extensive Existing Conditions Report examined the existing bicycle, pedestrian, and transit infrastructure and services in the City, as well as regionally planned improvements. Recommendations consist of a bicycle network, pedestrian route types, intersection and access enhancements, sidewalk infill, and supporting programs. Pop-up workshops, community surveys, and a stakeholder working group are being utilized to share information about the project with the community and learn about their needs.

CVAG Arts and Music Line, La Quinta, Indio, and Coachella, CA: ***Engineering Analyst*** – Joey is providing traffic engineering design support for this 10-mile corridor of protected bicycle lanes along Avenue 48. CRA is responsible for the signing and marking design and 21 traffic signal modifications, which include the implementation of new bike signals. The project requires extensive coordination with the CV Sync project to ensure that the proposed fiber optic network and ITS components align with the CVAG signal improvements. The CVAG project will provide designs which address the relocation or installation of fiber optic cabling and conduit, including all ITS devices affected by the project. This encompasses ITS devices such as wireless radios, CCTV cameras, and arterial travel-time senor units within the signal design. Joey is providing support for the traffic signal modifications and signing and marking design.

Santa Paula Branch Line Trail, Ventura, CA: ***Engineering Analyst*** – The Ventura Santa Paula Branch Line (SPBL) Trail Project is set to transform community mobility with a 4-mile, Class I Multi-Use Trail and Class IV Two-Way Cycle Track, designed to connect residents seamlessly from the hillsides to the beach. By enhancing connectivity and providing a suite of user-friendly amenities, it promotes active lifestyles, reduces congestion, and fosters a sense of community. This equity-driven initiative addresses critical transportation gaps, offering a safe, accessible, and environmentally-friendly transit corridor. CRA is leading the efforts with civil, traffic and railroad engineering services, from preliminary planning, outreach, to final construction documents. Joey is designing the wayfinding signage and preparing cost estimates for the project.



20% Availability

12 YEARS OF EXPERIENCE

<1 YEARS WITH FIRM

EDUCATION

BA, Graphic Design, California State University Long Beach

Nancy Chen

Lead Communication and Graphic Design

Nancy is an experienced graphic designer, working alongside marketing teams, planners, landscape designers, copywriters, and third-party vendors. She has experience with creating presentations, long-format reports, public/stakeholder outreach materials, event/trade show displays, social media graphics, educational materials, and branding identities. She is well-versed in the use of Adobe Creative Cloud programs i.e. Illustrator, InDesign, Photoshop, Lightroom, and Premiere Pro.

RELEVANT PROJECT EXPERIENCE

Riverside County Safe Routes to School, Riverside County, CA: ***Communication Specialist*** – Riverside's Safe Routes to School program aims to make walking and biking to school safer and more accessible through infrastructure improvements, education, and community involvement. It is a collaboration between CRA, Riverside County, and school districts to encourage students to walk or bike, which can reduce traffic, improve health, and create safer communities. Nancy assisted in the development of the individual School Mobility Assessments and recommendation maps, as well as created educational materials for safe biking and walking tips.

Simi Valley Bicycle Master Plan (BMP), Simi Valley, CA: ***Communication Specialist*** – The City of Simi Valley is actively updating its Bicycle Master Plan to enhance safety, connectivity, and accessibility for cyclists of all ages and abilities. This comprehensive update, the first since 2008, aims to create a more bike-friendly community by addressing current infrastructure needs and future opportunities. Nancy assisted with laying out the BMP and creating graphics to supplement the findings, recommendations, design guidelines, implementation, funding opportunities, and maintenance of the plan.

Palm Desert Vision Zero Strategy*, Palm Desert, CA: ***Graphic Design Studio Lead*** – As part of the Palm Desert Vision Zero Strategy, the City of Palm Desert developed "Safe Routes to School" and "Safe Routes for Older Adults" plans to eliminate traffic fatalities and serious injuries by 2040 through a multi-faceted approach including education, engineering, and a commitment to a "Safe System". Nancy led the development of the look and feel of both plans to tie in with the City's existing branding. She also led the development of all marketing collateral including iconography, social media posts, fact sheets, report templates, engagement flyers, and workshop boards.

CV Link Interpretive Signage*, Coachella Valley, CA: ***Graphic Design Studio Lead*** – CV Link is a 40-mile transportation corridor and recreation pathway in the City of Coachella that provides a safe route to walk, run, bike, or use low-speed electric vehicles such as golf carts. Using the existing branding of the trail, Nancy developed an interpretive sign to help users understand the directional color-coding and which stops are along the way.

**Project prior to joining CRA*



Dawn Wilson, PE, TE

HDR Task Manager

INDUSTRY TENURE
32 years

FIRM TENURE
1 year

EDUCATION
MS, Civil Engineering,
University of California, Irvine

BS, Civil Engineering,
University of California, Irvine

REGISTRATIONS
PE – Civil, CA #62562
PE – Traffic, CA #2548

With over 30 years of experience leading complex transportation planning and traffic engineering projects in Southern California, Dawn brings a wealth of expertise and sound project management experience. She served as the Project Manager for the Imperial County LRTP, as Task Order Manager for the City of Lancaster's VMT Mitigation Fee Program, and as the Project Manager for the Cahuilla Band of Indians LRTP. Her work on these projects highlights her ability to tackle key challenges facing transportation agencies, such as VMT mitigation, integrating active transportation projects into regional fee programs, and fostering positive collaboration among multiple agencies. Dawn has worked closely with a diverse range of stakeholders, including community-based organizations, tribes, and business districts in developing plans and programs that reflect the vision for an integrated transportation system in their communities or regions.

CVAG, Update to Transportation Project Prioritization Study and Companion Documents, Coachella Valley, CA. **Project Manager.** Dawn is responsible for oversight of all aspects of the TPPS and the preparation of the companion documents. She is directly responsible for client communications and coordination with local agencies and stakeholders. HDR was selected to update the current TPPS and companion documents including the Traffic Census Report, the Regional Arterial Cost Estimate (RACE), the Active Transportation Plan (ATP), and the Transportation Uniform Mitigation Fee (TUMF) Nexus Study. The study area for the 2016 TPPS, RACE and TUMF and the 2015 Traffic Census included the incorporated areas of the Coachella Valley, Tribal lands, as well as some unincorporated areas of Riverside County.

City of Eastvale, General Plan Update Circulation Element, Eastvale, CA. **Task Manager.** Dawn was responsible for preparing the Circulation Element and associated technical studies, mapping, client engagement and outreach. She was a key participant in the development and execution of a robust public outreach and engagement campaign to solicit input from the community and prepared the transportation section for the environmental impact report. The project included a comprehensive update to the General Plan for the City, which was branded "Eastvale 2040." The Updated General Plan was the first that the City of Eastvale built from the ground up since the city incorporated in 2010. As part of the comprehensive update, the project team develop goals, objectives, and policies focused on housing, land use, circulation, sustainability, conservation, and public safety.

Cahuilla Band of Indians Long-Range Transportation Plan, Riverside County, CA. **Project Manager.** Dawn led overall project management and coordination of a multi-disciplinary team of planners and engineers to address transportation issues on the rural Cahuilla reservation. She oversaw technical analysis, mapping, field assessments, and community engagement. The project involved working with the tribe to assess current transportation conditions, evaluate potential traffic changes from growth areas, and identify improvements. Bi-weekly team meetings ensured the project stayed on track, and the tribe received regular progress updates. The project focused on infrastructure needs to support planned growth, including conceptual layouts of recommended improvements, preliminary cost estimates, and identification of potential funding sources.

City of Palm Desert, Pedestrian and Bikeway Study and Design (Palm Desert Walk and Roll), Palm Desert, CA. **Task Manager.** Dawn led the gap analysis for this two-phase project that aimed to identify needs and develop conceptual designs for pedestrian and bicycle improvements in the City of Palm Desert. The gap analysis phase focused on evaluating the existing infrastructure, identifying physical and safety gaps, analysis of consistency with concurrent active transportation planning programs and projects, and developing recommendations. The project involved a detailed GIS analysis of the existing facilities as well as community engagement to determine the need for improvements and the types of improvements that align with the City of Palm Desert's goals and policies. The team used Bang the Table to gather input from the public on perceived and physical issues such as safety concerns, missing or damaged facilities, desired connections and other information. Ultimately, the team provided the client with a plan that provided an integrated multimodal transportation system that balanced the operation of vehicular circulation with enhanced and complete pedestrian and bicycle facilities.

City of El Monte, Valley Boulevard Complete Streets Feasibility Study, El Monte, CA. **Project Manager.** Dawn led a multidisciplinary team that developed concepts to integrate new bicycle facilities along Valley Boulevard. This fast-paced project required biweekly coordination meetings with City of El Monte staff to update the team. Technical analyses included an operational analysis of intersection reconfigurations, parking assessment to understand impacts of removing parking, and a multimodal analysis. Recommended improvements included Class IV bikeways, new enhanced pedestrian crossings, modifications to parking, and new streetscape and landscape elements. A robust community engagement program was executed that focused on a go to them strategy with a heavy focus on pop-up events, farmer's markets, and coordination with the local business community. The City of El Monte City Council overwhelmingly approved the project.



Mark Hager, PE

Roadway/Highway Design Lead

INDUSTRY TENURE
29 years

FIRM TENURE
16 years

EDUCATION
BS, Civil Engineering, California State Polytechnic University, Pomona

AS, Technology, Community College of the Air Force

REGISTRATIONS
PE – Civil, CA #67659

Mark has extensive experience in the design and management of freeways, expressways, highway arterials, grade separations, and site civil design for Caltrans, Riverside County, and San Bernardino County. He possesses excellent technical and communication skills, both of which are essential for leading projects. Mark also brings a valuable local perspective, enabling him to address issues critical to property and business owners during public meetings. His broad technical expertise and construction background allow him to lead engineering reports, provide meaningful reviews of technical documents across all disciplines, and effectively supervise project delivery teams. With his practical experience in Project Approval and Environmental Documentation (PA&ED), Mark helps eliminate unnecessary improvements, saving both time and money while offering flexibility for future project phases.

RCTC, I-15 Bundy Canyon Road Interchange PSR-PDS and I-15 Wildomar Trail Interchange PSR-PDS, Wildomar, CA. **Project Manager.** Mark is leading the team during the PSR-PDSs for these interchange modification projects. During this phase, the HDR Team focused on providing appropriate corridor connectivity through the planning of interchange improvements that will serve the local and regional traffic demands in Wildomar. HDR gained consensus with Caltrans and City of Wildomar staff to identify two viable alternatives for each interchange and finalize the traffic engineering performance assessment, alternative analysis, and environmental technical studies to support the preliminary environmental assessment report and PSR-PDS based on the project footprint.

SBCTA, I-215 University Parkway Interchange PA&ED and PS&E, San Bernardino, CA. **Project Manager.** Mark and his team were able to eliminate build options to a single-build alternative, carrying forward a DDI (the first DDI in Caltrans District 8). This interchange reconfiguration concept was carried through PA&ED as a single-build alternative and immediately into PS&E. SBCTA, in cooperation with Caltrans District 8 and the City of San Bernardino, is proposing to improve the I-215/University Parkway interchange in the City of San Bernardino. The project also addresses active transportation elements consistent with the General Plan to serve bicyclists and pedestrians frequenting California State University, San Bernardino.

SBCTA, I-10 Eastbound TCL PA&ED and PS&E, Yucaipa, CA. **Project Engineer.** Mark leveraged his corridor knowledge to lead a team in recommending a single-build alternative. This decision alone saved time, effort, and over $50M of construction capital by avoiding outside widening through Yucaipa and the Wildwood SRRA. HDR completed the PA&ED to extend the TCL from the 16th Street Overcrossing to the County Line Road Interchange for SBCTA, in cooperation with Caltrans District 8 and the City of Yucaipa. This project extends the existing TCL nearly 3 miles through Yucaipa to the San Bernardino/Riverside County Line.

City of Yucaipa, I-10 Wildwood Canyon Road Interchange PID and PA&ED, Yucaipa, CA. **Project Manager.** Mark led the team in providing viable interchange alternatives while avoiding impacts to a high-volume rest area and surrounding residential community. He also developed a phasing plan for major improvements to align with the City of Yucaipa's Freeway Corridor Specific Plan. He led the PID Team that prepared alternatives for consideration, provided operational analysis of viable alternatives, and produced a PEAR, PSR, TOAR, and a New Connection Report with required FHWA approval. Upon completion of the PID phase in October 2021, HDR was selected to continue services in the PA&ED phase. The team recently completed the Public Scoping Meeting and community outreach as the initial efforts of the PA&ED process.

City of Lake Elsinore, I-15/SR 74 (Central Avenue) Interchange Improvement PA&ED and PS&E, Lake Elsinore, CA. **Project Manager.** Mark and his team were responsible for the interchange reconfiguration of SR 74 at I-15. Alternatives were developed for local roadways; freeway interchange alternatives, including a DDI; loop ramps; collector distributor roads; and hook ramp alternatives. Mark's team addressed drainage and utility issues and tie-back wall modifications to resolve local and regional circulation elements while minimizing business district impacts and sensitive environmental impacts in the PA&ED. Perspective on regional traffic transitions to local network connectivity is a primary focus for this interchange project. Immediately following public circulation, Mark led the PDT to a Preferred Alternative selection within 3 weeks and submittal of the Final Environmental Document 5 weeks later. HDR led the effort to finish the PA&ED phase of this project in the business district of Lake Elsinore on the I-15 corridor. This interchange is a convergence point for north-south travel on I-15 through Riverside County and SR 74 is one of the key east-west corridors that connects Riverside and Orange Counties.

City of Lake Elsinore, I-15 Nichols Road Interchange Improvement PSR-PDS and PA&ED, Lake Elsinore, CA. **Principal-in-Charge.** Mark developed a concept screening matrix to provide the PID Team with a tool to quantitatively evaluate/score the most viable interchange solutions while considering overall impacts to objectively demonstrate which early concepts were the most viable for warranting further study. HDR worked with the City of Lake Elsinore and Caltrans District 8 to complete the PSR-PDS phase of the project, which plans to relieve congestion and improve connectivity in the area by improving traffic operations in the vicinity of I-15 Nichols Road entrance and exit ramps, local road segments, and intersections. In July 2025, we were selected to continue services for the PA&ED phase.



Julian Hernandez, PE

Roadway/Highway Engineer

INDUSTRY TENURE
18 years

FIRM TENURE
9 years

EDUCATION
MBA, California State Polytechnic University, Pomona

BS, Civil Engineering, California State Polytechnic University, Pomona

REGISTRATIONS
PE – Civil, CA #79062

Julian has over 18 years of experience as a Roadway Engineer, working closely with the Caltrans District 8 on Inland Empire projects. He specializes in identifying geometric design solutions that address site constraints while adhering to Caltrans standards. His expertise spans both preliminary and final design on projects for agencies including Caltrans District 8, Riverside County Transportation Commission (RCTC), San Bernardino County Transportation Authority (SBCTA), Riverside County Transportation Department, and the Cities of Lake Elsinore, Chino Hills, Highland, Industry, San Bernardino, Los Angeles, and Yucaipa.

RCTC, I-15 Bundy Canyon Road Interchange PSR-PDS and I-15 Wildomar Trail Interchange PSR-PDS, Wildomar, CA. **Roadway Engineer.** Julian is responsible for developing conceptual and preliminary geometric design for alternatives for these two interchanges. During this phase, the HDR Team focused on providing appropriate corridor connectivity through the planning of interchange improvements that will serve the local and regional traffic demands in Wildomar. HDR gained consensus with Caltrans and City of Wildomar staff to identify two viable alternatives for each interchange and finalize the traffic engineering performance assessment, alternative analysis, and environmental technical studies to support the preliminary environmental assessment report and PSR-PDS based on the project footprint.

SBCTA, I-215 University Parkway Interchange PA&ED and PS&E, San Bernardino, CA. **Roadway Engineer.** Julian's responsibilities included preliminary and final engineering design, utility coordination, preparing GADs for the PA&ED phase and plans for the PS&E phase, cost estimates, technical studies, and reports. SBCTA, in cooperation with Caltrans District 8 and the City of San Bernardino, is proposing to improve the I-215/University Parkway Interchange in the City of San Bernardino. The project will reconfigure the existing diamond interchange to a diverging diamond interchange to improve the traffic flows. The project also addresses active transportation elements consistent with the General Plan to serve bicyclists and pedestrians frequenting California State University, San Bernardino. The PA&ED Phase was completed in 2020.

SBCTA, I-10 Eastbound Truck Climbing Lane (TCL) PA&ED and PS&E, Yucaipa, CA. **Roadway Engineer.** Julian completed the preliminary and final engineering design, including utility coordination, cost estimate, Project Report, DSDD, and other studies and reports. The project will extend the eastbound TCL from 16th Street Overcrossing to County Line Road Interchange, for a distance of nearly 3 miles through the City of Yucaipa up to the San Bernardino and Riverside County Line.

County of Riverside Transportation Department, Ethanac Expressway Project Initiation Document (PID), Riverside County, CA. **Roadway Engineer.** Julian's responsibilities included preparing horizontal and vertical alignments, striping, grading, ROW definition, and utility coordination for the Ethanac Road segment of the Corridor Development Report. The Ethanac segment proposes to close a 2-mile gap between Ethanac Road and SR-74. The other segment for this corridor study includes improvements to SR-74 and Nichols Road up to the I-15 interchange. The proposed corridor would provide a new east-west route and connect the Cities of Hemet, San Jacinto, Menifee, Perris, and Lake Elsinore and the unincorporated communities of Winchester, Homeland, Romoland, Good Hope, Meadowbrook, and Warm Springs.

City of Lake Elsinore, I-15 Nichols Road Interchange Improvement PSR-PDS, Lake Elsinore, CA. **Roadway Engineer.** Julian created the preliminary design concepts for different interchange configurations that the PDT reviewed and screened to study further in the PID phase. The City, in cooperation with Caltrans, is initiating the PID phase of the I-15 Nichols Road Interchange Improvement Project. The City of Lake Elsinore, in cooperation with the California Department of Transportation (Caltrans), is initiating the PSR-PDS phase of the I-15 Nichols Road Interchange Improvement Project. The purpose of the project is to relieve congestion by improving traffic operation and reduce congestion in the vicinity of I-15 Nichols Road on- and off-ramps, local road segments, and intersections. The improvements would also have to accommodate the projected 2050 traffic flow at ramp intersections and the regional transportation system.

City of Yucaipa, I-10/Wildwood Canyon Road Interchange PID and PA&ED, Yucaipa, CA. **Engineering Lead.** During the PID and PA&ED phases, Julian completed the conceptual and preliminary geometric design for different interchange alternatives, including a diverging diamond interchange, utility coordination, cost estimates, utility coordination, and has supported or worked on the development of technical studies and reports, including the New Connection Report (NCR) for FHWA, the PSR, and the DPR for Caltrans District 8. The project would construct a new interchange on I-10 at Wildwood Canyon Road, between the Live Oak Canyon Road/Oak Glen Road Interchange and the County Line Road Interchange in Yucaipa. Associated improvements include new connecting roadways and/or realignment of existing roadways, overcrossing bridge structures, signage, and expanded utility systems. The project received PID approval from Caltrans District 8 and FHWA in 2021 and is currently in the PA&ED Phase.



Kheang (KT) Tang, PE

ITS/Traffic Engineering Design Lead

INDUSTRY TENURE
13 years

FIRM TENURE
1 year

EDUCATION
BS, Civil Engineering, California State Polytechnic University, Pomona

REGISTRATIONS
PE – Civil, CA #88197

KT has 13 years of combined experience in civil and transportation engineering projects. His professional experience includes planning and design of intelligent transportation systems (ITS), traffic design, traffic signal timing, traffic signal communication systems, roadway and highway design, lighting, signing and striping, bikeway designs, and traffic control plans, with familiarity with numerous cities' standards and design plans. KT has worked on numerous multi-million-dollar projects, including with California Department of Transportation (Caltrans) District 8, Riverside County Transportation Commission (RCTC), San Bernardino County Transportation Authority (SBCTA), and many other local agencies.

CVAG, Regional Traffic Signal Synchronization, Coachella Valley, CA. **Traffic Engineer.** KT was responsible for the project planning, field inventories upgrade, design, implementation, and operations of the Coachella Valley's regional traffic signal system upgrades and signal synchronization improvements. CVAG embarked on the development of a valley-wide traffic signal interconnect master plan and signal synchronization of new and existing signals on the regional arterials. ITS is an integral part of regional efforts to maximize highway and arterial system capacity and improve operational efficiency.

SBCTA, San Bernardino Valley Coordinated Traffic Signal System and Coordination Tiers 3 and 4, San Bernardino County, CA. **Traffic Engineer.** KT was responsible for designing a wireless network to establish communications between traffic ITS devices and traffic management systems, improve feasible wireless communications technologies as well as review and analyze mapping data and aerial photography and topography to determine the best feasibility of the proposed wireless paths. KT helped coordinate with city staff in continuing the deployment of wireless communication network design for 371 intersections. The intersections belonged to multiple cities that form SBCTA and the wireless network design was tailored to meet the needs and requirements of the individual cities as well as SBCTA.

RCTC, SR- 91/I-15 Freeway Toll Roads Expansion, Orange and Riverside Counties, CA. **Traffic Engineer.** KT was responsible for designing and integrating a fiber optic communication network across Orange and Riverside Counties, spanning over 14 miles of interstate highway. He worked with a Cisco wide-area network capable of interfacing several different platforms utilizing dual gigabit backbones and redundant routing capabilities, including remote wireless and T-1 links. The project served three new Toll Zone Enforcement buildings along SR-91, six CMS sign locations and 32 CCTV surveillance cameras throughout the project limits. Future build-out included integration of legacy OCTA control systems to transmit secure real-time enforcement video and traffic data to a centralized Command & Control Center in Anaheim, CA.

Los Angeles Department of Transportation (LADOT), Wilshire Boulevard Bus Rapid Transit (BRT), Los Angeles, CA. **Traffic Engineer.** KT was responsible for preparing the traffic signal modification plans for more than 30 intersections along Wilshire Boulevard, signing and striping plans for the corridor, as well as street lighting design for a half-mile stretch of Wilshire Boulevard. He furnished PS&E involving signing, striping and traffic signal modifications along the Wilshire Boulevard corridors; Western Avenue to San Vicente Boulevard (3.6 miles), and San Vicente Boulevard/Federal Avenue to Barrington Avenue (0.15 miles). Work encompassed 33 signalized intersections along Wilshire Boulevard, over 3.8 miles of signing and striping on a major arterial highway and coordination with LADOT, LABOE and LA Metro for design development.

Los Angeles County Department of Public Works (LACDPW), Avalon Boulevard Traffic Signal Synchronization and Signing/Striping, Los Angeles County, CA. **Traffic Engineer.** KT prepared traffic signal technical improvements for 31 intersections along an eight-mile stretch of Avalon Boulevard. Scope of services included gathering as-built plans, performing a field review, modifying the traffic signals, upgrading streetlights, and analyzing the best location to install the wireless communicators.

Orange County Transportation Authority (OCTA), I-405 Express Lanes Design-Build, Santa Ana, Costa Mesa, Huntington Beach, CA. **Project Lead.** KT was responsible for coordinating with the OC405 Partners Joint Venture for the constructability reviews focused on the electrical, ITS, and electronic toll and traffic management systems (ETTM) infrastructure design submittals prepared by the Pacific Infrastructure 405 Designers Joint Venture. KT prepared constructability reviews for lighting concept plan, temporary TMS capacity analysis, temporary TMS performance monitoring plan, temporary RMS/CCTV/TMS details, and several design packages encompassing over 200 design plans. The project consists of converting the existing high-occupancy vehicle (HOV) lane to a tolled express lane and adding two new lanes (one tolled express lane and one general purpose lane) in each direction along I-405 between the 405/605/22 interchange through Orange County to the SR-73 toll road interchange.



Marie Lewis Adams, AICP

Technical Specialist

INDUSTRY TENURE
20 years

FIRM TENURE
3 years

EDUCATION
MCP, City and Regional Planning, University of Pennsylvania

BA, Geography, University of California, Los Angeles

REGISTRATIONS
American Institute of Certified Planners (AICP) - #181750

Marie brings both deep technical understanding of transportation systems and the ability to communicate complex information in straightforward, understandable ways. When analyzing and prioritizing transportation options, she specializes in working with stakeholders to establish key goals, evaluation frameworks, and performance measures that facilitate and simplify the decision-making process. She has recently managed projects which include enhanced bus/bus rapid transit (BRT) planning, rail system and station planning, transportation demand forecasting, origin-destination analysis, and feasibility evaluation. She has also led multiple stakeholder and public engagement efforts and enjoys working collaboratively with people of diverse perspectives to achieve common goals.

CVAG, Update to Transportation Project Prioritization Study and Companion Documents, Coachella Valley, CA. **Project Prioritization Lead.** HDR was selected to update the current TPPS and companion documents including the Traffic Census Report, the Regional Arterial Cost Estimate (RACE), the Active Transportation Plan (ATP), and the Transportation Uniform Mitigation Fee (TUMF) Nexus Study. The study area for the 2016 TPPS, RACE and TUMF and the 2015 Traffic Census included the incorporated areas of the Coachella Valley, tribal lands, as well as some unincorporated areas of Riverside County.

Riverside County Transportation Commission (RCTC), Coachella Rail Station Feasibility Study. **Project Manager.** Marie is currently leading a REAP-funded project to identify a proposed terminus station location for the Coachella Valley Rail project in the city of Coachella. The project includes site analysis and identification, 15 percent design for a station and layover facility, transit-oriented development planning for the surrounding area, and an economic development and housing strategy. Extensive community engagement will help to shape the integrated transportation and land use vision.

RCTC, Coachella Valley - San Gorgonio Pass Rail Corridor Service Development Plan (SDP), Riverside, San Bernardino, Orange, and Los Angeles Counties, CA. **Planner.** Marie was responsible for coordinating technical analysis, financial analysis, phasing, and community outreach for environmental clearance. HDR was selected to prepare the SDP for the Coachella Valley-San Gorgonio Pass Rail Corridor, a 140-mile-long rail corridor between Los Angeles Union Station and the City of Indio. The SDP was developed in two-phases: the first phase involved conducting an AA for the corridor, and the second phase includes development of the SDP following Federal Railroad Administration guidelines as well as a Tier I/Program Environmental Impact Statement/ Environmental Impact Report (EIS/EIR) for the proposed service.

SBCTA, Long Range Multimodal Transportation Plan, San Bernardino County, CA. **Project Manager.** Marie is in the final stages of leading the LRMTP which will provide a comprehensive, multimodal transportation vision for San Bernardino County through 2045. She is responsible for overall project direction, team coordination, and facilitating stakeholder meetings. HDR coordinates participation with 25 local jurisdictions, 5 transit operators, California Department of Transportation (Caltrans), Metrolink, SCAG, and representatives of other diverse interests. Key elements of the planning process include engagement, visioning, performance measures, scenario planning, multimodal integration, and funding recommendations.

SCAG/SBCTA, Integrated Transit and Land Use Planning for Foothill Boulevard/5th Street Bus Rapid Transit, San Bernardino, CA. **Project Manager.** Marie was responsible for technical direction, management of staff and subcontractors, and management of the schedule and budget. She also led operations analysis, stop placement analysis, service planning, and developed recommendations for BRT attributes. The project involved assessing feasibility for BRT-type service along a key east-west corridor in the San Bernardino area, including associated land use and transit demand forecasting.

City of Pico Rivera, Rosemead-Lakewood Boulevard Complete Corridor Vision Plan, Pico Rivera, CA. **Deputy Project Manager.** Marie assessed the feasibility of enhancing bus service along Lakewood/Rosemead Boulevard from Long Beach to Pico Rivera. This effort included existing conditions analysis, development of transit service alternatives from enhanced local service to full BRT, and ridership forecasting using FTA-compliant processes. The project includes the preparation of a feasibility analysis for a potential BRT route on the 26-mile Rosemead/Lakewood Boulevard corridor.

Orange County Transportation Agency (OCTA), South Orange County Multimodal Transportation Study (SOCMTS), Orange County, CA. **Planner.** Marie led the compilation of visioning, planning, modeling, and cost estimating process into a Locally Preferred Strategy for the South Orange County region. She also managed the development of the project's Final Report and Executive Summary. The project defines a vision for transportation system in South Orange County that moves beyond highway expansion to an integrated multimodal network.

OCTA, South Orange County Rail Station Feasibility Study, Orange County, CA. **Project Manager.** Marie led a study to assess the feasibility of a potential new Metrolink rail station in South Orange County. The study includes developing a Purpose and Need statement, rail operational analysis, ridership estimation, performance metrics, and stakeholder engagement. It is being developed in consultation with Metrolink and cities located within the study area.

Jessica Harleaux

Senior Project Manager



Education
Master of Urban Planning, Social & Community Planning Concentration, University of Southern California, 2015

Bachelor of Arts, Psychology, Sociology Minor, University of Baltimore, 2009

Years with Arellano Associates
5

Years of Experience
21

Affiliations

- Governor's Office of Land Use and Climate Innovation – Visioning and Community Engagement Advisory Group Member
- USC Trojan Women's Network, *Chair Emeritus*

Areas of Expertise

- Justice, Equity, Diversity & Inclusion (JEDI)
- Local & Regional Planning
- CBO Strategy
- Multilingual – Spanish, Romanian

Professional Summary

With 20 years of professional experience in the fields of real estate, housing, community development, and planning, Jessica Harleaux has worked with clients on a wide variety of projects throughout Southern California. She has a diverse background focused on public policy, urban planning, civic engagement, and community development in international and domestic settings, working alongside both small jurisdictions and regional agencies. Jessica specializes in strategic partnerships and equitable engagement. Jessica has an extensive background working with a range of CBOs and continues to provide her expertise on projects to create strategic and effective engagement strategies that reach historically underrepresented communities. Additionally, Jessica continues to build this expertise by working with agencies to implement CBO partnerships for multiple projects and by contributing to multijurisdictional projects. Jessica is a leader of Arellano Associates' Justice, Equity, Diversity, and Inclusion (JEDI) team, leading internal company-wide trainings and serves as an equity advisor to any projects in need of support. As a Project Manager, she demonstrates expertise in client relations, budget management, and strategy development. Jessica has moderate proficiencies in Romanian and Spanish, allowing her to effectively communicate with the diverse communities throughout southern California.

Project Experience

Riverside County Transportation Commission (RCTC), City of Coachella Rail Station Feasibility Study, Coachella, CA
(Sept. 2024 – Present)
As Principal in Charge, Jessica directs client and team relations, working closely with HDR to review budget forecasts and the overall engagement strategy, while providing senior guidance to the Outreach Project Manager to advance day-to-day implementation. She leads recurring technical and consultant meetings to review staffing plans, content needs, and outreach milestones. Jessica manages logistics for high-visibility public workshops and community events, ensuring seamless setup, travel coordination, and on-site support. She oversees development and quality control of TAC sessions, workshop boards, business-canvassing materials, augmented-reality tool reviews, and pop-up documentation.

Los Angeles County Metropolitan Transportation Authority (Metro) I-405 Multimodal Corridor Plan, Los Angeles, CA
(Jan. 2021 – Dec. 2022)
The I-405 freeway experiences the greatest hours of delay of all the corridors in the State of California, and services major origins and destinations, among them Los Angeles International Airport and the San Pedro Bay Ports. The I-405 Comprehensive Multimodal Corridor Plan (CMCP) will provide a guiding vision to reduce congestion and increase multimodal transportation accessibility along the I-405 Corridor. As Project Manager, Jessica oversaw the engagement process including the implementation of inclusive outreach to equity

focused communities, virtual advisory committee meetings, public workshops, and oversight of a virtual commenting tool.

Coachella Valley Association of Governments (CVAG), Arts & Music Line, Coachella Valley, CA
(Jan. 2024 – Present)
CVAG is developing the Arts and Music Line (AML), a nearly nine-mile network of protected bike lanes along Avenue 48, Van Buren Street, and Dillon Road, with safety upgrades such as lighting, signage, signals, and paving. Arellano leads a public outreach campaign that promotes bike-riding and safety education. Jessica is overseeing the strategic vision for outreach and engagement including the development of project branding, the composition of a Stakeholder Advisory Group, and the creation of educational materials that provide information on bike safety and encouragement. Jessica is guiding her team in the planning and implementing of 22 pop-up events, 10 community workshops, and 2 community challenges. She is leading her team in collaborating with organizers of the Coachella Music Festival and regional hotel operators to establish a program that encourages biking to the festival. She is also establishing partnerships with CBOs who will be compensated to expand outreach efforts and to teach community members bike repair skills and how to establish a community-operated bike kitchen.

CVAG, CV Link Mecca/North Shore Extension Project, Coachella Valley, CA *(May 2025 – Present)*
Arellano is leading an equity-centered outreach program to gather input from residents, stakeholders, and historically underrepresented communities through targeted grassroots and innovative engagement tools. Jessica directs an engagement strategy centered on Tribal collaboration with the Torres Martinez Tribe, guiding a listening session and supporting the Tribal Liaison to advance community participation in Stakeholder Working Group and focus meetings. She leads coordination with CVAG, Burke Rix, CBOs, and key stakeholder groups, managing SWG and PDT meeting preparation, logistics, and follow-up communications. Jessica oversees development and quality control of fact sheets, FAQs, event toolkits, maps, and Social Pinpoint content, and leads planning for public workshops and listening sessions. She also manages staffing and weekly task plans while shaping placemaking maps, outreach approaches, and contingency planning across engagement phases.

CVAG, Regional Vehicle Miles Traveled Study (VMT), Coachella Valley, CA *(Dec. 2024 – Present)*
Jessica leads an equity-driven outreach program in close collaboration with CVAG, Kimley-Horn, and Tribal partners, ensuring communities have clear access to information, engagement tools, and meaningful opportunities to participate. She advances trust-building with Tribal groups while directing key deliverables, including radio and television ads, digital feedback tools, and onboarding of CBO partners. Jessica guides the formation of a robust Technical Advisory Committee by identifying ambassadors who elevate outreach visibility and community involvement. She aligns strategies across recurring technical and consultant meetings, overseeing database coordination, weekly task plans, schedule forecasting, and reporting. She manages multi-round development and QC of outreach materials and leads logistics for pop-ups, briefings, and workshops. Jessica also directs technical refinement of survey takeaway documents and digital tools to strengthen clarity and accessibility.

CVAG, CV Link Community Connectors (CVLCC), Coachella Valley, CA *(Dec. 2024 – Present)*
Jessica leads outreach strategy, communications with key stakeholder groups, and guidance for all public-facing engagement activities. She works alongside CRA and CVAG to develop and implement in-person workshops, interactive digital mapping tools, and a CBO partnership program with three organizations canvassing in historically underrepresented communities. Jessica coordinates recurring project-team and consultant meetings to align budget forecasts and strategy updates, while overseeing work plans, staffing, and weekly engagement schedules. She leads creation and refinement of briefing materials and presentation assets for pop-ups, workshops, school district meetings, and agency briefings. Jessica also reviews outreach reports and stakeholder feedback to shape multi-phase engagement.

Jennifer Velazquez

Senior Project Coordinator



Education
Master of Urban & Regional Planning, University of California, Irvine, 2021

Bachelor of Arts, Urban Studies, University of California, Irvine, 2018

Years with Arellano Associates
5

Years of Experience
6

Areas of Expertise

- Public Outreach & Public Speaking
- Online Survey Development & Engagement Tools
- Creative Material Development
- CBO Partnerships
- Virtual Public Meeting Administrator
- Event Planning & Coordination
- Bilingual – Spanish

Professional Summary

Jennifer Velazquez is a dynamic Senior Project Coordinator who works on a variety of public planning, housing, and transportation related projects. Jennifer provides support for a wide range of public outreach services which include marketing, social media organization, collateral materials and message development, public event planning, coordination and implementation, stakeholder analysis, documentation of outreach activities, and virtual meeting administration and facilitation. She is experienced in utilizing technology tools and social media outlets to fulfill outreach plans and maximize public engagement and participation. Jennifer is experienced in strategically partnering with community-based organizations (CBOs) to serve as community experts on various projects and implement outreach tactics that are equitable and reach marginalized groups. She is committed to fulfilling her passion about environmental justice issues and building a bridge between communities and municipalities. Jennifer is bilingual, allowing her to communicate with Spanish speaking communities and draft bilingual public outreach materials and surveys. Jennifer is proficient in Google Suite, Microsoft Office Suite, Adobe Creative Suite, ArcGIS, Constant Contact, and digital engagement platforms such as Miro Board, Survey Monkey, Typeform, and Mentimeter.

Project Experience

Coachella Valley Association of Governments (CVAG) CV Link Community Connectors (CVLCC), Coachella Valley, CA
(Dec. 2024 – Present)
The CV Link Community Connectors Project identifies routes that connect rural neighborhoods to key destinations such as schools, parks, and community centers along the CV link. As Deputy Project Manager, Jennifer oversees the overall outreach strategy and provides strategic direction on engagement implementation. She identified and provided direction on targeted locations across the Coachella Valley to host six pop-up style workshops, ensuring geographic distribution and broad community representation. Jennifer has led the onboarding, administrative coordination, and ongoing communication with two BOs engaged through paid partnerships across multiple project rounds. She developed partnership agreements and coordinated documentation of completed outreach activities to ensure completion. In addition, Jennifer has moderated three agency meetings and presented outreach updates during a virtual public workshop attended by approximately 30 participants. She also developed the content for two Social Pinpoint interactive bilingual mapping activities to collect community input. All outreach materials and engagement tools have been produced in English and Spanish to maximize accessibility.

Riverside County Transportation Commission, City of Coachella Rail Station Feasibility Study, Coachella, CA *(Sept. 2024 – Present)*

The City of Coachella is conducting the Coachella Rail Station Feasibility Study. The Study will identify a potential location for a new rail station along the future Coachella Valley Rail route and develop land use and connectivity plans for the surrounding area. Jennifer provides oversight of the Stakeholder Engagement Plan and the implementation of all the outreach notification tactics which include bilingual eblasts, social media posts, and outreach toolkits.

CVAG, Regional Vehicle Miles Traveled Study (VMT), Coachella Valley, CA *(Dec. 2024 – Present)*
The CVAG VMT Study develops consistent regional strategies to measure, reduce, and integrate VMT into transportation planning across the Coachella Valley. As Project Manager, Jennifer led the Stakeholder Engagement Plan and implemented a robust outreach program focused on historically marginalized communities and tribes, including 10 pop-up events, two statistically valid bilingual surveys (757 responses), and an interactive mapping activity (106 responses). She also onboarded and managed two CBOs, coordinated a multilingual advertising campaign, and supported targeted distribution of 10,080 bilingual mailers to expand participation and awareness.

Coachella Valley Association of Governments (CVAG), Arts & Music Line (AML), Coachella Valley, CA *(Jan. 2024 – Present)*
Arellano's role in this effort will be to lead a robust public outreach campaign that focuses on education and encouragement activities that increase interest in bicycling among residents and visitors. As Senior Project Coordinator, Jennifer has led and will continue to lead the coordination and facilitation of Stakeholder Advisory Group (SAG) meetings. To-date, she has developed outreach presentation slides, led communications with SAG members, and facilitated two meetings. Additionally, Jennifer supported the strategy development and planning for a community bike month, a month consisting of multiple initiatives and events around bike safety and encouragement. She also developed the storyboard for a bike safety educational video and will coordinate directly with the video lead to produce the final video. She will continue to oversee junior team members in identifying and coordinating pop-up events, refreshing and updating collateral for future events, and supporting planning and preparation for future Bike Month campaigns.

Los Angeles County Metropolitan Transportation Authority (Metro), I-405 Comprehensive Multi-Modal Corridor Plan, Los Angeles County, CA *(Feb. 2021 – Dec. 2022)*
The I-405 freeway experiences the greatest hours of delay of all the corridors in the State of California, and services major origins and destinations, among them Los Angeles International Airport and the San Pedro Bay Ports. The I-405 Comprehensive Multimodal Corridor Plan (CMCP) will provide a guiding vision to reduce congestion and increase multimodal transportation accessibility along the I-405 Corridor. Jennifer developed notification material such as agendas, invitations, and post meeting reports for the Advisory Committee Meetings, public meetings, and focus groups which involved CBO's and transportation agencies. She provided online engagement tool support through the whiteboard platform, Miro Board, to ensure interactive and meaningful meeting discussions.

City of Los Angeles Department of Transportation (LADOT), Olympics Corridors Project, Los Angeles, CA *(Aug. 2025 – Sept. 2025)*
LADOT is advancing the planning and design of active transportation and safety improvements across eight key corridors totaling more than 27 miles in preparation for the 2028 Olympic and Paralympic Games. In alignment with Healthy Streets LA, the project introduces new bike and bus lanes, upgraded crossings, and pedestrian-focused enhancements to ensure long-term mobility and accessibility. As Senior Project Coordinator, Jennifer provided targeted support for the Venice East corridor, leading the development of outreach collateral including fact sheet and flyer copy and coordinating with the design team to produce final materials aligned with project branding and messaging.

Acknowledgment of Addendum

REQUEST FOR PROPOSALS
FOR
PROFESSIONAL SERVICES
FOR
THE COACHELLA VALLEY MULTIMODAL CORRIDOR PLAN

ADDENDUM

Addendum Date: March 12, 2026

Purpose: This addendum supplements, amends, and takes precedence over the original Request for Proposals (RFP) and shall be considered when preparing proposals and shall become part of the Contract documents. Offerors shall review the Addendum work and requirements in detail and incorporate any effects the Addendum may have into their scope of services and cost proposal.

Note: All requirements of the RFP documents remain unchanged except as cited herein.

Questions & Requests:

The following are responses to the questions received by the Coachella Valley Association of Governments (CVAG) as of the deadline for receiving questions by 2:00 p.m. on March 10, 2026.

1. **Question:** May we request an extension of the due date?

   Response: *No, the deadline for receiving proposals remains no later than 2:00 p.m. on March 24, 2026.*

2. **Question:** Are 11x17 pages acceptable? If so, will they be counted as one page or two?

   Response: *Yes, 11X17 pages are acceptable and count as 1 page.*

3. **Question:** Under B. Content and Format of Technical Proposal - 3. Proposed Staffing and Project Organization you state, “This section of the proposal should establish the method that will be used by the Consultant to manage the Project as well as identify key personnel and sub-consultants assigned”. Do you want our project management process included or is this just to identify the project manager?

Response: *Yes, you can summarize here and more specifically refer to Section V. Scope of Work subsection B. Project Management which specifies the Consultant's responsibilities related to project management. Also refer to Section V. Scope of Work subsection G. Scope of Work/Project Tasks – Summary of Project Tasks – Task 1. Project Management provides the project management scope to be proposed.*

4. **Question:** Who do we address the letter to?

   Response: *Section III.B. Content and Format of Technical Proposal under 1. Cover Letter specifies what is required for the cover letter including the name and title to whom it shall be addressed: Jonathan Hoy, PE, Director of Transportation.*

5. **Question:** Does your agency have a local preference policy?

   Response: *No.*

6. **Question:** What is the budget for this project?

   Response: *$700,000.*

7. **Question:** What is the schedule for this project?

   Response: *In accordance with the STPG grant agreement schedule, project shall be completed by December 2027.*

8. **Question:** Under B Evaluation, Number 4 Proposed Fee you state that the fee is 20% of the scoring. Is this accurate even with a sealed fee?

   Response: *Yes, Fee Proposal is being scored along with the Technical Proposal using the percentages specified in the RFP.*

9. **Question:** Please confirm that the items requested under B. Content and Format of Technical Proposal 3. Proposed Staffing and Project Organization in the first three bullets can be merged/included in the half page resumes that we are providing.

   Response: *Yes, that is acceptable. Also note as specified in Section III.B. Content and Format of Technical Proposal item 5. Appendices third bullet, Proposers to submit resumes of all key personnel/support staff that will produce work products for the Services.*

   Section III.B. Content and Format of Technical Proposal also indicates the Cover Page, Cover Letter, Appendices, and page separators will not count toward the page limit.

The deadline to receive proposals remains no later than 2:00 p.m. on Marcy 24, 2026.

Continued on the next page.

Acknowledgement: Offerors must acknowledge receipt of this Addendum by signing in the space provided below. This signed Addendum shall be included in the appendices section of the Technical Proposal.

Authorized Signature: _____ Date: March 16, 2026

Company: CR Associates

MOBILITY SOLUTIONS FOR OUR CHANGING WORLD

C+R ASSOCIATES

3900 Fifth Avenue, Suite 310 • San Diego, CA 92103
800 Wilshire Boulevard, Suite 620 • Los Angeles, CA 90015

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C+R ASSOCIATES

3900 Fifth Avenue, Suite 310
San Diego, CA 92103

800 Wilshire Boulevard, Suite 620
Los Angeles, CA 90017

03.24.26

FEE PROPOSAL

COACHELLA VALLEY
ASSOCIATION OF GOVERNMENT

PROFESSIONAL SERVICES FOR

THE COACHELLA VALLEY MULTIMODAL CORRIDOR PLAN



MOBILITY SOLUTIONS FOR OUR CHANGING WORLD

Fee Proposal

TOTAL BY TASK

Coachella Valley Association of Governments
The Coachella Valley Multimodal Corridor Plan
The CRA Team Fee Proposal

No.	Task Description	CRA	HDR	AA	Total by Task
Task 1	Project Management	$ 53,480	$ 20,847	$ 7,244	$ 81,571
Task 2	Existing Conditions	$ 52,470	$ 5,380	$ -	$ 57,850
Task 3	Evaluation Framework and Prioritization Criteria	$ 240,620	$ 80,886	$ -	$ 321,506
Task 4	Outreach and Engagement	$ 33,420	$ -	$ 76,930	$ 110,350
Task 5	Plan Development	$ 56,300	$ -	$ 4,955	$ 61,255
Task 6	Draft and Final Plan	$ 43,360	$ -	$ -	$ 43,360
Task 7	Adoption of Final Plan	$ 9,200	$ -	$ -	$ 9,200
	CRA Subtotal	$ 488,850	$ 107,113	$ 89,129	$ 685,092
	Direct Expenses	$ 3,600	$ -	$ 10,920	$ 14,520
	Total	$ 492,450	$ 107,113	$ 100,049	$ 699,612

CR ASSOCIATES' TOTAL

Coachella Valley Association of Governments
The Coachella Valley Multimodal Corridor Plan
Fee Proposal - CRA

No.	Task Description	Project Manager & Principal-In-Charge		Deputy Project Manager (Associate III - Planning)		Associate Principal		Associate III - Planning		Senior Planner I		Planner III		Planner III		Planner I		Senior Associate III - Traffic Ops		Engineer III - Traffic Ops		Principal - Design		Senior Engineer I - Design		Engineer I - Design		Communication Specialist		Intern		Senior Project Accountant		CRA Labor Cost	
		Monique Chen		Andrew Prescott		Jenny An		Sasha Jovanovic		Precious Nicanor		Eric Sindel		Ana Garate		Zeltzin Angon		Phuong Nguyen		Cristian Belmudez		Ross Duenas		Hailey Tyson		Joey Watson		Nancy Chen		Vary		Claudia Joaquin			
		$355.00		$220.00		$280.00		$220.00		$190.00		$160.00		$160.00		$145.00		$295.00		$185.00		$325.00		$215.00		$145.00		$150.00		$100.00		$170.00			
		Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost
Task 1	**Project Management**	**100**	**$ 35,500**	**61**	**$ 13,420**	**-**	**$ -**	**2**	**$ 440**	**2**	**$ 380**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**22**	**$ 3,740**	**187**	**$ 53,480**
1.1	Project Kick-Off Meeting	4	$ 1,420	4	$ 880		$ -	2	$ 440	2	$ 380	-	$ -	-	$ -	-	$ -		$ -	-	$ -		$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	12	$ 3,120
1.2	Monthly Progress Meetings	76	$ 26,980	57	$ 12,540	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	133	$ 39,520
1.3	Monthly Invoice and Progress Report	20	$ 7,100	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	22	$ 3,740	42	$ 10,840
Task 2	**Existing Conditions**	**10**	**$ 3,550**	**10**	**$ 2,200**	**-**	**$ -**	**44**	**$ 9,680**	**60**	**$ 11,400**	**24**	**$ 3,840**	**-**	**$ -**	**84**	**$ 12,180**	**4**	**$ 1,180**	**24**	**$ 4,440**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**40**	**$ 4,000**	**-**	**$ -**	**300**	**$ 52,470**
2.1	Review of Relevant Planning and Policy Documents	2	$ 710	2	$ 440	-	$ -	4	$ 880	8	$ 1,520	-	$ -	-	$ -	20	$ 2,900	-	$ -	2	$ 370	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	38	$ 6,820
2.2	Study Area Identification	2	$ 710	2	$ 440	-	$ -	8	$ 1,760	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	12	$ 2,910
2.3	Data Collection and Analysis	2	$ 710	6	$ 1,320	-	$ -	16	$ 3,520	12	$ 2,280	24	$ 3,840	-	$ -	40	$ 5,800	4	$ 1,180	20	$ 3,700	-	$ -	-	$ -	-	$ -	-	$ -	40	$ 4,000	-	$ -	164	$ 26,350
2.4	Prepare an Existing Conditions Technical Memo	4	$ 1,420	-	$ -	-	$ -	16	$ 3,520	40	$ 7,600	-	$ -	-	$ -	24	$ 3,480	-	$ -	2	$ 370	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	86	$ 16,390
Task 3	**Evaluation Framework and Prioritization Criteria**	**60**	**$ 21,300**	**134**	**$ 29,480**	**38**	**$ 10,640**	**140**	**$ 30,800**	**112**	**$ 21,280**	**60**	**$ 9,600**	**100**	**$ 16,000**	**60**	**$ 8,700**	**48**	**$ 14,160**	**64**	**$ 11,840**	**88**	**$ 28,600**	**104**	**$ 22,360**	**68**	**$ 9,860**	**40**	**$ 6,000**	**-**	**$ -**	**-**	**$ -**	**644**	**$ 240,620**
3.1	Evaluation Framework and Solutions Development	48	$ 17,040	110	$ 24,200	10	$ 2,800	60	$ 13,200	80	$ 15,200	-	$ -	100	$ 16,000	-	$ -	40	$ 11,800	48	$ 8,880	40	$ 13,000	48	$ 10,320	20	$ 2,900	40	$ 6,000	-	$ -	-	$ -	644	$ 141,340
3.2	Funding Strategies	2	$ 710	8	$ 1,760	20	$ 5,600	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	40	$ 13,000	40	$ 8,600	48	$ 6,960	-	$ -	-	$ -	-	$ -	-	$ 36,630
3.3	Prioritization Process	10	$ 3,550	16	$ 3,520	8	$ 2,240	80	$ 17,600	32	$ 6,080	60	$ 9,600	-	$ -	60	$ 8,700	8	$ 2,360	16	$ 2,960	8	$ 2,600	16	$ 3,440	-	$ -	-	$ -	-	$ -	-	$ -	-	$ 62,650
Task 4	**Outreach and Engagement**	**28**	**$ 9,940**	**48**	**$ 10,560**	**2**	**$ 560**	**14**	**$ 3,080**	**8**	**$ 1,520**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**6**	**$ 1,770**	**4**	**$ 740**	**6**	**$ 1,950**	**-**	**$ -**	**-**	**$ -**	**22**	**$ 3,300**	**-**	**$ -**	**-**	**$ -**	**138**	**$ 33,420**
4.1	Develop an Outreach and Engagement Strategy	2	$ 710	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	2	$ 710
4.2	Coordination with key agency stakeholders	24	$ 8,520	24	$ 5,280	2	$ 560	12	$ 2,640	6	$ 1,140	-	$ -	-	$ -	-	$ -	6	$ 1,770	4	$ 740	6	$ 1,950	-	$ -	-	$ -	8	$ 1,200	-	$ -	-	$ -	92	$ 23,800
4.3	Project Webpage and Social Media Messaging	-	$ -	4	$ 880	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	4	$ 600	-	$ -	-	$ -	8	$ 1,480
4.4	Fact Sheet and Flyers	-	$ -	2	$ 440	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	4	$ 600	-	$ -	-	$ -	6	$ 1,040
4.5	Survey Questionnaire	2	$ 710	2	$ 440	-	$ -	2	$ 440	2	$ 380	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	2	$ 300	-	$ -	-	$ -	10	$ 2,270
4.6	Community Events	-	$ -	16	$ 3,520	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	4	$ 600	-	$ -	-	$ -	20	$ 4,120
Task 5	**Plan Development**	**12**	**$ 4,260**	**48**	**$ 10,560**	**4**	**$ 1,120**	**24**	**$ 5,280**	**80**	**$ 15,200**	**-**	**$ -**	**40**	**$ 6,400**	**40**	**$ 5,800**	**-**	**$ -**	**8**	**$ 1,480**	**8**	**$ 2,600**	**-**	**$ -**	**-**	**$ -**	**24**	**$ 3,600**	**-**		**-**	**$ -**	**288**	**$ 56,300**
5.1	Plan Chapter Submittals	12	$ 4,260	48	$ 10,560	4	$ 1,120	24	$ 5,280	80	$ 15,200	-	$ -	40	$ 6,400	40	$ 5,800		$ -	8	$ 1,480	8	$ 2,600	-	$ -	-	$ -	24	$ 3,600	-	$ -	-	$ -	288	$ 56,300
Task 6	**Draft and Final Plan**	**16**	**$ 5,680**	**40**	**$ 8,800**	**-**	**$ -**	**20**	**$ 4,400**	**16**	**$ 3,040**	**-**	**$ -**	**44**	**$ 7,040**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**96**	**$ 14,400**	**-**		**-**	**$ -**	**232**	**$ 43,360**
6.1	Draft Coachella Valley Multimodal Corridor Plan	6	$ 2,130	16	$ 3,520	-	$ -	8	$ 1,760	8	$ 1,520	-	$ -	32	$ 5,120	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	80	$ 12,000	-	$ -	-	$ -	150	$ 26,050
6.2	Final Coachella Valley Multimodal Corridor Plan	10	$ 3,550	24	$ 5,280	-	$ -	12	$ 2,640	8	$ 1,520	-	$ -	12	$ 1,920	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	16	$ 2,400	-	$ -	-	$ -	82	$ 17,310
Task 7	**Adoption of Final Plan**	**16**	**$ 5,680**	**16**	**$ 3,520**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**		**-**	**$ -**	**32**	**$ 9,200**
7.1	Decision-Maker Hearings	16	$ 5,680	16	$ 3,520	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	32	$ 9,200
	Labor Subtotal	**242**	**$ 85,910**	**357**	**$ 78,540**	**44**	**$ 12,320**	**244**	**$ 53,680**	**278**	**$ 52,820**	**84**	**$ 13,440**	**184**	**$ 29,440**	**184**	**$ 26,680**	**58**	**$ 17,110**	**100**	**$ 18,500**	**102**	**$ 33,150**	**104**	**$ 22,360**	**68**	**$ 9,860**	**182**	**$ 27,300**	**40**	**$ 4,000**	**22**	**$ 3,740**	**1821**	**$ 488,850**
Direct Cost Expenses																																	
Travel																																$	600
Traffic Counts																																$	3,000
	Direct Cost Subtotal																															**$**	**3,600**
	CRA Total including ODCs																															**$**	**492,450**

HDR'S TOTAL

Coachella Valley Association of Governments
The Coachella Valley Multimodal Corridor Plan
Fee Proposal - HDR

No.	Task Description	Principal-in-Charge		Project Manager		Task Lead		Task Lead		Senior Task Lead		Senior Engineer		Engineer II		Engineer I		Project Accountant		HDR Labor Cost	
		Scott Bacsikin		Dawn Wilson		Marie Lewis Adams		Kheang "KT" Tang		Mark Hager		Brian Smith		Julian Hernandez		Riley Mitchell		Susan Lillejord			
		$435.34		$388.07		$264.16		$286.69		$440.31		$347.44		$263.42		$117.18		$143.68			
		Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost
Task 1	**Project Management**	-	$ -	**20**	**$ 7,761**	-	$ -	**18**	**$ 5,160**	**18**	**$ 7,926**	-	$ -	-	$ -	-	$ -	-	$ -	**56**	**$ 20,847**
1.1	Project Kick-Off Meeting	-	$ -	4	$ 1,552	-	$ -	2	$ 573	2	$ 881	-	$ -	-	$ -	-	$ -	-	$ -	8	$ 3,006
1.2	Monthly Progress Meetings	-	$ -	16	$ 6,209	-	$ -	16	$ 4,587	16	$ 7,045	-	$ -	-	$ -	-	$ -	-	$ -	48	$ 17,841
1.3	Monthly Invoice and Progress Report	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 2	**Existing Conditions**	-	$ -	**4**	**$ 1,552**	-	$ -	**6**	**$ 1,720**	-	$ -	-	$ -	**8**	**$ 2,107**	-	$ -	-	$ -	**18**	**$ 5,380**
2.1	Review of Relevant Planning and Policy Documents	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
2.2	Study Area Identification	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
2.3	Data Collection and Analysis	-	$ -	4	$ 1,552	-	$ -	6	$ 1,720	-	$ -	-	$ -	8	$ 2,107	-	$ -	-	$ -	18	$ 5,380
2.4	Prepare an Existing Conditions Technical Memo	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 3	**Evaluation Framework and Prioritization Criteria**	**4**	**$ 1,741**	**12**	**$ 4,657**	**16**	**$ 4,227**	**34**	**$ 9,748**	**40**	**$ 17,612**	**20**	**$ 6,949**	**92**	**$ 24,234**	**100**	**$ 11,718**	-	$ -	**318**	**$ 80,886**
3.1	Evaluation Framework and Solutions Development	4	$ 1,741	8	$ 3,105	12	$ 3,170	34	$ 9,748	32	$ 14,090	20	$ 6,949	92	$ 24,234	100	$ 11,718	-	$ -	302	$ 74,755
3.2	Funding Strategies	-	$ -	4	$ 1,552	4	$ 1,057	-	$ -	8	$ 3,522	-	$ -	-	$ -	-	$ -	-	$ -	16	$ 6,131
3.3	Prioritization Process	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 4	**Outreach and Engagement**	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
4.1	Develop an Outreach and Engagement Strategy	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
4.2	Coordination with key agency stakeholders	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
4.3	Project Webpage and Social Media Messaging	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
4.4	Fact Sheet and Flyers	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
4.5	Survey Questionnaire	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
4.6	Community Events	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 5	**Plan Development**	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
5.1	Plan Chapter Submittals	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 6	**Draft and Final Plan**	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
6.1	Draft Coachella Valley Multimodal Corridor Plan	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
6.2	Final Coachella Valley Multimodal Corridor Plan	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 7	**Adoption of Final Plan**	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
7.1	Decision-Maker Hearings	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
	Labor Subtotal	**4**	**$ 1,741**	**36**	**$ 13,971**	**16**	**$ 4,227**	**58**	**$ 16,628**	**58**	**$ 25,538**	**20**	**$ 6,949**	**100**	**$ 26,342**	**100**	**$ 11,718**	**0**	**$ -**	**392**	**$ 107,113**
Direct Cost Expenses																					
N/A																					$ -
N/A																					$ -
	Direct Cost Subtotal																				**$ -**
	HDR Total including ODCs																				**$ 107,113**

ARELLANO ASSOCIATES' TOTAL

Coachella Valley Association of Governments
The Coachella Valley Multimodal Corridor Plan
Fee Proposal - AA

No.	Task Description	Principal-in-Charge		Project Manager		Creative Lead		Project Coordinator		Assistant Project Coordinator		Senior Tech Coordinator		AA Labor Cost	
		Jessica Harleaux		Jennifer Velazquez		Kyle Santiago		Georgie Suico		Daniella Perez		Staff Name			
		$211.15		$138.57		$155.72		$100.29		$68.62		$110.85			
		Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost	Hrs.	Cost
Task 1	**Project Management**	**11**	**$ 2,323**	**29**	**$ 4,019**	**-**	**$ -**	**9**	**$ 903**	**-**	**$ -**	**-**	**$ -**	**49**	**$ 7,244**
1.1	Project Kick-Off Meeting	1	$ 211	2	$ 277	-	$ -	-	$ -	-	$ -	-	$ -	3	$ 488
1.2	Monthly Progress Meetings	10	$ 2,112	27	$ 3,741	-	$ -	9	$ 903	-	$ -	-	$ -	46	$ 6,756
1.3	Monthly Invoice and Progress Report	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 2	**Existing Conditions**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**
2.1	Review of Relevant Planning and Policy Documents	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
2.2	Study Area Identification	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
2.3	Data Collection and Analysis	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
2.4	Prepare an Existing Conditions Technical Memo	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 3	**Evaluation Framework and Prioritization Criteria**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**
3.1	Evaluation Framework and Solutions Development	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
3.2	Funding Strategies	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
3.3	Prioritization Process	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 4	**Outreach and Engagement**	**22**	**$ 4,645**	**136**	**$ 18,846**	**24**	**$ 3,737**	**236**	**$ 23,668**	**318**	**$ 21,821**	**38**	**$ 4,212**	**774**	**$ 76,930**
4.1	Develop an Outreach and Engagement Strategy	6	$ 1,267	18	$ 2,494	-	$ -	10	$ 1,003	-	$ -	-	$ -	34	$ 4,764
4.2	Coordination with key agency stakeholders	6	$ 1,267	35	$ 4,850	-	$ -	31	$ 3,109	70	$ 4,803	-	$ -	142	$ 14,029
4.3	Project Webpage and Social Media Messaging	-	$ -	25	$ 3,464	12	$ 1,869	50	$ 5,015	100	$ 6,862	26	$ 2,882	213	$ 20,091
4.4	Fact Sheet and Flyers	4	$ 845	12	$ 1,663	12	$ 1,869	25	$ 2,507	50	$ 3,431	-	$ -	103	$ 10,314
4.5	Survey Questionnaire	3	$ 633	9	$ 1,247	-	$ -	18	$ 1,805	-	$ -	12	$ 1,330	42	$ 5,016
4.6	Community Events	3	$ 633	37	$ 5,127	-	$ -	102	$ 10,230	98	$ 6,725	-	$ -	240	$ 22,715
Task 5	**Plan Development**	**2**	**$ 422**	**7**	**$ 970**	**-**	**$ -**	**15**	**$ 1,504**	**30**	**$ 2,059**	**-**	**$ -**	**54**	**$ 4,955**
5.1	Plan Chapter Submittals	2	$ 422	7	$ 970	-	$ -	15	$ 1,504	30	$ 2,059	-	$ -	54	$ 4,955
Task 6	**Draft and Final Plan**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**
6.1	Draft Coachella Valley Multimodal Corridor Plan	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
6.2	Final Coachella Valley Multimodal Corridor Plan	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
Task 7	**Adoption of Final Plan**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**	**-**	**$ -**
7.1	Decision-Maker Hearings	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -	-	$ -
	Labor Subtotal	**35**	**$ 7,390**	**172**	**$ 23,834**	**24**	**$ 3,737**	**260**	**$ 26,075**	**348**	**$ 23,880**	**38**	**$ 4,212**	**877**	**$ 89,129**
Direct Cost Expenses															
Mileage/Parking (4 pop-ups)															$ 1,120
Interpretation/Translation															$ 1,000
Outreach Supplies, Prizes, and Refreshments															$ 800
CBO Compensation (up to one round)															$ 5,000
Printing															$ 1,000
Digital Engagement Tools															$ 500
SMS/Geofencing															$ 1,500
	Direct Cost Subtotal														**$ 10,920**
	AA Total including ODCs														**$ 100,049**

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ITEM 6C

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Interstate 10/ Monroe Street Interchange Project Proportionate Share Study**

Contact: Randy Bowman, Assistant Director of Transportation (rbowman@cvag.org)

Recommendation: Accept the Interstate 10/ Monroe Street Interchange Project Proportionate Share Study

Background: CVAG has been a funding partner to the County of Riverside and City of Indio on the Monroe Street/ Interstate 10 (I-10) interchange project since 2007. The project is tied with Avenue 50 from Jackson to Van Buren Street in ranking as the region's number one project in the current Transportation Project Prioritization Study (TPPS). The interchange was initially funded through the $10 million Interchange Preparation Fund, which the Executive Committee created in 2007 to support the preparation of interchange projects. CVAG has been a steadfast partner in the project, with several amendments to the reimbursement agreement being approved to fund additional stages of the project. Over the last five years, CVAG has coordinated with the City and County to secure nearly $90 million in outside funding committed to the project. At the same time, CVAG staff have highlighted the project as part of its cash flow analysis, as rising project costs were on the horizon. On April 27, 2026, the Executive Committee authorized $56,531,115 for the construction phase, bringing the total regional contribution to the project of $68.6 million. This pre-construction obligation follows the same approach CVAG took for Jefferson Street, which was the last I-10 interchange to be completed.

Approval of the Plans Specifications & Engineering (PS&E) package and ROW certification are anticipated by June 2026.The County anticipates advertising the project in August 2026 and construction is anticipated to begin in January 2027.

The CVAG Executive Committee has authorized regional funds for 75 percent of eligible costs for the Interstate 10/ Monroe Street Interchange Project after all committed federal and state monies have been accounted. The improvement of the interchange will benefit not only the jurisdiction in which it is located, but any jurisdiction in the near vicinity that contributes traffic to the interchange. The closer or more direct access to an interchange presumes a greater benefit to a jurisdiction.

The Executive Committee in 2003 established the process of distributing the 25 percent Local Share of I-10 interchange projects to those jurisdictions benefiting from the improvements. The benefit to a jurisdiction was determined as its share of traffic using the project based on traffic modeling conducted by a qualified traffic consultant. A jurisdiction's proportionate share of the 25 percent Local Share was then calculated based on the traffic model results. This process was applied to the Interstate 10 interchanges at Ramon Road/Bob Hope Drive, Indian Canyon Drive, Palm Drive/Gene Autry Trail, and Jefferson Street.

To develop a similar study for the Interstate 10/Monroe Street Interchange project, CVAG released a Request for Proposals in October 2025. Two proposals were received by the November 2025 deadline. A committee comprised of CVAG staff and representatives of the City of Indio and Riverside County evaluated the proposals and conducted interviews of the consultants in December 2025. The review committee unanimously selected Kimley-Horn Associates for the project. Given that the consultant's proposed fee is less than $100,000, the Executive Director authorized and executed the contract in January 2026. The consultant engaged with jurisdiction staff to obtain land use and land development information and developed a draft study document for review in April 2026. CVAG staff then presented the draft of the Interstate 10/Monroe Street Interchange Project Proportionate Share Study to member jurisdiction senior staff, namely public works directors and city engineers, and the cash flow ad hoc committee. Jurisdiction staff subsequently provided updated land use and planned development information to the consultant, who then updated the traffic model and refined the proportionate share percentages.

Applying the percentages from the Interstate 10/Monroe Street Interchange Project Proportionate Share Study and using the current estimate of $22.4 million for the Local Share, the cost shares by jurisdiction would be as follows:

Jurisdiction	% Trips	Cost Share
Indio	64.70%	$ 14,478,569.24
Unincorporated County (CVAG)	10.96%	$ 2,452,629.35
Coachella	7.99%	$ 1,788,002.60
Palm Desert	6.61%	$ 1,479,186.13
Rancho Mirage	2.70%	$ 604,206.14
Cathedral City	2.25%	$ 503,505.11
Palm Springs	1.82%	$ 407,279.69
La Quinta	1.76%	$ 393,852.89
Desert Hot Springs	0.80%	$ 179,024.04
Indian Wells	0.41%	$ 91,749.82
TUMF Boundary Total	**100.00%**	**$ 22,378,005.00**

The final proportionate share amount for each jurisdiction will be determined once the construction contract is awarded by the County.

Fiscal Analysis: To date, CVAG's Executive Committee has authorized about $68.6 million in regional transportation funding for the project via the reimbursement agreement with the County of Riverside and the City of Indio. The Interstate 10/Monroe Street Interchange Project Proportionate Share Study assigns to local jurisdictions their proportionate share of the Local Share of the project, currently estimated at approximately $22.4 million.

The final Local Share will be determined once the County awards the construction contract for the project, which is anticipated later this year. Staff will return to CVAG committees following the construction contract award to amend the reimbursement agreement. With past interchange proportionate share studies, CVAG served as the collector and distributor of the Local Share proportionate shares. In light of the ongoing discussion on cash flow by CVAG committees, CVAG's role may change for this and future interchange projects, pending direction from the Executive Committee. Staff anticipate returning to CVAG committees with an amendment to the County and Indio reimbursement agreement later this year to reflect the awarded amount of the construction contract, plus any direction from the Executive Committee regarding CVAG's role in

collecting and disbursing from jurisdictions their Local Share proportionate shares.

The project's current estimate is $181 million, although the final cost will be based on construction bids. The current cost estimate per phase is:

Phase	Estimated Cost
PA/ED (Includes PSR)	$ 3,300,000
PS&E	$ 5,765,200
Right of Way	$ 6,572,000
Construction	$127,181,400
Construction Management	$ 25,436,280
Contingency	$ 12,718,140
Total Costs:	**$180,973,020**

The City, as well as CVAG and the County, continue to look for outside funding. The project's current funding breakdown is as follows:

Attachments:

1. Interstate 10/ Monroe Street Interchange Project Proportionate Share Study
2. Project map

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REPORT FOR

COST SHARE ANALYSIS FOR THE MONROE STREET INTERCHANGE PROJECT

PREPARED FOR

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS



Table of Contents

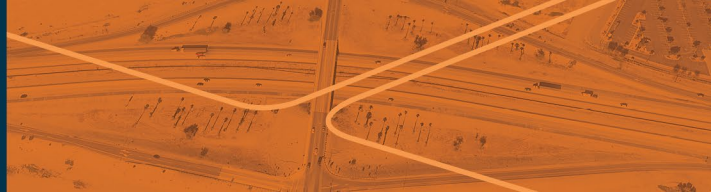
Executive Summary ..... **i**
Introduction **1**
Project Description 1
Study Methodology 3
Proportionate Share Analysis **5**
Travel Demand Model Framework 5
Proportionate Share Methodology 6
Proportionate Share Results **8**
Proportionate Share Analysis 8
Validation 10
Proportionate Share Cost 10
Appendix A – RIVCOM TAZ Map 1
Appendix B – RIVCOM Socio-economic Data Inputs 1
Appendix C – Select Link Trip End Results 1

Appendices

Appendix A – RIVCOM TAZ Map

Appendix B – RIVCOM Socio-economic Data Inputs

Appendix C – Select Link Trip End Results



List of Tables

Table ES-1 - Summary of Proportionate Cost Share Allocation ii
Table 2 – Overall Local Share Cost Calculation 4
Table 3 - 2023 Base Year Socio-economic Data 5
Table 4 - 2050 Horizon Year Socio-economic Data 6
Table 5 – Base Year (2023) Proportionate Share Percentage 8
Table 6 – Opening Year (2029) Proportionate Share Percentage 9
Table 7 – Horizon Year (2050) Proportionate Share Percentage 9
Table 8 – Proportionate Share Percentage Replica Comparison 10
Table 9 – Funding Detail 11
Table 10 – Summary of Proportionate Cost Share Allocation 11

List of Figures

Figure 1: Project Regional Vicinity Map 2
Figure 2: Study Area (TUMF Boundary) 4

Executive Summary

The Coachella Valley Association of Governments (CVAG) is responsible for planning, funding, and delivering transportation improvements throughout the Coachella Valley. As part of this role, CVAG administers funding for eligible projects undertaken by its member jurisdictions, including regional projects such as the Monroe Street Interchange Project.

Under CVAG's cost-sharing policy, project costs are divided into a "Regional Share" and a "Local Share." The Regional Share, funded by CVAG through Measure A and the Transportation Uniform Mitigation Fee (TUMF), covers seventy-five percent (75%) of eligible project costs, while the remaining twenty-five percent (25%) is allocated as the Local Share.

For the purposes of determining how the "Local Share" will be distributed among jurisdictions for the Monroe Street Interchange Project, a proportionate cost share analysis was conducted. This analysis allocates costs based on the project's qualified cost of $89,512,020.[1]

To support this effort, an updated version of the Riverside County travel demand model (RIVCOM) was used. The model is based on RIVCOM version 4.0.1 and was refined as part of a concurrent, but separate project, the CVAG Regional VMT Study.

The methodology for determining eligible trips by jurisdiction is consistent with the CVAG TUMF Nexus Report (2018). Proportionate shares were calculated for both the Existing Year (2023) and Horizon Year (2050) scenarios using a select link analysis of the interchange ramps and overcrossing to identify the origins and destinations of trips utilizing the facility.

The Monroe Street Interchange project is anticipated to be completed in 2029, the Opening Year for the project. The Opening Year was selected as the basis for determining proportionate share as it aligns the allocation with the traffic patterns most closely aligned with the construction timeline thereby avoiding a reliance on long-term growth assumptions that may not materialize as forecasted, but accounting for near-term development that is expected to occur in the Coachella Valley.

Opening Year (2029) travel patterns were estimated by interpolating between the Existing Year (2023) and Horizon Year (2050) model results to determine the number of trips from each jurisdiction using the interchange. Consistent with prior analyses, trips associated with jurisdictions outside the CVAG area, as well as external trips, were excluded.

The results of this analysis, including each jurisdiction's share of trips in the Opening Year (2029) and the corresponding proportionate cost allocation based on a total Local Share of $22.4 million, are summarized in **Table ES-1**.

[1] *Amendment to the Reimbursement Agreement for the Monroe Street / Interstate 10 Interchange Project*. Coachella Valley Association of Governments Transportation Committee. April 6, 2026.

Table ES-1 - Summary of Proportionate Cost Share Allocation[2]

Agency	Opening Year (2029) Trip Percentage (%)	Allocated Cost Share ($)
Indio	64.70%	$ 14,478,569.24
Unincorporated County (CVAG)	10.96%	$ 2,452,629.35
Coachella	7.99%	$ 1,788,002.60
Palm Desert	6.61%	$ 1,479,186.13
Rancho Mirage	2.70%	$ 604,206.14
Cathedral City	2.25%	$ 503,505.11
Palm Springs	1.82%	$ 407,279.69
La Quinta	1.76%	$ 393,852.89
Desert Hot Springs	0.80%	$ 179,024.04
Indian Wells	0.41%	$ 91,749.82
TUMF Boundary Total	**100%**	**$22,378,005.00**

[2] Final costs to be determined based on the selected construction bid.

Introduction

CVAG is responsible for planning, funding, and delivering transportation improvements in the Coachella Valley. As part of this role, CVAG administers funding for eligible projects implemented by its member jurisdictions. The cost of the eligible project is split into a "Local Share" and a "Regional Share." The "Regional Share," paid by CVAG from regional funds including Measure A and the Transportation Uniform Mitigation Fee (TUMF), is equal to seventy-five percent (75%) of eligible costs. All remaining costs constitute the "Local Share", equal to twenty-five percent (25%).

For interchange projects, CVAG has historically allocated the Local Share among jurisdictions within the CVAG TUMF boundary. For the Monroe Street Interchange Project, the proportionate cost share analysis was conducted to determine how the Local Share will be distributed among the nine cities in the Coachella Valley and unincorporated Riverside County within the CVAG TUMF boundary. This report documents the methodology and results of that analysis.

Project Description

As shown in **Figure 1**, the Monroe Street and I-10 interchange is located within the City of Indio approximately two miles east of the Jefferson Street interchange and one mile west of the Jackson Street interchange in eastern Coachella Valley. I-10 is a primary transportation corridor through the Coachella Valley that connects the southern and northern ends of the Valley to eastern Riverside County and the greater Los Angeles area. The Monroe Street/I-10 interchange provides a major access point for both existing and planned developments.

The purpose of the Monroe Street Interchange Project is to improve the operational performance of the interchange and address existing deficiencies. The most recent TPPS shows the interchange operating at LOS F.[3] The project proposes to expand the Monroe Street overpass to accommodate additional through lanes and turn lanes, add eastbound auxiliary lanes, and add westbound acceleration and deceleration lanes.

[3] *Transportation Project Prioritization Study*. Coachella Valley Association of Governments. Prepared by Michael Baker. 2016.

Figure 1: Project Regional Vicinity Map



Source: *Interstate 10/Monroe Street Interchange Improvement Project Draft Initial Study [with Proposed] Mitigated Negative Declaration/Environment Assessment*. State of California Department of Transportation. April 2020

Study Methodology

The four steps followed in this proportionate cost share analysis include:

1) **Analysis Years**: The base year for this study represents 2023 conditions, while the horizon year represents 2050 conditions. These years correspond to those used in the recently updated RIVCOM travel demand model, which served as the primary tool for the proportionate share analysis. As part of the CVAG Regional VMT Study, the model was updated for the Coachella Valley, including revising the base year from 2018 to 2023 and significant updates to the land use assumptions to reflect existing conditions and planned land uses. Additional details on the model update are provided below. The study area for the project corresponds to the TUMF boundary as identified in **Figure *2***.

2) **Identify origins and destinations**: Following establishment of the analysis years, the origins and destinations of all vehicular trips using the Monroe Street/I-10 interchange were identified. This analysis was performed for both the Base Year (2023) and Horizon Year (2050) using a select link procedure, which traces trips using the facility to their origin and destination traffic analysis zones (TAZs).[4] Trips were then categorized as internal-internal (I-I), where both the origin and destination are within a CVAG jurisdiction; internal-external (I-X), where the origin is within a CVAG jurisdiction and the destination is outside; external-internal (X-I), where the origin is outside a CVAG jurisdiction and the destination is within; and external-external (X-X), where both the origin and destination are outside CVAG jurisdictions.

3) **Calculating Opening Year**: Because the travel demand model does not include an Opening Year scenario, conditions for the Monroe Street Interchange Project (2029) were estimated by interpolating between the Existing Year (2023) and Horizon Year (2050). This interpolation assumes a linear change in trips over time. The total change in trips between 2023 and 2050 was divided by the 22-year period to determine an average annual change, which was then applied over the six-year period between 2023 and 2029. The resulting increment was added to the Existing Year (2023) trips to estimate Opening Year (2029) conditions. The origin-destination analysis described in Step 2 was then applied to the interpolated Opening Year trips.

   Consistent with the proportionate cost share methodology used in CVAG's TUMF Program, trips were weighted based on their origin and destination. Internal-internal (I-I) trips were assigned a value of 2, internal-external (I-X) and external-internal (X-I) trips were assigned a value of 1 (for the portion within a CVAG jurisdiction), and external-external (X-X) trips were assigned a value of 0. This approach excludes trips that both originate and terminate outside CVAG jurisdictions, ensuring that only jurisdictions participating in the TUMF program are assigned a share of the Local Share cost.

4) **Calculate Proportionate Cost Share**: Using the results from Step 3, the final step was to determine each jurisdiction's proportionate share of the Local Share cost. After excluding external trips, the total trip value for each jurisdiction was divided by trip value for all internal trips in the Coachella Valley. This proportion was then applied to the total Local Share cost of $22.4 million

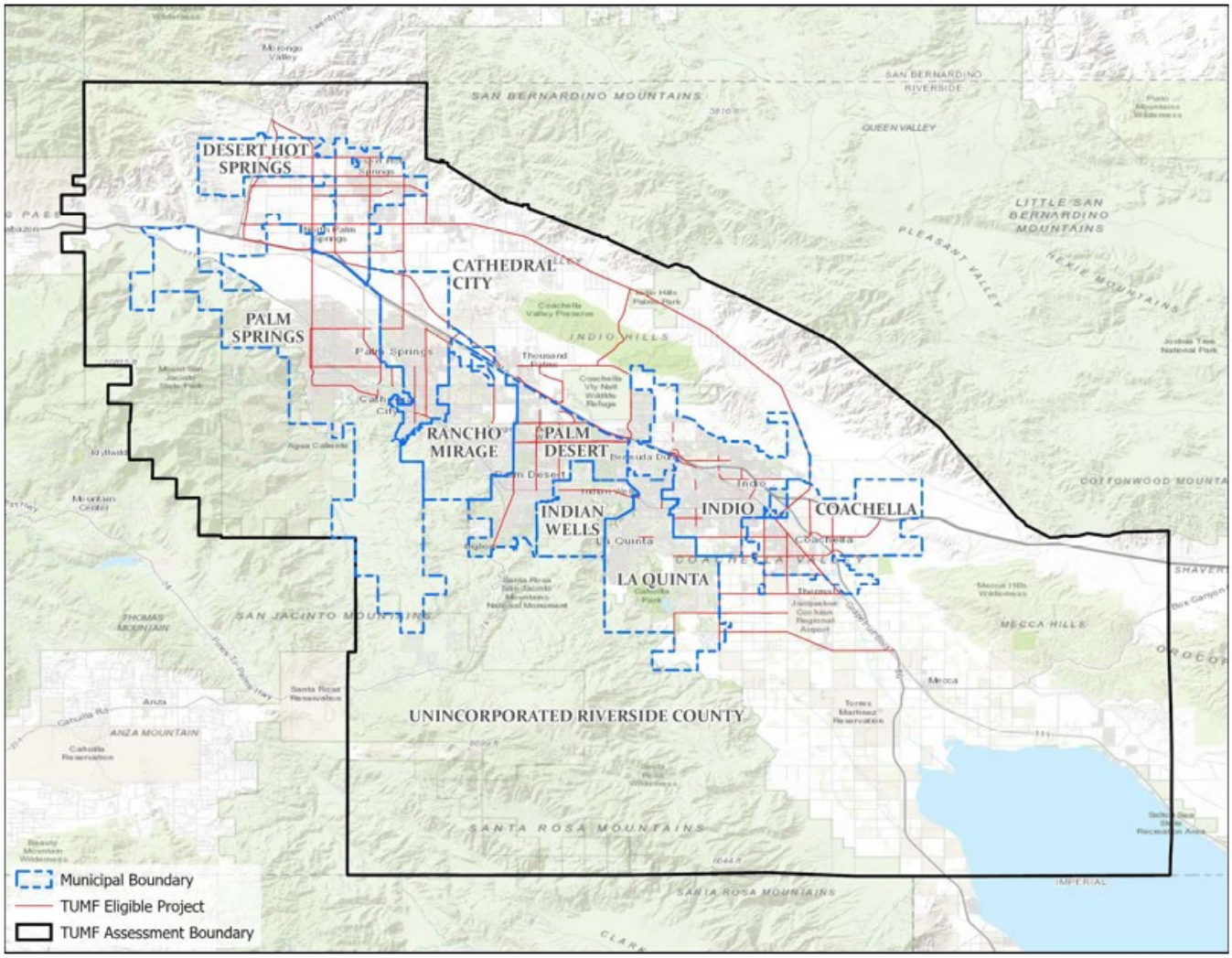
[4] TAZs are geographic areas used in travel demand modeling and are analogous to Census Block Groups or Census Tracts in terms of geographical size.

to determine the corresponding cost allocation for each jurisdiction. **Table 2** below shows the calculation of the local share percentage. **It should be noted that final costs will be based on construction bids.**

Table 2 – Overall Local Share Cost Calculation

	Cost
Total Current Estimated Cost	$180,973,020
Outside Funding	($91,461,000)
Total	$89,512,020
Local Share (25%)	$22,378,005
CVAG Regional Share (75%)	$67,134,015

Figure 2: Study Area (TUMF Boundary)



Proportionate Share Analysis

The following section summarizes the analysis, including the input data and methodology used, to determine each jurisdiction's proportionate share of the "Local Share" cost for the Monroe Street Interchange Project.

Travel Demand Model Framework

The current Riverside County travel demand model (RIVCOM version 4.0.1) has a Base Year of 2018 and Horizon Year of 2045. As part of the CVAG Regional VMT Study, the travel demand model was updated to reflect current conditions in the Coachella Valley. The update included a comprehensive review and revision of land use data to establish a 2023 base year and incorporate the most current planned land uses for 2050. The horizon year was updated to match SCAG forecasts and the forthcoming updated RIVCOM model. The revisions were closely coordinated with local agency staff and a static validation was completed to ensure model performance remained reliable.[5] The 2023 base year update relied on data from the American Community Survey (ACS), as well as building permit data provided by CVAG and WRCOG. This data was used to grow household and employment estimates from 2018 to 2023. To develop the growth projections for 2050, CVAG member agency surveys, housing elements, specific plans, and SCAG 2050 growth projections were used. A summary of the 2023 and 2050 socio-economic data (SED) is provided in **Table 3** and **Table 4**, respectively.[6] As part of the model update, static calibration and validation of the model was conducted to ensure consistency with observed travel patterns in the Coachella Valley.

Table 3 - 2023 Base Year Socio-economic Data

Agency	Population	Households		Employment
		Single-Family	Multi-Family	
Cathedral City	57,260	14,853	4,531	12,264
Coachella	54,743	9,589	2,825	8,982
Desert Hot Springs	35,396	8,699	2,904	5,023
Indian Wells	4,650	2,182	275	5,036
Indio	101,758	25,002	6,739	27,202
La Quinta	40,825	13,843	1,943	16,885
Palm Desert	52,201	18,648	5,546	44,480
Palm Springs	48,739	14,238	10,412	32,881
Rancho Mirage	17,942	7,699	1014	16,358
Unincorporated County	72,287	21,396	3,487	20,357
TUMF Boundary Total	**485,801**	**136,149**	**39,676**	**189,468**

[5] *Travel Demand Model Update Technical Documentation*. Kimley-Horn and Associates. February 2026.
[6] At the time of this report, a second round of updates to the CVAG subarea in RIVCOM is in progress. This effort will bring the model horizon year into alignment with the broader RIVCOM update that began following Kimley-Horn's completion of the CVAG subarea revisions.

Table 4 - 2050 Horizon Year Socio-economic Data

Agency	Population	Households		Employment
		Single-Family	Multi-Family	
Cathedral City	62,033	17,275	6,904	17,991
Coachella	111,936	18,701	14,022	20,917
Desert Hot Springs	56,795	18,105	5,763	6,826
Indian Wells	5,932	2,754	584	6,981
Indio	129,827	33,714	14,409	39,055
La Quinta	43,253	16,704	3,427	22,016
Palm Desert	57,011	20,427	9,834	56,392
Palm Springs	57,064	18,335	12,722	44,796
Rancho Mirage	28,089	9,712	5,161	24,620
Unincorporated County	114,291	28,628	15,469	28,839
TUMF Boundary Total	**666,231**	**184,355**	**88,295**	**268,433**

Proportionate Share Methodology

The proportionate share was determined based on a select link analysis that was conducted using CVAG's updated version of the RIVCOM model. A select link analysis determines the origin and destination of each vehicle trip that travels along the selected link. The select link analysis conducted for this study identified the origins and destinations of vehicle trips that traveled along at least one portion of the four ramps and the overcrossing of the Monroe Street/I-10 interchange.

The select link analysis outputs determined the origins and destinations of the interchange trips at the Traffic Analysis Zone (TAZ) level. Each TAZ is associated with a jurisdiction in the travel demand model. The origins and destinations at the TAZ level were summed at the jurisdictional level and used to calculate proportionate share percentages by CVAG jurisdiction. The select link analysis was completed using the Base Year (2023) and Horizon Year (2050) scenarios contained within CVAG's updated RIVCOM travel demand model.

The Monroe Street Interchange project is anticipated to be completed in 2029, the Opening Year for the project. The Opening Year was selected as the basis for determining proportionate share as it aligns the allocation with the traffic patterns most closely aligned with the construction timeline thereby avoiding a reliance on long-term growth assumptions that may not materialize as forecasted, but accounting for near-term development that is expected to occur in the Coachella Valley. However, as the 2029 opening year is not an analysis scenario within the travel demand model, the Opening Year (2029) proportionate share estimates were determined by interpolating the select link results from the Base Year (2023) and Horizon Year (2050) scenarios.

Consistent with the methodology outlined in the CVAG TUMF Nexus Report (2018)[7], the analysis conducted as a part of this study focuses on daily trip ends for jurisdictions that participate in the TUMF Program (trips that either start or end within participating CVAG jurisdictions), rather than analyzing all vehicle trips that travel through the Monroe Street interchange. Internal-internal trips (trips starting and ending in a participating CVAG jurisdiction) account for two trip ends, while internal-external (trips starting

[7] *Transportation Uniform Mitigation Fee (TUMF) 2018 Fee Schedule Update.* Economic & Planning Systems, Inc. March 2018.

in a participating CVAG jurisdiction and ending outside a participating CVAG jurisdiction) and external-internal trips (trips starting outside of a participating CVAG jurisdiction and ending inside a participating CVAG jurisdiction) account for one trip end. This distinction is important because trips that travel through the Monroe Street interchange that have at least one trip end, either origin or destination or both, without stopping in a participating CVAG jurisdiction are excluded from proportionate share calculation as the non-participating jurisdictions cannot contribute funds to the construction of the Monroe Street Interchange Project. The total number of trip ends associated with each participating CVAG jurisdiction was divided by the total number of trips associated with participating jurisdictions to determine the fair share percentages.

To ground-truth the results of the proportionate share analysis, the Replica transportation analytics platform was used. Replica is a data-driven, activity-based modeling platform that integrates multiple data sources, including mobile location data and publicly available datasets, to develop a synthetic population and simulate daily activity and travel patterns. These outputs provide estimates of aggregate travel behavior and origin-destination patterns across the transportation network. Following the same approach as the analysis conducted for the Existing Year (2023) scenario using travel demand model outputs, proportional shares were derived from Replica data. The two results were compared to confirm the overall travel patterns in the travel demand model reflect real world travel behavior on the Monroe St. interchange. The results of the validation effort are summarized in the validation section of this report.

Proportionate Share Results

The following section summarizes the results of the proportionate cost share analysis for the Monroe Street Interchange Project.

Proportionate Share Analysis

The following tables summarize the trip ends and trip share percentage for each participating CVAG agency contributing traffic to the interchange. Participating agencies include the nine member cities and unincorporated Riverside County within the CVAG TUMF Boundary. The percent shares reflect each participating agency's proportional contribution of trips to the interchange for the Base Year (2023), summarized in **Table 5**, the Opening Year (2029), summarized in **Table 6**, and the Horizon Year (2050), summarized in **Table 7**. All external-external (X-X) trips have been removed from these tables. As stated earlier, the Opening Year is not a scenario year in RIVCOM, so an interpolation between the Base Year (2023) and Horizon Year (2050) was completed in order to estimate the trip share by participating agency for Opening Year (2029) conditions.

As shown in the three tables below, the City of Indio consistently has the largest trip share for all scenarios. This result is consistent with the fact that the interchange is located within the City limits, as well as the concentration of existing and planned development in the project vicinity. Also notable is that the City of Coachella experiences a 10 percent increase in trip share for Horizon Year (2050) conditions compared to the Existing Year (2023) conditions. This increase is attributable to the significant projected growth around the I-10 corridor within the City of Coachella.

Table 5 – Base Year (2023) Proportionate Share Percentage

Agency	I-I Trip Ends[1]	I-E Trip Ends[2]	E-I Trip Ends[3]	Total Trips	% Trip
Indio	28,891	4,228	3,503	36,622	69.15%
Unincorporated County	4,685	141	85	4,911	9.27%
Palm Desert	3,543	0	0	3,543	6.69%
Coachella	1,925	0	0	1,925	3.63%
La Quinta	789	415	402	1,606	3.03%
Rancho Mirage	1,421	0	0	1,421	2.69%
Cathedral City	1,295	0	0	1,295	2.45%
Palm Springs	1,110	0	0	1,110	2.10%
Desert Hot Springs	462	0	0	462	0.88%
Indian Wells	25	14	27	66	0.12%
TUMF Boundary Total	**44,146**	**4,798**	**4,017**	**52,961**	**100%**

[1] I-I: Internal – Internal [2] I-E: Internal – External [3] E-I: External – Internal

Table 6 – Opening Year (2029) Proportionate Share Percentage

Agency	I-I Trip Ends[1]	I-E Trip Ends[2]	E-I Trip Ends[3]	Total Trips	Share %
Indio	32,136	4,325	3,611	40,072	64.71%
Unincorporated County	5,828	459	500	6,787	10.96%
Coachella	4,332	234	382	4,948	7.99%
Palm Desert	3,787	142	163	4,092	6.61%
Rancho Mirage	1,445	81	146	1,672	2.70%
Cathedral City	1,309	53	29	1,391	2.25%
Palm Springs	1,127	0	0	1,127	1.82%
La Quinta	1,087	0	0	1,087	1.76%
Desert Hot Springs	496	0	0	496	0.80%
Indian Wells	256	0	0	256	0.41%
TUMF Boundary Total	**51,803**	**5,294**	**4,831**	**61,928**	**100%**

[1] I-I: Internal – Internal [2] I-E: Internal – External [3] E-I: External – Internal

Table 7 – Horizon Year (2050) Proportionate Share Percentage

Agency	I-I Trip Ends[1]	I-E Trip Ends[2]	E-I Trip Ends[3]	Total Trips	Share %
Indio	43,493	4,665	3,990	52,148	55.89%
Coachella	12,756	238	130	13,124	14.07%
Unincorporated County	9,829	560	358	10,747	11.52%
Palm Desert	4,639	638	1,718	6,995	7.50%
La Quinta	2,131	614	843	3,588	3.85%
Indian Wells	1,065	315	640	2,020	2.16%
Rancho Mirage	1,528	0	0	1,528	1.64%
Cathedral City	1,358	0	0	1,358	1.46%
Palm Springs	1,187	0	0	1,187	1.27%
Desert Hot Springs	613	0	0	613	0.66%
TUMF Boundary Total	**78,599**	**7,030**	**7,679**	**93,308**	**100%**

[1] I-I: Internal – Internal [2] I-E: Internal – External [3] E-I: External – Internal

Validation

Table 8 summarizes the differences between the proportionate share percentages obtained from the Base Year (2023) model scenario and data representing 2023 conditions obtained from Replica. As shown in **Table 8**, the validation analysis results demonstrate a reasonable degree of consistency between the data obtained from the CVAG model and data obtained from Replica. The Unincorporated County (CVAG) and City of La Quinta experience the most disparity between the data sources; however, these discrepancies are deemed reasonable and when all deviations are considered, the results obtained using the CVAG model can be considered validated and roughly representative of real world conditions.

Table 8 – Proportionate Share Percentage Replica Comparison

Agency	Proportionate Share %		Difference
	RIVCOM Base Year Model (2023)	Replica Fall 2023	
Indio	69.15%	67.40%	1.75%
Unincorporated County	9.27%	5.52%	3.75%
Palm Desert	6.69%	7.15%	-0.46%
Coachella	3.63%	5.15%	-1.52%
La Quinta	3.03%	5.76%	-2.73%
Rancho Mirage	2.68%	2.01%	0.67%
Cathedral City	2.45%	2.87%	-0.42%
Palm Springs	2.10%	2.76%	-0.66%
Desert Hot Springs	0.87%	0.80%	0.07%
Indian Wells	0.12%	0.57%	-0.45%

Proportionate Share Cost

After removing qualified project funds from state and federal sources, the Monroe Street Interchange Project has a current estimated cost of $89,512,020. Of this, 75-percent of the project cost or $67.1 million, is allocated to the “Regional Share” and paid by CVAG, while the remaining 25-percent of the project cost or $22.4 million, is allocated to the “Local Share” and paid by the participating CVAG agencies. More detailed cost calculations are shown in **Table 9** below. **It should be noted that final costs will be determined based on the selected construction bid.**

The calculated cost shares reflect each agency’s proportionate contribution of traffic to the Monroe Street Interchange Project under Opening Year (2029) conditions. Applying the Opening Year (2029) trip percentages summarized in **Table 6** to the “Local Share” portion of the project cost determines each agency's cost contribution. Aligning the proportionate shares with the traffic patterns most closely aligned with the construction timeline avoids a reliance on long-term growth assumptions that may not materialize

as forecasted, but does account for near-term development that is expected to occur in the Coachella Valley. **Table 10** summarizes the proportionate cost share allocation for each contributing agency.

Table 9 – Funding Detail

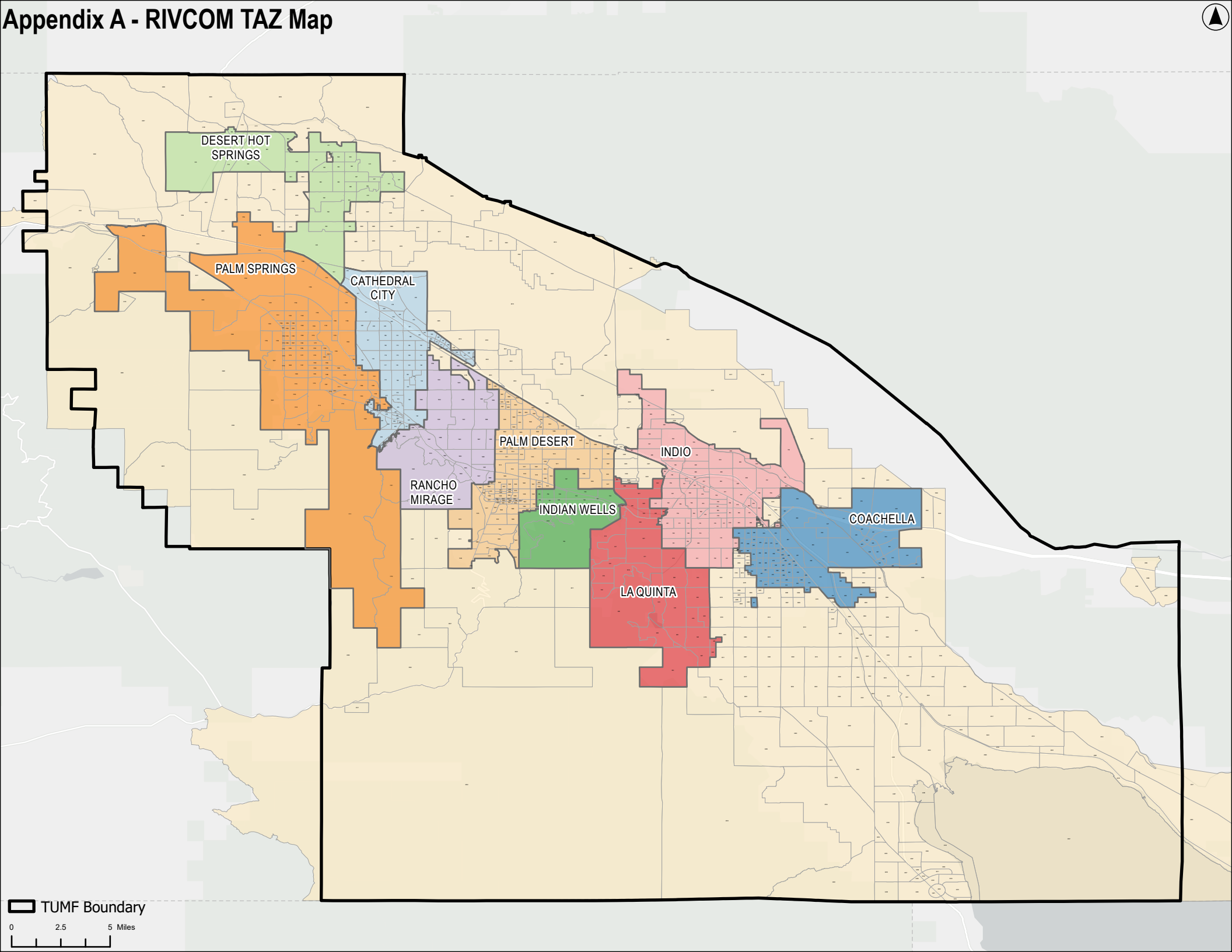
Funding Source	Funding Amount
Outside Funding (STIP)	$ 14,329,000
Outside Funding (STBG 2023)	$ 26,232,000
Outside Funding (STBG 2025)	$ 30,000,000
Outside Funding (LPP)	$ 14,263,000
Outside Funding (CPFCDS)	$ 2,350,000
Outside Funding (Earmark Repurpose)	$ 500,000
Outside Funding (ATP Cycle 7)	$ 2,287,000
Prior CVAG Funding (PSR)	$ 1,500,000
Total Funding from Other Sources	**$ 91,461,000**
Local Funding Share (25%)	$ 22,378,005
CVAG Regional Funding Share (75%)	$ 67,134,015
Total Current Estimated Cost	**$ 180,973,020**

Table 10 – Summary of Proportionate Cost Share Allocation

Agency	Share %	Cost Share ($)
Indio	64.70%	$14,478,569.24
Unincorporated County	10.96%	$2,452,629.35
Coachella	7.99%	$1,788,002.60
Palm Desert	6.61%	$1,479,186.13
Rancho Mirage	2.70%	$604,206.14
Cathedral City	2.25%	$503,505.11
Palm Springs	1.82%	$407,279.69
La Quinta	1.76%	$393,852.89
Desert Hot Springs	0.80%	$179,024.04
Indian Wells	0.41%	$91,749.82
Total Local Share	**100%**	**$22,378,005.00**

Appendix A – RIVCOM TAZ Map

Appendix A - RIVCOM TAZ Map



Appendix B – RIVCOM Socio-economic Data Inputs

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
162	CATHEDRAL CITY	0	0	32	0	0	0	434	0
163	CATHEDRAL CITY	0	0	0	0	0	0	186	0
164	CATHEDRAL CITY	0	0	0	0	0	0	149	0
165	CATHEDRAL CITY	0	0	0	0	0	0	387	0
166	CATHEDRAL CITY	0	0	0	0	0	0	188	0
167	CATHEDRAL CITY	0	0	0	0	0	0	175	0
168	CATHEDRAL CITY	0	0	0	0	0	0	210	0
169	CATHEDRAL CITY	0	0	0	0	0	0	230	0
170	CATHEDRAL CITY	0	0	0	0	0	0	130	0
171	CATHEDRAL CITY	0	0	0	0	0	0	165	0
172	CATHEDRAL CITY	0	0	0	0	0	0	185	0
173	CATHEDRAL CITY	474	1658	65	0	470	1398	175	0
174	CATHEDRAL CITY	448	1479	155	0	439	1255	295	0
175	CATHEDRAL CITY	418	1535	181	0	403	1450	456	0
176	CATHEDRAL CITY	545	2099	781	0	562	1973	839	0
177	CATHEDRAL CITY	917	2856	227	0	919	2502	227	0
178	CATHEDRAL CITY	345	1252	99	0	430	1199	99	0
179	CATHEDRAL CITY	558	1954	122	1006	560	1606	122	991
180	CATHEDRAL CITY	532	1724	126	754	701	1953	126	689
181	CATHEDRAL CITY	574	1629	265	0	682	1863	311	0
182	CATHEDRAL CITY	621	1962	228	0	609	1767	228	0
183	CATHEDRAL CITY	234	796	191	0	406	1141	391	0
184	CATHEDRAL CITY	110	272	52	0	110	256	52	0
185	CATHEDRAL CITY	0	0	92	1081	0	0	788	988
186	CATHEDRAL CITY	0	0	33	0	0	0	880	0
187	CATHEDRAL CITY	508	937	926	0	508	924	926	0
188	CATHEDRAL CITY	638	2506	242	675	738	2193	259	617
189	CATHEDRAL CITY	694	2206	59	0	697	1800	59	0
190	CATHEDRAL CITY	552	1824	82	0	565	1548	82	0
191	CATHEDRAL CITY	286	497	23	0	292	502	23	0
192	CATHEDRAL CITY	0	0	357	0	0	0	357	0
193	CATHEDRAL CITY	773	1548	68	0	1033	1957	68	0
194	CATHEDRAL CITY	114	181	63	0	409	706	63	0
195	CATHEDRAL CITY	134	485	473	0	138	452	533	0
196	CATHEDRAL CITY	274	448	35	0	274	501	35	0
197	CATHEDRAL CITY	0	0	130	1494	0	0	132	1670
198	CATHEDRAL CITY	1905	7176	452	0	2030	6851	452	0
199	CATHEDRAL CITY	1136	3166	495	1720	1136	2870	501	1573
200	CATHEDRAL CITY	0	0	669	0	0	0	672	0
201	CATHEDRAL CITY	1	1	857	0	0	0	857	0
202	CATHEDRAL CITY	620	1230	69	0	622	1191	69	0
203	CATHEDRAL CITY	0	0	125	0	84	171	125	0
204	CATHEDRAL CITY	420	1016	178	0	420	930	178	0
205	CATHEDRAL CITY	0	0	770	0	0	0	770	0
206	CATHEDRAL CITY	80	153	482	0	125	229	482	0
207	CATHEDRAL CITY	256	724	30	0	257	676	30	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
208	CATHEDRAL CITY	0	0	1	0	99	216	8	0
209	CATHEDRAL CITY	100	235	87	0	223	484	87	0
210	CATHEDRAL CITY	0	0	462	0	0	0	486	0
211	CATHEDRAL CITY	305	460	122	0	305	512	122	0
212	CATHEDRAL CITY	1466	5065	167	0	1479	4562	220	0
213	CATHEDRAL CITY	288	575	204	0	288	552	204	0
214	CATHEDRAL CITY	364	672	384	0	364	633	384	0
215	CATHEDRAL CITY	347	683	59	0	347	668	59	0
216	CATHEDRAL CITY	0	0	0	0	1	4	0	0
217	CATHEDRAL CITY	1	4	39	0	1	4	39	0
218	CATHEDRAL CITY	0	0	0	0	0	0	0	0
219	CATHEDRAL CITY	0	0	0	0	940	1885	0	0
220	CATHEDRAL CITY	0	0	0	0	0	0	0	0
221	CATHEDRAL CITY	0	0	22	0	1224	2663	22	0
222	CATHEDRAL CITY	0	0	0	0	249	505	0	0
223	CATHEDRAL CITY	0	0	0	0	0	0	0	0
224	CATHEDRAL CITY	0	0	0	0	0	0	0	0
225	CATHEDRAL CITY	368	779	140	0	368	751	140	0
226	CATHEDRAL CITY	132	279	18	0	132	272	18	0
227	CATHEDRAL CITY	578	1623	50	742	1272	3188	50	678
228	CATHEDRAL CITY	620	1906	61	0	622	1695	61	0
229	CATHEDRAL CITY	432	1348	196	0	433	1213	206	0
230	CATHEDRAL CITY	0	0	0	0	0	0	0	0
231	CATHEDRAL CITY	0	0	0	0	0	0	0	0
232	CATHEDRAL CITY	0	0	0	0	0	0	0	0
233	CATHEDRAL CITY	0	0	0	0	0	0	0	0
234	CATHEDRAL CITY	0	0	393	0	3	3	447	0
235	CATHEDRAL CITY	95	117	544	172	89	160	569	157
236	CATHEDRAL CITY	121	200	79	0	121	199	79	0
237	CATHEDRAL CITY	0	0	2	0	0	0	2	0
238	CATHEDRAL CITY	0	0	0	0	0	0	556	0
239	CATHEDRAL CITY	0	0	0	0	0	0	131	0
240	CATHEDRAL CITY	0	0	0	0	0	0	0	0
241	COACHELLA	0	0	165	2797	0	0	215	2715
242	COACHELLA	0	0	0	0	1468	4192	270	0
243	COACHELLA	0	0	0	0	270	865	50	0
244	COACHELLA	0	0	0	0	1278	3830	604	0
245	COACHELLA	23	80	1	0	30	96	128	0
246	COACHELLA	0	0	0	0	568	2005	597	0
247	COACHELLA	12	37	0	0	1655	4560	900	0
248	COACHELLA	0	0	0	0	12	37	1	0
249	COACHELLA	189	926	1	0	193	743	17	0
250	COACHELLA	547	2795	31	0	625	2718	67	0
251	COACHELLA	0	0	2887	0	1017	3400	3585	0
252	COACHELLA	0	0	0	0	0	0	12	0
253	COACHELLA	0	0	0	0	986	3760	0	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
254	COACHELLA	0	0	0	0	0	0	0	0
255	COACHELLA	0	0	559	0	0	0	777	0
256	COACHELLA	64	128	69	0	485	1217	1007	0
257	COACHELLA	2	2	151	0	0	0	598	0
258	COACHELLA	60	179	5	0	671	1793	533	0
259	COACHELLA	35	127	0	0	45	135	285	0
260	COACHELLA	0	0	0	0	0	0	0	0
261	COACHELLA	10	40	131	0	2762	7899	203	0
262	COACHELLA	983	4542	79	862	996	3760	627	849
263	COACHELLA	777	3136	76	41	827	2601	162	40
264	COACHELLA	147	736	27	669	187	858	60	659
265	COACHELLA	280	1304	87	0	333	1221	91	0
266	COACHELLA	173	805	6	744	175	768	8	733
267	COACHELLA	18	24	306	0	11	20	381	0
268	COACHELLA	0	0	0	0	0	0	14	0
269	COACHELLA	6	24	0	0	8	22	0	0
270	COACHELLA	6	33	170	0	6	29	280	0
271	COACHELLA	0	0	13	0	0	0	13	0
272	COACHELLA	363	1666	11	0	391	1397	13	0
273	COACHELLA	348	1470	78	759	355	1189	93	748
274	COACHELLA	135	737	406	0	271	1278	486	0
275	COACHELLA	8	8	130	0	0	0	263	0
276	COACHELLA	103	462	59	0	410	1579	59	0
277	COACHELLA	48	227	8	0	51	177	10	0
278	COACHELLA	751	3064	119	2	1061	3841	280	2
279	COACHELLA	687	2811	111	786	946	3304	154	770
280	COACHELLA	305	1176	27	0	327	1094	78	0
281	COACHELLA	174	728	0	0	177	675	0	0
282	COACHELLA	208	865	0	2	373	1465	0	2
283	COACHELLA	209	1009	53	0	219	931	55	0
284	COACHELLA	0	0	0	0	422	1619	6	0
285	COACHELLA	0	0	0	0	0	0	0	0
286	COACHELLA	54	252	1	0	80	260	1	0
287	COACHELLA	268	1319	9	0	273	1050	9	0
288	COACHELLA	290	1275	2	0	295	1099	2	0
289	COACHELLA	189	873	64	0	197	695	65	0
290	COACHELLA	734	3319	132	0	749	2575	135	0
291	COACHELLA	76	292	239	0	72	225	240	0
292	COACHELLA	7	23	208	0	476	1702	414	0
293	COACHELLA	137	565	43	0	172	608	70	0
294	COACHELLA	156	615	95	531	376	1298	166	523
295	COACHELLA	148	591	291	0	191	660	472	0
296	COACHELLA	0	0	73	0	0	0	83	0
297	COACHELLA	212	945	190	0	226	838	251	0
298	COACHELLA	150	652	179	0	223	837	236	0
299	COACHELLA	142	600	121	0	498	1823	192	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
300	COACHELLA	297	1310	0	4	303	1188	0	4
301	COACHELLA	71	304	35	0	293	1042	45	0
302	COACHELLA	0	0	0	0	0	0	0	0
303	COACHELLA	335	1517	106	0	400	1498	142	0
304	COACHELLA	0	0	0	0	0	0	46	0
305	COACHELLA	187	929	22	0	209	825	375	0
306	COACHELLA	499	2356	58	0	630	2832	68	0
307	COACHELLA	111	470	2	0	113	421	1	0
308	COACHELLA	8	30	0	0	360	1121	0	0
309	COACHELLA	656	2824	401	0	672	2213	492	0
310	COACHELLA	26	114	0	0	27	93	0	0
311	COACHELLA	217	959	13	0	549	1983	16	0
312	COACHELLA	170	751	6	0	174	705	7	0
313	COACHELLA	93	414	58	0	175	672	89	0
314	COACHELLA	246	1083	568	0	884	3404	596	0
315	COACHELLA	0	0	0	0	0	0	0	0
316	COACHELLA	0	0	0	0	4	11	0	0
317	COACHELLA	0	0	0	0	3	10	0	0
318	COACHELLA	262	1213	154	0	270	1085	192	0
319	COACHELLA	2	7	146	874	2	4	191	861
320	COACHELLA	0	0	0	0	395	1295	606	0
321	COACHELLA	0	0	0	0	355	1170	568	0
322	COACHELLA	0	0	0	0	136	509	142	0
323	COACHELLA	0	0	0	0	129	466	135	0
324	COACHELLA	0	0	0	0	899	2776	942	0
325	COACHELLA	0	0	0	0	181	650	189	0
326	COACHELLA	0	0	0	0	653	2273	308	0
327	COACHELLA	0	0	0	0	614	2210	290	0
328	COACHELLA	0	0	0	0	204	720	38	0
329	COACHELLA	0	0	0	0	124	458	22	0
330	COACHELLA	0	0	0	0	152	528	29	0
331	COACHELLA	0	0	0	0	374	1026	70	0
570	DESERT HOT SPRINGS	0	0	0	0	2248	4607	6	0
571	DESERT HOT SPRINGS	1392	3533	188	1695	1666	3459	198	1475
572	DESERT HOT SPRINGS	1021	3071	93	0	1210	3002	122	0
573	DESERT HOT SPRINGS	201	663	14	0	1206	2846	19	0
574	DESERT HOT SPRINGS	27	74	0	0	347	766	0	0
575	DESERT HOT SPRINGS	84	201	23	0	147	311	29	0
576	DESERT HOT SPRINGS	170	556	162	0	532	1344	163	0
577	DESERT HOT SPRINGS	120	396	27	0	131	369	27	0
578	DESERT HOT SPRINGS	6	19	434	0	740	1769	2107	0
579	DESERT HOT SPRINGS	0	0	0	0	236	480	1	0
580	DESERT HOT SPRINGS	15	46	0	0	1289	2667	0	0
581	DESERT HOT SPRINGS	295	851	8	0	1952	3995	8	0
582	DESERT HOT SPRINGS	701	2343	158	0	749	1820	160	0
583	DESERT HOT SPRINGS	255	772	382	1886	289	741	376	1805

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
584	DESERT HOT SPRINGS	924	2836	244	0	948	2423	251	0
585	DESERT HOT SPRINGS	1443	5119	324	0	1560	4283	331	0
586	DESERT HOT SPRINGS	812	2078	172	0	849	2030	176	0
587	DESERT HOT SPRINGS	881	2718	298	744	961	2543	307	648
588	DESERT HOT SPRINGS	1021	3634	317	0	1107	3019	315	0
589	DESERT HOT SPRINGS	241	777	73	0	579	1640	73	0
590	DESERT HOT SPRINGS	7	22	43	0	545	1363	51	0
591	DESERT HOT SPRINGS	4	7	12	0	4	16	16	0
592	DESERT HOT SPRINGS	308	1008	589	792	1187	3068	591	689
593	DESERT HOT SPRINGS	369	989	388	885	903	2081	399	770
594	DESERT HOT SPRINGS	114	359	656	0	460	1217	672	0
595	DESERT HOT SPRINGS	440	1348	74	0	484	1306	81	0
596	DESERT HOT SPRINGS	368	1087	242	0	400	1088	244	0
597	DESERT HOT SPRINGS	90	194	77	481	137	293	78	419
598	DESERT HOT SPRINGS	0	0	0	0	0	0	0	0
599	DESERT HOT SPRINGS	283	664	24	0	288	643	24	0
600	DESERT HOT SPRINGS	2	7	0	0	95	300	0	0
601	DESERT HOT SPRINGS	0	0	0	0	600	1267	0	0
602	DESERT HOT SPRINGS	9	24	1	0	19	39	1	0
739	INDIAN WELLS	0	0	0	0	0	0	0	0
740	INDIAN WELLS	751	1392	839	0	810	1458	839	0
741	INDIAN WELLS	4	6	39	0	177	274	338	0
742	INDIAN WELLS	0	0	1726	0	94	159	1932	0
743	INDIAN WELLS	0	0	6	0	0	0	212	0
744	INDIAN WELLS	88	170	324	622	430	656	1114	681
745	INDIAN WELLS	36	77	594	0	36	75	594	0
746	INDIAN WELLS	157	341	525	0	158	341	913	0
747	INDIAN WELLS	221	423	63	0	286	496	88	0
748	INDIAN WELLS	181	344	31	0	181	334	35	0
749	INDIAN WELLS	203	383	3	0	204	380	8	0
750	INDIAN WELLS	198	360	219	0	198	367	219	0
751	INDIAN WELLS	231	433	50	0	366	653	50	0
752	INDIO	182	440	19	0	260	563	117	0
753	INDIO	0	0	0	0	3637	7916	0	0
754	INDIO	1000	3241	878	480	1134	3148	1291	446
755	INDIO	543	1461	22	0	570	1330	182	0
756	INDIO	39	100	13	0	214	494	87	0
757	INDIO	629	1556	113	0	722	1618	149	0
758	INDIO	0	0	50	0	0	0	199	0
759	INDIO	36	162	11	0	36	122	7	0
760	INDIO	125	428	133	0	125	369	66	0
761	INDIO	140	453	280	0	148	391	199	0
762	INDIO	476	1529	187	0	476	1336	93	0
763	INDIO	29	70	0	0	86	186	0	0
764	INDIO	51	144	30	0	1315	2909	48	0
765	INDIO	584	1536	159	0	584	1396	259	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
766	INDIO	1026	1732	845	0	1033	1912	1149	0
767	INDIO	176	628	494	2954	536	1406	699	3373
768	INDIO	115	414	88	0	149	423	109	0
769	INDIO	249	626	56	0	348	783	60	0
770	INDIO	302	509	231	0	338	534	594	0
771	INDIO	363	1302	43	0	671	1822	74	0
772	INDIO	239	1494	62	0	239	1081	106	0
773	INDIO	1883	4622	342	0	1920	4366	391	0
774	INDIO	1146	2845	84	0	1554	3495	84	0
775	INDIO	697	2095	1583	0	1179	2977	2312	0
776	INDIO	306	1007	440	0	571	1587	650	0
777	INDIO	8	8	1651	0	0	0	2221	0
778	INDIO	207	704	40	0	282	769	63	0
779	INDIO	1125	4750	293	611	1138	4184	396	568
780	INDIO	246	754	852	0	700	1609	1332	0
781	INDIO	424	1769	51	0	430	1735	91	0
782	INDIO	0	0	0	0	0	0	0	0
783	INDIO	169	402	1	0	1556	3073	13	0
784	INDIO	577	2283	269	0	580	1991	371	0
785	INDIO	223	828	659	2309	233	760	1119	2926
786	INDIO	749	2551	817	1124	716	2428	1497	1045
787	INDIO	328	626	352	0	333	606	316	0
788	INDIO	628	2431	28	0	628	2066	62	0
789	INDIO	550	1663	37	0	550	1482	53	0
790	INDIO	420	1762	18	0	420	1379	26	0
791	INDIO	531	2485	103	511	534	2245	78	475
792	INDIO	325	1307	40	0	367	1298	30	0
793	INDIO	546	2223	910	869	546	2011	1160	808
794	INDIO	496	1626	646	380	603	1762	813	353
795	INDIO	475	1416	192	205	702	1772	264	191
796	INDIO	66	193	1550	0	216	538	1758	0
797	INDIO	279	853	207	1891	281	831	222	1758
798	INDIO	1	2	0	0	1805	3782	0	0
799	INDIO	435	1078	163	0	459	1029	179	0
800	INDIO	612	2083	115	0	693	2140	132	0
801	INDIO	580	2370	44	0	773	2217	78	0
802	INDIO	0	0	214	0	0	0	508	0
803	INDIO	9	9	932	0	223	652	1375	0
804	INDIO	1088	4820	189	792	1125	4530	107	736
805	INDIO	0	0	0	0	0	0	4	0
806	INDIO	1	1	0	0	0	0	1349	0
807	INDIO	618	2577	435	389	674	2452	623	493
808	INDIO	151	518	90	0	337	1000	237	0
809	INDIO	1136	4197	963	0	1384	4073	1134	0
810	INDIO	0	0	491	0	0	0	357	0
811	INDIO	109	367	991	0	222	683	1140	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
812	INDIO	12	12	392	0	103	354	628	0
813	INDIO	728	1689	88	0	732	1567	286	0
814	INDIO	179	606	400	0	179	480	456	0
815	INDIO	1172	3759	435	480	1207	3717	488	446
816	INDIO	734	2796	242	576	734	2507	354	535
817	INDIO	1	4	310	0	223	719	430	0
818	INDIO	250	965	322	0	255	849	434	0
819	INDIO	21	78	384	0	21	73	610	0
820	INDIO	169	425	149	626	321	725	146	582
821	INDIO	216	684	654	0	545	1376	918	0
822	INDIO	277	456	1952	0	410	744	2901	0
823	INDIO	1381	4810	265	662	1379	4397	240	615
824	INDIO	14	65	7	0	190	660	9	0
825	INDIO	0	0	0	0	463	1010	0	0
826	INDIO	25	59	267	0	25	57	880	0
827	INDIO	0	0	368	0	0	0	485	0
828	INDIO	1092	2490	33	0	1250	2852	37	0
829	INDIO	11	24	0	0	11	25	41	0
830	INDIO	0	0	44	0	450	1207	59	0
831	INDIO	2	3	146	0	2	2	158	0
832	INDIO	19	45	24	0	253	545	26	0
833	INDIO	0	0	103	0	0	0	114	0
834	INDIO	0	0	0	0	0	0	0	0
835	INDIO	9	10	575	0	4	7	708	0
836	INDIO	2	9	3	0	466	1777	32	0
837	INDIO	101	101	114	0	8	21	151	0
838	INDIO	865	2506	213	633	940	2437	311	590
839	INDIO	440	1712	102	0	440	1683	98	0
840	INDIO	0	0	0	0	0	0	0	0
841	INDIO	573	1400	104	0	1157	2775	22	0
904	LA QUINTA	251	446	2	0	1254	1932	156	0
905	LA QUINTA	26	49	0	0	771	1138	25	0
906	LA QUINTA	42	78	7	0	44	80	394	0
907	LA QUINTA	494	994	42	0	555	1055	68	0
908	LA QUINTA	0	0	0	0	0	0	0	0
909	LA QUINTA	192	442	250	0	226	473	332	0
910	LA QUINTA	225	415	195	0	249	466	324	0
911	LA QUINTA	761	1698	1490	21	820	1761	1480	23
912	LA QUINTA	289	651	228	0	332	695	339	0
913	LA QUINTA	487	1087	664	0	586	1157	1095	0
914	LA QUINTA	846	2849	1933	0	947	2765	2206	0
915	LA QUINTA	758	1553	234	0	866	1669	390	0
916	LA QUINTA	158	348	189	0	178	364	199	0
917	LA QUINTA	1040	2556	2926	655	1131	2413	3235	703
918	LA QUINTA	1411	3907	104	0	1412	3576	208	0
919	LA QUINTA	1997	6395	123	0	2008	3325	114	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
920	LA QUINTA	305	932	1358	0	308	926	1565	0
921	LA QUINTA	1748	4974	264	0	1837	4809	321	0
922	LA QUINTA	112	224	8	0	169	305	10	0
923	LA QUINTA	238	568	44	0	273	561	64	0
924	LA QUINTA	185	427	103	0	240	497	134	0
925	LA QUINTA	85	183	21	0	118	236	23	0
926	LA QUINTA	1377	2817	3074	0	1600	3291	4199	0
927	LA QUINTA	917	1972	377	1146	944	1979	596	1225
928	LA QUINTA	469	1476	81	0	591	1720	91	0
929	LA QUINTA	0	0	1303	2614	242	521	1507	1738
930	LA QUINTA	135	424	756	0	339	935	892	0
931	LA QUINTA	49	175	13	0	102	273	20	0
932	LA QUINTA	161	382	105	0	213	483	135	0
933	LA QUINTA	615	1674	235	1359	641	1638	790	1276
934	LA QUINTA	249	656	2	0	292	726	43	0
935	LA QUINTA	0	0	0	0	284	441	0	0
936	LA QUINTA	0	0	0	0	347	517	0	0
937	LA QUINTA	0	0	254	0	0	0	282	0
1569	PALM DESERT	1727	3780	163	0	1738	3703	171	0
1570	PALM DESERT	98	217	176	0	109	205	433	0
1571	PALM DESERT	639	1241	205	0	702	1277	504	0
1572	PALM DESERT	492	937	74	0	493	913	182	0
1573	PALM DESERT	222	458	156	0	1000	1228	1518	0
1574	PALM DESERT	1	2	648	0	550	629	1283	0
1575	PALM DESERT	63	164	1755	0	65	149	1973	0
1576	PALM DESERT	0	0	0	0	0	0	0	0
1577	PALM DESERT	40	109	141	0	40	100	158	0
1578	PALM DESERT	105	282	180	0	113	263	204	0
1579	PALM DESERT	10	27	4	0	10	23	6	0
1580	PALM DESERT	0	0	932	0	22	32	910	0
1581	PALM DESERT	0	0	0	0	0	0	0	0
1582	PALM DESERT	0	0	666	0	20	35	706	0
1583	PALM DESERT	0	0	1967	0	163	253	2800	0
1584	PALM DESERT	443	936	450	0	443	916	704	0
1585	PALM DESERT	730	1359	180	0	728	1329	349	0
1586	PALM DESERT	575	1051	79	0	575	1036	151	0
1587	PALM DESERT	0	0	2957	0	0	0	3181	0
1588	PALM DESERT	324	620	74	0	325	588	84	0
1589	PALM DESERT	245	526	51	0	245	518	52	0
1590	PALM DESERT	230	470	35	0	222	402	40	0
1591	PALM DESERT	0	0	439	0	0	0	521	0
1592	PALM DESERT	0	0	675	0	0	0	785	0
1593	PALM DESERT	19	37	510	0	54	86	593	0
1594	PALM DESERT	51	93	172	0	82	136	198	0
1595	PALM DESERT	0	0	987	0	0	0	1161	0
1596	PALM DESERT	0	0	382	0	14	20	444	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
1597	PALM DESERT	184	342	95	0	287	479	108	0
1598	PALM DESERT	266	602	106	0	266	590	120	0
1599	PALM DESERT	176	395	115	763	176	394	130	773
1600	PALM DESERT	138	302	37	0	141	304	40	0
1601	PALM DESERT	220	471	895	0	220	468	1033	0
1602	PALM DESERT	0	0	241	0	0	0	275	0
1603	PALM DESERT	555	986	169	0	569	941	181	0
1604	PALM DESERT	743	1238	20	0	787	1258	20	0
1605	PALM DESERT	24	42	69	20	1023	1160	80	20
1606	PALM DESERT	0	0	995	25	0	0	1214	25
1607	PALM DESERT	0	0	513	20	0	0	580	20
1608	PALM DESERT	125	271	210	20	128	204	267	20
1609	PALM DESERT	728	1419	815	0	741	1414	1525	0
1610	PALM DESERT	539	905	53	0	567	910	58	0
1611	PALM DESERT	710	1342	120	0	716	1348	224	0
1612	PALM DESERT	163	300	7	0	179	337	14	0
1613	PALM DESERT	287	521	65	0	333	602	120	0
1614	PALM DESERT	372	863	26	0	382	766	49	0
1615	PALM DESERT	156	290	104	0	156	294	104	0
1616	PALM DESERT	17	31	2725	0	17	31	2774	0
1617	PALM DESERT	322	755	132	543	734	1397	133	550
1618	PALM DESERT	437	1219	16	0	437	1086	16	0
1619	PALM DESERT	320	742	1083	0	322	692	1127	0
1620	PALM DESERT	0	0	1396	67	0	0	1533	68
1621	PALM DESERT	134	340	149	0	142	331	210	0
1622	PALM DESERT	237	596	27	0	237	571	38	0
1623	PALM DESERT	7	20	959	0	7	15	1116	0
1624	PALM DESERT	179	496	943	4	179	448	1332	4
1625	PALM DESERT	214	524	44	0	222	507	61	0
1626	PALM DESERT	389	1033	354	0	389	991	500	0
1627	PALM DESERT	0	0	68	0	0	0	96	0
1628	PALM DESERT	0	0	107	0	0	0	153	0
1629	PALM DESERT	0	0	243	0	0	0	343	0
1630	PALM DESERT	147	387	120	0	155	369	171	0
1631	PALM DESERT	2	2	105	0	0	0	148	0
1632	PALM DESERT	178	509	860	0	178	434	887	0
1633	PALM DESERT	174	442	56	0	174	410	85	0
1634	PALM DESERT	0	0	2	0	0	0	2	0
1635	PALM DESERT	0	0	541	0	0	0	922	0
1636	PALM DESERT	275	799	140	0	275	742	235	0
1637	PALM DESERT	0	0	0	0	0	0	0	0
1638	PALM DESERT	0	0	893	0	0	0	1521	0
1639	PALM DESERT	350	864	15	0	350	858	27	0
1640	PALM DESERT	416	1298	516	2053	417	1251	745	2079
1641	PALM DESERT	233	640	50	21	233	642	71	21
1642	PALM DESERT	0	0	240	2146	0	0	344	2038

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
1643	PALM DESERT	94	293	2	0	94	304	3	0
1644	PALM DESERT	13	20	0	0	15	23	0	0
1645	PALM DESERT	12	32	62	0	12	25	65	0
1646	PALM DESERT	267	508	10	0	405	570	36	0
1647	PALM DESERT	0	0	466	0	0	0	768	0
1648	PALM DESERT	0	0	68	0	224	245	104	0
1649	PALM DESERT	120	220	226	0	1075	1247	342	0
1650	PALM DESERT	0	0	230	0	0	0	347	0
1651	PALM DESERT	284	587	28	0	292	502	33	0
1652	PALM DESERT	166	341	135	0	276	381	286	0
1653	PALM DESERT	0	0	86	0	0	0	131	0
1654	PALM DESERT	90	193	5	0	580	763	7	0
1655	PALM DESERT	0	0	485	0	1	1	579	0
1656	PALM DESERT	140	310	34	0	140	252	39	0
1657	PALM DESERT	0	0	141	0	0	0	163	0
1658	PALM DESERT	145	300	212	0	174	289	247	0
1659	PALM DESERT	3	4	0	0	184	211	0	0
1660	PALM DESERT	0	0	388	0	22	34	500	0
1661	PALM DESERT	0	0	0	0	0	0	0	0
1662	PALM DESERT	269	557	16	0	296	498	16	0
1663	PALM DESERT	0	0	2722	0	0	0	2976	0
1664	PALM DESERT	595	1101	499	0	595	1086	555	0
1665	PALM DESERT	448	1093	32	0	448	1033	28	0
1666	PALM DESERT	801	1645	124	0	791	1649	221	0
1667	PALM DESERT	82	177	20	0	82	173	16	0
1668	PALM DESERT	281	553	93	0	281	621	93	0
1669	PALM DESERT	583	1048	235	0	583	1027	213	0
1670	PALM DESERT	642	1457	758	221	643	1352	962	224
1671	PALM DESERT	714	1459	218	0	718	1449	297	0
1672	PALM DESERT	351	708	61	0	351	710	63	0
1673	PALM DESERT	12	12	804	0	0	0	1033	0
1674	PALM DESERT	15	29	100	0	15	31	114	0
1675	PALM DESERT	118	363	782	0	118	298	830	0
1676	PALM DESERT	133	273	18	0	152	260	22	0
1677	PALM DESERT	225	501	187	0	226	498	235	0
1678	PALM DESERT	471	1065	706	0	476	1045	733	0
1679	PALM DESERT	177	453	58	0	180	439	79	0
1680	PALM DESERT	87	285	45	6	95	250	65	6
1681	PALM DESERT	67	153	48	0	67	154	73	0
1682	PALM DESERT	0	0	1652	0	0	0	1838	0
1683	PALM DESERT	498	1338	47	0	498	1177	52	0
1684	PALM DESERT	25	44	23	0	310	355	35	0
1685	PALM DESERT	41	106	653	0	73	132	704	0
1686	PALM DESERT	0	0	20	0	0	0	24	0
1687	PALM DESERT	1	1	653	0	124	182	774	0
1688	PALM DESERT	287	533	115	0	287	530	129	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
1689	PALM DESERT	223	514	558	0	223	509	559	0
1690	PALM DESERT	283	630	158	883	283	621	160	894
1691	PALM DESERT	0	0	0	0	0	0	0	0
1692	PALM SPRINGS	0	0	7	0	0	0	9	0
1693	PALM SPRINGS	365	763	593	0	473	868	857	0
1694	PALM SPRINGS	13	26	72	0	18	33	1313	0
1695	PALM SPRINGS	0	0	0	0	0	0	0	0
1696	PALM SPRINGS	0	0	0	0	0	0	0	0
1697	PALM SPRINGS	186	290	1758	0	259	412	1791	0
1698	PALM SPRINGS	813	1656	1638	0	1132	2023	1731	0
1699	PALM SPRINGS	0	0	0	0	0	0	484	0
1700	PALM SPRINGS	0	0	0	0	0	0	0	0
1701	PALM SPRINGS	0	0	0	0	0	0	22	0
1702	PALM SPRINGS	0	0	1087	0	5	9	1381	0
1703	PALM SPRINGS	0	0	1001	0	0	0	1046	0
1704	PALM SPRINGS	42	77	405	0	43	83	502	0
1705	PALM SPRINGS	322	605	158	172	323	577	154	151
1706	PALM SPRINGS	0	0	255	2342	0	0	319	2103
1707	PALM SPRINGS	693	1092	681	0	1016	1469	1710	0
1708	PALM SPRINGS	936	1841	431	0	944	1661	508	0
1709	PALM SPRINGS	375	979	396	0	670	1187	570	0
1710	PALM SPRINGS	0	0	0	0	0	0	0	0
1711	PALM SPRINGS	15	15	5	0	0	0	0	0
1712	PALM SPRINGS	678	1086	915	0	698	1094	682	0
1713	PALM SPRINGS	460	867	737	0	591	969	691	0
1714	PALM SPRINGS	509	893	276	0	578	964	328	0
1715	PALM SPRINGS	497	878	201	0	499	834	241	0
1716	PALM SPRINGS	197	340	12	0	198	334	10	0
1717	PALM SPRINGS	122	262	28	0	128	261	40	0
1718	PALM SPRINGS	959	1658	25	0	983	1684	41	0
1719	PALM SPRINGS	1190	1933	506	482	1226	1944	619	419
1720	PALM SPRINGS	1097	2069	409	0	1108	1894	436	0
1721	PALM SPRINGS	0	0	0	0	0	0	0	0
1722	PALM SPRINGS	9	9	0	0	0	0	42	0
1723	PALM SPRINGS	455	709	132	0	502	739	131	0
1724	PALM SPRINGS	454	817	288	0	455	772	318	0
1725	PALM SPRINGS	866	2566	1656	874	900	2362	1803	760
1726	PALM SPRINGS	0	0	361	0	0	0	576	0
1727	PALM SPRINGS	146	297	7	0	152	292	8	0
1728	PALM SPRINGS	0	0	8	0	0	0	30	0
1729	PALM SPRINGS	0	0	119	0	0	0	129	0
1730	PALM SPRINGS	0	0	2	0	0	0	4	0
1731	PALM SPRINGS	0	0	0	0	0	0	4	0
1732	PALM SPRINGS	868	2039	99	10	1270	2711	59	9
1733	PALM SPRINGS	307	716	43	0	323	727	26	0
1734	PALM SPRINGS	809	2239	52	0	2449	5807	152	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
1735	PALM SPRINGS	125	223	2	0	134	224	2	0
1736	PALM SPRINGS	133	232	8	0	158	270	10	0
1737	PALM SPRINGS	992	2236	409	0	2460	4442	903	0
1738	PALM SPRINGS	23	26	486	0	13	17	2711	0
1739	PALM SPRINGS	249	464	14	0	273	460	15	0
1740	PALM SPRINGS	373	683	152	0	470	813	246	0
1741	PALM SPRINGS	708	1608	43	0	739	1518	47	0
1742	PALM SPRINGS	444	853	127	507	449	833	119	441
1743	PALM SPRINGS	381	733	2595	0	389	710	3920	0
1744	PALM SPRINGS	420	797	30	0	449	810	33	0
1745	PALM SPRINGS	0	0	0	0	0	0	0	0
1746	PALM SPRINGS	0	0	112	0	0	0	164	0
1747	PALM SPRINGS	0	0	343	0	0	0	959	0
1748	PALM SPRINGS	76	126	3	0	76	123	3	0
1749	PALM SPRINGS	142	220	26	0	146	253	25	0
1750	PALM SPRINGS	0	0	452	0	0	0	452	0
1751	PALM SPRINGS	0	0	0	0	0	0	0	0
1752	PALM SPRINGS	0	0	0	0	0	0	7	0
1753	PALM SPRINGS	0	0	0	0	0	0	0	0
1754	PALM SPRINGS	72	165	274	0	337	579	311	0
1755	PALM SPRINGS	140	259	18	0	152	281	16	0
1756	PALM SPRINGS	212	445	2	0	222	435	2	0
1757	PALM SPRINGS	77	142	7	0	87	159	6	0
1758	PALM SPRINGS	328	636	443	0	330	609	500	0
1759	PALM SPRINGS	277	633	76	15	288	646	49	13
1760	PALM SPRINGS	60	173	31	0	297	626	24	0
1761	PALM SPRINGS	0	0	140	0	0	0	173	0
1762	PALM SPRINGS	26	59	343	0	55	89	364	0
1763	PALM SPRINGS	7	26	494	0	7	27	469	0
1764	PALM SPRINGS	81	201	156	0	89	189	236	0
1765	PALM SPRINGS	399	882	403	0	425	852	607	0
1766	PALM SPRINGS	31	59	448	0	35	65	675	0
1767	PALM SPRINGS	0	0	39	589	0	0	58	512
1768	PALM SPRINGS	429	738	384	763	497	831	482	663
1769	PALM SPRINGS	149	257	24	0	176	299	31	0
1770	PALM SPRINGS	183	311	233	0	174	289	302	0
1771	PALM SPRINGS	253	457	74	0	262	448	67	0
1772	PALM SPRINGS	19	31	125	0	13	20	47	0
1773	PALM SPRINGS	6	10	330	0	24	36	352	0
1774	PALM SPRINGS	78	151	1712	0	83	144	1658	0
1775	PALM SPRINGS	6	7	609	0	61	101	587	0
1776	PALM SPRINGS	36	84	2052	0	43	81	2271	0
1777	PALM SPRINGS	603	1090	323	0	681	1065	1264	0
1778	PALM SPRINGS	9	9	945	0	4	7	910	0
1779	PALM SPRINGS	620	1321	366	0	668	1267	452	0
1780	PALM SPRINGS	589	1143	22	0	591	1101	66	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
1781	PALM SPRINGS	0	0	85	0	0	0	179	0
1782	PALM SPRINGS	196	368	743	248	187	344	920	223
1783	PALM SPRINGS	164	302	643	0	156	291	794	0
1784	PALM SPRINGS	225	434	323	0	273	471	442	0
1785	PALM SPRINGS	10	11	100	0	4	7	193	0
1786	PALM SPRINGS	194	401	9	0	199	395	9	0
1787	PALM SPRINGS	486	877	47	0	509	860	56	0
1788	PALM SPRINGS	0	0	431	0	0	0	531	0
1789	PALM SPRINGS	260	517	6	0	283	515	18	0
1790	PALM SPRINGS	602	973	630	0	607	929	624	0
1791	PALM SPRINGS	0	0	0	0	2	3	0	0
1792	PALM SPRINGS	374	644	626	0	537	820	668	0
1880	RANCHO MIRAGE	162	346	18	0	162	340	18	0
1881	RANCHO MIRAGE	58	118	12	0	68	128	12	0
1882	RANCHO MIRAGE	0	0	737	0	1899	3014	6093	0
1883	RANCHO MIRAGE	437	747	188	0	442	754	188	0
1884	RANCHO MIRAGE	219	695	663	0	1019	2014	1189	0
1885	RANCHO MIRAGE	286	701	463	0	776	1523	583	0
1886	RANCHO MIRAGE	50	103	43	0	2014	3691	751	0
1887	RANCHO MIRAGE	50	92	4868	0	68	114	5561	0
1888	RANCHO MIRAGE	194	352	655	0	354	580	661	0
1889	RANCHO MIRAGE	0	0	0	0	0	0	0	0
1890	RANCHO MIRAGE	229	586	7	1565	546	1248	173	1709
1891	RANCHO MIRAGE	390	804	32	0	390	796	32	0
1892	RANCHO MIRAGE	18	35	91	0	18	34	106	0
1893	RANCHO MIRAGE	0	0	0	0	0	0	0	0
1894	RANCHO MIRAGE	21	31	49	0	21	31	49	0
1895	RANCHO MIRAGE	223	373	1468	0	257	443	1468	0
1896	RANCHO MIRAGE	345	739	1553	345	348	688	1553	355
1897	RANCHO MIRAGE	383	543	726	0	536	802	732	0
1898	RANCHO MIRAGE	163	305	168	0	163	312	168	0
1899	RANCHO MIRAGE	758	1752	156	300	758	1711	156	312
1900	RANCHO MIRAGE	524	960	193	0	525	947	207	0
1901	RANCHO MIRAGE	186	400	368	0	353	655	378	0
1902	RANCHO MIRAGE	602	1471	956	0	602	1468	956	0
1903	RANCHO MIRAGE	1248	2420	221	0	1250	2413	221	0
1904	RANCHO MIRAGE	444	776	314	0	444	767	314	0
1905	RANCHO MIRAGE	629	1290	51	0	643	1290	51	0
1906	RANCHO MIRAGE	434	938	504	0	471	907	706	0
1907	RANCHO MIRAGE	169	351	1002	0	169	347	1002	0
1908	RANCHO MIRAGE	0	0	298	0	0	0	298	0
1909	RANCHO MIRAGE	17	17	14	0	35	53	90	0
2366	Unincorporated/Not a city	0	0	0	0	0	0	11	0
2367	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2368	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2369	Unincorporated/Not a city	0	0	0	0	0	0	0	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
2415	Unincorporated/Not a city	2	3	0	0	2	3	0	0
2416	Unincorporated/Not a city	2	3	0	0	13	21	0	0
2417	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2418	Unincorporated/Not a city	0	0	434	0	0	0	618	0
2419	Unincorporated/Not a city	0	0	32	0	0	0	34	0
2420	Unincorporated/Not a city	0	0	0	0	32	78	7	0
2421	Unincorporated/Not a city	2	8	0	0	3	8	0	0
2438	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2439	Unincorporated/Not a city	0	0	26	0	0	0	26	0
2440	Unincorporated/Not a city	0	0	1389	0	1800	2879	2650	0
2441	Unincorporated/Not a city	12	12	0	0	0	0	0	0
2442	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2443	Unincorporated/Not a city	922	1713	32	0	1244	2236	54	0
2444	Unincorporated/Not a city	2905	5514	900	0	3556	8138	985	0
2445	Unincorporated/Not a city	856	2373	580	0	1044	2868	638	0
2446	Unincorporated/Not a city	472	1385	262	454	557	1240	342	349
2447	Unincorporated/Not a city	548	1509	566	0	706	1809	613	0
2448	Unincorporated/Not a city	670	1767	81	0	842	2112	79	0
2449	Unincorporated/Not a city	536	1311	544	603	681	1590	596	460
2453	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2454	Unincorporated/Not a city	24	112	0	0	24	114	0	0
2455	Unincorporated/Not a city	19	87	0	0	19	58	0	0
2456	Unincorporated/Not a city	0	0	0	0	1	3	0	0
2457	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2458	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2459	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2460	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2461	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2462	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2463	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2464	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2469	Unincorporated/Not a city	0	0	35	0	1	4	90	0
2470	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2483	Unincorporated/Not a city	36	107	0	0	53	127	2	0
2484	Unincorporated/Not a city	458	1956	88	536	536	1842	130	409
2485	Unincorporated/Not a city	5	8	0	0	5	8	19	0
2486	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2487	Unincorporated/Not a city	0	0	0	0	0	0	9	0
2488	Unincorporated/Not a city	102	377	154	0	104	371	183	0
2489	Unincorporated/Not a city	850	2026	21	0	853	1989	98	0
2490	Unincorporated/Not a city	45	175	209	0	47	176	241	0
2502	Unincorporated/Not a city	0	0	0	0	0	0	13	0
2503	Unincorporated/Not a city	7	9	0	0	7	9	3	0
2504	Unincorporated/Not a city	632	2338	2	0	884	3023	17	0
2505	Unincorporated/Not a city	9	27	0	0	50	144	2	0
2506	Unincorporated/Not a city	23	70	3	0	23	69	14	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
2507	Unincorporated/Not a city	0	0	0	0	0	0	4	0
2508	Unincorporated/Not a city	11	16	0	0	367	757	20	0
2513	Unincorporated/Not a city	0	0	0	0	1	4	0	0
2514	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2515	Unincorporated/Not a city	2	7	0	0	2	7	20	0
2516	Unincorporated/Not a city	151	498	44	0	710	2073	132	0
2517	Unincorporated/Not a city	6	24	0	0	6	24	4	0
2525	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2526	Unincorporated/Not a city	2	11	0	0	2	8	0	0
2527	Unincorporated/Not a city	7	28	30	0	8	28	64	0
2565	Unincorporated/Not a city	15	49	0	0	14	49	0	0
2566	Unincorporated/Not a city	0	0	25	0	0	0	94	0
2567	Unincorporated/Not a city	20	58	1	0	19	44	10	0
2568	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2569	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2570	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2571	Unincorporated/Not a city	0	0	2	0	1	5	2	0
2572	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2573	Unincorporated/Not a city	5	16	0	0	5	11	0	0
2574	Unincorporated/Not a city	5	12	0	0	5	12	0	0
2575	Unincorporated/Not a city	5	11	0	0	5	12	11	0
2576	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2577	Unincorporated/Not a city	209	804	0	0	263	916	2	0
2578	Unincorporated/Not a city	43	173	91	0	43	138	93	0
2579	Unincorporated/Not a city	1	5	2	0	1	5	9	0
2580	Unincorporated/Not a city	101	402	0	0	326	1023	7	0
2609	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2610	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2611	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2612	Unincorporated/Not a city	55	133	1	0	68	160	1	0
2613	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2614	Unincorporated/Not a city	206	487	2	0	246	536	1	0
2615	Unincorporated/Not a city	43	105	135	24	44	105	135	18
2616	Unincorporated/Not a city	0	0	0	0	1	2	0	0
2617	Unincorporated/Not a city	86	154	3	0	103	203	8	0
2618	Unincorporated/Not a city	39	82	41	0	21	57	1998	0
2619	Unincorporated/Not a city	0	0	128	0	0	0	133	0
2620	Unincorporated/Not a city	884	3454	2211	622	934	3173	2225	474
2621	Unincorporated/Not a city	25	98	63	0	26	85	72	0
2622	Unincorporated/Not a city	242	876	153	0	1101	3440	186	0
2623	Unincorporated/Not a city	38	38	816	0	90	159	851	0
2624	Unincorporated/Not a city	1200	2416	162	0	2842	6505	114	0
2636	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2637	Unincorporated/Not a city	0	0	6	0	0	0	7	0
2923	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2924	Unincorporated/Not a city	52	114	20	0	57	109	36	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
2925	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2926	Unincorporated/Not a city	0	0	0	0	0	0	2	0
2928	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2929	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2930	Unincorporated/Not a city	6	10	0	0	6	11	0	0
2931	Unincorporated/Not a city	0	0	232	0	0	0	267	0
2932	Unincorporated/Not a city	12	32	0	0	16	37	0	0
2933	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2942		0	0	0	0	0	0	0	0
2953	Unincorporated/Not a city	6	6	0	0	6	6	0	0
2954	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2955	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2956	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2957	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2959	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2960	Unincorporated/Not a city	719	1548	79	0	691	1469	94	0
2961	Unincorporated/Not a city	25	74	2	0	30	80	9	0
2962	Unincorporated/Not a city	19	39	0	0	34	67	4	0
2963	Unincorporated/Not a city	9	19	3	0	2631	6478	5	0
2964	Unincorporated/Not a city	150	319	5	0	156	334	16	0
2965	Unincorporated/Not a city	0	0	38	0	656	1427	49	0
2966	Unincorporated/Not a city	26	78	23	0	28	74	21	0
2967	Unincorporated/Not a city	0	0	0	0	7	13	13	0
2968	Unincorporated/Not a city	4	7	214	0	5	11	250	0
2969	Unincorporated/Not a city	190	617	94	0	287	825	86	0
2970	Unincorporated/Not a city	11	40	39	0	33	99	58	0
2971	Unincorporated/Not a city	609	2504	56	0	700	2339	85	0
2972	Unincorporated/Not a city	339	639	24	0	355	701	67	0
2973	Unincorporated/Not a city	23	42	1	0	77	149	1	0
2974	Unincorporated/Not a city	0	0	0	0	4	8	9	0
2975	Unincorporated/Not a city	566	1351	39	0	786	1842	77	0
2976	Unincorporated/Not a city	315	869	138	0	362	938	149	0
2977	Unincorporated/Not a city	667	1393	35	0	858	1696	69	0
2978	Unincorporated/Not a city	24	48	39	0	30	61	69	0
2979	Unincorporated/Not a city	467	1584	19	0	508	1162	33	0
2980	Unincorporated/Not a city	28	79	3	0	154	395	11	0
2981	Unincorporated/Not a city	1073	3644	120	708	1238	3772	130	540
2982	Unincorporated/Not a city	10	20	1	0	28	56	1	0
2983	Unincorporated/Not a city	19	36	4	0	153	372	7	0
2984	Unincorporated/Not a city	15	37	21	0	19	44	27	0
2985	Unincorporated/Not a city	0	0	0	0	0	0	1	0
2986	Unincorporated/Not a city	134	452	41	0	154	385	74	0
2987	Unincorporated/Not a city	212	561	63	0	217	484	65	0
2988	Unincorporated/Not a city	18	18	0	560	0	0	0	438
2989	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2990	Unincorporated/Not a city	3	12	0	0	4	16	0	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
2991	Unincorporated/Not a city	0	0	0	0	1	4	0	0
2992	Unincorporated/Not a city	3	15	0	0	3	12	34	0
2993	Unincorporated/Not a city	7	21	379	3780	1278	2702	477	2926
2994	Unincorporated/Not a city	0	0	0	0	0	0	0	0
2995	Unincorporated/Not a city	24	100	1	0	877	2218	1	0
2996	Unincorporated/Not a city	5	23	211	0	5	16	223	0
2997	Unincorporated/Not a city	5	19	0	0	7	20	85	0
2998	Unincorporated/Not a city	37	92	297	0	143	359	289	0
2999	Unincorporated/Not a city	5	12	32	0	25	59	37	0
3000	Unincorporated/Not a city	20	50	41	0	86	192	46	0
3001	Unincorporated/Not a city	5	13	9	0	5	11	20	0
3002	Unincorporated/Not a city	6	33	21	0	8	23	47	0
3003	Unincorporated/Not a city	6	15	9	0	7	17	10	0
3004	Unincorporated/Not a city	3	11	0	0	3	12	0	0
3005	Unincorporated/Not a city	28	126	16	0	28	99	19	0
3006	Unincorporated/Not a city	38	158	47	0	39	134	47	0
3007	Unincorporated/Not a city	20	64	0	0	21	64	0	0
3008	Unincorporated/Not a city	7	25	1	0	643	1809	84	0
3009	Unincorporated/Not a city	4	13	13	0	5	15	13	0
3010	Unincorporated/Not a city	6	20	29	0	6	12	27	0
3011	Unincorporated/Not a city	14	32	144	0	43	81	172	0
3012	Unincorporated/Not a city	3	3	847	0	3	7	1021	0
3013	Unincorporated/Not a city	105	372	208	0	741	1736	315	0
3014	Unincorporated/Not a city	18	68	3	0	20	76	86	0
3015	Unincorporated/Not a city	8	29	131	0	9	32	170	0
3016	Unincorporated/Not a city	23	59	101	0	24	65	138	0
3017	Unincorporated/Not a city	0	0	9	0	0	0	13	0
3018	Unincorporated/Not a city	49	199	75	378	50	172	100	288
3019	Unincorporated/Not a city	47	187	5	0	162	467	17	0
3020	Unincorporated/Not a city	5	14	97	702	5	9	122	535
3021	Unincorporated/Not a city	511	1230	61	0	543	1299	129	0
3022	Unincorporated/Not a city	17	35	0	0	24	51	27	0
3023	Unincorporated/Not a city	85	202	34	0	95	203	34	0
3024	Unincorporated/Not a city	7	31	0	0	7	21	0	0
3025	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3026	Unincorporated/Not a city	288	1222	9	0	288	1040	19	0
3027	Unincorporated/Not a city	0	0	59	0	0	0	117	0
3028	Unincorporated/Not a city	7	27	0	0	7	27	11	0
3029	Unincorporated/Not a city	13	36	0	0	257	815	0	0
3030	Unincorporated/Not a city	1695	7813	507	1804	2335	8775	571	1376
3031	Unincorporated/Not a city	27	130	63	0	28	123	136	0
3032	Unincorporated/Not a city	27	135	2	0	29	122	1	0
3033	Unincorporated/Not a city	14	73	0	0	14	73	0	0
3034	Unincorporated/Not a city	69	272	0	0	74	259	0	0
3035	Unincorporated/Not a city	93	289	14	0	66	255	8	0
3036	Unincorporated/Not a city	0	0	10	0	751	2288	13	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
3037	Unincorporated/Not a city	27	102	17	0	28	106	23	0
3038	Unincorporated/Not a city	14	58	0	0	15	57	0	0
3039	Unincorporated/Not a city	141	511	0	0	141	440	0	0
3043	Unincorporated/Not a city	5	23	15	0	5	23	18	0
3044	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3045	Unincorporated/Not a city	0	0	108	0	2	3	111	0
3046	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3047	Unincorporated/Not a city	5	7	5	0	5	9	20	0
3048	Unincorporated/Not a city	30	77	0	0	20	69	0	0
3049	Unincorporated/Not a city	19	70	64	0	20	68	58	0
3050	Unincorporated/Not a city	0	0	0	0	0	0	6	0
3051	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3052	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3053	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3054	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3055	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3056	Unincorporated/Not a city	154	632	132	0	155	586	165	0
3057	Unincorporated/Not a city	90	422	0	0	92	356	0	0
3058	Unincorporated/Not a city	7	27	55	0	9	28	69	0
3059	Unincorporated/Not a city	0	0	523	0	0	0	450	0
3060	Unincorporated/Not a city	16	16	0	0	154	271	0	0
3061	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3062	Unincorporated/Not a city	12	42	0	0	14	56	0	0
3063	Unincorporated/Not a city	6	22	1	0	6	20	1	0
3064	Unincorporated/Not a city	88	363	43	0	89	310	53	0
3065	Unincorporated/Not a city	23	81	0	0	24	69	21	0
3066	Unincorporated/Not a city	0	0	85	0	0	0	85	0
3067	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3068	Unincorporated/Not a city	107	463	389	0	108	379	431	0
3069	Unincorporated/Not a city	0	0	0	0	0	0	2	0
3070	Unincorporated/Not a city	45	183	0	0	46	180	7	0
3071	Unincorporated/Not a city	248	1002	31	707	330	1042	58	542
3072	Unincorporated/Not a city	218	924	177	194	785	2311	186	152
3073	Unincorporated/Not a city	0	0	1691	0	0	0	1539	0
3074	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3075	Unincorporated/Not a city	2	9	1	0	3	10	40	0
3076	Unincorporated/Not a city	0	0	0	0	0	0	25	0
3077	Unincorporated/Not a city	0	0	0	1312	0	0	0	1001
3078	Unincorporated/Not a city	5	18	1	0	5	13	1	0
3079	Unincorporated/Not a city	6	20	5	0	14	39	6	0
3080	Unincorporated/Not a city	0	0	0	0	1	5	0	0
3081	Unincorporated/Not a city	0	0	441	0	0	0	441	0
3082	Unincorporated/Not a city	3	8	0	0	4	8	0	0
3083	Unincorporated/Not a city	0	0	0	0	46	144	4	0
3084	Unincorporated/Not a city	12	47	1	0	12	45	10	0
3085	Unincorporated/Not a city	139	568	143	0	139	524	178	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
3086	Unincorporated/Not a city	4	25	3	0	4	18	4	0
3087	Unincorporated/Not a city	8	43	53	0	8	35	48	0
3088	Unincorporated/Not a city	40	154	21	0	40	137	31	0
3089	Unincorporated/Not a city	3	12	0	0	3	22	4	0
3090	Unincorporated/Not a city	11	45	0	0	11	39	5	0
3107	Unincorporated/Not a city	9	27	99	0	9	27	107	0
3139	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3140	Unincorporated/Not a city	0	0	0	0	0	0	15	0
3141	Unincorporated/Not a city	380	847	40	0	266	723	38	0
3142	Unincorporated/Not a city	0	0	7	0	0	0	22	0
3143	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3144	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3151	Unincorporated/Not a city	3	3	234	0	0	0	251	0
3153	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3154	Unincorporated/Not a city	0	0	77	0	0	0	75	0
3155	Unincorporated/Not a city	1	8	0	0	1	4	0	0
3165	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3166	Unincorporated/Not a city	7	7	137	0	0	0	163	0
3167	Unincorporated/Not a city	0	0	0	0	0	0	3	0
3168	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3169	Unincorporated/Not a city	0	0	25	0	0	0	25	0
3170	Unincorporated/Not a city	3	3	0	0	255	481	0	0
3171	Unincorporated/Not a city	0	0	0	0	55	106	0	0
3172	Unincorporated/Not a city	37	111	7	0	37	81	5	0
3173	Unincorporated/Not a city	91	328	83	0	116	339	138	0
3175	Unincorporated/Not a city	14	25	0	0	125	201	0	0
3178	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3179	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3180	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3181	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3182	Unincorporated/Not a city	1	5	4	0	7	17	4	0
3184	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3209	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3210	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3211	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3215	Unincorporated/Not a city	0	0	0	0	0	0	0	0
3513	RANCHO MIRAGE	384	804	178	0	446	841	178	0
3514	RANCHO MIRAGE	90	193	362	0	96	178	459	0
3515	Unincorporated/Not a city	52	77	59	0	57	100	52	0
3516	Unincorporated/Not a city	12	49	7	0	12	42	106	0
3517	Unincorporated/Not a city	19	45	0	0	20	41	52	0
3518	INDIAN WELLS	387	721	617	0	398	739	639	0
3519	LA QUINTA	164	473	500	0	212	526	779	0
3520	Unincorporated/Not a city	64	156	7	0	210	484	34	0
3521	Unincorporated/Not a city	109	201	27	0	130	253	34	0
3522	Unincorporated/Not a city	271	865	3	0	298	872	35	0

Coachella Valley Socio-economic Data

TAZ	Jurisdiction	2023				2050			
		Households	Population	Employment	K-12 Enrollment	Households	Population	Employment	K-12 Enrollment
3523	Unincorporated/Not a city	24	35	0	0	24	40	0	0
3524	Unincorporated/Not a city	298	467	24	0	305	517	83	0
3525	Unincorporated/Not a city	260	548	1400	561	333	647	3620	439
3526	Unincorporated/Not a city	7	12	0	0	7	12	0	0
3527	Unincorporated/Not a city	15	37	0	0	21	44	3	0
3528	Unincorporated/Not a city	75	150	0	0	75	144	0	0

Appendix C – Select Link Trip End Results

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
City of Cathedral City			
162	3.61	0.00	0.00
163	0.18	0.00	0.00
164	0.17	0.00	0.00
165	0.13	0.00	0.00
166	0.14	0.00	0.00
167	0.15	0.00	0.00
168	0.15	0.00	0.00
169	0.12	0.00	0.00
170	0.13	0.00	0.00
171	0.14	0.00	0.00
172	0.15	0.00	0.00
173	20.83	0.00	0.00
174	25.65	0.00	0.00
175	23.25	0.00	0.00
176	65.39	0.00	0.00
177	44.22	0.00	0.00
178	16.48	0.00	0.00
179	25.20	0.00	0.00
180	36.25	0.00	0.00
181	38.64	0.00	0.00
182	47.67	0.00	0.00
183	22.10	0.00	0.00
184	6.98	0.00	0.00
185	3.49	0.00	0.00
186	1.13	0.00	0.00
187	44.57	0.00	0.00
188	40.02	0.00	0.00
189	31.11	0.00	0.00
190	22.35	0.00	0.00
191	8.25	0.00	0.00
192	19.78	0.00	0.00
193	36.09	0.00	0.00
194	6.93	0.00	0.00
195	33.55	0.00	0.00
196	8.95	0.00	0.00
197	6.99	0.00	0.00
198	104.89	0.00	0.00
199	67.95	0.00	0.00
200	29.56	0.00	0.00
201	42.45	0.00	0.00
202	16.54	0.00	0.00
203	8.39	0.00	0.00
204	18.51	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
205	27.28	0.00	0.00
206	17.93	0.00	0.00
207	9.34	0.00	0.00
208	0.10	0.00	0.00
209	6.09	0.00	0.00
210	16.90	0.00	0.00
211	9.80	0.00	0.00
212	62.17	0.00	0.00
213	24.25	0.00	0.00
214	27.12	0.00	0.00
215	12.72	0.00	0.00
216	0.05	0.00	0.00
217	1.70	0.00	0.00
218	0.08	0.00	0.00
219	0.10	0.00	0.00
220	0.08	0.00	0.00
221	1.89	0.00	0.00
222	0.08	0.00	0.00
223	0.10	0.00	0.00
224	0.10	0.00	0.00
225	15.72	0.00	0.00
226	4.83	0.00	0.00
227	24.22	0.00	0.00
228	27.22	0.00	0.00
229	26.72	0.00	0.00
230	0.08	0.00	0.00
231	0.12	0.00	0.00
232	0.07	0.00	0.00
233	0.08	0.00	0.00
234	16.18	0.00	0.00
235	25.59	0.00	0.00
236	6.07	0.00	0.00
237	0.15	0.00	0.00
238	0.20	0.00	0.00
239	0.18	0.00	0.00
240	0.12	0.00	0.00
City of Coachella			
241	5.01	0.00	0.00
242	0.18	0.00	0.00
243	0.20	0.00	0.00
244	0.18	0.00	0.00
245	8.56	0.00	0.00
246	0.36	0.00	0.00
247	5.20	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
248	0.03	0.00	0.00
249	14.51	0.00	0.00
250	46.63	0.00	0.00
251	340.85	0.00	0.00
252	0.05	0.00	0.00
253	0.04	0.00	0.00
254	0.05	0.00	0.00
255	7.98	0.00	0.00
256	61.67	0.00	0.00
257	41.47	0.00	0.00
258	31.13	0.00	0.00
259	14.66	0.00	0.00
260	0.29	0.00	0.00
261	5.40	0.00	0.00
262	439.40	0.00	0.00
263	51.87	0.00	0.00
264	11.13	0.00	0.00
265	20.71	0.00	0.00
266	13.02	0.00	0.00
267	7.01	0.00	0.00
268	0.23	0.00	0.00
269	2.34	0.00	0.00
270	2.90	0.00	0.00
271	0.37	0.00	0.00
272	32.52	0.00	0.00
273	34.75	0.00	0.00
274	31.21	0.00	0.00
275	3.57	0.00	0.00
276	7.73	0.00	0.00
277	2.77	0.00	0.00
278	45.44	0.00	0.00
279	47.84	0.00	0.00
280	16.84	0.00	0.00
281	11.62	0.00	0.00
282	14.21	0.00	0.00
283	19.71	0.00	0.00
284	0.08	0.00	0.00
285	0.03	0.00	0.00
286	3.87	0.00	0.00
287	27.43	0.00	0.00
288	20.38	0.00	0.00
289	17.54	0.00	0.00
290	51.56	0.00	0.00
291	13.17	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
292	6.19	0.00	0.00
293	9.52	0.00	0.00
294	11.45	0.00	0.00
295	17.62	0.00	0.00
296	1.52	0.00	0.00
297	18.60	0.00	0.00
298	14.50	0.00	0.00
299	11.45	0.00	0.00
300	23.20	0.00	0.00
301	5.76	0.00	0.00
302	0.02	0.00	0.00
303	22.92	0.00	0.00
304	0.48	0.00	0.00
305	25.87	0.00	0.00
306	45.02	0.00	0.00
307	10.49	0.00	0.00
308	0.73	0.00	0.00
309	70.67	0.00	0.00
310	2.12	0.00	0.00
311	14.02	0.00	0.00
312	12.62	0.00	0.00
313	7.01	0.00	0.00
314	24.29	0.00	0.00
315	0.80	0.00	0.00
316	0.16	0.00	0.00
317	0.56	0.00	0.00
318	23.80	0.00	0.00
319	4.85	0.00	0.00
320	0.34	0.00	0.00
321	0.22	0.00	0.00
322	0.26	0.00	0.00
323	0.27	0.00	0.00
324	0.17	0.00	0.00
325	0.25	0.00	0.00
326	0.28	0.00	0.00
327	0.26	0.00	0.00
328	0.22	0.00	0.00
329	0.21	0.00	0.00
330	0.22	0.00	0.00
331	0.17	0.00	0.00
City of Desert Hot Springs			
570	0.01	0.00	0.00
571	39.44	0.00	0.00
572	41.18	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
573	6.99	0.00	0.00
574	0.76	0.00	0.00
575	2.75	0.00	0.00
576	9.70	0.00	0.00
577	4.22	0.00	0.00
578	8.78	0.00	0.00
579	0.01	0.00	0.00
580	0.47	0.00	0.00
581	12.15	0.00	0.00
582	24.76	0.00	0.00
583	12.91	0.00	0.00
584	27.60	0.00	0.00
585	59.69	0.00	0.00
586	21.83	0.00	0.00
587	33.45	0.00	0.00
588	40.72	0.00	0.00
589	10.14	0.00	0.00
590	1.43	0.00	0.00
591	0.82	0.00	0.00
592	26.49	0.00	0.00
593	16.58	0.00	0.00
594	17.15	0.00	0.00
595	14.57	0.00	0.00
596	15.40	0.00	0.00
597	3.53	0.00	0.00
598	0.01	0.00	0.00
599	8.13	0.00	0.00
600	0.07	0.00	0.00
601	0.03	0.00	0.00
602	0.21	0.00	0.00
City of Indian Wells			
739	0.00	0.00	0.00
740	0.00	0.00	0.00
741	2.28	3.62	4.30
742	0.00	0.00	0.00
743	0.00	0.00	0.00
744	15.42	10.33	22.41
745	0.00	0.00	0.00
746	0.00	0.00	0.00
747	7.65	0.00	0.00
748	0.00	0.00	0.00
749	0.00	0.00	0.00
750	0.00	0.00	0.00
751	0.00	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
3518	0.00	0.00	0.00
City of Indio			
752	117.20	27.60	13.23
753	0.26	0.00	0.00
754	312.66	0.00	0.00
755	18.64	23.46	0.00
756	0.00	0.00	0.00
757	0.00	0.00	0.00
758	8.62	0.00	0.00
759	8.05	0.00	0.00
760	40.33	0.00	0.00
761	36.94	0.00	0.00
762	63.40	0.00	0.00
763	0.00	0.00	0.00
764	4.41	0.00	0.00
765	1325.53	133.51	66.82
766	2060.04	342.74	171.79
767	60.16	0.00	0.00
768	9.26	0.00	0.00
769	41.60	0.00	0.00
770	13.37	0.00	0.00
771	76.45	0.00	0.00
772	89.27	0.00	0.00
773	191.81	5.52	140.56
774	338.21	71.95	33.19
775	1228.43	337.24	176.24
776	564.58	122.55	62.97
777	15.90	0.00	0.00
778	194.40	38.96	19.11
779	1204.75	233.45	113.87
780	751.35	177.76	95.78
781	36.97	0.00	0.00
782	13.71	0.08	0.00
783	225.58	23.09	11.54
784	215.15	0.00	0.00
785	881.18	140.24	73.93
786	63.58	0.00	0.00
787	38.84	49.92	100.07
788	384.13	59.12	118.43
789	210.10	47.44	94.97
790	145.36	33.46	67.07
791	142.71	88.19	59.86
792	229.86	36.07	72.30
793	631.98	111.45	223.86

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
794	1013.32	196.47	101.55
795	682.10	103.40	51.93
796	82.45	0.00	0.00
797	49.06	37.14	40.19
798	0.32	0.00	0.00
799	70.76	0.00	0.00
800	358.91	0.00	0.00
801	78.97	0.00	0.00
802	8.82	0.00	0.00
803	2010.54	101.80	220.85
804	2923.49	265.57	126.96
805	0.59	0.00	0.01
806	5.93	0.20	0.10
807	146.07	0.00	0.00
808	25.32	0.00	0.00
809	399.83	0.00	0.00
810	17.59	0.00	0.00
811	461.97	186.41	99.22
812	125.28	57.86	116.15
813	45.51	0.00	0.00
814	24.54	0.00	0.00
815	803.05	109.80	42.15
816	675.29	95.88	192.31
817	129.95	31.06	62.44
818	23.51	0.00	0.00
819	95.90	104.24	52.32
820	46.95	0.00	0.00
821	697.83	136.95	73.89
822	2030.68	514.50	258.27
823	3590.65	182.63	348.60
824	1.26	0.00	0.00
825	0.29	0.00	0.00
826	20.45	0.00	0.00
827	16.27	0.00	0.00
828	41.96	0.00	0.00
829	0.40	0.00	0.00
830	0.00	0.00	0.00
831	20.10	0.00	0.00
832	11.90	0.00	0.00
833	17.34	0.00	0.00
834	0.14	0.00	0.00
835	35.81	0.00	0.00
836	1.05	0.00	0.00
837	5.89	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
838	36.79	0.00	0.00
839	37.05	0.00	0.00
840	0.15	0.00	0.00
841	24.31	0.00	0.00
City of La Quinta			
904	45.71	13.21	0.00
905	1.60	0.00	0.00
906	2.46	0.00	0.00
907	105.14	30.29	12.84
908	0.00	0.00	0.00
909	13.79	0.00	0.00
910	13.89	0.00	0.00
911	0.00	0.00	0.00
912	23.98	0.00	0.00
913	0.00	0.00	0.00
914	0.00	0.00	0.00
915	57.97	0.00	0.00
916	23.80	0.00	0.00
917	0.00	0.00	0.00
918	0.00	0.00	0.00
919	0.00	0.00	0.00
920	132.44	110.91	125.21
921	134.68	146.22	150.96
922	9.88	0.00	0.00
923	31.21	0.00	0.00
924	25.82	0.00	0.00
925	58.41	17.33	8.25
926	0.00	0.00	0.00
927	0.00	0.00	0.00
928	37.34	37.99	39.36
929	0.00	0.00	0.00
930	0.00	0.00	0.00
931	0.00	0.00	3.01
932	22.45	0.00	0.00
933	47.35	58.79	62.16
934	0.00	0.00	0.00
935	0.35	0.03	0.02
936	0.41	0.03	0.02
937	0.00	0.00	0.00
3519	0.00	0.00	0.00
City of Palm Desert			
1569	111.18	0.00	0.00
1570	14.79	0.00	0.00
1571	47.14	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1572	63.13	0.00	0.00
1573	48.52	0.00	0.00
1574	79.32	0.00	0.00
1575	0.00	0.00	0.00
1576	0.00	0.00	0.00
1577	0.00	0.00	0.00
1578	0.00	0.00	0.00
1579	0.00	0.00	0.00
1580	136.83	0.00	0.00
1581	0.24	0.00	0.00
1582	0.00	0.00	0.00
1583	0.00	0.00	0.00
1584	0.00	0.00	0.00
1585	0.00	0.00	0.00
1586	0.00	0.00	0.00
1587	278.83	0.00	0.00
1588	0.00	0.00	0.00
1589	0.00	0.00	0.00
1590	0.00	0.00	0.00
1591	0.00	0.00	0.00
1592	0.00	0.00	0.00
1593	0.00	0.00	0.00
1594	0.00	0.00	0.00
1595	0.00	0.00	0.00
1596	0.00	0.00	0.00
1597	0.00	0.00	0.00
1598	0.00	0.00	0.00
1599	0.00	0.00	0.00
1600	0.00	0.00	0.00
1601	0.00	0.00	0.00
1602	0.00	0.00	0.00
1603	44.65	0.00	0.00
1604	43.43	0.00	0.00
1605	11.02	0.00	0.00
1606	143.37	0.00	0.00
1607	73.48	0.00	0.00
1608	41.82	0.00	0.00
1609	140.44	0.00	0.00
1610	37.97	0.00	0.00
1611	40.23	0.00	0.00
1612	12.11	0.00	0.00
1613	10.45	0.00	0.00
1614	15.20	0.00	0.00
1615	25.28	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1616	387.01	0.00	0.00
1617	20.77	0.00	0.00
1618	14.25	0.00	0.00
1619	45.85	0.00	0.00
1620	64.06	0.00	0.00
1621	0.00	0.00	0.00
1622	0.00	0.00	0.00
1623	0.00	0.00	0.00
1624	0.00	0.00	0.00
1625	0.00	0.00	0.00
1626	0.00	0.00	0.00
1627	0.00	0.00	0.00
1628	0.00	0.00	0.00
1629	0.00	0.00	0.00
1630	0.00	0.00	0.00
1631	0.00	0.00	0.00
1632	0.00	0.00	0.00
1633	0.00	0.00	0.00
1634	0.26	0.00	0.00
1635	0.00	0.00	0.00
1636	0.00	0.00	0.00
1637	0.00	0.00	0.00
1638	0.00	0.00	0.00
1639	9.78	0.00	0.00
1640	0.00	0.00	0.00
1641	0.00	0.00	0.00
1642	16.65	0.00	0.00
1643	0.00	0.00	0.00
1644	0.00	0.00	0.00
1645	0.00	0.00	0.00
1646	31.35	0.00	0.00
1647	59.13	0.00	0.00
1648	8.89	0.00	0.00
1649	39.32	0.00	0.00
1650	28.80	0.00	0.00
1651	27.61	0.00	0.00
1652	32.04	0.00	0.00
1653	10.79	0.00	0.00
1654	10.62	0.00	0.00
1655	59.23	0.00	0.00
1656	15.84	0.00	0.00
1657	16.61	0.00	0.00
1658	40.93	0.00	0.00
1659	0.27	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1660	48.68	0.00	0.00
1661	0.25	0.00	0.00
1662	27.40	0.00	0.00
1663	116.18	0.00	0.00
1664	91.94	0.00	0.00
1665	73.13	0.00	0.00
1666	190.54	0.00	0.00
1667	12.59	0.00	0.00
1668	46.53	0.00	0.00
1669	74.95	0.00	0.00
1670	120.48	0.00	0.00
1671	0.00	0.00	0.00
1672	0.00	0.00	0.00
1673	0.00	0.00	0.00
1674	0.00	0.00	0.00
1675	0.00	0.00	0.00
1676	14.39	0.00	0.00
1677	13.85	0.00	0.00
1678	0.00	0.00	0.00
1679	0.00	0.00	0.00
1680	0.00	0.00	0.00
1681	2.48	0.00	0.00
1682	48.03	0.00	0.00
1683	0.00	0.00	0.00
1684	5.02	0.00	0.00
1685	0.00	0.00	0.00
1686	7.02	0.00	0.00
1687	69.10	0.00	0.00
1688	26.28	0.00	0.00
1689	88.05	0.00	0.00
1690	106.82	0.00	0.00
1691	0.00	0.00	0.00
City of Palm Springs			
1692	0.34	0.00	0.00
1693	17.36	0.00	0.00
1694	2.00	0.00	0.00
1695	0.01	0.00	0.00
1696	0.02	0.00	0.00
1697	39.53	0.00	0.00
1698	41.56	0.00	0.00
1699	0.02	0.00	0.00
1700	0.02	0.00	0.00
1701	0.09	0.00	0.00
1702	49.17	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1703	27.83	0.00	0.00
1704	6.69	0.00	0.00
1705	8.45	0.00	0.00
1706	5.54	0.00	0.00
1707	21.70	0.00	0.00
1708	19.75	0.00	0.00
1709	18.51	0.00	0.00
1710	0.00	0.00	0.00
1711	0.21	0.00	0.00
1712	31.78	0.00	0.00
1713	35.84	0.00	0.00
1714	14.48	0.00	0.00
1715	11.02	0.00	0.00
1716	2.95	0.00	0.00
1717	3.13	0.00	0.00
1718	12.70	0.00	0.00
1719	22.28	0.00	0.00
1720	23.10	0.00	0.00
1721	0.06	0.00	0.00
1722	0.14	0.00	0.00
1723	11.82	0.00	0.00
1724	23.11	0.00	0.00
1725	62.22	0.00	0.00
1726	7.62	0.00	0.00
1727	2.85	0.00	0.00
1728	0.21	0.00	0.00
1729	3.69	0.00	0.00
1730	0.10	0.00	0.00
1731	0.05	0.00	0.00
1732	18.74	0.00	0.00
1733	7.62	0.00	0.00
1734	17.22	0.00	0.00
1735	1.44	0.00	0.00
1736	1.63	0.00	0.00
1737	28.77	0.00	0.00
1738	13.84	0.00	0.00
1739	2.89	0.00	0.00
1740	7.24	0.00	0.00
1741	11.31	0.00	0.00
1742	8.58	0.00	0.00
1743	45.32	0.00	0.00
1744	6.87	0.00	0.00
1745	0.05	0.00	0.00
1746	2.22	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1747	8.11	0.00	0.00
1748	1.44	0.00	0.00
1749	2.96	0.00	0.00
1750	18.67	0.00	0.00
1751	0.01	0.00	0.00
1752	0.05	0.00	0.00
1753	0.03	0.00	0.00
1754	5.63	0.00	0.00
1755	1.86	0.00	0.00
1756	2.46	0.00	0.00
1757	1.12	0.00	0.00
1758	16.17	0.00	0.00
1759	6.65	0.00	0.00
1760	2.37	0.00	0.00
1761	2.93	0.00	0.00
1762	6.37	0.00	0.00
1763	10.99	0.00	0.00
1764	3.20	0.00	0.00
1765	11.31	0.00	0.00
1766	7.01	0.00	0.00
1767	0.73	0.00	0.00
1768	11.02	0.00	0.00
1769	1.73	0.00	0.00
1770	9.84	0.00	0.00
1771	5.13	0.00	0.00
1772	1.67	0.00	0.00
1773	5.53	0.00	0.00
1774	37.41	0.00	0.00
1775	11.38	0.00	0.00
1776	36.60	0.00	0.00
1777	10.10	0.00	0.00
1778	20.42	0.00	0.00
1779	11.91	0.00	0.00
1780	8.25	0.00	0.00
1781	2.07	0.00	0.00
1782	18.42	0.00	0.00
1783	14.04	0.00	0.00
1784	10.20	0.00	0.00
1785	2.99	0.00	0.00
1786	3.29	0.00	0.00
1787	8.54	0.00	0.00
1788	18.53	0.00	0.00
1789	6.58	0.00	0.00
1790	28.68	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1791	0.06	0.00	0.00
1792	13.48	0.00	0.00
City of Rancho Mirage			
1880	3.90	0.00	0.00
1881	2.06	0.00	0.00
1882	78.92	0.00	0.00
1883	14.74	0.00	0.00
1884	105.28	0.00	0.00
1885	53.44	0.00	0.00
1886	10.07	0.00	0.00
1887	321.65	0.00	0.00
1888	58.18	0.00	0.00
1889	0.16	0.00	0.00
1890	16.50	0.00	0.00
1891	19.80	0.00	0.00
1892	3.15	0.00	0.00
1893	0.09	0.00	0.00
1894	2.16	0.00	0.00
1895	64.06	0.00	0.00
1896	62.63	0.00	0.00
1897	31.87	0.00	0.00
1898	19.26	0.00	0.00
1899	40.99	0.00	0.00
1900	32.84	0.00	0.00
1901	38.84	0.00	0.00
1902	133.03	0.00	0.00
1903	76.84	0.00	0.00
1904	30.10	0.00	0.00
1905	39.98	0.00	0.00
1906	68.64	0.00	0.00
1907	39.83	0.00	0.00
1908	20.19	0.00	0.00
1909	1.01	0.00	0.00
3513	12.82	0.00	0.00
3514	17.89	0.00	0.00
Unincorporated Riverside County (CVAG TUMF)			
2366	0.04	0.00	0.00
2367	0.03	0.00	0.00
2368	0.03	0.00	0.00
2369	0.02	0.00	0.00
2415	0.34	0.00	0.00
2416	0.42	0.00	0.00
2417	0.08	0.00	0.00
2418	552.75	100.22	50.32

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
2419	7.14	0.00	0.00
2420	0.07	0.00	0.00
2421	0.98	0.00	0.00
2438	0.00	0.00	0.00
2439	0.00	0.00	0.00
2440	142.10	0.00	0.00
2441	0.00	0.00	0.00
2442	0.00	0.00	0.00
2443	147.70	0.00	0.00
2444	632.17	0.00	0.00
2445	0.00	0.00	0.00
2446	174.05	0.00	0.00
2447	0.00	0.00	0.00
2448	0.00	0.00	0.00
2449	0.00	0.00	0.00
2453	0.00	0.00	0.00
2454	7.80	0.00	0.00
2455	6.09	0.00	0.00
2456	0.02	0.00	0.00
2457	0.03	0.00	0.00
2458	0.02	0.00	0.00
2459	0.03	0.00	0.00
2460	0.02	0.00	0.00
2461	0.02	0.00	0.00
2462	0.02	0.00	0.00
2463	0.02	0.00	0.00
2464	0.00	0.00	0.00
2469	0.71	0.00	0.00
2470	0.01	0.00	0.00
2483	5.94	0.00	0.00
2484	10.36	0.00	0.00
2485	0.34	0.00	0.00
2486	0.04	0.00	0.00
2487	0.03	0.00	0.00
2488	26.49	0.00	0.00
2489	21.92	0.00	0.00
2490	4.10	0.00	0.00
2502	0.02	0.00	0.00
2503	0.37	0.00	0.00
2504	107.16	0.00	0.00
2505	1.59	0.00	0.00
2506	4.27	0.00	0.00
2507	0.02	0.00	0.00
2508	0.67	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
2513	0.03	0.00	0.00
2514	0.03	0.00	0.00
2515	0.36	0.00	0.00
2516	33.68	0.00	0.00
2517	1.22	0.00	0.00
2525	0.03	0.00	0.00
2526	0.67	0.00	0.00
2527	2.98	0.00	0.00
2565	3.13	0.00	0.00
2566	1.64	0.00	0.00
2567	3.07	0.00	0.00
2568	0.02	0.00	0.00
2569	0.02	0.00	0.00
2570	0.03	0.00	0.00
2571	0.14	0.00	0.00
2572	0.02	0.00	0.00
2573	0.85	0.00	0.00
2574	0.94	0.00	0.00
2575	0.57	0.00	0.00
2576	0.02	0.00	0.00
2577	52.22	0.00	0.00
2578	14.90	0.00	0.00
2579	0.04	0.00	0.00
2580	25.20	0.00	0.00
2609	0.02	0.00	0.00
2610	0.00	0.00	0.00
2611	0.00	0.00	0.00
2612	2.93	0.00	0.00
2613	0.03	0.00	0.00
2614	20.89	0.00	0.00
2615	11.74	0.00	0.00
2616	0.03	0.00	0.00
2617	3.03	0.00	0.00
2618	5.03	0.00	0.00
2619	3.90	0.00	0.00
2620	260.22	0.00	0.00
2621	6.79	0.00	0.00
2622	45.71	0.00	0.00
2623	67.02	0.00	0.00
2624	114.73	0.00	0.00
2636	0.01	0.00	0.00
2637	0.14	0.00	0.00
2923	0.01	0.00	0.00
2924	2.51	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
2925	0.02	0.00	0.00
2926	0.01	0.00	0.00
2928	0.03	0.00	0.00
2929	0.03	0.00	0.00
2930	0.10	0.00	0.00
2931	10.92	0.00	0.00
2932	0.29	0.00	0.00
2933	0.01	0.00	0.00
2942	0.01	0.00	0.00
2953	0.02	0.00	0.00
2954	0.00	0.00	0.00
2955	0.01	0.00	0.00
2956	0.00	0.00	0.00
2957	0.00	0.00	0.00
2959	0.01	0.00	0.00
2960	18.70	0.00	0.00
2961	1.26	0.00	0.00
2962	0.60	0.00	0.00
2963	0.36	0.00	0.00
2964	3.52	0.00	0.00
2965	0.71	0.00	0.00
2966	1.22	0.00	0.00
2967	0.02	0.00	0.00
2968	5.54	0.00	0.00
2969	10.07	0.00	0.00
2970	1.41	0.00	0.00
2971	19.80	0.00	0.00
2972	7.11	0.00	0.00
2973	0.81	0.00	0.00
2974	0.03	0.00	0.00
2975	29.31	0.00	0.00
2976	21.39	0.00	0.00
2977	28.11	0.00	0.00
2978	1.25	0.00	0.00
2979	20.53	0.00	0.00
2980	0.86	0.00	0.00
2981	36.47	0.00	0.00
2982	0.27	0.00	0.00
2983	0.56	0.00	0.00
2984	0.72	0.00	0.00
2985	0.12	0.00	0.00
2986	9.03	0.00	0.00
2987	5.26	0.00	0.00
2988	5.00	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
2989	0.25	0.00	0.00
2990	0.42	0.00	0.00
2991	0.09	0.00	0.00
2992	0.80	0.00	0.00
2993	4.75	0.00	0.00
2994	0.10	0.00	0.00
2995	6.18	0.00	0.00
2996	5.55	0.00	0.00
2997	1.92	0.00	0.00
2998	15.21	23.47	26.74
2999	1.04	0.00	0.00
3000	1.77	2.19	0.00
3001	0.52	0.00	0.00
3002	1.12	0.00	0.00
3003	0.28	0.00	0.00
3004	0.21	0.00	0.00
3005	3.41	0.00	0.00
3006	2.66	0.00	0.00
3007	1.08	0.00	0.00
3008	0.46	0.00	0.00
3009	0.43	0.00	0.00
3010	1.02	0.00	0.00
3011	4.88	0.00	0.00
3012	10.90	0.00	0.00
3013	8.26	0.00	0.00
3014	1.51	0.00	0.00
3015	1.41	0.00	0.00
3016	2.50	0.00	0.00
3017	0.12	0.00	0.00
3018	3.79	0.00	0.00
3019	5.28	0.00	0.00
3020	47.44	15.12	8.21
3021	61.21	0.00	0.00
3022	1.44	0.00	0.00
3023	5.53	0.00	0.00
3024	2.26	0.00	0.00
3025	0.04	0.00	0.00
3026	64.66	0.00	0.00
3027	5.35	0.00	0.00
3028	1.55	0.00	0.00
3029	3.28	0.00	0.00
3030	431.13	0.00	0.00
3031	18.37	0.00	0.00
3032	7.90	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
3033	4.68	0.00	0.00
3034	20.62	0.00	0.00
3035	21.43	0.00	0.00
3036	0.86	0.00	0.00
3037	8.91	0.00	0.00
3038	4.18	0.00	0.00
3039	20.49	0.00	0.00
3043	2.02	0.00	0.00
3044	0.03	0.00	0.00
3045	9.89	0.00	0.00
3046	0.04	0.00	0.00
3047	1.68	0.00	0.00
3048	6.80	0.00	0.00
3049	25.99	0.00	0.00
3050	0.17	0.00	0.00
3051	0.14	0.00	0.00
3052	0.03	0.00	0.00
3053	0.59	0.00	0.00
3054	0.19	0.00	0.00
3055	0.68	0.00	0.00
3056	11.42	0.00	0.00
3057	6.34	0.00	0.00
3058	0.83	0.00	0.00
3059	132.99	0.00	0.00
3060	0.55	0.00	0.00
3061	0.87	0.00	0.00
3062	5.38	0.00	0.00
3063	2.47	0.00	0.00
3064	41.31	0.00	0.00
3065	8.52	0.00	0.00
3066	6.79	0.00	0.00
3067	0.25	0.00	0.00
3068	72.23	0.00	0.00
3069	0.23	0.00	0.00
3070	3.84	0.00	0.00
3071	86.92	0.00	0.00
3072	59.63	0.00	0.00
3073	238.65	0.00	0.00
3074	0.02	0.00	0.00
3075	0.12	0.00	0.00
3076	0.03	0.00	0.00
3077	0.21	0.00	0.00
3078	0.25	0.00	0.00
3079	0.35	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
3080	0.02	0.00	0.00
3081	12.91	0.00	0.00
3082	0.23	0.00	0.00
3083	0.01	0.00	0.00
3084	5.05	0.00	0.00
3085	10.46	0.00	0.00
3086	0.33	0.00	0.00
3087	2.26	0.00	0.00
3088	3.18	0.00	0.00
3089	0.16	0.00	0.00
3090	0.88	0.00	0.00
3107	2.59	0.00	0.00
3139	0.17	0.00	0.00
3140	0.16	0.00	0.00
3141	19.45	0.00	0.00
3142	0.08	0.00	0.00
3143	0.13	0.00	0.00
3144	0.14	0.00	0.00
3151	29.79	0.00	0.00
3153	0.33	0.00	0.00
3154	17.55	0.00	0.00
3155	0.15	0.00	0.00
3165	0.17	0.00	0.00
3166	14.61	0.00	0.00
3167	0.11	0.00	0.00
3168	0.01	0.00	0.00
3169	0.49	0.00	0.00
3170	0.03	0.00	0.00
3171	0.02	0.00	0.00
3172	1.01	0.00	0.00
3173	5.29	0.00	0.00
3175	0.59	0.00	0.00
3178	0.01	0.00	0.00
3179	0.01	0.00	0.00
3180	0.02	0.00	0.00
3181	0.00	0.00	0.00
3182	0.16	0.00	0.00
3184	0.20	0.00	0.00
3209	0.07	0.00	0.00
3210	0.55	0.00	0.00
3211	0.24	0.00	0.00
3215	0.85	0.00	0.00
3515	0.00	0.00	0.00
3516	0.49	0.00	0.00

Base Year (2023) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
3517	0.00	0.00	0.00
3520	9.05	0.00	0.00
3521	3.38	0.00	0.00
3522	8.94	0.00	0.00
3523	0.27	0.00	0.00
3524	0.00	0.00	0.00
3525	199.07	0.00	0.00
3526	0.10	0.00	0.00
3527	0.00	0.00	0.00
3528	1.53	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
City of Cathedral City			
162	22.28	0.00	0.00
163	7.87	0.00	0.00
164	6.04	0.00	0.00
165	12.97	0.00	0.00
166	6.79	0.00	0.00
167	6.58	0.00	0.00
168	8.17	0.00	0.00
169	7.55	0.00	0.00
170	4.68	0.00	0.00
171	6.11	0.00	0.00
172	7.06	0.00	0.00
173	21.87	0.00	0.00
174	26.10	0.00	0.00
175	34.43	0.00	0.00
176	54.65	0.00	0.00
177	35.69	0.00	0.00
178	18.26	0.00	0.00
179	18.70	0.00	0.00
180	30.89	0.00	0.00
181	35.26	0.00	0.00
182	31.99	0.00	0.00
183	34.13	0.00	0.00
184	5.27	0.00	0.00
185	31.63	0.00	0.00
186	38.63	0.00	0.00
187	37.63	0.00	0.00
188	33.67	0.00	0.00
189	21.33	0.00	0.00
190	19.42	0.00	0.00
191	6.17	0.00	0.00
192	11.12	0.00	0.00
193	34.72	0.00	0.00
194	13.64	0.00	0.00
195	26.88	0.00	0.00
196	8.64	0.00	0.00
197	5.92	0.00	0.00
198	89.75	0.00	0.00
199	54.02	0.00	0.00
200	19.76	0.00	0.00
201	28.01	0.00	0.00
202	11.71	0.00	0.00
203	6.54	0.00	0.00
204	12.73	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
205	17.34	0.00	0.00
206	10.33	0.00	0.00
207	6.71	0.00	0.00
208	2.44	0.00	0.00
209	6.45	0.00	0.00
210	12.49	0.00	0.00
211	10.19	0.00	0.00
212	54.08	0.00	0.00
213	18.51	0.00	0.00
214	22.75	0.00	0.00
215	10.80	0.00	0.00
216	0.09	0.00	0.00
217	1.35	0.00	0.00
218	0.08	0.00	0.00
219	26.62	0.00	0.00
220	0.08	0.00	0.00
221	40.34	0.00	0.00
222	7.47	0.00	0.00
223	0.09	0.00	0.00
224	0.09	0.00	0.00
225	11.93	0.00	0.00
226	3.42	0.00	0.00
227	35.40	0.00	0.00
228	18.46	0.00	0.00
229	21.93	0.00	0.00
230	0.08	0.00	0.00
231	0.11	0.00	0.00
232	0.07	0.00	0.00
233	0.05	0.00	0.00
234	11.79	0.00	0.00
235	18.87	0.00	0.00
236	4.31	0.00	0.00
237	0.10	0.00	0.00
238	22.84	0.00	0.00
239	5.35	0.00	0.00
240	0.10	0.00	0.00
City of Coachella			
241	7.02	0.00	0.00
242	795.02	13.61	4.35
243	152.46	2.55	0.83
244	801.60	17.31	6.22
245	38.33	1.63	0.87
246	676.78	19.29	10.27
247	1824.51	45.22	24.67

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
248	5.27	0.07	0.05
249	15.60	0.00	0.00
250	50.91	0.00	0.00
251	235.27	0.00	0.00
252	0.58	0.00	0.00
253	105.23	0.00	0.00
254	0.05	0.00	0.00
255	10.82	0.00	0.00
256	1248.78	27.57	14.70
257	281.13	0.00	0.00
258	712.04	0.02	12.70
259	85.68	3.04	1.61
260	0.51	0.01	0.01
261	234.68	0.00	0.00
262	256.05	0.00	0.00
263	62.32	0.00	0.00
264	17.51	0.00	0.00
265	28.97	0.00	0.00
266	14.40	0.00	0.00
267	10.48	0.00	0.00
268	3.69	0.16	0.08
269	0.65	0.00	0.00
270	4.82	0.00	0.00
271	0.40	0.00	0.00
272	38.31	0.00	0.00
273	41.48	0.00	0.00
274	51.36	0.00	0.00
275	7.97	0.00	0.00
276	42.06	0.00	0.00
277	4.79	0.00	0.00
278	85.00	0.00	0.00
279	72.20	0.00	0.00
280	27.64	0.00	0.00
281	13.75	0.00	0.00
282	29.57	0.00	0.00
283	24.19	0.00	0.00
284	34.52	0.00	0.00
285	0.10	0.00	0.00
286	6.35	0.00	0.00
287	28.39	0.00	0.00
288	29.32	0.00	0.00
289	21.43	0.00	0.00
290	67.24	0.00	0.00
291	14.49	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
292	46.83	0.00	0.00
293	15.15	0.00	0.00
294	34.05	0.00	0.00
295	29.44	0.00	0.00
296	1.73	0.00	0.00
297	26.51	0.00	0.00
298	24.89	0.00	0.00
299	43.20	0.00	0.00
300	27.99	0.00	0.00
301	25.28	0.00	0.00
302	0.07	0.00	0.00
303	35.61	0.00	0.00
304	8.86	0.39	0.20
305	45.04	0.00	0.00
306	69.77	0.00	0.00
307	11.88	0.00	0.00
308	37.99	0.00	0.00
309	103.63	0.00	0.00
310	2.32	0.00	0.00
311	38.26	0.00	0.00
312	13.67	0.00	0.00
313	14.23	0.00	0.00
314	83.07	0.00	0.00
315	0.54	0.00	0.00
316	2.47	0.02	0.01
317	4.81	0.07	0.04
318	38.48	0.00	0.00
319	7.36	0.00	0.00
320	500.79	16.04	8.58
321	405.23	15.13	8.04
322	135.45	4.84	2.55
323	129.35	4.53	2.42
324	751.83	20.23	7.98
325	188.33	6.82	3.63
326	539.06	16.42	8.86
327	534.90	15.57	8.26
328	114.39	1.89	0.65
329	71.34	1.19	0.40
330	85.22	1.48	0.49
331	184.98	3.21	1.05
City of Desert Hot Springs			
570	36.16	0.00	0.00
571	32.34	0.00	0.00
572	30.81	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
573	29.07	0.00	0.00
574	5.88	0.00	0.00
575	3.15	0.00	0.00
576	13.45	0.00	0.00
577	3.47	0.00	0.00
578	53.46	0.00	0.00
579	3.73	0.00	0.00
580	24.91	0.00	0.00
581	40.94	0.00	0.00
582	19.49	0.00	0.00
583	11.24	0.00	0.00
584	21.14	0.00	0.00
585	41.64	0.00	0.00
586	17.35	0.00	0.00
587	24.82	0.00	0.00
588	27.22	0.00	0.00
589	18.89	0.00	0.00
590	14.15	0.00	0.00
591	0.89	0.00	0.00
592	40.13	0.00	0.00
593	21.58	0.00	0.00
594	21.72	0.00	0.00
595	15.21	0.00	0.00
596	15.09	0.00	0.00
597	4.24	0.00	0.00
598	0.01	0.00	0.00
599	7.47	0.00	0.00
600	2.32	0.00	0.00
601	10.92	0.00	0.00
602	0.37	0.00	0.00
City of Indian Wells			
739	0.00	0.00	0.00
740	119.24	52.32	99.21
741	81.67	22.35	42.23
742	282.38	65.05	123.55
743	31.89	4.84	13.07
744	307.82	64.40	121.64
745	34.74	14.78	39.37
746	65.68	23.39	64.06
747	7.92	3.85	4.66
748	9.40	5.07	13.39
749	11.00	7.34	13.82
750	25.42	8.87	23.67
751	18.94	12.76	24.07

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
3518	69.11	30.29	57.26
City of Indio			
752	271.78	48.76	24.31
753	1113.13	7.27	5.16
754	0.00	0.00	0.00
755	162.09	47.14	94.57
756	0.00	0.00	4.26
757	9.43	0.00	0.00
758	153.28	3.12	1.42
759	5.47	0.00	0.00
760	21.15	0.00	0.00
761	20.80	0.00	0.00
762	54.35	0.00	0.00
763	0.00	0.00	0.00
764	53.62	0.00	15.09
765	1579.65	129.59	64.94
766	3486.98	326.97	164.28
767	69.72	0.00	0.00
768	6.85	0.00	0.00
769	75.59	0.00	0.00
770	47.95	0.00	0.00
771	96.54	0.00	0.00
772	62.55	0.00	0.00
773	1309.02	296.25	146.07
774	145.19	0.00	0.00
775	297.38	0.00	0.00
776	1130.49	205.93	170.05
777	68.97	0.00	0.00
778	297.20	52.98	26.15
779	1441.34	226.64	112.10
780	1364.59	237.96	124.45
781	63.61	0.00	0.00
782	15.62	0.08	0.00
783	306.74	54.08	18.13
784	262.04	0.00	0.00
785	643.81	49.39	101.54
786	148.96	0.00	0.00
787	147.81	40.82	82.09
788	483.91	56.83	114.10
789	94.78	28.33	65.11
790	87.00	19.77	45.46
791	491.71	95.13	47.79
792	319.72	31.50	63.24
793	741.14	79.20	180.50

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
794	960.01	84.42	43.91
795	950.18	130.58	65.72
796	663.18	94.52	54.68
797	160.69	29.97	56.50
798	198.44	0.00	0.00
799	89.82	0.00	0.00
800	453.19	0.00	0.00
801	69.54	0.00	0.00
802	21.35	0.00	0.00
803	2700.20	121.14	254.51
804	3235.71	236.75	115.08
805	2.40	0.45	0.59
806	2736.94	321.68	161.79
807	200.74	0.00	0.00
808	89.63	0.00	0.00
809	781.45	0.00	0.00
810	12.92	0.00	0.00
811	432.94	72.11	68.09
812	336.56	81.36	163.33
813	38.43	0.00	0.00
814	52.28	0.00	0.00
815	824.25	87.68	201.16
816	894.44	82.34	165.63
817	424.03	49.97	100.67
818	46.54	0.00	0.00
819	263.62	205.33	103.08
820	45.99	0.00	0.00
821	1354.93	180.29	93.78
822	4461.97	676.50	340.36
823	3131.78	172.19	329.96
824	20.69	0.00	0.00
825	58.01	0.00	0.00
826	42.85	0.00	0.00
827	13.69	0.00	0.00
828	32.23	0.00	0.00
829	0.65	0.00	0.00
830	0.00	0.00	0.00
831	17.34	0.00	0.00
832	98.42	0.00	0.00
833	10.94	0.00	0.00
834	0.24	0.00	0.00
835	56.48	0.00	0.00
836	94.80	0.00	0.00
837	8.36	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
838	97.76	0.00	0.00
839	65.08	0.00	0.00
840	0.25	0.00	0.00
841	88.84	0.00	0.00
City of La Quinta			
904	291.76	80.23	32.25
905	36.38	0.00	0.00
906	29.02	0.00	0.00
907	130.61	34.36	14.01
908	0.00	0.00	0.00
909	36.37	0.00	0.00
910	23.87	0.00	0.00
911	0.00	0.00	0.00
912	34.51	0.00	0.00
913	0.00	0.00	0.00
914	0.00	0.00	0.00
915	66.95	0.00	0.00
916	21.95	0.00	0.00
917	0.00	0.00	0.00
918	0.00	0.00	0.00
919	0.00	0.00	0.00
920	427.20	93.48	177.08
921	376.67	142.65	281.64
922	8.69	0.00	0.00
923	20.26	0.00	0.00
924	29.60	0.00	0.00
925	67.75	19.18	9.35
926	0.00	0.00	0.00
927	0.00	0.00	0.00
928	121.09	36.96	69.45
929	42.78	59.13	100.53
930	20.52	37.68	70.91
931	9.51	5.22	11.70
932	18.95	0.00	0.00
933	66.36	16.70	21.43
934	0.00	0.00	0.00
935	109.27	37.61	17.92
936	138.98	43.20	20.62
937	2.05	7.89	16.28
3519	0.00	0.00	0.00
City of Palm Desert			
1569	80.01	0.00	0.00
1570	14.70	0.00	0.00
1571	39.37	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1572	41.44	0.00	0.00
1573	311.39	0.00	0.00
1574	141.50	0.00	0.00
1575	106.25	30.48	85.04
1576	0.09	0.00	0.01
1577	9.65	2.77	7.25
1578	12.74	4.14	11.26
1579	0.62	0.21	0.57
1580	100.43	0.00	0.00
1581	0.22	0.00	0.00
1582	53.38	16.28	46.10
1583	173.83	57.54	161.05
1584	49.41	18.96	50.78
1585	26.64	16.40	42.24
1586	16.03	10.41	26.52
1587	146.57	0.00	0.00
1588	11.75	7.09	18.07
1589	7.40	4.54	11.49
1590	6.53	4.12	10.42
1591	29.40	10.06	26.91
1592	44.53	14.61	39.03
1593	34.03	11.84	31.49
1594	13.47	5.58	14.72
1595	68.18	24.10	64.53
1596	27.70	9.82	26.30
1597	10.01	6.44	17.18
1598	14.56	8.11	20.79
1599	11.53	5.44	14.00
1600	6.33	3.35	8.46
1601	58.56	26.74	70.81
1602	13.77	5.85	15.63
1603	26.44	0.00	0.00
1604	29.61	0.00	0.00
1605	36.01	0.00	0.00
1606	79.44	0.00	0.00
1607	41.38	0.00	0.00
1608	27.36	0.00	0.00
1609	96.16	0.00	0.00
1610	21.29	0.00	0.00
1611	24.29	0.00	0.00
1612	7.46	0.00	0.00
1613	9.96	0.00	0.00
1614	12.36	0.00	0.00
1615	12.93	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1616	202.93	0.00	0.00
1617	21.22	0.00	0.00
1618	11.06	0.00	0.00
1619	26.34	0.00	0.00
1620	31.51	0.00	0.00
1621	18.38	7.01	19.07
1622	11.42	5.48	14.50
1623	65.11	21.25	56.77
1624	88.36	30.30	83.73
1625	11.01	5.39	14.37
1626	31.43	16.55	44.88
1627	4.07	1.69	4.69
1628	6.73	2.86	7.61
1629	15.83	6.99	18.62
1630	12.45	6.37	17.26
1631	6.66	2.95	7.85
1632	66.35	23.66	65.15
1633	15.70	7.00	19.03
1634	0.13	0.00	0.00
1635	54.49	12.31	13.20
1636	14.95	4.30	5.26
1637	21.85	0.03	0.11
1638	246.53	26.04	71.65
1639	7.98	0.00	0.00
1640	82.50	21.86	58.66
1641	16.96	6.54	17.35
1642	0.00	0.00	3.85
1643	5.72	2.28	6.03
1644	0.28	0.17	0.41
1645	2.98	1.07	2.75
1646	21.22	0.00	0.00
1647	46.46	0.00	0.00
1648	18.95	0.00	0.00
1649	76.01	0.00	0.00
1650	30.77	0.00	0.00
1651	16.82	0.00	0.00
1652	35.64	0.00	0.00
1653	7.97	0.00	0.00
1654	27.03	0.00	0.00
1655	42.43	0.00	0.00
1656	8.51	0.00	0.00
1657	13.80	0.00	0.00
1658	31.68	0.00	0.00
1659	5.98	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1660	47.44	0.00	0.00
1661	0.22	0.00	0.00
1662	17.65	0.00	0.00
1663	50.00	0.00	0.00
1664	64.01	0.00	0.00
1665	50.50	0.00	0.00
1666	108.05	0.00	0.00
1667	7.14	0.00	0.00
1668	30.88	0.00	0.00
1669	40.10	0.00	0.00
1670	76.01	0.00	0.00
1671	27.98	14.80	39.20
1672	7.99	5.74	15.13
1673	50.91	15.95	43.32
1674	6.66	2.31	6.38
1675	70.95	21.51	60.62
1676	10.05	0.00	0.00
1677	23.70	6.45	8.41
1678	65.00	25.18	68.46
1679	12.58	5.49	14.72
1680	7.90	3.36	9.08
1681	3.23	1.01	1.24
1682	0.00	0.00	25.93
1683	13.68	6.83	17.90
1684	15.94	0.00	0.00
1685	52.20	12.62	34.49
1686	4.25	0.00	0.00
1687	65.03	0.00	0.00
1688	16.70	0.00	0.00
1689	46.05	0.00	0.00
1690	55.00	0.00	0.00
1691	0.07	0.00	0.01
City of Palm Springs			
1692	0.27	0.00	0.00
1693	14.88	0.00	0.00
1694	31.86	0.00	0.00
1695	0.01	0.00	0.00
1696	0.02	0.00	0.00
1697	31.31	0.00	0.00
1698	37.59	0.00	0.00
1699	8.54	0.00	0.00
1700	0.02	0.00	0.00
1701	0.71	0.00	0.00
1702	46.40	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1703	23.19	0.00	0.00
1704	9.61	0.00	0.00
1705	7.64	0.00	0.00
1706	5.77	0.00	0.00
1707	43.63	0.00	0.00
1708	17.53	0.00	0.00
1709	19.95	0.00	0.00
1710	0.01	0.00	0.00
1711	0.01	0.00	0.00
1712	19.24	0.00	0.00
1713	25.72	0.00	0.00
1714	9.14	0.00	0.00
1715	9.80	0.00	0.00
1716	2.42	0.00	0.00
1717	2.70	0.00	0.00
1718	9.19	0.00	0.00
1719	20.35	0.00	0.00
1720	17.16	0.00	0.00
1721	0.04	0.00	0.00
1722	0.83	0.00	0.00
1723	9.27	0.00	0.00
1724	16.48	0.00	0.00
1725	55.11	0.00	0.00
1726	11.46	0.00	0.00
1727	2.66	0.00	0.00
1728	0.77	0.00	0.00
1729	2.94	0.00	0.00
1730	0.20	0.00	0.00
1731	0.14	0.00	0.00
1732	19.82	0.00	0.00
1733	5.93	0.00	0.00
1734	38.05	0.00	0.00
1735	1.41	0.00	0.00
1736	1.53	0.00	0.00
1737	45.73	0.00	0.00
1738	60.45	0.00	0.00
1739	2.60	0.00	0.00
1740	8.10	0.00	0.00
1741	8.58	0.00	0.00
1742	6.38	0.00	0.00
1743	55.27	0.00	0.00
1744	5.31	0.00	0.00
1745	0.04	0.00	0.00
1746	3.25	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1747	18.47	0.00	0.00
1748	1.10	0.00	0.00
1749	2.94	0.00	0.00
1750	16.03	0.00	0.00
1751	0.01	0.00	0.00
1752	0.21	0.00	0.00
1753	0.03	0.00	0.00
1754	7.04	0.00	0.00
1755	1.46	0.00	0.00
1756	2.26	0.00	0.00
1757	0.93	0.00	0.00
1758	14.26	0.00	0.00
1759	5.16	0.00	0.00
1760	5.89	0.00	0.00
1761	3.01	0.00	0.00
1762	5.63	0.00	0.00
1763	8.59	0.00	0.00
1764	3.69	0.00	0.00
1765	12.75	0.00	0.00
1766	9.07	0.00	0.00
1767	0.87	0.00	0.00
1768	11.53	0.00	0.00
1769	1.83	0.00	0.00
1770	8.35	0.00	0.00
1771	4.34	0.00	0.00
1772	0.65	0.00	0.00
1773	4.98	0.00	0.00
1774	30.58	0.00	0.00
1775	9.46	0.00	0.00
1776	33.59	0.00	0.00
1777	26.88	0.00	0.00
1778	16.02	0.00	0.00
1779	13.74	0.00	0.00
1780	8.33	0.00	0.00
1781	3.89	0.00	0.00
1782	19.34	0.00	0.00
1783	14.36	0.00	0.00
1784	10.92	0.00	0.00
1785	4.72	0.00	0.00
1786	3.14	0.00	0.00
1787	7.60	0.00	0.00
1788	17.14	0.00	0.00
1789	5.40	0.00	0.00
1790	21.49	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
1791	0.05	0.00	0.00
1792	12.55	0.00	0.00
City of Rancho Mirage			
1880	2.94	0.00	0.00
1881	1.71	0.00	0.00
1882	435.19	0.00	0.00
1883	9.87	0.00	0.00
1884	158.50	0.00	0.00
1885	60.21	0.00	0.00
1886	125.18	0.00	0.00
1887	165.23	0.00	0.00
1888	35.23	0.00	0.00
1889	0.15	0.00	0.00
1890	35.07	0.00	0.00
1891	15.65	0.00	0.00
1892	1.91	0.00	0.00
1893	0.05	0.00	0.00
1894	1.32	0.00	0.00
1895	32.84	0.00	0.00
1896	30.94	0.00	0.00
1897	19.69	0.00	0.00
1898	12.40	0.00	0.00
1899	32.57	0.00	0.00
1900	19.78	0.00	0.00
1901	36.46	0.00	0.00
1902	96.36	0.00	0.00
1903	56.93	0.00	0.00
1904	23.55	0.00	0.00
1905	25.26	0.00	0.00
1906	33.27	0.00	0.00
1907	22.92	0.00	0.00
1908	10.77	0.00	0.00
1909	3.75	0.00	0.00
3513	9.55	0.00	0.00
3514	12.54	0.00	0.00
Unincorporated Riverside County (CVAG TUMF)			
2366	5.11	0.30	0.15
2367	0.07	0.01	0.01
2368	0.06	0.01	0.01
2369	0.05	0.01	0.01
2415	0.25	0.00	0.00
2416	1.48	0.00	0.00
2417	0.09	0.00	0.00
2418	961.64	164.40	140.85

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
2419	7.70	0.00	0.00
2420	7.51	0.00	0.00
2421	1.16	0.01	0.01
2438	0.07	0.00	0.01
2439	0.97	0.20	0.52
2440	515.60	0.00	0.00
2441	0.04	0.00	0.01
2442	0.02	0.00	0.00
2443	119.22	0.00	0.00
2444	695.74	0.00	0.00
2445	0.00	0.00	0.00
2446	89.41	0.00	0.00
2447	0.00	0.00	0.00
2448	112.42	40.06	18.68
2449	0.00	0.00	0.00
2453	0.00	0.00	0.00
2454	13.35	0.48	0.08
2455	13.02	0.98	0.48
2456	0.81	0.03	0.01
2457	0.05	0.01	0.01
2458	0.04	0.01	0.01
2459	0.05	0.01	0.01
2460	0.04	0.01	0.01
2461	0.04	0.01	0.01
2462	0.04	0.01	0.01
2463	0.03	0.01	0.00
2464	0.01	0.00	0.00
2469	2.20	0.00	0.00
2470	0.01	0.00	0.00
2483	19.51	3.04	1.46
2484	13.55	0.00	0.00
2485	4.73	0.34	0.18
2486	0.08	0.01	0.01
2487	1.73	0.17	0.09
2488	26.50	0.00	0.00
2489	26.69	0.00	0.00
2490	5.60	0.00	0.00
2502	2.82	0.26	0.14
2503	1.50	0.08	0.04
2504	277.84	17.86	7.96
2505	23.49	1.17	0.63
2506	14.06	0.88	0.45
2507	0.87	0.08	0.04
2508	115.15	4.70	2.51

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
2513	0.83	0.02	0.01
2514	0.06	0.01	0.01
2515	4.68	0.37	0.20
2516	292.96	32.82	16.08
2517	4.02	0.21	0.11
2525	0.05	0.01	0.01
2526	2.07	0.09	0.05
2527	14.43	1.20	0.64
2565	9.61	0.73	0.36
2566	11.15	1.69	0.90
2567	11.77	0.93	0.49
2568	0.04	0.01	0.01
2569	0.05	0.01	0.01
2570	0.05	0.01	0.01
2571	2.43	0.30	0.16
2572	0.05	0.01	0.01
2573	2.19	0.17	0.08
2574	2.44	0.17	0.08
2575	5.75	0.50	0.26
2576	0.04	0.01	0.01
2577	141.80	15.68	7.37
2578	17.76	0.00	0.13
2579	0.14	0.00	0.00
2580	159.02	13.47	7.05
2609	0.02	0.00	0.00
2610	0.04	0.00	0.01
2611	0.00	0.00	0.00
2612	2.70	0.00	0.00
2613	0.03	0.00	0.00
2614	16.64	0.00	0.00
2615	6.71	0.00	0.00
2616	0.06	0.00	0.00
2617	3.02	0.00	0.00
2618	86.67	0.00	0.00
2619	3.27	0.00	0.00
2620	181.32	0.00	0.00
2621	5.69	0.00	0.00
2622	108.04	0.00	0.00
2623	68.41	0.00	0.00
2624	170.95	0.00	0.00
2636	0.01	0.00	0.00
2637	0.14	0.00	0.00
2923	0.01	0.00	0.00
2924	2.04	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
2925	0.01	0.00	0.00
2926	0.06	0.00	0.00
2928	0.03	0.00	0.00
2929	0.02	0.00	0.00
2930	0.13	0.00	0.00
2931	9.94	0.00	0.00
2932	0.33	0.00	0.00
2933	0.01	0.00	0.00
2942	0.01	0.00	0.00
2953	0.01	0.00	0.00
2954	0.00	0.00	0.00
2955	0.01	0.00	0.00
2956	0.01	0.00	0.00
2957	0.06	0.00	0.01
2959	0.01	0.00	0.00
2960	17.80	0.00	0.00
2961	1.22	0.00	0.00
2962	0.76	0.00	0.00
2963	64.10	0.00	0.00
2964	2.88	0.00	0.00
2965	13.20	0.00	0.00
2966	0.89	0.00	0.00
2967	0.39	0.00	0.00
2968	4.97	0.00	0.00
2969	9.97	0.00	0.00
2970	1.78	0.00	0.00
2971	27.97	0.00	0.00
2972	7.60	0.00	0.00
2973	1.84	0.00	0.00
2974	0.41	0.00	0.00
2975	29.27	0.00	0.00
2976	19.33	0.00	0.00
2977	20.50	0.00	0.00
2978	1.56	0.00	0.00
2979	14.94	0.00	0.00
2980	3.51	0.00	0.00
2981	29.30	0.00	0.00
2982	0.57	0.00	0.00
2983	3.23	0.00	0.00
2984	0.72	0.00	0.00
2985	0.13	0.00	0.00
2986	5.47	0.00	0.00
2987	5.34	0.00	0.00
2988	1.90	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
2989	0.20	0.00	0.00
2990	0.79	0.00	0.00
2991	0.45	0.01	0.01
2992	1.04	0.00	0.00
2993	56.70	0.00	0.00
2994	0.02	0.00	0.00
2995	68.18	0.00	0.00
2996	4.45	0.00	0.00
2997	9.54	0.00	0.40
2998	20.42	5.09	6.72
2999	3.35	0.00	0.00
3000	0.00	0.00	0.00
3001	0.75	0.00	0.00
3002	1.60	0.00	0.00
3003	0.48	0.00	0.00
3004	0.18	0.00	0.00
3005	17.82	5.60	2.96
3006	2.91	0.00	0.00
3007	1.32	0.00	0.00
3008	39.45	0.00	0.00
3009	0.78	0.00	0.00
3010	1.00	0.00	0.00
3011	68.41	22.09	11.76
3012	10.66	0.00	0.00
3013	35.72	0.00	0.00
3014	5.08	0.00	0.00
3015	3.52	0.00	0.00
3016	49.17	16.59	8.90
3017	0.42	0.00	0.00
3018	21.29	6.25	0.00
3019	100.82	28.78	13.84
3020	63.33	12.49	6.83
3021	43.30	0.00	0.00
3022	1.69	0.00	0.00
3023	4.02	0.00	0.00
3024	3.61	0.16	0.08
3025	0.08	0.01	0.01
3026	159.72	7.45	3.93
3027	19.32	1.17	0.62
3028	6.22	0.36	0.19
3029	143.91	6.43	3.49
3030	1507.88	75.32	41.12
3031	64.52	3.46	1.82
3032	17.58	0.66	0.33

Horizon Year (2050) Trip Ends by TAZ

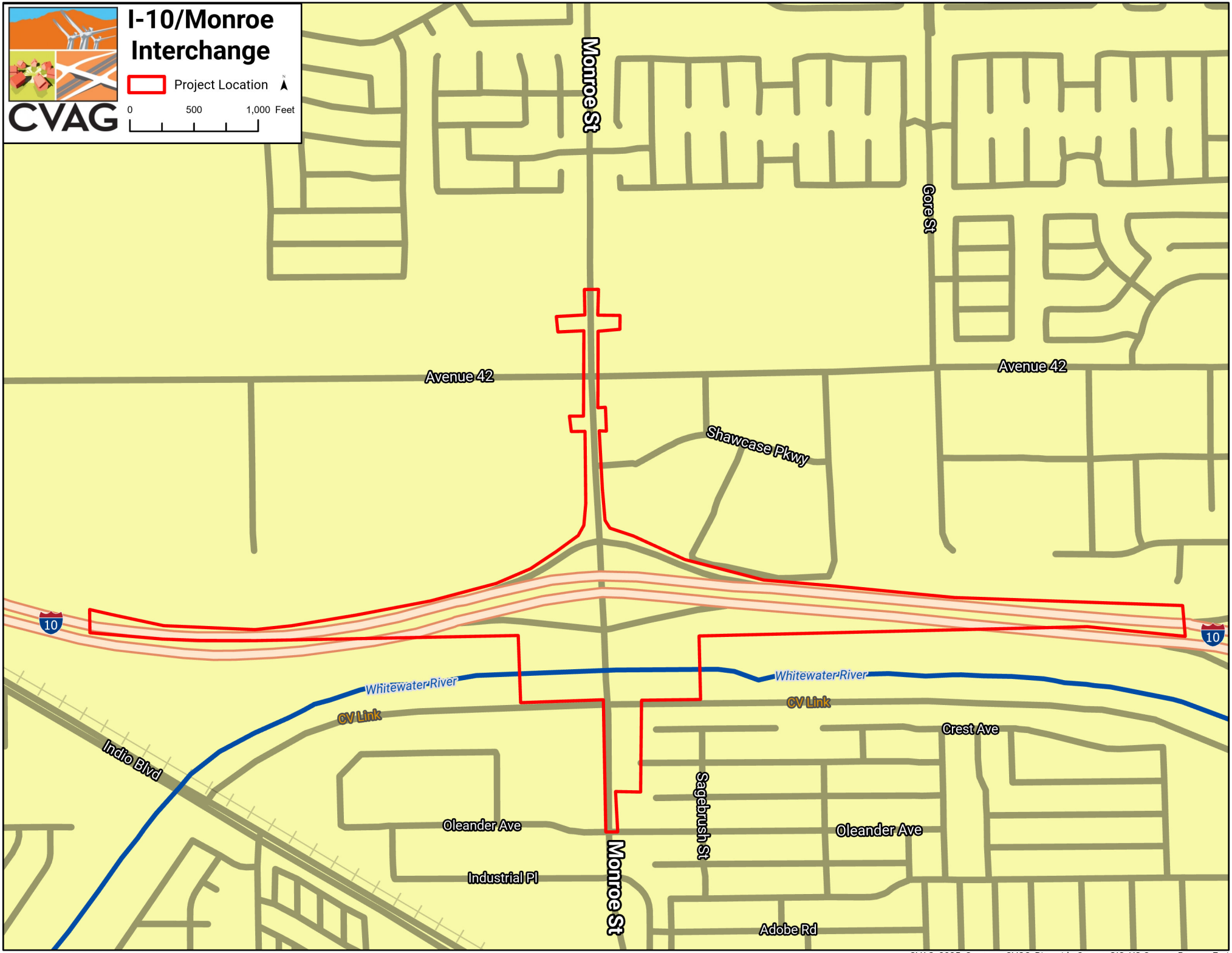
TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
3033	8.84	0.16	0.25
3034	38.56	0.69	1.28
3035	35.27	0.70	0.97
3036	350.70	16.34	8.92
3037	8.72	0.00	0.18
3038	3.87	0.00	0.04
3039	11.02	0.00	0.00
3043	4.77	0.41	0.22
3044	0.05	0.00	0.01
3045	14.75	1.05	0.53
3046	0.05	0.00	0.01
3047	7.82	0.13	0.19
3048	4.84	0.00	0.04
3049	29.48	0.43	0.54
3050	1.98	0.09	0.05
3051	0.18	0.01	0.01
3052	0.05	0.00	0.01
3053	1.00	0.02	0.01
3054	0.23	0.01	0.01
3055	1.17	0.02	0.01
3056	19.86	0.00	0.00
3057	9.72	0.00	0.00
3058	2.21	0.00	0.00
3059	153.57	0.00	0.00
3060	11.32	0.00	0.00
3061	1.20	0.00	0.00
3062	9.70	0.16	0.09
3063	0.49	0.00	0.00
3064	58.80	1.96	1.05
3065	19.17	0.74	0.40
3066	9.44	0.79	0.42
3067	0.43	0.01	0.01
3068	83.07	0.00	2.78
3069	0.08	0.00	0.00
3070	3.85	0.00	0.00
3071	34.13	0.00	0.88
3072	69.75	0.00	0.00
3073	944.16	19.06	10.68
3074	0.07	0.00	0.00
3075	0.73	0.00	0.00
3076	1.05	0.00	0.00
3077	2.84	0.00	0.00
3078	0.55	0.00	0.00
3079	1.61	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
3080	0.28	0.00	0.00
3081	17.58	0.00	0.00
3082	0.29	0.00	0.00
3083	3.28	0.00	0.00
3084	9.48	0.26	0.14
3085	18.37	0.00	0.00
3086	0.45	0.00	0.00
3087	2.38	0.00	0.00
3088	3.62	0.00	0.00
3089	0.30	0.00	0.00
3090	0.93	0.00	0.00
3107	2.11	0.00	0.00
3139	1.62	0.00	0.00
3140	5.40	0.70	0.28
3141	27.90	0.00	0.00
3142	1.48	0.00	0.00
3143	0.13	0.00	0.00
3144	0.30	0.00	0.00
3151	25.89	0.00	0.00
3153	0.23	0.00	0.00
3154	7.71	0.00	0.00
3155	0.17	0.00	0.00
3165	0.15	0.00	0.00
3166	12.78	0.00	0.00
3167	0.16	0.00	0.00
3168	0.01	0.00	0.00
3169	0.37	0.00	0.00
3170	4.19	0.00	0.00
3171	0.93	0.00	0.00
3172	0.65	0.00	0.00
3173	6.24	0.00	0.00
3175	46.65	17.18	8.05
3178	0.01	0.00	0.00
3179	0.01	0.00	0.00
3180	0.02	0.00	0.00
3181	0.04	0.00	0.01
3182	0.25	0.00	0.00
3184	0.17	0.00	0.00
3209	0.04	0.00	0.00
3210	0.92	0.02	0.01
3211	0.05	0.00	0.00
3215	0.58	0.00	0.00
3515	2.42	1.50	4.11
3516	2.34	0.00	0.00

Horizon Year (2050) Trip Ends by TAZ

TAZ	Internal - Internal Trip Ends	Internal - External Trip Ends	External-Internal Trip Ends
3517	1.91	0.28	0.69
3520	22.19	0.00	0.00
3521	3.50	0.00	0.00
3522	7.44	0.00	0.00
3523	0.29	0.00	0.00
3524	7.82	1.40	3.50
3525	328.50	0.00	0.00
3526	0.10	0.00	0.00
3527	0.84	0.12	0.30
3528	1.29	0.00	0.00



NAD 1983 UTM Zone 11N

CVAG, 2025. Sources: CVCC, Riverside County GIS, US Census Bureau, Esri

ITEM 7a

FY 2025-26 TRANSPORTATION COMMITTEE ATTENDANCE ROSTER

CVAG JURISDICTION	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Blythe	-	-	✓	-	✓	-	-	✓	-	✓	-	
Cathedral City	-	-	✓	-	✓	-	-	✓	-	✓	-	
Coachella	-	-	✓	-		-	-		-	✓	-	
Desert Hot Springs	-	-	✓	-	✓	-	-		-		-	
Indian Wells	-	-		-	✓	-	-	✓	-	✓	-	
Indio	-	-	✓	-	✓	-	-	✓	-	✓	-	
La Quinta	-	-	✓	-	✓	-	-	✓	-	✓	-	
Palm Desert	-	-	✓	-	✓	-	-	✓	-	✓	-	
Palm Springs	-	-	✓	-	✓	-	-	✓	-	✓	-	
Rancho Mirage	-	-	✓	-	✓	-	-	✓	-	✓	-	
Riverside County	-	-	✓	-	✓	-	-	✓	-	✓	-	
Agua Caliente Band of Cahuilla Indians	-	-	✓	-		-	-	✓	-	✓	-	
Torres Martinez Desert Cahuilla Indians	-	-		-	✓	-	-		-		-	

Absent	
No Meeting	-
In Attendance	✓

ITEM 7b

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Regional Transportation Project Status Report**

Contact: Randy Bowman, Assistant Director of Transportation (rbowman@cvag.org)

Recommendation: Information

Background: CVAG staff provides regular updates to the Transportation and Executive Committees on regionally significant projects through project status reports. This Regional Project Status Report includes the latest updates organized by project type: interchange, bridge, arterial, active transportation, and regional projects led by CVAG.

The following projects have been completed and have been removed from the Regional Project Status Report:

- CV Link Community Connector in Coachella
- CV Link Community Connector in Cathedral City

Fiscal Analysis: Funding for these projects has been budgeted through the project phase indicated and secured through various funding sources.

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS

Regional Transportation Project Status Report

5/12/2026

Project Description	Lead Agency	CVAG Funded					Status
		PSR	PA/ED	PS&E	ROW	CON	
Interchanges							
Avenue 50 @ 86S	COA						CVAG approved funding for PS&E & ROW. PS&E underway.
Avenue 50 @ I-10	COA						PS&E underway.
Jackson Street @ I-10	COR						PA/ED completed. 95% Plans are being prepared. ROW acquisition underway.
Monroe Street @ I-10	COR						PA/ED completed. 100% PS&E package complete and appoval expected imminently. ROW cert approval expected spring 2026. County intends to advertise in August 2026. Construction is anticipated to begin in January 2027.
Portola Avenue @ I-10	COR						Caltrans agreed to shelve. Suspend until funding for ROW, utilities and construction is obtained.
Interchange Preparation Fund Projects							
Da Vall Drive @ I-10	CC						PSR complete. Project on-hold until funding for next phase is available.
Dillon Road @ I-10 & SR86	TNP						PSR complete. PA/ED complete. Close out for project with City of Coachella. Twenty Nine Palms Tribe of Mission Indians has become lead agency.
Arterial Links							
Avenue 48 (Van Buren St to Dillon Rd)	COR						Construction complete pending completion of minor punch list items.
Avenue 50 (Calhoun St to Harrison St)	COA						PS&E & ROW underway. Construction of Phase I complete.
Avenue 50 (Jefferson St to Jackson St)	Indio						PA/ED complete. PS&E underway.
Date Palm Drive (I-10 to Varner Rd)	CC						Phase II is completed. PS&E for Phase III is underway.
Varner Road (Palm Drive to Date Palm Drive)	CC						PS&E is underway.
Jackson Street Widening (Ave 49 to Ave 52)	Indio						Phase I (widening CON) completed. Phase II (undergrounding, signals, sidewalk) ROW underway. CON anticipated mid 2026.
Jefferson Street (Ave 38 to Sun City Blvd)	Indio						PA/ED complete. PS&E underway.
Bridges							
Airport Boulevard Bridge	COR						PS&E Complete. Submittal package under review. ROW cert expected by July 2026. Construction anticipated by April 2027.
Avenue 44 Bridge over WWR	Indio						Environmental cleared. ROW cleared. Under construction.
Avenue 50 Bridge over WWR	COA						PS&E & ROW complete. ROW certification has been received. Construction anticipated by in third quarter 2026.
Avenue 50 Bridge over LQEC	LQ						Project in PS&E phase.
Dillon Road over WWR	TNP						CEQA and NEPA complete. Twenty Nine Palms Tribe of Mission Indians has become lead agency.
Dune Palms Road Bridge over WWR	LQ						Construction Complete. Project closeout being finalized.
East Palm Canyon Drive Bridge over Palm Canyon Wash	PS						RFA CON Approved by Caltrans. City procuring construction management team.
Indian Canyon Drive (Garnet Incl. RR Crossing)	PS						Project in construction. Schedule delayed due to environmental conditions. Construction has resumed.
Ramon Road Bridge	PS						ROW Cleared, Pending Caltrans Authorization for Construction
South Palm Canyon Drive Bridge over Tahquitz Creek	PS						Project in construction. Construction expected to be complete in December 2026.
Vista Chino Bridge over WWR	PS						Project is in PS&E phase. Extensive negotiations with SCE for utility relocation.
Regional Projects							
Broadband Strategic Plan	CVAG						Project study is complete. Providing study deliverable to CVAG committees in June 2026.
CV Sync - Phase II	CVAG						Project construction 95% complete. System integration and testing has begun.
CV Sync - Phase III & I-10 Bypass Study	CVAG						CV Sync Phase III in design & Varner Rd. Feasibility Study (I-10 by-pass) completed. 95% complete plans for CV Sync Phase III have been circulated to local agencies for review.
Flooding and Blowsand - ACCESS Indian Canyon Drive	CVAG						Revised Hydraulic Models and Hydrology Report were submitted to CVWD for approval. Geometric Approval Drawings (GAD) are being developed. A draft wind study was completed. Preparing 35% PS&E package for circulation and review.
Flooding and Blowsand - Varner Road	CVAG						Geometrical Approval Drawings and 30% Plans Completed - Under Review. Project on hold pending review with City of Cathedral City.
Transportation Project Prioritization Study Update	CVAG						Study underway and is being coordianted with ad hoc committee formed to address related funding issues.
Active Transportation Projects		**Grant Funded**					
ATP - Arts & Music Line	CVAG						NEPA approved in May 2024. Design at 100% complete. ROW acquisition completing in Q3 2026. Construction award anticipated in Q1 2027.
ATP - DHS-led CV Link Extension	DHS						PS&E 90% complete.
CV Link	CVAG						Project close-out being completed. Recording Notices of Completion in May 2026.
CV Link - DHS Extension over I-10	CVAG						Feasibility Study Underway.
CV Link - Mecca/North Shore Extension	CVAG						PSR Underway.

COR-County of Riverside; RM-Rancho Mirage; IW-Indian Wells; PD-Palm Desert, PS-Palm Springs; CC-Cathedral City; COA-Coachella LQ-La Quinta; TNP-Twenty Nine Palms Band of Mission Indians
Other Acronyms: PA/ED = Project Approval and Environmental Design; PE = Preliminary Engineering; PSR = Project Study Report; RR = Railroad; UPRR = Union Pacific Railroad;
WWR = Whitewater River; SCE = Southern California Edison; HBP = Highway Bridge Program; CVWD = Coachella Valley Water District
LATA = Local Agency Technical Assistance; RFP = Request for Proposal, RFB = Request for Bids; RCFC = Riverside County Flood Control

CVAG Funded Phase Legend	
PSR	Project Study Report
PA/ED	Preliminary Engineering / Environmental Document
PS&E	Plans Specifications & Estimates
ROW	Right of Way
CON	Construction

COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS SCHEDULE OF MEETINGS
FISCAL YEAR 2026-27

STANDING COMMITTEES & GOVERNING BODIES	DAY	TIME	JULY (Dark)	AUG (Dark)	SEPT	OCT (Dark)	NOV	DEC (Dark)	JAN	FEB	MAR (Dark)	APR	MAY	JUN
EXECUTIVE COMMITTEE	Last Monday	**4:30 p.m.**	-	-	28	-	30	-	25	22	-	26	H **June 7**	28
TRANSPORTATION COMMITTEE	1st Monday	**10:00 a.m.**		-	H **Aug 31**	-	2	-	4	1	-	5	3	7
ENERGY AND SUSTAINABILITY COMMITTEE	2nd Thursday	**12:00 p.m.**	-	-	10	-	12	-	14	11	-	8	13	10
PUBLIC SAFETY COMMITTEE	2nd Monday	**9:00 a.m.**	-	-	14	-	9	-	11	8	-	-	10	14
HOMELESSNESS COMMITTEE	3rd Wednesday	**10:00 a.m.**	-	-	16	-	18 **9:30 am**	-	20	17	-	21	19	16
GENERAL ASSEMBLY	Last Monday in June	**TO BE ANNOUNCED**	-	-	-	-	-	-	-	-	-	-	-	28
COACHELLA VALLEY CONSERVATION COMMISSION	2nd Thursday	**10:30 a.m.**	-	-	10	-	12	-	14	11	-	8	13 **11 am**	10
DESERT COMMUNITY ENERGY	3rd Monday	**3:00 p.m.**	-	-	21	-	16	-	H **Jan 11**	H **Feb 8**	15	-	17	21
COACHELLA VALLEY POWER AGENCY	Last Monday	**3:00 p.m.**	-	-	28	-	30	-	25	22	-	26	H **June 7**	-

H = Holiday *** = Special Meeting** **AGENDAS CAN BE FOUND AT: www.cvag.org.** **UPDATED: May 1, 2026**

PLEASE NOTE: When it becomes necessary to have a special meeting **or** to change the date of a meeting, committee members will be alerted and the change will be noted on the CVAG website calendar.

ITEM 7d

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

Subject: **Regional Arterial Program Compliance Report**

Contact: Peter Satin, Conservation Program Manager (psatin@cvag.org)

Recommendation: **Information**

Background: As part of its duties in administering its regional arterial program, CVAG has established a cost-sharing process to reimburse member agencies for costs incurred through the implementation of projects listed in the Transportation Project Prioritization Study (TPPS). In April 2013, CVAG's Executive Committee adopted Policy No. 13-03, codifying requirements that member jurisdictions must meet to receive the full complement of cost-share funds from CVAG. Under Policy No. 13-03, member jurisdictions that are participating in, and compliant with, CVAG's Transportation Uniform Mitigation Fee (TUMF) program and the Coachella Valley Conservation Commission's (CVCC) Coachella Valley Multiple Species Habitat Conservation Plan (CVMSHCP) are eligible to be reimbursed for 75% of the costs remaining to implementation of TPPS-listed projects after accounting for outside funding. Non-compliance with either of those programs results in a maximum reimbursement of 25% after accounting for outside funding.

Compliance with the TUMF program is described in two governing documents. Resolution No. 07-007 establishes the date the TUMF obligation accrues to a development project and the date collected fees must be remitted to CVAG, and Policy No. 22-01 describes requirements for fee calculation and permit verification. Policy No. 22-01 also added as a TUMF compliance requirement member jurisdiction participation in the CVMSHCP. CVAG staff certifies TUMF participation annually and transmits this information to the Riverside County Transportation Commission (RCTC), which utilizes the certification to disburse local Measure A funds to compliant agencies. Failure to comply with CVAG's TUMF requirements may result in RCTC withholding a local agency's Measure A funds.

Over the course of May 2026, CVAG staff coordinated with local jurisdictions' staff to ensure TUMF compliance requirements were being met. While each agency was adhering to the fee calculation standards, some were delinquent in fee remittance, permit data submission, or both, and were at risk of forfeiting their Measure A allocation. Staff worked with these jurisdictions to bring them into compliance, and were able to certify all relevant member jurisdictions as participating in TUMF through March 31, 2026.

Local jurisdiction compliance with the CVMSHCP is recorded in its Annual Report, which is presented to the CVCC every spring. The 2025 Annual Report noted that each participating agency was compliant with the terms of the CVMSHCP and its related agreements through December 31, 2025. A formal certification notice was provided to the CVCC at its April meeting.

Fiscal Analysis: There is no cost associated with this information item.

Attachments:
1. TUMF certification notice to RCTC
2. CVCC certification of CVMSHCP compliance

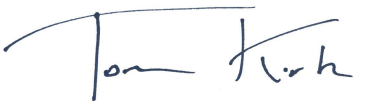
COACHELLA VALLEY ASSOCIATION OF GOVERNMENTS
74-199 El Paseo Suite 100, Palm Desert, CA 92260 • 760 346-1127 • cvag.org

CVAG

CERTIFICATION OF TUMF PROGRAM PARTICIPATION

As the representative for the administrating agency for the Coachella Valley Transportation Uniform Mitigation Fee (TUMF) program, I hereby certify that the following jurisdictions in the Coachella Valley area of Riverside County are participants in the Coachella Valley TUMF program as of July 1, 2026, as indicated below by the commencement date of participation and compliance with the TUMF program Handbook, as amended, and other required participation requirements.

Jurisdiction	Commencement Date of Participation in TUMF Program	In Compliance with TUMF Program Handbook and Related Participation Requirements?
Cathedral City	06/21/1989	Yes
Coachella	06/28/2000	Yes
Desert Hot Springs	05/22/1989; 11/01/1997	Yes
Indian Wells	08/03/1989	Yes
Indio	05/25/1989	Yes
La Quinta	04/22/2013	Yes
Palm Desert	05/25/1989	Yes
Palm Springs	06/21/1989	Yes
Rancho Mirage	06/22/1989	Yes
County of Riverside	06/27/1989	Yes

Signature: 

Title: Executive Director

Date: May 19, 2026

tumfCertification_2026

Final Audit Report 2026-05-21

Created:	2026-05-19
By:	Allen McMillen (amcmillen@cvag.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAANASKFysu46JeqLIrUZykilggpUnV6TC3

"tumfCertification_2026" History

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Document e-signed by Tom Kirk (tkirk@cvag.org)
Signature Date: 2026-05-21 - 3:27:56 PM GMT - Time Source: server- IP address: 76.53.51.98 - Signature Appearance Selected: IMAGE

Agreement completed.
2026-05-21 - 3:27:56 PM GMT

COACHELLA VALLEY CONSERVATION COMMISSION
74-199 El Paseo Suite 100, Palm Desert, CA 92260 • 760 346-1127 • cvmshcp.org

CERTIFICATION OF CVMSHCP COMPLIANCE

As the representative for the Coachella Valley Conservation Commission (CVCC), the administrating agency for the Coachella Valley Multiple Species Habitat Conservation Plan (CVMSHCP), I hereby certify that the following agencies are permittees to the CVMSHCP as of December 31, 2025, and in compliance with the Permit Application, Implementing Agreement, and requirements therein, including charging and collecting the Local Development Mitigation Fee as approved by CVCC, and following the policies duly adopted and amended by CVCC.

Agency	*Commencement Date of Participation in CVMSHCP*	*In Compliance with CVMSHCP Participation Requirements?*
City of Cathedral City	October 18, 2007	Yes
City of Coachella	October 11, 2007	Yes
City of Desert Hot Springs	January 13, 2015	Yes
City of Indian Wells	October 5, 2007	Yes
City of Indio	October 17, 2007	Yes
City of La Quinta	October 18, 2007	Yes
City of Palm Desert	October 11, 2007	Yes
City of Palm Springs	October 24, 2007	Yes
City of Rancho Mirage	October 29, 2007	Yes
County of Riverside	October 2, 2007	Yes
County of Riverside Flood Control and Water Conservation District	October 30, 2007	Yes
County of Riverside Regional Park and Open Space District	October 16, 2007	Yes
County of Riverside Waste Resources Management District	October 16, 2007	Yes
Coachella Valley Water District	October 9, 2007	Yes
Imperial Irrigation District	October 9, 2007	Yes
Mission Springs Water District	July 2, 2014	Yes
Coachella Valley Associations of Governments	September 9, 2007	Yes
Coachella Valley Conservation Commission	December 1, 2005	Yes
Coachella Valley Mountains Conservancy	November 5, 2007	Yes
California Department of Parks and Recreation	March 28, 2008	Yes
California Department of Transportation	March 28, 2008	Yes

Prepared by: Peter Satin
Peter Satin (Mar 25, 2026 11:00:41 PDT)
Peter Satin
Conservation Program Manager

03/25/2026
Date

Reviewed by: Kathleen Brundige
Kathleen Brundige
Conservation Director

Date

Approved by: Tom Kirk
Tom Kirk
Executive Director

Date

cvmshcpComplianceCert_2025

Final Audit Report 2026-03-27

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By:	Allen McMillen (amcmillen@cvag.org)
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ITEM 7e

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Development of a CV Link model ordinance**

Contact: Randy Bowman, Assistant Director of Transportation (rbowman@cvag.org)

Recommendation: Information

Background: CV Link officially opened in November 2025, establishing more than 40-miles of safe pathway for pedestrians, cyclists, and low-speed electric vehicles. Pursuant to some of the grant funding the project received, CV Link is expressly designed to accommodate electric vehicles. Since its opening, CVAG staff has worked with Desert Recreation District, which is contracted to maintain the pathway, and with participating cities' law enforcement and code enforcement to ensure the CV Link remains a world class experience.

Staff is now working on a model ordinance that is anticipated to be brought forward in the fall of 2026 for consideration. The proposed model ordinance is being drafted to prohibit gasoline-powered and carbon-emitting vehicles, protecting air quality and minimizing conflicts with non-motorized users; permit pedestrians, bicycles (including e-bikes), electric scooters, and Neighborhood Electric Vehicles (NEVs), with a maximum operational speed of 20 mph; prohibit or restrict certain activities on the CV Link including weapons, fireworks, commercial activities, encampments, and destruction of public property; establish clear pet handling standards, requiring leashes no longer than six feet, proper cleanup, and direction to use decomposed granite (DG) side paths when present, to minimize conflicts with higher-speed users; and provide a uniform framework that each member jurisdiction can adopt to ensure consistent enforcement along the entire CV Link corridor.

Additionally, the allowance of neighborhood electric vehicles, such as golf carts, may be at odds with some jurisdiction's rules and regulations. CVAG is anticipating each city and agency, if appropriate, to adopt a model ordinance to provide rules and regulations for the consistent application of enforcement and other public safety and operational considerations throughout CV Link.

CVAG staff has researched similar regulatory instruments for regional trail systems elsewhere in California and included into a draft model ordinance selected provisions from the sample ordinances potentially applicable to CV Link. CVAG staff is also vetting ideas with the City of Palm Springs, which has its own police department and is also home to more miles of CV Link than any other jurisdiction. Before it is finalized and sent to the Executive Committee for approval, CVAG staff will be seeking input from CVAG's Public Safety Committee and member jurisdictions.

Adoption of the ordinance will then be considered by each member jurisdiction.

Fiscal Analysis: Efforts to develop the model ordinance are covered under existing staff time

ITEM 7f

Coachella Valley Association of Governments
Transportation Committee
June 1, 2026

STAFF REPORT

Subject: **Replacement Equipment for CV Sync Network**

Contact: Mark Lancaster, Assistant Director of Transportation (mlancaster@cvag.org)

Recommendation: Information

Background: Earlier this year, CVAG staff was authorized to make purchase replacement equipment for the CV Sync regional signal synchronization program, which has established specified equipment to optimize the performance of the program and to ensure compatibility between the traffic controller, video detection, closed circuit television, controller cabinets, remote sensing units, fiber optic cabling and other traffic signal equipment. It was noted that the Transportation and Executive Committees had already authorized project construction contracts that included the acquisition of equipment for the project from specific manufacturers. But with construction of Phase II wrapping up, staff wanted to establish an inventory of replacement equipment so it was available when needed.

At the time of the authorization, CVAG staff had identified a number of specific vendors based on the quotes that were available at the time or based on whether there was only one vendor in who sold certain equipment. Since the time of the authorization, but before the purchase, CVAG staff has found less expensive cameras and video detection equipment from a vendor not on the list. This discovery came after CVAG staff agreed to allow two vendors to install their equipment for a pilot and CVAG staff feel that both of these systems have features that are useful and meet CV Sync network specifications. The modification allows the original vendor products to be purchased and adds the term “or equivalent” to allow other products to be purchased when the price and warranty terms are favorable to CVAG.

Staff is providing an updated vendor chart for members’ information. Staff would also note that projects that leverage new technologies often see competition between vendors. When equivalent products are competitively priced, they are reviewed and approved for use by the Transportation System Maintenance and Operations (TSMO) committee, which includes a representative from each city in the Coachella Valley. CVAG staff will continue to evaluate new traffic detection technology to get the best value for the technology employed throughout the CV Sync network.

Fiscal Analysis: There is no additional cost for this report. The Executive Director was previously authorized to approve replacement equipment purchases for CV Sync at a total not-to-exceed amount of $650,811.41.

Attachment: Revised Table A – Equipment name, function, number of units requested, current price per unit.

Table A

CV Sync Spare Equipment Request (revised)

Name	Vendor	What it does	# of units	Price per unit	Total cost
Controllers - 2070 LX	CT West or equivalent	Intersection Controller (332 / ATC)	20	$4,685	$ 93,700.00
Controller - XN-2	CT West or equivalent	Intersection Controller (NEMA)	20	$4,260	$ 85,200.00
HD CCTV Camera	Bosch or equivalent	Monitors intersections with cameras - moveable (PTZ)	5	$7,431	$ 37,155.00
APEX Hybrid Video Detection	Iteris or equivalent	Vehicle Video Detection - 4 Camera System	6	$34,650	$ 207,900.00
AMS Traffic Roadside Unit (RSU)	Yunex or equivalent	Road Side Unit - For Connected Vehicles	3	$5,930	$ 17,790.00
Power over Ethernet RSU	Yunex or equivalent	Power Supply for RSU's	10	$200	$ 2,000.00
Spare CMU	Yunex or equivalent	Cabinet Monitoring Unit (332 / ATC)	10	$1,350	$ 13,500.00
Spare MMU	Yunex or equivalent	Malfunction Monitoring Unit (NEMA)	10	$1,500	$ 15,000.00
Spare Bobcat Switch (50)	Various	Edge Switch for Intersections and CMS locations	10	$5,672	$ 56,720.00
Hardened Managed 24 Port GIGABIT Aggregate Switch	Various	Aggregate Switch for Hub locations	1	$13,745	$ 13,745.00
Rack mounted surge protector	Various	Protection for equipment against power surges	4	$450	$ 1,800.00
334L Communcation HUB cabinet	Various	Communication cabinet between intersections	1	$27,940	$ 27,940.00
Air Conditioner for HUB cabinet	Various	Air conditioning unit for HUB cabinet	1	$7,500	$ 7,500.00
32L ATC Cabinet	Various	Advanced Traffic Controller Cabinet	1	$20,547	$ 20,547.00
334L Cabinet	Various	Controller Cabinet	1	$18,590	$ 18,590.00
NEMA "P" Cabinet	Various	Intersection Cabinet - NEMA	1	$21,075	$ 21,075.00
				Subtotal	$ 640,162.00