



City Hall Council Chamber
1515 Sixth Street, Coachella, California
(760) 398-3502 ♦ www.coachella.org

AGENDA

OF A REGULAR MEETING
OF THE
CITY OF COACHELLA

CITY COUNCIL CLOSED SESSION AND REGULAR MEETING
THE COUNCIL SITTING AS THE COACHELLA SANITARY DISTRICT,
COACHELLA FIRE PROTECTION DISTRICT, COACHELLA FINANCING AUTHORITY,
COACHELLA EDUCATIONAL AND GOVERNMENTAL ACCESS CABLE CHANNEL CORPORATION,
COACHELLA WATER AUTHORITY, SUCCESSOR AGENCY TO THE COACHELLA REDEVELOPMENT AGENCY
AND COACHELLA PARKS AND RECREATION FOUNDATION

March 27, 2024

5:00 PM – CLOSED SESSION
6:00 PM – REGULAR MEETING

<p>In-Person Meeting Location: Coachella City Hall Council Chamber 1515 Sixth Street Coachella, CA</p>	<p>If you would like to attend the meeting via Zoom, here is the link: https://us02web.zoom.us/j/88457271898?pwd=REdzU1NoQmpVSFhWTDVaZ0VCekYxdz09 Or One tap mobile : 16699006833,,88457271898#,,,,*606140# Or Telephone: US: +1 669 900 6833 Webinar ID: 884 5727 1898 Passcode: 606140 Spanish: El idioma español está disponible en Zoom seleccionado la opción en la parte de abajo de la pantalla</p>
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- Public comments may be received **either in person, via email, telephonically, or via Zoom** with a limit of **250 words, or three minutes:**
 - **In Real Time:**
If participating in real time via Zoom or phone, during the Public Comment Period, use the “**raise hand**” function on your computer, or when using a phone, participants can raise their hand by pressing *9 on the keypad.
 - **In Writing:**
Written comments may be submitted to the City Council electronically via email to cityclerk@coachella.org. Transmittal **prior to the start** of the meeting is required. All written comments received will be forwarded to the City Council and entered into the record.
 - If you wish, you may leave a message at (760) 262-6240 before 5:30 p.m. on the day of the meeting.
- The **live stream** of the meeting may be **viewed online** by accessing the city's website at www.coachella.org, and clicking on the "**Watch Council Meetings**" tab located on the home page, and then clicking on the "live" button.

CALL TO ORDER: - 5:00 P.M.

ROLL CALL:

APPROVAL OF AGENDA:

“At this time the Council/ Board/Corporation/Authority may announce any items being pulled from the Agenda or continued to another date or request the moving of an item on the agenda”

PUBLIC COMMENTS (CLOSED SESSION ITEMS):

ADJOURN TO CLOSED SESSION:

1. PUBLIC EMPLOYEE PERFORMANCE EVALUATION PURSUANT TO GOVERNMENT CODE SECTION 54957(b)(1) (1) Title: City Attorney
2. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION
Pursuant to Government Code Section 54956.9(d)(1)
City of Coachella v. City of Indio, et al.,
Riverside County Superior Court, Case No. CVRI 2401130

RECONVENE REGULAR MEETING: - 6:00 P.M.

PLEDGE OF ALLEGIANCE:

CLOSED SESSION ANNOUNCEMENTS:

PROCLAMATIONS/PRESENTATIONS/DIRECTION:

3. Riverside County Transportation Commission (RCTC) Traffic Relief Plan Presentation
4. Quarterly Report by Greater Coachella Valley Chamber of Commerce
5. Bagdouma Park Maintenance Updates
6. Coachella's Youth Advisory Council Presentation

WRITTEN COMMUNICATIONS:

CONSENT CALENDAR:

(It is recommended that Consent Items be acted upon simultaneously unless separate discussion and/or action is requested by a Council Member or member of the audience.)

7. Regular Meeting Minutes of March 13, 2024, of the City of Coachella, Coachella Sanitary District, Coachella Fire Protection District, Coachella Financing Authority, Coachella Educational and Governmental Access Cable Corporation, Coachella Water Authority, Successor Agency to the Coachella Redevelopment Agency and Coachella Parks and Recreation Foundation

- [8.](#) Investment Report – December 31, 2023
- [9.](#) Voucher Listing- EFT's/Utility Billing Refunds/FY 2023-24 Expenditures as of March 27, 2024, \$1,774,274.15
- [10.](#) Authorize the Purchase of an Axis Corporate Yard Video Camera Server for the amount of \$30,344.60
- [11.](#) Authorize the Purchase of Three New Host Replication Servers from Computer Consultants for the Amount of \$32,458.61
- [12.](#) Authorize the Purchase of 5 Dell Precision Workstations and 1 Dell Aurora R16 Workstation for the Amount of \$9,150.34
- [13.](#) Authorize the Purchase and Installation of a Dual Language HD Swagit Camera and Streaming System for the City of Coachella Council Chamber for the Amount of \$81,444.25
- [14.](#) Authorize the Purchase and Installation of a Digital Signage System from AVIR Technologies for the Amount of 19,485.00
- [15.](#) Approve a Community Based Grant to the Coachella Youth Baseball and Softball Association in the Amount of \$1,000
- [16.](#) Amendment #1 to the Professional Service Agreement with Alta Planning + Design, Inc. in the Amount of \$41,785.00, and Authorize Appropriation of \$82,010.00 from Fund 101 (General Fund) for Professional Engineering Services for the Connect Coachella Project, City Project ST-138
- [17.](#) Award Professional Services Agreement to HR Green Pacific, Inc. for the Development of the Broadband Master Plan for the City of Coachella in the Amount of \$214,690
- [18.](#) Approve City Manager to Process Sponsorship Request Received from Celebration Nation Inc. for the 2024 Farmchella event in the amount of \$12,000
- [19.](#) Authorize the City of Coachella to Sponsor Alianza Coachella Valley's The Hue Music and Arts Festival in the Amount of \$3,000
- [20.](#) Authorize the City of Coachella to Sponsor The Mobius Conference in the Amount of \$2,500
- [21.](#) Authorize the City Manager to Execute a Professional Services Agreement with Gallagher Benefit Services, Inc. in the Amount of \$36,600 to conduct a Utility Operations Salary Study
- [22.](#) Adopt Resolution No. 2024-10 Accepting the City of Coachella Annual Progress Report (APR) and Direct Staff to Submit to the California Department of Housing Community Development

NEW BUSINESS CALENDAR (LEGISLATIVE AND ADMINISTRATIVE):

- [23.](#) Approval of the 2024 City Council Meetings Calendar
- [24.](#) Authorize the City Manager to Execute a Contract to Conduct a Comprehensive User Fee Study and Cost Allocation Plan and Appropriate \$38,210 from General Fund Unreserved Fund Balance

PUBLIC HEARING CALENDAR (QUASI-JUDICIAL):

PUBLIC COMMENTS (NON-AGENDA ITEMS):

The public may address the City Council/Board/Corporation/ Authority on any item of interest to the public that is not on the agenda but is in the subject matter jurisdiction thereof. Please limit your comments to three (3) minutes.

REPORTS AND REQUESTS:

Council Comments/Report of Miscellaneous Committees.

City Manager's Comments.

ADJOURNMENT:

*Complete Agenda Packets are available for public inspection at the
City Clerk's Office at 53-462 Enterprise Way, Coachella, California, and on the
City's website www.coachella.org.*

THIS MEETING IS ACCESSIBLE TO PERSONS WITH DISABILITIES



2024 DRAFT TRAFFIC RELIEF PLAN

Coachella City Council |

March 27, 2024

Anne Mayer, Executive Director

Aaron Hake, Deputy Executive Director

RCTC - Providing Transportation Solutions To Connect Our Communities

- County-wide transportation improvements
- Measure A
- Support Metrolink, RTA, SunLine & other transit operators
- Toll operations



RCTC is Your Team



Interchanges



Transit Agency Operations
Funding



Highway



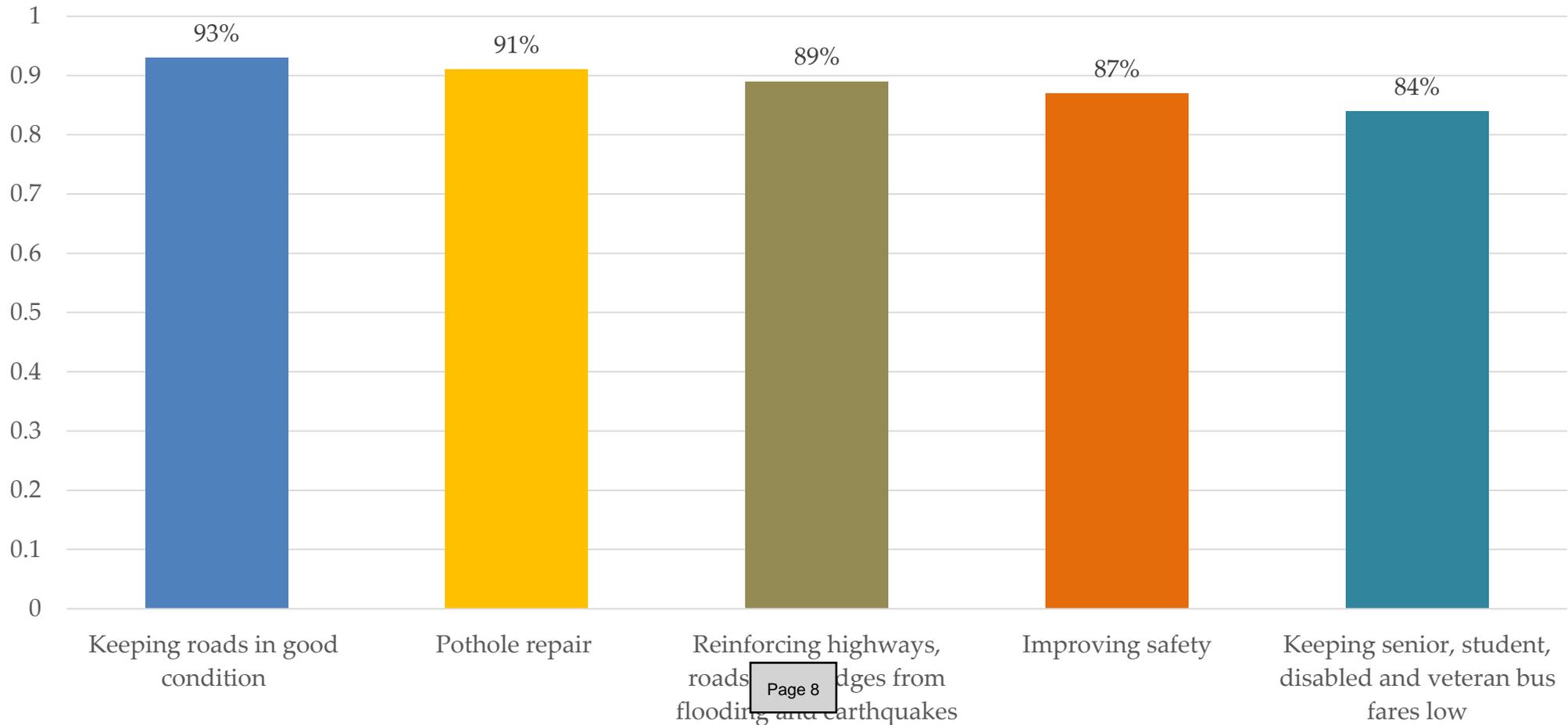
Local Streets & Roads



Coachella Valley Rail

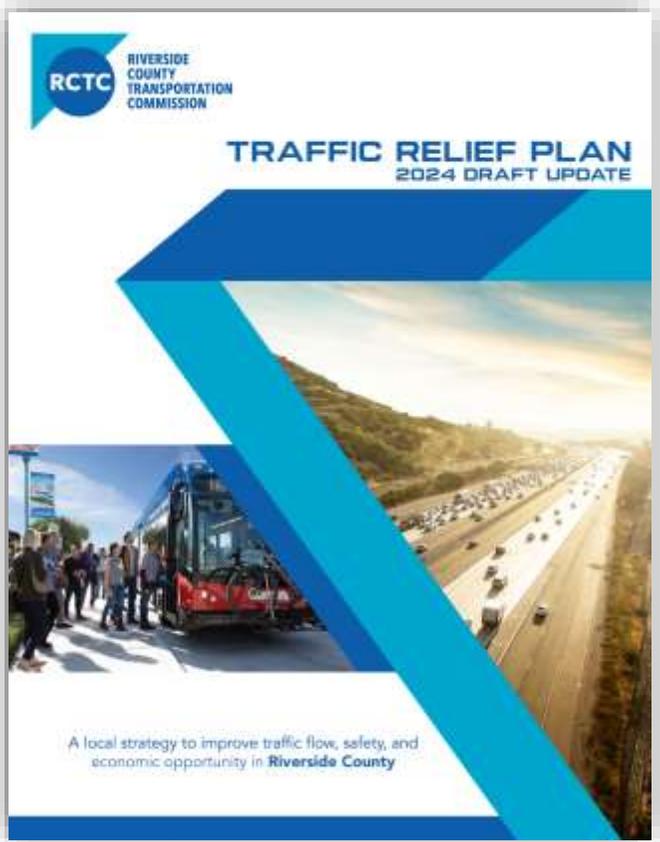
2023 Public Survey

Coachella Valley residents' transportation priorities ranking (very or somewhat important)



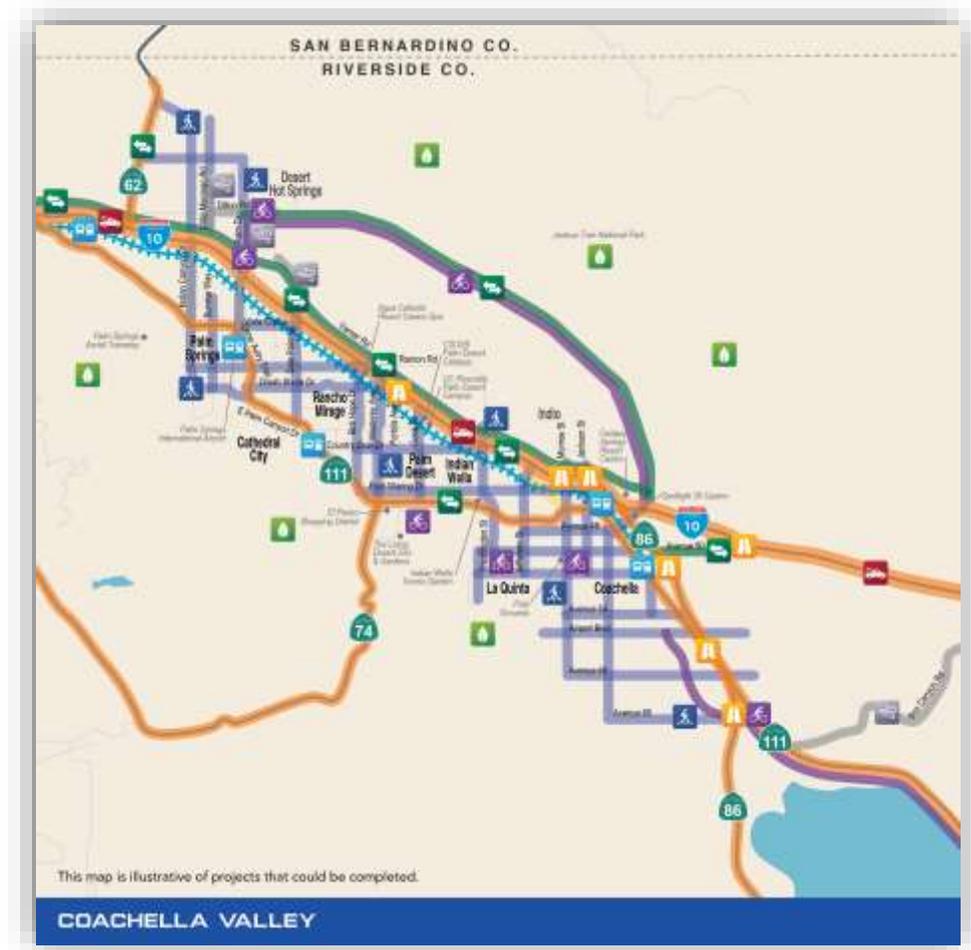
2024 Draft Traffic Relief Plan: Looking Forward

- **Identifies County-wide** transportation projects and services
- Developed from public input
- **Billions of dollars** in transportation investment
- Updates the 2020 Commission-adopted TRP
- NOT funded: Unless approved by voters



Coachella Valley

- CVAG administers funding distribution
- Transportation Project Prioritization Study (TPPS)
- VMT mitigation, support TOD/housing, CVMSHCP
- Projects funding for multiple categories



Highways

Regional
ConnectionsActive
TransportationPublic
TransportationStreets
Roads

Page 10

Flood &
Blownd
ControlCommuter
AssistanceEnvironmental
Mitigation

TRP Example Projects



Highways

- Improve connections to I-10, Highway 111 and SR-86



Safe Streets & Roads

- Pothole repairs and road maintenance
- Local safety improvements, and traffic management systems



Public Transportation

- Coachella Valley Rail
- Transit priority lanes, zero-emission buses, bus shelters and improving access and affordability



Flood & Blowsand Control

- Bridges, regional resilient infrastructure and flood control investments on:
 - Indian Canyon, Gene Autry Trail, Dillon Road, and Box Canyon Drive



Regional Connections

- I-10 bypass
- Avenue 50
- SR-86



Active Transportation

- CV Link extensions and Palm Desert Link
- Complete streets and multi-modal connections



Environmental Mitigation

- Preserve Coachella Valley's natural areas
- Coachella Valley Multiple Species Habitat Conservation Plan (CVMSHCP)



Commuter Assistance

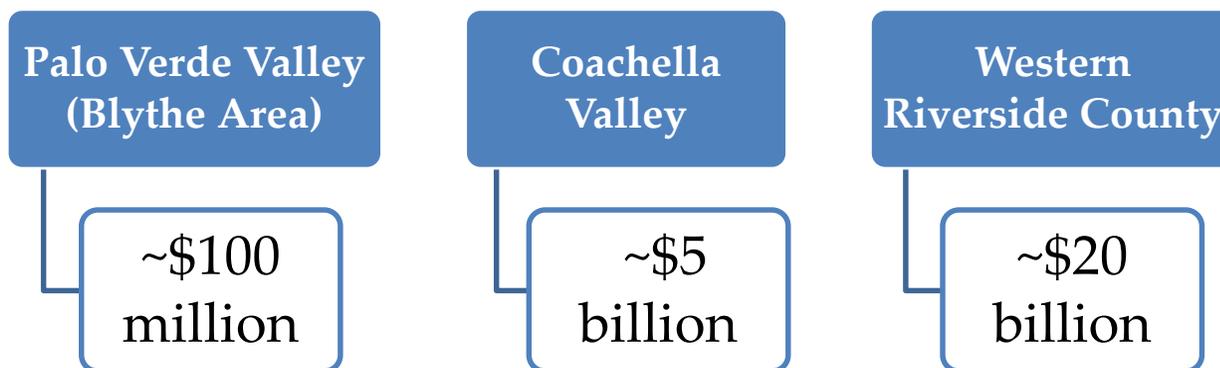
- Freeway Service Patrol on I-10
- Employer partnerships

Economic Impact & Regional Investment

Over 30 years:

Revenue Scenario	TRP Estimated Investment	Jobs Supported	Workforce Income	Economic Output
One-Cent	\$25 billion	168,000*	\$10.9 billion**	\$30.9 billion**

Ensure revenues raised in each region stay there



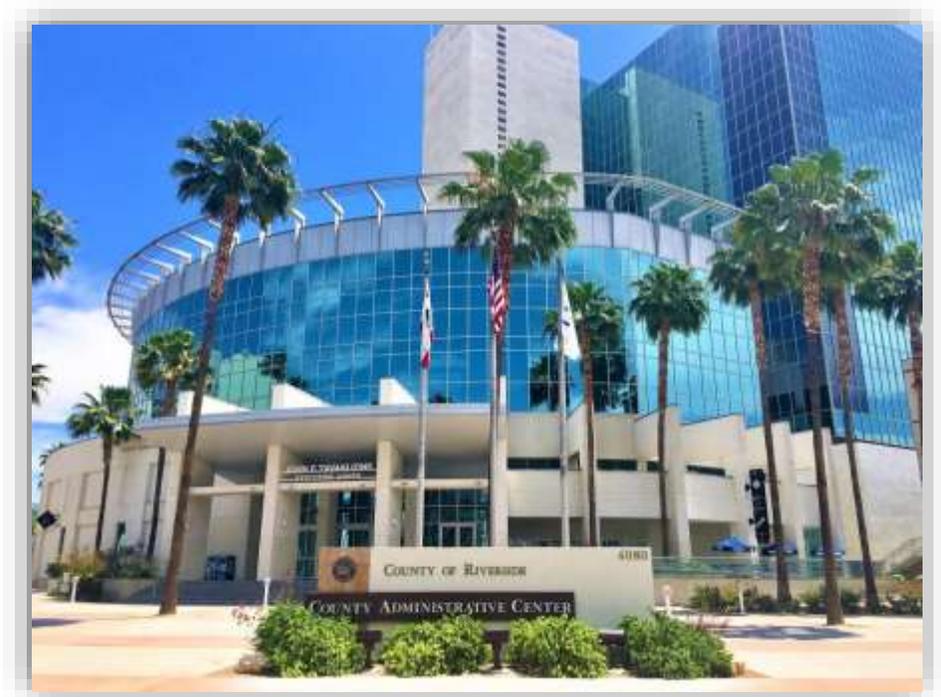
Note: Totals may not add due to rounding

*Jobs Supported = An Industry-specific mix of full-time, part-time, and seasonal employment that is supported by project expenditures this includes Direct, Induced, and Indirect Jobs supported

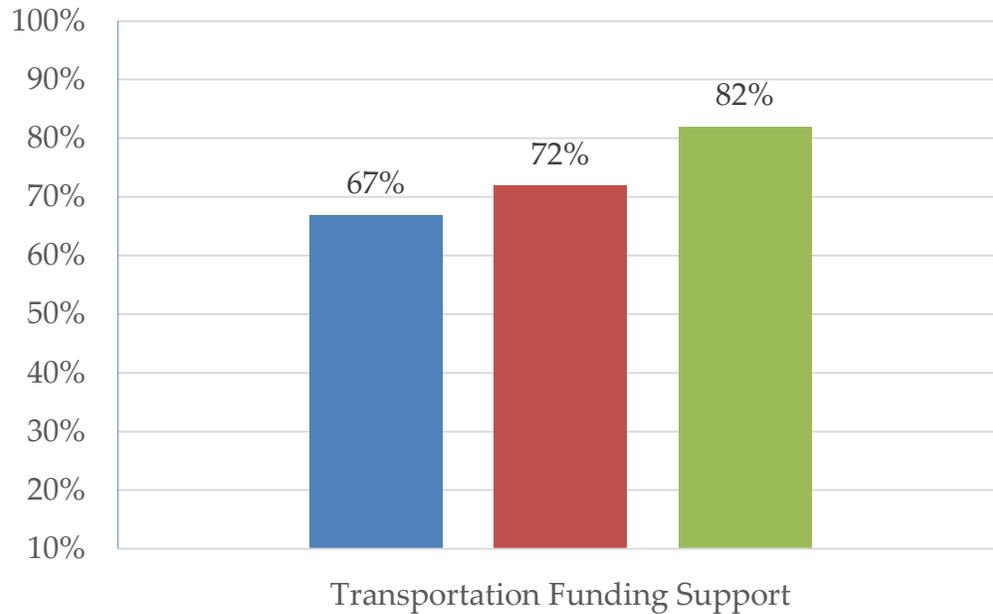
** Direct, Induced, and Indirect Impact total

Accountability to Taxpayers

- Independent audits and mandatory reviews
- *Local Voice. Local Control* – No funds to be diverted to Sacramento or Washington D.C.
- No more than 1% can be used for administrative salaries



2023 Public Survey



- Support for funding measure: Riverside County Voters
- Support for funding measure: Coachella, Indio, La Quinta and surrounding area voters
- Great or some need for funding

67% of Riverside County voters initially support a transportation funding measure

72% of Coachella, Indio, La Quinta and surrounding area voters initially support transportation funding measure

82% of Riverside County voters see a need for transportation funding

Your Voice. Your Plan.

Submit your feedback!

TrafficReliefPlan.Org



rctc.org



951-787-7141



trafficreliefplan@rctc.org

   @theRCTC



TrafficReliefPlan.org

GCVCC COACHELLA

GCVCC.ORG
(760) 347-0676
INFO@GCVCC.ORG



OUR TEAM

Faces both new and old, meet the current GCVCC team.



BRANDON MARLEY

President/CEO



BARBARA CHODOS

Director of Operations



JO BETH PRUDHOMME

Director of Business Development



TINA RODRIGUEZ

Events Manager



TERRY CATES

Membership Experience Coordinator



NATALIE SANTANA

Administration Coordinator



LINDA SANCHEZ

Marketing Coordinator

GCVCC MARKETING

Weekly Newsletter

- Over 6,500 Email Subscribers. Over 50% open rate

Social

- Over 25,000 followers across Facebook, LinkedIn, Instagram and YouTube



MEMBERSHIP

- A dozen ribbon cuttings
- Monthly Business Walks
- Approximately 1,000 current members
- 85 new members
- Upcoming Mixer at Temalpakh Farm
- Attended and spoke at multiple community events and round tables



EVENTS

- State of the City
 - Up over 75 from last year
 - Well received from the community
- Holiday Parade
 - Provided drivers for event
- Tacos Tequila & Chavelas
 - 475 Attendees
 - 13 Food Vendors
 - Challenges, competitor events, promotions, pricing



VISITORS CENTER

Averaging between 3-5 visitors daily (approximately 65-70 a month)

Common reasons guests are coming in

- Vendors for events
- Tourists looking for information on the area
- Guests looking for City Hall or City Facilities
- Mexican Consulate
- Information on businesses in the area



WORKFORCE DEVELOPMENT

The GCVCC has been awarded a new Workforce Development Grant with the County of Riverside Workforce Development for \$125,000.

- This grant will allow the GCVCC to assist local businesses in bringing on new employees with their pay covered up to \$20 per hour for the first 90 days of employment as well as workforce and grant training.



NEW PARTNERSHIPS

- GCVCC for the first time was an in-kind sponsor of the Palm Springs International Film Festival (PSIFF) and the supporting partner of the PSIFF Family Day which was held at the Mary Pickford Theatre on January 14, 2024. GCVCC assisted the PSIFF in getting local food trucks to participate in the free event as well as marketing and promotion.
- GCVCC also for the first time is a patron sponsor of the Desert Town Hall series. This partnership supports our mission of advocacy and further education.





YOUTH ADVISORY COUNCIL RECRUITMENT



CONVIERTETE EN UN LIDER EN TU COMUNIDAD!

Únase al **CONSEJO CONSULTIVO DE LA JUVENTUD**



¿POR QUÉ UNIRSE?

- APRENDERÁS VALIOSAS HABILIDADES DE LIDERAZGO
- USA TU VOZ E IDEAS PARA AYUDAR A DAR FORMA A LA COMUNIDAD. ¡Y MÁS!

REQUISITOS:

- DEBE SER RESIDENTE DE COACHELLA
- TIENE QUE ESTAR MATRICULADO EN LA ESCUELA SECUNDARIA

APLICA HOY!

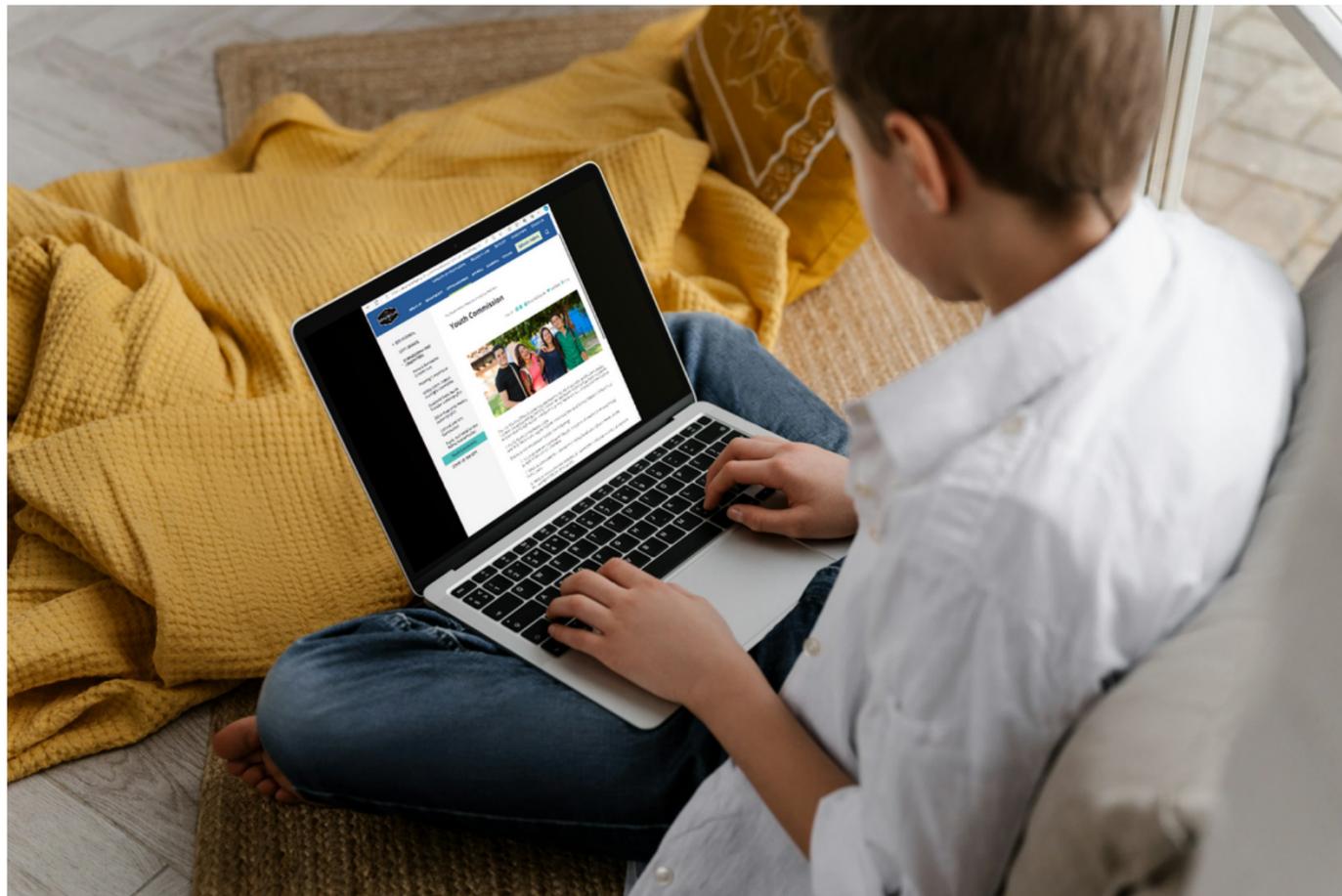


Escanea el código QR o visita Coachella.org



CIERRE DE LAS APLICACIONES EL PRINCIPIO DE SEPTIEMBRE

UN AÑO DE DURACIÓN, DE AGOSTO A JUNIO, REFLEJANDO EL AÑO ESCOLAR LOCAL



GOAL

To fill 10 vacant seats by recruiting students from CVUSD that reside in Coachella to apply and serve during the academic year (August - June).

STRATEGY

Integrated approach to share the message in both English & Spanish:

- Social Media
 - Facebook - 4 posts
 - Instagram - 4 posts
 - LinkedIn - 2 posts
- Printed Flyers
- QR Code
- Website Page
- Direct Outreach (local community partners including CVUSD)

City of COACHELLA
1916

Join **YOUTH ADVISORY COUNCIL**

BECOME A LEADER IN YOUR COMMUNITY!

WHY JOIN?

- LEARN VALUABLE LEADERSHIP SKILLS.
- USE YOUR VOICE AND IDEAS TO HELP SHAPE THE COMMUNITY, AND MORE!

APPLY TODAY!

Scan the QR code or visit Coachella.org

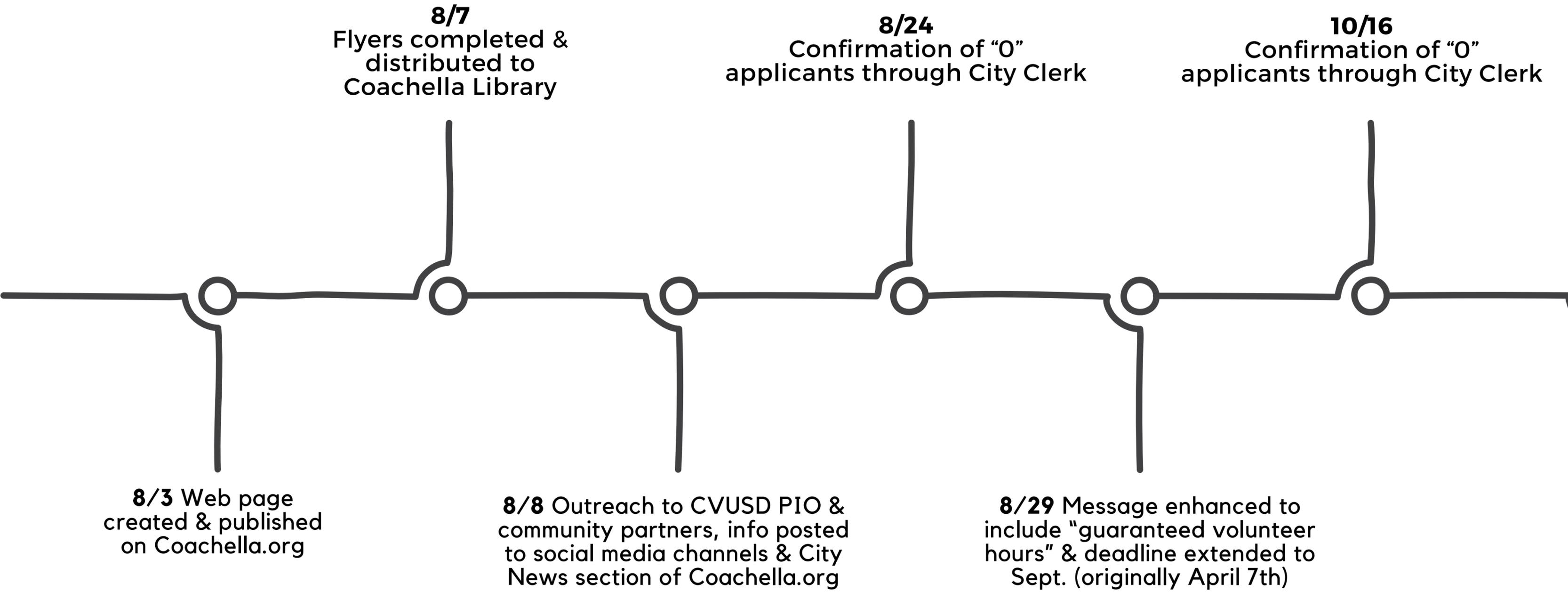
REQUIREMENTS :

- MUST BE A RESIDENT OF COACHELLA
- CURRENTLY ENROLLED IN HIGH SCHOOL

Applications close early September!

ONE YEAR TERM FROM AUGUST TO JUNE, MIRRORING THE LOCAL SCHOOL DISTRICT'S SCHOOL YEAR

OUTREACH TIMELINE





CURRENT ORDINANCE GUIDELINES

1. Ten (10) youth members
2. Must be enrolled in high school
3. Must live in the City of Coachella
4. Three (3) unexcused absences will deem that commissioner's position vacant
5. One (1) meeting per month
6. One Year Term from August to June, Mirroring the Local School District's Academic Year

NEXT STEPS

Staff recommends a modification of the current ordinance to include a \$450 stipend to encourage participation.

→ **OPTION #1**

Monthly stipend of \$50 to be provided at the close of each meeting attended.

→ **OPTION #2**

Stipend of \$450 to be paid as a lump sum at the close of the term commitment.

→ **OPTION #3**

Council recommendations

GOAL: Implementation fall 2024



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MINUTES

OF A REGULAR MEETING
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CITY COUNCIL CLOSED SESSION AND REGULAR MEETING
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AND COACHELLA PARKS AND RECREATION FOUNDATION

March 13, 2024

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CALL TO ORDER: - 5:00 P.M.

ROLL CALL:

Present: Councilmember Dr. Figueroa, Councilmember, Councilmember Galarza, Mayor Pro Tem Virgen, and Mayor Hernandez

City Clerk Zepeda

Absent: Delgado (arrived at 6:24 p. m.), Treasurer Aviles

APPROVAL OF AGENDA:

“At this time the Council/ Board/Corporation/Authority may announce any items being pulled from the Agenda or continued to another date or request the moving of an item on the agenda”

The City Manager requested adding item 4a. Legislative Update by Oracio Gonzalez, Lobbyist.

The Council requested continuing items 11 and 12 and requested a study session with these two items for March 25, 2024 at 5:00 p.m. Mayor Hernandez added that any type of direction given at the previous meeting still stands.

Motion: To include item 4a and table items 11 and 12

Made by: Councilmember Galarza

Seconded by: Councilmember Dr. Figueroa

Approved: 4-0, Unanimous roll call vote:

AYES: Councilmember Dr. Figueroa, Councilmember Galarza, Mayor Pro Tem Virgen, and Mayor Hernandez

NOES: None

ABSTAIN: None

ABSENT: Councilmember Delgado

PUBLIC COMMENTS (CLOSED SESSION ITEMS):

None

ADJOURN TO CLOSED SESSION:

1. PUBLIC EMPLOYEE PERFORMANCE EVALUATION PURSUANT TO GOVERNMENT CODE SECTION 54957(b)(1) (1) Title: City Attorney

2. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION
Pursuant to Government Code Section 54956.9(d)(1)
City of Coachella v. City of Indio, et al.,
Riverside County Superior Court, Case No. CVRI 2401130

3. CONFERENCE WITH REAL PROPERTY NEGOTIATORS
Property: APN No. 763-131-078
Agency Negotiator: Dr. Gabriel Martin, City Manager Negotiating
Parties: Industrial Way Properties
Under Negotiation: Price and Terms of Payment

RECONVENE REGULAR MEETING:

The City Council reconvened into open session at 6:00 p.m.

PLEDGE OF ALLEGIANCE:

Imperial Irrigation District Government Affairs, Antonio Ortega lead the Pledge of Allegiance.

CLOSED SESSION ANNOUNCEMENTS:

No reportable action.

PROCLAMATIONS/PRESENTATIONS/DIRECTION:

4. Presentation - Imperial Irrigation District - Transmission Line Upgrade Project
 - 4.a Legislative Update – Oracio Gonzalez, Lobbyist
5. Arbor Day Presentation – April 6, 2024 at Rancho Las Flores
6. Presentation - Tot Lot Project - Conceptual Design Update

Councilmember Delgado arrived at 6:24 p.m., stepped away at 6:30 p.m. and returned at 6:30 p.m.

WRITTEN COMMUNICATIONS:

On March 11, 2024 received email from South Coast Air Quality Management District, Anetha, Community Steering Committee Member Regarding Residential Air Filtration Incentives. The application process opened this month, first come, first serve.

Councilmember Dr. Figueroa stepped away at 6:38 p.m. and returned at 6:40 p.m.

CONSENT CALENDAR:

(It is recommended that Consent Items be acted upon simultaneously unless separate discussion and/or action is requested by a Council Member or member of the audience.)

7. Regular Meeting Minutes of February 28, 2024, of the City of Coachella, Coachella Sanitary District, Coachella Fire Protection District, Coachella Financing Authority, Coachella Educational and Governmental Access Cable Corporation, Coachella Water Authority, Successor Agency to the Coachella Redevelopment Agency and Coachella Parks and Recreation
8. Voucher Listing- EFT's/Utility Billing Refunds/FY 2023-24 Expenditures as of March 13, 2024, \$3,836,198.00
9. Adopt Ordinance No. 1209 (Second Reading) "Sidewalk Vendor Regulations" – Proposed Amendments to Sections 5.04.380, 8.040.010, and 12.04.030 of the Coachella Municipal Code and Adding Chapter 12.50 to the Coachella Municipal Code Amendments Regarding Sidewalk Vending Regulations in Compliance with Senate Bill 946. City-Initiated
10. Resolution No. 2024-09 Approving Final Tract Map 38557-1 (Sevilla II).
11. Approve Recommended Adjustments to the Community Field Use Program
12. Execution of the Twelfth Amended Memorandum of Understanding between the City of Coachella and Sports Leagues.

As a reminder, items 11 and 12 were continued to a study session

Motion: To approve the Consent Calendar

Made by: Neftali Galarza

Seconded by: Mayor Pro Tem Virgen

Approved: 5-0, Unanimous roll call vote:

AYES: Councilmember Galarza, Councilmember Delgado, Mayor Pro Tem Virgen, and Mayor Hernandez

NOES: None

ABSTAIN: Councilmember Dr. Figueroa abstained as to item 7 only.

ABSENT: None

NEW BUSINESS CALENDAR (LEGISLATIVE AND ADMINISTRATIVE):

NONE

PUBLIC HEARING CALENDAR (QUASI-JUDICIAL):

NONE

PUBLIC COMMENTS (NON-AGENDA ITEMS):

The public may address the City Council/Board/Corporation/ Authority on any item of interest to the public that is not on the agenda but is in the subject matter jurisdiction thereof. Please limit your comments to three (3) minutes.

Brad Anderson was present to hear the IDD proposal, commended city council for taking care of the people in their community.

Anetha Lue, representative from South Coast AQ Management District Eastern, also a part of Coachella Valley AB 617 Environmental Justice Group. Announced that pre-residential air filters will be available on website AQMD.GOV.RAF at first come first serve basis. Residents need to fill application.

Frankie Morales has an issue with code enforcement, he received a notice of violation because he had his toy hauler/trailer parked, was charged for parking and storage of commercial motor vehicle code 17.45-010 (M). He argues that his toy hauler is not considered a vehicle.

Daniel Wong community liaison with South Coast AQMD 617 echoed Anetha Lue's comments regarding AB617 residential air filtration program.

REPORTS AND REQUESTS:

Council Comments/Report of Miscellaneous Committees.

Dr Figueroa announced he had the Mosquito Vector Control meeting this week and he invited the council and staff to attend the tour of the facilities. He attended a tour LGBTQ Legislative Caucus and toured with Palm Springs GP Health Clinic. Next week is the Rancho Las Flores public outreach and Vist Escondido grand opening.

Councilmember Delgado had no comments.

Councilmember Galarza confirmed that residents can apply online at AQMD.GOV/RAF. Sidewalks need a lot of landscaping on Ave 52 and 53, he is concerned of grass growing and that wheelchairs/strollers can't access them.

Councilmember Virgen wants to bring back item about looking for land to potentially find partners and bring an early childhood education center, to create a list to identify specific projects to do community benefit. She requested staff update on ARPA funding and allocation of monies as deadlines are coming up so they can have an idea where to allocate funds.

Mayor Hernandez requested staff update on the Dillon and Van Buren project and schedule. He also requested an update on the replacement of shade structures and tree replacements in Bagdouma Park.

City Manager's Comments.

City Manager announced Suavecito Sunday at Veterans Park on Sunday at 4:00 pm, 4th District State of the County on Monday at 7:30 at Fantasy Springs, commended Code Enforcement and entered CVAG has placed 5 unsheltered residents of Coachella into the program. Shout out to the Planning Department and Building & Safety for the successful ADU workshop. Lift to Rise asked the City to join their panel for the 2024 Planning Association California State conference.

ADJOURNMENT:

There being no further business to come before the City Council and the Agencies, Mayor Hernandez adjourned the meeting at 7:38 p.m.

Angela M. Zepeda, City Clerk



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Ruben Ramirez, Controller

SUBJECT: Investment Report – December 31, 2023

STAFF RECOMMENDATION:

Staff recommends that the City Council receive and file the investment report for December of 2023.

EXECUTIVE SUMMARY:

On June 28, 2023, the City of Coachella along with its component units (Sanitary District, Educational & Governmental Access Cable Corporation, Fire Protection District and Water Authority) approved and adopted the current “Statement of Investment Policy”.

Pursuant to Section 16 of that policy, the City Treasurer shall provide to the City Council a monthly investment report which provides a clear picture of the status of the current investment portfolio. This report shall include, at a minimum, the following information for each type of investment held in the City’s investment portfolio: the issuer; amount of investment; current market value; yield on investment; income generated from investments; dollar amount invested on all securities, investments and moneys held by the local agency; and shall additionally include a description of any of the local agency’s funds, investments, or programs; and a description of unusual investment activity or developments during the month for which the report is prepared. This information shall be provided for all City and component unit pooled investments, as well as for bond accounts, which are managed by outside Fiscal Agents.

The interest rates presented are the most current rates available as of the date of these reports. The market values presented for pooled City investments are based on closing prices for the related investments as of the date of these reports. This information was obtained from the Wall Street Journal or other reliable sources of market prices.

The Market values presented for investments managed by fiscal agents are based on amounts reported by the fiscal agent on their investment statements. The purchase date and type of investment are not included for funds held by fiscal agents.

Attached is the Treasurer's Report of Investments which includes an overview on investments which provides information on investment activity, withdrawals and deposits, interest earned, payment of interest and payment of principal as of the months ended December 31, 2023. In addition, this report includes detailed information and current activity on individual investments.

All City investments are in compliance with the guidelines established for Authorized Investments as specified in the Investment Policy, Section 8.

There was no unusual investment activity to report.

The City and Districts have sufficient moneys to meet their expenditure requirements for the next six months.

FISCAL IMPACT:

None, this report is receive and file only.

CITY OF COACHELLA
TREASURER'S REPORT - INVESTMENT REPORT
As of December 31, 2023
Fiscal Year 2023-2024

DESCRIPTION	CURRENT YIELD	BALANCE AS OF 11/30/2023	NET: DEPOSITS/ (WITHDRAWALS)	INTEREST EARNED / CHANGE IN VALUE	PAYMENT OF (INTEREST)	PAYMENT OF (PRINCIPAL)	BALANCE AS OF 12/31/2023
CASH ON HAND							
Wells Fargo-General Checking	N/A	6,955,037.65	(279,968.13)	-	-	-	6,675,069.52
Sweep Account	4.966%	1,802,859.01	(410,981.39)	6,987.08	-	-	1,398,864.70
Wells Fargo-Road Maintenance	N/A	423,093.50	76,570.65	-	-	-	499,664.15
Wells Fargo-Gas Tax	N/A	832,410.17	104,522.00	-	-	-	936,932.17
Wells Fargo- Payroll Acct	N/A	(16,661.30)	(169,817.97)	-	-	-	(186,479.27)
Petty Cash	N/A	6,000.00	-	-	-	-	6,000.00
Total Cash on Hand		10,002,739.03	(679,674.84)	6,987.08	-	-	9,330,051.27
INVESTMENTS							
State of California - LAIF	2.17%	18,525,940.00	-	-	-	-	18,525,940.00
Investment Management Acct	1.47%	33,953,869.85	-	479,902.11	-	-	34,433,771.96
Total Investments		52,479,809.85	-	479,902.11	-	-	52,959,711.96
CASH WITH FISCAL AGENT							
US Bank	varies	4,350,155.50	(8.05)	741.56	(148,665.63)	-	4,202,223.38 ①
Wells Fargo Bank, N.A.	5.83%	79,720.26	(1.80)	10.87	(79,700.00)	-	29.33 ②
Wilmington Trust, N. A.	0.03%	1,190,309.68	184,643.26	5,145.08	-	-	1,380,098.02 ③
Total Cash with Fiscal Agent		5,620,185.44	184,633.41	5,897.51	(228,365.63)	-	5,582,350.73
Grand Total		68,102,734.32	(495,041.43)	492,786.70	(228,365.63)	-	67,872,113.96

Completed By:

Lourdes Marrón-Accountant

Reviewed By:

Ruben Ramirez- Controller

CITY OF COACHELLA
TREASURER'S REPORT - INVESTMENT REPORT
 As of December 31, 2023
 Fiscal Year 2023-2024

DESCRIPTION	CURRENT YIELD	BALANCE AS OF 11/30/2023	NET: DEPOSITS/ (WITHDRAWALS)	INTEREST EARNED / CHANGE IN VALUE	PAYMENT OF (INTEREST)	PAYMENT OF (PRINCIPAL)	BALANCE AS OF 12/31/2023
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CASH WITH FISCAL AGENT

US BANK

COACHELLA FINANCING AUTHORITY

Successor Agency to the Coachella Redevelopments Agency 2014 Series

A/C #: 6712104701 Debt Service Fund	0.00%	173.54	-	0.75	-	-	174.29
A/C #: 6712104702 Interest Account	0.00%	(0.00)	-	-	-	-	(0.00)
A/C #: 6712104703 Principal Account	0.00%	(0.00)	-	-	-	-	(0.00)
A/C #: 6712104704 Reserve Account	0.00%	827,612.50	-	-	-	-	827,612.50

COACHELLA SANITARY DISTRICT

WASTEWATER SERIES 2015A

A/C #: 6712148601 Bond Fund	0.00%	66.02	-	0.28	-	-	66.30
A/C #: 6712148602 Interest Account	0.00%	-	(8.05)	8.05	-	-	-
A/C #: 6712148603 Principal Account	0.00%	-	-	-	-	-	-
A/C #: 6712148604 Reserve Account	0.00%	310,175.00	-	-	-	-	310,175.00

COACHELLA SANITARY DISTRICT: PROJECT FUND 2011

A/C #: 6711963500 Project Fund 2011	0.0100%	26,704.44	-	115.10	-	-	26,819.54
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CITY OF COACHELLA
TREASURER'S REPORT - INVESTMENT REPORT
As of December 31, 2023
Fiscal Year 2023-2024

DESCRIPTION	CURRENT YIELD	BALANCE AS OF 11/30/2023	NET: DEPOSITS/ (WITHDRAWALS)	INTEREST EARNED / CHANGE IN VALUE	PAYMENT OF (INTEREST)	PAYMENT OF (PRINCIPAL)	BALANCE AS OF 12/31/2023
COACHELLA SUCCESSOR AGENCY							
<u>MERGED PROJECT AREAS BONDS 98 & 99: BONDS 2013</u>							
A/C #: 6712071401 Interest Account	0.00%	106.64	-	0.46	-	-	107.10
A/C #: 6712071402 Interest Account	0.00%	0.00	-	-	-	-	0.00
A/C #: 6712071403 Principal Account	0.00%	0.00	-	-	-	-	0.00
A/C #: 6712071404 Reserve Account	0.00%	406,487.50	-	-	-	-	406,487.50
<u>SA TO COACHELLA RDA REFUNDING BONDS SERIES 2016A & 2016B</u>							
A/C #: 6712160601 Debt Service	0.00%	633.49	-	2.73	-	-	636.22
A/C #: 6712160602 Interest Account	0.00%	0.00	-	-	-	-	0.00
A/C #: 6712160603 Principal Account	0.00%	0.00	-	-	-	-	0.00
A/C #: 6712160604 Reserve Account	0.00%	2,017,074.78	-	-	-	-	2,017,074.78
<u>COACHELLA LEASE BONDS 2016</u>							
A/C #: 6712179801 Payment Account	0.0000%	148,790.33	(148,665.63)	614.19	-	-	738.89
A/C #: 6712179802 Interest Account	0.0000%	(0.00)	148,665.63	-	(148,665.63)	-	(0.00)
A/C #: 6712179803 Principal Account	0.0000%	-	-	-	-	-	-
A/C #: 6712179804 Reserve Account	0.0000%	612,331.26	-	-	-	-	612,331.26
TOTAL US BANK OF CALIFORNIA		4,350,155.50	(8.05)	741.56	(148,665.63)	-	4,202,223.38 ①

CITY OF COACHELLA
TREASURER'S REPORT - INVESTMENT REPORT
As of December 31, 2023
Fiscal Year 2023-2024

DESCRIPTION	CURRENT YIELD	BALANCE AS OF 11/30/2023	NET: DEPOSITS/ (WITHDRAWALS)	INTEREST EARNED / CHANGE IN VALUE	PAYMENT OF (INTEREST)	PAYMENT OF (PRINCIPAL)	BALANCE AS OF 12/31/2023
WELLS FARGO BANK, N.A.							
<u>GAS TAX BONDS SERIES 2019</u>							
A/C #: 83925300 Debt Service Fund	0.0000%	1.80	(1.80)		-	-	(0.00)
A/C #: 83925301 Interest Account	0.0000%	79,700.00	-	10.80	(79,700.00)	-	10.80
A/C #: 83925302 Principal Account	0.0000%	18.46		0.07	-		18.53
TOTAL WELLS FARGO BANK, N.A.		79,720.26	(1.80)	10.87	(79,700.00)	-	29.33
WILMINGTON TRUST, N. A.							
<u>CITY OF COACHELLA TAXABLE PENSION OBLIGATION BONDS</u>							
A/C #: 144613-000 Revenue Account	0.03%	2,646.66	(2,635.86)	357.96	-	-	368.76
A/C #: 144613-001 Interest Account	0.03%	51.19	184,643.26	101.45	-	-	184,795.90
A/C #: 144613-002 Principal Account	0.00%	419.66	-	1.86	-	-	421.52
<u>CITY OF COACHELLA 2022A BOND FUND</u>							
A/C #: 154278-000 Bond Fund	1.76%	24,918.88	4,753.22	123.76	-	-	29,795.86
A/C #: 154278-001 Interest Account	0.00%	-	-	-	-	-	-
A/C #: 154278-002 Principal Account	0.00%	-	-	-	-	-	-
A/C #: 154278-004 Project FD Account	1.76%	1,162,871.59	(4,753.22)	4,909.33	-	-	1,163,027.70
<u>CITY OF COACHELLA 2022B BOND FUND</u>							
A/C #: 155657-000 Bond Fund	1.76%	2,048.36	-	8.68	-	-	2,057.04
A/C #: 155657-001 Interest Account	0.00%	-	-	-	-	-	-
A/C #: 155657-002 Principal Account	0.00%	-	-	-	-	-	-
A/C #: 155657-004 COI Account	0.00%	-	-	-	-	-	-
TOTAL WILMINGTON TRUST BANK, N.A.		1,190,309.68	184,643.26	5,145.08	-	-	1,380,098.02
TOTAL CASH WITH FISCAL AGENT		5,620,185.44	184,633.41	5,897.51	(228,365.63)	-	5,582,350.73

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description	Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
U.S. Treasury Bond / Note												
US TREASURY NOTES DTD 01/15/2022 1.125% 01/15/2025		91282CDS7	365,000.00	AA+	Aaa	02/17/22	02/18/22	359,197.07	1.69	1,896.91	362,923.62	351,654.69
US TREASURY NOTES DTD 02/17/2015 2.000% 02/15/2025		912828J27	130,000.00	AA+	Aaa	03/02/20	03/04/20	137,205.86	0.85	982.07	131,637.15	126,140.63
US TREASURY NOTES DTD 03/31/2020 0.500% 03/31/2025		912828ZF0	1,330,000.00	AA+	Aaa	07/05/22	07/07/22	1,248,953.13	2.83	1,689.75	1,293,049.77	1,264,331.25
US TREASURY NOTES DTD 08/31/2020 0.250% 08/31/2025		91282CAJ0	555,000.00	AA+	Aaa	08/02/21	08/06/21	548,799.61	0.53	468.85	552,463.10	518,231.25
US TREASURY NOTES DTD 08/31/2020 0.250% 08/31/2025		91282CAJ0	1,500,000.00	AA+	Aaa	07/06/22	07/07/22	1,381,816.41	2.89	1,267.17	1,437,571.14	1,400,625.00
US TREASURY NOTES DTD 09/30/2020 0.250% 09/30/2025		91282CAM3	460,000.00	AA+	Aaa	09/07/21	09/09/21	452,273.44	0.67	292.21	456,673.72	428,375.00
US TREASURY NOTES DTD 10/31/2020 0.250% 10/31/2025		91282CAT8	350,000.00	AA+	Aaa	03/01/22	03/01/22	333,361.33	1.59	149.04	341,693.08	325,117.17
US TREASURY NOTES DTD 10/31/2020 0.250% 10/31/2025		91282CAT8	410,000.00	AA+	Aaa	10/04/21	10/06/21	401,319.53	0.78	174.59	406,092.04	380,851.54
US TREASURY NOTES DTD 11/30/2020 0.375% 11/30/2025		91282CAZ4	210,000.00	AA+	Aaa	11/02/21	11/03/21	204,659.77	1.01	68.85	207,491.38	195,004.70
US TREASURY NOTES DTD 12/31/2020 0.375% 12/31/2025		91282CBC4	190,000.00	AA+	Aaa	04/05/21	04/07/21	185,494.92	0.89	1.96	188,097.91	176,106.25
US TREASURY NOTES DTD 12/31/2020 0.375% 12/31/2025		91282CBC4	350,000.00	AA+	Aaa	01/11/21	01/12/21	347,867.19	0.50	3.60	349,141.70	324,406.25
US TREASURY NOTES DTD 01/31/2021 0.375% 01/31/2026		91282CBH3	160,000.00	AA+	Aaa	05/03/22	05/04/22	145,500.00	2.95	251.09	151,933.85	147,800.00
US TREASURY NOTES DTD 01/31/2019 2.625% 01/31/2026		9128286A3	255,000.00	AA+	Aaa	02/04/21	02/08/21	282,063.87	0.47	2,801.19	266,328.72	246,991.42
US TREASURY NOTES DTD 01/31/2021 0.375% 01/31/2026		91282CBH3	270,000.00	AA+	Aaa	02/26/21	02/26/21	264,410.16	0.80	423.71	267,636.74	249,412.50

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description	Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
U.S. Treasury Bond / Note												
US TREASURY NOTES DTD 01/31/2021 0.375% 01/31/2026		91282CBH3	475,000.00	AA+	Aaa	07/02/21	07/07/21	465,871.09	0.80	745.41	470,837.57	438,781.25
US TREASURY NOTES DTD 01/31/2021 0.375% 01/31/2026		91282CBH3	1,320,000.00	AA+	Aaa	02/17/22	02/18/22	1,246,626.56	1.84	2,071.47	1,281,304.79	1,219,350.00
US TREASURY NOTES DTD 02/28/2021 0.500% 02/28/2026		91282CBQ3	310,000.00	AA+	Aaa	03/05/21	03/09/21	305,676.95	0.79	523.76	308,122.79	286,459.38
US TREASURY NOTES DTD 02/28/2021 0.500% 02/28/2026		91282CBQ3	630,000.00	AA+	Aaa	12/03/21	12/07/21	613,019.53	1.15	1,064.43	621,322.80	582,159.37
US TREASURY NOTES DTD 05/31/2021 0.750% 05/31/2026		91282CCF6	290,000.00	AA+	Aaa	06/02/21	06/04/21	289,365.62	0.79	190.16	289,693.26	267,706.25
US TREASURY NOTES DTD 05/31/2021 0.750% 05/31/2026		91282CCF6	325,000.00	AA+	Aaa	06/06/22	06/08/22	297,857.42	2.99	213.12	308,542.59	300,015.63
US TREASURY NOTES DTD 09/30/2021 0.875% 09/30/2026		91282CCZ2	300,000.00	AA+	Aaa	04/05/22	04/07/22	276,222.66	2.77	667.01	285,431.48	275,625.00
US TREASURY NOTES DTD 02/15/2017 2.250% 02/15/2027		912828V98	295,000.00	AA+	Aaa	07/05/22	07/07/22	287,371.48	2.85	2,507.10	289,831.27	280,065.63
US TREASURY NOTES DTD 02/15/2017 2.250% 02/15/2027		912828V98	925,000.00	AA+	Aaa	09/14/22	09/15/22	871,451.17	3.68	7,861.24	887,144.23	878,171.87
US TREASURY NOTES DTD 04/30/2020 0.500% 04/30/2027		912828ZN3	1,110,000.00	AA+	Aaa	08/03/22	08/05/22	992,062.50	2.92	945.33	1,027,123.16	991,195.37
US TREASURY NOTES DTD 08/15/2017 2.250% 08/15/2027		9128282R0	1,050,000.00	AA+	Aaa	09/01/22	09/06/22	995,490.23	3.40	8,923.57	1,010,054.37	990,281.25
US TREASURY NOTES DTD 09/30/2022 4.125% 09/30/2027		91282CFM8	500,000.00	AA+	Aaa	11/01/22	11/03/22	496,738.28	4.27	5,240.78	497,510.03	503,437.50
US TREASURY NOTES DTD 10/31/2022 4.125% 10/31/2027		91282CFU0	340,000.00	AA+	Aaa	12/06/22	12/08/22	344,728.13	3.81	2,388.87	343,699.47	342,284.39
US TREASURY NOTES DTD 10/31/2020 0.500% 10/31/2027		91282CAU5	1,210,000.00	AA+	Aaa	01/04/23	01/06/23	1,030,437.89	3.91	1,030.49	1,067,187.38	1,064,043.75

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
U.S. Treasury Bond / Note											
US TREASURY NOTES DTD 01/31/2021 0.750% 01/31/2028	91282CBJ9	1,130,000.00	AA+	Aaa	02/07/23	02/08/23	973,962.89	3.82	3,546.60	1,002,028.97	996,518.75
US TREASURY NOTES DTD 03/31/2023 3.625% 03/31/2028	91282CGT2	490,000.00	AA+	Aaa	05/01/23	05/02/23	489,502.34	3.65	4,513.42	489,569.99	484,793.75
US TREASURY NOTES DTD 03/31/2021 1.250% 03/31/2028	91282CBS9	575,000.00	AA+	Aaa	05/08/23	05/09/23	517,095.70	3.51	1,826.33	524,770.93	515,703.13
US TREASURY NOTES DTD 04/30/2023 3.500% 04/30/2028	91282CHA2	420,000.00	AA+	Aaa	05/01/23	05/01/23	418,047.66	3.60	2,503.84	418,309.61	413,568.75
US TREASURY NOTES DTD 04/30/2023 3.500% 04/30/2028	91282CHA2	460,000.00	AA+	Aaa	05/15/23	05/16/23	460,844.53	3.46	2,742.31	460,737.27	452,956.25
US TREASURY NOTES DTD 05/31/2023 3.625% 05/31/2028	91282CHE4	530,000.00	AA+	Aaa	06/01/23	06/02/23	527,888.28	3.71	1,679.78	528,134.74	524,700.00
US TREASURY NOTES DTD 06/30/2023 4.000% 06/30/2028	91282CHK0	55,000.00	AA+	Aaa	07/06/23	07/10/23	54,093.36	4.37	6.04	54,180.68	55,283.59
Security Type Sub-Total		19,275,000.00					18,247,276.56	2.60	61,662.05	18,578,271.30	17,998,148.51
Supra-National Agency Bond / Note											
INTER-AMERICAN DEVEL BK NOTES DTD 09/23/2021 0.500% 09/23/2024	4581X0DZ8	300,000.00	AAA	Aaa	09/15/21	09/23/21	299,778.00	0.52	408.33	299,946.12	290,353.50
Security Type Sub-Total		300,000.00					299,778.00	0.52	408.33	299,946.12	290,353.50
Municipal Bond / Note											
MS ST TXBL GO BONDS DTD 08/06/2020 0.565% 11/01/2024	605581MZ7	200,000.00	AA	Aa2	07/24/20	08/06/20	200,000.00	0.57	188.33	200,000.00	192,870.00
OR ST DEPT TRANS TXBL REV BONDS DTD 09/17/2020 0.566% 11/15/2024	68607DVA0	135,000.00	AAA	Aa1	09/11/20	09/17/20	135,000.00	0.57	97.64	135,000.00	129,736.35
FL ST BOARD OF ADMIN TXBL REV BONDS DTD 09/16/2020 1.258% 07/01/2025	341271AD6	40,000.00	AA	Aa3	09/03/20	09/16/20	40,282.80	1.11	251.60	40,088.45	37,986.00

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description	Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Municipal Bond / Note												
FL ST BOARD OF ADMIN TXBL REV BONDS DTD 09/16/2020 1.258% 07/01/2025		341271AD6	110,000.00	AA	Aa3	09/03/20	09/16/20	110,000.00	1.26	691.90	110,000.00	104,461.50
LOS ANGELES CCD, CA TXBL GO BONDS DTD 11/10/2020 0.773% 08/01/2025		54438CYK2	80,000.00	AA+	Aaa	10/30/20	11/10/20	80,000.00	0.77	257.67	80,000.00	75,191.20
NJ TURNPIKE AUTHORITY TXBL REV BONDS DTD 02/04/2021 1.047% 01/01/2026		646140DP5	40,000.00	AA-	A1	01/22/21	02/04/21	40,000.00	1.05	209.40	40,000.00	37,328.00
Security Type Sub-Total			605,000.00					605,282.80	0.78	1,696.54	605,088.45	577,573.05
Federal Agency Commercial Mortgage-Backed Security												
FANNIEMAE-ACES DTD 04/01/2014 3.346% 03/01/2024		3136AJB54	31,250.17	AA+	Aaa	12/13/19	12/18/19	32,768.74	2.14	87.14	31,309.53	31,049.26
FHMS K043 A2 DTD 03/01/2015 3.062% 12/01/2024		3137BGK24	108,417.42	AA+	Aaa	03/19/20	03/25/20	113,787.47	1.95	276.65	109,468.22	106,247.11
FHMS K061 A2 DTD 01/30/2017 3.347% 11/01/2026		3137BTUM1	239,641.28	AA+	Aaa	05/19/23	05/24/23	232,264.82	4.31	668.40	233,567.58	232,656.90
FHMS K064 A2 DTD 05/15/2017 3.224% 03/01/2027		3137BXOY1	360,000.00	AA+	Aaa	08/16/23	08/18/23	339,581.25	4.98	967.20	341,732.26	347,783.61
FHLMC MULTIFAMILY STRUCTURED P DTD 07/01/2017 3.243% 04/01/2027		3137F1G44	205,000.00	AA+	Aaa	08/16/23	08/18/23	193,284.57	4.97	554.01	194,489.79	197,863.21
FHLMC MULTIFAMILY STRUCTURED P DTD 08/01/2017 3.117% 06/01/2027		3137F2LJ3	320,000.00	AA+	Aaa	08/17/23	08/22/23	299,250.00	5.01	831.20	301,236.22	307,389.57
FHMS K507 A1 DTD 09/01/2023 4.800% 04/01/2028		3137HAMR4	322,297.03	AA+	Aaa	09/20/23	09/28/23	317,239.23	5.19	1,289.19	317,498.25	325,149.07
FHMS K506 A1 DTD 09/01/2023 4.650% 05/01/2028		3137HAMG8	169,579.10	AA+	Aaa	09/07/23	09/14/23	167,043.05	5.01	657.12	167,188.78	171,059.29
FHMS KJ46 A1 DTD 07/01/2023 4.777% 06/01/2028		3137HAD45	274,259.37	AA+	Aaa	07/19/23	07/27/23	274,252.50	4.78	1,091.78	274,253.11	275,457.84
FHMS K505 A2 DTD 07/01/2023 4.819% 06/01/2028		3137HACX2	325,000.00	AA+	Aaa	07/13/23	07/20/23	328,246.10	4.59	1,305.15	327,944.86	330,329.66

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Federal Agency Commercial Mortgage-Backed Security											
FNA 2023-M6 A2 DTD 07/01/2023 4.190% 07/01/2028	3136BODE6	345,000.00	AA+	Aaa	07/18/23	07/31/23	339,151.17	4.58	1,204.63	339,652.41	342,573.80
FHMS KJ47 A1 DTD 09/01/2023 5.272% 08/01/2028	3137HAMN3	189,277.97	AA+	Aaa	09/19/23	09/28/23	189,277.02	5.27	831.56	189,277.07	193,883.81
FHMS K506 A2 DTD 09/01/2023 4.650% 08/01/2028	3137HAMH6	340,000.00	AA+	Aaa	09/07/23	09/14/23	334,970.38	4.99	1,317.50	335,242.96	343,930.58
FHMS K508 A2 DTD 10/01/2023 4.740% 08/01/2028	3137HAQ74	345,000.00	AA+	Aaa	10/11/23	10/19/23	337,432.08	5.26	1,362.75	337,714.08	350,212.17
FHMS K509 A2 DTD 10/01/2023 4.850% 09/01/2028	3137HAST4	260,000.00	AA+	Aaa	10/25/23	10/31/23	251,710.42	5.60	1,050.83	251,964.44	265,218.14
FHMS K507 A2 DTD 09/01/2023 4.800% 09/01/2028	3137HAMS2	335,000.00	AA+	Aaa	09/20/23	09/28/23	330,995.75	5.07	1,340.00	331,181.90	341,154.60
FHMS K510 A2 DTD 11/01/2023 5.069% 10/01/2028	3137HB3D4	135,000.00	AA+	Aaa	11/14/23	11/21/23	134,609.72	5.14	570.26	134,617.60	138,822.91
FHMS K511 A2 DTD 12/01/2023 4.860% 10/01/2028	3137HB3G7	190,000.00	AA+	Aaa	11/28/23	12/07/23	189,454.13	4.93	769.50	189,460.89	194,025.44
FHMS K512 A2 DTD 12/01/2023 5.000% 11/01/2028	3137HBCF9	175,000.00	AA+	Aaa	12/11/23	12/21/23	176,634.15	4.78	729.17	176,625.32	179,814.38

Security Type Sub-Total		4,669,722.34					4,581,952.55	4.88	16,904.04	4,584,425.27	4,674,621.35
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Federal Agency Bond / Note											
FEDERAL HOME LOAN BANK NOTES DTD 04/16/2020 0.500% 04/14/2025	3130AJHU6	200,000.00	AA+	Aaa	04/15/20	04/16/20	199,008.00	0.60	213.89	199,744.93	190,011.60
FANNIE MAE NOTES DTD 04/24/2020 0.625% 04/22/2025	3135G03U5	260,000.00	AA+	Aaa	04/22/20	04/24/20	259,464.40	0.67	311.46	259,859.93	247,172.38
FANNIE MAE NOTES DTD 04/24/2020 0.625% 04/22/2025	3135G03U5	360,000.00	AA+	Aaa	06/03/20	06/05/20	361,843.20	0.52	431.25	360,493.38	342,238.68

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Federal Agency Bond / Note											
FREDDIE MAC NOTES (CALLABLE) DTD 05/29/2020 0.750% 05/28/2025	3134GVB31	200,000.00	AA+	Aaa	06/05/20	06/09/20	199,400.00	0.81	137.50	199,830.32	189,521.60
FANNIE MAE NOTES DTD 06/19/2020 0.500% 06/17/2025	3135G04Z3	175,000.00	AA+	Aaa	07/02/20	07/07/20	175,201.25	0.48	34.03	175,059.39	165,201.93
FANNIE MAE NOTES DTD 06/19/2020 0.500% 06/17/2025	3135G04Z3	225,000.00	AA+	Aaa	10/01/20	10/05/20	226,055.25	0.40	43.75	225,327.77	212,402.47
FANNIE MAE NOTES DTD 06/19/2020 0.500% 06/17/2025	3135G04Z3	305,000.00	AA+	Aaa	06/17/20	06/19/20	304,368.65	0.54	59.30	304,815.51	287,923.36
FREDDIE MAC NOTES DTD 07/23/2020 0.375% 07/21/2025	3137EAEU9	185,000.00	AA+	Aaa	07/21/20	07/23/20	184,078.70	0.48	308.33	184,713.61	173,835.44
FANNIE MAE NOTES DTD 08/27/2020 0.375% 08/25/2025	3135G05X7	195,000.00	AA+	Aaa	08/25/20	08/27/20	194,087.40	0.47	255.94	194,698.80	182,599.95
FANNIE MAE NOTES DTD 08/27/2020 0.375% 08/25/2025	3135G05X7	420,000.00	AA+	Aaa	10/21/20	10/22/20	417,727.80	0.49	551.25	419,226.32	393,292.20
FREDDIE MAC NOTES (CALLABLE) DTD 08/30/2022 4.050% 08/28/2025	3134GXS54	1,000,000.00	AA+	Aaa	08/19/22	08/30/22	999,600.00	4.06	13,837.50	999,778.79	986,594.00
FREDDIE MAC NOTES DTD 09/25/2020 0.375% 09/23/2025	3137EAEX3	285,000.00	AA+	Aaa	09/23/20	09/25/20	284,142.15	0.44	290.94	284,703.23	266,232.18
FANNIE MAE NOTES DTD 11/12/2020 0.500% 11/07/2025	3135G06G3	185,000.00	AA+	Aaa	11/09/20	11/12/20	184,337.70	0.57	138.75	184,754.14	172,487.53
Security Type Sub-Total		3,995,000.00					3,989,314.50	1.45	16,613.89	3,993,006.12	3,809,513.32
Corporate Note											
PFIZER INC CORP NOTES DTD 03/11/2019 2.950% 03/15/2024	717081ES8	80,000.00	A	A2	04/02/19	04/04/19	80,968.00	2.69	694.89	80,024.50	79,534.56
TEXAS INSTRUMENTS INC CORP NOTES (CALLAB DTD 05/04/2017 2.625% 05/15/2024	882508BB9	300,000.00	A+	Aa3	02/23/22	02/25/22	304,716.00	1.90	1,006.25	300,465.93	296,734.50

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Corporate Note											
WALMART INC CORPORATE NOTES DTD 04/23/2019 2.850% 07/08/2024	931142EL3	360,000.00	AA	Aa2	07/10/19	07/12/19	371,235.60	2.19	4,930.50	360,996.35	355,545.36
MICROSOFT CORP (CALLABLE) NOTES DTD 02/12/2015 2.700% 02/12/2025	594918BB9	190,000.00	AAA	Aaa	03/15/21	03/17/21	202,921.90	0.92	1,980.75	193,056.38	185,901.13
TOYOTA MOTOR CREDIT CORP CORP NOTES DTD 02/13/2020 1.800% 02/13/2025	89236TGT6	60,000.00	A+	A1	05/20/20	05/26/20	60,586.20	1.58	414.00	60,139.07	57,981.90
TOYOTA MOTOR CREDIT CORP CORP NOTES DTD 02/13/2020 1.800% 02/13/2025	89236TGT6	90,000.00	A+	A1	05/20/20	05/26/20	90,879.30	1.58	621.00	90,208.60	86,972.85
NOVARTIS CAPITAL CORP DTD 02/14/2020 1.750% 02/14/2025	66989HAP3	295,000.00	AA-	A1	05/06/20	05/08/20	305,504.95	0.98	1,964.62	297,325.57	285,300.99
AMAZON.COM INC CORPORATE NOTES DTD 04/13/2022 3.000% 04/13/2025	023135CE4	245,000.00	AA	A1	04/11/22	04/13/22	244,610.45	3.06	1,592.50	244,833.66	239,713.15
CITIGROUP INC (CALLABLE) CORPORATE NOTES DTD 05/04/2021 0.981% 05/01/2025	172967MX6	50,000.00	BBB+	A3	04/27/21	05/04/21	50,000.00	0.98	81.75	50,000.00	49,184.55
CITIGROUP INC (CALLABLE) CORPORATE NOTES DTD 05/04/2021 0.981% 05/01/2025	172967MX6	55,000.00	BBB+	A3	04/28/21	05/04/21	55,145.75	0.91	89.93	55,016.14	54,103.01
GOLDMAN SACHS GROUP INC CORPORATE NOTES DTD 05/22/2015 3.750% 05/22/2025	38148LAE6	135,000.00	BBB+	A2	02/12/21	02/17/21	150,819.30	0.94	548.44	139,510.55	132,142.73
JPMORGAN CHASE & CO (CALLABLE) CORP NOTE DTD 06/01/2021 0.824% 06/01/2025	46647PCH7	115,000.00	A-	A1	05/24/21	06/01/21	115,000.00	0.82	78.97	115,000.00	113,007.97
JPMORGAN CHASE & CO CORP NOTES (CALLABLE) DTD 08/10/2021 0.768% 08/09/2025	46647PCM6	50,000.00	A-	A1	08/03/21	08/10/21	50,000.00	0.77	151.47	50,000.00	48,386.45

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description	Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Corporate Note												
BRISTOL-MYERS SQUIBB CO CORPORATE NOTES	DTD 11/13/2020 0.750% 11/13/2025	110122DN5	72,000.00	A	A2	06/17/21	06/21/21	71,282.88	0.98	72.00	71,695.47	67,091.11
BANK OF AMERICA CORP NOTES (CALLABLE)	DTD 03/22/2022 3.384% 04/02/2026	06051GKM0	220,000.00	A-	A1	03/17/22	03/22/22	220,000.00	3.38	1,840.52	220,000.00	214,210.92
BANK OF AMERICA NA CORPORATE NOTES	DTD 08/18/2023 5.526% 08/18/2026	06428CAA2	175,000.00	A+	Aa1	10/23/23	10/24/23	173,526.50	5.85	3,572.71	173,625.31	178,367.35
TARGET CORP CORP NOTES (CALLABLE)	DTD 01/24/2022 1.950% 01/15/2027	87612EBM7	25,000.00	A	A2	01/19/22	01/24/22	24,957.50	1.99	224.79	24,974.04	23,329.55
TARGET CORP CORP NOTES (CALLABLE)	DTD 01/24/2022 1.950% 01/15/2027	87612EBM7	125,000.00	A	A2	01/27/22	01/31/22	124,923.75	1.96	1,123.96	124,953.24	116,647.75
BANK OF NY MELLON CORP (CALLABLE) CORPOR	DTD 01/26/2022 2.050% 01/26/2027	06406RBA4	200,000.00	A	A1	01/26/22	01/28/22	200,644.00	1.98	1,765.28	200,391.50	186,029.00
BANK OF NY MELLON CORP (CALLABLE) CORPOR	DTD 01/26/2022 2.050% 01/26/2027	06406RBA4	300,000.00	A	A1	08/02/22	08/04/22	280,158.00	3.67	2,647.91	286,404.11	279,043.50
ADOBE INC (CALLABLE) CORP NOTE	DTD 02/03/2020 2.150% 02/01/2027	00724PAC3	360,000.00	A+	A2	12/13/22	12/15/22	332,316.00	4.20	3,225.00	339,324.14	337,800.24
JPMORGAN CHASE CORP NOTES (CALLABLE)	DTD 04/22/2021 1.578% 04/22/2027	46647PCB0	260,000.00	A-	A1	08/02/22	08/04/22	235,172.60	3.81	786.37	242,597.75	240,018.22
HOME DEPOT INC CORP NOTES (CALLABLE)	DTD 09/14/2017 2.800% 09/14/2027	437076BT8	350,000.00	A	A2	01/25/23	01/27/23	330,256.50	4.15	2,912.78	334,214.54	332,769.85
JPMORGAN CHASE CORP NOTES (CALLABLE)	DTD 02/24/2022 2.947% 02/24/2028	46647PCW4	125,000.00	A-	A1	09/14/23	09/18/23	114,296.25	5.13	1,299.55	114,990.01	117,640.75
JOHN DEERE CAPITAL CORP CORPORATE NOTES	DTD 07/14/2023 4.950% 07/14/2028	24422EXB0	115,000.00	A	A2	07/11/23	07/14/23	114,828.65	4.98	2,640.69	114,844.69	117,918.24

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description	Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Corporate Note												
JOHN DEERE CAPITAL CORP CORPORATE NOTES	DTD 07/14/2023 4.950% 07/14/2028	24422EXB0	135,000.00	A	A2	07/13/23	07/17/23	136,833.30	4.64	3,099.94	136,664.44	138,425.76
TOYOTA MOTOR CREDIT CORP CORPORATE NOTES	DTD 09/11/2023 5.250% 09/11/2028	89236TLB9	110,000.00	A+	A1	09/06/23	09/11/23	109,808.60	5.29	1,764.58	109,818.99	113,518.13
CITIBANK NA CORP NOTES (CALLABLE)	DTD 09/29/2023 5.803% 09/29/2028	17325FBB3	400,000.00	A+	Aa3	09/26/23	09/29/23	400,000.00	5.80	5,931.96	400,000.00	416,438.80
Security Type Sub-Total			4,997,000.00					4,951,391.98	3.16	47,063.11	4,931,074.98	4,863,758.32
Certificate of Deposit												
TORONTO DOMINION BANK NY CERT DEPOS	DTD 10/31/2022 5.470% 10/25/2024	89115B6F2	325,000.00	A	A1	10/27/22	10/31/22	325,000.00	5.44	3,357.97	325,000.00	325,433.48
COOPERAT RABOBANK UA/NY CERT DEPOS	DTD 07/20/2023 5.080% 07/17/2026	21684LGS5	325,000.00	A+	Aa2	07/17/23	07/20/23	325,000.00	5.08	7,383.64	325,000.00	318,757.73
Security Type Sub-Total			650,000.00					650,000.00	5.26	10,741.61	650,000.00	644,191.21
Asset-Backed Security												
HAROT 2021-1 A3	DTD 02/24/2021 0.270% 04/21/2025	43813GAC5	9,147.07	NR	Aaa	02/17/21	02/24/21	9,146.90	0.27	0.69	9,147.02	9,035.74
HART 2021-A A3	DTD 04/28/2021 0.380% 09/15/2025	44933LAC7	13,014.10	AAA	NR	04/20/21	04/28/21	13,012.73	0.38	2.20	13,013.57	12,836.44
CARMX 2021-1 A3	DTD 01/27/2021 0.340% 12/15/2025	14316NAC3	8,120.78	AAA	NR	01/20/21	01/27/21	8,119.18	0.34	1.23	8,120.14	7,974.17
TAOT 2021-C A3	DTD 09/27/2021 0.430% 01/15/2026	89239BAC5	41,193.01	AAA	Aaa	09/21/21	09/27/21	41,189.73	0.43	7.87	41,191.45	40,110.56
CARMX 2021-2 A3	DTD 04/21/2021 0.520% 02/17/2026	14314QAC8	26,016.20	AAA	NR	04/13/21	04/21/21	26,010.60	0.52	6.01	26,013.73	25,439.37

Managed Account Detail of Securities Held

For the Month Ending **December 31, 2023**

CITY OF COACHELLA - OPERATING PORTFOLIO - 995343 - (14201484)

Security Type/Description Dated Date/Coupon/Maturity	CUSIP	Par	S&P Rating	Moody's Rating	Trade Date	Settle Date	Original Cost	YTM at Cost	Accrued Interest	Amortized Cost	Market Value
Asset-Backed Security											
HART 2021-C A3 DTD 11/17/2021 0.740% 05/15/2026	44935FAD6	24,168.00	AAA	NR	11/09/21	11/17/21	24,162.60	0.75	7.95	24,165.15	23,522.87
DCENT 2021-A1 A1 DTD 09/27/2021 0.580% 09/15/2026	254683CP8	55,000.00	AAA	Aaa	09/20/21	09/27/21	54,988.22	0.58	14.18	54,993.58	53,178.92
HAROT 2023-3 A3 DTD 08/22/2023 5.410% 02/18/2028	43815QAC1	215,000.00	AAA	NR	08/15/23	08/22/23	214,955.67	5.42	420.03	214,959.24	217,988.13
TAOT 2023-C A3 DTD 08/15/2023 5.160% 04/17/2028	89231FAD2	65,000.00	AAA	NR	08/08/23	08/15/23	64,985.30	5.17	149.07	64,986.50	65,559.61
TAOT 2023-D A3 DTD 11/14/2023 5.540% 08/15/2028	89239FAD4	65,000.00	AAA	NR	11/07/23	11/14/23	64,992.99	5.54	160.04	64,993.16	66,259.59
FITAT 2023-1 A3 DTD 08/23/2023 5.530% 08/15/2028	31680EAD3	235,000.00	AAA	Aaa	08/15/23	08/23/23	234,985.43	5.53	577.58	234,986.48	237,572.94
CHAIT 2023-A1 A DTD 09/15/2023 5.160% 09/15/2028	161571HT4	270,000.00	AAA	NR	09/07/23	09/15/23	269,925.16	5.17	619.20	269,929.07	274,160.70
AMXCA 2023-3 A DTD 09/19/2023 5.230% 09/15/2028	02582JKD1	275,000.00	AAA	NR	09/12/23	09/19/23	274,987.71	5.23	639.22	274,988.33	279,725.96
HART 2023-C A3 DTD 11/13/2023 5.540% 10/16/2028	44918CAD4	95,000.00	AAA	NR	11/03/23	11/13/23	94,987.51	5.54	233.91	94,987.81	96,751.24
BACCT 2023-A2 A2 DTD 12/14/2023 4.980% 11/15/2028	05522RDH8	120,000.00	NR	Aaa	12/07/23	12/14/23	119,983.88	4.98	282.20	119,984.02	121,241.33
Security Type Sub-Total		1,516,659.16					1,516,433.61	4.77	3,121.38	1,516,459.25	1,531,357.57
Managed Account Sub-Total		36,008,381.50					34,841,430.00	2.96	158,210.95	35,158,271.49	34,389,516.83
Securities Sub-Total		\$36,008,381.50					\$34,841,430.00	2.96%	\$158,210.95	\$35,158,271.49	\$34,389,516.83
Accrued Interest											\$158,210.95
Total Investments											\$34,547,727.78

Bank : ewfb EFT FOR WELLS FARGO BANK -!

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total	
1880	3/13/2024	52366	ALTA LANGUAGE SERVICES, IIS703018	2/29/2024	FEB2024 SPANISH LISTENINC	55.00	55.00	
1881	3/13/2024	54859	AMAZON CAPITAL SERVICES, 1M6M-XY47-HR	3/1/2024	APPLIED CREDIT MEMO #1W	386.24	386.24	
1882	3/13/2024	42837	ARAMARK UNIFORM & CAREE#26163721	2/13/2024	POLOS W/ EMBROIDERY	84.75	84.75	
1883	3/13/2024	42837	ARAMARK UNIFORM & CAREE#FEB2024 GRFT	2/29/2024	PE2/29 UNIFORMS	43.92	43.92	
1884	3/13/2024	45929	BECK OIL, INC.	103383	3/1/2024	PE3/1 WATER DEPT FUEL	1,139.12	
				103422	3/1/2024	PE3/1 SANITARY DEPT FUEL	1,121.52	
				103381	3/1/2024	PE3/1 STREETS DEPT FUEL	1,050.07	
				103402	3/1/2024	PE3/1 SENIOR CNTR FUEL	399.20	
				103386	3/1/2024	PE3/1 PARKS DEPT FUEL	363.56	
				103401	3/1/2024	PE3/1 VEHICLE MAINT DEPT	358.19	
				103412	3/1/2024	PE3/1 CODE ENF DEPT FUEL	328.26	
				101758	2/15/2024	PE2/15 GRAFFITI DEPT FUEL	222.89	
				103427	3/1/2024	PE3/1 ADMIN DEPT FUEL	213.17	
				103450	3/1/2024	PE3/1 GRAFFITI DEPT FUEL	167.79	
				103377	3/1/2024	PE3/1 LLMD DEPT FUEL	166.54	
				103426	3/1/2024	PE3/1 BLDG MAINT DEPT FUE	91.67	
				103375	3/1/2024	PE3/1 ENG DEPT FUEL	79.94	5,701.92
1885	3/13/2024	43462	BEST BEST & KRIEGER, LLP	988977	2/29/2024	PE1/31, #80237.00882, ALLIAN	381.60	
				988936	2/29/2024	PE1/31, #80237, GENERAL RE	36,227.79	
				988954	2/29/2024	PE1/31, #80237.00451, COC V	20,162.61	
				988964	2/29/2024	PE1/31, #80237.00835, REAL E	10,596.00	
				988972	2/29/2024	PE1/31, #80237.00868, TRAVE	4,131.60	
				988958	2/29/2024	PE1/31, #80237.00810, LABOR	3,714.90	
				988948	2/29/2024	PE1/31, #80237.00237, SPOTL	3,571.80	
				988950	2/29/2024	PE1/31, #80237.00240, 52156	2,874.30	
				988968	2/29/2024	PE1/31, #80237.00857, RENEV	2,701.80	
				988976	2/29/2024	PE1/31, #80237.00877, LA ENT	2,173.50	
				988962	2/29/2024	PE1/31, #80237.00820, ENVIR	1,697.73	
				988952	2/29/2024	PE1/31, #80237.00445, DESEF	1,583.10	
				988974	2/29/2024	PE1/31, #80237.00874, CENTF	838.20	
				988956	2/29/2024	PE1/31, #80237.00802, WATEF	445.20	
				988966	2/29/2024	PE1/31, #80237.00851, GLEN I	381.60	
				988960	2/29/2024	PE1/31, #80237.00819, CODE	309.90	
				988970	2/29/2024	PE1/31, #80237.00866, KPC SI	142.20	91,933.83

Bank : ewfb EFT FOR WELLS FARGO BANK - (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total	
1886	3/13/2024	43672	DESERT VALLEY SERVICES I	629038	2/22/2024	NITRILE GLOVES	85.92	85.92
1887	3/13/2024	44713	FARMER BROTHERS CO.	95675122	2/26/2024	COFFEE, LIDS, CREAMER, E	1,263.28	
				95675169	3/4/2024	COFFEE & CREAMER	445.29	
				95674833	1/9/2024	CUPS & STIR STICKS	213.03	1,921.60
1888	3/13/2024	54648	GOVOS, INC.	INV-5067	2/29/2024	MAR2024/25 SBSCRPTN- ONI	15,075.50	15,075.50
1889	3/13/2024	00996	HOME DEPOT	5973317	12/13/2023	APPLIED CREDIT #4101296	434.78	434.78
1890	3/13/2024	55538	MATRIX NETWORKS	209665	3/6/2024	MAR2024/25 MITEL CONNEC	5,317.88	5,317.88
1891	3/13/2024	55651	SEEK PERSONNEL STAFFING	001399	3/4/2024	WE 3/3: ESPINO+MATA+MONI	6,964.40	
				001400	3/4/2024	WE 3/3: F. SILVA	883.20	
				001367	2/19/2024	WE 2/18: F. SILVA	846.40	
				001381	2/26/2024	WE 2/25: F. SILVA	588.80	9,282.80
1892	3/13/2024	48436	UNIVAR SOLUTIONS USA INC.	51861427	2/16/2024	SODIUM HYPOCHLORITE	820.16	
				51861426	2/16/2024	SODIUM HYPOCHLORITE	748.84	1,569.00
1893	3/13/2024	54567	VARI SALES CORPORATION	91062563	2/21/2024	VARIDESK CUBE CORNER 36	929.81	929.81
1894	3/13/2024	50629	VINTAGE ASSOCIATES, INC	231992	2/15/2024	FEB2024 LNDSCE MAINT @	12,700.00	
				231998	2/15/2024	FEB2024 LNDSCE MAINT @	10,135.00	
				231996	2/15/2024	FEB2024 LNDSCE MAINT @	5,300.00	
				231993	2/15/2024	FEB2024 LNDSCE MAINT @	5,247.00	
				231999	2/15/2024	FEB2024 LNDSCE MAINT @	4,900.00	38,282.00
1895	3/13/2024	51697	WESTERN WATER WORKS SI	1408382-00	2/7/2024	ADAPTER FIP X QJ 110 COMF	1,613.85	
				1408366-00	2/6/2024	SOFT COPPER TUBING 100F	1,273.24	
				1408438-00	2/23/2024	CONC MTR BOX ONLY, ETC	166.39	
				1408384-00	2/7/2024	BRZ NIPPLES	155.73	3,209.21
1896	3/13/2024	54776	WILMINGTON TRUST N. A.	20240222-13764	2/22/2024	COACHELLA 2022A BOND FU	2,000.00	2,000.00
1897	3/13/2024	53596	XTREME HEATING AND AIR	2510	3/1/2024	RPLC'D 5-TON PKG SYSTEM	13,358.00	13,358.00
† FOR WELLS FARGO BANK -SEPARATE CHECK:								189,672.16

Bank : wfb WELLS FARGO BANK

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
118928	3/13/2024	02137	AGGREGATE PRODUCTS, INC56828	2/22/2024	ACCM-9.5MM (3/8") STATE CC	10,315.68	10,315.68
118929	3/13/2024	46835	AIR AND HOSE SOURCE, INC.545228	2/16/2024	HEX PIPE BUSHING, FEM PIP	677.51	677.51
118930	3/13/2024	55142	AKEL ENGINEERING GROUP, 241098-01	2/23/2024	PE2/2 29 PALMS STUDY RVW	4,999.50	4,999.50
118931	3/13/2024	55594	ALLIED PAVING CO. 03-1106-02	2/28/2024	PE2/28 ST PAVEMENT REHAE	10,545.95	10,545.95
118932	3/13/2024	51894	ALPHA MEDIA LLC 738477-1	2/29/2024	2/21-29 AD SPOT: DAY OF TH	900.00	
			738477-2	3/3/2024	3/1 AD SPOT: DAY OF THE YC	100.00	1,000.00
118933	3/13/2024	52415	AUGUSTINE CASINO UUT	3/6/2024	12/22/22-1/23/24 UUT REIMBU	2,970.04	2,970.04
118934	3/13/2024	00836	BIO-TOX LABORATORIES 45535	2/16/2024	1/16 LAB SERVICES	903.01	
			45536	2/16/2024	1/16 LAB SERVICES	389.05	1,292.06
118935	3/13/2024	54517	BLACK KNIGHT TECHNOLOGI10314653	2/15/2024	JAN2024 SITXPRO SBSCRPTI	250.00	250.00
118936	3/13/2024	01819	BOB WILLIAMS NURSERY, INC94317/1	2/15/2024	DASYLIRION WHEELER 5GAL	1,063.85	1,063.85
118937	3/13/2024	02048	CDW GOVERNMENT, INC. PW17754	2/28/2024	VIEWSONIC VP2768A 27 PRO	927.04	
			PW07455	2/28/2024	HP COLOR LASERJET PRO M	368.15	1,295.19
118938	3/13/2024	55591	CICCS TRUST 2024-3	3/7/2024	MAR2024 CICCS TRUST EAP	171.90	171.90
118939	3/13/2024	53220	COACHELLA ACE HARDWARE6688/1	2/7/2024	SPRAY PAINT	39.11	
			6711/1	2/14/2024	TOOL STRIPPER/CRIMPER &	11.98	
			6809/1	3/4/2024	GORILLA MOUNTG TAPE CLF	10.86	61.95
118940	3/13/2024	09650	CVAG CV24133-24	2/8/2024	PE12/31 ATP- ARTS AND MUS	157.85	157.85
118941	3/13/2024	09950	CVWD Feb 2024	3/1/2024	CN 332543, FEB2024 WELL RI	31,777.11	31,777.11
118942	3/13/2024	50103	D&H WATER SYSTEMS I2024-0186	2/15/2024	PM MICRO 2000 ANALYZER (I	1,231.28	1,231.28
118943	3/13/2024	49859	DEAZTLAN CONSULTING, LLC2024-19	2/8/2024	WOMEN'S SUMMIT 2024 SVC	5,750.00	5,750.00
118944	3/13/2024	42761	DEPT OF ENVIRONMENTAL HIN0503528	2/9/2024	FAC #FA0016786, EHP 3/31, 8'	1,789.00	1,789.00
118945	3/13/2024	47952	DESERT LIVE SCAN 4208	2/29/2024	FEB2024 EMPLOYEE FINGER	25.00	25.00
118946	3/13/2024	52783	DIAZ, ROBERTO Refund	3/4/2024	DEPOSIT REFUND- 3/3 BGDV	300.00	300.00
118947	3/13/2024	54644	DIGITAL PALM SPRINGS 738434-1	2/29/2024	2/19-3/1 YOUTUBE ADS: DAY	1,000.00	1,000.00
118948	3/13/2024	54233	DJ2A ENTERTAINMENT 614	2/14/2024	3/17 DJ @ SUAVECITO SUND,	496.00	496.00
118949	3/13/2024	01850	GAME TIME PJI-0228575	2/12/2024	OVER 'N UNDER SLIDE, RIGH	14,498.63	14,498.63
118950	3/13/2024	55681	GARCIA, YANIN Scholarship	3/4/2024	2024 CYBSA SCHOLARSHIP-	50.00	50.00
118951	3/13/2024	01864	HAAKER EQUIPMENT COMPAW1A704	2/13/2024	RPR'D DOOR SEAL (VA 2105)	565.46	565.46
118952	3/13/2024	20150	HYDRO AG SYSTEMS 22698	2/27/2024	PVC COUPLING, SCH80 NIPP	199.07	
			22396	2/15/2024	FLO CONT 2" REPAIR CPL	82.34	281.41
118953	3/13/2024	55303	IDS GROUP, INC. 23X047.00-5	2/29/2024	PE2/29 LIBRARY ANNEX SVC:	15,232.00	15,232.00

Bank : wfb WELLS FARGO BANK (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
118954	3/13/2024	20450	IMPERIAL IRRIGATION DISTRI	50408460-FB24	3/1/2024	AC50408460, 1/30-2/28, WELL	9,275.46
				50371785-FB24	3/1/2024	AC50371785, 1/30-2/28, LIFT S	1,365.38
				50459796-FB24	3/1/2024	AC50459796, 1/30-2/28	79.17
				50035755-FB24	3/1/2024	AC50035755, 1/30-2/28, PUMP	78.96
				50522793-FB24	3/1/2024	AC50522793, 1/30-2/28, SCAD	71.04
				50434217-FB24	3/1/2024	AC50434217, 1/30-2/28	61.47
				50459819-FB24	3/1/2024	AC50459819, 1/30-2/28	59.81
				50459795-FB24	3/1/2024	AC50459795, 1/30-2/28	53.36
							11,044.65
118955	3/13/2024	45108	IMPERIAL SPRINKLER SUPPL	'0014224252-001	2/13/2024	YELLOW CAUTION TAPE, ELE	248.71
118956	3/13/2024	55169	INDUSTRIAL HEALTH MEDICA	00010500	3/1/2024	FEB2024 SVCS: C. BECERRIL	85.00
118957	3/13/2024	53625	INTERSTATE ALL BATTERY CE	1920701017381	1/30/2024	SLA1041 IB 12 3.5	28.34
118958	3/13/2024	48293	KOA CORPORATION	JB92071-42	2/16/2024	PE1/26 AVE 50 IMPROVEMEN	30,757.48
118959	3/13/2024	47328	KONICA MINOLTA	44258365	2/24/2024	BIZHUB C454E, 1515 6TH ST,	212.07
118960	3/13/2024	45051	LAMAR OF PALM SPRINGS	115660069	2/19/2024	2/19-3/17 POSTER ADVERTIS	1,273.00
				115660065	2/19/2024	2/19-3/17 ROTARY POSTER A	845.45
							2,118.45
118961	3/13/2024	42709	LANDMARK CONSULTANTS, IILP	0224-57	2/23/2024	2/1-14 JACKSON ST CORING	1,300.00
118962	3/13/2024	45257	LIEBERT CASSIDY WHITMORI	259789	1/31/2024	PE1/31: #CO015-00009	7,589.45
				259788	1/31/2024	PE1/31: #CO015-00010	2,414.10
							10,003.55
118963	3/13/2024	54362	LINDE GAS & EQUIPMENT INC	41247657	2/22/2024	IND HIGH PRESSURE<100CF	41.24
118964	3/13/2024	02162	LOWE'S COMPANIES, INC.	995473	2/6/2024	DW CARTRIDGE FILTER REG	377.63
				995484	2/6/2024	DW 16GAL 6.5HP SS WET DR	205.59
							583.22
118965	3/13/2024	53262	MOBILE ZOO OF SOUTHERN	2024-0025	3/7/2024	3/17 BARNYARD BONANZA P	1,099.00
118966	3/13/2024	54365	NICHOLS CONSULTING	2023-9833171-0	10/26/2023	STATE MANDATED COST COI	5,000.00
				2021-9833171-0	10/25/2023	STATE MANDATED COST COI	1,118.00
							6,118.00
118967	3/13/2024	47192	O'REILLY AUTO PARTS	2855-243959	2/15/2024	STEP BARS	1,116.38
				2855-243621	2/14/2024	UTILITY CHES	504.02
				2855-244208	2/16/2024	STR WHL CVR & FLOOR MAT	456.58
				2855-243511	2/14/2024	TC OIL LINE	21.48
							2,098.46
118968	3/13/2024	51847	PARTY TIME RENTALS	61	3/7/2024	3/17 SLIDE RNTLS @ SUAVEC	1,387.50
118969	3/13/2024	02028	PETE'S ROAD SERVICE, INC.	24-0736526-00	2/22/2024	DISMOUNT/MOUNT NEW TIR	527.48
				24-0735860-00	2/17/2024	SVC CALL: BACKHOE FLAT R	231.53
							759.01
118970	3/13/2024	01395	PJ'S DESERT TROPHIES & GII	27044	2/29/2024	11"X8-1/2" CUSTOM CAST BR	655.84
118971	3/13/2024	42759	PROPER SOLUTIONS, INC.	15663	3/1/2024	WE 3/1: BECERRA+FERNANC	2,879.25
				15665	3/1/2024	WE 3/1: E. FAVELA	1,681.43
				15664	3/1/2024	WE 3/1: N. NOVOA	1,151.70
							5,712.38

Bank : wfb WELLS FARGO BANK (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
118972	3/13/2024	42443	RDO EQUIPMENT CO. P9971845	2/22/2024	KINGPIN, BUSHING, SEAL, C/	705.74	
			P9971945	2/22/2024	LUBRICATION FITTING	-6.50	699.24
118973	3/13/2024	54500	RELIABLE TRANSLATIONS CC27180	2/28/2024	2/28 CC MTG SVCS	833.00	
			27005	2/7/2024	2/7 PLANNING COMM MTG S\	392.00	
			27017	2/8/2024	2/8 DOCUMENT TRANSLATIO	198.56	
			27098	2/20/2024	2/20 PARK & REC MTG SVCS	147.00	1,570.56
118974	3/13/2024	55272	SALAS, LAWRENCE Y. Feb2024	2/29/2024	FEB2024 CITIZENSHIP CLASSE	725.00	725.00
118975	3/13/2024	55682	SALCIDO, SANDRA E. 5131	2/14/2024	FEB2024 ZUMBA CLASSES	390.00	390.00
118976	3/13/2024	50827	SDC SOUND COMPANY LLC 1142	2/20/2024	3/17 SOUND+LIGHTING @ SL	9,230.00	9,230.00
118977	3/13/2024	54666	SIGNATURE TRUCK TOPS 8473	2/20/2024	INSTLL'D TOMMY GATE, BAC	6,425.00	6,425.00
118978	3/13/2024	55659	STAPLES 6000504290	2/25/2024	SPLS 3TAB FASTNR FF LTR, I	416.65	
			6000504289	2/25/2024	SPRAY DSNFCT, 12OZ PLAST	272.86	
			6000504291	2/25/2024	VALUE PACK	7.09	696.60
118979	3/13/2024	54550	TBU INC. 49668	1/2/2024	12/14 WTR LEAK RPR @ 4917	4,238.56	4,238.56
118980	3/13/2024	55260	TESS ELECTRIC INC. 1403	2/23/2024	2/22 TRBLSHT PUMP HP2 VFI	620.00	620.00
118981	3/13/2024	52929	TRUJILLO, ANTHONY 0317240	2/20/2024	3/17 PERFORMANCE @ SUA\	2,499.00	2,499.00
118982	3/13/2024	39640	VALLEY LOCK & SAFE B300456	11/14/2023	CYBER KEYS & REPLACEABL	897.19	897.19
118983	3/13/2024	55530	VENLO RV 669353	2/20/2024	8.4GAL PROPANE	34.26	
			539664	2/27/2024	LIGHT GROMMET	3.26	37.52
118984	3/13/2024	44775	VISTA PAINT CORPORATION 2024-365509-00	3/5/2024	COVERALL EXT FLAT WHITE-	50.02	50.02
118985	3/13/2024	49778	WEST COAST ARBORISTS, IN1-9738	2/15/2024	2/8-14 PALM TREE MAINT/RM	32,000.00	32,000.00
Sub total for WELLS FARGO BANK:							242,128.96

76 checks in this report.

Grand Total All Checks: 431,801.12

Date: March 13, 2024



Controller: Ruben Ramirez



City Manager: Gabriel Martin

Bank : wfb WELLS FARGO BANK

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Invoice</u>	<u>Inv Date</u>	<u>Description</u>	<u>Amount Paid</u>	<u>Check Total</u>
118986	3/13/2024	55631 DON RUSSELL	Ref000241122	2/15/2024	UB Refund Cst #00055415	831.96	
			Ref000241523	3/4/2024	UB Refund Cst #00055415	162.56	994.52
Sub total for WELLS FARGO BANK:							994.52

1 checks in this report.

Grand Total All Checks: 994.52

Date: March 13, 2024



Controller: Ruben Ramirez



City Manager: Gabriel Martin

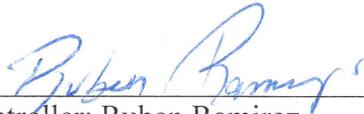
Bank : ewfb EFT FOR WELLS FARGO BANK -:

<u>Check #</u>	<u>Date</u>	<u>Vendor</u>	<u>Invoice</u>	<u>Inv Date</u>	<u>Description</u>	<u>Amount Paid</u>	<u>Check Total</u>
1898	3/15/2024	54112	CULTURAS MUSIC & ARTS	2024	3/14/2024 SPONSORSHIP- WOMEN RIS	5,000.00	5,000.00
Γ FOR WELLS FARGO BANK -SEPARATE CHECK:							5,000.00

1 checks in this report.

Grand Total All Checks: 5,000.00

Date: March 15, 2024



Controller: Ruben Ramirez



City Manager: Gabriel Martin

Bank : wfb WELLS FARGO BANK

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total	
118987	3/20/2024	55695	BARCENAS, LAURO	Ref000241841	3/14/2024	UB Refund Cst #00057309	54.99	54.99
118988	3/20/2024	55678	DR HORTON	Ref000241843	3/14/2024	UB Refund Cst #00057625	68.46	68.46
118989	3/20/2024	55696	DR HORTON	Ref000241842	3/14/2024	UB Refund Cst #00057535	45.28	45.28
118990	3/20/2024	55697	DR HORTON	Ref000241844	3/14/2024	UB Refund Cst #00057633	6.36	6.36
118991	3/20/2024	55698	DR HORTON	Ref000241845	3/14/2024	UB Refund Cst #00057634	25.07	25.07
118992	3/20/2024	55699	DR HORTON	Ref000241846	3/14/2024	UB Refund Cst #00057635	2.44	2.44
118993	3/20/2024	55700	DR HORTON	Ref000241847	3/14/2024	UB Refund Cst #00057655	16.37	16.37
118994	3/20/2024	55701	DR HORTON	Ref000241848	3/14/2024	UB Refund Cst #00057920	53.87	53.87
118995	3/20/2024	55702	DR HORTON	Ref000241849	3/14/2024	UB Refund Cst #00057922	30.80	30.80
118996	3/20/2024	55703	DR HORTON	Ref000241850	3/14/2024	UB Refund Cst #00057923	33.72	33.72
118997	3/20/2024	55704	DR HORTON	Ref000241851	3/14/2024	UB Refund Cst #00057925	47.45	47.45
118998	3/20/2024	55705	DR HORTON	Ref000241852	3/14/2024	UB Refund Cst #00057929	31.98	31.98
118999	3/20/2024	55688	GONZALEZ, EPIFANIA	Ref000241832	3/14/2024	UB Refund Cst #00034113	89.43	89.43
119000	3/20/2024	55629	PULTE HOMES	Ref000241834	3/14/2024	UB Refund Cst #00053740	162.56	162.56
119001	3/20/2024	55691	PULTE HOMES	Ref000241836	3/14/2024	UB Refund Cst #00056421	110.43	110.43
119002	3/20/2024	55637	PULTE HOMES CO, LLC	Ref000241837	3/14/2024	UB Refund Cst #00056891	30.23	30.23
119003	3/20/2024	55690	PULTE HOMES CO, LLC	Ref000241835	3/14/2024	UB Refund Cst #00056013	86.15	86.15
119004	3/20/2024	55692	PULTE HOMES CO, LLC	Ref000241838	3/14/2024	UB Refund Cst #00056892	33.28	33.28
119005	3/20/2024	55693	PULTE HOMES CO, LLC	Ref000241839	3/14/2024	UB Refund Cst #00056893	68.46	68.46
119006	3/20/2024	55694	PULTE HOMES CO, LLC	Ref000241840	3/14/2024	UB Refund Cst #00057017	13.40	13.40
119007	3/20/2024	55706	SOLIS, GERARDO	Ref000241853	3/14/2024	UB Refund Cst #00051524	55.67	55.67
119008	3/20/2024	55689	TOTH, CHARLENE	Ref000241833	3/14/2024	UB Refund Cst #00040806	66.63	66.63

Sub total for WELLS FARGO BANK: 1,133.03

22 checks in this report.

Grand Total All Checks: 1,133.03

Date: March 20, 2024



Controller: Ruben Ramirez



City Manager: Gabriel Martin

Bank : ewfb EFT FOR WELLS FARGO BANK -

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
1899	3/20/2024	54859	AMAZON CAPITAL SERVICES, 1K41-G1VP-D9X	3/6/2024	HP 206A BLACK TONER CARTRIDGE	403.66	
			119P-1WWW-P	3/10/2024	LOGITECH G PRO X SUPERLIGHT	376.36	
			1QJ7-V3JF-1K9I	3/13/2024	CRUCIAL RAM 16GB DDR4 32GB	369.60	
			1YGC-9JNF-MT	3/10/2024	LOGITECH C920X HD PRO WEBCAM	260.96	
			1W13-GVPT-VM	3/17/2024	LOGITECH R800 PRESENTATION	246.54	
			1WPW-JYVX-QI	3/11/2024	EXPLORE LAND 2-IN-1 SADDLE	97.83	1,754.95
1900	3/20/2024	45929	BECK OIL, INC.	102804	2/26/2024 SHELL MORLINA S2 BL 10	93.47	93.47
1901	3/20/2024	53627	CANNON DESIGN, INC.	243094	3/12/2024 PE2/29 FIRE STATION REHAB	6,000.00	6,000.00
1902	3/20/2024	43672	DESERT VALLEY SERVICES INC	629426	2/27/2024 CLEANER DEODORIZER PINE	28.99	28.99
1903	3/20/2024	31705	RIVERSIDE COUNTY FIRE DEPARTMENT	235289	3/5/2024 FY23/24- 2ND QTR FIRE PRO	966,678.16	966,678.16
1904	3/20/2024	55651	SEEK PERSONNEL STAFFING	001422	3/11/2024 WE 3/10: ESPINO+MATA+RAM	6,182.40	6,182.40
1905	3/20/2024	52784	THE PUN GROUP LLP	114439	3/15/2024 FY22/23 AUDIT SVCS	14,000.00	14,000.00
1906	3/20/2024	50629	VINTAGE ASSOCIATES, INC	232306	2/29/2024 INSTLL'D IRRGTN CONTROLL	950.00	
				232307	2/29/2024 RPLC'D PLANTS AT SHADY LI	740.00	
				232247	2/29/2024 INSTLL'D FLOWERS @ 6TH S	252.00	1,942.00
1907	3/20/2024	54719	YUNEX LLC	5610001427	2/27/2024 JAN2024 TRAFFIC SIGNAL C/	2,083.00	
				90001579	2/28/2024 JAN2024 TRAFFIC SIGNAL M/	2,071.50	4,154.50
T FOR WELLS FARGO BANK -SEPARATE CHECK:							1,000,834.47

Bank : wfb WELLS FARGO BANK

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
119009	3/20/2024	48014	ALBERT A. WEBB ASSOCIATE ARIV0003094	2/24/2024	PE2/24 SVCS: CENTRAL PARI	6,634.26	
			ARIV0003046	2/24/2024	PE2/24 SVCS: TRAVEL CENTE	1,540.00	8,174.26
119010	3/20/2024	54796	ALTA PLANNING + DESIGN, IN304.0002023.07:	3/13/2024	PE2/23 CONNECT COACHELL	4,518.35	4,518.35
119011	3/20/2024	52613	BALLET FOLKLORICO SOL DE2020	2/20/2024	3/23 PERFORMANCE @ MARI	395.00	395.00
119012	3/20/2024	03650	BARBARA SINATRA CHILDRENJan 2024	2/20/2024	1/29 SVCS: LAW ENFORCEME	231.00	231.00
119013	3/20/2024	01109	BSN SPORTS LLC 924830895	2/19/2024	MANCHESTER MATCH GOAL	6,372.74	6,372.74
119014	3/20/2024	02048	CDW GOVERNMENT, INC. QC41604	3/11/2024	HP 972X XL OEM PAGWIDE C	263.39	263.39
119015	3/20/2024	01072	CLASSIC AUTO TRANSPORT 71860	2/21/2024	2/21 COMPACTING FOR SPAC	70.00	
			71861	2/21/2024	2/21 COMPACTING FOR SPAC	70.00	
			71862	2/21/2024	2/21 COMPACTING FOR SPAC	55.00	
			71864	2/21/2024	2/21 COMPACTING FOR SPAC	55.00	
			71865	2/21/2024	2/21 COMPACTING FOR SPAC	55.00	
			71859	2/21/2024	2/21 COMPACTING FOR SPAC	50.00	355.00
119016	3/20/2024	53220	COACHELLA ACE HARDWARE6770/1	2/28/2024	106PC SOCKET SET	369.74	
			6771/1	2/28/2024	ZIPPR TOOL POUCH, CM TOP	136.98	
			6787/1	2/29/2024	STAPLE GUN SLV NARROW, I	92.91	
			6784/1	2/29/2024	STAPLE GUN SLV NARROW	41.30	
			6757/1	2/27/2024	ELEC TAPE	29.33	
			6762/1	2/27/2024	ELBOW PVC 90D 1-1/4", ETC	28.23	
			6765/1	2/27/2024	DRY LUBRICANT SPCLS	14.12	712.61
119017	3/20/2024	54137	CONSERVE LANDCARE LLC 311782	2/29/2024	FEB2024 LNDSCPE MAINT @	58,299.00	
			311783	2/29/2024	TROPICAL STORM DAMAGE (18,488.00	
			310360	2/25/2024	RPR'D TROPICAL STORM DA	16,886.00	
			311788	2/29/2024	RPR'D EROSION @ DIST 27	1,136.00	
			310361	2/25/2024	INSTLL'D PLANTS & TREES @	468.00	
			310362	2/25/2024	INSTLL'D PLANTS @ DIST 33	468.00	
			311789	2/29/2024	RPR'D IRRGTN @ DIST 36	399.28	
			311784	2/29/2024	RPR'D IRRGTN @ DIST 16	358.29	
			312937	2/29/2024	RPR'D IRRGTN @ DIST 28	332.00	
			311792	2/29/2024	RPR'D IRRGTN @ DIST 13	328.52	
			311790	2/29/2024	RPR'D IRRGTN @ DIST 36	280.14	
			311787	2/29/2024	RPR'D IRRGTN @ DIST 24	203.30	
			311791	2/29/2024	RPR'D IRRGTN @ DIST 24	177.25	
			311785	2/29/2024	RPR'D IRRGTN @ DIST 30	175.24	
			311793	2/29/2024	RPR'D IRRGTN @ DIST 19	164.07	98,163.09

Bank : wfb WELLS FARGO BANK (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total	
119018	3/20/2024	09650	CVAG	CV24151-24	3/12/2024	PE1/31 ATP- ARTS AND MUSI	536.74	536.74
119019	3/20/2024	44036	DE LAGE LANDEN PUBLIC	82194752	3/12/2024	ACC #1338330, COLOR COPIE	216.41	216.41
119020	3/20/2024	01089	DESERT ELECTRIC SUPPLY	S3172702.001	2/21/2024	RAB HID-115S-V-EX39-8TW-B	1,682.56	
				S3172529.001	2/21/2024	RAB HID-115S-V-EX39-8TW-B	1,472.25	
				S3175507.001	2/21/2024	LEV 8750 POS ORIENTED LM	325.82	
				S3173181.001	2/28/2024	CAST ALUM GRATE COVER, I	100.76	
				S3177712.001	2/28/2024	INT-MAT WP7000BR 1G WP C	90.31	
				S3173181.003	2/28/2024	CLEAR CONVEX GLASS LENS	9.94	3,681.64
119021	3/20/2024	13300	DESERT FIRE EXTINGUISHER	12479242	2/28/2024	2/16 ANNUAL MAINT @ LIBRA	621.37	
				12479243	2/28/2024	2/16 ANNUAL MAINT @ 1515 C	323.02	
				12479249	2/28/2024	2/16 ANNUAL MAINT @ RLF P	314.32	
				12479244	2/28/2024	2/16 ANNUAL MAINT @ SENIC	255.48	
				12479241	2/28/2024	2/16 ANNUAL MAINT @ PERM	218.61	
				12479245	2/28/2024	2/16 ANNUAL MAINT @ 1536 T	200.95	
				12479247	2/28/2024	2/16 ANNUAL MAINT @ BOXIN	177.17	
				12479248	2/28/2024	2/16 ANNUAL MAINT @ BGDM	176.36	
				12479246	2/28/2024	2/16 ANNUAL MAINT @ BGDM	140.31	2,427.59
119022	3/20/2024	42442	DIRECTV	018084532X240	2/26/2024	2/25-3/24 BUSINESS ENT PAC	200.52	200.52
119023	3/20/2024	54233	DJ2A ENTERTAINMENT	615	2/14/2024	3/23 DJ @ MARIACHI FESTIV	496.00	496.00
119024	3/20/2024	55021	E E SYSTEMS GROUP, INC.	CC02282024	2/28/2024	SOLAR HYBRID MICROGRID :	2,725.00	2,725.00
119025	3/20/2024	14860	E. K. WOOD LUMBER COMPAN	514778	2/28/2024	CONCRETE MIX	34.43	34.43
119026	3/20/2024	53583	FIDELITY NATIONAL TITLE	CCOverpayment	3/12/2024	CONNECTION FEE OVERPAY	14,000.00	14,000.00
119027	3/20/2024	55685	FONSECA, OSCAR	Trvl Exp 3/5-8	3/11/2024	TRVL EXP 3/5-8, PLANNING C	282.12	282.12
119028	3/20/2024	02272	FRANKLIN TRUCK PARTS, INC	IN355007	2/28/2024	STT LAMP 6" RED/CLEAR LEI	90.27	90.27
119029	3/20/2024	51494	GARDA CL WEST, INC.	20597640	2/29/2024	FEB2024 EXCESS ITEMS/PRE	146.08	146.08
119030	3/20/2024	55707	HERNANDEZ SANCHEZ, CLAI	Rebate	3/13/2024	TOILET REPLACEMENT REB/	150.00	150.00
119031	3/20/2024	20450	IMPERIAL IRRIGATION DISTRI	50487676-FB24	3/7/2024	AC50487676, 2/2-3/5, LIFT ST/	17.06	
				50387122-FB24	3/8/2024	AC50387122, 2/2-3/5, SEWER	56,166.30	
				50035560-FB24	3/4/2024	AC50035560, 1/30-2/28, ST LIC	29,801.08	
				50509172-FB24	3/7/2024	AC50509172, 2/2-3/5, CORP Y	1,724.40	
				50705542-FB24	3/7/2024	AC50705542, 2/2-3/5, PERMIT	1,503.79	
				50705544-FB24	3/7/2024	AC50705544, 2/2-3/5, PERMIT	285.48	
				50217597-FB24	3/7/2024	AC50217597, 2/2-3/5	61.31	
				50035836-FB24	3/7/2024	AC50035836, 2/2-3/5, WELL #1	57.27	
				50443190-JA/FB	2/23/2024	AC50443190, 1/17-2/14	16.51	89,633.20

Bank : wfb WELLS FARGO BANK (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total	
119032	3/20/2024	45108	IMPERIAL SPRINKLER SUPPL	0014227249-001	2/13/2024	PVC PIPE SCH80 GREY PE	50.88	50.88
119033	3/20/2024	53801	INFOSEND, INC.	257548	2/29/2024	FEB2024 UTILITY BILLING SV	5,124.36	5,124.36
119034	3/20/2024	44047	KONICA MINOLTA BUSINESS	9009811750	2/28/2024	BIZHUB C454E, 1515 6TH ST,	383.89	383.89
119035	3/20/2024	44767	KUNA FM	678867-1	2/29/2024	2/26-29 AD SPOT: DAY OF TH	820.00	
				678867-2	3/10/2024	3/1 AD SPOT: DAY OF THE YC	180.00	1,000.00
119036	3/20/2024	55708	LOPEZ VERDIN, MARIANO	Turf Rbt	3/13/2024	TURF REMOVAL REBATE PRC	1,050.00	1,050.00
119037	3/20/2024	55041	MARIACHI ACERO	3232024	2/29/2024	3/23 PERFORMANCE @ MARI	3,750.00	3,750.00
119038	3/20/2024	55684	MARIACHI AUSENTE LLC	111	2/10/2024	3/23 PERFORMANCE @ MARI	3,500.00	3,500.00
119039	3/20/2024	53190	MARIACHI LINDAS MEXICANA	032324	2/26/2024	3/23 PERFORMANCE @ MARI	6,000.00	6,000.00
119040	3/20/2024	52145	MARIACHI NUEVO AMANECE	F2	2/22/2024	3/23 PERFORMANCE @ MARI	3,800.00	3,800.00
119041	3/20/2024	51579	METLIFE- GROUP BENEFITS	0080624543	2/29/2024	MAR2024 AD&D/LIFE #001096	292.40	292.40
119042	3/20/2024	50595	PACIFIC LIGHTWAVE INC	70287	2/24/2024	MAR2024 INTERNET SVCS	799.00	799.00
119043	3/20/2024	51847	PARTY TIME RENTALS	62	3/14/2024	3/23 SLIDES+MECHANICAL B	2,475.00	2,475.00
119044	3/20/2024	02028	PETE'S ROAD SERVICE, INC.	24-0738067-00	2/27/2024	FLAT REPAIR	53.61	53.61
119045	3/20/2024	52344	QUADIENT FINANCE USA, IN	CCD 3/12/24	3/12/2024	FEB/MAR2024 POSTAGE BY F	3,000.00	3,000.00
119046	3/20/2024	55126	RAMIREZ, DIANA	Trvl Exp 3/5-8	3/14/2024	TRVL EXP 3/5-8, PLANNING C	445.26	445.26
119047	3/20/2024	54500	RELIABLE TRANSLATIONS	CC27299	3/10/2024	3/10 DOCUMENT TRANSLATI	119.52	
				27280	3/7/2024	3/7 DOCUMENT TRANSLATIO	75.00	194.52
119048	3/20/2024	55709	RODRIGUEZ, IRMA	Rebate	3/13/2024	TOILET REPLACEMENT REB/	150.00	150.00
119049	3/20/2024	52203	RUIZ, XITLALY	32324	2/26/2024	3/23 MC @ MARIACHI FESTIV	650.00	650.00
119050	3/20/2024	50827	SDC SOUND COMPANY LLC	1143	2/20/2024	3/23 SOUND+LIGHTING+VIDE	10,930.00	10,930.00
119051	3/20/2024	55687	SG ELECTRICAL INC.	1041	2/29/2024	RPLC'D INVERTERS @ CORP	3,650.00	3,650.00
119052	3/20/2024	35450	SOCALGAS	1515 6th-FB24	2/26/2024	AC 031 523 3700 6, 1/23-2/22	271.95	
				84626Bag-FB24	2/26/2024	AC 153 323 6215 9, 1/23-2/22	264.34	
				1540 7th-FB24	2/26/2024	AC 008 423 3900 4, 1/23-2/22	180.30	
				1377 6th-FB24	2/26/2024	AC 012 623 3791 6, 1/23-2/22	117.08	
				87075Av54-FB24	2/26/2024	AC 123 573 5834 5, 1/23-2/22	69.43	
				1500 6th-FB24	2/26/2024	AC 020 678 1257 4, 1/23-2/22	15.61	
				BagPool-FB24	2/26/2024	AC 069 323 6500 7, 1/23-2/22	14.82	933.53
119053	3/20/2024	55710	SOTO CISNEROS, HECTOR	Rebate	3/13/2024	TOILET REPLACEMENT REB/	150.00	150.00
119054	3/20/2024	48221	SPECIALTY MOWING SERVICI	20883	2/27/2024	TRIMMED OLEANDER HEDGE	3,025.12	3,025.12
119055	3/20/2024	55590	STANDARD INSURANCE COMM	Mar2024	3/1/2024	MAR2024 DENTAL/VISION/CO	27.54	27.54

Bank : wfb WELLS FARGO BANK (Continued)

Check #	Date	Vendor	Invoice	Inv Date	Description	Amount Paid	Check Total
119056	3/20/2024	55659	STAPLES	6000504297	2/25/2024	QUICKFIT SPRDSHT BINDER	25.65
				6000504289	2/25/2024	UNPAID SALES TAX	23.88
				6000504287	2/25/2024	SPRING AWA 2024 DESK PAD	23.59
				6000504299	2/25/2024	QUICKFIT SPRDSHT BINDER	-25.65
							47.47
119057	3/20/2024	43837	TERRA NOVA PLANNING & RETN022207	3/1/2024	PE2/29 AIRPORT BUSINESS F	3,753.75	3,753.75
119058	3/20/2024	44978	TRI-STATE MATERIALS, INC. 110651	2/26/2024	DESERT GOLD DG BLENDED	6,936.47	6,936.47
119059	3/20/2024	39645	VALLEY OFFICE EQUIPMENT, IN2402-1381	2/28/2024	ACC #CO03, 1/23-2/22, 53462	385.93	385.93
119060	3/20/2024	44966	VERIZON WIRELESS	9958005697	3/1/2024	AC371867190-00001, 2/2-3/1	7,208.53
				9958005698	3/1/2024	AC371867190-00002, 2/2-3/1	725.35
							7,933.88
119061	3/20/2024	44775	VISTA PAINT CORPORATION	2024-324596-00	1/30/2024	COVERALL EXT FLAT DEEP E	506.91
				2023-166762-00	9/20/2023	COVERALL EXT FLAT WHITE-	405.53
				2024-370098-00	3/8/2024	ACRIGLO EGGSHELL WHITE-	295.52
							1,207.96
119062	3/20/2024	49778	WEST COAST ARBORISTS, IN211499	2/14/2024	2/5-14 TREE & STUMP RMVL (25,000.00	
				211227	2/17/2024	2/17 TREE MAINT @ STREET:	2,160.00
				211604	2/7/2024	2/7 TREE MAINT @ LLMD	1,666.00
				211605	2/13/2024	2/13 TREE MAINT @ LLMD	179.00
							29,005.00
Sub total for WELLS FARGO BANK:							334,511.01

63 checks in this report.

Grand Total All Checks: 1,335,345.48

Date: March 20, 2024



Controller: Ruben Ramirez



City Manager: Gabriel Martin



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Jason Stevens, IT Manager

SUBJECT: Authorize the purchase of an Axis corporate yard video camera server for the amount of \$30,344.60.

STAFF RECOMMENDATION:

Staff recommends that the City Council authorize the purchase of equipment and services to facilitate an upgrade and replacement to the cities private camera server and surveillance system in a phased approach from Computer Consultants estimate 6877, PO number 16990 for the amount of \$30,344.60.

BACKGROUND:

The City of Coachella's building structures currently have end of life and no longer supported stand-alone DVR/NVR (digital video recorder / network video recorder) camera systems at all of our primary facilities. While they are still functioning, there is not an ability to add additional cameras to locations where there is a current need to do so. Additionally, the recording times of these DVR's is generally no longer than 60 days. If a request for camera footage is made older than 60 days the IT department is not able to accommodate the request. The one exception to this is the City of Coachella Public Library which was installed more recently, however this unit also is no longer under support and also has the limitations of a stand-alone DVR/NVR recording times.

The primary need instigating this project is a need to add additional cameras at the Corporate Yard location in order to provide additional coverage of payment processing areas. It was attempted to add additional cameras which was not successful.

DISCUSSION/ANALYSIS:

With this need in mind, the IT department began an investigation and evaluation process in order to see what the best long-term approach and solution would be to address the immediate need of adding additional cameras to the Corporate Yard location but also to address the unsupported stand-alone state of other buildings and facilities.

The first option was to simply replace the stand-alone DVR/NVR unit at the Corporate Yard location with a newer model and then add the additional cameras. The cost for a 16-channel system with cameras would be around \$4,000 not including installation. Staff does not recommend this solution as the warranty period and future supportability would remain in an insufficient level and the city would run into the same issues in the future repeating a similar solution. The performance of the cameras for this turnkey DVR/NVR solutions are also not at an adequate level as compared to more professional commercial grade solutions. These stand-alone DVR/NVR systems also have limited storage capabilities not allowing for longer period recording timeframes as other solutions.

The second option that was evaluated was transitioning to a fully cloud based camera system. Multiple vendors were contacted and one vendor responded and began engaging in demoing of their product and solutions which was Verkada. Multiple other cities in the valley are currently using Verkada as their city-wide camera solution. Multiple indoor and outdoor cameras were tested as well as their cloud platform. During the testing it was determined that Verkada only has a limited amount of physical camera solutions (6 at the time) and their performance especially under low light conditions was average to below average. Staff worked with Verkada support for beta firmware's in order to improve performance which was not effective in improving performance.

A benefit of a fully cloud based solution is there are no local servers or systems to host and support and all upgrades are handled by the cloud provider. Another benefit is AI based detection and security service features that are either currently offered or can be added to the platform in the future. A negative to a fully cloud based solution is the service and subscription costs are continual and perpetual and based on the amount of recording days video footage that should be retained. Another negative is that video footage cannot be easily archived back down on premise for a personally/city owned copy of the footage.

The city did receive an estimate from Verkada for a city-wide solution of 52 cameras and 90 days of cloud storage. The initial total projected cost was estimated at \$260,167.68 with yearly annual subscription costs at \$47,979.84. These costs are only to provide 90 days of recording footage. If a recording time frame of 6 months or 12 months is desired which can be accommodated, the costs of this project and annual subscription rates would triple if not more. Due to the average/below average performance of the cameras and costly annual subscription fees IT staff does not recommend this solution.

The third option is to deploy an on-premise local camera server that would serve the entire city and all locations. Multiple vendors were approached and one responded with an estimate for an Axis camera server solution. The vendor Computer Consultants is the cities currently contracted managed solution provider currently providing multiple IT services to the City of Coachella. A benefit of a local on-premise camera server is the city would not be limited by storage space (can be easily expanded) thus recording time will easily extend to 6 months if not a year. Usage of the system would not be subject to continual annual subscription charges. Additionally, Axis has hundreds of different camera models and solutions so the city would not be limited in the cameras scope and capabilities. In testing of different Axis camera models their performance are in the top tier especially in low light conditions as well as PTZ and specialized models.

In discussions with Computer Consultants it was recommended to employ the heart or brains of the camera system that being the primary Axis camera server and then install the needed cameras at the Corporate Yard location initially. As need and budgets dictate additional locations can then have their cameras upgraded on a site by site phased approach making it more economical for the city to absorb and plan for. The estimate for the 96TB Axis camera server, three cameras and installation totals \$30,344.60.

ALTERNATIVES:

1. Elect to upgrade the DVR/NVR at Corporate Yard with a newer model and add cameras.
2. Elect to go with a cloud-based camera system such as Verkada or other.
3. Not authorize this upgrade at this time.

FISCAL IMPACT:

Should the City Council approve the staff recommended system the funds would be allocated from the General Fund Unreserved fund balance totaling \$30,344.60 to increase the budget in account 101-11-161-90-741-000



Computer Consultants

75110 St Charles Place
Suite 4
Palm Desert, CA 92211

Item 10.

Estimate

Date	Estimate #
8/31/2023	6877

Name / Address
CITY OF COACHELLA 53-990 Enterprise Way Coachella, CA 92236

Project

Description	Qty	Rate	Total
**Install cameras at the Civic Center, and Corporate Yard.			
**Civic Center - Install a camera server and replace (3) indoor IP cameras.			
Materials			
AXIS P3267-LV indoor dome network camera	3	893.00	2,679.00T
P3267-LV camera license	3	99.00	297.00
2 Year extended warranty	3	60.00	180.00T
Rack mount camera server - S1296 - 96TB (Special Order Item, plan for lead time)	1	20,499.00	20,499.00T
Labor			
Install and configure the camera server	6	125.00	750.00
Install (3) indoor dome cameras, activate licenses, line up pictures, focus and test.	8	125.00	1,000.00
**Corporate Yard - Install (2) new indoor dome cameras.			
Materials			
AXIS P3267-LV Indoor dome network camera	2	893.00	1,786.00T
P3267-LV camera license	2	99.00	198.00
2 Year extended warranty	2	60.00	120.00T
Labor			
Install (2) indoor dome cameras, activate licenses, line up pictures, focus and test.	5	125.00	625.00
Note: This estimate is to replace existing cameras only and will be using the existing data cabling. If new data cabling needs to be installed this will be done at an extra charge.			
If this price quote meets with your approval, please sign below and return to our office. A deposit of 50% is due before commencement of work and the balance due upon completion of project. Thank you for the opportunity to provide this price quotation. This quotation is valid for 30 days.			0.00
Name _____		Date _____	

Subtotal	\$28,134.00
Sales Tax (8.75%)	\$2,210.60
Total	\$30,344.60



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Jason Stevens, IT Manager

SUBJECT: Network Server Upgrade Procurement

STAFF RECOMMENDATION:

Staff recommends that the City Council authorize the purchase of three new host servers through Computer Consultants estimate number 6962 PO number 16991 for the amount of \$32,458.61.

BACKGROUND:

The City of Coachella employs numerous physical on-premise hosting servers to host multiple virtual machine servers that are used to provide IT applications and resources for the staff to provide city services. It is important to have the proper capacity, performance and redundancy of the underlying hosting servers in order to adequately provide reliable and efficient IT resources. The IT department budgets for annual review, replacement and upgrade of our critical IT infrastructure. The cities hosting infrastructure consists of primary host servers, replication host servers and backup host servers both onsite and offsite.

Currently, the cities replication servers are about 8 years old and oversubscribed. If there was a need to perform a failover of one or more virtual servers while the process would work there would be a significant performance impact to city operations. The phased migration process is when new servers are introduced those new servers are deployed as primary host servers. Then the previous or current host servers are transitioned to be replication servers. The older replication servers are then retired and recycled accordingly. IT cannot currently guarantee in the event of a failover incident that city operations would not be impacted in terms of performance and availability.

DISCUSSION/ANALYSIS:

Upon review, monitoring and inspection the city is currently in need of three additional servers in order to provide the capacity and performance needed for full redundancy of Hyper-V replication and hosting services. The City of Coachella utilizes our contracted managed IT solution provider Computer Consultants for procurement of the cities hosting servers for about 18 years now. Typically, the process is that new servers are added to the server pool as the live primary hosts, and then those older hosts are transitioned into replication or backup servers.

ALTERNATIVES:

1. Not authorize this system at this time

FISCAL IMPACT:

Should the City Council approve the staff recommended upgrade the funds would be allocated from the General Fund Unreserved fund balance totaling \$32,458.61 to increase the budget of account 101-11-161-90-741-000.



Computer Consultants

75110 St Charles Place
Suite 4
Palm Desert, CA 92211

Item 11.

Estimate

Date	Estimate #
11/15/2023	6962

Name / Address
CITY OF COACHELLA 53-990 Enterprise Way Coachella, CA 92236

Project

Description	Qty	Rate	Total
Three Host Servers > Hardware Primary Host Storage Server - 2U, Spread Core Rack System Form Factor - Intel® Server Board S2600 System Board - 1300 W Power Supply - Caching Raid Controller - Intel Barebones - Dual 10G Network Adapter - Memory Kingston 32GB DDR4/3200 X 4 = 128GB - Intel Caching Raid Controller - 4TB SSD Samsung X 4 = 16TB (12 useable) SSD Storage - Xeon 4214 Dodeca-core Qty 1 - Silver - 250GB SSD Operating System - Rack Rails - 3 year hardware warranty - Next Business Day	3	9,949.00	29,847.00T
If this price quote meets with your approval, please sign below and return to our office. A deposit of 50% is due before commencement of work and the balance due upon completion of project. Thank you for the opportunity to provide this price quotation. This quotation is valid for 30 days.			0.00
Name _____ Date _____			
*Client to supply Operating System Software through their purchasing channels. **Supply chain limitations might impact delivery times and parts availability. We will inform client if we are not able to obtain parts in a timely manner and offer to renegotiate. ***Hardware only, no labor is included.			

Subtotal	\$29,847.00
Sales Tax (8.75%)	\$2,611.61
Total	\$32,458.61



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Jason Stevens, IT Manager

SUBJECT: Authorize the purchase of 5 Dell Precision workstations and 1 Dell Aurora R16 workstation for the amount of \$9,150.34

STAFF RECOMMENDATION:

Staff recommends that the City Council authorize the purchase of 6 additional Dell workstations which includes one high performance CAD workstation for the amount of \$9,150.34.

BACKGROUND:

The City of Coachella currently utilizes Dell workstations for city staff use. Due to recent additional staff hiring's and new positions added the IT department has depleted available on-hand and available new systems in order to be able to deploy new systems. In addition, there are multiple staff users who perform very extensive CAD and ArcGIS work requiring a higher performance workstation.

The city every 3 years typically performs a full city-wide lease purchase agreement with Dell Financial Services to recycle and upgrade all city workstations. This lease has ended and all Dell equipment is currently free and clear however it is not recommended at this time to perform another DFS lease agreement for a city-wide workstation replacement. The reason is for the majority of users their current systems are working adequately and while the IT department did budget for a city-wide replacement we would like to try to get 1 or 2 more years of service out of the existing systems for the average or general staff user. There are other more heavy and demanding users who are experiencing some slowness and performance issues in performing their day to day activities on their systems.

DISCUSSION/ANALYSIS:

Of these six systems, 5 will be put into IT stock while the 6th system will be a high-performance workstation destined for a staff user utilizing system intensive applications of CAD and ArcGIS.

ALTERNATIVES:

1. Submit this item for the next budget cycle
2. Not authorize this purchase at this time
3. Direct staff to perform a renewal of the full city wide DFS Lease replacement program

FISCAL IMPACT:

Should the City Council approve the staff recommended system the funds would be allocated from the General Fund Reserves totaling \$9,150.34 from account 101-11-161-90-611-000.



You have saved an eQuote 3000172150374

An eQuote is now saved in your Dell Online Store.
This will be held for 30 days and will expire on 03/08/2024

Your eQuote has been sent to:

Emailed to: jstevens@coachella.org
jstevens@coachella.org

To retrieve this eQuote

Login to [Premier](#)

Sign in to COACHELLA, CALIFORNIA

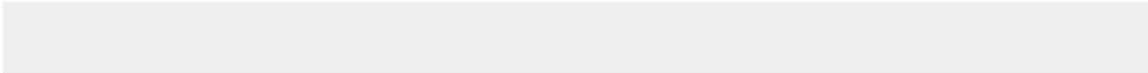
Click on "Quotes" in the top menu bar and search for eQuote number 3000172150374

eQuote Name	COC - Feb2024 5 Precision 1 Alienware (Rosa V)
Saved By	jstevens@coachella.org
eQuote Description	
Authorized Buyer	
Notes/Comments	
Account Name	COACHELLA, CALIFORNIA
Contract Code	C000001115143
Contract Name	Dell NASPO Computer Equipment PA - California
Customer Agreement #	23026 / 7-23-70-55-01

eQuote Summary

Description	Quantity	Unit Price	Subtotal
Alienware Aurora R16 Gaming Desktop	1	\$2,260.54	\$2,260.54
Precision 3660 Tower	5	\$1,377.96	\$6,889.80
		eQuote Subtotal	\$9,150.34

Shipping* \$0.00
 Shipping Discount* \$0.00



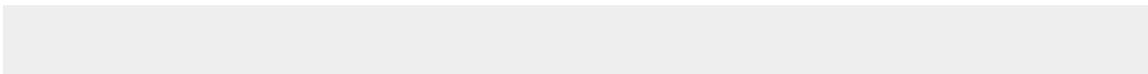
eQuote Total* \$9,150.34

*The eQuote total, including applicable taxes and additional fees, may be viewable online.

Note: Your order may contain one or more items which are billed on a recurring basis. See Important Notes for details on your specific offering and, for customers with auto-renewing subscriptions, how to turn off automatic renewal.

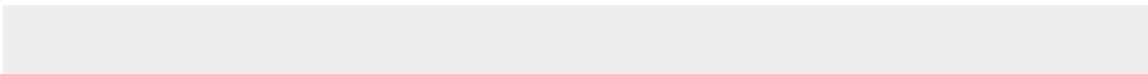
eQuote Details

Description	Quantity	Price
useahctor16i01_edu Alienware Aurora R16 Gaming Desktop	1	\$2,311.99
Premier Discount		\$51.45
		<hr/> \$2,260.54



Module	Description	Product Code	Sku	ID
Processor	13th Gen Intel® Core™ i9-13900F (68MB, 24 cores, 32 threads, up to 5.60 GHz P-Core Thermal Velocity)	GGQ5H8U	[338-CMJP]	146
Operating System	Windows 11 Pro, English, French, Spanish	GB0LZO9	[619-AQCE]	11
Microsoft Office	No Microsoft Office License Included - 30 day Trial Offer Only	GC70FJV	[658-BCSB]	1002
FGA Module	No FGA	NOFGA	[817-BBBB]	572
Base	Aurora R16	GFO56IZ	[210-BJNF]	1
Graphics	NVIDIA® GeForce RTX™ 4070, 12 GB GDDR6X	GDR09HF	[490-BJQD]	6
Storage	1 TB, M.2, PCIe NVMe, SSD	G5E26XD	[400-BQDT]	8

Keyboard	No Multi-Media Keyboard (Upgrade to an Alienware Gaming Keyboard below in Accessories)	NKYBD	[580-ABUI]	4
Memory	32 GB: 2 x 16 GB, DDR5, 5600 MT/s	GUKRJF4	[370-BBJN]	3
Mouse	No MS116AW Optical Mouse (Upgrade to an Alienware Gaming Mouse below in Accessories)	NM	[570-AACN]	12
Cable	US Power Cord	GWL1260	[470-AEJY]	20
Documentation/Disks	Documentation, English/French	G1XUMI8	[340-AGIK]	21
Wireless	Intel® Wi-Fi 6E AX210, 2x2, 802.11ax, MU-MIMO, Bluetooth® wireless card	GNKC7YX	[555-BKCT]	19
Packaging	Shipping Material	G5R2FJQ	[340-DLWY]	465
Label	Regulatory Label	G8AWGEX	[389-FFKS]	676
Additional Software	Additional Software	GRWV384	[658-BCUO] [658-BFQH]	1003
Support Tech Sheet and Powercord	Dell.com Order	GHGYXR1	[332-1530]	292
Processor Branding	Intel® Core™ i9 Processor Label	GVQ9BOL	[389-DYKH]	749
Driver	Intel® AX210 driver	G7TV69F	[555-BKCY]	7
Cooling Option	Top fan not required	G59VC87	[321-BHCL]	823
Comprehensive digital protection - including antivirus, privacy and identity protections	No anti-virus software	GHPE6YQ	[630-AAVB]	1014
Chassis Options	1000W Platinum Rated PSU, 240mm Liquid-Cooled CPU & Solid Side Panel	G14U9F0	[321-BKGW]	116
Protect your purchase - View Support offers below	3Y Basic Onsite Service after remote diagnosis with Hardware-Only Support	NBD3	[801-1493] [801-1540] [801-1541] [975-3461]	29
Accidental Damage	No Accidental Damage Service	NOAD	[981-4619]	33



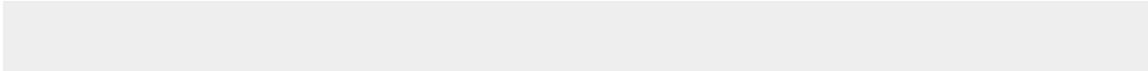
s106dpt3660usr Precision 3660 Tower	5	\$12,087.35
Premier Discount		\$5,197.55
(Unit Price after discount: \$1,377.96 ea.)		\$6,889.80



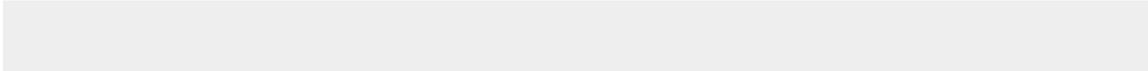
Module	Description	Product Code	Skus	ID
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Processor	13th Gen Intel® Core™ i7-13700 (30 MB cache, 16 cores, 24 threads, 2.10 GHz to 5.20 GHz Turbo, 65 W)	G5R1PLK	[338-CKHZ] [412-ABBQ]	146
Operating System	Windows 11 Pro, English, French, Spanish	G0Y1P9E	[619-AQLP]	11
Chassis Options	Precision 3660 Tower with 500W (80 Plus Platinum) PSU, RPL and ADL Compatible	G0R8Q5F	[321-BJJK]	116
Memory	16 GB, 2 x 8 GB, DDR5, 4400 MT/s, V2	G45AHDL	[370-BBWR]	3
Graphics	NVIDIA® T1000, 4 GB GDDR6, 4 mDP to DP adapters	G3GREUD	[490-BHKW]	6
Storage Configuration (Boot Drive)	C1: M.2 SSD Boot + Optional M.2 SSD (No SATA HDD)	G14KN0U	[449-BBXF]	276
Raid Connectivity	No SATA RAID	G9BYT4Q	[780-BBCJ]	1009
1st M.2 NVMe SSD	512 GB, M.2, PCIe NVMe, SSD, Class 40	G4XZ92I	[400-BNGP] [412-AAZW]	102
Additional M.2 NVMe SSD	No Hard Drive	GMKB05E	[400-AKZR]	202
1st Storage	No Hard Drive	GMKB05E	[400-AKZR]	8
2nd Storage	No Hard Drive	GMKB05E	[400-AKZR]	637
3rd Storage	No Hard Drive	GMKB05E	[400-AKZR]	54
4th Storage	No Hard Drive	GMKB05E	[400-AKZR]	51
Additional Network Add-in-cards	No Additional Network Card Selected (Integrated NIC included)	GPQ31WV	[555-BBJO]	13
Wireless	Intel® Wi-Fi 6E AX211, 2x2, 802.11ax, Bluetooth® wireless card	G0I7S2B	[555-BHHI] [555-BHHR]	19
PCIe I/O Add-in-cards	Not selected in this configuration	GY2RECF	[817-BBBC]	666
Optional Integrated Video or USB Ports	No Additional Port	GH2ILWN	[492-BCLP]	36
CD ROM/DVD ROM	8x DVD+/-RW 9.5mm Optical Disk Drive	GH9VUM0	[429-ABDW] [429-ABMR]	16
Optical Software	Cyberlink Media Suite Essentials for Windows 10 and DVD drive (without Media)	GWNM30Y	[658-BBTV]	597
Intel Active Management Technology	Intel Management Engine with vPro	GRA5PXN	[631-ADHW]	49
Keyboard	Dell Multimedia Wired Keyboard - KB216 Black - US English	GZDPBC1	[580-ADJC]	4
Mouse	Dell Optical Mouse - MS116 (Black)	GWDQT3O	[570-ABIE]	12
E-Star	ENERGY STAR Qualified	G6J345M	[387-BBLW]	122
EPEAT	EPEAT 2018 Registered (Gold)	GBU8CHM	[379-BDZB]	200331
TPM Security	Dell Precision TPM	G1MEH6P	[340-ACBY]	297
Thermal Cooling	Standard CPU Air Cooler	GD7YWQF	[412-ABBU]	412
Driver	WLAN Intel® AX211 wireless card driver	G0BIV32	[555-BHQF]	7
Power Cord	System Power Cord C13 (US 125V, 15A)	GPYN5HX	[450-AHDU]	20
Documentation/Disks	Safety/Environment and Regulatory Guide (English/French Multi-language)	G7RB0GY	[340-AGIK]	21
Placemat	Quick Setup Guide, Precision 3660	G5RP6E3	[340-CYVU]	60
UPC Label	Print on Demand Label	GLBM3TR	[389-BDQH]	292
Packaging	Shipping Material for MT	GG6R8EP	[340-CBUU] [340-CZQO]	465
Label	500W Platinum PSU Label	G087ARH	[389-EDFT]	676
Processor Branding	Intel Core i7 vPro Enterprise Processor Label	GLSPJR1	[389-EDDR]	749
Internal Speakers	Internal Speaker for Precision	GUXA8NO	[520-AAVW]	18

External Optical Device	No External ODD	GVTOW4N	[429-ABGY]	317
Windows AutoPilot	No AutoPilot	GYES02AP	[340-CKSZ]	291
Monitor Stands	No Stand	GK0645E	[575-BBCH]	558
Cables and Dongles	No Additional Cable	GIX0L8M	[379-BBCY]	592
External Speakers	No External Speaker	GTNM7E2	[817-BBBC]	200095
Non-Microsoft Application Software	Windows Software Applications	GTLCJ0Y	[525-BBCL] [640-BBLW] [640-BBSC] [640-BBSN] [658-BBMR] [658-BBRB] [658-BEOK]	1003
Hard Drive Software	Intel® Rapid Storage Technology Driver, Precision 3660T	G8I1NEC	[409-BCWP]	707
Operating System Recovery Options	OS-Windows Media Not Included	GLA9OQ1	[620-AALW]	200013
FGA Module	3660MT_1H24_106D/US/BTS	FG0012	[998-GCQB]	572
Precision 3660 Tower	Precision 3660 Tower BTX BASE	G1QUL9G	[210-BCUQ]	1
Services:Hardware Support	3Y Basic Onsite Service after remote diagnosis with Hardware-Only Support	NBD3	[997-2808] [997-2811]	29
Microsoft Office	No Microsoft Office License Included - 30 day Trial Offer Only	GC7OFJV	[658-BCSB]	1002
Security Software and PC Protection	No anti-virus software	GD4K19S	[650-AAAM]	1014



eQuote Subtotal	\$9,150.34
Shipping*	\$0.00
Shipping Discount*	\$0.00



eQuote Total* \$9,150.34

*The eQuote total, including applicable taxes and additional fees, may be viewable online.

Let's connect.



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STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Jason Stevens, IT Manager

SUBJECT: Authorize the purchase and installation of a dual language HD Swagit camera and streaming system for the City of Coachella Council Chamber for the amount of \$81,444.25

STAFF RECOMMENDATION:

Staff recommends that the City Council authorize the purchase of equipment and services to facilitate an upgrade and replacement of the City of Coachella Council Chamber Swagit video production system to HD and dual language streaming for the amount of \$81,444.25

BACKGROUND:

The current Granicus / Swagit video production system in the Council Chamber is going on 10 years old. It is a composite video system (480 resolution) and is of low quality. The pan tilt zoom (PTZ) cameras are no longer sold, end of life and are not in supply. If any of these cameras were to fail replacement would be very unlikely. In addition to this, current livestreaming of meetings to our website and once posted online for video on demand is only available in English. The city currently offers Spanish translation but only on Zoom during the meeting. Video production, indexing and hosting is being performed by Granicus / Swagit as has been being performed for over 10 years now.

DISCUSSION/ANALYSIS:

With this need in mind staff has worked with Granicus / Swagit to design and engineer an upgrade that will provide video in 1080P high definition resolution as well as dual language encoding and streaming. This will allow residents and others to watch meetings live in either English or Spanish but also to view meetings on our video on demand service in both English and Spanish along with the indexed agendas accordingly. Spanish translation will still be available for Zoom participants as well.

ALTERNATIVES:

1. Not authorize this upgrade at this time.

FISCAL IMPACT:

Should the City Council approve the staff recommended system the funds would be allocated from the General Fund Unreserved fund balance totaling \$63,280.00 to increase the budget in account 101-11-161-90-741-000 and 18,164.25 to increase the budget in account 101-11-161-90-612-000.

THIS IS NOT AN INVOICE

Order Form
Prepared for
Coachella, CA

Granicus Proposal for Coachella, CA

ORDER DETAILS

Prepared By: Emery Henschel
Phone: 720-575-6139
Email: emery.henschel@granicus.com
Order #: Q-305342
Prepared On: 09 Jan 2024
Expires On: 27 Nov 2023

ORDER TERMS

Currency: USD
Payment Terms: Net 30 (Payments for subscriptions are due at the beginning of the period of performance.)
Period of Performance: The term of the Agreement will commence on the date this document is signed and will continue for 36 months.

PRICING SUMMARY

The pricing and terms within this Proposal are specific to the products and volumes contained within this Proposal.

One-Time Fees			
Solution	Billing Frequency	Quantity/Unit	One-Time Fee
Avior™ PRO Remote Broadcast System - Five Camera Setup	Upon Delivery	1 Each	\$47,890.00
Avior™ Setup and Deployment	Upon Delivery	1 Each	\$1,080.00
AVIOR™ Standard Pre-Assembly & Install	Upon Delivery	1 Each	\$4,800.00
Captioning Software Only	Upon Delivery	1 Each	\$3,220.00
Standard Caption Encoder/Decoder	Upon Delivery	1 Each	\$6,290.00
SUBTOTAL:			\$63,280.00

New Subscription Fees			
Solution	Billing Frequency	Quantity/Unit	Annual Fee
CaptionLive ESP	Annual	100 Hours	\$11,730.00
AVIOR Control Software License	Annual	1 Each	\$1,604.25
Upgrades Swagit's HD default 720p to 1080p	Annual	1 Each	\$4,830.00
SUBTOTAL:			\$18,164.25

Optional Solutions			
Solution	Billing Frequency	Quantity/Unit	Associated Fee
Optional Extended Warranty for AVIOR™ Camera Control Appliance(s)	Upon Delivery	1 Each	\$1,999.28
SUBTOTAL:			\$1,999.28

FUTURE YEAR PRICING

Solution(s)	Period of Performance	
	Year 2	Year 3
CaptionLive ESP	\$12,551.10	\$13,429.68
AVIOR Control Software License	\$1,716.55	\$1,836.71
Upgrades Swagit's HD default 720p to 1080p	\$5,168.10	\$5,529.87
SUBTOTAL:	\$19,435.75	\$20,796.26

PRODUCT DESCRIPTIONS

Solution	Description
CaptionLive ESP	CaptionLive ESP - Automated Transcription Service in English and Spanish with text, No cleanup, per hour
Avior™ PRO Remote Broadcast System - Five Camera Setup	Avior™ PRO Remote Broadcast System: Five HD Camera Solution
AVIOR Control Software License	Annual License Fee
Avior™ Setup and Deployment	Standard AVIOR™ system setup and remote deployment
AVIOR™ Standard Pre-Assembly & Install	AVIOR™ Standard Pre-Assembly & Install (travel not included)
Captioning Software Only	Captioning Software Only (EASE™ H or EASE™ 2D Appliance Upgrade)
Standard Caption Encoder/Decoder	Standard Caption Encoder/Decoder for IP-based handoff to cloud captioning (537): The standard caption encoder/decoder for broadcasters requiring basic caption insertion features. The unit offers automatic speech recognition captioning, supports a serial port or TCP/IP connection, and can also be equipped with an optional telco modem. Real-time automated transcription with appropriate service plan.
Upgrades Swagit's HD default 720p to 1080p	1080 Resolution: Upgrades Swagit's HD default 720p live streaming resolution and 720p archive resolution with no auto play embeds to 1080p (cost per year)
Optional Extended Warranty for AVIOR™ Camera Control Appliance(s) (Optional Solution)	Optional Extended Warranty for AVIOR™ Camera Control Appliance (s)

TERMS & CONDITIONS

- This quote, and all products and services delivered hereunder are governed by the terms located at <https://granicus.com/legal/licensing>, including any product-specific terms included therein (the "License Agreement"). If your organization and Granicus has entered into a separate agreement or is utilizing a contract vehicle for this transaction, the terms of the License Agreement are incorporated into such separate agreement or contract vehicle by reference, with any directly conflicting terms and conditions being resolved in favor of the separate agreement or contract vehicle to the extent applicable.
- If submitting a Purchase Order, please include the following language: The pricing, terms and conditions of quote Q-305342 dated 09 Jan 2024 are incorporated into this Purchase Order by reference and shall take precedence over any terms and conditions included in this Purchase Order.
- This quote is exclusive of applicable state, local, and federal taxes, which, if any, will be included in the invoice. It is the responsibility of Coachella, CA to provide applicable exemption certificate(s).
- Any lapse in payment may result in suspension of service and will require the payment of a setup fee to reinstate the subscription.

BILLING INFORMATION

Billing Contact:		Purchase Order Required?	<input type="checkbox"/> - No <input type="checkbox"/> - Yes
Billing Address:		PO Number: <i>If PO required</i>	
Billing Email:		Billing Phone:	

If submitting a Purchase Order, please include the following language:

The pricing, terms, and conditions of quote Q-305342 dated 09 Jan 2024 are incorporated into this Purchase Order by reference and shall take precedence over any terms and conditions included in this Purchase Order.

AGREEMENT AND ACCEPTANCE

By signing this document, the undersigned certifies they have authority to enter the agreement. The undersigned also understands the services and terms.

Coachella, CA	
Signature:	
Name:	
Title:	
Date:	



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Jason Stevens, IT Manager

SUBJECT: Authorize the purchase and installation of a Digital Signage System from AVIR Technologies for the amount of 19,485.00.

STAFF RECOMMENDATION:

Staff recommends that the City Council authorize the purchase of equipment and services to facilitate an installation of a Digital Signage System for the amount of \$19,485.00.

BACKGROUND:

Currently the primary city facilities such as the Council Chamber, Corporate Yard, Civic Center and others have a physical display case where agendas, notices and other publicly posted information is placed. This is done manually by printing out paper, traveling to each site and placing the papers in these display cases. This is inefficient as well as many residents not being able to read the smaller size 8x11 papers.

DISCUSSION/ANALYSIS:

Staff is recommending the installation of three digital signage systems at the Council Chamber, Corporate Yard and Civic Center locations as a start. This will allow staff to post content to these locations remotely and in real time. In addition to normal agenda's and notices, other information content can be added as either videos or pictures for all of the different city events. Live video content can also be displayed on these screens. In the event of an emergency, live updates and information can be displayed all centrally managed and controlled by staff without the need to physically go onsite. Content will be large and easier for residents and visitors to read.

ALTERNATIVES:

1. Not authorize this upgrade at this time.

FISCAL IMPACT:

Should the City Council approve the staff recommended system the funds would be allocated from the General Fund Unreserved fund balance totaling \$19,485.00 to increase the budget in account 101-11-161-90-741-000

CITY OF COACHELLA
PURCHASE ORDER REQUISITION

Dated: 01/22/2024

Purchase Order No: COCIT-JS012224

Vendor No: 53052

Requesting Department and Division:

IT Dept / Finance Div

FUND	DEPT	CLASS	SUB CLASS	OBJECT	SUB OBJECT	AMOUNT
101	11	160	10	741	000	19485.00

NAME AND ADDRESS OF VENDORS CONTACTED	A	AVIR, INC 41905 Boardwalk, Suite X, Palm Desert, CA 92211
	B	AMS Connect 74794 42nd Ave, Ste 2, Palm Desert, CA 92260
	C	CTI 15300 Valley View Ave, #A13, La Mirada, CA 90638

ITEM	QUANTITY	UNIT	DESCRIPTION	AWARD VENDOR	UNIT PRICE	A TOTAL	UNIT PRICE	B TOTAL	UNIT PRICE	C TOTAL
1	1	1	Digital Signage System for three locations	A	19485	19485	0.00	0	0.00	0
								0		0
								0		0
								0		0
								0		0
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								0		0
								0		0
								0		0

CHECK ONE BELOW:

1. REGULAR BUDGET ITEM

2. SPEC. COUNCIL APPROP.

3. UNBUDGETED ITEM

VERIFIED: _____ FINANCE

DO NOT USE THIS SPACE

CITY MANAGER APPROVAL

Special and Additional Information Section:

AMS performed site walks but later declined to provide estimate.

CTI had multiple calls and emails but later declined to estimate.

REQUESTED BY: Jason Stevens

I HEREBY CERTIFY THAT THE GOODS OR SERVICES LISTED ABOVE ARE NECESSARY TO THE PROPER FUNCTIONING OF MY DEPARTMENT AND WILL BE USED ONLY FOR THE BENEFIT OF THE CITY OF COACHELLA.

DIVISION HEAD

DEPARTMENT HEAD

SALES TAX			
TOTAL	\$	19485	\$ 0
INVOICE TERMS			
F.O.B.			
PROMISED DELIVERY DATE			
QUOTED BY			



STAFF REPORT
3/13/2024

TO: Honorable Mayor and City Council Members

FROM: Jaime Arroyo, Grants Manager

SUBJECT: Approve a Community Based Grant to the Coachella Youth Baseball and Softball Association in the Amount of \$1,000

STAFF RECOMMENDATION:

Staff recommends that the City Council consider awarding a Community Based Grant (CBG) to the Coachella Youth Baseball and Softball Association in the amount of \$1,000.00 to purchase new equipment.

BACKGROUND:

The Community Based Grant Program was established in 2010 and allows the City of Coachella to offer financial assistance to local nonprofit organizations, schools, youth-serving organizations, and other community-based organizations that provide essential services, programs and activities to residents in Coachella. Applicant organizations are only eligible to submit one application for consideration each fiscal year and must be legally established with non-profit or tax-exempt status, be based in the Coachella Valley, or provide direct service to Coachella residents. Approval of grant funds does not constitute a precedent for grant allocations in subsequent years. All CBG grants are reimbursement grants to ensure that applicants are meeting their stated goals. The FY 23-24 budget includes an allocation of \$15,000 for the Community Based Grant Program.

DISCUSSION/ANALYSIS:

The Coachella Youth Baseball and Softball Association is a 501(c)(3) nonprofit organization that is dedicated to fostering sports competition amongst youth. The Association is requesting grant funding support to purchase new equipment (see application and budget).

ALTERNATIVES:

1. Award a Community Based Grant in the amount of \$1,000.00.
2. Do not award a Community Based Grant

FISCAL IMPACT:

If the Council approves the staff recommendation, the Community Based Grant account will be reduced by \$1,000.00.

ATTACHMENT(S):

CBG Application Packet



CITY OF COACHELLA, CA COMMUNITY BASED GRANT PROGRAM APPLICATION FOR FUNDS REQUEST

Please Type Information and Print
Information entered in the provided spaces cannot be saved.

(Attach additional pages as needed, however applicants are encouraged to be brief.)

1. Application Funding Cycle: Date: 02/21/2024

July 1, 2024 - June 30, 2025

2. Total Amount Requested: \$ 1000

If requesting waiver of City fees or charges, please indicate the City service for which the waiver is being requested.

3. Proposed Program/Service of Funding Request:
Coachella Youth Baseball & Softball

4. Agency/Organization:
CYBSA
5. Mailing Address:
PO Box 1296
City: Coachella Zip: 92236
6. Telephone: (760) 777-3725

Fax:

7. Official Contact Person:
Name: Deana Alvidrerz

Title: Treasurer

Telephone: (760) 777-3725

Fax:

E-mail: cybsa2017@gmail.com

- 8. Does this organization have a non-profit status with the Internal Revenue Service (IRS)?
 Yes No (Attach documentation)
- 9. How long has this organization been in existence?
 12 years
- 10. Has the organization previously received funding from the City of Coachella?
 Yes No
 If yes, please identify the program/service, total prior grant allocation, and the fiscal year in which the funds were received.
 2023
- 11. Is this request for a New or Existing program/service within the City?
- 12. What is the anticipated time frame to provide the proposed program/service and the expenditure of the requested funds?
 March 2023
- 13. Describe briefly how the requested funds will be used.
 Team Uniform, end of season trophies, coaches equipment ex Bases, tee, balls, nets
- 14. Will the program/service require additional funding sources? If so, identify all funding sources and provide the steps taken to acquire funding.
 Team sponsorships, local businesses
- 15. If the program/service is planned to continue beyond the period provided by this grant, what funding plans are there to sustain the program/service?
 Team registrations, team sponsorships, local businesses
- 16. How will the proposed program/service serve City of Coachella residents? Will the proposed program/service also serve non-Coachella residents? Please describe.
 It will keep children stay active, it can help with mental status. Keep them safe and out of trouble.
- 17. Describe the characteristics of the clients the proposed program/service anticipates to serve (i.e. age group, gender, income level, ethnicity, etc.)
 ages 4-14 all genders. all different levels of social economic status & ethnicities.

18. Attach a proposed budget for requested funds.

Authorized Official: Deana Alvidrez

Title: Treasurer

Signature: Deana Alvidrez

Date: 2/28/24

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: DEC 24 2015

COACHELLA YOUTH BASEBALL & SOFTBALL
INC
C/O ASSOCIATION INC
84-076 CALENDULA AVE
COACHELLA, CA 92236

Employer Identification Number:
80-0360619
DLN:
17053288310025
Contact Person: MS. TRUSTY ID# 31657
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
September 30
Public Charity Status:
509(a)(2)
Form 990/990-EZ/990-N Required:
Yes
Effective Date of Exemption:
October 9, 2015
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

Based on the information you submitted with your application, we approved your request for reinstatement under Revenue Procedure 2014-11. Your effective date of exemption, as listed at the top of this letter, is the postmark date of your application.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt

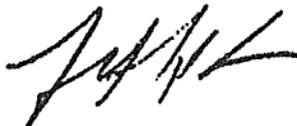
Letter 947

-2-

COACHELLA YOUTH BASEBALL & SOFTBALL

organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,



Jeffrey I. Cooper
Director, Exempt Organizations
Rulings and Agreements

Letter 947

Budget Proposal CYBSA
Spring Season 2024

Baseball \$37.99 DZ	6 dz for season	\$227.94
Tballs \$29.69 DZ	4 dz for season	\$118.76
Softballs \$42.59 DZ	4dz for season	\$170.36
Bases \$7.79	5 for season	\$38.95
Plugs for Field each \$ 3.89	24 for fields	\$93.36
Nets \$ 75.00	2 for season	\$150
Tees \$10	5 for season	\$50.00
Score books	11 for season	110
Total		\$959.37
Tax 8%		\$67.94
Grand Total		\$1,027.31
Shipping	Unknown	

Coachella Youth Baseball & Softball Association
P.O BOX 1296
Coachella , Ca 92236
760-777-3692

Deana Alvidrez
Treasurer



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Andrew Simmons, P.E., City Engineer

SUBJECT: Amendment #1 to the Professional Service Agreement with Alta Planning + Design, Inc. in the amount of \$41,785.00, and authorize appropriation of \$82,010.00 from Fund 101 (General Fund) for Professional Engineering Services for the Connect Coachella Project, City Project ST-138.

STAFF RECOMMENDATION:

- Authorize the City Manager to execute Amendment #1 with Alta Planning + Design, Inc. in an amount of \$41,785.00;
- Authorize appropriation of \$82,010.00 from Fund 101 (General Fund) for Professional Engineering Services for the Connect Coachella Project, City Project ST-138.

BACKGROUND:

On June 21, 2022 the City entered into a reimbursement agreement with the Coachella Valley Mountains Conservancy (CVMC), Agreement #38500000P680017, in the amount of \$200,000. The agreement deliverables include a preliminary engineering report (PER) and state-approved CEQA clearances with 50% design drawings and project summary report for the Connecting Coachella Project (Grapefruit Boulevard Urban Greening Phase II), project No. ST-138. This will provide a complete project approval and environmental document (PA&ED) phase package. The City is actively seeking funding to complete the construction phase, a complete PA&ED package will strengthen future grant applications.

DISCUSSION/ANALYSIS:

In March 2023, City Council awarded a Professional Service Agreement to Alta Planning + Design, Inc. (Alta) to provide the PA&ED package for the Connect Coachella Project, in the amount of \$240,225. This value was \$40,225 above the maximum grant reimbursement. The PA&ED package is currently under review and nearly complete. City Staff has been preparing for the Active Transportation Program (ATP) Cycle 7 Grant Call for Projects expected in March 2024. Based on ATP workshops and feedback from the California Transportation Committee (CTC) on previous applications, to provide the strongest and most complete package the City has requested Alta provide additional support services for the grant application.

The additional services will include community engagement workshops and outreach events to increase the public engagement. It would also provide additional maps and renderings for the grant application, as well as, extra support with the grant application in its' entirety. Alta has had success with the ATP grant and provided support services for many public agencies. City Staff recommends approving Amendment #1 to provide the additional services.

FISCAL IMPACT:

With this action, City Council authorizes the appropriation of \$82,010.00 from Fund 101 (General Fund) to Fund 182 (CIP Project Fund). This amount includes both the value of Amendment #1 of \$41,785 and the value of the non-grant reimbursable portion of the original contract totaling \$40,225.

ATTACHMENTS:

1. Cost Proposal
2. Amendment #1 – Alta Planning and Design, Inc.

**FIRST AMENDMENT TO THE PROFESSIONAL SERVICES AGREEMENT BETWEEN
THE CITY OF COACHELLA
AND ALTA PLANNING + DESIGN, INC.**

THIS FIRST AMENDMENT ("Amendment") is made and entered into as of March 27th, 2024 by and between the City of Coachella ("City") and Alta Planning + Design, Inc. ("Consultant"). In consideration of the mutual covenants and conditions set forth herein, the parties agree as follows:

1. **RECITALS.** This Amendment is made with the respect to the following facts and purposes:
 - a. On or about March 8th, 2023 the City and Consultant entered into that certain agreement entitled "City of Coachella Professional Services Agreement" between the City and Consultant to provide engineering design, and other services for the Connect Coachella Project ST-138 in the amount of \$240,225.00.
 - b. The parties now desire to amend the Agreement as set forth in this Amendment.

2. **AMENDMENT.**

3.1 **General Scope of Services.** Section 3.1.1 of the Agreement is hereby amended to include the additional Scope of Services to be performed for the Connect Coachella Project, ST-138 under this Amendment No. 1 referenced as EXHIBIT "A".

3.2 **Performance Period.** Section 3.1.2 of the Agreement is hereby amended to go into effect on March 27, 2024 contingent upon approval by City, and Consultant shall commence work after notification to proceed by City's Agreement Administrator. The Agreement shall end on June 30, 2024, unless extended by Agreement Amendment.

3.3 **Allowable Costs and Payments.** Section 3.3.1 of the Agreement is hereby amended to increase the compensation, including authorized reimbursements, for all services rendered under this Agreement as set forth in EXHIBIT "B" attached hereto and incorporated herein by reference.

The method of payment in Sections 3.3.1.A and B of the Agreement are hereby amended to actual cost plus a ten percent (10%) fixed fee. City will reimburse Consultant for actual costs (including labor costs, employee benefits, travel, equipment rental costs, overhead and other direct costs; plus ten percent fixed fee) incurred by Consultant in performance of the work. The total authorized compensation for the Amendment No. 1 is in the amount not to exceed Forty-One Thousand Seven Hundred Eighty-Five Dollars and Zero Cents (\$41,785.00).

The amended total compensation shall not exceed **Two Hundred Eighty-Two Thousand Ten Dollars and Zero Cents (\$282,010.00)** without written approval of the City's representative. Extra Work may be authorized, as described below, and if authorized, will be compensated at the rates and manner set forth in this agreement.

3.4 Continuing Effect of Agreement. Except as amended by this Amendment, all provisions of the Agreement shall remain unchanged and in full force and effect. From and after the date of this Amendment, **whenever** the term "Agreement" appears in the Agreement, it shall mean the Agreement as amended by this Amendment.

3.5 Adequate Consideration. The parties hereto irrevocably stipulate and agree that they have each received adequate and independent consideration for the performance of the obligations they have undertaken pursuant to this Amendment.

3.6 Counterparts. This Amendment may be executed in duplicate originals, each of which is deemed to be an original, but when taken together shall constitute but one and the same instrument.

IN WITNESS THEREOF, the parties have executed this Amendment as of the day and year first set forth above, which date shall be considered by the parties to be the effective date of this Amendment.

CITY OF COACHELLA

ALTA PLANNING + DESIGN, INC.

By: _____

Gabriel Martin
City Manager

By: _____

Name
Title

By: _____

Carlos Campos, City Attorney

Attest: _____

Angela Zepeda, City Clerk



617 W. 7th Street, Suite 1103
(213) 489-7443 | altago.com

March 19, 2024

Andrew Simmons, P.E, City Engineer
City of Coachella
53990 Enterprise Way
Coachella, CA 92236
asimmons@coachella.org

Re: Contract Amendment - ATP Cycle 7 Grant Writing, Outreach, and Graphics

Dear Mr. Simmons,

On behalf of Alta Planning + Design (Alta), I am pleased to submit this proposal to assist the City of Coachella (City), in applying for Caltrans Active Transportation Program (ATP) Cycle 7 funding, providing grant writing, public engagement support services, graphics, and additional project management. We will build on the grant application we supported the City with during the Cycle 6 call for projects. This amended scope should be regarded as an extension of the current scope and fee and not as a replacement for any agreed-upon activity.

Alta will be responsible for completing one (1) ATP application for submission to the California Transportation Commission to be eligible for statewide funding. In addition, we will lead public outreach and engagement activities and graphic design in support of the application effort. A scope of work and fee to complete this task is included with this letter.

Should you have any questions or desire additional information please do not hesitate to contact Vincent Hellens at vincenthellens@altago.com or Kristin Haukom at kristinhaukom@altago.com.

Sincerely,

Kristin Haukom
Senior Associate

Vincent Hellens
Principal

Scope of Work

Task 1. Project Management and Coordination

Alta will meet with the City via phone/video throughout the application process to coordinate information, materials, and communicate application progress. Four meetings are anticipated from kick-off through application submittal.

Task 1. Deliverables

- Up to four (4) coordination meetings

Task 2. Public Outreach and Engagement for Connect Coachella ATP Application

In an effort to document public input for the Connect Coachella project, Alta will conduct one (1) community workshop during the early evening at a location convenient to the public, such as the Coachella Library. Alta will work with the City to confirm the date and location, but it is assumed that the City will secure the location venue.

Alta will create a simple postcard flyer to advertise the workshop. The postcard flyer will be created so that it can be used for mailings (if project budget allows), handouts, and posting to social media channels. It is assumed that the City will help promote the workshop through its usual channels.

Alta will create a short video giving a project overview, showing the project location and extents, and imbedding photo simulations/renderings that can be included as attachments in the actual application. The video itself will also support public outreach efforts.

Alta will prepare up to four (4) public facing boards for the workshop. The purpose of the boards will be to illustrate the project to the public and provide opportunities for public input (such as a simple voting exercise). Alta will have up to three (3) project staff at the workshop to help answer questions. All workshop materials will be created in English and Spanish, but it is assumed that the City will provide interpreters.

In addition, Alta will create a simple survey using an online platform like Survey Monkey, to solicit input about the project. Findings from the survey will be included in the ATP application narrative.

Alta will create a short video giving a project overview, showing the project location and extents, and imbedding photo simulations/renderings (up to 6) that can be included as attachments in the actual application. The video itself will also support public outreach efforts.

Finally, we propose to table two (2) pop-up booths at community events, such as a farmers market. Our proposed pop-up outreach provides an opportunity for members of the community to learn about the project and provide input while continuing with their daily lives. This targeted outreach can capture a much wider and more representative sample of residents and allows for more informal, but often more meaningful input.

Task 2. Deliverables

- One (1) workshop and materials

- Simple survey
- Two (2) pop-up activities
- Short project overview video

Task 3. Active Transportation Program Application for Connect Coachella

Alta will assist the City in completing one (1) ATP grant application for *the Connect Coachella project*.

Task 3.1. Application Part A

Alta will complete Part A of the Cycle 7 application. This includes the following sections:

Section	Notes
Part A1: Applicant Information	
Part A2: General Project Information	
Part A3: Project Type	
Part A4: Project Details	
Part A5: Project Schedule	
Part A6: Project Funding	
Exhibit 22-G PPR	
Part A7: Funding Criteria	

Task 3.2. Application Part B

Alta will complete Part B of the Cycle 7 application. This includes the following sections:

Section	Notes
Part B: Narrative Question #1, Disadvantaged Communities	
Part B: Narrative Question #2, Potential for Increased Walking and Bicycling	
Part B: Narrative Question #3, Potential for Reducing Fatalities and Injuries	
Part B: Narrative Question #4, Public Participation	Alta will advise on Public Outreach to be conducted in advance of the application.
Part B: Narrative Question #5, Context Sensitive	
Part B: Narrative Question #6, Leveraging Funds	
Part B: Narrative Question #7, Scope and Plan Consistency	
Part B: Narrative Question #8, Conservation Corps Coordination	Assume City will handle, but Alta can support.

Task 3.3. Application Part C

Alta will complete Part C of the Cycle 7 application. This includes the following sections:

Section	Notes
Part C: Application Attachment A, Application Signature Page	Assume City will handle.
Part C: Application Attachment B, Engineer's Checklist	
Part C: Application Attachment C, Project Location Map	
Part C: Application Attachment D, Project Map/Plans Showing Existing and Proposed	
Part C: Application Attachment E, Photos of Existing Conditions	
Part C: Application Attachment F, Project Estimate	
Part C: Application Attachment G, Non-Infrastructure Work Plan	
Part C: Application Attachment H, Plan Scope of Work	N/A
Part C: Application Attachment I, Letters of Support	Alta to supply template. City will request these from relevant stakeholders.
Part C: Application Attachment J, Exhibit 22-F State Funding	

Task 3. Deliverables

- One (1) completed Application Part A
- One (1) completed Application Part B
- One (1) completed Application Part C

Task 4. Grant Application Compilation and Submittal

Alta will compile the above application document sections and provide to the City for final approval prior to submittal. Upon approval, Alta will submit the final application via the ATP application website.

Task 4. Deliverables

- One (1) submitted final application

Total Fee = \$41,785



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Jaime Arroyo, Grants Manager

SUBJECT: Award Professional Services Agreement to HR Green Pacific, Inc. for the Development of the Broadband Master Plan for the City of Coachella in the Amount of \$214,690

STAFF RECOMMENDATION:

Staff recommends that the City of Coachella considers awarding a professional services agreement to HR Green Pacific, Inc. for the development of the Broadband Master Plan for the City of Coachella in the amount of \$214,690.

BACKGROUND:

On July 7, 2023, the City of Coachella was awarded \$234,000 in funding from the Local Agency Technical Assistance (LATA) grant program through the California Public Utilities Commission (CPUC). The award will fund the development of a Broadband Master Plan for the planning and evaluation of a fiber optic broadband network that seeks to lower broadband costs and increase network value for all stakeholders.

This broadband infrastructure project will be designed to provide fiber optic network service throughout the City of Coachella to unserved or underserved households and businesses to reliably meet or exceed symmetrical 100 Mbps symmetrical speeds. The City of Coachella has identified the importance of encouraging the development of reliable and cost-effective next generation broadband Internet services for our residents, guests and visitors in order to provide an equitable and accessible level of digital access for everyone.

DISCUSSION/ANALYSIS:

There are two main areas that the City of Coachella is seeking to evaluate and plan for. The first is broadband access and availability on City owned property and facilities where the City may or may not have existing guest Internet access or existing fiber connectivity. Examples of these City owned sites would be parks, libraries, downtown areas and other locations where having access to high-speed Internet would be desired and under the Cities direct control. The second component is for residential and business areas outside of City property such as in rural areas, neighborhoods, business centers and currently undeveloped space.

The objective for both areas is to lower the cost of access increasing affordability for all whether through state or county Affordable Connectivity Programs (ACP), other regional services or whether or not the City should become directly involved in offering service. Providing minimum speeds of landline (copper or fiber) or wireless connectivity of 100mbps bidirectional access. Increasing coverage and service availability to underserved and non-served areas. If necessary, increasing competition and access by the City entering in to cooperative, lease, public private partnership or direct to end user broadband service offerings where existing service providers decline to service, upgrade, invest, expand and offer affordable services. Lastly to work together with other regional partners such as CVAG, the County of Riverside, CVUSD and neighboring cities in order to best utilize shared resources and access areas.

As a result, it was determined that the City solicit competitive proposals from qualified individuals, firms, or team of firms that have specific and demonstrated experience in the preparation of a broadband master plan and broadband / Internet coverage and services analysis. City staff from the Information Technology Department and the Economic Development Department collaborated to develop a comprehensive scope of services for a Broadband Maser Plan RFP to solicit proposals and identify the most qualified firm to develop this plan. The scope of services included the following:

- Current and Future Needs Assessment
- Inventory and Assessment of City-Owned Broadband Assets
- Assessment of Privately and Non-City Owned Broadband Resources
- Assessment of City Policies and Business Practices
- Assessment of City Policies and Business Practices
- Gap Analysis
- Feasibility Analysis
- Draft, Review, Refine and Adopt Broadband Master Plan
- Project Management

A review panel consisting of subject matter experts from Finance, Information Technology, and Economic Development reviewed the responses in accordance with the evaluation criteria contained within the solicitation. The following firms submitted proposals:

- HR Green Pacific, Inc.
- Bonfire Fiber, LLC

The panel selected HR Green Pacific, Inc. as the most qualified firm. In addition to providing all the items outlined in their Scope of Services (Attachment 1) in a cost-effective manner, a key factor that set HR Green Pacific, Inc. apart from the other firm included developing Broadband Master Plans for the City of Palm Desert and the City of Palm Springs. Showcasing a crucial understanding of the broadband services and needs of Coachella Valley region.

ALTERNATIVES:

1. Award a professional services agreement to HR Green Pacific, Inc. for the development of the Broadband Master Plan for the City of Coachella in the amount of \$214,690
2. Not award

FISCAL IMPACT:

Grant funds from the LATA grant have been budgeted to cover the cost of this contract for the duration of the project.

ATTACHMENTS:

1. Proposal – HR Green Pacific, Inc.
2. Proposal – Bonfire Fiber, LLC



BROADBAND PLANNING SERVICES | ENGINEERING | CONSTRUCTION | OPEN ACCESS OPERATIONS

CITY OF COACHELLA

Broadband Master Plan RFP

Bonfire Fiber, LLC
4500 Cherry Creek Drive South
Suite 1200
Denver, CO 80246

Drew Pappas
Director of Business Development
drew.pappas@bonfireig.com
970-980-6574

Federal Tax ID: 87-4510829

To the Coachella RFP Team,

On behalf of the entire Bonfire team, I am delighted to express our enthusiasm for the opportunity to respond to Coachella's ("City") Request for Proposal ("RFP") for the creation of a Broadband Master Plan. We are committed to leveraging our expertise in broadband deployment to develop a comprehensive framework for enhancing the broadband landscape across your community and to provide insightful recommendations for potential broadband models moving forward. Our response has been meticulously crafted to align with your requirements for each section of the RFP, including:

- [Approach to Services](#)
- [Consultant Qualifications](#)
- [Key Personnel](#)
- [Subcontractors](#)
- [Project Organizational Chart](#)
- [Project Work Plan](#)
- [Exceptions](#)
- [Project Schedule](#)
- [Fee Information](#)
- [References](#)
- [Interview Availability](#)
- [Required Statements](#)

We are confident that our submission will illustrate why Bonfire is the ideal partner with the necessary experience to support your critical broadband initiative. My team recognizes the transformative power of high-speed broadband and its ability to positively impact the communities we serve. We are eager to collaborate closely with the City to achieve your objectives and to contribute meaningfully to the advancement of connectivity in your community.

Thank you for considering Bonfire as a potential partner for this important project. We are eager to embark on this journey with you and contribute to the success of your community. Our submitted response will remain valid for one hundred twenty (120) days following the closing date for receipt of proposals. Should you require any further clarification or additional information, please do not hesitate to contact me at brian@bonfireig.com or by phone at 303-956-9853.

Warm regards,



Brian Hollister
Co-Founder and CEO
[Bonfire](#)

APPROACH TO SERVICES

Community leaders across the country are realizing the importance of next generation broadband services to support the future of their constituents. Broadband services have a net positive economic and social impact on communities by enhancing free enterprise, workforce development, educational opportunities and smart city deployment. When community leaders are ready to future-proof their digital infrastructure and set their residents up for success through technological advancements, they look to our team to create a Broadband Master Plan.

By using maps, presentations and historical data, our team provides community leaders with the necessary information to make informed decisions for infrastructure development. This Broadband Master Plan will act as the “headlights” to guide stakeholders through their unique broadband journey, shining a light on where the greatest digital inequalities are and providing insights on next steps to better connect residents. Our fully customized services include:

Market Assessment

- An analysis of your community’s needs and unique demographics
- Map of your community’s existing broadband solutions, including private internet service providers (ISPs) and public funding sources
- Real pricing data from ISPs

Competitor Analysis

- A detailed competitive profile
- Real-life, address-level speed testing
- Overview of marketed plans and service validation from ISPs

Network Design(s)

- Engineering of the entire community under aerial and underground designs
- Optimization of the network design for capital efficiency
- Market-specific labor and material costs

Financial Planning

- Real-world operating models
- Optimized build staging recommendations
- A capital prioritization plan
- Assistance with funding and grant support

Operational Support

- Assistance with workforce identification and hiring for building and operating the network
- Support for ad-hoc tasks including hiring, aligning resources, vendor diligence and selection, material procurement, etc.

The Broadband Master Plan allows you to initiate goal-oriented discussions around debt tolerance, service coverage, quality, operational intensity and more. Our research will empower you to make the most informed decisions possible with the input of key stakeholders and your constituents. We are engineers at heart which allows us to provide communities with quality, actionable engineering designs that support the sustainable development of long-term broadband business plans. Above all else, we are enthusiastic about our mission to connect every American with affordable high-speed internet – and we do whatever we can to help progress this along.



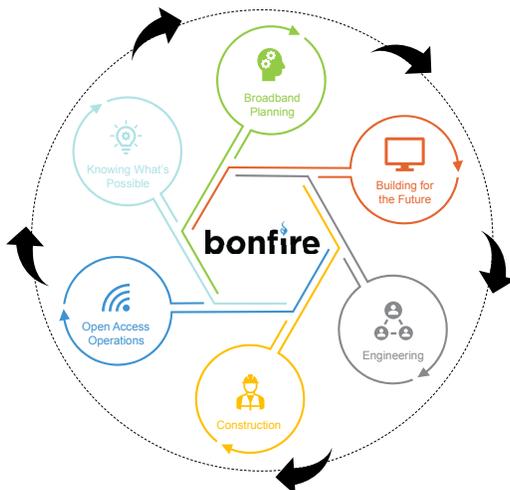
CONSULTANT QUALIFICATIONS

Bonfire was founded in 2016 in response to the growing demand and complexity of designing and deploying broadband networks across the United States. Integrating multiple engineering disciplines, technology experience and construction trades are a key aspect to our approach to being the best overall long-term partner for our customers. Our core belief is that all Americans deserve high-speed affordable internet because it makes their lives better.

At Bonfire, we are uniquely qualified to provide all the services required for the successful implementation of this project. We are a values-based team of telecommunications and technology professionals that do the work to enable economic growth and access to quality education and healthcare through broadband connectivity, one community at a time. We are headquartered in Denver, Colorado and provide broadband planning, engineering, construction, and open access operation services nationwide. Our business operates under the [EOS methodology](#) which allows us to deliver a six-step proven process of quality, efficiency, and transparency with our clients.

Along with our proven process, we are a value driven company that enables us to hire, retain and grow the most talented people in the broadband industry, all focused on serving our clients and our purpose. Organizationally, we are structured with a strong leadership team and a deep bench of talent across all critical disciplines including engineering, project management, construction, permitting, vendor management, central office equipment, network operations, technical customer service, and network maintenance.

We love getting the chance to work with customers who have the same drive to get broadband to those that need it most. We've worked on projects of all sizes and understand the challenges that come with each of them. We believe the only way any project is successful is when there is an open and honest line of communication. Issues can come up on every project; however, how they are handled and what is done about them is what makes our business stand apart.



OUR PROJECT MANAGEMENT PHILOSOPHY

1

Set Up For Success

- Emphasize relationships – not transactions
- Focus on the needs of the customer
- Adapt our approach to best address the challenge

2

Build Strong Foundations

- Verify the details – before the work begins
- Provide insight and recommendations
- Align all stakeholders on the expected outcomes

3

Collaborate and Listen

- Always serve up the right people and processes
- Emphasize teamwork at every opportunity
- Seek out what's possible – and where possible, redefine what's possible

4

Be Clear and Accountable

- Provide full visibility into project process
- We put our money where our mouth is – and the buck stops here

5

Track the Progress

- Plan the work, work the plan
- Benchmark KPIs
- Be accountable at all times and in all matters

6

Go the Extra Mile

- See the project through to completion – and remain committed beyond
- Expect the unexpected and be prepared to handle it
- Be primed for the next engagement

PROVEN EXPERIENCE BY THE NUMBERS

States Worked in For E&C: 16

Permitting Agencies: 111

Homes Analyzed: 103 million

Grants Secured: >\$150 million

Fiber Engineered: 13.8 million feet

Fiber Constructed: 5.7 million feet

Fiber Operations: 1 market

KEY PERSONNEL

Please see [Task 1](#) for Bonfire's proposed project management structure and please see below for team bios and background information on our broadband planning team:



BRIAN HOLLISTER **Co-Founder & CEO**

Brian's professional experience includes working for internet service providers like AT&T, Level3 and MCI, as well as networking technology companies like Calix, Aktino and Vina Technologies. Brian holds a BS, Business Management from the University of Phoenix and is passionate about building the future of open access in the United States.

Role: As CEO, Brian is responsible for the strategy, corporate culture, and investor relations activities for the organization. With over 20 years of experience in the telecommunications business, his areas of expertise include sales leadership, operations, marketing, and business management. Brian believes that all Americans should have access to high-speed, affordable internet access through creating choice for consumers and demonopolizing the internet industry.



JUSTIN ROLLER **President**

Justin has over 20 years of experience in the technology sector and specializes in helping public sector clients, ranging from municipal governments to federal departments, address their challenges in modernization and digital transformation. His work has included business process automation, cloud implementations, and network/system security. Justin problem solves through leveraging creative solutions which bridges the gap between technical details and real-world outcomes. Notable career accomplishments include leading the software team running a US federal government program distributing \$1 billion monthly. He has also served on the state of Colorado's Broadband Deployment initiative which provided him first-hand experience with grants, public private partnerships, and a unique perspective on how communities and ISPs are working together to close the digital divide.

Role: As Bonfire's President, Justin is passionate about applying his technical and strategic skills, in combination with his knowledge of the public sector and grant funding, to help address broadband issues facing American communities today. He believes that we have a rare opportunity now to solve the issues related to strategically providing fast and affordable broadband to provide long-term value to underserved communities.



JOSH ORLOWITZ **Director of Corporate Strategy**

In his previous role, Josh was an Engagement Manager at CMA Strategy Consulting (acquired by EY-Parthenon, the consulting arm of Ernst & Young). CMA is a Boston-based telecommunications strategy consulting firm engaging in the most complex corporate strategy and M&A deals in the telecommunications industry. Josh has worked on over 35 projects ranging from capital deployment prioritization for rural ISPs, fiber M&A commercial due diligence for private equity and developing detailed FCC auction strategic plans for large telcos. In his role as Engagement Manager, Josh was responsible for all aspects of project and client management and overall strategic direction of the projects he managed.

Role: As Director of Corporate Strategy, Josh is responsible to productizing all aspects of Bonfire as it continues its exponential growth phase. Josh is also responsible for helping develop and drive the product and corporate strategy of Bonfire's FTTH efforts. This includes developing its product and pricing, market selection, capital optimization, and go-to-market planning.



JASON WISEMAN
Principal Engineer

In his 25 years of experience in the communications industry, Jason has exhibited a strong work ethic and a wide range of leadership, technical and problem-solving skills that contribute to the success of his projects. Jason's experience allows him to be a valuable subject matter expert in every stage of the project, from budgeting through design and construction.

Role: As Principal Engineer, Jason oversees all activities related to the management, design, and construction of infrastructure projects. In his role, he also liaises with the project team and consultants to ensure project performance goals are achieved.



AMY GOLDSTEIN
Senior Engineer

Amy has over 12 years of experience in the communications industry, with deep experience across fiber network engineering, quality assurance, and field surveys. Amy also has a background in geospatial analysis for municipal utilities, where she built foundations that enhance her work in the fiber optic field today.

Role: At Bonfire Fiber, Amy serves our Network Operations teams in the role of Senior Engineer, designing networks with an eye for quality, capacity and scalability. She also supports our Broadband Planning teams with feasibility studies, greenfield fiber designs, and grant preparation.



DREW PAPPAS
Director of Business Development & Community Engagement

As Director of Business Development, Drew is responsible for building long-term relationships with municipalities, Tribes, ISPs, co-ops, and private entities within the markets Bonfire works in. He acts as a liaison with different community leaders to show the tremendous value a FTTH network can bring to a community. He believes that broadband is for all, not for some, and is a strong proponent for eradicating digital inequity with infrastructure and services that lasts for generations.

Role: Drew is crucial in working with communities to help clarify stakeholder needs, navigate corporate process, and making sure that Bonfire is bringing choice, innovation, and competition into every market we work with. His work focuses more on the community engagement aspect during any broadband planning efforts and works closely with the engineering and construction teams to make sure all customer goals are exceeded.



TYLER THREW
Program Manager

With seven years of experience managing projects and leading teams in the telecommunications industry, Tyler is proficient at bringing teams together to deliver results. His experience managing the engineering of OSP fiber and wireless networks, as well as implementing PMO software and structure to better align the project portfolio with the larger business objectives makes him a valuable asset to the Bonfire PMO. His leadership, strategic problem solving, social facilitation and project management knowledge enables him to set projects up for success by continually analyzing efficiencies and effectiveness throughout the project/program lifecycle.

Role: As Program Manager, Tyler is responsible for strategically coordinating various functional activities of the PMO simultaneously to meet key project/program goals. This includes budget, resource management, risk mitigation, stakeholder engagement and aligning the PMO with the overarching organizational initiatives.



JOSH ANDERSON
Sr. Business Strategy Analyst

As a Senior Analyst on the Corporate Strategy team, Josh is responsible for helping to drive the corporate strategy of Bonfire's FTTH efforts. This includes market analysis and selection, financial due diligence, and competitive research.

Role: Josh also helps manages engagements for Bonfire's broadband planning teams as they support clients in becoming more efficient, expanding their service capabilities, and redefining what's possible in delivering broadband to their customers. Josh is passionate about Bonfire's mission to bring broadband connectivity to every American.



JACKIE ENGLISH
Product Manager

Jackie has managed a variety of different products in her Product Management career, including budget software-as-a-service (SaaS) and various software products utilized by Bonfire Fiber. In her undergraduate studies, she learned about the economics of the telecommunications industry and researched and hypothesized policy solutions that address the shortcomings of the telecommunications market. This market knowledge, along with her technical software product management skills, allows Jackie to bring a unique and valuable perspective to Bonfire Fiber. She deeply analyzes product offerings, including non-software solutions, and identifies process, marketing, and user experience improvements viewing product management at Bonfire as "total experience" management for all stakeholders to have the best possible output.

Role: As Product Manager, Jackie is responsible for managing Bonfire's portfolio of products, including an Open Access marketplace, operations, and software. Jackie also defines and supports the go-to-market strategy for services such as broadband planning or additional broadband solutions for enterprise businesses. Her job is to truly understand the various stakeholders and produce a solution or product that serves their needs and solves their problems.



LEX GOOLGASIAN
GIS Developer

In her previous role, Lex was a Distribution Designer at Stantec. Stantec is in the design and consulting industry - they provide professional consulting services in planning, engineering, architecture, surveying, and environmental sciences. Lex has worked on multiple projects ranging from providing power to 5G small cell antennas to fiber optic cable installation for Dominion Energy. In her role as Distribution Designer, Lex was responsible for analyzing, designing, and coding in ArcMap. She also created design packages which included construction prints, fiber optic sag and tension calculations, down guy calculations, pole loading calculations, NJUNS ticket creations, bill of material coding, and permit applications.

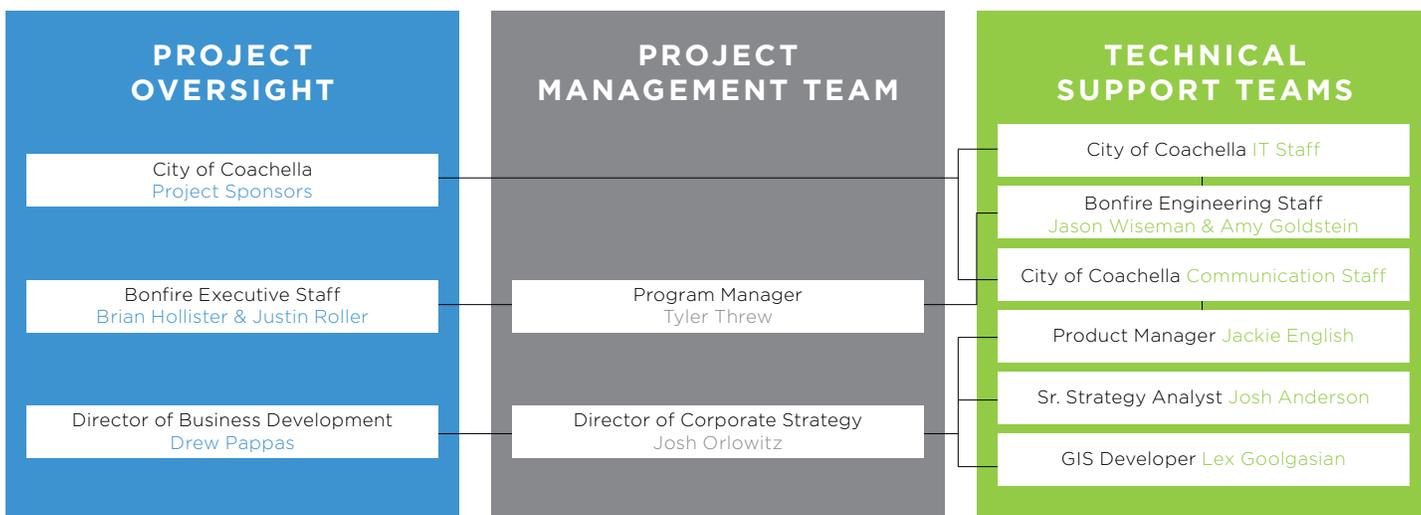
Role: As a GIS Developer, Lex is responsible for acquiring, analyzing, and compiling geospatial information of feature and terrain data utilizing imagery analysis techniques to develop accurate cartographic representation. She is also responsible for the production of sophisticated maps, reports, imagery, and custom geoprocessing tools to achieve maximum efficiency within ArcGIS Pro and Comsof. Additionally, Lex is responsible for software design and development on assigned projects for data automation and end user applications including desktop and web.

SUBCONTRACTORS

Bonfire does not foresee the need to leverage any of our partners or subcontractors on this project. Bonfire has an in-house Broadband Planning team that focuses specifically on working with municipalities, counties, Tribal entities, etc. to become their strategic broadband advisors and assist with driving high-speed and affordable internet access throughout the community.

If the need to bring on external partners arises, we will review any potential subcontractor(s) with the City for approval before any work is performed by external partners.

PROJECT ORGANIZATIONAL CHART



The Project Oversight stakeholders, including the City of Coachella and Bonfire staff, will collectively work to provide oversight, vision, and guidance and serve as project executive sponsors. The Project Management Team will execute the full scope of the project as outlined in the Broadband Master Plan.

- The Program Manager will serve as the main-point-of-contact (MPOC) and support the City of Coachella Project Oversight stakeholders. This role will also support technical engineers perform tasks related to establishing “middle mile” and “last mile” connection readiness and utilize staff to review permit application procedures and Master License Agreements to bring an in-depth understanding to the installation of broadband infrastructure in the rights-of-ways (ROW) for the City.
- The Director of Corporate Strategy will support efforts to understand the community’s current coverages; evaluate needs and desires for additional products and services; and analyze financial modeling to meet the expressed needs and desires and GIS and visualization of these outputs.

The Technical Support Teams will serve as subject matter experts (SMEs) to complete the technical requirements of each project section.

- Bonfire Engineering Staff will work with the City’s IT or engineering staff to inventory existing City

broadband infrastructure and assess the physical “middle mile” and “last mile” connection readiness from the infrastructure in the street to homes and businesses.

- City of Coachella Communication Staff and Bonfire Product Staff will work on outreach and community engagement activities, including but not limited to surveys, workshops, stakeholder interviews, and an accessible portal to communicate the output of these engagements.
- Bonfire’s Senior Strategy Analyst will generate market-demand research, financial modeling, feasibility, and implementation strategies to meet the City’s coverage and access goals, including providing business modeling for wireline “middle mile” and “last mile” network designs. These business case will outline methodologies, pricing and assumptions.
- Bonfire’s GIS Developer will support geospatial visualization outputs to show communities lacking sufficient high-speed internet access by neighborhood and incorporate relevant information from the Federal Communications Commission (FCC) Broadband Map and/or the California Public Utilities Commission Coverage Map. GIS development will also be utilized in tandem with engineering expertise to understand the existing underground city-owned fiber infrastructure and nearest peering points to the greater Coachella Valley routes.

PROJECT WORK PLAN

TASK 1 - PROJECT KICK-OFF MEETING

Success of a project is built on a foundation of transparency. We understand the importance of communication and we strive to understand your goals, expectations, and personal styles during project startup. In this spirit, Bonfire staff will create a draft Project Management Plan, including proposed milestones/deliverables and dates and will distribute this plan for reference in advance of a formal kick-off meeting.

Our kick-off efforts will be guided by principles that prioritize relationships, needs, adaptability, and accountability, ensuring a solid foundation for collaboration and achievement of the City's desired outcomes. Bonfire staff will design and facilitate an impactful kick-off session, where we will focus on aligning with all project members, including City staff, to provide clear visibility to create trust and accountability between all stakeholders. Our goal is to leave the kick-off meeting with global clarity on the project plan and approach, inputs and data required from the City, and an action plan for immediate next steps. Any feedback from City staff will be applied to the Project Management Plan within seven working days following the meeting.

The Project Manager for this project will be Bonfire's Program Manager, Tyler Threw. He is experienced managing diverse engagements and can work across a full suite of modern project management tools (Smartsheet, Jira, Asana, etc.) and frameworks (Agile, Kanban, Scrum, etc.). He will adapt the project approach to best suit the City's needs and preferences. During the kick-off meeting, the preferred management tool and project management framework will be discussed and refined.

TASK 2 - INTRODUCTORY PRESENTATION TO CITY COUNCIL

With a refined Project Management Plan, Bonfire will prepare a detailed presentation to City Council, highlighting the scope of our services and project timeline. Our goal will be to introduce ourselves to City Council and citizens, educate them on the project and the value we intend to provide, and pressure-test our objectives against what City Council feels are the most pressing issues, opportunities, and constraints for broadband development in Coachella. Bonfire will attend the scheduled City Council meeting to deliver the presentation and solicit input and feedback from the Council. We will also make ourselves available for questions from the public (with the permission of City Council) to ensure buy-in to our work extends beyond Council and to every member of the community.

TASK 3 - CURRENT AND FUTURE NEEDS ASSESSMENT

Bonfire proposes a four step process to address the requirements of this task, including understanding the met and unmet needs of various community stakeholders:

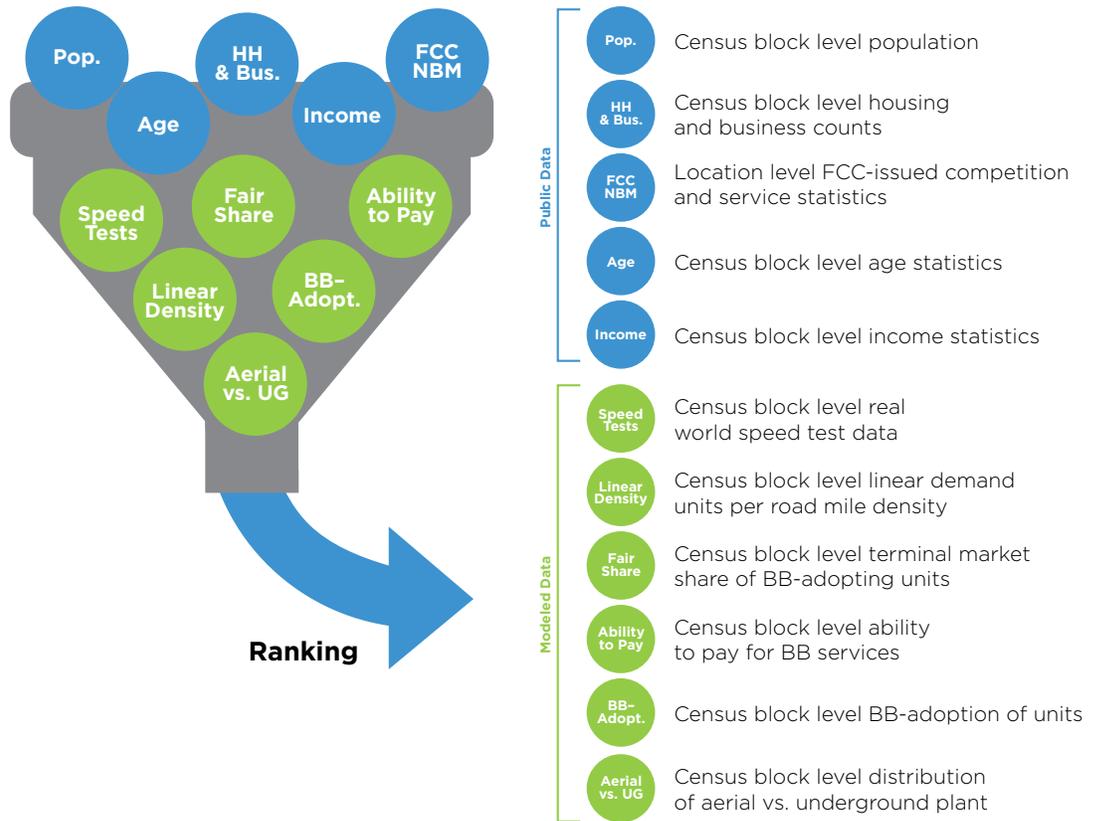
1. Qualitative Market Research:

Bonfire will leverage two approaches to gathering qualitative data to understand internet usage across different sectors and the broadband landscape of Coachella.

First, Bonfire will create and distribute a needs survey for both residential and business/institutional customers. This is one of the most effective methods for determining fiber demand. This interest and needs survey will be sent across the City to a diverse group of end users (i.e., residents, businesses, libraries, public safety buildings, and educational institutions). The survey will include a list of questions that will consider age, gender, education, daily internet activities, devices used to connect to internet, internet speeds/pricing, digital literacy levels, etc. We will work closely with the City for assistance in getting this survey sent to end users. The City shall support Bonfire in this outreach process including translating resources from English to Spanish as needed. In our experience, the more support we receive from the City and community leaders, the higher engagement rate we receive with these surveys. The information collected from these surveys can identify broadband demand in the specific area(s) we target. We also map survey results by census block to help identify areas of greatest need.

Second, Bonfire will utilize the American Community Survey (ACS) census data and publicly available data from the FCC National Broadband Map for demographic and internet access insights more broadly including statistics on internet usage and computer usage at the census-block level. For provider and broadband availability, the FCC National Broadband Map will serve as a primary data source, offering detailed coverage and technology types used by ISPs in the area. Bonfire uses this data with our proprietary analysis tool to ultimately rank areas of need. This allows our team to drill down anywhere within the City, including area-by-area or to the census block level, to visually depict the broadband landscape. Data includes total demand points, broadband adoption rates, demand points per linear mile, median income, high-speed availability, etc.

DATA ANALYTICS PROCESS



2. External Needs Assessment

Beyond surveying, Bonfire will orchestrate a series of targeted workshops with external stakeholders—spanning government officials, educational institutions, businesses, and residential communities—to gather insights on their current and future internet needs, preferences, and expectations. These interactive sessions will be planned and facilitated to delve into each group’s unique broadband requirements, with a focus on identifying both immediate and long-term objectives.

To ensure inclusivity and comprehensive representation, we will collaborate with the City to invite a diverse range of participants. Our approach includes the use of structured workshop questions and open discussion formats, allowing us to capture an array of qualitative data on internet usage patterns, service expectations, and digital inclusion concerns. Insights garnered from these workshops will inform our needs assessment. Through this collaborative and community-focused approach, Bonfire aims to ensure that the broadband infrastructure development aligns closely with the articulated needs and aspirations of all stakeholder groups.

3. Coachella Internal Stakeholders Needs Assessment

Bonfire will engage various departments within the City in workshops to evaluate their current and future internet requirements. These internal stakeholder workshops will include Information Technology, Engineering, Public Safety, and other stakeholders. These assessments will allow Bonfire to clearly understand their current usage and use cases. Similarly to the external workshops, these internal stakeholder workshops will also include

structured sessions to gather an understanding of the City’s internal internet needs, both met and unmet, and their objectives. This dual approach ensures a comprehensive understanding of internal broadband usage and future needs throughout the area.

4. Conclusion and Output

The last step involves synthesizing findings from the assessments into a comprehensive workshop, followed by the creation of a technical memorandum. This document will encapsulate our findings from quantitative data sources, the depth of our stakeholder engagement and qualitative data and estimate current and future demand and take-rates across the City. This memorandum aims to serve as a blueprint for the City’s broadband infrastructure strategy.

TASK 4 - INVENTORY AND ASSESSMENT OF CITY-OWNED BROADBAND ASSETS

Bonfire will assess the City’s existing broadband infrastructure assets, both owned and leased. We will evaluate fiber assets and related facilities within the City’s service area. The specific components of the task include:

- 1. City’s Fiber Assets:** Bonfire will identify and document the City’s existing fiber assets. This includes assessing the quality, capacity, coverage, and estimated market value of the fiber network. This inventory will be comprehensive, inclusive of capacity estimates and documentation of existing assets, within and outside of public right of way. Bonfire is prepared to conduct physical asset inspections and evaluations as required.

2. **City Assets Supporting Fiber Deployment:** Beyond fiber-specific assets, Bonfire will explore other infrastructure elements that could support the deployment of a fiber optic network. These might include existing conduits, utility poles, underground pathways, fiber cabinets/vaults, and City-owned real estate.
3. **Capital Improvement Plan Inventory:** Bonfire will evaluate the City's existing Capital Improvement Plan as it relates to broadband deployment and maintenance. By pairing this review with our documentation of existing assets, we will create a full understanding of the City's current and anticipated asset profile.

To achieve these objectives, Bonfire will follow a systematic approach:

- **Review of GIS Data:** Bonfire will examine the City's GIS layers. This includes analyzing existing and planned wireless facility data. By doing so, we will establish the scope of currently inventoried assets.
- **As-Built Review:** Bonfire will cross-reference the City's as-built records with the GIS data. This step aims to identify any City-owned assets that are not currently reflected in the GIS maps.

The outcome of this task will be critical for subsequent phases. Bonfire will provide inventory data in a format suitable for integration into the City's GIS system and will inform network design, engineering, construction, cost estimates, and strategic decision-making.

By identifying gaps and shortcomings in the existing infrastructure, Bonfire will pave the way for a carrier-grade fiber optic network that meets the City's needs.

TASK 5 - ASSESSMENT OF PRIVATELY AND NON-CITY OWNED BROADBAND RESOURCES

Bonfire recognizes that partnership and the ability to leverage non-City owned assets represents a tremendous opportunity to accelerate deployment of world-class broadband to the City's residents and businesses.

1. **Non-City Owned Fiber Assets:** Bonfire will investigate and document the existence of private broadband infrastructure throughout the City. While public data may exist, the focus will be on understanding the availability and potential utilization of private resources, specifically dark and lit fiber and associated conduit. In conjunction with the assessment of City-owned assets, Bonfire is prepared to conduct physical asset inspections and evaluations for these assets as required by the City and as made possible by asset owners.
2. **Non-City Owned Assets Supporting Fiber Deployment:** Bonfire agrees with the comprehensive list of supporting asset types provided by the City and will extend our assessment to include all supporting asset types available throughout the City.

3. **Presentation of Findings:** Bonfire will document and present these findings in a technical memorandum and a presentation to project leadership. These findings will support the comprehensive Gap Analysis exercise to take place as part of [Task 7](#).

To achieve these objectives, Bonfire will follow a systematic approach of reviewing GIS data. Bonfire will examine publicly available GIS layers. This includes analyzing existing and planned wireless facility data. By doing so, we will establish the scope of currently inventoried assets outside of the City's ownership to understand where partnerships with third parties could make sense in developing and deploying a network.

TASK 6 - ASSESSMENT OF CITY POLICIES AND BUSINESS PRACTICES

We will conduct a thorough examination and analysis of your policies and practices to understand how they may explicitly and implicitly be impacting broadband development.

- **Mission Statements:** We will collect and summarize mission statements of the City and individual departments or entities that directly or indirectly impact broadband development.
- **General Plan, Master Plans, and Land Use Policies:** Our team will review each item to identify how they influence broadband infrastructure development and deployment. Bonfire has extensive connections with cities leading the evolution of broadband across America and can leverage these relationships to provide comparisons and advise on best practices.
- **Broadband-Specific Plans, Policies, and Ordinances:** Through our deep experience in municipal broadband, Bonfire is familiar with each type of broadband-specific plan, policy and ordinance discussed above. We will review and gather tangible insights on how existing plans and legislation are supporting or hindering broadband deployment in Coachella.
- **Fiduciary Requirements, Constraints, and Procedures:** We will assess the fiduciary requirements, constraints, and procedures that may be limiting the City's opportunities to develop and deploy broadband infrastructure. We primarily see these requirements related to owning and operating a municipal broadband network, or private use of municipal assets through master leases. We frequently encounter stringent fiduciary requirements when considering municipal network feasibility, so we will use our experience to provide a clear understanding of which requirements may present challenges to the City's long-term goals.
- **Regulatory Policy:** Our analysis will also cover the City's regulatory policies to identify where policies are helping or harming the City's goal of improving broadband in Coachella.

- **Government Operations:** We will review City Government operations with a focus on ease of access to City services, products, and initiatives such as public housing.

Our goal is to provide you with a comprehensive report that highlights how these policies and practices impact broadband infrastructure development, deployment, and use in the City of Coachella. This report will help you make informed decisions regarding the future of broadband infrastructure within the City.

TASK 7 - GAP ANALYSIS

Bonfire will leverage findings from all the above tasks including survey and workshop data showing met and unmet needs; the existing asset inventory; Capital Improvement Plan; and policy review to perform a gap analysis. Our goal is to understand the current state of broadband infrastructure accessible to the City. This assessment will follow a Strengths, Weaknesses, Opportunities, and Threats (SWOT) format to identify opportunities for improvement or expansion.

In our Gap Analysis, Bonfire will undertake a detailed evaluation, juxtaposing the comprehensive broadband needs identified through our research and documentation of Coachella's current broadband landscape against the existing public and private infrastructure within the City. Bonfire will evaluate the findings in [Tasks 4](#) and [Task 5](#) to create a comprehensive Gap Analysis, taking note of where gaps in City-owned infrastructure may be filled by private assets, and where both categories still present gaps to be remediated via future deployments. From a policy standpoint, we will call out the existing policies that are creating challenges and where there are opportunities to revise existing policies, or develop new ones, to clear the way for a comprehensive broadband solution.

This analysis will prioritize unmet needs with input from the City, translating them into a clear framework for infrastructure enhancements or additions. We will outline how the City and private providers are meeting residents' and businesses' needs today and where they are falling short.

TASK 8 - MID-POINT PRESENTATION TO CITY COUNCIL

After introducing Bonfire and our scope to the City Council at project commencement, we will provide a live update on our progress at the midpoint of the project. This presentation will include major milestones reached, findings, and any issues or concerns encountered by the team to date. Likewise, we will provide an overview of remaining tasks and our next steps to complete the second half of the engagement.

Finally, we will solicit feedback from the Council on our findings and remaining scope. We will collaborate with your team to ensure precision in our messaging to City Council and the public to provide the right level of information to provide confidence in our partnership.

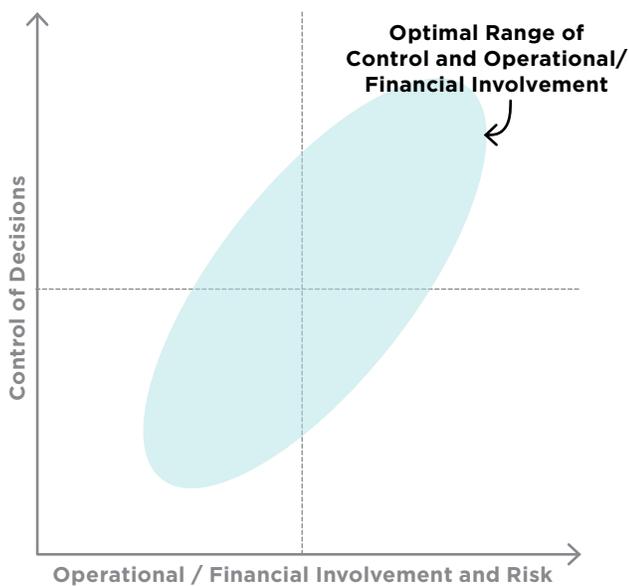
TASK 9 - FEASIBILITY ANALYSIS

Our team will dive into the details to bring a network design from conceptual to actionable, concrete solutions. Our proposed approach is as follows:

1. **Define and Quantify Solutions:** Based on the high-level architecture from [Task 4](#), we will identify and quantify specific products and solutions best suited for the network.
2. **Design Guidelines:** Bonfire's engineering team will create design guidelines based on a future-proofed network architecture, current address point data, and existing assets to build out a robust network design. Our engineers have wide range of experience reviewing and optimizing underground fiber to the premises (FTTP) designs, ensuring the final design given to the City accurately reflects the routing and bill of materials (BOM) for the network.
3. **Real-World Pricing:** Bonfire's estimating and proposals group will collaborate with local subcontractors to gather real world data on labor prices in-market, providing accurate and up-to-date pricing for the build. We also work with multiple material and equipment vendors to secure competitive pricing. This market-specific pricing gives us the best insight into what a potential build will cost and equips the City to make strategic decisions on how best to move forward in your broadband journey.
4. **Project Timeline and Permitting:** As part of the construction estimation phase, we will design a phased project timeline based on the scale, complexity and architecture agreed upon with the City. We will also conduct permitting discovery to document all permitting requirements, timeline to obtain permits, and associated costs. A final BOM will be shared, which will provide key data points including material and labor requirements by task, total fiber mileage, underground fiber placed, and the number of addresses connected.
5. **Operating Model Analysis:** Bonfire will present a variety of operating models (public private partnership, utility owned and operated, outsourced network operations, open access, etc.) and educate the City on various pros and cons based on industry best practices and our team's robust experience.
6. **Financial Modeling:** With local construction cost estimates and selected operating models in hand, we will create detailed financial models for each operating model the City would like to consider to understand both the immediate and long-term cash flow profile. Bonfire's team has extensive experience crafting fiber-based business models that offer a wide range of feasible options for the City to improve the state of broadband throughout your service area. We benchmark every assumption against our proprietary database of fiber businesses model operational datapoints from real operators and use our hyper-localized construction cost estimates to provide a

realistic view of not only total revenues and costs, but also the timing associated. This gives the City an accurate view of revenues, costs, and cash need by month.

Our analysis will present several business models that vary across the spectrum of control and operational/financial involvement and risk. We ground all our analysis against this paradigm (see chart below). This gives us a common framework and language to develop and analyze business models that vary in ownership of the network, management and operations involvement, types of assets required (from our design), amount of capital investment required (from our detailed costing), what product offerings and services should be offered, and which partners are required to implement each business model.



- 7. **Business Model Selection:** Upon review of each business model and the associated financial profile, we will support you through the selection process to choose the operating model that best suits your needs and objectives. Our approach ensures a thorough evaluation and selection process, resulting in a tailored solution for the City’s broadband needs.

TASK 10 – DRAFT AND FINALIZE BROADBAND MASTER PLAN AND EXECUTIVE SUMMARY

Once Tasks 1 to 9 are completed, we will compile a technical memoranda into a comprehensive Broadband Master Plan. This plan will include:

- An executive summary highlighting key findings and our recommendations.
- Final recommendations for network design and implementation of an operating model.
- An implementation roadmap outlining necessary steps and execution timeline for moving from design to construction, to steady-state operations of the network.

Our goal is to provide you with an extensive and complete Broadband Master Plan that meets your needs and clearly illuminates the path to achieving next generation connectivity for Coachella. Throughout this project, we will work alongside your team to obtain necessary approvals from the Board of Directors and other relevant stakeholders to implement the plan as proposed, or adjust where deemed necessary by the Board and other stakeholders.

TASK 11 – BROADBAND MASTER PLAN REVIEW, REFINEMENT, AND ADOPTION

We will deliver a draft report of the Broadband Master Plan to City staff for review and refinement. Based on your feedback, we will update the Broadband Master Plan and conduct a virtual workshop with appropriate stakeholders to further refine the plan. Bonfire will prepare a finalized Broadband Master Plan that incorporates all relevant feedback and meets all requirements. The report will contain all deliverables, geospatial data, and additional exhibits as deemed necessary throughout our engagement.

Bonfire will support City staff in their efforts to conduct presentations with interested citizens, businesses, and organizations. Additionally, Bonfire will be available to attend appropriate City Council meetings in the adoption of the Broadband Master Plan.

TASK 12 – PROJECT MANAGEMENT

As indicated in the Project Organizational Chart and outlined in [Task 1](#), a dedicated project manager will be assigned to execute and assist with scheduling, coordinating meetings, tracking progress and milestones – in addition to always keeping an open line of communication with the City. This project manager, Tyler Threw, will act as the City’s MPOC for all project status updates and will be available to provide updates and answer any questions your team may have. The six steps of our [Proven Process](#) will be utilized throughout the project.

Our project manager’s mission goes beyond ensuring the project is completed on time and on budget; we will strive to deliver real value and clear direction to the City’s broadband initiatives to exceed expectations.

EXCEPTIONS

Bonfire will provide field resources for portions of this project, as deemed necessary. Field review work to entail visual proof of asset locations (HHs, peds, cabinets) to verify they match records, but our proposed scope of work does not cover any rod/rope or conduit verification/testing. The cost to provide that kind of service on the entire existing plant within Coachella is not something that will fall within the allotted budget. We advise the City to have the next phase of engineering (low-level design) cover that scope and have it completed with the OSP field engineering work.

PROJECT SCHEDULE

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8
1. Project Kick-Off Meeting								
Creation of PMP	X							
Kickoff Meeting Travel	X							
Kickoff Meeting/Initial Discussions	X							
Refinement of PMP	X							
2. Introductory Presentation to City Council								
City Council Meeting Prep	X							
City Council Presentation	X							
3. Current and Future Needs Assessment								
Desktop Big Data Analysis	X	X						
Community Outreach		X	X					
Technical Memorandum Summary			X					
4. Inventory and Assessment of City-Owned Broadband Assets								
Discover Meetings w/ Stakeholders		X	X	X				
Existing Asset Review		X	X					
Creation of GIS Layers				X				
Technical Memorandum Summary				X				
5. Assessment of Privately and Non-City Owned Broadband Resources								
Discover Meetings w/ Private Providers		X	X	X				
Existing Asset Review		X	X					
Creation of GIS Layers				X				
Technical Memorandum Summary				X				
6. Assessment of City Policies and Business Practices								
City Policies/Best Practices Review			X	X				
Comprehensive Summary Creation				X				
7. Gap Analysis								
HLD Engineering			X	X	X			
Bill of Quantities Creation				X	X			
Project Phasing Approach				X	X			
Project Budget and Price Estimations					X			
Network Design Summary					X			
8. Mid-Point Presentation to City Council								
City Council Meeting Prep				X				
City Council Presentation				X				
9. Feasibility Analysis								
Business Model Possibilities			X	X	X			
Financial Operating Models			X	X	X			
Final Specifications/Cost Estimate Report					X			
10. Draft and Final Broadband Master Plan and Executive Summary								
Broadband Master Plan Creation			X	X	X	X		
11. Broadband Master Plan Review, Refinement and Adoption								
Broadband Master Plan Refinement						X		
(2) City Staff Meetings						X	X	
(3) Public Presentations						X	X	
City Council Meetings Travel							X	X
Finalize Adoption of Broadband Master Plan							X	X
12. Project Management								
Weekly Meetings, Updates, Recaps, PM Tasks	X	X	X	X	X	X	X	X

FEE INFORMATION

1. Project Kick-Off Meeting

Creation of PM Plan	\$3,668.43
Kickoff Meeting/Initial Discussion	\$9,221.97
Refinement of PMP	\$3,668.43

Task #1 Cost: \$16,558.84

2. Introductory Presentation to City Council

City Council Meeting Prep	\$5,836.83
City Council Presentation	\$1,181.37

Task #2 Cost: \$7,018.20

3. Current and Future Needs Assessment

Desktop Big Data Analysis	\$4,155.70
Community Outreach	\$4,401.89
Technical Memorandum Summary	\$5,423.45

Task #3 Cost: \$13,981.04

4. Inventory and Assessment of City-Owned Broadband Assets

Discover Meetings w/ Stakeholders	\$2,595.87
Existing Asset Review	\$5,191.75
Creation of GIS Layers	\$2,707.14
Technical Memorandum Summary	\$5,279.74

Task #4 Cost: \$15,774.50

5. Assessment of Privately and Non-City Owned Broadband Resources

Discover Meetings w/ Private Providers	\$4,262.62
Existing Asset Review	\$5,191.75
Creation of GIS Layers	\$2,707.14
Technical Memorandum Summary	\$5,279.74

Task #5 Cost: \$17,441.24

6. Assessment of City Policies and Business Practices

City Policies/Best Practices Review	\$6,003.82
Comprehensive Summary Creation	\$3,315.33

Task #6 Cost: \$9,319.15

7. Gap Analysis

HLD Engineering	\$34,499.49
Bill of Quantities Creation	\$5,103.18
Project Phasing Approach	\$5,772.12
Project Budget and Price Estimations	\$4,755.39
Network Design Summary	\$4,824.64

Task #7 Cost: \$54,954.81

8. Mid-Point Presentation to City Council

City Council Meeting Prep	\$3,689.34
City Council Presentation	\$1,181.37

Task #8 Cost: \$4,870.72

9. Feasibility Analysis	
Business Model Possibilities	\$5,920.09
Financial Operating Models	\$5,920.09
Final Specifications/Cost Estimate Report	\$7,657.43
Task #9 Cost:	\$19,497.60
10. Draft and Final Broadband Master Plan and Executive Summary	
Broadband Master Plan Creation	\$15,857.18
Task #10 Cost:	\$15,857.18
11. Broadband Master Plan Review, Refinement and Adoption	
Broadband Master Plan Refinement	\$20,593.24
City Staff Meetings (2)	\$1,448.68
Public Presentations (3)	\$2,897.35
City Council Meetings Travel (2)	\$11,863.80
Finalize Adoption of Broadband Master Plan	\$1,810.84
Task #11 Cost:	\$38,613.91
12. Project Management	
Meetings & Recaps	\$12,191.83
Task #12 Cost:	\$12,191.83
Total Project Cost \$226,079.02	

Project Costs

The total cost to the City of Coachella is \$226,079.02 and includes all work to be completed by Bonfire as stated in our proposal. Bonfire will bill the City in six (6) equal payments of \$37,679.84. Bonfire will bill on the last day of the month of that previous month's services. As shown in the Project Schedule, Bonfire anticipates all work to be completed and the Broadband Master Plan to be submitted to the City in six (6) months. In anticipating the work required for Task #11, Bonfire understands that there is a chance the City Staff Meetings, Public Presentations, and City Council Presentation will require additional time and could go on for 1-2 months. Bonfire is prepared to work with the City throughout that process and if the Project Schedule requires an eight (8) month timeframe, Bonfire will not invoice the final \$37,679.84 until Task #11 is complete. Travel costs for team members have been budgeted and those costs are covered under Project Kick-Off Meetings, Existing Asset Review, Mid-Point City Council Presentation, and the Final Presentation of Master Plan to City Council.

REFERENCES

SOUTHERN UTE TRIBE

Contact Person: Jeff Engman, CIO

jengman@southernute.com | 970-501-0518

Project Dates: 10/2020 – Present (Planning/Grants Complete, Phase 1 Complete, and Phase 2 Ongoing)

Broadband Planning, Engineering, Material Procurement, Construction and Network Operations

Bonfire began engaging with the Southern Ute Tribe in October 2020. Initial high-level engineering work was completed soon after and Bonfire moved forward to working with the Tribe in submitting their National Telecommunications and Information Administration (NTIA) application in September 2021. Bonfire was selected to complete the low-level engineering and construction for the middle mile portion of this project (funded through \$10M in state funding). The middle mile project includes 52-miles of backbone fiber across the Reservation. Four key routes are leaving the Colorado location in Ignacio, CO placing seven-way microduct with a 144MF along those backbone routes.

The Tribe was then awarded \$42M from the NTIA to connect 1,800 Tribal homes with FTTH. The project includes placing another 275-miles of underground lateral, distribution, and drop fiber to connect all Tribal-owned homes and businesses. In addition to the funding to connect all Tribal locations on the Reservation, the project will also pass another 1,500 non-Tribal homes that can connect to the network. The Tribe selected Bonfire through a RFP process to provide engineering, procurement, and construction for the rest of the NTIA-funded build, as well as selecting Bonfire Fiber as the open access network operator for the FTTH network.

In 2023, the Tribe was awarded another \$8.5M in Capital Projects Funding (CPF) from the state and will use that funding to connect another 550 homes to the network. We are currently in the process of placing drops to our initial Tribal homes and will be connecting customers to the network in 2024.

VINELAND, NEW JERSEY

Contact Person: Tony Quigley, Director of IT

aquigley@vinelandcity.org | 856-794-4000 ext. 4345

Project Dates: 8/2021 – 5/2022, 10/2023-Present

Broadband Planning and Consulting

Bonfire was awarded a contract through a RFP process to conduct a broadband assessment and feasibility study for the City of Vineland, New Jersey in 2022. Project scope included discovery and research, creating a community engagement survey, evaluation of existing broadband services, grant/funding research, conduct gap analysis, planning and high-level network design, business/financial models, and recommended next steps. Data was collected, analyzed, and put into the final Feasibility Report to be shared with city officials.

Bonfire entered a new consulting agreement with the city in 2023 to assist them in creating their new broadband utility department. In 2024, the city passed an ordinance to create their broadband utility department and will continue to work with Bonfire as their broadband advisor as they begin the process of deploying a municipal-owned fiber network.

FARMERS TELEPHONE COMPANY

Contact Person: Bill Blackford, General Manager

bblackford@farmerstelcom.com | 970-562-4211

Project Dates: 4/2023 – 11/2023

Broadband Planning and Grant Consulting

Bonfire worked with Farmers to create a strategic broadband plan and assist with them submitting their CPF grant application. Farmers is a small, local ISP located in southwest Colorado that has been serving their community for over 100 years.

Through this \$100,000 engagement, our engineering team reviewed all existing plant to see what could be leveraged or what needed to be replaced. We also analyzed the easiest, most cost-effective opportunities for Farmers to connect more customers to fiber, which lead into our overall approach to the CPF grant. Our work with Farmers continued to complete a master plan and present the findings to their leadership. Bonfire supported Farmers through their Enhanced ACAM analysis and application, resulting in an award of over \$24 million of E-ACAM support over the next 15 years. We have recently begun working with Farmers again on their Broadband Equity, Access, and Deployment (BEAD) preparation so they can have their plan ready once that funding window opens in 2024.

RIO BLANCO COUNTY, COLORADO

Contact Person: Eric Jaquez, Operations Director

eric.jaquez@rbc.us | 970-878-9583

Project Dates: 7/2023 – 9/2023

Broadband Planning and Grant Consulting

Bonfire finalized a contract with Rio Blanco County in 2023 to put together a high-level BOM project budget for their two CPF grant submissions. While Bonfire did not write the CPF grant for the County, we brought in grant partners to assist with writing and submitting the application. Bonfire put together an approach for the County to expand its existing FTTP footprint outside of the main city limit builds and expand across more of the unserved/underserved County.

Bonfire is re-engaging with the County to provide follow-up BEAD preparation and grant consulting services leading up to the BEAD application window opening in 2024.

LEARN, DESIGN, APPLY (LDA)

Contact Person: Megan Beresford, Director of Broadband Programs

megan.beresford@learndesignapply.com | 415-517-4090

Project Dates: 8/2021 – Present

Broadband Planning and Grant Consulting

We work closely with our partners at LDA and several customers to help identify potential grant opportunities for that service provider, municipality, or Tribe to fund necessary fiber builds. Organizations we have worked with include:

- Visionary Broadband – Wyoming, Colorado and Montana
- Viaero Wireless – Nebraska and Colorado
- Southern Ute Tribe, Colorado
- Mountain Home, Idaho
- Three Forks, Montana
- Vineland, New Jersey
- Lummi Nation, Washington
- Swinomish Tribe, Washington
- Samish Indian Nation, Washington
- Grizzly Broadband, Montana

Grant application amounts have been between \$200,000 to \$45M. This work includes researching the various grant opportunities, the writing of the grant itself, and submitting it to the appropriate authorities for final review. Work like this has a significant impact in tough to serve areas where community leaders need state and/or federal money to help build these networks.

INTERVIEW AVAILABILITY

Bonfire will be available for an interview with the City as part of the final selection process and the lead members of our consulting team will be in attendance.

REQUIRED STATEMENTS

- A.** Bonfire agrees to all provide all services and adhere to requirements described in the RFP (except for what is listed under “Exceptions”). The City provided no addendums or updates outside of the original RFP document.
- B.** Bonfire has no prior or pending litigation.
- C.** Bonfire has not had any bankruptcy or insolvency proceedings in the last ten (10) years.
- D.** As stated in the Cover Sheet, Bonfire’s proposal will remain valid for one hundred twenty (120) days following the closing date for receipt of proposals.
- E.** Bonfire and anyone performing work for us on this project is free of any conflict of interest.
- F.** There has been no collusion in the preparation or submission of this proposal.

Thank You



PACIFIC

Broadband Master Plan

PROPOSAL FOR
City of Coachella

MARCH 11, 2024



Tim Jonasson, PE

44651 Village Court | Suite 123
Palm Desert, CA 92260

Office 855.900.4742 + Direct 760.250.6722

tjonasson@hrgreen.com





▶ 44651 Village Court | Suite 123
 Palm Desert, CA 92260
 Main 760.250.6722 + Fax 713.965.0044
 ▶ HRGREEN.COM

Celina Jimenez | Director of Economic Development
 City of Coachella
 53990 Enterprise Way
 Coachella, CA 92236

March 11, 2024

Re: Broadband Master Plan

Dear Celina and Other Members of the Selection Committee,

The City of Coachella is a fast growing, culturally-diverse and young/family-oriented community noted as an entertainment hub in the Coachella Valley and service-oriented and responsive partner to businesses. The ability to connect with friends, family, and coworkers while conducting business from the road is imperative. For many cities, **broadband has become an important ingredient for economic development** and a significant component for key aspects related to quality of life, expansion of affordability and accessibility, education, business attraction, and telemedicine. As a growing community with expanding business and quality of life opportunities, **having high quality broadband is imperative to maintaining a competitive edge** and providing public services to residents and businesses.

Improving broadband takes leadership, good information, regional insight, and a proven process.

Beginning with clear goals is vital to the success of the project. Because of the many factors that impact broadband, this can be a confusing process that can make it challenging to figure out the optimal path to achieving the City's vision and goals. Having a local firm with our national broadband experience can cut through this confusion, clarifying the community's viable options, and quickly eliminating irrelevant ones. **HR Green's (HR Green) team members have facilitated broadband visioning and goal setting sessions in communities across the Coachella Valley and the country.** Our team prides itself on providing broadband master plans that are practical so they can be the basis for preliminary and final designs of your broadband project.

Our team has been providing similar broadband master planning services to the Coachella Valley Association of Governments, the cities of Palm Springs and Palm Desert, and 50+ clients nationwide, including in the western states of California, Oregon, Arizona, Utah, and Colorado. We have helped agencies successfully deliver broadband initiatives from planning, design, through construction, and even operation.

Our **Project Manager, Irena Stevens**, responsible for delivering these local broadband master plan assignments, is well-versed in grant funding procurement and administration. She will oversee inventory of your existing broadband facilities and lead Coachella's team through master plan development. Our **local Municipal Advisory Services Manager, Tim Jonasson, PE**, a long-time Coachella Valley resident and Public Works Director with extensive community engagement and smart city experience, will coordinate the City's efforts with the regional partners to best utilize shared resources and access areas. **HR Green's Principal-in-Charge, George Wentz, PE**, also a Coachella Valley resident, is authorized to negotiate agreement terms and brings 30+ years of consulting experience to public agencies through the Coachella Valley. **Our task leaders are well-regarded subject matter thought leaders on broadband connectivity who regularly speak nationally on next generation and smart-grid fiber backbone systems** based on their hands-on, practical experience implementing successful projects. HR Green also will assign two bilingual engineers with applicable experience in the Coachella Valley to support community engagement efforts. Our in-house team will be augmented by **ADVANTEC Consulting Engineers**, a consulting partner who brings unparalleled knowledge of the CVAG's CV Sync project. They are supporting us on CVAG's broadband master planning assignment and already have extensive fiber data throughout the City of Coachella which will streamline your master planning efforts and provide cost savings.



RESPONDING FIRM | CONTACT PERSON

HR Green Pacific, Inc.
44651 Village Court | Suite 123
Palm Desert, CA 92260
Tim Jonasson, PE
T: 760.250.6722
E: tjonasson@hrgreen.com
F: 713.954.0044

TAX IDENTIFICATION NUMBERS

Federal: 82-1518456
State: 9591386

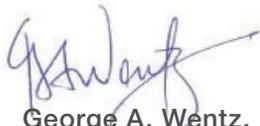
George Wentz, PE is empowered by HR Green to sign our proposal and commit our firm to the obligations contained in the RFP response. Moreover, we will adhere to the provisions described in this RFP, as well as a commitment to enter a binding contract. HR Green has previously provided on-call services to the City and is confident we can enter into an agreement in order to hit the ground running in a time-efficient manner.

Our RFP response will remain valid for one hundred twenty (120) days following the closing date for the receipt of proposals.

Sincerely,

HR GREEN PACIFIC, INC.


Irena Stevens
Project Manager


George A. Wentz, PE
Principal-in-Charge


Timothy R. Jonasson, PE
Municipal Advisory Services

Cover Letter *precedes this page*

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Project Schedule 36

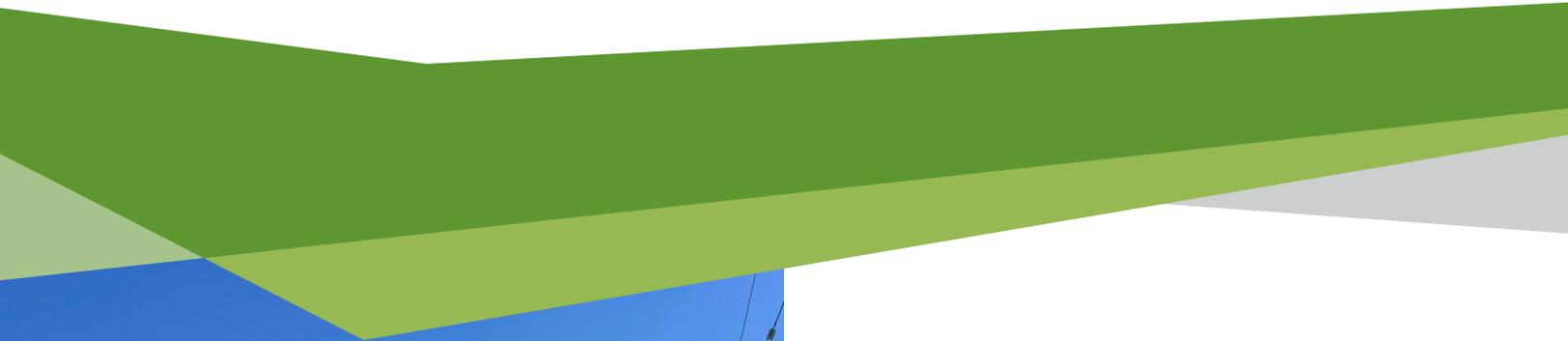
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Approach to Services

Local Presence and Knowledge

HR Green's case studies and experience matrix demonstrate our deep experience in successful projects containing all of the Scope of Work in your RFP. Our team's broadband master plan work in the Coachella Valley (CVAG, Palm Springs and Palm Desert) brings an unparalleled level of understanding and specific knowledge regarding broadband in and around the City. With the addition to our team of sub-consultant Advantec, with their strengths and knowledge of existing infrastructure, our team is unrivaled in the depth that we have of the City.

Our Distinguishing Process

What is equally important and often overlooked is the central role of the process that tasks in a broadband study fit into. Every city has different broadband goals, budgets, and current broadband related circumstances. There are a lot of factors that impact current and future broadband in a community. An effective broadband study process needs to be able to define and clarify the real details within those factors and have an iterative path that leads the community through a series of decisions (based on the data found) that moves towards clearly defined steps to develop the factors to meet the community's broadband goals. Our process is proven to do that.

This distinguishes HR Green. Not all consultants have a clear process and many who do have a linear path to a templated outcome. For many years, consultants have begun projects with a planned outcome in mind. They would get some information, go back to their office and build the case for the idea they had. Then, they would come back to the client with one recommendation that met what they were thinking at the beginning.

One of the reasons we entered the broadband market years ago was because we saw how that led to inferior outcomes, which was unfair to communities. We even had to build our own tools to create a different process.

We were glad to see that our tools and process are geared for exactly what we understand Coachella is looking for as is described in your RFP. At the highest level, our process can be summarized in the following graphic.



This path encompasses all of the services in the Scope of Services listed in your RFP.

VISION

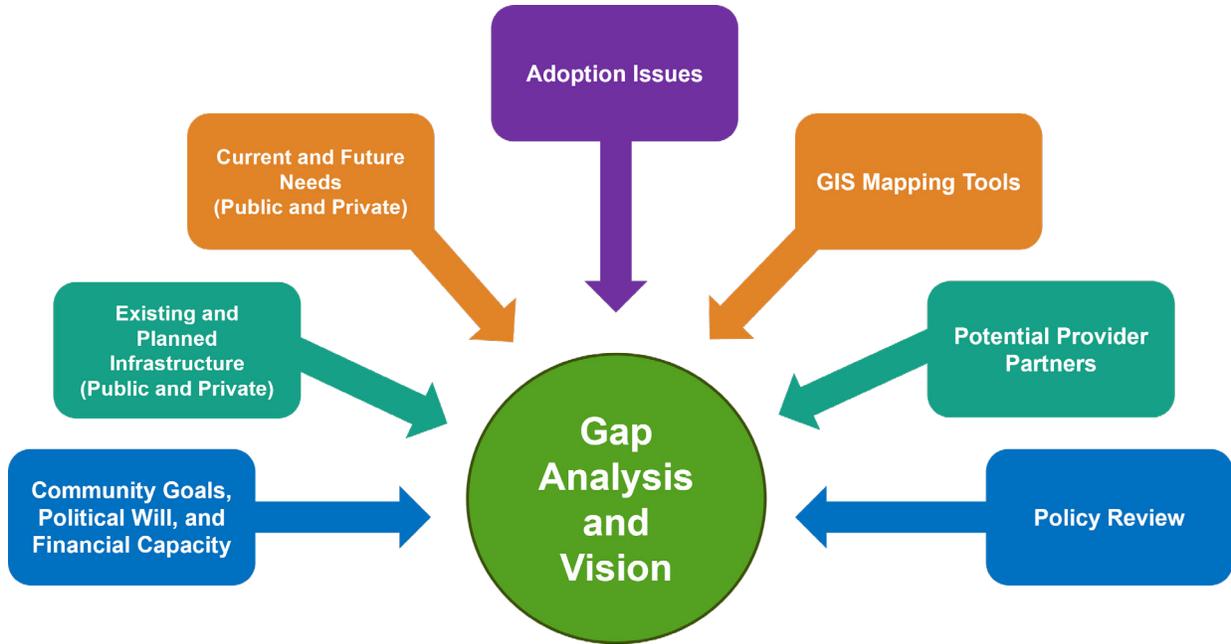
To help communities develop a Vision of the broadband challenges they face and options they have to improve broadband, they need a good understanding of both the demand and supply sides of the broadband in their area. To determine the demand side, we utilize tools like GIS, a survey and stakeholder meetings which usually includes public agencies, first responders, schools, libraries, agencies who serve populations who might to define what needs there are in the community.

Studies often focus on access (having available infrastructure), which is important. We also feel it is important to address adoption (being able to take advantage of the infrastructure when it is available). Having a clear picture of adoption challenges is an important part of understanding the demand side of broadband (and will likely provide grant opportunities as the BEAD grant program rolls out).

For the supply side, we develop a GIS repository for public and private broadband related infrastructure. To bring this information together, we meet with public entities to gain knowledge of their broadband related assets and also develop relationships with the providers in the community to discuss their current assets and plans to expand.

Pulling this information together paints a clearer picture of the broadband concerns (or gaps) in the community. We bring this data together in GIS, so have a tool within which we can perform analysis and to help paint a picture of needs and assets. This data will all be used in the Plan phase of the project.

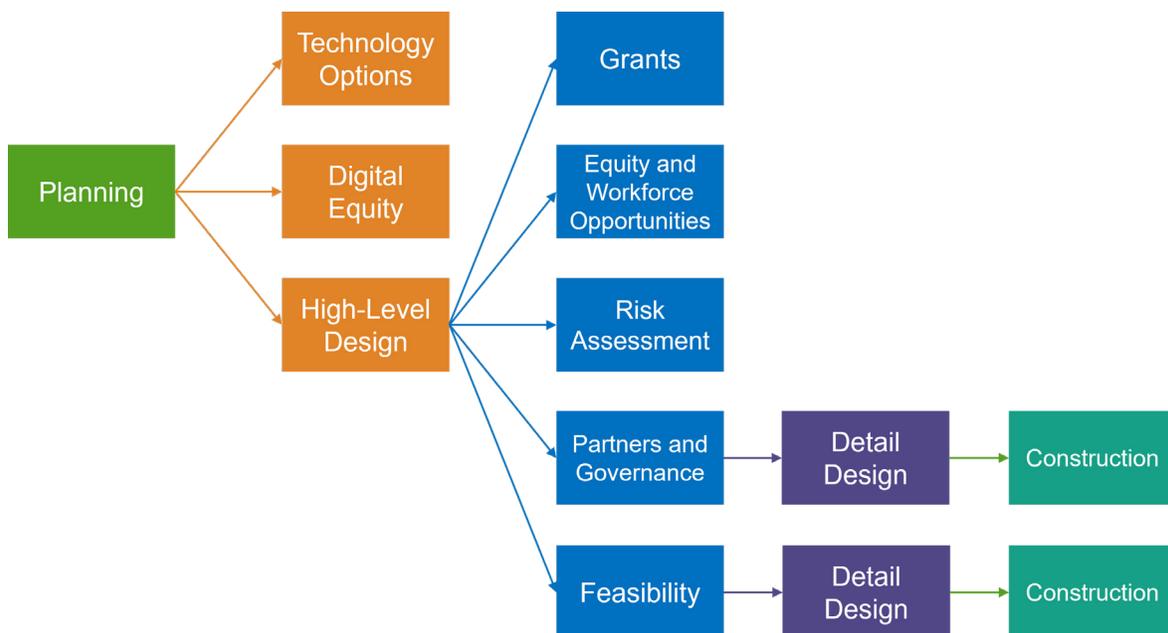
The below chart provides a graphical understanding of the Vision process. It culminates in a Gap Analysis and Visioning discussions.



With a gap analysis developed from good data, we work with the community to collaboratively formulate a Vision of what the needs are and a beginning point of thinking about options to improve broadband. This phase of our process aligns perfectly with Tasks 1 – 8 in your RFP.

PLAN

With that vision, we can begin to Plan. This process typically follows the below path of options.



We develop an action plan for all of the steps of the third tier and beyond. An action plan for either Partners and Governance (working with private providers) or Feasibility (the community possibly building infrastructure) should lead to building infrastructure from one of the two paths (or, possibly both). It can and should also lead to workforce development options to fill the needs of the path that is chosen.

This phase of the project represents Tasks 9 – 11 in your RFP.

DESIGN

If the community chooses to build their own infrastructure from the action items, then the Design phase from the broadband project life cycle path begins. This includes detail design/engineering, material and contractor selection, etc. in the services list. HR Green's strongly utilizes our thorough and effective project management system throughout the Vision and Plan phases and is also essential in construction phases of broadband projects.

From reviewing permitting processes and broadband related policies in the Plan phase, HR Green is well equipped to support permitting tasks to augment the needed capacity if needed. We have a staff augmentation group to specifically increase capacity to review permits.

BUILD

Lastly, as part of our Build phase, we also have staff experienced in compliance monitoring and reporting.

The power of this process is that each task in each phase of the process gathers the needed information to make the best decisions for the step you are in. Those decisions determine what next step you take.

We call those decision points in the process, outlined on the following page, "off ramps" because you can take a path or you can even stop the process if the numbers or chosen path are not working.

The keys to success in a process that is iterative as you proceed are:

- The right tasks to gather the information that is needed to make the best decisions.
- The right tools that provide the data and the flexibility to explore the options that you feel that you need to evaluate.
- The right process that guides the steps and tasks correctly towards the best outcomes.
- Management of the process to keep it moving forward and organized (Task 12 in your RFP).

How we have thought through, developed and manage these factors are what have led to the success that we have helped our clients achieve.

We are glad to see that the Scope of Work in your RFP very closely aligns with HR Green's established process and expertise in the best practices of the life cycle of broadband projects. Below is a list of the tasks and deliverables that we recommend for each step of this work. We are glad to perform one of these services, any mix of them or the entire life cycle.

Our company **Mission Statement** is: **Building Communities. Improving Lives.** We believe broadband is an important component of that and we are excited to work with you to bring our expertise to the City of Coachella.

BROADBAND

Planning and Feasibility

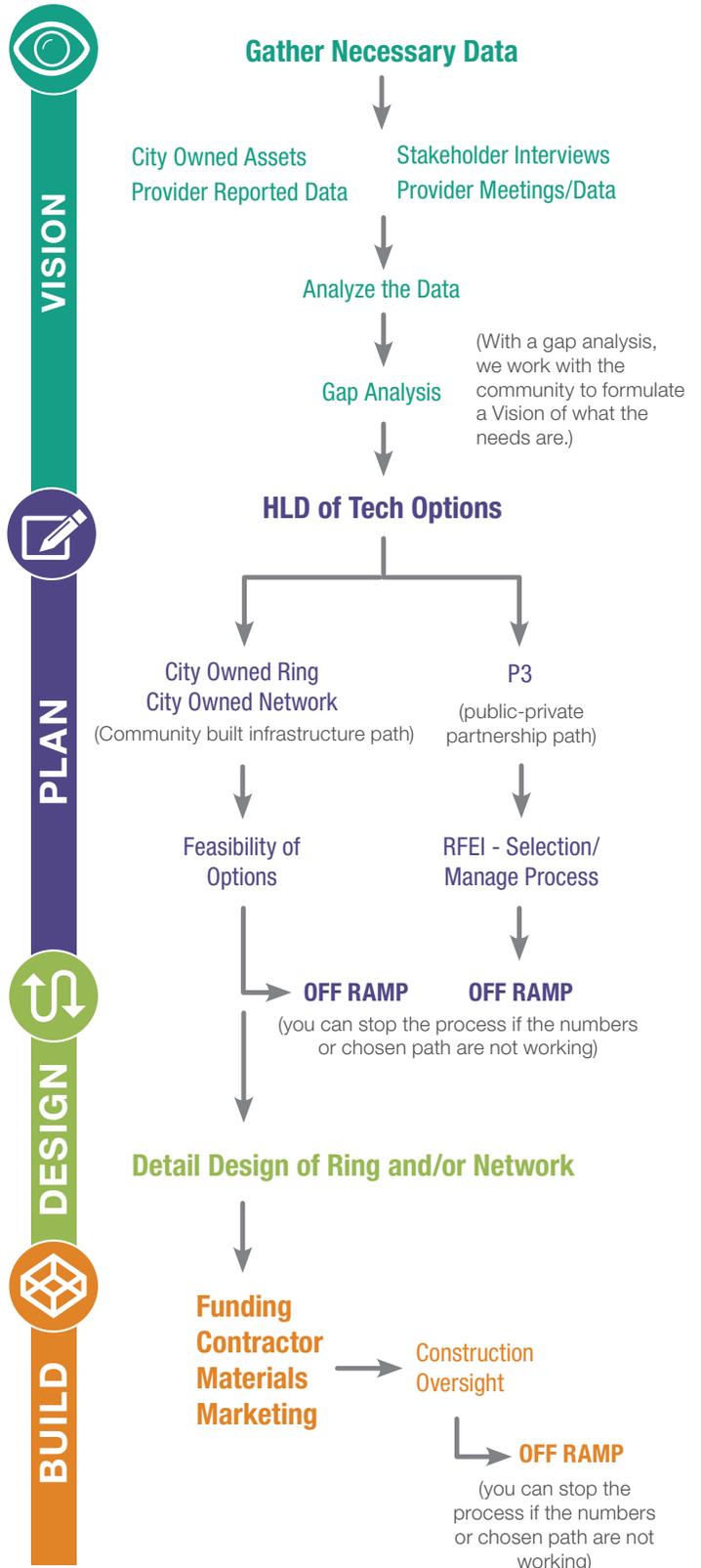
In the **Vision phase** we determine the demand and supply sides of broadband to your community. Utilizing tools like GIS, a survey (when appropriate), stakeholder meetings including public agencies, first responders, schools, etc.

HR Green's Project Management process includes a deliverable for every task, regular update meetings and work sessions with community leadership. All of these built-in milestones are designed so decision points are clear and thought through to keep intentionally moving towards the best outcomes for your community.

In the **Plan phase** a plan for either Partners and Governance (working with private providers) or Feasibility (the community possibly building infrastructure) should lead to building infrastructure from one of the two paths (or, possibly both).

In the **Design Phase** if the community chooses to build their own infrastructure, then the Design phase from the broadband project life cycle path begins. This includes detail design/engineering, material and contractor selection, etc.

In the **Build Phase** we have staff experienced in compliance monitoring and reporting.





Consultant Qualifications



CELEBRATING
110+
YEARS+

For more than a century, HR Green has been dedicated to providing the services our clients need to achieve success. We collaborate across geographies and markets to provide engineering, technical and management solutions. With more than 650 employees and offices in eight states, HR Green provides engineering consulting services in Broadband, Water, Transportation, Governmental Services Environmental Consulting, and Construction Management. One of America's longest operating design firms, HR Green is consistently ranked among ENR's Top 500 Design Firms in the United States, standing at #168 in 2023.

Principal-in-Charge

George A. Wentz, PE
E: gwentz@hrgreen.com

Project Manager

Irena Stevens
E: istevens@hrgreen.com

Local Office

HR Green Pacific, Inc.
44651 Village Court | Suite 123
Palm Desert, CA 92260

1913

HR Green was founded in Cedar Rapids, Iowa in 1913 and has grown to 18 offices throughout the country, including two in California (Palm Desert and Corona).

700+
60+

HR Green employs more than 700 people nationwide.

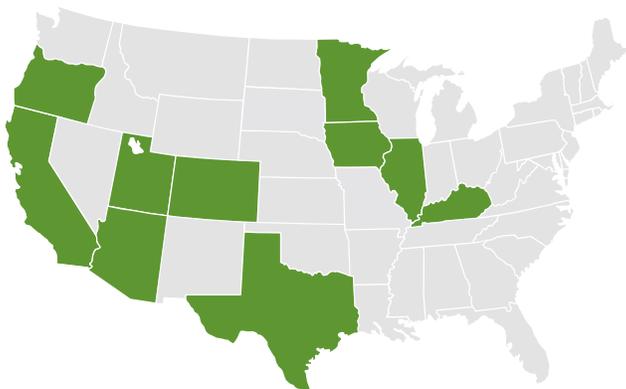
We have more than 60 staff members specializing in telecommunications and engineering.

► HR Green serves CVAG and seven of nine Coachella Valley cities out of our local Palm Desert office. This includes broadband master planning for CVAG and the cities of Palm Desert and Palm Springs.

HR GREEN'S FIBER AND BROADBAND CAPABILITIES

HR Green's Broadband services cover more than broadband studies. We offer a full array of capabilities that cover strategic community efforts from inception to construction, and every stage between, including:

Strategic Policy Development & Implementation	Core Equipment & Architecture Design	Telecommunications Network Design
Regional Collaboration	Master Planning & Engineering	Project & Program Management
Operational Modeling	Business Model Assessment	Construction Management
Telecommunications Co-Location Consulting	Grant Writing & Administration	Smart Grid Analysis
Regulatory Compliance	Business Case Needs Assessment	Smart Grid Design & Implementation
Community Engagement	Market Assessment	Street Lighting Analysis & Design
ITS Design & Implementation	GIS Mapping	Fiber Capability Evaluation



A NATIONAL BROADBAND PLATFORM
Thought leadership + Unparalleled Knowledge of the Coachella Valley

- Broadband master planning leader in the Coachella Valley
- 75+ clients for master planning, design, construction management, and operations
- Broadband, fiber, wireless telecommunications facilities
- Extensive delivery of services in the western United States, including in desert environments



Broadband Master Plan

► City of Coachella

Sample Firm Experience

The HR Green team brings extensive broadband and fiber consulting experience throughout the United States. Below please find a representative sampling of similar projects. Detailed case studies with applicable references are included later in the proposal.

REPRESENTATIVE AGENCY CLIENTS (BROADBAND)	ASSESSMENTS					PLANNING & PROGRAM MANAGEMENT								NETWORK DESIGN & IMPLEMENTATION						
	Broadband / Fiber Optic	Technology Needs	Regulatory	Wireless	Market / Financial	Project / Program	Infrastructure Inventory	Business Modeling	Community Engagement	Staff Augmentation	Master Planning	Public Policy Development	Wireless Assessment	Grant Writing / Funding Sourcing	Utility Coordination	GIS Mapping	Permit Coordination	Wireless Implementation	Network Design	Construction Management
City of Palm Desert, CA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●				
Coachella Valley Association of Governments, CA	●	●	●		●	●	●	●		●	●		●							
City of Palm Springs, CA	●	●	●	●	●	●	●	●		●	●	●			●	●				
City of Pico Rivera, CA	●	●	●	●	●	●	●	●		●	●		●		●	●	●		●	
City of McKinney, TX	●	●	●	●	●	●	●	●		●	●	●			●	●				
Top-Tier Telecommunications Company, TX															●		●	●	●	
Greater Des Moines Partnership, IA	●	●	●		●	●	●	●		●	●		●			●				
El Paso County, CO	●	●	●	●	●	●	●	●	●	●	●	●			●	●	●			
Tillamook Lightwave, OR	●	●			●	●	●	●		●	●		●		●	●			●	
City of Fort Dodge, IA	●	●			●	●	●	●		●			●		●	●			●	
Delta Montrose Electric Association, CO	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		●	●
Mountain Parks Electric, Inc., CO	●	●	●	●	●	●	●	●		●	●	●			●	●				
City of Portland, OR	●	●	●			●	●			●					●	●	●		●	●
Holy Cross Energy, CO	●	●	●	●	●	●	●	●		●		●			●	●	●	●	●	●
Snowmass Village, CO	●	●	●	●		●	●			●	●	●	●		●	●	●	●	●	●
Town of Bayfield, CO	●	●	●		●	●	●	●		●			●			●			●	
City of Sugar Land, TX	●	●	●	●	●	●	●			●		●				●			●	
ImOn Communications, IA	●	●			●	●	●								●	●	●		●	
City of West Des Moines, IA	●	●	●	●	●	●	●	●		●	●	●			●	●			●	
Village of Elk Grove, IL			●	●	●			●				●			●	●			●	

HR Green has a long-standing history of providing top-quality engineering and consulting services in the Coachella Valley. For many years, we have worked with local governments, organizations, and businesses to develop solutions to complex infrastructure challenges.

Our team has a deep understanding of the unique needs and challenges facing the Coachella Valley, including issues related to broadband, economic development, drainage, water, and transportation. We have worked on a variety of projects in the area, from designing and managing the construction of new water treatment facilities to developing broadband master plans that support the region’s economic growth.

Our ultimate goal is open communication so we can identify and resolve any challenges that exist and cultivate a productive relationship that meets and exceeds your needs. To facilitate our relationship with Palm Springs and other Coachella Valley clients, HR Green maintains a local office in Palm Desert, and several of our key staff reside in the Coachella Valley.

COACHELLA VALLEY AGENCIES SERVED:

City of Cathedral City	Civil Plan Review, CIP Project/Program Management, Design/Engineering
City of Coachella	On-Call Transportation Design
City of Desert Hot Springs	Civil Plan Review
City of Indian Wells	On-Call Engineering, Design
City of La Quinta	Building Plan Review, Civil Plan Review Construction Inspection
City of Palm Desert	Broadband Master Plan Building Plan Review, Civil Plan Review, Comprehensive Engineering, Design, Construction Management, Inspection
City of Palm Springs	Broadband Master Plan
City of Rancho Mirage	Civil Plan Review
Coachella Valley Association of Governments	Broadband Strategic Plan , On-Call Traffic Engineering



HR Green’s Palm Desert Office

We Know the Coachella Valley

- ▶ Our office and local personnel within a few short miles of Coachella
- ▶ Available bilingual team members (English/ Spanish) serving Coachella Valley agencies
- ▶ Broadband master plans for CVAG and the cities of Palm Desert and Palm Springs
- ▶ Presenters on Broadband and Smart Communities to APWA Desert Charter and ITE Conference in Palm Desert
- ▶ Multi-faceted consulting to CVAG and seven of nine Coachella Valley cities
- ▶ Staff collectively have served Coachella Valley agencies for 30+ years
- ▶ Former Interim Public Works Director, City of Palm Desert
- ▶ Former Public Works Director/City Engineer, City of La Quinta
- ▶ Two-time President of APWA’s Coachella Valley Chapter, working extensively with CVAG and cities to drive regional collaboration
- ▶ Chair, CVAG’s Policy Subcommittee for Regionwide Traffic Signal



Key Personnel

Your primary local point of contact is **Tim Jonasson, PE**, our **QA/QC Manager**. Tim has served in this role for broadband master plan assignments with CVAG and the cities of Palm Desert and Palm Springs. As a local resident he has also served as a City Engineer/Public Works Director to various Coachella Valley cities and maintains well-established relationships with key stakeholders. **Irena Stevens**, our assigned **Project Manager**, will see that all resources are allocated to your project as needed and will be available for requested meetings. She has been instrumental in helping to deliver these local broadband master plans as well as similar broadband projects throughout the country. **Ben Lewis-Ramirez** brings extensive **community engagement and meeting facilitation experience** on broadband assignments. He will be supported locally by **Desiree Flores, PE** and **Berlyn Pimentel**, both of whom are bilingual and have supported Coachella Valley agencies on various CIP and land development coordination assignments. Resumes of our project team listed below, are found on the following pages.



Additional staff
available as needed



Irena Stevens | Project Manager

Irena brings more than 13 years of experience with vision, planning, regulatory, and financial review of options to recommend broadband related policies and solution. She has been instrumental in delivering successful broadband master plan projects in Coachella Valley and other parts of southern California as well as in Colorado, Oregon, Texas and the Midwest.

She has evaluated agency goals to help develop broadband infrastructure solutions and helped develop plans to provide high-speed connectivity in cost-effective ways. Irena has led several public outreach campaigns to evaluate community broadband capacities, community needs, and policy options to promote equitable access and affordability of Internet service offerings. She has also led efforts to assess stakeholder needs, document current infrastructure and provider options, prepare grant applications and financial models for broadband studies and master plans with cities, counties, and economic development agencies around the country.

EXPERIENCE

13+ Years

EDUCATION

MS, Interdisciplinary
Telecommunications

MS, Public Policy, focus in
Telecommunications Policy

BS, Political Science

BS, History

Irena has handled diverse project management, feasibility, and community engagement tasks on many fiber and broadband master plans. These include:

- ▶ **Broadband Master Plan, Coachella Valley Association of Governments (administer LATA Grant)**
- ▶ **Broadband Master Plan, City of Palm Desert**
- ▶ **Broadband Master Plan, City of Palm Springs (administer LATA Grant)**
- ▶ **Fiber Master Plan, City of Pico Rivera**
- ▶ **Broadband Assessment and Feasibility Study, Tillamook Lightwave (TLW), Tillamook County, OR**
- ▶ **Broadband Study, Yamhill County, OR**
- ▶ **Broadband and Fiber Study, Town of Avon, CO**
- ▶ **Network Strategic Plan, Holy Cross Energy, CO (NTIA Middle Mile Broadband Grant Application)**
- ▶ **Broadband Master Plan, Douglas County, CO**
- ▶ **Broadband Master Plan, Adams County, CO**
- ▶ **Broadband & 5G Planning, City of Fulshear, TX**
- ▶ **Communications Infrastructure Master Plan, City of Sugar Land, TX**
- ▶ **Broadband Infrastructure Analysis, Greater Des Moines Partnership, IA**
- ▶ **FTTP Feasibility Study, City of Fort Dodge, IA**



George Wentz, PE | Principal-in-Charge

George serves as Vice President of HR Green, which offers a comprehensive suite of services to help local agencies function more effectively and efficiently. He brings more than 50 years of administrative, management, and local government related experience, focused on delivering consulting support to public agencies, including **most agencies in the Coachella Valley**. He has served as City Manager, Assistant City Manager, Public Works Director, City Engineer, Building Official, Planning Director, Traffic Engineer and Economic Development Manager.

George has directed and administered projects which range from on-call support to full city contract services. His responsibilities have ranged from accountability for day-to-day completion of activities associated with a contract to Principal-in-Charge of particular projects. His managerial experience and high level of success is well documented and recognized by the cities he has served.

A long-time resident of the Coachella Valley, George is keenly aware of the issues the region faces. He has also worked closely with the APWA on their International Affairs Committee.

- ▶ **Broadband Master Plan, City of Palm Desert**
- ▶ **Broadband Master Plan, City of Palm Springs**
- ▶ **Broadband Master Plan, Coachella Valley Association of Governments**
- ▶ **Fiber Master Plan, City of Pico Rivera**
- ▶ **On-Call Wireless Telecommunications Planning, Cities of Jurupa Valley, Redlands, Pasadena, Beverly Hills, and Malibu**
- ▶ **Small Cell and Broadband Master Planning, Town of Snowmass Village, CO**

EXPERIENCE

50+ Years

EDUCATION

Master, Public Administration

BS, Civil Engineering

REGISTRATION / LICENSE

Registered Civil Engineer, CA, #43273



Tim Jonasson, PE | QA/QC Manager

Tim has 33 years of design, CIP program management, design management, plan review, NPDES/water quality compliance, and construction management experience of municipal public improvement projects, including roads, drainage, water, sewer, traffic, grading, parks, recreational facilities, parking lots and parking structures. He has served as construction manager and design engineer on a variety of municipal improvement projects including bridge construction, street and landscape improvements, water and wastewater improvements, parks construction and rehabilitation, golf course improvements and pier reconstruction. **Tim is a local resident based in La Quinta and manages our Palm Desert office. He presented to Coachella Valley APWA on smart communities innovations, and to the Western Regional ITE Conference in Palm Springs, as well as to Southern California ITE and the International ASCE conferences.**

- ▶ **Broadband Master Plan, City of Palm Desert**
- ▶ **Broadband Master Plan, City of Palm Springs**
- ▶ **Broadband Master Plan, Coachella Valley Association of Governments**
- ▶ **Various Professional Consulting Services, Cities of Palm Desert, Cathedral City, Rancho Mirage, Desert Hot Springs, La Quinta, Indian Wells, and Coachella**
- ▶ **Fiber Master Plan, City of Pico Rivera**
- ▶ **Traffic Engineering, Coachella Valley Association of Governments**
- ▶ **Signal Synchronization Sub-Committee Chair, CVAG**
- ▶ **Small Cell Ordinance and Application Review, Various Southern California Agencies**

EXPERIENCE

33 Years

EDUCATION

Masters, Business Administration

BS, Civil Engineering

REGISTRATION / LICENSE

Registered Civil Engineer, CA #45843



Kevin Azzarello | Grants Coordinator

Kevin is a respected, detail-oriented Broadband Planner and Designer with more than 25 years of experience and a history of solving complex broadband problems. He has spearheaded the development and industry-leading professional design standards for roadway utility relocation projects and community broadband engagement and design practices for local governments. Kevin's approach to projects begins by defining the pivotal performance measures and utilizing them as critical success factors throughout the life of the project.

EXPERIENCE

25+ Years

He has planned and designed telecommunication road relocation projects for major interstates, highways, and bridges. Additionally, he has helped develop broadband plan of action road maps for municipalities and regional agencies, based on their specific data-driven needs and grant-funding programs.

- ▶ **Broadband Master Plan, City of Palm Desert**
- ▶ **Broadband Market Analysis and Cost Study, Houston-Galveston Area Council, TX**
- ▶ **Broadband/Fiber Planning, State of Colorado**
- ▶ **Broadband/Fiber Planning, State of Texas**
- ▶ **Broadband Master Plan, City of Baytown, TX**
- ▶ **Fiber-to-the-Home Master Planned Communities, City of Austin, Cedar Park, Leander, and Round Rock, TX**



Sam Beaver, PE | Design and Costing Coordinator

Sam brings more than nine years of engineering experience and is skilled in developing cost-effective solutions, complex technical problem solving, identifying/delivering increased efficiencies reducing costs and increasing on time deliveries, collaborating with clients, and researching industry standards for consistent delivery of quality products. His experience includes outside plant, inside plant, fiber to the home, small cell, switched ethernet, traffic control, shelter/generator installation/design, review of geotechnical and structural reports, and large team coordination. Samuel has experience using Microsoft tools (Excel, Word, PowerPoint, Visio, etc.), ArcGIS, AramisDT, AutoCAD, Google Earth Pro, and Bluebeam Revu.

EXPERIENCE

9 Years

EDUCATION

BS, Civil Engineering

MS, Civil Engineering

REGISTRATION/LICENSE

Registered Professional Engineer, KS #26998

He has managed the creation of detailed construction specification documents that provided the methods and equipment to construct a fiber to the home network in the aerial and underground environment. In addition, Sam has provided services for Light Gig AT&T.

- ▶ **Broadband Master Plan, City of Palm Desert**
- ▶ **Broadband Master Plan, City of Palm Springs**
- ▶ **Broadband Master Plan, Coachella Valley Association of Governments**
- ▶ **Fiber Master Plan, City of Pico Rivera**
- ▶ **Fiber Planning and Design, Castle Rock, Colorado Springs, Fountain, Snowmass Village, CO**
- ▶ **Fiber Design, City of Portland, OR**
- ▶ **Fiber Design, City of Lehi, UT**



Will Bender, PE | Mapping Coordinator

Will is a Project Manager with experience managing project teams for multiple clients across the US to facilitate algorithmic network design. He has negotiated contracts and pricing for multiple subcontractors and facilitated multiple vendor and client introductions across the telecommunications industry. Will has developed construction drawings for telecommunication utility design, including field verification when necessary; optimized cost of all designs to meet customer demands in a timely manner; used best management practices to maintain high levels of safety for both the construction technicians and general public; developed private/public permit and easement drawings; and coordinated with field designers and supervisory engineers to maintain high quality and accuracy for all developed designs.

EXPERIENCE

11 Years

REGISTRATION/LICENSE

Registered Civil Engineer,
CO #60156

Registered Civil Engineer,
MN #61581

Will has led broadband and fiber engineering teams of over 50+ staff on multiple varieties of telecommunications projects, including FTTP, small-cell, and permitting management.

- ▶ **Broadband Master Plan, City of Palm Desert**
- ▶ **Broadband Master Plan, Coachella Valley Association of Governments**
- ▶ **Broadband Study, Jefferson County, CO**
- ▶ **Fiber Planning and Design, Avon, Colorado Springs, Fountain, and Golden, CO**
- ▶ **Fiber and Small Cell Study, City of Cherry Hills Village, CO**



Ken Price, CGCIO, CCM | Wireless Technology Coordinator

Ken brings 30+ years expertise in planning and implementing both short-term and long-term strategies, work plans, budgets, and projects that provide for the planned, orderly, business justified, and cost-effective development, installation and operation of digital systems including information technology, Geographic Information Systems (GIS), networks, and telecommunications technologies. Ken has worked on small cell initiatives for a number of agencies, including Redlands, Pico Rivera, Jurupa Valley, nearly 10 Colorado cities, and various cities in Iowa, Illinois, and Texas. This has included developing small cell/5G design standards and providing reviews. He also served as the Information Services Director in charge of the Littleton, Colorado Small Cell Program. This included working with Community Development, Public Works, the City Attorney's Office, and multiple cellphone service providers to create a Small Cell Program Master License Agreement (MLA) for each provider, and a comprehensive documented / streamlined drawing approval process to provide small cells within Littleton.

EXPERIENCE

30+ Years

EDUCATION

MS, Computer Information
Systems

BS, Computer Information
Systems

CERTIFICATIONS

Certified Government Chief
Information Officer

Certified Change Manager

Ken has served as a Project Manager for various broadband master plans in the Coachella Valley and wireless technology initiatives throughout Southern California.

- ▶ **Broadband Master Plan, City of Palm Desert**
- ▶ **Broadband Master Plan, City of Palm Springs**
- ▶ **Broadband Master Plan, Coachella Valley Association of Governments**
- ▶ **Fiber Master Plan, City of Pico Rivera**
- ▶ **Small Cell Ordinance and Application Review, Various Southern California Agencies (Redlands, Jurupa Community Services District, Beverly Hills, Pasadena, and Malibu)**



Ben Lewis-Ramirez | Community and Stakeholder Engagement Coordinator

Ben has over 15 years of management experience in the broadband, outside plant engineering and construction industries. He is a vocal advocate for the open application business model and has published numerous magazine articles and blog posts on the subject, in addition to speaking about it at conferences and other events around the country. He will bring this wealth of broadband experience to his work addressing underserved residents with Coachella, so that all stakeholder groups understand the project and its implications for them and their communities.

EXPERIENCE

15+ Years

EDUCATION

BA, Latin American Studies

Ben has served as a Program and Project Manager for counties, cities, and school districts associated with broadband market assessments, business plans, strategic plans, and master plans, responsible for plan development, constructability analysis, and stakeholder engagement.

- ▶ **Broadband Study, Yamhill County, OR**
- ▶ **Broadband Strategic Plan Implementation, El Paso County, CO**
- ▶ **Broadband Study, Jefferson County, CO**
- ▶ **Broadband Study, City of Thornton, CO**
- ▶ **Dotsero Fiber to the Home, Eagle County, CO**



Desiree Flores, PE | Community and Stakeholder Engagement Support

A multi-talented and bilingual licensed civil engineer, Desiree has 10 years of experience and brings comprehensive experience managing/delivering CIP projects, processing permits, responding to public inquiries and utility concerns, reviewing/designing various utility plans, and has utilized AutoCAD to design infrastructure plans. She has provided grading, drainage, and erosion control plans; earthwork quantities; grading cross-sections; hydrology reports and calculations; designed LID BMPs, implemented SWPPPs, and rehabilitated sewer and pavement in congested downtown areas, involving traffic control plans, pipe sizing, and alignments for cities in Los Angeles, Orange, and Riverside Counties.

EXPERIENCE

8 Years

EDUCATION

MS, Civil Engineering - Focus on Construction Engineering and Management

BS, Civil Engineering

REGISTRATION / LICENSE

Professional Engineer, CA #89868

For the Pico Rivera fiber optic master plan, she translated community surveys from English to Spanish, performed public outreach by conducting workshops, and assisted in the analysis of data to assess broadband needs and opportunities.

- ▶ **Fiber Optic Master Plan, City of Pico Rivera**
- ▶ **Public Works/Engineering Support, City of Jurupa Valley**
- ▶ **On-Call Engineering, Cities of Hemet and Moreno Valley**
- ▶ **Public Works/Engineering Support, City of Palos Verdes Estates**
- ▶ **Roadway Improvements, City of Claremont**
- ▶ **Land Development Coordination, City of Pomona**



Berlyn Pimentel | Community and Stakeholder Engagement Support

Berlyn is a seasoned bilingual professional with 11 years of experience working for municipal governments. She has expertise in plan review and permit processing and coordinating with applicants and contractors. In addition, She is proficient in handling public document requests and utilizing city and county GIS and records data to determine site restrictions. Berlyn has provided support to Engineering and Public Works Technicians and assisted in the annexation processes. Berlyn is proficient in customer service and translation services, and provided assistance to residents, vendors, and developers. She routinely prepares and maintains database records, and generates reports on a regular and as-needed basis, including the preparation of monthly, quarterly, and year-end financial, summary, and other technical reports in various systems.

EXPERIENCE

11 Years

EDUCATION

College Coursework

Berlyn has provided real-time translation services to constituents coming to a City services counter to handle various transactions and coordinate, with permitting and engineering staff, etc. She has also assisted in crafting Spanish language municipal documents.

- ▶ **Public Counter, Plan Review, and Permit Processing, City of Jurupa Valley**
- ▶ **Date Palm Drive Rehabilitation, City of Cathedral City**
- ▶ **Engineering Support, Cities of Moreno Valley, Pomona, Palos Verdes Estates**



Ken Demlow | Feasibility Coordinator

Ken brings 33 years of experience in the industry, from working in field construction installing fiber, to Google and Verizon projects, and several FTTH projects. Ken is nationally known for his industry knowledge on Smart Meters and Smart Grid. Ken has been very involved in working through the details of fiber projects, aggregation and economic development. He has spoken at several industry conferences, has authored several industry articles and recently served a state level economic development fellowship. Prior to HR Green, Ken was National Business Development Manager at NewCom Technologies where he was involved in the design, engineering, and operation of more than 200,000 miles of telecommunications plant, including more than 30,000 miles of lit fiber.

EXPERIENCE

33 Years

EDUCATION

BS, American Studies

INSIGHT

Various white papers and presentations on Broadband Master Planning, Growing Role of Broadband in Utility Damage Prevention, Rights of Way Management for Efficient Fiber Deployment, 5G and Small Cell Deployment

Ken oversees HR Green's broadband master planning efforts nationwide, proactively engaging with cities, counties, and councils of governments). He is also a member of the APWA Utilities and Public Rights-of-Way Committee.

- ▶ **Broadband Master Plan, City of Palm Desert**
- ▶ **Broadband Master Plan, City of Palm Springs**
- ▶ **Broadband Master Plan, Coachella Valley Association of Governments**
- ▶ **Fiber Master Plan, City of Pico Rivera**
- ▶ **Broadband Infrastructure Analysis, Greater Des Moines Partnership, IA**
- ▶ **Broadband Market Analysis and Cost Study, Houston-Galveston Area Council, TX**
- ▶ **FTTP Feasibility Study, Financial Modeling, High Level Design, and Construction City of Fort Dodge, IA**
- ▶ **Broadband Assessment and Feasibility Study - Tillamook Lightwave (TLW), Tillamook County, OR**



Monika Kazmierski | Data and Bidding Coordinator

Monika has more than five years of experience as a data and management analyst, with more than four years of experience with local governments. She has provided innovative approaches to track and improve department functions, developed and managed communication programs related to policies and procedures, and assisted local governments with daily operations and maintenance of assets. Monika has helped municipalities with creating master infrastructure plans to address anticipated asset demands and needs. In addition, she has extensive experience with Cartegraph and Power BI Desktop for Business Intelligence.

Monika is currently providing services to the City of Palm Springs. She is also a member of the American Public Works Association (APWA) Asset Management Committee's Knowledge Team.

- ▶ **Broadband Master Plan, City of Palm Springs**
- ▶ **Broadband Master Plan, Coachella Valley Association of Governments**
- ▶ **Broadband Study, Yamhill County, OR**
- ▶ **Broadband Market Analysis and Cost Study, Houston-Galveston Area Council, TX**
- ▶ **Broadband Master Plan, Jefferson County, CO**

EXPERIENCE

5+ Years

EDUCATION

MS, Earth and Environmental Resources Management

BS, Zoology, Concentration in Environmental Biology

CERTIFICATIONS

Public Works Management Institute Certificate



Carlos Ortiz, PE, TE, PTOE | Fiber Field Assessment

As ADVANTEC's Chief Executive Officer, Carlos is a globally recognized expert bringing smart mobility and technology solutions to Smart Cities/Region, Connected/Automated Vehicles (CAV), Intelligent Transportation System (ITS), Traffic Engineering, and Transportation Planning and Engineering Projects and Programs for numerous agencies, private developments, and institutions. He has worked on many multi-modal and complex projects and has the ability to resolve problems quickly and efficiently by drawing on his many years of experience in our transportation industry.

Carlos served on ITE's International Board of Direction as International Director, representing the ITE Western District. He is currently serving on the Board at ITS California.

Carlos has provided extensive services to the Coachella Valley Association of Governments, including:

- ▶ **Broadband Master Plan (subconsultant to HR Green)**
- ▶ **Smart Region Program – Regional Broadband Communications**
- ▶ **Smart Region Program – Phase I**
- ▶ **Smart Region Program – Phase II**

EXPERIENCE

33 Years

EDUCATION

BS, Civil Engineering

REGISTRATIONS

Civil Engineer, CA
#C057535

Traffic Engineer, CA #2025

Professional Traffic Operations Engineer, US
#426



Subcontractor

ADVANTEC Consulting Engineers, Inc. Fiber Field Assessment



ADVANTEC Consulting Engineers, Inc., a California Corporation, is a Certified Disadvantaged Business Enterprise (DBE) and Small Business (SBE) consulting firm specializing in Intelligent Transportation Systems (ITS), Systems Engineering, Smart Cities, Broadband Communications, Connected and Automated Vehicles (CAV) Transportation Technologies, and Construction Management and Inspection. ADVANTEC's mission is to provide quality planning and engineering to the community that would result in perceptible improvements towards the quality of life, safety, and efficiency of transportation. Founded in 1998, ADVANTEC is a professional consulting firm specializing in multi-modal transportation planning, engineering, and technology services. Their name stands for our focus to capture ADVANCEMENTS in TECHNOLOGY for the benefits of their clients, thus providing innovative solutions that meet the needs of clients and the public they serve.

They have worked extensively with the Coachella Valley Association of Governments (CVAG), primarily on the multi-phase CV Sync project. Currently, they are supporting HR Green on the preparation of CVAG's Broadband Strategic Study.

- ▶ **Multi-Modal Smart Mobility Solutions** – ADVANTEC has provided planning, design, and implementation for all aspects of Multi-Modal Smart Mobility and Intelligent Transportation Systems (ITS) programs. Our experience includes the development on Citywide and Regionwide ITS Master Plans, Connected/Automated Vehicles (CAV), Integrated Corridor Management (ICM), Bus Rapid Transit (BRT), Concept-of-Operations (ConOps), System Engineering Management Plans (SEMP), Technology Assessment, Signal Synchronization, and regional ITS architecture for local municipalities, Caltrans and FHWA.
- ▶ **Smart Cities/Region Program** – ADVANTEC and **Coachella Valley Association of Governments (CVAG)** are developing a Smart Region Program implementing ITS on a valley-wide basis to maximize highway and arterial system capacity, improve operational efficiency, improve safety, and improve

KEY TECHNICAL LEAD / CONTACT PERSON

Carlos Ortiz, PE, TE, PTOE
P: 949.861.4999
E: cortiz@advantec-usa.com

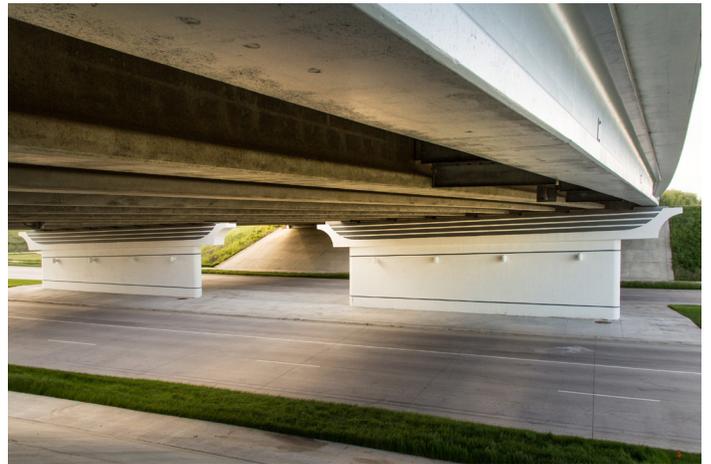
the environment. In addition, other smart cities solutions are integrated in the program including Big Data, Smart Government, Internet-of-Things (IoT), Open Data, and Broadband Communications. Also, other non-transportation technologies are planned to be included under the program including Smart Weather Sensors, Smart Parking, and Smart Lighting System. Led by Carlos Ortiz and a team of over 10 engineers, ADVANTEC began with the Regionwide ITS Master Plan identifying emerging transportation technologies (i.e., connected and automated vehicles, ICM, Mobility-as-a-Service, Mobility-on-Demand, and Smart Cities initiatives), and continued through the project development process involving SEMP, ConOps, and System Requirements, Environmental, Preliminary Engineering, Systems Integrator Procurement and Design, System Implementation, Construction Management and Inspection, and Traffic Signal Synchronization. This includes coordination and approvals from Caltrans District 8, County of Riverside, and eight local agencies. ADVANTEC worked with CVAG in the development of the Cooperative Agreement at the initial phase of the program.

- ▶ **Broadband Communications** - As part of **CVAG's** Smart Region Program, broadband communications will be installed along 21 Corridors in the Coachella Valley. As a result of our ITS planning and design efforts recognized by the state, Highway 111 was selected for funding by California's Middle-Mile Broadband Initiative, which CVAG is the only agency that received funding other than Caltrans. ADVANTEC is working with CVAG, the local agencies, and the state for other funding opportunities to advance middle-mile broadband across the remaining corridors with connectivity to major and local educational institutions with access to disadvantaged communities to increase the quality of life throughout the region. In addition, ADVANTEC is working with CVAG and the local cities to provide Public-Private broadband communications within their communities.

► **Connected Vehicle to Everything (C-V2X)**

Technologies – As part of **CVAG's** Smart Region Program, ADVANTEC provided planning and design services for the implementation of C-V2X technologies across the Coachella Valley. ADVANTEC developed over 500 performance requirements for the selection of the Roadside Units (RSUs) and conducted a Pilot Project so the selected technologies met the performance requirements. The goal is to provide Signal Phasing and Timing (SPaT) messages and Basic Safety Messages (BSMs), including programmed messages for construction zones, advisory messages, wrong way driving, etc. to motorists via their vehicles On-Board Units (OBUs). The selected RSU will also provide WiFi/Bluetooth Arterial Management Data and can integrate 5G communications to provide C-V2X via cellular communications. In 2022 and 2023, ADVANTEC will be conducting additional Pilot Projects that includes Vehicle-to-Pedestrian (V2P) and Vehicle to Bicyclists (V2B) communications. In addition, ADVANTEC is working with various Automated Vehicles/Shuttles manufacturers to bring automated vehicles to the Coachella Valley during the 2023 Coachella Music Festival and other events.

► **Regional ITS Architecture** – ADVANTEC served as Prime Consultant to METRO for updating the Los Angeles County Regional ITS Architecture in 2018-2021, working with all 88 cities, Ports of Los Angeles and Long Beach, Los Angeles World Airports (LAWA), transit agencies, and other stakeholders. ADVANTEC also served as subconsultant on the SCAG Regional ITS Architecture Update project in 2017-2019. An update to the County Regional ITS Architectures was long overdue with a need to reflect new ITS services and interfaces found in the current National ITS Architecture. The County Regional ITS Architecture needed to reflect the many existing ITS deployments and planned ITS developments since 2004. This project presented a forward-looking opportunity for regional stakeholders to revisit the architecture as a planning framework to support the next wave of ITS investments and Smart City initiatives that will shape mobility in LA County in the years to come. The Los Angeles County Regional ITS Architecture Update considered AV/CV Deployments and addressed the needs of non-motorized users. Their expertise is paramount to assist local municipalities and Metro to adopt ITS design architectures that fit the regional requirements.





Project Organizational Chart

Irena Stevens, our assigned **Project Manager**, will coordinate the day-to-day tasks of our team, review project deliverables at key milestones with city staff, and be available for requested meetings with your staff and stakeholders. Your primary local point of contact is **Tim Jonasson, PE**, our **QA/QC Manager** and a long-time Coachella Valley resident. He has served in this role for broadband master plan assignments with CVAG and the cities of Palm Desert and Palm Springs and can quickly interface with City and local stakeholders, as needed. **Ben Lewis-Ramirez** will handle **community engagement and meeting facilitation** and will be supported locally by **Desiree Flores, PE** and **Berlyn Pimentel**, both of whom are bilingual and bring knowledge of the Coachella Valley area.



Additional staff
available as needed

We understand that staffing levels are critical to the success of any project. Our team is composed of highly qualified professionals with the experience and expertise needed so your project is completed on time and within budget.

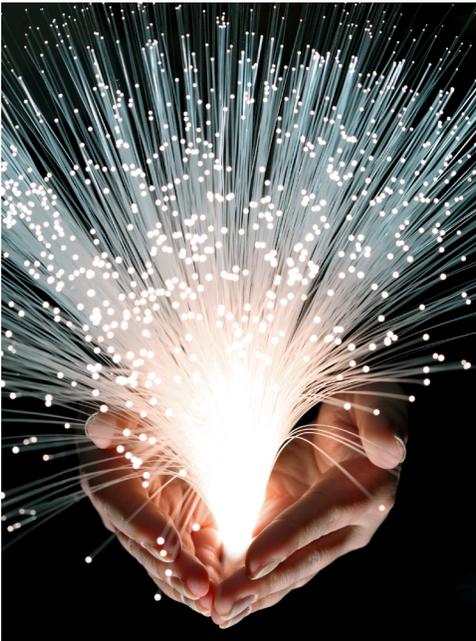
Our staffing levels are carefully calibrated to meet the specific needs of each project. We start by conducting a thorough analysis of your project requirements, including the scope of work, timeline, and budget. Based on this analysis, we develop a staffing plan that outlines the roles and responsibilities of each team member and the required qualifications and experience.

All of our proposed staff have worked together on broadband master plan projects throughout the western United States and nationally. Moreover, our core staff bring extensive Coachella Valley experience with senior leadership who have been long-time Coachella Valley residents and have served the majority of agencies in the region.

Our team members bring a specific blend of skills, experience, and ability to work collaboratively to achieve broadband project goals. We believe that diversity is key to success, and our team includes professionals with a range of backgrounds and perspectives. This diversity allows us to approach problems from different angles and develop innovative solutions that meet your project's unique challenges.

Once the staffing plan is approved by the City, we work closely with you so that our team is aligned with your project's goals and objectives. We provide ongoing communication and support so everyone is on the same page and working toward a common goal.

Our staffing levels are designed to provide flexibility and scalability. We can quickly ramp up or down the team size based on changing project needs or unexpected challenges. We believe that this flexibility is critical to the success of any project and allows us to adapt to changing circumstances quickly.



In addition to our team's technical expertise, we also place a strong emphasis on soft skills such as communication, problem-solving, and collaboration. We believe that these skills are just as important as technical expertise to promote project success. Our commitment to community engagement is centered around assigning a core team of staff not only familiar with the Coachella Valley, but also with the bilingual skills to facilitate outreach efforts.

We are committed to providing staffing levels that meet the highest standards of quality and excellence.

Our Fiber and Broadband Capabilities



Knowledge Of:

- Broadband Master Planning Across the United States
- Local, State, and Federal Laws
- Inventory and Infrastructure Identification and Needs Assessment
- Best Practices and Latest Techniques and Technology
- Conceptual Network Routes and Final Design Documents



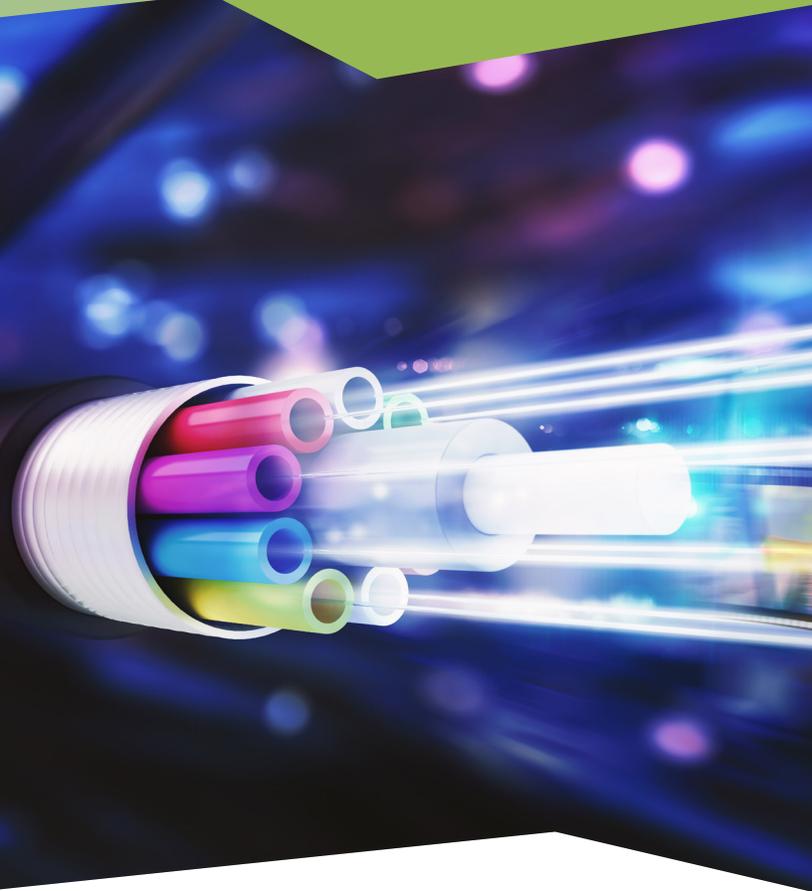
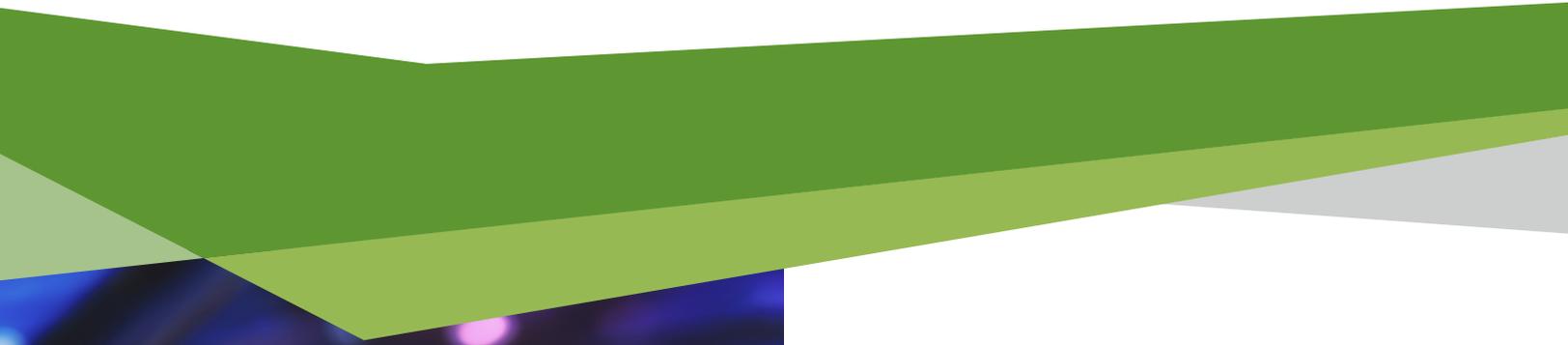
Our Core Staff

- Know and Understand Fiber and Broadband
- Local Knowledge of the Coachella Valley



Keys to Success

- Experience Providing Similar Broadband Services from Conception to Construction
- Proactive Community Outreach and Management
- Nationally Demonstrated Ability Across Various Markets
- Locally-based and Knowledgeable Staff Members
- Quality Project Records
- Clear Communication
- Sound and Defensible Decisions/Recommendations
- Bilingual Staff with Experience in the Coachella Valley



Project Work Plan

PROJECT MANAGEMENT (RFP TASK 12)

HR Green has been in business for 110 years. One of the main reasons for our success over so many years is our dedication to and development of a proven project management process. Our Project Managers are charged with the pivotal role of bringing our company's efforts together with your expectations, budget and schedule.

Our Project Management system is another factor that distinguishes us in the industry. Within the process discussed in the Approach section, we have built in project management tools that keep the process flowing and on track.

Deliverables at Every Task

In our experience, an intermediate deliverable approach is the best way to accomplish this. In the specific tasks below, there are deliverables at every task. This provides an important way to monitor the progress of the project and to make sure the HR Green team and Coachella's leadership stay in alignment regarding project schedule, directions and outcomes. We often provide a deliverable from which our client realizes a need to make an alteration in the path of the project (building in the decision points mentioned in the Approach). At a deliverable level, that can be done. This process makes for a better project with better outcomes.

Proven Project Managers

HR Green Project Managers will be accessible and responsive to you at all junctures in the project. Specifically, HR Green proposes the following methods to guide our overall project communication for this short-fuse project:

PROACTIVE PROJECT COORDINATOR AND PROJECT MANAGEMENT: To promote continuity your Project Manager will serve as your main point of contact and oversee all aspects of efficient project management, on-time and within budget service.

PROJECT REPORTING: MS Project will be utilized as the primary tool to create and manage the project milestones and deliverables. This will be modified based on community needs throughout the project.

WEEKLY UPDATES/BI-WEEKLY MEETINGS: We will provide weekly, written updates on project status, complete with percent complete on major milestones, issue logs and risk management logs. These tools will be managed and updated by HR Green and will be reviewed on a bi-weekly basis in person with your assigned project lead.

PROJECT COORDINATION: As we approach the deliverable milestones, update meetings will provide a focused opportunity to sit down together and review progress in the deliverables and on the project. This approach requires careful listening from the Project Manager to client input. It also requires the Project Manager to closely monitor the project schedule and budget to know when these milestones are approaching. Please note, finally, that it invites active participation with City leadership as part of one team. The voice of the community is crucial to the success of this management approach.

RISK MANAGEMENT: Our project management experience is a direct result of our client's need to accommodate demands for transparency, accountability, and good stewardship of tax dollars. Risk assessment and mitigation is an important part of the team's responsibilities. The first step is to develop a Risk Matrix, where specific and general risks can be noted and scored, along with action plans and status tracking. Each "risk" is evaluated for its potential impact on the project's cost and/or schedule. A risk mitigation action plan can be developed in collaboration with the project team.

History validates the effectiveness of this approach to client satisfaction. Some of HR Green's current clients have been with us for more than 70 years. The paths to successfully define and implement the actionable steps in the Plan phase are detailed in a Broadband Master/Strategic Plan. This Plan provides the details to implement the strategies and tasks, real recommendations with actionable next steps.

DELIVERABLES

- ▶ Project schedule with updates
- ▶ Meeting Agendas and Meeting Minutes for update meetings
- ▶ Deliverables for each task (detailed in the tasks below)

VISION

TASK 1 - KICKOFF MEETING

With every community, we begin the process with a kickoff meeting to make sure everyone is on the same page about the goals and tasks of the project, who will be doing what, how those tasks will be done and when they will be worked on and completed. We also discuss any information that needs to be exchanged

DELIVERABLES

- ▶ Agenda for the kickoff meeting (including information request)
- ▶ One meeting
- ▶ Minutes of kickoff meeting

TASK 2: FIRST PRESENTATION TO COUNCIL

HR Green will prepare for and participate in a project introduction meeting with City Council to discuss the Scope of Services of the broadband master plan, including the anticipated timeline for the project. We will seek and listen for input from the Council and guidance for the project.

DELIVERABLES

- ▶ Presentation for the meeting (coordinated with staff)
- ▶ Notes from City Council (to discuss further with staff)

TASK 3: CURRENT AND FUTURE NEEDS ASSESSMENT

As you describe in your RFP, part of gaining a clear understanding of the current broadband strengths and weaknesses in the City involves a well-planned and orchestrated engagement with the key stakeholders involved in broadband in the City. Below we break out our approach and typical tasks in gathering the needed data to assess the current and future broadband needs.

TASK 3A: COMMUNITY ENGAGEMENT – ENGAGEMENT PLAN

As you point out in your RFP, there are many stakeholders who can provide an important array of different perspectives regarding broadband in Coachella. We agree with the list of stakeholders in your RFP on page 7 (and the subsequent paragraph) and would suggest adding the library on Sixth Street (you may have considered that included within the government agencies) and regional organizations .

We plan and organize those interactions (survey and meetings) in the Engagement Plan. This is an incredibly important document in the process, because we provide drafts of survey questions, ways the survey will be promoted, lists of stakeholders, draft questions we will ask them, etc. It is a working document that we provide in draft form to be reviewed, edited and filled in as we progress through the stakeholder process. The Engagement Plan process helps keep the steps organized and provides the level of involvement you desire in everything that is done.

Engaging in a dialogue with community residents, businesses, public sector staff across departments, internet service providers (ISPs) and other stakeholders, individually and in small groups, helps determine the issues that the community, businesses and residents face when it comes to broadband access and utilization. We also ask for and verify data in these discussions.

Resident and business owner surveys can be effective ways to help decision makers better understand community needs. They can also confirm or challenge grant eligibility maps and information gathered in the Market Assessment. One-on-one and peer meetings with policymakers, anchor institutions and key influencers can also drive visibility into community needs and the goals that department leaders have.

These surveys and meetings will help determine the community's desire for improved levels of broadband service, current market conditions and deficiencies, stakeholder needs, and insights on what role local government should take in providing the service. In stakeholder meetings we also ask what needs are anticipated to help tailor any recommended steps to address current and future needs. For later planning phases, this information helps predict take rate and the optimum monthly cost users would be willing to pay for new services, if those data points are needed.

We have bilingual staff assigned to this project to help in discussions and the process of developing documents.

DELIVERABLE

► Engagement Plan

TASK 3B: COMMUNITY SURVEY

As mentioned in the Engagement Plan section, surveys are important to gather specific information like actual upload and download speeds, customer satisfaction, provider locations, etc. Also, questions can be asked to determine customer satisfaction and what role citizens and businesses would like the City to play in broadband improvement. Surveys can also help clarify revenue possibilities in infrastructure that might be built (help in defining take rate possibilities). HR Green has recommendations for questions that will provide the information that will be needed in the study, but feel it is important to collaborate with City leaders to finalize the survey.

Here are other uses the data in the survey can provide:

- **Real data:** The information in the Market Assessment is reported by the providers and goes through several steps to get to the maps we see. There are several opportunities in that process for the data to be incorrect. We have worked with providers who had mistakes in their reports. We have also found where the data was entered incorrectly at some point in the process. Survey data is a concrete, ground-truthed source of information to check the other data sources that are used in broadband decisions.
- **Refute maps:** Survey data can, then, be used to challenge the maps, if they are incorrect. To improve the maps if they are wrong, there needs to be actual, good data. The survey, if done correctly, can provide that information. Most Federal and State processes will include an opportunity to supply data to improve or correct maps – a survey is one of the strongest ways to do that.
- **High-level Design (HLD):** Once a Gap Analysis has been completed (within which the survey results will be an important data source), there may be an opportunity to do a high-level design of ways to improve broadband. An HLD requires addresses to design to. Survey addresses are some of the most accurate points to design to.
- **Providers:** Survey information is important to providers. Having a clear picture of broadband needs and what potential clients are looking for is valuable information for providers. Also, if they are considering installing broadband infrastructure to help solve broadband issues, a detail design will have to be done. The addresses in the survey information help them know that their designs will be accurate. Both the potential customer information and a confirmation of accurate addresses are valuable enough to be part of the conversation with providers.

In addition to gathering statistical data, the survey serves another, very important civic role. Several opportunities are given for citizens to share anecdotal evidence of their experience with broadband services and attitudes about possible solutions. Citizens thus feel that their concerns are being listened to, increasing the chances that they will buy into any solutions that meet those concerns.

HR Green utilizes a GIS based survey platform. Once the survey questions are ready, we load them into our survey tool and produce two links: One is for citizens and local businesses to take the survey and the other is given to staff through which they can see the progress of survey responses.

To gain both the quantitative (statistically valid) and qualitative (geographically and demographic) number of surveys desired, the survey will need to be promoted through all available channels. The different ways the survey will be promoted will be detailed in the Engagement Plan, but we highlight this topic because it is crucial to the success of the

survey and will require participation from City leaders and staff. The City's relationship with your citizens and businesses through your website, social media channels, newsletters, email blasts, events, stakeholders, etc. are key ingredients in letting people know to take the survey.

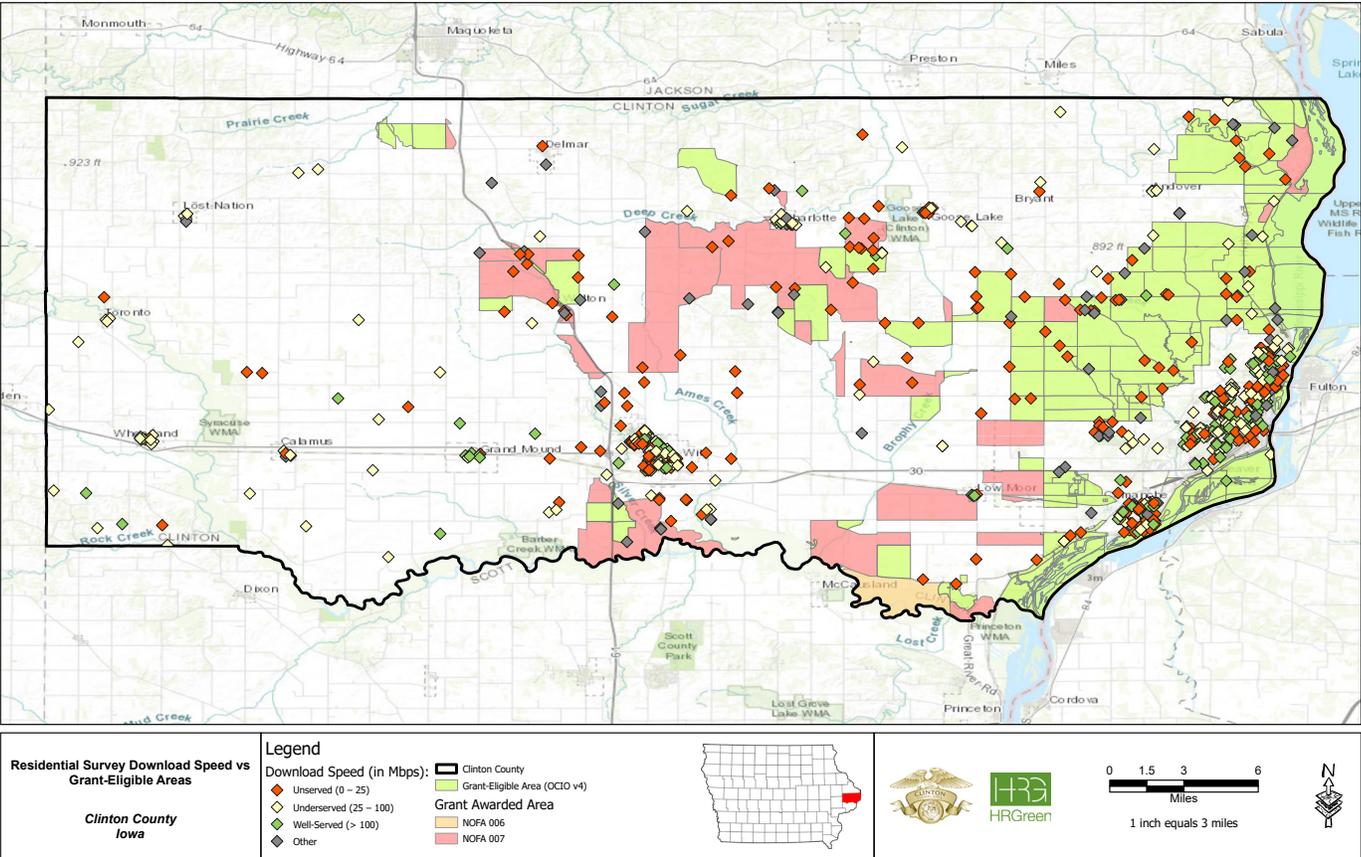
HR Green provides samples of wording for press releases, social media posts, emails, etc. (which will be in the Engagement Plan), but the degree to which the community has and uses channels to reach the citizens and businesses will have a significant impact on results. This is, truly, a collaborative effort.

Your RFP mentions in person survey promotion. It can be challenging to define costs for in-person promotion and for printed materials. We will provide costs that show our logic in how they were formulated. If other options are desired, we can easily change the inputs into those formulas to provide what is needed.

DELIVERABLES

- ▶ GIS based survey
- ▶ Link to survey results
- ▶ Report of findings of survey results

The map below contains several pieces of data that were helpful to one of our clients. It contains survey results for that particular community, areas that are considered eligible in the current eligibility map for that state and areas that had received previous grants.



TASK 3C: STAKEHOLDER MEETINGS

HR Green begins the stakeholder meeting process in the development of the Engagement Plan discussed above. We work with staff to clarify three things:

- The list of stakeholders
- The meeting schedule (how many meetings and who will be included in which meetings)
- What questions to ask stakeholders. We typically want to determine current and future internet service needs – and whether current connectivity meets those needs

As stated in the Engagement Plan section, we agree with the list in your RFP. Coachella contains a part of the City not found in all other cities – the large open areas to the East and Northeast. Defining stakeholders in those areas and what to discuss seems important. Also, discussions with regional entities (like CVAG) will be relevant to the study.

We also feel it is important to utilize the stakeholder meeting process as a way to build relationships with ISPs. They will likely play an important role in the final plans, so multiple meetings with them can be beneficial. As those relationships build, we can ask them to verify their coverage, encourage their input and let us know their future plans.

We will work with staff to finalize a list of organizations, determine meeting times and whether meetings will be virtual or in person. If in person, it is important to define available meeting locations and how meetings will be grouped to maximize on-site time. We will want to have a definitive number of businesses and resident group that fit within the agreed upon budget.

DELIVERABLES

- ▶ Meetings with identified stakeholders
- ▶ Report of findings of input from stakeholders

TASK 3D – DIGITAL EQUITY NEEDS AND PARTNERS

We were glad to see digital equity topics mentioned in your RFP. It can be an important community issue and there will be grants focused on digital equity. Not everyone has the same access to good broadband and some who have access can have difficulty using the services. Barriers to digital equity can be poverty, language challenges, age, etc.

Those who do not have access or who are not utilizing what is available are often not part of surveys and meetings. Working with agencies who can help bring those voices to the table can improve survey results and can help address digital equity issues.

Work on digital equity will be part of the Engagement Plan and work on addressing issues will begin when the preliminary Engagement Plan is adopted. Particular attention will be focused on:

- Trying to have representation in the survey.
- Working with agencies for paths to improving digital equity in action plans.

Addressing digital equity is important to help everyone participate in the digital world and digital economy. It is also a particularly relevant focus right now because a portion of the upcoming BEAD grants will focus on digital equity (the “E” in “BEAD”).

DELIVERABLES

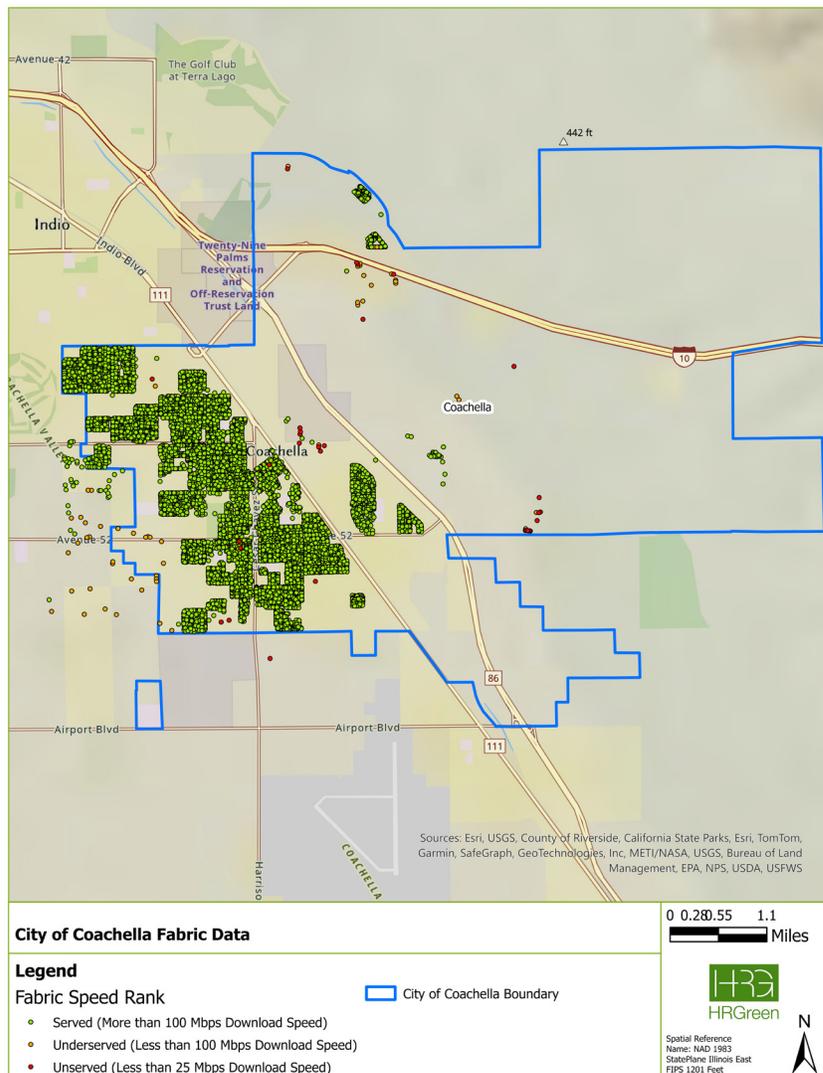
- ▶ Development of a list of agencies who might be able to help with digital equity outreach (as part of the Engagement Plan)
- ▶ Data in the survey to monitor participation of those who might have broadband adoptions challenges (as compared to census statistics)
- ▶ Meeting agendas and minutes of meeting with potential digital equity partners
- ▶ Report of findings of meetings with digital equity partners

TASK 4: INVENTORY AND ASSESSMENT OF CITY-OWNED BROADBAND ASSETS

Very early in the project, we begin to build the asset inventory. This starts with gathering available GIS data. In our kickoff (or before), we will discuss what information we might need from the community to document broadband related assets in the community. These can help inform options for connecting and possible negotiation with potential partners. This part of the inventory is a GIS exchange.

There are several opportunities in the study process to gain information about City-owned broadband assets:

- In the kickoff meeting, we will provide an Information Request detailing lists of assets that are helpful to include in our map.
- In the stakeholder meetings, we will ask for information on any broadband related infrastructure they have (conduit, wireless assets, fiber, etc.). Often, these questions are for City Department leaders so any information they have is included.
- Field verification. HR Green has staff who provide field data collection and broadband infrastructure assessment. This can be challenging to define in scope and costs. For HR Green, these costs are based on hours and expenses. We will provide a number of hours and related costs that we think will be appropriate for collecting data on City-owned broadband assets. Through our sub-consultant Advantec, we anticipate having some information already from their work on the CV Sync project.

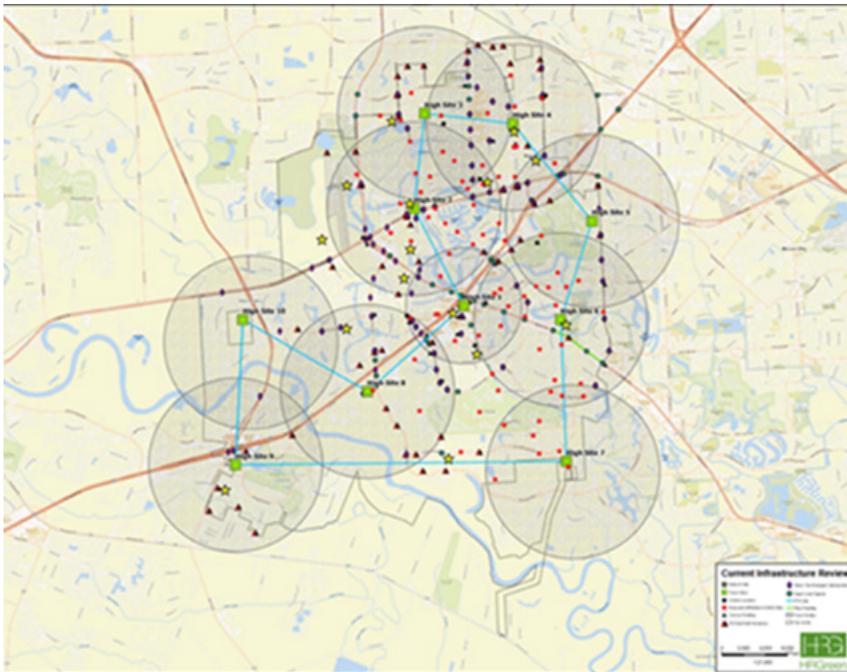


The inspection, verifications and inventories in the Scope of Work section on Page 15 of your RFP is a well thought out plan for developing a good understanding and documentation of City-owned broadband assets and capacity. We acknowledge this list and include it in our Scope.

We want to reiterate that HR Green is a 110 year old civil engineering firm that includes a business line devoted to Broadband. That combination fits very well with this section of your study. Documenting pavement project plans, CIP, real estate that could apply to broadband and vertical assets are all very typical components of civil engineering. HR Green has staff who work with those components for our municipal clients all day, every day. Utilizing their expertise and efficiency in these areas in collaboration with our broadband team adds depth, productivity and effectiveness.

HR Green will bring the data we receive into GIS (providing a map of existing infrastructure and related assets) and a technical memorandum of our findings. This can be a powerful process. For the City of Sugar Land, TX, we worked with their departments to bring together their broadband related assets and developed the below map.

When we showed this map in a meeting of the City leadership, one of the top leaders in the City commented, "I have never seen this before." It also played a significant role in helping us develop plans for improving their broadband.



DELIVERABLE

- ▶ GIS map of current community assets

TASK 5: ASSESSMENT OF PRIVATELY AND NON-CITY OWNED BROADBAND RESOURCES

Task 5 contains several important steps.

Market Assessment: The FCC collects data from providers. HR Green accesses that information to determine what broadband services providers report they offer in community, what coverage and speeds they report, what technology they use, pricing plans, etc. This is important information because many grants base their eligibility on this data. It is known to have flaws and inaccuracies, so it needs to be checked.

Subsequent tasks provide the opportunity to get “ground-truthed” data that can be used to check the accuracy of this FCC data. HR Green will provide these data sources and our analysis to confirm or challenge the FCC information.

In the Market Assessment development, we identify the providers in the community, and we include them in the Community Engagement task to begin discussions with them to develop relationships and better understand their infrastructure and plans.

This task fulfills the beginning of the assessment of what providers offer in the community. This part of the provider assessment is early in the project flow for HR Green because it establishes a baseline that will be confirmed or challenged in subsequent tasks of the project.

Provider Relationships: As mentioned in the Engagement Plan and Stakeholder Meetings sections, building a relationship with the providers is important for their input, information they can provide and their role in final plans. In meetings with them, we will discuss their coverage and gain as much information as they will provide. They can be guarded in the information that they share, so we cannot guarantee what they will provide, but in comparing Market Assessment information, survey data, permit records and discussions with them, we will work towards as full a picture as possible..

Stakeholder Discussions: In talking with organizations like schools, libraries, healthcare, businesses, etc. in stakeholder meetings, we will ask what broadband related infrastructure they might have available. We will document any infrastructure that could be used in broadband improvement and include it in any plans that might develop.

Pole Owners: Pole owners and pole conditions determine the availability of aerial broadband construction (if aerial is needed). Given the City’s desire for underground utilities, we anticipate exploring aerial construction only when necessary (if at all). HR Green will talk with pole owners to see their willingness to allow attachment and their assessment of make ready costs. As attractive as aerial might appear in lowering broadband improvement costs, there are factors that might make that impossible or cost prohibitive. We will work to make an assessment of those issues and gain whatever pole data can be shared.

Wireless: There are different technologies in wireless communications and different levels of assessment of those options. HR Green has deep project experience in all aspects of broadband including cellular, WiFi, fixed wireless, CBRS, etc. Typically, fixed wireless providers are included in the provider meetings.

We will do a high-level assessment of cellular coverage and existing tower sites. Deeper study is possible, and we will offer that as an alternative. HR Green has some of the best and nationally recognized people for these evaluations.

HR Green will also do an analysis of WiFi and CBRS alternatives. We are doing very similar analysis in several cities across the country.

CV Sync: It will be important to understand and catalogue the infrastructure related to CVAG. With our sub-consultant Advantec, we will have the best data possible. This is a significant connection that will significantly help with information and coordination.

DELIVERABLES

- ▶ Market Assessment report
- ▶ Report of technology options and their applicability to the City of Coachella
- ▶ GIS layer of findings
- ▶ Technical Memorandum of non-City owned broadband assets

TASK 6: POLICY AND PERMIT PROCEDURE REVIEW AND RECOMMENDATIONS

City policies and permitting procedures can often help or hinder broadband investment. HR Green will review the City's policies and permit procedures related to broadband to see if they are typical and if they promote broadband expansion or could be problematic for private investment.

Communities can have different goals related to broadband expansion. Some communities want to attract broadband investment from private providers. Others have urban areas within which the Right of Way (ROW) is in jeopardy of being fully utilized. Some policies and procedures can be used to incentivize broadband investment to meet City goals. Others can be utilized to protect ROW segments that are running out of available space but can be done in ways that encourage private investment and collaboration for improving broadband where needed.

DELIVERABLES

- ▶ Report of findings of broadband related policies and permitting procedures and recommended changes

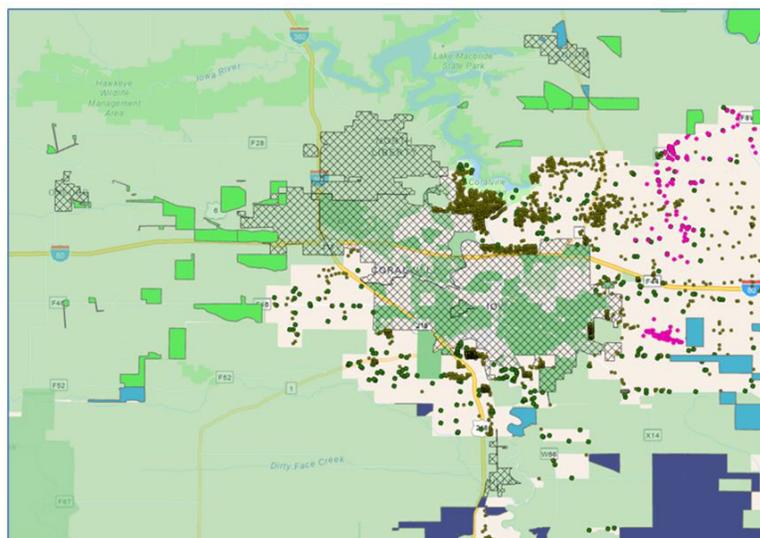
TASK 7: GAP ANALYSIS

The information that details the needs will already be in place from the Market Analysis, Survey and Stakeholder meetings. With that information, HR Green will perform an analysis to determine where there are broadband concerns. These gaps could be lack of adequate connectivity, redundancy, insufficient capacity, future needs that current infrastructure will not be adequate for, economic development concerns, etc. We will analyze the findings to point out connectivity issues. The results of this analysis will be shown in report and map form.

DELIVERABLES

- ▶ Report of findings of current and future connectivity concerns
- ▶ GIS map depicting broadband concerns
- ▶ SWOT analysis

Below is one example of bringing together data sources to form one type of gap analysis.



TASK 8: MID-POINT PRESENTATION TO CITY COUNCIL - VISION MEETING/WORK SESSION

The data, gaps and gap analysis will tell a story. We have found it important to stop at this point and make sure community leadership see and understand the data and are clear on what gaps and concerns exist – we are also glad that you recognize that in your RFP also. We present this information in a work session (coordinated with City staff) and facilitate the development of broadband related goals as they flow from the real data and clear understanding of gaps.

These goals can consist of what broadband coverage the community leaders want residents, businesses and public sector entities to have; what forms of solutions they want to explore to fill gaps and address present and future concerns, the role they think the community should have in solutions, etc. These are important to understand as options for solutions are explored.

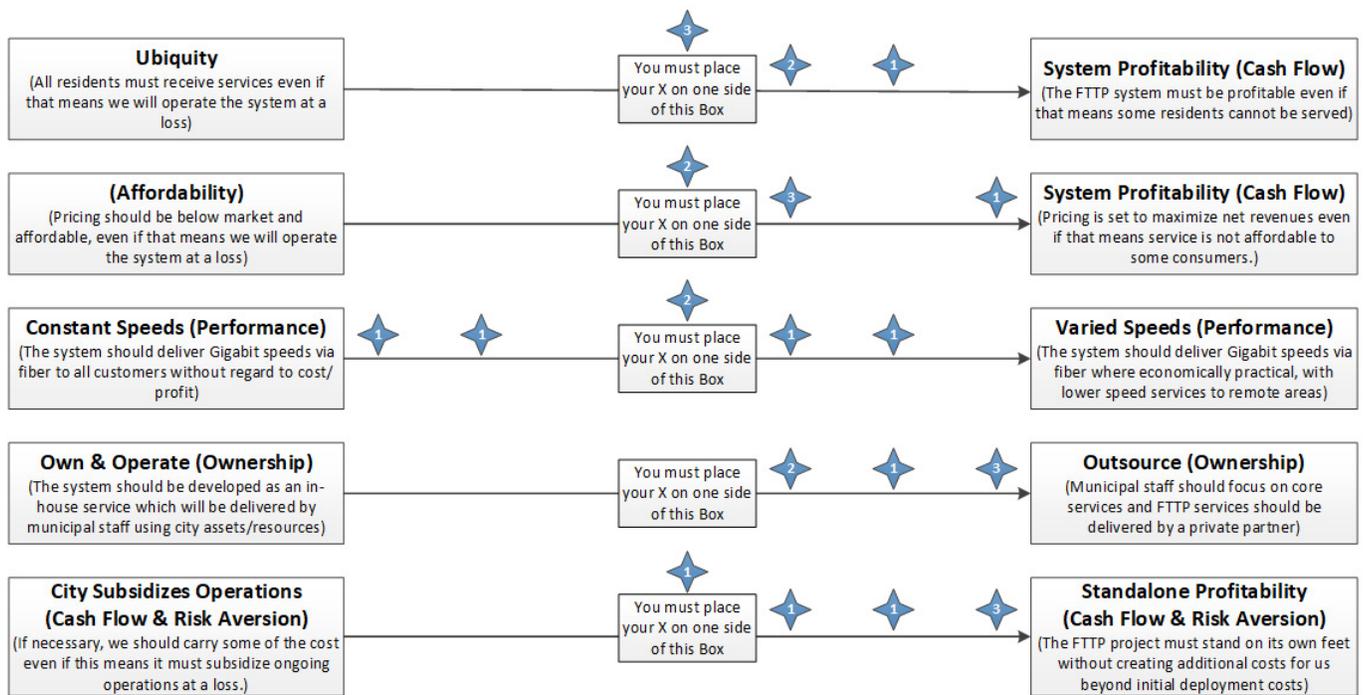
If City staff want to pursue a different approach or presentation of information, we are glad to do that.

DELIVERABLES

- ▶ Presentation for City Council (to be coordinated with staff)
- ▶ One work session to present data and develop goals
- ▶ Notes from City Council session (to be discussed with staff)

Below is an example of one visioning tool:

Council Competing Values Framework for Broadband Networks



TASK 9: FEASIBILITY ANALYSIS - OPTIONS TO IMPROVE FIBER AND BROADBAND CONNECTIVITY (HIGH-LEVEL DESIGN)

“Feasibility” is a term that can have several meanings in broadband.

Typically, feasibility is a step that is taken if the City decides to build and own infrastructure. That would include the longer list of bullet points on Page 18 in your RFP. The thought process is that this level of feasibility is needed to help the City determine if building and owning will pay for itself and if it can be financed. To have that full picture, you have to know revenue, capital costs, operational costs, debt service, etc. Those will tell you if the project is sustainable and if financing institutions will provide the capital needed to build and own it.

This is one option to be considered and evaluated against the other options the City has. To be able to compare your options, we gather all of the information needed for the different possibilities you have. For example, in the survey, we ask questions about how likely a customer is to switch and how much they are paying. That data informs the revenue side of the City owned option.

The important thing to know is that you will probably not need to do a full feasibility on other options. If a provider offers an option that the City thinks is worth pursuing, then a higher-level cost/benefit analysis is all you would need.

Applying that understanding to the business models discussed on Page 18 of your RFP (which is a good picture of your options), a full feasibility would only be needed for dark fiber, possibly open access and the municipality-owned and controlled options. Status quo, policy change and P3 would likely only need a cost/benefit analysis.

Whatever options you choose to explore, with a clearer vision of the needs and opportunities for broadband in the City, HR Green will use GIS tools to develop a high-level design of potential options to improve those connectivity issues. We will provide a preliminary design of the options that make the most sense in the community.

Segment Number	Segment Description	Existing Underground Conduit Feet	New Underground Conduit Feet	Blended Path Feet	Hand Holes	Splice Points	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated	Estimated
							96ct or 24ct Material Costs	144ct or 24ct Material Costs	288ct or 24ct Material Costs	Backbone Installation Cost (no splicing)	Design Engineering and PMO Labor Cost	96ct Total Backbone Segment and Laterals w/Splicing Cost	144ct Total Backbone Segment and Laterals w/Splicing Cost	288ct Total Backbone Segment and Laterals w/Splicing Cost	
1	Hwy 6/Southwest Fwy to 6625 Sansbury Blvd	0	29,227	29,227	21	8	\$83,540	\$95,300	\$137,106	\$76,587	\$179,147	\$1,107,694	\$1,135,413	\$1,225,751	
2	Southwest Fwy/University Blvd to University Blvd/Elkins Pk	0	16,320	16,320	12	5	\$46,649	\$53,215	\$76,559	\$400,980	\$100,245	\$622,065	\$638,528	\$691,927	
3	Lexington Blvd/Sweetwater Blvd to 2100 Austin Pkwy	0	5,206	5,206	5	3	\$14,881	\$16,976	\$24,423	\$129,759	\$32,450	\$206,855	\$214,704	\$239,527	
5	Hwy 6/Settlers Way Blvd to 2235 Settlers Way Blvd	13,114	1,248	14,362	2	2	\$41,052	\$46,831	\$67,374	\$1,076,402	\$254,101	\$1,451,026	\$1,461,079	\$1,494,764	
6	2700 Town Center Blvd N	1,148	0	1,148	1	1	\$3,281	\$3,743	\$5,385	\$88,950	\$22,038	\$129,436	\$131,792	\$139,142	
7	Southwest Fwy/University Blvd to 1301 Chatham Ave	0	7,947	7,947	7	3	\$22,716	\$25,913	\$37,281	\$196,680	\$49,170	\$307,435	\$316,496	\$345,632	
9	1 Circle Dr to Hwy 90A/Unich St	0	4,002	4,002	4	2	\$11,438	\$13,048	\$18,772	\$100,040	\$25,010	\$158,453	\$163,921	\$181,305	
10	Southwest Fwy/Hwy 6 to Hwy 6/Brooks St	0	3,417	3,417	4	2	\$9,766	\$11,141	\$16,029	\$86,003	\$21,501	\$137,313	\$142,522	\$158,986	
11	Hwy 90A/Hwy 6 to Hwy 6/Brooks St	0	6,826	6,826	6	3	\$19,511	\$22,258	\$32,022	\$169,224	\$42,306	\$266,157	\$274,723	\$302,095	
12	Hwy 90A/Hwy 6 to 12888 S Highway 6	0	10,358	10,358	8	4	\$29,607	\$33,775	\$48,591	\$255,392	\$63,848	\$399,440	\$411,416	\$449,890	
13	12888 S Highway 6 to 14601 Voss Rd	0	9,523	9,523	8	4	\$27,219	\$31,051	\$44,672	\$235,342	\$58,835	\$369,244	\$380,851	\$418,070	
15	Hwy 6/Brooks St to 555 Mallage Way	0	3,345	3,345	4	2	\$9,560	\$10,906	\$15,690	\$84,272	\$21,068	\$134,706	\$139,882	\$156,233	
16	525 Mallage Way to 188 Kemper St	0	3,081	3,081	4	2	\$8,805	\$10,045	\$14,451	\$77,934	\$19,484	\$125,162	\$130,221	\$146,156	
17	188 Kemper St to Hwy 90A/Dany Ashford Rd	0	7,603	7,603	7	3	\$21,731	\$24,791	\$35,665	\$188,415	\$47,104	\$294,987	\$303,896	\$332,491	
18	Hwy 90A/Gillingham Ln to 1040 Industrial Blvd	0	7,634	7,634	7	3	\$21,820	\$24,892	\$35,811	\$189,162	\$47,290	\$296,112	\$305,035	\$333,678	
19	Jess Pirtle Blvd/Industrial Blvd to 10405 Corporate Dr	0	2,844	2,844	3	2	\$8,129	\$9,274	\$13,342	\$71,707	\$17,927	\$116,895	\$120,810	\$136,372	
Sugar Land Lateral Design Totals		14,262	118,579	132,841	103	49	\$379,709	\$433,160	\$623,174	\$4,006,089	\$1,001,522	\$6,121,940	\$6,271,288	\$6,751,959	

The design for broadband expansion will be informed by community leadership and decisions that were made in the Vision phase of the project. At this point, we will provide industry level costing for the options to improve those connectivity concerns.

It is important to note that we can provide analysis on more options and can also provide a high-level desktop design for those options – these both just require more hours. If the community desires to see other options, HR Green’s tools can be utilized to explore other possibilities. Those could require additional scope and fee – we can discuss that if that is needed.

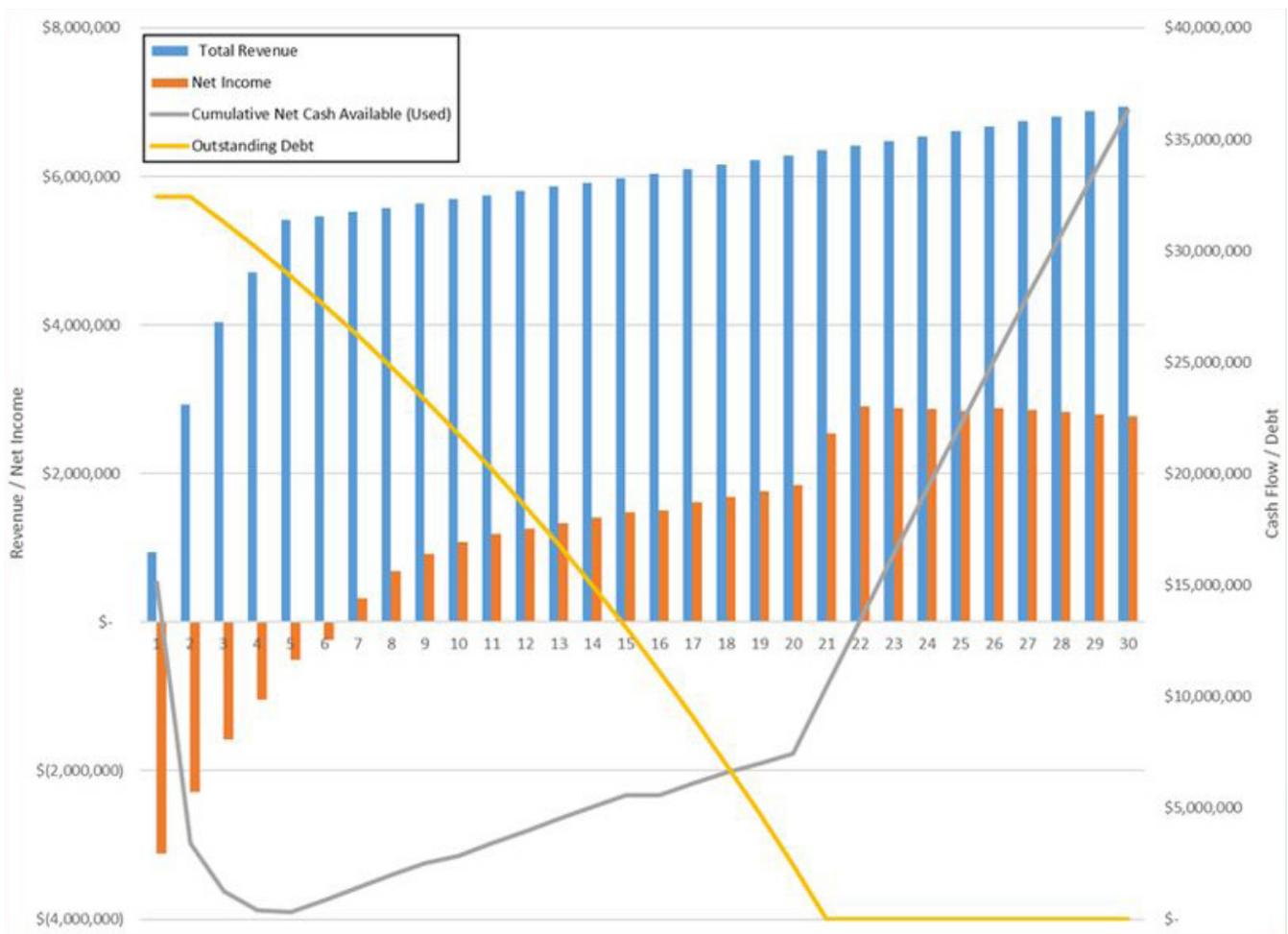
To be clear, the high-level design and costing are not constructable plans. They are full paths for broadband improvements but are not field verified or given final detail design (HR Green can provide those services in subsequent scope if needed).

These high-level plans and high-level costs can be used explore options with different providers, evaluate if the City wants to further explore building your own dark fiber, ring or network (for open access or municipality owned and operated), etc.

If the City does decide to explore building infrastructure you will own in any of the possible options (dark fiber, middle mile, open access, a municipal ring or a municipal network), a full feasibility would probably be necessary.

HR Green’s feasibility includes all of the topics in your deliverables list on Page 18. To make the decisions of what to build, the leaders need a clear picture of anticipated revenue, capital costs, operating costs, debt service, etc. HR Green’s feasibility is a full analysis of whether a network should be financially sustainable. Our feasibility is based off of real-world experience of building and running networks.

HR Green does not have a pre-set result – the data and numbers speak for themselves. If a project is not feasible on its own, we report the real results. As part of the feasibility project, we can also determine what level of grant dollars (if any are needed and available) the project would need to help make it feasible (if the grant dollars can lead to that result).



DELIVERABLES

- ▶ High level design and costing to meet community broadband improvement needs for the scenarios identified by the City
- ▶ Full feasibility of up to two options (we are glad to perform feasibility for more options, we just needed a basis for calculating fees)

TASK 10: DRAFT FIBER AND BROADBAND MASTER PLAN

HR Green combines all of the deliverables from the tasks completed during this project to form the basis of the final master plan. This is a full document containing all of the data collected, gap analysis, options to improve broadband and other information developed during the course of the project.

This document will also include HR Green's recommendations and actionable next steps. These are significant. HR Green provides real recommendations based on the data and the City's goals that can lead to broadband improvements. Additionally, our actionable next steps provide real and impactful steps the City can take to improve broadband challenges. The Master Plan will include the "road map" of recommendations and options for community.

Our Broadband Master Plan includes the bullet points on Pages 19 and 20 of your RFP, including the vision statement, infrastructure analysis, strategy and recommendations for initiatives and next steps, public access options and next steps, policy recommendations, financing options and overall implementation and action plan with specific steps over time.

For an example of a HR Green final broadband master plan, please follow this link: <https://epc-assets.elpasoco.com/wp-content/uploads/sites/2/El-Paso-County-Broadband-Strategy-Final-20190308.pdf>.

DELIVERABLE

- ▶ Community Fiber and Broadband Master Plan

TASK 11: BROADBAND MASTER PLAN REVIEW, REFINEMENT, AND ADOPTION

To finalize the draft Broadband Master Plan, as per your RFP, in collaboration with staff, HR Green will prepare agendas, record minutes and make revisions to the draft plan according to the meeting list:

- Agendas, minutes, revisions to plan
- Two meetings with City staff
- Three public presentations
- One City Council meeting/workshop

Based on the feedback from these meetings, HR Green will finalize the Broadband Master Plan.

Then, we will participate in up to two Council meetings to adopt the Broadband Master Plan (and any policies that the Council might put on the agenda).

DELIVERABLES

- ▶ Agendas for meetings
- ▶ Notes from meetings
- ▶ Final Broadband Master Plan

OPTIONAL TASK 13: EVALUATE OPPORTUNITIES FOR PUBLIC-PRIVATE PARTNERSHIPS

With the data and information developed in the previous tasks, the City will have a decision to make: Do you pursue working with private providers to improve broadband or does the City build some or all of a network. There is a separate task for governance that can go into more detail on the spectrum of options between build vs collaborate, but this task works through the process of how to evaluate opportunities with private providers.

We will provide examples of the most common partnerships (including what is being done within State laws) and help you identify potential partners. HR Green is not a law firm, so we cannot provide legal advice, but we can provide general industry norms for how these arrangements can work.

Your community can play a central role in collaborating with and organizing the efforts of private providers to improve broadband. For example, the community controls the Right-of-Way (ROW). The community also has several options with policy and permitting procedures through which you can help a provider get to market more quickly and possibly less expensively. And, you can support private providers in grant efforts.

Request for Expressions of Interest Development and Advising

One mechanism to help coordinate the effort to organize options for private providers is through HR Green's Request for Expressions of Interest (RFEI). Starting with the community's goals and with the data collected in this process, HR Green will help the community through the formal RFEI process.

Basically, the goal in the RFEI is to let the providers know what the City hopes to achieve and asking them to propose how they can either solve those broadband issues or be part of a larger solution. The impacts of this process can be powerful. As the providers communicate and express their goals, a plan can be formed to achieve concrete solutions to broadband problems. HR Green will work with City staff to publish the RFEI, proactively reach out to vendors (building on the relationships developed in previous tasks) and advise staff through the RFEI process.

The timing of this task will be important. HR Green will work with staff to have the high-level design correspond with the RFEI. This will provide the City the opportunity to explore high-level design options and high-level costing based on the requests of the potential partners who express interest. **Rather than having one option (as is the case in most broadband studies), HR Green's process and tools provide the opportunity to evaluate the costs and benefits of the options the providers offer.**

DELIVERABLES

- ▶ Up to 16 hours of meetings with Providers to explore interest in partnership models
- ▶ Report of current partnership model and list of possible partners and interview findings
- ▶ Develop RFEI for private partners
- ▶ Manage RFEI process (submission to potential partners, advising the City)

OPTIONAL TASK 14: GOVERNANCE OPTIONS

As options to improve broadband are defined, the different possibilities could have differing governance models. It is important to understand the benefits and risks of different ways of arranging ownership and support for infrastructure investment. HR Green has expertise, tools and a process to walk community leadership through those options to be the best stewards of public money and balance control of outcomes for community stakeholders.

HR Green will provide information on and lead a work session about what the differing governance options are and what the impacts of those would be to the community.

DELIVERABLE

- ▶ Work session on business models and infrastructure governance.



OPTIONAL TASK 15: DETAIL DESIGN

If a project is feasible and moves forward to detail design, HR Green has a nation leading design/engineering team. They can design both Outside Plant (OSP) and Inside Plan (ISP – network access equipment). Again, you will not need detail design unless the City decides to build infrastructure that you will own (for example a ring or a network).

OSP NETWORK DESIGN: The HR Green design team utilizes the high-level design to refine it to a mid-level design, then a final detail design. As a contiguous area is surveyed and posted, the actual fiber network is designed. The designer will optimize the network design by assessing the service points and all possible fiber routing options and existing infrastructures.

HR Green’s field personnel do field data collection to verify (or change) the routes determined in high-level design and collect all of the data on the final route that is needed for construction level designs. As the future service areas are established for a FTTH project, each fiber segment design, fiber assignment, and splice documents are completed. A comprehensive bill of materials (BOM) will then be generated for purposes of material requirements for construction of the network. This BOM will become part of a construction document set. HR Green’s detailed designs are used across the Country to build world class networks.

PERMITTING PROCESS: By submitting data in a format that is manageable in size and easily understandable, we have been able to quickly obtain permits and signoffs where others have struggled. Often times we will use the permitting agencies’ own data to support our case; and by providing detailed GIS maps of the project areas and potential impacts, we can focus on only potential problem areas not the entire route. If needed, HR Green also has staff augmentation personnel to help manage community permit volumes. If the City does decide to build a ring or network, permits will be necessary at least with the City and likely with other agencies.

CONSTRUCTION DOCUMENTS: A CD set will be printed for each fiber service area under the oversight of a licensed professional engineer. Included: one printed set of documents and a set in PDF digital form for reproduction. On project closeout, we will transfer to the community all geodatabase files, map documents and other files in their original format.

DELIVERABLES

- ▶ Construction grade specifications and drawings of the complete outside plant network
- ▶ Inside plant equipment design when needed
- ▶ Permit drawings

OPTIONAL TASK 16: CONSTRUCTION OVERSIGHT/CONSTRUCTION PHASE SERVICES

Our in-house Construction Services team will work as an owner's representative to provide a contractor selection process and that the construction meets the engineered specifications of the project. Field inspectors will act as a liaison between the contractor and design engineers to minimize impacts on the construction timeline. Services may include:

- Attend a project kick-off meeting and facilitate regular project status conference calls with the Contractor.
- Review and approve Contractor's project timelines for engineering and construction.
- Review of contractor construction management and safety plans.
- Develop quality assurance inspection checklists to facilitate construction oversight.
- Perform on-site inspection during construction for safety and workmanship.
- Perform on-site post-construction inspection for compliance with the approved designs and workmanship, to include a detailed review of accuracy and completeness for a sampling of as-built documentation provided by the Contractor. This may include verifying pole attachment clearances; confirming slack loop cable lengths; verifying proper bonding/grounding; and verifying location of outside plant assets (splice enclosures, slack loops, handholes, etc.) using precision GPS receivers.
- Review Contractor construction invoices for consistency with design and observed construction progress.
- Review all Contractor-provided fiber optic performance test data, and perform independent testing (OTDR and power meter) for a suitable sampling to validate Contractor-provided test data.
- Prepare a comprehensive report documenting the results of our test data review, independent testing, and post-construction inspection to provide verification that the network, as installed, is suitable for your purposes and conforms to the approved final design.

DELIVERABLES

- ▶ Meeting agenda and minutes
- ▶ Inspection reports
- ▶ Correspondence
- ▶ Photography and video logs
- ▶ Requests for Information and Clarification
- ▶ Comprehensive report of construction phase activities



Project Schedule



Fee Information

In-Scope Tasks

RFP Scope Number / Task		Cost
12	Project Management & Meetings (Including Kickoff)	\$20,400
1	Kickoff Meeting	\$1,840
2	First Presentation to City Council	\$5,050
3	Current and Future Needs Assessment	
3A	Engagement Plan	\$4,260
3B	Survey	\$11,500
3C	Stakeholder Meetings	\$10,200
3D	Digital Equity	\$10,320
4	Inventory/Assessment of City Owned Assets	\$48,450
5	Assessment of Privately Owned Assets	\$11,160
6	Policy/Permit Process Review	\$7,960
7	Gap Analysis	\$12,500
8	Mid-Point Presentation to City Council	\$5,850
9	Feasibility - High Level Design	\$21,420
10	Draft Master Plan	\$12,300
11	Master Plan Refinement and Adoption	\$11,740
TOTAL In-Scope Tasks		\$194,950

Optional Tasks

RFP Scope Number / Task		Cost
13	Partnership Identification and Discussions	\$12,500
14	Governance Options	\$7,240
15	Detail Design	TBD
16	Construction Oversight	TBD

HR Green's pricing shall remain firm for one hundred twenty (120) days following the closing date for the receipt of proposals.

The fees for this project have some important assumptions to consider. The way these assumptions are decided will have significant impacts on the budgets. Our hope would be to work together to save dollars in some categories to either be saved by the City or to be used in other ways to improve broadband in Coachella.

Assumptions:

- Travel is built into tasks 2, 8 and 11 at \$2,500 per trip. We propose two people who will travel from out of state and two who will be local. One of the HR Green team will be bilingual.
- The survey includes translation for Spanish of promotional materials but does not include printing of surveys or promotional materials. Without knowing what needs to be printed, there is no way to quote those numbers. The City may prefer to print outreach materials or HR Green can develop a budget once outreach efforts and needs are better defined.
- Stakeholder meetings and digital equity meetings are planned to be virtual, but local HR Green staff can be available with 48 hours' notice. This budget is based on six stakeholder meetings (usually stakeholders grouped together).
- The largest budget item is inventory of City owned assets. This is a challenging budget to define - we based our number on 120 hours. This is a task in which dollars could be saved. The factors that will go into how the costs work on this task will be:
 - The data Advantec has.
 - The data we have from other projects.
 - The number of facilities to be inspected.
 - The level of inspection.
 - The number of trips needed by inspectors.
 - The data the City has.
 - The level of documentation/digitization required.

Very early in the project, it will be important to clarify each of these factors to verify they fit into 120 hours. It is possible that budget dollars can be saved in this task – that will depend on how the factors are defined. We propose a process of working together to define what data is available and what level of inspection will be needed – all with an eye to meeting or reducing the budget.

- Privately owned assets can be a challenge to collect. We start with provider relationships to help them understand what we are working on to see if they can provide information in a way that is acceptable to them and yet provides what we need. Sometimes NDAs can help (which we often sign) and a discussion of the level of information we need (which is not their competitive information) can help them provide what they can. Some providers do not give any data. Also, with our Market Assessment, other maps and survey data, we can often piece together data that providers might not offer (if needed).
- In our fees, we also want to point out that not all of the feasibility budget might be needed. For example, if the City does not choose to build a network for external use, you should not need a full feasibility. The difference between a cost/benefit analysis and a full feasibility that justifies funding is significant in costs and time.
- We also included some Optional Tasks that might be needed. For example, if you choose to work with providers instead of building a network that provides services to citizens and businesses, you very likely will not need a full feasibility, but you might need a partnership identification and discussions framework to help guide the provider selection/coordination process. A task for governance options can be included in that to work through what the ramifications of ownership models and investment mean and the impacts they can have. In that scenario, you would save a significant amount of the Feasibility budget and might need a Partnership task and Governance task – spending less in total. Detail design is only needed if you decide to build a revenue generating network and it is shown to be feasible. Then, if you decide to move forward, the next step would be detail design, but the cost for it would be rolled into the network building costs.



HR GREEN
 Billing Rate Schedule
 Effective January 1, 2024

Professional Services	Billing Rate Range
Principal	\$250- \$370
Senior Professional	\$250- \$370
Professional	\$170- \$250
Junior Professional	\$100- \$175
Senior Technician	\$130- \$180
Technician	\$75- \$145
Senior Field Personnel	\$140- \$225
Field Personnel	\$100- \$170
Junior Field Personnel	\$75- \$125
Administrative Coordinator	\$75-\$130
Administrative	\$75- \$130
Corporate Admin	\$100- \$160
Operators/Interns	\$75- \$150

Reimbursable Expenses

1. All materials and supplies used in the performance of work on this project will be billed at cost plus 10%.
2. Auto mileage will be charged per the standard mileage reimbursement rate established by the Internal Revenue Service. Survey and construction vehicle mileage will be charged on the basis of \$0.90 per mile or \$85.00 per day.
3. Charges for sub-consultants will be billed at their invoice cost plus 15%.
4. All other direct expenses will be invoiced at cost plus 10%.



References



Broadband Feasibility and Master Plan Study

City of Palm Desert, California

CHALLENGE: The City of Palm Desert understood that the recent pandemic has drawn an even sharper focus of the impact that lack of internet access has on communities. No longer is broadband a luxury for video-on-demand and streaming services. Instead, it is a crucial part of how residents work, gain access to medical treatment, and how children learn, as well as a determining factor for businesses considering relocation. Effective broadband solutions are now critical to all phases of life. Based upon this understanding, a broadband master plan had been part of Palm Desert's strategic plan for many years.

Palm Desert, like many communities, wanted to take increasing control of their broadband future by creating an active strategy to serve its constituents and attract new businesses with meaningful broadband access. In addition, City staff expressed concerns about the challenges faced by the businesses and residents of Palm Desert in their broadband availability, capacity, and investment.

As part of their planning effort, the City wanted to leverage regional planning and investment efforts to create a series of prioritized programs that drive maximum impact. While the technology may vary, our team's efforts established a defined path forward that is crucial to closing the all too frequent broadband gap.

SOLUTION: In October of 2022, City leaders selected HR Green to complete a Broadband Feasibility and Master Plan Study that provides a broadband strategy to create the greatest opportunity and value to implement a network that is capable of meeting current and long-term community needs. The strategic plan also needed to provide recommended approaches to broadband implementation.

HR Green's approach was guided by a belief that the City must clearly articulate key issues and desired goals through a measured process that shepherds the process from study to action. Our team provided work products and deliverables in a framework that enabled the City to move quickly from visioning to planning and onward into deployment of facilitative solutions to drive availability and adoption of true broadband services.

REFERENCE

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Will Bender, PE
Ken Price, CGCIO, CCM

Our Study development process included conducting stakeholder meetings to identify how best to position and future-proof Palm Desert to maximize economic development, including retaining current businesses and attracting new businesses. Implementing a community engagement program that included the use of surveys of residents and business owners helped decision makers better understand community needs. HR Green team members also evaluated existing fiber-optic network and its architecture in order to understand its capability and how best to leverage this asset in the extension to the rest of the City. All the data and information gathered by our team was shared with City Council during a vision and goal setting workshop.

Based on the outcomes from a vision and goal setting workshop with the Palm Desert City Council, our engineers utilized GIS to prepare a system level design and cost estimate for developing a next generation network. Additionally, we evaluated federal and state programs that fund community networks. As part of the Study effort, our team then performed a cost-benefit assessment of various infrastructure and smart application options and identified a prioritized list of Smart Community technologies. We also helped the City identify one or more potential for-profit partners who were interested in leasing the core network assets, and in building and managing last-mile connectivity by build a list of potential partners and other interested parties, using a request for expressions of interest (RFEI).

Additionally, our team coordinated the City's efforts with the Coachella Valley Association of Government's (CVAG) valley-wide signal synchronization and Middle-Mile projects, as well as other regional broadband initiatives, including the initiatives of the local school districts, higher education institutions, Caltrans, and economic development organizations.

At the conclusion of the project, our team provided a Broadband Feasibility and Master Plan Study that is practical so it could be the basis for preliminary and final designs of Palm Desert's broadband project. Currently, the City is exploring the implementation of the recommended next steps included in the Study.

BENEFIT: The result was a comprehensive and practical Broadband Feasibility and Master Plan Study that can be the basis for preliminary and final designs of Palm Desert's broadband project. HR Green's work products and deliverables provided a framework that enabled the City to move quickly from visioning to planning and onward into deployment of facilitative solutions to drive availability and adoption of true broadband services.

HR Green's expertise and comprehensive approach helped Palm Desert to create an active strategy to serve its constituents and attract new businesses with meaningful broadband access. With HR Green's guidance, Palm Desert is well-positioned to achieve its broadband goals and support its residents, businesses, and institutions.





Broadband Master Plan

City of Palm Springs, California

CHALLENGE: The City of Palm Springs recognized the importance of encouraging the development of reliable and cost-effective next generation broadband services. As such, the City wanted to evaluate and develop strategies for the short-term and long-term development of advanced broadband services within the City. Palm Springs anticipated that “next generation” broadband services would have a net positive economic and social impact to the local economy, while enhancing the community’s quality of life through expanded innovation opportunities, workforce development training, the narrowing of the digital and/or economic divide, and improved organizational operation efficiencies.

SOLUTION: In July of 2023, City leaders selected HR Green to complete a Broadband Master Plan. Our team is currently completing various tasks and subtasks associated with the development of the Palm Springs Broadband Master Plan. Once those tasks are completed, the HR Green team will deliver to the City of Palm Springs a Broadband Master Plan that will:

- ▶ Develop a greater understanding with residents, businesses, and other governmental entities regarding the need and value of next generation high-speed broadband service.
- ▶ Engage and educate specific and general members of the public regarding the technology of delivering broadband.
- ▶ Determine the community’s needs and desires regarding broadband.
- ▶ Research and evaluate the current supply of broadband communications assets, products, and services.
- ▶ Create a structured evaluation of the wide range of strategies available to the City to facilitate the availability of “Next Generation” broadband service in Palm Springs. This will include inventory of assets, objective market demand research, financial modeling, and feasibility including a cost benefit analysis for the City being a service provider to underserved communities.
- ▶ Analyze implementation scenarios evaluated through modeling and fiscal analysis, as well as strategies for policies and business practices.

REFERENCE

Larry Klingaman
Director of Information
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Monika Kazmierski
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Ken Price, CGCIO, CCM

“Your (HR Green’s) group has been very helpful with us through the process.”

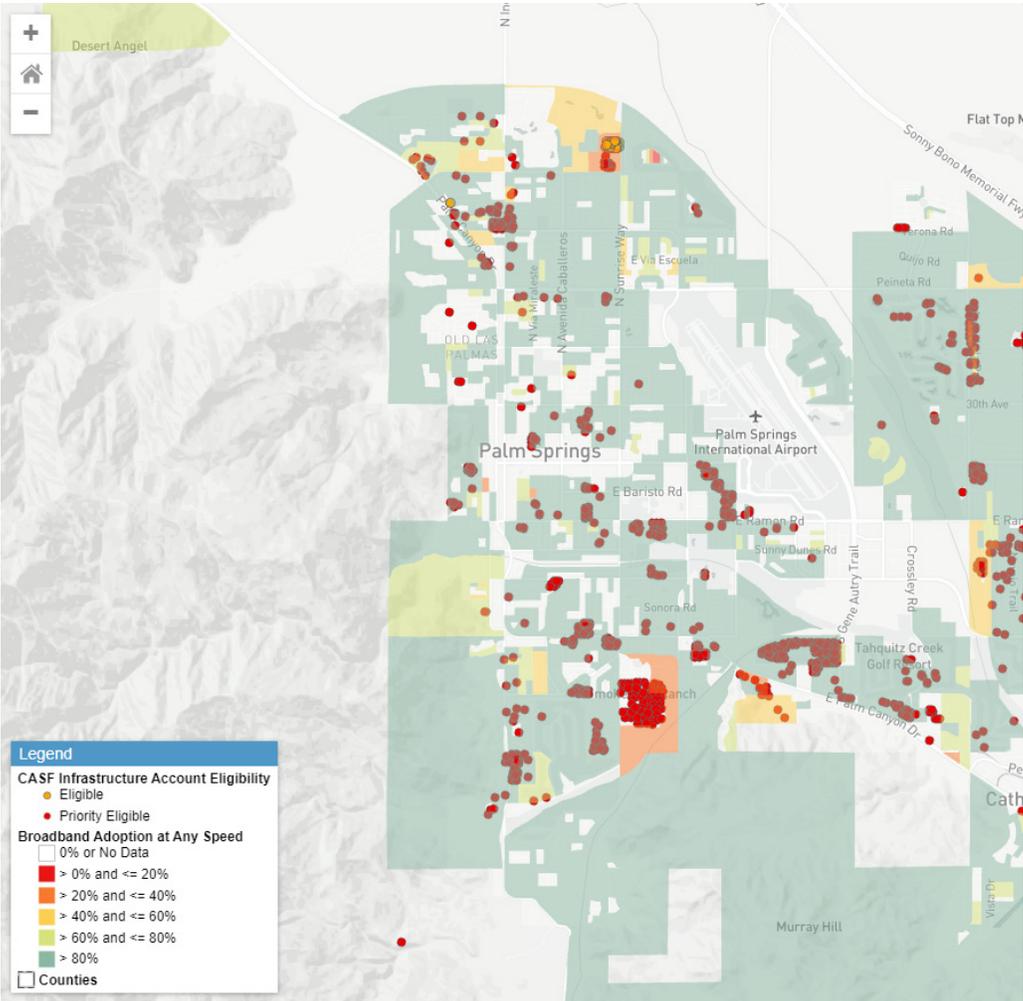
Larry Klingaman
Director of Information Technology

Our approach is broken into various tasks, and subtasks, with deliverables at the completion of each task. All the deliverables will be compiled into the final comprehensive Broadband Master Plan.

Some of the tasks and subtasks are focusing on:

- ▶ Identifying, Inventorying, Mapping, and Analyzing Assets
- ▶ Assessing Needs and Goal Setting (including engaging stakeholders, surveying residents and businesses, assessing market conditions, and facilitating vision and goal setting workshops)
- ▶ Developing Preliminary Fiber Optic Network Designs, Cost Estimates, and Financial Analysis
- ▶ Evaluating Funding Alternatives (included state and federal grant programs, and more traditional funding opportunities such as loans and bonds) and Performing Capital Project Analysis (included exploring shovel ready capital projects where conduit and fiber could potentially be installed during the implementation of the capital project)
- ▶ Assessing City Policies

BENEFIT: Our team is developing a Broadband Master Plan that will include strategies for the short-term and long-term development of advanced broadband services within the City. It is anticipated that these strategies will help the City meet its goal of improving communitywide broadband services, which will have a net positive economic and social impact on the local economy, enhance the community’s quality of life through expanded innovation opportunities, provide workforce development training, narrow the digital and/or economic divide, and improve the efficiency of organizational operations.





Fiber Master Planning

City of Pico Rivera, California

CHALLENGE: The City of Pico Rivera’s new leadership team identified multiple projects underway in the city that were only loosely tied together but which represented a significant opportunity to create a smart platform for future development.

The City was pursuing the municipalization of its street lights through a Community Choice Aggregation initiative with Southern California Edison. As a significant commuter community with major transit routes, it also recognized that the coordination of signals was a crucial next step for the community.

SOLUTION: HR Green worked with Pico Rivera to develop a Fiber Optic Master Plan to help the City control its destiny by deploying a converged network and connected infrastructure model for future development. The proposed core network model chosen by the City will provide a platform for community needs, while creating capacity for a private sector ISP to increase broadband competition in the community. Pico Rivera subsequently selected SiFi Networks as its broadband provider and construction is underway. HR Green provided technical review of SiFi’s proposed microtrenching deployment specifications and coordination of initial planned colocation builds.

BENEFIT: The master plan provided a basis for discussions with SiFi and helped the City to deploy fiber for its own use to City-owned infrastructure. Residents will have access to improved, gigabit internet options and the City has access to fibers necessary for current and future uses.

REFERENCE

Monica Heredia
Former Public Works Director

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Lightwave IGA Broadband Assessment and Feasibility Study

Tillamook County, Oregon

CHALLENGE: Tillamook Lightwave (TLW) a consortium of Tillamook County, Tillamook People's Utility District, and the Port of Tillamook Bay, initiated a discovery study to gain a clearer understanding of broadband needs in the county. TLW contracted with HR Green, to complete this initial discovery phase.

With 21 miles of deployed fiber serving as a middle mile for providers and recognizing the increased demand for high-quality, fast broadband in its service area, TLW sought to answer key strategic questions:

- What role should Tillamook Lightwave play in expanding broadband services?
- How can this important asset expand to provide services outside of those provided to carriers and anchor institutions?
- What role should TLW play and should it consider becoming a direct service provider?

SOLUTION: HR Green is studying the issues outlined above, focusing initially on documenting current conditions and services in this coastal and rural county. TLW's board of directors and owner-partners will review the information collected in Phase I in order to formally develop its Vision for the future role of TLW in expanding broadband services. Once the Vision is established, HR Green will develop preliminary engineering designs based on the service model selected by TLW and develop robust financial feasibility studies to guide future development and deployment of fiber optic infrastructure.

BENEFIT: By establishing a clear path forward - supported by a strong understanding of technical and financial deployment issues – TLW will be in a position to leverage its current assets and improve broadband service to more than 25,000 residents who are generally underserved. This will mean improved access to telemedicine, improved work from home for its full-time and seasonal residents, and access to remote learning for its youth.

REFERENCE

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Broadband Regranting

Yamhill County, Oregon

CHALLENGE: Yamhill County faces challenges common to many rural areas in the country, dealing with poor internet service quality, particularly in unincorporated regions beyond densely populated towns. The County government had no intention of offering broadband as a utility, and the private sector could not justify serving sparsely populated rural areas due to high costs divided among a small number of potential subscribers spread over a large area.

SOLUTION: HR Green initiated a regranting program to enable the County to subsidize the deployment of advanced broadband services using federal funds. Citizen outreach and surveys were conducted, and our GIS and Design Engineering teams collaborated with data from the FCC to map areas most in need and estimate the cost of constructing a fiber-to-the-home network.

We engaged a nationally renowned consultant to help create and implement a Regranting Program using the County's American Rescue Plan Act (ARPA) funds. This involved analyzing Targeted Improvement Zones defined by our engineers. Our team developed a Notice Of Funding Opportunity (NOFO), scoring rubric, public webinars, and various guidance materials to assist the County in selecting grant awardees and managing ongoing agreements. Around \$3 million in grant funds will be distributed to awardees in the summer and fall of 2024, with close coordination with the Oregon Broadband Office for success.

BENEFIT: The Regranting Program allows the County to proactively address residents' subpar connectivity without delving into operating its own broadband infrastructure. It strengthens the working relationship between the County and private sector companies, fostering a positive dynamic different from the adversarial relations often seen in service territories. Politically, it is a win for the County and sets the stage for future successful programs.

REFERENCE

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Broadband Infrastructure Analysis

Greater Des Moines Partnership, Des Moines, Iowa

CHALLENGE: Broadband coverage can be problematic, particularly in rural areas. Without specific connectivity data, municipal leaders do not know what options they might have to improve broadband, providers do not know where needs are and maps that are used to determine grants can be inaccurate to the point where grants might not be available where they are needed.

The Greater Des Moines Partnership developed this project to bring the different levels of government together to collaborate on real steps to improve broadband in this eleven county area. Through working together to identify access needs (where good broadband is not available) and where there is access but adoption issues (financial, language, ethnicity, age, etc.) and creating real, actionable steps to address those needs and issues, The Partnership identified an opportunity to help Central Iowa improve on an already great place to live and work.

SOLUTION: HR Green provided a survey of residents and businesses and meeting with other key stakeholders within the 11 county project area. The data received was used to inform leaders of where specific broadband issues exist, challenge any federal and state map inaccuracies (ensuring grant eligibility) and also provide a central collaboration tool to bring the needs, municipal leaders, providers and funding sources together to develop real solutions. This central collaboration tool is of particular note because it is a ground-breaking, an original creation by HR Green to develop solutions, rather than simply display issues.

BENEFIT: In thinking through how to develop processes and data building to lead to specific opportunities for solutions, this project not only provided valuable data to the 11 counties, but it also put them in a position to be eligible for grants and have tools and relationships to solve broadband issues. To maximize transparency, during the project all our final work-products were posted on the agency's website.

REFERENCE

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com

HR GREEN STAFF

Irena Stevens
Ken Demlow



Broadband Market Analysis and Cost Study

Houston-Galveston Area Council, Texas

CHALLENGE: The Houston-Galveston Area Council (H-GAC) is a regional organization that is working to improve broadband in their thirteen counties. Knowing how important broadband is for students, citizens, businesses, economic development, telemedicine and many other areas of life, H-GAC has made better broadband a priority in the many functions they perform throughout the region.

SOLUTION: Given the complexity of determining and addressing broadband issues in such a large and diverse area, H-GAC engaged HR Green to institute the steps and processes needed to form action plans for better broadband.

Tasks to better understand connectivity in the thirteen counties include:

- ▶ A survey of citizens and businesses, including a portal to identify needs and digital equity response levels.
- ▶ Research on providers across the region and steps to include them in the process.
- ▶ Meetings with key public and private stakeholders.
- ▶ Digital equity research, improvement opportunities and grant options.
- ▶ A gap analysis.
- ▶ High-level design of options to improve broadband.
- ▶ Recommendations of ways to improve broadband.
- ▶ Work sessions to address smart applications of broadband, policy options, governance options and rural technology possibilities.
- ▶ Preparation for BEAD grant funding.

BENEFIT: The goals of the project are to provide clarity on broadband concerns across the region, coordination of efforts of the different agencies working on broadband improvement, identification of digital equity issues, an understanding of policy options, actionable next steps to improve broadband and preparation for BEAD grants in 2024.

REFERENCE

Omar Fortune
Senior Manager of Business and
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E: omar.fortune@h-gac.com

HR GREEN STAFF

Irena Stevens
Ken Demlow
Kevin Azzarello
Monika Kazmierski



Interview Availability

HR Green understands that we may be requested to be available for an interview in the City of Coachella as part of the City's final selection process. We agree that our lead members of the consulting team will attend any interviews scheduled with the City of Coachella.



Required Statements / Acknowledgment of Addendum

HR Green Pacific, Inc. will perform the services and adhere to the requirements described in this RFP, including any addenda. We acknowledge receipt of Addendum No. 1, dated February 26, 2024. The signed acknowledgment is included on the next page.

There has been no prior or pending litigation against HR Green Pacific, Inc.

HR Green Pacific, Inc. has had no bankruptcy or insolvency proceedings in the last ten (10) years.

HR Green Pacific, Inc.'s proposal remains valid for at least 120 days.

HR Green Pacific, Inc. and any individual who will perform work for our consultant team are free of any conflict of interest (e.g., employment by the City).

HR Green Pacific, Inc. attests there has been no collusion in the preparation and / or submission of the proposal.



CITY OF COACHELLA

Broadband Master Plan Request for Proposals

ACKNOWLEDGEMENT OF ADDENDA

The undersigned acknowledges the Bidder's receipt of the following addenda to this RFP and has incorporated information or changes in said addenda within its submittal (if no addenda were received, write "None" in the first blank):

Addendum No. <u>1</u>	Dated: <u>2/26/2024</u>
Addendum No. _____	Dated: _____

Note: It is the Bidder's responsibility to ensure it receives all addenda which are posted on the City of Coachella's website at:

<https://www.coachella.org/Home/Components/RFP/RFP/424/29>


Authorized Official Signature

March 7, 2024
Date of Signature

George A. Wentz, PE
Authorized Official Printed Name

Vice President
Authorized Official Title

Business Name of Bidder (Signer must match authorized official shown on Bidder Information form):



Sample Agreement Comments

The sample contract provided contains language that should be modified or clarified to be more specific to the services being delivered. Based on our review, we believe revisions will provide greater clarity as to contractual obligations as well as compliance with state law requirements, which will benefit both parties. If selected, HR Green would like the opportunity to work with the City to develop the proposed agreement and address very specific issues. We would be prepared to discuss these matters immediately upon selection so no time is lost and that the proposed work can be carried out in a timely manner. Following, we have provided our suggested exceptions and considerations:

▲ 3.3.10.5 Water Quality Management and Compliance. Consultant shall keep itself and all subcontractors, staff, and employees fully informed of and in compliance with all local, state and federal laws, rules and regulations that may impact, or be implicated by the performance of the Services including, without limitation, all applicable provisions of the City's ordinances regulating water quality and storm water; the Federal Water Pollution Control Act (33 U.S.C. § 1251, *et seq.*); the California Porter-Cologne Water Quality Control Act (Water Code § 13000 *et seq.*); and any and all regulations, policies, or permits issued pursuant to any such authority. Consultant must additionally comply with the lawful requirements of the City, and any other municipality, drainage district, or other local agency with jurisdiction over the location where the Services are to be conducted, regulating water quality and storm water discharges. ~~City may seek damages from Consultant for delay in completing the Services caused by Consultant's failure to comply with the laws, regulations and policies described in this Section, or any other relevant water quality law, regulation, or policy.~~

Reason: This special damages clause creates professional liability insurance challenges. We would ask that we review for alternative language and/or strike.

(A) Commercial General Liability: (1) Additional Insured: The City, its officials, officers, employees, ~~agents, and volunteers~~ shall be additional insureds with regard to liability ~~and defense of suits or claims~~ arising out of the negligent performance of the services under the Agreement. ~~Additional Insured Endorsements shall not (1) be restricted to "ongoing operations"; (2) exclude "contractual liability"; (3) restrict coverage to "sole" liability of Consultant; or (4) contain any other exclusions contrary to the terms or purposes of this Agreement.~~ For all policies of Commercial General Liability insurance, Consultant shall provide endorsements in the form of ISO CG 20 10 10 01 and 20 37 10 01 (or endorsements providing the exact same coverage) to effectuate this requirement. (2) Cancellation: Required insurance policies shall not be canceled ~~or the coverage reduced~~ until a thirty (30) day written notice of cancellation has been served upon the City except ten (10) days shall be allowed for non-payment of premium.

Reason: The endorsements on our Commercial General Liability does not include these additional limitations. We request modification as noted.

(C) Professional Liability (Errors & Omissions): *****INCLUDE ONLY IF APPLICABLE; DELETE OTHERWISE***** (1) Cancellation: Required insurance policies shall not be canceled ~~or the coverage reduced~~ until a thirty (30) day written notice of cancellation has been served upon the City except ten (10) days shall be allowed for non-payment of premium. ~~(2) Contractual Liability Exclusion Deleted: This insurance shall include contractual liability applicable to this Agreement. The policy must "pay on behalf of" the insured and include a provision establishing the insurer's duty to defend.~~

Reason: Our Professional Liability insurance does not include contractual liability.

3.6.1 To the fullest extent permitted by law, Consultant shall defend (with counsel of City's choosing), indemnify and hold the City, its officials, officers, employees, ~~volunteers, and agents~~ free and harmless from any and all ~~claims, demands, causes of action~~, costs, ~~expenses~~, liability, ~~loss~~, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, ~~to the extent caused by the negligent in any manner arising out of, pertaining to, or incident to any~~ acts, errors or omissions, or willful misconduct of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of the Consultant's Services, the Project or this Agreement, including without limitation the payment of all damages, ~~expert witness fees~~ and reasonable attorney's fees and other related costs ~~and expenses~~ except such loss or damage caused by the ~~sole~~ negligence or willful misconduct of the City. Consultant's obligation to indemnify shall survive expiration or termination of this Agreement and shall not be restricted to insurance proceeds, if any, received by Consultant, the City, its officials, officers, employees, ~~agents, or volunteers~~.

Reason: The "defend/indemnification" clause is problematic and we would request deletion and further modification as noted in this section.



HRGreen®

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TRANSPORTATION
+
WATER
+
GOVERNMENTAL SERVICES
+
LAND DEVELOPMENT
+
ENVIRONMENTAL
+
CONSTRUCTION



STAFF REPORT
2/28/2024

TO: Honorable Mayor and City Council Members

FROM: Maritza Martinez, Public Works Director

SUBJECT: Approve City Manager to process sponsorship request received from Celebration Nation Inc for the 2024 Farmchella event, in the amount of \$12,000.

STAFF RECOMMENDATION:

Approve City Manager to process the sponsorship request received from Celebration Nation Inc for the 2024 Farmchella event, in the amount of \$12,000.

EXECUTIVE SUMMARY:

On February 7, 2024, staff received the attached \$30,000.00 sponsorship request from Celebration Nation Inc. for the 2024 Farmchella Event. This year's event will be held at Veterans' Memorial Park and is a free event. The Farmchella Festival event is focused at recognizing and celebrating the many contributions of farm workers to our local, state and federal economy and culture.

After further review of the sponsorship request budget line items Celebration Nation Inc was agreeable to reduce the sponsorship amount to \$12,000. The line items reduced or removed were items Celebration Nation Inc identified it could be provided for by another donor or reduced without impacting the overall event. The \$12,000 sponsorship will help to cover costs corresponding to event staging, primarily tenting needs, to allow for the shade and various vendor activities/distribution of free household products and local produce. The sponsorship amount requested of \$12,000 would will include on-stage acknowledgements, media advertisement, and logo displays.

ALTERNATIVES:

1. Approve City Manager to process sponsorship request of \$30,000 and authorize allocation of \$30,000 from undesignated City General Fund reserves for sponsorship request.
2. Decline sponsorship request submitted by Celebration Nation Inc.
3. Provide alternate direction to staff.

FISCAL IMPACT:

If Council approves staff recommendation, an allocation of \$12,000 from undesignated General Fund reserves will be required to allow for sponsorship award in the requested amount of \$12,000 to the General Fund Government Fund.

Attachment: Sponsorship Request



THE HUE

The Hue is an all-day, youth-led music festival held in the Eastern Coachella Valley every spring. Members of Alianza’s Youth Organizing Council are responsible for all aspects of the event, from selecting the performance line-up, to promotion, venue setup, and MCing. It serves as a community-driven alternative to the Coachella music festival that takes place in the area around the same time each year. The Hue emphasizes and nurtures creativity, public speaking, and leadership skills - giving young people the tools needed to secure the necessary permits for large-scale events, the ability to map event plans with City and County officials, and work on bringing local artists to the space.

SPONSORSHIP LEVEL BREAKDOWN

SUPER STAR: \$10,000

- Main stage Formal Recognition (Day of event)
- Showcase Business Logo on Event Video and all Event Materials
- Main Stage Signage Recognition (Day of event)
- Including all of the benefits below

TOUR MANAGER: \$5,000

- Mention in all Advertisements, Press Releases and Flyers
- Signage recognition throughout the event venue.
- Including all of the benefits below

SONGWRITER: \$3,000

- Business logo printed on event program
- Free booth space to display your business’ products and/or service
- Including all of the benefits below

FAN: \$1,000

- Listed in Alianza’s email newsletter
- Mention on a social media announcement (i.e. Facebook/Twitter)
- Name included in The Hue 2024 program (Day of event)



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Jaime Arroyo, Grants Manager

SUBJECT: Authorize the City of Coachella to Sponsor Alianza Coachella Valley's The Hue Music and Arts Festival in the Amount of \$3,000

STAFF RECOMMENDATION:

Staff recommends that the City Council consider authorizing the City of Coachella to sponsor Alianza Coachella Valley's The Hue Music and Arts Festival in the amount of \$3,000.

BACKGROUND:

The Hue is an all-day, youth-led music festival held in the Eastern Coachella Valley every spring. Members of Alianza's Youth Organizing Council (YO-C) are responsible for all aspects of the event, from selecting the performance line-up, to promotion, venue setup, and MCing. It serves as a community-driven alternative to the Coachella music festival that takes place in the area around the same time each year. The Hue emphasizes and nurtures creativity, public speaking, and leadership skills - giving young people the tools needed to secure the necessary permits for large-scale events, the ability to map event plans with City and County officials, and work on bringing local artists to the space.

DISCUSSION/ANALYSIS:

Sponsorship of the Hue Music and Arts Festival demonstrates the City's commitment to the empowerment of its community, particularly its youth. It also strengthens the City's support of Alianza Coachella Valley and their advocacy efforts in empowering Coachella's residents through civic engagement. The Hue Music and Arts Festival is just another example of Alianza's community-minded efforts that benefits the public at no cost and showcases the leadership and organizing skills the youth have learned through their Youth Organizing Council.

The \$3,000 sponsorship level includes:

- Business logo printed on event program
- Free booth space to display products and/service
- Listed in Alianza's email newsletter
- Mention on a social media announcement

- Name included in the Hue 2024 program

ALTERNATIVES:

1. Authorize the City of Coachella to sponsor Alianza Coachella Valley's The Hue Music and Arts Festival in the amount of \$3,000
2. Not authorize the sponsorship request

FISCAL IMPACT:

Funding for this sponsorship will be through the General Fund.

ATTACHMENT(S):

1. Sponsor Levels

THE **MOBIUS** EXPERIENCE



MOBIUS

ACTIVATING THE COACHELLA VALLEY

APRIL 17 & 18

Every April, the serene Coachella Valley desert morphs into the arts, music, and media capital of the world.



APRIL 2024



COACHELLA
WK 1

MOBIUS
2024

COACHELLA
WK 2

The Mobius Conference provides an ideal environment for layered and transformative discourse.



ENCAPSULATE
PROMINENT VENUES
VALLEY-WIDE



MULTI-FORMATTED
PROGRAMMING



THOUGHT LEADERS
TACKLING
PACSESETTING THEMES



PROXIMITY TO MEDIA,
LEADERS, AND LUMINARIES

A transgenerationally diverse group of informed and passionate voices including but not limited to:

STUDENTS · ARTISTS · POLICYMAKERS · ACTIVISTS · MEDIA

EXPERIENCE MOBIUS 2024

To be a part of Mobius 2024 email us at job.huerta@themobiusconference.com



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Jaime Arroyo, Grants Manager

SUBJECT: Authorize the City of Coachella to Sponsor The Mobius Conference in the Amount of \$2,500

STAFF RECOMMENDATION:

Staff recommends that the City Council consider authorizing the City of Coachella to sponsor The Mobius Conference in the Amount of \$2,500.

BACKGROUND:

Mobius is a nonprofit organization based in the Coachella Valley dedicated to engaging, connecting, and sharing evolving topics in art, politics, and culture. The Mobius Conference brings together a select group of talented leaders, educators, students, and activists who are working to positively affect the collective community.

DISCUSSION/ANALYSIS:

Mobius is requesting sponsorship to help offset the expense of a two-day conference in the Coachella Valley, which will be held at Coachella's very own Container Park on April 19-20, 2023. The event will be filled with exciting guest speakers, including Fiona Ma, the current California State Treasurer; Lauren Sanchez, Senior Advisor for Climate Affairs of the Office of Governor Gavin Newsom; members from the Golden Voice team, and many other writers, artists, and educators. Local sponsors and partners include the office of Assemblymember Eduardo Garcia of the 36th Assembly District, the Riverside County Board of Supervisors, the Coachella Valley Unified School District, and many more.

ALTERNATIVES:

1. Authorize the City of Coachella to sponsor The Mobius Conference in the Amount of \$2,500
2. Not authorize the sponsorship request

FISCAL IMPACT:

Funding for this sponsorship will be through the General Fund.

ATTACHMENT(S):

1. Conference Flyer



STAFF REPORT
March 27, 2024

TO: Honorable Mayor and City Council Members

FROM: Castulo R. Estrada, Utilities Manager

SUBJECT: Authorize the City Manager to Execute a Professional Services Agreement with Gallagher Benefit Services, Inc. in the Amount of \$36,600 to conduct a Utility Operations Salary Study.

STAFF RECOMMENDATION:

Staff recommends that Council authorize the City Manager to enter into a Professional Services Agreement with Gallagher Benefit Services, Inc. in the amount of \$36,600 to conduct a Utility Operations Salary Study.

BACKGROUND:

The City agreed to conduct a Manpower Study and Salary Study for the Water and Sanitary Utility Operations as part of the 2021-2023 Memorandum of Understandings with the Sanitary and Miscellaneous Employees and Confidential Mid-Management Employees bargaining units. The Manpower Study was to be completed first, followed by the Salary Study.

The City published a Request for Proposal for the Manpower Study on July 6, 2022 and received one proposal from Raftelis. On September 14, 2022, Council approved Resolution No. 2022-84 authorizing Raftelis to conduct the Manpower Study. Raftelis presented the completed Manpower Study to Council on September 13, 2023.

On November 8, 2023, the City published a Request for Proposal for the Salary Study and received responses from Baker Tilly, CPS HR Consulting, Gallagher Benefit Services, Inc., JER HR Group, and unComplicate HR Inc. Staff reviewed the five proposals and scored them based on the following categories identified in the Request for Proposal: Understanding of Work to be Performed, Demonstrated quality of firm, Familiarity with City, County and State Procedures, References, Completeness of the Proposal, and Cost. Based upon this review, staff is recommending that Council award the project to Gallagher.

DISCUSSION/ANALYSIS:

Gallagher Benefit Services, Inc., formerly known as Koff & Associates, is an experienced public-sector human resources and recruitment services firm providing human resources services to cities, counties, special districts, courts, educational institutions, and other public agencies for over 40 years. The City has utilized their services in the past for compensation and classification studies.

Per the Memorandum of Understandings, upon completion of the Salary Study, the City will then meet and confer with the unions regarding implementation of and position and/or salary recommendations based on both studies. The results of the Salary Study would be incorporated into the next City-wide salary study without update, provided a City-wide study is conducted within two years of the report date of the Salary Study.

ALTERNATIVES:

1. Authorize the City Manager to enter into a Professional Services Agreement with Gallagher Benefit Services, Inc. in the amount of \$36,600 to conduct a Utility Operations Salary Study.
2. Do not authorize this request.

FISCAL IMPACT:

Funds would be appropriated from the FY 24/25 budget and be paid from Water (50%) and Sanitary (50%).

Attachments:

Professional Services Agreement
Gallagher Benefit Services, Inc. Proposal

**CITY OF COACHELLA
PROFESSIONAL SERVICES AGREEMENT**

1. PARTIES AND DATE.

This Agreement is made and entered into this ____ day of _____ 2024, by and between the City of Coachella, a municipal corporation organized under the laws of the State of California with its principal place of business at 53990 Enterprise Way, Coachella, California 92236, County of Riverside, State of California ("City") and **Gallagher, a California corporation, with its principal place of business at 2835 Seventh Street, Berkeley, CA 94710** ("Consultant"). City and Consultant are sometimes individually referred to herein as "Party" and collectively as "Parties."

2. RECITALS.

2.1 Consultant.

Consultant desires to perform and assume responsibility for the provision of certain professional services required by the City on the terms and conditions set forth in this Agreement. Consultant represents that it is experienced in providing human resources management consulting services to public clients, is licensed in the State of California, and is familiar with the plans of City.

2.2 Project.

City desires to engage Consultant to render such professional services for the **Utility Operations Compensation Study** project ("Project") as set forth in this Agreement.

3. TERMS.

3.1 Scope of Services and Term.

3.1.1 General Scope of Services. Consultant promises and agrees to furnish to the City all labor, materials, tools, equipment, services, and incidental and customary work necessary to fully and adequately supply the professional human resources management consulting services necessary for the Project ("Services"). The Services are more particularly described in Exhibit "A" attached hereto and incorporated herein by reference. All Services shall be subject to, and performed in accordance with, this Agreement, the exhibits attached hereto and incorporated herein by reference, and all applicable local, state and federal laws, rules and regulations.

3.1.2 Term. The term of this Agreement shall be from July 1, 2024 to December 31, 2024, unless earlier terminated as provided herein. Consultant shall complete the Services within the term of this Agreement, and shall meet any other established schedules and deadlines. The Parties may, by mutual, written consent, extend the term of this Agreement if necessary to complete the Services.

3.2 Compensation.

3.2.1 Compensation. Consultant shall receive compensation, including

authorized reimbursements, for all Services rendered under this Agreement at the rates set forth in Exhibit "C" attached hereto and incorporated herein by reference. The total compensation shall not exceed **thirty-six thousand six hundred dollars (\$36,600.00)** without written approval of the City Council or City Manager, as applicable. Extra Work may be authorized, as described below, and if authorized, will be compensated at the rates and manner set forth in this Agreement.

3.2.2 Payment of Compensation. Consultant shall submit to City a monthly invoice which indicates work completed and hours of Services rendered by Consultant. The invoice shall describe the amount of Services provided since the initial commencement date, or since the start of the subsequent billing periods, as appropriate, through the date of the invoice. City shall, within 30 days of receiving such invoice, review the invoice and pay all non-disputed and approved charges. If the City disputes any of Consultant's fees, the City shall give written notice to Consultant within thirty (30) days of receipt of an invoice of any disputed fees set forth therein. Payment shall not constitute acceptance of any Services completed by Consultant. The making of final payment shall not constitute a waiver of any claims by the City for any reason whatsoever.

3.2.3 Reimbursement for Expenses. Consultant shall not be reimbursed for any expenses unless authorized in writing by City, or included in Exhibit "C" of this Agreement.

3.2.4 Extra Work. At any time during the term of this Agreement, City may request that Consultant perform Extra Work. As used herein, "Extra Work" means any work which is determined by City to be necessary for the proper completion of the Project, but which the Parties did not reasonably anticipate would be necessary at the execution of this Agreement. Consultant shall not perform, nor be compensated for, Extra Work without written authorization from the City.

3.3 **Responsibilities of Consultant.**

3.3.1 Independent Contractor; Control and Payment of Subordinates. The Services shall be performed by Consultant or under its supervision. Consultant will determine the means, methods and details of performing the Services subject to the requirements of this Agreement. City retains Consultant on an independent contractor basis and not as an employee. Any personnel performing the Services on behalf of Consultant shall not be employees of City and shall at all times be under Consultant's exclusive direction and control. Neither City, or any of its officials, officers, directors, employees or agents shall have control over the conduct of Consultant or any of Consultants officers, employees or agents, except as set forth in this Agreement. Consultant shall pay all wages, salaries, and other amounts due such personnel in connection with their performance of Services under this Agreement and as required by law. Consultant shall be responsible for all reports and obligations respecting such additional personnel, including, but not limited to: social security taxes, income tax withholding, unemployment insurance, disability insurance, and workers' compensation insurance.

3.3.2 Schedule of Services. Consultant shall perform the Services in a prompt and timely manner and in accordance with the Schedule of Services set forth in Exhibit "B" attached hereto and incorporated herein by reference. Consultant represents that it has the professional and technical personnel required to perform the Services expeditiously. Upon request of City, Consultant shall provide a more detailed schedule of anticipated performance to meet the Schedule of Services.

3.3.3 Conformance to Applicable Requirements. All work prepared by Consultant shall be subject to the approval of City.

3.3.4 Substitution of Key Personnel. Consultant has represented to City that certain key personnel will perform and coordinate the Services under this Agreement. Should one or more of such personnel become unavailable, Consultant may substitute other personnel of at least equal competence upon written approval of City. In the event that City and Consultant cannot agree as to the substitution of key personnel, City shall be entitled to terminate this Agreement for cause. The key personnel for performance of this Agreement are as follows: Georg Krammer, Managing Director.

3.3.5 City's Representative. The City hereby designates the City Manager, or his/her designee, to act as its representative in all matters pertaining to the administration and performance of this Agreement ("City's Representative"). City's Representative shall have the power to act on behalf of the City for review and approval of all products submitted by Consultant but not the authority to enlarge the Scope of Services or change the total compensation due to Consultant under this Agreement. The City Manager shall be authorized to act on City's behalf and to execute all necessary documents which enlarge the Scope of Services or change the Consultant's total compensation subject to the provisions contained in this Agreement. Consultant shall not accept direction or orders from any person other than the City Manager, City's Representative or his/her designee.

3.3.6 Consultant's Representative. Consultant hereby designates Georg Krammer, Managing Director, or his/her designee, to act as its representative for the performance of this Agreement ("Consultant's Representative"). Consultant's Representative shall have full authority to represent and act on behalf of the Consultant for all purposes under this Agreement. The Consultant's Representative shall supervise and direct the Services, using his/her best skill and attention, and shall be responsible for all means, methods, techniques, sequences, and procedures and for the satisfactory coordination of all portions of the Services under this Agreement.

3.3.7 Coordination of Services. Consultant agrees to work closely with City staff in the performance of Services and shall be available to City's staff, consultants and other staff at all reasonable times.

3.3.8 Standard of Care; Performance of Employees. Consultant shall perform all Services under this Agreement in a skillful and competent manner, consistent with the standards generally recognized as being employed by professionals in the same discipline in the State of California. Consultant represents and maintains that it is skilled in the professional calling necessary to perform the Services. Consultant warrants that all employees and subconsultants shall have sufficient skill and experience to perform the Services assigned to them. Consultant represents that it, its employees and subconsultants have all licenses, permits, qualifications and approvals of whatever nature that are legally required to perform the Services, and that such licenses and approvals shall be maintained throughout the term of this Agreement. Consultant shall perform, at its own cost and expense and without reimbursement from the City, any services necessary to correct errors or omissions which are caused by the Consultant's failure to comply with the standard of care provided for herein. Any employee of the Consultant or its subconsultants who is determined by the City to be uncooperative, incompetent, a threat to the adequate or timely completion of the Project, a threat to the safety of persons or property, or any employee who fails or refuses to perform the Services in a manner acceptable to the City, shall

be promptly removed from the Project by the Consultant and shall not be re-employed to perform any of the Services or to work on the Project.

3.3.9 Period of Performance.

3.3.9.1 Consultant shall perform and complete all Services under this Agreement within the term set forth in Section 3.1.2 above ("Performance Time"). Consultant shall also perform the Services in strict accordance with any completion schedule or Project milestones described in Exhibits "A" or "B" attached hereto, or which may be separately agreed upon in writing by the City and Consultant ("Performance Milestones"). Consultant agrees that if the Services are not completed within the aforementioned Performance Time and/or pursuant to any such Performance Milestones developed pursuant to provisions of this Agreement, it is understood, acknowledged and agreed that the City will suffer damage.

3.3.9.2 Neither City nor Consultant shall be considered in default of this Agreement for delays in performance caused by circumstances beyond the reasonable control of the non-performing Party. For purposes of this Agreement, such circumstances include a Force Majeure Event. A Force Majeure Event shall mean an event that materially affects a Party's performance and is one or more of the following: (1) Acts of God or other natural disasters; (2) terrorism or other acts of a public enemy; (3) orders of governmental authorities (including, without limitation, unreasonable and unforeseeable delay in the issuance of permits or approvals by governmental authorities that are required for the services); (4) strikes and other organized labor action occurring at the site and the effects thereof on the services, only to the extent such strikes and other organized labor action are beyond the control of Consultant and its subcontractors, and to the extent the effects thereof cannot be avoided by use of replacement workers; and (5) pandemics, epidemics or quarantine restrictions. For purposes of this section, "orders of governmental authorities," includes ordinances, emergency proclamations and orders, rules to protect the public health, welfare and safety, and other actions of a public agency applicable to the services and Agreement.

3.3.9.3 Should a Force Majeure Event occur, the non-performing Party shall, within a reasonable time of being prevented from performing, give written notice to the other Party describing the circumstances preventing continued performance and the efforts being made to resume performance of this Agreement. Force Majeure Events and/or delays, regardless of the Party responsible for the delay, shall not entitle Consultant to any additional compensation. Notwithstanding the foregoing in this section, the City may still terminate this Agreement in accordance with the termination provisions of this Agreement.

3.3.10 Laws and Regulations; Employee/Labor Certification.

3.3.10.1 Compliance with Laws. Consultant shall keep itself fully informed of and in compliance with all local, state and federal laws, rules and regulations in any manner affecting the performance of the Project or the Services, including all Cal/OSHA requirements, and shall give all notices required by law. Consultant shall be liable for all violations of such laws and regulations in connection with the Services and this Agreement. All violations of such laws and regulations shall be grounds for the City to terminate the Agreement for cause.

3.3.10.2 Employment Eligibility; Consultant. Consultant certifies that it fully complies with all requirements and restrictions of state and federal law respecting the employment of undocumented aliens, including, but not limited to, the Immigration Reform and

Control Act of 1986, as may be amended from time to time and shall require all subconsultants and sub-subconsultants to comply with the same. Consultant certifies that it has not committed a violation of any such law within the five (5) years immediately preceding the date of execution of this Agreement, and shall not violate any such law at any time during the term of the Agreement.

3.3.10.3 Equal Opportunity Employment. Consultant represents that it is an equal opportunity employer and it shall not discriminate against any subconsultant, employee or applicant for employment because of race, religion, color, national origin, handicap, ancestry, sex or age. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination. Consultant shall also comply with all relevant provisions of City's Minority Business Enterprise program, Affirmative Action Plan or other related programs or guidelines currently in effect or hereinafter enacted.

3.3.10.4 Air Quality. To the extent applicable, Consultant must fully comply with all applicable laws, rules and regulations in furnishing or using equipment and/or providing services, including, but not limited to, emissions limits and permitting requirements imposed by the South Coast Air Quality Management District (SCAQMD) and/or California Air Resources Board (CARB). Consultant shall indemnify City against any fines or penalties imposed by SCAQMD, CARB, or any other governmental or regulatory agency for violations of applicable laws, rules and/or regulations by Consultant, its subconsultants, or others for whom Consultant is responsible under its indemnity obligations provided for in this Agreement.

3.3.10.5 Water Quality Management and Compliance. Consultant shall keep itself and all subcontractors, staff, and employees fully informed of and in compliance with all local, state and federal laws, rules and regulations that may impact, or be implicated by the performance of the Services including, without limitation, all applicable provisions of the City's ordinances regulating water quality and storm water; the Federal Water Pollution Control Act (33 U.S.C. § 1251, *et seq.*); the California Porter-Cologne Water Quality Control Act (Water Code § 13000 *et seq.*); and any and all regulations, policies, or permits issued pursuant to any such authority. Consultant must additionally comply with the lawful requirements of the City, and any other municipality, drainage district, or other local agency with jurisdiction over the location where the Services are to be conducted, regulating water quality and storm water discharges. City may seek damages from Consultant for delay in completing the Services caused by Consultant's failure to comply with the laws, regulations and policies described in this Section, or any other relevant water quality law, regulation, or policy.

3.3.10.6 Safety. Consultant shall execute and maintain its work so as to avoid injury or damage to any person or property. In carrying out its Services, the Consultant shall at all times be in compliance with all applicable local, state and federal laws, rules and regulations, and shall exercise all necessary precautions for the safety of employees appropriate to the nature of the work and the conditions under which the work is to be performed.

3.3.11 Insurance.

3.3.11.1 Time for Compliance. Consultant shall not commence work under this Agreement until it has provided evidence satisfactory to the City that it has secured all insurance required under this section. In addition, Consultant shall not allow any subconsultant to commence work on any subcontract until it has provided evidence satisfactory to the City that the

subconsultant has secured all insurance required under this section. Failure to provide and maintain all required insurance shall be grounds for the City to terminate this Agreement for cause.

3.3.11.2 Types of Insurance Required. As a condition precedent to the effectiveness of this Agreement for work to be performed hereunder, and without limiting the indemnity provisions of the Agreement, the Consultant, in partial performance of its obligations under such Agreement, shall procure and maintain in full force and effect during the term of the Agreement the following policies of insurance. If the existing policies do not meet the insurance requirements set forth herein, Consultant agrees to amend, supplement or endorse the policies to do so.

(A) **Commercial General Liability:** Commercial General Liability Insurance which affords coverage at least as broad as Insurance Services Office "occurrence" form CG 00 01, or the exact equivalent, with limits of not less than \$1,000,000 per occurrence and no less than \$2,000,000 in the general aggregate. Defense costs shall be paid in addition to the limits. The policy shall contain no endorsements or provisions (1) limiting coverage for contractual liability; (2) excluding coverage for claims or suits by one insured against another (cross-liability); (3) products/completed operations liability; or (4) containing any other exclusion(s) contrary to the terms or purposes of this Agreement.

(B) **Automobile Liability Insurance:** Automobile Liability Insurance with coverage at least as broad as Insurance Services Office Form CA 00 01 covering "Any Auto" (Symbol 1), or the exact equivalent, covering bodily injury and property damage for all activities with limits of not less than \$1,000,000 combined limit for each occurrence.

(C) **Workers' Compensation:** Workers' Compensation Insurance, as required by the State of California and Employer's Liability Insurance with a limit of not less than \$1,000,000 per accident for bodily injury and disease.

(D) **Professional Liability (Errors & Omissions):** Professional Liability insurance or Errors & Omissions insurance appropriate to Consultant's profession with limits of not less than \$1,000,000. Covered professional services shall specifically include all work to be performed under the Agreement and delete any exclusions that may potentially affect the work to be performed (for example, any exclusions relating to lead, asbestos, pollution, testing, underground storage tanks, laboratory analysis, soil work, etc.). If coverage is written on a claims-made basis, the retroactive date shall precede the effective date of the initial Agreement and continuous coverage will be maintained or an extended reporting period will be exercised for a period of at least five (5) years from termination or expiration of this Agreement.

3.3.11.3 Insurance Endorsements. Required insurance policies shall contain the following provisions, or Consultant shall provide endorsements on forms approved by the City to add the following provisions to the insurance policies:

(A) **Commercial General Liability:** (1) Additional Insured: The City, its officials, officers, employees, agents, and volunteers shall be additional insureds with regard to liability and defense of suits or claims arising out of the performance of the Agreement. Additional Insured Endorsements shall not (1) be restricted to "ongoing operations"; (2) exclude "contractual liability"; (3) restrict coverage to "sole" liability of Consultant; or (4) contain any other exclusions contrary to the terms or purposes of this Agreement. For all policies of Commercial General Liability insurance, Consultant shall provide endorsements in the form of ISO CG 20 10

10 01 and 20 37 10 01 (or endorsements providing the exact same coverage) to effectuate this requirement. (2) Cancellation: Required insurance policies shall not be canceled or the coverage reduced until a thirty (30) day written notice of cancellation has been served upon the City except ten (10) days shall be allowed for non-payment of premium.

(B) Automobile Liability. (1) Cancellation: Required insurance policies shall not be canceled or the coverage reduced until a thirty (30) day written notice of cancellation has been served upon the City except ten (10) days shall be allowed for non-payment of premium.

(C) Professional Liability (Errors & Omissions): (1) Cancellation: Required insurance policies shall not be canceled or the coverage reduced until a thirty (30) day written notice of cancellation has been served upon the City except ten (10) days shall be allowed for non-payment of premium. (2) Contractual Liability Exclusion Deleted: This insurance shall include contractual liability applicable to this Agreement. The policy must “pay on behalf of” the insured and include a provision establishing the insurer’s duty to defend.

(D) Workers’ Compensation: (1) Cancellation: Required insurance policies shall not be canceled or the coverage reduced until a thirty (30) day written notice of cancellation has been served upon the City except ten (10) days shall be allowed for non-payment of premium. (2) Waiver of Subrogation: A waiver of subrogation stating that the insurer waives all rights of subrogation against the City, its officials, officers, employees, agents, and volunteers.

3.3.11.4 Primary and Non-Contributing Insurance. All policies of Commercial General Liability and Automobile Liability insurance shall be primary and any other insurance, deductible, or self-insurance maintained by the City, its officials, officers, employees, agents, or volunteers shall not contribute with this primary insurance. Policies shall contain or be endorsed to contain such provisions.

3.3.11.5 Waiver of Subrogation. All required insurance coverages, except for the professional liability coverage, shall contain or be endorsed to waiver of subrogation in favor of the City, its officials, officers, employees, agents, and volunteers or shall specifically allow Consultant or others providing insurance evidence in compliance with these specifications to waive their right of recovery prior to a loss. Consultant hereby waives its own right of recovery against City, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

3.3.11.6 Deductibles and Self-Insured Retentions. Any deductible or self-insured retention must be approved in writing by the City and shall protect the City, its officials, officers, employees, agents, and volunteers in the same manner and to the same extent as they would have been protected had the policy or policies not contained a deductible or self-insured retention.

3.3.11.7 Evidence of Insurance. The Consultant, concurrently with the execution of the Agreement, and as a condition precedent to the effectiveness thereof, shall deliver either certified copies of the required policies, or original certificates on forms approved by the City, together with all endorsements affecting each policy. Required insurance policies shall not be in compliance if they include any limiting provision or endorsement that has not been submitted to the City for approval. The certificates and endorsements for each insurance policy

shall be signed by a person authorized by that insurer to bind coverage on its behalf. At least fifteen (15 days) prior to the expiration of any such policy, evidence of insurance showing that such insurance coverage has been renewed or extended shall be filed with the City. If such coverage is cancelled or reduced and not replaced immediately so as to avoid a lapse in the required coverage, Consultant shall, within ten (10) days after receipt of written notice of such cancellation or reduction of coverage, file with the City evidence of insurance showing that the required insurance has been reinstated or has been provided through another insurance company or companies.

3.3.11.8 Acceptability of Insurers. Each such policy shall be from a company or companies with a current A.M. Best's rating of no less than A:VII and authorized to transact business of insurance in the State of California, or otherwise allowed to place insurance through surplus line brokers under applicable provisions of the California Insurance Code or any federal law.

3.3.11.9 Enforcement of Agreement Provisions (non estoppel). Consultant acknowledges and agrees that actual or alleged failure on the part of the City to inform Consultant of non-compliance with any requirement imposes no additional obligation on the City nor does it waive any rights hereunder.

3.3.11.10 Requirements Not Limiting. Requirement of specific coverage or minimum limits contained in this Section are not intended as a limitation on coverage, limits, or other requirement, or a waiver of any coverage normally provided by any insurance.

3.3.11.11 Additional Insurance Provisions

(A) The foregoing requirements as to the types and limits of insurance coverage to be maintained by Consultant, and any approval of said insurance by the City, is not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by the Consultant pursuant to this Agreement, including but not limited to, the provisions concerning indemnification.

(B) If at any time during the life of the Agreement, any policy of insurance required under this Agreement does not comply with these specifications or is canceled and not replaced, City has the right but not the duty to obtain the insurance it deems necessary and any premium paid by City will be promptly reimbursed by Consultant or City will withhold amounts sufficient to pay premium from Consultant payments. In the alternative, City may cancel this Agreement.

(C) The City may require the Consultant to provide complete copies of all insurance policies in effect for the duration of the Project.

(D) Neither the City nor any of its officials, officers, employees, agents or volunteers shall be personally responsible for any liability arising under or by virtue of this Agreement.

(E) The limits set forth herein shall apply separately to each insured against whom claims are made or suits are brought, except with respect to the limits of liability. Further the limits set forth herein shall not be construed to relieve the Consultant from liability in excess of such coverage, nor shall it limit the Consultant's indemnification obligations

to the City and shall not preclude the City from taking such other actions available to the City under other provisions of the Agreement or law.

(F) Consultant shall report to the City, in addition to Consultant's insurer, any and all insurance claims submitted by Consultant in connection with the Services under this Agreement.

3.3.11.12 Insurance for Subconsultants. Consultant shall include all subconsultants engaged in any work for Consultant relating to this Agreement as additional insureds under the Consultant's policies, or the Consultant shall be responsible for causing subconsultants to purchase the appropriate insurance in compliance with the terms of these Insurance Requirements, including adding the City, its officials, officers, employees, agents, and volunteers as additional insureds to the subconsultant's policies. All policies of Commercial General Liability insurance provided by Consultant's subconsultants performing work relating to this Agreement shall be endorsed to name the City, its officials, officers, employees, agents and volunteers as additional insureds using endorsement form ISO CG 20 38 04 13 or an endorsement providing equivalent coverage. Consultant shall not allow any subconsultant to commence work on any subcontract relating to this Agreement until it has received satisfactory evidence of subconsultant's compliance with all insurance requirements under this Agreement, to the extent applicable. The Consultant shall provide satisfactory evidence of compliance with this section upon request of the City.

3.4 Labor Code Requirements.

3.4.1 Prevailing Wages. Consultant is aware of the requirements of California Labor Code Section 1720, et seq., and 1770, et seq., as well as California Code of Regulations, Title 8, Section 16000, et seq., ("Prevailing Wage Laws"), which require the payment of prevailing wage rates and the performance of other requirements on "public works" and "maintenance" projects. If the Services are being performed as part of an applicable "public works" or "maintenance" project, as defined by the Prevailing Wage Laws, and if the total compensation is \$1,000 or more, Consultant agrees to fully comply with such Prevailing Wage Laws. City shall provide Consultant with a copy of the prevailing rates of per diem wages in effect at the commencement of this Agreement. Consultant shall make copies of the prevailing rates of per diem wages for each craft, classification or type of worker needed to execute the Services available to interested parties upon request, and shall post copies at the Consultant's principal place of business and at the project site. It is the intent of the parties to effectuate the requirements of sections 1771, 1774, 1775, 1776, 1777.5, 1813, and 1815 of the Labor Code within this Agreement, and Consultant shall therefore comply with such Labor Code sections to the fullest extent required by law. Consultant shall defend, indemnify and hold the City, its officials, officers, employees, agents, and volunteers free and harmless from any claim or liability arising out of any failure or alleged failure to comply with the Prevailing Wage Laws.

3.4.2 Registration/DIR Compliance. If the Services are being performed on a public works project of over \$25,000 when the project is for construction, alteration, demolition, installation, or repair work, or a public works project of over \$15,000 when the project is for maintenance work, in addition to the foregoing, then pursuant to Labor Code sections 1725.5 and 1771.1, the Consultant and all subconsultants must be registered with the Department of Industrial Relations ("DIR"). Consultant shall maintain registration for the duration of the Project and require the same of any subconsultants.

3.4.3 Compliance Monitoring. This Project may also be subject to compliance monitoring and enforcement by the DIR. It shall be Consultant's sole responsibility to comply with all applicable registration and labor compliance requirements, including the submission of payroll records directly to the DIR. Any stop orders issued by the DIR against Consultant or any subconsultant that affect Consultant's performance of services, including any delay, shall be Consultant's sole responsibility. Any delay arising out of or resulting from such stop orders shall be considered Consultant caused delay and shall not be compensable by the City. Consultant shall defend, indemnify and hold the City, its officials, officers, employees and agents free and harmless from any claim or liability arising out of stop orders issued by the DIR against Consultant or any subconsultant.

3.4.4 Labor Certification. By its signature hereunder, Consultant certifies that it is aware of the provisions of Section 3700 of the California Labor Code which require every employer to be insured against liability for Worker's Compensation or to undertake self-insurance in accordance with the provisions of that Code, and agrees to comply with such provisions before commencing the performance of the Services.

3.5 **Termination of Agreement.**

3.5.1.1 Grounds for Termination. City may, by written notice to Consultant, terminate the whole or any part of this Agreement at any time and without cause by giving written notice to Consultant of such termination, and specifying the effective date thereof, at least seven (7) days before the effective date of such termination. Upon termination, Consultant shall be compensated only for those Services which have been adequately rendered to City, and Consultant shall be entitled to no further compensation. Consultant may not terminate this Agreement except for cause. The rights and remedies of the City provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law, equity or under this Agreement.

3.5.1.2 Effect of Termination. If this Agreement is terminated as provided herein, City may require Consultant to provide all finished or unfinished Documents and Data and other information of any kind prepared by Consultant in connection with the performance of Services under this Agreement. Consultant shall be required to provide such document and other information within fifteen (15) days of the request.

3.5.1.3 Additional Services. In the event this Agreement is terminated in whole or in part as provided herein, City may procure, upon such terms and in such manner as it may determine appropriate, services similar to those terminated.

3.6 **Indemnification.**

3.6.1 To the fullest extent permitted by law, Consultant shall defend (with counsel of City's choosing), indemnify and hold the City, its officials, officers, employees, volunteers, and agents free and harmless from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury of any kind, in law or equity, to property or persons, including wrongful death, in any manner arising out of, pertaining to, or incident to any acts, errors or omissions, or willful misconduct of Consultant, its officials, officers, employees, subcontractors, consultants or agents in connection with the performance of the Consultant's Services, the Project or this Agreement, including without limitation the payment of all damages, expert witness fees and attorney's fees and other related costs and expenses except such loss or damage caused by

the sole negligence or willful misconduct of the City. Consultant's obligation to indemnify shall survive expiration or termination of this Agreement and shall not be restricted to insurance proceeds, if any, received by Consultant, the City, its officials, officers, employees, agents, or volunteers.

3.6.2 If Consultant's obligation to defend, indemnify, and/or hold harmless arises out of Consultant's performance as a "design professional" (as that term is defined under Civil Code section 2782.8), then, and only to the extent required by Civil Code section 2782.8, which is fully incorporated herein, Consultant's indemnification obligation shall be limited to claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the Consultant, and, upon Consultant obtaining a final adjudication by a court of competent jurisdiction, Consultant's liability for such claim, including the cost to defend, shall not exceed the Consultant's proportionate percentage of fault.

3.7 General Provisions.

3.7.1 Accounting Records. Consultant shall maintain complete and accurate records with respect to all costs and expenses incurred under this Agreement. All such records shall be clearly identifiable. Consultant shall allow a representative of City during normal business hours to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement. Consultant shall allow inspection of all work, data, documents, proceedings, and activities related to the Agreement for a period of three (3) years from the date of final payment under this Agreement.

3.7.2 Independent Contractors and Subcontracting.

3.7.2.1 Use of Consultants. Consultant is aware of statutory and case law regarding classification of workers as independent contractors, including California Labor Code Section 2750.3 and Dynamex Operations West, Inc. v. Superior Court, 4 Cal. 5th 903 (2018). To ensure that Consultant is in compliance with the California Labor Code, Consultant shall only utilize its employees to provide the Services. Consultant may not provide the services through any independent contractor, subcontractor or subconsultant ("Subcontractor(s)") unless approved by the City as set forth in Section 3.7.2.2 below. Consultant represents and warrants that all personnel who perform the Services on Consultant's behalf are Consultant's employees, and that Consultant complies with all applicable laws, rules and regulations governing its employees, including, but not limited to, the California Labor Code, Unemployment Insurance Code and all applicable Industrial Welfare Commission Wage Orders.

3.7.2.2 Prior Approval Required. Consultant shall not use any Subcontractor to provide the Services, or any portion of the work required by this Agreement, without prior written approval of City. In the event that City authorizes Consultant to use a Subcontractor, Consultant shall enter into a written agreement with the Subcontractor, which must include all provisions of the Agreement, including a restriction on the Subcontractor's use of further independent contractors, subcontractors or subconsultants without the City's prior written consent.

3.7.3 Delivery of Notices. All notices permitted or required under this Agreement shall be given to the respective parties at the following address, or at such other address as the respective parties may provide in writing for this purpose:

Consultant: Gallagher
 2835 Seventh Street
 Berkeley, CA 94710
 ATTN: Georg S. Krammer, Managing Director,
 Compensation and Rewards Consulting

City: City of Coachella
 53990 Enterprise Way
 Coachella, CA 92236
 ATTN: Dr. Gabriel D. Martin, City Manager

Such notice shall be deemed made when personally delivered or when mailed, forty-eight (48) hours after deposit in the U.S. Mail, first class postage prepaid and addressed to the party at its applicable address. Actual notice shall be deemed adequate notice on the date actual notice occurred, regardless of the method of service.

3.7.4 Ownership of Materials and Confidentiality.

3.7.4.1 Documents & Data; Licensing of Intellectual Property. This Agreement creates a non-exclusive and perpetual license for City to copy, use, modify, reuse, or sublicense any and all copyrights, designs, and other intellectual property embodied in plans, specifications, studies, drawings, estimates, and other documents or works of authorship fixed in any tangible medium of expression, including but not limited to, physical drawings or data magnetically or otherwise recorded on computer diskettes, which are prepared or caused to be prepared by Consultant under this Agreement ("Documents & Data"). All Documents & Data shall be and remain the property of City, and shall not be used in whole or in substantial part by Consultant on other projects without the City's express written permission. Within thirty (30) days following the completion, suspension, abandonment or termination of this Agreement, Consultant shall provide to City reproducible copies of all Documents & Data, in a form and amount required by City. City reserves the right to select the method of document reproduction and to establish where the reproduction will be accomplished. The reproduction expense shall be borne by City at the actual cost of duplication. In the event of a dispute regarding the amount of compensation to which the Consultant is entitled under the termination provisions of this Agreement, Consultant shall provide all Documents & Data to City upon payment of the undisputed amount. Consultant shall have no right to retain or fail to provide to City any such documents pending resolution of the dispute. In addition, Consultant shall retain copies of all Documents & Data on file for a minimum of fifteen (15) years following completion of the Project, and shall make copies available to City upon the payment of actual reasonable duplication costs. Before destroying the Documents & Data following this retention period, Consultant shall make a reasonable effort to notify City and provide City with the opportunity to obtain the documents.

3.7.4.2 Subconsultants. Consultant shall require all subconsultants to agree in writing that City is granted a non-exclusive and perpetual license for any Documents & Data the subconsultant prepares under this Agreement. Consultant represents and warrants that Consultant has the legal right to license any and all Documents & Data. Consultant makes no such representation and warranty in regard to Documents & Data which were prepared by design professionals other than Consultant or its subconsultants, or those provided to Consultant by the City.

3.7.4.3 Right to Use. City shall not be limited in any way in its use or reuse of the Documents and Data or any part of them at any time for purposes of this Project or another project, provided that any such use not within the purposes intended by this Agreement or on a project other than this Project without employing the services of Consultant shall be at City's sole risk. If City uses or reuses the Documents & Data on any project other than this Project, it shall remove the Consultant's seal from the Documents & Data and indemnify and hold harmless Consultant and its officers, directors, agents and employees from claims arising out of the negligent use or re-use of the Documents & Data on such other project. Consultant shall be responsible and liable for its Documents & Data, pursuant to the terms of this Agreement, only with respect to the condition of the Documents & Data at the time they are provided to the City upon completion, suspension, abandonment or termination. Consultant shall not be responsible or liable for any revisions to the Documents & Data made by any party other than Consultant, a party for whom the Consultant is legally responsible or liable, or anyone approved by the Consultant.

3.7.4.4 Indemnification. Consultant shall defend, indemnify and hold the City, its directors, officials, officers, employees, volunteers and agents free and harmless, pursuant to the indemnification provisions of this Agreement, for any alleged infringement of any patent, copyright, trade secret, trade name, trademark, or any other proprietary right of any person or entity in consequence of the use on the Project by City of the Documents & Data, including any method, process, product, or concept specified or depicted.

3.7.4.5 Confidentiality. All ideas, memoranda, specifications, plans, procedures, drawings, descriptions, computer program data, input record data, written information, and other Documents & Data either created by or provided to Consultant in connection with the performance of this Agreement shall be held confidential by Consultant. Such materials shall not, without the prior written consent of City, be used by Consultant for any purposes other than the performance of the Services. Nor shall such materials be disclosed to any person or entity not connected with the performance of the Services or the Project. Nothing furnished to Consultant which is otherwise known to Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use City's name or insignia, photographs of the Project, or any publicity pertaining to the Services or the Project in any magazine, trade paper, newspaper, television or radio production or other similar medium without the prior written consent of City.

3.7.4.6 Confidential Information. The City shall refrain from releasing Consultant's proprietary information ("Proprietary Information") unless the City's legal counsel determines that the release of the Proprietary Information is required by the California Public Records Act or other applicable state or federal law, or order of a court of competent jurisdiction, in which case the City shall notify Consultant of its intention to release Proprietary Information. Consultant shall have five (5) working days after receipt of the release notice to give City written notice of Consultant's objection to the City's release of Proprietary Information. Consultant shall indemnify, defend and hold harmless the City, and its officers, directors, employees, and agents from and against all liability, loss, cost or expense (including attorney's fees) arising out of a legal action brought to compel the release of Proprietary Information. City shall not release the Proprietary Information after receipt of an objection notice unless either: (1) Consultant fails to fully indemnify, defend (with City's choice of legal counsel), and hold City harmless from any legal action brought to compel such release; and/or (2) a final and non-appealable order by a court of competent jurisdiction requires that City release such information.

3.7.5 Cooperation; Further Acts. The Parties shall fully cooperate with one another, and shall take any additional acts or sign any additional documents as may be necessary, appropriate or convenient to attain the purposes of this Agreement.

3.7.6 Entire Agreement. This Agreement contains the entire agreement of the Parties with respect to the subject matter hereof, and supersedes all prior negotiations, understandings or agreements.

3.7.7 Attorneys' Fees. If either party commences an action against the other party, either legal, administrative or otherwise, arising out of or in connection with this Agreement, the prevailing party in such litigation shall be entitled to have and recover from the losing party reasonable attorneys' fees and all costs of such action.

3.7.8 Governing Law. This Agreement shall be governed by the laws of the State of California. Venue shall be in Riverside County. In addition to any and all contract requirements pertaining to notices of and requests for compensation or payment for extra work, disputed work, claims and/or changed conditions, Consultant must comply with the claim procedures set forth in Government Code sections 900 et seq. prior to filing any lawsuit against the City. Such Government Code claims and any subsequent lawsuit based upon the Government Code claims shall be limited to those matters that remain unresolved after all procedures pertaining to extra work, disputed work, claims, and/or changed conditions have been followed by Consultant. If no such Government Code claim is submitted, or if any prerequisite contractual requirements are not otherwise satisfied as specified herein, Consultant shall be barred from bringing and maintaining a valid lawsuit against the City.

3.7.9 Time of Essence. Time is of the essence for each and every provision of this Agreement.

3.7.10 City's Right to Employ Other Consultants. City reserves right to employ other consultants in connection with this Project.

3.7.11 Successors and Assigns. This Agreement shall be binding on the successors and assigns of the parties.

3.7.12 Assignment or Transfer. Consultant shall not assign, sublet, or transfer this Agreement or any rights under or interest in this Agreement without the written consent of the City, which may be withheld for any reason. Any attempt to so assign or so transfer without such consent shall be void and without legal effect and shall constitute grounds for termination. Consultant shall not subcontract any portion of the Services required by this Agreement, except as expressly stated herein, without prior written approval of City. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement.

3.7.13 Construction; References; Captions. Since the Parties or their agents have participated fully in the preparation of this Agreement, the language of this Agreement shall be construed simply, according to its fair meaning, and not strictly for or against any Party. Any term referencing time, days or period for performance shall be deemed calendar days and not work days. All references to Consultant include all personnel, employees, agents, and subconsultants of Consultant, except as otherwise specified in this Agreement. All references to City include its elected officials, officers, employees, agents, and volunteers except as otherwise specified in this Agreement. The captions of the various articles and paragraphs are for convenience and ease

of reference only, and do not define, limit, augment, or describe the scope, content, or intent of this Agreement.

3.7.14 Amendment; Modification. No supplement, modification, or amendment of this Agreement shall be binding unless executed in writing and signed by both Parties.

3.7.15 Waiver. No waiver of any default shall constitute a waiver of any other default or breach, whether of the same or other covenant or condition. No waiver, benefit, privilege, or service voluntarily given or performed by a Party shall give the other Party any contractual rights by custom, estoppel, or otherwise.

3.7.16 No Third-Party Beneficiaries. There are no intended third party beneficiaries of any right or obligation assumed by the Parties.

3.7.17 Invalidity; Severability. If any portion of this Agreement is declared invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions shall continue in full force and effect.

3.7.18 Prohibited Interests. Consultant maintains and warrants that it has not employed nor retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement. Consultant warrants that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or resulting from the award or making of this Agreement. Consultant further agrees to file, or shall cause its employees or subconsultants to file, a Statement of Economic Interest with the City's Filing Officer as required under state law in the performance of the Services. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

3.7.19 Authority to Enter Agreement. Consultant has all requisite power and authority to conduct its business and to execute, deliver, and perform the Agreement. Each Party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and bind each respective Party.

3.7.20 Counterparts. This Agreement may be signed in counterparts, each of which shall constitute an original.

3.7.21 Survival. All rights and obligations hereunder that by their nature are to continue after any expiration or termination of this Agreement, including, but not limited to, the indemnification obligations, shall survive any such expiration or termination.

3.8 Federal Provisions. When funding for the services is provided, in whole or in part, by an agency of the federal government, Consultant shall also fully and adequately comply with the provisions included in Exhibit "A-1" (Federal Requirements) attached hereto and incorporated herein by reference ("Federal Requirements"). With respect to any conflict between such Federal Requirements and the terms of this Agreement and/or the provisions of state law, the more

stringent requirement shall control.

[SIGNATURES ON NEXT PAGE]

DRAFT

**SIGNATURE PAGE TO PROFESSIONAL SERVICES AGREEMENT
BETWEEN THE CITY OF COACHELLA AND
GALLAGHER BENEFIT SERVICES, INC.**

IN WITNESS WHEREOF, each of the Parties has caused this Agreement to be executed on the day and year first above written.

CITY OF COACHELLA

GALLAGHER BENEFIT SERVICES, INC.

Approved By:

Dr. Gabriel D. Martin
City Manager

By: _____
Georg Krammer
Managing Director

Approved as to Form:

Printed Name: Georg Krammer

Best Best & Krieger LLP
City Attorney

Attested By:

City Clerk

EXHIBIT "A" SCOPE OF SERVICES

STUDY OBJECTIVES

Compensation Objectives:

- To make recommendations regarding a list of appropriate, logical and defensible comparator agencies, benchmark classifications, and benefits to be collected prior to beginning the compensation portion of the study;
- To collect accurate salary and benefit data from the approved group of comparator agencies and to ensure that the information is analyzed in a manner that is clear and comprehensible to the Study Project Team, Human Resources, management, employees, union representation, and the Council;
- To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes, according to generally accepted compensation practices;
- To review the City's compensation structure and practices and develop compensation recommendations, including appropriate internal salary relationships, that will assist the City in recruiting, motivating, and retaining competent staff;
- To develop solutions that address pay equity issues and create a market adjustment implementation strategy supporting the City's goals, objectives, and budget considerations;
- To evaluate benefit offerings in the labor market and make recommendations for better alignment and/or different benefit offerings as indicated by the analysis;
- To create a comprehensive final report summarizing the compensation study approach and methodology, analytical tools, findings, and recommended compensation structure; and;
- To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate salary ranges, methods for logical progression within the salary scale for each classification, and other practices, so that our recommendations can be implemented and maintained in a competent and fair manner.

**EXHIBIT "B"
SCHEDULE OF SERVICES**

The following is a suggested timeline (which can be modified based on the City's needs):

MILESTONES	TOTAL COMPENSATION STUDY	COMPLETION BY
A.	Project Kickoff Meetings, Initial Documentation Review, and Determination of Survey Elements	Weeks 1-2
B.	Market Survey Delivery	Week 3-12
C.	Draft Compensation Findings/Stakeholder Review and Feedback	Week 13-14
D.	Development of Recommendations, Final Reports, and Presentations	Week 15-16

DRAFT

**EXHIBIT "C"
COMPENSATION**

MILESTONES	COMPENSATION STUDY	AMOUNT	BILLING STRUCTURE
	Ongoing Project Status Meetings throughout the Study	\$1,560	Invoice #1: One third of Project Fee upon Contract Execution - \$12,220
A.	Project Kickoff Meetings, Orientations, and Determination of Survey Elements	\$3,900	Invoice #2 - \$12,220
B.	Market Survey Delivery (this assumes up to 12 benchmarks and up to 17 comparators)	\$22,425	
C.	Draft Compensation Findings/Stakeholder Review and Feedback	\$3,900	N/A
D.	Development of Recommendations, Final Reports, and Presentations	\$4,875	Remaining Project Fee: Invoice #3 - \$12,220
Total Fee for Phase II: Compensation Study		\$36,660	\$36,660
Expenses are <u>included</u> in the project fee		N/A	N/A
<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, etc.</i>			
TOTAL PROJECT COST		\$36,660	\$36,660

City of Coachella

TOTAL COMPENSATION STUDY PROPOSAL

January 8, 2024

Gallagher, formerly known as Koff & Associates

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

2835 Seventh Street
Berkeley, CA 94710

georg_krammer@ajg.com

Tel: 510.658.5633

Fax: 510.652.5633



Gallagher

Insurance | Risk Management | Consulting



Insurance | Risk Management | Consulting

January 8, 2024

Ms. Yoland Lopez
Human Resources Management Analyst
53990 Enterprise Way
Coachella, CA 92236

Dear Ms. Lopez:

Thank you for the opportunity to respond to your Request for Proposals for a Total Compensation Study for the City of Coachella ("City"). We are most interested in assisting the City with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other cities, counties, special districts, joint-powers associations, other public agencies, and the City itself on a number of occasions.

Gallagher, formerly known as Koff & Associates, ("Gallagher/K&A") is an experienced Human Resources and Recruitment Services firm providing human resources services to cities, counties, special districts, courts, educational institutions, and other public agencies for over 40 years. Our team has achieved a reputation for working successfully with management, employees, employee representation, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. Our team's extra effort has resulted in close to *100% implementation* of all our classification and compensation studies.

Gallagher/K&A ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As a Managing Director of Gallagher/K&A, I would assume the role of Project Director and be responsible for the successful completion of project. I can be reached at our Berkeley address and the phone number listed on the cover page. My email is georg_krammer@ajg.com.

This proposal will remain valid for at least 90 days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to provide professional services to the City of Coachella.

Sincerely,

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting



Gallagher

Insurance | Risk Management | Consulting

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Firm Qualifications

Gallagher, formerly known as Koff & Associates, (“Gallagher/K&A”) is a full-spectrum, public-sector human resources and recruitment services firm; Gallagher/K&A has been assisting cities, counties, special districts, joint powers associations, courts, educational institutions, and other public agencies with their human resources needs for over 40 years and we have offices all throughout California, the Western Region, as well as across the nation.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments, working with City Councils, County Commissions, Boards of Directors, Boards of Supervisors, Boards of Trustees, Boards of Education, Merit Boards, and Joint Power Authorities.

The firm’s areas of focus are classification and compensation studies (approximately 70% of our workload); executive search and staff recruitments; and organizational development/assessment studies.

Without exception, all our classification and compensation studies have successfully met all our intended commitments; communications were successful with employees, supervisors, management, and union representatives; and we were able to assist each agency in successfully implementing our recommendations. All studies were brought to completion within stipulated time limits and proposed budgets.

Our long list of clients (please see <https://koffassociates.com/our-clients/>) is indicative of our firm’s reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective recommendations and solutions. Gallagher/K&A has a reputation for being “hands on” with the ability and expertise to implement its ideas and recommendations through completion in both union and non-union environments.

Gallagher/K&A relies on our stellar reputation and the recommendations and referrals of past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that in working with hundreds of public agency clients and completing hundreds of classification and/or compensation and other types of studies, we have only had a handful of formal appeals in our entire history.

Especially when it comes to compensation, we know we are dealing with people’s livelihoods and we take that very seriously. We are human resources professionals by trade and at heart and always keep the human aspect at the forefront of our problem solving methodologies. Our guiding principle of assisting public agencies for the greater good of their people and the communities they serve has been the backbone of our culture of integrity and ethics. Our values of being public-spirited, resourceful, curious, and courageous help us succeed in being very client- centric, fully invested in our work and finding the best solutions for our clients, and in applying a synergistic approach to all of our projects.



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About the Larger Gallagher

Value Proposition: The ability to deliver comprehensively structured human capital solutions to clients is Gallagher’s signature in the marketplace. At Gallagher, we want to know what makes your organization unique. We listen intently to learn about your culture and priorities and delve deeply into all the details that matter when balancing human capital needs with financial sustainability. This single-minded focus on excellence — characterized by innovation and creativity — is the driving force behind every Gallagher engagement.

Company History: Arthur J. Gallagher & Co. opened its doors for business in 1927 and is still “growing strong” because of a practiced ability to help clients think ahead. Founded by its namesake who was previously the leading producer for Chicago’s largest insurance brokerage, Gallagher is now one of the world’s largest human capital, insurance brokerage and risk management services firms. Headquartered in Rolling Meadows, IL, we have operations in 33 countries, and extend our client-service capabilities to more than 90 countries through a global network of correspondent brokers and consultants.

Since 1961, we’ve been helping clients overcome business barriers and create new opportunities to cost-effectively attract, retain and productively engage the best performers in their field. Gallagher started trading on the NYSE under the symbol AJG in 1984.

Company Culture and Philosophy: The ideals, principles and values embodied by the founder whose name still appears on our door are part of our corporate DNA.

Gallagher’s approach to business, cultivated through three generations of family leadership, has always centered on creating relationship value as true partners to our clients.

Gallagher’s interactions with you will be straightforward and candid. By earning the trust of our clients, we’ve sustained a reputation for ethics and a commitment to transparency that continue to contribute to our growth. In fact, Gallagher was the first insurance broker named to the Ethisphere® Institute’s annual list of the World’s Most Ethical Companies in 2012 — and has earned this recognition for twelve consecutive years, through 2023. This is a tremendous achievement: annually, less than 150 companies based in 24 countries and

FAMILY RUN
Founded in 1927

GLOBAL REACH. LOCAL PRESENCE
Shared values
Passion of excellence
Promises delivered

39,000+
Employees worldwide

850+
Offices in
68 countries

150+
Countries
served

2023 WORLD'S MOST ETHICAL COMPANIES™
ETHISPHERE

\$6.9B
Total Adjusted
Brokerage & Risk
Management Revenues
(2021)

representing 57 industry categories received this honor. Gallagher is the only insurance broker to have ever been recognized (World's Most Ethical Release).

The high standards of conduct we've set for our external professional relationships are the same rules we follow internally. The Gallagher Way, a one-page document that outlines our 25 shared values, was written in 1984 but is just as culturally relevant today. It speaks to the value of relationships and several tenets set guidelines for ethical behavior. Gallagher combines innovative solutions, thoughtful advice, and honest business practices to minimize risk and help fuel your success.

Human Resource and Compensation Consulting Practice: Gallagher's Human Resources & Compensation Consulting practice, of which the former K&A team is now a part, empowers clients to attract talent, manage staff, develop leaders, and reward success—leveraging the power of Gallagher and wisdom of experience to produce an engaged and productive workforce. Tapping into expertise that spans the spectrum of human resources at every level, we can assemble flexible compensation and consulting solutions that improve efficiency and fiscal sustainability.

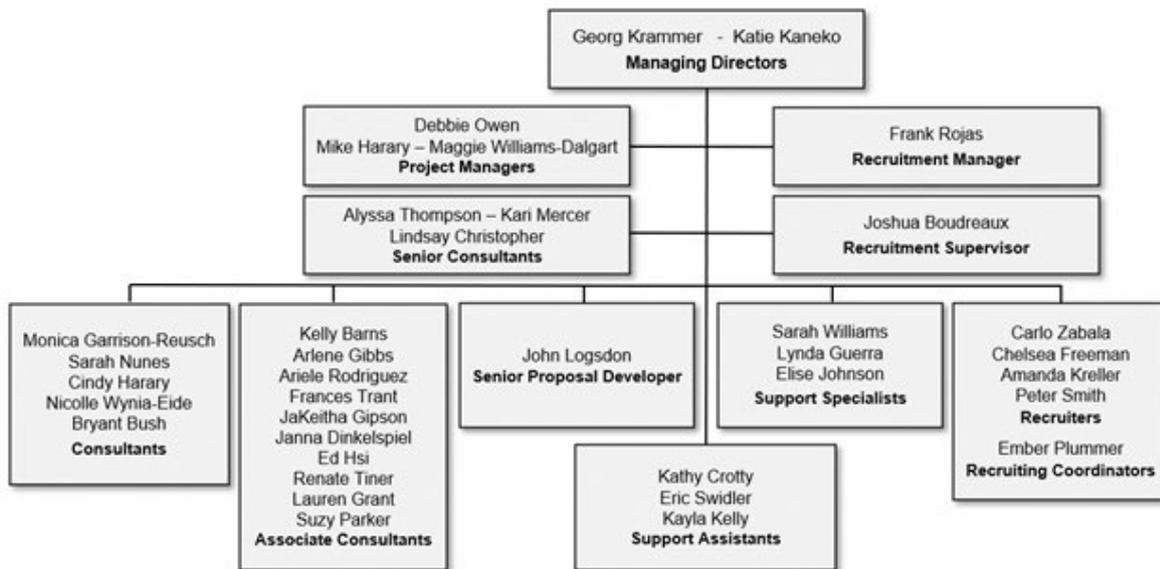
Our practice is a combination of some of the most respected names in human resources and compensation consulting. Bringing together experts from compensation, performance, search, survey, and leadership fields, Gallagher empowers clients with tools for the entire lifecycle of employment management.

With an experienced team of 185 consultants located in 13 offices across the United States and Canada, our services include:

- Compensation
- Employee Engagement
- Executive Compensation
- Organizational Development
- HR Management
- Search and Interim Placement
- Custom Salary and Benefit Surveys
- Governance Consulting

Team Member Qualifications

Our team consists of 37 employees as shown below in our organizational chart.



No subcontractors will be assigned to this study.

All members of our team have worked on multiple comprehensive compensation studies and are well acquainted with the wide array of public sector organizational structures, compensation structures, classification plans, as well as the challenges and issues that arise when conducting studies such as this one for the City.

KEY PERSONNEL

Our project team will be led by Co-Project Directors Georg Krammer (Managing Director) and Mike Harary (Project Manager). They will coordinate all of Gallagher/K&A’s efforts, attend all meetings with the City, and be responsible for all work products and deliverables.

CONSULTANTS

Monica Garrison-Reusch (Consultant), Janna Dinkelspiel (Associate Consultant), Kelly Barns (Associate Consultant), Cindy Harary (Consultant) and Renate Tiner (Associate Consultant) will conduct classification analysis and interviews with employees and management, compensation data collection and analysis, internal job analysis, and develop recommendations and implementation strategies.

WORKLOAD

We currently have a team of 25 HR consultants and five administrative support staff – resources that we are able to pool based on each project’s needs, to execute projects and to meet clients’ needs and expectations. Each time we are selected as the successful bidder on a project, we strategize to determine project timelines, deliverable deadlines, and the resources that are required to produce the deliverables as promised. We are poised to accommodate the City’s classification and compensation study and plan to devote the necessary resources for the successful execution of the project.

Biographies of the specific staff who will be assigned to this study can be found in the Appendix.

References

AGENCY & PROJECT	CONTACT
<p>City of Coachella</p> <p>Several Classification and Compensation Studies in 2008, 2014, 2016, and 2017.</p>	<p>Ms. Sandy Krause HR Manager (760) 398-3502, ext. 132 1515 Sixth Street Coachella, CA 92236 Skrause@coachella.org</p>
<p>Coachella Valley Water District</p> <p>Classification and Compensation Study, 2023.</p>	<p>Mr. Bill Walters Human Resources Administrator (760)398-2661 ext. 2372 51501 Tyler St. Coachella, CA 92236 bwalters@cvwd.gov</p>
<p>City of Bellflower</p> <p>Compensation Study, completed 2007, 2013, 2017, 2019 and 2021. Citywide Classification and Total Compensation study, completed 2015.</p>	<p>Mr. Travis Sais Assistant to City Manager (562)804-1424 x 2278 16600 Civic Center Dr. Bellflower, CA 90706 tsais@bellflower.org</p>
<p>City of Chino</p> <p>City-wide Classification and Compensation Studies, expected completion by April 2024.</p>	<p>Ms. Debbie Pacheco Deputy Director of Human Resources (909)334-3370 13220 Central Avenue Chino, CA 91710 DPacheco@cityofchino.org</p>
<p>City of Corona</p> <p>Citywide Classification and Total Compensation Study, completed 2022.</p>	<p>Ms. Angela Rivera Chief Talent Officer (951) 279-3501 400 S. Vicentia Ave., Corona, CA 92882 angela.rivera@coronaca.gov</p>
<p>City of El Monte</p> <p>Citywide Classification, Compensation and Organizational Study, completed 2020</p>	<p>Ms. Kristen Enomoto Sr. Management Analyst, HR/RM Department (626) 580-2044 11333 Valley Boulevard El Monte, CA 91731 kenomoto@elmonteca.gov</p>
<p>City of El Segundo</p> <p>Ongoing classification and compensation studies since 2020.</p>	<p>Rebecca Redyk Human Resources Director 350 Main Street El Segundo, CA 90245 310-524-2335 rredyk@elsegundo.org</p>
<p>City of Hemet</p>	<p>Ms. Norma Rangel Human Resources Analyst (951) 229-2287</p>



Several compensation studies since 2019; most recent completed 2021. Currently, a classification study is underway in 2023.	445 E Florida Avenue Hemet, CA 92543 NRangel@cityofhemet.org
City of Indian Wells Total Compensation Study, completed 2021. Citywide Classification and Compensation Study, Completed 2004.	Mr. Kevin McCarthy Finance Director 44-950 Eldorado Drive Indian Wells, CA 92210 (760) 346-2489 kmccarthy@indianwells.com Mr. Peter Castro Deputy City Manager (760) 346-2489 pcastro@indianwells.com
City of Laguna Beach Total Compensation Study (Police Management & Fire), completed 2021. Total Compensation Study (Police), completed 2019.	Mr. Gavin Curran Director of Administrative Services (949) 497-0315 505 Forest Ave, Laguna Beach, CA 92651 gcurran@lagunabeachcity.net
City of Laguna Niguel Total compensation completed 2021.	Justin Martin Deputy City Manager (949) 362-4300 30111 Crown Valley Parkway Laguna Niguel, CA 92677 jjmartin@cityoflagunaniguel.org and Dorna Farhadi , Senior Management Analyst DFarhadi@cityoflagunaniguel.org
City of Long Beach Management Compensation Study, 2022.	Joe Ambrosini Director of Human Resources 411 W. Ocean Blvd, 10th Floor Long Beach, CA 90802 Office: 562-570-6140 Joe.ambrosini@longbeach.gov
City of Menifee Citywide Classification and Total Compensation Study, ongoing 2024. Citywide Classification and Total Compensation Study, completed 2017. Citywide Classification and Total Compensation Study, completed 2011.	Mr. Bruce Foltz Finance Director, City of El Monte (626) 580-2075 11333 Valley Blvd, El Monte, CA 91731 bfoltz@elmonteca.gov <i>Please note: During the Studies, Mr. Foltz was our contact at City of Menifee. Mr. Foltz is now Finance Director at the City of El Monte.</i>
City of Newport Beach Various classification and compensation studies since 2019.	Ms. Jyll C Ramirez Senior HR Analyst (949) 644-3306 100 Civic Center Drive Newport Beach, CA 92660 jramirez@newportbeachca.gov

<p>City of Port Hueneme</p> <p>Total Compensation Study for City Manager, completed 2019.</p>	<p>Mr. Rod Butler City Manager, City of Jurupa Valley (951) 332-6464 8930 Lomonite Ave Jurupa Valley, CA 92509 rbutler@jurupavalley.org</p> <p><i>Please note: During the study, Mr. Butler was the City Manager at the City of Port Hueneme. He is now the City Manager at the City of Jurupa Valley.</i></p>
<p>City of Ridgecrest</p> <p>Total compensation study, 2020.</p>	<p>Ms. Cheri Freese Finance Director (760)499-5021 100 W. California Ave. Ridgecrest, CA 93555 cfreese@ridgecrest-ca.gov</p>
<p>Eastern Municipal Water District</p> <p>Classification and Total Compensation Study, completed 2019.</p>	<p>Ms. Laura Zamora Associate Vice President (909) 748-8273 1200 East Colton Ave. Redlands, CA 92373 laura_zamora@redlands.edu</p> <p>Please note: Ms. Zamora is no longer with Eastern Municipal Water District and now works for University of Redlands. We provide her information at the University where you can contact her for a reference of our work for Eastern Municipal Water District.</p>
<p>Rancho California Water District</p> <p>Compensation study, completed 2022. Compensation Study, completed 2019.</p>	<p>Ms. Eileen Dienzo Director of Human Resources (951) 296-6929 42135 Winchester Road Temecula, CA 92590 dienzoe@ranchowater.com</p>
<p>City of Shafter</p> <p>Total compensation study for select classifications (9) conducted in 2021.</p>	<p>Ms. Carol Chavolla 336 Pacific Ave Shafter, CA 93263 Phone: (661) 746-5041 Fax: (661) 746-2645 echavolla@shafter.com</p>

Executive Summary, Approach, Methodology

The City desires human resources assistance to conduct a Utility Operations Compensation Study for classifications in its Sanitary and Miscellaneous and Confidential Mid-Management bargaining units.

The Utilities Department is managed by the Utilities Manager who oversees the Coachella Water Authority and Coachella Sanitary District. The Department is organized into three key functions: Administration, a Water Division (Water), and Sanitation Division (Sanitation). The Department's staffing level is 18.0 full-time equivalents (FTEs), including 3.0 Administration FTEs, 7.5 Water FTEs, and 7.5 Sanitary FTEs. The Water Division consists of one Water Superintendent who acts as a Supervisor and provides direction to a team of six water operators and reports to the Utilities Manager. The Sanitation Division consists of one Sanitary Superintendent who acts as a Supervisor and provides direction to a team of six wastewater operators and reports to the Utilities Manager.

The City employs approximately 79 fulltime employees and contracts for police and fire. The City has two (2) labor unions, Sanitary and Miscellaneous and Confidential Mid-management (represented by Teamsters Local 1932).

The Classifications to be studied include:

Classification Title	Division
Assistant Engineer	Water Authority
Environmental/Special Programs Manager	Water Authority
Senior Water Service Worker III	Water Authority
Senior Water Service Worker IV	Water Authority
Water Service Worker I	Water Authority
Water Service Worker II	Water Authority
Water Superintendent	Water Authority
Chief Treatment/Collections System Oper	Sanitary District
Sanitary Superintendent	Sanitary District
Treatment/Collection Operator Trainee	Sanitary District
Treatment/Collection System Operator	Sanitary District
Treatment/Collection System Operator I	Sanitary District
Treatment/Collection System Operator II	Sanitary District
Treatment/Collection System Operator III	Sanitary District
Heavy Equipment Operator	Water Authority & Sanitary District

Recommended Positions	Division
Chief Treatment/Distribution Operator	Water Authority
Water Treatment/Distribution Operator I	Water Authority

Water Treatment/Distribution Operator II	Water Authority
Water Treatment/Collection Operator I	Water Authority
Water Treatment/Collection Operator II	Water Authority
Water Treatment/Collection Operator III	Water Authority
SCADA/Instrumentation Technician	Water Authority & Sanitary District

The goal of the study will be to review the City’s compensation structure for the studied classifications and to conduct a compensation market survey (salaries plus benefits) using a set of appropriate comparator agencies. The identification of comparator agencies, benchmark classifications, and benefits to be collected is an iterative process that includes all stakeholders. We have found this open discussion philosophy to be critical to our success for organizational buy-in. Once the external data development is completed, we will make specific recommendations for internal equity for non-benchmarked classifications and classifications without a large enough market sampling.

The compensation study will contain specific recommendations regarding the integration of all study classifications into the City’s compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth. Our study will make recommendations regarding a salary structure that takes the City’s compensation preferences into consideration as well as the appropriate placement of each classification on the City’s salary schedule.

The study includes a significant number of meetings with the Study Project Team, Human Resources, employees, union representation, and the City Council, as desired. We have expertise in labor/management relations and understand the importance of active participation by all stakeholders to ensure a successful outcome. The meetings and “stakeholder touch-points” that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and create a collaborative and interactive approach resulting in greater buy-in for study recommendations. This interactive approach has resulted in almost 100% implementation success of Gallagher/K&A’s studies.

The majority of our clients are unionized and our larger city, county, and special district clients typically have multiple unions. Due to the multitude of stakeholder groups who are affected by any compensation study Gallagher/K&A conducts, our team understands the importance of accurate and validated data that withstands any scrutiny, effective and ongoing communication throughout each effort, and collaboration with the various stakeholder groups to ensure organizational buy-in to our findings and recommendations. We have developed a unique methodology of stakeholder “touchpoints” and collaboration that has made us highly successful and effective and has earned our team respect, agreement, and understanding from all stakeholders. In addition, we adjust and customize our methodology based on each individual client’s unique needs and circumstances.

We also recognize that both the City and union representatives have obligations to employees and members to ensure that any study is conducted in a fair and equitable manner. Our project work plans are designed for transparency and we strongly encourage dialog with all stakeholders on study deliverables so they in turn can express their concerns; we all have a shared goal of ensuring the process followed is fair and equitable.

This intense and comprehensive stakeholder engagement and our transparent study processes are also a mechanism of quality control. The fact that our information, data, and recommendations have to be able to withstand utmost scrutiny by diverse stakeholders requires an in-depth multi-step quality control process for deliverables. This involves Gallagher/K&A team member validation of compensation data, Gallagher/K&A Project Manager review of all compensation analyses, recommendations and deliverables, and finally Gallagher/K&A Principal (Project Director) review of deliverables before submittal to the client.

STUDY OBJECTIVES

Compensation Objectives:

- To make recommendations regarding a list of appropriate, logical and defensible comparator agencies, benchmark classifications, and benefits to be collected prior to beginning the compensation portion of the study;
- To collect accurate salary and benefit data from the approved group of comparator agencies and to ensure that the information is analyzed in a manner that is clear and comprehensible to the Study Project Team, Human Resources, management, employees, union representation, and the Council;
- To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes, according to generally accepted compensation practices;
- To review the City's compensation structure and practices and develop compensation recommendations, including appropriate internal salary relationships, that will assist the City in recruiting, motivating, and retaining competent staff;
- To develop solutions that address pay equity issues and create a market adjustment implementation strategy supporting the City's goals, objectives, and budget considerations;
- To evaluate benefit offerings in the labor market and make recommendations for better alignment and/or different benefit offerings as indicated by the analysis;
- To create a comprehensive final report summarizing the compensation study approach and methodology, analytical tools, findings, and recommended compensation structure; and;
- To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate salary ranges, methods for logical progression within the salary scale for each classification, and other practices, so that our recommendations can be implemented and maintained in a competent and fair manner.

Overall Objectives:

- To review and understand all current documentation, rules, regulations, policies, budgets, procedures, class descriptions, organizational charts, memoranda of understanding, personnel policies, wage and salary schedules, and related information so that our recommendations can be operationally incorporated with a minimum of disruption;
- To conduct project start-up meetings with study stakeholders to discuss any specific concerns with respect to the development of compensation recommendations; finalize study plans and timetables; conduct orientation sessions with management, union leadership, and staff in order to educate and explain the scope of the study and describe what are and are not reasonable study expectations and goals;
- To work collaboratively and effectively with the City and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study; and

- To provide effective ongoing communications throughout the duration of the project and continued support after implementation.

METHODOLOGY / WORKPLAN / DELIVERABLES

This section of the proposal identifies the actual work plan. We believe that our detailed explanation of methodology and work tasks clearly distinguishes our approach and comprehensiveness.

TOTAL COMPENSATION STUDY:

Milestone A: Project Kickoff Meetings, Initial Documentation Review, and Determination of Survey Elements

This phase includes identifying the City's Study Project Team (Human Resources, management, employee representation, etc.), contract administrator, and reporting relationships. Our team of Project Managers and Consultants will conduct a briefing session with the Study Project Team to explain process and methodology; create the specific work plan and work schedule; identify subsequent tasks to be accomplished; reaffirm the primary objectives and specific end products; determine deadline dates for satisfactory completion of the overall assignment; determine who will be responsible for coordinating/scheduling communications with employees, management, union representation, and the Council; and develop a timetable for conducting the same.

Included in this task will be the gathering of written documentation, current class descriptions, organizational charts, salary schedules, budgets, employment contracts, personnel policies, previous compensation studies, and any other relevant documentation to gain a general understanding of City operations.

City terminology and methods of current compensation procedures will be reviewed and agreed to. We will discuss methodology, agree to formats for compensation results, identify/confirm appropriate comparator agencies, benchmark classifications, and benefits to be surveyed. We will respond to any questions that may arise from the various stakeholders.

List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected

During the initial meeting with the Study Project Team, we will discuss and agree to the compensation study factors. We will confirm appropriate, logical and defensible comparator agencies that will be included in the external market survey, which will be the foundation for ensuring that the City's compensation plan is competitively aligned with the external labor market. We will also confirm those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed. Finally, we will determine the list of benefits that the City wants to include in the total compensation data gathering process.

1. Determination of Comparator Agencies

The determination of comparator agencies is a critical step in the study process. Per the RFP, the City has a current list of 17 comparator agencies that we will survey. The list includes:

- City of Palm Springs
- City of Redlands
- City of San Bernardino
- Coachella Valley Water District

- Desert Water Agency
- Eastern Municipal Water District
- Elsinore Valley Municipal Water District
- Hi-Desert Water District
- Imperial Irrigation District
- Indio Water Authority
- Inland Empire Utilities Agency
- Irvine Ranch Water District
- Long Beach Water Authority
- Mission Springs Water District
- Rancho California Water District
- Valley Sanitary District
- Western Municipal Water District

Should the City be interested in additional consultant recommendations regarding comparator agencies, we typically use the following factors to identify appropriate comparators and would receive approval before proceeding with the compensation study.

Our recommended methodology is that we involve management, Human Resources, employee representation, and the Council, in the decision-making process of selecting which comparable agencies are included, **PRIOR** to beginning the study. Our experience has shown that this is the most successful approach. The factors that we typically review when selecting and recommending appropriate comparator agencies include:

- **Organizational type and structure** – While various organizations may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each organization is unique, particularly in regard to its relationship to the citizens it serves and level of service expectation. During this iterative process, the City’s current/ previous list of comparators, if any, and the advantages/disadvantages of including them and/or others would be discussed.
- **Similarity of population served, City demographics, City staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
- **Scope of services provided** – While having an organization that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the *majority* of services are provided in a similar manner, sufficient data should be available for analysis. When reviewing this factor, the City’s unique services would be evaluated in order to ensure that the majority of comparators provide the same services. This ensures that each comparator yields a sufficient number of matches for the City’s jobs.
- **Labor market** – The reality of today’s labor market is that many agencies are in competition for the same pool of qualified employees, because large portions of the workforce don’t live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past. In addition, working-from-home opportunities and hybrid work schedules have further changed the landscape of supply and demand of talent. Therefore, the geographic labor market area (where the City is competing for talent) is taken into consideration.
- **Cost of living and cost of labor** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets and the

appropriateness of comparator agencies. When the identified survey market includes comparators that are located outside of the City's geographic area, we analyze cost of labor to ascertain whether there are significant differences and, if so, we are able to apply geographic cost-of-labor adjustments factors to the market data to ensure and apples-to-apples comparison.

We typically recommend using 10-12 comparator agencies for all survey benchmarks in order to achieve statistical significance but are flexible and can easily use a different approach based on the City's preferences.

2. Determination of Benchmark Classifications

In the same collaborative manner as described in Step 1 above, we will work with the City's stakeholders to select those classifications that will be surveyed.

"Benchmark classes" are ordinarily chosen to reflect a broad spectrum of class levels. In addition, those that are selected normally include classes that are most likely to be found in other similar agencies, and therefore provide a sufficient valid data sample for analysis. Internal relationships will be determined between the benchmarked and non-benchmarked classifications and internal equity alignments will be made for salary recommendation purposes.

Due to this study's size and the number of classifications, we will most likely survey majority of them. The exception may be those classifications that have multiple levels, such as I/II/III/Senior etc., for which we would typically only survey the journey-level and internally align the other levels of the class series.

3. Determination of Salary and Benefits Data to Be Collected

In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification):

- **Monthly Salary** – The top of the published salary range. All figures are presented on a monthly or annual basis. We normalize the salary data to reflect number of hours in the work week and/or roll-up of retirement or other benefits in base salaries.
- **Employee Retirement** – This includes two figures: the amount of the employee's State or other public or private retirement contribution that is contributed by the agency and the amount of the agency's Social Security contribution.
- **Insurance** – This typically includes Health, Dental, Vision, and other insurance coverage.
- **Leave** – Other than sick leave, which is usage-based, leave is the amount of days off for which the agency is obligated. We will discuss with the City whether leave days/hours should be converted to direct salary cost in dollars or represented in days/hours.
 - **Vacation:** The number of vacation days after five years of employment.
 - **Holidays:** The number of holidays (including floating).
 - **Administrative/Personal Leave:** Administrative leave is normally the number of days available to management staff in lieu of overtime. Personal leave may be available to other groups of employees to augment vacation or other paid time off.
- **Deferred Compensation** – We report any employer contribution made on the employee's behalf, whether an employee-matching contribution is required or not.

- **Other** – This category includes any other benefits that are available to all employees within a classification and not already specifically detailed.

Milestone B. Market Survey Delivery

Gallagher/K&A does not collect market compensation data by merely sending out a written questionnaire. Our experienced compensation analysts conduct all of the data collection and analysis to ensure validity of the data and quality control. We collect classification descriptions, organization charts, salary schedules, personnel policies, budgets, MOUs, and other information via website, by telephone, or email directly from each comparator agency. We then compare job description to job description and not just job titles, therefore ensuring true “matches” of at least 70%, which is the threshold we use to determine whether to include a comparator classification or not. As mentioned above in the classification methodology above, our job analysis method is the whole position analysis approach, which we apply here as well.

We also schedule appointments with knowledgeable individuals at each comparator to answer specific questions. We find that information collected using these methods has a very high validity rate and allows us to substantiate the data for employees, management, and governing bodies.

Data will be entered into spreadsheet format designed for ease of interpretation and use. Information will be calculated based upon average and median figures allowing the City to make informed compensation decisions. Other elements of the compensation survey report are agencies surveyed; comparable class titles; salary range maximum/control point; number of observations; and percent of the City’s salary range above/below the market values.

In addition, we will include any type of statistical representation and analysis that the City desires such as 60th, 70th, or any other percentiles per the City’s compensation philosophy.

Benefits data will be displayed in an easy-to-read format. You will receive three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data. In addition, we are often asked to collect “additional” benefits, which we typically report on a separate spreadsheet.

Milestone C. Draft Compensation Findings/Stakeholder Review and Feedback

As part of our transparent approach and communication strategy to ensure organizational buy-in to the study, we share the market survey with the organization. We first distribute our draft findings to the Study Project Team. After their preliminary review, we will meet with the Study Project Team and other stakeholders (including Human Resources, management, employees, and/or employee representation) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for our team to engage with study stakeholders in a collaborative manner. If questions arise, we conduct follow-up analysis to reconfirm our original analysis and/or make corrections, as appropriate.

Milestone D. Development of Recommendations, Final Reports, and Presentations

Analysis of Internal Relationships and Alignment

To determine internal equity for all studied positions, considerable attention is given to this phase of the project. It is necessary to develop an internal position hierarchy based on the

organizational value of each classification. Again, we utilize the whole position analysis methodology as described earlier.

By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series, for example, as well as across departments. This analysis will be integrated with the results of the compensation survey and the City's existing compensation plan.

The ultimate goal of this critical step in the process is to address any potential internal equity issues and concerns with the current compensation system, including compaction issues between certain classifications. We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system, with pay differentials between levels that allow employees to progress on a clear path of career growth and development. Career ladders will be looked at vertically as well as horizontally.

Compensation Structure Development

We will review and make recommendations regarding the City's salary structure (set of salary ranges, salary differentials, steps within ranges, and/or alternative compensation plans) within which the classes are allocated, based upon the City's preferred compensation model. We will also assist the City in developing a compensation philosophy and practices relative to the surveyed public jurisdictions, if desired. This analysis will result in external pay equity, solutions to address any pay equity issues, and an implementation strategy supporting City goals, objectives, and budget considerations.

In addition, we will develop externally competitive benefit comparisons and recommendations for adjustments to the City's benefits package.

Draft recommendations will be discussed with the Study Project Team and management for discussions and decisions on overall pay philosophy and the practicality of acceptance and prior to developing an Interim Report.

Final Report

Volume II (Draft Interim Report of the Compensation Study) will be completed and submitted to the Study Project Team for review and comment. The report will include:

- An executive summary of the compensation study results;
- A set of all market data spreadsheets;
- A proposed compensation structure;
- A proposed salary range placement document;
- A procedure to address employees whose current base pay either falls below the minimum of or exceeds the maximum of their newly assigned pay range;
- Implementation options surrounding our recommendations; and
- A guide for implementing, managing and maintaining the compensation system.

Once all of the City's questions/concerns are addressed and discussed, a Final Classification and Compensation Report will be created and submitted in the City's preferred format. The Final Report will incorporate any appropriate revisions identified and submitted during the review process.

Final Presentation

Our proposal includes multiple meetings and weekly oral and written status/progress updates to the Study Project Team. Regarding the involvement of the City Council, we recommend at least one initial meeting to confirm the comparator agencies to be included in the study, one interim study session (to discuss the initial findings of the compensation study), and one final presentation of our Final Report. Of course, we are flexible regarding having more or less interaction with the Council, based on the City's preferences.

EXPECTATIONS OF CITY SUPPORT:

In order to conduct this study in the most timely and cost-effective manner, we ask for support in the following areas:

- Timely provision of written documentation, such as current class specifications, union contracts, organizational charts, budget documents, salary schedules, past studies, etc.;
- Assistance in the notification and scheduling of initial kickoff and other meetings and the provision of adequate interview tools and resources;
- Meeting agreed-upon timelines.

In terms of time commitment for City staff, we understand that the City hires an outside consultant to conduct and coordinate the entire effort. Therefore, it is our goal to reduce the time commitment of City staff as much as possible and to only request assistance in the coordination of some of the steps in the process, such as scheduling meetings, disseminating information, and in general, being a channel of communication between our firm and employees.

COMMUNICATION WITH THE CITY:

Our typical communication model includes at least weekly or biweekly written status updates, or virtual meetings, to keep the City informed on where we are during each phase of the project.

In addition, the study includes a significant number of meetings with the Study Project Team, human resources, management, employees, employee representation, and the Council, as desired. The meetings and "stakeholder touch-points" that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and foster a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of Gallagher/K&A's studies.

POST-STUDY CONSULTATION AND SUPPORT:

We are committed to providing the City with the highest-quality product and service. Providing ongoing consultation and support after study completion is a service that is included in our professional fees and a continued relationship-building aspect of our client relationship that we highly value.

We often find that clients will call or email with follow-up questions and to discuss certain aspects of the study, ask why decisions and recommendations were made, and other important components of the study. We consider post-implementation support as part of our customer service.

Should the City request any additional meetings and/or training after completion of the study and/or other specific, identifiable work efforts, such as single-position compensation reviews

or conducting annual surveys, we would honor our composite hourly rate for actual hours worked. However, from experience, we expect that most follow-up support will be conducted via telephone and email and this is absolutely included in our project fee for this project.

STAKEHOLDER ENGAGEMENT:

We believe in an interactive and collaborative process with the whole organization and in a high level of stakeholder contact and interaction to ensure organizational buy-in to the study throughout the entire process. Following are the major milestones at which we touch base with Human Resources, employees, managers, employee representation, and other stakeholders, as appropriate:

- Initial study kick-off meetings with stakeholders;
- Stakeholder input regarding a list of appropriate comparator agencies, benchmark classifications, and benefits to be collected;
- City stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified;
- Stakeholder input on internal salary relationship analysis and recommendations; and
- Stakeholder input regarding final compensation plans and structure recommendations.

These steps will ensure that the study results in a product that is accepted and trusted by all levels within the organization. Beyond sound mechanics, our approach includes sufficient communication steps to ensure that the study methodology is understood and the results are regarded as expert, impartial, and fair.

Time Requirements

Our professional experience is that compensation studies of this scope and for this size organization take approximately four months to complete, allowing for adequate compensation data collection and analysis, review steps by the City, the development of final reports, any appeals, and presentations.

Due to the unprecedented demand on our services, we are currently experiencing an unusually high volume of projects. Therefore, and if the City is able to be flexible, we propose commencing the project in July 2024 and anticipate completion by October 2024, assuming a contract is executed within 2 months of the submittal date of our proposal.

The following is a suggested timeline (which can be modified based on the City’s needs):

MILESTONES	TOTAL COMPENSATION STUDY	COMPLETION BY
A.	Project Kickoff Meetings, Initial Documentation Review, and Determination of Survey Elements	Weeks 1-2
B.	Market Survey Delivery	Week 3-12
C.	Draft Compensation Findings/Stakeholder Review and Feedback	Week 13-14
D.	Development of Recommendations, Final Reports, and Presentations	Week 15-16

Cost Proposal

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with employees, employee representation, management, and the governing body. The time we commit to working with employees (orientations and briefings, meetings with employees via personal interviews, sharing of compensation survey data, etc.) results in significantly greater buy-in throughout the process.

In fact, our firm has only had a handful of formal appeals to any of our studies in over 40 years in business. It has been our experience that the money and time invested in stakeholder communication throughout the study are money and time saved during implementation. Our goal is to conduct each study the right way the first time. Numerous times our firm has been hired after an agency has gone through an unsuccessful study whose results were rejected or appealed and whose implementation was very controversial. Whenever our firm was hired after such an unfortunate experience, study stakeholders were amazed at our open and inclusive process, our efforts to elicit equal stakeholder input, and our development of recommendations that were accepted as fair and reasonable and understood by management, employees, and the governing body. Our clients always provide feedback that our process is professional, comprehensive, understandable, timely, and inclusive.

Due to a shift in our industry to conducting studies virtually and our own efforts to be as green a business as possible (which our public agency clients always appreciate), our cost proposal assumes that all meetings and presentations will be conducted virtually/remotely and no onsite travel to City offices will occur. Should the City desire onsite meetings, we will be happy to provide our per diem cost for onsite meetings based on travel time and market rate travel cost at the time.

MILESTONES	COMPENSATION STUDY	AMOUNT	BILLING STRUCTURE
Ongoing Project Status Meetings throughout the Study		\$1,560	Invoice #1: One third of Project Fee upon Contract Execution - \$12,220
A.	Project Kickoff Meetings, Orientations, and Determination of Survey Elements	\$3,900	Invoice #2 - \$12,220
B.	Market Survey Delivery (this assumes up to 12 benchmarks and up to 17 comparators)	\$22,425	
C.	Draft Compensation Findings/Stakeholder Review and Feedback	\$3,900	N/A
D.	Development of Recommendations, Final Reports, and Presentations	\$4,875	Remaining Project Fee: Invoice #3 - \$12,220
Total Fee for Phase II: Compensation Study		\$36,660	\$36,660
Expenses are <u>included</u> in the project fee		N/A	N/A
<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, etc.</i>			
TOTAL PROJECT COST		\$36,660	\$36,660

Our cost proposal does not include time to support the City during any labor negotiations that may follow this study. If we are needed for this work, our composite hourly rate will apply and we will charge on a time-and-materials basis.

Contractual Considerations

We will be pleased to sign the City's professional services agreement for a Total Compensation Study. We respectfully request that the City will allow for a period of negotiation of certain terms in the professional services contract related to liability, indemnity, insurance, and other terms. We have found that we have always come to an agreement with all our clients in the past and appreciate the City's flexibility in reviewing certain terms in a collaborative fashion between our legal counsels.

The following are terms we would like to review with the City if we are fortunate to be selected for this project:

- Gallagher is pleased to submit this proposal to the City. While this proposal is not meant to constitute a formal offer, acceptance, or contract, notwithstanding anything to the contrary contained in the proposal, Gallagher is submitting this proposal with the understanding the parties would negotiate and sign a contract containing terms and conditions that are mutually acceptable to both parties.
- Gallagher is not a federal contractor or subcontractor. Therefore, Gallagher cannot agree to federal contracting provisions contained within the RFP.
- Section IX (e) (PDF page 8) and Section 3.5.6 (PDF pages 26-27) - Indemnification should be limited to grossly negligent acts and omissions, breaches of the contract, intentional misconduct, or violations of law.
- Section IX (e) (PDF page 8) and Section 3.5.6 (PDF pages 26-27) - A limitation of liability of fees paid needs to be added to the indemnification provision.
- Section 3.2.4 (PDF page 19) - This section needs modified so that no prior approval of personnel is required from the City. Gallagher will provide notice of substitutions after they occur. Gallagher can agree to a reasonable time period to provide such notice and will use good faith efforts to ensure that the City is satisfied with any replacement personnel assigned.
- Section 3.2.10 (PDF page 21-23) - Below are Gallagher's insurance representations based on AJG Risk Management policies. These are not changed on a client by client basis.
- Section 3.4 (PDF page 25) - Unless otherwise required by applicable law, Gallagher cannot agree to permit City to audit for 3 years after the agreement ends.
- Section 3.5.1.2 (PDF page 25) - Gallagher may retain copies of its work product that contain Confidential Information for archival purposes or to defend its work product, and in accordance with legal disaster recovery and records retention requirements, store such copies and derivative works in an archival format (e.g. tape backups), provided that the information will remain Confidential as long as it is retained.
- Section 3.5.3.1 (PDF page 26) - This section should make clear that the City shall own all final deliverables provided to the City by Gallagher as part of the services provided under this Agreement, provided however, Gallagher shall retain sole and exclusive ownership of all right, title, and interest in, and to, its intellectual property and derivatives thereof which no data or Confidential Information of the City was used to create and which was developed entirely using Gallagher's own resources, including any and all pre-existing or independently developed know-how, methods, processes and other materials

prepared by Gallagher. To the extent Gallagher's intellectual property is necessary for the City to use the deliverables provided under this Agreement, Gallagher grants to the City a non-exclusive, royalty-free license to Gallagher's intellectual property solely for the City's use of such deliverables.

It is our practice to provide the coverage below in lieu of the City contract insurance language. We therefore propose to replace the insurance language in the RFP's sample agreement with coverage language provided by Gallagher as follows (we attach our Memorandum of Insurance for your review as well):

Gallagher shall at all times during the term of this Agreement and for a period of two (2) years thereafter, obtain and maintain in force the following minimum insurance coverages and limits at its own expense:

- Commercial General Liability (CGL) insurance on an ISO form number CG 00 01 (or equivalent) covering claims for bodily injury, death, personal injury, or property damage occurring or arising out of the performance of this Agreement, including coverage for premises, products, and completed operations, on an occurrence basis, with limits no less than \$2,000,000 per occurrence;
- Workers Compensation insurance with statutory limits, as required by the state in which the work takes place, and Employer's Liability insurance with limits no less than \$1,000,000 per accident for bodily injury or disease. Insurer will be licensed to do business in the state in which the work takes place;
- Automobile Liability insurance on an ISO form number CA 00 01 covering all hired and non-owned automobiles with limit of \$1,000,000 per accident for bodily injury and property damage;
- Umbrella Liability insurance providing excess coverage over all limits and coverages with a limits no less than \$10,000,000 per occurrence or in the aggregate;
- Errors & Omissions Liability insurance, including extended reporting conditions of two (2) years with limits of no less than \$5,000,000 per claim, or \$10,000,000 in the aggregate;
- Cyber Liability, Technology Errors & Omissions, and Network Security & Privacy Liability insurance, including extended reporting conditions of two (2) years with limits no less than \$2,000,000 per claim and in the aggregate, inclusive of defense cost; and
- Crime insurance covering third-party crime and employee dishonesty with limits of no less than \$1,000,000 per claim and in the aggregate.
- All commercial insurance policies shall be written with insurers that have a minimum AM Best rating of no less than A-VI, and licensed to do business in the state of operation. Any cancelled or non-renewed policy will be replaced with no coverage gap, and a Certificate of Insurance evidencing the coverages set forth in this section shall be provided to Client upon request.

ARTHUR J. GALLAGHER & CO. MEMORANDUM OF INSURANCE

This Memorandum of Insurance (“Memorandum”) is produced as a matter of information only to authorized viewers for their internal use only and confers no rights upon any viewer of the Memorandum. This Memorandum does not amend, extend or alter the coverage described below. Copyright 2005, Arthur J. Gallagher Risk Management Services, Inc. (“Gallagher”). Gallagher grants permission to you to view, copy, print and distribute the information found on the Memorandum website (“Site”) provided that the above copyright notice appears on all copies, that use is internal to you or for personal noncommercial informational purposes only, and that no modification is made to any materials. Any modification, use, reproduction or distribution of this Memorandum, the Site or its contents must be first approved by Gallagher in writing. You will not suffer or permit any unauthorized use of any Gallagher trademark, service mark or logo. This Memorandum, the Site and its contents, including but not limited to text, graphics, images, software, copyrights, trademarks, service marks, logos, and brand names (“Content”), are protected under both United States and foreign laws, and Gallagher or its affiliated entities retain all right, title and interest in and to the Content, all copies thereof, and all copyrights and other proprietary rights therein. The information contained herein is as the date referred to above. Gallagher shall be under no obligation to update such information.

DATE: 9/29/2023

INSURED:

Arthur J. Gallagher & Co. and its subsidiaries
2850 West Golf Road
Rolling Meadows, IL 60008

Insurance Companies

- A: ARCH INSURANCE COMPANY
- B: THE CONTINENTAL INSURANCE COMPANY
- C: XL INSURANCE AMERICA, INC
- D: FEDERAL INSURANCE COMPANY
- E: LEXINGTON INSURANCE COMPANY
- F: XL SPECIALTY INS. COMPANY
- G. ILLNOIS NATIONAL INSURANCE COMPANY
- H. INDIAN HARBOR INSURANCE COMPANY

The policies of insurance listed below have been issued to the “INSURED” named above for the policy period indicated. Notwithstanding any requirement, term or condition of any contract or other document with respect to which this Memorandum may be issued or may pertain, the insurance afforded by the policies described herein is subject to all the terms, exclusions and conditions of such policies. Limits shown may have been reduced by paid claims.

CO. LTR.	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE	POLICY EXPIRATION	LIMITS (In USD unless otherwise indicated)	
A	Commercial General Liability Occurrence Per location Aggregate	41GPP4938416	10/01/23	10/01/24	General Aggregate	4,000,000
					Products - Comp/Op Agg	4,000,000
					Personal and ADV Injury	2,000,000
					Each Occurrence	2,000,000
					Damage to Rented Premises (Each occurrence)	1,000,000
A	Automobile Liability Any Auto	41CAB4939016-MA 41CAB4938316-A/O	10/01/23	10/01/24	Combined Single Limit	5,000,000
					Bodily Injury (per person)	
					Bodily Injury (per accident)	
B	Excess/Umbrella Liability Retention: \$10,000	7034611269	10/01/23	10/01/24	Each Occurrence	25,000,000
					Aggregate	25,000,000
A	Workers Compensation and Employers Liability	41WCI4938116-A/O 44WCI0501916-FL	10/01/23	10/01/24	Workers Comp Limits	Statutory
					EL Each Accident	1,000,000
					EL Disease - Each Employee	1,000,000
					EL Disease – Policy Limit	1,000,000
C	Property	US00112916PR22A	10/01/23	10/01/24	Blanket Bldg. & PP	10,000,000
D	Crime/Fidelity Bond (Employee Dishonesty)	J06039418	09/01/23	09/29/24	Single Loss Limit	15,000,000
E	Errors & Omissions (Primary Policy)	014629885	10/01/23	10/01/24	Per Claim and Aggregate	12,000,000
F	Errors & Omissions (Excess Policy)	ELU192671-23	10/01/23	10/01/24	Per Claim and Aggregate	10,000,000
G	Errors & Omissions (Excess Policy)	FI0121923	10/01/23	10/01/24	Per Claim and Aggregate	15,000,000
H	Cyber Liability	MTP903416504	05/01/23	05/01/24	Limit of Liability	10,000,000

Description of Operations / Other Information: See ADDITIONAL INFORMATION on the following page.

This Memorandum of Insurance serves solely to list insurances, limits and dates of coverage. Any modifications hereto are not authorized by Gallagher or the Insurance Companies.

ARTHUR J. GALLAGHER & CO. MEMORANDUM OF INSURANCE

ADDITIONAL INFORMATION

GENERAL LIABILITY POLICY

ADDITIONAL INSURED – MANAGERS OR LESSORS OF PREMISES *
Endorsement Form # CG 20 11 04 13 modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

1. Designation of Premises (Part Leased to You): ANY PREMISES OR PART THEREOF LEASED TO YOU.
2. Name of Person or Organization (Additional Insured): ANY AND ALL PERSONS OR ORGANIZATIONS CONTRACTUALLY REQUIRING ADDITIONAL INSURED STATUS AS THE MANAGER OR LESSOR OF PREMISES TO YOU.
3. Additional Premium: INCLUDED

(If no entry appears above, the information required to complete this endorsement will be shown in the Declarations as applicable to this endorsement.)

WHO IS AN INSURED (Section II) is amended to include as an insured the person or organization shown in the Schedule but only with respect to liability arising out of the ownership, maintenance or use of that part of the premises leased to you and shown in the Schedule and subject to the following additional exclusions:

This insurance does not apply to:

1. Any "occurrence" which takes place after you cease to be a tenant in that premises.
2. Structural alterations, new construction or demolition operations performed by or on behalf of the person or organization shown in the Schedule.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US - WORKERS COMENPENSATION, GENERAL LIABILITY AND AUTOMOBILE LIABILITY

We waive any right of recovery we may have against the person or organization where required by written contract because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only where required by written contract as specified and approved per contract.

PROPERTY

This policy insures against "All Risks" of physical loss or damage, except as excluded, to covered property while on Described Premises, provided such physical loss or damage occurs during the term of this policy. Coverage is subject to policy deductibles, terms, conditions and exclusions. Loss Payable clause included for whom Insured has agreed to per written contract.



***All other Additional Insureds requests requires Legal approval and issuance of a Certificate of Insurance.**

***For special requests, such as a WET SIGNATURE, please contact the appropriate team: P&C – Doreen Morris or Renata Grzeskowiak; E&O – Frederick Arkin or Mari Maceri; Cyber – Jeremy Gillespie or Ariel Magrini.**

This Memorandum of Insurance serves solely to list insurance policies, limits and dates of coverage. Any modifications hereto are not authorized by Gallagher or the Insurance



Gallagher

Insurance | Risk Management | Consulting

Item 21.

Signature Page

Gallagher, formerly known as Koff & Associates, intends to adhere to all of the provisions described above.

This proposal is valid for 90 days.

Respectfully submitted,

By: **GALLAGHER, FORMERLY KNOWN AS KOFF & ASSOCIATES,**
State of California

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting

January 8, 2024



Gallagher

Insurance | Risk Management | Consulting

Item 21.

Appendix

Project Team Biographies

Georg S. Krammer, M.B.A., S.P.H.R. **Managing Director**

Georg brings over 22 years of management-level human resources experience to Koff & Associates with an emphasis in classification and compensation design; market salary studies; organizational development; executive recruitment; performance management; and employee relations, in the public sector and in large corporations as well as small, minority-owned businesses.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo's college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries. He had five years in the private sector where he served as an HR Manager, and Administrative Officer, and then HR Director before entering the public sector. With his wide-ranging and deep experience as a well-rounded senior HR generalist, his education in business and teaching, his depth and breadth of experience with public sector HR needs, programs, and functions, Georg's contribution to K&A's variety of projects greatly complements the Koff & Associates Human Resources and Recruitment Services team.

He has spearheaded several hundred classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California and has contributed to more than quadrupling the size of Koff & Associates as a result of the success of his projects and the subsequent expansion of the business through referrals from satisfied clients. Georg joined K&A in 2003 and has been the firm's Chief Executive Officer since 2005.

In the last few years, Georg has been the Project Director/Key Personnel for classification and/or compensation studies, organizational assessments, and other HR projects, at the following agencies:

- **Cities/Towns:** Alameda, American Canyon, Anaheim, Arroyo Grande, Bellflower, Campbell, Citrus Heights, Coachella, Concord, Cotati, Gilroy, La Cañada Flintridge, Lomita, Los Altos, Los Altos Hills, Menifee, Menlo Park, Morro Bay, Murrieta, National City, Newport Beach, Oakland, Oxnard, Palm Desert, Perris, Pleasant Hill, Port Hueneme, Redlands, Redwood City, Sacramento, San Diego, San Jose, San Marino, Santa Ana, Santa Barbara, Santa Clara, Saratoga, Sausalito, Seal Beach, Spokane (Washington), Vallejo, West Sacramento, Westminster, Yucca Valley, Yreka
- **Counties:** Bernalillo (New Mexico), Fresno, Monterey, Orange, Placer, San Joaquin, Sonoma, and Trinity.
- **Courts:** Habeas Corpus Resource Center, Superior Court of Kern County, Superior Court of Orange County, Superior Court of Santa Barbara.
- **Education:** College of the Sequoias, Excelsior Charter Schools, First 5 Alameda, Foothill-De Anza Community College District, Riverside Community College District, West Valley Mission Community College District.
- **Special Districts:**
 - Air Quality: Monterey Bay Air Resources District, South Coast Air Quality Management District
 - Community Services District: Cosumnes CSD, Desert Recreation District, Hayward Area Recreation and Park District, Helendale Community Services District, Heritage Ranch Community Services District, Incline Village General Improvement District, Phelan-Pinon Hills

- Community Services District, Town of Discovery Bay CSD, Truckee Donner Recreation & Park District, Tualatin Hills Park & Recreation District
- Fire and Police Protection: East Contra Costa Fire Protection District, Orange County Fire Authority, Sacramento Metropolitan Fire District
 - Housing/Economic Development: Alameda Housing Authority, Housing Authority of the City of San Buenaventura, Housing Authority of the County of Alameda, Housing Authority of County of Santa Barbara, Housing Authority of County of San Luis Obispo, Oakland Housing Authority, Santa Clara County Housing Authority, San Bernardino County Housing Authority
 - Open Space: Local Agency Formation Commission (LAFCO) of Santa Clara County
 - Public Utilities: East Bay Municipal Utility District, Inland Empire Utilities Agency, North Tahoe Public Utility District, Southern California Public Power Authority
 - Transportation: Alameda County Transportation Commission, El Dorado County Transit Authority, Golden Gate Bridge Highway and Transportation District, Livermore Amador Valley Transit Authority, Long Beach Transit, Marin Transit District, Metropolitan Transportation Commission, Ontario International Airport, Orange County Transportation Authority, Port of Hueneme, Port of Long Beach, Port of Oakland, Riverside County Transportation Commission, Sacramento Area Council of Governments, Sacramento Regional Transit District, San Bernardino County Transportation Authority, San Bernardino International Airport, San Francisco Bay Area Water Emergency Transportation Authority, Santa Barbara County Association of Governments, Santa Clara Valley Transportation Authority, Sonoma-Marín Area Rail Transit, Transportation Corridor Agencies, Western Riverside Council of Governments
 - Wastewater: California Association of Sanitation Agencies, Central Marin Sanitation Agency, Encina Wastewater Authority, Leucadia Wastewater District, Napa Sanitation District, Ojai Valley Sanitary District, Orange County Sanitation District, Oro Loma Sanitary District, Truckee Sanitary District, Union Sanitary District, Vallejo Flood and Wastewater District
 - Water: Bay Area Water Supply & Conservation Agency, Beaumont Cherry Valley Water District, Central Coast Water Authority, Cucamonga Valley Water District, Eastern Municipal Water District, Joshua Basin Water District, Marina Coast Water District, Metropolitan Water District of Southern California, Min-Peninsula Water District, Mojave Water Agency, Monte Vista Water District, Mt. View Sanitary District, Oakwood Lake Water District, Paradise Irrigation District, Rancho California Water District, San Bernardino Valley Water Conservation District, Santa Clarita Valley Water Agency, Sonoma County Water Agency, South Coast Water District, State Water Contractors, Sweetwater Authority, Trabuco Canyon Water District, Vallecitos Water District, Valley County Water District, West Basin Municipal Water District, Western Municipal Water District, Zone 7 Water Agency
 - Other: Cooperative Agricultural Support Services Authority, Los Angeles County Employees Retirement Agency, Orange County Mosquito & Vector Control District

Mike Harary, B.B.A., M.B.A.
Project Manager

Mike Harary possesses over 33 years of municipal HR management experience including serving as a Human Resources Director for two municipalities in Southern California. He has been involved in all aspects of Human Resources for the cities of La Mirada, Orange, Westminster, and Downey, including serving as Chief Labor Negotiator, managing recruitment and selection processes for all types of municipal government positions, handling employee benefits functions, responding to labor and employee relations issues, complying with labor laws, conducting personnel investigations, and

managing a variety of general human resources functions. He has also served as a consultant with Koff and Associates for the last 2½ years managing numerous classification and compensation studies for multiple cities, counties, and special districts throughout California.

Mike has a bachelor's degree in Business Administration emphasizing in Human Resources Management from California State University, Long Beach, and a Master of Business Administration, also from Cal State Long Beach.

Some of the K&A classification and compensation projects Mike has worked on include but are not limited to:

- **Cities:** Bellflower, Corona, Davis, Duarte, East Palo Alto, El Monte, Fullerton, Gardena, Glendora, Newport Beach, Orange, Rohnert Park, San Marino, Spokane (WA), Westminster
- **Special Districts:** Altadena Library District, Banning Library District, Big Bear Lake Department of Water & Power, Buena Park Library District, Camrosa Water District, Chino Basin Water Conservation District, Cucamonga Valley Water District, Garfield County Public Library District (Colorado), Greater Los Angeles County Vector Control District, Housing Authority of the City of Santa Barbara, Housing Authority of the County of Santa Barbara, Jurupa Community Services District, Los Angeles County Employees Retirement Agency (LACERA), Orange County Water District, Tri-City Mental Health Authority, and Victor Valley College

Mike will provide managerial project support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Monica Garrison-Reusch, B.A., M.B.A.

Consultant

Monica has over 15 years of human resource program experience, all of which have been spent serving as either a team consultant or project manager on projects working with public sector agencies. Monica's primary professional focus over the last several years has been on classification and compensation practices.

Prior to joining K&A in 2016, Monica performed classification and compensation consulting services as either a team member or project manager on varied projects including large scale studies done for the Counties of Madera, Sacramento, Bernalillo (in New Mexico), and the California State Department of Personnel Administration. Monica also developed and served as a Co-Trainer for a two-day course on Classification and Compensation.

Monica's depth of experience allows her to provide a broad range of human resources services to public agencies. She specializes in compensation projects focusing on both base salary and total compensation analysis studies. Monica has also worked on project teams conducting classification studies and organizational analysis, including performing the full range of classification analysis and conducting in-depth survey and analysis of organizational structures and past organizational practices.

Since joining K&A, Monica has worked on studies for the following clients:

- **Cities:** Cotati, Crescent City, Pleasant Hill, Sacramento, Vallejo
- **Counties:** El Dorado, Mendocino, Monterey, Trinity
- **State:** California State Auditor's Office

- **Special Districts:** AC Transit, Cosumnes Community Services District, East Bay Municipal Utility District, Eastern Municipal Water District, El Dorado County Transit Authority, First 5 Contra Costa County, First 5 Santa Clara County, Hayward Area Recreation and Park District, Livermore Amador Valley Transit Authority, Mendocino Coast Rec and Park District, Mojave Water Agency, North Tahoe Public Utility District, Orange County Transportation Authority, State Water Contractors, Trabuco Canyon Water District

She earned an MBA with an emphasis in Marketing at Golden Gate University and a Bachelor of Science in Business Administration from the University of Southern California.

Monica will provide Senior H.R. Associate support for this project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Janna Dinkelspiel **Associate Consultant**

Janna Dinkelspiel came to Koff & Associates in August 2022 with over 15 years' experience in private and public sector human resources. Most recently Janna was a Senior Employee Relations Analyst in a municipality where she gained well rounded experience in recruitment and retention, employee relations, labor relations, policy development, performance management, training and development and classification and compensation. Janna was the City's subject matter expert for classification and compensation while conducting and implementing three large-scale compensation studies for the City, as well as assisting the executive team with creation of a compensation policy.

Janna has a degree in Business Administration from the University of Washington and holds a Senior Professional Human Resources Certificate from HRCI.

Kelly Barns **Associate Consultant**

Kelly Barns has over 17 years of experience in a variety of leadership and technical public-sector human resources and risk management roles, from analyst to, Risk Manager to, Assistant Director and Director of Human Resources in municipal government. While a well-rounded practitioner and generalist with experience in talent acquisition, labor relations, classification and compensation, policy and contract development, performance management, employee engagement, Leaves and ADA administration and management, training and development, workplace investigations, health and safety, workers' compensation, employee benefits, liability administration and management, and general Human Resources and Risk Management administration. Kelly joined Koff & Associates in March 2022.

Kelly has a degree in Business Administration and Management, is a Human Resources Certified Professional through International Public Management Association of Human Resources (IPMA-CP) and has a Senior Professional Human Resources Certificate (SPHR).

Kelly will provide Human Resources Associate support throughout each project role, primarily consist of project and technical support in, classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, and development of recommendations. Kelly has a passion for engaging, collaborating with, and supporting clients, strengthening employee relations and community partnerships.

Cindy Harary, B.A.
Consultant

Cindy's professional qualifications include over 32 years of experience in the Human Resources field, primarily in classification and compensation. She spent the first 11 years in the public sector working for the City of Whittier, California, where she started out in their Public Works Department before moving to the Human Resources Department. She gained experience in classification and compensation, recruitment and selection, employee training and development, labor relations, and general human resources administration.

For the next 16 years, Cindy worked as a Human Resources Consultant for a consulting firm where she specialized in conducting classification and compensation studies for multiple public sector agencies including cities, counties, and special districts as well as several private sector clients. Some of the Orange County Cities she worked on in partnership with other consultants at that firm were: Cities of Brea, Laguna Beach, Lake Forest, La Palma, Los Alamitos, Placentia, San Clemente, Stanton and Tustin. In Los Angeles County, her work includes: Cities of Corona, Downey, El Monte, Manhattan Beach, and Upland. Finally, in San Bernardino County she has worked on the City of Rancho Cucamonga.

Since joining Koff & Associates in 2015, Cindy has worked on Classification and/or Compensation studies for:

- **Cities/Towns:** Anaheim, Big Bear Lake, Campbell, Carmel, Corona, Danville, Davis, Indian Wells, Laguna Niguel, Los Altos, Manteca, Menifee, Murrieta, National City, San Diego, Santa Ana, Santa Barbara, Seal Beach, Tracy, Yucca Valley
- **Counties:** Orange
- **Education:** Compton College
- **Special Districts:** Alameda Housing Authority, Altadena Library District, Bay Area Water Supply and Conservation Agency, Cosumnes Community Services District, Eastern Municipal Water District, Encina Wastewater Authority, Housing Authority of Alameda County, Housing Authority County of San Bernardino, Housing Authority for the County of Santa Barbara, Humboldt Waste Management Authority, Inland Empire Utilities Agency, Monte Vista Water District, North Coast County Water District, Orange County Fire Authority, Orange County Mosquito & Vector Control District, Oro Loma Sanitary District, Port of Hueneme, Rincon del Diablo Municipal Water District, Riverside County Transportation Commission, Santa Clarita Valley Water Agency, South Coast Air Quality Management District, Sweetwater Authority, Trabuco Canyon Water District, Vallecitos Water District, Water Replenishment District of Southern California, Western Municipal Water District

Cindy earned her B.A. degree in Broadcast Journalism at California State University, Long Beach.

Cindy will provide H.R. Associate support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Renate Tiner, B.Sc.
Associate Consultant

Renate's professional qualifications include five years of both non-profit and private sector Human Resources experience. Starting in Human Resources administration and rising into Human Resources

management, she gained experience in full-cycle recruitment, orientation and on-boarding, Health and Safety, Worker’s Compensation, licensing and accreditation, policy development, and general Human Resources administration. Renate has a total of 10 years’ experience.

Since joining Koff & Associates in 2017, Renate has worked on Classification and Compensation Studies for the following agencies:

- **Cities:** Bellflower, Concord, Cupertino, El Monte, Hillsborough, Los Altos, Mt. Shasta, Piedmont, Rohnert Park, San Diego, Sausalito, West Sacramento, Calistoga, Foster City, Pittsburg, Perris, Santa Cruz, Town of Truckee, Hayward, Rio Dell, County of Butte
- **Special Districts:** Alameda County Transportation Commission, Bay Area Water Supply and Conservation Agency, Eastern Municipal Water District, Dublin-San Ramon Services District, Foothill-De Anza Community College District, Groveland Community Services District, Los Angeles County Employees Retirement Association, Metropolitan Transportation Commission, Midpeninsula Regional Open Space District, Port of Long Beach, Riverside Community College District, and San Joaquin County Superior Court, Truckee Donner Public Utility District, Monterey Peninsula Regional Open Space District, Santa Clara Valley Open Space Authority, Triunfo Water & Sanitation District, Port of Stockton, Antelope Valley-East Kern Water Agency, Coachella Valley Water District, Foothill Municipal Water District, Orange County Sanitation District, Los Angeles Unified School District, Tahoe Transportation District, San Luis & Delta Mendota Water Authority, Habeas Corpus Resource Center

Renate earned her B.Sc. degree in Psychology from the University of Northern British Columbia, in Prince George BC, Canada. She was a Canadian Human Resource Professional (CHRP) Candidate before moving to the United States.

She will provide H.R. Associate support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



Gallagher

Insurance | Risk Management | Consulting



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Gabriel Perez, Development Services Director
Anahi Fernandez, Management Analyst

SUBJECT: Adopt Resolution No. 2024-10 accepting the City of Coachella Annual Progress Report (APR) and direct staff to submit to the California Department of Housing Community Development

Staff Recommendation:

Staff recommends that the City Council:

1. Adopt Resolution 2024-10, accepting the General Plan 2023 Annual Progress Report; and
2. Direct staff to submit the 2023 APR to the California Department of Housing and Community Development as required by law.

Background:

California Government Code Section 65400 requires the City to prepare an annual status report on City of Coachella 2035 General Plan implementation. The annual status report must be presented to Council for review and acceptance, and then submitted to the Governor's Office of Planning and Research (OPR) and the Housing and Community Development (HCD) by April 1st of each year pursuant to State guidelines. The purpose of the progress report is to provide information to Council to assess how the General Plan is being implemented. Also, the report provides State required information regarding the City's progress in meeting its share of regional housing needs.

Discussion/Analysis:

General Plan Implementation Actions

The General Plan 2023 APR describes the status of General Plan implementation measures and housing activity and programs. The City of Coachella General Plan 2035 serves as a blueprint for the future growth of the City of Coachella and includes goals and policies within various General Plan elements that include land use, housing, mobility, health and wellness, sustainability, safety, infrastructure and public services, and noise. The General Plan Implementation Actions describes actions that the City shall undertake to implement the General Plan, the level of priority of the

action, timeframe, the responsible party and the relevant General Plan goals for the action. The status of the General Plan Implementation Actions is provided in Attachment 1.

A status of notable general plan implementation actions are provided in the table below:

Table 1: Key General Plan Implementation Actions Completed or Underway

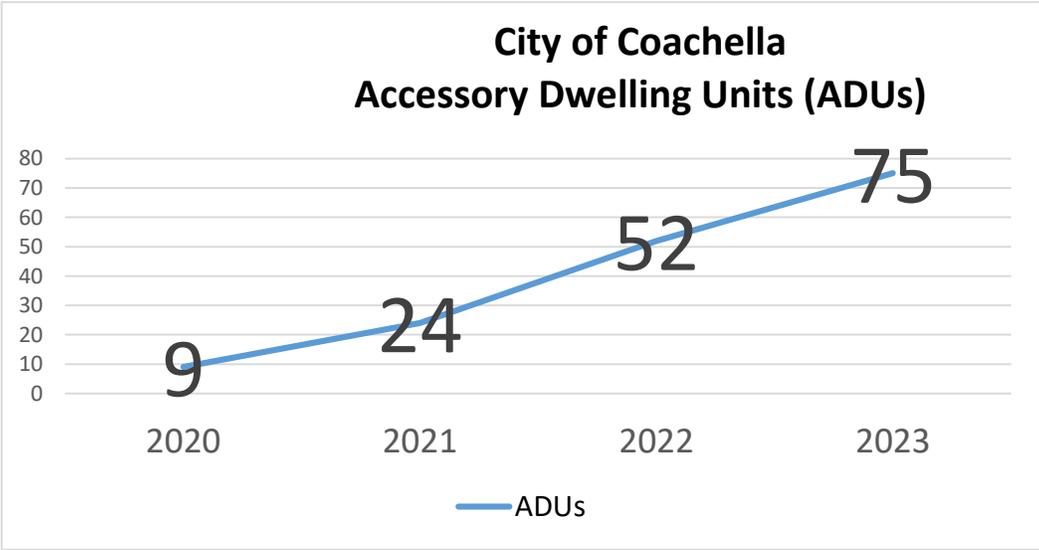
Element	Action	Responsibility	Update
Land Use	Update Zoning Code and Zoning Map to comply with General Plan	Planning	Approved by Council Summer 2023
	Historic Preservation Study	Planning	Staff will propose to Council a historic resource study and historical context statement in the FY24-25 budget
	Community engagement process protocols	Planning and City Manager	Resident Engagement Academy was implemented Fall '23.
	Design Guidelines Update	Planning	Planning Objective Design Standards approved
Mobility	Transit Supportive environments	Engineering and Sunline	City and Sunline partnered on design for Coachella Transit Hub planned for completion 2024.
Health and Wellness	Fund additional library facilities, equipment and programs	City Manager, Finance, Riverside County Library System	City is developing Library Annex plans to expand library services with support of State Grant to break ground 2024.
	<ul style="list-style-type: none"> • Multi-use facilities • Emergency Food • Gardening tools and resources • Community garden and composting education • Edible landscaped 	Council, City Manager and Planning	City purchased Hidden Harvest site and applied for SGC Community Resilience Center funding to support a multi-use facility and regenerative gardens.
	Workplace Wellness Team	City Manager	Establish a workplace wellness team for wellness programs in 2024
	Healthy Budget Items	City Manager, Finance	Establish a line item in Annual budget for Health and Equity objectives.
	Plaza vendors – create a healthy food truck permit program to operate around parks and plazas	Planning and Economic Development	To be studies with implementation of the sidewalk vendor ordinance 2024.

There are numerous general plan implementation actions in Attachment 1 that have not occurred and this is likely a result of a lack of reporting to the Planning Commission (Commission) and the City Council (Council) on these actions in previous years. Development Services Department staff plans to provide the status of these General Plan actions to the Commission and Council annually to order to assess the City’s progress with General Plan implementation and the priority level of these actions.

Housing Activity Reporting 2023

For the 2023 calendar year, the City Permitted 75 Accessory Dwelling Units (ADUs) that count towards the City’s Residential Housing Need Allocation (RHNA) for low-income units. The City also permitted 133 Single Family Detached Units that are above the moderate-income affordability level, 75 moderate, 65 low-income, and 43 very low-income units. A total of 108 multifamily units were issued building permits by the City, 43 of those units are categorized as very-low income and 65 units are categorized as low-income based on affordability. These multifamily units have not been certificates of occupancy. The City currently has a 6th Cycle RHNA of 7,886 residential units across four income categories: Very Low, Low, Moderate, and Above Moderate and the City has currently permitted 601 residential units toward the 7,886 residential unit RHNA goal. The Housing Activity Report for calendar year 2023 is provided as Attachment 2.

Figure 2: Coachella ADU permitting from 2020-2023



Attachments:

- 1. Resolution 2024-10
- 2. 2023 Coachella Housing Element APR
- 3. City of Coachella General Plan Implementation Actions Status

RESOLUTION NO. 2024-10

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COACHELLA, CALIFORNIA, ACCEPTING THE GENERAL PLAN 2023 ANNUAL PROGRESS REPORT.

WHEREAS the State of California requires cities to have an adopted General Plan to provide guidance on land use decisions; and,

WHEREAS on April 22, 2015, the City Council of the City of Coachella approved the General Plan 2035 document along with the Program EIR and Climate Action Plan; and

WHEREAS the City of Coachella General Plan 2035 is the City's comprehensive long-term policy document comprised of goals and policies for achieving Coachella's vision. The plan guides land use and physical development of the geographic area of the incorporated City limits; and

WHEREAS the General Plan contains the seven State-required elements and four additional elements, as follows: 1) Land Use; 2) Circulation; 3) Housing; 4) Conservation; 5) Open Space; 6) Noise; 7) Safety; 8) Mobility, 9) Health and Wellness; 10) Sustainability; 11) Infrastructure and Public Services; and

WHEREAS each element of the General Plan has a set of goals and policies that are intended to achieve specific objectives. The City's General Plan Implementation Action Matrix lists and prioritizes specific projects and ongoing programs or "Implementation Measures" that align with goals and policies in General Plan Elements, excluding Housing. For the Housing Element, implementation measures are included in a Housing Action Plan certified by the California Department of Housing and Community Development (HCD) with the Housing Element; and

WHEREAS California Code of Regulations, Title 25, Division 1, Chapter 6, Sections 6200, *et seq.*, requires the City to use in the report forms and definitions adopted by the California Department of Housing and Community Development (HCD) to report on the status and progress implementing the City's Housing Element; and,

WHEREAS California Government Code Section 65400(a)(2)(B) requires the City to include in the APR the City's progress in meeting its share of regional housing needs; and,

WHEREAS, California Code of Regulations, Title 25, Division 1, Chapter 6, Section 6200, *et seq.*, requires the City to use in the report forms and definitions adopted by the California Department of Housing and Community Development (HCD) to report on the status and progress implementing the City's Housing Element; and,

WHEREAS California Government Code Section 65400(a)(2)(F) requires the City

to include in the report an assessment of the degree to which the General Plan complies with the guidelines developed and adopted pursuant to Section 65040.2 and the date of the last revision to the General Plan; and,

WHEREAS California Government Code Section 65400(a)(2) requires the City to submit the report to the Governor’s Office of Planning and Research (OPR) and HCD by April of each year; and,

WHEREAS, the Planning Division has determined in accordance with the California Environmental Quality Act (CEQA) that the General Plan 2023 Annual Progress Report (2023 APR) is not a project under the California Environmental Quality Act (CEQA). The APR is an informational report documenting progress towards implementing the General Plan and does not make decisions for City actions; and,

WHEREAS, on March 27, 2024, the City Council of the City of Coachella held a public meeting on the 2023 APR, considered written and oral comments, and facts and evidence presented by City staff, and other interested parties. The 2023 APR is Attachment 3 of the March 27, 2024 City Council staff report, incorporated herein by reference.

NOW, THEREFORE, BE IT RESOLVED, BY THE CITY COUNCIL OF THE CITY OF COACHELLA AS FOLLOWS:

Section 1. Incorporation of Recitals.

The City Council hereby finds that all of the facts in the Recitals are true and correct and are incorporated and adopted as findings of the City Council as if fully set forth in this resolution.

Section 2. CEQA Findings.

The Progress Report is not a project under the California Environmental Quality (CEQA) because the report is an informational report documenting progress towards implementing the General Plan and does not make decisions for City actions.

Section 3. Acceptance of 2023 APR.

Based on the foregoing recitals and findings above, and the written and oral comments, facts, and evidence presented, the City of Coachella City Council, pursuant to Section 65400(a)(2) of the Government Code, has reviewed the 2023 APR that is Attachment 2 and 3 to the March 13, 2024 City Council staff report, incorporated herein by reference. The City Council accepts and finds the 2023 APR:

- A. Adequately assesses the status of the General Plan and Housing Element and its implementation;
- B. Provides information regarding the City’s progress in meeting its share of

regional housing needs;

- C. Uses the forms and definitions adopted by HCD to report on the status and progress in implementing the City’s Housing Element;
- D. Adequately assesses the degree to which the General Plan complies with the General Plan Guidelines; and
- E. Accurately documents the date of the last revision to the General Plan.

Section 4. Submission of Progress Report.

Pursuant to the California Government Code Section 65400(a)(2), the City shall submit the Progress Report to OPR and HCD.

Section 5. Certification.

The City Clerk shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

PASSED APPROVED and ADOPTED this 27th day of March 2024 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Steven A. Hernandez
Mayor

ATTEST:

Angela M. Zepeda
City Clerk

APPROVED AS TO FORM:

Carlos Campos
City Attorney

STATE OF CALIFORNIA)
COUNTY OF RIVERSIDE) ss.
CITY OF COACHELLA)

I HEREBY CERTIFY that the foregoing Resolution No. 2024-10 was duly adopted by the City Council of the City of Coachella at a regular meeting thereof, held on this 27th day of March 2024 by the following vote of Council:

AYES:

NOES:

ABSENT:

ABSTAIN:

Delia Granados
Deputy City Clerk

Please Start Here

General Information	
Jurisdiction Name	Coachella
Reporting Calendar Year	2023
Contact Information	
First Name	Gabriel
Last Name	Perez
Title	Development Services Director
Email	gperez@coachella.org
Phone	7603983502
Mailing Address	
Street Address	53990 Enterprise Way
City	Coachella
Zipcode	92236

Optional: Click here to import last year's data. This is best used when the workbook is new and empty. You will be prompted to pick an old workbook to import from. Project and program data will be copied exactly how it was entered in last year's form and must be updated. If a project is no longer has any reportable activity, you may delete the project by selecting a cell in the row and typing ctrl + d.

[Click here to download APR Instructions](#)

Click here to add rows to a table. If you add too many rows, you may select a cell in the row you wish to remove and type ctrl + d.

Optional: This runs a macro which checks to ensure all required fields are filled out. The macro will create two files saved in the same directory this APR file is saved in. One file will be a copy of the APR with highlighted cells which require information. The other file will be list of the problematic cells, along with a description of the nature of the error.

Optional: Save before running. This copies data on Table A2, and creates another workbook with the table split across 4 tabs, each of which can fit onto a single page for easier printing. Running this macro will remove the comments on the column headers, which contain the instructions. Do not save the APR file after running in order to preserve comments once it is reopened.

Optional: This macro identifies dates entered that occurred outside of the reporting year. RHNA credit is only given for building permits issued during the reporting year.

Link to the online system: <https://apr.hcd.ca.gov/APR/login.do>

Submittal Instructions

Please save your file as Jurisdictionname2022 (no spaces). Example: the city of San Luis Obispo would save their file as SanLuisObispo2022

Housing Element Annual Progress Reports (APRs) forms and tables must be submitted to HCD and the Governor's Office of Planning and Research (OPR) on or before April 1 of each year for the prior calendar year; submit separate reports directly to both HCD and OPR pursuant to Government Code section 65400. There are two options for submitting APRs:

1. Online Annual Progress Reporting System - Please see the link to the online system to the left. This allows you to upload the completed APR form into directly into HCD's database limiting the risk of errors. If you would like to use the online system, email APR@hcd.ca.gov and HCD will send you the login information for your jurisdiction. *Please note: Using the online system only provides the information to HCD. The APR must still be submitted to OPR. Their email address is opr.apr@opr.ca.gov.*

2. Email - If you prefer to submit via email, you can complete the excel Annual Progress Report forms and submit to HCD at APR@hcd.ca.gov and to OPR at opr.apr@opr.ca.gov. Please send the Excel workbook, not a scanned or PDF copy of the tables.

Jurisdiction	Coachella	
Reporting Year	2023	(Jan. 1 - Dec. 31)
Housing Element Planning Period	6th Cycle	10/15/2021 - 10/15/2029

Building Permits Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	43
	Non-Deed Restricted	0
Low	Deed Restricted	65
	Non-Deed Restricted	0
Moderate	Deed Restricted	0
	Non-Deed Restricted	75
Above Moderate		133
Total Units		316

Note: Units serving extremely low-income households are included in the very low-income permitted units totals

Units by Structure Type	Entitled	Permitted	Completed
Single-family Attached	0	0	0
Single-family Detached	226	132	51
2 to 4 units per structure	0	0	0
5+ units per structure	0	108	0
Accessory Dwelling Unit	72	72	26
Mobile/Manufactured Home	0	0	0
Total	298	312	77

Infill Housing Developments and Infill Units Permitted	# of Projects	Units
Indicated as Infill	0	0
Not Indicated as Infill	209	312

Housing Applications Summary	
Total Housing Applications Submitted:	63
Number of Proposed Units in All Applications Received:	82
Total Housing Units Approved:	81
Total Housing Units Disapproved:	0

Use of SB 35 Streamlining Provisions - Applications	
Number of SB 35 Streamlining Applications	0
Number of SB 35 Streamlining Applications Approved	0

Units Constructed - SB 35 Streamlining Permits			
Income	Rental	Ownership	Total
Very Low	0	0	0

Low	0	0	0
Moderate	0	0	0
Above Moderate	0	0	0
Total	0	0	0

Streamlining Provisions Used - Permitted Units	# of Projects	Units
SB 9 (2021) - Duplex in SF Zone	0	0
SB 9 (2021) - Residential Lot Split	0	0
AB 2011 (2022)	0	0
SB 6 (2022)	0	0
SB 35 (2017)	0	0

Ministerial and Discretionary Applications	# of Applications	Units
Ministerial	63	82
Discretionary	0	0

Density Bonus Applications and Units Permitted	
Number of Applications Submitted Requesting a Density Bonus	0
Number of Units in Applications Submitted Requesting a Density Bonus	0
Number of Projects Permitted with a Density Bonus	0
Number of Units in Projects Permitted with a Density Bonus	0

Housing Element Programs Implemented and Sites Rezoned	Count
Programs Implemented	8
Sites Rezoned to Accommodate the RHNA	0

Jurisdiction	Coachella	
Reporting Year	2023	(Jan. 1 - Dec. 31)
Planning Period	6th Cycle	10/15/2021 - 10/15/2029

ANNUAL ELEMENT PROGRESS REPORT Housing Element Implementation

Note: "+" indicates an optional field
Cells in grey contain auto-calculation formulas

Table A Housing Development Applications Submitted

Project Identifier				Unit Types		Date Application Submitted	Proposed Units - Affordability by Household Incomes							Total Approved Units by Project	Total Disapproved Units by Project	Streamlining	Density Bc Applic		
1				2	3	4	5							6	7	8	9	10	
Prior APN*	Current APN	Street Address	Project Name*	Local Jurisdiction Tracking ID	Unit Category (SFA,SFD,2 to 4,5+,ADU,MH)	Tenure R=Renter O=Owner	Date Application Submitted (see instructions)	Very Low-Income Deed Restricted	Very Low-Income Non Deed Restricted	Low-Income Deed Restricted	Low-Income Non Deed Restricted	Moderate-Income Deed Restricted	Moderate-Income Non Deed Restricted	Above Moderate-Income	Total PROPOSED Units by Project	Total APPROVED Units by project	Total DISAPPROVED Units by Project	Please select streamlining provision/s the application was submitted pursuant to.	Did the housing development application seek incentives or concessions pursuant to Government Code section 65915?
Summary Row: Start Data Entry Below							0	0	0	59	0	0	23	82	81	0			
	768210036	NA	Marisela Single Family Home	AR 23-01	SFD	O	1/3/2023							1	1			NONE	No
	778040002	1609 2ND STREET	2ND STREET NEW SFR	AR 23-03	SFD	O	2/6/2023							1	1	1		NONE	No
	768421008	53185 CALLE CAMACHO	SINGLE FAMILY UNIT FOR JUAN RODRIGUEZ	AR 23-04	SFD	O	4/5/2023							1	1	1		NONE	No
	603260046, 603570021-029, 603571001-005, 603572001-003, 603572008-011	NA	RANCHO MARIPOSA	AR 23-11	SFD	O	7/7/2023							20	20	20		NONE	No
	612432010	83238 PLAZA DE ORO		BL-2023-10-17473	ADU	O	4/24/2023				1				1	1		NONE	No
	696520011	85325 AVENUE 44		BL-2023-08-17374	ADU	O	6/28/2023				1				1	1		NONE	No
	768011009	50115 PASEO CORDOVA		BL-2023-06-17148	ADU	O	5/16/2023				1				1	1		NONE	No
	768120060	50411 AVENIDA ADOBE		BL-2023-01-16666	ADU	O	1/11/2023				1				1	1		NONE	No
	768141002	50622 AVENIDA ADOBE		BL-2023-01-16703	ADU	O	1/11/2023				1				1	1		NONE	No
	778350004	53182 CALLE LA PAZ		BL-2023-01-16701	ADU	O	1/12/2023				1				1	1		NONE	No
	778261018	52447 DOS PALMAS		BL-2023-02-16733	ADU	O	1/30/2023				1				1	1		NONE	No
	612542003	48522 PLAYA DEL AMOR		BL-2023-02-16732	ADU	O	1/24/2023				1				1	1		NONE	No
	612521022	83490 PUERTO ESCONDIDO		BL-2023-02-16771	ADU	O	2/7/2023				1				1	1		NONE	No
	612600007	83763 AVENIDA VERANO		BL-2023-02-16791	ADU	O	2/7/2023				1				1	1		NONE	No
	768142008	84499 VIA ZAHIDI		BL-2023-03-16813	ADU	O	2/23/2023				1				1	1		NONE	No
	763422001	51733 PEREZ ST		BL-2023-03-16828	ADU	O	2/8/2023				1				1	1		NONE	No

612441004	48103 LA PLAYA ST	BL-2023-03-16827	ADU	O	2/21/2023					1				1	1	NONE	No
603560029	84351 CORTE SANTOS	BL-2023-03-16822	ADU	O	2/14/2023					1				1	1	NONE	No
603525004	84112 AVENIDA EUROPA	BL-2023-04-16916	ADU	O	1/11/2023					1				1	1	NONE	No
612560037	48300 PINTO LN	BL-2023-04-16915	ADU	O	3/21/2023					1				1	1	NONE	No
778311040	85501 STACIE LN	BL-2023-04-16914	ADU	O	2/8/2023					1				1	1	NONE	No
768283013	84526 RODREJO ST	BL-2023-04-16982	ADU	O	6/13/2023					1				1	1	NONE	No
612510035	48574 CAMINO LAS BRISAS	BL-2023-04-16985	ADU	O	4/11/2023					1				1	1	NONE	No
778380028	85613 DIEGO CT	BL-2023-04-17016	ADU	O	4/24/2023					1				1	1	NONE	No
768481005	84156 LA JOLLA AVE	BL-2023-05-17040	ADU	O	4/24/2023					1				1	1	NONE	No
778070005	1265 4TH ST	BL-2023-05-17062	ADU	O	4/24/2023					1				1	1	NONE	No
697344018	45964 MERITAGE LN	BL-2023-05-17096	ADU	O	4/27/2023					1				1	1	NONE	No
768483030	84219 PISMO CT	BL-2023-05-17095	ADU	O	4/17/2023					1				1	1	NONE	No
763443003	86098 CALLE GERANIO	BL-2023-05-17113	ADU	O	5/2/2023					1				1	1	NONE	No
603453030	84160 MAGNOLIA ST	BL-2023-05-17111	ADU	O	4/18/2023					1				1	1	NONE	No
778045011	1519 4TH ST	BL-2023-05-17121	ADU	O	4/27/2023					1				1	1	NONE	No
603492010	84560 ROMERO ST	BL-2023-05-17123	ADU	O	5/9/2023					1				1	1	NONE	No
768483031	84220 CAPITOLA AVE	BL-2023-05-17143	ADU	O	4/18/2023					1				1	1	NONE	No
768090021	50519 SALTILLO DR	BL-2023-06-17150	ADU	O	3/9/2023					1				1	1	NONE	No

ANNUAL ELEMENT PROGRESS REPORT
Relative Element Implementation

Note: * indicates an uncompleted element.

Project Identifier		Unit Types		Affordability by Household Income - Completed Establishments										Affordability by Household Income - Working Periods										Affordability by Household Income - Certificate of Occupancy										Resolving		Status		Priority Review		Notes
Year	Element	Sub-Element	Project/Phase	Start Date	End Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
2018		

ANNUAL ELEMENT PROGRESS REPORT		Relative Element Implementation		Status		Priority		Funding		Reporting		Notes	
Element ID	Element Description	Start Date	End Date	Priority	Status	Funding Source	Funding Amount	Reporting Period	Reporting Status	Notes	Comments	Next Steps	Responsible Party
000001	Element 1.1	01/01/2024	12/31/2024	1	On Track	State	\$1,000,000	Q1-2024	Complete				John Doe
000002	Element 1.2	01/01/2024	12/31/2024	2	On Track	State	\$800,000	Q1-2024	Complete				Jane Smith
000003	Element 1.3	01/01/2024	12/31/2024	3	On Track	State	\$600,000	Q1-2024	Complete				Bob Johnson
000004	Element 1.4	01/01/2024	12/31/2024	4	On Track	State	\$400,000	Q1-2024	Complete				Alice Brown
000005	Element 1.5	01/01/2024	12/31/2024	5	On Track	State	\$200,000	Q1-2024	Complete				Charlie White
000006	Element 1.6	01/01/2024	12/31/2024	6	On Track	State	\$100,000	Q1-2024	Complete				Diana Green
000007	Element 1.7	01/01/2024	12/31/2024	7	On Track	State	\$50,000	Q1-2024	Complete				Frank Black
000008	Element 1.8	01/01/2024	12/31/2024	8	On Track	State	\$25,000	Q1-2024	Complete				Grace King
000009	Element 1.9	01/01/2024	12/31/2024	9	On Track	State	\$12,500	Q1-2024	Complete				Henry Lee
000010	Element 1.10	01/01/2024	12/31/2024	10	On Track	State	\$6,250	Q1-2024	Complete				Ivy Miller
000011	Element 1.11	01/01/2024	12/31/2024	11	On Track	State	\$3,125	Q1-2024	Complete				Jack Wilson
000012	Element 1.12	01/01/2024	12/31/2024	12	On Track	State	\$1,562	Q1-2024	Complete				Karen Young
000013	Element 1.13	01/01/2024	12/31/2024	13	On Track	State	\$781	Q1-2024	Complete				Leo Hall
000014	Element 1.14	01/01/2024	12/31/2024	14	On Track	State	\$390	Q1-2024	Complete				Mia Adams
000015	Element 1.15	01/01/2024	12/31/2024	15	On Track	State	\$195	Q1-2024	Complete				Noah Baker
000016	Element 1.16	01/01/2024	12/31/2024	16	On Track	State	\$97	Q1-2024	Complete				Olivia Carter
000017	Element 1.17	01/01/2024	12/31/2024	17	On Track	State	\$48	Q1-2024	Complete				Peter Davis
000018	Element 1.18	01/01/2024	12/31/2024	18	On Track	State	\$24	Q1-2024	Complete				Quinn Evans
000019	Element 1.19	01/01/2024	12/31/2024	19	On Track	State	\$12	Q1-2024	Complete				Rachel Foster
000020	Element 1.20	01/01/2024	12/31/2024	20	On Track	State	\$6	Q1-2024	Complete				Samuel Garcia
000021	Element 1.21	01/01/2024	12/31/2024	21	On Track	State	\$3	Q1-2024	Complete				Tina Hernandez
000022	Element 1.22	01/01/2024	12/31/2024	22	On Track	State	\$1	Q1-2024	Complete				Uma Ingram
000023	Element 1.23	01/01/2024	12/31/2024	23	On Track	State	\$0	Q1-2024	Complete				Victor Jones
000024	Element 1.24	01/01/2024	12/31/2024	24	On Track	State	\$0	Q1-2024	Complete				Wendy King
000025	Element 1.25	01/01/2024	12/31/2024	25	On Track	State	\$0	Q1-2024	Complete				Xavier Lee
000026	Element 1.26	01/01/2024	12/31/2024	26	On Track	State	\$0	Q1-2024	Complete				Yara Miller
000027	Element 1.27	01/01/2024	12/31/2024	27	On Track	State	\$0	Q1-2024	Complete				Zoe Wilson
000028	Element 1.28	01/01/2024	12/31/2024	28	On Track	State	\$0	Q1-2024	Complete				Adam Young
000029	Element 1.29	01/01/2024	12/31/2024	29	On Track	State	\$0	Q1-2024	Complete				Bella Baker
000030	Element 1.30	01/01/2024	12/31/2024	30	On Track	State	\$0	Q1-2024	Complete				Charlie Carter
000031	Element 1.31	01/01/2024	12/31/2024	31	On Track	State	\$0	Q1-2024	Complete				Diana Davis
000032	Element 1.32	01/01/2024	12/31/2024	32	On Track	State	\$0	Q1-2024	Complete				Frank Evans
000033	Element 1.33	01/01/2024	12/31/2024	33	On Track	State	\$0	Q1-2024	Complete				Grace Foster
000034	Element 1.34	01/01/2024	12/31/2024	34	On Track	State	\$0	Q1-2024	Complete				Henry Garcia
000035	Element 1.35	01/01/2024	12/31/2024	35	On Track	State	\$0	Q1-2024	Complete				Ivy Hernandez
000036	Element 1.36	01/01/2024	12/31/2024	36	On Track	State	\$0	Q1-2024	Complete				Jack Ingram
000037	Element 1.37	01/01/2024	12/31/2024	37	On Track	State	\$0	Q1-2024	Complete				Karen Jones
000038	Element 1.38	01/01/2024	12/31/2024	38	On Track	State	\$0	Q1-2024	Complete				Leo King
000039	Element 1.39	01/01/2024	12/31/2024	39	On Track	State	\$0	Q1-2024	Complete				Mia Lee
000040	Element 1.40	01/01/2024	12/31/2024	40	On Track	State	\$0	Q1-2024	Complete				Noah Miller
000041	Element 1.41	01/01/2024	12/31/2024	41	On Track	State	\$0	Q1-2024	Complete				Olivia Wilson
000042	Element 1.42	01/01/2024	12/31/2024	42	On Track	State	\$0	Q1-2024	Complete				Peter Young
000043	Element 1.43	01/01/2024	12/31/2024	43	On Track	State	\$0	Q1-2024	Complete				Quinn Baker
000044	Element 1.44	01/01/2024	12/31/2024	44	On Track	State	\$0	Q1-2024	Complete				Rachel Carter
000045	Element 1.45	01/01/2024	12/31/2024	45	On Track	State	\$0	Q1-2024	Complete				Samuel Davis
000046	Element 1.46	01/01/2024	12/31/2024	46	On Track	State	\$0	Q1-2024	Complete				Tina Evans
000047	Element 1.47	01/01/2024	12/31/2024	47	On Track	State	\$0	Q1-2024	Complete				Uma Foster
000048	Element 1.48	01/01/2024	12/31/2024	48	On Track	State	\$0	Q1-2024	Complete				Victor Garcia
000049	Element 1.49	01/01/2024	12/31/2024	49	On Track	State	\$0	Q1-2024	Complete				Wendy Hernandez
000050	Element 1.50	01/01/2024	12/31/2024	50	On Track	State	\$0	Q1-2024	Complete				Xavier Ingram
000051	Element 1.51	01/01/2024	12/31/2024	51	On Track	State	\$0	Q1-2024	Complete				Yara Jones
000052	Element 1.52	01/01/2024	12/31/2024	52	On Track	State	\$0	Q1-2024	Complete				Zoe King
000053	Element 1.53	01/01/2024	12/31/2024	53	On Track	State	\$0	Q1-2024	Complete				Adam Lee
000054	Element 1.54	01/01/2024	12/31/2024	54	On Track	State	\$0	Q1-2024	Complete				Bella Miller
000055	Element 1.55	01/01/2024	12/31/2024	55	On Track	State	\$0	Q1-2024	Complete				Charlie Wilson
000056	Element 1.56	01/01/2024	12/31/2024	56	On Track	State	\$0	Q1-2024	Complete				Diana Young
000057	Element 1.57	01/01/2024	12/31/2024	57	On Track	State	\$0	Q1-2024	Complete				Frank Baker
000058	Element 1.58	01/01/2024	12/31/2024	58	On Track	State	\$0	Q1-2024	Complete				Grace Carter
000059	Element 1.59	01/01/2024	12/31/2024	59	On Track	State	\$0	Q1-2024	Complete				Henry Davis
000060	Element 1.60	01/01/2024	12/31/2024	60	On Track	State	\$0	Q1-2024	Complete				Ivy Evans
000061	Element 1.61	01/01/2024	12/31/2024	61	On Track	State	\$0	Q1-2024	Complete				Jack Foster
000062	Element 1.62	01/01/2024	12/31/2024	62	On Track	State	\$0	Q1-2024	Complete				Karen Garcia
000063	Element 1.63	01/01/2024	12/31/2024	63	On Track	State	\$0	Q1-2024	Complete				Leo Hernandez
000064	Element 1.64	01/01/2024	12/31/2024	64	On Track	State	\$0	Q1-2024	Complete				Mia Ingram
000065	Element 1.65	01/01/2024	12/31/2024	65	On Track	State	\$0	Q1-2024	Complete				Noah Jones
000066	Element 1.66	01/01/2024	12/31/2024	66	On Track	State	\$0	Q1-2024	Complete				Olivia King
000067	Element 1.67	01/01/2024	12/31/2024	67	On Track	State	\$0	Q1-2024	Complete				Peter Lee
000068	Element 1.68	01/01/2024	12/31/2024	68	On Track	State	\$0	Q1-2024	Complete				Quinn Miller
000069	Element 1.69	01/01/2024	12/31/2024	69	On Track	State	\$0	Q1-2024	Complete				Rachel Wilson
000070	Element 1.70	01/01/2024	12/31/2024	70	On Track	State	\$0	Q1-2024	Complete				Samuel Young
000071	Element 1.71	01/01/2024	12/31/2024	71	On Track	State	\$0	Q1-2024	Complete				Tina Baker
000072	Element 1.72	01/01/2024	12/31/2024	72	On Track	State	\$0	Q1-2024	Complete				Uma Carter
000073	Element 1.73	01/01/2024	12/31/2024	73	On Track	State	\$0	Q1-2024	Complete				Victor Davis
000074	Element 1.74	01/01/2024	12/31/2024	74	On Track	State	\$0	Q1-2024	Complete				Wendy Evans
000075	Element 1.75	01/01/2024	12/31/2024	75	On Track	State	\$0	Q1-2024	Complete				Xavier Foster
000076	Element 1.76	01/01/2024	12/31/2024	76	On Track	State	\$0	Q1-2024	Complete				Yara Garcia
000077	Element 1.77	01/01/2024	12/31/2024	77	On Track	State	\$0	Q1-2024	Complete				Zoe Hernandez
000078	Element 1.78	01/01/2024	12/31/2024	78	On Track	State	\$0	Q1-2024	Complete				Adam Ingram
000079	Element 1.79	01/01/2024	12/31/2024	79	On Track	State	\$0	Q1-2024	Complete				Bella Jones
000080	Element 1.80	01/01/2024	12/31/2024	80	On Track	State	\$0	Q1-2024	Complete				Charlie King
000081	Element 1.81	01/01/2024	12/31/2024	81	On Track	State	\$0	Q1-2024	Complete				Diana Lee
000082	Element 1.82	01/01/2024	12/31/2024	82	On Track	State	\$0	Q1-2024	Complete				Frank Miller
000083	Element 1.83	01/01/2024	12/31/2024	83	On Track	State	\$0	Q1-2024	Complete				Grace Wilson
000084	Element 1.84	01/01/2024	12/31/2024	84	On Track	State	\$0	Q1-2024	Complete				Henry Young
000085	Element 1.85	01/01/2024	12/31/2024	85	On Track	State	\$0	Q1-2024	Complete				Ivy Baker
000086	Element 1.86	01/01/2024	12/31/2024	86	On Track	State	\$0	Q1-2024	Complete				Jack Carter
000087	Element 1.87	01/01/2024	12/31/2024	87	On Track	State	\$0	Q1-2024	Complete				Karen Davis
000088	Element 1.88	01/01/2024	12/31/2024	88	On Track	State	\$0	Q1-2024	Complete				Leo Evans
000089	Element 1.89	01/01/2024	12/31/										

Jurisdiction	Coachella	
Reporting Year	2023	(Jan. 1 - Dec. 31)
Planning Period	6th Cycle	10/15/2021 - 10/15/2029

**ANNUAL ELEMENT PROGRESS REPORT
Housing Element Implementation**

This table is auto-populated once you enter your jurisdiction name and current year data. Past year information comes from previous APRs.
Please contact HCD if your data is different than the material supplied here

Table B															
Regional Housing Needs Allocation Progress															
Permitted Units Issued by Affordability															
Income Level	RHNA Allocation by Income Level	Projection Period - 06/30/2021-10/14/2021	2									3	4		
			2021	2022	2023	2024	2025	2026	2027	2028	2029	Total Units to Date (all years)	Total Remaining RHNA by Income Level		
Very Low	Deed Restricted	1,033	-	-	-	43	-	-	-	-	-	-	-	43	990
	Non-Deed Restricted		-	-	-	-	-	-	-	-	-	-	-		
Low	Deed Restricted	999	-	-	-	65	-	-	-	-	-	-	-	65	934
	Non-Deed Restricted		-	-	-	-	-	-	-	-	-	-	-		
Moderate	Deed Restricted	1,367	-	-	-	-	-	-	-	-	-	-	-	169	1,198
	Non-Deed Restricted		20	22	52	75	-	-	-	-	-	-	-		
Above Moderate		4,487	-	-	191	133	-	-	-	-	-	-	-	324	4,163
Total RHNA		7,886													
Total Units			20	22	243	316	-	-	-	-	-	-	-	601	7,285
Progress toward extremely low-income housing need, as determined pursuant to Government Code 65583(a)(1).															
	5 Extremely low-income Need		2									6	7		
			2021	2022	2023	2024	2025	2026	2027	2028	2029	Total Units to Date	Total Units Remaining		
Extremely Low-Income Units*		517	-	-	-	-	-	-	-	-	-	-	-	-	517

*Extremely low-income housing need determined pursuant to Government Code 65583(a)(1). Value in Section 5 is default value, assumed to be half of the very low-income RHNA. May be overwritten.

Please Note: Table B does not currently contain data from Table F or Table F2 for prior years. You may login to the APR system to see Table B that contains this data.

Note: units serving extremely low-income households are included in the very low-income RHNA progress and must be reported as very low-income units in section 7 of Table A2. They must also be reported in the extremely low-income category (section 13) in Table A2 to be counted as progress toward meeting the extremely low-income housing need determined pursuant to Government Code 65583(a)(1).

Please note: For the last year of the 5th cycle, Table B will only include units that were permitted during the portion of the year that was in the 5th cycle. For the first year of the 6th cycle, Table B will only include units that were permitted since the start of the planning period. Projection Period units are in a separate column.

Please note: The APR form can only display data for one planning period. To view progress for a different planning period, you may login to HCD's online APR system, or contact HCD staff at apr@hcd.ca.gov.

ANNUAL ELEMENT PROGRESS REPORT

Housing Element Implementation

Jurisdiction		Coachella	
Reporting Year		2023	(Jan. 1 - Dec. 31)
Table D			
Program Implementation Status pursuant to GC Section 65583			
Housing Programs Progress Report			
Describe progress of all programs including local efforts to remove governmental constraints to the maintenance, improvement, and development of housing as identified in the housing element.			
1	2	3	4
Name of Program	Objective	Timeframe in H.E	Status of Program Implementation
4.2 Reasonable Accommodation	adopt reasonable accomodation procedures	by 2026	Program has not been adopted and plan to start in 2024
Objective Design and Development Standards Toolkit	Streamline the development approval process	by 2026	Program has been implemented
Zoning Code Constraints	remve barrier to production of a variety of housing types	by 2026	Zoning Consistency Update approved Summer 2023
5.3 Parking requirements	reduce parking requirements in residential projects for special needs groups	by 2026	parking zoning update in progress
5.4 Eliminate Dwelling Unit Size Standard	remove minimum dwelling unit size stnards as a constraint on housign development	by 2026	adopted with 2023 Zoning Consistency Update
5.5 ADUs	Remove references to second units and make consistent with state law	by 2026	Not started yet
1.12 Accessory Dwelling Unit Outreach	increase ADU production	2024	City developed a dedicated ADU page including provison of pre-approved ADU plans that allow for expedited review.
1.1 General Plan Implementation	Creating zonesfor sites identified in the site inventory	2026	Zoning Consistency Update approved Summer 2023

Jurisdiction	Coachella	NOTE: This table must contain an inventory of ALL surplus/excess lands the reporting jurisdiction owns	Note: "+" indicates an optional field Cells in grey contain auto-calculation formulas
Reporting Period	2023		

**ANNUAL ELEMENT PROGRESS REPORT
Housing Element Implementation**

For Riverside County jurisdictions, please format the APN's as follows:999-999-999

Table H						
Locally Owned Surplus Sites						
Parcel Identifier				Designation	Size	Notes
1	2	3	4	5	6	7
APN	Street Address/Intersection	Existing Use	Number of Units	Surplus Designation	Parcel Size (in acres)	Notes
Summary Row: Start Data Entry Below						
767-720-001	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2022
767-720-002	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2023
767-720-003	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2024
767-720-004	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2025
767-720-005	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2026
767-720-006	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2027
767-720-007	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2028
767-720-008	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2029
767-720-009	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2030
767-720-010	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2031
767-720-011	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2032
767-720-012	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2033
767-720-013	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2034
767-720-014	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2035
767-720-015	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2036
767-720-016	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2037
767-720-017	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2038
767-720-018	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2039
767-720-019	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2040
767-721-001	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2041
767-721-002	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2042
767-721-003	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2043
767-721-004	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2044
767-721-005	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2045
767-721-006	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2046
767-721-007	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2047
767-721-008	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2048
767-721-009	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2049
767-721-010	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2050
767-721-011	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2051
767-721-012	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2052
767-721-013	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2053
767-721-014	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2054
767-721-015	SE Corner of Ave 50 + Calhoun St., Coachella, CA 92236	Residential	0	Surplus Land	37.3	Part of 37.3 Acre Property and sold in 2055

Jurisdiction	Coachella	
Reporting Period	2023	(Jan. 1 - Dec. 31)
Planning Period	6th Cycle	10/15/2021 - 10/15/2029

ANNUAL ELEMENT PROGRESS REPORT

**Table K
Tenant Preference Policy**

Local governments are required to inform HCD about any local tenant preference ordinance the local government maintains when the jurisdiction submits their annual progress report on housing approvals and production, per Government Code 7061 (SB 649, 2022, Cortese). Effective January 1, 2023, local governments adopting a tenant preference are required to create a webpage on their internet website containing authorizing local ordinance and supporting materials, no more than 90 days after the ordinance becomes operational.

Does the Jurisdiction have a local tenant preference policy?	No
If the jurisdiction has a local tenant preference policy, provide a link to the jurisdiction's webpage on their internet website containing authorizing local ordinance and supporting materials.	
Notes	

Jurisdiction	Coachella	
Reporting Year	2023	(Jan. 1 - Dec. 31)

ANNUAL ELEMENT PROGRESS REPORT
Local Early Action Planning (LEAP) Reporting
 (CCR Title 25 §6202)

Please update the status of the proposed uses listed in the entity's application for funding and the corresponding impact on housing within the region or jurisdiction, as applicable, categorized based on the eligible uses specified in Section 50515.02 or 50515.03, as applicable.

Total Award Amount	\$	160,000.00	Total award amount is auto-populated based on amounts entered in rows 15-26.
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Task	\$ Amount Awarded	\$ Cumulative Reimbursement Requested	Task Status	Other Funding	Notes
Housing Element Update	\$65,000.00		Completed	Other	General Fund
CEQA Processing Rezoning	\$50,000.00		Completed		
Electronic Permitting System	\$25,000.00		Other (Please Specify in Notes)	Other	General Fund and ARPA
ADU/JADU Architectural Drawings	\$20,000.00		Completed	Other	General Fund

Summary of entitlements, building permits, and certificates of occupancy (auto-populated from Table A2)

Completed Entitlement Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	0
	Non-Deed Restricted	0
Low	Deed Restricted	0
	Non-Deed Restricted	75
Moderate	Deed Restricted	0
	Non-Deed Restricted	0
Above Moderate		226
Total Units		301

Building Permits Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	43
	Non-Deed Restricted	0
Low	Deed Restricted	65
	Non-Deed Restricted	0
Moderate	Deed Restricted	0
	Non-Deed Restricted	75
Above Moderate		133
Total Units		316

Certificate of Occupancy Issued by Affordability Summary		
Income Level		Current Year
Very Low	Deed Restricted	0
	Non-Deed Restricted	0
Low	Deed Restricted	0
	Non-Deed Restricted	0
Moderate	Deed Restricted	0
	Non-Deed Restricted	27
Above Moderate		51
Total Units		78

General Plan Implementation Actions Update for 2023 Calendar Year

#	ACTION DESCRIPTION	PRIORITY	TIME FRAME	RESPONSIBILITY	RELEVANT GOALS
Each action is numbered as a comprehensive list for each element	An actionable description of the implementation action. Some actions include end-note references to supportive background material or example projects.	Action items are marked as "High", "Medium", or "Low" depending on community and staff input throughout the process. Some of the criteria that helped determine priority included: <ul style="list-style-type: none"> • Cost. • Feasibility. • Whether the action would help engage and empower residents. • Whether action could improve or enhance existing programs/infrastructure (instead of create something new). 	A broad timeframe that refers to when the action should be implemented. The timeframes are as follows: <ul style="list-style-type: none"> • Immediate – Current/ongoing projects or within one year of Plan adoption. • Short – Within 2 to 4 years of Plan adoption. • Medium – Between approximately 5 and 7 years of Plan adoption. • Long – 10+ years after Plan adoption. • Ongoing – Reoccurring or immediate action. 	Identification of the agency or department responsible for implementing the action.	List of goal(s) that the action item will help implement. Goals will be listed with the Element title acronym and the goal number. For example an action that implements Goal 3 from the Land Use + Community Design Element and Goal 2 from the Community Health + Wellness Element, this column would contain "LU-3, CHW-2".

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- **Engineering – Red**
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- **City Clerk – Light Blue**
- **Human Resources - Pink**

Land Use + Community character (LU)

#	Action description	Priority	Time frame	Responsibility	Relevant Goals	2023 Update
1.	<p>Zoning ordinance update. Following the adoption of the General Plan, update Coachella's Zoning Ordinance. The City Council and planning staff should explore and/or modify the following items in addition to others in line with the Plan's vision. The zoning consistency analysis can be found in Appendix C.</p> <ul style="list-style-type: none"> • Update the zoning code and official Zoning Map to comply with and implement the General Plan Designations and General Plan Designation Map. • Update the zoning code to encourage creative leisure and recreational uses in transit accessible and walkable areas. • Create a park once district. • Establish climate-appropriate, design guidelines that recommend best practices for passive heating and cooling in Coachella's climate. • Develop an incentive program that will assist developers in revitalizing existing structures. • Develop an incentive program to encourage and assist developers to develop along transit routes and to revitalize existing structures. • Create bicycle parking and storage requirements for all new development (or remodeling/rebuilding to the extent feasible) to cover a broad range of bike parking needs, including parking in multi-family residential dwellings, employee parking for commuters and general purpose parking in commercial areas, civic facilities and parks. Collaborate with the School Districts to provide adequate bicycle parking facilities for students and staff. • Require a certain proportion or number of units in each residential development to include universal design elements, ensuring easy modifications to accommodate wheelchairs. • Establish community gardens in appropriate locations and set forth basic regulations for community gardens, such as creation, maintenance, and operating rules. • Allow food gardening by right in residential open space areas, including front, back, and side yard space. • Prevent schools and other sensitive receptors from locating near known or expected new sources of air pollution and vice versa. The specific "safe" distance from a pollution source is dependent on the source and amount of pollution releases; however, a good rule of thumb is at least 500 feet from busy roadways, highways, and stationary sources. • When permitting new child-care facilities, require them to submit a customized, or adopt a standard, wellness policy plan to address physical activity programs, interdisciplinary nutrition education and provide meals and snacks that are consistent with current guidelines established by the US Department of Agriculture. • Allow physicians and other medical providers to convert foreclosed or other vacant residential structures into neighborhood health clinics. The City may set restrictions (such as hours of operation, parking, signage, and services offered) to ensure the clinic is not a burden to the neighborhood. • Strive for and encourage all new health and social service facilities to be transit-accessible and pedestrian-friendly. Work with Sun Line to improve transit routes and Sun Dial (Dial a Ride) access to service related facilities. • Encourage the co-location of medical healthcare, mental/behavioral health and social services to increase access to care. • Update development standards and/or create a development checklist to incorporate climate change adaption techniques into the development process. • Establish minimum tree planting requirements and guidelines for different sub areas, development types, street trees and parking lot landscaping to ensure the City's urban forest/tree canopy is extensive and well maintained. These requirements should also address drought tolerant and native plants and landscaping to reduce overall water usage. • Allow and encourage the creation of legal accessory dwelling units (ADUs) to enhance the diversity of housing options in existing residential neighborhoods. ADUs may be detached or attached to the principal structure. • Require below market rate units to come in a mix of sizes/number of bedrooms to address the need for affordable housing for different household types. • Require developers/contractors to recycle at least 50 percent of all construction and demolition waste. • Allow and incentivize renewable energy and energy efficiency technologies. • Identify and remove regulatory or procedural barriers to implementing green building practices within the City, such as updating codes, guidelines and zoning, and ensure that all plan review and building inspection staff are trained in green building design practices and techniques. • Identify appropriate buffers between agricultural and urban uses. • Develop standards to provide for cluster development and conservation design to minimize the impacts of urban development on areas where sensitive species are identified. • Identify standards for green roofs. • Create guidelines/requirements for permeable paving. <p>Expand allowances for home occupations/businesses in residential areas.</p> <p>Reduce parking minimum requirements in projects where the developer conducts a traffic study to determine that unbundled parking and other measures will reduce the number of spaces required per unit.</p>	High	Short	Planning	LU-1 LU-2 LU-3 LU-5 M-1 M-4 M-7 CHW-5 CHW-8 CHW-9 SNE-1 SNE-2 SNE-4 SNE-5 SNE-9 SNE-11	-Zoning Consistency Update adopted by CC July 2023 -Objective Design Standards adopted 2023 -Park once district to be considered with parking standards update 2023 -Not started. Somewhat addressed in objective design stds 2023 -incentive program not in place - goal by '24. Commercial Façade program approved for 2024. -Commercial facadem program approved by Council in '24 -bicycle and storage requirement shall be a goal '24 -universal design element requirement will occur with zoning consistency goal '25 -community gardens or stub outs - being introduced with parks in new development proposals. -not prohibited today - will add language to permitted used in res zones '24 City adopted pre-approved ADU plans in 2024 and is providing education on this to the public. -Parking standards are being reviewed for code amendments in 2024.G48Not G48

<p>2. Design guidelines update. Update the City's design guidelines to encourage human-scale urban design at the neighborhood-, block-, and building-scale to promote walkability and social interaction. Elaborate and expand upon the contents of the Land Use + Community Design and Mobility Elements. Guidelines should specify how development along existing and planned transit lines should provide convenient, direct and safe connections to nearby transit stops and integrate transit stops into public space designs.</p>	<p>Medium</p>	<p>Medium</p>	<p>Planning Engineering</p>	<p>LU-2, LU-3 LU-5 LU-6</p>	<p>The City adopted objective design standards in 2023. The City also adopted updated design guidelines for the Pueblo Viejo District in October 23, 2019. Engineering will follow up on standards specs after zoning consistency update is complete.</p>
<p>3. Healthy development review. Work with the Riverside County Department of Public Health to create a development review process to analyze the health and social equity impacts of development proposals prior to the beginning of the CEQA review process. This could include the creation of a checklist that includes a key set of high priority questions related to how the project affects the food, recreation, and active transportation environments; affordability and access; pollution and toxics exposure; local wealth creation and other topics deemed relevant. The City can choose to integrate this review into the approval process. For larger or more complex projects the City may partner with others (the County Public Health Department, community groups, independent consultants, universities, etc.) to compile a more extensive health impact assessment.</p>	<p>High</p>	<p>Short</p>	<p>Planning Engineering County Public Health</p>	<p>LU-3</p>	<p>The City has not engaged with the County on a healthy development review checklist and will aim to do this late 2022. N/A Engineering</p>
<p>4. Community engagement process protocols. Work with community groups and the school district to create minimum protocols for community outreach and engagement processes for different types of municipal decisions so community members can easily learn about input opportunities and know how best to contribute. These protocols should be utilized by all City departments and could include a single electronic database/spreadsheet of institutions, community groups, business, and interested individuals who want to receive meeting announcements; a list of public outreach methods; Spanish translation/interpretation guidance (in what cases to use); social media strategies; youth engagement; provision of food and child-care at public meetings; and other related items. The City should also consider purchasing translation headsets to support increased inclusion.</p>	<p>High</p>	<p>Short</p>	<p>Planning City Manager School District Local community groups</p>	<p>LU-15</p>	<p>City is conducting more community engagement events and workshop for new grants, projects, program and ordinances. The resident angagmeent academy was initiated in Fall 2023 with a cohort of 25 residents to gain awareness of City operations and develop local community leadership. TCC grant includes a collaborative staeholder structure for community engagement over a 5 year period.</p>
<p>5. Sphere of Influence update. Update the City's Sphere of Influence to exclude undevelopable land in Sub-Area 17.</p>	<p>Medium</p>	<p>Medium</p>	<p>Planning</p>	<p>LU-1</p>	
<p>6. Open space conservation strategy. Create an open space conservation program that prioritizes which open space lands to preserve. Emphasize the creation of a citywide greenbelt to achieve conservation goals.</p>	<p>Medium</p>	<p>Medium</p>	<p>Planning Parks</p>	<p>LU-2 LU-4</p>	<p>This has not been completed. COFEM has reached out regarding conservation and working with the City which may be a potential partnership. Not yet achieved - okay to report.</p>
<p>7. Economic development strategic plan. Develop a long-term economic development strategy that develops and retains businesses and a strong middle class in Coachella for the decades to come. The plan should place a strong importance on creating quality jobs in Coachella for existing Coachella residents, career support programs and lifelong education, and professional development. The plan should also highlight the community's desire for industries that use a "triple bottom line" (health/people, environmental sustainability and profit) and invest back into Coachella's local economy.</p>	<p>High</p>	<p>Short</p>	<p>Planning City Manager Finance Library</p>	<p>LU-2 LU-7 LU-10 LU-11</p>	<p>City completed its Economic Development Strategy Plan on May 15, 2013. Staff will look to revise and update this plan in FY 24/25.</p>
<p>8. Fiscal impact assessment fees. Establish guidelines and create a fiscal impact assessments fee structure for new projects over 20 acres.</p>	<p>High</p>	<p>Medium</p>	<p>Planning Finance</p>	<p>LU-13</p>	<p>The City has implemented development impact fees effective 2017 to ensure development pays its fair share or added City service costs.</p>
<p>9. Historic preservation study. Study neighborhoods with a significant number of buildings over 50 years old to determine whether historic districts should be established. Create and maintain an inventory of historic and pre-historic sites, structures and landmarks of historic and cultural significance in order to determine the potential impact on these resources from proposed projects.</p>	<p>Low</p>	<p>Ongoing</p>	<p>Planning</p>	<p>LU-1</p>	<p>The City has an existing historic resources survey from the early 2000's. Planning staff plans to propose a new historic survey and historical context statement in the FY 24/25 budget</p>

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Mobility (M)

#	aCTION Description	Priority	Time FRame	Responsibili ty	Relevant Goals	2023 Update
	<p>Complete streets manual. Develop a complete streets manual to ensure new roadway construction addresses all modes of travel to implement complete street principles. This manual should include the following components, which the City can write as stand-alone chapters over time:</p> <ul style="list-style-type: none"> • Multi-modal street guidelines <ul style="list-style-type: none"> o <u>Review, identify and implement</u> - Review existing roadways in the City to identify what enhancements are appropriate for specific facilities to better accommodate additional modes of travel and increase connectivity. Implement guidelines within the Complete Streets Design Manual that can be constructed in lieu of roadway and intersection widening. o <u>Create standards</u> – Design and document standards for typical roadway right-of-way widths and types that include specifications for bicycle facilities, sidewalks, turn lanes, intersections, crosswalks, transit facilities and other details. o <u>Multi-modal level of service</u> – Develop traffic study guidelines that address the impact on all users including automobile drivers and passengers, bicyclists, pedestrians, persons with disabilities and transit riders. Consider revising traditional vehicle level of service (LOS) with methodologies more inclusive of other modes such as the multi-modal level of service (MMLOS). The City should update these guidelines on an ongoing basis as Coachella continues to grow and as new research and technology becomes available. • Pedestrian and bicycle action plan <ul style="list-style-type: none"> o <u>Pedestrian and bicycle design guidelines</u> – Develop pedestrian and bicycle design guidelines that identify pedestrian requirements such as sidewalk width, offset from the curb and other criteria for sidewalks along roadways. Bicycle guidelines and requirements should ensure that bicycle facilities connect all areas of the city including new and existing developments, regardless whether these areas have gates, sound walls or other barriers. The guidelines should also contain design specifications for on- and off-street bike paths and bike lanes, street markings, dimensions, intersections, turning lanes, signage and bicycle parking standards. The guidelines should also consider installing drinking water fountains along key bicycle and pedestrian routes. o <u>Prioritization plan</u> – Prepare a prioritization plan for the creation and improvement of sidewalks in existing neighborhoods and bicycle facilities throughout the City. o <u>Subdivision retrofits program</u> – Review existing subdivisions to identify those neighborhoods that can be retrofitted to accommodate additional pedestrian and bicyclist connections. o <u>Active transportation requirements</u> – Develop guidelines that require future residential and commercial developments in the City enhance and connect to external bicycle and pedestrian networks. o <u>Pedestrian and bicycle network map update</u> – Create and update Citywide map (or two maps) of pedestrian and bicycle facilities on a recurring interval of no less than two years and ensure the map(s) is/are accessible to the public. o <u>Active transportation programs</u> – In addition to design and policy, the plan should contain programs to complement infrastructure improvements such as safety education or a bike sharing programs. <p>Complete streets funding - On an ongoing basis, pursue grants to implement the multi-modal streets in Coachella, including but not limited to funding from federal and state agencies, philanthropic organizations and corporate giving programs.</p>	High	Ongoing	<div style="background-color: red; color: white; padding: 2px;">Engineering</div> <div style="background-color: yellow; padding: 2px;">Public Works</div> <div style="background-color: purple; padding: 2px;">Planning</div> <div style="background-color: lightgreen; padding: 2px;">Grants Manager</div> <div style="background-color: yellow; padding: 2px;">Public Works</div>	<p>LU-3 M-1</p> <p>LU-3</p> <p>LU-5</p> <p>LU</p>	<p>complete street program with public facing web portal completed in 23/24. ATP Plan provides additional info.</p> <p>Okay to report.</p> <p>There are grant funds obtained to develop a multimodal plan</p> <p>Will work with the Engineering Division in getting these standards developed</p> <p>Okay to report.</p> <p>We have an ATP Plan</p> <p>No subdivision retrofit program</p>
	<p>Traffic calming program. Develop a citywide program that implements a mechanism to apply traffic calming features to neighborhood roadways in a systematic fashion. This program should incorporate a strong element of public involvement to obtain resident feedback and input to identify appropriate improvements from each neighborhood.</p>	High	Medium	<div style="background-color: red; color: white; padding: 2px;">Engineering</div> <div style="background-color: yellow; padding: 2px;">Public Works</div>	M-2	<p>Citywide input is incorporated through LLMD community meetings and see fix it reporting software.</p>
	<p>Temporary car-free zones program. Develop a program with a simple application process for community event organizers to apply for temporary street closure permits necessary to create car-free events that allow people to safely walk, bike, socialize and exercise in the streets.</p>	Medium	Short	<div style="background-color: yellow; padding: 2px;">Public Works</div>	M-3	<p>This can be achieved through the city's special event permit - city has permitted several block parties using this application process. RWLM is another example of the City supported car-free zone program</p>
	<p>Signage program. Implement a signage program for bicycle facilities that documents connections to regional facilities, bicycle parking and community facilities along existing and future bicycle facilities.</p>	Medium	Short	<div style="background-color: yellow; padding: 2px;">Public Works</div> <div style="background-color: red; color: white; padding: 2px;">Engineering</div>	M-4	<p>Partnering with CVAG in the Go Human Campaign - installed various street banners and other educational material with Sunline to promote walking, cycling, and other modes of transportation.</p> <p>CV Link and Art and Music Line will include a signage program</p>
	<p>Walking, cycling and public transit education. Develop an active transportation awareness and safety education program in partnership with community groups, schools, other public agencies; employers to educate residents, workers, drivers, businesses and other organizations about the benefits of walking, bicycling, and/or using public transit.</p>	Low	Medium	<p>School District</p> <p>County Health Department</p> <div style="background-color: red; color: white; padding: 2px;">Engineering</div> <div style="background-color: purple; padding: 2px;">Planning</div>	M-3	<p>Partnering with CVAG in the Go Human Campaign - installed various street banners and other educational material with Sunline to promote walking, cycling, and other modes of transportation.</p>
	<p>Transit supportive environments. Collaborate with Sun Line Transit Agency to identify and enhance those existing areas of the City where the land uses, development intensity and the pedestrian environment are conducive to higher levels of transit service and usage.</p>			Sun Line		<p>Transit Hub effort both existing and future facilities</p>

<p>Bus stop location review. Review existing bus stop locations to determine their accessibility to key destinations such as schools, residential areas, retail centers and civic facilities. Work with Sun Line to relocate existing bus stop locations as needed to provide greater access to key community destinations.</p>	High	Short	Engineering	M-5	<p>Sunline does the review of bus stop location and submits new stations for review by the City. City has also requested stops previously. City staff reviewed all sun line routes for missing shade structures and 1 bus stop missing to be addressed by June '24</p> <p>City and Sunline partnered to design Coachella Transite Hub for completion June 2024.</p>
<p>Bus stop prioritization. Prioritize those bus stop locations that are connected to bicycle and pedestrian facilities to help meet users' last mile travel needs.</p>					
<p>Transit service prioritization. Work with Sun Line to prioritize future transit service in those areas where the greatest level of transit ridership will occur based on the supportive land use and transportation patterns.</p>					
<p>Development incentives. Explore and develop incentives to encourage higher-density, transit-friendly development along these transit routes.</p>					
<p>Transit service improvements for seniors. Meet with Sun Line Transit and community groups annually to identify transit service changes and improvements to accommodate the mobility needs of seniors.</p>	Medium	Ongoing	Engineering Sun Line	M-5	<p>bus stops must be ADA accessible. Senior Center - bus transport M-F. Cal Vans for Sunline.</p>
<p>Travel survey. Implement a regular travel survey in association with Sun Line Transit for Coachella residents to identify their commute patterns every two to five years.</p>	Low	Medium	Planning Engineering Sun Line	M-5	<p>This is information compiled by Sunline.</p>
<p>Operations and maintenance annual reports. Prepare annual reports disclosing incremental operations and maintenance costs associated with new transportation infrastructure built in the City over the past year.</p>	Medium	Short	Engineering Public Works	M-6	<p>Okay to report. Track bike lane striping separately.</p>
<p>Transportation infrastructure maintenance funding. Investigate funding mechanisms to maintain existing transportation infrastructure based on existing development such as assessment districts. Citywide traffic fee programs should also be updated on a recurring interval of not less than every five years.</p>	High	Short	Engineering	M-6	<p>No plans for a new funding mechanism. Priority and timeframe medium</p>
<p>Traffic data collection program. Implement a traffic data collection program on a recurring interval of no less than two years. The program should collect data on peak and non-peak traffic counts, bicycling and pedestrian counts for key intersections, transit ridership and automobile collision locations, especially ones that involved a pedestrian cyclist, or alcohol usage.</p>	Medium	Medium	Engineering Sun Line	M-7	<p>Engineering suggests 2 year collection of data not financially feasible and that such multimodal studies are typically conducted once every ten years.</p>
<p>Driver education programs. Work with community groups or other public agencies to educate motorists about safely sharing the road with bicyclists, pedestrians, and transit vehicles; child restraint laws; fuel efficient driving; and common causes of preventable collisions to promote overall safety of multi-modal streets users.</p>	Low	Medium	Engineering	M-3	<p>Recommend with Police. Engineering identified that they would not have a role in this.</p>
<p>Improve traffic flow. Implement traffic features such as roundabouts or the use of integrated signalization to improve traffic flow and reduce emissions from vehicle idling and stop and start.</p>	Medium	Medium	Engineering Public Works	SNE-11	<p>Participating in CVAGs synchronization projects. Continue to look at opportunities to incorporate these features in new construction and grants. Timeframe - ongoing</p>

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Community Health + Wellness (CHW)

#	Action description	pRIORITY	Time frame	Responsibility	rELEVANT GOALS	2023 Update
	Health impacts in staff reports. Collaborate with the Riverside County Department of Public Health to create and implement the use of a health impacts protocol to help assess and disclose the health co-benefits and impacts of new construction, capital improvement projects and other land use decisions. The protocol should provide guidance on a range of health topics and include objective criteria. The protocol's results should be included in city council and planning commission staff reports. When appropriate, seek review assistance from the Riverside County Department of Public Health in completing the assessment.	High	Immediate	Planning Riverside County Department of Public Health	CHW-1	This has not been developed or coordination with Riverside County due to staffing. Planning will begin a conversation on this late 2024.
	Healthy budget items. Create a process and criteria that helps staff and elected officials make budget decisions about programs and capital improvement projects that could improve health and equity in Coachella. A potential approach could include: <ul style="list-style-type: none"> • Train department leadership on health equity. <ul style="list-style-type: none"> • Create health and equity criteria to help departments prioritize budget items. <ul style="list-style-type: none"> • Encourage each department to identify one or more health objectives for their annual budget. <ul style="list-style-type: none"> • Ensure budget items leverage opportunities to improve health co-benefits. 	High	Short	City Manager Human Resources Planning Finance Engineering Public Works	CHW-1	Consideration of DIF fee for wellness projects/infrastructure. CM will work with Finance to establish a line item on Annual Budget for Health and Equity objective. HR has no updates on this section. In person budget meetings have been established to work through department budgets. All Departments have been directed to submit full budgets for needed service levels to ensure all needs are considered and prioritized. CIP program prioritizes ATP goals. Incorporation of new bike lanes and expanding parks prioritized. Events supported and hosted that promote health.
	Community oversight. Expand the role of an existing commission or create an ad hoc committee to advise the city council and planning commission on the implementation of the Community Health and Wellness Element and other health-related issues.	High	Ongoing	Planning	CHW-1	A Commission has not been created and another Commission has not been identified to assume Community Health and Wellness Issues. This is worth a discussion with Council upon APR review and staff resources available.
	Workplace wellness. Identify a workplace wellness team and create a model workplace wellness program for City employees. The team should assess employee health needs and implement workplace wellness programs and events. Some possible actions include offering employee incentives for healthy eating and physical activity; smoking cessation programs; group fitness or diet programs; health screenings; physical activity breaks for meetings over one hour in length; accommodate breastfeeding employees upon their return to work; and encourage walking meetings and use of stairways. The City should share this model workplace wellness program information with local employers to encourage the adoption of similar practices. The City can provide incentives (such as priority permit processing) to "healthy employers" who provide employee health benefits such as paid sick days, health insurance, gym membership, among others.	High	Ongoing	City Manager Planning	CHW-1 CHW-7	CM will establish a Workplace Wellness team to create wellness programs in May 2024. Employee Assistance program
	Support events. Host, co-sponsor, and/or organize citywide community health events such as health fairs, educational talks, and workshops, to support positive health behaviors.	Medium	Ongoing	City Council	CHW-1	
	Mobile home park environmental checklist. Work with community partners to create a mobile home park checklist to assess compliance with health and safety regulations for a recurring site inspection program.	High	Short	Code Enforcement	CHW-2	These are registered by the State and working with the State for bringing them into compliance.
	Foreclosure prevention. To prevent foreclosures and to help families who are already in the foreclosure process, work with local community partners to do the following: <ul style="list-style-type: none"> • Identify key information such as the number, location, value, condition and owners of foreclosed properties; <ul style="list-style-type: none"> • Create bi-lingual information and self-help resources (to post on the City's website and in City offices) to help residents prevent and cope with the foreclosure process. <ul style="list-style-type: none"> • Sponsor a home economics/finance education class for first time homebuyers. • Pass and enforce a foreclosure registration ordinance that applies to both vacant and occupied buildings. • Work with utility companies to transfer account holder names in lieu of shutting off service in foreclosure properties. 	Medium	Ongoing	Code Enforcement	CHW-2	Ordinance exists where banks have to register property with City when there is a foreclosure and vacant and abandoned. The City doesn't have a comprehensive program for assisting the public to prevent foreclosures and should involve a discussion with the RIVCO Housing Authority. The TCC displacement avoidance plan includes foreclosure prevention support and financial literacy support. Code enforcement would be involved in a small piece of this and perhaps this would involve coordination between Development Services and the Grants Manager
	Homelessness plan and services. Review the Valley Wide Homelessness Plan and existing homeless services and shelters in the Eastern Coachella Valley to determine gaps in services and housing. Implement the most applicable strategies for Coachella and focus on helping homeless persons in high visibility areas (like Harrison street or Veterans' Park) who detract from perceptions of public safety. Work with community organizations to create supportive housing for homeless community members.		Ongoing	Planning City Manager CVAG Riverside County Homeless Programs Unit	CHW-2	-City contracts \$100,000 a year for homeless services/outreach
	Healthy building resources. Create healthy building material checklists and fact sheets that can be provided to property owners and contractors when applying for building permits.		Short	Building	CHW-2	This has not been completed and could be assigned as a task of the Dev Svcs Dept Assistant II.

Tobacco retail licensing fee. Adopt a tobacco retail licensing fee and penalties that would allow more stringent oversight and enforcement of tobacco sales to minors.	Medium	Police Administration	CHW-3	
Smoke-free public events and facilities. Ban smoking at outdoor public events and public facilities, including farmers' markets, public parks and trails, and community street fairs.	Ongoing	Public Works	CHW-3	City events occur on city property which bans the use of tobacco on city property.
Second- and third-hand smoke exposure. Research and adopt an ordinance that bans smoking in multi-unit residential buildings and care/convalescent facilities. Before an ordinance is passed, educate single- and multi-family property owners and managers about the effects of second-and third-hand smoke and encourage them to include anti-smoking policies in rental agreements. Connect property owners to resources (such as model lease language) if they want to ban smoking in their rental units.	Short	Planning	CHW-3	This has not been done and recommend a study session with Council to identify what priority level this is.
Smoke-free worksites. Write and adopt an ordinance that bans smoking: in outdoor dining areas, within 30 feet of unenclosed waiting areas, within 30 feet of enclosed areas where smoking is prohibited, in hotel rooms, in retail stores dealing exclusively in the sale of tobacco and smoking paraphernalia, and in unenclosed places of employment.	Short	Planning	CHW-3	This has not been done and recommend a study session with Council to identify what priority level this is.
Teen and youth needs. Assess the City's entertainment/recreation resources every three years with the participation of Coachella youth to ensure their needs are met and to curb the influence of gang affiliation/violence.	Ongoing	Planning City Council Police Desert Recreation District	CHW-8	This has not been completed. Aware of organizations such as Alianza and Konkuey Design Initiative that has been doing some work on this issue. A discussion on this issue may be a good idea for the Parks Subcommittee. Raices Cultura presented on an the need for a teen center to Council in 2023. A Youth Advisory Commission has been established but is currently unfilled.
Safe teen activities. Streamline the process for community organizations to provide after-hours, weekend, and drug- and alcohol-free programming for youth in public spaces and facilities.	Short	Park and Recreation Committee Public Works	CHW-8	Continue work with community partners to grow this programming. The Desert Rec District provides teen activities and library also provides programming for teen activities.
Senior programs. Assess the overall needs of Coachella's older adult population every three years, in order to plan the appropriate type, quantity and schedule of senior programs and activities. The assessment should also address senior transportation and funding mechanisms.	Short	Senior Center Administration Planning Desert Recreation District	CHW-4	This has not been done and should be presented to Council in a study session regarding the Health Element. -Senior Center was expanded in 2020
Community events. Streamline the permit process for block parties, street fairs and neighborhood events that promote positive interactions, build relationships and attract residents from surrounding communities.	Immediate	Public Works	CHW-1	City's special events continue to grow and provide engagement of various community members. There are 29 community event sponsored by City for 2024.
Crime prevention through environmental design. Train one or more city employees in crime prevention through environmental design (CPTED) principles so they can review and improve the safety of development plans and existing developments with strategies such as building doors/entrances and windows to look out on to streets and parking areas; pedestrian-friendly sidewalks and streets; front porches and adequate nighttime lighting.	Short	Planning Building Engineering	CHW-4	Staff has not been trained in this and Planning can committee to prioritizing this in 2023
Police-community forums. Organize annual community forums with the police department, residents and local businesses to improve relationships and address public safety related to gangs, prostitution, illegal drug sales/use, and general safety around schools and parks.	Immediate	Police	CHW-4	* Should Police answer this?
Grassroots emergency preparedness. Facilitate the creation and training of neighborhood emergency response teams to promote preparedness/safety, build community and encourage self-efficacy of neighbors.	Immediate	EOC Coordinator	CHW-4	-City purchased Hidden Harvest site for \$900k and applied for SGC Community Resilience Center of \$10 million. Annual CERT program with high school students. "Listos" event held with Seniors for emergency training.144
Edible landscapes. Seek opportunities to create resilient and diverse edible landscapes in appropriate public spaces in Coachella for educational and nutritional purposes. Edible landscapes could be on public property, such as parks, in public rights-of-way, or in front of public buildings, so long as the edible landscapes do not negatively affect the pedestrian experience or create unsafe environments for residents and vehicle occupants. Establish a community-based network of residents, businesses and community organizations to maintain the plants and harvest the food.	Ongoing	Public Works Planning Engineering	CHW-5	The City has experimented with this at Shady Lane Park with fruit trees and is also adding Grapefruit trees along the Urban Greening Project at Sixth Street.
Community garden and composting education. Consider hosting demonstration or lecture events and/or providing electronic or printed resources about community and home gardening, composting and permaculture to educate the general public on how to grow organic edible plants.	Short	Public Works Planning Master Gardener – UCR Extension Program	CHW-5	-City partners with County on composting efforts. -City purchased Hidden Harvest site for \$900k and applied for SGC Community Resilience Center funding to support this a the Hidden Harvest site.
Gardening tools and resources. Work with community organizations and neighborhood groups to organize a garden-tool lending program and garden bounty exchange program. The tool lending program would have a "library" of tools and gardening supplies that residents could "check-out" for free or at a very low cost. The garden bounty exchange could be a regular (weekly or monthly) gathering where residents can trade their surplus food crops.	Short	Public Works	CHW-5	-City purchased Hidden Harvest site for \$900k and applied for SGC Community Resilience Center of \$10 million.
Emergency food. Partner with the Riverside County Public Health Department, local agricultural businesses and charity groups to distribute information about and expand the capacity and reach of emergency food resources.	Ongoing	City Manager Food Banks Riverside County Department of Public Health	CHW-6	-City purchased Hidden Harvest site for \$900k and applied for SGC Community Resilience Center of \$10 million.

<p>Healthy foods and beverages at public events. Research and adopt an ordinance to increase healthy food and beverage options at public facilities, meetings and events. The ordinance should consider banning sugar-sweetened beverages and increase the proportion of "healthy" items sold in vending machines and at concession stands. Adopt City nutrition guidelines based on work across the state and nation. Guidelines should include unhealthy food items that may not be served at public meetings/events, ideas of healthy food and beverage alternatives and criteria for "healthy" vs. "unhealthy" items.</p>	Short	<p>Planning Heal Committee</p>	CHW-6	This has not occurred. This is worth a discussion with the City Council regarding City allocating resources for this effort or determining if the City may want to apply for grants
<p>Safe routes to school. Work with local community groups and public agencies to increase the number of students who walk and bike to/from school by implementing the following:</p> <ul style="list-style-type: none"> Collaborate with the county public health department, the Coachella Valley Unified School District (CVUSD), and local community groups to obtain grant funds to for infrastructure and safe routes to school programs (crossing guards, walking schools buses, bike trains, and carpools). Work with the CVUSD to incorporate traffic safety awareness, including bicycle and pedestrian safety, into school curriculums. Integrate street improvement priorities identified by the county's safe routes to school program into the City's capital improvement program. Work with local developers, Home Owners Associations, and schools to provide more direct pedestrian and cyclist access to schools by creating pathways through dead ends and sound walls. 	Ongoing	<p>Grants Manager Engineering Planning</p>	CHW-8	<p>Planning will contact the County Health department. The City has coordinated on these efforts in the past for traffic safety awareness. Planning staff is encouraging more pedestrian/cyclist connections to streets and pathways.</p> <p>A listing of completed SRTS projects can be found in ATP Plan Engineering is working with CVUSD to complete walkability study for ATP grant opportunities.</p>
<p>Comprehensive child care plan. Work with local and regional agencies and community partners to assess child-care supply, demand and affordability in Coachella at least every five years and implement programs to address child-care shortfalls. Develop and implement a comprehensive Coachella child-care facilities plan that engages the resources of the City, community partners, and employers in Coachella. The plan will identify priority geographic areas to locate new centers considering target populations and supply gaps and identify and assess existing and potential financing mechanisms for facility development. The plan will also consider a variety of funding sources and, if appropriate, include a nexus study to determine whether new development should contribute to child care facilities in Coachella.</p>	Short	<p>Planning First 5 Finance Planning</p>	CHW-8	<p>This has not been done but worth a preliminary discussion with first 5 California. Celina hold position on Consortium for Early Learning Services and they have a strategic plan</p> <p>No updates - not implemented</p>
<p>Library facilities. Work with the Riverside County library system to expand the reach and scope of programs and services offered at the Coachella branch. Specifically, improve service to immigrant community; be a centralized resource for information about, and referrals, to community and social services; bridge the digital divide (age, race/ethnicity, and income) through computer classes; expand multilingual materials. As Coachella's population increases, consider using development impact fees to fund additional library facilities, equipment and programs.</p>	Ongoing	<p>City Manager Finance Riverside County Library System</p>	CHW-8	City completed a new library on 6th Street and looking to improve facilities with the Library Annex construction in 2023 funded by State Grant
<p>Community space fund. Maintain development fee programs to accumulate funds for the acquisition and improvement of parks and public gathering places and facilities.</p>	Ongoing	Finance	CHW-8	The City has continued to implement a park improvement development impact fee.
<p>Plaza vendors. Create a simple healthy food truck permit program that allows food and beverage vendors to operate in or around the perimeter of parks and plazas so long as they meet certain nutritional requirements determined by the City.</p>	Ongoing	Planning	CHW-6	This has not occurred but can be addressed when the City drafts its street vendor ordinance in 2024. Look into supporting through EPA funding in FY 24-25
<p>Patient protection and the Affordable Care Act. Provide resources and training for employers to address compliance with the Affordable Care Act.</p>	Short	<p>Riverside County Finance</p>	CHW-9	Compliance has already been mandated. This was in effect in 2010. Not sure what can be added to this.
<p>Mobile clinics. Increase the use of mobile or remote health care (e.g., e-health care, clinics on wheels) in Coachella for farm workers and others with poor health care access through partnerships with Riverside Department of Public Health, local hospitals and community clinics.</p>	Ongoing	Local Health Clinics	CHW-9	
<p>Multi-use facilities. Collaborate with community partners to create a resource center that could house a "one-stop shop" for social services in the City including an employment opportunity center.</p>	Long term	<p>City Council City Manager Planning</p>	CHW-8	<p>To some extent this has been created in partnership with nonprofit organizations at the old City Hall.</p> <p>-City conducted a feasibility study with the CA Endowment and KDI to turn the old City Hall building to multi-use facility/community/civic center in December 2020."</p> <p>-City purchased Hidden Harvest site for \$900k and applied for SGC Community Resilience Center of \$10 million.</p>
<p>Health and social services resource list. Publish a list of health and social services resources on the City's website.</p>	Immediate	<p>Information Technical Manager Planning</p>	CHW-9 CHW-8	This has not been created and could be done in late 2023 led by Planning.

- Planning/Com Dev/Building/Code – Purple
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- Human Resources - Pink

Sustainability + Natural Environment (SNE)

#	aCTION Description	Priority	Time FRame	Responsibili ty	Relevant Goals	2023 Update
	Heat island mitigation plan. Write and adopt a Heat Island Mitigation Plan that requires new commercial and residential developments to incorporate cool roofs, cool pavements and strategically placed shade trees. The plan should outline how the City will actively inspect and enforce state requirements for cool roofs on non-residential re-roofing projects.	High	Short	Engineering	SNE-1	priority - short - timeframe - Medium and consolidate w/ sustainable landscape management plan. Grant needed
	Sustainable landscape management plan. Create and update a landscape management plan that includes a consistent and sustainable landscaping and streetscape palette to apply to all roadways throughout the City. Different pallets and designs should apply to different districts and street types. Should specify different landscape designs for different districts and street types and prioritize shade, ease of maintenance and water conservation. The plan should also contain an urban forest management strategy. The effect should seek to optimize shade, ease of maintenance, water conservation climate benefits.	High	Medium	Planning Building Engineering Public Works	SNE-1 SNE-3 SNE-11	consolidate with above
	Vulnerability/resiliency assessment and climate adaptation strategy. Work with the regional government associations to conduct a community-wide assessment of the potential health impact, cumulative impact, and risk resiliency factors of climate change on Coachella residents. The assessment should identify the geographic areas, groups and individuals most vulnerable to climate change and specific opportunities for the City to improve its response. Vulnerable groups typically include infants and young children, the elderly, outdoor workers, people with preexisting health conditions such as asthma, and communities already affected by other social, economic, or other environmental injustices. With this information, develop a climate adaptation strategy to protect the public from heat waves and vector control, increased threats of wildfire, changing precipitation patterns, reduced water supply and increased peak energy demand.	Medium	Medium	Planning Emergency Coordinator CVAG HARC Public Health	SNE-1	
	Energy efficiently education. Organize workshops on how to increase energy efficiency of homes and businesses through topics such as home weatherization, building envelope design, smart lighting systems and conducting a self-audit of energy usage.	High	Ongoing	Building Imperial Irrigation District	SNE-2	
	Water efficient buildings. Establish or adopt a checklist to ensure developers and contractors plan and install water-efficient infrastructure and technology, including low-flow toilets and showerheads, moisture-sensing irrigation and other advances.	High	Short	Planning Building	SNE-3	This will require adoption of an ordinance by City Council. Will begin in 2023
	Grey water ordinance. Write and adopt a grey water ordinance establishing criteria and standards to permit the safe and effective use of grey water (also known as on-site water recycling). Review and revise, without compromising health and safety, other building code requirements that might otherwise prohibit such systems.	High	Short	Planning Building	SNE-3	Will begin in 2023.
	Agriculture education park. Acquire a working agricultural site to manage as an educational and cultural park.	Low	Long	Public Works	SNE-5	
	Right-to-Farm Ordinance. Work with the Riverside County Agriculture Commissioner to write and adopt a right-to-farm ordinance. (See this model ordinance: http://www.smartgrowthamerica.org/smartgrowthusa/wp-content/uploads/2011/01/modelrtfordinance.pdf)	High	Short	Planning	SNE-5	This has not been done. Planning staff can look into this in 2023.
	Habitat impacts. Develop a set of guidelines for evaluating project impacts to habitat, as well as for requiring specific mitigations for those that are identified.	Low	Medium	Planning	SNE-9	This has not been done and currently this City would rely on CEQA. Staff recommend this be a long-term goal.
	Vehicle idling ordinance. Establish a local ordinance that exceeds the state vehicle idling restrictions where appropriate, including restrictions for bus layovers, delivery vehicles, trucks at warehouses and distribution facilities and taxis, particularly when these activities take place close to sensitive land uses (schools, senior centers, medical facilities and residences).	Medium	Ongoing	City Manager Public Works Engineering	SNE-11	Not yet achieved Difficult to implement due to extreme heat and staff idling.
	Eco-contractor policy. Consider the creation and adoption of a policy that gives preference to contractors that use reduced emissions equipment for City construction projects as well as for City contracts for services (e.g., garbage collection). The preference policy could also include other aspects of environmentally friendly business and operations practices.	Low	Ongoing	City Manager Public Works Engineering	SNE-11	The Existing Park Master Plan is more than 15 years old. This likely is overdue and would require an appropriation to bring on a consultant to assist.
	Parks Master Plan. Revise and adopt the parks master plan, which shall address current deficiencies in park space, specific sites, accessibility, funding sources and fees. The new Parks Master Plan shall also provide for physical activity amenities in selected parks and recreation centers. The City shall install and maintain indoor or outdoor exercise equipment in selected park and recreation centers and signage to encourage exercise (i.e., mile markers on existing and new paths, health and safety tips, and stretching/ strengthening exercise suggestions, etc.). The City shall also incorporate improvements, such as water fountains and restroom facilities, in parks to allow people to spend more time outdoors.	High	Immediate	Public Works Planning	SNE-13	The Existing Park Master Plan is more than 15 years old. This likely is overdue and would require an appropriation to bring on a consultant to assist.
	Developer park guidelines. Create "Developer Guidelines for Coachella Park Standards and Requirements" to set standards, requirements, definitions, and procedures to assist developers in creating parks that contribute to the City's parks system.	Medium	Short	Planning Public Works EngineeringParks and Recreation Committee	SNE-13	This has not been created and may be worth developing with drafting of a new Parks Master Plan.
	Climate Action Plan. Maintain and implement a Climate Action Plan. At a minimum interval of two years, update the GHG inventory and evaluate progress towards the City's GHG emissions reduction target.					Planning staff will work on this with coordination with the Assistant to the City Manager in late 2024.
	Retention Basins. Establish requirements for below grade onsite storm water requirements water storage of a certain size be stored underground to preserve land.					This may be a savings to developers do underground retention and get park credit.

Safety (S)

#	aCTION Description	Priority	Time FRame	Responsibility	Relevant Goals	2023 Update
1	Hazard prevention education. Develop and make available to all residents and businesses, literature on hazard prevention and disaster response, including information on how to earthquake-proof residences and places of business and information on what to do before, during and after an earthquake.		Short-	Community Development	S-8	-This can be done with the efforts where the City purchased Hidden Harvest site for \$900k and applied for SGC Community Resilience Center of \$10 million.
2	Housing rehabilitation program. Develop and administer a housing rehabilitation grant and/or loan program that allows owners of manufactured (mobile) homes to seismically retrofit their houses.		Short-	Community Development	S-1	In February 2024, the City partnered with the County of Riverside and Workforce Development Dept to adminster and implement the City's Home Enhancement Program which uses CDBG and ARPA funds.
3	FIRM updates. Work with the Federal Emergency Management Agency (FEMA) and the Coachella Valley Water District to develop better, more comprehensive Flood Insurance Rate Maps for Coachella, including the hillside areas. The City should identify and map local problem areas too small or currently outside of FEMA or California Department of Water Resources mapping. Use the mapping to create flood overlays for zoning and land use maps.		Long-	Community Development, Public Works, and Water Department	S-3	This effort is ongoing and maps are updated in collaboration with CVWD.
4	Comprehensive drainage plan. Develop a comprehensive drainage plan that could be used as a guide as the City is built out in the future.		Long-	Public Works, Community Development	S-3	Storm Water Master Plan adopted last year.
5	Fire safety education. Prepare and provide educational materials that inform homeowners of the importance of defensible space, correct use of power tools and machinery that can spark and ignite a fire, the dangers of igniting outdoor fires and fireworks and proper construction standards and materials.		Long-term, as developr	Fire Department, Community Development	S-8	
6	Notification of hazardous materials. Adopt a notification and posting requirement ordinance for pesticide use in all public buildings and facilities in the City. Notification that pesticides, such as insecticides, fungicides or herbicides, are to be applied creates the opportunity to identify problems before spraying. A City ordinance may consider limiting when and what pesticides are used (e.g. restricting spray zones to non-play areas, prohibiting pesticide application when residents will be present, etc.).		Short-	Fire Department	S-5	
7	Pesticide education to business. Create a program to provide educational materials to gardeners and landscape companies that do business in Coachella about alternatives to and safer usage of toxic pesticides and herbicides.		Short	Fire Department	S-6	
8	Restrictions on pesticide application. Develop policies and protocols to ensure pesticides are not sprayed when not safe to do so, for example when there are high winds, when nearby schools are in session, etc.				S-6	
9	Siting. Update the zoning code to reflect healthy siting considerations and avoid siting unhealthy land uses near schools or residential areas.		Ongoing	Community Development	S-5	This can be addressed with the Zoning Consistency Update.

- Planning/Com Dev/Building/Code – Purple
- City Manager – Blue
- Finance – Green
- Public Works/Parks – Orange
- Engineering – Red
- Utilities/Sanitary – Brown
- City Clerk – Light Blue
- Human Resources - Pink

Infrastructure + Public Service (IPS)

#	Action Description	Priority	Time Frame	Responsibility	Relevant Goals	2023 Update
	Development Impact Fees. Update the development impact fee program to fund the development of all infrastructure necessary for new development, including new water supplies and new water supply infrastructure. This fee program shall include a mechanism for the provision of tertiary water treatment and distribution infrastructure.	High	Short	Utilities Manager Engineering Finance	IPS-2	The City has implemented development impact fees effective 2017 to ensure development pays its fair share or added City service costs.
	Wastewater treatment. Establish a development impact fee program to fund the development of new wastewater treatment and conveyance capacity.	High	Short	Sanitary Finance	IPS-3	The City has implemented development impact fees effective 2017 to ensure development pays its fair share or added City service costs.
	Stormwater treatment. Establish a development impact fee program to fund the development of new stormwater treatment and conveyance capacity.	High	Short	Public Works	IPS-4	This is okay to report recommend timeframe be updated to medium.
	Solid waste management. Create and implement a Solid Waste Management Plan to institute measureable reduction targets that includes composting green waste and food scraps.	Medium	Medium	Public Works	IPS-5	The city submits its annual report to CalRecycle that includes the city's reduction efforts. 1383 program where Burrtec is to reduce organic waste by 75%.

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- Engineering – Red
- Utilities/Sanitary – Brown
- City Clerk – Light Blue
- Human Resources - Pink

Noise (N)

#	Action Description	Priority	Time Frame	Responsibility	Relevant Goals	2023 Update
	<p>Revise the City's Municipal Code to achieve the goals and policies of this General Plan Noise Element, as necessary. Examples of such revisions may include:</p> <ul style="list-style-type: none"> Limit the hours of deliveries to commercial, mixed-use, and industrial uses adjacent to residential and other noise-sensitive land uses. Limit noise levels generated by commercial and industrial uses. Limit the hours of operation for refuse vehicles and parking lot sweepers if their activity results in an excessive noise level that adversely affects adjacent residential uses. 				N-1 N-2 N-3	
1	<p>Require the placement of loading and unloading areas so that commercial buildings shield nearby land uses from noise generated by loading dock and delivery activities. If necessary, additional sound barriers shall be constructed on the commercial sites to protect nearby noise-sensitive uses.</p> <ul style="list-style-type: none"> Require all commercial health, ventilation, and air conditioning (HVAC) machinery to be placed within mechanical equipment rooms wherever possible. Require the provision of localized noise barriers or rooftop parapets around HVAC, cooling towers, and mechanical equipment so that line of sight to the noise source from the property line of the noise-sensitive receptors is blocked. 	High	Short	Planning		Planning will work on Zoning Code changes beginning November 2025.

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- Engineering – Red
- Utilities/Sanitary – Brown
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- Human Resources - Pink



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members
FROM: Dr. Gabriel Martin, City Manager
SUBJECT: Approval of the 2024 City Council Meetings Calendar

STAFF RECOMMENDATION:

Staff recommends the approval of the 2024 City Council meetings calendar.

BACKGROUND:

Per the City of Coachella Municipal Code, Title 2 (Administration and Personnel), Chapter 2.04 (City Council), Section 2.04.040 - The City Council shall meet regularly on the second and fourth Wednesdays of each month at six p.m. at the Coachella City Council Chambers, City Hall located at 1515 Sixth Street, Coachella, California.

DISCUSSION/ANALYSIS:

Staff recommends that the following 2024 City Council meetings be cancelled:

Date:	Reason:
January 10, 2024	New Year’s Day Holiday
April 10, 2024	Spring Break
August 14, 2024	Dark
August 28, 2024	Dark
September 25, 2024	League of California Cities – Annual Conference
October 23, 2024	Dark
November 27, 2024	Thanksgiving Holiday
December 25, 2024	Christmas Holiday

Under Resolution No. 2001-10 – The Coachella Council Policies, Rules, and Procedures, Section 7 and 8 – the Mayor or the majority of the City Council can call a special or emergency meeting at any time and place.

ALTERNATIVES:

1. City Council may recommend additional cancellation dates or reduced the proposed

cancellation dates

2. City Council not approve the recommended 2024 City Council meetings calendar

FISCAL IMPACT:

No fiscal impact to the budget

ATTACHMENTS:

1. Attachment “A” – 2024 City Council Meetings Calendar: January 2024 – December 2024

January						
S	M	T	W	T	F	S
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February						
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31						

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December						
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29	30	31				

City Council Meetings

Jan. 10 th – Jan. 24 th	@6:00pm
Feb. 14 th Feb. 28 th	@6:00pm
March 13 th March 27 th	@6:00pm
April 10 th April 24 th	@6:00pm
May 8 th May 22 nd	@6:00pm
June 12 th June 26 th	@6:00pm
July 10 th July 24 th	@6:00pm
August	DARK
September 11 th September 25 th	@6:00pm
October 9 th October 23 rd	@6:00pm
November 13 th November 27 th	@6:00pm
December 11 th December 25 th	@6:00pm

HOLIDAYS

New Year's Day	Jan. 1 st
Martin Luther King Day	Jan. 16 th
Presidents Day	Feb. 20 th
Cesar Chavez Day Observance	Mar. 28 th
Memorial Day	May 29 th
Juneteenth Day	June 19 th
Independence Day	July 4 th
Labor Day	Sep. 4 th
Indigenous Peoples Day	Oct. 14 th
Veterans Day	Nov. 11 th
Thanksgiving Day	Nov. 28 th
Christmas Eve	Dec. 24 th
Christmas Day	Dec. 25 th
New Year's Eve	Dec. 31 st

 Holidays
 Council Meetings



STAFF REPORT
3/27/2024

TO: Honorable Mayor and City Council Members

FROM: Ruben Ramirez, Controller

SUBJECT: Authorize the City Manager to execute a contract to Conduct a Comprehensive User Fee Study and Cost Allocation Plan and appropriate \$38,210 from General Fund Unreserved fund balance.

STAFF RECOMMENDATION:

Authorize the City Manager to execute a contract to Conduct a Comprehensive User Fee Study and Cost Allocation Plan with Willdan Financial Services in the amount of \$38,210

BACKGROUND:

The City of Coachella continues to experience operational changes that generate a variety of challenges. These challenges include: the adequate provision of facilities and services; managing growth and development in progressive ways; and ensuring that revenues sources keep up with new demands for services. In order to ensure that revenues sources keep up with service demands it is necessary to periodically complete a comprehensive cost allocation program and to up-date the calculation for establishing a user fee and rate schedule. The last time the City completed these studies was in 2010 and the method of cost allocation and most of the amount of user fees charged have remained constant ever since.

DISCUSSION/ANALYSIS:

Willdan Financial Services has submitted a proposal that will provide a Comprehensive User Fee Study and Cost Allocation Plan that will enhance fiscal sustainability and equitable distribution of financial resources within the community, align fees and charges with the cost of providing the services, while promoting transparency, fairness, and responsible financial management.

Key City issues and objectives that are addressed within the scope of services include the following:

- Meeting with City Staff to review existing fee schedules, conduct interviews and gather information necessary to understand the processes, operations, structure and staffing necessary for the City to provide services for which fees are charged;

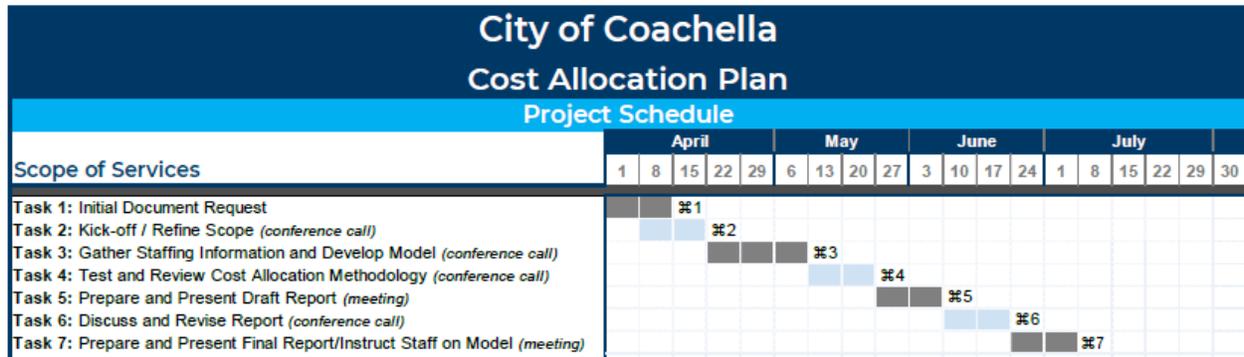
- Conducting analysis that clearly identifies the full (100%) cost of providing services for which fees are charged, and ensuring that there is a reasonable relationship between these costs, the services being provided, and the recipients of these services – all to support compliance with Prop 26 and Prop 218;
- Developing a well-documented Cost Allocation Plan for both full and OMB compliant purposes, which is flexible and able to accommodate changes in City structure, staffing and processes going forward, and which allows for inflation adjustments;
- Comparing costs of providing services with current cost recovery levels and evaluating and adjusting fees and charges to ensure they align with the cost of the services being provided by the City;
- Identifying and evaluating opportunities to develop and implement fees for services being provided for which fees don't currently exist;
- Identifying the amount of revenue being recovered based on current fee levels and activity levels, and projecting future estimates so that recommended fees recover appropriate amounts of revenue;
- Working with City Staff to develop meaningful recommendations for fee setting and subsidies where charging fees that represent full cost recovery may not be reasonable for policy or political reasons;
- Providing meaningful 'apples to apples' comparisons of key fees charged by the City of Coachella to other similar, and/or nearby cities chosen in discussions between Willdan and City Staff. The comparisons will involve applicable fees for sample representative projects which the City could anticipate encountering;
- Providing the City with models that incorporate data and information used in developing updated fees, and allows for updates for CPI, new added personnel, updated time estimates and volumes, or other factors as necessary; and
- Preparing a report that clearly identifies services for which fees are charged, the cost of those services, current and recommended cost recovery levels, and fee amounts, and presenting the results in a way that is readily understood by decision makers.

The end products will include user-friendly Excel-based models, which City staff will retain, and which can be easily updated to add or remove services and/or costs, update budgets in future years, determine the proper allocation of expenditures, and on-going full cost of services provided by the

City. Most importantly, we will ensure that the results and recommendations are clear and understandable, defensible, and easily implementable.

Project Schedules

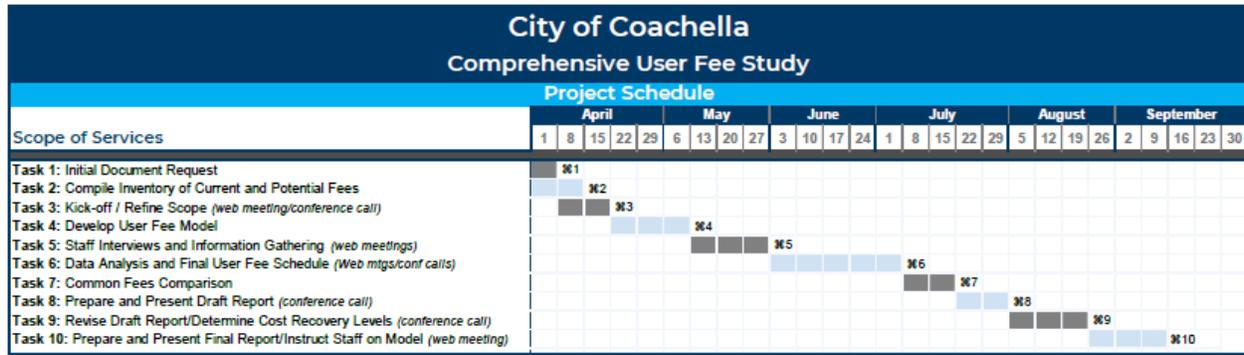
Cost Allocation Plan



Deliverables:

- ☼1: Information Request
- ☼2: Revised Project Scope and Schedule (if needed)
- ☼3: User-friendly Model in Microsoft Excel
- ☼4: Draft Cost Allocation Plan Model Review
- ☼5: Draft Report
- ☼6: Revised Draft Report/Final Report
- ☼7: Final Report – Hard and Electronic Copies

Comprehensive User Fee Study



Deliverables:

- ☼1: Information Request
- ☼2: Draft List of Current Fees
- ☼3: Revised Project Scope and Schedule (if needed)
- ☼4: User-friendly Model in Microsoft Excel
- ☼5: Time Surveys and Draft Full Cost Recovery Fees
- ☼6: Draft Fee and Rate Model Review
- ☼7: Common Fee Comparison
- ☼8: Draft Report
- ☼9: Revised Draft Report/Final Report
- ☼10: Final Report – Hard and Electronic Copies

ALTERNATIVES:

1. Authorize the User Fee Study and Cost Allocation Plan to update the current User Fee and Cost allocation.

2. Do not authorize the User Fee Study and Cost Allocation Plan and keep using the current User fee and Cost Allocation. This decision will have a negative impact in the revenues collected to recover the cost of the City of Coachella to provide services resulting in a loss for the City and using other revenues to complement the cost of services provided.

FISCAL IMPACT:

The User Fee Study and Cost Allocation Plan is not included in the approved budget 2023-24 and it will need funding from the General Fund unassigned fund balance (101) in the amount of \$38,210 to increase the budget in account E - 101-11-160-10-334-000.

Attachment 1:

Willdan Financial Services Proposal

City of Coachella

Comprehensive User Fee Study and Cost Allocation Plan



February 27, 2024

Mr. Ruben Ramirez
Controller
City of Coachella
567 El Camino Real
Coachella, CA 94066

submitted via email: ruben.ramirez@coachella.org

Re: Proposal to Conduct a Comprehensive User Fee Study and Cost Allocation Plan for the City of Coachella

Dear Mr. Ramirez,

As you know, cities throughout California consistently contend with limited financial resources to address competing priorities and objectives, while striving to maintain high standards of service to their communities. Processes and staffing often evolve as staff seek efficiencies and more cost-effective service models; or sometimes practices change out of necessity in response to events such as the recent pandemic. Considering this, **it is critical that the City of Coachella (“City”) confirm that its fees for requested services are updated to reflect current practices, account for the true cost of providing City services, incorporate provision for overhead rates and costs related to indirect support, and maximize appropriate cost recovery. This will help ensure that the revenues generated by fees cover the cost of those services to the greatest extent possible, ensure effective use of the City’s financial resources and enhance fiscal sustainability.** City Staff, and ultimately the City Council, need a clear understanding of standards, service levels and the associated costs. Recognizing this, the City has responded by soliciting proposals for a Comprehensive User Fee Study and Cost Allocation Plan.

Willdan Financial Services (“Willdan”) is uniquely qualified to assist the City of Coachella with this update, following are specific advantages that Willdan brings to the City for these studies:

Experience with the City of Coachella — Willdan is privileged to have previous history of working successfully with the City of Coachella. We will bring the same level of professionalism and expertise, and understanding of the City, to this proposed engagement, and take advantage of our knowledge of the City and relationships with staff to quickly and effectively initiate the study, gather data and information, and clarify questions. **Where possible, we will leverage our knowledge of the City’s operations and key staff to facilitate this study in a cost-effective and efficient manner; focusing less time on data gathering, and more on analysis and providing meaningful results, resulting in lower project cost and a higher value.**

Extensive Local Experience with Similar Projects for Southern California Cities — Willdan has worked with cities near Coachella, and throughout Southern California, on Cost Allocation and User Fee projects with objectives very similar to those for this study. **Our unique local knowledge will help us bring valuable perspective and knowledge of other local cities’ approach to fees and their policies on fee setting and subsidies and assist us in conducting meaningful and efficient fee comparisons to Coachella.** Recent and ongoing studies include the Cities of Indian Wells, Palm Desert, Twentynine Palms, Murrieta, Canyon Lake, Eastvale, Claremont, Chino Hills, Chino, Fontana, West Hollywood, Burbank, El Monte, Los Alamitos, Lynwood, Stanton, Montebello, Arcadia, and Pomona.

Collaborative Approach, Proven Results and User-friendly Models and Reports — Willdan prides itself on working closely with City staff to develop an approach that is targeted toward your specific objectives and reality, and then working together with you to gather first-hand information regarding the processes and tasks required to provide services to those requesting them. **This is a distinct advantage we will bring in our approach with the City of Coachella. A collaborative approach ensures we clearly understand your goals and challenges, and just as importantly, you understand the process and the results.**

Our Cost Allocation methodologies and models have been reviewed and approved by Cognizant Agencies such as the US Army and recently, the US Department of Housing and Urban Development, providing evidence of our thorough and defensible approach to the development of Cost Allocation strategies.

We create user-friendly Excel-based models that the City can retain and conduct our analysis and develop the model collaboratively with City staff. Rather than using an inflexible proprietary software program, we construct our models from the ground up, mirroring the City’s budget format wherever possible.

Created directly from the models, our reports clearly and graphically illustrate full and recommended levels of cost recovery and projections of revenue for fee programs, break down the costs into direct and indirect overhead categories, and present the fee methodologies.

Our approach is geared toward delivering work on schedule and presenting results at public meetings and council workshops to stakeholders and elected officials who typically do not want or need to see the deep detailed analysis. The Willdan Team is experienced at communicating complex analytical results in a manner that is easy to understand by non-finance-oriented individuals. We have coordinated or participated in numerous public and staff workshops regarding fees and cost of service-based charges.

Unique Combination of Services and Expertise/Public Engagement — Established in 1988, Willdan is a team of over 80 professionals who provide essential financial consulting services throughout California, and the United States. Willdan has provided the requested services to municipal clients for over two decades; and is the only firm providing these types of consulting services that also has a long history of providing contract staff support to public agencies for the delivery of municipal services. This direct experience as “agency staff” provides us with firsthand understanding of City operations and is uniquely useful in determining the full effort associated with service delivery and in developing a fee schedule that is easy to communicate and implement.

We are excited about this opportunity to serve the City of Coachella. To discuss any aspect of our proposal, please contact me; my contact information is provided in the table below.

Willdan Financial Services
Proposal Contact
Chris Fisher
Vice President / Director
27368 Via Industria, Suite 200 Temecula, CA 92590
Tel #: (951) 587-3500 Fax #: (951) 587-3510
Email: CFisher@Willdan.com

As a Vice President of Willdan Financial Services, I am authorized to bind the firm to the terms of this proposal, as well as the subsequent agreement.

Respectfully,

WILLDAN FINANCIAL SERVICES



Chris Fisher
Vice President / Director



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Scope of Services

Project Understanding

Willdan Financial Services (“Willdan”) understands that the City of Coachella (“City”) is seeking a Comprehensive User Fee Study and Cost Allocation Plan that will enhance fiscal sustainability and equitable distribution of financial resources within the community, align fees and charges with the cost of providing the services, while promoting transparency, fairness, and responsible financial management.

Given our experience, we have a clear understanding of the issues and concerns that are encountered with this type of project, and more importantly, how to address and overcome them and meet the City’s objectives.

Key City issues and objectives that are addressed within our scope of services include the following:

- Meeting with City Staff to review existing fee schedules, conduct interviews and gather information necessary to understand the processes, operations, structure and staffing necessary for the City to provide services for which fees are charged;
- Conducting analysis that clearly identifies the full (100%) cost of providing services for which fees are charged, and ensuring that there is a reasonable relationship between these costs, the services being provided, and the recipients of these services – **all to support compliance with Prop 26 and Prop 218;**
- Developing a well-documented Cost Allocation Plan for both full and OMB compliant purposes, which is flexible and able to accommodate changes in City structure, staffing and processes going forward, and which allows for inflation adjustments;
- Comparing costs of providing services with current cost recovery levels and evaluating and adjusting fees and charges to ensure they align with the cost of the services being provided by the City;
- Identifying and evaluating opportunities to develop and implement fees for services being provided for which fees don’t currently exist;
- Identifying the amount of revenue being recovered based on current fee levels and activity levels, and projecting future estimates so that recommended fees recover appropriate amounts of revenue;
- Working with City Staff to develop meaningful recommendations for fee setting and subsidies where charging fees that represent full cost recovery may not be reasonable for policy or political reasons;
- Providing meaningful ‘apples to apples’ comparisons of key fees charged by the City of Coachella to other similar and/or nearby cities chosen in discussions between Willdan and City Staff. The comparisons will involve applicable fees for sample representative projects which the City could anticipate encountering;
- Providing the City with models that incorporate data and information used in developing updated fees, and allows for updates for CPI, new added personnel, updated time estimates and volumes, or other factors as necessary; and
- Preparing a report that clearly identifies services for which fees are charged, the cost of those services, current and recommended cost recovery levels, and fee amounts, and presenting the results in a way that is readily understood by decision makers.

The end products will include user-friendly Excel-based models, which City staff will retain, and which can be easily updated to add or remove services and/or costs, update budgets in future years, determine the proper allocation of expenditures, and on-going full cost of services provided by the City. Most importantly, we will ensure that the results and recommendations are clear and understandable, defensible, and easily implementable.

Rather than a costly and inflexible proprietary software, which can require expensive licensing fees, Willdan builds models utilizing Excel, from the ground up, employing the City’s budget as the gauge. This model, which is then the City’s to retain, gives City staff the control to make on-the-fly adjustments and updates.

We will meet directly with departmental representatives at the City at the beginning of the project, to discuss the approach and process for the studies. Discussions will include ways to combine tasks and efforts among the cost allocation plan and user fee study components to maximize efficiencies and ensure adherence to specified timelines.

The completion of a CAP is a key component and first step in the analysis necessary to calculate the cost of providing services. **A well thought out CAP ensures that indirect costs associated with central overhead services, such as finance, human resources, or city clerk, are appropriately allocated to operating departments, and ultimately included as a cost component of fees for services.** We will work collaboratively with City staff to identify the overhead support services that are provided to operating departments in the City and develop a fair and defensible means of allocating these costs.

Our unique model allows us to provide a CAP that will also be compliant with 2 CFR Part 200 Federal regulations related to cost reimbursement and grant funding, formerly known as OMB A-87 and 2 CFR Part 225 guidelines, which have now been superseded by the Omni Circular. The new circular did not completely overhaul the guidelines, and the intent is still the same, but it did add new limitations to consider and incorporate into a compliant CAP.

For the Comprehensive User Fee Study, we will work directly with personnel at the City who provide services and interact directly with residents and customers, to understand the personnel and procedures involved. By carefully examining these processes, we will be able to identify associated costs such as direct staff costs (salaries and benefits) associated with personnel involved in the activities, and appropriate overhead allocations from both the department and city levels.

For a successful and effective engagement, it is important to have a thorough understanding of specific City policies and objectives, the structure and organization of the City, and the relationships between the central and operating departments. We bring years of successful experience working directly with hundreds of cities throughout California.

Willdan possesses the resources, practical experience, creative thinking, and collaborative consulting skills necessary to complete this important project. **Key distinct advantages that Willdan brings to the City include the following:**

On-site Data Gathering

Our experience has taught us that working together, via face-to-face discussions, is the most efficient and thorough way to ensure that results are accurate, and that studies are completed in a timely manner, which again, is critical in this proposed engagement.

Consequently, through on-site interviews with your staff, Willdan will collect the majority of required data for studies. This method is better than the typical “time and motion surveys” that are provided to agency staff when studies like these are conducted. This process ensures that we gather the data we need in one coordinated step, rather than having to go through repeated follow-up and clarification.

This approach and the dedication of our staff will help ensure we meet the City’s timeline and objectives and provide important information to City staff and the Council as soon as possible.

Public Engagement

Our models and project approach are geared toward delivering our work on schedule and presenting our analysis results at public meetings and Council workshops. While we understand that the City Council and local business community may be generally supportive of increasing fees where necessary, it will be important to present recommendations to them in a way that clearly demonstrates the rationale and supporting analysis.

The Willdan Team is experienced at communicating complex analytical results in a manner that is easy to understand by non-finance-oriented individuals and facilitates discussion. Our proposed principal-in-charge for this engagement has coordinated or participated in numerous public and staff workshops regarding fees and cost of service-based charges. As previously mentioned, our objective is to provide useful, detailed information, and present recommendations to the City Council and public in a way that clearly demonstrates the rationale and supporting analysis. Our experience ensures that we can meet this objective.

User-friendly Models and Reports

Willdan prides itself on creating user-friendly Excel-based models that the City can retain and **conducting our analysis and developing the models collaboratively with City staff.** With City staff’s immediate input and collaboration, Willdan will design extremely flexible, intuitive Excel-based models. In the future, as the City assumes new responsibilities, modifies existing processes, and/or eliminates unnecessary services or programs, the models will be capable of adding or deleting funds, objects, departments, programs, staff positions, and activities. Willdan understands that issues facing the City are unique; consequently, we design our models to match your immediate and desired needs to ensure that end-results exceed staff expectations rather than using an inflexible proprietary software.

The model will be developed to allow the City to run “what-if” scenarios to address possible changes in staffing levels, working hours, etc.

These models are then the City’s to retain, after our services are completed, and allows for the creation of revenue projections, highlighting potential new revenues, and levels of subsidy.

A key element of these studies is presenting results and recommendations in a straightforward manner, which allows Council and staff to confidently make fee setting policy decisions and understand the impacts of those decisions. Rather than using an inflexible proprietary software program, we construct our models from the ground up, as previously discussed, mirroring the City’s budget format wherever possible. As a result, the information contained in our models are easy for City staff to interpret, and the familiar software ensures ease of navigation.

As the models are being designed and constructed, we will work together with City staff to determine the best and most effective features to include.

After the project is completed, we will provide training, so that staff can independently and efficiently evaluate the effects of changes in certain factors. Created directly from the models, our reports clearly and graphically illustrate the full cost recovery level of fee programs and provide projections of revenue from fee programs.

Project Methodologies

The following describes our proposed approach, and work plan to prepare a Cost Allocation Plan and Comprehensive User Fee Study.

Cost Allocation Plan Methodology

The purpose of this cost allocation plan engagement is to ensure that the City of Coachella is maximizing the recovery of indirect costs from identified operating departments, as well as enterprise and other chargeable funds and capital projects.

Furthermore, a sound cost allocation plan is a foundational element of a user fee study, ensuring that the full cost of providing services that is calculated for setting fees includes provision for internal overhead support.

The Cost Allocation Plan is also integral in the development of internal hourly rates, including CIP billing rates. We will work closely with staff in identifying the proper balance of allocation factors appropriate for the City.

To achieve the maximum cost recovery objective, the City must have a method of identifying and distributing administrative costs that is fair, comprehensive, well documented, and fully defensible. A cost allocation plan coupled with comprehensive overhead rates will enable the City to achieve this goal.

The allocation models utilize an iterative method which is the most accurate allocation methodology. Unlike a direct or “step-down” methodology, an iterative method uses the chosen distribution bases and allocates central service costs iteratively until all allocable costs have been distributed. Using this method, the model can detail the allocation for each central function individually for complete transparency and accountability, while removing bias that might result from the order in which allocations occur in a step-down approach.

A direct methodology is essentially a one-iteration methodology, while a step-down method is typically only two iterations and is less precise and unable to accurately track the allocations from start to finish.

Approach for Managing the Project

Willdan’s “hands-on” supervision of Cost Allocation Plan studies, include the following methods:

- **Effective Project Management** — Principal-in-Charge Chris Fisher will manage the entire project with an eye toward high responsiveness, while ensuring that all stakeholders are “on board” with the direction of the project, as well as with the final results. Mr. Fisher will ensure that regular status updates are provided to City staff, conference calls are scheduled, and that in-person meetings are conducted (as necessary).
- **Adherence to Time Schedule** — Willdan recognizes that the use of “timelines” is highly effective in meeting all required deadlines. To keep the project on schedule, there are several tasks that must be completed in a timely manner. Therefore, we will present a project timeline at the kick-off meeting that should be closely followed.

Although the establishment of an experienced project team and a detailed project timeline work extremely well in general, Willdan understands that outside influences can create uncontrollable situations for everyone involved in the project. In rare circumstances like these, our team quickly adapts to changes, and communicates our recommended schedule adjustments to the City.

Approach in Communicating with the City

Willdan staff is accustomed to interfacing with local government councils, boards, staff, community organizations, and the public in general in a friendly and helpful manner; we are always mindful that we represent the public agency. We are sensitive to the need of delivering a quality product, with the highest level of service and professionalism.

Therefore, as the work on the project progresses, we understand that it will be necessary for our staff to work closely with you and City personnel. To accomplish this, we employ a variety of tools, including monitoring project status and budget costs; and ensuring effective communication through several options that are based on the City’s preferences.

Experience with Development Service Processes

A unique aspect of our firm is our relationship with our Engineering Division. For many agencies throughout California and other Western states, this division provides contracted services in planning, engineering, and building and safety. When conducting cost recovery studies, we regularly consult with our engineering and land-development staff of experts on development-related issues. By working with our planners, engineers, and building officials, we understand development-related agency service procedures and workflow functions, which often make the entire user fee study process smoother for your staff.

Comprehensive User Fee Study Methodology

To comprehensively update fees, the City should develop a comprehensive user fee schedule that accurately accounts for the true cost of providing services. Once the study is complete, the fee study model must be flexible so that the City can add, delete, and revise fees in the future. To meet this goal, we will bring our expertise and unique perspectives to your fee study by approaching the project with these three principles:

1) Defensibility

Our user fee projects have not been legally challenged since the inception of this practice area in our firm. We have accomplished this by closely working with legal counsel familiar with user fee studies, our engineering division and with agency staff. In this way, we can tailor the correct approach to ensure full cost recovery combined with a sound and reasonable basis for each user fee you implement.

While Proposition 218 does not directly apply to non-property-related fees, we employ principles from this important constitutional article to make certain that your user fee schedule is developed with fairness, equity, and proportionate cost recovery principles in mind. With the addition of Proposition 26, Willdan will review each analyzed user fee for compliance and appropriateness to ensure continued defensibility.

2) Project and Staff Time

The City must have a sound and technically defensible fee schedule to ensure costs are appropriately recovered, as applicants approach the City for its services. Our standards and approaches serve to get to the issues of your fee study quickly.

Starting with the project kick-off, we will make certain that your staff understands the purpose and scope of the study and its corresponding on-site departmental interview. As Willdan is able to communicate directly with the service providers, this face-to-face interaction provides valuable time estimates.

3) Responsiveness

We take great pride in providing responsive service to our client agencies. Frequent communication is critical to a successful user fee study experience. We will provide a list of data requirements in advance of the project kick-off. Due to this simple step, the introductory meeting can focus on the survey input process, answering questions, determining policy goals, and defining next steps in the project. We will follow up weekly with you at each step in the fee study process to make sure that staff “buys in” to the fee study approach and results.

Comprehensive User Fee Study Approach

Our approach to preparing the user fee study and documentation for Coachella includes:

- Close coordination with your staff to devise a consensus approach. Different programs and/or different service delivery methods will necessitate different approaches.

We will discuss specific pros and cons with City staff as we determine which methods work best for each fee category;

- Strict adherence to key legal and policy issues with regard to user fees, including the percent of cost recovery that the City seeks to achieve. A user fee shall not be set higher than the reasonable cost of providing a fee-generating service. Our approach provides you with a fee schedule that achieves maximum legal cost recovery while ensuring that each fee is supported by technically defensible documentation; and
- Technical analysis necessary to ensure State compliance, and to anticipate and resolve potential policy issues using a combination of industry standards as well as City specific methods.

As described below, there are two basic approaches to calculating user fees:

Approach 1: Case Study Method

This is also sometimes referred to as a cost build-up approach. Using a time and materials approach, the “Case Study Method” examines the tasks, steps and City staff involved in providing a particular ‘unit’ of service, such as a permit review, and then uses that information to develop estimates of the actual labor and material costs associated with providing a unit of service to a single user. It is often used when a service is provided on a regular basis, and staff and other costs associated with the service can be segregated from available budget data.

A typical case study fee model should comprise the following three general cost layers:

1) Central Services Overhead: This category may involve such costs as labor, services, and supplies that benefit more than one department, division, or project. The exact benefits to specific areas are impossible to ascribe to a single activity. Examples are purchasing, human resources, and liability insurance. As part of the user fee study, these costs are calculated in the overhead cost review.

2) Department Overhead: This category may include expenses related to such items as office supplies, outside consultants, and membership dues. It may include management, supervision, and administrative support that are not provided to a direct fee-generating service. Typically, these items are charged, on an item-by-item basis, directly to the department, division, or project.

3) Personnel Costs: This category refers to direct salary and benefit costs of staff hours spent on providing a fee-generating service (e.g., on-site building inspector).

Approach 2: Average Cost Method

This is also sometimes referred to as a programmatic approach, because it looks at costs at a program level, and then allocates them to participants on an occurrence basis. By taking total service costs across a substantial sample period (a year) and dividing by the total number of service units delivered over that same period, costs per unit of service is estimated. This approach is useful when services or programs are provided in a more aggregate manner, where it might be difficult to identify a specific sequence of steps associated with one user or participant; or where it is not feasible to cost-effectively segregate costs associated with specific activities.



Scope of Work

Our proposed work plans, described in detail by task, are provided below. We will maximize efficiency and cost-effectiveness by combining meetings and data gathering efforts between the user fee study and cost allocation plan wherever possible. We explain how each task will be accomplished and identify associated meetings and deliverables. We will work in concert with the City to adjust scopes as needed during the course of the studies.

Cost Allocation Plan

This proposed scope of services addresses the completion of both the full and OMB compliant versions of the Cost Allocation Plan (CAP). We have noted where activities specific to the OMB compliant plan occur.

Task 1:	Initial Document Request
Objective:	Initial due diligence.
Description:	<p>Prior to the kick-off call, relevant documentation will be obtained and reviewed in order to enhance our understanding of the City’s current cost allocation plan and internal structure of the agency. A written request for specific data will be sent to the City. The data provided in this task will provide the building blocks for later model development.</p> <p>Our request may include (but is not limited to):</p> <ul style="list-style-type: none"> ▪ Detailed budget and accounting data; ▪ Prior year’s financial data, salary, position, and staffing data; ▪ Organizational structure; ▪ Prior cost allocation plan and/or user fee documentation and models; and ▪ Data related to various allocation bases that may be incorporated as part of the methodology, i.e., City Council agenda frequencies by department, AP/AR transactions by department, IT equipment distribution by department, etc.
Deliverables:	<p>Willdan: Submit information request to City.</p> <p>City: Provide requested data to Willdan (prior to Task 2, Kick-off Call/Refine Scope). We will follow up with the City to confirm in writing the data that we have received, or which is still outstanding.</p>
Task 2:	Kick-off / Confirm Project Strategy / Refine Scope
Objective:	Confirm project goals and objectives and develop overall project strategy. Identify and discuss policy considerations related to the study and determine appropriate fee categories.
Description:	<p>Willdan will identify and discuss policy matters typically associated with these studies and address data gaps in order to gain a full understanding of the City’s goals for the cost allocation plan.</p> <p>We will establish effective lines of communication and processes for information gathering and review, and conduct discussions with City staff to verify the scope, purposes, and objectives for the CAP.</p> <p>We will also discuss costs that may not be allocable for OMB purposes, and the potential impact on the OMB version of the CAP.</p> <p>During this call, we will ask that the City assign a project manager to serve as its primary contact. The selected City project manager will ensure that available data is provided to Willdan in a timely manner, thereby maintaining adherence to the project’s schedule.</p> <p>We will obtain and review the current cost allocation methodology and discuss with City staff. The objective of this review is to determine specific areas of focus as they relate to the City’s objectives, and to discuss and evaluate current and potential allocation factors.</p>
Meetings:	One (1) project kick-off meeting or call to initiate the project, discuss data needs and methodologies, and to address policy issues. We would propose to conduct the user fee study kick-off during this same meeting, to maximize efficiency and cost effectiveness of City staff and Willdan time.
Deliverables:	<p>Willdan: If needed, a revised project scope and schedule.</p> <p>City: Provide further data requirements and select/introduce City’s project manager.</p>

Task 3: Gather Staffing Information and Develop Cost Allocation Plan Model

Description: This task involves the gathering of specific information, directly from City staff, through interviews and discussion, related to the functions served by indirect staff and the departments served by their activities.

This task also focuses on the development of, and/or adjustment of existing, allocation bases, and the development and testing of a model that will ultimately be used to calculate the proper cost allocations derived from data gathered in prior tasks.

The model will be developed to incorporate any recent changes in the provision of City services, identify the total cost of providing indirect overhead support services, fully allocate central service costs to operating groups such as Development Services, and will include provision for appropriate inflationary adjustments going forward. The model will also be developed to allocate only those costs eligible under 2 CFR Part 200. This is accomplished by loading relevant data into the model, identifying which costs are not allocable under the OMB guidelines. The OMB Super Circular compliant model is valuable as the City may receive Federal or State grant funding that mandates compliance with Federal OMB regulations.

The model will include flexibility to add or delete support service and/or operating groups as changes occur and also the ability to adjust the model and the results annually for inflation, salary, and benefit increases, as well as contract rates.

We will utilize budget and organizational information, and other required information gathered from City staff to complete the work in this task. Specific discussions will be held to discuss allocation bases, services provided by indirect groups, how central overhead services are provided to and utilized by other departments, cost categories and allocation criteria, and how these will factor into the overall cost allocation methodology.

The model and methodology will produce indirect cost rates and overhead percentages which support the development of fully-burdened hourly City staff rates. These hourly rates can be used for a variety of purposes including incorporation into the User Fee Study’s fully burdened personnel rates, billing to Capital Improvement projects work orders, recovery of costs for services provided to City customers working with various City departments, and in the OMB Super Circular compliant CAP, to Federal grants.

Meetings: Online meetings with staff to understand structure and operations as model and allocation bases are developed. Key staff will be interviewed to best understand central overhead staffing and functions and the departments served.

Deliverables: **Willdan:** One (1) user-friendly model in Microsoft Excel format that provides both a full cost allocation plan and an OMB Super Circular compliant cost allocation plan.

Task 4: Test and Review Cost Allocation Methodology

Objective: Test and review model and results with City.

Description: The draft cost allocation plan model will be reviewed with City staff, and adjusted as necessary, to ensure that preliminary allocations provide an accurate depiction of how the central overhead costs should be borne by the operating programs and funds. Over the past several years, we have successfully integrated online meetings by using WebEx™ as an element to our approach.

This allows us to remotely guide staff through the model review and allows you the opportunity to interactively change inputs and test approaches.

Meetings: One (1) online meeting and demonstration with City staff to review the model.

Deliverables: **Willdan and City:** Draft cost allocation plan model review.

Task 5: Prepare and Present Draft Report

Objective: Prepare the draft cost allocation report.

Description: This task involves the draft report preparation. The cost allocation plan’s background, model methodologies, and results will be discussed; calculations and supporting data will be presented textually and in easily understood tables and provided to the City.

Meetings: One (1) online meeting to present the draft report to City staff.

Deliverables: **Willdan:** Draft report for City review and input.

City: Review of draft report, with comments and edits.

Task 6: Discuss and Revise Report	
Objective:	Review of draft report, cost distribution methods, and model.
Description:	<p>An in-depth review of the draft report and model will be conducted to arrive at an optimum allocation method for each expenditure type.</p> <p>Often, through the course of an engagement, comments usually revolve around issues of understandability; appropriate levels of enterprise funds' cost recovery, etc.; ease of calculation; and overhead costs' distribution methods.</p> <p>Our reports are structured to include both the overhead and OMB compliant plan, but in the course of review if a separate report is desired for each or just one of the plans, they will be split.</p> <p>Following a round of comments from City staff concerning the draft report, the final report will be prepared for presentation to the Council.</p>
Meetings:	One (1) conference call with City staff to review the report with changes and revisions.
Deliverables:	Draft report, and revised draft/final report.

Task 7: Prepare and Present Final Report and Model	
Objective:	Prepare and present the final report to City Council. Educate City staff on the operation and use of the model for future modifications.
Description:	This task is the culmination of the cost allocation plan project. Based on staff comments on the draft report, Willdan will prepare the final report for presentation to City Council.
Meetings:	<p>One (1) meeting with the City Council to present the final plan if necessary. This meeting would be held in conjunction with the presentation of the user fee study results.</p> <p>We will also provide staff training on the operation and use of the model, and consult with the City as needed to respond to challenges or questions related to the CAP.</p>
Deliverables:	Willdan: Provide one (1) electronic PDF file copy of the final report and models (full and OMB Super Circular compliant); and five (5) bound copies, and one (1) unbound copy to the City, if requested. Using Microsoft Word and Excel, an updateable electronic copy of the study and models, as well as related schedules, will be provided on CD.

Comprehensive User Fee Study

Task 1: Initial Document Request	
Objective:	Initial due diligence; obtain study-related data.
Description:	<p>Prior to the kick-off meeting, we will obtain and review relevant documentation to further enhance our understanding of the services, fees, and rates to be studied. A written request for data will be sent to the City. Please note that Time Survey data is not part of this request and will be gathered during the on-site interviews described in Task 5.</p> <p>We will request information and documentation on current fees and fee programs, activity levels, and budget and staffing information (to the extent not already available) related specifically to programs and activities which have associated fees, and for which the City has this level of detail.</p>
Deliverables:	<p>Willdan: Submit information request to City.</p> <p>City: Provide requested data to Willdan (prior to Task 3, Kick-off Meeting/Refine Scope). As with the cost allocation plan, we will follow up with the City to confirm receipt of requested data and information and highlight data elements that are outstanding.</p>

Task 2: Compile Inventory of Current and Potential Fees	
Objective:	Willdan will identify a schedule of fees and methodology for calculating the fees.
Description:	Based on the results of the initial document request and independent research, incorporate into our model the existing fees, provided by the City, to comprise the parameters of the fee study.
Meetings:	It is possible that a conference call with the City may be necessary to discuss new fees to implement or existing fees that may no longer be required.
Deliverables:	<p>Willdan: One (1) draft list of current fees based on initial data provided (to be discussed and finalized during the kick-off call).</p> <p>City: Review completed fee schedule and comments/revisions to be discussed during the kick-off meeting.</p>

Task 3: Kick-off Conference Call / Refine Scope

Objective: Confirm goals and objectives for the Comprehensive User Fee Study. Identify and discuss policy considerations typically associated with a User Fee Study, for instance cost recovery/subsidy policies, address gaps in data, and refine appropriate existing or new fee categories (based on Task 2).

Description: Verify our understanding of the City’s goals, the City’s cost-recovery policy for user fees, and to fill any gaps in data/information necessary for the project. It is important for the City and Willdan to identify and address any foreseeable problems and maintain open communication throughout the process.

During this call, we will ask that the City identify a project manager who will serve as the primary contact for the project. The project manager shall have responsibility for ensuring that all available data is provided in a timely manner, thereby maintaining adherence to the project’s schedule.

Meetings: One (1) project kick-off call to initiate the entire project, discuss data needs, and address policy objectives. As mentioned in the cost allocation plan work plan, we suggest combining the kick-off calls to increase efficiency.

Deliverables: **Willdan:** 1) Revised project scope and schedule (if needed); and 2) brief summary of policy decisions (if needed).
City: 1) Provide further data needs; and 2) determine/introduce City’s project manager.

Task 4: Develop User Fee Model

Objective: Develop and test model.

Description: This task involves the development of the model ultimately used to calculate the departmental fees, based on data and information gathered in previous tasks and in the Time Survey Interviews.

Key model inputs will include staff and allocated overhead costs per position, and relevant budget data on salaries and benefits.

Most of this information will be developed during the cost allocation plan phase of this project and will be incorporated directly into the user fee model. We will request clarification and/or additional data if necessary.

The model will build upon the cost allocation plan results, to provide an allocation of administrative and overhead costs to fee related activities and departments providing services to customers, so that fees and billable rate schedules incorporate applicable costs.

Furthermore, the fees and rates charged to customers will also reflect the cost of the services being provided, to the extent possible given policy and/or political considerations.

Deliverables: **Willdan:** One (1) user-friendly model in Microsoft Excel format, which, when finalized, City staff can use to calculate fee changes annually, or as often as deemed appropriate by the City Council.

Task 5: Staff Interviews and On-site Information Gathering

Objective: Meet with City staff to complete Time Surveys and understand service delivery processes.

Description: In order to assist staff with the completion of the survey worksheets, we will schedule one (1) day of meetings with staff; however, the number of meetings needed may vary depending on the number of staff and departments involved.

The Willdan Team will conduct interviews with supervisors/managers, as well as other staff, as deemed appropriate and/or necessary, from each department involved in the user fee study to determine the average time required by City staff to provide each of the services for which a fee is collected.

The fee model is designed so that full cost recovery fees are calculated immediately upon input of staff time. These full costs are also compared to current cost recovery levels.

This will allow Willdan and City staff to conclude with a final meeting to review the draft full cost recovery fees and adjust any times as necessary once all information has been compiled and input into the fee model. We will schedule the interviews with staff to minimize any disruption to their normal workflow.

Meetings: One (1) business day of meetings/staff interviews. These may be either in person, or virtual using Zoom or WebEx, or a combination depending on City Staff availability. We have received feedback that many cities find virtual meetings to be more efficient as they allow for more flexible scheduling and more focused conversation. We will discuss options with City Staff and proceed accordingly.

Over the past three years we have used these tools very successfully and found them to be highly effective and efficient, particularly for follow-up questions and/or discussions.

Deliverables: **Willdan and City:** Time surveys and full cost recovery fees.

Task 6: Data Analysis and Final User Fee Schedule

Objective: Incorporate information obtained from interviews and surveys to fully develop model.

Description: We will update the model, based on information received during the surveys and interviews with City Staff, to generate a comprehensive user fee schedule. In addition, it is very common that a supplemental data request may be necessary, based on new fees identified that the City is not currently collecting.

Where appropriate, we will suggest and discuss with staff alternate approaches to existing fee programs (i.e., building fees) and suggest potential areas where fees could be collected where they are not currently.

We will calculate and present the full cost recovery level for fees, both current and projected under the new fees, and revenue projections, given certain assumptions about the levels of subsidy for different fees.

Current levels of cost recovery will be compared to actual full costs calculated during the course of this study. Cost will be calculated at reasonable activity levels and include all appropriate direct and indirect costs and overhead. We will review fee programs for compliance with Propositions 218 and 26.

In developing the fee schedules for each division, we will make recommendations for new fees where appropriate, based on our experience with other cities. Some areas for new fees may be due to changes in law (legalized cannabis), or for activities that the City finds itself performing regularly, but for which no fee is collected.

Where possible, we will incorporate discussion of the City’s economic development policies, and where these may intersect with fee programs, for instance setting fees in a manner that encourages certain activities.

The user fee data analysis and model development may take three (3) to four (4) weeks with frequent correspondence with City staff to discuss current cost recovery amounts, necessary to recover full cost and frequency activity.

Meetings: Virtual meetings, as necessary, to gather additional input, complete analysis and finalize fee schedule.

Deliverables: Final user fee model for City Council presentation and discussion.

Task 7: Common Fees Comparison

Objective: Examine selected user fees charged by up to five (5) comparable cities in Riverside County or other jurisdictions that are close in proximity or similar to the City of Coachella.

Description: We will access and use our knowledge of other jurisdictions to benchmark the City’s five (5) most common visible fees or highest yielding fees with comparable jurisdictions.

Fee schedules are rarely readily or directly comparable from agency to agency due to definitional and operational differences. For example, a grading permit in one jurisdiction may include the plan check service, while the same permit in another jurisdiction may not, resulting in similar sounding services with widely varying costs. For this reason, Willdan takes a selection of the City’s most commonly used and/or highest yielding fees.

The survey will contain the following, a comparison of common or similar fees and charges used by the City and other jurisdictions; current and proposed fees and charges unique to the City of Coachella; fees and charges used by other public entities not currently used in the City; and If possible, identify characteristics and processes unique to the City that account for significant variances in fees and charges used by other jurisdictions.

Deliverables: **Willdan:** Recommendations provided in Task 8 will incorporate the data gathered during our examination.

Task 8: Prepare and Present Draft Report

Objective: Prepare draft report.

Description: This task involves the preparation of the draft report that discusses the study’s background, the methodologies utilized in the study, and the results and presentation to various stakeholder groups. As noted below, meetings may occur during this or the next task as appropriate. The calculations used to generate the user fee study will be included textually, as well as in easy to understand tables. Individual fee summaries by department and a comprehensive fee schedule will be included.

The draft report will include the following:

- Key results and findings;
- Basic descriptions of each service;
- The full cost of each service at low, medium, and high activity level and current cost recovery levels;

- Costs broken down graphically into indirect and direct components, with a graphic display of the level of cost recovery;
- Fee recommendations with associate levels of cost recovery;
- Projections of potential fee revenue;
- Assessment of reasonableness of each City’s costs;
- Review of reasonableness of current consultant cost structure (for Building Division services);
- As appropriate, recommend alternative methodologies for building permit fee calculation; and
- Summary and recommendations.

The objective of the report is to communicate the recommendation of appropriate fees, which include the appropriate subsidy percentage for those fees where full cost recovery may be unrealistic.

Meetings: One (1) conference call with City staff, to present draft results address questions and receive feedback.

Deliverables: **Willdan:** Draft report for City review and comment.

City: Review of draft report, with comments and edits.

Task 9: Revise Draft Report/Determine Cost Recovery Levels for Recommended Adoption

Objective: Review of draft report and fee model.

Description: The goal of this task is to conduct an in-depth review of the draft report and model, incorporate feedback and changes as a result of previous discussions, and arrive at an optimum fee structure.

Often through the course of an engagement, City staff will volunteer insightful likes and dislikes regarding the existing fee structure. We listen to this feedback carefully because your staff members know the community best. Comments usually revolve around issues of:

- Understandability;
- Fairness to applicants;
- Ease of calculation;
- Appropriate levels of cost recovery; and
- Full cost recovery hourly rates.

When adjusting fee recovery levels, we believe it is important to address these concerns.

Following one (1) round of comments from City staff on the draft report and feedback from City staff, we will prepare the final report for presentation to the City Council.

Meetings: One (1) online demonstration (WebEx) to review the report and model, with any revisions.

Deliverables: Draft report, revised draft /final report.

Task 10: Prepare and Present Final Report/Instruct Staff on Model

Objective: Prepare and present final report to City Council. Instruct staff on the operation and use of the model for future modifications.

Description: This task is the culmination of the entire project. Based on staff comments received regarding the draft report, we will prepare the final report for presentation.

Meetings: One (1) meeting with City Council to present the results and adopt the updated fee schedule. We will also provide staff training on the operation and use of the model on the same day, during regular business hours.

Deliverables: Provide one (1) electronic PDF file copy of the final report and models; and, if requested, provide five (5) bound copies, and one (1) unbound copy to the City. Using Microsoft Word and Excel, an updateable electronic copy of the study and models, as well as related schedules, will also be provided on CD.

City Staff Support

To complete our tasks, we will need the cooperation of City Staff. We suggest that the City of Coachella assign a key individual to represent the City as the project manager who can function as our primary contact. We anticipate that the City’s project manager will: 1) Coordinate responses to requests for information; 2) Coordinate review of work products; and 3) Help resolve policy issues. Willdan will endeavor to minimize the impact on City Staff in the completion of this project.

We will ask for responses to initial information requests in a timely manner. If there are delays on the part of the City, we will contact the City’s project manager to steer the project back on track. We will keep the City’s project manager informed of data or feedback we need to keep the project on schedule.

Project Schedules

Willdan understands time is of the essence for the City of Coachella to begin this engagement. The schedules can only be met with the cooperation of City staff. Delays in responding to our requests for data and review will result in corresponding delays to the project schedule. If that is the case, we will notify the City immediately of the possible impact on the schedule.

Cost Allocation Plan

City of Coachella Cost Allocation Plan																		
Project Schedule																		
Scope of Services	April					May				June				July				
	1	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22	29
Task 1: Initial Document Request			⌘1															
Task 2: Kick-off / Refine Scope (conference call)				⌘2														
Task 3: Gather Staffing Information and Develop Model (conference call)						⌘3												
Task 4: Test and Review Cost Allocation Methodology (conference call)								⌘4										
Task 5: Prepare and Present Draft Report (meeting)										⌘5								
Task 6: Discuss and Revise Report (conference call)												⌘6						
Task 7: Prepare and Present Final Report/Instruct Staff on Model (meeting)																	⌘7	

Deliverables:

- ⌘1: Information Request
- ⌘2: Revised Project Scope and Schedule (if needed)
- ⌘3: User-friendly Model in Microsoft Excel
- ⌘4: Draft Cost Allocation Plan Model Review
- ⌘5: Draft Report
- ⌘6: Revised Draft Report/Final Report
- ⌘7: Final Report – Hard and Electronic Copies

Comprehensive User Fee Study

City of Coachella Comprehensive User Fee Study																										
Project Schedule																										
Scope of Services	April					May				June				July				August				September				
	1	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16	23
Task 1: Initial Document Request			⌘1																							
Task 2: Compile Inventory of Current and Potential Fees				⌘2																						
Task 3: Kick-off / Refine Scope (web meeting/conference call)					⌘3																					
Task 4: Develop User Fee Model						⌘4																				
Task 5: Staff Interviews and Information Gathering (web meetings)								⌘5																		
Task 6: Data Analysis and Final User Fee Schedule (Web mtgs/conf calls)										⌘6																
Task 7: Common Fees Comparison														⌘7												
Task 8: Prepare and Present Draft Report (conference call)																⌘8										
Task 9: Revise Draft Report/Determine Cost Recovery Levels (conference call)																			⌘9							
Task 10: Prepare and Present Final Report/Instruct Staff on Model (web meeting)																								⌘10		

Deliverables:

- ⌘1: Information Request
- ⌘2: Draft List of Current Fees
- ⌘3: Revised Project Scope and Schedule (if needed)
- ⌘4: User-friendly Model in Microsoft Excel
- ⌘5: Time Surveys and Draft Full Cost Recovery Fees
- ⌘6: Draft Fee and Rate Model Review
- ⌘7: Common Fee Comparison
- ⌘8: Draft Report
- ⌘9: Revised Draft Report/Final Report
- ⌘10: Final Report – Hard and Electronic Copies

Quality Control Procedures

Project Management Approach

At Willdan, we utilize a Project Management Process/Approach that ensures projects are completed on time, within budget and most importantly yield results that match our clients' expectations. We will document discussions leading to important policy decisions and/or the choice of critical assumptions used in constructing the analysis and model.

Following key stakeholder discussions, we will schedule a call to summarize findings and direction with City staff, to make certain that we are in agreement with stated objectives, and that feedback is incorporated as appropriate.

Through the process of providing regular updates and conducting status conference calls, potential issues will be highlighted, discussed, and resolved. Any deviances from the project timeline will be identified and plans will be developed for course corrections.

Project Management				
				
Define the Project	Plan the Project	Manage the Project	Review the Project	Communicate the Project
<ul style="list-style-type: none"> Identify the project scope, set objectives, list potential constraints, document assumptions. Define a course of action and develop an effective communication plan. Provide a forum for applying the team's collective expertise to solving difficult analytical issues that arise in complex projects. 	<ul style="list-style-type: none"> Collaborate with the project team and client staff and agree upon timeline to meet the estimated project timeline. Assign workload functions to appropriately qualified staff to ensure milestones are met, on time. Pre-schedule quality control meetings with the project team to maintain the progressive motion of the project. 	<ul style="list-style-type: none"> Manage the execution of the project. Direct existing and upcoming project tasks. Control and monitor work in progress. Provide feedback to client and project team. Identify and resolve deviances from project timeline. 	<ul style="list-style-type: none"> Review all work products and deliverables. Utilize structured quality assurance process involving up to three levels of review at the peer level, project manager level. Procure executive officer level review. 	<ul style="list-style-type: none"> Communicate with the client regarding work status and progress. Ensure client is in receipt of regular status updates. Schedule regular conference calls to touch base. Inform client of roadblocks, work outside of projected scope.

Quality Assurance / Quality Control Process

Our quality control program is incorporated as a required element of Willdan’s day-to-day activities. There are three levels of reviews incorporated for our deliverables:

- 1) Peer review;
- 2) Project Manager review; and
- 3) Final quality assurance manager review.

Peer reviews involve one analyst reviewing the work of another, while project manager reviews are conducted prior to delivery to the quality assurance manager. The quality assurance manager then performs a final review. This assures that our final product has been thoroughly evaluated for potential errors; thus, providing quality client deliverables, and high levels of integrity and outcomes.



The primary mission of our quality control plan is to provide staff with the technical and managerial expertise to plan, organize, implement, and control the overall quality effort, thereby ensuring the completion of a quality project within the time and budget established.

Quality Assurance Goals		
Goal	Lead	Task
Quality Assurance / Control Process	Chris Fisher	<ul style="list-style-type: none"> ▪ Establish a set of planned and systematic actions for maintaining a high level of quality in the professional services performed; ▪ Emphasize quality in every phase of work; ▪ Ensure efficient use of resources; ▪ Establish a consistent and uniform approach to the services performed; and ▪ Implement appropriate quality control measures for each work task of the project.
Quality Control Plan	Chris Fisher, Tony Thrasher, & Robert Quaid	<ul style="list-style-type: none"> ▪ Contract deliverables; ▪ Specific quality control procedures; ▪ Special quality control emphasis; ▪ Budget and manpower requirements; ▪ Overall project schedule and budget; and ▪ Project documentation requirements;

Key Personnel

Our management and supervision of the project team is very simple: staff every position with experienced, capable personnel in sufficient numbers to deliver a superior product to the City, on time and on budget. With that philosophy in mind, we have selected experienced professionals for this engagement. We are confident that our team possesses the depth of experience that will successfully fulfill your desired work performance.

Project Team

City of Coachella Project Team		
Key Team Member	Project Role	Responsibility to the Engagement
Chris Fisher Vice President/Director	Principal-in-Charge	<ul style="list-style-type: none"> Ensure client satisfaction, flow of communication, and oversight of the project Technical guidance; Project oversight; Quality assurance & control; and Meeting and presentation attendance.
Tony Thrasher Principal Consultant	Project Manager	<ul style="list-style-type: none"> Task oversight; Model development; Produce key elements of the analyses; Responsible for project deliverables; Report preparation and evaluation; and Meeting and presentation attendance.
Priti Patel Senior Financial Analyst	Senior Analyst	<ul style="list-style-type: none"> Collect, interpret, and disseminate key data; Assistance with model development; Peer review; Report preparation; and Meeting and presentation attendance.
Samantha Labitan Senior Analyst	Analytical Support	<ul style="list-style-type: none"> Collect, interpret, and disseminate key data; Assistance with model development; Peer review; and Report preparation.
Robert Quaid Principal Consultant	Technical Advisor	<ul style="list-style-type: none"> Third party reviewer; and Report evaluation.

Project Team Stability

Mr. Fisher has been assigned to serve as the City’s representative; he has been selected for this role due to his vast experience, which includes the preparation and supervision of numerous fee studies, as well as his experience presenting to governing bodies, stakeholders, and industry groups.

It is important to note that Mr. Fisher has been with Willdan for 24 years, ensuring the City of Coachella of continuity and dedication in staffing during the completion of the project.

Resumes

Resumes for Willdan’s project team are presented on the following pages.

Chris Fisher

Principal-in-Charge

Education
 San Francisco State University, Bachelor of Science, Finance

Mr. Chris Fisher, Vice President / Director of Willdan’s Financial Consulting Services group, will serve as Principal-in-Charge for the City of Coachella project. He will also share his extensive knowledge related to cost-of-service principles with members of the project team.

Areas of Expertise
 Cost of Service Analyses

Mr. Fisher joined Willdan in April of 1999, and during that time has managed an array of financial consulting projects for public agencies in California, Colorado, Texas, Arizona, and Florida, coordinating the activities of resources within Willdan, as well as those from other firms working on these projects. He is one of the firm’s leading experts for special district financing related to public infrastructure, maintenance, and services, including public safety.

Multi-disciplinary Team Management

Related Experience

Special District Formations

City of Palm Desert, CA — Cost Allocation Plan and Comprehensive User Fee Study: Mr. Fisher is the principal-in-charge for the ongoing full cost allocation plan and user fee study. Willdan’s work includes the gathering of necessary data and information, interviews with City Staff to identify overhead support services and how they are used and interviews to gather information related to fee-based services. We are also developing financial models to calculate overhead allocations and personnel rates and the full cost of services for which fees are charged. We are working with Staff to finalize cost recovery targets, prepare reports and present the results.

Client Presentations
 Proposition 218

City of Murrieta, CA — Cost Allocation & OMB Compliant Plan and Comprehensive User Fee Study: Mr. Fisher served as the project manager on the City’s fee study. The primary objective for the cost allocation study was to ensure that general government costs were fairly and equitably allocated to appropriate programs and funds. **The City recently re-engaged Willdan to conduct an update to both studies.**

Affiliations
 California Society of Municipal Finance Officers

Municipal Management Association of Northern California

City of West Hollywood, CA — Comprehensive User Fee Study and Cost Allocation Plan: Mr. Fisher is the principal-in-charge for the City’s Comprehensive User Fee Study and Cost Allocation Plan engagement, managing the overall execution of the project, providing technical guidance and quality control.

California Municipal Treasurers Association

City of Burbank, CA — Comprehensive Citywide User Fees and Charges Study: Mr. Fisher oversaw the City’s recently completed Citywide User Fees and Charges Study.

24 Years’ Experience

City of Pomona, CA – Master Fee Schedule Update: Mr. Fisher was the principal-in-charge for the City’s master fee schedule update and update of the development impact fees. Mr. Fisher provided quality control and served as the primary contact with the City.

City of Laguna Hills, CA — Comprehensive Cost Allocation Plan and Comprehensive User Fee Study: Mr. Fisher oversaw the update of the City’s general overhead allocation plan and cost-of-service user fees.

City of Irvine, CA — OMB Cost Allocation Plan and Comprehensive User Fee Study: Willdan completed a cost allocation plan and user fee study for the City of Irvine. Mr. Fisher managed and provided quality assurance to this project, ensuring the accuracy of the models, as well as the final reports. He also presented the results to the City’s Finance Commission and to the City Council.

City of Signal Hill, CA — Cost Allocation Plan and User Fee Study: As principal-in-charge, Mr. Fisher oversaw the development and review of a Full and OMB compliant cost allocation study and a comprehensive user fee and rate study for the City’s master list of fees.

City of West Covina, CA — Comprehensive Cost Allocation Plan and User Fee Study: Mr. Fisher served in the role of project manager for the City’s engagement. The cost allocation plan developed will aid the City in the recovery of overhead costs related to central service activities.

Housing Authority of the County of San Bernardino – Cost Allocation Plan: Mr. Fisher is the principal-in-charge for the Authority’s full and OMB cost allocation plan engagement, and the ongoing update. Willdan was brought in and worked with the Housing Authority and HUD to respond to unfavorable OIG audit findings related to the Authority’s’ approach to the allocation of overhead costs. We developed a new Cost Allocation Plan and are currently working on an update to that plan. The initial work resulted in the clearance of the HUD findings with no penalty to the Housing Authority.

Tony Thrasher

Project Manager

Education

Bachelor of Science
in Economics;
California State
Polytechnic
University, Pomona

Areas of Expertise

Cost Allocation Plans

Fiscal Analysis for
User Fees and Rates

District Administration
Services

Utility Rate Studies

14 Years' Experience

Due to his cost allocation and user fee analyses experience, Mr. Tony Thrasher has been selected to serve as Project Manager for the City's engagement. Mr. Thrasher is a Principal Consultant within the Financial Consulting Services group, whereby his responsibilities include managing projects and conducting fiscal analyses for cost allocation plans, user fees, and utility rate studies.

Mr. Thrasher's prior employment was as a financial analyst working in bond, equity, and mortgage-backed security markets for Wells Fargo Bank, Bank of New York Mellon, and Deutsche Bank. His experience includes portfolio accounting, differential analysis, and forecasting.

Related Experience

City of Indian Wells, CA — User Fee Study: Mr. Thrasher served as the technical project manager for the City's Administrative, Building, Planning and Public Works Departments. The study involved the identification of existing and potential new fees, fee schedule restructuring, data collection and analysis, orientation and consultation, quality control, communication and presentations, and calculation of individual service costs cost recovery levels.

City of Palm Desert, CA — Cost Allocation Plan and Comprehensive User Fee Study: Mr. Thrasher is currently serving as the technical project manager for the City's full cost allocation plan and user fee study. He is directly responsible for the creation of both models for the study, gathering and verification of the data, managing the analysts working to support him and presenting results to the City.

City of Chino Hills, CA — Cost Allocation Plan and Comprehensive User Fee Study: Mr. Thrasher is the project manager for the City's Cost Allocation Plan and Comprehensive User Fee Study. He is working directly with the City contact throughout the engagement.

City of West Hollywood, CA — Comprehensive User Fee Study and Cost Allocation Plan: As the project manager for City's Comprehensive User Fee Study and Cost Allocation Plan engagement, Mr. Thrasher is overseeing the project analysts and is heavily involved in the analysis, development of models, preparation of reports and delivery of results.

City of Burbank, CA — Comprehensive Citywide User Fees and Charges Study: Mr. Thrasher was the project manager for the City's recently completed study, He directed the preparation of the model and reports and was responsible for the delivery of results to the City.

City of Pomona, CA – Master Fee Schedule Update: Mr. Thrasher served as the project manager for the master fee schedule update portion of the City of Pomona's engagement, which also included an update of the development impact fees. Mr. Thrasher was responsible for the development of models and reports and coordinating analytical support.

City of Irvine, CA — OMB Cost Allocation Plan and Comprehensive User Fee Study: Serving as the project's analyst, Mr. Thrasher provided analytical support; and designed micro-level allocation models to ensure full-cost recovery for public safety, public works, community development, community services, and administrative departments.

City of San Marcos, CA — Cost Allocation Plan, Indirect Cost Rate Proposals and Comprehensive User Fee Study: Mr. Thrasher is the project manager for the City of San Marcos' full and OMB compliant cost allocation plan, preparation of Indirect Cost Rate proposals, and Comprehensive User Fee Study engagement. He is the primary in developing the model, which contains all City personnel and expenditures broken down into the ICRP tables. The project is ongoing, and the User Fee Study is now underway.

City of San Fernando, CA — Cost Allocation Plan and Comprehensive User Fee Study: Mr. Thrasher was the project manager for the City's cost allocation plan, OMB compliant plan and comprehensive user fee study engagement. ***Willdan has recently, through a competitive bid, been re-selected to update the cost allocation plan.***

City of Mission Viejo, CA — Cost Allocation Plan and User Fee Study: Mr. Thrasher was assigned to work with the City on this project, providing analytical support, gathering data, working with staff to make refinements, and developing cost allocation and fee models to ensure full-cost recovery for building and safety, planning, community development, and public works departments.

Priti Patel

Senior Analyst

Education

Bachelor of Arts; Business Management, Information Systems and International Business, University of Cincinnati

Areas of Expertise

Cost Allocation Plans

User Fee Studies

Proposition 218

9 Years' Experience

Ms. Priti Patel is a Senior Analyst within the Financial Consulting Services group, whereby she supports project managers in conducting utility rate analyses, fee studies, cost allocation plans, monitoring Proposition 218 compliance, and forming special districts. Coordinating and conducting activities associated with Cost Allocation Plans and User Fee Studies, including database integration and manipulation, revenue and expenditure analyses, and documentation preparation are just some of Ms. Patel's duties. With these duties, she interacts with clients on a regular basis.

Ms. Patel joined Willdan as an analyst with the District Administration Group, while with DAS she performed research and analysis needed for local government financial issues related to district administration, including document data entry and updating, database management, research and report preparation. She also provided general information on questions pertaining to Assessment Districts and special taxes (such as Mello-Roo's Pools), as well as the status of property delinquencies.

Related Experience

City of Chino Hills, CA — Cost Allocation Plan and Comprehensive User Fee Study: Providing analytical support in the preparation of a cost allocation plan and comprehensive fee study, Ms. Patel worked to identify and take into account direct and indirect costs, along with changes in staffing, structure, and service delivery methods. She is also assisting in the preparation of user-friendly Excel-based models that City staff can easily update in the future to determine the proper allocation of expenditures and ongoing full cost of City-provided services.

City of West Hollywood, CA — Comprehensive User Fee Study and Cost Allocation Plan: Ms. Patel is serving as the primary financial analyst for City of West Hollywood's Fee Study engagement. Ms. Patel has been instrumental in collecting the necessary data and collaborating with the City and Willdan senior project team members in conducting the study, including development of the model, researching similar fees in comparable cities and preparation of reports.

City of Burbank, CA — Comprehensive Citywide User Fees and Charges Study: Ms. Patel provided analytical support and gathered budget and allocation basis data for this engagement. She also assisted in the development of the financial model.

City of Laguna Hills, CA — Cost Allocation Plan and Comprehensive User Fee Study: Ms. Patel provided analytical support in the preparation of a full cost allocation plan and fee study for the development of a master list of fees.

City of Fillmore, CA — Full Cost Allocation Plan and User Fee Study: Ms. Patel helped develop a cost allocation plan and model that fully allocated central overhead costs to appropriate operating departments, funds, and/or programs. She assisted in the completion of the model and report and worked directly with senior staff on their feedback and revisions.

City of San Fernando, CA — Cost Allocation Plan and Comprehensive User Fee Study: Ms. Patel provided support to senior team members in the preparation of the cost allocation plan, OMB compliant plan and comprehensive user fee study engagement.

City of National City, CA — Cost Allocation Plan, OMB Compliant Cost Allocation Plan, User Fee Study, and ISF Allocation Study: Ms. Patel provided analytical support in the preparation of this study, her primary duties included development of the models, finalizing model figures and results, and generating reports.

City of Yucaipa, CA — Cost Allocation Plan and Comprehensive User Fee Study: Provided analytical support in the preparation of a Cost Allocation Plan and OMB compliant cost allocation plan and comprehensive fee study for the development of a master list of fees. Ms. Patel worked to identify and take into account direct and indirect costs, along with changes in staffing, structure, and service delivery methods.

City of Pittsburg, CA — Cost Allocation Plan and User Fee Study: Ms. Patel was assigned to provide assistance to senior project team members on the City of Pittsburg Cost Allocation Plan and User Fee Study engagement. She will be a technical lead for the gathering of data, creation of the models and preparation of study reports and presentations. ***The City hired Willdan for the original study, and for two subsequent updates.***

Samantha Labitan

Analytical Support

Education
 University of California,
 Santa Barbara

*Bachelor of Arts,
 Mathematics*

Areas of Expertise
 Cost Allocation Plans

User Fee Studies

*Benefit/Maintenance
 Assessment Districts*

*Community Facilities
 Districts*

*Local Improvement
 Districts*

7 Years' Experience

Ms. Samantha Labitan is Senior Analyst within Willdan's Financial Consulting and District Administration Services groups. Ms. Labitan provides analytical support under the guidance of the project team. Her primary function is to support project managers and senior analysts with cost allocation plans and user fee studies. She specializes in analysis for a variety of clients, including cities, water districts, public utilities, and school districts.

She regularly speaks with individuals representing title companies, real estate agencies, and appraisal firms, together with staff from cities and counties. Willdan's proprietary computer system allows him to readily access the owner's name, the Assessor's Parcel Number, existing and future taxes or assessments, and more; thus, enabling expedient service. Community Facilities Districts, Local Improvement Districts, Landscape and Lighting Districts, and County Service Areas are some of the special districts she administers.

Select Relevant Experience

City of West Hollywood, CA — Cost Allocation Plan and Comprehensive User Fee Study: For this project, Ms. Labitan provides analytical support. Primary duties include gathering and verifying necessary data, finalizing model figures and generating reports.

City of Lynwood, CA — Cost Allocation Plan & OMB Compliant Cost Allocation Plan and User Fee Study: Ms. Labitan provided support to the project team specific to the preparation of a comprehensive fee study, full and OMB compliant cost allocation plan. Ms. Labitan worked in tandem with the project managers to identify and account for direct and indirect costs, along with changes in staffing, structure, and service delivery methods.

City of San Fernando, CA — Cost Allocation Plan and Comprehensive User Fee Study: Ms. Labitan is currently providing support to senior team members in the preparation of a cost allocation plan, OMB compliant plan and comprehensive user fee study.

City of Richmond, CA — Cost Allocation Plan & User Fee Study: As analytical support, Ms. Labitan provided assistance to the project team. Primary duties included gathering and verifying necessary data, finalizing model figures and generating reports.

City of Gilroy, CA — Cost Allocation Plan and Comprehensive User Fee Study: Ms. Labitan worked on the team for the City's fee study project, providing analytical support, gathering data, working with staff to make refinements, and developing cost allocation and fee models to ensure full-cost recovery for building and safety, planning, community development, and public works departments.

City of El Centro, CA — Full & OMB Compliant Cost Allocation Plan and User Fee Study: Ms. Labitan served as the analyst in the preparation of a full & OMB compliant Cost Allocation Plan and Comprehensive User Fee Study, for the City of El Centro engagement.

City of Goleta, CA — Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study: Ms. Labitan provided analytical support to the project team for the City's comprehensive fee study, full and OMB compliant cost allocation plan.

City of Los Banos, CA — Full & OMB Compliant Cost Allocation Plan and Comprehensive User Fee Study: Ms. Labitan provided analytical support to the project team for the City's comprehensive fee study, full and OMB compliant cost allocation plan.

City of Blythe, CA — Full and OMB Compliant Cost Allocation Plan: Ms. Labitan served as the analyst in the preparation of a full and OMB compliant cost allocation plan, for the City of Blythe engagement.

City of Pismo Beach, CA — Comprehensive User Fee Study: Ms. Labitan served in the capacity of assistant analyst for the City's comprehensive fee study.

City of Brighton, CO — Cost Allocation & OMB Compliant Plan: Ms. Labitan is providing analytical support for the City's cost allocation plan.

Robert Quaid

Technical Advisor

Education

Bachelor of Science,
University of
Southern California

Areas of Expertise

Fiscal Analysis for
User Fees and Rates

Cost Allocation Plans

Acquisition Audit
Services

Statutory Financial
Reporting

Fund Audits

Quality Review of
Community
Facilities, Lighting &
Landscaping, and
Assessment Districts

Affiliations

California Society
of Municipal
Finance Officers

California Society
of CPAs

35 Years' Experience

With his 35 years of extensive experience in public financing, Mr. Robert Quaid has been selected to provide quality assurance/quality control in the role of technical advisor. In his position as a Principal Consultant at Willdan, Mr. Quaid provides project management, procedural support, technical support, and quality review for Willdan's District Administration group, as well as the Financial Services Consulting group specific to cost allocation plans, user fee studies, and special financial analysis.

Prior to joining Willdan, Mr. Quaid worked in the private industry of real estate accounting and finance. He began his career with the public accounting firm formerly known as Haskins & Sells (currently known as "Deloitte & Touche"). His experience includes financial statement analyses, asset administration, computer conversion, and reporting to the Securities and Exchange Commission for several public real estate partnerships. In 1979, Mr. Quaid became a licensed California CPA.

Related Experience

City of Thousand Oaks, CA — Cost Allocation Plan: Mr. Quaid served as project manager for the development of an OMB A-87 compliant cost allocation plan model using fiscal year actual costs as the basis for the allocations. He was responsible for the preparation of the Cost Allocation Plan report and provided cost allocation model training to City staff.

The objective of this project was to determine the appropriate allocation of indirect costs from City General Fund central service departments to the General Fund operating departments/programs and the non-General Fund departments/programs. The plan model included 16 allocation bases allocating costs to over 100 departments and divisions. Both full and OMB A-87 cost allocation models were delivered to the City. Willdan was awarded a four-year contract.

Cities of Fontana, Gardena and Hawthorne, CA — Cost Allocation Plan Projects: For each of these cities, Mr. Quaid served in the role of task manager for the development of an OMB A-87 compliant cost allocation plan model using Microsoft Excel. He was responsible for the preparation of the cost allocation plan report and trained City staff on how to use the cost allocation model.

City of Cathedral City, CA — Comprehensive User Fee Study: Mr. Quaid served as project manager for a user fee study that required updating fees for Planning, Engineering, Building, Police, Fire, City Clerk, and Finance.

Mr. Quaid has provided Quality Assurance and Quality Control to multiple clients throughout California. Provided below are a few examples of clients for which services have been provided in the previous five years.

- City of Arcadia, CA
- City of Belmont, CA
- City of Burbank, CA
- City of Cerritos, CA
- City of Chino Hills, CA
- City of Claremont, CA
- City of Coalinga, CA
- City of Fillmore, CA
- City of Hayward, CA
- City of Indian Wells, CA
- City of Lynwood, CA
- City of Monterey, CA
- City of Murrieta, CA
- City of Petaluma, CA
- City of Richmond, CA
- City of St. Helena, CA
- County of San Benito, CA
- City of San Bruno, CA
- City of Irvine, CA
- City of Salinas, CA
- City of Upland, CA
- City of Watsonville, CA
- City of West Hollywood, CA
- City of Yucaipa, CA

Firm Qualifications

Firm Profile

Willdan Financial Services is an operating division within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (WLDN). WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation’s infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities.

A financially stable company, Willdan has approximately 1,500 employees working in more than a dozen states across the U.S. Our employees include a number of nationally recognized Subject Matter Experts for all areas related to the broadest definition of connected communities—*five of whom are committed to contributing their expertise throughout the duration of the City of Coachella’s Comprehensive User Fee Study and Cost Allocation Plan engagement.*

Willdan has solved economic, engineering and energy challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. Today, we are leading our clients into a future accelerated by changes in resources, infrastructure, technology, regulations, and industry trends.



Willdan Financial Services

Established on June 24, 1988, Willdan Financial Services, is a national firm and is one of the largest public sector economic and financial analysis consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of infrastructure challenges.

Our staff of over 80 professionals support our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise.

Willdan assists local public agencies by providing the following services:

Willdan Financial Services	
Services	
<ul style="list-style-type: none"> ▪ User fee studies; ▪ Cost allocation studies; ▪ Utility rate and cost of service studies; ▪ Real estate economic analysis; ▪ Feasibility studies; ▪ Municipal Advisory; ▪ Arbitrage and continuing disclosure services; ▪ Economic development strategic plans; 	<ul style="list-style-type: none"> ▪ Development impact fee establishment and analysis; ▪ District administration services; ▪ Property tax audits; ▪ Tax increment finance district formation and amendment; ▪ Housing development and implementation strategies; ▪ Debt issuance support; and ▪ Long-term financial plans and cash flow modeling.

Firm Experience

Willdan Financial Services has provided User Fee Study and Cost Allocation Plan services to municipal clients for 26 years; and has prepared comprehensive user fee studies as well as cost allocation plans, and OMB compliant cost allocation plans for clients throughout California, and the United States. Since 1998, we have developed the expertise to successfully integrate this service into the Financial Consulting Services group’s primary functions.

Willdan’s Financial Consulting Services staff has assisted well over 100 California government agencies with the development and/or update of all fee types. Each project has required defensible documentation and thorough coordination of fee program changes for different agency departments and stakeholders within the business community. In some cases, Willdan has been required to negotiate fees with stakeholders and, on occasion, defend them in meetings and public forums.

We are particularly strong in advising our clients on the advantages and disadvantages of different fee schedule structures (Citywide versus multiple-fee districts/zones; more versus fewer land-use categories; etc.) and methods of fee calculation that are based on the City’s and stakeholder priorities and applicable regulations that comply with Proposition 26 and Proposition 218. Our record of success within the industry provides assurance of the professionalism and capability we will bring to this engagement. A team composed of project managers and analysts develop and/or update user fee studies and cost allocation plans. Willdan has extensive experience with the range of fees charged in the region and the state, and the typical pros, cons, and challenges of each, both in implementation and management. Willdan will bring its expertise to the City’s process of considering financial, practical and policy issues in deciding on its future fee program.

Extensive Public Sector Experience

Willdan has delivered industry-leading financial, energy and engineering solutions that have transformed government and commerce for 60 years. Willdan Financial Services advises governments throughout the United States and abroad about financial and economic consulting. We serve all levels of government and collaborate with government staff, constituents, developers, officials, and other professional services firms.

Project Dedication

Willdan has assembled a project team of five subject matter experts within the Financial Consulting Services group, to conduct the City of Coachella Fee Study engagement. This team has coordinated or participated in numerous public stakeholder and staff workshops regarding fees and cost of service-based charges.

Experienced Team

Our employees know and understand the problems facing local government under the current economic climate, and we have oriented our practice to support an agency’s modified budget policies and public service priorities.

Financial Stability

Willdan Group, Inc. (WGI) has sustained a healthy financial performance record due to the outstanding performance of our operating divisions and a strong, dependable reputation in municipal consulting. Detailed financial statements and annual reports are included on our webpage (<http://ir.willdangroup.com/>). As a publicly traded company (WLDN), Willdan must provide public financial information as required by the SEC. Furthermore, Willdan Financial Services is not currently involved in any condition (e.g., bankruptcy, pending litigation, planned office closures, impending merger) that may impede our ability to complete this engagement.

Financial Stability

- In business for 60 years
- Over 1,500 employees
- Fiscal Year 2023 Consolidated Contract Revenue of \$354M
- Market capitalization of \$231M (January 2023)
- \$50 million Line of Credit with the ability to increase up to \$60 million

References

Below are recent project descriptions, including client contact information, which are similar in nature to those requested by the City of Coachella engagement. We are proud of our reputation for customer service and encourage you to contact these clients regarding our commitment to completing the projects within budget and agreed upon timelines.

City of Indian Wells, CA User Fee Study and Cost Allocation Plan

The City of Indian Wells sought an outside consultant to prepare a comprehensive study of the City’s user fees for the Administrative, Building, Planning and Public Works Departments. Willdan completed this study in a manner that would fully identify and consider all direct/indirect costs.

Willdan reviewed and analyzed existing user fee programs, and based upon conversations and meetings with staff, made suggestions, as necessary, for fees that may need to be added to the City’s fee schedule for which fees were not currently being charged. We developed a comprehensive cost of service analysis and model that included allocation of indirect overhead costs, updated existing fees, and incorporated new fees, and used it to create an updated comprehensive fee schedule. We also assisted the City by attending a meeting with local building industry officials to describe the approach to the analysis, and address questions and concerns.

We recently conducted a Cost Allocation Plan for the City, which was completed in December 2023.

Client Contact: Kevin McCarthy, Finance Director
44-950 Eldorado Drive, Indian Wells, CA 92210-7497
Tel. #: (760) 346-2489 | Email: kmccarthy@indianwells.com

City of Eastvale, CA Comprehensive User Fee Study and Full & OMB Cost Allocation Plan

Through a competitive bid, the City of Eastvale engaged Willdan Financial Services to conduct a comprehensive study of the City’s user fees, as well as the preparation of a Full and OMB compliant Cost Allocation Plan.

Our primary objective for the cost allocation study was to ensure that general government costs are fairly and equitably allocated to appropriate programs and funds, based on tailored and well thought out allocation factors. The Cost Allocation Plan was also created to develop OMB compliant overhead allocations and indirect rates.

Willdan developed the Cost Allocation Plan and model, reviewed and analyzed existing user fee programs, and working collaboratively with staff, made suggestions as necessary for additions to the City’s fee schedule for activities for which fees were not currently being charged. The Cost Allocation Plan and Comprehensive User Fee Study were completed and the Willdan team worked with the City to incorporate some minor adjustments and conduct meetings with local stakeholder groups.

Client Contact: Amanda Wells, Finance Director / City Treasurer
12363 Limonite Ave. Suite 910, Eastvale, CA 91752
Tel #: (951) 703-4430 | Email: finance@eastvaleca.gov

City of Claremont, CA Comprehensive User Fee Study and Full Cost Allocation Plan

Willdan was engaged to prepare for the City of Claremont a Cost Allocation Plan and Comprehensive User Fee Study. Willdan developed a cost allocation plan and model that fully allocated central overhead costs to appropriate operating departments, funds, and/or programs. Our primary objective for the cost allocation study was to ensure that general government costs are fairly and equitably allocated to appropriate programs and funds, based on tailored and well thought out allocation factors.

Willdan reviewed and analyzed existing user fee programs, and based upon conversations with staff, made suggestions, as necessary, for fees that may need to be added to the City’s fee schedule for which fees were not currently being charged. Utilizing the full CAP, the comprehensive user fee study phase was completed with full interviews and being conducted on site, and a comprehensive fee model developed.

Willdan has recently been re-selected to provide an update to the User Fee Study and Cost Allocation Plan.

Client Contact: Adam Pirrie, City Manager
207 Harvard Avenue, Claremont CA 91711
Tel #: (909) 399-5328 | Email: APirrie@ci.Claremont.ca.us

City of Murrieta, CA

Cost Allocation and OMB Compliant Plan and Comprehensive User Fee Study

Willdan was engaged by the City of Murrieta to complete a full and OMB compliant cost allocation plan and the preparation of a comprehensive user fee study. Our primary objective for the cost allocation study was to ensure that general government costs were fairly and equitably allocated to appropriate programs and funds, which are based on tailored and well thought out allocation factors.

For the comprehensive user fee study, the primary objective was to ensure that fees for requested services were calculated to account for the full cost of providing the services, and set appropriately, given City policy and financial objectives. A concerted focus was put on achieving near or full cost recovery for the Building & Safety, Planning, Fire, and Public Works fees. The analysis also justified measured increases in some of the fees associated with the other departments. We also supported the City in answering questions from, and participating in several meetings with, the local Building Industry Association representative, to explain the approach to the study, the data used, and the analytical methodology.

Willdan was re-selected to provide an update to the User Fee Study and Cost Allocation Plan.

Client Contact: Stacey Stevenson, Administrative Services Director
1 Town Square, Murrieta, CA 92562
Tel #: (951) 461-6004 | Email: SStevenson@Murrietaca.gov

City of Chino Hills, CA

Full Cost Allocation Plan and Comprehensive User Fee Study

The City of Chino Hills engaged Willdan to complete a comprehensive Cost Allocation Plan and Comprehensive User Fee Study. Willdan staff met with City staff to verify the City’s objectives for the study, independently gathered most of the necessary data for the development of the CAP model and methodology and worked directly with City staff to gather additional detail or clarify information where necessary. We worked City staff to understand the various functions served by indirect staff in various City departments, and which operating departments or funds they served. We worked directly with City staff to develop and verify allocation bases and make adjustments through several iterations of the CAP model, as necessary.

We developed a cost-of-service analysis and model that updated existing fees and incorporated new fees and used it to create an updated comprehensive fee schedule.

Willdan is currently providing an update to the User Fee Study and Cost Allocation Plan.

Client Contact: Christa Buhagiar, Finance Director
14000 City Center Drive, Chino Hills, CA 91709
Tel. #: (909) 364-2642 | Email: cbuhagiar@chinohills.org

City of West Hollywood, CA

Comprehensive User Fee Study and Full Cost Allocation Plan

Willdan was engaged to prepare for the City of West Hollywood a Cost Allocation Plan and Comprehensive User Fee Study. Willdan developed a cost allocation plan and model that fully allocated central overhead costs to appropriate operating departments, funds, and/or programs. Our primary objective for the cost allocation study was to ensure that general government costs are fairly and equitably allocated to appropriate programs and funds, based on tailored and well thought out allocation factors.

Willdan reviewed and analyzed existing user fee programs, and based upon conversations with staff, made suggestions, as necessary, for fees that may need to be added to the City’s fee schedule for which fees were not currently being charged. Utilizing the full CAP, the comprehensive user fee study initial phase is complete with full interviews concluded and a comprehensive fee model developed. The study is currently wrapping up with additional analysis and updates requested by the City.

Client Contact: Annie Ruiz, Revenue Manager
8300 Santa Monica Blvd, West Hollywood, CA 90069
Tel. #: (323) 284-6499 | Email: aruiz@weho.org

Similar Studies

Provided in the table below is a list of the public agencies in which similar services are currently in progress, or have been completed, in the previous five years.

Willdan Financial Services Five Year Cost Allocation Plan and User Fee Study Experience	
Client	Project Description
City of Amarillo, TX	Cost Allocation Plan
City of Arcadia, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Arroyo Grande, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Arvin, CA	Cost Allocation Plan
City of Aurora, CO	Cost Allocation Plan and Comprehensive User Fee Study
City of Barstow, CA	Cost Allocation Plan
City of Bedford, TX	Cost Allocation Plan
City of Belmont, CA	Development Services User Fee Study
City of Bellflower, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Benicia, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Blythe, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Brighton, CO	Cost Allocation Plan
City of Burbank, CA	Comprehensive User Fee Study
City of Calexico, CA	EMS User Fee Study
City of Canyon Lake, CA	Comprehensive User Fee Study & EMS User Fee Study
City of Capitola, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Cave Creek, AZ	Cost Allocation Plan and Comprehensive User Fee Study
City of Chino, CA	Comprehensive User Fee Study, Cost Allocation Plan and Indirect Cost Rate Studies
City of Chino Hills, CA	Cost Allocation Plan and Comprehensive User Fee Study, and Updates
City of Claremont, CA	Cost Allocation Plan and User Fee Study
City of Clermont, FL	Building & Safety Department User Fee Study
City of Commerce City, CO	Comprehensive User Fee Study and Development Impact Fee Study
City of Coppell, TX	Full Cost Allocation Plan
City of Cudahy, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of DeSoto, TX	Comprehensive User Fee Study
City of Dinuba, CA	Cost Allocation Plan & User Fee Study
City of El Cerrito, CA	Cost Allocation Plan and Community Development Department User Fee Study
City of El Monte, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Updates, and Development Impact Fee Study
City of Eastvale, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study
City of Encinitas, CA	Development Services User Fee Study and Cost Allocation Plan and Updates
City of Fillmore, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Foster City, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study
City of Fountain Hills, AZ	Comprehensive User Fee Study
City of Fountain Valley, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Fontana, CA	Cost Allocation Plan, OMB Compliant Plan, and User Fee Study
City of Fullerton, CA	Community Development Department User Fee Study and Fire Department User Fee Study
City of Georgetown, TX	Cost Allocation Plan

Willdan Financial Services
Five Year Cost Allocation Plan and User Fee Study Experience

Client	Project Description
City of Gilroy, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study & 2023 CPI Updates
City of Goleta, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study
City of Hayward, CA	Comprehensive Master User Fee Study, Full Cost Allocation Plan, and Updates, and Rental Inspection Program Fee Analysis
City of Hesperia, CA	Comprehensive User Fee Study
City of Hollister, CA	Planning User Fee Study
City of Indian Wells, CA	Comprehensive User Fee Study & Updates
City of Irvine, CA	Cost Allocation, OMB Compliant Plan, Comprehensive User Fee Study, and Building & Safety Fee Update
City of Irwindale, CA	Cost Allocation Plan, User Fee Study and Development Impact Fee Study
City of Kingsburg, CA	Full & OMB Compliant Cost Allocation Plan
City of La Puente, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Lake Elsinore, CA	User Fee Study and Cost Allocation Plan and Updates
City of Lindsay, CA	Cost Allocation Plan, User Fee Study, and Impact Fee Analysis
City of Lomita, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Analysis
City of Los Alamitos, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Los Altos, CA	Cost Allocation Study, OMB Compliant Plan, and Comprehensive User Fee Study
City of Los Angeles, CA	Building & Safety User Fee Study
City of Los Banos, CA	Full Cost Allocation Study, OMB Compliant Plan, and Comprehensive User Fee Study
City of Lynwood, CA	User Fee Study and Cost Allocation Plan, and Updates
City of McFarland, CA	Cost Allocation Plan and Utility Rate Study
City of Manteca, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Mesquite, TX	Cost Allocation Plan and OMB Compliant Plan, and Updates
City of Mission Viejo, CA	Comprehensive User Fee Study and Cost Allocation Plan, and Updates
City of Missouri City, TX	Full and OMB Compliant Cost Allocation Plan and User Fee Study
City of Montebello, CA	Cost Allocation Plan and User Fee Study, and Updates
City of Monterey Park, CA	Cost Allocation Plan and User Fee Study, and Updates
City of Monterey, CA	Cost Allocation Plan and Indirect Cost Rate
City of Mountain View, CA	Comprehensive User Fee Study and Cost Allocation Plan
City of Murrieta, CA	Comprehensive User Fee Study, Cost Allocation Plan, and OMB Compliant Plan and Updates
City of Napa, CA	Comprehensive User Fee Study, Full Cost Allocation Plan, and OMB Compliant Plan
City of National City, CA	Cost Allocation Plan, OMB Compliant Cost Allocation Plan, and Comprehensive User Fee Study
City of Oroville, CA	Cost Allocation Plan and Updates
City of Oviedo, FL	Cost Allocation Plan
City of Palm Desert, CA	Cost Allocation Plan and Comprehensive User Fee Study, and Updates
City of Patterson, CA	Comprehensive User Fee Study, Full and OMB Compliant Cost Allocation Plan
City of Paramount, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Petaluma, CA	Cost Allocation Plan, User Fee Study, CIP Admin Rate & Work Order Rate Analysis, Hourly Overhead Rates, and ISF Allocation Study, and Updates
City of Pismo Beach, CA	Cost Allocation Plan, OMB Compliant Plan, and User Fee Study
City of Pittsburg, CA	User Fee Study and Cost Allocation Plan, and Updates
City of Pleasant Hill, CA	Cost Allocation Plan, OMB Compliant Plan, and User Fee Study
City of Pomona, CA	Master Fee Schedule Update and Development Impact Fee Review

Willdan Financial Services Five Year Cost Allocation Plan and User Fee Study Experience	
Client	Project Description
City of Richmond, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Rosemead, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of St. Helena, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study, and Updates
City of San Anselmo, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Bruno, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of San Dimas, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of San Fernando, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study, and Updates
City of San Jacinto, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of San Luis, AZ	Cost Allocation Plan
City of San Marcos, CA	Cost Allocation Plan, Indirect Cost Rate Studies and Comprehensive Citywide User Fee Study
City of Santa Cruz, CA	Citywide Overhead Cost Allocation Plan, Santa Cruz Library Cost Allocation Plan, and Fleet and Facility Services Cost Allocation Plan, and Updates
City of Santa Paula, CA	Cost Allocation Plan, OMB Compliant Plan, User Fee Study and Development Impact Fee Study
City of Selma, CA	EMS User Fee Study
City of Sierra Madre, CA	Comprehensive User Fee Study, Full and OMB Compliant Cost Allocation Plan
City of Soledad, CA	User Fee Study
City of Stanton, CA	Comprehensive User Fee Study, Cost Allocation Plan, and OMB Compliant Plan
City of Tamarac, FL	Building & Safety Department User Fee Study
City of Temple, TX	Comprehensive User Fee Study
City of Tulare, CA	Comprehensive User Fee and Rate Study, Full Cost Allocation Plan, and OMB Compliant Plan
City of Tustin, CA	Comprehensive User Fee Study, and Updates
City of Twentynine Palms, CA	Comprehensive User Fee Study, Full and OMB Compliant Cost Allocation Plan,
City of Upland, CA	Cost Allocation Plan and Comprehensive User Fee Study, and Updates
City of Vernon, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Watsonville, CA	Comprehensive User Fee and Rate Study, Cost Allocation Plan, and OMB Compliant Plan, and Updates
City of West Hollywood, CA	Cost Allocation Plan and User Fee Study, and Updates
City of West Sacramento, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study, and Updates
City of Yucaipa, CA	Comprehensive User Fee and Rate Study, Full Cost Allocation Plan, and OMB Compliant Plan, and Updates
Coachella Valley Cemetery, CA	User Fee Study
County of Mono, CA	Comprehensive User Fee Study
County of Placer, CA	Land Development Fee Study
Housing Authority of the City of Alameda, CA	Cost Allocation Plan and Updates
Housing Authority of the County of San Bernardino, CA	Cost Allocation Plan and Updates
Placer County Water Agency, CA	Cost Allocation Plan and Overhead Rate Study
Town of Apple Valley, CA	Cost Allocation Plan
Town of Paradise Valley, AZ	Master User Fee Study
Town of Sunnyvale, TX	Comprehensive User Fee Study
Town of Yucca Valley, CA	Comprehensive User Fee Study

Fee Proposal

Willdan proposes a **not to exceed fixed fee of \$38,210** to conduct the Cost Allocation Plan and Comprehensive User Fee Study on the City's behalf. The tables below provide a breakdown of the fee to complete each study by task and project team member.

Cost Allocation Plan

Willdan proposes a **fixed fee of \$10,390** to conduct the Cost Allocation Plan on the City's behalf.

City of Coachella							
Cost Allocation Plan							
Fee Proposal							
	C. Fisher Principal-in- Charge	T. Thrasher Project Manager	P. Patel Senior Analyst	S. Labitan Analytical Support	R. Quaid QA/Tech Advisor	Total	
	\$ 250	\$ 210	\$ 135	\$ 125	\$ 210	Hours	Cost
Scope of Services							
Task 1: Initial Document Request	-	-	1.0	-	-	1.0	\$ 135
Task 2: Kick-off /Refine Scope	-	1.0	1.0	-	-	2.0	345
Task 3: Gather Staffing Information & Develop CAP Model	1.0	2.0	8.0	12.0	1.0	24.0	3,460
Task 4: Test and Review Cost Allocation Methodology	-	2.0	6.0	4.0	0.5	12.5	1,835
Task 5: Prepare and Present Draft Report	1.0	2.0	4.0	6.0	1.0	14.0	2,170
Task 6: Discuss and Revise Report	1.0	2.0	4.0	1.0	-	8.0	1,335
Task 7: Prepare and Present Final Report/Instruct Staff on Model	-	4.0	2.0	-	-	6.0	1,110
Total – Cost Allocation Plan	3.0	13.0	26.0	23.0	2.5	67.5	\$ 10,390

Comprehensive User Fee Study

Willdan proposes a **fixed fee of \$27,820** to conduct the Comprehensive User Fee Study on the City's behalf.

City of Coachella							
Comprehensive User Fee Study							
Fee Proposal							
	C. Fisher Principal-in- Charge	T. Thrasher Project Manager	P. Patel Senior Analyst	S. Labitan Analytical Support	R. Quaid QA/Tech Advisor	Total	
	\$ 250	\$ 210	\$ 135	\$ 125	\$ 210	Hours	Cost
Scope of Services							
Task 1: Initial Document Request	-	-	1.0	-	-	1.0	\$ 135
Task 2: Compile Inventory of Current and Potential Fees	-	1.0	1.0	1.0	-	3.0	470
Task 3: Kick-off /Refine Scope	-	1.0	1.0	-	-	2.0	345
Task 4: Develop User Fee Model	1.0	4.0	8.0	8.0	1.0	22.0	3,380
Task 5: Staff Interviews and On-site Information Gathering	-	8.0	12.0	8.0	-	28.0	4,300
Task 6: Data Analysis and Final Fee and Rate Schedule	1.0	6.0	32.0	32.0	1.0	72.0	10,040
Task 7: Common Fees Comparison	-	3.0	4.0	14.0	-	21.0	2,920
Task 8: Prepare and Present Draft Report	1.0	2.0	6.0	8.0	1.0	18.0	2,690
Task 9: Revise Draft/Determine Cost Recovery Levels	0.5	4.0	8.0	2.0	-	14.5	2,295
Task 10: Prepare and Present Final Report/Train Staff on Model	-	4.0	3.0	-	-	7.0	1,245
Total – Citywide User Fee Study	3.5	33.0	76.0	73.0	3.0	188.5	\$ 27,820

Notes

- Our fee includes all direct expenses associated with the project.
- We will invoice the City monthly based on percentage of project completed.
- Additional services may be authorized by the City and will be billed at our then-current hourly overhead consulting rates.
- City shall reimburse Willdan for any costs Willdan incurs, including without limitation, copying costs, digitizing costs, travel expenses, employee time and attorneys' fees, to respond to the legal process of any governmental agency relating to City or relating to the project. Reimbursement shall be at Willdan's rates in effect at the time of such response.
- The cost of preparing the user fee study can be included in the resulting new user fee schedule. Therefore, over time, the City can recover the initial outlay of funds that was required to complete the studies.
- Willdan will rely on the validity and accuracy of the City's data and documentation to complete the analysis. Willdan will rely on the data as being accurate without performing an independent verification of accuracy and will not be responsible for any errors that result from inaccurate data provided by the client or a third party.

Hourly Fee Schedule

Our current hourly rates are listed below.

Willdan Hourly Rate Schedule		
Position	Team Member	Hourly Rate
Group Manager	Chris Fisher	\$250
Managing Principal		\$240
Principal Consultant	Tony Thrasher & Bob Quaid	\$210
Senior Project Manager		\$185
Project Manager		\$165
Senior Project Analyst	Priti Patel	\$135
Senior Analyst	Samantha Labitan	\$125
Analyst II		\$110
Analyst I		\$100



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