



City of Highland

Penny Lilburn, Mayor
District 3

Jimmy Saldana, Mayor Pro Tem
District 2

Gregory Hogan, Councilmember
District 1

Larry McCallon, Councilmember
District 5

John P. Timmer, Councilmember
District 4

City Council Regular Meeting Agenda

April 14, 2026 at 6:00 PM
City Hall Donahue Council Chambers
27215 Base Line, Highland, CA 92346

Staff

Carlos Zamano, City Manager
Lawrence Mainez, Community Development Director
Leticia Nava-Cruz, Director of Administrative Services/City Treasurer
Octavio Duran Jr., Public Works Director/City Engineer
Maricela Marroquin, City Attorney
Alondra Muñoz, City Clerk

Mission Statement

Highland is dedicated to the betterment of the individual, the family, the neighborhood and the community. The City Council and the staff of Highland are dedicated to providing the quality of public facilities and services that its citizens are willing to fund and will do so as efficiently as possible.

In compliance with the Brown Act, any writings or documents provided to a majority of the legislative body regarding any item on this agenda, that are not exempt from disclosure under the California Public Records Act, will be made available for public inspection at City Hall, 27215 Base Line Highland, CA 92346, during normal business hours. Such documents will also be made available on the City's website at www.highlandca.gov.

In compliance with the Americans with Disabilities Act (ADA), if you need special assistance, please contact the City Clerk's office at (909) 864-6861, ext. 226, at least 72 hours prior to the meeting for any requests for reasonable accommodations, including interpreters.

Levine Act: Pursuant to Government Code Section 84308, any party to a City proceeding must disclose on the record any campaign contributions made to a member of the City Council (or commission) in excess of \$500 in the past 12 months. This disclosure requirement includes contributions by the party's agent and aggregated contributions from persons or entities related to the party. Please make the disclosure as soon as possible, but no later than the beginning of the proceeding.

Call to Order

Invocation

Pledge of Allegiance

Roll Call

Report From Closed Session

Special Presentations

Proclamation - Child Abuse Prevention Month

Public Comment

To address the City Council, please complete a speaker form located at the entrance and give it to the City Clerk prior to the beginning of the meeting. Your name will be called when it is your turn to speak. State Law prohibits the City Council from acting on any item not on the agenda. Individual speakers are limited to 3 minutes each. For those wishing to make public comments by email, please submit your comments by 5:00 p.m. on April 14, 2026, to publiccomment@highlandca.gov. If you are submitting a public comment pertaining to an item on the agenda, please identify the agenda item number. Members of the public may submit comments on public hearing items at any time before the meeting, as well as during the meeting up until the close of the public hearing for the respective item.

City Council Business

1. Across the Board Adjustment for All Employees

The Finance/Personnel Subcommittee recommends adoption of a resolution approving a 5% cost-of-living adjustment (COLA) effective July 1, 2026, for all City employees, including unrepresented employees and executive management classifications such as Department Directors, Assistant Directors, and City Manager.

City Council Consent Calendar

2. Waive the Reading of All Ordinances

Wave the reading of all ordinances in their entirety and read by title only.

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3. Minutes - March 10, 2026 Joint City Council Regular Meeting & Housing Authority Special Meeting
Approve the Minutes as submitted.
 4. Treasurer's Report for February 2026
Receive and file the Treasurer's Report for February 2026.
 5. Warrant Register No. 788
Approve Warrant Register No. 788; Warrants in the amount of \$3,689,361.23 and Payroll in the amount of \$280,684.05.
 6. Claim Considerations
George Hills recommends the City Council reject the claims.
 7. Second Reading of Ordinance No. 479 Amending Highland Municipal Code Section 3.08.080 Relating to Monetary Settlement Authority for Tort Liability Claims
Conduct a second reading and adopt Ordinance No. 479 amending subsections B, C, and D of Section 3.08.080 of the Highland Municipal Code to Revise Monetary Settlement Thresholds for Tort Liability Claims.
 8. Second Reading of Ordinance No. 480 Amending Highland Municipal Code Section 2.15.035 to Incorporate SB 827 Financial and Fiscal Training Requirements and Expanded Ethics Training Obligations
Conduct a second reading and adopt Ordinance No. 480 amending Section 2.15.035 of the Highland Municipal Code to:
 1. Incorporate fiscal and financial oversight training requirements mandated by SB 827 for covered local agency officials; and
 2. Update and expand ethics training requirements to reflect current State law.
 9. Second Reading of Ordinance No. 481, an Amendment to Title 5, Chapter 5.04, Section 5.04.160 of the City of Highland Municipal Code (Business License)
 1. Conduct a second reading and subsequently adopt Ordinance No. 481 amending Section 5.04.160 (License Fee-Payment Due Dates) of the Highland Municipal Code amending the term and collection of the fee for new business licenses; and
 2. Making a finding of exemption under the California Environmental Quality Act.

10. TDA Article 3 Grant Claim Resolution for the Boulder Avenue & Webster Street School Area Sidewalk Gap Closure Project (SWK26001)

1. Adopt Resolution No. 2026-___ authorizing the submittal of periodic claims to the San Bernardino County Transportation Authority (SBCTA) for Transportation Development Act (TDA) Article 3 funds in the amount of \$357,700 for the Boulder Ave. & Webster St. School Area Sidewalk Gap Closure Project (SWK26001);
2. Authorize the Public Works Director/City Engineer to execute the claim documents;
3. Adopt Resolution No. 2026- ___ approving the Amended Measure I Five-Year Capital Improvement Program (Fiscal Years 2025/2026 through 2029/2030);
4. Approve a budget adjustment for the use of \$357,700 in TDA Article 3 Funds (Expenditure Acct #005.8320.6550, Revenue Acct# 005.8320.7205); and
5. Approve a budget adjustment to use up to \$372,300 from the Measure I fund balance (Acct# 017-2100) to be expended from the Traffic Improvements Account (Acct # 017-8350-6550) for the Project.

11. Bid Award - Bid No. 2026-03, "Tree Trimming and Arborist Services" Agreement

1. Award the on-call contract for Bid No. 2026-03, "Tree Trimming and Arborist Services Agreement" to the lowest responsive bidder, West Coast Arborist, Inc.; and
2. Authorize the City Manager to execute up to four, one-year extensions to the agreement.

12. Contract Change Order and Contingency Authorization - Financial Management Software Upgrade (Work Program HP+)

The Finance/Personnel Subcommittee recommends the City Council:

1. Approve a contract change order with Tyler Technologies for additional implementation services related to the Financial Management Software upgrade to Enterprise (Munis); and
2. Authorize a 10% contingency on the revised implementation contract amount to address unforeseen necessary system configuration and integration modifications identified during implementation with change orders to be signed by the City Manager.

13. Notice of Completion - Bid No. 2024-02, "Highland Natural Parkland Trail Project" (Project No. TRA20001)

1. Accept Bid No. 2024-02, "Highland Natural Parkland Trail Project" (Project No. TRA20001) as complete;
2. Authorize the Mayor to sign the Notice of Completion; and
3. Direct the City Clerk to file the Notice of Completion.

14. Design Award for the Base Line and Greenspot Road Connected Smart Corridors Project (Project No. SIG25002)

1. Approve the proposal from AGA Engineers, Inc. (AGA) to provide traffic engineering, design, and construction management services for the Base Line and Greenspot Road Connected Smart Corridors Project in the amount of \$378,274.58; and
2. Authorize the City Manager to approve contract amendments up to 10% of the contract amount.

15. Joint Powers Authority (JPA) for the Establishment of a San Bernardino Regional Housing Trust (SBRHT)

Staff does not recommend participating in the San Bernardino Council of Government's (SBCOG) proposed SBRHT and JPA.

City Council Public Hearing

The order of business for Public Hearings shall be:

1. Mayor opens Public Hearing;
2. Staff presentation;
3. Applicant/Representative presentation;
4. Speakers in favor of proposal;
5. Speakers in opposition to proposal;
6. Applicant rebuttal;
7. Mayor closes Public Hearing;
8. Council discussion, motion and vote.

Once the Public Hearing is closed; no further testimony is taken.

16. Ordinance Adding a New Chapter to the Highland Municipal Code Regarding Electronic Bikes, Scooters, and Skateboards (Electric Mobility Devices)

The Public Safety Subcommittee Recommends the City Council:

1. Introduce and conduct a first reading of an ordinance entitled, "An Ordinance of the City Council of the City Of Highland, California Adding A New Chapter 8.60 "E-Bikes" to Title 8 "Health And Safety" of the City's Municipal Code; and
2. Make a Finding Of Exemption Pursuant To The California Environmental Quality Act Section 15061(B)(3).

17. City Council Monthly Compensation Adjustment

Introduce and conduct first reading of City Council Ordinance No. _____, amending Section 2.04.010 (Compensation of Councilmembers) of the Highland Municipal Code to increase compensation of City Council members.

City Council Legislative18. America's 250th Anniversary on July 4, 2026

Discuss and provide direction to staff regarding participation in the 250th anniversary of the signing of the Declaration of Independence.

19. City Manager Report and Comments (Work Program, Regional/Legislative/ Development Issues, Subcommittees, etc.)

Discussion and possible action.

20. Councilmember Comments (Agency/Committee/AB 1234 Reports, District Updates, etc.)

Discussion and possible action.

Announcements**Closed Session****CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION**

Government Code Section 54956.9(d)(2)

A point has been reached, where, based on existing facts and circumstances, there is a significant exposure to litigation against the City resulting from a claim submitted by Lucia Cruz related to property damage that occurred to a backyard retaining wall at 28599 Cherokee Rose Drive in the City of Highland on August 1, 2024. The claim that was submitted on March 6, 2025 is available for public inspection at the City Clerk's office.

CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION

Government Code Section 54956.9(d)(1)

Name of case: *In Re: National Prescription Opiate Litigation*, U.S. District Court for the Northern District of Ohio, Case No. 1:17-MD-2804

CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION

Government Code Section 54956.9(d)(2)

A point has been reached, where, based on the opinion of the City Council, based on existing facts and circumstances, there is a significant exposure to litigation against the City.

CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION

Government Code Section 54956.9(d)(1)

Name of case: *City of Highland v. Pathak, et. al*, San Bernardino County Court Case Number CIVSB2521254

Adjourn

Regular Meetings

Effective March 1, 2022, pursuant to Resolution No. 2022-001, the regular City Council meetings will be held once a month on the second Tuesday of each month. The next regular meeting of the City Council is scheduled for May 12, 2026.

Certification

I, Alondra Muñoz, City Clerk, or my designee, hereby certify that the foregoing agenda was posted on our website at www.highlandca.gov and in the following designated areas: Highland Branch Library (7863 Central Avenue), Fire Station No. 1 (26974 Base Line), and City Hall (27215 Base Line) at least seventy-two (72) hours prior to the meeting per Government Code Section 54954.2.



A handwritten signature in black ink, appearing to read "Alondra Muñoz", is written over a horizontal line. The signature is stylized and cursive.



Staff Report

to the City Council

Agenda
Item
No.1.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Carlos Zamano, City Manager
Maricela Marroquin, City Attorney
Prepared By: Tish Nava-Cruz, Director of Administrative Services/City Treasurer
Subject: Across the Board Adjustment for All Employees

Recommendation:

The Finance/Personnel Subcommittee recommends adoption of a resolution approving a 5% cost-of-living adjustment (COLA) effective July 1, 2026, for all City employees, including unrepresented employees and executive management classifications such as Department Directors, Assistant Directors, and City Manager.

Fiscal Impact:

\$221,732 in Salaries and \$33,386 in Benefits. A 5% across the board adjustment was already budgeted for in the 2025-2027 budget so no adjustment is needed.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

During the last budget review, the Finance Personnel Subcommittee (Subcommittee) recommended the City Council delay the second-year cost-of-living adjustment (COLA) until it could be reassessed. At the time, uncertainties in the State's financial outlook made it difficult to project long-term impacts. The Subcommittee determined it was more prudent to revisit the adjustment rather than commit to a multi-year increase.

The City Council is now considering the previously deferred adjustment based on updated financial and economic information. Since that time, the State has not reduced funding to the City. With that concern resolved, it is appropriate to proceed with the second-year COLA as originally budgeted.

Over recent years, the City's employee salary adjustments have frequently not kept pace with increases in the Consumer Price Index (CPI) for the Riverside–San Bernardino–Ontario metropolitan area. While there have been multiple years since the City's inception where COLA increases were 0% or below CPI, this analysis focuses on the period from 2019 to the present to evaluate the current request.

The cumulative difference between CPI increases and City salary adjustments from 2019 through 2026 demonstrates that the proposed 5% COLA will help bring compensation more in line with actual cost-of-living increases, while remaining slightly conservative overall.

Justification for 5% COLA

- Regional CPI data reflects sustained inflationary pressure that has often met or exceeded prior COLA adjustments.
- The proposed 5% COLA effective July 1, 2026, helps address the cumulative gap between inflation and compensation.
- Maintaining competitive compensation supports employee recruitment and retention.
- A survey of surrounding cities indicates annual wage adjustments typically ranging from approximately 2.7% to 4%, often with additional adjustments tied to economic conditions. The proposed 5% COLA positions the City competitively while accounting for prior inflationary gaps.
- The 5% COLA has already been incorporated into the Fiscal Year 2026–27 budget; therefore, no additional budget adjustments are required at this time.

CPI vs. COLA Comparison (2019–2026)

Year	CPI Increase	City Increase
2019	2.80%	3.00%
2020	2.30%	3.00%
2021	3.60%	2.00%
2022	10.00%	5.00%
2023	4.60%	5.00%
2024	4.30%	5.00%
2025	2.50%	5.00%
2026	3.20%*	5.00%
Total	33.30%	33.00%

*2026 CPI based on January 2025 - January 2026 data.

Management Salary Range Comparison

To provide transparency and context for the proposed COLA, the chart below illustrates current monthly salary ranges for executive and department head classifications.

Position	Current Salary	With 5% COLA
Assistant Community Development Director	\$13,938	\$14,635
Assistant Director of Administrative Services	\$13,938	\$14,635
Asst. Public Works Director	\$12,642	\$13,274
Building Official	\$12,336	\$12,953
City Clerk	\$10,931	\$11,478
City Manager	\$22,887	\$24,031
Community Development Director	\$16,830	\$17,672
Director of Administrative Services	\$16,830	\$17,672
Public Services Manager	\$11,927	\$12,523
Public Works Director/City Engineer	\$17,864	\$18,757
Public Works Manager	\$11,927	\$12,523
Information Technology Manager	\$8,134	\$8,541

Application of the proposed 5% COLA maintains the integrity of this salary structure while improving alignment with current economic conditions.

This information is provided in accordance with California Government Code Section 54953 which requires public disclosure of compensation changes for certain employees prior to final action.

Future Budget Preparation and COLA Review Process

Looking ahead, staff will evaluate compensation adjustments on an annual basis as part of the budget development process. Future cost-of-living adjustments will be considered by the City Council based on a variety of factors, which may include, but are not limited to:

- Consumer Price Index (CPI) increases, including the CPI reported in January of any given year;
- The City’s fiscal condition and overall budget outlook;
- Regional labor market conditions and competitiveness; and
- Broader economic indicators and financial forecasts.

This approach provides flexibility to respond to changing economic conditions while maintaining fiscal responsibility.

Conclusion

The Finance Personnel Subcommittee met on March 24, 2026 and recommended approval of this item. The proposed 5% COLA effective July 1, 2026 balances the need to align employee compensation with actual inflation, maintain competitiveness within the region, and uphold fiscal responsibility. It also establishes a clear and flexible framework for evaluating future adjustments, supporting the City’s long-term financial health and workforce stability.

Attachments:

1. Proposed Resolution No. 2026-_____

Attachment 1

Proposed Resolution No. 2026-_____

RESOLUTION NO. 2026-

**A RESOLUTION OF THE CITY COUNCIL
OF THE CITY OF HIGHLAND, CALIFORNIA,
ESTABLISHING EMPLOYEE SALARIES**

WHEREAS, the City Council of the City of Highland has determined it is necessary for the efficient operation and management of the City that salary ranges be established for employees; and

WHEREAS, the City Council wishes to continue the implementation of the Classification and Compensation Plan prepared by the Davis Company; and

WHEREAS, the City Council recognizes that it competes in a marketplace to obtain qualified personnel to perform and provide municipal service, and that compensation and conditions of employment must be sufficiently attractive to recruit and retain qualified employees.

NOW THEREFORE, BE IT RESOLVED that the City Council of the City of Highland does hereby resolve to:

1. Implement on July 1, 2026 a 5% cost-of-living adjustment (COLA) effective July 1, 2026, for all City employees, including unrepresented employees and executive management classifications such as Department Directors, Assistant Directors, and City Manager.

PASSED, APPROVED AND ADOPTED this 14th day of April 2026.

Penny Lilburn, Mayor

Attest:

Alondra Muñoz, City Clerk



Staff Report

to the City Council

Agenda
Item
No.2.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Alondra Muñoz, City Clerk
Prepared By: Lissette Nock, Deputy City Clerk
Subject: Waive the Reading of All Ordinances

Recommendation:

Wave the reading of all ordinances in their entirety and read by title only.

Fiscal Impact:

None

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

Under California Government Code Section 36934, before adopting an ordinance, the title of the ordinance must be read in full or by title only. Government Code Section 36933 further allows the legislative body to waive the reading of the ordinance in full, provided that the ordinance has been made available to the public and the Council by title and in writing. Copies of all proposed ordinances are included in the City Council agenda packet, made available to the public in advance, and posted on the City's website.

Attachments:

None



Staff Report

to the City Council

Agenda
Item
No.3.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Alondra Muñoz, City Clerk
Prepared By: Lissette Nock, Deputy City Clerk
Subject: Minutes - March 10, 2026 Joint City Council Regular Meeting & Housing Authority Special Meeting

Recommendation:

Approve the Minutes as submitted.

Fiscal Impact:

None.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

The City Council is required to maintain an official record of its proceedings. Minutes serve as the permanent record of actions taken by the City Council and provide transparency to the public regarding the business conducted at each meeting. In accordance with standard practice, the draft minutes from the March 10, 2026 Joint City Council Regular Meeting & Housing Authority Special Meeting have been prepared and are submitted for the City Council's review and approval.

Attachments:

1. Minutes - March 10, 2026 Joint City Council Regular Meeting & Housing Authority Special Meeting

Call to Order

The regular meeting of the City Council of the City of Highland and the special meeting of the Housing Authority was called to order at 6:00 p.m. by Mayor Lilburn at the Donahue Council Chambers, 27215 Base Line, Highland, California.

Invocation

The invocation was given by Pastor Willie Hicks, Harvest Care Church.

Pledge of Allegiance

The Pledge of Allegiance was led by Councilmember McCallon.

Roll Call

Present: Lilburn, McCallon, Saldana, Timmer

Absent: Hogan

Report From Closed Session

None

Public Comment

Chris Nielsen representing the Highland Chamber of Commerce spoke regarding upcoming events.

Junior Carillo commended the City Council for their diligent efforts in maintaining a safe and clean community.

City Council Consent Calendar

A MOTION was made by Councilmember McCallon, seconded by Councilmember Saldana, to approve the Consent Calendar as submitted with the exception of pulling Agenda Item No. 11 for discussion. Following discussion, the motion included approval of Agenda Item No. 11. Motion carried on a roll call vote, 4-0, with Councilmember Hogan being absent.

1. Waive the Reading of All Ordinances

Waived the reading of all Ordinances in their entirety and read by title only.

2. Minutes - February 10, 2026 City Council Regular Meeting

Approved the Minutes as submitted.

3. Warrant Register No. 787

Approved Warrant Register No. 787; warrants in the amount of \$3,849,639.94 and Payroll in the amount of \$271,455.30.

4. Treasurer's Report for January 2026

Received and filed the Treasurer's Report for January 2026.

5. Claim Consideration - Jess Franco

Rejected claim.

6. A Resolution of the City Council of the City of Highland, California, Amending a Policy Regarding Expense Reimbursement and Use of Public Resources
Adopted a Resolution amending the City's policy regarding expense reimbursement and the use of public resources.

RESOLUTION NO. 2026-009

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA,
ESTABLISHING A POLICY REGARDING EXPENSE REIMBURSEMENT AND USE OF
PUBLIC RESOURCES

7. Single Audit Report on Federal Award Programs for Fiscal Year Ended June 30, 2025
Received and filed the Single Audit Report on Federal Award Programs for Fiscal Year Ended June 30, 2025.
8. Second Reading of Zone Change 25-001: Ordinance No. 478, an Ordinance to Change the Zoning Designation of Approximately 89 Acres in Accordance with the City's Certified 6th Cycle Housing Element Program 33, Requiring Upzoning of Five (5) Acres in a Moderate to High Resource Area on the Easterly Portion of the City to a Maximum Residential Density of Thirty (30) Dwelling Units Per Acre (du/ac) (With a Density Range of 20 du/ac to 30 du/ac) and Adopt a Negative Declaration
Conducted a second reading, read by title only, and waived further reading, then adopted Ordinance No. 478 approving Zone Change (ZC 25-001) to rezone Assessor's Parcel Numbers 0297-201-07, 0297-061-50, 0297-061-07, 0297-061-42, 0297-061-26, 0297-061-13, 0297-061-25, and 0297-021-44 from Agricultural/Equestrian (A/EQ) to Planned Development (PD*), consistent with Program 33 of the City's certified 6th Cycle Housing Element.

ORDINANCE NO. 478

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA
ADOPTING ZONE CHANGE (ZC 25-001) TO CHANGE THE ZONING DESIGNATION
OF APPROXIMATELY 89 ACRES OF EXISTING AGRICULTURAL/EQUESTRIAN
(A/EQ) TO PLANNED DEVELOPMENT (PD) FOR PROPERTY GENERALLY LOCATED
ALONG GREENSPOT ROAD BETWEEN THE MEDITERRA PLANNED
DEVELOPMENT/MEDITERRA PARKWAY ON THE WEST AND THE OLD
GREENSPOT ROAD HISTORIC IRON BRIDGE ON THE EAST WITHIN THE CITY OF
HIGHLAND. ASSESSOR'S PARCEL NUMBERS: 0297-201-07, 0297-061-50, 0297-061-
07, 0297-061-42, 0297-061-26, 0297-061-13, 0297-061-25, AND 0297-021-44.

9. Review of the City's 2025 General Plan Implementation Annual Report in Accordance with Government Code Section 65400 and 65588
Reviewed the 2025 General Plan Annual Report and Housing Element Annual Report and directed staff to file with the California Office of Planning and Research (OPR) and California Department of Housing and Community Development (HCD).
10. 2025-01 City of Highland Janitorial Maintenance Contract Extension
Extended the City of Highland Janitorial Maintenance Contract with Base Hill, Inc. for one (1) year.

11. 30th Annual Highland Community Trails Day Event Date
Approved Saturday, June 6, 2026 as the date for the 30th Annual Highland Community Trails Day Event.
12. Adopt Resolution No. 2026-010, Approving the Expenditure Plan for the Expenditure of Revenues in San Bernardino County Expected to be Derived from the Proposed Continuation of Measure I
Adopted Resolution No. 2026-010, A Resolution of the City Council of the City of Highland, California, Approving the Expenditure Plan for the Expenditure to be derived from the Proposed Continuation of Measure I.

RESOLUTION NO. 2026-010

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA,
APPROVING THE EXPENDITURE PLAN FOR THE EXPENDITURE OF REVENUES IN
SAN BERNARDINO COUNTY EXPECTED TO BE DERIVED FROM THE PROPOSED
CONTINUATION OF MEASURE I

City Council Public Hearing

13. Introduction and First Reading of an Ordinance Amending Highland Municipal Code Section 3.08.080 Relating to Monetary Settlement Authority for Tort Liability Claims

Mayor Lilburn opened the public hearing.

City Clerk Muñoz stated this item proposes an amendment to our municipal code to update the city's tort liability claim settlement authority. The current thresholds were established in 1994 and have not been revised. The ordinance would increase the City Manager's authority to \$5,000, Finance/Personnel Subcommittee authority up to \$20,000, and require City Council approval for settlements exceeding \$20,000. Staff recommends the City Council introduce the ordinance for first reading.

Mayor Lilburn asked if there were any questions from the public? Seeing none, she closed the public hearing and brought it back to City Council for deliberation.

A MOTION was made by Mayor Pro Tem Saldana, seconded by Councilmember McCallon to conduct a first reading and introduce, by title only, an Ordinance Amending Subsections B, C, and D of Section 3.08.080 of the Highland Municipal Code to Revise Monetary Settlement Thresholds for Tort Liability Claims.

City Clerk Muñoz introduced Ordinance No. 479.

ORDINANCE NO. 479

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA,
AMENDING SECTION 3.08.080 OF THE HIGHLAND MUNICIPAL CODE RELATING
TO MONETARY SETTLEMENT AUTHORITY FOR TORT LIABILITY CLAIMS

Which title was read.

14. Introduction and First Reading of an Ordinance Amending Highland Municipal Code Section 2.15.035 to Incorporate SB 827 Financial and Fiscal Training Requirements and Expanded Ethics Training Obligations

Mayor Lilburn opened the public hearing.

City Clerk Muñoz stated this item proposes an amendment to the municipal code to update the city's training requirements to align with recent state law changes under SB 827. The update expands the applicability of ethics training, requires completion within six months of assuming office for ethics training, and adds a new fiscal oversight training requirement of two hours every two years. Staff recommends the City Council introduce the ordinance for first reading.

Mayor Lilburn asked if there were any questions from the public? Seeing none, she closed the public hearing and brought it back to City Council for deliberation.

A MOTION was made by Mayor Pro Tem Saldana, seconded by Councilmember McCallon to introduce and conduct a first reading of Ordinance No. 480, Amending Section 2.15.035 of the Highland Municipal Code to:

1. Incorporate fiscal and financial oversight training requirements mandated by SB 827 for covered local agency officials; and
2. Update and expand ethics training requirements to reflect current state law.

City Clerk Muñoz introduced Ordinance No. 480.

ORDINANCE NO. 480
AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA,
AMENDING SECTION 2.15.035 (MEMBERSHIP-COMMISSIONER
RESPONSIBILITIES) OF CHAPTER 2.15 (GENERAL PROVISIONS APPLICABLE TO
COMMISSIONS, BOARDS, AND COMMITTEES) OF TITLE 2 (ADMINISTRATION AND
PERSONNEL) OF THE MUNICIPAL CODE TO INCLUDE REQUIRED FINANCIAL
TRAINING AND EXPANDED ETHICS TRAINING

Which title was read.

15. Introduction and First Reading of an Ordinance Amendment to Title 5, Chapter 5.04, Section 5.04.160 of the City of Highland Municipal Code (Business License)

Mayor Lilburn opened the public hearing.

Director of Administrative Services Nava-Cruz stated on September 10, 2024, the City Council adopted an ordinance establishing a uniform business license period from January 1 through December 31 for all licenses. As part of this transition, a proration schedule was implemented to align existing licenses with the new renewal cycle. However, proration was also applied to new business licenses, which was an oversight. Regardless of when a new business applies for a license, the administrative workload remains consistent. Therefore, this ordinance is being proposed to amend the municipal code to clarify that new business

license applications will not be prorated. New business licenses will pay the full license fee at the time of application and will subsequently renew on the standard cycle of January 1 through December 31, in line with existing licenses. Additionally, the city's adopted fee schedule no longer includes daily, weekly, or monthly business licenses. This ordinance will also remove any references to those licensing periods from the municipal code. This proposal was reviewed by the Finance/Personnel Subcommittee on February 17, and recommended it be presented to City Council for consideration.

Mayor Lilburn asked if there were any questions from the public? Seeing none, she closed the public hearing and brought it back to City Council for deliberation.

A MOTION was made by Mayor Pro Tem Saldana, seconded by Councilmember Timmer to:

1. Introduce and conduct a first reading, second reading and subsequently adopt Ordinance No. 481 amending Section 5.04.160 (License Fee-Payment Due Dates) of the Highland Municipal Code amending the term and collection of the fee for new business licenses; and
2. Make a finding of exemption under the California Environmental Quality Act.

City Clerk Muñoz introduced Ordinance No. 481.

ORDINANCE NO. 481

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA, AMENDING SECTION 5.04.160 (LICENSE FEE - PAYMENT DUE DATES) OF CHAPTER 5.04 (BUSINESS LICENSES GENERALLY) OF TITLE 5 (BUSINESS LICENSES AND REGULATIONS) OF THE HIGHLAND MUNICIPAL CODE AMENDING THE TERM AND COLLECTION OF THE FEE FOR NEW BUSINESS LICENSES AND MAKING A FINDING OF EXEMPTION UNDER THE CALIFORNIA ENVIRONMENTAL QUALITY ACT

Which title was read.

16. Amended and Restated Disposition and Development/ Affordable Housing Agreement (the "Amended Agreement") and a Ground Lease with Wakeland Highland, LP, Related to the Construction of Ninety (90) Unit Affordable Senior Housing (Inclusive of One Manager's Unit) on Land Owned by the City's Housing Authority. The Amended Agreement will Allow Wakeland to Either (1) Develop the Ninety (90) Units ("Single Phase Project"), or (2) Develop a "Two Phase Project" With Not Less Than Sixty (60) Units During the First Phase ("Phase 1"), and Not Less Than Thirty (30) Units During the Second Phase ("Phase 2")

Mayor Lilburn stated she would abstain from this item due to a conflict of interest; her home is in proximity to the development.

Mayor Pro Tem Saldana opened the public hearing.

Community Development Director Mainez stated this item is a request for approval of an amended and restated Disposition and Development Agreement, an Affordable Housing Agreement, and a Ground Lease with Wakeland Highland, LP. The agreement authorizes Wakeland Highland, LP to construct and manage a 90-unit affordable senior housing project on 3.7 acres of land owned by the Housing Authority, located on Central Avenue just south of to Jeffrey Court Senior Apartments. The amendments incorporate a dual-tract development option, allowing Wakeland Highland, LP to construct one (1) single-phase project of 90 units or a two-phase project, with the first phase comprising of 60 units and the second phase a minimum of 30 units. The ultimate decision between these options will depend on the availability of financing sources. The phased approach may facilitate the construction process, especially considering the competitive nature of affordable housing funds. These amendments are aligned with the City Council's 2025-2026 Work Program, ranked high priority to assist Wakeland Highland, LP in securing project funding and conform to the city's certified Sixth (6) Cycle Housing Element goals and objectives. City Attorney Marroquin collaborated with Wakeland Highland, LP's legal team, Steve Duquette City of Highland's Housing Authority Consultant, and Assistant Community Development Director Stater.

Applicant Rebecca Louie President and CEO of Wakeland Highland, LP Housing Development Corporation thanked the City Council and stated Wakeland Highland, LP is a 26-year-old organization dedicated to the development of affordable housing. She's been with the company for nearly 21 years. Wakeland Highland, LP has constructed over 9,000 homes, specializing exclusively in affordable housing projects. Their portfolio includes housing options for seniors, low-income families, and transition-aged youth exiting homelessness. They are committed to delivering a wide range of quality housing solutions and have a strong track record of excellence. Tours are available of the developments if anyone is interested, as they provide a useful preview of potential future projects and valuable opportunities to showcase their work and share the progress with others.

Additionally, she acknowledged the excellent collaboration with the City of Highland. Staff has been flexible, creative, and highly dedicated to successfully completing projects. Working with the city on affordable housing initiatives can be complex, often involving multiple funding sources and lengthy timelines. The process can be challenging, especially as costs tend to increase over time. Therefore, partnering with a city that understands these challenges and is willing to work closely with Wakeland Highland, LP to develop innovative solutions is greatly appreciated.

Mayor Pro Tem Saldana inquired if Wakeland Highland, LP is responsible for managing the development project and overseeing the subsequent property management activities.

Applicant Rebecca indicated they are long-term owners who remain highly engaged in the management process. While Wakeland Highland, LP outsources day-to-day property management, they oversee and supervise the property management team to ensure quality and accountability.

Mayor Pro Tem Saldana thanked applicant Rebecca and asked if there were any questions from staff? Seeing none, he referred to speaker slips that were submitted.

Bret Martin spoke regarding concerns about the development.

Laura Vera spoke regarding concerns about the development.

Mayor Pro Tem Saldana confirmed there were no additional speaker slips and closed the public hearing and brought it back to City Council for deliberation.

A MOTION was made by Councilmember Timmer, seconded by Councilmember McCallon to:

1. Adopt Housing Authority Resolution No. HA 2026-001, approving entering into an Amended and Restated Disposition and Development/Affordable Housing Agreement and Ground Lease with Wakeland Highland, LP, and reconfirm the disbursement of \$4,577,450.00 in funds to Wakeland Highland, LP, upon conditions of closing being satisfied;
2. Adopt City of Highland Resolution No. 2026-011, approving entering into an Amended and Restated Disposition and Development/Affordable Housing Agreement, and Density Bonus Agreement with Wakeland Highland, LP; and
3. Direct staff to file a Notice of Exemption with the County Clerk of the Board. Motion carried on a roll call vote, 3-0 with Mayor Lilburn abstaining and Councilmember Hogan being absent.

RESOLUTION NO. HA2026-001

A RESOLUTION OF THE HIGHLAND HOUSING AUTHORITY OF THE CITY OF HIGHLAND, CALIFORNIA, APPROVING (1) AN AMENDED AND RESTATED DISPOSITION AND DEVELOPMENT/AFFORDABLE HOUSING AGREEMENT AND GROUND LEASE WITH WAKELAND HIGHLAND, LP, (2) RECONFIRMING THE DISBURSEMENT OF \$4,577,450.00 TO WAKELAND HIGHLAND, LP, UPON THE CONDITIONS OF CLOSING BEING SATISFIED, AND (3) MAKING A FINDING OF EXEMPTION UNDER THE CALIFORNIA ENVIRONMENTAL QUALITY ACT

RESOLUTION NO. 2026-011

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA, APPROVING (1) AN AMENDED AND RESTATED DISPOSITION AND DEVELOPMENT/AFFORDABLE HOUSING AGREEMENT WITH WAKELAND HIGHLAND, LP, (2) APPROVING A DENSITY BONUS, AND (3) MAKING A FINDING OF EXEMPTION UNDER THE CALIFORNIA ENVIRONMENTAL QUALITY ACT

City Council Legislative

17. 4th of July Fireworks Event at Immanuel Baptist Church

City Manager Zamano gave a brief review of the staff report.

A MOTION was made by Councilmember Timmer, seconded by Mayor Pro Tem Saldana to:

1. Accept the request from Immanuel Baptist Church (IBC) to have the City serve as the primary finance lead for the fireworks show and acquire the pyrotechnic services;
2. Approve a budget adjustment to cover the full cost of approximately \$56,500; and
3. Evaluate the budget through the Work Program. Motion carried, 4-0, with Councilmember Hogan being absent.

18. Actions Related to the Highland/Redlands Regional Gap Connector Project

Public Works Director/City Engineer Duran, Jr. gave a brief review of the staff report.

A MOTION was made by Councilmember McCallon, seconded by Councilmember Timmer to:

1. Approve the proposal from H.W. Lochner to provide design services for the Highland/Redlands Regional Gap Connector Project in the amount of \$347,296;
2. Authorize the City Manager to enter into a reimbursement agreement with the City of Redlands for costs associated with design of the project within their jurisdiction;
3. Approve a Cooperative Agreement with the San Bernardino County Transportation Authority (SBCTA) for management and delivery of the construction phase of the Highland/Redlands Regional Gap Connector Project in the amount of \$417,085;
4. Authorize the City Manager to sign agreements for the project as approved by the City Attorney;
5. Authorize the City Manager to approve contract amendments up to 10% of the contract amount for contracts associated with the project; and
6. Approve a budget adjustment in the amount of \$777,184 from the DIF Unreserved/Undesignated fund balance for Regional Circulation Arterials (007-2100) to be expended from 007.8330.6550. Motion carried, 4-0, with Councilmember Hogan being absent.

19. City Manager Report and Comments (Work Program, Regional/Legislative/ Development Issues, Subcommittees, etc.)

City Manager Zamano stated the Highland Sheriff's Department for the month of February received 2,887 calls for service, made 285 reports, 132 arrests, issued 60 citations, conducted 326 traffic enforcement stops, responded to 52 traffic collisions, 26 transient calls, and 28 towed vehicles.

The Highland Fire Department for the month of February received 620 calls for service, some of which included: 503 medical aids, 24 traffic collisions, 12 structure fires, 17 other fires, 4 vehicle fires and 14 public service assistances.

The Administrative Services/Finance Department for the month of February issued 45 business licenses, renewed 126 business licenses, issued 104 dog licenses, 66 yard sale permits, and 165 account payable checks.

The Highland Area Chamber of Commerce hosted its annual Community Awards and installation dinner on February 26. This event recognizes outstanding local community members who make a positive impact and help make our community a better place. Director of Administrative Services Nava-Cruz was selected as the 2025 City Employee of the Year for her exceptional performance and dedication. The Area Chamber of Commerce honored Highland City Police of the Year Charlie Cuellar and Highland Firefighter of the Year Colby Horstmeyer. The city is thankful for their dedication to serving and protecting our community.

On March 3, Public Services Manager Morgan received a letter from Assembly Member James Ramos congratulating her on being selected as the 2026 Women of Distinction. This honor is given to distinguished women who demonstrate exceptional leadership in the 45th District and give back to the community in a positive way.

The Department of Public Works announced the City Hall Perimeter Fence and Gates project commenced two weeks ago and is expected to be completed at the end of March. Following the completion of this location, work will commence on the Police Station gates upgrade and installation of new fencing to close Lillian Lane at the Community Park. All work is expected to be completed by the end of April.

The Natural Parkland Trail is now 100% complete and open to the public. Staff will recommend City Council acceptance of the project during the next City Council Regular meeting on April 14. The new trail will be highlighted at the 30th Annual Highland Community Trails Day Event, scheduled for June 6, 2026.

On Saturday, March 21, from 8:00 a.m. to 12:00 p.m., the Highland Improvement Team (HIT) will host a cleanup event of the Historic District.

On Monday, March 30, from 12:00 p.m. to 5:00 p.m., a Blood Drive will be held at the Highland Police Station.

On Saturday, March 14, from 9:00 a.m. to 2:00 p.m. AutoZone will host an Oil Filter Exchange event located at 27292 Base Line.

For the month of February, Burrtec completed 193 illegal dumping work orders.

The Community Development Department announced on March 3, that the Planning Commission directed staff to prepare a Resolution for denial of a proposed Verizon cell tower at the southeast corner of Base Line and Church Street located in East Highlands Ranch HOA property. The Planning Commission noted the co-location, stealthing as a eucalyptus tree, and reduced heights were not substantially analyzed for the proposed 60-foot-tall monopole. Formal adoption of a Resolution to deny the proposed cell tower is anticipated at the April 7 Planning Commission meeting.

On Thursday, March 5, the Historic and Cultural Preservation Board held their final Citrus Harvest Festival planning meeting. Staff reported the sponsorship budget had been met and all other aspects of the event were coming together. The Citrus Harvest Festival is scheduled for Saturday, March 28, from 10:00 a.m. to 3:30 p.m. located within the City's Historic District.

20. Councilmember Comments (Agency/Committee/AB 1234 Reports, District Updates, etc.)

Mayor Pro Tem Saldana expressed appreciation to the Highland Area Chamber of Commerce and staff for organizing a well-coordinated installation dinner. He congratulated Director of Administrative Services Nava-Cruz on being named Employee of the Year, and East Valley Water District (EVWD) for business of the Year. He is looking forward to the upcoming Citrus Harvest Festival. Additionally, he will serve as a guest speaker at Belvedere Elementary School during Career Week on March 20.

Councilmember Timmer congratulated staff members on their recognition for outstanding service and dedication. He commended his support for law enforcement and the fire department.

Councilmember McCallon commended staff for their hard work and dedication. He attended Sergeant Ward's celebration of life services.

Mayor Lilburn thanked the Highland Area Chamber of Commerce for organizing the installation dinner, which served to recognize dedicated staff and local businesses, and commended the Fire Department and Police Department for their hard work.

Announcements

None

Closed Session

None

Adjourn

Mayor Lilburn adjourned the Joint City Council Regular Meeting and Housing Authority Special meeting at 7:00 p.m.

Submitted By:

Approved By:

Alondra Muñoz
City Clerk/Secretary

Penny Lilburn
Mayor/Chair



Staff Report

to the City Council

Agenda
Item
No.4.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Tish Nava-Cruz, Director of Administrative Services/City Treasurer
Prepared By: Tish Nava-Cruz, Director of Administrative Services/City Treasurer
Subject: Treasurer's Report for February 2026

Recommendation:

Receive and file the Treasurer's Report for February 2026.

Fiscal Impact:

Cash and Investments:

General Fund	\$15,915,040.29
Special Revenue Funds	\$43,964,355.49
Internal Service Funds	\$ 6,079,964.06
Capital Projects Funds	\$42,248,367.99
Agency Funds	\$ 2,153,365.21
Housing Authority Fund	\$ 3,943,967.13
SARDA Funds	\$ 2,116,551.12

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

Increases in the checking account were due to revenues received plus funds wired from LAIF and CAMP. Decreases in the checking account were a result of payments to vendors, payroll and funds wired to LAIF, CAMP and U.S. Bank. Increases in the fiscal agent accounts (US Bank) resulted from interest and bond payment receipt. Decreases resulted in vendor payments and debt service payments. Increases in the CAMP account were due to interest received. Decreases were a result of funds being wired to the city's checking account primarily for payment of public works projects. The maximum limit on regular accounts is \$75M.

Attachments:

1. Treasurer's Report
2. Treasurer's Report Graph
3. Cash & Investments Graph
4. General Fund Reserves Graph

Attachment 1
Treasurer's Report

**CITY OF HIGHLAND
Treasurer's Report
as of February 28, 2026**

CASH AND BANK ACCOUNTS:

Cash on Hand-Office Petty Cash & Change Fund Accounts	1,450.00 *
Wells Fargo Checking Account (reconciled book balance)	8,886,955.40

DESCRIPTION	MATURITY PERIOD	YIELD	PAR VALUE	ORIGINAL COST
INVESTMENTS: LOCAL GOVERNMENT INVESTMENT POOLS				
<u>California Treasurer's Local Agency Investment Fund (LAIF)</u>				
General Fund	n/a	3.871%	6,754,213.89	
Special Revenue Funds			29,019,686.00	
Internal Service Funds			6,271,503.00	
Capital Projects Funds			28,508,175.00	
Total City LAIF Funds			70,553,577.89	
Housing Authority Fund			4,061,623.68	
Total Housing Authority LAIF Funds			4,061,623.68	
Total LAIF Funds				74,615,201.57

- 1) Maximum limits on accounts are \$75M City and \$75M Housing Authority.
- 2) Market Value is based on the December 31, 2025 applicable percentage of 1.002181483
- 3) Market Value is \$74,777,973.36 (\$74,615,201.57 x 1.002181483).

<u>California Asset Management Program (CAMP)</u>				
General Fund	n/a	3.830%	11,813,974.60	
Special Revenue Funds			6,120,906.00	
Internal Service Funds			6,158,735.00	
Capital Projects Funds			6,751,977.00	
Total CAMP Funds			30,845,592.60	

INVESTMENTS: FISCAL AGENT ACCOUNTS

US Bank Corporate Trust Services (Community Facilities Districts)

Community Facilities District (CFD) 90-1

Administrative Expense Fund #128262-011				
US Bank Money Market Account CUSIP #60934N872	n/a	3.34%	123,854.74	123,854.74
Fire Protection Expense Fund #128262-012				
US Bank Money Market Account CUSIP #60934N872	n/a	3.34%	302,239.82	302,239.82
Police Protection Expense Fund #128262-013				
US Bank Money Market Account CUSIP #60934N872	n/a	3.34%	111,787.81	111,787.81

Community Facilities District (CFD) 2001-1

Special Tax Fund #217795000				
US Bank Money Market Account CUSIP #60934N872	n/a	3.34%	194,538.43	194,538.43
Interest Account #217795001				
US Bank Money Market Account CUSIP #60934N872	n/a	3.26%	3.37	3.37
Principal Account #217795002				
US Bank Money Market Account CUSIP #60934N872	n/a	3.33%	71.41	71.41
Administrative Expense Account #217795003				
US Bank Money Market Account CUSIP #60934N872	n/a	3.34%	22,057.02	22,057.02
Surplus Fund #217795004				
US Bank Money Market Account CUSIP #60934N872	n/a	3.34%	32,502.74	32,502.74

Community Facilities District (CFD) 2007-1

Administrative Expense Fund #260722000				
US Bank Money Market Account CUSIP #60934N872	n/a	3.34%	8,815.75	8,815.75
Fire Expense Fund #260722001				
US Bank Money Market Account CUSIP #60934N872	n/a	3.34%	15,117.03	15,117.03
Police Expense Fund #260722002				
US Bank Money Market Account CUSIP #60934N872	n/a	3.34%	5,591.95	5,591.95

TOTAL INVESTMENTS US BANK (COMMUNITY FACILITIES DISTRICTS)	816,580.07
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DESCRIPTION	MATURITY PERIOD	YIELD	PAR VALUE	ORIGINAL COST
INVESTMENTS: FISCAL AGENT ACCOUNTS (continued)				
<u>US Bank Corporate Trust Services (SARDA)</u>				
2004B Tax Allocation Refunding Bonds				
Special Fund 786709001				
Federated Treasury Obligations CUSIP #60934N872	n/a	3.33%	182,443.05	182,443.05
Interest Fund 786709002				
Federated Treasury Obligations CUSIP #60934N872	n/a	0.00%	-	-
Principal Fund 786709003				
Federated Treasury Obligations CUSIP #60934N872	n/a	0.00%	-	-
Reserve Fund 786709004				
Federated Treasury Obligations CUSIP #60934N872	n/a	0.00%	-	-
2015A Tax Allocation Refunding Bonds				
Special Fund 268777000				
Federated Treasury Obligations CUSIP #60934N872	n/a	3.34%	2,475.52	2,475.52
Interest Fund 268777001				
Federated Treasury Obligations CUSIP #60934N872	n/a	3.34%	4.19	4.19
Principal Fund 268777002				
Federated Treasury Obligations CUSIP #60934N872	n/a	0.00%	-	-
Reserve Fund 268777004				
Federated Treasury Obligations CUSIP #60934N872	n/a	3.34%	1,036,015.29	1,036,015.29
Expense Account 268777006				
Federated Treasury Obligations CUSIP #60934N872	n/a	3.34%	15,675.35	15,675.35
2017 Tax Allocation Refunding Bonds				
Debt Service Fund 259928000				
Federated Treasury Obligations CUSIP #60934N872	n/a	3.34%	17,737.21	17,737.21
Interest Fund 259928001				
Federated Treasury Obligations CUSIP #60934N872	n/a	3.34%	322.26	322.26
Principal Fund 259928002				
Federated Treasury Obligations CUSIP #60934N872	n/a	3.34%	1,158.78	1,158.78
Reserve Fund 259928004				
Assured Guaranty Municipal Bond Insurance	n/a	0.00%	-	-
TOTAL INVESTMENTS US BANK (SARDA)				<u>1,255,831.65</u>
TOTAL CASH AND INVESTMENTS				<u><u>116,421,611.29</u></u>

*Petty increased to \$600 on December 31, 2025 it was not reflected on Treasurer's report for December 2025 or January 2026

All investments are placed in accordance with City of Highland's Investment Policy and Guidelines. The above summary provides sufficient cash flow liquidity to meet the next six month's estimated expenditures. This report is in accordance with Government Code Section 53646.

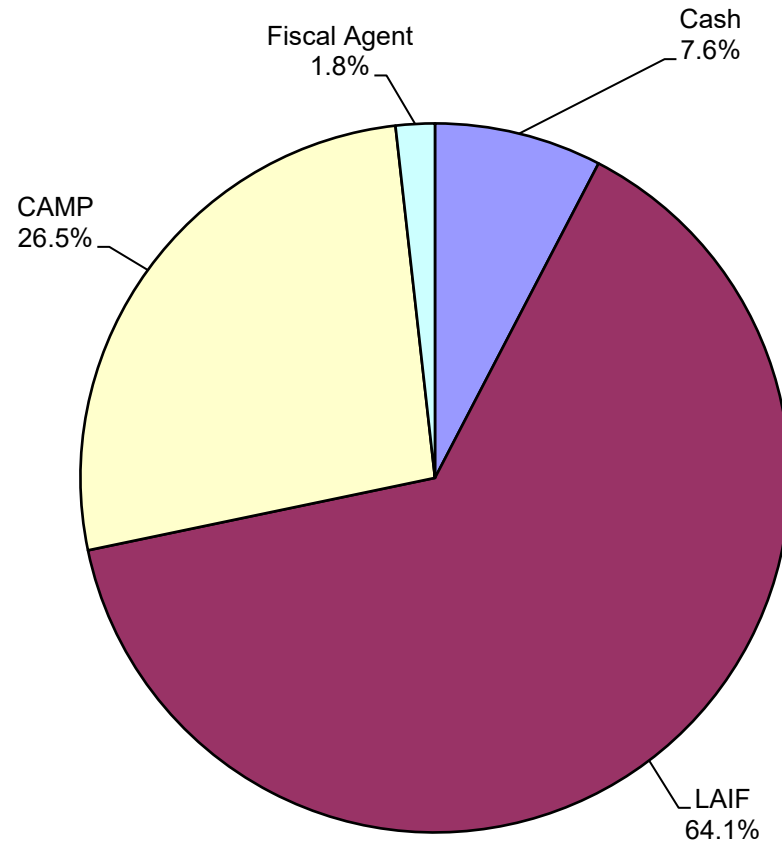
SIGNED: _____
Carlos Zamano
CITY MANAGER

SIGNED: Leticia Nava-Cruz
Leticia Nava-Cruz
DIRECTOR OF ADMINISTRATIVE
SERVICES/CITY TREASURER

Attachment 2

Treasurer's Report Graph

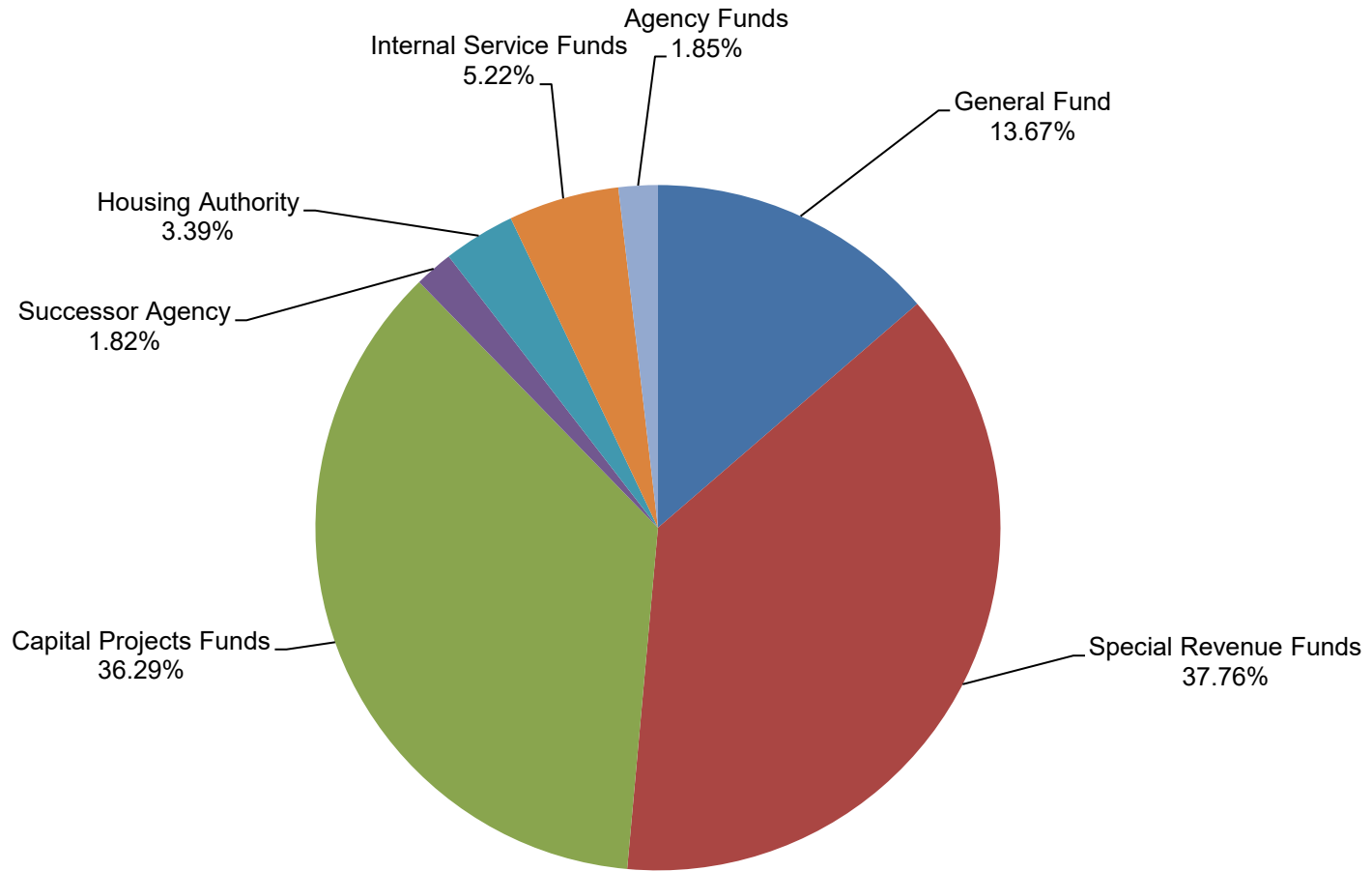
Treasurer's Report



Attachment 3

Cash and Investments Graph

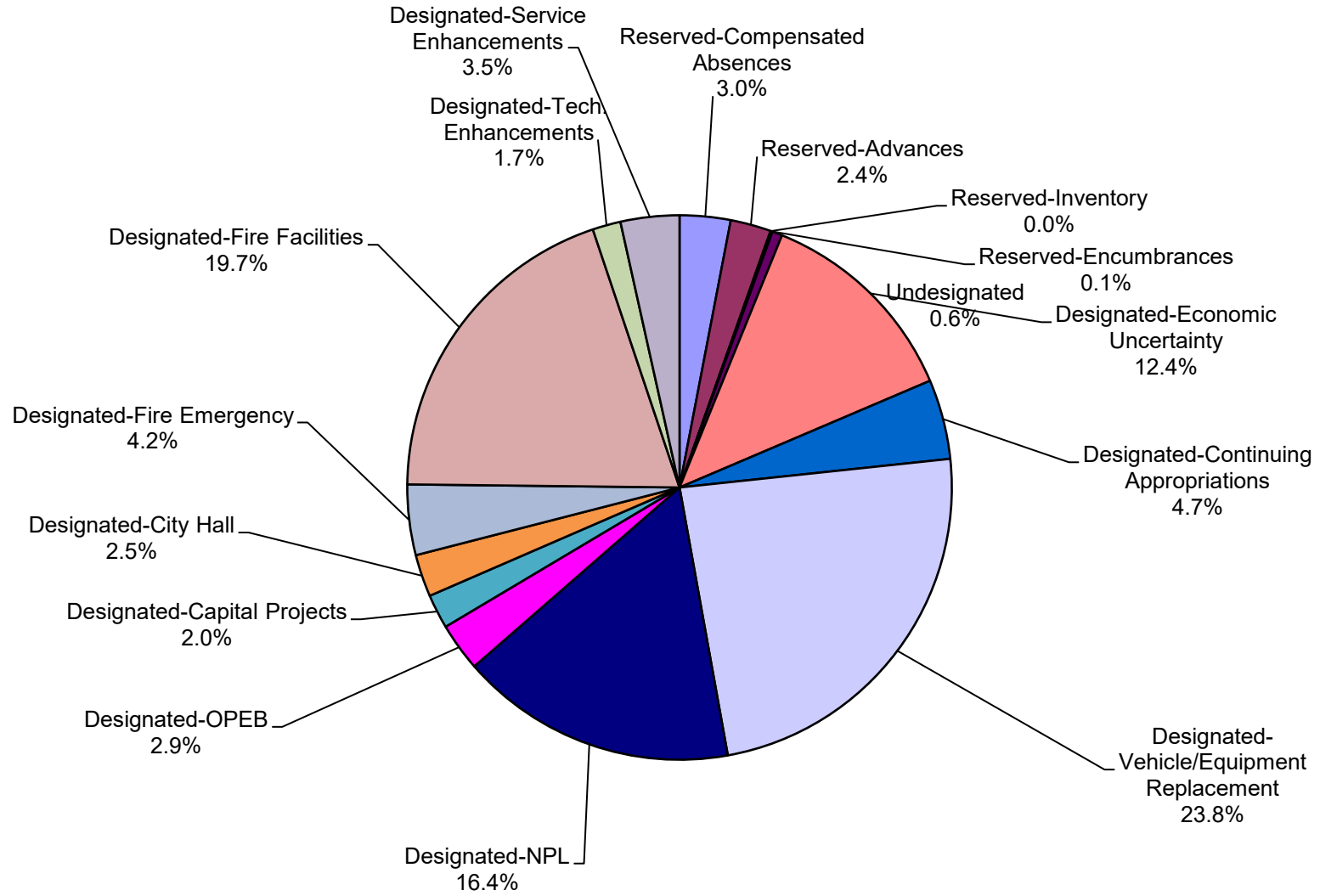
Cash & Investments



Attachment 4

General Fund Reserves Graph

General Fund Reserves





Staff Report

to the City Council

Agenda
Item
No.5.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Tish Nava-Cruz, Director of Administrative Services/City Treasurer
Prepared By: Tish Nava-Cruz, Director of Administrative Services/City Treasurer
Subject: Warrant Register No. 788

Recommendation:

Approve Warrant Register No. 788; Warrants in the amount of \$3,689,361.23 and Payroll in the amount of \$280,684.05.

Fiscal Impact:

The total of Cash and Expenditures is \$3,970,045.28.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

See printouts attached.

Attachments:

1. Warrant Register
2. Voucher List

Attachment 1
Warrant Register

CITY OF HIGHLAND
WARRANT REGISTER #788

April 14, 2026

Warrants:

3/3/2026	Ck#93207-93246	298,680.31
3/6/2026	Payroll Wire #1133-1136	82,465.29
3/10/2026	Ck#93247-93294 & Wire#900284771	808,669.01
3/17/2026	Ck#93295-93351	1,866,723.94
3/20/2026	Payroll Wire #1137-1141	115,722.51
3/24/2026	Ck#93352-93401	517,100.17
Total Warrants		<u>\$ 3,689,361.23</u>

Payroll:

3/6/2026	Direct Deposits #16106-16154	138,967.43
3/6/2026	Ck #777	278.07
3/20/2026	Direct Deposits #16155-16203	141,160.48
3/20/2026	Ck #778	278.07
Total Payroll		<u>\$ 280,684.05</u>

Total Warrants & Payroll **\$ 3,970,045.28**

APPROVED BY:

Larry McCallon
Finance Subcommittee

Carlos Zamano
City Manager

Jimmy Saldana
Finance Subcommittee

Leticia Nava-Cruz

Leticia Nava-Cruz
Director of Administrative
Services/City Treasurer

Attachment 2

Voucher Lists

Warrants:									
3/3/2026	Ck#93207-93246								298,680.31
3/6/2026	Payroll Wire #1133-1136								82,465.29
3/10/2026	Ck#93247-93294 & Wire#900284771								808,669.01
3/17/2026	Ck#93295-93351								1,866,723.94
3/20/2026	Payroll Wire #1137-1141								115,722.51
3/24/2026	Ck#93352-93401								517,100.17
								Total Warrants	\$ 3,689,361.23

Voucher List
CITY OF HIGHLAND

03/03/2026 9:28:10AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93207	3/3/2026	001271 ALLSTAR FIRE EQUIPMENT INC	FS#3:SCBA REPAIRS/PARTS FS#3:SCBA REPAIRS/PARTS 028.2050.4245	67.50
			FS#3:SCBA REPAIRS/PARTS 029.2100.4245	67.50
			Total :	135.00
93208	3/3/2026	005771 AMAZON CAPITAL SERVICES	PD:MOTOROLA RADIO PD:MOTOROLA RADIO 001.2000.4250	416.85
			FS#1-3:SUPPLIES FS#1-3:SUPPLIES 028.2050.4200	104.08
			FS#1-3:SUPPLIES 029.2100.4200	104.08
			FS#1:100% PRINTER PAPER/SUPPLIES FS#1:100% PRINTER PAPER 028.2050.4055	20.72
			FS#1:100% PRINTER PAPER 029.2100.4055	20.72
			FS#1:SUPPLIES 028.2050.4055	225.56
			FS#1:SUPPLIES 029.2100.4055	225.54
			Total :	1,117.55
93209	3/3/2026	006389 AMERIFLEX	FSA:WIRZ 2/25/26 FSA:WIRZ 2/25/26 001.1182	5.00
			Total :	5.00
93210	3/3/2026	001072 AUTO ZONE, INC.	FS#1:PARTS FS#1:PARTS 028.2050.4240	15.86
			FS#1:PARTS 029.2100.4240	15.85
			FS#2:PARTS	

Voucher List
CITY OF HIGHLAND

03/03/2026 9:28:10AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93210	3/3/2026	001072 AUTO ZONE, INC.	(Continued) FS#2:PARTS 028.2050.4240 FS#2:PARTS 029.2100.4240	72.10 72.09 Total : 175.90
93211	3/3/2026	000043 BALLARD PLUMBING HEATING & AIR	COMM PK:RESTROOM REPAIR COMM PK:RESTROOM REPAIR 001.6000.4070	 305.00 Total : 305.00
93212	3/3/2026	006359 BROWN & BIGELOW, INC.	STATE OF THE CITY GIFT-HAND FAN STATE OF THE CITY GIFT-HAND FAN 001.1000.4336	 1,785.59 Total : 1,785.59
93213	3/3/2026	005553 CLARK PEST CONTROL OF STOCKTON	FS#1:PEST CONTROL FS#1:PEST CONTROL 028.2050.4589 FS#1:PEST CONTROL 029.2100.4589 FS#2:PEST CONTROL FS#2:PEST CONTROL 028.2050.4589 FS#2:PEST CONTROL 029.2100.4589 FS#3:PEST CONTROL FS#3:PEST CONTROL 028.2050.4589 FS#3:PEST CONTROL 029.2100.4589 YMCA:PEST CONTROL YMCA:PEST CONTROL 001.6000.4589 CITY HALL:PEST CONTROL CITY HALL:PEST CONTROL 042.9510.4589	 28.00 28.00 28.00 28.00 28.00 28.00 28.00 114.00 75.00

Voucher List
CITY OF HIGHLAND

03/03/2026 9:28:10AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93213	3/3/2026	005553 CLARK PEST CONTROL OF STOCKTON	(Continued) PD:PEST CONTROL PD:PEST CONTROL 001.2000.4589	116.00
Total :				473.00
93214	3/3/2026	004845 COMPRESSED AIR SPECIALTIES INC	FS#3:REPAIRS FS#3:REPAIRS 028.2050.4245 FS#3:REPAIRS 029.2100.4245	253.27
Total :				506.54
93215	3/3/2026	004879 DIV OF THE STATE ARCHITECT	AB1379 04/01/2025-06/30/2025 AB1379 04/01/2025-06/30/2025 051.1493 AB1379 07/01/2025-09/30/2025 AB1379 07/01/2025-09/30/2025 051.1493 AB1379 10/01/2025-12/31/2025 AB1379 10/01/2025-12/31/2025 051.1493	0.40 25.20 160.40
Total :				186.00
93216	3/3/2026	005869 DOPP PROPERTY SERVICES	26811 5TH ST:SECURE PROP 26811 5TH ST:SECURE PROP 001.4600.4557 26811 5TH ST:SECURE PROP 26811 5TH ST:SECURE PROP 001.4600.4557	275.00 260.00
Total :				535.00
93217	3/3/2026	000085 EAST VALLEY WATER DISTRICT	LMD 04-FEB LMD 04-FEB 012.8500.4030 POLICE STATION-FEB POLICE STATION-FEB 001.2000.4030 POLICE STATION-FEB	72.38 227.08

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93217	3/3/2026	000085 EAST VALLEY WATER DISTRICT	(Continued)	
			POLICE STATION-FEB	
			001.2000.4030	463.66
			LMD 29-FEB	
			LMD 29-FEB	
			012.8500.4030	126.78
			CITY HALL-FEB	
			CITY HALL-FEB	
			042.9510.4030	175.19
			LMD 15A-FEB	
			LMD 15A-FEB	
			012.8500.4030	263.28
			LMD 07-FEB	
			LMD 07-FEB	
			012.8500.4030	115.52
			BASELINE MEDIAN-FEB	
			BASELINE MEDIAN-FEB	
			004.8310.4030	166.39
			FS#1-FEB	
			FS#1-FEB	
			029.2100.4030	80.75
			FS#1-FEB	
			028.2050.4030	80.75
			LMD 21-B-FEB	
			LMD 21-B-FEB	
			012.8500.4030	411.11
			FS#2-FEB	
			FS#2-FEB	
			029.2100.4030	133.67
			FS#2-FEB	
			028.2050.4030	133.66
			AURANTIA PK-FEB	
			AURANTIA PK-FEB	
			001.6000.4030	1,384.35
			LMD 44-FEB	
			LMD 44-FEB	
			012.8500.4030	1,097.52
			LMD 15-B-FEB	

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93217	3/3/2026	000085 EAST VALLEY WATER DISTRICT	(Continued)	
			LMD 15-B-FEB	
			012.8500.4030	246.44
			FS#3 FS-FEB	
			FS#3 FS-FEB	
			029.2100.4030	11.79
			FS#3 FS-FEB	
			028.2050.4030	11.78
			FS#2 FS-FEB	
			FS#2 FS-FEB	
			029.2100.4030	11.04
			FS#2 FS-FEB	
			028.2050.4030	11.04
			BASELINE MEDIAN-FEB	
			BASELINE MEDIAN-FEB	
			004.8310.4030	251.09
			LMD 73-FEB	
			LMD 73-FEB	
			012.8500.4030	86.40
			LMD 37-FEB	
			LMD 37-FEB	
			012.8500.4030	298.58
			FS#3 DOM-	
			FS#3 DOM:FEB	
			029.2100.4030	100.88
			FS#3 DOM:FEB	
			028.2050.4030	100.87
			LMD 21-A-FEB	
			LMD 21-A-FEB	
			012.8500.4030	97.44
			POLICE STATION FS-FEB	
			POLICE STATION FS-FEB	
			001.2000.4030	23.57
			FS#3 IRR-FEB	
			FS#3 IRR-FEB	
			029.2100.4030	37.70
			FS#3 IRR-FEB	
			028.2050.4030	37.70

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93217	3/3/2026	000085 EAST VALLEY WATER DISTRICT	(Continued) BOULDER MEDIAN-FEB BOULDER MEDIAN-FEB 004.8310.4030 POLICE STATION FS-FEB POLICE STATION FS-FEB 001.2000.4030 CITY HALL FS-FEB CITY HALL FS-FEB 042.9510.4030	350.56 23.57 24.41
Total :				6,656.95
93218	3/3/2026	006472 F3 BUILDING SERVICES INC.	REFUND BL#15640 REFUND BL#15640 001.1450.7450 REFUND BL#15640 051.1493	60.00 4.00
Total :				64.00
93219	3/3/2026	002617 FERGUSON ENTERPRISES LLC	PD:RESTROOM FIXTURE REPAIR PD:RESTROOM FIXTURE REPAIR 001.2000.4070	76.10
Total :				76.10
93220	3/3/2026	005567 FIRE APPARATUS SOLUTIONS	ME543:REPAIRS ME543:REPAIRS 028.2050.4240 ME543:REPAIRS 029.2100.4240	740.41 740.41
Total :				1,480.82
93221	3/3/2026	005358 FLEET SERVICES INC	FS#3:DEF FS#3:DEF 028.2050.4220 FS#3:DEF 029.2100.4220 FS#1:DEF FS#1:DEF	75.43 75.43

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93221	3/3/2026	005358 FLEET SERVICES INC	(Continued)	
			028.2050.4220	93.42
			FS#1:DEF	
			029.2100.4220	93.42
			Total :	337.70
93222	3/3/2026	005018 FLYERS ENERGY, LLC	FUEL-FEB	
			FUEL-FEB	
			001.2000.4220	6,390.10
			FUEL-FEB	
			001.4200.4220	69.51
			FUEL-FEB	
			001.4600.4220	261.19
			FUEL-FEB	
			001.6000.4220	107.68
			FUEL-FEB	
			004.8310.4220	403.93
			FUEL-FEB	
			028.2050.4220	932.68
			FUEL-FEB	
			029.2100.4220	932.68
			FUEL-FEB	
			042.9510.4220	26.93
			Total :	9,124.70
93223	3/3/2026	006146 FM THOMAS AIR CONDITIONING	YMCA:HVAC REPAIR	
			YMCA:HVAC REPAIR	
			001.6000.4588	5,593.90
			Total :	5,593.90
93224	3/3/2026	006362 GEYSER EQUIPMENT, LLC	VEH#104:EQUIP MAINT	
			VEH#104:EQUIP MAINT	
			001.6010.4245	799.79
			Total :	799.79
93225	3/3/2026	002845 GRAINGER INC	PD:SINK FILTER	
			PD:SINK FILTER	
			001.2000.4245	175.33

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93225	3/3/2026	002845 GRAINGER INC	(Continued) CORP YARD:MISC SUPPLIES CORP YARD:MISC SUPPLIES 004.8310.4206 LIBRARY:DOOR HARDWARE REPAIR LIBRARY:DOOR HARDWARE REPAIR 001.6000.4070	571.17 352.18 Total : 1,098.68
93226	3/3/2026	005873 INTERSTATE STRIPING INC	CHURCH AVE/SILVBERRY ST:RED CURB PAINTING CHURCH AVE/SILVBERRY ST:RED CURB PAINTING 004.8310.4578	800.00 Total : 800.00
93227	3/3/2026	000127 K & L HARDWARE	FS#1:MISC SUPPLIES FS#1:MISC SUPPLIES 029.2100.4204 CORP YARD:MISC SUPPLIES CORP YARD:MISC SUPPLIES 004.8310.4206	44.13 12.92 Total : 57.05
93228	3/3/2026	001193 LIFE ASSIST, INC.	FS#1-3:PARAMEDIC SUPPLIES FS#1-3:PARAMEDIC SUPPLIES 028.2050.4207 FS#1-3:PARAMEDIC SUPPLIES FS#1-3:PARAMEDIC SUPPLIES 028.2050.4207	1,088.23 633.00 Total : 1,721.23
93229	3/3/2026	001404 LOWE'S	LIBRARY:MISC REPAIRS LIBRARY:MISC REPAIRS 001.6000.4206 CORP YARD:MISC SUPPLIES CORP YARD:MISC SUPPLIES 004.8310.4206 PD:ROOF LEAK REPAIRS PD:ROOF LEAK REPAIRS 001.2000.4070	82.71 30.60 127.18

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93229	3/3/2026	001404 LOWE'S	(Continued)	
			CORP YARD:EXTERIOR LIGHTING	
			CORP YARD:EXTERIOR LIGHTING	
			004.8310.4070	17.70
			CORP YARD:MESSAGE SIGN REPAIR	
			CORP YARD:MESSAGE SIGN REPAIR	
			004.8310.4206	15.69
			CITY HALL:LIGHTING	
			CITY HALL:LIGHTING	
			042.9510.4070	187.10
			IT SUPPLIES	
			IT SUPPLIES	
			042.9510.4203	18.40
			FS#2:MICROWAVE	
			FS#2:MICROWAVE	
			028.2050.4203	127.44
			FS#2:MICROWAVE	
			029.2100.4203	127.44
			ILLEGAL DUMPING SUPPLIES	
			ILLEGAL DUMPING SUPPLIES	
			001.4200.4596	83.83
			CORP YARD:BLDG MAINT	
			CORP YARD:BLDG MAINT	
			004.8310.4070	52.45
			CITY HALL:MAINT	
			CITY HALL:MAINT	
			042.9510.4070	47.04
			CORP YARD:BLDG MAINT	
			CORP YARD:BLDG MAINT	
			004.8310.4070	67.46
			COMM PK:SNACK BAR MAINT	
			COMM PK:SNACK BAR MAINT	
			001.6000.4070	15.03
			Total :	1,000.07
93230	3/3/2026	003989 MAXWELL LANDSCAPING	SF GRANT PRG:8009 CHURCH ST-50%	
			SF GRANT PRG:8009 CHURCH ST-50%	
			010.3830.4349	6,700.00

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93230	3/3/2026	003989 003989 MAXWELL LANDSCAPING	(Continued)	Total : 6,700.00
93231	3/3/2026	003989 MAXWELL LANDSCAPING	SF GRANT PRG:8009 CHURCH ST-100% SF GRANT PRG:8009 CHURCH ST-100% 010.3830.4349	Total : 6,700.00
93232	3/3/2026	003989 MAXWELL LANDSCAPING	SF GRANT PRG:8009 CHURCH ST SF GRANT PRG:8009 CHURCH ST-DEP 010.3830.4349	Total : 1,000.00
93233	3/3/2026	006463 PETAS CAR CARE	VEH#139:MAINT VEH#139:MAINT 001.6000.4240	Total : 65.39
93234	3/3/2026	005326 RP LANDSCAPE & IRRIGATION	CORP YARD:PESTICIDE TRAINING 2026 CORP YARD:PESTICIDE TRAINING 2026 004.8310.4330 LMD48:PLANT REPLACEMENT LMD48:PLANT REPLACEMENT 012.8500.4206	Total : 635.00
93235	3/3/2026	000424 SAN BERNARDINO FIRE PROTECTION	HAZARDOUS WASTE FEE 4/2026-6/2026 HAZARDOUS WASTE FEE 4/2026-6/2026 001.4200.4596	Total : 1,935.68
93235	3/3/2026	000424 SAN BERNARDINO FIRE PROTECTION	HAZARDOUS WASTE FEE 4/2026-6/2026 HAZARDOUS WASTE FEE 4/2026-6/2026 001.4200.4596	Total : 13,547.22
93236	3/3/2026	000022 SB CO AUDITOR/CONTROLLER	PARKING CITATIONS-JAN PARKING CITATIONS-JAN 001.1700.4516	Total : 1,172.00
93237	3/3/2026	000024 SB CO DEPT OF PUBLIC WORKS	SHARED TS MAINT 10/1-12/31/25 SHARED TS MAINT 10/1-12/31/25 004.8310.4580	Total : 1,172.00
93237	3/3/2026	000024 SB CO DEPT OF PUBLIC WORKS	SHARED TS MAINT 10/1-12/31/25 SHARED TS MAINT 10/1-12/31/25 004.8310.4580	Total : 1,461.17

Voucher List
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Voucher	Date	Vendor	Description/Account	Amount
93237	3/3/2026	000024	000024 SB CO DEPT OF PUBLIC WORKS (Continued)	Total : 1,461.17
93238	3/3/2026	005731	SITEONE LANDSCAPE SUPPLY, LLC COMM PK:IRRIG REPAIR COMM PK:IRRIG REPAIR 001.6000.4206	1,122.62 Total : 1,122.62
93239	3/3/2026	000204	SOCALGAS FS#2-FEB FS#2-FEB 028.2050.4020 FS#2-FEB 029.2100.4020 CITY HALL-FEB CITY HALL-FEB 042.9510.4020 POLICE-FEB POLICE-FEB 001.2000.4020 FS#3-FEB FS#3-FEB 028.2050.4020 FS#3-FEB 029.2100.4020 FS#1-FEB FS#1-FEB 028.2050.4020 FS#1-FEB 029.2100.4020	45.88 45.88 675.88 2,672.49 57.50 57.50 65.11 65.11 Total : 3,685.35
93240	3/3/2026	004920	TKE ENGINEERING PGI21005 CLOSED MISC PERMITS/INSP-DEC PGI21005 CLOSED MISC PERMITS/INSP-DEC 001.3200.4551 PGI25006 MISC PERMITS/INSP-DEC PGI25006 MISC PERMITS/INSP-DEC 001.3200.4551 PGI25005 MISC PERMITS/INSP-DEC PGI25005 MISC PERMITS/INSP-DEC	113.00 1,017.00

Voucher List
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Voucher	Date	Vendor	Description/Account	Amount
93240	3/3/2026	004920 TKE ENGINEERING	(Continued)	
			001.3200.4551	2,260.00
			RG125003 MISC PERMITS/INSP-DEC	
			RG125003 MISC PERMITS/INSP-DEC	
			001.3200.4551	226.00
			ST125003 MISC PERMITS/INSP-DEC	
			ST125003 MISC PERMITS/INSP-DEC	
			001.3200.4551	452.00
			PW125003 MISC PERMITS/INSP-DEC	
			PW125003 MISC PERMITS/INSP-DEC	
			001.3200.4551	4,520.00
			Total :	8,588.00
93241	3/3/2026	005054 TREH PARTNERS XV, LLC	SPR006001A:EROSION CNTL REFUND	
			SPR006001A:EROSION CNTL REFUND	
			051.1440	28,460.00
			Total :	28,460.00
93242	3/3/2026	000086 TYLER TECHNOLOGIES, INC	EERP MIGRATION 2/11/26	
			EERP MIGRATION 2/11/26	
			007.8330.6070	1,400.00
			Total :	1,400.00
93243	3/3/2026	000237 WILLDAN ASSOCIATES	CODE ENFORCEMENT-JAN	
			CODE ENFORCEMENT-JAN	
			001.4600.4538	12,375.00
			Total :	12,375.00
93244	3/3/2026	001677 YMCA OF THE EAST VALLEY	MONTHLY REIMB-DEC	
			MONTHLY REIMB-DEC	
			001.6000.4526	156,485.00
			Total :	156,485.00
93245	3/3/2026	006001 YUNEX LLC	TS RESPONSE CALL OUTS-JAN	
			TS RESPONSE CALL OUTS-JAN	
			004.8310.4580	6,992.48
			STL MAINT-JAN	
			STL MAINT-JAN	
			013.8510.4664	2,528.50

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93245	3/3/2026	006001 YUNEX LLC	(Continued) TS MAINT-JAN TS MAINT-JAN 004.8310.4580	3,827.00
Total :				13,347.98
93246	3/3/2026	004298 ZOLL MEDICAL CORPORATION	FS#1-3:PARAMEDIC SUPPLIES FS#1-3:PARAMEDIC SUPPLIES 028.2050.4207	1,112.97
			FS#1-3:PARAMEDIC SUPPLIES FS#1-3:PARAMEDIC SUPPLIES 028.2050.4207	1,112.97
			FS#1-3:PARAMEDIC SUPPLIES FS#1-3:PARAMEDIC SUPPLIES 028.2050.4207	1,246.13
			FS#1-3:PARAMEDIC SUPPLIES FS#1-3:PARAMEDIC SUPPLIES 028.2050.4207	1,246.13
			FS#1-3:PARAMEDIC SUPPLIES FS#1-3:PARAMEDIC SUPPLIES 028.2050.4207	1,246.13
Total :				5,964.33
40 Vouchers for bank code : wfb				Bank total : 298,680.31
40 Vouchers in this report				Total vouchers : 298,680.31

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1133	3/6/2026	006400 MISSION SQUARE PLAN SERVICES	MISSION SQ DEF COMP 457 TRAD: PAYMENT	
			MISSION SQ DEF COMP 457 TRAD: Payment	
			041.1170	187.49
			MISSION SQ DEF COMP 457 TRAD: Payment	
			042.1170	440.14
			MISSION SQ DEF COMP 457 TRAD: Payment	
			070.1170	212.49
			MISSION SQ DEF COMP 457 ROTH: Payment	
			001.1170	263.74
			MISSION SQ DEF COMP 457 ROTH: Payment	
			042.1170	46.65
			MISSION SQ DEF COMP 457 TRAD: Payment	
			001.1170	10,127.67
			MISSION SQ DEF COMP 457 TRAD: Payment	
			004.1170	1,742.88
			MISSION SQ DEF COMP 457 TRAD: Payment	
			010.1170	489.58
			MISSION SQ DEF COMP 457 TRAD: Payment	
			012.1170	28.70
			MISSION SQ DEF COMP 457 TRAD: Payment	
			016.1170	28.59
			MISSION SQ DEF COMP 457 TRAD: Payment	
			023.1170	25.00
			MISSION SQ DEF COMP 457 TRAD: Payment	
			024.1170	12.92
			Total :	13,605.85
1134	3/6/2026	000119 INTERNAL REVENUE SERVICE	FEDERAL TAXES: PAYMENT	
			FEDERAL TAXES: Payment	
			001.1120	15,345.32
			FEDERAL TAXES: Payment	
			004.1120	2,469.98
			FEDERAL TAXES: Payment	
			010.1120	877.14
			FEDERAL TAXES: Payment	
			012.1120	311.60

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1134	3/6/2026	000119	INTERNAL REVENUE SERVICE	
			(Continued)	
			FEDERAL TAXES: Payment	
			016.1120	311.58
			FEDERAL TAXES: Payment	
			023.1120	171.38
			FEDERAL TAXES: Payment	
			024.1120	14.59
			FEDERAL TAXES: Payment	
			041.1120	360.56
			FEDERAL TAXES: Payment	
			042.1120	1,921.39
			FEDERAL TAXES: Payment	
			070.1120	898.33
			SOCIAL SECURITY: Payment	
			001.1140	720.26
			SOCIAL SECURITY: Payment	
			008.1140	58.02
			SOCIAL SECURITY: Payment	
			042.1140	61.24
			MEDICARE: Payment	
			001.1140	3,838.70
			MEDICARE: Payment	
			004.1140	701.18
			MEDICARE: Payment	
			008.1140	13.58
			MEDICARE: Payment	
			010.1140	216.76
			MEDICARE: Payment	
			012.1140	74.82
			MEDICARE: Payment	
			016.1140	74.84
			MEDICARE: Payment	
			023.1140	47.20
			MEDICARE: Payment	
			024.1140	5.26
			MEDICARE: Payment	
			041.1140	93.26

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1134	3/6/2026	000119	INTERNAL REVENUE SERVICE (Continued)	
			MEDICARE: Payment 042.1140	534.82
			MEDICARE: Payment 070.1140	171.90
			Total :	29,293.71
1135	3/6/2026	000004	PUBLIC EMPLOYEE RETIREMENT SYS EPMC: PAYMENT	
			PERS: Payment 042.1145	2,374.74
			PERS: Payment 070.1145	1,027.19
			PERS SURVIVOR: Payment 001.1145	25.54
			PERS SURVIVOR: Payment 004.1145	5.22
			PERS SURVIVOR: Payment 010.1145	1.08
			PERS SURVIVOR: Payment 012.1145	0.76
			EPMC: Payment 001.1145	542.32
			EPMC: Payment 004.1145	89.20
			EPMC: Payment 023.1145	9.98
			EPMC: Payment 024.1145	0.77
			EPMC: Payment 041.1145	22.61
			EPMC: Payment 042.1145	7.88
			EPMC: Payment 070.1145	64.51
			PERS: Payment 001.1145	19,697.33
			PERS: Payment	

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1135	3/6/2026	000004 PUBLIC EMPLOYEE RETIREMENT SYS	(Continued)	
			004.1145	3,746.44
			PERS: Payment	
			010.1145	1,136.69
			PERS: Payment	
			012.1145	320.55
			PERS: Payment	
			016.1145	320.55
			PERS: Payment	
			023.1145	269.40
			PERS: Payment	
			024.1145	26.81
			PERS: Payment	
			041.1145	557.11
			PERS SURVIVOR: Payment	
			016.1145	0.68
			PERS SURVIVOR: Payment	
			023.1145	0.38
			PERS SURVIVOR: Payment	
			024.1145	0.04
			PERS SURVIVOR: Payment	
			041.1145	0.34
			PERS SURVIVOR: Payment	
			042.1145	5.28
			PERS SURVIVOR: Payment	
			070.1145	0.67
			Total :	30,254.07
1136	3/6/2026	000001 CALIF STATE EMPLOYMENT	STATE TAXES: PAYMENT	
			STATE TAXES: Payment	
			001.1130	6,488.23
			STATE TAXES: Payment	
			004.1130	995.53
			STATE TAXES: Payment	
			010.1130	418.32
			STATE TAXES: Payment	
			012.1130	75.82

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1136	3/6/2026	000001	CALIF STATE EMPLOYMENT (Continued)	
			STATE TAXES: Payment 016.1130	75.76
			STATE TAXES: Payment 023.1130	57.39
			STATE TAXES: Payment 024.1130	5.59
			STATE TAXES: Payment 041.1130	151.55
			STATE TAXES: Payment 042.1130	711.86
			STATE TAXES: Payment 070.1130	331.61
			Total :	9,311.66

4 Vouchers for bank code : wfb

Bank total : 82,465.29

4 Vouchers in this report

Total vouchers : 82,465.29

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93247	3/10/2026	004206 #1 SON PLUMBING INC	CITY HALL:RESTROOM REPAIR CITY HALL:RESTROOM REPAIR 042.9510.4070	685.51 Total : 685.51
93248	3/10/2026	005737 AGA ENGINEERS, INC.	ON CALL TRAFFIC ENG SVC-JAN ON CALL TRAFFIC ENG SVC-JAN 020.8440.4550 TS MONITORING-JAN TS MONITORING-JAN 020.8440.4550	4,780.00 Total : 3,200.00 7,980.00
93249	3/10/2026	000014 ALL CITY MANAGEMENT SERVICES	CROSSING GUARD SVC 2/1-2/14/26 CROSSING GUARD SVC 2/1-2/14/26 002.8200.4530	3,843.93 Total : 3,843.93
93250	3/10/2026	005771 AMAZON CAPITAL SERVICES	OFFICE SUPPLIES OFFICE SUPPLIES 001.4100.4200 WATER BOTTLE FILLER STATION FILTERS WATER BOTTLE FILLER STATION FILTERS 027.8490.4349 OFFICE SUPPLIES 001.4200.4200	225.41 630.10 42.52 Total : 898.03
93251	3/10/2026	006389 AMERIFLEX	FSA:LUDOLPH 2/28/26 FSA:LUDOLPH 2/28/26 001.1182	15.00 Total : 15.00
93252	3/10/2026	001072 AUTO ZONE, INC.	VEH#126:MAINT VEH#126:MAINT 004.8310.4240 VEH#126:MAINT VEH#126:MAINT	181.93

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Voucher	Date	Vendor	Description/Account	Amount
93252	3/10/2026	001072 AUTO ZONE, INC.	(Continued)	
			004.8310.4240	35.95
			VEH#126:MAINT	
			VEH#126:MAINT	
			004.8310.4240	30.21
Total :				248.09
93253	3/10/2026	002480 CASC ENGINEERING & CONSULTING	FWQ17006-JAN	
			FWQ17006-JAN	
			001.3200.4551	1,225.00
			WQP23004-JAN	
			WQP23004-JAN	
			001.3200.4551	665.00
			WQP25005-JAN	
			WQP25005-JAN	
			001.3200.4551	770.00
			FWQ19001-JAN	
			FWQ19001-JAN	
			001.3200.4551	877.50
			FWQ21006-JAN	
			FWQ21006-JAN	
			001.3200.4551	202.50
			FWQ22001-JAN	
			FWQ22001-JAN	
			001.3200.4551	270.00
			FWQ24002-JAN	
			FWQ24002-JAN	
			001.3200.4551	270.00
			WQP21001-JAN	
			WQP21001-JAN	
			001.3200.4551	202.50
			FWQ17006-JAN	
			FWQ17006-JAN	
			001.3200.4551	202.50
			WQP25004-JAN	
			WQP25004-JAN	
			001.3200.4551	202.50

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Voucher	Date	Vendor	Description/Account	Amount
93257	3/10/2026	005859 COUNTY OF SAN BERNARDINO DEPT	(Continued)	
			029.2100.4209	592.90
			RADIO ACCESS-JAN	
			RADIO ACCESS-JAN	
			028.2050.4209	592.90
			RADIO ACCESS-JAN	
			029.2100.4209	592.90
			Total :	2,371.60
93258	3/10/2026	000213 DAILY JOURNAL CORPORATION	WAKELAND HRG:NEWSPAPER PUB	
			WAKELAND HRG:NEWSPAPER PUB	
			001.1200.4300	1,071.16
			Total :	1,071.16
93259	3/10/2026	006259 DEPENDABLE BREAK ROOM SOLUTION	COUNCIL:COOLER RENTAL	
			COUNCIL:COOLER RENTAL	
			042.9510.4200	18.32
			CITY HALL:COOLER RENTAL	
			CITY HALL:COOLER RENTAL	
			042.9510.4200	43.09
			CITY HALL:MONTHLY COFFEE	
			CITY HALL:MONTHLY COFFEE	
			042.9510.4200	49.50
			Total :	110.91
93260	3/10/2026	005869 DOPP PROPERTY SERVICES	7222 CHURCH AVE:SECURE PROP	
			7222 CHURCH AVE:SECURE PROP	
			001.4600.4557	540.00
			Total :	540.00
93261	3/10/2026	000085 EAST VALLEY WATER DISTRICT	BEATTIE-IRRIGATION-FEB	
			BEATTIE-IRRIGATION-FEB	
			001.6000.4030	426.31
			LMD 48B-FEB	
			LMD 48B-FEB	
			012.8500.4030	942.67
			LMD 02-E-FEB	
			LMD 02-E-FEB	
			012.8500.4030	551.91

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Voucher	Date	Vendor	Description/Account	Amount
93261	3/10/2026	000085 EAST VALLEY WATER DISTRICT	(Continued)	
			LMD 48C-FEB	
			LMD 48C-FEB	
			012.8500.4030	503.59
			LMD 31-DEC	
			LMD 31-DEC	
			012.8500.4030	252.68
			LMD 00-BASELINE-FEB	
			LMD 00-BASELINE-FEB	
			012.8500.4030	265.98
			LMD 22-FEB	
			LMD 22-FEB	
			012.8500.4030	188.18
			LMD 03-YARNELL-FEB	
			LMD 03-YARNELL-FEB	
			012.8500.4030	48.26
			LMD 02-A-FEB	
			LMD 02-A-FEB	
			012.8500.4030	64.65
			LMD 03-BASELINE-FEB	
			LMD 03-BASELINE-FEB	
			012.8500.4030	97.51
			LMD 20-BASELINE-FEB	
			LMD 20-BASELINE-FEB	
			012.8500.4030	248.18
			LMD 01-A-FEB	
			LMD 01-A-FEB	
			012.8500.4030	69.36
			LMD 35-FEB	
			LMD 35-FEB	
			012.8500.4030	162.04
			LMD 06-FEB	
			LMD 06-FEB	
			012.8500.4030	54.26
			LMD 01-B-FEB	
			LMD 01-B-FEB	
			012.8500.4030	118.29
			LMD 48-FEB	

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Voucher	Date	Vendor	Description/Account	Amount
93261	3/10/2026	000085 EAST VALLEY WATER DISTRICT	(Continued)	
			LMD 48-FEB	
			012.8500.4030	592.28
			LMD 30-FEB	
			LMD 30-FEB	
			012.8500.4030	304.05
			LMD 39-FEB	
			LMD 39-FEB	
			012.8500.4030	417.20
			CANYON OAKS PK-FEB	
			CANYON OAKS PK-FEB	
			016.8540.4030	782.07
			LMD 02-B-FEB	
			LMD 02-B-FEB	
			012.8500.4030	234.61
			LMD 13-FEB	
			LMD 13-FEB	
			012.8500.4030	197.51
			LMD 02-D-FEB	
			LMD 02-D-FEB	
			012.8500.4030	119.10
			LMD 02-C-FEB	
			LMD 02-C-FEB	
			012.8500.4030	245.61
			LMD 08-FEB	
			LMD 08-FEB	
			012.8500.4030	206.57
			LMD 48C-IRR-FEB	
			LMD 48C-IRR-FEB	
			012.8500.4030	459.10
			LMD 20-STREATER-FEB	
			LMD 20-STREATER-FEB	
			012.8500.4030	89.82
			Total :	7,641.79
93262	3/10/2026	000085 EAST VALLEY WATER DISTRICT	LMD 36-FEB	
			LMD 36-FEB	
			012.8500.4030	148.74

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Voucher	Date	Vendor	Description/Account	Amount
93268	3/10/2026	000108 000108 HIGH TECH SECURITY	(Continued)	Total : 800.00
93269	3/10/2026	006343 INTERMEDIA.NET INC.	VOIP-MAR VOIP-MAR 042.9510.4533	2,504.74 Total : 2,504.74
93270	3/10/2026	000207 KONICA MINOLTA	COPIER/PRINTER LEASE-FEB COPIER/PRINTER LEASE-FEB 042.9510.4205	6,637.17 Total : 6,637.17
93271	3/10/2026	002439 MORGAN, MELISSA	MILEAGE REIMB-2024/2025 MILEAGE REIMB-2024/2025 001.4200.4332 MILEAGE REIMB-OCT 2025 MILEAGE REIMB-OCT 2025 001.4200.4332 MILEAGE REIMB-MARCH MILEAGE REIMB-MARCH 001.4200.4332	52.80 19.39 9.28 Total : 81.47
93272	3/10/2026	006361 NEW CENTURY PRODUCTS	MEM PK:PLAQUE REPLACEMENT MEM PK:PLAQUE REPLACEMENT 001.6000.4206	2,392.50 Total : 2,392.50
93273	3/10/2026	001439 OFFICE SOLUTIONS	30% RECYCLED PAPER SUPPLY 30% RECYCLED DELUXE COLOR GREEN PAPER 042.9510.4200 30% RECYCLED COLOR CREAM PAPER 042.9510.4200 30% RECYCLED WHITE COPY PAPER 042.9510.4200	45.92 27.30 145.54 Total : 218.76
93274	3/10/2026	006463 PETAS CAR CARE	VEH#116:MAINT VEH#116:MAINT	

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Voucher	Date	Vendor	Description/Account	Amount
93274	3/10/2026	006463 PETAS CAR CARE	(Continued) 001.6010.4240	90.87
Total :				90.87
93275	3/10/2026	000598 PR PRINTING	BUS CARDS:VARGAS BUS CARDS:VARGAS 001.4600.4200 PD:PARKING VIOLATION BOOKS 1,000 COUNT PD:PARKING VIOLATION BOOKS 001.2000.4250 BUS CARDS:RAMOS BUS CARDS:RAMOS 001.4200.4200	52.50 1,404.28 52.50
Total :				1,509.28
93276	3/10/2026	002511 RECORDER-CLERK CO OF SB	DOCUMENT RECORDING-FEB DOCUMENT RECORDING-FEB 001.1200.4506	20.00
Total :				20.00
93277	3/10/2026	003713 SATCOM GLOBAL LTD.	SATELLITE PHONE-FEB SATELLITE PHONE-FEB 028.2050.4061 SATELLITE PHONE-FEB 029.2100.4061 SATELLITE PHONE-FEB 001.2000.4061 SATELLITE PHONE-FEB 042.9510.4061	28.61 28.60 57.21 57.21
Total :				171.63
93278	3/10/2026	000487 SMART & FINAL	PSA SUPPLIES PSA SUPPLIES 001.6020.4336	74.31
Total :				74.31
93279	3/10/2026	000203 SOUTHERN CALIFORNIA EDISON	CUNNINGHAM PK-FEB CUNNINGHAM PK-FEB 016.8540.4010	15.63

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Voucher	Date	Vendor	Description/Account	Amount
93279	3/10/2026	000203 SOUTHERN CALIFORNIA EDISON	(Continued)	
			AURANTIA PK-FEB	
			AURANTIA PK-FEB	
			001.6000.4010	93.86
			POLICE STATION-FEB	
			POLICE STATION-FEB	
			001.2000.4010	7,386.11
			CANYON OAK-FEB	
			CANYON OAK-FEB	
			016.8540.4010	27.22
			EVC STATIONS-FEB	
			EVC STATIONS-FEB	
			042.9510.4012	6,260.26
			ST LIGHT ACQUISITION-SALES PH 1-FEB	
			ST LIGHT ACQUISITION-SALES PH 1-FEB	
			013.8510.4011	16,620.52
			LMD 48-FEB	
			LMD 48-FEB	
			012.8500.4010	2.86
			UPLIGHTING-FEB	
			013.8510.4011	13.02
			CITY HALL-FEB	
			CITY HALL-FEB	
			042.9510.4010	826.53
			CITY HALL-FEB	
			CITY HALL-FEB	
			042.9510.4010	1,396.17
			SIGNALS:VARIOUS-FEB	
			SIGNALS:VARIOUS-FEB	
			004.8310.4580	4,169.62
			CORP YARD-FEB	
			CORP YARD-FEB	
			004.8310.4010	1,065.42
			HIGHLAND AVENUE ALPR-FEB	
			HIGHLAND AVENUE ALPR-FEB	
			001.2000.4062	14.04
			LS3-FEB	
			LS3-FEB	

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Voucher	Date	Vendor	Description/Account	Amount
93279	3/10/2026	000203 SOUTHERN CALIFORNIA EDISON	(Continued)	
			013.8510.4011	35.15
			COMM PK-FEB	
			COMM PK-FEB	
			001.6000.4010	1,581.53
			OAK CREEK PK-FEB	
			OAK CREEK PK-FEB	
			016.8540.4010	17.42
			SEELEY PK-FEB	
			016.8540.4010	24.78
			LS3:VARIOUS-FEB	
			LS3:VARIOUS-FEB	
			013.8510.4011	14.98
			LS3:VARIOUS-FEB	
			LS3:VARIOUS-FEB	
			013.8510.4011	801.53
			LS1:VARIOUS-FEB	
			LS1:VARIOUS-FEB	
			013.8510.4011	9,888.10
			LS3-1/2 5T ST-	
			LS3-FEB	
			013.8510.4011	14.98
			BASELINE MEDIAN-FEB	
			BASELINE MEDIAN-FEB	
			004.8310.4010	598.40
			LIBRARY/ELC-FEB	
			LIBRARY/ELC-FEB	
			001.6000.4010	5,722.60
			LS2: VARIOUS-FEB	
			LS2: VARIOUS-FEB	
			013.8510.4011	1,256.54
			SIGNALS:VARIOUS-FEB	
			SIGNALS:VARIOUS-FEB	
			004.8310.4580	528.09
			LS3-27477 1/2 BASELINE ST-FEB	
			LS3-27477 1/2 BASELINE ST-FEB	
			013.8510.4011	17.33

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Voucher	Date	Vendor	Description/Account	Amount
93279	3/10/2026	000203 000203 SOUTHERN CALIFORNIA EDISON	(Continued)	Total : 58,392.69
93280	3/10/2026	000203 SOUTHERN CALIFORNIA EDISON	FS#1-3-FEB	
			FS#3-FEB	
			028.2050.4010	634.21
			FS#3-FEB	
			029.2100.4010	634.21
			FS#1-FEB	
			028.2050.4010	335.00
			FS#1-FEB	
			029.2100.4010	335.00
			FS#2-FEB	
			028.2050.4010	315.05
			FS#2-FEB	
			029.2100.4010	315.05
			Total :	2,568.52
93281	3/10/2026	000203 SOUTHERN CALIFORNIA EDISON	LS3-JAN	
			LS3-JAN	
			013.8510.4011	34.37
			Total :	34.37
93282	3/10/2026	004851 SOUTHWEST AERIAL & CRANE	VEH#103:ANNUAL INSPECTION & CERT	
			VEH#103:ANNUAL INSPECTION & CERT	
			004.8310.4245	1,296.00
			Total :	1,296.00
93283	3/10/2026	006405 SUPERIOR MEDICAL	ILLEGAL DUMPED SHARPS	
			ILLEGAL DUMPED SHARPS	
			001.4200.4596	60.00
			Total :	60.00
93284	3/10/2026	004920 TKE ENGINEERING	HYD25002 MISC PERMITS/INSP-NOV	
			HYD25002 MISC PERMITS/INSP-NOV	
			001.3200.4551	549.00
			SDC25002 MISC PERMITS/INSP-NOV	
			SDC25002 MISC PERMITS/INSP-NOV	
			001.3200.4551	1,185.00
			FMR25001 MISC PERMITS/INSP-NOV	

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Voucher	Date	Vendor	Description/Account	Amount
93284	3/10/2026	004920 TKE ENGINEERING	(Continued)	
			FMR25001 MISC PERMITS/INSP-NOV 001.3200.4551	195.00
			GPR25003 MISC PERMITS/INSP-NOV GPR25003 MISC PERMITS/INSP-NOV 001.3200.4551	520.00
			GPR25003 MISC PERMITS/INSP-NOV GPR25003 MISC PERMITS/INSP-NOV 001.3200.4551	1,300.00
			GPR25003 MISC PERMITS/INSP-NOV GPR25003 MISC PERMITS/INSP-NOV 001.3200.4551	737.00
			EVWD MISC PERMITS/INSP FIXED FEE-NOV EVWD MISC PERMITS/INSP FIXED FEE-NOV 001.3200.4551	282.50
			EPA25035 MISC PERMITS/INSP-NOV EPA25035 MISC PERMITS/INSP-NOV 001.3200.4551	169.50
			BRG07001 RDA07 NP-NOV BRG07001 RDA07 NP-NOV 010.3830.6813	395.50
			AT&T MISC PERMITS/INSP FIXED FEE-NOV AT&T MISC PERMITS/INSP FIXED FEE-NOV 001.3200.4551	791.00
			35025014 MISC PERMITS/INSP-NOV 35025014 MISC PERMITS/INSP-NOV 001.3200.4551	113.00
			SCG MISC PERMITS/INSP FIXED FEE-NOV SCG MISC PERMITS/INSP FIXED FEE-NOV 001.3200.4551	1,073.50
			SCE MISC PERMITS/INSP-NOV SCE MISC PERMITS/INSP-NOV 001.3200.4551	734.50
			SPECTRUM MISC PERMITS/INSP FIXED FEE-NOV SPECTRUM MISC PERMITS/INSP FIXED FEE-NOV 001.3200.4551	678.00
			EPA25100 MISC PERMITS/INSP-NOV EPA25100 MISC PERMITS/INSP-NOV	

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Voucher	Date	Vendor	Description/Account	Amount
93284	3/10/2026	004920 TKE ENGINEERING	(Continued)	
			001.3200.4551	113.00
			SBCFCD MISC PERMITS/INSP NO FEE-NOV	
			SBCFCD MISC PERMITS/INSP NO FEE-NOV	
			001.3200.4551	226.00
			RGI25005 MISC PERMITS/INSP-NOV	
			RGI25005 MISC PERMITS/INSP-NOV	
			001.3200.4551	226.00
			GPR25001 MISC PERMITS/INSP-DEC	
			GPR25001 MISC PERMITS/INSP-DEC	
			001.3200.4551	1,040.00
			FMR25001 MISC PERMITS/INSP-DEC	
			FMR25001 MISC PERMITS/INSP-DEC	
			001.3200.4551	195.00
			GPR25003 MISC PERMITS/INSP-DEC	
			GPR25003 MISC PERMITS/INSP-DEC	
			001.3200.4551	520.00
			GPR25003 MISC PERMITS/INSP-DEC	
			GPR25003 MISC PERMITS/INSP-DEC	
			001.3200.4551	585.00
			GPR25003 MISC PERMITS/INSP-DEC	
			GPR25003 MISC PERMITS/INSP-DEC	
			001.3200.4551	390.00
			Total :	12,018.50
93285	3/10/2026	000465 TOM DODSON & ASSOCIATES	STR17002 PE CCF(2017)-JAN	
			STR17002 PE CCF(2017)-JAN	
			027.8490.6550	2,251.79
			Total :	2,251.79
93286	3/10/2026	003689 TPX COMMUNICATIONS	POLICE DEPT-MAR	
			POLICE DEPT-MAR	
			001.2000.4060	253.67
			Total :	253.67
93287	3/10/2026	005054 TREH PARTNERS XV, LLC	SPR006001A MONUMENTATION DEP REFUND	
			SPR006001A MONUMENTATION DEP REFUND	
			001.1450.9517	4,200.00

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Voucher	Date	Vendor	Description/Account	Amount
93287	3/10/2026	005054 005054 TREH PARTNERS XV, LLC	(Continued)	Total : 4,200.00
93288	3/10/2026	005839 TRUSTED TECH TEAM	MICROSOFT 365-MAR MICROSOFT 365-MAR 042.9510.4533	2,333.50 Total : 2,333.50
93289	3/10/2026	000086 TYLER TECHNOLOGIES, INC	EERP MIGRATION 2/15/26 EERP MIGRATION 2/15/26 007.8330.6070 AP CONVERSION AP CONVERSION 007.8330.6070	2,800.00 Total : 5,900.00
93290	3/10/2026	004323 UNITED RENTALS (NORTH AMERICA)	PD:GEN REPAIR PD:GEN REPAIR 001.2000.4245 VEH#115:TIRE DAMAGE REPAIR VEH#115:TIRE DAMAGE REPAIR 004.8310.4245	547.36 Total : 1,300.27
93291	3/10/2026	004543 WEX BANK	POOL CAR FUEL-FEB POOL CAR FUEL-FEB 042.9510.4220 POOL CAR FUEL-FEB 001.4600.4220	34.28 Total : 179.91
93292	3/10/2026	005765 WILSON, SALLI	MILEAGE REIMB-OCT 2025 MILEAGE REIMB-OCT 2025 001.4200.4332	4.90 Total : 4.90
93293	3/10/2026	006474 WOO, RYAN	CHF FOOD VENDOR PERMIT REFUND CHF FOOD VENDOR PERMIT REFUND 051.1471	250.00

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Voucher	Date	Vendor	Description/Account	Amount
93293	3/10/2026	006474 006474 WOO, RYAN	(Continued)	Total : 250.00
93294	3/10/2026	001041 YUHA AVIATAM OF, SAN MANUAL NATION	ICH17006 ENV SMBMI IGG-DEC ICH17006 ENV SMBMI IGG-DEC 027.8490.6813	28,734.00 Total : 28,734.00
900284771	3/10/2026	001035 DEPARTMENT OF JUSTICE	COPS HIRING GRT25 FUND RETURN COPS HIRING GRT25 FUND RETURN 030.8495.9225	625,000.00 Total : 625,000.00
49 Vouchers for bank code : wfb				Bank total : 808,669.01
49 Vouchers in this report				Total vouchers : 808,669.01

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Voucher	Date	Vendor	Description/Account	Amount
93295	3/17/2026	002967 AGUILAR, ANGELA	MILEAGE REIMB-03/25-03/26 MILEAGE REIMB-03/25-03/26 001.4100.4332	115.57 Total : 115.57
93296	3/17/2026	000014 ALL CITY MANAGEMENT SERVICES	CROSSING GUARD SVC 2/15-2/28/26 CROSSING GUARD SVC 2/15-2/28/26 002.8200.4530	3,740.04 Total : 3,740.04
93297	3/17/2026	005771 AMAZON CAPITAL SERVICES	1/4 INCH B8 STAPLES PACK 1/4 INCH B8 STAPLES PACK 042.9510.4200 OFFICE SUPPLIES OFFICE SUPPLIES 001.1700.4200 FS#1:SUPPLIES FS#1:SUPPLIES 028.2050.4055 FS#1:SUPPLIES 029.2100.4055	17.48 49.61 11.84 11.83 Total : 90.76
93298	3/17/2026	006389 AMERIFLEX	FSA:FLEMING,WIRZ,LUDOLPH FSA:FLEMING 3/8/26 001.1182 FSA:WIRZ 3/8/26 001.1182 FSA:LUDOLPH 3/9/26 001.1182	100.46 20.00 329.00 Total : 449.46
93299	3/17/2026	000774 ARROWHEAD CREDIT UNION-DEPT 91	TRASH GRABBERS TRASH GRABBERS 027.8490.4349 TRASH/RECYCLE CONTAINER BARCO PRODUCTS TRASH/RECYCLE CONTAINER BARCO PRODUCTS	918.57

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93299	3/17/2026	000774 ARROWHEAD CREDIT UNION-DEPT 91	(Continued)	
			027.8490.4349	1,329.26
			CHF:AD FOR EAST HIGHLAND RANCH	
			CHF:AD FOR EAST HIGHLAND RANCH	
			051.1471	680.00
			PUBLIC HEALTH-FOOD HANDLERS TRAINING	
			PUBLIC HEALTH-FOOD HANDLERS TRAINING	
			001.6020.4330	110.00
			CHF:TABLE/CHAIR RENTAL	
			CHF:TABLE/CHAIR RENTAL	
			051.1471	867.64
			CHF:STAGE RENTAL	
			CHF:STAGE RENTAL	
			051.1471	1,416.69
			Total :	5,322.16
93300	3/17/2026	000774 ARROWHEAD CREDIT UNION-DEPT 91	CMCA MEMBERSHIP DUES:MUNOZ	
			CMCA MEMBERSHIP DUES:MUNOZ	
			001.1200.4310	300.00
			I.D.CHECKING GUIDE 2026	
			I.D.CHECKING GUIDE 2026	
			001.1200.4200	36.58
			CMCA 2026 ANNUAL CONFERENCE:MUNOZ	
			CMCA 2026 ANNUAL CONFERENCE:MUNOZ	
			001.1200.4320	750.00
			ZOOM MEETING-FEB	
			ZOOM MEETING-FEB	
			042.9510.4533	110.00
			PS:APPREC EVENT FOOD PURCHASE	
			PS:APPREC EVENT FOOD PURCHASE	
			001.6020.4336	105.70
			PS:APPREC EVENT FOOD PURCHASE	
			PS:APPREC EVENT FOOD PURCHASE	
			001.6020.4336	38.77
			PS:APPREC EVENT FOOD PURCHASE	
			PS:APPREC EVENT FOOD PURCHASE	
			001.6020.4336	10.85
			PS:APPREC EVENT FOOD PURCHASE	

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93300	3/17/2026	000774 ARROWHEAD CREDIT UNION-DEPT 91	(Continued) PS:APPREC EVENT FOOD PURCHASE 001.6020.4336 PS:APPREC EVENT FOOD PURCHASE PS:APPREC EVENT FOOD PURCHASE 001.6020.4336	210.86 149.96 Total : 1,712.72
93301	3/17/2026	005258 ATLAS FORKLIFT TRUST	CORP YARD:FORKLIFT CERTIFICATION CORP YARD:FORKLIFT CERTIFICATION 004.8310.4330	550.00 Total : 550.00
93302	3/17/2026	005516 BASE HILL, INC.	JANITORIAL SVC-FEB CITY HALL-FEB 042.9510.4504 CC-FEB 042.9510.4504 AURANTIA PARK-FEB 001.6000.4504 COMMUNITY PARK-FEB 001.6000.4504 POLICE DEPT-FEB 001.2000.4504	1,808.80 360.14 1,683.73 2,759.98 1,250.64 Total : 7,863.29
93303	3/17/2026	006363 BEST CONTRACTING SERVICES, INC	PD:ROOF REPAIRS-STORM PREP WORK PD:ROOF REPAIRS-STORM PREP WORK 001.2000.4070	7,820.00 Total : 7,820.00
93304	3/17/2026	006359 BROWN & BIGELOW, INC.	VOLUNTEER DINNER GIFT-CAN COOLER VOLUNTEER DINNER GIFT-CAN COOLER 001.6020.4336	3,286.45 Total : 3,286.45
93305	3/17/2026	002960 BURRTEC WASTE INDUSTRIES INC	SOLID WASTE PROG 1/30-2/20/26 SOLID WASTE PROG 1/30-2/20/26 051.1496	103,761.04

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93305	3/17/2026	002960 002960 BURRTEC WASTE INDUSTRIES INC	(Continued)	Total : 103,761.04
93306	3/17/2026	004984 CA DEPT OF FISH AND WILDLIFE	STR07004A RDA07 ENV-MAR STR07004A RDA07 ENV-MAR 010.3830.6600	2,896.25 Total : 2,896.25
93307	3/17/2026	005926 CALIFORNIA INTERGOVERNMENTAL	W/C 10/25-12/25- MORGAN W/C 10/25-12/25- MORGAN 041.9500.4370 CROSS CLAIM-10/25-12/25 041.9500.4390	1,208.64 415.00 Total : 1,623.64
93308	3/17/2026	006099 CHARTER COMMUNICATIONS	CITY HALL:TELE/INT-MAR CITY HALL:TELE/INT-MAR 042.9510.4065	1,299.00 Total : 1,299.00
93309	3/17/2026	006099 CHARTER COMMUNICATIONS	PD:TELE/INT-MAR PD:TELE/INT-MAR 001.2000.4065	931.55 Total : 931.55
93310	3/17/2026	006099 CHARTER COMMUNICATIONS	FS#3:TELE/INT-MAR FS#3:TELE/INT-MAR 028.2050.4065 FS#3:TELE/INT-MAR 029.2100.4065	352.49 352.49 Total : 704.98
93311	3/17/2026	006099 CHARTER COMMUNICATIONS	CORP YARD:TELE/INT-MAR CORP YARD:TELE/INT-MAR 004.8310.4060	500.00 Total : 500.00
93312	3/17/2026	006099 CHARTER COMMUNICATIONS	FS#1:TELE/INT-MAR FS#1:TELE/INT-MAR 028.2050.4065	231.07

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93312	3/17/2026	006099 CHARTER COMMUNICATIONS	(Continued) FS#1:TELE/INT-MAR 029.2100.4065	231.06
Total :				462.13
93313	3/17/2026	006099 CHARTER COMMUNICATIONS	FS#2:TELE/INT-MAR FS#2:TELE/INT-MAR 028.2050.4065 FS#2:TELE/INT-MAR 029.2100.4065	174.64
Total :				174.62
93314	3/17/2026	005553 CLARK PEST CONTROL OF STOCKTON	CORP YARD:PEST CONTROL CORP YARD:PEST CONTROL 004.8310.4589	88.00
Total :				88.00
93315	3/17/2026	000213 DAILY JOURNAL CORPORATION	ORD NO 4478:NEWSPAPER PUB ORD NO 4478:NEWSPAPER PUB 001.1200.4300	375.20
Total :				375.20
93316	3/17/2026	000085 EAST VALLEY WATER DISTRICT	ATHLETIC CTR-FEB ATHLETIC CTR-FEB 001.6000.4030 COMMUNITY PK-FEB COMMUNITY PK-FEB 001.6000.4030 LMD 10-FEB LMD 10-FEB 012.8500.4030 OAK CREEK PK-FEB OAK CREEK PK-FEB 016.8540.4030 LMD 10-FEB LMD 10-FEB 012.8500.4030 LMD 34-FEB	448.58 4,273.34 771.80 1,046.12 559.48

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93316	3/17/2026	000085 EAST VALLEY WATER DISTRICT	(Continued)	
			LMD 34-FEB	
			012.8500.4030	105.24
			COMMUNITY PK FS-FEB	
			COMMUNITY PK FS-FEB	
			001.6000.4030	23.57
			COMM CTR- FS-FEB	
			COMM CTR FS-FEB	
			001.6000.4030	23.57
			STR & STRM DRN #21-FEB	
			STR & STRM DRN #21-FEB	
			024.8470.4030	42.22
			CORP YARD IRR-FEB	
			CORP YARD-IRR-FEB	
			004.8310.4030	232.54
			COMM CTR-IRR-FEB	
			COMM CTR-IRR-FEB	
			001.6000.4030	337.75
			LIBRARY/ELE IRR-FEB	
			LIBRARY/ELE IRR-FEB	
			001.6000.4030	218.63
			YMCA COMMUNITY PK-FEB	
			YMCA COMMUNITY PK-FEB	
			001.6000.4030	221.33
			CORP YARD-FEB	
			CORP YARD-FEB	
			004.8310.4030	163.83
			LIBRARY/ELC-FEB	
			LIBRARY.ELC-FEB	
			001.6000.4030	255.83
			ATHLETIC CTR FS-FEB	
			ATHLETIC CTR FS-FEB	
			001.6000.4030	22.08
			CUNNINGHAM PK IRR-FEB	
			CUNNINGHAM PK IRR-FEB	
			016.8540.4030	547.94
			LMD 30-FEB	
			LMD 30-FEB	

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93316	3/17/2026	000085 EAST VALLEY WATER DISTRICT	(Continued)	
			012.8500.4030	390.59
			LIBRARY/ELC FS-	
			LIBRARY/ELC-FS-FEB	
			001.6000.4030	25.05
			CORP YARD FS-FEB	
			CORP YARD-FS-FEB	
			004.8310.4030	27.38
			Total :	9,736.87
93317	3/17/2026	000085 EAST VALLEY WATER DISTRICT	BOULDER MEDIAN-FEB	
			BOULDER MEDIAN-FEB	
			004.8310.4030	129.76
			BOULDER MEDIAN-FEB	
			BOULDER MEDIAN-FEB	
			004.8310.4030	93.52
			LMD 70-FEB	
			LMD 70-FEB	
			012.8500.4030	99.56
			LMD 68/69-FEB	
			LMD 68/69-FEB	
			012.8500.4030	867.19
			LMD 70 IRRIGATION-FEB	
			LMD 70 IRRIGATION-FEB	
			012.8500.4030	400.77
			LMD 79-FEB	
			LMD 79-FEB	
			012.8500.4030	128.21
			Total :	1,719.01
93318	3/17/2026	000085 EAST VALLEY WATER DISTRICT	STATE OF THE CITY ROOM RENTAL	
			STATE OF THE CITY ROOM RENTAL	
			001.1000.4336	580.00
			Total :	580.00
93319	3/17/2026	005358 FLEET SERVICES INC	ME543:LIGHTS	
			ME543:LIGHTS	
			028.2050.4240	141.27

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93319	3/17/2026	005358 FLEET SERVICES INC	(Continued) ME543:LIGHTS 029.2100.4240	141.27
Total :				282.54
93320	3/17/2026	006392 FLEMING, BIANEY	MILEAGE REIMB-MAR MILEAGE REIMB-MAR 001.1700.4332	7.90
Total :				7.90
93321	3/17/2026	006146 FM THOMAS AIR CONDITIONING	YMCA:HVAC REPAIR YMCA:HVAC REPAIR 001.6000.4588	4,085.05
Total :				4,085.05
93322	3/17/2026	000662 HI WAY SAFETY INC	CORP YARD:TRAFFIC CONTROL SIGN CORP YARD:TRAFFIC CONTROL SIGN 004.8310.4206	1,217.66
Total :				1,217.66
93323	3/17/2026	001320 HIGHLAND SENIOR CENTER	CDBG REIMB-FEB CDBG REIMB-FEB 006.8400.4348	2,200.00
Total :				2,200.00
93324	3/17/2026	006455 HL HITCHCOCK CONSTRUCTION INC	TRA20001 PPE#4 CON GCF-JAN TRA20001 PPE#4 CON GCF-JAN 023.3890.6816 TRA20001 PPE#4 CON RTP-JAN TRA20001 PPE#4 CON RTP-JAN 030.8495.6816 TRA20001 PPE#4 CON RET GCF-JAN TRA20001 PPE#4 CON RET GCF-JAN 023.1350 TRA20001 PPE#4 CON RET RTP-JAN TRA20001 PPE#4 CON RET RTP-JAN 030.1350	20,503.28 150,357.36 -1,025.16 -7,517.87
Total :				162,317.61

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93325	3/17/2026	005671 HOME DEPOT CREDIT SERVICES	CORP YARD:SAFETY GEAR HARDHATS CORP YARD:SAFETY GEAR HARDHATS 004.8310.4206	236.99
			CORP YARD:HARDHAT COOLING CLOTH CORP YARD:HARDHAT COOLING CLOTH 004.8310.4206	203.42
			LIBRARY:DOOR REPAIR LIBRARY:DOOR REPAIR 001.6000.4070	38.07
			CORP YARD:SAFETY GEAR HARDHAT CORP YARD:SAFETY GEAR HARDHAT 004.8310.4206	118.49
			CORP YARD:SAFETY GEAR HEADLAMPS CORP YARD:SAFETY GEAR HEADLAMPS 004.8310.4206	640.04
			CORP YARD:SAFETY HEARDHATS & HEAD LAMPS CORP YARD:SAFETY HEARDHATS & HEAD LAMPS 004.8310.4206	586.03
			CORP YARD:MEASURING CUPS CORP YARD:MEASURING CUPS 004.8310.4206	45.48
			COMM PK:SNACK BAR MAINT COMM PK:SNACK BAR MAINT 001.6000.4070	16.76
			Total :	1,885.28
93326	3/17/2026	001618 INNOVATIVE FEDERAL STRATEGIES	PROFESSIONAL SVC-FEB PROFESSIONAL SVC-FEB 023.3890.4554	4,250.00
			Total :	4,250.00
93327	3/17/2026	000127 K & L HARDWARE	BLANKET PURCHASE ORDER FS#1:MISC SUPPLIES 028.2050.4240	86.19
			FS#1:MISC SUPPLIES 029.2100.4240 PD:PATROL SUPPLIES PD:PATROL SUPPLIES	86.19

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Voucher	Date	Vendor	Description/Account	Amount
93327	3/17/2026	000127 K & L HARDWARE	(Continued)	
			001.2000.4206	127.71
			FS#1:LOCK RETURN	
			FS#1:LOCK RETURN	
			028.2050.4240	-37.71
			FS#1:LOCK RETURN	
			029.2100.4240	-37.70
			FS#2:MISC SUPPLIES	
			FS#2:MISC SUPPLIES	
			028.2050.4240	49.18
			FS#2:MISC SUPPLIES	
			029.2100.4240	49.18
			CORP YARD:MISC SUPPLIES	
			CORP YARD:MISC SUPPLIES	
			004.8310.4206	36.60
			CORP YARD:MISC SUPPLIES	
			CORP YARD:MISC SUPPLIES	
			004.8310.4206	44.77
			CORP YARD:MISC SUPPLIES	
			CORP YARD:MISC SUPPLIES	
			004.8310.4206	25.84
			Total :	430.25
93328	3/17/2026	005092 LANGUAGE TESTING INTERNATIONAL	SPANISH TEST:ARAUS,RODRIGUEZ	
			SPANISH TEST:ARAUS,RODRIGUEZ	
			001.1600.4235	248.00
			Total :	248.00
93329	3/17/2026	002439 MORGAN, MELISSA	MILEAGE REIMB-MAR	
			MILEAGE REIMB-MAR	
			001.4200.4332	7.98
			Total :	7.98
93330	3/17/2026	006469 NAVA, JONAH	MILEAGE REIMB-MAR	
			MILEAGE REIMB-MAR	
			001.6020.4332	7.25
			Total :	7.25
93331	3/17/2026	001439 OFFICE SOLUTIONS	30% RECYCLED PAPER SUPPLY	

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93331	3/17/2026	001439 OFFICE SOLUTIONS	(Continued) 30% RECYCLED UNIVERSAL COPY PAPER 042.9510.4200	947.00
Total :				947.00
93332	3/17/2026	005762 RAMOS, RYAN	MILEAGE REIMB-AUG 2025 MILEAGE REIMB-AUG 2025 001.4200.4332 MILEAGE REIMB-JAN MILEAGE REIMB-JAN 001.4200.4332	36.40
Total :				5.08
93333	3/17/2026	005326 RP LANDSCAPE & IRRIGATION	FACILITIES/PARKS MAINT-JAN POLICE STATION LANDSCAPE MAINT-JAN 001.2000.4585 CITY HALL LANDSCAPING MAINT-JAN 042.9510.4585 LIBRARY LANDSCAPING MAINT-JAN 001.6000.4585 YMCA LANDSCAPING MAINT-JAN 001.6000.4585 CORP YARD LANDSCAPING MAINT-JAN 004.8310.4585 AURANTIA PK LANDSCAPING MAINT-JAN 001.6000.4585 COMMUNITY PK LANDSCAPING MAINT-JAN 001.6000.4585 CANYON OAK PK LANDSCAPING MAINT-JAN 016.8540.4585 CUNNINGHAM PK LANDSCAPING MAINT-JAN 016.8540.4585 SEELEY PK LANDSCAPING MAINT-JAN 016.8540.4585 OAK CREEK PK LANDSCAPING MAINT-JAN 016.8540.4585 MEMORIAL PK LANDSCAPING MAINT-JAN 001.6000.4585	579.00 579.00 694.80 694.80 463.20 1,080.41 4,274.18 412.25 524.57 346.24 643.84 463.20

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93333	3/17/2026	005326 RP LANDSCAPE & IRRIGATION	(Continued)	
			BOULDER MEDIAN LANDSCAPING MAINT-JAN 004.8310.4585	2,867.21
			LMD LANDSCAPING MAINT-JAN LMD 00 BASELINE LANDSCAPING MAINT-JAN 012.8500.4585	330.60
			LMD 00 YARNELL LANDSCAPING MAINT-JAN 012.8500.4585	202.11
			LMD 01 LANDSCAPING MAINT-JAN 012.8500.4585	172.90
			LMD 01B LANDSCAPING MAINT-JAN 012.8500.4585	172.90
			LMD 02 LANDSCAPING MAINT-JAN 012.8500.4585	797.90
			LMD 03A-JAN 012.8500.4585	155.37
			LMD 03B-JAN 012.8500.4585	155.37
			LMD 04-JAN 012.8500.4585	46.73
			LMD 05-JAN 012.8500.4585	97.34
			LMD 07-JAN 012.8500.4585	85.27
			LMD 08-JAN 012.8500.4585	192.76
			LMD 09-JAN 012.8500.4585	1,174.07
			LMD 10-JAN 012.8500.4585	2,288.54
			LMD 11-JAN 012.8500.4585	547.89
			LMD 13-JAN 012.8500.4585	143.69
			LMD 15-JAN 012.8500.4585	529.20
			LMD 16-JAN	

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93333	3/17/2026	005326 RP LANDSCAPE & IRRIGATION	(Continued)	
			012.8500.4585	56.07
			LMD 17-JAN	
			012.8500.4585	711.44
			LMD 20 BASELINE-JAN	
			012.8500.4585	220.79
			LMD 20 STREATER-JAN	
			012.8500.4585	171.72
			LMD 21-JAN	
			012.8500.4585	169.66
			LMD 22-JAN	
			012.8500.4585	202.10
			LMD 68-JAN	
			012.8500.4585	599.29
			LMD 69-JAN	
			012.8500.4585	137.84
			LMD 73-JAN	
			012.8500.4585	313.08
			LMD 79-JAN	
			012.8500.4585	294.12
			LMD 24-JAN	
			012.8500.4585	75.93
			LMD 25-JAN	
			012.8500.4585	213.78
			LMD 29-JAN	
			012.8500.4585	213.78
			LMD 30-JAN	
			012.8500.4585	867.98
			LMD 31-JAN	
			012.8500.4585	575.93
			LMD 34-JAN	
			012.8500.4585	330.60
			LMD 35-JAN	
			012.8500.4585	239.49
			LMD 36-JAN	
			012.8500.4585	353.97
			LMD 37-JAN	

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93333	3/17/2026	005326 RP LANDSCAPE & IRRIGATION	(Continued)	
			012.8500.4585	435.74
			LMD 39-JAN	
			012.8500.4585	558.40
			LMD 43-JAN	
			012.8500.4585	202.10
			LMD 44-JAN	
			012.8500.4585	2,996.49
			LMD 47-JAN	
			012.8500.4585	232.47
			LMD 48-JAN	
			012.8500.4585	2,445.09
			LMD 54-JAN	
			012.8500.4585	625.00
			LMD 55-JAN	
			012.8500.4585	552.56
			LMD 59-JAN	
			012.8500.4585	68.92
			LMD 61-JAN	
			012.8500.4585	389.01
			LMD 63-JAN	
			012.8500.4585	143.69
			LMD 70-JAN	
			012.8500.4585	669.39
			LMD 76-JAN	
			012.8500.4585	202.10
			LMD LANDSCAPING MAINT-FEB	
			LMD 00 BASELINE LANDSCAPING MAINT-FEB	
			012.8500.4585	330.60
			LMD 00 YARNELL LANDSCAPING MAINT-FEB	
			012.8500.4585	202.11
			LMD 01 LANDSCAPING MAINT-FEB	
			012.8500.4585	172.90
			LMD 01B LANDSCAPING MAINT-FEB	
			012.8500.4585	172.90
			LMD 02 LANDSCAPING MAINT-FEB	
			012.8500.4585	797.90

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93333	3/17/2026	005326	RP LANDSCAPE & IRRIGATION	
			(Continued)	
			LMD 03A-FEB	
			012.8500.4585	155.37
			LMD 03B-FEB	
			012.8500.4585	155.37
			LMD 04-FEB	
			012.8500.4585	46.73
			LMD 05-FEB	
			012.8500.4585	97.34
			LMD 07-FEB	
			012.8500.4585	85.27
			LMD 08-FEB	
			012.8500.4585	192.76
			LMD 09-FEB	
			012.8500.4585	1,174.07
			LMD 10-FEB	
			012.8500.4585	2,288.54
			LMD 11-FEB	
			012.8500.4585	547.89
			LMD 13-FEB	
			012.8500.4585	143.69
			LMD 15-FEB	
			012.8500.4585	529.20
			LMD 16-FEB	
			012.8500.4585	56.07
			LMD 17-FEB	
			012.8500.4585	711.44
			LMD 20 BASELINE-FEB	
			012.8500.4585	220.79
			LMD 20 STREATER-FEB	
			012.8500.4585	171.72
			LMD 21-FEB	
			012.8500.4585	169.66
			LMD 22-FEB	
			012.8500.4585	202.10
			LMD 24-FEB	
			012.8500.4585	75.93

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93333	3/17/2026	005326	RP LANDSCAPE & IRRIGATION	
			(Continued)	
			LMD 25-FEB	
			012.8500.4585	213.78
			LMD 29-FEB	
			012.8500.4585	213.78
			LMD 30-FEB	
			012.8500.4585	867.98
			LMD 31-FEB	
			012.8500.4585	575.93
			LMD 34-FEB	
			012.8500.4585	330.60
			LMD 35-FEB	
			012.8500.4585	239.49
			LMD 36-FEB	
			012.8500.4585	353.97
			LMD 37-FEB	
			012.8500.4585	435.74
			LMD 39-FEB	
			012.8500.4585	558.40
			LMD 43-FEB	
			012.8500.4585	202.10
			LMD 44-FEB	
			012.8500.4585	2,996.49
			LMD 47-FEB	
			012.8500.4585	232.47
			LMD 48-FEB	
			012.8500.4585	2,445.09
			LMD 54-FEB	
			012.8500.4585	625.00
			LMD 55-FEB	
			012.8500.4585	552.56
			LMD 61-FEB	
			012.8500.4585	389.01
			LMD 63-FEB	
			012.8500.4585	143.69
			LMD 70-FEB	
			012.8500.4585	669.39

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93333	3/17/2026	005326	RP LANDSCAPE & IRRIGATION (Continued)	
			LMD 76-FEB	
			012.8500.4585	202.10
			LMD 68-FEB	
			012.8500.4585	599.29
			LMD 69-FEB	
			012.8500.4585	137.84
			LMD 73-FEB	
			012.8500.4585	313.08
			LMD 79-FEB	
			012.8500.4585	294.12
			LMD 59-FEB	
			012.8500.4585	68.92
			FACILITIES/PARKS LANDSCAPE MAINT-FEB	
			POLICE STATION LANDSCAPE MAINT-FEB	
			001.2000.4585	579.00
			CITY HALL LANDSCAPING MAINT-FEB	
			042.9510.4585	579.00
			LIBRARY LANDSCAPING MAINT-FEB	
			001.6000.4585	694.80
			YMCA LANDSCAPING MAINT-FEB	
			001.6000.4585	694.80
			CORP YARD LANDSCAPING MAINT-FEB	
			004.8310.4585	463.20
			AURANTIA PK LANDSCAPING MAINT-FEB	
			001.6000.4585	1,080.41
			COMMUNITY PK LANDSCAPING MAINT-FEB	
			001.6000.4585	4,274.18
			CANYON OAK PK LANDSCAPING MAINT-FEB	
			016.8540.4585	412.25
			CUNNINGHAM PK LANDSCAPING MAINT-FEB	
			016.8540.4585	524.57
			SEELEY PK LANDSCAPING MAINT-FEB	
			016.8540.4585	346.24
			OAK CREEK PK LANDSCAPING MAINT-FEB	
			016.8540.4585	643.84
			MEMORIAL PK LANDSCAPING MAINT-FEB	

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93333	3/17/2026	005326 RP LANDSCAPE & IRRIGATION	(Continued) 001.6000.4585 BOULDER MEDIAN LANDSCAPING MAINT-FEB 004.8310.4585	463.20 2,867.21 Total : 71,967.74
93334	3/17/2026	000030 SAN BERNARDINO COUNTY SHERIFFS	POLICE SVC-MAR POLICE SVC-MAR 001.2000.4560	 1,252,028.00 Total : 1,252,028.00
93335	3/17/2026	002149 SB CO DEPT OF PUBLIC HEALTH	ANIMAL CONTROL 10/25-12/25 ANIMAL CONTROL 10/25-12/25 001.2200.4565	 120,793.00 Total : 120,793.00
93336	3/17/2026	000203 SOUTHERN CALIFORNIA EDISON	LS3:VARIOUS-FEB LS3:VARIOUS-FEB 013.8510.4011	 1,928.77 Total : 1,928.77
93337	3/17/2026	000203 SOUTHERN CALIFORNIA EDISON	LMD-VARIOUS-FEB LMD 10-FEB 012.8500.4010 LMD 22-FEB 012.8500.4010 LMD 03-FEB 012.8500.4010 LMD 16-FEB 012.8500.4010 LMD 20-FEB 012.8500.4010 LMD 02-FEB 012.8500.4010 LMD 35-FEB 012.8500.4010 LMD 01-FEB 012.8500.4010	 18.19 16.10 15.63 15.82 16.10 16.10 16.10 16.10

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93337	3/17/2026	000203 SOUTHERN CALIFORNIA EDISON	(Continued)	
			LMD 31-FEB	
			012.8500.4010	16.10
			LMD 21-FEB	
			012.8500.4010	16.10
			LMD 00-FEB	
			012.8500.4010	16.10
			LMD 15-FEB	
			012.8500.4010	32.20
			LMD 02-FEB	
			012.8500.4010	32.20
			LMD 04-FEB	
			012.8500.4010	16.10
			LMD 07-FEB	
			012.8500.4010	15.63
			LMD 06-FEB	
			012.8500.4010	15.37
			LMD 05-FEB	
			012.8500.4010	15.82
			LMD 11-FEB	
			012.8500.4010	16.10
			LMD 02-FEB	
			012.8500.4010	16.10
			LMD 34-FEB	
			012.8500.4010	16.10
			LMD 36-FEB	
			012.8500.4010	31.26
			LMD 44-FEB	
			012.8500.4010	16.35
			LMD 17-FEB	
			012.8500.4010	27.38
			LMD 47-FEB	
			012.8500.4010	16.95
			LMD 29-FEB	
			012.8500.4010	16.10
			LMD 08-FEB	
			012.8500.4010	16.10

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93337	3/17/2026	000203 SOUTHERN CALIFORNIA EDISON	(Continued)	
			LMD 09-FEB	
			012.8500.4010	16.10
			LMD 68/69-FEB	
			012.8500.4010	15.63
			LMD 20-FEB	
			012.8500.4010	16.10
			LMD 76-FEB	
			012.8500.4010	15.63
			LMD 10-FEB	
			012.8500.4010	33.50
			LMD 30-FEB	
			012.8500.4010	16.76
			LMD 37-FEB	
			012.8500.4010	16.10
			LMD 73-FEB	
			012.8500.4010	16.50
			LMD 48B-FEB	
			012.8500.4010	16.10
			LMD 48C-FEB	
			012.8500.4010	16.10
			LMD 70-FEB	
			012.8500.4010	15.16
			LMD 13-FEB	
			012.8500.4010	15.63
			LMD 55-FEB	
			012.8500.4010	16.10
			Total :	703.61
93338	3/17/2026	006150 SPECTRUM GAS PRODUCTS	FS#1-3:OXYGEN REFILL	
			FS#1-3:OXYGEN REFILL	
			028.2050.4207	50.00
			FS#1-3:OXYGEN REFILL	
			FS#1-3:OXYGEN REFILL	
			028.2050.4207	258.77
			Total :	308.77
93339	3/17/2026	001993 STATE WATER RESOURCE CONTROL	SDR17001 ENV DIF 7/1/25-6/30/26	

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93339	3/17/2026	001993 STATE WATER RESOURCE CONTROL	(Continued) SDR17001 ENV DIF 7/1/25-6/30/26 007.8330.6600 BRG07001 RDA07 PM 7/1/25-6/30/26 BRG07001 RDA07 PM 7/1/25-6/30/26 010.3830.6813	3,540.00 3,540.00
Total :				7,080.00
93340	3/17/2026	006186 TAIT ENVIRONMENTAL SERVICES	PD:FUEL TANK ANNUAL TEST2026 PD:FUEL TANK ANNUAL TEST2026 001.2000.4587	1,825.00 1,825.00
Total :				1,825.00
93341	3/17/2026	006278 TIERRAGG INC	EXP25003 REFUND EXP25003 REFUND 001.1320	1,661.00 1,661.00
Total :				1,661.00
93342	3/17/2026	004679 TK ELEVATOR CORPORATION	PD:ELEVATOR SERVICE PD:ELEVATOR SERVICE 001.2000.4587	761.78 761.78
Total :				761.78
93343	3/17/2026	006072 TRENCH SHORING COMPANY	PERMA PATCH PERMA PATCH 004.8310.4206	2,435.15 2,435.15
Total :				2,435.15
93344	3/17/2026	000086 TYLER TECHNOLOGIES, INC	EERP MIGRATION 2/24/26 EERP MIGRATION 2/24/26 007.8330.6070	1,400.00 1,400.00
Total :				1,400.00
93345	3/17/2026	000222 UNDERGROUND SERVICE ALERT	MONTHLY DIG FEE-FEB MONTHLY DIG FEE-FEB 004.8310.4553 REGULATORY FEE-FEB REGULATORY FEE-FEB 004.8310.4553	1,138.75 289.26

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93345	3/17/2026	000222	000222 UNDERGROUND SERVICE ALERT (Continued)	Total : 1,428.01
93346	3/17/2026	000979	VERIZON WIRELESS	
			CELL PHONES/AIR CARDS-FEB	
			AIR CARDS-FEB	
			001.1450.4062	30.02
			CELL PHONES-FEB	
			001.2000.4061	230.22
			AIR CARDS-FEB	
			001.2000.4062	1,094.34
			CELL PHONES-FEB	
			001.6000.4061	76.74
			CELL PHONES-FEB	
			001.6010.4061	38.37
			CELL PHONES-FEB	
			004.8310.4061	191.85
			AIR CARDS-FEB	
			004.8310.4062	20.02
			CELL PHONES-FEB	
			028.2050.4061	115.11
			AIR CARDS-FEB	
			028.2050.4062	404.18
			CELL PHONES-FEB	
			042.9510.4061	984.96
			AIR CARDS-FEB	
			042.9510.4062	372.14
			COH BACKUP INTERNET-FEB	
			042.9510.4065	30.02
			Total :	3,587.97
93347	3/17/2026	000233	WAXIE SANITARY SUPPLY	
			PD:JANITORIAL SUPPLIES	
			40% PACIFIC BLUE ULTRA BIGFOLD TOWELS	
			001.2000.4055	436.50
			PD:JANITORIAL SUPPLIES	
			001.2000.4055	314.41
			Total :	750.91
93348	3/17/2026	006452	WESTERN PUMP,INC	
			PD:FUEL SYSTEM TROUBLESHOOT	
			PD:FUEL SYSTEM TROUBLESHOOT	

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93348	3/17/2026	006452 WESTERN PUMP,INC	(Continued) 001.2000.4220	377.50
Total :				377.50
93349	3/17/2026	000237 WILLDAN ASSOCIATES	BLDG & SAFETY PLAN CHECK-FEB BLDG & SAFETY PLAN CHECK-FEB 001.4500.4540 BLDG & SAFETY INSP-FEB BLDG & SAFETY INSP-FEB 001.4500.4540	3,573.75
Total :				28,835.00
93350	3/17/2026	001677 YMCA OF THE EAST VALLEY	AFTER SCHOOL PRG-FEB AFTER SCHOOL PRG-FEB 001.1450.4525	4,130.00
Total :				4,130.00
93351	3/17/2026	006001 YUNEX LLC	TS MAINT-JAN TS MAINT-JAN 004.8310.4580 BASELINE & REEDY #20199H-INSTL POLE BASELINE & REEDY #20199H-INSTL POLE 013.8510.4664 GREENSPOT & ALTA VISTA #70325H-INSTL FDN GREENSPOT & ALTA VISTA #70325H-INSTL 013.8510.4664 6001 VICTORIA PL-STL POLE KD 6001 VICTORIA PL-STL POLE KD 013.8510.4664 CLOVERHILL & HIGHLAND #60057H-STL INSTL CLOVERHILL & HIGHLAND #60057H-STL INSTL 013.8510.4664 6001 VICTORIA PL-STL POLE INSTL 6001 VICTORIA PL-STL POLE INSTL 013.8510.4664 BASELINE & BUCKEYE-INSTL DECO POLE BASELINE & BUCKEYE-INSTL DECO POLE 013.8510.4664	340.98
				1,583.61
				8,082.29
				1,274.64
				3,547.20
				4,747.20
				2,919.48

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93351	3/17/2026	006001 YUNEX LLC	(Continued) 3RD ST W/O ALABAMA S/S-STL INSTL 3RD ST W/O ALABAMA S/S-STL POLE INSTL 013.8510.4664	4,747.20
Total :				27,242.60
57 Vouchers for bank code :		wfb		Bank total : 1,866,723.94
57 Vouchers in this report				Total vouchers : 1,866,723.94

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1137	3/20/2026	006436 PERS-MEDICAL	ANTHEM SELECT HMO: PAYMENT	
			ANTHEM SELECT HMO: Payment	
			001.1150	2,839.92
			ANTHEM SELECT HMO: Payment	
			004.1150	125.14
			ANTHEM SELECT HMO: Payment	
			041.1150	375.43
			ANTHEM SELECT HMO: Payment	
			070.1150	125.17
			BLUE SHIELD: Payment	
			001.1150	1,599.96
			BLUE SHIELD: Payment	
			004.1150	170.52
			BLUE SHIELD: Payment	
			042.1150	1,364.10
			KAISER: Payment	
			001.1150	10,029.79
			KAISER: Payment	
			004.1150	1,705.56
			KAISER: Payment	
			010.1150	96.93
			KAISER: Payment	
			012.1150	290.74
			KAISER: Payment	
			016.1150	290.69
			KAISER: Payment	
			023.1150	290.68
			KAISER: Payment	
			024.1150	19.38
			KAISER: Payment	
			041.1150	426.38
			KAISER: Payment	
			042.1150	436.04
			KAISER: Payment	
			070.1150	174.41
			PERS GOLD: Payment	

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1137	3/20/2026	006436 PERS-MEDICAL	(Continued)	
			001.1150	1,920.08
			PERS GOLD: Payment	
			004.1150	1,248.04
			PERS GOLD: Payment	
			010.1150	672.02
			UNITED HEALTHCARE: Payment	
			001.1150	3,038.96
			UNITED HEALTHCARE: Payment	
			004.1150	261.22
			UNITED HEALTHCARE: Payment	
			012.1150	217.70
			UNITED HEALTHCARE: Payment	
			016.1150	217.67
			UNITED HEALTHCARE: Payment	
			023.1150	43.54
			UNITED HEALTHCARE: Payment	
			070.1150	226.41
			UNITED HEALTHCARE SIG. HARMONY: Payment	
			001.1150	765.52
			RETIRED PREMIUM-APRIL	
			041.9500.3515	1,800.00
			ADMIN FEE - APRIL	
			001.1450.3511	30.20
			BLUE SHIELD POST TX-DP: Payment	
			042.1150	852.56
			Total :	31,654.76
1138	3/20/2026	006400 MISSION SQUARE PLAN SERVICES	MISSION SQ DEF COMP 457 TRAD: PAYMENT	
			MISSION SQ DEF COMP 457 TRAD: Payment	
			001.1170	10,127.61
			MISSION SQ DEF COMP 457 TRAD: Payment	
			004.1170	1,742.85
			MISSION SQ DEF COMP 457 TRAD: Payment	
			010.1170	489.59
			MISSION SQ DEF COMP 457 TRAD: Payment	
			012.1170	28.68

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1138	3/20/2026	006400 MISSION SQUARE PLAN SERVICES	(Continued)	
			MISSION SQ DEF COMP 457 TRAD: Payment 016.1170	28.68
			MISSION SQ DEF COMP 457 TRAD: Payment 023.1170	25.01
			MISSION SQ DEF COMP 457 TRAD: Payment 024.1170	12.92
			MISSION SQ DEF COMP 457 TRAD: Payment 041.1170	187.48
			MISSION SQ DEF COMP 457 TRAD: Payment 042.1170	447.28
			MISSION SQ DEF COMP 457 TRAD: Payment 070.1170	212.51
			MISSION SQ DEF COMP 457 ROTH: Payment 001.1170	263.74
			MISSION SQ DEF COMP 457 ROTH: Payment 042.1170	46.65
			Total :	13,613.00
1139	3/20/2026	000119 INTERNAL REVENUE SERVICE	FEDERAL TAXES: PAYMENT	
			SOCIAL SECURITY: Payment 001.1140	720.26
			SOCIAL SECURITY: Payment 008.1140	40.84
			SOCIAL SECURITY: Payment 042.1140	81.66
			MEDICARE: Payment 001.1140	3,924.70
			MEDICARE: Payment 004.1140	717.20
			MEDICARE: Payment 008.1140	9.54
			MEDICARE: Payment 010.1140	216.82
			MEDICARE: Payment 012.1140	69.00
			MEDICARE: Payment	

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1139	3/20/2026	000119	INTERNAL REVENUE SERVICE (Continued)	
			016.1140 MEDICARE: Payment	68.96
			023.1140 MEDICARE: Payment	47.18
			024.1140 MEDICARE: Payment	5.48
			041.1140 MEDICARE: Payment	93.24
			042.1140 MEDICARE: Payment	561.12
			070.1140	166.28
			FEDERAL TAXES: Payment	
			001.1120	16,215.90
			FEDERAL TAXES: Payment	
			004.1120	2,581.66
			FEDERAL TAXES: Payment	
			010.1120	877.17
			FEDERAL TAXES: Payment	
			012.1120	269.37
			FEDERAL TAXES: Payment	
			016.1120	269.34
			FEDERAL TAXES: Payment	
			023.1120	171.37
			FEDERAL TAXES: Payment	
			024.1120	16.12
			FEDERAL TAXES: Payment	
			041.1120	360.56
			FEDERAL TAXES: Payment	
			042.1120	2,068.68
			FEDERAL TAXES: Payment	
			070.1120	854.67
			Total :	30,407.12
1140	3/20/2026	000004	PUBLIC EMPLOYEE RETIREMENT SYS EPMC: PAYMENT	
			EPMC: Payment	
			001.1145	542.39

Voucher List
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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1140	3/20/2026	000004	PUBLIC EMPLOYEE RETIREMENT SYS	
			(Continued)	
			EPMC: Payment	
			004.1145	89.20
			EPMC: Payment	
			023.1145	9.96
			EPMC: Payment	
			024.1145	0.79
			EPMC: Payment	
			041.1145	22.61
			EPMC: Payment	
			042.1145	7.84
			EPMC: Payment	
			070.1145	64.48
			PERS: Payment	
			001.1145	19,697.27
			PERS: Payment	
			004.1145	3,746.48
			PERS: Payment	
			010.1145	1,136.69
			PERS SURVIVOR: Payment	
			070.1145	0.71
			PERS: Payment	
			012.1145	320.55
			PERS: Payment	
			016.1145	320.50
			PERS: Payment	
			023.1145	269.42
			PERS: Payment	
			024.1145	26.81
			PERS: Payment	
			041.1145	557.07
			PERS: Payment	
			042.1145	2,475.47
			PERS: Payment	
			070.1145	1,027.27
			PERS SURVIVOR: Payment	
			001.1145	25.47

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1140	3/20/2026	000004 PUBLIC EMPLOYEE RETIREMENT SYS	(Continued)	
			PERS SURVIVOR: Payment	
			004.1145	5.19
			PERS SURVIVOR: Payment	
			010.1145	1.10
			PERS SURVIVOR: Payment	
			012.1145	0.74
			PERS SURVIVOR: Payment	
			016.1145	0.73
			PERS SURVIVOR: Payment	
			023.1145	0.40
			PERS SURVIVOR: Payment	
			024.1145	0.04
			PERS SURVIVOR: Payment	
			041.1145	0.33
			PERS SURVIVOR: Payment	
			042.1145	5.28
			Total :	30,354.79
1141	3/20/2026	000001 CALIF STATE EMPLOYMENT	STATE TAXES: PAYMENT	
			STATE TAXES: Payment	
			001.1130	6,807.73
			STATE TAXES: Payment	
			004.1130	1,041.47
			STATE TAXES: Payment	
			010.1130	418.33
			STATE TAXES: Payment	
			012.1130	64.10
			STATE TAXES: Payment	
			016.1130	64.07
			STATE TAXES: Payment	
			023.1130	57.42
			STATE TAXES: Payment	
			024.1130	6.23
			STATE TAXES: Payment	
			041.1130	151.54
			STATE TAXES: Payment	

Voucher List
CITY OF HIGHLAND

03/17/2026 5:21:03PM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
1141	3/20/2026	000001 CALIF STATE EMPLOYMENT	(Continued)	
			042.1130	770.20
			STATE TAXES: Payment	
			070.1130	311.75
			Total :	9,692.84
5 Vouchers for bank code : wfb				Bank total : 115,722.51
5 Vouchers in this report				Total vouchers : 115,722.51

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93352	3/24/2026	005771 AMAZON CAPITAL SERVICES	STANDING DESK & DESK STAND STANDING DESK & DESK STAND 001.1700.4203	268.19
Total :				268.19
93353	3/24/2026	006389 AMERIFLEX	FSA:WIRZ/BARRERA FSA:WIRZ 3/15/26 001.1182	27.44
			FSA:BARRERA 3/15/26 001.1182	17.65
Total :				45.09
93354	3/24/2026	001072 AUTO ZONE, INC.	FS#3:MISC SUPPLIES FS#3:MISC SUPPLIES 028.2050.4240	25.44
			FS#3:MISC SUPPLIES 029.2100.4240	25.43
			FS#1:MISC SUPPLIES FS#1:MISC SUPPLIES 028.2050.4240	50.07
			FS#1:MISC SUPPLIES 029.2100.4240	50.06
Total :				151.00
93355	3/24/2026	005391 BOWDEN, JAMES	CHF:HISTORICAL DEMONSTRATORS CHF:HISTORICAL DEMONSTRATORS 051.1471	200.00
Total :				200.00
93356	3/24/2026	002339 BRADFORD, PAUL	CHF:HISTORIC DEMONSTRATORS CHF:HISTORIC DEMONSTRATORS 051.1471	200.00
Total :				200.00
93357	3/24/2026	005345 CALIFORNIA ASSOCIATION OF CODE	WEBINAR:FDN OF WKPLC HAPP-CHAMBERS WEBINAR:FDN OF WKPLC HAPP-CHAMBERS 001.4600.4330 WEBINAR:OSINT FUNDAMENTALS-CHAMBERS	60.00

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93360	3/24/2026	002480 CASC ENGINEERING & CONSULTING	(Continued) 001.3200.4551	168.75
Total :				2,022.50
93361	3/24/2026	005553 CLARK PEST CONTROL OF STOCKTON	FS#1:PEST CONTROL FS#1:PEST CONTROL 028.2050.4589 FS#1:PEST CONTROL 029.2100.4589 FS#2:PEST CONTROL FS#2:PEST CONTROL 028.2050.4589 FS#2:PEST CONTROL 029.2100.4589 FS#3:PEST CONTROL FS#3:PEST CONTROL 028.2050.4589 FS#3:PEST CONTROL 029.2100.4589 YMCA:PEST CONTROL YMCA:PEST CONTROL 001.6000.4589 CITY HALL:PEST CONTROL CITY HALL:PEST CONTROL 042.9510.4589 PD:PEST CONTROL PD:PEST CONTROL 001.2000.4589 CORP YARD:PEST CONTROL CORP YARD:PEST CONTROL 004.8310.4589	29.50 29.50 29.50 29.50 29.50 29.50 29.50 29.50 29.50 119.00 78.00 121.00 92.00
Total :				587.00
93362	3/24/2026	006418 CORODATA SHREDDING,INC.	SHREDDING SVC-FEB SHREDDING SVC-FEB 001.1200.4626	66.25
Total :				66.25

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93363	3/24/2026	001873 CRRA	CRRA CONF FEE:RAMOS CRRA CONF FEE:RAMOS 027.8490.4349	775.00
			CRRA CONF FEE:MORGAN CRRA CONF FEE:MORGAN 027.8490.4349	775.00
			Total :	1,550.00
93364	3/24/2026	005394 DATA TICKET, INC.	PARKING CITATIONS-FEB PARKING CITATIONS-FEB 001.1700.4516	208.16
			Total :	208.16
93365	3/24/2026	006084 DIAMOND ENVIRONMENTAL SERVICES	CHF:PORTABLE TOILETS AND SINKS 2026 CHF:PRTBL TOILETS & SINKS 2026 051.1471	1,201.60
			Total :	1,201.60
93366	3/24/2026	003360 DIRECTV	PD:SATTELITE CABLE-MAR PD:SATELLITE CABLE-MAR 001.2000.4065	120.00
			Total :	120.00
93367	3/24/2026	000085 EAST VALLEY WATER DISTRICT	LMD 17B-MAR LMD 17B-MAR 012.8500.4030	166.50
			LMD 11-MAR LMD 11-MAR 012.8500.4030	176.48
			LMD 17D-MAR LMD 17D-MAR 012.8500.4030	124.58
			LMD 25-MAR LMD 25-MAR 012.8500.4030	184.12
			LMD 17-C-MAR LMD 17-C-MAR 012.8500.4030	87.48
			LMD 76-MAR	

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93367	3/24/2026	000085 EAST VALLEY WATER DISTRICT	(Continued)	
			LMD 76-MAR	
			012.8500.4030	79.03
			LMD 17-A-MAR	
			LMD 17-A-MAR	
			012.8500.4030	45.24
			LMD 43-MAR	
			LMD 43-MAR	
			012.8500.4030	116.24
			LMD 55-MAR	
			LMD 55-MAR	
			012.8500.4030	388.66
			LMD 47-MAR	
			LMD 47-MAR	
			012.8500.4030	101.50
			SEELEY PK-MAR	
			SEELEY PK-MAR	
			016.8540.4030	111.64
			LMD 16-MAR	
			LMD 16-MAR	
			012.8500.4030	53.94
			Total :	1,635.41
93368	3/24/2026	002190 ENGINEERING RESOURCES OF SO CA	TRA20001 CE GCF-FEB	
			TRA20001 CE GCF-FEB	
			023.3890.6816	1,400.95
			TRA20001 CE RTP-FEB	
			TRA20001 CE RTP-FEB	
			030.8495.6816	10,273.61
			Total :	11,674.56
93369	3/24/2026	005567 FIRE APPARATUS SOLUTIONS	ME541:PARTS AND REPAIRS	
			ME541:PARTS AND REPAIRS	
			028.2050.4240	9,306.88
			ME541:PARTS AND REPAIRS	
			029.2100.4240	9,306.87
			ME542:REPAIRS	
			ME542:REPAIRS	

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93369	3/24/2026	005567 FIRE APPARATUS SOLUTIONS	(Continued)	
			028.2050.4240	7,077.71
			ME542:REPAIRS	
			029.2100.4240	7,077.70
			ME542:PUMP REPAIR	
			ME542:PUMP REPAIR	
			028.2050.4240	483.70
			ME542:PUMP REPAIR	
			029.2100.4240	483.69
			Total :	33,736.55
93370	3/24/2026	005358 FLEET SERVICES INC	ME543:LIGHTS	
			ME543:LIGHTS	
			028.2050.4240	36.06
			ME543:LIGHTS	
			029.2100.4240	36.06
			Total :	72.12
93371	3/24/2026	005018 FLYERS ENERGY, LLC	FUEL-FEB	
			FUEL-FEB	
			001.2000.4220	4,776.83
			FUEL-FEB	
			001.4200.4220	118.86
			FUEL-FEB	
			001.4600.4220	207.40
			FUEL-FEB	
			001.6000.4220	295.65
			FUEL-FEB	
			004.8310.4220	1,108.81
			FUEL-FEB	
			028.2050.4220	790.78
			FUEL-FEB	
			029.2100.4220	790.78
			FUEL-FEB	
			042.9510.4220	73.92
			Total :	8,163.03
93372	3/24/2026	006146 FM THOMAS AIR CONDITIONING	LIBRARY:HVAC REPAIR	

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93372	3/24/2026	006146 FM THOMAS AIR CONDITIONING	(Continued) LIBRARY:HVAC REPAIR 001.6000.4588	2,918.48
Total :				2,918.48
93373	3/24/2026	006362 GEYSER EQUIPMENT, LLC	GRAFFITI SPRAYER REPAIR GRAFFITI SPRAYER REPAIR 001.6010.4245	636.98
Total :				636.98
93374	3/24/2026	006479 GONZALEZ, GRISELDA IVET	BP#20260229 REFUND BP#20260229 REFUND 001.1450.7600	105.00
Total :				105.00
93375	3/24/2026	002845 GRAINGER INC	FS#3:DOOR LEVER FS#3:DOOR LEVER 028.2050.4070 FS#3:DOOR LEVER 029.2100.4070	178.35
Total :				178.34
Total :				356.69
93376	3/24/2026	003947 HDR ENGINEERING, INC.	STR17002 PE CCF(2017)-JAN-NOV 2025 STR17002 PE CCF(2017)-JAN-NOV 2025 027.8490.6550 STR17002 PE CCF(2017)-DEC STR17002 PE CCF(2017)-DEC 027.8490.6550	180,140.50
Total :				9,575.00
Total :				189,715.50
93377	3/24/2026	005290 HIGHLAND MUSIC COMPANY	CHF:DJ,MC, & SOUND EQUIP CHF:DJ,MC, & SOUND EQUIP 051.1471	1,700.00
Total :				1,700.00
93378	3/24/2026	002664 INLAND LIGHTING SUPPLIES, INC.	COMM PK:LIGHTING SUPPLIES COMM PK:LIGHTING SUPPLIES 001.6000.4070	701.44

Voucher List
CITY OF HIGHLAND

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Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93378	3/24/2026	002664	002664 INLAND LIGHTING SUPPLIES, INC. (Continued)	Total : 701.44
93379	3/24/2026	000127	K & L HARDWARE CORP YARD:MISC SUPPLIES CORP YARD:MISC SUPPLIES 004.8310.4206 CORP YARD:MISC SUPPLIES CORP YARD:MISC SUPPLIES 004.8310.4206	25.49 Total : 66.76
93380	3/24/2026	006476	KIWANIS CLUB OF CALIFORNIA'S CHF:BOOTH SPACE REFUND CHF:BOOTH SPACE REFUND 051.1471	50.00 Total : 50.00
93381	3/24/2026	005152	KUHN, KEN CHF:HISTORIC DEMONSTRATORS CHF:HISTORIC DEMONSTRATORS 051.1471	200.00 Total : 200.00
93382	3/24/2026	001104	MAINEZ, LARRY A. CHF:WALKING TOUR CHF:WALKING TOUR FOAMBOARDS 051.1471 CHF:WALKING TOUR MISC SUPPLIES 051.1471	66.85 Total : 45.15
93383	3/24/2026	006477	MARTINEZ, LORRAINE CHF:HISTORIC DEMONSTRATORS CHF:HISTORIC DEMONSTRATORS 051.1471	290.00 Total : 290.00
93384	3/24/2026	003989	MAXWELL LANDSCAPING SF GRANT PRG:8009 CHURCH ST SF GRANT PRG:8009 CHURCH ST 010.3830.4349	400.00 Total : 400.00
93385	3/24/2026	005503	MELDRUM, CAMILLE CHF:HISTORIC DEMONSTRATORS CHF:HISTORIC DEMONSTRATORS	

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93387	3/24/2026	001414 RICHARDS, WATSON & GERSHON	(Continued)	
			001.4600.4520	2,346.05
			CODE ENFORCEMENT CASE#9971-JAN	
			CODE ENFORCEMENT CASE#9971-JAN	
			001.4600.4520	28.80
			CODE ENFORCEMENT CASE#9971-JAN	
			CODE ENFORCEMENT CASE#9971-JAN	
			001.4600.4520	2,099.50
			CODE ENFORCEMENT CASE#9971-JAN	
			CODE ENFORCEMENT CASE#9971-JAN	
			001.4600.4520	122.50
			Total :	38,134.72
93388	3/24/2026	005154 RIPPLE-YATES, ELEANOR	CHF:HISTORIC DEMONSTRATORS	
			CHF:HISTORIC DEMONSTRATORS	
			051.1471	200.00
			Total :	200.00
93389	3/24/2026	000030 SAN BERNARDINO COUNTY SHERIFFS	PERSONNEL CREDITS 10/2025-12/2025	
			PERSONNEL CREDITS 10/2025-12/2025	
			001.2000.4555	-173,246.40
			GENERAL SVCS EXP 10/2025-12/2025	
			GENERAL SVCS EXP 10/2025-12/2025	
			001.2000.4560	54,121.33
			OVERTIME 10/2025-12/2025	
			OVERTIME 10/2025-12/2025	
			001.2000.4555	98,055.96
			JAG 24 10/25-12/25	
			JAG 24 10/25-12/25	
			026.8480.4560	14,762.48
			OVERTIME 10/2025-12/2025	
			OVERTIME 10/2025-12/2025	
			001.2000.4555	838.80
			O/T HIGHLAND CHAMBER RUN	
			O/T HIGHLAND CHAMBER RUN	
			001.2000.4555	5,628.24
			O/T ST.ADELAIDE FESTIVAL	
			O/T ST.ADELAIDE FESTIVAL	

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93389	3/24/2026	000030 SAN BERNARDINO COUNTY SHERIFFS	(Continued) 001.2000.4555 O/T IMMANUEL BAPTIST HARVEST FESTIVAL O/T IMMANUEL BAPTIST HARVEST FESTIVAL 001.2000.4555 2 ADDT'L MDC(PER SCHEDULE A) 2 ADDT'L MDC(PER SCHEDULE A) 001.2000.4560 CAL ID 25-26 CAL ID 25-26 001.2000.4564	2,306.70 5,489.10 783.07 65,697.68
Total :				74,436.96
93390	3/24/2026	001848 SB CO ASSESSORS OFFICE	PARCEL MAP REVISIONS-FEB PARCEL MAP REVISIONS-FEB 001.4100.4310	 4.00
Total :				4.00
93391	3/24/2026	005731 SITEONE LANDSCAPE SUPPLY, LLC	ROW:WEED CONTROL ROW:WEED CONTROL 004.8310.4206 ROW:WEED CONTROL ROW:WEED CONTROL 004.8310.4206 ROW:WEED CONTROL ROW:WEED CONTROL 004.8310.4206 LMD10:IRRIG REPAIR LMD10:IRRIG REPAIR 012.8500.4206	 1,484.76 92.21 922.33 196.45
Total :				2,695.75
93392	3/24/2026	000203 SOUTHERN CALIFORNIA EDISON	LS3 8017 1/2 DEL ROSA DR-MAR LS3 8017 1/2 DEL ROSA DR-MAR 013.8510.4011	 85.78
Total :				85.78
93393	3/24/2026	004920 TKE ENGINEERING	STI21002 MISC PERMITS/INSP-NOV STI21002 MISC PERMITS/INSP-NOV	

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93393	3/24/2026	004920 TKE ENGINEERING	(Continued)	
			001.3200.4551	452.00
			PGI25006 MISC PERMITS/INSP-NOV	
			PGI25006 MISC PERMITS/INSP-NOV	
			001.3200.4551	3,051.00
			PGI24005 MISC PERMITS/INSP-NOV	
			PGI24005 MISC PERMITS/INSP-NOV	
			001.3200.4551	169.50
			PGI24010 MISC PERMITS/INSP-NOV	
			PGI24010 MISC PERMITS/INSP-NOV	
			001.3200.4551	169.50
			EXE25004 MISC PERMITS/INSP-NOV	
			EXE25004 MISC PERMITS/INSP-NOV	
			001.3200.4551	169.50
			EXP25001 MISC PERMITS/INSP-NOV	
			EXP25001 MISC PERMITS/INSP-NOV	
			001.3200.4551	678.00
			PGI25004 MISC PERMITS/INSP-NOV	
			PGI25004 MISC PERMITS/INSP-NOV	
			001.3200.4551	621.50
			STI25003 MISC PERMITS/INSP-NOV	
			STI25003 MISC PERMITS/INSP-NOV	
			001.3200.4551	3,898.50
			EXP25003 MISC PERMITS/INSP-NOV	
			EXP25003 MISC PERMITS/INSP-NOV	
			001.3200.4551	169.50
			RGI24004 MISC PERMITS/INSP-NOV	
			RGI24004 MISC PERMITS/INSP-NOV	
			001.3200.4551	339.00
			PGI24009 MISC PERMITS/INSP-NOV	
			PGI24009 MISC PERMITS/INSP-NOV	
			001.3200.4551	339.00
			PWI25001 MISC PERMITS/INSP-NOV	
			PWI25001 MISC PERMITS/INSP-NOV	
			001.3200.4551	282.50
			EPA25035 MISC PERMITS/INSP-DEC	
			EPA25035 MISC PERMITS/INSP-DEC	
			001.3200.4551	169.50

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93396	3/24/2026	000233 WAXIE SANITARY SUPPLY	(Continued)	
			042.9510.4055	359.97
			CITY HALL:100% RCYCLD BATH TOWELS	
			042.9510.4055	350.08
			COMM PK & AURANTIA PK:100% RECYCLED BATH	
			100% RECYCLED BATH TISSUE	
			001.6000.4055	400.38
			COMM PK & AURANTIA PK:SUPPLIES	
			001.6000.4055	583.89
			Total :	1,734.35
93397	3/24/2026	003535 WEST COAST ARBORISTS, INC.	CITY WIDE TREE MAINT-FEB	
			CITY WIDE TREE MAINT-FEB	
			004.8310.4680	4,500.45
			Total :	4,500.45
93398	3/24/2026	004357 WESTERN ANTIQUE POWER ASSOC	CHF:HISTORIC DEMONSTRATORS	
			CHF:HISTORIC DEMONSTRATORS	
			051.1471	300.00
			Total :	300.00
93399	3/24/2026	005824 WESTERN EXTRICATION SPECIALIST	ME542:HSGP24 HOLMATRO NG PCT14 COMBI-TOO	
			ME542:HSGP24 HOLMATRO NG PCT14	
			030.8495.4203	16,322.00
			ME542:COMBI-TOOL	
			028.2050.4203	764.54
			ME542:COMBI-TOOL	
			029.2100.4203	764.53
			Total :	17,851.07
93400	3/24/2026	000237 WILLDAN ASSOCIATES	CODE ENFORCEMENT-FEB	
			CODE ENFORCEMENT-FEB	
			001.4600.4538	12,000.00
			STR22002 CE MSRI-OCT	
			STR22002 CE MSRI-OCT	
			017.8350.6550	146.00
			STR22002 CE MSRI-DEC	
			STR22002 CE MSRI-DEC	

Voucher List
CITY OF HIGHLAND

03/24/2026 10:43:00AM

Bank code : wfb

Voucher	Date	Vendor	Description/Account	Amount
93400	3/24/2026	000237 WILLDAN ASSOCIATES	(Continued) 017.8350.6550	1,167.00
Total :				13,313.00
93401	3/24/2026	001677 YMCA OF THE EAST VALLEY	MONTHLY REIMB-JAN 26 MONTHLY REIMB-JAN 26 001.6000.4526 MONTHLY REIM-FEB 26 MONTHLY REIM-FEB 26 001.6000.4526	45,417.00
Total :				40,049.00
50 Vouchers for bank code :		wfb		Bank total : 517,100.17
50 Vouchers in this report				Total vouchers : 517,100.17



Staff Report

to the City Council

Agenda
Item
No.6.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Alondra Muñoz, City Clerk
Prepared By: Alondra Muñoz, City Clerk
Subject: Claim Considerations

Recommendation:

George Hills recommends the City Council reject the claims.

Fiscal Impact:

None.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

The following claims were received by the City Clerk's Office on the corresponding dates below. They were then sent to the City's claim adjuster, George Hills Company, who is recommending the claims be rejected.

Claimant	Date Received
Christine Marquez	1/20/2026
Michael Marcos Reyes	3/16/2026
Richard Kelley	3/30/2026

Attachments:

1. Claim - Christine Marquez
2. Claim - Michael Marcos Reyes
3. Claim - Richard Kelley

Attachment 1

March 8, 2026

Alondra Munoz
City of Highland

RE: Client: City of Highland
 Claim Number: GHC0092779
 Date of Loss: October 14, 2025
 Claimant: Christine Marquez

Dear Ms. Munoz:

We have reviewed the above captioned claims and request that you take the action indicated below:

- **Please issue a standard rejection to commence the statute of limitations.**

Please provide us with a copy of the notices sent.

Should you have any questions, please feel free to contact the undersigned.

Kindest Regards,
George Hills Company,



Jennifer Arellano
Claims Supervisor
Direct Dial: (916) 352.7793
Email: Jennifer.arellano@georgehills.com



RECEIVED

JAN 20 2025

CITY OF HIGHLAND
CITY CLERK

Do not write in this space.
For office use only:

Received: 1-20-2026

By: Eileen Prado

E-Mail Mail In person

CLAIM AGAINST THE CITY OF HIGHLAND
(For damages to persons or personal property)

A claim must be filed with the City Clerk within 180 days after which the incident or event occurred. Be sure your claim is against the City of Highland and not another public entity. Where space is insufficient, please use additional paper and identify information by paragraph number. Completed claims must be mailed or delivered to:

CITY CLERK, CITY OF HIGHLAND
27215 BASE LINE
HIGHLAND CA 92346
(909) 864-6861, ext. 226

WARNING: IT IS A CRIMINAL OFFENSE TO FILE A FALSE CLAIM, PENAL CODE S72; INSURANCE CODE S556.1.

NOTICE: PER GOVERNMENT CODE SECTION 910.4, THIS FORM MUST BE USED IN ORDER TO COMPLY WITH SECTIONS 910 AND 910.2 OF THE GOVERNMENT CODE.

TO THE HONORABLE MAYOR AND CITY COUNCIL OF THE CITY OF HIGHLAND:

The undersigned respectfully submits the following claim and information relative to damage to persons and/or personal property:

1. Name of Claimant Christine Marquez
- a. Complete Address of Claimant, including City, State and Zip Code:
1446 Citrus St San Bernardino CA
92404
- b. Phone Number _____
- c. Date of Birth _____

d. Driver's License/State Identification Card Number:

Issued by which State: CA

Driver's License Identification Card

Expiration Date: _____

2. Name, telephone and address to which claimant desires notices to be sent, if other than above:

3. Occurrence or event from which the claim arises:

a. Date of occurrence Oct 14 / 2025 Tuesday

b. Time of occurrence _____

c. Place of occurrence (Exact and specific location)

on Victoria St towards 6th St

d. How and under what circumstances did damage or injury occur? Specify the particular occurrence, event, act or omission you claim caused the injury or damage (use additional paper if necessary).

it was raining so visibility was ~~zero~~ limited and as I

drove onto the shoulder MY vehicle submerged into water and as a result of my engine to become flooded

e. What particular action by the City, or its employees, caused the alleged damage or injury?

there was no sign to warn me that my vehicle would be submerged.

4. A general description of the indebtedness, obligation, injury, damage or loss incurred so far as it may be known at the time of presentation of the claim. If there were no injuries, state "no injuries".

I am a senior citizen so naturally I was afraid, I was trapped for nearly an hour. My vehicle suffered major flooding in the engine totaling to \$4,457 ~~27~~ 37 cents plus a car from rental which is \$565 and 78 cents

5. Give the name(s) of the City employee(s) causing the damage or injury:

Ø

6. Name and address of any other person injured:

Ø

7. Name and address of the owner of any damaged property:

Christine Marquez

8. Damages Claimed:

a. Amount claimed as of this date: \$ 5,003⁰⁰³.15

b. Estimate amount of future costs: \$ _____

c. Total amount claimed: \$ 5,003.15

d. Basis for computation of amounts claimed: **Include copies of all bills, invoices, estimates, etc.:**

9. Names and addresses of all witnesses, hospitals, doctors, etc.

- a. Donny Nunn telephone _____
- b. _____
- c. _____
- d. _____
- e. _____

10. Any additional information which might be helpful in considering this claim:

I originally filed this claim through the
City of San Bernardino Ca, which is why this
is a late claim.

WARNING: IT IS A CRIMINAL OFFENSE TO FILE A FALSE CLAIM, PENAL CODE S72; INSURANCE CODE S556.1.

I have read the matters and statements made in the above claim and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief as to such matters I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.

Signed at: Highland CA,
City and State

Date: 1/20/2026

Christine Marquez
Signature of Claimant

Christine MARQUEZ
Printed name of person signing above

QUICK TOP TRUCK AUTO
1055 W 215 T 92465
SAN BERNARDINO
(909) 883-0001

10/25/2025 15:48
Terminal ID No. 7656

Debit Sale

Transaction #: *****
Contact #:
Amount: USD\$346.
Account number: 529801050
UID: 14818202510251548075
ID: 050
Code: 011
Date: 20251
se: APPROVAL 011
k ID: Iss
A0000000980
US DE

UNDEBITED

CUSTOMER COPY



1055 W. 21st. Street San Bernardino
Ca 92405
(909) 883-0001

(909) 453-1416

YEAR 2010	MAKE Honda	MODEL Accord	DATE 10/22/15	MILES
NAME Edwin Garcia		LICENSE PLATE		
ADDRESS Christine Marquez		CITY	ZIP	
AZ <input type="checkbox"/>	O <input type="checkbox"/>	PA <input checked="" type="checkbox"/>	C <input type="checkbox"/>	OTHER <input type="checkbox"/>
VIN#				

HRS	QTY	DESCRIPTION	TOTAL
		Engine coolant oil install	
		Easy Pay \$600.00 #5046998	
		American Finance \$1000- #1-10178607-1	

I hereby authorize the above repair work to be done along with along with the necessary materials. You and your employees may operate above vehicle for purpose of testing, inspection, or delivery at my risk. An express mechanics lien is acknowledged on above vehicle to secure the amount of repairs thereto. It is also understood that Quick Stop Tires will not be held responsible for loss or damage to car or articles left in cars in case of fire, theft, or any other cause beyond our control. Quick Stop Tires is not responsible for lost, damaged or defective rims, lug nuts or hub caps. Manufacture Warranty available on select tires sizes. No Warranty on used tires.

SUB - TOTAL	
TAX	124.16
TOTAL	\$2890.92
DEPOSIT	
BALANCE	

Christine Marquez
Authorized Signature

**THANK YOU
HAVE A BLESSED DAY!**

White - Shop Yellow - Customer at completion



1055 W. 21st. Street San Bernardino
Ca 92405
(909) 883-0001

YEAR 2010	MAKE Honda	MODEL Accord	DATE 10/24/15	MILES
NAME Christine Marquez		LICENSE PLATE		
ADDRESS		CITY Edward DL#	ZIP	
AZ <input checked="" type="checkbox"/>	O <input type="checkbox"/>	PA <input type="checkbox"/>	C <input type="checkbox"/>	OTHER <input type="checkbox"/>
VIN#				

90 day labor, inear part warranty

HRS	QTY	DESCRIPTION	TOTAL
		Additional parts needed after engine install - starter	
	1	Engine Mount (front)	
	1	Engine Mount (right)	
		install	
		paid easy pay \$600 10/25	

I hereby authorize the above repair work to be done along with along with the necessary materials. You and your employees may operate above vehicle for purpose of testing, inspection, or delivery at my risk. An express mechanics lien is acknowledged on above vehicle to secure the amount of repairs thereto. It is also understood that Quick Stop Tires will not be held responsible for loss or damage to car or articles left in cars in case of fire, theft, or any other cause beyond our control. Quick Stop Tires is not responsible for lost, damaged or defective rims, lug nuts or hub caps. Manufacture Warranty available on select tires sizes. No Warranty on used tires.

SUB - TOTAL	
TAX	
TOTAL	\$9410.45
DEPOSIT	\$1000
BALANCE	\$3410.45

Christine Marquez
Authorized Signature

**THANK YOU
HAVE A BLESSED DAY!**

White - Shop Yellow - Customer at completion

debit paid \$346.45
easy pay \$600

2010 Honda Accord

DISCOVERY RENT-A-CAR COMPANY OF LOS ANGELES, 229 SOUTH E STREET, SAN BERNARDINO, CA 924012008 (909) 58-3241

RENTAL AGREEMENT REF#
589356 12KY5F

RENTER
MARQUEZ, CHRISTEN

DATE & TIME OUT
10/17/2025 06:07 PM
DATE & TIME IN
10/26/2025 12:38 PM

BILLING CYCLE
24-HOUR

CAR CLASS CHARGED
CCAR

VEH #1 2025 HOND CIVC 4DLX
VIN#
LIC#
MILES DRIVEN 317
CAR CLASS: ICAR

SUMMARY OF CHARGES

Charge Description	Date	Quantity	Per	Rate	Total
TIME & DISTANCE	10/17 - 10/26	9	DAY	\$58.76	\$528.84
Subtotal:					\$528.84

Adjustments
0531 - DR CUSTOMER SATISFACTION (\$20.00)

Taxes & Surcharges

SALES TAX	10/17 - 10/26			8.75%	\$44.52
VEHICLE LICENSE RECOVERY FEE	10/17 - 10/26	9	DAY	\$1.38	\$12.42
Total Charges:					\$565.78

Bill-To / Deposits
DEPOSITS (\$565.78)

Total Estimated Amount Due \$0.00

PAYMENT INFORMATION
AMOUNT PAID \$565.78
TYPE Visa

CREDIT CARD NUMBER
XXXXXXXXXX



7820 Victoria Ave...



7820 Victoria Ave

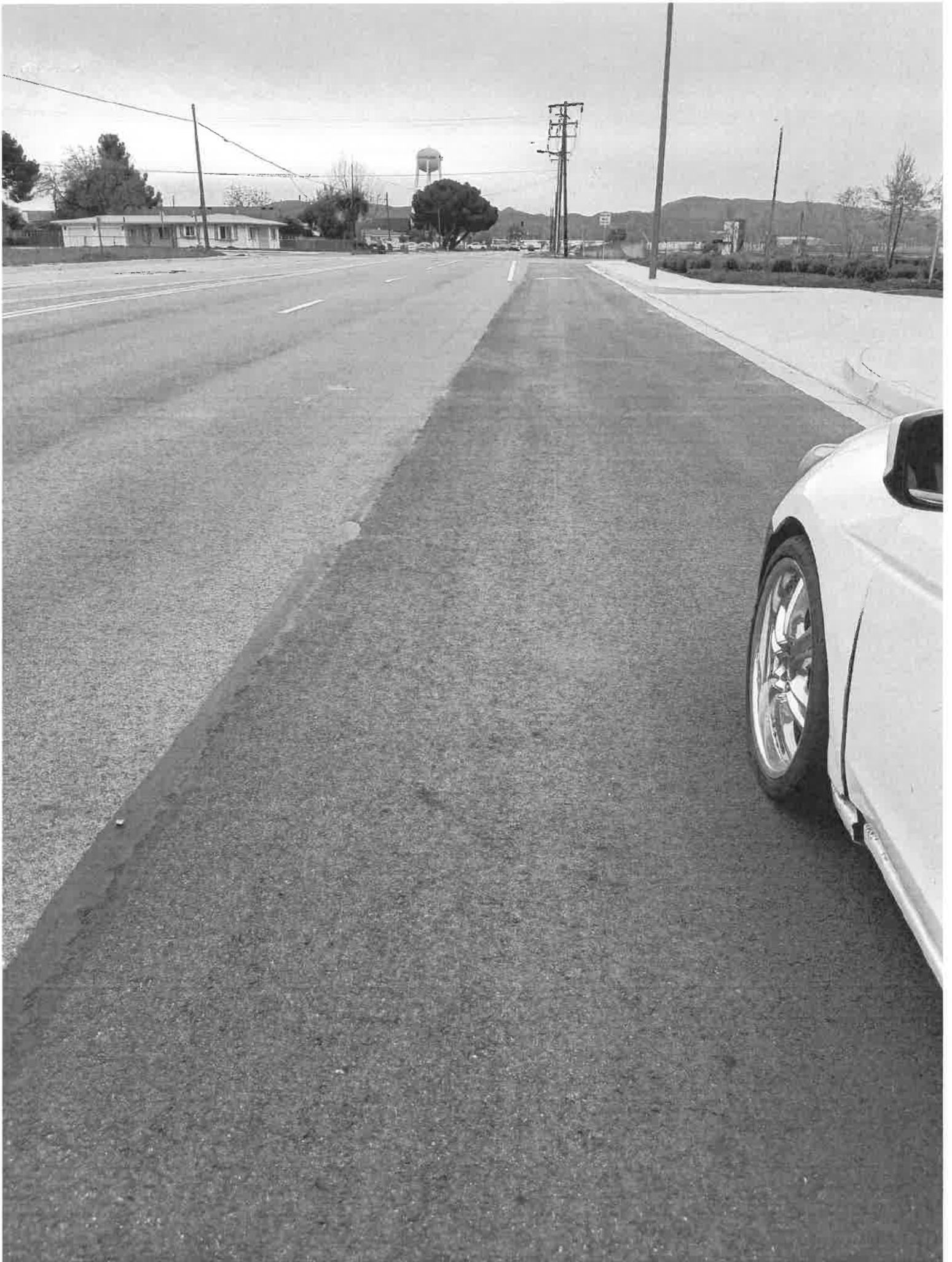
Recently viewed



Avoiding tolls, highways, and ferries

Directions

Start



Attachment 2

April 6, 2026

Alondra Munoz
City of Highland

RE: Client: City of Highland
 Claim Number: GHC0095006
 Date of Loss: 12/07/2025
 Claimant: Michael Reyes

Dear Ms. Munoz:

We have reviewed the above captioned claims and request that you take the action indicated below:

- **Please issue a standard rejection to commence the statute of limitations.**

Please provide us with a copy of the notice once sent.

Should you have any questions, please feel free to contact the undersigned.

Kindest Regards,
George Hills Company, Inc.

Dana Calkins

Dana Calkins
Sr. Claims Adjuster
Direct Dial: (916) 333-0575
Email: dana.calkins@georgehills.com



Do not write in this space.
For office use only:

Received: 3-16-2026

By: Eileen Prado

E-Mail Mail In person

CLAIM AGAINST THE CITY OF HIGHLAND
(For damages to persons or personal property)

A claim must be filed with the City Clerk within 180 days after which the incident or event occurred. Be sure your claim is against the City of Highland and not another public entity. Where space is insufficient, please use additional paper and identify information by paragraph number. Completed claims must be mailed or delivered to:

CITY CLERK, CITY OF HIGHLAND
27215 BASE LINE
HIGHLAND CA 92346
(909) 864-6861, ext. 226

WARNING: IT IS A CRIMINAL OFFENSE TO FILE A FALSE CLAIM, PENAL CODE S72; INSURANCE CODE S556.1.

NOTICE: PER GOVERNMENT CODE SECTION 910.4, THIS FORM MUST BE USED IN ORDER TO COMPLY WITH SECTIONS 910 AND 910.2 OF THE GOVERNMENT CODE.

TO THE HONORABLE MAYOR AND CITY COUNCIL OF THE CITY OF HIGHLAND:

The undersigned respectfully submits the following claim and information relative to damage to persons and/or personal property:

1. Name of Claimant Michael Marcos Reyes
- a. Complete Address of Claimant, including City, State and Zip Code:
2011 Arden Ave, APT 169 Highland, CA 92346
- b. Phone Number _____
- c. Date of Birth _____

d. Driver's License/State Identification Card Number:

Issued by which State: California

Driver's License Identification Card

Expiration Date: _____

2. Name, telephone and address to which claimant desires notices to be sent, if other than above:

Wilshire Law Firm (213) 381-9988

660 S. Figueroa St., Sky Lobby, Los Angeles, CA 90017

3. Occurrence or event from which the claim arises:

a. Date of occurrence _____ 12/7/2025

b. Time of occurrence _____ 4:30 AM

c. Place of occurrence (Exact and specific location)

at or near 26816 3rd St Highland, CA 92346

d. How and under what circumstances did damage or injury occur? Specify the particular occurrence, event, act or omission you claim caused the injury or damage (use additional paper if necessary).

Please see Attachment A for details.

e. What particular action by the City, or its employees, caused the alleged damage or injury?

Please see Attachment A for details.

4. A general description of the indebtedness, obligation, injury, damage or loss incurred so far as it may be known at the time of presentation of the claim. If there were no injuries, state "no injuries".

Please see Attachment A for details.

5. Give the name(s) of the City employee(s) causing the damage or injury:

Please see Attachment A for details.

6. Name and address of any other person injured:

Please see Attachment A for details.

7. Name and address of the owner of any damaged property:

Please see Attachment A for details.

8. Damages Claimed: exceeds \$1,000,000

a. Amount claimed as of this date: \$ TBD

b. Estimate amount of future costs: \$ TBD

c. Total amount claimed: \$ TBD

d. Basis for computation of amounts claimed. **Include copies of all bills, invoices, estimates, etc.:**

TBD

9. Names and addresses of all witnesses, hospitals, doctors, etc.

a. Please see Attachment A for details.

b. _____

c. _____

d. _____

e. _____

10. Any additional information which might be helpful in considering this claim:

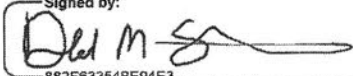
Please see Attachment A for details.

WARNING: IT IS A CRIMINAL OFFENSE TO FILE A FALSE CLAIM, PENAL CODE S72; INSURANCE CODE S556.1.

I have read the matters and statements made in the above claim and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief as to such matters I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.

Signed at: Los Angeles, California
City and State

Date: 2/27/2026

Signed by:

882F63354BE94E3

Signature of Claimant

Donald Stevenson, Esq.

Printed name of person signing above

WILSHIRE LAW FIRM, PLC
660 S. Figueroa St., Sky Lobby
Los Angeles, CA 90017

ATTACHMENT A

1
2 Claimant MICHAEL MARCOS REYES (hereafter “Claimant”) hereby presents the
3 following information in support of his claim(s) against the CITY OF HIGHLAND in
4 satisfaction of the requirements under Government Code Section 910, and as a supplement to the
5 CITY OF HIGHLANDS’s claim form.

6 **General Description of the Damage, Loss, or Indebtedness Incurred**

7 On or about December 7, 2025, at approximately 4:30 a.m, a dangerous condition on
8 public property caused serious injury and damage to Claimant when he was lawfully riding his
9 electric scooter upon the public sidewalk located at or near 26816 3rd Street, in the City of
10 Highland, County of San Bernardino, State of California 92346. (See attached photographs in
11 Exhibit 1). (“SUBJECT PREMISES”). As Claimant was using the SUBJECT PREMISES in a
12 reasonably foreseeable manner, Claimant encountered a dangerous condition on the sidewalk
13 surface, including an open and uncovered utility box embedded therein, which was not
14 reasonably apparent to a person exercising due care. Upon riding over said defect, Claimant
15 struck the uncovered utility box and was thrown forward from his electric scooter, causing him
16 to sustain serious injury. As a direct result of the incident, Claimant struck his head, including
17 the right temple and eyebrow region, and sustained a fracture to his right arm and elbow, a
18 concussion, soft tissue swelling to the nasal region, and cognitive symptoms described as fuzzy
19 thoughts. These events occurred at or near 26816 3rd Street, in the City of Highland, County of
20 San Bernardino, State of California 92346.

21 If Claimant files a lawsuit related to this matter, we will file it as an unlimited civil case
22 and allege monetary damages in an amount greater than the jurisdictional minimum. Medical
23 records and completed treatment are pending as treatment is ongoing.

24 **Why is the Government Entity Responsible?**

25 Claimant further contends that the CITY OF HIGHLAND, its employees, agents, and/
26 or contractors improperly and negligently controlled, designed, constructed, inspected, repaired,
27 and maintained the public sidewalk where the SUBJECT INCIDENT occurred on December 7,
28 2025, in the City of Highland, County of San Bernardino, State of California.

WILSHIRE LAW FIRM, PLC
660 S. Figueroa St., Sky Lobby
Los Angeles, CA 90017

1 This governmental entity is responsible for Claimant’s injuries because, based upon
2 information and belief, said entity owned, maintained, managed, and/or controlled the SUBJECT
3 PREMISES and failed to use reasonable care to keep the sidewalk in a reasonably safe condition.
4 The entity failed to inspect, repair, replace, safeguard against, or provide adequate warning of a
5 dented and hazardous metal plate embedded in the sidewalk surface.

6 At the time of the SUBJECT INCIDENT, there existed a dangerous condition on the
7 SUBJECT PREMISES that created a substantial risk of injury when the sidewalk was used with
8 due care and in a reasonably foreseeable manner, including but not limited to the following
9 respects:

- 10 1. The SUBJECT PREMISES contained an open and uncovered utility box embedded in
11 the sidewalk surface, creating an uneven and dangerous condition;
- 12 2. The SUBJECT PREMISES lacked adequate warning signs, markings, barriers,
13 covers, or other safeguards to alert pedestrians or other lawful sidewalk users of the
14 dangerous condition;
- 15 3. The dangerous condition was not reasonably apparent to a person exercising due care
16 and constituted a concealed hazard;
- 17 4. The COUNTY OF SAN BERNARDINO knew, or through the exercise of reasonable
18 care should have known, of the existence of the dangerous condition for a sufficient
19 period of time prior to the incident to have taken corrective action.
- 20 5. The combination of the above-referenced conditions created a concealed and dangerous
21 hazard to foreseeable pedestrians and individuals lawfully operating bicycles, electric
22 scooters, and similar devices upon the sidewalk, including Claimant.

23
24
25 The entity’s negligence or wrongful conduct was a substantial factor in causing harm to Claimant.

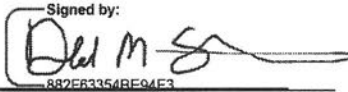
26 **Claimant has visited the following medical facilities:**

- 27 1. Redlands Community Hospital - 350 Terracina Blvd, Redlands, CA 92373

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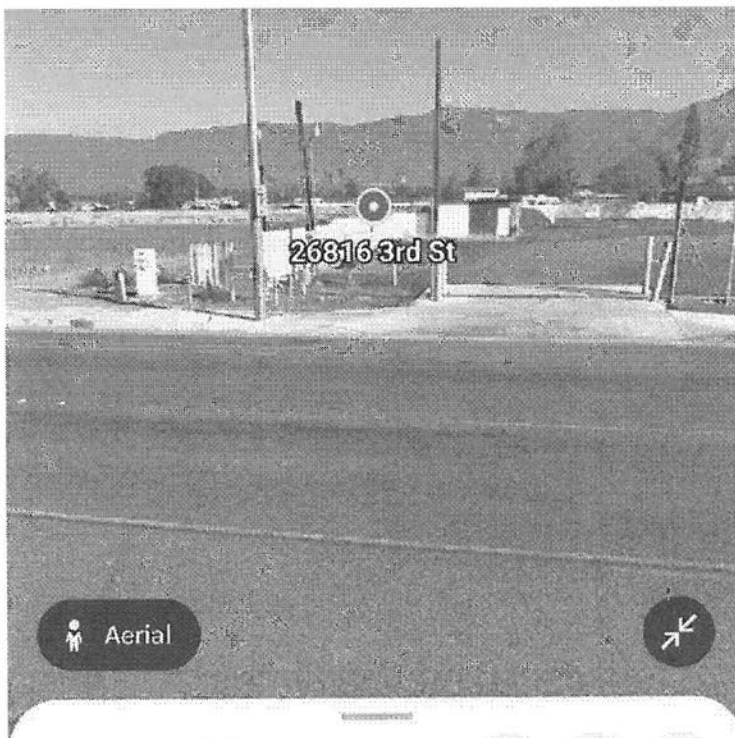
DATED: 3/13/2026

WILSHIRE LAW FIRM

Signed by:

By: _____
882E63354BE94E3
Donald Stevenson, Esq.
Michelle L. Olivarez, Esq.
Attorneys for Claimant

WILSHIRE LAW FIRM, PLC
660 S. Figueroa St., Sky Lobby
Los Angeles, CA 90017

EXHIBIT 1



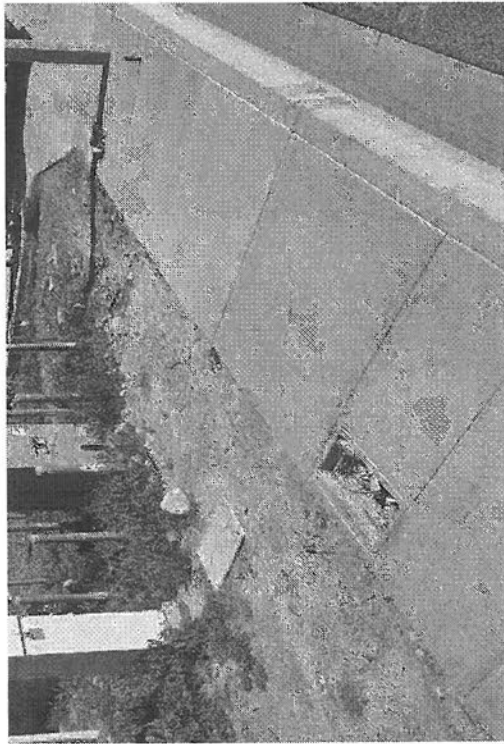
26816 3rd St

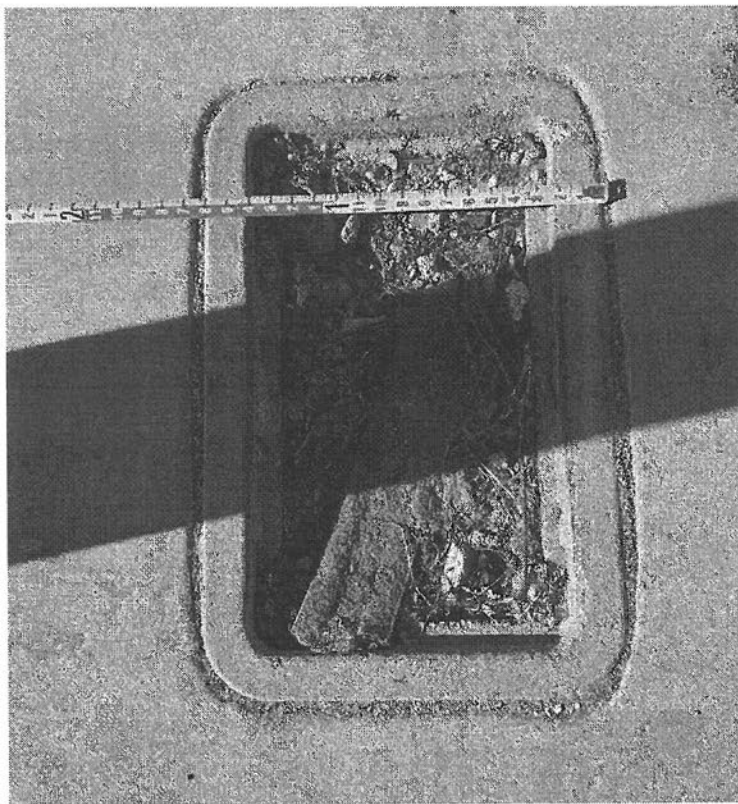
Highland, CA 92346

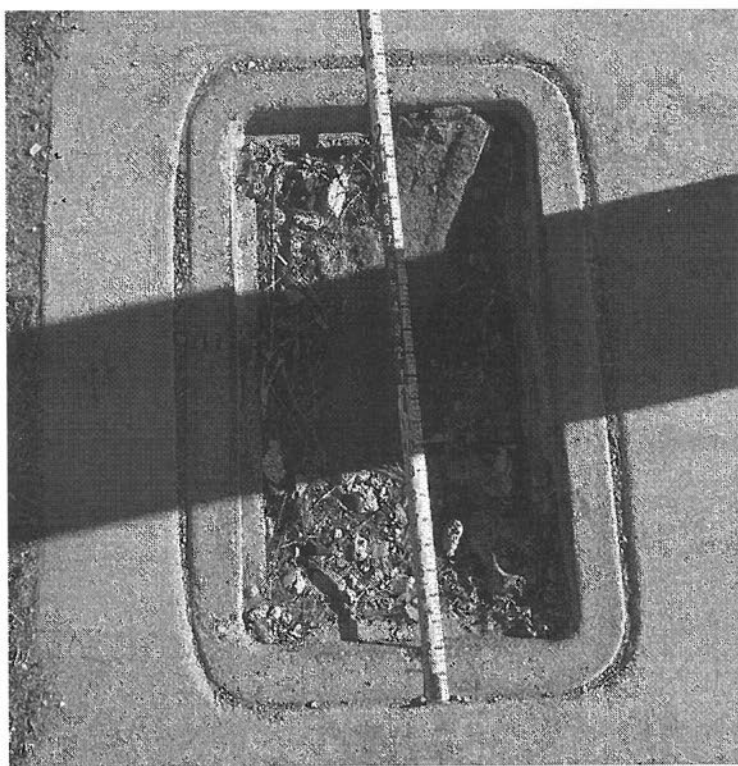
Building · 🚗 19 min

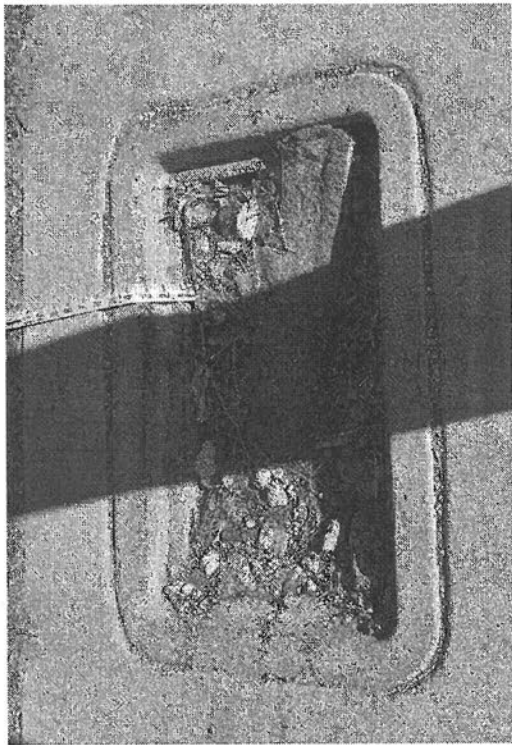


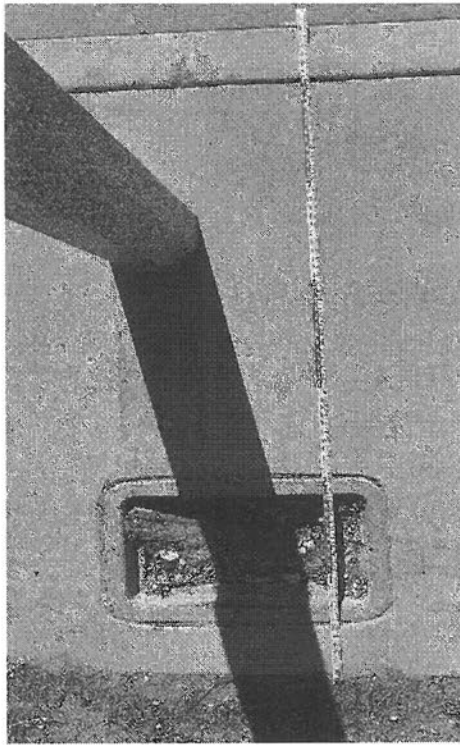


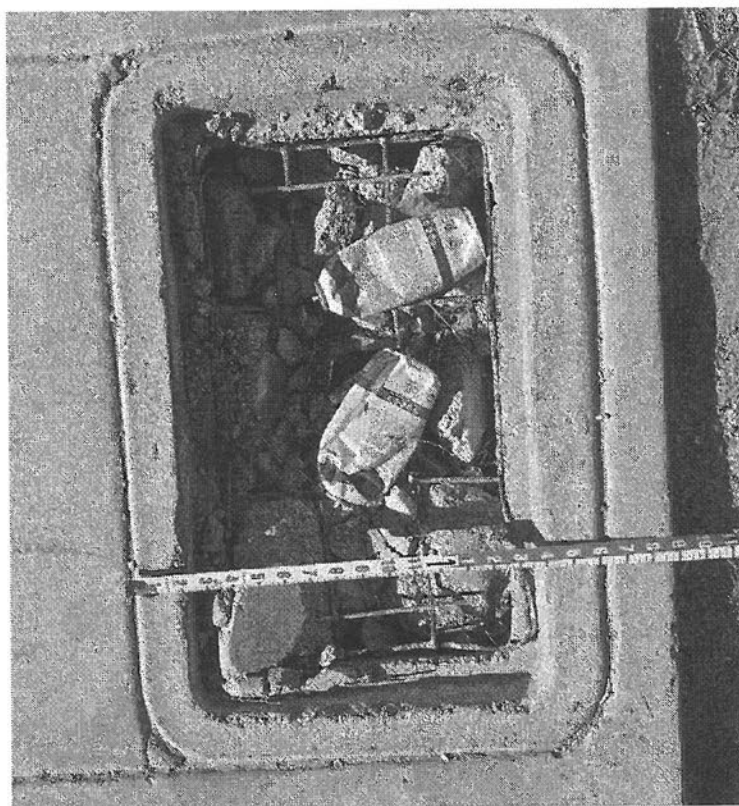


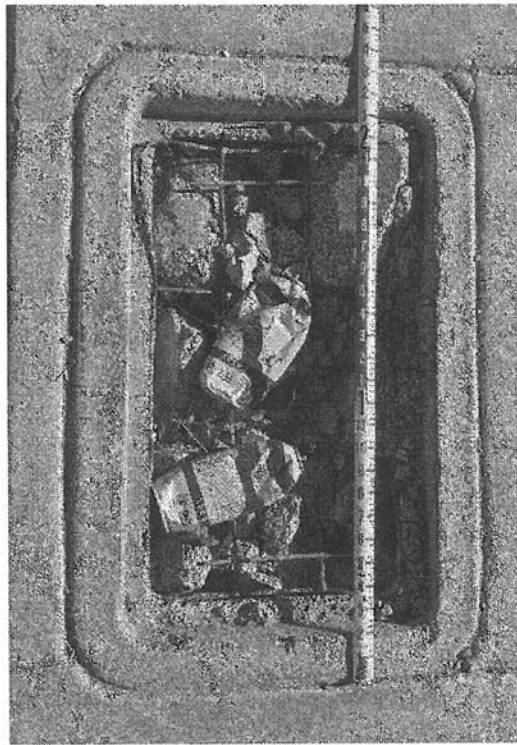




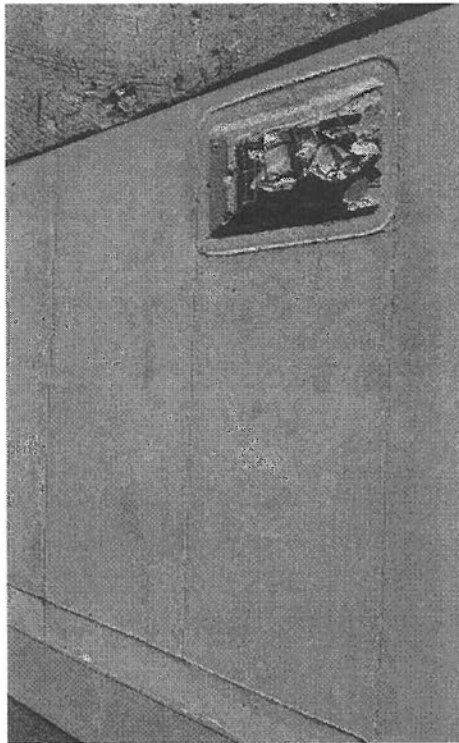






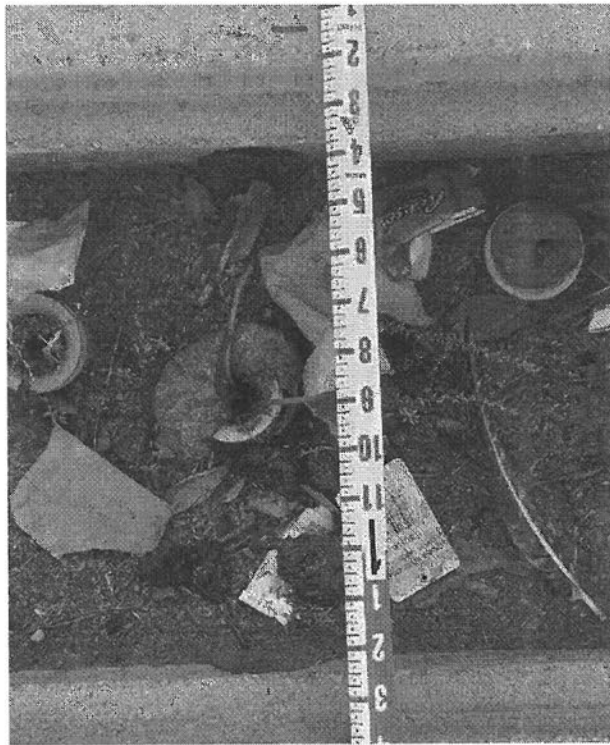












Attachment 3

April 7, 2026

Alondra Munoz
City of Highland

RE: Client: City of Highland
 Claim Number: GHC0095580
 Date of Loss: March 27, 2026
 Claimant: Richard Kelley

Dear Ms. Munoz:

We have reviewed the above captioned claims and request that you take the action indicated below:

- **Please issue a standard rejection to the claimant – Draft notice of rejection and proof of service provided.**
- **Please send a letter of explanation – Draft letter of explanation provided.**

Please provide us with a copy of the notices sent.

Should you have any questions, please feel free to contact the undersigned.

Kindest Regards,
George Hills Company

Alan R. Dialon
Senior Claims Adjuster
916-860-1986
Alan.dialon@georgehills.com



March 30, 2026

Patti Schneiders
Claims Processor
Rancho Cordova Office
PO Box 278
Rancho Cordova, CA 95741

Re: Claimant(s): Richard Kelley
Incident Date: 03/27/2026

Dear Patti:

Enclosed is a copy of a Claim received in person at the Office of the City Clerk on March 30, 2026, by the above referenced claimant(s). Note: The city utilizes C&M Weed Abatement to abate weeds, tumbleweeds, and dry grass at parcel 1192-571-40. Attached is a location map.

This item will be tentatively scheduled for the City Council regular meeting on Tuesday, May 12, 2026, pending your recommendation. All correspondence will be required from George Hills no later than **April 27, 2026**. Please review and advise this office on the appropriate action to be taken.

If you have any questions, please contact Leticia Nava-Cruz at (909) 864-6861, ext. 208 or myself at ext. 227.

Sincerely,

Alondra Muñoz, CMC
City Clerk

cc: Carlos Zamano, City Manager
Leticia Nava-Cruz, Director of Administrative Services
Maricela Marroquin, City Attorney

Mayor
Penny Lilburn

Mayor Pro Tem
Jimmy Saldana

City Council
Gregory Hogan

City Council
Larry McCallon

City Council
John P. Timmer

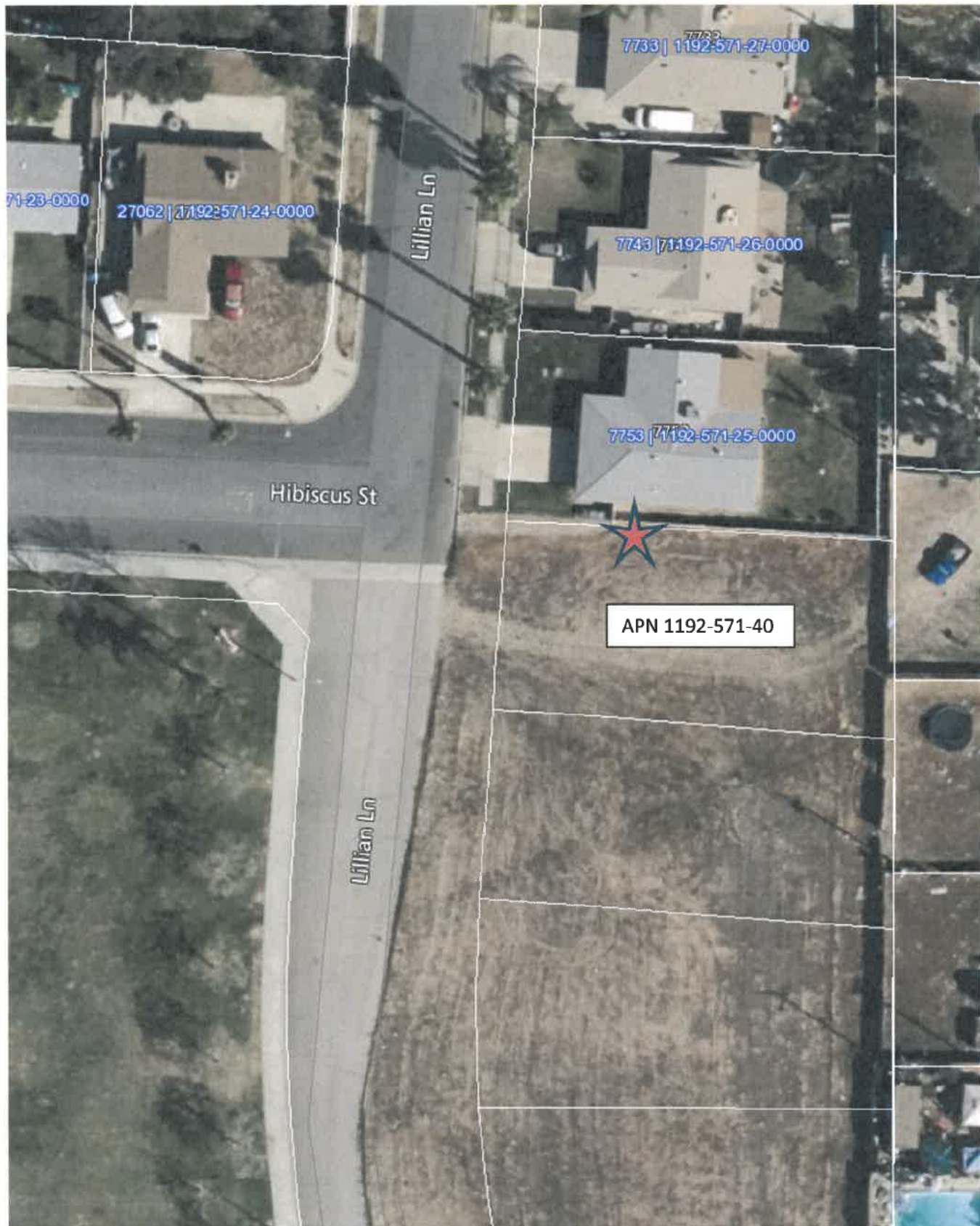
City Manager
Carlos Zamano

27215 Base Line • Highland, CA 92346

Tel: 909.864.6861 • Fax: 909.862.3180 • www.cityofhighland.org



VICINITY MAP





RECEIVED

MAR 30 2026

CITY OF HIGHLAND
CITY CLERK

Do not write in this space.
For office use only:

Received: 3-30-26

By: Eileen Prado

E-Mail Mail In person

CLAIM AGAINST THE CITY OF HIGHLAND
(For damages to persons or personal property)

A claim must be filed with the City Clerk within 180 days after which the incident or event occurred. Be sure your claim is against the City of Highland and not another public entity. Where space is insufficient, please use additional paper and identify information by paragraph number. Completed claims must be mailed or delivered to:

CITY CLERK, CITY OF HIGHLAND
27215 BASE LINE
HIGHLAND CA 92346
(909) 864-6861, ext. 226

WARNING: IT IS A CRIMINAL OFFENSE TO FILE A FALSE CLAIM, PENAL CODE S72; INSURANCE CODE S556.1.

NOTICE: PER GOVERNMENT CODE SECTION 910.4, THIS FORM MUST BE USED IN ORDER TO COMPLY WITH SECTIONS 910 AND 910.2 OF THE GOVERNMENT CODE.

TO THE HONORABLE MAYOR AND CITY COUNCIL OF THE CITY OF HIGHLAND:

The undersigned respectfully submits the following claim and information relative to damage to persons and/or personal property:

1. Name of Claimant RICHARD KELLEY
- a. Complete Address of Claimant, including City, State and Zip Code:
7753 LILLIAN Ln.
HIGHLAND CA 92346
- b. Phone Number _____
- c. Date of Birth _____

d. Driver's License/State Identification Card Number:

Issued by which State:

CA

Driver's License

Identification Card

Expiration Date: _____

2. Name, telephone and address to which claimant desires notices to be sent, if other than above:

RICHARD KEUOG

7753 LILLIAN LN. HIGHLAND CA 92346

3. Occurrence or event from which the claim arises:

a. Date of occurrence 3-27-26

b. Time of occurrence 12:33 PM

c. Place of occurrence (Exact and specific location)

7753 LILLIAN LN. HIGHLAND CA 92346

FENCE OUTSIDE

d. How and under what circumstances did damage or injury occur? Specify the particular occurrence, event, act or omission you claim caused the injury or damage (use additional paper if necessary).

DAMAGE TO FENCE OUTSIDE BY

WEED WACKER

e. What particular action by the City, or its employees, caused the alleged damage or injury?

SUB CONTRACTOR

4. A general description of the indebtedness, obligation, injury, damage or loss incurred so far as it may be known at the time of presentation of the claim. If there were no injuries, state "no injuries".

Holds in fence

5. Give the name(s) of the City employee(s) causing the damage or injury:

N/A

6. Name and address of any other person injured:

N/A

7. Name and address of the owner of any damaged property:

RICHARD KELLEY

7753 Lillian Ln. Highland Ca 92346

8. Damages Claimed:

a. Amount claimed as of this date: \$ _____

b. Estimate amount of future costs: \$ _____

c. Total amount claimed: \$ _____

d. Basis for computation of amounts claimed. **Include copies of all bills, invoices, estimates, etc.:**

9. Names and addresses of all witnesses, hospitals, doctors, etc.

a. PATRICIA LOMALE

b. RICHARD KELLY

c. _____

d. _____

e. _____

10. Any additional information which might be helpful in considering this claim:

CONTAMINATOR WAS RUED. CAN AND WILL
EXPLAIN.

WARNING: IT IS A CRIMINAL OFFENSE TO FILE A FALSE CLAIM, PENAL CODE S72; INSURANCE CODE S556.1.

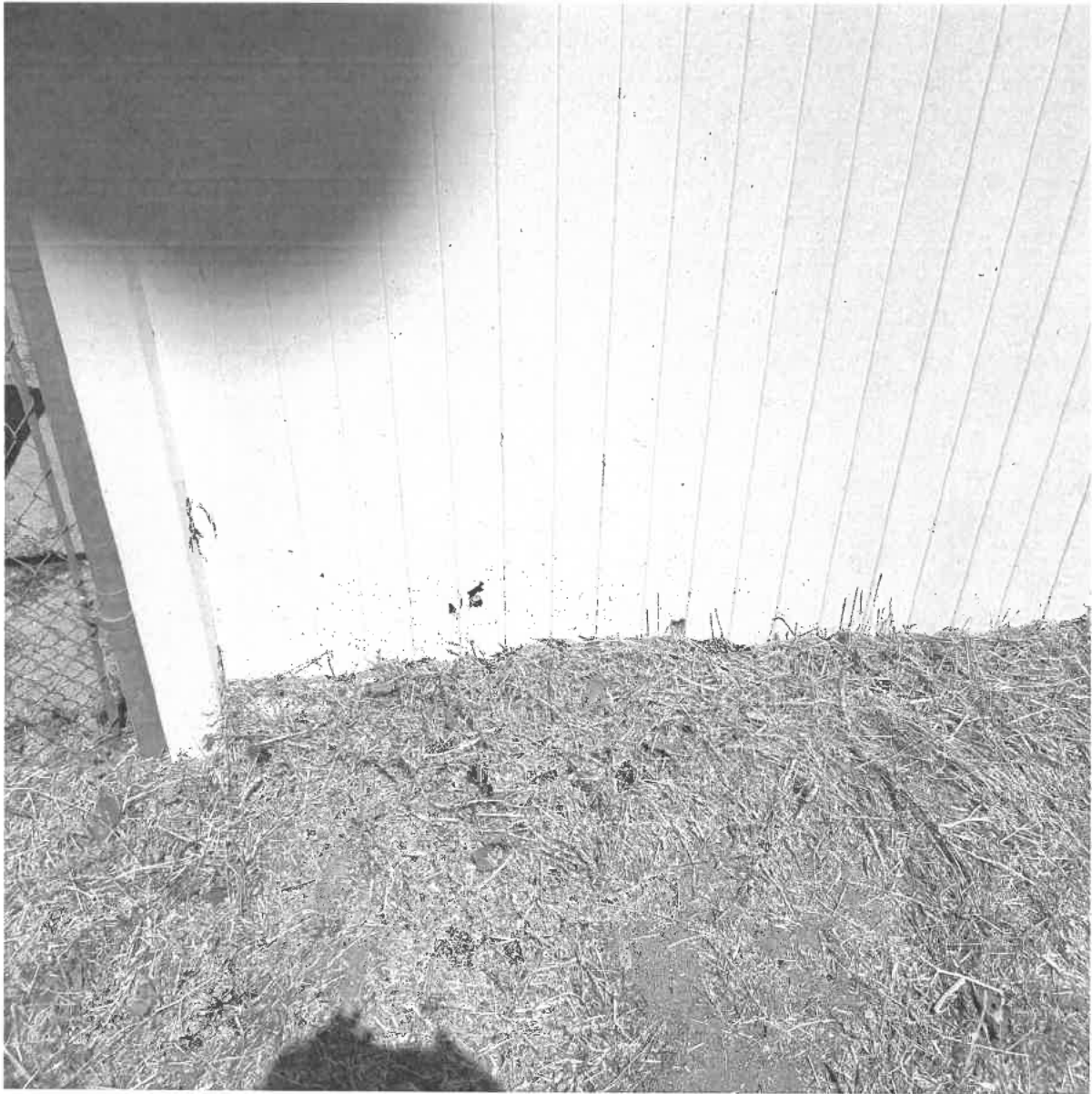
I have read the matters and statements made in the above claim and I know the same to be true of my own knowledge, except as to those matters stated upon information or belief as to such matters I believe the same to be true. I certify under penalty of perjury that the foregoing is true and correct.

Signed at: 
City and State

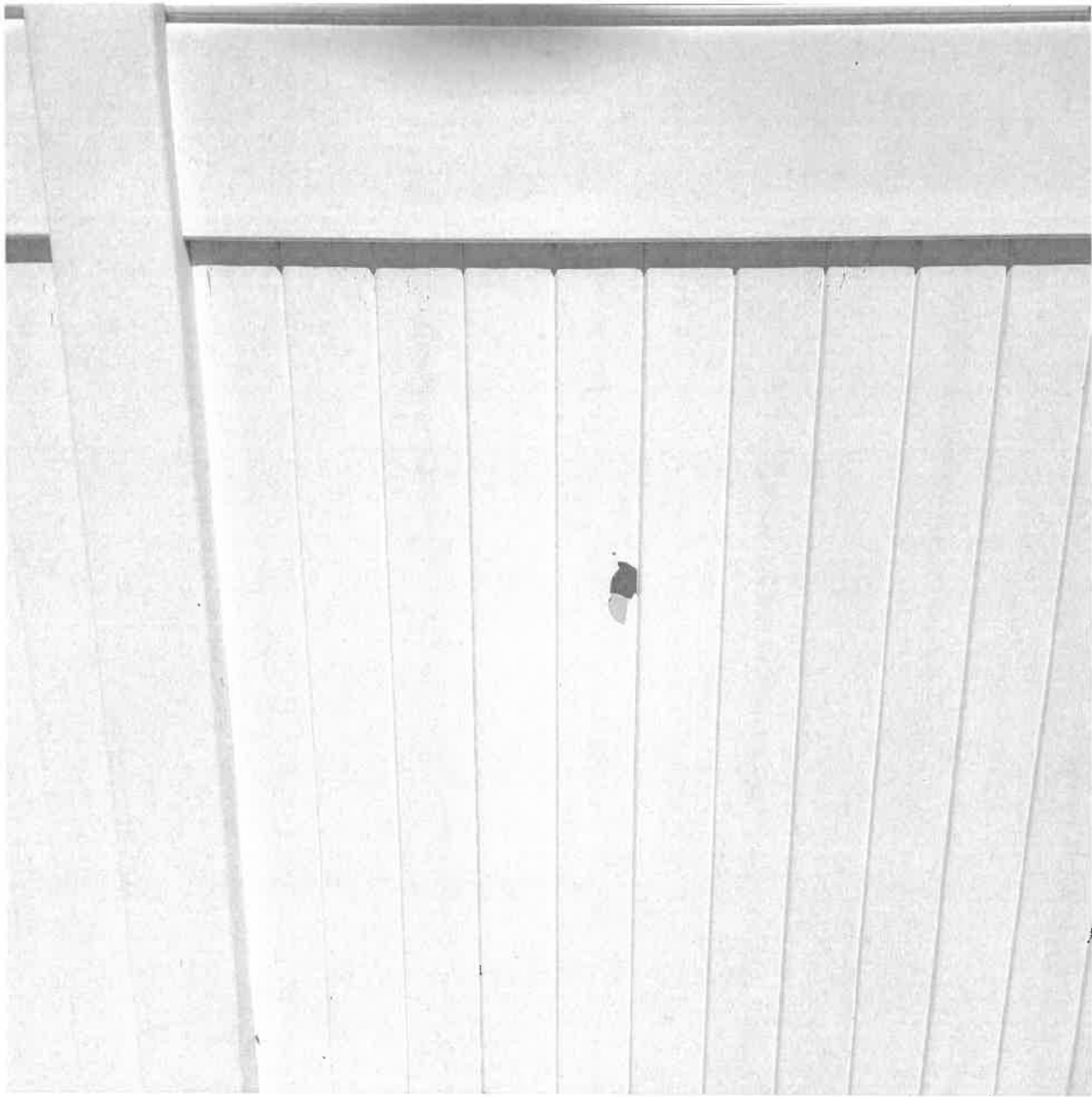
Date: 3-30-26

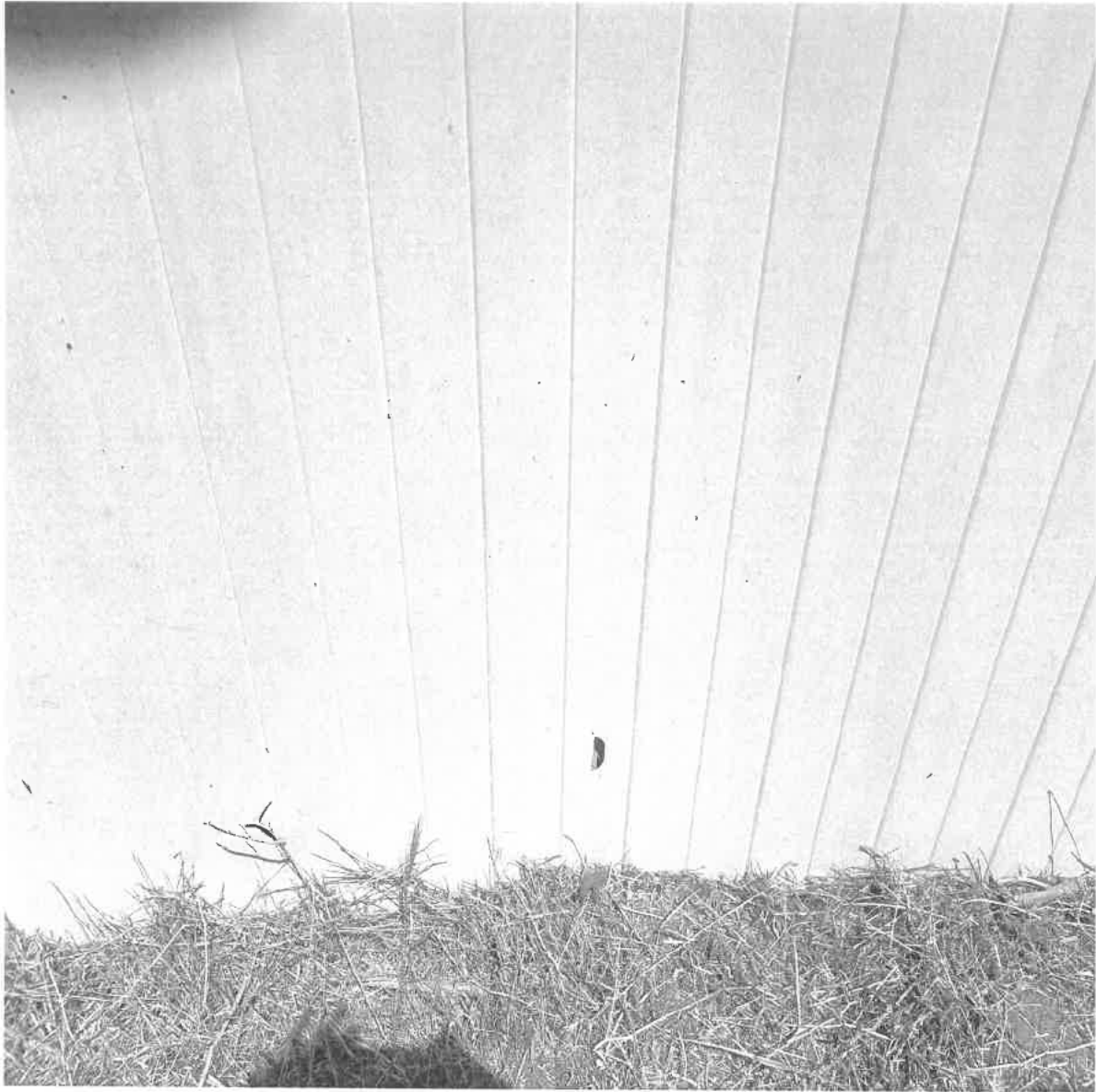
Signature of Claimant

Printed name of person signing above











Staff Report

to the City Council

Agenda
Item
No.7.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Maricela Marroquin, City Attorney
Prepared By: Alondra Muñoz, City Clerk
Subject: Second Reading of Ordinance No. 479 Amending Highland Municipal Code Section 3.08.080 Relating to Monetary Settlement Authority for Tort Liability Claims

Recommendation:

Conduct a second reading and adopt Ordinance No. 479 amending subsections B, C, and D of Section 3.08.080 of the Highland Municipal Code to Revise Monetary Settlement Thresholds for Tort Liability Claims.

Fiscal Impact:

None.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

On March 10, 2026, the City Council held a public hearing for the subject Municipal Code amendment and no modifications were made. Therefore, staff recommends that City Council conduct a second reading of the Ordinance and adopt as submitted.

Attachments:

1. Ordinance No. 479

ORDINANCE NO. 479

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HIGHLAND,
CALIFORNIA, AMENDING SECTION 3.08.080 OF THE HIGHLAND MUNICIPAL
CODE RELATING TO MONETARY SETTLEMENT AUTHORITY FOR TORT
LIABILITY CLAIMS**

WHEREAS, Ordinance No. 174 established procedures for the processing and settlement of claims against the City; and

WHEREAS, those provisions are now codified in Section 3.08.080 of the Highland Municipal Code; and

WHEREAS, the City Council desires to update only the monetary settlement thresholds for tort liability claims while leaving all other provisions unchanged; and

WHEREAS, the City Council desires to update the monetary settlement authority thresholds for tort liability claims while maintaining existing claim presentation and rejection procedures; and

WHEREAS, on January 28, 2026, the Finance/Personnel Subcommittee reviewed the claim settlement authority and recommended revisions to the settlement thresholds.

NOW, THEREFORE, the City Council of the City of Highland does ordain as follows

Section 1. **Code Amendment.** Subsections B, C and D of Section 3.08.080 (Authority to settle claims, or shut down city operations in an emergency) of Chapter 3.08 (Claims Against the City) of Title 3 (Revenue and Finance) of the Highland Municipal Code is hereby amended to read as follows, with all other provisions of Section 3.08.080 remaining changed:

A. The City Manager is authorized to allow, deny, compromise or settle any tort liability claim or action that is filed against the city, its officers or employees, provided that:

1. As to payment, the amount to be paid pursuant to such allowance, compromise or settlement does not exceed Five Thousand Dollars (\$5,000).
2. The claim or action is not subject to the terms of an insurance policy wherein the insurer is granted the authority to allow, deny, compromise or settle claims or action within the scope of such policy.

B. The Finance/Personnel Subcommittee of the City Council, is authorized to approve settlement agreements resolving tort liability claims or actions against the City in an amount greater than Five Thousand Dollars (\$5,000.00) but that do not exceed Twenty Thousand Dollars (\$20,000). The City Manager is authorized to execute settlement agreements of claims or actions in this amount after receiving approval from the Finance/Personnel Subcommittee.

C. The City Council is authorized to approve and execute settlement agreements resolving tort liability claims or actions against the City in an amount greater than Twenty Thousand Dollars (\$20,000).

Section 2. Severability. If any section, subsection, subdivision, paragraph, sentence, clause or phrase of this ordinance or its application to any person or circumstance, is for any reason held to be invalid or unenforceable by a court of competent jurisdiction, such invalidity or unenforceability shall not affect the validity or enforceability of the remaining sections, subsections, subdivisions, paragraphs, sentences, clauses or phrases of this ordinance, or its application to any other person or circumstance. The City Council declares that it would have adopted each section, subsection, subdivision, paragraph, sentence, clause, phrase hereof, irrespective of the fact that any one or more sections, subsections, subdivisions, paragraphs, sentences, clauses or phrases hereof be declared invalid or unenforceable.

Section 3. Certification and Publication. The City Clerk shall certify the passage of this Ordinance and shall cause same to be published pursuant to state law within fifteen (15) days after its passage, and this ordinance shall become effective the later of thirty (30) days after its passage.

PASSED, APPROVED, AND ADOPTED this 14th day of April, 2026.

Jimmy Saldana
Mayor Pro Tem

ATTEST:

Alondra Munoz, CMC
City Clerk

APPROVED AS TO FORM:

Maricela Marroquin
City Attorney



Staff Report

to the City Council

Agenda
Item
No.8.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Maricela Marroquin, City Attorney
Prepared By: Alondra Muñoz, City Clerk
Subject: Second Reading of Ordinance No. 480 Amending Highland Municipal Code Section 2.15.035 to Incorporate SB 827 Financial and Fiscal Training Requirements and Expanded Ethics Training Obligations

Recommendation:

Conduct a second reading and adopt Ordinance No. 480 amending Section 2.15.035 of the Highland Municipal Code to:

1. Incorporate fiscal and financial oversight training requirements mandated by SB 827 for covered local agency officials; and
2. Update and expand ethics training requirements to reflect current State law.

Fiscal Impact:

None.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

On March 10, 2026, the City Council held a public hearing for the subject Municipal Code amendment and no modifications were made. Therefore, staff recommends that City Council conduct a second reading of the subject Ordinance and adopt as submitted.

Attachments:

1. Ordinance No. 480

ORDINANCE NO. 480
AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HIGHLAND,
CALIFORNIA, AMENDING SECTION 2.15.035 (MEMBERSHIP – COMMISSIONER
RESPONSIBILITIES) OF CHAPTER 2.15 (GENERAL PROVISIONS APPLICABLE TO
COMMISSIONS, BOARDS, AND COMMITTEES) OF TITLE 2 (ADMINISTRATION
AND PERSONNEL) OF THE MUNICIPAL CODE TO INCLUDE REQUIRED
FINANCIAL TRAINING AND EXPANDED ETHICS TRAINING

THE CITY COUNCIL OF THE CITY OF HIGHLAND DOES ORDAIN AS FOLLOWS:

Section 1. Purpose and Intent. The City Council has established a number of commissions, boards and committees (collectively referred to herein as “commissions”) which receive information, investigate, review and make decisions and recommendations regarding many areas of the City’s business. The City Council desires to ensure compliance with applicable State law training and disclosure requirements, including ethics training pursuant to AB 1234 and financial and fiscal training pursuant to SB 827.

Section 2. Amendment of Section 2.15.035. Section 2.15.035 (Membership – Commissioner Responsibilities) of Chapter 2.15 (General Provisions Applicable to Commissions, Boards and Committees) of Title 2 (Administration and Personnel) of the Highland Municipal Code is hereby amended in its entirety to read as follows:
“2.15.035 Membership - Commissioner Responsibilities.

A. Ethics Training, Fiscal and Financial Training, and Form 700 Filings.

1. Monitoring of Compliance.

The City Clerk’s Office shall monitor compliance with State and City Form 700 (Statement of Economic Interests), AB 1234 ethics training, and SB 827 financial and fiscal training requirements.

2. Ethics Training Requirement (AB 1234).

All local elected officials, governing body members, department heads, and administrative officers shall complete an ethics training course consisting of not less than two (2) hours of instruction within the first six (6) months of appointment and, thereafter, shall complete at least two (2) hours of ethics training every two (2) years, as required by State law.

3. Fiscal and Financial Training Requirement (SB 827).

All local agency officials required to file a Statement of Economic Interests pursuant to Government Code Section 87200 et seq. or the City’s conflict-of-interest code shall complete financial and fiscal training within the first six (6) months of assuming office and at least once every two (2) years thereafter, consistent with State law requirements.

4. Form 700 Filing Requirement.

All officials designated in the City’s conflict-of-interest code or otherwise required by State law to file a Statement of Economic Interests shall file a Form 700 no later

than thirty (30) days after assuming office, within thirty (30) days of leaving office, and annually thereafter while serving.”

Section 3. Severability. If any section, subsection, subdivision, paragraph, sentence, clause or phrase of this ordinance or its application to any person or circumstance, is for any reason held to be invalid or unenforceable by a court of competent jurisdiction, such invalidity or unenforceability shall not affect the validity or enforceability of the remaining sections, subsections, subdivisions, paragraphs, sentences, clauses or phrases of this ordinance, or its application to any other person or circumstance. The City Council declares that it would have adopted each section, subsection, subdivision, paragraph, sentence, clause, phrase hereof, irrespective of the fact that any one or more sections, subsections, subdivisions, paragraphs, sentences, clauses or phrases hereof be declared invalid or unenforceable.

Section 4. Certification and Publication. The City Clerk shall certify the passage of this Ordinance and shall cause same to be published pursuant to state law within fifteen (15) days after its passage, and this ordinance shall become effective the later of thirty (30) days after its passage.

PASSED, APPROVED, AND ADOPTED this 14th day of April, 2026.

Jimmy Saldana
Mayor Pro Tem

ATTEST:

Alondra Munoz, CMC
City Clerk

APPROVED AS TO FORM:

Maricela Marroquin
City Attorney



Staff Report

to the City Council

Agenda
Item
No.9.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Tish Nava-Cruz, Director of Administrative Services/City Treasurer
Prepared By: Tish Nava-Cruz, Director of Administrative Services/City Treasurer
Subject: Second Reading of Ordinance No. 481, an Amendment to Title 5, Chapter 5.04, Section 5.04.160 of the City of Highland Municipal Code (Business License)

Recommendation:

1. Conduct a second reading and subsequently adopt Ordinance No. 481 amending Section 5.04.160 (License Fee-Payment Due Dates) of the Highland Municipal Code amending the term and collection of the fee for new business licenses; and
2. Making a finding of exemption under the California Environmental Quality Act.

Fiscal Impact:

None.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

The City previously adopted an ordinance establishing a uniform business license period of January 1 through December 31 for all licenses. As part of that transition, a proration schedule was created to align existing licenses with the new renewal cycle. At that time, proration was also applied to new business licenses. However, this was an oversight. Regardless of when a new business applies, the administrative workload required of staff is the same.

The proposed ordinance amends the municipal code to clarify that new business license applications will not be prorated. New businesses will pay the full license fee upon application and will thereafter renew on the standard January 1 through December 31 schedule, consistent with all other business licenses. In addition, the City's current fee study no longer includes daily, weekly, or monthly license fees, so the proposed ordinance removes references to these types of license fees.

This item was reviewed on February 17, 2026, by the Finance/Personnel Subcommittee, and they recommended that the Ordinance be adopted by City Council. The Ordinance was

introduced and had the first reading by City Council on March 10, 2026. Staff recommends the City Council conduct the second reading and adopt the Ordinance as submitted.

Attachments:

1. Proposed Ordinance

ORDINANCE NO. XXXX

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA, AMENDING SECTION 5.04.160 (LICENSE FEE - PAYMENT DUE DATES) OF CHAPTER 5.04 (BUSINESS LICENSES GENERALLY) OF TITLE 5 (BUSINESS LICENSES AND REGULATIONS) OF THE HIGHLAND MUNICIPAL CODE AMENDING THE TERM AND COLLECTION OF THE FEE FOR NEW BUSINESS LICENSES AND MAKING A FINDING OF EXEMPTION UNDER THE CALIFORNIA ENVIRONMENTAL QUALITY ACT

WHEREAS, the City of Highland (“City”) requires all persons who conduct any business in the City to obtain a business license and pay the appropriate license fee; and

WHEREAS, business licenses must be renewed, and appropriate license fees must be paid, annually; and

WHEREAS, the City’s current fee study does not include licenses fees for periods of time less than one year; and

WHEREAS, City staff resources used to process business licenses are the same regardless of the time of the year a business applies for a new business license; and

WHEREAS, the City desires to update its business license fee requirements to be consistent with the City’s current fee study and to accurately reflect the consistent cost of processing business license applications throughout the year.

THE CITY COUNCIL OF THE CITY OF HIGHLAND DOES ORDAIN AS FOLLOWS:

Section 1. Recitals. The City Council hereby finds that all of the facts set forth in the Recitals above are true and correct.

Section 2. The City Council hereby amends Section 5.04.160 (License fee-Payment due dates) of Chapter 5.04 (Business Licenses Generally) of Title 5 (Business Licenses and Regulations) of the Highland Municipal Code in its entirety to read as follows:

“5.04.160 License fee - Payment due dates.

A. Annual Fees for Existing Business. For existing businesses, annual business license fees set forth in this Chapter shall be due and payable to the city on January 1 of each year. All licenses, unless otherwise provided in this chapter, shall be issued for an annual period.

B. Annual Fees for New Businesses. Annual business license fees for new businesses shall be due and payable on the date the business is established. New businesses must pay the full annual fee for the first year the new business is established regardless of the date the business is established. Thereafter, fees shall be due and payable on January 1 of each year.”

Section 3. Environmental Review. The City Council finds that this Ordinance is not subject to the California Environmental Quality Act (“CEQA”). The adoption of this ordinance is not a project within the meaning of the CEQA Guidelines Section 15378(b)(5) and 15061(b)(3) as it has no potential for physical effects on the environment because it is an organizational or administrative activity of the City that involves amending the fees for payment of business license fees. Pursuant to CEQA Guidelines Section 15378(b)(5), organizational or administrative activities of governments that will not result in any physical changes in the environment, is not defined as a “project” under CEQA. Therefore, approval of the fees and/or charges is not a “project” for purposes of CEQA, pursuant to CEQA Guidelines Section 15378(b)(5); and, even if considered a “project” under CEQA, is exempt from CEQA review pursuant to CEQA Guidelines Section 15061(b)(3) because it can be seen with certainty that there is no possibility that approval of the fees and/or charges may have a significant effect on the environment.

Section 4. Severability. Should any section, subsection, paragraph, sentence, clause, or phrase of this ordinance be declared unconstitutional or invalid for any reason, such declaration shall not affect the validity of the remaining portions of this ordinance. The City Council hereby declares that it would have passed this and each section, subsection, phrase or clause thereof irrespective of the fact that any one or more sections, subsections, phrase or clauses be declared unconstitutional on their face or as applied.

Section 5. Effective Date. This Ordinance shall be effective thirty (30) days after its adoption by the City Council of the City of Highland.

Section 6. Publication. The City Clerk is hereby ordered and directed to certify the passage of this Ordinance by the City Council of the City of Highland, California and cause the same to be published in accordance with State law.

Section 7. Actions to effectuate. The City Manager is hereby authorized and directed to take other actions on behalf of City, which are not expressly and specifically reserved for the City Council, to implement and effectuate this ordinance.

The Ordinance was introduced at a regular meeting of the City Council on the _____ day of _____, 2026, and adopted at a regular meeting of the Council held on the _____ day of _____, 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

APPROVED AND ADOPTED this _____ day of _____, 2026.

Penny Lilburn
Mayor

ATTEST:

Alondra Muñoz
City Clerk



Staff Report

to the City Council

Agenda
Item
No.10.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Octavio Duran, Public Works Director/City Engineer
Prepared By: Chastity Scott , Engineering Technician I
Subject: TDA Article 3 Grant Claim Resolution for the Boulder Avenue & Webster Street School Area Sidewalk Gap Closure Project (SWK26001)

Recommendation:

1. Adopt Resolution No. 2026-___ authorizing the submittal of periodic claims to the San Bernardino County Transportation Authority (SBCTA) for Transportation Development Act (TDA) Article 3 funds in the amount of \$357,700 for the Boulder Ave. & Webster St. School Area Sidewalk Gap Closure Project (SWK26001);
2. Authorize the Public Works Director/City Engineer to execute the claim documents;
3. Adopt Resolution No. 2026- ___ approving the Amended Measure I Five-Year Capital Improvement Program (Fiscal Years 2025/2026 through 2029/2030);
4. Approve a budget adjustment for the use of \$357,700 in TDA Article 3 Funds (Expenditure Acct #005.8320.6550, Revenue Acct# 005.8320.7205); and
5. Approve a budget adjustment to use up to \$372,300 from the Measure I fund balance (Acct# 017-2100) to be expended from the Traffic Improvements Account (Acct # 017-8350-6550) for the Project.

Fiscal Impact:

The City of Highland was awarded \$357,700 in TDA Article 3 funds for the Boulder Ave. & Webster St. School Area Sidewalk Gap Closure Project through SBCTA's competitive Call for Projects process. TDA Article 3 funds are provided on a reimbursement basis, requiring the City to initially fund eligible project costs and submit reimbursement requests to SBCTA. The grant has a local match requirement of 51% and \$372,300 in Measure I funds will be used to meet this obligation.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

The Transportation Development Act (TDA) of 1971 provides funding for transportation improvements, including pedestrian and bicycle facilities. The San Bernardino County

Transportation Authority (SBCTA) administers TDA funds locally and distributes them to eligible agencies through an annual allocation and competitive Call for Projects process. Through this program, the City of Highland was awarded \$357,700 in TDA Article 3 grant funding for the Boulder Sidewalk Gap Closure Project with a local match of \$372,300 (51%).

The project will construct approximately 850 linear feet of new sidewalk along the east side of Boulder Avenue from approximately 300 feet south of Eucalyptus Avenue to Webster Street, and approximately 700 linear feet of new sidewalk along the west side of Webster Street from approximately 250 feet south of Eucalyptus Avenue to Boulder Avenue. These improvements will close existing gaps in the pedestrian network and improve safety and accessibility along Boulder Avenue near Highland Grove Elementary School and Beattie Middle School, while providing better walking access for nearby residents and connections to surrounding neighborhoods and commercial areas.

TDA Article 3 funds are provided on a reimbursement basis, requiring the City to submit claims and reimbursement requests to SBCTA. Prior to submitting these claims, City Council authorization is required, and SBCTA requires the designation of an authorized representative to submit reimbursement requests. Upon execution of this contract, staff will seek proposals from the City's on-call engineering consultants for completion of project plans, specifications and estimate (PS&E). The target construction date is Spring 2027.






Attachments:

1. Project Location Map
2. TDA Article 3 Resolution
3. Measure I CIP Amendment Resolution

ATTACHMENT 1

Boulder Ave & Webster St School Area Sidewalk Gap Closure Project

Legend

-  7-Eleven
-  Costco
-  Costco Gas Station
-  5th @ Orange Bus Stop
-  Highland Grove Elementary School
-  Beattie Middle School
-  United States Postal Service
-  New Sidewalk Installation



Costco Wholesale & Gas Station



Highland Grove Elementary School



Beattie Middle School



United States Post Office



RESOLUTION NO. 2026 - ____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA, AUTHORIZING SUBMITTAL OF A CLAIM TO THE SAN BERNARDINO COUNTY TRANSPORTATION AUTHORITY FOR TRANSPORTATION DEVELOPMENT ACT ARTICLE 3 FUNDS FOR THE BOULDER AVE & WEBSTER ST SCHOOL AREA SIDEWALK GAP CLOSURE PROJECT.

WHEREAS, the Mills-Alquist-Deddeh Act (SB 325) was enacted by the California Legislature to improve existing public transportation services and encourage regional transportation coordination. Known as the Transportation Development Act (TDA) of 1971, this law provides funding to be allocated to transit and non-transit related purposes that comply with regional transportation plans; and

WHEREAS, TDA provides two funding sources, the Local Transportation Fund (LTF) and State Transit Assistance fund (STA); and

WHEREAS, LTF is derived from a ¼ cent of the general sales tax collected statewide and apportioned by population to areas within the county; and

WHEREAS, STA is derived from the statewide sales tax on diesel fuel, plus an additional vehicle registration fee authorized under Senate Bill 1, referred to as the State of Good Repair, and both are apportioned by the State Controller's Office 50% by population and 50% by transit operator revenues; and

WHEREAS, the San Bernardino County Transportation Authority (SBCTA) authorizes funding for a wide variety of transportation programs in San Bernardino County, including planning and program activities, pedestrian and bicycle facilities, community transit services, public transportation, and bus and rail projects to local transportation agencies through annual apportionment and allocation processes, and approves payments periodically throughout year; and

WHEREAS, SBCTA awarded City of Highland TDA Article 3 grant funds in the amount of \$357,700.00 for development of the Boulder Ave & Webster St School Area Sidewalk Gap Closure Project within the City of Highland jurisdiction through a competitive "Call for Projects"; and

WHEREAS, TDA Article 3 grant funds are provided on a reimbursement basis; and

WHEREAS, SBCTA requires City of Highland to submit a claim and request(s) for reimbursement; and

WHEREAS, submittal of the claim for TDA Article 3 funds must be first authorized by the City Council ; and

WHEREAS, the Boulder Ave & Webster St School Area Sidewalk Gap Closure Project award is over \$200,000, and is eligible for progress reimbursement, or under, and eligible for Reimbursement at project completion; and

WHEREAS, SBCTA requires the designation of individuals authorized to certify Project completion; and

WHEREAS, the Public Works Director/City Engineer, or their designee, is authorized to certify project completion, and

NOW, THEREFORE, BE IT RESOLVED that the City Council of Highland authorizes submittal of a claim and request for reimbursement(s) for TDA Article 3 funds for the Boulder Ave & Webster St School Area Sidewalk Gap Closure Project in the amount of \$357,700.00 and that the Public Works Director/City Engineer is authorized to certify project completion.

The City Clerk shall certify the adoption of this Resolution and shall cause the same to be published or posted in the manner prescribed by law.

PASSED AND ADOPTED at a meeting of the Council of the City Highland held on this 14th day of April 2026.

Penny Lilburn
Mayor

ATTEST:

Alondra Muñoz
City Clerk

ATTACHMENT 3

RESOLUTION NO. 2026 -

**RESOLUTION OF THE CITY OF HIGHLAND, STATE OF CALIFORNIA,
APPROVING AMENDED MEASURE I FIVE-YEAR CAPITAL
IMPROVEMENT PLAN FOR FY2025/2026 THROUGH FY2029/2030**

WHEREAS, San Bernardino County voters approved passage of Measure I in November 2004, authorizing the San Bernardino County Transportation Authority to impose a one-half of one percent retail transactions and use tax applicable in the incorporated and unincorporated territory of the County of San Bernardino; and

WHEREAS, revenue from the tax can only be used for transportation improvement and traffic management programs authorized in the Expenditure Plans set forth in Ordinance No. 04-01 of the Authority; and

WHEREAS, the Strategic Plan requires each local jurisdiction applying for revenue from the Local Street Program to annually adopt and update a Five-Year Capital Improvement Plan; and

WHEREAS, SBCTA allows local jurisdictions the opportunity to amend the annually adopted Measure I Five-Year Local Street Capital Improvement Program.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Highland, State of California, hereby amends the Measure I Five-Year Capital Improvement Plan, attached to this resolution as Exhibit A, is hereby adopted.

PASSED AND ADOPTED at a meeting of the Council of the City of Highland held on April 12, 2026.

Penny Lilburn
Mayor

ATTEST:

Alondra Muñoz
City Clerk

Resolution Number	2026-
Resolution Approval Date	8/12/2025 - Amendment 4/14/2026
Contact Person/Title	Octavio Duran, Jr. / Public Works Director & City Engineer
Phone	(909) 864-8861
Email	oduran@highlandca.gov

Measure I Local Pass-through Program
FIVE YEAR CAPITAL IMPROVEMENT PLAN
 Fiscal Years 2025/2026 thru 2029/2030

Jurisdiction:
Highland

Projects:	Is Project in City's Non-motorized Transportation Plan? (Year/No)	Does Project have an ATP Component? (Year/No)	Is the Project on the City's Nexus Study List? (Public/DF Share %)	Estimated Total Project Cost	8/30/25 Carryover Balance					8/30/25 Carryover Balance	
					FY2025/26 Est. Revenue	FY2026/27 Est. Revenue	FY2027/28 Est. Revenue	FY2028/29 Est. Revenue	FY2029/30 Est. Revenue	Total Est. Rev.	
					Current Estimate	Current Estimate	Current Estimate	Current Estimate	Current Estimate	Total	
					\$1,451,458	\$ 1,491,806	\$ 1,533,576	\$ 1,576,973	\$ 1,622,230	\$7,878,041	
swk25001 - Boulder Ave & Webster St School Area Sidewalk Gap Closure Project	Yes	Yes	100.0%	0.0%	\$730,000	\$372,300	\$0	\$0	\$0	\$0	\$372,300
cta23002 - 2025 Arterial Resurfacing Project	Yes	Yes	100.0%	0.0%	\$3,000,000	\$1,887,235	\$0	\$0	\$0	\$0	\$1,887,235
cta25001 - 11th St & Sparks St Pavement Rehab (25/26 CDBG)	No	No	100.0%	0.0%	\$295,000	\$5,000	\$80,000	\$0	\$0	\$0	\$85,000
cta26001 - 26-27 Pavement Rehab (26/27 CDBG)	No	No	100.0%	0.0%	\$295,000	\$0	\$65,000	\$0	\$0	\$0	\$65,000
cta27001 - 27-28 Pavement Rehab (26/27 CDBG)	No	No	100.0%	0.0%	\$295,000	\$0	\$0	\$65,000	\$0	\$0	\$65,000
cta28001 - 28-29 Pavement Rehab (27/28 CDBG)	No	No	100.0%	0.0%	\$295,000	\$0	\$0	\$0	\$65,000	\$0	\$65,000
sig25001 - Church St/Leve St Signal & Citywide Signal Head Retrofit	No	No	100.0%	0.0%	\$1,548,000	\$12,000	\$144,000	\$0	\$0	\$0	\$156,000
sig25002 - Base Line & GreenSpot Corridor Signal Equipment Upgrades	No	No	100.0%	0.0%	\$1,338,000	\$20,000	\$90,000	\$0	\$0	\$0	\$110,000
str15002 - Highland/Radlands Regional Connector	Yes	Yes	100.0%	0.0%	\$10,000,000	\$1,000	\$0	\$0	\$0	\$0	\$1,000
str22001 - Pacific Street (Joint Project with SB County - City's Share)	No	No	100.0%	0.0%	\$401,000	\$0	\$401,000	\$0	\$0	\$0	\$401,000
str23003 - Sector A & B Pavement Rehab	No	No	100.0%	0.0%	\$3,004,000	\$1,168,000	\$0	\$0	\$0	\$0	\$1,168,000
str25001 - Sector C Pavement Rehab	No	No	100.0%	0.0%	\$1,906	\$20,000	\$787,000	\$0	\$0	\$0	\$787,000
str25002 - Sector A, B, & C Pavement Maintenance	No	No	100.0%	0.0%	\$1,500,000	\$1,500,000	\$0	\$0	\$0	\$0	\$1,500,000
str26001 - Sector D Pavement Rehab and Maintenance	No	No	100.0%	0.0%	\$1,748,000	\$0	\$800,000	\$0	\$0	\$0	\$800,000
str27001 - Sector E Pavement Rehab and Maintenance	No	No	100.0%	0.0%	\$1,643,000	\$0	\$0	\$800,000	\$0	\$0	\$800,000
swk19001 - 9th St Transit Stops, Sidewalk and Bikeway Improvements	Yes	Yes	100.0%	0.0%	\$1,007,000	\$435,000	\$0	\$0	\$0	\$0	\$435,000
swk23001 - City-Wide Sidewalk Repairs	No	No	100.0%	0.0%	\$555,000	\$15,000	\$0	\$0	\$0	\$0	\$15,000
Categorical Project - Miscellaneous City-Wide Street Repair	No	No	100.0%	0.0%	\$555,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Projects Total						\$4,963,235	\$2,327,000	\$885,000	\$95,000	\$0	\$8,120,235

(Must not exceed 150% of Carryover Balance + Total Estimated Revenue)

Total Programming is currently **64%**

Total Estimated Programming: **\$8,120,235**



Staff Report

to the City Council

Agenda
Item
No.11.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Octavio Duran, Public Works Director/City Engineer
Jim Richardson, Public Works Manager
Prepared By: Chastity Scott , Engineering Technician I
Subject: Bid Award - Bid No. 2026-03, "Tree Trimming and Arborist Services"
Agreement

(SB 1439 Campaign Contributions and Conflicts of Interest - Government Code Section 84308 is applicable)

Recommendation:

1. Award the on-call contract for Bid No. 2026-03, "Tree Trimming and Arborist Services Agreement" to the lowest responsive bidder, West Coast Arborist, Inc.; and
2. Authorize the City Manager to execute up to four, one-year extensions to the agreement.

Fiscal Impact:

The Tree Trimming and Arborist Services Agreement will be paid for with budgeted funds from Gas Tax, Facilities, Parks, Park Maintenance Districts, Landscape Maintenance Districts, and Street and Storm Drain accounts as approved in the City's Adopted Budget.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

The City of Highland is responsible for tree trimming and arborist services in the public right of way. On February 26, 2026, the City of Highland issued a public bid invitation for the on-call Tree Trimming and Arborist Services Agreement. The Tree Trimming and Arborist Services Agreement is based on itemized bid items and quantities established for bidding purposes. The contract also includes an item for responding to emergency work in the event of an incident involving downed trees or limbs during off hours. The actual work performed under this contract will be as directed by the City based on the City's needs and available budget.

On February 26, 2026, eight (8) formal bids were received in response to the City's public notice inviting bids for the Tree Trimming and Arborist Services Agreement. The bid results are as follows:

Bidder	Total Bid
West Coast Arborist, Inc.	\$58,851.00
Tree Pros, Inc.	\$64,128.00
United Tree & Environmental Management	\$64,413.00
United Pacific Services, Inc.	\$66,197.00
Mariposa Tree Management, Inc.	\$85,076.00
Community Tree Service, LLC	\$112,810.00
Rancho Tree Service	\$171,962.25
Innovative Tree Company*	\$53,914.00*

*Non-responsive bid

The lowest bid received was from Innovative Tree Company based on sample quantities provided, however, the bid was determined to be non-responsive due to the contractor's failure to meet traffic control licensure requirements outlined in Bid No. 2026-03 Specifications. Specifically, bidders were required to either have, or subcontract with a subcontractor that has, a C-31 license to provide traffic control, or possess another license that allows them to provide C-31 services. The bidder did not possess a license meeting said requirements and did not submit subcontractor information with their bid, therefore the bid was deemed non-responsive.

The lowest responsive bid received is from West Coast Arborist, Inc. (WCA) and staff confirmed all required bid documents were received. WCA currently provides these services for the City and has a history of good performance. If awarded a new contract the City will have the option of extending the term of the contract for 4 additional one-year periods. Staff recommends the City Council award the contract.

Attachments:

None



Staff Report

to the City Council

Agenda
Item
No.12.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Carlos Zamano, City Manager
Prepared By: Tish Nava-Cruz, Director of Administrative Services/City Treasurer
Subject: Contract Change Order and Contingency Authorization - Financial Management Software Upgrade (Work Program HP+)

Recommendation:

The Finance/Personnel Subcommittee recommends the City Council:

1. Approve a contract change order with Tyler Technologies for additional implementation services related to the Financial Management Software upgrade to Enterprise (Munis); and
2. Authorize a 10% contingency on the revised implementation contract amount to address unforeseen necessary system configuration and integration modifications identified during implementation with change orders to be signed by the City Manager.

Fiscal Impact:

During the FY 2025–2027 budget cycle, City Council previously approved a one-time implementation cost of \$245,363 and an ongoing annual recurring cost of \$84,525. Implementation costs are funded through General Fund Technology Reserves and Development Impact Fee (DIF) Technology Funds, as this upgrade was anticipated as part of the City's long-term technology planning. The requested contract change order will increase the one-time implementation cost by \$7,149. Staff is requesting authorization for a 10% contingency calculated on the revised implementation total to address additional configuration or integration needs that may arise during implementation. Contingency funds, if utilized, would be drawn from existing technology reserves and staff will bring forward a budget adjustment at fiscal year-end if necessary to formally appropriate any additional expenditures.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

This item was presented to the City Council as a 2023–2024 Work Program item and received an HP+ rating. The City's current Financial Management Software, Tyler Technologies Eden

Inforum Gold, will become obsolete on March 1, 2027. Tyler Technologies extended an offer to migrate to its Enterprise (Munis) platform at no relicensing cost to the City.

To lock in the implementation and conversion start date of July 1, 2025, the City executed a contract with Tyler Technologies. The anticipated go-live date remains July 1, 2027. The City Attorney, Risk Management JPA (CIRA), and Staff previously reviewed and approved the agreement.

Now that the City is actively engaged in the upgrade and implementation process, additional needs have been identified to ensure the Enterprise (Munis) system properly integrates with the City's current operational workflows and interfacing systems.

While the base implementation contract contemplated standard configuration and conversion services, further refinement is necessary to align the system with departmental processes, reporting expectations, and system integrations that were not fully identifiable prior to deeper implementation analysis.

The requested contract change order reflects one such necessary adjustment identified during implementation. These modifications are operationally critical to ensure the system performs as intended and meets the City's financial management, reporting, and internal control requirements.

Additionally, staff is requesting authorization for a 10% contingency on the revised implementation amount. Due to the complexity of enterprise software conversions, it is common for additional configuration adjustments or workflow refinements to arise during the implementation process.

The contingency will:

- Allow Staff to address minor but necessary system adjustments efficiently;
- Avoid delays in implementation timelines; and
- Maintain the July 1, 2027 go-live target.

Staff proposes that if contingency funds are utilized, a budget adjustment will be brought forward at fiscal year-end, if necessary, to formally appropriate any additional funds expended.

The Finance Personnel Subcommittee reviewed this item on March 23, 2026 and recommends approval.

Attachments:

1. Current Tyler Technologies Contract
2. Tyler Technologies Contract Change Order

Attachment 1
Current Tyler Technologies Contract



SOFTWARE AS A SERVICE AGREEMENT

This Software as a Service Agreement ("Agreement") is made between Tyler Technologies, Inc. ("Tyler") and the City of Highland ("City" or "Client").

WHEREAS, Client selected Tyler to provide certain products and services set forth in the Investment Summary, including providing Client with access to Tyler's proprietary software products, and Tyler desires to provide such products and services under the terms of this Agreement;

WHEREAS, Client is a member of Sourcewell (formerly known as National Joint Powers Alliance) ("Sourcewell") under member number 97402.

WHEREAS, Tyler participated in the competitive bid process in response to Sourcewell RFP #090320 by submitting a proposal, on which Sourcewell awarded Tyler a Sourcewell contract, numbered 090320-TTI (hereinafter, the "Sourcewell Contract");

WHEREAS, documentation of the Sourcewell competitive bid process, as well as Tyler's contract with and pricing information for Sourcewell is available at <https://sourcewell-mn.gov/cooperative-purchasing/>; and

WHEREAS, Client desires to purchase off the Sourcewell Contract to procure Enterprise Resource Planning software functionality from Tyler, which Tyler agrees to deliver pursuant to the Sourcewell Contract and under the terms and conditions set forth below;

NOW THEREFORE, in consideration of the foregoing and of the mutual covenants and promises set forth in this Agreement, Tyler and Client agree as follows:

SECTION A – DEFINITIONS

- **"Agreement"** means this Software as a Service Agreement.
- **"Business Travel Policy"** means our business travel policy. A copy of our current Business Travel Policy is attached as Schedule 1 to Exhibit B.
- **"Client"** means City of Highland, California.
- **"Data"** means your data necessary to utilize the Tyler Software.
- **"Data Storage Capacity"** means the contracted amount of storage capacity for your Data identified in the Investment Summary.
- **"Defect"** means a failure of the Tyler Software to substantially conform to the functional descriptions set forth in our written proposal to you, or their functional equivalent. Future functionality may be updated, modified, or otherwise enhanced through our maintenance and support services, and the governing functional descriptions for such future functionality will be set forth in our then-current Documentation. For a period of three (3) years from the Effective Date, if a new release of the Tyler Software included within scope as of the Effective Date removes functionality that was provided to you as part of the original implementation, we will



provide alternative means for performing the same function, at no additional cost to you beyond payment of the annual SaaS Fees.

- **“Defined Users”** means the number of users that are authorized to use the SaaS Services. The Defined Users for the Agreement are as identified in the Investment Summary. If Exhibit A contains Enterprise Permitting & Licensing labeled software, defined users mean the maximum number of named users that are authorized to use the Enterprise Permitting & Licensing labeled modules as indicated in the Investment Summary.
- **“Developer”** means a third party who owns the intellectual property rights to Third Party Software.
- **“Documentation”** means any online or written documentation related to the use or functionality of the Tyler Software that we provide or otherwise make available to you, including instructions, user guides, manuals and other training or self-help documentation.
- **“Effective Date”** means the date by which both your and our authorized representatives have signed the Agreement.
- **“Force Majeure”** means an event beyond the reasonable control of you or us, including, without limitation, governmental action, war, riot or civil commotion, fire, natural disaster, or any other cause that could not with reasonable diligence be foreseen or prevented by you or us.
- **“Investment Summary”** means the agreed upon cost proposal for the products and services attached as Exhibit A.
- **“Invoicing and Payment Policy”** means the invoicing and payment policy. A copy of our current Invoicing and Payment Policy is attached as Exhibit B.
- **“Order Form”** means an ordering document that includes a quote or investment summary and specifying the items to be provided by Tyler to Client, including any addenda and supplements thereto.
- **“SaaS Fees”** means the fees for the SaaS Services identified in the Investment Summary.
- **“SaaS Services”** means software as a service consisting of system administration, system management, and system monitoring activities that Tyler performs for the Tyler Software, and includes the right to access and use the Tyler Software, receive maintenance and support on the Tyler Software, including Downtime resolution under the terms of the SLA, and Data storage and archiving. SaaS Services do not include support of an operating system or hardware, support outside of our normal business hours, or training, consulting or other professional services.
- **“SLA”** means the service level agreement. A copy of our current SLA is attached hereto as Exhibit C.
- **“Statement of Work”** means the industry standard implementation plan describing how our professional services will be provided to implement the Tyler Software, and outlining your and our roles and responsibilities in connection with that implementation. The Statement of Work is attached as Exhibit E.
- **“Support Call Process”** means the support call process applicable to all of our customers who have licensed the Tyler Software. A copy of our current Support Call Process is attached as Schedule 1 to Exhibit C.
- **“Third Party Hardware”** means the third party hardware, if any, identified in the Investment Summary.
- **“Third Party Products”** means the Third Party Software and Third Party Hardware.
- **“Third Party SaaS Services”** means software as a service provided by a third party, if any, identified in the Investment Summary.
- **“Third Party Services”** means the third party services, if any, identified in the Investment Summary.

- **“Third Party Software”** means the third party software, if any, identified in the Investment Summary.
- **“Third Party Terms”** means, if any, the end user license agreement(s) or similar terms for the Third Party Products or other parties’ products or services, as applicable, and attached or indicated at Exhibit D.
- **“Tyler”** means Tyler Technologies, Inc., a Delaware corporation.
- **“Tyler Software”** means our proprietary software, including any integrations, custom modifications, and/or other related interfaces identified in the Investment Summary and licensed by us to you through this Agreement.
- **“we”, “us”, “our”** and similar terms mean Tyler.
- **“you”, “your”** and similar terms mean Client.

SECTION B –SAAS SERVICES

1. Rights Granted.

1.1 We grant to you the non-exclusive, non-assignable limited right to use the SaaS Services solely for your internal business purposes for the number of Defined Users only. The Tyler Software will be made available to you according to the terms of the SLA. You acknowledge that we have no delivery obligations and we will not ship copies of the Tyler Software as part of the SaaS Services. You may use the SaaS Services to access updates and enhancements to the Tyler Software, as further described in Section C(9). The foregoing notwithstanding, to the extent we have sold you perpetual licenses for Tyler Software, if and listed in the Investment Summary, for which you are receiving SaaS Services, your rights to use such Tyler Software are perpetual, subject to the terms and conditions of this Agreement including, without limitation, Section B(4). We will make any such software available to you for download.

2. SaaS Fees. You agree to pay us the SaaS Fees. Those amounts are payable in accordance with our Invoicing and Payment Policy. The SaaS Fees are based on the number of Defined Users and amount of Data Storage Capacity. You may add additional users or additional data storage capacity on the terms set forth in Section H(1). In the event you regularly and/or meaningfully exceed the Defined Users or Data Storage Capacity, we reserve the right to charge you additional fees, per the terms set forth in this Agreement, commensurate with the overage(s).

3. Ownership.

3.1 We retain all ownership and intellectual property rights to the SaaS Services, the Tyler Software, and anything developed by us under this Agreement. You do not acquire under this Agreement any license to use the Tyler Software in excess of the scope and/or duration of the SaaS Services.

3.2 The Documentation is licensed to you and may be used and copied by your employees for internal, non-commercial reference purposes only.

3.3 You retain all ownership and intellectual property rights to the Data. You expressly recognize that except to the extent necessary to carry out our obligations contained in this Agreement, we do not create or endorse any Data used in connection with the SaaS Services. In the event Client gives Tyler written notice of a “litigation hold” or request under the California Public Records



Act, then as to all Data identified in such notice or request, Tyler shall, at no additional cost to Client, isolate and preserve all such Data pending receipt of further direction from the Client. Upon reasonable advance notice, Tyler shall promptly make all Data available to you in the format of the database or other such format as may be mutually agreed upon, provided through Tyler's FTP server or such other secure method reasonably selected by Tyler. Such Data will be provided at no additional cost.

4. **Restrictions.** You may not: (a) make the Tyler Software or Documentation resulting from the SaaS Services available in any manner to any third party for use in the third party's business operations; (b) modify, make derivative works of, disassemble, reverse compile, or reverse engineer any part of the SaaS Services; (c) access or use the SaaS Services in order to build or support, and/or assist a third party in building or supporting, products or services competitive to us; or (d) license, sell, rent, lease, transfer, assign, distribute, display, host, outsource, disclose, permit timesharing or service bureau use, or otherwise commercially exploit or make the SaaS Services, Tyler Software, or Documentation available to any third party other than as expressly permitted by this Agreement.
5. **Software Warranty.** We warrant that the Tyler Software will perform without Defects during the term of this Agreement. If the Tyler Software does not perform as warranted, we will use all reasonable efforts, consistent with industry standards, to cure the Defect in accordance with the maintenance and support process set forth in Section C(9), below, the SLA and our then current Support Call Process.
6. **SaaS Services.**
 - 6.1 Our SaaS Services are audited at least yearly in accordance with the AICPA's Statement on Standards for Attestation Engagements ("SSAE") No. 21. We have attained, and will maintain, SOC 1 and SOC 2 compliance, or its equivalent, for so long as you are timely paying for SaaS Services. The scope of audit coverage varies for some Tyler Software solutions. Upon execution of a mutually agreeable Non-Disclosure Agreement ("NDA"), we will provide you with a summary of our compliance report(s) or its equivalent. Every year thereafter, for so long as the NDA is in effect and in which you make a written request, we will provide that same information. If our SaaS Services are provided using a 3rd party data center, we will provide available compliance reports for that data center.
 - 6.2 You will be hosted on shared hardware in a Tyler data center or in a third-party data center within the United States.. In either event, databases containing your Data shall be dedicated to you and inaccessible to our other customers.
 - 6.3 Our Tyler data centers have fully-redundant telecommunications access, electrical power, and the required hardware to provide access to the Tyler Software in the event of a disaster or component failure. In the event of a data center failure, we reserve the right to employ our disaster recovery plan for resumption of the SaaS Services. In that event, we commit to a Recovery Point Objective ("RPO") of 24 hours and a Recovery Time Objective ("RTO") of 24 hours. RPO represents the maximum duration of time between the most recent recoverable copy of your hosted Data and subsequent data center failure. RTO represents the maximum duration of time following data center failure within which your access to the Tyler Software must be restored.

- 6.4 We conduct annual penetration testing of either the production network and/or web application to be performed. We will maintain industry standard intrusion detection and prevention systems to monitor malicious activity in the network and to log and block any such activity. We will provide you with a written or electronic record of the actions taken by us in the event that any unauthorized access to your database(s) is detected as a result of our security protocols. We will undertake an additional security audit, on terms and timing to be mutually agreed to by the parties, at your written request. You may not attempt to bypass or subvert security restrictions in the SaaS Services or environments related to the Tyler Software. Unauthorized attempts to access files, passwords or other confidential information, and unauthorized vulnerability and penetration test scanning of our network and systems (hosted or otherwise) is prohibited without the prior written approval of our IT Security Officer.
- 6.5 We test our disaster recovery plan on an annual basis. Our standard test is not client-specific. Should you request a client-specific disaster recovery test, we will work with you to schedule and execute such a test on a mutually agreeable schedule. At your written request, we will provide test results to you within a commercially reasonable timeframe after receipt of the request.
- 6.6 We will be responsible for importing back-up and verifying that you can log-in. You will be responsible for running reports and testing critical processes to verify the returned Data.
- 6.7 We provide secure Data transmission paths between each of your workstations and our servers.
- 6.8 Tyler data centers are accessible only by authorized personnel with a unique key entry. All other visitors to Tyler data centers must be signed in and accompanied by authorized personnel. Entry attempts to the data center are regularly audited by internal staff and external auditors to ensure no unauthorized access.

Where applicable with respect to our applications that take or process card payment data, we are responsible for the security of cardholder data that we possess, including functions relating to storing, processing, and transmitting of the cardholder data and affirm that, as of the Effective Date, we comply with applicable requirements to be considered PCI DSS compliant and have performed the necessary steps to validate compliance with the PCI DSS. We agree to supply the current status of our PCI DSS compliance program in the form of an official Attestation of Compliance, which can be found at <https://www.tylertech.com/about-us/compliance>, and in the event of any change in our status, will comply with applicable notice requirements. In the event of any confirmed unauthorized access to or breach of your Data, Tyler will follow the California Data Breach Notification law, and any other applicable state or federal law and make commercially reasonable efforts to cooperate with you and assist in your compliance with any applicable state or federal law.

7. License Rights Terminate Upon Migration. When Tyler makes Tyler Software identified in the Investment Summary (the "Evergreen Modules") and licensed pursuant to this Agreement available to the Client for use in live production, the license to the Tyler software listed in Exhibit A, Schedule 1 (hereafter, "Migration Modules") terminates, as do Tyler's maintenance, support, and/or update obligations for such software.

SECTION C –PROFESSIONAL SERVICES



1. Professional Services. We will provide you the various implementation-related services itemized in the Investment Summary and described in the Statement of Work.
2. Professional Services Fees. You agree to pay us the professional services fees in the amounts set forth in the Investment Summary. Those amounts are payable in accordance with our Invoicing and Payment Policy. You acknowledge that the fees stated in the Investment Summary are good-faith estimates of the amount of time and materials required for your implementation. We will bill you the actual fees incurred based on the in-scope services provided to you. Any discrepancies in the total values set forth in the Investment Summary will be resolved by multiplying the applicable hourly rate by the quoted hours.
3. Additional Services. The Investment Summary contains, and the Statement of Work describes, the scope of services and related costs (including programming and/or interface estimates) required for the project based on our understanding of the specifications you supplied. If additional work is required, or if you use or request additional services, we will provide you with an addendum or change order, as applicable, outlining the costs for the additional work. The price quotes in the addendum or change order will be valid for thirty (30) days from the date of the quote.
4. Cancellation. If you cancel services less than four (4) weeks in advance (other than for Force Majeure or breach by us), you will be liable for all (a) daily fees associated with cancelled professional services if we are unable to reassign our personnel and (b) any non-refundable travel expenses already incurred by us on your behalf. We will make all reasonable efforts to reassign personnel in the event you cancel within four (4) weeks of scheduled commitments.
5. Services Warranty. We will perform the services in a professional, workmanlike manner, consistent with industry standards. In the event we provide services that do not conform to this warranty, we will re-perform such services at no additional cost to you.
6. Site Access and Requirements. At no cost to us, you agree to provide us with full and free access to your personnel, facilities, and equipment as may be reasonably necessary for us to provide implementation services, subject to any reasonable security protocols or other written policies provided to us.
7. Background Checks. For at least the past twelve (12) years, all of our employees have undergone criminal background checks prior to hire. All employees sign our confidentiality agreement and security policies.
8. Client Assistance. You acknowledge that the implementation of the Tyler Software is a cooperative process requiring the time and resources of your personnel. You agree to use all reasonable efforts to cooperate with and assist us as may be reasonably required to meet the agreed upon project deadlines and other milestones for implementation. This cooperation includes at least working with us to schedule the implementation-related services outlined in this Agreement. We will not be liable for failure to meet any deadlines and milestones when such failure is due to Force Majeure or to the failure by your personnel to provide such cooperation and assistance (either through action or omission).
9. Maintenance and Support. For so long as you timely pay your SaaS Fees according to the Invoicing

and Payment Policy, then in addition to the terms set forth in the SLA and the Support Call Process, we will:

- 9.1 perform our maintenance and support obligations in a professional, good, and workmanlike manner, consistent with industry standards, to resolve Defects in the Tyler Software (subject to any applicable release life cycle policy);
- 9.2 provide support during our established support hours;
- 9.3 maintain personnel that are sufficiently trained to be familiar with the Tyler Software and Third Party Software, if any, in order to provide maintenance and support services;
- 9.4 make available to you all releases to the Tyler Software (including updates and enhancements) that we make generally available without additional charge to customers who have a maintenance and support agreement in effect; and
- 9.5 provide non-Defect resolution support of prior releases of the Tyler Software in accordance with any applicable release life cycle policy.

We will use all reasonable efforts to perform support services remotely. Currently, we use a third-party secure unattended connectivity tool called Bomgar, as well as GotoAssist by Citrix. Therefore, you agree to maintain a high-speed internet connection capable of connecting us to your PCs and server(s). You agree to provide us with a login account and local administrative privileges as we may reasonably require to perform remote services. We will, at our option, use the secure connection to assist with proper diagnosis and resolution, subject to any reasonably applicable security protocols. If we cannot resolve a support issue remotely, we may be required to provide onsite services. In such event, we will be responsible for our travel expenses, unless it is determined that the reason onsite support was required was a reason outside our control. Either way, you agree to provide us with reasonably necessary access to the Tyler Software, working space, adequate facilities within a reasonable distance from the equipment, and use of machines, attachments, features, or other equipment reasonably necessary for us to provide the maintenance and support services, all at no charge to us. We strongly recommend that you also maintain your VPN for backup connectivity purposes.

For the avoidance of doubt, SaaS Fees do not include the following services: (a) onsite support (unless Tyler cannot remotely correct a Defect in the Tyler Software, as set forth above); (b) application design; (c) other consulting services; or (d) support outside our normal business hours as listed in our then-current Support Call Process. Requested services such as those outlined in this section will be billed to you on a time and materials basis at our then current rates. You must request those services with at least one (1) weeks' advance notice.

10. Support of Migration Modules. Beginning on the commencement of the initial term as set forth in Section F (1) of this Agreement, and contingent upon Client's timely payment of annual SaaS Fees for Tyler Evergreen Modules, Client is entitled to receive, at no additional charge, maintenance and support for the Migration Modules until Tyler makes the Tyler Evergreen Modules available for use in live production.
11. Tyler Personnel. After the Effective Date, and in coordination with the project kick-off activities



identified in the Statement of Work, we will make our project staffing assignments. Upon request, we will provide you with project resumes, demonstrating relevant past project experience, for project team members that are allocated for onsite services on the project. You agree that those resumes are for your information and planning purposes only.

Once our project team is assembled and your counterparts have been identified, both parties agree that, except for reasons outside of their control, they will not remove staff and personnel from their assigned project roles without reasonable advance notice and good cause, and that they will work together to mitigate project impacts after any such removal. The parties will also work together to manage the project impact resulting from the temporary unavailability of project staff from either party. We agree to use commercially reasonable efforts to maintain consistency of project personnel and commit to replacement resources having sufficient project knowledge, without additional cost to you, in order to render services in accordance with contractual requirements.

In the event our personnel is/are not providing services consistent with our services warranty or are otherwise negatively impacting the project, you will notify us of that deficiency and give us a reasonable opportunity to correct it. If the deficiency persists, we will replace that project member, upon written request and demonstration of good cause. Replacement staff will be assigned following the same processes set forth above and shall have reasonably sufficient experience and project knowledge to fulfill applicable obligations under the Agreement. The foregoing notwithstanding, if the replacement personnel is providing services onsite, you shall remain liable for travel expenses incurred by such personnel, to be invoiced in accordance with the Business Travel Policy.

SECTION D – THIRD PARTY PRODUCTS

1. Third Party Hardware. We will sell, deliver, and install onsite the Third Party Hardware, if you have purchased any, for the price set forth in the Investment Summary. Those amounts are payable in accordance with our Invoicing and Payment Policy.
2. Third Party Software. As part of the SaaS Services, you will receive access to the Third Party Software and related documentation for internal business purposes only. Your rights to the Third Party Software will be governed by the Third Party Terms.
3. Third Party Products Warranties.
 - 3.1 We are authorized by each Developer to grant access to the Third Party Software.
 - 3.2 The Third Party Hardware will be new and unused, and upon payment in full, you will receive free and clear title to the Third Party Hardware.
 - 3.3 You acknowledge that we are not the manufacturer of the Third Party Products. We do not warrant or guarantee the performance of the Third Party Products. However, we grant and pass through to you any warranty that we may receive from the Developer or supplier of the Third Party Products.
4. Third Party Services. If you have purchased Third Party Services, those services will be provided independent of Tyler by such third-party at the rates set forth in the Investment Summary and in

accordance with our Invoicing and Payment Policy.

SECTION E - INVOICING AND PAYMENT; INVOICE DISPUTES

1. Invoicing and Payment. We will invoice you the SaaS Fees and fees for other professional services in the Investment Summary per our Invoicing and Payment Policy, subject to Section E(2).
2. Invoice Disputes. If you believe any delivered software or service does not conform to the warranties in this Agreement, you will provide us with written notice within thirty (30) days of your receipt of the applicable invoice. The written notice must contain reasonable detail of the issues you contend are in dispute so that we can confirm the issue and respond to your notice with either a justification of the invoice, an adjustment to the invoice, or a proposal addressing the issues presented in your notice. We will work with you as may be necessary to develop an action plan that outlines reasonable steps to be taken by each of us to resolve any issues presented in your notice. You may withhold payment of the amount(s) actually in dispute, and only those amounts, until we complete the action items outlined in the plan. If we are unable to complete the action items outlined in the action plan because of your failure to complete the items agreed to be done by you, then you will remit full payment of the invoice. We reserve the right to suspend delivery of all SaaS Services, including maintenance and support services, if you fail to pay an invoice not disputed as described above within fifteen (15) days of notice of our intent to do so.
3. Records. Tyler shall maintain accurate records of all fees billable to, and payments made by, Client in a format that will permit audit by Client for a period of no less than three (3) years from when a fee was incurred or a payment was made. The foregoing obligation of Tyler shall survive the termination of this Agreement.

SECTION F – TERM AND TERMINATION

1. Term. The initial term of this Agreement equal to the number of years indicated for SaaS Services in Exhibit A, commencing on July 1, 2025, unless earlier terminated as set forth below. If no duration is indicated in Exhibit A, the initial term is one (1) year. Upon expiration of the initial term, this Agreement will renew automatically for additional one (1) year renewal terms at our then-current SaaS Fees unless terminated in writing by either party at least sixty (60) days prior to the end of the then-current renewal term. Your right to access or use the Tyler Software and the SaaS Services will terminate at the end of this Agreement.
2. Termination. This Agreement may be terminated as set forth below. In the event of termination, you will pay us for all undisputed fees and expenses related to the software, products, and/or services you have received, or we have incurred or delivered, prior to the effective date of termination. Disputed fees and expenses in all terminations other than your termination for cause must have been submitted as invoice disputes in accordance with Section E(2).
 - 2.1 Failure to Pay SaaS Fees. You acknowledge that continued access to the SaaS Services is contingent upon your timely payment of SaaS Fees. If you fail to timely pay the SaaS Fees, we may discontinue the SaaS Services and deny your access to the Tyler Software. We may also terminate this Agreement if you don't cure such failure to pay within forty-five (45) days of receiving written notice of our intent to terminate.

2.2 For Cause. If you believe we have materially breached this Agreement, you will invoke the Dispute Resolution clause set forth in Section H(3). You may terminate this Agreement for cause in the event we do not cure, or create a mutually agreeable action plan to address, a material breach of this Agreement within the thirty (30) day window set forth in Section H(3).

2.3 Force Majeure. Either party has the right to terminate this Agreement if a Force Majeure event suspends performance of the SaaS Services for a period of forty-five (45) days or more.

2.4 Lack of Appropriations. If you should not appropriate or otherwise make available funds sufficient to utilize the SaaS Services, you may unilaterally terminate this Agreement upon thirty (30) days written notice to us. You will not be entitled to a refund or offset of previously paid, but unused SaaS Fees. You agree not to use termination for lack of appropriations as a substitute for termination for convenience.

2.5 Disentanglement Services. In connection with the termination of this Agreement for any reason, and only upon the execution of a mutually agreed change order or addendum, Tyler shall use commercially reasonable efforts to accomplish an adequate and timely transition from Tyler to the Client, or to any replacement providers designated by the Client (a "Disentanglement"). The parties shall reasonably cooperate during Disentanglement. Client shall reimburse Tyler for Disentanglement services provided by Tyler at Tyler's then-current rates, plus reasonable costs, and expenses, as set forth in the parties' executed change order or addendum. Notwithstanding the above, Client shall not be charged an additional fee for any services that are included in the SaaS Services, including, but not limited to, return of Client Data.

SECTION G – INDEMNIFICATION, LIMITATION OF LIABILITY, INSURANCE AND REPRESENTATIONS

1. Intellectual Property Infringement Indemnification.

1.1 We will defend Client and its elected officials, officers, directors, agents, attorneys and employees (each, an "Indemnitee") against any third party claim(s) that the Tyler Software or Documentation infringes that third party's patent, copyright, or trademark, or misappropriates its trade secrets, and will pay the amount of any resulting adverse final judgment (or settlement to which we consent). You must notify us promptly in writing of the claim and give us sole control over its defense or settlement. You agree to provide us with reasonable assistance, cooperation, and information in defending the claim at our expense.

1.2 Our obligations under this Section G(1) will not apply to the extent the claim or adverse final judgment is based on your use of the Tyler Software in contradiction of this Agreement, including with non-licensed third parties, or your willful infringement.

1.3 If we receive information concerning an infringement or misappropriation claim related to the Tyler Software, we may, at our expense and without obligation to do so, either: (a) procure for you the right to continue its use; (b) modify it to make it non-infringing; or (c) replace it with a functional equivalent, in which case you will stop running the allegedly infringing Tyler Software



immediately. Alternatively, we may decide to litigate the claim to judgment, in which case you may continue to use the Tyler Software consistent with the terms of this Agreement.

1.4 If an infringement or misappropriation claim is fully litigated and your use of the Tyler Software is enjoined by a court of competent jurisdiction, in addition to paying any adverse final judgment (or settlement to which we consent), we will, at our option, either: (a) procure the right to continue its use; (b) modify it to make it non-infringing; or (c) replace it with a functional equivalent. This section provides your exclusive remedy for third party copyright, patent, or trademark infringement and trade secret misappropriation claims.

2. General Indemnification.

2.1 We will indemnify, defend and hold harmless Indemnitees from and against any and all third-party claims, losses, liabilities, damages, costs, and expenses (including reasonable attorney's fees and costs) for (a) personal injury or property damage to the extent caused by the negligence or willful misconduct of Tyler, its officers, directors, agents, employees, or subcontractors ("Tyler Parties"); or (b) our violation of PCI-DSS requirements or a law applicable to Tyler Parties' performance under this Agreement. You must notify us promptly in writing of the claim and give us sole control over its defense or settlement. You agree to provide us with reasonable assistance, cooperation, and information in defending the claim at our expense.

3. **DISCLAIMER. EXCEPT FOR THE EXPRESS WARRANTIES PROVIDED IN THIS AGREEMENT AND TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, WE HEREBY DISCLAIM ALL OTHER WARRANTIES AND CONDITIONS, WHETHER EXPRESS, IMPLIED, OR STATUTORY, INCLUDING, BUT NOT LIMITED TO, ANY IMPLIED WARRANTIES, DUTIES, OR CONDITIONS OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. CLIENT UNDERSTANDS AND AGREES THAT TYLER DISCLAIMS ANY LIABILITY FOR ERRORS THAT RELATE TO USER ERROR.**

4. **LIMITATION OF LIABILITY. EXCEPT AS OTHERWISE EXPRESSLY SET FORTH IN THIS AGREEMENT, OUR LIABILITY FOR DAMAGES ARISING OUT OF THIS AGREEMENT, WHETHER BASED ON A THEORY OF CONTRACT OR TORT, INCLUDING NEGLIGENCE AND STRICT LIABILITY, SHALL BE LIMITED TO YOUR ACTUAL DIRECT DAMAGES, NOT TO EXCEED (A) DURING THE INITIAL TERM, AS SET FORTH IN SECTION F(1), TOTAL FEES PAID AS OF THE TIME OF THE CLAIM; OR (B) DURING ANY RENEWAL TERM, THE THEN-CURRENT ANNUAL SAAS FEES PAYABLE IN THAT RENEWAL TERM. THE PARTIES ACKNOWLEDGE AND AGREE THAT THE PRICES SET FORTH IN THIS AGREEMENT ARE SET IN RELIANCE UPON THIS LIMITATION OF LIABILITY AND TO THE MAXIMUM EXTENT ALLOWED UNDER APPLICABLE LAW, THE EXCLUSION OF CERTAIN DAMAGES, AND EACH SHALL APPLY REGARDLESS OF THE FAILURE OF AN ESSENTIAL PURPOSE OF ANY REMEDY. THE FOREGOING LIMITATION OF LIABILITY SHALL NOT APPLY TO CLAIMS THAT ARE SUBJECT TO SECTIONS G(1) AND G(2).**

5. **EXCLUSION OF CERTAIN DAMAGES. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, IN NO EVENT SHALL EITHER PARTY BE LIABLE FOR ANY SPECIAL, INCIDENTAL, PUNITIVE, INDIRECT, OR CONSEQUENTIAL DAMAGES WHATSOEVER, EVEN IF THE PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.**

6. Insurance. During the course of performing services under this Agreement, we agree to maintain the following levels of insurance: (a) Commercial General Liability of at least \$1,000,000; (b) Automobile Liability of at least \$1,000,000; (c) Professional Liability of at least \$2,000,000 (with a



Cyber Protection sublimit of \$1,000,000); (d) Workers Compensation complying with applicable statutory requirements and Employers' Liability of at least \$1,000,000; (e) Excess/Umbrella Liability of at least \$5,000,000. Tyler will add the Client, its officers, officials, employees, and volunteers, as an additional insured to Tyler's Commercial General Liability and Automobile Liability policies, which will automatically add Client as an additional insured to Tyler's Excess/Umbrella Liability policy as well. Commercial General Liability coverage can be provided in the form of a blanket endorsement to Tyler's insurance at least as broad as one of the following ISO ongoing operations Forms or its substantial equivalent: CG 20 10 or CG 20 26 or CG 20 33 (not allowed from subcontractors), or CG 20 38. Tyler's insurance is primary for claims under Tyler's Commercial General Liability or Automobile Liability policies and non-contributory to any insurance or self-insurance program maintained by the Client. Tyler waives subrogation on claims under its Commercial General Liability, Automobile Liability, and Workers' Compensation policies that arise out of or relate to this Agreement, except to the extent the damage or injury is caused by you. Client shall be given no less than thirty (30) calendar days prior written notice of any cancellation or reduction in Tyler's insurance coverages below the minimum requirements set forth in this Agreement. Upon Client's written request, Tyler shall provide Client with certificates of insurance and blanket endorsements, evidencing all of the above coverage, including all special requirements specifically noted above, and shall provide Client with certificates of insurance evidencing renewal or substitution of such insurance within thirty (30) calendar days of the effective date of such renewal or substitution.

7. Compliance with Law. Tyler shall keep itself informed of all applicable federal and state laws, ordinances, codes, regulations and requirements which may, in any manner, affect those employed by it or in any way affect the performance of its services pursuant to this Agreement. Tyler shall, at all times, observe and comply with all such laws and regulations, including, but not limited to the Americans with Disabilities Act, the Stored Communications Act, 18 U.S.C. Section 2701, et seq., California Civil Code Sections 1798.80 through 1798.84, and the California Consumer Privacy Act, Civil Code Section 1798.100, et seq. Client, and its officers and employees, shall not be liable at law or in equity by reason of the failure of Tyler to comply with this paragraph.
8. Representations and Warranties. Tyler represents and warrants that: (a) it has all requisite corporate power, financial capacity, and authority to execute, deliver, and perform its obligations under this Agreement; (b) the execution, delivery, and performance of this Agreement has been duly authorized by it and this Agreement constitutes the legal, valid, and binding agreement of it and is enforceable against it in accordance with its terms, except as the enforceability thereof may be limited by bankruptcy, insolvency, reorganizations, moratoriums, and similar laws affecting creditors' rights generally and by general equitable principles; (c) it shall obtain all applicable permits and licenses required of it in connection with its obligations under this Agreement; (d) there is no outstanding litigation, arbitrated matter or other dispute to which it is a party which, if decided unfavorably to it, would reasonably be expected to have a potential or actual material adverse effect on its ability to fulfill its obligations under this Agreement; (e) it is the lawful licensee or owner of the SaaS Services (excluding any Client Data therein) and has all the necessary rights in the SaaS Services to grant the use of the SaaS Services to Client; and (f) the Tyler Software and Documentation shall not infringe upon any United States or foreign copyright, patent, trade secret, or other proprietary right, or misappropriate any trade secret, of any third-party, and that it has neither assigned nor otherwise entered into an agreement by which it purports to assign or transfer any right, title, or interest to any technology or intellectual property right that would conflict with its obligations under this Agreement. In the event of a breach of the warranty section forth in Section G(8)(f), Tyler's intellectual property infringement obligations, set forth in Section G(1), shall apply.

SECTION H – GENERAL TERMS AND CONDITIONS

1. Additional Products and Services. You may purchase additional products and services at the rates set forth in the Investment Summary for twelve (12) months from the Effective Date by executing a mutually agreed addendum. If no rate is provided in the Investment Summary, or those twelve (12) months have expired, you may purchase additional products and services at our then-current list price, also by executing a mutually agreed addendum. The terms of this Agreement will control any such additional purchase(s), unless otherwise specifically provided in the addendum.
2. Optional Items. Pricing for any listed optional products and services in the Investment Summary will be valid for twelve (12) months from the Effective Date.
3. Dispute Resolution. You agree to provide us with written notice within thirty (30) days of becoming aware of a dispute. You agree to cooperate with us in trying to reasonably resolve all disputes, including, if requested by either party, appointing a senior representative to meet and engage in good faith negotiations with our appointed senior representative. Senior representatives will convene within thirty (30) days of the written dispute notice, unless otherwise agreed. All meetings and discussions between senior representatives will be deemed confidential settlement discussions not subject to disclosure under Federal Rule of Evidence 408 or any similar applicable state rule. If we fail to resolve the dispute, then the parties shall participate in non-binding mediation in an effort to resolve the dispute. If the dispute remains unresolved after mediation, then either of us may assert our respective rights and remedies in a court of competent jurisdiction. Nothing in this section shall prevent you or us from seeking necessary injunctive relief during the dispute resolution procedures.
4. Taxes. The fees in the Investment Summary do not include any taxes, including, without limitation, sales, use, or excise tax. If you are a tax-exempt entity, you agree to provide us with a tax-exempt certificate. Otherwise, we will pay all applicable taxes to the proper authorities and you will reimburse us for such taxes. If you have a valid direct-pay permit, you agree to provide us with a copy. For clarity, we are responsible for paying our income taxes, both federal and state, as applicable, arising from our performance of this Agreement.
5. Nondiscrimination. We will not discriminate against any person employed or applying for employment concerning the performance of our responsibilities under this Agreement. This discrimination prohibition will apply to all matters of initial employment, tenure, and terms of employment, or otherwise with respect to any matter directly or indirectly relating to employment concerning race, color, religion, national origin, age, sex, sexual orientation, ancestry, disability that is unrelated to the individual's ability to perform the duties of a particular job or position, height, weight, marital status, or political affiliation. We will post, where appropriate, all notices related to nondiscrimination as may be required by applicable law.
6. E-Verify. We have complied, and will comply, with the E-Verify procedures administered by the U.S. Citizenship and Immigration Services Verification Division for all of our employees assigned to your project.
7. Subcontractors. We will not subcontract any services under this Agreement without your prior written consent, not to be unreasonably withheld, but may be conditioned.

8. Binding Effect; No Assignment. This Agreement shall be binding on, and shall be for the benefit of, either your or our successor(s) or permitted assign(s). Neither party may assign this Agreement without the prior written consent of the other party; provided, however, your consent is not required for an assignment by us as a result of a corporate reorganization, merger, acquisition, or purchase of substantially all of our assets.
9. Force Majeure. Except for your payment obligations, neither party will be liable for delays in performing its obligations under this Agreement to the extent that the delay is caused by Force Majeure; provided, however, that within ten (10) business days of the Force Majeure event, the party whose performance is delayed provides the other party with written notice explaining the cause and extent thereof, as well as a request for a reasonable time extension equal to the estimated duration of the Force Majeure event.
10. No Intended Third Party Beneficiaries. This Agreement is entered into solely for the benefit of you and us. No third party will be deemed a beneficiary of this Agreement, and no third party will have the right to make any claim or assert any right under this Agreement. This provision does not affect the rights of third parties under any Third Party Terms.
11. Entire Agreement; Amendment. This Agreement represents the entire agreement between you and us with respect to the subject matter hereof, and supersedes any prior agreements, understandings, and representations, whether written, oral, expressed, implied, or statutory. Purchase orders submitted by you, if any, are for your internal administrative purposes only, and the terms and conditions contained in those purchase orders will have no force or effect. Where a Defined User is required to “click through” or otherwise accept or made subject to any online terms and conditions in accessing or using the SaaS Services, such terms and conditions are not binding and shall have no force or effect as to the SaaS Services or this Agreement. This Agreement may only be modified by a written amendment signed by an authorized representative of each party.
12. Severability. If any term or provision of this Agreement is held invalid or unenforceable, the remainder of this Agreement will be considered valid and enforceable to the fullest extent permitted by law.
13. No Waiver. In the event that the terms and conditions of this Agreement are not strictly enforced by either party, such non-enforcement will not act as or be deemed to act as a waiver or modification of this Agreement, nor will such non-enforcement prevent such party from enforcing each and every term of this Agreement thereafter.
14. Independent Contractor. We are an independent contractor for all purposes under this Agreement. Tyler represents and warrants that it is an independent contractor with no authority to contract for Client or in any way to bind or to commit Client to any agreement of any kind or to assume any liabilities of any nature in the name of or on behalf of Client. Under no circumstances shall Tyler, or any of its staff, if any, hold itself out as or be considered an agent employee, joint venture, or partner of Client. In recognition of Tyler’s status as an independent contractor, Client shall carry no Workers’ Compensation insurance or any health or accident insurance to cover Tyler or Tyler’s agents or staff, if any. Client shall not pay any contributions to Social Security, unemployment insurance, federal or state withholding taxes, any other applicable taxes whether federal, state, or local, nor provide any other contributions or benefits which might be expected in an employer-

employee relationship. Neither Tyler nor its staff, if any, shall be eligible for, participate in, or accrue any direct or indirect benefit under any other compensation, benefit, or pension plan of Client.

15. **Conflict Of Interest.** Tyler warrants that it, its officers, employees, associates and subcontractors, presently have no interest, and will not acquire any interest, direct or indirect, financial or otherwise, that would conflict in any way with the performance of this Agreement, and that it, its officers, employees, associates and subcontractors, will not employ any person having such an interest. Tyler and its officers, employees, associates and subcontractors, if any, shall comply with all conflict of interest statutes of the State of California applicable to Tyler's services under this Agreement, including the Political Reform Act (Gov. Code § 81000, et seq.) and Government Code Section 1090.
16. **Notices.** All notices or communications required or permitted as a part of this Agreement, such as notice of an alleged material breach for a termination for cause or a dispute that must be submitted to dispute resolution, must be in writing and will be deemed delivered upon the earlier of the following: (a) actual receipt by the receiving party; (b) upon receipt by sender of a certified mail, return receipt signed by an employee or agent of the receiving party; (c) upon receipt by sender of proof of email delivery; or (d) if not actually received, five (5) days after deposit with the United States Postal Service authorized mail center with proper postage (certified mail, return receipt requested) affixed and addressed to the other party at the address set forth on the signature page hereto or such other address as the party may have designated by proper notice. The consequences for the failure to receive a notice due to improper notification by the intended receiving party of a change in address will be borne by the intended receiving party.
17. **Client Lists.** Tyler shall not refer to Client directly or indirectly in any advertisement, news release, or publication, or use any Client logo, seal or mark, without prior written approval from Client, except that you agree that we may identify you by name in client lists.
18. **Confidentiality.** Both parties recognize that their respective employees and agents, in the course of performance of this Agreement, may be exposed to confidential information and that disclosure of such information could violate rights to private individuals and entities, including the parties. Confidential information is nonpublic information that a reasonable person would believe to be confidential and includes, without limitation, personal identifying information (e.g., social security numbers) and trade secrets, each as defined by applicable state law. For purposes of this Agreement, in all cases and for all matters, Client Data shall be deemed to be confidential Information. Each party agrees that it will not disclose any confidential information of the other party and further agrees to take all reasonable and appropriate action to prevent such disclosure by its employees or agents. The confidentiality covenants contained herein will survive the termination or cancellation of this Agreement. This obligation of confidentiality will not apply to information that:
 - (a) is in the public domain, either at the time of disclosure or afterwards, except by breach of this Agreement by a party or its employees or agents;
 - (b) a party can establish by reasonable proof was in that party's possession at the time of initial disclosure;
 - (c) a party receives from a third party who has a right to disclose it to the receiving party; or
 - (d) is the subject of a legitimate disclosure request under the open records laws or similar applicable public disclosure laws governing this Agreement; provided, however, that in the

event you receive an open records or other similar applicable request, you will give us prompt notice and otherwise perform the functions required by applicable law. It is understood that Client is subject to the California Public Records Act. If a request under the California Public Records Act is made to view Tyler's confidential information, Client shall notify Tyler of the request and the date that such records will be released to the requester unless Tyler obtains a court order enjoining that disclosure. If Tyler fails to obtain a court order enjoining that disclosure, Client will release the requested information on the date specified.

19. Quarantining of Client Data. Some services provided by Tyler require us to be in possession of your Data. In the event we detect malware or other conditions associated with your Data that are reasonably suspected of putting Tyler resources or other Tyler clients' data at risk, we reserve the absolute right to move your Data from its location within a multi-tenancy Tyler hosted environment to an isolated "quarantined" environment without advance notice. Your Data will remain in such quarantine for a period of at least six (6) months during which time we will review the Data, and all traffic associated with the Data, for signs of malware or other similar issues. If no issues are detected through such reviews during the six (6) month period of quarantine, we will coordinate with you the restoration of your Data to a non-quarantined environment. In the event your Data must remain in quarantine beyond this six (6) month period through no fault of Tyler's, we will notify you and reserve the right to require payment of additional fees for the extended duration of quarantine beyond that six (6) month period. We will provide an estimate of what those costs will be upon your request.
20. Business License. In the event a local business license is required for us to perform services hereunder, you will promptly notify us and provide us with the necessary paperwork and/or contact information so that we may timely obtain such license.
21. Governing Law. This Agreement will be governed by and construed in accordance with the laws of your state of domicile, without regard to its rules on conflicts of law, with venue in San Bernardino County.
22. Multiple Originals and Authorized Signatures. This Agreement may be executed in multiple originals, any of which will be independently treated as an original document. Any electronic, faxed, scanned, photocopied, or similarly reproduced signature on this Agreement or any amendment hereto will be deemed an original signature and will be fully enforceable as if an original signature. Each party represents to the other that the signatory set forth below is duly authorized to bind that party to this Agreement.
23. Cooperative Procurement. To the maximum extent permitted by applicable law, we agree that this Agreement may be used as a cooperative procurement vehicle by eligible jurisdictions. We reserve the right to negotiate and customize the terms and conditions set forth herein, including but not limited to pricing, to the scope and circumstances of that cooperative procurement.
24. Client's Rights to Employ Other Consultants. Client reserves the right to employ other consultants in connection with the subject matter of the SaaS Services.
25. Inserted Provisions. Each provision and clause required by law to be inserted into the Agreement shall be deemed to be enacted herein, and the Agreement shall be read and enforced as though

each were included herein. If through mistake or otherwise, any such provision is not inserted or is not correctly inserted, the Agreement shall be amended to make such insertion on application by either party.

26. Captions and Terms. The captions in this Agreement are for convenience only, are not a part of the Agreement and in no way affect, limit or amplify the terms or provisions of this Agreement.
27. Contract Documents. This Agreement includes the following exhibits, which are attached hereto and incorporated herein by this reference as though set forth in full in the Agreement. If any inconsistency exists or arises between a provision of this Agreement and a provision of any exhibit, the provisions of this Agreement shall control.

Exhibit A	Investment Summary Schedule 1: Migration Modules
Exhibit B	Invoicing and Payment Policy Schedule 1: Business Travel Policy
Exhibit C	Service Level Agreement Schedule 1: Support Call Process
Exhibit D	Third Party Terms
Exhibit E	Statement of Work

IN WITNESS WHEREOF, a duly authorized representative of each party has executed this Agreement as of the date(s) set forth below.

Tyler Technologies, Inc.
By: Tina Mize
Name: Tina Mize
Title: Group General Counsel
Date: August 20, 2024

Address for Notices:
Tyler Technologies, Inc.
One Tyler Drive
Yarmouth, ME 04096
Attention: Chief Legal Officer

City of Highland, California
By: Penny Lilburn
Name: Penny Lilburn
Title: Mayor
Date: 8/19/2024

Address for Notices:
City of Highland
27215 Base Line Street
Highland, CA 92346-3113
Attention: Leticia-Nava Cruz



Exhibit A
Investment Summary

The following Investment Summary details the software and services to be delivered by us to you under the Agreement. This Investment Summary is effective as of the Effective Date, despite any expiration date in the Investment Summary that may have lapsed as of the Effective Date.

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Quoted By: Jason Cloutier
 Quote Expiration: 12/31/24
 Quote Name: City of Highland-ERP-EERP
 Quote Description: ERP Updated 7.15.24
 SaaS Term: 1.00

Sales Quotation For:

Shipping Address:

City of Highland
 27215 Baseline St
 Highland CA 92346-3113

Tyler SaaS and Related Services

Description	Qty	Imp. Hours	Annual Fee
Financial Management			
Accounting	1	152	\$ 14,780.00
Accounts Payable	1	32	\$ 4,427.00
Budgeting	1	48	\$ 4,427.00
Capital Assets	1	40	\$ 3,744.00
Cash Management	1	24	\$ 2,500.00
Contract Management	1	24	\$ 1,648.00
eProcurement (Vendor Access and Punch-Out)	1	24	\$ 2,900.00
Project & Grant Accounting	1	32	\$ 2,954.00
Purchasing	1	80	\$ 6,346.00
Human Resources Management			
Human Resources & Talent Management	1	152	\$ 3,764.00
Payroll with Employee Access	1	168	\$ 5,344.00
Recruiting	1	16	\$ 744.00
Revenue Management			
Accounts Receivable	1	82	\$ 3,257.00

Cashiering	1	40	\$ 5,493.00
General Billing	1	32	\$ 2,209.00
Content Management			
Content Manager Core includes Onboarding	1	32	\$ 10,284.00
Data Insights			
Enterprise Analytics and Reporting w Executive Insights	1	80	\$ 11,840.00
Additional			
Enterprise Forms Processing Software (including Common Form Set)	1	0	\$ 5,440.00
			Sub-Total: \$ 92,101.00
			<i>Less Discount:</i> \$ 7,576.00
		1058	\$ 84,525.00

Professional Services

Description	Quantity	Unit Price	Ext Discount	Extended Price	Maintenance
Capital Assets Import Hours	12	\$ 175.00	\$ 0.00	\$ 2,100.00	\$ 0.00
COA Import Hours	12	\$ 175.00	\$ 0.00	\$ 2,100.00	\$ 0.00
Executive Insights Implementation	1	\$ 4,800.00	\$ 0.00	\$ 4,800.00	\$ 0.00
Payroll Accruals Import Hours	8	\$ 175.00	\$ 0.00	\$ 1,400.00	\$ 0.00
Payroll Deductions Import Hours	12	\$ 175.00	\$ 0.00	\$ 2,100.00	\$ 0.00
Payroll Employee Master Import Hours	12	\$ 175.00	\$ 0.00	\$ 2,100.00	\$ 0.00
Position Control Import Hours	8	\$ 175.00	\$ 0.00	\$ 1,400.00	\$ 0.00
State Retirement Tables Import Hours	8	\$ 175.00	\$ 0.00	\$ 1,400.00	\$ 0.00
Conversions – See Detailed Breakdown Below				\$ 6,900.00	\$ 0.00
Project Management	160	\$ 175.00	\$ 0.00	\$ 28,000.00	\$ 0.00
Onsite Implementation	240	\$ 200.00	\$ 0.00	\$ 48,000.00	\$ 0.00
Remote Implementation	818	\$ 175.00	\$ 0.00	\$ 143,150.00	\$ 0.00
	TOTAL			\$ 243,450.00	\$ 0.00

3rd Party Hardware, Software and Services

Description	Qty	Unit Price	Unit		Total Price	Unit		Total
			Discount			Maint/SaaS	Discount	
Cash Drawer	1	\$ 260.00	\$ 0.00		\$ 260.00	\$ 0.00	\$ 0.00	\$ 0.00
Hand Held Scanner Stand	1	\$ 30.00	\$ 0.00		\$ 30.00	\$ 0.00	\$ 0.00	\$ 0.00
Printer (TM-S9000II)	1	\$ 1,623.00	\$ 0.00		\$ 1,623.00	\$ 0.00	\$ 0.00	\$ 0.00
TOTAL					\$ 1,913.00			\$ 0.00

Summary	One Time Fees	Recurring Fees
Total Tyler License Fees	\$ 0.00	\$ 0.00
Total SaaS	\$ 0.00	\$ 84,525.00
Total Tyler Services	\$ 243,450.00	\$ 0.00
Total Third-Party Hardware, Software, Services	\$ 1,913.00	\$ 0.00
Summary Total	\$ 245,363.00	\$ 84,525.00
Contract Total	\$ 329,888.00	
Estimated Travel Expenses excl in Contract Total	\$ 13,700.00	

Unless otherwise indicated in the contract or amendment thereto, pricing for optional items will be held For six (6) months from the Quote date or the Effective Date of the Contract, whichever is later.

Customer Approval: _____ Date: _____

Print Name: _____ P.O.#: _____

All Primary values quoted in US Dollars

Detailed Breakdown of Conversions (Included in Summary Total)

Description	Qty	Unit Price	Unit Discount	Extended Price
Financials				

Accounting	1	\$ 4,000.00	\$ 2,000.00	\$ 2,000.00
Accounts Payable	1	\$ 6,200.00	\$ 3,100.00	\$ 3,100.00
Purchase Orders	1	\$ 3,600.00	\$ 1,800.00	\$ 1,800.00
TOTAL				\$ 6,900.00

Tyler Annual Discount Detail (Excludes Optional Products)

Description	Annual Fee	Annual Fee Discount	Annual Fee Net
Financial Management			
Accounting	\$ 14,780.00	\$ 2,513.00	\$ 12,267.00
Accounts Payable	\$ 4,427.00	\$ 753.00	\$ 3,674.00
Budgeting	\$ 4,427.00	\$ 753.00	\$ 3,674.00
Capital Assets	\$ 3,744.00	\$ 636.00	\$ 3,108.00
Cash Management	\$ 2,500.00	\$ 0.00	\$ 2,500.00
Contract Management	\$ 1,648.00	\$ 0.00	\$ 1,648.00
eProcurement (Vendor Access and Punch-Out)	\$ 2,900.00	\$ 0.00	\$ 2,900.00
Project & Grant Accounting	\$ 2,954.00	\$ 0.00	\$ 2,954.00
Purchasing	\$ 6,346.00	\$ 1,079.00	\$ 5,267.00
Human Resources Management			
Human Resources & Talent Management	\$ 3,764.00	\$ 0.00	\$ 3,764.00
Payroll with Employee Access	\$ 5,344.00	\$ 908.00	\$ 4,436.00
Recruiting	\$ 744.00	\$ 0.00	\$ 744.00
Revenue Management			
Accounts Receivable	\$ 3,257.00	\$ 0.00	\$ 3,257.00
Cashiering	\$ 5,493.00	\$ 934.00	\$ 4,559.00
General Billing	\$ 2,209.00	\$ 0.00	\$ 2,209.00
Content Management			

Content Manager Core includes Onboarding	\$ 10,284.00	\$ 0.00	\$ 10,284.00
Data Insights			
Enterprise Analytics and Reporting w Executive Insights	\$ 11,840.00	\$ 0.00	\$ 11,840.00
Additional			
Enterprise Forms Processing Software (including Common Form Set)	\$ 5,440.00	\$ 0.00	\$ 5,440.00
TOTAL	\$ 92,101.00	\$ 7,576.00	\$ 84,525.00

Comments

Tyler's quote contains estimates of the amount of services needed, based on our preliminary understanding of the scope, level of engagement, and timeline as defined in the Statement of Work (SOW) for your project. The actual amount of services required may vary, based on these factors.

Tyler's pricing is based on the scope of proposed products and services contracted from Tyler. Should portions of the scope of products or services be altered by the Client, Tyler reserves the right to adjust prices for the remaining scope accordingly.

Unless otherwise noted, prices submitted in the quote do not include travel expenses incurred in accordance with Tyler's then-current Business Travel Policy.

Tyler's prices do not include applicable local, city or federal sales, use excise, personal property or other similar taxes or duties, which you are responsible for determining and remitting. Installations are completed remotely but can be done onsite upon request at an additional cost.

In the event Client cancels services less than four (4) weeks in advance, Client is liable to Tyler for (i) all non-refundable expenses incurred by Tyler on Client's behalf; and (ii) daily fees associated with the cancelled services if Tyler is unable to re-assign its personnel.

The Implementation Hours included in this quote assume a work split effort of 70% Client and 30% Tyler.

Implementation Hours are scheduled and delivered in four (4) or eight (8) hour increments.

Tyler provides onsite training for a maximum of 12 people per class. In the event that more than 12 users wish to participate in a training class or more than one occurrence of a class is needed, Tyler will either provide additional days at then-current rates for training or Tyler will utilize a Train-the-Trainer approach whereby the client designated attendees of the initial training can thereafter train the remaining users.

As a new Tyler client, you are entitled to a 14-day or a 30-day trial of the Managed Detection and Response cybersecurity service. Please reference <https://www.tylertech.com/services/tyler-detect> for more information on the service and contact CybersecuritySales@tylertech.com to initiate the trial.

Tyler currently supports the following identity providers (IdP's) for use with Tyler back-office solutions: Microsoft Active Directory through Azure AD, ADFS or Okta AD agent, Google Cloud Identity, Okta, and Identity Automation Rapid Identity. Any requirement by you to use an IdP not supported by Tyler will require additional costs, available upon request.

Content Manager Core includes up to 1TB of storage. Should additional storage be needed it may be purchased as needed at an annual fee of \$5,000 per TB.

The SaaS fees for product that are not named users are based on 32 concurrent users. Should the number of concurrent users be exceeded, Tyler reserves the right to re-negotiate the SaaS fees based upon any resulting changes in the pricing categories.

Financial library includes: standard A/P check, standard EFT/ACH, standard Purchase order, standard Contract, 1099M, 1099INT, 1099S, 1099NEC and 1099G.

General Billing library includes: standard invoice, standard statement, standard general billing receipt and standard miscellaneous receipt.

Personnel Actions Forms Library includes: standard Personnel Action form - New and standard Personnel Action Form - Change.

Standard Project Management responsibilities include project plan creation, initial stakeholder presentation, bi-weekly status calls, updating of project plan task statuses, and go-live planning activities.

Your rights, and the rights of any of your end users, to use Tyler's Data & Insights SaaS Services, or certain Tyler solutions which include Tyler's Data & Insights data platform, are subject to the Terms of Services, available at <https://www.tylertech.com/terms/data-insights-saas-services-terms-of-service>. By signing this sales quotation, or accessing, installing, or using any of the Tyler solutions listed at the linked terms, you certify that you have reviewed, understand, and agree to said terms.

Payroll library includes: standard PR check, standard direct deposit, standard vendor from payroll check, standard vendor from payroll direct deposit, W2, W2c, ACA 1095B, ACA 1095C and 1099 R.

Accounting conversion includes: Actuals (total balances only) up to 5 years, Budgets (total balances only) up to 5 years

Accounts Payable conversion includes: Standard - Vendors, Remit Addresses, 1099 Amounts, Check History(Header, Detail) - up to 5 years, Invoices (Header, Detail) - up to 5 years

Purchase Orders conversion includes: Standard - Open POs, Closed POs - up to 5 years

In the event Client acquires from Tyler any edition of Content Manager software other than Enterprise Edition, the license for Content Manager is restricted to use with Tyler applications only. If Client wishes to use Content Manager software with non-Tyler applications, Client must

purchase or upgrade to Content Manager Enterprise Edition.



Exhibit A
Schedule 1
Migration Modules

Data Dictionaries
Cash Register Interface
GL/AP
Menu
Purchasing
Payroll
Fixed Assets
Requisitions
Project Accounting
Position Budgeting
Budget Preparation



Exhibit B Invoicing and Payment Policy

We will provide you with the software and services set forth in the Investment Summary of the Agreement. Capitalized terms not otherwise defined will have the meaning assigned to such terms in the Agreement.

Invoicing: We will invoice you for the applicable software and services in the Investment Summary as set forth below. Your rights to dispute any invoice are set forth in the Agreement.

1. **SaaS Fees.** SaaS Fees are invoiced on an annual basis, beginning on the commencement of the initial term as set forth in Section F (1) of this Agreement. Your annual SaaS fees for the initial term are set forth in the Investment Summary. Upon expiration of the initial term, your annual SaaS fees will be at our then-current rates. Beginning on the commencement of the initial term, Client shall no longer be required to pay annual support fees for the Migration Modules.
2. **Other Tyler Software and Services.**
 - 2.1 *VPN Device:* The fee for the VPN device will be invoiced upon installation of the VPN.
 - 2.2 *Implementation and Other Professional Services (including training):* Implementation and other professional services (including training) are billed and invoiced as delivered, at the rates set forth in the Investment Summary.
 - 2.3 *Consulting Services:* If you have purchased any Business Process Consulting services, if they have been quoted as fixed-fee services, they will be invoiced 50% upon your acceptance of the best practice recommendations, by module, and 50% upon your acceptance of custom desktop procedures, by module. If you have purchased any Business Process Consulting services and they are quoted as an estimate, then we will bill you the actual services delivered on a time and materials basis.
 - 2.4 *Conversions:* Fixed-fee conversions are invoiced 50% upon initial delivery of the converted Data, by conversion option, and 50% upon Client acceptance to load the converted Data into Live/Production environment, by conversion option. Where conversions are quoted as estimated, we will bill you the actual services delivered on a time and materials basis.
 - 2.5 *Requested Modifications to the Tyler Software:* Requested modifications to the Tyler Software are invoiced 50% upon delivery of specifications and 50% upon delivery of the applicable modification. You must report any failure of the modification to conform to the specifications within thirty (30) days of delivery; otherwise, the modification will be deemed to be in compliance with the specifications after the 30-day window has passed. You may still report Defects to us as set forth in this Agreement.



- 2.6 *Other Fixed Price Services*: Other fixed price services are invoiced as delivered, at the rates set forth in the Investment Summary. For the avoidance of doubt, where “Project Planning Services” are provided, payment will be due upon delivery of the Implementation Planning document.
- 2.7 *Annual Services*: Unless otherwise indicated in this Exhibit B, fees for annual services are due annually, in advance, commencing on the availability of the service. Your annual fees for the initial term are set forth in the Investment Summary. Upon expiration of the initial term, your annual fees will be at our then-current rates.
3. Third Party Products and Hardware.
- 3.1 *Third Party Software License Fees*: License fees for Third Party Software, if any, are invoiced when we make it available to you for downloading.
- 3.2 *Third Party Software Maintenance*: The first year maintenance fee for the Third Party Software is invoiced when we make it available to you for downloading. Subsequent annual maintenance fees for Third Party Software are invoiced annually, in advance, at then-current rates, upon each anniversary thereof.
- 3.3 *Hardware*: Third Party Hardware costs, if any, are invoiced upon delivery.
- 3.4 *Hardware Maintenance*: The first year maintenance fee for Hardware is invoiced upon delivery of the hardware. Subsequent annual maintenance fees for hardware are invoiced annually, in advance, at then-current rates, upon each anniversary thereof.
- 3.5 *Third Party Services*: Fees for Third Party Services, if any, are invoiced as delivered, along with applicable expenses, at the rates set forth in the Investment Summary. For the avoidance of doubt, Finite Matters will invoice Client directly for any services fees for Pattern Stream.
- 3.6 *Third Party SaaS*: Third Party SaaS Services fees, if any, are invoiced annually, in advance, commencing with availability of the respective Third Party SaaS Services. Pricing for the first year of Third Party SaaS Services is indicated in the Investment Summary. Pricing for subsequent years will be at the respective third party’s then-current rates.
4. Transaction Fees. Unless paid directly by an end user at the time of transaction, per transaction (call, message, etc.) fees are invoiced on a quarterly basis. Fees are indicated in Exhibit A and may be increased by Tyler upon notice of no less than thirty (30) days.
5. Expenses. The service rates in the Investment Summary do not include travel expenses. Expenses for Tyler delivered services will be billed as incurred and only in accordance with our then-current Business Travel Policy, plus a 10% travel agency processing fee. Our current Business Travel Policy is attached to this Exhibit B as Schedule 1. Copies of receipts will be provided upon request. Receipts for miscellaneous items less than twenty-five dollars and mileage logs are not available.

6. Credit for Prepaid Maintenance and Support Fees for Migration Modules. Client will receive a credit for the maintenance and support fees prepaid for the Migration Modules for the time period commencing on the first day of the initial term, as set forth in Section F (1) of this Agreement. Migration Modules are listed at Exhibit A, Schedule 1.

Payment. Payment for undisputed invoices is due within forty-five (45) days of the invoice date. We prefer to receive payments electronically. Our electronic payment information is available by contacting AR@tylertech.com.



**Exhibit B
Schedule 1
Business Travel Policy**

1. Air Travel

A. Reservations & Tickets

The Travel Management Company (TMC) used by Tyler will provide an employee with a direct flight within two hours before or after the requested departure time, assuming that flight does not add more than three hours to the employee's total trip duration and the fare is within \$100 (each way) of the lowest logical fare. If a net savings of \$200 or more (each way) is possible through a connecting flight that is within two hours before or after the requested departure time and that does not add more than three hours to the employee's total trip duration, the connecting flight should be accepted.

Employees are encouraged to make advanced reservations to take full advantage of discount opportunities. Employees should use all reasonable efforts to make travel arrangements at least two (2) weeks in advance of commitments. A seven (7) day advance booking requirement is mandatory. When booking less than seven (7) days in advance, management approval will be required.

Except in the case of international travel where a segment of continuous air travel is six (6) or more consecutive hours in length, only economy or coach class seating is reimbursable. Employees shall not be reimbursed for "Basic Economy Fares" because these fares are non-refundable and have many restrictions that outweigh the cost-savings.

B. Baggage Fees

Reimbursement of personal baggage charges are based on trip duration as follows:

- Up to five (5) days = one (1) checked bag
- Six (6) or more days = two (2) checked bags

Baggage fees for sports equipment are not reimbursable.

2. Ground Transportation

A. Private Automobile

Mileage Allowance – Business use of an employee's private automobile will be reimbursed at the current IRS allowable rate, plus out of pocket costs for tolls and parking. Mileage will be calculated by using the employee's office as the starting and ending point, in compliance with IRS regulations. Employees who have been designated a home office should calculate miles from their home.

B. Rental Car

Employees are authorized to rent cars only in conjunction with air travel when cost, convenience, and the specific situation reasonably require their use. When renting a car for Tyler business, employees should select a "mid-size" or "intermediate" car. "Full" size cars may be rented when three or more employees are traveling together. Tyler carries leased vehicle coverage for business car rentals; except for employees traveling to Alaska and internationally (excluding Canada), additional insurance on the rental agreement should be declined.

C. Public Transportation

Taxi or airport limousine services may be considered when traveling in and around cities or to and from airports when less expensive means of transportation are unavailable or impractical. The actual fare plus a reasonable tip (15-18%) are reimbursable. In the case of a free hotel shuttle to the airport, tips are included in the per diem rates and will not be reimbursed separately.

D. Parking & Tolls

When parking at the airport, employees must use longer term parking areas that are measured in days as opposed to hours. Park and fly options located near some airports may also be used. For extended trips that would result in excessive parking charges, public transportation to/from the airport should be considered. Tolls will be reimbursed when receipts are presented.

3. Lodging

Tyler's TMC will select hotel chains that are well established, reasonable in price, and conveniently located in relation to the traveler's work assignment. Typical hotel chains include Courtyard, Fairfield Inn, Hampton Inn, and Holiday Inn Express. If the employee has a discount rate with a local hotel, the hotel reservation should note that discount and the employee should confirm the lower rate with the hotel upon arrival. Employee memberships in travel clubs such as AAA should be noted in their travel profiles so that the employee can take advantage of any lower club rates.

"No shows" or cancellation fees are not reimbursable if the employee does not comply with the hotel's cancellation policy.

Tips for maids and other hotel staff are included in the per diem rate and are not reimbursed separately.

Employees are not authorized to reserve non-traditional short-term lodging, such as Airbnb, VRBO, and HomeAway. Employees who elect to make such reservations shall not be reimbursed.

4. Meals and Incidental Expenses

Employee meals and incidental expenses while on travel status within the continental U.S. are in accordance with the federal per diem rates published by the General Services Administration. Incidental expenses include tips to maids, hotel staff, and shuttle drivers and other minor travel expenses. Per diem rates are available at www.gsa.gov/perdiem.

Per diem for Alaska, Hawaii, U.S. protectorates and international destinations are provided separately by the Department of State and will be determined as required.

A. Overnight Travel

For each full day of travel, all three meals are reimbursable. Per diems on the first and last day of a trip are governed as set forth below.

Departure Day

Depart before 12:00 noon	Lunch and dinner
Depart after 12:00 noon	Dinner

Return Day

Return before 12:00 noon	Breakfast
Return between 12:00 noon & 7:00 p.m.	Breakfast and lunch
Return after 7:00 p.m.*	Breakfast, lunch and dinner

*7:00 p.m. is defined as direct travel time and does not include time taken to stop for dinner.

The reimbursement rates for individual meals are calculated as a percentage of the full day per diem as follows:

Breakfast	15%
Lunch	25%
Dinner	60%

B. Same Day Travel

Employees traveling at least 100 miles to a site and returning in the same day are eligible to claim lunch on an expense report. Employees on same day travel status are eligible to claim dinner in the event they return home after 7:00 p.m.*

*7:00 p.m. is defined as direct travel time and does not include time taken to stop for dinner.

5. Internet Access – Hotels and Airports

Employees who travel may need to access their e-mail at night. Many hotels provide free high speed internet access and Tyler employees are encouraged to use such hotels whenever possible. If an employee's hotel charges for internet access it is reimbursable up to \$10.00 per day. Charges for internet access at airports are not reimbursable.

6. International Travel

All international flights with the exception of flights between the U.S. and Canada should be reserved through TMC using the "lowest practical coach fare" with the exception of flights that are six (6) or more consecutive hours in length. In such event, the next available seating class above coach shall be reimbursed.

When required to travel internationally for business, employees shall be reimbursed for photo fees, application fees, and execution fees when obtaining a new passport book, but fees related to passport renewals are not reimbursable. Visa application and legal fees, entry taxes and departure taxes are reimbursable.

The cost of vaccinations that are either required for travel to specific countries or suggested by the U.S. Department of Health & Human Services for travel to specific countries, is reimbursable.

Section 4, Meals & Incidental Expenses, and Section 2.b., Rental Car, shall apply to this section.



Exhibit C SERVICE LEVEL AGREEMENT

I. Agreement Overview

This SLA operates in conjunction with, and does not supersede or replace any part of, the Agreement. It outlines the information technology service levels that we will provide to you to ensure the availability of the application services that you have requested us to provide. All other support services are documented in the Support Call Process. This SLA does not apply to any Third Party SaaS Services. All other support services are documented in the Support Call Process.

II. **Definitions.** Except as defined below, all defined terms have the meaning set forth in the Agreement.

Actual Attainment: The percentage of time the Tyler Software is available during a calendar month, calculated as follows: $(\text{Service Availability} - \text{Downtime}) \div \text{Service Availability}$.

Client Error Incident: Any service unavailability resulting from your applications, content or equipment, or the acts or omissions of any of your service users or third-party providers over whom we exercise no control.

Downtime: Those minutes during Service Availability, as defined below, when all users cannot launch, login, search or save primary data in the Tyler Software. Downtime does not include those instances in which only a Defect is present.

Emergency Maintenance Window: (1) maintenance that is required to patch a critical security vulnerability; (2) maintenance that is required to prevent an imminent outage of Service Availability; or (3) maintenance that is mutually agreed upon in writing by Tyler and the Client.

Planned Downtime: Downtime that occurs during a Standard or Emergency Maintenance window.

Service Availability: The total number of minutes in a calendar month that the Tyler Software is capable of receiving, processing, and responding to requests, excluding Planned Downtime, Client Error Incidents, denial of service attacks and Force Majeure. Service Availability only applies to Tyler Software being used in the live production environment.

Standard Maintenance: Routine maintenance to the Tyler Software and infrastructure. Standard Maintenance is limited to five (5) hours per week.

III. **Service Availability**

a. Your Responsibilities

Whenever you experience Downtime, you must make a support call according to the procedures outlined in the Support Call Process. You will receive a support case number.

b. Our Responsibilities



When our support team receives a call from you that Downtime has occurred or is occurring, we will work with you to identify the cause of the Downtime (including whether it may be the result of Planned Downtime, a Client Error Incident, denial of service attack or Force Majeure). We will also work with you to resume normal operations.

c. Client Relief

Our targeted Attainment Goal is 100%. You may be entitled to credits as indicated in the Client Relief Schedule found below. Your relief credit is calculated as a percentage of the SaaS Fees paid for the calendar month.

In order to receive relief credits, you must submit a request through one of the channels listed in our Support Call Process within fifteen days (15) of the end of the applicable month. We will respond to your relief request within thirty (30) day(s) of receipt.

The total credits confirmed by us will be applied to the SaaS Fee for the next billing cycle. Issuing of such credit does not relieve us of our obligations under the Agreement to correct the problem which created the service interruption.

Credits are only payable when Actual Attainment results in eligibility for credits in consecutive months and only for such consecutive months.

Client Relief Schedule	
Actual Attainment	Client Relief
99.99% - 98.00%	Remedial action will be taken
97.99% - 95.00%	4%
Below 95.00%	5%

IV. Maintenance Notifications

We perform Standard Maintenance during limited windows that are historically known to be reliably low-traffic times. If and when maintenance is predicted to occur during periods of higher traffic, we will provide advance notice of those windows and will coordinate to the greatest extent possible with you.

Not all maintenance activities will cause application unavailability. However, if Tyler anticipates that activities during a Standard or Emergency Maintenance window may make the Tyler Software unavailable, we will provide advance notice, as reasonably practicable, that the Tyler Software will be unavailable during the maintenance window.



Exhibit C Schedule 1 Support Call Process

Support Channels

Tyler Technologies, Inc. provides the following channels of software support for authorized users*:

- (1) On-line submission (portal) – for less urgent and functionality-based questions, users may create support incidents through the Tyler Customer Portal available at the Tyler Technologies website. A built-in Answer Panel provides users with resolutions to most “how-to” and configuration-based questions through a simplified search interface with machine learning, potentially eliminating the need to submit the support case.
- (2) Email – for less urgent situations, users may submit emails directly to the software support group.
- (3) Telephone – for urgent or complex questions, users receive toll-free, telephone software support.

** Channel availability may be limited for certain applications.*

Support Resources

A number of additional resources are available to provide a comprehensive and complete support experience:

- (1) Tyler Website – www.tylertech.com – for accessing client tools, documentation, and other information including support contact information.
- (2) Tyler Search -a knowledge based search engine that lets you search multiple sources simultaneously to find the answers you need, 24x7.
- (3) Tyler Community –provides a venue for all Tyler clients with current maintenance agreements to collaborate with one another, share best practices and resources, and access documentation.
- (4) Tyler University – online training courses on Tyler products.

Support Availability

Tyler Technologies support is available during the local business hours of 8 AM to 5 PM (Monday – Friday) across four US time zones (Pacific, Mountain, Central and Eastern). Tyler’s holiday schedule is outlined below. There will be no support coverage on these days.

New Year’s Day	Labor Day
Martin Luther King, Jr. Day	Thanksgiving Day
Memorial Day	Day after Thanksgiving
Independence Day	Christmas Day

For support teams that provide after-hours service, we will provide you with procedures for contacting support staff after normal business hours for reporting Priority Level 1 Defects only. Upon receipt of



such a Defect notification, we will use commercially reasonable efforts to meet the resolution targets set forth below.

We will also make commercially reasonable efforts to be available for one pre-scheduled Saturday of each month to assist your IT staff with applying patches and release upgrades, as well as consulting with them on server maintenance and configuration of the Tyler Software environment.

Incident Handling

Incident Tracking

Every support incident is logged into Tyler’s Customer Relationship Management System and given a unique case number. This system tracks the history of each incident. The case number is used to track and reference open issues when clients contact support. Clients may track incidents, using the case number, through Tyler’s Customer Portal or by calling software support directly.

Incident Priority

Each incident is assigned a priority level, which corresponds to the Client’s needs. Tyler and the Client will reasonably set the priority of the incident per the chart below. This chart is not intended to address every type of support incident, and certain “characteristics” may or may not apply depending on whether the Tyler software has been deployed on customer infrastructure or the Tyler cloud. The goal is to help guide the Client towards clearly understanding and communicating the importance of the issue and to describe generally expected response and resolution targets in the production environment only.

References to a “confirmed support incident” mean that Tyler and the Client have successfully validated the reported Defect/support incident.

Priority Level	Characteristics of Support Incident	Resolution Targets*
1 Critical	Support incident that causes (a) complete application failure or application unavailability; (b) application failure or unavailability in one or more of the client’s remote location; or (c) systemic loss of multiple essential system functions.	Tyler shall provide an initial response to Priority Level 1 incidents within one (1) business hour of receipt of the incident. Once the incident has been confirmed, Tyler shall use commercially reasonable efforts to resolve such support incidents or provide a circumvention procedure within one (1) business day. For non-hosted customers, Tyler’s responsibility for lost or corrupted data is limited to assisting the Client in restoring its last available database.

Priority Level	Characteristics of Support Incident	Resolution Targets*
2 High	Support incident that causes (a) repeated, consistent failure of essential functionality affecting more than one user or (b) loss or corruption of data.	Tyler shall provide an initial response to Priority Level 2 incidents within four (4) business hours of receipt of the incident. Once the incident has been confirmed, Tyler shall use commercially reasonable efforts to resolve such support incidents or provide a circumvention procedure within ten (10) business days. For non-hosted customers, Tyler's responsibility for loss or corrupted data is limited to assisting the Client in restoring its last available database.
3 Medium	Priority Level 1 incident with an existing circumvention procedure, or a Priority Level 2 incident that affects only one user or for which there is an existing circumvention procedure.	Tyler shall provide an initial response to Priority Level 3 incidents within one (1) business day of receipt of the incident. Once the incident has been confirmed, Tyler shall use commercially reasonable efforts to resolve such support incidents without the need for a circumvention procedure with the next published maintenance update or service pack, which shall occur at least quarterly. For non-hosted customers, Tyler's responsibility for lost or corrupted data is limited to assisting the Client in restoring its last available database.
4 Non-critical	Support incident that causes failure of non-essential functionality or a cosmetic or other issue that does not qualify as any other Priority Level.	Tyler shall provide an initial response to Priority Level 4 incidents within two (2) business days of receipt of the incident. Once the incident has been confirmed, Tyler shall use commercially reasonable efforts to resolve such support incidents, as well as cosmetic issues, with a future version release.

*Response and Resolution Targets may differ by product or business need

Incident Escalation

If Tyler is unable to resolve any priority level 1 or 2 defect as listed above or the priority of an issue has elevated since initiation, you may escalate the incident to the appropriate resource, as outlined by each product support team. The corresponding resource will meet with you and any Tyler staff to establish a mutually agreeable plan for addressing the defect.

Remote Support Tool

Some support calls may require further analysis of the Client's database, processes or setup to diagnose a problem or to assist with a question. Tyler will, at its discretion, use an industry-standard remote support tool. Tyler's support team must have the ability to quickly connect to the Client's system and view the site's setup, diagnose problems, or assist with screen navigation. More information about the remote support tool Tyler uses is available upon request.





Exhibit D Third Party Terms

DocOrigin Terms. Your use of Tyler Forms software and forms is subject to the DocOrigin End User License Agreement available for download here: <https://eclipsecorp.us/eula/>. By signing a Tyler Agreement or Order Form including Tyler forms software or forms, or accessing, installing, or using Tyler Forms software or forms, you agree that you have read, understood, and agree to such terms.

ThinPrint Terms. Your use of Tyler Forms software and forms is subject to the End User License Agreement terms for ThinPrint Engine, ThinPrint License Server, and Connected Gateway found here: <https://www.thinprint.com/en/legal-notes/eula/>. By signing a Tyler Agreement or Order Form, or accessing, installing, or using Tyler Forms software or forms, you agree that you have read, understood, and agree to such terms.



Exhibit E
Statement of Work

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Highland CA

SOW from Tyler Technologies, Inc.

7/16/2024

Presented to:

City of Highland
27215 Baseline St, Highland, CA 92346

Contact:

Rich Boven
Email: richard.boven@tylertech.com
1 Tyler Drive, Yarmouth, ME 04096

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Part 1: Executive Summary

1. Project Overview

1.1 Introduction

Tyler Technologies (“Tyler”) is the largest and most established provider of integrated software and technology services focused solely on the public sector. Tyler’s end-to-end solutions empower public sector entities including local, state, provincial and federal government, to operate more efficiently and connect more transparently with their constituents and with each other. By connecting data and processes across disparate systems, Tyler’s solutions transform how clients gain actionable insights that solve problems in their communities.

1.2 Project Goals

This Statement of Work (“SOW”) documents the methodology, implementation stages, activities, and roles and responsibilities, and project scope listed in the Investment Summary of the Agreement between Tyler and the City (collectively the “Project”).

The overall goals of the project are to:

- Successfully implement the contracted scope on time and on budget
- Increase operational efficiencies and empower users to be more productive
- Improve accessibility and responsiveness to external and internal customer needs
- Overcome current challenges and meet future goals

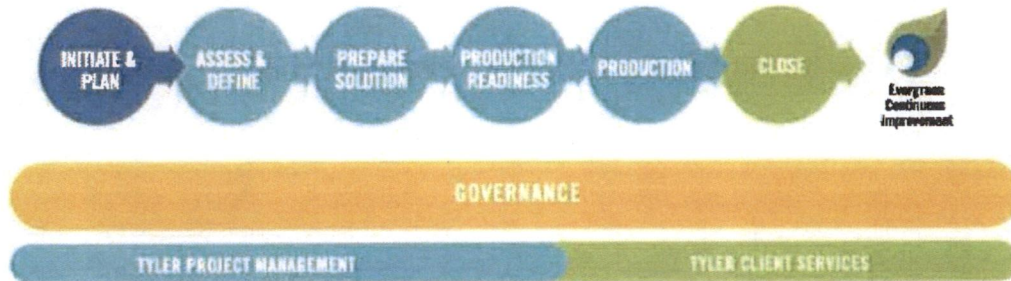
1.3 Methodology

This is accomplished by the City and Tyler working as a partnership and Tyler utilizing its depth of implementation experience. While each Project is unique, all will follow Tyler’s six-stage methodology. Each of the six stages is comprised of multiple work packages, and each work package includes a narrative description, objectives, tasks, inputs, outputs/deliverables, assumptions, and a responsibility matrix.

Tailored specifically for Tyler’s public sector clients, the project methodology contains Stage Acceptance Control Points throughout each Phase to ensure adherence to scope, budget, timeline controls, effective communications, and quality standards. Clearly defined, the project methodology repeats consistently across Phases, and is scaled to meet the City’s complexity and organizational needs.



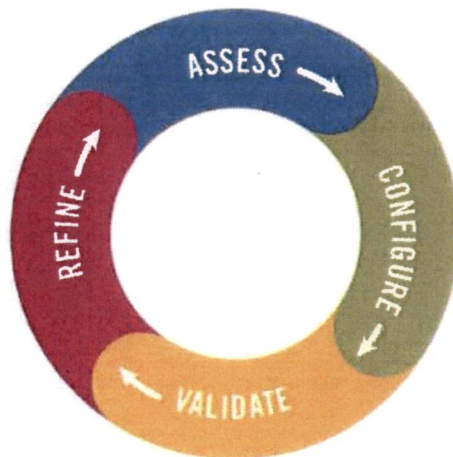
Tyler's Six Stage Project Methodology



The methodology adapts to both single-phase and multiple-phase projects.

To achieve Project success, it is imperative that both the City and Tyler commit to including the necessary leadership and governance. During each stage of the Project, it is expected that the City and Tyler Project teams work collaboratively to complete tasks. An underlying principle of Tyler's Implementation process is to employ an iterative model where the City's business processes are assessed, configured, validated, and refined cyclically in line with the project budget. This approach is used in multiple stages and work packages as illustrated in the graphic below.

Iterative Project Model



The delivery approach is systematic, which reduces variability and mitigates risks to ensure Project success. As illustrated, some stages, along with work packages and tasks, are intended to be overlapping by nature to complete the Project efficiently and effectively.



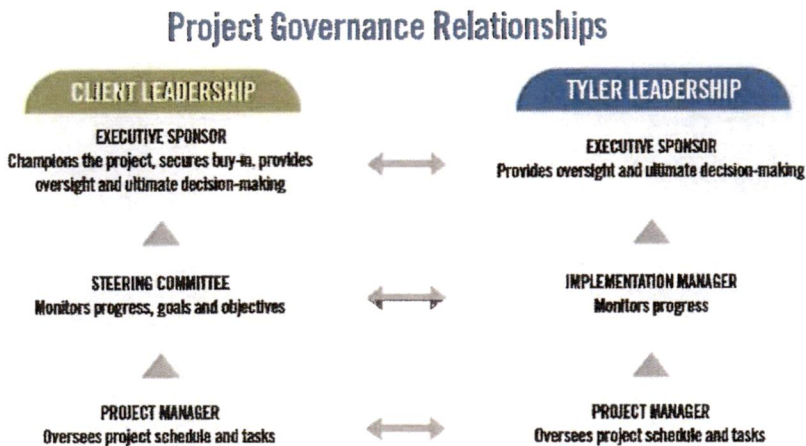
Part 2: Project Foundation

2. Project Governance

Project governance is the management framework within which Project decisions are made. The role of Project governance is to provide a decision-making approach that is logical, robust, and repeatable. This allows organizations to have a structured approach for conducting its daily business in addition to project related activities.

This section outlines the resources required to meet the business needs, objectives, and priorities for the Project, communicate the goals to other Project participants, and provide support and guidance to accomplish these goals. Project governance defines the structure for escalation of issues and risks, Change Control review and authority, and Organizational Change Management activities. Throughout the Statement of Work Tyler has provided RACI Matrices for activities to be completed throughout the implementation which will further outline responsibilities of different roles in each stage. Further refinement of the governance structure, related processes, and specific roles and responsibilities occurs during the Initiate & Plan Stage.

The chart below illustrates an overall team perspective where Tyler and the City collaborate to resolve Project challenges according to defined escalation paths. If project managers do not possess authority to determine a solution, resolve an issue, or mitigate a risk, Tyler implementation management and the City Steering Committee become the escalation points to triage responses prior to escalation to the City and Tyler executive sponsors. As part of the escalation process, each Project governance tier presents recommendations and supporting information to facilitate knowledge transfer and issue resolution. The City and Tyler executive sponsors serve as the final escalation point.



3. Project Scope Control

3.1 Managing Scope and Project Change

Project Management governance principles contend that there are three connected constraints on a Project: budget, timeline, and scope. These constraints, known as the “triple constraints” or project management triangle, define budget in terms of financial cost, labor costs, and other resource costs. Scope is defined as the work performed to deliver a product, service or result with the specified features and functions, while time is simply defined as the schedule. The Triple Constraint theory states that if you change one side of the triangle, the other two sides must be correspondingly adjusted. For example, if the scope of the Project is increased, cost and time to complete will also need to increase. The Project and executive teams will need to remain cognizant of these constraints when making impactful decisions to the Project. A simple illustration of this triangle is included here, showing the connection of each item and their relational impact to the overall Scope.



A pillar of any successful project is the ability to properly manage scope while allowing the appropriate level of flexibility to incorporate approved changes. Scope and changes within the project will be managed using the change control process outlined in the following section.

3.2 Change Control

It may become necessary to change the scope of this Project due to unforeseeable circumstances (e.g., new constraints or opportunities are discovered). This Project is being undertaken with the understanding that Project scope, schedule, and/or cost may need to change to produce optimal results for stakeholders. Changes to contractual requirements will follow the change control process specified in the final contract, and as described below.

3.3 Change Request Management

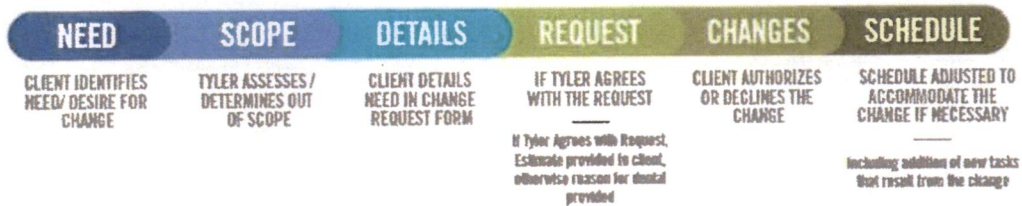
Should the need for a change to Project scope, schedule, and/or cost be identified during the Project, the change will be brought to the attention of the Steering Committee and an assessment of the change will occur. While such changes may result in additional costs and delays relative to the schedule, some changes may result in less cost to the City; for example, the City may decide it no longer needs a deliverable originally defined in the Project. The Change Request will include the following information:



- The nature of the change.
- A good faith estimate of the additional cost or associated savings to the City, if any.
- The timetable for implementing the change.
- The effect on and/or risk to the schedule, resource needs or resource responsibilities.

The City will use its good faith efforts to either approve or disapprove any Change Request within ten (10) Business Days (or other period as mutually agreeable between Tyler and the City). Any changes to the Project scope, budget, or timeline must be documented and approved in writing using a Change Request form. These changes constitute a formal amendment to the Statement of Work and will supersede any conflicting term in the Statement of Work.

Change Request Process



4. Acceptance Process

The implementation of a Project involves many decisions to be made throughout its lifecycle. Decisions will vary from higher level strategy decisions to smaller, detailed Project level decisions. It is critical to the success of the Project that each City office or department designates specific individuals for making decisions on behalf of their offices or departments.

Both Tyler and the City will identify representative project managers. These individuals will represent the interests of all stakeholders and serve as the primary contacts between the two organizations.

The coordination of gaining City feedback and approval on Project deliverables will be critical to the success of the Project. The City project manager will strive to gain deliverable and decision approvals from all authorized City representatives. Given that the designated decision-maker for each department may not always be available, there must be a designated proxy for each decision point in the Project. Assignment of each proxy will be the responsibility of the leadership from each City department. The proxies will be named individuals that have the authorization to make decisions on behalf of their department.

The following process will be used for accepting Deliverables and Control Points:

- The City shall have five (5) business days from the date of delivery, or as otherwise mutually agreed upon by the parties in writing, to accept each Deliverable or Control Point. If the City does not provide acceptance or acknowledgement within five (5) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.
- If the City does not agree the Deliverable or Control Point meets requirements, the City shall notify Tyler project manager(s), in writing, with reasoning within five (5) business days, or the otherwise agreed-upon timeframe, not to be unreasonably withheld, of receipt of the Deliverable.
- Tyler shall address any deficiencies and redeliver the Deliverable or Control Point. The City shall then have two (2) business days from receipt of the redelivered Deliverable or Control Point to accept or again submit written notification of reasons for rejecting the milestone. If the City does not provide acceptance within two (2) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.

5. Roles and Responsibilities

The following defines the roles and responsibilities of each Project resource for the City and Tyler. Roles and responsibilities may not follow the organizational chart or position descriptions at the City, but are roles defined within the Project. It is common for individual resources on both the Tyler and City project teams to fill multiple roles. Similarly, it is common for some roles to be filled by multiple people.

5.1 Tyler Roles & Responsibilities

Tyler assigns a project manager prior to the start of each Phase of the Project (some Projects may only be one Phase in duration). Additional Tyler resources are assigned as the schedule develops and as needs arise.



5.1.1 Tyler Executive Manager

Tyler executive management has indirect involvement with the Project and is part of the Tyler escalation process. This team member offers additional support to the Project team and collaborates with other Tyler department managers as needed to escalate and facilitate implementation Project tasks and decisions.

- Provides clear direction for Tyler staff on executing on the Project Deliverables to align with satisfying the City's overall organizational strategy.
- Authorizes required Project resources.
- Resolves all decisions and/or issues not resolved at the implementation management level as part of the escalation process.
- Acts as the counterpart to the City's executive sponsor.

5.1.2 Tyler Implementation Manager

- Tyler implementation management has indirect involvement with the Project and is part of the Tyler escalation process. The Tyler project managers consult implementation management on issues and outstanding decisions critical to the Project. Implementation management works toward a solution with the Tyler Project Manager or with City management as appropriate. Tyler executive management is the escalation point for any issues not resolved at this level.
- Assigns Tyler Project personnel.
- Provides support for the Project team.
- Provides management support for the Project to ensure it is staffed appropriately and staff have necessary resources.
- Monitors Project progress including progress towards agreed upon goals and objectives.

5.1.3 Tyler Project Manager

- The Tyler project manager(s) provides oversight of the Project, coordination of Tyler resources between departments, management of the Project budget and schedule, effective risk, and issue management, and is the primary point of contact for all Project related items. As requested by the City, the Tyler Project Manager provides regular updates to the City Steering Committee and other Tyler governance members. Tyler Project Manager's role includes responsibilities in the following areas:

5.1.3.1 Contract Management

- Validates contract compliance throughout the Project.
- Ensures Deliverables meet contract requirements.
- Acts as primary point of contact for all contract and invoicing questions.
- Prepares and presents contract milestone sign-offs for acceptance by the City project manager(s).
- Coordinates Change Requests, if needed, to ensure proper Scope and budgetary compliance.

5.1.3.2 Planning

- Delivers project planning documents.
- Defines Project tasks and resource requirements.
- Develops initial Project schedule and Project Management Plan.
- Collaborates with the City project manager(s) to plan and schedule Project timelines to achieve on-time implementation.



5.1.3.3 Implementation Management

- Tightly manages Scope and budget of Project to ensure Scope changes and budget planned versus actual are transparent and handled effectively and efficiently.
- Establishes and manages a schedule and Tyler resources that properly support the Project Schedule and are also in balance with Scope/budget.
- Establishes risk/issue tracking/reporting process between the City and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to the City any items that may impact the outcomes of the Project.
- Collaborates with the City's project manager(s) to establish key business drivers and success indicators that will help to govern Project activities and key decisions to ensure a quality outcome of the project.
- Collaborates with the City's project manager(s) to set a routine communication plan that will aide all Project team members, of both the City and Tyler, in understanding the goals, objectives, status, and health of the Project.

5.1.3.4 Resource Management

- Acts as liaison between Project team and Tyler manager(s).
- Identifies and coordinates all Tyler resources across all applications, Phases, and activities including development, forms, installation, reports, implementation, and billing.
- Provides direction and support to Project team.
- Manages the appropriate assignment and timely completion of tasks as defined in the Project Schedule, task list, and Go-Live Checklist.
- Assesses team performance and adjusts as necessary.
- Consulted on in Scope 3rd party providers to align activities with ongoing Project tasks.

5.1.4 Tyler Implementation Consultant

- Completes tasks as assigned by the Tyler project manager(s).
- Documents activities for services performed by Tyler.
- Guides the City through software validation process following configuration.
- Assists during Go-Live process and provides support until the City transitions to Client Services.
- Facilitates training sessions and discussions with the City and Tyler staff to ensure adequate discussion of the appropriate agenda topics during the allotted time.
- May provide conversion review and error resolution assistance.

5.1.5 Tyler Sales

- Supports Sales to Implementation knowledge transfer during Initiate & Plan.
- Provides historical information, as needed, throughout implementation.
- Participates in pricing activities if additional licensing and/or services are needed.

5.1.6 Tyler Technical Services

- Maintains Tyler infrastructure requirements and design document(s).
- Involved in system infrastructure planning/review(s).
- Provides first installation of licensed software with initial database on servers.
- Supports and assists the project team with technical/environmental issues/needs.
- Deploys Tyler products.



5.2 City Roles & Responsibilities

City resources will be assigned prior to the start of each Phase of the Project. One person may be assigned to multiple Project roles.

5.2.1 City Executive Sponsor

The City executive sponsor provides support to the Project by providing strategic direction and communicating key issues about the Project and its overall importance to the organization. When called upon, the executive sponsor also acts as the final authority on all escalated Project issues. The executive sponsor engages in the Project, as needed, to provide necessary support, oversight, guidance, and escalation, but does not participate in day-to-day Project activities. The executive sponsor empowers the City steering committee, project manager(s), and functional leads to make critical business decisions for the City.

- Champions the project at the executive level to secure buy-in.
- Authorizes required project resources.
- Actively participates in organizational change communications.

5.2.2 City Steering Committee

The City steering committee understands and supports the cultural change necessary for the Project and fosters an appreciation for the Project's value throughout the organization. The steering committee oversees the City project manager and Project through participation in regular internal meetings. The City steering committee remains updated on all Project progress, Project decisions, and achievement of Project milestones. The City steering committee also serves as primary level of issue resolution for the Project.

- Works to resolve all decisions and/or issues not resolved at the project manager level as part of the escalation process.
- Attends all scheduled steering committee meetings.
- Provides support for the project team.
- Assists with communicating key project messages throughout the organization.
- Prioritizes the project within the organization.
- Ensures the project staffed appropriately and that staff have necessary resources.
- Monitors project progress including progress towards agreed upon goals and objectives.
- Has the authority to approve or deny changes impacting the following areas:
 - Cost
 - Scope
 - Schedule
 - Project Goals
 - City Policies
 - Needs of other client projects

5.2.3 City Project Manager

The City shall assign project manager(s) prior to the start of this project with overall responsibility and authority to make decisions related to Project Scope, scheduling, and task assignment. The City Project Manager should communicate decisions and commitments to the Tyler project manager(s) in a timely and efficient manner. When the City project manager(s) do not have the knowledge or authority to make decisions, he or she engages the necessary resources to participate in discussions and make decisions in a



timely fashion to avoid Project delays. The City project manager(s) are responsible for reporting to the City steering committee and determining appropriate escalation points.

5.2.3.1 Contract Management

- Validates contract compliance throughout the project.
- Ensures that invoicing and Deliverables meet contract requirements.
- Acts as primary point of contact for all contract and invoicing questions. Collaborates on and approves Change Requests, if needed, to ensure proper scope and budgetary compliance.

5.2.3.2 Planning

- Reviews and accepts project planning documents.
- Defines project tasks and resource requirements for the City project team.
- Collaborates in the development and approval of the project schedule.
- Collaborates with Tyler project manager(s) to plan and schedule project timelines to achieve on-time implementation.

5.2.3.3 Implementation Management

- Tightly manages project budget and scope.
- Collaborates with Tyler project manager(s) to establish a process and approval matrix to ensure that scope changes and budget (planned versus actual) are transparent and handled effectively and efficiently.
- Collaborates with Tyler project manager to establish and manage a schedule and resource plan that properly supports the project schedule as a whole and is also in balance with scope and budget.
- Collaborates with Tyler project manager(s) to establish risk and issue tracking and reporting process between the City and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to Tyler any items that may impact the outcomes of the project.
- Collaborates with Tyler project manager(s) to establish key business drivers and success indicators that will help to govern project activities and key decisions to ensure a quality outcome of the project.
- Routinely communicates with both the City staff and Tyler, aiding in the understanding of goals, objectives, current status, and health of the project by all team members.
- Manages the requirements gathering process and ensure timely and quality business requirements are being provided to Tyler.

5.2.3.4 Resource Management

- Acts as liaison between project team and stakeholders.
- Identifies and coordinates all City resources across all modules, phases, and activities including data conversions, forms design, hardware and software installation, reports building, and satisfying invoices.
- Provides direction and support to project team.
- Builds partnerships among the various stakeholders, negotiating authority to move the project forward.
- Manages the appropriate assignment and timely completion of tasks as defined.
- Assesses team performance and takes corrective action, if needed.
- Provides guidance to City technical teams to ensure appropriate response and collaboration with Tyler Technical Support Teams to ensure timely response and appropriate resolution.
- Owns the relationship with in-Scope 3rd party providers and aligns activities with ongoing project tasks.



- Ensures that users have appropriate access to Tyler project toolsets as required.
- Conducts training on proper use of toolsets.
- Validates completion of required assignments using toolsets.

5.2.4 City Functional Leads

- Makes business process change decisions under time sensitive conditions.
- Communicates existing business processes and procedures to Tyler consultants.
- Assists in identifying business process changes that may require escalation.
- Contributes business process expertise for Current & Future State Analysis.
- Identifies and includes additional subject matter experts to participate in Current & Future State Analysis.
- Validates that necessary skills have been retained by end users.
- Provides End Users with dedicated time to complete required homework tasks.
- Acts as an ambassador/champion of change for the new process and provide business process change support.
- Identifies and communicates any additional training needs or scheduling conflicts to the City project manager.
- Actively participates in all aspects of the implementation, including, but not limited to, the following key activities:
 - Task completion
 - Stakeholder Meeting
 - Project Management Plan development
 - Schedule development
 - Maintenance and monitoring of risk register
 - Escalation of issues
 - Communication with Tyler project team
 - Coordination of City resources
 - Attendance at scheduled sessions
 - Change management activities
 - Modification specification, demonstrations, testing and approval assistance
 - Data analysis assistance
 - Decentralized end user training
 - Process testing
 - Solution Validation

5.2.5 City Power Users

- Participate in project activities as required by the project team and project manager(s).
- Provide subject matter expertise on the City business processes and requirements.
- Act as subject matter experts and attend Current & Future State Analysis sessions as needed.
- Attend all scheduled training sessions.
- Participate in all required post-training processes as needed throughout project.
- Test all application configuration to ensure it satisfies business process requirements.
- Become application experts.
- Participate in Solution Validation.
- Adopt and support changed procedures.
- Complete all deliverables by the due dates defined in the project schedule.
- Demonstrate competency with Tyler products processing prior to Go-live.
- Provide knowledge transfer to the City staff during and after implementation.



- Participate in conversion review and validation.

5.2.6 City End Users

- Attend all scheduled training sessions.
- Become proficient in application functions related to job duties.
- Adopt and utilize changed procedures.
- Complete all deliverables by the due dates defined in the project schedule.
- Utilize software to perform job functions at and beyond Go-live.

5.2.7 City Technical Lead

- Coordinates updates and releases with Tyler as needed.
- Coordinates the copying of source databases to training/testing databases as needed for training days.
- Coordinates and adds new users, printers and other peripherals as needed.
- Validates that all users understand log-on process and have necessary permission for all training sessions.
- Coordinates interface development for City third party interfaces.
- Develops or assists in creating reports as needed.
- Ensures on-site system meets specifications provided by Tyler.
- Assists with software installation as needed.
- Extracts and transmits conversion data and control reports from the City's legacy system per the conversion schedule set forth in the project schedule.

5.2.7.1 City Upgrade Coordination

- Becomes familiar with the software upgrade process and required steps.
- Becomes familiar with Tyler's releases and updates.
- Utilizes Tyler resources to stay abreast of the latest Tyler releases and updates, as well as the latest helpful tools to manage the City's software upgrade process.
- Assists with the software upgrade process during implementation.
- Manages software upgrade activities post-implementation.
- Manages software upgrade plan activities.
- Coordinates software upgrade plan activities with City and Tyler resources.
- Communicates changes affecting users and department stakeholders.
- Obtains department stakeholder acceptance to upgrade production environment.

5.2.8 City Change Management Lead

- Validates that users receive timely and thorough communication regarding process changes.
- Provides coaching to supervisors to prepare them to support users through the project changes.
- Identifies the impact areas resulting from project activities and develops a plan to address them proactively.
- Identifies areas of resistance and develops a plan to reinforce the change.
- Monitors post-production performance and new process adherence.



Part 3: Project Plan

6. Project Stages

Work Breakdown Structure

The Work Breakdown Structure (WBS) is a hierarchical representation of a Project or Phase broken down into smaller, more manageable components. The top-level components are called "Stages" and the second level components are called "Work Packages". The work packages, shown below each stage, contain the high-level work to be done. The detailed Project Schedule, developed during Project/Phase Planning and finalized during subsequent stages, lists the tasks to be completed within each work package. Each stage ends with a "Control Point", confirming the work performed during that stage of the Project has been accepted by the City.

Work Breakdown Structure (WBS)

1. Initiate & Plan	2. Assess & Define	3. Prepare Solution	4. Production Readiness	5. Production	6. Close
1.1 Initial Coordination	2.1 Solution Orientation	3.1 Initial System Deployment	4.1 Solution Validation	5.1 Go Live	6.1 Phase Close Out
1.2 Project/Phase Planning	2.2 Current & Future State Analysis	3.2 Configuration	4.2 Go Live Readiness	5.2 Transition to Client Services	6.2 Project Close Out
1.3 GIS Planning*	2.3 Modification Analysis	3.3 Process Refinement	4.3 End User Training	5.3 Post Go Live Activities	
1.4 Infrastructure Planning	2.4 Conversion Assessment	3.4 Conversion Delivery			
1.5 Stakeholder Meeting	2.5 Data Assessment	3.5 Data Delivery			
		3.6 Modifications*			

**Items noted with an asterisk in the graphic above relate to specific products and services. If those products and services are not included in the scope of the contract, these specific work packages will be noted as "This work package is not applicable" in Section 6 of the Statement of Work.*



6.1 Initiate and Plan

The Initiate and Plan stage involves Project initiation, infrastructure, and planning. This stage creates a foundation for the Project by identifying and establishing sequence and timing for each Phase as well as verifying scope for the Project. This stage will be conducted at the onset of the Project, with a few unique items being repeated for the additional Phases as needed.

6.1.1 Initial Coordination

Prior to Project commencement, Tyler management assigns project manager(s). Additional Project resources will be assigned later in the Project as a Project schedule is developed. Tyler provides the City with initial Project documents used to gather names of key personnel, their functional role as it pertains to the Project, as well as any blackout dates to consider for future planning. The City gathers the information requested by the provided deadline ensuring preliminary planning and scheduling can be conducted moving the Project forward in a timely fashion. Internally, the Tyler Project Manager(s) coordinate with sales to ensure transfer of vital information from the sales process prior to scheduling a Project Planning Meeting with the City's team. During this step, Tyler will work with the City to establish the date(s) for the Project and Phase Planning session.

Objectives:

- Formally launch the project.
- Establish project governance.
- Define and communicate governance for Tyler.
- Identify City project team.

STAGE 1	Initial Coordination																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Tyler project team is assigned	A	R	C	I	I	I	I		I		I						
City project team is assigned									A	I	R	I	I	I			
Provide initial project documents to the City		A	R	C			C		I		I						
Gather preliminary information requested			I						A		R	C		C		C	C
Sales to implementation knowledge transfer		A	R	I	I	I	I				I						
Create Project Portal to store project artifacts and facilitate communication		A	R								I						



Inputs	Contract documents
	Statement of Work

Outputs/Deliverables	Working initial project documents
	Project portal

Work package assumptions:

- Project activities begin after the agreement has been fully executed.

6.1.2 Project/Phase Planning

Project and Phase planning provides an opportunity to review the contract, software, data conversions and services purchased, identify applications to implement in each Phase (if applicable), and discuss implementation timeframes.

During this work package Tyler will work with the City to coordinate and plan a formal Project planning meeting(s). This meeting signifies the start of the Project and should be attended by all City Project team members and the Tyler Project Manager. The meeting provides an opportunity for Tyler to introduce its implementation methodology, terminology, and Project management best practices to the City's Project Team. This will also present an opportunity for project managers and Project sponsors to begin to discuss Project communication, metrics, status reporting and tools to be used to measure Project progress and manage change.

Tyler will work with the City Project Team to prepare and deliver the Project Management Plan as an output of the planning meeting. This plan will continue to evolve and grow as the Project progresses and will describe how the project will be executed, monitored, and controlled.

During project planning, Tyler will introduce the tools that will be used throughout the implementation. Tyler will familiarize the City with these tools during project planning and make them available for review and maintenance as applicable throughout the project. Some examples are Solution validation plan, issue log, and go-live checklist.

STAGE 1	Project/Phase Planning																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Schedule and conduct planning session(s)		A	R						I		C	C	I				



Develop Project Management Plan		A	R						I		C	C	I				
Develop initial project schedule		A	R	I	I	I	I		I	I	C	C	I	I	C		I

Inputs	Contract documents
	Statement of Work
	Guide to Starting Your Project

Outputs / Deliverables	Acceptance Criteria [only] for Deliverables	
	Project Management Plan	Delivery of document
Project Operational Plan	Delivery of document	
Initial Project Schedule	City provides acceptance of schedule based on resource availability, project budget, and goals.	

Work package assumptions:

- City has reviewed and completed the Guide to Starting Your Project document.

6.1.3 Infrastructure Planning

Procuring required hardware and setting it up properly is a critical part of a successful implementation. Tyler will be responsible for building the environments for a hosted/SaaS deployment, unless otherwise identified in the Agreement. The City is responsible for the installation, setup, and maintenance of all peripheral devices.

Objectives:

- Ensure the City's infrastructure meets Tyler's application requirements.
- Ensure the City's infrastructure is scheduled to be in place and available for use on time.

STAGE 1	Infrastructure Planning																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts	Department Heads	End Users	Technical Leads
Initial Infrastructure Communication		A	R		C		C				C						C
Schedule Environment Availability		A	R				C				I						



Inputs	Initial Infrastructure Requirements	
Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Completed Infrastructure Requirements	Delivery of Requirements

6.1.4 Stakeholder Meeting

Communication of the Project planning outcomes to the City Project team, executives and other key stakeholders is vital to Project success. The Stakeholder meeting is a strategic activity to inform, engage, gain commitment, and instill confidence in the City team. During the meeting, the goals and objectives of the Project will be reviewed along with detail on Project scope, implementation methodology, roles and responsibilities, Project timeline and schedule, and keys to Project success.

Objectives:

- Formally present and communicate the project activities and timeline.
- Communicate project expectations.

STAGE 1	Stakeholder Meeting																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Create Stakeholder Meeting Presentation	I	A	R	I	I				I	I	C		I				
Review Stakeholder Meeting Presentation		I	C						A		R		C				
Perform Stakeholder Meeting Presentation	I	A	R	I	I				I	I	C	I	I	I	I	I	I

Inputs	Agreement
	SOW
	Project Management Plan

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Stakeholder Meeting Presentation	

Work package assumptions:



- None

6.1.5 This work package is not applicable.

6.1.6 Control Point 1: Initiate & Plan Stage Acceptance

Acceptance criteria for this stage includes completion of all criteria listed below.

Note: Advancement to the Assess & Define stage is not dependent upon Tyler’s receipt of this stage acceptance.

Initiate & Plan Stage Deliverables:

- Project Management Plan
- Initial Project Schedule

Initiate & Plan stage acceptance criteria:

- All stage deliverables accepted based on acceptance criteria previously defined
- Project governance defined
- Project portal made available to the City
- Stakeholder meeting complete

6.2 Assess & Define

The Assess & Define stage will provide an opportunity to gather information related to current City business processes. This information will be used to identify and define business processes utilized with Tyler software. The City collaborates with Tyler providing complete and accurate information to Tyler staff and assisting in analysis, understanding current workflows and business processes.

6.2.1 Solution Orientation

The Solution Orientation provides the Project stakeholders a high-level understanding of the solution functionality prior to beginning the current and future state analysis. The primary goal is to establish a foundation for upcoming conversations regarding the design and configuration of the solution.

Tyler utilizes a variety of tools for the Solution Orientation, focusing on City team knowledge transfer such as: eLearning, documentation, or walkthroughs. The City team will gain a better understanding of the major processes and focus on data flow, the connection between configuration options and outcome, integration, and terminology that may be unique to Tyler’s solution.

Objectives:

- Provide a basic understanding of system functionality.
- Prepare the City for current and future state analysis.

STAGE 2	Solution Orientation	
	Tyler	City



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
	Provide pre-requisites		A	R							I	I		I	I		I
	Complete pre-requisites										A	R		C			C
	Conduct orientation		A	R							I	I		I	I		I

Inputs	Solution orientation materials
	Training Plan

6.2.2 Current & Future State Analysis

The Current & Future State Analysis provides the Project stakeholders and Tyler an understanding of process changes that will be achieved with the new system.

The City and Tyler will evaluate current state processes, options within the new software, pros and cons of each based on current or desired state and make decisions about the future state configuration and processing. This may occur before or within the same timeframe as the configuration work package. The options within the new software will be limited to the scope of this implementation and will make use of standard Tyler functionality.

The City will adopt the existing Tyler solution wherever possible to avoid project schedule and quality risk from over customization of Tyler products. It is the City's responsibility to verify that in-scope requirements are being met throughout the implementation if functional requirements are defined as part of the contract. The following guidelines will be followed when evaluating if a modification to the product is required:

- A reasonable business process change is available.
- Functionality exists which satisfies the requirement.
- Configuration of the application satisfies the requirement.
- An in-scope modification satisfies the requirement.

Requirements that are not met will follow the agreed upon change control process and can have impacts on the project schedule, scope, budget, and resource availability.

STAGE 2	Current & Future State Analysis	
	Tyler	City



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Current State process review			A	R	I	I	I				C	C	C	C			C
Discuss future-state options			A	R	C	C	C				C	C	C	C			C
Make future-state decisions (non-COTS)			C	C	C	C	C				A	R	I	C			C
Document anticipated configuration options required to support future state			A	R	C	C	C				I	I	I	I			I

Inputs	City current state documentation
	Solution Orientation completion

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Documentation that describes future-state decisions and configuration options to support future-state decisions.	Delivery of document

Work package assumptions:

- City attendees possess sufficient knowledge and authority to make future state decisions.
- The City is responsible for any documentation of current state business processes.
- The City can effectively communicate current state processes.

6.2.3 Conversion Assessment

Data Conversions are a major effort in any software implementation. Tyler’s conversion tools facilitate the predictable, repeatable conversion process that is necessary to support a successful transition to the Tyler system. The first step in this process is to perform an assessment of the existing (“legacy”) system(s), to better understand the source data, risks, and options available. Once the data has been analyzed, the plan for data conversion is completed and communicated to the appropriate stakeholders.

Objectives:

- Communicate a common understanding of the project goals with respect to data.
- Ensure complete and accurate source data is available for review/transfer.
- If source data is a Tyler legacy system, Tyler performs the data mappings. If source data is from a third-party, client is responsible for mapping the data from the source to the Tyler system.
- Document the data conversion/loading approach.



STAGE 2	Data Conversion Assessment																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Extract Data from Source Systems			I		C						A						R
Review and Scrub Source Data			I	I	I						A	R		C			I
Build/Update Data Conversion Plan			R	C	C						C	I	I	I			I

Inputs	City Source data
	City Source data Documentation (if available)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Data Conversion Plan built/updated	City Acceptance of Data Conversion Plan, if Applicable

Work package assumptions:

- If the source data is a Tyler system Tyler's Conversion Engineers extract and map the data into the standard Enterprise ERP conversion format. If the source data is from a third-party the client will provide Tyler with the data in a mutually agreed upon format.
- Tyler will work with the City representatives to identify business rules before writing the conversion.
- City subject matter experts and resources most familiar with the current data will be involved in the data conversion planning effort.

6.2.4 This work package is not applicable.

6.2.5 This work package is not applicable.

6.2.6 Control Point 2: Assess & Define Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.

Note: Advancement to the Prepare Solution Stage is dependent upon Tyler's receipt of the Stage Acceptance.

Assess & Define Stage Deliverables:



- Documentation of future state decisions and configuration options to support future state decisions.
- Modification specification document.
- Assess & Define Stage Acceptance Criteria:
- All stage deliverables accepted based on criteria previously defined.
- Solution Orientation is delivered.
- Conversion data extracts are received by Tyler.
- Data conversion plan built.

6.3 Prepare Solution

During the Prepare Solution stage, information gathered during the Initiate & Plan and Assess & Define stages will be used to install and configure the Tyler software solution. Software configuration will be validated by the City against future state decisions defined in previous stages and processes refined as needed to ensure business requirements are met.

6.3.1 Initial System Deployment

The timely availability of the Tyler Solution is important to a successful Project implementation. The success and timeliness of subsequent work packages are contingent upon the initial system deployment of Tyler Licensed Software on an approved network and infrastructure. Delays in executing this work package can affect the project schedule.

Objectives:

- All licensed software is installed and operational.
- The City can access the software.

STAGE 3	Initial System Deployment (Hosted/SaaS)*																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Prepare hosted environment			A				R				I						C
Install Licensed Software for Included Environments			A				R				I						C
Install Licensed Software on City Devices (if applicable)			I				C				A						R



Complete Tyler configuration tasks (where applicable)			A	R							I	I		I				
Complete City configuration tasks (where applicable)			I	C							A	R		C				
Standard interfaces configuration and training (if applicable)			A	R			C				I	C		C				C
Updates to Solution Validation testing plan			C	C							A	R		C				C

Inputs	Documentation that describes future state decisions and configuration options to support future state decisions.
--------	------------------------------------------------------------------------------------------------------------------

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Configured System	

Work package assumptions:

- Tyler provides guidance for configuration options available within the Tyler software. The City is responsible for making decisions when multiple options are available.

6.3.3 Process Refinement

Tyler will educate the City users on how to execute processes in the system to prepare them for the validation of the software. The City collaborates with Tyler staff iteratively to validate software configuration options to support future state.

Objectives:

- Ensure that the City understands future state processes and how to execute the processes in the software.
- Refine each process to meet the business requirements.
- Validate standard interfaces, where applicable.
- Validate forms and reports, where applicable.

STAGE 3	Process Refinement																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads



Conduct process training			A	R							I	C	I	C			
Confirm process decisions			I	C						A	R	C	I	C			
Test configuration			I	C							A	R		C			
Refine configuration (City Responsible)			I	C							A	R		C			
Refine configuration (Tyler Responsible)			A	R							I	I		I			
Validate interface process and results			I	C			C				A	R		C			C
Update City-specific process documentation (if applicable)			I	C							A	R		C			
Updates to Solution Validation testing plan			C	C							A	R		C			C

Inputs	Initial Configuration
	Documentation that describes future state decisions and configuration options to support future state decisions.
	Solution validation test plan

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated solution validation test plan	
	Completed City-specific process documentation (completed by City)	

Work package assumptions:

- None

6.3.4 Conversion Delivery

The purpose of this task is to transition the City's data from their source ("legacy") system(s) to the Tyler system(s). The data will need to be mapped from the legacy system into the new Tyler system format. A well-executed data conversion is key to a successful cutover to the new system(s).

With guidance from Tyler, the City will review specific data elements within the system and identify / report discrepancies. Iteratively, Tyler will collaborate with the City to address conversion discrepancies. This process will allow for clean, reconciled data to transfer from the source system(s) to the Tyler system(s). Reference Conversion Appendix for additional detail.





Objectives:

- Data is ready for production (Conversion).

STAGE 3	Data Delivery & Conversion																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power Users)	Department Heads	End Users	Technical Leads
Provide data crosswalks/code mapping tool			A	C	R						I	I		I			
Populate data crosswalks/code mapping tool			I	C	C						A	R		C			
Iterations: Conversion Development			A	C	R						I						I
Iterations: Deliver converted data			A		R		I				I						I
Iterations: Proof/Review data and reconcile to source system			C	C	C						A	R		C			C



Inputs	
	Data Conversion Plan
	Configuration

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Code Mapping Complete / Validated	
	Conversion Iterations / Reviews Complete	Conversion complete, verified, and ready for final pass

Work package assumptions:

- The City will provide a single file layout per source system as identified in the investment summary.
- The City subject matter experts and resources most familiar with the current data will be involved in the data conversion effort.
- The City project team will be responsible for completing the code mapping activity, with assistance from Tyler.

6.3.5 This work package is not applicable.

6.3.6 This work package is not applicable.

6.3.7 Control Point 3: Prepare Solution Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below in each Work Package.

Note: Advancement to the Production Readiness Stage is dependent upon Tyler’s receipt of the Stage Acceptance.

Prepare Solution Stage Deliverables:

- Licensed software is installed.
- Installation checklist/system document.
- Conversion iterations and reviews complete.

Prepare Solution Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Software is configured.
- Solution validation test plan has been reviewed and updated if needed.

6.4 Production Readiness

Activities in the Production Readiness stage will prepare the City team for go-live through solution validation, the development of a detailed go-live plan and end user training. A readiness assessment will be conducted with the City to review the status of the project and the organizations readiness for go-live.



6.4.1 Solution Validation

Solution Validation is the end-to-end software testing activity to ensure that the City verifies all aspects of the Project (hardware, configuration, business processes, etc.) are functioning properly, and validates that all features and functions per the contract have been deployed for system use.

Objectives:

- Validate that the solution performs as indicated in the solution validation plan.
- Ensure the City organization is ready to move forward with go-live and training (if applicable).

STAGE 4	Solution Validation																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Update Solution Validation plan			A	R	C						C	C		C			
Update test scripts (as applicable)			C	C	C						A	R		C			
Perform testing			C	C	C						A	R		C			
Document issues from testing			C	C	C						A	R		C			
Perform required follow-up on issues			A	R	C						C	C		C			

Inputs	Solution Validation plan
	Completed work product from prior stages (configuration, business process, etc.)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Solution Validation Report	City updates report with testing results

Work package assumptions:

- Designated testing environment has been established.
- Testing includes current phase activities or deliverables only.

6.4.2 Go-Live Readiness

Tyler and the City will ensure that all requirements defined in Project planning have been completed and the Go-Live event can occur, as planned. A go-live readiness assessment will be completed identifying risks or actions items to be addressed to ensure the City has considered its ability to successfully Go-Live. Issues and



concerns will be discussed, and mitigation options documented. Tyler and the City will jointly agree to move forward with transition to production. Expectations for final preparation and critical dates for the weeks leading into and during the Go-Live week will be planned in detail and communicated to Project teams.

Objectives:

- Action plan for go-live established.
- Assess go-live readiness.
- Stakeholders informed of go-live activities.

STAGE 4	Go-Live Readiness																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Perform Readiness Assessment	I	A	R	C	C	I	C	I	I	I	I		I				I
Conduct Go-Live planning session		A	R	C							C	C	C	C	C		C
Order peripheral hardware (if applicable)			I							A	R						C
Confirm procedures for Go-Live issue reporting & resolution		A	R	I	I	I	I				C	C	I	I	I	I	I
Develop Go-Live checklist		A	R	C	C						C	C	I	C			C
Final system infrastructure review (where applicable)			A				R				C						C

Inputs	Future state decisions
	Go-live checklist

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated go-live checklist	Updated Action plan and Checklist for go-live delivered to the City

Work package assumptions:

- None

6.4.3 End User Training

End User Training is a critical part of any successful software implementation. Using a training plan previously reviewed and approved, the Project team will organize and initiate the training activities.



Train the Trainer: Tyler provides one occurrence of each scheduled training or implementation topic. City users who attended the Tyler sessions may train additional users. Additional Tyler led sessions may be contracted at the applicable rates for training.

Tyler will provide standard application documentation for the general use of the software. It is not Tyler's responsibility to develop City specific business process documentation. City-led training labs using City specific business process documentation if created by the City can be added to the regular training curriculum, enhancing the training experiences of the end users.

Objectives:

- End users are trained on how to use the software prior to go-live.
- The City is prepared for on-going training and support of the application.

STAGE 4	End User Training																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Update training plan		A	R	C							C		I		C		
End User training (Tyler-led)		A	R	C							C	C	I	C	C	C	
Train-the-trainer		A	R	C							C	C	I	C			
End User training (City-led)			C	C							A	R	I	C	C	C	

Inputs	Training Plan
	List of End Users and their Roles / Job Duties
	Configured Tyler System

Outputs / Deliverables	Acceptance Criteria [only] for Deliverables
	City signoff that training was delivered

Work package assumptions:

- The City project team will work with Tyler to jointly develop a training curriculum that identifies the size, makeup, and subject-area of each of the training classes.
- Tyler will work with the City as much as possible to provide end-user training in a manner that minimizes the impact to the daily operations of City departments.
- The City will be responsible for training new users after go-live (exception—previously planned or regular training offerings by Tyler).



6.4.4 Control Point 4: Production Readiness Stage Acceptance

Acceptance criteria for this stage includes all criteria listed below. Advancement to the Production stage is dependent upon Tyler's receipt of the stage acceptance.

Production Readiness stage deliverables:

- Solution Validation Report.
- Update go-live action plan and/or checklist.
- End user training.

Production Readiness stage acceptance criteria:

- All stage deliverables accepted based on criteria previously defined.
- Go-Live planning session conducted.

6.5 Production

Following end user training the production system will be fully enabled and made ready for daily operational use as of the scheduled date. Tyler and the City will follow the comprehensive action plan laid out during Go-Live Readiness to support go-live activities and minimize risk to the Project during go-live. Following go-live, Tyler will work with the City to verify that implementation work is concluded, post go-live activities are scheduled, and the transition to Client Services is complete for long-term operations and maintenance of the Tyler software.

6.5.1 Go-Live

Following the action plan for Go-Live, defined in the Production Readiness stage, the City and Tyler will complete work assigned to prepare for Go-Live.

The City provides final data extract and Reports from the Legacy System for data conversion and Tyler executes final conversion iteration, if applicable. If defined in the action plan, the City manually enters any data added to the Legacy System after final data extract into the Tyler system.

Tyler staff collaborates with the City during Go-Live activities. The City transitions to Tyler software for day-to-day business processing.

Some training topics are better addressed following Go-Live when additional data is available in the system or based on timing of applicable business processes and will be scheduled following Go-Live per the Project Schedule.

Objectives:

- Execute day to day processing in Tyler software.
- City data available in Production environment.

STAGE 5	Go-Live	
	Tyler	City



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
	Provide final source data extract, if applicable			C		C						A					
Final source data pushed into production environment, if applicable			A	C	R						I	C		C			C
Proof final converted data, if applicable			C	C	C						A	R		C			
Complete Go-Live activities as defined in the Go-Live action plan			C	C	C				A		R	C	I	C			
Provide Go-Live assistance			A	R	C	C		I			C	C	I	C		I	C

Inputs	Comprehensive Action Plan for Go-Live
	Final source data (if applicable)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Data is available in production environment	City confirms data is available in production environment

Work package assumptions:

- The City will complete activities documented in the action plan for Go-Live as scheduled.
- External stakeholders will be available to assist in supporting the interfaces associated with the Go-Live live process.
- The City business processes required for Go-Live are fully documented and tested.
- The City Project team and subject matter experts are the primary point of contact for the end users when reporting issues during Go-Live.
- The City Project Team and Power User’s provide business process context to the end users during Go-Live.

6.5.2 Transition to Client Services

This work package signals the conclusion of implementation activities for the Phase or Project with the exception of agreed-upon post Go-Live activities. The Tyler project manager(s) schedules a formal transition of the City onto the Tyler Client Services team, who provides the City with assistance following Go-Live, officially transitioning the City to operations and maintenance.

Objectives:



- Ensure no critical issues remain for the project teams to resolve.
- Confirm proper knowledge transfer to the City teams for key processes and subject areas.

STAGE 5	Transition to Client Services																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Transfer City to Client Services and review issue reporting and resolution processes	I	I	A	I	I			R	I	I	C	C		C			
Review long term maintenance and continuous improvement			A					R			C	C		C			

Inputs	Open item/issues List
--------	-----------------------

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Client Services Support Document	

Work package assumptions:

- No material project issues remain without assignment and plan.

6.5.3 Post Go-Live Activities

Some implementation activities are provided post-production due to the timing of business processes, the requirement of actual production data to complete the activities, or the requirement of the system being used in a live production state.

Objectives:

- Schedule activities that are planned for after Go-Live.
- Ensure issues have been resolved or are planned for resolution before phase or project close.

STAGE 5	Post Go-Live Activities	
	Tyler	City



RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
	Schedule contracted activities that are planned for delivery after go-live	A	R	C	C	C	C	I			C	C	I	C			
Determine resolution plan in preparation for phase or project close out	A	R	C	C	C		I			C	C	I	C				

Inputs	List of post Go-Live activities
--------	---------------------------------

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated issues log	

Work package assumptions:

- System is being used in a live production state.

6.5.4 Control Point 5: Production Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below:

- Advancement to the Close stage is not dependent upon Tyler’s receipt of this Stage Acceptance.
- Converted data is available in production environment.

Production Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Go-Live activities defined in the Go-Live action plan completed.
- Client services support document is provided.

6.6 Close

The Close stage signifies full implementation of all products purchased and encompassed in the Phase or Project. The City transitions to the next cycle of their relationship with Tyler (next Phase of implementation or long-term relationship with Tyler Client Services).



6.6.1 Phase Closeout

This work package represents Phase completion and signals the conclusion of implementation activities for the Phase. The Tyler Client Services team will assume ongoing support of the City for systems implemented in the Phase.

Objectives:

- Agreement from Tyler and the City teams that activities within this phase are complete.

STAGE 6	Phase Close Out																
	Tyler							City									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads
Reconcile project budget and status of contract Deliverables	I	A	R						I	I	C						
Hold post phase review meeting		A	R	C	C	C	C				C	C	C	C			C
Release phase-dependent Tyler project resources	A	R	I								I						

Participants	Tyler	City
	Project Leadership	Project Manager
	Project Manager	Project Sponsor(s)
	Implementation Consultants	Functional Leads, Power Users, Technical Leads
	Technical Consultants (Conversion, Deployment, Development)	
	Client Services	

Inputs	
	Contract
	Statement of Work
	Project artifacts

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Final action plan (for outstanding items)	
	Reconciliation Report	
	Post Phase Review	



Work package assumptions:

- Tyler deliverables for the phase have been completed.

6.6.2 Project Closeout

Completion of this work package signifies final acceptance and formal closing of the Project.

At this time the City may choose to begin working with Client Services to look at continuous improvement Projects, building on the completed solution.

Objectives:

- Confirm no critical issues remain for the project teams to resolve.
- Determine proper knowledge transfer to the City teams for key processes and subject areas has occurred.
- Verify all deliverables included in the Agreement are delivered.

STAGE 6	Project Close Out																	
	Tyler							City										
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power)	Department Heads	End Users	Technical Leads	
	Conduct post project review		A	R	C	C	C	C				C	C	C	C			C
	Deliver post project report to City and Tyler leadership	I	A	R						I	I	C						
	Release Tyler project resources	A	R	I								I						

Inputs	Contract
	Statement of Work

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Post Project Report	City acceptance; Completed report indicating all project Deliverables and milestones have been completed

Work package assumptions:

- All project implementation activities have been completed and approved.



- No critical project issues remain that have not been documented and assigned.
- Final project budget has been reconciled and invoiced.
- All Tyler deliverables have been completed.

6.6.3 Control Point 6: Close Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.

Close Stage Deliverables:

- Post Project Report.

Close Stage Acceptance Criteria:

- Completed report indicating all Project deliverables and milestones have been completed.

7. General Assumptions

Tyler and the City will use this SOW as a guide for managing the implementation of the Tyler Project as provided and described in the Agreement. There are a few assumptions which, when acknowledged and adhered to, will support a successful implementation. Assumptions related to specific work packages are documented throughout the SOW. Included here are general assumptions which should be considered throughout the overall implementation process.

7.1 Project

- Project activities will begin after the Agreement has been fully executed.
- The City Project Team will complete their necessary assignments in a mutually agreed upon timeframe to meet the scheduled go-live date, as outlined in the Project Schedule.
- Sessions will be scheduled and conducted at a mutually agreeable time.
- Additional services, software modules and modifications not described in the SOW or Agreement will be considered a change to this Project and will require a Change Request Form as previously referenced in the definition of the Change Control Process.
- Tyler will provide a written agenda and notice of any prerequisites to the City project manager(s) ten (10) business days or as otherwise mutually agreed upon time frame prior to any scheduled on-site or remote sessions, as applicable.
- Tyler will provide guidance for configuration and processing options available within the Tyler software. If multiple options are presented by Tyler, the City is responsible for making decisions based on the options available.
- Implementation of new software may require changes to existing processes, both business and technical, requiring the City to make process changes.
- The City is responsible for defining, documenting, and implementing their policies that result from any business process changes.

7.2 Organizational Change Management

Unless otherwise contracted by Tyler, City is responsible for managing Organizational Change. Impacted City resources will need consistent coaching and reassurance from their leadership team to embrace and accept the changes being imposed by the move to new software. An important part of change is ensuring that impacted City resources understand the value of the change, and why they are being asked to change.



7.3 Resources and Scheduling

- City resources will participate in scheduled activities as assigned in the Project Schedule.
- The City team will complete prerequisites prior to applicable scheduled activities. Failure to do so may affect the schedule.
- Tyler and the City will provide resources to support the efforts to complete the Project as scheduled and within the constraints of the Project budget.
- Abbreviated timelines and overlapped Phases require sufficient resources to complete all required work as scheduled.
- Changes to the Project Schedule, availability of resources or changes in Scope will be requested through a Change Request. Impacts to the triple constraints (scope, budget, and schedule) will be assessed and documented as part of the change control process.
- The City will ensure assigned resources will follow the change control process and possess the required business knowledge to complete their assigned tasks successfully. Should there be a change in resources, the replacement resource should have a comparable level of availability, change control process buy-in, and knowledge.
- The City makes timely Project related decisions to achieve scheduled due dates on tasks and prepare for subsequent training sessions. Failure to do so may affect the schedule, as each analysis and implementation session is dependent on the decisions made in prior sessions.
- The City will respond to information requests in a comprehensive and timely manner, in accordance with the Project Schedule.
- The City will provide adequate meeting space or facilities, including appropriate system connectivity, to the project teams including Tyler team members.
- For on-site visits, Tyler will identify a travel schedule that balances the needs of the project and the employee.

7.4 Data

- Data will be converted as provided and Tyler will not create data that does not exist.
- The City is responsible for the quality of legacy data and for cleaning or scrubbing erroneous legacy data.
- Tyler will work closely with the City representatives to identify business rules before writing the conversion. The City must confirm that all known data mapping from source to target have been identified and documented before Tyler writes the conversion.
- All in-scope source data is in data extract(s).
- Each legacy system data file submitted for conversion includes all associated records in a single approved file layout.
- The City will provide the legacy system data extract in the same format for each iteration unless changes are mutually agreed upon in advance. If not, negative impacts to the schedule, budget and resource availability may occur and/or data in the new system may be incorrect.
- The City Project Team is responsible for reviewing the converted data and reporting issues during each iteration, with assistance from Tyler.
- The City is responsible for providing or entering test data (e.g., data for training, testing interfaces, etc.)



7.5 Facilities

- The City will provide dedicated space for Tyler staff to work with City resources for both on-site and remote sessions. If Phases overlap, City will provide multiple training facilities to allow for independent sessions scheduling without conflict.
- The City will provide staff with a location to practice what they have learned without distraction.



8. Glossary

Word or Term	Definition
Acceptance	Confirming that the output or deliverable is suitable and conforms to the agreed upon criteria.
Accountable	The one who ultimately ensures a task or deliverable is completed; the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. [Also see RACI]
Application	A computer program designed to perform a group of coordinated functions, tasks, or activities for the benefit of the user.
Application Programming Interface (API)	A defined set of tools/methods to pass data to and received data from Tyler software products
Agreement	This executed legal contract that defines the products and services to be implemented or performed.
Business Process	The practices, policy, procedure, guidelines, or functionality that the client uses to complete a specific job function.
Business Requirements Document	A specification document used to describe Client requirements for contracted software modifications.
Change Request	A form used as part of the Change Control process whereby changes in the scope of work, timeline, resources, and/or budget are documented and agreed upon by participating parties.
Change Management	Guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success & outcomes
Code Mapping [where applicable]	An activity that occurs during the data conversion process whereby users equate data (field level) values from the old system to the values available in the new system. These may be one to one or many to one. Example: Old System [Field = eye color] [values = BL, Blu, Blue] maps to New Tyler System [Field = Eye Color] [value = Blue].
Consulted	Those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication. [Also see RACI]
Control Point	This activity occurs at the end of each stage and serves as a formal and intentional opportunity to review stage deliverables and required acceptance criteria for the stage have been met.
Data Mapping [where applicable]	The activity determining and documenting where data from the legacy system will be placed in the new system; this typically involves prior data analysis to understand how the data is currently used in the legacy system and how it will be used in the new system.
Deliverable	A verifiable document or service produced as part of the Project, as defined in the work packages.
Go-Live	The point in time when the Client is using the Tyler software to conduct daily operations in Production.
Informed	Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication. [Also see RACI]



Infrastructure	The composite hardware, network resources and services required for the existence, operation, and management of the Tyler software.
Interface	A connection to and potential exchange of data with an external system or application. Interfaces may be one way, with data leaving the Tyler system to another system or data entering Tyler from another system, or they may be bi-directional with data both leaving and entering Tyler and another system.
Integration	A standard exchange or sharing of common data within the Tyler system or between Tyler applications
Legacy System	The software from which a client is converting.
Modification	Custom enhancement of Tyler's existing software to provide features or functions to meet individual client requirements documented within the scope of the Agreement.
On-site	Indicates the work location is at one or more of the client's physical office or work environments.
Organizational Change	The process of changing an organization's strategies, processes, procedures, technologies, and culture, as well as the effect of such changes on the organization.
Output	A product, result or service generated by a process.
Peripheral devices	An auxiliary device that connects to and works with the computer in some way. Some examples: scanner, digital camera, printer.
Phase	A portion of the Project in which specific set of related applications are typically implemented. Phases each have an independent start, Go-Live and closure dates but use the same Implementation Plans as other Phases of the Project. Phases may overlap or be sequential and may have different Tyler resources assigned.
Project	The delivery of the software and services per the agreement and the Statement of Work. A Project may be broken down into multiple Phases.
RACI	A matrix describing the level of participation by various roles in completing tasks or Deliverables for a Project or process. Individuals or groups are assigned one and only one of the following roles for a given task: Responsible (R), Accountable (A), Consulted (C), or Informed (I).
Remote	Indicates the work location is at one or more of Tyler's physical offices or work environments.
Responsible	Those who ensure a task is completed, either by themselves or delegating to another resource. [Also see RACI]
Scope	Products and services that are included in the Agreement.



Solution	The implementation of the contracted software product(s) resulting in the connected system allowing users to meet Project goals and gain anticipated efficiencies.
Stage	The top-level components of the WBS. Each Stage is repeated for individual Phases of the Project.
Standard	Software functionality that is included in the base software (off-the-shelf) package; is not customized or modified.
Statement of Work (SOW)	Document which will provide supporting detail to the Agreement defining Project-specific activities, services, and Deliverables.
System	The collective group of software and hardware that is used by the organization to conduct business.
Test Scripts	The steps or sequence of steps that will be used to validate or confirm a piece of functionality, configuration, enhancement, or Use Case Scenario.
Training Plan	Document(s) that indicate how and when users of the system will be trained relevant to their role in the implementation or use of the system.
Validation (or to validate)	The process of testing and approving that a specific Deliverable, process, program, or product is working as expected.
Work Breakdown Structure (WBS)	A hierarchical representation of a Project or Phase broken down into smaller, more manageable components.
Work Package	A group of related tasks within a project.



Part 4: Appendices

9. Conversion

9.1 Enterprise ERP Conversion Summary

9.1.1 Accounting

9.1.1.1 Accounting - Actuals

- Summary account balances
- Up to 5 years

9.1.1.2 Accounting - Budgets

- Original budget, budget adjustments, revised budget summaries for accounts
- Up to 5 years

9.1.2 Accounts Payable

9.1.2.1 Vendors

- Vendor Master file including names, addresses, SSN/FID, contacts, phone numbers
- Multiple remittance addresses
- Year-to-date 1099 amounts

9.1.2.2 Accounts Payable - Checks

- Check header data including vendor, warrant, check number, check date, overall check amount, GL cash account and clearing information
- Check detail data including related document and invoice numbers for each check
- Up to 5 years

9.1.2.3 Accounts Payable - Invoices

- Invoice header data containing general information for the invoice
- Invoice detail data containing line-specific information for the invoice
- Up to 5 years

9.1.3 Purchase Orders

- Open purchase orders header data including vendor, buyer, date, accounting information, etc.
- Open purchase orders detail data including line-item descriptions, quantities, amounts, etc.
- Closed purchase orders detail data, up to 5 years, including line-item descriptions, quantities, amounts, etc.



9.1.4 General Billing

9.1.4.1 Customer Master Files

- Customer information

9.1.4.2 General Billing – Recurring Invoices

- General Billing Invoices that are sent on a regular basis
- Header records with general information about the invoice
- Detail records with line-specific information

9.1.4.3 General Billing – Bills

- 5 years of open and closed invoices
- General Ledger information so open invoices can be processed in Enterprise ERP

9.1.5 Human Resources Management

9.1.5.1 HRM Employee Master Information

- Payroll Employee Master data including data such as name, address, SSN, legacy employee ID, date of birth, hire date, activity status (such as active/inactive), leave/termination code and date, phone(s), e-address, marital status, gender, race, personnel status (such as full-time, part-time, etc.), highest degree, advice-delivery (print/email/both) and check location, plus primary group, job, location, and account information

9.1.5.2 Accumulators

- YTD, QTD, MTD amounts for employee pay and deductions
- Needed for mid-calendar-year go-live
- May not be needed if converting earnings/deductions history
- Up to 5 years
- Accumulators are converted with check history and earning/deduction history as a default. No accumulator files are necessary to submit when converting history.

9.1.5.3 Check History

- Up to 5 years, additional years must be quoted. We convert amounts for earnings and deductions in employee check history, check number and date.

9.1.5.4 Earning/Deduction Hist.

- Up to 5 years, additional years must be quoted. Earning and deduction history broken down by individual codes (earnings and deduction) and amounts per pay period, the detail of these lines, sums the check history in opt 4.

9.1.5.5 Personnel Action History

- A variety of Personnel actions, such as job or salary changes and dates these events occurred.
- Up to 5 years



9.1.5.6 Certifications

- Certification area and certification type codes, certification number and effective date, expiration date, and required-by date, codes for certification level and subjects

9.1.5.7 Education

- Codes, for institution, type of degree, and area(s) of study



10. Additional Appendices

10.1 This work package is not applicable.



11. Project Timeline

11.1 ERP Project Timeline

The Project Timeline establishes a target duration for each phase of the project. The timeline needs to account for resource availability, business goals, size and complexity of the project, and task duration requirements. These will be reviewed and adjusted, if needed, during the Initiate and Plan Stage. Refer to the Project Stages section of this SOW for information on work packages associated with each stage of the implementation. Durations may be revised when the Agreement is signed and further refined during the project.

Eden to Enterprise ERP project start dates are dependent on wave availability. Waves are a common implementation start month for a group of Eden clients. Each wave has a designated number of slots available for clients to sign up – once those slots are full you must choose an alternate wave with availability. A signed agreement is required to reserve your spot in a specific wave.

Phase	Functional Area(s)	Modules	Duration
1	Financials	<ul style="list-style-type: none"> • Accounting • Accounts Payable • Budgeting • Capital Assets • Cash Management • Contract Management • eProcurement • Project & Grant Accounting • Purchasing • Accounts Receivable • General Billing 	<p>12 Months</p> <p>or as defined in the Project Plan and mutually agreed upon</p> <p>Average Days/Month: 6</p>
	System Wide	<ul style="list-style-type: none"> • Analytics & Reporting w Executive Insights • Enterprise Forms • Content Manager Core includes Onboarding 	
2	Human Resources Management	<ul style="list-style-type: none"> • Payroll with Employee Access • Human Resources & Talent Management • Time & Attendance w Mobile Access 	<p>12 Months</p> <p>or as defined in the Project Plan and mutually agreed upon</p> <p>Average Days/Month: 3</p>

11.2 This work package is not applicable.









Software Service Agreement City of Highland

Final Audit Report

2024-08-21

Created:	2024-08-20
By:	Stacey Gerard (stacey.gerard@tylertech.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAASwWpxaEMtCfbwZqKK5CqhsOuSTjLJzxL

"Software Service Agreement City of Highland" History

-  Document created by Stacey Gerard (stacey.gerard@tylertech.com)
2024-08-20 - 12:16:03 PM GMT- IP address: 163.116.144.104
-  Document emailed to tina.mize@tylertech.com for signature
2024-08-20 - 12:16:47 PM GMT
-  Email viewed by tina.mize@tylertech.com
2024-08-20 - 12:18:53 PM GMT- IP address: 174.210.162.235
-  Signer tina.mize@tylertech.com entered name at signing as Tina Mize
2024-08-21 - 0:38:47 AM GMT- IP address: 66.63.77.110
-  Document e-signed by Tina Mize (tina.mize@tylertech.com)
Signature Date: 2024-08-21 - 0:38:49 AM GMT - Time Source: server- IP address: 66.63.77.110
-  Agreement completed.
2024-08-21 - 0:38:49 AM GMT

Attachment 2
Tyler Technologies Contract Change Order



Quoted By:
 Quote Expiration:
 Quote Name:

Jason Cloutier
 07/22/26
 City of Highland-ERP-
 Conversions

Sales Quotation For:
 HIGHLAND, CA CITY OF
 FINANCE DEPARTMENT
 HIGHLAND CA 92346-3113

Shipping Address:
 City of Highland
 27215 Baseline St
 Highland CA 92346-3113

Professional Services

Description	Quantity	Unit Price	Ext Discount	Extended Price	Maintenance
Conversions – See Detailed Breakdown Below				\$ 7,149.00	\$ 0.00
	TOTAL			\$ 7,149.00	\$ 0.00

Summary	One Time Fees	Recurring Fees
Total Tyler License Fees	\$ 0.00	\$ 0.00
Total SaaS	\$ 0.00	\$ 0.00
Total Tyler Services	\$ 7,149.00	\$ 0.00
Total Third-Party Hardware, Software, Services	\$ 0.00	\$ 0.00
Summary Total	\$ 7,149.00	\$ 0.00

Client's purchase of the items listed above is subject to the Comments below
Unless otherwise indicated in the contract or amendment thereto, pricing for optional items will be held
For six (6) months from the Quote date or the Effective Date of the Contract, whichever is later.

Customer Approval: _____ Date: _____

Print Name: _____ P.O.#: _____

All Primary values quoted in US Dollars

Detailed Breakdown of Conversions (Included in Summary Total)

Description	Qty	Unit Price	Unit Discount	Extended Price
Human Resources Management				
Human Resources Management	1	\$ 14,299.00	\$ 7,150.00	\$ 7,149.00
TOTAL				\$ 7,149.00

Comments

Client agrees that items in this sales quotation are, upon Client's signature or approval of same, hereby added to the existing agreement ("Agreement") between the parties and subject to its terms. Additionally, payment for said items, as applicable but subject to any listed assumptions herein, shall conform to the following terms:

- License fees for Tyler and third party software are invoiced upon the earlier of (i) deliver of the license key or (ii) when Tyler makes such software available for download by the Client;
- Fees for hardware are invoiced upon delivery;
- Fees for year one of hardware maintenance are invoiced upon delivery of the hardware;
- Annual Maintenance and Support fees, SaaS fees, Hosting fees, and Subscription fees are first payable when Tyler makes the software available for download by the Client (for Maintenance) or on the first day of the month following the date this quotation was signed (for SaaS, Hosting, and Subscription), and any such fees are prorated to align with the applicable term under the Agreement, with renewals invoiced annually thereafter in accord with the Agreement.

- Fees for services included in this sales quotation shall be invoiced as indicated below.
 - Implementation and other professional services fees shall be invoiced as delivered.
 - Fixed-fee Business Process Consulting services shall be invoiced 50% upon delivery of the Best Practice Recommendations, by module, and 50% upon delivery of custom desktop procedures, by module.
 - Fixed-fee conversions are invoiced 50% upon initial delivery of the converted data, by conversion module, and 50% upon Client acceptance to load the converted data into Live/Production environment, by conversion module.
 - Except as otherwise provided, other fixed price services are invoiced upon complete delivery of the service. For the avoidance of doubt, where "Project Planning Services" are provided, payment shall be invoiced upon delivery of the Implementation Planning document. Dedicated Project Management services, if any, will be invoiced monthly in arrears, beginning on the first day of the month immediately following initiation of project planning.
 - If Client has purchased any change management services, those services will be invoiced in accordance with the Agreement.
 - Notwithstanding anything to the contrary stated above, the following payment terms shall apply to services fees specifically for migrations: Tyler will invoice Client 50% of any Migration Fees listed above upon Client approval of the product suite migration schedule. The remaining 50%, by line item, will be billed upon the go-live of the applicable product suite. Tyler will invoice Client for any Project Management Fees listed above upon the go-live of the first product suite. Unless otherwise indicated on this Sales quotation, annual services will be invoiced in advance, for annual terms commencing on the date this sales quotation is signed by the Client. If listed annual service(s) is an addition to the same service presently existing under the Agreement, the first term of the added annual service will be prorated to expire coterminous with the existing annual term for the service, with renewals to occur as indicated in the Agreement.

- Expenses associated with onsite services are invoiced as incurred.

Tyler's quote contains estimates of the amount of services needed, based on our preliminary understanding of the scope, level of engagement, and timeline as defined in the Statement of Work (SOW) for your project. The actual amount of services required may vary, based on these factors.

Tyler's pricing is based on the scope of proposed products and services contracted from Tyler. Should portions of the scope of products or services be altered by the Client, Tyler reserves the right to adjust prices for the remaining scope accordingly.

Unless otherwise noted, prices submitted in the quote do not include travel expenses incurred in accordance with Tyler's then-current Business Travel Policy.

Tyler's prices do not include applicable local, city or federal sales, use excise, personal property or other similar taxes or duties, which you are responsible for determining and remitting. Installations are completed remotely but can be done onsite upon request at an additional cost.

In the event Client cancels services less than four (4) weeks in advance, Client is liable to Tyler for (i) all non-refundable expenses incurred by Tyler on Client's behalf; and (ii) daily fees associated with the cancelled services if Tyler is unable to re-assign its personnel.

The Implementation Hours included in this quote assume a work split effort of 70% Client and 30% Tyler.

Implementation Hours are scheduled and delivered in four (4) or eight (8) hour increments.

Tyler provides onsite training for a maximum of 12 people per class. In the event that more than 12 users wish to participate in a training class or more than one occurrence of a class is needed, Tyler will either provide additional days at then-current rates for training or Tyler will utilize a Train-the-Trainer approach whereby the client designated attendees of the initial training can thereafter train the remaining users.

Human Resources Management conversion includes: Standard - Employee Master, Address, Accumulators (Earnings & Deduction totals by period) - up to 5 years, Check History - up to 5 years, Earning/Deduction History - up to 5 years, PM Action History - up to 5 years, Certifications, Education



Staff Report

to the City Council

Agenda
Item
No.13.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Octavio Duran, Public Works Director/City Engineer
Prepared By: Brian Wolfe, Assistant Public Works Director
Subject: Notice of Completion - Bid No. 2024-02, "Highland Natural Parkland Trail Project" (Project No. TRA20001)

(SB 1439 Campaign Contributions and Conflicts of Interest - Government Code Section 84308 is applicable)

Recommendation:

1. Accept Bid No. 2024-02, "Highland Natural Parkland Trail Project" (Project No. TRA20001) as complete;
2. Authorize the Mayor to sign the Notice of Completion; and
3. Direct the City Clerk to file the Notice of Completion.

Fiscal Impact:

The original construction contract to H.L. Hitchcock Construction, Inc. was \$1,434,882.50. The final contract amount is \$1,524,774.38 with a net increase of \$89,891.88 (6.3%) due to change orders and quantity adjustments. This project was included in the City's adopted Capital Improvement Program (CIP) and used \$1,332,605.45 in California Recreational Trail Program Grant and \$181,718.93 in General Capital Financing funding to cover the 12% local match for the grant.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

The Project rehabilitated the damaged Natural Parkland Trail located on the north side of Base Line, east of Aplin Street.

The project consisted of the following work:

- Renovating of existing trails and construction of new trails or expanding/ linking trails
- Development of trailhead facilities such as parking and access
- Development of trailside features such as a new outdoor educational/presentation area and installation of new educational signs

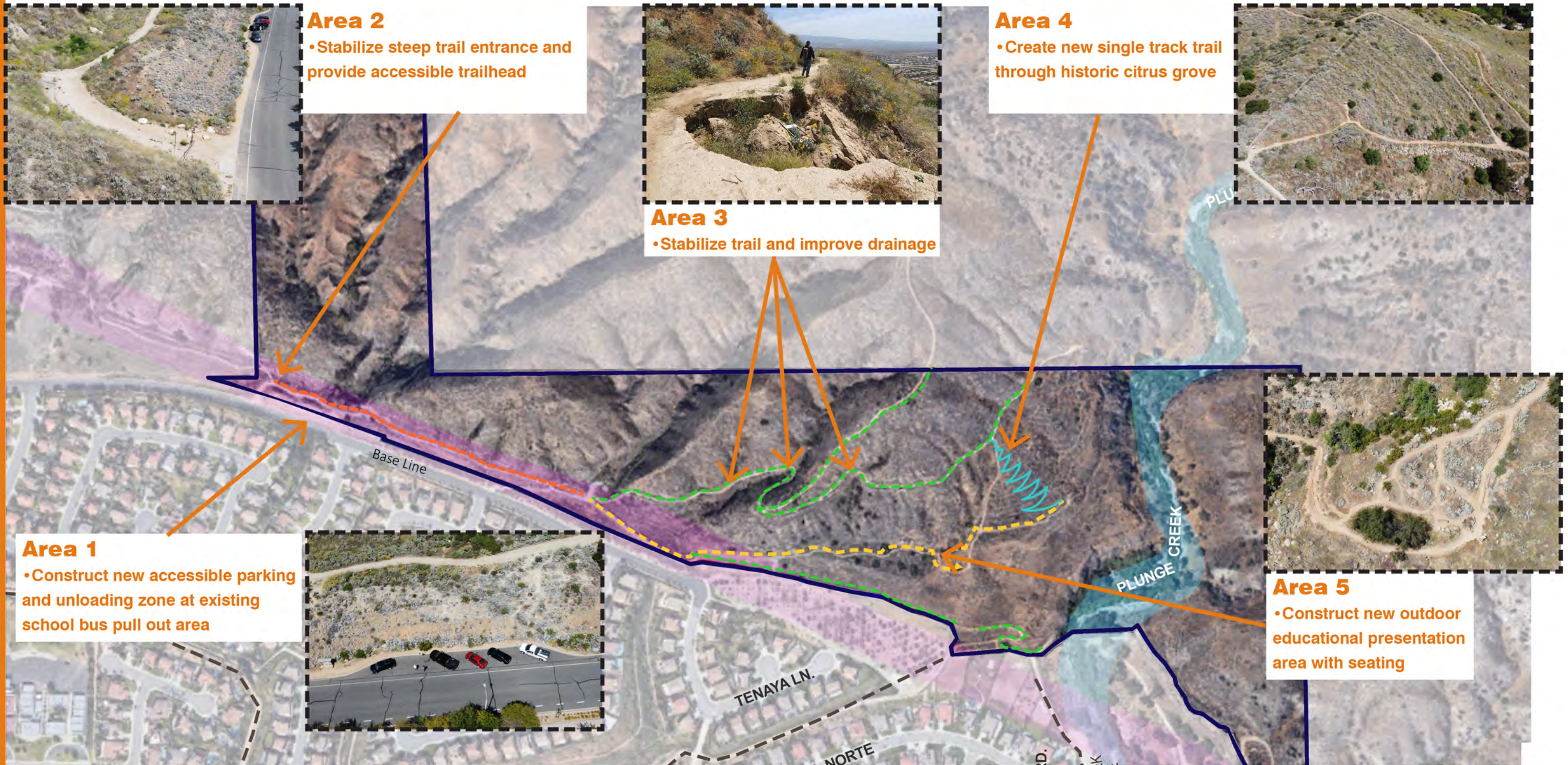
- Installation of new storm drain infrastructure

Construction of the project has been completed in accordance with the approved plans and specifications and is ready for City Council acceptance.

Attachments:

1. Location Map
2. Notice of Completion

Attachment A



Overall Site Plan
Priority Design Challenges



Natural Parkland Trail Improvements



Attachment B

RECORDING REQUESTED BY &
WHEN RECORDED MAIL TO:

CITY CLERK
CITY OF HIGHLAND
27215 BASE LINE
HIGHLAND, CA 92346

No APN

NOTICE OF COMPLETION

NOTICE IS HEREBY GIVEN THAT:

1. The undersigned is owner or agent of the owner of the interest or estate stated below in the property hereinafter described.
2. The full name of the owner is City of Highland.
3. The full address of the owner is 27215 Base Line, Highland, CA 92346.
4. All work of improvement on the property hereinafter described was substantially completed on or before February 16, 2026.
5. The work of improvement completed is described as follows:
Project No. TRA20001, "Highland Natural Parkland Trail Project"
(Bid No. 2024-02).
6. The name of the original contractor for such work of improvement is H.L. Hitchcock Construction, Inc.
7. The property on which said work of improvement is located north side of Base Line, east of Aplin Street and west of the city limits.

I, the undersigned, declare under penalty of perjury under the laws of the State of California that I am the Mayor of the aforesaid interest or estate in the property described in the above notice; that I have read the said notice, that I know and understand the contents thereof, and that the facts stated therein are true and correct.

Date and Place

Penny Lilburn
Mayor, City of Highland



Staff Report

to the City Council

Agenda
Item
No.14.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Octavio Duran, Public Works Director/City Engineer
Prepared By: Chastity Scott , Engineering Technician I
Subject: Design Award for the Base Line and Greenspot Road Connected Smart Corridors Project (Project No. SIG25002)

Recommendation:

1. Approve the proposal from AGA Engineers, Inc. (AGA) to provide traffic engineering, design, and construction management services for the Base Line and Greenspot Road Connected Smart Corridors Project in the amount of \$378,274.58; and
2. Authorize the City Manager to approve contract amendments up to 10% of the contract amount.

Fiscal Impact:

The Base Line and Greenspot Road Connected Smart Corridors Project is included in the City's approved 5-year CIP and is supported by \$1,000,000 in SBCTA grant funding. The required local match of \$340,000 will be funded through \$110,000 in Measure I funds and \$230,000 in AB 2766 AQMD funds.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

On January 14, 2025, San Bernardino County Transportation Authority (SBCTA) released a Request for Information to Local Jurisdictions in the San Bernardino Valley for the Development of Smart Arterial Corridors in the San Bernardino Valley. The City of Highland was selected as a recipient of a \$1 Million grant for the Base Line and Greenspot Road Connected Smart Corridors Project (Project) and the City Council approved a funding agreement with SBCTA for use of these funds on November 11, 2025.

The Project will upgrade the City's signal system, which consists of 40 signalized intersections, to improve six major corridors, including Base Line, Greenspot Road, 5th Street, Boulder Avenue, Victoria Avenue, and Palm Avenue. Improvements include new traffic signal controller units, fiber optic communications, radar/video detection systems, and an upgraded central management software. These upgrades will improve traffic flow in the City and support

regional transit. Traffic signal coordination has shown to provide improvement in travel time reduction, providing important air quality benefits.

Staff requested a proposal from AGA for design services to provide traffic engineering, design, and construction management services for the Project. These efforts will include completion of a signal inventory, preparation of project plans, specifications and estimates (PS&E), system integration, traffic signal timing & synchronization, and construction management. AGA has an ongoing contract with the City for traffic engineering services and has provided these same services for numerous projects at other agencies using an experienced team that is familiar with signal systems. Additionally, AGA prepared the grant application for the project and is familiar with the City's traffic signal system needs.

Staff reviewed and negotiated the proposed fee of \$378,274.58. This fee is reasonable for this type and size of the project and covers all work necessary to deliver the project. Staff recommends the City Council approve AGA's proposal to the described services for the project. If approved, the City would complete design and advertise the project for construction by the end of this year. Construction is targeted to begin Spring 2027.

The project was evaluated in accordance with the California Environmental Quality Act (CEQA) and is categorically exempt under section 15301.

Attachments:

1. AGA Engineering, Inc. Proposal

ATTACHMENT 1

Technical Proposal

Traffic Engineering, Design & Construction Management Services for the Base Line and Greenspot Road Connected Smart Corridors Project



March 25, 2025





March 25, 2026

Mr. Octavio Duran, Jr., P.E.
Public Works Director/City Engineer
City of Highland
27215 Base Line
Highland, California 92346

RE: Proposal to Provide Traffic Engineering Design and Construction Management Services for the Base Line and Greenspot Road Connected Smart Corridors Project

Dear Mr. Duran:

In response to your request, AGA Engineers, Inc. (AGA) is pleased to present this proposal to provide traffic engineering design and construction management services to upgrade controller units, improve traffic signal communications equipment, upgrade the central system, and develop coordination signal timing in accordance with the grant application. Per your request, our Proposal is being submitted electronically via email.

AGA's senior staff and key members of the project team are registered professional engineers that have extensive traffic engineering experience delivering successful projects and providing assistance to multiple cities with their day-to-day traffic engineering issues. Our team possesses all of the necessary qualifications and skills required to successfully provide the services presented in the grant application. We fully understand the importance of dealing with traffic related problems from our experience with completing tasks similar or identical to those anticipated for this project, and have finalized such tasks on time, within budget, and in a manner that meets all the requirements of the agency for which the work was completed, while at the same time placing minimal time and effort requirements on agency staff.

As a company, we strive to deliver projects with results beyond expectations. Be it value-added safety upgrades, operational improvements, or communications enhancements, our philosophy is that we don't simply blindly follow a task list, but we are also very tenacious in providing our clients greater value for their professional services dollar in all respective projects. The following points demonstrate our capability to successfully complete this project on time and within budget. These points are summarized in more detail in our attached technical proposal.

- The AGA team is very familiar with the project area via completion of multiple projects there, giving us firsthand knowledge of the needs of the City. Our experience, personal relationships, and understanding of the expectations of the City will enable us to smoothly manage the project and obtain the necessary approvals and grant reimbursements in a timely manner.
- We have in-depth grant administration experience through the implementation and completion of many similar projects. AGA's meticulous Quality Assurance/Quality Control policy, along with our recordkeeping and document control procedures, has resulted in full reimbursement of project expenses on all of our completed grant-funded projects.
- AGA's proposed Project Manager, Mr. Chalap Sadam, is a recognized expert in successfully delivering traffic signal synchronization projects with results beyond agency expectations. He also

AGA Engineers, Inc.

211 Imperial Highway, Suite 208, Fullerton, CA 92835
(714) 992-4592 Email: aga@agaengineersinc.com

has experience working on projects in the cities of Highland, Redlands, Loma Linda, and San Bernardino, as well as throughout San Bernardino Valley. As the Project Manager, Mr. Sadam successfully delivered 35 separate Regional Traffic Signal Synchronization Program (RTSSP) projects in Orange County, SBCTA's San Bernardino Valley Traffic Signal Synchronization System Tier 1 & 2, and multiple traffic signal coordination and signal system upgrade projects in Highland.

- AGA's proposed project design team has successfully worked together on numerous traffic signal upgrade and safety projects having completed design plans for approximately 150 traffic signals last year alone. AGA's experience with designing traffic signals – and our drive to keep up with the latest requirements of the California Manual on Traffic Control Devices (CA MUTCD), ADA, and Caltrans Standards – allows us to provide a comprehensive design, thus ensuring that all requirements are being met when completing traffic related designs.
- Our Team has the staffing resources to complete the project on time and within budget. Over the years, we have successfully delivered many such projects to various cities. AGA has completed many of our current signal synchronization corridor projects allowing ample resources and time for our Team to focus on this project.
- AGA's unique combination of talented engineers and skilled traffic signal system and communications technicians allows us to ensure that the city has a trouble-free project from the outset of design through implementation and into operations. We do more than simply prepare plans – we actually make the systems work for our clients.
- Via our previous work on traffic signal improvements at the City, and the current ongoing traffic signal system monitoring project, AGA has a thorough understanding of the City's needs and requirements; therefore, we will be able to deliver a successful project with minimal disruptions to City operations.
- No other consultant has completed more traffic signal coordination projects in Southern California than AGA. Our engineers have provided coordinated timing plans for more than 6,500 traffic signals across multiple jurisdictions with many different hardware and software platforms.
- The City would be hard pressed to find another consulting firm more familiar with the technical complexities the project comprises as well as the political importance of its success. All our team members have extensive San Bernardino County experience with developing and implementing traffic signal synchronization projects.

I, Chalap Sadam, am duly authorized to contractually bind the firm with my signature.

We look forward to working with the City of Highland on this important project. If you have any questions on any aspect of this proposal, please feel free to contact me at (714) 992-2990 or chalap@agaengineersinc.com.

Respectfully submitted,

AGA ENGINEERS, INC.



Chalap K. Sadam, P.E., T.E.

President



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Firm Experience and Qualifications

Firm Introduction

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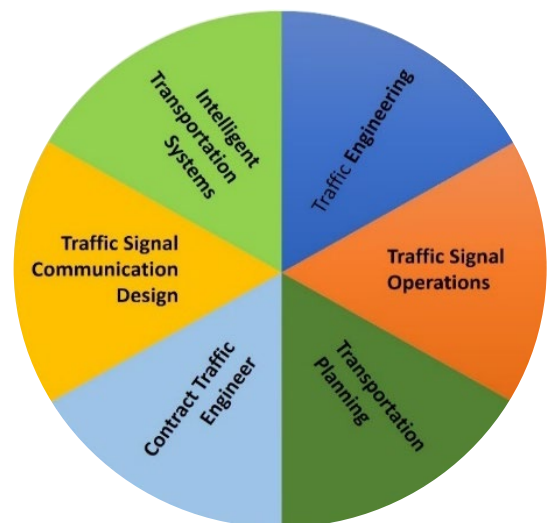
Website: agaengineersinc.com

AGA Engineers, Inc. (AGA) is a California S Corporation with 16 employees, all of whom work out of the company office in Fullerton. The majority of our employees have worked together for at least five years, and the management team has worked together for over 20 years, which is a respectable indication of the stability and compatibility of our staff. Our team has had extensive involvement over the years working with local cities, San Bernardino County Transportation Authority (SBCTA), Orange County Transportation Authority (OCTA), and Caltrans in the design and installation of multijurisdictional traffic synchronization projects.

AGA was founded in 2020 by Mr. Chalap K. Sadam, former Vice President and co-founder of Albert Grover & Associates, which was founded in 1993. The new company was formed after the passing of the founder and CEO, Mr. Albert Grover. After acquiring certain assets from Albert Grover & Associates, and under the ownership of Mr. Sadam, AGA has retained a similar culture and the practices that made our transition seamless to all our clients – largely due to retention of our core team of senior and professional staff who worked under the former company. Our engineers bring more than 30 years of expertise and experience to AGA allowing us to continue to successfully work for our clients.

AGA is a multidiscipline engineering firm specializing in municipal traffic and transportation engineering. Through utilization of today’s most sophisticated computer-aided equipment by highly skilled and talented professional engineers and technicians, we are able to provide our clients with quality, cost-effective, professional services in a timely manner. Our success can be attributed to our commitment to provide clients with personalized, quality service. AGA’s services are not just routine, but rather the application of experience and knowledge to first properly identify a problem, then provide the most appropriate and cost-effective solution. Each project is unique and carried out with the highest degree of pride and professionalism with a dedication to satisfy the client’s needs. We offer professional services ranging from the planning and conceptual design stage through the construction supervision and “as-built” stage, placing us among the forerunners in the full-circle service concept.

Our wide range of services offered can be divided into six primary areas of expertise: traffic engineering, day-to-day traffic signal operations, transportation planning, civil engineering/construction management, communication and operational control of traffic signal systems, and actual onsite City Traffic Engineer staffing. While we are well known and respected for our work in all six of these areas, we are best known for our widespread knowledge and experience in the field of design and multi-jurisdictional traffic signal coordination. From the Traffic Management Center located in our office, we oversee more than 250 traffic signals on behalf of five jurisdictions in Southern California.



Our comprehensive in-house quality assurance/quality control (QA/QC) program requires that all deliverables leaving our office are reviewed by a QA/QC Manager prior to submittal to the client. We are fully committed



to this program and all personnel performing work on this project are responsible to ensure its implementation. We have the philosophy that QA/QC is a continuous process to be utilized on plan preparation from conceptual design to final plans, specifications, and cost estimates (PS&E). The QA/QC Manager will be assigned to deliver an objective review of the work product. When several disciplines are involved in a project, the QA/QC Manager may also seek assistance from other individuals specializing in those disciplines to verify that all project goals are being met and all constructability issues are addressed.

Project Experience and Qualifications

The AGA Team possesses all of the necessary qualifications and skills required to successfully provide the services anticipated by the City. We fully understand the importance of dealing with traffic related problems from our experience with completing many tasks similar or identical to those anticipated under this contract, and finalizing such tasks on time, within budget, and in a manner that meets all the requirements of the agency for which the work was completed, while at the same time placing minimal time and effort requirements on agency staff. Our task leads – Chalap Sadam, Greg Wong, Ruben Perales, and Phillip Fuentes – all have experience from their work on SBCTA’s San Bernardino Valley Traffic Signal Coordination System – Tiers 1 & 2 projects, the 35 Regional Traffic Signal Synchronization Program (RTSSP) corridor projects that our team has completed over the last two decades in Orange County and the multiple traffic signal synchronization projects in Los Angeles County.

Our staff have completed timing plans for more than 6,500 traffic signals. We have widespread experience developing and implementing both corridor signal timings and arterial grid type signal timings in Downtown Central Business District environments, including La Habra, Fullerton, Fountain Valley, Santa Ana, Highland and Montclair. In fact, under the leadership of Mr. Sadam, AGA’s staff have unparalleled familiarity with all phases of the proposed Project from field review to preparation of design plans and specifications, bidding process, overseeing construction as well as signal timing, and continued monitoring and maintenance of multiple coordinated systems.

It should be noted that the AGA team has been successful with identifying and implementing cost-effective alternative improvements throughout the years on multiple Regional Traffic Signal Synchronization Program projects such as the previously completed Antonio Pkwy RTSSP Project and the Adams Avenue RTSSP Project which resulted in hundreds of thousands of dollars in savings and provided project benefits far beyond expectations.

Experience in Highland

Members of AGA staff have been working with the City since 2002. We have designed both new traffic signal plans, designed modified traffic signal plans, prepared the Traffic Signal Master Plan, developed local timing sheets, prepared traffic detour plans, provided traffic engineering construction support, developed AQMD analysis and reports, conducted traffic signal inventories, designed emergency vehicle preemption (EVP) at several intersections, prepared traffic operational analyses, and other traffic engineering related tasks.

Since 2010 the AGA Team has regularly monitored and maintained the City’s signal system. Some of the tasks we conduct include monitoring corridors such as Base Line, Greenspot Road, 5th Street, Boulder Avenue, Victoria, etc., preparing and implementing signal timing charts, resetting controller clocks, inventorying traffic signal equipment, preparing traffic control plans for construction zones, and regularly checking the City’s QuicNet system.



The AGA Team conducted the Five Corridors Traffic Signal Coordination Project which involved 30 signalized intersections along five corridors. This project was conducted in conjunction with the Base Line and 5th Street/Greenspot Road coordination signal timing project. The corridors included the following:

- Victoria Avenue from Highland Avenue to 5th Street
- Palm Avenue from Highland Avenue to 3rd Street
- Boulder Avenue from Highland Avenue to Greenspot Road
- Highland Avenue from SR-210 Interchange to SR-330 Interchange
- 9th Street from Del Rosa Drive to Victoria Avenue

AGA conducted the Citywide Pedestrian Countdown Signal Head Installation project which involved conducting a field review of 26 intersections, then compiling the data and preparing a table listing proposed improvements. We prepared specifications for countdown heads and push buttons, responded to City comments regarding the PS&E package, and prepared the final PS&E package in preparation for bid advertisement. AGA also provided project management and coordination support.

The AGA Team designed the fiber optic conduit on Boulder Avenue from Greenspot Road to San Manuel Village. This conduit joined segments of existing conduit located between Greenspot Road and north of Eucalyptus Avenue as well as between Base Line and Highland Village Plaza. In partnership with Engineering Resources our team also designed fiber optic conduit on Victoria Avenue from 6th Street to Pacific Street and on Sterling Avenue from 6th Street to Base Line.

Experience in the San Bernardino Valley

San Bernardino Valley Coordinated Traffic Signal System Projects

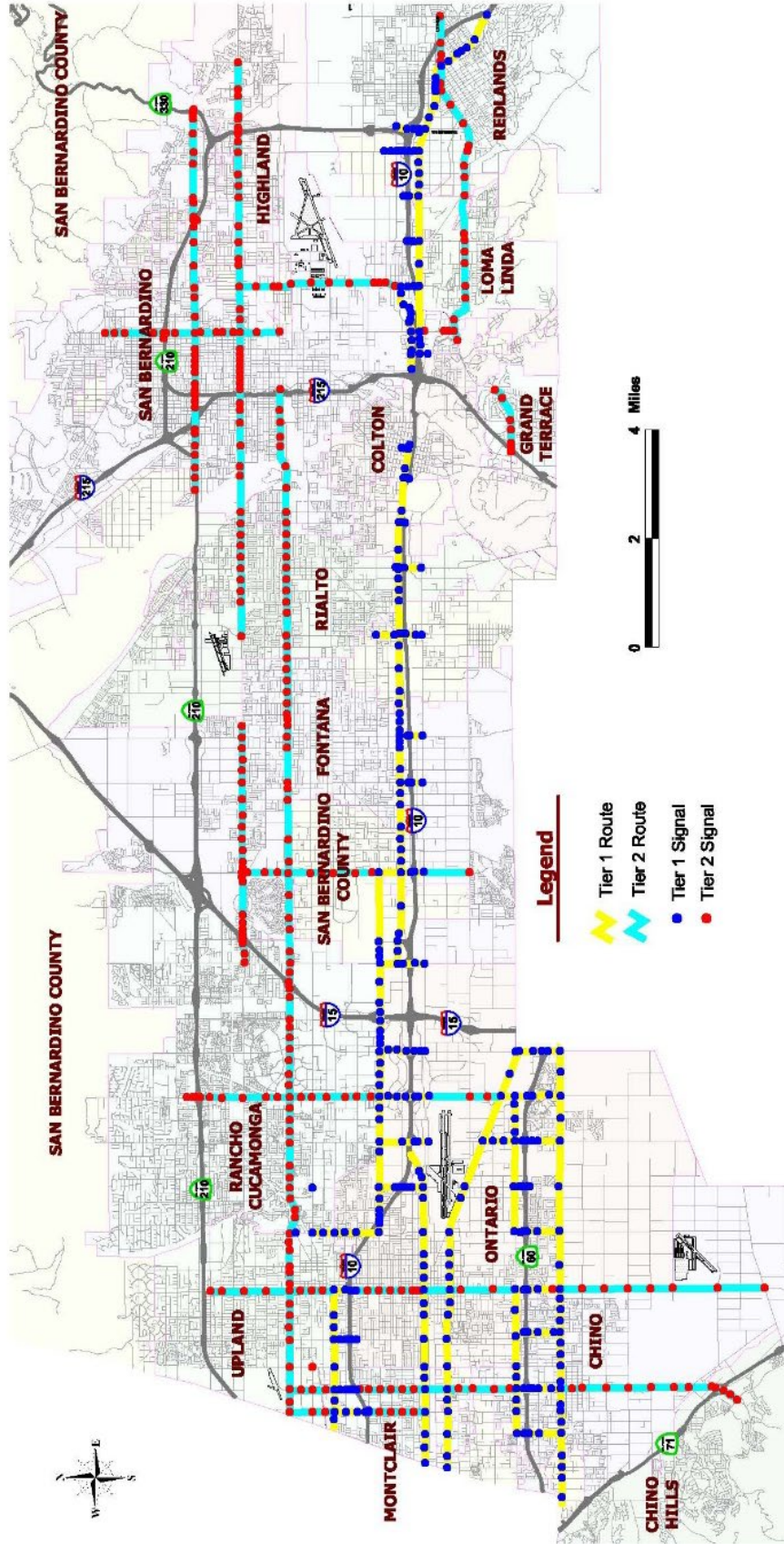
1. Master Plan Development – The project objective was to develop a strategic plan for interconnecting traffic signals in the San Bernardino Valley region that enabled traffic signal coordination across jurisdictional boundaries to reduce vehicle stops, delays, travel time, and emissions. There were 17 agencies involved, including the County of San Bernardino and Caltrans. The AGA Team developed the valley-wide traffic signal synchronization plan.
2. Tier 1 and Tier 2 – The goal of the project was to reduce travel times and number of stops, increase average speeds along the coordinated routes, while also providing enhanced access to freeway interchanges. AGA provided engineering design, construction support, and implemented coordination for 650 traffic signals (including 48 freeway interchange signals operated by Caltrans) and installed new central traffic signal systems in 14 cities, San Bernardino County, and Caltrans District 8. The map on the following page shows the corridors which were part of these projects.
3. On-Call Services – AGA staff provided monitoring and operational maintenance to the entire Valley. Typical tasks included conducting field reviews of traffic signal equipment and roadway geometrics, conducting field runs to monitor signal timing, implementing/fine-tuning signal timing where needed, and training staff of various agencies in the operation of the signal equipment.

AQMD Sponsored Multijurisdictional Traffic Signal Coordination, San Bernardino County

As Signal Timing Engineer, Mr. Sadam developed and implemented coordination signal timing at 117 traffic signals on 8 arterial roadways through the cities of Ontario, Chino, Montclair, Upland and Rancho Cucamonga.



Tier 1 & 2 Project Routes and Intersections





Los Angeles County TSSP Experience

AGA is very familiar with the Los Angeles County Public Works Safety and Mobility signal timing parameters and has many years of experience working with the County. We have extensive experience with completing County Traffic Signal Synchronization Projects (TSSP) and other multijurisdictional signal timing synchronization projects. In fact, designing, operating, and maintaining traffic signal systems and completing traffic signal synchronization projects are the heart of AGA's business. These projects were often conducted concurrently with other projects of the same nature – usually in coordination with Caltrans – indicating the competency and capacity of our excellent team.

Los Angeles County Department of Transportation Corridor Projects

Since 2002, our team has contracted with the County of Los Angeles to work on corridor projects throughout the region. Tasks for these corridor projects include conducting field reviews and inventories of existing signal equipment, developing proposed improvements reports, preparing traffic signal base plans, traffic signal improvement plans, and/or utility plans, preparing signing and striping plans, providing construction support services, and preparing as-built plans. The table on the following page shows the corridor projects which AGA has completed or is currently conducting for the County.

OCTA Signal Synchronization Projects

The AGA Team has, for many years, been continuously under contract with OCTA and other county transportation agencies with completing various types of signal synchronization projects. In fact, our team was chosen to conduct the Euclid Street Traffic Signal Synchronization Demonstration Project (Euclid Street Project), which was funded and overseen by OCTA. This project served as a “test” for OCTA to assess the overall feasibility and effectiveness of similar future projects. Because the AGA Team was able to obtain significant improvements in all Measures of Effectiveness (MOEs) – due primarily to our project management, technical expertise and ability to achieve consensus among multiple cities and Caltrans – the Euclid Street Project became the standard by which subsequent projects were measured.

Since that time, we have provided coordinated signal timing of RTSSP projects for over 28 Orange County agencies and over 1,100 signals on 35 arterials throughout the County, both under the leadership of OCTA and administered by the Cities directly. It is important to note that these projects were often conducted concurrently with other projects of the same nature and usually in coordination with Caltrans, indicating the competency and capacity of our excellent team.

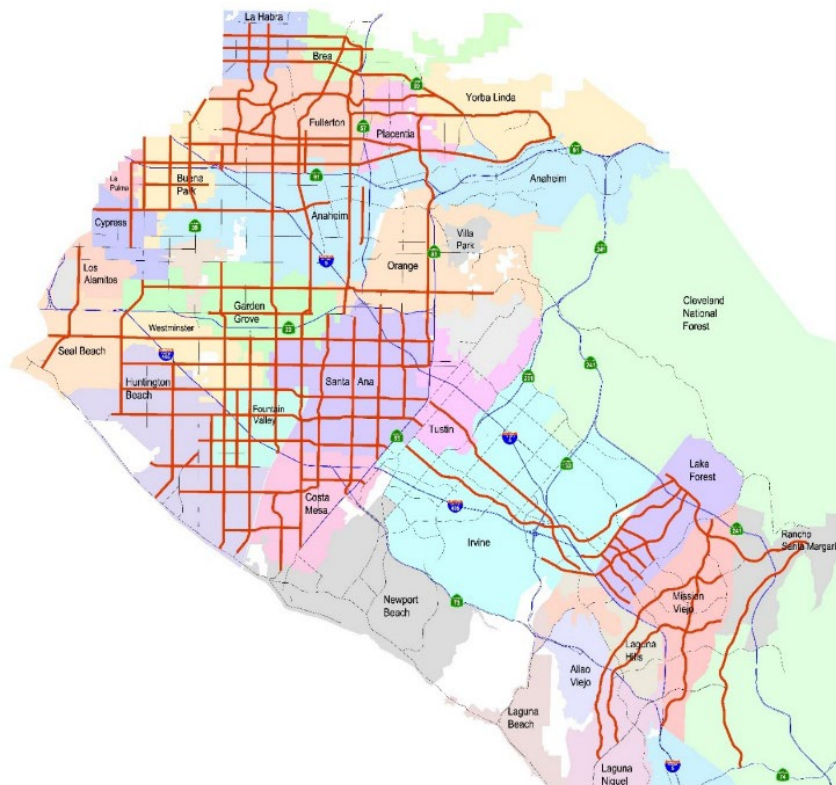
Our signal synchronization project experience in Orange County over the last two decades is shown on the **Signal Synchronization Corridors map** on the following page. The corridors in red show the projects we've completed. Our **Signal Synchronization Project Experience Table** – showing a breakdown of each corridor project the AGA Team has conducted – follows after the map. Both graphics indicate the AGA Team's extensive experience with multijurisdictional traffic signal interconnect, traffic signal improvements, signal timing synchronization, coordinated timing plans and implementation of emerging ITS technologies and procedures.



Prior and Current TSSP Projects – 10 Corridors, 187 Intersections

Previous Projects	
Artesia Boulevard TSSP (year 2002)	18 Intersections
Wilmington Avenue TSSP	32 Intersections
Vincent Avenue/Glendora Avenue/Hacienda Boulevard TSSP	22 Intersections
Studebaker Road TSSP	17 Intersections
San Gabriel Boulevard/Paramount Boulevard TSSP	19 Intersections
Slauson Avenue & Stocker Street TSSP	11 Intersections
Valley Boulevard/Holt Avenue TSSP	26 Intersections
Redondo Beach Boulevard TSSP	18 Intersections
Current Projects:	
Manhattan Beach Boulevard TSSP	14 Intersections
50 th Street West/Rancho Vista Boulevard TSSP	10 Intersections

**Orange County Signal Synchronization Corridors
which AGA has completed**





Comparable Projects During Last 5 Years

The table on the following page shows details of comparable projects which the AGA Team has completed within the last five years. The table includes the lead agency, length of the corridor, number of signals and project cost. All of these projects included Intelligent Transportation System (ITS) tasks such as traffic management centers, central control systems, Bluetooth Travel Time systems, CCTV systems, video detection systems, battery backup systems, and EVP Central systems. Also included were various types of communications (fiber optic, ethernet, wireless, etc.), various traffic signal upgrades, controller/cabinet upgrades, and signal timing plans (both local and coordinated).

Comparable Project Experience During Last 5 Years

Lead Agency	Corridor	Project Dates	Status	Corridor Details			Agencies Involved		
				Miles	Signals	Cost	Cities	County	Caltrans
Costa Mesa	Sunflower Ave	2016-2020	Completed	3.3	14	\$ 630 K	1		
	Bear St	2018-2023	Completed	2.4	14	\$ 605 K	2		Y
Fullerton	Harbor Blvd	2021-present	Construction	6.5	29	\$ 2.72 MM	2		Y
	Orangethorpe Ave/Esperanza Rd	2019-2025	Completed	17.3	57	\$ 4.47 MM	5	Y	Y
	Gilbert St/Idaho St	2018-2024	Completed	5	19	\$ 1.15 MM	2		Y
	Malvern Ave/Chapman Ave	2016-2024	Completed	9.3	40	\$ 2.75 MM	3		Y
La Habra	Lambert Rd (2021)	2021-present	Construction	7.4	25	\$ 2.34 MM	2		Y
	Imperial Hwy/SR-90	2016-2021	Completed	10	46	\$ 3.45 MM	5		Y
Los Angeles County	50th St West-Rancho Vista	2024-present	Final Design	3.2	10	\$ 203.2 K	1	Y	
	Manhattan Beach Blvd	2021-2023	Completed	11.5	14	\$ 279.1 K	4	Y	Y
	Redondo Beach Blvd	2020-2024	Completed	3.8	18	\$ 182.4 K	4	Y	Y
	Valley Blvd/Holt Ave	2016-2023	Completed	9.8	26	\$361.7 K	4	Y	Y
Mission Viejo	Marguerite Pkwy	2024-present	Construction	12	30	\$845K	1		
Laguna Hills	Paseo de Valencia-Moulton Pkwy	2025-present	Design	4	30	\$450 K	2		Y
Orange County Transportation Authority	Portola Pkwy/Santa Margarita Pkwy	2022-present	Construction	7.6	31	\$ 2.79 MM	3		Y
	MacArthur Blvd/Talbert Ave	2021-present	O&M	7	26	\$ 3.46 MM	3		
	Lake Forest Dr	2021-present	Completed	7.5	28	\$ 1.69 MM	3		Y
	Alicia Pkwy	2016-2021	Completed	11	40	\$ 2.28 MM	4		Y
Rancho Santa Margarita	Antonio Pkwy	2025-present	Design	12.8	45	\$745 K	1	Y	Y
San Marcos	Traffic Management Center	2020-2024	Completed	25	140	\$651.4 K	1		Y

Note: Only engineering costs of Los Angeles County projects are shown. Construction costs range from \$2-\$5 million.

Experience with Grant Administration

The AGA Team has comprehensive experience with applying, securing and implementing RTSSP grant projects which involve competitive funding. We ensure that the documentation is prepared appropriately and in compliance with grant guidelines, giving municipal clients the surest pathway for approvals and reimbursements. During the project, AGA helps ensure that all tasks are completed, invoiced and reimbursed by the grant authority within the designated time period. We recognize that technological changes, field conditions, project modifications or agency desires may require scope modifications. We fully understand the steps required to request scope modifications so that the additional project improvements are eligible for grant reimbursement. We know and recognize the importance of grant funding deadlines. During the project close-out, AGA will assist the city with preparation of the appropriate project documentation, including any requirements for the reimbursement process. This will involve collecting, analyzing, and processing all project eligible expenses and classifying them under the appropriate SBCTA defined expense categories.



The AGA Team has previously assisted La Habra, Brea, Costa Mesa, Fullerton, and Irvine, as well as OCTA, Los Angeles County Department of Public Works, and San Bernardino County Transportation Authority to name a few, in implementing the signal synchronization projects along multijurisdictional corridors. It should be noted that in Orange County alone, the AGA Team has completed 35 traffic signal synchronization corridors. The following lists the local agency led RTSSP project corridors where AGA Team assisted with the grant administration and reimbursement.

City of Fullerton

1. Euclid St – 16.8 miles, 66 signals, \$1.25 million
2. Bastanchury Rd – 8.3 miles, 27 signals, \$675K
3. Brea Blvd – 4.4 miles, 16 signals, \$400K
4. Commonwealth Ave – 7.7 miles, 30 signals, \$750K
5. Lemon St – 2.2 miles, 13 signals, \$350K
6. Placentia Ave – 3.7 miles, 19 signals, \$475K
7. Malvern Ave/Chapman Ave – 9.3 miles, 40 signals, \$2.75 million
8. Gilbert St/Idaho St – 5.0 miles, 19 signals, \$1.15 million
9. Orangethorpe Ave/Esperanza Rd – 17.3 miles, 57 signals, \$4.47 million

City of La Habra

10. Lambert Rd – 10.0 miles, 26 signals, \$650K
11. La Habra Blvd/Central Ave – 5.6 miles, 23 signals, \$575K
12. Imperial Hwy/SR-90 – 10.0 miles, 46 signals, \$3.45 million

City of Brea

13. Birch St – 3.6 miles, 14 signals, \$830K

City of Costa Mesa

14. Baker Street/Placentia Avenue – 7.5 miles, 27 signals, \$618K
15. Sunflower Street – 3.3 miles, 14 signals, \$630K
16. Bear Street – 2.4 miles, 14 signals, \$605K

City of Irvine

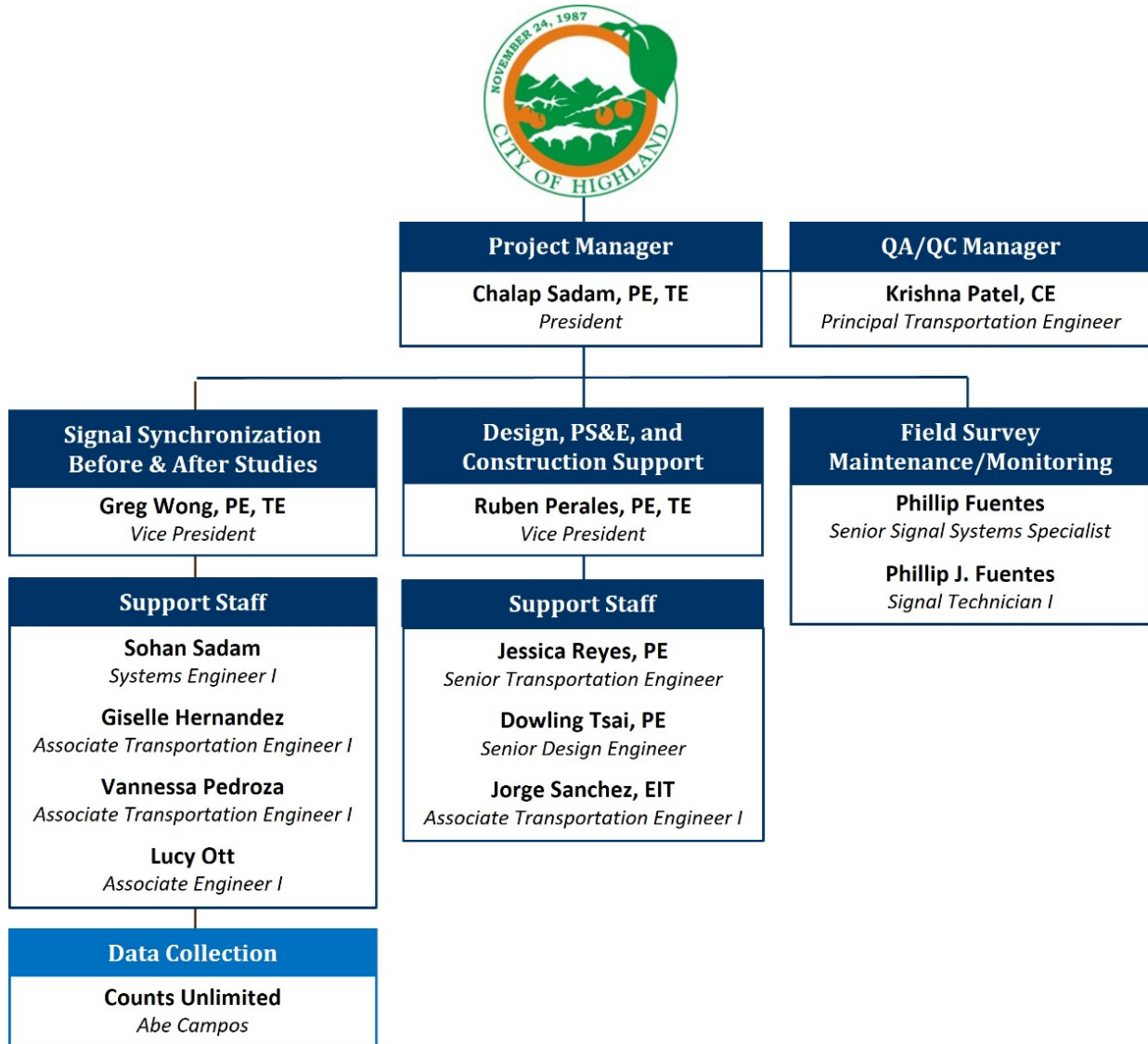
17. Alton Parkway – 13.0 miles, 48, \$1.1 million
18. Irvine Center Drive/Edinger Avenue – 9.7 miles, 38 signals, \$1.63 million

Note: Of the above listed projects, a total of 16 RTSSP corridor projects have been fully reimbursed by OCTA. The remaining two projects are currently under review by OCTA.



Qualifications of Personnel

This section discusses the quality and competence of the professionals assigned to the project. The team is organized with key senior staff leading specific tasks, supported by experienced team members and well-qualified engineers. Our Organization Chart below identifies the AGA Project Team and the tasks they will be assigned to complete. On the following page is our Staff Qualifications Table which shows at-a-glance the education and training of AGA personnel. Brief biographies of key staff members and our Subconsultant round out this section. Full resumes are provided in the Appendix.





AGA Staff Qualifications Table

Name Title	Certification/Registration	Years of Experience	Education Training	Project Assignment
Chalap K. Sadam President	P.E., Civil #74080 T.E., Traffic #1813	36	MS-Civil, 1990 MBA, 2002	Project Manager
Greg Wong Vice President	P.E., Civil #64349	29	BS-Civil, 1996	Task Manager: Signal Synchronization, Before & After Studies
Ruben Perales Vice President	P.E., Civil #83169 T.E., Traffic #2838	22	BS-Civil, 2005	Task Manager: Design, PS&E, Construction Support
Krishna Patel Principal Transportation Engineer II	C.E., Civil (MICE)	42	BS-Civil, 1979	QA/QC Manager
Dowling Tsai Senior Transportation Engineer II	P.E., Civil #52870 T.E., Traffic #2267	38	BS-Civil, 1986 BA-Architecture, 1986	Design, PS&E
Phillip Fuentes Senior Signal Systems Specialist	IMSA Traffic Signal Senior Field Technician, Level III	36	Signal Technician Level 3	Task Manager: Field Survey, Maintenance and Monitoring
Jessica Reyes Senior Transportation Engineer I	P.E., Civil #96452	10	BS-Civil, 2016	Design, PS&E
Sohan Sadam Systems Engineer I		6	BS-Electrical/Computer, 2019 MS-Computer Engineering, 2022	Signal Synchronization
Jorge Sanchez Associate Transportation Engineer I	E.I.T. #173260	4	BS-Civil, 2021	Design, PS&E, Construction Support
Giselle Hernandez Associate Transportation Engineer I		4	BS-Civil, 2021	Signal Synchronization, Before & After Studies
Vannessa Pedroza Associate Transportation Engineer I		4	BS-Civil, 2021	Signal Synchronization, Before & After Studies
Lucy Ott Associate Engineer I		2	BS-Civil, 2023	Signal Synchronization, Before & After Studies
Phillip Jeremy Fuentes Signal Technician I		3		Field Survey, Maintenance and Monitoring



Project Manager



Our designated Project Manager will be **Mr. Chalap Sadam P.E., T.E., President**. He is a founding member of AGA with over 36 years of experience. He is a registered Civil Engineering and Traffic Engineer in the State of California with a Master of Science, Civil Engineering (Transportation) degree from Virginia Polytechnic Institute and State University, and a Master of Business Administration degree from the University of Southern California. He is a recognized expert of traffic signal communications, Intelligent Transportation Systems (ITS), TMCs, centralized traffic signal systems and video management systems. He is an insightful leader among tenured professionals and provides guidance to our junior-level staff. His aim is always to establish the most effective and interactive systems possible for large projects, particularly for projects involving multiple jurisdictions. His ability to facilitate traffic signal synchronization projects makes him a valuable asset for our clients and the AGA team.

Mr. Sadam is well-known for his leadership as Project Manager for 35 RTSSP projects, working effectively to promote multijurisdictional cooperation between State (Caltrans), county, and city entities to synchronize traffic signals for multiple major corridors in Orange County, Los Angeles County and the San Bernardino Valley. He also provides expertise in the preparation of traffic impact studies, development of transportation planning models to evaluate long range impacts, development of signal coordination master plans, preparation of traffic signal coordination timing plans, design and operation of traffic signal systems, design of intersection improvement plans, traffic signal interconnect plans that include the latest advances in ITS technologies, traffic accident analyses, and recommendation of mitigation measures. For the San Bernardino valley Tier 1 and Tier 2 projects, he led the team that developed signal improvements and signal timing of 650 traffic signals, including 48 freeway interchanges.

Key Personnel



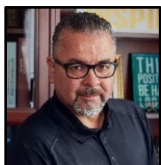
Mr. Wong, P.E., Vice President, has nearly 30 years of experience in the traffic engineering field. He has successfully delivered eight separate traffic signal synchronization in Los Angeles County. He analyzed traffic patterns, provided recommendations and designs for upgrading traffic signals to the latest CA MUTCD guidelines, Caltrans standards and ADA guidelines. He also has vast experience with traffic signal operations which he applies to many traffic engineering applications. He is familiar with many of the traffic signal controller programs and traffic signal central systems as well as running Automated Traffic Signal Performance Measures (ATSPM) data from the central systems and operating the ClearGuide application for both corridor and intersection monitoring. He has developed traffic signal coordination timing plans for over 1,000 traffic signals throughout Southern California. His knowledge of traffic signal operations enables him to evaluate cost-effective safety measures through traffic signal timing, traffic signal modification plans, and safety assessment studies. He has extensive experience with various traffic control systems and both arterial and grid type traffic signal coordination timing. He has developed signal timing for 25 separate arterial signal synchronization projects in Orange County alone. Mr. Wong also developed and implemented optimized signal timing of 650 signals in San Bernardino Valley, including Highland's traffic signals along Base Line, Greenspot Road, and Boulder Avenue.

He is involved with developing transportation safety studies, sight distance analyses, traffic signal and stop sign warrant analyses, signal timing development, capacity and Level of Service (LOS) analyses, and environmental impact report review and analysis. He conducts traffic impact studies and assesses traffic impact fees. He is skilled at conducting trip generation studies, reviewing traffic impact analysis, and using a variety of traffic modeling software for both transportation planning and traffic signal operations purposes. He has provided transportation planning services for a variety of projects such as assessing land development projects, reviewing project development traffic signals and site plans, traffic impact studies/analyses, parking and circulation analyses, and traffic forecasting and modeling.



Mr. Perales, P.E., T.E., Vice President, has over 20 years of experience completing projects involving state, local, and private agencies. He has prepared design plans and overseen construction of a number of ITS system improvements for multiple OCTA-led and city-led corridor projects, including the Base Line and Greenspot Road corridors. He has also worked on multiple Traffic Signal Synchronization Projects throughout Orange, San Bernardino, and Los Angeles Counties. He has managed numerous traffic signal design, signing and striping, and TSSP projects where he analyzed traffic patterns, provided recommendations and designs for upgrading traffic signals to the latest CA MUTCD guidelines, Caltrans standards, and ADA guidelines. He has completed Construction Management tasks for multiple RTSSP projects in Orange County. He has completed a multitude of traffic signal design plans throughout Southern California. His knowledge of traffic signal operations enables him to evaluate cost-effective safety measures through traffic signal timing, traffic signal plans, and safety assessment studies.

Mr. Perales will ensure that all traffic signal work conforms to all State and Participating Agency design standards. He has ample experience overseeing the preparation of PS&E packages for AGA clients and has provided construction engineering services for many AGA projects. He is a registered Civil and Traffic Engineer who joined AGA in 2005. His projects for AGA include multiple conceptual improvement plans, intersection level of service analyses, signal design and signal modification plans and specifications, and intersection improvement plans to upgrade controllers and fiber optic communication systems, often in cooperation with Caltrans. He performs a wide variety of traffic engineering tasks, as well as providing leadership on many projects. He has prepared design plans and overseen construction of ITS system improvements for multiple agencies throughout the San Bernardino Valley, Los Angeles County, and Orange County. He has prepared design plans for traffic signal improvements, signal interconnect projects, and provided construction management services for multiple Traffic Signal Synchronization Projects.



Mr. Phillip Fuentes, Senior Signal Systems Specialist, is a certified Level 3 Technician with over 36 years of experience in traffic signal maintenance. He ensures that the existing traffic signal equipment is inventoried and inspected, and the signal synchronization-related infrastructure at each intersection is assessed to identify possible deficiencies or improvements required. He has been responsible for conducting field reviews of hundreds of signalized intersections and his technical skills include opening controller cabinets and pull boxes to assess the condition and usability of existing equipment, conducting preventative maintenance, installing traffic signal equipment (i.e., intersection cabinets, Opticom EVP, controllers, video detection systems, CCTV cameras, fiber optic communications, Ethernet switches), installing detector loops, and troubleshooting and providing technical assistance to contractors during the construction of signal and roadway improvement projects. He creates signal timing charts for new or complex intersections and is highly proficient with all types of signal controllers and interconnect communications systems. Mr. Fuentes has hands-on experience with Highland's traffic signal system including the controllers, traffic signal interconnect system, and traffic signal timing.

Support Staff

Mr. Krishna Patel, C.E., Principal Transportation Engineer, will provide project oversight and quality control for all projects/work products. His attention to detail and valuable insights makes him an excellent overseer of our work products. He has over 40 years of extensive experience with multiple facets of municipal administration, operations, and maintenance. As Director of Public Works at the City of San Dimas, he was responsible for the overall direction, coordination, and management of the department's programs and services. Some of his duties included providing plan checks and inspection of land development projects, inspection of major capital improvement projects including street maintenance, traffic signals, bikeways, sewers, and storm drains. He also supervised the Street Division, overseeing approximately 125 miles of city



streets, streetlights, traffic signals and other various public infrastructures. Under his leadership at the City of San Dimas, the AGA Team recently completed implementation of the Metro-funded Bonita Avenue Traffic Signal Synchronization project which included fiber optic communications, CCTV cameras, video detection systems, and controller upgrades.

Mr. Dowling Tsai, P.E., T.E., Senior Transportation Engineer, has both new and modified traffic signal installations, signing and striping, at-grade railroad crossings, bike lane/bike detection, roadway resurfacing, street widening, ADA ramp and sidewalk installations, utility relocations, and right-of-way acquisitions. He has also prepared traffic design plans that included traffic signal, video detection, signal interconnect, and signing and striping using AutoCAD software. He prepared infrastructure plans for an Advance Traffic Management System which included closed-circuit surveillance cameras, fiber optics trunk lines and system loop detectors. He managed, operated, and maintained the City of Santa Ana's traffic signals and Advanced Traffic Management System (ATMS) which consisted of a Traffic Management Center, closed circuit surveillance cameras, changeable message signs, trail blazer signs, and a highway advisory radio.

Ms. Jessica Reyes, P.E., Senior Transportation Engineer, has extensive experience working on traffic signal system upgrade projects. She completed the fiber communication and ITS element designs for Orangethorpe Avenue, Malvern Avenue/Chapman Avenue and Imperial Highway/SR-90 corridors. She completed the PS&E design efforts for the Lambert Road, Harbor Boulevard and Portola Parkway/Santa Margarita Parkway corridors. She has assisted with implementing Highway Safety Improvement Project (HSIP) funded safety improvement projects in the Cities of Downey and Fountain Valley and has assisted in designing safety improvements for multiple corridors in the County of Los Angeles. She has been instrumental in the design efforts for several multi-million-dollar traffic signal safety and communications improvement projects. She performs coordination signal timing analyses, sight distance analyses and traffic signal warrants, along with other field studies including crossing guard studies, traffic impact studies, and traffic operations analysis. She has conducted field topographic surveys required to develop design plans for improving intersection safety and updating signal hardware to current standards.

Mr. Sohan Sadam, Systems Engineer I, designs, implements, and maintains complex computer systems involving hardware, software, and networks while also troubleshooting issues, automating tasks, and ensuring system security and reliability. He develops IP schemes for the migration of detached networks to interconnected hub-based systems. He manages field data collection through a mobile forms system and collaborates with the template designer to improve the accuracy of site surveys. With a background in both electronic and computer engineering, he has worked with unique infrastructure requiring the use of legacy interconnect, Ethernet, fiber, wireless, and cellular communication as means of establishing connectivity between Traffic Management Centers (TMCs) and traffic networks. He identifies bottlenecks and resolves them by targeting damaged/obsolete infrastructure and making recommendations for upgraded systems.

Jorge Sanchez, EIT, Associate Transportation Engineer I, prepares base plans and assists in field work such as conduit run verifications and taking inventory of existing equipment. He is proficient with AutoCAD design software, Synchro modeling, Crossroads Database analytics, and Microsoft Office. He recently worked on a regional traffic signal synchronization project in the City of Lake Forest to reduce stops and delay time for vehicles traveling on Lake Forest Drive which reduced travel times, fuel consumption, and improved air quality. He also developed fiber optic design plans for the Cities of Lake Forest, Mission Viejo and Rancho Santa Margarita as part of various RTSSP projects in South Orange County.

Giselle Hernandez, Associate Transportation Engineer I, has experience with signal timing and before/after studies for multiple corridor projects. She assists with field work to evaluate existing conditions, prepares and checks local signal timing calculations, and uses Synchro modeling to develop signal timing and coordination. She uses Tru-Traffic to design time-space diagrams to reduce the travel times and fuel consumption of vehicles



traveling on these corridors. She assists with traffic signal monitoring as well as before and after travel time studies as part of the final report.

Vannessa Pedroza, Associate Transportation Engineer I, has completed sight distance analyses for various agencies, conducted field inventories, and has evaluated collision assessments. She is adept with traffic engineering software programs including Synchro, Tru-Traffic, TransSync, Crossroads database software, Adobe Acrobat, and AutoCAD design software. Ms. Pedroza developed coordination signal timing plans for Lake Forest Drive, Mission Boulevard and MacArthur Boulevard in Orange County. She also conducted the fine-tuning and monitoring efforts on the implemented timing plans.

Lucy Ott, Associate Engineer I, prepares traffic signal design plans, aiding with data collection for traffic studies, and assisting with field work tasks. She is proficient with AutoCAD and various modeling, surveying, design, and Microsoft programs. She assists with RTSSP projects in by calculating bicycle timing, yellow timing, flashing don't walk timing, and all-red timing. She has created synchro networks for existing conditions as well as aided with calculating signal timing.

Phillip J. Fuentes, Signal Technician I, provides both onsite and remote support, hardware implementation, and equipment support for AGA clients throughout the Los Angeles Orange, and San Bernardino Counties. He regularly observes the operation of traffic signals and provides daily monitoring of signal systems for the Cities of La Habra, Laguna Niguel, Highland, Fountain Valley, and Montclair.

Presentations by AGA Staff at ITE Meetings and Conferences

A key factor in providing services to our clients is by continually increasing our knowledge of current traffic engineering considerations via our attendance at regional forums (such as the Institute of Transportation Engineers), national conferences (such as Transportation Research Board), and local meetings (such as Orange County Traffic Engineering Council and Riverside-San Bernardino ITE Section) keeping us in the mainstream of state-of-the-art traffic engineering approaches and methodologies. Not only do staff regularly attend these meetings, but key staff members have also participated by giving presentations to impart to fellow engineers the knowledge and techniques we have developed. The adjacent table shows a list of signal timing related presentations which key AGA personnel have given at various national industry conferences and meetings.

Title of Presentation	Location of Conference/Meeting
"Strategies to Recapture Lost Arterial Traffic Carrying Capacities"	Joint Western/Midwestern District ITE Annual Meeting in Rapid City, SD
"Development of Traffic Signal Coordination Timing"	Riverside-San Bernardino ITE Section Workshop
"Developing Coordination Signal Timing Using Software as a Tool"	ITE Southern California ITE Section Workshop
"Measures to Mitigate Impacts Associated with Temporary Closure of a Major Intersection in Orange County"	ITE District 6 Annual Meeting in Honolulu, HI
"Orange County, California's Traffic Signal Coordination Program"	ITE District 6 Meeting in Portland, OR
"San Bernardino Valley Coordinated Traffic Signal System – Implementation of Tiers 1 & 2"	ITE Annual Conference, Anaheim, CA
"Quantifications of Air Quality Benefits Achieved Through Traffic Signal Coordination"	ITE District 6 Annual Meeting, Salt Lake City, UT
"A Successful Multijurisdictional Traffic Signal Coordination Project"	ITE Annual Conference, Dana Point, CA
"Multijurisdictional Traffic Signal Coordination – A Pleasant Experience"	65 th ITE Annual Meeting, Denver, CO



Data Collection Subconsultant



Counts Unlimited, Inc. is headquartered in Corona, CA and has been providing traffic data collection services since 1997. All their employees are very experienced – from Project Managers to Road Tube Field Technicians to Traffic Data Collectors. They have assembled a workforce that is both highly trained and highly skilled, with the majority having 5+ years of experience with the company. Counts Unlimited understands the immense importance of the data they collect and the impact it has on transportation planning. Their Data Collection Services are field tested and provide proven accuracy. Their equipment is top-of-the-line and routinely maintained for best performance. The employees are routinely monitored for accuracy and are required to attend periodic meetings which enforce count accuracy methodologies.

References

The AGA engineering professionals have worked with almost a hundred cities in Orange, Los Angeles, San Bernardino, and Riverside counties. We have included references for consideration by the City. We strongly urge a phone call to any of the people listed as a reference to ask questions about their experiences working with the AGA Team.

Alicia Parkway Regional Traffic Signal Synchronization Program (RTSSP) Project



Orange County Transportation Authority
Mr. Anup Kulkarni, Section Manager, Regional Modeling and Traffic Operations
(714) 560-5867 || akulkarni@octa.net

The overall goal of the project was to improve traffic flow operations throughout the Alicia Parkway corridor via traffic signal synchronization, and to identify any minor roadway and traffic signal improvements that would aid in increasing arterial traffic carrying capacity. The project objectives were to reduce stops and delays on Alicia Parkway, resulting in reduced travel times and increased average speeds. The project included the coordination signal timing plan development, implementation, fine tuning, and monitoring of 40 traffic signals along the 10.5-mile corridor between Rustic Oak in Mission Viejo and Crown Valley Parkway in the City of Laguna Niguel. The corridor includes signalized intersections controlled by Mission Viejo, Laguna Hills, Aliso Viejo, Laguna Niguel, and Caltrans. Improvements included fiber optic communications, controller upgrades, CCTV cameras, video detection systems, central signal systems, and TMC improvements.

Additional RTSSP projects which AGA completed under contract with OCTA include Antonio Parkway, Chapman Avenue, Bolsa Avenue/First Street, Tustin Avenue/Rose Drive Corridor, Adams Avenue, Lake Forest Drive, MacArthur Boulevard/Talbert Avenue, La Paz Road, and Portola Parkway/Santa Margarita Parkway.

Bear Street Regional Traffic Signal Synchronization Program Project



City of Costa Mesa
Mr. Raja Sethuraman, Director of Public Works
(714) 754-5343 || rsethuraman@costamesaca.gov

The Bear Street corridor is a little over 2.4 miles and traverses Santa Ana and Costa Mesa. There are 12 signalized intersections along the corridor, two of which are controlled and maintained by Caltrans. Two additional signals are located along South Coast Drive. The recommended cycle length groupings for weekday and weekend peak periods were developed based on existing traffic volumes and patterns as well as existing



traffic signal coordination timing along several crossing arterials. Specific hardware and software components which were installed in Santa Ana include upgraded signal controllers, traffic signal cabinets, battery backup systems, CCTV Camera, and video detection systems. Costa Mesa had installed upgraded traffic signal controllers, traffic signal cabinets, fiber optic communications including communications conduit, CCTV cameras, pedestrian push button upgrades, and pedestrian countdown head upgrades. Travel time and delay studies were conducted to evaluate the improvements after implementation of the new signal timing and system enhancements.

The AGA Team has also completed regional traffic signal synchronization projects for Costa Mesa along the corridors of Placentia Avenue/Baker Street and Sunflower Avenue.

Imperial Highway Regional Traffic Signal Synchronization Program Project



City of La Habra

Mr. Michael Plotnik, Fullerton City Traffic Engineer (former City Traffic Engineer for La Habra)
(714) 738-6864 | | michael.plotnik@cityoffullerton.com

The Imperial Highway corridor extends approximately 10 miles and includes 46 traffic signals, 33 controlled by Caltrans. The corridor extends from La Habra through Fullerton, Brea, Placentia, and Yorba Linda. The recommended cycle length groupings for weekday and weekend peak periods were developed based on existing traffic volumes and patterns as well as existing traffic signal coordination timing along several crossing arterials. Specific hardware and software components installed include new controller/cabinet assemblies, fiber optic interconnect communications, CCTV surveillance cameras, video detection upgrades and travel time evaluation systems and integration with the respective agency central systems to improve efficiencies. Travel time and delay studies were conducted to evaluate improvements along the project corridor with the implementation of new signal timing parameters as well as system enhancements.

The AGA Team has also completed regional traffic signal synchronization projects for La Habra along the corridors of: Lambert Road and La Habra Boulevard/Central Avenue.

Project Understanding, Overview and Approach

The City of Highland has requested a proposal from AGA to provide project management and engineering design, including signal timing services for the Base Line & Greenspot Road Connected Smart Corridor Project. The City was awarded Smart Corridors grant funding through the San Bernardino County Transportation Authority (SBCTA). The city identified several corridors within that are prime candidates for becoming "Smart Arterial Corridors". These corridors, which include Caltrans intersections at Base Line/SR-210 and 5th Street-Greenspot Road/SR-210, are listed below and identified in the figure on the following page.

- Base Line – Sterling Avenue to Church Street
- 5th Street/Greenspot Road – Del Rosa Drive to Weaver Street
- Boulder Avenue – San Manuel Village to Greenspot Road
- Victoria Avenue – Pacific Street to 5th Street
- Palm Avenue – Base Line to 3rd Street
- 9th Street – Del Rosa Avenue to Victoria Avenue



Project Description

The City of Highland currently maintains a total of 40 signalized intersections with 4 additional signalized intersections maintained by Caltrans. The city currently manages the traffic signals via the McCain QuicNet Pro Traffic Management System located at City Hall. The traffic signals communicate to the central system via fiber optic, Ethernet over copper, wireless, and cell modem communications. This project proposes to encompass the Base Line, 5th Street/Greenspot Road, Palm Avenue, 9th Street, Boulder Avenue, and Victoria Avenue corridors which cover 38 City of Highland maintained signalized intersections, and 4 Caltrans maintained signalized intersections. The city-maintained traffic signals utilize a mix of Model 170 and 2070 controller units with McCain/Swarco 233 and 2033 software which have been in use for over 10 years. As part of this project, it is the City’s goal to upgrade aging traffic signal communication equipment including controller units and the traffic management system to position the city for future Transit Signal Priority projects.



The proposed improvements identified for this project are illustrated in the figure on the following page. Improvements include the following:

- Traffic Signal Controller Unit upgrades to TSP-Ready Controllers
- Traffic Signal Communications
 - o Fiber Optic Cable in Existing Conduit/New Conduit
 - o Wireless Ethernet Radios
 - o Video/Radar Detection Systems



- Fiber Ethernet Switches
- Upgrade central system to Swarco MyCity Traffic Management System
- Traffic Signal Coordination Timing with Traffic Responsive System for Project Corridors



Project Understanding

AGA has outlined specific tasks required for successful implementation of the Smart Corridor project for the City of Highland. AGA is fully committed to meeting all requirements for each task, delivering all work on schedule, and submitting all necessary documents promptly and to the satisfaction of the City's project manager. The proposed scope of work for this project includes the following elements:

- Project management and SBCTA Smart Corridor grant administration support.
- Preparation of plans, specifications, and cost estimates (PS&E).
- System integration and construction engineering support.
- Development, implementation, and fine-tuning of coordination signal timing plans for a variety of traffic conditions.
- Before and After Travel Time studies.
- Ongoing system monitoring/maintenance services after construction of system improvements and implementation of the coordination signal timing plans.
- Quick response time (usually 24-48 hours) to city requests for technical assistance.
- Project closeout documentation and SBCTA project reimbursement request assistance.



The team proposed for this project has wide-ranging experience with designing, implementing, and operating grant-funded signal synchronization corridor improvement projects. All key team members have actually worked on a multitude of traffic signal synchronization and smart corridor projects throughout Southern California.

It is important to highlight that AGA will assist the city in optimizing the grant funding from various sources and implement improvements that will be most beneficial to the city. AGA will coordinate with the City on any design modifications required or apply the savings to potentially fund the implementation of additional traffic operational improvements at selected locations along the project corridor to improve traffic signal synchronization along the corridor or the installation of additional traffic signal system equipment.

Our approach begins with recognizing the planning work that went into the grant application and building upon some of the improvements already in place in certain sections of the arterial. For example, combining the valuable underground conduit already in-place in several sections with the proposed fiber optic cable to be installed under this project. Different operational improvement options will be presented and discussed with the city before any design work on those intersections commences. It should be noted that the AGA team has been successful in identifying and implementing cost-effective alternative improvements throughout the years on multiple Regional Traffic Signal Synchronization Projects which resulted in hundreds of thousands of dollars in savings and provided project benefits far beyond expectations.

The proposed improvements identified in the grant application for the project will greatly benefit the City of Highland, its residents, and adjoining agencies. The project will provide the city with the resources to replace out-of-date equipment with a new state-of-the-art traffic signal system. This new equipment will allow for the implementation of smart corridors and the implementation of new traffic signal coordination timing with a Traffic Responsive System. Traffic signal coordination has shown to provide 10%-15% improvement in travel time reduction providing important air quality benefits.

Corridor Communications and Control

In determining the best approach to complete the work on the Smart Corridors, the AGA Team considered the various standards, practices, perspectives, and desires of the city, relating to accomplishing the project goals, improving traffic operations, and traffic signal synchronization. The primary focus of the AGA approach to the project is to leverage the existing investments in control systems, communication, and field equipment to not just implement a single corridor project but to create a system that will become the heart of the traffic control system. Additionally, it is our intent that the systems, timing plans, and control strategies developed under this project will become key to how the traffic is managed along the project corridors for many years to come.

Our approach begins with recognizing the planning work that went into the SBCTA Smart Corridor grant application, and building upon traffic signal interconnect communications already in-place across various several arterials such as the fiber optic communications that were previously installed by the city and the proposed new fiber optic communications along various corridors under this project.

Existing Traffic Operations

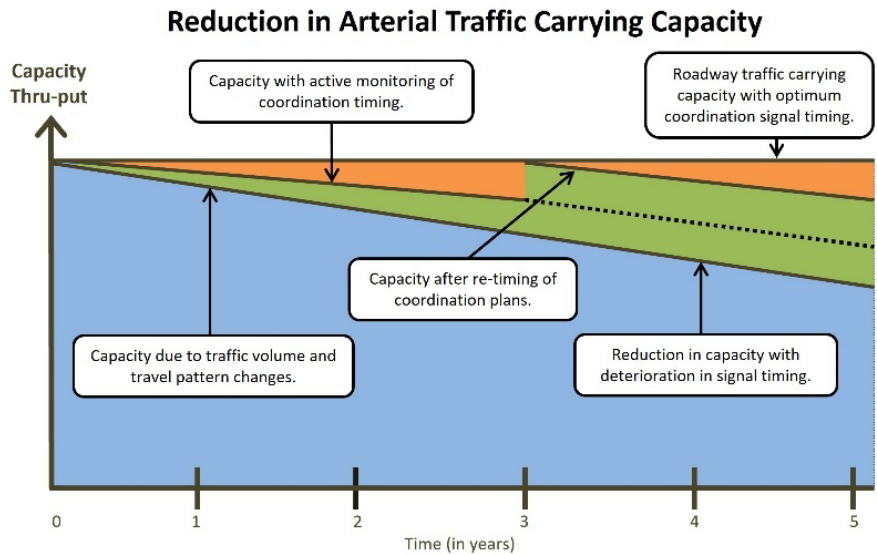
Many of AGA's staff have worked on the previous signal timing and traffic signal upgrade projects in the City of Highland. AGA staff has provided on-call traffic engineering and traffic signal system monitoring support for over two decades to the City of Highland. This evaluation and monitoring of the corridors and driving through the city has provided our staff with the opportunity to observe traffic operations during peak periods, midday, weekends, and periods of high demand such as during the holiday season. This travel experience



translates into a project team that doesn't need to learn about the Base Line and 5th Street/Greenspot Road corridors but has firsthand personal knowledge about the unique land use and traffic characteristics of the roadways and can hit the ground running. It is this intimate and professional knowledge about real world traffic performance that will be a key factor in the AGA project team's ability to truly optimize traffic operations and traffic signal timing along the project corridors. Several parameters which are fundamental to providing efficient traffic signal timing plans and monitoring of corridor traffic signal operations include:

- AM and PM peak hour commuter traffic along Base Line and 5th Street/Greenspot Road corridors and on major crossing arterial streets
- Heavy turning volumes at the major crossing arterials
- School traffic during both the morning arrival and afternoon dismissal periods
- Off-peak traffic flows during midday and evenings
- Weekend traffic flows
- High traffic volumes at the SR-210 interchanges at Base Line and 5th Street/Greenspot Road
- Increased traffic on Greenspot Road with the recent opening of Costco Center.

Though traffic volumes may remain constant along a corridor, travel times can increase due to changes in signal timing parameters and signal timing plans over the years. The figure shows the reduction in arterial traffic carrying capacity if signal timing parameters are not actively monitored, updated with changing traffic volumes and/or changing signal timing plans on crossing coordinated arterials. There are several "hot spots" or critical intersections and areas that need to be addressed during the signal timing implementation phase.



Key Factors to Consider with Preliminary Suggestions

Since AGA is very familiar with the intersections along the project corridors, we can assess and develop countermeasures prior to and during the traffic signal implementation task to alleviate any areas of concern. Some of the specific "hot spots" along the corridors are shown below. The following is a list of several **key factors** that will be considered during the development of the coordination signal timing plans and the monitoring phase of the project:

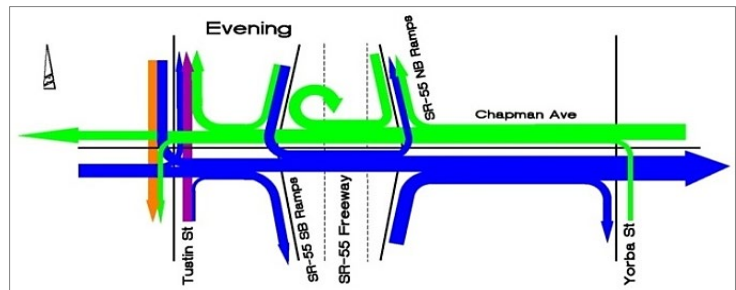
- Understanding the different traffic patterns and volumes along the project corridors and recognizing the varying land-uses and the role of crossing arterial dependencies coupled with local knowledge of accessibility to area schools, churches, retail areas and freeways will be paramount for successful implementation of traffic signal synchronization on the project corridor.
- At the intersection of Base Line/Boulder Avenue, while the main flow of traffic, in general, is along Base Line, there is significant eastbound left and southbound right turn traffic. These movements need to be adequately served even while clearing the through traffic on both Base Line and Boulder Avenue corridors. AGA is quite familiar with the intersection as we previously developed and implemented traffic signal synchronization timing along the Base Line corridor.



- At Base Line/Palm Avenue intersection, there is heavy turning movement volumes along with pedestrian traffic due to the high school. The westbound left-turn traffic is high during the peak hours and adequate green time needs to be provided to minimize queues and delays.
- Base Line/Seine Avenue Street operates as a Split phase intersection in the north/south directions. There is heavy northbound left and eastbound left traffic. In addition, the intersection is closely spaced to the SR-210/Base Line freeway interchange.
- The project corridors also serve as a major route providing access to various schools. The high turning movements related to the morning school traffic at various locations will need to be properly accommodated to avoid disruptions to corridor operations. Special signal timings to accommodate the school traffic will be developed at specific locations after discussions with City staff. Additional traffic counts during school times will be collected at Greenspot/Boulder, Greenspot/Orange and Base Line/Church intersections.
- The midday traffic on Base Line is low and balanced but increases in the AM and PM peak hours.

SR-210 freeway interchange areas:

Due to the dynamics of balancing the needs of SR-210 freeway on/off traffic, Base Line through traffic and 5th Street/Greenspot Road traffic at the two interchanges will need to be carefully evaluated and appropriate signal timings will need to be developed and implemented. AGA recognizes that in recent years, Caltrans and the City have worked together to make signal timing enhancements in order to more efficiently move traffic in this area. AGA has extensive experience developing signal timings at arterials and grid environments as well as at freeway interchanges. AGA will leverage the previous work completed in the area and develop signal timings to further optimize operations as we recognize that the traffic volumes and patterns are intricately tied to each other and any imbalance could potentially result in vast queues and disruption of signal operations.



Typical traffic flow patterns at a freeway interchange

- At the intersection of 5th Street/Palm Avenue, there is significant traffic on both arterials with significant turning movement volumes. The left-turn traffic is not always balanced resulting in the need for additional split time to clear the left-turn queues.
- Detailed signal timing analysis to develop adequate arterial bandwidths to accommodate the high commute traffic during the peak hours on 5th Street/Greenspot Road will be critical to minimize delays and queues. It is important to recognize that there has been an increase in traffic due to recent addition of retail and restaurant uses on Greenspot Road.
- At Greenspot Road/Boulder Avenue there are significant westbound left turns and northbound right turn volumes during both the AM and PM peak hours. These turning volumes need to adequately be served even while clearing the through traffic on both Greenspot Road and Boulder Avenue corridors. AGA is quite familiar with the intersection as we developed and implemented traffic signal synchronization along the corridors.
- To minimize delays to side street traffic, evaluation of potential use of half cycles and full actuated coordination for different time periods will be explored at several minor intersections throughout the project corridor.



- Special attention will be paid to intersections that experience increased traffic due to major traffic generators such as the Costco Center, and the other retail areas on Greenspot Road, along with new residential areas and traffic to/from the freeway interchange areas.
- In light of increased traffic to retail areas, and based on new traffic counts, it becomes imperative to evaluate system-wide cycle lengths and develop timing plans that integrate with all crossing corridor systems.
- During the off peak and evening hours, various minor street traffic signals will need to be timed to be very responsive to local needs to minimize delays to side street traffic.
- Varying traffic volumes along the project corridors, accessibility to the SR-210 freeway, and the high turning volumes from major crossing arterials will all need to be recognized in the development of coordination signal timing plans.
- Appropriate use of Pedestrian Override feature in the controller program where feasible, and re-servicing the left turns where warranted will help reduce delays and alleviate any queuing.
- Given the reduced traffic volumes in some sections of the corridor during off-peak and evening hours, the traffic signals would need to operate more efficiently with lower cycle lengths for improved operations. Appropriate tools in the central system will be considered for optimum operations.
- Using the SBCTA provided ClearGuide system, a “heat map” can be developed to show where there are delays along a corridor. The heat map can identify where the bottlenecks are along the corridor and can assist the engineer on when and where to concentrate their efforts to improve the traffic progression.

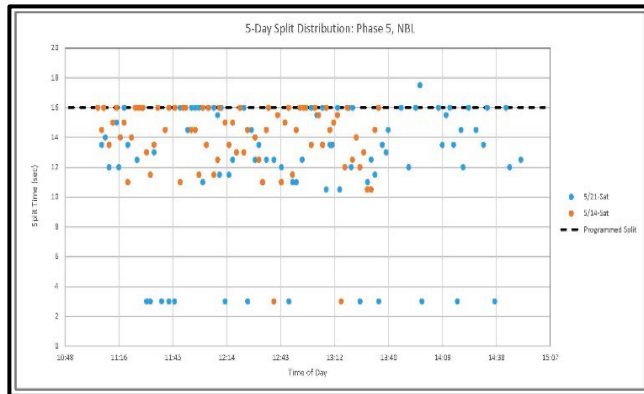
Based on our prior project experience, the AGA Team will consider some additional items which can be explored and utilized in depth upon being contracted by the City. These improvements include:

- Provision of detailed signal timing analyses to develop adequate arterial bandwidths to minimize delays and queues, thus accommodating the high commute traffic during the peak hours.
- To minimize delays to side street traffic, evaluation of potential use of half cycles for different time periods will be explored at several minor intersections.
- High turning movements related to morning school traffic at various locations need to be properly accommodated to avoid disruptions to the corridor. Timings to accommodate the school traffic, including development of special school timings, will be key for improved traffic operations.
- We will integrate the proposed coordination timing with existing crossing arterials to minimize queuing overflows. The heavy left-turn and right-turn traffic movements, as well as high pedestrian volume, that affect the traffic flow will need to be addressed during the development of coordination signal timing plans.
- Several cross-street signals will be included in the signal timing to ensure that the turning traffic does not result in potential queue overflows between the project corridor and the nearby traffic signals.
- Detailed signal timing analyses will be completed to identify appropriate cycle lengths and groupings.
- We will develop responsive signal timings for areas that experience rapid changes in volume and identify thresholds based on external inputs to enable deployment of appropriate signal timing plans before congestion develops.



A method that AGA considers useful to better gauge operational conditions, thus better serving motorists and pedestrians is illustrated in the two graphics. Utilizing the latest in Automated Traffic Signal Performance Measures, including the Purdue Coordination Diagram, Phase Termination Charts, Split Monitors, etc., AGA can provide more precise understanding of the effects of poor versus good coordination in a corridor. These graphical representations of the signal timing reports from the central systems show how the split timings are actually being allocated and if certain movements need additional green time. Over the years, AGA has been utilizing these reports to better fine-tune the coordination signal timings.

Split Distribution Chart – Antonio



Source: AGA Engineers, Inc.

Split Distribution Report – La Habra Boulevard



Source: MaxView, City of La Habra

AGA’s Approach to Smart Corridor Project Tasks

The following sections describe our general approach to all traffic signal timing and synchronization tasks which we conduct for our agency clients.

Traffic Signal Timing Strategy

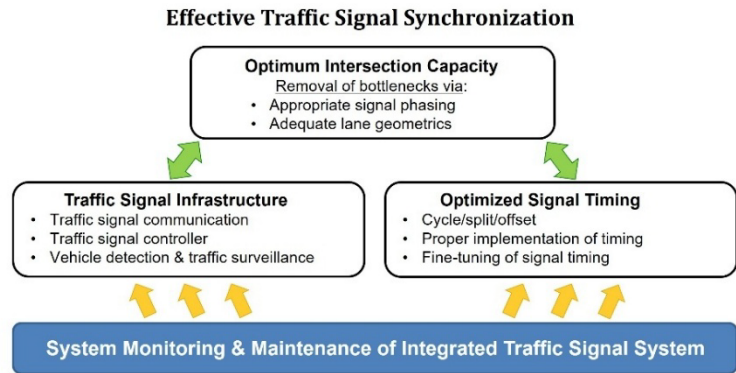
It is important to recognize that effective traffic signal synchronization consists of appropriate traffic signal infrastructure, optimum intersection capacity, coordinated signal timing, and the maintenance, upkeep and monitoring of this integrated system to ensure that the capacity gained with the initial coordinated system is continued on a long-term basis. Key strategies used by AGA to develop and maintain the benefits of the traffic signal synchronization include the following:

- The development and implementation of optimized coordination signal timing at the project signals and integrate them with the crossing arterials.
- The use of GPS units/servers to maintain an accurate time base between various field master systems and central systems.
- Recognizing the common goal of increasing arterial throughput capacity with reduced stops and delays.
- Consideration and adjustments of crossing coordination along the project corridor.
- Achieving improvements in arterial traffic carrying capacities, such as those achieved via traffic signal modifications or minor roadway striping changes.
- Obtaining cooperation and support from the city and Caltrans.
- Using upgraded controllers, assemblies, and software for integration with central systems to improve efficiency.
- Upgrading the central system for improved traffic signal operations.
- Upgrading traffic signal communications (fiber optic, DSL switches, Ethernet communications, etc.) along with needed upgrades to traffic signal central systems.



- Providing additional fine-tuning and monitoring of signal timings to ensure that arterial capacity gains with traffic signal synchronization are sustained on a long-term basis.

The use of common time, the integrating upgraded central systems, and upgrading controllers and communication systems are all very essential elements for the implementation and realization of optimized coordination signal timings. These elements also provide the ability for the AGA Team to monitor and fine-tune timings on an ongoing basis. We provide these services to ensure that the significant benefits achieved by traffic signal coordination can be maintained and that these components function as designed and implemented. Our extensive knowledge of all of these systems will be invaluable in providing this support to the city.



Understanding of Design and Implementation of Signal Timing Related System Improvements

AGA has worked on a multitude of traffic signal design projects, many of which included similar if not identical improvements being requested as part of this RFP. During the past several years, AGA staff has completed designs for various HSIP and RTSSP projects and other grant funded projects to upgrade outdated traffic signal equipment and implement various safety improvements identified by citywide safety assessments. While completing traffic signal modification designs, AGA staff not only evaluates the specific improvements identified by the city, but also all traffic signal components that may need to be modified or upgraded. Our experience with designing traffic signals, along with our drive to keep up with the latest requirements of the California Manual on Traffic Control Devices (CA MUTCD) and Caltrans Standards, allows us to provide the project agencies with a comprehensive design for successful completion of the project. Our understanding and experience of all traffic signal system components such as video detection, controller/cabinet upgrades, battery backup systems, emergency vehicle preemption (EVP) systems, pedestrian push button systems (APS and traditional), countdown pedestrian heads, fiber optic communications, central systems, Traffic Management Center, etc. will be key to the success of this project.

Video/Radar Detection Systems

AGA has designed a vast amount of traffic signal equipment improvement plans where new video detection systems have been successfully installed. Our experience and familiarity with different types of video detection systems such as the Iteris Vantage Vector Hybrid system (utilized for advanced dilemma zone detection), Vantage Next system, Vantage Edge II system, the Econolite Autoscope Vision system, and Gridsmart has given us the knowledge to successfully design for the installation of such systems. Understanding different detection systems and the components that make up each system allows us to prepare a thorough design that will meet the project objectives. As an example, knowing what type of cable is required for the different types of detection systems is critical in determining if new conduit will be needed or if the cable can be installed in existing conduit. Some systems utilize a single CAT-5E Ethernet cable for both power and video while others require both separate power and coaxial cables for the video requiring more space in the conduit. Fully understanding how these systems work and getting the design right is what saves time and costs during construction.



Familiarity with Signal Hardware



Our engineers and signal technicians are well-versed in a wide variety of signal hardware including controller units, conflict monitors, cabinet assemblies, signal wiring, traffic signal central systems, etc. Our team regularly assesses and advises on hardware-related issues with hands-on experience in several controller systems, including Swarco Omni eX, Siemens M50/M60, QFree, Econolite Cobalt, 2070 ATC, and Trafficware controllers, etc. Of particular note is our in-depth experience integrating various modern ITS infrastructure including fiber optics, wireless radio, Ethernet-over-copper, Ethernet switches, etc. With our knowledge of previous generation equipment utilizing Ethernet, serial and FSK communication, we can integrate state-of-the-art systems with existing

hardware and software when needed.

Our clients also receive practical assistance from our technical staff with the design and installation of video walls, display systems, live video feeds to TMCs via video detection cameras, the use of CCTV, wireless radios, and the development and design of Internet Protocol (IP) communication schemes for signal-related equipment and configuration of Layer 3 communication networks. Our staff is adept in configuring Virtual Local Area Networks (VLANs) for streamlining traffic signal communications and live video feed to TMCs.

AGA has completed numerous projects that included the installation or upgrades of central signal systems, such as the Swarco's My City central signal system for the City of Montclair, Econolite's Centracs central signal control systems for Placentia, Orange County, and Yorba Linda, and QFree Kinetics central signal control system for La Habra and Fullerton, and Siemen's Tactics for Buena Park. The AGA Team is currently assisting Fountain Valley with the QFree Kinetic system. In addition, AGA completed a project for Imperial Highway (SR-90) that included integration at Caltrans' TMC of signals into Caltrans' TransSuite Central System.

Traffic Signal Communications Upgrades

The AGA team's outstanding technical field staff, working in conjunction with our expert designers in communications upgrades, sets us apart from others. Our team has been key in upgrading a multitude of traffic signal communications systems throughout Southern California. As a matter of fact, the AGA team was the first to install fiber optic communications in both Rancho Santa Margarita and the County of Orange. Additionally, we prepared the Fiber Optic Communications Master Plan for several cities and developed the Traffic Signal Communications Network IP scheme which is currently being utilized. Our experience working on several traffic signal communication projects over the years has provided us with vast knowledge of a wide variety of signal interconnect methods, including fiber optic, wireless Ethernet, hardwire, microwave, spread spectrum, cellphone, and legacy telephone. This knowledge will be key in successful completion of this project.

Signal Timing Optimization Programs

In order to properly maintain and monitor the traffic signal plans, AGA understands what is involved in developing signal synchronization plans. Traffic Engineers depend upon a complex set of software "tools" to produce high-quality signal timing products (i.e., Synchro, SimTraffic, Tru-Traffic, etc.). Our engineers not only use these tools, but our experience informs us of what to do with the information they provide. Software programs are not capable of providing workable timing plans independently; however, an experienced Traffic Engineer will utilize these software programs in the process of developing such plans. Others may simply proceed with the computer timing outputs that these tools provide, but AGA's experienced timing experts carefully review the program output and adjust the values manually utilizing time-space diagrams to properly



match local conditions. We may use different signal timing software to capitalize on specific strengths of each software program. It should be noted that all final timings will be compiled in the Synchro software.

Monitoring and Maintenance of Signal Timing Plans

AGA can provide continual signal timing support by conducting engineering field reviews, including assessment of signal timing coordination and synchronization. We can monitor, observe, fine-tune and optimize the signal timing and phasing operations of all corridor intersections. By proactively surveying corridors on a regular and frequent schedule, we will observe traffic patterns and characteristics and adjust signal timing plans as necessary to best suit traffic flow. For many years we have provided and currently provide these identical services to a wide range of Southern California cities, including La Habra, Fountain Valley, Montclair, Highland and Laguna Niguel. Our unique combination of experienced Professional Engineers, junior staff and highly trained Signal System Specialists enable us to provide this service in an efficient, cost-effective manner with our own in-house Traffic Operations Center serving as a hub for this activity.

Construction Coordination, Design-Build and Bid Assistance

Equipment installation will be a significant component of the corridor synchronization project. The AGA Team includes Technical Support team members who have been responsible for fine-tuning signal timing plans at hundreds of locations, providing day-to-day monitoring, and providing Bid Assistance for purchasing and integrating hardware and software for signal systems, controllers and TMCs throughout Southern California. This same team was successful in construction and implementation of similar projects completed by in La Habra, Brea, Costa Mesa, Fullerton, Irvine, Lake Forest, Mission Viejo, Laguna Hills, Laguna Niguel and for SBCTA and OCTA. AGA technicians have worked extensively with municipal, County, and Caltrans personnel to address the same internal and interjurisdictional communication issues that are inherent in any project of this kind. AGA's combination of Professional Engineers and highly skilled traffic signal system and communications technicians with local experience and relationships translates to an exceptional degree of success in multijurisdictional traffic signal coordination projects such as the City of Highland Smart Corridor project.

Traffic Operations and Management

This project will significantly enhance field communications, upgrade controllers, video detection and traffic signal timing along the corridor; however, without active oversight and management by the city, the true effectiveness of the system will not be realized. Our staff has in-depth knowledge and experience with integrating and maintaining/supporting the various signal systems. Additionally, AGA's experience from previous projects has shown that special attention must be given to:

- Interface modems from wireless to hardwire, telephone drops, fiber optic, etc. interconnect components.
- Communication speed differences for different interconnect and controller types.
- Actuating coordination for differing local controller programs and software versions.
- System controller grouping limitations.
- Local software limitations.
- Using a variety of timing parameters and strategies to achieve shorter cycle lengths.

Our experience with integrating central system hardware (computer servers, workstations, Ethernet switches, modems, port servers, GPS servers) and field elements – including interfacing with traffic signal system vendors, communication systems specialists and respective agency Information Technology staff – will be key to project success.

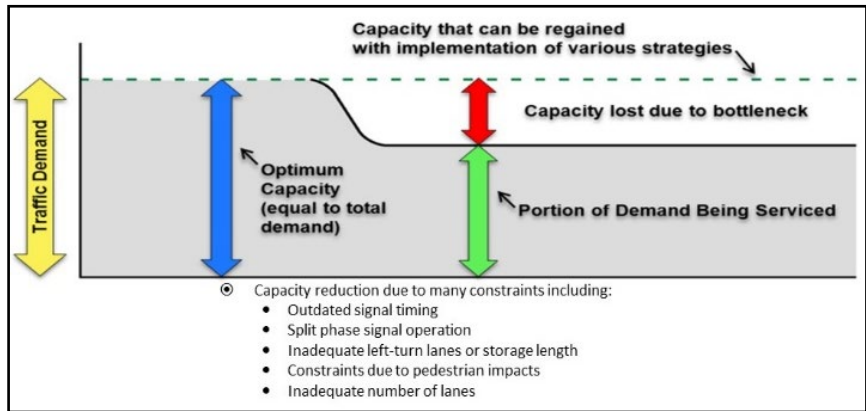


Maintenance of Coordinated Timing

AGA recognizes that while traffic signal coordination – with supplementary infrastructure improvements and alleviation of bottlenecks – helps with traffic flow conditions, it is equally important to maintain coordinated timing to sustain the increase in capacity on a long-term basis. The adjacent figure shows the impact to arterial capacity due to bottlenecks (constraints that may be due to inadequate left-turn lanes or storage length, split phasing, pedestrian timing constraints, and outdated or even improper timing or unnecessary signal phases). Our innovative solution to help reduce such bottlenecks is discussed more fully in the following section. AGA will monitor the corridors after signal timing implementation to ensure the capacity gains of traffic signal coordination are retained.

Innovative Traffic Operational Improvements

It is the intent of the AGA Team to fully evaluate traffic operations at each intersection in order to identify operational deficiencies which prevent optimum traffic flow efficiency and safety. Such deficiencies could be related to traffic signal equipment, traffic signal phasing, traffic signal sequencing, lane configurations, pedestrian and bicycle facilities, signage, or other physical intersection characteristics which negatively impact traffic operations. In addition to identifying deficiencies, we will recommend simple, low-cost solutions that can be quickly implemented either directly by the respective agencies, or as a part of this project. Some processes used by AGA in the past are detailed below.



Increasing Traffic Carrying Capacity with Ped Share

While optimization of signal timing definitely provides for traffic flow improvements, it is very critical to also eliminate any minor traffic operational bottlenecks in order to maximize arterial traffic carrying capacities. One such bottleneck that we identified when we conducted OCTA’s Alicia Parkway RTSSP Project was the area south of Paseo de Valencia, at the Community Center signal, which also serves Laguna Hills High School. We determined that there was one quick low-cost solution that could be immediately implemented in this area to improve operations at the Alicia Parkway/Community Center intersection. This intersection was operating with split phasing on the north/south approaches requiring a significant portion of the cycle time for the side street with far less signal time allocation (thus less capacity) for Alicia Parkway which resulted in additional queuing on Alicia Parkway.

AGA’s solution of sharing the west-leg crosswalk pedestrian clearance time between the two north-south phases while retaining the existing split phase significantly increased the traffic carrying capacity of Alicia Parkway. The solution required minor signal phase re-assignments and removal of northbound left-turn arrow signal indications, resulting in improved operations in this area. The AGA team assisted the City of Laguna Hills with implementing this recommendation at two locations - Alicia Parkway/Community Center and Alicia Parkway/Hon-Paseo de Alicia intersection. These improvements are still operational and continue to provide benefits to the area motorists.



Recently, working in conjunction with the City of Highland, AGA staff assisted in the implementation of similar improvement at Greenspot Road/Lowes traffic signal resulting in improved operations in the area. By sharing the east-leg crosswalk pedestrian clearance time between the two north-south phases while retaining the existing split phase on Lowes significantly increased the traffic carrying capacity of Greenspot Road. The solution required minor signal phase re-assignments and removal of southbound left-turn arrow signal indications, resulting in improved operations in the area.

Modified Shopping Center Driveway:

- Removed northbound left-turn arrow
- Allows concurrent west leg pedestrian crossings with north/south traffic
- Optimized signal timings to reduce queues & delays
- Installed pedestrian countdown indications

Previous New
 $\phi 3$ Northbound

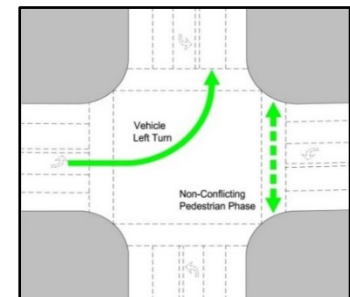
Alicia Pkwy/Community Ctr Ped Sharing on West-Leg Crosswalk

Mitigating Bottlenecks at Intersections with Heavy Demand

Another example of mitigating a minor traffic bottleneck occurred during the Tustin Avenue/Rose Drive RTSSP Project that we managed for OCTA. At the Tustin Avenue/SR-55 On-Ramp intersection in the City of Orange, the southbound left turn movement onto SR-55 has very heavy demand throughout the day. Prior to the project, the queue for this movement would often exceed the storage length and extend into the southbound through lane. AGA was able to re-service the southbound left turn by creating a new phase that mirrors the southbound left turn. The new phase occurs after the southbound movement, thereby servicing the southbound left turn movement twice in a cycle. This was a low-cost improvement easily configured in the controller which could be quickly implemented. We used this same strategy for the Alton Parkway RTSSP project at the intersection of Alton Parkway/Millikan Avenue in the City of Irvine, an intersection with comparable heavy demand. The Irvine now uses this phase sequencing as a template for other intersections to be able to re-service the left turns.

Concurrent Phasing

During a signal timing project in the City of Garden Grove, there was considerable congestion at the intersection of Garden Grove Boulevard/Newhope Street. One of the causes of the congestion was a very heavy left turn from Garden Grove Boulevard to Newhope Street. With a few changes to the phase assignments, the left turn movement was able to move concurrently with the non-conflicting pedestrian phase (see adjacent figure). This improvement provided additional split time for the heavy left turn without increasing the cycle length.



Concurrent Left Turn and Pedestrian

AGA’s Unique Qualifications and Overall Benefit to the City

The AGA Team has been conducting Smart Corridor and traffic signal synchronization related grant-funded projects for over two decades. Our Team has assisted multiple cities in successfully completing similar projects. These projects have allowed us to thoroughly comprehend and become successful with Federal, State and SBCTA/OCTA grant requirements. This is a skill that will help the city navigate the complex grant administration procedure. We have in-depth experience with budget control, monthly invoices, tracking project schedules, regular project updates, and monthly progress status reports. We also utilize City comment dispositions and ensure appropriate document control and filing.

We recognize that this is City of Highland’s first SBCTA Smart Corridor Project as the lead agency. The city has participated in multiple grant-funded projects over the years, and we recognize that managing the project as the leading agency is a major undertaking. The AGA consultant team, having successfully completed multiple projects, including SBCTA’s San Bernardino Valley Tiers 1 & 2 Projects, will be the right partner to assist the



City on this project. The following provides our understanding of the project and highlights why AGA will be a perfect partner to the city.

- The team proposed for this project has wide-ranging experience with designing, implementing, and operating grant-funded signal synchronization corridor improvement projects. All key team members actually worked on a multitude of grant-funded projects throughout Southern California.
- We recognize that technological changes, field conditions, project modifications or City desires may require scope modifications of proposed improvements. The AGA Team fully understands the steps required to request scope modifications so that the additional project improvements will be eligible for grant reimbursement. We know and recognize the importance of grant funding deadlines, and the process needed to meet SBCTA funding requirements.
- The project involves various traffic signal improvements including new traffic signal controllers/cabinets, wireless and fiber optic interconnect, video detection and central signal system upgrade. Our team, which includes traffic engineers and signal system technicians, have hands-on experience with the proposed improvements, which will be invaluable. Our team conducts thorough field reviews prior to design and will engage with vendors/equipment manufacturers to ensure proper integration with the City's traffic signal system. Of particular note is our in-depth experience integrating various modern ITS infrastructure including fiber optics, wireless radio, Ethernet-over-copper, Ethernet switches, etc. With our knowledge of previous generation equipment utilizing Ethernet, serial and FSK communication, we can integrate state-of-the-art systems with existing hardware and software when needed.
- We have procured and installed traffic signal systems equipment for multiple cities on various corridors using subcontractors, equipment vendors and our own staff. We have completed this task for the cities of Montclair, Chino, Ontario, Rialto, Redlands, and under contract with OCTA for various cities including Laguna Hills, Lake Forest, Aliso Viejo, Laguna Niguel, Mission Viejo and Rancho Santa Margarita. Additionally, we procured equipment such as controllers/cabinets, video detection systems, CCTV, Ethernet switches, and central systems and servers and assisted the contractor during installation. Our decades-long experience of our team members will be invaluable for the successful implementation of the project.
- The AGA Team has extensive experience with multijurisdictional traffic signal interconnect, signal timing synchronization, coordinated timing plans and implementation of emerging ITS technologies and procedures. Our staff have completed timing plans for more than 6,500 traffic signals. We have widespread experience developing and implementing both corridor signal timings and arterial grid type signal timings. AGA's staff have unparalleled familiarity with all phases of the proposed project from the design and development of signal timing plans to construction, implementation and fine-tuning, as well as continued monitoring and maintenance of multiple coordinated systems.
- We are passionate about signal timing and make sure the systems operate at their optimum for safe and efficient movement of traffic. Under contract with various cities, our staff conducts daily monitoring of over 250 traffic signals operating on different signal systems giving us firsthand knowledge of issues faced by many corridor cities related to traffic signal synchronization - starting with design, construction, integration and ongoing maintenance of traffic signal and ITS systems.
- Our team utilizes a comprehensive in-house QA/QC program which requires that all deliverables leaving our office are first reviewed prior to submittal to the client. AGA is fully committed to quality control, and all personnel performing work on this project are responsible for ensuring its implementation. We have the philosophy that this is a continuous process to be utilized on plan preparation from conceptual design to final PS&E, as well as when conducting various other professional engineering tasks. Our QA/QC program allows us to monitor costs and budgets to



minimize any cost overruns. Our technical staff is trained to always review work products prior to finalization.

- Our team is hands-on with many types of controllers and system software as we work with them on a daily basis in many of the cities where we monitor traffic signal systems. Our signal system technicians have a deep understanding of the intricacies of the controllers, cabinets, video detection systems, CCTV and central systems and communication systems to ensure successful implementation of the project and to provide the necessary support during the monitoring phase of the project.
- Equipment installation will be a significant component of this project. The AGA Team includes Technical Support team members who have been responsible for fine-tuning signal timing plans at hundreds of locations, providing day-to-day monitoring, and providing Bid Assistance for purchasing and integrating hardware and software for signal systems, controllers and TMCs throughout Southern California.

It is the intent of the AGA Team to fully evaluate traffic operations at each intersection in order to identify operational deficiencies which prevent optimum traffic flow efficiency and safety. Such deficiencies could be related to traffic signal equipment, traffic signal phasing, traffic signal sequencing, lane configurations, pedestrian and bicycle facilities, signage, or other physical intersection characteristics which negatively impact traffic operations. In addition to identifying deficiencies, we will recommend simple, low-cost solutions that can be quickly implemented.

AGA personnel, several of whom have been city employees or served as City staff, have provided services to clients ranging from design and construction management of traffic signal system and ITS improvements exceeding a million dollars, to minor traffic signal timing improvements costing only a few thousand dollars. Whatever the project, our management approach is to complete the project to the satisfaction of the client in as quick a time frame as possible while still producing quality work products.

Quality Assurance and Quality Control Program

Our QA/QC program requires that all deliverables leaving our office be reviewed prior to submittal to the client. All personnel performing work on this project are responsible for ensuring its implementation. We have the philosophy that QA/QC is a continuous process to be utilized on plan preparation from conceptual design to final PS&E, as well as when conducting various other professional engineering tasks. Our technical staff is trained to always review work products prior to finalization.

Our experienced QA/QC Manager will conduct an objective review of the work product. When several disciplines are involved in a project, the QC Manager may also seek review assistance when needed from other individuals specializing in those disciplines to verify that all project concepts are being met and all constructability issues are addressed prior to delivery of the project.

Quality Assurance



quality assurance reports.

Quality assurance defines the process utilized for each project to guarantee that the design deliverables are accomplished in accordance with the project objectives. To achieve the desired quality of deliverables and services, quality assurance consists of several systems including initial implementation of a Quality Control Program, conducting quality audits to verify conformance with policies and procedures, and

The independent senior staff assigned to the project will identify problems, recommend solutions, and verify implementation of corrective action. The Project Manager will ensure that quality is achieved and fully



supports the verification efforts by independent personnel. The Project Manager will interface with the project staff members for resolution of matters related to quality.

Client satisfaction is a key project goal. We emphasize client satisfaction throughout all phases of work. We monitor client feedback and satisfaction as a corporate objective. Document control, records control, and corrective/preventative actions are the minimum procedures we provide for every project.

Quality Control



The QA/QC Manager is an individual other than the Project Manager who is removed from the day-to-day project operations but is responsible for reviewing all submittals of construction documents prior to each submittal to the client. The QA/QC Manager will review project design parameters including assumptions, technical methods, and project design guidelines to verify that design standards are being met. These reviews include conformance with appropriate procedures and standards for all work. This process requires that the submittal is complete and all concerns and issues raised by the client during the project development phase and progress meetings are addressed.

All plan revision comments received from the City will be scanned and returned with a response to each individual comment in order to reduce agency staff time in reviewing progress submittals.

It is imperative that all projects are reviewed to universal standards to avoid costly project deliverables' errors and omissions. The QC checklist must be customized to address project type (signal design, signing/stripping, interconnect, signal timing, speed surveys, project reports, etc.) and the specific requirements and challenges for each project.

Biddability and Constructability Review



As a priority, another level of quality control that we employ is to conduct a Biddability and Constructability review of construction documents at the 90% and 100% completion level. This is carried out by our construction management services team.

Biddability is a measure of a bidder's ability to understand the contract documents and prepare a competitive, responsive bid proposal. Wherever ambiguous contract provisions may place a hint of doubt in the bidder's mind, a contingency amount may optionally be added to the bid to cover for the ambiguous information. As an element of our QA/QC, we draw from our extensive experience in construction management and inspection to identify any potentially problematic areas and take corrective action to eliminate them. Our Biddability review will also examine the "front-end" conditions or general provisions of the specifications for modifications and updating to reflect the specifics of the project.

Constructability is a measure of the successful bidder's ability to build the project according to the designer's intent. Constructability covers a broad range of concepts such as project duration, sequencing, working around existing facilities, adequacy of staging areas, drawing details, drawing conflicts, and potential errors and omissions in the contract documents. Issues in any of these or numerous other areas can lead to delays, change orders, and claims. Our review will be made with these concepts in mind to make modifications we believe are appropriate to eliminate potential problems with the contract documents.



Schedule Control



Strong results-oriented leadership is a key element of AGA’s management approach to fully leverage the expertise and experience of our team members. Our Project Manager will be responsible for the overall and the daily management of our Project Team. He will be responsible for adherence to each project’s schedule and do everything necessary to ensure that each project is completed on time, within budget, and in a manner that fulfills all the goals and objectives of the project.

Coordination with City staff is key during every step of each project to make sure that projects are completed on time and within budget. Brief progress meetings will be held regularly either in person, over the phone, or via virtual meetings online to keep all parties apprised of project status. Any issues will be discussed at these meetings to quickly resolve them and avoid any delays. Additionally, we will fully leverage our team’s experience with managing projects including budget control and invoicing, tracking the schedule, regular updates and progress reports, agency comment dispositions, and document control and filing.

In rare cases when a project goes off schedule due to delays, it is our policy to rectify the situation immediately. Our approach to this scenario is to assign additional resources to the task(s), work extra time, and provide any required submittals to the agency as soon as possible. Since the majority of task orders prepared through on-call contracts are completed on a lump-sum basis, the additional resources expended does not cause any change in the overall budget to the City. In fact, AGA rarely requests changes in contract budgets and only does so if there is a significant change in the scope of work.

Budget Controls



Like all successful enterprises, we have an internal checks and balances system to prevent fraud, minimize risk mitigation, make operations more efficient, be cognizant of compliance with city, county, state, and federal standards and, above all, providing accurate and timely submittals when reporting to the city. It goes without saying that there are always unexpected delays, additional costs, or unforeseen circumstances – especially in the industry we specialize in – so without project controls to anticipate and resolve these issues, costs and delays can quickly become huge and affect our clients’ budgets quite dramatically.

The tool of communication AGA uses most frequently is a weekly status report which includes all the metrics regarding project costs. These weekly updates are reviewed by the project manager to track project costs and verify if there are red flags or issues with the project. This weekly update allows us to monitor/control projects and stay within budget. Additionally, AGA staff meets weekly to go over the progress of various projects. Senior staff members review the project progress against the Project Schedule and identify if the project is facing any challenges that need to be resolved or if resource reallocation is needed to stay on schedule. Relative to review times by City, the Project Manager or Task Leader will follow-up with the City to ensure timely review.

Scope of Services

Task 1. Project Management

AGA staff have developed excellent working relationships with engineering, maintenance, and information technology staff at the City of Highland and understand the City’s traffic signal central system and signal communication system. Additionally, we have worked extensively with Caltrans Traffic Operations personnel in charge of State signals in the San Bernardino area and have an excellent working relationship with them. We will leverage our experience and relationships with Caltrans and City of Highland staff to successfully implement the project.



Based on AGA's wealth of experience working in the City of Highland and completing similar traffic signal improvement projects in the region, the AGA Team has developed a unique project approach to streamline design and field implementation in the most efficient and cost-effective manner possible. The AGA Team feels strongly that robust leadership is a key element of AGA's management approach to fully leverage the expertise and experience of the Project Team. AGA's Project Manager, **Mr. Chalap Sadam**, will ensure the timeliness, cost-effectiveness, and overall success of the project. Providing ample assistance will be **Mr. Krishna Patel**, who will oversee Quality Assurance/Quality Control. Both men have in-depth project administration experience in the implementation of numerous similar corridor synchronization projects.

A. Meetings



Establishing good working relationships with City staff is of paramount importance for the successful and timely completion of the project. It is those good working relationships that can ultimately lead to reaching consensus on proposed project recommendations. While public agencies may have varying standards, needs, and desires, we have found by virtue of our extensive experience in completing multijurisdictional projects that having the right consultant that can not only lead the technical discussions and propose solutions but is also skilled at building consensus is important to keeping projects on-track to a successful outcome. Building a good project team relationship starts with the project Kick-Off Meeting to lay the groundwork for the project and understand the City's perspective. At that meeting the AGA team will meet with key members of City staff to discuss project objectives, scope of work, project schedule, any required cooperative agreements, and various budget issues. As this meeting sets the stage for the entire project, our Project Manager (Chalap Sadam), Design and PS&E Task Manager (Ruben Perales), and Timing Plan Task Manager (Greg Wong) will all be in attendance.

AGA will also hold a series of subsequent project meetings to review agency comments regarding data collection, network modeling, implementation, design plans and the Final Report. If additional meetings with City staff are needed or requested, the AGA project team will make themselves available to address specific issues or concerns. It is anticipated that all such meetings will be held at Highland City Hall unless otherwise directed. We at AGA are also very conscious of the demands on staff time and will make every attempt to maximize meeting efficiency and minimize the need for repeated discussions or additional meetings on topics that could be addressed directly. AGA will meet with the City to understand specific needs, issues or concerns. Project status meetings will be held on a monthly basis and additional email updates will be provided more frequently to the city.

Agendas and minutes will be prepared before/after all meetings and will be provided to all meeting attendees. Mr. Sadam's extensive experience in conducting forums and in dealing with traffic engineering problems and political concerns, as viewed from both a consultant's and a city's perspective, will be invaluable in providing guidance for this project.

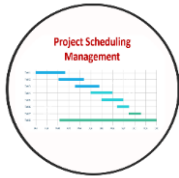
B. Progress Reports



Monthly progress reports will be provided to the city. AGA will provide monthly progress reports throughout the duration of the project. The reports will be written in such a manner that, at the discretion of the City's project manager, they can be distributed to all concerned parties.



C. Tracking of Schedule



All project tasks including design and construction efforts, signal timing development and implementation efforts, maintenance and operations efforts, and Final Report documentation will be completed in a timely manner after receipt of the NTP. Our preliminary project schedule with tentative completion dates for each task is included in the Schedule section of the proposal.

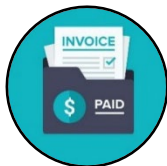
The City’s Smart Corridors Grant Application identifies a timeline for all design and construction work along with signal timing development/implementation. Upon receipt of the NTP and prior to the Kick-Off Meeting, we will prepare a more detailed project schedule that includes firm task start dates, activity durations, product milestone completion dates, agency review times etc. We understand that all components of the project need to be completed by June 2027. Project manager and task leaders will coordinate with City staff on the project status and all milestones and deliverables.

AGA will proactively manage the project to ensure completion of the project on schedule. An example of this would be to proceed with the implementation of the coordination timing using existing equipment by the scheduled date (or even earlier) if there is a delay for the construction of improvements. Understanding that the city currently has communications to the majority, if not all, of the traffic signals along the project corridors, AGA would implement the coordination timing either through the central system or if communication is not available, implement the signal timing manually in the controller. Any potential delays to a task will be communicated to the city and mitigation measures will be quickly implemented.

AGA will provide the city with project schedule updates as part of the monthly progress reports and bring to attention any previously unforeseen conflicts or matters which need to be resolved which may delay the project. AGA will ensure that any matters that may potentially delay the project will be brought to the City’s attention immediately. AGA is committed to meeting the project schedule and delivering the project on time and within budget.

D. Overall Administration of the Project

Monthly Invoicing



Our robust in-house project control system monitors and controls project costs – a tool critical for us and our clients and used as a system for in-house accounting and billing. Incoming bills are independently processed and distributed to respective assigned project managers for review. Attachments to our invoices usually include a Progress/Status Report, a Monthly Billing Summary, subcontractor invoices, etc.

Project Management



AGA’s designated Project Manager will be responsible for the overall and the daily management of the project for AGA’s Project Team. Team meetings will be held beginning with a project Kick-Off meeting and additional project status update meetings. Additionally, AGA will conduct conference calls with the city as necessary to successfully complete all aspects of the project. Our Project Manager will arrange/chair all formal meetings that are included as part of the project scope of work and make any desired presentations to the cities. He will be responsible for adherence to the project schedule and for maintaining quality control of all project work products. AGA has a comprehensive Quality Assurance/Quality Control (QA/QC) program to ensure accuracy and compliance to standards for all aspects of a project. Project oversight and QA/QC for all project work products are included.



The quality assurance and quality control staff assigned to the project will identify problems, recommend solutions, and verify implementation of corrective action. The Project Manager will ensure that quality is achieved and fully supports the verification efforts by independent personnel. The Project Manager will interface with the project staff members for resolution of matters related to quality. Client satisfaction is a key project goal. AGA emphasizes client satisfaction throughout all phases of work. AGA monitors client feedback and satisfaction as a corporate measure. The following minimum procedures are provided for every project:

- Document Control
- Records Control
- Corrective and Preventive Actions

AGA will assist the City's Project Manager with a running record of project costs by participating agency, and also any scope changes and/or deviations from the final approved grant application. AGA will provide monthly schedule updates, progress reports and invoices. The project documents will be made available to any of the participating agencies. AGA will manage the project in conjunction with the city and have coordination meetings as necessary to ensure the project's pace is maintained and is delivered on-time successfully.

This is discussed more fully at the end of the Project Understanding, Overview and Approach section above.

Deliverables:

- Meeting agendas, minutes, and presentation materials
- Monthly progress reports and invoices
- Regularly updated schedule

Task 2. Traffic Signal Synchronization Timing and Field Review

The signal timing optimization and implementation for the study project corridors will include assessing the local signal timing parameters for each signalized intersection in the City along with the new traffic signal coordination timing plans. AGA will also provide this work for the Caltrans ramp signals along Base Line (two intersections) and 5th Street/Greenspot Road (two intersections).

New traffic counts and field reviews will be conducted as discussed in the Data Collection and Field Review Task. The AGA team will develop optimized signal timings to synchronize Caltrans signals with the other project signals. As AGA has prepared the previous signal timings within the city, our team understands the traffic patterns in the area and recognizes the importance of synchronizing both the through traffic on the city arterials as well the off-ramp traffic exiting the SR-210 freeway with the nearby traffic signals. The newly developed signal timings will be submitted to Caltrans for their review and approval. After the signal timings are implemented by Caltrans, AGA will fine-tune the timings to ensure smooth flow of traffic.

Development and Implementation of Optimized Signal Synchronization Timing

For all data collection tasks, AGA's signal timing engineers will evaluate the below data elements and provide an assessment of prevailing traffic patterns and conditions.

- Three day 24-hour ADT data (Thursday – Saturday) will be conducted and provided to the city for their review to help determine the appropriate time-of-day schedule for the traffic signal coordination timing plans and to determine if weekend signal coordination timing is necessary during certain times of the day.
- Peak period turning movement counts for the weekday (AM, midday, and PM) and weekend (midday) will be conducted. The weekday peak periods are typically two hours each and the weekend peak



period is usually three hours. Additional counts will be collected at school areas where the school closing times may not coincide with typical peaks. Additionally, the number of pedestrian and bicycle users will also be collected at all locations.

- All turning movement count data will be provided in Microsoft Excel spreadsheet (both electronic and hard copy) format.

AGA will review the signal timing parameters to ensure that at a minimum the final optimized signal timing is in compliance with all CA MUTCD requirements.

City Requested Data

The project team will request copies of existing signal timing sheets for Caltrans signals; as-built roadway, speed data; and any available traffic counts. Information (including plans) on any construction activities on the project corridor and other streets in the immediate vicinity will also be requested.

Field Review of Existing Conditions

The AGA Team will collect field data in sufficient quantity to identify existing deficiencies, system capabilities, and operations. Using the data collected as a starting point, we will conduct extensive field reviews throughout the corridors to identify and assess all the components that affect signal coordination, including:

- Intersection lane geometrics including number, usage of each lane, length of left/right turning lanes, distance between signalized intersections, and corridor lane configurations and lane widths, as appropriate.
- Existing signal operation characteristics, including signal phasing, cycle lengths, protected/permissive left-turn operation (including first car detection vs. queue detection), lead-lag phasing, right-turn overlap phasing, and U-turn restrictions.
- Traffic signal controller and cabinet type, make, brand, software and version; interconnect equipment, telemetry, modems and switches; condition of traffic signal equipment including controllers, time referencing setup, and daily time clock drift. Photos of all equipment within the traffic signal controller will be provided. Detailed intersection sheets that show existing conditions and existing equipment (traffic signal and traffic signal communication) will be provided.
- Special characteristics such as proximity to adjacent intersections and any senior centers; presence and location of bus stops (near-side vs. far-side); location of driveways; on-street parking, parking maneuvers, and parking restrictions; adequacy of left-turn and right-turn storage; intersections with high volumes of pedestrians and bicyclists; areas with high volumes of trucks and buses; high volumes at un-signalized intersections; and impact of freeway access points on the corridor and on cross streets in the immediate vicinity.
- Over-saturated intersections and measures used to improve operations such as uneven lane distribution, impact to saturation flow rate due to a lane drop within a few hundred feet of the intersection, unbalanced traffic distribution of a dual left-turn lane resulting in lower saturation flows, and observations for queuing and queue spillovers including potential lane blockages.
- Traffic signal detection facilities – both stop bar detectors and advance detectors – their timings and maintenance status, pedestrian push buttons and condition, sensitivity and settings of video detection – particularly for false calls or even dropped calls, and any unusual recall phases and reasons thereof.
- Existing time source and configuration (T_0) for the central system will also be verified.
- Existing traffic signal communications infrastructure such as signal interconnect conduit, pull boxes, splice closures, communication switches, termination units, communication hubs, etc.



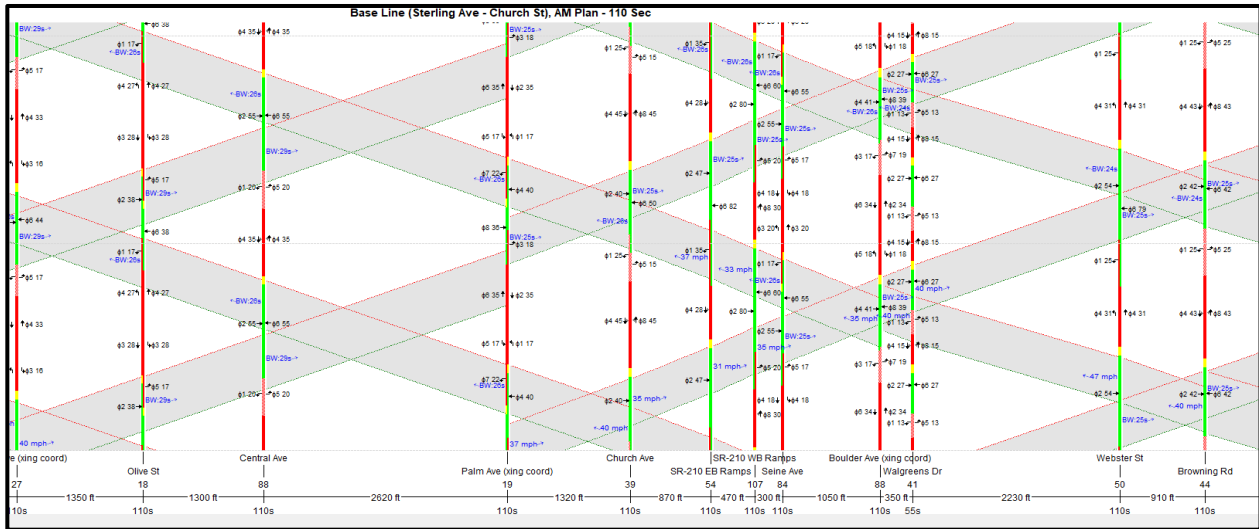
- Existing traffic signal conduit where new video detection, CCTV cameras, and/or EVP are being proposed.

For intersections that may require minor intersection geometric changes or signal modifications, AGA will conduct a detailed capacity, timing, and queuing analysis (based on the Highway Capacity Manual) to determine appropriate improvements. Additionally, to improve traffic operations along the project corridors, we will identify any observed traffic signal equipment or operational deficiencies, including minor lane striping or signal phasing modifications, removal of split phasing, on-street parking restrictions etc., and provide recommendations with simple low-cost solutions that can be quickly implemented.

Signal Timing Software

Various signal timing analysis and simulation software programs and/or combinations of programs will be used for this project. The most appropriate method depends upon various factors, including whether minimization of system delay or optimization of arterial progression is most important to the City. Microsimulation analysis programs allow for evaluation of queue spill-over impacts, evaluation of unusually high turning movement volumes, use of lead-lag left turn phasing, etc. We will leverage the available existing Synchro network of the project area to provide more value to the City.

The Tru-Traffic program will be used to develop the overall time-space diagrams (large scale). The Tru-Traffic files will incorporate the proposed signal synchronization plans for each of the corridors. SimTraffic, a powerful traffic simulation software, will be used at specific locations such as closely spaced intersections with blocking problems/lane change problems, or congested intersections with large turning movement volumes.



Tru-Traffic Program – Base Line AM Plan

Cycle Length and Timing Analysis

Before developing any timing plans, AGA will analyze the complete network to determine the main system cycle length requirements and subsystem requirements. Every attempt will be made to minimize the number of subsystems required to maximize the benefits of coordination (reduced delay, stops, fuel usage, mobile source emissions, etc.). We will identify critical intersections area wide and perform detailed capacity/delay analyses using sophisticated delay optimization routines to help establish appropriate signal timings.

When system cycle lengths are arbitrarily selected rather than minimized and optimized, complaints from local side street traffic arise because of increased waiting time. AGA is familiar with many of the crossing arterials along the project corridors. We assess the signal timings for the Caltrans signals, and also analyze how each corridor ties into the City’s synchronization system without disrupting the coordination along the



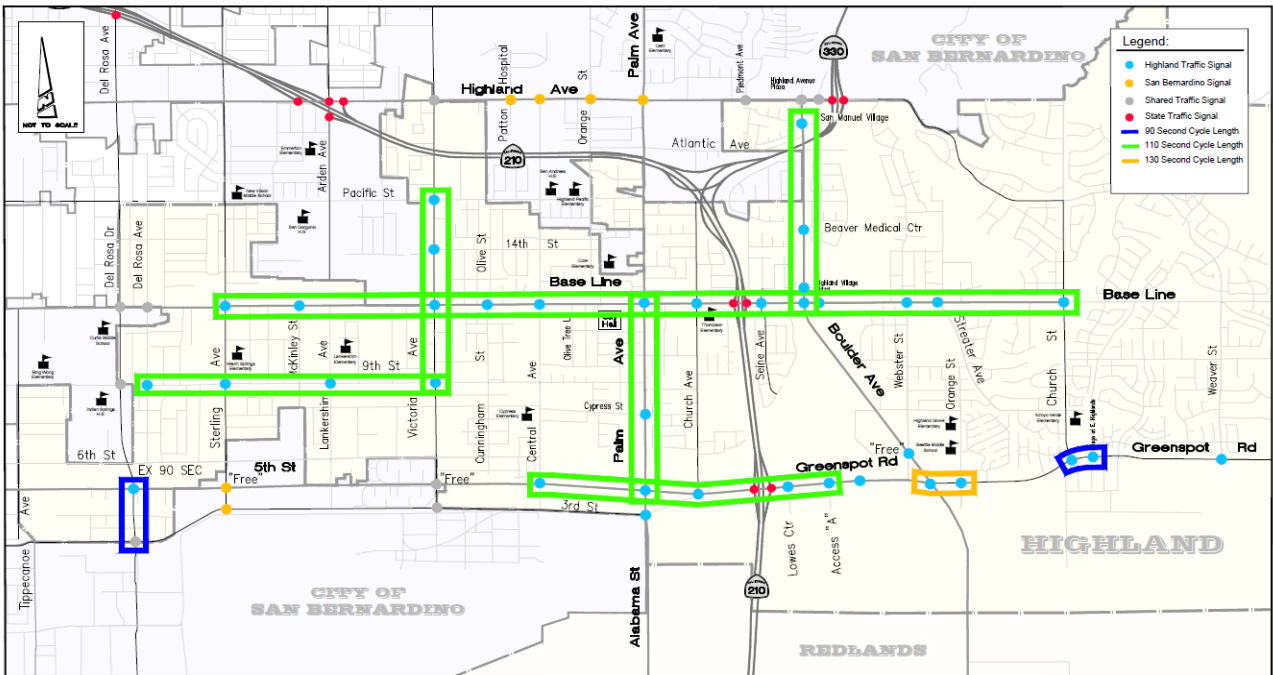
crossing corridor. A concept of operations will be developed for Caltrans signals based on an evaluation of traffic volumes, traffic conditions, and recommended coordination strategies and provided to the city.

Currently, the majority of traffic signals in the City of Highland operate at a 110 second cycle length during the AM and PM peak periods and a 100 second cycle length during the midday and weekend periods. There are some locations that operate at a lower or higher cycle length due to the size of the intersections and traffic patterns in those areas. The figure on the following page shows the existing AM and PM cycle lengths.

Based on AGA’s familiarity of the traffic patterns, the cycle lengths most likely will increase during the AM and PM peak periods. It is expected that during these time periods the required cycle length may be 120 seconds and 130 seconds for some areas (Greenspot Road-Costco area). The traffic patterns in the City typically do not vary, but they could change based on construction, accidents, freeway conditions (sudden closures) and/or other unplanned events. Therefore, AGA will develop additional signal timing plans to be able to move traffic in certain directions if an event were to occur. These “traffic responsive” plans could entail higher cycle lengths to accommodate detour traffic within the SR-210 area and/or managing traffic from or to the SR-210 freeway.

Timing Plan Deliverables

AGA will develop the signal coordination timings for the AM, midday and PM weekday traffic conditions, and typical weekend conditions. The weekend timing plans are especially important in shopping areas and near recreational areas. All these various timing plans will be stored in a database format. Time-of-day schedules (the appropriate start time for each plan) will be developed based on field observations and the 24-hour traffic counts.



AM and PM Peak Period Cycle Lengths

Historically, while one timing plan was typically used for each time period, say one AM plan for 6:30am to 9:00am on a weekday, it should be recognized that traffic may not be constant throughout this period, but may peak for an hour; thus, the arterial speeds also concurrently vary with the traffic volumes. Because coordination offset is a function of arterial travel speeds, one timing plan with a set speed will not be adequate. The changing speeds within a time period warrant different offsets so that a platoon of vehicles can progress without interruption.



After initial development of all signal timing plans, they will be submitted to the city for review and approval. For locations in the immediate vicinity of SR-210 freeway interchange areas, will be submitted to Caltrans for review and approval. Plans will be revised as required, and any necessary new controller timing sheets developed. Such revisions are typically minimized because we will already have reviewed and manually optimized all timing plans. Time-space diagrams will be prepared for all timing plans, to aid in the review process and to graphically document the finalized timing parameters.

Implementation of Timing Plans

After construction of all new/modified signal system and communication system is implemented – including all required system integration tasks – the new coordination signal timing plans will be implemented. Proposed new timings at complicated intersections or specialized signal timings will be bench tested in AGA’s traffic signal operation lab (see figure) using actual controllers prior to field implementation.

The new timing will be observed in the field and will be fine-tuned for a minimum of two weeks. Working in conjunction with Caltrans staff, adjustments to the timing to the SR-210 freeway interchange areas will be made as necessary and revised timing plan data files will be prepared. Time-space diagrams will be prepared for all timing plans to aid in the review process and to graphically document the finalized timing parameters, including the utilization of the Tru-Traffic Program utilizing a mobile application to log the travel time runs (see figure). After final timing plans are approved, final Time-Space Diagrams, Synchro data files will be provided for each time-of-day timing plan.

Deliverables:

- ✓ Data Collection Report summarizing the data collected, including turning movement counts and 24-hour traffic volumes. Synchro files of the project corridors will be provided.
- ✓ Signal timing plans for City and Caltrans intersections.



Tru-Traffic program using a GPS receiver



Traffic Signal Operations Lab

“Before and “After” Study Analysis

AGA will conduct “Before” and “After” travel time and delay field studies for the AM and PM peak periods. Measures of Effectiveness (MOE) parameters, which will provide a quantitative basis for determining coordination benefits, will include stops, delays, travel times, and average speeds. MOEs will be compiled using the Tru-Traffic software and field measurements using the floating-car technique. The floating-car runs will be conducted for each direction for the Base Line and 5th Street/Greenspot corridors, and the data will be gathered using mobile phone applications. Video will be used to compare actual conditions to anticipated conditions detected by time-space diagrams, and any anomalies will be corrected prior to the After study. The After Study will be conducted similar to the Before Study and contain the same MOE parameters, based on the same number of floating car runs conducted during the same time periods. AGA may use SBCTA’s ClearGuide application (if applicable) to evaluate improvements in efficiency of traffic flow. Additionally, the ClearGuide application may be utilized to assist with monitoring the project corridors. AGA will verify with SBCTA if the ClearGuide license is still available to the city.



The Before Study will be conducted prior to the construction of the various signal system and interconnect communication improvements. The After Study will be conducted after implementation and fine-tuning to signal timing plans. Tabular and graphical presentations of Before and After comparisons will be developed.

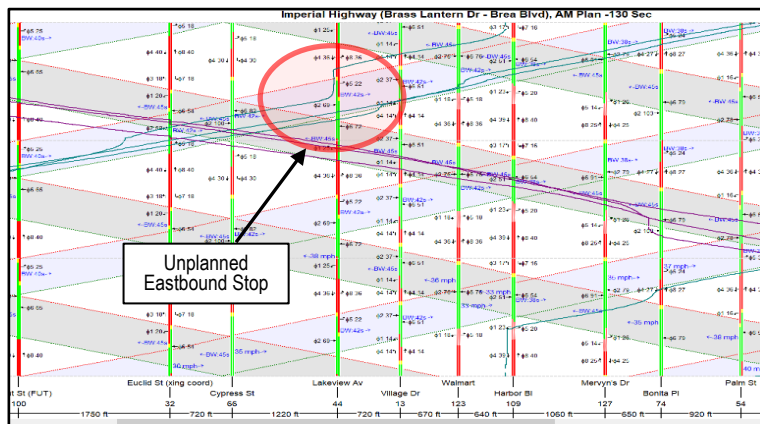
AGA will prepare a Final Report that will provide complete documentation of the project, including project objectives, scope and location, findings and recommendations, implementation schedule, improvements accomplished – including traffic signal equipment improvements and signal coordination timing improvements (“Before” and “After” analyses).

Deliverables:

- ✓ “Before” and “After” Travel Time studies

AGA will provide ongoing monitoring for a period of three months after construction of system improvements and development/implementation of the coordination signal timing plans. This will be in addition to the regular monthly traffic signal monitoring as AGA will need to ensure the new traffic signal system, traffic signal communication and new signal timings are all working properly. Monitoring of the coordination signal timing will be constantly evaluated along with the traffic volumes, side street delay, and health of detection.

Based on our extensive expertise and experience in developing, implementing and fine-tuning coordination plans, we know that operational improvements along the corridor could potentially result in a shifting of traffic from alternate routes. After initial coordination signal timing implementation, AGA will further fine-tune the coordination timing plans to address any increase in traffic volumes that may have occurred along the project routes.



Sample Monitoring Travel Time Run

Test Runs: AGA staff will routinely drive the corridor throughout to assess the traffic conditions and timing plans. Observations will be made continually to ensure optimum system performance. Adjustments will be conducted immediately to correct any problems identified. Because we are familiar with traffic conditions throughout the area, we know whether timing problems result from hardware failures, temporary construction impacts, or development/land-use changes and we can respond accordingly. If

applicable, AGA will also evaluate the corridors using the ClearGuide system and check if any significant changes to the travel times and/or speeds are found along the corridors.

Reports on problems, corrections and general observations will be submitted regularly to the city. We use specific mobile applications (iOS and Android) to log the runs and to supplement runs using the Tru-Traffic program. The logs can quickly be imported into Tru-Traffic to view the runs. The adjacent figure shows an example of multiple runs along Imperial Highway using the mobile applications that were imported into the Tru-Traffic software.

Signal Timing Complaints:

We have helped many cities address complaints from residents, commuters, parents of students, police personnel, City officials and City Council members. Because of this extensive operational experience, we are well-versed with assisting cities in responding to complaints related to signal timing and phasing, especially



when new plans are implemented. A key to responding to such complaints is to approach each situation with an open mind. The average driver is not a traffic engineer and doesn't view signal operations in the same manner as a traffic engineer. It must be remembered that we work for the city, which means we work for many thousands of residents.

Interagency Coordination:

Because we have developed the coordination timing plans that are currently in place, we know that coordination with Caltrans is an important component of the project. We understand that we cannot arbitrarily make changes to the city's signal timing without impacting the Caltrans signals. We will regularly coordinate signal operations with Caltrans to ensure optimum timing and coordination.

Communications & Detection Support Timing

Regularly scheduled communication and detection support will be provided along the synchronization corridor and the intersections to ensure the necessary conditions for signal synchronization. The primary focus will be on the monitoring and reporting of communication and detection issues. As issues are identified, those issues will be reported to the City as appropriate and potential repairs will be identified. Communications between the central system and signals will be monitored, maintained and repaired as necessary along the corridor across the City to ensure necessary conditions for signal synchronization. The project will use a variety of methods to monitor, maintain and repair both communications and detections for the city intersections.

Task 3. Preparation of Plans, Specifications and Estimates

AGA will develop plans, specifications, cost estimates, construction bid and contract documents for the installation of new and/or upgraded traffic signal control and communication equipment along the project corridors. Having completed several similar projects in the City of Highland, we are very familiar with the City's PS&E requirements. It is important to note that AGA has provided traffic signal monitoring services to the city for over 20 years and are intimately familiar with the City's existing traffic signal system. In addition, AGA prepared the plans for the existing conduit in the city which will now be utilized to install new fiber optic cable as part of this project. In general, traffic signal system related components required to provide improved traffic signal synchronization on the corridor include the following:

- Fiber optic communications in existing conduit
- Video detection systems
- Ethernet fiber optic switches
- #6E Pull Boxes and Splice Closures
- New central signal system
- New/upgraded ATC traffic signal controllers
- Wireless Ethernet Radios
- Traffic Signal Central System Upgrade
- Cell Modem Communication Equipment

Before commencing the full design plans for the project corridor, the AGA team will discuss any potential cost savings opportunities. AGA will complete the following PS&E scope for this task:

- Attend a preliminary design meeting to discuss and review any specific construction requirements related to the proposed improvements. During this meeting, proposed improvements which may have already been constructed as part of other projects or which may no longer be required will be discussed to avoid completing any unnecessary design work.
- Collect and review all documents provided by the city which are necessary to complete the work (traffic signal plans, traffic signal interconnect plans, utility plans, street improvement/roadway plans, etc.).
- Research and record all existing improvements.
- Submit an outline draft of the project specifications. Plan sheets will be prepared at either 1"=20' or 1" = 40' (or other scale when deemed appropriate). All plans will be prepared and submitted in



AutoCAD format. The plan set will include a title sheet, traffic signal and communication plan sheets, a communication network plan sheet, and a fiber assignments plan sheet (as needed). Detailed illustrations will be utilized for the communication network plan sheet. Specifications and Technical Provisions will be based on pro-forma specifications provided by the City, revised, and supplemented as needed.

- Prepare and submit preliminary construction plans (60% completion level) and construction cost estimates. All cost estimates will include copies of all back-up calculations of quantities.
- Prepare second submittal plans (90% completion level) and final plans (100% completion level) incorporating comments from the city, and utility companies, specifications, and engineer’s estimate of probable construction costs.
- All plans and/or documents will be submitted for City review.

Upon the city’s approval of the plans and specifications, we will provide final construction drawings in digital format and one set of mylars. All drawings will be prepared on 24”x 36” mylar sheets, signed and sealed by an AGA California licensed Civil and Traffic Engineer. We will submit an electronic PDF copy and two hard copies to the City Traffic Engineering / Public Works Department. Copies of design calculations and pertinent correspondence, including responses from utilities, will be provided as needed.

Advertising and Bidding Assistance

As lead agency, the City of Highland will be responsible for advertising and awarding the construction contract for the various new/upgraded traffic signal control and communication system equipment included as part of the overall project. AGA will assist the City in preparing bid packages and will provide any required assistance during the advertising and bidding phases of the project, including attending a pre-bid meeting (if one is held), answering questions from potential bidders, and attending the pre-construction meeting. In addition, AGA will attend the bid opening and assist the city with developing a bid summary of all accepted construction bids.

Deliverables:

- ✓ Preliminary and Final PS&E for recommended improvements.

Task 4. Construction Management (Optional)

As part of this task, **AGA’s key services** include becoming familiar with the project area and all project documents such as construction schedules, traffic control plans, sequence of construction, permit requirements for City and Caltrans. Construction management services as described below will be completed to ensure successful and timely completion of the construction:

- Prepare for and conduct pre-construction meeting with City, Caltrans and Contractor.
- As needed, assist city and Contractor with providing public construction notices to keep residents and businesses informed of project status and any impacts to motorists.
- Maintain logs, track and review all construction submittals such as Requests for Information (RFIs), Request for Changes (RFCs), Contract Change Orders (CCOs), Equipment Submittals, construction schedule, traffic control plans, etc.
- Coordinate construction observations with city staff.
- Assist City staff with any CCO negotiations.
- Review construction schedule and ensure Contractor is adhering to schedule.
- Review Contractor’s progress payment invoices and recommend for city approval.





- After substantial completion of construction, prepare punch list and coordinate with Contractor to complete all outstanding items in a timely manner.
- Prepare final As-Built plans to serve as record drawings for each participating agency based on the Contractor's redlines from the field.
- Attend meetings in the field as necessary with City staff and Contractor during installation of equipment.
- Assist city with Final Retention release for construction close-out.

In addition to the services listed above, AGA will conduct construction observations as needed for the project. It is understood that the City will provide construction inspection services for any required sidewalk restoration work.

System Integration



The AGA team will provide overall system integration which includes coordination with the construction contractor responsible for installing new signal controllers, communication hardware (fiber switches, wireless Ethernet radios), etc. We will work hand-in-hand with the contractor in configuring all Internet Protocol (IP) devices installed as part of the project. Connectivity from the TMC/TOC to all IP devices in the field will be verified and documented.

It should be noted that AGA developed the traffic signal system network scheme for the City of Highland. We have worked with the City of Highland on previous projects and are very familiar with the city's system and requirements. As such, we are prepared to coordinate with the Contractor to provide the necessary network configurations for all new IP devices. We will also be present at the time of controller change-outs to verify all controller programming and intersection operations. If any changes are made to network parameters (VLANs, IP addressing), they will be documented in the as-built plans.

As part of the project the City of Highland will be deploying the new MyCity Traffic Signal Central system. The AGA team will coordinate with the central system vendor to assist in developing and configuring intersection system graphics with signal phasing and detection data for all project signals along the project corridors and integrate the project signals with the traffic signal central system.

Should the city not elect to proceed with full construction management services by AGA, as an alternative, AGA can only provide construction engineering support and system integration of the project for a reduced cost (approximately 16.5 percent of the AGA's proposed fee for this task, see Cost Proposal).

Deliverables:

- ✓ Construction Management Services and System Integration

Cost Proposal

Our Cost Proposal on the following page includes a breakdown of the estimated hours for each individual for each project task, as well as the billing rates for each staff member.

Our rates are all inclusive for services rendered. All direct and indirect costs (i.e., mileage, equipment, materials, reproduction and printing, etc.) are included in our fees.

Job Classification/Title (AGA Engineers, Inc.)	Hourly Rates	Task 1 Project Management	Task 2 Traffic Signal Synchronization Timing and Field Review	Task 3 Preparation of Plans, Specifications, and Estimates (PS&E)	Task 4 Construction Management (Incl System Integration)	TOTAL Hrs/Cost
Chalap Sadam, President, Project Manager	\$282.59	40 \$11,303.60	12 \$3,391.08	8 \$2,260.72	16 \$4,521.44	76 \$21,476.84
Ruben Perales, Vice President, Design Lead	\$242.70	24 \$5,824.80	16 \$3,883.20	78 \$18,930.60	40 \$9,708.00	158 \$38,346.60
Greg Wong, Vice President, Signal Timing Lead	\$242.70	24 \$5,824.80	96 \$23,299.20	4 \$970.80	20 \$4,854.00	144 \$34,948.80
Krishna Patel, Principal Transportation Engineer	\$332.46	8 \$2,659.68	24 \$7,979.04	24 \$7,979.04	0 \$0.00	56 \$18,617.76
Dowling Tsai, Senior Transportation Engineer II	\$216.10	0 \$0.00	0 \$0.00	40 \$8,644.00	0 \$0.00	40 \$8,644.00
Jessica Reyes, Senior Transportation Engineer I	\$216.10	16 \$3,457.60	48 \$10,372.80	96 \$20,745.60	40 \$8,644.00	200 \$43,220.00
Phillip Fuentes, Senior Signal Systems Specialist	\$179.53	0 \$0.00	112 \$20,107.36	8 \$1,436.24	120 \$21,543.60	240 \$43,087.20
Jorge Sanchez, Associate Transportation Engineer I	\$156.29	0 \$0.00	112 \$17,504.48	54 \$8,439.66	40 \$6,251.60	206 \$32,195.74
Giselle Hernandez, Associate Transportation Engineer I	\$156.29	0 \$0.00	112 \$17,504.48	54 \$8,439.66	30 \$4,688.70	196 \$30,632.84
Vannessa Pedroza, Associate Transportation Engineer I	\$149.60	0 \$0.00	112 \$16,755.20	54 \$8,078.40	24 \$3,590.40	190 \$28,424.00
Sohan Sadam, Systems Engineer I	\$156.29	0 \$0.00	0 \$0.00	24 \$3,750.96	24 \$3,750.96	48 \$7,501.92
Lucy Ott, Associate Engineer I	\$146.28	0 \$0.00	118 \$17,261.04	16 \$2,340.48	0 \$0.00	134 \$19,601.52
Phillip Jeremy Fuentes, Signal Technician I	\$113.38	0 \$0.00	120 \$13,605.60	8 \$907.04	120 \$13,605.60	248 \$28,118.24
Pauline Bingham, Engineering Aide III	\$106.39	8 \$851.12	0 \$0.00	0 \$0.00	0 \$0.00	8 \$851.12
Total Hours:		120	882	468	474	1,944
TOTAL COST:		\$29,921.60	\$151,663.48	\$92,923.20	\$81,158.30	\$355,666.58
Subconsultants						
Counts Unlimited (Traffic Counts)			\$22,608.00			\$22,608.00
TOTAL SUBCONSULTANT COST:		\$0.00	\$22,608.00	\$0.00	\$0.00	\$22,608.00
TOTAL PROJECT COST:		\$29,921.60	\$174,271.48	\$92,923.20	\$81,158.30	\$378,274.58





Appendix

Resumes of the AGA Team



Chalap K. Sadam, PE, TE President

Education

University of Southern California
Master of Business Administration, 2002

Virginia Polytechnic Institute
and State University
Master of Science, Civil Engineering
(Transportation), 1990

Jawaharlal Nehru Technological University
Bachelor of Engineer, Civil Engineering, 1988

Professional Registrations

CA Registered Civil Engineer – CE #74080
CA Registered Traffic Engineer – TE #1813

Professional Associations

American Society of Civil Engineers
Institute of Transportation Engineers
Intelligent Transportation System Council
Transportation Planning Council
Orange County Traffic Engineers Council

Mr. Sadam is the President of AGA Engineers, Inc., founding the company in 2020. He provides the team with an extensive educational background in Civil, Traffic, and Transportation Engineering, as well as a Master's degree in Business Administration. For over 32 years, He has conducted traffic signal synchronization projects, traffic studies and analyses for countless cities and counties in Southern California. He provides leadership for multijurisdictional projects, local traffic studies, and everything in-between.

He is well-known for his studies involving Regional Traffic Signal Synchronization Programs (RTSSP), working effectively to promote multijurisdictional cooperation between State (Caltrans), county, and city entities to synchronize traffic signals for multiple major corridors in Orange County, Los Angeles County

and the San Bernardino Valley. He is a recognized expert of traffic signal communications, Intelligent Transportation Systems, Traffic Management Centers, centralized traffic signal systems and video management systems.

Relevant Experience

Regional Traffic Signal Synchronization Program (RTSSP) Projects, OCTA

OCTA developed a signal coordination plan to optimize traffic flow and travel conditions in Orange County, including the timing plan development, implementation, fine tuning, and monitoring for all signalized intersections along each arterial project corridor. Tasks included coordination between agencies, field reviews, developing design plans and signal coordination timing, and monitoring traffic flow. Mr. Sadam served as Project Manager. for the following corridors:

Portola Pkwy/Santa Margarita Pkwy	MacArthur Blvd/Talbert Ave
Lake Forest Drive	Harbor Blvd
Lambert Rd	Bear St
Orangethorpe Ave/Esperanza Rd	Gilbert St/Idaho St
Malvern Ave/Chapman Ave	Birch St
Imperial Highway	Alicia Pkwy
Sunflower St	Irvine Center Dr/Edinger Ave
Adams Ave	Antonio Pkwy
Alton Pkwy	La Paz Rd
Baker St/Placentia Ave	La Habra Blvd/Central Ave
Bolsa Ave/First St	Tustin Ave/Rose Dr
Lambert Rd	Placentia Ave
Brea Blvd	Commonwealth Ave
Lemon St/Anaheim Blvd	Euclid St
Bastanchury Rd	Orangethorpe Ave TLSP
Chapman Ave TLSP	Euclid St Demonstration Project

I-405 Freeway Improvement Projects, Costa Mesa and Fountain Valley

Mr. Sadam was Project Manager for three related projects on the I-405 Freeway (SR-73 to I-605) which included interchanges and arterials in the immediate vicinity of the freeway. The three projects were:

- I-405 Major Investment Study
- I-405 Project Study Report/Project Development Support
- I-405 Project Approval/Environmental Document.

Tasks included identifying required freeway and interchange improvements, lane configurations, and arterial intersection improvements to accommodate future 2040 traffic.

Plans for a Major Investment Study and subsequent PSR/PDS and PA/ED were completed with significant attention to detail. Tasks for the Study included field reviews, project improvement plans, traffic management plans and reports, and evaluation of detour plans, street lighting plans, and construction plans. Those plans were subsequently used to implement freeway widening and interchange improvements.

Citywide Traffic Analysis, Torrance

As Project Manager, Mr. Sadam supervised the review of 184 intersections within the City of Torrance that included review of the traffic signal infrastructure, level-of-service analyses for existing, near term and long-term conditions, comparison of historical traffic volumes, traffic index calculations for all truck routes, and traffic safety analysis of the City's high collision intersections. Detailed cost estimates were also conducted for the traffic signal and communication, intersection capacity improvements and traffic safety improvements.

Systemic Safety Analysis Report Program and Highway Safety Improvement Program

Mr. Sadam served as Project Manager. Tasks included collision analyses, identifying roadway safety issues, and developing systemic, low-cost safety improvement programs. These studies

were conducted for the Cities of Fountain Valley, Redlands, and Placentia.

Citywide Protected/Permissive Left-Turn Phasing Study, Lake Forest

Mr. Sadam served as Project Manager. He supervised the analysis of existing traffic signals citywide to determine if converting to protected/permissive left-turn phasing was feasible and appropriate. Mr. Sadam also provided task management support.

Citywide Traffic Operation and Traffic Management Study, Irvine

Mr. Sadam was Project Manager. As part of the traffic operational analysis, 130 critical intersections were evaluated for existing and near-term conditions utilizing the Highway Capacity Manual procedures. The analyses included identification of any capacity constraints, excessive queuing and available storage, approved near term developments (project trip generation impacts), evaluation of the appropriate signal operation and coordination signal timing. Improvements were developed and ranged from low-cost solutions (adding protected/permissive-Flashing Yellow Arrow traffic signal phasing) to major improvements of widening an arterial.

San Bernardino Valley Coordinated Traffic Signal System

Mr. Sadam served as the Project Engineer of three separate projects:

1. Master Plan Development: developed a traffic signal synchronization plan.
2. Tier 1 and Tier 2: provided engineering design, construction support, and implemented coordination for 650 traffic signals (including 48 freeway interchange signals operated by Caltrans) and installed new central traffic signal systems in 14 cities, the County, and Caltrans.
3. On-Call Services: provided monitoring and operational maintenance.



Greg Wong, PE Vice President

Education

University of California, Irvine
Bachelor of Science, Civil Engineering, 1996

Westech College
Certified Geographical Information Systems,
1997

Professional Registrations

CA Registered Civil Engineer – CE #64349

Professional Associations

Institute of Transportation Engineers
Orange County Traffic Engineers Council

Mr. Wong has extensive experience with projects that involve state, local, and private agencies. He has developed hundreds of signal timing plans throughout Orange, Los Angeles, Riverside and San Bernardino Counties and has extensive experience with various traffic control systems and both arterial and grid type traffic signal coordination timing. He was instrumental in working on OCTA's Orange County Traffic Signal Coordination Program to improve Orange County arterial signal progression, evaluating signal timing and coordination for over 60 arterials involving coordination of 34 cities, the County, and Caltrans District 12. He also has worked extensively on Los Angeles County Traffic Signal Synchronization Projects (TSSP) that includes over traffic signal design improvements for over 160 traffic signals.

Relevant Experience

Project P Regional Traffic Signal Synchronization Program (RTSSP)

OCTA developed a signal coordination plan to optimize traffic flow and travel conditions in Orange County, including the timing plan development, implementation, fine tuning, and

monitoring for all signalized intersections along each arterial project corridor. Mr. Wong was a Project Lead for signal coordination timing tasks. Tasks included coordination between agencies, field reviews, developing design plans and signal coordination timing, and monitoring traffic flow for the following corridors:

Portola Pkwy/Santa Margarita Pkwy	MacArthur Blvd/Talbert Ave
Lake Forest Drive	Harbor Blvd
Lambert Rd	Bear St
Orangethorpe Ave/Esperanza Rd	Gilbert St/Idaho St
Malvern Ave/Chapman Ave	Birch St
Imperial Highway	Alicia Pkwy
Sunflower St	Irvine Center Dr/Edinger Ave
Adams Ave	Antonio Pkwy
Alton Pkwy	La Paz Rd
Baker St/Placentia Ave	La Habra Blvd/Central Ave
Bolsa Ave/First St	Tustin Ave/Rose Dr
Lambert Rd	Placentia Ave
Brea Blvd	Commonwealth Ave
Lemon St/Anaheim Blvd	Euclid St
Bastanchury Rd	Orangethorpe Ave TLSP
Chapman Ave TLSP	Euclid St Demonstration Project

Traffic Signal Synchronization Projects (TSSP), Los Angeles County

The goal of TSSP projects is to improve traffic conditions and traffic flow through timing plan development, implementation, and fine tuning. Mr. Wong served as both Project Manager and Project Task Leader. Tasks include analyzing traffic patterns and reviewing existing conditions, preparing designs for upgrading traffic signals, developing recommendations, and providing multijurisdictional signal timing and coordination. The projects also include upgrading traffic signals to the latest CA MUTCD

guidelines, Caltrans standards and ADA requirements for the following corridors:

- Manhattan Beach Blvd
- Redondo Beach Blvd
- Valley Blvd/ Holt Ave
- Slauson Ave/Stocker St
- San Gabriel Blvd/Paramount Blvd
- Studebaker Rd
- Vincent Ave/Glendora Ave/Hacienda Blvd
- Wilmington Ave
- Artesia Blvd

Citywide Traffic Study, City of Torrance

The goal of this project was to completely update the Citywide Traffic Analysis and Citywide Speed Zone Survey. The update included reviewing the traffic signal infrastructure, documenting both existing and anticipated future traffic conditions, and conducting a citywide safety review. The study provided a list of recommendations aimed at improving the traffic signal efficiency and resiliency, enhancing roadway safety, and mitigating existing and projected traffic congestion in the City. As the Project Task Lead, Mr. Wong evaluated 184 intersections that included a review of the traffic signal infrastructure, level-of-service analyses for existing, near-term and long-term conditions, comparison of historical traffic volumes, traffic index calculations for all truck routes, and traffic safety analysis of the City's high collision intersections.

Central Ave Rehabilitation Project Holt Blvd Signal Timing Project City of Montclair

Tasks for these two projects included upgrading communication to fiber optic, installing Flashing Yellow Arrow (FYA) left-turn signal phasing, developing/implementing traffic signal coordination timing plans, analyzing center median lengths for left-turn storage along the corridor, and developing/implementing both local and coordination signal timing plans.

Mr. Wong served as Project Lead for traffic signal operation and coordination timing tasks.

Citywide Traffic Operation and Traffic Management Study, Irvine

As part of the traffic operational analysis, Mr. Wong evaluated 130 critical intersections in the City of Irvine for existing and near-term conditions utilizing the Highway Capacity Manual procedures. The analyses included identification of any capacity constraints, excessive queuing and available storage, approved near term developments (project trip generation impacts), evaluation of the appropriate signal operation and coordination signal timing. Improvements were developed and ranged from low cost solutions (adding protected/permissive-Flashing Yellow Arrow traffic signal phasing) to major improvements of widening an arterial.

San Bernardino Valley Coordinated Traffic Signal System

Mr. Wong served as the Project Lead for all three projects:

1. Master Plan Development: developed a traffic signal synchronization plan.
2. Tier 1 and Tier 2: provided engineering design, construction support, and implemented coordination for 650 traffic signals (including 48 freeway interchange signals operated by Caltrans) and installed new central traffic signal systems in 14 cities, the County, and Caltrans.
3. On-Call Services: provided monitoring and operational maintenance.



Ruben Perales, PE, TE

Vice President

Education

California State Polytechnic University, Pomona
Bachelor of Science, Civil Engineering, 2005

Professional Registrations

CA Registered Civil Engineer – CE #83169
CA Registered Traffic Engineer – TE #2838

Professional Associations

American Society of Civil Engineers
Institute of Transportation Engineers
Orange County Traffic Engineers Council

Mr. Perales manages several traffic signal design/modification projects. He prepares plans for fiber optic and wireless communication, designs traffic management centers, develops CCTV and video detection systems, develops traffic detour plans, and conducts plan checking. He provides analysis to identify geometric improvements needed to achieve acceptable LOS and prepares geometric conceptual plans to illustrate required improvements and their impacts to adjacent properties. In addition, he is adept at signal design and modification, fiber optic communications, signal coordination, signing, striping, and street lighting.

Relevant Experience

Regional Traffic Signal Synchronization Program (RTSSP) Projects

OCTA developed a signal coordination plan to optimize traffic flow and travel conditions in Orange County, including the timing plan development, implementation, fine tuning, and monitoring for all signalized intersections along each arterial project corridor. Mr. Perales served as a Project Design Lead. Tasks included coordination between agencies, field reviews, developing design plans and signal coordination timing, and monitoring traffic flow for the

following corridors:

- Portola Pkwy/Santa Margarita Pkwy
- MacArthur Blvd/Talbert Ave
- Lake Forest Dr
- Alicia Pkwy
- La Paz Road
- Antonio Pkwy
- Adams Ave
- Bear St
- Bolsa Ave/First Str
- Tustin Ave/Rose Dr
- Sunflower St
- Alton Pkwy
- Irvine Center Dr/Edinger Ave
- Baker St/Placentia Ave

Traffic Signal Synchronization Program (TSSP) Projects, OCTA

Similar to RTSSP projects, the goal of these projects is to optimize traffic flow on Orange County roadways. As task leader, Mr. Perales provided implementation and monitoring of signals along Harbor Boulevard, Chapman Avenue and State College Boulevard, additionally developing traffic signal interconnect plans for the City of Costa Mesa on the Harbor Boulevard corridor—a project which included fiber optic cable installation and integration of fiber related equipment.

Traffic Signal Synchronization Projects (TSSP), Los Angeles County

The goal of these projects is to improve safety and traffic flow by developing and implementing signal synchronization timing and designing improvements to the traffic signal infrastructure. The projects include upgrading traffic signals to the latest CA MUTCD guidelines, Caltrans standards, and ADA requirements at many of the study

intersections. For this multijurisdictional project, Mr. Perales served as a Project Task Leader. The corridor projects also included upgrading traffic signals to the latest CA MUTCD guidelines, Caltrans standards and ADA requirements. He participated in the following projects:

- Manhattan Beach Blvd
- Redondo Beach Blvd
- Valley Blvd/Holt Ave

Traffic Light Synchronization Programs (TLSP) Projects

As a precursor to the RTSSP and TSSP projects, TLSP projects had the same goal of optimizing traffic flow on city streets. As Design Engineer, Mr. Perales provided plans for equipment upgrades to enhance communication, fiber optic plans, specifications and estimates for Caltrans controller upgrades, and a fiber integration to the Caltrans Traffic Management Center. He applied for Caltrans Encroachment Permits and procured the required equipment (controllers, GPS units, traffic signal cabinets, service cabinets, etc.) from both vendors and Caltrans.

The two projects he worked on are:

- Chapman Avenue (Cities of Garden Grove and Orange)
- Orangethorpe Avenue (Cities of La Palma, Buena Park, Fullerton, Anaheim, and Placentia)

Traffic Signal System Master Plans, Cities of Costa Mesa, Glendora, Rancho Cucamonga

These types of Master Plans serve as a framework for traffic signal coordination. They provide a roadmap for implementing and maintaining signal coordination based on technical considerations, infrastructure limitations, and funding. Tasks include preparation of comprehensive Traffic Signal Communications Master Plans detailing short term cost-effective improvements to the traffic signal communications system, as well as long term improvements to be implemented in phases throughout several years. New internet protocol (IP) network schemes are prepared to

accommodate existing and future traffic signal and ITS equipment. Mr. Perales led our team in detailing the existing infrastructure as well as the future infrastructure requirements for several corridors throughout these cities in anticipation of local grant funding.

HSIP Federal Funded Projects, Huntington Beach

The federal government provides funding to cities to update their traffic signal infrastructure with safety improvements to reduce traffic fatalities and serious injuries on public roads. Tasks included preparation of traffic signal modification plans to provide protected left turn phasing. Work included conducting field reviews of project intersections, traffic signal cabinet inventory to identify equipment required to provide upgrades, and traffic signal communication plans for communications to adjacent signals. Mr. Perales served as Project Manager for work on the following three intersections:

- Goldenwest St/Heil Ave
- Newland St/Ellis Ave
- Newland St/Slater Ave

Traffic Signal Synchronization Project, Buena Park

As Design Engineer, Mr. Perales provided a field inventory of existing signal and controller cabinet equipment along Valley View Street, Knott Avenue and La Palma Avenue. He coordinated with Caltrans for installation of GPS time source receiver units and developed the application for a Caltrans Encroachment Permit.

Traffic Signal Synchronization Project, Placentia

Mr. Perales provided traffic signal cabinet inventory to identify equipment required to provide upgrades on the Rose Drive corridor; he also led our team in preparing a Citywide Traffic Signal System Map to identify existing signal interconnect, traffic signal cabinet and controller types.



Phillip Fuentes

Senior Signal Systems Specialist

Education

Signal Technician
IMSA Level III Training and Safety

Professional Registrations

Certified General Electrician
(DIR-NEC) No. 1219960

Contractor's State License
C-10 Electrical #1057389

Mr. Fuentes brings his invaluable experiences and technical skills to everything from conducting preventative maintenance to installing traffic signal equipment (i.e., signal traffic poles, intersection cabinets, Opticom, controllers), troubleshooting and supervising to overseeing contractors and the construction of signal and roadway improvement projects on a day-to-day basis.

Mr. Fuentes provides citywide assessments and inventory of infrastructure and communications. He is highly proficient with all types of communications systems, including QuicNet, Transparency, Tactics, Centracs, and Kinetic software, making him an extremely valuable member of the AGA team and a welcome support to our municipal clients.

He regularly resolves client problems by phone, email and onsite visits—he gathers information, analyzes and/or reproduces the problem in a lab environment, and provides pertinent solutions. He is unparalleled in his ability to establish positive working relationships with local agencies, both with engineers and field technicians.

Mr. Fuentes' experience in the field, as well as his familiarity with CSC and Team Econolite

procedures and personnel, means that projects have superior support in the implementation, fine-tuning, operation, and monitoring of a wide variety of signal systems. He routinely monitors signal operations and coordination – from both our Traffic Management center and in the field – looking for both hardware-related and timing-related problems. He quickly responds to municipal clients on an as-needed basis.

Mr. Fuentes is a valuable part of the team when it comes to preparation and implementation of improvements and timing for the Regional Traffic Signal Synchronization Programs for the OCTA funded Projects throughout Orange County. His tasks include detailed field inventory, preparing local timing (including pedestrian and bicycle timing), implementing, fine-tuning and monitoring the signal operation for these projects.

Relevant Experience

Onsite and Remote Support

Mr. Fuentes provides both onsite and remote support, administration, repair, hardware implementation, and product maintenance for AGA's clients. He is responsible for purchasing and installing hardware and software in local agencies' Traffic Management Centers, including a wide range of central control systems. He provides signal timing implementation and fine tuning, both remotely and in the field.

Mr. Fuentes monitors signal systems from the AGA Traffic Management Center in our Fullerton office (where we regularly monitor more than 250 signals and CCTVs daily), or remotely monitor city intersections on an on-call basis. The monitoring requested by our clients includes: observing traffic, checking controller times and making coordination timing changes

as needed to keep traffic flowing optimally. He can also adjust timing as needed per changes in traffic volumes and conditions.

Central Traffic Signal Systems

Monitors and provides as-needed support to maintain and/or improve traffic signal operations at the following cities' central signal systems:

- Laguna Niguel – Econolite Centracs
- Montclair – Transparency
- Highland – QuicNet
- Fountain Valley – Qfree/Intelight MaxView
- La Habra – Qfree Kinetic

On behalf of AGA, Mr. Fuentes provides training for city staff on how to properly maintain and use newly installed traffic system.

Central Avenue Corridor Traffic Signal Improvements, Montclair

Project involves preparation and installation of both local and coordination signal timing, converting existing timing charts to the new controller format, developing traffic signal modification plans, fiber optic communication plans, and signing and striping plans, system integration, and construction engineering support.

Holt Boulevard Improvements, Montclair

Project involves intersection level of service analyses, preparation of coordination signal timing, converting existing timing charts to the new controller format, developing traffic signal modification plans, developing fiber optic communication plans, providing construction engineering support, and providing system integration.

Regional Traffic Signal Synchronization Program (RTSSP) Projects

Tasks include detailed field inventory, traffic signal system evaluations, preparing local timing (including pedestrian and bicycle timing), implementing, fine-tuning and monitoring the signal operation for the following projects:

- Portola Parkway/Santa Margarita Parkway
- MacArthur Boulevard/Talbert Avenue
- Lake Forest Drive
- Alicia Parkway
- Orangethorpe Avenue/Esperanza Road

Traffic Signal Synchronization Projects

Tasks included preparation/implementation of improvements to traffic signal timing.

Provided detailed field inventories, prepared local timing (including pedestrian and bicycle timing) and implemented, fine-tuned and monitored traffic signal operation.

- Huntington Beach: Goldenwest St/Heil Ave, Newland St/Slater Ave, Newland St/Ellis Ave Traffic Signal Modifications Projects
- Downey: Stewart & Gray Road Fiber-Optic Traffic Signal Communications and Upgrades Project
- Rialto: Protected Left-Turn Signal Phasing Project.
- Indio: Jackson Street, Monroe Street, and Highway 111 projects
- Fountain Valley: Left Turn Phasing at 8 Intersections



Krishna Patel

Principal Transportation Engineer

Education

Kingston Polytechnic, London, United Kingdom
Bachelor of Science, Civil Engineering, 1979

Professional Registration

Registered Civil Engineer (UIC)

Professional Associations

Institute of Civil Engineers
American Public Works Association

Mr. Patel is a team player who embraces a “hands on” style of management. He is a results-oriented professional with a working knowledge of multiple facets of municipal administration, operations, and maintenance who is able to bring a flexible and situational approach to every project. He is innovative, creative, and able to build positive relationships with consultants, contractors, state agencies, city departments and divisions, city staff, various committees, and residents.

As Director of Public Works at the City of San Dimas, he was responsible for the overall direction, coordination, and management of the department’s Engineering, Building, and Street Maintenance Division programs and services. Some of his duties included providing plan checks and inspection of land development projects, inspection of major capital improvement projects including street maintenance, traffic signals, bikeways, sewers, and storm drains. He also supervised the Street Division, overseeing approximately 125 miles of city streets, streetlights, traffic signals and other various public infrastructures.

Relevant Experience

Mr. Patel led the following projects for the City of San Dimas:

Bonita Avenue Signal Synchronization. This project involved the design, construction and management of upgraded traffic signals, installation of traffic signal communications, traffic signal synchronization along Bonita Avenue, and integration of a video management system for the City.

Gold Line Railroad. This project involved nearly 10 miles of light rail project. Mr. Patel was the prime leader/liaison for development and review of the EIR, as well as in charge of civil design for City related issues including right-of-way for 6 crossings, grade separation, Park & Ride and City Maintenance yard.

Bonita Avenue Downtown. Mr. Patel took the lead in the design and construction management of the renovation of the downtown area which required coordination with the architect, several other consultants, and the business owners affected by the reconstruction project.

Horsethief Canyon Park. Mr. Patel prepared contract bid documents. He worked with consultants on engineering designs by directing changes to major grading, street and storm drain improvements and major utilities. He coordinated right-of-way and easement acquisitions and coordinated with environmental agencies.

Target Commercial Site Development Project. Mr. Patel coordinated the engineering design with consultants for the development company and governmental agencies. He prepared various documents and administered contracts. He maintained a tight schedule for major grading, installation of storm drains and retaining wall, widening of the freeway off ramp, and installation of a traffic signal.



Dowling Tsai, PE, TE

Senior Transportation Engineer

Education

Texas Tech University, Lubbock, TX
Bachelor of Architecture, 1986
Bachelor of Science, Civil Engineering, 1986

Professional Registrations

CA Registered Civil Engineer – CE #52870
CA Registered Traffic Engineer – TE #2267

Mr. Tsai is a results-oriented professional with a working knowledge of multiple facets of municipal administration, operations, and maintenance who is able to bring a flexible and situational approach to every project. He is a “hands on” manager style who is innovative, creative, and able to build positive relationships with consultants, contractors, state agencies, city departments and divisions, city staff, various committees, and residents.

Relevant Experience

Ingenium Design, Inc.

As the Principal/Owner, Mr. Tsai is responsible for reviewing traffic signal plans, signing and striping plans, and traffic control/detour plans. He prepares traffic signal plans using Bluebeam software and Microstation software. He also prepares McCain 2070 traffic signal timing plans.

County of Riverside, Transportation Department, Traffic Engineering Division

Mr. Tsai managed the Division’s Transportation Improvement Program (TIP) projects. Tasks included preparing both new and modified traffic signal installations, signing and striping, at-grade railroad crossings, bike lane/bike detection, roadway resurfacing, street widening, ADA ramp and sidewalk installations, utility relocations, and right-of-way acquisitions.

He also reviewed traffic signal, signing and striping, traffic control, and traffic detour plans for TIP projects from other county divisions and departments, as well as projects for adjacent jurisdictions and developments.

Mr. Tsai was also responsible for preparing and reviewing traffic signal timing for new traffic signals. He updated existing traffic signal timings according to CA MUTCD guidelines as well as when traffic and roadway conditions changed. He also prepared and reviewed traffic signal coordination plans and signal timing.

City of Santa Ana, Public Works Agency, Traffic Engineering Division

Mr. Tsai prepared traffic design plans that included traffic signal, video detection, signal interconnect, and signing and striping using AutoCAD software. He prepared infrastructure plans for Advance Traffic Management System which included closed-circuit surveillance cameras, fiber optics trunk lines and system loop detectors. He also reviewed and approved plans submitted by contractors (traffic control/detour plans), developers (traffic signal, signing and striping), and from adjoining jurisdictions (traffic signal, signing and striping).

Mr. Tsai managed, operated, and maintained the City’s traffic signals and Advanced Traffic Management System (ATMS) which consisted of a Traffic Management Center, closed circuit surveillance cameras, changeable message signs, trail blazer signs, and a highway advisory radio. He also preparing traffic signal timings. He also prepared and applied for Measure M grants to improve and expand the traffic signal system and ATMS.



Jessica Reyes, PE

Senior Transportation Engineer I

Education

California State University, Fullerton
Bachelor of Science, Civil Engineering, 2016

Professional Registrations

CA Registered Civil Engineer – CE #96452

Professional Associations

Institute of Transportation Engineers
Orange County Traffic Engineers Council

Ms. Reyes participates in a wide variety of transportation engineering functions and has worked with government agencies throughout Southern California. Her duties include designing both new and modified traffic signals, fiber communications, signing and striping, street lighting, and implementation of both bike lanes and traffic control. She also prepares plans, specifications and estimates. She conducts sight distance analyses and traffic signal warrants, along with other field studies such as crossing guard studies, traffic impact studies, and traffic operations analyses.

Relevant Experience

Project P Marguerite Parkway Traffic Signal Synchronization Program (TSSP), Mission Viejo

The goal of this project is to improve safety and traffic flow by developing and implementing signal synchronization timing and designing improvements to the traffic signal infrastructure. Ms. Reyes is currently preparing traffic signal improvement plans as well as traffic signal modification design plans.

HSIP Cycle 11 Citywide Traffic Signal Upgrades, Buena Park

This is a grant related project to improve traffic signals with upgrades to vehicle heads, traffic

signal controllers, countdown pedestrian head indications, and signal poles to enhance safety at the project intersections. Ms. Reyes is currently working on the traffic signal improvements and traffic signal modification plans, as well as preparing specifications and cost estimates, and preparing the Authorization-to Proceed (E-76) package.

Signal System Design, Signal Modifications, and Bus Stop Improvements, Ontario

The scope of this project includes improvements at several intersections surrounding a bus stop, as well as improvements to the bus stop. Ms. Reyes is currently designing the traffic signal modification plans for this multi-stage project.

Artesia Boulevard Safety Enhancements, Redondo Beach

The City decided to convert several intersections to Flashing Yellow Arrow (FYA) signal phasing, as well as improving sight distance for drivers by making various roadway modifications. Ms. Reyes conducted topographic surveys to verify the existing conditions of traffic signals, designed traffic signal modifications and signing and striping plans, and prepared project specifications and cost estimates. She is currently providing support during the bid and construction phases.

HSIP Cycle 11 Edinger Avenue and Heil Avenue Corridors, Huntington Beach

The project entails safety improvements to traffic signals such as retroreflective backplates, improvements to roadway markings, changes to and pedestrian signal timing, etc. Ms. Reyes is currently designing signing and striping plans, as well as preparing project specifications and cost estimates.

HSIP Cycle 11 Iris Avenue Corridor Safety Improvements, Moreno Valley

The objective of this project is to design safety improvements such as retroreflective backplates, improvements to pavement markings, changes to pedestrian timing, etc. Ms. Reyes designed the traffic signal improvements and signing and striping plans.

Regional Traffic Signal Synchronization Program (RTSSP) Projects, OCTA

OCTA developed a signal coordination plan to optimize traffic flow and travel conditions in Orange County, including the timing plan development, implementation, fine tuning, and monitoring for all signalized intersections along each arterial project corridor. Tasks Ms. Reyes conducted for this project include providing the components necessary to improve and enhance signal timing, synchronization, and coordinated operations for all signalized intersections. Ms. Reyes conducted topographic surveys of the project intersections, prepared base plans, developed traffic signal modifications, prepared fiber communication design plans, and assisted with the final signal design. She has worked on the following corridors:

- Portola Pkwy/Santa Margarita Pkwy
- Lake Forest Dr

Traffic Signal Synchronization Projects (TSSP), Los Angeles County

The goal of TSSP projects is to improve traffic conditions and traffic flow through timing plan development, implementation, and fine tuning. Ms. Reyes prepared traffic signal modifications for both the Manhattan Beach Boulevard and Redondo Beach Boulevard corridors. The projects included upgrading traffic signals to the latest CA MUTCD guidelines, Caltrans standards, ADA requirements, and upgraded the vehicle detection to the new hybrid radar/video detection at many of the intersections.

Traffic Signal Improvements, Montclair

Ms. Reyes prepared signing and striping plans, traffic signal designs, and fiber optic

communications plans. She also prepared specifications, cost estimates, and Caltrans encroachment permits for the following corridor projects:

- Arrow Highway
- Holt Boulevard
- Monte Vista Avenue

Fiber Optic Communications Design, City of Yorba Linda

The goal of this project was to connect fiber optic communications from City Hall to various community buildings in the City. Ms. Reyes conducted field reviews of the project corridor, designed fiber optic communications plans, as well as prepared specifications and cost estimates.

HSIP Cycle 9 Traffic Signal Modification Improvements, Fountain Valley

Ms. Reyes conducted topographic surveys to verify the existing conditions of traffic signals, and designed traffic signal modifications. She prepared project specifications, cost estimates, and the Authorization-to-Proceed (E-76) package. She also provided support during the bid and construction phases.

Regional Traffic Signal Synchronization Program Project, Fullerton

The City led these projects with the goal of improving traffic flow and safety by developing signal timing plans, implementing and fine tuning them, then conducting monitoring services. Ms. Reyes prepared traffic signal designs and fiber optic communications plans, as well as specifications, cost estimates, and Caltrans encroachment permits. She provided support during the bid and construction phases for the following corridors:

- Harbor Boulevard
- Orangethorpe Avenue/Esperanza Road
- Malvern Avenue/Chapman Avenue
- Gilbert Street/Idaho Street
- Imperial Highway
- Lambert Road



Jorge Sanchez, EIT

Associate Transportation Engineer I

Education

California State University, Fullerton
Bachelor of Science, Civil Engineering 2021

Professional Registrations

CA Registered Engineer-in-Training – EIT #173260

Professional Associations

Institute of Transportation Engineers
Orange County Traffic Engineers Council

Mr. Sanchez participates in a wide variety of transportation engineering functions and has worked with government agencies throughout Southern California. His duties include preparing traffic signal design plans, responding to city traffic requests, and assisting in field work such as conduit run verifications and taking inventory of existing equipment. Additionally, he assists with signing/stripping plans, monitoring traffic signal timing in the field, developing CCTV and video detection systems.

Relevant Experience

Regional Traffic Signal Synchronization Program (RTSSP) Projects, OCTA

OCTA developed a signal coordination plan to optimize traffic flow and travel conditions in Orange County, including the timing plan development, implementation, fine tuning, and monitoring for all signalized intersections along each arterial project corridor. Mr. Sanchez has contributed to multiple RTSSP projects on corridors spanning various cities. He has prepared base plans in AutoCAD and assisted with both field work and monitoring. He helped conduct yellow time evaluations, all-red time evaluations, and vehicle extension calculations. He used Tru-Traffic to design time-space

diagrams to reduce the travel times and fuel consumption of vehicles traveling on these corridors. He assisted with before and after studies as part of the final report. He also assisted the lead agencies with completing the project documentation for the full project expense reimbursement from OCTA. He has worked on the following corridors:

- Marguerite Pkwy
- Lake Forest Dr
- Portola Pkwy
- MacArthur Blvd/Talbert Ave
- Malvern Ave/Chapman Ave
- Orangethorpe Ave/Espananza Rd

HSIP and Project P Grant Assistance

Mr. Sanchez assists governmental agencies with securing federal and state-funded grants, including an HSIP grant for the City of Downey. He assisted with Project P Regional Traffic Signal Synchronization Program application for the City of Rancho Santa Margarita. He ensures the documentation is prepared appropriately, giving municipal clients the surest pathway for approvals and reimbursements. He also conducts collision analyses, identifies roadway safety issues, and develops systemic, low-cost safety improvement programs.

Traffic Signal Synchronization Program (TSSP) Projects, Los Angeles County

The goal of these projects is to improve safety and traffic flow by developing and implementing signal synchronization timing and designing improvements to the traffic signal infrastructure. The projects include upgrading traffic signals to the latest CA MUTCD guidelines, Caltrans standards, and ADA requirements at many project intersections. Mr. Sanchez prepared designs for utility plans and

upgrading traffic signals for the following corridors:

- Redondo Beach Blvd
- 50th Street West/Rancho Vista Blvd

On-Call Services, La Habra

Mr. Sanchez responds to civilian requests, works on plans to add striping on roadways, conducts stop sign warrant analyses, red curb/sight distance requests, and responds to resident concerns regarding parking. He also monitors school traffic and day-to-day traffic signal operations throughout the City.

Design of Signal Modifications and Bus Stop Improvements, Ontario

The goal of this project is to improve traffic signal equipment and ADA compliant concrete pads for bus passenger at several intersections. Mr. Sanchez has conducted field reviews of the project intersections, developed the base plans, and is currently preparing utility base plans.

HSIP Cycle 11 Citywide Traffic Signal Upgrades, Buena Park

This grant related project involves upgrading traffic signals with new vehicle heads, new traffic signal controllers, and new pedestrian countdown heads and related equipment. Mr. Sanchez is assisting the design process by designing traffic signal improvement and traffic signal modification plans. He is also preparing utility plans.

Preparing Signing and Striping Plans

Mr. Sanchez has prepared signing/striping plans for various cities. He measures and evaluates the existing lane widths and the signage during field reviews. By following the latest CA MUTCD guidelines and Caltrans standards, he designs new striping, lane widths, and signage where required on the plans. He has completed plans for the following cities:

- Montclair
- San Dimas
- South Pasadena

Local Roadway Safety Plan (LRSP), Garden Grove

Caltrans developed the LRSP with the goal of reducing fatalities and serious injuries for all road users. With this in mind, the City's mission was to identify safety initiatives through projects, programs and partnerships, to reduce fatalities and serious injuries in city streets. Mr. Sanchez compiled collision data for intersections throughout the city, then analyzed it in order to develop recommendations to improve safety and reduce the number of collisions. He also compiled data to help determine the efficiency of red light camera installations at eight intersections.

Traffic Management Center, San Marcos

This project consisted of designing and building a new Traffic Management Center as well as improving the signal coordination timing along several corridors in the City. Mr. Sanchez was responsible for monitoring multiple corridors and he developed coordination signal timing for various arterials throughout the City.

Intersection Capacity Utilization Analysis, Costa Mesa

The City requested that a Level of Service (LOS) analysis be conducted at key intersections. Mr. Sanchez reviewed 25 intersections to determine the Level-of-Service using the Intersection Capacity Utilization (ICU) method. Utilizing traffic volumes and lane geometrics, he determined if the LOS was acceptable; if not, then he developed recommendations for improvements to bring the intersections up to the City's standards.

Traffic Safety Improvements, Artesia

Mr. Sanchez assisted with analyzing various intersections to recommend improvements which included restriping, modifying raised medians, and adding buffer zones to improve line of sight. He also assisted in completing field work to accurately prepare base plans and demonstrate the proposed modifications.



Giselle Hernandez

Associate Transportation Engineer I

Education

California State University, Fullerton
Bachelor of Science, Civil Engineering, 2021

Professional Associations

Institute of Transportation Engineers
Orange County Traffic Engineers Council

Ms. Hernandez is a valuable member of the AGA Team. Her duties include developing traffic signal design plans, conducting sight distance studies, doing traffic signal warrant studies, and assisting with the preparation of traffic signal timing. She conducts field topographic surveys and assists with before and after travel time studies. She regularly designs improvements for both signalized and unsignalized intersections. She also conducts trip generation analyses, parking circulation analyses, and traffic impact analyses for commercial developments, such as Starbucks restaurants

Relevant Experience

Regional Traffic Signal Synchronization Projects (RTSSP), OCTA

OCTA developed a signal coordination plan to optimize traffic flow and travel conditions in Orange County, including the timing plan development, implementation, fine tuning, and monitoring for all signalized intersections along each arterial project corridor. Ms. Hernandez has contributed to multiple RTSSP projects on major corridors for various cities. She assists with field work to evaluate existing conditions, prepares and checks local signal timing calculations, and uses Synchro modeling to develop signal timing and coordination. She has helped conduct yellow time evaluations, all-red time evaluations, and vehicle extension calculations. She uses Tru-Traffic to design time-

space diagrams to reduce the travel times and fuel consumption of vehicles traveling on these corridors. She assists with traffic signal monitoring as well as before and after travel time studies as part of the final report. She has worked on the following corridors:

- Marguerite Pkwy
- Lake Forest Dr
- Portola Pkwy
- MacArthur Blvd/Talbert Ave
- Gilbert St/Idaho St
- Orangethorpe Ave/Esperanza Rd
- Harbor Blvd
- Lambert Rd

Traffic Signal Synchronization Projects (TSSP) - Holt Avenue/Valley Boulevard, Los Angeles County

The goal of these projects is to improve safety and traffic flow by developing and implementing signal synchronization timing and designing improvements to the traffic signal infrastructure. The projects include upgrading traffic signals to the latest CA MUTCD guidelines, Caltrans standards, and ADA requirements at many of the study intersections. Ms. Hernandez assisted with field reviews and topographic surveys. She measured and evaluated the existing lane widths and the signage during the field reviews. She also assisted with the utility design plan for intersections. Corridors which Ms. Hernandez has conducted tasks include:

- Redondo Beach Blvd
- 50th Street West/Rancho Vista Blvd
- Valley Blvd/Holt Ave

Project P Marguerite Parkway Traffic Signal Synchronization Program (TSSP), Mission Viejo

The goal of this project is to improve safety and traffic flow by developing and implementing



signal synchronization timing and designing improvements to the traffic signal infrastructure. Ms. Hernandez conducts traffic signal monitoring as part of the before and after travel time studies.

On-Call Services, La Habra, Montclair, Whittier, San Dimas, Fountain Valley

Ms. Hernandez responds to civilian requests, develops plans to add striping on roadways, conducts stop sign warrant analyses, answers red curb/sight distance requests, and responds to resident concerns regarding parking. She also monitors school traffic and day-to-day traffic signal operations.

Traffic Signal Monitoring, Cities of Fountain Valley and Laguna Niguel

Ms. Hernandez responds to city requests to verify timing and detection at various intersections by using MaxView and Centracs at the Traffic Management Center in our office, as well as working in the field. Adjustments to signal timing are made as needed.

Traffic Signal Modification Plan for Fairview Rd/Wilson St, Costa Mesa

The City wanted to modify this traffic signal to include a bike signal to prevent conflicts between bikes and vehicles turning right at this intersection. Ms. Hernandez conducted a field review which included verifying existing conduit and checking the cabinet inventory.

Traffic Signal Operations and Traffic Management Studies

Ms. Hernandez performs intersection capacity analyses, vehicle queuing analyses, and traffic analyses with Synchro modeling. The analyses included identification of any capacity constraints, excessive queuing and available storage, and evaluation of the appropriate signal operation and coordination signal timing.

Signing & Striping Plans for Glenneyre Street Crosswalks, Laguna Beach

The City requested that exhibits be developed for the installation of crosswalks at several

intersections along Glenneyre Street. Ms. Hernandez conducted a field review where she took measurements and assessed the existing conditions, including signage and roadway markings.

Rectangular Rapid Flashing Beacon Design Plans, Cities of Cerritos and Orange

Due to upcoming roadwork, the City requested designs for Rectangular Rapid Flashing Beacons (RRFB) at several locations to replace the existing crosswalk markings and any necessary upgrades to the signal equipment. Ms. Hernandez conducted field reviews of the project locations and assisted with the design plans.

Citywide Signal Timing Project, Fountain Valley

The City has decided to re-evaluate and update the coordination signal timing plans for 55 City controlled and 6 Caltrans controlled traffic signals. Tasks included assessing and preparing recommendations relative to the local traffic signal timing parameters utilized by the City. Tasks that Ms. Hernandez conducted include evaluating all local timing calculations including yellow times, pedestrian walk times, all-red times, vehicle extension times and bicycle times, and minimum green times. She assisted with the preparation of recommendations for updated signal timing.

Various On-Call Projects, Fountain Valley

- Assisted with the left-turn analysis at the intersections of Brookhurst St/Heil Ave and Talbert Ave/Bushard St. Tasks included a review of existing conditions, traffic signal timing, and school traffic patterns.
- Assisted with the review of a traffic analysis report for a proposed residential development located at Euclid St/Heil Ave. Tasks included queuing analysis of existing conditions and projected future conditions.



Vanessa Pedroza

Associate Transportation Engineer I

Education

California State University, Fullerton
Bachelor of Science, Civil Engineering, 2021

Professional Associations

Institute of Transportation Engineers
American Society of Civil Engineers
Orange County Traffic Engineers Council

Ms. Pedroza is a valuable member of the AGA Team. Her duties include traffic signal design plans, sight distance studies, and traffic signal warrant studies. She has conducted field topographic surveys. She also helps with before and after studies for major roadway corridors. She also conducts trip generation analyses and traffic impact studies for various types of commercial development.

Relevant Experience

Regional Traffic Signal Synchronization Program (RTSSP) Projects, OCTA

OCTA developed a signal coordination plan to optimize traffic flow and travel conditions in Orange County, including the timing plan development, implementation, fine tuning, and monitoring for all signalized intersections along each arterial project corridor. Ms. Pedroza has contributed to multiple RTSSP projects on corridors spanning various cities. She has conducted signal timing evaluations using Synchro and Tru-Traffic and assisted with both field work and monitoring. She assisted with before and after studies as part of the final report. She has worked on the following corridors:

- Marguerite Pkwy
- Lake Forest Dr
- Portola Pkwy
- MacArthur Blvd/Talbert Ave

- Malvern Ave/Chapman Ave
- Orangethorpe Ave/Esperanza Rd
- Harbor Blvd

Traffic Signal Synchronization Projects (TSSP), Los Angeles County

The goal of these projects is to improve safety and traffic flow by developing and implementing signal synchronization timing and designing improvements to the traffic signal infrastructure. The projects include upgrading traffic signals to the latest CA MUTCD guidelines, Caltrans standards, and ADA requirements at many of the study intersections. Ms. Pedroza assisted with field surveys and completed the inventory for each project intersection. She has worked on the following corridors:

- Manhattan Beach Blvd
- 50th St West-Rancho Vista Blvd
- Redondo Beach Blvd

Local Roadway Safety Plan, Garden Grove

Caltrans developed the LRSP with the goal of reducing fatalities and serious injuries for all road users. With this in mind, the Garden Grove's mission was to identify safety initiatives through projects, programs and partnerships, to reduce fatalities and serious injuries in city streets. Ms. Pedroza utilized the Crossroads database software to compile collision data from 2016- 2020 for the city. This data was used to improve safety for pedestrians, bicyclists, and drivers and reduce the number of collisions within the city.

Citywide Signal Timing Project, Fountain Valley

The City has decided to re-evaluate and update the coordination signal timing plans for 55 City controlled and 6 Caltrans controlled traffic signals. Tasks included assessing and preparing recommendations relative to the local traffic

signal timing parameters utilized by the City. Tasks that Ms. Pedroza conducted involve evaluating all local timing calculations including yellow times, pedestrian walk times, all-red times, vehicle extension times, bicycle times, and minimum green times. She assisted with the preparation of recommendations for updated signal timing.

HSIP Cycle 11 Iris Avenue Corridor Safety Improvements, Moreno Valley

The objective of this project is to design safety improvements such as retroreflective backplates, improvements to pavement markings, changes to pedestrian timing, etc. Ms. Pedroza's tasks included designing traffic signal improvements as well as signing and striping plans.

Traffic Management Center, San Marcos

This project consisted of designing and building a new Traffic Management Center as well as improving the signal coordination timing along several corridors in the City. Ms. Pedroza assisted the AGA team in monitoring various intersections to implement a new cycle length for improving traffic conditions. This included using Synchro modeling and creating Time Space Diagrams to determine the best outcome.

On-Call Services, La Habra, Montclair, Whittier, San Dimas, Fountain Valley, Costa Mesa

Ms. Pedroza responds to civilian requests, develops plans to add striping on roadways, conducts stop sign warrant analyses, crossing guard studies, answers red curb/sight distance requests, and responds to resident concerns regarding parking. She prepares drawings for video detection and assists with traffic signal modification plans. She also monitors school traffic and day-to-day traffic signal operations.

Traffic Signal Operations and Traffic Management Studies

Developers are required by cities to prepare specific circulation plans, general circulation plans, and coordination of these plans with

those developed by metropolitan planning organizations. Recommendations from study efforts can provide input for development of a project. Ms. Pedroza performs intersection capacity analyses, vehicle queuing analyses, and traffic analyses with Synchro modeling. The analyses include identification of any capacity constraints, excessive queuing and available storage, and evaluation of the appropriate signal operation and coordination signal timing.

Project P Marguerite Parkway Traffic Signal Synchronization Program (TSSP), Mission Viejo

The goal of this project is to improve safety and traffic flow by developing and implementing signal synchronization timing and designing improvements to the traffic signal infrastructure. Ms. Pedroza conducts traffic signal monitoring as part of the before and after travel time studies.



Lucy Ott

Associate Engineer I

Education

California State University, Long Beach
Bachelor of Science, Civil Engineering, 2023

Professional Associations

Society of Women in Engineering
Orange County Traffic Engineers Council

Ms. Ott is a valuable member of the AGA Team. Her duties include helping to prepare traffic signal design plans, aiding with data collection for traffic studies, and assisting with field work tasks. She is proficient with AutoCAD and various modeling, surveying, design, and Microsoft programs.

Relevant Experience

Engineering & Traffic Survey, Tustin

This type of study is used by the City to comply with the CVC and CA MUTCD to establish or reestablish speed limits on city streets. Traffic speed data is collected, field reviews conducted, then speed limit recommendations are proposed for various streets throughout the City. Ms. Ott prepared the speed survey data and accident data for analysis, and determined the recommended roadway segment speeds.

Project P Marguerite Parkway Traffic Signal Synchronization Program (TSSP), Mission Viejo

The goal of this project is to improve safety and traffic flow by developing and implementing signal synchronization timing and designing improvements to the traffic signal infrastructure. Ms. Ott calculated bicycle timing, yellow timing, flashing don't walk timing, and all-red timing. She created the synchro network for existing conditions and calculated signal timing.

Citywide Signal Timing Project, Fountain Valley

The City has decided to re-evaluate and update the coordination signal timing plans for 55 City controlled and 6 Caltrans controlled traffic signals. Tasks included assessing and preparing recommendations relative to the local traffic signal timing parameters utilized by the City. Tasks that Ms. Ott conducted consist of evaluating all local timing calculations including yellow times, pedestrian walk times, all-red times, vehicle extension times, bicycle times, and minimum green times. She assisted with the preparation of recommendations for updated signal timing.

Various Traffic Studies for Starbucks Restaurants

Developers are required by cities to prepare specific circulation plans, general circulation plans, and coordination of these plans with those developed by metropolitan planning organizations. Recommendations from study efforts can provide input for development of a project. Ms. Ott assisted with studies for proposed Starbucks located in the cities of Bell, Chino, and Chula by analyzing how nearby intersections in the area of each proposed restaurant would be impacted. She also calculated the trip distribution and pass-by trips of local traffic to determine if traffic might be affected by the proposed Starbucks.

Regional Traffic Signal Synchronization Program (RTSSP) Project, Portola Parkway/Santa Margarita Parkway, OCTA

OCTA developed a signal coordination plan to optimize traffic flow and travel conditions in Orange County, including the timing plan development, implementation, fine tuning, and monitoring for all signalized intersections along each arterial project corridor. Ms. Ott's tasks for this corridor included calculating bicycle timing,

yellow timing, flashing don't walk timing, and all-red timing.

Engineering & Traffic Survey Update, Garden Grove

The purpose of Engineering and Traffic Surveys (E&TS) is to update the speed limits on City-selected arterial, collector, and local roadways. The surveys are conducted to ensure that cities comply with existing State regulations concerning the increasing or decreasing of speed limits within City boundaries. Ms. Ott prepared the speed survey data and accident data for analysis, and assisted with determining the recommended roadway speeds.

On-Call Traffic Engineering Services, cities of Whittier, La Habra, South Pasadena

Ms. Ott has conducted stopping distance analyses, sight distance analyses, traffic signal warrant studies, stop sign warrant analyses, delay analyses using Synchro, and collision analyses using Crossroads. She also assists with conducting left-turn delay counts along several corridors, evaluating traffic volumes and speeds, and analyzing stop compliance.



Phillip Jeremy Fuentes

Signal Technician I

Mr. Fuentes is an experienced technician who provides both onsite and remote support, administration, repair, hardware implementation, and equipment maintenance for AGA clients throughout the Los Angeles Orange, and San Bernardino Counties. He regularly observes the operation of intersections and provides daily monitoring of signal systems for the Cities of La Habra, Laguna Niguel, Highland, Fountain Valley, and Montclair.

He is proficient at integrating systems such as Centracs, Tactics, Maxtime, and Kinetics. He is also very experienced with programming switches such as Etherwan, Actelis, and RuggedCom. He regularly observes the operation of intersections and fine-tunes signal timing and provides daily monitoring of signal systems for many of our municipal clients.

Relevant Experience

Traffic Signal System Monitoring Services, Fountain Valley

Mr. Fuentes regularly monitors the City's traffic signals from AGA's Traffic Management Center (TMC). He provides as-needed support to maintain and/or improve traffic signal operations. Tasks include making minor timing adjustments either from our TMC or in the field, and responding to citizen complaints. He recently assisted with adding CCTV to the City's "MileStone" system.

Orangethorpe Avenue/Esperanza Road Regional Traffic Signal Synchronization Program Project, Fullerton

This project involved developing traffic signal coordination along the corridor through several cities. Mr. Fuentes conducted signal system integration and assisted with fiber

optic work within the following agencies:

- County of Orange
- Anaheim
- Buena Park
- Fullerton
- La Palma
- Placentia
- Yorba Linda

Regional Traffic Signal Synchronization Program, Orange County Transportation Authority

The purpose of the Program is to improve traffic signal coordination along specific corridors. Tasks which Mr. Fuentes conducted included field reviews, monitored the traffic flow, assisted with fiber optic communications, controller and cabinet upgrades, and provided monitoring support. The projects Mr. Fuentes has worked on include:

- Lake Forest Dr
- Portola Pkwy/Santa Margarita Pkwy
- MacArthur Blvd/Talbert Ave

Project P Regional Traffic Signal Synchronization Program (RTSSP)

The purpose of the Program is to improve traffic signal coordination along specific corridors. Each of the projects listed below included similar tasks such as field reviews and monitoring traffic flow. Mr. Fuentes conducted these tasks for the following corridors:

- Orangethorpe Ave/Esperanza Rd
- Harbor Blvd
- Marguerite Pkwy
- Malvern Ave/Chapman Ave
- Bear St
- Gilbert St/Idaho St

**Traffic Signal Synchronization Projects (TSSP),
Los Angeles County Department of Public
Works (LAWPD)**

The LAWPD desired development of traffic signal improvement plans for several TSSP multijurisdictional projects. The objective of the projects is to upgrade various traffic signals for the development of a synchronized traffic signal system so that each signalized intersection will be fully traffic actuated. Mr. Fuentes' tasks included performing field reviews, conducting traffic signal cabinet inventories, and providing recommendations for the following corridors:

- Valley Blvd/Holt Ave
- Manhattan Beach Blvd

On-Call Traffic Engineering Services

Tasks include traffic signal monitoring support, implementing signal timing, networking CCTV equipment, troubleshooting interconnect, traffic signal equipment inventories, intersection field reviews, and supporting City technical staff. Mr. Fuentes provides these services for the following cities:

- Fountain Valley
- Highland
- La Habra
- Laguna Niguel
- Montclair



Staff Report

to the City Council

Agenda
Item
No.15.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Lawrence Mainez, Community Development Director
Prepared By: Lawrence Mainez, Community Development Director
Subject: Joint Powers Authority (JPA) for the Establishment of a San Bernardino Regional Housing Trust (SBRHT)

Recommendation:

Staff does not recommend participating in the San Bernardino Council of Government's (SBCOG) proposed SBRHT and JPA.

Fiscal Impact:

There is no fiscal impact at this time based on staff's recommendation. However, should the City Council consider participating in the subject JPA for the establishment of the SBRHT in the future, the estimated participation fee could be between \$31,000 to \$55,000 annually (dependent on the number of cities in the County that participate).

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

Proposed San Bernardino Regional Housing Trust:

In response to increasing concern regarding affordable housing challenges in the region, the City/County Managers Technical Advisory Committee (CCMTAC) of the SBCOG formed an Ad Hoc Subcommittee in 2021 to explore the feasibility of implementing a housing trust fund. The subcommittee concluded that a regionally structured housing trust fund would benefit the region through shared governance, administrative efficiency, enhanced visibility to potential investors, developers, and the state, and economies of scale that localized efforts may not achieve on their own. Following the Ad Hoc Subcommittee's efforts, SBCOG developed the San Bernardino Regional Housing Trust Strategic Plan, which assessed housing needs throughout the San Bernardino Region and identified potential funding sources, financing mechanisms, and programmatic activities that could be supported by the SBRHT.

Through 2022 and 2023, SBCOG conducted additional research and outreach. Based on that research and outreach, it was recommended that a housing trust fund serving the San Bernardino region be structured as a JPA comprising of local jurisdictions within the region. On

April 5, 2023, the SBCOG Board of Directors authorized staff to begin the process of establishing the SBRHT, including the formation of a new JPA.

As promoted by SBCOG, the proposed SBRHT aims to provide a coordinated, regional approach to addressing “affordable” housing needs throughout the San Bernardino region by raising and leveraging funds to support “affordable” housing development.

Proposed Joint Powers Authority (JPA):

A draft JPA Agreement was circulated to all SBCOG member agencies on December 15, 2025 for review and comment (inclusive of the City of Highland). SBCOG received feedback from several jurisdictions and subsequently met with CCMTAC Housing Trust Ad Hoc Committee on February 5, 2026, to discuss comments. A revised JPA Agreement was circulated for agency’s consideration on February 25, 2026. In theory, the incorporation of a JPA could provide flexibility for the SBRHT to exercise powers that are common to its member agencies, but may increase visibility and enhance opportunities for state “affordable housing” funds.

The governing structure of the proposed SBRHT would be centered on a Board of Directors, exercising all powers and authority on behalf of the organization. It could include one locally elected representative from each participating member agency, as well as two housing policy experts. The Board could also select officers, including a Chair and Vice Chair and may establish advisory committees as needed. The SBRHT may contract for administrative staff or services as necessary, adopt bylaws, oversee budgets, ensure compliance with California’s Joint Exercise of Powers Act and other applicable state laws, and conduct meetings in accordance with the Brown Act.

A SBRHT will be formed upon the approval of at least three (3) qualified members as a JPA between Member Agencies throughout the SBCOG region. To date, of the twenty-four (24) incorporated agencies within the SBCOG region, only the following ten (10) agencies have shown interest:

City of Adelanto
City of Chino
City of Chino Hills
City of Ontario
City of Needles
City of Rancho Cucamongo
City of Redlands
City of San Bernardino
City of Upland
County of San Bernardino

Staff Evaluation and Recommendation:

Staff has been carefully following the progress of SBCOG’s proposal to establish a SBRHT and JPA, and at this time staff does not see any benefit in participating for the following reasons:

1. The City and City Housing Authority’s focus/directive for the next few years is to facilitate the construction of a 90-unit affordable senior housing project on land owned by the Authority on Central Avenue with the help of Wakeland Highland, LP. As the City Council is aware, the City recently approved an Amended and Restated Disposition and Development/Affordable Housing Agreement with Wakeland Highland, LP on March 10, 2026, allowing a dual track

development option. The selection of the development option is dependent upon the availability of financing sources, which makes it easy to construct some units given the competitive nature of affordable housing funds. In addition to the \$4.5 million the City and City Housing Authority will contribute to the Wakeland project, the San Bernardino County Housing and Community Development is committing \$5.8 million. The rest of the funds will come from the State's Multi-family Housing Program Funds (MHP) and Low Income Tax Credit Allocations as appropriate.

2. As additional market rate units are constructed in the City of Highland, additional Inclusionary Housing Fees (\$3,750) will be collected to help increase the availability of low-income housing in the City. One of those projects could include, but not limited to, contracting with new apartment complex owners to set aside units for low-income households, or exploring assisting moderate-income households with a down payment on their first home, just to name a few. Those commitments will require a minimum of 55-year affordability covenant being recorded on the related property.

3. The uncertainty as to how the State Housing and Community Development Department (HCD) will credit the local agencies' Regional Housing Needs Allocation (RHNA) requirements. When funding is obtained by the proposed SBRHT/JPA and allocated to a participating agency, will other participating agencies get some proportional credit for their RHNA? This question was submitted by the City of Highland and has not yet been addressed by SBCOG to date.

4. The City of Highland is not required by the State HCD to build or commit to the construction of affordable units as part of its certified Sixth Cycle Housing Element, so the City is in a better position than other agencies. The City's Housing Element only requires the City to identify available sites for housing for various income levels and to ensure the permitting process is not an impediment to new housing construction. Any new housing construction in Highland is dependent on the housing market. However, obtaining certification has been more challenging for other agencies for various reasons unique to those agencies, so participating in the proposed SBRHT and JPA could show a good faith effort in facilitating construction of affordable housing for those agencies. The City of Highland's Sixth Cycle Housing Element needs assessment, programs, development standards, current multi-family housing development, and the collaboration with Wakeland LP, have placed the city in good standing at this time.

5. Participating in the SBRHT and JPA adds another complex level of bureaucratic red tape and funding competition, which could have an impact on the efforts the City and Authority have made to date. For example, the SBRHT and JPA could attract affordable housing developers away from sites identified in the City's Sixth Cycle Housing Element, and/or increase competition for state affordable housing funds anticipated for the City's affordable senior housing project on Central Avenue (Wakeland Highland LP).

6. As of March 10, 2026, SBCOG estimates the administrative cost to operate the proposed SBRHT and JPA is \$475,000 per year, and the estimated share for participating agencies is between \$31,000 to \$55,000 per year. This annual participation cost is not covered in the current two-year budget and would require a detailed cost-benefit analysis. In addition, due to the uncertainty in the number of participating agencies, the estimated cost can fluctuate significantly.

Conclusion:

Staff does not recommend participating in the SBCOG's proposed SBRHT and JPA. However, staff will continue to monitor SBCOG's SBRHT and JPA progress over the next couple of years and periodically report back to the City Council.

Attachments:

None



Staff Report

to the City Council

Agenda
Item
No.16.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Octavio Duran, Public Works Director/City Engineer
Prepared By: Octavio Duran, Public Works Director/City Engineer
Subject: Ordinance Adding a New Chapter to the Highland Municipal Code Regarding Electronic Bikes, Scooters, and Skateboards (Electric Mobility Devices)

Recommendation:

The Public Safety Subcommittee Recommends the City Council:

1. Introduce and conduct a first reading of an ordinance entitled, "An Ordinance of the City Council of the City Of Highland, California Adding a New Chapter 8.60 "E-Bikes" to Title 8 "Health and Safety" of the City's Municipal Code; and
2. Make a Finding of Exemption Pursuant to the California Environmental Quality Act Section 15061(B)(3).

Fiscal Impact:

The ordinance may result in minor, offsetting enforcement and administrative costs related to education, enforcement, and potential impoundment. These costs are not anticipated to significantly impact the General Fund and may be partially offset by fines and penalties.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

The City of Highland (City), like many cities throughout California and the country, has experienced a significant rise in the use of electric bicycles (e-bikes) and other electric mobility devices, such as electric scooters and skateboards on city streets, sidewalks, and other public places. While these devices can provide mobility, convenience, and environmental benefits, their increased use has also resulted in a rise in safety concerns, community complaints, and conflicts among riders, pedestrians, and motorists in public spaces.

In recent months, community members have increasingly expressed concern regarding unsafe behaviors associated with e-conveyance use. These behaviors include riding at excessive speeds, performing stunts or wheelies in active traffic, ignoring traffic signals and signs, riding without helmets, and carrying multiple riders on a single device. These actions increase the

potential for collisions and injuries and have raised significant public safety concerns. In response to these challenges, the City explored strategies to balance the benefits of e-conveyances with the need to ensure safety, accessibility, and the preservation of public property. In line with other nearby agencies, the City is proposing an ordinance as a proactive step toward addressing these issues through clear regulations, which are part of the City's comprehensive approach to enhancing safety and supporting the quality of life for all residents.

In California, e-bikes are regulated under the California Vehicle Code (CVC) as conventional bicycles and must obey most all the same regulations as non-motorized bicycles. E-bikes are defined by the CVC as bicycles with an electric motor of less than 750 watts and fully operable pedals. There are three classes of e-bikes codified in Section 312.5 of the CVC:

Class 1: Pedal—assist only, with motor assistance up to 20 mph

Class 2: Pedal—assist and includes a throttle, with motorized assistance up to 20 mph

Class 3: Pedal—assist only, with motor assistance up to 28 mph (all operators must be at least 16 years old, must wear a safety helmet, and must not transport passengers)

It is important to distinguish these devices from electric "off-highway motorcycles," which are becoming increasingly common. Despite their off-road-only classification, they are frequently mistaken for standard bikes, complicating enforcement and increasing risk. Electric off-highway motorcycles (e.g., Sur-ron, Talaria, E Ride Pro) are not classified as e-bikes because they do not have operable pedals and often exceed power limits outlined in the California Vehicle Code. As such, they are not street legal and may be subject to impoundment and citation if operated on any publicly-owned property, including but not limited to a public street, sidewalk, public right of way, park, bicycle path or trail, or any other public area open for vehicle or pedestrian travel. They are only permitted in areas designated for off—highway vehicle recreation or on private property with the owner's permission. These vehicles are not eligible for highway registration and cannot be modified for on-road use unless they were originally manufactured and certified for dual-purpose operation. The ordinance does not address off-highway motorcycles as these motorcycles are already regulated by the Vehicle Code.

The proposed ordinance establishes a clear and enforceable regulatory framework for electric bicycles and other electric mobility devices within the City of Highland. The ordinance adopts definitions directly from the California Vehicle Code, ensuring consistency with state regulations, reducing ambiguity, and providing clear guidance to the public and to enforcement personnel. By regulating where and how electric mobility devices may be operated, rather than prohibiting their use outright, the ordinance balances safety, accessibility, and mobility considerations.

Proposed Ordinance

The proposed ordinance includes the following key provisions designed to enhance public safety and address concerns related to the use of bicycles and electric mobility devices on public property:

- Prohibits riding a bicycle or electric mobility devices in an unsafe manner on any publicly-owned property including:
 - Public sidewalks.
 - Public parks, playgrounds, athletic fields, athletic courts, and gymnasiums.
 - Hiking trails, recreational trails, and equestrian trails.
 - Public drainage facilities, including ditches, channels, and culverts.

- Non-paved areas not intended for vehicular or bicycle travel.
- Defines an "unsafe manner" to include violations of state or local traffic laws, as well as behaviors that endangers the operator, passenger, motorists, other riders, pedestrians, or public property. Examples include:
 - Not yielding to vehicles or pedestrians when required.
 - Operating an electric mobility device in a manner it was not designed for, including carrying passengers when not designed for carrying passengers.
 - Failing to obey posted traffic or other signs.
 - Engaging in racing, speed, or stunt contests.
 - Carrying any package, bundle, item or article which prohibits the operator from having full control and forward visibility at all times.
 - Operating a bicycle or e-conveyance at a speed greater than is reasonable and prudent under the existing conditions taking into account the weather, pedestrian and vehicular traffic, and the surface and width of the sidewalk or roadway.
 - Performing any acrobatics, tricks, wheelies, or stunts when pedestrians or moving vehicles are present.

These restrictions do not apply to individuals with mobility disabilities using wheelchairs or other power-driven mobility devices in accordance with the Americans with Disabilities Act (ADA) or first responders operating devices in the course and scope of official duties. These allowances ensure that the ordinance does not interfere with accessibility rights, emergency response, or lawful transportation use.

Enforcement and Compliance

The ordinance provides enforcement authority consistent with existing provisions of the Municipal Code and includes a range of tools to address violations proportionately. Citations and fines may be issued, and in cases involving minors, parents or guardians may be held responsible as allowed by law. The ordinance also authorizes impoundment of devices when a violation presents an immediate threat to public safety, while providing due process protections, including notice, reclaim procedures, and disposition of unclaimed devices. Enforcement will be primarily done by the Highland Police Department and impoundment, if necessary, will be provided by the City's existing tow service providers.

Environmental and Policy Considerations

The Ordinance is not subject to the California Environmental Quality Act ("CEQA") pursuant to CEQA Guidelines Section 15061(b)(3) because it can be seen with certainty that there is no possibility that the regulations on the operation of electric mobility devices in public places, as provided in this Ordinance, will not have a significant effect on the environment.

These provisions aim to promote responsible use, enhance public safety, reduce property damage, and preserve equitable access to public spaces for all community members. Overall, the proposed ordinance is part of a comprehensive strategy to promote the safe shared use of public areas. It is aligned with a broader vision that seeks not only to regulate and enforce, but also to educate and empower residents to travel safely. Enforcement will be paired with education and awareness campaigns to help both riders and drivers better understand the rules and responsibilities of operating bicycles and electric mobility devices within the community. These combined efforts address safety concerns through effective regulation while fostering a safe and active transportation environment for all. This item was also presented to

the Public Safety Subcommittee on January 13, 2026 and received a recommendation to move the item forward to the City Council.

Attachments:

1. Ordinance

ORDINANCE NO. ____

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA ADDING A NEW CHAPTER 8.60 “E-BIKES” TO TITLE 8 “HEALTH AND SAFETY” OF THE CITY’S MUNICIPAL CODE, AND MAKING A FINDING OF EXEMPTION PURSUANT TO THE CALIFORNIA ENVIRONMENTAL QUALITY ACT SECTION 15061(B)(3)

THE CITY COUNCIL OF THE CITY OF HIGHLAND ORDAINS AS FOLLOWS:

WHEREAS, the City of Highland (“City”) is committed to ensuring the public health, safety and welfare of its residents and visitors; and

WHEREAS, the City recognizes the importance of fostering sustainable transportation options while maintaining public safety and accessibility for all users of public spaces; and

WHEREAS, electric mobility devices (electric bicycles, scooters, and similar devices) have become increasingly popular modes of transportation and recreation within the City; and

WHEREAS, the use of electric mobility devices in public spaces presents both benefits and challenges, including safety concerns for riders, pedestrians, and motorists; and

WHEREAS, the City has observed a significant increase in traffic incidents involving electric mobility device users and motor vehicles with their increasing popularity, often due to the ability of such devices to reach higher speeds and the unsafe riding practices exhibited by drivers of such electric mobility devices; and

WHEREAS, the public has expressed concerns regarding the unsafe operation of electric mobility devices, including reckless riding behaviors that pose risks to riders, pedestrians, drivers, and others in public spaces; and

WHEREAS, the City aims to promote the safe use of electric mobility devices by implementing regulations that align with state law and best practices in transportation safety; and

WHEREAS, the City recognizes that providing clear guidelines for the operation of electric mobility devices in public spaces will improve the quality of life for all residents and visitors.

NOW, THEREFORE, the City Council of the City of Highland does hereby ordain as follows:

Section 1. Code Addition. A new Chapter 8.60 (Electric Bikes and Electric Mobility Devices) is hereby added to Title 8 (Health and Safety) of the City of Highland Municipal Code to read as follows:

“Chapter 8.60 Electric Bikes and Electric Mobility Devices

Sections:

- 8.60.010 Definitions.
- 8.60.020 Operation.
- 8.60.030 Enforcement.
- 8.60.040 Exceptions.

8.60.010 Definitions.

For the purposes of this chapter, unless otherwise specifically provided, the words and phrases used in this chapter are defined as follows:

"Bicycle" has the same meaning as defined in California Vehicle Code Section 231, as it may be amended from time to time.

"City" means the City of Highland.

"Electric Mobility Device" means any electric bicycle or e-bike, pocket bike, electric scooter, electrically motorized board, or other device that is designed to convey one or more people and is capable of being powered by human propulsion or electric motor propulsion.

"Electric Bicycle" or "E-Bike" has the same meaning as defined in California Vehicle Code Section 312.5, as it may be amended from time to time, and which, as of the date of the adoption of this section, provides that an "electric bicycle" is a bicycle equipped with fully operable pedals and an electric motor that does not exceed 750 watts, and are categorized under Class 1, Class 2, and Class 3.

"Electrically Motorized Board" has the same meaning as defined in California Vehicle Code Section 313.5, as it may be amended from time to time.

"Electric Personal Assistive Mobility Device" has the same meaning as defined in California Vehicle Code Section 313, as it may be amended from time to time.

"Minor" means any person under the age of eighteen.

"Motorized Scooter" has the same meaning as defined in California Vehicle Code Section 407.5, as it may be amended from time to time.

"Operator" means a person who operates and/or controls an electric mobility device.

"Pedestrian" has the same meaning as defined in California Vehicle Code Section 467, as it may be amended from time to time.

"Pocket Bike" has the same meaning as in California Vehicle Code Section 473, as it may be amended from time to time.

"Public area" means any outdoor area, public alley, parkway, public transportation path, roadway, right-of-way, sidewalk, park, trail, paseo, pathway or street that is owned, granted by easement, operated or controlled by the City.

"Unsafe manner" is defined as an act in violation of the City Municipal Code, California Vehicle Code, or any other applicable state or federal law. For purposes of this section, operation of an electric mobility device in an "unsafe manner" also includes operating in such a way that constitutes a danger to the operator, passenger, other motorist, other rider, pedestrian, or property.

"Vehicle" has the same meaning as in California Vehicle Code Section 670, as it may be amended from time to time.

8.60.020. Operation.

A. No person shall operate or ride an electric mobility device: (i) upon any public sidewalk; (ii) in any public drainage facility, culvert, ditch, or channel; (iii) outside of any roadway or other paved public area; (iv) in or upon any public park, athletic field, athletic/sports court, or gymnasium in the city; or (v) over any equestrian trail, or hiking or recreational trail.

B. No person shall ride a bicycle, e-bike, moped, motorized scooter, or any other electric mobility device, in an unsafe manner in any public area. Examples of riding in an unsafe manner include, but are not limited to, the following actions:

1. Not yielding to vehicles or pedestrians when required.
2. Operating an electric mobility device in a manner it was not designed for, including carrying passengers when not designed for carrying passengers.
3. Failing to obey posted traffic or other signs.
4. Engaging in racing, speed, or stunt contests.
5. Carrying any package, bundle, item or article which prohibits the operator from having full control and forward visibility at all times.
6. Operating a bicycle or electric mobility device at a speed greater than is reasonable and prudent under the existing conditions taking into account the weather, pedestrian and vehicular traffic, and the surface and width of the sidewalk or roadway.

7. Performing any acrobatics, tricks, wheelies, or stunts when pedestrians or moving vehicles are present.

C. Operators shall allow the inspection of electric mobility devices upon lawful contact with police officers or code enforcement officers to determine if the rider is legally allowed to operate such electric mobility device.

8.60.030. Enforcement.

A. Any person, including a minor, who violates the provisions of this Chapter shall be subject to penalties, fines, and enforcement procedures set forth in Chapters 1.24 and 2.56 of this Municipal Code.

B. In the case of a minor committing a violation under this chapter, the parent or guardian may be held responsible for the violation and any associated penalties or fines. If the minor's activities result in damage to public property, the city may, pursuant to California Civil Code section 1714.1, pursue a civil complaint against the minor's parent(s) or guardian(s) having custody and control of the minor for every tort resulting in property damage.

C. Impoundment.

1. In addition to all other available penalties, police officers and code enforcement officers shall have the authority to take immediate possession of and transport the electric mobility device for safekeeping if an individual is found in violation of any provisions of this chapter, and the individual was operating the electric mobility device in a manner that constitutes an immediate danger to the health and safety of the operator or to members of the public, thus constituting an exigent circumstance.
2. Upon impoundment of any electric mobility device under this chapter, the individual shall be issued a receipt. Said receipt shall state the days, business hours, location, and process by which the owner may claim the impounded device within 30 days. The citation receipt shall also explain that unclaimed devices impounded for longer than 30 days will be disposed subject to an opportunity for a pre-disposal hearing or sold at an auction in accordance with laws governing the disposal of abandoned property.
3. The impounded device shall be released to the individual, or the individual's parent or legal guardian if the individual is a minor, upon proof that the individual owns the electric mobility device.
4. The City Council may adopt a resolution to provide additional impoundment procedures to implement this subsection.

8.60.40. Exemptions.

A. The restrictions in this Chapter do not apply to persons with mobility disabilities utilizing a wheelchair, electric personal assistive mobility device, or other power-driven mobility device in accordance with the Americans with Disabilities Act (42 U.S.C. Section 12101 et seq.) and Section 36.311 of Title 28 of the Code of Federal Regulations.

B. First responders, as defined under California Government Code Section 8562, are exempt from this Chapter while in the performance of their duties.

Section 2. CEQA. The Ordinance is not subject to the California Environmental Quality Act (“CEQA”) pursuant to CEQA Guidelines Section 15061(b)(3) because it can be seen with certainty that there is no possibility that the regulations on the operation of electric mobility devices in public places, as provided in this Ordinance, will not have a significant effect on the environment.

Section 3. Severability. If any sentence, clause or phrase of this ordinance is for any reason held to be unconstitutional or otherwise invalid, such a decision shall not affect the validity of the remaining provisions of this ordinance. The City Council hereby declares that it would have passed this ordinance and each sentence, clause or phrase thereof irrespective of the fact that any one or more sentences, clauses or phrases be declared unconstitutional or otherwise invalid.

Section 4. Publication. The City Clerk is directed to publish this Ordinance as required by law prior to the expiration of fifteen (15) days after its passage.

Section 5. Execution. The Mayor is hereby directed to attest to the adoption of this Ordinance by signing where indicated below.

PASSED, APPROVED, AND ADOPTED this ___ day of _____, 2026.

Penny Lilburn
Mayor

ATTEST:

Alondra Muñoz
City Clerk

APPROVED AS TO FORM:

Maricela Marroquin
City Attorney



Staff Report

to the City Council

Agenda
Item
No.17.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Carlos Zamano, City Manager
Maricela Marroquin, City Attorney
Prepared By: Tish Nava-Cruz, Director of Administrative Services/City Treasurer
Subject: City Council Monthly Compensation Adjustment

Recommendation:

Introduce and conduct first reading of City Council Ordinance No. ____, amending Section 2.04.010 (Compensation of Councilmembers) of the Highland Municipal Code to increase compensation of City Council members.

Fiscal Impact:

The fiscal impact is an increase of \$48,240.60 per year. There are sufficient funds in the FY 2025-2026 budget to cover this increased cost.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

Government Code Section 36516 authorizes General Law cities, like the City of Highland, to compensate Councilmembers up to the statutory limits based on population. The City Council's current monthly salary of \$795.99, established by Ordinance No. 381 in 2013, has not kept pace with inflation. Senate Bill 329, signed into law in 2023, updated the allowable compensation amounts and modified the process for adjusting council salaries to reflect increased costs of living and support broader access to public service. As amended, Government Code Section 36516 allows the City of Highland to compensate its City Council Members up to \$1,600 per month, which is based on the City's population.

The City Council has shown long-standing fiscal restraint in applying salary adjustments. Although State law allows increases of up to 5% per year, the City Council has adopted such increases only three times since the passage of Ordinance No. 58, which initially established a compensation amount of \$300 in 1989. Specifically, compensation increased from \$300 to \$593.98 per month in 2006, to \$654.86 per month in 2008, and to \$795.99 per month in 2013. As a result, the City Council's current monthly compensation of \$795.99 is significantly below both the Government Code maximum and the amount the City Council members would have received had the allowable annual adjustments been taken each year.

Historical tracking compiled by staff over the years indicates that consistent 5% annual adjustments would have brought City Council compensation to approximately \$1,500 per month, which closely aligns with the maximum permitted under State law.

A compensation update could possibly strengthen the candidate pool for the City Council by reducing financial barriers and attracting more diverse applicants. It also reflects the significant growth in City Council responsibilities since the original pay structure was set. Updating compensation aligns the City with state standards for similarly sized communities, and the associated annual cost remains a modest, predictable impact on the General Fund.

This item was presented for review and direction by the Finance/Personnel Subcommittee on December 9, 2025, and they recommended forwarding this item to the full City Council for discussion, without taking a position to approve or reject either option or provide alternative direction.

On January 13, 2026, the City Council was presented two options, discussed both options in open session, and directed staff to return with an ordinance increasing monthly compensation to \$1,600, consistent with State law. Consistent with State law, the compensation increase would become operative following the next General Municipal Election in November 2026.

Attachments:

1. Ordinance Council Compensation

Attachment 1

Ordinance No. _____

ORDINANCE NO. XXXX

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF HIGHLAND, CALIFORNIA, AMENDING SECTION 2.04.010 OF THE HIGHLAND MUNICIPAL CODE TO INCREASE THE COMPENSATION OF CITY COUNCIL MEMBERS PURSUANT TO AND CONSISTENT WITH SENATE BILL 329

THE CITY COUNCIL OF THE CITY OF HIGHLAND ORDAINS AS FOLLOWS:

WHEREAS, Government Code Section 36516 authorizes general law cities, including the City of Highland, to pay city council members a monthly salary for their service up to a statutory limit based on city population;

WHEREAS, pursuant to Highland Municipal Code Section 2.04.010 (“Compensation of councilmembers”), the current City Council monthly salary is \$795.99 per month, which was last adopted by Ordinance No. 381 in 2013;

WHEREAS, on June 23, 2023, the Governor signed into law Senate Bill 329 (“SB 329”), which made changes both to the amount of salary council members may receive and changes to the manner in which salary adjustments can be made;

WHEREAS, Senate Bill 329 was adopted to “reset” city council salaries to take into account that the salary amounts listed in the Government Code had not been revised since 1984 and thus had not kept pace with inflation. Moreover, in adopting SB 329, the State Legislature found and declared that allowing cities to adjust council member salaries would help city councils become more diverse and would encourage more persons to consider public service as council members because the increased compensation could help individuals from across different income levels receive sufficient income to help ensure that they can continue to serve and support their families;

WHEREAS, the City Council reviewed and discussed the purpose and impact of SB 329 on the future governance of the City of Highland at its meeting of January 13, 2026; and

WHEREAS, the monthly salary for members of the City Council can be increased in accordance with Government Code Section 36516 as amended by SB 329.

NOW, THEREFORE, the City Council of the City of Highland does hereby ordain as follows:

Section 1. The City Council hereby specifically finds that all of the facts set forth in the recitals of this Ordinance are true and correct and are incorporated herein as if set forth in full.

Section 2. Pursuant to Government Code Section 36516(g)(2), the City Council makes the following findings demonstrating the need for the increased compensation as follows: (i) the statewide compensation schedule for city council members of general law cities, which includes the City of Highland, has not been adjusted since 2013, meaning that city council compensation has not kept pace with inflation; (ii) according to the U.S. Bureau of Labor Statistics, California has had an approximate 40% increase in the cost of living since 2013; (iii) the privilege to serve on the city council requires the expenditure of significant time during weekdays and weekends to attend meetings of the City as well as other meeting assignments as well as attend events in the community; (iv) city council service also involves time and work in reviewing staff reports, other agenda reports, legal documents, and state legislation that would impact the city; attending to representative assignments at regional government body meetings; staying informed on current local and state issues; and reviewing financial materials, budgets and reports among the many duties of a council member; and (v) increasing city council compensation will reflect the time and work being performed by members of the city council but more importantly, will create opportunities to assist the city in encouraging that its council become more diverse as stated by the findings of SB 329 that increased compensation can help individuals from across different income levels receive sufficient income from their service to help ensure that they can continue to serve the public and support themselves and their families.

Section 3. Section 2.04.010 (“Compensation of councilmembers”) of Chapter 2.04 (“City Council”) of Title 2 (Administration and Personnel”) of the Highland Municipal Code is hereby amended in its entirety as follows:

“It is determined that each member of the city council shall receive a salary in the amount of \$1,600 per month as provided for in Government Code Section 36516, which shall be payable at the same time and in the same manner as salaries paid to other employees of the City.”

Section 4. Pursuant to Government Code Section 36516.5, the adjustment in compensation for all City Council members provided by this ordinance shall not take effect until the commencement of the terms of any new City Council members or re-elected City Council members following the general municipal election to be held in November 2026. When such adjustment takes effect, Ordinance No. 381 shall be repealed.

Section 5. Severability. The City Council hereby declares that, should any provision, section, subsection, paragraph, sentence, clause, phrase, or word of this Ordinance, or any part thereof, be rendered or declared invalid or unconstitutional by any final court action in a court of competent jurisdiction or by reason of any preemptive legislation, such decision or action shall not affect the validity of the remaining section or portions of the Ordinance or part thereof. The City Council hereby declares that it would have independently adopted the remaining provisions, sections, subsections, paragraphs, sentences, clauses, phrases, or words of this Ordinance irrespective of the

fact that any one or more provisions, sections, subsections, paragraphs, sentences, clauses, phrases, or words may be declared invalid or unconstitutional.

Section 6. Certification and Publication. The City Clerk shall certify to the adoption of this Ordinance and shall cause the same to be published or posted in the manner prescribed by law.

PASSED, APPROVED, AND ADOPTED, this __th day of _____, 2026.

- AYES:
- NOES:
- ABSENT:
- ABSTAIN:

Penny Lilburn, Mayor

ATTEST:

Alonda Muñoz, City Clerk

APPROVED AS TO FORM:

Maricela Marroquin, City Attorney



Staff Report

to the City Council

Agenda
Item
No.18.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Alondra Muñoz, City Clerk
Prepared By: Carlos Zamano, City Manager
Subject: America's 250th Anniversary on July 4, 2026

Recommendation:

Discuss and provide direction to staff regarding participation in the 250th anniversary of the signing of the Declaration of Independence.

Fiscal Impact:

Fiscal impacts would be dependent on City Council's direction.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

The United States will celebrate the 250th anniversary of the signing of the Declaration of Independence on July 4, 2026, as California continues to celebrate its 175th anniversary of statehood through the summer of 2026. The Governor's Office is encouraging communities to celebrate the milestones by highlighting California's ingenuity and innovation, resilience, joy, and sense of belonging while uplifting community, civic engagement, volunteerism, and storytelling.

City staff seeks input from the City Council as to incorporating any of the celebration initiatives outlined in the attached flyer.

Attachments:

1. CA175 America 250 Community Toolkit Flyer



CALIFORNIA 175 & AMERICA 250

COMMUNITY TOOLKIT

BACKGROUND

California continues to celebrate 175 years of statehood through summer 2026 as the United States will celebrate the 250th anniversary of the signing of the Declaration of Independence on July 4, 2026. The Governor's Office and the California 175/America 250 Working Group are encouraging communities across the Golden State to [celebrate](#) and highlight California's ingenuity and innovation, resilience, joy and sense of belonging while uplifting community, civic engagement, volunteerism and storytelling. As part of the commemoration, the Governor's Office is also collaborating with [America250](#), a nonpartisan non-profit, encouraging residents to observe the nation's milestone anniversary through a series of initiatives.

CELEBRATE IN YOUR COMMUNITY!

To help your community commemorate the occasions we've come up with a list of ideas below - but encourage other creative ways to uplift these anniversaries!

1. Request official CA 175/America 250 logos for free and request to add your community event to the CA 175/America 250 [events page](#) by submitting a [Brand Toolkit Request Form](#).
2. Incorporate commemorations into [parades, festivals, community gatherings, and fairs](#) by uplifting the anniversaries and/or using one of the official logos at these events.
3. Community day(s) of service - create your own, partner with [California Volunteers](#), or get ideas and record service hours at [America Gives](#). Please reach out to cacelebrates@gov.ca.gov for a connection to California Volunteers.



CALIFORNIA 175/AMERICA 250: COMMUNITY TOOLKIT

4. Become a **Clean California Community**. Please reach out to cacelebrates@gov.ca.gov for a connection.
5. Create a **time capsule** for your own community to keep.
6. Encourage your local **library, museum, historical society, or tourism center** to uplift the anniversaries through programs and CA 175/America 250 branding.
7. **Collect and share stories** of what it means to be a Californian, American, or member of your community.
8. Encourage your community members to participate in other America250 initiatives by **sharing their story** or **nominating an unsung champion** to be included in the permanent record and potentially at the Library of Congress.
9. Participate in **America's Potluck**, an initiative spearheaded by America250 Utah to encourage communities across the country to gather together to share a meal - building community and a sense of belonging on Sunday, July 5, 2026 - or a day of your choosing.
10. Take part in **Sharing the Spirit of America**, a program conceived by Hawai'i America250, which invites people across the U.S. to read the Declaration of Independence on July 8, 2026 at 3pm PT - an important reminder of the ideals our nation was founded on.
11. Purchase America250 branded **flags and signage** from their licensed vendors: [Pacific Coast Flag](#), [America250 Wholesale Store](#), or [AMI Graphics](#).





Staff Report

to the City Council

Agenda
Item
No.19.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Alondra Muñoz, City Clerk
Prepared By: Lissette Nock, Deputy City Clerk
Subject: City Manager Report and Comments (Work Program, Regional/Legislative/ Development Issues, Subcommittees, etc.)

Recommendation:

Discussion and possible action.

Fiscal Impact:

None

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

Attachments:

None



Staff Report

to the City Council

Agenda
Item
No.20.

Date: April 14, 2026
From: Carlos Zamano, City Manager
Reviewed By: Alondra Muñoz, City Clerk
Prepared By: Lissette Nock, Deputy City Clerk
Subject: Councilmember Comments (Agency/Committee/AB 1234 Reports, District Updates, etc.)

Recommendation:

Discussion and possible action.

Fiscal Impact:

None.

Public Notice:

The agenda for this item was posted at the three locations per Resolution No. 2011-047 and on the City's website.

Background:

Attachments:

None