

# INLAND VALLEY DEVELOPMENT AGENCY

## REGULAR MEETING AGENDA

WEDNESDAY, MAY 13, 2026

### Zoom Information:

<https://us02web.zoom.us/j/84430000719?pwd=7FNi79O9NP3mQ6T2LjXaQwYWyELSkJ.1>

Meeting ID: 844 3000 0719 | Passcode: 500247

Dial by your location | +1 669 900 6833 US

5:00 PM

MAIN AUDITORIUM – Norton Regional Event Center, 1601 East Third Street, San Bernardino, CA



A regional joint powers authority dedicated to the reuse of Norton Air Force Base for the economic benefit of the East Valley

### Phillip Dupper, Chairperson

*Mayor, City of Loma Linda*

### Frank J. Navarro, Vice-Chairperson

*Mayor, City of Colton*

### Joe Baca, Jr., Secretary

*Supervisor, County of San Bernardino*

### BOARD MEMBERS:

#### Jesse Armendarez

*Supervisor, County of San Bernardino*

#### David Toro

*Mayor Pro Tem, City of Colton*

#### Rhodes Rigsby

*Councilmember, City of Loma Linda*

#### Juan Figueroa

*Councilmember, City of San Bernardino*

#### Fred Shorett

*Councilmember, City of San Bernardino*

#### Sandra Ibarra

*Councilmember, City of San Bernardino*

### ALTERNATE BOARD MEMBERS:

#### Dawn Rowe

*Supervisor, County of San Bernardino*

#### Mario Flores

*Councilmember, City of San Bernardino*

#### Rhonda K. Spencer-Hwang

*Councilmember, City of Loma Linda*

#### Vacant

*City of Colton*

- Full agenda packets are available at the IVDA office, 1601 East Third Street, San Bernardino, California, will be provided at the meeting, and are posted in the Agenda section of our website at [www.ivdajpa.org](http://www.ivdajpa.org). Office hours are Monday through Friday 8:00 a.m. to 5:00 p.m.
- Recordings of the IVDA Board meetings are available in the Agenda section of our website at [www.ivdajpa.org](http://www.ivdajpa.org).
- In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the IVDA office at (909) 382-4100. Notification 48 hours prior to the meeting will enable IVDA staff to make reasonable arrangements to ensure accessibility to this meeting.
- Anyone who wishes to speak during public comment or on a particular item will be requested to fill out a speaker slip, which must be turned in to the Clerk of the Board prior to speaking.
- Public comments for agenda items that are not public hearings will be limited to three minutes.
- Public comments for items that are not on the agenda will be limited to three minutes.
- The three-minute limitation shall apply to each member of the public and cannot be shared.
- An additional three minutes will be allotted to those who require translation services.
- Live Spanish interpretation is available on a by-request basis. If you require Spanish interpretation, please submit a request to the Clerk of the Board's Office by 12:00 p.m. on the Friday before the meeting to allow IVDA staff to coordinate and arrange for certified interpreters to attend the meeting.

**ORDER OF BUSINESS - CLOSED SESSION**

This meeting of the governing Board of the Inland Valley Development Agency will begin with Closed Session Public Comment and Closed Session, immediately followed by the Open Session portion of the meeting.

**A. CALL TO ORDER / ROLL CALL**

**B. CLOSED SESSION PUBLIC COMMENT**

The Closed Session Public Comment portion of the Inland Valley Development Agency Board meeting is limited to a maximum of three minutes for each speaker and comments will be limited to matters appearing on the Closed Session portion of the agenda. Additional opportunities for further Public Comment will be given during and at the end of the meeting. An additional three minutes will be allotted to those who require translation services.

**C. CLOSED SESSION**

An announcement is typically made prior to closed session discussions as to the potential for a reportable action at the conclusion of closed session.

- a. Conference with Real Property Negotiator Pursuant to Government Code Section 54956.8  
Property: 1601 East Third Street, San Bernardino CA 92408  
Negotiating Parties: Michael Burrows, IVDA Chief Executive Officer and Leslie Barrett, Vanir Executive Director and Vice President  
Under Negotiations: Instructions will be given to the IVDA negotiator concerning availability of property, terms and price
- b. Conference with Real Property Negotiator Pursuant to Government Code Section 54956.8  
Property: 275 N. Leland Norton Way, San Bernardino CA 92408  
Negotiating Parties: Michael Lewin, IVDA Legal Counsel and Ramon Alvarez, Alvarez Holdings, LLC  
Under Negotiations: Instructions will be given to the IVDA negotiator concerning availability of property, terms and price
- c. Conference with Real Property Negotiator Pursuant to Government Code Section 54956.8  
Properties: Former Norton Air Force Base, Parcels Site 5/SAR  
Negotiating Parties: Michael Burrows, IVDA Chief Executive Officer and Kent Hindes, Managing Director, Cushman & Wakefield  
Under Negotiations: Instructions will be given to the IVDA negotiator concerning availability of property, terms and price
- d. Conference with Labor Negotiators Pursuant to Government Code Section 54957.6  
  
The IVDA Board will meet with its duly designated representative to discuss salaries, salary schedules and compensation, and fringe benefits payable to the following non-represented positions specified by title.  
  
Negotiating for IVDA: Chairperson Phillip Dupper  
Position Title: Chief Executive Officer

**D. REPORT ON CLOSED SESSION**

Public announcement(s) will be made following closed session if there are any reportable actions taken during closed session.

**ORDER OF BUSINESS – OPEN SESSION**

- **CALL TO ORDER OPEN SESSION**
- **PLEDGE OF ALLEGIANCE**

**E. ITEMS TO BE ADDED OR DELETED**

Pursuant to Government Code Section 54954.2, items may be added on which there is a need to take immediate action, and the need for action came to the attention of the Inland Valley Development Agency subsequent to the posting of the agenda.

**F. CONFLICT OF INTEREST DISCLOSURE**

1. POSSIBLE CONFLICT OF INTEREST ISSUES FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA) BOARD MEETING OF MAY 13, 2026  
**[PRESENTER: Jillian Ubaldo, Clerk of the Board PAGE#: 005]**

**G. INFORMATIONAL ITEMS**

It is intended that the following subject matters and their attachments are submitted to the Board members for informational purposes only. No action is required with regard to these items in the form of a receive-and-file motion or otherwise. Members may inquire of staff as to any questions or seek clarifications, but no discussion may ensue other than to place an item on a subsequent agenda for further consideration. In such situations where permissible levels of discussion are conducted, members are reminded that staff has not presented the related contractor and interested parties conflicts of interest disclosures that are typically provided for agenda items for which action is intended to occur. Additionally, questions may arise as to negotiation strategies or other legal issues which are more appropriately addressed in a closed session discussion.

2. Informational Items

- 2a. CHIEF EXECUTIVE OFFICER REPORT  
**[PRESENTER: Michael Burrows, Chief Executive Officer PAGE#: 012]**
- 2b. ANNUAL BUDGET PREPARATION  
**[PRESENTER: Mark Cousineau, Director of Finance PAGE#: 013]**
- 2c. REPORT ON GRANT AND LEGISLATIVE ITEMS  
**[PRESENTER: Michael Burrows, Chief Executive Officer PAGE#: 014]**

**H. BOARD CONSENT ITEMS**

The following consent items are expected to be routine and non-controversial and will be acted upon by the Board at one time unless the Board directs that an item be held for further discussion.

3. RECEIVE REGISTER OF DEMANDS – MAY 13, 2026  
**[PRESENTER: Mark Cousineau, Director of Finance PAGE#: 015]**
4. RECEIVE AND FILE CASH REPORT FOR MARCH 31, 2026 FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA)  
**[PRESENTER: Mark Cousineau, Director of Finance PAGE#: 020]**

5. APPROVE MEETING MINUTES: APRIL 6, 2026  
[PRESENTER: Jillian Ubaldo, Clerk of the Board PAGE#: 023]

I. **BOARD ACTION ITEMS**

6. CONSIDER AND ADOPT PROPOSED BUDGET ADJUSTMENTS FOR FISCAL YEAR 2025-2026  
[PRESENTER: Mark Cousineau, Director of Finance PAGE#: 031]
7. AWARD A DESIGN BUILD CONSTRUCTION CONTRACT TO HODGDON MANAGEMENT AND CONSTRUCTION, INC IN AN AMOUNT NOT TO EXCEED \$200,000 FOR THE PHASE I – DFAS I TENANT IMPROVEMENTS PROJECT  
[PRESENTER: Jeff Barrow, Director of Development PAGE#: 034]
8. CONDUCT AND ADOPT A BUSINESS PLAN UPDATE (2026-2031)  
[PRESENTER: Michael Burrows, Chief Executive Officer PAGE#: 053]
9. REVIEW STATUS OF THE ACTION PLAN FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA) THROUGH JUNE 30, 2026  
[PRESENTER: Michael Burrows, Chief Executive Officer PAGE#: 093]

J. **ADDED AND DEFERRED ITEMS**

Deferred Items and Items which have been added pursuant to Government Code Section 54954.2 as noted above in Section E.

K. **OPEN SESSION PUBLIC COMMENT**


Anyone who wishes to speak during Open Session Public Comment will be requested to fill out a speaker slip. Prior to speaking, speaker slips should be given to the Clerk of the Board. Public comments for items that are not on the agenda will be limited to three minutes. The three-minute limitation shall apply to each member of the public and cannot be shared with other members of the public. An additional three minutes will be allotted to those who require translation services.

L. **BOARD MEMBER COMMENT**

Board members may make announcements or give brief reports on activities or matters not appearing on the agenda, as well as provide direction to staff relating to matters which may be addressed at this time.

M. **ADJOURNMENT**

Unless otherwise noted, this meeting will be adjourned to the next regularly scheduled meeting of the Inland Valley Development Agency Board, Wednesday, June 10, 2026.

	<p><b>TO: Inland Valley Development Agency Board</b></p> <p><b>DATE: May 13, 2026</b></p> <p><b>ITEM NO: 1</b></p> <p><b>PRESENTER: Jillian Ubaldo, Clerk of the Board</b></p>
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**SUBJECT: POSSIBLE CONFLICT OF INTEREST ISSUES FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA) BOARD MEETING OF MAY 13, 2026**

**SUMMARY**

This agenda contains recommendations for action relative to certain contractors/principals and their respective subcontractors. Care should be taken by each Board member to review and consider the information provided herein to ensure they are in compliance with applicable conflict of interest laws.

**RECOMMENDED ACTION(S)**

Receive for information and consideration in accordance with applicable conflict of interest laws.

**FISCAL IMPACT**

None.

PREPARED BY:	Yajaira Maldonado
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
APPROVED BY:	Michael Burrows

**BACKGROUND INFORMATION**

The potential conflicts information provided in this report is intended to be used as a means for each voting member to verify campaign contributions from their individual campaign records. The following information is considered to be complete only to the best knowledge that has been disclosed to staff by the following listed contractors and in many instances may not be complete as of the date of publication of the agenda. Staff will endeavor to provide updates and supplements to the disclosure information to the extent additional contractor disclosure information becomes known to staff at or prior to each particular meeting time.

In addition to other provisions of law which prohibit Inland Valley Development Agency (IVDA) Board members from having financial interests in the contracts of public agencies, the provisions of California Government Code Section 84308 prohibit individual IVDA Board members from participating in any Board proceeding involving a license, permit, or other entitlement for use pending before the Board, if the individual member has received a contribution of more than two hundred fifty dollars (\$250.00) within the preceding twelve (12) months or for three (3) months following any such Board proceeding, from any person, company or entity who is the subject of the proceeding, including parent-subsiary and certain otherwise related business entities as defined in the California Code of Regulations, Title 2, Division 6, Section 18438.5, or from any person who actively supports or opposes a particular decision in the proceeding and who has a financial interest in such decision, as defined in California Government Code Section 87103.

The restrictions of Government Code Section 84308 do not apply if the individual member returns the contribution within thirty (30) days from the time he or she knows, or should have known, about the contribution and the proceeding. influential drones

This agenda contains recommendations for action relative to the following contractors/principals and their respective subcontractors (as informed to IVDA staff by the Principals):

<b><u>Agenda Item No.</u></b>	<b><u>Contractors/Tenants</u></b>	<b><u>Subcontractors/Subtenants</u></b>
7.	<u>Hodgdon Management and Construction, Inc.</u> Aaron Hodgdon, CEO, CFO, Secretary	None.

**Attachments:**

1. California Government Code §§ 84308 and 87103
2. California Code of Regulations, Title 2, Division 6, §18438.5

CALIFORNIA CODES  
**GOVERNMENT CODE**  
SECTION 84308

**84308.** (a) The definitions set forth in this subdivision shall govern the interpretation of this section.

(1) "Party" means any person who files an application for, or is the subject of, a proceeding involving a license, permit, or other entitlement for use.

(2) "Participant" means any person who is not a party but who actively supports or opposes a particular decision in a proceeding involving a license, permit, or other entitlement for use and who has a financial interest in the decision, as described in Article 1 (commencing with Section 87100) of Chapter 7. A person actively supports or opposes a particular decision in a proceeding if he or she lobbies in person the officers or employees of the agency, testifies in person before the agency, or otherwise acts to influence officers of the agency.

(3) "Agency" means an agency as defined in Section 82003 except that it does not include the courts or any agency in the judicial branch of **government**, local governmental agencies whose members are directly elected by the voters, the Legislature, the Board of Equalization, or constitutional officers. However, this section applies to any person who is a member of an exempted agency but is acting as a voting member of another agency.

(4) "Officer" means any elected or appointed officer of an agency, any alternate to an elected or appointed officer of an agency, and any candidate for elective office in an agency.

(5) "License, permit, or other entitlement for use" means all business, professional, trade and land use licenses and permits and all other entitlements for use, including all entitlements for land use, all contracts (other than competitively bid, labor, or personal employment contracts), and all franchises.

(6) "Contribution" includes contributions to candidates and committees in federal, state, or local elections.

(b) No officer of an agency shall accept, solicit, or direct a contribution of more than two hundred fifty dollars (\$250) from any party, or his or her agent, or from any participant, or his or her agent, while a proceeding involving a license, permit, or other entitlement for use is pending before the agency and for three months following the date a final decision is rendered in the proceeding if the officer knows or has reason to know that the participant has a financial interest, as that term is used in Article 1 (commencing with Section 87100) of Chapter 7. This prohibition shall apply regardless of whether the officer accepts, solicits, or directs the contribution for himself or herself, or on behalf of any other officer, or on behalf of any candidate for office or on behalf of any committee.

(c) Prior to rendering any decision in a proceeding involving a license, permit or other entitlement for use pending before an agency, each officer of the agency who received a contribution within the preceding 12 months in an amount of more than two hundred fifty dollars (\$250) from a party or from any participant shall disclose that fact on the record of the proceeding. No officer of an agency shall make, participate in making, or in any way attempt to use his

or her official position to influence the decision in a proceeding involving a license, permit, or other entitlement for use pending before the agency if the officer has willfully or knowingly received a contribution in an amount of more than two hundred fifty dollars (\$250) within the preceding 12 months from a party or his or her agent, or from any participant, or his or her agent if the officer knows or has reason to know that the participant has a financial interest in the decision, as that term is described with respect to public officials in Article 1 (commencing with Section 87100) of Chapter 7.

If an officer receives a contribution which would otherwise require disqualification under this section, returns the contribution within 30 days from the time he or she knows, or should have known, about the contribution and the proceeding involving a license, permit, or other entitlement for use, he or she shall be permitted to participate in the proceeding.

(d) A party to a proceeding before an agency involving a license, permit, or other entitlement for use shall disclose on the record of the proceeding any contribution in an amount of more than two hundred fifty dollars (\$250) made within the preceding 12 months by the party, or his or her agent, to any officer of the agency. No party, or his or her agent, to a proceeding involving a license, permit, or other entitlement for use pending before any agency and no participant, or his or her agent, in the proceeding shall make a contribution of more than two hundred fifty dollars (\$250) to any officer of that agency during the proceeding and for three months following the date a final decision is rendered by the agency in the proceeding. When a closed corporation is a party to, or a participant in, a proceeding involving a license, permit, or other entitlement for use pending before an agency, the majority shareholder is subject to the disclosure and prohibition requirements specified in subdivisions (b), (c), and this subdivision.

(e) Nothing in this section shall be construed to imply that any contribution subject to being reported under this title shall not be so reported.

CALIFORNIA CODES  
**GOVERNMENT CODE**  
SECTION 87103

**87103.** A public official has a financial interest in a decision within the meaning of Section 87100 if it is reasonably foreseeable that the decision will have a material financial effect, distinguishable from its effect on the public generally, on the official, a member of his or her immediate family, or on any of the following:

(a) Any business entity in which the public official has a direct or indirect investment worth two thousand dollars (\$2,000) or more.

(b) Any real property in which the public official has a direct or indirect interest worth two thousand dollars (\$2,000) or more.

(c) Any source of income, except gifts or loans by a commercial lending institution made in the regular course of business on terms available to the public without regard to official status, aggregating five hundred dollars (\$500) or more in value provided or promised to, received by, the public official within 12 months prior to the time when the decision is made.

(d) Any business entity in which the public official is a director, officer, partner, trustee, employee, or holds any position of management.

(e) Any donor of, or any intermediary or agent for a donor of, a gift or gifts aggregating two hundred fifty dollars (\$250) or more in value provided to, received by, or promised to the public official within 12 months prior to the time when the decision is made. The amount of the value of gifts specified by this subdivision shall be adjusted biennially by the commission to equal the same amount determined by the commission pursuant to subdivision (f) of Section 89503.

For purposes of this section, indirect investment or interest means any investment or interest owned by the spouse or dependent child of a public official, by an agent on behalf of a public official, or by a business entity or trust in which the official, the official's agents, spouse, and dependent children own directly, indirectly, or beneficially a 10-percent interest or greater.

1 (Regulations of the Fair Political Practices Commission, Title 2, Division 6, California Code of  
2 Regulations.)

3 **§ 18438.5. Aggregated Contributions Under Section 84308.**

4 For purposes of Section 84308:

5 (a) Notwithstanding the provisions of Regulation 18215.1, to determine whether a  
6 contribution of more than \$250 has been made by any party to a proceeding, contributions made  
7 by a party's parent, subsidiary, or otherwise related business entity, (as those relationships are  
8 defined in subdivision (b) below), shall be aggregated and treated as if received from the party  
9 for purposes of the limitations and disclosure provisions of Section 84308.

10 (b) Parent, Subsidiary, Otherwise Related Business entity, defined.

11 (1) Parent-subsidiary. A parent-subsidiary relationship exists when one corporation has  
12 more than 50 percent of the voting power of another corporation.

13 (2) Otherwise related business entity. Business entities, including corporations,  
14 partnerships, joint ventures and any other organizations and enterprises operated for profit, which  
15 do not have a parent-subsidiary relationship are otherwise related if any one of the following  
16 three tests is met:

17 (A) One business entity has a controlling ownership interest in the other business entity.

18 (B) There is shared management and control between the entities. In determining whether  
19 there is shared management and control, consideration should be given to the following factors:

20 (i) The same person or substantially the same person owns and manages the two entities;

21 (ii) There are common or commingled funds or assets;

22 (iii) The business entities share the use of the same offices or employees, or otherwise  
23 share activities, resources or personnel on a regular basis;

1 (iv) There is otherwise a regular and close working relationship between the entities; or

2 (C) A controlling owner (50% or greater interest as a shareholder or as a general partner)

3 in one entity also is a controlling owner in the other entity.

4 Note: Authority cited: Section 83112, Government Code. Reference: Section 84308,

5 Government Code.

6 HISTORY

7 1. New section filed 5-26-2006; operative 6-25-2006. Submitted to OAL for filing pursuant to

8 *Fair Political Practices Commission v. Office of Administrative Law*, 3 Civil C010924,

9 California Court of Appeal, Third Appellate District, nonpublished decision, April 27, 1992

10 (FPPC regulations only subject to 1974 Administrative Procedure Act rulemaking requirements

11 and not subject to procedural or substantive review by OAL) (Register 2006, No. 21). For prior

12 history of section 18438.5, see Register 85, No. 8.

13 2. Amendment filed 8-12-2014; operative 9-11-2014 pursuant to title 2, section 18312(e)(1) of

14 the California Code of Regulations. Submitted to OAL for filing and printing pursuant to *Fair*

15 *Political Practices Commission v. Office of Administrative Law*, 3 Civil C010924, California

16 Court of Appeal, Third Appellate District, nonpublished decision, April 27, 1992 (FPPC

17 regulations only subject to 1974 Administrative Procedure Act rulemaking requirements and not

18 subject to procedural or substantive review by OAL) (Register 2014, No. 33).

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**TO: Inland Valley Development Agency Board**

**DATE: May 13, 2026**

**ITEM NO: 2a**

**PRESENTER: Michael Burrows, Chief Executive Officer**

**SUBJECT: INFORMATIONAL ITEMS – CHIEF EXECUTIVE OFFICER REPORT**

## **SUMMARY**

An oral report will be provided at the time of the meeting.

PREPARED BY:	Michelle Casey
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

## **BACKGROUND INFORMATION**

None.

## **Attachments:**

1. None



**TO: Inland Valley Development Agency Board**

**DATE: May 13, 2026**

**ITEM NO: 2b**

**PRESENTER: Michael Burrows, Chief Executive Officer**

**SUBJECT: INFORMATIONAL ITEMS – ANNUAL BUDGET PREPARATION**

### **SUMMARY**

An oral report will be provided at the time of the meeting.

PREPARED BY:	Michelle Casey
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

### **BACKGROUND INFORMATION**

None.

### **Attachments:**

1. None



**TO: Inland Valley Development Agency Board**

**DATE: May 13, 2026**

**ITEM NO: 2c**

**PRESENTER: Michael Burrows, Chief Executive Officer**

**SUBJECT: INFORMATIONAL ITEMS – REPORT ON GRANT AND LEGISLATIVE ITEMS**

**SUMMARY**

An oral report will be provided at the time of the meeting.


PREPARED BY:	Michelle Casey
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

**BACKGROUND INFORMATION**

None.

**Attachments:**

1. None

	<p><b>TO: Inland Valley Development Agency Board</b></p> <p><b>DATE: May 13, 2026</b></p> <p><b>ITEM NO: 3</b></p> <p><b>PRESENTER: Mark Cousineau, Director of Finance</b></p>
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**SUBJECT: RECEIVE REGISTER OF DEMANDS - MAY 13, 2026**

**SUMMARY**

Inland Valley Development Agency's (IVDA) Register of Demands.

**RECOMMENDED ACTION(S)**

Receive for information.

**FISCAL IMPACT**

Disbursements for amounts due in April 2026.

PREPARED BY:	Mark Cousineau
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

## **BACKGROUND INFORMATION**

Total disbursement activities for April 2026 amount to \$ 273,151.35 that include the following.

- **Professional Services:** Boston Fox Tigue International LLC; California Strategies & Advocacy LLC; D&A Consulting; Desmond & Louis Inc.; Imagine Systems Inc.; Influential Drones; Innovative Federal Strategies LLC; RSG, Inc.; Tactical Drone Concepts; Terry Parish; Tom Dodson & Associates, and Zenaida Global were paid \$ 77,199.75.
- **Capital Projects Cost:** Cordoba Corporation was paid \$ 7,170.00.
- **Utilities:** Burrtec Waste Industries Inc., City of San Bernardino Water Department, Southern California Edison, The Gas Company, Utility Telecom Group LLC, and Verizon Wireless were paid \$ 105,096.39.
- **Employee Benefits:** No employee benefit disbursements were made in April 2026.

## **Attachments:**

1. 3a. Register of Demands for the May 13, 2026 Board Meeting
2. 3b. Visa Breakdown - March 2026

**Inland Valley Development Agency  
Register of Demands for Board Meeting  
May 13, 2026**

3a

Line	Vendor name	Description	Payment amount
1	A.O. Reed & Co., LLC	Repairs and maintenance for HVAC system	\$ 38,791.22
2	Accurate First Aid Services LLC	First aid supply restock	1,470.90
3	Am-Tec Total Security Inc.	Monthly fire and burglar alarm monitoring and inspection	1,534.59
4	Amazon Capital Services Inc.	Office supplies and equipment	1,105.83
5	Belico Details LLC	Vehicle washes	200.00
6	Boston Fox Tigue International LLC	Marketing services	2,227.50
7	Burrtec Waste Industries Inc.	Refuse	1,033.62
8	C & A Janitorial Services	Janitorial services	11,574.45
9	California Strategies & Advocacy LLC	Professional lobbying and related consulting services	5,000.00
10	Cintas Corporation	Uniform and mat rentals	740.14
11	City of San Bernardino Water Department	Water and sewer services	20,619.76
12	Cordoba Corporation	3rd Street Corridor Roadway Rehabilitation Project	7,170.00
13	D&A Consulting	Professional services - UAS Center drone maintenance standards development	2,100.00
14	Daily Journal Corporation	Publication and advertisement services for project bidding	4,657.64
15	Desmond & Louis Inc.	Event marketing and media professional services	4,000.00
16	ESRI	ArcGIS annual subscription & maintenance	6,530.25
17	ETS Digital, LLC DBA PSI Services, LLC	FAA Exam vouchers	2,625.00
18	FedEx	Courier fees	42.05
19	Imagine Systems Inc.	IT consulting services and desktop maintenance	2,562.38
20	Influential Drones	Professional services agreement for business development, planning, and execution of the UAD/ACUASI program at SBD	6,516.98
21	Inland Juvenile Panel Attorneys, Inc.	Security deposit refund	4,917.00
22	Innovative Federal Strategies LLC	Federal legislative advocacy services	5,000.00
23	Mobile Modular Management Corp (McGrath Rentcorp)	Mobile office trailer rental at UAS Center	3,927.22
24	RSG, Inc.	Professional services - continuing disclosure and consulting	15,516.25
25	Southern California Edison	Electricity	73,603.84

**Inland Valley Development Agency  
Register of Demands for Board Meeting  
May 13, 2026**


3a

26	Sunwest Printing, Inc.	Custom printing material and services	921.12
27	Tactical Drone Concepts	Professional services to provide consulting and training	11,025.85
28	Terry Parisher	Professional services to provide consulting to UAS Center on drone policy creation for public and private entities	3,450.00
29	The Gas Company	Gas	7,016.95
30	Tom Dodson & Associates	Professional services for environmental services	11,650.00
31	Toshiba Business Solutions	Maintenance and supplies for office equipment	704.71
32	Utility Telecom Group LLC	Ethernet and phone services for Building 48	1,596.99
33	Verizon Wireless	Wireless monthly service and equipment purchases	1,225.23
34	VISA	Refer to attached Visa Breakdown	3,661.70
35	Western Exterminator Company	Pest control	281.39
36	Zenaida Global	Professional consulting services - UAS Center at SBD	8,150.79
37			
38			
39			
40			
41			
42			
	<b>Total</b>		<b>\$ 273,151.35</b>

**Inland Valley Development Agency  
 Visa Breakdown  
 March 2026**

3b

Line	Description	Payee	Department	Amount
1	Accidental charge to be reimbursed by employee	Amazon	Administration	\$ 57.55
2	Accidental charge to be reimbursed by employee	Amazon	Administration	5.99
3	Building 48 conference line	Free Conference Call	Executive Office	10.00
4	Building 48 water dispenser monthly rental	Quench	Executive Office	275.19
5	Microsoft 365 monthly subscription	Microsoft	Information Technology	231.00
6	Microsoft 365 monthly subscription	Microsoft	Information Technology	814.06
7	Secure HR fax line	Interfax	Administration	9.50
8	Subscription for QuickBooks access	QuickBooks	Finance	130.40
9	Travel: Airfare: flight change	United Airlines	Administration	204.24
10	Travel: Airfare: flight change	United Airlines	Administration	161.24
11	Travel: Airfare: flight change	United Airlines	Administration	118.24
12	Travel: Airfare: flight change	United Airlines	Administration	72.01
13	Travel: Airfare: flight change refund	United Airlines	Administration	-107.50
14	Travel: Ground transportation - Inland Action lobbying	Uber	Administration	23.91
15	Travel: Ground transportation for UAS meetings in Virginia	Ztrip	UAS Center at SBD	91.85
16	Travel: Lodging for Inland Action lobbying travel	Thompson Hotels	Administration	284.08
17	Travel: Lodging for K.Benson UAS Center meetings	Residence Inn	UAS Center at SBD	209.03
18	Travel: Lodging for K.Benson UAS Center meetings	Residence Inn	UAS Center at SBD	12.00
19	Travel: Parking	Ontario International Airport Authority	Administration	140.00
20	UAS equipment for event demonstrations	Froggy's Frog	UAS Center at SBD	918.91
<b>Total</b>				<b>\$ 3,661.70</b>
Visa Statement Balance:				<u>\$ 3,661.70</u>
Date Prepared:				4/29/2026

	<p><b>TO:</b> Inland Valley Development Agency Board</p> <p><b>DATE:</b> May 13, 2026</p> <p><b>ITEM NO:</b> 4</p> <p><b>PRESENTER:</b> Mark Cousineau, Director of Finance</p>
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**SUBJECT: RECEIVE AND FILE CASH REPORT FOR MARCH 31, 2026 FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA)**

**SUMMARY**

Submitted for your consideration is the IVDA's monthly cash reconciliation report.

**RECOMMENDED ACTION(S)**

Receive and file Cash Report for March 31, 2026 for the Inland Valley Development Agency (IVDA).

**FISCAL IMPACT**

None.

PREPARED BY:	Mark Cousineau
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

**BACKGROUND INFORMATION**

Attached is the Cash Report for March 31, 2026, for the Inland Valley Development Agency. The total book value of Cash, Investments, and Investments Held with Fiscal Agent accounts is \$20,604,033.76 on March 31, 2026. Banks' statements reflect \$20,618,839.99. The difference in totals is due to deposits in transit and outstanding checks on March 31, 2026.

If you have any questions about this report, please contact me at (909) 382-4100 extension 141.

**Attachments:**

1. Cash Report for March 31, 2026

**Inland Valley Development Agency  
Cash Report  
March 31, 2026**

**IVDA JPA CASH**


<u>Cash</u>	Balance 02/28/26	Activities	Balance 03/31/26
<i>MMKT/ Savings Account - CHASE Bank</i>	990,237.55	(430,886.82)	559,350.73
<i>Checking Account - CHASE Bank</i>	268,683.78	(159,866.26)	108,817.52
Deposits In Transit:			
Beginning	300.00	(300.00)	-
Ending	-	343.40	343.40
Outstanding Checks:			
Beginning	(62,215.62)	62,215.62	-
Ending		(15,149.63)	(15,149.63)
<i>Payroll Account - CHASE Bank</i>	236.68	(93.50)	143.18
<i>Benefits Account - CHASE Bank</i>	30,503.86	40,874.00	71,377.86
<i>BRORF Account - CHASE Bank</i>	2,982,078.94	51.53	2,982,130.47
<i>Cash with Fiscal Agent- MECLT Trust</i>	77,366.68	(56,724.38)	20,642.30
Subtotal	4,287,191.87	(559,536.04)	3,727,655.83
<u>Investments</u>			
<i>Local Agency Investment Funds - Regular Account</i>	85,607.97	-	85,607.97
<i>Local Agency Investment Funds - Bond Account</i>	137,159.83	-	137,159.83
Total	222,767.80	-	222,767.80
Subtotal JPA Cash & Investments	4,509,959.67	(559,536.04)	3,950,423.63

**IVDA SUCCESSOR AGENCY CASH**

<i>RORF Account -CHASE Bank</i>	2,928.77	-	2,928.77
<u>Investments Held With Fiscal Agent</u>			
<i>Special Fund - US Bank - 2014 series</i>	8,320,268.75	(8,320,250.51)	18.24
<i>Interest Account - US Bank - 2014 series</i>	-	-	-
<i>Reserve Account- US Bank - 2014 series</i>	16,650,524.57	63.87	16,650,588.44
<i>Principal Account - US Bank- 2014 series</i>	-	-	-
<i>2011 Project Fund - US Bank - 2014 series</i>	74.68	-	74.68
Subtotal SA Cash & Investments	24,973,796.77	(8,320,186.64)	16,653,610.13
Total Cash and Investments	\$ 29,483,756.44	(8,879,722.68)	\$ 20,604,033.76

I certify that this report accurately reflects all cash and investments for the above period and all the investment is in compliance with Inland Valley Development Agency's Investment policy. IVDA shall be able to meet it's expenditure requirement for next six month.

  
Mark Cousineau, Director of Finance

	<p><b>TO: Inland Valley Development Agency Board</b></p> <p><b>DATE: May 13, 2026</b></p> <p><b>ITEM NO: 5</b></p> <p><b>PRESENTER: Jillian Ubaldo, Clerk of the Board</b></p>
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**SUBJECT: APPROVE MEETING MINUTES: APRIL 6, 2026**

**SUMMARY**

Submitted for consideration and approval by the IVDA Board: Meeting minutes of the special meeting held Monday, April 6, 2026.

**RECOMMENDED ACTION(S)**

Approve meeting minutes of the special meeting held April 6, 2026.

**FISCAL IMPACT**

None.

PREPARED BY:	Yajaira Maldonado
CERTIFIED AS TO AVAILABILITY OF FUNDS:	N/A
APPROVED AS TO FORM AND LEGAL CONTENT:	N/A
FINAL APPROVAL:	Michael Burrows

**BACKGROUND INFORMATION**

None.

**Attachments:**

1. April 6, 2026 meeting minutes

# INLAND VALLEY DEVELOPMENT AGENCY

## SPECIAL MEETING BOARD ACTIONS

MONDAY, APRIL 6, 2026

5:00 P.M.

MAIN AUDITORIUM - Norton Regional Event Center - 1601 East Third Street, San Bernardino, CA



A regional joint powers authority dedicated to the reuse of Norton Air Force Base  
for the economic benefit of the East Valley

### Board Members

<b>City of Colton</b>	
Mayor Frank J. Navarro	Present
Mayor Pro Tem David Toro	Present
VACANT	
<b>City of Loma Linda</b>	
Mayor Phillip Dupper, Chairperson	Present
Councilmember Rhodes Rigsby	Present
Councilmember Rhonda K. Spencer-Hwang (alt)	Absent
<b>County of San Bernardino</b>	
Supervisor Joe Baca, Jr.	Present
Supervisor Jesse Armendarez	Present
Supervisor Dawn Rowe (alt)	Absent
<b>City of San Bernardino</b>	
Councilmember Fred Shorett	Present
Councilmember Juan Figueroa	Present
Councilmember Sandra Ibarra	Present (Arrived at 5:30 pm)
Mayor Pro Tem Mario Flores	Absent
<b>Staff Members and Others Present</b>	
Michael Burrows, Chief Executive Officer	Jillian Ubaldo, Clerk of the Board
Jeff Barrow, Director of Development	Myriam Beltran, Planning and Programs Manager
Mark Cousineau, Director of Finance	Jonathan Galvan, Airport Manager
Mark Gibbs, Director of Aviation	Yajaira Maldonado, Deputy Clerk of the Board
Catherine Pritchett, Director of Administration	Michael Lewin, Legal Counsel, Mirau, Edwards, Cannon, Lewin, & Tooke, LLP

The Special Meeting of the Inland Valley Development Agency Board was called to order by Chairperson Phillip Dupper at approximately 5:04 P.M. on Wednesday, April 6, 2026, in the Main Auditorium of the Norton Regional Event Center, 1601 East Third Street, San Bernardino, California.

**A. CALL TO ORDER / ROLL CALL**

Roll call was duly noted and recorded.

Members of the Board and the public joined Mayor Frank J. Navarro in the Pledge of Allegiance.

**B. CLOSED SESSION PUBLIC COMMENT**

There were no closed session public comments.

**C. CLOSED SESSION**

Chairperson Phillip Dupper recessed to closed session at 5:05 P.M. Mr. Michael Lewin, Mirau, Edwards, Cannon, Lewin & Tooke, LLP, read the closed session items as posted on the Agenda.

- a. Conference with Real Property Negotiator Pursuant to Government Code Section 54956.8  
Property: 1601 East Third Street, San Bernardino CA 92408  
Negotiating Parties: Michael Burrows, IVDA Chief Executive Officer and Leslie Barrett, Vanir Executive Director and Vice President  
Under Negotiations: Instructions will be given to the IVDA negotiator concerning availability of property, terms and price
- b. Conference with Real Property Negotiator Pursuant to Government Code Section 54956.8  
Property: 275 N. Leland Norton Way, San Bernardino CA 92408  
Negotiating Parties: Michael Lewin, IVDA Legal Counsel and Ramon Alvarez, Alvarez Holdings, LLC  
Under Negotiations: Instructions will be given to the IVDA negotiator concerning availability of property, terms and price

**D. REPORT ON CLOSED SESSION**

Chairperson Phillip Dupper reconvened the meeting at 5:52 p.m. He asked Mr. Michael Lewin, Legal Counsel, Mirau, Edwards, Cannon, Lewin & Tooke, LLP, whether there were any reportable actions. Mr. Lewin reported that there were none.

**E. ITEMS TO BE ADDED OR DELETED**

There were no items to be added or deleted.

**F. CONFLICT OF INTEREST DISCLOSURE**

1. Chairperson Phillip Dupper stated Board Members should note the item(s) listed which might require member abstentions.

There were no conflicts noted.

**G. INFORMATIONAL ITEMS**

Mr. Michael Burrows, Chief Executive Officer, presented the following informational items.

2. Informational Items
  - a. Chief Executive Officer Report
  - b. Report on UAS Center at SBD
- 2b. Mr. Michael Burrows, Chief Executive Officer, reported that the agency has received a grant from the state of Virginia to support its drone training model. All contracts and required documentation have been completed ahead of first year deliverables, and initial feedback from state officials has been positive. He also noted that state delegates will attend the upcoming Leaders in Energy Summit and invited Board Members to participate.

**H. BOARD CONSENT ITEMS**

3. Receive Register of Demands – April 6, 2026
4. Receive and file Cash Report for February 28, 2026, for the Inland Valley Development Agency (IVDA)
5. RATIFY THE FORM OF A LEASE AGREEMENT WITH GUSTAVO BRAVO FOR CERTAIN PORTIONS OF FORMER NORTON AIR FORCE BASE BUILDING NO. 58
6. AUTHORIZE STAFF TO ADVERTISE THE BUILDING 58: TENANT IMPROVEMENTS PROJECT
7. APPROVE AMENDMENT NO. 1 TO THE PROFESSIONAL SERVICES AGREEMENT WITH INFLUENTIAL DRONES
8. Approve Meeting Minutes: March 9, 2026

**ACTION:** Approve Agenda Item Nos. 3-8 of the Consent Calendar.

RESULT: **ADOPTED [UNANIMOUSLY]**  
MOTION/SECOND: Rigsby / Navarro  
AYES: Dupper, Navarro, Baca, Armendarez, Toro, Rigsby, Ibarra, Figueroa, and Shorett  
NAYS: None  
ABSTENTIONS: None  
ABSENT: None

April 6, 2026

I. **BOARD ACTION ITEMS**

- 9. Consider and Adopt Proposed Budget Adjustments for Fiscal Year 2025-2026

Mr. Mark Cousineau, Director of Finance, provided a brief report on Agenda Item No. 9.

**ACTION:** Consider and adopt budget adjustments reflected in the Proposed Budget Adjustments Table for Fiscal year 2025-2026.

RESULT: **ADOPTED [UNANIMOUSLY]**  
MOTION/SECOND: Rigsby / Navarro  
AYES: Dupper, Navarro, Baca, Armendarez, Toro, Rigsby, Ibarra, Figueroa, and Shorett  
NAYS: None  
ABSTENTIONS: None  
ABSENT: None

- 10. Approve Change Order No. 1 with Matich Corporation for \$159,724.45 for a total contract amount of \$3,387,755.86 for additional work related to the Sterling Avenue Upgrade Project

Mr. Jeff Barrow, Director of Development, provided a brief report on Agenda Item No. 10.

**ACTION:** Approve Change Order No. 1 with Matich Corporation for an amount not to exceed \$159,724.24 for a total contract amount of \$3,387,755.86 for additional work related to Sterling Avenue Upgrade Project.

RESULT: **ADOPTED [UNANIMOUSLY]**  
MOTION/SECOND: Ibarra / Rigsby  
AYES: Dupper, Navarro, Baca, Armendarez, Toro, Rigsby, Ibarra, Figueroa, and Shorett  
NAYS: None  
ABSTENTIONS: None  
ABSENT: None

- 11. Approve Change Order No. 1 with Landmark Paving, Inc. for \$1,020 for a total contract amount of \$64,920 for additional work related to the Del Rosa Driveway and Street Improvements Project; approve the filing of a Notice of Completion for this contract and authorize the release of retained funds

Mr. Jeff Barrow, Director of Development, provided a brief report on Agenda Item No. 11.

**ACTION:** Approve Change Order No. 1 with Landmark Paving, Inc. for an amount not to exceed \$1,020 for a total contract amount of \$64,920 for additional work related to Del Rosa Driveway and Street Improvements Project; approve the filing of a Notice of Completion and authorize the release of retained funds for this contract; and authorize the Chief Executive Officer to execute all related documents.

RESULT: **ADOPTED [UNANIMOUSLY]**  
MOTION/SECOND: Baca / Ibarra  
AYES: Dupper, Navarro, Baca, Armendarez, Toro, Rigsby, Ibarra, Figueroa, and Shorett  
NAYS: None  
ABSTENTIONS: None  
ABSENT: None

April 6, 2026

- 12. Award a construction contract to Matich Corporation in an amount not to exceed \$3,062,000 for the 3rd Street Corridor Widening Project

Mr. Jeff Barrow, Director of Development, provided a brief report on Agenda Item No. 12.

**ACTION:** Award a construction contract to Matich Corporation in an amount not to exceed \$3,062,000 for the 3rd Street Corridor Widening Project; and authorize the Chief Executive Officer to execute all related documents.

RESULT: **ADOPTED [UNANIMOUSLY]**  
 MOTION/SECOND: Baca / Navarro  
 AYES: Dupper, Navarro, Baca, Armendarez, Toro, Rigsby, Ibarra, Figueroa, and Shorett  
 NAYS: None  
 ABSTENTIONS: None  
 ABSENT: None

- 13. Approve Amendment No. 2 with C & A Janitorial, LLC for an additional contract authority amount not to exceed \$70,765 for the second one-year extension option term for janitorial services at Inland Valley Development Agency facilities

Mr. Jonathan Galvan, Airport Manager, provided a brief report on Agenda Item No. 13.

**ACTION:** Approve Amendment No. 2 to the Services Agreement with C & A Janitorial Services, LLC in an additional contract authority amount not to exceed \$70,765 for a total revised five (5)-year contract amount that will not exceed \$711,880 for routine janitorial services and supplies at certain IVDA buildings; and authorize the Chief Executive Officer to execute all related documents.

RESULT: **ADOPTED [UNANIMOUSLY]**  
 MOTION/SECOND: Baca / Ibarra  
 AYES: Dupper, Navarro, Baca, Armendarez, Toro, Rigsby, Ibarra, Figueroa, and Shorett  
 NAYS: None  
 ABSTENTIONS: None  
 ABSENT: None

- 14. Consider and discuss a report on Economic Development Initiatives

Ms. Myriam Beltran, Planning and Programs Manager, referenced a PowerPoint presentation entitled “Inland Valley Development Agency Economic Development Update April 6, 2026”(as contained on page 262-274). Ms. Beltran discussed key capital projects as part of the agency’s broader economic development initiatives. Mr. Michael Burrows, Chief Executive Officer, reported that the partnership with Hillwood has been extended and that they continue working to keep projects moving forward. The next stage of concept planning for a potential commuter rail project will involve discussions with SBCTA. All required paperwork has been gathered for submission to the Foreign Trade Zones Board in Washington, D.C.

Chairperson Phillip Dupper inquired whether the Sterling Project would have an opening ceremony or open immediately. He recommended opening it without a ceremony.

Mr. Jeff Barrow, Director of Development, shared that once Southern California Edison has inspected the underground tie-ins, an immediate opening is expected.

This item was for discussion purposes only; no formal action was taken.

15. Conduct Business Plan Update Workshop

Mr. Michael Burrows, Chief Executive Officer, referenced a PowerPoint presentation entitled “Inland Valley Development Agency Business Plan Update Workshop Vol. 5, March 9, 2026” (as contained on page 277- 285 in the Agenda Packet). Mr. Burrows thanked the Finance and Budget Committee for their feedback on the potential formation of the CRIA to support economic development and welcomed any additional input.

Councilmember Fred Shorett thanked staff for the printed PowerPoint provided for board members’ reference.

Supervisor Joe Baca Jr. expressed appreciation to staff and emphasized that the agency should continue aligning its vision with IVDA and the San Bernardino International Airport. He added that a rail system would benefit the public and help maximize the airport’s success.

Mr. Burrows suggested that a future meeting include discussion of revenue sources, both current and prospective.

Councilmember Sandra Ibarra expressed appreciation to staff and emphasized the importance of economic impacts. She inquired whether annual payroll information could be included to better illustrate how created jobs support livable wages for employees.

Mr. Burrows noted that he would look into obtaining the information for the board members.

This item was for discussion purposes only; no formal action was taken.

16. Review Status of the Action Plan for the Inland Valley Development Agency (IVDA) through June 30, 2026

Mr. Michael Burrows, Chief Executive Officer, referenced a PowerPoint presentation entitled “DRAFT – June, 2026 – IVDA Focal Areas” (as contained on page 288-290 in the Agenda Packet). Mr. Burrows noted that staff is currently in the budget preparation process and hopes to present a mockup for review next month.

This item was for discussion purposes only; no formal action was taken.

J. **ADDED AND DEFERRED ITEMS**

There were no items to be added or deferred.

K. **OPEN SESSION PUBLIC COMMENT**

There were no open session public comments.

L. **BOARD MEMBER COMMENT**

Councilmember Sandra Ibarra encouraged the public to attend the National Orange Show in San Bernardino.


M. ADJOURNMENT

There being no further business before the Board at this session, Chairperson Phillip Dupper declared the meeting adjourned at 6:22 P.M.

**Approved at a Regular Meeting of the Inland Valley Development Agency Board on May 13, 2026.**

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**Jillian Ubaldo**  
**Clerk of the Board**

	<p><b>TO: Inland Valley Development Agency Board</b></p> <p><b>DATE: May 13, 2026</b></p> <p><b>ITEM NO: 6</b></p> <p><b>PRESENTER: Mark Cousineau, Director of Finance</b></p>
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**SUBJECT: CONSIDER AND ADOPT PROPOSED BUDGET ADJUSTMENTS FOR FISCAL YEAR 2025-2026**

**SUMMARY**

The proposed adjustments modify the adopted Inland Valley Development Agency (IVDA) Joint Powers Authority (JPA) budget to reflect improved estimates and changes in conditions in the accounts reflected in the Proposed Budget Adjustments Table.

**RECOMMENDED ACTION(S)**

Consider and adopt budget adjustments reflected in the Proposed Budget Adjustments Table for Fiscal year 2025-2026.

**FISCAL IMPACT**

The composition for the requested adjustments is detailed in the "Proposed Budget Adjustments Table". The combined net effect on the IVDA's Fiscal Year 2025-26 Budget, if approved, would be a net increase in budgetary expenditures of \$50,000.

PREPARED BY:	Mark Cousineau
CERTIFIED AS TO AVAILABILITY OF FUNDS:	Mark Cousineau
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
FINAL APPROVAL:	Michael Burrows

## **BACKGROUND INFORMATION**

On June 11, 2025, the Inland Valley Development Agency (IVDA) Board adopted the IVDA Successor Agency and IVDA Joint Powers Authority (JPA) budgets for Fiscal Year 2025-2026. The Successor Agency budget covers those items on the ROPS. The JPA budget covers those items which are carried out by the IVDA pursuant to its on-going status as a California Joint Powers Authority and Federal Base Reuse Entity with specific obligations for capital projects pursuant to Public Law 100-526 (BRAC), applicable federal statutes, agreements, and deeds for the transfer of Norton AFB and the provisions of the IVDA JPA Agreement, as amended.

The net effect of the proposed budget adjustments is a net increase in budgetary expenditures in excess of estimated revenues of \$50,000. Cash on hand, ongoing revenues, and direct loan financing will provide funds for these planned expenditures.

A \$200,000 increase in budgetary expenditures within the General Fund, Budget Class 63 – Building Improvements Capital Improvement Program, Project Number 25I001-40 – DFAS I Tenant Improvements.

Available resources are increasing by \$250,000 in anticipation of direct loan with a banking institution to provide interim and long-term financing of the DFAS I tenant improvements that will run concurrent with the lease term. Lease revenues will provide the source of the funds to make debt service payments.

With the implementation of the new chart of accounts and accounting information system, budgetary control is exercised at the Budget Class level and transactions are recorded, tracked, and analyzed at the account or line-item level of detail. Staff identified the following budget class that requires modification. The adjustment is described in the table below:

**INLAND VALLEY DEVELOPMENT AGENCY  
FY 2025-2026 Proposed Budget Adjustments  
May 2026**

**PROPOSED BUDGET ADJUSTMENTS TABLE**

<b>Proposed Adjustments</b>	<b>Budget Class</b>	<b>Approved Budget</b>	<b>Proposed Adjustments</b>	<b>Adjusted Budget</b>
<i>Expenditures &amp; Transfers Out</i>				
<b>A</b> General Fund	63 - Capital Improvement Project (25i001-40 - DFAS I Improvements)	-	<u>200,000</u>	200,000
	Increase (Decrease) in expenditures & transfers out		<u>200,000</u>	
<i>Revenues &amp; Transfers In</i>				
<b>A</b> General Fund	75 - Other Financing Sources - Debt Proceeds	-	<u>250,000</u>	250,000
	Increase (Decrease) in revenues & transfers in		<u>250,000</u>	
	Net Budget Adjustment, Revenues and Other Financing Sources in Excess of Expenditures		<u>\$ (50,000)</u>	


**Notes:**

- A** \$50,000 net increase in Other Financing Sources over anticipated DFAS I capital improvement project expenditures. The phase I expenditures consist of a professional services agreement to conduct preliminary construction activities to determine the cost and scope for the design-build DFAS I tenant improvement project. DFAS I requires tenant improvements to bring it up to current commercial business office space standards to meet the tenant's requirements. This project anticipates a competitive direct bank loan to IVDA that will provide interest only fund advances over the construction period that will convert to a traditional principal and interest loan with a term no longer than the lease. The DFAS I monthly lease revenue will support DFAS I's operations, maintenance, repairs, and debt service. Loan proceeds will be accounted for a restricted cash.

Staff recommend that the Board approve the above recommended action.

**Attachments:**

1. None

	<p><b>TO: Inland Valley Development Agency Board</b></p> <p><b>DATE: May 13, 2026</b></p> <p><b>ITEM NO: 7</b></p> <p><b>PRESENTER: Jeff Barrow, Director of Development</b></p>
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**SUBJECT: AWARD A DESIGN BUILD CONSTRUCTION CONTRACT TO HODGDON MANAGEMENT AND CONSTRUCTION, INC IN AN AMOUNT NOT TO EXCEED \$200,000 FOR THE PHASE I – DFAS I TENANT IMPROVEMENTS PROJECT**

**SUMMARY**

The award of this construction contract would authorize Hodgdon Management and Construction, Inc. (HMC) to complete space planning and design of the tenant improvement upgrades to the 1<sup>st</sup> and 2<sup>nd</sup> floors of the former Defense Financing and Accounting Service (DFAS) Building 1 facility utilizing a design-build construction method.

**RECOMMENDED ACTION(S)**

Award a design-build construction contract to Hodgdon Management and Construction, Inc. in an amount not to exceed \$200,000 for the Phase I – DFAS I Tenant Improvements Project; and authorize the Chief Executive Officer to execute all related documents.

**FISCAL IMPACT**

None. In the event that the proposed budget adjustment is approved on today's agenda, funding for this project will be included in the then adjusted Inland Valley Development Agency (IVDA) Fiscal Year 2025-2026 Budget as a Capital Improvement Project, Project Number 25i001-41 in the amount of \$200,000 of which \$250,000 is available to allocate to this contract.

PREPARED BY:	Michael Burrows
CERTIFIED AS TO AVAILABILITY OF FUNDS:	Mark Cousineau
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
FINAL APPROVAL:	Michael Burrows

## **BACKGROUND INFORMATION**

On March 9, 2026, the Inland Valley Development Agency (IVDA) Board authorized Staff to issue a Request for Qualifications (RFQ) to solicit qualified firms for a design-build project delivery method for the DFAS I Tenant Improvements Project. On April 23, 2026, Staff received two (2) proposals: Bogh Engineering and HMC. On April 30, 2026, Staff conducted interviews and recommended that IVDA proceed with HMC as the most qualified firm for this project.

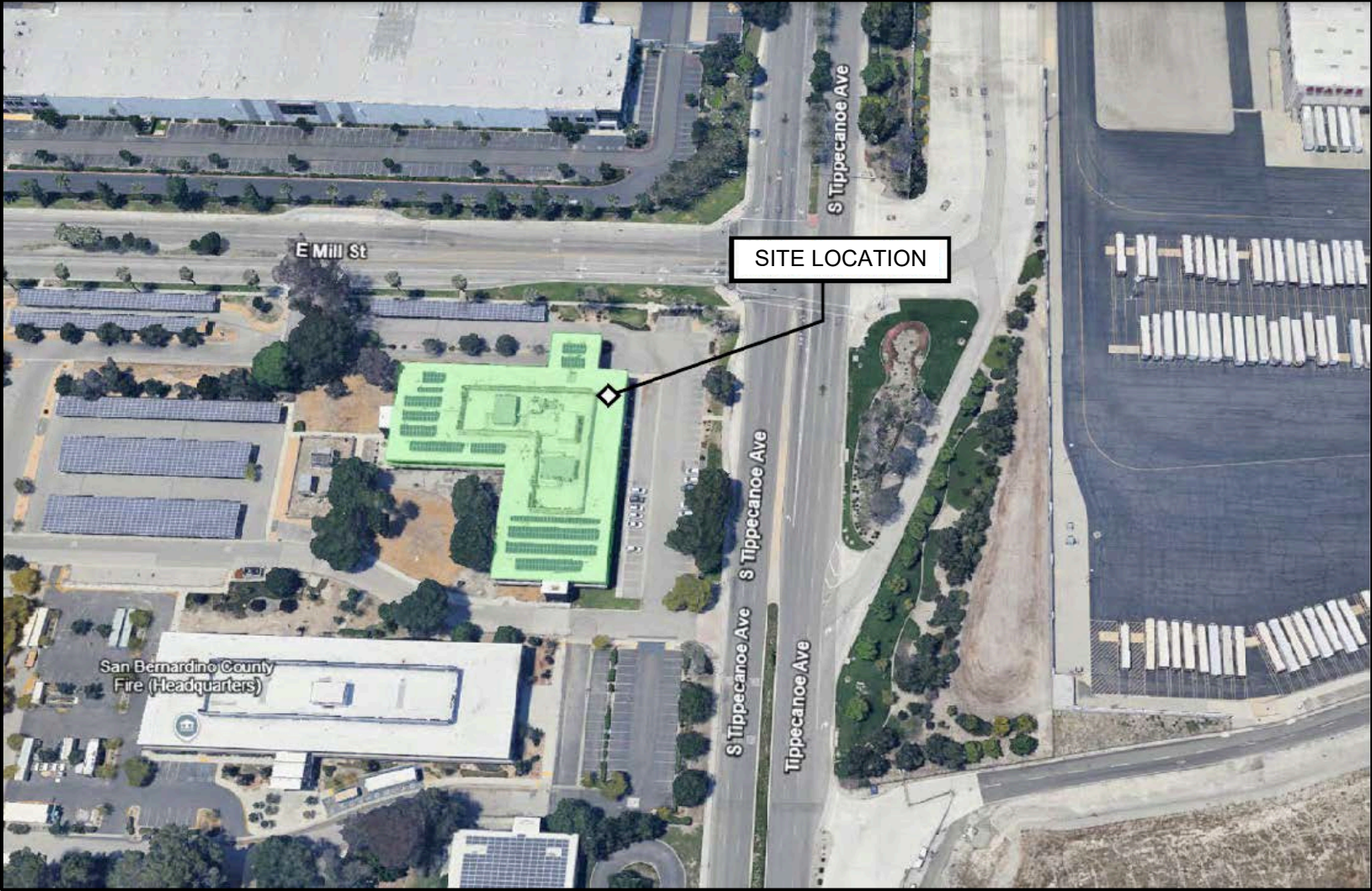
Phase I would consist of space planning, design, and permitting of the proposed DFAS I Tenant Improvements Project, which would be performed on a time and charges basis in an amount not to exceed \$200,000. HMC would work on behalf of the IVDA and in close coordination with the San Bernardino County Real Estate Services staff to arrive at a final scope of work in conjunction with a new long-term lease with the County for all of DFAS I. Upon completion of Phase I, the final construction amount would be addressed and funded under a Phase II which would be subject to a subsequent approval from the IVDA Board. All plan check and permitting would be conducted through the City of San Bernardino. Tenant Improvements would include upgrades to the lobby, common areas, restrooms, breakrooms, interior spaces, painting, flooring and building systems. Additional upgrades could include exterior renovations and parking upgrades.

IVDA's standard design-build construction contract form will be used for this project. Staff recommends the Board approve the above recommended actions.

### **Attachments:**

1. Site Map
2. HMC Proposal

# SITE MAP



**INLAND VALLEY DEVELOPMENT AGENCY**

**AGREEMENT FOR PROFESSIONAL SERVICES**

**[Business Name]**

This AGREEMENT FOR PROFESSIONAL SERVICES (the "Agreement") is made and entered into as of **Date**, by and between **Inland Valley Development Agency**, a joint powers authority created pursuant to Government Code Sections 6500, et seq., (the "IVDA"), and **Business Name** (the "Consultant").

NOW, THEREFORE, IN CONSIDERATION OF THE MUTUAL PROMISES CONTAINED HEREIN AND FOR SUCH OTHER GOOD AND VALUABLE CONSIDERATION, THE RECEIPT OF WHICH IS HEREBY ACKNOWLEDGED, THE PARTIES HERETO AGREE AS FOLLOWS:

1. **SUPERVISION OF CONSULTANT.** The IVDA staff designated in **Exhibit B** shall be responsible for the direction of any services to be performed by the Consultant and any Subcontractor to the Consultant under this Agreement. The Consultant shall not undertake any services under the terms of this Agreement unless instructed to do so by one of the staff members designated in **Exhibit B**. No other staff member is authorized by the IVDA to request services from the Consultant.

2. **TERM OF AGREEMENT.** The term of this Agreement shall commence on the date first appearing in this Agreement and shall automatically terminate on **Date** (the "Term"). The IVDA reserves the right through the actions of the Chief Executive Office of the IVDA to terminate this Agreement at any time either with or without cause and at the sole convenience of the IVDA upon delivery of notice of termination to the Consultant in accordance with Section 12; provided, however, that upon the effective date of any such termination, the IVDA shall be responsible to pay and/or reimburse the Consultant for all services, materials and supplies as may have been furnished to the IVDA in accordance with the Scope of Services as referenced in Section 3.

3. **CONSULTANT SCOPE OF SERVICES.** The IVDA hereby retains the Consultant to provide the professional consulting services set forth in the Scope of Services attached hereto as **Exhibit A** and incorporated herein by this reference. The Consultant hereby agrees to perform the services set forth in the Scope of Services in accordance with the terms of this Agreement. The Consultant shall perform the services as set forth in said Scope of Services within the time periods to be identified by the appropriate IVDA representative.

4. PAYMENT BY IVDA FOR WORK PERFORMED BY CONSULTANT.

A. The IVDA shall compensate the Consultant in an aggregate amount not to exceed **Amount Thousand Dollars (\$)** for the Term of this Agreement.

B. The compensation designated in subsection 4.A shall be the Total Fee for the performance of the services and the delivery of the final work product materials, if any, as set forth in the Scope of Services. The Total Fee shall include, but not be limited to, the salaries of all Subcontractors retained by the Consultant and all employees of the Consultant to perform services pursuant to this Agreement and shall be inclusive of all costs and expenses incurred for mileage, travel, graphics, telephone, printing, fax transmission, postage, copies and such other expenses related to providing the services set forth in Exhibit A.

C. The Consultant shall invoice the IVDA for services performed by the Consultant under this Agreement each calendar month during the Term of this Agreement.

D. The Consultant shall submit invoices under this Agreement to:

Inland Valley Development Agency  
Attention: Chief Executive Office  
1601 East Third Street, Suite 100  
San Bernardino, California 92408

E. Each invoice of the Consultant shall set forth the time and expenses of the Consultant incurred in performance of the Scope of Services, during the period of time for which the invoice is issued. Each invoice of the Consultant shall clearly set forth the names of the individual personnel of the Consultant and any individual subconsultants utilized by the Consultant, during the time period covered by the invoice, a description of the professional services rendered on a daily basis by each named individual during such time period, the respective hourly rates of each named individual and the actual time expended by each named individual. Each invoice of the Consultant shall be accompanied by copies of all third party invoices for other direct costs incurred and paid by the Consultant during such time period. The IVDA shall pay all amounts set forth on the invoices of the Consultant and approved by the authorized IVDA staff personnel who requested the services, within thirty (30) days of such approval.

5. RECORDS RETENTION. Records, maps, field notes and supporting documents and all other records pertaining to the use of funds paid to the Consultant hereunder shall be retained by the Consultant and available to the IVDA for examination and for purposes of performing an audit for a period of five (5) years from the date of expiration or termination of this Agreement or for a longer period, as required by law. Such records shall be available to the IVDA and to appropriate county, state or federal agencies and officials for inspection during the

regular business hours of the Consultant. If the Consultant does not maintain regular business hours, then such records shall be available for inspection between the hours of 9 a.m. and 5 p.m. Monday through Friday, excluding federal and state government holidays. In the event of litigation or an audit relating to this Agreement or funds paid to the Consultant by the IVDA under this Agreement, such records shall be retained by the Consultant until all such litigation or audit has been resolved.

6. INDEMNIFICATION. The Consultant shall defend, indemnify and hold harmless the IVDA, its officers, employees, representatives, and agents from and against any and all actions, suits, proceedings, claims, demands, losses, costs and expenses, including legal costs and attorney fees, for injury or damage of any type claimed as a result of the acts or omissions of the Consultant, its officers, employees, subcontractors and agents, arising from or related to performance by the Consultant of the services required under this Agreement.

7. INSURANCE. The Consultant shall maintain insurance as set forth in this Section 7 throughout the Term of this Agreement. The Consultant shall remain liable to the IVDA pursuant to Section 6 above to the extent the Consultant is not covered by applicable insurance for all losses and damages incurred by the IVDA that are caused directly or indirectly through the actions or inactions, willful misconduct or negligence of the Consultant in the performance of the services by the Consultant pursuant to this Agreement. These insurance policies must be issued by an insurance company or companies authorized to do business in the State of California and maintain an AM Best rating of A (V) or better. Such insurance coverages shall be as follows:

(1) Worker's Compensation Insurance. The Consultant and each of its subcontractors shall maintain worker's compensation coverage in accordance with California workers' compensation laws for all workers under the Consultant's and/or subcontractor's employment performing work under this Agreement.

(2) Automobile Insurance. The Consultant and each of its subcontractors shall maintain comprehensive automobile liability insurance for owned, hired, and non-owned vehicles. The policy shall have combined single limits for bodily injury and property damage of not less than one million dollars (\$1,000,000).

(3) Commercial General Liability Insurance. The Consultant shall maintain general liability insurance with no exclusions or limitations relating to IVDA Premises or Operations, written on an "Occurrence" policy form. "Claims Made" coverage will not be acceptable to the IVDA unless such coverages have been fully disclosed by the Consultant, and reviewed by the IVDA prior to the execution of this Agreement. The IVDA reserves the right to refuse any "Claims Made" policy form. All Commercial General Liability Insurance policies shall provide coverage for bodily injury and property damage, including death, arising out of or

relating to the products and/or services provided by the Consultant under this agreement. Limits of insurance shall not be less than \$1,000,000 per occurrence, \$2,000,000 aggregate.

(4) Professional Insurance. The Consultant shall maintain an insurance policy covering liability for errors and omissions of the Consultant in performing the Scope of Service under this Agreement in an amount of not less than one million \$1,000,000.

(5) Additional Insured Endorsement. The “Inland Valley Development Agency” shall be named by endorsement as an “Additional Insured” under the Consultant’s Commercial General Liability Insurance Coverage. The Additional Insured Endorsement must be on ISO Form CG 20 10 07 04 or an available equivalent acceptable to the IVDA, with such modifications as the IVDA may require. The Consultant’s general liability coverage shall be primary.

(6) Certificates of Insurance. Prior to the commencement of any work by the Consultant, the Consultant shall deliver to the IVDA all “Certificates of Insurance” evidencing the existence of the insurance coverage required herein. All coverages shall remain in full force and effect continuously throughout the Term of this Agreement. Each policy of insurance that Consultant purchases in satisfaction of the insurance requirements of this Agreement shall provide that the policy may NOT be cancelled, terminated or modified in scope of coverage as it applies to the services to be provided by the Consultant under this agreement, except upon thirty (30) days prior written notice to the IVDA.

(7) Certificate Holder. The Certificate Holder shall read as follows:

Inland Valley Development Agency  
Attention: Chief Executive Office  
1601 East Third Street  
San Bernardino, CA 92408-0131

8. OWNERSHIP AND REUSE OF DOCUMENTS AND OTHER MATERIALS AND INFORMATION. All maps, photographs, data, information, reports, drawings, specifications, computations, notes, renderings, designs, inventions, photographs, modifications, adoptions, utilizations, correspondence or other documents generated by or on behalf of the Consultant for performance of the work set forth in the Scope of Services shall be the sole property of the IVDA, as of the time of their preparation and payment therefor by the IVDA, and shall be delivered to the IVDA upon written request to the Consultant. The Consultant shall not make use of any maps, photographs, data, information, reports, drawings, specifications, computations, notes, renderings, designs, inventions, photographs, modifications, adoptions, utilizations, correspondence or other documents and other materials whether for marketing purposes or for use with other clients when such have become the property of the IVDA without the prior express written consent of the IVDA except to the extent that such maps,

photographs, data, information, reports, drawings, specifications, computations, notes, renderings, designs, inventions, photographs, modifications, adoptions, utilizations, correspondence or other documents are readily available to the general public as public records pursuant to State law.

Consultant shall execute, acknowledge and perform any and all acts which shall reasonably be required in order for IVDA to establish unequivocal ownership of the maps, photographs, data, information, reports, drawings, specifications, computations, notes, renderings, designs, inventions, photographs, modifications, adoptions, utilizations, correspondence or other documents and record, register and procure an issuance in or to IVDA's rights, title and/or interest.

9. PRESS RELEASES/PUBLICITY. Press or news releases, including photographs or public announcements, or confirmation of the same related to the services to be provided by the Consultant under this Agreement shall only be made by the Consultant with the prior written consent of the Chief Executive Office of the IVDA. Consultant shall not advertise, market or use other promotional efforts that include any data, pictures, or other representations of the IVDA without the prior written consent of the Chief Executive Office of the IVDA.

10. CONFIDENTIALITY OF MATERIALS AND INFORMATION. The Consultant shall keep confidential all reports, survey notes and observations, information, and data acquired or generated in performance of the services set forth in the Scope of Services, which the IVDA designates confidential. None of such designated confidential materials or information may be made available to any person or entity, public or private, without the prior written consent of the IVDA. Consultant shall safeguard and not disclose confidential information of the IVDA including any of the following: (a) patient, trademark or copyright information; (b) personnel information; (c) matters of a technical nature; (d) matters of a business nature; and, (e) other information of a similar nature which is not generally disclosed by the SBIAA, referred to collectively hereafter as "Confidential Information." Consultant further agrees not to use Confidential Information except as may be necessary to perform the services identified in this Agreement for the IVDA. Upon termination or expiration of this Agreement, or otherwise as requested by the IVDA, Consultant shall promptly deliver all Confidential Information to the IVDA, if any, in whatever form, that may be in Consultant's possession or control.

11. DEFAULT AND REMEDIES.

A. Failure or delay by any party to this Agreement to perform any material term or provision of this Agreement shall constitute a default under this Agreement; provided however, that if the party who is otherwise claimed to be in default by the other party commences to cure, correct or remedy the alleged default within seven (7) calendar days after receipt of

written notice specifying such default and shall diligently complete such cure, correction or remedy, such party shall not be deemed to be in default hereunder.

B. The party which may claim that a default has occurred shall give written notice of default to the party in default, specifying the alleged default. Delay in giving such notice shall not constitute a waiver of any default nor shall it change the time of default; provided, however, the injured party shall have no right to exercise any remedy for a default hereunder without delivering the written default notice as specified herein.

C. Any failure or delay by a party in asserting any of its rights or remedies as to any default shall not operate as a waiver of any default or of any rights or remedies associated with a default. Except with respect to rights and remedies expressly declared to be exclusive in this Agreement, the rights and remedies of the parties under this Agreement are cumulative and the exercise by any party of one or more of such rights or remedies shall not preclude the exercise by it, at the same or different times, of any other rights or remedies for the same default or any other default by the other party.

D. In the event that a default of any party to this Agreement may remain uncured for more than seven (7) calendar days following receipt of written notice, as provided above, a "breach" shall be deemed to have occurred. In the event of a breach, the injured party shall be entitled to seek any appropriate remedy or damages by initiating legal proceedings.

## 12. TERMINATION.

A. This Agreement may be terminated by either party for any reason by giving the other party fifteen (15) calendar days prior written notice. The IVDA shall pay the Consultant for all work authorized by the IVDA and completed, prior to the effective termination date.

B. In the event of a termination of this Agreement under this Section 12, the Consultant shall provide all documents, notes, maps, reports, data or other work product developed in performance of the Scope of Services of this Agreement to the IVDA, within ten (10) calendar days of such termination and without additional charge to the IVDA.

13. NOTICE. All notices given hereunder shall be in writing. Notices shall be presented in person or by certified or registered mail using the United States Postal Service, return receipt requested, postage prepaid or by overnight delivery by a nationally recognized delivery service to the addresses set forth below. Notice presented by United States Mail shall be deemed effective on the third (3<sup>rd</sup>) business day following the deposit of such Notice with the United States Postal Service. This Section 13 shall not prevent the parties hereto from giving notice by personal service, which shall be deemed effective upon actual receipt of such personal service. Either party may change their address for receipt of written notice by notifying the other party in writing of a new address for delivering notice to such party.

CONSULTANT: **Name & Address**

IVDA: Inland Valley Develop Agency  
Attention: Chief Executive Office  
1601 East Third Street  
San Bernardino, California 92408

14. COMPLIANCE WITH LAW. The Consultant shall comply with all local, state, and federal laws, including, but not limited to, environmental acts, rules and regulations applicable to the services to be provided by the Consultant under this Agreement. The Consultant shall maintain all necessary licenses and registrations for the lawful performance of the services required of the Consultant under this Agreement.

15. NONDISCRIMINATION. The Consultant shall not discriminate against any person on the basis of race, color, creed, religion, natural origin, ancestry, sex, marital status or physical handicap in the performance of the Scope of Services of this Agreement. Without limitation, the Consultant hereby certifies that it will not discriminate against any employee or applicant for employment because of race, color, religion, sex, marital status of national origin. Further, the Consultant shall promote affirmative action in its hiring practices and employee policies for minorities and other designated classes in accordance with federal, state and local laws. Such action shall include, but not be limited to, the following: recruitment and recruitment advertising, employment, upgrading and promotion. In addition, the Consultant shall not exclude from participation under this Agreement any employee or applicant for employment on the basis of age, handicap or religion in compliance with state and federal laws.

16. SUBCONTRACTORS AND/OR SUBCONSULTANTS. The Consultant recognizes and agrees that it has the affirmative duty to disclose the company name, company address, names and titles of principals, key management and supervisory personnel of all subcontractors and/or subconsultants, and other persons, entities, agents, representatives and intermediaries (collectively, "Subcontractors") who may be participating in any manner in the Scope of Services to be rendered by the Consultant pursuant to the terms of this Agreement. The definition of Subcontractors shall also include any and all others persons who may attempt to influence any decision intended to be made by the governing body of the IVDA with regard to the funding, other discretionary actions or additional approvals associated with this Agreement and the Scope of Services whether or not such other parties are seeking compensation from the Consultant in furtherance of the Scope of Services pursuant to this Agreement. All such Subcontractors shall be disclosed in writing by the Consultant to the Clerk of the Board, immediately upon Consultant entering into any agreement or contract, either written or oral, with each such Subcontractor. It is the obligation of the Consultant to so disclose to the Clerk of the Board any and all Subcontractors, as defined above, throughout the Term of this

Agreement. Failure on behalf of the Consultant and/or its agents, representatives and intermediaries to comply with this Section 16 shall result in the inability of IVDA staff to authorize and/or submit to the IVDA governing body any amendments, change orders, extensions of time, etc., relative to this Agreement.

The Consultant acknowledges the obligations as set forth in this Section 16 by the initials of the agent signing on behalf of the Consultant appearing below:

\_\_\_\_\_  
(initial here)

17. CONSULTANT AND EACH SUBCONTRACTOR ARE INDEPENDENT CONTRACTORS.

The Consultant shall at all times during the performance the services described in Exhibit A be deemed to be an independent contractor. Neither the Consultant nor any of its subcontractors shall at any time or in any manner represent that it or any of its employees are employees of the IVDA or any member agency of the IVDA. The IVDA shall not be requested or ordered to assume any liability or expense for the direct payment of any salary, wage or benefit to any person employed by Consultant or its Subcontractors to perform the services described in Exhibit A. Consultant is entirely responsible for the immediate payment of all subcontractor liens.

18. CONFLICT OF INTEREST – IVDA REPRESENTATIVES. Consultant acknowledges that the IVDA uses ethical business practices in the selection of its Consultants and in its other contracting practices. Consultant certifies that neither it nor its employees or agents have, with an intent to establish or maintain a business relationship with the IVDA or any department thereof, provided any gift or sponsorship having a value of more than a fifty and 00/100 dollar (\$50.00) value, in total or aggregated total, to: (i) any person working on behalf of the IVDA involved in the negotiation of this Agreement; (ii) any member of any department of the IVDA procuring items or services from the Consultant under this Agreement; and/or (iii) any person with authority to negotiate this or any other contract on behalf of the IVDA. Further, Consultant certifies that neither it nor its employees or agents shall at any time in the future, with an intent to establish or maintain a business relationship with the IVDA or any department thereof, provide any gift or sponsorship having more than a fifty and 00/100 dollar (\$50.00) value, in total or aggregated total, to: (i) any person working on behalf of the IVDA involved in the negotiation of this Agreement; (ii) any member of any department of the IVDA procuring items or services from the Consultant under this Agreement; and/or (iii) any person with authority to negotiate this or any other contract on behalf of the IVDA.

The Consultant acknowledges the obligations as set forth in this Section 18 by the initials of the agent signing on behalf of the Consultant appearing below:

\_\_\_\_\_  
(initial here)

19. CONFLICT OF INTEREST – CAMPAIGN CONTRIBUTIONS. The Consultant represents and warrants that it has reviewed and is familiar with the governing provisions of the California Government Code and the regulations promulgated thereunder by the Fair Political Practices Commission (“FPPC”) regarding campaign contributions to appointed members of the governing body of the IVDA. The Consultant further represents and warrants that neither the Consultant, nor any number of individuals employed by the Consultant or other contractors and Subcontractors of the Consultant, or any others acting on behalf of or in concert with the Consultant, have contributed to: (i) any member of the governing body of the IVDA, (ii) any election committee of any member of the governing body of the IVDA, (iii) any “friends of” election committee of any member of the governing body of the IVDA, or (iv) any political action committee (“PAC”) representing, acting with or on behalf of any member of the governing body of the IVDA, an amount in the aggregate of more than Two Hundred Fifty and 00/100 Dollars (\$250.00) within the period commencing twelve (12) months prior to the date of the official action by the governing body of the IVDA to approve this Agreement. The Consultant covenants and warrants that for the period of time commencing as of the date of the approval of this Agreement by the governing body of the IVDA and for ninety (90) calendar days thereafter, similarly no such campaign and/or fund-raising contributions aggregating in excess of \$250.00 from the Consultant and other contractors and Subcontractors of the Consultant, or others action on behalf of or in concert with the Consultant, when aggregated with campaign contributions paid pursuant to the preceding sentence for the prior twelve (12) month period, shall be made to any member of the governing body who participated in the official action to approve this Agreement. Such \$250.00 limitation shall apply for the period of time commencing twelve (12) months prior to the date of the official action of the governing body of the IVDA to approve this Agreement and for ninety (90) calendar days thereafter and all such campaign contributions within said fifteen (15) month period of time shall be aggregated for purposes of the FPPC rules and regulations. Any breach of this Section 19, whether intentional or unintentional, shall be deemed to be a material breach of this Agreement.

The Consultant acknowledges the obligations as set forth in this Section 19 by the initials of the agent signing on behalf of the Consultant appearing below:

\_\_\_\_\_  
(initial here)

20. FAIR POLITICAL PRACTICES COMMISSION FORMS AND FILINGS. The provisions of this Section 20 shall apply to the Consultant, its employees and/or agents providing or supervising the services to the IVDA as set forth in this Agreement. The Consultant

acknowledges and represents and warrants that the Consultant is aware of the requirements of the Fair Political Practices Commission (“FPPC”) of the State of California, including the statutory requirements and the rules and regulations promulgated pursuant thereto, and the obligations and duties of third party contractors such as the Consultant to complete and timely submit the required FPPC reporting forms.

By the execution and acceptance of this Agreement with the IVDA, the Consultant hereby agrees that no later than the first day of April (April 1) of each calendar year, or any other date as designated by IVDA legal counsel or the Clerk of the Board, the Consultant shall submit, and/or cause its employees and/or agents providing or supervising the services to the IVDA as set forth in this Agreement to submit, to the Clerk of the Board any reporting form or filing published and/or required by the FPPC which IVDA legal counsel or the Clerk of the Board should deem appropriate and so request of the Consultant, properly and fully completed in accordance with the instructions of the FPPC, which instructions shall be provided to Consultant by the Clerk of the Board, identifying the appropriate and necessary economic disclosures of the Consultant, its employees and/or agents who perform services by, through or on behalf of the Consultant to the IVDA pursuant to this Agreement.

Further, the Consultant recognizes that it is neither the duty nor the responsibility of the IVDA, its staff and/or legal counsel to review or seek additional information from the Consultant as to any information submitted to the IVDA in the required FPPC reporting forms. The Consultant further understands that the Consultant, its principals, shareholders, and certain employees and/or agents could be subjected to fines and civil penalties imposed by the FPPC in the event any documentation submitted by the Consultant is deemed to be inadequate either by the FPPC or any other State or local prosecutorial office. Under some circumstances, such inadequacies for failure to comply with the FPPC requirements may also involve criminal sanctions.

The Consultant shall further defend, indemnify and hold harmless the IVDA, its officers, employees, representatives, and agents, for any and all violations by the Consultant regarding FPPC reporting compliance requirements that result in any liability or financial loss to the IVDA, its officers, employees, representatives, and agents, by reason of the failure of the Consultant to comply with the provisions of this Section 20, including staff costs, attorney fees and any and all other costs as may be incurred by the IVDA, its officers, employees, representatives, and agents due to any alleged violations of the FPPC reporting requirements by the Consultant.

The Consultant acknowledges the obligations as set forth in this Section 20 by the initials of the agent signing on behalf of the Consultant appearing below:

\_\_\_\_\_  
(initial here)

- 10 -

21. CONSULTANT INTERESTS ADVERSE TO THE IVDA. Consultant hereby represents that it has no interests adverse to the IVDA or its individual member entities, at the time of execution of this Agreement. Consultant hereby agrees that, during the Term of this Agreement, the Consultant shall not enter into any agreement or acquire any interests detrimental or adverse to the IVDA or its individual member entities. Additionally, Consultant hereby represents and warrants to IVDA that Consultant and any partnerships, individual persons or any other party or parties comprising Consultant, together with each subcontractor who may hereafter be designated to perform services pursuant to this Agreement, do not have and, during the Term of this Agreement, shall not acquire any property ownership interest, business interests, professional employment relationships, contractual relationships of any nature or any other financial arrangements relating to the IVDA, property over which the IVDA has jurisdiction or any members or staff of the IVDA that have not been previously disclosed in writing to IVDA, and that any such property ownership interests, business interests, professional employment relationships, contractual relationships or any nature or any other financial arrangements will not adversely affect the ability of the Consultant to perform the services to the IVDA as set forth in this Agreement.

22. SEVERABILITY. Each and every section of this Agreement shall be construed as a separate and independent covenant and agreement. If any term or provision of this Agreement or the application thereof to certain circumstances shall be declared invalid or unenforceable, the remainder of this Agreement, or the application of such term or provision to circumstances other than those to which it is declared invalid or unenforceable, shall not be affected thereby, and each term and provision of this Agreement shall be valid and enforceable to the fullest extent permitted by law.

23. ENTIRE AGREEMENT. This Agreement constitutes the entire agreement between the parties. This Agreement supersedes all prior negotiation, discussions and agreements between the parties concerning the subject matters covered herein. The parties intend this Agreement to be the final expression of their agreement with respect to the subjects covered herein and a complete and exclusive statement of such terms.

24. AMENDMENT OR MODIFICATION. This Agreement may only be modified or amended by written instrument duly approved and executed by each of the parties hereto. Any such modification or amendment shall be valid, binding and legally enforceable only if in written form and executed by each of the parties hereto, following all necessary approvals and authorizations for such execution.

25. GOVERNING LAW. This Agreement shall be governed by the laws of the State of California. Any legal action arising from or related to this Agreement shall be brought in the Superior Court of the State of California in and for the County of San Bernardino.

26. NON-WAIVER. Failure of either party to enforce any provision of this Agreement shall not constitute a waiver of the right to compel enforcement of the same provision or any remaining provisions of this Agreement.

27. CAPTIONS. The captions or headings in this Agreement are for convenience only and in no way define, limit, or describe the scope or intent of any provision of this Agreement.

28. ASSIGNMENT. This Agreement may not be assigned by the Consultant without the prior written consent of the IVDA.

29. REPRESENTATIONS OF PERSONS EXECUTING AGREEMENT. The persons executing this Agreement warrant that they are duly authorized to execute this Agreement on behalf of and bind the parties each purports to represent.

30. EXECUTION IN COUNTERPARTS. This Agreement may be executed in one or more counterparts, each of which will constitute an original.

31. EFFECTIVENESS OF AGREEMENT AS TO THE IVDA. This Agreement shall not be binding on the IVDA until approved by the IVDA Board, approved as to form and legal content by IVDA legal counsel, signed by the Chief Executive Office, and signed by an authorized representative of the Consultant.

32. NON-EXCLUSIVITY. This Agreement shall not create an exclusive relationship between the IVDA and the Consultant for the services set forth in Exhibit A or any similar or related services. The IVDA may, during the Term of this Agreement, contract with other consultants for the performance of the same, similar or related services as those that may be performed by the Consultant under this Agreement. The IVDA reserves the discretion and the right to determine the amount of services to be performed by the Consultant for the IVDA under this Agreement, including not requesting any services at all. This Agreement sets forth only the terms upon which any such services will be provided to the IVDA by the Consultant, if such services are requested by the IVDA, as set forth in this Agreement.

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**[SIGNATURES ON FOLLOWING PAGE]**

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IN WITNESS WHEREOF, two identical counterparts of this Agreement, each of which shall for all purposes be deemed an original thereof, have been duly executed by the authorized signatures of the officers of the parties hereinabove named, on the day and year first herein written.

Dated: \_\_\_\_\_

**IVDA**

Inland Valley Development Agency,  
a joint powers authority

By: \_\_\_\_\_  
Michael Burrows, Chief Executive Office

ATTEST:

\_\_\_\_\_  
Jillian Ubaldo, Clerk of the Board

Approved as to form and legal content:

Mirau, Edwards, Cannon, Lewin and Tooke, LLP

By: \_\_\_\_\_  
Michael Lewin, Partner

**Consultant**

Dated: \_\_\_\_\_

**Business Name**

By: \_\_\_\_\_  
**Name**

**EXHIBIT A**  
**SCOPE OF SERVICES**

**EXHIBIT B**


**SUPERVISORY STAFF PERSONNEL**

IVDA Staff:

Chief Executive Officer

**Manager Name**

Clerk of the Board (relating to records production, recordkeeping, political contributions, Form 700 compliance, etc., only)

	<p><b>TO: Inland Valley Development Agency Board</b></p> <p><b>DATE: May 13, 2026</b></p> <p><b>ITEM NO: 8</b></p> <p><b>PRESENTER: Michael Burrows, Chief Executive Officer</b></p>
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**SUBJECT: CONSIDER AND ADOPT A BUSINESS PLAN UPDATE (2026-2031)**

**SUMMARY**

An oral report and PowerPoint presentation will be provided at the time of meeting. Board Member feedback and direction will be requested during the workshop.

**RECOMMENDED ACTION(S)**

Consider and Adopt the Inland Valley Development Agency (IVDA) Business Plan Update (2026-2031).

**FISCAL IMPACT**

None.

PREPARED BY:	Michael Burrows
CERTIFIED AS TO AVAILABILITY OF FUNDS:	Mark Cousineau
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
FINAL APPROVAL:	IVDA Board

**BACKGROUND INFORMATION**

In 2009, the Inland Valley Development Agency (IVDA) and San Bernardino International Airport Authority (SBIAA) adopted its first Strategic Plan which operated on a five-year and ten-year outlook. In 2015, the IVDA Board adopted a new Strategic Plan which centered on revised initiatives, goals, and priorities. These were focused on Priority Projects and Programs for the Inland Valley Development Agency (IVDA). Staff have provided annual updates to the Board since the inception of the Strategic Plan. The most recent update was in 2020 wherein the plan was modified to reflect IVDA Business Plan priorities. Reports on the status of the Action Plan (a subset of the Strategic Plan) are provided monthly.

The current IVDA Business Plan is programmed for an update in 2026. This background material is a snapshot of the most recent update on core plan elements pending a new 5-year update with a 10-year outlook. Reports and workshops on the pending Business Plan Update were held on May 14, November 12, and December 11, 2025; and January 14, February 11, March 9, and April 6, 2026.

For consideration, discussion, and adoption.

**Attachments:**

1. PowerPoint Presentation

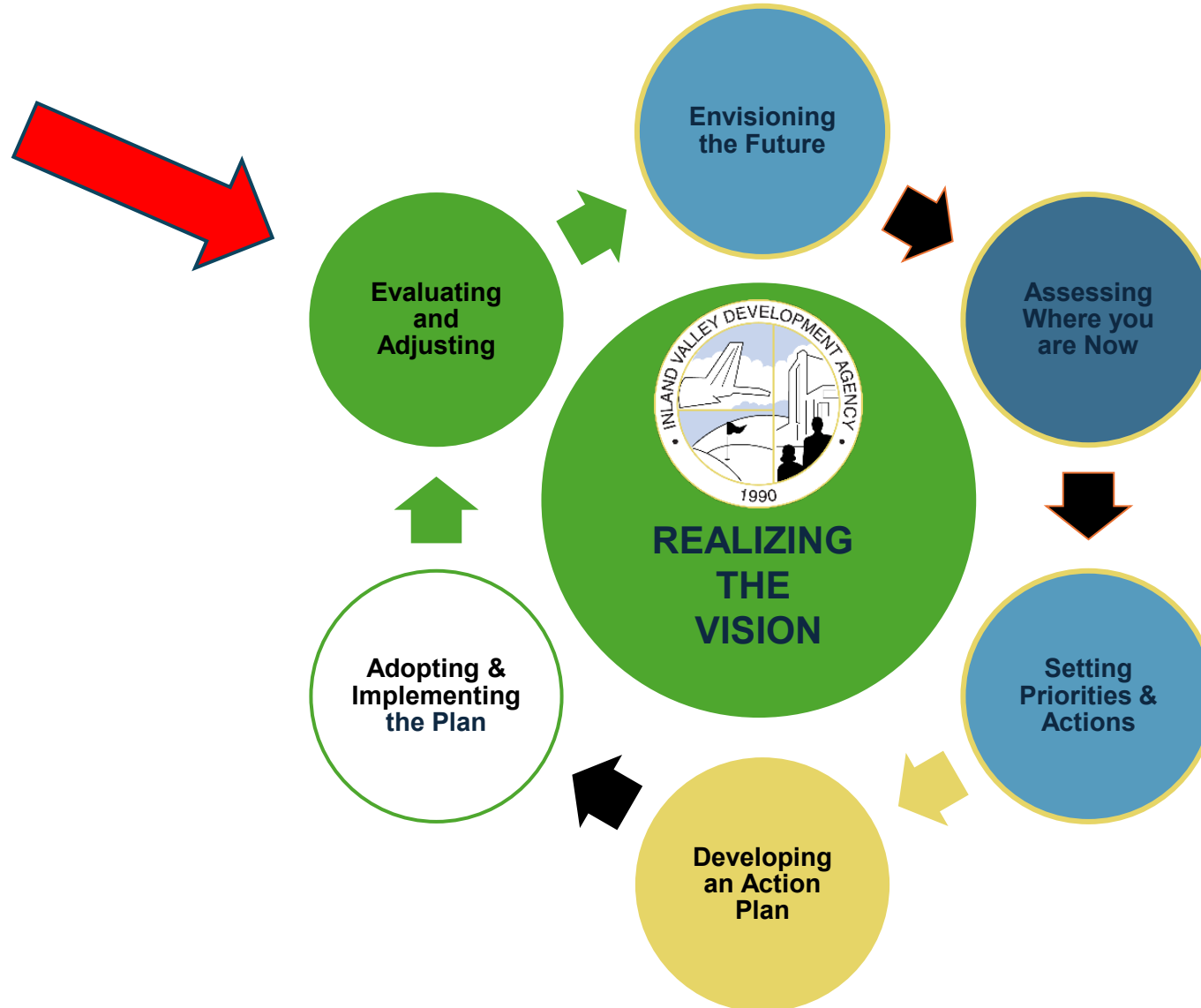


# Inland Valley Development Agency Business Plan Update

May 13, 2026



# IVDA Business Plan (2026)



# Impacts of Base Closure



## Economic Impact (1990 – 2010):

- Loss of 15,458 Jobs
- \$1.5 Billion in Annual Payroll
- \$1.9 Billion Loss of Output (Economic Activity)
- About 3% of the 2009 SB Total GDP

## Physical Impact:

- Environmental Clean-up (Federal & Local)
- Replacement of All Utility Systems
- Replacement of All Major Roadways
- Abatement & Demolition of Over 125 buildings

## Phase III Analysis (2020 – 2024):

- 2024 Update
- 18,693 Direct Jobs
- Over \$5 Billion in Total Economic Output

# IVDA Background

- Formed in 1990, the Inland Valley Development Agency (IVDA) is a special purpose military base reuse joint powers authority created by and through special State of California Legislation (AB 419) pursuant to Public Law 100-526 under BRAC-I.
- The IVDA is a regional organization comprised of local intergovernmental member agencies: County of San Bernardino, and the Cities of Colton, Loma Linda, and San Bernardino.
- The IVDA is charged with obligations and responsibilities under the “Defense Base Closure and Realignment Act of 1990,” as amended, to serve as the Local Reuse Authority (also Local Redevelopment Authority) to achieve successful implementation of the base reuse plan for the effective reuse of the former Norton Air Force Base.
- This includes support for a public airport, various land and buildings, a successful Alliance-California business park, as well as over 14,000 acres of base reuse project area located within a three (3) mile radius of the former Air Force Base.
- Since 2014, the focus has been to assist in both the creation of new employment opportunities and in the preservation of existing employment roles and emerging industries on a regional basis for the benefit of all JPA and associated regional partners.

# IVDA Base Reuse JPA – Support for SBD

*“... It is also the intent of the Members that the Agency shall acquire, own, maintain, lease and operate the Norton Air Force Base property, which shall be named and known as the ‘San Bernardino Regional Airport’, for such aviation uses as may be legally permitted upon such property or such other legal uses as may be determined by the Agency.*

*The Members further acknowledge and agree that the reuse and redevelopment of the Norton Air Force Base, the adjacent property and the other properties in proximity thereto will assist in both the creation of new employment opportunities and in the preservation of existing employment opportunities on a regional basis and will be in the best interests of each Member and the residents within the boundaries of each member.”*

Source: Inland Valley Development Agency Joint Powers Agreement - 1/24/90, as amended

# IVDA Governance

- The IVDA is a regional organization comprised of local intergovernmental member agencies.

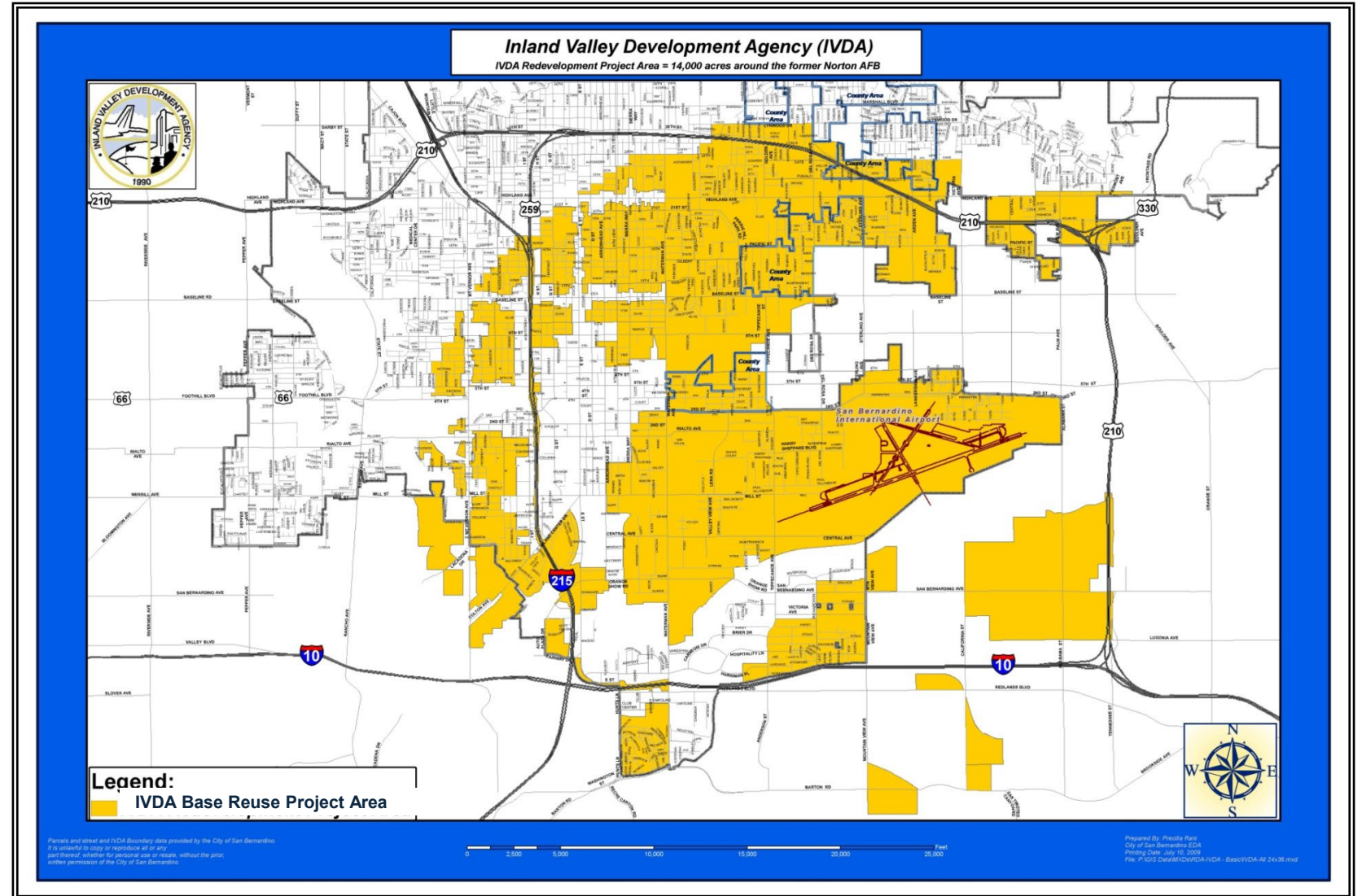
## MEMBER ENTITIES

- The IVDA Board of Directors is comprised of appointed public officials from its local member entities.
  - County of San Bernardino
  - City of San Bernardino
  - City of Colton
  - City of Loma Linda



# Inland Valley Development Agency Base Reuse Project Area = 14,000 acres

This includes support for a public airport, various land and buildings, a successful Alliance-California business park, as well as over 14,000 acres of base reuse project area located within a three (3) mile radius of the former Air Force Base.



# IVDA Responsibilities

The IVDA is charged with obligations and responsibilities under the “Defense Base Closure and Realignment Act of 1990,” as amended, to serve as the Local Reuse Authority (also Local Redevelopment Authority) to achieve successful implementation of the base reuse plan for the effective reuse of the former Norton Air Force Base.

## REUSE

- Comprehensive Military Base Reuse
- Development of a Safe and Sustainable Public Airport

## REVITALIZATION

- Community & Economic Revitalization: In furtherance of its unique Federal Base Reuse Obligations and Regional Support



# IVDA – Who are our Customers?

- IVDA Member Agencies and their respective communities
- Federal Government Partners (DoD, OEA, U.S. DOT, USFS,DOC...)
- San Bernardino International Airport Authority and Partners
- Regional Inter-Governmental Partners and Stakeholders
- Small and Medium-sized businesses
- Non-Profit and Service Organizations
- Hillwood, a Perot Company
- Stater Bros. Markets
- Multiple Fortune 50, 100 and 500 Alliance-California businesses
- Airport and Aerospace Customers
- Educational and Community Organizations
- Workforce Development Organizations
- Public Utilities
- Yuhaaviatam of San Manuel Nation P3
- UAS Customers, OEM's, Suppliers
- International Trade SME's



# IVDA – What do we consider results?



- Replacing the economic equivalent of the jobs that were lost due to the closure of Norton Air Force Base
- Ensuring that IVDA support to the San Bernardino International Airport is provided pursuant to our military base reuse obligations
- Increasing Private Investment and Commerce locally and globally within the Base Reuse Project Area
- Consistently delivering quality public planning, infrastructure development, airport, economic development, and environmental programs, projects, and initiatives
- Supporting our global, national, and regional partners and stakeholders
- Driving collaboration, participation, and change for the benefit of the region
- Facilitating regional collaboration, cooperation, and focus to affect community revitalization
- Attracting and retaining businesses while transforming the IVDA Base Reuse Project Area

# IVDA – Potential Issues

- Near-term
  - Ever-changing regulatory environment
  - Constrained resources (need new sources and programs... UAS, CRIA...)
  - Aging infrastructure
  - Functionally obsolete facilities
  - Environmental issues
  - UAS, OEM, and workforce availability
  - GRID Resiliency
- Long-term
  - Need to leverage Federal and State funding opportunities by working collaboratively and regionally with JPA members and stakeholders
  - Programs must be self-funding and sustainable promoting and advancing regional attributes, goals, and objectives

A regional joint powers authority dedicated to the effective reuse of the former Norton Air Force Base for the economic benefit of the East Valley.

## IVDA is....

A regional joint powers authority (a public agency established under Federal and California law).

## IVDA is Governed by...

Its Board of Directors - comprised of appointed public officials from its local member entities.

## IVDA's Members are...

The County of San Bernardino, and Cities of Colton, Loma Linda, and San Bernardino.

**With the Sole & Specific Purposes to Achieve:**

Comprehensive Military Base Reuse & Development of a Safe and Sustainable Public Airport

Community & Economic Revitalization: In furtherance of its unique Federal Base Reuse Obligations and Regional Support

# IVDA Base Reuse JPA in 2026

Successor Agency to  
the  
Inland Valley  
Development Agency

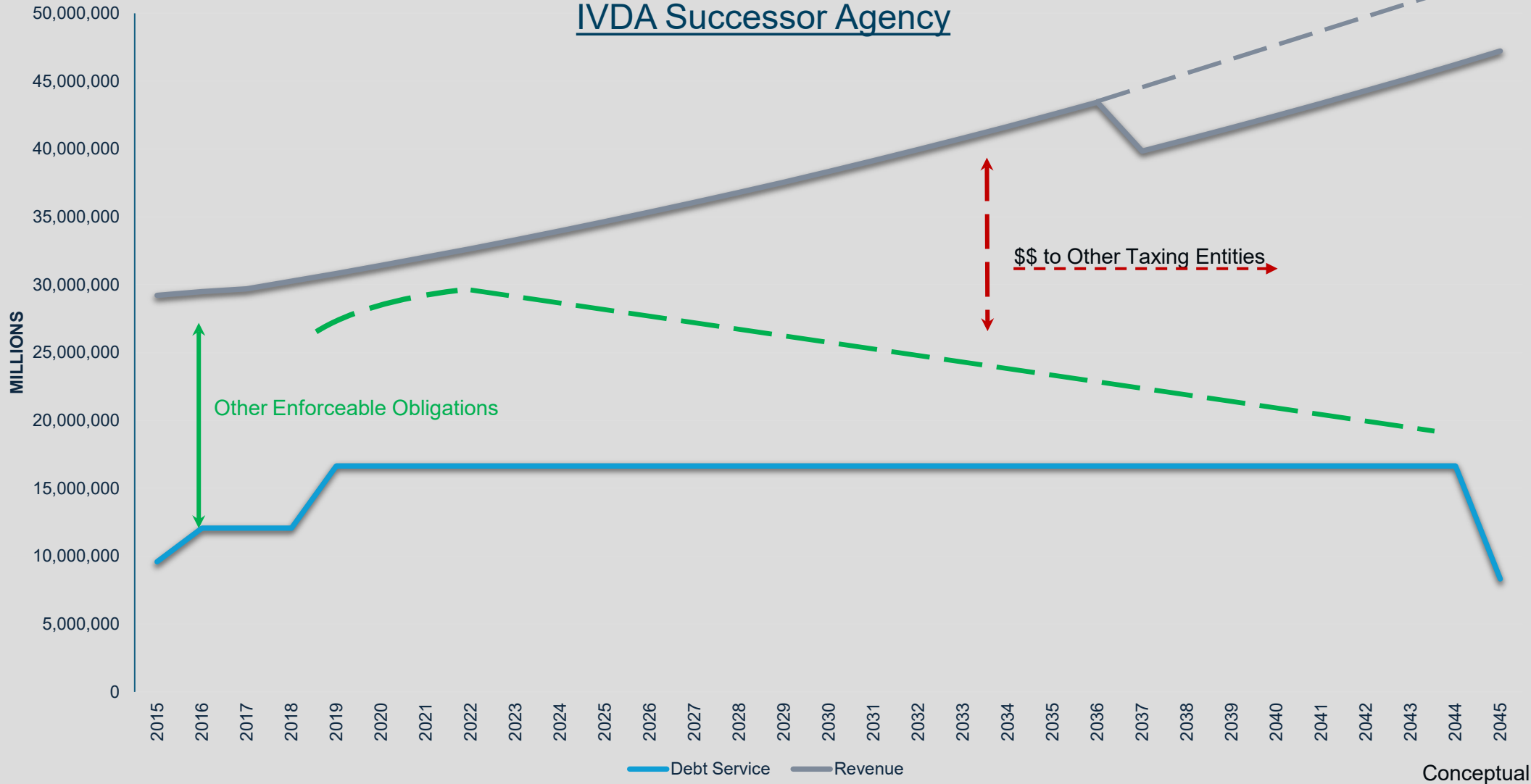
Successor Agency



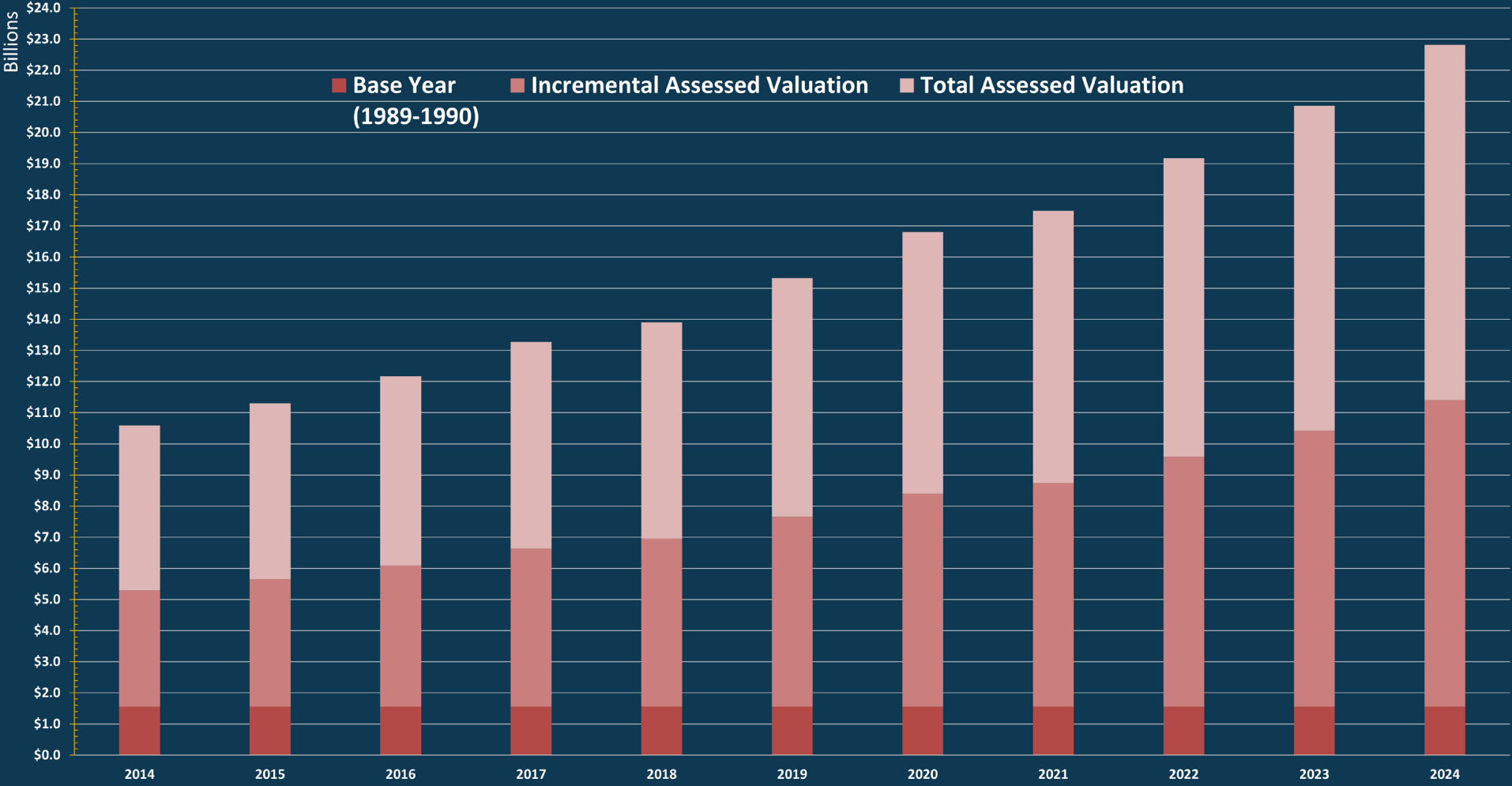
Base Reuse Joint  
Powers Authority  
(JPA)

# Estimated RPTTF Revenue over Debt Service on IVDA 2014 Tax Allocation Refunding Bonds 2015-2045

## IVDA Successor Agency

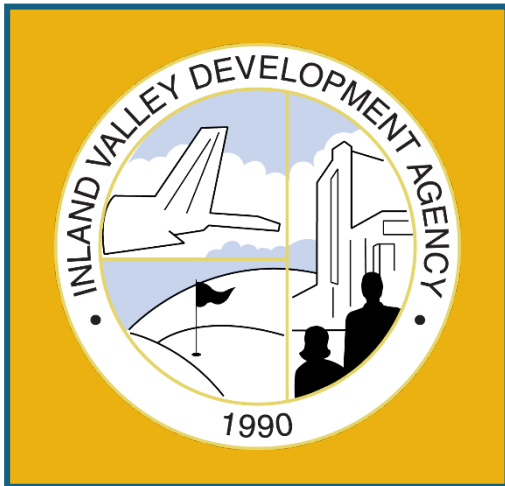


### Inland Valley Development Agency Plan Area Assessed Value Growth Fiscal Years 2014 - 2024



# IVDA Base Reuse JPA in 2026

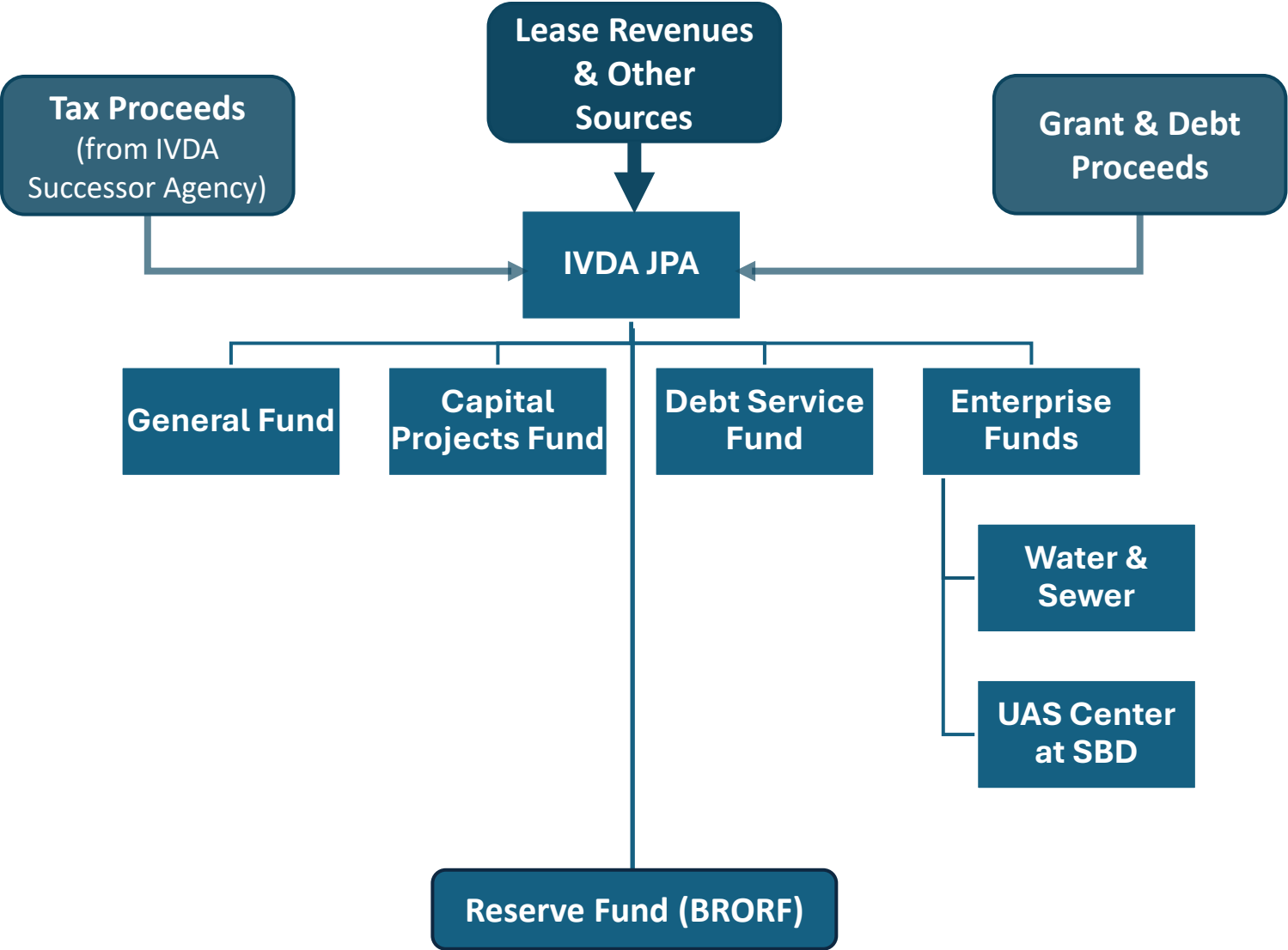
Per State statute and settlement, a separate and distinct legal entity from SA  
Sources of Funds:



**JPA Agency**

- 1) JPA Revenues – Pursuant to Federal LRA Requirements (Public Law 100-526)
- 2) Lease Revenues – Pursuant to Federal Property Transfers
- 3) Disposition & Development Agreement (DDA) Participation Payments
- 4) Grant Funds – Predominantly U.S. Department of Commerce; U.S. DOT
- 5) Operating Fees – Licenses, Permits, Sewer Fees
- 6) UAS Center at SBD Operations – Operations, Partnerships, Alliances, Permits
- 7) Norton Test Range (UAS and AAM) – Tomorrow's Aerospace

# IVDA Base Reuse JPA Budget Structure (Sources)



A regional joint powers authority dedicated to the effective reuse of the former Norton Air Force Base for the economic benefit of the East Valley.

## IVDA is (2026 – 2031)...



**ECONOMIC  
DEVELOPMENT**

Financial & Operational Support for  
Airport  
Revitalization



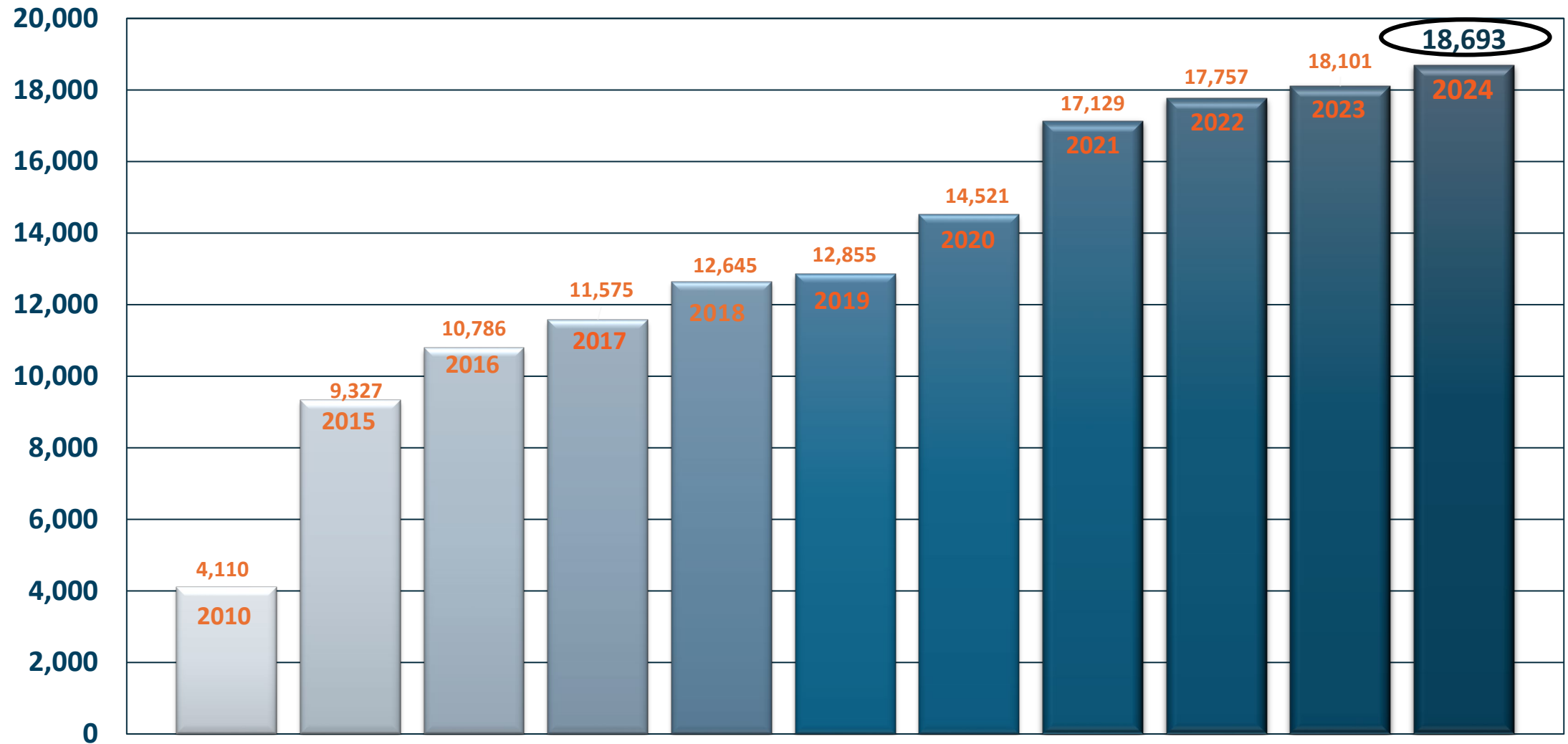
**INFRASTRUCTURE**

Regional Infrastructure Planning &  
Projects  
Replace the Jobs Lost in the Base  
Reuse Project Area; Increase  
Opportunities

# Norton AFB – Alliance California 2026



# New Employment – Direct Jobs



# IMPLAN Analysis 2024

As of 2024, the IVDA project base reuse area has reached a milestone of creating and retaining 18,693 direct jobs. The "IMPLAN - 2024 IVDA Analysis" chart showcases the economic impact of the IVDA project area.

Impact	^	Employment	Labor Income	Value Added	Output
1 - Direct		18,693.00	\$768,423,999.66	\$2,209,641,595.05	\$3,701,554,712.64
2 - Indirect		5,878.22	\$320,225,903.77	\$472,167,349.09	\$889,263,604.18
3 - Induced		2,751.48	\$142,308,620.85	\$284,819,713.49	\$455,465,358.07
Totals		27,322.70	\$1,230,958,524.28	\$2,966,628,657.62	\$5,046,283,674.89

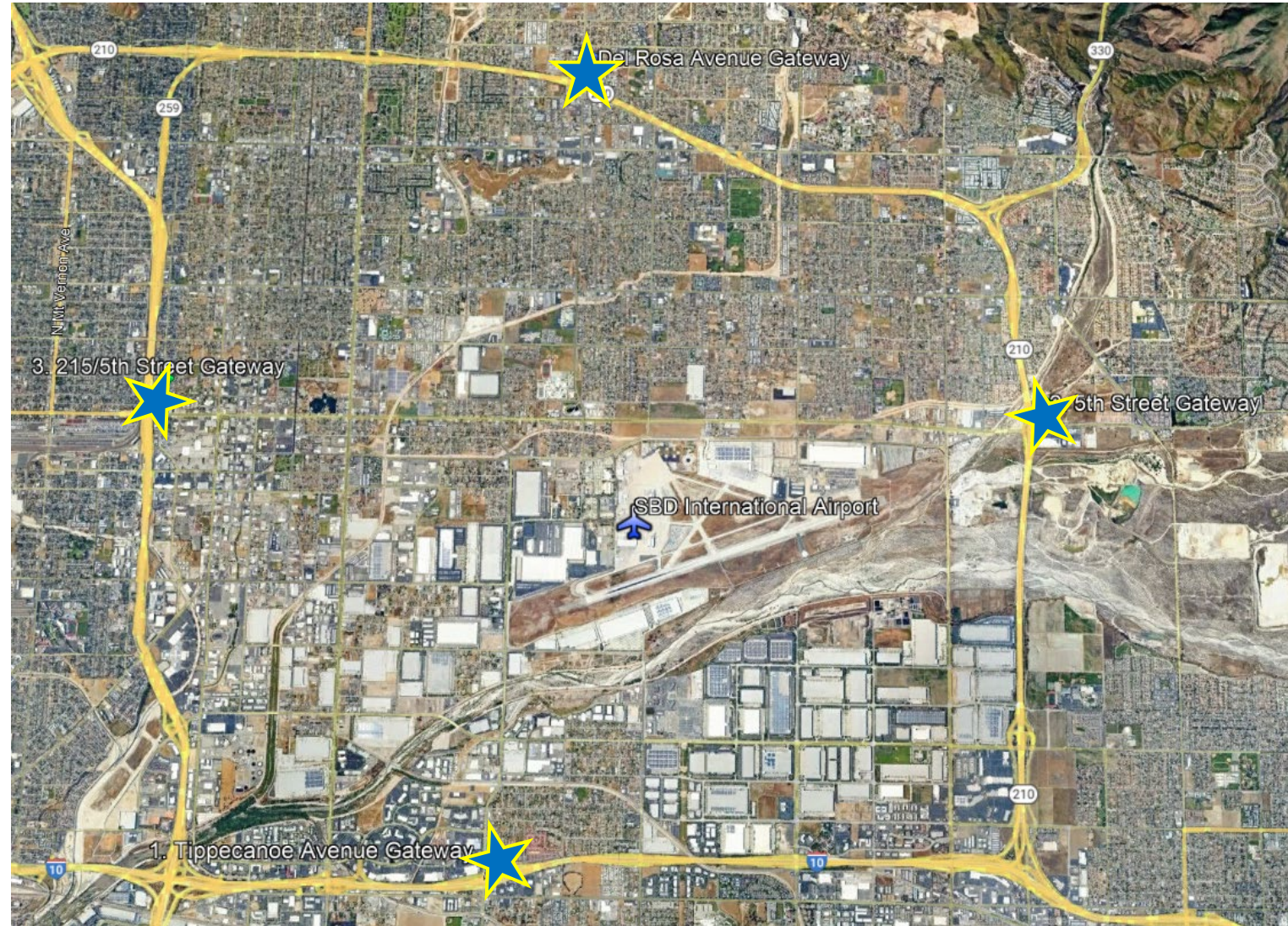
	Display Code	Display Description	Industry Total Output	Impact Output	Percentage of Total Industry Output
1	413	Retail - Nonstore retailers	\$3,311,431,251.62	\$2,445,925,538.82	73.86%
2	414	Air transportation	\$510,295,383.74	\$336,267,914.37	65.90%
3	470	Office administrative services	\$560,659,450.91	\$62,126,353.82	11.08%
4	422	Warehousing and storage	\$8,990,741,959.97	\$856,606,452.62	9.53%
5	462	Management consulting services	\$952,064,232.82	\$82,805,266.98	8.70%
6	465	Advertising, public relations, and related services	\$293,090,785.84	\$18,008,639.34	6.14%
7	420	Scenic and sightseeing transportation and support activities for transportation	\$1,144,406,181.85	\$60,850,782.18	5.32%
8	423	Newspaper publishers	\$19,386,649.71	\$840,182.72	4.33%
9	431	Radio and television broadcasting	\$286,891,372.77	\$11,886,242.28	4.14%
10	526	Postal service	\$270,198,341.84	\$11,042,367.36	4.09%

Top 10 Job Industries

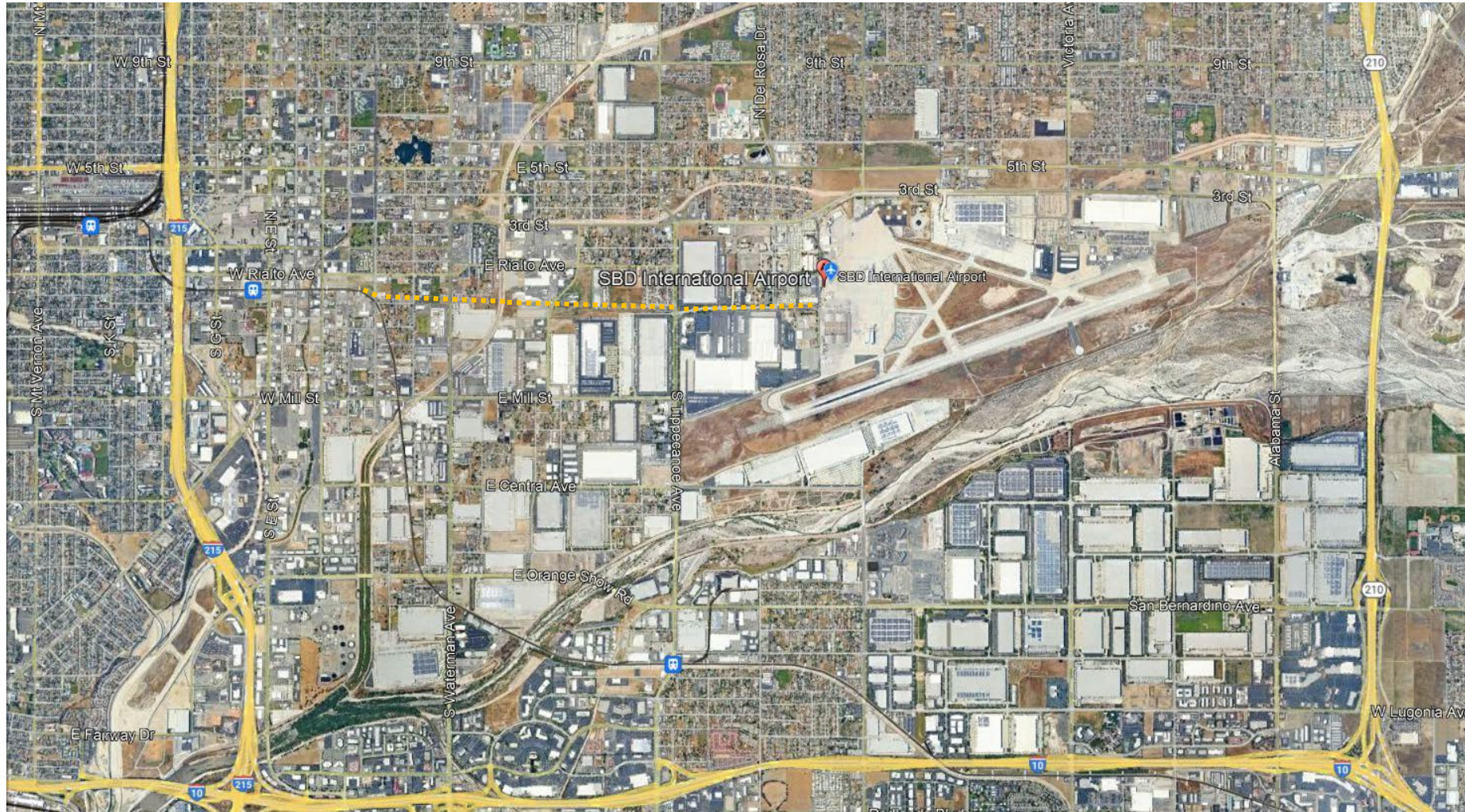
# GATEWAYS



- 1. Tippecanoe Avenue Gateway**  
*Primary Route*
- 2. SR-210/5th Street Gateway**  
*Primary Route*
- 3. 215/5th Street Gateway**  
*Primary Route*
- 4. 210 Fwy./Del Rosa Ave. Gateway**  
*Secondary Route*



# Potential Commuter Rail Concept



..... Commuter Rail Concept



- Completed Projects
- Near Term Projects
- Mid Term Projects
- Long Range Projects

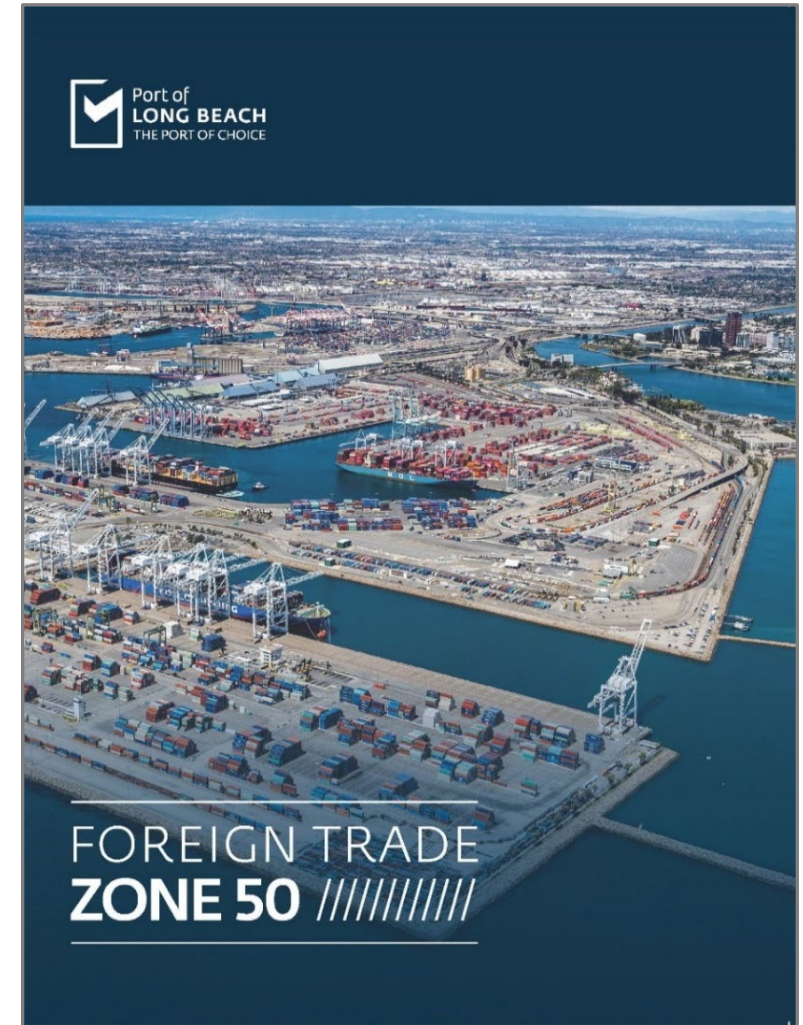
# Foreign Trade Zone (FTZ)



## Strategic Advantages of FTZ Participation:

- Duty Deferral and Elimination- Businesses can defer U.S. Customs duties and federal excise taxes until goods leave the FTZ for U.S. consumption.
- Streamlined Customs Procedures – FTZ participants can consolidate multiple shipments into a single weekly entry, reducing paperwork and customs brokerage fees. This streamlined process enhances operational efficiency and compliance.
- Enhanced Supply Chain Flexibility- Businesses can store goods indefinitely within the FTZ, allowing for better inventory management and the ability to respond swiftly to market demands.

These are some of the benefits that collectively support cost reduction, operational efficiency, and competitive advantage for business involved in international trade through the Foreign Trade Zone 50.



# Advancing UAS Industry in our Region and beyond

- Norton Test Range opened February 2025 in cooperation with FAA and Alaska Center for UAS Integration
- Sunrise Ranch – partnership with SB Valley Municipal Water District
- Drone company signs lease agreement at SBD – February 2025
- Nationwide impact – planning grant with the Commonwealth Center for Advanced Logistics Systems in Virginia
  - APPROVED: development of a similar UAS Center at SBD but focused on the energy sector in challenged parts of their state



# Creating Safer Communities

- Developing written drone policy for Sheriff's Dept – Search and Rescue for largest county in Washington State
- Training SB County Sheriff's Department Commander of Search & Rescue on specialized drone tactics for SAR
- Consulting Riverside Sheriff's Department team on drone tactics, training and integration
- Delivering customized training to federal government employees (Depts of Agriculture and Interior)



# Developing Our Workforce

- Continued success with SBCSS ROP Program – comprehensive drone training to support upskilling and reskilling. Booked through July
- Research Associate Program now in two leading universities (Embry-Riddle, Cal Poly SLO)
- Expansion of drone pilot training and career opportunity programs for high school students (Tomorrow's Talent, Jobs for CA Graduates, micro-Internships for various high schools)
- Train the Trainer – enabling a STEM nonprofit to start and scale drone pilot training in LA County



# Norton Test Range



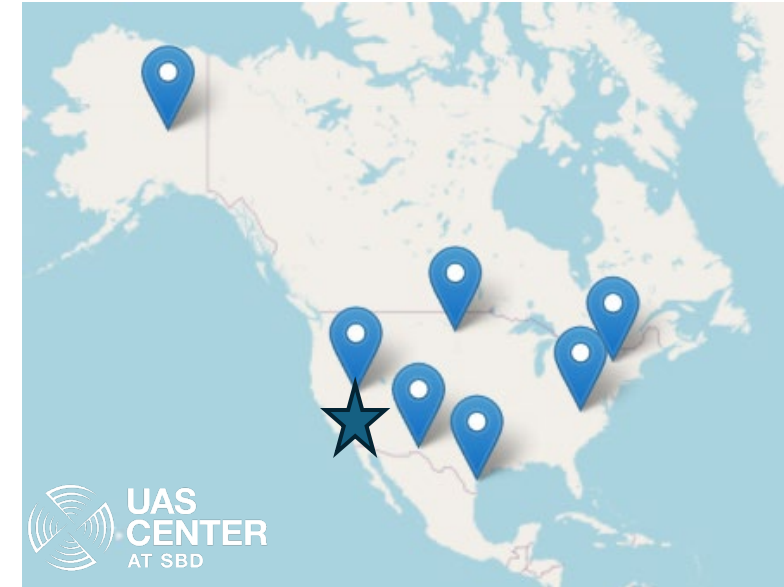
The Alaska Center for Unmanned Aircraft Systems Integration (ACUASI) is a research center at the University of Alaska Fairbanks that focuses on unmanned aircraft systems (UAS). Its mission is to maintain a world-class research center for UAS, with a special emphasis on the Arctic and sub-Arctic regions.

ACUASI is 1 of 7 approved FAA test sites and has had this designation since 2013. The Norton Test Range certification was approved in December of 2024.

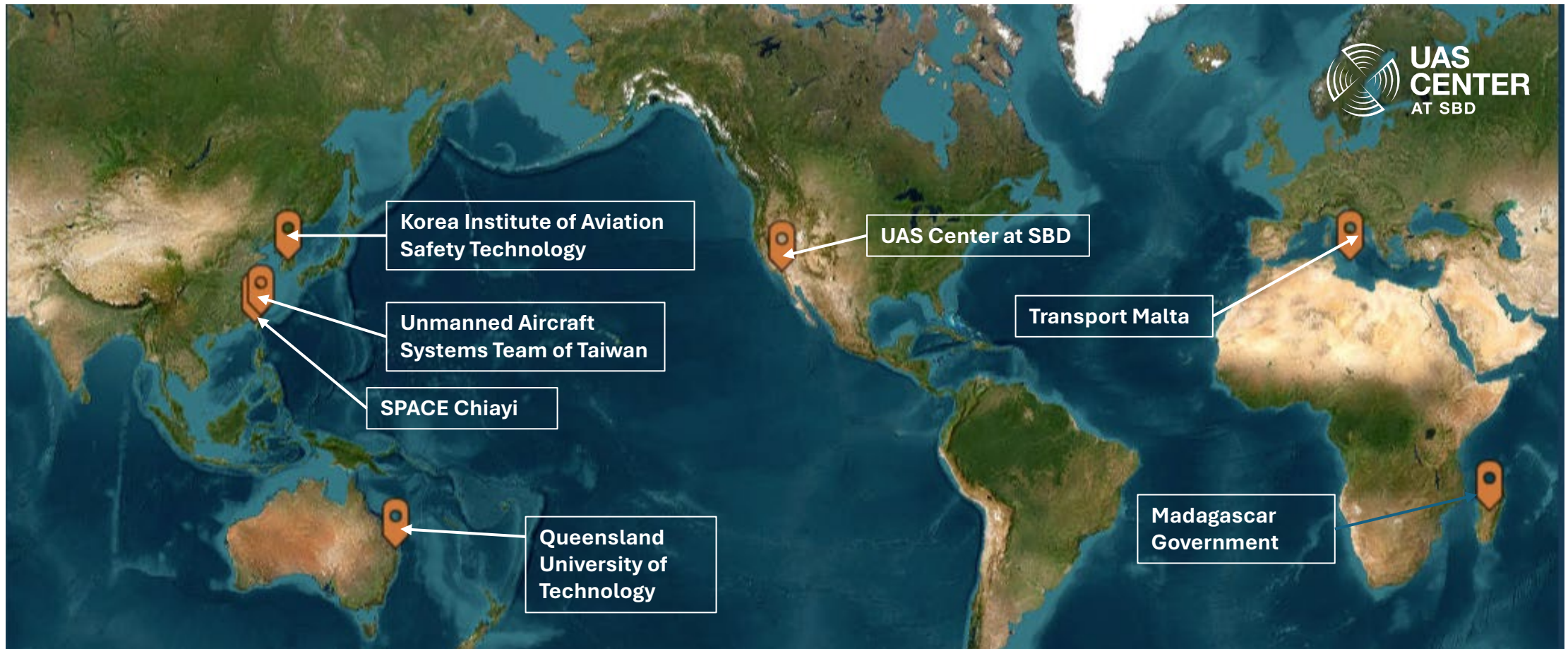
The 11-mile corridor facilitates development and type certification for original equipment manufacturers and established aerospace companies.

The main objective of the Norton Test Range is to provide verification of the safety of public and civil UAS and Advanced Air Mobility operations, and related navigation procedures before their integration into the NAS. Other program requirements include supporting the FAA during the development of certification standards, air traffic requirements, coordinating research and other work with National Aeronautics and Space Administration (NASA), FAA NextGen, the Department of Defense, and other Federal agencies.

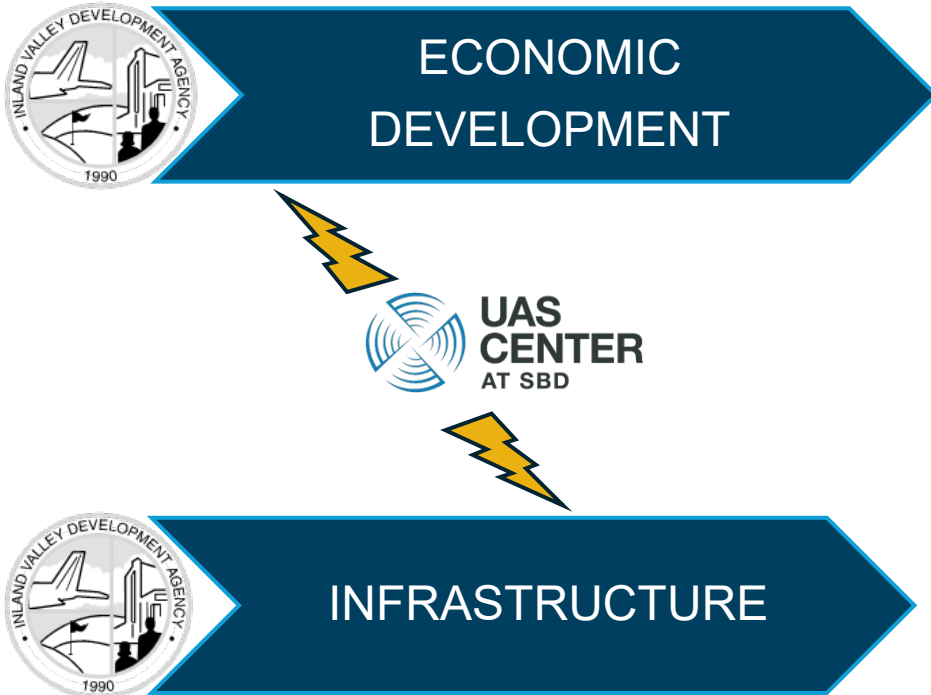
**2025: 11-mile next-gen aerospace point-point flight corridor;  
The only one in Southern California.**



# UAS Center at SBD – International Reach



# Operational Business Units: Alignment (2026 - 2031)



## Focal Areas:

- 1) Enhanced Air Passenger Service
- 2) Technology/AI
- 3) UAS Center at SBD

## Focal Areas:

- 1) Financial Resources - Diversification
- 2) Grants & P3 opportunities
- 3) CRIA

# Operational Business Units: Alignment (2026 - 2031)



## ECONOMIC DEVELOPMENT

	Planning Projects	Est. Completion	Cost
1	Utility/Water/Sewer Analysis	2026/27	\$75,000
2	UAS Center at SBD (CA)	2026/28	\$200,000
3	UAS Center at SB (VA)	2026/27	\$500,000
4	CRIA (RSG) Feasibility Update	2026/28	\$100,000
5	Airport Gateway Program (Design/Permitting)	2026/27	\$500,000
6	Upgrade Development Fee Incentive Zones (Traffic, Storm Drain, Sewer)	2026/31	\$75,000
7	Grant Funding Programs/Initiatives	Annual	\$20,000
8	Legislative Program for Strategic Initiatives	Annual	\$100,000
9	Update Media and Web Site (ADA Compliance)	2026/27	\$100,000
10	Microgrid Analysis	2026/28	\$50,000
11	Site Location Assistance/GIS/Esri Interfaces	2026/31	\$250,000
12	Comprehensive Economic Development Strategy (CEDS)	Annual	\$300,000

# Operational Business Units: Alignment (2026 - 2031)



## ECONOMIC DEVELOPMENT

Development Projects		Est. Completion	Cost
1	Ensure Financial Viability of the Airport	Annual	See Below
2	Ensure Financial Viability of IVDA	Annual	See Below
3	Airport Operating Funds	Annual	\$1,750,000
4	Airline Joint Service Development Agreements	Annual	\$3,000,000
5	Identify and Secure New Capital Funding Sources (Design/Survey)	Annual	\$150,000
6	Pursue successful reuse of former Norton AFB (CRIA)	2026/31	\$200,000
7	Alliance California/DDA Support	Annual	\$150,000
8	Economic Development Gateways in IVDA Base Reuse Project Area	Annual	\$5,000,000
9	Implement Cooperative Agreements with Stakeholder Communities	Annual	\$50,000
10	Property Dispositions (SA)	2026/28	\$25,000
11	Property Acquisitions – Misc	2026/31	\$1,000,000
12	Mini-Microgrid Implementation	2026/31	\$2,500,000
13	3rd and 5th Street Project - Phase I Implementation	2026/31	\$5,000,000
14	Deploy Grant Program for Economic Development	Annual	\$50,000
15	Support for JPA Member Agency General Plan Updates	2026/30	\$75,000
16	Provide funding for Educational Facilities in Project Area (IVDA SA)	Annual	\$50,000
17	Develop a Communications Program to Advertise, Educate, and Inform	Annual	\$50,000
18	Update Internal Media and Communications	Annual	\$100,000
19	Update External Media and Communications	Annual	\$150,000
20	Upgrade GIS Programs/ UAS/COB/Properties/RM	Annual	\$75,000
21	Update Web Sites (IVDA/UAS/ADA)	2026/31	\$125,000
22	3rd and 5th Street Project - Phase II Implementation (Victoria to Del Rosa)	2028/31	\$250,000
23	Expand Economic Development Zone Benefits	2027/31	\$100,000
24	Expand FTZ Benefits/Boundaries/Marketing	2027/31	\$250,000
25	Update Economic Development Gateway Program	2027/31	\$2,500,000
26	Implement Economic Development Zone Program - Phase I	2027/31	\$5,000,000
27	Public Benefit Conveyances (Parcel G-1)	2026/31	\$150,000
28	Green Energy Element (IVDA & Alliance CA)	2026/31	\$500,000
29	Energy Efficiency Improvements (LEED Retrofits)	2027/31	\$5,000,000
30	Commuter Rail Connector (Arrow)	2027/31	\$20,000,000
31	Final USAF Property Transfers	2027/31	\$175,000

# Operational Business Units: Alignment (2026 - 2031)



## INFRASTRUCTURE

	Planning Projects	Est. Completion	Cost
1	Commuter Rail Project (Airport Access)	2026/31	\$150,000
2	Base Utility System Improvements	2026/31	\$500,000
3	Mt. View Avenue I/C PA/ED Phase	2027/31	\$250,000
4	Victoria Avenue Interchange PA/ED Phase	2027/31	\$250,000
5	Green Energy Element Assessment and Integration	Annual	\$75,000
6	Airport Gateway CIP Projects (MX)	2027/31	\$75,000

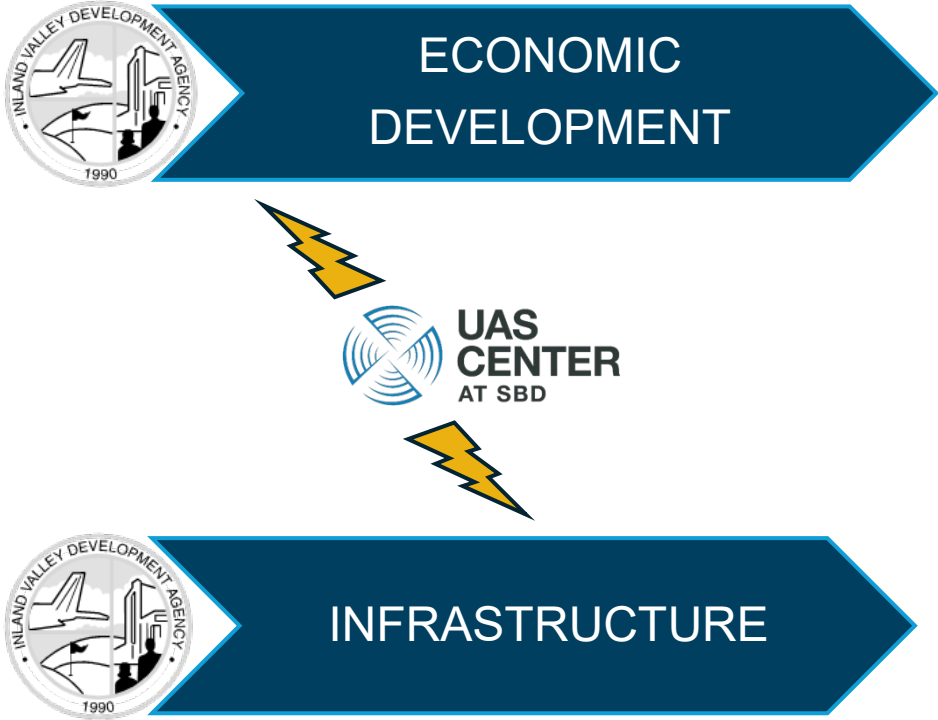
# Operational Business Units: Alignment (2026 - 2031)



## INFRASTRUCTURE

Construction Projects		Est. Completion	Cost
1	Flood Mitigation Storm Drain Project – Channels	2026/31	\$1,500,000
2	B. 48 Photovoltaic Transfer & Replacement	2026/31	\$1,200,000
3	B.58 Building Rehabilitation	2027/31	\$ 500,000
4	B. 58 Parking Lot	2027/31	\$200,000
5	SBD Corporate Center - Building 1 (TI)	2026/28	\$3,500,000
6	Northgate Project	2026/28	\$75,000
7	3rd Street Corridor (Caltrans)	2026/28	\$3,200,000
8	Airport Gateway Program (Roads, Lights, Medians)	2026/28	\$500,000
9	Airport - South Drainage Channel Project	2026/28	\$500,000
10	Norton Test Range Phase II (Sitework)	2026/27	\$1,500,000
11	Norton Test Range Phase III (Development)	2027/28	\$3,500,000
12	Norton Test Range Access Road	2027/28	\$250,000
13	Water Tower Improvements (Digital)	2027/28	\$500,000
14	3rd and 5th Street - Phase II (Victoria to Del Rosa)	2026/29	\$6,000,000
15	3rd and 5th Street - Phase III (Victoria to Del Rosa)	2027/29	\$9,000,000
16	3rd and 5th Street - Phase IV (Del Rosa between 3rd & 5th)	2027/30	\$2,500,000
17	Lankershim Ave. Improvements	2027/30	\$1,100,000
18	Sterling Avenue - Box Culvert/Crossing Upgrade	2026/30	\$3,000,000
19	City Creek By-pass Reconstruction	2028/30	\$20,000,000
20	Central Avenue Corridor - Master Sewer Project	2028/30	\$9,000,000
21	Building No. 48 - Tenant Improvements	2026/28	\$150,000
22	Norton Test Range System Upgrade (UAS)	2026/30	\$400,000
23	Building No. 58 - Façade Upgrade	2027/30	\$500,000
24	Member Entity CIP Projects (Matching Funds)	2027/30	\$2,500,000
25	The Landing Phase II	2026/30	\$300,000
26	IVDA Off-Base Sewer System	2026/30	\$100,000
27	3rd and 5th Street Project (Del Rosa to 5th)	2028/29	\$6,000,000
28	Development Fee Incentive Program	2027/30	\$2,000,000

# Appendices (2026 - 2031)




#	Project	Est. Cost	2026				2027				2028				2029				2030			
			1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
<b>Planning Projects</b>																						
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7	Grant Funding Programs/Initiatives	\$ 20,000																				
8	Legislative Program for Strategic Initiatives	\$ 100,000																				
9	Update Media and Web Site (ADA Compliance)	\$ 100,000																				
10	Microgrid Analysis	\$ 50,000																				
11	Site Location Assistance/GIS/Esri Interfaces	\$ 250,000																				
12	Comprehensive Economic Development Strategy (CEDS)	\$ 300,000																				
Planning Projects - Total		\$ 2,270,000																				
<b>Development Projects - 5 Year</b>																						
12	Ensure Financial Viability of the Airport	See Below																				
13	Ensure Financial Viability of IVDA	See Below																				
14	Airport Operating Funds	\$ 1,750,000																				
15	Airline Joint Service Development Agreements	\$ 3,000,000																				
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24	3rd and 5th Street Project - Phase I Implementation	\$ 5,000,000																				
25	Deploy Grant Program for Economic Development	\$ 50,000																				
26	Support for JPA Member Agency General Plan Updates	\$ 75,000																				
27	Provide funding for Educational Facilities in Project Area (IVDA SA)	\$ 50,000																				
28	Develop a Communications Program to Advertise, Educate, and Inform	\$ 50,000																				
29	Update Internal Media and Communications	\$ 100,000																				
30	Update External Media and Communications	\$ 150,000																				
31	Upgrade GIS Programs/ UAS/COB/Properties/RM	\$ 75,000																				
32	Update Web Sites (IVDA/UAS/ADA)	\$ 125,000																				
33	3rd and 5th Street Project - Phase II Implementation (Victoria to Del Rosa)	\$ 250,000																				
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37	Implement Economic Development Zone Program - Phase I	\$ 5,000,000																				
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39	Green Energy Element (IVDA & Alliance CA)	\$ 500,000																				
40	Energy Efficiency Improvements (LEED Retrofits)	\$ 5,000,000																				
41	Commuter Rail Connector (Arrow)	\$ 20,000,000																				
42	Final USAF Property Transfers	\$ 175,000																				
Development Projects - 5 Year Total		\$ 53,425,000																				
5 Year Planning and Development Projects - Total		\$ 55,695,000																				
<b>Development Projects - 10 Year</b>																						
43	Update Economic Development Gateway Program	\$ 250,000																				
44	Implement Economic Development Zone Program - Phases II - III	\$ 10,000,000																				
45	Update Permitting Program	\$ 150,000																				
46	Update Communications Plan	\$ 125,000																				
47	Update Airport Access Improvement Program	\$ 500,000																				
48	Implement Green Energy Element Initiatives	\$ 5,000,000																				
49	Complete USAF Environmental Permitting Process	\$ 100,000																				
Development Projects - 10 Year Total		\$ 16,125,000																				
Planning and Development Projects - Total		\$ 71,820,000																				
<b>Evaluation/Assessment - Plan Life</b>																						

Eligible for Federal/State/Local grant funding (USDOC, EDA, DOT, FHWA, EPA)  
 Local Funds  
 Potential P3 Partnerships/Joint Venture

#	Project	Est. Cost	2026				2027				2028				2029				2030			
			1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR	1st QTR	2nd QTR	3rd QTR	4th QTR
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5	Green Energy Element Assessment and Integration	\$ 75,000																				
6	Airport Gateway CIP Projects (MX)	\$ 75,000																				
Planning Projects - Total		\$ 1,300,000																				
<b>Construction Projects - 5 Year</b>																						
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29	Building No. 58 - Façade Upgrade	\$ 500,000																				
30	Member Entity CIP Projects (Matching Funds)	\$ 2,500,000																				
31	The Landing Phase II	\$ 300,000																				
32	IVDA Off-Base Sewer System	\$ 100,000																				
33	3rd and 5th Street Project (Del Rosa to 5th)	\$ 6,000,000																				
34	Development Fee Incentive Program	\$ 2,000,000																				
Construction Projects - 5 Year Total		\$ 79,475,000																				
5 Year Planning and Construction Projects - Total		\$ 80,775,000																				
<b>Construction Projects - 10 Year</b>																						
36	Commuter Rail Project (Airport Access)	\$ 1,250,000																				
37	3rd and 5th Street West Improvements - Tippecanoe to Waterman	\$ 8,000,000																				
38	3rd Street Improvements - Waterman East (incl connect to 2nd Street)	\$ 3,000,000																				
39	5th Street Improvements - Waterman to I-215	\$ 8,000,000																				
40	Tippecanoe Avenue (Santa Ana River to I-10)	\$ 4,000,000																				
41	Del Rosa Ave. (3rd Street to SR-210)	\$ 20,000,000																				
42	Central Avenue (Lena Road to Waterman Ave.)	\$ 200,000																				
43	Baseline Avenue - I-210 to I-215	\$ 15,000,000																				
44	Victoria Avenue - Phase II	\$ 7,000,000																				
45	Victoria Avenue - Phase III	\$ 9,000,000																				
46	Sterling Avenue Corridor - Sewer/Storm Drain Improvements	\$ 3,000,000																				
47	Mt. View - Alabama Extension	\$ 12,000,000																				
48	SBD Corporate Center - Parking Structure	\$ 1,250,000																				
49	Central Avenue Corridor - Master Storm Drain Project (Phase II)	\$ 10,000,000																				
Construction Projects - 10 Year Total		\$ 101,700,000																				
Planning and Construction Projects - Total		\$ 182,475,000																				
<b>Evaluation/Assessment - Plan Life</b>																						

Eligible for Federal/State/Local grant funding (USDOC, EDA, DOT, FHWA, EPA)  
 Local Funds  
 Potential P3 Partnerships/Joint-Venture

	<p><b>TO: Inland Valley Development Agency Board</b></p> <p><b>DATE: May 13, 2026</b></p> <p><b>ITEM NO: 9</b></p> <p><b>PRESENTER: Michael Burrows, Chief Executive Officer</b></p>
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**SUBJECT: REVIEW STATUS OF THE ACTION PLAN FOR THE INLAND VALLEY DEVELOPMENT AGENCY (IVDA) THROUGH JUNE 30, 2026**

**SUMMARY**

On December 9, 2015, the IVDA Board adopted a Strategic Plan. In 2020, the IVDA updated its Business plan, which identify key dates and deliverables in an effort to focus Inland Valley Development Agency (IVDA) Staff and resources to increase organizational and operational efficiencies and results.

**RECOMMENDED ACTION(S)**

Review the Action Plan for the Inland Valley Development Agency through June 30, 2026.

**FISCAL IMPACT**

None. The proposed plan identifies staff resources for which funding is included in the adopted Inland Valley Development Agency (IVDA) Budget for Fiscal Year 2025-26.

PREPARED BY:	Michael Burrows
CERTIFIED AS TO AVAILABILITY OF FUNDS:	Mark Cousineau
APPROVED AS TO FORM AND LEGAL CONTENT:	Michael Lewin
FINAL APPROVAL:	IVDA Board

**BACKGROUND INFORMATION**

The Action Plan identifies key dates and deliverables in an effort to focus Inland Valley Development Agency Staff and Resources to increase organizational and operational efficiencies.

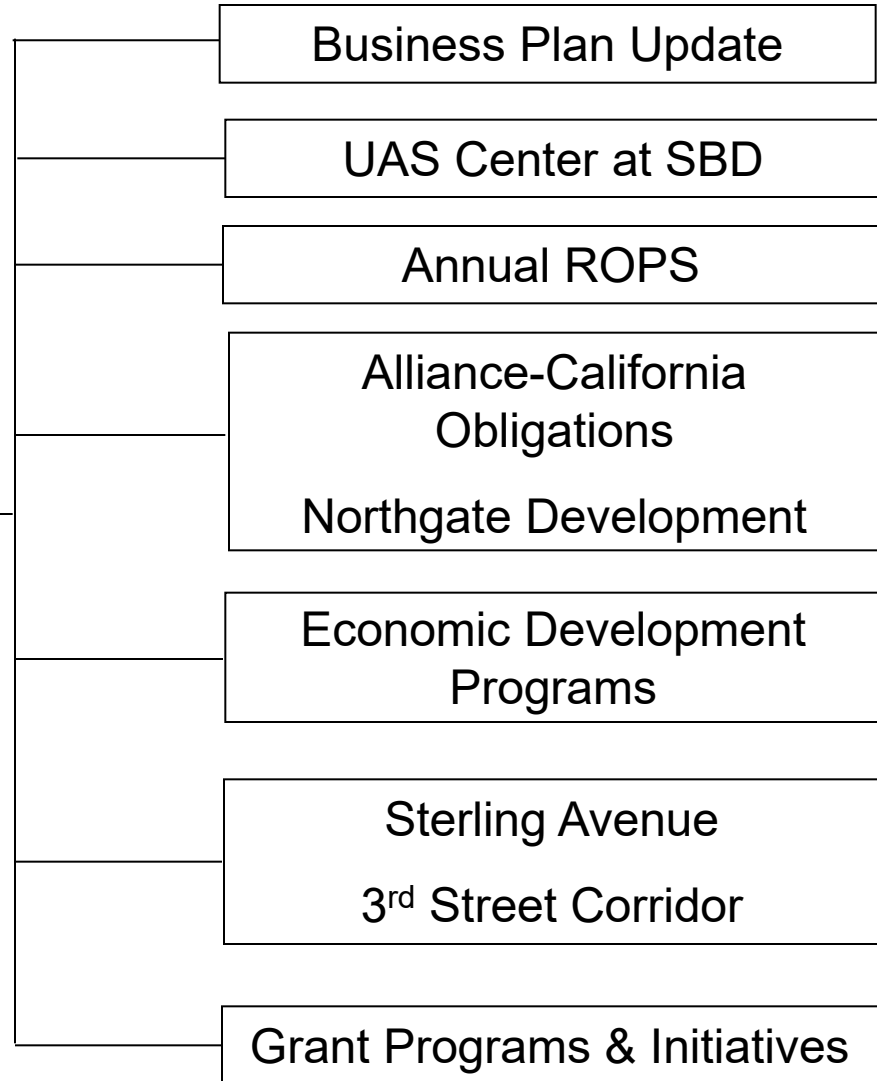
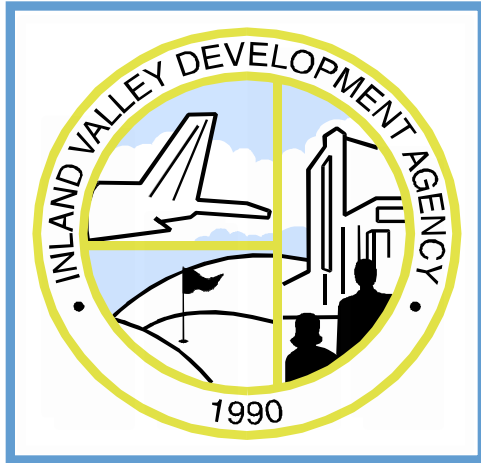
This status is offered for consideration and review. Updates and adjustments should be made, as appropriate, at each monthly interval.

For review and discussion.

**Attachments:**

1. IVDA Action Plan

# DRAFT - June, 2026 IVDA Focal Areas





# Inland Valley Development Agency

## Action Plan for IVDA (06/30/26)

Month	Key Initiative	Key Resources	Completion Date
January, 2026	Sterling Avenue Project, 3 <sup>rd</sup> Street Corridor Project, Quarterly Financials	IVDA Board & Committee, CEO, General Counsel, Director of Finance, Staff	January 31, 2026
February, 2026	Annual Audit File Annual ROPS	IVDA Board & Committee, CEO, Director of Finance, Staff	February 28, 2026
March, 2026	Northgate Development Update	IVDA Board & Committee, CEO, Director of Finance, Staff	March 31, 2026
April, 2026	Economic Development Initiatives	IVDA Board & Committee, Project Manager; Director of Finance, Clerk of Board, Staff	April 30, 2026
May, 2026	Draft Annual Budget Preparation; Grant Initiatives	IVDA Board & Committee, CEO, Director of Finance, Staff	May 31, 2026
June, 2026	Adopt Annual Budget	IVDA Board & Committee, CEO, Director of Finance, Staff	June 30, 2026

# IVDA Action Plan – Implementation



Sub-Initiative Status:



Incomplete

In Process

Completed

	Annual ROPS (County Oversight Board)	■
	Business Plan Update	■
	JPA and Interagency Revenues and Resources	■
	Alliance-California Obligations Northgate Development	■
	Economic & Community Development Initiatives	■
	Sterling Avenue Project 3 <sup>rd</sup> Street Corridor Project Norton Test Range	■
	Grant Program Report & Initiatives	■