

**Office of the Secretary of Transportation, U.S. Department of Transportation**

**Notice of Funding Opportunity (NOFO) DOT-SS4A-FY26-01**

**Assistance Listing Number 20.939**

Applicant:

San Bernardino County  
385 N. Arrowhead Avenue  
San Bernardino, CA 92415

## **Arrow Route Corridor Safety Improvements**



## Table of Contents

<b>I. Overview</b>	3
<b>II. Location</b>	3
<b>III. Response to Selection Criteria</b>	5
<b>a. Safety Need</b>	5
<b>b. Safety Impact</b>	7
i. Implementation Costs	9
<b>c. Engagement and Collaboration</b>	11
Stakeholder Engagement and Coordination	10
Culturally Relevant and Accessible Engagement	11
Project Selection and Evaluation for Underserved Communities	11
Collaboration in Implementation	12
<b>IV. Project Readiness</b>	13
Permitting, Approvals, and Design Standards	13
Environmental Review and NEPA Status	13
Right-of-Way and Utility Coordination	13
Technical Capacity Project Management	14
Schedule	14

## Table of Contents: Figures

Figure 1: Map of San Bernardino County	4
Figure 2: Arrow Route Segment location	4
Figure 3: Arrow Route segment (between Hickory Ave. and Almeria Ave.)	5
Figure 4: Key Statistics for Arrow Route segment	6
Figure 5: 5-year Projection in KSI Collision Reduction	8
Figure 6: Crash Reduction Impact Projection	9

## I. Overview

San Bernardino County, the largest county in the contiguous United States, is home to approximately 2.2 million residents, including about 310,000 living in unincorporated communities served by more than 2,140 centerline miles of County-maintained roadways. These areas rely heavily on personal vehicles, with 97% of workers commuting by car. At the same time, they face significant socioeconomic challenges, as much of the surrounding region — including large portions of the City of San Bernardino — is designated as an Underserved Community by the U.S. Census Bureau. This intersection of high car dependency and economic hardship underscores the County’s critical need for equitable transportation safety investments.

Central to these efforts is the Arrow Route corridor in the Valley Subregion, bordered by five census tracts, including two Census Tracts (22.07 and 24.03) officially recognized as Underserved Communities with poverty rates of 21% and 26.8%, respectively. Two adjacent tracts (24.04 and 24.06) also experience elevated poverty confidence intervals up to 26.5%, highlighting a localized concentration of economic hardship. Many residents in this specific area rely on walking, biking, or transit due to limited vehicle access, making safety-focused corridor improvements that reduce conflict and improve usability for all modes a vital priority.

To address these challenges, San Bernardino County developed a data-driven Local Roadway Safety Plan (LRSP) in 2023 based on the Safe System approach: an international best-practice framework recognizing human vulnerability as central to safety planning. Analysis of 2016–2020 collision data revealed over 5,600 injury crashes, including 848 fatal or severe injury incidents, averaging 56 deaths or serious injuries annually. The LRSP identified ten high-crash locations and systemic risk factors, **with the Arrow Route corridor topping the list for fatal and serious injury risk.**

This U.S. Department of Transportation Safe Streets and Roads for All (SS4A) application builds on the LRSP to implement low-cost, high-impact countermeasures aligned with evidence-based Safe System principles. The County prioritizes equity-driven safety investments focused on Underserved Communities disproportionately affected by documented transportation safety needs and opportunities for roadway improvements. SS4A funding will enable corridor improvements that enhance safety, visibility and usability for all users, including people with disabilities, while supporting strong labor standards and workforce development, consistent with U.S. DOT safety and economic priorities.

Through partnerships with local cities, community organizations, labor groups, and private stakeholders, San Bernardino County is committed to a Vision Zero goal of eliminating roadway deaths and serious injuries while enhancing quality of life and economic opportunity across all communities.

## II. Location

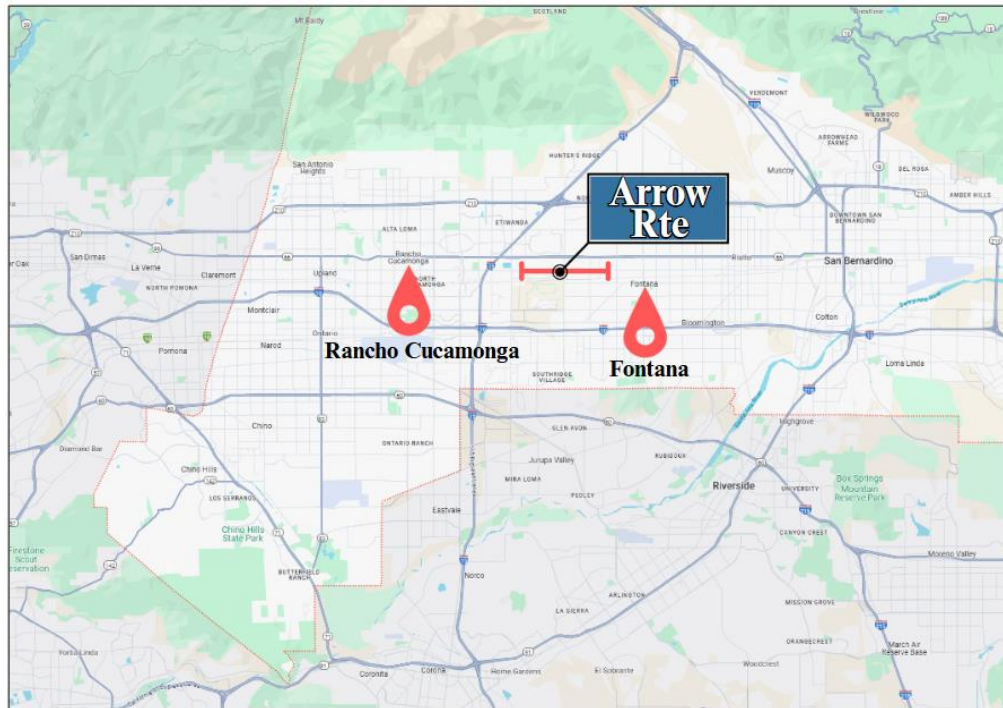
The proposed project will take place along the identified high-injury network: Arrow Route, from Hickory Avenue to Almeria Avenue. This segment of Arrow Route is part of an east-west corridor

that extends between the cities of Rancho Cucamonga and Fontana in the far southwest corner of the county.

**Figure 1: Map of San Bernardino County**



**Figure 2: Arrow Route segment location**



**Figure 3: Arrow Route segment (between Hickory Ave. and Almeria Ave.)**



### III. Response to Selection Criteria

#### a. Safety Need

San Bernardino County continues to prioritize proactive transportation safety improvements in support of its Vision Zero goals, with a focus on enhancing travel conditions in its unincorporated areas. These communities are characterized by a high rate of personal vehicle usage, serving approximately 97% of local residents, and include many areas facing significant socioeconomic challenges. The Arrow Route corridor, located in the Valley Subregion, runs through a region with well-documented indicators of economic hardship and transportation inequity. Many nearby residents face mobility limitations due to inconsistent access to personal vehicles, making safer roadway conditions for walking, biking, and transit essential to improving equitable outcomes.

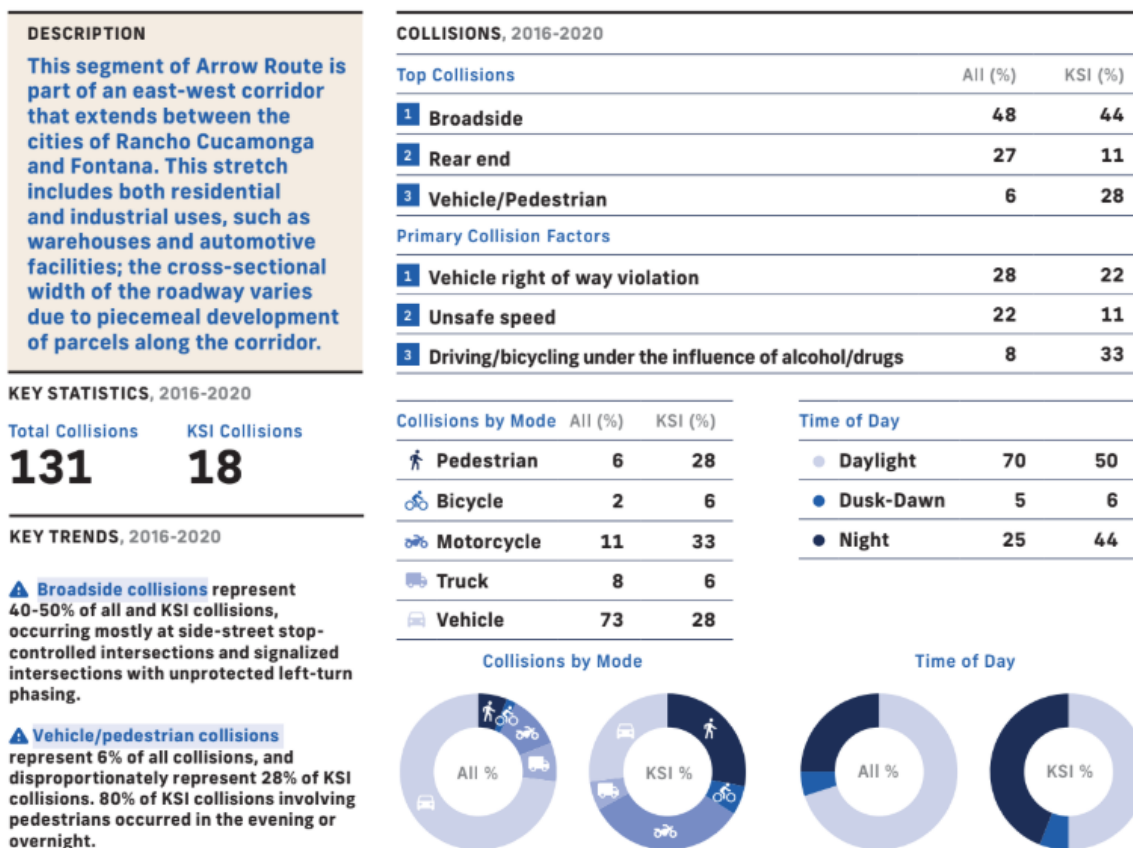
To advance data-driven safety initiatives that address community needs, the County completed its Local Roadway Safety Plan (LRSP) in 2023. The LRSP incorporated a comprehensive analysis of roadway conditions and historical traffic collision trends across more than 2,100 miles of County-maintained roads. From 2016 to 2020, the analysis identified over 5,600 injury collisions, including 848 fatal or severe injury (KSI) crashes: an average of 56 people killed or seriously injured annually in unincorporated areas. These findings informed a countywide safety strategy, highlighting locations with recurring injury trends and systemic risk factors. The County now seeks funding to implement targeted improvements identified through this plan, reaffirming its commitment to safer, more accessible transportation for all users.

To guide the strategic allocation of future safety enhancements, the County employed a Weighted Collision Score methodology to review five years of disaggregated crash data by roadway segment and intersection. This consistent, data-informed approach allowed the County to pinpoint high-risk locations and prioritize corridors with the greatest potential safety benefit. One such corridor, **Arrow Route—from Hickory Avenue to Almeria Avenue**—emerged as a **top-ranked priority** for investment **based on crash history and regional connectivity**.

Arrow Route serves a mix of residential neighborhoods, industrial warehousing, and automotive facilities, generating complex travel patterns and increasing conflict points. The segment connects the cities of Rancho Cucamonga and Fontana, contributing to regional economic activity while also presenting safety risks for multiple modes of transportation. Crash data confirms that the corridor functions as a high-injury network, as illustrated below in Figure 4:

- Broadside collisions account for approximately 40 to almost 50% of all crashes, concentrated at side-street stop-controlled intersections. These crashes often result in severe injuries or fatalities.
- Rear-end collisions make up over 25% of all crashes, typically involving vehicles attempting to turn without the benefit of turn pockets or deceleration lanes.
- The posted speed limit of 45 mph, coupled with inconsistent roadway width and lack of infrastructure for safe turning movements, compounds risk for all users.

**Figure 4: Key Statistics for Arrow Route segment**



Pedestrian and bicycle crashes represent 6% of total collisions along the corridor; however, 28% resulted in serious or fatal injuries (KSI), with 80% of those involving pedestrians struck during the evening or overnight hours. This project directly addresses these risks by improving corridor predictability and visibility through enhanced delineation of vehicular travel paths and measures to reduce errant vehicle movements. These treatments are particularly important in the corridor which serves warehouse and industrial workers, many of whom travel from adjacent underserved communities during low-light conditions. By clarifying vehicle movements and reducing unexpected conflicts, the project is expected to lower the likelihood and severity of pedestrian-

involved crashes. Future countermeasures would include improving corridor geometry over longer segments to increase pedestrian separation from traffic while maintaining or enhancing visibility. Collectively, these improvements advance safer conditions for vulnerable users while supporting more consistent and predictable operations along the corridor.

The Arrow Route segment demonstrates characteristics commonly associated with corridors prioritized in safety planning efforts, including roadway design features and travel patterns that align with systemic risk factors observed across San Bernardino County. These factors include higher-speed arterial roadways with limited access control, infrastructure nearing the end of its service life, and designs primarily oriented toward vehicular traffic. Analysis suggests that travel behaviors along this corridor follow consistent patterns that present opportunities for strategic, data-informed interventions. Investment in this location would support the County’s broader goals of improving multimodal accessibility, encouraging safer driver behavior, and advancing equitable safety outcomes in line with its Vision Zero framework.

In identifying Arrow Route as a priority corridor, the County applied a rigorous, data-driven process through its 2023 Local Roadway Safety Plan, including crash trend analysis, systemic risk factor review, and geospatial prioritization consistent with a high-injury network approach. These efforts reflect a proactive safety strategy aligned with national and state guidance for data-informed roadway safety investments.

## **b. Safety Impact**

The Arrow Route Corridor Safety Improvements project will implement targeted roadway upgrades to address inconsistent cross-section conditions along this segment of Arrow Route, which contribute to unpredictable traffic operations and elevated crash risk. Key improvements include converting the corridor to a three-lane cross-section with a center two-way left-turn lane (TWLTL) and installing or upgrading edge and centerline delineation using high-visibility materials and raised pavement markers. Together, these treatments will deliver substantial safety benefits by reducing conflict points, improving lane discipline, and enhancing nighttime and all-weather visibility.

**Two-Way Left-Turn Lane (TWLTL):**  
The conversion to a three-lane cross-section with a dedicated TWLTL will reduce conflict points between through and turning vehicles. This design provides a buffer between opposing traffic streams and allows vehicles to decelerate or accelerate out of the flow of through traffic, reducing the likelihood of both rear-end and broadside collisions. Nationally established crash modification factors suggest that TWLTL treatments alone can **reduce total crashes by approximately 30%**, especially those involving rear-end and broadside collisions. The expected lifespan of this improvement is 20 years, and it qualifies for high federal funding eligibility.

**Enhanced Roadway Delineation and Visibility:**  
Installing clear and durable edge and centerline striping where currently absent, and upgrading existing markings to high-performance materials such as thermoplastic with embedded reflective or raised pavement markers, will strengthen delineation of the traveled way and **directly reduce the risk of roadway departure and nighttime crashes.** By increasing the visibility of lane and

roadway boundaries, particularly in low-light and adverse weather conditions, these treatments help drivers maintain lane position and avoid unintentional departures from the roadway.

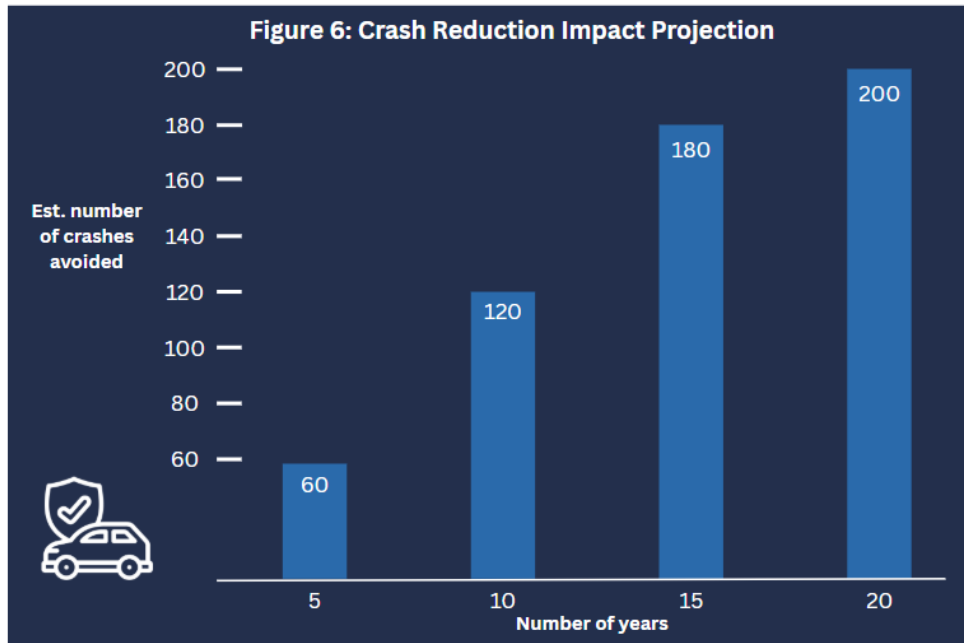
Enhanced delineation also **addresses key crash types identified along the corridor, including rear-end and broadside collisions**, by improving driver recognition and response. Clear, consistent pavement markings support earlier detection of slowing or turning vehicles, which can reduce abrupt braking and rear-end conflicts. Improved edge definition and visibility at access points also help drivers better judge gaps and turning movements, **lowering the likelihood of broadside crashes** where vehicles enter or cross the roadway under inconsistent visibility conditions.

As part of a phased safety strategy, upgraded striping and reflective markers will reinforce lane continuity and **create a more predictable and self-explaining roadway environment**, guiding driver behavior across the corridor. These treatments will be complemented over time by targeted geometric refinements to further improve sightlines, operational consistency, and separation between travel paths.

Upgraded lane delineation using high-durability materials and reflective pavement markers is associated with **measurable reductions in crash risk**, particularly for nighttime and roadway departure crashes, with Crash Modification Factors (CMFs) typically ranging from 0.7 to 0.9 for comparable treatments. These cost-effective improvements, with an expected service life of approximately 10 years, represent a **proven, scalable approach to reducing severe and fatal crashes** along the corridor.

These safety treatments are well matched to the operating conditions along Arrow Route, where adjacent residential areas, industrial warehousing, and automotive uses generate frequent turning movements and complex traffic interactions. This environment increases the likelihood of conflict points, particularly at access locations and intersections. The proposed improvements, including a center turn lane and enhanced visual delineation, directly reduce these conflicts by organizing turning movements and improving driver awareness, resulting in a more predictable and navigable corridor. **This improved predictability is critical to reducing high-severity crash risk in a corridor with heavy access activity.**

Applying these crash reduction factors to Arrow Route's historical crash data, the project is expected to result in an **overall reduction of approximately 45% decrease in total collisions**. Over a five-year period, this could mean preventing nearly 60 crashes, including a meaningful reduction in the most severe crash types. Up to eight fatal or serious injury (KSI) crashes are expected to be prevented during this timeframe, representing a significant safety benefit for corridor users. Over the 20-year service life of the improvements, this impact scales to **more than 200 crashes avoided and as many as 16 lives saved or serious injuries prevented**, demonstrating the long-term, life-saving value of this project.



Together, these countermeasures directly address safety concerns on the corridor, improving operational efficiency while delivering significant and long-lasting reductions in crash risk. Enhanced markings and nighttime visibility features offer targeted benefits for pedestrians, cyclists, and other vulnerable road users — groups already shown to be at higher risk on this corridor. The improved delineation of travel lanes, the buffering effect of the TWLTL, and a more consistent roadway width will reduce unexpected shifts in driver behavior, while increased visibility further enhances awareness. Collectively, these improvements reduce conflict between all modes of travel and provide a more predictable, forgiving roadway environment.

This project advances critical Safe System principles by addressing **Safer Roads** through geometric redesign and visibility enhancements; **Safer Speeds** by facilitating smoother and safer turning movements with a dedicated TWLTL; and **Safer People** by improving protections for pedestrians and other vulnerable users, particularly in nighttime conditions where the risk of fatal and serious injuries is highest. These combined improvements create a more forgiving, intuitive roadway environment that reduces crash severity and enhances safety for all users.

The proposed improvements are also aligned with California’s **State Strategic Highway Safety Plan (SHSP)** and the **California Vulnerable Road User Safety Assessment**. By addressing turning conflicts, improving nighttime visibility, reducing lane departure risks, and prioritizing

pedestrian and cyclist safety, the project supports SHSP emphasis areas, including **Intersection Safety, Lane Departure Prevention, and Improving Safety for Vulnerable Road Users**. These countermeasures help advance state-identified priorities for reducing traffic fatalities and serious injuries and reinforce local and regional commitments to Vision Zero. Moreover, these upgrades represent not only a technically sound solution grounded in proven safety countermeasures but also a fiscally and socially responsible investment. With strong eligibility for federal funding, a long projected service life, and clear alignment with both state and national Vision Zero goals, the Arrow Route Corridor Safety Improvements project offers a sustainable and equitable path to saving lives, preventing injuries, and creating a safer transportation network for everyone in the community.

#### **i. Implementation Costs**

The total estimated cost for this safety improvement project is **\$4,244,400**. This includes converting the corridor to a three-lane cross-section with a dedicated two-way left-turn lane (TWLTL) and installing missing edgelines and raised pavement markers (RPMs).

These treatments are strategically designed to address serious safety challenges on Arrow Route. From 2016 to 2020, the corridor experienced **131 total crashes**, including **18 fatal or serious injury (KSI) collisions**. Crash trends show:

- Broadside collisions account for approximately **40% of all crashes**, heavily concentrated at stop-controlled side-street intersections, and are often severe or fatal.
- Rear-end collisions make up **25% of crashes**, frequently involving vehicles turning without the benefit of dedicated turn pockets or deceleration lanes.
- A 45 mph posted speed, **inconsistent roadway width**, and limited infrastructure for safe turning movements create safety concerns for all users, especially in low-visibility conditions.

The proposed improvements are directly aligned with these crash patterns. The two-way left-turn lane is associated with a **30% crash reduction**, addressing both rear-end and broadside crashes. Its **Crash Modification Index (CMI) benefit is valued at \$34,805,142**. The addition of high-visibility edgelines, RPMs, and thermoplastic striping is expected to reduce lane departure and nighttime crashes by **25%**, with a **CMI benefit of \$13,441,397**.

Together, these countermeasures provide a **combined safety benefit of \$48,246,539**, yielding a **Benefit-Cost Ratio (BCR) of 11.37**, meaning every \$1 invested is projected to return \$11.37 in societal safety and mobility benefits.

In addition, bundling this project with other corridor safety improvements will reduce administrative and implementation costs. Shared data collection, project management, environmental review, and contractor mobilization across projects will help to lower the cost burden per project and accelerate delivery timelines.

Given the scale of expected benefits, the demonstrated crash history, and the cost-efficiency of bundling, this project represents a high-impact, high-value investment in roadway safety.

### **c. Engagement and Collaboration**

The Arrow Route Corridor Safety Improvements project is grounded in broadly representative, community-driven planning. During development of the County’s Local Roadway Safety Plan (LRSP), collaboration with public agencies, community organizations, and impacted residents, including underserved communities, helped shape project priorities.

#### **Stakeholder Engagement and Coordination**

Two stakeholder meetings guided LRSP development and prioritization of projects such as the Arrow Route Corridor. Participants included the San Bernardino County Department of Public Works (DPW), Caltrans, the California Highway Patrol, San Bernardino County Regional Parks, and the Board of Supervisors. Follow-up outreach engaged agencies unable to attend, including the Department of Public Health and County Fire. Discussions included collision data review, priority surveys, and refinement of proposed strategies.

In addition to agency coordination, the County conducted on-site engagement with residents and local organizations. In May 2022, engineering and planning teams completed two days of field visits to observe traffic conditions and gather community input. This included conversations with business owners and unhoused residents in the Muscoy community, as well as representatives from the Lucerne Valley Economic Development Authority. These insights complemented quantitative analysis and informed both systemic and location-specific improvements.

#### **Culturally Relevant and Accessible Engagement**

Engagement strategies reflect community demographics and lived experience. San Bernardino County is 54% Hispanic, and 42% of households speak a language other than English at home. The County implemented multilingual outreach, including safety materials in English and Spanish, to improve accessibility. Engagement extended beyond translation to include targeted outreach to underserved populations, including individuals experiencing homelessness.

#### **Project Selection and Evaluation for Underserved Communities**

Underserved census tracts are a central focus of this SS4A application, consistent with equity priorities in the County’s 2023 Local Roadway Safety Plan (LRSP). Project selection prioritizes areas where traffic safety risk and socioeconomic vulnerability intersect, using community-level indicators to identify locations where investment will yield the greatest safety and equity benefits.

The Arrow Route corridor, a top-ranked LRSP priority, was selected based on both documented crash history and surrounding socioeconomic conditions. The corridor is adjacent to five census tracts with notable indicators of economic hardship. Two tracts, 22.07 and 24.03, are designated Underserved Communities by the U.S. Census Bureau, with poverty rates of 21% and 26.8%, respectively. Two adjacent tracts, 24.04 and 24.06, show elevated poverty confidence intervals, with upper bounds of 21.7% and 26.5%.

These conditions reflect a concentrated area of socioeconomic disadvantage directly adjacent to the project corridor and reinforce the need for targeted safety investments. While vehicle use is high countywide, many residents in these tracts lack reliable access to personal vehicles, increasing reliance on walking, biking, and transit and elevating the importance of safer, more predictable roadway conditions for all users in the project area.

## **Collaboration in Implementation**

Moving forward, the County will implement a structured, multi-year community engagement strategy in partnership with Boules Consulting, a local small business with experience in large-scale public engagement in the Inland Empire. This strategy ensures project investments address roadway safety needs, including the reduction of fatalities and serious injuries, in communities along the Arrow Route corridor. Engagement will prioritize residents, businesses, and stakeholders in disproportionately impacted areas.

### **Phase 1: Planning and Baseline Assessment (Year 1)**

Boules Consulting will support the County in designing and administering at least 500 multilingual (English and Spanish) surveys through community-based organizations, school districts, business associations, labor groups, and digital platforms. Surveys will collect quantitative and qualitative data, including demographics, to establish baseline conditions related to safety concerns, travel behavior, and mobility barriers. This phase will also include stakeholder mapping and outreach to ensure representation from low-income residents, essential workers, and communities with elevated injury risk.

### **Phase 2: Design and Project Development (Years 1-2)**

Based on baseline findings, Boules Consulting will conduct at least 24 stakeholder interviews or small-group listening sessions with residents, business owners, workforce representatives, and public safety and health stakeholders. Findings will be analyzed to identify community-defined safety risks and priorities and to inform selection and design of countermeasures, with equity and demographic analysis guiding investments in high-risk and underserved areas.

### **Phase 3: Pre-Construction and Final Design (Year 2-3)**

The County and Boules Consulting will host at least four publicly noticed community meetings and workshops along the corridor to present proposed improvements, validate design decisions, and incorporate feedback. Targeted outreach will be conducted where needed to address gaps in participation and ensure input from underserved communities is incorporated into final designs.

### **Phase 4: Construction and Implementation (Year 3-4)**

During construction, the County will maintain engagement through project updates, accessible communications, and stakeholder coordination to minimize disruption and maintain access. Boules Consulting will support targeted outreach to affected residents and businesses.

### **Phase 5: Post-Implementation Evaluation & Ongoing Engagement (Year 5 and beyond)**

Following implementation, the County and Boules Consulting will conduct follow-up surveys and community meetings to evaluate project effectiveness. Results will be compared to baseline data to assess changes in perceived safety and mobility.

### **Data Analysis, Partnerships & Collaborative Implementation**

Throughout all phases, Boules Consulting will track, analyze, and synthesize engagement data into regular summary reports and a comprehensive final report, incorporating both quantitative and qualitative findings disaggregated by key demographic factors to ensure equitable outcomes for affected communities. In partnership with a broad network of community-based organizations, labor groups, school districts, public health agencies, business associations, and other stakeholders, the County will expand outreach, facilitate inclusive participation, and ensure

engagement efforts are representative and accessible. These partnerships will support data collection, information sharing, and community-informed decision-making, helping to ensure that project design, investment priorities and implementation strategies reduce roadway fatalities and serious injuries while avoiding unintended negative impacts on the community.

## **IV. Project Readiness**

### **Permitting, Approvals, and Design Standards**

San Bernardino County has extensive experience delivering federally and state-funded infrastructure projects involving corridor safety improvements, complete streets design, and multimodal transportation planning. The Arrow Route Corridor Safety Improvements project will convert a four-lane roadway to a three-lane cross-section, including a two-way left-turn lane, and will install missing edgelines and raised pavement markers to improve visibility and reduce collisions. The County has the necessary plans, institutional capacity, and project delivery structures in place to complete the full scope of work in this proposal within a five-year timeline, as evidenced by the schedule below.

The project is not anticipated to require permits and approvals, other than NEPA and CEQA clearance, under Categorical Exclusion/Exemption.

Design will adhere to applicable state and federal standards, including the Caltrans Highway Design Manual (HDM). Where appropriate, the County may apply for design exceptions or incorporate alternative standards (e.g., NACTO Urban Street Design Guide) to improve pedestrian safety.

### **Environmental Review and NEPA Status**

San Bernardino County is the lead agency for the environmental review process. Based on the nature of the improvements—road diet and roadway striping within existing right-of-way—the County anticipates that the project will qualify for a Categorical Exclusion (CE) under NEPA.

The County has successfully completed NEPA reviews for federally funded projects and maintains in-house staff and on-call consultants to manage all aspects of environmental documentation, public engagement, and agency coordination.

### **Right-of-Way and Utility Coordination**

The proposed improvements are expected to occur primarily within the County's existing right-of-way. Preliminary reviews indicate that no additional ROW acquisition but minor temporary easements may be required. Should acquisitions be necessary, San Bernardino County will follow all procedures in accordance with the Uniform Relocation Assistance and Real Property Acquisition Act (URA).

The County has a strong track record of timely coordination with utility providers. Based on current design concepts, no utility relocations are anticipated because all countermeasures will be constructed within the road footprint.

## Technical Capacity Project Management

The County has a proven track record of delivering projects of similar scope and size and extensive experience both in-house and through consultants administering federal-aid projects, including USDOT Highway Bridge Program and railroad crossing projects such as:

- **Glen Helen Bridge Project in San Bernardino** (\$52,000,000 - under construction)
- **Garnet Bridge Reconstruction in Mentone** (\$6,400,000 - completed in 2022)
- **10 Bridges Project** (bridges larger than 20 feet) on National Trails Highway (\$30,000,000 total - under construction, anticipated completion June 2026)
- **Glen Helen Parkway Grade Separation** over the BNSF and UPRR rail lines, (\$25,685,000- completed in 2018)

In addition, the Rock Springs Road bridge over the Mojave River, a \$21,745,000 project, is under construction and is expected to be completed in summer 2027. Technical expertise and project management capacity will ensure delivery within the proposed schedule and budget.

### Key Personnel Experience

The County will designate the following experienced staff to manage the proposed project:

- **Andy Silao, B.S., P.E.** will serve as project manager. Andy brings over 20 years of engineering experience in both the private sector and with the County. He currently serves as the Division Chief for the Contracts Division, which is responsible for the advertisement, award, and administration of federal, state, and locally funded County Public Works and Flood Control District construction projects.
- **Chris Nguyen, P.E.** Chris brings nearly 30 years of engineering experience within the public sector, bringing a key understanding of the dynamics of federal aid projects

### Schedule

A preliminary project schedule is outlined below with key milestones based on typical timeframes for similar projects and subject to refinements as final design and environmental review advance.

Milestone	Estimated Completion
Preliminary Engineering Start	March 2027
NEPA Clearance	February 2028
ROW Certification (if needed)	June 2028
Final Design and PS&E	February 2029
Utility Coordination Completed	April 2029
Construction Procurement	September 2029
Construction Completion	September 2030
Project Close-Out	May 2031