



Board of Directors Onboarding Manual 2023

Vision

Pursuing a brighter future for all

Mission

We are the regional agency that connects people, places, and innovative ideas by implementing solutions with our unique and diverse communities.

Our Guiding Principles:

Imagine the possibilities, partner for success, make it happen.

Core Values:

The advancement of equity and inclusion is embedded in everything we do. Our organizational culture inspires people to do their best work. We effectively use data and analytics to inform decision making.

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Welcome to the Board

Welcome to the San Diego Association of Governments (SANDAG). Using data and technology to inform our planning, SANDAG connects people, places, and innovative ideas by building projects with the San Diego region's unique and diverse communities that improve mobility and promote equity, economic growth, and sustainable communities.

We provide a forum for regional decision making and are governed by a Board of Directors made up of elected officials from the region's 18 cities and the County Board of Supervisors. Representatives from Imperial County, Caltrans, U.S. Department of Defense, Port of San Diego, San Diego County Water Authority, San Diego Metropolitan Transit System (MTS), San Diego County Regional Airport Authority, North County Transit District (NCTD), Southern California Tribal Chairmen's Association, and the Government of Mexico serve on the Board as nonvoting advisory members.

SANDAG serves the San Diego region through several designations, including the Metropolitan Planning Organization (MPO), Regional Transportation Planning Agency, Council of Governments, San Diego County Regional Transportation Commission and TransNet sales tax authority, forum for regional housing needs, ARJIS administrator and criminal justice clearinghouse, and census agency.

We are glad you are here and are excited to get to work.

Welcome to SANDAG!

Overview

The San Diego region is home to more than 3.3 million people within 18 cities, the County of San Diego, and 17 federally recognized Tribal Governments. Located along the U.S. – Mexico border, the San Diego region benefits from a rich economic, social, historical, and cultural exchange through the daily flow of people and goods across the international border.

It is truly a remarkable place for all, with unique coastlines, canyons, mesas, grasslands, forests, agricultural lands, and deserts. The San Diego region hosts strategically located sea and land ports of entry, the U.S. Navy's prestigious Pacific Fleet, renowned higher education institutions, and a diverse economy rooted in technology, research, national defense, and tourism.

The San Diego region also faces significant challenges threatening its quality of life – a lack of affordable housing and compelling transportation options have contributed to inequities between communities and increased difficulties in advancing climate goals.

At SANDAG, we build consensus; make strategic plans; obtain and allocate resources; plan, engineer, and build public transportation projects; analyze and disseminate data; and publish information on a broad range of topics related to the region's quality of life. SANDAG is responsible for responding to most state and federal mandates that apply to the region, and to many locally generated mandates that must be handled regionally.

Commitment to Equity

We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups impacted by actions and inactions at all levels of our government and society.

We have an obligation to eliminate disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. The SANDAG equity action plan will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.

We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

Your Regional Role as a SANDAG Board Member

SANDAG has several designations by the federal and state government that form the framework for what we do. As a Board member, it is essential that you understand these designations and ensure that the agency is positioned to meet the requirements of each.

Some of the most important designations are listed below. You can find [SANDAG's governing legislation](#) on our website.

Metropolitan Planning Organization (Federal)

Allocate federal transportation revenues and meet comprehensive planning requirements of the Fixing America's Surface Transportation Act in order to be eligible for funds. Adopt the long-range Regional Transportation Plan (RTP) and Regional Transportation Improvement Program (RTIP), including air quality conformity analyses. Adopt the annual Overall Work Program consistent with federal requirements and funding regulations.

Regional Transportation Planning and Fund Allocation Agency (State)

As the regional transportation planning agency, SANDAG adopts the RTP and RTIP, the five-year programming of state and federal transportation funds. The agency also allocates Transportation Development Act funds (local quarter-percent sales tax collected statewide and returned to the county based on the amount collected).

San Diego County Regional Transportation Commission (Local and Voter Approval)

SANDAG is the designated commission and administers the local half-cent sales tax, TransNet, for transportation purposes.

Council of Governments (Local)

This designation makes SANDAG the public forum for regional decision-making among the area's 18 cities and county government relating to a broad range of topics pertinent to the region's quality of life. Some of the regional topics include strategic planning; allocation of resources; and the creation of accurate, timely, and useful demographic, economic, transportation, planning, borders, environmental, and public safety information.

San Diego Regional Consolidated Agency (State)

Effective January 1, 2003, Senate Bill 1703 (Chapter 743, Statutes of 2002) designated SANDAG as the San Diego Regional Consolidated Agency to strengthen how regional public policy decisions are made. The law mandated membership in the consolidated agency from the area's 18 cities and county government. It also consolidated regionally significant transit planning, programming, project development, and construction into SANDAG, and left responsibilities for day-to-day operations with the existing transit operators. SANDAG is authorized by statute to place a ballot measure before the voters and use revenues from the sales tax to provide for infrastructure needs that are important to maintain and improve the region's quality of life such as habitat conservation, shoreline preservation, water quality enhancement, and public transit.

Area-Wide Clearinghouse (Federal and State)

Review projects with regional impacts under California Environmental Quality Act and National Environmental Policy Act.

Automated Regional Justice Information System

The purpose of the Automated Regional Justice Information System (ARJIS) Joint Powers Agency is to develop and maintain state-of-the-art criminal justice information technology that provides its members with seamless, cross-jurisdictional access to essential, accurate, real-time data via a secure criminal justice enterprise network. As the convening agency for regional justice technology, ARJIS enhances both officer safety for the local, state, tribal, and federal law enforcement agencies that operate in the region and public safety for the region's residents and visitors.

Co-Lead Agency for Air Quality Planning (Federal and State)

Carry out air quality planning mandates in cooperation with the San Diego County Air Pollution Control District (APCD). Determine conformity of transportation plans and programs – RTP and RTIP – with an air quality plan.

Congestion Management Agency (State and Local)

All 18 cities and the county government have designated SANDAG as the Congestion Management Agency responsible for adopting a Congestion Management Program (CMP), overseeing preparation of deficiency plans, and monitoring local agency compliance with the CMP.

Fee-for-Services

Memoranda of understanding (MOU) or contractual agreement where SANDAG agrees to perform specific services in exchange for fees, which provide the funding for the applicable task or product budgeted.

Freeway Service Patrol Administration

Provide rapid assistance during peak traffic periods for stranded motorists on various highways, reducing congestion and increasing safety.

Housing (State)

SANDAG determines each jurisdiction's share as part of the Regional Housing Needs Assessment and establishes performance criteria for self-certification of housing elements.

Intelligent Transportation Systems Architecture (Federal)

The U.S. Department of Transportation and federal regulations require that federally funded projects be consistent with an adopted regional Intelligent Transportation System architecture.

Intergovernmental Review

Conduct review of regionally significant projects that may impact the implementation of the RTP and/or its Sustainable Communities Strategy. The review ensures these projects are coordinated appropriately with local jurisdictions, Caltrans, transit agencies, APCD, and other agencies.

Local, State, or Federal Grant Conditions

Project-specific local, state, or federal grant agreement where reimbursement of costs is conditioned upon completion of applicable activities, tasks, or products.

Master Agreement with Caltrans

Commitment through a Master Fund Transfer Agreement between SANDAG and Caltrans District 11.

Memoranda of Understanding with Member Agencies

Commitments through an MOU between SANDAG and one or more of the member agencies. Memoranda of Understanding with Metropolitan Transit System and North County Transit District
Commitments through an MOU between SANDAG, MTS, and NCTD.

North County Multiple Habitat Conservation Program (Local) Form

Undertaken on behalf of the seven North County cities, SANDAG serves as the policy body for the program.

Otay Mesa East Toll Facility Act (State)

This legislative act authorizes SANDAG to establish highway toll projects to facilitate the movement of goods and people along the SR 11/Otay Mesa East Port of Entry Corridor.

Regional Criminal Justice Clearinghouse (Local)

The Regional Criminal Justice Clearinghouse provides the means to seek and secure research funds from local, state, and federal sources to assess the effectiveness and efficiency of crime control programs. Assistance to member agencies occurs through various avenues: publishing crime and arrest reports, sharing resources and information, quality assurance studies of crime-related data, impact assessments of crime-reduction strategies, long-term evaluations of critical issues, and grant writing assistance for agencies seeking grant funding. Through the Regional Criminal Justice Clearinghouse, staff also conducts analyses of offender drug use.

Regional Beach Sand Replenishment Program

Administer the regional program in coordination with federal, state, and local agencies.

Regional Census Data Center (Local)

The Regional Census Data Center was established to increase the accuracy, availability, and use of census data by coordinating with the Census Bureau, the State Census Data Center network, and local agencies in all aspects of census planning and data analysis.

Regional Information System

The Regional Information System is a nationally recognized integrated system of data, computer models, state-of-the-art analytical tools, and staff expertise. It is the San Diego region's most comprehensive databank of historic, current, and forecasted demographic, economic, land use, criminal justice, and transportation-related information. SANDAG, its member and partner agencies, and the public rely on the Regional Information System as the foundation for planning, policy research, analyses, and studies of local and regional issues.

Regional Toll Authority (Congestion Management and Infrastructure Financing)

Responsible for the delivery and operation of pricing programs such as the I-15 Express Lanes and future high-occupancy toll facilities that allow single-occupant vehicles to use available capacity for a fee. Fees support the operation and maintenance of the program and provide additional funding for Rapid transit and vanpool services in the corridor.

Regional Transportation Demand Management Program Administration

Provide and administer the regional program (iCommute) consisting of carpool, vanpool, and transit programs; Bike Parking Program; telework; employer and school outreach; and other projects.

SANDAG Service Bureau

Provide research and technical products and services on a fee-for-service basis to government agencies and private organizations and individuals. Examples include custom compilation and analysis of demographic and economic information, custom mapping, transportation modeling and analysis projects, geographic information system analysis, and survey design and analysis.

San Diego County Regional Airport Authority Reform Act of 2007 (State)

Senate Bill 10 (Chapter 287, Statutes of 2007) defines the responsibilities of SANDAG and the SDCRAA regarding aviation and surface transportation planning. The SDCRAA is responsible for developing the Regional Aviation Strategic Plan in coordination with SANDAG. SANDAG also is required to prepare an Airport Multimodal Accessibility Plan in coordination with SDCRAA that identifies multimodal transportation investments to improve access to airports in San Diego County and adjacent regions.

SR 125 Toll Facility

Administer toll collection on the SR 125 Toll Road under a long-term lease with the State of California. Approved by the Board in December 2011.

Successor Agency for the San Diego Service Authority for Freeway Emergencies

Administer the Motorist Aid Call Box Program in San Diego County, which provides lifeline support for stranded motorists. Managed by SANDAG since January 1, 2013, the program is funded by a \$1 vehicle registration fee paid by residents in San Diego County.

Organizational and Operational Structure

The Board of Directors serves as the governing body of SANDAG and is made up of elected mayors, councilmembers, and county supervisors that are appointed from each of the region's 19 local governments.

A set of advisory members also serve in a non-voting capacity on the Board to bring their unique perspectives to the discussion and include representatives from Imperial County, Caltrans, the U.S. Department of Defense, Port of San Diego, San Diego County Water Authority, MTS, San Diego County Regional Airport Authority, NCTD, Southern California Tribal Chairmen's Association, and Mexico. SANDAG is the only Metropolitan Planning Organization/Council of Governments that has a representative from Mexico serving on its Board – underscoring the truly binational culture of our region.

The Board is supported by six standing committees known as Policy Advisory Committees.

- Executive Committee
- Transportation Committee
- Regional Planning Committee
- Borders Committee
- Public Safety Committee
- Audit Committee

[SANDAG Board Policy No. 001](#) outlines the specific responsibilities delegated by the Board to the Policy Advisory Committees to allow SANDAG to effectively address key public policy and funding responsibilities. All items delegated to the Policy Advisory Committees are subject to Board ratification.

The calendar of meetings for each year is approved by the Board on or around October of the prior year. The calendar of 2023 meetings is published to the [SANDAG website](#).

Appointments

By January 10 of each year, local governments will make their appointments to the Board of Directors. These appointments include one primary member and an alternate(s) from each of the jurisdictions. The County of San Diego and City of San Diego each have a “B” seat that serves as an additional primary member of the Board. The “B” seats also have alternates who can serve should the primary be unavailable. Board members shall serve until recalled by a city or until another appointment is made.

All appointments made by the local jurisdictions go into effect immediately following approval by the member agency's governing body. Additionally, by January 31 of each year, the primary Board members from each of the subregions appoint a Board member or alternate to serve as a primary member and alternate on each Policy Advisory Committee. The Chair of the Board of Directors appoints the Chair and Vice Chair of each Policy Advisory Committee based on these selections.

Members of the Audit Committee are selected by a separate process as outlined in [SANDAG Board Policy No. 039](#).

Board Voting

There are 19 member agencies on the Board and a majority of the member agencies constitutes a quorum for the transaction of business. In order to take final action on any item, a majority vote of the Board Members present on the basis of one vote per agency (tally vote) is required. After the tally vote of the Board Members is taken, a weighted vote may be called by the Board Members of any two Member Agencies unless otherwise required by law.

Approval under the weighted vote procedure requires the vote of not less than four Board Members representing separate Member Agencies and not less than 51 percent of the total weighted vote to supersede the original action of the Board. Additionally, electing the Chair and First Vice Chair of the Board shall require use of the weighted vote procedure.

Pursuant to Public Utilities Code Section 132351.2, each agency must have at least one vote, no fractional votes, and no more than 50 votes. The weighted vote distribution must equal 100 votes in total and is calculated based on California Department of Finance population figures each year around springtime.

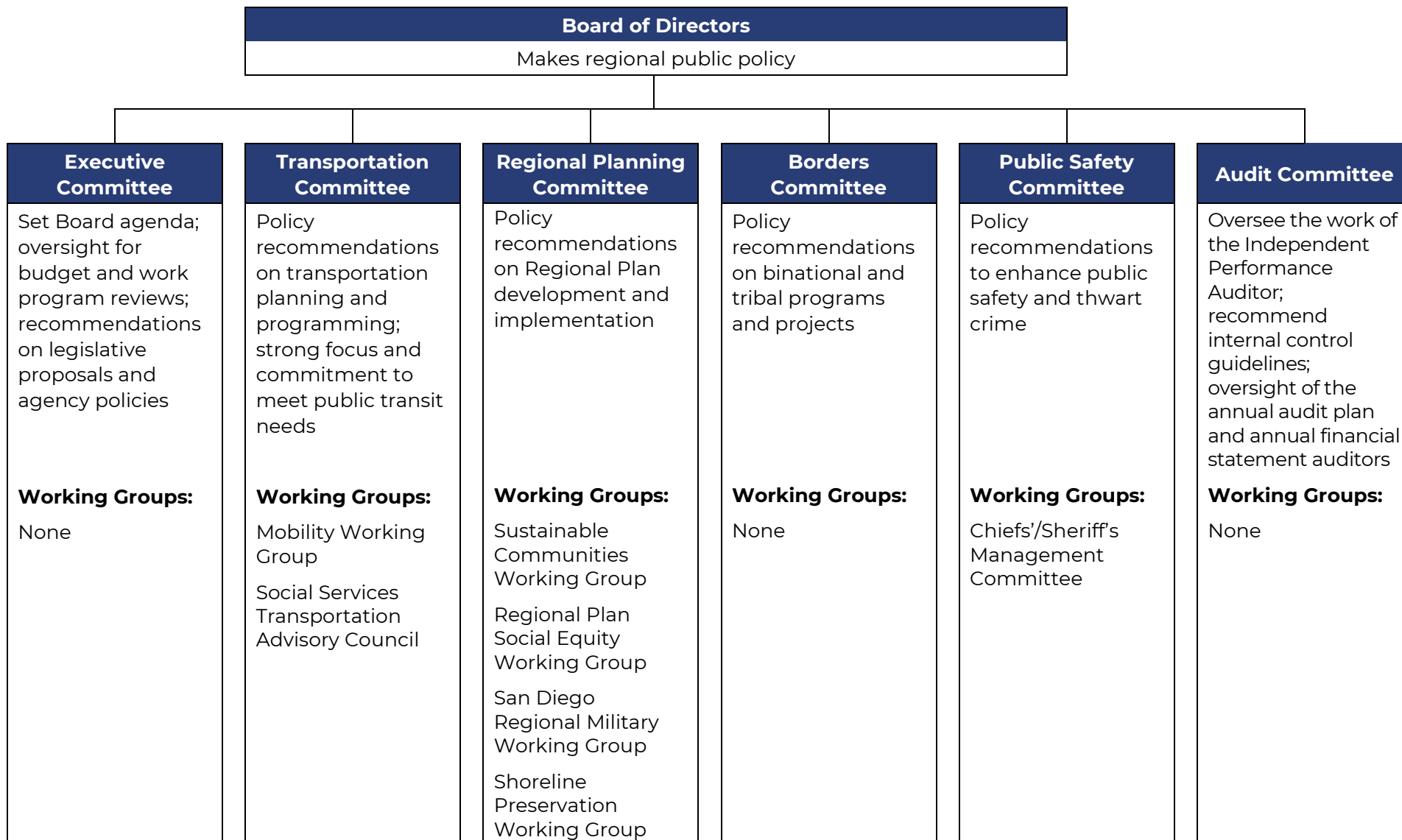
FY 2023 Weighted Voting Formula							
SANDAG Member Agency	Certified Population Jan. 1, 2022	% of Subtotal	Fractional Share of Votes	Fractions less than "1"	FY 2023 Adjusted Weighted Vote	FY 2022 Weighted Vote	Vote Change
San Diego	1,374,790	41.821%	41.821	41	42**	42	-
County	513,170	15.611%	15.611	15	15	15	-
Chula Vista	276,785	8.420%	8.420	8	8	8	-
Oceanside	173,048	5.264%	5.264	5	5	5	-
Escondido	150,679	4.584%	4.584	4	4	4	-
Carlsbad	115,585	3.516%	3.516	3	3	3	-
El Cajon	105,638	3.214%	3.214	3	3	3	-
Vista	100,291	3.051%	3.051	3	3	3	-
San Marcos	93,585	2.847%	2.847	2	3**	3	-
Encinitas	61,515	1.871%	1.871	1	2**	2	-
National City	61,471	1.870%	1.870	1	2**	2	-
La Mesa	60,472	1.840%	1.840	1	2**	2	-
Santee	59,015	1.795%	1.795	1	2**	2	-
Poway	48,759	1.483%	1.483	1	1	1	-
Lemon Grove	27,242	0.829%	0.829	1*	1	1	-
Imperial Beach	26,243	0.798%	0.798	1*	1	1	-
Coronado	22,277	0.678%	0.678	1*	1	1	-
Solana Beach	12,812	0.390%	0.390	1*	1	1	-
Del Mar	3,929	0.120%	0.120	1	1	1	-
Total Region	3,287,306	100.00%	100	94	100	100	

* Agencies gaining a full vote by boosting fractions that are less than one.

** Agencies gaining a full vote based upon highest fraction.

Committee Structure

Our Policy Advisory Committees are made up of elected officials, residents, partner agencies, and representatives of civic and community groups. Each committee has a focused responsibility and advises the Board on major policy-level matters related to regional programs.



Board of Directors

The 18 cities and county government are SANDAG serving as the forum for regional decision-making. SANDAG builds consensus; plans, engineers, and builds public transit; makes strategic plans; obtains and allocates resources; and provides information on a broad range of topics pertinent to the region's quality of life.

Chairwoman

Hon. Nora Vargas

Vice Chair

Hon. Sean Elo-Rivera

Second Vice Chair

Hon. Lesa Heebner

Chief Executive Officer

Hasan Ikhata

City of Carlsbad

Melanie Burkholder, Councilmember
(A) Hon. Priya Bhat-Patel, Mayor Pro Tem
(A) Keith Blackburn, Mayor

City of Chula Vista

Hon. Andrea Cardenas, Councilmember
(A) Hon. Carolina Chavez, Councilmember
(A) Hon. Jose Preciado, Deputy Mayor

City of Coronado

Hon. Richard Bailey, Mayor
(A) Hon. John Duncan, Councilmember
(A) Hon. Mike Donovan, Councilmember

City of Del Mar

Hon. Terry Gaasterland, Councilmember
(A) Hon. Tracy Martinez, Mayor
(A) Hon. Dave Druker, Councilmember

City of El Cajon

Hon. Bill Wells, Mayor
(A) Hon. Steve Goble, Deputy Mayor

City of Encinitas

Hon. Tony Kranz, Mayor
(A) Hon. Kellie Hinze, Councilmember
(A) Hon. Joy Lyndes, Deputy Mayor

City of Escondido

Hon. Dane White, Councilmember
(A) Hon. Michael Morasco, Councilmember

City of Imperial Beach

Hon. Jack Fisher, Councilmember
(A) Hon. Mitch McKay, Councilmember
(A) Hon. Matthew Leyba-Gonzalez, Mayor Pro Tem

City of La Mesa

Hon. Mark Arapostathis, Mayor
(A) Hon. Jack Shu, Councilmember
(A) Hon. Patricia Dillard, Councilmember

City of Lemon Grove

Hon. Racquel Vasquez, Mayor
(A) Hon. Jennifer Mendoza, Councilmember
(A) Hon. George Gastil, Councilmember

City of National City

Hon. Luz Molina, Vice-Mayor
(A) Hon. Jose Rodriguez, Councilmember
(A) Hon. Ditas Yamane, Councilmember

City of Oceanside

Hon. Ryan Keim, Deputy Mayor
(A) Hon. Peter Weiss, Councilmember

City of Poway

Hon. Steve Vaus, Mayor
(A) Hon. Caylin Frank, Councilmember
(A) Hon. Brian Pepin, Councilmember

City of San Diego

Hon. Todd Gloria, Mayor
(A) Hon. Raul Campillo, Councilmember
(A) Hon. Marni Von Wilpert, Councilmember
Hon. Sean Elo-Rivera, Council President
(A) Hon. Vivian Moreno, Councilmember
(A) Hon. Joe LaCava, Councilmember

City of San Marcos

Hon. Rebecca Jones, Mayor
(A) Hon. Ed Musgrove, Councilmember
(A) Hon. Sharon Jenkins, Mayor Pro Tem

City of Santee

Hon. John Minto, Mayor
(A) Hon. Laura Koval, Vice Mayor
(A) Hon. Ronn Hall, Councilmember

City of Solana Beach

Hon. Lesa Heebner, Mayor
(A) Hon. David A. Zito, Deputy Mayor
(A) Hon. Jewel Edson, Councilmember

City of Vista

Hon. Katie Melendez, Councilmember
(A) Hon. Dan O'Donnell, Councilmember
(A) Hon. John Franklin, Mayor

County of San Diego

Hon. Nora Vargas, Chair
(A) Hon. Terra Lawson-Remer Supervisor
Hon. Joel Anderson, Supervisor
(A) Hon. Terra Lawson-Remer, Supervisor

Advisory Members

Imperial County

Jesus Eduardo Escobar, Supervisor
Imperial County
(A) Vacant

California Department of Transportation

Tony Tavares, Executive Director
(A) Gustavo Dallarda, District 11 Director
(A) Ann Fox, Deputy Director

Metropolitan Transit System

Hon. Matthew Leyba-Gonzalez
(A) Hon. Carolina Chavez

North County Transit District

Hon. Jewel Edson
(A) Hon. Priya Bhat-Patel
(A) Hon. Sharon Jenkins

U.S. Department of Defense

Dennis Keck, Navy Region Southwest
Executive Director
(A) Muska Laiq, Navy Region Southwest

Port of San Diego

Joe Stuyvesant, President/Chief Executive Officer
(A) Hon. Sandy Naranjo, Vice Chair

San Diego County Water Authority

Mel Katz, Representative
(A) Nick Serrano, Alternate
(A) Consuelo Martinez, Alternate

San Diego County Regional Airport Authority

Gil Cabrera, Chair
(A) James Sly, Board member

Southern California Tribal Chairmen's Association

Hon. Cody Martinez, Chairman,
Sycuan Band of the Kumeyaay Nation
Hon. Erica Pinto, Chairwoman,
Jamul Indian Village of California

Mexico

Hon. Carlos González Gutiérrez
Cónsul General of Mexico
(A) Hon. Gilberto Luna
Deputy Cónsul General of Mexico
(A) Hon. Natalia Figueroa, Vice Consul

Executive Committee

MEMBERSHIP

The Executive Committee is composed of elected officials responsible for setting the monthly SANDAG Board of Directors agenda, reviewing grant applications, reviewing legislative proposals, preparing the Overall Work Program and Budget, and providing direction to staff in preparing items for Board consideration. The Executive Committee consists of six voting members representing East County, North County Coastal, North County Inland, South County, the City of San Diego, and the San Diego County Board of Supervisors. The SANDAG Chair is one of the six voting members. The SANDAG Vice Chair also is on the Executive Committee, as long as he/she represents an area of the region that is different from the area of the region represented by the Chair.

The Executive Committee generally meets at 9 a.m., on the second Friday of the month.

Staff contact: Robyn Wapner, (619) 699-1994, robyn.wapner@sandag.org

MEMBERS

Nora Vargas, Chair

Chair, County of San Diego

Sean Elo-Rivera, Vice Chair

Council President, City of San Diego

Lesa Heebner, Second Vice Chair

Mayor, City of Solana Beach
(Representing North County Coastal)

Rebecca Jones

Mayor, City of San Marcos
(Representing North County Inland)

Raquel Vasquez

Mayor, City of Lemon Grove
(Representing East County)

Andrea Cardenas

Councilmember, City of Chula Vista
(Representing South County)

EX-OFFICIO MEMBERS

Jack Shu

Councilmember, City of La Mesa
(Chair, Transportation Committee)

Jose Rodriguez

Councilmember, City of National City
(Chair, Public Safety Committee)

Matthew Leyba-Gonzalez

Mayor Pro Tem, City of Imperial Beach
(Chair, Borders Committee)

David Zito

Deputy Mayor, City of Solana Beach
(Chair, Audit Committee)

ALTERNATES

Terra Lawson-Remer

Supervisor, County of San Diego
(Chair, Regional Planning Committee)

Vivian Moreno

Councilmember, City of San Diego

Marni von Wilpert

Councilmember, City of San Diego

Melanie Burkholder

Councilmember, City of Carlsbad
(Representing North County Coastal)

Steve Vaus

Mayor, City of Poway
(Representing North County Inland)

Mark Arapostathis

Mayor, City of La Mesa
(Representing East County)

Richard Bailey

Mayor, City of Coronado
(Representing South County)

Revised April 11, 2023

Audit Committee

MEMBERSHIP

The Audit Committee is composed of five voting members with two members of the Board of Directors and three members of the public, whose role is to assist the Board in fulfilling its oversight responsibilities and provide a forum for pursuing the opportunities for improvements in operations, financial reporting and internal controls identified through the agency's audit products. The Audit Committee may hear items within the subject areas of audits, internal controls and investigations into fraud, waste, or impropriety, and may be asked to provide actions or recommendations on other matters within the Audit Committee's purview.

The Audit Committee generally meets at 12:30 p.m., on the fourth Friday of the month.

Staff contact: Francesca Webb (619) 699-1985, francesca.webb@sandag.org

PRIMARY BOARD MEMBERS

David Zito, Chair

Councilmember, City of Solana Beach

Raquel Vasquez, Vice Chair

Mayor, City of Lemon Grove

PUBLIC MEMBERS

Stewart Halpern

Bob Monson

Agnes Wong Nickerson

ALTERNATE BOARD MEMBERS

Ed Musgrove

Councilmember, City of San Marcos

Revised April 11, 2023

Borders Committee

MEMBERSHIP

The Borders Committee provides oversight for planning activities that impact the borders of the San Diego region (Orange, Riverside, and Imperial Counties and the Republic of Mexico) as well as government-to-government relations with tribal nations in San Diego County. The preparation and implementation of SANDAG's Binational, Interregional, and Tribal Liaison Planning programs are included under this purview. It advises the SANDAG Board of Directors on major interregional planning policy-level matters. Recommendations of the Borders Committee are forwarded to the SANDAG Board of Directors for action.

The Borders Committee generally meets at 12:30 p.m., on the fourth Friday of the month.

Staff contact: Héctor Vanegas, (619) 699-1972, hector.vanegas@sandag.org

MEMBERS

Matthew Leyba-Gonzalez, Chair
Mayor Pro Tem, City of Imperial Beach
(Representing South County)

Jesus Eduardo Escobar, Vice Chair
Supervisor, Imperial County

Dane White
Mayor, City of Escondido
(Representing North County Inland)

Dave Druker
Councilmember, City of Del Mar
(Representing North County Coastal)

Laura Koval
Vice Mayor, City of Santee
(Representing East County)

Vivian Moreno
Councilmember, City of San Diego

Joel Anderson
Supervisor, County of San Diego

ADVISORY MEMBERS

Gustavo Dallarda
Caltrans District 11

Carlos González Gutiérrez
Consulate General of Mexico
(Representing Mexico)

ALTERNATES

Carolina Chavez
Councilmember, City of Chula Vista
(Representing South County)

Luis Plancarte
Supervisor, Imperial County

Mike Morasco
Councilmember, City of Escondido
(Representing North County Inland)

Peter Weiss
Councilmember, City of Oceanside
(Representing North County Coastal)

Patricia Dillard
Councilmember, City of La Mesa
(Representing East County)

Sean Elo-Rivera
Council President, City of San Diego

Nora Vargas
Chair, County of San Diego

ADVISORY MEMBERS — ALTERNATES

Ann Fox/Mario Orso
Caltrans District 11

Gilberto Luna/Natalia Figueroa
Consulate General of Mexico
(Representing Mexico)

ADVISORY MEMBERS

Vacant

(Representing Orange County)

Crystal Ruiz

City of San Jacinto

(Representing Riverside County COGs)

Valentine Macedo, Jr.

San Diego County Water Authority

Naresh Amatya

Southern California Association of Governments

Raymond Welch (Barona)

Southern California Tribal Chairmen's Association

ADVISORY MEMBERS — ALTERNATES

Vacant

(Representing Orange County)

Yxstian Gutierrez

City of Moreno Valley

(Representing Riverside County COGs)

Steve Castaneda

San Diego County Water Authority

David Salgado

Southern California Association of Governments

Cody Martinez (Sycuan)

Southern California Tribal Chairmen's Association

Revised April 11, 2023

Public Safety Committee

MEMBERSHIP

The Public Safety Committee advises the SANDAG Board of Directors on major policy-level matters related to public safety. Composed of both elected officials and public safety representatives, the goals of the group include improving the quality of life in the region by promoting public safety and justice through collaboration, information sharing, effective technology, and objective monitoring and assessment.

The Public Safety Committee generally meets at 1 p.m., on the Third Friday of the month.

Staff contacts:

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octavio.rodriguezferreira@sandag.org

Anthony Ray
ARJIS Director
(619) 952-2605
aray@arjis.org

SANDAG MEMBERS

Jose Rodriguez, Chair
Councilmember, City of National City
(Representing South County)

John Minto, Vice Chair
Mayor, City of Santee
(Representing East County)

Keith Blackburn
Mayor, City of Carlsbad
(Representing North County Coastal)

Raul Campillo
Councilmember, City of San Diego

Joel Anderson
Supervisor, County of San Diego

Caylin Frank
Councilmember, City of Poway
(Representing North County Inland)

SANDAG MEMBERS — ALTERNATES

Mike Donovan
Councilmember, City of Coronado
(Representing South County)

Steve Goble
Deputy Mayor, City of El Cajon
(Representing East County)

Ryan Keim
Deputy Mayor, City of Oceanside
(Representing North County Coastal)

Marni von Wilpert
Councilmember, City of San Diego

Terra Lawson-Remer
Supervisor, County of San Diego

Ed Musgrove
Councilmember, City of San Marcos
(Representing North County Inland)

PUBLIC SAFETY MEMBERS

Dave McQuead

Chief, Rancho Santa Fe Fire District
(Vice President San Diego County Chiefs Association)

Summer Stephan

District Attorney, San Diego County
(San Diego County District Attorney)

Kelly Martinez

Sheriff, San Diego County
(County Sheriff)

Chuck Kaye (Seat A)

Chief, Coronado Police Department
(Representing County Chiefs'/Sheriff's Association)

Fred Armijo (Seat B)

Chief, Oceanside Police Department
(Representing County Chiefs'/Sheriff's Association)

David Nisleit

Chief, City of San Diego
Police Department
(San Diego Police Department)

PUBLIC SAFETY MEMBERS — ALTERNATES

Criss Brainard

Chief, San Miguel Fire Protection District
(Representing Regional Fire/Emergency Medical Services)

Jorge Duran

Chief Investigator
(San Diego County District Attorney)

Donald Holmes

Deputy Chief Investigator
(San Diego County District Attorney)

Richard Williams

Undersheriff San Diego County
(County Sheriff)

Brian Nevins

Assistant Sheriff San Diego County
(County Sheriff)

Jose Tellez

Chief, National City Police Department
(Representing County Chiefs'/Sheriff's Association)

Roxana Kennedy

Chief, Chula Vista Police Department
(Representing County Chiefs'/Sheriff's Association)

Chris McGrath

Assistant Chief, City of San Diego
Police Department
(San Diego Police Department)

Paul Connelly

Assistant Chief, City of San Diego
Police Department
(San Diego Police Department)

ADVISORY MEMBERS

Tommie Cocroft

Chief, California Highway Patrol
(Representing State Public Safety)

Stacey Moy

Special Agent in Charge,
Federal Bureau of Investigation
(Representing Federal Public Safety)

Karen Tucholski

Chief Operations Officer – Operations
Support Services
North County Transit District
(Representing Regional Transit)

Christopher Heiser

Executive Director
Office of Emergency Services,
City of San Diego
(Representing Homeland Security)

Randy Grossman

United States Attorney,
U.S. Attorney's Office
(Representing Federal Public Safety)

Tamika Nelson

Chief Probation Officer
(Representing County Public Safety)

Robert Smith

Representative, Pala
(Representing Southern California Tribal
Chairmen's Association)

Matthew Crews

Force Protection Director,
Navy Region SW
(Representing Department of Defense)

ADVISORY MEMBERS — ALTERNATES

Craig Root

Assistant Chief, California Highway Patrol
(Representing State Public Safety)

Shelly S. Howe

Special Agent in Charge,
U.S. Drug Enforcement Administration
(Representing Federal Public Safety)

Steven C. Stafford

United States Marshal
(Representing Federal Public Safety)

Al Stiehler

Director, Transit Security and Passenger Safety
Metropolitan Transit System
(Representing Regional Transit)

Jeffrey Toney

Director, San Diego Office,
Office of Emergency Services,
County of San Diego
(Representing Homeland Security)

Kathleen Connon

Federal Security Director/SD,
Transportation Security Administration
(Representing Federal Public Safety)

Jesus Rocha

Deputy Field Office Director, ERO San Diego
Immigration and Customs Enforcement
(Representing Federal Public Safety)

Denise Huffhines

Assistant Chief Probation Officer
(Representing County Public Safety)

Leia Arviso

Representative, Inaja
(Representing Southern California Tribal
Chairmen's Association)

Michial Michalovich

Mission Assurance Manager,
MCI West — MCB Camp Pendleton
(Representing Department of Defense)

Revised April 11, 2023

Regional Planning Committee

MEMBERSHIP

The Regional Planning Committee provides oversight for the preparation and implementation of the Regional Comprehensive Plan that is based on the local general plans and regional plans and addresses interregional issues with surrounding counties and Mexico. The components of the plan include transportation, housing, environment, economy, regional infrastructure needs and financing as well as land use and design. Committee recommendations are forwarded to the SANDAG Board of Directors for action.

The Regional Planning Committee generally meets at 12:30 p.m., on the first Friday of the month.

Staff contact: Stacey Cooper, (619) 595.5354, stacey.cooper@sandag.org

MEMBERS

Terra Lawson-Remer, Chair
Supervisor, County of San Diego

Ditas Yamane, Vice Chair
Councilmember, City of National City
(Representing South County)

Patricia Dillard
Councilmember, City of La Mesa
(Representing East County)

Terry Gaasterland
Councilmember, City of Del Mar
(Representing North County Coastal)

Rebecca Jones
Mayor, City of San Marcos
(Representing North County Inland)

Stephen Whitburn
Councilmember, City of San Diego

ADVISORY MEMBERS

Gustavo Dallarda
Caltrans District 11

Muska Laiq
Department of Defense

George Gastil
Metropolitan Transit System

Sharon Jenkins
North County Transit District

ALTERNATES

Joel Anderson
Supervisor, County of San Diego

Jack Fisher
Councilmember, City of Imperial Beach
(Representing South County)

Bill Wells
Mayor, City of El Cajon
(Representing East County)

Joy Lyndes
Deputy Mayor, City of Encinitas
(Representing North County Coastal)

Ed Musgrove
Councilmember, City of San Marcos
(Representing North County Inland)

Kent Lee
Councilmember, City of San Diego

ADVISORY MEMBERS — ALTERNATES

Ann Fox/Mario Orso
Caltrans District 11

Lorena Cordova
Department of Defense

Marcus Bush
Metropolitan Transit System

Priya Bhat-Patel
North County Transit District

ADVISORY MEMBERS

Angela Elliott-Santos (Manzanita)
Southern California Tribal Chairmen's
Association

Elsa Saxod
San Diego County Water Authority

Danielle Moore, Commissioner
Port of San Diego

**ENVIRONMENTAL MITIGATION
PROGRAM ADVISORY MEMBERS**

Vacant
U.S. Fish and Wildlife Service

Michelle Lynch
U.S. Army Corps of Engineers

Vacant
California Department of Fish and Wildlife

John Donnelly
Wildlife Conservation Board

ADVISORY MEMBERS — ALTERNATES

Cody Martinez (Sycuan)
Southern California Tribal Chairmen's
Association

Craig Elitharp
San Diego County Water Authority

Sandy Naranjo, Vice Chair
Port of San Diego

**ENVIRONMENTAL MITIGATION
PROGRAM ADVISORY MEMBERS —
ALTERNATES**

Susan Wynn
U.S. Fish and Wildlife Service

Kyle Dahl
U.S. Army Corps of Engineers

David Mayer
California Department of Fish and Wildlife

Vacant
Wildlife Conservation Board

Revised April 11, 2023

Transportation Committee

MEMBERSHIP

The Transportation Committee advises the SANDAG Board of Directors on major policy-level matters related to transportation. The Transportation Committee assists in the preparation of the Regional Transportation Plan and other regional transportation planning and programming efforts. It provides oversight for the major highway, transit, regional arterial, and regional bikeway projects funded under the Regional Transportation Improvement Program, including the *TransNet* Program of Projects. Areas of interest include project schedules, costs, and scope.

The Transportation Committee generally meets at 9 a.m., on the first and third Friday of the month.

Staff contact: Brian Lane, (619) 699-7331, brian.lane@sandag.org

MEMBERS

Jack Shu, Chair

Councilmember, City of La Mesa
(Representing East County)

Raul Campillo, Vice Chair

Councilmember, City of San Diego

John Duncan

Councilmember, City of Coronado
(Representing South County)

Terra Lawson-Remer

Supervisor, County of San Diego

Tony Kranz

Mayor, City of Encinitas
(Representing North County Coastal)

John Franklin

Mayor, City of Vista
(Representing North County Inland)

Vivian Moreno

Metropolitan Transit System

Priya Bhat-Patel

North County Transit District

Esther Sanchez

San Diego County Regional
Airport Authority

Sandy Naranjo

Vice Chair, Port of San Diego

ALTERNATES

Jennifer Mendoza

Councilmember, City of Lemon Grove
(Representing East County)

Marni von Wilpert

Councilmember, City of San Diego

Jose Rodriguez

Councilmember, City of National City
(Representing South County)

Joel Anderson

Supervisor, County of San Diego

Nora Vargas

Chair, County of San Diego

David Zito

Deputy Mayor, City of Solana Beach
(Representing North County Coastal)

Steve Vaus

Mayor, City of Poway
(Representing North County Inland)

Marcus Bush

Metropolitan Transit System

Jewel Edson / Corinna Contreras

North County Transit District

Rafael Perez

San Diego County Regional
Airport Authority

Rafael Castellanos

Chairman, Port of San Diego

ADVISORY MEMBERS

Gustavo Dallarda
Caltrans District 11

Erica Pinto (Jamul)
Southern California Tribal
Chairmen's Association

Ann Fox/Mario Orso
Caltrans District 11

James Hill (La Posta)
Southern California Tribal
Chairmen's Association

Revised April 11, 2023

Calendar of 2023 Meetings

Board of Directors	Board of Directors	Transportation Committee	Regional Planning Committee	Executive Committee	Public Safety Committee	Borders Committee	Audit Committee
(Normally second Friday, 10 a.m.)	(Normally fourth Friday, 9 a.m.)	(Normally first and third Fridays, 9 a.m.)	(Normally first Friday, 12:30 p.m.)	(Normally second Friday, 9 a.m.)	(Normally third Friday, 1 p.m.)	(Normally fourth Friday, 12:30 p.m.)	(Normally second Friday, 12:30 p.m.)
January 13, 2023	January 27, 2023	January 6, 2023 January 20, 2023	January 6, 2023	January 13, 2023	January 20, 2023	January 27, 2023	January 13, 2023
February 10, 2023	February 24, 2023	February 3, 2023 February 17, 2023	February 3, 2023	February 10, 2023	February 17, 2023	February 24, 2023	February 10, 2023
March 10, 2023	March 24, 2023	March 3, 2023 March 17, 2023	March 3, 2023	March 10, 2023	March 17, 2023	March 24, 2023	March 10, 2023
April 14, 2023	April 28, 2023	April 7, 2023 April 21, 2023	April 7, 2023	April 14, 2023	April 21, 2023	April 28, 2023	April 14, 2023
May 12, 2023	May 26, 2023	May 5, 2023 May 19, 2023	May 5, 2023	May 12, 2023	May 19, 2023	May 26, 2023	May 12, 2023
June 9, 2023	June 23, 2023	June 2, 2023 June 16, 2023	June 2, 2023	June 9, 2023	June 16, 2023	June 23, 2023	June 9, 2023
July 14, 2023	July 28, 2023	July 7, 2023 July 21, 2023	July 7, 2023	July 14, 2023	July 21, 2023	July 28, 2023	July 14, 2023
August 11, 2023 Canceled	August 25, 2023 Canceled	August 4, 2023 Canceled August 18, 2023 Canceled	August 4, 2023 Canceled	August 11, 2023 Canceled	August 18, 2023 Canceled	August 25, 2023 Canceled	August 11, 2023
September 8, 2023	September 22, 2023	September 1, 2023 September 15, 2023	September 1, 2023	September 8, 2023	September 15, 2023	September 22, 2023	September 8, 2023
October 13, 2023	October 27, 2023	October 6, 2023 October 20, 2023	October 6, 2023	October 13, 2023	October 20, 2023	October 27, 2023	October 13, 2023
November 3, 2023	(Only one meeting on first Friday due to holiday schedule)	November 17, 2023 (Only one meeting due to holiday schedule)	To be scheduled only if needed	November 3, 2023 (First Friday due to holiday schedule)	November 17, 2023	To be scheduled only if needed	November 3, 2023 (First Friday due to holiday schedule)
December 8, 2023	December 22, 2023	December 1, 2023 December 15, 2023	December 1, 2023	December 8, 2023	December 15, 2023	December 22, 2023	December 8, 2023

*Changes to the normal meeting schedule are shown in **bold**

Revised March 24, 2023

SANDAG Bylaws and Board Policies

SANDAG is a Joint Powers Authority under California state law, established as an association of local governments and agencies that convene as a forum to address regional issues. Under federal law, SANDAG is designated a Metropolitan Planning Organization and under state law as a Regional Transportation Planning Agency and Council of Governments. The Board annually reviews the Bylaws and Policies that govern the agency's work.

State law (SB 1703) assigned SANDAG the responsibility for transit planning, funding allocation, project development, and eventually construction in the San Diego region in addition to its preexisting transportation responsibilities and other regional roles.

View a complete set of [SANDAG Bylaws on our website](#).

View a complete set of [SANDAG Board Policies on our website](#).

Filing of Form 700

SANDAG has a [Conflict of Interest Code](#) that requires members who make or participate in the making of decisions that may have a material effect on financial interests file a Form 700 - Statement of Economic Interests (Form 700).

You are required to file a Form 700 with SANDAG when assuming or leaving your position, and annually while holding the position to ensure that you do not have a prohibited conflict of interest. Members who perform functions on behalf of SANDAG must be free of conflicts and are therefore required to fill out and submit a Form 700 disclosing employment income, gifts received, property or stock owned, and other financial interests that could be perceived as a potential bias to decision making. Additional information about consultant conflicts of interest can be found here: sandag.org/contracts.

SANDAG filers should complete their Form 700 electronically through the County of San Diego's eDisclosure System (South Tech Hosting).

In general, a Form 700 discloses the types of interests in real property, investments, business positions, and sources of income and gifts that could potentially affect the Conflict Code Filer. The Form 700 serves as a reminder to the Conflict Code Filer and the public of the financial interests that decision-makers need to take into account as they could cause an actual, potential or perceived conflict of interest. If your employer is not a public agency, you are required, at a minimum, to disclose that income on your Form 700. Additional guidance about the types of disclosures can be found at <http://www.fppc.ca.gov/Form700.html>.

Late Filing / Late Penalties

The filing officer who retains originally-signed or electronically filed statements of economic interests may impose on an individual a fine for any statement that is filed late. The fine is \$10 per day up to a maximum of \$100. Late filing penalties may be reduced or waived under certain circumstances.

Persons who fail to timely file their Form 700 may be referred to the FPPC's Enforcement Division (and, in some cases, to the Attorney General or district attorney) for investigation and possible prosecution. In addition to the late filing penalties, a fine of up to \$5,000 per violation may be imposed.

For assistance on Form 700, please contact: Tessa Lero, Clerk of the Board, at (619) 699-1991, or via email at clerkoftheboard@sandag.org.

The deadline for submitting the 2022 Annual Form 700 is April 3, 2023.

Compensation

In addition to any compensation mandated by state law for Board meetings, the rates below shall apply.

For attendance by Board Members, or alternates in their absence, at Board meetings or Board subcommittee meetings, \$150 per meeting.

For attendance by all voting members and their alternates of a Policy Advisory Committee, \$100 per meeting.

For attendance by Board Members and alternates, or advisory Board members when serving as a chair of a Working Group, \$100 per meeting.

Persons must be present for at least 1/2 of the time set for the meeting or the duration of the meeting, whichever is less, in order to be eligible for compensation.

The limit on the total number of paid Board, Policy Advisory Committee, and Working Group meetings is six meetings per individual per month. In no event shall a member of a Policy Advisory Committee or Working Group receive more than one stipend for attendance at a concurrent meeting.

The Chair of the Board shall receive additional monthly compensation of \$700 per month, which shall include compensation for attendance at one in-person staff briefing per scheduled meeting of the Board. Both the First Vice Chair and Second Vice Chair of the Board shall receive additional monthly compensation of \$350 per month, which shall include compensation for attendance at one in-person staff briefing per scheduled meeting of the Board.

Stipends for Board Members are processed the month following the actual meetings. Attendance is monitored by the Clerk of the Board at each meeting and members are asked to sign in to confirm attendance. SANDAG also pays mileage from the city hall/county office to SANDAG and return if the Board Member requests mileage by checking a box on the sign in sheet. In order to receive stipend payments, every January Board Members must submit a current W-9 to SANDAG

SANDAG will also pay stipends for event attendance and actual mileage for travel to attend an event upon submission of an Event Representation form provided by the Clerk of the Board. Board Members are appointed by the SANDAG Chair to attend various events.

Additionally, the Chair appoints Board Members to various regional and national agencies. SANDAG will cover all travel costs for Board Members related to official travel on behalf of the agency and in accordance with provisions of SANDAG Board Policy No. 011.

Ethics Training and Sexual Harassment Prevention Training

Cities, counties, and special districts in California are required by law to provide ethics and sexual harassment prevention and education training to their local officials.

Local jurisdictions may provide these trainings, please check with your city/county clerk.

AB 1234 Ethics Training

State law (California Government Code Section 53235), sometimes referred to as Assembly Bill Number 1234 (AB 1234), requires that if a local agency provides any type of compensation, salary, or stipend to, or reimburses the expenses of any member of its legislative body (as defined in California Government Code Section 54952), that local agency's officials must complete biennial training in general ethical principles and ethics laws.

Local officials must receive the training no later than one year from the first day of service with the local agency.

AB 1661 Sexual Harassment Prevention Training and Education

State law (California Government Code Section 53237.1), Assembly Bill Number 1661 (AB 1661), requires local agency officials to receive sexual harassment prevention training and education within six months of taking office. The training must be repeated every two years if any type of compensation, salary, or stipend is provided to those officials.

Certificates of Completion

A Certificate of Completion is provided to local agency officials when the ethics training and sexual harassment prevention training requirements have been fulfilled. Copies of these certificates must be provided to the Clerk of the Board. These certificates are public records and must be kept for at least five years.

Fair Political Practices Commission Online Training

The Fair Political Practices Commission (FPPC) offers [free online training](#). This option requires you to log onto the FPPC's website, review various screens of materials, take periodic tests to assure retention of the information and then print out a certificate. (This course has been approved by the Attorney General's Office and the FPPC. However, if the training time on your certificate is less than two hours, you will need additional training and certificates to meet the minimum ethics training requirements.)

Please contact the Clerk of the Board with any questions.

Office of the Independent Performance Auditor

The SANDAG Office of the Independent Performance Auditor (OIPA) is the official body of SANDAG to investigate potential fraud, waste, and abuse identified by SANDAG staff or other stakeholders.

The OIPA serves as the SANDAG Board of Directors' oversight function that objectively evaluates and recommends improvements to SANDAG, including facilitating an objective risk assessment regularly. The OIPA's audit functions include timely reporting of significant issues to appropriate oversight authorities. [SANDAG Board Policy No. 039 — Audit Policy Advisory Committee and Audit Activities](#) specifies the functions of the Independent Performance Auditor and the SANDAG Audit Committee, which assists the Board in fulfilling its oversight responsibilities. On January 1, 2018, a new California Assembly Bill (AB 805) required the creation of the Audit Committee and an independent performance auditor position.

The current SANDAG Independent Performance Auditor (IPA) is Mary Khoshmashrab. The IPA serves a two-year term and is selected by the SANDAG Board of Directors based on qualifications and experience. Ms. Khoshmashrab began her term of service in April 2019. Ms. Khoshmashrab's contract was renewed in December 2020, with a term of service extended until April 2024.

Mary Khoshmashrab, MSBA, CFE, CPA
SANDAG Independent Performance Auditor
401 B Street, Suite 800
San Diego, CA 92101
mary.khoshmashrab@sandag.org
(619) 595-5323

OIPA Staff

Lloyd Carter
Principal Management Internal Auditor
lloyd.carter@sandag.org

Michael Ryan
Associate Management Internal Auditor
michael.ryan@sandag.org

Doug D'Pete
Principal Management Internal Auditor
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Christian LeClaire
Internal Audit Program Intern
christian.leclaire@sandag.org

Krystal Carranza
Associate Management Internal Auditor
krystal.carranza@sandag.org

Curtis Medlock
Internal Audit Program Intern
curtis.medlock@sandag.org

Christopher Delgado
Associate Management Internal Auditor
christopher.delgado@sandag.org

Annual Budget

SANDAG adopts an annual program budget, which includes a multi-year capital program. The budget sets out our planned activities, illustrates how our work aligns with the priorities of our member agencies, and positions us to serve the region through the delivery of major infrastructure projects, policy initiatives, and regional services.

The Board typically reviews the draft budget in March and the final budget for approval in May. The SANDAG fiscal year runs from July 1, 2022, through June 30, 2023.

The FY 2023 Program Budget was approved by the SANDAG Board of Directors in May 2022 and represents an investment of \$1.04 billion in the San Diego region.

There are three primary components of the Program Budget: Overall Work Program, Regional Operations, and the Capital Budget.

- The Overall Work Program is an inventory of the regional planning projects and programs that will be undertaken during the fiscal year. Examples of this work include the Regional Plan and Data and Modeling services.
- The Regional Operations and Services provides management of ongoing operational programs and customer services that deliver enhanced mobility and public safety services to the region. It provides maintenance and support of intelligent transportation and regional law enforcement data systems that support travelers and public safety agencies in the San Diego region. Examples of this work include management of the SR 125 toll roads, Freeway Service Patrol, and the Vanpool Program.
- The Capital Program budget includes the multi-year TransNet Major Corridor and Regional Bikeway Program of Projects, and transit and other capital improvements for which SANDAG has the implementing authority. Examples of this work include the LOSSAN Rail Realignment, North Coast Corridor Program, bike infrastructure, and Otay Mesa East Port of Entry projects.

State and Federal funds represent about 67% of the budget revenues, with TransNet sales tax accounting for 14% and other local funds making up the balance. As a SANDAG member, the 18 cities and county government are assessed a fee according to population to fund Board expenses, the Office of the Independent Performance Auditor, government relations, criminal justice clearinghouse reporting, and other regional planning efforts. Member agency assessments accounts for \$1.2 million (.1% of total agency revenue) in FY 2023.

Budget amendments up to \$500,000 may be approved by the Policy Advisory Committees. Budget amendments that are higher than that amount require approval by the Board.

View the [FY 2023 Program Budget](#) on our website.

SANDAG Final Program Budget



TransNet

For more than three decades, [TransNet](#) has been the driving force for improving transportation infrastructure in the San Diego region. TransNet is the half-cent sales tax administered by SANDAG to fund local transportation projects consistent with the Regional Plan. It was first approved by voters in 1987 and extended in 2004 for another 40 years. This program is one of the largest transportation improvement programs in California.

TransNet funds numerous transit, highway, freight, bikeway, and walkway programs, in addition to an environmental conservation program, transit fare subsidies, and grants for smart growth, active transportation, and transportation services for seniors and persons with disabilities.

TransNet dollars represent a stable funding source to finance critical transportation programs and projects, despite volatile state and federal funding. They are also vital to obtain matching state and federal transportation investments.

The [TransNet Dashboard](#) was created to help keep the public informed on the status of TransNet projects. It is also used as a project and program management tool. The TransNet Dashboard provides up-to-date schedule, budget, expenditure, and funding information.

As of 2021, \$3.3 billion in TransNet funds have been leveraged to garner an additional \$10 billion from federal, state, and local funding sources. During this time, SANDAG has delivered more than 650 projects with TransNet funding.

TransNet Independent Taxpayer Oversight Committee

The TransNet Independent Taxpayer Oversight Committee (ITOC) is a group of community members appointed by SANDAG to provide an enhanced level of accountability for expenditures of TransNet funds, as outlined in the TransNet Ordinance and Expenditure Plan. The committee helps ensure that all voter mandates are carried out as required and develops recommendations for improvements to the financial integrity and performance of the program. Every year, ITOC releases an annual report of the Committee's milestones and accomplishments.

View the [ITOC Overview](#) on our website.

View the [ITOC 2022 Annual Report](#) on our website.

TransNet Independent Taxpayer Oversight Committee (ITOC)

MEMBERSHIP

The TransNet Independent Taxpayer Oversight Committee (ITOC) aids in the implementation of the TransNet program, the San Diego region's half-cent sales tax for transportation improvements.

The TransNet program is administered by SANDAG. As outlined in the TransNet Ordinance and Expenditure Plan, the ITOC provides an increased level of accountability for expenditures of TransNet funds.

With the passage of the TransNet Extension Ordinance and Expenditure Plan in November 2004 (Proposition A), it was mandated in the Ordinance that an Independent Taxpayer Oversight Committee for TransNet be formed to provide an enhanced level of accountability for the expenditure of funds under the Expenditure Plan. The Committee helps ensure that all voter mandates are carried out as required and develops recommendations for improvements to the financial integrity and performance of the program.

The ITOC generally meets at 9:30 a.m., on the second Wednesday of the month.

Staff contacts: Ariana zur Nieden, (619) 699-6961, ariana.zurnieden@sandag.org
Zara Sadeghian, (619) 595-5395, zara.sadghian@sandag.org

MEMBERS

Jonathan Frankel, Chair

Real Estate/Land Economics/Right-of-Way Category

Pedro Orso-Delgado, Vice Chair

Contractor/Construction Category

Dustin Fuller

Biology/Environmental Science Category

Stewart Halpern

Municipal/Public Finance and Budgeting Category

Les Hopper

Licensed Engineer Category

Sunnie House

Private Sector/CEO Category

Michael Kenney

Licensed Civil/Traffic Engineer Category

ADVISORY MEMBERS

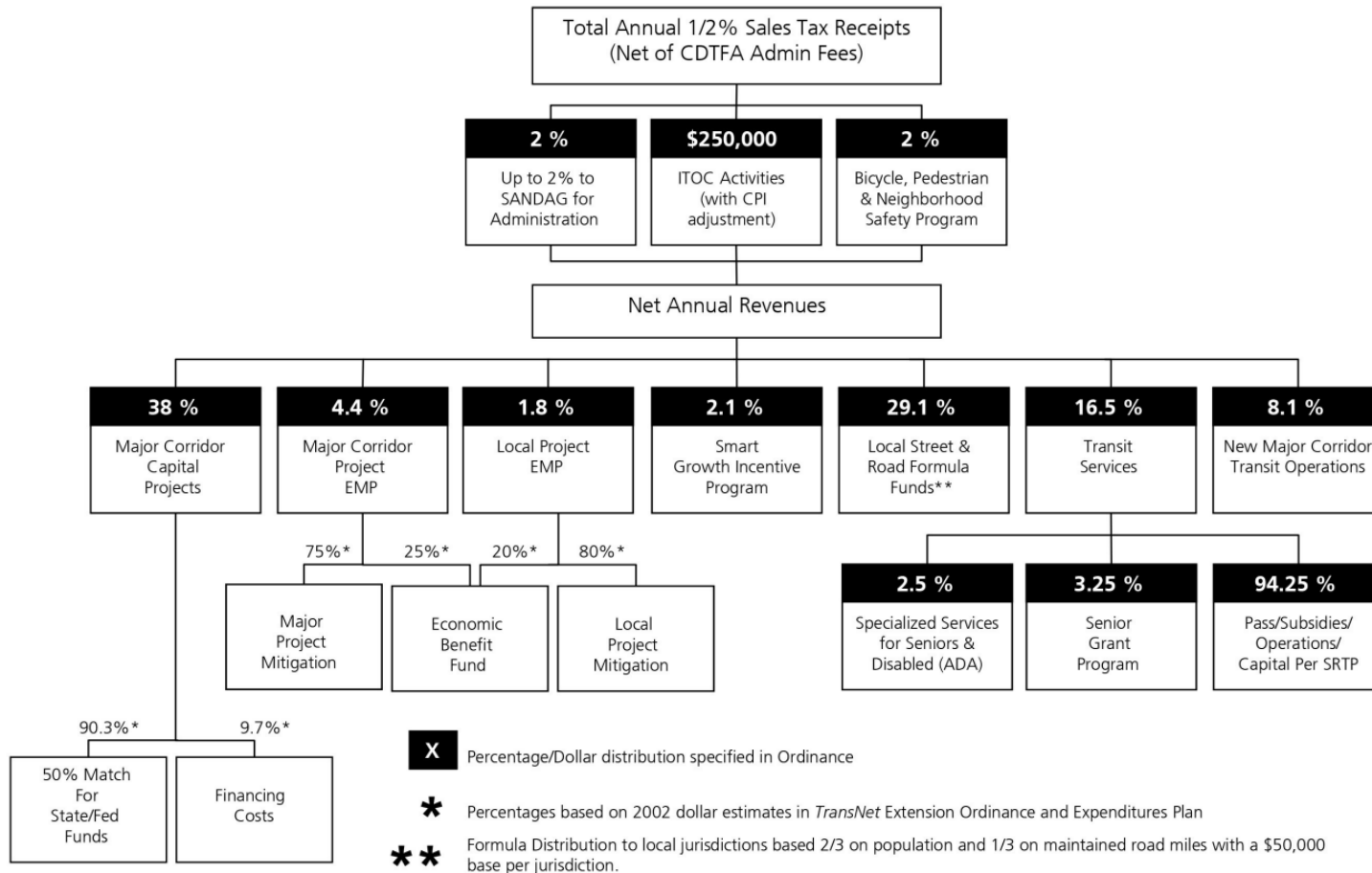
Tracy Drager

San Diego County Auditor's Office

Revised April 11, 2023



TransNet Extension Flow of Funds FY 2009 – FY 2048*



* On May 14, 2021, the SANDAG Board of Directors, acting as the San Diego County Regional Transportation Commission, approved an adjustment to increase the administrative expense limitation from 1% to 2% beginning in FY 2022.

Revised May 2021



Regional Plan

The Regional Plan is a long-term vision to improve mobility, equity, and the environment for the San Diego region today and for generations to come. Centered around key strategies known as the 5 Big Moves, the Regional Plan was informed by public feedback and developed by a team of experts using data and innovative analytical methods. To implement the Regional Plan, SANDAG is delivering major capital projects, starting multiple pilot programs, and continuing to plan for more ways to transform the way people and goods move throughout our communities.

Regional Impact

The projects, programs, and initiatives in the Regional Plan impact every resident of the San Diego region.

Visit sandag.org/regionalplan to learn more.

2022 Highlights

- ▶ To help educate the public about projects and programs included in the Regional Plan, SANDAG hosted its inaugural Community Fair showcasing over 50 projects, programs, and initiatives taking place throughout the region. The fair highlighted more than a dozen partnerships with regional agencies and community groups and reached thousands of community members through online and in-person engagement.
- ▶ This year, we broke ground on the Otay Mesa East Port of Entry, Barrio Logan Segment of the Bayshore Bikeway, and Pershing Bikeway. We also began construction on the Border to Bayshore Bikeway.
- ▶ We celebrated ribbon cuttings on Fourth & Fifth Avenue Bikeways, Georgia – Meade Bikeway, Landis Bikeway, and the El Portal undercrossing project.
- ▶ We completed the first phase of the North Coast Corridor program, opening the new San Elijo Lagoon bridge and suspended bike and pedestrian bridge under the I-5, nine miles of new carpool lanes on the I-5, and double-tracking projects to improve the LOSSAN Rail Corridor.
- ▶ Highway construction improvements for I-805/SR 94 Bus on Shoulder Demonstration Project were completed in June and a three-year demonstration project is underway.
- ▶ We completed emergency repairs for Del Mar Bluffs and opened the southbound State Route 125 to westbound State Route 905 connector ramp in Otay Mesa.

Del Mar Bluffs/ LOSSAN Corridor

The LOSSAN Corridor (Los Angeles—San Diego—San Luis Obispo) is the second busiest intercity rail corridor in the nation and the only viable rail freight link between the San Diego region and the rest of the country. This corridor is also part of the Strategic Rail Corridor Network (STRACNET), identified by the U.S. Department of Defense for its importance in providing access to the Marine Corps Base Camp Pendleton and the Port of San Diego. The Del Mar Bluffs stabilization project protects the LOSSAN Rail Corridor from erosion while long-term plans to relocate the tracks off the bluffs are implemented.

2022 Highlights

- ▶ Following a bluff collapse in February 2021, SANDAG partnered with NCTD and the City of Del Mar to complete emergency repairs within 15 months.
- ▶ Thanks to the leadership of California Senate President pro Tempore Toni G. Atkins, SANDAG received \$300 million in the state budget for the LOSSAN Rail Realignment project in Del Mar.
- ▶ With the help of Congressman Mike Levin, SANDAG secured \$27 million in federal funding to replace the 100-year-old single-track San Luis Rey River Bridge, which will add more than ten miles of double track to the LOSSAN Corridor in Oceanside.
- ▶ U.S. Transportation Secretary Pete Buttigieg toured the Del Mar Bluffs and LOSSAN Corridor, emphasizing its importance as a key segment of the national rail system.
- ▶ The California Coastal Commission approved the Del Mar Bluffs stabilization project for Federal Coastal Consistency Certification. SANDAG completed project design in November and began finalizing construction arrangements.

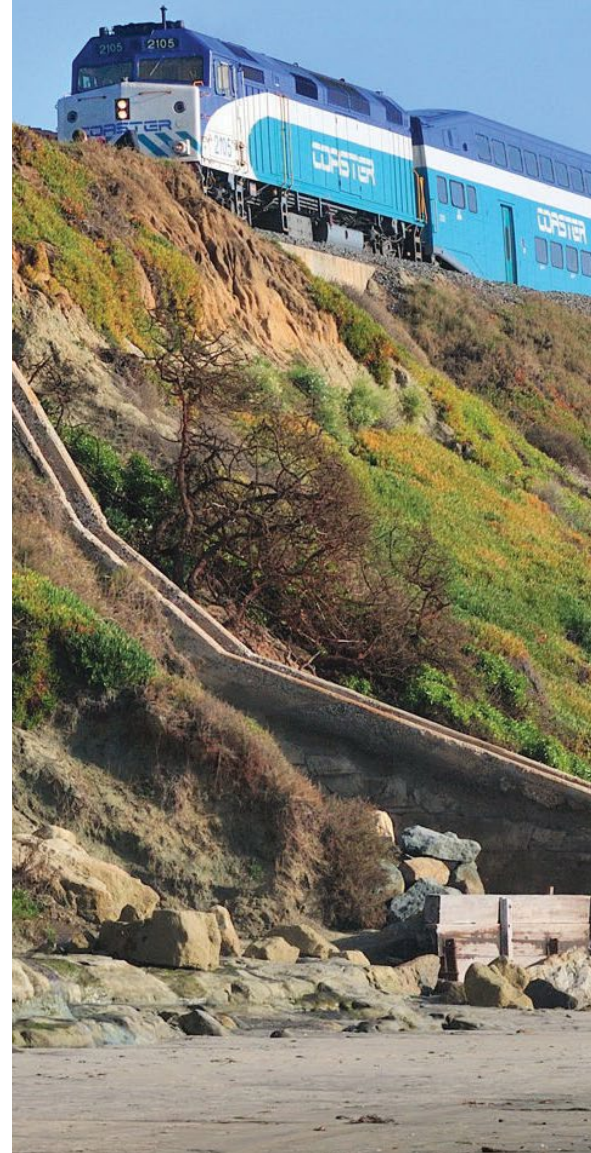
Regional Impact

Within the San Diego region, the LOSSAN Rail Corridor passes over six coastal lagoons, Camp Pendleton, and the cities of Oceanside, Carlsbad, Encinitas, Solana Beach, and Del Mar before terminating in Downtown San Diego. However, as the only rail corridor in the region moving both people and freight, the LOSSAN Rail Realignment project is a critical priority for all residents of the county.

Visit sandag.org/lossan to learn more.

“We’re going to make sure the second busiest rail corridor in America... is going to be open and running for a long time. We have the money to get it done. We have the knowledge to get it done.”

—U.S. President Joe Biden



SR 11/Otay Mesa East Port of Entry

Mexico is California's number one trading partner, fueling commerce and economic opportunity throughout the San Diego-Baja California binational region. The future port of entry will reduce wait times, strengthen border security and safety, increase economic efficiencies, and foster innovative technology solutions, all while reducing emissions and ensuring the Cali-Baja region has the infrastructure it needs to continue its dynamic growth.

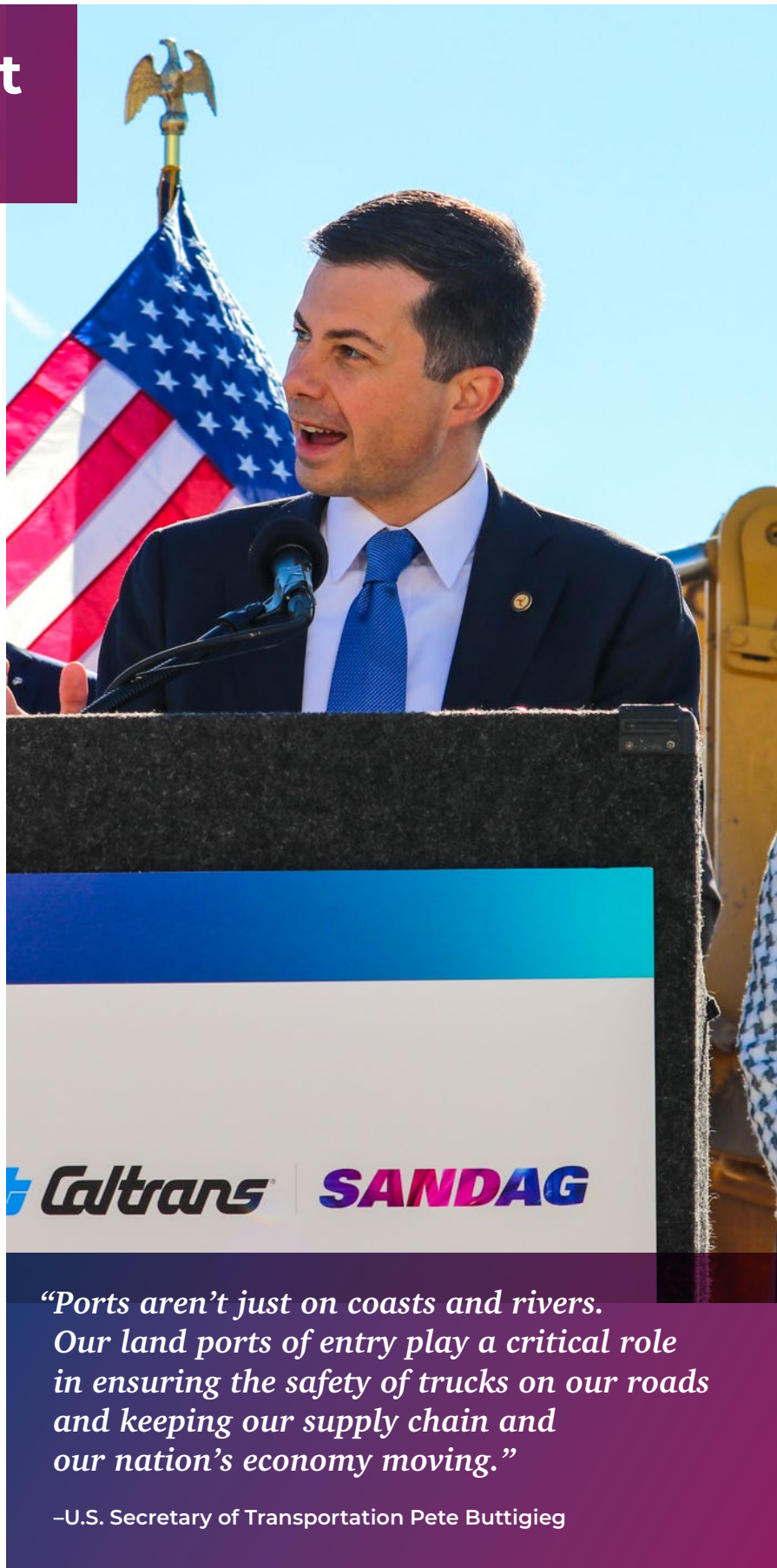
2022 Highlights

- ▶ In August, SANDAG celebrated the historic groundbreaking of the Otay Mesa East project.
- ▶ In September, SANDAG, in partnership with Caltrans, was awarded \$150 million from the federal INFRA grant program to help fund the project.
- ▶ California and Mexico signed a binational Toll Revenue Sharing Agreement in October.
- ▶ U.S. Secretary of Transportation Pete Buttigieg visited the Otay Mesa East site in November to highlight the importance of the project for the entire country.

Regional Impact

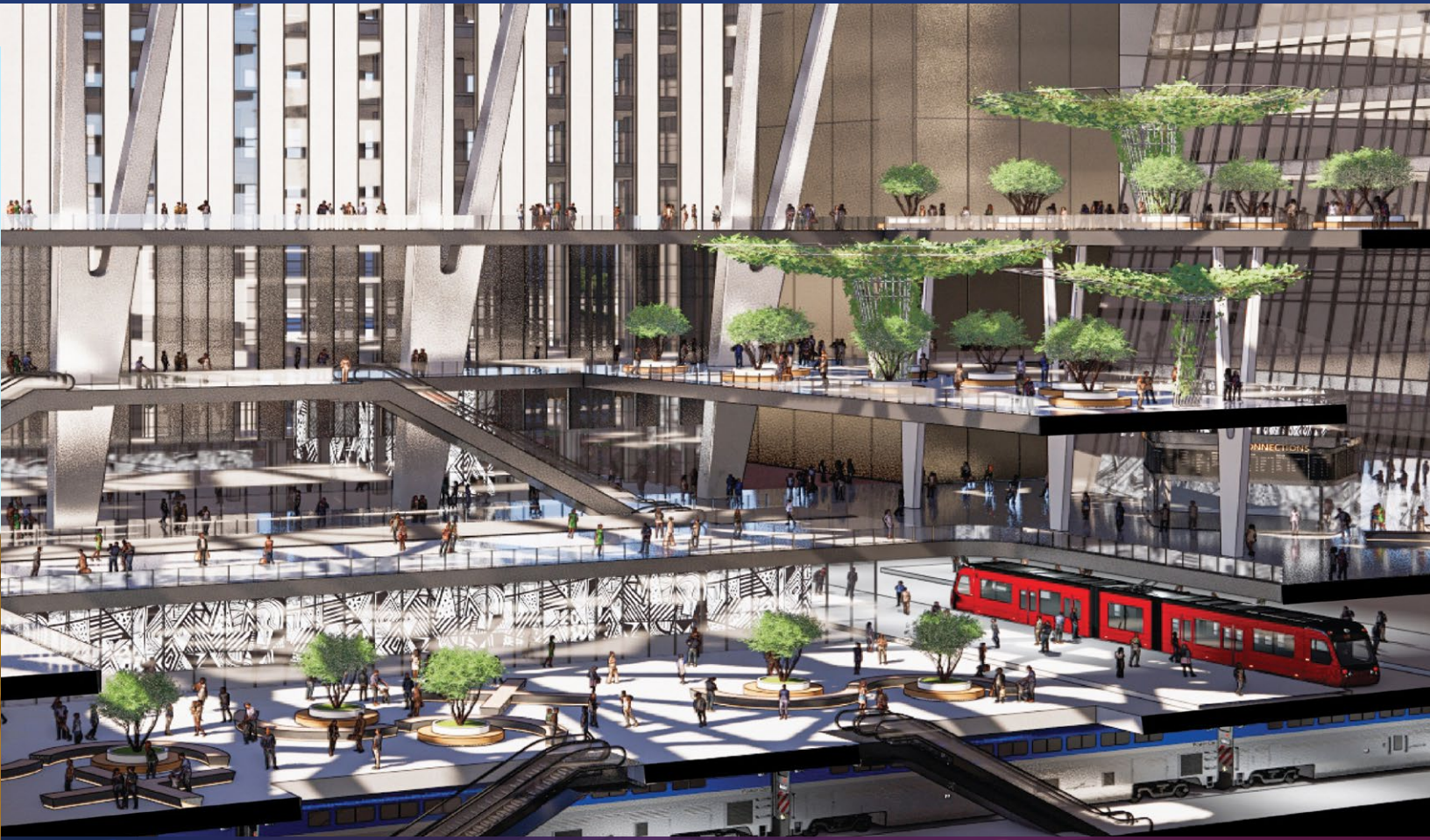
Progress on the Otay Mesa East Port of Entry in 2022 strengthened the state's bilateral partnership, bringing the region several steps closer to an innovative new border crossing while continuing to advance key initiatives and foster trade growth. Using state-of-the-art technologies, the new port of entry will improve mobility and air quality in the border region and fuel economic growth and binational trade, benefitting every SANDAG jurisdiction and the entire nation.

Visit sandag.org/ome to learn more.



“Ports aren’t just on coasts and rivers. Our land ports of entry play a critical role in ensuring the safety of trucks on our roads and keeping our supply chain and our nation’s economy moving.”

–U.S. Secretary of Transportation Pete Buttigieg



Central Mobility Hub: A Regional Transit Connection to the Airport

The Central Mobility Hub, a new multimodal transit center in Downtown San Diego, will provide fast and convenient regional transit connections to the San Diego International Airport from every part of the region by bus, Trolley, and commuter rail services (like the COASTER and Amtrak Pacific Surfliner). The overall project will increase transit ridership, reduce traffic, and advance climate action goals in addition to boosting economic development in the region's urban core by supporting new opportunities for housing and revitalized public spaces.

2022 Highlights

- ▶ Project staff began a concept study to analyze several airport transit connection alternatives.

Regional Impact

The Central Mobility Hub will provide a central nexus between transportation in the northern and southern parts of the region. The project will connect various transit and mobility nodes in one place. This centralized location will support housing growth and revitalized public space and create an opportunity to invest in transportation as a catalyst for increased density, sustainability, and connectivity, all while helping to meet the regional and state housing and greenhouse gas reduction goals.

Visit sandag.org/cmh to learn more.



Mid-Coast Trolley Extension

The Mid-Coast Trolley Extension added 11 new miles to the UC San Diego Blue Line Trolley, serving key employment, education, medical, and residential areas and offering a one-seat ride between the U.S.-Mexico border and University City area. Construction for the project began in fall 2016, and the Trolley extension opened for revenue service on November 21, 2021, on time and on budget.

2022 Highlights

- ▶ On November 21, 2022, SANDAG celebrated the one-year anniversary of the Mid-Coast Trolley Extension, the largest completed infrastructure project in the history of the San Diego region.
- ▶ Between December 2021 and September 2022, the Blue Line carried an estimated 16.7 million passengers—as compared to 9.6 million in all of 2021.

Regional Impact

The Mid-Coast Trolley connects an additional nine new stations throughout the region, creating a no-transfer transit connection between the U.S.-Mexico border and South Bay communities and University City area.

Visit sandag.org/midcoast to learn more.



Digital Equity

The Digital Equity Program seeks to close the digital divide and ensure everyone has equal access to educational, economic, and social opportunities through a reliable, affordable internet connection. In 2021, SANDAG adopted the Regional Digital Equity Strategy and Action Plan. Since then, the Digital Equity Program has led many efforts in collaboration with state and local partners to raise awareness of available resources that help residents connect to the internet and build out the broadband infrastructure system in the region.

2022 Highlights

- ▶ In February, SANDAG launched the Regional Digital Infrastructure Taskforce to talk about barriers to rapid deployment of broadband infrastructure, share best practices, and foster collaboration between local, regional, and state agencies. The group is now working on developing regional permitting standards that will expedite broadband infrastructure deployment in unserved and underserved communities.
- ▶ SANDAG launched the Get Connected Campaign in partnership with the County of San Diego, the City of San Diego, and 211 San Diego to increase awareness of resources that help people connect to the internet.
- ▶ In partnership with the Southern California Association of Governments (SCAG), SANDAG released a Request for Qualifications for Prospective Broadband Partnerships and executed a cooperative agreement among the 20 firms that responded.

Regional Impact

The Regional Digital Divide Taskforce ensures that connectivity needs from throughout the region are factored into upcoming projects to ensure this program serves the entire county through SANDAG initiatives.

Visit sandag.org/digitalequity to learn more.



Youth Opportunity Pass Pilot Program

The Youth Opportunity Pass Pilot Program is providing more than one year of free transit rides for anyone 18 and under in the San Diego region. The program was developed based on input from the SANDAG Social Equity Working Group and includes additional funding for partnerships with community-based organizations to assist in transit education and community outreach about the program.

2022 Highlights

- ▶ The Youth Opportunity Pass Pilot Program launched in partnership with MTS, NCTD, and the County of San Diego in May. Since then, more than 21,000 free transit passes have been distributed to riders 18 and under.
- ▶ SANDAG partnered with schools and community organizations to distribute passes, assist youth with smartphones in acquiring virtual passes, and disseminate program information in 14 languages.
- ▶ We have seen a 92% increase in youth transit rides and a 175% increase in youth riders as compared to April before the pilot program launch.

Regional Impact

The Youth Opportunity Pass Pilot program has made reliable transportation more accessible for families throughout the region, reducing vehicle miles traveled and emissions. NCTD routes serving Vista and Escondido saw youth ridership increase by more than 2,000%. MTS routes serving San Diego, Lemon Grove, Spring Valley, Chula Vista, and Bonita saw youth ridership increase by more than 150%.

Visit sandag.org/yop to learn more.

Housing Acceleration Program

The Housing Acceleration Program promotes fair and equitable housing for all by working to increase affordable housing production, prevent displacement, provide technical assistance and educational outreach, and provide financial resources to local jurisdictions. Our region's housing goals include an additional 171,685 housing units between 2021 and 2029.

2022 Highlights

- ▶ As part of the Housing Acceleration Program, SANDAG kicked off its Housing Policy Forum series with a legislative digest and, in collaboration with SCAG, hosted three virtual housing forums.
- ▶ SANDAG also created a Local Jurisdiction Technical Assistance program, the Housing Policy and Leadership Academy, the Housing Policy and Planning Tool, and is working on an Anti-Displacement Strategy.
- ▶ SANDAG created a Housing Task Force and Regional Equitable Housing Subcommittee to explore potential regional housing financing models.
- ▶ SANDAG partnered with state agencies, local jurisdictions, community-based organizations, and affordable housing developers and identified ways to bring more funding to the region through the Affordable Housing Sustainable Communities program.



Regional Impact

SANDAG held four outreach events, met directly with nine local jurisdictions, collected more than 500 survey responses, and consulted with six Tribal Governments to help ensure all residents of the region benefit from the Housing Acceleration Program.

Visit sandag.org/housing to learn more.



Regional Bike Network

The Regional Bike Network connects the region with safe, accessible bikeways that encourage active transportation and provide convenient routes within and between communities. As of December 2022, SANDAG has built 23 miles of bikeways as part of the Regional Bike Plan Early Action Program, with 11 miles currently under construction and 20 additional miles in the final design phase.

2022 Highlights

- ▶ SANDAG opened a record-breaking 11 miles of new bikeways and broke ground on nearly five more miles between the Pershing Bikeway and Barrio Logan segment of the Bayshore Bikeway.
- ▶ The Georgia-Meade, Landis, and Fourth & Fifth Avenue Bikeways opened—SANDAG’s first on-street bikeway projects.
- ▶ To ensure safety and accessibility, the team implemented dramatic and innovative traffic calming solutions, including constructing 18 new traffic circles.
- ▶ In July, the Board adopted a resolution to create a Vision Zero Action Plan to guide regional transportation safety efforts.

Regional Impact

This year’s work on the Regional Bike Network focused on building the necessary infrastructure to support increased bike safety and use in some of the most densely populated communities in the region. These projects fill critical gaps in the San Diego active transportation network, many of them located in residential areas linking riders and pedestrians alike to crucial destinations like schools, parks, and shops.

Visit sandag.org/bikes to learn more.

Request for Innovative Concepts

“Our region is poised to lead the nation in implementing next-generation transportation technologies.”

—SANDAG CEO Hasan Ikhrata

In November 2021, SANDAG issued a Request for Innovative Concepts (RFIC) inviting interested innovators, entrepreneurs, service providers, and mobility experts to submit innovative concepts for transportation “Connector” services that advance the transformative vision for transportation shaped by the 5 Big Moves.

2022 Highlights

- ▶ Three submissions were chosen to advance to the second phase of the RFIC process.
- ▶ Beep, Inc. proposed implementing mobility hubs to create a network of autonomous electric shuttles. The network would provide first- and last-mile connections to existing transit services and strategically located electric vehicle (EV) charging infrastructure.
- ▶ Cordoba Corporation proposed extending the Blue Line Trolley one mile into Tijuana, expanding the San Ysidro Transit Center, building connecting pre-clearance border crossing facilities, and providing improved traveler information through Intelligent Transportation System upgrades.
- ▶ Cavnu proposed a state-of-the-art managed lanes network to improve the speed and reliability of transit and shared mobility services through technology-enabled infrastructure.

Regional Impact

Proposed RFIC projects would enhance mobility, reduce congestion, and improve air quality for the entire region.

For more information, visit sandag.org/rfic.

Data and Research

To advance social equity and economic prosperity in the San Diego region, SANDAG creates and maintains a tremendous amount of data and takes advantage of emerging datasets to better understand the needs of the region. As a data-driven organization, SANDAG is committed to being a reliable and transparent source of publicly and readily available information.

2022 Highlights

- ▶ The SANDAG Open Data Portal launched. It makes available a variety of data, including highway traffic volumes, regional crime data mapping, and population estimates.
- ▶ Our team collected original data which is used to better understand travel patterns around the region and will be used in the creation of the 2025 Regional Plan.
- ▶ Supplementing original information with big data, we created economic data analyses to understand short- and long-term effects on the region.

Regional Impact

SANDAG’s resources are used by policy makers, member agencies, local government entities, academic institutions, Tribal Governments, community-based organizations, stakeholders, and the public to make informed decisions.

For more information, visit sandag.org/data.

SANDAG provides project funding to local jurisdictions, nonprofit organizations, community groups, and transportation partners through the TransNet half-cent sales tax and competitive grant programs. We allocate millions of dollars each year to create safer streets, promote travel choices, increase regional connectivity, protect the environment, and expand mobility options.

Local Streets and Roads



Since 1988, nearly \$1.6 billion in TransNet funding (leveraged with more than \$400 million from federal, state, and local sources) has been provided to help each city and the county with street improvement projects. Benefits of these funds include new major roads, repaved and widened streets, pothole repairs, local bikeway and walkway improvements, median and landscaping projects, bridge repairs, drainage improvements, traffic calming and signal adjustments, and other major congestion relief and rehabilitation projects.

2022 Highlights

- ▶ TransNet provided more than \$300,000 toward the completion of four projects in 2022 and more than \$50 million more toward other projects in progress.

Regional Impact

Every jurisdiction in the San Diego region receives annual TransNet funding for local street and road improvements. Individual jurisdictions spend these funds according to their priorities and needs.

Jurisdiction	FY22 Allocation
Carlsbad	\$ 4,198,543.88
Chula Vista	\$ 8,411,581.03
Coronado	\$ 772,459.10
Del Mar	\$ 259,298.15
El Cajon	\$ 3,298,876.37
Encinitas	\$ 2,222,201.57
Escondido	\$ 5,030,749.09
Imperial Beach	\$ 959,998.49
La Mesa	\$ 2,085,625.36
Lemon Grove	\$ 937,397.61
National City	\$ 1,927,650.91
Oceanside	\$ 6,093,275.35
Poway	\$ 1,949,548.13
San Diego	\$ 46,004,501.98
San Marcos	\$ 3,047,650.09
Santee	\$ 1,896,887.98
Solana Beach	\$ 558,142.83
Vista	\$ 3,146,862.54
Unincorporated	\$ 20,474,210.53

Regional Total **\$ 113,275,461.00**

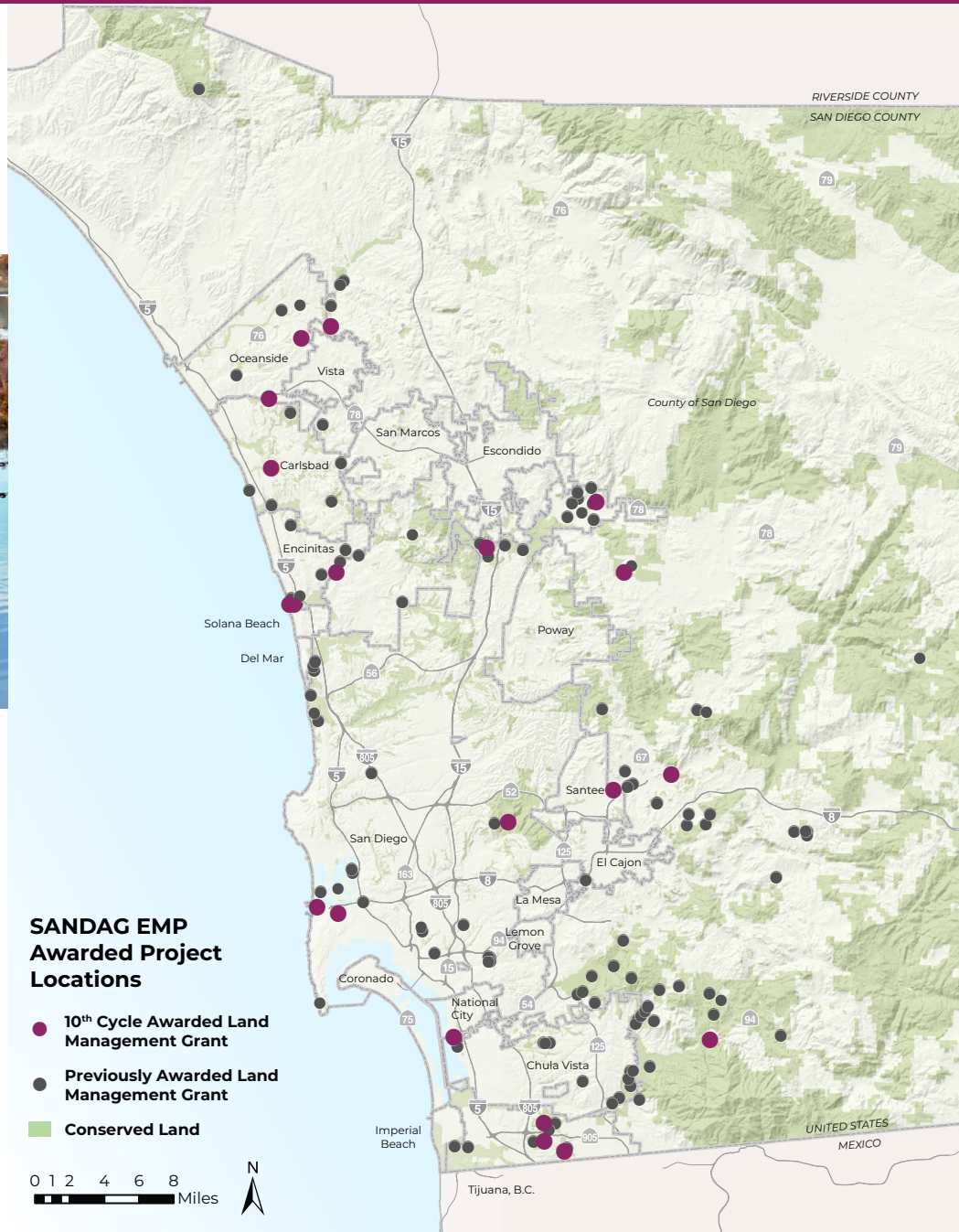
Environmental Mitigation Program



SANDAG has awarded approximately \$18.6 million in TransNet Environmental Mitigation Program Land Management grants over a total of ten cycles. This competitive program awards projects to land managers to enforce and further the protection of threatened, rare, and endangered species and their habitats while promoting regional habitat conservation planning.

2022 Highlights

- ▶ The SANDAG Board of Directors awarded \$2.4 million in funding to 19 projects in 2022.
- ▶ Six projects were completed, including three by the Chaparral Lands Conservancy (Otay Mesa Rare Plants, Proctor Valley Vernal Pools and Uplands, Rarest Plants 2), one by Nature Collective (North County Dunes 2), and one by Mission Resource Conservation District (Invasive Species Management).
- ▶ The San Diego Audubon Society performed ReWild Mission Bay, a habitat restoration and monitoring program which restored coastal dune habitat for the endangered California Least tern and endangered Nuttall's Acemison through techniques including invasive plant removal, volunteer events, educational signage, seed collection, surveying, and fence repairs.



Regional Impact

The 19 projects that were awarded funding by the Board of Directors for the tenth cycle will support the communities of Carlsbad, Chula Vista, Encinitas, Escondido, Santee, Vista, the City of San Diego, and the County of San Diego.

Active Transportation Program and Smart Growth Incentive Program

Every three years, SANDAG provides jurisdictions with funds to create more walkable, bike-friendly, and transit-oriented communities. Since 2009, \$59 million in TransNet Smart Growth Incentive Program funding and more than \$28 million in Active Transportation funding contributed to projects throughout the San Diego region. These projects revitalize downtown areas and create economic growth opportunities by enhancing streetscapes, improving walking and biking paths and facilities, beautifying public spaces, and increasing connectivity.



2022 Highlights

- ▶ Twelve projects were completed and many more that received funding in past years moved forward with planning and construction.
- ▶ Solana Beach completed its Lomas Santa Fe Corridor Active Transportation Improvement design project.
- ▶ The City of San Diego completed four community planning projects.
- ▶ National City completed the Roosevelt Avenue Corridor Smart Growth Revitalization Project.



Regional Impact

All SANDAG jurisdictions have been served by these programs. In 2022, jurisdictions from Oceanside, Vista, and Carlsbad in North County to Chula Vista and Imperial Beach in South Bay and El Cajon in East County have benefitted from completed or ongoing Smart Growth Incentive Program projects.





Housing Acceleration Grant Program

SANDAG launched the Housing Acceleration Grant Program in 2022 to support jurisdictions, developers, and transit agencies by funding projects related to accelerating housing production and creating sustainable and climate resilient communities. By focusing on infill development, building within smart growth or mobility hub planning areas, and affirmatively furthering fair housing, these grants help reduce vehicle miles traveled and emissions.

Regional Impact

Grant awards were provided to Chula Vista, Del Mar, Encinitas, National City, Santee, the City of San Diego, and the County of San Diego.

2022 Highlights

- ▶ SANDAG released its first call for projects and awarded \$1.9 million to seven local jurisdictions.
- ▶ Funding through this program assisted local jurisdictions with housing feasibility studies, housing production assistance, and the California Environmental Quality Act (CEQA) analysis for multifamily housing sites.
- ▶ SANDAG began work on the next funding cycle, which will include both planning and capital components, and plans to release the next call for projects in early 2023.
- ▶ SANDAG submitted its application to the state to receive over \$43 million dollars in formula funding to support housing-related projects and programs.



Specialized Transportation Grants and Senior Mini-Grants Programs

The SANDAG Specialized Transportation Grant Program funds projects and programs that expand mobility options for older adults and individuals with disabilities. The Senior Mini-Grant Program uses TransNet funding to provide specialized transportation for people aged 60 and older within San Diego County. Funding between these two programs has supported more than 275 specialized transportation projects for private nonprofits and state and local governments.

Regional Impact

These grants serve older adults and disabled individuals throughout the region; the most heavily serviced areas in 2022 were in El Cajon, La Mesa, Poway, Lemon Grove, and Point Loma.

2022 Highlights

- ▶ In July, SANDAG released a call for projects for the Specialized Transportation Grant Program, making approximately \$7.9 million available for specialized transportation grants.
- ▶ Approximately 8,000 people benefitted from Specialized Transportation Grant Program-funded transportation services, providing nearly 300,000 one-way passenger trips.

Looking Forward

In addition to the projects highlighted on the previous pages, SANDAG continues to work on the following priorities.

Developing the 2025 Regional Plan

SANDAG has begun the four-year update to the Regional Plan (2025 Regional Plan) using a data-driven planning process that builds off the work completed for the 2021 Regional Plan and the 5 Big Moves. This update of the Regional Plan will be guided by updated surveys and data as well as input from our diverse communities, agency partners, Board, Policy Advisory Committees, and working groups. Also, recommendations provided by CARB in their [“Evaluation of the San Diego Association of Governments’ SB 375 2021 Sustainable Communities Strategy”](#) will serve as critical input.

As we continue to move forward with the update of the Regional Plan, we will be conducting a robust engagement process that brings along all stakeholders at every stage. An update of our [Public Involvement Plan \(PIP\)](#) and the input from our Social Equity Working Group and community-based partners will help guide these efforts.

Purple Line and Blue Line Commuter Rail

The next phase of the Trolley’s 21st century transformation will connect our most densely populated residential areas and largest employment centers. A new Purple Line will provide a convenient rail link as an alternative to the congested South Bay-to-Sorrento Valley commute. An overhaul of the Blue Line will extend the Trolley into Tijuana and decrease commute time so that taking transit between the border and the Downtown Central Mobility Hub is faster than driving.

Smart Corridors

Leveraging new technologies will transform existing roadways into a smart and sustainable transportation network that integrates automated and electric vehicles, accommodates all modes of travel, helps reduce gridlock, provides convenient first- and last-mile connections, and keeps our region running smoothly and safely for decades to come.

Build North Coast Corridor

The continued improvement of the North Coast Corridor (NCC) is a major priority for FY 2023. The first phase of the project, Build NCC, which includes over \$870 million in highway, rail, bike, pedestrian, and community and environmental enhancement projects, has been praised as a model project for integrated planning. About \$660 million has been budgeted for highway improvements, \$80 million for rail improvements, and \$120 million for environmental improvements. Phase 1 Build NCC projects include the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor San Elijo Lagoon Double Track project, extending the Express Lanes on I-5 between Lomas Santa Fe Drive in Solana Beach and SR 78 in Oceanside, new bike and pedestrian trails and street improvements in Encinitas and Carlsbad, and the restoration of the San Elijo Lagoon.

Project milestones reached in FY 2019 and 2020 include bicycle and pedestrian improvements under I-5 at Encinitas Boulevard and Santa Fe Drive and the completion of the 1.3-mile coastal rail trail through Cardiff by the Sea, the double tracking of the rail line and rail bridge replacement over the San Elijo Lagoon, and the completion of the restoration in the San Elijo Lagoon. In FY 2020 and 2021, Build NCC completed construction of the San Elijo Lagoon Highway Bridge and the Carpool/HOV Lanes on I-5 between Manchester Avenue and Palomar Airport Road. The next segment of I-5 Carpool/HOV Lane construction between Palomar Airport Road and SR 78 began in fall 2021 and is anticipated to be complete in summer 2023. The San Elijo Lagoon Restoration project was completed in summer 2022.

Innovative Mobility

Innovative mobility redefines transportation by integrating advanced technologies such as electronic and wireless communication systems and alternative fuels. At SANDAG, we strive to expand these types of transportation options to ensure the San Diego region's transportation system is built on sustainability, connects all residents and visitors with a variety of modes of transportation, and transitions our region to zero-emission vehicles. Our efforts are meant to create services that help advance the transformative vision of the 2021 Regional Plan as shaped by the 5 Big Moves.

In November 2021, we released a Request for Innovative Concepts inviting innovators, entrepreneurs, service providers, and mobility experts to submit innovative concepts for transportation “Connector” services. This is a phased procurement intended to explore new ways SANDAG can collaborate with the private sector to leverage new technologies and transportation trends in implementing the Regional Plan.

In another effort to explore innovative technologies to help the San Diego region meet state and regional clean climate transportation goals, we're developing ideas to implement innovative infrastructure such as in-road electric vehicle (EV) chargers. Through the new SANDAG Wireless EV Charging Whitepaper, we provide an overview of the technology available, challenges and opportunities for deploying this technology, and potential use cases for wireless charging in the region.

Safety and Vision Zero

Our streets should be safe for everyone. That's why the SANDAG Board of Directors adopted a Regional Vision Zero Resolution with steps toward eliminating all traffic fatalities and severe injuries while increasing safe, healthy, and equitable mobility options for all. Vision Zero rejects the idea that traffic crashes are inevitable and instead views them as preventable incidents.



Approximately 230 lives are lost each year on roads in the San Diego region, and nearly 1,400 people experience life-altering injuries from traffic crashes. Despite efforts to reduce these numbers, fatalities and life-altering injuries still persist.

SANDAG is developing a Vision Zero Action Plan to help address this complex problem. The data-driven action plan will be modeled on national and international best practices and define a 'high injury network' for the region to capture where the highest proportion of fatalities and serious injuries are occurring. Additionally, the plan will recommend proven roadway safety strategies including:

- Context-sensitive designs to better accommodate a mix of people walking, biking, using transit, and driving
- Safer speeds for everyone traveling on our roads
- More responsible travel behavior on our roads and strategies that enable safer operation of vehicles and devices using local roads

Transit Equity and Youth Opportunity Pass

Transit Equity Pilot

The Transit Equity Pilot was formed based on recommendations from the SANDAG Regional Plan Social Equity Working Group (SEWG) and includes the following components:

- The Youth Opportunity Pass pilot program—a program that offers free transit fare for all youth 18 and under in the San Diego region
- Collaboration with community-based organizations (CBOs) to educate youth and family about transit options in their neighborhood
- A research study to evaluate the benefits of the pilot

The pilot was budgeted at \$2.13 million for fiscal year 2022 and is budgeted at \$5.87 million for fiscal years 2023–24, allocated to direct costs, contracted services, and passed through to other agencies. Funds are secured via SANDAG from the Congestion Mitigation and Air Quality (CMAQ) Program and via the County of San Diego through the American Rescue Plan Act. Current funding will maintain the program in its present form through August 2023. The region has seen significant transit ridership increases among young people as a result of the Youth Opportunity Pass and SANDAG is working to identify funding to continue and expand this program after the pilot ends.

Data, Research, and Analytics

To advance social equity and economic prosperity in the San Diego region, SANDAG creates and maintains a tremendous amount of data and takes advantage of emerging datasets to better understand the needs of the region and translate data into actionable information. The Data Science team at SANDAG works collaboratively to conduct original research and ensure the quality of the data to be used by the Transportation Modeling team to prepare the models that help us see the effect of different policy decisions on the region in the years to come. As the Regional Census Clearinghouse, our Estimates and Forecast team, in partnership with our economists, create estimates and forecasts for how many residents, residents, and jobs there will be in different parts of the region out to the year 2060. Unlike most other MPOs, SANDAG staff also compile public safety data and conduct independent evaluations of public safety and health programs, offering additional insight about quality-of-life issues that cross jurisdictional boundaries.

As a data-driven organization, SANDAG is also committed to making data publicly and readily available and transparent through the design of a web-based Open Data Portal. This portal is a broad community resource used by member agencies, local government entities, academic institutions, tribes, community-based organizations, stakeholders, and the public. SANDAG's Open Data Portal, transportation modeling, applied research and performance monitoring, and socioeconomic data are all examples of how SANDAG develops, applies, and distributes data. Our Geographic Information System (GIS) team works closely with other partners in the region to make spatial data, web applications, and maps available to the public to support decision making at appropriate geographic scales.

SANDAG Organizational Structure

SANDAG has more than 400 employees with expertise in a broad range of professional, technical, and business support functions. Our positions represent all stages of career development from entry-level interns and mid-level technical specialists to executives, and include the following specialty areas:

- Accounting and finance
- Business and customer services
- Contracts and procurement
- Data and analytics
- Economics and demographics
- Engineering and construction
- Facility and roadway maintenance
- Geographic information services
- Human resources
- Information systems
- Law
- Marketing and graphic design
- Program and software development
- Project management
- Public affairs and government relations
- Public safety and criminal justice research
- Regional and urban planning
- Transportation and land use modeling

